



Australian Government

Australian Public Service Commission

# Australian Government Public Sector Workplace Relations Policy 2026



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Part 1

# APS Policy

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# Section 1 – General

## Introduction

1. The APS Policy sets out the Australian Government’s workplace relations policy as it applies to APS agencies and their employees.
2. This Section of the APS Policy sets out general principles applicable to APS agency arrangements. This Section of the Policy also applies to a non-APS agency that participates in APS service-wide bargaining.

## Purpose

3. The Government expects the public service to be a **model employer** and employer of choice, in order to best facilitate the delivery of services to the Government, Parliament and community.
4. The APS Policy continues the Government’s commitment to genuine service-wide bargaining, with central bargaining for Common Conditions (Part A) and agency-level enterprise bargaining to be led by individual agencies (Part B).
5. The APS Policy continues the Government’s intention to reduce fragmentation of pay and conditions across the APS over time.
6. The Government is committed to providing pay increases for APS employees which are underpinned by productivity growth and delivered through fair and genuine negotiations between employers, employees, and unions.

## Coverage and application

7. Exemptions to the APS Policy, in whole or part, will only be considered in exceptional circumstances.
8. An exemption request must be assessed by the Australian Public Service Commission (APSC). Any exemption to the APS Policy must be supported in writing, by the relevant agency’s responsible Minister, and approved by the Minister for the Public Service.
9. The APS Policy does not cover Government Business Enterprises, which are to refer to clauses 67 to 74 of the Non-APS Policy.

## Approvals

10. The APS Commissioner is responsible for the approval of all collective workplace arrangements for consistency with the Policy. This includes collective arrangements made in response to Machinery of Government changes as determined by the Government from time to time.
11. Agency Heads must provide a draft collective workplace arrangement to the APS Commissioner for approval prior to tabling a final version with employees and their representatives.

12. Agency Heads and the APSC are jointly responsible for ensuring that all collective workplace arrangements are consistent with relevant legislation, including the *Fair Work Act 2009* (FW Act).

## Industrial disputes

13. Agencies must consult with the APSC if there are significant industrial issues or proceedings at the workplace level. This includes:
  - a. applications or proceedings in the Fair Work Commission in relation to bargaining
  - b. emerging or actual industrial action
  - c. significant or collective disputes arising under the terms of an enterprise agreement
  - d. disputes about the interpretation or application of a Common Condition.
14. Agencies must consult with the APSC on legal advice concerning a common condition in accordance with guidance issued by the APSC from time to time.

## Section 2 – Service-wide Bargaining

### Coverage and application

15. This Section of the APS Policy applies to:
  - a. APS agencies and their employees, unless they are covered by Section 3 of the APS Policy, and
  - b. any other non-APS agency and its employees, where the agency has requested to be included in service-wide bargaining and the APS Commissioner has approved the request.
16. Where an APS agency has dual staffing powers (that is, they employ employees under the *Public Service Act 1999* and legislation other than the *Public Service Act 1999*), and is seeking to cover APS and non-APS employees under the same enterprise agreement, this Section of the APS Policy will apply to the negotiation of that enterprise agreement.

### Principles and objectives of service-wide bargaining

17. Bargaining in the APS will have regard to the Principles and Objectives of Service-Wide Bargaining (the Principles).
18. The Principles include:
  - a. Being a model employer
  - b. A unified, capable and contemporary Commonwealth Public Service
  - c. Mobility, attraction and retention
  - d. Administrative efficiency, productivity and supporting delivery of public services to Australian people and business
  - e. Fairness and equity, and

- f. Sustainability.
19. A comprehensive statement of the Principles and Objectives for service-wide bargaining is at **Attachment A**.

## Service-wide bargaining

20. Agencies covered by this section must participate in service-wide bargaining for enterprise agreements to cover their non-SES employees.
21. Bargaining will involve:
- a. Part A service-wide bargaining for Common Conditions to be led by APSC representatives as the employer bargaining representatives, and
  - b. Part B agency-level enterprise bargaining to be led by individual agencies.
22. When instructed by the APSC, Agency Heads will:
- a. inform employees that the Part A service-wide bargaining process will be led by the employer bargaining representative to negotiate APS Common Conditions, and
  - b. appoint APSC representatives as nominated by the APS Commissioner as an employer bargaining representative for their enterprise agreement, during the course of service-wide negotiations.
23. The APSC will:
- a. seek to bargain Common Conditions
  - b. negotiate in good faith with all union and employee/individual bargaining representatives
  - c. respond to claims within a reasonable timeframe via appropriate methods, taking into account the nature and circumstances of the claim
  - d. provide regular updates to agencies concerning the progress of service-wide bargaining
  - e. seek views from agencies on agency operational requirements during negotiations
  - f. issue guidance from time to time on matters referred to Part B agency-level bargaining
  - g. at the conclusion of service-wide bargaining, release a new Statement of Common Conditions (the Statement) as an outcome of negotiations, and
  - h. provide agencies policy guidance on implementation of the Statement in agency-level bargaining.
24. Agencies will:
- a. facilitate communication from the APSC with their employees
  - b. respond in good faith to claims that are outside the scope of Part A service-wide bargaining, as determined by the APSC
  - c. handle claims from self-appointed or union bargaining representatives in accordance with processes advised by the APSC

- d. assist the APSC with requests for information such as data, views to assess claims and any other reasonable request from the APSC to progress bargaining, including information to be provided to unions and bargaining representatives, and
  - e. develop policies consistent with bargained outcomes and intentions.
25. The Statement will include:
- a. a list of Common Conditions and negotiated clauses or principles
  - b. a list of conditions referred to Part B agency-level bargaining and any negotiation parameters, and
  - c. a list of conditions that are to be maintained or not included in agreements this round of bargaining.

## Common Conditions

- 26. Agencies will bargain agreements that incorporate the Common Conditions that have been negotiated as listed in the Statement.
- 27. The Statement will be published on the APSC website at the conclusion of service-wide bargaining, at a time to be determined by the APSC.
- 28. Agencies will offer pay increases in proposed enterprise agreements that are consistent with the outcome of service-wide bargaining.
- 29. Exemptions to the Statement may be agreed by the APS Commissioner in exceptional circumstances.
- 30. Where the bargaining parties are unable to reach agreement on a Common Condition in this round of service-wide bargaining, this will be reflected in the Statement of Common Conditions. Agencies may not agree to any change to these conditions without the approval of the APS Commissioner.
- 31. In considering proposals under clauses 29 and 30, the APS Commissioner will have regard to:
  - a. consistency with the APS and the impact on future commonality
  - b. the agency's operational requirements
  - c. the views of unions and other bargaining parties
  - d. possible impact on other Commonwealth employers
  - e. broader community standards.

## Agency-specific conditions and remuneration

- 32. Agencies may bargain conditions specific to the unique operational requirements of their agency, subject to guidance from the APSC.
- 33. Agencies are not to bargain new arrangements which seek to provide an additional pay increase to a cohort of employees outside of a general pay increase, including through paying fringe benefits tax.

34. If an agency wishes to introduce a new condition, amend or remove an existing condition that is not covered by the Statement of Common Conditions, the agency must discuss with the APSC in the first instance. Approval from the APS Commissioner may be required.

## **APS-wide human resources policies and circulars**

35. From time to time the APSC may issue circulars under the APS Policy which deal with matters not considered in service-wide bargaining, or provide guidance or interpretation around the application of Common Conditions or remuneration.
36. The APS Consultative Committee will discuss matters pertaining to the employment relationship as appropriate, in accordance with its terms of reference.

## **Section 3 – Common law arrangements**

37. This Section applies to APS agencies that set non-SES terms and conditions of employment using common law arrangements, and their employees.
38. The usual method of setting terms and conditions is through collective bargaining, with common law arrangements to only be used in limited circumstances.
39. However, APS agencies that have an established practice of using common law arrangements to provide terms and conditions for employees may continue to use common law arrangements, subject to consultation with the APSC.
40. Remuneration increases provided to employees covered by common law arrangements must be consistent with remuneration increases provided for employees covered by enterprise agreements.
41. Agencies with common law arrangements in place are to apply Common Conditions in the Statement, as appropriate, through the terms of the arrangement or associated agency policy documents.
42. Agencies must notify the APSC at least 30 days in advance of making proposed changes to their common law arrangements to increase remuneration or enhance terms and conditions.
43. Agencies must provide the APS Commissioner with information on request regarding outcomes under individual common law arrangements.

## **Section 4 – SES and equivalent employees**

44. This Section applies to APS agencies and their Senior Executive Service (SES) and equivalent employees.
45. Agency Heads are to take all practical steps to moderate the growth of SES total remuneration, including steps to ensure that SES total remuneration does not increase at a greater/faster rate than non-SES remuneration.
46. Agency Heads are responsible for ensuring terms and conditions for SES and equivalent employees are consistent with the APS Policy, the Executive Remuneration Management Policy and advice or guidance issued by the APS Commissioner.

47. SES and equivalent employees, as the key senior leaders in the public service, are not generally covered by enterprise agreements or other collective workplace arrangements.
48. Generally, terms and conditions for SES and equivalent employees are set using individual arrangements such as common law arrangements or individual determinations under subsection 24(1) of the *Public Service Act 1999*.
49. The Agency Head is responsible for ensuring SES pay increases are underpinned by productivity growth and represent fiscally responsible use of taxpayer money, in line with community expectations.
50. The final general pay increase of up to 3.4 per cent available under the 2023 Commonwealth pay offer may be paid to SES employees in accordance with the terms of their individual determinations under s24(1) of the *Public Service Act 1999* and common law arrangements. Agency Heads are to apply restraint in other individual remuneration adjustments.
51. Agency Heads should not provide SES employees further general pay increases beyond the third general wage increase from the 2023 Commonwealth pay offer before non-SES employees in the relevant agency have had a chance to vote on the agency's proposed enterprise agreement.
52. Subject to any APSC guidance, Agency Heads are not to introduce any new SES remuneration arrangements or make adjustments to current SES remuneration arrangements such as SES salary bands, increment structures or accelerated salary advancement arrangements.
53. The APS Commissioner will issue further advice on the Government's SES remuneration and conditions parameters to be implemented by Agency Heads once Part A service-wide bargaining has concluded.
54. Workplace arrangements for SES and equivalent employees are not to include provisions which provide a redundancy benefit or similar type of payment to persons whose employment is terminated involuntarily under section 29 of the *Public Service Act 1999*.
55. Workplace arrangements for SES and equivalent employees will not include retention period arrangements for excess employees.
56. Agencies must provide the APS Commissioner with information on SES and equivalently classified employee's remuneration on request.

Part 2

# Non-APS Policy

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# Section 1 – General

## Introduction

57. The Non-APS Policy sets out Australian Government Policy as it applies to workplace arrangements with Commonwealth public sector employees employed under legislation other than the *Public Service Act 1999* (non-APS employees).
58. This Section applies to non-APS agencies, except to the extent an agency is covered by Part 1.
59. An agency will remain subject to the *Australian Government Public Sector Workplace Relations Policy 2023* (2023 Policy) until its bargaining process concludes if:
  - a. the agency has not bargained an agreement under the 2023 Policy, and
  - b. the agency commences bargaining for a new agreement by 1 July 2026, and
  - c. the APSC has not advised the agency that the *Public Sector Workplace Relations Policy 2026* applies.
60. In this Policy, 'Workplace arrangement' means an enterprise agreement, common law arrangements, or a determination made under an agency's relevant enabling legislation.

## Objectives and agency responsibilities

61. The Government aims to position the Commonwealth as a model employer and employer of choice.
62. The Government is committed to providing pay increases to employees which are underpinned by productivity growth and delivered through fair and genuine negotiations between employers, employees, and unions.
63. Non-APS agencies should put in place workplace arrangements that facilitate the delivery of government services to the community. Workplace arrangements should provide the operational flexibility required by the agency.
64. Workplace arrangements should be simple, clear and easy to read.
65. When formulating proposed workplace arrangements (including adjustments to remuneration and conditions), agencies must have regard to:
  - a. the Commonwealth Service-Wide Bargaining position or the APS Statement of Common Conditions
  - b. their relevant modern award
  - c. the Principles and objectives of non-APS bargaining, and
  - d. the Government's expectations expressed through APSC circulars and APSC guidance documents as issued from time to time.
66. Agencies are responsible for ensuring that their workplace arrangements, and workplace relations policies and practices are consistent with the Non-APS Policy and meet all legislative obligations.

# Application

## *General*

67. The Non-APS Policy applies to all non-APS Commonwealth entities, Government Business Enterprises, companies and Members of Parliament Staff ('agencies').
68. The Non-APS Policy does not apply to the Australian Defence Force, the High Court of Australia or agencies that engage staff exclusively in accordance with the *Public Service Act 1999* (APS Agencies) except for Defence Housing Australia.
69. Where an APS agency has dual staffing powers (that is, they can employ employees under the *Public Service Act 1999* and legislation other than the *Public Service Act 1999*), the non-APS Policy will apply to non-APS employees employed in those agencies. Where an APS agency with dual staffing powers is seeking to cover APS and non-APS employees under the same enterprise agreement, the APS Policy will apply to the negotiation of that enterprise agreement.
70. Exemptions to the Non-APS Policy, in whole or in part, will only be considered in exceptional circumstances. An application for exemption must be assessed by the APSC and is subject to endorsement from the agency's portfolio Minister and approval from the Minister for the Public Service.

## *Limited coverage agencies*

71. The following agencies (limited coverage agencies) are encouraged to apply the Non-APS Policy to the extent practicable, commensurate with their commercial and competitive circumstances:
  - a. Government Business Enterprises
  - b. Public Non-financial Corporations
  - c. Public Financial Corporations, and
  - d. entities exempt, or partially exempt, from section 22 of the *Public Governance, Performance and Accountability Act 2013* (the Australian National University (ANU), the Australian Broadcasting Corporation (ABC) and Special Broadcasting Service Corporation (SBS)).
72. Before commencing negotiations, limited coverage agencies and companies are to consult the APSC and provide a summary of their bargaining position.
73. Limited coverage agencies and companies should engage with their portfolio Minister, shareholder Minister (if applicable) and the APSC on matters related to enterprise bargaining, industrial action or the making of other workplace arrangements.
74. The separate approval requirements at clauses 103 to 104 do not apply to limited coverage agencies.

# Workplace arrangements

75. Agencies should implement workplace arrangements that enable sustainable, high performing public sector workplaces, and encourage principles that respect and facilitate the role of employee representatives, workplace union delegates, and other union officials.

76. Workplace arrangements must not allow for the cashing out of personal/carers' leave.
77. Long service leave must be consistent with legislative requirements.
78. Workplace arrangements should facilitate support for the release of Defence Reservists for peacetime training and development.
79. Workplace arrangements are to incorporate family and domestic violence support. Agencies are encouraged to provide the maximum support available for employees affected by family and domestic violence, noting the privacy and safety of impacted employees is paramount.
80. Non-APS agencies are encouraged to recognise paid personal leave accruals where an employee moves to a non-APS agency from an APS agency or other Commonwealth entity.
81. Non-APS agencies are encouraged to facilitate recognition of annual leave accruals where an employee moves from an APS agency or other Commonwealth entity, in circumstances where the employee has made a request and the leave has not been paid out.
82. Workplace arrangements must not enhance existing redundancy, redeployment and reduction entitlements unless otherwise advised by the APSC. To avoid double-dipping on redundancy entitlements, workplace arrangements should include a mechanism that will reduce a retention period by the equivalent number of weeks that an eligible employee would be entitled to under the National Employment Standards (NES).
83. Workplace arrangements must not be amended to reduce ordinary hours of work to less than 37.5 hours per week.
84. Agencies must not increase superannuation contribution rates beyond the default Commonwealth superannuation fund rate under the Public Sector Superannuation Accumulation Plan (currently 15.4 per cent).
85. Workplace arrangements must not permit an employee to advance through a classification or broadband pay scale if they have not achieved at least a satisfactory (or equivalent) level of performance.

## Changes to remuneration and conditions

86. Agencies may make remuneration and conditions adjustments within Government parameters, as advised by the APSC.
87. Changes to remuneration and conditions are to be affordable and funded from within existing agency budgets, without the redirection of programme funding.
88. Remuneration and conditions adjustments must not be funded through reductions in output or services, or increases in fees, charges, levies, or similar income sources beyond ordinary indexing practices.
89. Remuneration increases are to apply prospectively.

## Industrial disputes

90. Agencies must consult with the APSC if there are significant industrial issues or proceedings at the workplace level. This includes:
  - a. applications or proceedings in the Fair Work Commission in relation to bargaining
  - b. emerging or actual industrial action
  - c. significant or collective disputes arising under the terms of an enterprise agreement
  - d. disputes about the interpretation or application of a Common Condition the agency has adopted.
91. Agencies must consult with the APSC on legal advice concerning a Common Condition in accordance with guidance issued by the APSC from time to time.

## Section 2 – Enterprise agreements and collective workplace arrangements

### General

92. This section applies to non-APS agencies and their employees except:
  - a. an agency covered by clause 71
  - b. an agency that has been approved to participate in Part A service-wide bargaining, covered by Part 1 of this Policy
  - c. an agency covered by section 3.
93. Non-APS agencies are encouraged to bargain with their non-SES (or equivalent) employees to replace enterprise agreements in the lead up to their nominal expiry date, subject to clause 96.
94. Agencies must not put in place determinations in lieu of bargaining for a collective agreement. The APS Commissioner may approve determinations being made in special circumstances.
95. Enterprise agreements and comprehensive determinations are generally to be 3 years in duration. Approval for an enterprise agreement or comprehensive determination of a shorter duration may be sought from the APS Commissioner.
96. An Agency must not put in a place a new comprehensive collective arrangement that commences before 1 March 2027. The APSC will issue guidance about interim arrangements.

## Principles and objectives of non-APS bargaining

### *Model employer*

97. Bargaining conduct and outcomes will reflect best practice and recognise the role of the Government in setting the high standard of employer behaviours it champions. This

includes exemplifying model behaviour in bargaining through demonstrated respect for the good faith bargaining requirement in the FW Act.

### *Attraction and Retention*

98. Workplace arrangements should assist in attracting and retaining the best and brightest employees to serve the Australian community.

### *Administrative Efficiency, Productivity and Delivery*

99. Workplace arrangements should enable increased administrative efficiency, productivity and support delivery of public services to Australian people and business. This may include increased commonality with the APS.

### *Fairness and Equity*

100. Consideration should be given to how workplace arrangements might contribute to an inclusive and future-focused Commonwealth workforce.

### *Sustainability*

101. Workplace arrangements need to support the ability of Commonwealth agencies to function efficiently, including by sustaining capacity and capability requirements.
102. Outcomes for agencies and employees will represent fair and fiscally responsible use of taxpayer money, in line with community expectations.

## Approval requirements

103. Approval from the APS Commissioner must be obtained prior to any proposed increases in remuneration or changes to conditions with a financial impact being discussed with employees and/or their representatives. Agency Heads are to provide the APS Commissioner with a signed Funding and Remuneration Declaration, using the template provided by the APSC.
104. A draft enterprise agreement, or other collective workplace arrangement, is to be provided to the APS Commissioner for approval prior to the agency tabling its final position with employees and/or their representatives.

## Conditions

105. Non-APS agencies are encouraged to incorporate the Common Conditions included in the Statement (once available) where practicable.
106. Genuine and effective consultation with employees and relevant unions is sound management practice. It fosters a positive and inclusive workplace culture, where the views of employees are considered and taken into account before decisions that substantially impact them are made or implemented.
107. Enterprise agreements and comprehensive determinations must be consistent with the consultation requirements of the FW Act. Agencies should implement arrangements that go beyond the requirements of the FW Act, noting that agencies are not required to

include content that would be inconsistent with their legal obligations (for example ensuring compliance with privacy laws).

108. Enterprise agreements must include an individual flexibility term consistent with the requirements of the FW Act, varied to include remuneration.
109. Enterprise agreements and comprehensive determinations must include a dispute resolution term consistent with the FW Act. Agencies should be cautious in considering any proposal to broaden the scope of the dispute resolution clause beyond matters that arise under their enterprise agreement and the National Employment Standards.
110. Enterprise agreements and comprehensive determinations must include a delegates' rights term consistent with the requirements of the FW Act.
111. Agencies may amend the employer contribution method of superannuation calculation to Ordinary Time Earnings, consistent with contemporary remuneration practices.

## **Section 3 – Common law arrangements**

112. This Section applies to non-APS agencies with common law arrangements and their employees.
113. The Government promotes genuine good faith bargaining between employers, employees and their unions as the preferred practice for setting fair remuneration and conditions.
114. Agencies with an established practice of setting terms and conditions through common law arrangements may continue to do so, subject to any bargaining obligations applicable under the Fair Work Act.
115. The Government expects Agency Heads provide pay increases that do not exceed the Commonwealth pay offer and adopt entitlements consistent with other Common Conditions where appropriate.
116. Agencies must notify the APSC at least 30 days in advance of making proposed changes to their common law arrangements to increase remuneration or enhance terms and conditions.

## **Section 4 – SES equivalent employees**

117. This Section applies to non-APS agencies and their SES-equivalent employees.
118. Agency Heads are to take all practical steps to moderate the growth of SES-equivalent total remuneration.
119. SES-equivalent employees, as key senior leaders, are not generally covered by enterprise agreements or other collective workplace arrangements.
120. Remuneration and conditions adjustments for SES-equivalent employees covered by individual arrangements are to be consistent with the Non-APS Policy.
121. The Agency Head is responsible for ensuring SES-equivalent pay increases are underpinned by productivity growth and represent fiscally responsible use of taxpayer money, in line with community expectations.

122. The approval of the APS Commissioner is not required, however agencies are to provide the APS Commissioner with information on SES-equivalent employee remuneration on request.

Attachment A

# Principles and objectives of service-wide bargaining

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# Principles and objective of service-wide bargaining

## Model employer

1. Bargaining for pay and other conditions for employees will recognise the APS' core responsibility of developing policy and delivering services on behalf of the Government to the Australian people. Bargaining will support the goals of a more inclusive and diverse workplace, recognising the need for the public service to reflect the community it serves.
2. Bargained outcomes will assist the APS in attracting and retaining the best and brightest employees to serve the Australian community.
3. Bargaining conduct and outcomes will reflect best practice and recognise the role of the Government in setting the high standard of employer behaviours it champions. This includes exemplifying model behaviour in bargaining through demonstrated respect for the good faith bargaining requirement in the FW Act.
4. There will be transparency about the reasons for policy decisions underpinning the development of the workplace relations bargaining policy.

## Unified, capable and contemporary Commonwealth Public Service

5. Workplace arrangements should support a unified, capable and contemporary Commonwealth Public Service.
6. A key goal for service-wide bargaining is progress towards greater commonality of pay and other conditions.
7. Sensible alignment of Common Conditions is expected to produce significant productivity, while allowing agencies and their employees to also benefit from targeted agency-level negotiations.
8. The Commonwealth is made up of a diverse range of agency employers which may benefit from better alignment of conditions of service.
9. Where reasonably practical, service-wide bargaining will include measures to assist in mobility between the APS and non-APS.

## Mobility, attraction and retention

10. Service-wide bargaining outcomes will consider the need to support the attraction, development and retention of an appropriately skilled and experienced workforce. In an evolving and competitive marketplace, the public sector must have a competitive employee value proposition.
11. Entry into Commonwealth employment is entry into a network of potential career pathways, rather than into a single organisation or job role. Service-wide bargaining outcomes will focus on reducing barriers to movement both within the APS and throughout the Commonwealth system.

12. Bargaining will also drive the Government's desire for the development of a set of Common Conditions, while still facilitating agency specific requirements where the unique nature of agency operations or occupations require.
13. Over time, bargained outcomes will allow employee candidates to assess different agencies on the suitability of available roles or the type of work performed, rather than different pay and conditions acting as a disincentive to mobility.
14. Bargained outcomes are to remove barriers to entry by being future ready and fit for purpose, to enable the attraction of remote and flexible talent.

## Productivity, administrative efficiency and supporting the delivery of public services to Australians

15. Bargained outcomes will seek to support agencies and employees to deliver public services to Australian people and businesses, and increase administrative efficiency in the Commonwealth.
16. Bargained outcomes are to facilitate commonalities which reduce the administrative burden of recruitment activities and Machinery of Government changes.
17. Bargained outcomes are to result in productivity gains at the service-wide level.
18. The Commission will work with agencies to balance service-wide efficiencies with agency specific operational requirements.

## Fairness and equity

19. Bargained outcomes are to seek to reduce fragmentation in pay throughout the Commonwealth public sector. Ensuring simple, standardised pay ranges and conditions — linked to equal pay for equal work — is good corporate practice.
20. Noting that the current state of pay dispersion has occurred over decades, reducing wage dispersion will likely be a gradual process over multiple bargaining rounds.
21. From time to time, in-demand occupations will experience heightened remunerative competition. Recognising the labour market constantly evolves, and mindful of the need for longer-term equity, any mechanisms to address short-term fluctuations are to be facilitated through temporary individual flexibilities, rather than embedded in workplace arrangements.
22. Consideration will be given to how bargaining might contribute to a more inclusive and future-focused Commonwealth workforce.

## Sustainability

23. Enterprise agreements need to support the ability of Commonwealth agencies to function efficiently, including by sustaining capacity and capability requirements.
24. Bargained outcomes for agencies and employees will represent fair and fiscally responsible use of taxpayers' money, in line with community expectations.
25. Bargained outcomes are to be forward leaning, but in-step with the expectations of the Australian community.
26. Outcomes of service-wide bargaining must deliver for the APS now and into the future.