

s 22

From: Barrett, Angela
Sent: Thursday, 23 March 2023 7:34 PM
To: s 22
Cc: s 22 CorpDivOffice
Subject: Treasury Appointment Process and Supporting documentation [SEC=OFFICIAL:Sensitive]
Attachments: Department of Treasury Appointment Process and supporting documentation_Mar23.pdf

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s 22

Ahead of the meeting with Ms Briggs we thought it might be worth sharing some documentation on how we manage appointment and portfolio governance.

We are happy to deep dive in to any areas of particular interest. In the meeting we can also demonstrate our dashboard, VODs and the appointments framework. Let us know if you get a steer on anything in particular that would be helpful for us to prepare for.

Full credit to my exceptional team for the work within the attached.

Regards

Angela

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The Treasury acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures and to elders both past and present.



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The Treasury Portfolio

There are 17 primary portfolio entities within the Treasury portfolio (including the Department). Each of these entities have their own “accountable authority” with legal responsibility for appropriately governing the entity in line with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Governance of Appointments

Treasury currently manages over 360 portfolio office holder appointments supporting the effective running of the 17 agencies and 30 bodies that constitute the portfolio. Appointments to these positions are governed by different legislation with:

- office holders appointed by the Treasurer, another Portfolio Minister, Governor-General, or a specified body following the government’s approval or recommendation.
- each appointment process differing in line with the relevant legislation or board charter and guided by the Cabinet and Federal Executive Council handbooks, and the Government’s Merit and Transparency Policy.

In 2022, an appointments framework was developed and refined. The framework sets out the appointment requirements for each of the 360 portfolio office holders as well as key governance requirements for each board/entity such as quorum and whether a Statement of Expectation is required. ^{s 42}

The framework, which we understand to be the first of its kind in the Commonwealth, is published on the intranet.

Integrity of the Portfolio Governance and Appointments function

To complement the appointments framework, the Portfolio Governance and Appointments team has developed supplementary controls to enhance the robustness of each appointment process, such as timelines and consideration of acting options, due diligence guidelines, support for merit selection processes, consultation with Law Division; registrations of appointment and acting instruments; agreement letters, fact sheets and welcome letters.

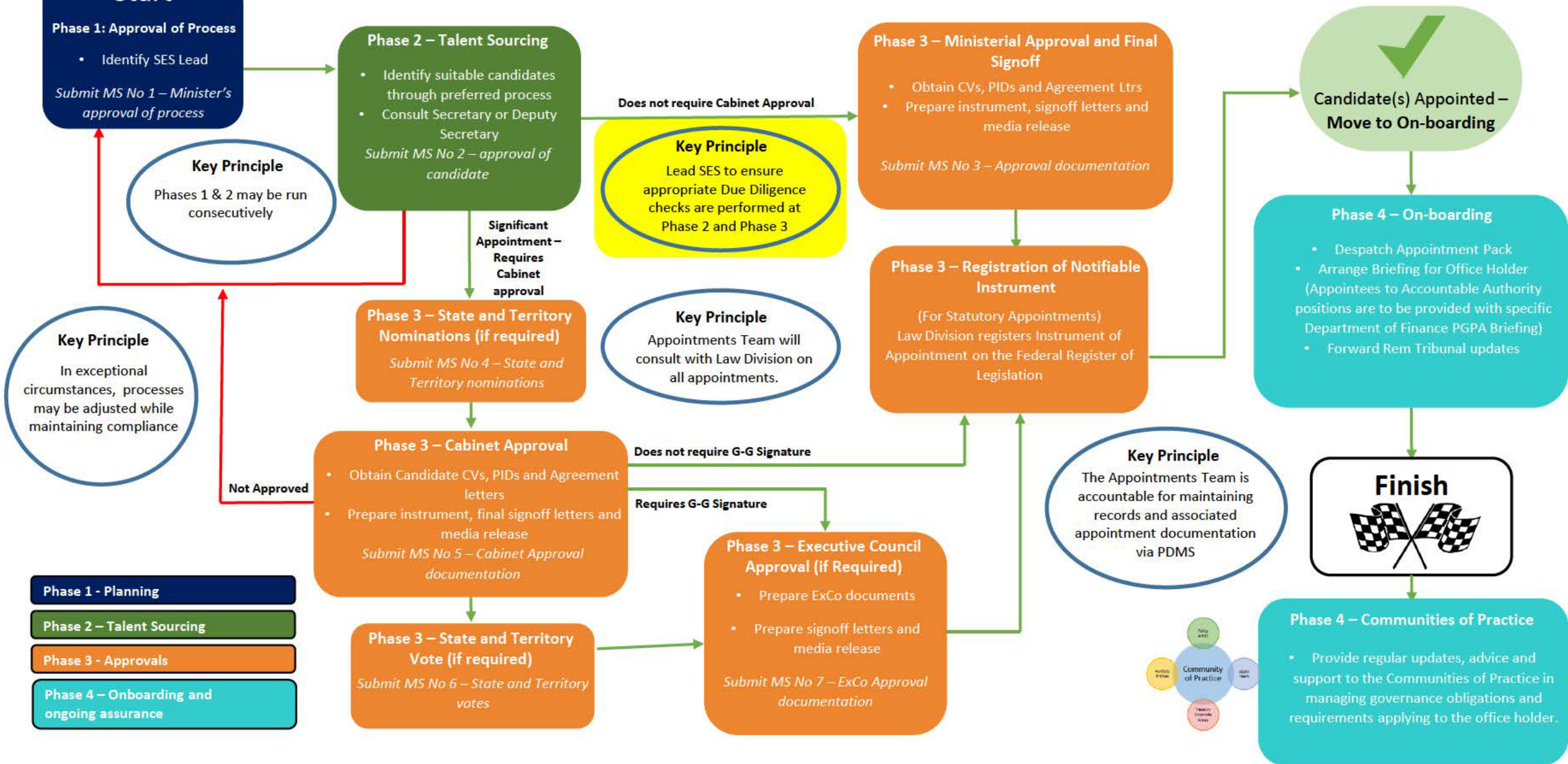
- The Treasury Portfolio Appointments Due Diligence Guide is consistent with the Department of the Prime Minister and Cabinet (PM&C) requirements and provides assistance to policy areas when performing candidate suitability checks and applying the appropriate level of due diligence.
- Agreement letters, approved by the PGPA team at the Department of Finance and the Australian Public Service Commission (APSC), inform a candidate of the responsibilities, obligations and remuneration associated with the office. Candidates are asked to sign and return the agreement letter prior to appointment.

- Fact sheets provide information about the office such as the location, expected workload and relevant governing legislation.
- With assistance of Law Division, instruments of statutory appointments and acting appointments are registered on the Federal Register of Legislation to provide transparency of all Treasury portfolio appointments.
- Instruments for standard acting arrangements have been put in place to ensure transparency, continuity and delegations are in place during absences.
- Office holder leave approval processes have been embedded for ASIC, APRA, the Productivity Commission, Australian Small Business and Family Enterprise Ombudsman and the Data Standards Chair that authorises Treasury officials to approve leave on behalf of the Minister, reducing the amount of routine correspondence to the offices.
- Instruments of Human Resources Delegation have been issued by Treasury to the Heads of Category E agencies – Australian Office of Financial Management; Commonwealth Grants Commission; and Royal Australian Mint.
- In line with the Government’s open and transparent policy, merit selection processes are the preferred recruitment method which often involves executive search. The Appointments team works closely with the policy areas and coordinates with the relevant stakeholders through the whole process – Recruitment, Law Division, Procurement, Minister’s office, APSC, executive search provider. Merit selection processes contribute to the government’s commitment to improve diversity on our boards.
- Increasing the depth of data collection and improving our reporting processes will contribute to improving diversity on our boards. The Appointments Dashboard in PowerBI provides the data now sought by the Office for Women – disaggregated Chair and Deputy Chair positions; individual board gender balance; and reportable position remuneration information.

Treasury Portfolio Appointment Process - Overview

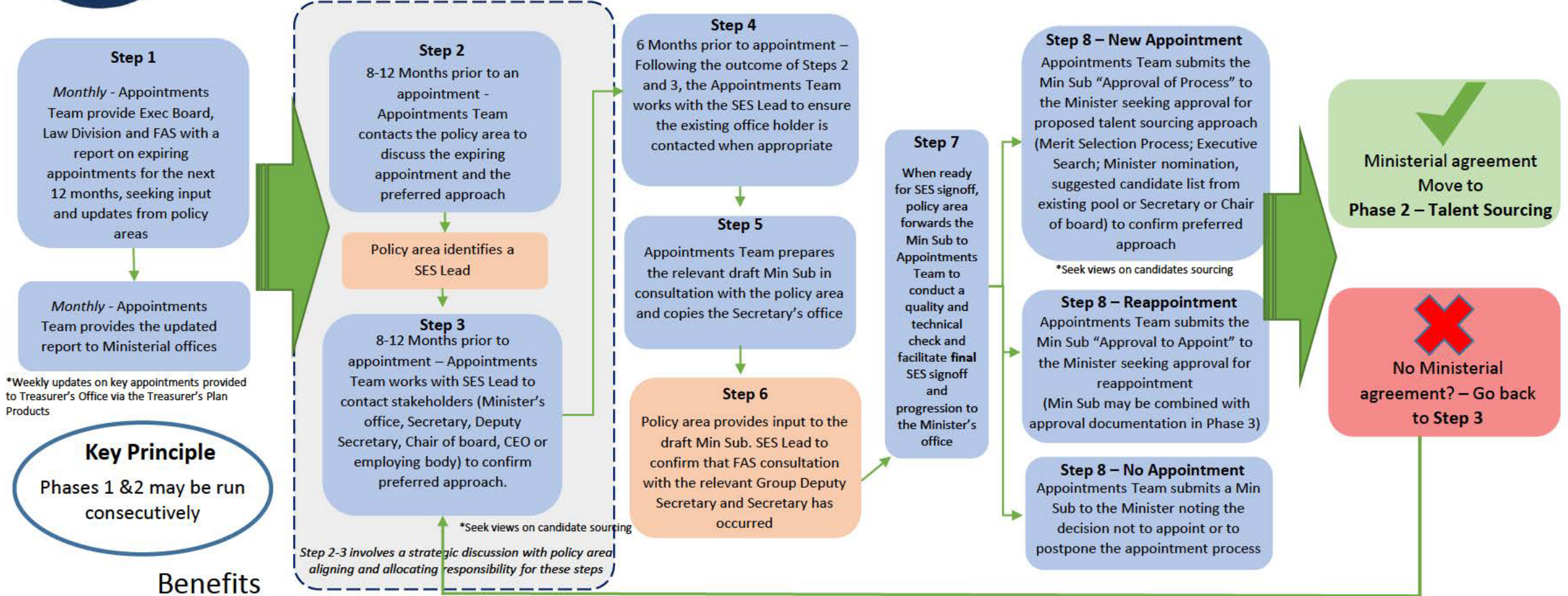
This is a better practice guide for the planning and monitoring of significant portfolio appointments

Treasury senior executive provide strategic guidance on the appropriate application of this process with consideration of the nature of the portfolio appointment and related government policies and requirements.





TREASURY PORTFOLIO APPOINTMENTS – PROCESS – PHASE 1



Benefits

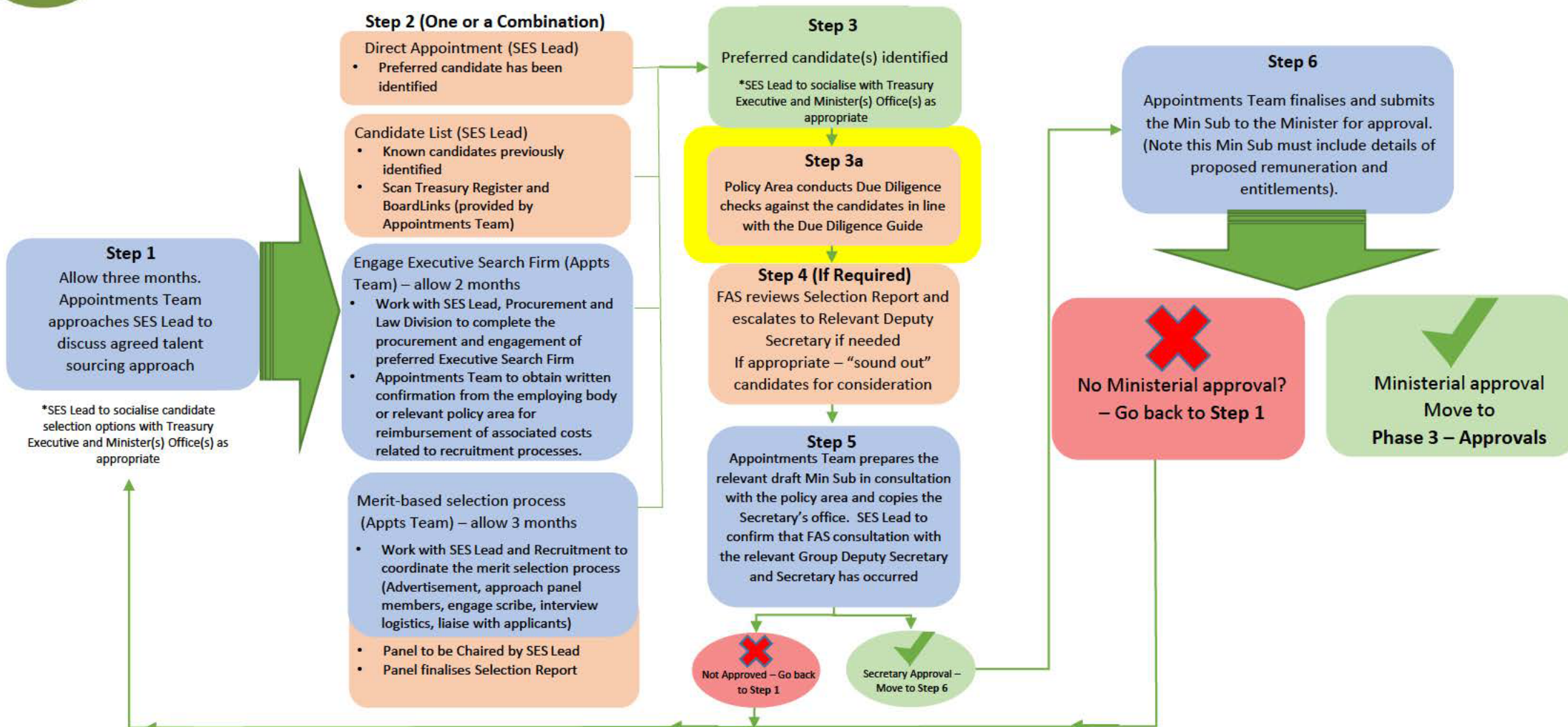
- Consistent approach to all appointments
- Existing member is informed of their expiring appointment
- Ministerial Submission Templates are consistent and have the correct standard information
- Relevant members of the Executive Board have visibility of the appointment related information prior to providing to Minister
- Approved records management is applied to appointment documentation
- Historical information is centrally located

Risks

- Insights and nuances known by the policy area may not be covered by the Appointments Team (can be managed through inclusion of policy area at Steps 2 & 6)



TREASURY PORTFOLIO APPOINTMENTS – PROCESS – PHASE 2



Benefits

- Consistent approach to all appointments
- More awareness of quality candidates
- SES Lead provides strategic guidance across the appointments process
- Secretary signs off on significant appointments prior to providing to Minister, when relevant
- Ministerial Submission Templates are consistent and have the correct standard information
- Minister signs off on remuneration and entitlements
- Approved records management is applied to appointment documentation



TREASURY PORTFOLIO APPOINTMENTS – PROCESS – PHASE 3

Step 1 – Confirm Required Approval

- Ministerial Approval only (non-statutory appointments)
Allow 1.5 months
Go to Step 6
- Cabinet Approval
Allow 2.5 months
Go to Step 3
- Cabinet and ExCo approval
Allow 3.5 months
Go to Step 3
- Cabinet, ExCo and State & Territory Approval
Allow 7 months
Go to Step 2

Step 2 – State and Territory Nominations (If Required)

Allow 35 days for responses. With assistance from the policy area, Appointments Team prepares and Submits Min Sub with letters to States and Territories for Minister's signature.

Letters to States and Territories sent

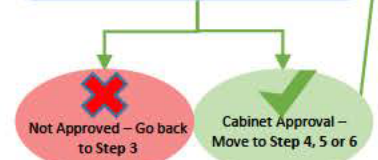
Step 3 – Cabinet Approval

In consultation with the policy area and Law Division, Appointments Team drafts Cabinet documents and obtains CVs, PIDs and Agreement from the candidates.

Appointments Team emails Cabinet documents to Cabinet Secretariat for initial clearance

Policy area performs due diligence checks and provides input to the Min Sub. SES Lead to seek relevant Group Deputy Secretary's direction on who signs the Min Sub

When ready for SES signoff, policy area forwards the Min Sub to the Appointments Team to conduct a quality and technical check and facilitate SES signoff and progression to the Minister's office. SES Lead to confirm Secretary's approval. Appointments Team submits the signed Cabinet Approval Min Sub to the Minister



Step 4 – State and Territory Vote (If Required)

Allow 35 days for responses. With assistance from the policy area, Appointments Team prepares and Submits Min Sub with letters to States and Territories for Minister's signature.

Letters to States and Territories sent

Step 5 – ExCo Approval (If Required)

In consultation with the policy area and Law Division, Appointments Team drafts ExCo documents

Appointments Team emails ExCo documents to ExCo Secretariat for initial clearance

Policy area provides input to the Min Sub

When ready for final SES signoff, policy area forwards the Min Sub to the Appointments Team to conduct a quality and technical check and facilitate final SES signoff and progression to the Minister's office. Appointments Team submits the ExCo Approval Min Sub to the Minister

Minister signs ExCo documentation

Appointments Team submits final documents to ExCo for Governor-General signoff

Governor-General Signoff – Move to Step 6

Step 6 – Appointments and Final Signoff

Policy area performs due diligence checks

SES Lead to confirm Secretary's approval. Appointments Team submits the final sign-off Min Sub to the Minister.
For Treasurer only – final signoff documents are consolidated into previous Min Sub
Note: Final Signoff documents include congrats letter, thank you letter to outgoing member, media release* and instrument of appointment if required

*Media release to be drafted by Appointments Team and provided to policy area for input
*Policy Areas to commence drafting of briefings for office holder on key policy matters

Appointments Team commences preparation of the Welcome Document (see Phase 4, Step 3)

(For Statutory Appointments) Appointments Team forwards the signed Instrument of Appointment to Law Division for registration where appropriate on the Federal Register of Legislation

Minister issues media release to announce appointment

Key Principle
Lead SES to ensure appropriate Due Diligence checks are performed for MIN and/or CAB Approval

Candidate(s) Appointed – Move to Phase 4 Onboarding and ongoing assurance

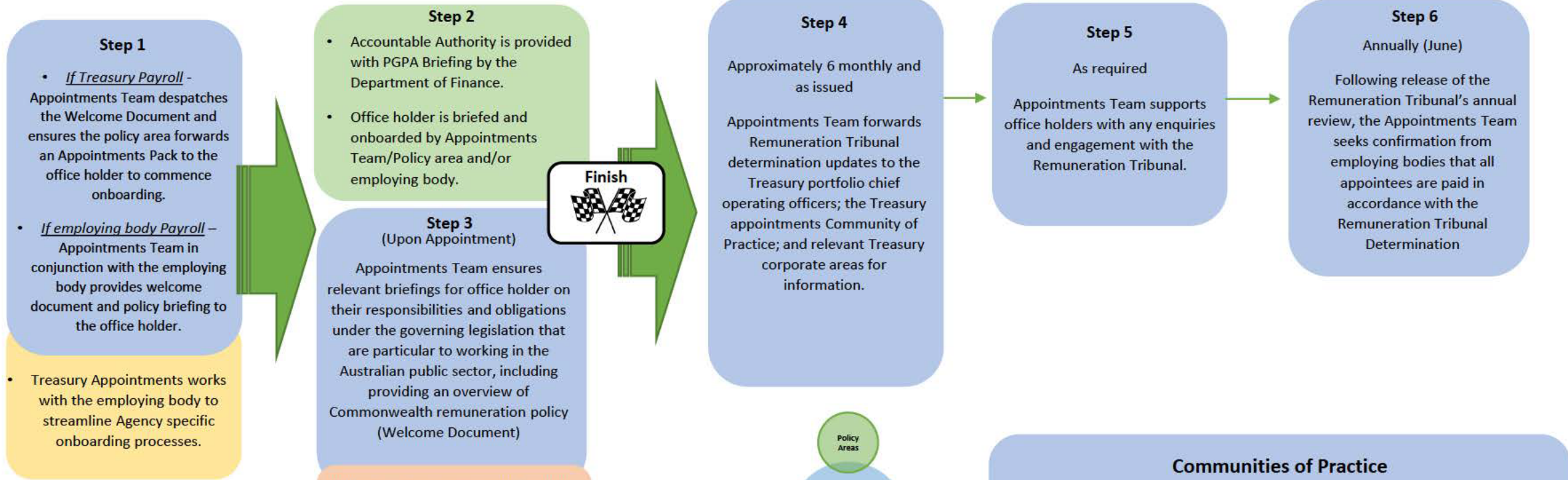
Key Principle
Appointments Team to confirm with the Minister's office on who is to communicate outcomes to the candidates (Minister's office or SES Lead).

Benefits

- Consistent approach to all appointments
- Ministerial Submission Templates are consistent and have the correct standard information, including agreement letter to appointee by Minister outlining requirements for seeking remuneration adjustments
- Approved records management is applied to appointment documentation



TREASURY PORTFOLIO APPOINTMENTS – PROCESS – PHASE 4



Benefits

- Consistent approach to all appointments
- Regular contact with employing bodies regarding remuneration and portfolio governance
- Approved records management is applied to appointment documentation
- Ongoing advice on compliance with legislation, remuneration determinations and associated policies
- Supported by a professionalised community of practice
- Embedded processes for continuous improvement



Communities of Practice

Ongoing

Provide regular updates, advice and support to the Communities of Practice in managing governance obligations and requirements applying to office holders.

Ongoing portfolio governance function to be further refined as new centralised approach is embedded

Connection with our community

The Portfolio Governance and Appointments team manages three Communities of Practice (CoP).

Treasury Portfolio Governance Community of Practice (TPGCoP)

The TPGCoP is an external forum chaired by Treasury and comprises of representatives from the 16 other portfolio agencies. The forum shares information on best practices, discusses governance matters across the portfolio and allows an opportunity to provide input and feedback on broader topics. The TPGCoP meets three times a year and, in between, the Portfolio Governance and Appointments team meet with each portfolio agency separately to focus on specific governance and appointment matters. Success of the TPGCoP is measured through attendance and increasing participation and regular contact between the portfolio agencies and the team throughout the year.

Treasury Appointments Community of Practice (TACoP)

The TACoP is an internal forum chaired by the Portfolio Governance and Appointments team. Members of the TACoP include representatives from policy, legal and corporate areas across the Treasury that are involved in, or manage, office holder appointments. The TACoP meets three times a year and provides a forum to share information relating to Treasury's appointment processes, guidance materials, best practices and provides for focussed training sessions and workshops.

Commonwealth Government Appointments Community of Practice (CGACoP)

The CGACoP is an external forum with representatives from Attorney General's; Agriculture, Fisheries and Forestry; Climate Change, Energy, the Environment and Water; Education; Employment and Workplace Relations; Foreign Affairs and Trade; Finance; Health and Aged Care; Industry, Science and Resources; Infrastructure; Prime Minister and Cabinet; Social Services; and Veteran's Affairs as well as regular guest appearances from the APSC. The CGACoP was formed as a consultative forum focusing on sharing knowledge of ministerial and cabinet appointment processes and practices with appointments teams across the Commonwealth. The CGACoP meets biannually and, as leader in the Commonwealth appointments field, Treasury has been nominated as the organiser and facilitator of this Community of Practice. The CGACoP continues to increase in participation and attendance from other Commonwealth agencies and has established a network to form other Inter-departmental meetings.

Beyond the Communities of Practices, the Portfolio Governance and Appointments team has fostered strong partnerships including with the PGPA team at Department of Finance; Office for Women and Cabinet Division and Federal Executive Council at Prime Minister and Cabinet; and the Remuneration Tribunal at APSC. These partnerships allow for continuous communication and assistance to ensure compliance, validation and accuracy in managing office holder obligations, entitlements and reporting to enable the Appointments team to be trusted advisers to the Treasury Executive Board and Ministerial Offices.

The team is further supported and relies on internal connections and expertise across Treasury's enabling corporate services including General Counsel Branch, Law Division; Recruitment and Payroll, People and Organisational Strategy Branch; and Procurement and Contracting, Chief Finance Officer Branch.



Treasury Portfolio Appointments Due Diligence Guide

Executive summary

Each year the Australian Government appoints statutory or non-statutory office holders to portfolio agencies; boards; tribunals; authorities; and other advisory bodies. These appointments support the relevant Minister by enacting the powers and fulfilling the functions set out in the enabling legislation.

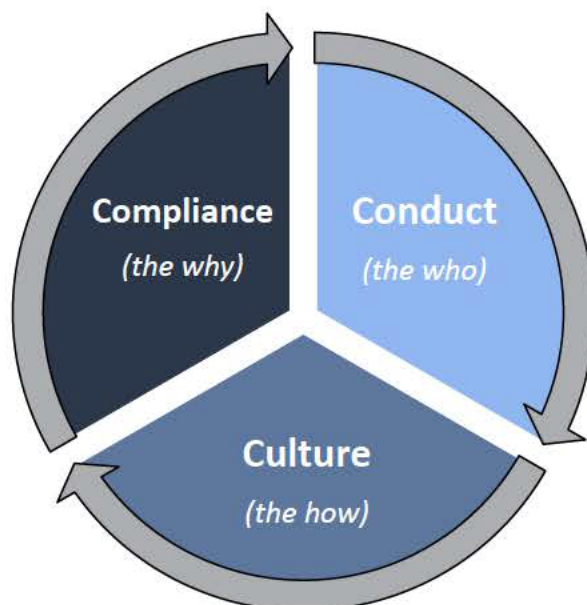
While all portfolio bodies and their governing agencies are encouraged to have procedures for managing conflict of interest risk, it is important to ensure that prior to appointments being made, candidates undergo appropriate suitability checks, having regard for any criteria for appointment set out in the enabling legislation, requirements of Government and operating environment of the portfolio agencies and bodies themselves. All checks performed during this period are known as due diligence. In line with the [Appointments Process](#), checks should be performed at Phase 2 – *Talent Sourcing* and Phase 3 – *Minister Approval*.

The outcome of a due diligence process is the identification of any sensitivities relating to candidate suitability that should be considered as part of the appointment decision.

This guide provides the recommended checks, supported by the [Treasury Portfolio Appointments Due Diligence Principles](#), to assist policy areas.

Three C's of Due Diligence

In managing due diligence, the cornerstone of the supporting principles and risk-based approach tie back to *Conduct, Culture and Compliance*.



Conducting a due diligence process

Due diligence is a fact-checking exercise. In practice, and in the context of appointments at Treasury, it involves gathering and checking information available to policy areas from various sources and applying a sensible level of judgement. Sources include self-assessment forms completed by the candidate.

Although due diligence has a number of clear benefits, detailed procedures take time and resources. Accordingly, unless there are overriding legal obligations, it is highly recommended that policy areas take a risk-based approach to selecting the checks performed as part of their due diligence process. The SES lead is responsible for the most appropriate risk-based approach and tier assessment to be undertaken.

Refer to the [Treasury Portfolio Appointments Due Diligence Principles](#) and the [Appointments Framework](#) for more information to assess the appropriate checks.

Based on the profile of the appointment and the risk-based assessment, the policy areas will conduct due diligence against the following tiered approach:

Tier 1: Baseline checks – These checks are the minimum set of checks required and will be applied to all candidates regardless of the position and appointment term.

Tier 2: Advanced checks – includes Tier 1 checks and additional detailed checks based on the risk assessment of the appointment or where the appointment is deemed to be high profile or sensitive in nature.

Identifying Red Flags

Due diligence checks may yield a number of red flags. The role of the policy area is to identify and document any discrepancies or considerations and put that advice forward for the responsible Minister(s) as part of the appointments Ministerial Submission ([Appointments Process](#) – Phase 3) to make an informed decision, which may include not proceeding.

In undertaking a due diligence, there may be red flag(s) of significance that require escalation to the SES lead and possible discussions with the respective Minister's Office to address matters before an appointment process progresses further.

Red flags may result in an advanced due diligence assessment, refer to Tier 2 Checks below.

Recording the Findings

Upon conducting a due diligence and affirming if a candidate is either suitable or unsuitable for the position, the next step is to provide advice to the responsible Minister(s) of the level of checks performed by Treasury.

Recording our due diligence outcomes instils confidence in Treasury's administration and assists to streamline the Cabinet and Executive Council approval processes.

Case study: False qualifications

NOTE: THIS IS A FICTIONAL ACCOUNT

The Minister expressed interest for Mr Jeremy as the preferred candidate for an upcoming vacancy as a member to the Charity and Good Works Board.

Conduct

Dylan from Treasury's Revenue Group was tasked to conduct a due diligence check on the Minister's preferred candidate, Mr Jeremy. In tasking Dylan, the SES lead mentioned a Tier 1 was all that was required and that the Minister was satisfied Mr Jeremy was the right person for the appointment.

Culture

Dylan went through the motions, looking through Mr Jeremy's documents. He started with Mr Jeremy's CV which indicated that he has obtained a Bachelor of Social Work in 1983 from Sydney University and a Master of Social Work in 1987 from University of New England (UNE). Chatting with a colleague who had studied at UNE, Dylan mentioned the Social Work master's degree to which the colleague told Dylan that course had not commenced until the early 1990's. Dylan noted the inconsistency with the dates and if his colleague was right, Mr Jeremy could not have received his Masters in 1987. Dylan emailed UNE to verify Mr Jeremy's qualification to be told that Mr Jeremy had never studied at UNE and the Social Work courses started in 1991.

Given the discrepancy, Dylan escalated his findings back to the SES lead and offered to conduct a Tier 2 check to quantify Mr Jeremy's candidate suitability noting the Minister's preference.

Compliance

Following internal discussions, the SES lead advised Dylan no further checks were required. The SES lead informed the Senior Adviser in the Minister's Office of Treasury's discovery and the exposure to the Minister should Mr Jeremy still be pursued. The Senior Adviser passed that information onto the Minister who subsequently withdrew support for Mr Jeremy's candidacy to the Charity and Good Works Board.

Appointment Due Diligence Checklists

Being risk-based, the checks listed are not mutually exclusive and can be tailored by each policy area conducting the due diligence.

It is good practice to undertake as many, if not all, checks encompassing Tier 1 to offer a strong assessment for each candidate's suitability. The majority of Tier 1 checks should be treated as mandatory.

Tier 2 provides for advanced checks to perform a more robust assessment and are reserved for appointments deemed to be of higher risk, high profile or sensitive in nature.

Regardless of a Tier 1 or Tier 2 check, policy areas may need to conduct additional or specific checks applicable to the board, body and/or enabling legislation.

APPTS Appointments Team | PA Policy Area | ^ Mandatory

Tier 1 – Baseline Checks

Responsible

Recommended Preliminary vetting

- | | | |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <input type="checkbox"/> | Social media checks have been performed [^] | PA |
| <input type="checkbox"/> | Media or press coverage, including associated companies or businesses, of the candidate has been reviewed [^] | PA |
| <input type="checkbox"/> | Reviewing if public commentary (including through social media) made by the nominee which would / could cause embarrassment to the Government and the Minister(s) [^] | PA |
| <input type="checkbox"/> | The candidate possess the education or technical qualifications, knowledge, and skills set out in the enabling legislation or relevant to the duties of the position | PA |

Recommended Preferred candidate checks

- | | | |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <input type="checkbox"/> | The candidate's signed agreement letter provides assurance of Australian citizenship [^] | PA |
| <input type="checkbox"/> | The candidate's return of Cabinet documents is complete and verified including the Private Interest Disclosure (PID) [^] | APPTS |
| <input type="checkbox"/> | The PID identifies any conflict of interest(s), either actual, perceived, or potential. The PID is further analysed to determine if the conflict of interest(s) could create a material risk for the nominee to properly perform the duties of the position [^] | PA |

Additional checks (Optional)

- | | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <input type="checkbox"/> | An ASIC's Registers search (via Australian Securities and Investments Commission) to affirm banned or disqualified status and other related business or person searches | PA |
| <input type="checkbox"/> | A Bankruptcy Register Search (via Australian Financial Security Authority)
NOTE: Services require a paid fee of \$15 per search. | PA |
| <input type="checkbox"/> | The candidate is currently listed on the Financial Advisers Register | PA |

Tier 2 – Advanced Checks

Additional to Tier 1 checks above

- | | | |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <input type="checkbox"/> | Affiliations with industry or previous companies that may carry any perceived or actual conflict of interest risk | PA |
| <input type="checkbox"/> | Qualifications are verified through the tertiary institute | PA |
| <input type="checkbox"/> | Breached a fiduciary obligation
<i>Applicable if candidate is a current or former company director</i> | PA |
| <input type="checkbox"/> | Perpetrated or participated in negligent, deceitful, or otherwise discreditable business or professional practices (via Australian Securities and Investments Commission) | PA |
| <input type="checkbox"/> | Been subject of any civil or criminal proceedings or enforcement action, in relation to the management of an entity, or commercial or professional activities, which adversely reflects on the candidate’s competence, diligence, judgement, honesty or integrity (via Court Data Australia)
NOTE: Access to database requires an account connected to a paid subscription. Contact the Appointments Team to access this account. | PA |
| <input type="checkbox"/> | Been substantially involved in the management of a business or company which has failed (via Australian Securities and Investments Commission) | PA |

PRINTABLE OVERVIEW FOR QUICK REFERENCE

Tier 1

Baseline Checks

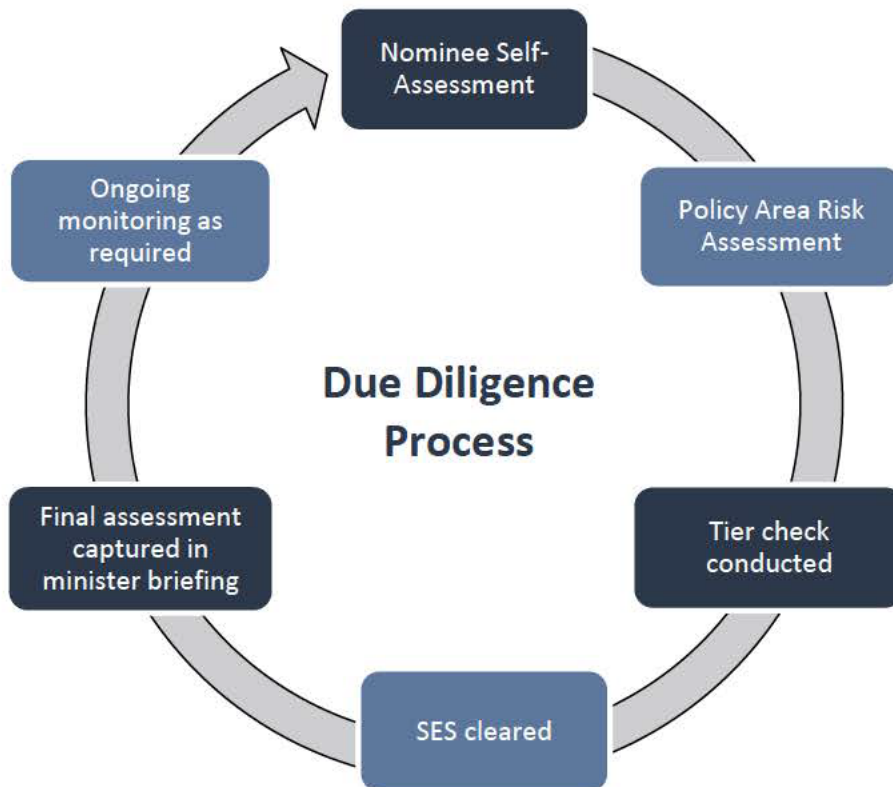
- Recommended checks to undertake a strong due diligence assessment
- Applies to all candidates regardless of position and appointment term

Tier 2

Advanced Checks

- Includes Tier 1 checks plus further assurances
- Additional checks in accordance with the risk controls contained in the Due Diligence Principles
- Typically for higher risk, high profile or sensitive appointments

[^] Treasury Portfolio Appointments Due Diligence Principles



Remuneration Tribunal Obligations

Guidance for Office Holders

Department of the Treasury

November 2021



Australian Government

The Treasury

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Contact

For information and advice about your obligations as prescribed by the Remuneration Tribunal, please contact:

Treasury Portfolio Governance and Appointments (Appointments Team)

Executive Coordination and Governance Branch

Strategic Coordination and Communications Division

Corporate and Foreign Investment Group

The Department of the Treasury, Langton Crescent, Parkes ACT 2600

appointments@treasury.gov.au

Introduction

What are your responsibilities as an office holder?

There is an expectation that portfolio entities ([employing bodies](#)) and, by extension, appointees and tribunal specified officers ([office holders](#)), comply with legislated remuneration arrangements and reporting requirements.

The Commonwealth, the community and relevant stakeholders expect high standards of compliance, transparency, accountability, and reasonableness regarding the establishment and utilisation of remuneration, benefits, allowances, and any incentive arrangements.

As such, it is important that you are aware of:

- ▶ the nature and classification of your appointment;
- ▶ mandated remuneration arrangements including salary, allowances, benefits, remuneration packaging arrangements, and in which determinations these are set out;
- ▶ remuneration reporting requirements; and
- ▶ any requirements to advise the Tribunal of variations to the terms and conditions of your appointment (in the case of Principal Executive Offices).

The Remuneration Tribunal

The Remuneration Tribunal (the Tribunal) is an independent statutory authority established under the [Remuneration Tribunal Act 1973](#). The Tribunal is responsible for determining, reporting on, and providing advice on remuneration, including allowances and entitlements, superannuation, and recreational leave for:

- ▶ Federal parliamentarians, including ministers and parliamentary office holders;
- ▶ Judicial and non-judicial offices of federal courts and tribunals;
- ▶ Secretaries of departments;
- ▶ Holders of various full-time offices (FTOs) and part-time offices (PTOs), including specified statutory offices (SSOs); and
- ▶ Principal executive offices (PEOs).

Principal, Amending, and Consolidated Determinations

The Tribunal issues three types of determinations, each of which has a different function, as summarised below.

1. Principal Comprehensive legislative instruments that generally cover an office category or subject area	2. Amending Separate legislative instruments that insert changes into a principal determination
3. Consolidated Not legislative instruments but are issued to compile principal and amending determinations	

Further information on the types of determinations is available on the Tribunal's [website](#).

Document purpose

The purpose of this document is to support office holders understand the key elements of the Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their [employing body](#) on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).

Navigating this document

Tip: to find information specific to your office, go to the [Tribunal website](#) and click on the page specific to your type of office. Here you will find the relevant determination/s. You can also use the search function (ctrl + f) to search your position within the determination, to find any position-specific rules.

	Principle Executive Offices	Full-time Offices	Part-time Offices	Specified Statutory Offices	Judicial and Related Offices
Link to section of document	Relevant Determinations	Relevant Determinations	Relevant Determinations	Relevant Determinations	Relevant Determinations
	Remuneration	Remuneration	<ul style="list-style-type: none"> ▶ General Provisions ▶ Annual Fees ▶ Daily Fees ▶ Annual Meeting Fees and Additional Daily Fees ▶ Base Fees and Meeting Fees 	Remuneration	<ul style="list-style-type: none"> ▶ Salary and Allowances (Judicial Office Holders) ▶ Daily Fees, Travel Tiers and Remuneration Packaging (Part-time Office Holders)
	Superannuation	Superannuation		Superannuation	
	Vehicles	Vehicles		Vehicles	Vehicle Allowance (Judicial Office Holders)
	Allowances	Allowances			
	Official Travel	Official Travel	Official Travel	Official Travel	Official Travel
	Leave	Leave		Leave	
	Compensation for Early Loss of Office	Loss of Office		Loss of Office	Loss of Office

Principle Executive Offices

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

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Principal Executive Offices

Relevant Determination(s)

The arrangements that apply to [PEOs](#) are set out in the:

- ▶ *Remuneration Tribunal (Principal Executive Offices—Classification Structure and Terms and Conditions) Determination* (the '[PEO determination](#)'). Note that a new principal determination is made annually.
- ▶ *Remuneration Tribunal (Official Travel) Determination* (the 'travel determination').

The latest determinations, and a list of current PEOs, are available on the Tribunal's [website](#).

Remuneration

Setting Remuneration

As a PEO, your [employing body](#) is responsible for setting your total remuneration within the range of discretion of the total remuneration reference rate set by the Tribunal.

Your employing body is expected to exercise prudent business judgement commensurate with the responsibilities and accountabilities of the office when making a formal determination regarding the value of the total remuneration package.

Part-time work

Your employing body may approve the performance of duties on a part-time basis. If approved, as per s17 of the PEO determination, your superannuation salary, total remuneration, and [performance pay](#) are to be calculated on a pro-rata basis in accordance with the proportion of full-time hours worked.

If the proposed hours are less than 60% of the full-time hours, prior agreement of the Tribunal to the remuneration level is required.

Remuneration packaging

Subject to Part 2 and 3 of the PEO determination, you may elect to receive your total remuneration as salary or a combination of salary and benefits if:

- ▶ the election is consistent with relevant taxation laws and rulings or guidelines applicable to salary packaging schemes issued by the [ATO](#); and
- ▶ providing the benefit would not result in a cost to your employer (including in relation to any [fringe benefits tax](#) (FBT)) that would not be incurred if you elected to receive the remuneration in the form of salary. A benefit is not necessarily precluded if it has FBT implications – the cost of the FBT just needs to be included as part of the office holder's total remuneration.

Note that a superannuation contribution made as a result of an election by you does not form part of the employer superannuation contribution.

Adjusting your total remuneration

Your employing body may not vary your total remuneration beyond the range of discretion, except with the written consent of the Remuneration Tribunal. The Tribunal's consent is not required for changes made within the range. If you wish to vary your remuneration, terms, or conditions please contact the [Appointments Team](#).

Principal Executive Offices Continued

Remuneration Continued

Performance pay

Unless the Tribunal has consented to the removal of any entitlement to [performance pay](#), your [employing body](#) may establish a performance pay scheme under which you may be paid a lump sum based on an assessment of your performance over a 12-month cycle.

The standard maximum amount available for a 12-month cycle must not exceed:

- ▶ 15% of total remuneration for a PEO band A, B or C; or
- ▶ 20% of total remuneration for a PEO band D or E.

There are certain officers where the standard percentage has been altered. Performance pay must operate in accordance with any written guidelines issued by the Tribunal, and additional information is available on the Tribunal [website](#).

Once your employing body has completed the assessment process, it should decide on an appropriate amount of performance remuneration to be provided (if any). Your employing body should have supporting documentation to cover the performance cycle, assessment process, and the decision as to performance pay.

For additional information or any questions about performance pay, please contact your [employing body](#) or the Treasury [Appointments Team](#).

No cash in lieu

The value attributed to your employer's superannuation contribution is considered a non-salary component of total remuneration. As such, you may not elect to take this as an equivalent amount of salary.

Superannuation

Employer superannuation contribution

As per Part 3 of the PEO determination, your employer's superannuation contribution is determined based on the superannuation scheme you are a member of. If you are a member of:

- ▶ the [CSS](#), [PSS](#), [DFRDB](#), or [MSBS](#) – your employer's superannuation contribution is 15.4% of your 'superannuation salary'; or
- ▶ the [PSSAP](#) – your employer's superannuation contribution is 15.4% of the your [ordinary time earnings](#) (within the meaning of the *Superannuation Guarantee (Administration) Act 1992*); or
- ▶ Any other superannuation fund – your employer's superannuation contribution is the minimum contribution that would, under [s23 of the Superannuation Guarantee \(Administration\) Act 1992](#), reduce the charge percentage to nil.

Superannuation salary

For the purposes of working out the employer superannuation contribution, if you are a member of the CSS, PSS, DFRDB, or MSBS:

- ▶ your superannuation salary amount is determined by your employing body however, the amount must not be more than 73% of your total remuneration.
- ▶ Note, if you are member of PSSAP – your superannuation salary, for the purposes of the *Superannuation (PSSAP) Trust Deed*, is the [ordinary time earnings](#) (within the meaning of the *Superannuation Guarantee (Administration) Act 1992*).

Principal Executive Offices Continued

Vehicles

As per Part 4 of the PEO determination, if you:

- ▶ accept an offer of a vehicle owned or leased by your [employing body](#) for private use; or
- ▶ have access to a vehicle owned or leased by your employing body for private use;

the actual cost of the vehicle to your employing body (including FBT), less a reasonable amount (if any) reflecting business usage patterns, is to be considered a benefit within your total remuneration package. Additionally:

- ▶ if the annual business kilometres are less than 5,000 – the business usage amount is to be based on the [‘cents per kilometre’](#) method; or
- ▶ if the annual business kilometres are 5,000 or more:
 - any business usage amount is to be assessed on log book records for at least a 12-week representative period; and
 - the percentage of business use to total kilometres travelled per year is to be applied to the total cost of the vehicle.

Vehicle parking

If you accept an offer of a car park at the expense of the Commonwealth, the actual cost (including FBT) of the car park to the Commonwealth agency is to be considered as a benefit within your total remuneration pack.

Allowances

Geographic relocation

Your employing body may approve reimbursement of expenses (other than ongoing expenses) you incur as a result of geographic relocation following appointment as a PEO, in accordance with agency policies and procedures.

Accommodation allowance

Your employing body may, with the written consent of the Tribunal, determine that you are eligible to receive an accommodation allowance (subject to expenditure and any conditions specified in the Tribunal’s consent) while you are in a principal place of residence in a locality (*‘PPR locality’*) that is not the [office locality](#).

The Tribunal only gives consent in exceptional circumstances, and generally it is expected that individuals relocate to take up an office.

Reunion travel

As per s26 of the PEO determination, your employing body may, with the written consent of the Tribunal, determine that you may receive travel costs (subject to any conditions specified in the consent) for travel back to the PPR locality for the purpose of family reunion.

Remote localities

As per s27 of the PEO determination, your employing body may, with the written consent of the Tribunal, determine that you are eligible to receive benefits or allowances in recognition of the geographic remoteness of the office locality (subject to any conditions specified in the Tribunal’s consent).

Principal Executive Offices Continued

Allowances Continued

Tribunal determinations relating to allowances

The Tribunal determines the conditions for the payment of allowances relating to:

- ▶ accommodation;
- ▶ reunion travel; and
- ▶ remote localities.

Your employing body will need to work with the Appointments Team in the Treasury on any remuneration submissions seeking Tribunal determinations on these allowances. The Appointments Team can be contacted through appointments@treasury.gov.au.

Official Travel

The Tribunal will advise your employing body of the applicable travel tier however, if no such advice is provided:

- ▶ travel tier 2 applies to PEO bands A, B and C; and
- ▶ travel tier 1 applies to PEO bands D and E.

The travel determination outlines the relevant entitlements and obligations relating to official travel.

Leave

Leave of absence

As per Part 7 of the PEO determination, you are entitled to the following types and amounts of leave of absence:

- ▶ absence without loss of pay on public holidays that are observed by the Australian Public Service in the location in which you are based;
- ▶ paid annual leave of 4 weeks per year of full-time service;
- ▶ paid long service leave as prescribed under the [Long Service Leave \(Commonwealth Employees\) Act 1976](#);
- ▶ other paid and unpaid leave, including sick and carers leave, at the discretion of the employing body.

You may also be eligible for paid and unpaid leave under the [Maternity Leave \(Commonwealth Employees\) Act 1973](#).

The payment in lieu of annual leave and long service leave, on cessation, is to be calculated based on your reference salary (meaning total remuneration, less the amount of the employer superannuation contribution).

Compensation for Early Loss of Office

As per Part 8 of the PEO determination, you are entitled to compensation for loss of office if your appointment is terminated prior to the expiry of the term of your appointment, unless an [exclusion event](#) occurs.

Compensation Payable

The Commonwealth calculates relevant compensation payable in line with s31 of the PEO determination.

The Commonwealth may require you to sign a release in return for the payment.

Full-time Offices

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



Australian Government

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Full-time Offices

If you are a holder of a public office on a full-time basis, you are considered a full-time office holder (FTO). A list of current FTOs is outlined in column 1 of Table 2A in s10 of the FTO determination (see below).

Relevant Determination(s)

The arrangements that apply to FTOs are set out in the:

- ▶ *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination* (the 'FTO determination').
- ▶ *Remuneration Tribunal (Official Travel) Determination* (the 'travel determination').
- ▶ *Remuneration Tribunal (Recreation Leave for Holders of Relevant Offices) Determination* (the 'leave determination').
- ▶ *Remuneration Tribunal (Compensation for Loss of Office for Holders of Certain Public Offices) Determination* (the 'loss of office determination').

The latest determinations are available on the Tribunal's [website](#).

Remuneration

Total Remuneration

As a FTO, your total remuneration package is the amount, per year, set out in column 2 of Table 2A in s10 of the [FTO determination](#). Section 8 of the FTO determination defines total remuneration.

Certain FTOs may have special provisions agreed to by the Tribunal. Special provisions for FTOs are set out in Table 2B in s11 of the FTO determination.

Remuneration packaging

Subject to Part 2 of the FTO determination, you may elect to receive your total remuneration as salary or a combination of salary and benefits if:

- ▶ the election is consistent with relevant taxation laws and rulings or guidelines applicable to salary packaging schemes issued by the [ATO](#); and
- ▶ providing the benefit would not result in a cost to your [employing body](#) (including in relation to any [FBT](#)) that would not be incurred if you elected to receive the remuneration in the form of salary. A benefit is not necessarily precluded if it has FBT implications – the cost of the FBT just needs to be included as part of the office holder's total remuneration.

Note that a superannuation contribution made as a result of an election by you does not form part of the employer superannuation contribution.

Part-time work

Your employing body may approve the performance of duties on a part-time basis. If approved, as per s12 of the FTO determination, your total remuneration is to be paid on a pro-rata basis in accordance with the proportion of full-time hours worked.

If your proposed hours are less than 60% of the full-time hours, prior agreement of the Tribunal in relation to your remuneration level is required.

Full-time Offices Continued

Superannuation

Employer superannuation contribution

As per Part 3 of the FTO determination, your employer superannuation contribution is determined based on your superannuation scheme. If you are a member of:

- ▶ the [CSS](#), [PSS](#), [DFRDB](#), or [MSBS](#) – your employer’s superannuation contribution is 15.4% of your ‘superannuation salary’; or
- ▶ the [PSSAP](#) – your employer’s superannuation contribution is 15.4% of your [ordinary time earnings](#) (within the meaning of the *Superannuation Guarantee (Administration) Act 1992*); or
- ▶ Any other superannuation fund – your employer’s superannuation contribution is the minimum contribution that would, under [s23 of the Superannuation Guarantee \(Administration\) Act 1992](#), reduce the charge percentage to nil.

Superannuation salary

For the purposes of working out the employer superannuation contribution, if you are a member of the CSS, PSS, DFRDB, or MSBS, and

- ▶ your remuneration is \$443,390 or more – your superannuation salary is 70% of your total remuneration (rounded up to the nearest \$10); or
- ▶ if your remuneration is less than \$443,390 – your superannuation salary is 73% of your total remuneration (rounded up to the nearest \$10).

Certain FTOs that are members of CSS, PSS, DFRDB, and MSBS have specified superannuation salaries, which are in Table 3B in s15 of the FTO determination.

Note, if you are a PSSAP member, your superannuation salary, for the purposes of the [Superannuation \(PSSAP\) Trust Deed](#), is the [ordinary time earnings](#) (within the meaning of the [Superannuation Guarantee \(Administration\) Act 1992](#)).

No cash in lieu

The value attributed to your employer’s superannuation contribution is considered a non-salary component of total remuneration. As such, you may not elect to take this as an equivalent amount of salary.

Full-time Offices Continued

Vehicles

As per Part 4 of the FTO determination, if you:

- ▶ accept an offer of a vehicle owned or leased by your agency for private use; or
- ▶ have access to a vehicle owned or leased by your agency for private use;

the actual cost of the vehicle to the agency (including [FBT](#)), less a reasonable amount (if any) reflecting business usage patterns, is to be considered a benefit within your total remuneration package. Additionally:

- ▶ if the annual business kilometres are less than 5,000 – the business usage amount is to be based on the ‘[cents per kilometre](#)’ method; or
- ▶ if the annual business kilometres are 5,000 or more:
 - any business usage amount is to be assessed on log book records for at least a 12-week representative period; and
 - the percentage of business use to total kilometres travelled per year is to be applied to the total cost of the vehicle.

Vehicle parking

If you accept an offer of a car park at Commonwealth expense, the actual cost (including [FBT](#)) of the car park to the agency is to be considered as a benefit within your total remuneration package.

Business support

If you are provided with communications, information technology, or other office facilities necessary for the efficient conduct of your office, incidental private use of those facilities does not require the value of the facilities to be included in your total remuneration.

Allowances

Relocation assistance

As per the Tribunal’s [Relocation Assistance Guidelines](#), If you are appointed to an office and your principal place of residence is in a geographic locality (‘PPR locality’) different from that of your usual place of work on [official business](#), you are expected to relocate to the new locality.

If you relocate your principal place of residence to the [office locality](#) on appointment, your [employing body](#) is able to approve relocation costs in accordance with agency policies and practices. This does not require the agreement of the Tribunal.

Where there are compelling reasons for you to maintain your principal place of residence in the [PPR locality](#) and you are seeking assistance, your employing body must seek a separate determination or approval from the Tribunal.

Accommodation assistance

FTOs specified in Table 5A in s19 of the FTO determination are eligible to be reimbursed for qualifying accommodation costs while the individual occupies the office specified in column 2, and has a PPR locality that is not the office locality.

If you are one of the FTOs specified and are staying in commercial accommodation in the office locality, you may be entitled to certain ‘qualifying accommodation costs’, as per s19 of the FTO determination, which are capped with an amount (per year) as specified in column 3 of Table 5A of the FTO determination.

Full-time Offices Continued

Allowances Continued

Accommodation in official residence

If your office requires you to reside in an official residence, your total remuneration does not include the value of accommodation in the residence or the running costs of the residence.

Reunion travel assistance

FTOs specified in Table 5B in s22 of the FTO determination may receive travel costs of up to the amount (per year) specified in column 3 for travel back to the PPR locality for the purpose of family reunion, while occupying the office.

If you are one of the FTOs specified, and certify that the workload and responsibilities of your office prevent you from travelling to the PPR locality for reunion purposes, the costs of reunion travel by:

- ▶ your partner, or
- ▶ your or your partner's child or children,

who reside at your principal place of residence, can be funded subject to the limit specified in column 3. This travel must be at economy class, and only for direct travel between the [PPR locality](#) and the [office locality](#).

Tribunal determinations relating to allowances

The Tribunal determines the conditions for the payment of allowances relating to:

- ▶ relocation assistance;
- ▶ accommodation assistance; and
- ▶ reunion travel.

Your [employing body](#) will need to work with the Appointments Team in the Treasury on any remuneration submissions seeking separate Tribunal determinations on these allowances.

The Appointments Team can be contacted through appointments@treasury.gov.au.

Official Travel

The [travel determination](#) outlines the relevant entitlements and obligations relating to travel. Please refer to page [25](#) of this guidance document.

Recreation Leave

The [leave determination](#) outlines the relevant entitlements and obligations relating to recreation leave. Please refer to page [30](#) of this guidance document.

Loss of Office

The [loss of office determination](#) outlines the relevant entitlements and obligations relating to compensation for early loss of office. Please refer to page [33](#) of this guidance document.

Part-time Offices

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



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Part-time Offices

A list of current Part Time Office (PTO) holders and their office or authority is outlined in Tables 3A in s16, 4A in s22, and 5A in s31 of the PTO determination (see below). These PTOs hold public office on a part-time basis.

Relevant Determination(s)

The arrangements that apply to PTOs are set out in the:

- ▶ *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination* (the 'PTO determination').
- ▶ *Remuneration Tribunal (Official Travel) Determination* (the 'travel determination').

The latest determinations are available on the Tribunal's [website](#).

General Provisions

Fees

The fees specified within the [PTO determination](#) are gross fees. As such, no additional amount is payable by your [employing body](#) to meet any tax obligations.

Remuneration packaging

As a PTO, your employing body may provide access to remuneration packaging. You may elect to take the fees and allowances payable under the PTO determination either as a cash payment, or a combination of a cash payment and other benefits.

Regardless, your election must be consistent with:

- ▶ applicable agency policies and procedures on remuneration packaging; and
- ▶ relevant taxation laws, rulings and guidelines issued by the [ATO](#).

Remuneration packaging must be administered without additional cost to your employing body and any [FBI](#) associated with a benefit must be included in your remuneration package.

Employer shortfall exemption certificate

Section 11 of the PTO determination sets out the adjustment to be made on the remuneration payable to those officers that are:

- ▶ not a member of the [CSS](#), [DFRDB](#), [MSBS](#), [PSS](#), or [PSSAP](#), or an ADF Super member; and
- ▶ have an employer shortfall exemption certificate issued to them under the Superannuation Guarantee (Administration) Act 1992 in relation to:
 - your employer; and
 - a quarter in a financial year.

Other holders of part-time public office

If your office is not specified in Part 3, 4, 5, 6 or 7 of the PTO determination, the daily fees set out in column 2 of Table 2A in s12 of the PTO determination are to be paid to you in accordance with Part 4. Further, for the purposes of the [travel determination](#), travel tier 2 arrangements apply to your office.

Part-time Offices Continued

Annual Fees

If you receive an annual fee as set out in Table 3A in s16, Part 3 of the PTO determination applies to you. This includes any additional provisions, conditions, and the travel tier that applies to the office.

Payment of annual fees

The fees set out in Table 3A are payable on a periodic basis throughout each year. Part-years are paid on a proportionate basis. The annual fee covers all activities you are required to undertake in performing the duties of your office.

A reduction to the fee may be made in accordance with s15(3) in relation to lengthy absences.

PTOs who receive annual fees may have special provisions agreed to by the Tribunal. Special provisions for certain PTOs are set out in column 2 of Table 3B in s17.

Daily Fees

If you receive a daily fee as set out in Tables 2A in s12 or 4A in s22, Part 4 of the PTO determination applies to you. This includes any additional provisions and conditions as well as the travel tier that applies to the office.

Payment of daily fees

Section 20 of the PTO determination sets out the rules for the payment of daily fees, including the requirements related to certification of time, the maximum payment for any one day, and the minimum amount that may be claimed at any one time.

Regarding certification of time, if you are the Chair, daily fees may only be paid after the total time claimed is certified in accordance with the terms set out in your appointment or under governance arrangements approved by the responsible portfolio minister or employing body.

Calculation of daily fees

Section 21 of the PTO determination sets out the rules for calculating daily fees, including the amount of a daily fee to be paid to you on a meeting day and on a non-meeting day. For meeting days, the amount of daily fee paid is based on the amount of qualified meeting day time. This means the time spent on a meeting day either attending a formal meeting, on authority business, or on official travel time.

Certain PTOs who receive daily fees may have special provisions agreed to by the Tribunal. Special provisions for certain PTOs are set out in column 2 of Table 4B in s23.

Annual Meeting Fees and Additional Daily Fees

If you receive an annual meeting fee and additional daily fee as set out in Table 5A in s31, Part 5 of the PTO determination applies to you. This includes any additional provisions and conditions as well as the travel tier that applies to the office.

Table 5A of the PTO determination sets out the annual meeting fee, additional daily fee, the annual cap on additional daily fees, relevant special provisions (if any) and the travel tier that the office holder is entitled to.

Payment of annual meeting fees

The annual meeting fees set out in Table 5A are payable on a periodic basis throughout each year. Part years are paid on a proportionate basis. The annual meeting fee covers:

- ▶ attendance at all formal meetings of the authority (regardless of their duration);
- ▶ any preparation time for the formal meetings; and
- ▶ any official travel time associated with the formal meetings.

A reduction to the fee may be made in accordance with s27(2) in relation to lengthy absences

Part-time Offices Continued

Annual Meeting Fees and Additional Daily Fees Continued

Payment of additional daily fees

Additional daily fees set out in Table 5A are payable for time spent on [authority business](#).

Section 28 of the PTO determination sets out the rules for the payment of additional daily fees, including the requirements related to certification of time, the maximum payment for any one day, the minimum amount that may be claimed at any one time, and the cap on additional daily fees for an office holder.

Regarding certification of time, if you are the Chair, daily fees may only be paid after the total time claimed is certified in accordance with the terms set out in your appointment or under governance arrangements approved by the responsible portfolio minister or [employing body](#).

Authority business exclusions

Time spent on the following is not to be treated as time spent on [authority business](#):

- ▶ all preparation for a formal meeting, even where it is considered excessive to normal preparation time;
- ▶ any official travel time associated with a formal meeting regardless of when the travel occurs.

Calculation of additional daily fees

Section 30 of the PTO determination sets out the rules regarding the amount of additional daily fee to be paid for a day that the office holder spends on authority business or on official travel time that is not associated with a formal meeting.

PTOs who receive annual meeting and additional daily fees may have special provisions agreed to by the Tribunal. Special provisions for certain PTOs are set out in column 2 of Table 5B in s32 of the PTO determination.

Base Fees and Meeting Fees

If you receive a combination of a base (annual) fee and a (daily) meeting fee as set out in Table 6A in s37, Part 6 of the PTO determination applies to you. This includes any additional provisions, conditions, and the travel tier that applies to the office.

Payment of base fees

The fees set out in Table 6A are annual fees payable on a periodic basis throughout each year. Part-years are paid on a proportionate basis. Section 35 of the PTO determination sets out the activities covered by the base fee.

A reduction may be made in accordance with s35(2) in relation to lengthy absences.

Payment of meeting fees

Meeting fees are payable only where the total time spent on a formal meeting of the employing body, combined with official travel time associated with the meeting, is 5 hours or more on the same day. Part days do not accrue.

Section 36 of the PTO determination also sets out the requirements for certification of time.

PTOs who receive a combination of base fees and meeting fees may have special provisions agreed to by the Tribunal. Special provisions for certain PTOs are set out in column 2 of Table 6B in s38 of the PTO determination.

Official Travel

The [travel determination](#) outlines the relevant entitlements and obligations relating to travel. Please refer to page [25](#) of this guidance document.

Specified Statutory Offices

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



Specified Statutory Offices

If you are a holder of a specified statutory office, you are considered a specified statutory office holder (SSO). A list of current SSOs is outlined in column 1 of Table 2A in s9 of the SSO determination (see below).

Relevant Determination(s)

The arrangements that apply to SSOs are set out in the:

- ▶ *Remuneration Tribunal (Specified Statutory Offices—Remuneration and Allowances) Determination* (the ‘SSO determination’).
- ▶ *Remuneration Tribunal (Official Travel) Determination* (the ‘travel determination’).
- ▶ *Remuneration Tribunal (Recreation Leave for Holders of Relevant Offices) Determination* (the ‘leave determination’).
- ▶ *Remuneration Tribunal (Compensation for Loss of Office for Holders of Certain Public Offices) Determination* (the ‘loss of office determination’).

The latest determinations are available on the Tribunal’s [website](#).

Remuneration

Total remuneration

As a SSO, your total remuneration package is the amount, per year, set out in column 2 of Table 2A in s9 of the SSO determination. Section 8 of the SSO determination defines total remuneration.

Remuneration packaging

Subject to Part 2 of the SSO determination, you may elect to receive your total remuneration as salary or a combination of salary and [benefits](#) if:

- ▶ the election is consistent with relevant taxation laws and rulings or guidelines applicable to salary packaging schemes issued by the [ATO](#); and
- ▶ providing the benefit would not result in a cost to your [employing body](#) (including in relation to any [FBT](#)) that would not be incurred if you elected to receive the remuneration in the form of salary.

Note that a superannuation contribution made as a result of an election by you does not form part of the employer superannuation contribution.

Superannuation

Employer superannuation contribution

As per Part 3 of the FTO determination, your employer superannuation contribution is determined based on the superannuation scheme you are a member of. If you are a member of:

- ▶ the CSS, PSS, DFRDB, or MSBS – your employer’s superannuation contribution is 15.4% of your ‘superannuation salary’; or
- ▶ the PSSAP – your employer’s superannuation contribution is 15.4% of your [ordinary time earnings](#) (within the meaning of the *Superannuation Guarantee (Administration) Act 1992*); or
- ▶ Any other superannuation fund – your employer’s superannuation contribution is the minimum contribution that would, under [s23 of the Superannuation Guarantee \(Administration\) Act 1992](#), reduce the charge percentage to nil.

Specified Statutory Offices Continued

Superannuation Continued

Superannuation salary

For the purposes of working out the employer superannuation contribution, if you are a member of the [CSS](#), [PSS](#), [DFRDB](#), or [MSBS](#), your superannuation salary is 70% of your total remuneration (rounded up to the nearest \$10).

If you are member of [PSSAP](#) – your superannuation salary, for the purposes of the [Superannuation \(PSSAP\) Trust Deed](#), is the [ordinary time earnings](#) (within the meaning of the [Superannuation Guarantee \(Administration\) Act 1992](#)).

No cash in lieu

The value attributed to your employer's superannuation contribution is considered a non-salary component of total remuneration. As such, you may not elect to take this as an equivalent amount of salary.

Vehicles

As per Part 4 of the SSO determination, if you accept an offer of a vehicle owned or leased by your agency for private use, the actual cost of the vehicle to the agency (including [FBT](#)) is to be considered a benefit within your total remuneration package.

Vehicle parking

If you accept an offer of a car park at Commonwealth expense, the actual cost (including [FBT](#)) of the car park to the agency is to be considered as a benefit within your total remuneration package.

Official Travel

The [travel determination](#) outlines the relevant entitlements and obligations relating to travel. Please refer to page [25](#) of this guidance document.

Recreation Leave

The [leave determination](#) outlines the relevant entitlements and obligations relating to recreation leave. Please refer to page [30](#) of this guidance document.

Loss of Office

The [loss of office determination](#) outlines the relevant entitlements and obligations relating to compensation for early loss of office. Please refer to page [33](#) of this guidance document.

Judicial and Related Offices

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



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Judicial and Related Offices

Relevant Determination(s)

If you are a holder of a judicial or related non-judicial office, you are considered a judicial or related office holder (JRO). The arrangements that apply to [JROs](#) are set out in the:

- ▶ *Remuneration Tribunal (Judicial and Related Offices—Remuneration and Allowances) Determination* (the ‘JRO determination’).
- ▶ *Remuneration Tribunal (Official Travel) Determination* (the ‘travel determination’).
- ▶ *Remuneration Tribunal (Compensation for Loss of Office for Holders of Certain Public Offices) Determination* (the ‘loss of office determination’) (this determination applies to Full-time office holders).

The latest determinations are available on the Tribunal’s [website](#).

JROs are classified into three different categories, comprising:

- ▶ Judicial officers – listed in column 1 of Table 2A in s11 of the JRO determination;
- ▶ Full-time office holders – listed in column 1 of Table 3A in s22; and
- ▶ Part-time office holders – listed in column 1 of Table 4A in s36.

Currently, the Treasury’s portfolio of statutory appointments does not include any Full-time JROs. As such, requirements relating to these office holders are not captured in this guidance.

Judicial Officers

Salary and Allowances

Base salary

As a judicial officer, your base salary is the amount, per year, set out in column 2 of Table 2A in s11 of the JRO determination. Column 3 of this table sets out the applicable travel tier.

The Tribunal does not determine the entire range of employment provisions available for judicial and related offices. [Employing bodies](#) may prescribe additional remuneration and/or benefits, according to prescribed legislation or other authority.

Additional allowances

If you are a sitting Judge and also hold any of the offices specified in s12 of the JRO determination on a part-time basis, you are to be provided with an additional expense allowance of \$2,421 per year.

Vehicle Allowance

According to the JRO determination, there is no vehicle allowance entitlement for Treasury portfolio judicial officers. However, you may be entitled to vehicle allowance if you hold a judicial officer appointment in another capacity, for example as a Judge of the Federal Court (refer to s13 of the JRO determination).

Judicial and Related Offices Continued

Part-time Office Holders

Daily Fees, Travel Tiers and Remuneration Packaging

Payment of daily fees

As per Part 4 of the JRO determination, you, as a part-time JRO, are entitled to payment of the daily fee specified in column 2 of Table 4A in s36 of the JRO determination. Column 3 of this table sets out any special provisions in relation to the Office, and column 4 sets out the applicable travel tier.

The nature, reasonableness, and duration of [official business](#) you undertake is to be reviewed prior to the payment of any daily fee, according to arrangements established by your [employing body](#).

The maximum amount payable for any one day is the daily fee. Unless your employing body determines otherwise, the minimum amount that may be claimed for any one payment is one daily fee, except for the final payment prior to you leaving office which may be less than one daily fee.

Calculation of daily fees for part-day work

On a formal meeting or hearing day, the following amounts of your daily fee are payable. For a period:

- ▶ less than 2 hours: 40% of the daily fee; or
- ▶ between 2 hours and 3 hours: 60% of the daily fee; or
- ▶ of 3 hours or more: 100% of the daily fee.

These periods do not include any normal preparation time for a formal meeting or hearing. There is no additional payment for time spent on normal preparation.

On any other day, as per s35(3) of the JRO determination, for each period of at least 1 hour spent entirely on authority business, the amount of your daily fee payable is 20% of that daily fee for each hour, up to a maximum of 5 hours on any one day.

If extraordinary preparation time is required for a formal meeting or hearing, the employing body may authorise an additional payment in accordance with the requirements in s35(3).

If you are required to work at a location other than the office locality, any reasonable time required to travel between your home or usual place of work and the other location may be included by the employing body in calculating payments. Travel time between your home and usual place of work is not to be included.

Remuneration packaging

Subject to Part 4 of the JRO determination, you may elect to take, in lieu of the fee payable, benefits or a combination of fee and benefits if:

- ▶ the election is consistent with relevant taxation laws and rulings or guidelines applicable to salary packaging schemes issued by the [ATO](#); and
- ▶ providing the benefit would not result in a cost to your employing body (including in relation to any [FBI](#)) that would not be incurred if you had received fees instead of the benefit.

Official Travel

The [travel determination](#) outlines the relevant entitlements and obligations relating to travel applicable to both judicial officers and JRO part-time office holders. Please refer to page [25](#) of this guidance document.

Loss of Office

The [loss of office determination](#) outlines the relevant entitlements and obligations relating to compensation for early loss of office applicable to judicial officers. Please refer to page [33](#) of this guidance document.

Official Travel

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



Australian Government

The Treasury

Official Travel

The *Remuneration Tribunal (Official Travel) Determination* (the ‘travel determination’) is applicable to [PEOs](#), [FTOs](#), [PTOs](#), [SSOs](#), and [JROs](#). The latest determination is available on the Tribunal’s [website](#).

You may only undertake travel where its purpose is consistent with your duties, and you may only incur travel expenses, or commit the Commonwealth to meet expenses, where funds are lawfully available to do so.

When making travel arrangements, you must consider the following:

- ▶ the necessity of travel and potential alternatives to travel, such as teleconferencing or videoconferencing;
- ▶ the total cost of travel, including value for money;
- ▶ any travel-related administrative guidelines put in place by your agency; and
- ▶ the flexibility to maintain an appropriate balance between work and home responsibilities, as well as safety and security.

Travel on Official Business

Class of travel

Table 3A in s11 of the [travel determination](#) outlines the class of travel applicable for each travel tier, both within Australia and overseas. Your travel tier is based on the office you hold. Details of where to find your applicable travel tier are indicated in the earlier PEO, FTO, PTO, SSO and JRO sections of this guidance document. You may choose to travel at a lower class if that would be more convenient or appropriate.

Upgrade

As per s12 of the travel determination, you may upgrade your class of travel in order to accompany a person travelling at a higher class of travel if it is demonstrably in the interest of the Commonwealth to do so.

You and your [employing body](#) should be able to demonstrate why funding a higher class of travel is a proper use of public resources. Alignment and consistency with entity’s internal policies and procedures may assist with demonstrating this.

If you are entitled to travel economy class, you may upgrade to business class (for domestic and international travel) if the duration of the flight exceeds 5 hours.

Accompanied travel

As per s13 of the travel determination, you may be entitled to be accompanied by your spouse or de facto partner for purposes relating to [official business](#) at Commonwealth expense when travelling within Australia or overseas.

Accompanied travel may occur only if your employing body certifies in writing that it is demonstrably in the interest of the Commonwealth, given the purpose of the travel, for you to be accompanied by your spouse or de facto partner. You and your employing body should be able to demonstrate why accompanied travel is a proper use of public resources. Alignment and consistency with entity’s internal policies and procedures may assist with demonstrating this.

If your spouse or de facto partner accompanies you, your spouse or de facto partner may travel at the same class of travel as you.

Agency travel providers

You are encouraged to use your employing body’s travel-related preferred provider arrangements where these exist.

Frequent flyer points

Frequent flyer points accrued at the Commonwealth’s expense are not to be used for private purposes.

Official Travel Continued

Travel Expenses and Travel Allowance

Payment of travel expenses and travel allowance

If you travel on [official business](#) which requires an overnight absence, travel expenses are to be met, and travel allowance is to be paid, in accordance with Part 4 of the travel determination. No travel allowance is payable for travel on official business that does not require an overnight absence.

Accompanied accommodation costs

As per s17 of the travel determination, if:

- ▶ the Commonwealth meets the travel costs of your spouse or de facto partner accompanying you in accordance with s13 (accompanied travel); and
- ▶ evidence is provided that there is a difference in cost between a single and double room in the commercial accommodation used;

the amount of the difference is to be added to the amount of travel allowance that would otherwise be paid.

No double payment

No payment of travel allowance or expenses is to be made under the travel determination to the extent that you claim or receive travel allowance or reimbursement of travel expenses under any other source or entitlement for the same travel.

Travel within Australia

Travel allowance for travel within Australia

For each overnight absence on travel for official business within Australia for which you stay in commercial accommodation, you are to be paid travel allowance, subject to Part 4, at the rates in:

- ▶ Table 6A in s27 – for travel to a capital city;
- ▶ Table 6B in s28 – for other circumstances (country centres).

The rates in Tables 6A and 6B are intended to cover the costs of accommodation and meals, and incidental costs. Further, the rates in Tables 6A and 6B are to be paid to the office holder for each overnight absence regardless of the time of departure from, or arrival at, the [office locality](#) or [home base](#).

Meals and incidental components for travel to high cost centres

For the purposes of s21, s23 and s24 of the travel determination, Table 6C in s29 sets out the meal and incidental components of the travel allowance rates set out in:

- ▶ Table 6A for travel to capital cities; and
- ▶ Table 6B for travel to country centres specified by name in Table 6B (other than those set out in Table 6E).

Meals and incidental components for travel to other country centres

For the purposes of s21, s23 and s24 of the travel determination, Table 6D in s30, sets out the meal and incidental components of the travel allowance rates set out in Table 6B for travel to:

- ▶ country centres not specified by name in Table 6B; and
- ▶ group 2 country centres set out in Table 6E in s31 of the travel determination.

Official Travel Continued

Travel within Australia Continued

Part payment of travel allowance

If the cost of accommodation is met by an entity instead of being incurred as a personal expense by you, the amount of travel allowance payable is the 'Total' amount in Table 6C in s29 or Table 6D in s30 of the travel determination.

If the cost of a meal or meals is met by an entity other than you, the amount of travel allowance is to be reduced by the meal amount or amounts in Table 6C or 6D of the travel determination.

Non-commercial accommodation

If you do not stay in commercial accommodation, but stay in accommodation such as the home of a family member or friend, a rate of one third of the specified travel allowance is payable (rounded upwards to the nearest dollar).

Unavoidable higher accommodation cost

If your employing body certifies that you are required to obtain high cost accommodation, an additional payment may be made to you in accordance with the following:

- ▶ the requirement must be due to the unavailability of accommodation of a reasonable standard at a locality, which would have avoided this additional payment;
- ▶ the additional payment is to be based on the excess cost of accommodation over the travel allowance rate (after deducting the relevant 'Total' amount in Table 6C in s29 or Table 6D in s30 (meals and incidentals) from the travel allowance rate);
- ▶ the additional payment is to be calculated on accommodation expenses and travel allowance for the entire trip.

Additional meals

If you are absent for a greater number of meal periods than that covered by the travel allowance payment (the rate nominally covers 3 meals per day) and provide evidence that actual meal costs exceeded the meal component for the absence, payment at the rates set out in Table 6C or 6D may be made for the additional meal or meals.

Subject to certification by your employing body, this may include meal periods on the day of return to your home base or office locality where, ordinarily, no travel allowance would be payable.

Official Travel Continued

Overseas Travel

Travel allowance for overseas travel

When travelling overseas on [official business](#), you are entitled to accommodation at Commonwealth expense. Accommodation is to be at a standard reasonably equivalent to that provided to you in Australia.

For meals and incidentals when travelling overseas on official business, you are to be paid the total meals and incidentals amounts set out in the [Taxation Determination TD 2019/11](#) (the 'taxation determination') for the destinations in Table 9 of the taxation determination. In relation to the applicable expense amounts set out in the taxation determination, if you are a:

- ▶ Tier 1 office holder – you are to receive the amounts for the highest salary level specified in the taxation determination;
- ▶ Tier 2 office holder – you are to receive the amounts for the middle salary level specified in the taxation determination; or
- ▶ Tier 3 office holder – you are to receive the amounts for the lowest salary level specified in the taxation determination.

Official Travel by Motor Vehicle

You may choose to hire a vehicle or use your own vehicle to travel on official business where it is demonstrably in the interest of the Commonwealth to do so (and where your agency has not supplied you with a vehicle that can be used for the purposes of the travel). In such circumstances the Commonwealth is to:

- ▶ meet the cost of a rental vehicle; or
- ▶ pay a motor vehicle allowance at the rate of 68 cents per kilometre where a private vehicle is used for the journey. Any private vehicle used for this purpose must be comprehensively insured.

However, if you are provided with an [employing body's](#) vehicle at your [home base](#), the above does not apply to any journey commenced from your home base.

Recreation Leave

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



Australian Government

The Treasury

Recreation Leave

The *Remuneration Tribunal (Recreation Leave for Holders of Relevant Offices) Determination* (the 'leave determination') is applicable to [FTOs](#) and [SSOs](#).

However, the Tribunal does not have the power to determine recreation leave entitlements for the Chief of the Defence Force or the Australian Statistician (both of which are SSOs).

The latest [leave determination](#) is available on the Tribunal's [website](#).

Accrual of Recreation Leave

For each completed 12 months of service, you will accrue a credit of 4 weeks of recreation leave. The leave accrues on a pro rata basis. Your recreation leave is to be paid at your normal weekly salary.

Credits Prior to Appointment

Under s9 of the leave determination, if, on or after appointment to office, you:

- ▶ elect to resign under another employing Act of the Commonwealth that you were employed under; and
- ▶ have not received payment in lieu for the recreation leave credit held immediately before the date of resignation;

you are taken, on the day of the resignation, to have accrued an equivalent credit of recreation leave.

Any credit that is taken to have accrued under this provision of the leave determination is taken to have accrued on the day that it accrued while you were employed under the other employing Act.

Recreation leave accrued under earlier determinations

Any entitlement to recreation leave you accrued under a previous determination made under the [Remuneration Tribunal Act 1973](#) is to be recognised as an entitlement to recreation leave.

Certain office holders may have additional recreation leave entitlements agreed to by the Tribunal. Additional entitlements are set out in s11 of the leave determination.

Administration of Recreation Leave

Subject to s12 and s13 of the leave determination, leave accrued is to be administered by the [employing body](#) (agency) in accordance with its policies and practices relating to annual leave or recreation leave (however described) that apply generally to the employees in the agency.

If your agency has specific policies and practices relating to annual leave or recreation leave (however described) for Senior Executive Service employees (or equivalent) in the agency, your accrued leave is to be administered in accordance with those policies and practices.

Any provisions of the agency's policies and practices that relate to matters such as the following, apply to the administration of your recreation leave:

- ▶ limitations on credits accrued;
- ▶ deeming on leave (noting, any of your agency's policies and practices relating to deeming on leave do not apply to you if you are an SSO);
- ▶ sickness while on approved leave; and
- ▶ cashing out of some credits.

Your agency's policies and practices do not apply to the extent that those policies or practices have the effect of providing recreation leave that is additional to the leave under the leave determination.

Recreation Leave Continued

Approval of Leave

You may take recreation leave if approved by:

- ▶ the person, authority or body (each of whom is a relevant authority), or a delegate of the relevant authority, who may, under a law of the Commonwealth, grant leave of absence other than recreation leave to you; or
- ▶ if the law of the Commonwealth does not specify a relevant authority – for the purposes of [subsection 7\(3AD\) of the Remuneration Tribunal Act 1973](#), the Minister with portfolio responsibility for the relevant office.

With regards to the first bullet point above, you are encouraged to check any relevant legislation that establishes your [employing body](#).

Payment in Lieu

If an you are eligible for a payment in lieu of recreation leave, the rate of remuneration used for calculating that payment is your [reference salary](#).

Compensation for Loss of Office

The purpose of this document is to support statutory office holders in understanding the key elements of their Remuneration Tribunal Determinations.

This guide provides a high level summary of the key remuneration entitlements and related rules relevant to each remuneration structure. The document does not substitute the Remuneration Tribunal's Determinations nor provide any legal advice on office holder's remuneration entitlements. At all times, statutory office holders should refer to the latest relevant Determinations published by the Remuneration Tribunal, which are referenced throughout the document. Statutory office holders should always seek advice from their employing body on the application of their determination. Where further questions or advice is required, employing bodies should contact the Department of the Treasury Portfolio Appointments Team.

Where there is any inconsistency between this document and Determinations or guidance from the Remuneration Tribunal, the Remuneration Tribunal resources prevail.

For further information and advice regarding your entitlements and obligations as prescribed by the Remuneration Tribunal, please contact the Treasury Portfolio Governance and Appointments ([Appointments Team](#)).



Australian Government

The Treasury

Compensation for Loss of Office

The *Remuneration Tribunal (Compensation for Loss of Office for Holders of Certain Public Offices) Determination* (the 'loss of office determination') is applicable to [FTOs](#), [SSOs](#), and full-time [JROs](#).

However, the determination does not apply to an office holder if they were appointed on a part-time basis and are eligible for either a daily fee or annualised fee (rather than total remuneration or a proportion of total remuneration).

The latest [loss of office determination](#) is available on the Tribunal's [website](#).

Entitlement to Compensation for Loss of Office

You are entitled to compensation for loss of office if your appointment is terminated prior to the expiry of the term of your appointment, unless an [exclusion event](#) occurs.

The compensation payable is calculated on the basis of one-third of one month of [reference salary](#) for each month of service remaining in the term of your appointment with:

- ▶ a minimum payment of 4 months of reference salary; and
- ▶ a maximum payment of a year of reference salary.

The Commonwealth may calculate service remaining by excluding any period of Commonwealth service in alternative employment to be performed during the remaining term of your appointment where the alternative employment commenced immediately after your termination. The Commonwealth may require you to sign a release in return for the payment.

Glossary



Australian Government

The Treasury

Glossary

Agency	<p>Agency, of an office holder, means:</p> <ol style="list-style-type: none"> the agency to which the office holder is attached; or if the office holder is not attached to an agency—the portfolio Department.
ATO	The Australian Taxation Office.
Authority Business	<p>For PTOs, any authority business conducted by an office holder with the authority's approval, but does not include the following:</p> <ol style="list-style-type: none"> attendance at a formal meeting; official travel time on a meeting day; normal preparation time for a formal meeting (although time spent by the office holder preparing for a formal meeting may be treated as authority business if the Chair considers the time excessive to normal preparation time). <p>The above definition should not be used in relation to JROs, and s35 of the JRO determination should be referred to.</p>
Benefit	Any non-monetary benefit provided at the employing body's expense to or for the benefit of an office holder as a personal benefit including a vehicle or vehicle parking; and any other benefit received by way of remuneration packaging. This definition applies for determinations relevant to PEOs, FTOs, SSOs and JROs.
CSS	Commonwealth Superannuation Scheme.
DFRDB	Defence Force Retirement and Death Benefits.
Employing Body	<p>In relation to FTOs, PTOs and SSOs, used interchangeably with 'employing authority', and means an entity exercising a power or performing a function in relation to the office holder's employment or remuneration.</p> <p>In relation to PEOs for which the Minister has, under section 3B of the <i>Remuneration Tribunal Act 1973 (Cth)</i>, declared a person, authority or body to be the employing body, means that person, authority or body.</p> <p>In relation to JROs, used interchangeably with 'authority', and means the court, tribunal or other body to which an office holder is attached.</p>
Exclusion Event	<p>An exclusion event is any of the following events whereby you/r (the office holder):</p> <ol style="list-style-type: none"> resign or retire; serve the full term of appointment; appointment terminates prematurely for reasons of misbehaviour or unsatisfactory performance; appointment terminates prematurely because you are not able to perform the duties of the office because of physical or mental incapacity; become bankrupt; or apply to take the benefit of any law for the relief of bankrupt or insolvent debtors; or compound with your creditors; or make an assignment of your remuneration for the benefit of your creditors; are offered suitable alternative employment (including in a Commonwealth company or Commonwealth entity (within the meaning of the <i>Public Governance, Performance and Accountability Act 2013</i>)). <p>An offer of suitable alternative employment is taken to have been made to you if you are:</p> <ol style="list-style-type: none"> on leave without pay or some other form of authorised absence from APS employment; and able to resume that employment following the termination of your appointment.

Glossary

FBT	Fringe Benefits Tax.
FTO	Full-time Office or Full-time Officer.
FTO Determination	<i>Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination</i> (latest version).
Home Base	In relation to an office holder, means the town or city in which the office holder's principal place of residence is located.
JRO	Judicial and Related Non-Judicial Office or Judicial and Related Non-Judicial Officer.
JRO Determination	<i>Remuneration Tribunal (Judicial and Related Offices—Remuneration and Allowances) Determination</i> (latest version).
Leave Determination	<i>Remuneration Tribunal (Recreation Leave for Holders of Relevant Offices) Determination</i> (latest version).
Loss of Office Determination	<i>Remuneration Tribunal (Compensation for Loss of Office for Holders of Certain Public Offices) Determination</i> (latest version).
MSBS	Military Superannuation and Benefits Scheme.
Office Holder	Holder of a Public Office or Statutory Appointment, for which a Determination made by the Tribunal applies.
Office Locality	The geographic locality of your usual place of work on official business.
Official Business	Official business means business pertaining to or required by the duties of the office holder's office. For JROs, official business may include a hearing, preparation for a hearing, reading submissions, decision writing and travel time other than for travel between the person's home and principal place of work.
Official Travel Time	The reasonable period, certified by a Chair, that an office holder spends travelling on official business away from the town or city in which the office holder's principal place of residence is located. It does not include time spent travelling between an office holder's home and principal place of work. The Chair may consider agency travel guidelines (if any) when determining the reasonable period.
Ordinary Time Earnings	As per the <i>Superannuation Guarantee (Administration) Act 1992</i> , <i>ordinary time earnings</i> , in relation to an employee, means: <ul style="list-style-type: none"> a) the total of: <ul style="list-style-type: none"> i. earnings in respect of ordinary hours of work other than earnings consisting of a lump sum payment of any of the following kinds made to the employee on the termination of his or her employment: <ul style="list-style-type: none"> A. a payment in lieu of unused sick leave; B. an unused annual leave payment, or unused long service leave payment, within the meaning of the <i>Income Tax Assessment Act 1997</i>; and ii. earnings consisting of over-award payments, shift-loading or commission; or b) if the total ascertained in accordance with paragraph (a) would be greater than the maximum contribution base for the quarter—the maximum contribution base.
PEO	Principle Executive Office or Principle Executive Officer.

Glossary

PEO Determination	<i>Remuneration Tribunal (Principal Executive Offices—Classification Structure and Terms and Conditions) Determination</i> (latest version).
Performance Pay	An amount of at-risk pay awarded on the basis of performance and paid as a lump sum.
PPR Locality	Principal place of residence locality.
PSS	Public Sector Superannuation Scheme.
PSSAP	Public Sector Superannuation Accumulation Plan.
PTO	Part-time Office or Part-time Officer.
PTO Determination	<i>Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination</i> (latest version).
Qualifying Meeting Day Time	is time that an office holder spends on a meeting day: <ul style="list-style-type: none"> a) attending a formal meeting; or b) on authority business; or c) on official travel time.
Reference Salary	In relation to an office holder, means the office holder's total remuneration, less the amount that reflects the employer superannuation contribution for the office holder.
SSO	Specified Statutory Office or Specified Statutory Officer.
SSO Determination	<i>Remuneration Tribunal (Specified Statutory Offices—Remuneration and Allowances) Determination</i> (latest version).
Superannuation Act	<i>Superannuation Guarantee (Administration) Act 1992</i> .
Travel Determination	<i>Remuneration Tribunal (Official Travel) Determination</i> (latest version).
Treasury	The Department of the Treasury.
Tribunal	Remuneration Tribunal.



Active portfolio appointees

336

Total current vacancies

51

Leadership roles

52

Positions expiring within 0 - 3 months

36

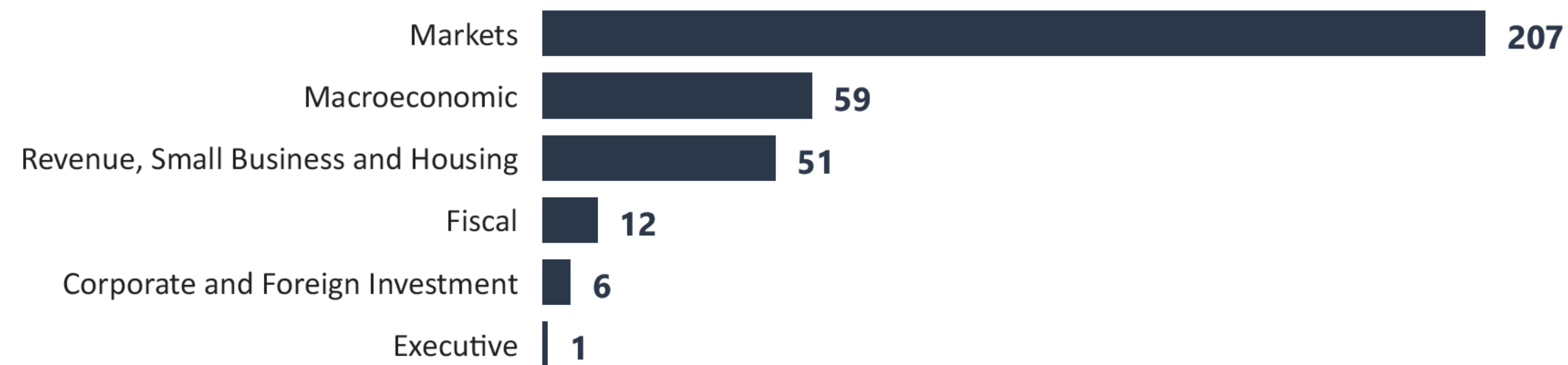
Positions expiring within 3 - 6 months

22

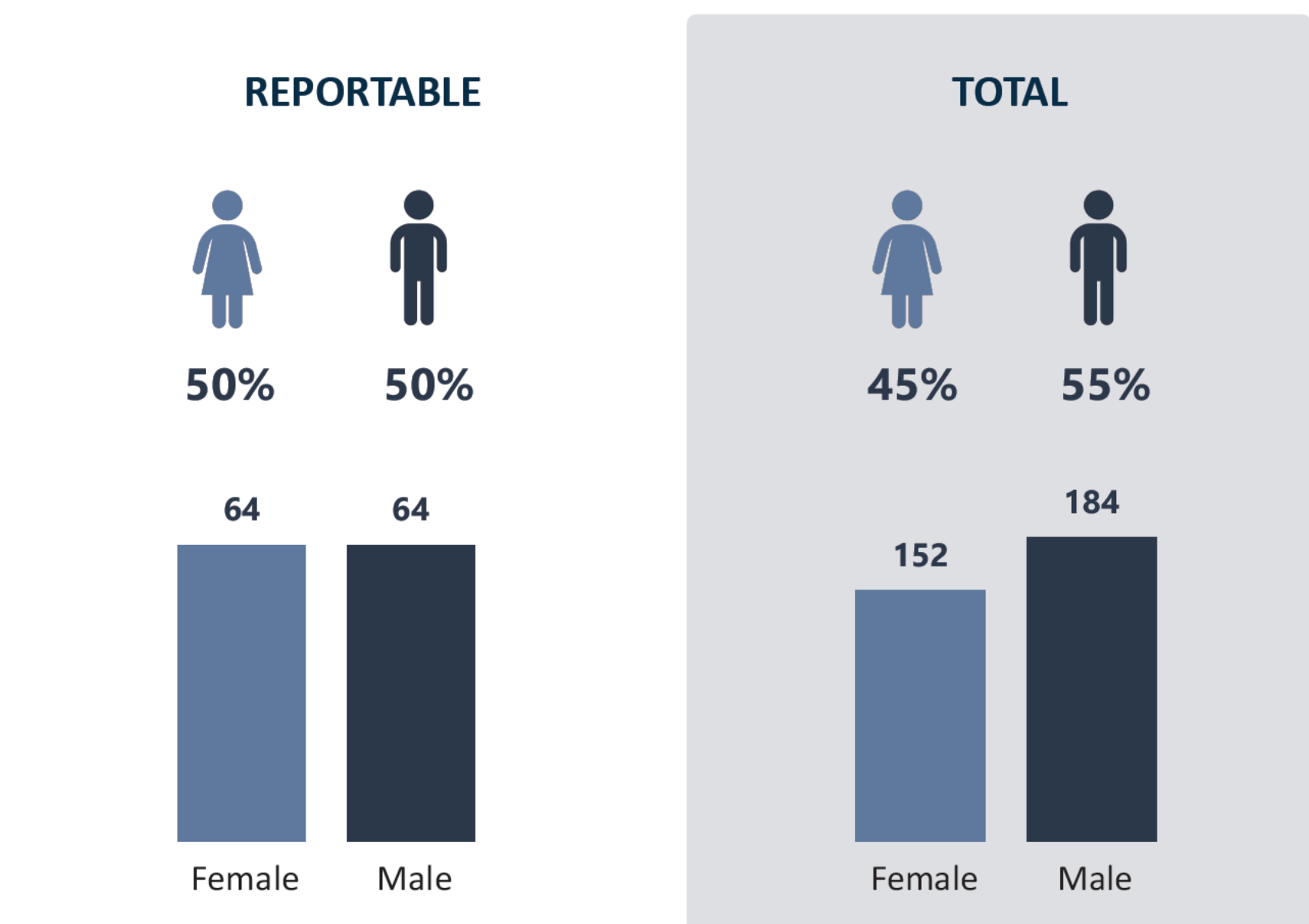
Positions expiring within 6 - 12 months

46

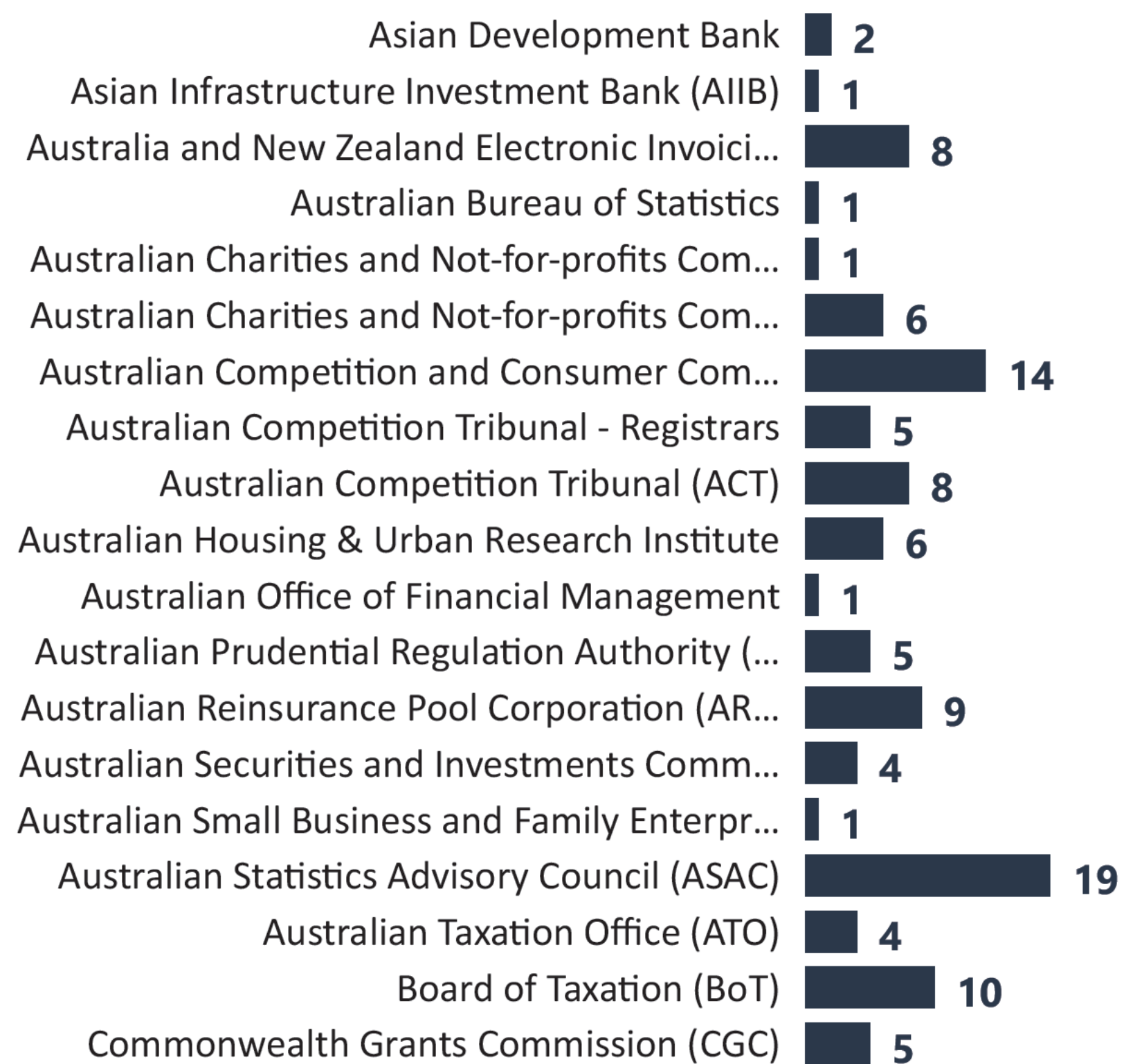
Active portfolio appointees by group



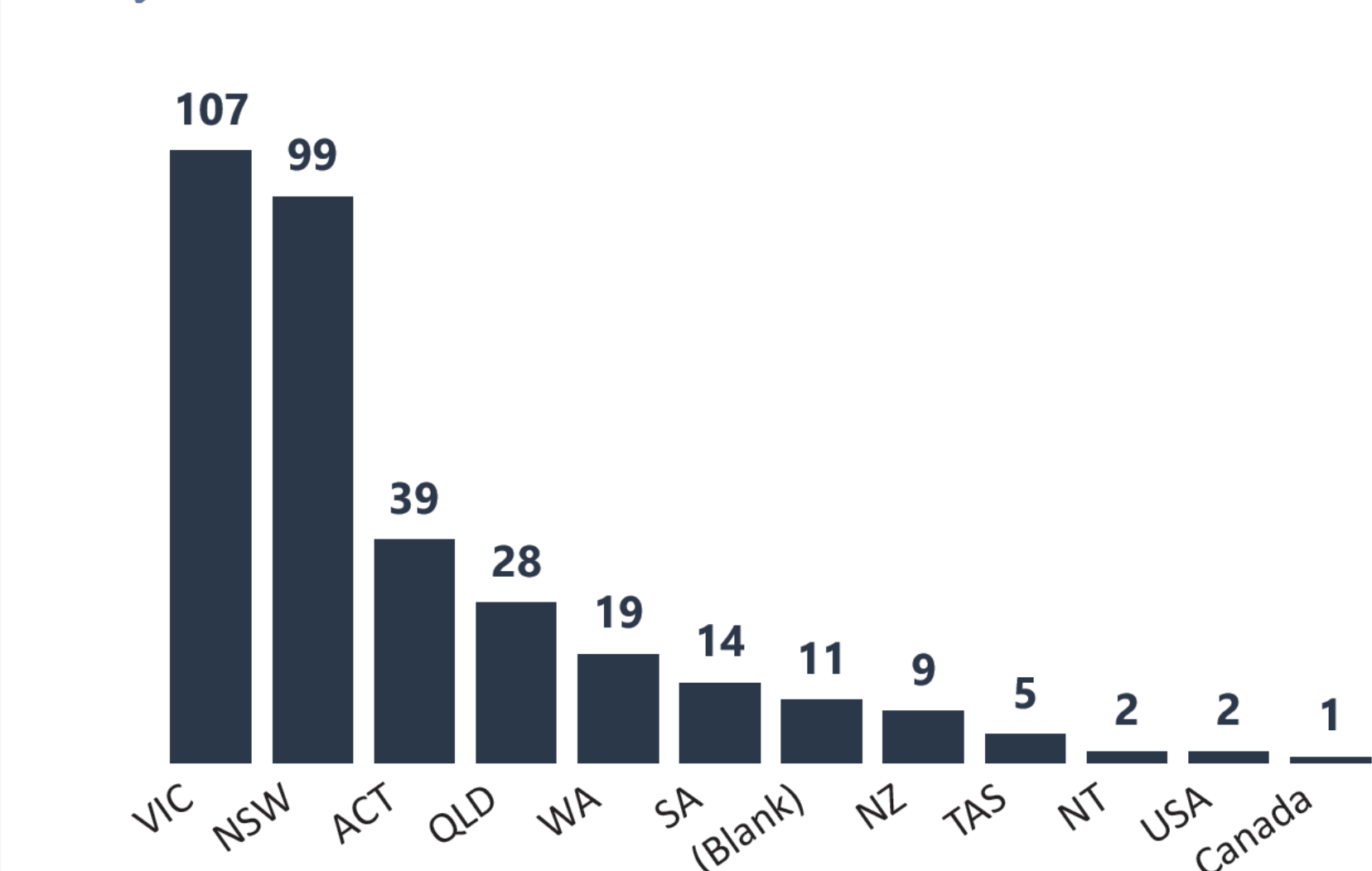
Active portfolio appointees gender balance



Active portfolio appointees by body



Active portfolio appointees by location



T Portfolio Appointments Overview - Explore data by appointee

Search by appointee name

Select columns

Name × State × Gender × Position × Body × Current / Expired × Term Expires × Full-Time/Part Time × Tenure ×

Base Salary × Sitting Fee (\$ per day) × No. of Terms ×

Name	State	Gender	Position	Body	Current / Expired	Term Expires	Full-Time/Part Time	Tenure	Base Salary	Sitting Fee (\$ per day)	No. of Terms
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	30-Sep-02	Part Time				0
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	12-Nov-05	Part Time				1
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	12-Nov-08	Part Time				2
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	12-Nov-11	Part Time				3
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	08-Feb-16	Part Time				4
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	31-Jan-17	Part Time				5
ABBOTT, Mrs Jane	VIC	F-N	Member	Superannuation Complaints Tribunal (SCT)	Expired	31-Jan-21	Part Time			\$945	6
ABRAHAM, Dr Darryn	ACT		Member	Australian Competition Tribunal (ACT)	z History Expired	16-Aug-16	Part Time	Maximum of 7 years (but are typically 5 years)			1
ABRAHAM, Dr Darryn	ACT	M-N	Member	Australian Competition Tribunal (ACT)	Current	31-Mar-23	Part Time	Maximum of 7 years (but are typically 5 years)	\$25,160	\$1,053	3

T Portfolio Appointments Overview - Explore data by body

Search by body name

Select columns

Body ×
Constituency of the Board ×
Position ×
Name ×
State ×
Gender ×
Current / Expired ×
Term Expires ×
Full-Time/Part Time ×
Tenure ×

Body	Constituency of the Board	Position	Name	State	Gender	Current / Expired	Term Expires	Full-Time/Part Time	Tenure	Count
Asian Development Bank		Vice President	GOSPER, Mr Bruce		M-N	Current	01-Jan-24	Full Time		1
Asian Development Bank	1 x Executive Director 1 x Altnerate Executive Director	Executive Director (chair equivalent)	McDONALD, Mr Tony	ACT	M-N	Expired	31-May-21	Full Time	2 years (commencing in odd years)	1
Asian Development Bank	1 x Executive Director 1 x Altnerate Executive Director	Executive Director (chair equivalent)	McDONALD, Mr Tony	ACT	M-N	Expired	31-May-22	Full Time	2 years (commencing in odd years)	1
Asian Development Bank	1 x Executive Director 1 x Altnerate Executive Director	Executive Director (chair equivalent)	McDONALD, Mr Tony	ACT	M-N	Expired	31-Dec-22	Full Time	2 years (commencing in odd years)	1
Asian Development Bank	1 x Executive Director 1 x Altnerate Executive Director	Executive Director (chair equivalent)	THOMPSON, Ms Rachel	ACT	F-N	Current	30-Jun-26	Full Time	2 years (commencing in odd years)	1
Asian Infrastructure Investment Bank (AIIB)	1 x Director OR Alternate Director (on a 2 yearly	Alternate Director (member equivalent)	LEGG, Mr Christopher	ACT	M-N	z History Expired	30-Jun-20	Full Time	2 years	1
Total										1300



Ministerial Submission

MS22-00

FOR ACTION – APPOINTMENTS – APPROVAL OF PROCESS – Position Title, Board Name

TO: Treasurer - The Hon Jim Chalmers MP

CC:

TIMING

By xx Xxxxxx 2023, to allow the vacancy to be advertised on xx Xxxxx 2023. **(All urgent/sensitive matters should be discussed with the Departmental Liaison Officer and/or relevant adviser prior to submitting.)**

Recommendation

- That you approve the Treasury Secretary to commence and oversee an open, merit-based selection process for the appointment of a [POSITION TITLE].

Approved / Not approved

- [If required] That you agree to Treasury engaging an Executive Search Firm to assist in the recruitment process for [POSITION TITLE].

Agreed / Not agreed

- *[If a merit selection is not required]* That you agree to Treasury providing a list of candidates for your consideration.

Agreed / Not agreed

- That you sign (but do not send if there are sensitivities) the letter at Attachment C to [Name], the current [position title] informing him/her/them of your intention to XXXXX.

Signed / Not signed

Signature

Date: / /2023

KEY POINTS

[Policy area to check pre-filled information.]

- The role of [POSITION] expires on [insert date] OR is vacant due to [INSERT DETAILS].
- [If appropriate] Current acting arrangements for this position will expire on xx Xxxxx 2023.
- You have responsibility for nominating proposed candidates for appointment to the role of Chair/Members of the [Board Name] under section XXXX of the xxxxx Act. The appointment is to be approved by Cabinet / Prime Minister (or Cabinet Secretary) / is to be made by the Governor General. See Additional Information at [Attachment A](#).
 - [Board/title] appointments terms are made for a period of up to xxxxx years.
- The Government's Merit and Transparency policy states that Ministers are to advise incumbents, in writing, at least four months before the expiry of their appointment whether it is intended to reappoint them, not reappoint them, or to advertise the position to test the field. [Treasury has reminded XXXX that his/her/their current appointment is due to expire on XXXXX]. A letter to XXXXX is at [Attachment C](#) for your signature.
- [If appropriate] The Government's Merit and Transparency policy does not apply to this appointment because [insert reason – XXX is a listed exclusion on the APSC website OR XXX is not an APS agency and does not operate under the *Public Service Act 1999* OR it is a reappointment OR part-time positions are excluded where all positions with the same title are part-time. All positions on the XXXX are part time.]. [If relevant] The BOARD Constitution sets out certain requirements for the composition of the Board. These are set out in Additional Information.
- Treasury propose the commencement of an open, merit-based selection process to permanently fill the [POSITION] position. [If required] Treasury intend to engage an executive search firm to assist in this recruitment process.
 - Based on past experience, the recruitment process will take approximately [six months] from the date of advertising. An indicative timeline is at [Attachment A](#).
- Should you agree, Treasury will advertise the position on the APSjobs website on XX Xxxxx 2022 and in national newspapers. The draft advertising documentation is at [Attachment B](#).
 - Treasury have consulted the [CHAIR OF THE BOARD] on this advertisement.
 - Applications will be open for a period of [three weeks].
- Treasury plan to provide you with subsequent briefing and Cabinet documentation to enable Cabinet consideration of a permanent appointment in [INSERT MONTH] 2022, if the recruitment process progresses in accordance with the indicative timeline.
- Treasury is conscious of the Government's commitment to the target of 50 per cent representation of women on Australian Government Boards and ensuring that boards reflect the diversity of the nation with representation of people from culturally and linguistically diverse backgrounds, notably promoting representation of First Nation Peoples. Treasury will

work with the Executive Search firm and the Selection Panel to provide a balance of appropriately skilled women and men for consideration for appointment.

- [if relevant] Treasury recommend that your office contacts the incumbent, Mx Xxxx Xxxxxx, prior to despatching the letter to them. OR Treasury will contact the incumbent, Mx Xxxx Xxxxxx, prior to despatching the letter to them.

Clearance Officer

[Name]

[Position]

[Division/Branch]

[Clearance Date]

Contact Officer

[Name]

[Position]

Ph: [Landline] Mob: [Mobile]

Appointments Contact

[Name]

[Position]

Ph: [Landline] Mob: [Mobile]

CONSULTATION

Appointments Team – Corporate Division [Insert details of other Divisions and/or Agencies consulted with in the preparation of the Submission]

ATTACHMENTS

A: [Additional Information]

B: [Title of attachment]

C: [Title of attachment]

[Note: Please do not insert a blank page between attachments]



Ministerial Submission

MS22-00

FOR ACTION – APPOINTMENT – MINISTER APPROVAL OF CANDIDATE – Position Title, Board Name

TO: Treasurer - The Hon Jim Chalmers MP
CC:

TIMING

By xx xxxx 2022 to allow Treasury time to commence the appointments process. (All urgent/sensitive matters should be discussed with the Departmental Liaison Officer and/or relevant adviser prior to submitting.)

Recommendation

- [used when Treasury is recommending/nominating candidate] That you agree to appoint/reappoint Mx xxx xxx as a part-time/full-time xxx of the xxxxx (XXX) for a xxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).

Agreed / Not agreed

- [used when the Minister has nominated a candidate] That you approve the appointment of Mx xxx xxx as a part-time/full-time xxx of the xxxxx (XXX) for a xxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).

Approved / Not approved

- That you agree to leave the position vacant.

Agreed / Not agreed

- That you agree to appoint a part-time xxx of the xxxx for a xx-year period commencing from xx xxx 20xx from the list of candidates at Attachment B.

Agreed / Not agreed

- That [your office has informed your preferred candidates of their nomination] and that you agree to Treasury contacting your preferred candidates to obtain their agreement and the necessary documentation to progress the appointment.

Agreed / Not agreed

- [for appointments where the Remuneration Tribunal determines the remuneration for the position] That you note the annual fee of \$xxxx/daily sitting fee of \$XXXXX and associated travel tier [one/two] and conditions as determined by the Remuneration Tribunal for the full/part-time [Position Title] of [Board Name].

Noted / Please discuss

- [for appointments where the Remuneration Tribunal DOES NOT determine the remuneration for the position] That you agree, having regard to your obligations under s71 of the *Public Governance, Performance and Accountability Act 2013*, to the daily fees and expenses associated with these appointments as set out in the key points below.

Agreed / Not agreed

Signature	Date: / /2022
-----------	---------------------

KEY POINTS

[Policy area to check pre-filled information.]

- [INSERT BACKGROUND if appropriate]
- You have responsibility for nominating proposed candidates for appointment to the role of Chair/Members of the [Board Name] under section XXXX of the xxxxx Act. The appointment is to be approved by Cabinet / Prime Minister (or Cabinet Secretary) / is to be made by the Governor General. See Additional Information at [Attachment A](#).
 - [Board/title] appointments terms are made for a period of up to xxxxx years.
- It is proposed to appoint Mx xxx xxx as a full/part-time xxx of the xxx for a xxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).
- [If appropriate] A merit-based selection process was conducted for the appointment of [position title] to the [Board]. [I represented the Treasury Secretary as Chair of the Selection Panel (the Panel) and I was joined on the Panel by Mr Peter Woolcott AO, Australian Public Service Commissioner].
- The advertising process attracted xx applications for the position, with xx candidates progressing to interview. Interviews were conducted on xx xxx 2023. The Panel agreed that Mx xxx xxx had the strongest claims for the role and is the preferred candidate. The Secretary to the Treasury has endorsed that recommendation. A copy of the Selection Report is at [Attachment x](#).
- [If appropriate] If you decide not to appoint the candidate recommended by the assessment panel, you are required to write to the Prime Minister outlining the reasons for this decision.
- The Government's Merit and Transparency policy does not apply to this appointment because [insert reason – XXX is a listed exclusion on the APSC website OR XXX is not an APS agency and does not operate under the *Public Service Act 1999* OR it is a reappointment OR part-time positions are excluded where all positions with the same title are part-time. All positions on the XXXX are part time.] [If relevant] The BOARD Constitution sets out certain requirements for the composition of the Board. These are set out in Additional Information (Attachment A).
- Treasury is conscious of the Government's commitment to the target of 50 per cent representation of women on Australian Government Boards and ensuring that boards reflect the diversity of the nation with representation of people from culturally and linguistically diverse backgrounds, notably promoting representation of First Nation Peoples.
 - [Future wording] Of that total xx per cent have identified as [insert EEO category].
 - The gender balance for the [BOARD] is currently xxx per cent female and xx per cent male.
 - If approved, this appointment will result in a gender balance for the [BOARD] of xxx per cent female and xx per cent male [OR] will remain the same [OR] and

- [Future wording] Current indigenous representation on the [BOARD] is xx per cent.
- [If appropriate] Treasury has prepared a list of candidates recommended for appointment at Attachment B. The candidates have been drawn from XXXXXX.
 - Of the list of candidates, there were XX external nominations: Mx Surname was nominated by [CPA Australia / NSW Government / IPA or Industry name]; Mx Surname was nominated by [CPA Australia / NSW Government / IPA or Industry name].
- Upon your decision in relation to the reappointments and appointments of the new Members/Directors, Treasury will obtain the CV/s and personal interest declaration/s of the /each candidate and prepare the necessary documentation for you to forward to the Prime Minister seeking his agreement for consideration by Cabinet. [OR Upon your decision, Treasury will prepare the necessary documentation to facilitate Cabinet consideration and the Governor-General’s approval.]

Clearance Officer
 [Name]
 [Position]
 [Division/Branch]
 [Clearance Date]

Contact Officer
 [Name]
 [Position]
 Ph: [Landline] Mob: [Mobile]

Appointments Contact
 [Name]
 [Position]
 Ph: [Landline] Mob: [Mobile]

CONSULTATION

Appointments Team – Corporate Division; [Insert details of other Divisions and/or Agencies consulted with in the preparation of the Submission]

ATTACHMENTS

- A: Additional Information
- B: List of proposed candidates
- C: Appointments made by the Treasurer to X Xxxx 2022 [Attachment to be added by Appts team at QA stage. Positioned as final attachment]

[Note: Please do not insert a blank page between attachments]



23 Month 2023
File: MS22-00XXXXX

Mx Firstname Surname
Email: xxxxx@xxxx.com

CHECK THAT AN AGREEMENT LETTER DOESN'T ALREADY EXIST IN THE BOARD SHAREPOINT FOLDER [Not required for ex-officio or international appointments]

Dear Mx Surname

To support consideration of your candidacy as a part-time / full-time [position] of the [Board], we are seeking your acknowledgement of and agreement to the remuneration, terms and conditions of the office.

The governing legislation for appointments to the [board name] is [insert legislation].

The remuneration, terms and conditions for the [position] position are set out in the [select or add appropriate determination], *Remuneration Tribunal (Remuneration and Allowances for Holders of Part-Time Public Office) Determination 2022*; *Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination 2022*; *Remuneration Tribunal (Judicial and Related Offices - Remuneration and Allowances) Determination 2022*. Remuneration Tribunal determinations can be found at www.remtribunal.gov.au. Under current Remuneration Tribunal determinations the [part-time / full-time Chair / member of XXXX] office holder receives a daily/annual fee of \$xxxx and [tier one] travel entitlements.

[Not required for part-time positions] The usual place of work for this office is [Insert location]. [Insert any special considerations in relation to workplace arrangements – noting potential implications for relocation expenses which may require a separate Remuneration Tribunal Determination]. The Remuneration Tribunal also provides advice on the principles for approving [relocation assistance \(www.remtribunal.gov.au/document-library-search\)](http://www.remtribunal.gov.au/document-library-search).

The [Agency as per funding/appropriation] will administer and fund all costs associated with [insert position] remuneration, travel [and relocation]. In doing so, [Entity name] need to ensure this is done in line with the determinations and guidance of the Remuneration Tribunal. If you have any queries in relation to the Remuneration Tribunal determination for this office, please contact the Appointments Team at appointments@treasury.gov.au.

[if there are specific requirements in the legislation regarding conflict or outside work, replace this paragraph with that information] In addition to any restrictions on appointment prescribed in the [xxx Act], statutory office holders must disclose, and take reasonable steps

treasury.gov.au



Office holder fact sheet

For Part-time member of the Financial Reporting Council

Agency description

The Financial Reporting Council (FRC) is responsible for overseeing the effectiveness of the financial reporting framework in Australia. Its key functions include the oversight of the accounting and auditing standards setting processes for the public and private sectors, providing strategic advice in relation to the quality of audits conducted by Australian auditors, and advising the Minister on these and related matters to the extent that they affect the financial reporting framework in Australia. The FRC monitors the development of international accounting and auditing standards, works to further the development of a single set of accounting and auditing standards for world-wide use and promotes the adoption of these standards.

The accountable authority is the Secretary of the Treasury and the enabling legislation is the [Australian Securities and Investments Commission Act 2001 \(ASIC Act\)](#) (www.legislation.gov.au).

Council

The FRC currently consists of the Chair, five members and two ex-officio members, although the number of members is not fixed. Members are appointed by the Minister.

The function of the FRC is advisory.

For more information access the agency's website www.frc.gov.au.

Position description

The member position is a part-time statutory position and the employing body is Treasury. The tenure is typically three years.

The Act does not provide for acting arrangements and limitations of reappointment.

Remuneration for this position is determined by the Remuneration Tribunal.

There are statutory obligations relating to conflict of interest attached to this position.

Confidentiality requirements related to the position are outlined in section 237 of the ASIC Act.

Commitment

- The FRC usually meets 4 times a year for full-day quarterly meetings. There may be shorter out of session meetings between the formal quarterly meetings.
- Duties for the part-time member position include:
 - Preparing for, and attending, full-day quarterly meetings usually held at one of Treasury's state offices
 - Attending 'out of session' meetings as required to progress the work of the FRC (out of session meetings are usually conducted virtually and take around 1.5 hours)
 - Engaging with relevant FRC stakeholders and reporting responses to the FRC
 - Ongoing management of FRC work allocated by the Chair, and periodically reporting back to the FRC through written and verbal briefs
 - Ongoing monitoring of developments in areas relevant to the remit of the FRC
 - Contributing to, and reviewing, the FRC Annual Report

For any further questions please contact Tom Dickson, Email: Tom.Dickson@treasury.gov.au.



Ministerial Submission

MS22-00

FOR ACTION – APPOINTMENTS – CABINET APPROVAL – Position title, Board Name

TO: Treasurer - The Hon Jim Chalmers MP

CC:

TIMING

Urgent / By xx xxxx 2022 (insert day before cut-off date) – the letter and related Cabinet documents must reach the office of the Prime Minister no later than cob xxxxx xx xxxx 2022 (insert cut-off date) for the Cabinet meeting of xxxxxx xx xxxxx 2022 (insert cabinet date). / To the next available Cabinet meeting, allowing 15 working days for lodgement.

Urgent – to facilitate Cabinet consideration on xxxxx xx xxxxx xxxx, noting your office will need to seek agreement to late lodgement of the letter to the Prime Minister and relevant cabinet documents. **(All urgent/sensitive matters should be discussed with the Departmental Liaison Officer and/or relevant adviser prior to submitting.)**

Recommendation

- That you sign and date the letter ([Attachment B](#)) seeking the Prime Minister’s agreement for Cabinet consideration of the proposed appointments/reappointments of Mx xxxx xxxx and Mx xxx xxx as part-time members of the XXXXX (XXXX) for a xxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).

Signed / Not signed

OR

- That you note that based on the applications, interviews and referee comments, the selection panel recommends X candidates suitable for appointment as a full-time/part-time [position title] at the [board name] for a xxxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).

Noted / Please discuss

- That you select a preferred candidate to put forward as a [position title] for Cabinet consideration.

Mx Firstname Surname / Mx Firstname Surname / Mx Firstname Surname

- That [your office has informed your preferred candidate/s of their nomination] and that you agree to Treasury contacting your preferred candidate/s to obtain their agreement and the necessary documentation to progress the appointment.

Agreed / Not agreed

- [if not already completed in previous Min Sub- for appointments where the Remuneration Tribunal determines the remuneration for the position] That you note the annual fee/daily sitting fee of \$XXXXXX and associated travel tier and conditions as determined by the Remuneration Tribunal for the full/part-time [Position Title] of [Board Name].

Noted / Please discuss

- [if not already completed in previous Min Sub - for appointments where the Remuneration Tribunal DOES NOT determine the remuneration for the position] That you agree, having regard to your obligations under s71 of the *Public Governance, Performance and Accountability Act 2013*, to the daily fees and expenses associated with these appointments as set out in the key points below.

Agreed / Not agreed

- **ACTION IF REQUIRED** [if not already completed in previous Min Sub] sign and date the letter/s (Attachment X) to the outgoing incumbent/s, advising him/her/them that he/she/they is/are not being reappointed.

Signed / Not signed

Signature

Date: / /2023

KEY POINTS

[Policy area to check pre-filled information.]

- [You have indicated your preference to appoint] OR [In Ministerial Submission MS22-00xxxx signed xx xxxxx 2022, you agreed to appoint/reappoint] Mx xxxx xxxx and Mx xxx xxx as full-time/part-time xxx of the xxx (XXXX) for a xxx-year period beginning on xx xxx 2023 up to and including xx xxx 20xx (commencing from the date/s specified in the instrument/s of appointment).
- You have responsibility for nominating proposed candidates for appointment to the role of Chair/Members of the [Board Name] under section XXXX of the xxxxx Act. The appointment is to be approved by Cabinet / Prime Minister (or Cabinet Secretary) / is to be made by the Governor General. See Additional Information at Attachment A.
 - [Board/title] appointments terms are made for a period of up to xxxxx years.
- [If appropriate] A merit-based selection process was conducted for the appointment of [position title] to the [Board]. [I represented the Treasury Secretary as Chair of the Selection Panel (the Panel) and I was joined on the Panel by Mr Peter Woolcott AO, Australian Public Service Commissioner].
- [If appropriate] The advertising process attracted xx applications for the position, with xx candidates progressing to interview. Interviews were conducted on xx xxx 2022. The Panel agreed that Mx xxx xxx had the strongest claims for the role and is the preferred candidate. The Secretary to the Treasury has endorsed that recommendation. A copy of the Selection Report is at Attachment x.
- [If appropriate] If you decide not to appoint the candidate recommended by the assessment panel, you are required to write to the Prime Minister outlining the reasons for this decision.
- [If an external nomination] Mx Xxxx was nominated by [Organisation eg, CPA Australia / NSW Government].
- [If candidate is a former MP use this wording] Treasury have advised Mx xxxx that his/her appointment as the Board Position would constitute appointment to an 'office of profit under the Commonwealth' and as such would result in his/her pension under the *Parliamentary Contributory Superannuation Act 1948* being reduced. Treasury have put him/her in touch with the relevant area of the Department of Finance to discuss the implications should the appointment be confirmed.
- [If using s71 for approval of remuneration] As the responsible minister, and having regard for your obligations under s71 of the *Public Governance, Performance and Accountability Act 2013* to be satisfied that the expenditure is a proper use of public money, you agree to the following daily fees and associated expenses:
 - A daily fee of \$xxxx (ex GST) for Mx Xxxx Xxxxx and travel allowances equivalent to tier [two] as set out in the *Remuneration Tribunal (Official Travel) Determination 2019* (as amended from time to time). The daily fee is equivalent to that set for a comparable office by the Remuneration Tribunal, xxxxx.

- The Government's Merit and Transparency policy does not apply to this appointment because [insert reason – XXX is a listed exclusion on the APSC website OR XXX is not an APS agency and does not operate under the *Public Service Act 1999* OR it is a reappointment OR part-time positions are excluded where all positions with the same title are part-time. All positions on the XXXX are part time.]
- Treasury is conscious of the Government's commitment to the target of 50 per cent representation of women on Australian Government Boards and ensuring that boards reflect the diversity of the nation with representation of people from culturally and linguistically diverse backgrounds, notably promoting representation of First Nation Peoples.
 - [Current wording] The candidate nominated has not identified an EEO category [OR] Of the xxx candidates nominated, one has identified as xxx [EEO category as per their CV] [OR] Of the xxx candidates nominated, none have identified an EEO category.
 - [Future wording] Of that total xx per cent have identified as [insert EEO category].
 - The gender balance for the [BOARD] is currently xxx per cent female and xx per cent male.
 - If approved, this appointment will result in a gender balance for the [BOARD] of xxx per cent female and xx per cent male [OR] will remain the same [OR] and
 - [Future wording] Current indigenous representation on the [BOARD] is xx per cent.
 - [Future wording] If approved, this appointment will result in [indigenous representation of xx per cent] [OR] [indigenous representation remaining the same].
- You [Your office] have requested that Treasury contact Mr xxxx /the candidate/s to seek a written assurance concerning his/her/their private interests and personal affairs in relation to his/her/their investments, along with their agreement to the terms and conditions of the appointment. See Attachment D for a copy of the signed agreement OR copies of signed agreements.
- Treasury recommends that the proposed appointment/s be progressed to the next available Cabinet meeting.
 - Cabinet talking points are at Attachment C.
- Treasury will provide you with briefing and final signoff documents including a draft media statement and congratulations letters for your consideration following Cabinet / Prime Minister approval of the appointment.

OR

- Treasury recommends that the proposed appointments be progressed to the Prime Minister for his approval.
 - Previous arrangements have been for these appointments to be approved by the Cabinet Secretary on behalf of the Prime Minister, however the Prime Minister may decide they require Cabinet consideration.

- Treasury will provide you with briefing and final signoff documents including a draft media statement and congratulations letters for your consideration following Cabinet / Prime Minister approval of the appointment.

OR

- Subject to Cabinet approval, the appointment would then progress to the next available Executive Council meeting for the approval of the Governor-General. Treasury will provide you with the relevant documentation for your signature and lodgement to Executive Council.

Clearance Officer

[Name]

[Position]

[Division/Branch]

[Clearance Date]

Contact Officer

[Name]

[Position]

Ph: [Landline] Mob: [Mobile]

Appointments Contact

[Name]

[Position]

Ph: [Landline] Mob: [Mobile]

CONSULTATION

Consultation: [add relevant area] Appointments Team – Corporate Division; PM&C Cabinet Secretariat; Law Division

ATTACHMENTS

A: Additional Information

B: Cabinet documents

C: Cabinet Talking Points

D: Signed candidate agreement

E: Letters to States and Territories (if required)

F: Appointments made by the Treasurer to xx Xxxx 2022 [Attachment to be added by Appts Team at QA stage. Positioned as final attachment.] Only required up to and including Cabinet process

[Note: Please do not insert a blank page between attachments]



Ministerial Submission

MS22-00

FOR ACTION – APPOINTMENTS – FINAL SIGNOFF – Position Title, Board Name

TO: Treasurer - The Hon Jim Chalmers MP

CC:

TIMING

At your earliest convenience – to allow the appointment to commence as soon as possible. **(All urgent/sensitive matters should be discussed with the Departmental Liaison Officer and/or relevant adviser prior to submitting.)**

Recommendation

- That you sign and date the letter (Attachment A) to Mx xxxx xxxxx congratulating him/her of his/her appointment as a full-time/part-time xxxx to the xxxxxx (XXXX) for a xx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).

Signed / Not signed

- [following cabinet approval and media release,] That you sign and date the instrument/s of appointment (Attachment B).

Signed / Not signed

•

- That you agree to advise the candidates of their appointments prior to issuing a media release.

Agreed / Not agreed

- [following cabinet approval,] That you issue a Media Release announcing the appointment. A draft Media Release (Attachment C) is attached for your consideration.

Issued / Not issued

- [following cabinet approval and media release,] That you sign and date the letter (Attachment D) to the xxxx Chair, xx xxxx xxxx, advising him/her of the appointment/reappointment of xx xxxx.

Signed / Not signed

- [following cabinet approval and media release,] sign and date (but do not send / [if sensitivities]) [(and if sending, consult with the policy area regarding timing)] the letter/s (Attachment E) to the outgoing member/s, thanking him/her/them for his/her/their contribution/s to the Board.

Signed / Not signed

- [if relevant,] That you sign and date the standing acting instrument (Attachment F) to align with the new structure and leadership of the board.

Signed / Not signed

Signature	Date: / /2023
-----------	-----------------------

KEY POINTS

- In Ministerial Submission MS22-xxxx signed xxx xxxxx 2022, you agreed to:
 - appoint Mx xxx xxx, Mx xxx xx and Mx xxx xx as part-time xxxx of the xxxx each for a xxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment)
 - reappoint Mx xxx xxx, Mx xxx xx and Mx xxx xx as part-time xxxx of the xxxx each for a xxx-year period beginning on xx xxxx 2023 up to and including xx xxx 20xx (from the day after the instrument is registered on the Federal Register of Legislation OR from the date/s specified in the instrument/s of appointment).
- The appointment was approved at the Cabinet meeting of xx xxxxx 2023 and by the Governor-General at the Executive Council meeting of xx xxxx 2023.
- In line with the Instruments Handbook, an instrument must be lodged for registration as soon as practicable after signing. Failure to lodge instruments promptly can have significant legal and other consequences.
 - Following your signature, Treasury will lodge the instrument for registration on the Federal Register of Legislation.
 - Once the signed instrument is registered, it becomes publicly available.
 - Unless advised by your office, registration will occur within two business days of lodgement.
- Attached are the final signoff documents, including the instrument/s of appointment, congratulation letter/s and draft media release. Treasury recommends that your office take the following steps:
 - Advise the candidate/s of their appointment and that a media release will be issued immediately
 - Issue the media release (if required) prior to you signing the instrument/s of appointment
 - Arrange for your signature on the instrument/s of appointment.

Clearance Officer
[Name]
[Position]
[Division/Branch]
[Clearance Date]

Contact Officer
[Name]
[Position]
Ph: [Landline] Mob: [Mobile]

Appointments Contact
[Name]
[Position]
Ph: [Landline] Mob: [Mobile]

CONSULTATION

Appointments Team – Corporate Division; Law Division

ATTACHMENTS

- A: Letter to candidate
- B: Letter to Chair
- C: Letter to outgoing member
- D: Instrument of Appointment
- E: Media Release
- F: Letters to States and Territories
- G: Standing Acting Instrument of Appointment

[Note: Please do not insert a blank page between attachments]

ATTACHMENT A – ADDITIONAL INFORMATION

- Please use Calibri, Font Size 12, Black.

[Remove attachment if not required]



3 June, 2022

File: (auto generated)

Name, position
Board / Agency

WELCOME TO THE TREASURY PORTFOLIO

Congratulations on your appointment as a part-time /full-time Chair / member of the [Entity Name] for a period of [xxx years] beginning on [xx Month 2022].

PURPOSE, POWERS AND FUNCTIONS OF COMMONWEALTH ENTITIES

The establishment of [entity name] including its purpose, powers and functions are set out in the [relevant Act]. The Treasury provides advice to Government on the setting of [entity name's] purpose, powers, and functions, in consultation with [entity name].

Governance specialists within [entity name] will brief you on existing governance arrangements upon your commencement.

REMUNERATION OF STATUTORY OFFICE HOLDERS

The Remuneration Tribunal (the Tribunal) is an independent statutory body that handles the remuneration of key Commonwealth offices, including many statutory officeholders. The Tribunal's role is to determine, report on and provide advice to Government about remuneration, including allowances and entitlements that are within its jurisdiction including, but not limited to, full-time and part-time holders of various public offices and principal executive offices. The Tribunal considers matters at regular intervals throughout the year.

The Australian Public Service Commissioner supports the [Remuneration Tribunal](#).

You are remunerated as a [part-time / full-time Chair / member of XXXX] and under current Remuneration Tribunal determinations you are entitled to [tier one travel entitlements](#).

[remove this sentence for part-time appointments - The Remuneration Tribunal also provides advice on the principles for approving [relocation assistance](#).]

The [AGENCY as per funding/appropriation] administers and funds all costs associated with your remuneration and travel [\[and relocation\]](#). In doing so, [Employing Body/Entity name]

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@australian-treasury

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Australia

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needs to ensure this is done in line with the determinations and guidance of the Remuneration Tribunal.

The Appointments team in the Treasury liaises with the Remuneration Tribunal on behalf of [Entity name]. They are the first point of contact for any questions in relation to your remuneration and other terms and conditions and will work with your agency to provide advice on any changes to Remuneration Tribunal determinations. The Appointments team can be contacted through appointments@treasury.gov.au.

ACCOUNTABILITIES UNDER FINANCE LAW

As a member of [Entity name], you are an official of the Commonwealth entity for the purposes of the [Public Governance, Performance and Accountability Act 2013](#) (PGPA Act). The [PGPA Act](#) establishes general duties and obligations for all officials in relation to the use and management of public resources. [Entity name] members are prescribed as officials for the purposes of the finance law in [section XX for the XXXXX Act]. The [PGPA Act](#) imposes a set of general duties on officials in sections 25 to 29.

The [Department of Finance](#) (Finance) administers the PGPA Act on behalf of the Minister for Finance.

Finance's [Resource Management Guides](#) support officials in meeting the requirements of the [PGPA Act](#). These guides are available on the Finance website. Of special note is [RMG-203](#) General Duties of Officials.

Finance officials are available to support you. If you require further assistance on understanding your duties under the PGPA Act please contact PGPA@finance.gov.au.

Under finance law, **the Chair/Governor/President** is the accountable authority of [Entity name] and is ultimately responsible for governing the entity. The [PGPA Act](#) imposes certain duties and responsibilities on an accountable authority in their role in governing their entity. These duties and responsibilities are contained in the [PGPA Act](#) and associated rules and in the Accountable Authority Instructions.

For the purposes of the PGPA Act, [Commonwealth entity] is a [listed entity, a type of [non-corporate Commonwealth entity](#) OR [corporate Commonwealth entity](#)].

ANNUAL REPORT *[IF REQUIRED]*

[include this para for Accountable Authorities and Chairs] Under [sXXX of the XXXX Act], as soon as practicable after 30 June in each year and before 31 October, the [entity] must give the Minister a report on the operations of the [entity] and achievement against its legislative objectives. The Minister must table the [entity] Annual Report in each House of the Parliament on or before 31 October. Treasury supports the [entity] by facilitating Minister consideration and tabling of the [entity] Annual Report. Any questions in relation to this information can be sent through appointments@treasury.gov.au.

USEFUL TRAINING RESOURCES

See Finance's [eLearning Program](#) for officials regarding the Commonwealth Resource Management Framework. The Department of Prime Minister and Cabinet's [guidelines for official witnesses](#) before Parliamentary Committees will be useful when preparing for estimates or parliamentary committee hearings.

VALUES AND CODE OF CONDUCT

[Use this when the PS Act doesn't apply – eg ASIC/APRA/ARPC/CADB] In addition to the obligations under the [Name Act], statutory officers within the [Entity Name] are required to follow the same general duties of officials that apply to all Commonwealth entities under the PGPA Act.

OR

[Use this when the agency is under the PS Act (ie ACCC; PC; ACNC), appointee will be working in the government sector and will have public servants working to them – CCT] In addition to the obligations under the [Name Act], statutory officers within [Entity Name] are bound by the principles outlined in the [Public Service Act 1999](#) (PS Act).

Under the PS Act, office holders are to, at all times, comply with the Australian Public Service (APS) [Code of Conduct](#). That is, you are to behave in a way that upholds the [APS Values](#), [APS Employment Principles](#) and the integrity and good reputation of [Entity Name] and the APS.

The PS Act is administered by the Australian Public Service Commissioner on behalf of the Prime Minister.

OR

[Use this when the appointee is separate from the government sector but uses public servant staff for secretariat services – eg FRC, Takeovers Panel, CGC, FRC] Under the [Public Service Act 1999](#) (the PS Act), statutory office holders are bound by the Australian Public Service (APS) Code of Conduct to the extent to which they are assisted by or deal with APS employees “in a supervisory capacity or another capacity related to the statutory office holder’s day to day working relationship with APS employees”.

In essence, this provision provides that statutory office holders are held to reciprocal conduct requirements in their interactions with APS employees with whom they deal with, or are assisted by, on a day-to-day basis.

The PS Act is administered by the Australian Public Service Commissioner on behalf of the Prime Minister.

OUTSIDE EMPLOYMENT **[CHECK THE ENABLING LEGISLATION FOR PRESCRIBED CONDITIONS]**

The APS code of conduct requires that office holders must disclose, and take reasonable steps to avoid, any conflict of interest (real or perceived) in connection with their duties as office holder. Generally, you must not perform work outside of this role if it:

- Would conflict or be perceived to conflict with your duties as a statutory office holder, or
- Is likely to interfere with the performance of your duties as a statutory office holder.

PERSONAL INTERESTS DISCLOSURE **[CHECK THE ENABLING LEGISLATION FOR PRESCRIBED CONDITIONS]**

Statutory office holders are to notify the Minister of any situation that arises, or change in circumstances, which might cause a conflict of interest with their responsibilities. Under the PS Act, all statutory office holders are generally expected to provide a declaration of personal and private interests to their Minister at least annually.

LEAVE ARRANGEMENTS

Statutory Officers' recreation (annual leave) entitlements are set by the Tribunal in accordance with the *Remuneration Tribunal (Recreation Leave for Holders of Relevant Offices) Determination (Recreation Leave Determination)*. Leave other than recreation leave (e.g. personal leave including carers, sick and emergency leave) is according to Section xxx of the [xxxxx] Act. All leave must be approved by the Minister (or a duly authorised Treasury official).

STAFFING [IF REQUIRED]

Under the [relevant Act], the Chair appoints such permanent, temporary, or casual staff as necessary for the performance of [entity name's] functions. The terms and conditions of employment (including as to remuneration) are to be determined by the Chair.

ENQUIRIES AND QUESTIONS

This document was drafted by the Treasury's Appointments team. Any questions in relation to this information can be sent to appointments@treasury.gov.au.

s 22

s 22

Two pages have been deleted from this Document as irrelevant material under section 22 of the FOI Act

From: s 22 @treasury.gov.au
Sent: Wednesday, 28 June 2023 2:32 PM
To: s 22 @pmc.gov.au
Cc: s 22 @TREASURY.GOV.AU
Subject: RE: PS Boards Selection Criteria [SEC=OFFICIAL]

OFFICIAL

Hi s 22

We have mostly relied on the [APSC selection criteria](#) (see section 2.6) where there is a different criteria for Agency Heads and another criteria for general board members. We use that as a base and then add anything specific to the role if necessary.

I've attached some recent job descriptions that we have used (best to open this in adobe and use the bookmarked table of contents).

Hope this helps.

Regards

s 22 — Assistant Director
Portfolio Governance and Appointments
Governance and Stakeholder Liaison Branch
Corporate Division
P s 22 M s 22

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Langton Crescent, Parkes ACT 2600
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The Treasury acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures and to elders both past and present.

OFFICIAL



POSITION DESCRIPTION AND APPLICATION PROCESS

Title	Chair (and member), Tax Practitioners Board
	Board member, Tax Practitioners Board
Level (Salary)	Set by the Remuneration Tribunal
	Chair - \$144,700 per annum plus travel tier (1) allowances Member – Daily fee of \$1,141 plus travel tier (2) allowances
Number of positions	One Chair
	Several members
Location	TPB has offices in Sydney, Melbourne, Brisbane and Canberra. Allowances are available for official travel as set by the Remuneration Tribunal
Working Arrangements	Part-time
Job Type	Statutory appointment for a period of up to three years
Relevant Experience	Senior level experience in a relevant field, such as business, accounting, law, government or academia, combined with extensive knowledge of taxation matters.
	Strong knowledge of how the tax agent and BAS agent (tax practitioner) profession operates.
	A sound understanding of government regulation, particularly conduct regulation, and the role of the TPB in enhancing the integrity of the tax profession.
	Outstanding record of achieving organisational results and delivering on intended outcomes.
	Significant experience working with high level stakeholders.
	Experience in managing complex operations.
Closing Date	Sunday 19 March 2023

ABOUT THE TAX PRACTITIONERS BOARD

The Tax Practitioner Board (TPB) was created in 2009 under the Tax Agent Services Act 2009 (TASA). The TPB is the national body responsible for the registration and regulation of tax agents and BAS agents (collectively referred to as 'tax practitioners'). The TPB is also responsible for ensuring compliance with the TASA, including the Code of Professional Conduct (the Code). The objectives of the TPB are to provide consumer protection by ensuring that tax practitioners are meeting appropriate standards of professional and ethical conduct.

The TPB consists of eight part-time members (appointed by the Assistant Treasurer and Minister for Financial Services), one of whom is the Chair. The TPB is supported by the TPB Chief Executive Officer and over 140 staff located in Sydney, Melbourne, Brisbane and Canberra.

The Government is seeking applications for the role of Chair of the TPB and several Board members. The Chair and Board members are independent statutory office holders and are responsible for the governance and strategic direction of the TPB, for delivering accountable corporate performance in accordance with the TASA and the TPB's Corporate Plan, and decision making on appealable decisions under the TASA. Members have diverse backgrounds ranging from business, accounting, law, government and academia. All roles are part-time.

The successful candidate will be able to apply their strong understanding of the tax practitioner profession to shape the strategic direction of the TPB. Responsibilities include:

- carrying out the TPB's functions and achieving the TPB's objectives;
- ensuring effective governance of the TPB;
- formulating the TPB's strategic direction;
- monitoring risks facing the TPB; and
- participating in TPB committees as required.

The TPB, which operates under the Treasury portfolio, has a number of key functions, including:

- administering a system to register tax practitioners, ensuring they have the necessary competence and personal attributes;
- investigating conduct that may breach the TASA, including non-compliance with the Code, and breaches of the civil penalty provisions;
- imposing administrative sanctions for non-compliance with the Code; and
- providing guidelines and information on relevant matters.

Applicants should have an outstanding record of achievement in a relevant field, combined with extensive knowledge of, and experience in, taxation matters. The successful applicants will also have a strong understanding of the role played by the TPB and by tax practitioners.

These positions are a statutory appointment for a period of up to three years and the successful applicants will be required to obtain and maintain an appropriate security clearance. Candidates must be Australian citizens.

For more information about the roles, go to <http://beaumontandbeaumont.com.au/5356>, or contact Jonathan Beaumont or Michelle Kelly at **Beaumont&Beaumont** on **02 6126 4500** or Email: treasury@beaumontandbeaumont.com.au.

Applications are sought by 11:30pm AEDT, 19 March 2023

ABOUT THE ROLE

Chair (and member)

The Chair provides leadership to the Board and will lead around 10 Board meetings annually. The Chair's role includes:

- overseeing the management of the TPB's operations and reporting to the Assistant Treasurer and Minister for Financial Services
- representing the TPB in public events and engaging with high level stakeholders;
- engaging with co-regulators such as the Australian Taxation Office and the Australian Securities and Investments Commission; and
- overseeing the Board Conduct Committee and considering sanction decisions.

Board Members

Board members are independent statutory office holders responsible for the strategic direction, governance, and performance of the TPB. Board members (including the Chair) identify, prioritise and address relevant issues, and participate in developing and deciding upon the strategies, goals, and policies of the TPB.

Board Members participate in sub-committee meetings such as the Board Conduct Committee which makes appellable decisions about tax practitioner's registrations.

SELECTION CRITERIA

Shapes strategic thinking

- Able to bring a strategic perspective to the development of policy and guidance for tax practitioners.
- Able to influence strategic outcomes to ensure the effective and efficient operation of the TPB.
- Able to oversee the organisation's internal management to ensure they are aligned with the TPB's statutory objectives.

Achieves results

- Ensures timely closure and delivery of intended outcomes.
- Able to build and enhance organisational capability and responsiveness.
- Displays strong change management skills and able to drive change where necessary.

Exemplifies personal drive and integrity

- Demonstrated professionalism, impartiality and integrity.
- Recognises where a conflict of interest may arise and be able to pro-actively manage that conflict.
- Displays strong leadership skills and commitment to action.
- Able to make unpopular decisions, and displays personal courage when needed.
- Shows judgement, intelligence and common sense.
- Demonstrates self-awareness and a commitment to personal development.

Cultivates productive working relationships

- Has a collaborative and inclusive style.
- Respects and values the views of others, both internal and external.
- Can facilitate a constructive working relationship with the Chairperson, other Board members, TPB staff, government, other regulatory agencies (such as the ATO) and ASIC, professional associations and tax practitioners.
- Guides, mentors and develops others.
- Inspires a sense of purpose and direction.

Communicates with influence

- Able to represent the TPB with authority in dealing with tax practitioners, professional associations, government and the community.
- Able to represent the TPB in external stakeholder engagements and speaking events.
- Able to interact authoritatively with boards and senior management.
- Negotiates persuasively.

Manages complex operations

- Achieves results within the context of organisational and/or Government policy
- Strong people management skills
- Strong financial management, ensuring efficient, effective and ethical use of resources
- Understanding and commitment to quality organisational governance

Works with others to meet objectives

- Operates collaboratively with others to meet organisational objectives
- Cultivates productive working relationships
- Listens to people and values different perspectives
- High level of judgment
- Demonstrates a high standard of professional and personal integrity and capacity to promote these in an organisation

DESIRABLE QUALIFICATIONS / EXPERIENCE

- Strong knowledge of the tax profession
- Outstanding record of achievement in a relevant field such as business, accounting, law, government and academia

APPLICATION PROCESS

The Treasury uses a range of assessment options and processes to assist in selecting suitably qualified and experienced applicants. Treasury uphold the Merit Principle and our processes are designed to select the right people for Government roles.

1.	Apply	Complete and submit your 'two page pitch' (see below).
2.	Shortlist	Applicants for this process will be assessed on their written application.
3.	Interview	Shortlisted applicants will be invited to attend an interview.
4.	Referees	Referees may be contacted for further assessment of suitability. We will discuss any referee contact with you prior to approaching your referees.
5.	Process Complete	After the delegate has approved the process, an order of merit may be established. All applicants will be notified of the outcome of the process.

How to apply

To submit your application, contact Jonathan Beaumont or Michelle Kelly at Beaumont & Beaumont on 02 6126 4500 or **Email:** treasury@beaumontandbeaumont.com.au.

Applications are sought by 11:30pm AEDT, 19 March 2023

As part of your application you will need to provide:

- your current resume of no more than four pages
- a 'two page pitch' describing how your skills and experience would contribute to the role
- if possible, please provide details of at least two referees on the application form.
Treasury will discuss any referee contact with you prior to approaching your referees.

Communication from Treasury

Please ensure the contact information you supply is up to date. Your nominated email address will be used for any further communication. If you are selected for an interview, you will be contacted by phone.

OFFICIAL

If at any stage you are unavailable for further contact, for example you are travelling; please notify Beaumont & Beaumont as soon as possible.

OFFICIAL



Position description and application process

Position details

Job reference	5113 ACNC Commissioner
Position title	Commissioner, Australian Charities and Not-for-profits Commission
Classification	Commissioner, Salary as set by Remuneration Tribunal + attractive employer superannuation
Number of positions	One
Location	Melbourne, VIC
Working arrangements	Full-time Treasury supports a of range flexible working arrangements.
Job Type	Statutory appointment for a period of up to 5 years.
Eligibility	Australian Public Service employees are required to be Australian citizens and must hold a current security clearance or successfully complete a clearance prior to commencement.
Relevant Experience	Experience in or with the not-for-profit sector and a sound understanding of the sector. Experience in implementing and formulating regulatory and taxation reform. Outstanding record of achievement in a relevant field, combined with extensive knowledge of or experience in law, taxation, accounting, and/or government.
Contact officer	Jonathan Beaumont of Beaumont & Beaumont 02 6126 4500
Closing date	Sunday, 14 August 2022 at 11:30pm AEST

About the Australian Charities and Not-for-profits Commission

The ACNC is the independent national regulator of charities. Currently there are approximately 60,000 registered charities in Australia. The ACNC is established by the *Australian Charities and Not-for-profits Commission Act 2012* to achieve the following objects:

- maintain, protect and enhance public trust and confidence in the sector through increased accountability and transparency
- support and sustain a robust, vibrant, independent and innovative not-for-profit sector
- promote the reduction of unnecessary regulatory obligations on the sector.

To pursue these objects, the ACNC registers organisations as charities, maintains the public ACNC Register, helps charities to understand and meet their obligations, monitors for non-compliance, and works with other government agencies to develop a 'report-once, use-often' reporting framework for charities.

The Australian Government has announced its intention to build a strong and collaborative relationship with the charity and not-for-profit sector, and set a goal to double philanthropic giving by 2030. The ACNC has a vital role to play in achieving these goals.

The ACNC's headquarters are located in Melbourne.

About the role

The ACNC Commissioner is an independent statutory officer with the responsibility of administering the national regulatory framework for charities. The ACNC Commissioner exercises all the powers and functions of the Commission, including providing guidance material to the sector and administering the ACNC's enforcement, monitoring, report collecting and registration powers. The Commissioner is responsible for the management and administration of the ACNC, which comprises of more than 100 members of staff.

The ACNC Commissioner must ensure that the law is administered effectively, while imposing a minimum of procedural requirements on registered charities. They must also garner collaboration among other regulators to promote the reduction of duplicative or unnecessary regulatory obligations on the sector.

The ACNC Commissioner is committed to maintaining a regulatory environment that enhances the capability and confidence of Australian charities to pursue their purpose; demonstrate leadership; be able to manage complex operations; work with others to meet objectives; have a high level of judgment; and, demonstrate a high standard of professional and personal integrity as well as capacity to promote these qualities in an organisation (consistent with the APS Integrated Leadership System).

Selection Criteria

Demonstrates leadership:

- Sets a strategic vision and inspires others to achieve this;
- Innovative in dealing with issues;
- Articulates a clear direction for their organisation.

Manages complex operations:

- Achieves results within the context of organisational and/or Government policy;
- Strong people management skills;
- Strong financial management, ensuring efficient, effective and ethical use of resources;
- Understanding and commitment to quality organisational governance.

Works with others to meet objectives:

- Operates collaboratively with others to meet organisational objectives;
- Cultivates productive working relationships;
- Listens to people and values different perspectives.

High level of judgment.

Demonstrates a high standard of professional and personal integrity and capacity to promote these in an organisation.

Desirable Qualifications / Experience

Experience in and understanding of the not-for-profit sector.

Outstanding record of achievement in a relevant field, combined with knowledge of, or experience in, law, taxation, accounting, management and/or government.

Application Process

The Treasury uses a range of assessment options and processes to assist in selecting suitably qualified and experienced applicants. We uphold the [Merit Principle](#) and our processes are designed to select the right people for our roles.

What are the steps?

1	Apply	Complete and submit your 'two page pitch' — see below
2	Shortlist	Applicants for this process will be assessed on their written application.
3	Interview	Shortlisted applicants will be invited to attend an interview.
4	Referees	Referees may be contacted for further assessment of suitability. We will discuss any referee contact with you prior to approaching your referees.
5	Process Complete	After the delegate has approved the process, a merit pool may be established. All applicants will be notified of the outcome of the process.

How to apply

Contact Jonathan Beaumont of Beaumont & Beaumont on 02 6126 4500, quoting reference 5113.

As part of your application you will need to provide:

- your current resume of no more than four pages;
- a 'two page pitch' describing how your skills and experience would contribute to the role; and
- if possible, please provide details of at least two referees on the application form. Treasury will discuss any referee contact with you prior to approaching your referees;

Communication from Treasury

Please ensure the contact information you supply is up to date. Your nominated email address will be used for any further communication. If you are selected for an interview, you will be contacted by phone.

If at any stage you are unavailable for further contact, for example you are travelling; please notify Beaumont & Beaumont on 02 6126 4500 as soon as possible.

Confidential Position Specification

Australian Securities and Investments Commission (ASIC)

Chair

March 2021

CONFIDENTIAL POSITION SPECIFICATION

Position	Chair
Company	Australian Securities and Investments Commission (ASIC)
Location	Sydney or Melbourne
Website	www.asic.gov.au

THE ORGANISATION

ASIC is an Australian Government agency established by the *Australian Securities and Investments Commission Act 2001* (ASIC Act) as Australia's integrated corporate, markets and financial services regulator.

The overarching aim of ASIC is to ensure Australia's financial markets are fair and transparent, supported by confident and informed investors and consumers.

The role of ASIC, as defined by the ASIC Act, is to:

- maintain, facilitate and improve the performance of the financial system and entities in it
- promote confident and informed participation by investors and consumers in the financial system
- administer the law effectively and with minimal procedural requirements
- receive, process and store, efficiently and quickly, information received
- make information about companies and other bodies available to the public as soon as practicable
- take necessary action to enforce and give effect to the law.

History

ASIC is an institution that has been subject to substantial change to its remit and operations.

It began operating in 1991 as the Australian Securities Commission (ASC) replacing the National Companies and Securities Commission (NCSC) and the Corporate Affairs offices of the states and territories.

In 1998 it took on responsibility for consumer protection in superannuation, insurance and deposit taking and the organisation was renamed the Australian Securities and Investments Commission.

ASIC's role, functions and powers are set out in the *Australian Securities and Investments Commission Act 2001* (ASIC Act).

In 2010 ASIC took on additional responsibilities for regulating trustee companies, consumer credit and finance broking and for supervising trading on Australian licensed equity, derivatives and futures markets.

In 2019 ASIC's powers were strengthened with additional criminal and civil penalties for financial sector misconduct, the introduction of a design and distribution obligations regime for financial services firms and a product intervention power.

The Government is continuing to implement a wide range of further financial services reforms arising from the recommendations of the Hayne Royal Commission.

In response to COVID-19 the Government is also adjusting the company insolvency regime, the consumer credit framework and elements of the corporations act related to continuous disclosure, electronic signatures and arrangements around the holding of annual general meetings.

Organisationally, from July 2019, ASIC's staff are employed under the ASIC Act, ensuring it can attract and retain people with capabilities to deliver improved market outcomes for all Australians.

Operationally, ASIC is part of a four year program to implement a Modern Business Register system with the transfer of registry functions to the Australian Tax Office.

ASIC Vision and Mission

ASIC's vision is for a fair, strong and efficient financial system for all Australians.

Regulatory mission

ASIC uses its regulatory tools to:

- change behaviours to drive good consumer and investor outcomes
- act against misconduct to maintain trust and integrity in the financial system
- promote strong and innovative development of the financial system
- help Australians to be in control of their financial lives.

Who ASIC Regulates

ASIC regulates financial services and consumer credit, and authorised financial markets operating in Australia.

Financial Services	Consumer Credit	Markets
License and monitor financial services businesses to ensure that they operate efficiently, honestly and fairly. These businesses typically deal in superannuation, managed funds, shares and company securities, derivatives and insurance.	License and regulate people and businesses engaging in consumer credit activities (including banks, credit unions, finance companies, and mortgage and finance brokers). ASIC ensures that licensees meet the standards – including their responsibilities to consumers – that are set out in the <i>National Consumer Credit Protection Act 2009</i> .	Assess how effectively authorised financial markets are complying with their legal obligations to operate fair, orderly and transparent markets. Advise the Minister about authorising new markets. ASIC supervises trading on Australia's domestic licensed equity, derivatives and futures markets.

Strategic Priorities

ASIC strives to achieve better regulatory outcomes for investors and consumers. The strategic priorities that drive its work are reviewed and updated each year.

In 2020–21 ASIC's regulatory priorities are:

1. Protecting consumers from harm at a time of heightened vulnerability
2. Maintaining financial system resilience and integrity
3. Supporting Australian businesses to respond to the effects of the COVID 19 pandemic
4. Continuing to identify, disrupt and deter the most harmful conduct, including through enforcement action
5. Continuing to build our organisational capability in challenging times.

In 2019-20 ASIC received \$403 million in revenue from Government to carry out its operations and employs approximately 1,900 people.

THE ROLE

Appointment period: The ASIC Act provides for a term of a maximum of five (5) years, which may be renewed.

Appointment Statutory Requirements: The successful applicant must meet the statutory requirements for the appointment set out in the ASIC Act and will need a security clearance. The appointment of a Chair is made by the Governor-General upon advice from the Treasurer.

ROLE OBJECTIVES

The Chair of ASIC is the Accountable Authority as defined in the *Public Governance, Performance and Accountability Act 2013*. The Chair must govern ASIC in a way that promotes:

- the proper use and management of public resources
- the achievement of the purposes of ASIC, and
- financial sustainability of ASIC (PGPA Act, s15(1)).

As a key corporate and financial regulator in the Australian market, ASIC's role is of utmost importance to consumers, investors, the business community and financial sector.

As a consequence of the Australian National Audit Office's (ANAO) audit of ASIC's 2019-20 financial statements, an independent review of ASIC Governance was conducted by Dr Vivienne Thom. Dr Thom made recommendations for significant improvements to ASIC's internal practices, systems and processes to enhance its management of matters recommended for action by the ANAO, including internal audit management, quality assurance of legal advising processes and improving the management of and controls for spending relating to Commissioners. The Chair is accountable for delivery of this change.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

- Previous senior executive experience and a respected profile either in the financial services, legal or professional services industry.
- Knowledge of, or experience in, one or more of the following fields: business, administration of companies, financial markets, financial products and financial services; law, economics or accounting.

- A strong working knowledge of the dynamics of the financial system regulation, particularly conduct regulation and the role of ASIC.
- Have the ability to lead an organisation of significant scale and complexity, and experience in managing organisational development and change.
- Sufficient experience and expertise to generate credibility and respect when leading discussions with the financial services industry and to contribute to the broader market and consumer confidence.
- An appreciation of the trends influencing the financial services industry and an ability to translate this appreciation into meaning.
- Demonstrated success influencing and interfacing appropriately with all relevant internal and external stakeholders to meet organisational objectives.
- Possesses a clear sense of responsibility and an understanding of stakeholder sensitivities.
- A strong understanding of the commercial, financial, regulatory and public policy issues surrounding financial system regulation, the inner mechanics of financial markets and the role of ASIC.
- Well-developed commercial perspectives and general business experience to be resilient and focused when required.
- An ability to achieve results within a complex and changing environment and to make sound commercial judgements.

LEADERSHIP COMPETENCIES

Strategic, Analytical and Agile Thinking

- Strategically-minded, developing a strong grasp of the role of ASIC and how to effectively utilise the regulatory toolkit.
- Demonstrates the ability to grasp complex material, think deeply and quantitatively about business problems, and evaluate the pros and cons of different solutions.
- Demonstrable commercial skills, sound judgement and strategic planning.
- Understands the core values of ASIC's regulated stakeholders and the key financial and market influences that drive their investment decisions.
- Proactively works with Commissioners, External Panels and executive management team to help shape and direct agency strategies.

External Awareness

- Recognises trends and events outside the organisation and focuses the organisation's strategies to address risks and other factors that affect performance.
- Understands how external stakeholders (e.g. government, other regulators and regulated entities) will perceive ASIC's decisions and actions.
- Aware of issues impacting both the domestic and international landscape across the financial services industry.

Stakeholder Management and Organisational Buy-In

- Strong focus and proven delivery on stakeholder engagement, including capacity to build effective relationships and assess others' perspectives in the context of the efficient and effective administration of the laws administered by ASIC.
- Forms networks of positive business relationships that enhance success and strengthen and sustain business performance.
- Demonstrates good judgement, intelligence and common sense.
- Highly demonstrated executive management skills.

Driving Results

- Exceptional leadership skills, including capacity to drive change to improve the current and future capability of ASIC.
- Confidence to manage an outward focused public sector organisation and to be transparent and accountable as to ASIC's outcomes and use of resources.
- Is able to balance appropriate levels of governance and the involvement of all members with the need for the agency to deliver results today and prepare for tomorrow's challenges.
- Strong financial management, ensuring efficient, effective, and ethical use of resources.
- Understanding of and commitment to quality organisational governance.
- The capacity to marshal and mobilise resources to address priority needs in an effective and timely fashion.

Cultivates productive relationships

- Has a collaborative and inclusive style, respecting and valuing the views of others, both internal and external. Can facilitate a constructive working relationship with industry and consumer representatives.
- Exceptional communication skills, including capacity to effectively represent ASIC in forums in Australia and internationally.

Personal Characteristics

- Personal gravitas and credibility to contribute to organisational standing and broader market and consumer confidence.
- Excellent people and communication skills combined with an ability to persuade others to achieve common objectives that deliver on objectives.
- Displays strong leadership skills and commitment to action.
- Have outstanding people management and communication skills, as well as the ability to mentor the people of the organisation through complex business conditions.
- Shows judgement, intelligence and common sense.
- Capable of being flexible and open to other points of view, but also willing to back their own judgement and be prepared to take an appropriate stand when necessary.
- Unquestionable business ethics and an adherence to the highest moral and ethical standards as demonstrated by integrity in previous positions.
- Capacity to promote professionalism and personal integrity in an organisation.

COMPENSATION

The total remuneration package is currently \$775,910 per annum for the Chair. The Remuneration Tribunal is responsible for determining the terms and conditions for this position and authorising any specific provisions concerning the Chair's appointment.

CONTACTS



Key No:	1084PK_1627	Section/Sort:	EGN	Account Exec:	Petrice	Client Rev. No:	3
Publication:	Australian Financial Review	Ad Size (HxW):	27 x 4 Columns	Operator Name:	Linz		
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Australian Government
The Treasury

SECOND COMMISSIONER OF TAXATION AUSTRALIAN TAXATION OFFICE

THE GOVERNMENT IS SEEKING APPLICATIONS FOR THE ROLE OF SECOND COMMISSIONER OF TAXATION

The Australian Taxation Office (ATO) is the Australian Government's principal revenue collection agency and administers Australia's tax system and significant aspects of Australia's superannuation system. It administers legislation governing tax, superannuation and the Australian Business Register and supports the delivery of government benefits to the community.

As Second Commissioner of Taxation, you will be a member of the ATO Executive leadership team driving significant 2024 transformational change. Specific responsibilities include:

- ensuring that the ATO achieves its purpose of contributing to the economic and social well-being of Australians by fostering willing participation in the tax and superannuation systems
- leading the Law Design and Practice Group of the ATO including Policy, Analysis and Legislation, Review and Dispute Resolution and our Tax Counsel Network divisions
- developing and implementing strategies to deliver the ATO vision by making tax fair, simple and understood
- developing, influencing and improving the design of tax and super systems of the future
- taking a prominent role in a range of Senate and House of Representative committees.
- engaging with stakeholders across Government, particularly across the Treasury portfolio, and across Government bringing together diverse perspectives
- representing the ATO in the media across a broad range of tax law related matters.

Our ideal candidate has:

- a deep understanding of tax and superannuation law and policy with tax administration
- excels at interpreting and applying the law to deliver fair, consistent and appropriate outcomes with a whole-of-system focus
- significant experience working with high level stakeholders, including the ability to develop relationships with public and private sector senior executives and influence and drive key issues
- strong leadership experience – in order to help set the strategic vision of the organisation, as well as leading by example to inspire and motivate the team
- strong track record of achieving results within the context of organisational and/or Government policy
- outstanding record of achievement in the field of taxation law.

The successful candidate will also require a high level of judgement and the ability to demonstrate evidence of working to the highest levels of professional and personal standards, coupled with personal integrity.

Applications close on 6 April 2021.

To obtain position documentation or apply, please email applications.australia@ngs-global.com. Quoting job number J15850. If further information is required after reviewing documentation, please contact Mark Lelliott at NGS Global on 1300 138 863 or +61 3 8626 0600, by 11.59pm 6 April, 2021. A concurrent search is being undertaken.

Selection Criteria

- Shapes strategic thinking.
- Achieves results.
- Exemplifies personal drive and integrity.
- Cultivates productive working relationships.
- Communicates with influence.

When preparing your response to the selection criteria, you may wish to refer to the **Integrated Leadership System (ILS) SES Band 3 Profile**.



Position description and application process

Position details

Job reference	RECRUITMENT USE ONLY
Position title	Chair - Auditing and Assurance Standards Board
Classification	Salary as set by Remuneration Tribunal
Number of positions	One
Location	Melbourne, VIC
Working arrangements	Commitment is 0.6 full-time hours
Job Type	Statutory Appointment for a period of up to 5 years
Contact officer	Ms Deepti Paton Phone: 02 6263 2765 Email: deepti.paton@treasury.gov.au
Closing date	Monday, 13 March at 11:30pm AEDT

About The Auditing and Assurance Standards Board

The Auditing and Assurance Standards Board (AUASB) is the Commonwealth statutory body responsible for developing, issuing, and maintaining auditing and assurance standards for Australia. The AUASB also implements the International Standards on Auditing (ISAs) produced by the International Auditing and Assurance Standards Board (IAASB), other IAASB pronouncements and domestic standards and guidance as necessary.

About the Role

The Chair is the accountable authority of the AUASB and as the independent statutory office holder has overall responsibility for the oversight and management of all the AUASB's activities and responsibilities. AUASB appointee is required to have knowledge of, or experience in, business, accounting, auditing, law or government. The role is Melbourne based.

The successful candidate will have strong managerial and leadership capabilities. They will chair a board of up to 14 members and lead, technical and support staff in the delivery of key objectives:

- to develop and maintain high-quality auditing and assurance standards for all sectors of the Australian economy and
- to contribute thought leadership and expertise to the development of international auditing standards.

The position involves engaging with a broad range of domestic and international stakeholders.

The appointment would be for a term of up to 5 years. The total remuneration package for this appointment is the equivalent of 0.6 of the full-time equivalent salary, as determined by the Remuneration Tribunal.

Desirable Qualifications / Experience

- Senior level experience in the auditing industry.
- Strong working knowledge of audit and assurance and an understanding of the role played by auditing and assurance standards in the private, public, and not-for-profit sectors.
- Proven ability to make sound commercial judgments.
- Familiarity with recent developments in international and domestic sustainability reporting standards.
- Ability to engage with and influence key domestic and international stakeholders, and represent Australia's interests
- Able to bring a strategic perspective to the development of auditing and assurance standards.
- Understands drivers of audit quality and how standards can influence this in the most effective manner.
- Able to oversee and direct the organisation's internal management to ensure they are aligned with the AUASB's statutory objectives.

Application Process

The Treasury uses a range of assessment options and processes to assist in selecting suitably qualified and experienced applicants. We uphold the [Merit Principle](#) and our processes are designed to select the right people for our roles.

What are the steps?

Apply	Complete and submit your 'pitch' — see below (max. 750 words), and a resume of no more than two pages.
Shortlist	Applicants for this process will be assessed on their written application.
Interview	Shortlisted applicants will be invited to attend an interview. Interviews may be held in person, by phone or video (MSTeams).
Referees	Referees may be contacted for further assessment of suitability.
Process Complete	On completion of the process, all applicants will be notified of the outcome of the process.

How to apply

Your application should be lodged electronically through our online recruitment system located at [Treasury Careers](#). If you do not have internet access or are experiencing any

difficulties lodging your application, please contact the Recruitment Team through (02) 6263 2222 (Option 3) or recruitment@treasury.gov.au.

As part of your application, you will need to provide:

- if possible, the name and contact details of at least one referee;
- your current resume of no more than two pages; and
- a 'pitch', referencing the Agency Head selection criteria, detailing your relevant skills and experience against the position requirement.

Pitch

Please prepare a 'pitch' of no more than 750 words to describe how your skills and experience would contribute to the position advertised. Please ensure you refer to the Agency Head selection and the position requirements when preparing this 'pitch' and understand the selection criteria being assessed.

How to write your 'pitch'

Your pitch is your opportunity to tell us why you are the right fit for the position.

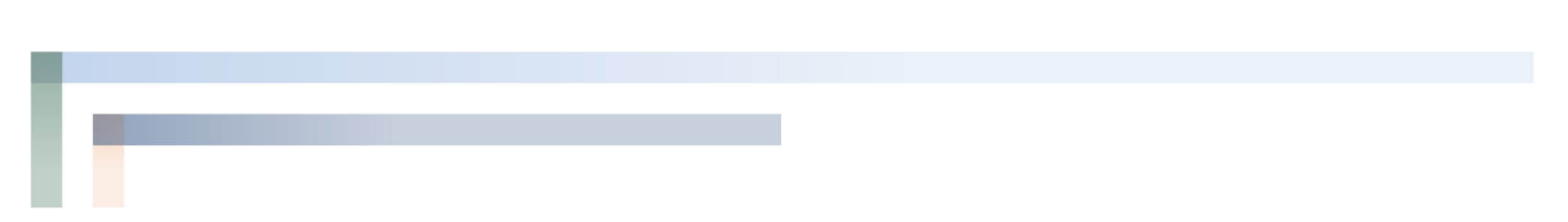
Tell us why you are interested in the advertised role. We want to know how your skills and experience would contribute to the role and the work of the AUASB. Make sure to highlight relevant examples and accomplishments that demonstrate your ability to perform the role.

Your pitch should be written in an easy-to-read font and simple, consistent format.

Subheadings are acceptable should you wish to use them.

Selection Criteria

- 1. Demonstrates high level leadership and vision**
 - sets a strategic vision and inspires others to achieve this
 - innovative in dealing with issues
 - articulates a clear direction for their organisation
- 2. Manages large and/or complex operations**
 - achieves results within the context of organisational and/or Government policy
 - strong people management skills
 - strong financial management, ensuring efficient, effective, and ethical use of resources
 - understanding of and commitment to quality organisational governance
- 3. Works with others to meet objectives**
 - operates collaboratively with others to meet organisational objectives
 - cultivates productive relationships
 - listens to people and values different perspectives
- 4. High level judgement**

- 
5. Demonstrates a high standard of professional and personal integrity and capacity to promote these in an organisation

Communication from Treasury

Please ensure the contact information you supply is up to date. Your email address will be used for any further communication. If you are selected for an interview, you will be contacted by phone or email.

If at any stage you are unavailable for further contact, for example you are travelling; please notify recruitment@treasury.gov.au as soon as possible.

You can update your contact details or withdraw your application at any time through the online recruitment system.

RecruitAbility

RecruitAbility is a scheme that aims to attract applicants with disability. Applicants who opt in to the scheme and meet the minimum requirements of the role are advanced to a further stage in the selection process. Merit remains the basis for engagement and promotion.

If you identify as a person with a disability, you can 'opt in' for RecruitAbility on the application form.

Further information on RecruitAbility is available on the [Australian Public Service Commission's website](#).



ATTACHMENT D – DRAFT EXAMPLE POSITION DESCRIPTION – PRODUCTIVITY COMMISSION, CHAIR

POSITION DESCRIPTION AND APPLICATION PROCESS

Title	Chair (and Member), Productivity Commission
Level (Salary)	Total remuneration as set by Remuneration Tribunal – currently set at \$626,410pa
Number of positions	One
Location	Canberra or Melbourne
Working Arrangements	Full-time
Job Type	Statutory appointment for a period of up to five years
Eligibility	Required to be an Australian citizen and must hold a current security clearance or successfully complete a clearance prior to commencement
Relevant Experience	Extensive experience and knowledge of economic, social and environmental research, provision of advice to government, and the role of the Productivity Commission. Outstanding record of achievement in a relevant field, including public policy design and process, economics and public research.
Closing Date	7 June 2023 (TBC)

ABOUT THE PRODUCTIVITY COMMISSION

The Productivity Commission (the Commission) is the Australian Government's independent research and advisory body on major economic, social and environmental policy issues affecting the welfare of Australians.

The *Productivity Commission Act 1998* (the Act) establishes the Commission. Section 6 of the Act sets out the functions of the Commission, which include: holding inquiries and reporting to the Minister, providing secretariat and research services to government bodies, undertaking research and promoting public understanding in relation to industry development and productivity, and investigating competitive neutrality complaints.

The Commission is expected to contribute to well-informed policy making and public understanding on matters related to Australia's productivity and living standards. Its work is based on independent and transparent analysis that takes a community-wide perspective, beyond the interests of particular industries or groups.

The office of the Commission is located in Canberra or Melbourne.

ABOUT THE ROLE

The role of the Chair is to manage the Commission and ensure the efficient performance of the Commission's functions. The Chair is heavily involved in holding inquiries and preparing reports (section 6(1)(a) of the Act), on matters referred to the Commission by the Minister. The Chair typically presides on more significant inquiries. Examples of the types of issues referred to the Commission, including the public processes for undertaking inquiries and reports, can be viewed on the Commission's website. Further information about the Commission is available at www.pc.gov.au.

For the purposes of the finance law (within the meaning of the *Public Governance, Performance and Accountability Act 2013*), the Chair is the accountable authority of the Commission. A central element of the role is in leading and shaping the culture and capability of the Commission. The Chair of the Commission is appointed on a full-time basis for an initial term of up to five years. This statutory appointment is made by the Governor General on the nomination of the Treasurer. The Chair will be expected to be based in either the Commission's Canberra or Melbourne office. The total remuneration package for the full-time Chair is currently set at \$626,410 per year. The terms and conditions are subject to determinations made by the Remuneration Tribunal.

SELECTION CRITERIA

- Demonstrates high level leadership and vision
 - : sets a strategic vision and inspires others to achieve this
 - : innovative in dealing with issues
 - : articulates a clear direction for their organisation
- Manages large and/or complex operations
 - : achieves results within the context of organisational and/or Government policy
 - : strong people management skills
 - : strong financial management, ensuring efficient, effective and ethical use of resources

- : understanding of and commitment to quality organisational governance
- Works with others to meet objectives
 - : operates collaboratively with others to meet organisational objectives
 - : cultivates productive relationships
 - : listens to people and values different perspectives
- High level of judgement
- Demonstrates a high standard of professional and personal integrity and capacity to promote these in an organisation.
- Demonstrates commitment to the Productivity Commission’s core operating principles
 - : Demonstrates a capacity to apply the principles of independence, transparency and an economic- and community-wide perspective, particularly in contribution to public debate and policy formulation.
 - : Demonstrates extensive experience advocating and progressing significant reforms to public policy.

Desirable Qualifications / Experience

- Extensive experience and knowledge of economic, social and environmental research, provision of advice to government, and the role of the Productivity Commission.
- Outstanding record of achievement in a relevant field, including public policy design and process, economics and public research.

APPLICATION PROCESS

The Treasury uses a range of assessment options and processes to assist in selecting suitably qualified and experienced applicants. We uphold the Merit Principle and our processes are designed to select the right people for Government roles.

1.	Apply	Complete and submit your ‘two page pitch’ (see below).
2.	Shortlist	Applicants for this process will be assessed on their written application.
3.	Interview	Shortlisted applicants will be invited to attend an interview.
4.	Referees	Referees may be contacted for further assessment of suitability. We will discuss any referee contact with you prior to approaching your referees.

5.	Process Complete	After the delegate has approved the process, an order of merit may be established. All applicants will be notified of the outcome of the process.
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How to apply

Your application should be lodged electronically through our online recruitment system located at xxxxx. If you do not have internet access or are experiencing any difficulties lodging your application, please contact the Recruitment Team through xxxxx.

OR

Your application should be lodged with [executive search firm] at [email address].

As part of your application you will need to provide:

- your current resume of no more than four pages
- a 'two page pitch' describing how your skills and experience would contribute to the role
- if possible, please provide details of at least two referees on the application form.
Treasury will discuss any referee contact with you prior to approaching your referees.

Communication from Treasury

Please ensure the contact information you supply is up to date. Your nominated email address will be used for any further communication. If you are selected for an interview, you will be contacted by phone.

If at any stage you are unavailable for further contact, for example you are travelling; please notify [xxxxxx](#) as soon as possible.



Australian Reinsurance Pool Corporation (ARPC) Chair and Member

Position description and application process

Position details

Position title	Chair and Members, Australian Reinsurance Pool Corporation
Level (Salary)	Chair and Members, Salary as set by Remuneration Tribunal + attractive employer superannuation
Number of positions	One (Chair), Two (Members)
Location	Sydney, NSW (for Board meetings)
Working arrangements	Part-time
Job Type	Statutory Appointment for a period up to four years.
Eligibility	Required to hold a current security clearance or successfully complete a clearance prior to commencement.
Relevant Experience	Any of the following is desirable: Public sector experience Knowledge of the insurance market Community experience in cyclone affected areas Experience in weather, meteorology, or natural hazard management Experience in accounting Board experience
Contact	Challis & Company at ARPC@challis.co
Closing date	8 January 2023 at 11:30pm AEDT

About The Australian Reinsurance Pool Corporation

The ARPC is a public financial corporation established by the *Terrorism and Cyclone Insurance Act 2003* to administer two reinsurance schemes for the Australian Government – the terrorism reinsurance scheme and the cyclone and related flood damage reinsurance scheme.

From 2003, ARPC has administered Australia's first reinsurance pool that delivers insurance cover for eligible terrorism losses. The cyclone reinsurance scheme commenced on 1 July 2022. The expansion of ARPC's responsibilities as a result of the introduction of the cyclone reinsurance scheme has created an opportunity to seek additional high calibre individuals to join its board to help shape its operations. The office of the ARPC is located in Sydney, New South Wales.

About the Roles

The Chair of the ARPC is an independent statutory officer with responsibility for providing leadership and management to the Board, as well as creating an environment for effective decision making.

The Members of the ARPC are independent statutory officers with responsibility for evaluating and approving ARPC's business objectives investment strategy, corporate plan, annual budgets, and major capital expenditure.

Applications are encouraged from all states and territories.

Desirable Qualifications / Experience

Technical skills and experience:

- Relevant skills and experience include: insurance, reinsurance, Government and Public service leadership, property, accounting, law, actuarial, investment, governance, risk, technology, audit and compliance.
- A demonstrated interest and/or knowledge of weather, meteorology, or natural hazard management and community experience in cyclone affected areas would be highly regarded

Personal Attributes and Behavioural competencies:

- Integrity – a commitment to:
 - understanding and fulfilling the duties and responsibilities of Officials of ARPC as outlined in *the Public Governance, Performance and Accountability Act 2013*;
 - putting the organisation’s interests before personal interests;
 - acting in a transparent manner and declaring any circumstances, interests and potential conflicts; and
 - maintaining Board confidentiality at all times.
- Interpersonal skills – a member must:
 - listen to, and constructively and appropriately debate other people’s viewpoints;
 - work well in a group and be able to communicate their point of view;
 - be curious, ask questions and provide constructive challenge of both management and other Board members where necessary; and
 - communicate effectively with a broad range of stakeholders.
- Active contributor:
 - the ability to work as part of a team and demonstrate the passion and time to make an active contribution to the ARPC Board and organisation’s affairs.
- Leader – Leadership skills including the ability to:
 - appropriately represent ARPC;
 - set appropriate Board and ARPC culture; and
 - make and take responsibility for decisions and actions.
- Board Chair attributes:
 - have the ability to engage all Board members and build effective relationships;
 - be open minded, engaging and transparent;
 - challenge and support the CEO;
 - focus on the right issues and ensure decisions are made on the best information;
 - facilitate an appropriate environment for robust discussion and effective decision making; and
 - represent the organisation as an official spokesperson.

Application Process

The Treasury uses a range of assessment options and processes to assist in selecting suitably qualified and experienced applicants. We uphold the [Merit Principle](#) and our processes are designed to select the right people for our roles.

What are the steps?

Apply	Complete and submit your 'pitch' — see below (max. 750 words), and a resume of no more than two pages.
Shortlist	Applicants for this process will be assessed on their written application using the Integrated Leadership System (ILS) .
Interview	Shortlisted applicants will be invited to attend an interview. Interviews may be held in person, by phone or video (MSTeams)
Referees	Referees may be contacted for further assessment of suitability.
Process Complete	After the delegate has approved the process, a merit pool may be established for the Chair and Board member positions. All applicants will be notified of their outcome.

How to apply

To apply, please email your application to ARPC@challis.co.

To discuss your application, contact Andrew Valentine or Darren Challis at Challis & Company on 02 8039 2224 or email ARPC@challis.co.

Applicants are welcome to apply to either or both the Chair and the Board member positions. Please indicate in your application which position/s you are interested in being considered for.

As part of your application you will need to provide:

- if possible, the name and contact details of at least one referee;
- your current resume of no more than two pages; and
- your 'pitch', referencing the [ILS](#), detailing your relevant skills and experience against the position requirement.

Pitch

Please prepare a 'pitch' of no more than 750 words to describe how your skills and experience would contribute to the position(s) at ARPC within the Treasury portfolio. Please ensure you refer to the [ILS](#) and the position requirements when preparing this 'pitch' and understand the selection criteria being assessed.

Selection Criteria

- Shapes strategic thinking
- Achieves results
- Exemplifies personal drive and integrity
- Cultivates productive working relationships
- Communicates with influence

How to write your 'pitch'

Your pitch is your opportunity to tell us why you are the right fit for a position.

Tell us why you are interested in the advertised role(s). We want to know how your skills and experience would contribute to the role and the work of the ARPC. Make sure to highlight relevant examples and accomplishments that demonstrate your ability to perform the role.

Your pitch should be written in an easy to read font and simple, consistent format. Subheadings are acceptable should you wish to use them. Please frame your pitch against the position requirement and the relevant [ILS Profile](#) and avoid duplicating information that can be found elsewhere in your application i.e. your resume.

Communication from Treasury

Please ensure the contact information you supply is up to date. Your e-mail address will be used for any further communication. If you are selected for an interview, you will be contacted by phone or email.

If at any stage you are unavailable for further contact, for example you are travelling; please notify Challis & Company at ARPC@challis.co as soon as possible.

Diversity

Treasury is conscious of the Government's commitment to the target of 50 per cent representation of women on Australian Government Boards and ensuring that boards reflect the diversity of the nation with representation of people from culturally and linguistically diverse backgrounds, notably promoting representation of First Nation Peoples.

RecruitAbility

RecruitAbility is a scheme that aims to attract applicants with disability. Applicants who opt into the scheme and meet the minimum requirements of the role are advanced to a further stage in the selection process. Merit remains the basis for engagement and promotion.

If you identify as a person with a disability, you can 'opt in' for RecruitAbility on the application form.

Further information on RecruitAbility is available on the [Australian Public Service Commission's website](#).

Reasonable adjustments

We can provide equipment or support to help you attend an interview or complete an assessment task.

To assist you, we may provide:

- additional time to complete assessments
- an interpreter
- accessible computer hardware and software.

Please contact Challis & Company at ARPC@challis.co to discuss what options may be available to best suit you.



POSITION DESCRIPTION

Australian Prudential Regulation Authority - Chair

Position Details

Title	Chair, Australian Prudential Regulation Authority
Level (Salary)	Total remuneration as set by Remuneration Tribunal
Number of positions	One
Location	Sydney, NSW
Working Arrangements	Full-time
Job Type	Statutory appointment for a period of up to five years
Eligibility	Required to hold a current security clearance or successfully complete a clearance prior to commencement.
Relevant Experience	Extensive experience and knowledge of the financial system, prudential regulation and the role of APRA. Outstanding record of achievement in a relevant field, combined with knowledge of, or experience in, banking, insurance, superannuation, management, regulation and/or government.
Closing Date	21 August 2022

About the Australian Prudential Regulation Authority

The Australian Prudential Regulation Authority (APRA) is an independent statutory authority that supervises institutions across banking, insurance, and superannuation, and is accountable to the Australian Parliament. APRA was established by the Australian Government on 1 July 1998 following the recommendations of the Wallis Inquiry into the Australian financial system. Prudential regulation is concerned with maintaining the safety and soundness of financial institutions, so that the community can have confidence that they will meet their financial commitments under all reasonable circumstances.

About the Role

The position of Chair is established under the *Australian Prudential Regulation Authority Act 1998* and leads the strategy and work of APRA in banking, insurance, and superannuation. Leading approximately eight hundred staff and supported by an Executive Group comprising three other Members, the APRA Chair exercises the powers and functions of APRA as established under the APRA Act. The Chair is also the accountable authority under the *Public Governance, Performance and Accountability Act 2013*, responsible for directing and managing APRA's delivery on its purpose and obligations.

The Chair will demonstrate high level leadership and vision; be able to manage complex operations; work with others to meet objectives; have a high level of judgment; and demonstrate a high standard of professional and personal integrity as well as the capacity to promote these in an organisation.

The Chair will also have extensive experience and knowledge of the financial system, prudential regulation and the role of APRA; as well as an outstanding record of achievement in a relevant field combined with knowledge of, or experience in, banking, insurance, superannuation, management, regulation and/or government.

The head office of APRA is in Sydney. The Chair position will be situated in Sydney.

Appointment period: The APRA Act provides for a term of a maximum of five years, which may be renewed.

APRA's Purpose and VISION

APRA is responsible for the prudential supervision of financial institutions in the banking, insurance and superannuation sectors, and for promoting financial system stability in Australia. Under the APRA Act, APRA is to balance the objectives of financial safety and efficiency, competition, contestability and competitive neutrality and, in balancing these objectives, is to promote financial system stability in Australia.

APRA's purpose is to ensure Australians' financial interests are protected and the financial system is stable, competitive and efficient.

APRA's vision is focused on two strategic themes: 'protected today, prepared for tomorrow'.

APRA's work is underpinned by its values of:

- Integrity – we act without bias, are balanced in the use of our powers, and deliver on our commitments;

POSITION DESCRIPTION

Australian Prudential Regulation Authority - Chair

- Collaboration – we actively seek out and encourage diverse points of view, to produce well-founded decisions;
- Accountability – we are open to challenge and scrutiny, and take responsibility for our actions;
- Respect – we are always respectful of others, and their opinions and ideas; and
- Excellence – we maintain high standards of quality and professionalism in all that we do.

Role Objectives

The Chair of APRA is the Accountable Authority as defined in the *Public Governance, Performance and Accountability Act 2013*. The Chair must govern APRA in a way that promotes:

- the proper use and management of public resources;
- the achievement of the purposes of APRA; and
- the financial sustainability of APRA.

Professional Experience/Qualifications

- Previous senior executive experience and a respected profile in the financial system, regulation and/or government.
- Knowledge of, or experience in, one or more of the following fields: banking, insurance, superannuation, and/or prudential regulation.
- A strong working knowledge of the dynamics of financial system regulation, particularly prudential regulation and the role of APRA.
- A strong understanding of the banking, insurance and superannuation sectors and related issues, including an appreciation of trends influencing these sectors.
- The ability to lead an organisation of significant scale and complexity, and experience in managing organisational development and change.
- Sufficient experience and expertise to generate credibility and respect when leading discussions with the financial services industry and to contribute to broader market and consumer confidence.
- The ability to lead and manage important engagement with domestic peer agencies and the Council of Financial Regulators.
- Demonstrated success influencing and interfacing appropriately with all relevant internal and external stakeholders to meet organisational objectives.

POSITION DESCRIPTION

Australian Prudential Regulation Authority - Chair

- Well-developed commercial perspectives and general business experience to be resilient and focused when required.
- An ability to achieve results within a complex and changing environment and to make sound commercial judgements.
- International perspective and/or experience and the ability to engage in international fora will be of benefit.

Selection Criteria

- Demonstrates high level leadership and vision
 - Sets a strategic vision and inspires others to achieve this
 - Innovative in dealing with issues
 - Articulates a clear direction for their organisation
- Manages complex operations
 - Achieves results within the context of organisational and/or Government policy
 - Strong people management skills
 - Strong financial management, ensuring efficient, effective, and ethical use of resources
 - Understanding and commitment to quality organisational governance
- Works with others to meet objectives
 - Operates collaboratively with others to meet organisational objectives
 - Cultivates productive working relationships
 - Listens to people and values different perspectives
- High level of judgment
- Demonstrates a high standard of professional and personal integrity and capacity to promote these in an organisation.

Desirable Qualifications / Experience

- Extensive experience of knowledge of the financial system, prudential regulation and the role of APRA.
- Outstanding record of achievement in a relevant field, combined with knowledge of, or experience in, banking, insurance, superannuation, management, regulation and/or government.

Application Process

The Treasury uses a range of assessment options and processes to assist in selecting suitably qualified and experienced applicants. We uphold the Merit Principle and our processes are designed to select the right people for Government roles.

1.	Apply	Complete and submit your 'two-page pitch' (see below).
2.	Shortlist	Applicants for this process will be assessed on their written application.
3.	Interview	Shortlisted applicants will be invited to attend an interview.
4.	Referees	Referees may be contacted for further assessment of suitability. We will discuss any referee contact with you prior to approaching your referees.
5.	Process Complete	After the delegate has approved the process, an order of merit may be established. All applicants will be notified of the outcome of the process.

HOW TO APPLY

Your application should be lodged with Korn Ferry at APRA.mailbox@KornFerry.com.

As part of your application, you will need to provide:

- your current resume of no more than four pages;
- a 'two-page pitch' describing how your skills and experience would contribute to the role; and
- if possible, please provide details of at least two referees on the application form. Treasury will discuss any referee contact with you prior to approaching your referees.

COMMUNICATION FROM TREASURY

Please ensure the contact information you supply is up to date. Your nominated email address will be used for any further communication. If you are selected for an interview, you will be contacted by phone.

If at any stage you are unavailable for further contact, for example you are travelling; please notify Korn Ferry at APRA.mailbox@KornFerry.com as soon as possible.

s 22

From: Barrett, Angela
Sent: Tuesday, 7 March 2023 6:00 PM
To: s 22 @pmc.gov.au
Cc: CorpDivOffice
Subject: Further catch-up [SEC=OFFICIAL]

OFFICIAL

Hi s 22

Nice to meet you and Lynelle today.

I have cc'd my office. Please let them know when you would like to book in a follow-up meeting. We can demo our dashboard and anything else that may be useful.

We will also send over some material in the next week or so that may assist or at least give a flavour of what we have done. As I said in the meeting if a team is established then we are very happy for our work to be leveraged so that people do not reinvent the wheel.

Regards

Angela

s 22 - can you ensure s 22 on any meeting that is booked in. Thanks

Dr Angela Barrett — Acting Chief Operating Officer

Corporate Division

P +61 2 6263 4745 M s 22

EA CorpDivOffice@treasury.gov.au

s 22

[treasury.gov.au](https://www.treasury.gov.au)

Langton Crescent, Parkes ACT 2600

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The Treasury acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures and to elders both past and present.



LGBTIQ+ Ally

OFFICIAL