

DELIVERING OUR

# Agenda for Change

*An action plan for CPSU members*



OVER THE LAST SIX MONTHS, THOUSANDS OF CPSU MEMBERS AND DELEGATES HAVE WORKED TOGETHER TO DEVELOP THIS **AGENDA FOR CHANGE**.





## CPSU AGENDA FOR CHANGE

Over the next five years CPSU members will be at the forefront of Australia's response to the big challenges of our time.

These include: global warming, national health reform, an education revolution, a new industrial relations system, closing the gap in indigenous disadvantage, building new infrastructure, a modern federation and reshaping our role in the region and internationally.

As a union we need to engage with these debates, and build a bold and positive agenda to represent the interests of our members and our industries.

Over the last six months the CPSU Governing Council has consulted widely with union members to identify the key action priorities for our Agenda for Change.

The development of this bold plan would not have been possible without the interest and participation of many hundreds of CPSU members, activists and delegates who shared their time and ideas in workshops and forums all over the country and online.

Delivering this Agenda for Change will not be easy and it will test our collective passion, skill and creativity.

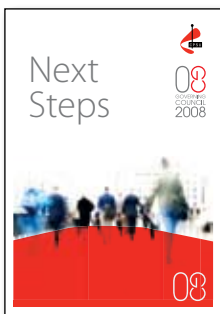
But if we want to ensure our workplaces attract and retain people who are skilled, educated, motivated, creative, well-paid and committed to delivering long-term outcomes, now is the time to act.

Thanks for your interest and support.

**Stephen Jones**

National Secretary

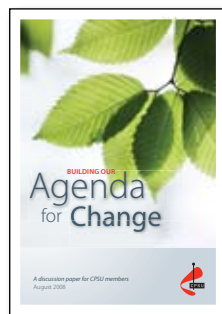
November 2008



**Initial report**

*Next Steps*

March 2008



**Discussion Paper**

*Building Our Agenda For Change*

July 2008

## WHY OUR INDUSTRIES NEED A UNION

All workers should be genuinely free to join and participate in a union and the right to join a union carries with it the assumed right to collective representation and bargaining<sup>1</sup>.

In public sector employment there is an added dimension. A union is not just desirable, but essential to effective industrial relations and a quality public service.

Beyond the public sector, in telecommunications and broadcasting, the CPSU is an important voice, helping to shape the industry where we play a key role in representing workers and improving wages and working conditions.

Regardless of sector, the CPSU is in the employees' corner, providing confidential and expert advice on how to navigate working for some of Australia's largest employers.

The CPSU also plays an important role in advocating for the work of public sector workers, and for the industry as a whole.

We advocate the crucial role of the public sector in building our nation's future.

We defend the interests of the workforce against governments of all persuasions.

We take on the really big issues that need to be tackled to ensure that our members' jobs are doable, and that working in areas of national importance is a matter of pride.

For all these reasons, we need to build a positive long-term agenda for our members and our industries. At the same time, we must replenish our ranks to ensure that the CPSU speaks as a truly representative voice for all workers in the industries we cover.

## FOR MORE INFORMATION

PHONE **1300 137 636**

EMAIL **members@cpsu.org.au**

FAX **1300 137 646**

WEB **www.cpsu.org.au**

ADDRESS **5/191-199 Thomas Street,  
Haymarket, NSW 2000  
Australia**

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<sup>1</sup> See ILO Convention 87 Freedom of Association and Protection of the Right to Organise Convention, 1948 and ILO Right to Organise and Collective Bargaining Convention, 1949 (No. 98).

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# 1

## FUNDING QUALITY PUBLIC SERVICES

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While governments have focussed on cutting costs, cutting jobs and outsourcing, they have failed on building the long-term capacity that is required to deliver quality public services. Agencies struggle to deliver quality services under a funding regime that extracts artificial efficiencies by inadequately funding agencies both for the public services they provide and for wage increases. The result has been a decline in services, cuts to program delivery and/or job losses.



## Our Goal

**Our goal is to ensure that Commonwealth and Territory Governments recognise the importance of the public provision of services and properly fund these to deliver quality public services and quality public policy, foster innovation, achieve best practice and deliver quality jobs.**

## We will achieve this by:

1. Engaging with governments and gaining community support for the removal of arbitrary annual reductions in, or inadequate funding of, agency running costs.
2. Ensuring that the public sector is fully funded for the work it does and for wage increases.
3. Utilising the expertise of CPSU members to work with governments to identify new mechanisms for the efficient delivery of quality public services. This includes:
  - Identifying best practice and a culture which fosters innovation within and across agency functions.
  - Redistribution of savings and efficiencies to the community, employees and to the Government.
4. Pooling the funding for certain entitlements across the entire employer to ensure equal access (for example to maternity leave, paternity leave, sick leave, long service leave, carers leave, and bereavement leave).
5. Working with Government and community organisations to establish a priority list of agencies which require an urgent review of their funding arrangements to ensure they are able to deliver quality jobs, policies and services and provided necessary supplementary funding.
6. Reviewing the use of outsourcing and contract labour to ensure that agencies are not competing for work that is more effectively performed by the public sector.
7. Collaborating with community organisations around common purposes and building community engagement around service delivery.
8. Promoting the public value of public sector work through a comprehensive publicity campaign.

# 2

## OPEN AND TRANSPARENT GOVERNMENT

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CPSU members raised concerns about barriers to providing frank and fearless advice to Government, the uneven application of the APS Values and the Code of Conduct and about the lack of forums and protections for raising concerns. Members were interested in ways to make the public service both free of political bias and more accountable. Also important to members was the role of the public in policy development, particularly in those changes that affect Australians' daily lives.



## Our Goal

**Our goal is to restore a professional, transparent, accountable and apolitical public sector that is free from bias and that engages with the public.**

## We will achieve this by:

1. Ensuring transparency of pay and remuneration arrangements and of appointment, promotion and temporary vacancy processes.
2. Working towards the removal of performance-based pay at all levels in the public service.
3. Ensuring that temporary employment/engagement is used as an exception.
4. Reviewing the Public Service Act 1999 and ACT Government and NT Government Acts, including review of the Values and Code of Conduct.
5. Developing proper safeguards for public servants by enhancing whistleblower frameworks.
6. Supporting transparent Government through the independence and long term funding of reviewing and accountability agencies such as the Ombudsman and the ANAO.
7. Fostering easier and more open access to information within and between public sector departments/agencies and the general public including Freedom of Information requests.

# 3

## DEMOCRATIC WORKPLACES AND FAIR INDUSTRIAL RELATIONS

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**Under the previous Government, employment in the public service, the work done by public servants became politicised. The role of the CPSU as the legitimate representative of union members was avoided both by Government and private sector employers like Telstra, as workers were denied fundamental rights to collectively bargain and organise.**



## Our Goal

**Our goal is to build democratic workplaces and a workplace culture which values the right to collectively organise, where all employees and their representatives are treated fairly and their rights are respected.**

## We will achieve this by:

1. Working to ensure that the new industrial laws provide strong support for members in the workplace.
2. Working with the ACTU and other unions to secure a clear statement that Government supports the role of unions and union membership.
3. Pursuing support from members and employers to implement a charter of workplace representatives and delegates' rights to ensure we have recognition and respect for the role of delegates in the workplace.
4. Ensuring that delegates and workplace representatives have access to paid union training, support and resources including a toolkit for workplace representatives and delegates and a capacity to communicate with their union by electronic and other means.
5. Securing union collective agreements and ensuring they are complied with.
6. Requiring employers to genuinely consult with members and workplace representatives and delegates about workplace issues.
7. Requiring employers to permit the union to provide new employees with a presentation from the CPSU at commencement of employment, through induction and/or similar sessions, and to notify union delegates and union staff about these sessions.
8. Establishing high level dialogue between the CPSU and employers to engage on service/ industry-wide issues.

# 4

## CLOSING THE PAY GAP

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CPSU members raised concerns about differences in pay for those doing the same or similar job within individual agencies and also between agencies. Concerns were also raised about the lack of competitiveness of public sector salaries with the private sector. These differences affect the ability of the public sector to attract and retain quality staff and have an impact on the quality of public services.



## Our Goal

**Our goal is to create a public sector remuneration system that:**

- **Fully funds agencies for wages and wage increases, redresses the pay gap between and within agencies and ensures wages and conditions are competitive.**
  - **Provides equal pay for work of equal value.**
  - **Ensures that no one is worse off during the transition from AWAs.**
  - **Drives real productivity, quality, efficiency and innovation.**
  - **Responds to the ever-changing demands of Government and the community.**
  - **Has consistent and uniform work level standards and classification systems.**
  - **Encourages career mobility and values quality public service workplaces.**
  - **Respects the rights of employees to bargain collectively and to be represented by their union.**
- genuine improvements in pay and conditions without financial disadvantage for all employees including the achievement of acceptable pay increases for all employees.
  - is properly funded to ensure that wage increases are not won at the expense of jobs, conditions and/or services.
  - allows further bargaining at the agency level and allows additional market rate payments to be made for occupations with special labour market requirements.

3. Aligning nominal expiry dates of agreements to facilitate transition to a single wages agreement.
4. Working towards the removal of performance based pay at all levels in the public service.
5. Seeking that Government commences a joint review with the CPSU of APS classifications and work level standards. The review must examine:
  - The application of the existing standards.
  - The need to develop and modernise classifications and pay scales that deal with professionals and emerging occupations.
  - The use of broadbanding.
  - Pay equity and in particular gender and geographical/regional pay differentials for work performed at the same level.
  - The impact of AWAs on service-wide classifications and pay differentials.
6. Seeking that Government commences a joint review of the Job Evaluation Systems in the NTPS to address pay inequities.

## We will achieve this by:

1. Coordinating claims and bargaining across Territory and Commonwealth Governments.
  - Including research on the different pay and conditions in Commonwealth and Territory Governments and between the public and private sectors (where appropriate)
2. Moving to a single pay agreement for all APS employees, which provides:

# 5

## ATTRACTION AND RETENTION OF WORKERS

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A consistent theme identified by members was the current state of public sector funding, level of remuneration, poor mobility, limited career opportunities and a lack of public sector transparency and accountability. This affected the ability of the public sector to attract new staff and discouraged existing public servants from staying.



## Our Goal

**Our goal is to ensure that the public sector employers are employers of choice, reflecting the diversity of Australian society and providing competitive wages and conditions to attract and retain employees so that quality public services can be delivered now and in the future.**

## We will achieve this by:

1. Ensuring that industrial arrangements support a service-wide employment culture including mobility, rather than agency based employment silos.
2. Reviewing public sector conditions to ensure they meet the needs of women and young workers.
3. Developing options to increase employment and transition to retirement choices after age 55 including improved access to part time work.
4. Ensuring that superannuation options already available in the general community become standard in the public sector, including:
  - Salary sacrificing into the main public sector schemes.
  - Removing age discrimination.
  - Protecting the retirement incomes of retiring public sector workers by changing the superannuation pension indexation from CPI to MTAW<sup>1</sup> consistent with the Age Pension.
5. Securing at least 15.4% superannuation for employees within our industries.
6. Ensuring that benefits for workers in remote locations are guaranteed.
7. Working with Government to develop programs that enhance employment opportunities for workers with disabilities and Aboriginal and Torres Strait Islander peoples.

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<sup>1</sup> Consumer Price Index (or inflation) to Male Total Average Weekly Earnings (MTAW).

# 6

## EMPLOYMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

CPSU members are concerned about the declining representation of Aboriginal and Torres Strait Islander peoples in quality employment in the public sector and in the Australian labour market generally.



Left to right: Rob Smith, Gloria Lalor-Mundine, Shaun Warrie, Jo Kerr, Vikkie Hoult and Kieren Gibbs.

## Our Goal

**Our goal is to increase employment for Aboriginal and Torres Strait Islander peoples in Commonwealth and Territory public sectors and large private sector organisations such as Telstra.**

## We will achieve this by:

1. Further developing the CPSU Aboriginal and Torres Strait Islander peoples' networks including establishing one in each State and Territory and linking these networks with the ACTU Indigenous Committee, the APSC Indigenous Employees' Network and community organisations
2. Achieving recognition of Aboriginal and Torres Strait Islander cultures within the Australian Government, Territory and private sector bargaining frameworks.
  - Ensuring that the CPSU policy for 'respect and recognition of diversity' is included in all collective agreements and that agencies develop and implement strategies to increase the recruitment, retention and career development of Aboriginal and Torres Strait Islander workers.
  - Ensuring that all collective agreements include recognition of cultural obligations. This includes cultural and NAIDOC leave and a culturally appropriate definition of 'family' to ensure that Aboriginal and Torres Strait Islander peoples are not discriminated against in their access to leave entitlements.
3. Ensuring that Government programs/policies addressing Aboriginal and Torres Strait Islander issues are developed in consultation with Aboriginal and Torres Strait Islander peoples and they are employed to deliver them.
4. Ensuring all Commonwealth and Territory public sectors and large private sector organisations such as Telstra implement a reconciliation action plan that includes:
  - Developing policy proposals for improved recruitment practices.
  - The use of employment targets.
  - Increased use of cadetships.
  - Re-location of work to non-metropolitan and remote areas.
  - Provision of meaningful employment opportunities for ATSI peoples.
  - Implementing training and development programs for current ATSI employees to advance individual development.
5. Using existing consultative forums to seek regular reports from Commonwealth and Territory public sector agencies and large private sector organisations such as Telstra, to monitor Aboriginal and Torres Strait Islander peoples' recruitment, including the number of applications received, and increased career support services.
6. Seeking a review of means testing for access to ABSTUDY and a review of superannuation limitations.

# 7

## WORK LIFE BALANCE

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Excessive workload was reported to be a problem for many CPSU members. Flexible working time provisions were one initiative that members identified as a way to gain control over their working lives but it was widely reported that accessing such provisions is often difficult. Members also identified a need to explore work life balance provisions beyond flexible working hours.



## Our Goal

**Our goal is to ensure that jobs are designed, located and managed in a way that enables workers to have balance between their work and non-work lives, allowing people to meet their personal obligations and fully participate in family, social and community life.**

## We will achieve this by:

1. Changing the culture of our employers to limit the need for long working hours including the ability to refuse to work unreasonable hours and appropriate recognition when excess hours are worked.
2. Improving employees' say over their working hours, rosters and working patterns and ensuring that flexible working hours and leave arrangements are in enforceable industrial instruments.
3. Reviewing the cut off points for access to flexible working provisions to enable Executive Level and Senior Officers access to flexible arrangements. Outcomes of the review are to be included in service-wide and collective agreements.
4. Fostering a workplace culture that supports staff participation in developing flexible ways of working including working from home arrangements.
5. Investigating the capacity to decentralise public sector employment out of Canberra and other capital cities.
6. Achieving six months paid maternity leave and improving paid leave arrangements for all parents.
  - Ensuring that parents on extended leave retain contact with the workplace and are informed about changes affecting their jobs.
  - Establishing return to work arrangements after lengthy maternity or parental leave which provide flexibility and surety.
  - Supporting access to quality, affordable and accessible child care.
7. Achieving an additional 6 weeks paid leave to care for elderly and or disabled parents and/or immediate family.
8. Establishing return to work arrangements after lengthy carers (or similar) leave that provide flexibility and surety.
9. Campaign for change to tax law to provide incentives for employers to provide workplace child care facilities.
10. Requiring employers to maintain an expression of interest job sharing register.

# 8

## PROTECTING PEOPLE AT WORK

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CPSU members are often required to undertake difficult and dangerous work – ranging from having to travel long distances for work, being exposed to aggressive customers in service delivery agencies, working with hazardous substances, to patrolling our borders. Members noted that Government needs to do more to protect the health and safety of all employees, and particularly those whose job places them in potentially dangerous situations.



## Our Goal

**Our goal is to ensure that our members have the highest standard for their physical and mental health, safety and wellbeing.**

## We will achieve this by:

1. Ensuring better management of health and safety risks in our workplaces through negotiating a legally enforceable service-wide OH&S agreement with CPSU.
  - The agreement must include required training in OH&S for all employees including accredited training for HSRs and deputy HSRs; mandate that consultation occurs; and permit the CPSU to use dispute resolution processes, inspect workplaces, and prosecute breaches.
2. Working to ensure that OH&S legislation is changed to reinstate the capacity of unions to play an effective role in OH&S and protect employees.
3. Ensuring that OH&S representatives are entitled to union training.
4. Ensuring that employment codes including the APS values are to make reference to human risk factors which are to be considered in all decision making.
5. Strengthening the protection for front line service workers by developing a Code of Practice for Dealing with Aggressive Clients and strengthening the employer's duty to provide a healthy and safe workplace.
6. Strengthening the protections for personal safety including in remote areas with particular focus on women.
7. Restoring workers' compensation cover for all work-related injuries including the provision of journey and recess coverage.
8. Ensuring that union representatives are involved in and regularly consulted on OH&S matters including being provided with reports and statistics.
9. Seeking a Parliamentary Inquiry into bullying and harassment in workplaces.
10. Encouraging the employer to develop and implement programs that promote healthy lifestyles.

# 9

## AN EDUCATION REVOLUTION AT WORK

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The lack of investment in education and training over the last ten years has diminished the level of public sector innovation and has undermined the ability of the public service to contribute to the growth of Australia. Investment in education and training is required to ensure that career development and career progression are integral parts of working life. Members identified a need to develop a shared commitment between employers and the workforce to continually build skills and expertise.



## Our Goal

**Our goal is to ensure that employers enable continuous education and lifelong learning by properly funding programs and ensuring equitable access.**

## We will achieve this by:

1. Negotiating into collective agreements clauses which guarantee access (including paid time) to training and development.
2. Increasing the amount of money that is allocated for training and ensuring that allocations are transparent and used in the most efficient way.
3. Ensuring Government introduces a new scheme for long term study leave for eligible employees after 5 years of continuous employment. This should be a portable and accruable entitlement that enables an employee to return to their job at the completion of the education leave.
4. Facilitating temporary transfers and secondments between Government agencies, across tiers of government and with non-government organisations.
5. Introducing HELP<sup>2</sup> rebates for successful completion of relevant study and/or the removal of fringe benefits tax from HELP payments.
6. Increasing the use of cadetships and apprenticeships for non-professional entry to the public sector.

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<sup>2</sup> Higher Education Loans Program – replaced the HECs scheme in 2005.

# 10

## ENVIRONMENTAL SUSTAINABILITY

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As the Government moves forward on its agenda to deal with climate change, CPSU members highlighted the need for Government to lead the way and provide a model to encourage other industries to adopt environmentally sustainable policies and practices and that superannuation funds and public money are invested to encourage environmental sustainability.



## Our Goal

**Our goal is to ensure that our work and workplaces are environmentally sustainable, and that superannuation funds and public money are invested in an environmentally sustainable way.**

## We will achieve this by:

1. Establishing formal workplace consultative forums and other collective approaches to enable innovation for greater sustainability in the workplace.
2. Increasing access to sustainable transport options – including public transport, walking, cycling and car-pooling.
3. Investigating options to ensure that superannuation funds and the Future Fund adopt investment strategies that favour environmentally sustainable outcomes while ensuring returns for fund members.
4. Using bargaining to develop policies to ensure that employees have a collective incentive to improve environmental sustainability by linking savings from environmental initiatives to productivity.
5. Ensuring that employers provide training to raise awareness and support for employees to take action on improving environmental sustainability.
6. Pursuing changes to remuneration packaging to allow for the selection of fuel efficient vehicles.
7. Investigating options for employees to enable them to work closer to home, for example registers, and the use of technological advances.

## Please complete your personal details...

### I want to join the CPSU

I hereby apply for membership of the Community and Public Sector Union (CPSU) and declare, if admitted, I will abide by Rules of the Union. To be financial, a member must have paid all subscriptions and all other amounts owed within 30 days of them becoming due. In order to resign from the union, a member must give two weeks notice, in writing, to the Union.

FAMILY NAME

DEPARTMENT, AGENCY OR COMPANY

GIVEN NAME/S

EMPLOYEE NUMBER

OCCUPATION

DATE OF BIRTH  /  /

LEVEL/CLASS/BAND

MALE  FEMALE

ARE YOU OF ABORIGINAL OR TORRES STRAIT ISLANDER ORIGIN?  YES

PHYSICAL HOME ADDRESS

PHYSICAL WORK ADDRESS (INCLUDE FLOOR/TEAM/SECTION/RAMP/HOTO)

POSTCODE

HOME PHONE

POSTCODE

WORK PHONE

WORK FAX

MOBILE

WORK FAX

WORK EMAIL

OTHER EMAIL

WHAT IS YOUR ANNUAL SALARY?  FROM \$10,000 TO \$21,999  ONGOING/PERMANENT  FULL TIME

FROM \$22,000 TO \$24,999  NON-ONGOING/TEMPORARY  PART TIME

FROM \$25,000 TO \$29,999  CASUAL  IRREGULAR

FROM \$30,000 TO \$36,999  CONTRACT  CONTRACT

FROM \$37,000 TO \$44,999  INDEPENDENT CONTRACTOR  AUST. WORKPLACE AGREEMENT (AWA)

FROM \$45,000 TO \$54,999  LABOUR HIRE  AGREEMENT (AWA)

FROM \$55,000 TO \$64,999  (IF PART TIME HOW MANY HOURS PER WEEK?)

\$65,000 AND ABOVE

DO YOU WORK...?  FULL TIME  PART TIME  IRREGULAR

ARE YOU ON A...?  CERTIFIED AGREEMENT  AWARD  CONTRACT

ARE YOU EMPLOYED AS...?  ONGOING/PERMANENT  NON-ONGOING/TEMPORARY  CASUAL  INDEPENDENT CONTRACTOR  LABOUR HIRE

DO YOU WORK...?  FULL TIME  PART TIME  IRREGULAR

SIGNATURE

DATE

OFFICE USE ONLY

WID:

## Return this form...

Post **CPSU**  
Level 6  
191 Thomas Street  
Haymarket NSW 2000

Phone **1300 137 636**

Web **www.cpsu.org.au**

Email **members@cpsu.org.au**

Fax **1300 137 646**

If you have any more questions about union membership, please contact the CPSU

## ...and select only one of the following payment options

### Option 1: Direct Credit Card

Simply send us your details or call **1300 137 636** to arrange easy regular credit card deductions.

CARD HOLDER NAME

CARD NUMBER

EXPIRY DATE  -  -

CARD TYPE  BANKCARD  MASTERCARD  VISA  AMEX

AMOUNT

\$

DATE

SIGNATURE

### Option 2: Direct Debit

Fill in and return the following details to arrange regular deductions from your bank or credit union.

I/we request the Community and Public Sector Union (user ID 2619) to arrange for funds to be debited from my/our account at the financial institution shown below according to the schedule show below.

ACCOUNT NAME/S

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CARD HOLDER NAME

CARD NUMBER

EXPIRY DATE  -  -

CARD TYPE  BANKCARD  MASTERCARD  VISA  AMEX

AMOUNT

\$

DATE

SIGNATURE

### Option 2: Direct Debit

Fill in and return the following details to arrange regular deductions from your bank or credit union.

I/we request the Community and Public Sector Union (user ID 2619) to arrange for funds to be debited from my/our account at the financial institution shown below according to the schedule show below.

ACCOUNT NAME/S

ACCOUNT NUMBER

ACCOUNT NUMBER

NAME AND BRANCH OF YOUR FINANCIAL INSTITUTION

BSB NUMBER

AMOUNT

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[www.cpsu.org.au](http://www.cpsu.org.au)



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Authorised by Stephen Jones, National Secretary, CPSU, November 2008