

BUILDING OUR CAPACITY

SECURING OUR FUTURE



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1 State of the union



Stephen Jones
National Secretary
April 2009

The Community and Public Sector Union has a long and proud history. Our union was formed in the turbulent decade after Australia's Federation. Since that time we have confronted many challenges as a union and as a nation:

- two world wars
- a global depression
- constitutional and political crisis
- frequent government and employer attacks on our membership, finances and legitimacy
- the Howard Government's fundamental attack on the role of unions in Australia.

To each generation of members and officials, these challenges must have appeared immense, perhaps even insurmountable. But with courage, foresight and unity, these challenges were overcome.

1.1 Our proud history

In spite of these challenges, we should remember and celebrate the many positive things that have been achieved. The CPSU has a proud history of winning new rights for its members that set standards for others in the community, including:

- in 1973 we won a fourth week of annual leave and 17.5% annual leave loading to enable workers to afford to take a holiday
- at the same time the Whitlam Government introduced 12 weeks paid maternity leave – a first for women workers in Australia
- from 1993 -1996 advances in occupational superannuation, redundancy pay, carers' leave and part-time work were all extended to the majority of the work force through legislation, awards and collective bargaining.

1.2 Fighting for survival

Recently, our biggest challenge has been the radical anti-union policies of the Howard Government. In three short years the Howard Government cut off our revenue, outsourced and privatised critical functions and tore up the industrial relations system that had served Australia well for over 90 years.

Between 1996 and 2000, 35,000 APS workers and 26,000 Telstra workers lost their jobs. By 2000 our membership had been reduced by 40,000 and our annual revenue cut by \$4 million.

At the same time, our workload increased. Having normal workplace conversations with workers became harder as the employers cut access. Our delegates came under attack. We moved from having less than a dozen agreements across our membership to more than 250, as well as dealing with thousands of AWAs.



1.3 Tough decisions

We can be proud we did not give in and adapted as best we could to the new environment. Many tough but significant decisions were made during this period, including:

- moving to an organising model
- shifting resources into front-line operations
- centralising membership administration
- setting up the Members Service Centre
- rationalising accommodation and financial administration
- modernising communications and publications
- establishing dedicated resources for technical, research and legal support.

The changes made by CPSU in this period enabled us to survive and play a pivotal role in the groundbreaking *Your Rights at Work* campaign which was instrumental in the defeat of the Howard Government in 2007.

While the election of a Labor Government federally has not automatically solved all of our problems, it has created an opportunity for us to re-build, as did the Labor wins in the Australian Capital Territory and Northern Territory.

1.4 Agenda for change

With all this in mind, the last Governing Council crafted our *Agenda for Change*. Central to our *Agenda for Change* is an acknowledgment that we must do more than simply adapt to the current environment – we must have the strength, courage and vision to change things for the better.

Agenda for Change set out ten key things the CPSU needs to achieve over the next five years:

1. funding quality public services
2. open and transparent Government
3. democratic workplaces and fair industrial relations
4. closing the pay gap
5. attraction and retention of workers
6. employment of Aboriginal and Torres Strait Islander peoples
7. work life balance
8. protecting people at work
9. an education revolution at work
10. environmental sustainability.

1.5 The way forward

Our *Agenda for Change* has captured the imagination of CPSU members and activists, as well as many within the employer community. It reflects the real issues that shape our members' experience at work and in their lives beyond the workplace.

To deliver on the *Agenda for Change* we need to build our capacity. This year's Governing Council will focus on how we can build the kind of union that can deliver our *Agenda for Change*. We will look at plans to:

- increase membership and density
- secure our finances
- support our delegates.



2 Agenda for Change progress so far



When Governing Council endorsed the *Agenda for Change* in October 2008 we jumped straight into the job of planning the campaigns needed to deliver our objectives. Here is a snapshot of what's been achieved so far:

2.1 Funding quality public services

The *Essential Jobs and Services* campaign was launched in March. Our objective is to eliminate arbitrary budget cuts, protect essential jobs and services and develop a more sustainable approach to public sector funding.

Our plan involves changing the way we do things. To win, we have to win the support of workplaces, politicians and the community. So far we have focussed on:

- holding workplace meetings to build support for the campaign
- training workplace ambassadors
- rolling out a free media strategy
- running TV advertising in Canberra and Tasmania
- lobbying decision makers and politicians, and
- pursuing policy amendments at ALP conferences.

We have also lobbied for essential jobs and services through CPSU submissions to NT, ACT and Commonwealth governments.

2.2 Open and transparent Government

Significant milestones in this area include:

- fighting for and winning the removal of performance-based pay from a range of new collective agreements
- playing a key role in the development of a new comprehensive scheme for whistleblowers which should become a model for public sector workers in all jurisdictions
- hosting Law Reform Commission forums on the review of Commonwealth Secrecy Laws and participating in a review of the Royal Commissions Act
- working on the review of the NT Public Service Act
- using the Parliamentary Inquiry into the impact of the efficiency dividend on small agencies to call for a better deal for the Ombudsman, ANAO, AIATSIS, National Gallery of Australia among others.



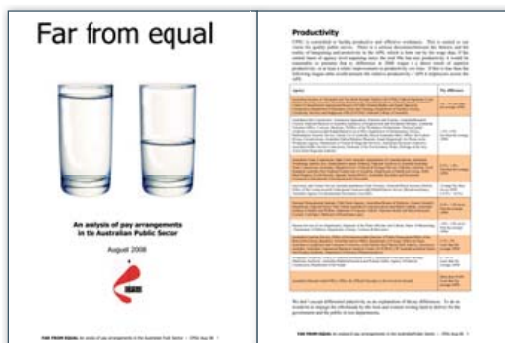
2.3 Democratic workplaces

CPSU was part of the ACTU committee that negotiated with Government over the Fair Work Bill. Its passage means that employers will, at last, be obliged to bargain in good faith and workers will have new protections for the right to organise and represent union members in their workplace. The new laws will enable us to include delegates' rights in collective agreements. We have continued to aggressively defend delegates under attack from management. And we have vigorously pursued the right to talk to new employees at inductions. We have also campaigned and won new rights for delegates in important agencies including DEEWR and ABS. This will become a template for other agencies.



2.4 Closing the pay gap

We published a comprehensive report – *Far From Equal* – which blew the lid on the lack of pay parity in the APS and caused a significant shift in member and employer attitudes. *Far From Equal* has been quoted in a range of Government reports, including the Australian Public Service Commission's *State of the Service* report. We have started talking to members about the need to align the expiry dates of our agreements to July 2011. This will help us achieve a service-wide agreement that will go some way to restoring pay parity in the APS.



2.5 Attraction and retention of workers

Through our *Essential Jobs and Services campaign*, we are pressuring Commonwealth and Territory governments to maintain essential jobs and services. Our aim is to ensure that they don't add to the unemployment queues by laying off their own workers during the global financial crisis.



2.6 Employment of Aboriginal and Torres Strait Islander peoples

In February, we launched our National Aboriginal and Torres Strait Islander Cabinet (NATSIC) to provide a united voice for Aboriginal and Torres Strait Islander members, delegates, activists and workers. Having established a clear charter and role, activists are now focussed on building regional networks.



CPSU's National Aboriginal and Torres Strait Islander Cabinet (NATSIC)

2.7 Work/life balance

The CPSU has actively participated in the national campaign for paid parental leave, appearing with CPSU members before the Productivity Commission Inquiry. We also continue to make advances in members' entitlement to paid parental leave through bargaining. The CPSU has also lobbied Government through submissions to the Henry Tax Review in support of childcare arrangements.



2.9 Education revolution at work

With nearly 9500 responses, our recent *What Women Want* survey has given us a much better insight into what CPSU members want in terms of training and development. While most members are able to access some training, the link between training and career paths remains an area for further work.



2.8 Protecting people at work

We are working with all unions on the Government's review of occupational health and safety laws. We have also shone a light on the unacceptable incidence of violence directed at our members in customer contact roles. The recent CPSU report – *Securing Centrelink Safety* – tells an alarming story of the level of violence in Centrelink workplaces and sets out a series of steps that must be taken to protect our members and clients in all front-line areas.



2.10 Environmental sustainability

The CPSU has actively campaigned to protect jobs and services in key environmental agencies in the CSIRO and the Bureau of Meteorology. We have also worked with the ACTU on environmental issues including emissions trading. We have undertaken a significant project mapping the growth of green jobs, and Government expenditure on climate change.



3 Increasing our membership

3.1 Union density means power

A union's strength lies in its membership. If a union represents a large proportion of workers, it will be listened to. If a union only represents a fraction of the workforce, employers are unlikely to treat its members' concerns seriously. To be a credible voice for our industries, we need to be representative. This means having great delegates and a great delegate structure. It also means having high levels of union density. We have performed reasonably well with modest resources and low density, but to take us to the next level we need a significant shift.

3.2 Our challenge

Ideally we would plan to significantly lift density in all our sectors. But the reality is this would spread our resources too thinly. To really move forward as a union, we need to hold the line in all of our sectors while moving forward in one area.

Therefore we think the best option is to focus some extra attention in the APS because that's where our impact will be most effective. What happens in the APS affects everyone.

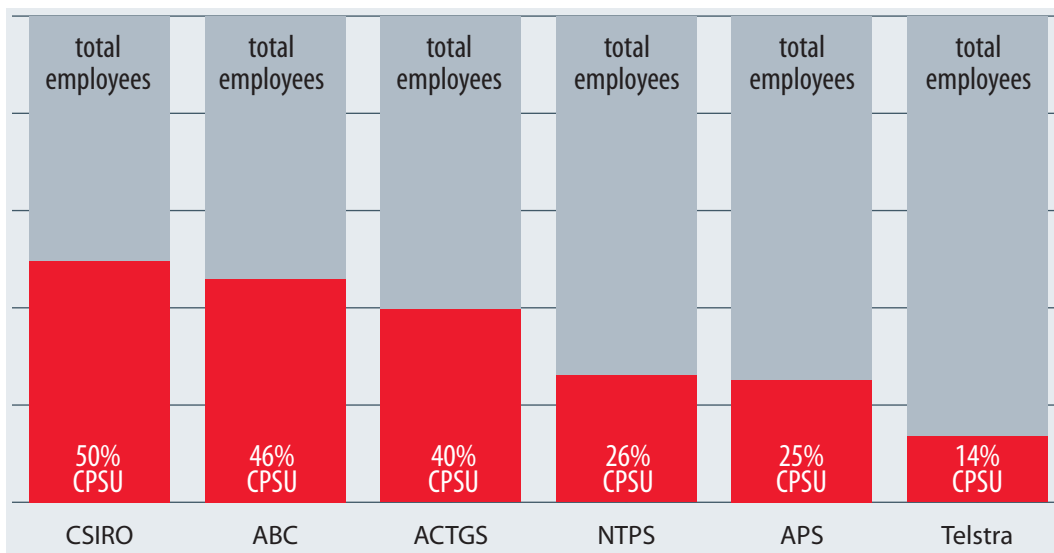
Our plan to build union membership and density starts from a careful analysis of where we are in the APS.

3.3 Where are we now?

While CPSU membership in the APS has grown over the last five years, our density remains at just over 25%. Over the last four months, our total membership in the APS increased by over 500. While this is good news, it hasn't led to an increase in density.

As the graph below shows, our highest density in the public sector is in the ACT Government Service, where we are close to 40%. In the NTPS we are also growing, but our density is below 30%. The CSIRO and the ABC have higher than average densities at 49% and 46% respectively. In Telstra, where we are doing battle with a hostile employer, we are hanging in at 13.5%.

CURRENT CPSU DENSITY LEVELS



3.4 Employment and density in the APS

There are 160,011 APS employees and 40,100 CPSU members giving a density of about 27%. The top ten agencies account for 72% of all APS employees and 81% of CPSU APS members. In the top ten agencies we have a density of around 28% of non-SES employment. Because of their size, these agencies are critical to building density across the sector.

Agency	Employees	% of APS	Members	Density
Centrelink	26,157	16.35%	10,303	39.39%
ATO	24,423	15.26%	6,287	25.74%
Defence	21,629	13.52%	2,556	11.82%
DIAC	7,123	4.45%	2,110	29.62%
Medicare	5,914	3.70%	2,144	36.25%
Customs	6,285	3.93%	2,712	43.00%
DAFF	5,115	3.20%	1,882	36.79%
DOHA	5,470	3.42%	876	16.01%
DEEWR	6,143	3.84%	1,609	26.00%
DHS / CSA / CRS	6,363	3.98%	2,150	33.70%
Total	114,622	71.65	32,629	28.47%

3.5 Density by region

Over 36% (58,971) of public servants work in Canberra. They are not all in high classifications. Around 32,000 of the ACT-based public servants are employed at APS 6 or below. Around 19% of APS employees work in NSW, 16% in Victoria and 11% in Queensland. This distribution is not reflected in our density figures. While the ACT is our second largest APS region it has the lowest density.

	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	OS	Total
All APS	58971	30703	2890	18125	9524	4508	25610	8464	1216	160011
CPSU in APS	8999	10303	679	5876	2559	1321	7676	2739		40167
Density	15.26%	33.56%	23.49%	32.42%	26.87%	29.30%	29.97%	32.36%	0.00%	25.10%



4 Increasing our density

To significantly increase our density we need a campaign plan that:

- is strongly and broadly supported by workers
- focuses on growth in strategically targeted areas
- ensures we hold the line in other sectors, including the Territories, Government Business Enterprise's and Telstra.

4.1 What sort of campaign will APS workers support?

To build density and power, unions must always campaign on issues that are relevant and important to members. Our research and consultation with workers in our industries shows that right now most people are concerned about two issues:

- the impact of the efficiency dividend on essential jobs and services
- the increasing pay gap between agencies.

Therefore our campaign must be aimed at changing the way the public service is funded, and changing the way we bargain.

If we don't get members involved in tackling these issues, jobs and services will continue to be cut, pay gaps will escalate and we will be stuck with a classification system which makes a mockery of any notion of a single integrated public service.



4.2 Strategically targeted areas

To build power we have to increase our size and our density. We can't do it everywhere at once so a good plan means focusing on a few key areas, while holding ground everywhere else.

The Territory Governments, CSIRO, Telstra, ABC, SBS and Australia Post are all critically important to our union and the movement. Therefore, we have to be able to hold the line in these workplaces while targeting additional resources in the APS.

To shift union density in the APS from 27% to 35% means gaining an additional 15,900 members and increasing our membership to 56,000.

Gaining an additional 15,900 members means recruiting above our current annual cessation level of 4400.

Our analysis has shown that there are four APS areas where a campaign specifically focussed on increasing density will have the greatest impact:

- Centrelink / Human Services portfolio
- ATO
- Defence
- ACT region.

Between them, the Human Services agencies, the ATO, and the Department of Defence represent 53% of APS employees. Canberra has over 37% of APS employees.

4.3 How will we do this?

We must recruit more members in these targeted areas, but we don't want to go backwards in other areas. Therefore to shift density in the target agencies our plan involves:

- identifying, training and supporting 50 paid member organisers around the country for a three-month campaign to recruit 1,500 new members
- establishing a new Canberra-based team to run campaigns and undertake intensive potential member work for the whole union.

5 Securing our finances

Our plan for delivering the *Agenda for Change* needs to have a secure resources base. While we aim to use every dollar raised from membership dues in the most effective way possible, to grow we need to assess our current income and expenditure. The three main sources of CPSU revenue are:

- subscriptions = \$21.2m and levy = \$1.8m
- rent = \$1.3m
- interest on investments = \$370,000

This provides us with a total revenue of around \$24.6 million per annum.

5.1 Income

We have 55,400 (non-CSIRO) fee paying members. Our average annual income per member is \$392 (excluding levy). However, given the profile of our membership, the average income per member should be \$480 per annum (excluding levy). Our fee structure is now out of step with the wide range of wages paid in our key industries. This is because over the last four years we have seen a fairly steady drift of members into higher payment tiers. This is the natural result of wage increases which have moved the average new member into a higher membership tier.

5.2 Revenue: current tier structure

Tier	From	To	Members	Annual	Ftn	Gross Revenue incl. GST
T1	\$10,000	\$21,999	3,552	\$154.70	\$5.95	\$549,494
T2	\$22,000	\$24,999	1,613	\$338.00	\$13.00	\$545,194
T3	\$25,000	\$29,999	3,654	\$369.20	\$14.20	\$1,349,057
T4	\$30,000	\$36,999	7,526	\$447.20	\$17.20	\$3,365,627
T5	\$37,000	\$44,999	11,396	\$486.20	\$18.70	\$5,540,735
T6	\$45,000	\$54,999	14,185	\$521.30	\$20.05	\$7,394,641
T7	\$55,000	\$64,999	6,204	\$556.40	\$21.40	\$3,451,906
T8	\$65,000	+	7,587	\$573.30	\$22.05	\$4,349,627
Total			55,717			\$26,546,281

The gross subscription income of \$26.5 million is reduced by GST, non-payment and discounts. The two main sources of non-payment and discounts are members who are on incorrect tiers and uncollected dues. The uncollected dues account for 6.5% or \$1.5 million of forgone income per annum and are made up of:

- unfinancial members for whom no payment or payment plan has been agreed
- write-offs which are granted to members who are unfinancial but agree to a payment plan
- waivers which are granted to members who are on long term leave or experiencing financial hardship.

Gross Revenue Excluding GST	24,132,983
Less Uncollected Revenue based on 6.5%	(1,571,532)
Less Discounts 3%	(723,989)
Net	21,837,461
Average Net Revenue Per Member	392

5.3 Expenditure

Of the \$24 million income, we spend \$20 million in wages and related costs including in the following key areas:

- field organising = \$13.7 million
- inbound / outbound organising, membership processing = \$1.9 million
- industrial, bargaining and research = \$1.75 million
- information technology and related = \$2 million
- campaign and communications = \$1.8 million.

CPSU Staff by Category*	
Elected Officials	8
Regional Directors	5
Organisers	89
Lead Organisers	15
Organising Support	18
Organising Effectiveness Team	7
Campaign and Communications Unit	5
MSC – Phone Organisers	12
MSC – Processors	10
Outbound Call Unit	7
Wages and Conditions Unit	8
Policy and Research Unit	6
Information Services Unit	9
National Finance Unit	9
Total	207

* Note this table does not include CSIRO Staff Association staffing.



CPSU industrial staff December 2007

5.4 How do we compare to other unions?

When compared to other unions we have a relatively low fee structure. Despite the low fee structure, we have one of the best ratios of union employees to members in the country. We have been able to do this because we have removed duplication and prioritised organising over other forms of expenditure. We have also decided to budget for only small surpluses so that we have neither built up nor run down our reserves in any significant way.

Union	Members	Employees	Ratio	Dues
CPSU	55,400	207	1:267	\$155–\$573 average \$392
AEU	168,793	450	1:375	\$580
AMWU	125,000	340	1:367	\$619
ASU	140,000	300	1:466	\$385–\$395
AWU	125,000	200	1:625	\$468
CFMEU	109,000	350	1:311	\$470.70
FSU	48,439	146	1:331	\$469.04
LHMU	126,916	441	1:287	\$486.20
SDA	220,068	219	1:1004	\$384.20

5.5 Increasing our revenue

Over the last three years we have taken a number of steps to increase the revenue available for organising and industrial work.

Focusing on recruitment

We have spent several years working on:

- a program to improve recruitment conversation skills, so our organisers and delegates are better at it
- introduction of a specialist induction team, to recruit workers when they start employment
- introduction of online joining which is now used by 50% of new members.

Focusing on revenue

Over the last five years we have introduced:

- an annual CPI adjustment to ensure our revenue keeps pace with inflation
- a special purpose levy to take on movement-wide campaigns
- a new Credit Management Team to recover uncollected dues
- strategies to reduce riskier methods of payments such as payroll deductions and invoice which has reduced the number of unfinancial members.

5.6 Managing our income

We have taken a relatively conservative approach to investing our cash, preferring secure and flexible investment options over higher yields. This has proved to be prudent.

Our financial plan will require us to do more in each of the following areas:

- raising around \$2.1 million through additional subscription income. This will require changes to the current tier structure
- finding an additional \$500,000 by improving our collection methods and reducing the number of unfinancial members
- delivering an additional \$1 million over two years through increased membership.

Currently we have cash reserves of approximately \$7 million. Given the poor economic outlook, there is little prospect of improving investment returns on these reserves. We may consider increasing our rental returns and reduce our rental outlays by the purchase of a building if an opportunity presents itself.

5.7 Projected income from proposed tier structure

The proposed new tier structure, summarised in the table below, will deliver a gross income of \$31.4 million per annum.

Tier	From	To	Members	Annual	Ftn	Gross Revenue Incl. GST
P1	\$10,000	\$24,999	1,819	\$211.90	\$8.15	\$385,446
P2	\$25,000	\$39,999	1,362	\$393.90	\$15.15	\$536,492
1	\$40,000	\$59,999	35,908	\$546.00	\$21.00	\$19,605,768
2	\$60,000	\$79,999	7800	\$624.00	\$24.00	\$4,867,200
3	\$80,000	\$99,999	8328	\$676.00	\$26.00	\$5,629,728
4	\$100,000	+	500	\$728.00	\$28.00	\$364,000
Totals			55,717			\$31,388,634

The gross subscription income of \$31.4 million would be reduced by GST, non-payment and discounts, leaving an operating income of \$25.8 million, in the first year.

Gross revenue excluding GST	\$28,535,122
Less uncollected revenue based on 6.5%	\$(1,858,198)
Less discounts 3%	\$(856,054)
Net	<u>\$25,820,870</u>

We would anticipate an increase in second year income as a result of improved recruitment and collection.

5.8 What the additional income will be used for

In the next year we want to spend an additional \$2.1 million on organising to build density. This includes:

- fifty paid member organisers
- a new Canberra-based campaign team
- extra resources for delegate training and induction recruitment
- extending the TV advertising and public campaigning in support of jobs and services
- continuing to run important campaigns including the current fight for a union agreement in Telstra (which currently costs around \$400,000 per annum).

6 Supporting delegates

At last year's Governing Council, it was recognised that to win results for members and build the strength of the union, we needed a plan for delegates.

Since then we have:

- developed the *CPSU Charter of Workplace Delegate Rights*
- introduced a regular delegate election program
- dedicated resources for training and development of workplace delegates
- developed online resources and support materials for delegates.

6.1 Delegates rights charter

Following consultation, in 2008 the CPSU established a *Charter of Workplace Delegate Rights*. The charter outlines what the CPSU considers to be the minimum standard of delegate rights for our industries.

It is based on best practice examples that are already in operation in both the public and private sectors. The charter is a commonsense guide for any employer wanting a modern and constructive relationship with its employees.

We are close to reaching agreement with DEEWR management over an agreed protocol for delegate recognition based on the charter.

Features include paid time for delegate training and access to time and facilities so that delegates can do their job in the workplace. This represents a major improvement in workplace relations in DEEWR and has wider implications for the rest of the APS.



6.2 Resources and support

The CPSU Delegates' Web Centre was created in December 2008. This is a resource for CPSU delegates to share their experiences and get information.

It provides an online space for delegates to access information, resources and training, contains an interactive area for questions and assistance, features profiles of delegates and links to factsheets, FAQs, our Charter of Workplace Delegate Rights and various industrial instruments and relevant policies.



6.3 Delegate election program

Unsurprisingly, during the Howard years there was a significant decrease in the number of people willing to undertake the important role of workplace delegate.

Despite having many dedicated workplace activists, a recent audit of delegates revealed that the CPSU had only approximately ninety formally elected delegates.

Strong delegate structures were identified as essential for the future of the CPSU in the *Agenda for Change* process.

Therefore we have implemented a strategy to rejuvenate our elected workplace structures by encouraging CPSU members and activists to become elected delegates.

By promoting elected workplace structures at the grassroots level, CPSU activists and representatives enjoy greater authenticity, legitimacy and credibility in the workplace, enabling them to build a stronger union profile.

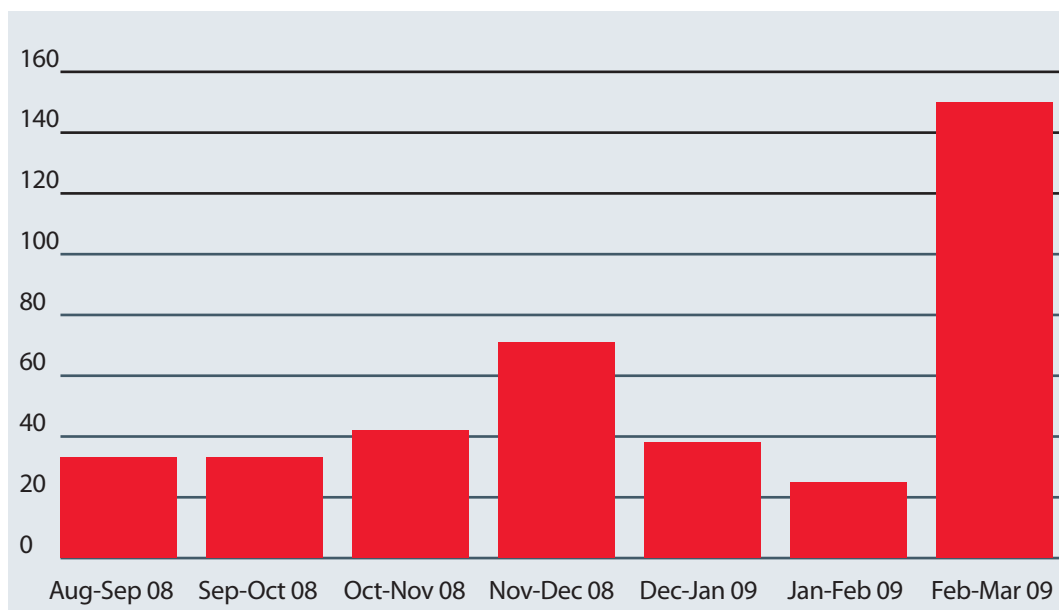
Following the decision of the 2008 Governing Council, we introduced a comprehensive program of delegate elections across the union.

Since the project began in October 2008, there have been 414 delegates elected, with healthy growth predicted for the remainder of 2009.



Workplace delegate training QLD

NEWLY ELECTED DELEGATES AUG 2008 – MARCH 2009



6.4 Training and development

We now have three dedicated staff with responsibility for identifying, encouraging, training and supporting workplace delegates.

The training program includes a range of specialised training courses to suit delegates with varying levels of experience. Courses include:

- representation skills
- delegates skills
- negotiation skills
- campaigning skills.

The training program is well underway with courses scheduled in all States and Territories. More than 160 CPSU members have already participated in training courses.

Courses in Sydney, Melbourne, Brisbane, Canberra and Darwin are fully booked. There are more than 320 delegates registered to participate in upcoming programs with this number expected to grow as courses approach capacity. Training courses will be conducted on 110 days in 2009.

6.5 Looking forward for delegates

We will continue to build on this strong foundation and maintain our organisation-wide focus on delegates for the remainder of 2009 and beyond. This will include:

- the continued delivery of the comprehensive training and development program
- holding cross-agency regional delegates forums across the country, beginning in August 2009
- providing opportunities for local workplace delegates to engage in the broader union and play a leading role in campaigns and whole of union initiatives.



Workplace delegate training NSW

The Rights of Workplace Delegates & Representatives

A basic standard for the Australian Government



Workplace delegates and representatives shall have:

- i. the right to be treated fairly and to perform their role as workplace delegate without any discrimination in their employment;
- ii. the right to formal recognition by the employer that endorsed workplace delegates speak on behalf of their colleagues in the workplace;
- iii. the right to bargain collectively on behalf of those they represent;
- iv. the right to consultation, and access to reasonable information about the workplace and the agency;
- v. the right to paid time to represent the interests of members to the employer and industrial tribunals;
- vi. the right to reasonable paid time to receive advice and assistance from their union in the workplace;
- vii. the right to reasonable paid time during normal working hours to consult with colleagues in the workplace;
- viii. the right to reasonable paid time off to participate in the operation of the union;
- ix. the right to reasonable paid time off to attend accredited union education;
- x. the right to address new employees about the benefits of union membership at the time that they enter employment;
- xi. the right to reasonable access to telephone, facsimile, photocopying, internet and e-mail facilities for the purpose of carrying out work as a delegate and consulting with workplace colleagues and the union; the right to place union information on a notice board in a prominent location in the workplace;
- xii. the right to take reasonable leave to work with the union.

These rights are basic and fair.

The Government recognises the legitimate role played by unions in the workplace. Agencies and employee representatives should work together collaboratively and professionally.

It is a Government policy that Agencies should facilitate employee access to their representatives, including unions, in the workplace in a fair and reasonable way.

Union delegates are entitled to know their role will be respected and facilitated.

The Charter of Workplace Union Delegate Rights is a guide for fair standards for all union delegates and will be pursued by unions for inclusion in collective bargaining agreements, award entitlements, and in Australian law as rights for endorsed workplace union delegates.

Based on the ACTU Charter of Workplace Union Delegates Rights adopted by ACTU Congress in 2000 and the Australian Government Employment Bargaining Framework, Supporting Guidance, Dept Education, Employment and Workplace Relations, 2008.



Authorised by Stephen Jones, National Secretary, April 2009

www.cpsu.org.au

