

From: [McLachlan, Catherine](#)
To: s22
Subject: Fw: Change to process for accelerated pay advancement [SEC=OFFICIAL:Sensitive]
Date: Thursday, 26 March 2026 8:43:00 AM
Attachments: [image001.png](#)
[image002.png](#)

FYI

Kind regards

Catherine

Catherine McLachlan *FCPHR, GAICD*
Chief People Officer
Human Resources Branch | Corporate Division
Business Enabling Services Group
Department of Finance

P: 02 6215 3197 | **M:** s22

EA: s22

Please note I work flexibly, in line with my schedule and responsibilities. I therefore look forward to your response during your regular working hours. I respect people's right to disconnect.

From: Casson, Glen <Glen.Casson@finance.gov.au>
Sent: Thursday, March 26, 2026 8:22:52 AM
To: Newnham, Simon <Simon.Newnham@finance.gov.au>
Cc: BES Executive <BES.Executive@finance.gov.au>; Corporate.Exec <Corporate.Exec@finance.gov.au>; McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: Change to process for accelerated pay advancement [SEC=OFFICIAL:Sensitive]

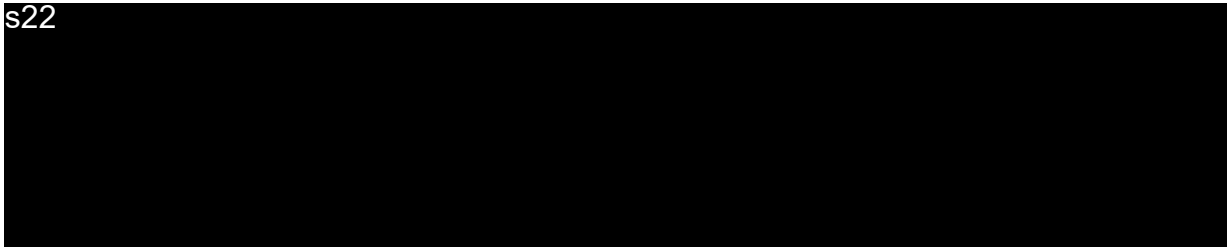
OFFICIAL:Sensitive

Hi Simon,

Just giving you a heads up in case it escalates, but we are putting in a second stage review process in place for accelerated pay advancements.

Currently the delegation sits at the FAS level and we have seen a few recent examples that we think warrant greater scrutiny.

s22



In parallel, we are close to finalising a revised set of delegations in close consultation with LAB, that will look to fix issues such as this.

Happy to discuss,
Glen

[Redacted signature line]

Glen Casson | First Assistant Secretary
Corporate Division
Business Enabling Services
Department of Finance
T 02 6215 1322 | Ms22 [Redacted]
A One Canberra Avenue, Forrest ACT 2603



The Department of Finance acknowledges the Traditional Owners and Custodians of the land on which we work and we pay our respects to Elders past and present. [Artwork story](#).

From: s22
To: [REDACTED]
Cc: [REDACTED]
Subject: Changes to Salary Setting on Engagement & Pay Point Advancement (Out of Cycle) [SEC=OFFICIAL]
Date: Tuesday, 31 March 2026 5:35:00 PM
Attachments: [image001.png](#)

OFFICIAL

Hi s22

From tomorrow (1 April 2026), any requests for a higher salary outside of what is stipulated in the EA will be required to be forwarded to the CPO for consideration.

This is in addition to any Delegations as per Finance's HR Delegations.

This will apply across both HR Assist (where we get requests for Pay Point Advancement out of cycle), as well as Recruitment (higher salary upon engagement with business case)

Grateful if you can please let your teams know and work out a simple process to have these flagged and forwarded to Catherine.

Kind regards,

s22

s22

Human Resources Branch

Business Enabling Services Group

Department of Finance

P s22

A Canberra Avenue, Forrest ACT 2603

From: s22
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: Changes to Salary Setting/Pay Point Advancement Process [SEC=OFFICIAL]
Date: Wednesday, 1 April 2026 10:19:00 AM
Attachments: [image001.png](#)

OFFICIAL

Hi team,

See below for if we get any push back from clients around the adjusted process around salary.

Kind regards,

s22
[REDACTED]

[REDACTED]

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Wednesday, 1 April 2026 9:13 AM
To: s22@finance.gov.au
Subject: Re: Changes to Salary Setting/Pay Point Advancement Process [SEC=OFFICIAL]

Hi s22
[REDACTED]

Thanks. I understand the team's point and will discuss with Glen how we might message, but just because the delegation exists doesn't prevent us from assuring these actions from a consistency, accuracy and contestability perspective. I am seeking to have this delegation changed too in the update that is coming.

To support the team, as required, they can share that "requests for salary and pay point advancements are shared with the CPO prior to processing to ensure they are in line with

the intent of our enterprise agreement and policy”.

Kind regards

Catherine

Catherine McLachlan *FCPHR, GAICD*

Chief People Officer

Human Resources Branch | Corporate Division

Business Enabling Services Group

Department of Finance

P: 02 6215 3197 | M: s22

EA: s22

Please note I work flexibly, in line with my schedule and responsibilities. I therefore look forward to your response during your regular working hours. I respect people's right to disconnect.

From: s22 <[REDACTED]@finance.gov.au>

Sent: Wednesday, April 1, 2026 8:24:25 AM

To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>

Subject: Changes to Salary Setting/Pay Point Advancement Process [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

I've asked the team to start forwarding salary setting and pay point advancement requests through to you from today.

They raised concerns that if not more broadly announced, we may get a lot of pushback and questions when SES look to the HR Delegations.

Do you think we need to send something out to all SES, perhaps an email from you/Glen/Simon (or even Matt)?

Kind regards,

s22
[REDACTED]

[REDACTED]
s22

Human Resources Branch

Business Enabling Services Group
Department of Finance
P **S22**
A Canberra Avenue, Forrest ACT 2603

From: s22
To: [McLachlan, Catherine](#)
Subject: For Review: Remuneration Decision Forms [SEC=OFFICIAL]
Date: Tuesday, 12 May 2026 1:12:00 PM
Attachments: s22
[Salary Setting on Engagement, Movement or Promotion Request Form.docx](#)
[image001.png](#)

OFFICIAL

Hi Catherine,

Please see **attached** forms related to remuneration decisions. While I did intend to have one, they have different delegates, factors to consider as per policy, and teams for processing (i.e. Recruitment vs. HR Assist). Given this, I have split them out.

Pending your thoughts, I can arrange for these to be published and used by the team.

Kind regards,

s22

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance

P s22

A Canberra Avenue, Forrest ACT 2603



Salary Setting on Engagement, Movement or Promotion Request Form

This form is used to seek delegate approval for salary setting above the minimum guide point on engagement, movement or promotion within Finance – **Complete Sections 1 to 3 (Section 4 for HR Branch use only)**

These decisions must be made in accordance with the relevant clauses and related provisions within the:

- [Department of Finance Enterprise Agreement 2024-27](#)
- [Finance Remuneration Policy](#)
- [Human Resources Delegation 2024](#)

All remuneration determinations require the appropriate delegate approval, and subsequent review and approval from the Chief People Officer (Assistant Secretary, Human Resources Branch).

Section 1 – Employee Details

First Name		Last Name	
Current Substantive Classification (if applicable)		Current Salary	
Group / Division / Branch or Agency			

Section 2 – Business Case – Salary Setting on Engagement, Movement or Promotion

Provide justification for the salary setting above the minimum guide point upon engagement, movement or promotion, having regard to the candidate's/employee's experience, qualification and skills.

Section 3 – Delegate Approval

In line with the Department's Human Resources Delegation 2024:

- *SES Band 1 can approve a salary aligned with a pay point*
- *SES Band 2 and 3 can approve a salary within the Zone of Discretion*

SES Band 1 or 2 (Assistant Secretary or First Assistant Secretary) Details

Full Name	
Classification	
Group / Division	
Date	Click or tap to enter a date.
Signature	

SES Band 3 (Deputy Secretary) Details – If applicable

Full Name	
Group	
Date	Click or tap to enter a date.
Signature	

[End of form – Please send completed form to Recruitment@finance.gov.au]

Section 4 – Chief People Officer Review

Full Name	
Outcome	Choose an item.
Date	Click or tap to enter a date.
Signature	

From: s22
To: [McLachlan, Catherine](#)
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]
Date: Tuesday, 12 May 2026 3:16:00 PM
Attachments: s22
[Salary Setting on Engagement, Movement or Promotion Request Form.docx](#)
[image001.png](#)

OFFICIAL

Refer to these versions! Includes proposed salary / pay point.

Kind regards,

s22

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: s22
Sent: Tuesday, 12 May 2026 1:13 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

Please see **attached** forms related to remuneration decisions. While I did intend to have one, they have different delegates, factors to consider as per policy, and teams for processing (i.e. Recruitment vs. HR Assist). Given this, I have split them out.

Pending your thoughts, I can arrange for these to be published and used by the team.

Kind regards,

s22

A black rectangular redaction box covering several lines of text.

s22

A black rectangular redaction box covering a single line of text.

Human Resources Branch

Business Enabling Services Group

Department of Finance

P s22

A black rectangular redaction box covering a single line of text.

A Canberra Avenue, Forrest ACT 2603



Salary Setting on Engagement, Movement or Promotion Request Form

This form is used to seek delegate approval for salary setting above the minimum guide point on engagement, movement or promotion within Finance – **Complete Sections 1 to 3 (Section 4 for HR Branch use only)**

These decisions must be made in accordance with the relevant clauses and related provisions within the:

- [Department of Finance Enterprise Agreement 2024-27](#)
- [Finance Remuneration Policy](#)
- [Human Resources Delegation 2024](#)

All remuneration determinations require the appropriate delegate approval, and subsequent review and approval from the Chief People Officer (Assistant Secretary, Human Resources Branch).

Section 1 – Employee Details

First Name		Last Name	
Current Substantive Classification (if applicable)		Branch / Division / Group or Agency (if applicable)	
Current Substantive Salary		Proposed Salary / Pay Point	

Section 2 – Business Case – Salary Setting on Engagement, Movement or Promotion

Provide justification for the salary setting above the minimum guide point upon engagement, movement or promotion, having regard to the candidate’s/employee’s experience, qualification and skills.

Section 3 – Delegate Approval

In line with the Department's Human Resources Delegation 2024:

- *SES Band 1 can approve a salary aligned with a pay point*
- *SES Band 2 and 3 can approve a salary within the Zone of Discretion*

SES Band 1 or 2 (Assistant Secretary or First Assistant Secretary) Details

Full Name	
Classification	
Group / Division	
Date	Click or tap to enter a date.
Signature	

SES Band 3 (Deputy Secretary) Details – If applicable

Full Name	
Group	
Date	Click or tap to enter a date.
Signature	

[End of form – Please send completed form to Recruitment@finance.gov.au]

Section 4 – Chief People Officer Review

Full Name	
Outcome	Choose an item.
Date	Click or tap to enter a date.
Signature	

From: s22
To: [McLachlan, Catherine](#)
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]
Date: Tuesday, 12 May 2026 8:23:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
s22
[Salary Setting on Engagement, Movement or Promotion Request Form.docx](#)

OFFICIAL

Hi Catherine,

In nearly all cases, business areas have sought Delegate approval and come to us afterwards with it. I think we keep it as is with your approval after delegate approval.

I've updated the forms to make it clear CPO approval is required to ensure compliance with the intent of the EA and policy and changed Section 4 to CPO Approval.

Pending any other thoughts/changes, I'll organise for these to be published and share with the Section.

Kind regards,

s22

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Tuesday, 12 May 2026 5:39 PM
To: s22 @finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi s22

These look really great and will help formalise and ensure consistency, of the delegate approvals we receive. My only thought is we say CPO "Approve" and "Review". I wonder if we need to be clear that the delegate can exercise their approval but the CPO must also approve to ensure compliance with the EA and policy. OR do we ask business areas to send it through for CPO review and endorsement first (if it sits outside the EA/policy) and then delegate approval?

Happy to chat.

Kind regards

Catherine

Catherine McLachlan FCPHR, GAICD | Chief People Officer

EA: s22



From: s22 <s22@finance.gov.au>

Sent: Tuesday, 12 May 2026 3:17 PM

To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>

Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Refer to these versions! Includes proposed salary / pay point.

Kind regards,

s22



s22

Human Resources Branch

Business Enabling Services Group

Department of Finance

P s22

A Canberra Avenue, Forrest ACT 2603

From: s22
Sent: Tuesday, 12 May 2026 1:13 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

Please see **attached** forms related to remuneration decisions. While I did intend to have one, they have different delegates, factors to consider as per policy, and teams for processing (i.e. Recruitment vs. HR Assist). Given this, I have split them out.

Pending your thoughts, I can arrange for these to be published and used by the team.

Kind regards,

s22
[Redacted Signature]

[Redacted Line]

s22
Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603



Australian Government
Department of Finance

Salary Setting on Engagement, Movement or Promotion Request Form

This form is used to seek delegate approval for salary setting above the minimum guide point on engagement, movement or promotion within Finance – **Complete Sections 1 to 3 (Section 4 for HR Branch use only)**

These decisions must be made in accordance with the relevant clauses and related provisions within the:

- [Department of Finance Enterprise Agreement 2024-27](#)
- [Finance Remuneration Policy](#)
- [Human Resources Delegation 2024](#)

All remuneration determinations require the appropriate delegate approval, and subsequent review and approval from the Chief People Officer (Assistant Secretary, Human Resources Branch).

Section 1 – Employee Details

First Name		Last Name	
Current Substantive Classification (if applicable)		Branch / Division / Group or Agency (if applicable)	
Current Substantive Salary		Proposed Salary / Pay Point	

Section 2 – Business Case – Salary Setting on Engagement, Movement or Promotion

Provide justification for the salary setting above the minimum guide point upon engagement, movement or promotion, having regard to the candidate's/employee's experience, qualification and skills.

--

Section 3 – Delegate Approval

In line with the Department's Human Resources Delegation 2024:

- SES Band 1 can approve a salary aligned with a pay point
- SES Band 2 and 3 can approve a salary within the Zone of Discretion

SES Band 1 or 2 (Assistant Secretary or First Assistant Secretary) Details

Full Name	
Classification	
Group / Division	
Date	Click or tap to enter a date.
Signature	

SES Band 3 (Deputy Secretary) Details – If applicable

Full Name	
Group	
Date	Click or tap to enter a date.
Signature	

[End of form – Please send completed form to Recruitment@finance.gov.au]

Section 4 – Chief People Officer Review

Full Name	
Outcome	Choose an item.
Date	Click or tap to enter a date.
Signature	

From: s22
To: [McLachlan, Catherine](#)
Subject: FW: For Review: Remuneration Decision Forms [SEC=OFFICIAL]
Date: Friday, 15 May 2026 9:54:00 AM
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[Salary Setting on Engagement Movement or Promotion Request Form.docx](#)

OFFICIAL

Thanks Catherine, I made the updates.

Just one thing to flag on the Salary Setting in Section 4 around ZOD (please refer attached). s22

s22

Thoughts?

Kind regards,

s22

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Friday, 15 May 2026 9:43 AM
To: s22 @finance.gov.au; Casson, Glen <Glen.Casson@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Good morning

Thanks Glen.

Thanks s22

Glen, s22 and I had the same discussion. I think we swap the boxes around and it comes to me first. Hopefully this will discourage areas from seeking to exceed the provisions in the first place. The last couple we have had Glen have made it tricky indeed as the B2s have approved and the business areas have offered and then wanted to seek my approval. The behaviour change piece will be quite extraordinary.

Kind regards

Catherine

Catherine McLachlan *FCPHR, GAICD* | Chief People Officer

EA: s22



From: s22 <s22@finance.gov.au>

Sent: Friday, 15 May 2026 9:36 AM

To: Casson, Glen <Glen.Casson@finance.gov.au>; McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>

Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>

Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Just for additional context, below is what we have now in the system if the salary is above the minimum guide point.

We could very easily swap the order (i.e. CPO first then Delegate) and then include a link to the form that they must fill out. We would then remove the justification box as the form replaces this and documents the approval.



Kind regards,

s22

s22

Human Resources Branch

Business Enabling Services Group

Department of Finance

P s22

A Canberra Avenue, Forrest ACT 2603

From: s22

Sent: Friday, 15 May 2026 9:26 AM

To: Casson, Glen <Glen.Casson@finance.gov.au>; McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>

Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>

Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Thanks Glen, I've accepted all the changes.

Re: sequencing of approval, the challenge we have is that in the vast majority of cases, business areas negotiate the salary

and have it approved by the Delegate before it comes to us.

We have tried to manage this by inserting words at the appropriate step in eRecruit, but I feel this may be a longer-term behavioural change (accompanied by updated Delegations/Policy position that calls out CPO approval being required).

Any addition thoughts, Catherine?

Kind regards,

S22

S22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P S22
A Canberra Avenue, Forrest ACT 2603

From: Casson, Glen <Glen.Casson@finance.gov.au>
Sent: Friday, 15 May 2026 8:55 AM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>; S22 <S22@finance.gov.au>
Subject: FW: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Thanks Catherine, agree this is a good approach. A couple of thoughts in track.

Also, would it be better to seek CPO approval before the delegate? Otherwise you end up in a tricky spot of having to essentially override a B2 or 3.

Thanks Glen

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Tuesday, 12 May 2026 8:57 PM
To: Casson, Glen <Glen.Casson@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>; S22 <S22@finance.gov.au>
Subject: Fw: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

Hi Glen

With the introduction of our business process for me to review and approve pay point advancements and salary setting outside of the EA, we have confirmed a need for this oversight. We had two just today.

To make it simpler for the business areas and to introduce some consistency S22 developed the attached templates. I like the approach and it gives us a strong paper trail for file.

We would be interested in any views.

Kind regards
Catherine

Catherine McLachlan FCPHR, GAICD

Chief People Officer
Human Resources Branch | Corporate Division
Business Enabling Services Group
Department of Finance
P: 02 6215 3197 | M: s22
EA: s22

Please note I work flexibly, in line with my schedule and responsibilities. I therefore look forward to your response during your regular working hours. I respect people's right to disconnect.

From: s22 <[redacted]@finance.gov.au>
Sent: Tuesday, May 12, 2026 8:23:34 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

In nearly all cases, business areas have sought Delegate approval and come to us afterwards with it. I think we keep it as is with your approval after delegate approval.

I've updated the forms to make it clear CPO approval is required to ensure compliance with the intent of the EA and policy and changed Section 4 to CPO Approval.

Pending any other thoughts/changes, I'll organise for these to be published and share with the Section.

Kind regards,

s22
[redacted]

[redacted]
[redacted]
Human Resources Branch
Business Enabling Services Group
Department of Finance
P: s22
A Canberra Avenue, Forrest ACT 2603

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Tuesday, 12 May 2026 5:39 PM
To: s22 <[redacted]@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

s22
Hi [redacted]

These look really great and will help formalise and ensure consistency, of the delegate approvals we receive. My only thought is we say CPO "Approve" and "Review". I wonder if we need to be clear that the delegate can exercise their approval but the CPO must also approve to ensure compliance with the EA and policy. OR do we ask business areas to send it through for CPO review and endorsement first (if it sits outside the EA/policy) and then delegate approval?

Happy to chat.

Kind regards
Catherine

[redacted]

Catherine McLachlan FCPHR, GAICD | Chief People Officer

EA:s22



From: s22 <s22@finance.gov.au>
Sent: Tuesday, 12 May 2026 3:17 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Refer to these versions! Includes proposed salary / pay point.

Kind regards,

s22



s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: s22
Sent: Tuesday, 12 May 2026 1:13 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

Please see **attached** forms related to remuneration decisions. While I did intend to have one, they have different delegates, factors to consider as per policy, and teams for processing (i.e. Recruitment vs. HR Assist). Given this, I have split them out.

Pending your thoughts, I can arrange for these to be published and used by the team.

Kind regards,

s22



s22



Human Resources Branch
Business Enabling Services Group
Department of Finance
P  S22
A Canberra Avenue, Forrest ACT 2603



Australian Government
Department of Finance

Salary Setting on Engagement, Movement or Promotion Request Form

This form is used to seek delegate approval for salary setting above the minimum guide point on engagement, external movement into Finance or promotion within Finance – **Complete Sections 1 and 2 (Section 3 for HR Branch use only). Section 4 only to be completed if approved by the Chief People Officer (CPO).**

These decisions must be made in accordance with the relevant clauses and related provisions within the:

- [Department of Finance Enterprise Agreement 2024-27](#)
- [Finance Remuneration Policy](#)
- [Human Resources Delegation 2024](#)

Remuneration determinations require initial approval from the CPO (Assistant Secretary, Human Resources Branch) to ensure compliance with the clauses and intent of the Department's Enterprise Agreement and related policy. Subsequent approval is then required from the appropriate hiring area SES delegate.

Section 1 – Employee Details

First Name		Last Name	
Current Substantive Classification (if applicable)		Branch / Division / Group or Agency (if applicable)	
Current Substantive Salary		Proposed Salary / Pay Point	

Section 2 – Business Case

Provide justification for the salary setting above the minimum guide point upon engagement, movement or promotion, having regard to the candidate's/employee's experience, qualification and skills.

[Form MUST be sent to Recruitment@finance.gov.au to facilitate CPO review prior to completing Section 4]

Section 3 – Chief People Officer Approval

Full Name	
Outcome	Choose an item.
Date	Click or tap to enter a date.
Signature	
Comments	

Section 4 – Delegate Approval

<i>In line with the Department's Human Resources Delegation 2024:</i> - SES Band 1 can approve a salary aligned with a pay point - SES Band 2 and 3 can approve a salary within the Zone of Discretion	
SES Band 1 or 2 (Assistant Secretary or First Assistant Secretary) Details	
Full Name	
Classification	
Group / Division	
Date	Click or tap to enter a date.
Signature	
SES Band 3 (Deputy Secretary) Details – If applicable	
Full Name	
Group	
Date	Click or tap to enter a date.
Signature	

[Please attach completed form to Recruitment@finance.gov.au]

From: s22
Sent: Friday, 15 May 2026 12:58 PM
To: McLachlan, Catherine
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Good idea!

Please see below:

HR Branch have introduced new request forms to support salary setting above the minimum guide point on engagement, external movement into Finance, or promotion within Finance, as well as accelerated pay point advancement during the performance cycle. These changes are intended to strengthen consistency, transparency and alignment with the Department's Enterprise Agreement and remuneration policy.

The forms require a clear, evidence-based business case, ensuring decisions are grounded in performance, capability, and labour market considerations. All requests are subject to an initial review and approval the Chief People Officer to ensure policy alignment, followed by approval from the relevant SES delegate in line with HR delegations.

This approach provides greater assurance and consistency in remuneration decisions, while clarifying roles, streamlining processing, and reinforcing that salary outcomes must not be agreed with candidates or employees prior to the required approvals being obtained.

Copies of the forms are available below and will imminently be available on HR Connect. HR Branch have also updated the Department's recruitment system to prompt business areas to complete a request where salary setting above the minimum or accelerated advancement is being considered.

- [Accelerated Pay Point Advancement Request Form](#)
- [Salary Setting on Engagement, Movement or Promotion Request Form](#)

Kind regards,

s22



s22
Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Friday, 15 May 2026 12:22 PM
To: s22 [REDACTED]@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi – can you please do me a quick summary and I'll add to my CPO message.

Kind regards

Catherine

Catherine McLachlan FCPHR, GAICD | Chief People Officer
EA: s22 [REDACTED]



From: s22 [REDACTED]@finance.gov.au>
Sent: Friday, 15 May 2026 12:13 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

Confirming we have updated eRecruit (thanks to s22 [REDACTED] and finalised the forms. I am now just waiting for Web Services to publish them (but in the meantime, eRecruit links directly to the template so we are good!) 😊

Is the starting salary above the minimum guidepoint? * ☒ Yes ☐ No

For salaries above the minimum guidepoint, or above the next available pay point approved by the Chief People Officer (CPO) in HR Branch. Following CPO endorsement Band 1 or above).

Salary discussions or agreements with the candidate must not be finalised until 1

Please attach the completed and approved business case for this salary request *

Choose file No file chosen

Kind regards,

s22 [REDACTED]

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: Casson, Glen <Glen.Casson@finance.gov.au>
Sent: Friday, 15 May 2026 11:46 AM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>; s22 <s22@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Thanks all – agree this is one of many behavioural changes needed across the organisation. New dels and bargaining will be key.

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Friday, 15 May 2026 9:43 AM
To: s22 <s22@finance.gov.au>; Casson, Glen <Glen.Casson@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Good morning

Thanks Glen.

Thanks s22

Glen, s22 and I had the same discussion. I think we swap the boxes around and it comes to me first. Hopefully this will discourage areas from seeking to exceed the provisions in the first place. The last couple we have had Glen have made it tricky indeed as the B2s have approved and the business areas have offered and then wanted to seek my approval. The behaviour change piece will be quite extraordinary.

Kind regards
Catherine

Catherine McLachlan FCPHR, GAICD | Chief People Officer
EA: s22



From: s22 [redacted] <[redacted]@finance.gov.au>
Sent: Friday, 15 May 2026 9:36 AM
To: Casson, Glen <Glen.Casson@finance.gov.au>; McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Just for additional context, below is what we have now in the system if the salary is above the minimum guide point.

We could very easily swap the order (i.e. CPO first then Delegate) and then include a link to the form that they must fill out. We would then remove the justification box as the form replaces this and documents the approval.

The screenshot shows a web form titled "Is the starting salary above the minimum guide point?". It has two radio buttons: "Yes" (selected) and "No". Below this is a light blue information box stating: "If the salary is above the minimum guidepoint or above the next available guidepoint for a s26 transfer at level, a business case **must** be provided (above) and for approval from the Chief People Officer in HR Branch, before the salary is agreed with the candidate. As part of the business case, please provide a detailed justification based on the relevant skills, experience and qualifications of the candidate again". Below the box is a text area with the label "Please provide a justification for the starting salary being above the minimum guide point. *". At the bottom, there is another question: "Has the salary nomination been approved by your delegate (SES Band 1 or above) and the Chief People Officer? *" with "Yes" and "No" radio buttons. Below this is a file upload section with the label "Please attached the relevant approval for this salary: *" and a button "Choose file" next to the text "No file chosen".

Kind regards,

s22 [redacted]

s22 [redacted]

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22 [redacted]
A Canberra Avenue, Forrest ACT 2603

From: s22 [redacted]
Sent: Friday, 15 May 2026 9:26 AM
To: Casson, Glen <Glen.Casson@finance.gov.au>; McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Thanks Glen, I've accepted all the changes.

Re: sequencing of approval, the challenge we have is that in the vast majority of cases, business areas negotiate the salary and have it approved by the Delegate before it comes to us.

We have tried to manage this by inserting words at the appropriate step in eRecruit, but I feel this may be a longer-term behavioural change (accompanied by updated Delegations/Policy position that calls out CPO approval being required).

Any addition thoughts, Catherine?

Kind regards,

s22

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: Casson, Glen <Glen.Casson@finance.gov.au>
Sent: Friday, 15 May 2026 8:55 AM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>; s22 <[REDACTED]@finance.gov.au>
Subject: FW: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Thanks Catherine, agree this is a good approach. A couple of thoughts in track.

Also, would it be better to seek CPO approval before the delegate? Otherwise you end up in a tricky spot of having to essentially override a B2 or 3.

Thanks Glen

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Tuesday, 12 May 2026 8:57 PM
To: Casson, Glen <Glen.Casson@finance.gov.au>
Cc: Corporate.Exec <Corporate.Exec@finance.gov.au>; s22 <[REDACTED]@finance.gov.au>
Subject: Fw: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

Hi Glen

With the introduction of our business process for me to review and approve pay point advancements and salary setting outside of the EA, we have confirmed a need for this oversight. We had two just today.

To make it simpler for the business areas and to introduce some consistency, s22 developed the attached templates. I like the approach and it gives us a strong paper trail for file.

We would be interested in any views.

Kind regards

Catherine

Catherine McLachlan FCPHR, GAICD
Chief People Officer
Human Resources Branch | Corporate Division
Business Enabling Services Group
Department of Finance
P: 02 6215 3197 | M: s22
EA: s22

Please note I work flexibly, in line with my schedule and responsibilities. I therefore look forward to your response during your regular working hours. I respect people's right to disconnect.

From: s22 <s22@finance.gov.au>
Sent: Tuesday, May 12, 2026 8:23:34 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

In nearly all cases, business areas have sought Delegate approval and come to us afterwards with it. I think we keep it as is with your approval after delegate approval.

I've updated the forms to make it clear CPO approval is required to ensure compliance with the intent of the EA and policy and changed Section 4 to CPO Approval.

Pending any other thoughts/changes, I'll organise for these to be published and share with the Section.

Kind regards,

s22

s22

Human Resources Branch

Business Enabling Services Group
Department of Finance
P s22
A Canberra Avenue, Forrest ACT 2603

From: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Sent: Tuesday, 12 May 2026 5:39 PM
To: s22 <[REDACTED]@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi s22

These look really great and will help formalise and ensure consistency, of the delegate approvals we receive. My only thought is we say CPO "Approve" and "Review". I wonder if we need to be clear that the delegate can exercise their approval but the CPO must also approve to ensure compliance with the EA and policy. OR do we ask business areas to send it through for CPO review and endorsement first (if it sits outside the EA/policy) and then delegate approval?

Happy to chat.

Kind regards
Catherine

Catherine McLachlan FCPHR, GAICD | Chief People Officer
EA: s22



From: s22 <[REDACTED]@finance.gov.au>
Sent: Tuesday, 12 May 2026 3:17 PM
To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>
Subject: RE: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Refer to these versions! Includes proposed salary / pay point.

Kind regards,

s22

s22

Human Resources Branch
Business Enabling Services Group
Department of Finance

P s22

A Canberra Avenue, Forrest ACT 2603

s22

From:

Sent: Tuesday, 12 May 2026 1:13 PM

To: McLachlan, Catherine <Catherine.McLachlan@finance.gov.au>

Subject: For Review: Remuneration Decision Forms [SEC=OFFICIAL]

OFFICIAL

Hi Catherine,

Please see **attached** forms related to remuneration decisions. While I did intend to have one, they have different delegates, factors to consider as per policy, and teams for processing (i.e. Recruitment vs. HR Assist). Given this, I have split them out.

Pending your thoughts, I can arrange for these to be published and used by the team.

Kind regards,

s22



s22

Human Resources Branch
Business Enabling Services Group
Department of Finance

P s22

A Canberra Avenue, Forrest ACT 2603

Question 1.29 Is the starting salary above the minimum guidepoint?*

Yes

Released by the Department of Finance
under the Freedom of Information Act 1982

FOI 26-27/011 Document 09

Question 1.30

For salaries above the minimum guidepoint, or above the next available pay point for a section 26 transfer at level, a **business case** must first be approved by the Chief People Officer (CPO) in HR Branch. Following CPO endorsement, approval is then required from your relevant delegate (SES Band 1 or above).

Salary discussions or agreements with the candidate must not be finalised until these approvals have been obtained.

Question 1.31 Please attached the completed and approved **business case** for this salary request*