Office of the Commissioner for Public Employment

Annual Report 2022-23



Acknowledgement

The Office of the Commissioner for Public Employment acknowledges the traditional custodians of the lands on which we work and gather, and their continuing connection to land and waters. We pay respects to Elders past, present and emerging.

We pay tribute to the diversity of First Nations peoples of Australia and their ongoing culture.

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The Honourable Paul Kirby MLA Minister for Public Employment GPO Box 3146 DARWIN NT 0801

Dear Minister Kirby

I am pleased to submit the 2022-23 annual report on the activities of the Office of the Commissioner for Public Employment (OCPE).

The report is in compliance with requirements of section 18(2)(d) of the *Public Sector Employment and Management Act 1993* (PSEMA). I advise that to the best of my knowledge and belief:

- a) The financial outputs included in the annual report have been prepared from proper accounts and records and are in accordance with the Treasurer's Directions
- b) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied
- c) All public sector principles, contained in section 5 of PSEMA, have been upheld by OCPE during the financial year.

It is a requirement of the PSEMA that you table a copy of this report before the Legislative Assembly within six sitting days of you receiving it.

Yours sincerely

Vicki Telfer PSM

done

List of Acronyms

AAO Administrative Arrangements order ATSI Aboriginal and Torres Strait Islander

AECD Aboriginal Employment and Career Development Division AECDS Aboriginal Employment and Career Development Strategy

AEMP Aboriginal Employment Mentor Program

ARMC Audit and Risk Committee

ASCAP Aboriginal Students Career Aspirations Program

CEO Chief Executive Officer

CDB Culturally Diverse Background
CLF Capability Leadership Framework
CPE Commissioner for Public Employment

DCDD Department of Corporate and Digital Development
DCMC Department of the Chief Minister and Cabinet

DEP Disability Employment Program
DTF Department of Treasury and Finance

ECO Executive Contract Officer
EEO Equal Employment Opportunity

ELDF Executive Leaders Development Framework

ER Employee Relations
FTE Full-Time Equivalent
FWC Fair Work Commission
HR Human Resources
HUFI Hands Up for Inclusion

ICT Information and Communications Technology

IGC Information Governance Committee

KPI Key Performance Indicator

LSL Long Service Leave NT Northern Territory

NTG Northern Territory Government
NTPS Northern Territory Public Sector

OCPE Office of the Commissioner for Public Employment

PSAB Public Sector Appeal Board

PSEMA Public Sector Employment and Management Act 1993

PSAGR Public Sector Appeals and Grievance Reviews

SWB Strategic Workforce Board

SWPD Strategic Workforce Planning and Development

TAFS Treasurers Annual Fiscal Statement

WHS Work Health and Safety VFT Value For Territory

Purpose of the Report

The 2022-23 Annual Report of the Office of the Commissioner for Public Employment (OCPE) complies with the Commissioner for Public Employment's (the Commissioner's) annual reporting requirements under section 18(2)(d) of the *Public Sector Employment and Management Act 1993* (PSEMA).

Its primary purpose is to report to the Minister for Public Employment on OCPE's performance in 2022-23 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, OCPE staff and other stakeholders.

Pursuant to section 18(2)(d) of the PSEMA, the Commissioner must report to the Minister on those matters specified in section 28(2) PSEMA in so far as they relate to the Commissioner's Office within three months from the end of the financial year:

- functions and objectives of the agency
- legislation administered
- organisation overview, including number of employees of each designation and any variation in those numbers since the last report
- operations, initiatives and achievements relating to planning, efficiency, effectiveness, performance and service delivery to the community
- measures taken to ensure public sector principles were upheld
- management training and staff development programs
- occupational health and safety programs.

The Commissioner is also required under section 18(1) of PSEMA to provide a report to the Minister within three months of the end of each financial year on human resource management in the public sector during that financial year. This is called the *State of the Service Report* and is a separate report published on the OCPE website after it is tabled in Parliament.

Commissioner's Foreword

I am pleased to present the Office of the Commissioner for Public Employment's (OCPE) Annual Report for 2022-23, my last as the Commissioner for Public Employment.

In previous Annual Reports, I have noted that OCPE has two key responsibilities: one is to deliver an agile, capable, engaged and diverse NTPS workforce, and the other is being deemed employer for legal and industrial purposes and setting terms and conditions of employment.

This sets OCPE's purpose very clearly. The way we deliver is by leading, supporting and collaborating with agencies across the broad NTPS so that at all times the NTPS has the capabilities to deliver the government's priorities and high quality service.

Demanding times

The Employee Relations Division (ER) and the Public Sector Appeals and Grievance Review Division (PSAGR) continued to manage the unprecedented number of employee applications to the Fair Work Commission. These included grievance review requests and appeals regarding employee's termination of employment as a result of employees not providing evidence of having applicable COVID-19 vaccinations at relevant times (or evidence of a vaccination exemption).

For ER, this work was coupled with ongoing bargaining for the 10 enterprise agreements that were yet to be finalised.

In October 2022 the NT Government's Wages Policy was amended to allow increases in salaries and allowances of 2% per annum, increases with opportunities for improvements in conditions and wages or allowances, where offsets are identified and agreed.

This change paved the way for most Agreements to be settled with unions by 30 June 2023, with in-principle Agreement reached on another and only one remaining outstanding. A big shout-out to ER for their tireless work in achieving excellent outcomes which suit our workforce.



Delivering on OCPE's strategic plan priorities

2022-23 was our third full year of implementing OCPE's Strategic Plan 2020-2024. This year our strong focus was on consolidating all the actions underway and continuing to find new and innovative actions to drive our purpose forward.

We continued to address issues identified for action in the 2021 People Matter Survey regarding NTPS managers needing improved skills in providing feedback, and improving employee performance for senior leaders, having improved leadership and strategy setting capabilities, and better mechanisms for addressing inappropriate workplace behaviours.

OCPE completely refreshed the NTPS Capability Framework, which was launched in October 2022. It is the underpinning framework to ensure we have a highly capable, flexible, sustainable and future focused workforce. A suite of resources to support implementation was released.

A major piece of work for OCPE this year was the delivery of the 2023 People Matter Survey. For OCPE, our response rate was 89%, the engagement score was 77% (a drop of 2 percentage points) and employee satisfaction was 90%.

Delivering a five year strategic workforce plan

During 2022-23 the Strategic Workforce and Planning Division (SWPD) worked with our sector partners to develop and deliver actions to bring the Strategy to life. These include:

- Launching the Executive Leaders
 Development Framework (ELDF)
 along with delivery of four high
 quality professional development
 programs for executives
- Developing a Mentally Healthy Workplaces Toolkit, which was launched in August 2023
- Delivering the Standardised
 Workforce Reporting project in
 collaboration with the Department of
 Corporate and Digital Development
 (DCDD), including the
 implementation of a 'Monitoring
 Organisational Health Guide for
 CEOs'.

Further detail of this work is contained in this report and in the companion report, the State of the Service Report.

Growing Aboriginal employment

The Aboriginal Employment and Career Development Division (AECD) continued to implement initiatives to grow sustainable Aboriginal employment and leadership. The targets and focus areas assists the NT delivery of our national Closing the Gap Strategy. In the first half of 2023 I met with each Agency CEO and their Executive Sponsor to discuss agency targets, progress to date and plans for further actions so that the NTPS as a whole can meet its 2025 target of 16% Aboriginal employment.

For OCPE itself, our target is 28.5% Aboriginal employees by 2025. As at 30 June 2023 OCPE had a slight decrease to 24.24% of our total workforce being Aboriginal, with one of our five executive contract officers being an Aboriginal employee. OCPE is planning to grow the number of Aboriginal people it employs.

Strengthening leadership

I am delighted with the progress made in the last year to refresh the suite of programs to deliver executive leadership development training. This work is crucial if we are to lift leadership capability in the NTPS. As noted above and further in this report, OCPE has delivered new training programs and is finalising the work on an executive coaching model.

Increasing the focus on performance

The delivery of the new Capability
Framework with an online assessment tool
assists our managers to have conversations
with employees about their capabilities –
what is above level, what is at level and
what can be improved. By having supportive
conversations, a performance and
development plan can be developed for
individuals so they can succeed in their
current role and be ready for the next role.

Identifying and nurturing talent

In the tight labour market being experienced across Australia, it is more important than ever to identify and nurture the talent our people have. The Strategic Workforce Board (SWB) took the conversation further by hosting an 'Attraction and Retention' roundtable of senior leaders. This roundtable identified a number of best-practice actions that could be shared across the NTPS to improve both attraction and retention.

Enabling contemporary and sustainable NTPS working arrangements

During 2022-23 OCPE continued to finalise outstanding enterprise agreements so that all of our workforce can take advantage of having improved flexible working arrangements. This includes new leave types recognising employees' specific needs and strengthening parental leave arrangements including employer superannuation contributions paid at double the legislated rate during a period of paid Primary Caregiver leave or Special Maternity Leave (stillbirth).

Agreements finalised in the first half of 2022-23 also took advantage of the Governments revised wages policy, achieving around 3% increases in salaries and allowances.

Building cultural diversity

Building a sector workforce that is truly inclusive of people with a disability has not progressed as fast as anticipated. It had been planned to review the EmployAbility Strategy but the review was put on hold pending the outcomes of the Disability Royal Commission, due to report in late 2023.

For OCPE itself, 9.1% of our workforce identified as having a disability through the myHR system, with 19% identifying they have a disability in the People Matter Survey. Employees who do not require adjustments at work to accommodate their disability can account for that difference.

Private Sector responsibilities

OCPE has responsibility for some private sector matters including long service leave. In 2022-23 work continued on revising the Long Service Leave Act 1981. We also started exploring how a portable long service leave scheme for the community services sector may operate. Further work on these two policy initiatives is expected to continue in 2023-24.

OCPE also worked on amendments to the *Public Holidays Act 1981* to have a National Day of Mourning for the passing of the late Queen made a public holiday. Further amendments to update the Act included updating of Easter Sunday and Boxing Day public holidays (so that penalty rates can be paid), and that in exceptional circumstances a public holiday may be Gazetted with less than 28 days' notice (such as a national day of observance). These amendments were passed and have come into place.

Thank you

As Commissioner for Public Employment for the past four years, I count myself very fortunate to have worked with a group of great people whose commitment, hard work, professionalism, strategic perspective and leadership is second to none. OCPE employees work behind the scenes and are rarely recognised for their amazing contributions. As a team of only 32 FTE their go-to mode is 'let me find a way to get a solution'.

I thank those who were with OCPE for a few months or for the whole year in 2022-23: Camille Lew Fatt, Terese Kelly, Ann Vincent, Ursula White, Nikita dos Santos, Rachael Dunn, Bianca Cameron, Christina Holland, Courtney Mabey, Rane Harrington, Cheryl Winstanley, Damien Doherty, Jen Signall, Damien MacRae, Emma-Jane Cook, Peta Cork, Viki Smith, Brian Mappas, Calvin Lim, Katie Macrides, Elena Nguyen Phouc, Natalie Kelada, Megan Rollings, Kendell Scott, Helena Glew, Mark Hathaway, Megan Townsend, Lisa Pratt, Libby Doney, Jean Perkins, Tennille Sanderson Daya Smith, Briony Crummy, Emily Jong, Natalie Whyte, Michelle Fong, Jodi Devine, Vanna Garrick, Ally Nicholls, Hazel Wilson, Helen Yallop, and Damian Legg.

Thanks also goes to my CEO colleagues for their ongoing collaboration and assistance which is vital to OCPE's success.

I acknowledge and thank the other key stakeholders with whom we work including; the Minister for Public Employment and his staff, our shared corporate service partners, members of the Strategic Workforce Board, the DCDD HR community and NTPS unions.

done

Vicki Telfer PSM Commissioner for Public Employment

About Us

Our Strategic Plan 2020-2024

Purpose

Lead, support and collaborate with agencies to build an agile, capable, engaged and diverse workforce that delivers government's priorities and provides high quality service to Territorians.

Focus Areas

- Deliver a five year strategic workforce plan
- Grow Aboriginal employment
- Strengthen leadership
- On Increase focus on performance
- O Identify and nurture talent
- Enable contemporary and sustainable NTPS working arrangements



Priorities

To achieve our focus areas, OCPE will:

- Design and deliver strategic workforce initiatives including leadership, management and workforce planning capability development.
- Lead, support and promote agency and employee engagement to implement the NTPS Aboriginal Employment and Career Development Strategy.
- Monitor the employment environment to develop innovative and sustainable contemporary NTPS employment frameworks.
- Foster an NTPS culture of customer focused, flexible and agile service delivery to Territorians.
- Deliver workforce planning, advice, review and training at a strategic whole of sector level to support agencies to build responsive workforces.

We work as one OCPE, optimising performance through internal collaboration and delivery of priorities.

Ethical Practice • Accountability • Respect • Commitment to Service • Diversity • Impartiality

OCPE will commence planning a new Strategic plan for 2025 onwards in the 2023-24 financial year.

Functions of the Commissioner

The Commissioner has the following functions as defined in the PSEMA:

- (a) to determine the respective designations and other terms and conditions (including the remuneration) of employment for employees
- (b) to promote the upholding of the public sector principles
- (c) to determine practices and procedures relating to the recruitment and employment of persons as employees, the promotion of employees and the employment, transfer, secondment, redeployment, discipline and termination of employment of employees and any other matters relating to human resource management
- (d) to consult with and advise CEOs in relation to the development and application of appropriate human resource practices and procedures in their Agencies
- (e) to consult with CEOs in relation to the application of public employment policies in their Agencies
- (f) to advise the Minister on, and monitor the implementation of, public employment policies
- (g) to develop uniform systems, standards and procedures for the determination of designations and the allocation of designations to employees in their Agencies and assist CEOs in the application of those systems, standards and procedures
- (h) to assist as appropriate CEOs in evaluating the performance of employees employed in their Agencies

- (j) to coordinate training, education and development programs in conjunction with CEOs
- (k) to conduct, or cause to be conducted, inquiries and investigations into, and reviews of, the management practices of Agencies
- (m) to consult with CEOs on the development of appropriate standards and programs of occupational health and safety
- (n) to assist as appropriate CEOs in the performance of their functions relating to the management of their Agencies
- (p) such other functions as are imposed on him or her by or under this or any other Act, or as directed by the Minister.

Our Role

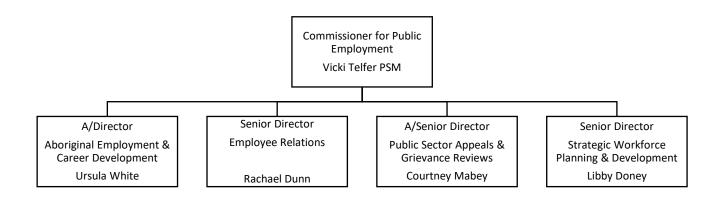
OCPE is responsible for public sector workforce management and development, and industrial relations.

The office supports the Commissioner's statutory employer role as defined in the PSEMA. The Commissioner also provides strategic and policy advice to support the Minister for Public Employment in undertaking duties under PSEMA.

Organisation Structure

Office of the Commissioner for Public Employment

(As at 30 June 2023)



New NTPS Capability Framework

As part of the 2020-26 Workforce Strategy, a completely refreshed NTPS Capability framework was launched in September 2022.

This framework is part of the roadmap for how we grow our people, and will help the NTPS have the right people, in the right places, at the right time. It is also the underpinning framework to ensure we have a highly capable, flexible, sustainable and future focused workforce.



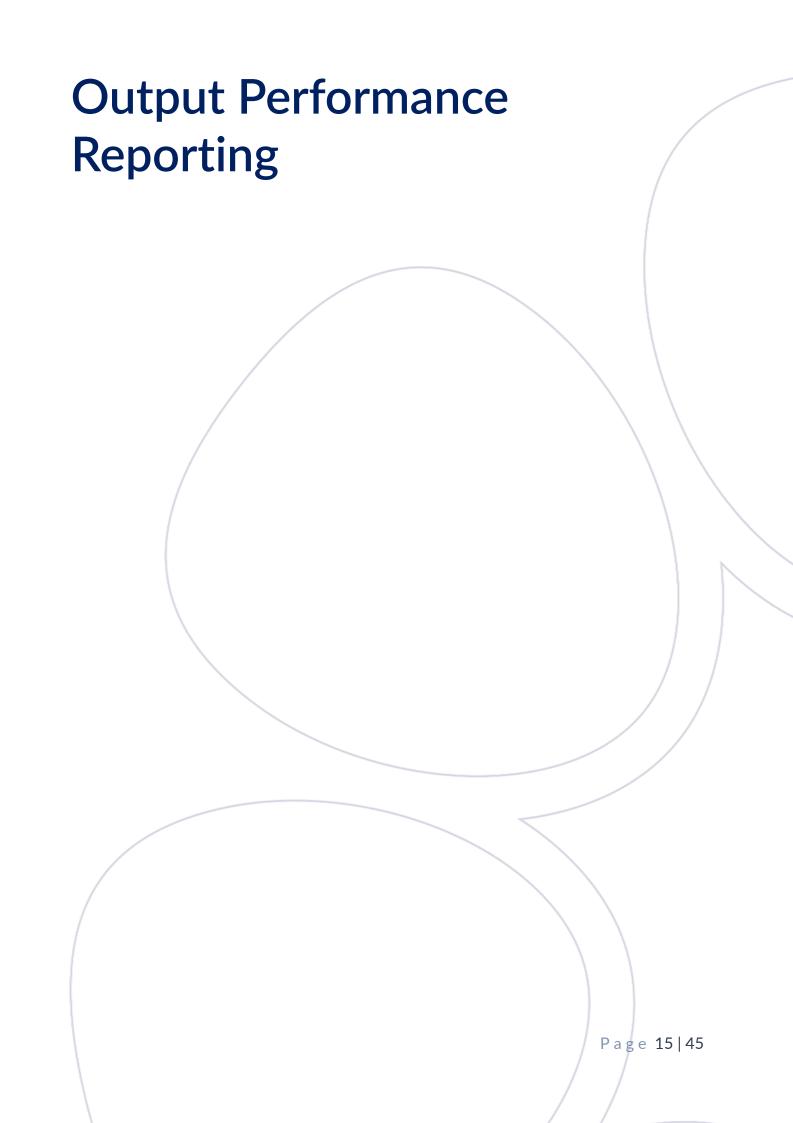
The new Capability Framework:

- describes the capabilities and associated behaviours expected of all NT Public Sector Employees
- provides our diverse public sector a shared language to describe the capabilities needed for effective performance across all classifications, occupations and organisations.

A range of resources supports the Capability Framework, including an online Capability Discovery Tool that enables people to access their capability, and share the assessment with their manager.

The Capability Framework and Discovery Tool supports NTPS employees:

- to have performance conversations
- develop their capability
- plan and drive their careers.



This section describes OCPE's performance against planned outcomes for 2022-23. Reporting on performance is against outputs identified in the May 2023 Budget Paper no. 3

Following Machinery of Government changes in September 2020, OCPE merged with the Department of Chief Minister and Cabinet (DCMC) for budgeting purposes. However, it remains an independent office with four standalone groups:

- Employee Relations
- Strategic Workforce Planning and Development
- Public Sector Appeals and Grievance Reviews
- Aboriginal Employment and Career Development.

In 2022-23, OCPE operated to a final budget of \$6.7 million across all output groups with OCPE's reported total expenditure for the financial year of \$6.3 million.

Further information regarding budget versus actual outcome can be found in the financial performance section of the DCMC Annual Report.

The budget movement and expenses by output for 2022-23 are outlined in the following table:

Budget Expenses by Output

Output group/Output	2022-23 Published Budget \$000	2022-23 Final Budget \$000	2022-23 Actuals \$000	2022-23 Actuals against Final Budget %
Employee and Industrial Relations	2 020	2 152	2 202	+2
Workforce planning and development	2 689	2 730	2 447	-10
Aboriginal employment and career development	838	925	821	-11
Public sector appeals and grievance reviews	811	895	834	-7
Office of the Commissioner for Public Employment (total)	6 358	6 702	6 304	-6

Key Performance Indicators

Office of the Commissioner for Public Employment	KPI 2021-22	Result 2022-23
Services provided to the satisfaction of the Minister	95%	80%
Services provided to agencies in a satisfactory timeframe	85%	89%
NTPS remuneration and conditions are within the NTPS Wages Policy and Enterprise Bargaining Policy	95%	95%
Strategic Workforce Board Meetings held	4	4
Strategic Workforce Board initiatives / Projects implemented across the sector	80%	39% Completed 61% Underway
NTPS employee perception survey delivered biannually	Yes	Yes
Whole of sector strategic workforce policies and initiatives informed by employee perception survey results	80%	87%
NTPS Employees completing OCPE Employment Leadership and Capability programs	400	599
NTPS employees who identify as Aboriginal	12%	10.8%
Aboriginal employees in Senior Management/Executive	6.5%	4.7%
Grievance reviews finalised within three months	90%	96%
Promotion appeals finalised within six weeks	90%	89%
Disciplinary and inability appeals finalised within three months	90%	N/A*
Special measures reviews of unsuitable findings finalised within five days	98%	99%

^{*} The KPIs were met as a set out above, with the exception of discipline and inability appeals; with a number of matters taking longer than the prescribed 3 months due to its complexity and involvement of external solicitors.

Output Group: Employee and Industrial Relations

Reporting on performance is against outputs identified in the 2022-23 Budget Paper No 3. The specific outputs for this group of activities were:

- Develop and manage employment policies, and provide employment services that ensure all employment legislative requirements are applied
- Ensure Northern Territory Public Sector employees have access to contemporary and sustainable working arrangements, and comply with the objectives of PSEMA
- Provide strategic public and private industrial relations advice and administer the Territory's Long Service Leave Act 1981 and Public Holidays Act 1981.

The ER Division achieved all of the key priorities set for 2022-23 with only the timing of some projects affected by OCPE's employment responsibilities in relation to extended bargaining commitments.

Key Achievements in 2022-23

In 2021-22 new enterprise agreements were negotiated for NTPS General and Jacana Energy, coming into effect in 2022 delivering employees' \$4000 lump sum payment in the first year and \$2000 lump sum payments in subsequent years.

In June 2023, following a change to the wages policy, a determination was signed to grant employees covered by NTPS General to receive to 2% or \$2000 per annum (whichever is greater). The first payment was actioned on 15 August 2023, with further payment of 2% or \$2000 per annum (whichever is greater) due in August 2024. For those employees covered by the Jacana Energy enterprise agreement, the same increases were granted with differing implementation dates.

The ER division also successfully negotiated, and received Fair Work Commission approval, for the following employee groups:

- Northern Territory Public Sector Non-Contract Principals, Teachers and Assistant Teachers' Enterprise Agreement 2021 – 2024
- NTPS Aboriginal Health Practitioner Enterprise Agreement 2022 – 2025
- Correctional Officer (NTPS) Enterprise Agreement 2021 - 2025
- Power and Water Enterprise Agreement 2021 2026.

Employee approval was also received via ballot for a further 4 enterprise agreements. (Approval by the Fair Work Commission was granted early in the 2023-24 financial year).

These agreements included:

- Medical Officers' Northern Territory Public Sector 2021-2024 Enterprise Agreement
- Northern Territory Public Sector Dental Officers' 2022 – 2025 Enterprise Agreement
- Northern Territory Public Sector Nurses and Midwives' 2022-2025 Enterprise Agreement
- Territory Generation 2022-2026 Enterprise Agreement.

The NTPS continues to lead the way with agreements containing contemporary arrangements to provide flexible work options consistent with the Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022. These amendments assist in service delivery requirements, the work unit and an individual's needs. The agreements also contain improved family and community leave provisions providing employees with the access to generous leave provisions when they need it. The new entitlements support our diverse workforce with actions, not just words.

Examples of improved entitlements:

 5 days compassionate leave for a death or illness for immediate family or household member, and 3 days for the death of an extended family member (i.e. aunt, uncle, cousin), or in the case of miscarriage

- improved overtime provisions where overtime worked spans midnight
- improvements for parents (right to return from parental leave on a parttime basis, employer superannuation contributions paid at double the legislated rate during a period of paid Primary Caregiver leave or Special Maternity Leave (stillbirth))
- additional 3 days paid Christmas closedown leave
- kinship obligation leave for First Nation employees
- gender transition leave.

Other achievements include:

Represented the Employer in the Fair Work Commission on general protection, dispute management and unfair dismissal claims.

Responsive delivery of employment advice and practical application of measures for NTPS agencies and employees, undertaken in consultation with unions on various employment related matters.

Organised two information sessions for new employees on the benefits of the union membership facilitated by the CPSU.

Provided advice to support agencies regarding workplace efficiencies and employer best practice on restructuring and major change.

Provided analysis, and responded to federal workplace relations law changes.

Progressed the introduction of a Portable Long Service Leave scheme for the Community Sector.

Priorities for 2023-24

- finalisation of the remaining enterprise agreements
- portable Long Service Leave for the Community Services Sector
- review of the Northern Territory Long Service Leave Act 1981
- review of instruments to ensure contemporary and efficient practices across the NTPS
- implementation of changes to ensure compliance with the Fair Work Legislation Amendment (Secure Jobs Better Pay Act) 2022.

Output Group: Strategic Workforce Planning and Development Division

Reporting on performance is against outputs identified in the 2022-23 Budget Paper No 3. The specific outputs for this group of activities were:

- Build workforce capability and capacity within the NTPS through development and implementation of workforce planning and development strategies and initiatives, including core capability and leadership development, and the promotion of equity and diversity throughout the NTPS
- Develop and promote strategic workforce initiatives and professional development
- Support agencies to improve Aboriginal employment outcomes, and inclusion and diversity across the NTPS.

The Strategic Workforce Planning and Development Division (SWPD)'s role is to build and grow employee capability in the NTPS workforce, focusing on core capability and leadership development, and to deliver organisational and workplace culture initiatives and projects that are contemporary, maximise employee engagement, and drive organisational efficiency and effectiveness. The strategic focus is on workforce issues that are shared, common or impact across the sector.

SWPD progressed and delivered on all 2022-23 priorities. This included continuing to drive the implementation of projects from the NTPS Workforce Strategy 2021-2026, including guiding a program of early-in-careers reforms, and helping to steer the development and delivery of a whole sector OneNTG online orientation package.

A new, contemporary Capability Framework, including an innovative and easy to use self/supervisor assessment tool was launched in September.

Key achievements in 2022-23

- embedded a significant team restructure and fully implemented a new strategic management model for the delivery of training and professional development programs
- annual refresh of membership on the Strategic Workforce Board (SWB), with four standard meetings held
- implemented a new process for the SWB membership to review and guide Public Sector Management Program (PSMP) participant's workplace projects as part of their final unit of study
- delivered a new portal on NTG Central to host information about PSMP workplace projects
- partnered with the SWB to deliver a whole sector Recruitment and Attraction Roundtable

- partnered with the Australian and New Zealand School of Government (ANZSOG) and DCMC to deliver an NTG Showcase Day for 85 ANZSOG Executive Master of Public Administration students from across Australia
- Implemented a range of projects and actions from the NTPS Workforce Strategy 2021-2026:
 - launched the new NTPS Capability
 Framework and Capability
 Discovery Tool
 - launched the Executive Leaders
 Development Framework (ELDF)
 and delivered four high quality
 professional development
 programs for executives
 - completed procurement of a career discovery and coaching contract as a product of the ELDF

- co-chaired the NTPS Early-In-Career Reforms Working Group, and partnered with DCDD to deliver a new Graduate Excellence Program, and a new NTPS early careers website
- delivered a whole of sector appropriate workplace behaviours campaign to promote safe, respectful workplaces
- transitioned the Standardised Roles and Recruitment pilot project to DCDD, to be continued as business as usual
- delivered the Standardised
 Workforce Reporting project in
 collaboration with DCDD, including
 the implementation of a
 'Monitoring Organisational Health
 Guide for CEOs'.
- Ongoing implementation of inclusion and diversity workplace culture change initiatives and the EmployAbility Strategy 2018-2022:
 - finalised/concluded delivery of the EmployAbility Strategy and commenced development of a new strategy
 - created and published the Commissioner for Public Employment's Statement of Commitment to Inclusion and Diversity
 - commenced development of the NTPS Mentally Healthy Workplaces Toolkit
 - implemented an annual reporting process for agency Disability Action Plans
 - purchased and facilitated the implementation of a new disability confident recruiter e-learning package, accessible at no cost to all NTPS employees
 - supported the Disability Reference Group to hold two meetings. This forum will be revitalised with the launch of a new NTPS disability strategy

- there were a total of seven
 Disability Employment Program
 (DEP) participants and three
 employees with disability
 supported to undertake NTPS
 traineeships
- days and weeks of inclusion that were commemorated and celebrated by the Commissioner for Public Employment included Harmony Week, International Women's Day, UN Public Service Day, Reconciliation Week, NAIDOC Week, World Mental Health Day, International Men's Day, International Day of Persons with Disabilities, and Darwin Pride Festival.
- Procured a new employee perceptions survey provider and delivered the 2023 NTPS People Matter Survey, including agency briefings on survey results
- partnered with DCDD to develop and deliver the new, online OneNTG Orientation package
- delivered the annual Recognition of Service Milestone project for NTPS employees. In 2022, 57 long serving employees were publicly recognised, including 3 employees recognised for 50+ years of service
- partnered with the Australian Public Service Commission to develop and organise Delivering in Partnership with Government and Community, a professional development program for senior executives from the NTPS and Australian Public Service agencies for delivery in 2023-24
- delivered 24 leadership and capability programs, with 566 participants
- partnered with DCDD Across Government Contracts to review the previous training services panel contract and scoped, procured and transitioned to the new NTPS Training Services Across Government Contract (AGC22-0112) comprising 31 training service providers.

Priorities for 2023-24

- continue driving the implementation of the NTPS Workforce Strategy 2021-2026, and deliver a mid-point review
- implement the Mentally Healthy Workplace Toolkit
- deliver a new disability employment strategy for the NTPS and a targeted recruitment pilot program for people with disability recruitment to mainstream, mid-senior level roles
- implement improvements and reporting dashboards for the NTPS Capability Discovery Tool
- implement the Executive Leader Development Framework coaching panel, and professional development options
- implement actions from the 2023 NTPS People Matter Survey Response Plan
- continue to deliver culture change initiatives and programs to improve NTPS inclusion and diversity work practices
- explore and implement options to replace the Public Sector Management Program
- deliver high-value core capability and leadership development programs, based on agreed critical capabilities. In 2023-24 the focus will continue on customer experience/human centred design, senior executive communication, and positive performance improvement conversations.

Aboriginal Employment and Career Development

Reporting on performance is against outputs identified in the 2022-23 Budget Paper No 3. The specific outputs for this group of activities were:

- Improve Aboriginal employment outcomes
- Lead, support and promote agency and employee engagement to implement the NTPS Aboriginal Employment and Career Development Strategy 2021-25 (AECDS).

The Aboriginal Employment and Career Development Division (AECD) is responsible for implementing and monitoring the NTPS Aboriginal Employment and Career Development Strategy across the sector. The AECDS highlights the government's continuous commitment to growing and developing a strong, highly skilled and capable Aboriginal workforce in the NTPS, which includes a range of programs and initiatives designed to increase and retain Aboriginal employees, develop capability at all levels and focus on whole of career development.

The AECDS builds on the successes of the previous strategy and continues to work towards a global target of 16 per cent Aboriginal employment within the NTPS and 10 per cent representation in senior roles.

Key achievements in 2022-23

- Hosted the annual NTPS Aboriginal employee forum in Darwin in November 2022 with 78 attendees from a range of agencies
- hosted the annual NTPS Aboriginal employee forum in Alice Springs in June 2023 with 72 attendees from a range of agencies
- delivered the Aboriginal Employee Mentor Program (AEMP) mentor and mentee training workshops in Darwin and Alice Springs to 58 mentors and 41 mentees
- delivered the NTPS Aboriginal employee stay survey
- promoted and hosted OCPE events for dates of cultural significance including NAIDOC Week and National Reconciliation Week

- coordinated NTPS initiative for regional NAIDOC events for employees and community
- delivered a 2023 Key Aboriginal and Torres Strait Islander Days of Significance calendar for sector wide use
- coordinated a whole of NTPS NAIDOC event through the NT for NTPS employees
- increased communication and promotion to the Aboriginal Employee Network
- provided support to agencies in the development and promotion of programs and initiatives to increase Aboriginal employment across the NTPS
- all NTPS Agencies have developed an Agency Action Plan aligned to the AECDS key priorities.

Priorities for 2023-24

- continue to drive the implementation of the AECDS
- annual hosting of the NTPS Aboriginal employee forums in Darwin and Alice Springs as well as in a regional and/or remote setting
- · continue to deliver the AEMP
- continue to deliver the NTPS Aboriginal employee stay survey
- ongoing support to agencies in the development and promotion of programs and initiatives to increase Aboriginal employment across the NTPS
- ongoing monitoring of Agency Action Plans to ensure progress is on track and outcomes are achieved
- partner with DCDD to develop the NTPS Aboriginal Cadetship Program and redesign the NTPS Aboriginal Employment Opportunities Register.

Output Group – Public Sector Appeals and Grievance Reviews

Reporting on performance is against outputs identified in the 2022-23 Budget Paper No 3. The specific outputs for this group of activities were:

- Conduct promotion, disciplinary and inability appeals pursuant to PSEMA
- Provide employees with independent review of agency actions and decisions through a flexible, agile and contemporary grievance review process
- Ensure a uniform merit-based employee selection process across the NTPS and champion sustainable special measures recruitment plans.

Public Sector Appeals and Grievance Reviews Division

Public Sector Appeals and Grievance Reviews Division (PSAGR) has 4 main functions:

- conduct promotion, disciplinary, and inability appeals pursuant to sections 59A to 59G of PSEMA
- provide employees with an independent and impartial review of agency actions, inactions and decisions through the grievance review process set out in section 59 of the PSEMA
- provide advice, assistance and education to agencies in the implementation and operation
 of sustainable special measures recruitment plans to promote equality of employment
 opportunity
- develop, administer, and provide education on NTPS Merit Selection policy and procedures.

PSAGR's objective is to enable merit, equity, and fairness to prevail in the NTPS through effective, impartial and independent delivery of its 4 functions.

In relation to its 2022-23 key priorities, PSAGR met all of its objectives with the exception of one, which was the development of an improved whole of government job description template. Following consultation and feedback from agencies on a new draft, it was agreed further development was required on the design concept to ensure greater attraction to the NTPS. This project remains a focus for PSAGR's 2023-24 key priorities.

Key achievements in 2022-23

- Provided high quality face to face education, and training in relation to merit selection and special measures recruitment plans to 984 public sector officers across Darwin, Palmerston, Katherine, Alice Springs and Nhulunbuy and finalised 2493 requests to attend merit selection training online (eLearning)
- provided face to face and virtual information sessions in relation to the new streamlined NTPS Code of Conduct to 698 public sector officers
- through greater innovation implemented online registrations for face to face merit selection training through the MyLearning portal
- provided timely, high quality appeal and grievance handling services for the NTPS

- continued to administer and monitor special measures in the NTPS, including providing advice, education, training and a review function
- finalised 126 section 59 grievances in the 2022-23 financial year (4 remain open at 30 June 2022)
- continued work with agencies to renew special measures recruitment plans in the NTPS to ensure they are contemporary and fit for purpose; and increased engagement with our Aboriginal workforce to ensure accessible pathways for promotion.

Key Priorities for 2023-24

- development and implementation of face to face training in 'Appropriate Workplace Behaviours' and 'Prevention of Sexual Harassment in the Workplace'
- ongoing improvements to ensure best practice pre-employment screening of applicants seeking employment in the NTPS, including a greater emphasis on selection panels verifying tertiary qualifications held by suitable applicants
- work towards agencies adopting standardised job titles across the public service
- continue to identify efficiencies and improvements in merit selection including the development of online tools to assist in the recording of selection decisions
- continue to develop an improved whole of government job description template with greater emphasis on capabilities in line with the NTPS capability framework.

Summary of Disciplinary and Inability Appeal Outcomes 2022-23

Appeal Board Outcomes	Discipline	Inability
Affirm the decision of the CEO	2	1
Vary the decision	0	0
Set aside the decision of the CEO and replace with the PSAB decision	1	0
Settled	0	1
Set aside the decision of the CEO	0	0
Set aside the decision and return the matter to the CEO for reconsideration	0	0
Total finalised	3	2
Withdrawn	1	0
Appeals carried over	3	0

Summary of Promotion Appeal Outcomes 2022-23

Promotion Appeal Board Outcomes	2022-23
Varied by promoting Appellant (Allowed)	0
Decision Affirmed (Promotion Upheld)	14
Set aside and returned to be redone	5
Vacated (promotion cancelled)	0
Total finalised	19
Withdrawn	23
Appeals carried over	2

Reasons for section 59 PSEMA Grievance Reviews 2022-23

Reasons	2022-23
Varied by promoting Appellant (Allowed)	0
Management action or decision	43
Selection decision	51
Application of procedures and policies	2
Application of conditions of service	16
Agency handling of bullying	1
Termination of probationary employment	1
Termination of Executive Contract	0
Bullying	3
Unfair Treatment	13
Total handled	130

Outcomes of section 59 Grievance Reviews 2022-23

Outcomes	2022-23
Agency directed to take/refrain from taking action	6
Agency action confirmed	35
Agency action confirmed with comment from the Commissioner	7
Resolved through PSA&GR involvement	39
Resolved within the agency	0
Being handled by the agency	17
Declined to review (e.g. no jurisdiction, non-employee)	7
Withdrawn	15
Total Finalised	126



Overview

Employee commitment, engagement, and satisfaction are integral to achieving OCPE's operational outcomes. OCPE is committed to a strategic approach to build the capability of our people, and focuses on:

- building a flexible and highly professional workforce
- workforce management and workforce planning strategies
- best practice recruitment, promotion, and retention strategies
- employee engagement
- performance management and career planning
- targeted learning and development opportunities.

Our Values

The NTPS values give us a shared understanding of appropriate behaviours in the workplace, and how we should interact with others in our everyday work. These values underpin how we work in delivering services to Territorians, promote collaboration and professionalism, and guide us in achieving our best performance and setting common expectations across the NTPS for all employees.

Our values are:

- commitment to service
- ethical practice
- respect
- accountability
- impartiality
- diversity.

OCPE Customer Service Charter



Public Sector Principles

Part 1A (sections 5A-5F) of the PSEMA lists the general principles underlying this legislation.

These principles need to be upheld by the Commissioner, agencies, CEOs, and employees of the NTPS.

In 2022-23, OCPE implemented processes to ensure all of the prescribed principles were observed.

The below table provides information on OCPE's observance of these principles.

Public Sector Principle	Action in 2022-23
Administration Management Principle (PSEMA Section 5B)	OCPE provided effective, efficient and appropriate services to the community and government, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity.
Human Resource Management Principle (PSEMA Section 5C)	Workplace diversity and equity is upheld and provides everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures that our employees are treated fairly, reasonably and in a non-discriminatory way.
Merit Principle (PSEMA Section 5D)	OCPE appointments are based on the principles of merit. Employees are capable and competent to perform their duties; having the knowledge, skills, experience, and qualifications required to be successful in their role and having consideration of their potential for future development.
Equality of Employment Opportunity Principle (PSEMA Section 5E)	Implementation of affirmative special measures policy and identifying designated positions has enabled OCPE to eliminate unlawful discrimination while promoting diversity among its workforce.
Performance and Conduct Principle (PSEMA Section 5F)	OCPE champions NTPS values, treating the workforce fairly, equitably, and with proper courtesy and consideration. OCPE officers avoid actual or apparent conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.

OCPE People Matter Survey Update

In OCPE's People Matter Survey results, 100% of respondents told us that their behavior at work is guided by NTPS values. They know their obligations under the Code of Conduct, that their job allows them to use their skills, knowledge and experience, they seek out opportunities to improve their day to day performance, that they believe that work they do is important, they have appropriate levels of autonomy, and they have a clear understanding of how their workgroup contributes to OCPE's goals. OCPE's respondents also told us that they know bullying/sexual harassment is not tolerated and they feel safe to raise complaints and grievances with their manager.

These results are very heartening and demonstrate there is a high level of integrity, commitment, camaraderie and teamwork among employees.

There were large improvements in OCPE people feeling that it is safe to speak up at work, that OCPE listens to recommendations from employees and that senior managers engage with employees. There were minor drops in senior managers providing clear direction, strategy and vision.

Given our sector wide focus on building flexible workplaces it was pleasing to see that 61% of OCPE employees strongly agreed that we have a flexible approach to work with a further 35% agreeing with that proposition.

Staffing Profile

Staff Snapshot as at 30 June 2023

As at 30 June 2023, OCPE had a headcount of 33 employees (equating to 31 FTE), compared with 33 employees (equating to 31.21 FTE) as at 30 June 2021. The headcount includes one graduate trainee.

The below table provides a comprehensive comparison of classifications and FTE from June 2022 and June 2023.

	June 2022	June 2023
Paid Classification	FTE	FTE
EO6C	1	1
EO2C	3	2
EO2	1	0.8
SAO2	4	4
SAO1	8.6	8.8
AO7	5.6	7.17
AO6	1	1
AO5	0.5	0.5
AO4	4.51	3.83
AO3	1	0.9
GRADUATE TRAINEE	1	1
SCHOOL BASED APPRENTICE	0	0
TOTAL	31.21	31

Equal Employment Opportunity

Diverse Workplace

OCPE strives to reflect a gender balanced and diverse workplace. The below table shows the staff equity and diversity statistics at 30 June 2022 and 30 June 2023.

	2022		2023	
People who identify as:	Headcount (33)	% of workforce	Headcount (33)	% of workforce
Female	29	87.88	28	84.85
Male	4	12.12	5	15.15
Non Binary	0	0	0	0
Aboriginal	9	27.27	8	24.24
CDB*	0	0	0	0
CALD*	0	0	0	0
Disability	3	9.09	5	15.15

^{*} Cultural background definitions and counting methodology were updated in October 2021.

Disability Action Plan

OCPE's goal is to attract, support and retain the best staff we can. In 2022-23 we are committed to implementing further actions as part of our Disability Action Plan. If an employee identifies as having a disability, OCPE will provide them with the support they need to participate as fully as any other staff member while contributing and developing to their full potential.

Special Measures Recruitment Plan

OCPE remains committed to increasing Aboriginal employment across the NTPS. On 1 October 2020 OCPE committed to a further four year Special Measures recruitment plan. The OCPE Special Measures recruitment plan prioritises Aboriginal applicants across all advertised vacancies and identified all positions within the AECD for Aboriginal applicants only.

Aboriginal Employment and Career Development

OCPE leads, supports and collaborates with agencies to build an agile, capable, engaged and diverse workforce including driving the AECDS for the NTPS. At the end of 2022-23, Aboriginal staff represented 24.24% of OCPE's workforce. OCPE continues to grow and develop Aboriginal employment through initiatives such as:

- Utilising the special measure 'Priority Consideration and Preference in Selection' to all OCPE advertised positions
- Promoting days of cultural significance
- Identifying and addressing barriers to career development and progression
- Providing leadership development opportunities to existing Aboriginal employees.

Flexible Work Arrangements

OCPE recognises and acknowledges the importance of providing employees with the flexibility and assistance they need to successfully balance their professional work life with their personal commitments.

There were 6 Flexible working arrangements negotiated/re-negotiated in 2022-23:

- One employee who worked part-time
- One employee with a Work From Home arrangement
- Two employees with TOIL arrangements
- Two employees who worked compressed hours.

Performance Management

The process of giving and receiving feedback and identifying learning and development needs is an essential element of achieving outstanding performance and ensuring OCPE's goals and objectives are achieved effectively.

Performance feedback is provided to all OCPE employees on a regular basis with 97% of employees having a formal performance agreement in place.

Professional Learning and Development Framework

OCPE supports relevant professional development and training for employees that will benefit OCPE and the NTPS. The aim is to increase productivity, improve performance, and enhance job satisfaction and career opportunities.

Employment Instructions

Under PSEMA, Employment Instructions provide direction to agencies on human resource management matters. OCPE complied with its obligations under each Employment Instruction throughout 2022-23.

Health and Wellbeing

OCPE is committed to the health and wellbeing of all employees and offered activities and initiatives such as the Employee Assistance Program. OCPE also promoted discounted health insurance and 7 employees participated in the flu vaccination program in 2022-23. Staff raised social club funds that went towards Christmas party celebrations.



Boards and Committees

Management Board

The OCPE Management Board has a critical role in ensuring effective performance and accountability by monitoring quality control systems and, where necessary, implementing corrective action to improve systems and performance including monthly updates on the following topics:

- budgets and finance
- human resources activity
- information and records management
- governance and risk
- workplace health and safety
- information technology and website updates.

Management Board decisions are conveyed at staff meetings, conducted at whole of office and business division levels.

The board met 12 times during 2022-23.

Members	Role	Job Title
Vicki Telfer PSM	Chair	Commissioner
Libby Doney	Member	Senior Director, SWPD
Rachael Dunn	Member	A/Senior Director ER
Ursula White	Member	A/Director AECD
Courtney Mabey	Member	A/Senior Director PSA&GR
Megan Townsend	Member	Principal Advisor to the CPE
Matthew Young	Member	A/Director Governance, Information and Reporting (DCMC)
Robert Csar	Member	Director Corporate Services / Chief Financial Officer (DCMC)
Samantha Gill	Member	HR Business Partner (DCDD)
Lisa Pratt	Secretariat	Executive Assistant (OCPE)

Strategic Workforce Board

The SWB was established as a recommendation from the NTG's A Plan for Budget Repair Report (released in April 2019). However, the life of the SWB extends beyond the recommendation to provide the NTPS with a future focused, whole of sector approach to managing strategic workforce risks.

The SWB oversees and directs initiatives related to:

- future workforce
- strategic focus
- core capability development
- workforce reporting
- communication initiatives.

The board met 4 times during 2022-23.

SWPD is the secretariat for this board. There were minor membership changes in 2022-23. The below table details Members as at 30 June 2023:

Members	Role	Department	Job Title
Vicki Telfer PSM	Chair	Office of the Commissioner for Public Employment	Commissioner for Public Employment
Nicole Hurwood	Member	Territory Families, Housing and Communities	Deputy Chief Executive Officer
Lisa Watson	Member	Department of Corporate and Digital Development	Deputy Chief Executive, Corporate Services
Karen Vohland	Member	Department of the Chief Minister and Cabinet	Senior Executive Director, Corporate Services, Strategic Communications and Engagement
Leonique Swart	Member	Department of Attorney- General and Justice	Deputy Chief Executive Officer
Tracy Clark	Member	Department of Industry, Tourism and Trade	Executive Director, Strategy and Partnerships
Joanne Norton	Member	Department of Health	Deputy Chief Executive, Sector and System Learning
Romane Abell	Member	Department of Education	Executive Director, Education Leadership Culture and Care

Audit and Risk Management Committee

OCPE has a joint Audit and Risk Management Committee (ARMC) with DCMC and the Department of Treasury (DTF).

The ARMC provides independent and objective advice to the Commissioner and CEOs of DCMC and DTF on the effectiveness of the agencies' risk, control and compliance frameworks, and their financial reporting management and outcomes.

It comprises five members – two are independent of the agencies (one of which is Chair) and one member from each of DCMC, DTF and OCPE. The OCPE Representative is Ursula White, Director, AECD.

The ARMC has a formal charter under which it is responsible for undertaking the following functions on behalf of the Commissioner and CEOs:

- a) monitor and advise on strategic and operational risk management frameworks
- b) through internal audit and other reporting, review the adequacy of the internal controls, which may include requesting specific reviews from time to time
- c) review the adequacy of, and make recommendations on, the corporate governance framework in the context of managing strategic risk
- d) with a risk based lens, review annual reports including annual financial statements, and other public accountability documents of the

- agencies as requested by the Commissioner and CEOs, to provide independent feedback prior to document approval by the Commissioner and CEOs
- e) monitor the internal audit function, including review and endorsement of the annual internal audit plan and review of the follow up logs at each meeting
- f) monitor the Northern Territory Auditor-General's audit program for the agencies including follow up logs at each meeting
- g) review assurance activities related to procurement governance practices
- h) within the context of the committee's purpose, undertake any other functions determined from time to time by the Commissioner and the CEOs.

The committee met 4 times during 2022-23, with key achievements including:

- monitoring the implementation of the Shared Services Internal Audit Plan 2022-23
- monitoring the implementation of recommendations relating to internal and external audit findings
- review and endorsement of the shared services Risk Management Framework
- review and endorsement of the DCMC Gifts and Benefits policy and Conflicts of Interest policy
- endorsement of the shared services 2023-24 internal audit plan.

Freedom of Information Requests

All public sector organisations, including OCPE and its staff, are required to comply with the *Information Act* 2002 (the Act). Under a shared services arrangement, DCDD provides and manages the governance of the Act for OCPE.

During 2022-23, there was 1 application made for freedom of information. There were no privacy complaints made to the Information Commissioner for OCPE.

External and Internal Audit

Under shared services arrangements, the governance unit of DCMC undertakes the internal audit function for OCPE. During 2022-23, 4 internal audits were completed. These include:

Internal audit / investigation	Terms of Reference or focus
Agency Accountability Audit	Identify all best practice (fit for purpose) and actual elements of agency accountability frameworks; and review actual against best practice and determine any gaps or opportunities for improvement.
People Matter Survey 2021 Performance Management Systems Review	Review the agency's response plan developed as a result of the 2021 People Matter survey outcomes and recommend opportunities for improvement that can be practically implemented to support the continued delivery of identified strategies for each agency.
Value for Territory (VFT) annual assurance program for the 2022 calendar year	To assess compliance with the obligations set out under the VFT assurance program, which arise from the <i>Procurement Act 1995</i> , Procurement Regulations, Procurement Governance Policy and Rules and the Buy Local Plan.
Travel Compliance Audit	To assess the agency's compliance with elements of the NTG Travel Policy Framework, and other relevant policies and guidelines.

All recommendations and agreed actions arising out of the internal audit function are monitored by the ARMC and reported to the Commissioner.

Workplace Health and Safety Committee

DCMC, OCPE and DTF have a combined Work Health and Safety (WHS) Committee, which is established under shared services arrangements. The committee provides advice to the Commissioner and CEOs DCMC and DTF, through agency management boards, on WHS issues to facilitate the health and safety of employees and clients in the workplace.

The OCPE committee representative is Rachael Dunn, Acting Director, Employee Relations Division.

The committee has governance oversight of WHS obligations under the Work Health and Safety (National Uniform Legislation) Act 2011, including:

- advising the Commissioner and CEOs on the establishment, maintenance and monitoring of WHS programs, measures and procedures in the workplace
- developing and maintaining a WHS management system incorporating policies and programs in accordance with relevant legislation
- promoting a culture of responsibility and accountability for personal health and safety in the workplace
- ensuring WHS issues are considered in the planning and implementation of any major workplace changes or new work processes
- information sharing and coordination relating to the strategic, cross-government WHS reform context, and
- training of first aid and fire warden office holders.

The committee met 3 times during 2022-23. Key achievements include:

- six monthly updates of the Workplace Assessment using the updated assessment checklist
- committee review of the Mentally Healthy Workplace session information to be rolled out across NTPS
- commenced design of a new WHS induction video for employees
- regular, appropriate and documented risk and incident notification, reporting and management across the three shared service agencies, with escalation of identified WHS notifications to the relevant management body where required
- centralisation of all Personal Emergency Evacuation Plans (PEEPs) for three agencies
- completion of OCPE Cyclone plan for the 2023-24 cyclone season.

Boards and committees on which OCPE is represented

National

- Public Service Commissioners' Conference
- National Public Sector Industrial Relations (Directors) group
- Senior Officials Group for Industrial Relations

Northern Territory

- CEO Coordination Committee
- CEO Champions of Inclusion Committee
- ARMC (DCMC, OCPE and DTF)
- Strategic Workforce Board
- Executive Remuneration Review Panel
- Information Governance Committee
- NT Emergency Management Council
- CFO Forum (a shared service representative attends on OCPE's behalf)
- Public Sector Consultative Council

Legislation Administered

As per the Administrative Arrangements Order 2023 for OCPE.

- Annual Leave Act 1981
- Correctional Officers Arbitral Tribunal Act 1950
- Long Service Leave Act 1981
- Police Administration Act 1978 (Part III)
- Public Employment (Mobility) Act 1989
- Public Holidays Act 1981
- Public Employment (Mobility) Act 1989
- Public Sector Employment and Management Act 1993

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