

Office of the  
**Commissioner for  
Public Employment**

# State of the Service Report

2022-2023

**Customers  
at our centre**

**Valuing our  
employees**



## Purpose of the Report

Under section 18(1) of the *Public Sector Employment and Management Act 1993* (PSEMA) the Commissioner for Public Employment (the Commissioner) is responsible for giving an account of human resource management in the Northern Territory Public Sector during the financial year and this is done through the State of the Service Report. The Commissioner is also required under section 18(1)(d) of PSEMA to report to the Minister on those matters specified in section 28(2) in so far as they relate to the Commissioner's Office. This is provided in the Office of the Commissioner for Public Employment Annual Report 2022-2023.

## Acknowledgement

The Office of the Commissioner for Public Employment (OCPE) 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 and their ongoing culture.

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# Letter to the Minister

The Honorable Paul Kirby MLA  
Minister for Public Employment  
GPO Box 3146  
Darwin NT 0801

Dear Minister Kirby

## State of the Service Report 2022-2023

In accordance with section 18 of PSEMA, I present to you the State of the Service Report 2022-2023 (the Report) for the Northern Territory Public Service (NTPS).

The report is divided into six sections, meeting the requirements of section 18 of PSEMA. This report assesses human resource management practices across the NTPS, including the extent to which agencies comply with the principles of human resource management, and performance and conduct, as prescribed by PSEMA.

The report draws on a range of information sources, primarily an Agency Reporting Survey in which Chief Executive Officers (CEOs) are required to critically analyse and report on the application of human resource management processes within their agencies.

CEOs report their agencies have established processes to ensure the observance of the human resource management principle and the performance and conduct principle. I can report that no significant breaches or evasions have been detected or brought to my attention.

It is a requirement of section 18(4) of PSEMA that you lay a copy of this report before the Legislative Assembly within six sitting days of its receipt.

Yours sincerely



Vicki Telfer PSM  
Commissioner for Public Employment

1 September 2023

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# Commissioner's Foreword

I am pleased to present the 2022-2023 State of the Service Report for the Northern Territory Public service (NTPS).

The State of the Service is my annual report to the Minister for Public Employment on human resource management of our sector consistent with the *Public Sector Employment and Management Act 1993* (PSEMA).

This State of the Service Report outlines our NTPS – who we are and what we do. It provides information on how we meet our obligations under PSEMA.

The community trusts the public sector to keep people safe, help grow the economy and provide high quality service. We enable the institutional arrangements that enable society to function in an orderly way and business to operate.

As public servants we are the guardians of the rule of law and provide security to citizens through a well-functioning police service, courts and correctional services. We step in when there is market failure or when NT citizens are missing out on services provided by the private sector in other states.

Its proper functioning is essential to the future prosperity and security of all Territorians and successive governments require the NTPS to perform efficiently and effectively in order to fulfil their responsibilities.

Our NTPS builds public value. Public value is important for several reasons as it promotes 'common good' by creating benefits that are equitably accessible to all members of the public. In prioritising public value, governments ensure that everyone has access to essential services and resources. Public value helps build public trust in government by demonstrating that government actions are in the interest of the public. By creating value for citizens, governments can enhance their legitimacy and credibility, and foster a sense of shared responsibility for the well-being of society. The public sector's role in this cannot be emphasized too highly. We are also accountable to the community.

The PSEMA enables public trust. It outlines the principles that underpin the public service including that employment is based on merit, equality of employment opportunities, and that performance and conduct of employees is impartial, professional, that our employees act with integrity and use public resources efficiently and effectively.

The public sector needs safe workplaces and diverse, inclusive teams. It deserves high-performing leaders, and agile, capable and engaged employees.

## **Focus of this year's Report**

This year's Report has a major focus on the findings of our 2023 People Matter Survey. This survey is conducted every two years. The main purpose of the survey is to understand how our employees feel about the workplace: their job, their managers and their organisation. This information gives insights into how engaged NTPS employees are, how satisfied they are in their jobs and what drives engagement in each organisation. This helps us to do more of the activities that make great workplaces, and guide us on where we need to make changes or improvements. The data from

2023 has shown us where we need to focus action.

At the whole sector level, employee engagement remained stable at 64% as did employee satisfaction at 69%. This is a fantastic result in light of all the change and uncertainty experienced across the sector since 2021. It demonstrates the extraordinary resilience of our NTPS employees, and leadership contributions across the NTPS and within agencies to address the issues arising from the 2021 survey.

### **Engagement matters**

Continued focus on engagement is required to ensure retention of our high performing employees. Research tells us that an engaged workforce leads to:

- an improved work culture leading to more positive and productive workplaces
- reduced staff turnover as our employees will want to stay working for the NTPS
- increase productivity as engaged employees are more motivated and committed to their work
- fewer safety incidents.

We also know that employees who have higher levels of engagement build stronger relationships with their colleagues and pay more attention to the needs of their customers. Providing feedback about performance is a crucial aspect of mentorship, coaching, and supervision. The link between feedback and employee performance is evident in the engagement scores.

We also know that higher levels of engagement help build public value and public trust.

### **Other results**

In other results from the survey there was a notable improvement (by 12 percentage points) in this year's whole of sector results for the percentage of employees agreeing with the statement 'Bullying and sexual harassment is not tolerated in my organisation'. There was also a 3% decrease in the number of employees who reported experiencing bullying. This can be directly linked to actions taken under the 2021 whole of sector Response Plan to address the issue of inappropriate behaviours in the workplace i.e. release of a modernised NTPS Code of Conduct; new Policy for the Prevention of Sexual Harassment in the Workplace; delivery of training in appropriate workplace behaviours; and promotion of workplace inclusion.

### **The role of OCPE**

In the end what myself and the Office of the Commissioner for Public Employment do is really simple but crucial to good government: it's to have the right people, in the right place, at the right time to ensure delivery of services and programs to the communities where we live and work. The NTPS builds the public value of the Northern Territory and public trust in government and government institutions. OCPE helps build the capabilities to enable that growth.

### **Thank you**

This is my final State of the Service Report as the Commissioner for Public Employment. In 2019 I was honoured to be appointed as the Commissioner. When I started in the role I knew that I was joining a service that had achieved so much for the community over the years. I recognised that as a public service steward my role was to take the already great NTPS to the next stage and to hand it on to the next Commissioner in even better shape and better able to deliver to our communities and the government.

Being a public servant is a privilege. In putting the interest of our communities first we are in turn trusted to shape our communities. We achieve enduring change for the better. And, by building strong sustainable and thriving communities we grow public value. No other profession gets to do that. My experience here in the Territory is that the crucial and important role of public service at all levels of government is amplified.

I know the NTPS will continue to go from strength to strength and continue to deliver high quality services to our community.

While there is always more to do, it's time to hand the reins over to someone else.

I am confident that the NTPS will continue to deliver to the Northern Territory - a bright future with thriving communities.

**Vicki Telfer PSM**

# Report Overview

Section 18(1) of PSEMA requires the Commissioner to report annually to the Minister on human resource management in the NTPS. Section 18(2) of PSEMA prescribes the matters the report must contain:

- a) the extent to which the human resource management principle and performance and conduct principle have been upheld in the Public Sector during the financial year, including:
  - i) measures taken to ensure they are upheld; and
  - ii) any significant failures to uphold them of which the Commissioner is aware;
- b) measures, if any, taken to improve human resource management in the various agencies; the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;
- c) those matters specified in section 28(2) in so far as they relate to the Commissioner's Office;
- d) any other matters prescribed by regulation.

The matters required to be reported on under Section 18(2)(e) above are reported separately, in the OCPE Annual Report.

## Public Sector Principles

The human resource management, merit, equality of employment opportunity, and performance and conduct principles are complemented by the administration management principle. These principles (collectively, the Public Sector Principles) underpin PSEMA as the basis for administrative action, administration of the NTPS, and conduct expected of NTPS employees. They are the essential components of the human relations framework that governs employment in the NTPS.

The Public Sector Principles are designed to support agencies by providing a framework within which each agency can develop the culture and values that best support its operations and achievement of service objectives. A definition of each principle is provided within the body of the report.



# The NTPS at a glance

The background of the slide is a gradient from light pink at the top to white at the bottom. On the left side, there are several overlapping circles of varying sizes, some in light pink and others in white, creating a layered, organic effect. The title 'The NTPS at a glance' is positioned in the upper left area, centered vertically relative to the top half of the slide.

## The NTPS at a glance

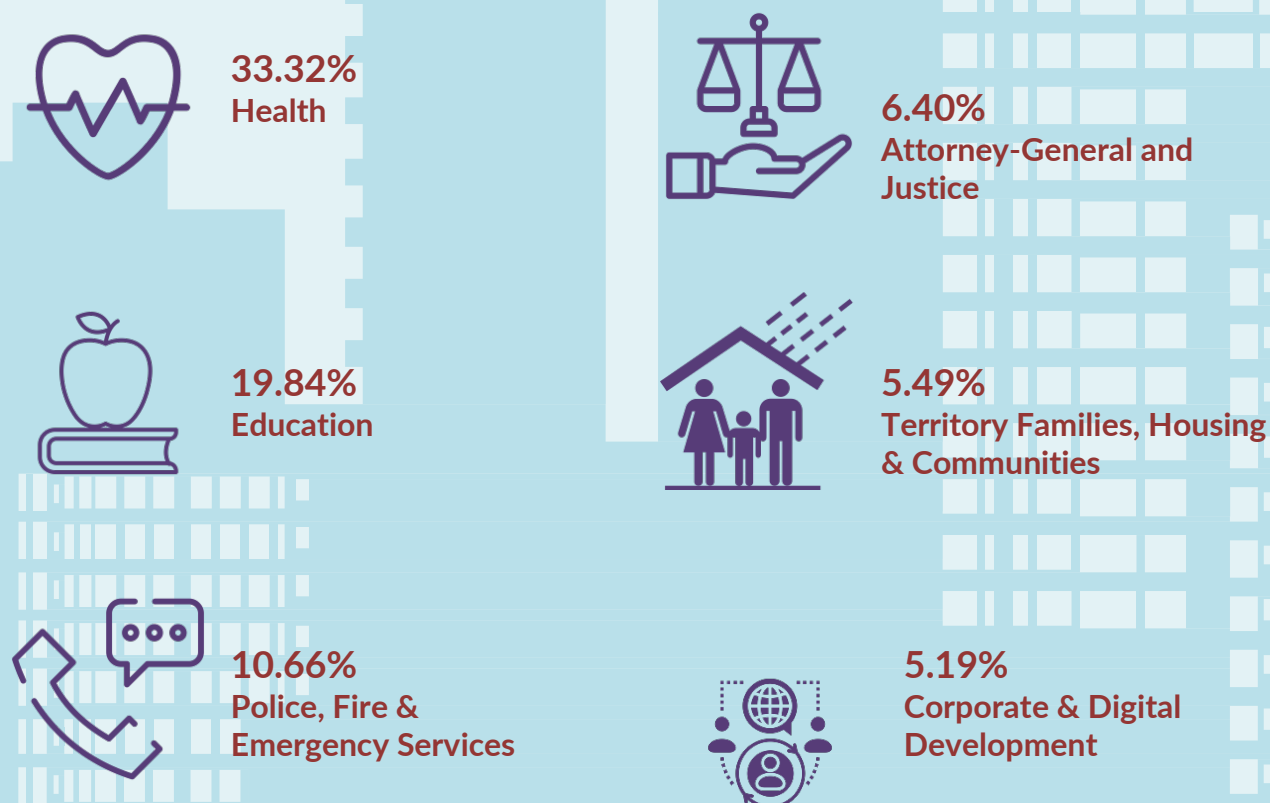
The NTPS is responsible for providing a broad range of government services to the Northern Territory (NT) community: from health to education; transport and infrastructure to environment; family and housing services to police, fire and emergency services; and energy to industry, to name a few.

The NTPS is the largest employer in the NT, employing 24,008 (paid headcount) as at the last pay in June 2023.

For the purpose of this year's report, the figures provided in this chapter use statistical data from 21 agencies. As in past years, the data represented in chapters 3 to 6, referencing the PSEMA principles, is based on survey responses from 19 agencies. The two agencies excluded from these sections are:

1. The Department of the Legislative Assembly. Under section 3(1) PSEMA, the Speaker is the Commissioner for employees of this Department. Matters required to be addressed under section 18 PSEMA are contained within their agency annual report.
2. Aboriginal Areas Protection Authority, which is not an agency for the purpose of PSEMA

Figure 1. Proportion of staff in NTPS agencies providing services across the NT





**4.09%**  
Infrastructure, Planning  
& Logistics



**0.35%**  
Jacana Energy



**3.73%**  
Power and Water  
Corporation



**0.15%**  
Aboriginal Areas  
Protection Authority



**3.55%**  
Industry, Tourism &  
Trade



**0.11%**  
Independent  
Commissioner Against  
Corruption



**2.59%**  
Environment, Parks &  
Water Security



**0.08%**  
Land Development  
Corporation



**2.46%**  
Chief Minister & Cabinet



**0.08%**  
Ombudsman



**0.86%**  
Territory Generation



**0.06%**  
NT Electoral Commission



**0.51%**  
Treasury and Finance

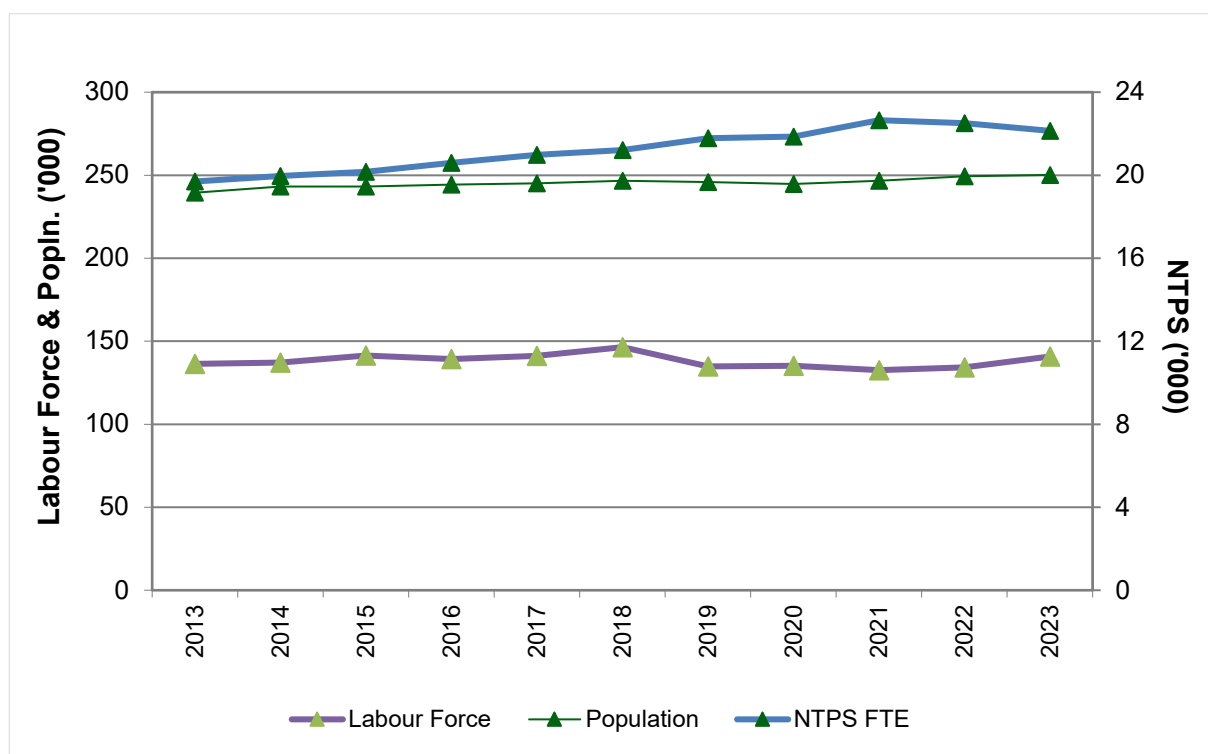


**0.02%**  
Auditor-General



**0.46%**  
Legislative Assembly

Figure 2. Growth in the NTPS, labour force and population: 2013 to 2023



The NTPS population and overall NT labour force increased slightly over the past 12 months. The NTPS FTE continued to decline over the last year, returning to more usual pre-Covid 19 levels as the requirement for surge workforces abates.

Figure 3. Staffing by employment status

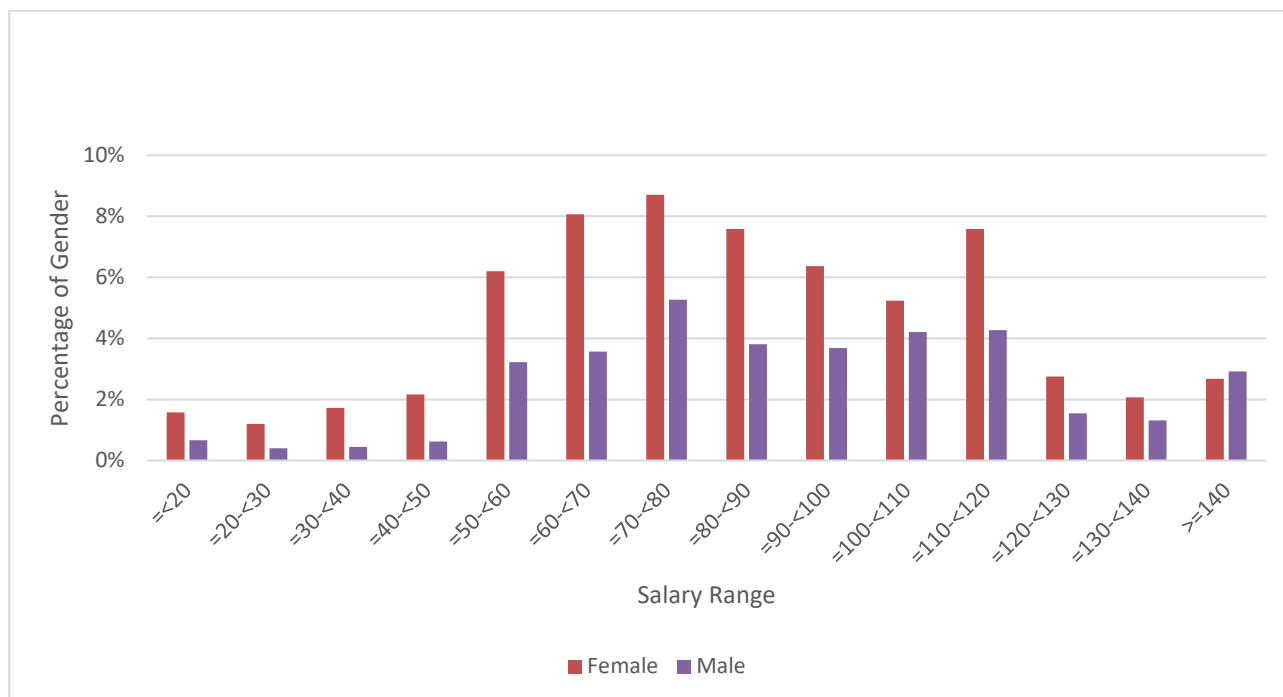
STATUS	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Ten Year % Change
Ongoing	73.4%	71.6%	70.6%	69.5%	69.2%	69.8%	70.3%	71.50%	69.0%	68.5%	70.3%	-4.2% pts.
Fixed Period	22.7%	24.6%	25.6%	26.7%	27.0%	26.7%	26.0%	25.0%	26.7%	28.0%	26.2%	15.3% pts.
Casual	3.6%	3.6%	3.5%	3.5%	3.6%	3.3%	3.6%	3.4%	4.2%	3.4%	3.4%	-4.3% pts.
Misc.	0.3%	0.3%	0.3%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	-78.7% pts.

The percentage of fixed period employees in the NTPS has decreased in the past 12 months consistent with the abatement of the surge workforce implemented as a response to Covid 19, and cyclone and flood emergency measures. Additionally, agencies continue to transition casual and fixed period employees to ongoing employment, creating greater job security.

It is anticipated that the upcoming amendments to the *Fair Work Act 2009* (Cth) creating greater job security for fixed term and casual workers across Australia may impact future figures.



Figure 4. Distribution of male and females in the NTPS by salary level: June 2023



NB: this graph is based on paid headcount, and excludes Executive Contract staff. The figures for this report are calculated based on the number of females and males in the NTPS by salary range as a proportion of the total number. Self-specified persons are represented in the total figures, but are too low a proportion (0.15% overall) to show.

Females continue to represent approximately 64% of the public service. As with previous years, the representation of women to men is greater in all salary ranges below or equal to \$140,000 per annum. In the salary range above \$140,000 per annum the difference in the representation of females to males is less than 1%.

Figure 5. Percentage of employees working full-time vs part-time by gender as a proportion of the NTPS

	Female	Male	Self-Specified
Full-time	53.8%	34.4%	0.1%
Part-time	9.8%	1.9%	0%

NB: Data excludes casual workers. Table based on Paid Headcount.

Of the total number of women, 15.4% work part-time compared with 5.1% of the total number of men who work part-time.

Figure 6. Gender balance of NTPS employees vs NT total employed persons 2023

Gender	NT Total Employed Persons %	NTPS%
Female	48.3%	63.66%
Male	51.7%	36.19%
Self-Specified		0.15%

NB: NTPS data based on paid headcount. NT labour force figures sourced from ABS.

The gender balance represented in figures 5 and 6 are generally consistent with previous years' figures. Again there was a minor decrease (less than 1%) in the number of women working part-time

and minor increase (also less than 1%) in the number of men working part-time. However, this year there was an inverse change of 1% in the percentage of females (increase) and males (decrease) employed in the NT labour force.

## NTPS Gender Pay Gap

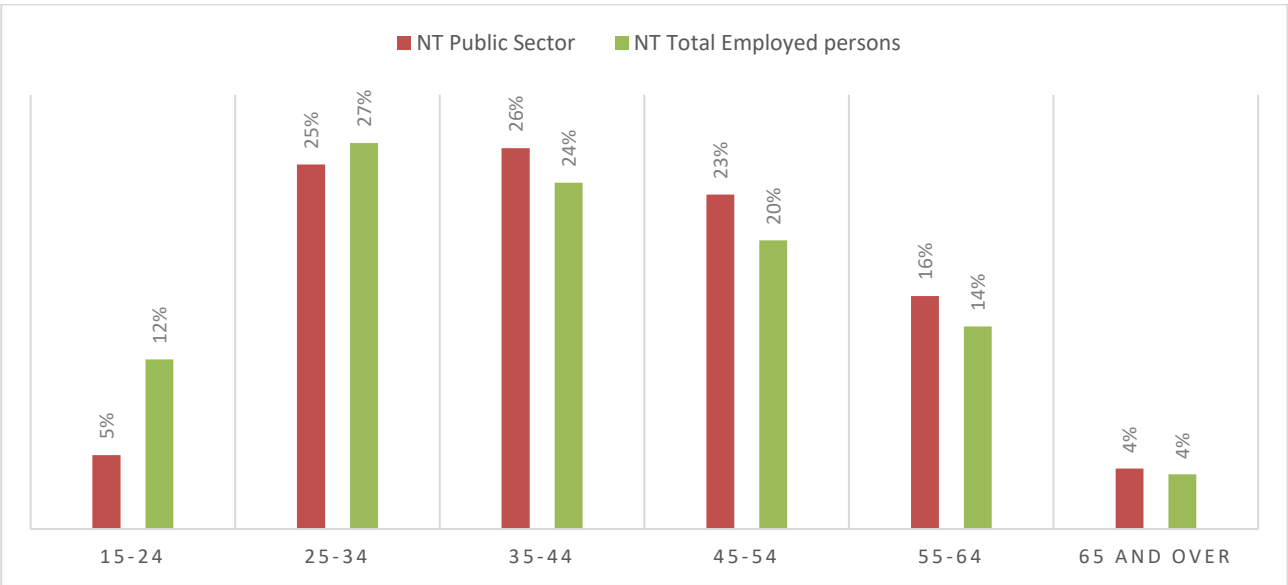
The most recent NTPS gender pay gap audit figures show that the gender pay gap across the NTPS reduced from 5.19% in June 2022 to **4.77% in June 2023**. This is a **0.42% decrease over the past year**. In dollar terms, the wage gap is \$0.05, i.e. for every one dollar (\$1) earned by a male, a female earns on average \$0.95.

Although no direct comparisons can be made, the NTPS gender pay gap of 4.77% is significantly below the figures cited in the November 2022 Workplace Gender Equality Agency statistics for the national Public Sector pay gap, which was 10.6%; and below the total NT labour force, which was 15.6%.

The NTPS is an equal opportunity employer, and remuneration is paid based on classification levels, not gender. Factors that can impact gender pay equality include: women and men working in different industries, the impact of long term leave on earnings e.g. parental leave and carer's leave; and the impact of disproportionate share of unpaid caring and domestic work, which traditionally falls, for the most part, with women.

In the NTPS, employee conditions include access to a range of flexible working arrangements, paid carer's leave, and paid superannuation during parental leave, all of which are key strategies for helping employees balance family responsibilities and work.

Figure 7. Age distribution employed NTPS vs NT total employed persons 2023



NB: NTPS total employed persons is based on Paid Headcount. NT total employed persons numbers are sourced from ABS.

Compared with last year's figures, the number of workers in the NT in each age bracket remained generally stable, with slight variations in the age brackets 15-24 (NTPS down 1%), 25-34 (NT total employed persons up 3%), and 55-64 and 65 and over (NT total employed persons both down 1%).

Figure 8. Location of NTPS officers throughout the NT

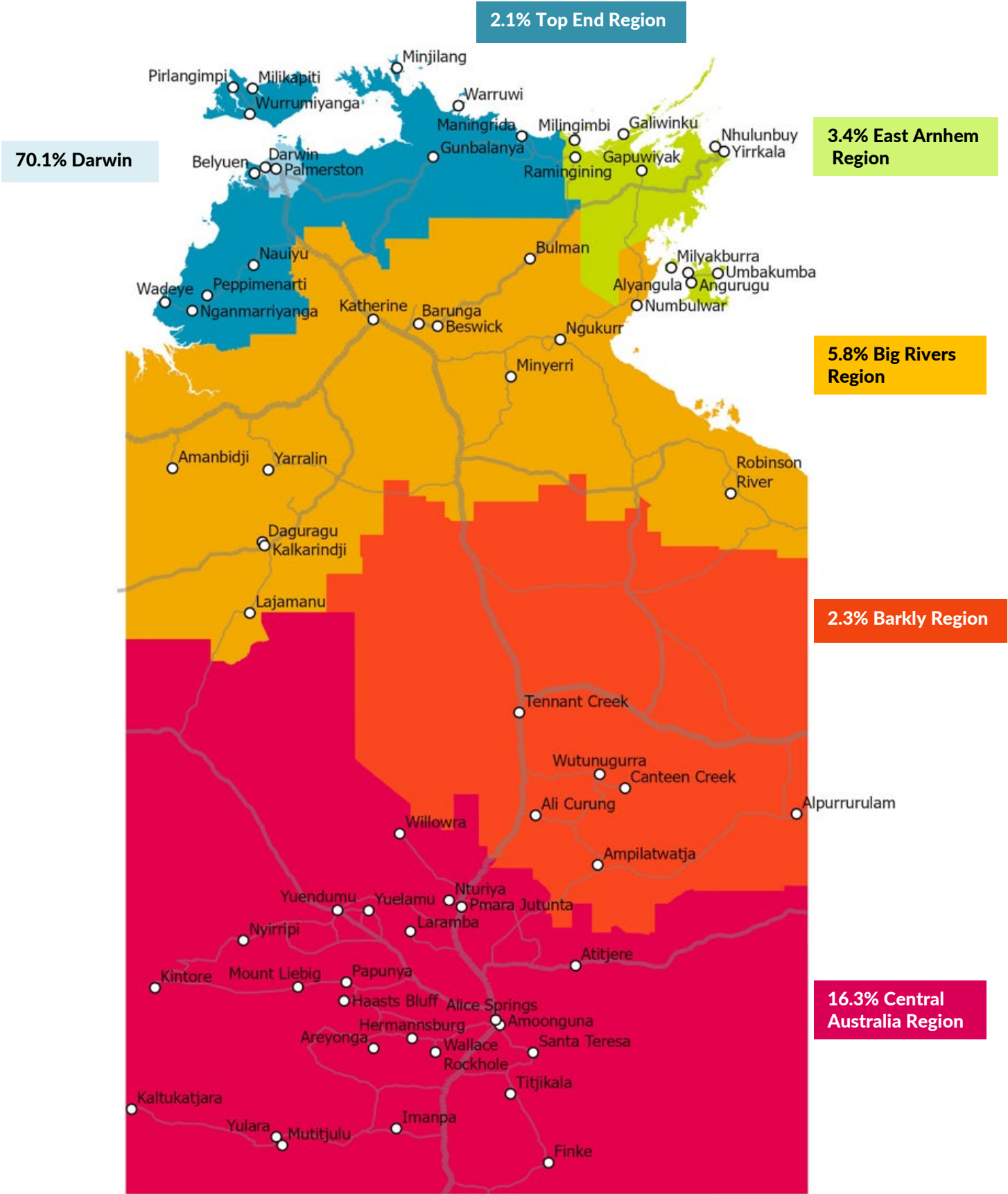


Figure 9. Change in executive contract numbers by classification and gender June 2022 and June 2023

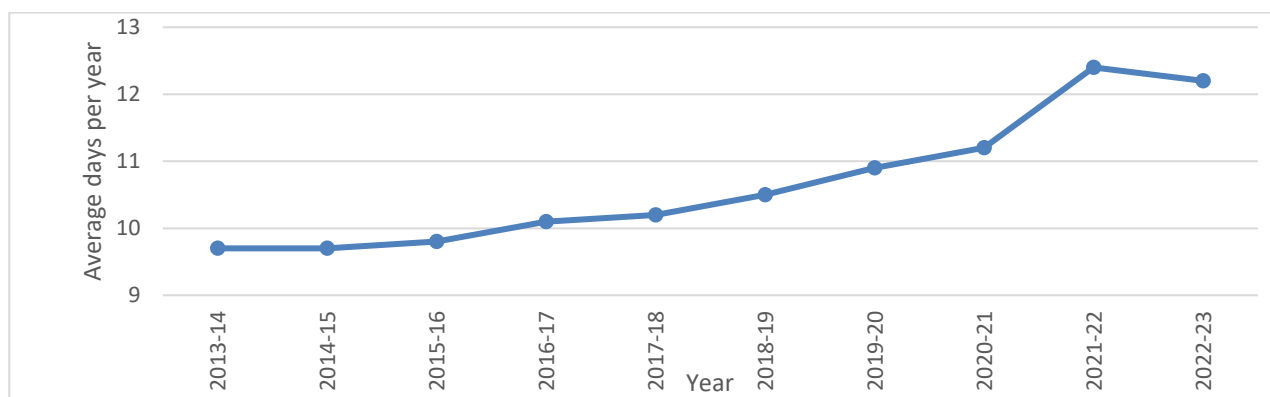
	Women			Men			Total		
	2022	2023	Diff	2022	2023	Diff	2022	2023	Diff
<b>Administration</b>									
Executive Contract Officer 1	103	105	2	98	101	3	201	206	5
Executive Contract Officer 2	82	100	18	77	75	-2	159	175	16
Executive Contract Officer 3	16	20	4	24	26	2	40	46	6
Executive Contract Officer 4	12	14	2	13	11	-2	25	25	0
Executive Contract Officer 5	4	4	0	4	4	0	8	8	0
Executive Contract Officer 6	6	5	-1	6	7	1	12	12	0
<b>Sub-Total</b>	<b>223</b>	<b>248</b>	<b>25</b>	<b>222</b>	<b>224</b>	<b>2</b>	<b>445</b>	<b>472</b>	<b>27</b>
<b>Education*</b>									
Contract Principal 2	27	7	-20	13	0	-13	40	7	-33
Contract Principal 3	12	5	-7	1	0	-1	13	5	-8
Contract Principal 4	1	0	-1	3	2	-1	4	2	-2
Contract Principal 5	3	0	-3	2	0	-2	5	0	-5
<b>Sub-Total</b>	<b>43</b>	<b>12</b>	<b>-31</b>	<b>19</b>	<b>2</b>	<b>-17</b>	<b>62</b>	<b>14</b>	<b>-48</b>
<b>Police</b>									
Commissioner	0	0	0	1	0	-1	1	0	-1
Police Contract Officer	2	3	1	11	11	0	13	14	1
<b>Sub-Total</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>12</b>	<b>11</b>	<b>-1</b>	<b>14</b>	<b>14</b>	<b>0</b>
<b>GOCS^</b>									
Executive Contract Manager	7	7	0	20	13	-7	27	20	-7
<b>Sub-Total</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>20</b>	<b>13</b>	<b>-7</b>	<b>27</b>	<b>20</b>	<b>-7</b>
<b>TOTAL</b>	<b>275</b>	<b>270</b>	<b>-5</b>	<b>273</b>	<b>250</b>	<b>-23</b>	<b>548</b>	<b>520</b>	<b>-28</b>

NB: this table is based on paid headcount (staff with an FTE greater than 0)

\* In 2021-2022 a new ongoing (non-contract) principal classification was introduced, with contract employees in the principal classifications having the option of transferring to a non-contract principal classification.

^ GOCS: Government Owned Corporations include Jacana Energy, Power and Water Corporation and Territory Generation

Figure 10. NTPS average personal leave days taken per employee 2012-2013 to 2022-2023



Personal leave includes leave taken because the employee is sick or injured (sick leave); or to



provide care or support to a member of the employee's immediate family or household who is sick or injured, or because of an unexpected emergency affecting the member (carer's leave).

NTPS employees' personal leave accumulates during periods of continuous service, generally accruing at a rate of up to three weeks of paid personal leave each year for ongoing employees. Part-time employees accrue personal leave on a pro-rata basis; and casual employees receive up to two days unpaid leave for each occasion needed to provide care.

**Figure 11. NTPS average personal leave days taken per employee by stream 2022-2023**

Stream	Females	Males	Self-Spec	Total
Administrative	13.3	10.9	13.0	12.6
Health Workers	10.6	8.1	4.9	10.0
Physical	10.1	8.3	18.1	9.3
Professional	11.2	10.8	7.4	11.0
Teaching	12.8	11.3	6.4	12.4
Technical	13.0	11.3	9.2	11.7
Uniformed	24.2	15.6	12.8	17.8
<b>Total</b>	<b>12.8</b>	<b>11.5</b>	<b>11.3</b>	<b>12.3</b>

NB: this table is based on FTE

Overall, there was a minor decrease in the number of average personal leave days used in the last year.

The uniformed stream had the greatest variation between females and males in the average number of personal leave days taken, a difference of 8.6 days.

**Figure 12. NTPS average carer's leave days taken per employee by stream by gender 2022-2023**

STREAM	Females	Males	Self-Spec	Total
Administrative	2.0	1.4	1.7	1.8
Health Workers	1.0	0.9	0.0	1.0
Physical	0.9	0.6	1.4	0.8
Professional	1.6	1.5	3.2	1.5
Teaching	2.0	1.5	0.0	1.9
Technical	1.5	2.0	1.4	1.9
Uniformed	2.1	1.7	2.4	1.8
<b>Total</b>	<b>1.7</b>	<b>1.4</b>	<b>1.7</b>	<b>1.6</b>

NB: this table is based on FTE

The above table shows the average number of personal leave days used by employees to provide care or support to a member of the employee's immediate family or household who is sick or injured, or because of an unexpected emergency affecting the member. These numbers are included in Figure 11.

Figure 13. Representation of EEO groups in the NTPS

Category	June 2013	June 2014	June 2015	June 2016	June 2017	June 2018	June 2019	June 2020	June 2021	June 2022	June 2023	Ten Year % Pts Change
Aboriginal	8.4%	8.7%	9.1%	10.0%	10.5%	10.4%	10.6%	10.9%	10.3%	10.3%	10.8%	28.6%
People With Disability	1.2%	1.1%	1.0%	1.0%	1.0%	1.1%	1.2%	1.3%	1.3%	1.6%	1.6%	33.3%
People from Culturally Diverse Background*	7.1%	8.4%	9.1%	9.8%	10.0%	10.4%	11.4%	12.5%	-	-	-	-
Culturally and Linguistically Diverse*	-	-	-	-	-	-	-	-	14.3%	16.3%	18.0%	-
Women in Senior Management (SAO2 to ECO6)	44.0%	44.0%	46.0%	49.0%	51.0%	51.0%	51.0%	53.0%	53.2%	53.7%	55.6%	26.4%

\* Cultural background definitions and counting methodology were updated in October 2021, therefore comparisons to previous years' data are not possible.

Aboriginal employee representation in the NTPS grew in the last year, as did the percentage of women in senior management, which is a significant achievement when viewed in light of the percentage change over the last ten years.

The percentage of employees that identify as having a disability remained stable at 1.6%, noting that NTPS employees are not obligated to share information on their disability. As has been noted in previous reports, this figure is much lower than the percentage identified in the People Matter Survey, which based on this year's survey data has increased from 4 to 5%.

For more on how the NTPS is working to increase these numbers refer to pages 50 and 51.

Figure 14. NTPS retention, cessation and separation rates 2022-2023

Statistic	Percentage 2022	Percentage 2023	Annual Percentage Change
NTG Turnover	-	21.8%	
<sup>1</sup> Retention Rate	89.2%	91.6%	3%
<sup>2</sup> Cessation Rate	12.57%	12.9%	3%
<sup>3</sup> Voluntary Cessation Rate	15.01%	14.6%	-3%
<sup>4</sup> Separation Rate	30.14%	26.7%	-11%

<sup>1</sup> The percentage of all ongoing employees present at the beginning of a period and still with the agency at the end of the period

<sup>2</sup> Ongoing employees who cease employment (separate) during the period (voluntarily i.e. resign, and non-voluntarily) as a percentage of the total average headcount for the period

<sup>3</sup> Employees who voluntarily cease employment (separate) during the period as a percentage of the total average headcount for the period

<sup>4</sup> Employees who cease employment (separate) during the reporting period (voluntarily and non-voluntarily) as a percentage of the total average headcount for the period

Figure 15. Changes to average NTPS staff employed by agency: June quarter 2022 to June quarter 2023

Agency	Average June Quarter 2022	Average June Quarter 2023	Change over 12 months
Aboriginal Areas Protection Authority <sup>^</sup>	30	34	4
Attorney-General & Justice (+ Corrections)	1360	1 412	52
Auditor General	4	5	1
Chief Minister & Cabinet	492	545	53
Corporate & Digital Development	1161	1 150	-11
Education	4413	4 390	-23
Environment, Parks and Water Security	543	574	31
Health	7955	7 373	-582
Independent Commissioner Against Corruption	25	25	
Industry, Tourism and Trade	740	785	45
Infrastructure, Planning & Logistics	897	905	8
Jacana Energy	77	74	-3
Land Development Corporation	18	17	-1
Legislative Assembly	98	101	3
NT Electoral Commission	11	13	2
Ombudsman	17	18	1
Police, Fire & Emergency Services <sup>^</sup>	2261	2 359	98
Power & Water Corporation	815	820	5
Territory Families, Housing and Communities	1272	1 215	-57
Territory Generation	183	187	4
Treasury & Finance	120	113	-7
<b>TOTAL</b>	<b>22 492</b>	<b>22 115</b>	<b>-377</b>
<p>This Table:</p> <ul style="list-style-type: none"> <li>Shows the annual change in average staffing FTE by agency between the current and previous annual quarter.</li> <li>Shows totals for paid full-time equivalents, including casuals and excluding Board Members, averaged over all pays in the stated quarter.</li> <li>Results are represented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from X.00 to X.49 are rounded down and values from X.50 to X.99 are rounded up.</li> </ul> <p>* Due to rounding, in some instances the results may not total 100%.</p> <p><sup>^</sup> The uniformed police component of NTPFES and the Aboriginal Areas Protection Authority are administered under their own Acts, not under the <i>Public Sector Employment and Management Act 1993</i>.</p>			



# **Measures taken to improve HR practices - contemporary and sustainable NTPS working arrangements**



# People Matter Survey

The People Matter Survey is a key mechanism to monitor the health of the NTPS workforce, as it provides a measure of employee perceptions across a range of strategic workforce priorities that influence organisational effectiveness. Importantly, the survey measures employee engagement within an organisation, a critical factor for organisational success.

## Update of Actions Taken Since 2021

As previously reported, in early 2021 the OCPE conducted the People Matter Survey across the NTPS. The whole of sector survey benchmark report, and agency specific benchmark reports, were published on the OCPE website.

### **Whole of Sector NTPS Response Plan**

Following the release of the survey benchmark reports, a whole of sector NTPS Response Plan was developed in consultation with employees. Over 100 employees provided feedback on the issues identified in the survey and the proposed actions. The final Response Plan was published on the OCPE website. To keep employees informed, updates of actions taken to address the identified issues in the NTPS Response Plan were emailed to all NTPS employees, and published six monthly on the OCPE website.

On completion of the 2023 People Matter Survey, an analysis was undertaken to determine the impact that the 2021 NTPS Response Plan actions had on the 2023 survey results. The results of that analysis were published on the OCPE website (refer to figure 16).

Figure 16.

## People Matter Survey – 2021 to 2023 Summary

There were some identified actions in the 2021 response plan that are linked to improvements in scores for the 2023 People Matter Survey Results.

### Senior Management Communication and Vision

A strong focus was placed on senior managers effectively communicating, particularly around the vision and direction across the agency and managers disseminating this to divisions and teams.

- The design and launch of the NTPS Executive Leadership Development Framework
- Implemented the new Capability Framework which includes 'people leadership' as its own capability.
- Delivered a communications masterclass for senior executives; delivered an executive roundtable workshop focused on ethics, leadership and communication.
- Implemented the Aboriginal Leadership Development and Career Pathways initiative to support NTPS Aboriginal middle managers in growing their own leadership skills.

**Completed  
2021  
Response  
plan actions**

### Feedback and Performance Management

Another focus area was feedback and performance management of employees as it is intrinsically important to the engagement of staff, their discretionary effort and the effectiveness of an organisation.

- The development and implementation of the new Capability Framework, the Capability Discovery Tool and additional resources to upskill managers and employees for effective performance management discussions.
- Ongoing delivery of 'Results through people – getting great performance' training for managers to learn how to constructively address employee performance.
- The implementation and delivery of a whole of sector orientation program which includes essential training modules for all employees.

- 61% of employees agree their manager talks to them about what they are doing well in their performance, which has increased by 3%.
- 49% of employees agree their manager has talked to them about what they could improve in their work, which has increased by 2%. Employees who disagreed with this statement decreased by 3%.
- 56% of employees agree they receive regular and timely feedback from their manager, which has increased by 3%. Employees who disagreed with this statement decreased by 3%.
- 55% of employees agree their manager discusses their career intentions with them, which has increased by 2%. Employees who disagreed with this statement decreased by 2%.
- Scores for employees receiving both formal and informal feedback on their performance have increased by 2%.
- All questions relating to performance conversations have increased by at least 2%.

**Impact to  
2023  
survey  
scores**

### Inappropriate Workplace Behaviours

Bullying and sexual harassment was the third focus area for the response plan as it can have a significant impact on an employee's satisfaction and engagement when experiencing or witnessing behaviours.

- Modernised the code of conduct to include clear language about appropriate workplace behaviours and delivered 23 code of conduct training sessions.
- Released a sexual harassment policy applicable to all NTPS employees; developed and implemented the NTPS mentally health workplace framework.
- Promoted safe and respectful workplaces through a whole sector campaign and posters about expected workplace behaviours and values.
- Provided website information to actively promote workplace inclusion practices.

- 77% of employees agree that bullying/sexual harassment is not tolerated in their organisation which is an increase of 12%.
- Those who experienced bullying decreased by 3% and those who experienced sexual harassment decreased by 1%.
- Formal complaints made about a bullying experience increased by 5%.

## 2023 Framework and Key Indices

The questions used for the 2023 survey were structured around seven strategic workforce priorities that influence organisational effectiveness. An additional index 'Workplace Inclusion and Wellbeing' was developed and included in this survey (refer to figure 17 below).

Figure 17. Organisational effectiveness framework



The perceptions of NTPS employees aligned to these indices were collected as follows:

1. **Capability** – data was collected in relation to employees' perceptions of their skill utilisation; learning and development and performance conversations. There is a well-researched link between the prevalence and application of feedback and performance management. This is intrinsically important to the engagement of staff, their discretionary effort and the effectiveness of an organisation. When agencies are evaluating their effectiveness in delivering services and improving outcomes, the impact of formal and informal feedback and access to development opportunities is a critical link to high performance and superior outcomes.
2. **Employee experience** – data was collected in relation to employees' perceptions of their sense of belonging; health and wellbeing; satisfaction; engagement; purpose; recognition; and bullying and harassment. Employee experience is affected by both external factors and personal ethos, which in turn drive behaviours and outcomes. Understanding and improving the employee experience is critical for the NTPS when operating in a highly competitive environment, along with the current economic climate. An engaging experience will help agencies succeed in attracting and retaining skilled employees. A strong employee experience also drives a strong customer/client experience.
3. **Governance** – data was collected in relation to employees' perceptions of organisational accountability; code of conduct; merit; NTPS values; change management; and work health and safety. Governance encompasses the system by which an organisation operates and includes the mechanisms by which it, and its people, are held to account.

4. **Innovation** – data was collected in relation to employees' perceptions of autonomy in the workplace; and continuous improvement. The NTPS operates in a unique and challenging context, with the drive to identify opportunities to meet budget allocation while continuing to deliver critical public services. This is contingent on the sector's and an individual's ability to transform and collaborate to deliver better public services, i.e. what would an individual's needs be over their lifespan, and how could this be bundled to reduce demand for government services in the long term?
5. **Managers and Senior Managers** - data was collected in relation to employees' perceptions of the way in which their organisation's visions and purpose; integrity and accountability; and communication; are communicated and demonstrated by their organisation's managers and senior managers. This has a direct link to organisational effectiveness, so perceptions of leadership in this regard provide important insights. Managers play an increasingly important role in seeing that an organisation's vision and strategy are executed. Managers are responsible for translating organisational vision into targeted actions and tangible outcomes by providing direction, advice and support to individuals and teams.
6. **Quality Service Delivery** – data was collected in relation to employees' perceptions about the quality and appropriateness of public services being delivered by the NTPS which can provide insight into areas of opportunity.
7. **Workplace Inclusion and Wellbeing** – data was collected in relation to employees' perceptions of inclusion in their workplace; the workplace wellbeing; and the workplace climate which refers to the overall atmosphere, environment, and conditions of the workplace. There is a strong positive link between inclusion and diversity in the workplace, and organisational performance. Workplace wellbeing and climate are contributing factors to employee psychological health and safety at work. While these results provide insight into the wellbeing of a workplace, they do not cover all psychosocial hazards. For this reason, results should be used alongside other data and employee consultation when identifying and addressing psychosocial hazards at work.

## 2023 Key Findings

In May/June 2023, the OCPE conducted the People Matter Survey across the NTPS.

### Employee Engagement

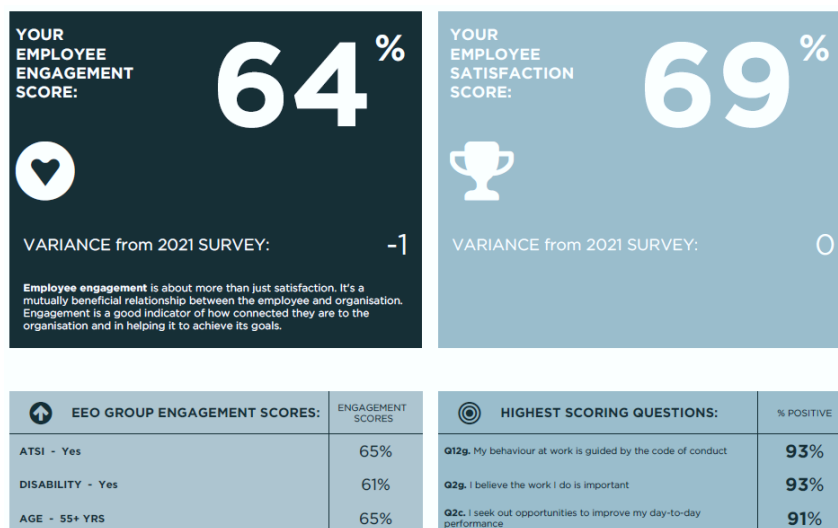
The engagement index used in the People Matter Survey uses employees' perceptions of five key areas to determine an overall employee engagement score; pride, advocacy, attachment, inspiration and motivation. High employee engagement is associated with positive outcomes such as higher productivity, innovation, customer service, lower absenteeism, attrition, and health and safety incidents.<sup>1</sup>

The overall engagement score for the sector in 2023 was 64%. This is in line with the engagement score from the previous survey (2021). This is a fantastic result in light of all the change and uncertainty experienced across the sector since 2021. It demonstrates the extraordinary resilience of our NTPS employees and leadership contributions across the NTPS and within agencies to address the issues arising from the 2021 survey.

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<sup>1</sup> Rayton, B., Dodge, T. & D'Analeze, G. (2012). *The Evidence: Employee Engagement Taskforce Nailing the evidence workgroup*. University of Bath.

Figure 18. Excerpt – 2023 People Matter Survey highlights



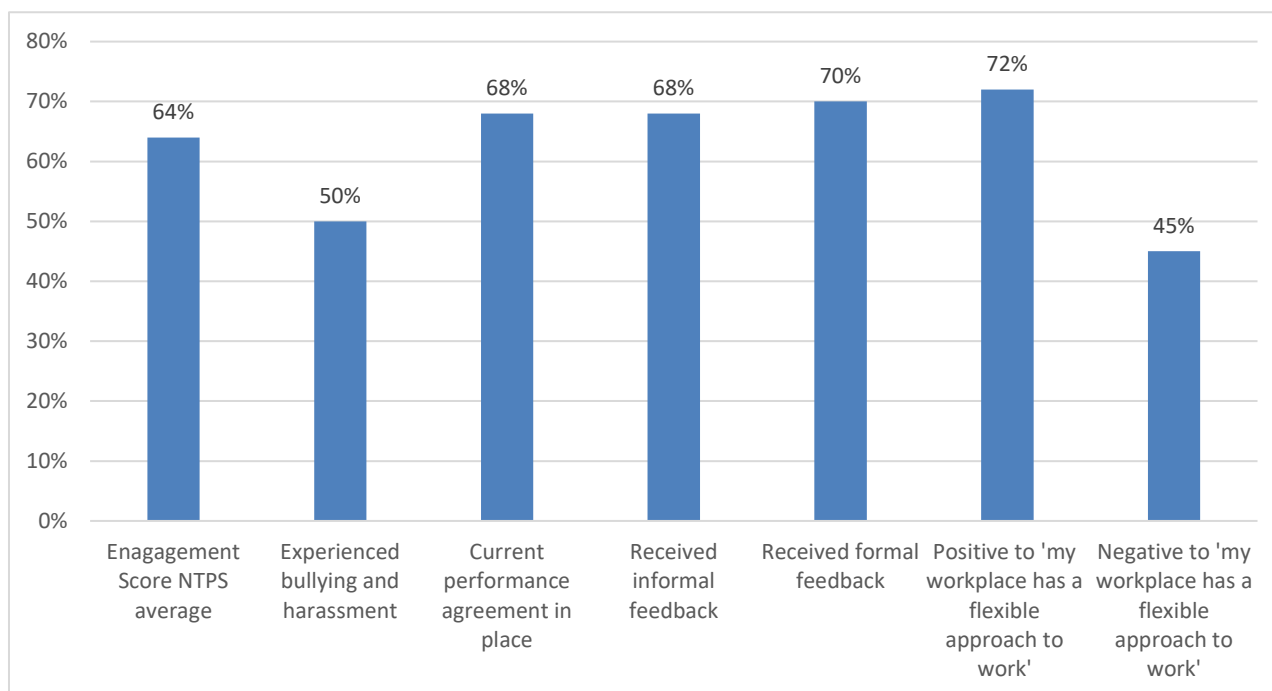
Analysis of the survey results identified a number of key drivers that significantly impact employee engagement.

The key driver with the highest influence on employee engagement across the sector was about employee voice, i.e. my organisation fairly considers recommendations from staff about how we could operate better. Forty-seven per cent of respondents across the sector responded positively to this (noting that it is quite variable across agencies), and 28% were neutral. Employee voice is crucial for organisational success as it helps drive improvement, engagement, problem-solving, inclusion, and effective communication.

Another area impacting employee engagement is senior managers. Perceptions about senior managers provide important insight and have a direct link to organisational effectiveness. There is also a direct link between effective senior management in organisational change, and employee engagement and commitment. Fifty per cent of respondents agree their senior managers effectively lead and manage change, and 56% of respondents agree their senior managers provide clear strategy and direction. Clearly communicating strategy and direction, and delivering effective change management from the top of an organisation builds employee trust, and creates credibility and confidence.

The impact of employee experience against other survey indices can significantly affect employee engagement as demonstrated in figure 19 below. Being able to report engagement by experience can help quantify the impact of certain behaviours in the work place. Interestingly, negative perceptions of the culture of flexible work in an organisation has the most substantial impact on engagement, decreasing almost 20 percentage points from the whole of sector average. Of note, the experience of bullying/harassment is shown to have a considerable impact on employee engagement, decreasing the engagement score by 14 percentage points. The NTPS and agencies can use this data to improve employee experience in the workplace and increase employee engagement.

Figure 19. Impact employee experiences can have on engagement scores



## Bullying and Sexual Harassment

All employees have the right to a safe work environment, and the NTPS is strongly committed to ensuring this is the case. Employees are expected to have high standards of behaviour and conduct at work, and are required to abide by the NTPS Code of Conduct and Values. Bullying and harassment is not tolerated in the NTPS; and there was a significant shift in NTPS employees agreeing with this statement in the 2023 survey results, increasing by 12 percentage points.

As in past years, this year's survey collected employees' perceptions regarding bullying, sexual harassment and for the first time, physical abuse. The method of collecting bullying and harassment data was the same as in 2021 and in line with the best practice models used in other jurisdictions. The survey asked respondents to indicate if they had experienced any or multiple behaviours from a list of 25 options. These behaviours were then categorised as bullying, sexual harassment or physical abuse. This method of asking employees to indicate their experience against behaviours, as opposed to asking direct questions is intended to give a richer, more accurate picture of the experience of employees. The indicative proportion of respondents who reported they had experienced bullying and sexual harassment has remained reasonably consistent over time.

CEOs and employees are expected to call out and address inappropriate workplace behaviour, and avenues for redress must be clear to employees. Employees who receive reports of bullying must understand what they need to do, and be supported in addressing the situation for the individual, and their teams. This was a focus area in the 2021 NTPS response plan, resulting in a decrease in employees experiencing both bullying and sexual harassment in the 2023 survey results.

Figure 20. Percentage of People Matter Survey respondents 2009 – 2023 who experienced bullying

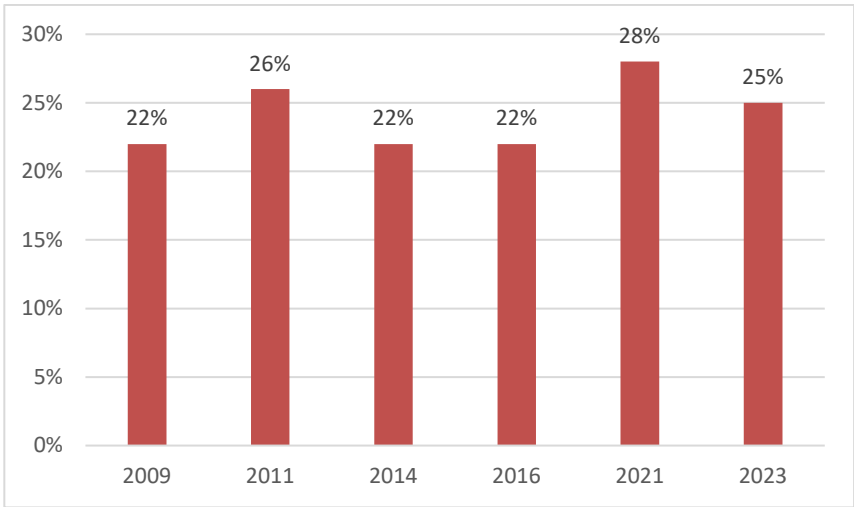
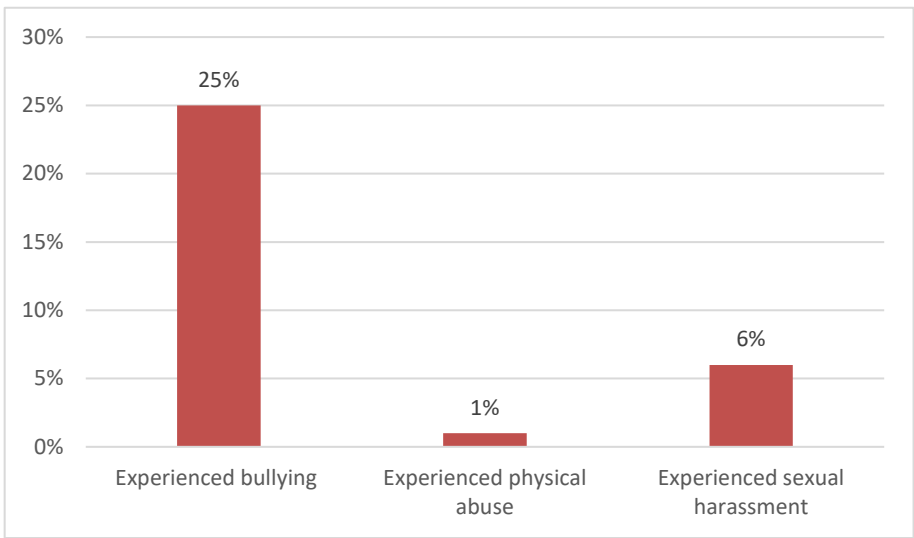


Figure 21. Percentage of 2023 People Matter Survey respondents who experienced bullying, physical abuse and/or sexual harassment



It should be noted, the results relating to bullying and harassment cannot be used as an accurate representation of validated cases of bullying and harassment. Although the definitions of bullying and sexual harassment are provided in the survey, it can never really be known what was in the mind of those who indicated they had experienced these behaviours. It will always be a matter of interpretation by the individual. However, what is understood is that regardless of whether or not respondents are reporting behaviours that would meet the legal definition of bullying or sexual harassment, those who believe they have been bullied and/or sexually harassed will be less satisfied with their job, workplace, manager and agency and as a result, be less engaged and committed.



## 2023 Response plan

Agency CEOs were provided with their agency specific People Matter Survey results to share with their employees, and develop response plans to address their agency specific results. Individual agency benchmark reports have been published on the OCPE website.

Following the release of the whole of sector People Matter Survey results in May 2023, a draft whole of sector response plan was published for employee comment and feedback. Over 100 employees provided feedback on the issues identified in the survey and the proposed actions.

The key areas identified for the whole of sector focus are:

1. **Senior Managers** - Ensuring we have managers who are not just technically proficient, but who have the appropriate 'people' capabilities.
2. **Employee Voice** - By valuing and actively seeking the input of employees, organisations can harness the full potential of their workforce and create a more productive and innovative workplace.
3. **Feedback and Performance Management** - Feedback should be two-way, and provide employees and their managers with opportunities to create better working environments, increase employee engagement and job satisfaction, identify career development and training opportunities; and when necessary discuss job fit and performance improvement.

Targeted whole of sector actions against each of the key focus areas have been developed and will be progressively implemented over the next two years. Agencies are working to develop agency specific response plans, targeting survey results based on their specific agency context and culture. The next whole of sector survey will be delivered in 2025, and will collect and report trend data against the core indices of the survey framework.

The NTPS Response Plan is included at Figure 22, and is available on the OCPE website ([ocpe.nt.gov.au/people-and-planning/employee-survey-and-workforcestatistics/people-matter-survey](https://ocpe.nt.gov.au/people-and-planning/employee-survey-and-workforcestatistics/people-matter-survey)).

Figure 22. 2023 People Matter Survey – Whole of Sector Response Plan

Overview

Employee Feedback

Actions

Senior Managers/Middle Managers

Perceptions about managers provide important insight and have a direct link to organisational effectiveness. For senior managers, clearly communicating strategy and direction, and delivering effective change management from the top of an organisation builds employee trust, and creates credibility and confidence. There is also a direct link between effective senior management in organisational change, and employee engagement and commitment.

50% of respondents agree their senior managers effectively lead and manage change.

56% of respondents agree that their senior managers provide clear strategy and direction.

Managers play an increasingly important role in seeing that an organisation's vision and strategy are executed, and are responsible for translating organisational vision into targeted actions and tangible outcomes by providing direction, advice and support to individuals and teams.

Collectively, managers was a key theme in the feedback from employees with respondents agreeing this is a key focus area and commenting they feel:

- building the capability of both middle managers and senior managers needs to be addressed
- senior managers need to be held accountable for their actions, behaviour and decisions being made
- there is a lack of responsiveness to staff issues or matters being raised and not having the appropriate processes in place for staff to provide feedback or suggestions
- concerned about the skills and capability of managers in leadership positions
- there should be more engagement and recognition of employees

This focus area has been expanded to include both senior and middle managers. Actions have been adjusted to align with feedback provided and focus on development of manager's leadership and capability skills

1. OCPE - Continue to grow the capability of senior managers encouraging transparency, accountability and effective communication through the delivery of masterclasses, executive roundtables and career coaching where various tools such as 360 feedback are available.
2. OCPE - Develop and deliver a package of development programs for senior executives with a focus on large scale change and risk management; effectively communicating strategy and direction; and valuing the diversity of opinions and feedback.
3. DCDD - are currently developing a tool kit for middle managers which will provide information and resources on various topics for those managing people or who want to progress their career.

Employees having a voice

Employee voice is crucial for organisational success as it helps drive improvement, engagement, problem-solving, inclusion, and effective communication. By valuing and actively seeking the input of employees, organisations can harness the full potential of their workforce and create a more productive and innovative workplace.

The key drivers with the highest influence on employee engagement across the sector are *'my organisation fairly considers recommendations from staff about how we could do things better'* and *'It is safe to speak up and challenge the way things are done in my organisation'*.

47% of respondents across the sector responded positively to their organisation fairly considers recommendations about how things could be done better (noting there are slight variances across agencies) and 20% were neutral.

49% of respondents across the sector responded positively to it being safe to speak up and challenge the way things are done in their organisation

Actions that increase the positive responses to employee voice questions will have a high impact on engagement and the discretionary effort of employees.

The issue of employees having a voice was raised in the feedback as being an appropriate area to focus on with employees suggesting:

- they need to feel their concerns or suggestions are being heard
- there is a lack of mechanisms for employees to contribute to discussions or provide feedback or solutions to the way things are done
- they would like to feel safe and supported about speaking up

Feedback responses support the perception that there are limited platforms and processes for employees to speak up and provide feedback or suggestions in their agency. The actions for this focus area will provide agencies with the necessary information and examples of successfully implemented feedback loops so they can adopt a suitable approach for employees to feel safe and heard when providing feedback or suggesting improvements. The delivery of training will permit managers to have the opportunity to increase their capability in receiving and progressing feedback up to senior leaders which will assist in implementation of a feedback loop in the organisation.

1. OCPE - will continue to invite employee feedback on whole of sector strategies and initiatives such as this survey response plan.
2. OCPE - Develop a suite of best practice case studies and resources from agencies and other organisations who have successfully implemented an effective feedback loop. This information will be available to all agencies and it will be strongly encouraged that agencies adopt an approach for employees to have a platform or process to provide feedback or suggestions.
3. OCPE - Deliver training programs for middle managers focusing on influencing up and how to progress employees' feedback up to senior leaders.

Feedback and Performance Management

There is a strong, demonstrated link between the receipt of regular feedback on employees work performance, career development and engagement.

55% of respondents reported having a performance plan in place.

52% reported receiving formal feedback and 77% reported receiving informal feedback.

55% of respondents agree their manager discusses their career intentions

45% of respondents agree their manager appropriately deals with employees who perform poorly.

Critically though, only 49% of respondents reported that their manager had talked to them about what they could do to improve their performance.

In the comments received, it was agreed feedback and performance management should be a focus area for the action plan, with employees stating:

- there is a deficit in dealing with and managing poor performance
- there is limited support for career progression
- importance needs to be placed on providing feedback and completing individual development plans
- expectations on feedback and performance are varying depending on the agency

Unmanaged poor performance can impact many aspects of a team and the working environment. The actions in this response plan are designed to build the capability of managers and provide them with the tools needed to address and comfortably manage employee performance including providing both informal and formal feedback for underperforming and performing employees. The ability to ask for feedback has been added as an action to provide employees with information and empower them to actively seek feedback from their managers.

1. OCPE - Design and deliver an optional add-on session to the *Results through people* program to focus on improving performance and critical conversations with employees.
2. DCDD - to commence phase 4 for online orientation programs: agency specific orientation.
3. DCDD - launch the standardised online myPerformance tool across the sector. This will allow employees to actively contribute to their own career growth and success, and provide managers with the tools to easily record performance discussions and agreements they have with employees.
4. OCPE - An information section about employee responsibilities for performance and development will be added to NTG Central so employees can feel empowered to seek feedback and drive their own development.
5. OCPE - Based on employee and agency feedback, implement improvements to the NTPS Capability Framework and the Capability Discovery Tool.



# Right People, right place, right time

## NTPS Workforce Strategy 2021-2026

The NTPS Workforce Strategy 2021-2026 (the Strategy), the first of its kind for the NTPS, was launched in June 2021. Actions under the Strategy will be implemented throughout its lifetime under the guidance of the Strategic Workforce Board.

The Strategy is designed to guide strategic workforce actions across the NTPS as a means to ensure at the whole of sector level, that we are cultivating and supporting a highly capable, responsive, flexible, sustainable and future focused workforce; putting our customers at the center of all that we deliver for Territorians, and valuing our employees as a means to connect and deliver outstanding public service.

A broad range of tools and systems are being developed and implemented under the Strategy to enable agencies to attract, retain and train their workforce, while continually assessing employee performance to ensure they have and are developing the capabilities currently required and those that may be needed in the future.

Through implementing the Strategy we can develop a workforce that can adapt and flex to undertake work outside of their usual activities, or to train and develop the required skills in others, in emergency situations or otherwise. It will ensure that we are delivering value to Government and Territorians through an efficient, effective and high performing workforce, and that our customers can expect and know they are receiving a consistently high standard of services.

Our employees are at the heart of everything we do, and as such the Strategy is also designed to support them through their employment lifecycle.

The four goals of the Strategy are:

1. ***Delivering excellence***: attracting and retaining the right people in the right place at the right time
2. ***Leadership and culture***: customers are always at the centre of everything we do, and we inspire our employees to excel
3. ***Committed and capable***: growing and enabling our employees
4. ***Planning for our future***: creating a sustainable workforce.

Actions under the Strategy are actively cross-referenced to the whole of sector People Matter Survey Action Plan. The Strategic Workforce Board oversees implementation of the action through the Board's Annual Work Plans.

Although the Strategy is only in its second year, key outputs achieved in the last year include:

### Goal 1 - Delivering excellence

- Launch of the Customer Experience Framework (CS Framework) in September 2022 providing resources for agencies to develop customer charters and design and develop customer focused practices thereby improving customer interactions with the NTPS.
- Launch of the NTPS Early-In-Careers Portal in October 2022, providing a one-stop shop entry point for people looking to commence their careers in the NTPS

- Launch of the OneNTG online orientation program in November 2022 for new and existing employees providing consistent training about NTPS values and expected behaviours, code of conduct, governance process and systems and employment conditions.

## Goal 2 - Leadership and culture

- Launch of the NTPS Statement of Commitment to Inclusion and Diversity in December 2022.
- Launch of the Executive Leaders Development Framework (ELDF) in September 2022. Since its launch, professional development programs for executive leaders have been delivered, including a communications masterclass, two Mini Masters in Business Administration (MBA) programs, and a program on delivering in partnership with community and government. A new NTPS Executive career discovery and coaching panel has recently been finalised to be launched in August 2023.
- Launch of the revised contemporary Code of Conduct in July 2023. Information sessions about the new Code were delivered across the sector from August 2022.
- Implemented the refreshed Appropriate Workplace Behaviours training, which now forms part of the essential suite of training courses to be completed by all new and existing employees.

## Goal 3 - Committed and capable

- Implemented a pilot Performance Management Framework and online tools and resources for use across the sector in September 2022, which enable managers to easily record performance discussions and agreements.
- Implemented the NTPS Mentally Healthy Workplace Framework in 2022, with a range of resources for use by agencies developed for launch in August 2023.

## Goal 4 - Planning for our future

- Delivered the workforce efficiency/effectiveness recommendations from the Budget Repair Strategy and Territory Economic Reconstruction Commission, including implementing a whole of government Strategic Workforce Board and standardised workforce reporting, and introduced standardised roles and recruitment.
- Delivered tools and development options to improve workforce and succession planning across the NTPS, which has been delivered by the Department of Corporate and Digital Development since 2022.

2024 marks the midway point of the Workforce Strategy, with planning currently underway to undertake a mid-way review of the Strategy.

# Agency Workforce Planning

Workforce planning is an important tool for agencies to identify the skills and capabilities required of their workforce to achieve their current and future business needs and service mandates. By connecting workforce and business planning, agencies can ensure their long terms success by understanding their service priorities and needs, workforce challenges, and ensuring they have the right people with the right skills in the right roles to achieve their business outcomes.

Whilst an agency's specific workforce requirements may vary depending on the particular services provided by the agency, there are a range of consistent skills and capabilities required of all employees at the whole of sector level. This is where the NTPS Workforce Strategy 2021-2026 and agency workforce plans interconnect. The five year Strategy is designed to support and complement agency specific workforce plans. The actions from the work plan will deliver broad opportunities for agencies to capitalise on the frameworks, systems and tools to attract, retain, and re-train their employees and support them to achieve the agency's business outcomes.

At the business level, each agency's workforce planning approach and methods will take into account their unique operating contexts and business/service models, requirements, and challenges.

At the sector level, forty-two per cent of agencies have developed a workforce plan aligned to the NTPS Workforce Strategy. Five per cent have a workforce plan that is not aligned to the NTPS Workforce Strategy but is specific to their workforce needs; and another forty-two per cent are in the process of developing or redeveloping their workforce plans.

The two remaining agencies without a documented workforce plan are smaller, statutory agencies operating consistent with their legislative framework. Although they do not have comprehensive workforce plans, they understand and plan for their current and future workforce challenges, risks, and needs. They also make use of the available NTPS workforce tools such as the performance management and capability frameworks, to ensure their employees have the right skills and capabilities to undertake their business requirements.

It is important when reviewing the identified workforce challenges, and capacity and capability gaps that few agencies consider these to be significant gaps impacting service delivery. This is noteworthy, as it suggests that the strategies employed by agencies through their workforce and business planning processes are sufficiently mitigating these risks.

## Identified workforce challenges and risks

Regularly reviewing and revising business planning needs, enables agencies to understand their workforce challenges and risks, and to develop and implement strategies to manage these.

Although the third and fourth ranked challenges swapped places this year, the top four challenges for the NTPS remained constant. These themes are consistent with the challenges being experienced across the nation and a broad range of industries.

The tools and resources available to agencies from the NTPS Workforce Strategy will assist to mitigate some of these challenges.

Additionally, to ensure high levels of employee engagement and job satisfaction, which is key to improving employee attraction and retention, agencies need to review and address matters arising

from their People Matter Survey results.

Figure 23. Workforce challenges and risks (highest to lowest)

RISK	
Highest to Lowest	Item
1	Recruiting appropriately skilled people
2	Skills shortage which impact on agency capability
3	Retaining appropriately skilled people
4	Addressing capability gaps due to a changing operating environment
5	Inadequate resources for changing business needs
6	Loss of corporate knowledge or talent due to retirement
7	Retaining employees with a high potential for success
8	Limited career advancement or mobility options

## Identified capacity (headcount) and capability (skills) gaps

Once an agency understands its workforce challenges, assessments can be made to determine whether the challenges are driven by capacity or capability gaps, or a combination of the two, and strategies implemented to manage these risks.

A capacity gap is a supply issue, meaning there may be a shortage of employees to meet the organisation's demands.

A capability gap is a skills issue, meaning that existing employees may lack the skills, knowledge, and expertise they need to perform their duties successfully and meet the agency's business goals.

The ability of agencies to recruit and retain staff assists with addressing both capacity and capability gaps, as does their ability to mobilise, train and retrain, and reorganise their workforce to meet demands.

## Key capacity (headcount) gaps

The key capacity gaps across the NTPS remained industry specific skilled employees, (such as health, uniformed, teachers, engineers etc.), with policy skills and project management. Front line administration was ranked higher than in previous years.

Figure 24. Key capacity (headcount) gaps identified by agencies (highest to lowest)

Highest to Lowest	Item
1	Industry Specific (includes uniformed, health, teaching, engineering etc.)
2	Project Management
3	Human Resources
4	Policy
5	ICT
6	Frontline Administration
7	Procurement

8	Finance
9	Back Office Administration

## Addressing capacity (headcount) gaps

Agencies reported that they continue to depend on private sector, and intra and inter-jurisdictional recruitment as the top two methods for addressing their capacity risks.

Figure 25. Addressing capacity (headcount) gaps

Method	Percentage of agencies employing method
Intra or Inter-jurisdictional recruitment	68%
Recruitment from private sector	68%
Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study etc.)	84%
Overseas recruitment	47%
We do not have gaps	5%
We are not addressing the gaps	5%

## Key capability (skills) gaps

Industry specific capability gaps have risen to the top of the list of the key capability gaps this year, although HR/IR capability and performance management remained in the top four rankings. This year's figures showed a dramatic shift in the middle rankings.

Figure 26. Key capability (skills) gaps identified by agencies (1 being the highest, to lowest)

Capability Gaps	Ranking
Industry Specific (e.g. Nurse, Lawyer, Teacher, Engineer etc.)	1
Public Administration	2
HR/IR	3
Performance Management	4
Data Literacy and Digital	5
Project Management	6
Governance	7
People Management	8
Financial Literacy	9
Work Health Safety	10
Leadership	11
Policy - Organisational	12
Procurement	13
Policy - Regulatory	14
Cultural Responsiveness	15

Business Management	16
Customer Focus/Service	17
Public Policy	18

## Addressing capability (skills) gaps

The primary methods for addressing capability gaps within agencies remains investing in professional development.

Figure 27. Percentage and type of activities undertaken by agencies to address capability (skills) gaps

Activities to address Capability Gaps	Percentage
Investment in professional development (both accredited and non-accredited)	53%
Mentoring and succession planning	53%
Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study)	47%
Inter-jurisdictional secondment	21%
We do not have capability gaps	5%



# **Human resource management principle**

The background is a solid maroon color. In the lower-left quadrant, there is a large, faint, white-outlined graphic. It consists of several overlapping circles and a shape that resembles a speech bubble or a stylized 'C' with a tail, all rendered in a thin white line.

Section 5C of PSEMA defines the human resource management principle (HRM) as follows:

- (1) The human resource management principle is that human resource management in the Public Sector must be directed towards promoting the following:
  - (a) employment based on merit;
  - (b) equality of employment opportunity;
  - (c) working environments in which employees:
    - (i) are treated fairly, reasonably and in a non-discriminatory way; and
    - (ii) are remunerated at rates appropriate to their responsibilities; and
    - (iii) have reasonable access to training and development; and
    - (iv) have reasonable access to redress when adversely affected by improper or unreasonable decisions.
- (2) The human resource management principle incorporates the merit principle and the equality of employment opportunity principle.

NOTE: Information regarding the merit Principle, and Equality of Employment Principle, are contained in separate sections of this report.

## Job Environments and Remuneration

The NTPS strives to provide fair pay and conditions for its employees. As a value proposition, they are our most important asset, vital to serving Territorians and the Government of the day. Ensuring employees are appropriately remunerated and have access to contemporary and progressive working conditions assists us to strengthen our employee retention and engagement.

NTPS employee pay and conditions are negotiated in accordance with the NTPS Bargaining Policy, and contained in employees' relevant enterprise agreements, approved by the Fair Work Commission.

The objectives of the NTPS Bargaining Policy 2021-24 are to:

1. Support collective bargaining with unions and industrial strategic measures in line with the Fair Work Act 2009 (Cth) ('the FW Act')
2. Ensure costs arising from bargaining outcomes are maintained within the Government's fiscal parameters
3. Support the Government's strategic objectives and the strategic business objectives of agencies
4. Maintain fair and reasonable terms and conditions of employment.

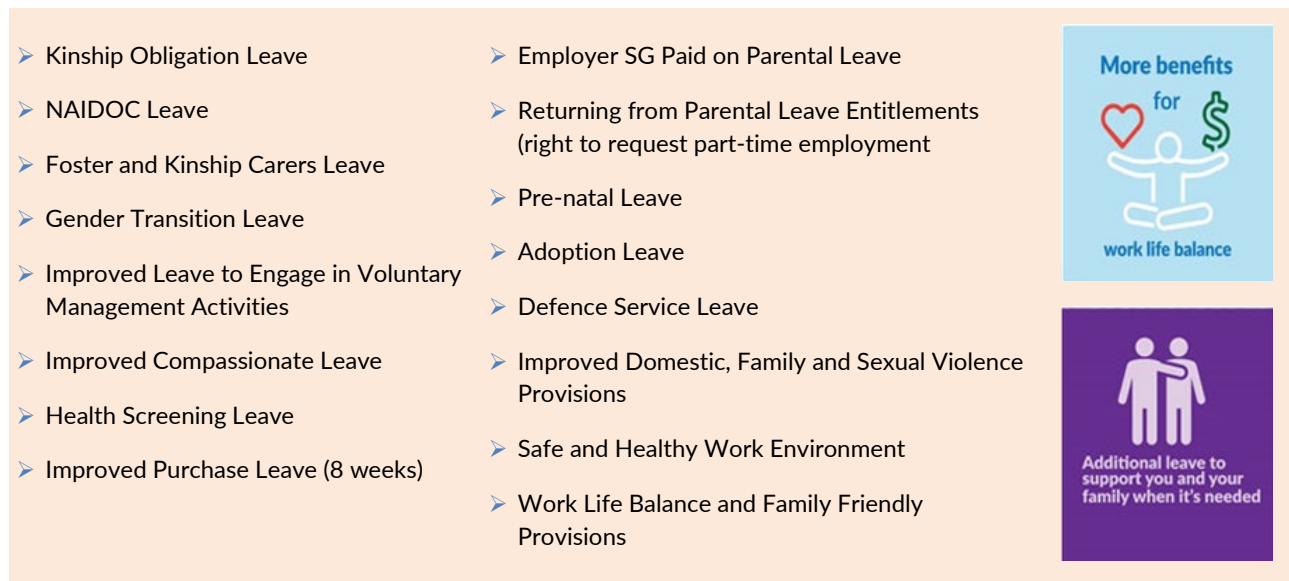
Nine of the 11<sup>2</sup> NTPS enterprise agreements are now finalized and approved by the Fair Work Commission providing the employees covered under these agreements access to a broad range of improved employment conditions. Many of the improvements included in the NTPS 2021-2025

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<sup>2</sup> Excludes Police as they are covered by a Police Consent Agreement approved by the Police Arbitral Tribunal and members are employed under the Police Administration Act 1978

Enterprise Agreement ('the General Agreement'), which was approved by the Fair Work Commission in March 2022, have been rolled out as common conditions across all of the Agreements.

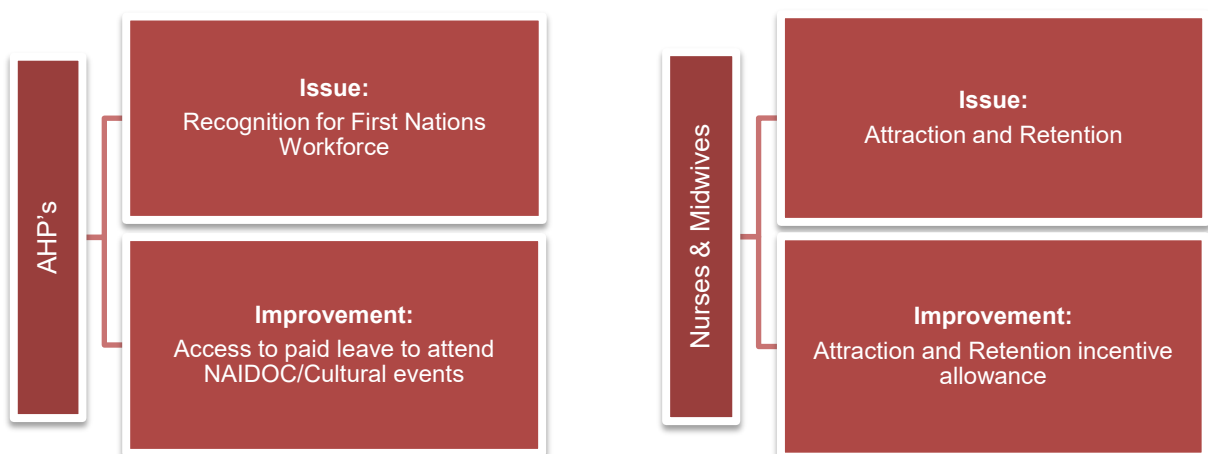
Figure 28. Enterprise agreements' common conditions

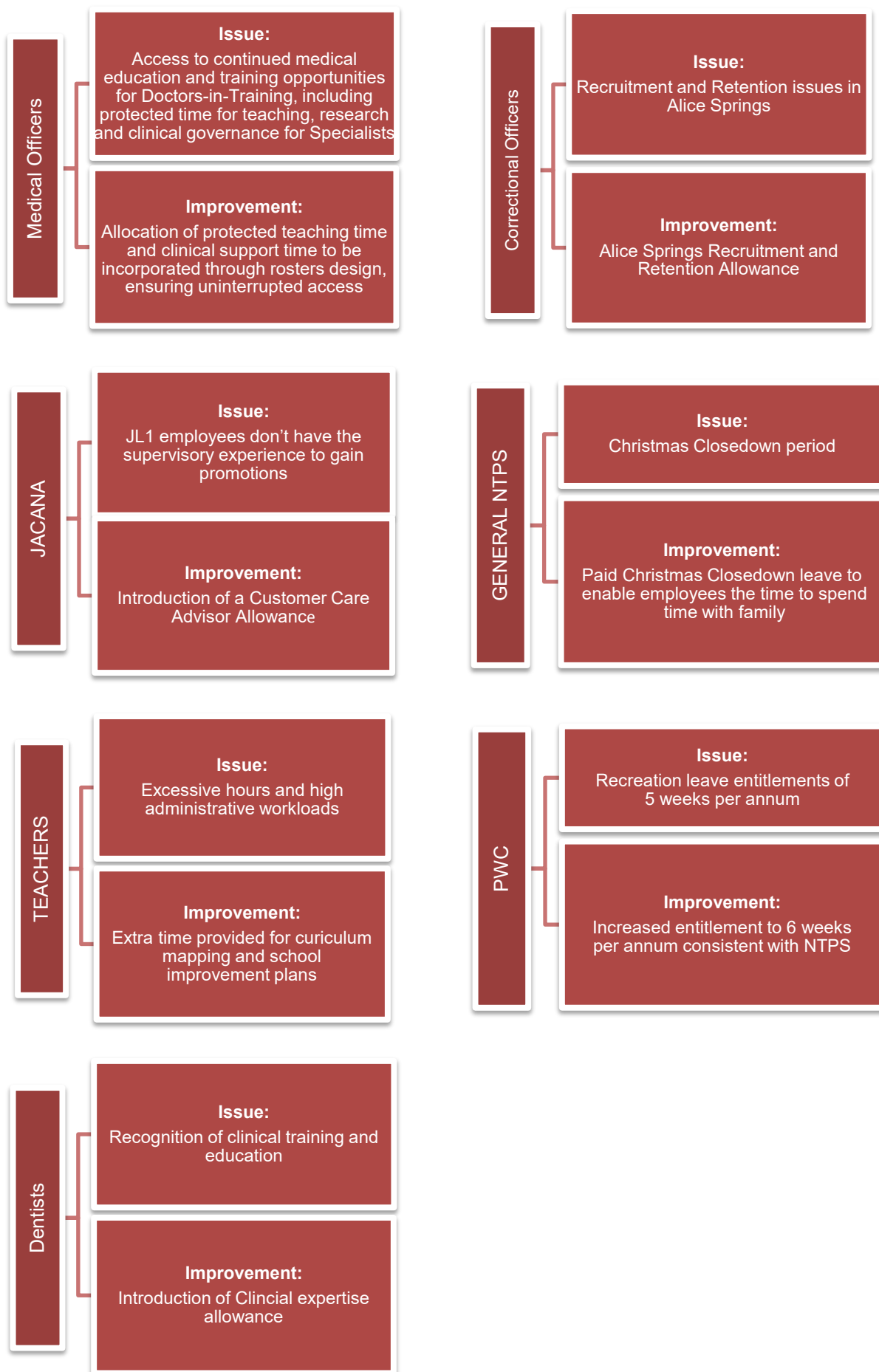


Pay increases were also successfully negotiated for employees covered by the approved enterprise agreements, including employees covered by the General Agreement, and the Jacana Energy Agreements that were initially approved with lump sum pay increases only. The pay increases applied to employees under these two agreements were actioned through a Commissioner's determination.

Individual enterprise agreements also include improved conditions to address industry specific issues.

Figure 29 Enterprise agreement specific conditions





# Flexible Work Arrangements

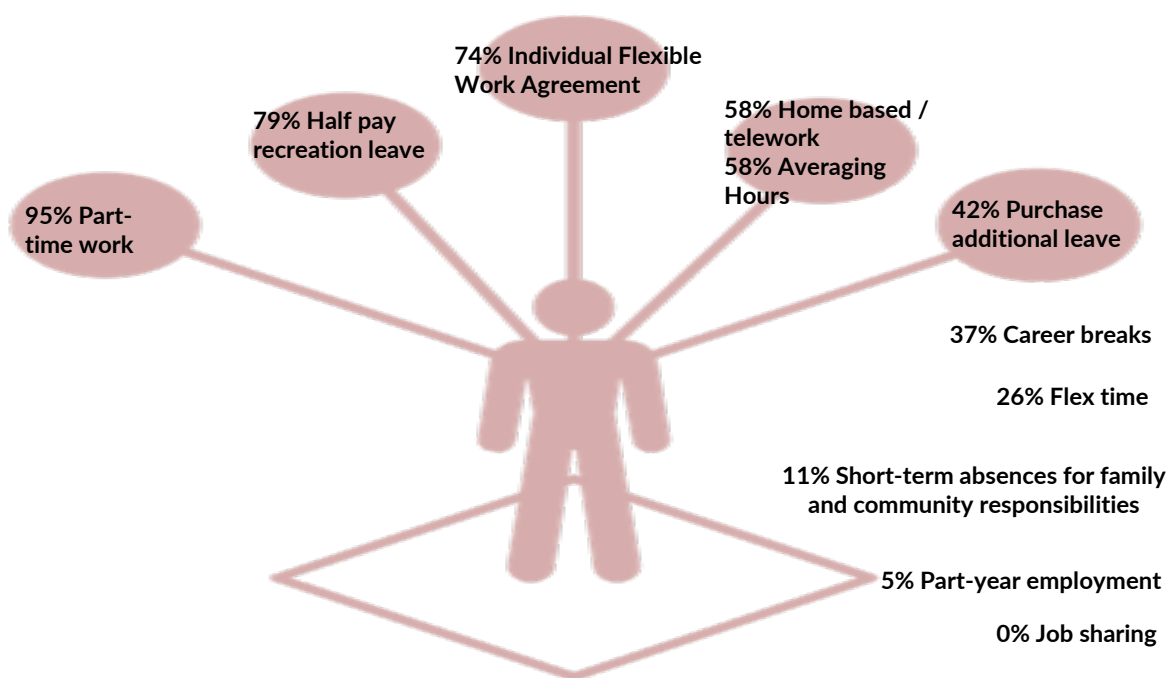
All NTPS agencies offer flexible working arrangements to their employees.

Although a lot of the conversations at the national and international level are focused on returning employees who worked from home during the Covid 19 years to the workplace, flexible working arrangements are broader than 'working from home'.

With the majority of NTPS employees working full-time, access to flexible working conditions enables them to balance their work and home responsibilities. Flexible arrangements may be implemented formally or informally, depending on the regularity of the arrangement and the culture of the workplace. For instance, one off requests to make up time to allow an employee to attend personal appointments during work time may be approved verbally or via email, whereas flex-time or rostering arrangements within normal working hours are formalised in writing.

The below table reflects the percentage of agencies that have employees accessing various types of flexible work arrangements.

Figure 30. Type and percentage of flexible work arrangements adopted by agencies



Despite a minor (5 per cent) drop, part-time work remained the number one type of flexible work arrangement used by employees to balance their work and life commitments.

There was a slight increase in the number of agencies with employees using individual flexible work agreements and half pay recreation leave, retaining them in the top four used arrangements across agencies. However, there was a considerable decrease (31 per cent) in the number of agencies with employees accessing home based / telework, which continues to decline.

The use of career breaks across agencies increased considerably (by 31 per cent). Whilst the use of short-term absences for family and community responsibilities significantly decreased (by 56 per cent) the numbers are likely to be higher given that a number of agencies indicated these records were not held centrally.

Employees aged 55 years and over use flexible work arrangements less than their younger

counterparts.

The general principles and requirements applied to flexible work require that, in all cases and at all times, an employee's flexible work arrangement must work for them, their team/work colleagues and the business needs. Requests must also be genuinely considered and can only be refused on reasonable business grounds, which include, but are not limited to:

- (i) excessive costs of accommodating the request;
- (ii) that there is no capacity to change the working arrangements of other employees to accommodate the request;
- (iii) that it would be impractical to change the working arrangements of other employees, or recruit new employees, to accommodate the request;
- (iv) that there is likely to be a significant loss in efficiency or productivity; or
- (v) that there is likely to be a significant negative impact on customer service.

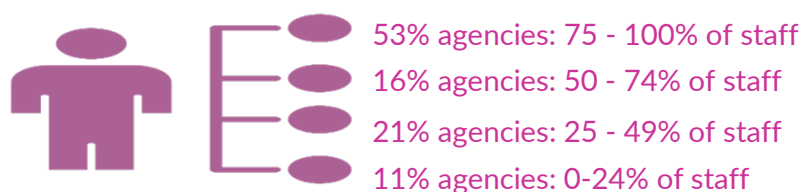
Only two agencies indicated they had refused requests for flexible work arrangements on the grounds that other employees' working arrangements could not be changed to accommodate the request, and that it was impractical to change the working arrangements of other employees, or recruit new employees, to accommodate the request.

## Performance management

Employment Instruction 4 - Employee Performance Management and Development Systems requires CEOs to develop and implement an employee performance management and development procedure within their agency that is compliant with the requirements of EI4.

One hundred per cent of agencies advised they were compliant with EI4.

Figure 31. Performance management plans



These figures are relatively consistent with the data from last year's report.

In September 2022, the refreshed Capability Framework (CF) was launched. The refreshed CF, a key action under the NTPS Workforce Strategy 2021-2026, describes the capabilities and associated behaviours expected of all NTPS employees.

It provides the diverse NTPS a shared language to describe the capabilities needed for effective performance across all classifications, occupations and organisations; and supports the NTPS to develop and maintain a workforce that is:

- highly capable
- flexible
- sustainable and
- future focused.

The CF has 13 levels that align to classifications and employment streams for all agencies; and is designed to complement occupation specific frameworks.

## NTPS Capability Framework

Develop your capability and drive your career.



The CF, along with the Capability Discovery Tool, can be used for:

- performance conversations - providing an objective basis to assess and discuss capabilities and behaviours, and helps employees and managers to establish a clear, shared understanding of the behaviours expected at each level
- learning and development - enabling employees to identify their strengths and development areas and explore learning and development activities to target specific capabilities; and managers to identify individual and team capability development needs, and plan learning and development activities to target capability gaps
- Career planning - as a roadmap for employees to drive their career by providing career markers to measure current and future capability needs, and by managers to discuss and identify learning opportunities for employees seeking to develop their careers
- Job description and design - to create clear, consistent job descriptions highlighting key capability requirements
- Recruitment and selection - to inform the capability requirements of the role for applicants
- Workforce planning - to identify and prioritise key team and organisational capability needs and address them through targeted learning and development activities.

A number of guides were developed to assist managers and employees to get the most out of the CF, along with a simple to use online Capability Discovery Tool.

In addition to the CF, an Executive and Senior Executive Levels suite of training was refreshed with a range of development options launched in October 2022.

There are a variety of methods agencies can use to determine the effectiveness of their performance management system in evaluating and tracking the performance of their employees, and whether their workforce planning strategies are working.

Figure 32. Methods of measuring the effectiveness of performance management systems

Methods	Percentage of agencies
Monitoring participation rates	79%
Number of promotions	16%
Succession planning	42%
Uptake of training programs	84%
Analyse workforce development data	53%
Incremental improvement in the capability gap across the agency	14%
Achieving organisational objectives	84%
We do not measure the effectiveness of the performance management system	5%

In the last reporting period there was a significant increase in the number of agencies using varying methods to measure their performance management systems. The greatest increases (65 per cent) related to measuring the uptake of training programs and achieving organisational objectives.

Considerable increases also related to monitoring participation rates (50 per cent), analysing workforce development data (40 per cent), and succession planning (32 per cent).

## Natural Justice

Employment Instruction 3 - Natural Justice sets out the principles of natural justice that must be observed in all dealings with employees under PSEMA where an employee may be adversely affected by an impending decision. The exception is action taken under section 50 PSEMA, which deals with summary dismissal, whereby the timeframe and process for applying is considerably shorter.

In the NTPS all employees have a right of redress when adversely affected by improper or unreasonable decisions. Generally, it is expected that employees will, in the first instance use their internal agency complaint handling process, prior to seeking a review under section 59 PSEMA.

The concept of natural justice is a fundamental underpinning of administrative law across Australia.

## Public Sector Appeals and Grievance Reviews

OCPE's objective is to enable merit, equity and fairness (all aspects of the Human Resource Management Principle) to prevail in the NTPS through effective, impartial and independent delivery of its functions.

### Grievance Reviews

Section 59 of PSEMA, provides for employees, aggrieved by their treatment in employment, including in relation to selection processes, to request the Commissioner to review an action, intended action or decision of the agency.

During 2022-2023, 130 grievances were lodged, a decrease of 23 from the last reporting period.



Figure 33. Reasons for section 59 grievance reviews 2022-2023

Reasons	Number of Reviews
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
Disciplinary Action	3
Unfair Treatment	13
Total handled	130

Figure 34. Outcomes of section 59 grievance reviews 2022-2023

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

4 pending decisions as at 30 June 2023.

# Merit principle

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Section 5D of PSEMA defines the merit principle as follows:

- (1) The merit principle is that the employment of a person as an employee, or the promotion or transfer of an employee, under this Act must be based solely on the person's suitability:
  - (a) to perform the relevant duties; and
  - (b) for employment in the relevant workplace; and
  - (c) for employment in the Public Sector.
- (2) A person's suitability is to be determined having regard to the person's:
  - (a) knowledge; and
  - (b) skills; and
  - (c) qualifications and experience; and
  - (d) potential for future development.
- (3) The merit principle applies subject to sections 35(7), 38B(1), 42(2), 46(3) and 49C(3).<sup>3</sup>

## Employment based on merit

NTPS selection decisions must be based on merit.

The NTPS Recruitment Selection Policy sets out the requirements that must be complied with when undertaking a merit selection process. This includes matters relating to job descriptions, job applications, and selection panel processes. In particular, the policy requires selection processes to be finalised within a maximum of six weeks from the closing date of advertising unless there are exceptional circumstances, and a high standard of candidate care. It also reminds public sector officers of their duty to provide frank and accurate comments on applicants.

To ensure the merit principle is applied in all NTPS selection decisions, and to achieve consistency and best practice, simplified processes and templates have been developed to complement the Recruitment Policy, and OCPE regularly conducts face to face merit selection training, which is complemented by an online eLearning module.

Panel members must have completed the face to face Merit Selection training within three years of participating on recruitment panels to ensure they have a contemporary understanding of its application and to keep up with changes in the process.

Merit Selection training provides an understanding of the merit principle and its application in recruitment, an understanding of the application of special measures in recruitment, roles and responsibilities of the selection panel, referees and best practice assessment methods, documentation requirements and, importantly an understanding of the application of nature justice in selection processes.

A Merit Selection Training Manual is also available on the OCPE website and includes information about pre-employment screening, such as requiring applicants to provide information about qualifications, work history, discipline and criminal histories and conflict of interest. The Manual also contains:

- a section on applicants of potential risk, in areas such as security and fraud, compliance and operations, financial or economic, and reputational risks

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<sup>3</sup> These sections are related to staff transfers under section 35, special measures, transfer of surplus employees (redeployees), and inability and discipline processes.

- information about verifying applicants' qualifications
- conflicts of interest for panel members.

The Manual is an extremely handy reference tool for panel members.

OCPE also developed a pre-employment screening guideline for selection panels to ensure the suitability, integrity, and identity of people engaged to work in the NTPS is properly considered, and evidenced. Panels are encouraged to:

- consider an applicant's skills and experience confirmed by referees who are well-placed, relevant, and recent
- check the relevancy and authenticity of qualifications
- ensure no conflicts of interest exist.

The combination of the policy, tools and processes are designed to ensure selection and recruitment does not become a cumbersome and time consuming process for panel members, that agencies can fill positions quickly with due care, and that applicants are not left waiting and understand the decisions that are made.

During the reporting period face to face education and training in relation to merit selection and special measures recruitment plans were delivered to 984 public sector officers across Darwin, Palmerston, Katherine, Alice Springs and Nhulunbuy; 2493 requests to attend online Merit Selection Training were processed.

Figure 35. Average recruitment timeframes

Agency	Number of Finalised Recruitment Actions	Average Weeks Taken	% Finalised Under 6 Weeks
Aboriginal Areas Protection Authority	18	5.0	68%
Auditor-General's Office	2	3.0	100%
Department of Corporate and Digital Development	413	6.2	52%
Department of Education	815	4.7	66%
Department of Environment, Parks and Water Security	177	4.8	59%
Department of Health	1564	5.6	52%
Department of Industry, Tourism and Trade	312	5.2	60%
Department of Infrastructure, Planning and Logistics	307	6.4	50%
Department of Territory Families, Housing and Communities	342	6.7	43%
Department of the Attorney-General and Justice	305	5.7	56%
Department of the Chief Minister and Cabinet	133	5.7	59%
Department of the Legislative Assembly	11	3.3	92%
Department of Treasury and Finance	22	5.0	66%
Jacana Energy	19	6.1	30%
Land Development Corporation	9	9.7	36%

Northern Territory Electoral Commission	1	8.0	0%
NT Police, Fire and Emergency Services	149	6.1	53%
Office of the Independent Commissioner Against Corruption (NT)	11	5.5	58%
Office of the Ombudsman	3	3.0	67%
Power and Water Corporation	125	8.5	29%
Territory Generation	43	6.8	37%
<b>NTPS Totals</b>	<b>4781</b>	<b>5.7</b>	<b>54%</b>

## Special measures recruitment plans

### El 15 - Specials measures recruitment plans

Employment Instruction Number 15 enables agencies to implement special measures programs, plans and/or arrangements designed to promote equality of opportunity for disadvantaged groups.

The merit principle applies to applicants that apply for roles under a special measures recruitment plan, who must meet all essential selection criteria and be suitable at the level of the position.

Special measures recruitment plans are applied in the NTPS to the two identified priority disadvantaged groups being Aboriginal people and people with disabilities.

The plans work in two ways: one is to grant eligible applicants priority consideration and preference in selection; and the second is through identifying designated positions that can only be filled by one of the selected priority groups. Designated positions are mostly used for occupations where the duties are specific to the skills of a certain group – such as Aboriginal Health Workers or Aboriginal Interpreters.

Aboriginal applicants assessed for a vacancy under an agency's NTPS Special Measures recruitment plan must:

- meet all essential criteria and be suitable at the level of the vacancy
- swear and attach a statutory declaration to their job application declaring that:

*I am Aboriginal and have, or am in the process of applying for, Confirmation of Aboriginality from a recognised Aboriginal authority, and*

*I am accepted as Aboriginal by the community in which I live or formerly lived.*

- if selected for the vacancy, provide their employer with Confirmation of Aboriginality from a registered Aboriginal corporation prior to being confirmed in the vacancy.

OCPE review all special measures selection processes where an eligible Aboriginal applicant applied for a vacancy under a Special Measures recruitment plan and was found unsuitable.

Of the vacancies advertised under an agency's Special Measures plan, 11% were won by Aboriginal applicants.

Special Measures is the single most effective way of increasing Aboriginal employment, while still maintaining a high calibre workforce with all employees suitable at level.

All agencies have renewed or implemented a Specials Measures recruitment plan for a four year period.

**Figure 36. Agencies with a special measures recruitment plan**

Agency	Applies to
Department of Infrastructure, Planning and Logistics	All advertised vacancies
Department of Corporate and Digital Development	All advertised vacancies
Department of Health	All advertised vacancies
Northern Territory Police, Fire and Emergency Services	All advertised civilian vacancies
Department of Education	All advertised vacancies
Department of Treasury and Finance	All advertised vacancies
Office of the Independent Commissioner Against Corruption	All advertised vacancies
Department of Territory Families, Housing and Communities	All advertised vacancies
Department of Chief Minister and Cabinet, including Office of the Commissioner for Public Employment	All advertised vacancies
Department of Environment, Parks and Water Security	All advertised vacancies
Department of Industry, Tourism and Trade	All advertised vacancies
Department of the Attorney General and Justice	Vacancies deemed appropriate by the CEO
Power and Water Corporation	All advertised vacancies
Jacana Energy	All advertised vacancies
Territory Generation	All advertised vacancies
Land Development Corporation	All advertised vacancies
Aboriginal Areas Protection Authority	All advertised vacancies
Legislative Assembly	All advertised vacancies
Northern Territory Auditor-General's Office	All advertised vacancies
Office of the Ombudsman	All advertised vacancies up to AO7

## Selection grievances

Under section 59 of PSEMA an employee can request a review of a selection decision where the employee believes the selection process was flawed, or the selection outcome was incorrect. During the reporting period there were 51 selection decision reviews, down five from the previous reporting year.

## Promotion appeals

Section 59B of PSEMA enables an employee to appeal a selection outcome for a vacancy in excess of six months. An appeal can only be made if the:

1. person appealing is a current employee who applied for the vacancy, and it would have resulted in a promotion for them
2. selected person is a current employee and their selection resulted in them being promoted
3. appeal is lodged within 14 days of the provisional promotion being notified.

If the above criteria are not met, an employee may alternatively seek a review of the decision under section 59 of PSEMA.

Promotion appeals are decided by an independent appeal board. The test applied by the Board is whether the selection decision was made consistent with the merit principle.

During 2022-2023, 44 promotion appeals were lodged (an increase of 36 from the last reporting period).

Figure 37. Summary of promotion appeal outcomes 2022-2023

Promotion Appeal Board Outcomes	2022-2023
Varied by promoting appellant (allowed)	0
Decision affirmed (promotion upheld)	14
Set aside and returned to be redone	5
Withdrawn	23
Vacated (promotion cancelled)	0
<b>Total finalised</b>	<b>19</b>
<i>Appeals carried over</i>	2

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# **Equality of employment opportunity principle**



- (1) The equality of employment opportunity principle is that human resource management in the Public Sector must be directed towards the following:
  - a) ensuring all persons have equal opportunity to compete for employment, promotion and transfer, and to pursue careers, within the Public Sector;
  - b) eliminating unlawful discrimination from human resource management in the Public Sector;
  - c) promoting diversity among employees reflective of the diversity of persons in the community.
- (2) In this section: unlawful discrimination means discrimination that is unlawful under the Anti-Discrimination Act 1992.

EI 10 – Equality of Employment Opportunity Programs sets out rules for developing programs to ensure that employees have equal employment opportunities in accordance with PSEMA.

## Statement of commitment to diversity and inclusion

The NTPS Statement of commitment to diversity and inclusion was published in December 2022.

The Statement commits the NTPS to creating a workforce that reflects the diversity of the community it serves and how the commitment will be achieved.

A diverse team brings a range of different experiences, knowledge and skills, which improves innovation, creativity and productivity, and can lead to improved services and understanding of the needs of its customers.

## Inclusion and diversity

All agencies have systems in place to comply with EI 10. Agencies' compliance is demonstrated through the implementation of a range of strategies, including the implementation of special measures recruitment plans and provision of cross-cultural training to employees.

## Employment of People with Disability

The NTPS adopted the World Health Organisation's<sup>4</sup> definition of disability as follows:

*A person with disability has long-term physical, mental, intellectual, or sensory impairment/s which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.*

*Disability may be present from birth, acquired due to illness or accident, or come about progressively as we age.*

NTPS employees are not obligated to disclose or share information in the workplace regarding whether they have a disability. In the NTPS 1.7 per cent employees have voluntarily disclosed through the myHR reporting system that they identify as employees with disability. This is increase of 0.1 per cent from the last reporting period.

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<sup>4</sup> World Health Organisation (2006). Convention on the Rights of People with Disabilities [Article 2]. Available at <http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>

As has been noted in previous reports, this percentage is consistently lower than the results of the People Matter Surveys where survey data is de-identified). This year, five per cent of the 2023 People Matter Survey respondents identified as employees with disability. This is one per cent higher than the results of previous People Matter Surveys.

People may choose not to identify as having a disability in their workplace for many reasons including: the disability does not affect the performance of their duties; they may feel they will be treated differently; there is a lack of trust between the employee and their manager.

In the NTPS, employees at senior levels are more likely to identify as a person with disability.

Employees are more likely to share if they have a disability if their workplace is inclusive.

## Workplace Adjustments

In order to support the employment of people with disability, the NTPS encourages workplace adjustments to be implemented where they are required. Requests for individual workplace adjustments will be addressed as far as practicable in a timely, confidential and sensitive manner. The definition of a workplace adjustment is:

*A workplace adjustment, also called a reasonable adjustment, is whatever is considered necessary, achievable and workable to enable an employee to perform their job role efficiently and to the best of their abilities.*

Employees across all NTPS agencies can request workplace adjustments. Requests for workplace adjustments are not recorded centrally, however the below represents the number of agencies in which particular workplace adjustments were requested by employees.

Figure 38. Workplace Adjustments



## Aboriginal Employment and Career Development Strategy

The NTPS 2021-2025 AECDS (the AECDS) was launched by the Minister for Public Employment and Minister for Aboriginal Affairs in June 2021. The Strategy builds on the successes of the previous Strategy and continues to work towards a global target of 16 per cent Aboriginal employment across the NTPS, including 10 per cent representation in senior positions.

The NTPS is uniquely positioned to contribute to improved social and economic outcomes for Aboriginal Territorians. Knowing and understanding the community it serves is crucial to developing efficient and culturally responsive public policies and service delivery outcomes. Whilst

this understanding is already a strong characteristic of the NTPS, the Strategy provides practical support to agencies to work collaboratively.

The continued commitment from government will enable the NTPS to grow and develop a strong, highly skilled, and capable Aboriginal workforce. This includes offering 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 identified six key focus areas to attract and retain Aboriginal people in the NTPS: Targets, Attraction, Retention, Leadership, Workplace Culture and Remote. One of the new focus areas added to the Strategy to focus and improve on is 'workplace culture', with a range of key actions identified to ensure the NTPS is a culturally safe, welcoming, supportive, and inclusive workplace.

Another new feature of the AECDS was the creation of agency executive sponsors. Agency executive sponsors assist in setting their agency Aboriginal employment target and provide strategic direction and input into the implementation of the Strategy. All agencies have an Aboriginal Employment action plan identifying their commitment to the AECDS.

**Figure 39 - Methods used by agencies to implement the AECDS**

Methods used by agencies to implement the AECDS	2022-2023
Recruit through the DCDD Aboriginal Employment Program	53%
Implemented special measures recruitment plan	95%
Celebrate events of cultural significance i.e. NAIDOC	89%
Offer mentoring and coaching to Aboriginal employees	68%
Offer cultural awareness training	95%
Offer cultural competence training	53%
Designated positions	58%
Agency specific AECDS or action plan for recruitment and development	84%

The Strategy has a strong leadership network to assist OCPE in driving the Strategy across the sector. This includes Champions of Inclusion, comprised of a number of CEOs, Agency Executive Sponsors, and the Senior Aboriginal Reference Groups (SARG) in the Northern and Southern regions consisting of senior Aboriginal employees, which meet regularly throughout the year.

## Cross Cultural Training

The NTPS strives to have a culturally competent and informed workforce to ensure its employees can work effectively in culturally diverse environments. The provision of Cross Cultural Training (CCT) is mandated under section 3 of EI 10. It ensures that services are delivered and consultations are conducted efficiently and effectively, and in a culturally appropriate manner to ensure a safe, inclusive environment for all employees.

Agencies continue to offer CCT to staff. The CCT Framework identifies five key areas of training:

1. Basic Cross Cultural Awareness – all staff
2. In-depth Cross Cultural Training – frontline staff
3. Training for managers of multi-cultural teams
4. Cross Cultural training for senior managers to inform policy development and other strategic decision making
5. Reverse Cross Cultural training for Aboriginal Staff.

Figure 40 – Percentage of agencies that offered cross-cultural training

Types of Cross cultural training provided in agencies	2022-2023
Basic CCT	100%
In depth CCT	53%
Training for managers of cross cultural teams	37%
CCT for senior managers	32%
Reverse CCT	5%
CCT not implemented	0%

Employees participated in either face to face training or the online module, Foundational Cross Cultural Story: Working with Cultural Difference. The number of employees that participated in CCT across agencies increased from 4150 employees in 2021-2022 to 5723 employees in 2022-2023.

## NTPS Stay Survey for Aboriginal Employees

The Northern Territory Public Sector (NTPS) Aboriginal Employee Stay Survey is an initiative under the NTPS *Aboriginal Employment and Career Development Strategy 2021-2025*.

The Stay Survey was developed in partnership between the Office of the Commissioner for Public Employment (OCPE) and the Department of Corporate and Digital Development (DCDD).

The survey was launched on 6 June 2022 and was open for two weeks. It was distributed via email to all NTPS Aboriginal employees who self-identify as Aboriginal in myHR, including those that work within the Government Owned Corporations (Jacana Energy, Territory Generation and Power and Water Corporation). The term Aboriginal includes Aboriginal and/or Torres Strait Islander people.

Of the 2,480 surveys emailed out, 167 returned an 'out of office' response and of the remaining 2,313 employees, 524 surveys were completed (23% response rate). Respondents ranged from employees of 3 months to employees of 30+ years of service in the NTPS.

The report was published in October 2022 and identified job security as the main reason why employees stay in the NTPS. Participants also said that it was the *love of the job* that made them stay along with *feeling valued and respected by their managers and colleagues*. Not surprising, *strong leadership, flexibility and support from management and colleagues* rated highly.

Workplace factors least enjoyed by participants included a lack of career progression and development opportunities within some agencies, not feeling appreciated for the work performed and the de-valuing of remote Aboriginal cultural knowledge in the delivery of services. A number of

participants also said that the lack of a safe working environment where Aboriginal employees are able to share opinions, without fear of reprisal, were among some of their least favourite aspects of NTPS employment.

In March 2023, the Commissioner responded to the participant recommendations and accepted the following main areas to encourage retention:

- building a positive workplace culture
- professional development opportunities
- support for mental wellbeing.

In response to the survey, the AECD team delivered agency presentations about their results. Agencies were asked to consider the survey findings and recommendations when developing their own 2023-2024 Aboriginal employment action plan.

It is anticipated another Stay Survey will be conducted during the next 12 months, with improvements to the Stay Survey questions.

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# **Performance and conduct principle**

- (1) The performance and conduct principle is that a public sector officer must do the following:
  - (a) carry out the officer's duties as follows:
    - (i) objectively, impartially, professionally and with integrity;
    - (ii) to the best of the officer's ability;
    - (iii) in accordance with the Act and any code of conduct applicable to the officer under section 16(2)(c);
  - (b) treat other public sector officers, other persons in the workplace and members of the public fairly, equitably and with proper courtesy and consideration;
  - (c) ensure effective, efficient and appropriate use of public resources;
  - (d) avoid actual or apparent conflicts of interest between personal or other interests and duties as a public sector officer;
  - (e) ensure the officer's personal conduct does not:
    - (i) adversely affect the performance of the officer's duties as a public sector officer; or
    - (ii) bring the Public Sector into disrepute.
- (2) In this section: public sector officer means the Commissioner, a Chief Executive Officer or an employee.

## Performance and conduct principle and the Code of Conduct

In order to maintain public trust and confidence in the integrity of the NTPS, public servants must exhibit, and be seen to exhibit high standards of ethical and moral conduct in the performance of their duties. These standards need to be modelled at all levels of the public service and reinforced through action and training.

In July 2022, a new and refreshed Code of Conduct was launched for the NTPS. The new Code now includes the public service values, which underpin and provide standards of expected behaviour and conduct for all Government employees.

It establishes nine pillars of conduct standards including professional and courteous behaviour, public comment, and conflict of interest.

Face to face information sessions were delivered to NTPS employees in Darwin, Palmerston, Katherine, Alice Springs and Nhulunbuy. Online sessions were available via Microsoft Teams for remote officers, including three webinars personally hosted by the Commissioner for Public Employment. The Department of Corporate and Digital Development launched a new eLearning package in September 2022 which includes mandatory Code of Conduct training for new and existing employees.

## Appropriate Workplace Behaviours

Appropriate Workplace behaviour training is also included as an essential training component for all new employees.

EI 12 – Code of Conduct outlines the expectations of NTPS employees in relation to their conduct in employment, providing guidance on a range of ethical issues. The EI is to be read in conjunction with the PSEMA General Principles.

EI 13 – Appropriate Workplace Behaviour requires CEOs to develop and implement an agency policy and procedure to foster appropriate workplace behaviour, a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying.

Employees are required under the Performance and Conduct Principle and the Code of Conduct to avoid actual or apparent conflicts of interest.

**Figure 41 – Agency methods used to inform employees about appropriate workplace behaviours**

Method	Percentage
Information provided through performance management discussions	100
Address matters immediately as they arise and document outcomes	100
Discussed at staff meetings	95
Information provided on request to HR	89
Information provided through agency induction	100
Training is offered in workplace behaviour	95
Information is provided on the agency website	84

## Discipline

The Code of Conduct applies to all public service officers (including CEOs, the Commissioner for Public Employment and employees). Breaches of PSEMA and/or the Code of Conduct may result in disciplinary action.

Breaches of the performance and conduct principle are dealt with under either Part 7 (Employee Performance and Inability) or Part 8 (Discipline) of PSEMA. Significant breaches can result in termination of an employee's employment, and are brought to the attention of the agency CEO to deal with.

## Discipline Actions

The PSEMA disciplinary provisions under Part 8 apply to all ongoing employees. Although these provisions do not cover contract officers (including casuals) as their contracts contain provisions that enable their employment to be terminated at any time, natural justice is applied to contract employees, noting that serious breaches could lead to termination of their contract of employment.

During 2022-2023, across 10 agencies, 81 disciplinary actions were commenced against employees under the disciplinary provisions of PSEMA section 49. This is a decrease of 46 from last year, across fewer agencies.



Figure 42 – Summary of discipline cases: 2018-2019 to 2021-2022

Year	Number of Cases	Percentage of NTPS
2022-2023	81	0.34%
2021-2022	127	0.52%
2020-2021	101	0.41%
2019-2020	111	0.47%
2018-2019	94	0.40%

Disciplinary processes were applied as a result of employees allegedly breaching the PSEMA for one or more of the following reasons:

- fails to uphold the performance and conduct principle or otherwise contravenes PSEMA
- is found guilty in a court of an offence that affects the employee's employment committed before or after the commencement of this Act
- disregards or disobeys a lawful order or direction given by a person having authority to give such an order or direction
- using a substance (including liquor or a drug) in a manner that results in inadequate performance of the employee's duties or improper conduct at the place of employment
- is negligent or careless in the performance of any of the employee's duties or fails to perform the duties assigned to them
- in the course of employment or in circumstances having a relevant connection to the employee's employment, conducts themselves in an improper manner
- harasses or coerces another employee
- except as authorised by the employee's CEO, engages in remunerative employment, occupation or business outside of the Public Sector
- in relation to an application of the employee for employment, promotion or transfer to perform duties in an Agency or at any stage in the selection process, provides information to the CEO or the CEO's representative that the employee knows, or ought to know is false or misleading
- provides information in the course of their employment that they know or ought reasonably to know, is false or misleading
- fails to remedy previous unsatisfactory conduct or fails to comply with a formal caution
- other: inappropriate use of NTG resources, allegation of plagiarism by employee in assessment of NTG funded training

Disciplinary action applied by agencies under section 49C of PSEMA were:

- no further action
- formal caution
- employee ordered to attend training or counselling
- suspended without remuneration
- salary reduction
- ordered to pay a fine
- employee transferred to other duties
- termination of employment.

## Employee performance and inability

Inability processes under section 44 of PSEMA only apply to ongoing employees. Despite this, as with discipline matters, natural justice is applied to inability matters relating to contract employees.

### Performance and Inability Actions

The grounds for inability or unsatisfactory performance are:

- The employee is not able to perform the duties he or she is assigned to perform (whether because of physical or mental illness or disability or any other reason); or
- Is not suited to perform, or capable of efficiently performing, those duties; or
- Is not licensed, registered or otherwise qualified for the efficient and satisfactory performance of those duties
- Is not performing those duties efficiently or satisfactorily.

Remedial actions applied by agencies as a result of these processes were:

- No further action
- Employee transferred to perform other duties
- Termination of employment.

Across 7 agencies, 19 employees were formally subject to inability action under Part 7 of PSEMA. The considerable decrease is due to the lifting of the mandatory Chief Health Officers (CHO) Directions applied during the Covid-19 pandemic that applied across the Northern Territory, and were enforced in the NTPS.

Figure 43 – Inability or unsatisfactory performance actions: 2018-2019 to 2022-2023

Year	Number of Cases	Percentage of NTPS
2022-2023	19	0.08%
2021-2022	1668	6.8%
2020-2021	78	0.32%
2019-2020	44	0.19%
2018-2019	16	0.06%

## Disciplinary and inability appeals

Disciplinary and inability appeals are conducted by the Public Sector Appeals Board under sections 59C to 59G of PSEMA and the PSEM Regulations 8-10 and 12-15.

The Public Sector Appeals Board is made up of three independent members; the Chair appointed by the Commissioner for Public Employment, one member appointed by the relevant agency and one member from the prescribed union.

Figure 44 - Summary of disciplinary and inability appeal outcomes 2022-2023

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
Withdrawn	1	0
Set aside the decision of the CEO	0	0
Set aside the decision and return the matter to the CEO for reconsideration	0	0
Appeals carried over	3	0
<b>Total appeals finalised</b>	<b>3</b>	<b>2</b>

## Redeployment

In the NTPS, where an ongoing employee is potentially surplus to the requirements of their agency, and all reasonable attempts have been made to find a suitable placement within the agency, the CEO may declare the employee potentially surplus (a redeployee) as per section 41 of PSEMA.

EI 14 – Redeployment and Redundancy Procedures sets out the processes that apply to ongoing redeployees to assist them to find suitable alternative employment in the NTPS.

During 2022-2023, 19 ongoing employees accepted offers of voluntary retrenchment. No redeployees were placed in alternative employment. At the end of 2022-2024 there were four redeployees registered on the OCPE Database. There were no forced redundancies.

A redeployee who applies for a vacancy at level will be assessed having regard to their knowledge, skills, qualifications and experience and potential for future development under section 5D(2) of PSEMA and whether they would be suitable to perform the duties with a reasonable period of training.

The merit principle does not apply (noting that the redeployee has previously been deemed suitable at level), and the redeployee must be assessed before other applicants are considered, including special measures applicants. Where more than one redeployee applies for the same vacancy, the merit principle will be applied between them.

# Appendices

The image features a solid orange background with rounded corners. In the lower-left quadrant, there are several overlapping, light-orange circular outlines of varying sizes, creating a layered, abstract effect. The word "Appendices" is written in a bold, white, sans-serif font, positioned in the upper-left area of the page.

## Greater Darwin

Greater Darwin region includes the City of Darwin, the City of Palmerston and Litchfield Shire. This region is home to the majority of the Northern Territory's population and has the highest population density of the six Northern Territory regions.

### A Snapshot of the NTPS in the Greater Darwin Region

#### Greater Darwin Population (2021 Data)

Population:	147,255
Aboriginal People:	12.0%
Overseas Born:	25.6%
Lived interstate 5 years earlier	16.2%
Age	
0-24 years:	32.0%
25-49 years:	42.4%
50-74 years:	22.9%
75+ years:	2.7%

**67.9%**

Almost **7 in 10** people speak only English

**<1%**

Less than 1% of people speak an Aboriginal language at home

#### NTPS Workforce – Greater Darwin (2023 Data)

Employee Headcount:	18,310 or 12.4% of the region's population
Aboriginal Employees:	8.11% of the employee headcount

Tenure Under 10 years:	65%
------------------------	-----

Age	
15-24 years:	5%
25-34 years:	25%
35-44 years:	27%
45-54 years:	23%
55-64 years:	15%
65+ years:	4%

**65.0% Female**

**34.8% Male**

#### NTPS Workforce - Employment Stream

Stream	%	Stream	%
Administrative	37%	Teaching	10%
Health	19%	Technical	4%
Professional	8%	Uniformed	9%
Utility	5%	Physical	4%
Other	2%	Executive	3%



# People of Greater Darwin

The Greater Darwin region includes the City of Darwin, the City of Palmerston and Litchfield Shire. This region is home to the majority of the Northern Territory's population and has the highest population density of the six Northern Territory regions.

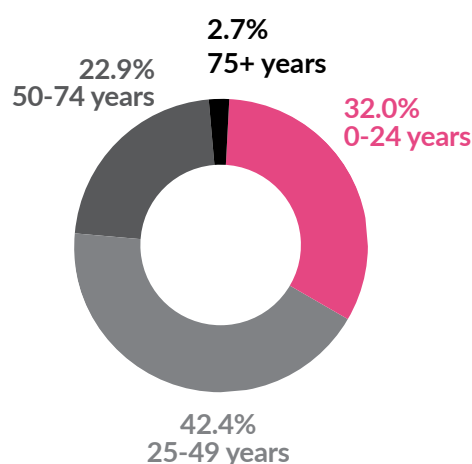


## POPULATION



Greater Darwin has a population of 147,255 people. More than 1 in 10 people (12.0%) in the region identify as Aboriginal and about 1 in 4 people (25.6%) were born overseas. Greater Darwin has the most transient population of all the regions, with 1 in 6 people (16.2%) having lived interstate five years earlier. About 1 in 3 people (32.0%) are children and young people, aged 0-24.

### Age distribution of population



	GREATER DARWIN	DARWIN	PALMERSTON	LITCHFIELD
Total population	147,255	83,828	38,255	25,172
Aboriginal people <sup>a</sup>	12.0%	10.0%	14.6%	15.1%
Children and young people, aged 0-24	32.0%	30.0%	38.5%	28.6%
People who were born overseas <sup>b</sup>	25.6%	31.6%	20.3%	12.7%
People who lived interstate five years earlier <sup>b</sup>	16.2%	16.0%	18.2%	13.7%

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019; <sup>a</sup> ABS Estimates of Aboriginal and Torres Strait Islander Australians, prepared by PHIDU (special table), 2016; <sup>b</sup> ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## FAMILIES



Almost 1 in 5 families, with children aged under 15 (18.4%), are single parent families. Almost 4 in 5 of these (76.9%) have a female as the head of the family.

	GREATER DARWIN	DARWIN	PALMERSTON	LITCHFIELD
Families with children aged under 15, who are single parent families	18.4%	17.7%	20.4%	16.5%
Single parent families, who have a female as the head of the family	76.9%	77.4%	79.7%	67.8%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016. <sup>a</sup> ABS Housing and Population Census, 2016.

## EMPLOYMENT



More than 7 in 10 people, aged 15-64 (73.2%), participate in the workforce. Of these, less than 5 in 100 people (4.6%) are unemployed. The major employment industries in Greater Darwin are public administration and safety, construction, and health care and social assistance.<sup>a</sup>

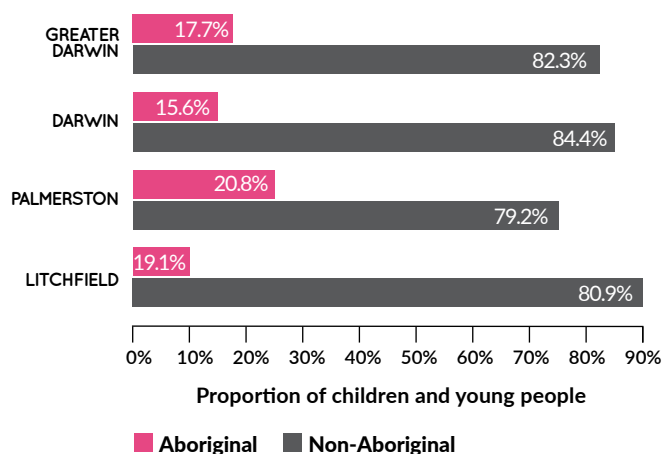
	GREATER DARWIN	DARWIN	PALMERSTON	LITCHFIELD
People, aged 15-64, who participate in the workforce (employed or actively looking for work)	73.2%	74.1%	76.2%	66.0%
People who are unemployed, of those who participate in the workforce	4.6%	4.6%	4.9%	3.8%

## CHILDREN AND YOUNG PEOPLE



There are 47,102 children and young people, aged 0-24, in the region, more than half of these (25,170) live in Darwin. Almost 1 in 5 children and young people (17.7%) are Aboriginal.

### Proportion of children and young people, aged 0-24, by Aboriginal status



### Number of children and young people

	GREATER DARWIN	DARWIN	PALMERSTON	LITCHFIELD
0-4 years	10,503	5,555	3,707	1,241
5-9 years	9,840	5,111	3,316	1,413
10-14 years	9,103	4,776	2,818	1,509
15-19 years	8,146	4,478	2,213	1,455
20-24 years	9,510	5,250	2,671	1,589
<b>Total</b>	<b>47,102</b>	<b>25,170</b>	<b>14,725</b>	<b>7,207</b>

Data source and year: Modelled based on SA2, IARE and IREG 2016 ERP and the ABS Census of Population and Housing, August 2016, prepared by PHIDU (special table).

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019.

## EDUCATION



Almost half of the population, aged 15 and over (47.2%), have a higher education qualification. For 1 in 7 people, aged 15 and over (14.2%), Year 12 is their highest level of education, and for another 1 in 7 people, aged 15 and over (14.1%), Year 10 is their highest level of education.

	GREATER DARWIN	DARWIN	PALMERSTON	LITCHFIELD
People, aged 15 and over, who have a higher education qualification (above Year 12 level)	47.2%	49.4%	46.6%	40.7%
People, aged 15 and over, for whom Year 12 is their highest level of education	14.2%	14.7%	15.4%	11.3%
People, aged 15 and over, for whom Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education	14.1%	12.4%	17.4%	15.6%

## LANGUAGE AND CULTURE



English is the main language spoken in Greater Darwin with almost 7 in 10 people (67.9%) speaking only English. About 2 in 10 people (20.3%) speak a language other than English at home. Less than 1% of the population speak an Aboriginal language at home.

	GREATER DARWIN	DARWIN	PALMERSTON	LITCHFIELD
People who speak only English	67.9%	62.4%	76.4%	74.6%
People who speak an Aboriginal language at home	<1%	1.0%	<1%	<1%
People who speak a language other than English at home (including Aboriginal languages)	20.3%	26.8%	15.0%	6.0%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016.



## Top End

Top End region covers north and north-west sections of the Territory, including the Tiwi Islands. There are six townships in the region, including Batchelor, Jabiru and Adelaide River, with 17 communities, four town camps and 138 outstations.

### Top End Population (2021 Data)

Population:	17,231
Aboriginal People:	75.4%
Overseas Born:	5.3%
Lived interstate 5 years earlier	5.4%
Age	
0-24 years:	38.6%
25-49 years:	38.3%
50-74 years:	21.6%
75+ years:	1.5%

**27.8%**

About **3 in 10** people speak only English

**56.0%**

More than half of people speak an Aboriginal language at home

### NTPS Workforce – Top End (2023 Data)

Employee Headcount:	453 or 2.6% of the region's population
Aboriginal Employees:	42% of the employee headcount
Tenure Under 10 years:	78%
Age	
15-24 years:	4.9%
25-34 years:	26.7%
35-44 years:	23.2%
45-54 years:	19.6%
55-64 years:	21.6%
65+ years:	4.0%

**63.6% Female**

**36.4% Male**

### NTPS Workforce Employment Stream

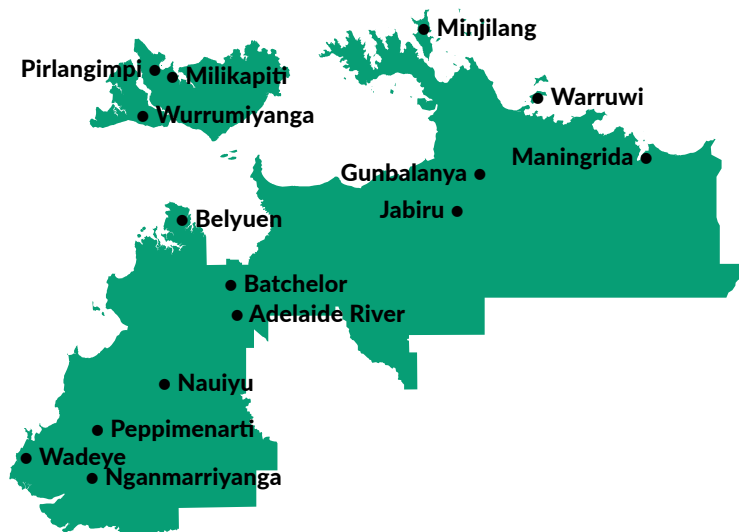
Stream	%	Stream	%
Administrative	22.3%	Teaching	34.9%
Health	8.4%	Technical	5.7%
Professional	0.07%	Uniformed	9.5%
Utility	0.2%	Physical	15.7%
Other	2.6%		





## People of Top End

The Top End region covers north and north-west sections of the Territory, including the Tiwi Islands. There are six townships in the region, including Batchelor, Jabiru and Adelaide River, with 17 communities, four town camps and 138 outstations.

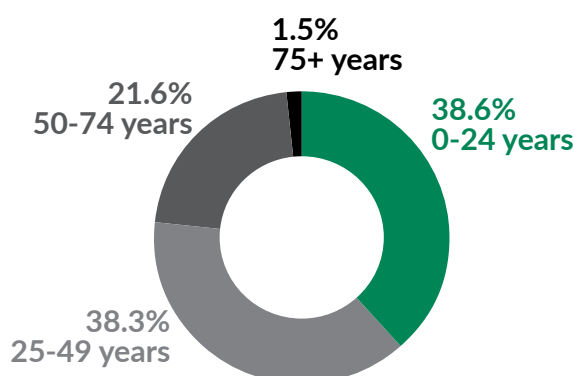


### POPULATION



The Top End has a population of 17,231 people. Of all the Northern Territory regions, Top End has the highest proportion of Aboriginal people with 3 in 4 people (74.5%) identifying as Aboriginal. About 5 in 100 people were born overseas (5.3%) and lived interstate five years earlier (5.4%). Almost 4 in 10 people (38.6%) are children and young people, aged 0-24.

#### Age distribution of population



	TOP END
Total population	17,231
Aboriginal people <sup>a</sup>	74.5%
Children and young people, aged 0-24	38.6%
People who were born overseas <sup>b</sup>	5.3%
People who lived interstate five years earlier <sup>b</sup>	5.4%

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019; <sup>a</sup> ABS Estimates of Aboriginal and Torres Strait Islander Australians, prepared by PHIDU (special table), 2016; <sup>b</sup> ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

### FAMILIES



Almost 3 in 10 families, with children aged under 15 (28.4%), are single parent families. Of these, 8 in 10 (82.7%) have a female as the head of the family.

	TOP END
Families with children aged under 15, who are single parent families	28.4%
Single parent families, who have a female as the head of the family	82.7%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016. <sup>a</sup> ABS Housing and Population Census, 2016.

### EMPLOYMENT



More than 4 in 10 people, aged 15-64 (43.3%), participate in the workforce. Of these, about 1 in 5 people (22.4%) are unemployed. The major employment industries in the Top End are education and training, public administration and safety, and health care and social assistance.<sup>a</sup>

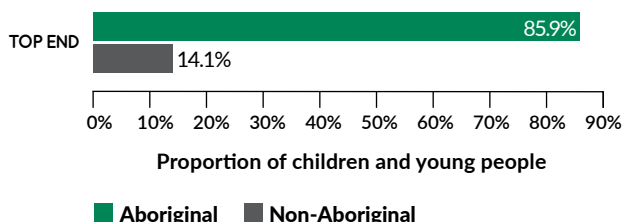
	TOP END
People, aged 15-64, who participate in the workforce (employed or actively looking for work)	43.3%
People who are unemployed, of those who participate in the workforce	22.4%

## CHILDREN AND YOUNG PEOPLE



There are 6,645 children and young people, aged 0-24, in the region. More than 8 in 10 children and young people (85.9%) are Aboriginal, the highest proportion of all the regions.

### Proportion of children and young people, aged 0-24, by Aboriginal status



Data source and year: Modelled based on SA2, IARE and IREG 2016 ERP and the ABS Census of Population and Housing, August 2016, prepared by PHIDU (special table).

### Number of children and young people

	TOP END
0-4 years	1,152
5-9 years	1,536
10-14 years	1,436
15-19 years	1,281
20-24 years	1,238
<b>Total</b>	<b>6,645</b>

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019.

## EDUCATION



Almost 2 in 10 people, aged 15 and over (17.9%), have a higher education qualification. For about 1 in 10 people (10.4%), Year 12 is their highest level of education. And for almost 3 in 10 people (27.9%), Year 10 or equivalent is their highest level of education.

	TOP END
People, aged 15 and over, who have a higher education qualification (above Year 12 level)	17.9%
People, aged 15 and over, for whom Year 12 is their highest level of education	10.4%
People, aged 15 and over, for whom Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education	27.9%

## LANGUAGE AND CULTURE



Across the Top End, almost 3 in 10 people (27.8%) speak only English. More than half of people (56.0%) speak an Aboriginal language at home and almost 6 in 10 people (59.2%) speak a language other than English at home, including Aboriginal languages.

	TOP END
People who speak only English	27.8%
People who speak an Aboriginal language at home	56.0%
People who speak a language other than English at home (including Aboriginal languages)	59.2%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## East Arnhem

East Arnhem region covers the north-east corner of the Northern Territory. The major centre is Nhulunbuy. There are 10 other communities and over 70 outstations.

### A Snapshot of the NTPS in the East Arnhem Region

#### East Arnhem Population (2021 Data)

Population:	14,494
Aboriginal People:	71.3%
Overseas Born:	6.1%
Lived interstate 5 years earlier	8.6%
Age	
0-24 years:	44.2%
25-49 years:	39.7%
50-74 years:	15.5%
75+ years:	0.6%

**25.9%**

About **1 in 4** people speak only English

**62.1%**

About **6 in 10** people speak an Aboriginal language at home

#### NTPS Workforce - East Arnhem (2023 Data)

Employee Headcount:	930 or 6.4% of the region's population
Aboriginal Employees:	21.1% of the employee headcount
Tenure Under 10 years:	79.2%
Age	
15-24 years:	3.9%
25-34 years:	24.0%
35-44 years:	31.3%
45-54 years:	21.1%
55-64	16.7%
65+ years:	3.1%

**71.1% Female**

**28.8% Male**

#### NTPS Workforce - Employment Streams

Streams	%	Streams	%
Administrative	28.6%	Teaching	29.6%
Health	20.8%	Technical	1.9%
Professional	4.5%	Uniformed	7.0%
Other	1.3%	Physical	5.7%



# People of East Arnhem

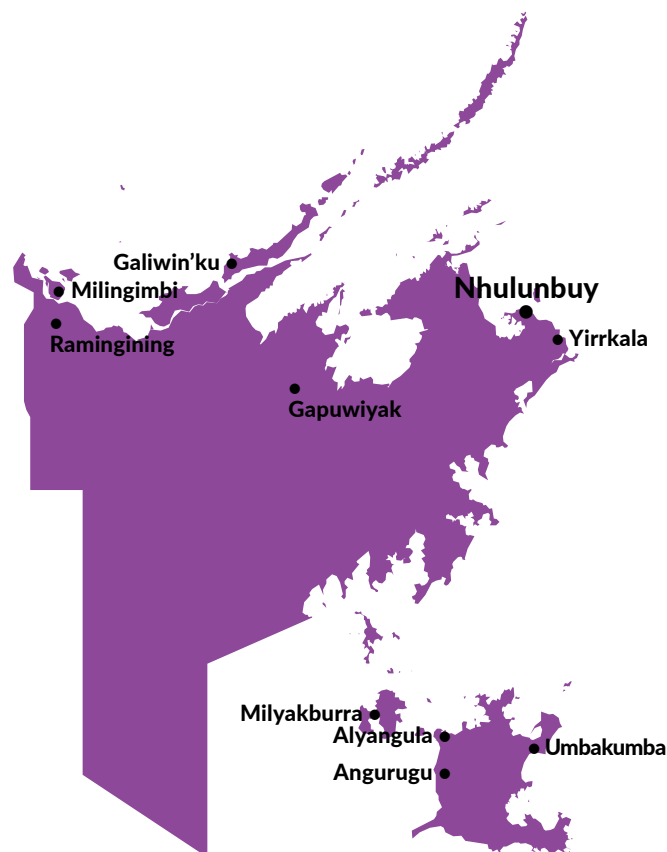
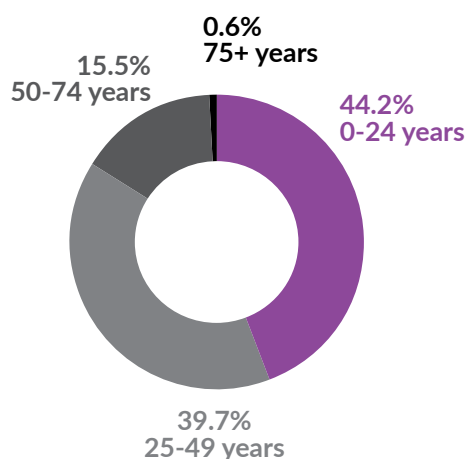
The region of East Arnhem covers the north-east corner of the Northern Territory. The major centre is Nhulunbuy. There are 10 other communities and over 70 outstations.

## POPULATION



East Arnhem has a population of 14,494 people, the majority of which live outside of Nhulunbuy. Almost 3 in 4 people (71.3%) identify as Aboriginal and about 1 in 16 people (6.1%) were born overseas. East Arnhem is one of the least transient populations when compared to the other Territory regions, with less than 1 in 10 people (8.6%) having lived interstate five years earlier. East Arnhem is the youngest region of the Territory, with more than 4 in 10 people (44.2%) aged 0-24.

### Age distribution of population



	EAST ARNHEM	NHULUNBUY	BALANCE OF REGION
Total population	14,494	3,274	11,220
Aboriginal people <sup>a</sup>	71.3%	15.9%	87.9%
Children and young people, aged 0-24	44.2%	39.0%	45.7%
People who were born overseas <sup>b</sup>	6.1%	16.4%	2.9%
People who lived interstate five years earlier <sup>b</sup>	8.6%	21.5%	4.5%

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019; <sup>a</sup> ABS Estimates of Aboriginal and Torres Strait Islander Australians, prepared by PHIDU (special table), June 2016; <sup>b</sup> ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## FAMILIES



Across the region, 3 in 10 families with children under 15 years (29.5%) are single parent families. Of these, 8 in 10 families (79.2%) have a female as the head of the family.

	EAST ARNHEM	NHULUNBUY	BALANCE OF REGION
Families with children aged under 15, who are single parent families	29.5%	14.1%	34.4%
Single parent families, who have a female as the head of the family	79.2%	65.9%	80.9%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## LANGUAGE AND CULTURE



Across East Arnhem, 1 in 4 people (25.9%) speak only English and about 6 in 10 people (62.1%) speak an Aboriginal language at home. Outside of Nhulunbuy the proportion of people who speak an Aboriginal language at home is higher at more than 8 in 10 people (80.8%).

	EAST ARNHEM	NHULUNBUY	BALANCE OF REGION
People who speak only English	25.9%	71.8%	11.5%
People who speak an Aboriginal language at home	62.1%	2.2%	80.8%
People who speak a language other than English at home (including Aboriginal languages)	64.5%	11.2%	81.2%

## CHILDREN AND YOUNG PEOPLE



There are 6,407 children and young people, aged 0-24, living in the region, almost half of the population. The majority of these (5,130) live outside of Nhulunbuy. Almost 8 in 10 children and young people (77.3%) are Aboriginal, the third highest proportion of Aboriginal children and young people of all the regions after Top End and Barkly.

### Proportion (%) of children and young people, aged 0-24, by Aboriginal status



### Number of children and young people

	EAST ARNHEM	NHULUNBUY	BALANCE OF REGION
0-4 years	1,121	224	897
5-9 years	1,381	307	1,074
10-14 years	1,303	310	993
15-19 years	1,402	260	1,142
20-24 years	1,200	176	1,024
<b>Total</b>	<b>6,407</b>	<b>1,277</b>	<b>5,130</b>

Data source and year: Modelled based on SA2, IARE and IREG 2016 ERP and the ABS Census of Population and Housing, August 2016, prepared by PHIDU (special table).

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019.

## EDUCATION



About 1 in 5 people aged 15 and over (22.2%), have a higher education qualification. For more than 1 in 8 people (13.3%), Year 12 is their highest level of education. For 1 in 5 people (21.1%), Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education.

	EAST ARNHEM	NHULUNBUY	BALANCE OF REGION
People, aged 15 and over, who have a higher education qualification (above Year 12 level)	22.2%	48.9%	13.9%
People, aged 15 and over, for whom Year 12 is their highest level of education	13.3%	11.7%	13.8%
People, aged 15 and over, for whom Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education	21.1%	11.5%	24.1%

## EMPLOYMENT



More than 4 in 10 people aged 15-64 (44.8%), participate in the workforce. Of these, 1 in 7 people (14.1%) are unemployed. The proportion of workforce unemployment is more than 8 times higher outside of Nhulunbuy (21.5%), compared to Nhulunbuy (2.6%). The major employment industries in East Arnhem are education and training, mining, and health care and social assistance.<sup>a</sup>

	EAST ARNHEM	NHULUNBUY	BALANCE OF REGION
People, aged 15-64, who participate in the workforce (employed or actively looking for work)	44.8%	74.5%	35.7%
People who are unemployed, of those who participate in the workforce	14.1%	2.6%	21.5%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016. <sup>a</sup> ABS Housing and Population Census, 2016.

## Big Rivers

The Big Rivers region covers the mid-north and spans the width of the Territory sharing borders with both Western Australia and Queensland. The main centre is Katherine. The regions includes more than 20 other communities and 100 outstations.

### A Snapshot of the NTPS in the Big Rivers Region

#### Big Rivers Population (2021 Data)

Population:	21,541
Aboriginal People:	56.2%
Overseas Born:	7.7%
Lived interstate 5 years earlier	12.5%
Age	
0-24 years:	39.5%
25-49 years:	38.5%
50-74 years:	19.5%
75+ years:	2.4%

**46.5%**

Almost half of people speak only English

**33.7%**

More than **3 in 10** people speak an Aboriginal language at home

#### NTPS Workforce – Big Rivers (2022 Data)

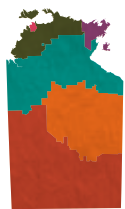
Employee Headcount:	1687 or 7.8% of the region's population
Aboriginal Employees:	25.3% of the employee headcount
Tenure Under 10 years:	79.8%
Age	
15-24 years:	6.9%
25-34 years:	27.8%
35-44 years:	25.7%
45-54 years:	19.9%
55-64:	14.9%
65+ years:	4.9%

**64.5% Female**

**35.4% Male**

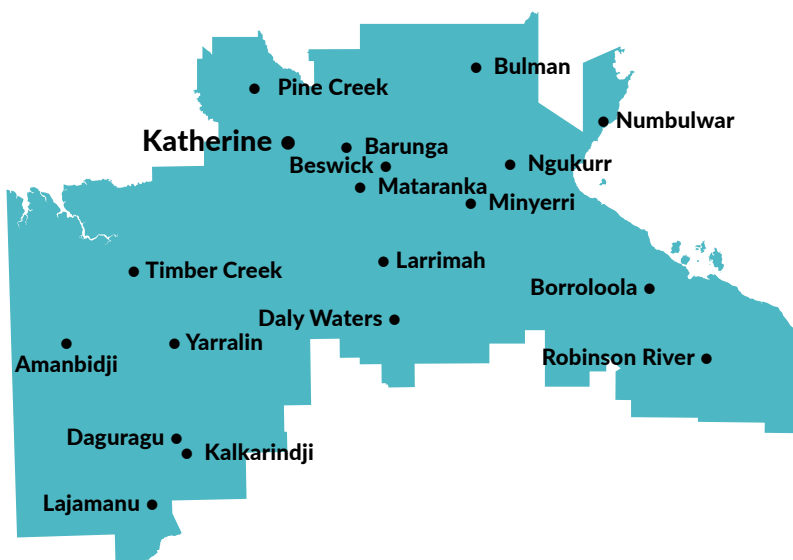
#### NTPS Workforce - Employment Stream

Stream	%	Stream	%
Administrative	29.7%	Teaching	24.1%
Health	13.3%	Technical	5.6%
Professional	4.7%	Uniformed	10.7%
Utility	2.1%	Physical	7.6%
Other	1.8%		



## People of Big Rivers

The Big Rivers region covers the mid-north and spans the width of the Territory, sharing borders with both Western Australia and Queensland. The main centre is Katherine. The region includes more than 20 other communities and 100 outstations.

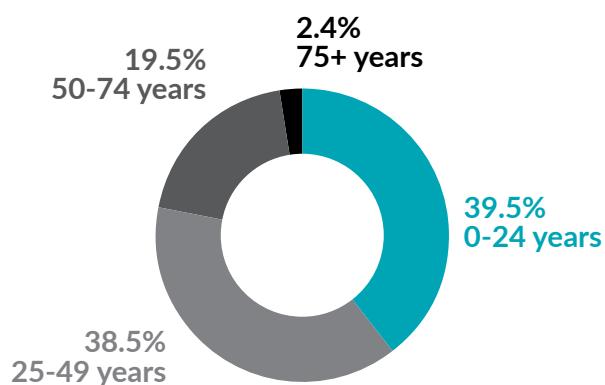


### POPULATION



Big Rivers has a population of 21,541 people. More than half of the population identify as Aboriginal (56.2%) and 1 in 13 people (7.7%) were born overseas. Big Rivers has the second most transient population of all the regions after Greater Darwin, with more than 1 in 10 people (12.5%) having lived interstate five years earlier. About 4 in 10 people (39.5%) are children and young people, aged 0-24.

#### Age distribution of population



	BIG RIVERS	KATHERINE	BALANCE OF REGION
Total population	21,541	10,717	10,824
Aboriginal people <sup>a</sup>	56.2%	32.6%	79.2%
Children and young people, aged 0-24	39.5%	33.6%	45.4%
People who were born overseas <sup>b</sup>	7.7%	11.9%	3.5%
People who lived interstate five years earlier <sup>b</sup>	12.5%	17.9%	6.9%

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019; <sup>a</sup> ABS Estimates of Aboriginal and Torres Strait Islander Australians, prepared by PHIDU (special table), 2016; <sup>b</sup> ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

### FAMILIES



In the region as a whole, about 1 in 4 families, with children under 15 years (26.2%), are single parent families. Of these, more than 8 in 10 single parent families (83.0%) have a female as the head of the family.

	BIG RIVERS	KATHERINE	BALANCE OF REGION
Families with children aged under 15, who are single parent families	26.2%	22.0%	29.8%
Single parent families, who have a female as the head of the family	83.0%	80.4%	84.8%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

### LANGUAGE AND CULTURE



Across Big Rivers almost half of people (46.5%) speak only English and more than 3 in 10 people (33.7%) speak an Aboriginal language at home. Outside of Katherine less than 3 in 10 people (27.6%) speak only English and more than 6 in 10 people (61.0%) speak an Aboriginal language at home.

	BIG RIVERS	KATHERINE	BALANCE OF REGION
People who speak only English	46.5%	64.9%	27.6%
People who speak an Aboriginal language at home	33.7%	7.3%	61.0%
People who speak a language other than English at home (including Aboriginal languages)	36.7%	14.8%	59.3%

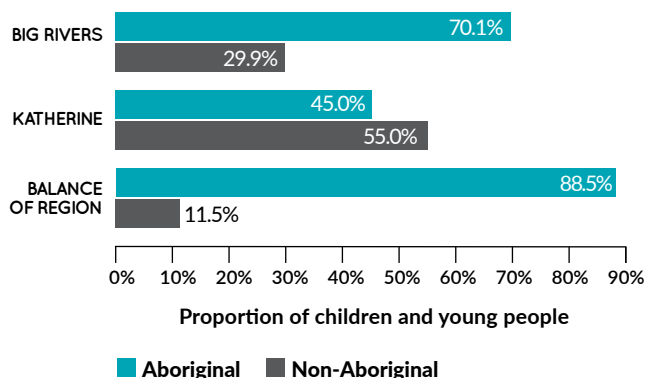


## CHILDREN AND YOUNG PEOPLE



There are 8,510 children and young people, aged 0-24, living in the region, over half of these live outside of Katherine (4,913). About 7 in 10 children and young people (70.1%) are Aboriginal.

### Proportion (%) of children and young people, aged 0-24, by Aboriginal status



Data source and year: Modelled based on SA2, IARE and IREG 2016 ERP and the ABS Census of Population and Housing, August 2016, prepared by PHIDU (special table).

### Number of children and young people

	BIG RIVERS	KATHERINE	BALANCE OF REGION
0-4 years	1,790	882	908
5-9 years	1,893	824	1,069
10-14 years	1,637	621	1,016
15-19 years	1,538	596	942
20-24 years	1,651	674	977
<b>Total</b>	<b>8,510</b>	<b>3,597</b>	<b>4,913</b>

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019.

## EDUCATION



Almost 3 in 10 people, aged 15 and over (28.1%), have a higher education qualification. The proportion is higher in Katherine, at almost 4 in 10 people (37.7%). There is a higher proportion of people where Year 10 is their highest level of education outside of Katherine, at more than 2 in 10 people (23.0%).

	BIG RIVERS	KATHERINE	BALANCE OF REGION
People, aged 15 and over, who have a higher education qualification (above Year 12 level)	28.1%	37.7%	17.3%
People, aged 15 and over, for whom Year 12 is their highest level of education	8.3%	9.2%	7.3%
People, aged 15 and over, for whom Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education	19.2%	15.8%	23.0%

## EMPLOYMENT



More than half of people, aged 15-64 (51.2%), participate in the workforce across the region. The workforce participation rate is higher in Katherine, 6 in 10 people (60.8%) than outside of Katherine, 4 in 10 people (40.9%). Of those who participate in the workforce, about 1 in 10 people (9.2%) are unemployed. The rate of unemployment differs substantially between those who live in and outside of Katherine. The major employment industries in Big Rivers are public administration and safety, health care and social assistance, and education and training.<sup>a</sup>

	BIG RIVERS	KATHERINE	BALANCE OF REGION
People, aged 15-64, who participate in the workforce (employed or actively looking for work)	51.2%	60.8%	40.9%
People who are unemployed, of those who participate in the workforce	9.2%	3.7%	17.9%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016. <sup>a</sup> ABS Housing and Population Census, 2016.



## Barkly

The Barkly region is located in the central desert area of the Northern Territory. The major centre is Tennant Creek, which incorporates seven community living areas. There are 13 other communities and 74 outstations in the region.

## A Snapshot of the NTPS in the Barkly Region

### Barkly Population (2021 Data)

Population:	7,237
Aboriginal People:	73.8%
Overseas Born:	7.9%
Lived interstate 5 years earlier	8.7%
Age	
0-24 years:	39.6%
25-49 years:	37.9%
50-74 years:	21.2%
75+ years:	1.4%

**41.0%**

About **2 in 5** people speak only English

**40.5%**

About **2 in 5** people speak an Aboriginal language at home

### NTPS Workforce – Barkly (2023 Data)

Employee Headcount:	616 or 8.5% of the region's population
Aboriginal Employees:	22.2% of the employee headcount
Tenure Under 10 years:	83.1%
Age	
15-24 years:	5.7%
25-34 years:	28.9%
35-44 years:	22.7%
45-54 years:	18.8%
55-64 years:	15.7%
65+ years:	8.1%

**77.8% Female**

**22.2% Male**

### NTPS Workforce - Employment Stream

Stream	%	Stream	%
Administrative	25.3%	Teaching	23.4%
Health	17.0%	Technical	2.9%
Professional	4.5%	Uniformed	15.6%
Utility	1.9%	Physical	7.6%
Other	0.8%	Executive	0.8%



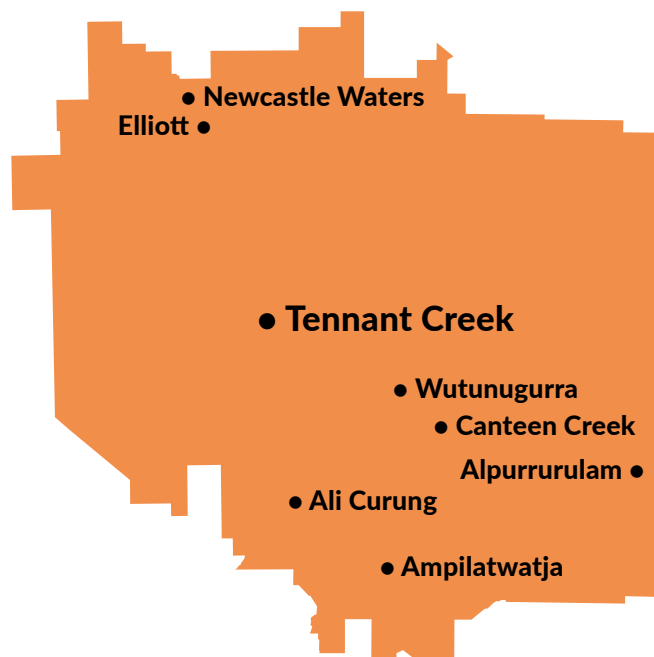
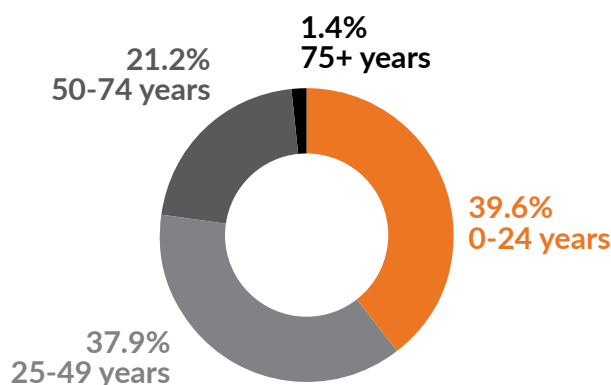
# People of Barkly

The Barkly region is located in the central desert area of the Northern Territory. The major centre is Tennant Creek, which incorporates seven community living areas. There are 13 other communities and 74 outstations in the region.

## POPULATION

Barkly has a population of 7,237 people. The region has the second largest Aboriginal population of all the regions after the Top End, with 3 in 4 people (74.7%) identifying as Aboriginal. Barkly is also the second youngest region after East Arnhem, with about 2 in 5 people (39.6%) aged 0-24. Almost 8 in 100 people (7.9%) were born overseas and almost 9 in 100 people (8.7%) lived interstate five years earlier.

### Age distribution of population



	BARKLY	TENNANT CREEK	BALANCE OF REGION
Total population	7,237	3,253	3,984
Aboriginal people <sup>a</sup>	73.8%	60.2%	85.0%
Children and young people, aged 0-24	39.6%	34.9%	43.4%
People who were born overseas <sup>b</sup>	7.9%	13.9%	2.8%
People who lived interstate five years earlier <sup>b</sup>	8.7%	10.1%	7.5%

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019; <sup>a</sup> ABS Estimates of Aboriginal and Torres Strait Islander Australians, prepared by PHIDU (special table), 2016; <sup>b</sup> ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## FAMILIES



1 in 3 families, with children aged under 15 (33.3%), are single parent families. Of these, more than 8 in 10 (82.1%) have a female as the head of the family.

	BARKLY	TENNANT CREEK	BALANCE OF REGION
Families, with children aged under 15, who are single parent families	33.3%	36.8%	31.0%
Single parent families, who have a female as the head of the family	82.1%	84.8%	80.2%

## EMPLOYMENT



Almost half of people, aged 15-64 (49.2%), are participating in the workforce, of which about 1 in 5 people (17.9%) are unemployed. The proportion of the workforce unemployed is more than four times higher outside of Tennant Creek than in the main centre. Major employment industries in the region are public administration and safety, health care and social assistance, and agriculture, forestry and fishing.<sup>a</sup>

	BARKLY	TENNANT CREEK	BALANCE OF REGION
People, aged 15-64, who participate in the workforce (employed or actively looking for work)	49.2%	55.8%	43.3%
People who are unemployed, of those who participate in the workforce	17.9%	6.9%	30.4%

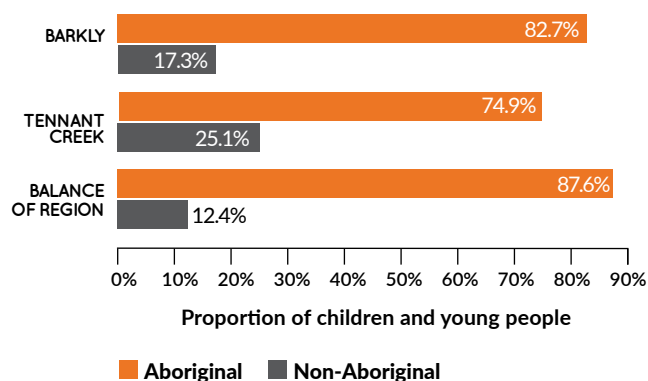
Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016. <sup>a</sup> ABS Housing and Population Census, 2016.

## CHILDREN AND YOUNG PEOPLE



There are 2,863 children and young people, aged 0-24, in the region. More than half of these (1,728) live outside of Tennant Creek. More than 3 in 4 children and young people (82.7%) are Aboriginal, the second highest proportion of all the regions after the Top End.

### Proportion (%) of children and young people, aged 0-24, by Aboriginal status



Data source and year: Modelled based on SA2, IARE and IREG 2016 ERP and the ABS Census of Population and Housing, August 2016, prepared by PHIDU (special table).

### Number of children and young people

	BARKLY	TENNANT CREEK	BALANCE OF REGION
0-4 years	604	294	310
5-9 years	629	250	379
10-14 years	547	194	353
15-19 years	470	181	289
20-24 years	613	216	397
<b>Total</b>	<b>2,863</b>	<b>1,135</b>	<b>1,728</b>

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019.

## EDUCATION



About 1 in 4 people, aged 15 and over (23.5%), have a higher education qualification. For about 1 in 10 people (8.5%), Year 12 is their highest level of education and for 2 in 10 people (19.5%), Year 10 or equivalent is their highest level of education.

	BARKLY	TENNANT CREEK	BALANCE OF REGION
People, aged 15 and over, who have a higher education qualification (above Year 12 level)	23.5%	30.4%	17.2%
People, aged 15 and over, for whom Year 12 is their highest level of education	8.5%	10.4%	6.7%
People, aged 15 and over, for whom Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education	19.5%	19.3%	19.6%

## LANGUAGE AND CULTURE



Across Barkly, almost half of people (46.1%) speak a language other than English at home (including Aboriginal languages). 2 in 5 people (41.0%) only speak English and 2 in 5 people (40.5%) speak an Aboriginal language at home. More than twice as many people speak an Aboriginal language at home outside of Tennant Creek (54.5%) than in Tennant Creek (23.8%).

	BARKLY	TENNANT CREEK	BALANCE OF REGION
People who speak only English	41.0%	53.7%	30.3%
People who speak an Aboriginal language at home	40.5%	23.8%	54.5%
People who speak a language other than English at home (including Aboriginal languages)	46.1%	33.0%	57.1%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## Central Australian

The Central Australian region covers the largest geographical area of the six regions, bordering Western Australia, South Australia and Queensland. The major centre is Alice Springs. The region includes 27 communities, 16 town camps and over 200 outstations.

## A Snapshot of the NTPS in the Central Australian Region

### Central Australian Population (2021 Data)

Population:	38,171
Aboriginal People:	41.2%
Overseas Born:	18.2%
Lived interstate 5 years earlier	11.6%
Age	
0-24 years:	34.6%
25-49 years:	39.3%
50-74 years:	23.4%
75+ years:	2.6%

**54.0%**

More than half of people speak only English

**21.6%**

About 1 in 5 people speak an Aboriginal language at home

### NTPS Workforce – Central Australian (2023 Data)

Employee Headcount:	4398 or 11.5% of the region's population
Aboriginal Employees:	11.6% of the employee headcount

Tenure Under 10 years:	75.8%
------------------------	-------

Age	
15-24 years:	5.9%
25-34 years:	27.1%
35-44 years:	23.6%
45-54 years:	21.1%
55-64 years:	17.3%
65+ years:	5.1%

**62.9%** Female

**37.0%** Male

### NTPS Workforce - Employment Stream

Stream	%	Stream	%
Administrative	25.7%	Teaching	10.5%
Health	26.9%	Technical	5.8%
Professional	6.8%	Uniformed	11.8%
Utility	2.9%	Physical	7.6%
Other	1.3%	Executive	0.5%

# People of Central Australia

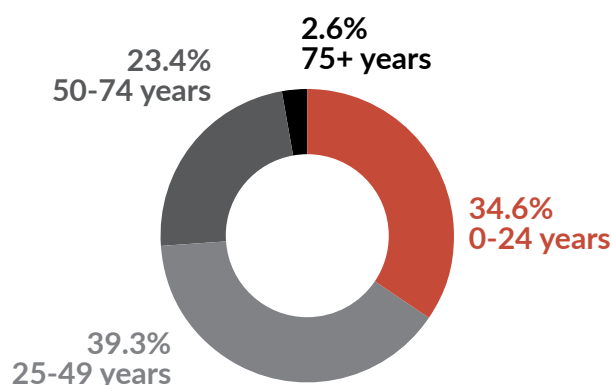
Central Australia covers the largest geographical area of the six regions, bordering Western Australia, South Australia and Queensland. The major centre is Alice Springs. The region includes 27 communities, 16 town camps and over 200 outstations.



## POPULATION

Central Australia has a population of 38,171 people. More than 4 in 10 people (41.2%) identify as Aboriginal across the region. Outside of Alice Springs 8 in 10 people (80.0%) identify as Aboriginal. Central Australia has the second highest proportion of people born overseas (18.2%) of all the regions after Greater Darwin. More than 1 in 3 people (34.6%) are children and young people, aged 0-24 and more than 1 in 10 people (11.6%) lived interstate five years earlier.

### Age distribution of population



	CENTRAL AUSTRALIA	ALICE SPRINGS	BALANCE OF REGION
Total population	38,171	26,390	11,781
Aboriginal people <sup>a</sup>	41.2%	24.4%	80.0%
Children and young people, aged 0-24	34.6%	32.8%	38.6%
People who were born overseas <sup>b</sup>	18.2%	23.5%	5.5%
People who lived interstate five years earlier <sup>b</sup>	11.6%	12.6%	9.2%

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019; <sup>a</sup> ABS Estimates of Aboriginal and Torres Strait Islander Australians, prepared by PHIDU (special table), 2016; <sup>b</sup> ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

## FAMILIES

About 1 in 4 families, with children aged under 15 (25.6%), are single parent families. Almost 4 in 5 of these (83.6%) have a female at the head of the family. There is a higher proportion of single parent families outside of Alice Springs.

	CENTRAL AUSTRALIA	ALICE SPRINGS	BALANCE OF REGION
Families with children aged under 15, who are single parent families	25.6%	23.2%	31.8%
Single parent families, who have a female as the head of the family	83.6%	83.7%	83.4%

## EMPLOYMENT

More than 6 in 10 people, aged 15-64 (63.8%), participate in the workforce. Of those that participate in the workforce, about 1 in 10 people (9.2%) are unemployed. The proportion of workforce unemployment is significantly lower in Alice Springs (3.4%) than in the balance of the region (30.0%). The major industries in Central Australia are public administration and safety, health care and social assistance, and education and training.<sup>a</sup>

	CENTRAL AUSTRALIA	ALICE SPRINGS	BALANCE OF REGION
People, aged 15-64, who participate in the workforce (employed or actively looking for work)	63.8%	71.3%	46.4%
People who are unemployed, of those who participate in the workforce	9.2%	3.4%	30.0%

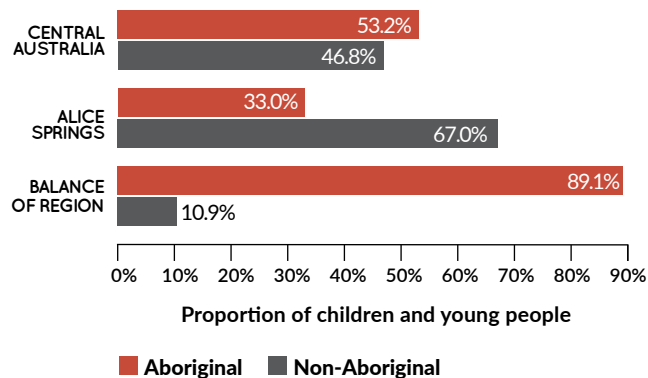
Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016. <sup>a</sup> ABS Housing and Population Census, 2016.

## CHILDREN AND YOUNG PEOPLE



There are 13,211 children and young people, aged 0-24, in the region. More than 6 in 10 children and young people (65.6%) live in Alice Springs. Across the region, more than half of children and young people (53.2%) are Aboriginal people.

### Proportion (%) of children and young people, aged 0-24, by Aboriginal status



Data source and year: Modelled based on SA2, IARE and IREG 2016 ERP and the ABS Census of Population and Housing, August 2016, prepared by PHIDU (special table).

### Number of children and young people

	CENTRAL AUSTRALIA	ALICE SPRINGS	BALANCE OF REGION
0-4 years	2,902	2,035	867
5-9 years	2,799	1,901	898
10-14 years	2,653	1,769	884
15-19 years	2,311	1,541	770
20-24 years	2,546	1,415	1,131
<b>Total</b>	<b>13,211</b>	<b>8,661</b>	<b>4,550</b>

Data source and year: ABS 3235.0 Population by Age and Sex, Regions of Australia, prepared by PHIDU (special table), 2019.

## EDUCATION

Almost 4 in 10 people, aged 15 and over (37.6%), have a higher education qualification. For 1 in 10 people, aged 15 and over (10.8%), Year 12 is their highest level of education, and for 1 in 7 people, aged 15 and over (14.5%), Year 10 is their highest level of education.

	CENTRAL AUSTRALIA	ALICE SPRINGS	BALANCE OF REGION
People, aged 15 and over, who have a higher education qualification (above Year 12 level)	37.6%	46.2%	16.7%
People, aged 15 and over, for whom Year 12 is their highest level of education	10.8%	12.1%	7.8%
People, aged 15 and over, for whom Year 10 or equivalent (including Year 11, Certificate I and II) is their highest level of education	14.5%	14.5%	14.6%

## LANGUAGE AND CULTURE

Across the region, more than half of people (54.0%) speak only English. Outside of Alice Springs this drops to almost 2 in 10 people (18.9%). In Alice Springs, almost 2 in 10 people (19.1%) speak a language other than English at home. Outside of Alice Springs this increases, with more than 6 in 10 people (62.3%) speaking a language other than English at home.

	CENTRAL AUSTRALIA	ALICE SPRINGS	BALANCE OF REGION
People who speak only English	54.0%	68.6%	18.9%
People who speak an Aboriginal language at home	21.6%	5.4%	60.5%
People who speak a language other than English at home (including Aboriginal languages)	31.8%	19.1%	62.3%

Data source and year: ABS Housing and Population Census, prepared by PHIDU (special table), 2016.

# Employment Instructions

Employment Instruction	Summary of Employment Instruction
1. Filling Vacancies	Sets out rules for undertaking actions to employ a person, or promote or transfer an employee in accordance with PSEMA.
2. Probation	Sets out rules for managing probation for an ongoing employee in accordance with PSEMA.
3. Natural Justice	Sets out the principles of natural justice to ensure that persons exercising powers and functions under PSEMA understand the principles and apply them properly.
4. Employee Performance Management and Development Systems	Sets out rules for developing and implementing employee performance management and development systems in accordance with PSEMA.
5. Medical Examinations	Sets out rules for requiring an employee to attend a medical examination.
6. Performance and Inability	Sets out rules for undertaking an employee performance and inability process in accordance with PSEMA.
7. Discipline	Revoked (replaced with NTPS Discipline Handbook)
8. Internal Agency Complaints and Section 59 Grievance Reviews	Sets out rules for handling internal employee grievances and procedures for employees lodging grievances in accordance with section 59 of PSEMA.
9. Employment Records	Sets out rules for keeping employment records in accordance with PSEMA.
10. Equality of Employment Opportunity Programs	Sets out rules for developing programs to ensure that employees have equal employment opportunities in accordance with PSEMA
11. Occupational Health and Safety Standards Programs	Sets out the rules for developing occupational health and safety standards and programs in NTPS agencies.
12. Code of Conduct	The Code of Conduct which stipulates the basic level of conduct expected of 'public sector officers' (employees, CEOs and the CPE). CEOs may issue

	agency specific codes of conduct consistent with PSEMA, Regulations, By laws, and EIs.
13. Appropriate Workplace Behaviour	Sets out the requirement for all employees to behave appropriately in the workplace and for CEOs to foster a culture which supports appropriate behaviour and is free from bullying. It also provides the NTPS definition of workplace bullying and inappropriate behaviour.
14. Redeployment and Redundancy Procedures	Designed to assist NTPS employees and agencies in understanding their rights and obligations in redeployment and redundancy situations, and to ensure that these situations are handled as sensitively, efficiently, and effectively as possible.
15. Special Measures	Sets out the requirements and conditions for approval by the CPE of agency special measures programs, plans, or arrangements.



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## Acronyms and Abbreviations

<b>Aboriginal</b>	Aboriginal and Torres Strait Islander peoples
<b>AECD</b>	Aboriginal Employment and Career Development
<b>AECDs</b>	Aboriginal Employment and Career Development Strategy
<b>CCT</b>	Cross Cultural Training
<b>CEO</b>	Chief Executive Officer
<b>Commissioner</b>	Commissioner for Public Employment
<b>DCDD</b>	Department of Corporate and Digital Development
<b>EEO</b>	Equal Employment Opportunity
<b>ELDF</b>	Executive Leaders Development Framework
<b>EI</b>	Employment Instruction
<b>FTE</b>	Full-Time Equivalent
<b>HR</b>	Human resources
<b>HRM</b>	Human resource management
<b>ICT</b>	Information Communication Technology
<b>IT</b>	Information Technology
<b>MBA</b>	Master in Business Administration
<b>NT</b>	Northern Territory
<b>NTG</b>	Northern Territory Government
<b>NTPFES</b>	Northern Territory Police, Fire and Emergency Services
<b>NTPS</b>	Northern Territory Public Service
<b>OCPE</b>	Office of the Commissioner for Public Employment
<b>PSEMA</b>	<i>Public Sector Employment and Management Act 1993</i>
<b>Report</b>	State of the Service Report
<b>SARG</b>	Senior Aboriginal Reference Groups

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