

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

Annual Report

2024-25



Acknowledgement

The Office of the Commissioner for Public Employment acknowledges Aboriginal people as the Traditional Custodians and Owners of the lands on which we work and gather and pays respects to Elders past, present and emerging. The term Aboriginal is used throughout this report to refer to all people of Aboriginal and Torres Strait Islander descent.



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Letter to Minister

The Honourable Jo-Anne Hersey MLA
Minister for Public Service
PO Box 3
KATHERINE NT 0851

Dear Minister Hersey

2024–25 Annual Report

I am pleased to submit the 2024–25 annual report on the activities of the Office of the Commissioner for Public Employment (OCPE).

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

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

Parts of items (a) and Part 9 of the *Information Act 2002* (excluding archives management) involve functions provided by the Department of Corporate and Digital Development (DCDD). DCDD has established, and maintains a corporate governance model, service management frameworks and internal controls appropriate to the department’s span of operations.

Accordingly, the Chief Executive Officer (CEO) DCDD, advised in relation to the items above, that to the best of her knowledge and belief, proper records are kept of transactions undertaken by DCDD on behalf of our agency and the employees under her control observe the provisions of the *Financial Management Act 1995*, Financial Management Regulations, Treasurer’s Directions and Part 9 of the *Information Act 2002*.

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

Yours sincerely,



Nicole Hurwood
Commissioner for Public Employment
30 September 2025

List of Acronyms

AECD	Aboriginal Employment and Career Development division
AECDS	Aboriginal Employment and Career Development Strategy
AGD	Attorney-General's Department
ANZSOG	The Australia and New Zealand School of Government
ARMC	Audit and Risk Management Committee
CEO	Chief Executive Officer
DCMC	Department of the Chief Minister and Cabinet
Commissioner	Commissioner for Public Employment
DCDD	Department of Corporate and Digital Development
DTF	Department of Treasury and Finance
ECO	Executive Contract Officer
ER	Employee Relations division
ERRP	Executive Remuneration Review Panel
FTE	Full Time Equivalent
HR	Human Resources
KPI	Key Performance Indicator
Minister	Minister for Public Service
MoG	Machinery of Government
NT	Northern Territory
NTG	Northern Territory Government
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
OICAC	Office of the Independent Commissioner Against Corruption
PDWG	Positive Duty Working Group
PSAB	Public Sector Appeal Board
PSEM Act	<i>Public Sector Employment and Management Act 1993</i>
PSAGR	Public Sector Appeals and Grievance Reviews division
SWPD	Strategic Workforce Planning and Development division
WHS	Work Health and Safety

Purpose of the Report

The OCPE Annual Report 2024–25 complies with the Commissioner's annual reporting requirements under section 18(2)(d) of the PSEM Act.

Its primary purpose is to comply with obligations to report to the Minister on OCPE's performance in 2024–25 against approved budget outputs and performance measures. It is a requirement that the Commissioner report to the Minister on those matters specified in section 28(2) PSEM Act in so far as they relate to the Commissioner's Office within three months from the end of the financial year:

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

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

Commissioner's Foreword

I am pleased to present the OCPE Annual Report for 2024 -25.

A small team, with an extensive and important remit in the public service, the OCPE plays a key part in supporting delivery of the Government's priorities through ensuring that as the Territory's largest employer the Northern Territory Public Sector (NTPS) has a high performing, future focused workforce that inspires community trust.

My role of Commissioner is one of privilege, responsibility and significant opportunity to drive positive change in the way the NTPS supports its employees to be agile, innovative and delivering services that align with Government's priorities and improve the lives of Territorians.

As Commissioner, I also hold an important representative role attending formal functions and occasions throughout the year. In this period these events included, amongst many others, the Bombing of Darwin, Remembrance Day, ANZAC Day and Police Remembrance Day commemorations; state funerals; the 2025 Olympian and Paralympian Welcome Home event; the 2025 Opening of Parliament; and the 50th Anniversary of the Northern Territory (NT) Legislative Assembly.

In addition to collaborating with public service Commissioners from across Australia and New Zealand, my office hosted delegations led by Secretary, Kolone Tikeri (Chief Executive Officer), from the Samoan Public Service Commission; and President Agostinho Letencio De Deus, from the East Timor-Leste Civil Service Commission.

During this past year, OCPE developed a new strategic plan with a clear purpose to enable an agile, capable and engaged public sector workforce through contemporary employment frameworks, accountable and ethical practice, growing employee capability and enhancing understanding of the NTPS values and Code of Conduct. This plan helps to guide our priorities and manner in which we undertake our work in the public sector.

This report highlights some of OCPE's many achievements this year, demonstrating the important contribution that our office makes across the sector.

Our role is critical in supporting agencies to deliver the best outcomes for their staff. We continue to be focused on integrity, procedural fairness and equity in employment matters; negotiating enterprise agreements that offer competitive salaries and entitlements; supporting inclusion and wellbeing in NTPS workplaces and supporting increased employee engagement in high quality professional learning.

This year, OCPE worked with agency CEOs and unions to manage the Machinery of Government (MoG) change process, which realigned the core public service structures into 18 smaller, more technically focused agencies. These changes were made by Government to empower quicker and informed decisions much closer to the ground and CEOs have been challenged to consider how they can do their work more efficiently and effectively. Importantly, through this process there were no cuts to the public service and the change was delivered at no cost.

Enterprise bargaining activities continued with OCPE engaging with NTPS agencies and unions to review employment conditions across the sector. In October 2024, the Northern Territory Educators' Agreement 2024 - 2027 was finalised making NT teachers among the highest paid in Australia, and providing them with a contemporary suite of new and improved entitlements and allowances. Following this, in the first half of 2025 negotiations commenced for five new enterprise agreements, with significant progress made to support improvements in the employment arrangements for the employees. These negotiations have been guided by the parameters under the NT Government's approved *NTPS Enterprise Bargaining Policy 2025-2028*, otherwise known as the Wages Policy, published in February 2025.

As Commissioner, I was also required to investigate a significant breach of the PSEM Act using my powers under s15 of the PSEM Act as to whether a CEO had breached their obligations under the PSEM Act. The findings determined that the CEO had breached the Act which were referred to the Chief Minister for consideration and action.

Separately, during the reporting period my office responded to recommendations from reports made by the Office of the Independent Commissioner Against Corruption (OICAC) in relation to recruitment and integrity matters. The recommendations from Operation Apollo highlighted the need to remind public sector officers of their obligations to act appropriately in matters where real or perceived conflict of interest present, either for themselves or the officers they work alongside. My office worked with agencies to reinforce the obligations, particularly those in senior roles, to manage conflicts of interest in all areas of their work, including recruitment. To this end, my office focussed on strengthening guidance and training with respect to compliance with NTPS merit-based recruitment practices. Separately, the release of a public statement by the ICAC about Operation Apollo, the Chief Minister announced an independent inquiry into senior police recruitment.

Supporting wellbeing and inclusivity in NTPS workplaces remains a priority, recognising the importance of having a sector that reflects the rich diversity of our community.

OCPE continues to support Aboriginal employees with opportunities to develop and grow in the public service through support to undertake leadership programs; access to mentoring and career coaching; and, delivery of the highly regarded NTPS Aboriginal Forum, which was held in Alice Springs and attended by 107 Aboriginal employees. The total percentage of NTPS employees identifying as Aboriginal continues to increase and is now at 11.11% compared to 10.96% this time last year, this equates to an additional 147 Aboriginal employees. The number of Aboriginal people employed in senior positions has also increased from 205 employees in June 2024 to 208 employees in 2025, representing 4.85% of this workforce. Within OCPE, we hosted three Aboriginal staff on secondment providing them opportunities to experience work in a central agency and contribute to work associated with Aboriginal employment pathways in the NTPS. In OCPE, 20.51% of staff identified as Aboriginal, up from 18.46% in the previous year.



20.51%

OF OCPE STAFF IDENTIFIED AS ABORIGINAL, UP FROM 18.46% IN THE PREVIOUS YEAR.

Under the *NTPS Employability Strategy*, OCPE engaged in new and different ways with the sector and stakeholders to demonstrate we care about making our workplaces more inclusive. We partnered with Helping People Achieve on International Day of People with a Disability events, we hosted a YouthWorX NT disability work placement participant and supported agencies with disability confident workplaces training. We have made some progress with a small increase in the number of people who have shared their disability status through the MyHR (employment records system) up from 1.6% to 1.9%. Within OCPE 7.7% of staff identified as having a disability up from 3.3% in the previous year.

A key priority for this year was to ensure professional learning focussed on building core capabilities. OCPE delivered a range of training and courses across various modes of delivery, covering management and leadership development; understanding public sector governance; and communication, policy and performance. From informal short courses and online self-paced learning through to face-to-face intensive and accredited training, 684 employees engaged in 7 short courses, 619 employees participated in 10 leadership development programs and 50 employees received formal qualifications through successful completion of accredited programs. Work continued in this period to update and contemporise program offerings, including the new integrated Respectful Workplace Behaviours online elearning package which will be launched in the latter part of 2025.

OCPE staff shared their own specialist expertise, in partnership as necessary with other NTPS agencies including DCDD and Attorney-General's Department (AGD), to deliver on topics such as Being a Model Litigant; Participating on an Appeals Board; the NTPS Capability Framework; Merit Selection Compliance; Culturally Safe and Respectful Workplaces; and the Right to Disconnect.

Looking within our small and diverse OCPE workforce, we have stabilised our leadership team with recruitment to all senior executive roles completed securing the necessary specialist expertise across all our disciplines. Our staff have been supported with training opportunities to uplift leadership through the Public Sector Management Program and the NTPS Integrity Advocates program; to understand their own and their team's working preferences; to recognise and build their own resilience and to enhance their business writing skills. We have supported early career staff through traineeships, graduate programs and work experience, offering post-employment roles to two staff.

Our staff are provided opportunities to connect and provide feedback about how we do our work. Through all staff weekly stand-up meetings, we collectively share important information and celebrate our successes. We have taken time to workshop our strategic plan together and prepare for the 2025 People Matter Survey to be conducted in the second half of 2025.

Our efforts are making a difference. OCPE is attracting and retaining quality staff, our workforce is becoming more diverse and we continue to value any feedback from agencies and our Minister to identify where we are working well and where we can improve our services!

In closing, I extend my gratitude to the OCPE team, who are a collective of dedicated and highly capable individuals, who are committed to continuous improvement through innovation and creating efficiency in the work that we do, and the work that supports agencies.

To my Chief Executive colleagues, staff across the NTPS who work closely with us – whether they are from our central agencies or partnering with our enterprise negotiations, thank you for your support of the work that our office does. To the stakeholders in whom we work with, thank you for your expertise, advice and feedback, all of which is greatly valued to enable us to deliverable the best outcomes for NTPS employees.



Nicole Hurwood
Commissioner for Public Employment
 30 September 2025





Top: Samoan delegation led by Secretary, Kolone Tikeri (Chief Executive Officer), from the Samoan Public Service Commission
Below: President Agostinho Letencio De Deus, from the East Timor-Leste Civil Service Commission

About Us

The Commissioner for Public Employment is the statutory employer of all employees in the NTPS and works to support every NTG agency to deliver services for Territorians.

We are focused on enabling an agile, capable and engaged public sector workforce that is future focused and inspires community trust.

OCPE Strategic Plan 2025 - 2030

Our Vision:

A high performing, future focused public service that inspires community trust.

Who we are:

The Commissioner for Public Employment is the statutory employer of all employees in the NTPS, and we work to support every NT Government agency to deliver services for Territorians.


Our Purpose:

Enable an agile, capable and engaged public sector workforce.


Our Key Partners:

NTPS agencies, OneNTG Corporate Service partner (DCDD), Charles Darwin University, Institute of Public Administration Australia


Our Workforce		Our Sector	Our People
Goals and Objectives		Goals and Objectives	Goals and Objectives
Contemporary and agile employment <ol style="list-style-type: none"> Promote opportunities to attract employees to work in the NT public service. Negotiate contemporary, affordable and attractive terms and conditions of employment in the NTPS. Contemporise employment provisions and promote agility through review and amendment of legislation and the employment framework. Deliver fair and equitable reviews of treatment in employment. Promote uplift in quality of decision making in relation to employment matters. 	Capable and accountable NTPS employees and leaders <ol style="list-style-type: none"> Deliver a future focused sector-wide workforce plan that positions the NTPS to grow the technical and leadership capability to deliver government priorities. Identify key foundational learning and capability development that supports growing our own and the performance of public servants now and into the future. Provide opportunities that identify, accelerate and grow talent and strengthen leadership behaviours and performance. Provide executive performance and development opportunities that promote stewardship, integrity and accountability. 	Ethical and culturally respectful <ol style="list-style-type: none"> Position the public service as a career pathway and build a culture of integrity. Drive improved employee experience in the public service, guided by feedback received in perception surveys, including the People Matter Survey. Provide sector level leadership to ensure workplaces are safe, inclusive and support the career aspirations of all public servants, including Aboriginal staff and those with a disability. 	Centre of excellence for public sector employment <ol style="list-style-type: none"> OCPE staff will work collaboratively with each other and engage with the public sector to share knowledge, build capability and understand agency needs. OCPE staff are provided with opportunities to develop their careers. Model and promote the NTPS values in our everyday work. Attract and retain a skilled and diverse workforce in OCPE. Embed feedback and evaluation into OCPE staff activities.
Key performance indicators <ul style="list-style-type: none"> NTPS enterprise agreements are consistent with the NTPS Wages Policy. More than or equal to 95% of promotion appeals, finalised within 6 weeks each year. More than or equal to 95% of grievance finalised with 3 months each year. More than or equal to 90% discipline and inability appeals finalised with 3 months, each year 	Key performance indicators <ul style="list-style-type: none"> Maintain or increase sector wide People Matter Survey results for Employee Satisfaction to more than 69% and Engagement to more than 64% for each survey. Maintain or increase sector wide People Matter Survey response rate to more than 39% for each survey. 	Key performance indicators <ul style="list-style-type: none"> Maintain or increase sector wide People Matter Survey results for Integrity and Accountability to more than 70% for each survey. Proportion of NTPS employees who identify as Aboriginal is increased in line with employment targets once approved. Proportion of NTPS Employees who identify having a Disability 8% by 2027. 	Key performance indicators <ul style="list-style-type: none"> 100% of OCPE staff have a current MyPerformance Agreement each year. Maintain OCPE's People Matter Survey results, Employee Satisfaction 90% and maintain or increase Engagement from 77% for each survey. Ministerial client satisfaction with OCPE services, communication and responsiveness 95% each year. Agency client satisfaction with OCPE services, communication and responsiveness 85% year each year




Ethical practice
Uphold the highest standards of practice and acts with integrity in all that we do.




Accountability
Be transparent and accountable in all our actions.




Respect
Respect all people, and in particular their rights as individuals.



Commitment to service
Be professional, hardworking, effective, innovative and efficient and work collaboratively.



Diversity
Value the diversity of The NTPS workforce.



Impartiality
Provide the Government with advice that is objective, timely and based on the best available evidence.

OCPE Strategic Plan 2025 - 2030



Annual Action Plan for 2025

Our People	Our Sector	Our Workplace
<p>Contemporary and agile employment</p> <ul style="list-style-type: none"> Negotiate 8 enterprise agreements and ensure the sector understands employment conditions. Provide policy advice about legislative and employment practice improvement with the aim to contemporise provisions, generate efficiencies and enhance workforce agility. Provide guidance and enhance knowledge in contemporary recruitment practices, including special measures, to ensure positive recruitment outcomes. Ensure timely response to Fair Work matters. 	<p>Capable and accountable NTPS employees and leaders</p> <ul style="list-style-type: none"> In consultation with NTPS employees, develop the NTPS Workforce Strategy 2027-2030 that incorporates our commitments to Aboriginal and disability employment, and confirms commitment to NTPS values. Map core NTPS foundational capabilities and ensure development opportunities are available to gain core capabilities. Develop pathways to identify and nurture talent while providing focused leadership development opportunities that drive growth, inclusivity, and high performance. Develop an executive professional development plan with supporting capability development offerings to enhance executive capability and performance. 	<p>Ethical and culturally respectful</p> <ul style="list-style-type: none"> Develop and promote an NTPS Integrity Framework. Continue implementation of the Employability Strategy 2025-2027. Deliver the People Matter Survey and Aboriginal Employee Stay Survey and develop plans to enhance employee experience and workplace performance by using insights from them. Undertake stakeholder consultation to inform the development of Aboriginal strategic priorities for incorporation into the NTPS Workforce Strategy 2027-2030. Enhance reward and recognition activities such as Recognition of Service Milestones and Chief Minister's Awards for Excellence in the Public Sector. Enhance the NTPS Cross Cultural Framework and supporting cross cultural capability programs.
<p>Our Workplace</p>		
<p>Centre of excellence for public sector employment</p> <ul style="list-style-type: none"> Promote collaboration and engagement by ensuring OCPE staff work closely with the public sector through networking and knowledge exchange and capability uplift in our areas of expertise. Support staff growth and retention by ensuring all employees to maintain MyPerformance Agreements with approved learning and development opportunities. Review OCPE key performance indicators and develop an evaluation plan for key programs that embeds a continuous improvement approach into our work. 		

Monitoring our progress

We will review our strategic plan each year and our annual Action Plan will focus our work. We will share our progress in the State of the Service and Annual Reports.

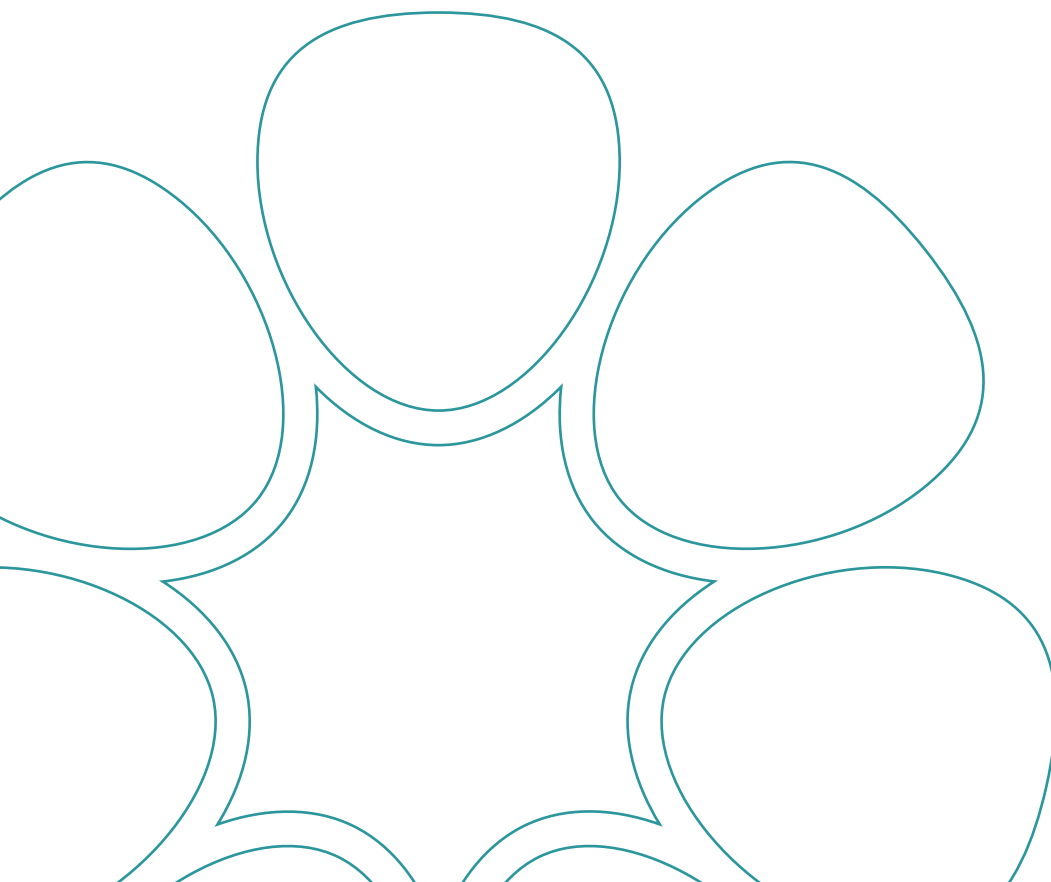


Division	E-mail	Contact Number
Executive Team (Exec)	OCPEsecretariat.Commissioner@nt.gov.au	08 8999 4187
Strategic Workforce Planning and Development (SWPD)	SWPD.ocpe@nt.gov.au	08 8999 3708
Aboriginal Employment and Career Development (AECD)	AECDS.ntg@nt.gov.au	08 8999 4118
Public Sector Appeals and Grievance Reviews (PSA&GR)	PSAGR@nt.gov.au	08 8999 4129
Employee Relations (ER)	Enquiries.ocpe@nt.gov.au	08 8999 4282

Functions of the Commissioner

The Commissioner has the following functions as defined in the PSEM Act:

- a. to determine the respective designations and other terms and conditions (including the remuneration) of employment for employees
- b. to promote the upholding of the public sector principles
- c. to determine practices and procedures relating to the recruitment and employment of persons as employees, the promotion of employees and the employment, transfer, secondment, redeployment, discipline and termination of employment of employees and any other matters relating to human resource management
- d. to consult with and advise CEOs in relation to the development and application of appropriate human resource practices and procedures in their Agencies
- e. to consult with CEOs in relation to the application of public employment policies in their Agencies
- f. to advise the Minister on, and monitor the implementation of, public employment policies
- g. to develop uniform systems, standards and procedures for the determination of designations and the allocation of designations to employees in their Agencies and assist CEOs in the application of those systems, standards and procedures
- h. to assist as appropriate CEOs in evaluating the performance of employees employed in their Agencies
- j. to coordinate training, education and development programs in conjunction with CEOs
- k. to conduct, or cause to be conducted, inquiries and investigations into, and reviews of, the management practices of Agencies
- m. to consult with CEOs on the development of appropriate standards and programs of occupational health and safety
- n. to assist as appropriate CEOs in the performance of their functions relating to the management of their Agencies
- p. such other functions as are imposed on him or her by or under this or any other Act, or as directed by the Minister.



Our Role

OCPE supports the Commissioner's statutory employer role as defined in the PSEM Act. The Commissioner also provides strategic and policy advice to support the Minister for Public Service in undertaking duties under PSEM Act.

Organisation Structure

A small and dynamic agency, as of 30 June 2025, the OCPE had 36.49 FTE employees working across four divisions. The high-level organisation structure as of 30 June 2025 is outlined below:



Commissioner for Public Employment

Nicole Hurwood



Employee Relations

Bradley Jackson
Senior Director



Strategic Workforce Planning and Development

Hayley Green
Senior Director



Public Sector Appeals and Grievance Reviews

Courtney Mabey
Senior Director



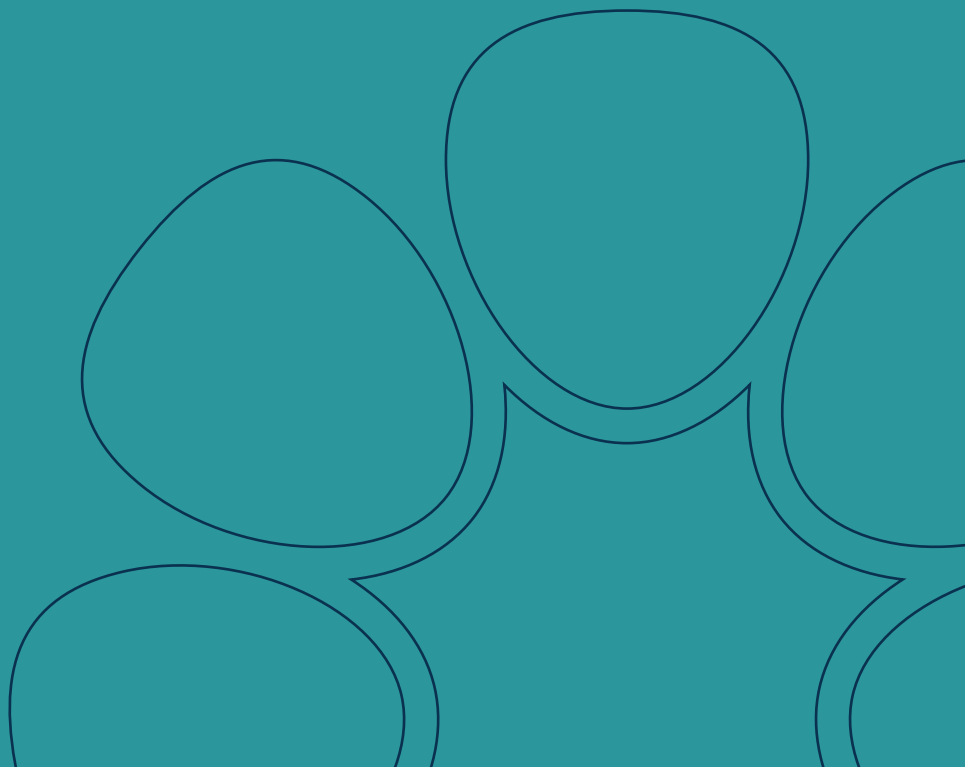
Aboriginal Employment and Career Development

Ursula White
Director





Output Performance Reporting



Budget Expenses by Output

This section describes OCPE's performance against planned outcomes for 2024–25. Reporting on performance is against outputs identified in the May 2024 Budget Paper No. 3.

OCPE falls under the Change to Department of the Chief Minister and Cabinet (DCMC) for budgeting purposes. However, in all other respects it remains an independent office comprised of four divisions:

1. Employee Relations
2. Strategic Workforce Planning and Development
3. Public Sector Appeals and Grievance Reviews
4. Aboriginal Employment and Career Development.

In 2024–25, OCPE operated to a final budget of \$6.7 million across all output groups with OCPE's reported total expenditure for the financial year of \$7.1 million.

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

The budget movement and expenses by output for 2024–25 are outlined in the following table:

Output group/Output	2024–25 Published Budget \$000	2024–25 Final Budget \$000	2024–25 Actuals \$000	2024–25 Actuals against Final Budget %
Employee and industrial relations	2 138	2 444	2 504	2%
Workforce planning and development	2 633	2 352	2 683	14%
Aboriginal employment and career development	918	1 009	945	-6%
Public sector appeals and grievance reviews	891	938	926	-1%
Office of the Commissioner for Public Employment (total) ¹	6 580	6 743	7 058	5%

Key Performance Indicators

Office of the Commissioner for Public Employment	KPI 2024-25	Result 2024 - 25
Ministerial client satisfaction with the provision and timeliness of services	≥95%	92%
Agency client satisfaction with the provision and timeliness of services and, if applicable, issues resolved in consultation with the agency	≥85%	79%
NTPS employment remuneration and conditions within the NTPS Wages Policy and Enterprise Bargaining Policy	100%	100%
Sector-wide strategic workforce policies and initiatives informed by sector-wide employee perception survey results	≥80%	87%
Sector-wide leadership and capability training programs linked to overarching management and leadership strategy	≥90%	100%
NTPS employees who identify as Aboriginal	≥12%	11.1%
NTPS Aboriginal employees in senior management/executive roles	≥6.5%	4.9%
Promotion appeals, grievance reviews, and merit selection findings of unsuitable applicants under special measures plans finalised within timeframes prescribed by the Commissioner for Public Employment	≥90 %	
Promotion appeals (6 weeks)		85%
Grievance reviews (3 months)		90%
Special Measure reviews (5 days)		99%
Disciplinary and inability appeals finalised within the timeframes prescribed by the Commissioner for Public Employment	≥90%	0% ¹

¹ Six appeals were received in the reporting period. All of these took longer than the prescribed 3 months due to their complexity and the involvement of external legal representation, and in some cases self-represented appellants, which often results in parties to an appeal requesting extensions of time. These are generally granted, noting the final outcome can have significant impacts for employees.

Output Group: Employee Relations

Reporting on performance is against outputs identified in the 2024–25 Budget Paper No 3.

The specific outputs for Employee Relations were:

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

Key Achievements 2024–25

- Completion of the Community Language Allowance and Senior Officer Pay Progression and Professional Classification Increment reviews which informed improvements to existing guidelines and the NTPS employer proposals in enterprise bargaining.
- Issuing guidance for agencies about managing employees during election periods and overseeing the change management process associated with the MoG post the 2024 NT election. This included issuing guidance and communications to assist agencies to support employees through the agency realignment processes and agency establishment arrangements. The Commissioner was Chair of the NTPS and union MOG Consultative Committee with unions.
- Conducting enterprise bargaining activities for five Agreements with consideration to the relevant NTPS Wages Policy and including a focus on contemporising wording to provide greater clarity and understanding of conditions of employment; and harmonising conditions across Agreements where it is practical to do so.
- Completion of work to repeal the *Portable Long Service Leave Act (Community Services Sector)*
- Represented the Employer in the Fair Work Commission on the following matters:

Fair work matters	2023-24	2024–25
Unfair dismissal	10	10
General protections	2	12
Dispute management	5	8
Stop bullying or sexual harassment	1	4
Unlawful termination	0	1
Representational rights	1	0
Ambiguity or uncertainty	1	0
Grand Total	20	35

- Facilitating one Public Sector Consultative Committee meeting in line with obligations under s64 of the PSEM Act.
- Implementing improvements to the management of Commissioner Determinations and issuing 55 new Determinations.
- Responding to 183 of 216 agency requests during the reporting period, inclusive of requests for Determinations.
- Broadening the scope of the NTPS Executive Remuneration Review Panel (ERRP) to set the sector wide direction on executive workforce planning and development, with focus on maximising workforce investment and improve workforce efficiency and effectiveness. Twenty meetings of ERRP were held in the period.
- Managing complaint handling, investigation and provision of advice to private sector employees and employers in respect to long service leave matters under the *Long Service Leave Act 1981*. Facilitating 3 requests for exemption under the *Long Service Leave Act* and finalising 17 investigations.
- Providing advice to queries from private sector employees and employer on the *Public Holidays Act 1981* and facilitating the gazettal of the updated 2025 and 2026 Borroloola Show Day regional public holiday dates.

Snapshot Highlights

Finalising Northern Territory Public Sector Educators' 2024 – 2027 Agreement

In October 2024, OCPE in partnership with the Department of Education and Training and DCDD successfully finalised the Northern Territory Public Sector Educators' 2024 – 2027 Agreement.

In negotiations with the Australian Education Union NT, a modern and competitive agreement designed to attract and retain high quality educators in the NT was formed.

For the first time in NTPS enterprise bargaining history, an offer was made and accepted before the expiration of the existing agreement. This eliminated the need for backpay, creating unprecedented efficiencies in the bargaining process.

At a time when teacher shortages continue to pose a national challenge, the NTPS were able to provide an agreement that sets them among the highest paid in Australia, along with increased allowances in Alice Springs and Katherine, and a commitment to increase non-contact time and reduce class sizes for transition and Year 12 classes, to support a reasonable workload and optimise time to teach.

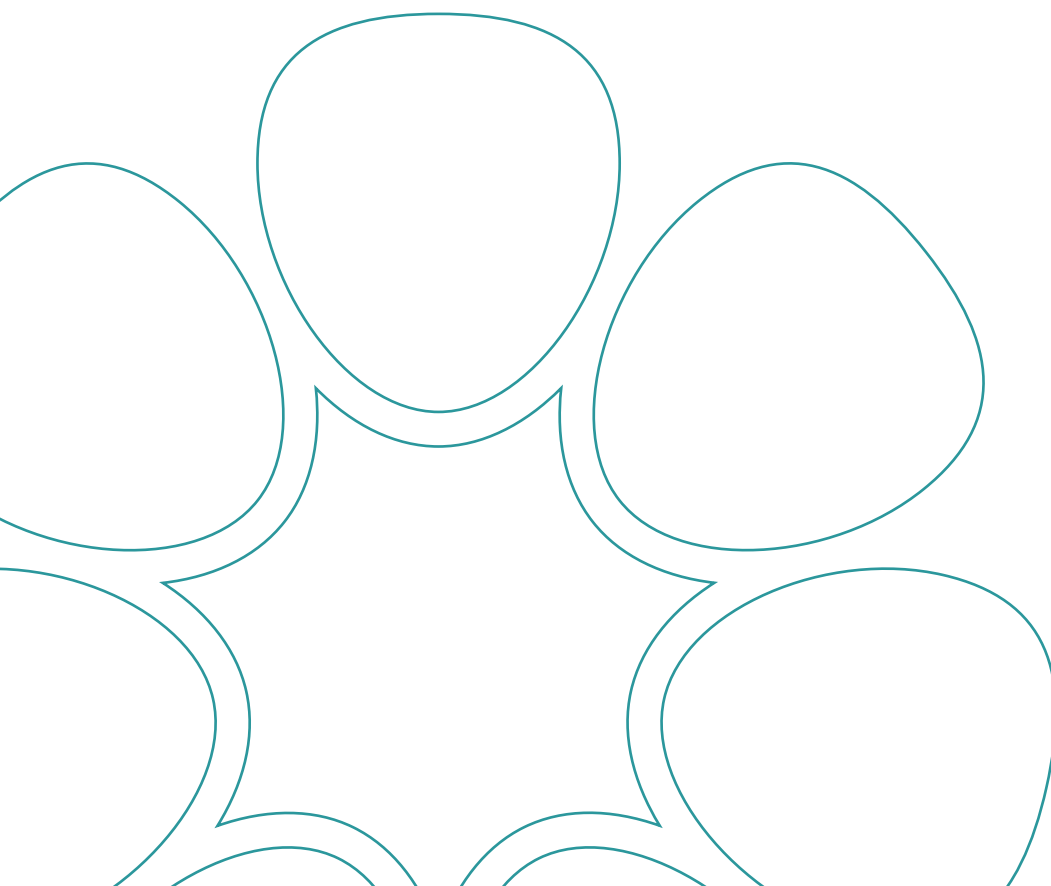
As of 30 June 2025, reported classroom teacher vacancies were 50, compared to 120 vacancies reported prior to the new agreement being implemented.

Commenced negotiations for five other enterprise agreements

In 2025 negotiations for another 5 of the 13 NTPS enterprise agreements commenced under the terms set in the new NTPS Wages Policy 2025-2029, published by Government in February 2025.

The status of these as of 30 June 2025 is as follows:

Agreement	Update as of 30 June 2025
Northern Territory Police Force Consent Agreement (covering approximately 1,720 police officers)	Commenced negotiations on 3 February 2025 16 meetings and two offers made in reporting period Negotiations continuing
Northern Territory Public Sector 2021- 2025 Enterprise Agreement (covering approximately 14,000 NTPS officers) Note: workers previously covered by the Frances Bay Marine Facility Enterprise Agreement will be transitioned into this Agreement.	Commenced negotiations on 19 February 2025 Over 250 union claims submitted by the 10 representative unions More than 35 negotiation and sub-group meetings held in the reporting period
2021-2025 Jacana Energy Enterprise Agreement (covering approximately 73 employees)	Commenced negotiations on 8 April 2025 4 meetings held in the reporting period
Northern Territory Public Sector Aboriginal Health Practitioner 2022 – 2025 Enterprise Agreement (covering approximately 73 employees)	Commenced negotiations on 8 April 2025 5 meetings held in the reporting period



Community Language Allowance

In October 2024, a review of the provisions of the Community Language Allowance was undertaken (Determination 5 of 2024 – Community Language Allowance). This joint review was conducted in consultation with the unions and agency representatives, and aimed to ensure the application process is efficient and assessable to enable employees to receive the allowance in recognition for using bilingual skills in their job.

The Community Language Allowance provisions allow CEOs to use an existing employee's bilingual communication skills, if the employee is willing and their language skills are at a certain competence, to assist other employees or clients whose first language is not English, have hearing difficulties or who cannot communicate verbally. As these duties are outside of the employee's ordinary duties, an allowance is payable.

This is applicable where an employee is bilingual in languages other than English and in the Deaf Oral Language (AUSLAN: Australian Sign Language). Using bilingual communication skills within the NTPS supports efficient service provision as employees available and equipped with these skills can assist with reduced barriers to service interaction and enable more efficient real-time outcomes for the community.

A new Commissioner's Guideline was issued to inform CEOs, managers and employees on the Community Language Allowance and how it can be used effectively to improve agency services. DCDD commenced work to deliver a OneNTG Community Language Allowance Policy to ensure consistent, fair and transparent application across the sector.

Prior to the review, 3 employees received the community language allowance. Currently, 11 employees are receiving the allowance - 8 from Department of Children and Families and 3 from NT Health and work will continue to increase uptake across the sector.

Key Priorities for 2025–26

- Complete enterprise bargaining for all eight Agreements due to expire in 2025, including commencement of negotiations for replacing the:
 - Correctional Officers (NTPS) 2021- 2025 Enterprise Agreement
 - Northern Territory Fire and Rescue Services Agreement 2021 – 2025
 - Medical Officers (NTPS) 2022 – 2025 Enterprise Agreement
- Implementation of new enterprise agreements upon approval by the Fair Work Commission.
- Continue to support agencies with Fair Work matters as notified and in line with established timelines and requirements.
- Commence enterprise negotiations for a further 4 enterprise agreements due to expire in 2026.

Output Group: Strategic Workforce Planning and Development

Reporting on performance is against outputs identified in the 2024–25 Budget Paper No 3.

The specific outputs for Strategic Workforce Planning and Development were:

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

Implementation of the NTPS Workforce Strategy 2021-2026

Implementation of the NTPS Workforce Strategy 2021-2026 is underpinned by 4 key goals.



Goal 1

Delivering excellence: attracting and recruiting the right people in the right place, at the right time



Goal 2

Leadership and culture: customers always at our centre and inspiring our employees to excel



Goal 3

Committed and capable: growing and enabling our employees



Goal 4

Planning for our future: creating a sustainable workforce

Key Achievements 2024–25

Strategic deliverables achieved in the reporting period include;

- 684 employees engaged in 7 short courses designed to build the capability of employees across the sector focusing on leadership, governance and policy, project management, performance management and influential communication.
- A renewed focus on current and future leadership programs to support growing our own in the Territory with 619 employees participating in 10 leadership programs in the reporting period. Programs included a combination of virtual and face to face courses, from short course delivery to formal accredited training, ensuring that we respond to the needs of the sector from aspiring to executive leaders. Programs delivered included: ANZSOG's Deputies Leadership Program, Executive Fellows Program, Executive Master of Public Administration, and Leadership for New Managers.
- Offering accredited training to NTPS staff is essential for building a skilled, knowledgeable workforce that drives effective governance, fosters leadership development, and ensures the delivery of high-quality public services. This year 50 employees received formal qualifications through successful completion of the Public Sector Management Program and ANZSOG's Master of Public Administration.
- Development of region-specific training plans to increase accessibility and relevance to regional and remote based employees which resulted in the first middle management leadership programs being offered outside of Darwin in many years.
- Continued delivery of the Kigaruk and Lookrukin Aboriginal Leadership and Development Program, a two-year program resulting in a Diploma of Leadership and Management, with 25 participants currently from 9 agencies enrolled in the program.
- Introduction of new initiatives to connect and inform senior executive leaders about key matters of interest and leadership including the establishment of the Senior Executive Leaders' Professional Network and Newsletter. The Network, involving over 50 NTPS leaders, meets quarterly and aims to connect and collaborate to improve efficiency, activate innovation and drive the necessary changes to deliver on government priorities. Two meetings were held in the period with keynote addresses from the Chief Minister, the Hon Lia Finocchiaro MLA and Dr Len Notaras OAM.
- Initiatives under the NTPS EmployAbility Strategy included:
 - establishing a 12-month partnership with genU, a Job Access service provider, to support the NTPS better cater for people with disability;
 - partnering with the Department of People Sport and Culture to align governance arrangements with those overseeing the NT Disability Strategy and the NT's response to the Disability Royal Commission;
 - continued implementation of the Disability Employment Program, providing entry level opportunities to people with disability. As of 30 June 2025, 11 participants are employed in the NTPS through the program, including 1 participant who is engaged in a traineeship.
 - supporting the YouthWorX NT Employability Pilot Employment Program;
 - partnering with DCDD to represent the NTPS at the NT Workability Expo;
 - gold sponsorship of the NT Disability Inclusion Awards, hosted by National Disability Services;
 - partnering with Helping People Achieve to deliver NTPS supported events to celebrate International Day of People with A Disability.
- Establishing a partnership with Soldier On to expand employment opportunities for defence veterans and their families to work in the NTPS.
- Preparing for the 2025 People Matter Survey, including developing new and innovative ways to increase employee engagement and access the survey tool.
- Facilitating employee and agency award and recognition programs including issue of 210 Recognition of Service Milestone certificates; facilitation of the Chief Minister's Award judging processes and the selection of Public Service Medal recipients.

Partnering with Soldier On

In May 2025, OCPE signed an agreement to grant \$5000 to Soldier On, a not-for-profit organisation delivering holistic support services that enable current and former Australian Defence Force personnel, and their families, to lead meaningful civilian lives.

Through the partnership with Soldier On, the NTPS now offers improved veteran support initiatives including access to a mentor and mentee program, to support and build a greater understanding of opportunities to enable reservists to work in the public sector. It builds on existing initiatives to support veterans and reservists in working in the NTPS, including defence service leave provisions and provides NTPS agencies access to training and resources, to guide managers and colleagues of employees who are in the defence or family members of defence personnel.



Delivering Leadership Development Programs

During 2024-2025, 75 NTPS participants completed the Public Sector Management Program delivered by the Queensland University of Technology (QUT). Participants obtained a Graduate Certificate in Business (Public Sector Management), becoming part of an alumni of over 1026 NTPS employees who have completed the program since it began in 1993.

As part of the program participants completed workplace projects, pitched to and supported by CEOs that focused on addressing operational challenges and showcased their ability to apply their learning and deliver practical solutions to current issues, demonstrate leadership and innovation!

A further 41 participants are on track to graduate in October 2025.



Top: 2024 Public Sector Management Program graduands, including OCPE's own Senior Director Public Sector Appeals and Grievances, Courtney Mabey pictured celebrating with Commissioner Hurwood. **Below:** 2025 PSMP participants pitch project ideas to CEOs Chris Hosking (NT Health), Catherine Weber (DCDD) and Amelia Vellar (Housing, Local Government and Community Development)

Employability Pilot Employment Program

The EmployAbility Pilot Employment Program is a week long work experience program delivered in partnership with YouthWorx NT and DCDD with 6 participants engaging in 2025.

In April 2025, OCPE welcomed Aaron Occleshaw, vision impaired local and a member of the Australian blind soccer team to work in the agency as part of the program. During the weeklong work program, Aaron provided feedback on the NTG website accessibility, attended meetings with CEOs to discuss what additional support for people with disability might need to work in the NTPS, and provided feedback on how the actions under the EmployAbility Strategy could be best achieved.

For the OCPE team having Aaron working alongside them provided valuable insights around improvements to make the workplace more accessible. It also reinforced the importance of diversity in the NTPS, listening and responding to employees with disability to build a better workforce.

Key Priorities for 2025–26

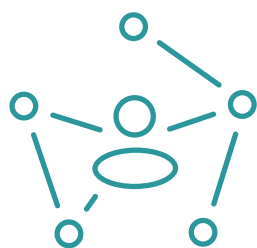
- Evaluation of the NTPS Workforce Strategy 2021-2026 and consult with employees about the future focus and priorities to inform the focus moving forward.
- Continued implementation of the EmployAbility Strategy, including enhanced pathways for people with disability to work in the NTPS.
- Map NTPS core foundational capabilities to provide clarity about the training offerings and their connection to performance.
- Centralise all NTPS leadership development programs into OCPE and enable a more strategic and holistic approach to identify and grow leadership talent and executive capability across the sector.
- 2025 People Matter Survey - goal to exceed 2023 sector participation rate of 39%.
- Redesign Recognition of Service milestone process to better acknowledge recipients.
- Expand engagement with Solider On to enhance NTPS support for defence veterans and reservists.

Output Group: Aboriginal Employment and Career Development

Reporting on performance is against outputs identified in the 2024-25 Budget Paper No 3.

The specific outputs for Aboriginal Employment and Career Development were:

- Improve Aboriginal employment outcomes and lead, support and promote agency and employee engagement to implement the NTPS Aboriginal Employment and Career Development Strategy.



1850

SUBSCRIBERS MAINTAINED THROUGH THE NTPS ABORIGINAL EMPLOYEE NETWORK.

Key Achievements 2024-25

- Update of Employment Instruction 15 Special Measures and accompanying guideline to reduce the challenges for Aboriginal people living in remote locations to gain employment in the NTPS through expanding options to demonstrate Confirmation of Aboriginality and enable more targeted local advertising of community based public service roles.
- Review of over 1,343 special measures assessment reports.
- Coordinated and hosted Aboriginal Employee Forum in Alice Springs attended by 107 NTPS Aboriginal employees.
- Maintained the NTPS Aboriginal Employee Network with over 1850 subscribers issuing 60 articles on a range of topics to support employment opportunities and career development for Aboriginal people.
- Facilitated 2 mentee workshops for the Aboriginal Employee Mentor Program with a combined attendance of 27 participants.
- Published the 2025 Aboriginal and Torres Strait Islander Days of Significance calendars, one national and one regional to promote, encourage and celebrate days of cultural significance.
- Partnered with DCMC to host the NTPS Community NAIDOC Flame Tree Ceremony held at Goyder Square in Palmerston aligned with the 2024 NAIDOC Week theme - Keep the Fire Burning! Blak, Loud and Proud.

Keep the Fire Burning – 2024 NTPS NAIDOC Celebrations

As part of 2024 NAIDOC Week celebrations, OCPE proudly partnered with DCMC to host the Flame Tree Ceremony – a vibrant NTPS and community event celebrating Aboriginal culture, connection to country and the rich tapestry of traditions.

Held in the heart of Palmerston City Centre, the ceremony featured the planting of a Poinciana Tree, also known as a Flame Tree, chosen for its striking red blooms symbolising fire – a central element in Aboriginal and Torres Strait Islander life, used in cooking, storytelling, warmth, healing, and ceremony.

The event included Welcome to Country, fire and smoking ceremony, traditional dancers, speeches, refreshments and NTG agency marquees showcasing services and community engagement

Many NTG staff and agencies as well as members of the public attended to show their support for this powerful celebration of First Nations identity and resilience.

2024 NAIDOC Week Flame Tree Ceremony and OCPE celebrations



14th NTPS Aboriginal Employee Forum

In November 2024, 107 Aboriginal employees from across the NT came together in Mparntwe (Alice Springs) for the 14th NTPS Aboriginal Employee Forum. The event provided an opportunity for Aboriginal employees to strengthen connections, share knowledge, and explore opportunities for career development and growth within the NTPS.

The Forum opened with an address from the Hon Jo Hersey MLA, Minister for Public Service, MLA and participants travelled from as far north as Wurrumiyanga on the Tiwi Islands and as far west as Kintore near the Western Australian boarder.

The forum agenda was packed with workshops, networking activities, and discussions led by guest speakers, panels, and agency representatives. Topics included employment opportunities, career and professional development, employment conditions and entitlements, as well as key frameworks and policies.

The forum guest speakers and presenters included Donald Young, Sarah Temple, Jenna Cubillo, Natasha Lloyd, Kerri-Anne Butler and Master of Ceremonies Darren Johnson.

Key Priorities for 2025–26

- Evaluate the 2021-2025 Aboriginal Employment and Career Development Strategy and consult with employees and agencies on the strategic priorities for the NTPS Aboriginal workforce moving forward, including ways to enhance pathways into locally based public service roles.
- Enhance collaboration with agencies to increase cultural capability and to recognise and celebrate Aboriginal employee achievements and inspiring stories, including through issuing a refreshed NTPS Aboriginal Cross Cultural Training Framework and Foundation of Cross Cultural Training eLearn module.
- Consider and respond to insights provided by Aboriginal employees in the 2025 People Matter Survey.
- Host Aboriginal Employee Forums with a regional focus.



Attendees at 14th NTPS Aboriginal Employee Forum held in Mparntwe (Alice Springs)

Output Group: Public Sector Appeals and Grievance Reviews

Reporting on performance is against outputs identified in the 2024–25 Budget Paper No 3.

The specific outputs for Public Sector Appeals and Grievance Reviews were:

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



3933

**EMPLOYEES COMPLETED
CODE OF CONDUCT
TRAINING.**

2162

**EMPLOYEES COMPLETED
MERIT SELECTION
TRAINING.**

Key Achievements 2024–25

- Review of NTPS merit selection training and guidance materials in response to recommendations made by the OICAC following the release of Operation Apollo, an investigation in relation to improvement conduct in recruitment (2025) and Operation Pacific, relating to verification of applicant qualifications (2023), including:
 - Introducing strengthened and mandatory Conflict of Interest Disclosures; Selection Panel Checklists; and Merit Selection Report templates with explicit directions for panel members and delegates.
 - Updating the Merit Selection Training Manual to provide clearer guidance on conflict-of-interest obligations.
- Developed and delivered expanded training offerings, including intensive 90 minute Merit Selection training for executive staff with a focus, focus on understanding statutory obligations and managing conflicts of interest.
- Delivered 2 information and training session for 68 NTPS employees and 11 union representatives on the role and responsibility of the Public Sector Appeals Boards. The training focused on the statutory functions of the Public Sector Appeals Board, the responsibilities of Board nominees, and lawful, transparent, and procedurally fair decision making.
- Provided face-to-face NTPS Code of Conduct training to approximately 150 staff within the Royal Darwin Hospital and for all trainee Correctional Officer intakes.
- Developed and launched the NTPS Positive Duty Policy – for the application of the positive duty to eliminate discrimination, sexual harassment, and victimisation in the NTPS.
- Facilitating the independent inquiry into senior police recruitment.

Positive Duty Policy

In 2023, amendments were made to the *NT Anti-Discrimination Act 1992* to strengthen the law to impose a positive duty, including a requirement for employers and employees to take proactive steps to eliminate discrimination, sexual harassment and victimisation to the greatest extent possible. In order to progress work to develop a policy for the NTPS, OCPE convened a Positive Duty Working Group (PDWG). The PDWG, comprised representatives from OCPE, DCDD, AGD and the Anti-Discrimination Commission, with the purpose of coordinating compliance with, and education of the NTPS on the legislative reforms relating to positive duty.

Three sub-committees were formed, each with different focus: to develop the NTPS sector-wide positive duty policy and supporting materials; development of educational materials and training; and development of communications across the sector.

The policy was published on the OCPE website in October 2024. Under the policy, the Commissioner is responsible for ensuring public sector officers are aware of the policy and to make training available to all staff. An eLearning package – *Creating Respectful Workplaces* – is being developed and will be released in later in 2025.

Strengthening Merit Selection Training

In 2024–25, as a result of recommendations made by the OICAC investigation - Operation Apollo – Improper Conduct in Recruitment (February 2025) PSAGR revised the merit selection training to strengthen NTPS recruitment processes to reinforce public sector obligations to manage conflicts of interest in recruitment. Consequently, PSAGR, who deliver the training, significantly increased the delivery of face-to-face Merit Selection training with a specific focus on compliance of executive leaders.

The expanded training offering includes a new 90-minute specialised session for Executive Contract Officers (ECOs), designed to meet the specific needs of senior decision-makers and respond to agency specific executive leadership group needs. The requirement for ECOs and senior leaders to attend the revised training increased the overall number of employees who may otherwise have not been required to complete refresher merit selection training during this financial year.

Half-day and online training programs continue to be offered, with NTPS employees required to have completed the training within the last three years to be eligible to be part of a selection panel. PSAGR worked hard to deliver in person training across the Territory, with half day sessions provided in Nhulunbuy, Tennant Creek, Katherine, Alice Springs and Darwin throughout the year. Additional half day sessions were delivered on request to workplaces across the NTPS including at Royal Darwin Hospital, Timber Creek Parks & Wildlife, and Power and Water in Darwin.

A total of 2,162 NTPS employees completed face-to-face or online Merit Selection training in 2024–25 – 1,132 employees completed the face to face training compared with 912 last year; 1,030 employees completed the online training compared with 1,754 last year.

Taking Training to the Bush

In January 2025, the OCPE team visited Timber Creek, where, in partnership with Department of Tourism and Hospitality, they delivered NTPS Merit Selection Training to Timber Creek traditional owners who are part of selection panels for Parks and Wildlife rangers.

The delivery of this training is crucial in enhancing recruitment efforts, equipping local board members with the tools they need to ensure their cultural knowledge and expertise is included in selection panels and decision-making processes.



Integrity Advocates Program

OCPE's Kendell Scott completed the ICAC Integrity Advocates Program.

The program provided participants with the opportunity to gain an in-depth understanding of improper conduct risks in public administration and to apply learning through the implementation of a project within their agency. Kendell's project focused on documenting the integrity structures of the NTPS which is a key foundational piece of work to inform the development of an NTPS Integrity Framework which is priority for OCPE in 2025–26.

The Integrity Advocates Program is delivered over a 12-month period and comprises 2 phases. Phase 1 includes a series of 6 seminars and Phase 2 focuses on participants developing and implementing a project within their public body.

Key Priorities for 2025–2026

- Development of the NTPS Integrity Framework.
- Development and launch of the online elearning package on Creating Respectful Workplaces to bring together training for NTPS Code of Conduct, Appropriate Workplace Behaviour and Positive Duty.
- Delivering whole of government job description template focused on attracting talent and making recruitment more accessible for individuals.



OCPE's Kendell Scott with acting ICAC Commissioner, Greg Shanahan celebrating completion of the Office of the ICAC's Integrity Advocates Program.

Summary of Discipline and Inability Appeal Outcomes 2023-24 and 2024-25

Appeal Board Outcomes	2023-24		2024-25	
	Discipline	Inability	Discipline	Inability
Affirm the decision of the CEO	0	2	1	0
Vary the decision	0	0	0	0
Set aside the decision of the CEO and replace with the PSAB decision	1	0	0	0
Settled	0	0	1	0
Set aside the decision of the CEO	0	0	0	0
Set aside the decision and return the matter to the CEO for reconsideration	0	0	0	0
Total finalised	1	2	2	0
Withdrawn	0	2	1	1
Appeals carried over	1	0	2	0

Summary of Promotional Appeal Outcomes 2023-24 and 2024-25

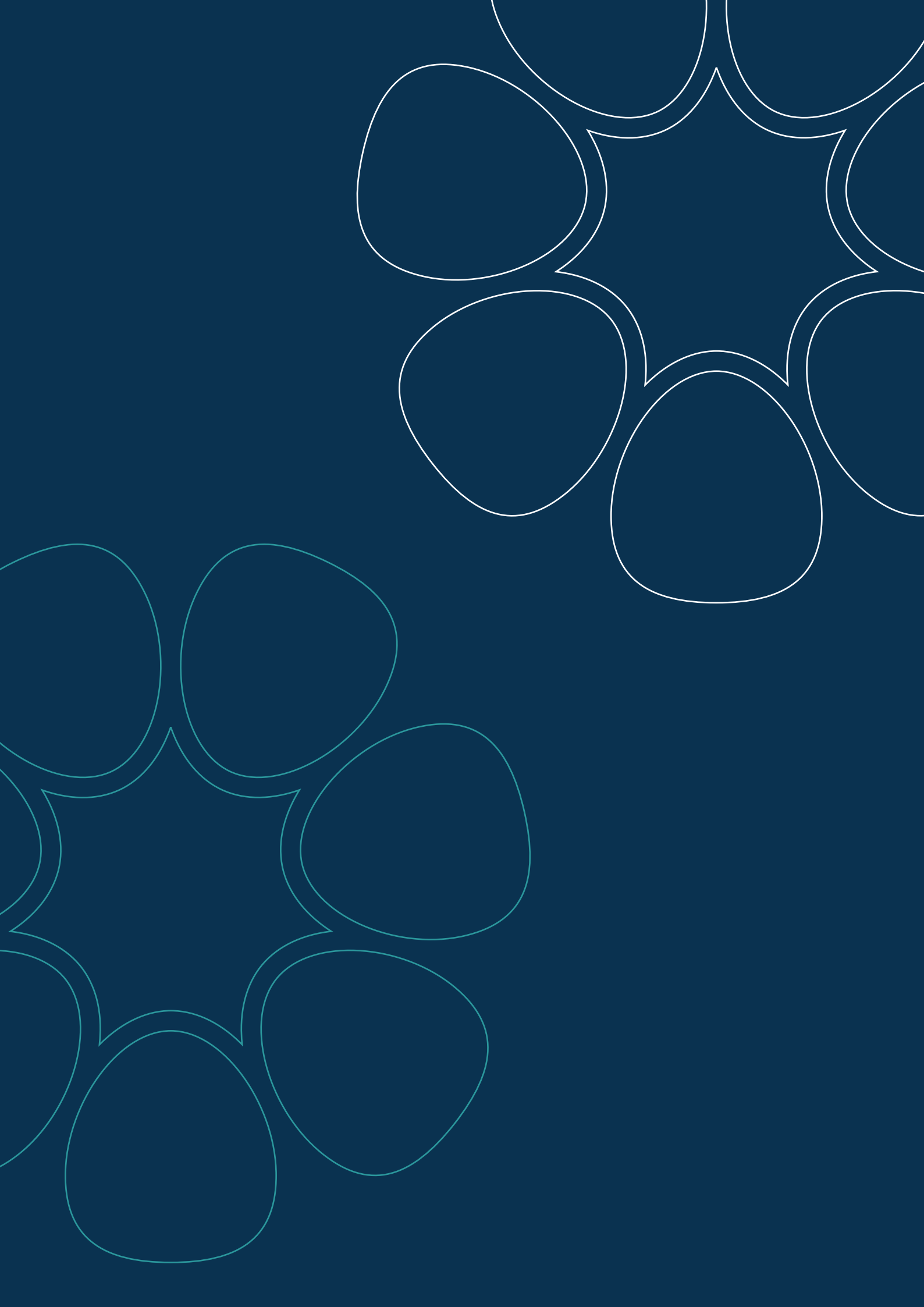
Promotion Appeal Board Outcomes	2023-24	2024-25
Varied by promotion Appellant (allowed)	0	0
Decision Affirmed (promotion upheld)	14	18
Set aside and returned to be redone	4	2
Vacated (promotion cancelled)	5	2
Total finalised	23	20
Withdrawn	15	19
Appeals carried over	0	8

Reasons for Section 59 PSEM Act Grievance Reviews 2023-24 and 2024-25

Reasons	2023-24	2024-25
Varied by promoting Appellant (Allowed)	0	0
Management action or decision	33	46
Selection decision	44	27
Application of procedures and policies	10	2
Application of conditions of service	12	8
Agency handling of bullying	4	3
Termination of probationary employment	0	1
Termination of Executive Contract	0	0
Disciplinary action	4	1
Unfair Treatment	12	5
Bullying		16
Total Handled	119	109

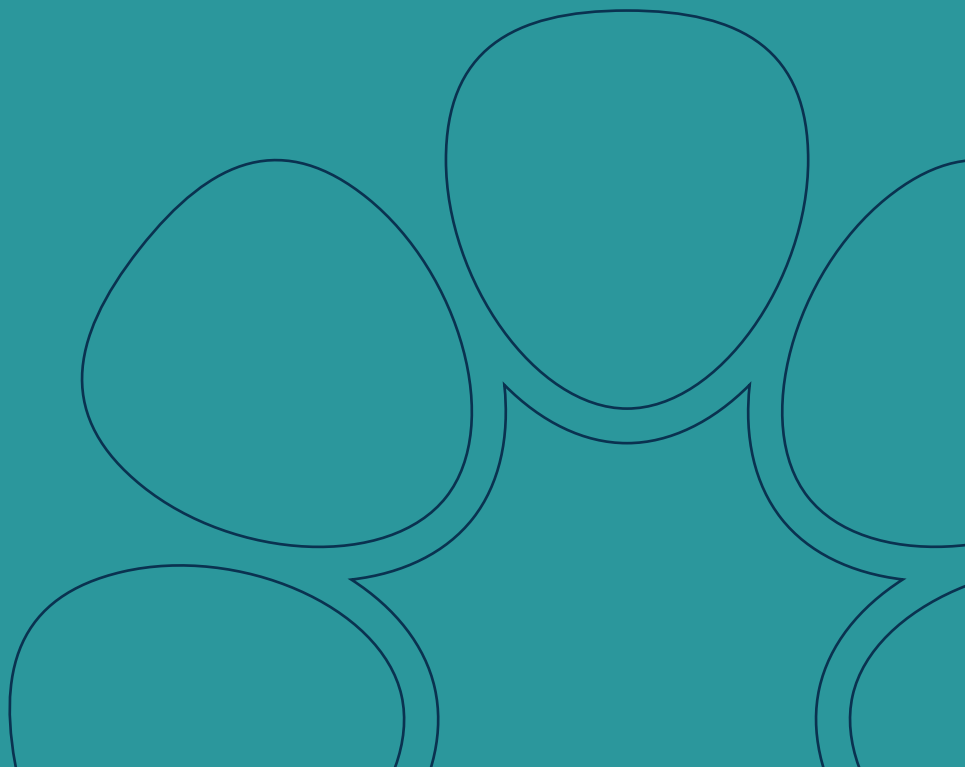
Outcomes of Section 59 Grievance Reviews 2023-24 and 2024-25

Reasons	2023-24	2024-25
Agency directed to take/refrain from taking action	3	0
Agency action confirmed	31	8
Agency action confirmed with comment from the Commissioner	1	0
Resolved through PSAGR involvement	43	43
Resolved within the agency	3	3
Being handled by the agency	24	18
Declined to review (e.g. no jurisdiction, non-employee)	5	11
Withdrawn	6	21
Total Finalised	116	104
Remained open at 30 June		5





Our People



Overview

Part 1A (sections 5A-5F) of the PSEM Act lists the general principles which must be upheld by the Commissioner, agencies, CEOs, and employees of the NTPS.

In 2024–25, OCEPE implemented processes to ensure all the prescribed principles were observed as follows:

Public Sector Principle	Action in 2024–25
Administration Management Principle (PSEM Act Section 5B)	OCEPE provided effective, efficient and appropriate services, ensuring appropriate use of resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity. There were no matters raised in this period that gave rise to concerns about adhering to this principle.
Human Resource Management Principle (PSEM Act Section 5C)	Workplace diversity and equity was upheld and provided everyone with equal opportunity to make the most of their abilities and expertise in the workplace. Our workplace environment ensures that our employees are treated, fairly, reasonably and in a non-discriminatory way. There were no matters raised in this period that gave rise to concerns about adhering to this principle.
Merit Principle (PSEM Act Section 5D)	All OCEPE appointments are based on principles of merit. Employees are capable and competent to perform their duties; having the knowledge, skills, experience and qualifications required to be successful in their role. Consideration of potential for future development is provided for all OCEPE employees through performance discussions and succession planning. There were no matters raised in this period that gave rise to concerns about adhering to this principle.
Equality of Employment Opportunity Principle (PSEM Act Section 5E)	Implementation of affirmative special measures policy and identifying designated positions has enabled OCEPE to eliminate unlawful discrimination while promoting diversity in the workforce. There were no matters raised in this period that gave rise to concerns about adhering to this principle.
Performance and Conduct Principle (PSEM Act Section 5F)	OCEPE champions NTPS values, treating the workforce fairly, equitably and with proper courtesy and consideration. All OCEPE staff are required to complete conflict of interest declarations annually and have management strategies in place to ensure personal connections are not influencing them in the fulfilment of their duties. There were no significant performance or conduct matters relating to OCEPE staff recorded in this period.

Staffing Profile

As of 30 June 2025, OCPE had a headcount of 39 employees (equating to 36.49 FTE), compared to 30 employees (equating to 27.09 FTE) as of 30 June 2024. The increase in staffing numbers was associated with the establishment of a surge team to support the significant enterprise bargaining workload; the Independent Review of Police Recruitment and the filling of other base establishment positions.

The below table provides a comparison of classification and FTE from June 2025 and June 2024.

Paid Classification	June 2024		June 2025	
	Headcount	FTE	Headcount	FTE
EO6C	1	1.00	1	1.00
EO2C	3	3.00	3	3.00
EO1C	1	1.00	1	1.00
SAO2	3	3.00	6	6.00
SAO1	10	10.00	10	10.00
A07	6	6.00	7	7.00
A06	0	0.00	3	3.00
A05	2	2.00	2	2.00
A04	4	4.00	4	4.00
A03	0	0.00	1	1.00
Graduate Trainee	0	0.00	1	1.00
Grand Total	30	30.00	39	36.49

Equal Employment Opportunity

OCPE strives to reflect a balanced and diverse workplace. The below tables compare staff equity and diversity statistics of 30 June 2024 and 30 June 2025.

People who identify as:	June 2024		June 2025	
	Headcount	% of workforce	Headcount	% of workforce
Female	26	87%	32	82%
Male	4	13%	7	18%
Aboriginal	5	18%	8	21%
Culturally and Linguistically Diverse	1	4%	3	8%
Disability	1	4%	3	8%

Supporting employees with disability

OCPE is dedicated to fostering an accessible workplace that not only attracts and recruits people with diverse abilities but also supports their ongoing success.

When an employee shares their disability status, OCPE ensures they receive the tailored support necessary to engage fully and confidently alongside their colleagues.

This commitment goes beyond compliance—it's about creating an inclusive environment where employees with diverse abilities can truly thrive and reach their full potential in meaningful and rewarding roles.

Aboriginal Employment and Career Development

By the end of June 2025, Aboriginal employees made up 20.51% of OCPE's workforce and representing an increase of 3 staff compared with the previous year.

OCPE actively manages and supports a range of projects, programs, and initiatives to nurture the growth and success of Aboriginal staff, including:

- Advertising all OCPE vacancies under Special Measures, with specific roles in the AECD division designated exclusively for Aboriginal applicants. In 2024–25 4 positions within OCPE were filled under special measures priority consideration.
- Promoting and celebrating days of cultural significance to recognise and deepen understanding of Aboriginal history and culture, including observing National Reconciliation Week and celebrating NAIDOC.
- Offering leadership and development opportunities to empower Aboriginal employees.
- Celebrating the achievements of Aboriginal employees, fostering a culture of recognition and respect.

Flexible Work Arrangements

OCPE values the importance of flexibility and support in helping employees effectively balance their professional responsibilities with personal commitments. During 2024–25, a total of 20 flexible working arrangements were in place:

- 2 employees working part-time
- 2 employees with partial work-from-home arrangements
- 12 employees using averaging hours arrangements
- 4 employees holding individual flexible work agreements

OCPE's commitment to fostering a workplace culture that adapts to individual circumstances, has improved wellbeing and is recognised by employees as an incentive to increase their productivity and commitment to their work.

Performance Management

As of 30 June 2025, 100% of OCPE employees have a current performance plan in place or were in the process of developing a plan with their manager. Acknowledging that the timing of the development of performance plans can be impacted due to the commencement of their employment and leave.



OCPE - Celebrating National Reconciliation Week – 'Bridging Now to Next' – connecting past achievements with future actions – strengthening relationships and recognising the value of Aboriginal voices in our workplace

Professional Learning and Development

In 2024–25, OCPE staff engaged in the following professional learning and development:

- Merit selection training - face to face
- Introduction to ICAC and mandatory reporting requirements – face to face
- Herrmann Brain Dominance Instrument (HBDI) training with Phil Gouldson
- Better writing – face to face intensive course
- The Grit Factor – face-to-face resilience training.

In addition, individual OCPE employees were supported to engage in professional learning and development in line with their My Performance plans.

Employee Instructions

Under the PSEM Act, Employment Instructions provide direction to agencies on human resource management matters. OCPE complied with its obligations under each Employment Instruction throughout 2024–25.

Health and Wellbeing

OCPE is committed to the health and wellbeing of all employees and offered activities and initiatives such as the Employee Assistance Program.

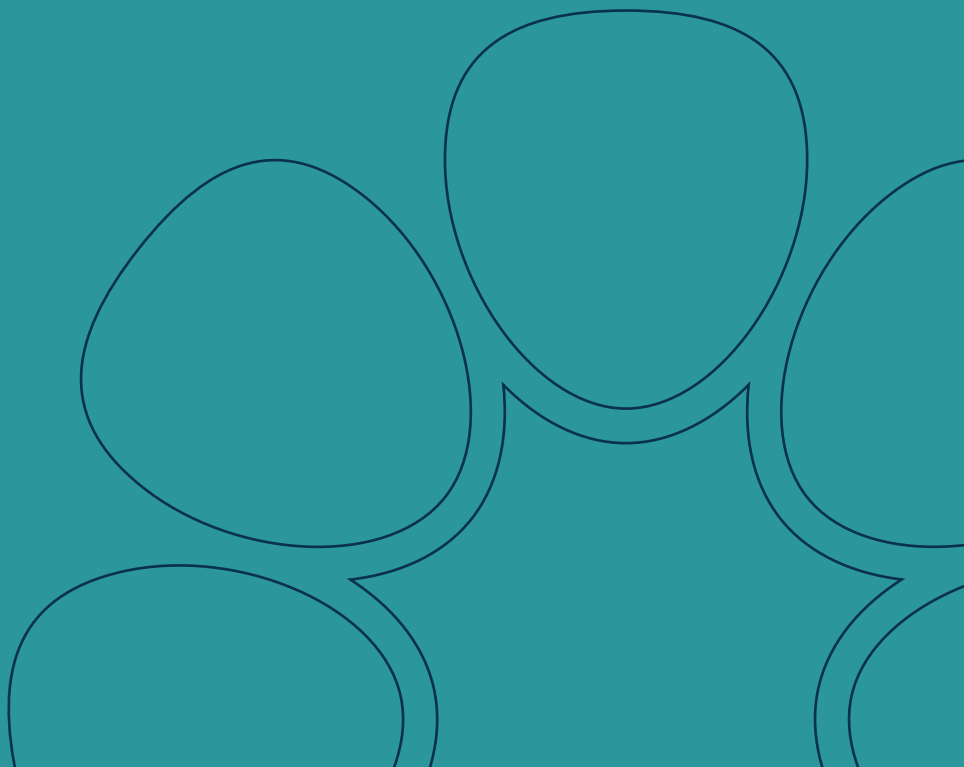
In 2024–25, there has been a renewed focus on health and wellbeing for OCPE staff including:

- undertaking an ergonomic assessment of staff workstations
- all staff attending a 2 hour workshop delivered by EASA on Resilience in the Workplace
- staff participating in a work health and safety (WHS) culture self-assessment to identify areas of improvement
- updating WHS officers and fire wardens ensuring all up to date with relevant training to support these positions.





Governance



Boards and Committees

Management Board

The OCPE Management Board ensures performance and accountability by monitoring quality control systems and, where necessary, implementing corrective action to improve where it is necessary to do so. Monthly review is undertaken on the following:

- budget and financial performance
- workforce data and activity
- information and records management
- governance and risk
- workplace health and safety
- information technology and website updates.

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

The board met 12 times during 2024–25.

Member	Role	Job Title
Nicole Hurwood	Chair	Commissioner
Bradley Jackson	Member	Senior Director, ER
Hayley Green	Member	Senior Director, SWPD
Ursula White	Member	Director, AECD
Courtney Mabey	Member	Senior Director, PSAGR
Megan Townsend	Member	Principal Advisor to the Commissioner
Matthew Young	Member	Chief Financial Officer and Senior Director Corporate Services (DCMC)
Shakira Campbell	Member	Workforce Business Partner (DCDD)



OCPE Senior Executive Group - Estimates 2025 Left to Right: Megan Townsend, Hayley Green, Brad Jackson, Nicole Hurwood, Courtney Mabey and Ursula White.

Audit and Risk Management Committee

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

The committee provides independent and objective advice and support to the Commissioner and CEOs of DCMC and DTF on the effectiveness of each agency's risk, control, compliance, and corporate governance frameworks.

ARMC comprises five members – two independent of the agencies (one of which is Chair) and one member from each of DCMC, DTF and OCPE. Ursula White, Director AECD is the OCPE representative on this group.

The committee met four times during 2024–25, key achievements included:

- monitoring the implementation of the Shared Services Internal Audit Plan 2024–25
- overseeing the internal audit function, including review and endorsement of the Shared Services Internal Audit Plan and DTF-specific internal audit plans, and monitoring audit action registers at each meeting
- monitoring agencies fraud risk and incident registers
- reviewing and endorsing corporate policies across the shared services
- endorsing the Shared Services Internal Audit Plan 2025–26.

Freedom of Information Requests

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

During 2024–25, there was one application made for freedom of information. There were no privacy complaints made to the Information Commissioner for OCPE.

External and Internal Audit

Under shared services arrangements, the Governance unit of DCMC undertakes the internal audit function for OCPE. During 2024–25, three internal audits were completed under the Shared Services Internal Audit Plan:

- Territory Records Manager Security Review
- Value for Territory 2024 Compliance Review
- ICT Asset Management Audit.

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

Work Health and Safety Committee

OCPE has a combined Work Health and Safety Committee with DCMC.

Chaired by the Executive Director, Corporate Services DCMC, the committee provides advice through the Executive Management Group DCMC and OCPE Management Board, on work health, and safety issues to facilitate the health and safety of employees and clients in the workplace.

The committee comprises a range of representatives from across the department including OCPE and regional offices. Courtney Mabey, Senior Director PSAGR is the OCPE representative on this group.

Achievements for 2024–25

- Rollout of clear and consistent work, health and safety messaging across work locations
- No reportable incidents for OCPE.

Priority for 2025–26:

- Enabling the workforce to embrace safe and supported work practices to reduce risk, boost resilience and address evolving challenges in the workplace.

National

- Public Service Commissioners' Conference
- PSCC First Nations Employment Community of Practice
- Australia and New Zealand School of Government (ANZSOG)
- ANZSOG Research Network
- Institute of Public Administration Australia (NT)
- National Public Sector Industrial Relations (Directors) group
- Workplace Relations and Work Health and Safety Senior Officials Group.

Northern Territory

- CEO Coordination Committee
- Executive Remuneration Review Panel
- NT Emergency Management Council
- Information Governance Committee
- Public Sector Consultative Council.
- Deputy CEO Coordination Committee
- Barkly Regional Coordination Committee
- Big Rivers Regional Coordination Committee
- Central Australia Regional Coordination Committee
- Darwin Regional Coordination Committee
- Top End Regional Coordination Committee
- East Arnhem Regional Coordination Committee
- Work Health and Safety Senior Officers Advisory Group
- Chief Financial Officer Forum (a DCMC shared service representative attends on OCPE's behalf).

Legislation Administered

Under the Administrative Arrangements Order 2024 the following legislation is administered through OCPE:

- *Public Sector Employment and Management Act 1993*
- *Annual Leave Act 1981*
- *Public Employment (Mobility) Act 1989*
- *Long Service Leave Act 1981*
- *Police Administration Act 1978 (Part III)*
- *Public Holidays Act 1981*
- *Correctional Officers Arbitral Tribunal Act 1950*
- *Portable Long Service Leave (Community Service Sector) Act 2024 (repealed).*

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