Northern Territory Government

OFFICE OF **THE COMMISSIONER FOR PUBLIC EMPLOYMENT**

State of the Service Report

2008-09

Office of the Commissioner for Public Employment

State of the Service Report 2008-09

Purpose of the report

The Office of the Commissioner for Public Employment is responsible for giving an account of the performance of the Northern Territory Public Sector in the State of the Service Report (with statistical supplement) in a separate report to the Office of the Commissioner for Public Employment Annual Report 2008-09.

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Letter to the Minister

The Hon. Rob Knight MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister Knight

RE: STATE OF THE SERVICE REPORT 2008-09

In accordance with the *Public Sector Employment and Management Act* (PSEMA), an annual report on the state of the service is submitted for your consideration.

The report is in two parts. The first part meets the requirements of section 18 of PSEMA, including:

(a)   *the extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to*

    (i)   *measures taken to ensure observance of the principles; and*

    (ii)   *any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*

(b)   *measures, if any, taken to improve human resource management in the various Agencies;*

(c)   *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*

(d)   *those matters specified in section 28(2) in so far as they relate to the Commissioner's Office; and*

(e)   *such other matters, if any, as are prescribed.*

The relevant matters under (d) are:

    (i)   *equal opportunity management programs and other initiatives designed to ensure that employees employed in the Agency have equal employment opportunities;*

    (ii)   *management training and staff development programs in the Agency; and*

    (iii)   *occupational health and safety programs in the Agency.*

I can report that 18 of the 19 agencies have advised they have processes in place to ensure the application of the principles of human resource management and that there have been no significant breaches or evasions of the principles detected or brought to my attention.

The reporting framework has changed from the past three years to streamline reporting, improve analysis, and ensure the State of the Service Report and the staff attitude survey (biennial NTPS Employee Survey) are aligned to facilitate comparisons and analysis. This means that, in some areas, direct comparisons between years and trends in the data cannot be made. However, in future years, reporting and analysis of the data and trends will be improved.

The second part of the report is a section with statistical analysis of state of the service indicators. Together, these two parts help to inform you and members of the Legislative Assembly on human resource management in the Northern Territory Public Sector (NTPS).

This is the fourth year in which a report separate from the Office of the Commissioner for Public Employment (OCPE) Annual Report has been submitted. The separate reports serve to more clearly differentiate the OCPE's performance as an agency from broader sector-wide reporting.

In July 2009 the first whole of sector staff attitude survey was conducted covering the 2008-09 financial year. The results of the survey are being collated and analysed, and I will be publishing the results later in the year. It will be useful for agency Chief Executive Officers (CEOs) to compare the views of their employees with the advice they have given me in preparing this report.

Yours sincerely

KEN SIMPSON
Commissioner for Public Employment

30 September 2009

Human Resource Management in the NT Public Sector

Overview

Section 18(1) of PSEMA requires the Commissioner for Public Employment to report annually to the Minister on human resource management in the Public Sector.

The Report to the Minister shall refer to:

- the extent to which observance of the prescribed principles of human resource management have been achieved in the Northern Territory Public Sector and include a reference to:
  - measures taken to ensure observation of the principles and
  - any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner

- 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

- those matters specified in section 28(2) in so far as they related to the OCPE and

- such other matters, if any, as are prescribed.

In developing the reporting relationship between the OCPE and agencies it is recognised that every CEO is responsible for establishing policies, procedures, values and cultures in order to meet service objectives set by the NT Government. PSEMA's Principles and Code of Conduct are designed to support agencies by providing a framework within which each agency can develop the culture and values that best support their operations and achievement of service objectives.

Agency self-reporting against the application of Employment Instructions (EIs) and other key indicators is the main way in which the Commissioner is able to assess observation of the prescribed principles of human resource management across the NTPS.

The reporting framework was revised this year to align with the introduction of the NTPS biennial staff satisfaction survey conducted in July 2009 which will facilitate comparisons and analysis for use in future reports.

Nineteen agencies participated in the Agency Reporting Survey. It should be noted that Aboriginal Areas Protection Authority (AAPA) employees are employed under the *Aboriginal Sacred Sites Act*, not PSEMA, however the Authority's responses are included in this report where relevant.

Feedback from agencies on part 2 of the survey is reported in the OCPE Annual Report 2008-09.

Critical Elements of the Reporting Framework

An information gathering and reporting framework has been progressively developed since PSEMA commenced. The major components of the current reporting framework are summarised below.

Table 1 – Reporting Framework

Type of Information	Method of Collection	Source
Quantitative data	• Self assessment and reporting against Employment Instructions and key indicators • Commissioner and OCPE staff visits to agencies • Coordination Committee, Commissioners' and other conferences.	All agencies covered by PSEMA
Qualitative data	• Statistical data collected	Internal, Department of Business and Employment, agency reporting
Policy/strategy	• Coordination of employment relations issues associated with NT Government strategic objectives. • Reports and reviews on application of policies/strategies issued by the Commissioner e.g. Indigenous employment and career development, remote locality conditions, job evaluation, etc.	Specific reports, reviews, Enterprise Bargaining Agreement (EBA) negotiations.

One of the principal methods of obtaining qualitative and quantitative data is through agency reporting. The quality of this reporting relies on critical self-assessment. Each CEO is required to provide information on the application of the principles of human resource management within their agency, as measured against the relevant Employment Instructions and other identified indicators, and sign off on the extent to which they have established processes that ensure the prescribed principles of human resource management are observed.

The information provided in this report is compiled through the Agency Reporting Survey, and individual agency and aggregated data is analysed to prepare this report.

Information to be reported on under Section 18(1) of PSEMA includes:

(a) *The extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to –*

> (i) *measures taken to ensure observation of the principles; and*

> (ii) *any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*

(b) *measures, if any, taken to improve human resource management in the various Agencies;*

(c) *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*

(d) *those matters specified in section 28(2) in so far as they related to the Commissioner's Office; and*

(e) *such other matters, if any, as are prescribed.*

The relevant matters specified under (d) [Section 28(2) of PSEMA] above are:

> (i) *equal opportunity management programs and other initiatives designed to ensure that employees in the Agency have equal employment opportunities;*

> (ii) *management training and staff development programs in the Agency; and*

> (iii) *occupational health and safety programs in the Agency.*

There are no prescribed matters under section 18(2)(e) of PSEMA.

The **principles of human resource management** prescribed in Regulation 3 of the Public Sector Employment and Management Regulations are:

(a) *subject to PSEMA, the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit;*

(b) *human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and*

unjustified discrimination on any ground in respect of all employees and persons seeking employment in the Public Sector;

(c)   employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts;

(d)   human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity ;

(e)   employees shall be –

(i)   afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts;

(ii)   afforded reasonable access to training and development; and

(iii) remunerated at rates commensurate with their responsibilities.

As noted earlier, this year's report includes a broader range of indicia than those specified in PSEMA to enable comparisons between agency perceptions and those of their employees through a biennial staff survey conducted in July 2009. The principles of human resource management are complemented by the principles of public administration and management, and conduct, as well as by a Code of Conduct that provides more detailed guidance on the rights and delegations of employees, matters

of ethics, accountability and transparency. The three sets of principles comprise essential components of the human relations framework that governs employment in the NTPS.

The **principles of public administration and management** prescribed in Regulation 2 of the Public Sector Employment and Management Regulations are:

(a)   the Public Sector shall be administered in a manner which emphasises the importance of optimum service to the community;

(b)   the formulation and delivery of information and advice to the Government shall be done in an objective and impartial manner, and with integrity;

(c)   administrative responsibility and authority shall be clearly defined to allow the expeditious discharge of that responsibility and exercise of authority with appropriate levels of accountability;

(d)   the Public Sector shall be structured and administered so as to enable decisions to be made and actions taken without excessive formality and with a minimum of delay;

(e)   proper standards of financial management and accounting shall be exercised at all times.

The **principles of conduct** prescribed in Regulation 4 of the Public Sector Employment and Management Regulations are:

(a) *employees shall perform their official duties with skill, impartiality, professionalism and integrity;*

(b) *employees shall disclose their private financial and other interests where those interests may, or may appear to conflict with their official duties, and shall take all reasonable steps to prevent such conflict;*

(c) *employees who are responsible for incurring or authorising expenditure shall exercise due economy and ensure the efficient and economical use of government resources and facilities*

(d) *employees shall not take advantage of their official duties, status, powers or authority in order to seek or obtain a benefit for themselves or for any other person or body;*

(e) *employees shall exercise proper courtesy, consideration and sensitivity and shall act with fairness and equity in all their dealings with members of the public and with other employees; and*

(f) *employees shall not engage in improper conduct, in their official capacity or otherwise, that adversely affects the performance of their duties or brings the Pubic Sector into disrepute.*

In addition to the regulatory reporting requirements, CEOs were asked to report against the principles of public administration and management, and conduct, and to provide examples of best practice people management policies and procedures in order to provide a more qualitative report.

CEOs were asked to provide information in the following four sections.

Summary Statement

A statement advising of the extent to which the agency has observed the prescribed principles of human resource management. This statement is underpinned by information provided in the Employment Instructions and other key indicators.

Employment Instructions and Other Key Indicators

Details the extent to which the application and observance of the principles of human resource management, public administration and management, and conduct, were managed within agencies as measured against the application of the relevant employment instructions and other key indicators.

Employment Instructions are the principle means by which the Commissioner gives effect to measures "……to improve human resource management in the various agencies." The Employment Instructions provide a framework to support the Commissioner's partnership arrangement with agency CEOs and are important for three reasons:

• Agency reports against the Employment Instructions provide information to the Commissioner so he can report to the Minister and the Legislative Assembly on corporate governance of the sector

• the reporting requirement provides an opportunity for CEOs and managers to reflect on application of the principles of public sector employment and conduct, as well as a range of employee relations practices in their agency and

• preparation of the reports provides agencies with the opportunity to assess their internal communication, process and procedures.

Table 2 – Employment Instructions

Employment Instruction	Agency Action Required
1 Advertising, Selection, Appointment, Transfer and Promotion	Develop procedures for the recruitment and selection of employees which are consistent with PSEMA, Regulations, By Laws, Employment Instructions, relevant workplace agreements, and determinations. Ensure selection is made in accordance with merit and equal opportunity provisions.
2 Probation	Develop procedures for a probationary process and ensure probationary employees are aware of the details of that process within one week of reporting for duty.
3 **Natural Justice**	**Ensure the rules of natural justice are observed in all dealings with employees under PSEMA, other than those referred to in section 50 of PSEMA, Summary Dismissal (see also EI 7 – Discipline).**
4 **Performance Management**	**Develop and implement performance management systems.**
5 Medical Incapacity	Identifies the procedure regarding medical examinations where a CEO is of the opinion that an employee may be medically incapacitated as well as dealing with medical examinations during an inability or discipline investigation.
6 Inability to Discharge Duties	Develop procedures regarding inability to discharge duties as defined by the relevant job description, duty statement and/or any competencies determined for the job, to the standard required by the agency. Procedures must be consistent with PSEMA, Regulations, By-laws and EIs.
7 Discipline	Establish procedures regarding breaches of discipline within agencies consistent with PSEMA, Regulations, By-laws and Employment Instructions.
8 **Management of Grievances**	**Establish grievance settling procedures within individual agencies.**
9 Omitted	This Employment Instruction has been incorporated into EI 1.
10 Employee Records	Ensure recording of required details for every employee and establish procedures for access to records by individual employees while ensuring confidentiality.
11 **EEO Management Programs**	**Implement programs that ensure employees have equal opportunities in employment. Consider the needs of other target groups such as employees with a non-English speaking background and include measures to enable employees to balance work and family responsibilities.** **Implement an Aboriginal Employment and Career Development program within the framework of PSEMA, Employment Instructions and the NTPS Aboriginal Employment Career Development Strategy.**
12 **OH&S Programs**	**Develop programs that ensure employees and their representatives are consulted in the development and implementation of OH&S programs in the agency.**
13 **Code Of Conduct**	**CEOs may issue agency specific codes of conduct consistent with PSEMA, Regulations, By Laws and Employment Instructions.** **CEOs may issue guidelines regarding acceptance of gifts and benefits by employees.** **The Code of Conduct applies to all public sector employees, including CEOs.**
14 Part-Time Employment	Enhance employment flexibility through effective part-time employment provisions.

It should be noted that not all Employment Instructions are relevant as a human resource management measure for this State of the Service Report. Those that are particularly relevant to this report are in bold in Table 2.

Other Key Indicators

Additional information was sought against a number of other key indicators including:

- merit selection

- fair treatment in employment, including promoting impartial, ethical and professional behaviour, ensuring accountability to Government and employee consultation and input

- promoting a flexible workplace

- developing workforce capability

- remuneration commensurate with responsibilities and

- appeals under sections 55, 57 and 59 of PSEMA (information provided by Promotion Appeals & Grievance Reviews).

Examples of Best/ Innovative Practice

An opportunity for agencies to showcase examples of best/innovative practice people management policies and procedures in areas such as equity and diversity, workforce planning, work life balance, Indigenous employment and leadership.

Redeployment, Discipline and Inability

Specific details were sought on the numbers of actions under these processes and the outcomes to compare with previous data to determine trends or critical interventions.

Summary Statement

The summary statement is based on the application of the prescribed principles of human resource management within the agency as measured against the relevant Employment Instructions and other identified indicators.

CEOs were asked to confirm awareness of their responsibilities by choosing one of the statements below:

• The Agency has established processes that ensure the prescribed principles of human resource management are observed.

• The Agency does not currently have established processes to ensure the principles of human resource management are observed.

Nineteen agencies were asked to complete the Agency Reporting Survey Summary Statement in accordance with PSEMA. Responses indicate that 18 of the 19 agencies have established processes that ensure the observance of human resource management principles.

This is in comparison to the last reporting period response rate of 100% compliance. The single agency that did not have established processes indicated they were working towards compliance and regularly sought advice to give effect to the accepted principles of human resource management.

Employment Instructions

Agencies were asked the extent to which the application of the prescribed principles of human resource management, public administration and management, and conduct were managed within their agency measured against the relevant Employment Instructions and their incorporation into agency processes and programs as demonstrated in the following groups of graphs.

As commented earlier, the AAPA employees are employed under the *Aboriginal Sacred Sites Act*, not PSEMA, and therefore the Employment Instructions do not apply to them. As such, for the purposes of this section of the report only, they are not included in the counting.

Graph 1 –   Employment Instruction Number 4 – Performance Management

Managing Performance

Is EI 4 - Performance Management made readily available to employees?

YES (17/18)	NO (1)

Have Performance Management Systems been implemented within the agency?

YES (15/18)	NO (3)

Is the performance management system applied consistently across the agency?
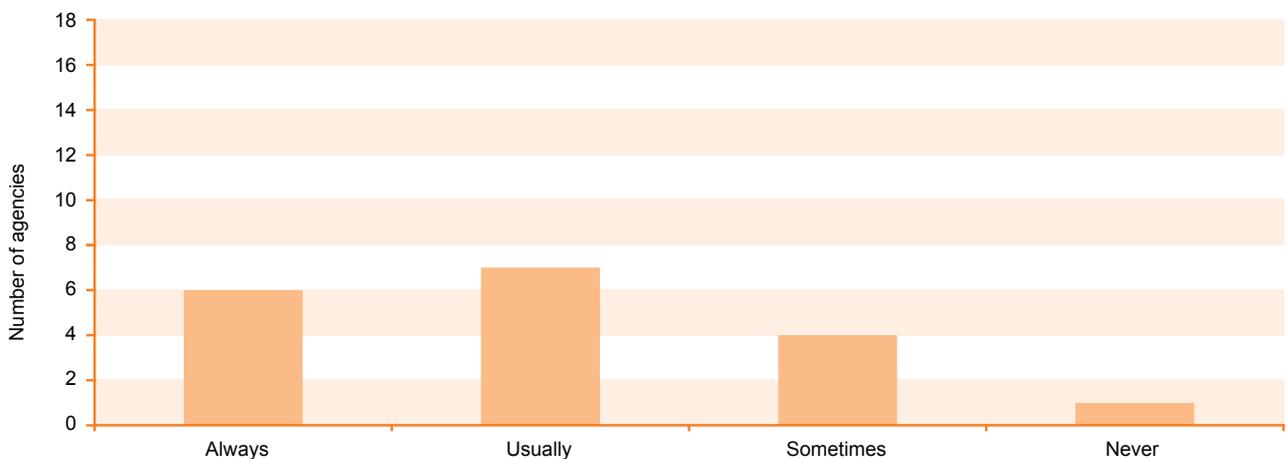
EI 4 – Performance Management, states agency CEOs shall develop and implement performance management systems for their agencies. Although many agencies indicated through their comments they are actively working towards properly implementing performance management systems, the results indicate there is need for a stronger focus on applying performance management systems consistently across agencies to comply with this EI.

Graph 2 – Employment Instruction Number 8 – Management of Grievances

Providing a Fair System of Review

Is EI 8 - Management of Grievances made readily available to employees?

YES (18/18)

Have agency specific grievance settling procedures been developed?

YES (18/18)

Are these procedures readily available to all employees?

YES (18/18)

Are the procedures applied consistently?
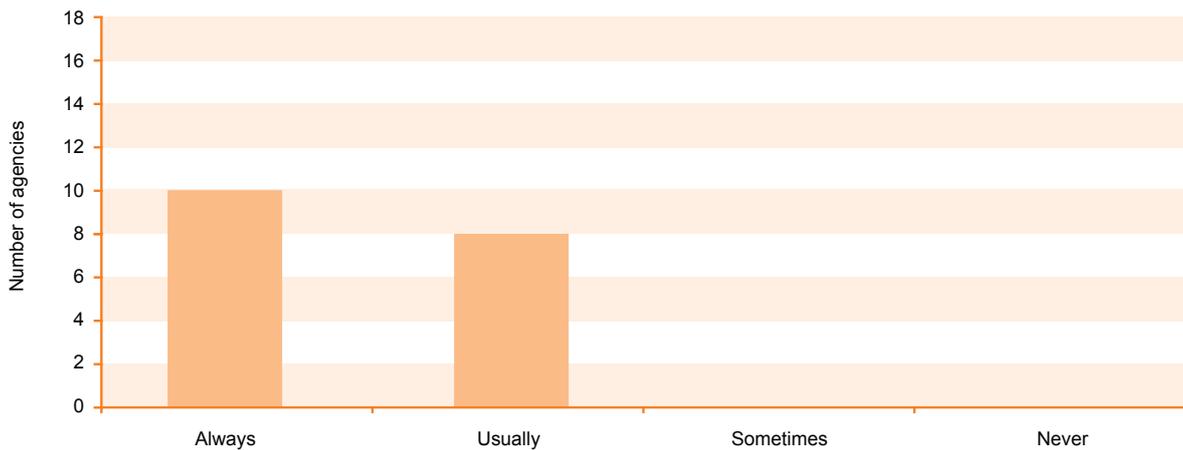
EI 8 – Management of Grievances, states CEOs shall establish written grievance settling procedures for their agencies.

The data indicates strong compliance against the Employment Instruction in agencies.

Graph 3 – Employment Instruction Number 11 - Equal Opportunity Management Programs

Managing for Diversity, Promoting Equity in Employment and Eliminating Discrimination and/or Bullying or Harassment

Is EI 11 - EEOMP made readily available to employees?

YES (18/18)

Has an agency specific EEOMP been developed?

YES (8/18)	NO (10)

Has the agency EEOMP been made readily available to employees?

YES (8/8)

Does the agency provide equal opportunity/diversity training to employees?

YES (15/18)	NO (3)

Is the Agency EEOMP applied consistently across the agency?
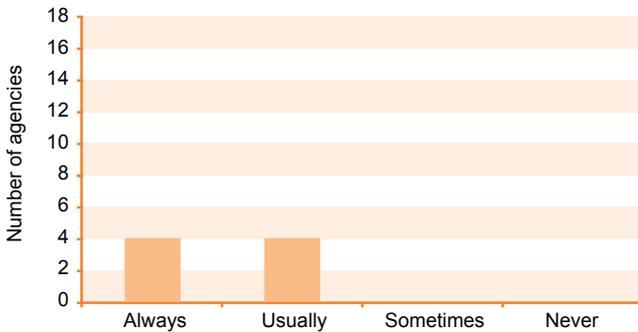
Is EI 11 built into business processes/ development activities of the agency?
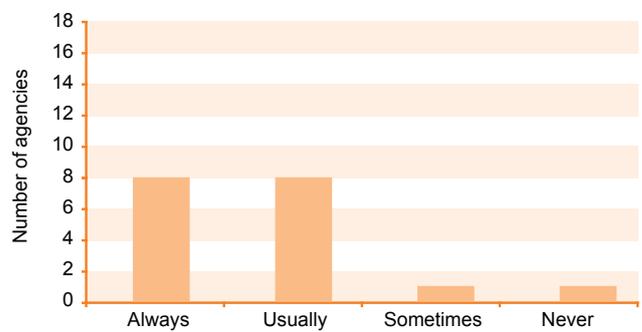
EI 11 – Equal Employment Opportunity Management Programs (EEOMPs), states CEOs shall devise and implement programs to ensure that employees have equal opportunities in relation to their employment. Although the data indicates only a limited number of agencies have developed agency specific EEOMPs, the majority of agencies

ensure equal opportunity practices are built into their business processes and development activities. In particular, EEOMP is considered in recruitment and selection processes and through the application and availability of flexible work options for employees.

Graph 4 – Employment Instruction Number 11 – EOMP – Indigenous Employment and Career Development Strategy

Indigenous Employment Programs

Does the agency have an Indigenous Emloyment and Career Development Strategy/Program?

YES (12/18)	NO (6)

If not, are steps being take to develop one?

YES (5/6)	NO (1)

Is the agency IECDS applied consistently across the agency?
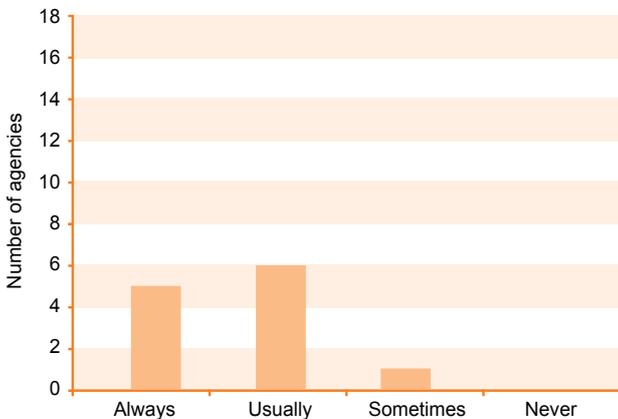
Percentage of employees in the agency who have participated in Cultural Awareness training
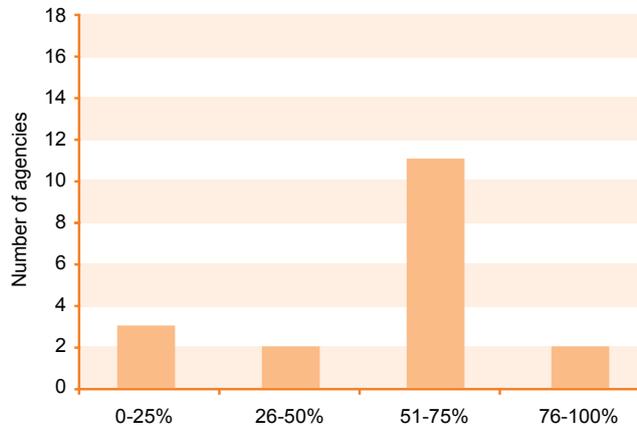
EI 11 states all agencies should implement an Indigenous Employment and Career Development program. The majority of agencies have developed or are in the process of developing specific programs in compliance with the EI. As part of developing EEOMPs within their agencies, many agencies have developed specific Indigenous cross cultural programs and training as part of their Indigenous Employment and Career Development program. The one agency not developing a specific Indigenous Employment and Career Development program has a very small number of employees, and can access the program through other agencies.

Graph 5 – Employment Instruction Number 11 – EOMP – Bullying and Harassment Policy

Agency has a policy on bullying/harassment?

YES (15/18)	NO (3)

Is the agency policy applied consistently?
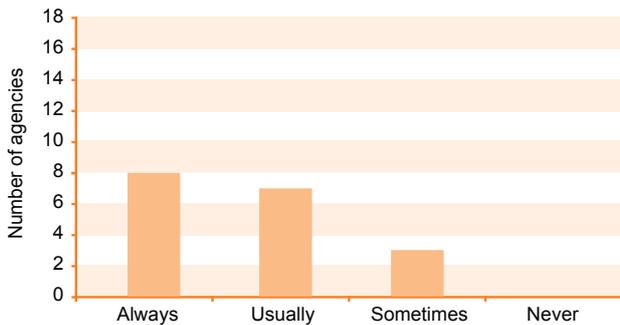
Managers/Supervisors are provided with training in dealing with bullying or harassment
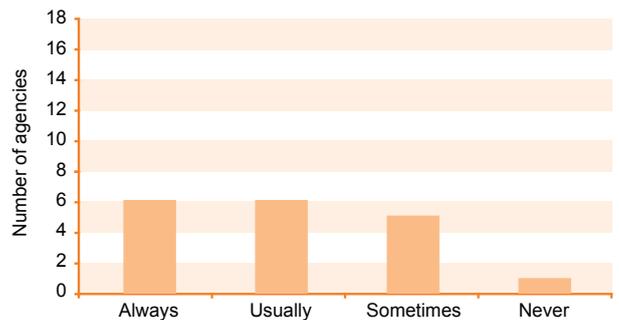
Percentage of managers/supervisors who have participated in training
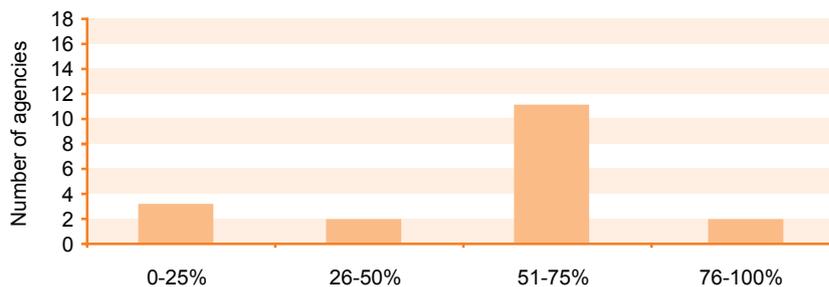
The EI requires EEOMPs to include, at a minimum, guidelines for the identification and elimination of workplace harassment, including sexual harassment. The majority of agencies have developed a specific bullying and harassment policy and provide training for managers, however it is evident from the data there needs to be greater observation and application of bullying and harassment procedures within agencies.

Graph 6 – Employment Instruction Number 12 – Occupational Health and Safety Programs

EI 12 readily available to all staff?

Yes (18/18)

Are agency policy/procedures for this EI developed?

Yes (11)	No (7)

Of those with policy/procedures developed, are these available?

Yes (11/11)
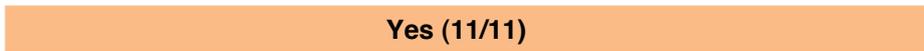
Is the agency OH&S Program applied consistently?
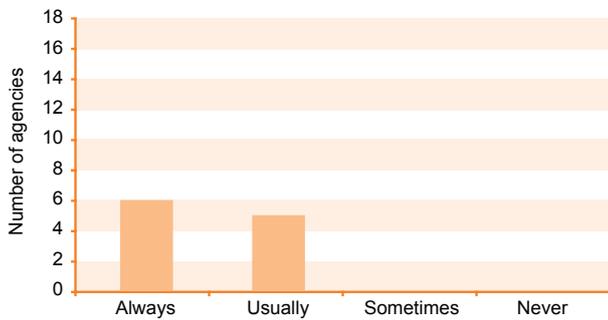
Is the OH&S Program built into business processes/development activities?
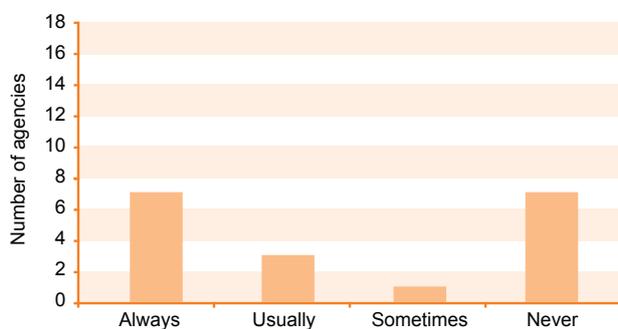
EI 12 – Occupational Health and Safety Programs, states that CEOs shall develop programs that ensure employees and their representatives are consulted in the development and implementation of occupational health and safety programs in the agency and that appropriate standards are applied.

It should be noted the EI was updated in 2009 to align with the requirements of the new *Work Health and Safety Act* and re-issued to agencies. The agencies that have no procedures in place have indicated they are actively working towards developing and implementing policies that reflect the requirements of the new Act.

Graph 7 – Employment Instruction Number 13 – Code of Conduct

Are the Principles and Code of Conduct (EI 13) made readily available to employees?

Yes (18/18)

Has an agency specific code of conduct been developed?

Yes (6/18)	No (12)

Is the agency specific code of conduct readily available to employees?

Yes (6/6)

Are the Principles and Code of Conduct observed and applied consistently in the agency?

Are the Principles and Code of Conduct built into business processes/development activities?
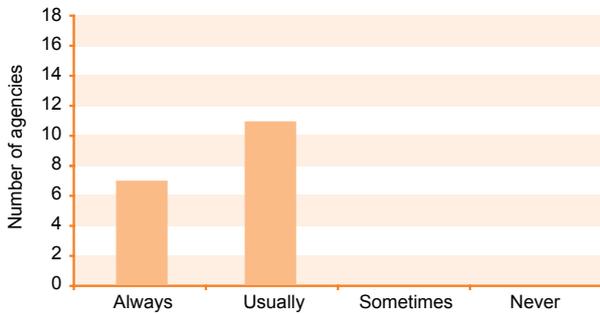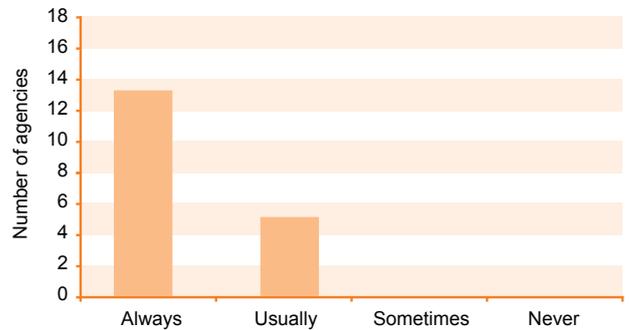
The data demonstrates strong compliance with the requirement to adhere to all of the Principles and the Code of Conduct and the majority of agencies provide training through their induction processes. Six agencies have developed their own agency specific Code of Conduct, possibly reflecting the strong regulatory nature of the business, such as the Department of Justice, or the independent role of the business such as the Auditor–General and Ombudsman, or where the nature of the work involves specific occupational groups such as teachers in the Department of Education and Training.

Breaches or Evasion of the Principles

It should be noted that no significant breaches or evasions of the Principles of Human Resource Management have been brought to the notice of the Commissioner. Similarly, whilst the grievance process reveals occasional examples of poor management or decisions, the number of grievances does not indicate any general trend towards poor management practices across agencies.

Other Key Indicators

Overview

Additional qualitative information was sought against a number of other key indicators of observance of the principles of human resource management. Data obtained from the Aboriginal Areas Protection Authority is included for the purposes of this section of the report.

Merit Selection

In accordance with PSEMA, all selections shall be on the basis of merit. The principle of merit requires all appointments, promotions and transfers to be on the basis of the capacity of the person to perform particular duties, having regard to the person's knowledge, skills, qualifications and experience, and the potential for future development of the person in employment in the Public Sector.

Graph 8 – Merit Selection Practices

Employment Based on Merit

Is the Merit Selection Guide made readily available to employees?

YES (19/19)

Does the agency have a specific policy/procedure consistent with merit?

YES (16/19)	NO (3)

Has the policy/procedure been made readily available to employees?

YES (15/16)	NO (1)

All agencies ensure the Merit Selection Guide is readily available to employees.

Graph 9 – Agency Specific Selection Practices

2008-09 Agency Specific Policy Developed

2007-08 Agency Specific Policy Developed
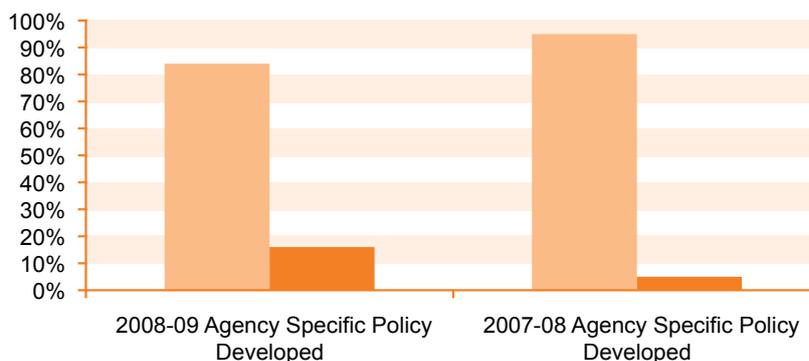
As a result of increased focus on merit selection and good selection practices, many agencies are reviewing or have reviewed their existing policies to ensure compliance and better practices. The increase in the number of agencies who do not have an agency specific policy in 2008-09 is likely to be due to the changes resulting from the new "Good Selection Practice Guide" and the requirement for these agencies to update their policies.

Graph 10 – Provision of Chairpersons Training
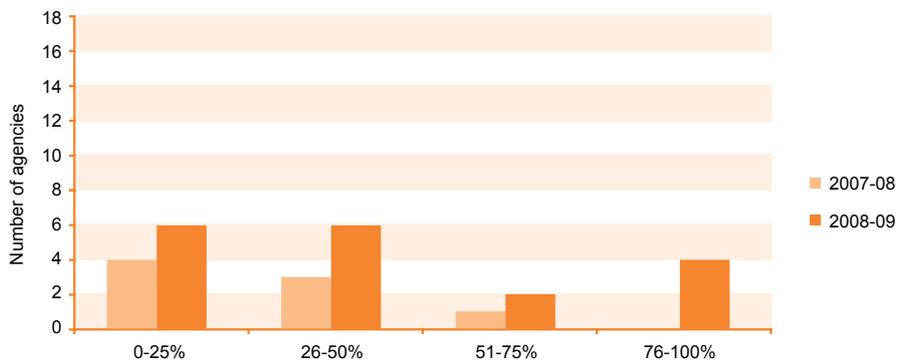
In addition to reviewing their policies, there has also been a marked increase in the provision of training for chairpersons within agencies. The graph above shows the comparative figures for the 2008-09 and 2007-08 reporting periods. In particular, in 2007-08 no agencies had achieved a 76-100% training rate compared to 4 agencies during the 2008-09 reporting period.

Another indicator as to the success or otherwise of agencies applying merit in recruitment selections is information provided by the Promotion Appeals Board as shown in the table below.

Table 3 – Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Appeals	%
2008-09	1532	59	3.9%
2007-08	1365	72	5.2%
2006-07	1255	54	4.3%
2005-06	1158	36	3.1%
2004-05	1215	100*	8.2%
2003-04	1031	29	2.8%

Includes 2 bulk selection processes resulting in multiple appeals.

Table 4 – Outcome of Appeals

Outcome	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Allowed	2	1	1	3	1	3
Disallowed	16	47	27	16	29	31
Readvertised*	0	2	1	0	12	2
Withdrawn	5	38	8	4	15	15
Vacated (Cancelled)	5	55	5	23	21	6
Carried Fwd	4	7	1	9	3	2

The decrease in the number of "readvertise" decisions is attributed to new practices of the Promotion Appeals Board which encourage information and discussion between the parties prior to determination at hearing, with the result that some selections that might have otherwise been sent back to be readvertised are reconsidered by the agency prior to the hearing, or vacated if the agency concludes there is a problem.

The decreasing number of appeals against promotions, and continued small number of appeals which have been allowed also suggests that merit selection processes have improved. The improvement and emphasis on training is indicative of the improved feedback and promotion of good selection practices resulting from changes in the operation of the Promotion Appeals Board.

Fair Treatment in Employment

The principles of human resource management require that employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts. Agencies can ensure fair treatment through the application of natural justice, promoting impartial, ethical and professional behaviour, informing employees about issues directly affecting their employment, seeking employee consultation and input into processes, procedures and decisions and through monitoring employee confidence in employment practices. Qualitative data has been obtained from agencies in relation to these matters and is represented in the following graphs and tables.

Graph 11 – Application of Natural Justice

Is EI 3 readily available to all staff?

Yes (19/19)

Is employee confidence in this EI monitored?
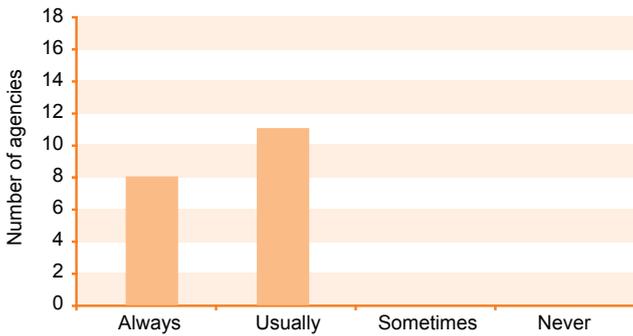
Yes (12)	No (7)

Are the principles of natural justice applied consistently?

Have the principles of natural justice been built into business processes/ development activities?
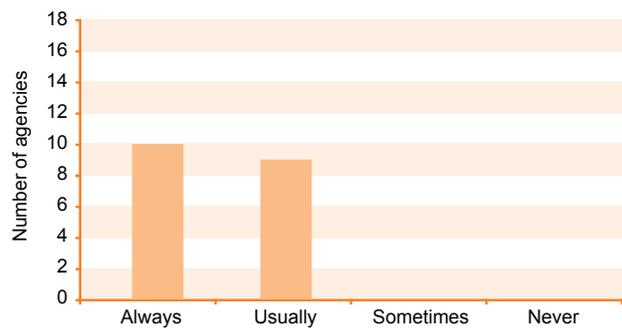
The data shows strong compliance by agencies with the application and observance of the principles of natural justice, although improvement is still required. It should be noted, although EI 3 – Natural Justice is not applicable to AAPA, their data has been included in this group of graphs.

Graph 12 –Promoting Impartial, Ethical and Professional Behaviour

Employees provided with information and/or training about potential conflicts of interest and how to avoid them

Yes (13)	No (6)

Agency support for decisions on work matters being made fairly, objectively and ethically?

Managers take appropriate action if decisions on work matters are not made objectively, fairly and ethically?
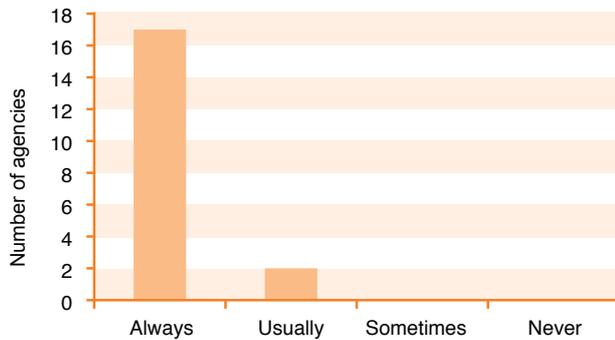
The data indicates agencies actively support and encourage decisions on work matters to be made fairly, objectively and ethically. Improvements could be made to ensure managers and supervisors take
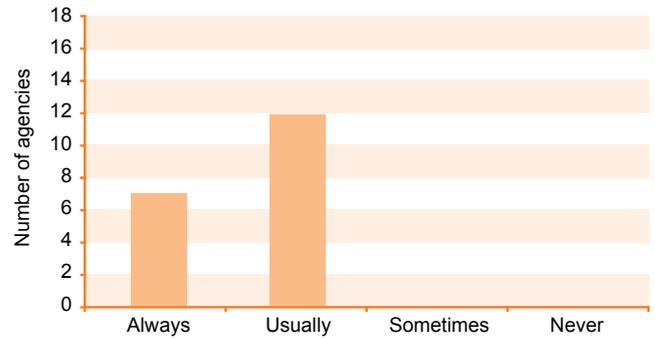
appropriate action if decisions are not made fairly, objectively and ethically. In addition all agencies need to ensure employees are provided with information and training about conflicts of interest.

Informing Employees

Agencies inform employees in a number of ways about issues and decisions affecting their employment.

Table 5 – Ensuring Accountability to Government

Method	Number of Agencies Using Method
Corporate and business/budget planning process	12
Internal newsletters and e-bulletins	13
Managers/supervisors/team meetings	15
As part of performance management processes	12
Promoted on the intranet	12
Other (methods include agency forums, CEO briefings, workshops and through annual reporting)	8

The table above demonstrates the various methods of communication used by agencies to inform employees about Government priorities relevant to their workplace.

Table 6 – Seeking Employee Consultation and Input

Method	Number of Agencies Using Method
Communication from CEO	17
Senior Management and branch meetings	17
Team meetings and informal meetings	19
Communications plan/change management strategies	16
Regular newsletters, print and electronic	13
Intranet	13
Email	18
Other (includes joint consultative committees, staff forums, staff notice boards, annual focus groups, quarterly briefings and through performance management discussions)	11

The table above demonstrates the various methods of communication used by agencies to inform employees about workplace changes affecting them.

Graph 13 – Agencies Consult with Employees
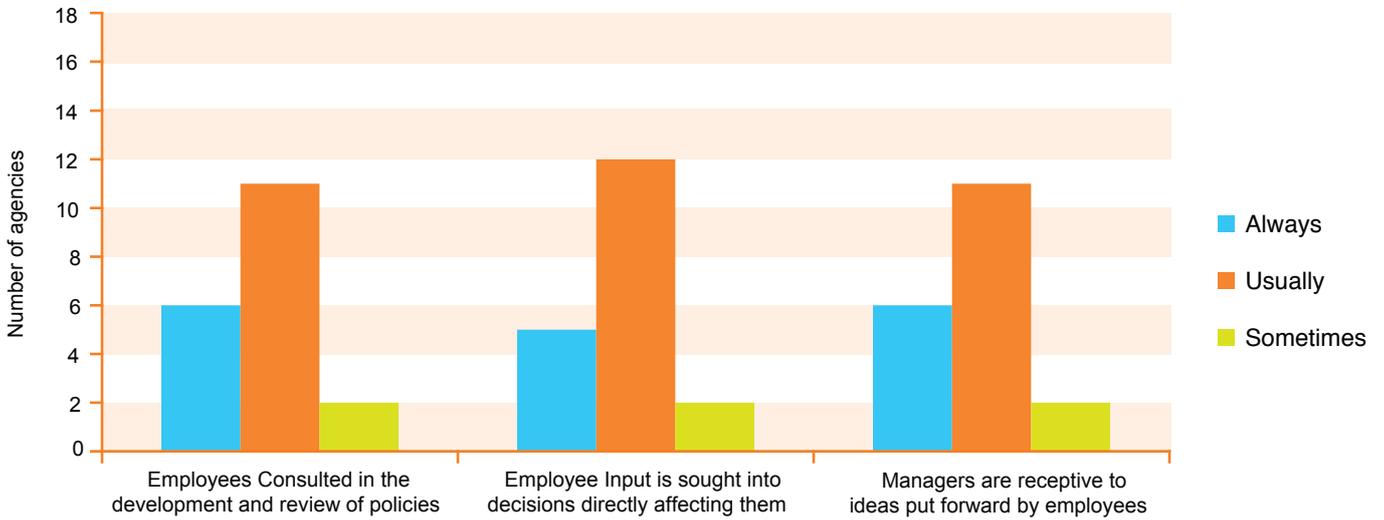
While the data illustrates agencies are making an effort to actively engage and consult with employees, there is still room for improvement.

Graph 14 – Monitoring Employee Confidence
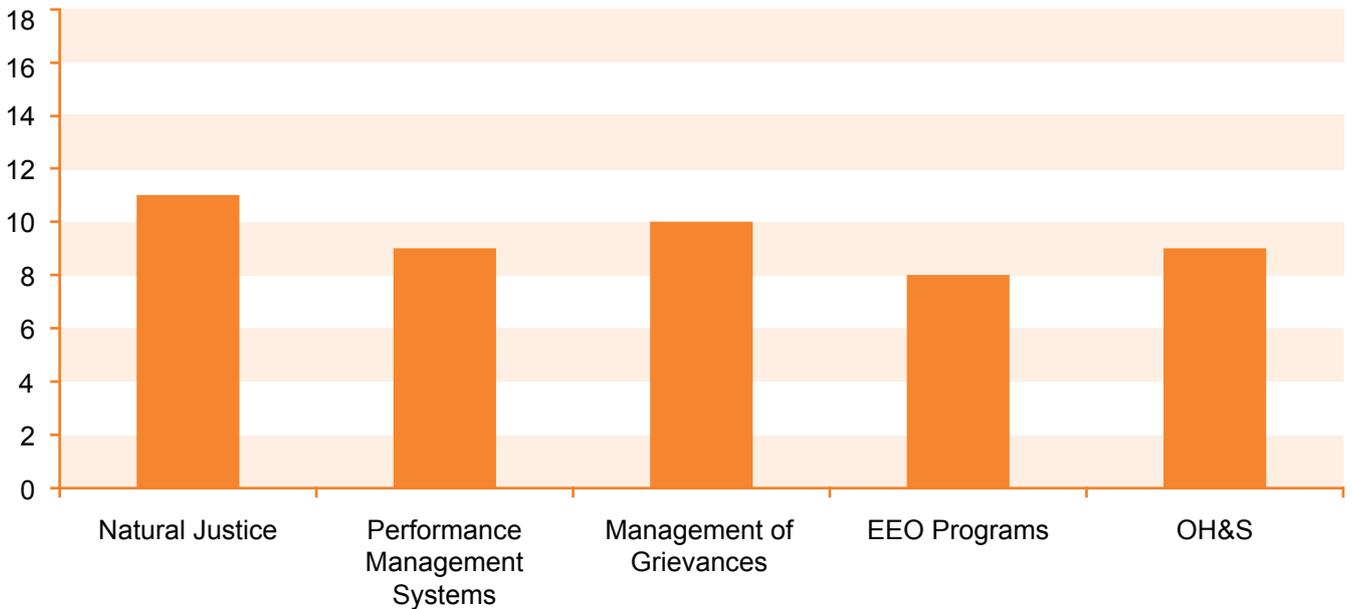
Many of the agencies monitor employee confidence across a number of processes to assist them to improve employment practices and ensure employees understand their employment rights. Agencies commented they are tracking this data through individual agency staff satisfaction surveys.

Promoting a Flexible Workplace

Improvements in human resource management extend to changes in workplace practices for employees, such as flexible working conditions.

Table 7 – Ensuring Accountability to Government

Flexible Work Practice	Number of Agencies who have Approved Employees Utilising Flexible Work Practice
Flexible Work Hours	15
Home Based Work	14
Job Sharing	11
Part-Time Work	16
Career Breaks	11
Part Year Employment	10
Short-Term Absences for Family and Community Responsibilities	15
Utilisation of Recreation Leave at Half Pay	14
Purchase of Additional Leave Scheme	8
NTPS Extended Leave Scheme	7

Employees across agencies have available to them a number of flexible work practices and agencies are supporting their utilisation as demonstrated above.

It should be noted that many agencies have delegated the authority to approve employee access to the various flexible work practices to the Managers of the relevant area to determine approval based on work place requirements. As such agencies have not been able to provide accurate figures regarding uptake as these figures are not held centrally.

While agencies are generally supportive of employee access to flexible work practices, agencies did note that a small number of applications to utilise flexible work hours, job sharing and career breaks were declined.

Remuneration Commensurate with Responsibilities

To ensure remuneration is commensurate with responsibilities throughout the NTPS, positions are established in line with the Mercer CED Job Evaluation System (JES) and other formal provisions such as work level standards in workplace agreements. Agency

Developing Workforce Capability

Early Career Employment Programs

The public sector offers a variety of employment programs to increase and improve attraction and retention in the public sector.

The table below summarises the programs centrally administered by the Department of Business and Employment.

reports indicate all agencies make JES information readily available to employees and 84 percent regularly review job descriptions to ensure they accurately reflect the requirements of the job. Those remaining agencies are working toward improving review processes.

Table 8 – Programs Centrally Administered by the Department of Business and Employment

	School Based Apprentices	Apprentices	National Indigenous Cadetship Program	Graduates	Work Integrated Learning Scholarships
Identified as Indigenous Australian	12	66	49	5	0
Age range	15 to 18	16 to 52	18 to 59	21 to 53	19 to 33
Female	9	82	32	24	5
Male	4	49	17	19	7
Identified as person with disability	1	4	0	0	0
Region	Darwin	see Table 9	48 x Darwin 1 x Alice Springs	Darwin	Darwin
TOTAL	13	131	49	43	12

There are 15 agencies that employ the 131 apprentices in various locations throughout the Northern Territory.

Table 9 – Location and Number of Apprentices

Location	Number of Apprentices
Alice Springs	25
Batchelor	1
Borroloola	2
Cobourg	1
Daly Waters	1
Darwin	73
Elliott	1
Galiwinku	2
Hermannsburg	2
Kalkaringi	1
Katherine	10
Mataranka	1
Milingimbi	1
Nhulunbuy	1
Tennant Creek	5
Yirrkala	2
Yuendumu	2

Table 10 contains a break down of the disciplines undertaken by apprentices and gender breakdown. 63% of apprenticeships are undertaken by females. The most popular apprenticeship is the Certificate III in Business, followed by Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care (Practice) and Certificate III in Conservation and Land Management.

Table 10 – Discipline Studied by Apprentices by Gender

QUALIFICATION	FEMALE	MALE	TOTAL
Certificate II			
Agriculture	0	3	3
Seafood Industry (Aquaculture)	1	0	1
Certificate III			
Agriculture (Beef Cattle Production)	1	0	1
Automotive Mechanical Technology (C) (Heavy Vehicle Road Transport)	0	2	2
Automotive Mechanical Technology (D) (Light Vehicle)	0	1	1
Business	48	7	55
Captive Animals	3	3	6
Children Services	1	0	1
Community Services Work	2	0	2
Conservation and Land Management	3	8	11
Dental Assisting	2	0	2
Drilling – Water Well	0	3	3
Electrotechnology Systems Electrician	0	1	1
Engineering – Mechanical Trade	0	1	1
Horticulture	1	2	3
Indigenous Education Work	5	3	8
Information Technology	0	4	4
Laboratory Skills	0	1	1
Printing and Graphic Arts (Graphic Pre-Press)	0	1	1
Seafood Industry (Aquaculture)	0	1	1
Tourism (Guiding)	1	0	1
Tourism (Operations)	1	0	1
Certificate IV			
Aboriginal and/or Torres Strait Islander Primary Health Care (Practice)	8	6	14
Conservation and Land Management	1	1	2
Information Technology	0	1	1
Veterinary Nursing	1	0	1
Diploma			
Dental Technology	2	0	2
Multimedia	1	0	1
GRAND TOTAL	**82**	**49**	**131**

In addition, the following agencies administer agency specific employment programs:

- Department of Justice - 102 Prison Officers in Training

- NT Treasury - 12 Financial Officers in Training Graduates Program

- Power and Water Corporation employed 4 Charles Darwin University engineering students as part of the Engineering Co-operative Student Program

- Department of Planning and Infrastructure have 12 engineering students from Charles Darwin University as part of the Engineering Cooperative Student Program and

- Department of Natural Resources, Environment, the Arts and Sport currently employs 3 Indigenous school based apprentices – "Pathways to Employment"

Leadership Development

10 agencies reported they had developed a structured leadership program and 9 agencies reported having no leadership program developed.

Graph 15 – Learning and Development Activities/Initiatives

Graph 15 – Learning and Development Activities/Initiatives

Learning and Development Activities	Yes	No
Workforce Planning	14	5
Work Life Balance	16	3
Remote Workforce	10	9
Recruitment/Retention Initiatives	13	6
Recognition and Reward	15	4
People with Disability	8	11
Mobility/Secondment Arrangements	15	4
Leadership	16	3
Indigenous Employment	16	3
HR/IR Capacity	15	4
Equity and Diversity	13	6
Career Mapping	9	10

Number of Agencies
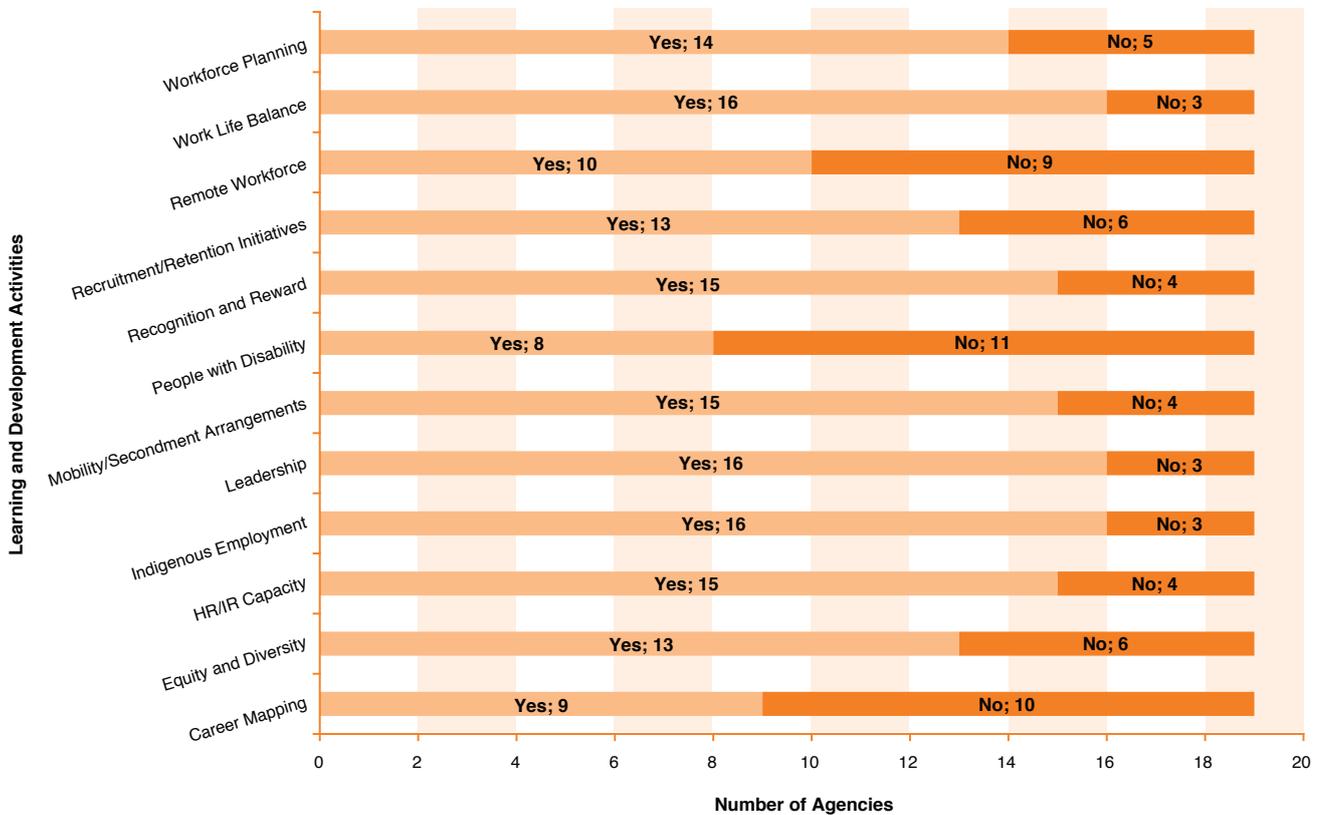
Future Workforce Planning and Development Challenges for the Public Sector

Agencies reported a range of future challenges that need to be addressed when considering workforce planning and development. Some of these challenges are the same for all agencies and some are unique to their core business. Addressing skill shortages is reported as the main concern by the majority of agencies due to the aging public sector workforce with impending retirements in critical roles, a tight and competitive labour market and in some of the technical professional areas. Not only are there skill shortages, attracting candidates to job vacancies in regional and remote areas of the Territory is also proving to be difficult. Workforce planning and development will play an important role in ensuring agencies are able to deliver their services to the community through having the right people in the right place at the right time.

Section 59 Grievance Reviews

In 2008-09, 113 section 59 requests for reviews of treatment in employment were reviewed, compared to 84 in the preceding year. The 31% increase in grievances is attributed to increased overall visibility of the Promotion Appeals & Grievance Reviews unit and closer working relationships with agency HR units.

The most common issues raised in grievances concern management actions or decisions, followed by selection processes, application of procedures and policies, agency handling of bullying and harassment and application of conditions of service.

The grievance reviews unit has implemented new processes that take a more flexible approach, concentrating, when possible, on achieving resolution through discussion, negotiation and mediation. This is achieving positive results. For example, in only 4 instances has it been necessary for the Commissioner for Public Employment to specifically direct an agency to change their original action or decision.

The grievance process reveals occasional examples of poor management or decisions. However, the number of grievances and their outcomes does not indicate any general pattern of poor management practices across agencies.

Redeployment, Discipline and Inability

Overview

Specific details were sought on the numbers of actions under these processes and the outcomes to compare with previous data to determine trends or critical interventions.

Redeployment

Where a CEO is of the opinion that a permanent employee is potentially surplus to the requirements of his or her agency, (the employee cannot be reasonably utilised within the agency due to a lack of suitable remunerated duties and/or inability to utilise the specific expertise and skills of the employee), and the agency has made all reasonable attempts to find a suitable placement for the employee, the person may be referred to the OCPE in accordance with section 41 of PSEMA as a redeployee.

Where an employee is accepted as a redeployee, they may be transferred to an alternative position in accordance with section 42 of PSEMA, or offered redundancy in accordance with section 43(2) of PSEMA.

The following table summarises the actions taken in accordance with sections 41, 42 and 43(2) of PSEMA.

Table 11 – Action Taken in Accordance with the *Public Sector Employment and Management Act*

Year	Employees declared potentially surplus	Employees declared potentially surplus transferred	Employees made redundant
2008-09	1	0	2
2007-08	3	0	3

The decrease in numbers from the 2007-08 reporting period and 2008-09 reporting period is indicative of the pro-active approach taken by agencies to assist employees find suitable placements either within their agencies or across agencies.

Discipline and Inability

Section 18 of PSEMA requires the Commissioner for Public Employment to report on the extent to which discipline and inability procedures have been invoked in the NTPS.

Table 12 – Summary of Discipline 2003 – 2009

Year	Provision	Cases B/Fwd	New Cases	Cases Completed	C/Fwd
2008-09	Summary Dismissal	0	3	3	0
	Discipline*	35	84	72	47
2007-08	Summary Dismissal	0	5	5	0
	Discipline*	28	58	51	35
2006-07	Summary Dismissal	0	0	0	0
	Discipline*	16	62	50	28
2005-06	Summary Dismissal	0	2	2	0
	Discipline*	17	25	26	16
2004-05	Summary Dismissal	0	1	1	0
	Discipline*	7	42	32	17
2003-04	Summary Dismissal	0	0	0	0
	Discipline*	11	49	53	7

Excluding summary dismissal.

The results of the table above indicate the number of employees summarily dismissed as a result of significant breaches of discipline remains steady, while there has been an increase in the number of formal discipline actions against employees. Agencies have indicated an increase in the number of discipline actions invoked for inappropriate computer use as agencies are increasingly vigilant and more proactive in addressing these inappropriate behaviours.

Table 13 – Inability Cases 2003 - 2009

Year	Cases B/Fwd	New Cases	Cases Completed	C/Fwd
2008-09	7	6	5	8
2007-08	1	8	2	7
2006-07	3	1	2	2
2005-06	1	2	0	3
2004-05	2	0	1	1
2003-04	3	2	3	2

The results indicate the number of new inability cases in this reporting period remains steady. Inability processes are not quickly resolved and are therefore not entered into lightly.

Examples of Best/ Innovative Practice

This section is an opportunity for agencies to showcase examples of best/ innovative practice people management policies and procedures in areas such as equity and diversity, workforce planning, work life balance, Indigenous employees and leadership.

Equity and Diversity

As part of the *Reform and Revisitation* agenda for the public sector the definition of merit will be amended to include the value of diversity that a person from an equal employment opportunity (EEO) target group such as women, Indigenous Australians and people with disability, brings to the workplace.

The Department of Local Government and Housing conducted a variety of activities to recognise the diversity of their workforce. These activities included conducting an annual Census Day to encourage people to voluntarily identify their EEO status and corporate celebrations occurred including Harmony Day and NAIDOC week.

Agencies also reported that they use a variety of programs to promote equity and diversity in the workplace including raising awareness through agency induction programs, specific information and education sessions delivered such as "Building Positive Workplaces" and cultural awareness programs.

Recruitment Retention Initiatives

Department of Health and Families offered
the following initiatives:

Table 14 – Recruitment Retention Initiatives Offered by Department of Health and Families

Program	Number of Placements	Description
Graduate Nurse (registered Nurse & Enrolled Nurse) Program 2009	101	31 placements at Alice Springs Hospital, 3 at Katherine Hospital, 64 at Royal Darwin Hospital, 2 at Tennant Creek Hospital (on rotation from Alice Springs) and 1 at Gove Hospital (on rotation from Darwin)
Year 2 Specialty Program – Nursing	4	Skill development in speciality areas involving education and 'on the job' training. 3 nurses employed in Remote Health and 1 in Community Health
International Qualified Nurse	14	105 nurses from India will commence through the Charles Darwin University and Department of Health and Families bridging program throughout 2009 and 2010. As at 30 June 2009, 59 have completed the program of which 14 have been employed by Department of Health and Families
Overseas Nurse Program	8	2 at Alice Springs Hospital and 6 at Royal Darwin Hospital
Bring Back the Nurses	9	This Australian Government initiative has attracted 9 nurses back to nursing in the NT since commencing in January 2008
Nurse Re-entry	2	Both are at Royal Darwin Hospital
Midwifery	16	16 students have been employed in 2009 upon completion of Graduate Diploma Midwifery
Renal	5	5 students have commenced in the Charles Darwin University/Department of Health and Families Graduate Diploma Renal Nursing in 2009.
Certificate III in Health Support Services	35	This program provides Patient Care Assistants with accredited training and workplace skills

Workforce Planning

One of the biggest challenges for the public sector is to attract and retain skilled and experienced employees to counter impact of the aging workforce, demographic change, current and projected service demands and economic environment.

Over the past year, the OCPE has developed, in consultation with all agencies, a whole of sector workforce planning framework and methodology with the aim to have a common understanding across the public sector on what workforce planning is, and a methodology to be available to agencies as a guide to their own planning work.

Additionally, the Department of Planning and Infrastructure continued its workforce planning efforts with a second exercise in early 2009 following an exercise in mid 2008. The 2009 exercise focused on providing agency executives with the tools and knowledge required to complete workforce planning for their individual work units. The agency's efforts in workforce planning were also presented at the inaugural Workforce Planning Australia Conference. The agency will continue to promote workforce planning and development activities in 2009-10 with a focus on refining and streamlining current processes, assessing workforce planning capabilities and uptake of the process within the agency.

Work Life Balance

NT Treasury has developed an Employee Health and Wellbeing program that promotes a healthy lifestyle and encourages community and family involvement with all its employees. An example of the activities undertaken include a Quit course to assist staff who want to give up smoking, influenza vaccinations offered to all employees, a healthy catering policy has been introduced promoting healthy eating choices and good nutrition when catering for work related functions and meetings where food is provided, and encouraging employees to donate blood to the Australian Red Cross Blood Service. A family fun day has also been held and teams have been sponsored to participate in the Life. Be In It Corporate Challenge competitions.

Indigenous Employment

The draft NT Public Sector *Indigenous Employment and Career Development Strategy 2009-2012* was developed, in consultation with public sector stakeholders. There are four key focus areas identified in the strategy: workplace environment, attraction, retention, and communication to improve Indigenous employment outcomes in the public sector.

The Department of Education and Training is continuing the Community Development Employment Project (CDEP) Transition Program. The program is funded by the Australian Government and was established to fund former CDEP participants to take

on roles in schools in remote areas. Initially, 128 positions were established, but numbers have increased to 188 positions in 48 remote schools. The range of positions includes assistant teachers, resources officers, attendance officers, library assistants, office workers, nutrition workers, drivers, cleaners, maintenance officers and groundsman. The program enables the participants to experience working for a government agency in positions that can lead on to ongoing work in their local community. Individuals are given the opportunity to work alongside experienced staff and are able to gain the experience and skills to gain further work or training. Already people have left their CDEP transition position and obtained full time positions within the local school. Under the program, each person is also provided with targeted accredited Employability Skills Training on site by the vocational employment and training section of Taminmin High School.

The Department of Health and Families maintains an Aboriginal Cultural Awareness program aimed at providing staff with the skills, knowledge and attitudes to work effectively with Aboriginal clients in order to achieve improved health. A total of 727 employees attended this program during the reporting period. The agency also delivers a 12 month 'Stepping Up' leadership development program that consists of training, work placements, coaching and mentoring.

The Department of Justice has a dedicated Employment Officer to facilitate the agency's Indigenous Employment and Career Development Strategy.

The Department of Regional Development, Primary Industry, Fisheries and Resources conducted a number of programs specifically designed to enhance the attraction and retention of Indigenous employees. They include a supportive apprenticeship and mentoring program, an Indigenous scholarship for employees seeking to pursue studies enabling employment in the technical, professional, senior or executive management areas in the agency.

The Department of Business and Employment commenced a pilot program, Indigenous Employment Program. This program is specifically designed to attract Indigenous job seekers wishing to enter or return to the workforce and equip them with the foundation skills to be employed in entry level administration positions. Along with completing a Certificate II in Business through Charles Darwin University, those participating in the program are required to participate in two structured work placements with sponsoring agencies before commencing in a permanent position.

The Department of Education and Training has study support programs under the 'More Indigenous Teachers' plan that include cadetships, fellowships and scholarships. Currently there are 45 recipients. To date 13 people have completed their studies with nine working for the agency. The program supports recipients from urban centres and remote communities such as Gunbalanya, Lajamanu, Kalkaringi, Angurugu, Numbulwar, Belyuen, Jilkminggan, Jabriu and Nyirripi.

Following the Department of Local Government and Housing Indigenous Employment and Career Development Strategy survey in 2007-08, feedback from the survey was provided via employee workshops across all regions of the agency. The feedback will be further considered as to how this strategy could be mainstreamed as a core business system and re-vitalised. Work has also begun to imbed this strategy into strategic business planning with the development of a toolkit to be developed with managers.

NT Treasury has been involved with the Charles Darwin University 'Taste of Uni'. This program brings Indigenous high school aged students onto the Charles Darwin University campus to encourage and promote further education and employment options, as well as the opportunity to meet, speak with and promote NT Treasury and the public sector directly to the students.

The OCPE has developed a Year 10 Work Experience Program for Remote Indigenous Boarders. St John's College (39 students) and Kormilda College (8 students) have participated in the program. Work experience was offered by the Departments of the Chief Minister; Natural Resources, Environment, the Arts and Sport; Health and Families; Regional Development, Primary Industry, Fisheries and Resources; Planning and Infrastructure; Legislative Assembly; and Justice; Office of the Commissioner for Public Employment; and NT Police, Fire and Emergency Services.

Two of these apprentices are from the Department of Natural Resources,

Environment, the Arts and Sports – one as a ranger and the other as a water-well drilling apprentice. Both apprentices won the Group Training NT school-based apprentice of the year award with one proceeding into the national finals.

People with Disability

During the year, work progressed in drafting a subsequent *Willing and Able Strategy – a strategy for the employment of people with disability in the NT Public Sector 2009-2012*. This strategy provides a framework for the public sector to increase and improve career enhancement opportunities for people with disability in the public sector, enabling the workforce to reflect the diversity of the community it serves. Since this strategy was introduced in 2003, the percentage of people with disability in the public sector who voluntarily identified having a disability has gradually increased from 1.3% to 1.8% in June 2009.

As part of the *Willing and Able Strategy*, the Project Employment Scheme continued to provide employment opportunities for people with intellectual and/or learning disability. During the reporting period 13 participants across 7 agencies, including the NT Ombudsman and NT Electoral Commission, were offered employment opportunities to enhance their work experience and skills. Since the commencement of this program in 1994, over 45 participants have been provided employment and of this group, 28 continue to work in the public sector.

In the Department of the Chief Minister, flexible work practices were provided to allow an employee to prepare and compete in the Beijing Paralympics wheelchair basketball team. This team was successful in winning a bronze medal. The employee is currently on leave to compete in the trials for the 2012 London Paralympics. Another employee also competed at a national level for Ten Pin Bowling winning several gold medals.

Reward and Recognition

Late last year, the 2008 Chief Minister's Awards for Excellence in the Public Sector were held attracting 54 submissions across five award categories namely:

• Cross Government Collaboration

• Engagement with the Community

• Closing the Gap of Indigenous Disadvantage

• Strengthening Regional and Remote NT and

• Building a Skilled Workforce

The awards are to recognise, inspire and reward work groups and teams across the NT Public Sector that have been involved in outstanding projects or initiatives.

Many agencies reported that they have implemented recognition of staff and their significant years of services. The Darwin Port Corporation held an awards night, the Department of the Chief Minister has a Recognition of Service Scheme for staff that have been with the agency for 10, 25, and 30 plus years, Department of Business

and Employment has established a Chief Executive Rewards scheme and the Power and Water Corporation reported that at their Service Recognition Awards in late 2008, 3 employees achieved their 30 year milestone, 18 their 20 year milestone, 23 their 10 year milestone and 40 employees achieving 5 years of service.

The Department of Regional Development, Primary Industry, Fisheries and Resources have the STAR Award – Service, Teamwork, Achievement and Results. The aim of this awards scheme is to encourage and acknowledge outstanding performance by individual staff members or teams in their pursuit of the objectives of the agency. The scheme comprised a main award and two secondary awards. The main award winner receives $4,000 for an individual or $10,000 for a team. The secondary awards consist of $2,500 for an individual or $5,000 for a team. The awards are to be used towards professional development opportunities, equipment for the group or wellness programs. Additionally, the agency recognises 10, 20, 30 and 40 year employee service milestones.

The Department of Health and Families held its sixth Northern Territory Nursing and Midwifery Excellence Awards. 95 nominations were received from across 11 categories. Winners in each category received $500 and a certificate. The Nurse of the Year received a further $2,000, an individual trophy and a place in history with an engraving on the perpetual trophy.

Career Mapping

Career Mapping is a component of the *Reform and Revitalisation* agenda for the public sector. Agencies have a supportive framework in place to help their employees enhance their careers which comprises of workforce strategies, policies and guidelines, and initiatives and programs designed to support the development of employees and their public sector career.

The OCPE continued to support National Youth Week in providing half day career management programs in Darwin and Alice Springs. A total of 42 public sector youth attended the programs. The 'Make Your Move' clinics were designed to help the participants to explore how to use their unique outlook to take control of their lives, relationships and careers and to discover tools and techniques to move their careers in the right direction to achieve success in their lives.

'Creating Career Success', 'Activate Your Career' and 'It's Your Move' clinics were also offered to all employees in Darwin and Alice Springs with over 145 attendees. These clinics proved to be popular with women and the over 45 age group. These clinics look at issues affecting everyday work, life and career.

The Department of Health and Families has mapped the Leadership and Management competencies required at the first line and middle manager levels. The Leadership and Management Framework provides a professional development pathway for employees seeking a career in management. The framework is supported by a 12 month leadership and management program that is a nationally recognised qualification.

NT Treasury introduced a pilot 12 month Gap Year Program aimed at attracting students from Year 12 who have an interest in economics, accounting or business, to give them a taste of employment in the public sector before deciding what field or tertiary study they want to pursue.

It is hoped Gap Year participants will go on to study and undertake paid work placements (through the Work Integrated Learning Scholarship if studying at Charles Darwin University or through general vacation employment) with Treasury during their semester breaks once they commence higher education. It is envisaged that the participants will then progress to join the Treasury Finance Officer in Training graduate development program once they have completed their studies.

Recently, the OCPE sponsored 13 public sector graduates to learn more about government and how it operates from a policy perspective. Working in partnership with Charles Darwin University, a five day masters level unit 'Policy Systems, Design and Analysis' was offered. Upon successful completion of all assignments, students were awarded with ten credit points towards the present Master of Public Governance with a specialisation in public management.

Leadership

The Northern Territory Government and Charles Darwin University are members of the Australia and New Zealand School of Government (ANZSOG). ANZSOG offers accredited and non-accredited executive training and the public sector commits annually to two executives in the Executive Masters in Public Administration and one executive in the Executive Fellows Program. Additionally, the Auditor-General attended the CEOs Forum 2009.

The *Executive Leadership Development Strategy* is a sector wide approach to building our own leaders. As part of this process, agencies were invited to nominate potential leaders to receive 360 degree feedback. The feedback is to assist the individual in understanding their strengths and weaknesses and contributes to insights into aspects of their work requiring professional development. Over 70 nominations were received from across the public sector. The next stage of the process is for an analysis of the NT Public Sector's competency gap which will inform future executive professional development initiatives.

The OCPE is the host agency for the Public Sector Management Program. The Public Sector Management Program is a 12 month national leadership program aimed at the middle manager to boost their management and leadership capabilities and skills. All successful participants will receive a Graduate Certificate in Public Sector Management from Flinders University. Since 1993 there have been a total of 583 employees graduate from this program and a further 19 participants are due to graduate in late 2009.

The Discovery – Women as Leaders program is a unique personal and professional development opportunity for women designed to increase the number of women in leadership roles across the public sector. This is achieved by enabling women to develop greater confidence, learn leadership skills and build valuable support and business networks. The program consists of 3 modules and is offered twice a year in Darwin and Alice Springs. The program continues to be well supported with maximum attendance on each program.

The Department of Health and Families won the 'Building a Skilled Workforce' category of the 2008 Chief Minister's Award for Excellence in the Public Sector for their 'Leadership and Management Development' program. This award recognised outstanding performance and achievements that promote a diverse, skilled and sustainable public sector workforce. This agency also has a number of leadership programs including 'First Line and Middle Managers Leadership and Management Framework and Development Program', 'Finance for Cost Centre Managers', 'The Essentials of Leading People Part 1 and 2', 'Managing Procurement Part 1 and 2' and 'Stepping Up'.

The Department of Justice has developed 'A First Time Managers' program to provide new managers with skills and knowledge

in a range of operational functions relating to people management, self awareness, budgeting, procurement and risk management. This program is aimed for AO5 and above. A second program, 'Emerging Leaders', focuses on the requirement of strategic leadership. This 12 month program is designed to improve the agency's management leadership skills.

Payroll Team Leaders and AO5-AO6 managers at the Department of Business and Employment have undertaken the training, Certificate IV in Frontline Management recognising that this group of employees are often promoted based on their technical expertise rather than their significant supervisory experience.

Human Resource/Industrial Relations Capacity

In conjunction with agencies, the OCPE is developing Human Resource/Industrial Relations capacity across the public sector. To support this initiative a range of activities have occurred. The OCPE has been holding regular information sessions on a suite of employment topics such as public sector employment framework, Inability to Discharge Duties, Discipline and Grievance process. Other workshops offered by the OCPE include the training of JES evaluators.

Several agencies also conduct their own internal workshops for managers and employees to improve their understanding and build their HR capacity on matters such as performance management processes, recruitment activities and governance.

One of the focuses this year for the Department of Local Government and Housing was to improve their managers' accountability for managing HR matters in the workplace. "Putting the Manage back in Management" focused on why organisational change is required, roles and responsibilities development, and managing performance.

HR Forums are held quarterly to share information with HR practitioners and others. The forums are designed to help grow the human resource and industrial relations capacity by sharing an understanding of current issues and initiatives impacting on the public sector. A CEO is invited as a guest speaker.

Another initiative that was introduced in the reporting period was the offering of ten internships for Timor-Leste civil servants to gain work experience from short term placements in the public sector and build on the capacity of the Timor-Leste Civil Service emerging middle managers in the field of human resources and corporate management. The internship comprises of eight weeks. During this time interns will receive a one week induction program coordinated by the OCPE followed by a work placement with host agencies – Departments of Business and Employment, Education and Training, Planning and Infrastructure and Health and Families.

Remote Workforce

There are over 2,000 employees located in remote localities across the Territory.

The Department of Health and Families conducts a 'Pathways to Remote Practice', a three week intensive orientation program for nurses in remote areas. This program is delivered in Central Australia and the Top End providing nurses with relevant and current clinical knowledge and skills.

The Department of Natural Resources, Environment, the Arts and Sport's Park Rangers living and working in remote localities face unique challenges in both their personal and professional lives. In recognition of the challenges of living and working in isolation, team building sessions with various ranger groups have been rolled out across the Territory. The Team Management Systems and the Myers-Briggs Type Indicator have been used to give rangers an insight into diversity, personality preferences, team dynamics and effective communication. At the end of these workshops, teams developed ground rules for themselves to follow as a code of practice.

Power and Water Corporation works with Essential Service Operators in remote communities to ensure they have the capacity and capability to provide services for Power and Water. To this end, four training courses were conducted for the Essential Service Officers during the year to ensure safety practices are being undertaken as well as develop basic knowledge of plant operation and maintenance.

Mobility and Secondment

The *Broadening Our Horizons – Avenues for Career Mobility* policy encourages the mobility of staff within the public sector and between the public sector and other organisations.

Many agencies support employee mobility. Secondment arrangements are in place with Charles Darwin University, Batchelor Institute of Indigenous Tertiary Education, non government organisations, the Australian Electoral Commission, Australian, Victorian and Tasmanian Public Sectors, CouncilBiz, Australian Red Cross, Tiwi Shire Council, Australian Medical Services Alliance NT, Menzies School of Health Research, Arafura Games and the Desert Knowledge Australia.

To assist with succession management, NT Treasury encourages and facilitates the mobility of employees internally. These transfers may be to other business units, areas within the home business unit, or an external transfer to other agencies for professional and personal development and can be instigated by either the manager or the employee. Transfers are approved on the basis that they assist the core business of the receiving business unit, enhance or better align the employee's skills or are relevant to an area of study being undertaken or completed by the employee. Transfers range in length and for development purposes usually occur between Administrative Officer 4 to 8.

Northern Territory Public Sector Staffing Statistics

Staffing Statistics

Overview

References to the NTPS in this section of the report include the agencies listed in Table 17 on page 58. The list excludes Charles Darwin University, the Batchelor Institute of Indigenous Tertiary Education, Centralian College, NT Rural College, Menzies School of Health Research, Territory Insurance Office and the Legal Aid Commission. It includes a substantial number of people employed under Acts other than PSEMA, including uniformed police, employees of Tourism NT, employees of the Aboriginal Areas Protection Authority and Ministerial staff.

It should also be noted that the total public sector numbers described in this report are slightly different to those described in the NT Treasury Budget papers, as this report includes the Power and Water Corporation.

Equity and Diversity

Information on the representation of EEO groups in the NTPS is stored in the Personnel Information and Payroll System (PIPS). NTPS employees voluntarily identify their own EEO status, usually when they start employment. The data tends to under-represent the actual number of employees who are Indigenous, people with disability and people from culturally diverse backgrounds.

There are a number of reasons why people may choose not to disclose their EEO status, including fear of stigma or discrimination or feeling that their disability does not affect their ability to perform their job. However, the introduction of agency censuses and improvements in data collection and processing have been responsible for at least some of the increases in the percentage values over the past seven years.

At June 2009, NTPS employees had identified as being:

- Indigenous (8.1 per cent)
- a person with disability (1.8 per cent)
- a person from culturally diverse background (4.0 per cent).

The following table highlights the annual changes:

Table 15 – Representation of Equal Opportunity Groups in the NTPS

Category	June 2002	June 2003	June 2004	June 2005	June 2006	June 2007	June 2008	June 2009	Seven-year change
Indigenous Australians	4.6%	5.0%	5.7%	6.6%	6.9%	7.3%	7.7%	8.1%	3.5% pts
People with disability	1.4%	1.3%	1.7%	1.8%	2.1%	1.9%	2.0%	1.8%	0.4% pts
People from culturally diverse background	2.2%	2.3%	3.6%	4.1%	4.9%	4.7%	4.2%	4.0%	1.8% pts
Women in executive management (EO1 to ECO6)	26%	26%	27%	31%	32%	34%	37%	40%	14% pts

The NTPS has improved equity in employment outcomes for all EEO groups. In particular, outcomes for women and Indigenous employees over the past seven years continue to gradually improve, particularly women in executive management which has increased by 14 percentage points.

Staffing Levels

Table 16 and Graph 16 show movements in total staffing in the NTPS compared to changes in the Northern Territory population and employment numbers from the early 1980s to 2009. There has been an overall increase in public sector employment from around 14 200 to 17 827 persons over this period. While data from the 1980s and early 1990s was compiled under a different methodology to that used subsequently, the basic definitions and assumptions are similar enough to make broad comparisons valid.

Since the early 1990s, a full-time-equivalent (FTE) figure based on payroll has been used to track numbers of employees, and this provides more robust data than that used previously. Nevertheless, the overall time series from the late 1980s to the 1990s is quite smooth, as can be seen clearly from Graph 33, which indicates that the effects of the changeover at that time were marginal.

Table 16 – Growth in the NTPS Compared to Labour Force, Employment and Population Movements 1989–2009

		1989	1990	1991	1992	1993	1994	1995
NTPS	('000)	14.5	14.8	14.5	14.1	13.7	13.9	14.1
	%Growth/Yr	2	2	-2	-3	-2	1	1
	Growth Index ^	102	104	102	99	97	98	99
Labour Force #	('000)	82.5	82.6	86.0	86.8	83.0	80.4	89.7
	%Growth/Yr	13	0	4	1	-4	-3	12
	Growth Index ^	125	125	130	131	125	121	135
Employment #	('000)	77.4	77.0	78.3	80.8	76.5	74.8	83.2
	%Growth/Yr	16	0	2	3	-5	-2	11
	Growth Index ^	127	126	129	133	126	123	137
Population *	('000)	160.5	162.1	165.0	166.8	169.7	172.3	175.0
	%Growth/Yr	1	1	2	1	2	2	2
	Growth Index ^	121	122	124	126	128	130	132
		1996	**1997**	**1998**	**1999**	**2000**	**2001**	**2002**
NTPS	('000)	14.2	14.4	14.9	14.7	14.8	14.6	14.4
	%Growth/Yr	1	1	3	-1	0	-1	-2
	Growth Index ^	100	102	105	104	104	103	101
Labour Force #	('000)	91.6	94.4	94.9	99.2	94.9	104.4	104.7
	%Growth/Yr	2	3	1	4	-4	10	0
	Growth Index ^	138	143	143	150	143	158	158
Employment #	('000)	86.0	89.0	90.5	95.1	90.3	97.3	99.4
	%Growth/Yr	3	4	2	5	-5	8	2
	Growth Index ^	141	146	149	156	148	160	163
Population *	('000)	180.5	184.6	188.3	191.3	194.3	196.3	198.3
	%Growth/Yr	3	2	2	2	2	1	1
	Growth Index ^	136	139	142	144	146	148	149
		2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**
NTPS	('000)	14.6	15.2	15.8	15.8	16.1	16.5	17.9
	%Growth/Yr	2	4	4	0	2	2	8
	Growth Index ^	103	107	112	112	114	116	126
Labour Force #	('000)	103.6	103.9	102.3	109.6	113.8	117.1	124.9
	%Growth/Yr	-1	0	-2	7	4	3	7
	Growth Index ^	156	157	155	165	172	177	189
Employment #	('000)	97.3	97.7	97.2	104.2	108.6	113.4	119.7
	%Growth/Yr	-2	0	-1	7	4	4	6
	Growth Index ^	160	160	160	171	178	186	197
Population *	('000)	199.3	200.6	203.8	208.4	212.3	217.4	221.7
	%Growth/Yr	0	1	2	2	2	2	2
	Growth Index ^	150	151	153	157	160	164	167

Sources: Office of the Commissioner for Public Employment and the Australian Bureau of Statistics
*# ABS trend series * December previous year population figures ^ Index base year 1983 = 100*

Aggregation of the data shows that from 1983 (about the time the NTPS consolidated following self-government) to 2009, the Northern Territory population grew by 67 per cent while the labour force grew by 89 per cent. The NTPS is currently 26 per cent larger than it was in 1983. Further analysis shows that, in 2002, the NTPS was 1.1 per cent larger than in 1983, but grew a further 14.8 per cent from 2002 to 2008, and an additional 8.3 percent in the year to June 2009. This latter rapid growth can be attributed largely to the Federal Government Intervention and to the Territory Government's Closing the Gap on Indigenous Disadvantage Strategy.

Graph 16 – Growth in the NTPS, Labour Force and Population June 1983–2009
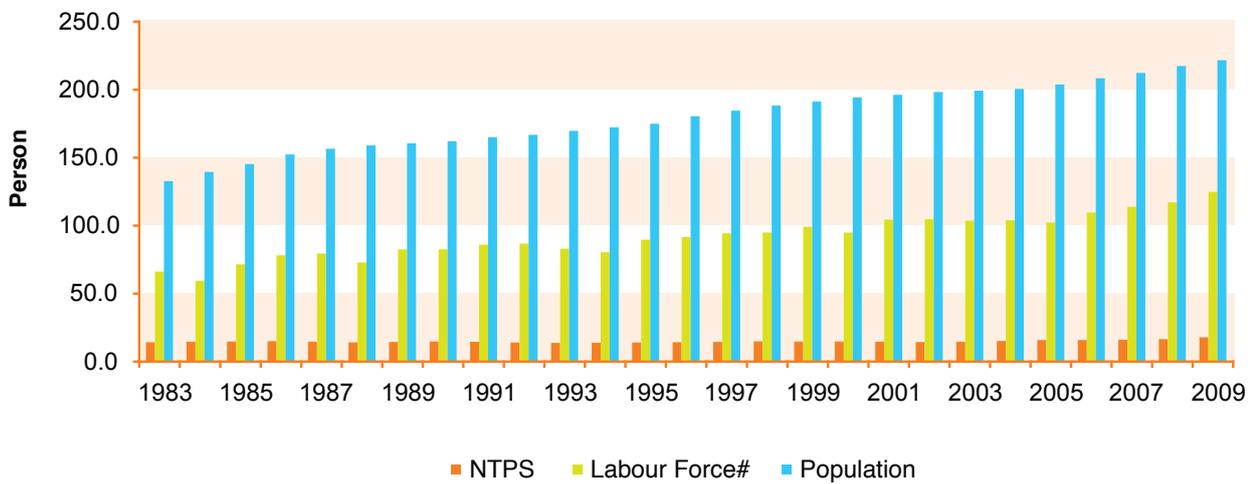
The change in the size of the public sector since 1983 is compared directly to population growth in Graph 17. The graph shows that the population of the Territory has grown steadily during this period while NTPS staffing has varied substantially, first peaking in 1986 at around 15 000. The decrease that followed was precipitated by significant cuts in federal funding to the NT following a review of State and Territory financing. Staffing numbers then steadily increased until the NT Government's Estimates Review Committee decisions in 1991 began a further three-year decline of close to 1000 public servants. Then followed another period of growth that peaked in the year 2000. In 2001–02 there was a drop of nearly 290 people after significant Budget cuts to agencies, the outsourcing of information technology (involving about 120 people) and a major restructuring of the sector following a change of government. This restructure reduced the number of individual agencies from 35 to 19, which created some uncertainty about staffing budgets and required staffing levels.

This process of significant change appeared to have consolidated when staff numbers increased by 235 over the 12 months to June 2003. Following a number of government commitments on increasing staff resources (mainly affecting police, education and health) the numbers increased in 2003–04 by 565 and from 2004–05 by a further 651. During this period there were significant increases in several agencies other than those targeted.

Despite a further minor restructuring of Administrative Arrangements from June 2005, which increased the number of agencies from 19 to 21, the subsequent overall staffing level remained relatively constant over the ensuing 18 months or so. Last year there was a June to June quarter increase of 378, and this year there has been a further yearly increase of 1 342. The major part of last year's increases appeared to be associated with the additional Australian Government funding and resultant staffing required for the intervention in Indigenous communities, particularly in the areas of health, education and housing. This year the expansion has been further extended to other agencies and includes reforms involving infrastructure and local government.

Graph 17 –Movements in NT Population and NTPS Staff 1983–2009
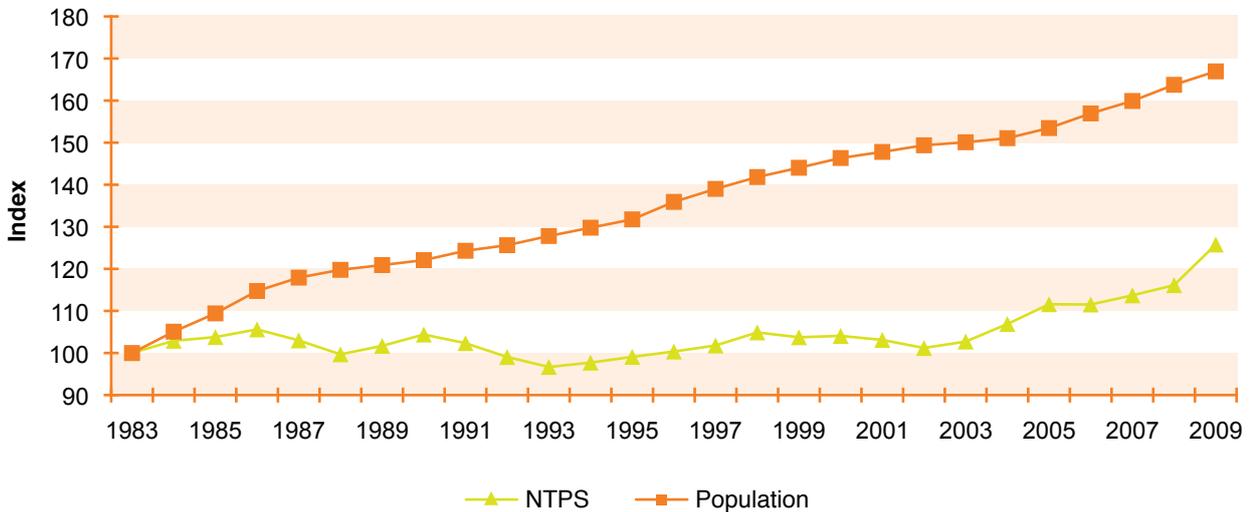
Base of each index 1983 = 100

These changes are illustrated clearly in Table 17, which shows full-time equivalent staffing numbers for each agency averaged over the June quarter for 2008–09 and for the previous three years. Also shown are the changes for each agency between years. This quarterly reporting protocol is in line with the tables published on the OCPE internet site. The reason for this protocol is that comparison of quarterly data 12 months apart removes seasonal effects on staffing numbers and is more sensitive than annual averages to relatively rapid changes in overall staffing.

Table 17 – Changes to Average Public Sector Staff Employed by Agency: June Quarter 2006 to June Quarter 2009

Agency	Average June quarter 2006	Average June quarter 2007	Change over 12 months	Average June quarter 2008	Change over 12 months	Average June quarter 2009	Change over 12 months
Aboriginal Areas Protection Authority	25	25	-	23	-2	29	6
Auditor General	5	5	-	4	-1	4	-
Business, Economic and Regional Development	137	143	6	143	-	0 (discontinued)	-143
Business and Employment* (Corporate and Information Services)	735	695	-40	648	-47	771	123
Chief Minister	275	291	16	278	-13	281	3
Commissioner for Public Employment	54	41	-13	37	-4	38	1
Darwin Port Corporation	64	69	5	72	3	81	9
Education and Training* (Employment, Education and Training)	3 855	3 858	3	3 932	74	4 085	153
Health and Family Services* (Health and Community Services)	4 448	4 682	234	4 921	239	5 444	523
Justice	939	999	60	1 027	28	1 181	154
Legislative Assembly	97	101	4	97	-4	101	4
Local Government and Housing* (Local Government, Housing and Sport)	439	452	13	538	86	541	3
Natural Resources, Environment, Arts and Sport * (Natural Res, Envt and Arts)	744	773	29	772	-1	921	149
NT Electoral Commission	9	12	3	14	2	11	-3
Ombudsman	20	18	-2	19	1	18	-1
Planning and Infrastructure	809	774	-35	759	-15	879	120
Police, Fire and Emergency Services	1 602	1 651	49	1 690	39	1 831	141
Power and Water Corporation	719	712	-7	742	30	812	70
Regional Development, Primary Industry, Fisheries and Resources* (Primary Ind, Fish and Mines)	478	476	-2	451	-25	483	32
Tourism NT	135	136	1	130	-6	151	21
Treasury	244	194	-50	188	-6	195	7
TOTAL	**15 833**	**16 107**	**274**	**16 485**	**378**	**17 857**	**1 372**

Note: Numbers refer to the full-time equivalent of all paid staff including those on paid leave and casual employees.

* Agency established July 2008 (former core Agency in brackets).

Staffing Overview

The analysis in the following sections is based mainly on data extracted from PIPS. Most figures, summaries and tables refer to individual employees, not to their FTE status. The basic criterion for an individual being included in the summary is that they had a positive FTE figure as defined by PIPS (i.e. they recorded a pay transaction of some description) in the final pay of the reporting period.

Staffing analyses from the early 1980s until 1992–93, relied largely on data contained in a previous personnel database. The accuracy and scope of the analyses were limited, as some agencies maintained detailed personnel records in facilities other than the default database. From the middle of 1993 the PIPS system came into mandated use, and so most time series comparisons described below start at that point in time.

Comparisons made using data after June 1993 are more accurate than those using earlier data. However, small changes in some variables may be due to changes in definitions or developments in processing protocols.

In addition, the FTE staffing calculation was fine-tuned in late 1999 to decrease the variance in the FTE figure. The revised calculation was then back-cast to 1995, which was when pay data started to be back-loaded into PIPS as part of pay processing. Consequently, caution should be exercised when making detailed comparisons of some current data with PIPS data extracted before 1995.

Staffing by Employment Status

Data on the employment categories of staff from June 1999 to June 2009 is presented in Table 18. From 1999 to 2003 the proportion of permanent employees was fairly steady, but over the past six years it has fallen by 7.1 percentage points. Earlier data not included in the table shows that in 1994 the percentage of permanent employees was 81.5 per cent, which gives an overall drop of 10.6 percentage points since that time.

While the decreases over this period have not been steady, they form a clear overall downward trend. The largest percentage decreases since 1994 have been in education (-14.9 percentage points), the administrative stream (14.7 percentage points) and health (-14.5 percentage points). The proportions of permanent employees in the administrative, technical and professional streams all dropped significantly in the last year. This can reasonably be attributed to the rapid expansion of the sector with some recruited on contracts to fulfil short to medium term jobs provided by the Federal Intervention.

There has also been a slight increase in the proportion of casual employees. This was fairly static during the mid and late 1990s at a little over 2 per cent, but has subsequently trended upward peaking first at 3.3 per cent in 2004 and again at 4.0 per cent in June 2009. The high level over the past couple of years can be partly accounted for by the increasing use of interpreters, which has been promoted by the Department of Local Government, Housing and Sport, but again includes increases which may be attributed to increased Federal Government funding.

Table 18 – Employment Status of NTPS Staff 1999–2009

Status	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Change 99 to 09
Permanent	78.0%	76.9%	77.6%	78.1%	78.3%	77.0%	75.5%	75.6%	74.0%	72.3%	70.9%	-7.1% pts
Temporary	19.3%	20.0%	19.5%	18.9%	18.7%	19.6%	21.3%	21.3%	22.1%	23.7%	24.9%	5.6% pts
Casual	2.5%	2.9%	2.8%	2.8%	2.8%	3.3%	3.2%	3.0%	3.6%	3.7%	4.0%	1.5% pts
Misc.	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%	0.3%	0.3%	0.1% pts
	100%	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	

Part-time Staffing

Part-time work has, in recent years, been used as an option to assist in retaining the valuable skills of employees who are striving to achieve a better work-life balance. For the purposes of this section part-time employment includes all permanent and temporary employees who work part-time.

At 2484, the number of part-time NTPS employees this year is 302 more than for last year. This is nearly three and a half times more than were working in a formal part-time capacity in 1994. By far the largest employment category in permanent part-time work is nurses, who currently hold nearly one third of these positions. However, there have also been large increases across all streams, with the administrative, professional and technical streams all in excess of a five fold increase since 1994. The increase in the proportion of workers in part-time employment since 1999 is shown in Table 19.

Table 19 – Part-time in the NTPS 1999–2009

Status	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Change '99 to '09
Part-time staff	8.4%	9.4%	10.0%	10.7%	11.3%	11.3%	11.4%	11.5%	12.1%	12.2%	12.8%	4.4% pts

Further discussion of part-time staffing is contained in the following section.

Staffing by Gender

The proportion of women in the public sector as at June 1993 was 54.3 per cent. Since then the figure has risen slowly but steadily to reach 62.6 per cent in June 2009 (see Graph 18). This is an average annual increase in the proportion of women over this period of 0.52 percentage points. This should be viewed in the context of Australian Bureau of Statistics national data, which indicates that the trend labour force participation rate for women (i.e. the number of women either in work,

or looking for work) has increased by more than 15 percentage points over the last three decades, whereas that for men has decreased by a little over six percentage points. It should be noted that the overall downward trend for men reversed slightly from mid 2003 to the end of 2007 but has again trended downward since the global economic crisis (GEC) took effect. Conversely, the GEC appears to have so far had only a marginal effect on the upward trend of the female participation rate.

Graph 18 – Proportion of Women in the NTPS 1993–2009
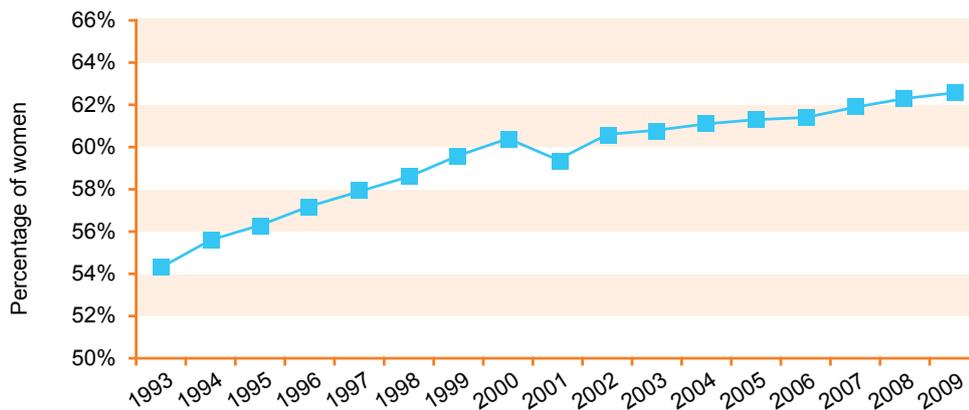
Following on from the previous section on part-time work, it is of interest to note the distribution of part-time staff by age. Graph 19 illustrates that permanent part-time work arrangements are far more common for women than men (80 per cent of part-timers are women) and far more prevalent in the middle years, especially for women.

Graph 20 further breaks this down by showing the proportion of total men and women in each age group who are engaged in part-time work arrangements. Note that this graph treats each individual age group separately and, no matter how many are in the age group, charts the proportion in that group who are part-time. This shows that such arrangements

are most common amongst the youngest and oldest groups, with an additional upward trend during the child rearing years. This latter is far more noticeable for women than for men. Also obvious is that men are proportionately far less likely to be engaged in part-time work for all age groups except the young.

The other marked feature of this graph is the exceptionally high percentage of women aged 65 or more who work part time. While

this only involves a small number of employees numerically (41 out of 128), it is of interest that they are spread over a broad spectrum of occupations, from administrative staff to nurses to teachers and doctors. This reflects a certain success in the relatively recent strategies to retain skilled staff by both encouraging flexible work practices and dropping the compulsory age retirement barrier.

Graph 19 – Part-time Employees by Age and Gender: June 2009
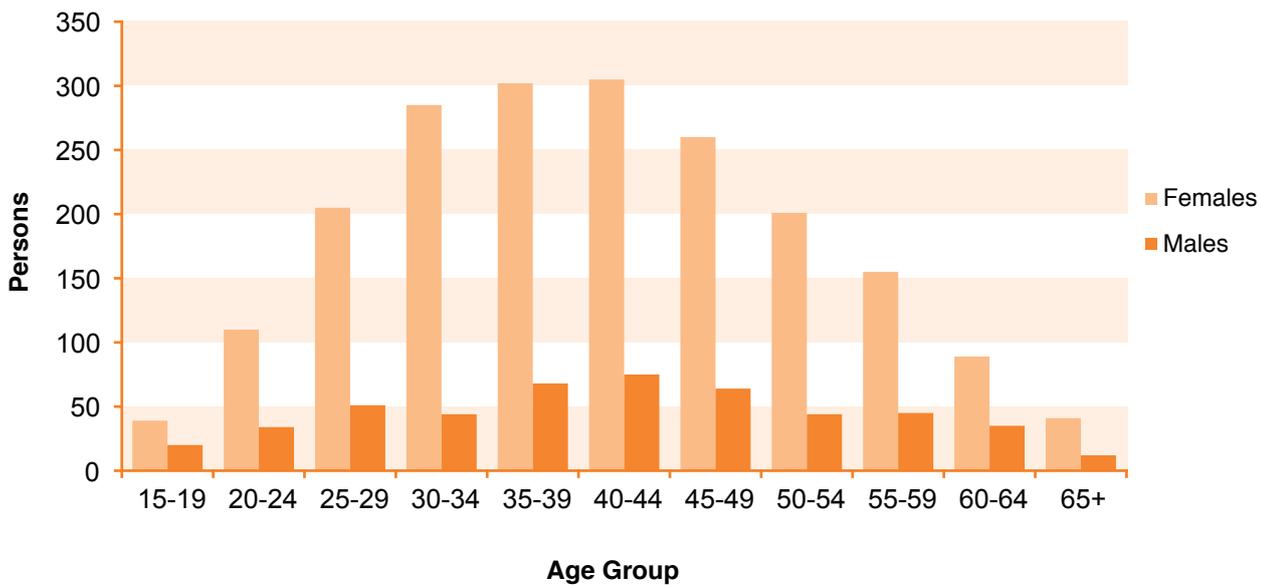
Graph 20 – Part-time by Age and by Gender: June 2009
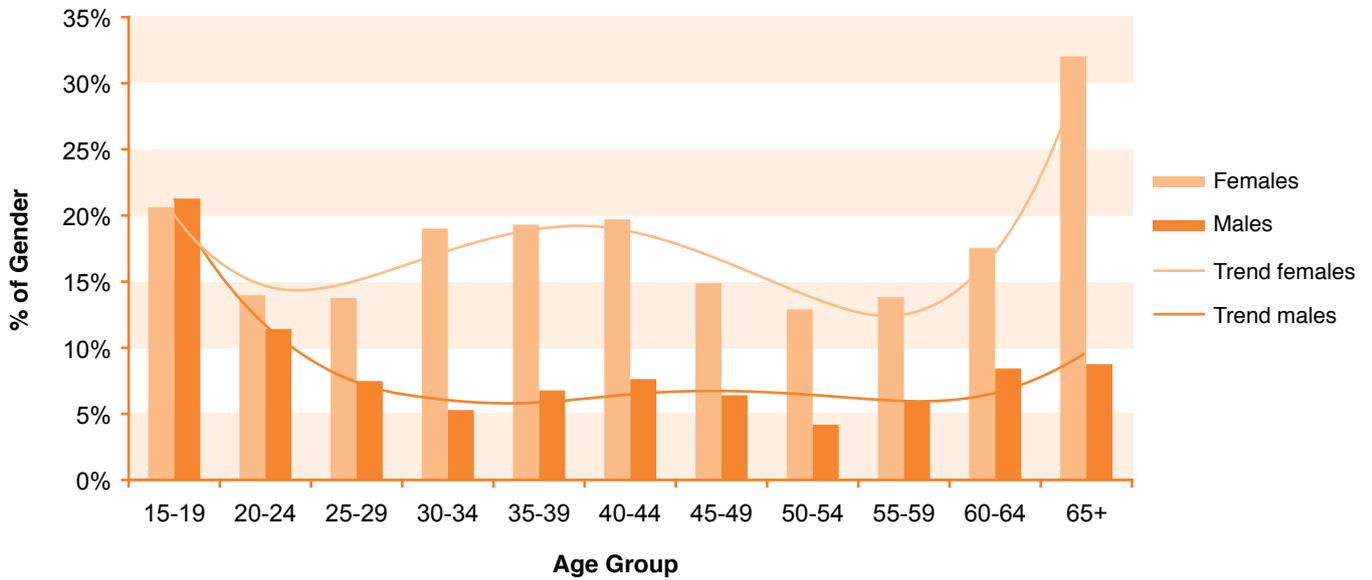
The proportions of women to men in each agency are shown in Graph 21. This division can be misleading for very small agencies because minor staff changes can vary the proportions considerably. However, the graph shows quite clearly that there are some large agencies where one gender predominates.

Given the nature of the work in most of these agencies, it is unlikely that this will change substantially in the short to medium term. Nevertheless, the gender by stream data in the following section suggests that some of this imbalance is changing incrementally.

Graph 21 – Proportions of Women and Men by Agency (All Employees) 2009
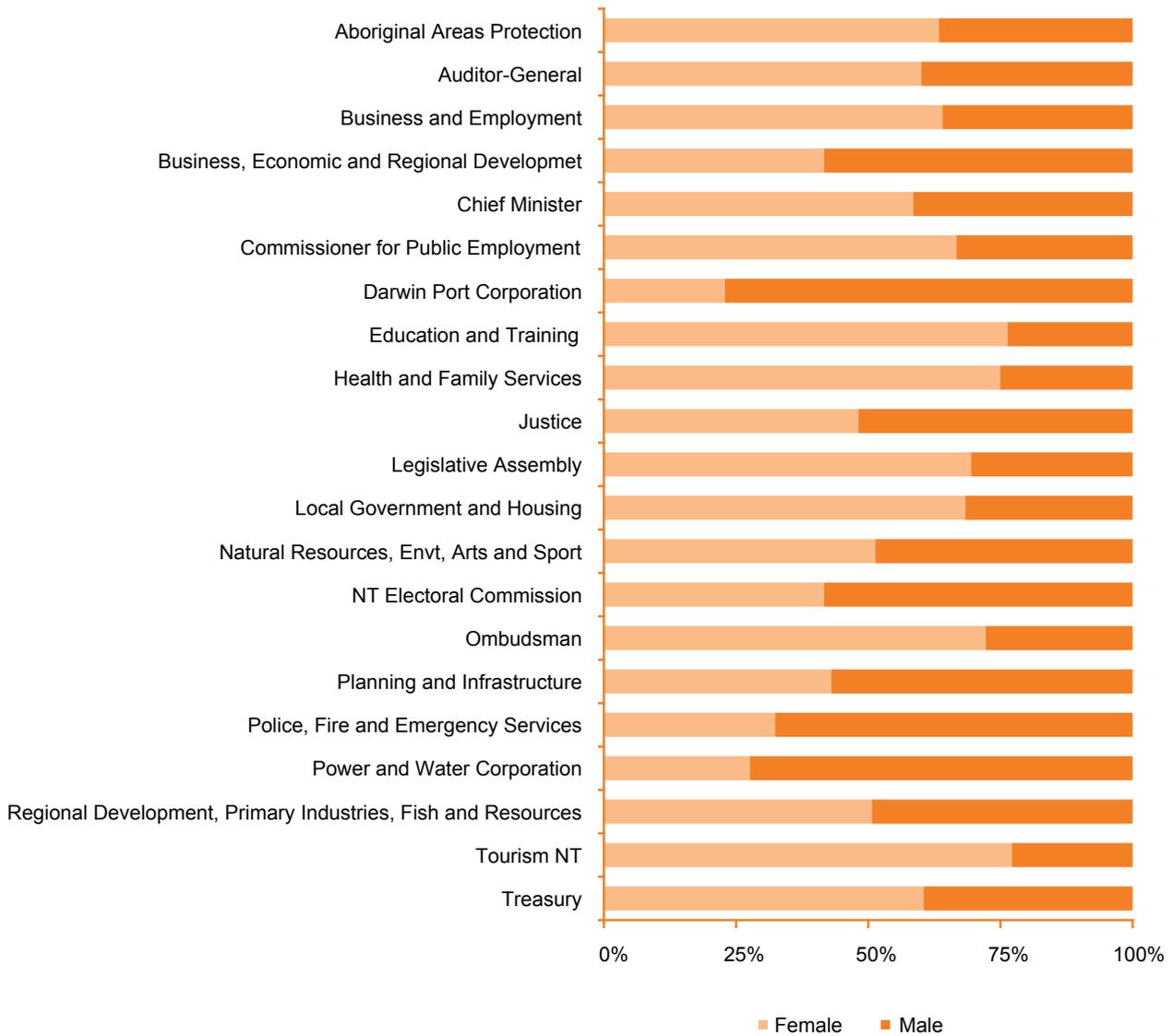
Graph 22 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2009. Some of this change can be viewed positively from an EEO perspective. For example the very high over-representation of women in the health professions (doctors, nurses and Aboriginal health workers) has shown some decline (with the proportion of males increasing by 4.6 percentage points) and, conversely, the proportion of females in the uniformed (all police, prison officers and fire officers), technical and professional streams has increased markedly, with women professionals rising by a remarkable 17.8 percentage points. However, in the education sector, the proportion of female teachers increased by 9.4 percentage points. Three out of four educators in NT public education are women and there appears to be little chance of this changing in the short to medium term.

Graph 22 – Percentage of Women by Employment Stream June 1994 to June 2009 with Overall Percentage Change Since 1994
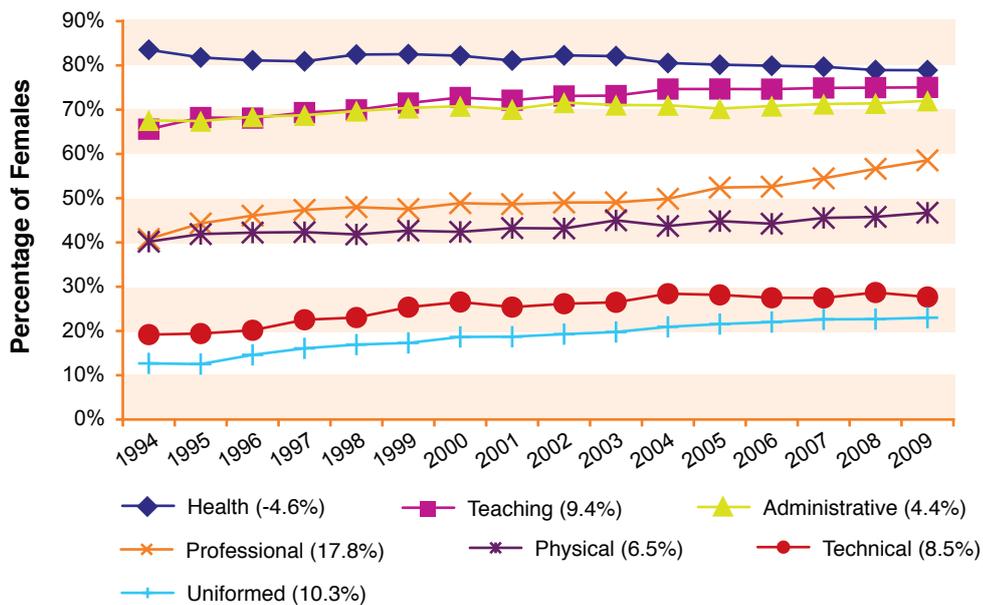
Status by Gender

Graph 23 graphs the proportion of permanent staff by gender from 1994 to 2009. This reveals that the drop in the proportion of permanent staff over the past 10 years (see Table 18) was not split evenly between men and women. While the initial drop was at a similar rate, the proportion for females levelled out from 1996 while that for men continued to decrease until a convergence in 2001. They remained at a similar level for five years, with the overall drop in the proportion of permanent staff from 2003 being similar for both genders. From 2006 there has been a slightly greater drop for women than for men with women close to 3 percentage points lower than for men last year. This year the two rates have again converged.

Graph 23 – Proportion of Permanent Staff by Gender NTPS 1994–2009
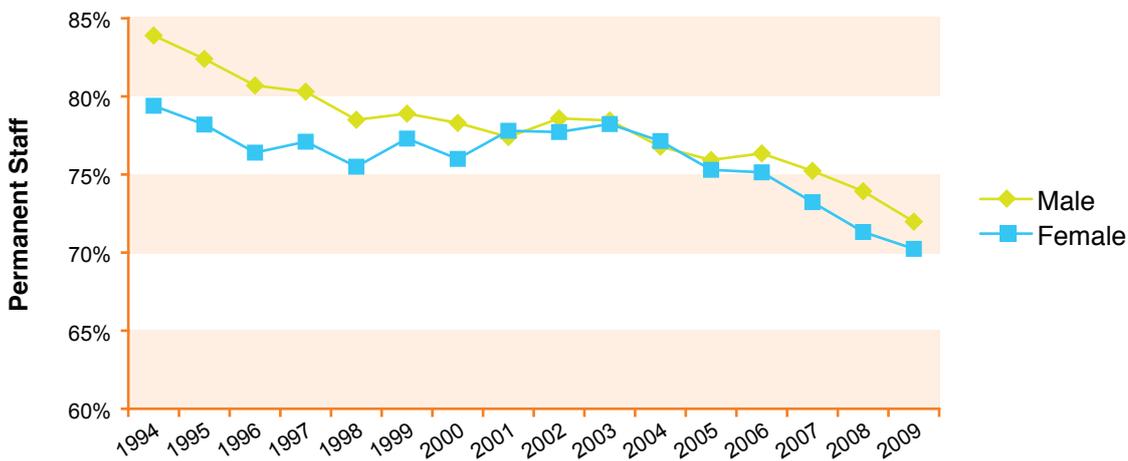
Age by Gender

Graph 24 illustrates the division of staffing by age and gender at June 2009. As in previous years, while women remain in the majority in the NTPS, they also remain concentrated in the lower age groups.

Graph 24 – Distribution of Men and Women in the NTPS by Age Group (All Employees) 2009
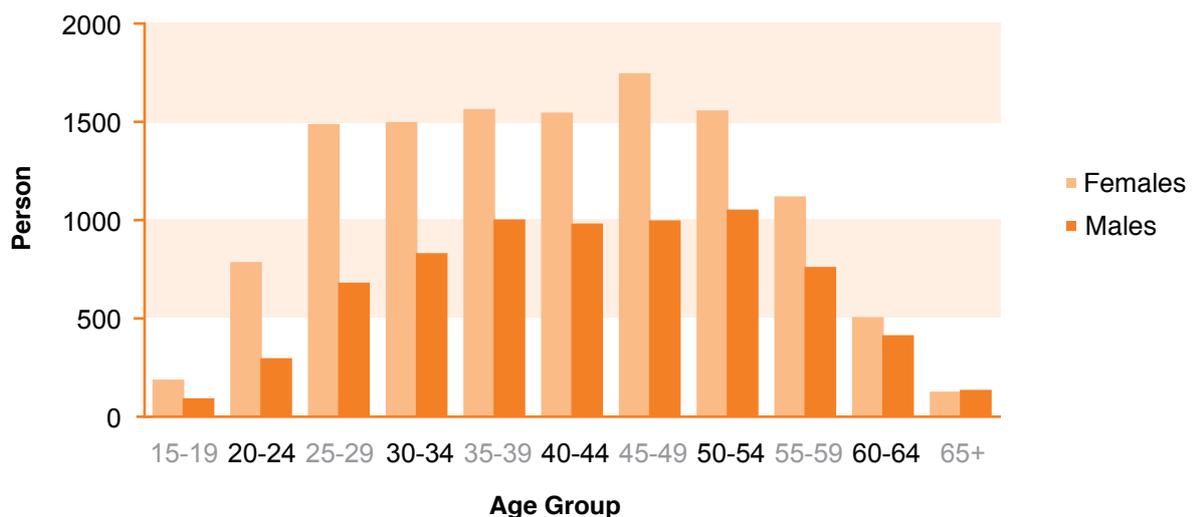
Comparisons with data from over a decade ago suggest that there is now a somewhat flatter age distribution for women and men. In other words, there appears to be a more even distribution of employees across the age categories. Graphs 25 and 26 compare the percentage distributions of women and men both currently and in 1994. It is clear from these illustrations that the distribution has changed. The proportion for both genders decreases at the lower age categories and increases at the higher, and this effect is more pronounced for women. The only exception to this is in the 45 to 49-year-old category, where the proportion of women increased but the proportion of men decreased.

Graph 25 – Distribution of Women in the NTPS by Age Group June 1994 and June 2009
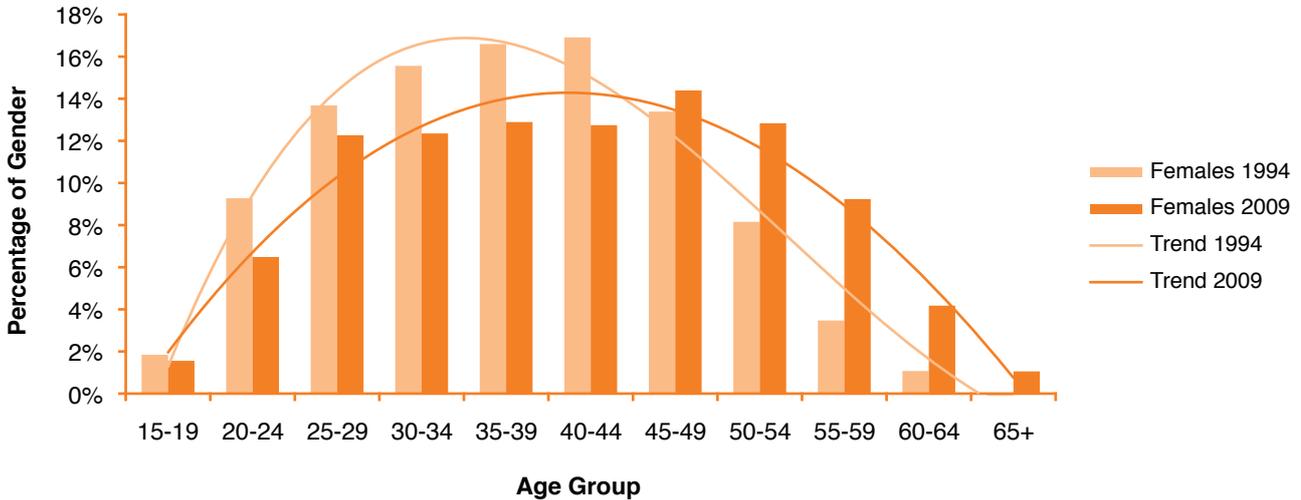
Graph 26 – Distribution of Men in the NTPS by Age Group June 1994 and June 2009
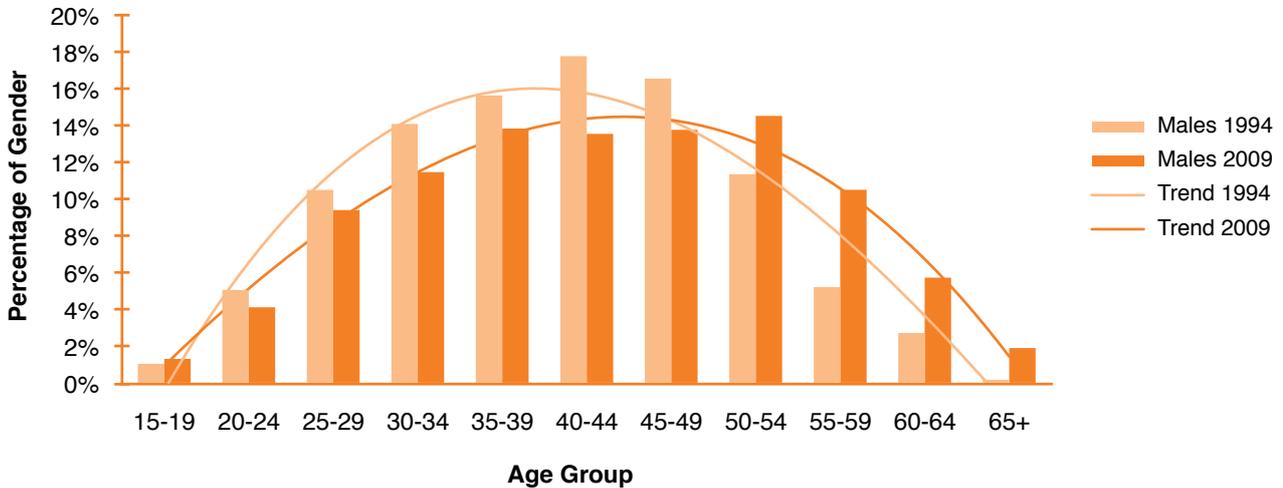
The average age of NTPS personnel from June 1994 to June 2009 is shown in Graph 27. The overall average has risen by 3.1 years, with the overall average dropping by 0.3 years since June 2008. The rate of increase has dropped off significantly over the past five years, despite the relaxation and then repeal of compulsory retirement during 2002–03. However this is the first year where there has been an actual drop in average age since the series began. The drop is most probably related to the rapid expansion of the sector over the year, with younger people being more likely to be transient and therefore amenable to recruitment from interstate. Nevertheless, it is likely that this is a 'blip'

in the series and that the long term upward movement in average age will continue.

The overall rate of ageing for men and women has historically been similar, but the rate of increase for women is slightly greater so that, over the entire period, the increase for women has been 3.6 years and for men 2.7 years. It is possible that the greater change for women is related to mature-aged women returning to the labour force or women choosing to stay longer in the workforce.

ABS data indicates that between 1993 and 2008 the median age of the Australian

population grew by 3.9 years. The median age of Northern Territorians, currently 31.1 years, is nearly six years lower than the national average of 36.9 years. Nevertheless, the Territory figure increased by a similar amount to the Australian average (3.6 years) over the same period. It is therefore reasonable to suggest that the cause of the slowly ageing NTPS can be at least partially attributed to the changing demographics of the broader population.

Graph 27 – Average Age by Gender NTPS Staff 1994–2009
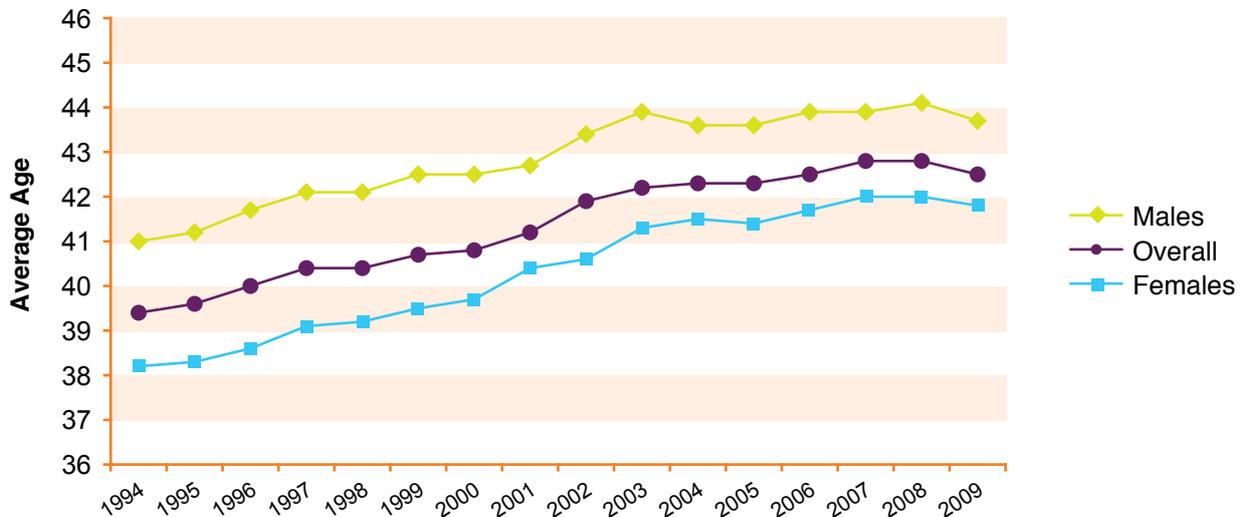
Length of Service by Gender

Graph 28 compares the length of service profiles of men and women for permanent employees only. Given that women are more likely to take career breaks for child rearing, it might be expected that that the length of service profile for women would be more heavily skewed towards the lower end of the chart than that for men. Somewhat surprisingly, while this effect is present, it is not particularly marked. The median length of service for women in permanent positions is 6.3 years and for men 6.7 years.

Graph 28 – Length of Service by Gender NTPS Staff – 2009
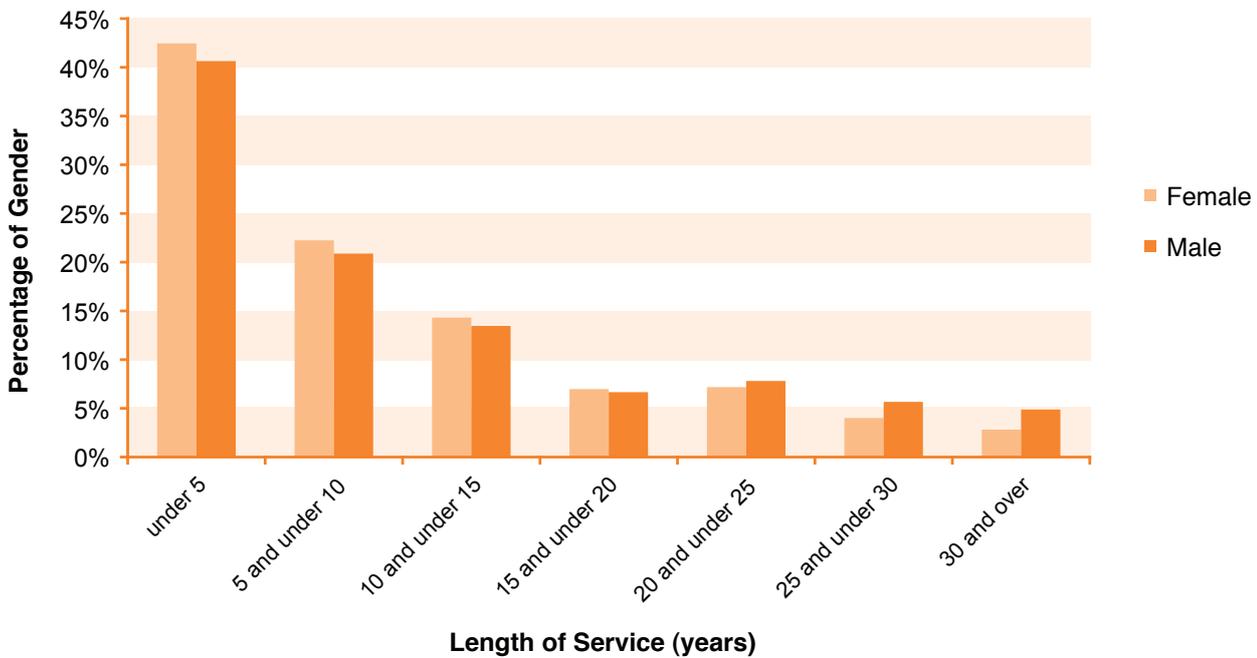
The overall median length of service for all employees is 4.0 years (3.7 years for women and 4.5 years for men).

Classification Stream by Gender

While the gender balance within streams has varied, there has been less significant change in the balance between streams over time. The largest employment category in the NTPS remains the administrative stream, which accounts for 38.5 per cent of the sector.

Women remain overwhelmingly concentrated in administration, teaching and health. Graph 29 shows that the greatest changes since 1994 have been an increase in administration and a drop in the proportions of physicals and technicals. It needs to be noted that despite the differential changes in the proportions of employees in these streams over time, the actual numbers of employees increased for all these streams in the 12 months to June 2009.

Graph 29 – Distribution of Men and Women in the NTPS by Employment Category June 2009 (change in total stream proportion since 1994)
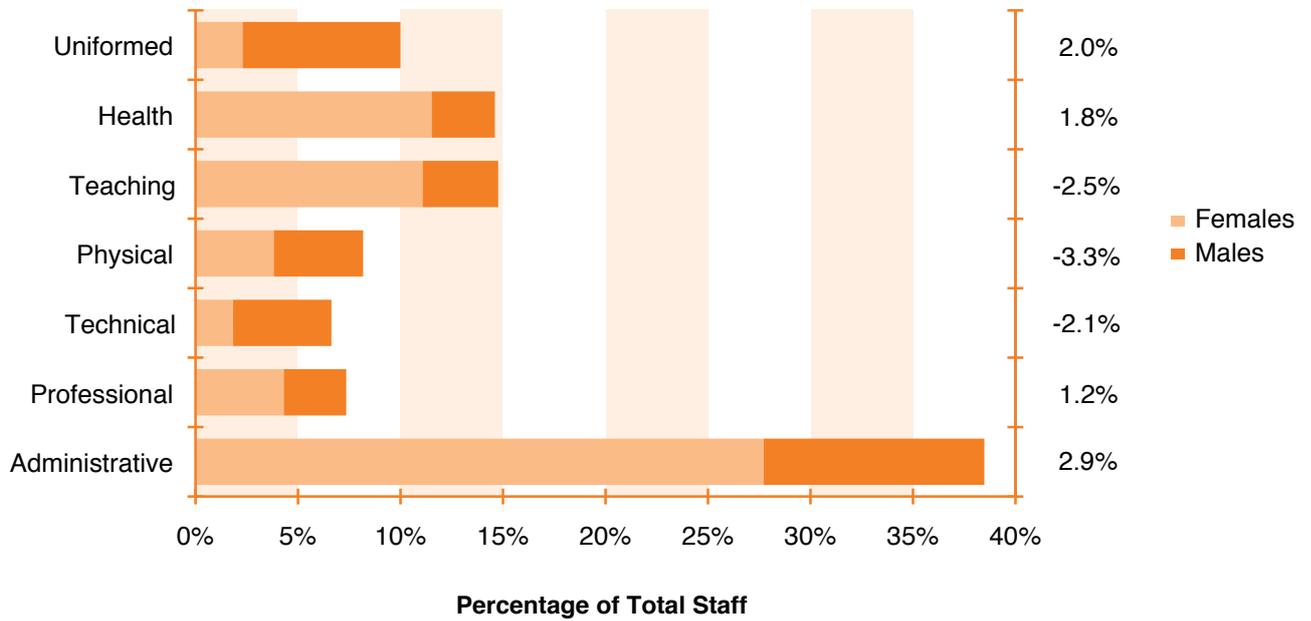
Salary by Gender

There has been a substantial increase in the participation rate of women in the traditionally male-dominated professional, technical and uniformed streams. There has also been a concurrent marked increase in the numbers of women in middle and senior management. In June 1993 the proportion of women in executive officer classifications was 15 per cent, whereas the current figure is at 40 per cent. More striking is that over the same period the proportion of women in the AO6 to AO8 middle management group has increased from 37 per cent to 65 per cent, which is now a little greater than the female proportion in the public sector as a whole.

Despite these gains at management level, there remain large numbers of women at the lower salary levels. Graph 30 illustrates the

significant difference in the profiles of male and female earnings in 2009. Executive contract officers are not included in this graph but are treated separately in a later section. Note that, while there is a seemingly inconsistent predominance of women in the $75 000 to $80 000 a year salary bracket, 60 per cent of these are teachers, with a further 12 per cent being professionals and 10 per cent nurses. The women in the >$80 000 to $90 000 brackets are predominantly senior teachers, administrative level 8, professionals and senior nurses. At the lower end of the spectrum, the large predominance of women in the $40 000 to $45 000 bracket consist of 73 percent administrative staff.

Graph 30 – Distribution of Men and Women in the NTPS by Salary Level - June 2009

Graph 31 shows the distribution of salary by gender over the then current salary ranges in 1995 (the first year that salary data was back loaded into PIPS). A clear change in salary profiles can be seen when compared to the 2009 data, with the female salary trend line at the lower levels in 1995 dropping right away by 2009, and the upper salary profile drawing significantly closer to that for males.

Graph 31 – Distribution of Men and Women in the NTPS by Salary Level - June 1995
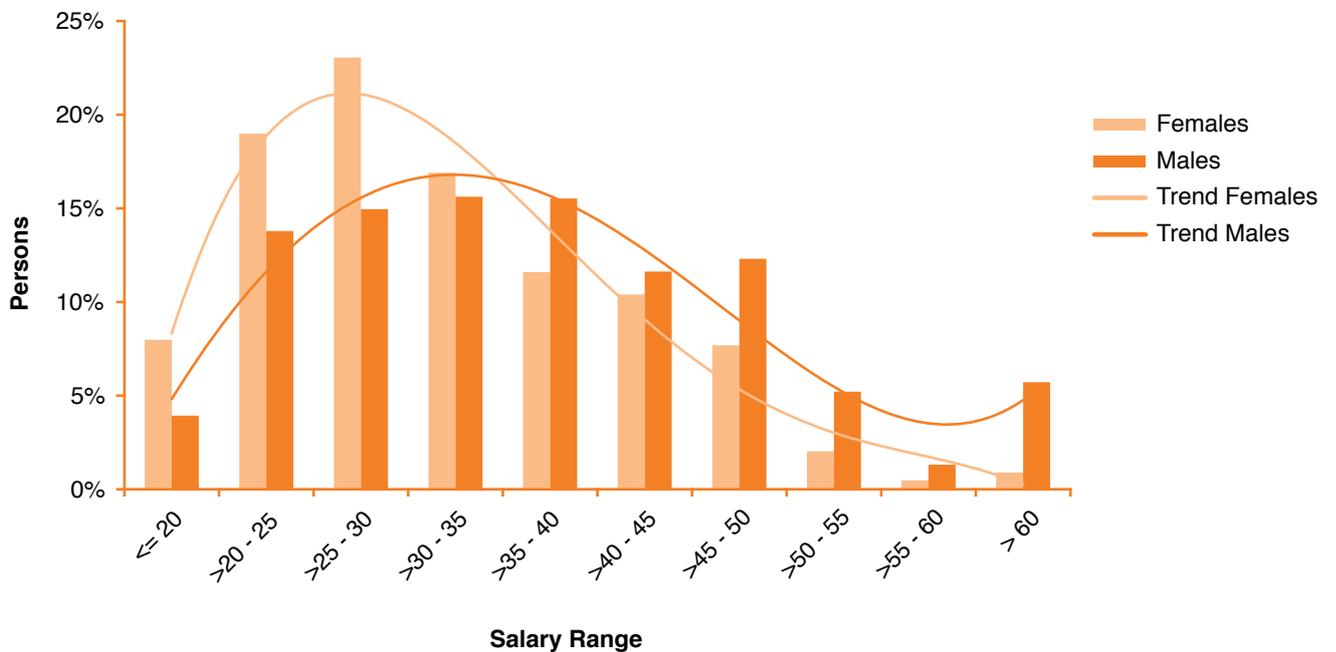
Staffing by Classification Stream

Age by Classification Stream

A plot of average age against classification stream, together with the change in age for each stream between 1993 and 2009, is shown in Graph 32. This illustrates that uniformed staff and the health stream are, on average, the youngest in the NTPS. Physical and teaching staff are the oldest. While the average age of the NTPS has risen by 3.1 years since 1993, the average age increases of the individual streams differ markedly. The lowest change is that of uniformed staff

(police, fire officers and prison officers) with an increase of 1.5 years. At the other end of the spectrum is the average age for physical classifications, which has risen by 6.0 years.

Of concern is the consistent significant increases for teachers and the health professions (mainly nurses), both of which are in short supply in the labour market nationally and internationally.

Graph 32 – Average Age by Classification Stream June 2009 All Employees with Change in Median Age Since 1993
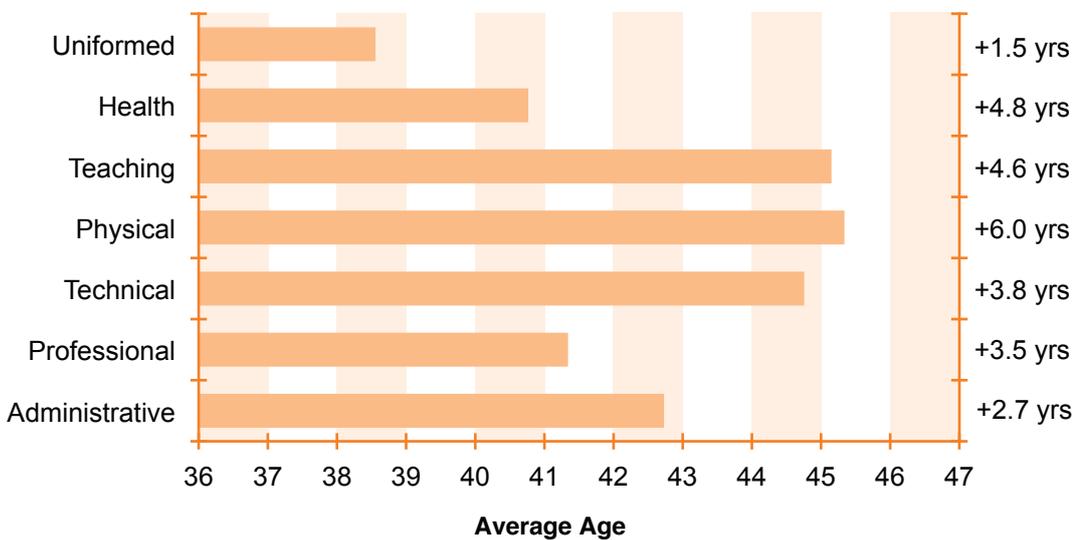
Salary Sacrifice by Classification Stream

One outcome of enterprise bargaining agreements negotiated in the year 2000 was enabling employees to enter salary sacrifice to superannuation arrangements. At June 2003 just under 9.5 per cent of the sector had taken up this option. As of 1 April 2004 the NT Government broadened the scope of salary sacrificing to include other options allowed under federal taxation legislation. Such arrangements are particularly attractive to employees working in hospitals due to their fringe benefits tax exemptions. As a result, nearly 600 people opted to salary sacrifice to June 2004, a further 700 to June 2005, close to another 600 to June 2006 and 560 to June 2007.

Last year, the rate of increase tailed off with only a small further uptake of 240. This year saw an increase of only 130, but because of the large increase in staff numbers the overall participation rate in these arrangements dropped from 23.1 per cent last year to 22.0 per cent this year. The take-up in the health stream which last year was approaching 50 per cent, dropped also, by 2.7 percentage points.

The perceived benefits of salary sacrificing to hospital employees are made clear in Graph 33, with 2003's broad nexus between salary sacrifice and income breaking down significantly; in particular with the rate of take up in the physical stream having now increased by a factor of over nine (over three quarters of physicals work in Health). This is not surprising given that these arrangements used to be more attractive to those on higher marginal tax rates, but taking FBT out of the equation for hospitals means there are tangible advantages to hospital based employees, irrespective of tax thresholds.

Graph 33 – Salary Sacrifice by Classification Stream June 2003 to June 2009

Percent who Salary Sacrifice
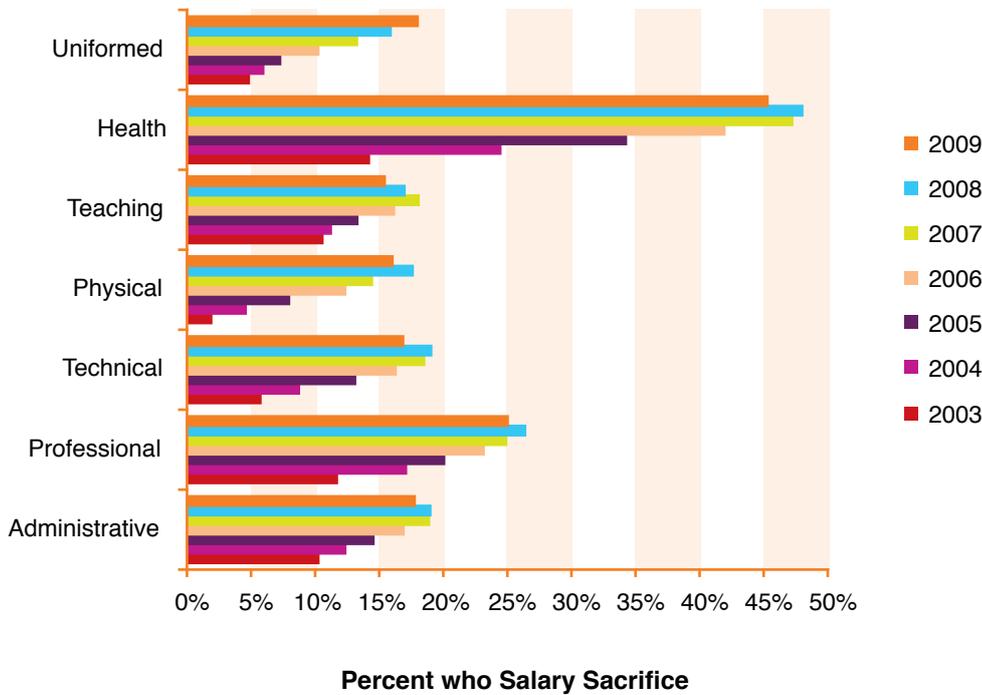
Executive Contracts

Table 20 shows the change in executive contract numbers from June 2008 to June 2009 by classification and gender. This section does not include executive officers not on contracts. The total number on contract increased by 39 (7 per cent) in this period, consisting of 25 women and 14 men. However, women on contract continue to be unevenly distributed over the different streams. The administrative stream (38 per cent) is in line with the average (39 per cent) but the high proportion of women in education (57 per cent) is in contrast to the low levels among medical specialists (9 per cent), Power and Water managers (12 per cent) and police (31 per cent).

Table 20 – Change in Executive Contract Numbers by Classification and Gender 2008–2009

	Women			Men			Total		
	2008	2009	Diff'ce	2008	2009	Diff'ce	2008	2009	Diff'ce
Administration									
Executive Officer 1	85	104	19	150	158	8	235	262	27
Executive Officer 2	33	39	6	48	58	10	81	97	16
Executive Officer 3	8	11	3	25	27	2	33	38	5
Executive Officer 4	5	6	1	13	9	-4	18	15	-3
Executive Officer 5	1	2	1	5	4	-1	6	6	0
Executive Officer 6	5	3	-2	11	11	0	16	14	-2
Sub-total	137	165	28	252	267	15	389	432	43
Education									
Executive Principal 1A	20	19	-1	11	13	2	31	32	1
Executive Principal 1	7	8	1	9	10	1	16	18	2
Executive Principal 2	14	14	0	12	12	0	26	26	0
Executive Principal 3	6	6	0	6	2	-4	12	8	-4
Executive Teacher 8	2	2	0	0	0	0	2	2	0
Sub-total	49	49	0	38	37	-1	87	86	-1
Medical Specialists									
Medical Contract	3	1	-2	12	10	-2	15	11	-4
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	3	4	1	8	8	0	11	12	1
Sub-total	3	4	1	9	9	0	12	13	1
Power & Water									
Executive Manager 1	2	1	-1	11	10	-1	13	11	-2
Executive Manager 2	1	0	-1	1	4	3	2	4	2
Executive Manager 3	0	1	1	6	2	-4	6	3	-3
Executive Manager 4	2	1	-1	3	7	4	5	8	3
Sub-total	5	3	-2	21	23	2	26	26	0
TOTAL	**197**	**222**	**25**	**332**	**346**	**14**	**529**	**568**	**39**

Staff Separation and Recruitment

Staff separation and recruitment data since 2003–04 is set out in Table 21 and 22.

The following background information will assist in interpreting the turnover statistics. A few years before PIPS was introduced, a decision was made to revise the reporting of turnover data by producing two sets of tables. One contained both permanent and temporary employees (as had been the custom) and the other included permanent employees only. The practice of using both sets of data has continued, as both have their uses in tracking turnover profiles. The data representing permanent employees only is contained in

Table 21 and the data representing both permanent and temporary employees is in Table 22.

Nevertheless, and as noted in previous years' reports, there is an additional complication with the interpretation of the PIPS turnover data. While the separations count is reasonably straightforward, the commencements data is a little more complex. A count of all commencements is simple enough, but becomes confusing when we attempt to separate permanent from temporary appointments.

Table 21 – NTPS Separation and Recruitment Rates by Employment Category: 2003–04 to 2008–09 Permanent Staff*

	2003-04		2004-05		2005-06		2006-07		2007-08		2008-09	
	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %
Administrative	8	5	8	4	9	3	9	4	10	4	7	4
Professional	11	7	10	8	15	8	12	8	13	7	11	8
Technical	11	6	9	7	10	7	10	8	13	8	9	7
Physical	11	7	12	7	13	10	12	6	10	8	9	9
Teaching	12	9	14	3	10	1	8	0	7	0	8	0
Health Workers	14	9	11	11	15	8	13	6	11	7	11	9
Uniformed	7	12	7	10	8	8	8	9	9	8	7	11
TOTAL	**10**	**7**	**10**	**6**	**11**	**5**	**10**	**5**	**10**	**5**	**8**	**5**

* For clarification regarding low recruitment rates see text.

Closer analysis of the data shows it is quite common for individuals to be hired as temporary employees and then, after a varying period, to win permanent positions. Their status is simply transferred across to 'permanent' on the main database, but this is quite reasonably not reflected in the commencement report. The commencements data thus shows them as being recruited to temporary, rather than permanent, positions. The net result is that the figures for recruitment of permanent staff fall far below those for separation of permanent staff without this actually being the case.

Also noted previously has been the significant fall in the proportion of permanent staff over the past 10 years (-7.1 percentage points—see Table 18). This is far less than would be predicted by taking the difference between the commencement and separation rates for permanent staff in Table 21 at face value. Logic tells us that, given the slight downward trend in the proportion of permanent employees as described, the sum of employees either recruited as permanent or who subsequently become permanent, is similar to their rate of separation.

In singling out those actually recruited as permanent, the annual report for 2001–02 noted as significant that these had, for every stream, 'decreased significantly over the six year period outlined', dropping steadily from 7 per cent in 1996–97 to 4 per cent in 2001–02. In 2002–03 the figure jumped back to 6 per cent, in 2003–04 to 7 per cent, in 2004–05 back to 6 per cent and, for the past four years, has been 5 per cent. The most notable component of the decrease is in the education stream where the recruitment to permanent positions has dropped to virtually none (six people out of 799 recruitments). Conversely, in the uniformed stream (police, prison officers and fire fighters) all but one of the 197 recruitments were to a permanent position.

Table 22 – NTPS Separation and Recruitment Rates by Employment Category: 2003–04 to 2008–09 (Permanent and Temporary)

	2003-04		2004-05		2005-06		2006-07		2007-08		2008-09	
	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %
Administrative	25	32	27	32	27	26	27	30	27	31	25	26
Professional	26	28	26	26	29	28	24	28	29	31	25	30
Technical	18	19	18	20	19	19	20	22	22	23	17	24
Physical	27	29	30	33	29	34	29	32	30	35	25	37
Teaching	20	25	26	23	23	24	24	24	25	29	24	28
Health Workers	53	58	48	59	49	48	44	47	42	47	38	48
Uniformed	8	14	7	13	8	12	8	11	10	9	8	11
TOTAL	**26**	**31**	**27**	**31**	**27**	**28**	**26**	**28**	**27**	**31**	**24**	**29**

As shown in Table 22, the separation rate is, at 24 per cent, a little lower than in recent years. In fact it is the lowest since 1994-95 when it was also 24 per cent. The reason it is lower this year appears to be related to the high demand for staff associated with the Australian Government intervention strategy.

It is notable that the separation rate for health workers, at 38 per cent, is the lowest since 1994–95 when it was 42 per cent. From the earlier low point it trended upward until it peaked at 59 per cent in 2000–01. This needs to be viewed in the context of the various recruitment drives and consequent rapid expansion of numbers in the health area in recent times.

Table 23 – Separation Statistics for 2008–09 (Permanent and Temporary Staff)*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	641	284	404	101	56	1	122	1609
Deceased	4	0	0	2	2	0	4	12
Dismissal	12	8	0	2	1	7	11	41
Resignation	1021	371	532	222	131	135	171	2583
Retire Invalid	3	1	0	0	1	3	0	8
Retire Min Age	3	5	1	0	0	5	0	14
Retire Other	15	7	2	0	5	3	5	37
Retrenchment	4	0	1	0	1	0	0	6
Other	15	1	0	0	1	0	0	17
TOTAL	**1718**	**677**	**940**	**327**	**198**	**154**	**313**	**4327**

* Does not include casual staff or those on long-term workers compensation.

The breakdown of separations by type is listed by stream in Table 23. The proportion of resignations to total separations was 60 per cent this year compared with 69 per cent in 1994–95. This may just reflect the increase in temporary contract employment over the same period.

It might be expected that having permanency in the public sector would lead to a reasonable period of stable employment. But, of the 1 507 permanent employees who elected to leave in 2008–09 (well down from 1678 last year), 42 per cent had two years or less service and 63 per cent had five years or less service. Both of these percentages have been almost exactly the same over the last three years, which indicates that this high separation rate in the early years of service is a continuing stable phenomenon.

It could be hypothesised that a substantial number of those who resign early may be generations X and Y. The descendants of the baby boomers are reputed to, on average, value permanency less than those born earlier. In fact, the median age of those leaving during 2008–09 with two years or less service was 35 (the same as last year) whereas the overall average age of this group was 42 (one year higher than the previous year). This difference in average ages has been consistent for at least the past eight years, and so effectively proves the hypothesis of a disparity between generations.

As has been stated in previous reports, the ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment in the NTPS.

Personal Leave (Sick and Carer's Leave)

Graph 34 shows the distribution of the number of days sick leave with pay taken by individual employees during 2008–09. The graph shows that one sick day was the most frequent occurrence. The average (median) number of sick days taken this year was 5.0. This means half the sector took more days and half took fewer days, which is statistically appropriate for a distribution of this shape.

Graph 34 – Days Sick Leave Taken by Individuals in the NTPS in 2008–09 (All Employees)
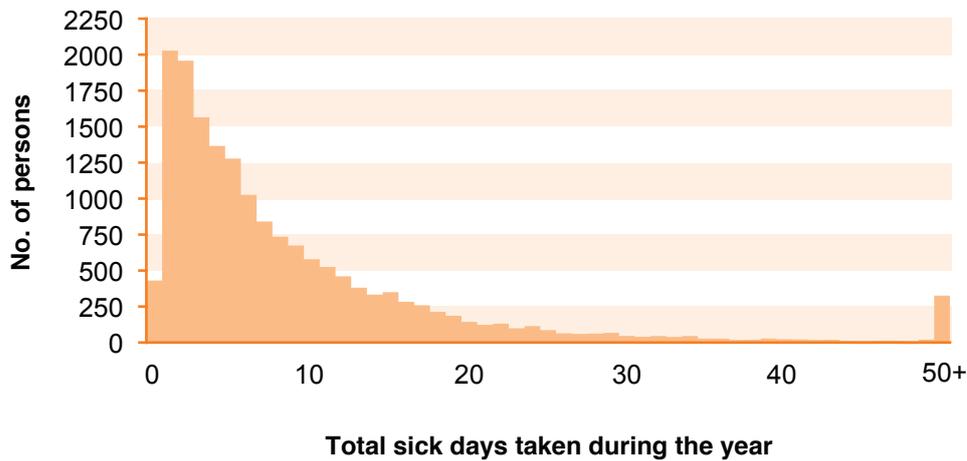
The median amount of sick leave taken for each employee for the past 10 financial years is shown in Graph 35. The data suggests that there has been some variation from year to year, but overall a significant increase in the average days taken over that time. The figure for this year, at 5.0 days, is the same as last year, which in turn was slightly up on the 4.7 shown for the previous three years.

These changes need to be viewed in the context of the provision of carer's leave. This was first provided for in the NT as part of the 1994 EBA, which allowed up to 5 days to be taken when caring for sick family members. This maximum was extended to 10 days in the 1997 EBA. While family leave was, in theory, immediately available to the whole sector, there has been some evidence that knowledge and use of this leave may have been slower to be adopted in some sectors than in others.

Graph 35 – NTPS Average (Median) Sick Days Taken per Employee 1994-2009
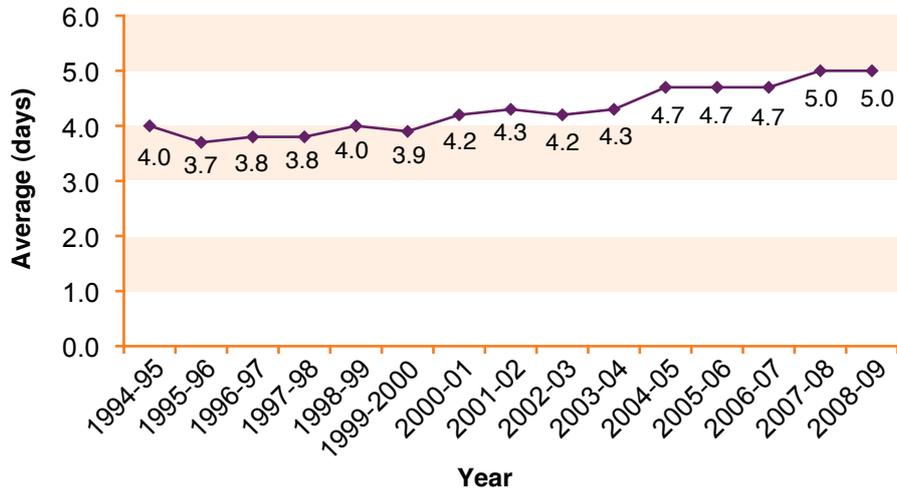
As an element of the strategy to retain employees by offering a favourable work-life environment, the OCPE promotes the principle of taking advantage of family leave rather than diminishing other leave credits. This has been given greater emphasis sector-wide since about 2000–01, which explains at least some of the increase over the past few years.

The measure of average sick leave more commonly used in the industrial relations arena is the mean number of days taken (total days taken divided by the number of FTE staff). In the NTPS, this stands at 9.5 days, slightly up on 9.4 days last year and on the 9.1 days it had been for the preceding three years.

There is no doubt that high levels of sick leave can impact significantly on overall workforce costs, particularly in work environments where it is imperative that absent employees must be replaced. Levels can also be monitored as an indication of workforce satisfaction. It is therefore of interest to look at the rates of sick leave use by employment category. In line with mainstream economic analysis, this section will use the mean as the average. Table 24 shows the mean number of days taken by stream and by gender.

Table 24 – NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2008–09

Stream	Females	Males	Total
Administrative	10.8	7.4	9.8
Teaching	10.2	8.7	9.9
Health	8.0	4.8	7.3
Professional	8.1	6.7	7.5
Technical	10.3	8.6	9.1
Uniformed	17.5	10.6	12.2
Physical	9.7	8.5	9.1
TOTAL	10.2	8.2	9.5

The data shows that there is a considerable disparity between the streams. While one or two days difference may not seem significant, when considering a workforce of over 18 000 people, single day differences in averages can translate into many millions of dollars annually. While the average (mean) number of days taken overall is 9.5, the lowest average is by the health professions at 7.3 days, and the highest by the uniformed stream at 12.2 days. A further breakdown of the uniformed staff figures reveals that the police sub-group is at the top of the average with a figure of 13.0 days, followed by fire officers with 10.3 days and prison officers with 10.2 days.

In Conclusion

The financial year July 2008 to June 2009 saw unprecedented growth in staff numbers in the NTPS, primarily owing to increased Commonwealth revenue streams associated with the Federal Government Intervention into Indigenous Communities. This has, in turn, caused some slight 'blips' in the general trends of a number of workforce demographic measures. Only time can tell whether these staffing levels and trends will be maintained.

Appendices

Acronyms and Abbreviations

AAPA	Aboriginal Areas Protection Authority
ANZSOG	Australia and New Zealand School of Government
CDEP	Community Development Employment Project
CEO	Chief Executive Officer
EBA	Enterprise Bargaining Agreement
EEO	Equal Employment Opportunity
EEOMP	Equal Employment Opportunity Management Program
EI	Employment Instruction
FTE	Full-time-Equivalent
GEC	Global Economic Crisis
JES	Job Evaluation System
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
PIPS	Personnel Information and Payroll System
PSEMA	*Public Sector Employment and Management Act*

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Survey to Agencies

Agency Reporting for the Purposes of Section 18 of the *Public Sector Employment and Management Act* and related matters

2008-09 Agency Reporting Survey

General Information

This survey seeks information from Chief Executive Officers to assist the Commissioner for Public Employment to meet the annual reporting requirements detailed in section 18(2) of the *Public Sector Employment and Management Act (the Act)* and to compare and contrast employee perceptions from the biennial NTPS Employee Survey to be conducted by the OCPE later in 2009. In respect to the Act, these matters include:

(a) *the extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to*

    (i) *measures taken to ensure observance of the principles; and*

    (ii) *any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*

(b) *measures, if any, taken to improve human resource management in the various Agencies;*

(c) *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*

(d) *those matters specified in section 28(2) in so far as they relate to the Commissioner's Office; and*

(e) *such other matters, if any, as are prescribed.*

The relevant matters under (d) [Section 28(2) of the Act] above are:

(i) *equal opportunity management programs and other initiatives designed to ensure that employees employed in the Agency have equal employment opportunities;*

(ii) *management training and staff development programs in the Agency; and*

(iii) *occupational health and safety programs in the Agency.*

There are no prescribed matters under Section 18(2)(e) of the Act.

These requirements will be reported in the *2008-09 State of the Service Report.*

The principles of human resource management prescribed in Regulation 3 of the *Public Sector Employment and Management Regulations* are:

(a) *subject to the Act, the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit;*

(b) *human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and unjustified discrimination on any ground in respect of all employees and persons seeking employment in the Public Sector;*

(c) *employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts;*

(d) *human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity;*

(e) *employees shall be –*

(i) *afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts;*

(ii) *afforded reasonable access to training and development; and*

(iii) *remunerated at rates commensurate with their responsibilities.*

In order to provide a more qualitative report, in addition to these regulatory reporting requirements, examples of best/innovative practice people management policies and procedures (eg. flexible work practices, equity and diversity, recruitment and retention etc) are also being sought.

The information being sought is in 5 parts. In completing Parts 1- 4, CEOs should consider the evidence available to them. Additional information/supporting documentation may be required for future reviews/program evaluations.

Part 1 - Summary Statement

A statement advising of the extent to which your agency has observed the prescribed principles of human resource management. This statement is to be underpinned by information provided in Part 2.

Part 2 - Service Provided by the Office of the Commissioner for Public Employment

An opportunity to comment on the Office of the Commissioner for Public Employment's performance measures set out in Budget Paper Number 3.

Part 3 – Employment Instructions and Other Key Indicators

Details of the extent to which the application of the principles is managed within the agency measured against the relevant Employment Instructions, and other key indicators.

Additional qualitative information is sought against a number of other key indicators of observance of the principles of human resource management.

Part 4 – Discipline, Redeployment and Inability

Specific details are sought of the numbers of actions under these processes and the outcomes.

Part 5 – Examples of Best/ Innovative Practice

This is an opportunity for agencies to provide examples of best/innovative practice people management policies and procedures (eg. flexible work practices, equity and diversity, recruitment and retention etc).

Please indicate your response to the questions and statements for the reporting year 2008-09.

Part 1 – Summary Statement

The following statement is based on the application of the prescribed principles of human resource management within the agency as measured against the relevant Employment Instructions and other identified indicators set out in Parts 2 and 3.

As Chief Executive Officer, I am aware of my responsibilities regarding application of the principles of human resource management as set out under the *Public Sector Employment and Management Act* and advise that as at 30 June 2009:

(Please tick the box that applies to your agency and sign.)

1.1 ☐ This Agency has established processes that ensure the prescribed principles of human resource management are observed.

1.2 ☐ This Agency does not currently have established processes to ensure the principles of human resource management are observed.

(If this statement applies to your agency, please provide advice and timeframes as to how the agency intends to meet the principles.)

Name ....

Agency..

Signature ....

Date ....

Part 2 – Services Provided by the Office of the Commissioner for Public Employment

This part of the Questionnaire seeks information on the performance measures for the Office of the Commissioner for Public Employment, as set out in Budget Paper Number 3. The output areas and performance measures are set out below.

Employee and Industrial Relations

Develop and manage employment policies and provide employment services that ensure NTPS employees have appropriate remuneration and conditions of service and that merit, equity and fairness and all legislative requirements are applied to the management of NTPS staff. Provide strategic public and private industrial relations advice and administer the Territory's Recreation Leave and Public Holiday Acts.

2.1. Please indicate your level of satisfaction with the service provided to your agency.

☐ Not Satisfied ☐ Partly Satisfied

☐ Satisfied ☐ Very Satisfied

2.2. How could services be improved?

....

....

....

....

....

2.3. Please indicate your level of satisfaction with the timeframes in which services were provided to your agency.

☐ Not Satisfied ☐ Partly Satisfied

☐ Satisfied ☐ Very Satisfied

2.4. How could timeframes be improved?

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....

....

....

....

Workforce Planning and Development

Build capacity within the NTPS through preparation and implementation of appropriate workforce planning and development strategies. This includes the introduction and promotion of workforce planning methodologies in agencies, the coordination of workforce development activities including executive leadership and management, and the promotion of equity and diversity in the INPS, including the employment across the public sector of an increased number of Indigenous people and people from disadvantaged groups within the community.

2.5. Please indicate your level of satisfaction with the service provided to your agency.

☐ Not Satisfied ☐ Partly Satisfied

☐ Satisfied ☐ Very Satisfied

2.6. How could services be improved?

....

....

....

....

2.7. Please indicate your level of satisfaction with the timeframes in which services were provided to your agency.

☐ Not Satisfied ☐ Partly Satisfied

☐ Satisfied ☐ Very Satisfied

2.8. How could timeframes be improved?

....

....

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....

Promotion, Disciplinary and Inability Appeals and Grievance Reviews

Provide employees with the opportunity to seek independent and impartial consideration of actions or decisions by agencies, through promotion, disciplinary and inability appeals and reviews of decisions affection employees, including termination of employment, conditions of service, selection processes and unfair treatment in the workplace.

2.9. Please indicate your level of satisfaction with the service provided to your agency.

☐ Not Satisfied ☐ Partly Satisfied

☐ Satisfied ☐ Very Satisfied

2.10. How could services be improved?

....

....

....

....

2.11. Please indicate your level of satisfaction with the timeframes in which services were provided to your agency.

Grievance reviews finalized within 3 months

☐ Not Satisfied   ☐ Partly Satisfied

☐ Satisfied   ☐ Very Satisfied

Promotion appeals finalized within 6 weeks

☐ Not Satisfied   ☐ Partly Satisfied

☐ Satisfied   ☐ Very Satisfied

Disciplinary and inability appeals finalized within 5 months

☐ Not Satisfied   ☐ Partly Satisfied

☐ Satisfied   ☐ Very Satisfied

2.12. How could timeframes be improved?

....

....

....

....

Part 3 – Employment Instructions and Other Key Indicators

In this section, the Principles of Public Administration and Management, Human Resource Management, and Conduct are referred to as the 'Principles'.

A.   Ensuring that Employees Understand the Principles and Code of Conduct

3A.1. Are the Principles and Code of Conduct (Employment Instruction 13) made readily available to employees?

☐ Yes   ☐ No

3A.2. Has an agency specific code of conduct been issued?

☐ Yes   ☐ No

3A.3. If yes, is it made readily available to all relevant employees?

☐ Yes   ☐ No

3A.4. Are the Principles and Code of Conduct (including any agency specific code of conduct) observed and applied consistently in your agency?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3A.5. If 'sometimes' or 'never', are steps being taken to ensure they are observed and applied consistently?

☐ Yes   ☐ No

3A.6. Are the Principles and Code of Conduct (including any agency specific code of conduct) built into your business processes/development activities?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3A.7. Additional comments on this section:

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B.   Promoting Impartial, Ethical and Professional Behavour

3B.1. Does your agency support decisions on work matters being made fairly, objectively and ethically?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3B.2. Do managers/supervisors take appropriate action if decisions on work matters are not made objectively, fairly and ethically?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3B.3. Have all employees in your agency been provided with information and/or training about potential conflicts of interest and how to avoid a conflict of interest?

☐ Yes   ☐ No

3B.4. Additional comments on this section:

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C.   Ensuring Accountability to Government

3C.1. How are employees in your Agency provided with information about Government priorities relevant to their workplace? (Please mark all that apply.)

☐ Through the corporate and business/ budge planning process

☐ Through internal newsletters and e-bulletins

☐ By managers/supervisors/team meetings

☐ As part of the performance management process

☐ Promoted on the intranet

☐ Other (please specify

☐ Employees are not provided with Government priorities

D.   Providing Good Client Service

3D.1. Does your agency have policy/ procedures/standards on client service?

☐ Yes   ☐ No

3D.2. Have the policy/procedures/standards been made readily available to employees?

☐ Yes   ☐ No

3D.3. Are the client service policy/procedures/ standards applied consistently?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3D.4. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

☐ Yes   ☐ No

3D.5. Additional comments on this section:

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E.   Managing Performance

3E.1. Is Employment Instruction 4 – Performance Management made readily available to employees?

☐ Yes   ☐ No

3E.2. Have performance management systems been implemented in your agency?

☐ Yes   ☐ No

3E.3. If no, are steps being taken to develop and implement systems?

☐ Yes ☐ No

3E.4. Is the performance management system applied consistently across your agency?

☐ Always ☐ Usually
☐ Sometimes ☐ Never

3E.5. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

☐ Yes ☐ No

3E.6. Is employee confidence in the performance management system monitored?

☐ Yes ☐ No

3E.7. Additional comments on this section:

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F. Employment Based on Merit

3F.1. Is the Merit Selection Guide made readily available to employees?

☐ Yes ☐ No

3F.2. Does your agency have a specific selection policy / procedure consistent with the merit principle?

☐ Yes ☐ No

3F.3. If yes, has it been made readily available to employees?

☐ Yes ☐ No

3F.4. What percentage of selection panel chairpersons have received training in merit-based selection processes?

☐ 0-25% ☐ 26-50%
☐ 51-75% ☐ 76-100%

3F.5. Additional comments on this section:

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G. Remuneration Commensurate with Responsibilities

3G.1. Does your agency make JES information readily available to employees?

☐ Yes   ☐ No

3G.2. Does your agency regularly review job descriptions to ensure they accurately reflect the requirements of the job?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3G.3. If 'sometimes' or 'never', are steps being taken to ensure they are reviewed regularly?

☐ Yes   ☐ No

3G.4. Does your agency have sufficient JES evaluators?

☐ Yes   ☐ No

3G.5. If no, are steps being taken to ensure your agency has sufficient JES evaluators?

☐ Yes   ☐ No

3G.6. Additional comments on this section:

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H. Managing for Diversity, Promoting Equity in Employment and Eliminating Discrimination and/or Bullying or Harassment

3H.1. Is Employment Instruction Number 11 – Equal Employment Opportunity Management Programs (EOMP) made readily available to employees?

☐ Yes   ☐ No

3H.2. Has an agency specific EOMP been developed?

☐ Yes   ☐ No

3H.3. Has the EOMP been made readily available to employees?

☐ Yes   ☐ No

3H.4. Is the EOMP applied consistently across your agency?

☐ Always   ☐ Usually

☐ Sometimes   ☐ Never

3H.5. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

☐ Yes   ☐ No

3H.6. Is employee confidence in the EOMP monitored?

☐ Yes   ☐ No

3H.7. Is the EOMP built into the business processes/ development activities of your agency?

☐ Always   ☐ Usually
☐ Sometimes   ☐ Never

3H.8. Does your agency provide equal opportunity/diversity training to employees?

☐ Yes   ☐ No

3H.9. Does your agency have an Indigenous Employment and Career Development program/strategy?

☐ Yes   ☐ No

3H.10. If not, are steps being taken to develop one?

☐ Yes   ☐ No

3H.11. Is the program/strategy applied consistently across your agency?

☐ Always   ☐ Usually
☐ Sometimes   ☐ Never

3H.12. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

☐ Yes   ☐ No

3H.13. Is employee confidence in the program/strategy monitored?

☐ Yes   ☐ No

3H.14. What percentage of employees in your agency have undergone Cultural Awareness training?

☐ 0-25%   ☐ 26-50%
☐ 51-75%   ☐ 76-100%

3H.15. Does your agency have a policy on bullying or harassment?

☐ Yes   ☐ No

3H.16. Is the policy applied consistently across your agency?

☐ Always   ☐ Usually
☐ Sometimes   ☐ Never

3H.17. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

☐ Yes ☐ No

3H.18. Is employee confidence in the policy monitored?

☐ Yes ☐ No

3H.19. Are managers/supervisors provided with training in dealing with bullying or harassment?

☐ Always ☐ Usually
☐ Sometimes ☐ Never

3H.20. What percentage of managers/ supervisors have undergone bullying or harassment training?

☐ 0-25% ☐ 26-50%
☐ 51-75% ☐ 76-100%

3H.21. Additional comments on this section:

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I. Employee Consultation and Input Encouraged

3I.1. Are employees consulted in the development and review of policies/procedures?

☐ Always ☐ Usually
☐ Sometimes ☐ Never

3I.2. If 'sometimes' or 'never', are steps being undertaken to ensure future development and reviews of a policy/procedure are done through staff consultation?

☐ Yes ☐ No

3I.3. How are employees informed about workplace changes that affect them?

☐ Communication from the Head of Agency

☐ Senior management & Branch meetings

☐ Team meetings & informal meetings

☐ Communications plan/change management strategy

☐ Regular newsletters, print and electronic

☐ Intranet

☐ Email

☐ Other (specify):

3I.4. When making decisions which directly affect employees, is employee input sought?

☐ Always ☐ Usually

☐ Sometimes ☐ Never

3I.5. Are managers receptive to ideas put forward by employees?

☐ Always ☐ Usually

☐ Sometimes ☐ Never

3I.6. Additional comments on this section:

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J.   Promoting a Safe Workplace

3J.1. Is Employment Instruction Number 12 – Occupational Health and Safety Programs made readily available to employees?

☐ Yes ☐ No

3J.2. Has an agency specific Occupational Health and Safety Program been developed?

☐ Yes ☐ No

3J.3. If no, are steps being taken to develop one?

☐ Yes ☐ No

3J.4. Has the Occupational Health and Safety Program been made readily available to employees?

☐ Yes ☐ No

3J.5. Is the Occupational Health and Safety Program applied consistently?

☐ Always ☐ Usually

☐ Sometimes ☐ Never

3J.6. If 'sometimes' or 'never', have steps been taken to ensure it is applied consistently?

☐ Yes ☐ No

3J.7. Is employee confidence in the Occupational Health and Safety Program monitored?

☐ Yes ☐ No

3J.8. Is the Occupational Health and Safety Program built into business processes/ development activities?

☐ Always ☐ Usually

☐ Sometimes ☐ Never

3J.9. Additional comments on this section:

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K.   Promoting a Flexible Workplace

3K.1. Are flexible work practices and other initiatives that support work life balance monitored in your agency?

☐ Yes   ☐ No

3K.2. If yes, how many of the following initiatives have been implemented in your agency?

	Yes	No	Number of Approvals	Number Declined
Flexible working hours				
Home-based work				
Job sharing				
Part-time work				
Career breaks				
Part-year employment				
Short term absences for family & community responsibilities				
Utilisation of recreation leave at half pay				
Purchase of additional leave and				
NTPS Extended Leave Scheme				

3K.3. Additional comments on this section:

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L.   Developing Workforce Capability

3L.1. Did your agency undertake any activities/initiatives to improve attraction and/or retention specifically for Early Careers such as trainees, apprentices, graduates, cadets, scholarship holders?

3L.2. Does your agency have a structured program to develop its leaders?

☐ Yes   ☐ No

3L.3. If no, are steps being taken to implement one?

☐ Yes   ☐ No

3L.4. If a structured program has been implemented, at what levels/which designations is it aimed?

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3L.5. What future workforce planning and development challenges affect your agency?

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3L.6. Briefly outline specific learning and development activities/initiatives that your agency implemented in 2008-09 for the following priority areas:

Priority Area	Activities/ Initiatives Undertaken Yes/No	Activity/Initiative
Equity and Diversity		
Recruitment/Retention Initiatives		
Workforce Planning		
Work Life Balance		
Indigenous Employment		
People with Disability		
Recognition and Reward		
Career Mapping		
Leadership		
HR/IR Capacity		
Remote Workforce		
Mobility/Secondment arrangements		

3L.7. Additional comments on this section:

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M.   Providing a Fair System of Review

3M.1. Is Employment Instruction Number 8 – Management of Grievances made readily available to employees?

☐ Yes   ☐ No

3M.2. Have agency specific grievance settling procedures been developed?

☐ Yes   ☐ No

3M.3. If no, are steps being taken to develop them?

☐ Yes   ☐ No

3M.4. Have the procedures been made readily available to employees?

☐ Yes   ☐ No

3M.5. Are the procedures applied consistently?

☐ Always   ☐ Usually
☐ Sometimes   ☐ Never

3M.6. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

☐ Yes   ☐ No

3M.7. Is employee confidence in the management of grievances monitored?

☐ Yes   ☐ No

3M.8. Additional comments on this section:

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N.   Natural Justice

3N.1. Is Employment Instruction Number 3 – Natural Justice made readily available to employees?

☐ Yes   ☐ No

3N.2. Have the principles of natural justice been built into business processes/ development activities?

☐ Always   ☐ Usually
☐ Sometimes   ☐ Never

3N.3. Are the principles of natural justice applied consistently?

☐ Always ☐ Usually

☐ Sometimes ☐ Never

3N.4. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

☐ Yes ☐ No

3N.5. Is employee confidence in the observance of natural justice principles within your agency monitored?

☐ Yes ☐ No

3N.6. Additional comments on this section:

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Part 4 – Redeployment, Discipline and Inability

Agencies do not need to submit separate data for each employee but aggregated data against each particular action under the *Act.*

However, agencies will need to keep records of what is provided for, to prepare for next year's report, so that longitudinal comparisons can be made.

Redeployment

Please note that this section does not apply to Executive Contract Officers (or agencies not covered by PSEMA).

4.1. How many employees were declared potentially surplus under s 41 of the Act?

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4.2. How many employees declared potentially surplus were transferred under s 42 of the Act?

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4.3. How many employees were made redundant pursuant to s 43(2) of the Act?

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Discipline and Inability Cases

4.4.

	Cases Brought Forward from 2007/2008	New Cases Commenced in 2008/2009	Cases Completed in 2008/2009	Cases Carried Forward to 2009/2010
Inability				
Summary Dismissal				
Discipline*				

*Excluding summary dismissal.

4.5. Please provide comment on any significant change in numbers or trends.

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Part 5 – Examples of Best/ Innovative Practice

5.1. This is an opportunity for agencies to provide examples of best/innovative practice people management policies and procedures (eg. flexible work practices, equity and diversity, recruitment and retention etc.) in any of the areas of:

- Equity and Diversity
- Recruitment/Retention Initiatives
- Workforce Planning
- Work Life Balance
- Indigenous Employment
- People with Disability
- Recognition and Reward
- Career Mapping
- Leadership
- HR/IR Capacity
- Remote Workforce
- Mobility/Secondment arrangements
- Occupational Health and Safety
- Performance management
- Grievances
- Any other relevant areas

It is intended that some of these examples will be highlighted in the 2008-09 State of the Service Report.

Feedback Form

We welcome your feedback on the State of the Service Report 2008–09.

Your comments and suggestions will be used in the development of future reports.

Please tick the relevant box to indicate how you rate the report.

	Excellent	Good	Satisfactory	Poor
Overall impression				
Presentation and design				
Easy to read and understand				
Content/information				

Which areas of the report were most useful?

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Does the report contain the information you required?

☐ Yes ☐ No

How do you think the report could be improved?

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If no, please list suggested information to be included in future reports.

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Please indicate where you are from:

☐ NT Government

☐ Education or research institution

☐ Community member or organisation

☐ Australian Government

☐ Industry

☐ Other State or Territory government

☐ Private sector

Please return your completed feedback sheet either by email, post, or facsimile to:

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