



Northern
Territory
Government

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

State of the Service Report

2010-11



Office of the Commissioner for Public Employment

State of the Service Report 2010-11

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 2010-11.

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Contents

Letter to the Minister	5
Report Overview	6
<i>Public Sector Employment and Management Act</i>	6
<i>Data Collection Methods - Including Surveys</i>	9
<i>Key Components of the Agency Reporting Survey</i>	10
Part 1 – Human Resource Management in the NT Public Sector	13
Overview	14
Summary Statement	15
Reporting Against Employment Instructions	16
<i>Employment Instruction 4 – Performance Management</i>	18
<i>Employment Instruction 8 – Management of Grievances</i>	19
<i>Employment Instruction 11 – Equal Employment Opportunity Management Programs</i>	21
<i>Employment Instruction 12 – Occupational Health and Safety Programs</i>	26
<i>Employment Instruction 13 – Code of Conduct</i>	28
Remuneration Commensurate with Responsibilities	31
Breaches or Evasions of Application of the Principles	32
Promoting Strategic Workforce Planning and Development	33
<i>Promoting a Flexible Workplace</i>	33
<i>Developing Workforce Capability</i>	34
<i>Workforce Planning</i>	37
<i>Indigenous Employment and Career Development</i>	41
<i>Biennial Surveys</i>	42
<i>Equity and Diversity</i>	43
<i>Remote Workforce Development</i>	44
<i>Early Careers Programs</i>	45
<i>Attraction and Retention</i>	50
<i>Innovation</i>	51
Ensuring Merit, Fairness and Equity in Employment	52
<i>Merit Selection</i>	52
<i>Appeals</i>	55
<i>Fair Treatment in Employment</i>	56
<i>Grievance Reviews</i>	62
<i>Redeployment, Discipline and Inability</i>	63

Part 2 – Statistical Profile of the NTPS	67
Staffing Statistics	68
<i>Overview</i>	68
<i>Equity and Diversity</i>	68
<i>Staffing Levels</i>	70
<i>Staffing by Employment Status</i>	74
<i>Part-time Staffing</i>	75
<i>Staffing by Gender</i>	76
<i>Status by Gender</i>	80
<i>Staffing by Stream</i>	88
<i>Staff Separation and Recruitment</i>	90
<i>Personal Leave (Sick and Carer's Leave)</i>	94
<i>In Conclusion</i>	96
Part 3 – Appendices	97
Acronyms and Abbreviations	98
List of Figures	99
Agency Reporting Survey	102
Feedback Form	119
How to Contact Us	120

Letter to the Minister

Dr Christopher Burns MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister Burns

RE: STATE OF THE SERVICE REPORT 2010-11

In accordance with the *Public Sector Employment and Management Act* (PSEMA), I present to you the annual report on the State of the Service of the Northern Territory Public Sector (the Report).

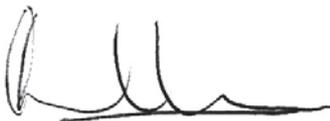
The Report is in two parts. The first part meets the requirements of section 18 of the PSEMA. The second part provides an analysis of state of the service indicators. Together, these two parts help to assess human resource management practices, including the extent to which agencies comply with the principles of human resource management, public administration and management, and conduct as prescribed by the PSEMA.

The report draws on a range of information sources, including an agency reporting survey where chief executives are required to critically analyse the application of human resource management processes within their agencies.

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

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

Yours sincerely



GRAHAM SYMONS

Commissioner for Public Employment

21 October 2011

Report Overview

This report is the only annual report detailing human resource management practices in the Northern Territory Public Sector (NTPS). While the Report draws on a range of sources of information, the primary methods are through an annual agency self-reporting survey (the Agency Reporting Survey) and an analysis of statistical data obtained from the Personnel Information and Payroll System (PIPS). The introduction of a biennial employee survey in 2009, which is being repeated in the second half of 2011, will continue to provide another valuable source of information.

The Agency Reporting Survey requires chief executives (CEs) to critically analyse their internal policies, processes and practices in relation to the prescribed principles and application of human resource management within their agencies. It also seeks examples of best and/or innovative practice in human resource management.

In developing the reporting relationship between the Office of the Commissioner for Public Employment (OCPE) and agencies it is recognised that every CE is responsible for establishing policies, procedures, values and cultures in order to meet service objectives set by the Northern Territory Government. The 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 the achievement of service objectives.

Public Sector Employment and Management Act

Under section 18(1) of the PSEMA the Commissioner for Public Employment is required to report annually to the Minister on human resource management in the NTPS. Section 18(2) of the PSEMA provides that the Report shall refer to:

- (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.*

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

The relevant matters specified under section 28(2) of the PSEMA above are:

- (a) *equal opportunity management programs and other initiatives designed to ensure that employees employed in the Agency have equal employment opportunities;*
- (b) *management training and staff development programs in the Agency; and*
- (c) *occupational health and safety programs in the Agency.*

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.*

The principles of human resource management are complemented by the principles of public administration and management, and the principles of conduct. These 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;

(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 Public Sector into disrepute.

Data Collection Methods - Including Surveys

Critical Elements of the Reporting Framework

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

Figure 1: Reporting Framework

Type of Information	Method of Collection	Source
Qualitative Data	<ul style="list-style-type: none"> Agency self-assessment and reporting survey against Employment Instructions (EIs) and key indicators. Commissioner and OCPE staff visits to agencies. Coordination Committee, Commissioners' and other conferences. Biennial staff surveys. 	<p>All agencies covered by the PSEMA.</p> <p>Employees of all agencies covered by the PSEMA.</p>
Quantitative Data	<ul style="list-style-type: none"> Statistical data. 	Internal, Department of Business and Employment, agency reporting.
Policy/Strategy	<ul style="list-style-type: none"> Coordination of employment relations issues associated with Northern Territory 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. 	Specific reports, reviews, Enterprise Agreement negotiations.

Key Components of the Agency Reporting Survey

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 EIs 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 EIs and other key indicators.

Employment Instructions

Employment Instructions are rules relating to the functions and powers of the Commissioner under the PSEMA, or otherwise relating to the good management of the NTPS. They are the principal means by which the Commissioner gives effect to measures to improve human resource management in agencies. The EIs provide a framework to support the Commissioner's partnership arrangement with agency CEs and are important for three reasons:

- agency reports against the EIs provide information to the Commissioner so he can report to the Minister and the Legislative Assembly on corporate governance of the NTPS

- the reporting requirement provides an opportunity for CEs and managers to analyse their internal policies, processes and practices in relation to the principles of public sector employment and conduct
- preparation of the reports provides agencies with the opportunity to assess their internal communication, processes and procedures.

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

Redeployment, Discipline and Inability

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

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.

Summaries of agency activities have been incorporated within the Promoting Strategic Workforce Planning and Development section of this report.



*Human Resource Management
in the NT Public Sector*

Overview

Twenty-two agencies participated in the Agency Reporting Survey, compared to 19 in the previous reporting period. The 22 agencies are:

- Aboriginal Areas Protection Authority* (AAPA)
- Auditor-General's Office
- Department of Business and Employment (DBE)
- Department of the Chief Minister (DCM)
- Department of Children and Families* (DCF)
- Department of Construction and Infrastructure (DCI)
- Department of Education and Training (DET)
- Department of Health* (DoH)
- Department of Housing, Local Government and Regional Services (DHLGRS)
- Department of Justice (DOJ)
- Department of Lands and Planning (DLP)
- Department of the Legislative Assembly (DLA)
- Department of Natural Resources, Environment, the Arts and Sport (NRETAS)
- Darwin Port Corporation (DPC)
- Department of Resources*(DoR)
- Northern Territory Electoral Commission (NTEC)
- Northern Territory Police, Fire and Emergency Services (NTPFES)

- Northern Territory Treasury (NT Treasury)
- Office of the Commissioner for Public Employment (OCPE)
- Ombudsman's Office
- Power and Water Corporation (PWC)
- Tourism Northern Territory* (Tourism NT)

* It should be noted:

- In October 2010, the Department of Health and Families (DHF) was divided into two agencies, establishing the Department of Health and the Department of Children and Families.
- Tourism NT is included as an agency in this year's report as employment for the majority of NT Tourism employees is now covered under PSEMA.
- The DoR is included as an agency in this year's report following the creation of the agency late in the 2009-10 reporting period.
- AAPA employees are employed under the *Northern Territory Aboriginal Sacred Sites Act*, not the PSEMA. Their compliance against the application of the EIs in the next section is not considered, however, AAPA's responses are included in this report for all other purposes.

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.

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

- This Agency has established processes to ensure employees are aware of and observe the prescribed principles of human resource management.
- This Agency has not established processes to ensure employees are aware of and observe the principles of human resource management.

As AAPA is not included for the purpose of this section of the report, only 21 agencies were asked to complete the Agency Reporting Survey Statement in accordance with the PSEMA. Responses indicate that all of those agencies have established processes that ensure the observance of human resource management principles. This is consistent with the results from the previous reporting period.

Reporting Against 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 agencies, as measured against the relevant EIs, and incorporated into agency processes and programs. Their responses are demonstrated in Figures 3 – 9.

As commented earlier, AAPA employees are employed under the *Northern Territory Aboriginal Sacred Sites Act*, not the PSEMA, and therefore the EIs do not apply to them. For the purposes of this section of the report only, AAPA employees are not included in the counting, resulting in responses measured against 21 agencies.

EIs reported against in this section that are particularly relevant as a human resource measure for this State of the Service Report are in bold typeface in Figure 2.

Figure 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 the 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 the PSEMA, other than those referred to in section 50 of the PSEMA – Summary Dismissal (see also Employment Instruction 7 - Discipline).
4. Performance Management	Develop and implement performance management systems.
5. Medical Incapacity	Identify the procedure to be followed for having an employee medically assessed under the PSEMA or relevant enterprise agreement.
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 the PSEMA, Regulations, By-laws and Employment Instructions.
7. Discipline	Establish procedures regarding breaches of discipline within agencies consistent with the PSEMA, Regulations, By-laws and Employment Instructions.
8. Management of Grievances	Establish grievance settling procedures within individual agencies.
9. Omitted	This EI, relating to transfers, is incorporated in 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. Equal Employment Opportunity 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.
12. Occupational Health and Safety Programs	Develop programs that ensure employees and their representatives are consulted in the development and implementation of Occupational Health and Safety (OH&S) programs in the agency.
13. Code of Conduct	CEs may issue agency-specific codes of conduct consistent with the PSEMA, Regulations, By-laws and Employment Instructions. CEs may issue guidelines regarding acceptance of gifts and benefits by employees. The Code of Conduct applies to all public sector employees, including CEs.
14. Part-Time Employment	Enhance employment flexibility through effective part-time employment provisions.

Employment Instruction 4 – Performance Management

EI 4 – Performance Management states that agency CEs shall develop and implement performance management systems for their agencies.

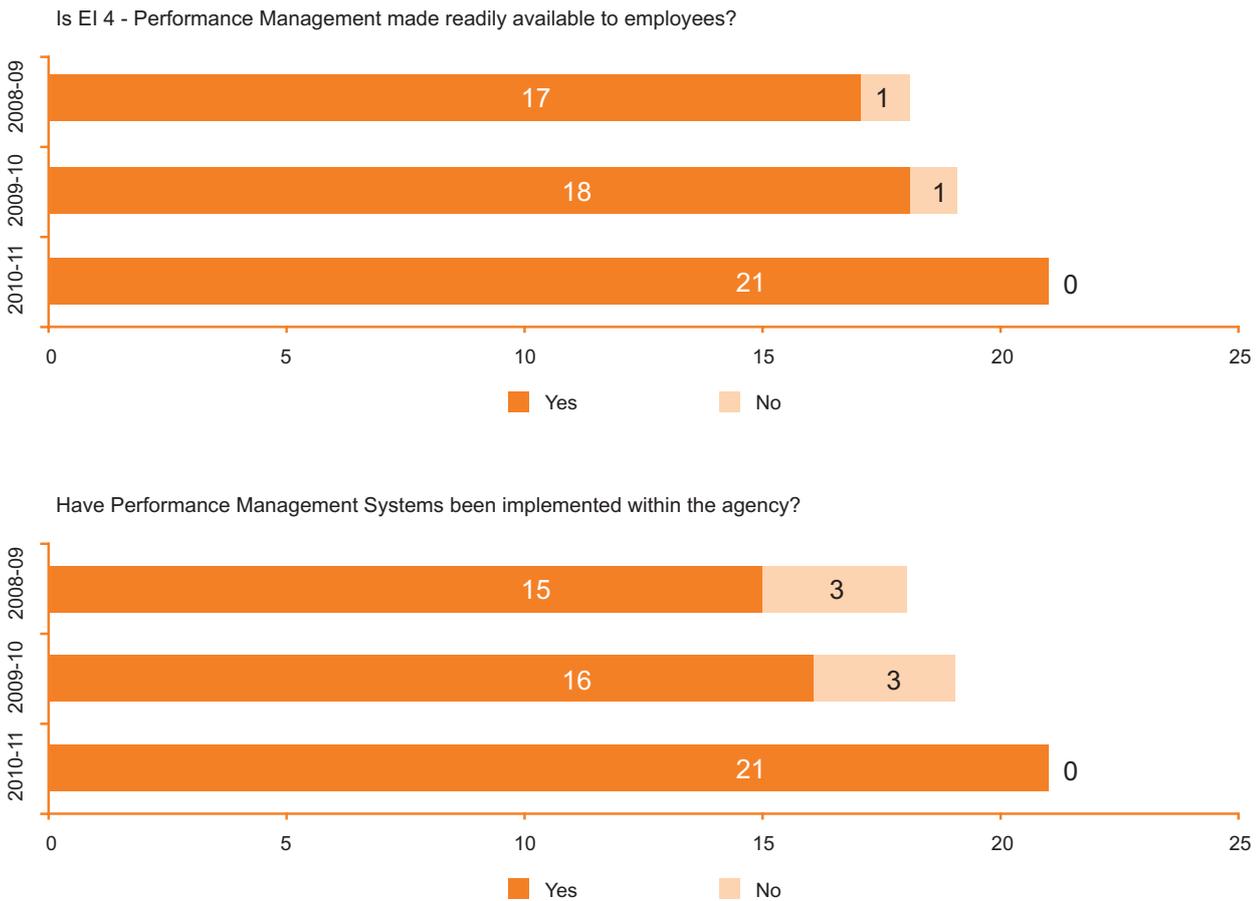
All 21 agencies reported they have a performance management system in place. The 2010-11 results are an improvement on last year’s data, indicating that all agencies

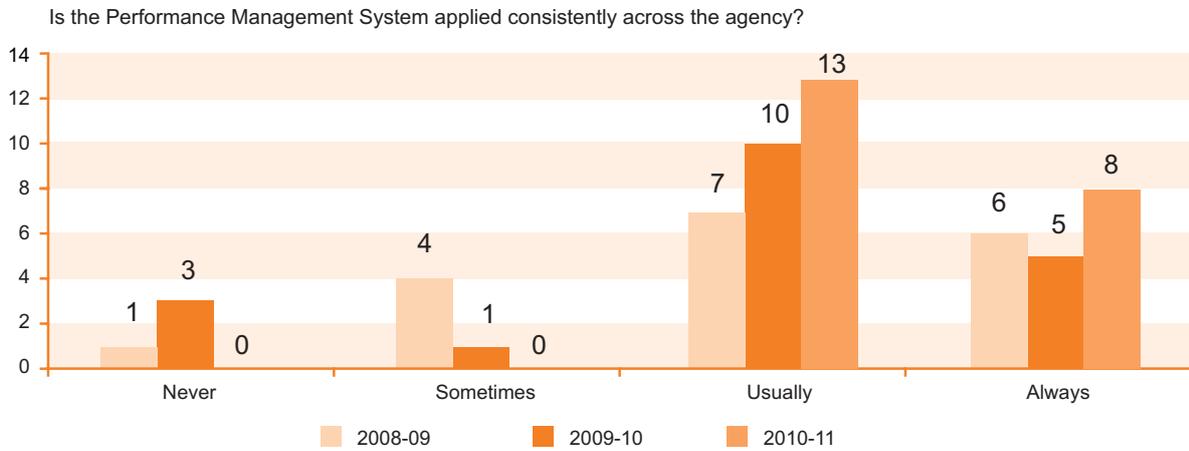
have implemented a system and that it is readily available to employees.

There is also a distinct improvement in the consistency of application of performance management systems across all agencies.

The improvement in results is consistent with an increased emphasis on workforce planning and improving performance feedback across the public sector, partly in response to the 2009 Employee Satisfaction Survey.

Figure 3: Employment Instruction 4 – Performance Management





Employment Instruction 8 – Management of Grievances

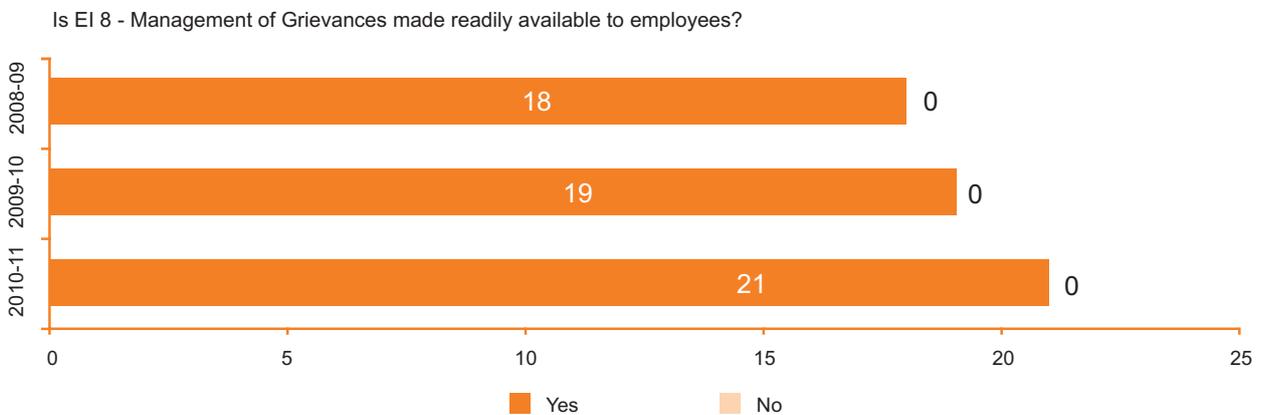
EI 8 – Management of Grievances, states that CEs shall establish written grievance settling procedures for their agencies.

Eighteen of the 21 agencies indicated that they had developed agency-specific grievance procedures. Of the three that did not have an

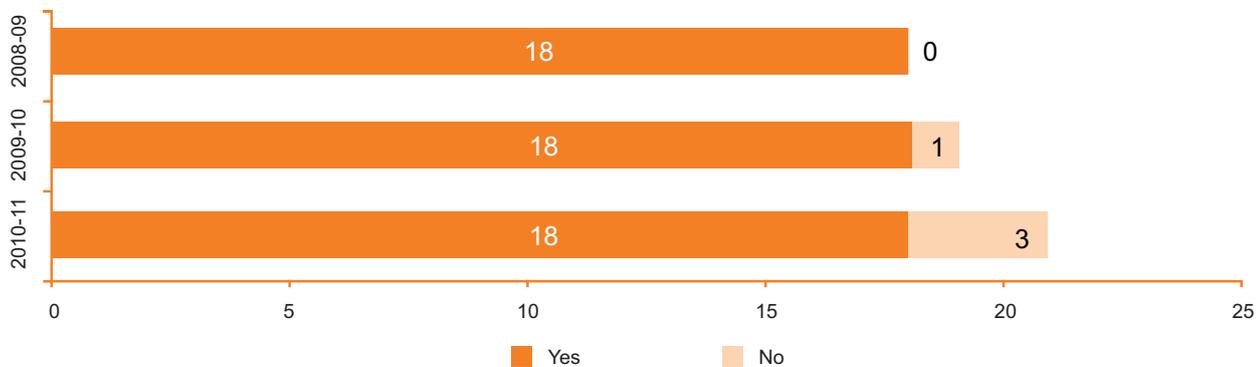
agency-specific procedure, two indicated they were in the process of developing one. The third agency indicated that they were small enough to deal with matters on a case-by-case basis.

Of the 18 agencies that indicated they have developed agency-specific grievance procedures, the data shows an increase in the consistency of application of the procedures.

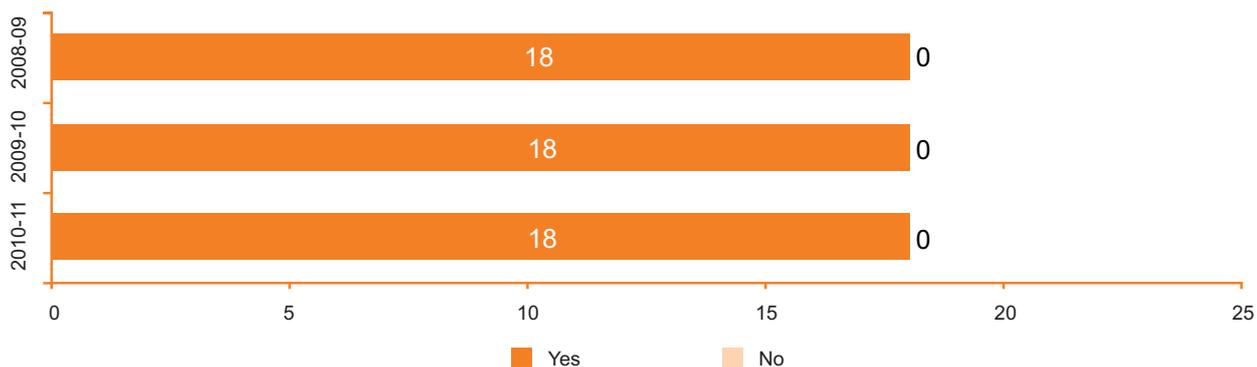
Figure 4: Employment Instruction 8 – Management of Grievances



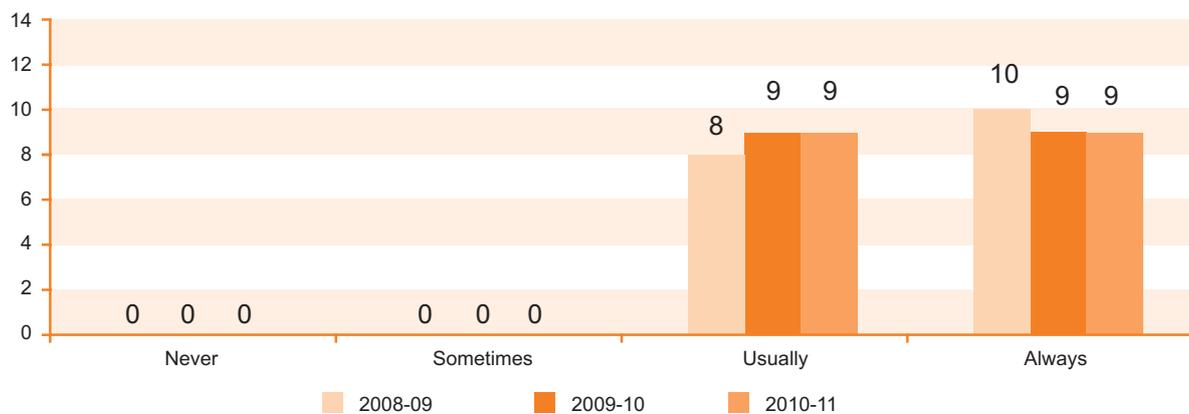
Have agency specific grievance settling procedures been developed?



Are these procedures readily available to all employees?



Are these procedures applied consistently?



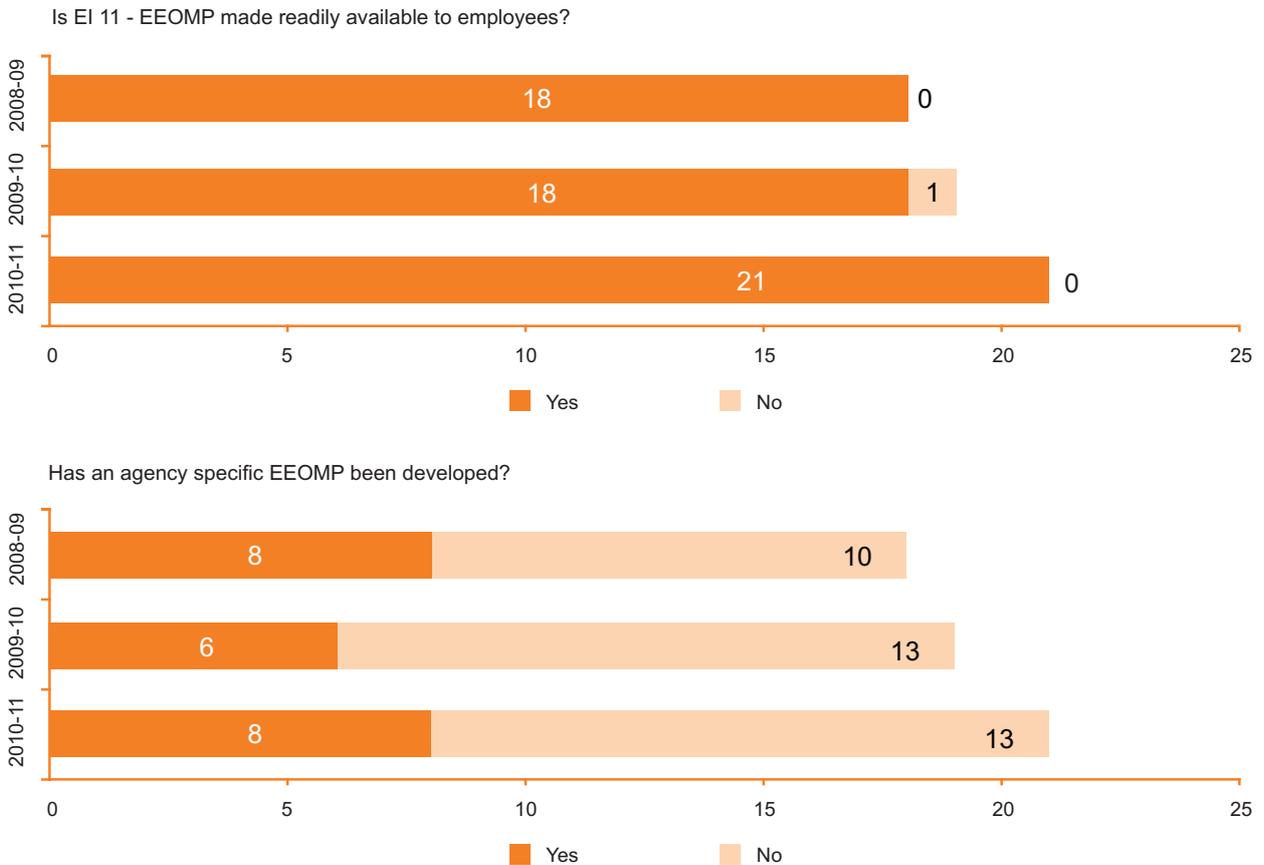
Employment Instruction 11 – Equal Employment Opportunity Management Programs

EI 11 – Equal Employment Opportunity Management Programs (EEOMP), states that CEs shall devise and implement programs to ensure that employees have equal opportunities in relation to their employment.

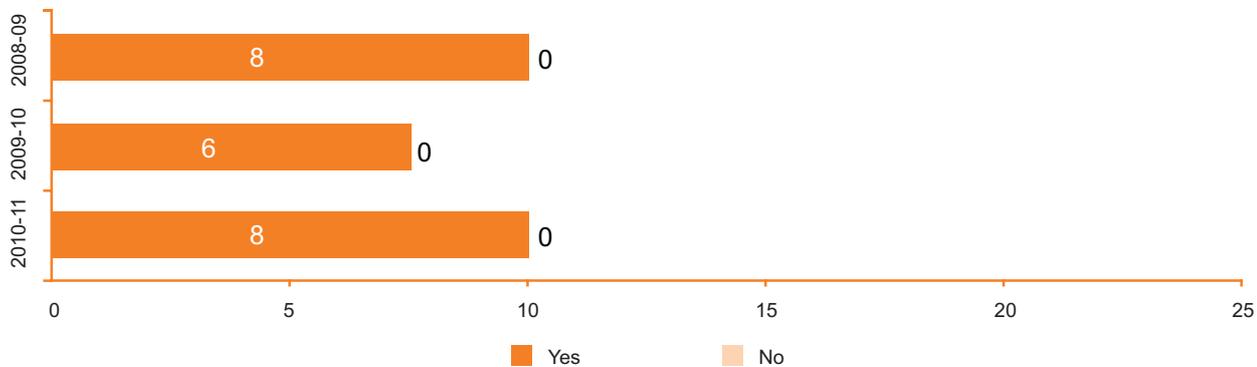
There was only a minor increase in the 2010-11 reporting period in the number of

agencies that have developed an agency-specific EEOMP as compared to the previous reporting period. As with last year, it is of concern that only eight of the 21 agencies have developed an agency-specific EEOMP. A number of the agencies that do not have an agency-specific EEOMP indicated that they provide a range of relevant equal employment opportunity (EEO) training, such as equity awareness sessions, and rely on the principles of EEOMP in their operational activities.

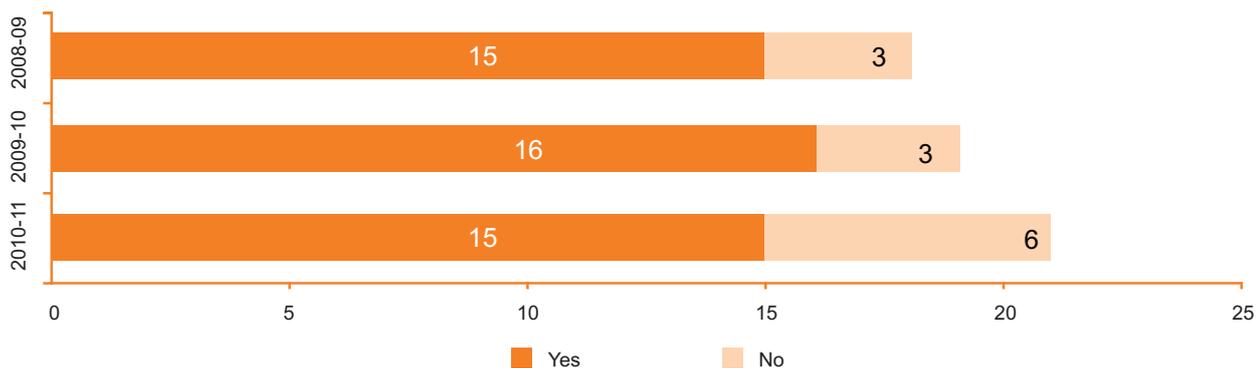
Figure 5: Employment Instruction 11 – Equal Employment Opportunity Management Programs



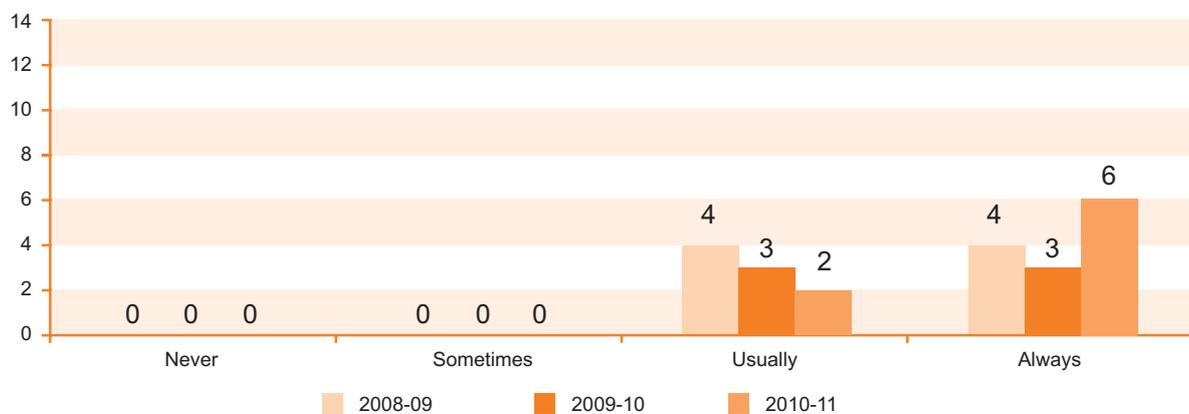
Has the agency EEOMP been made readily available to employees?

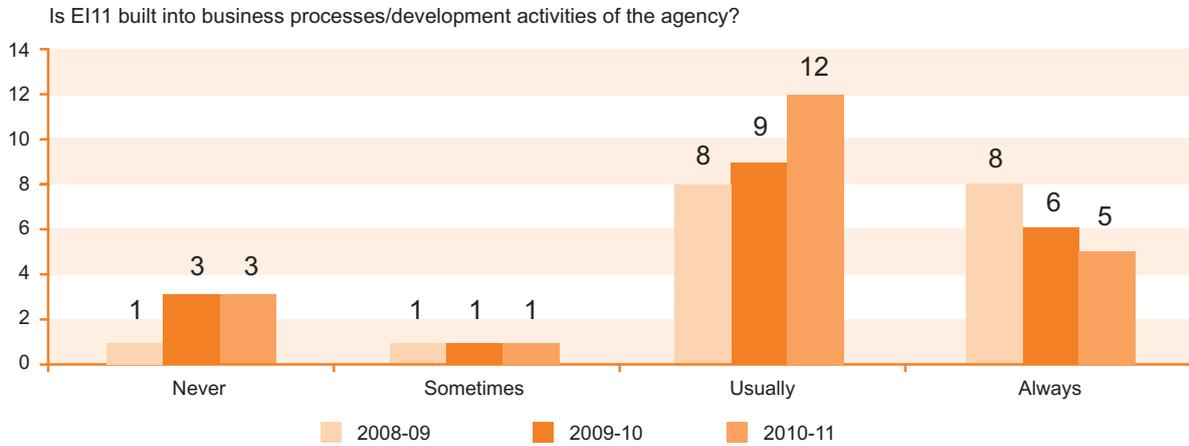


Does the agency provide equal opportunity/diversity training to employees?



Is the agency specific EEOMP applied consistently across the agency?





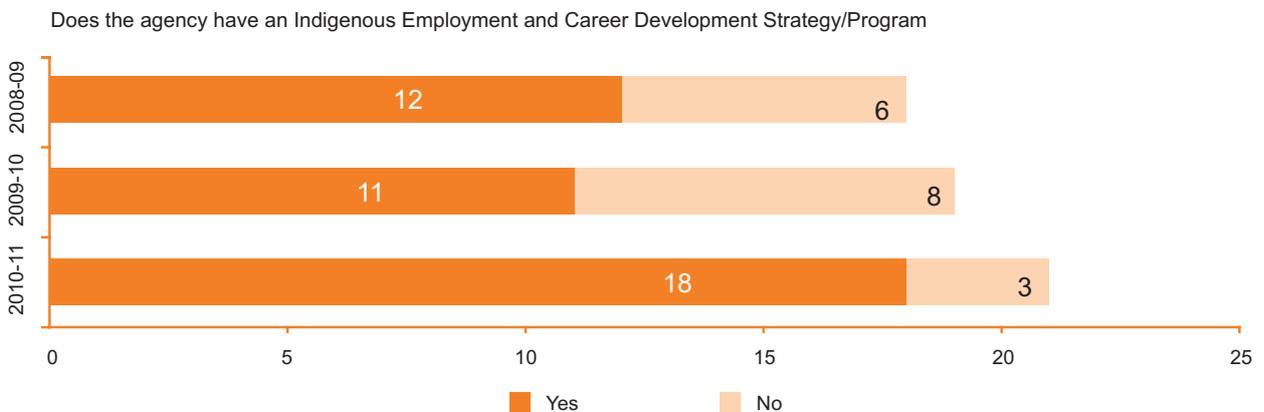
EI 11 - EEOMP also states that all CEs should implement an Indigenous Employment and Career Development Strategy (IECDS).

Eighteen of the 21 agencies reported that they have an IECDS and include Indigenous cross-cultural programs and training as part of the strategy. The three agencies that have not developed an IECDS are small agencies with

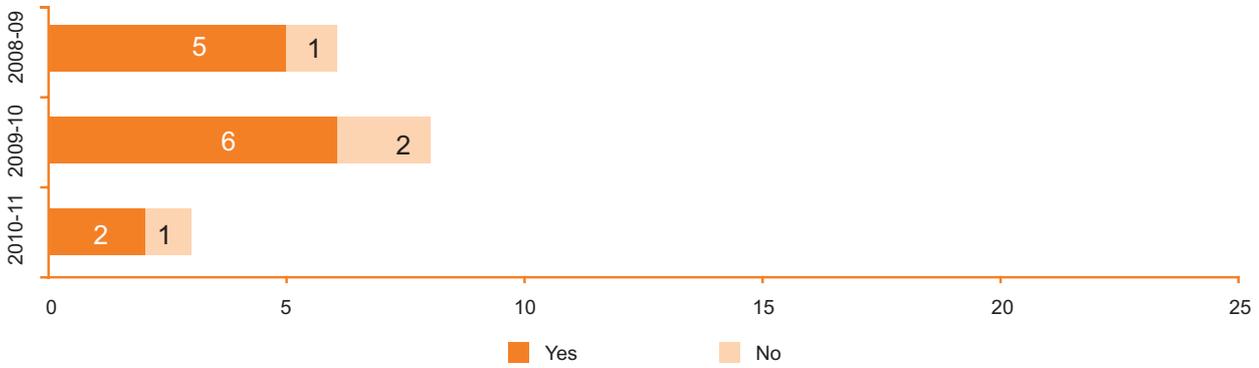
low staff numbers, and two of those reported they are developing programs.

There is significant improvement across agencies in consistency of application compared with the previous reporting period. However, the data shows a reduction in participation in cross-cultural awareness training.

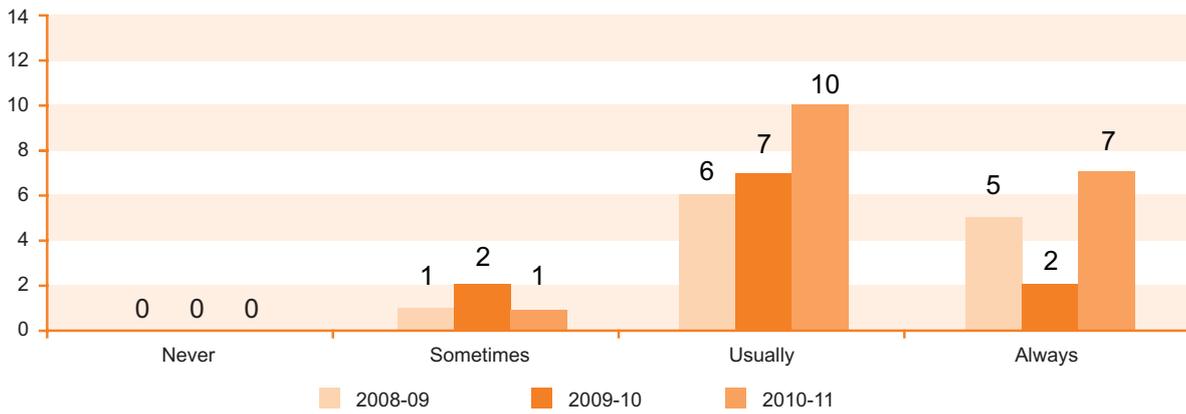
Figure 6: Employment Instruction 11 – EEOMP – Indigenous Employment and Career Development Strategy



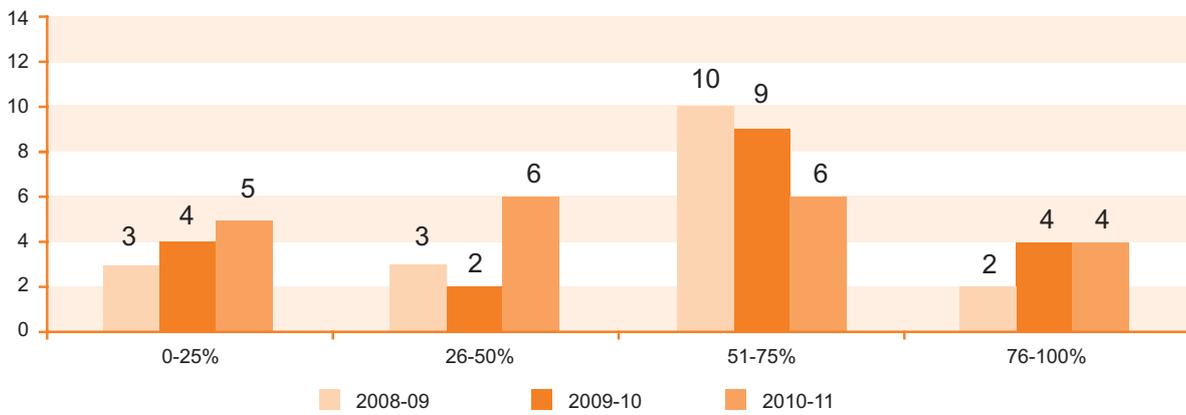
If not, are steps being taken to develop one?



Is the agency IECDS applied consistently across the agency?



Percentage of employees in the agency who have participated in Cultural Awareness training



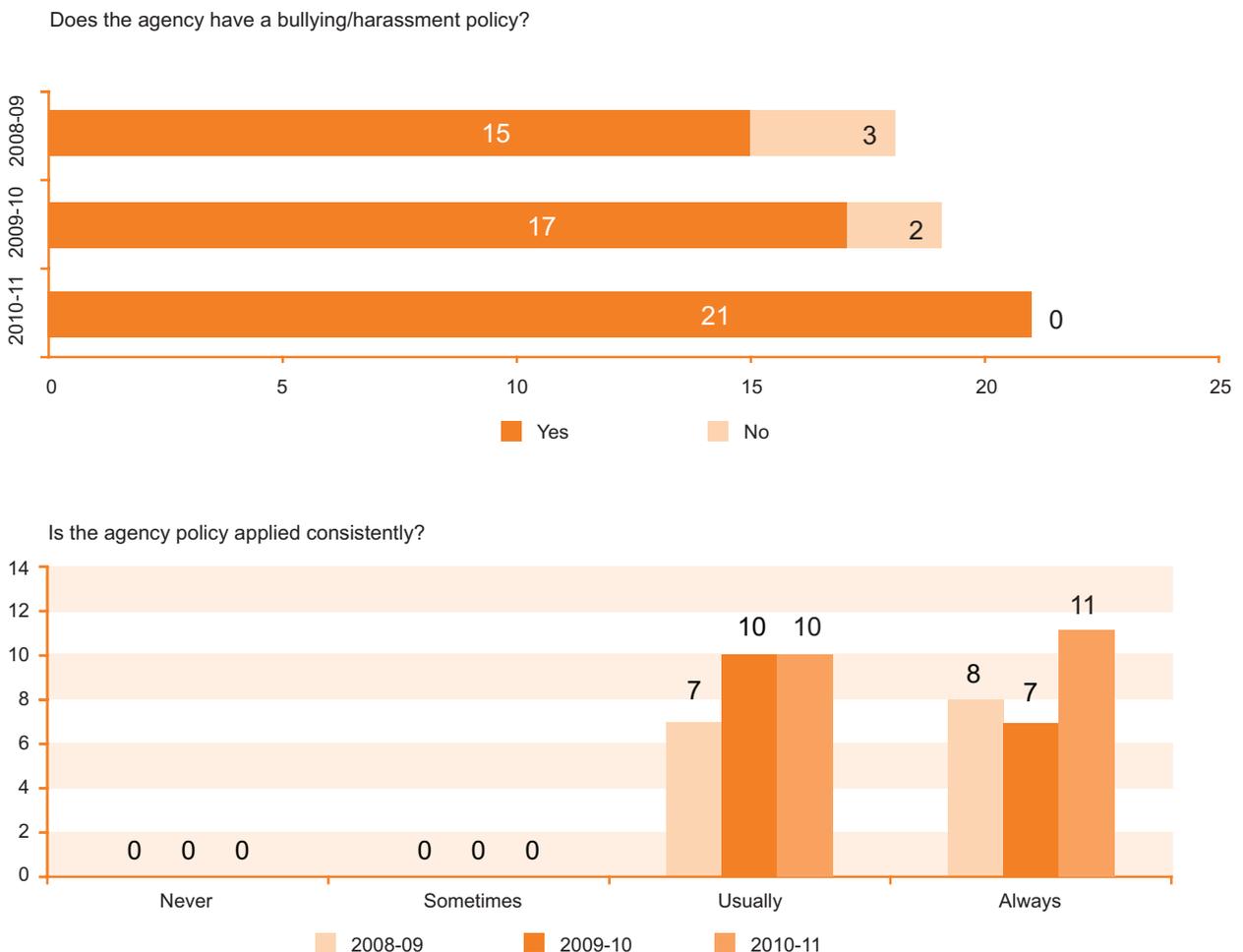
EI 11 - EEOMP also states that CEs shall include guidelines for the identification and elimination of workplace harassment, including sexual harassment, in their EEOMP.

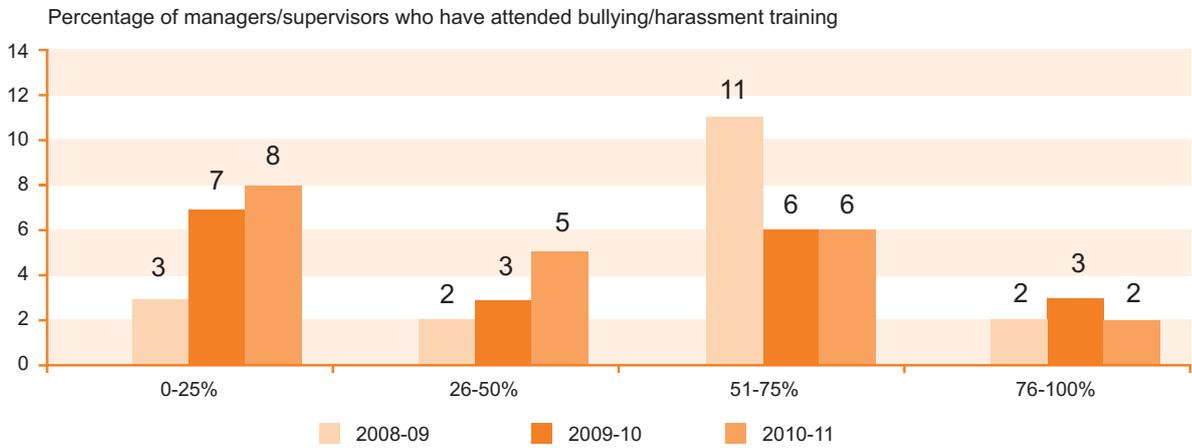
All 21 agencies reported that they have developed and implemented a specific bullying and harassment policy, an improvement on the previous two reporting period results. The data indicates a significant improvement in the consistency of application of these policies.

Unfortunately, the data also indicates that a lower percentage of managers/ supervisors have attended bullying and harassment training. The reasons for the downturn in training are unclear due to the lack of comment from agencies.

The grievance review statistics in the OCPPE annual report show that the Commissioner for Public Employment reviewed only one complaint of bullying and harassment in 2010-11, and eight cases of agency handling of bullying and harassment in the 2010-11 reporting period.

Figure 7: Employment Instruction 11 – EEOMP – Bullying and Harassment Policy





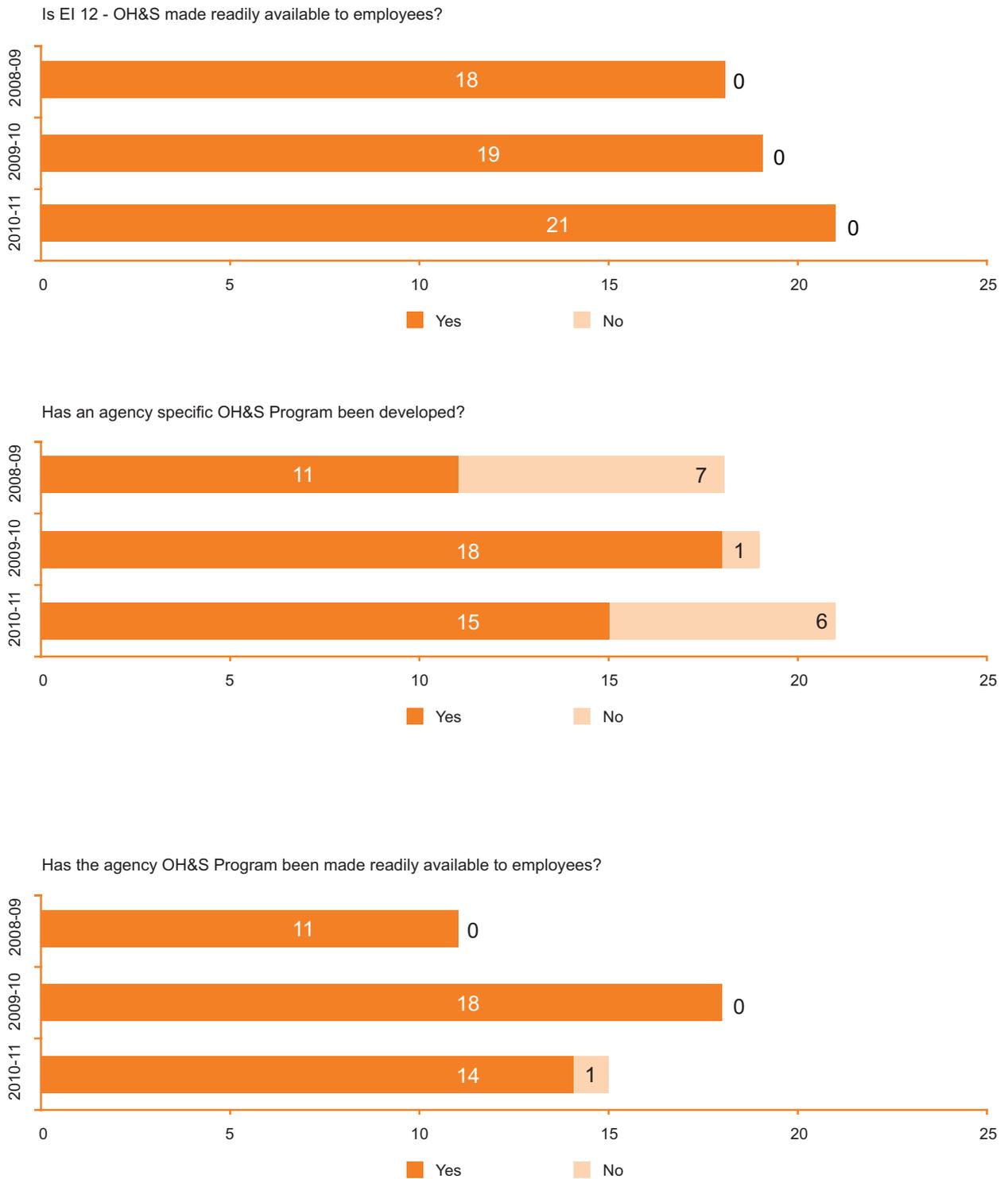
Employment Instruction 12 – Occupational Health and Safety Programs

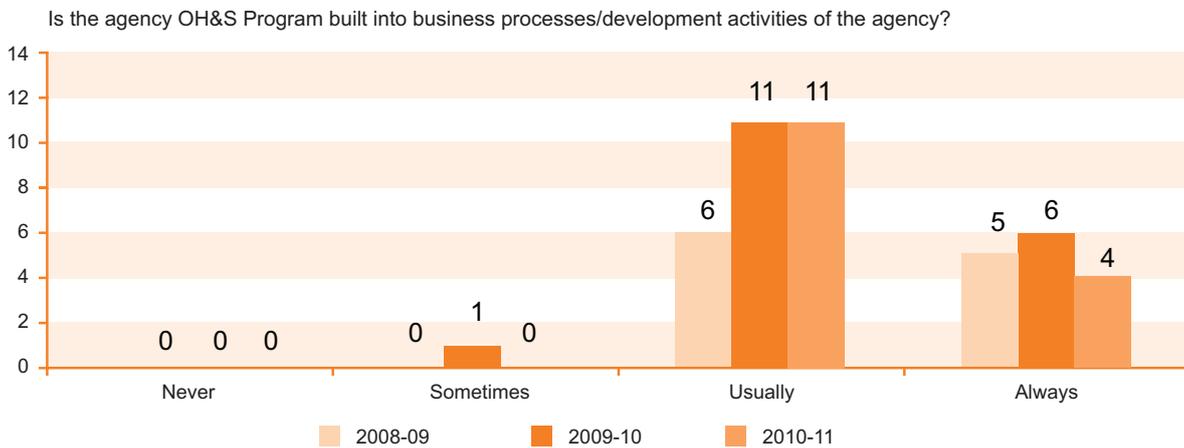
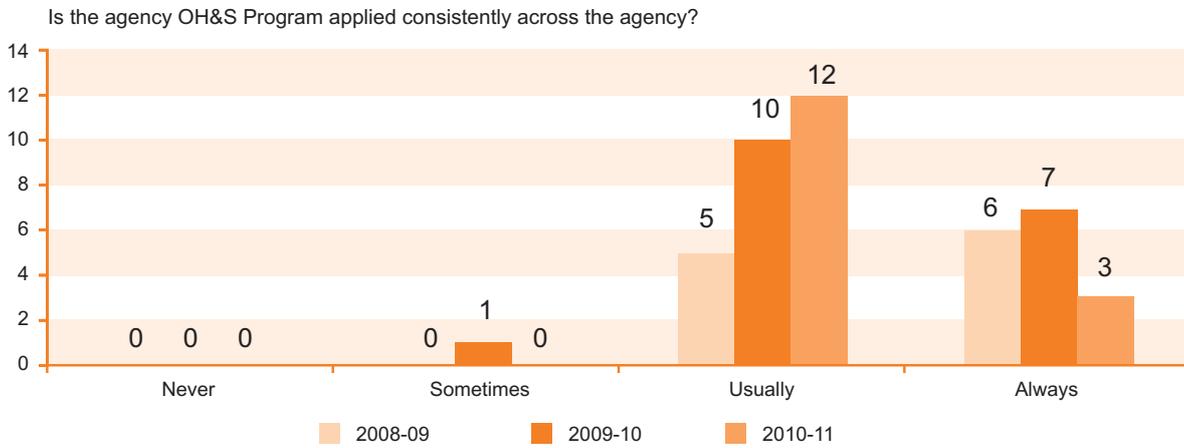
EI 12 – Occupational Health and Safety Programs, states that CEs shall develop programs that ensure employees and their representatives are consulted in the development and implementation of occupational health and safety programs in the agency and that appropriate standards are applied.

The data indicates that all agencies make the EI readily available and 15 of the 21

agencies have developed an agency-specific OH&S program. This is a significant decrease compared to the previous reporting period, however, four of the six agencies that do not have an agency-specific program indicated that they were developing one or were reviewing and updating their existing program. The two agencies that were not developing a program are extremely small agencies that follow the principles of the EI and requirements of the relevant OH&S legislation. The agency that has not made their OH&S program available indicated it will be implementing one during the new reporting period.

Figure 8: Employment Instruction 12 – Occupational Health and Safety Programs





Employment Instruction 13 – Code of Conduct

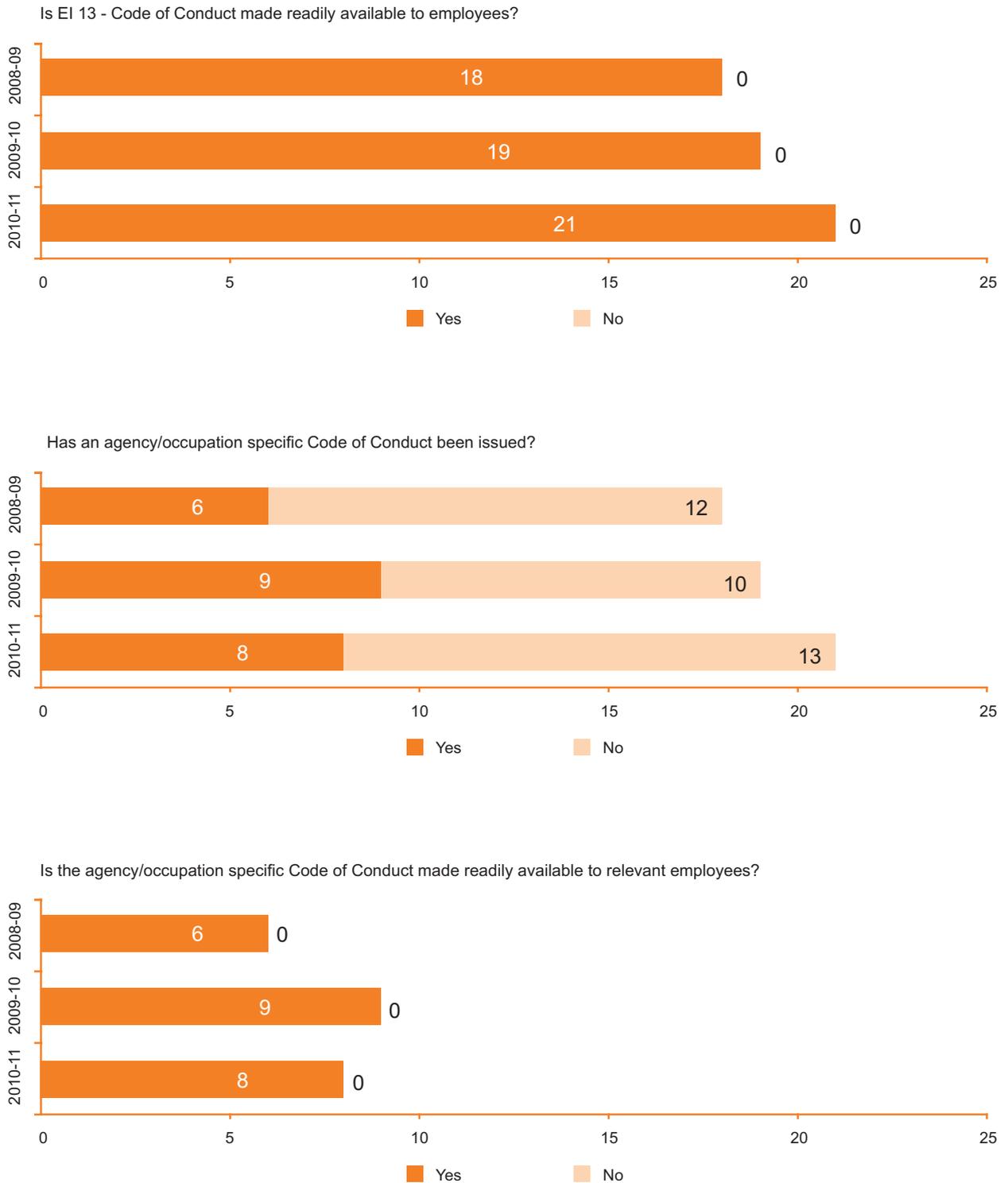
EI 13 - states that CEs may issue guidelines regarding acceptance of gifts and benefits by employees and may issue an agency-specific code of conduct.

As with previous reporting periods, the data for the 2010-11 survey indicates all agencies are adhering to, applying and including the Principles and Code of Conduct in their process and development activities. The majority of agencies indicated they provide training on the Code of Conduct through

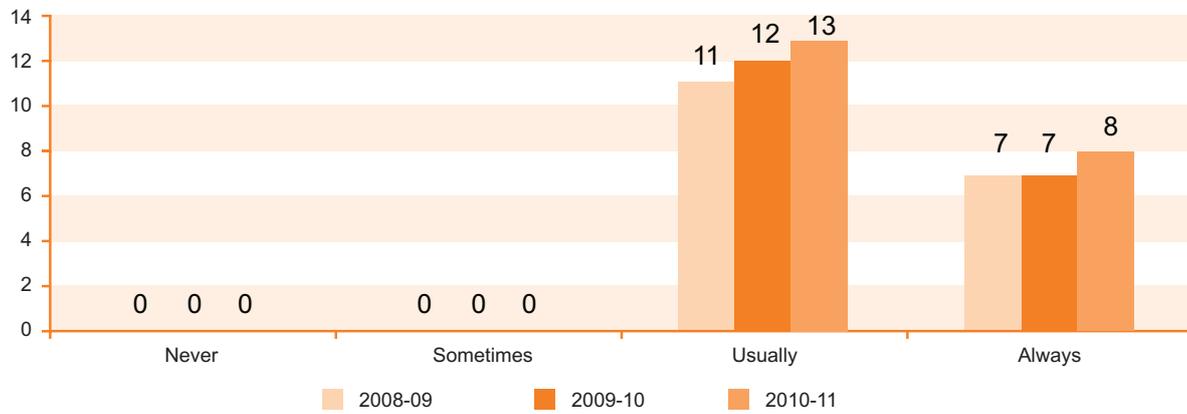
their induction processes or through specific awareness training sessions.

Only eight agencies have issued an agency-specific Code of Conduct, a decrease of one from the previous reporting period. Those agencies that have issued an agency-specific code are generally reflective of the strong regulatory nature of the business, such as the PWC, the Correctional Services Division of DOJ, 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 DET.

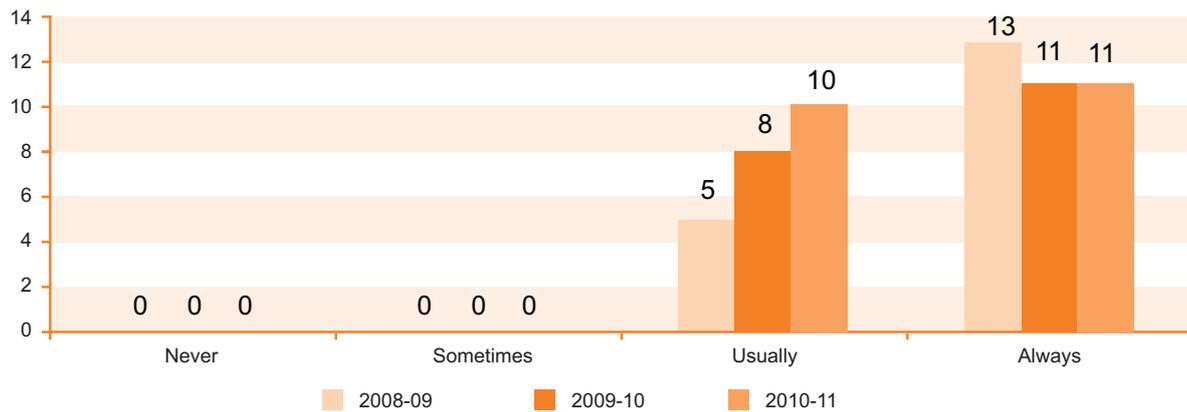
Figure 9: Employment Instruction Number 13 – Code of Conduct



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



Are the Principles and Code of Conduct built into business processes/development activities of the agency?



Remuneration Commensurate with Responsibilities

To ensure remuneration is commensurate with responsibilities throughout the NTPS, designations of positions are evaluated using the Mercer Job Evaluation System (JES), or where applicable, work level standards contained in the relevant workplace agreements, such as 'Physical' stream jobs.

The resultant evaluation determines the designation of the job within a particular stream. These evaluations measure the work value of the job relative to other jobs, and are not tools for remuneration setting. Once evaluated, jobs are then paid at the salary level commensurate with that designation in the stream. The proper evaluation of jobs ensures that the NTPS's ability to determine remuneration linked to designations remains market competitive.

Agencies indicated through the survey that JES information is readily available to employees and in 95 percent of agencies, job descriptions are regularly reviewed to ensure they accurately reflect the requirements of the job. This is a 10 percent increase from the previous reporting period. A number of agencies are also taking steps to ensure they have enough evaluators available to participate in agency and NTPS evaluations.

Breaches or Evasions of Application of the Principles

No significant breaches or evasions of the principles of human resource management were brought to the notice of the Commissioner for Public Employment.

While 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. The grievance results indicate an overall decrease in the number of reviews undertaken by the Commissioner for Public Employment. Further information on grievances can be found on page 62 of this report.

Promoting Strategic Workforce Planning and Development

It should be noted that for the purpose of reporting in this section, AAPA is included as an agency.

Promoting a Flexible Workplace

Promotion of a flexible workplace is widely recognised as a key retention strategy in the modern workforce. Consideration is given to flexible working hours ('flexitime') and to individual flexible workplace agreements in the

NTPS Enterprise Agreement 2010-2013 and in other NTPS-related certified agreements.

A range of flexible workplace practices are adopted within the NTPS, as summarised in Figures 10 and 11. In most agencies, managers assess applications for flexible workplace practices on a case-by-case basis to maintain a balance between workplace requirements and the special needs of individual staff.

Figure 10: Number of Agencies who have Approved Employees Utilising Flexible Work Practices

Flexible Work Practice	2008-09	2009-10	2010-11
Flexible working hours	15	19	22
Home based work	14	15	19
Job sharing	11	9	12
Part-time work	16	18	21
Career breaks	11	11	13
Part year employment	10	7	9
Short-term absences for family and community responsibilities	15	12	18
Utilisation of recreation leave at half pay	14	14	19
Purchase of Additional Leave Scheme	8	10	15
NTPS Extended Leave Scheme	7	9	12

Figure 11: Implementation of Flexible Work Practices in 2010-11

	Number of Agencies who have Approved Employees Utilising Flexible Work Practices	Number of Approvals	Number Declined
Flexible working hours	22	148	2
Home-based work	19	45	0
Job sharing	12	15	0
Part-time work	21	490	0
Career breaks	13	74	0
Part-year employment	9	5	0
Short term absences for family and community responsibilities	18	38	0
Utilisation of recreation leave at half pay	19	137	0
Purchase of Additional Leave Scheme	15	12	0
NTPS Extended Leave Scheme	12	9	0

In support of flexible workplace practice, NT Treasury promoted mobility secondment placements internally for professional and personal development of staff at various levels.

Developing Workforce Capability

Developing workforce capability requires agencies to critically analyse their human resource development needs in relation to the strategic performance required of their agency and then to develop a set of practices whereby the knowledge, skills and experience of their workforce can be continuously developed. When workforce development is combined with process improvements, agencies become more adaptable and efficient, and the workforce is strengthened.

Most agencies have 'people plans' aimed at guiding human resource management and organisational development activities. A number have also run internal agency surveys to inform and monitor the implementation of these plans.

A range of practices have been adopted within the NTPS to build capability – each of which is discussed below.

Capability and Leadership Framework

The NTPS Capability and Leadership Framework (CLF) provides a common language to support consistent whole-of-sector capability development and is designed to ensure that leadership capabilities and behaviours exist to meet future challenges.

The CLF assists employees to identify key capabilities required of them at their current level and growth areas for future career development. The framework can be used by employees at all levels and streams within the public sector.

Implementation of the CLF in the NTPS commenced in July 2010. During the reporting period, web-based self-assessment tools have been adopted and promoted. These tools support individuals in reflecting on and identifying their strengths and those capabilities that, with focused development, will help them build greater capability at their current employment level and assist them in reaching their career goals.

Many agencies have incorporated the CLF into their performance management systems and management and leadership programs. For example, DET has developed a self-assessment and peer/manager assessment tool for each of the CLF levels. E-learning activities were conducted across the agency to familiarise staff with the CLF and a master class has also been developed to inform and educate people about the CLF.

Organisational Self Diagnostic

In this reporting year, OCPE developed a capability review model based on the New Zealand State Services Commission's Performance Improvement Framework. The Organisational Self Diagnostic tool was trialled in NRETAS during the February-April 2011 period.

Essentially, the framework considered best-practice indicators in six key areas of performance using 28 lead questions. The six key areas are:

1. Delivery of Government Priorities
2. Delivery of Core Business
3. Leadership, Direction and Delivery
4. External Relationships
5. People Development
6. Financial Resources and Management.

The trial will continue with a second agency earmarked to test the model in early 2012. An evaluation will then be undertaken to consider whether the model could be used across the NTPS.

Human Resource and Industrial Relations Capacity

During the reporting period, OCPE engaged Government Skills Australia to assess HR/IR capacity across the sector. A number of recommendations were made and a sector-wide approach is being developed to implement a range of initiatives to address operational gaps.

Leadership Programs Strategic Leadership Programs

The role of executives within the NTPS is to provide service-wide leadership in their areas of responsibility and within a complex and challenging environment. It is important that executives see themselves as belonging to a service-wide cohort of leaders, and also that they engage in continuous learning to enable ongoing adaptability and engagement.

In 2010-11 OCPE led the development of two new leadership programs: the Executive Leadership Program and Future Leaders Program. It also ran a sector-wide 360 degree feedback program for senior staff. In total, 50 NTPS staff attended these programs in 2010-11. The leadership programs were oversubscribed and a second program was scheduled for 2011-12.

A series of Australia and New Zealand School of Government (ANZSOG) programs targeted at increasing the skills and knowledge of leaders were also introduced. 'Striking New Balances: Building Policy Capacity for Government', delivered by Professor Evert Lindquist, was attended by 127 participants and 'Economics for Public Sector Managers', delivered by Professor Ross Guest, was attended by 40 participants. A further two programs are planned for the next reporting period.

OCPE continues to manage the:

- Public Sector Management Program (PSMP)
 - ↳ the NT has one of the highest uptakes of PSMP when compared to other jurisdictions, indicating a strong support for robust managerial and leadership development by agencies
- Discovery – Leadership for Women Program
- Kigaruk Indigenous Men's Leadership Development Program
- Lookrukin Indigenous Women's Leadership Development Program.

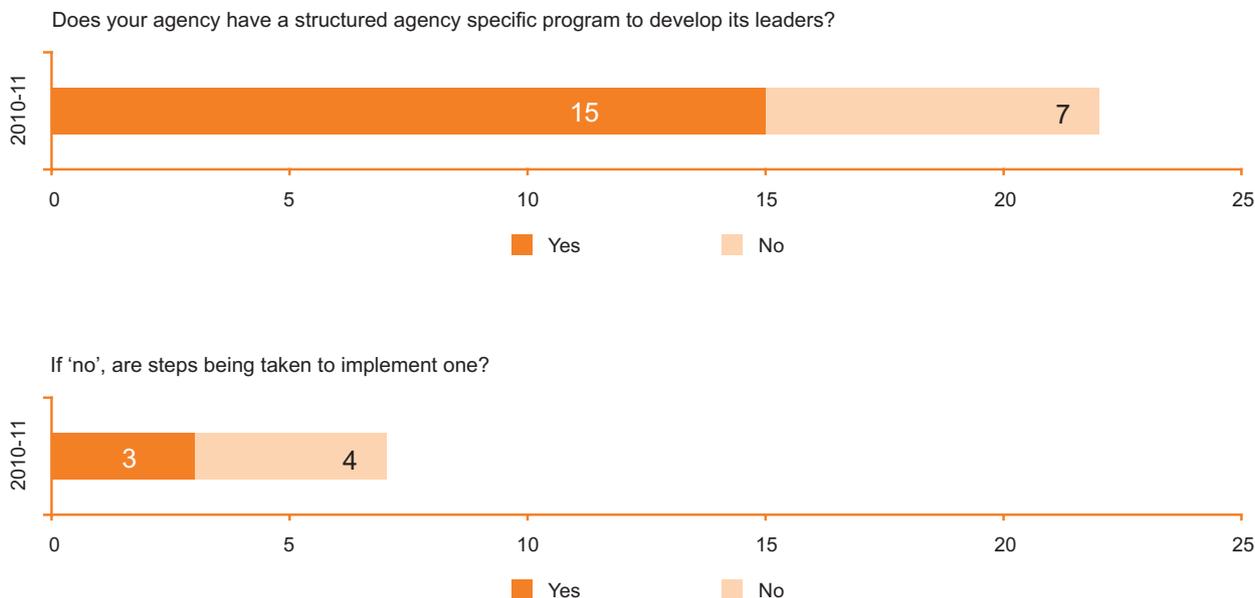
An alumni of Kigaruk and Lookrukin graduates was launched by the Minister for Public Employment along with a SharePoint site to allow for ongoing sharing of experiences and ideas between the group.

All agencies have incorporated these whole-of-sector programs into their internal leadership development pathways and the uptake of positions in the programs demonstrates strong sector-wide commitment to development in this area.

Agency Experience

In addition to the widespread support for centralised programs run by OCPE, many agencies have developed their own leadership programs to target specific needs, including executive coaching for senior staff. Fifteen large and mid-sized agencies currently run in-house leadership development and three other agencies are in the process of doing so.

Figure 12: Developing Leaders



Some examples of in-house programs include:

- DoH implemented a managerial and leadership framework
- DCM developed a ‘Leadership Roadmap 2010-2012’, which included provision of three leadership programs catering to different levels
- DLP developed an inclusive leadership program that looked at developing leadership at all levels within the agency and tied internal programs to NTPS-wide programs
- PWC runs an Emerging Leaders Program and Management Development Program
- DET runs a Centre for School Leadership, Learning and Development, and also facilitated a program called ‘Stepping-Up’ for Indigenous middle managers.

Other Training Programs

DBE continued to coordinate and facilitate a range of core training across the sector during the reporting period, with particular demand in the areas of early careers (apprenticeships, graduate traineeships and cadetships), recruitment and selection training, supervisory training and career management.

All agencies promoted some form of cross-cultural training for staff, as well as team building programs, Code of Conduct and in-house induction programs for new staff.

Workforce Planning

A key component of building workforce capability is workforce planning, which identifies challenges and focuses efforts on critical areas. The NTPS is facing challenges across a range of workforce issues, such as a gradually ageing workforce and a competitive jobs market.

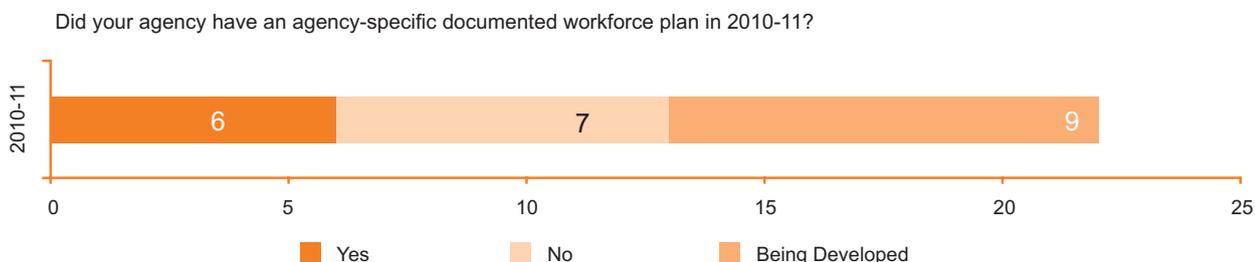
A framework and methodology entitled ‘Making Workforce Planning Work in the NT Public Sector’ has been developed by the OCPE and is a foundational document that supports agencies in their workforce planning efforts.

Agencies have reported various levels of analysis and sophistication in workforce planning and strategic HR planning. For

example, some have considered supply and demand modelling and others have confined their workforce plan to the key areas of strategic vulnerability.

During the reporting period, six agencies reported that they had a workforce plan, seven did not and nine agencies were in the process of developing a plan.

Figure 13: Agency Specific Workforce Plan



Although not all agencies had workforce plans, most had undertaken some form or critical analysis of hard-to-fill positions. Some of the current job function capacity gaps within the NTPS were identified as:

- DoH – nurses, medical officers and remote health workers
- OCPE – human resource management, development and industrial relations capacity across the sector
- DPC – skilled trades and marine pilots
- DLP – marine surveying, building surveying and cartography
- NT Treasury – financial officers.

Other skills gaps were identified as including:

- leadership
- management
- policy design and development
- urban and regional planning
- accounting, auditing and economics
- spatial sciences.

The PowerWater Corporation noted that it has analysed its workforce capacity in terms of ability to complete major capital works and will commence developing a plan in 2012.

The DoH has developed a comprehensive suite of responses to address gaps identified through the agency's workforce planning processes, including:

- a nursing and midwifery program targeted at attracting school students to these career paths and then providing studies assistance and facilitating exchange programs to keep momentum up as trainees progress through obtaining qualifications and are placed within the workforce
- a Northern Territory Bonded Medical Scheme developed in conjunction with Flinders University whereby 24 Territorian medical students are provided scholarships through their medical training and are bonded to the Northern Territory for two years upon completion.

The greatest workforce challenges being reported by agencies are shown in Figure 14.

Figure 14: Workforce Challenges

Possible Challenges in Identifying Risks	Yes	No
Limitations of the existing human resources management system	8	14
Resources, time or cost involved in undertaking the task	6	16
Changes in funding or staffing	6	16
Uncertainty about the future	3	19
Difficulties mapping current capabilities in order to predict future capability requirements	3	19
Large agency size or complexity	3	19
Inability to access the required workforce data	3	19
Insufficient access to environmental scanning information	2	19
Changes in government direction	2	20
Fluctuating workload	2	20
Difficulties achieving a consensus on the challenges faced by the agency or the capabilities needed	1	21
A lack of workforce planning experience	1	21
Inadequate workforce planning models, tools or processes	1	21
None of the options listed	4	18

The greatest workforce risks being addressed are shown in Figure 15.

Figure 15: Workforce Risks

Possible Risk Factors	Yes	No
Recruiting appropriately skilled people	15	7
Loss of corporate knowledge or talent due to retirement	12	10
Skill shortages which impact on agency capability	11	11
Retaining appropriately skilled employees	9	13
Dealing with changing business needs due to varying needs of clients	7	15
Underdeveloped management or leadership capability among middle managers	7	15
Retaining employees with a high potential for succession	6	16
Addressing capability gaps due to agency growth	4	18
Addressing capability gaps due to a changing operating environment	4	18
Inadequate resources for changing business needs	4	18
Underdeveloped management or leadership capability among senior leaders	4	18
Lack of capable employees for future senior leadership roles	4	18
Long and costly recruitment	3	19
Loss of corporate knowledge or talent due to competition for staff	2	20
Limited career advancement or mobility opportunities for employees	2	20
Addressing capability gaps due to a reduction in agency size	1	21
Loss of public confidence or agency reputation	1	21
Inability to identify or manage talent	1	21
Lack of learning and developing opportunities	0	22

Most agencies have human resource business plans in place to guide activities around challenges and risks and some have developed strategic HR plans to address these. For example, DoR developed a strategic three-year HR plan informed through research and an internal agency employee survey. This plan has been highly publicised within the agency and focuses on benefits and incentives available to employees as well as developing workforce capabilities and building a positive, diverse workforce.

Indigenous Employment and Career Development

Indigenous employment and career development is a key priority for the NTPS, which seeks to achieve a workforce that represents the demographics of the community it serves.

Indigenous Employment and Career Development Strategy

Implementation of the sector-wide IECDS continues, with active participation and support by agencies through the IECDS Champions and Coordinators network. Six-monthly progress reports for the periods April-September 2010 and October 2010-March 2011 on the IECDS implementation was finalised this reporting period.

Some notable outcomes from the IECDS over the reporting period include:

- a campaign to encourage Indigenous people across the NT to apply for jobs in government
- sector-wide support for agency staff to participate in activities during NAIDOC Week
- incorporation of Indigenous employment outcomes as a performance measure in executive contracts
- the development of whole-of-government 'Protocols for Acknowledgment and Welcome to Country'
- all NTPS job descriptions now contain a mandatory essential selection criterion around working cross culturally.

A number of agencies developed their own specific Indigenous employment and career development strategies and implemented a range of programs in accordance with these.

For example, DoR has developed a suite of workshops and awareness sessions to raise the knowledge and skills of employees working with Indigenous people. These activities include: cross-cultural awareness training, an Indigenous Australians in the Workplace program, a workshop on managing a diverse workplace and provision of a mentoring program for Indigenous employees.

DET has established two specific strategies to increase the numbers of Indigenous teachers in the Territory. The first is a Remote Indigenous Teacher Education pilot program being run in two remote communities in partnership with Charles Darwin University (CDU). This is an intensive pre-service training program leading towards a Bachelor degree in Teaching and Learning at CDU. The second is the 'More Indigenous Teachers' strategy, which was established in 2007 and to date has seen the graduation of 38 Indigenous teachers, 14 of which work in skill-shortage areas. There are currently 24 participants in the program.

DoH promotes a comprehensive range of programs that support Indigenous employment and career development. These are supported through an Aboriginal Health and Community Services Workforce Strategy Working Group and range from structured work experience and workplace tours to support for traineeships, apprenticeships and cadetships and the establishment of a 'Stepping-Up' program to progress the career development and improve retention of Indigenous staff within the agency.

Indigenous Leadership Programs

OCPE reinvigorated the Indigenous Leadership Programs in 2010 as part of a key action within the IECDS. The Lookrukin (women's) and Kigaruk (men's) programs are held biennially, in alternate years. These programs have been designed to provide an opportunity for participants to gain the knowledge and skills necessary to increase their effectiveness in their current position and to improve their career progression.

The Lookrukin Indigenous Women's Leadership Development Program concluded in December 2010 with 16 participants graduating with a Diploma of Management from CDU in May 2011. The Kigaruk Indigenous Men's Leadership Development Program commenced in March 2011 with 17 participants from the NTPS, and is due for completion in November 2011.

A number of agencies have also run specific Indigenous leadership programs for their staff over the reporting period. These include DET, DoH and NRETAS.

Biennial Surveys

In 2007 Cabinet approved the introduction of biennial surveys to provide an evidence-based approach to developing programs and policies to enhance employee satisfaction and productivity within the NTPS.

The first survey was completed in 2009 and highlighted a number of strengths and opportunities for improvement. The key positive findings were that:

- within the NTPS people are expected to treat each other respectfully and to behave in an ethical manner
- people understand what they need to achieve in their workplace
- people believe they make an important contribution to achieving workplace and organisational outcomes
- individuals and their workplaces are committed to providing good customer service, behaving professionally and not taking advantage of their authority or position when dealing with customers and clients
- most respondents reported that their workplaces were free of sexual harassment and that age, gender, cultural background and sexual orientation were not barriers to success within the NTPS
- there was good support for workplace health and safety and managers and supervisors encouraged reporting of health and safety risks
- when people have formal performance management discussions these were reported to be beneficial.

Opportunities for improvement from 2009

A number of priority areas for action were also identified. These included:

- improving performance management
- strengthening internal review systems
- providing greater support for workplace flexibility
- increasing employee consultation and input
- improving the quality of leadership
- increased promotion of a safe workplace that is free of bullying and harassment.

Progress since 2009

To address the priority action areas identified in 2009, a number of actions and initiatives have been undertaken by OCPD and agencies to maintain or improve the quality of work within the NTPS. Responses include:

- amendments to the PSEMA (to Parliament in August 2011)
- drafting of new Employment Instructions around performance management and agency internal review systems
- the NTPS Capability and Leadership Framework was introduced to set expectations and standards of behaviour and accountability required at each level of employment within the NTPS
- a web-based guide to flexible workplace practices has been developed
- agencies have been encouraged to promote internal employee consultation and input into substantial workplace changes

- a range of educational materials have been developed around recruitment and grievance reviews
- leaders and managers have participated in feedback programs
- Indigenous leadership programs have been conducted
- there has been increased uptake of training in areas of recruitment and selection, managing employee performance and resolving conflict.

Next steps

1. A second survey (in August 2011).
2. Results will be compared with 2009 results, distributed and published.
3. Action plans will be developed to address identified key priority areas and to maintain areas already doing well.
4. A third survey will be conducted in 2013.

Equity and Diversity

Indigenous Development

This priority area has been covered separately in the report, commencing on page 41.

Disability

The Willing and Able Strategy 2009-2012 is a strategy for the employment of people with disability in the NTPS. The purpose of the strategy is to increase attraction and retention and improve career enhancement opportunities for people with disability in the NTPS, enabling the workforce to reflect the diversity of the community it serves. The strategy also committed to action a number of initiatives through a cross-agency implementation plan.

Progress against the key actions under the implementation plan include:

- all agencies contribute annually to a levy for the Project Employment Scheme
 - ↳ these funds are managed by OCPE and are used to reimburse the direct wage costs to agencies for the employment of people who have high support needs and are unable to compete for a job on merit
 - ↳ 15 positions are currently being sponsored through the levy.
- improve communication and engagement with key stakeholders, increasing awareness of the program
- the Equity and Diversity website was refreshed to include contemporary workforce information, including content on 'disability in the workplace' and to showcase relevant achievements.

Since the scheme commenced, more than 55 participants have been offered employment opportunities and, of this group, 35 continue to work in the NTPS.

The percentage of employees who voluntarily identify as people with disability has remained virtually static since 2004. As it is not mandatory for an employee to disclose their EEO status, the available statistical data tends to under represent the actual number of NTPS employees in EEO groups.

Women in Senior Roles

A review of the NTPS Women in Leadership and Management Policy commenced during the reporting period. The Office of Women's Policy, DCF, will play an important advisory role as part of this process.

The 'Discovery - Leadership for Women' program continues to be popular and well subscribed each year. Anecdotal evidence suggests that women who graduate from the program are significantly more likely to seek developmental and promotional opportunities than their peers.

The representation of women in leadership positions has continued to grow. As at June 2011, women held 43 percent of executive management positions; a three percent increase from the 2010 reporting period.

A high number of participants on the Public Sector Management Program in the Territory are women. In 2010, 57 percent of graduates were women and of participants in the current program, 64 percent are women.

Remote Workforce Development

The Remote Workforce Development Strategy (RWD) was launched in November 2003 and provides \$1 million annually towards the professional development of remote employees. This improves NTPS service delivery and, by extension, fosters improved outcomes in remote locations. RWD is a whole-of-government approach to improving links between agencies and addressing the challenges of distance, isolation and cost in providing support and development opportunities.

RWD is a unique workforce development initiative to improve equity of access to training and development opportunities for remote Northern Territory Government employees. Its implementation is managed by OCPE.

Examples of supported activities include:

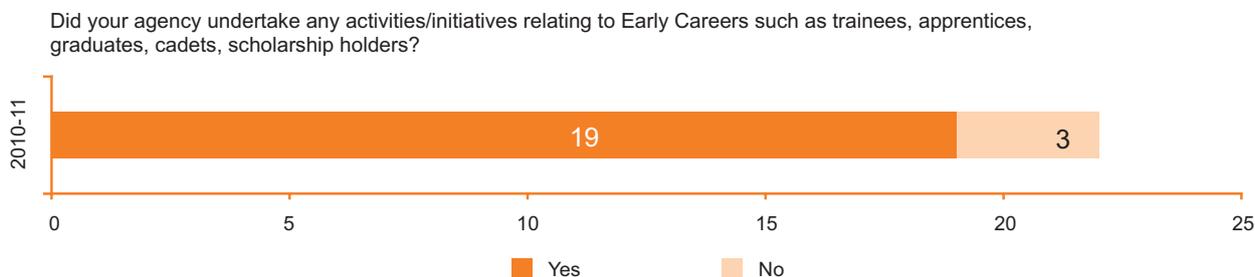
- 13 Indigenous Parks and Wildlife Rangers from remote areas across the Territory attended a three-day Indigenous leadership workshop in Katherine in June
 - ↳ the group provided advice to senior management about improving and sustaining Indigenous employment into the future
- development of an online orientation program for all remote DoH staff across the Territory
 - ↳ the remote orientation is translating to a blended learning solution, that is, part online, part face to face
- one remote NTPS employee is attending PSMP in Darwin
- one remote NTPS employee is attending the Executive Leadership Program
- an Indigenous NTPS employee from Nhulunbuy is attending the Kigaruk Indigenous Men’s Leadership Program.

Early Careers Programs

Early careers programs allow people new to the NTPS to participate in structured training programs to gain the skills necessary to enter the NTPS workforce effectively. These programs include structured work experience, school-based apprentices, adult apprenticeships, graduate traineeships, Indigenous cadetships and vacation employment (for under-graduates on holidays).

DBE coordinates contracts and promotions associated with early careers programs across government. It also runs an active internal early careers program. Three of the smallest agencies did not participate in early careers programs in the reporting period, while all other agencies did.

Figure 16: Early Careers Activities/Initiatives Undertaken



During the reporting period, NT Treasury's successful Finance Officer in Training (FOIT) program was enhanced through the establishment of mentorships whereby FOIT participants are matched with a senior staff member who mentors them through the program. At the end of 2010, 10 out of 12 graduates accepted permanent placements within the agency and in 2011, 15 new FOIT participants commenced. NT Treasury also maintains an active alliance with CDU, sponsoring awards, scholarships, hosting vacation employment placements and employing an apprentice.

Additionally, the Correctional Services Division of DOJ developed a bridging and pre-employment program for Indigenous people to join a Prison Officer in Training program.

All other agencies utilise a mix of programs to meet their needs and address critical areas such as skill shortages, Indigenous employment and 'growing our own'.

Figure 17 lists the types of apprenticeships currently offered within the NTPS, and the gender representation.

Figure 17: Discipline Studied by Apprentices by Gender

Discipline	Male	Female	TOTAL
Certificate II in Community Services Work	1	2	3
Certificate II in Agriculture	2	0	2
Certificate II in Business	1	13	14
Certificate II in Conservation and Land Management	2	0	2
Certificate II in Horticulture	1	0	1
Certificate II in Hospitality (Kitchen Operations)	0	1	1
Certificate II in Seafood Industry (Aquaculture)	1	0	1
Certificate II in Tourism	2	0	2
Certificate III in Education Support	0	2	2
Certificate III in Health Services Assistance	0	3	3
Certificate III in Automotive Mechanical Technology (C) (Heavy Vehicle Road Transport)	4	0	4
Certificate III in Business	11	48	59
Certificate III in Captive Animals	4	3	7
Certificate III in Community Services	0	1	1
Certificate III in Community Services Work	0	1	1
Certificate III in Conservation and Land Management	16	0	16
Certificate III in Dental Assisting	0	2	2
Certificate III in Drilling - Water Well	1	0	1
Certificate III in Electrotechnology Systems Electrician	1	0	1

Discipline	Male	Female	TOTAL
Certificate III in Engineering - Mechanical Trade	1	0	1
Certificate III in Horticulture	3	2	5
Certificate III in Hospitality (Commercial Cookery)	1	3	4
Certificate III in Indigenous Education Work	0	2	2
Certificate III in Information Technology	9	3	12
Certificate III in Laboratory Skills	2	2	4
Certificate III in Tourism (Guiding)	0	2	2
Certificate III in Outdoor Recreation	2	0	2
Certificate III in Tourism	0	1	1
Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care (Practice)	0	2	2
Certificate IV in Agriculture	0	1	1
Certificate IV in Business	0	1	1
Certificate IV in Conservation and Land Management	5	3	8
Certificate IV in Human Resources	0	1	1
Certificate IV in Information Technology	1	0	1
Certificate IV in Population Health	0	1	1
Certificate IV in Veterinary Nursing	0	1	1
Diploma of Conservation and Land Management	1	0	1
Diploma of Dental Technology	0	2	2
Bachelor of Law	0	1	1
TOTAL	72	104	176

Ninety-one Graduate Trainees were employed in the NTPS. The disciplines studied and agency representation are detailed in Figures 18 and 19.

Figure 18: Number of Graduate Traineeships by Discipline Studied

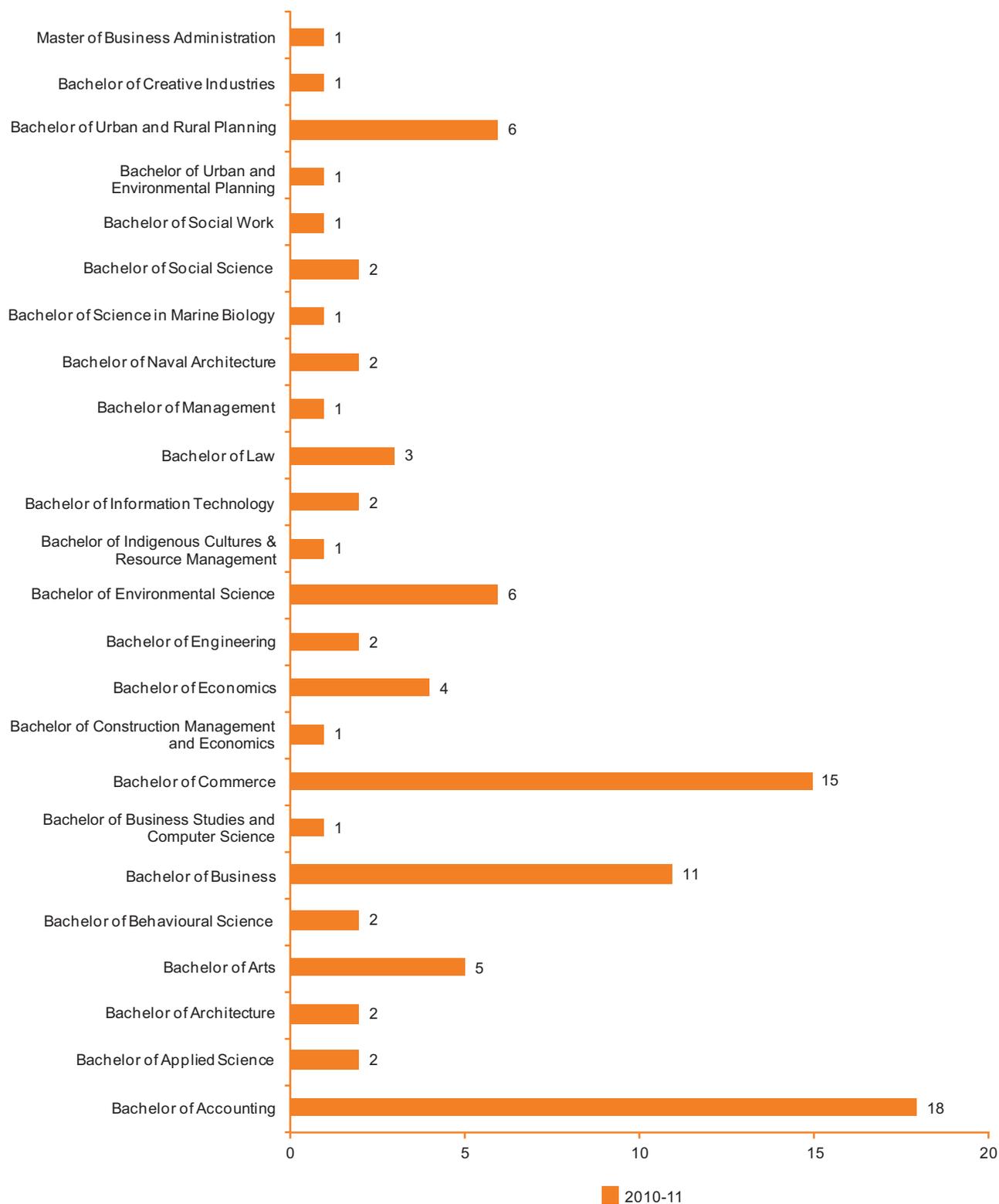
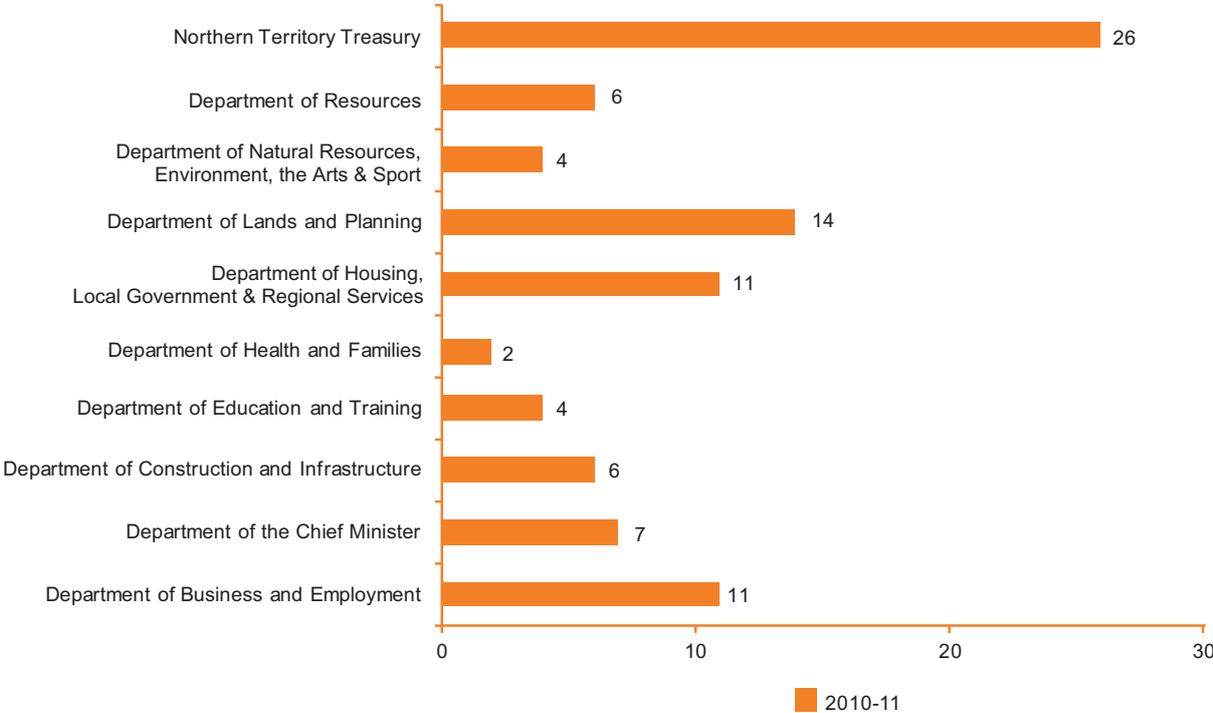


Figure 19: Number of Graduate Traineeships by Agency

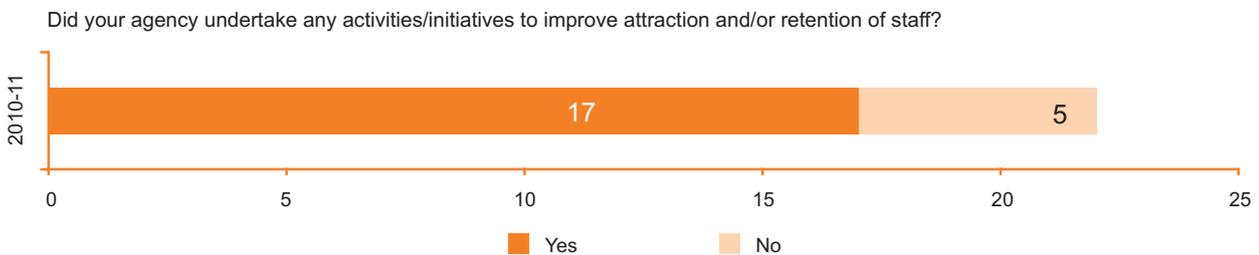


Attraction and Retention

Most agencies engaged in specific activities to strengthen efforts to attract and retain skilled staff. These efforts include offering a mix of the various programs discussed in the preceding sections:

- offering flexible work
- improving and upgrading performance management programs (under various labels)
 - ↳ many agencies have adopted the CLF in doing this, thereby embedding and normalising the language and understanding of leadership behaviours at all levels
- management and leadership training
- succession planning
- corporate and accredited training
- recognition of service and staff achievements
- scholarships, secondments, mobility programs and study leave
- career mapping and development of broad-banded roles allowing for performance-based career progression in specified roles.

Figure 20: Initiatives Undertaken to Improve Attraction and/or Retention of Staff



DCI implemented a 'MyLife@DCI' health and wellbeing program that promotes a range of activities and advisory services to assist employees to become healthier, improve morale and reduce absenteeism. DLP also developed a Health and Wellness strategy to deliver low-impact exercise classes, health check ups and information for staff.

Innovation

A key Territory 2030 target is 'Develop a focus on research and innovation'. OCPE has developed a web-based portal and online resource centre that showcases innovative practices across the NTPS. This site recognises the achievements of innovation excellence within the NTPS and also provides a toolbox of information on building innovation capacity.

An example of innovation in the NTPS is DCM's 'Working Smarter' program, which facilitates business process improvements through staff committees. Participants are able to explore areas of interest to them and are empowered to make real contributions towards making positive changes in the workplace.

Additionally, DET has developed an online orientation program which enables confirmation of an employee's understanding of their public sector and DET responsibilities. The program contains a built-in response system capability that tracks employees' understanding of the content, ensuring compliance to the essential components of the program. The program features a narrated overview of information and serves as an interactive gateway that directs the user to relevant sections on the DET intranet page.

Ensuring Merit, Fairness and Equity in Employment

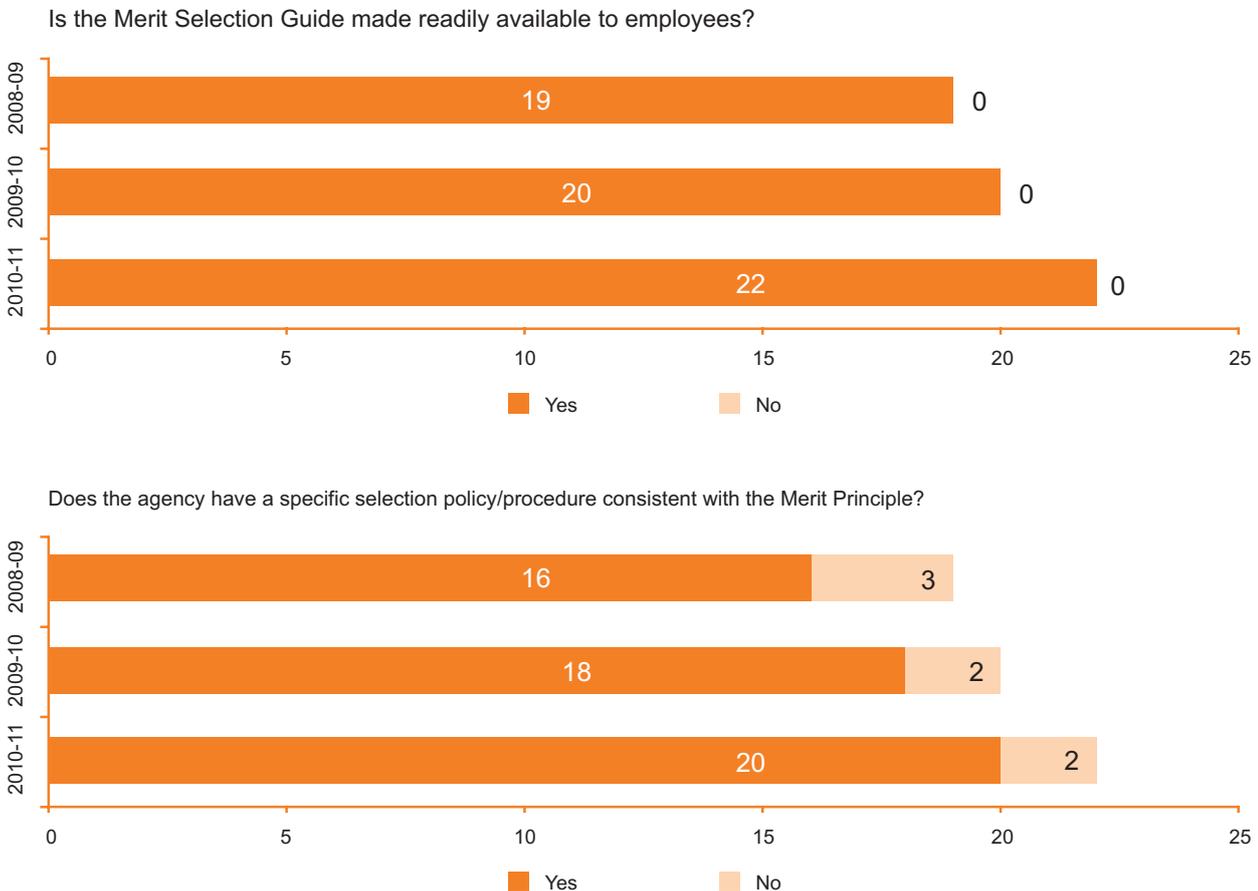
Merit Selection

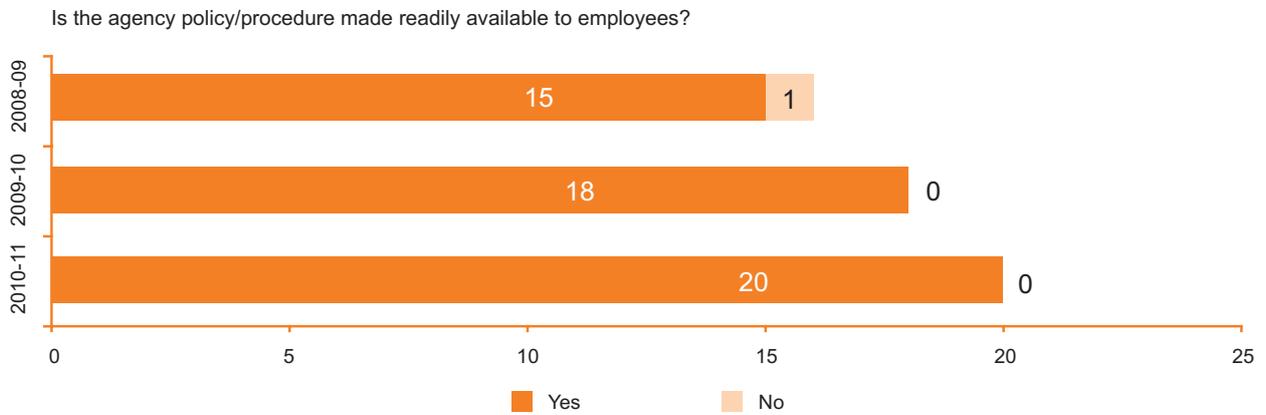
In accordance with the PSEMA, all selections shall be on the basis of merit. The principle of merit requires all appointments, promotions and transfers to be on the basis of the capacity of the person to perform the assigned duties having regard to the person’s knowledge, skills, qualifications and experience,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

It should be noted, for the purpose of reporting in this section, that AAPA is included as an agency.

The data on merit selection practices is similar to the previous reporting period, with all 22 agencies indicating that the Merit Selection Guide is made readily available to employees. As with the previous reporting period, two agencies indicated that they do not have an agency-specific merit selection policy due to their small size and low staff turnover. Both agencies indicated they apply the merit principle in their selections and merit selection training is available to staff.

Figure 21: Merit Selection Practices

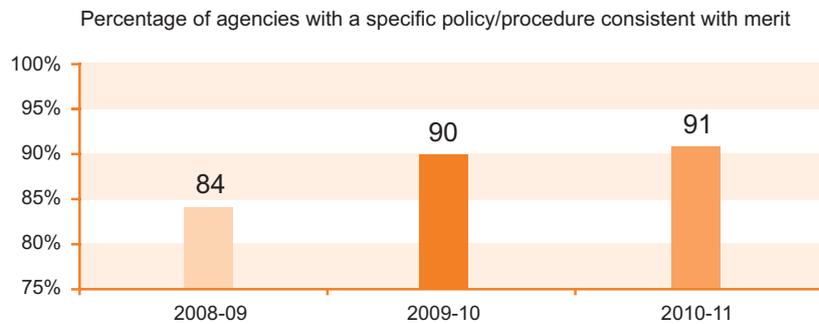




The data on agency-specific selection practices shows consistency with the results from the 2009-10 reporting period, noting that the results are affected by the two agencies

that do not have an agency-specific policy or procedure but that both agencies undertake selections consistent with the merit principle.

Figure 22: Agency-Specific Selection Practices

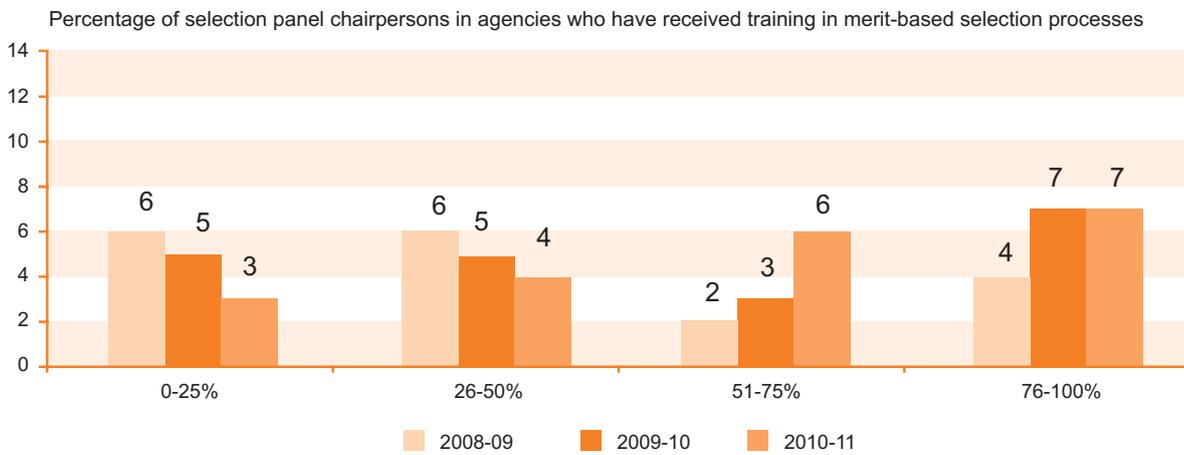


Following last year’s positive result, the provision of training for chairpersons continues to trend upwards.

It should also be noted that two of the agencies do not keep data on chairperson

training as it is not a mandatory requirement under their agency policies, however they do make selection training and merit selection awareness sessions available to their staff.

Figure 23: Provision of Chairpersons Training



Another indicator of the success of agencies in applying merit in recruitment selections is information provided by the Promotion Appeal Board, as shown in Figures 24 and 25.

Appeals

The data shows a slight increase in the percentage of appeals in the 2010-11 reporting period. The increase may be

indicative of the level of awareness and understanding by employees about what constitutes a merit selection and how the merit principle should be applied, as well as increasing confidence in the appeal board process. Such a result would be consistent with increased training and awareness sessions undertaken in agencies by the Promotion Appeals & Grievance Reviews Division of OCPE.

Figure 24: Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Appeals	%
2010-11	1587	66	4.2%
2009-10	1352	47	3.5%
2008-09	1532	58	3.8%
2007-08	1365	72	5.3%
2006-07	1255	54	4.3%
2005-06	1158	36	3.1%

Figure 25: Outcome of Appeals

Outcome	2006-07	2007-08	2008-09	2009-10	2010-11
Allowed	3	1	3	0	2
Disallowed	16	29	30	37	16
Readvertised	0	12	2	1	7
Withdrawn	4	15	15	8	28
Vacated (Cancelled)	23	21	6	1	3

Fair Treatment in Employment

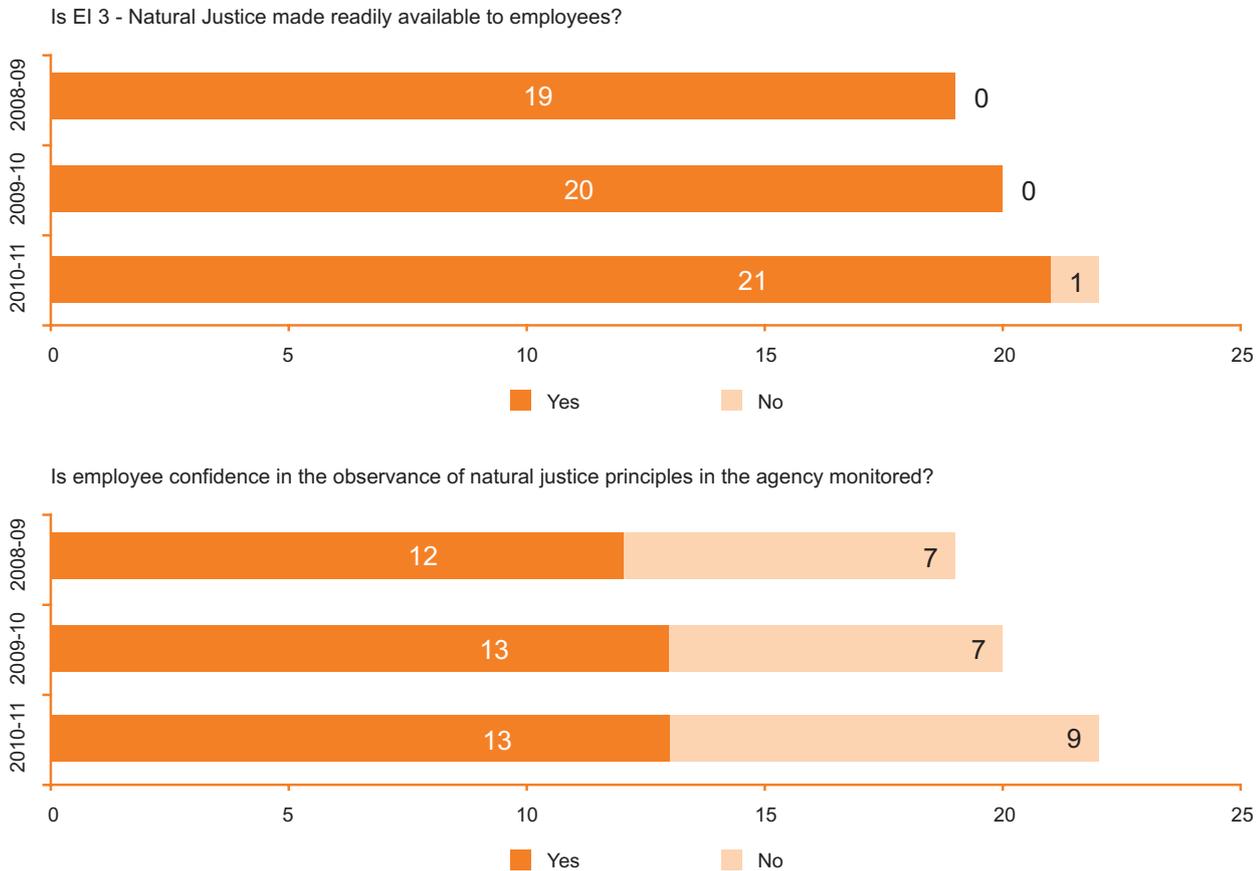
The principles of human resource management require that employees be treated fairly and not be subject to arbitrary or capricious administrative acts. Agencies can ensure fair treatment through the application of natural justice: promoting impartial, ethical and professional behaviour, informing employees 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 Figures 26 – 31. It should be noted that AAPA is included as an agency in aggregating this data.

Application of Natural Justice

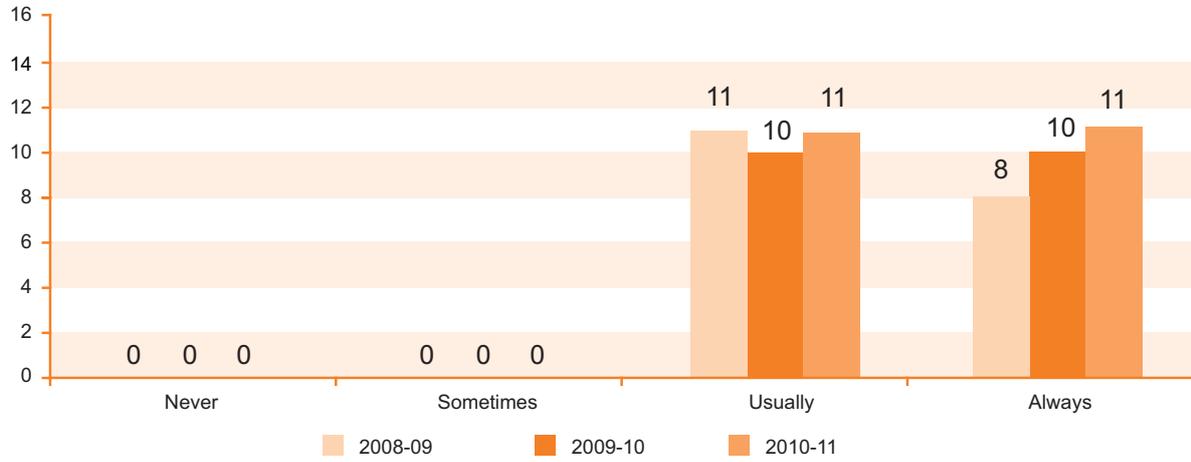
Only one of the 22 agencies does not make EI 3 – Natural Justice readily available, noting the agency is AAPA, whose employees are not subject to the PSEMA and the EIs. AAPA did report, however, that the principles of natural justice are applied in all actions and that staff confidence in the observance of natural justice is monitored.

The data shows strong compliance by agencies with the application and observance of the principles of natural justice, although there is still room for improvement. The results are comparable to last year's, with a slight increase in the consistency of the application of natural justice.

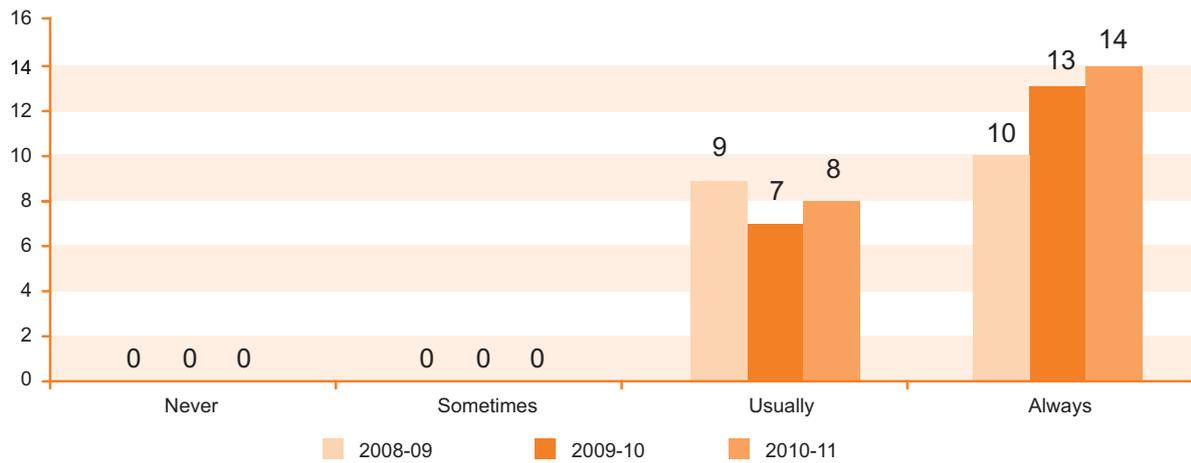
Figure 26: Application of Natural Justice



Are the principles of natural justice applied consistently across the agency?



Have the principles of natural justice been built into business processes/development activities of the agency?



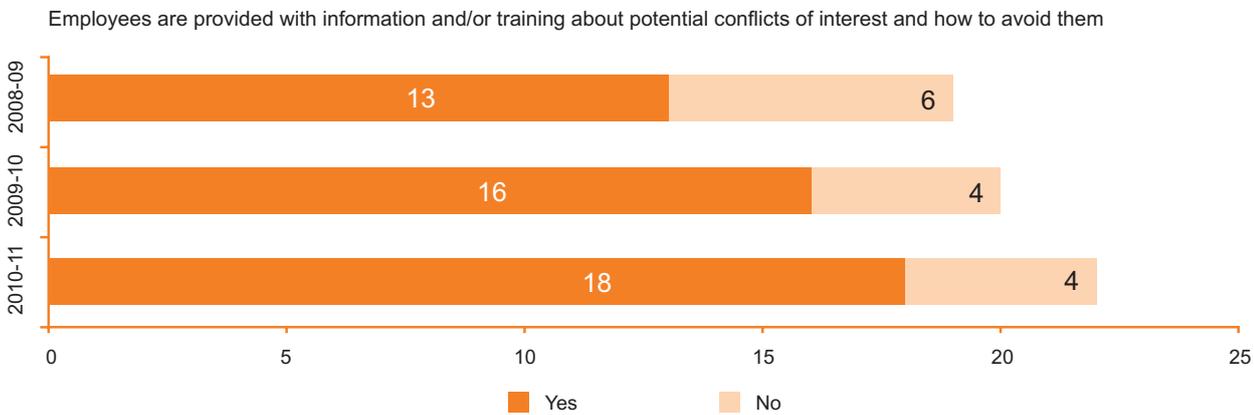
Promoting Impartial, Ethical and Professional Behaviour

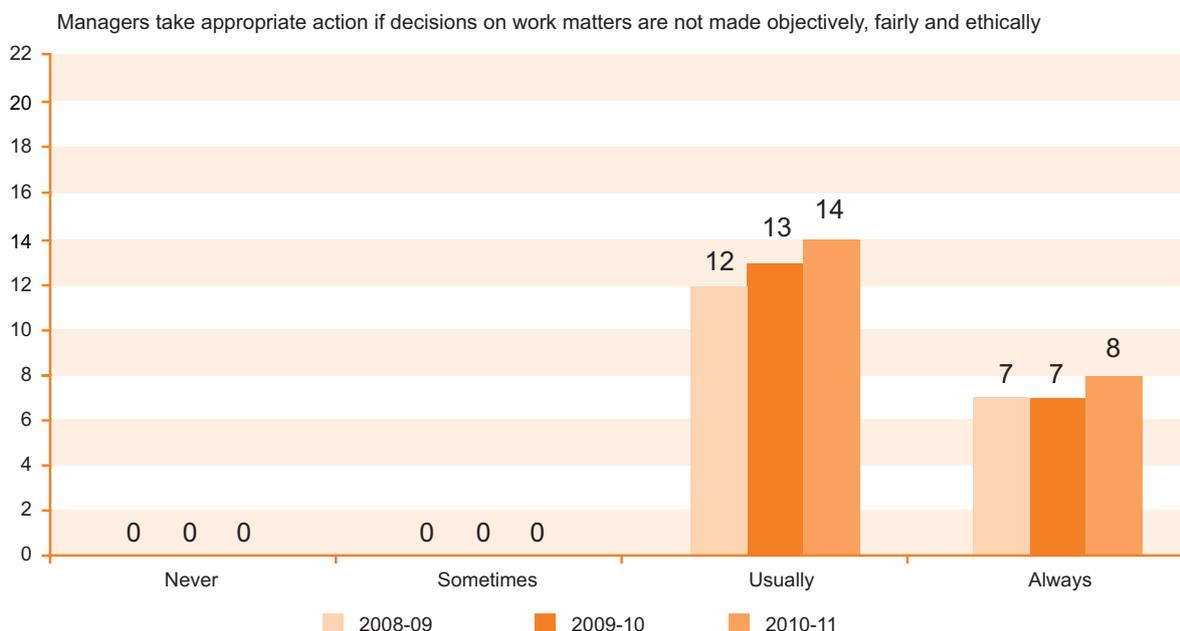
The data indicates that 18 of the 22 agencies provide training to staff about potential conflicts and how to avoid them. It is noted that all agencies make the Code of Conduct available, and that information about avoiding conflicts of interest is contained in the code.

Additionally, many agencies conduct annual reviews that require employees to indicate any real or potential conflicts that may arise.

Agencies commented that they promote impartial, ethical and professional behaviour in their orientation and induction programs, leadership programs and Code of Conduct training.

Figure 27: Promoting Impartial, Ethical and Professional Behaviour





Informing Employees

Figure 28 demonstrates the various methods of communication used by agencies to inform employees about government priorities relevant to their workplace. The data shows an increase in the number of agencies

utilising various methods to inform employees, including a significant increase in the use of agency forums, CE briefings and workshops, and as part of the performance management process.

Figure 28: Methods of Communication used by Agencies to Inform Employees about Government Priorities Relevant to their Workplace

Method	Number of Agencies Using Method 2008-09	Number of Agencies Using Method 2009-10	Number of Agencies Using Method 2010-11
Corporate and business/budget planning process	12	17	19
Internal newsletters and e-bulletins	13	15	16
Managers/supervisors/team meetings	15	19	22
As part of performance management processes	12	15	19
Promoted on the intranet	12	16	15
Other (methods include agency forums, CE briefings, workshops and through annual reporting)	8	8	13

Figure 29 demonstrates the various methods of communication used by agencies to inform employees about workplace changes affecting them.

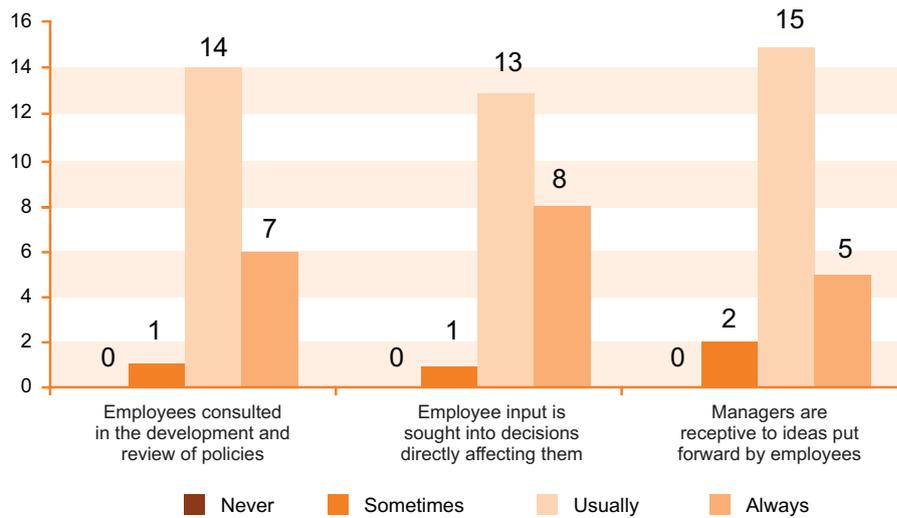
Employee consultation via staff intranet sites and through regular newsletters has decreased slightly, however, it has significantly increased through communication plans and strategies.

Figure 29: Methods of Communication used by Agencies to Inform Employees about Workplace Changes Affecting Them

Method	Number of Agencies Using Method 2008-09	Number of Agencies Using Method 2009-10	Number of Agencies Using Method 2010-11
Communication from CE	17	20	22
Senior management and branch meetings	17	19	21
Team meetings and informal meetings	19	19	22
Communications plan/change management strategies	16	16	20
Regular newsletters, print and electronic	13	13	12
Intranet	13	17	16
Email	18	19	21
Other (includes joint consultative committees, staff forums, staff notice boards, annual focus groups, quarterly briefings and through performance management discussions)	11	7	7

The data in Figure 30 shows that agencies continue their efforts to communicate with employees through various forums.

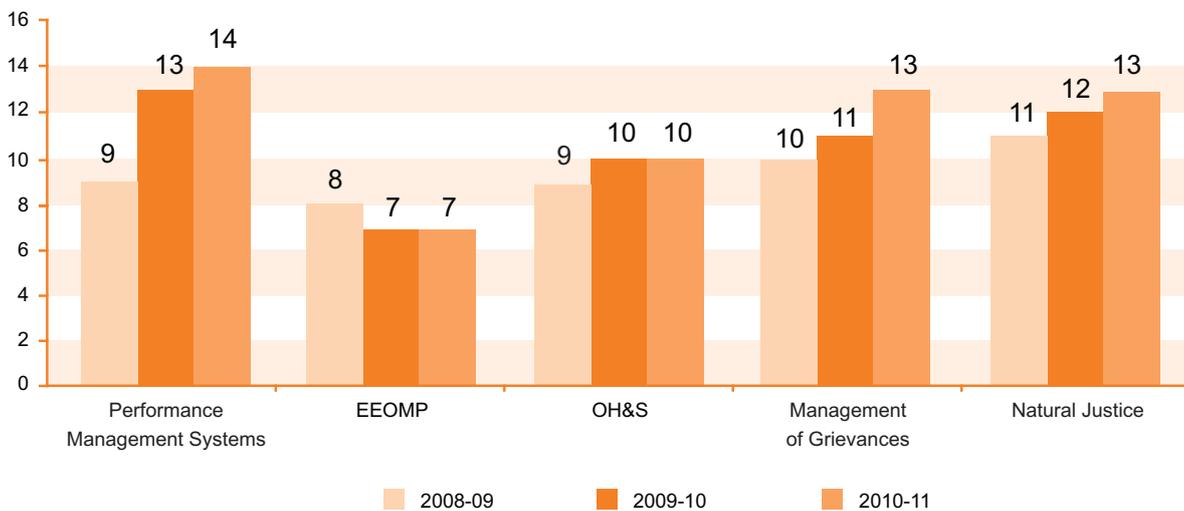
Figure 30: Agency Consultation with Employees



There are a number of agencies that monitor employee confidence across a range of processes to assist them in improving agency employment practices and ensuring employees understand their employment rights. Other agencies have indicated that they are seeking to improve or introduce

monitoring. The data is fairly comparable to the previous reporting period, with a couple of positive indicators demonstrating that employee confidence is being monitored more thoroughly in the performance management and grievances areas.

Figure 31: Monitoring Employee Confidence



Grievance Reviews

In 2010-11, 117 section 59 requests for reviews of treatment in employment were reviewed, compared to 127 in the previous reporting period.

The most common issues raised in grievances are management actions or decisions, merit selection, application of procedures and policies, application of conditions of service, agency handling of bullying and harassment, termination on probation and bullying and harassment.

The Promotion Appeals & Grievance Reviews Division of OCPE utilises a flexible, outcome-focused approach to handling grievances

concentrating, when possible, on achieving resolution through discussion, negotiation and mediation. This is achieving positive results. For example, in 2010-11 in no instances was it necessary for the Commissioner for Public Employment to specifically direct an agency to change their original action or decision. Rather, the Commissioner for Public Employment has often upheld the agency action while still providing comments and recommendations to guide the agency in future actions and decisions.

The grievances reviewed did not indicate any general pattern of poor management practices across agencies.

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.

Redeployment

Where a CE 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 OCPE as a redeployee, in accordance with section 41 of the PSEMA.

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

Figure 32 summarises the actions taken in accordance with section 41, 42 and 43(2) of the PSEMA.

The data indicates a decrease in 2010-11 in the number of employees (three) who accepted redundancies compared to the previous reporting period of 10, noting that this figure was higher due to the outsourcing of the NT Aero-Medical Services to Careflight.

Figure 32: 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
2010-11	0	0	3
2009-10	11	1	10
2008-09	1	0	2

Discipline and Inability

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

In Figure 33, the data from 2010-11 indicates that there has been a decrease in the

overall number of summary dismissals and discipline cases compared to the previous reporting period. The data also shows that as a percentage, the number of employees who are subject to formal disciplinary proceedings compared to the average number of all employees during the reporting period is very low.

Figure 33: Summary of Discipline 2004 - 2011

Year	Type of Case	Number of New Cases	Percentage of NTPS Workforce
2010-11	Dismissal	2	0.01%
	Discipline	82	0.35%
2009-10	Dismissal	5	0.02%
	Discipline	90	0.39%
2008-09	Dismissal	3	0.01%
	Discipline	84	0.39%
2007-08	Dismissal	5	0.03%
	Discipline	58	0.29%
2006-07	Dismissal	0	0.00%
	Discipline	62	0.35%
2005-06	Dismissal	2	0.01%
	Discipline	25	0.15%
2004-05	Dismissal	1	0.01%
	Discipline	42	0.26%

In Figure 34 the data from 2010-11 indicates a significant decrease in the number of new inability cases compared to the previous reporting period. Unfortunately, only two cases

were finalised during the reporting period, indicating that these processes continue to take time to resolve.

Figure 34: Inability Cases 2004 - 2011

Year	Number of New Cases	Percentage of NTPS Workforce
2010-11	2	0.01%
2009-10	12	0.05%
2008-09	5	0.02%
2007-08	2	0.01%
2006-07	2	0.01%
2005-06	0	0.00%
2004-05	1	0.01%



Statistical Profile of the NTPS

Staffing Statistics

Overview

References to the NTPS in this report include the agencies listed in Figure 38 on page 73. The list includes a substantial number of people employed under Acts other than the *Public Sector Employment and Management Act*, 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 different to those described in the NT Treasury Budget papers, as this report includes the Power and Water Corporation.

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 full-time equivalent (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 positive 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 mid 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 1994 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.

Equity and Diversity

Information on the representation of EEO groups in the NTPS is stored in 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 nine years. Also, for the purposes of obtaining the most accurate representation practicable, the historical Indigenous data series includes all those employed in generic Indigenous classifications, such as Aboriginal Health Workers.

Please note that the people from culturally diverse background figures from 2007 onward have been revised since earlier State of the Service reports, as it was discovered that the standard personnel system report had not been revised to pick up changes made to the non-English speaking background questions in 2006 to bring them into line with Australian Bureau of Statistics standards and was understating the true figures. The current figures in Figure 35 now follow a reasonably consistent definition across the years 2006 to 2007, but differ from those in previous reports in this series in which data for the years 2007 to 2010 were low.

At June 2011, NTPS employees identified as being:

- Indigenous (8.1 percent)
- a person with disability (1.4 percent)
- a person from culturally diverse background (5.1 percent).

The following table highlights the annual changes to the percentages of employees identified as being in the four highlighted EEO groups from 2002. The year 2002 saw the introduction of the IECDS in the NTPS and it was also the year the regular and consistent collection of Indigenous employee statistics began.

Figure 35: 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	June 2010	June 2011	Nine-year change
Indigenous Australians	4.6%	5.0%	5.7%	6.6%	6.9%	7.3%	7.7%	8.1%	8.1%	8.1%	3.5% pts.
People with disability	1.4%	1.3%	1.7%	1.8%	2.1%	1.9%	2.0%	1.8%	1.5%	1.4%	0.0% pts.
People from * culturally diverse background	2.2%	2.3%	3.6%	4.1%	4.9%	5.8%	6.2%	5.9%	5.5%	5.1%	2.9% pts.
Women in senior management (SAO2 to ECO6)	26%	26%	27%	31%	32%	34%	37%	40%	40%	43%	17% pts.

* Revised - Cultural diversity questions changed in 2006-07 to parallel national standards

Of particular note in the above table is that over the last nine years Indigenous employees have increased their participation by 3.5

percentage points and women in executive management by 17 percentage points.

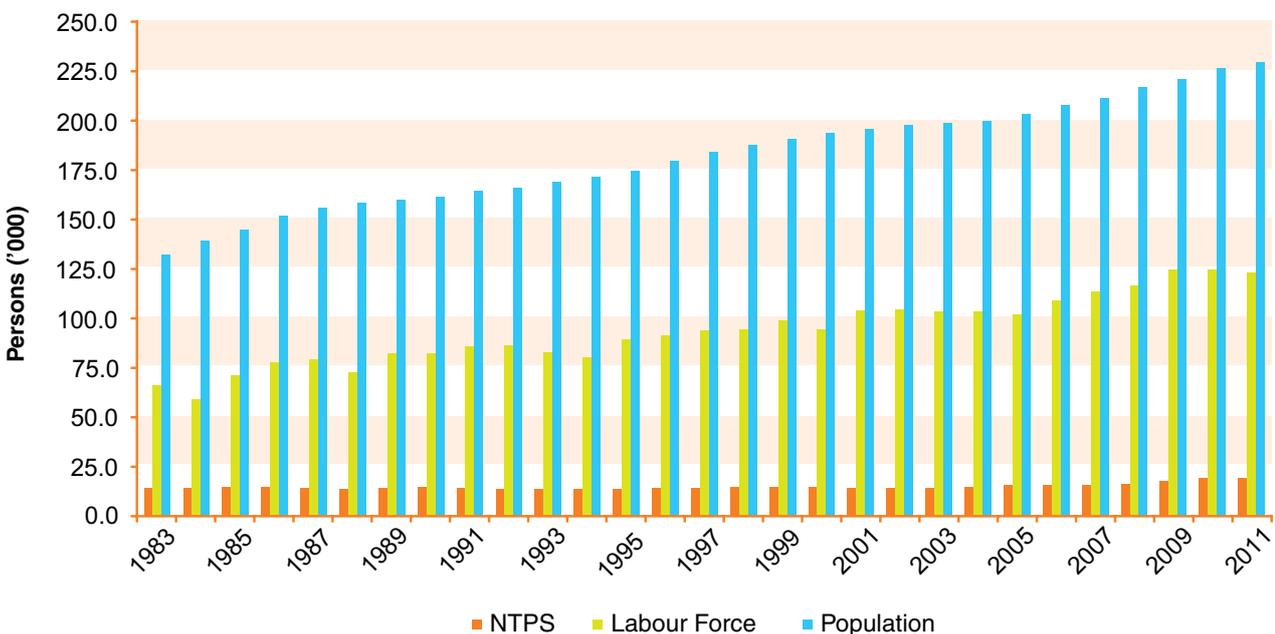
Staffing Levels

Figures 36 and 37 show movements in total staffing in the NTPS compared to changes in the Northern Territory population and employment numbers from 1983 (about the time the NTPS consolidated following self-government) to 2011. There has been an overall increase in public sector employment from around 14 200 to 19 053 persons over this period. While data from the 1980s and early 1990s was compiled from two different databases to PIPS, the basic definitions and assumptions are similar enough to make valid any broad comparisons made in this report.

Since the early 1990s, an FTE figure based on payroll has been used to track numbers of employees, and this provides more robust data than was used previously. Nevertheless, the overall time series from the late 1980s to the 1990s is quite smooth, as can be seen clearly from Figure 37, which indicates that the effects of the changeover at that time were marginal.

Aggregation of the data shows that from 1983 to 2011, the Northern Territory population grew by 73 percent while the labour force grew by 88 percent. The NTPS is currently 34 percent larger than it was in 1983. Further analysis shows that, in 2002, the NTPS was 1.1 percent larger than in 1983, but increased by a further 14.8 percent from 2002 to 2008, and by an additional 12.8 percent in the two subsequent years to June 2010. This latter rapid growth can be attributed largely to increased NTPS staffing as a result of the Federal Government Intervention and to the Territory Government’s Closing the Gap on Indigenous Disadvantage Strategy. Following the introduction by Government of an Agency-by-agency staffing cap from March 2010, the increase from the June quarter 2010 to the June quarter 2011 has been limited to 2.1 percent.

Figure 36: Growth in the NTPS, Labour Force and Population June 1983-2011



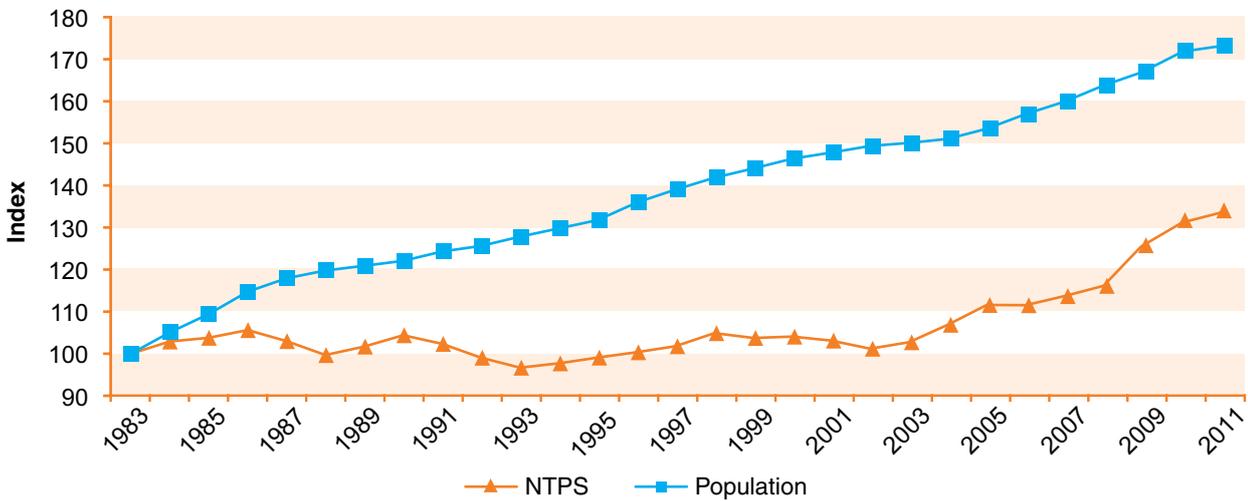
The change in the size of the public sector since 1983 is compared directly to population growth in Figure 37. The graph shows that the population of the Territory has grown steadily during this period while NTPS staffing has varied substantially, first peaking in 1986 at around 15 000. The decrease 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 also significant increases in several agencies other than those targeted.

From the time of 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 for the ensuing 18 months or so. From June 2007 to June 2008 there was an increase of 378, and from June 2008 to June 2009 a further increase of 1342. Last year's increase of 830 was followed by a considerably reduced addition of 396 this year, following the introduction of the staffing cap mentioned previously. The major part of the 2007-09 increases appeared to be associated with the additional Australian Government funding and resulting staffing required for the Intervention in Indigenous communities, particularly in the areas of health, education and housing. For the last two years the expansion has been further extended to other agencies and includes reforms involving infrastructure and local government. Also this year was a refocusing of the health system, with the splitting of DHF into DoH and DCF. Further significant staffing increases in DCF to address the recommendations of the Little Children are Sacred report have been foreshadowed in the 2011-12 Budget Papers.

Figure 37: Movements in NT Population and NTPS Staff 1983-2011



Base of each index 1983 = 100

The changes over the last three years are illustrated clearly in Figure 38, which shows full-time equivalent staffing numbers for each agency averaged over the June quarter for 2011 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 levels.

Figure 38: Changes to Average Public Sector Staff Employed by Agency: June Quarter 2008 to June Quarter 2011

AGENCY	Average June quarter 2008	Average June quarter 2009	Change over 12 months	Average June quarter 2010	Change over 12 months	Average June quarter 2011	Change over 12 months
Aboriginal Areas Protection Authority	23	29	6	34	5	32	- 2
Auditor General	4	4	..	4	..	4	..
Business & Employment	791	771	- 20	746	- 25	759	13
Chief Minister	278	281	3	285	4	273	- 12
Children & Families #	585	585
Commissioner for Public Employment	37	38	1	31	- 7	27	- 4
Construction & Infrastructure ^ (Planning & Infrastructure)	436	436	432	- 4
Darwin Port Corporation	72	81	9	93	12	96	3
Education & Training	3 932	4 085	153	4 203	118	4 383	180
"Health # (Health & Family Services) "	4 921	5 444	523	5 843	399	5 335	- 508
Housing, Local Govt & Regional Services	538	541	3	638	97	619	- 19
Justice	1 027	1 181	154	1 217	36	1 297	80
Lands & Planning ^ (Planning & Infrastructure)	552	552	552	..
Legislative Assembly	97	101	4	103	2	102	- 1
Natural Resources, Environment, Arts & Sport	772	921	149	906	- 15	862	- 44
NT Electoral Commission	14	11	- 3	11	..	15	4
Ombudsman	19	18	- 1	19	1	15	- 4
Planning & Infrastructure	759	879	120	0 (discontinued)	- 879
Police, Fire & Emergency Services	1 690	1 801	111	1 857	56	1 914	57
Power & Water Corporation	742	812	70	914	102	997	83
Resources	451	483	32	450	- 33	447	- 3
Tourism NT	130	151	21	136	- 15	129	- 7
Treasury	188	195	7	179	- 16	178	- 1
TOTAL	16 485	17 827	1 342	18 657	830	19 053	396

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

^ Agency established December 2009 (former core agency in brackets).

Agency established December 2010 (former core agency in brackets).

Staffing by Employment Status

Data on the employment status of staff from June 2001 to June 2011 is presented in Figure 39. The table shows that the proportion of permanent employees dropped by 6.8 percentage points over this period, although in 2011 there was a slight increase. This increase may be attributed to the Commissioner's campaign to chief executives to ensure the appropriate use of temporary employment. Earlier data not included in the table shows that in 1994 the percentage of permanent employees was 81.5 percent, which gives an overall drop of 10.7 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 the administrative stream (-16.5 percentage points),

education (-15.7 percentage points) and health (-12.9 percentage points). The decreases in the last three or so years can reasonably be attributed to the rapid expansion of the sector, with some staff recruited on contracts to fill short to medium-term jobs provided by the Federal Intervention and Closing the Gap.

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 percent, but has subsequently trended upward peaking first at 3.3 percent in 2004 and again at 4.0 percent in June 2009. Last year it dropped slightly to 3.9 percent and this year saw a further drop to 3.7 percent. Part of the higher level in recent years can be accounted for by the increased use of interpreters, but again also includes increases that may be attributed to increased Federal Government funding.

Figure 39: Employment Status of NTPS Staff 2001-2011

STATUS	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Change 01to 11
Permanent	77.6%	78.1%	78.3%	77.0%	75.5%	75.6%	74.0%	72.3%	70.9%	70.4%	70.8%	-6.8% pts.
Temporary	19.5%	18.9%	18.7%	19.6%	21.3%	21.3%	22.1%	23.7%	24.9%	25.3%	25.3%	5.8% pts.
Casual	2.8%	2.8%	2.8%	3.3%	3.2%	3.0%	3.6%	3.7%	4.0%	3.9%	3.7%	0.9% pts.
Misc.	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%	0.3%	0.3%	0.4%	0.3%	0.2% pts.
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Part-time Staffing

Part-time work has, in recent years, been encouraged 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 employees who have a part-time flag in PIPS.

At 2561, the number of part-time NTPS employees this year is 33 more than it was at the same time last year. This is over 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 nursing, which currently holds nearly one third of these positions with the administrative stream not

far behind. However, there have also been large increases in the number of part-time employees across all streams, with the administrative, professional and technical streams all in excess of a five-fold increase since 1994.

In terms of the proportion of workers within the streams who are part-time, the highest is assistant teachers where 41 percent work part-time, followed by the physical stream at 35 percent and nurses at 30 percent. At the other end of the spectrum are prison officers, of which there are none working part-time.

The increase in the proportion of workers in part-time employment since 2001 is shown in Figure 40.

Figure 40: Part-time in the NTPS 2001-2011

STATUS	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Change 01to 11
Part-time staff	10.0%	10.7%	11.3%	11.3%	11.4%	11.5%	12.1%	12.2%	12.8%	12.5%	12.5%	2.5% pts.

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

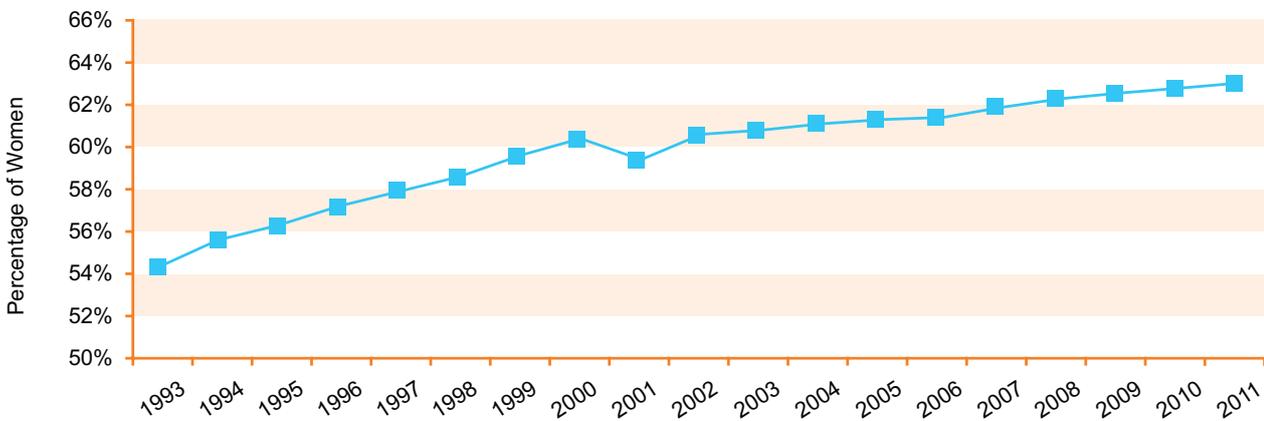
Staffing by Gender

The proportion of women in the public sector as at June 1994 was 55.6 percent. Since then the figure has risen slowly but steadily to reach 63.0 percent in June 2011 (see Figure 41). Over this period, this equates to an average annual increase in the proportion of women of 0.43 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 more than 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 dropped off since the Global Financial Crisis (GFC) took effect. Conversely, the GFC had only a marginal effect on the upward trend of the female participation rate until early 2009, but subsequently it too has dropped significantly.

In terms of Northern Territory labour force data, the participation rate for men has dropped by 0.5 percentage points over the last three years, whereas that for women has increased by 0.4 percentage points.

Figure 41: Proportion of Women in the NTPS 1993-2011



Following on from the previous section on part-time work, it is of interest to note the distribution of part-time staff by age and gender. Figure 42 illustrates that permanent part-time work arrangements are far more common for women than men (79 percent of part-timers are women) and far more prevalent in the middle years, especially for women.

Figure 43 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, regardless of 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 among the youngest and

oldest groups, with an additional upward trend during the child-rearing years. The 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.

Figure 42: Part-time Employees by Age and Gender: June 2011

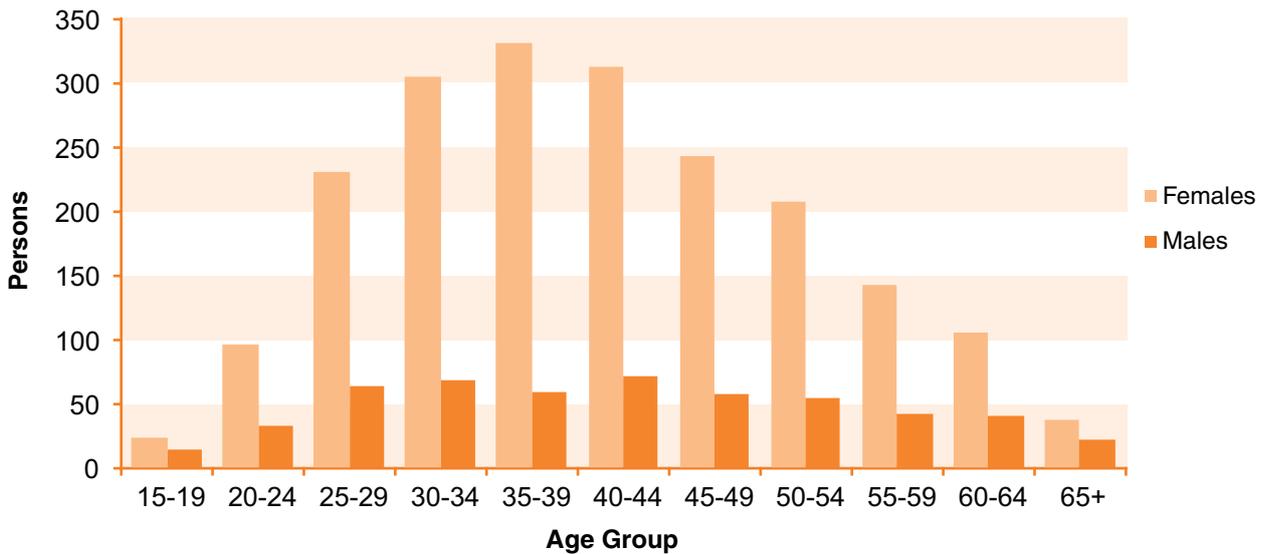
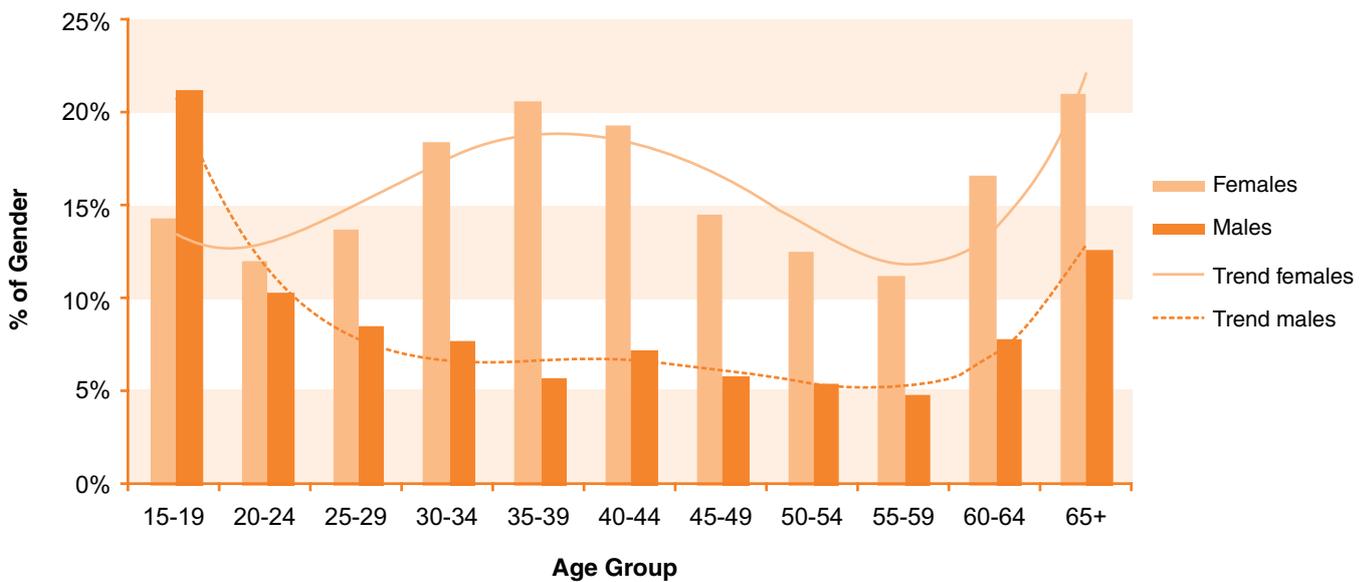


Figure 43: Proportion of Part-time Employees in Age Groups by Gender: June 2011



The proportions of women to men in each agency are shown in Figure 44. 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.

Figure 44: Proportions of Women and Men by Agency (All Employees) 2011

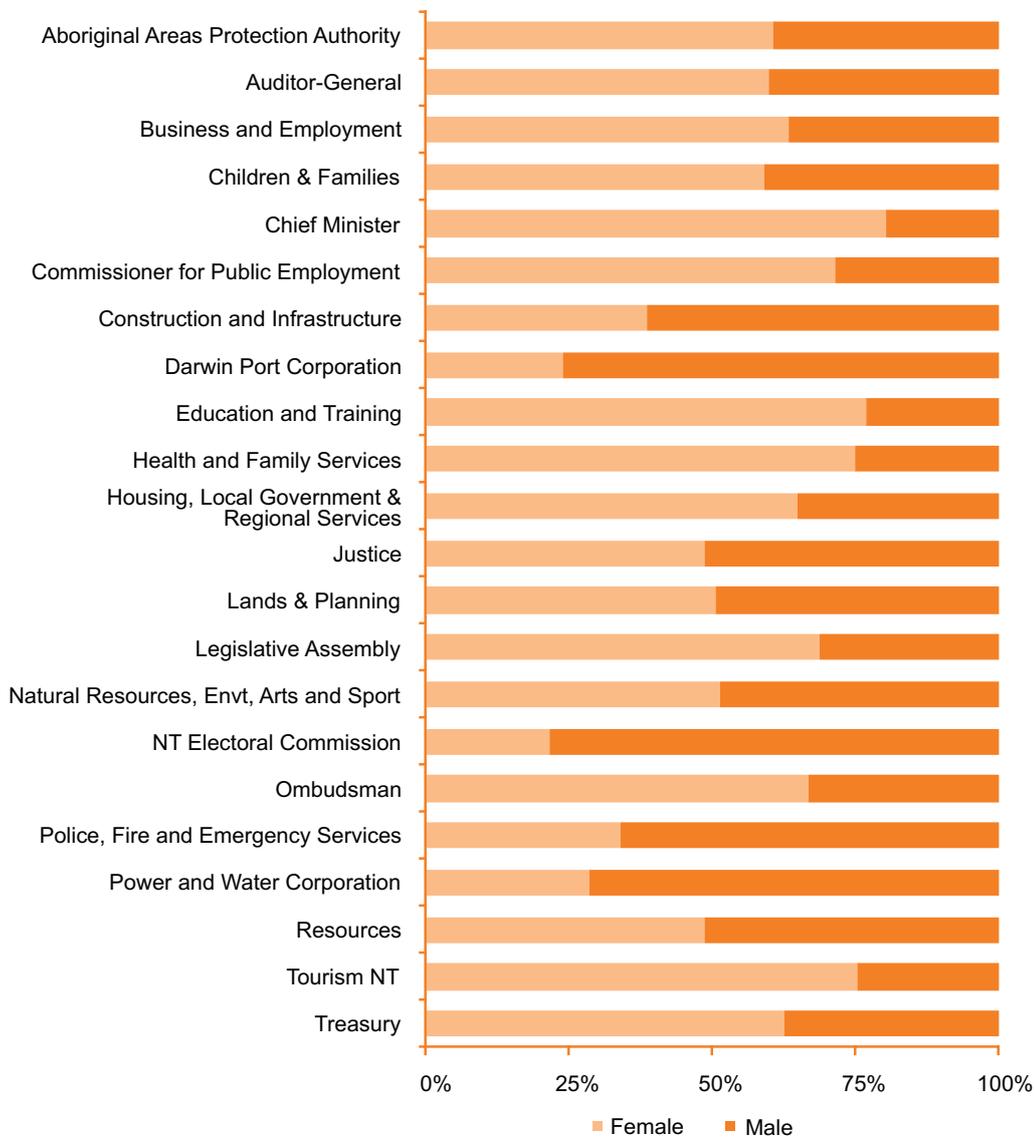
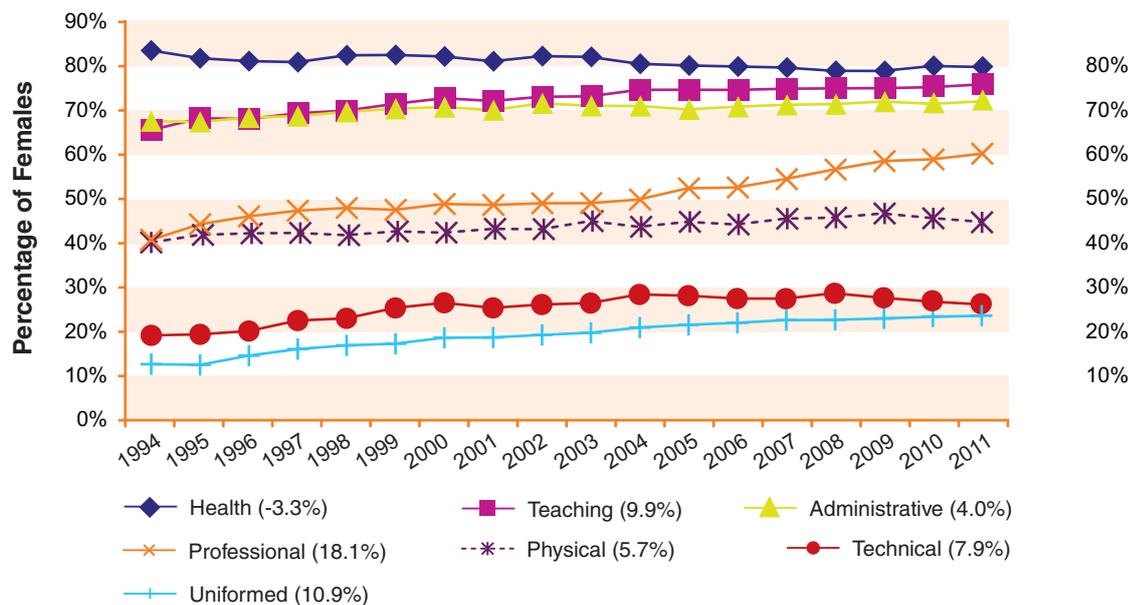


Figure 45 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2011. The seven major streams are derived from the historical industrial relations framework and are retained for the purpose of making consistent historical comparisons. In the NTPS these streams consist, in alphabetical order, of Administration (clerical and managerial staff), Health (doctors, nurses and Aboriginal health workers), Physical (work predominantly of a physical nature), Professional (requiring a specific professional qualification), Teaching (all educators), Technical (requiring a specific technical qualification) and Uniformed (police, prison officers and fire fighters). Since 1994 the proportion of women has gone up in every stream except Health. The greatest rise has been in the professional stream (up 19.5 percent) followed by the uniformed stream (up 10.9 percent) and educators (10.4 percent).

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 3.7 percentage points) and, conversely, the proportion of females has increased markedly in the uniformed (with the increase confined to prison officers and police, not fire officers), technical and professional streams, with women professionals rising by a remarkable 19.5 percentage points. However, in the education sector, the proportion of female teachers further increased by 10.4 percentage points. Three out of four educators in NT public education are women and, given the trend over the last 17 years, there appears to be little chance of this changing in the short to medium term.

Figure 45: Percentage of Women by Employment Stream June 1994 to June 2011 with Overall Percentage Change Since 1994

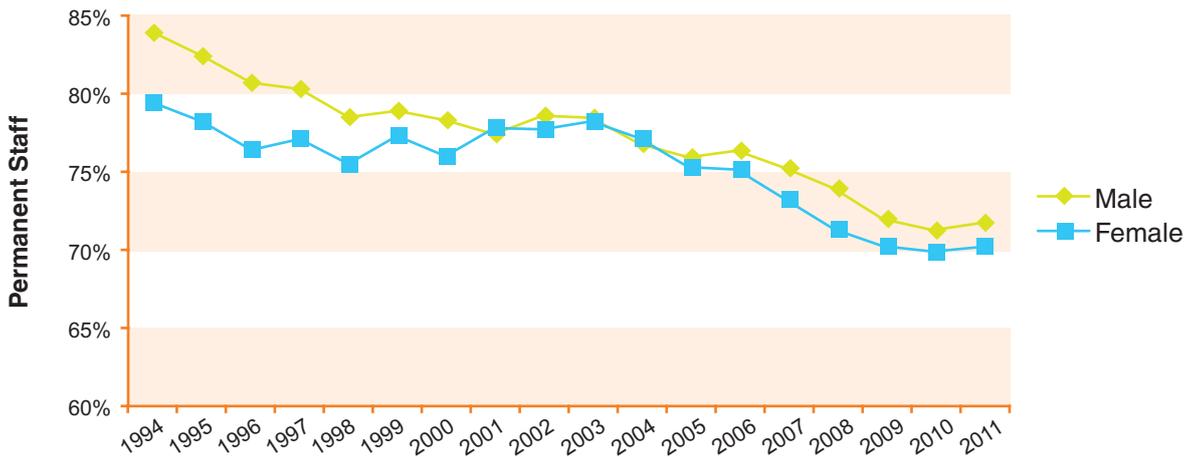


Status by Gender

Figure 46 graphs the proportion of permanent staff by gender from 1994 to 2011. This reveals that the drop in the proportion of permanent staff over the past 10 years (see Figure 39) 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 they converged 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 three percentage points lower than for men in 2008. For the past two years the two rates have again converged, with the difference now standing at 1.5 percent. Nevertheless, for 2010 to 2011 there has been an increase for both females and males, both up by 0.4 percentage points.

Figure 46: Proportion of Permanent Staff by Gender NTPS 1994-2011

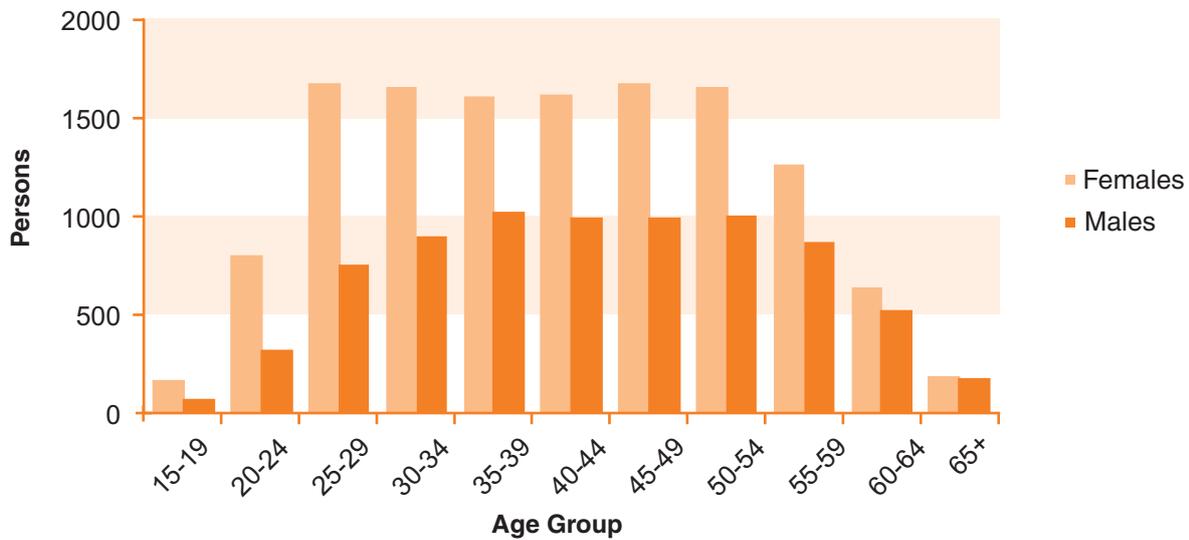


Age by Gender

Figure 47 illustrates the division of staffing by age and gender at June 2011. As in previous years, while women remain in the majority in

the NTPS, they also remain over-represented in the lower age groups.

Figure 47: Distribution of Men and Women in the NTPS by Age Group (All Employees) 2011



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. Figures 48 and 49 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.

Figure 48: Distribution of Women in the NTPS by Age Group June 1994 and June 2011

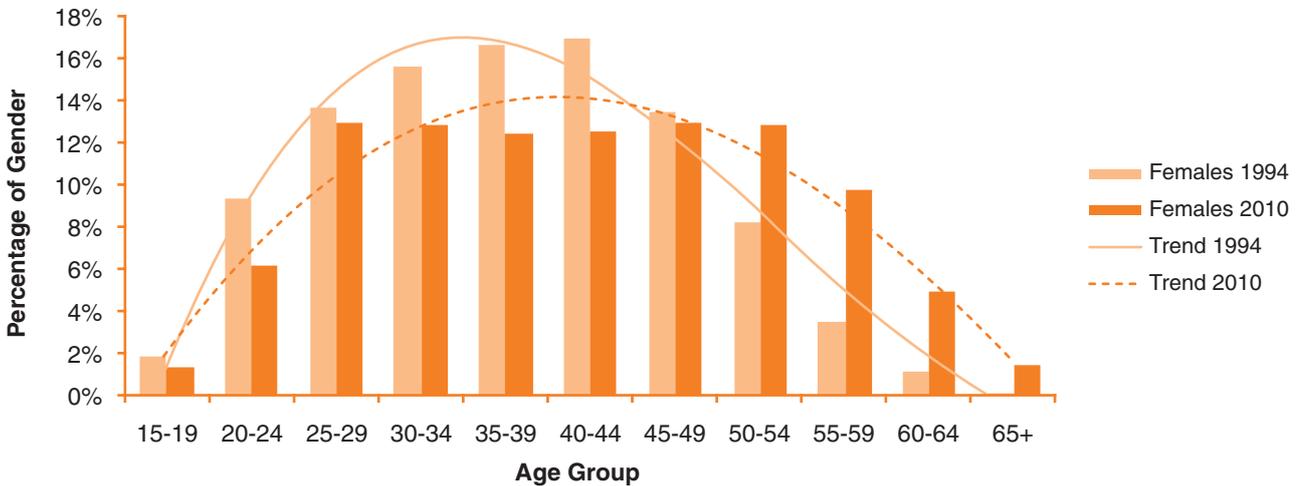
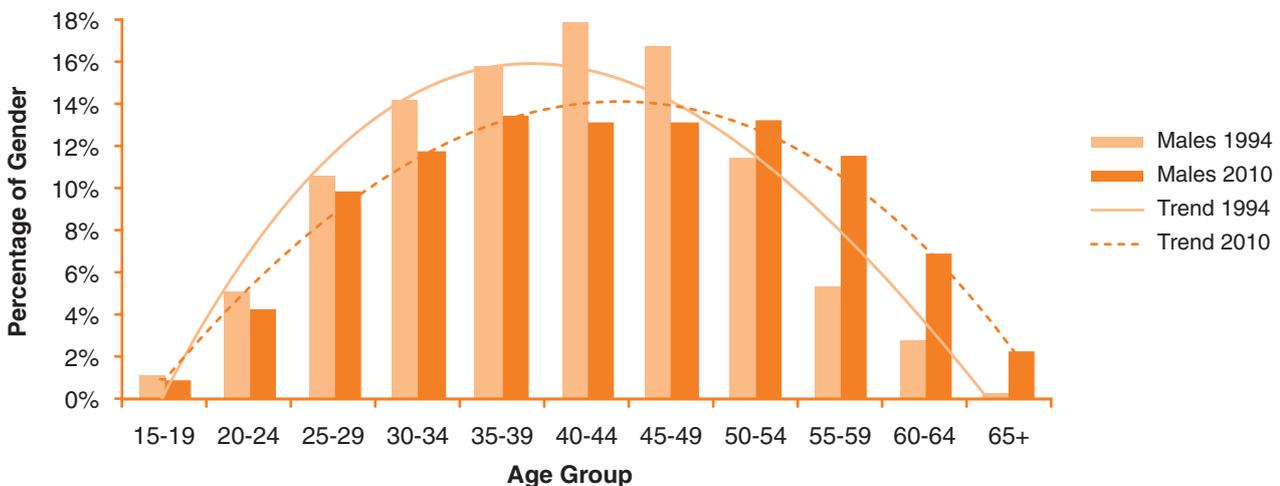


Figure 49: Distribution of Men in the NTPS by Age Group June 1994 and June 2011



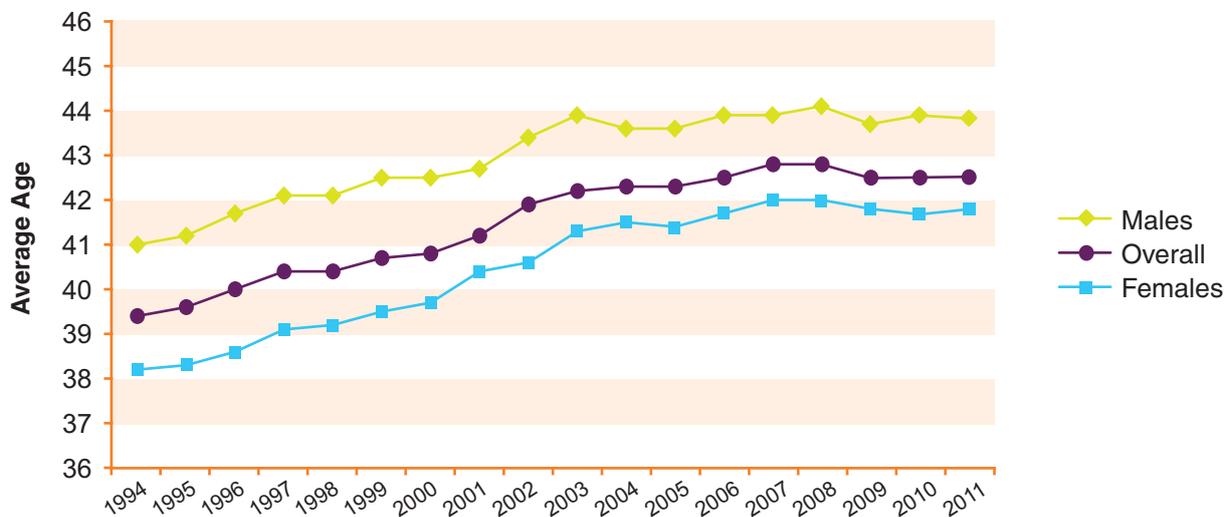
The average age of NTPS personnel from June 1994 to June 2011 is shown in Figure 50. The overall average has risen by 3.1 years during this time. The rate of increase has dropped off significantly over the past seven years, despite the relaxation and then repeal of compulsory retirement during 2002-03. 2009 was the first year in which there had been an actual drop in average age since the series began, and the overall average

has remained at that same level for the past two years. When the series initially dropped from 2008 to 2009 we observed that this was probably related to the rapid expansion of the sector over the year, with younger people being more likely to be transient. Nevertheless it was thought likely that this was a 'blip' in the series and that the long term upward movement in average age would continue. However, the overall level has subsequently remained the same.

Recently released data from the Australian Bureau of Statistics indicates that in the two decades prior to 2009 the median age of the Australian population grew by 5.1 years. The median age of Northern Territorians, currently 31.2 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 (4.7 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.

Figure 50: Average Age by Gender NTPS Staff 1994-2011

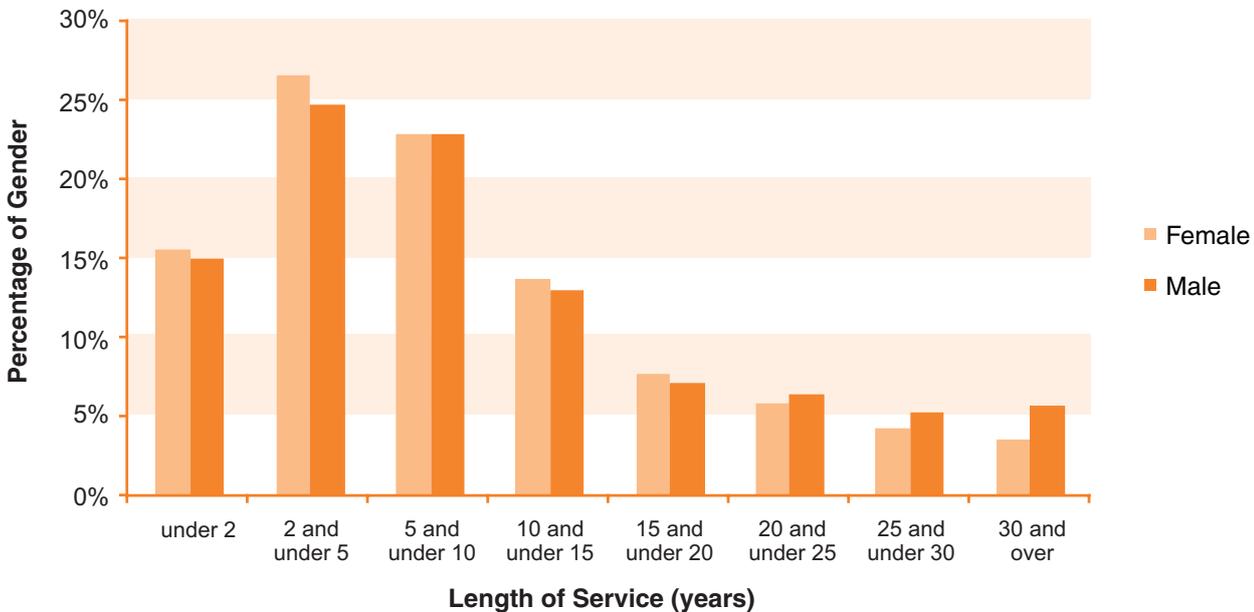


Length of Service by Gender (Permanent Employees)

Figure 51 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 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 6.4 years (up from 6.3 in 2010) and for men 6.9 years (up from 6.6 in 2010).

Figure 51: Length of Service by Gender NTPS Staff – 2011 – Permanent Employees



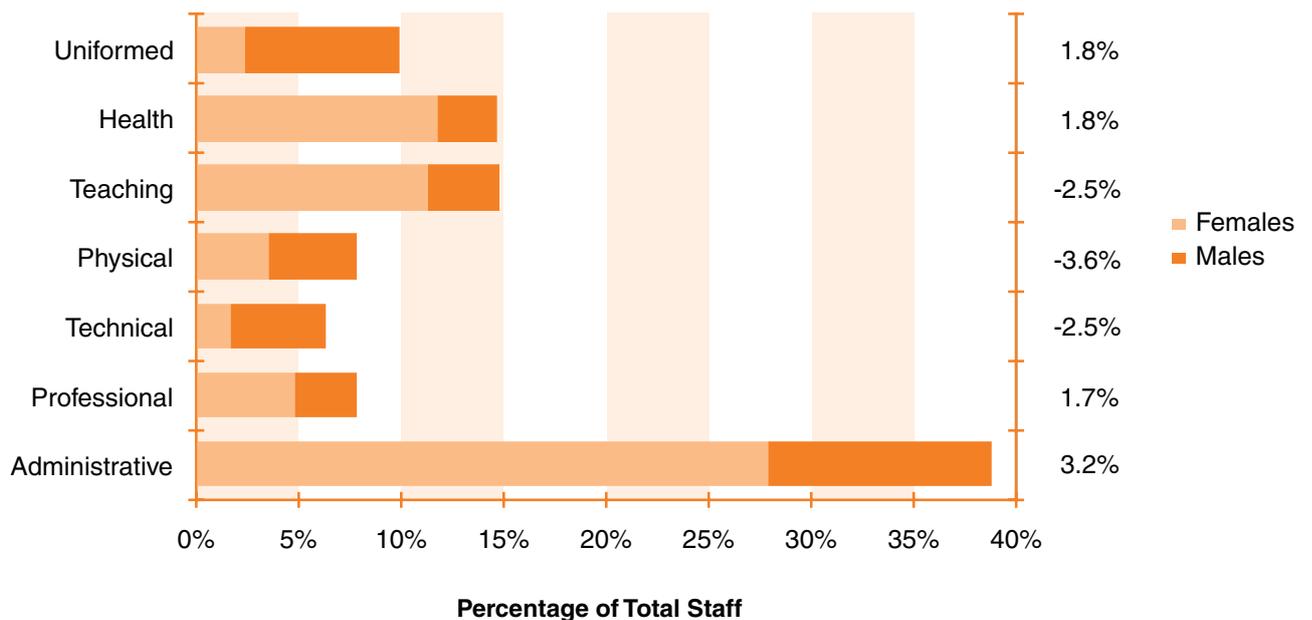
The overall median length of service for all employees is 4.0 years, up from 3.8 years in 2010 (currently 3.7 years for women and 4.4 years for men).

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 38.8 percent of the sector. The largest concentration of women remains in administration, teaching and health. Figure 52 shows that the greatest changes since 1994

have been increases in administration, health, and uniformed, and a drop in the proportions of physical, teaching and technical. 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 streams except technical and physical in the 12 months to June 2011.

Figure 52: Distribution of Men and Women in the NTPS by Employment Category June 2011 (Change in Total Stream Proportion Since 1994)



Salary by Gender

Over the last decade and a half 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 1994 the proportion of women in executive officer classifications was 15 percent, whereas the current figure is 43 percent. More striking is that over the same period the proportion of women in the AO6 to SAO1 (formerly AO8) middle management group has increased from 37 percent to 69 percent, which is now greater than the proportion of women in the public sector as a whole.

Despite these gains at management level, there remain large numbers of women at

the lower salary levels. Figure 53 illustrates the significant difference in the profiles of male and female earnings in 2011. Executive contract officers are not included in this graph and are reported on separately in a later section (page 89). Note that, while there is a seemingly inconsistent predominance of women in the \$80 000 to \$85 000 a year salary bracket, 77 percent of these are teachers. The women in the >\$85 000 to \$90 000 brackets are predominantly administrative staff and nurses, while those in the >\$90 000 to \$95 000 bracket are administrative staff, senior teachers and professionals. At the lower end of the spectrum, the large predominance of women in the \$40 000 to \$55 000 brackets consist of 64 percent administrative staff, with the next most common category being entry level nurses at 11 percent.

Figure 53: Distribution of Men and Women in the NTPS by Salary Level - June 2011



Figure 54 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

2011 data, with the female salary trend line at the lower levels in 1995 dropping right away by 2011, and the upper salary profile drawing significantly closer to that for males.

Figure 54: Distribution of Men and Women in the NTPS by Salary Level -June 1995



* Note that officers on executive contracts are not included in these graphs

Staffing by Stream

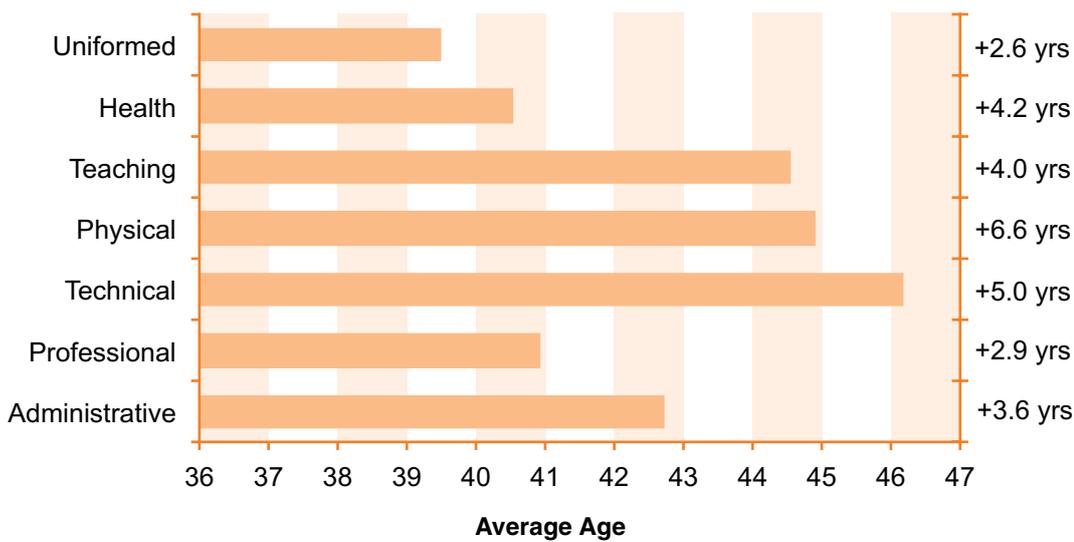
Age by Stream

A plot of average age against stream, together with the change in age for each stream between 1993 and 2011, is shown in Figure 55. This illustrates that uniformed staff and the health stream are, on average, the youngest in the NTPS. Technical, physical, and teaching staff are the oldest. While the average age of the NTPS has risen by 3.1 years since 1994, 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 2.6 years. At the other end of the spectrum is the average age for the physical stream, which has risen by 6.6 years.

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

Figure 55: Average Age by Classification Stream June 2011 All Employees with Change in Median Age Since 1994



Executive Contracts

Figure 56 shows the change in executive contracts numbers from June 2010 to June 2011 by classification and gender. The total number on contract increased by 33 (5 percent) in this period, comprising 15 women and 18 men. However women on contract continue to be unevenly distributed

over the different streams. The administrative stream (39 percent) is in line with the average (39 percent) but the high proportion of women in education (54 percent) is in contrast to the low levels among medical specialists (23 percent), Power and Water managers (23 percent) and police (33 percent).

Figure 56: Change in Executive Contract Numbers by Classification and Gender 2010-2011

	Women			Men			Total		
	2010	2011	Diffce	2010	2011	Diffce	2010	2011	Diffce
Administration									
Executive Officer 1	119	122	3	181	190	9	300	312	12
Executive Officer 2	46	56	10	69	80	11	115	136	21
Executive Officer 3	16	16	0	32	29	-3	48	45	-3
Executive Officer 4	4	10	6	12	11	-1	16	21	5
Executive Officer 5	3	2	-1	5	4	-1	8	6	-2
Executive Officer 6	2	1	-1	10	13	3	12	14	2
Sub-total	190	207	17	309	327	18	499	534	35
Education									
Executive Principal 1A	18	11	-7	9	5	-4	27	16	-11
Executive Principal 1	9	1	-8	8	1	-7	17	2	-15
Executive Principal 2	14	13	-1	13	11	-2	27	24	-3
Executive Principal 3	6	2	-4	6	4	-2	12	6	-6
Executive Teacher 8	1	0	-1	0	0	0	1	0	-1
Contract Principal 2	0	13	13	0	16	16	0	29	29
Contract Principal 3	0	1	1	0	0	0	0	1	1
Contract Principal 4	0	2	2	0	1	1	0	3	3
Contract Principal 5	0	2	2	0	0	0	0	2	2
Sub-total	48	45	-3	36	38	2	84	83	-1
Medical Specialists									
Medical Contract	2	3	1	11	10	-1	13	13	0
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	4	4	0	7	7	0	11	11	0
Sub-total	4	4	0	8	8	0	12	12	0
Power & Water									
Executive Manager 1	5	1	-4	13	12	-1	18	13	-5
Executive Manager 2	1	3	2	6	6	0	7	9	2
Executive Manager 3	1	1	0	3	3	0	4	4	0
Executive Manager 4	1	3	2	6	6	0	7	9	2
Sub-total	8	8	0	28	27	-1	36	35	-1
TOTAL	252	267	15	392	410	18	644	677	33

Staff Separation and Recruitment

Staff separation and recruitment data since 2005-06 is set out in Figures 57 and 58. For the purpose of this section, recruitment is defined as when someone begins employment in the NTPS, and payment of salary commences. Separation is defined as when someone formally leaves the NTPS, for whatever reason, and salary payments cease.

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 Figure 57 and the data representing both permanent and temporary employees is in Figure 58.

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.

Figure 57: NTPS Separation and Recruitment Rates by Employment Category: 2005-06 to 2010-11 Permanent Staff*

	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011	
	Separation rate %	Recruitment Rate %										
Administration	9	3	9	4	10	4	7	4	8	3	7	4
Professional	15	8	12	8	13	7	11	8	9	7	11	7
Technical	10	7	10	8	13	8	9	7	9	8	10	5
Physical	13	10	12	6	10	8	9	9	9	5	10	7
Teaching	10	1	8	0	7	0	8	0	8	0	8	0
Health Workers	15	8	13	6	11	7	11	9	11	9	11	7
Uniformed	8	8	8	9	9	8	7	11	5	7	7	5
Total	11	5	10	5	10	5	8	5	8	5	9	4

* 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.

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 percent in 1996-97 to 4 percent in 2001-02. In 2002-03 the figure jumped back to 6 percent, in 2003-04 to 7 percent, in 2004-05 back to 6 percent and, for the subsequent five years was 5 percent. This year it dropped further to 4 percent. The most notable component of the decrease is in the education stream where the recruitment to permanent positions is now virtually non-existent (nine people out of 907 recruitments). Conversely, in the uniformed stream 61 percent of the 161 recruitments were to a permanent position, and the bulk of the temporary recruitments were to new recruits on temporary contracts while undertaking training.

Figure 58: NTPS Separation and Recruitment Rates by Employment Category: 2005-06 to 2010-11 (Permanent and Temporary)

	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011	
	Separation rate %	Recruitment Rate %										
Administration	27	26	27	30	27	31	25	26	25	31	23	29
Professional	29	28	24	28	29	31	25	30	24	32	25	30
Technical	19	19	20	22	22	23	17	24	17	22	20	15
Physical	29	34	29	32	30	35	25	37	26	33	26	30
Teaching	23	24	24	24	25	29	24	28	25	29	24	30
Health Workers	49	48	44	47	42	47	38	48	35	45	32	37
Uniformed	8	12	8	11	10	9	8	11	6	9	7	8
Total	27	28	26	28	27	31	24	29	24	30	23	27

As shown in Figure 58, the separation rate is, at 23 percent, a little lower than the average in recent times but similar to the previous two years. In fact the last three years are the lowest since 1994-95 when it was 24 percent. The reason it has been lower for the last three years appears to be related to the high demand for staff associated with the Australian Government Intervention strategy running concurrently with the international economic uncertainty following the global financial crisis.

It is notable that the separation rate for health workers, at 32 percent, is the lowest since 1994-95 when it was 42 percent. From the earlier low point it trended upward until it peaked at 59 percent 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 years.

Figure 59: Separation Statistics for 2010-11 (Permanent and Temporary Staff)*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	644	346	350	119	75	2	108	1644
Deceased	1	1	2	0	0	3	1	8
Dismissal	16	2	1	1	3	4	6	33
Resignation	1059	345	537	251	155	118	213	2678
Retire Invalid	5	1	0	0	0	3	4	13
Retire Min Age	4	5	0	1	0	6	1	17
Retire Other	6	8	2	3	6	3	2	30
Retrenchment	2	0	0	0	3	0	0	5
Other	6	1	1	0	0	0	0	8
Total	1743	709	893	375	242	139	335	4436

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

The breakdown of separations by type is listed by stream in Figure 59. The proportion of resignations to total separations, which was down 3 percentage points to 57 percent last year, was back up to 60 percent this year. This still compares favourably with 69 percent in 1994-95.

It might be expected that having permanency in the public sector would lead to a reasonable period of stable employment. But, of the 1650 permanent employees who elected to leave in 2010-11, just under 45 percent had two years or less service and 66 percent had five years or less service. For the three years to 2009 these percentages had been fairly steady at around 42 percent for the two-year cut-off and 63 percent for the five year cut-off. Last year the numbers were up to nearly 50 percent and 69 percent respectively, but this year have moderated, perhaps due at least partially to the introduction of the staffing cap coupled with international economic uncertainty.

The following paragraph discusses turnover in relation to the commonly referenced groups of baby boomers and generations X and Y. While there is no clear agreement on the precise datelines dividing these groups, for the purpose of this discussion baby boomers are defined as having been born post World War II up until 1960, Generation X born during the 1960s and 1970s, and generation Y from 1980 on.

It has been 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 2010-11 with two years' or less service was 36 (two higher than for last year) whereas the overall average age of this group was 39 (two years less than last year). While the difference in average ages is somewhat less this year than for several years previously, it has still been consistently different for at least the past 10 years, and so further supports the hypothesis of a disparity between generations. Again, the introduction of the staffing cap in March 2011 may have skewed the results somewhat this year.

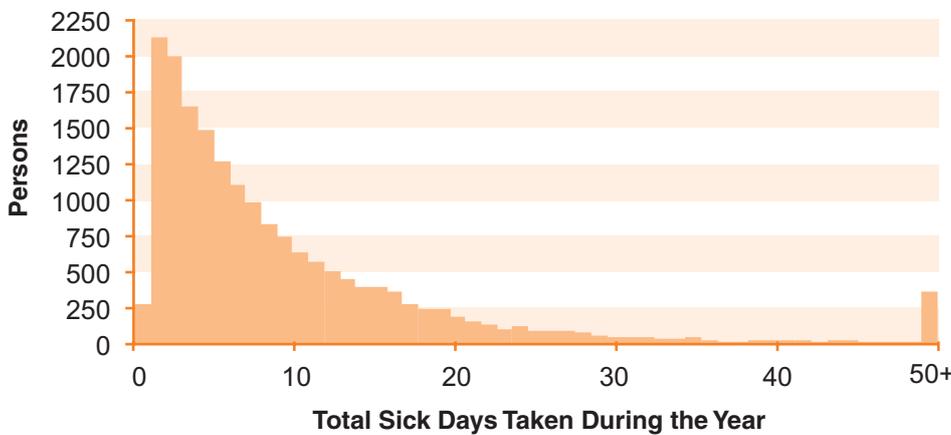
The ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment in the NTPS.

Personal Leave (Sick and Carer’s Leave)

Figure 60 shows the distribution of the number of days personal leave with pay taken by individual employees during 2010-11. The graph shows that employees taking just

one personal leave day during the year was the most frequent occurrence. The average (median) number of personal leave days taken this year was 5.5. This means half the sector took more days and half took fewer days, which is the statistically appropriate average measure for a distribution of this shape.

Figure 60: Days Personal Leave Taken by Individuals in the NTPS in 2010-11 (All Employees)



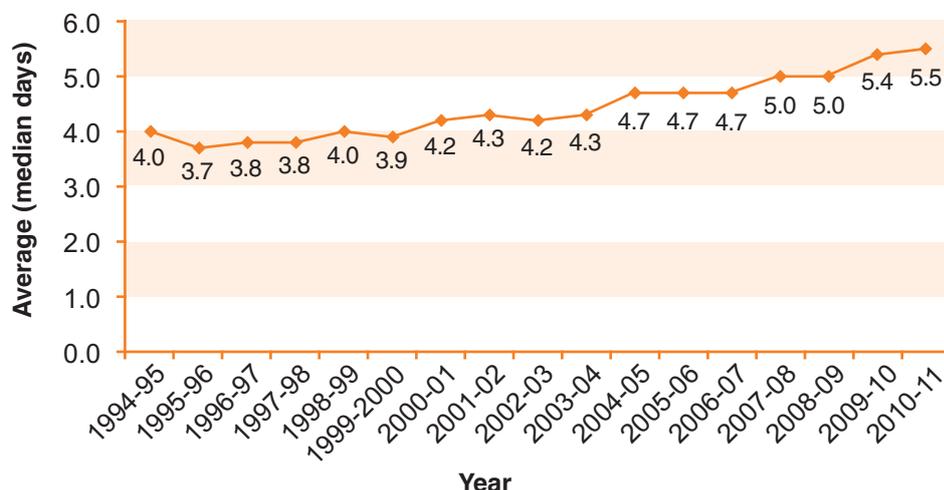
The median amount of personal/sick leave taken for each employee since 1994-95 is shown in Figure 61. The data suggests that there has been some variation from year to year, but overall there has been a significant increase in the average days taken over that time. The figure for this year, at 5.5 days, is 0.1 higher than last year’s 5.4, which in turn was higher than the 5.0 recorded for the previous two years. The three years preceding that showed a median of 4.7 days.

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 Enterprise Bargaining Agreement (EBA), which allowed up to five days to be taken when caring for sick family members. This maximum was extended to 10 days in the

1997 EBA. While carer’s leave was, in theory, immediately available to the whole sector, there was some evidence that knowledge and use of this leave may have been slower to be adopted in some sectors than in others.

The introduction of national personal leave as part of the federal *Fair Work Act 2009* may also have had an influence on the utilisation of leave for caring for household members, as the Act has put increasing focus on and public awareness of the rights of the carer in the contemporary workplace. A combination of the above could explain at least some of the increase over the past few years.

Figure 61: NTPS Average (Median) Personal Leave Days Taken per Employee 1995-2011 (data not reliable pre 1995)



The measure of average sick leave more commonly used in the industrial relations arena is the mean, rather than the median, number of days taken (total days taken divided by the number of FTE staff). In the NTPS, this stands at 10.0 days, up on 9.7 days last year, 9.5 days the year before and 9.4 the year before that. For the three years preceding this (mid 2004 to mid 2007), the mean had been steady on 9.1 days.

There is no doubt that high levels of personal 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 personal leave use by employment category. In line with mainstream industrial analysis, this section will use the mean as the average. Figure 62 shows the mean number of days taken by stream and by gender for 2010-11.

Figure 62: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2010-11

STREAM	Females	Males	Total
Admin Staff	11.6	8.7	10.8
Health Workers	8.7	5.8	8.1
Physical Staff	10.0	8.7	9.3
Prof Staff	9.1	6.2	7.9
Teaching Staff	9.7	8.4	9.4
Technical Staff	12.1	9.3	10.0
Uniformed Staff	17.1	10.9	12.3
Total	10.7	8.8	10.0

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 more than 19 000 people, single day differences in averages can translate into many millions of dollars annually. While the average (mean) number of days taken overall is 10.0, the lowest average is by professional staff at

7.9 days, and the highest by the uniformed stream at 12.3 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 13.4 days (down from 13.8 in 2010), followed by fire officers with 11.7 days (up from 10.1 in 2010) and prison officers with 9.9 days (up from 9.3 in 2010). The prison officers nevertheless remain just under the service-wide average.

In Conclusion

Last year's State of the Service Report contained, as its conclusion, the following paragraph.

“The financial year July 2009 to June 2010 showed continuing unprecedented growth in staff numbers in the Northern Territory Public Sector, 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. However, the staffing demand has been showing signs of outstripping revenue supply. As a result, in late March 2010 the Government placed a cap on staffing numbers, such that the average FTE number for the ensuing two years is not to exceed the average for the March 2010 quarter, unless approved in Budget initiatives. This is intended to put a brake on the staffing increases and bring some consolidation to the overall staffing profile.”

The staffing cap has had the effect of slowing staffing growth. During 2010-11 overall staffing increased by 2.1 percent compared to 4.7 percent the previous year and 8.1 percent in 2008-09. While the staffing cap did not totally succeed in containing staffing levels to within the 2010-11 target, it certainly did slow the rate of growth in NTPS staffing (see Figure 37). Part of the reason for the overall increase during the year was the approval in 2011 by Budget Cabinet of increases to target staffing in both

DoH and DCF for Budget 2010-11. The 2011-2012 Budget also has further initiatives that require additional staff.



Appendices

Acronyms and Abbreviations

AAPA	Aboriginal Areas Protection Authority
ANZSOG	Australia and New Zealand School of Government
CDU	Charles Darwin University
CE	Chief Executive
CLF	NTPS Capability and Leadership Framework
DBE	Department of Business and Employment
DCF	Department of Children and Families
DCI	Department of Construction and Infrastructure
DCM	Department of the Chief Minister
DET	Department of Education and Training
DHF	Department of Health and Families
DHLGRS	Department of Housing, Local Government and Regional Services
DLA	Department of the Legislative Assembly
DLP	Department of Lands and Planning
DoH	Department of Health
DOJ	Department of Justice
DOR	Department of Resources
DPC	Darwin Port Corporation
EBA	Enterprise Bargaining Agreement
EEO	Equal Employment Opportunity
EEOMP	Equal Employment Opportunity Management Program
EI	Employment Instruction
FOIT	Finance Officer in Training
FTE	Full-time Equivalent
GFC	Global Financial Crisis
IECDS	Employment and Career Development Strategy
JES	Job Evaluation System
NRETAS	Department of Natural Resources, Environment, the Arts and Sport
NTEC	Northern Territory Electoral Commission
NTPFES	Northern Territory Police, Fire and Emergency Services
NTPS	Northern Territory Public Sector
NT Treasury	Northern Territory Treasury
OCPE	Office of the Commissioner for Public Employment
OH&S	Occupational Health and Safety
PIPS	Personnel Information and Payroll System
PSEMA	<i>Public Sector Employment and Management Act</i>
PSMP	Public Sector Management Program
PWC	Power and Water Corporation
RWD	Remote Workforce Development
Tourism NT	Tourism Northern Territory

List of Figures

Figure 1: Reporting Framework	9
Figure 2: Employment Instructions.....	17
Figure 3: Employment Instruction 4 – Performance Management.....	18
Figure 4: Employment Instruction 8 – Management of Grievances	19
Figure 5: Employment Instruction 11 – Equal Employment Opportunity Management Programs	21
Figure 6: Employment Instruction 11 – EEOMP – Indigenous Employment and Career Development Strategy	23
Figure 7: Employment Instruction 11 – EEOMP – Bullying and Harassment Policy	25
Figure 8: Employment Instruction 12 – Occupational Health and Safety Programs	27
Figure 9: Employment Instruction Number 13 – Code of Conduct	29
Figure 10: Number of Agencies who have Approved Employees Utilising Flexible Work Practices	33
Figure 11: Implementation of Flexible Work Practices in 2010-11	34
Figure 12: Developing Leaders.....	37
Figure 13: Agency Specific Workforce Plan.....	38
Figure 14: Workforce Challenges.....	39
Figure 15: Workforce Risks.....	40
Figure 16: Early Careers Activities/Initiatives Undertaken	45
Figure 17: Discipline Studied by Apprentices by Gender.....	46
Figure 18: Number of Graduate Traineeships by Discipline Studied	48
Figure 19: Number of Graduate Traineeships by Agency	49
Figure 20: Initiatives Undertaken to Improve Attraction and/or Retention of Staff	50
Figure 21: Merit Selection Practices	52
Figure 22: Agency-Specific Selection Practices.....	53
Figure 23: Provision of Chairpersons Training.....	54
Figure 24: Number and Percentage of NTPS Promotions Appealed	55

Figure 25: Outcome of Appeals.....	55
Figure 26: Application of Natural Justice.....	56
Figure 27: Promoting Impartial, Ethical and Professional Behaviour	58
Figure 28: Methods of Communication used by Agencies to Inform Employees about Government Priorities Relevant to their Workplace	59
Figure 29: Methods of Communication used by Agencies to Inform Employees about Workplace Changes Affecting Them.....	60
Figure 30: Agency Consultation with Employees.....	61
Figure 31: Monitoring Employee Confidence	62
Figure 32: Action Taken in Accordance with the Public Sector Employment and Management Act.....	63
Figure 33: Summary of Discipline 2004 - 2011	64
Figure 34: Inability Cases 2004 - 2011.....	65
Figure 35: Representation of Equal Opportunity Groups in the NTPS.....	69
Figure 36: Growth in the NTPS, Labour Force and Population June 1983-2011	70
Figure 37: Movements in NT Population and NTPS Staff 1983-2011	72
Figure 38: Changes to Average Public Sector Staff Employed by Agency: June Quarter 2008 to June Quarter 2011	73
Figure 39: Employment Status of NTPS Staff 2001-2011	74
Figure 40: Part-time in the NTPS 2001-2011	75
Figure 41: Proportion of Women in the NTPS 1993-2011.....	76
Figure 42: Part-time Employees by Age and Gender: June 2011	77
Figure 43: Proportion of Part-time Employees in Age Groups by Gender: June 2011	77
Figure 44: Proportions of Women and Men by Agency (All Employees) 2011.....	78
Figure 45: Percentage of Women by Employment Stream June 1994 to June 2011 with Overall Percentage Change Since 1994.....	79
Figure 46: Proportion of Permanent Staff by Gender NTPS 1994-2011	80
Figure 47: Distribution of Men and Women in the NTPS by Age Group (All Employees) 2011	81

Figure 48: Distribution of Women in the NTPS by Age Group June 1994 and June 2011	82
Figure 49: Distribution of Men in the NTPS by Age Group June 1994 and June 2011	82
Figure 50: Average Age by Gender NTPS Staff 1994-2011.....	83
Figure 51: Length of Service by Gender NTPS Staff – 2011 – Permanent Employees	84
Figure 52: Distribution of Men and Women in the NTPS by Employment Category June 2011 (Change in Total Stream Proportion Since 1994).....	85
Figure 53: Distribution of Men and Women in the NTPS by Salary Level - June 2011	86
Figure 54: Distribution of Men and Women in the NTPS by Salary Level -June 1995.....	87
Figure 55: Average Age by Classification Stream June 2011 All Employees with Change in Median Age Since 1994.....	88
Figure 56: Change in Executive Contract Numbers by Classification and Gender 2010-2011	89
Figure 57: NTPS Separation and Recruitment Rates by Employment Category: 2005-06 to 2010-11 Permanent Staff*	90
Figure 58: NTPS Separation and Recruitment Rates by Employment Category: 2005-06 to 2010-11 (Permanent and Temporary).....	91
Figure 59: Separation Statistics for 2010-11 (Permanent and Temporary Staff)*	92
Figure 60: Days Personal Leave Taken by Individuals in the NTPS in 2010-11 (All Employees).....	94
Figure 61: NTPS Average (Median) Personal Leave Days Taken per Employee 1995-2011 (data not reliable pre 1995).....	95
Figure 62: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2010-11.....	95

Agency Reporting Survey

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

2010-11 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 conducted by the OCPE 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 2009-10 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 Parts 3 and 4.

Part 2 – 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 3 – Discipline, Redeployment and Inability

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

Part 4 – 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 2010-11.

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 2011:

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

1.1. This Agency has established processes to ensure employees are aware of and observe the prescribed principles of human resource management.

1.2. This Agency has not established processes to ensure employees are aware of and observe the principles of human resource management.

(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 – 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

2A.1. Are the Principles and Code of Conduct (Employment Instruction 13) made readily available to employees?

- Yes No

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

- Yes No

2A.3. If yes, is it made readily available to all relevant employees?

- Yes No

2A.4. Are the Principles and Code of Conduct (including any agency/ occupation specific code of conduct) observed and applied consistently in your agency?

- Always Usually
 Sometimes Never

2A.5. If ‘Sometimes’ or ‘Never’ are steps being taken to ensure they are observed and applied consistently?

- Yes No

2A.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

2A.7. Additional comments on this section.

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B. Promoting Impartial, Ethical and Professional Behaviour

2B.1. Does your agency support decisions on work matters being made fairly, objectively and ethically?

- Always Usually
 Sometimes Never

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

- Always Usually
 Sometimes Never

2B.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

2B.4. Additional comments on this section:

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C. Ensuring Accountability to Government

2C.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 proces
- 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_e.g. Quarterly meetings with all Directors & other key staff)

D. Providing Good Client Service

2D.1. Does your agency have policies/procedures/standards on client service?

- Yes No

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

- Yes No

2D.3. Are the client service policies/procedures/standards applied consistently?

- | | |
|-----------|---------|
| Always | Usually |
| Sometimes | Never |

2D.4. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

- Yes No

2D.5. Additional comments on this section:

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E. Managing Performance

- 2E.1. Is Employment Instruction 4 – Performance Management made readily available to employees?
 Yes No

- 2E.2. Have performance management systems have been implemented in your agency?
 Yes No

- 2E.3. If ‘no’, are steps being taken to develop and implement systems?
 Yes No

- 2E.4. Is the performance management system applied consistently across your agency?
 Always Usually
 Sometimes Never

- 2E.5. If ‘sometimes’ or ‘never’, are steps being taken to ensure they are applied consistently?
 Yes No

- 2E.6. Is employee confidence in the performance management system monitored?
 Yes No

2E.7. Additional comments on this section:

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F. Employment Based on Merit

- 2F.1. Is the Merit Selection Guide made readily available to employees?
 Yes No

- 2F.2. Does your agency have a specific selection policy / procedure consistent with the merit principle?
 Yes No

- 2F.3. If ‘yes’, has it been made readily available to employees?
 Yes No

- 2F.4. What percentage of selection panel chairpersons have received training in merit-based selection processes?
 0-25% 26-50%
 51-75% 76-100%

- 2F.5. Additional comments on this section:

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G. Remuneration Commensurate with Responsibilities

2G.1. Does your agency makes JES information readily available to employees?

- Yes No

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

- Always Usually
 Sometimes Never

2G.3. If 'sometimes' or 'never', are steps being taken to ensure they are reviewed regularly?

- Yes No

2G.4. Does your agency have sufficient JES evaluators?

- Yes No

2G.5. If 'no', are steps being taken to ensure your agency has sufficient JES evaluators?

- Yes No

2G.6. Additional comments on this section:

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

2H.1. Is Employment Instruction Number 11 – Equal Employment Opportunity Management Programs (EOMP) made readily available to employees?

- Yes No

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

- Yes No

2H.3. Has the EOMP been made readily available to employees?

- Yes No

2H.4. Is the EOMP applied consistently across your agency?

- Always Usually
 Sometimes Never

2H.5. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

- Yes No

2H.6. Is employee confidence in the EOMP monitored?

- Yes No

2H.7. Is the EOMP built into the business processes/development activities of your agency?

- Always Usually
 Sometimes Never

2H.8. Does your agency provide equal opportunity/diversity training to employees?

- Yes No

2H.9. Does your agency have an Indigenous Employment and Career Development program/strategy?

- Yes No

2H.10. If 'no', are steps being taken to develop one?

- Yes No

2H.11. Is the program/strategy applied consistently across your agency?

- Always Usually
 Sometimes Never

2H.12. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

- Yes No

2H.13. Is employee confidence in the program/strategy monitored?

- Yes No

2H.14. What percentage of employees in your agency have undergone Cultural Awareness training?

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

2H.15. Does your agency have a policy on bullying or harassment?

- Yes No

2H.16. Is the policy applied consistently across your agency?

- Always Usually
 Sometimes Never

2H.17. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

- Yes No

2H.18. Is employee confidence in the policy monitored?

- Yes No

2H.19. What percentage of managers/supervisors have undergone bullying or harassment training?

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

2H.20. Additional comments on this section:

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I. Employee Consultation and Input Encouraged

2I.1. Are employees consulted in the development and review of policies/procedures?

- Always Usually
 Sometimes Never

2I.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

2I.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):

2I.4. When making decisions which directly affect employees, is employee input sought?

- Always Usually
 Sometimes Never

2I.5. Are managers receptive to ideas put forward by employees?

- Always Usually
 Sometimes Never

2I.6. Additional comments on this section:

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J. Promoting a Safe Workplac

2J.1. Is Employment Instruction Number 12 – Occupational Health and Safety Programs made readily available to employees?

- Yes No

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

- Yes No

2J.3. If 'no', are steps being taken to develop one?

- Yes No

2J.4. Has the Occupational Health and Safety Program been made readily available to employees?

- Yes No

2J.5. Is the Occupational Health and Safety Program applied consistently?

- Always Usually
 Sometimes Never

2J.6. If 'sometimes' or 'never', have steps been taken to ensure it is applied consistently?

- Yes No

2J.7. Is employee confidence in the Occupational Health and Safety Program monitored?

- Yes No

2J.8. Is the Occupational Health and Safety Program built into business processes/ development activities?

- Always Usually
 Sometimes Never

2J.9. Additional comments on this section:

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J. Promoting a Flexible Workplace

2K.1. Are flexible work practices and other initiatives that support work life balance promoted and monitored in your agency?

Yes No

2K.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				

2K.3. Additional comments on this section:

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L. Workforce Planning and Capability

2L.1 Did your agency undertake any activities/initiatives to improve attraction and/or retention of staff?
 Yes (Please specify) No

.....

2L.2. Did your agency undertake any activities/initiatives relating to Early Careers such as trainees, apprentices, graduates, cadets, scholarship
 Yes (Please specify) No

.....

2L.3. Does your agency have a structured agency specific program to develop its leaders?
 Yes No

2L.4. If 'no', are steps being taken to implement one?
 Yes No

2L.5. If a structured agency specific program has been implemented, at what levels/ which designations is it aimed?

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2L.6 Did your agency have an agency-specific documented workforce plan in 2010-11?
 Yes (please provide a copy)
 Being developed No

2L.7 In 2010-2011, did your agency's workforce plan include the following assessments:

	Yes	Being Developed	No	Not Applicable
a A workforce demand analysis i.e. the required capacity (the number of people needed to be employed directly by your agency to achieve agency outcomes)?				
b Required capability (skill sets, including soft skills such as leadership, change management, stakeholder engagement)?				
c A workforce supply analysis i.e. the avenues for recruitment including universities, interstate and international migration, education institutions, etc?				

2L.8 If your agency’s workforce plan shows key capacity (headcount) gaps, please list up to three of the critical gap areas.

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2L.9 If your agency’s workforce plan shows key capability (skill sets, including soft skills) gaps, please list up to three of the critical gap areas.

.....
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2L.10 If your agency’s workforce plan shows key capacity and/or capability gaps, does it outline a solution for transitioning to the required capacity and/or capability?

- Yes (please specify)
- Being developed No
- Not Applicable – agency has no key capacity or capability gaps

2L.11 Additional comments relating to workforce planning activities in your agency:

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2L.12 Has your agency identified the workforce risks facing your agency in the next five years?

- Yes (please specify)
- Being developed No

2L.13 Please select the up to five greatest workforce risks facing your agency in the next five years. **[Please choose up to five options only]**

- Addressing capability gaps due to agency growth
- Addressing capability gaps due to a reduction in agency size
- Addressing capability gaps due to a changing operating environment
- Inadequate resources for changing business needs
- Dealing with changing business needs due to varying needs of clients
- Skill shortages which impact on agency capability
- Loss of public confidence or agency reputation
- Long and costly recruitment

- Recruiting appropriately skilled people
- Loss of corporate knowledge or talent due to retirement
- Loss of corporate knowledge or talent due to competition for staff
- Retaining appropriately skilled employees
- Underdeveloped management or leadership capability among middle managers
- Underdeveloped management or leadership capability among senior leaders
- Lack of capable employees for future senior leadership roles
- Retaining employees with a high potential for succession
- Limited career advancement or mobility opportunities for employees
- Inability to identify or manage talent
- Lack of learning and developing opportunities
- Other (please specify)

.....

2L.14 Please select up to three of the greatest workforce challenges experienced by your agency in identifying workforce risks. [Please choose up to three options only]

- Uncertainty about the future
- Difficulties achieving a consensus on the challenges faced by the agency or the capabilities needed

- Difficulties mapping current capabilities in order to predict future capability requirements
- Insufficient access to environmental scanning information
- A lack of workforce planning experience
- Resources, time or cost involved in undertaking the task
- Large agency size or complexity
- Limitations of the existing human resources management system
- Changes in government direction
- Changes in funding or staffing
- Fluctuating workload
- Inability to access the required workforce data
- Inadequate workforce planning models, tools or processes
- Other (please specify)

.....

- None of the above

M. Providing a Fair System of Review

2M.1. Is Employment Instruction Number 8 – Management of Grievances made readily available to employees?

- Yes No

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

- Yes No

2M.3. If 'no', are steps being taken to develop them?
 Yes No

2M.4. Have the procedures been made readily available to employees?
 Yes No

2M.5. Are the procedures applied consistently?
 Always Usually
 Sometimes Never

2M.6. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?
 Yes No

2M.7. Is employee confidence in the management of grievances monitored?
 Yes No

2M.8. Additional comments on this section:
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N. Natural Justice

2N.1. Is Employment Instruction Number 3 – Natural Justice made readily available to employees?
 Yes No

2N.2. Are the principles of natural justice built into business processes/ development activities?
 Always Usually
 Sometimes Never

2N.3. Are the principles of natural justice applied consistently?
 Always Usually
 Sometimes Never

2N.4. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?
 Yes No

2N.5. Is employee confidence in the observance of natural justice principles within your agency monitored?
 Yes No

2N.6. Additional comments on this section:
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Part 3 – 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).

3.1. How many employees were declared potentially surplus under section 41 of the Act?

.....

3.2. How many employees declared potentially surplus were transferred under section 42 of the Act?

.....

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

.....

Discipline and Inability Cases

3.4.

	Cases Brought Forward from 2008-09	New Cases Commenced in 2009-10	Cases Completed in 2009-10	Cases Carried Forward to 2010-11
Inability				
Summary Dismissal				
Discipline*				

*excluding summary dismissal

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

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Part 4 – Examples of Best/Innovative Practice

4.1 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 Development
- 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 2010 -11 State of the Service Report.

Feedback Form

We welcome your feedback on the State of the Service Report 2010–11. 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?

.....

.....

.....

Does the report contain the information you required?

Yes No

How do you think the report could be improved?

.....

.....

.....

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

.....

.....

.....

Please indicate where you are from:

- | | |
|--|--|
| <input type="checkbox"/> NT Government | <input type="checkbox"/> Industry |
| <input type="checkbox"/> Education or research institution | <input type="checkbox"/> Other State or Territory government |
| <input type="checkbox"/> Community member or organisation | <input type="checkbox"/> Private sector |
| <input type="checkbox"/> Australian Government | |

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

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