

State of the Service Report 2011-12



Office of the Commissioner for Public Employment

State of the Service Report 2011–12

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 2011-12.

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Letter to the Minister

Mr Terry Mills MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister Mills

RE: STATE OF THE SERVICE REPORT 2011–12

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 is a section with statistical 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, performance and conduct, and administration management as prescribed by the PSEMA.

This report draws on a range of information sources, primarily via an Agency Reporting Survey, in which chief executive officers (CEOs) 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 the human resource management principle and the performance and conduct principle, 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 table a copy of this report before the Legislative Assembly within six sitting days of receipt.

Yours sincerely



KEN SIMPSON

Commissioner for Public Employment

28 September 2012

Report Overview

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

- (a) *the extent to which the **human resource management principle** and **performance and conduct principle** have been upheld in the Public Sector during the financial year, including:*
- (i) *measures taken to ensure they are upheld; and*
 - (ii) *any significant failures to uphold them of which the Commissioner is aware;*
- (b) *measures, if any, taken to improve human resource management in the various Agencies;*
- (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) *any other matters as prescribed by regulation.*

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

- *management training and staff development programs in the Agency; and*
- *occupational health and safety programs in the Agency.*

Both these matters are dealt with in the 2011–12 Office of the Commissioner for Public Employment (OCPE) Annual Report rather than in this report.

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

Public Sector Principles

Human Resource Management Principle

The **human resource management principle** prescribed in section 5C of the PSEMA is that human resource management in the public sector must be directed towards promoting the following:

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

Performance and Conduct Principle

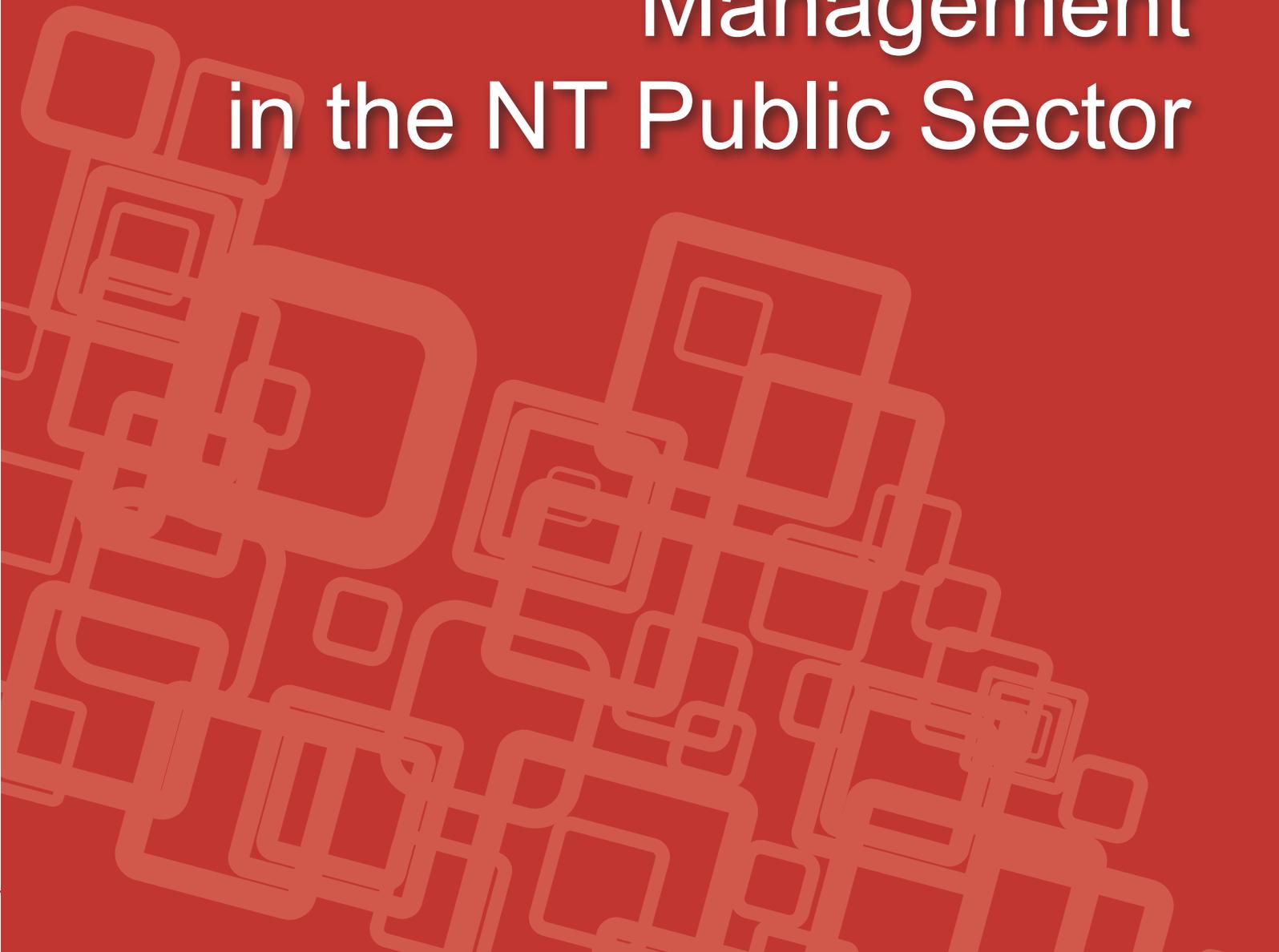
The **performance and conduct principle** prescribed in section 5F of the PSEMA is that a public sector officer must do the following:

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

The **human resource management principle** and **performance and conduct principle** are complemented by the **administration management principle**.

These three principles (collectively, the Public Sector Principles) underpin the PSEMA as the basis for administrative action, administration of the public sector, and conduct expected of public sector employees. They are the essential components of the human relations framework that governs employment in the NTPS.

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



Human Resource Management in the NT Public Sector

Introduction

The material in Part 1 of this report is derived from a number of sources of information:

- the annual Agency Reporting Survey in which agencies report to the Commissioner on agency implementation of the Public Sector Principles, Employment Instructions (EIs) and workforce planning and development
- the 2011 NTPS Employee Survey
- the Personnel Integrated Payroll System (PIPS)
- appeals and grievance reporting.

Consistent with the previous reporting period, 22 agencies are included in this report. (Refer Part 3 – Agency Participation in the Agency Reporting Survey for a list of agencies.) Employment for 21 of the 22 agencies is under the PSEMA. The Aboriginal Areas Protection Authority is included as an agency for all purposes of this report except its compliance against the application of the EIs. The reason for this is that Aboriginal Areas Protection Authority employees are employed under the *Northern Territory Aboriginal Sacred Sites Act*, not the PSEMA.

All 21 agencies under the PSEMA reported that they had policies, procedures and processes in place to ensure that staff were aware of and observe the human resource management principle and the performance and conduct principle.

The 2011 NTPS Employee Survey was designed to elicit staff perceptions about workplace culture and human resource management practices across the public sector. The results will inform human resource management priorities and programs for the OCPE and agencies in working to ensure that

the NTPS is an employer of choice.

The 2011 NTPS Employee Survey results include some very positive findings:

- there is a strong commitment to community service
- staff are confident they know how to get their job done
- the quality of working relationships and mutual respect is high
- there is generally a strong feeling among staff that they make an important contribution to achieving workplace and agency outcomes.

A large majority of staff also perceive that NTPS employment is open to all and that the principles of fairness and equity are upheld in employment. A large majority also had confidence that the NTPS operated in an apolitical, impartial and ethical way and that their workplace was safe. The availability of flexible workplace arrangements also received positive feedback.

NTPS employees under 30 years of age generally had a very positive view of their working environment, which bodes well for the capacity of the NTPS to attract young people in the labour market. Less positive were the perceptions of employees over 60 years. The NTPS needs to retain the knowledge and skills of these employees over the next few years so this is an area we need to address.

There are several areas where we need to work towards improved results.

Figure 1: 2011 NTPS Employee Survey Key Areas for Improvement and Actions Undertaken to Address These

Opportunity for improvement	Action undertaken during the reporting period
Merit selection	The Promotion Appeals and Grievance Reviews division of the OCPE refreshed merit selection training and commenced an intensive round of training for panel chairs and panel members.
Performance management	<p>CEOs committed to formal monitoring and quarterly reporting of performance management at an agency level.</p> <p>Employment Instruction 4 was amended to require first-time supervisors/managers to attend a course on giving performance feedback within six months of appointment.</p> <p>The Training and Development unit of the OCPE has developed and commenced training in performance management.</p> <p>An e-learning web-based resource has been developed and will be made available in 2012–13.</p>
Leadership and change management	<p>Change management programs were facilitated in 2012.</p> <p>The topic was incorporated into existing leadership programs.</p>
Appropriate workplace behaviours	<p>Agencies and unions were consulted on a revised framework and a new Employment Instruction 13 ‘Appropriate Workplace Behaviour’ was issued on 29 June 2012.</p> <p>Agencies have committed to consider appropriate action in those areas where bullying and harassment may be prevalent.</p>

Additional analyses of sector-wide data were undertaken revealing that:

- Indigenous and Torres Strait Islander staff scored their responses on par with their non-Indigenous counterparts
- females scored slightly more positively than males
- there were significant differences in scores between regional and urban employees, with Darwin/Palmerston staff being the most positive and East Arnhem and remote Alice Springs area staff being the least positive.

The following sections provide more detailed information about the state of human resource management and development in the NTPS.

Reporting Against Employment Instructions

Twenty-one agencies were asked the extent to which the application of the Public Sector Principles were managed within their agencies, as measured against the relevant EIs, and incorporated into their processes and programs. EIs are rules relating to the functions and powers of the Commissioner under the PSEMA, or otherwise relating to the good management of the NTPS. EIs assist agencies in their interpretation and application

of associated PSEMA provisions. Therefore, a review of the application of the EIs is by necessity also a review of the application of the relevant PSEMA provisions. Agencies' responses are demonstrated in Figures 3 – 6.

A summary of the 13 EIs and associated PSEMA requirements is listed in Figure 2. EIs reported against in this section that are particularly relevant as a human resource measure for this report are in bold typeface.

Figure 2: Employment Instructions

Employment Instruction	Summary of Employment Instruction and associated PSEMA requirements
1. Filling Vacancies	<p>Develop procedures for the employment, promotion and transfer of employees that are consistent with the PSEMA, Regulations, By-laws, Employment Instructions, determinations, and relevant award or enterprise agreement.</p> <p>Ensure selection is made in accordance with the merit and equality of employment opportunity principles.</p>
2. Probation	<p>Develop procedures for a probationary process that are consistent with the PSEMA, Regulations, By-laws, Employment Instructions, determinations, and relevant award or enterprise agreement.</p> <p>Ensure probationary employees are aware of the details of that process as soon as practicable after commencing duty.</p>
3. Natural Justice	<p>Sets out the rules of natural justice that must be observed in all dealings with employees under the PSEMA where an employee may be adversely affected by an impending decision, other than those referred to in section 50 of the PSEMA – Summary Dismissal.</p>
4. Employee Performance Management and Development Systems	<p>Develop and implement an employee performance management and development procedure consistent with the PSEMA, Regulations, By-laws, Employment Instructions, determinations and relevant award or enterprise agreement.</p> <p>Ensure employees are aware of, understand the purpose and application of, and participate in the agency’s employee performance management and development system.</p> <p>Ensure supervisors responsible for conducting employee performance reviews have adequate training within six months of commencing a position where they will be required to perform this function.</p>
5. Medical Examinations	<p>Ensure the prescribed requirements regarding medical examinations of employees as set out in this Employment Instruction—such as engaging a health practitioner, notifying the employee in writing of the direction to attend and purpose, and information to be provided to the health practitioner—are followed.</p>
6. Employee Performance and Inability	<p>Ensure the prescribed requirements for undertaking an employee performance and inability process, medical examinations, suspension and transfers are followed.</p>
7. Discipline	<p>Ensure the prescribed requirements for undertaking a discipline process, medical examinations, suspension and transfers are followed.</p>

Employment Instruction	Summary of Employment Instruction and associated PSEMA requirements
8. Internal Agency Complaints and Section 59 Grievance Reviews	Develop an internal agency employee grievance-handling policy and procedure consistent with the PSEMA, Regulations, By-laws, Employment Instructions, determinations and relevant award or enterprise agreement.
9. Employment Records	<p>Ensure recording of required details for every employee.</p> <p>Ensure person's employment record contains the prescribed information.</p> <p>Comply with the requirements of the <i>Information Act</i> (NT) regarding the correction, collection and handling of personal information contained in an employee's employment record.</p>
10. Equality of Employment Opportunity Programs	<p>Develop an Equality of Employment Opportunity Program consistent with the PSEMA, Regulations, By-laws, Employment Instructions, determinations, <i>Anti-Discrimination Act</i> and relevant award or enterprise agreement.</p> <p>Ensure programs are integrated with corporate, strategic and other agency planning processes and be directed towards:</p> <ul style="list-style-type: none"> • ensuring all persons have equal opportunity to compete for employment, promotion and transfer, and to pursue careers within the public sector • eliminating unlawful discrimination from human resource management in the public sector.
11. Occupational Health and Safety Standards Programs	<p>Develop an occupational health and safety program, which includes a management plan, that encourages employees and their representatives to participate in the decision making process in relation to occupational health and safety, and other requirements as set out in the Employment Instruction.</p> <p>Ensure the application of appropriate occupational health and safety standards and programs in the agency.</p>
12. Code of Conduct	<p>The Code of Conduct applies to all public sector employees, including CEOs.</p> <p>CEOs may issue agency-specific codes of conduct consistent with the PSEMA, Regulations, By-laws and Employment Instructions.</p> <p>CEOs may issue guidelines regarding acceptance of gifts and benefits by employees.</p>
13. Appropriate Workplace Behaviour	Develop and implement a policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying as defined by this Employment Instruction.

Employment Instruction 4 – Employee Performance Management and Development Systems

EI 4 – Employee Performance Management and Development Systems states that CEOs must develop and implement a performance management and development procedure for their agency.

The introduction of the PSEMA amendments and new EI 4 have emphasised the requirement for performance management and development systems to be implemented across all areas of the agency, and 20 agencies reported this to be the case. The only agency that has not implemented a system across all areas is currently developing a new online Performance Evaluation System and training is required before implementation across the agency can be finalised. In many agencies, automated and online systems are progressively replacing paper-based processes to allow for easier access and a greater degree of monitoring.

Thirteen agencies have monitoring systems in place to verify that all supervisors/managers are providing formal performance feedback to staff at least annually. The remaining agencies are currently developing such systems.

Twenty agencies reported they provide information on performance management and development as part of orientation and other training, such as management and leadership capacity-building training. A number of the agencies reported a greater emphasis on ensuring managers and employees received regular training and information throughout the

year to improve the levels of satisfaction with the process and outcomes.

Results of the 2011 NTPS Employee Survey showed that while 73 percent of respondents were aware of their agency's formal performance management system, only 50 percent reported that they had participated in a formal discussion in the preceding 12 months. Of those staff who had engaged in a discussion, 80 percent found these to be beneficial.

In March 2012, all agencies agreed to develop a performance management monitoring tool to alert CEOs to areas where performance management discussion may require attention. Quarterly status reports will be provided to the Commissioner by agencies through the 2012–13 reporting period. CEOs also committed to training their staff in performance feedback and in addressing underperformance, and to ensure new supervisors attend training within six months of commencing in their roles.

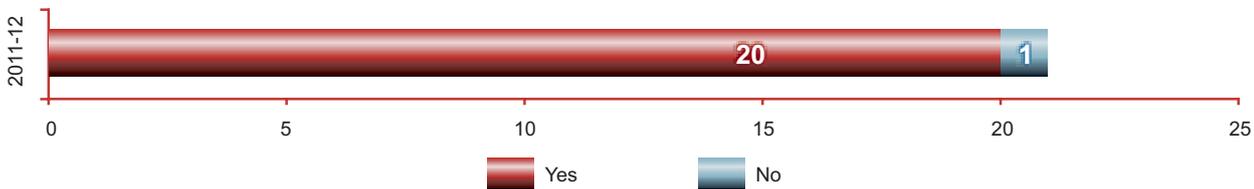
In line with these commitments, the OCPPE's Training and Development unit reviewed course content and ran a successful pilot program in giving performance feedback and addressing underperformance. The new training will be promoted and available through the next reporting period. In addition, an e-learning web-based toolkit was developed to support anyone with responsibility for management in facilitating performance management conversations. The four modules were designed to complement the work already being done in many agencies, and to enable smaller agencies to utilise a core resource without needing to duplicate work themselves.

EI 4 was amended to support the CEOs' commitment to providing new supervisors with performance management training. The amendment requires agencies to ensure that supervisors responsible for conducting employee performance reviews have had adequate training on giving and receiving performance feedback within six months of commencing a position where they will be required to perform this function.

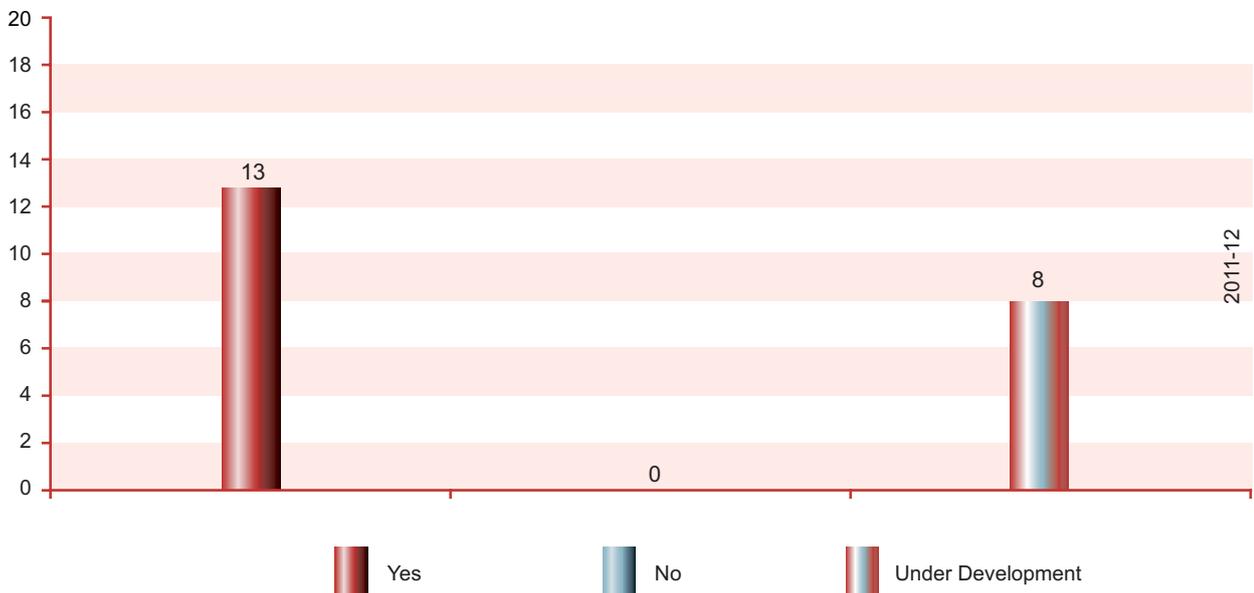
The amendment came into force on 11 July 2012 and will be mandatory for all agencies in the next reporting period. However, in this reporting period, it is encouraging that 18 agencies indicated they ensured training was provided. The three agencies that indicated they do not provide training are very small agencies and one of them indicated its performance management and development system was still in early stages of application. As a relatively new requirement it is expected that compliance with the amendment will be achieved during next year.

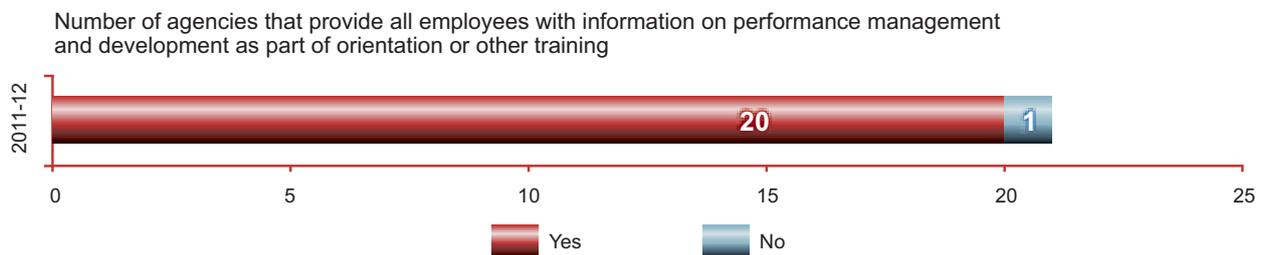
Figure 3: Employment Instruction 4 – Performance Management and Development Systems

Number of agencies that have performance management and development systems implemented in all areas of the agency



Number of agencies that have a reliable monitoring system in place to verify that all supervisors/managers are providing formal performance feedback to staff at least annually





Employment Instruction 8 – Internal Agency Complaints and Section 59 Grievance Reviews

EI 8 – Internal Agency Complaints and Section 59 Grievance Reviews states that CEOs must develop an internal employee grievance-handling policy and procedure.

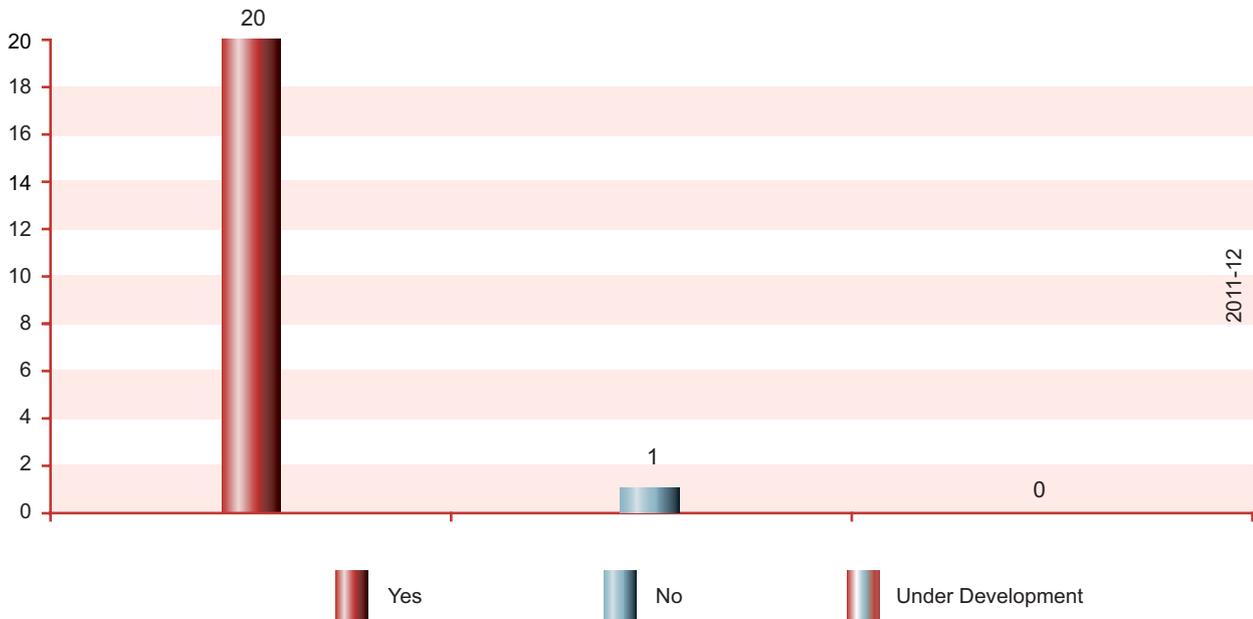
Twenty agencies have developed an agency internal employee grievance handling policy and procedure and have made the procedures readily available to employees. The Northern Territory Electoral Commission, a smaller agency, indicated that it did not have its own policy because it utilises the Department of Business and Employment’s policies where appropriate.

Eighteen agencies indicated that all employees are provided with information as part of orientation, or through other training, on their rights to seek a review of decisions affecting them. Of the three agencies that do not provide this, one agency reported that it provides internal training and information sessions on request, and informal resolution in the workplace through mediation is promoted.

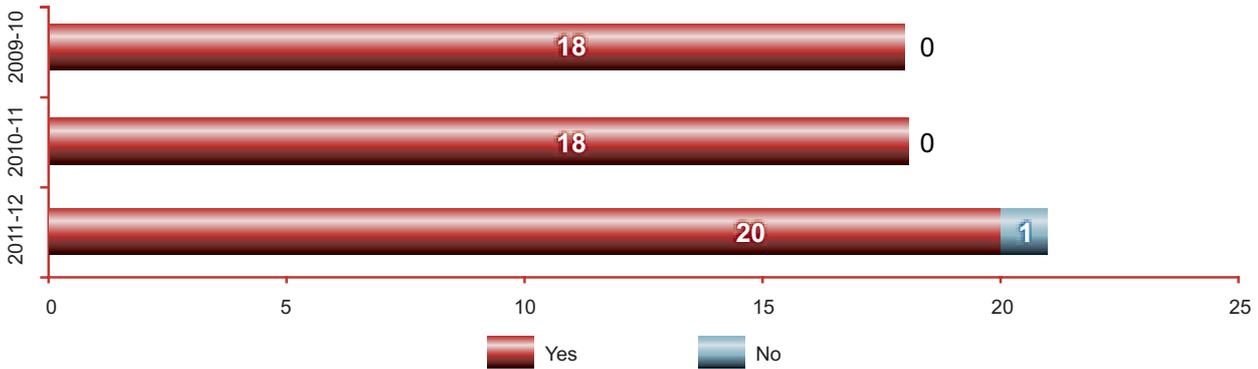
Another agency indicated that it is in the process of reviewing its Employee Grievance Policy and Procedure to incorporate recent legislative changes and best practice, and that the current policy is available on its intranet and included in induction training. These results are consistent with the 2011 NTPS Employee Survey results, which found that the majority of staff reported they are aware that their workplace has formal processes for resolving grievances and disputes (67 percent).

Figure 4: Employment Instruction 8 – Internal Agency Complaints and Section 59 Grievance Reviews

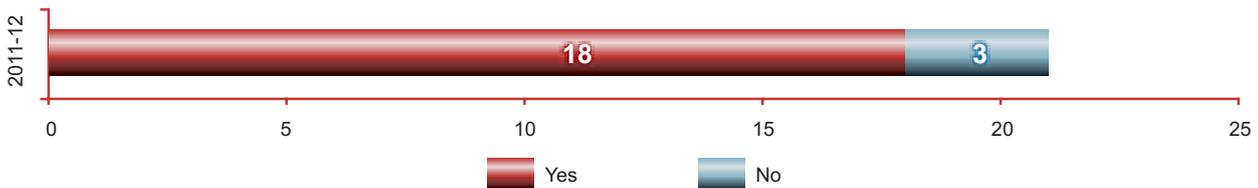
Number of agencies that have developed an agency internal employee grievance handling policy and procedure



Number of agencies that have made the agency internal procedures readily available to employees



Number of agencies that provide employees with information as part of orientation or through other training on their rights to seek a review of decisions affecting them



Employment Instruction 10 – Equality of Employment Opportunity Programs

EI 10 – Equality of Employment Opportunity Programs states that CEOs must develop an Equality of Employment Opportunity Program (EEOP) and sets out a number of minimum requirements.

One requirement is that an agency must ensure communication of its equal employment opportunity policies and programs to all staff. Nineteen of the 21 agencies indicated they provide all employees with information on their equal employment policies and programs as part of orientation or through other training.

Dissemination of information about the EEOP across the majority of agencies has ensured staff are aware of the requirements and objectives and there is evidence that EEOPs are effective. The 2011 NTPS Employee Survey showed that 70 percent of employees believed their agency is committed to promoting equity in employment. Similar to the results from the 2009 NTPS Employee Survey, the majority of staff (ranging from 80–83 percent agreement across the criteria) do not believe that gender, age, cultural background or sexual orientation are barriers to success.

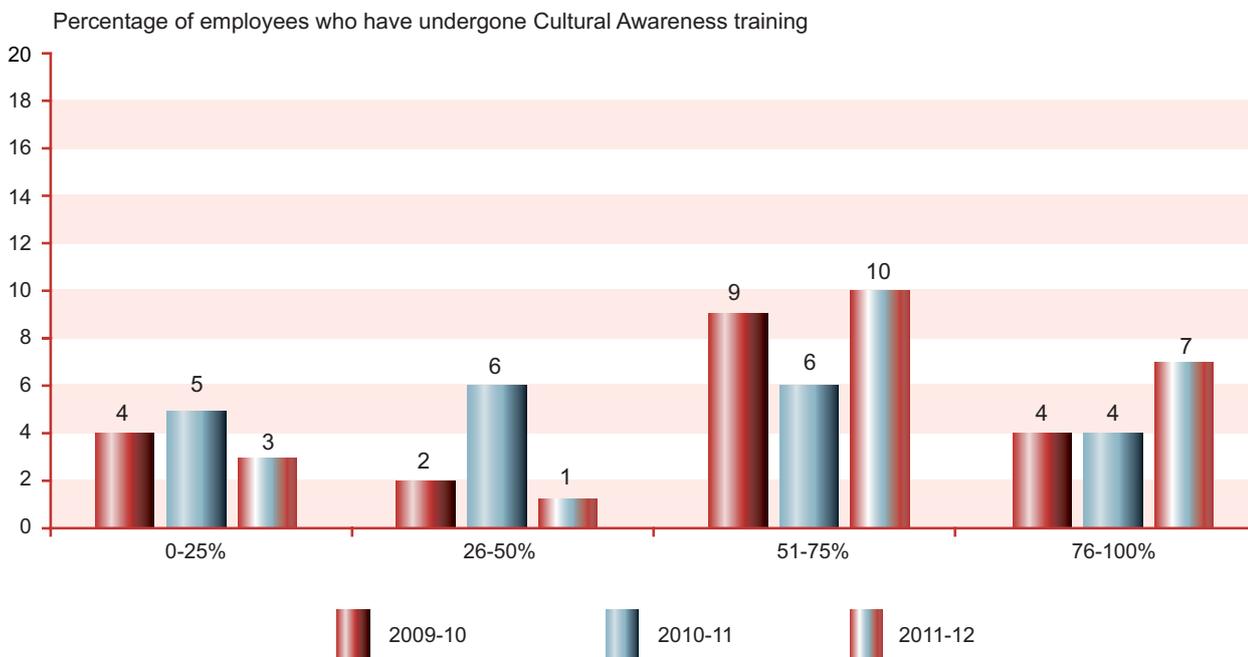
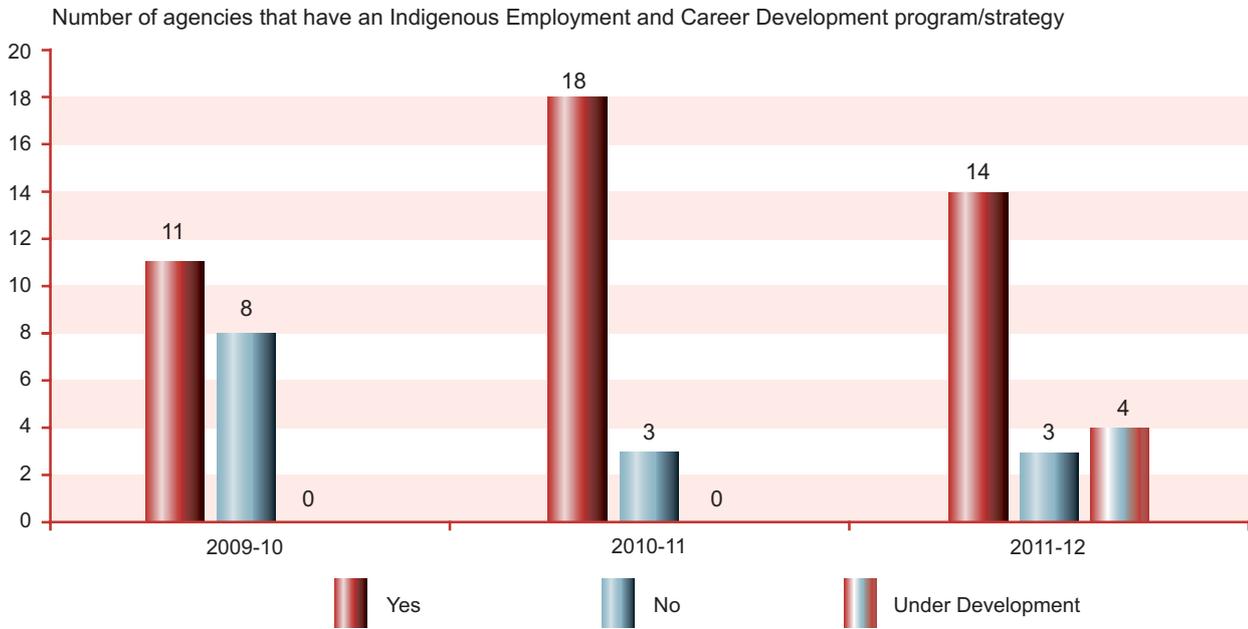
EI 10 – EEOP also requires that, at a minimum, an agency program must include an Indigenous Employment Career Development Program (IECDP) and provide for all employees to participate in cross-cultural awareness training.

Fourteen of the 21 agencies reported that they have an IECDP, and four were currently developing programs. The three agencies that have not developed an IECDP are small agencies with low staff numbers.

Sixty-eight percent of agencies include a requirement that new employees undertake cross-cultural awareness training in their policies. While this is a relatively positive result, there is evidence that the mandatory requirement to participate in cross-cultural awareness training is not consistently applied across the NTPS. Some agencies have mandatory cross-cultural awareness training for all staff; others strongly encourage staff to participate. One agency currently developing its IECDP indicated that there will be an opportunity to promote cross-cultural awareness training when the new program is launched.

Compared with 2010–11, a greater number of agencies reported the percentage of employees who undertook cultural awareness training was at least 51 percent or higher. While this is an improvement, the OCPE, in consultation with agencies, is reviewing cross-cultural training to ensure consistency in content delivery and relevant participation across the NTPS.

Figure 5: Employment Instruction 10 – Equality of Employment Opportunity Programs



Employment Instruction 11 – Occupational Health and Safety Standards Programs

EI 11 – Occupational Health and Safety Standards Programs, states that CEOs must ensure the application of appropriate occupational health and safety standards and programs in their agency.

EI 11 must be read in conjunction with the relevant sections of the *Work Health and Safety Act*, Regulations and Codes of Practice, which are amended from time to time. The *Work Health and Safety (National Uniform Legislation) Act 2011* came into effect on 1 January 2012. To assist duty holders, the legislation has transitional arrangements that provide a period of adjustment until 31 December 2012, or later in some circumstances. These new workplace health and safety laws introduced significant changes that required agencies to review their occupational health and safety standards programs under EI 11.

Acknowledging the number and scope of changes required in this area, the NTPS commenced preparations for the introduction of the nationally harmonised occupational health and safety legislation in 2011.

Fourteen out of 21 agencies reported they had fully implemented the requirements of EI 11 following the introduction of the new legislation. Five of the seven agencies who have not met the requirements of EI 11 following the introduction of the new legislation indicated that the majority of the requirements

had been met, interim measures were in place and/or they were developing implementation strategies.

To have over half of all agencies meet the requirements of EI 11 within six months of commencement of the new legislation is an accomplishment and demonstrates a commitment to occupational health and safety.

Agencies' commitment to safety is reflected in similar findings from the 2011 NTPS Employee Survey. Respondents recorded 71 percent overall agreement that employees generally perceive the workplace to be safe. Moreover, the majority of employees believe that their manager or supervisor ensures occupational health and safety guidelines are followed (71 percent), and encourages employees to report health and safety incidents or hazards (74 percent).

Employment Instruction 12 – Code of Conduct

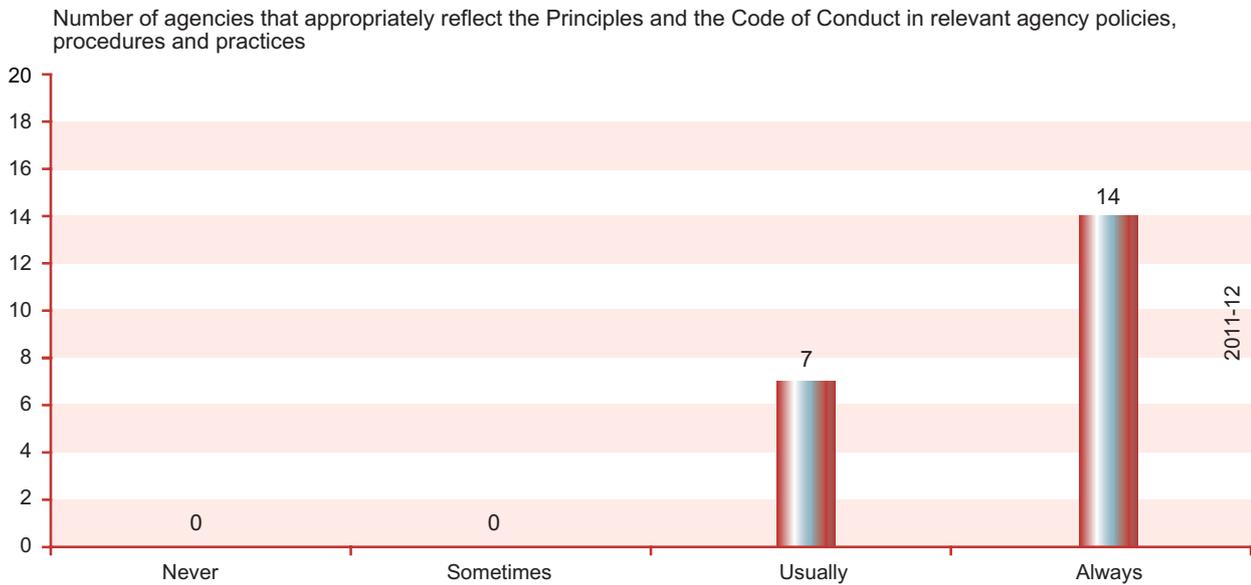
EI 12 – Code of Conduct applies to all NTPS employees, including CEOs.

The data for the 2011–12 Agency Reporting Survey indicates that all agencies are providing their employees with information as part of orientation or other training on the Code of Conduct. The majority of agencies (82 percent) reported they use the intranet to provide access to the Code of Conduct. For smaller agencies without an intranet, such as the Ombudsman's Office and the Northern Territory Electoral Commission, staff noticeboards are used. Ninety-one percent of respondents to the 2011 NTPS Employee Survey indicated being aware of the Code of Conduct.

Fourteen agencies reported that the Public Sector Principles and the Code of Conduct are always appropriately reflected in relevant agency policies, procedures and practices. Compared with 2010–11 where only 11 agencies reported the Public Sector Principles and Code of Conduct were built into their business processes/development activities, this year’s data represents a 14 percent increase.

The seven remaining agencies reported that the Public Sector Principles and Code of Conduct are usually reflected in relevant policies, procedures and practices. As with previous years, there are no agencies that only sometimes or never reflect the Public Sector Principles and Code of Conduct.

Figure 6: Employment Instruction 12 – Code of Conduct



All agencies have appropriate policies and procedures in place to safeguard against potential conflicts of interest. However, two agencies reported they do not brief staff in orientation or other training on the disclosure of interest and potential conflict of interest sections of the Code of Conduct.

There is evidence that agencies are improving human resource management practice by consolidating Public Sector Principles and the Code of Conduct with other initiatives that promote impartial, ethical and professional behaviour:

- NT Treasury reported having a Personal Accountability Framework available to all employees, which outlines their responsibilities in displaying behaviour consistent with Treasury values and the Code of Conduct.
- The Department of Health reported that the Code of Conduct is reinforced through other relevant programs, such as the Recruitment and Selection training program, and underpins both of its accredited leadership programs.
- The Department of Lands and Planning promotes impartial, ethical and professional behaviour in induction and Workplace Etiquette training together with the Code of Conduct.
- The Department of the Chief Minister has developed and issued Ethical Decision-Making Guidelines.

The data indicates that 18 agencies have client service principles/policies and standards (for example, service excellence, confidentiality, respect, fairness and equity) and the majority of agencies either always or usually actively seek feedback from clients about service. A large majority of respondents (85 percent) in the 2011 NTPS Employee Survey agreed that confidentiality of information is taken seriously and staff generally believe there is a strong level of community service and fairness demonstrated within their agency and the sector.

Employment Instruction 13 – Appropriate Workplace Behaviour

EI 13 – Appropriate Workplace Behaviour states that CEOs must develop and implement a policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying as defined by this EI.

All 21 agencies reported that they have a policy on appropriate workplace behaviour (or similar). Seven agencies require first-time managers to undertake training in managing workplace behaviour, and nine agencies have taken steps to address above-average levels of reported bullying as identified in the 2011 NTPS Employee Survey. Further information on appropriate workplace bullying is on page 56.

Remuneration Commensurate with Responsibilities

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

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 enterprise 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 the NTPS's ability to determine remuneration linked to designations remains market-competitive.

Thirty-six percent of agencies indicated through the 2011–12 Agency Reporting Survey that JES information is included as part of orientation or through other training to all staff. Previously, agencies have performed strongly with respect to making JES information readily available, however, results this year indicate that more emphasis needs to be placed on ensuring employees are being informed about JES and how jobs are evaluated in the NTPS.

The data indicates that 21 agencies include a step of reviewing the job description (JD) or Job Analysis Questionnaire (JAQ) prior to advertising in their recruitment policy and procedure.

The one agency that did not, reported that its recruitment policy and procedures were under review and, in the interim, business units were encouraged to review JAQs and JDs prior to advertising. Though not mandatory, there is evidence from at least two agencies that they conduct annual reviews and audits of when jobs were last evaluated.

Nineteen of the 22 agencies indicated that appropriate steps for job design and job evaluation are built into their procedures for change management and the establishment of new functions. During the reporting year, a number of agencies were engaged in relatively large-scale job re-evaluation exercises associated with the restructure of the Professional stream under the *NTPS 2010–2013 Enterprise Agreement*. Agencies reported high levels of staff contributions and involvement in the process.

Breaches or Evasions of Application of the Principles

The 2011–12 reporting year saw the introduction of a range of amendments to the PSEMA and its subordinate legislation; some amendments only being in force since 29 June 2012. While the extent to which the observance of the human resource management principle and the performance and conduct principle varied across the agencies, there is significant evidence that agencies are in the process of developing the relevant policies and procedures for ensuring compliance with the principles, EIs and the PSEMA.

However, the Commissioner became aware through appeals and grievances of a number of instances in which the merit principle had not been appropriately applied. The results of the 2011 NTPS Employee Survey reinforced this as an issue, with only just over half of respondents expressing positive confidence in the application of the merit principle in selection.

Although all agencies have implemented performance management systems, only 50 percent of respondents to the 2011 NTPS Employee Survey reported that they had had a formal performance feedback session with their direct supervisor in the previous 12 months.

Appropriate workplace behaviour is another issue that continues to require further attention in some areas of the public sector. Twenty-six percent of respondents to the 2011 NTPS Employee Survey reported that they had experienced bullying or harassment in the previous 12 months. The most common form of bullying/harassment was intimidating body language or a raised voice. While perceptions

of what constitutes bullying/harassment vary, it is significant that those who reported experiencing it were much less positive about human resources management and development generally in their agency.

The Commissioner presented several papers with recommendations to the Co-ordination Committee of CEOs in early 2012 and a number of actions were agreed to address these issues. The Commissioner also amended Employment Instructions and the OCPE undertook the development and coordination of delivery of relevant training courses.

Promoting Strategic Workforce Planning and Development

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

Developing Workforce Capability

The NTPS is a core institution within the framework of government in the Northern Territory. It needs to be agile and adaptable in order to meet the challenges of providing services to Territorians as well as positioning itself to build on the opportunities arising from its proximity to South East Asia. A high-performing NTPS needs highly capable employees.

The Strategic Workforce Planning and Development division of the OCPE is responsible for developing sector-wide capability-building initiatives. Smaller agencies are able to access OCPE initiatives to eliminate the need for duplication, while larger agencies complement OCPE work with programs targeted at specific needs and identified gaps.

Most agencies have 'people plans' aimed at guiding human resource management and organisational development activities to enhance workforce capability, and all agencies run performance management programs with their staff to ensure alignment between organisational directions and individual work. A number of agencies also conduct internal staff satisfaction surveys to inform and monitor the implementation of their human resource management and development activities.

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

Sector-Wide Training and Development

On 21 May 2012 the Department of Business and Employment's short course function was incorporated into the Strategic Workforce Planning and Development division of the OCPE. The merge was to enable a more consistent and collaborative approach to cross-sector capability development, aligning core training to leadership development and other capability initiatives already facilitated by the OCPE.

Priorities for 2012–13 will be:

- determine short course training requirements in collaboration with agencies
- establish a sector-wide training calendar
- establish an approach that, where possible, does not duplicate core training and balances the needs of smaller agencies
- develop a coordinated e-learning platform for the sector.

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 across the public sector.

Implementation of the CLF commenced in July 2010. During the reporting period, CLF materials available via the OCPE website were reviewed and refreshed and a series of interactive training and information sessions in both Darwin and Alice Springs were facilitated. The cross-sector 360 degree feedback process was also redeveloped to ensure alignment with the CLF.

A third of agencies have incorporated the CLF into their performance management systems and human resource development programs, while others use it as an optional reference point.

Human Resource and Industrial Relations Capability

In 2010–11, the OCPE engaged Government Skills Australia to assess HR/IR capability across the sector. A number of recommendations were made and a sector-wide approach was developed to implement a number of initiatives to address skill gaps.

As a first response, a series of training sessions were written and delivered by Employee Relations staff in Darwin, Katherine and Alice Springs. These training sessions have covered a range of topics, including: introduction to the new PSEMA; natural justice; review of JES; inability, discipline and unsatisfactory performance; and grievance-handling mechanisms.

An 'internship' program was also developed, whereby agency staff rotate through the OCPE for one week, participating in information and practical sessions to develop their knowledge and skills of the OCPE functions and agency requirements under the PSEMA. The first internships commenced in

June 2012 with positive feedback suggesting the program is extremely worthwhile. The program will continue while there is agency demand for places.

The development of a human resource capability framework to support and promote the professional development of HR practitioners across the sector commenced in early 2012. This framework will draw on the work of the Australian Human Resources Institute to ensure professional alignment at a national and international level.

Leadership Programs

Strategic leadership skills are critical in building capability, for example, in navigating change, tackling highly complex problems', embedding a culture of innovation and investing in the development of people.

The results from the 2011 NTPS Employee Survey under 'Quality Leadership' showed that 63 percent of employees agree that quality leadership exists in their workplace. The employee survey also highlighted the positive correlation between the perception of quality leadership and perceptions about how well change is managed. Eighty-two percent of employees who agreed that quality leadership existed also agreed that change was managed well.

While it is acknowledged that there will always be difficulties in anticipating and meeting employee expectations in the area of leadership, the OCPE is committed to building capability in this area and, in particular, to grow 'bench strength' in leadership for senior executive roles.

The role of executives within the NTPS is to provide sector-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 sector-wide cohort of leaders, and also that they engage in continuous learning to enable ongoing adaptability and engagement.

The OCPE facilitates a number of programs to meet this goal, and also provides advice to those agencies developing in-house leadership development programs. With the incorporation of the short course unit, leadership development can be linked from a frontline supervisory level through to the CEO level.

OCPE Leadership Initiatives

The NTPS is a member of the Australia and New Zealand School of Government (ANZSOG) and participates in a number of the public sector leadership programs it offers, such as Executive Master of Public Administration, the Executive Fellows Program and various shorter courses.

During the reporting period, four ANZSOG short courses were held with an emphasis on change management and tackling public sector reform:

- Strategy for Organisational Transitions, delivered by Professor Michael Barzelay, London School of Economics (31 participants).
- Leadership for Change Agents, delivered by Mr Paul Porteous, Director, Leadership Development, ANZSOG Institute for Governance (88 participants).

- Rethinking Service Delivery in Changing Times, delivered by Professor John Alford, Melbourne Business School (64 participants) .
- Working Across Organisational Boundaries, also delivered by Professor Alford (34 participants).

A further seven whole-of-sector programs were facilitated:

- 360-Degree Feedback (20 participants)
- Future Leaders Program for employees at the AO7-SAO2 levels (15 participants completed)
- Executive Leaders Program for employees at the SAO2 level and above (18 participants completed)
- Public Sector Management Program for AO7 and above (two cohorts, a total of 34 participants completed)
- Discovery – Women as Leaders Program (21 participants)
- Kigaruk – Indigenous Men’s Leadership Development Program (17 participants graduated in May 2012)
- Lookrukin – Indigenous Women’s Leadership Development Program (26 participants due to graduate in May 2013).

Agency Leadership Initiatives

In addition to the widespread support for centralised programs run by the OCPE, many agencies have developed their own leadership programs to target specific needs, including executive coaching for senior staff.

For example, the Department of Health runs its own accredited First Line and Middle Managers leadership programs and the Department of Lands and Planning has developed an Emerging Leaders program, which is coordinated by a cross-agency team of identified emerging leaders. The NT Police, Fire and Emergency Services and the Power

and Water Corporation work with selected consultants to promote a more positive leadership culture.

Agencies with highly specialised functions, such as the Auditor-General's Office, ensure that its staff and authorised auditors receive the training and development needed to ensure that industry standards are maintained.

Figure 7: Number of Agencies that Participated in OCPE Programs and/or Agencies Utilising their Own Programs

Strategy	OCPE	Agency-specific
Capability and Leadership Framework	15	2
ANZSOG workshops and courses	13	1
Executive Leaders Program	13	5
Future Leaders Program	11	5
360-Degree Feedback	8	5
Public Sector Management Program	13	0
Other leadership programs	2	7
Management/Supervision Program	2	12
Workforce Planning	1	7
Innovation	0	2
Knowledge Management	1	5
Induction and Orientation Program	2	16
Mobility placements or secondments	2	9
Merit Selection	9	11
Change Management	4	9
Performance Management	4	14
Appropriate Workplace Behaviours	3	10
Agency staff delivering learning and development programs internally	1	16

Remote Workforce Development

Developing regional and remote areas of the Northern Territory is a key priority area, and much of government's work is focussed on delivering services in these areas.

Public sector staff in remote areas face several challenges often not experienced by their urban colleagues. The 2011 NTPS Employee Survey showed distinct differences in responses between urban, regional and remote areas, with overall staff satisfaction being highest in Darwin and lowest in the most remote areas.

To support employees in remote areas, and specifically to assist with enabling access to training and development opportunities, the OCPE administers a Remote Workforce Development fund that provides agencies with additional funding to meet the needs of their remote area staff.

Approximately 700 remote area staff received assistance through the Remote Workforce Development fund during the reporting period. Examples of supported activities include:

- 67 Department of Children and Families employees attended an Appropriate Behaviours in the Workplace workshop in five locations across the Northern Territory
- 44 Department of Education and Training employees attended a two-day National Remote Teacher conference in Alice Springs
- 27 Department of Education employees attended an Early Childhood and Leaders conference
- 45 Department of Housing, Local Government and Regional Services employees attended resilience training

- The Department of Natural Resources, Environment, the Arts and Sport supported an Indigenous Leadership program for 33 Indigenous rangers from across the Northern Territory.

Funding was also distributed to individual employees undertaking various forms of accredited and non-accredited training, and to support the transport and accommodation costs of staff attending core training in regional centres.

Early Careers Programs

Early careers programs focus on transitioning people through structured training programs to gain the skills and experience necessary to enter the NTPS workforce. These programs include structured work experience, school-based apprenticeships, adult apprenticeships, graduate traineeships, Indigenous cadetships and vacation employment (for under-graduates on holidays). A number of agencies also actively participate in the Adopt-a-School project to strengthen school-to-work transition in the Northern Territory.

The OCPE is responsible for setting policy in this area, and commenced a review of the Graduate Policy and Guidelines for Vacation Employment during the reporting period.

Implementation and administration of the suite of early careers programs is the responsibility of the Employment Programs Unit in the Department of Business and Employment. Most agencies either use the centralised Employment Programs Unit service, however, a few agencies run their own early careers programs independently.

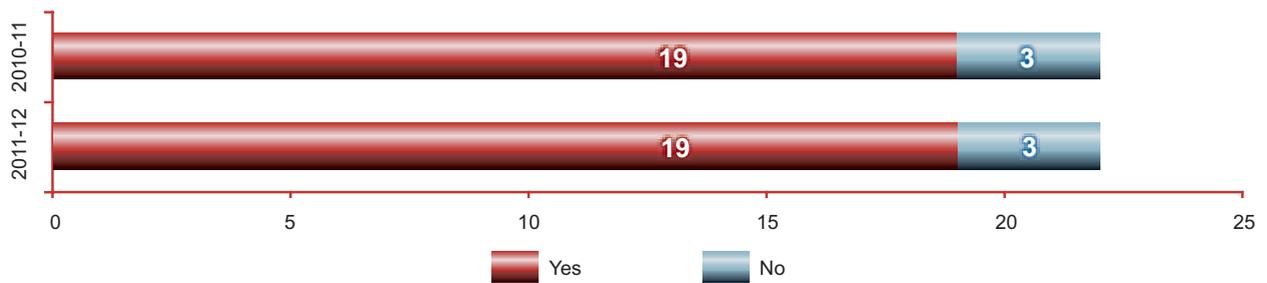
The Department of Health, as the largest agency in the NTPS, administers a wide-reaching early careers program that includes initiatives such as work experience placements, workplace tours for students to visit departmental workplaces, school-based and adult apprenticeships, traineeships and cadetships and a dedicated working group

focused on increasing the participation of Indigenous people in the health workforce. Some of the target areas for employment include nursing and midwifery staff, oral health practitioners, doctors and Aboriginal health workers.

The following information refers only to centralised program participation.

Figure 8: Agency Participation in Early Careers Activities/Initiatives

Number of agencies that participated in Early Careers programs, such as programs conducted for trainees, apprentices, graduates, cadets, scholarship holders.



Apprenticeships/Traineeships

Figure 9 lists the types of apprenticeships currently administered through the Employment Programs Unit in the Department of Business and Employment, and the gender representation.

Figure 9: Discipline Studied by Apprentices by Gender

Agency	Discipline	Male	Female	TOTAL
Department of Business and Employment	Certificate III in Automotive Mechanical Technology (C) (Heavy Vehicle Road Transport)	1	0	1
	Certificate III in Business	1	11	12
	Certificate III in Information Technology	2	0	2
	Certificate III in Printing and Graphic Arts (Graphic Pre-Press)	1	0	1
	Certificate III in Printing and Graphics Arts (Print Finishing)	1	0	1
	Certificate IV in Occupational Health and Safety	0	1	1
Department of Children and Families	Certificate III in Business	0	1	1
Department of the Chief Minister	Certificate III in Business	1	4	5

Agency	Discipline	Male	Female	TOTAL
Department of Education and Training	Certificate II in Hospitality (Kitchen Operations)	0	1	1
	Certificate III in Education Support	0	3	3
	Certificate III in Business	1	12	13
	Certificate III in Community Services	0	1	1
	Certificate III in Horticulture	1	0	1
	Certificate III in Information Technology	12	1	13
	Certificate III in Laboratory Skills	3	2	5
	Certificate III in Outdoor Recreation	3	0	3
	Certificate IV in Agriculture	0	1	1
	Certificate IV in Business	0	1	1
	Certificate IV in Information Technology	1	0	1
Department of Health	Certificate II in Business	1	0	1
	Certificate III in Business	0	2	2
	Certificate III in Electrotechnology Systems Electrician	1	0	1
	Certificate III in Electronics and Communications	1	0	1
	Certificate III in Hospitality (Commercial Cookery)	1	3	4
	Certificate III in Dental Assisting	0	1	1
	Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care (Practice)	0	2	2
	Certificate IV in Population Health	0	1	1
	Diploma of Dental Technology	0	2	2

Agency	Discipline	Male	Female	TOTAL
Department of Housing, Local Government and Regional Services	Certificate III in Business	2	4	6
	Certificate III in Information Technology	2	0	2
Department of Lands and Planning	Certificate III in Automotive Mechanical Technology (C) (Heavy Vehicle Road Transport)	2	0	2
Department of Natural Resources, Environment, The Arts and Sport	Certificate II in Conservation and Land Management	1	1	2
	Certificate II in Tourism	1	0	1
	Certificate III in Business	1	3	4
	Certificate III in Captive Animals	3	1	4
	Certificate III in Conservation and Land Management	13	0	13
	Certificate III in Drilling - Water Well	1	0	1
	Certificate III in Horticulture	2	2	4
	Certificate III in Information Technology	0	1	1
	Certificate IV in Conservation and Land Management	10	0	10
	Certificate IV in Veterinary Nursing	0	1	1
Department of Justice	Certificate III in Business	2	4	6
Department of Resources	Certificate III in Business	0	1	1
	Certificate III in Laboratory Skills	0	1	1
	Certificate III in Seafood Industry (Aquaculture)	1	1	2
	Certificate IV in Laboratory Techniques	0	1	1

Agency	Discipline	Male	Female	TOTAL
NT Police, Fire and Emergency Services	Certificate II in Business	0	3	3
	Certificate III in Automotive Mechanical Technology (C) (Heavy Vehicle Road Transport)	1	0	1
	Certificate III in Business	0	5	5
NT Treasury	Certificate III in Business	0	3	3
	Certificate III in Information Technology	1	0	1
Ombudsman's Office	Certificate III in Business	0	1	1
Total		75	83	158

Graduate Traineeships

Figure 10: Number of Graduate Traineeships by Discipline Studied

Discipline	Male	Female	Gender not stated	TOTAL
Bachelor of Accounting	2	7	0	9
Bachelor of Applied Science	1	1	0	2
Bachelor of Architecture	1	0	0	1
Bachelor of Arts	1	3	1	5
Bachelor of Behavioural Science	0	2	0	2
Bachelor of Building Surveying	1	0	0	1
Bachelor of Business	2	3	0	5
Bachelor of Business Studies and Computer Science	1	0	0	1
Bachelor of Commerce	17	9	2	28
Bachelor of Construction Management and Economics	1	0	0	1
Bachelor of Economics	4	1	0	5
Bachelor of Engineering	3	0	0	3
Bachelor of Environmental Science	0	3	0	3
Bachelor of Government and Public Management	0	1	0	1
Bachelor of Information Technology	3	0	0	3
Bachelor of Land Surveying	0	1	0	1
Bachelor of Law	2	1	0	3
Bachelor of Management	1	0	0	1
Bachelor of Naval Architecture	0	2	0	2
Bachelor of Regional and Town Planning	2	0	0	2
Bachelor of Science and Commerce	0	1	0	1

Discipline	Male	Female	Gender not stated	TOTAL
Bachelor of Science in Marine Biology	0	1	0	1
Bachelor of Social Science	1	1	0	2
Bachelor of Urban and Environmental Planning	1	0	0	1
Bachelor of Urban and Rural Planning	1	1	0	2
Bachelor of Creative Industries	0	1	0	1
Degree of Professional Accounting	1	0	0	1
Master of Business Administration	0	1	0	1
Total	46	40	3	89

Figure 11: Number of Graduate Traineeships by Agency

Agency	TOTAL
Department of Business and Employment	11
Department of Construction and Infrastructure	3
Department of Education and Training	5
Department of Health	2
Department of Housing, Local Government and Regional Services	6
Department of Lands and Planning	21
Department of Natural Resources, Environment, The Arts and Sport	1
Department of Resources	5
Department of the Chief Minister	5
NT Treasury	30
Total	89

Indigenous Cadetship Support

The NTPS participates in the National Indigenous Cadetship Support program by sponsoring Indigenous tertiary students in

their studies, providing paid work experience for 12 weeks each year and offering ongoing employment after successful completion of studies wherever possible.

Figure 12: Number of Indigenous Cadetships by Discipline Studied

Discipline	Male	Female	Gender not stated	TOTAL
Advanced Diploma of Accounting	0	1	0	1
Bachelor of Accounting	2	1	0	3
Bachelor of Agriculture	0	1	0	1
Bachelor of Applied Science	1	0	0	1
Bachelor of Arts	0	1	0	1
Bachelor of Business	1	2	0	3
Bachelor of Commerce	0	2	0	2
Bachelor of Education	6	12	0	18
Bachelor of Engineering	3	0	1	4
Bachelor of Environmental Science	0	2	0	2
Bachelor of Exercise and Sport Science	1	1	0	2
Bachelor of Law	1	2	0	3
Bachelor of Medicine	1	2	0	3
Bachelor of Mining and Engineering	1	0	0	1
Bachelor of Nursing	2	5	1	8
Bachelor of Physiology	0	1	0	1
Bachelor of Physiotherapy	0	1	0	1
Bachelor of Psychology	2	1	0	3
Bachelor of Social Work	0	1	0	1
Bachelor of Sport and Recreation Management	1	0	0	1
Bachelor of Teaching	0	6	0	6
Bachelor of Veterinary Science	1	1	0	2
Graduate Diploma of Indigenous Knowledge	0	1	0	1
Total	23	44	2	69

Figure 13: Number of Indigenous Cadetships by Agency

Agency	TOTAL
Department of Business and Employment	1
Department of Construction and Infrastructure	4
Department of Education and Training	25
Department of Health	12
Department of Children and Families	8
Department of Housing, Local Government and Regional Services	4
Department of Justice	2
Department of Natural Resources, Environment, The Arts and Sport	1
Department of Resources	5
Department of the Chief Minister	2
NT Treasury	5
Total	69

Indigenous Employment Program

The Indigenous Employment Program (IEP) is a key initiative to address NTPS Indigenous employment targets under the Indigenous Employment and Career Development Strategy (IECDS). The program is designed to attract Indigenous jobseekers wishing to enter or return to the workforce by equipping them with the foundation skills for entry-level employment.

The program targets employment in base grade entry-level positions and is in its third year of operation, achieving a total successful completion rate of 72 percent over the three years.

- Five programs commenced in 2011–12 in the following areas:
 - ↳ Regional (Alice Springs)
 - ↳ Community Services (pre-Prison Officer in Training)
 - ↳ Customer Contact
 - ↳ Business Administration
 - ↳ Community Services.
- 47 participants commenced in the five programs
- Eight participants successfully completed the program and commenced permanent employment in the NTPS
- 23 participants were still in training and due to commence employment in 2012–13.

Figure 14: Discipline Studied by IEP Participants by Gender

Discipline	Male	Female	TOTAL
Certificate II in Business Administration		9	9
Certificate II in Customer Contact		10	10
Certificate II in Community Services	6	6	12
Total	6	25	31

Figure 15: Number of IEP Participants by Agency

Agency	TOTAL
Aboriginal Areas Protection Authority	1
Department of Business and Employment	2
Department of Health	11
Department of Justice	6
Department of Children and Families	5
Department of Housing, Local Government and Regional Services	2
Department of Lands and Planning	1
Department of Natural Resources, Environment, The Arts and Sport	1
NT Police, Fire and Emergency Services	1
NT Treasury	1
Total	31

Scholarships

A number of agencies are using scholarships as an incentive for tertiary students to study in critical areas and increase the likelihood that these students will seek employment with the agency upon completion of their studies.

The Department of Construction and Infrastructure provides engineering scholarships, the Department of Housing, Local Government and Regional Services has five active scholarships and the NT Treasury has 10 scholarship holders studying in the areas of accounting, commerce and finance. The Department of Children and Families is planning to develop scholarships for critical areas in the next reporting period.

Late Careers Framework

Like other jurisdictions in Australia, the NTPS workforce is ageing. Combined with a shrinking labour pool, the potential loss of knowledge is a looming threat to the

capability of the NTPS workforce in general.

To encourage mature-age employees with scarce skills and knowledge to remain in the workforce for as long as possible, a Late Careers Framework was drafted in collaboration with agencies in 2011–12. The framework promotes a number of flexible employment options to enable mature-age workers to remain in the workforce while balancing their home life.

Components of the framework include:

- structured phased retirement
- developing a pool of retirees who are interested in returning to work on a casual basis
- developing a mentor program under which mature-age employees can share their knowledge
- encouraging maximum use of flexible work options for mature-age employees, such as seasonal work, job sharing and part-time work.

Workforce Planning

Workforce planning is a key component of strengthening the workforce in the context of an ageing population and shrinking labour pool. Critical skills gaps, and workforce challenges and risks need to be identified and solutions developed to ensure attraction and retention of talented employees who can continue to deliver quality public service into the future.

The employment impact of major resources and construction projects in the Northern Territory over the next few years is being monitored. The OCPE, the Department of Construction and Infrastructure, the Department of Business and Employment and the Power and Water Corporation have partnered to coordinate workforce planning efforts to mitigate the potential 'brain drain' of skilled employees leaving the NTPS to work on these projects.

Activity in 2011–12 included:

- The Department of Business and Employment launched the 'Gearing Up the Workforce' Employment Strategy 2012–2016 and 'Your Workforce: A Gearing Up Guide for Employers'.
- The Power and Water Corporation became a registered skilled migration sponsor and worked with the Department of Construction and Infrastructure and the Commonwealth Department of Immigration and Citizenship to recruit skilled workers from overseas.
- The Department of Business and Employment launched the 'NT Jobs Portal', which includes a Territory Worker Database for job seeker registration that can be used by approved employers to search for potential employees.
- The Department of Housing, Local Government and Regional Services has developed job profiles for each Territory Growth Town to ensure better links to training and employment opportunities for Indigenous people into the private and public sectors.

Agency-Specific Workforce Plans

In 2009, the OCPE introduced a structured framework to support agencies in workforce planning called 'Making Workforce Planning Work in the NT Public Sector'. In 2011–12 it also commenced development of a series of workforce metrics to gather the data needed to inform effective workforce planning. This project builds on the work done by the Department of Business and Employment in reporting personnel data and is planned for release in 2012–13.

The diverse nature of employment in the NTPS means agency-specific workforce planning generally occurs at a divisional level and targets specific employment areas. For example:

- The Department of Justice is developing a workforce plan to strengthen the capacity of the youth justice workforce in line with recommendations from a review of the NT Youth Justice System.
- NT Treasury focused on recruitment to hard-to-fill positions such as accounting, auditing and economics. In 2011–12, the agency also completed a succession planning exercise.
- The Power and Water Corporation has identified critical positions and is developing a risk management strategy in response.

- The Department of Lands and Planning's workforce plan has been in place for a number of years and is used to guide a 'grow our own' approach to workforce development and in forging relationships with universities.
- The Department of the Chief Minister, Department of Education and Training, Department of Natural Resources, Environment, The Arts and Sport and Tourism NT all developed agency-specific workforce plans in 2011–12.
- The Department of Natural Resources, Environment, The Arts and Sport also conducted a workforce profile survey of its Arts and Culture division in 2011–12 to trial the survey results being used to inform workforce planning. The survey gathered data in the areas of work/life balance, leadership and culture, employment patterns and attraction and retention issues.
- The Department of Resources and the Department of Construction and Infrastructure continued using plans developed in previous reporting periods in 2011–12. The Department of Construction and Infrastructure also developed and implemented career pathway qualifications for the administrative, professional and technical classifications.

Identified Capacity (Headcount) Gaps

Four agencies identified critical gap areas in their workforce plans during 2011–12. These include:

- Department of Lands and Planning: land surveyors, building surveyors, and planners
- Department of Health: nurses, medical practitioners and remote area health workers
- Department of Resources: Geographic Information System specialists, petroleum and mining engineers, bio-security specialists, environmental and research specialists and agribusiness researchers
- Northern Territory Electoral Commission: a pool of 'electorally' aware people who can be recruited during elections.

The Department of Natural Resources, Environment, The Arts and Sport is currently assessing capacity gaps, and the NT Police, Fire and Emergency Services is examining options for release of more trained police staff to the frontline.

Identified Capability (Skills) Gaps

Eight agencies have identified specific skills gap areas in their workforce plans, as detailed in Figure 16.

Figure 16: Identified Capability (Skills) Gaps

Capability gap	Number of agencies identified
Leadership and management	5
Governance skills: finance, procurement, records and database management, understanding of NTPS policies and procedures	3
Maintenance and development of industry-specific skills and qualifications, especially those not available in the NT	3
Project management	1

Attraction and Retention

Most agencies engaged in specific activities to attract and retain skilled staff during 2011–12. These activities included offering a mix of the programs discussed in the preceding sections:

- flexible work arrangements
- revising advertising and recruitment information
- improving performance management programs
- accredited management, leadership and corporate training
- succession planning
- recognition of service and staff achievements
- scholarships, secondments, mobility programs and study leave
- career mapping and development of roles with multiple bands to allow for performance-based career progression.

Other staff attraction and retention activity agencies conducted during 2011–12 include:

- the Department of Children and Families offered a Skills Retention Allowance for regional and remote frontline staff under its Child Protection Crisis Response Incentive Package
- the Department of Justice took advantage of recent downsizing of correctional services staff in New South Wales to target recruitment advertising with some success.
- the Department of Resources developed information for prospective employees on the value of working for the agency, with a specific set of information for professionals. The information was posted on the agency's website and links to it included with each vacancy advertised.

Identified Workforce Challenges and Risks

Although not all agencies have workforce plans, most have undertaken some form of

critical analysis of their greatest workplace challenges and risks. The table below indicates the ranking of identified workforce challenges.

Figure 17: Ranking of Identified Workforce Challenges

Challenge	Ranking (1 = highest 5 = lowest)
Changes in funding or staffing	1
Resources, time or cost involved in undertaking the task	2
Lack of workforce planning experience	3
Limitation of the existing human resource management system	3
Uncertainty about the future	5
Difficulty in mapping current capabilities in order to predict future capability requirements	5
Changes in government direction	5
Fluctuating workload	5
Inability to access the required workforce data	5
Service continuity with skilled and experienced frontline staff	5
Adequate regulatory and compliance capacity to meet legislative responsibilities	5
Bench-strength of management for strategic leadership roles	5

Agencies also commented that a number of external influences also present significant workforce challenges and risks, including:

- the cost of living
- high childcare costs and lack of childcare places
- increasing uptake of flexible work practices
- a transient workforce

- uncertainty around the impact of major development projects

The Department of Health also specifically noted that the shortage of Australian-trained medical graduates has led to a reliance on international medical graduates.

The table below depicts the ranking of identified workforce risks across the sector.

Figure 18: Workforce Risks

Workforce risk	Ranking (1 = highest 5 = lowest)
Recruiting appropriately skilled people	1
Loss of corporate knowledge or talent due to retirement	2
Retaining appropriately skilled employees	2
Skill shortages that impact on agency capability	4
Inadequate resources for changing business needs	5
Loss of corporate knowledge or talent due to competition for staff	6
Dealing with changing business needs due to varying needs of clients	7
Addressing capability gaps due to agency growth	8
Addressing capability gaps due to reduction in agency size	8
Addressing capability gaps due to changing operating environment	8
Under-developed management or leadership capability among senior leaders	8
Limited career advancement or mobility opportunities for employees	8
Long and costly recruitment	16
Lack of capable employees for future leadership roles	16
Lack of learning and development opportunities	16
Loss of public confidence or agency reputation	19
Inability to identify or manage talent	19
Difficulty attracting and retaining staff in remote areas	19
Difficulty increasing and developing Aboriginal and Torres Strait Islander workforce	22

Promoting a Flexible Workplace

Promotion of a flexible workplace is a key staff attraction and retention strategy in a competitive labour market. The NTPS recognises that employees fulfil a number of important roles in their lives— like employee, parent, carer, volunteer, community leader— and that each of role demands their effort and time.

To mitigate work/life conflict, the NTPS supports flexible work practices where possible, through consideration of flexible working hours ('flexitime') and individual flexible workplace agreements. More information about these arrangements can be found in the *NTPS Enterprise Agreement 2010–2013* and other NTPS-related certified agreements.

Results from the 2011 NTPS Employee Survey showed a marked improvement from those of the 2009 NTPS Employee Survey in

the percentage of employees who indicated that flexible work opportunities were available to them. Sixty percent of respondents believed their workplaces would provide flexible work arrangements if needed, and 62 percent agreed that the workplace culture supported the achievement of a good work/life balance.

The range of flexible workplace practices adopted across the NTPS is summarised in Figures 19 and 20. In most agencies, managers assess applications for flexible workplace practices on a case-by-case basis to maintain a balance between business needs and the specific circumstances of individual staff.

It should be noted that the data presented here reflects the number of agencies with employees who have sought formal flexible work arrangements. Some agencies may have staff that have not sought these arrangements, or have more ad-hoc arrangements. Therefore, it should not be assumed that those agencies who do not record flexible work practices are not supportive of flexible work.

Figure 19: Number of Agencies who have Approved Employees Utilising Flexible Work Practices

Flexible Work Practice	Number of agencies 2009–10	Number of agencies 2010–11	Number of agencies 2011–12
Flexible working hours	19	22	21
Home-based work	15	19	18
Job sharing	9	12	13
Part-time work	18	21	19
Career breaks	11	13	16
Part-year employment	7	9	9
Short term absences for family and community responsibilities	12	18	19
Utilisation of recreation leave at half pay	14	19	19
Purchase of additional leave	10	15	15
NTPS Extended Leave Scheme	9	12	14

The Power and Water Corporation, NT Police, Fire and Emergency Services and departments of Health; Children and Families; and

Construction and Infrastructure do not record flexible work agreements centrally and were unable to provide data for the table below.

Figure 20: Implementation of Flexible Work Practices in 2011–12

Flexible Work Practice	Number of Agencies who have Approved Employees Utilising Flexible Work Practice	Number of Approvals	Number Declined
Flexible working hours	21	150	1
Home-based work	18	40	0
Job sharing	13	13	0
Part-time work	19	1408	1
Career breaks	16	36	0
Part-year employment	9	0	0
Short term absences for family and community responsibilities	19	71	1
Utilisation of recreation leave at half pay	19	200	0
Purchase of additional leave	15	18	0
NTPS Extended Leave Scheme	14	10	0

Equity and Diversity

The NTPS aims to draw on the diversity of the Northern Territory to ensure the demographics of the sector reflect that of the community it serves. Three specific areas of diversity are currently targeted: Indigenous employment, disability employment and women in senior roles.

The OCPPE continues to run regular meetings for all Indigenous employment coordinators across the sector, contributes to the sector-wide Gender Equity Panel coordinated through the Office of Women’s Policy and liaises with agencies and service providers on matters relating to disability employment.

Indigenous Development

Indigenous Employment and Career Development Strategy

The implementation of the whole-of-sector Indigenous Employment and Career Development Strategy (IECDS) 2010–2012 continued in 2011–12, with active participation and support by agencies through an IECDS Champions and Coordinators Network. The OCPPE website provides a range of information and useful links relating to Indigenous employment, and this was refreshed during the reporting period.

A new IECDS is due to commence in 2013. Consultation work with agencies began in the reporting period to revisit the foundational principles and redesign strategy components.

Figure 21: Agencies with a Specific Indigenous Employment and Career Development Plan



In line with the IECDS, all agencies except the smallest have developed their own Indigenous employment plans and have undertaken a range of activities to attract, retain and develop Indigenous staff.

For example, the Department of Justice saw the successful completion of a Pre-Prison Officer training program, through which six Indigenous participants obtained a Certificate III in Community Services, as well as training in fitness, cross-cultural awareness and work readiness. Five were employed at the Darwin Correctional Centre and one at the Don Dale Juvenile Detention Centre.

Indigenous Leadership Programs

In addition to the Kigaruk and Lookrukin programs facilitated by the OCPE (see OCPE Leadership Initiatives section on page 28), a number of agencies also run in-house Indigenous leadership and development programs for their staff. These include the Department of Health, the Department of Education and Training and the Department of Natural Resources, Environment, The Arts and Sport.

The Department of Resources has built on existing cross-cultural training programs to develop a program called ‘Managing a Diverse Workforce’, to strengthen Indigenous employment and retention skills of leaders. The department also ran an ‘Indigenous Australians in the workplace – Making it a Positive Experience for All’ program, which led to participants becoming mentors for Indigenous recruits coming into the agency.

In 2011, the OCPE launched the Lookrukin and Kigaruk Alumni, which brought together more than 60 graduates from past programs to act as support for future participants. It also hosted an

Indigenous mentoring program in Darwin and Alice Springs.

Disability

The Willing and Able Strategy 2009–2012 recognises that people with a disability in the Northern Territory are an under-utilised group of potential employees. The purpose of the strategy is to increase attraction and retention and improve career enhancement opportunities for people with a disability in the NTPS.

A major component of the strategy is a Project Employment Scheme, which provides a two-year wage subsidy for eligible participants to enable them to gain knowledge and skills to win a position within the NTPS on merit. During the reporting period, 16 participants were employed across five agencies. This component of the strategy was reviewed by the Auditor-General’s Office in early 2012 and recommendations were made to assist the OCPE to run the scheme more effectively.

In 2011–12 the OCPE’s online resources for agencies on disability employment were refreshed, and an accessibility matrix for main training venues and conference facilities around Darwin was created for HR directors across the sector.

Revision work commenced on the strategy to prepare for a new strategy to be rolled out in 2013.

Women in Senior Roles

The percentage of women in senior roles (SAO2 to ECO6) rose by 1 percent during the reporting period, from 43 percent in 2010–11 to 44 percent in 2011–12. The representation of women across all leadership programs facilitated by the OCPE positively reflected the

support and focus given to development in this area. For example, women comprised:

- 73 percent of Future Leaders Program participants
- 67 percent of Executive Leaders Program participants
- 75 percent of Public Sector Management Program participants.

The Discovery - Women as Leaders program was fully subscribed in 2011–12 as it has been in previous years.

Innovation

In 2011–12, the OCPE launched an innovation section on its website to provide a comprehensive resource for all NTPS staff and encourage them to think about how they can promote innovation in their workplace.

The OCPE also teamed with the Department of the Chief Minister to promote innovation across the NTPS.

Agency examples of innovative practices are provided in section 4 of this report.

Promoting Workplace Health and Wellbeing

All agencies promote use of the Employee Assistance Program to their staff, which is a free, confidential counselling service for employees and their immediate families. Some agencies access additional Employee Assistance Program services such as critical incident response debriefing or mediation. NT Police, Fire and Emergency Services and the Department of Health also offer a Chaplaincy service.

- The Department of Construction and Infrastructure's 'MyLife@DCI' health and wellbeing program was a finalist in the 2011 Chief Minister's Awards for Excellence in the Public Sector.
- Under its Health, Safety and Wellbeing Strategy, the Corrections division of the Department of Justice is developing plans to make all of its centres smoke-free environments.
- The Department of Justice and NT Treasury reported that they both actively support 'Life. Be In It' challenges.
- The Department of Health launched a Health@Work website, which contains information about healthy lifestyles, online screening tools and a calendar of events. It focuses on supporting healthy eating, physical activity and reducing smoking and the harmful consumption of alcohol.
- The Department of Housing, Local Government and Regional Services commenced development of a Health and Wellbeing Framework, which incorporates five pillars of corporate wellness: career wellbeing; flexible work practices; physical and psychological health; community involvement; and financial wellbeing.
- The Department of Lands and Planning established a Health and Wellbeing team to oversee its various health and wellbeing and work/life balance strategies and initiatives, including: the MyHealth website, MyHealth hour, health assessments, flu vaccinations and 'yogalates' classes.

Many agencies offer staff free or discounted flu vaccinations each year and a number have also run corporately funded programs on 'Developing Personal Resilience' for staff.

Ensuring Merit, Fairness and Equity in Employment

It should be noted for the purpose of reporting in this section that the Aboriginal Areas Protection Authority is included as an agency.

Merit Selection

In accordance with the PSEMA all NTPS selections are to be on the basis of merit.

The principle of merit requires all employment, promotions and transfers to be on the basis of the person’s suitability to perform the relevant duties, for employment in the relevant workplace, and for employment in the public sector. A person’s suitability is to be determined having regard to the person’s knowledge, skills, qualifications and experience, and potential for future development.

With the exception of the Aboriginal Areas Protection Authority, 21 agencies indicated that the Merit Selection Guide is readily available to employees. The Aboriginal Areas Protection Authority is not subject to the merit principle and therefore not required to refer to the Merit Selection Guide.

The majority of agencies keep records of staff attendance at merit selection training. Other agencies indicated that training was provided but no centralised attendance record was available. For example, the Department of Education and Training indicated it does not keep records of staff attendance at merit selection training, however it has implemented an online staff selection training master class that provided selection training to employees across the whole department, ensuring an open and transparent process.

Figure 22: Merit Selection Practices

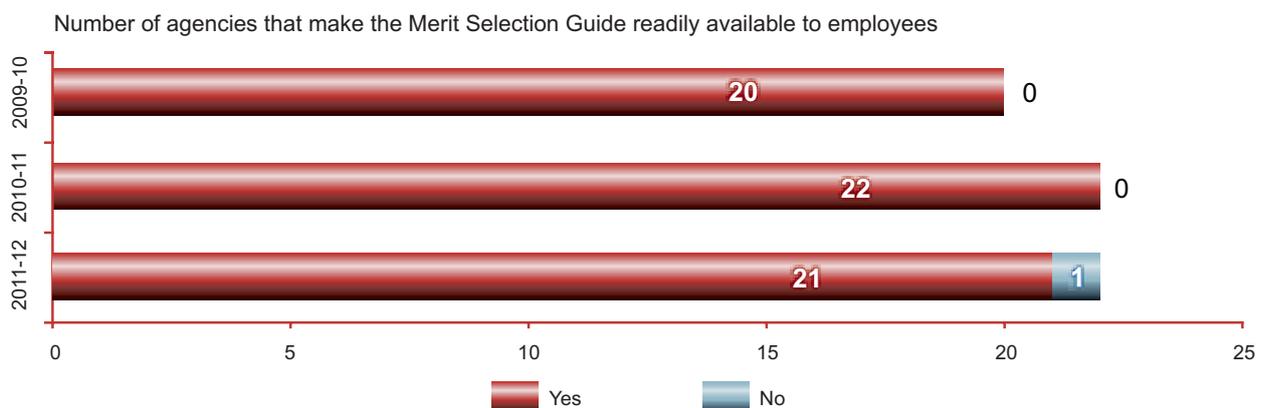
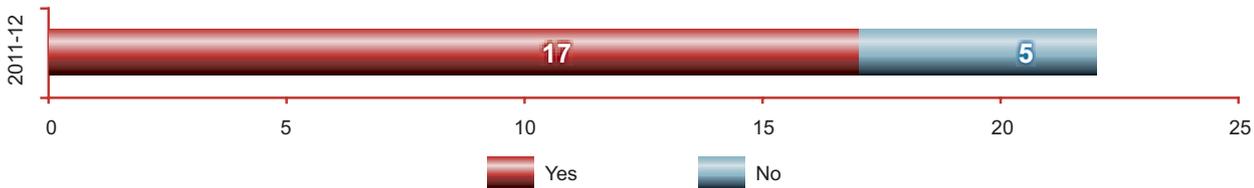


Figure 23: Agency Records of Staff Attendance at Merit Selection Training

Number of agencies that keep a record of staff attendance at Merit Selection training



Following the upward trend of the previous two years, the provision of training for selection panel chairs remained steady in 2011–12. The Department of Construction and Infrastructure does not keep data on panel chair training, although staff do participate in selection

training and merit selection awareness sessions. Due to the recent amendments to the Merit Selection Guide, a number of agencies indicated they are reviewing recruitment and selection policies and intend to increase selection training in 2012–13.

Figure 24: Policy of Merit Selection Training for Panel Chairs

Number of agencies that have a policy of Merit Selection training for selection panel chairs

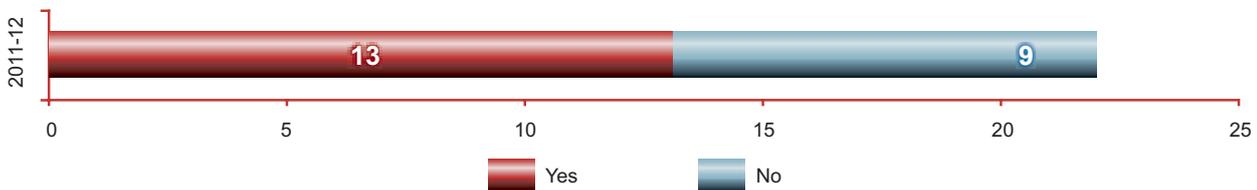
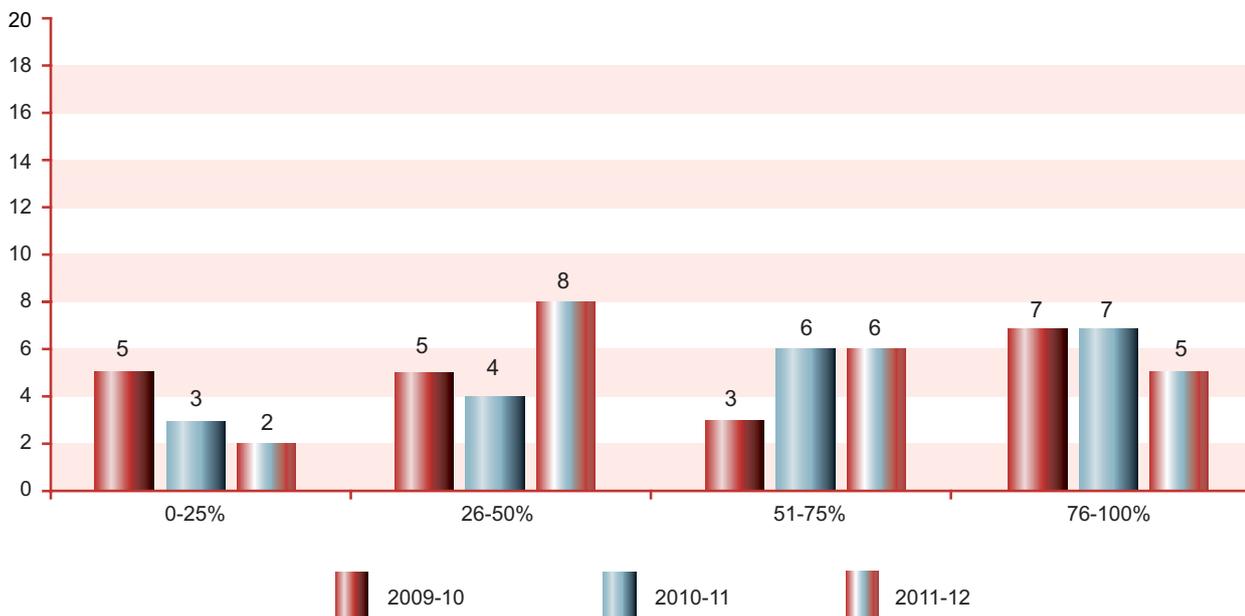


Figure 25: Provision of Chairpersons Training

Percentage of selection panel chairpersons who have received training in merit-based selection processes



Another indicator of agencies' success in applying merit in recruitment selections is information provided by the Public Sector Appeal Board, as shown in Figures 26 and 27.

Although a great deal of work has been done in merit selection training, respondents to the 2011 NTPS Employee Survey reported low levels of agreement (53 percent) with questions relating to employment based on merit.

When splitting responses between those who had participated on a selection panel and those who had not, employees with experience on a selection panel scored slightly higher in this area (58 percent) than those who had not (49 percent). To address this, the OCPE's Public Sector Appeals and Grievance Reviews division refreshed merit selection training with case studies and hypotheticals (based on real cases) and commenced an intensive round of refresher training for panel chairs and panel members. A Training and Grievance Review

Manager was engaged on a part-time basis to facilitate this.

Appeals

Data shows a significant increase in the percentage of appeals in the 2011–12 reporting period. The increase is partly due to several bulk recruitment processes in 2011–12 that resulted in multiple appeals about the same selection process.

The increase may also be partly indicative of the level of employees' awareness and understanding about what constitutes a merit selection and how the merit principle should be applied, as well as increased confidence in the appeal board process. Such a result would be consistent with increased training and awareness sessions undertaken in agencies by the Public Sector Appeals and Grievance Reviews division of the OCPE.

Figure 26: Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Appeals	%
2011–12	1835	145	7.9%
2010–11	1587	66	4.2%
2009–10	1352	47	3.5%

Figure 27: Outcome of Appeals

Outcome	2009–10	2010–11	2011–12
Allowed	0	2	3
Disallowed	37	16	38
Readvertised	1	7	58
Withdrawn	8	28	55
Vacated (Cancelled)	1	3	2

Fair Treatment and Equity in Employment

The human resource management principle requires that employees be treated fairly, reasonably and in a non-discriminatory way. Agencies can ensure fair treatment by:

- having appropriate workplace behaviour policies
- promoting impartial, ethical and professional behaviour
- the application of natural justice
- seeking employee consultation and input into processes
- informing employees about issues directly affecting their employment.

Respondents to the 2011 NTPS Employee Survey recorded 71 percent agreement that workplaces were free of discrimination and that diversity was recognised. Eighty-six percent agreed that their workplace was free of sexual harassment, 76 percent agreed that managers treat their staff with dignity and respect and 65 percent agreed that bullying and harassment was not tolerated in their workplace. Twenty-six percent reported that they had been subject to bullying and harassment in the past 12 months.

Of those who reported that they had been subject to bullying or harassment, 11 percent reported that the source was clients and of the remainder approximately half was attributed to supervisors and half to colleagues. The most common form of reported behaviour was intimidating body language or using a raised voice or shouting. Although perceptions of what constitutes bullying varies the importance of tackling the

issue is illustrated by the fact that those who reported experiencing bullying or harassment were much less positive about their working environment generally than other staff.

In response to these results, OCPE consulted agencies and unions on a revised framework for appropriate workplace behaviour (including bullying and harassment) and a new Employment Instruction was issued on 29 June 2012. Agencies also agreed to act on their individual employee survey results and target areas where inappropriate behaviours may be prevalent. Supporting this, the OCPE is leveraging off training developed by the Department of Children and Families on appropriate workplace behaviour with a view to offering this across the NTPS on a regular basis.

Agencies have reported a number of initiatives for ensuring appropriate workplace behaviour is communicated and reinforced within their agency.

NT Treasury, the Department of the Chief Minister and the Department of Business and Employment have incorporated managing workplace behaviour into management training programs.

In the Power and Water Corporation, the Department of Health and the Department of Children and Families, online bullying and harassment training has been introduced or is being developed to provide timely and convenient information to all staff and managers of their responsibilities under their workplace behaviour policy.

Further discussion on EI 13 – Appropriate Workplace Behaviour is on page 23.

Promoting Impartial, Ethical and Professional Behaviour

For information relating to promoting impartial, ethical and professional behaviour refer to the sections on EI 12 – Code of Conduct and EI 13 – Appropriate Workplace Behaviour, pages 21-23.

Application of Natural Justice

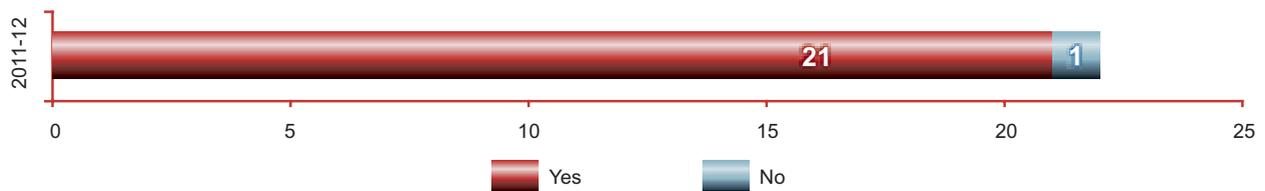
The data shows an overall strong compliance by agencies with the application and

observance of the principles of natural justice. Seventeen agencies reported that the principles of natural justice are always built into policies and procedures for selection, discipline and performance management.

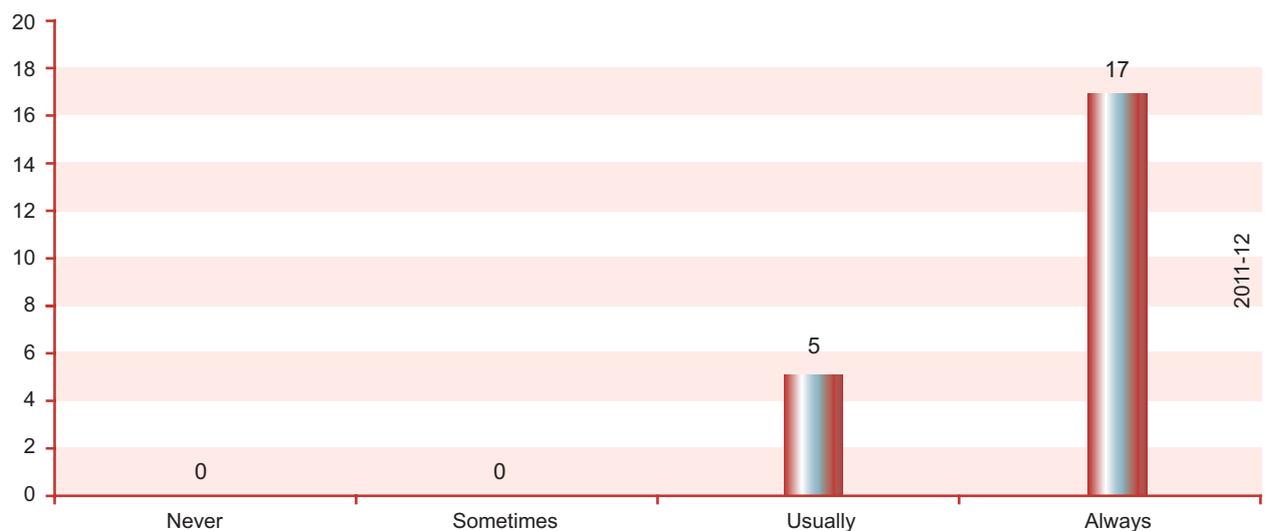
However, the data indicates that there is still room for improvement as five agencies reported that they usually build the principles of natural justice into their policies (not always).

Figure 28: Application of Natural Justice

Number of agencies that provide all employees with information as part of orientation or through other training on their rights to natural justice in areas such as selection, discipline and performance management



Number of agencies that build the principles of natural justice into agency policies and procedures for selection, discipline and performance management



Informing and Consulting Employees

All 22 agencies indicated they had a practice of encouraging staff input and a commitment to communication with staff on workplace changes that affect them and to appropriate consultation wherever practicable. Three agencies indicated that the numbers of staff consulted depended on the size and impact of the change and/or its timeframes. One large agency reported that at a minimum employee representation is included within working groups.

The majority of respondents in the 2011 NTPS Employee Survey felt that their input was adequately considered before decisions were made that affect their work directly (61 percent).

Various methods of communication are used by agencies to inform employees about government priorities relevant to their workplace, as detailed in Figure 29. The 2011 NTPS Employee Survey reported that 81 percent of respondents understood what their agency's priorities were.

Agencies also use a range of communication methods to inform employees about workplace changes and other issues affecting them, as detailed in Figure 30. All agencies reported they had practices in place to communicate with staff and to encourage consultation where appropriate.

The 2011 NTPS Employee Survey reported that only 61 percent of respondents agreed that employee consultation and input is encouraged, and there was a slight drop (-2 percent) in the number of staff who agreed that their manager or supervisor provided

consistent information about workplace goals and priorities. Agencies have therefore been encouraged to approach this as a priority area for action.

To encourage better consultation and communication pathways, the Department of Natural Resources, Environment, The Arts and Sport held Senior Managers and other staff forums to consult, share information and ideas, support networking and link employees with senior directors and the CEO.

The Power and Water Corporation established a Joint Consultation Committee with management and staff representatives to support information transfer. This committee has a standing agenda item on 'change'.

The Department of the Legislative Assembly completely reviewed its HR policies in 2011 and, as part of this process, conducted staff consultation workshops for each one. The agency also holds a staff forum every month with presentations on different policies to boost staff awareness and understanding and to provide a forum for further discussion.

Figure 29: Methods of Communication used by Agencies to Inform Employees about Government Priorities Relevant to their Workplace

Method	Number of Agencies Using Method 2009–10	Number of Agencies Using Method 2010–11	Number of Agencies Using Method 2011–12
Corporate and business/ budget planning process	17	19	20
Internal newsletters and e-bulletins	15	16	15
Managers/supervisor/team meetings	19	22	22
As part of performance management processes	15	19	18
Promoted on the intranet	16	15	17
Other (methods include agency forums, CEO briefings, workshops and through annual reporting)	8	13	13

Figure 30: Methods of Communication used by Agencies to Inform Employees about Workplace Change Affecting them

Method	Number of Agencies Using Method 2009–10	Number of Agencies Using Method 2010–11	Number of Agencies Using Method 2011–12
Communication from CEO	20	22	22
Senior Management and branch meetings	19	21	22
Team meetings and informal meetings	19	22	21
Communications plan/ change management strategies	16	20	20
Regular newsletters, print and electronic	13	12	13
Intranet	17	16	17
Email	19	21	20
Other (includes joint consultative committees, monthly staff forums, focus groups, working groups)	7	7	6

Grievance Reviews

In 2011–12, 112 requests for reviews of treatment in employment under section 59 of the PSEMA were reviewed, compared to 117 in the previous reporting period.

The most common issues raised in grievances were:

- merit selection
- management actions or decisions
- application of conditions of service
- agency handling of bullying and harassment
- termination on probation
- application of procedures and policies
- bullying and harassment.

The OCPE's Public Sector Appeals and Grievance Reviews division uses a flexible, outcome-focussed approach to handling grievances, which aims to achieve resolution through discussion, mediation and negotiation wherever possible.

This approach is achieving positive outcomes. In 2011–12, only three instances occurred where it was necessary for the Commissioner to specifically direct an agency to change its original action or decision.

Most grievances resulted in the Commissioner upholding the agency action, or the grievance was resolved through the involvement of the Public Sector Appeals and Grievance Review division. Where appropriate, the Commissioner provided comments and recommendations to guide the agency in future actions and decisions, even if the agency's actions were upheld.

The grievances reviewed did not indicate any general pattern of poor management practices across agencies. However, the 2011 NTPS Employee Survey recorded low levels of agreement to concepts around fair internal review systems, with only 43 percent feeling confident that if they lodged a grievance they would not suffer negative consequences.

Agencies are encouraged to review their internal grievance review systems regularly to ensure they have effective processes in place that seek to mitigate or resolve issues before they escalate.

Redeployment, Discipline and Inability

Through the Agency Reporting Survey, specific details were sought on the extent to which redeployment, disciplinary and inability procedures were invoked in the NTPS. Agencies were required to provide the numbers of actions taken under these and their outcomes.

Redeployment

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

In 2011–12, the Commissioner was not required to take any action under section 41 of the PSEMA and no redundancies occurred.

Figure 31 details action taken under sections 41, 42, and 43 for 2009–2012.

Figure 31: Action Taken in Accordance with Sections 41, 42 and 43 of the Public Sector Employment and Management Act

Year	Employees declared potentially surplus	Employees declared potentially surplus transferred	Employees made redundant
2011-12	0	0	0
2010-11	0	0	3
2009-10	11	1	10

Discipline and Inability

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

In Figure 32, the data from 2011–12 indicates that there has been a decrease in the overall number of discipline cases compared with the previous reporting period. The number of

new discipline cases has been decreasing over the last three years. There were two summary dismissal cases and both were resolved during the reporting year. The data also shows that as a percentage, the number of employees who are subject to formal disciplinary proceedings during the reporting period compared with the average number of all employees is very low.

Figure 32: Summary of Discipline, 2009 to 2012

Year	Type	Number of New Cases	Percentage of NTPS
2011–12	Dismissal	2	0.01%
	Discipline	62	0.25%
2010–11	Dismissal	2	0.01%
	Discipline	82	0.35%
2009–10	Dismissal	5	0.02%
	Discipline	90	0.40%

In Figure 33, the data from 2011–12 indicates a significant increase in the number of new inability or unsatisfactory performance cases compared with the previous two years. It is encouraging to note that 68 percent of cases were finalised during the reporting period, which was slightly higher than last year.

The reasons for the overall increase in the number of inability cases during 2011–12 across the NTPS could not be identified due to limited comment from agencies. One agency, the Department of Business and Employment,

did comment, however, that the increase in its numbers was due to early intervention, cases becoming more formal at an earlier stage, additional case management expertise and improved reporting.

It is expected that with the introduction of the PSEMA amendments and associated training on the amendments, agencies will be better able to assess employees' unsatisfactory performance or conduct issues and determine the most appropriate avenue of redress.

Figure 33: Inability or Unsatisfactory Performance Cases 2009 to 2012

Year	Type	Number of New Cases	Percentage of NTPS
2011–12	Inability	51	0.20%
2010–11	Inability	3	0.01%
2009–10	Inability	16	0.07%

It should be noted that in Figure 34 of the 2010–11 State of the Service Report the "Number of New Cases" column incorrectly listed the "number of cases completed". This has been corrected in the 2011–12 State of the Service Report.

Examples of Best/Innovative Practice

In 2011, NT Treasury entered into a collaborative agreement with the Australian Bureau of Statistics to provide census support and improve the census count in remote areas of the Northern Territory. Twenty-eight Treasury employees volunteered to travel to remote areas (communities, out stations, pastoral properties and agricultural holdings) to conduct the census.

In addition to learning about the work of the Bureau, staff were able to gain first-hand experience of how many Territorians live, and to communicate with the wider community about the role of Treasury. It was agreed that this collaboration allowed for valuable two-way communication between Darwin-based Treasury staff and the wider community.

The Department of Natural Resources, Environment, The Arts and Sport commenced working with a provider to develop an electronic performance management system as an efficient way of managing performance at all levels. The system incorporates the Capability and Leadership Framework, knowledge and skills gap analysis, management of underperformance, and alignment with departmental and other strategic goals. A similar approach has also been taken with the agency's hazard and incident reporting mechanism to enable instant reporting and responses to identified risks.

The Department of Construction and Infrastructure developed an Organisational Culture Plan (2012–2015) to improve its workplace culture. The plan sets out activities the agency will complete to ensure a constructive and productive environment for its workforce. As part of the plan's

implementation, an Organisational Culture Inventory is being conducted.

The Department of Children and Families is providing national leadership in addressing skills shortages in child protection through the implementation of a Learning Pathways Strategy. The strategy comprises a system of Higher Education and Vocational Education and Training qualifications and skill sets, as well as non-accredited courses, which are aimed at growing the capability of professional and para-professional child protection workers in the Northern Territory.

One focus of the Learning Pathways Strategy is the development of a 'Masters by Research' program in conjunction with Charles Darwin University. This will allow staff to develop their knowledge and skills at a high level, and allow scope for innovative thinking and the ability to contribute to the long-term future of the agency's work. The strategy also includes the development of the first nationally endorsed and recognised skill set in practice leadership in child protection.

To improve service delivery and to increase protection of public assets, the Department of Housing, Local Government and Regional Services introduced a new stream of employment in Darwin and Alice Springs as part of the Public Housing Safety Strategy. The new Public Housing Safety Officers completed a rigorous six-week training program to equip them to undertake a wide range of compliance and law enforcement functions in and around public housing, such as seizing dangerous items, tipping out alcohol and issuing banning notices. These employees are also training in community engagement and work closely with NT Police.

The Department of Housing, Local Government and Regional Services has also been focussing on the use of information technology to improve data collection, dissemination and analysis. For example:

- online learning applications for iPads are being developed for Aboriginal Interpreters
- SharePoint is being used increasingly by work units to reduce duplication and ensure consistency of information used
- data on communities is being consolidated into a spatial system to allow for 3D representation.

The Department of Health officially launched 'MyLearning', a 'Learning Management System' that provides a platform to deliver online training 24/7 to staff across the Territory. It also facilitates the collection of data for reporting on training, and to inform the development and revision of programs into the future.

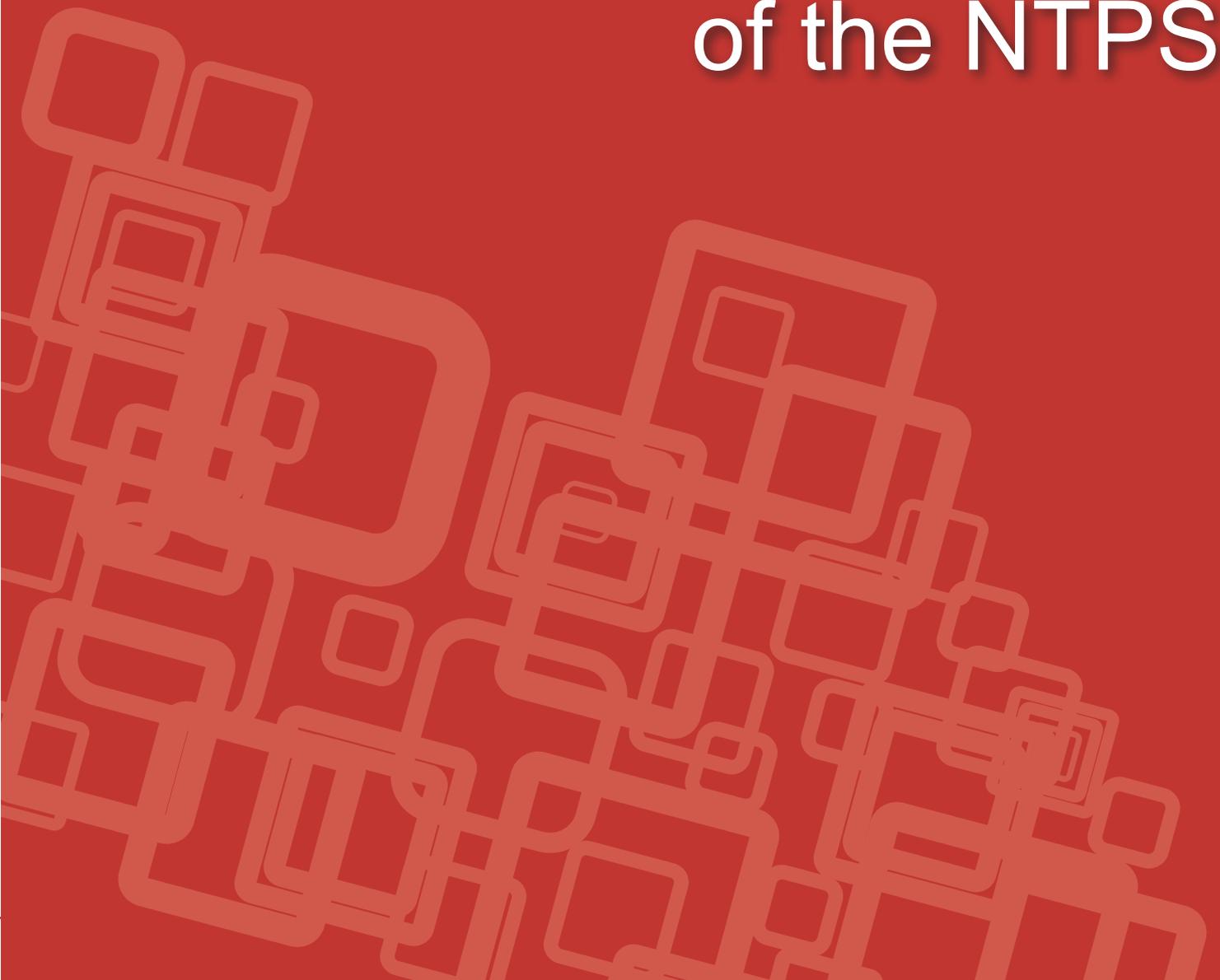
The Department of Health has also developed a Northern Territory Integrated Regional Training Network to streamline clinical training across the Territory, and a Greater Northern Australia Regional Training Network to coordinate and facilitate clinical placements across all types of service providers at a regional level.

The Department of Lands and Planning's Motor Vehicle Registry conducted a modernisation review project with the aim of upgrading the MOVERS computer program and to improve the efficiency of training for staff in the system. The modernisation will improve performance of the system and the quality of work for employees, while improving customer service.

The Department of Lands and Planning also implemented a knowledge management strategy and a transition-to-retirement policy for retiring staff in critical and/or long-term positions. The agency shared its work in this area with the broader NTPS HR community through presentations at the quarterly HR Forum held by the OCPE, and at the Strategic Workforce Committee of HR Directors from across the sector.

The Department of Resources has an internal annual reward and recognition program called the 'Star Awards', which recognises outstanding work. One of the criteria to win the award is innovation and creativity. This type of recognition of innovation within the agency has led to the development of a new way of tagging fish, called 'genetag', which does not harm the fish and is now being explored by international fisheries groups. The awards process is well supported by staff with more than 100 attending the awards ceremony (approximately 23 percent of all staff).

Statistical Profile of the NTPS



Staffing Statistics

Introduction

References to the NTPS in Part 2 of this report include the agencies listed in Figure 37 on page 73. The list includes staff employed under Acts other than the PSEMA, including uniformed police, employees of Tourism NT, employees of the Aboriginal Areas Protection Authority and ministerial staff.

It should also be noted that the total public sector numbers described in this report are 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 government's 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 Equal Employment Opportunity (EEO) groups in the NTPS is stored in PIPS. NTPS employees voluntarily identify their own EEO status, usually when they commence 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 and Aboriginal Community Police.

In the 2011 NTPS Employee Survey, five percent of respondents reported that they had a disability, so the self-reported

level of 1.2 percent in PIPS is clearly an underestimation.

It should be noted that the people from culturally diverse background figures from 2007 onward have been revised since earlier State of the Service reports. This is because 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, which were made to align the reports with Australian Bureau of Statistics standards. This was causing an understatement of the true figures.

The current figures in Figure 34 now follow a 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 2012, the proportion of employees in the NTPS that identified as being:

- Indigenous was 8.4 percent
- a person with disability was 1.2 percent
- a person from a culturally diverse background was 5.7 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 34: Representation of Equal Employment 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	June 2012	10-year change
Indigenous Australians	4.6%	5.0%	5.7%	6.6%	6.9%	7.3%	7.7%	8.1%	8.1%	8.1%	8.4%	3.8% pts.
People with disability	1.4%	1.3%	1.7%	1.8%	2.1%	1.9%	2.0%	1.8%	1.5%	1.4%	1.2%	-0.2% pts.
People from a culturally diverse background*	2.2%	2.3%	3.6%	4.1%	4.9%	5.8%	6.2%	5.9%	5.5%	5.1%	5.7%	3.5% pts.
Women in senior management (SAO2 to ECO6)	26%	26%	27%	31%	32%	34%	37%	40%	40%	43%	44%	18.0% pts.

* Revised - Cultural diversity questions changed in 2006–07 to parallel national standards – defined as people of a non-English speaking background with neither parent's first language being English.

Of particular note in the above table is that over the last nine years, the participation of Indigenous employees has increased by

3.8 percentage points, and the representation of women in senior management has increased by 18 percentage points.

Staffing Levels

Figures 35 and 36 show movements in total staffing in the NTPS compared with changes in the Northern Territory population and employment numbers from 1983 (about the time the NTPS consolidated following self-government) to 2012. There has been an overall increase in public sector employment from around 14 200 to 19 933 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 that the comparisons made in this report are valid.

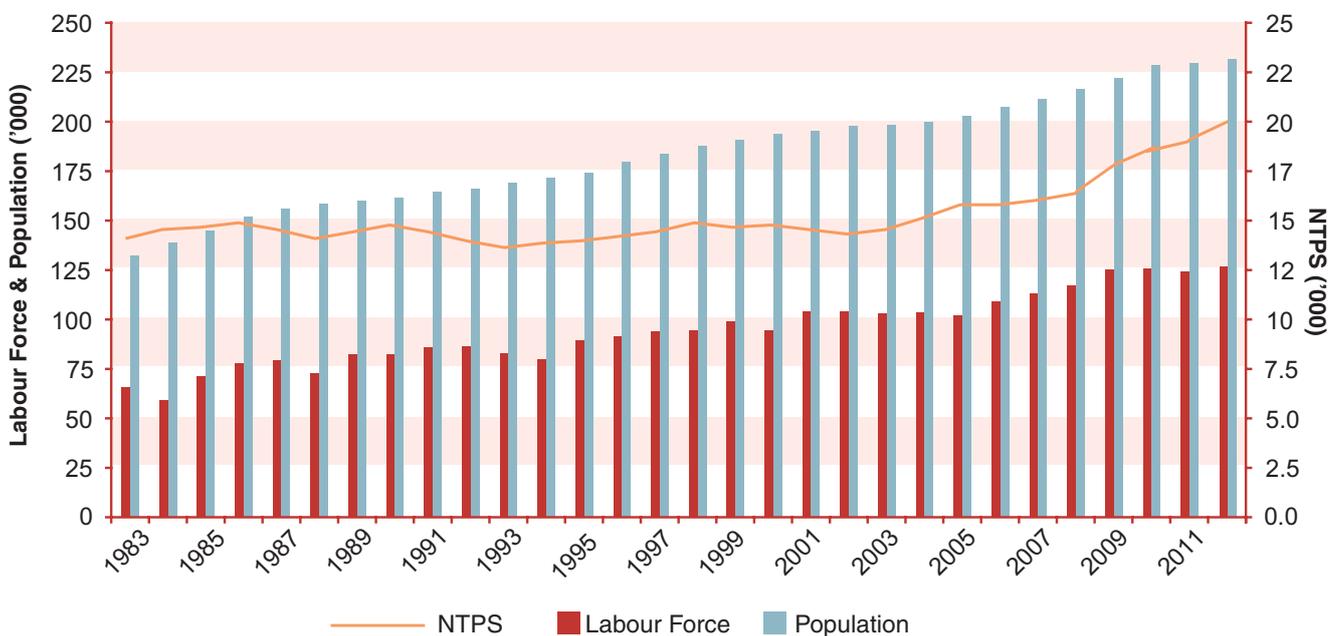
Since the early 1990s, an FTE figure based on payroll has been used to track numbers of employees, and this provides more robust data than was used previously. Nevertheless, the overall time series from the late 1980s to the 1990s is quite smooth, as can be seen clearly from Figure 36, which indicates that the effects of the changeover at that time were marginal.

Aggregation of the data shows that from 1983 to 2012, the Northern Territory population grew by 75 percent while the labour force grew by 91 percent. The NTPS is currently 40 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 in several of the major service delivery agencies (Health, Education, Justice, Children and Families, and Housing, Local Government and Regional Services).

Following government’s introduction of agency-specific staffing caps from March 2010, the increase from the June quarter 2010 to the June quarter 2011 was limited to 2.1 percent, but the current year has seen a further increase of 4.6 percent, representing 880 FTE employees. This latter increase was comprised largely of expanded frontline services.

Figure 35: Growth in the NTPS, Labour Force and Population, June 1983–2012



The change in the size of the public sector since 1983 is compared directly to population growth in Figure 36. 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 Northern Territory 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 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 increased 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 some other agencies.

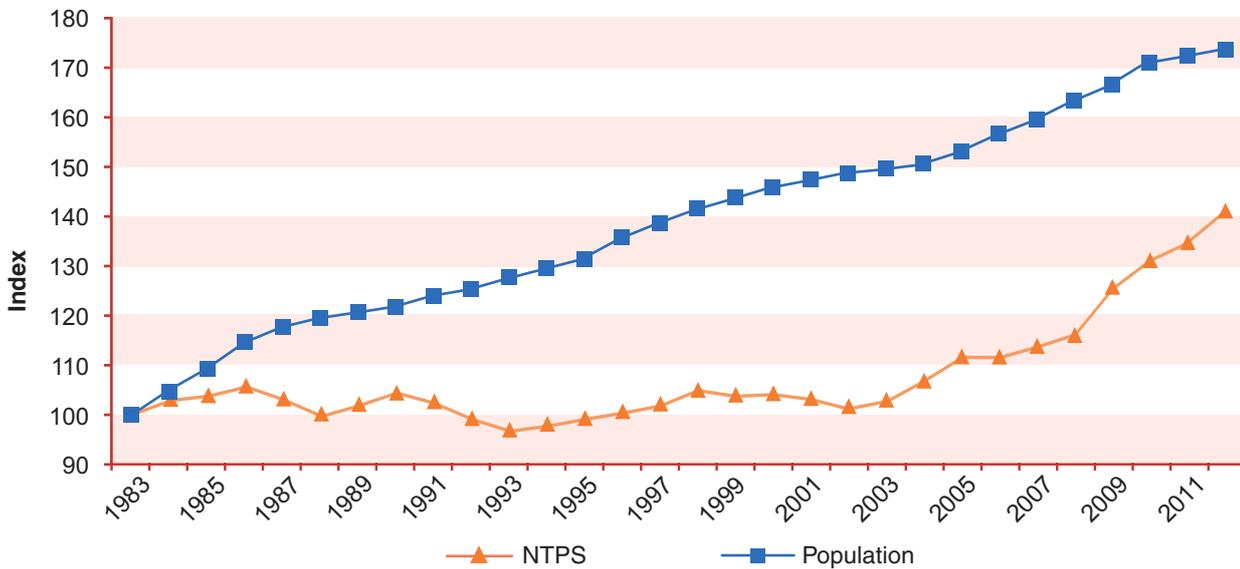
From June 2007 to June 2008 there was an increase of 378 staff, and from June 2008 to June 2009 a further increase of 1342. The 2009–10 increase of 830 was followed by a considerably reduced addition of 396 during 2010–11, following the introduction of the

staffing cap. The major part of the 2007 to 2009 increases appeared to be associated with additional Australian Government funding and resulting staffing required for the Intervention in Indigenous communities, particularly in the areas of health, education and housing.

From 2009–11 the expansion was further extended to other agencies and included reforms involving infrastructure and local government. Also in 2011, the Department of Health and Families split into the Department of Health and the Department of Children and Families, and Child Protection Services received additional staffing.

While the staffing cap remained in place during 2011–12, there were significant staffing increases in all the major frontline agencies, particularly Health, Education and Training, Children and Families, and Justice. During the March quarter, the caps for a number of agencies were raised to bring them more into line with actual allocated resource levels, but the June quarter then saw a further surge in numbers, so that the average for the June quarter of 2012 was 880 higher than for the June quarter of 2011.

Figure 36: Movements in NT Population and NTPS Staff, 1983–2012



Base of each index 1983 = 100

The staffing changes over the last three years are illustrated clearly in Figure 37, which shows FTE staffing numbers for each agency averaged over the June quarter for 2012 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 website. 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 37: Changes to Average Public Sector Staff Employed by Agency: June Quarter 2009 to June Quarter 2012

Agency	Average June quarter 2009	Average June quarter 2010	Change over 12 months	Average June quarter 2011	Change over 12 months	Average June quarter 2012	Change over 12 months
Aboriginal Areas Protection Authority	29	34	5	32	- 2	31	- 1
Auditor-General	4	4	..	4	..	4	..
Business & Employment	771	746	- 25	759	13	806	47
Chief Minister	281	285	4	273	- 12	275	2
Children & Families #	585	585	741	156
Commissioner for Public Employment	38	31	- 7	27	- 4	32	5
Construction & Infrastructure ^ (Planning & Infrastructure)	..	436	436	432	- 4	407	- 25
Darwin Port Corporation	81	93	12	96	3	105	9
Education & Training	4 085	4 203	118	4 383	180	4 584	201
Health # (Health & Family Services)	5 444	5 843	399	5 335	- 508	5 600	265
Housing, Local Govt & Regional Services	541	638	97	619	- 19	674	55
Justice	1 181	1 217	36	1 297	80	1 428	131
Lands & Planning ^ (Planning & Infrastructure)	..	552	552	552	..	567	15
Legislative Assembly	101	103	2	102	- 1	96	- 6
Natural Resources, Environment, Arts & Sport	921	906	- 15	862	- 44	791	- 71
NT Electoral Commission	11	11	..	15	4	43	28
Ombudsman	18	19	1	15	- 4	14	- 1
Planning & Infrastructure	879	0 (discontinued)	- 879
Police, Fire & Emergency Services	1 801	1 857	56	1 914	57	1 957	43
Power & Water Corporation	812	914	102	997	83	1 054	57
Resources	483	450	- 33	447	- 3	427	- 20
Tourism NT	151	136	- 15	129	- 7	117	- 12
Treasury	195	179	- 16	178	- 1	180	2
TOTAL	17 827	18 657	830	19 053	396	19 933	880

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 2002 to June 2012 is presented in Figure 38. The table shows that the proportion of permanent employees dropped by 8.2 percentage points over this period, including a 0.9 percent decrease over the current year.

This most recent fall could be attributed to the sizable amount of time-limited funding from the Federal Government for targeted programs associated with the Stronger Futures strategy. This has resulted in the increased use of fixed-term contracts.

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 11.6 percentage points since that time.

The largest percentage decreases since 1994 have been in the administrative stream (-17.2 percentage points), health (-14.8 percentage points) and education (-14.3 percentage points). The decreases in the last three 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/ Closing the Gap/ Stronger Futures initiatives.

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 increased to 3.6 percent in 2007 and has remained relatively constant since.

Part of the higher number of casual employees in recent years can be accounted for by the increased use of interpreters, but again also includes increases that may be related to increased Federal Government funding.

Figure 38: Employment Status of NTPS Staff 2002–2012

Status	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Change 02 to 12
Permanent	78.1%	78.3%	77.0%	75.5%	75.6%	74.0%	72.3%	70.9%	70.4%	70.8%	69.9%	-8.2% pts.
Temporary	18.9%	18.7%	19.6%	21.3%	21.3%	22.1%	23.7%	24.9%	25.3%	25.3%	26.1%	7.2% pts.
Casual	2.8%	2.8%	3.3%	3.2%	3.0%	3.6%	3.7%	4.0%	3.9%	3.7%	3.7%	0.9% pts.
Misc.	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%	0.3%	0.3%	0.4%	0.3%	0.3%	0.1% pts.
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Part-time Staffing

Part-time work has, in recent years, been encouraged as an option to assist in retaining the valuable skills of employees who are seeking to vary their work/life balance. For the purposes of this section, part-time employment includes all employees who have a part-time flag in PIPS.

At 2767, the number of part-time NTPS employees in 2011–12 is 206 more than it was in 2010–11. This is nearly four times more than were working in a formal part-time capacity in 1994.

The largest employment category in permanent part-time work is nursing, which includes 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 showing at least a five-fold increase since 1994.

The work stream with the highest proportion of part-time workers is assistant teachers, where 44 percent work part-time, followed by the physical stream with 32 percent and nursing with 30 percent. At the other end of the spectrum are fire and prison officers, where there are none working part-time.

The increase in the proportion of workers in part-time employment since 2002 is shown in Figure 39.

Figure 39: Part-time staff in the NTPS, 2002–2012

Status	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Change 02 to 12
Part-time staff	10.7%	11.3%	11.3%	11.4%	11.5%	12.1%	12.2%	12.8%	12.5%	12.5%	12.8%	2.2% pts.

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

Staffing by Gender

For the first time, the OCPE has conducted a gender pay gap audit of NTPS staff in line with those conducted by other public sectors in the Australian Capital Territory, New South Wales and Western Australia.

Figure 40: Gender Pay Gap by Stream, June 2012

Gender Pay Gap - NTPS - by Stream (June 2012)						
Stream	Pay Gap Percentage	**Pay Gap in cents	Density of Females	No. in Stream	Average LOS* Female	Average LOS* Male
Aboriginal Community Police Officers	-1.3%	1.01c	46%	74	6.4	6.6
Aboriginal Health Workers	-0.4%	1.00c	74%	94	9.5	8.3
Administrative Officers	6.0%	0.94c	76%	6 811	7.2	6.8
Assistant Teachers	-1.0%	1.01c	89%	227	5.8	4.6
Classroom Teachers	0.2%	1.00c	77%	2 231	6.8	6.3
Doctors/Dentists	20.6%	0.79c	50%	619	2.7	3.9
Executive/Contract Officers	1.3%	0.99c	40%	615	12.6	12.3
Executive Principals - sub category	5.5%	0.95c	61%	108	16.8	13.1
Fire Fighters	17.0%	0.83c	2%	196	5.6	12.9
Nurses	3.1%	0.97c	88%	2 464	5.9	4.8
Physical	0.3%	1.00c	47%	1 080	5.9	5.0
Police Officers #	10.4%	0.90c	28%	1 338	9.5	10.0
Prison Officers	2.9%	0.97c	18%	425	7.0	7.7
Professional	4.0%	0.96c	65%	1 314	4.6	7.1
Senior Admin Officers	0.5%	0.99c	59%	793	11.9	10.9
Senior Professionals	0.5%	1.00c	53%	344	9.0	11.0
Senior Teachers	1.0%	0.99c	76%	782	11.6	10.4
Technical	17.0%	0.83c	31%	994	7.4	10.1
Power & Water specific classns	-3.1%	1.03c	3%	529	8.1	10.8
Total ^	10.3%	0.90c	63%	21 038	7.2	8.2

Pay comparison is based on full-time salary at each employee's actual classification level.

* LOS = length of service (in years).

** If a male in any stream earns an average of 1c, then a woman in the same stream earns on average the corresponding figure in this column.

Includes officers on executive contract.

^ Analysis does not include non-mainstream classification groups (e.g. magistrates, marine pilots) where the numbers are too small to make meaningful comparisons."

The calculation averages the annual, full-time salary (excluding allowances and other pay components) separately for females and males for each position in the stream. The report was completed using the PIPS database as at June 2012, and Figure 40 provides information by classification sub-stream, average length of service, density (the percentage of females in the sub-stream) and the pay gap between the earnings of male and female employees.

A positive gender pay gap means that the average earnings of female employees are less than the average earnings of male employees.

Conversely, a negative gender pay gap means that the average earnings of female employees are more than the average earnings of male employees.

While the results do show pay equity gaps for a number of streams, the results are similar to those in the other public sectors.

The NTPS pay structures have been developed on work value. Employees are not employed based on gender, but on the merit principle under the PSEMA. Thus, while the principal factors affecting any stream's specific pay gaps may have been thought to be associated with density and length of service, it is evident that more complex factors may contribute to these results.

The following sections outline other aspects of the gender-specific demographics of the NTPS.

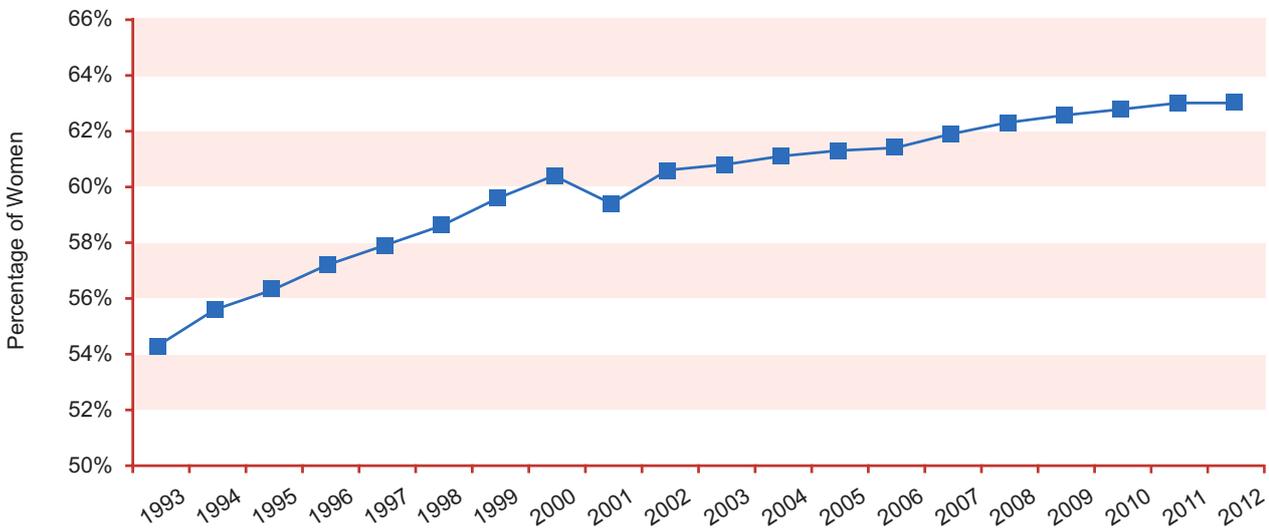
The proportion of women in the public sector at June 1994 was 55.6 percent. Since then the figure has risen slowly but steadily to reach 63 percent in June 2012 (see Figure 41).

Over this period, this equates to an average annual increase in the proportion of women of 0.45 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 since the beginning of the ABS Labour Force trend series in 1978, whereas that for men has decreased by more than seven percentage points over the same period.

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.

In respect of Northern Territory labour force data, the participation rate for women has increased by over 20 percentage points since 1978, whereas that for men has dropped by 5.4 percentage points.

Figure 41: Proportion of Women in the NTPS, 1993–2012



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 for men (78 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 trend 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 2012

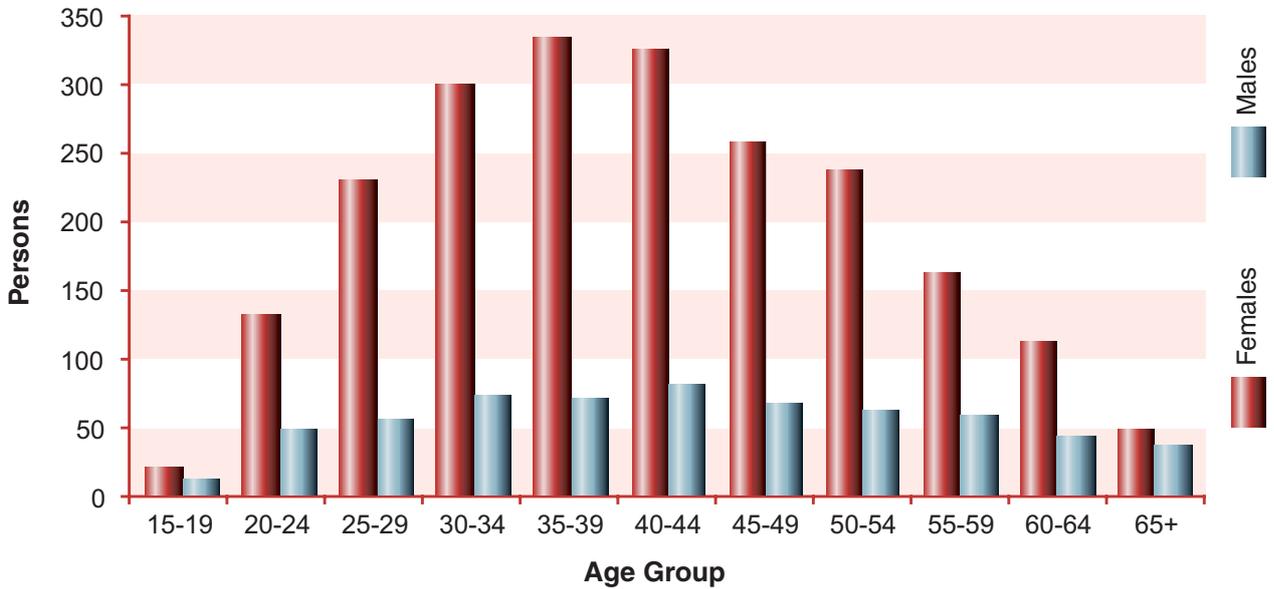
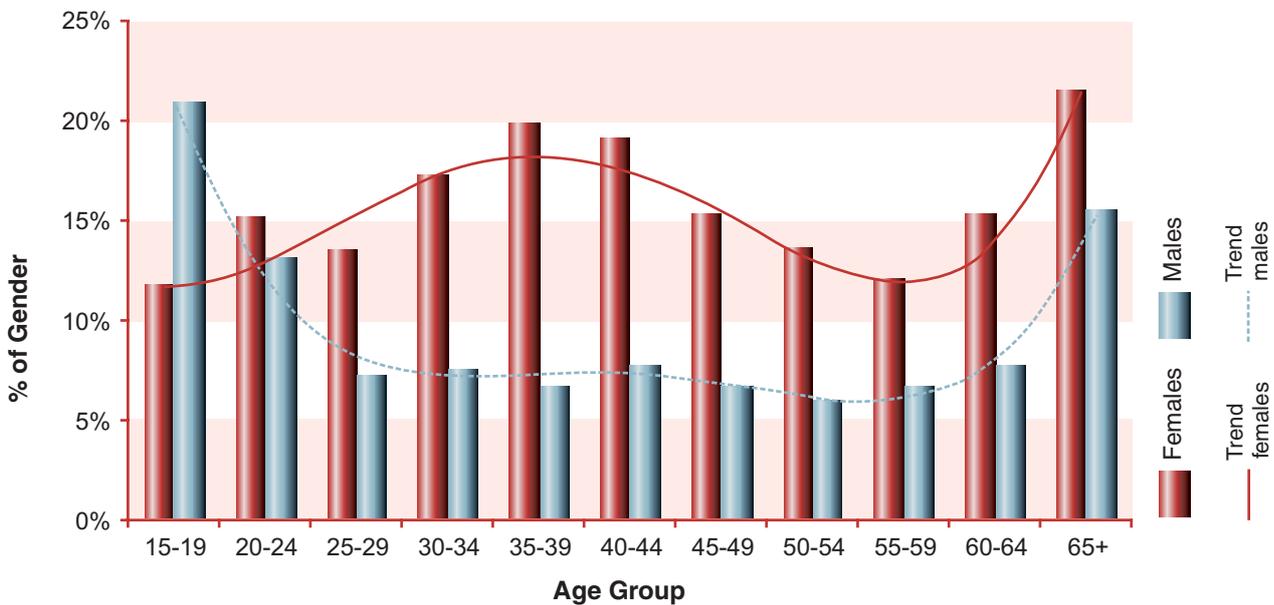


Figure 43: Proportion of Part-time Employees in Age Groups by Gender, June 2012



The proportion of women to men in each agency is shown in Figure 44. For very small agencies, 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: Proportion of Women and Men by Agency (All Employees), 2012

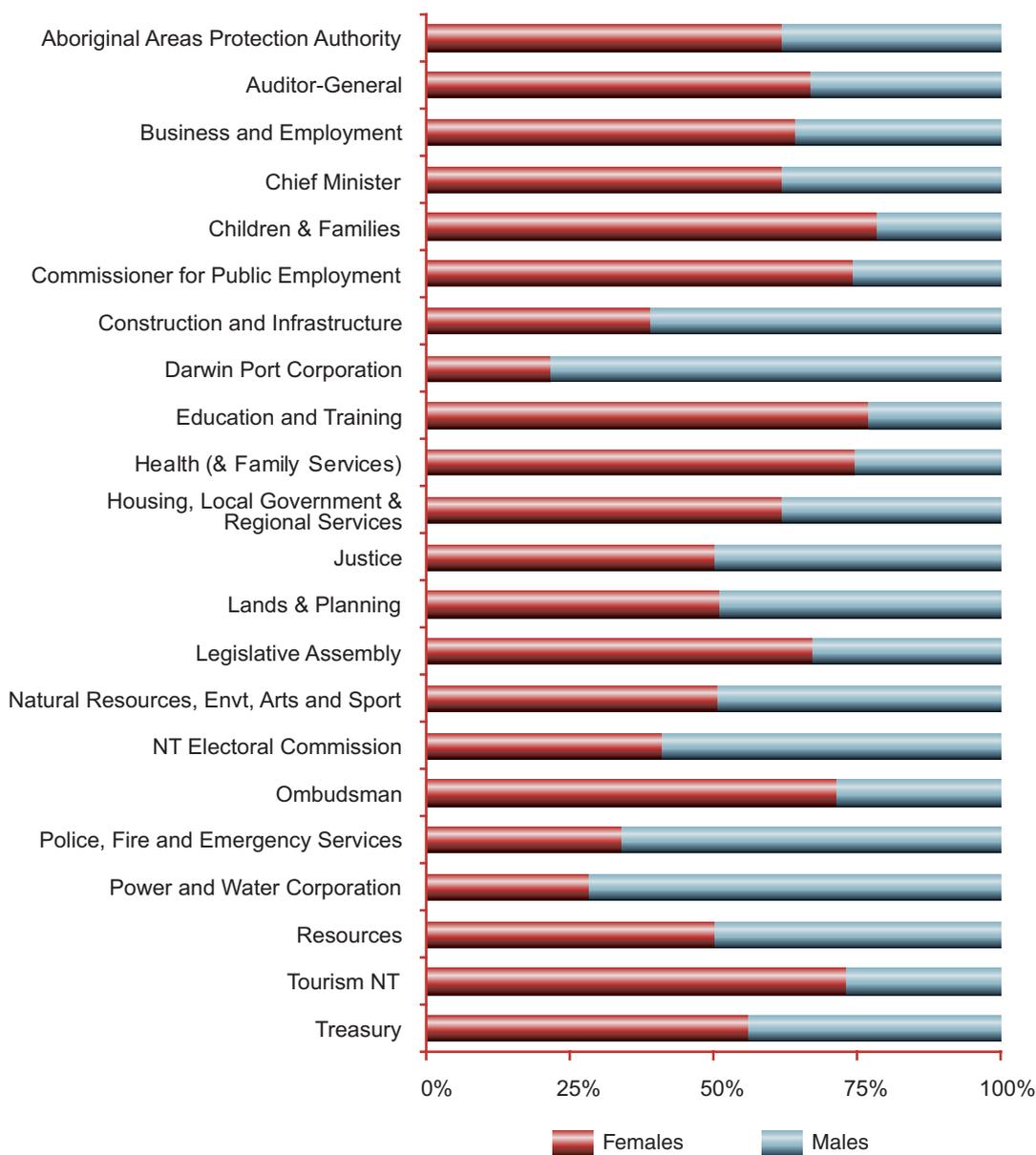


Figure 45 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2012. The seven major streams are derived from the historical industrial relations framework and are retained for the purpose of making consistent time series comparisons.

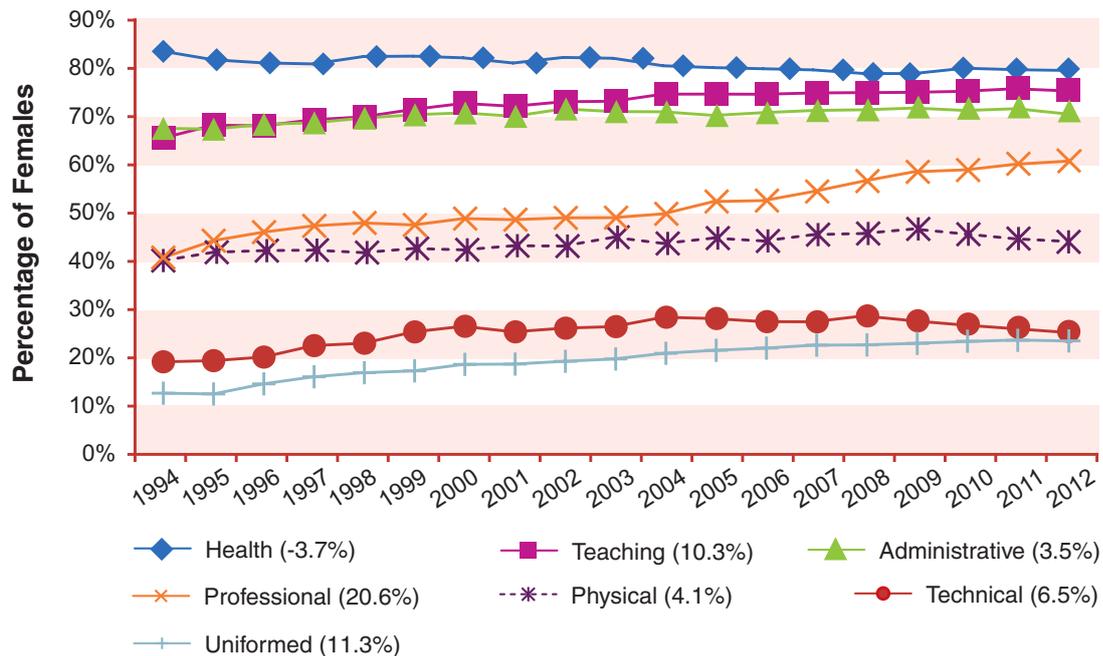
In the NTPS, these streams are, in alphabetical order, Administration (clerical and managerial staff), Health (doctors, nurses and Aboriginal health workers), Physical (work predominantly of a physical nature), Professional (requiring a specific professional qualification), Teaching (all educators), Technical (requiring a specific technical qualification) and Uniformed (police, prison officers and fire fighters). Since 1994, the proportion of women has increased in every stream except Health. The greatest rise has been in the professional stream (up 20.6 percent) followed by the uniformed

stream (up 11.3 percent) and educators (up 10.3 percent).

The 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). Conversely, the proportion of females has increased markedly in the uniformed (with the increase confined to prison officers and police, but not fire officers), technical and professional streams, with the proportion of professionals who are women rising by a remarkable 20.6 percentage points.

However, in the education sector, the already high proportion of female teachers further increased by 10.3 percentage points. Three out of four educators in NT public education are women and, given the trend over the last 18 years, there appears to be little chance of this reducing in the short to medium term.

Figure 45: Percentage of Women by Vocational Stream, June 1994 to June 2012, with Overall Percentage Change Since 1994

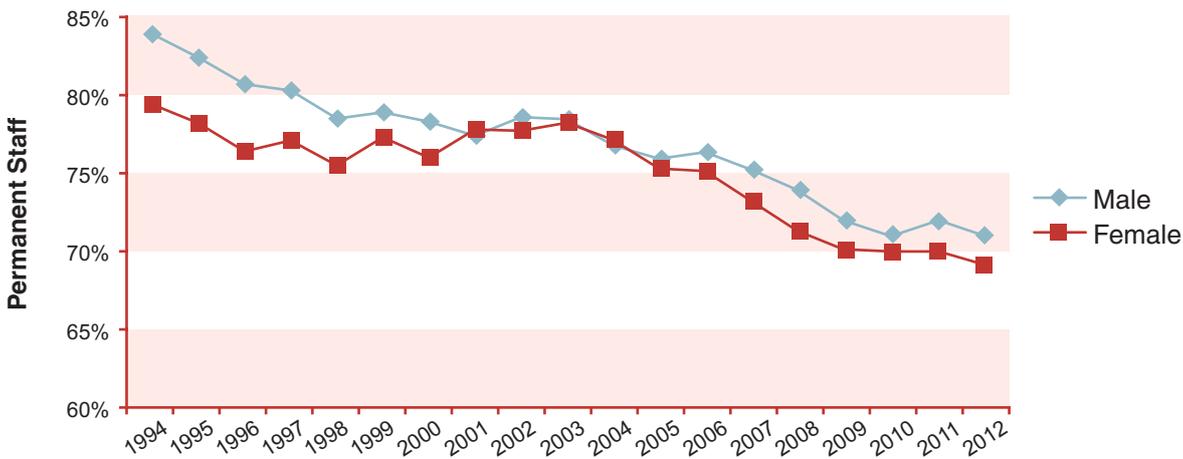


Status by Gender

Figure 46 graphs the proportion of permanent staff by gender from 1994 to 2012. The proportion of male staff who are permanent

has dropped slightly faster than the proportion of female staff who are permanent.

Figure 46: Proportion of Permanent NTPS Staff by Gender, 1994–2012

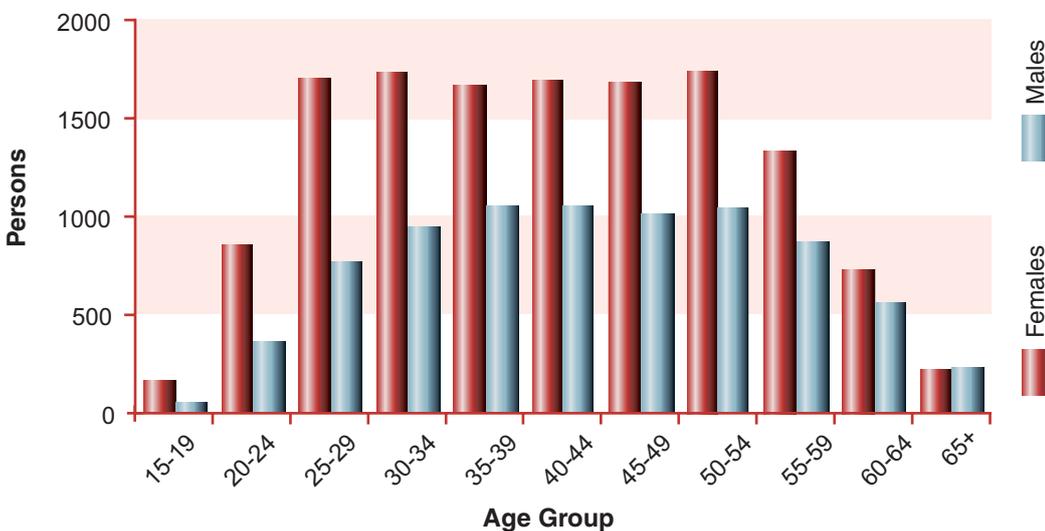


Age by Gender

Figure 47 illustrates the division of staffing by age and gender at June 2012. 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), 2012



Comparisons with data from the mid-nineties suggest that there is now a somewhat flatter age distribution for both 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 has reduced in the lower age categories and increased in the higher age categories, and this effect is more pronounced for women.

Figure 48: Distribution of Women in the NTPS by Age Group, June 1994 and June 2012

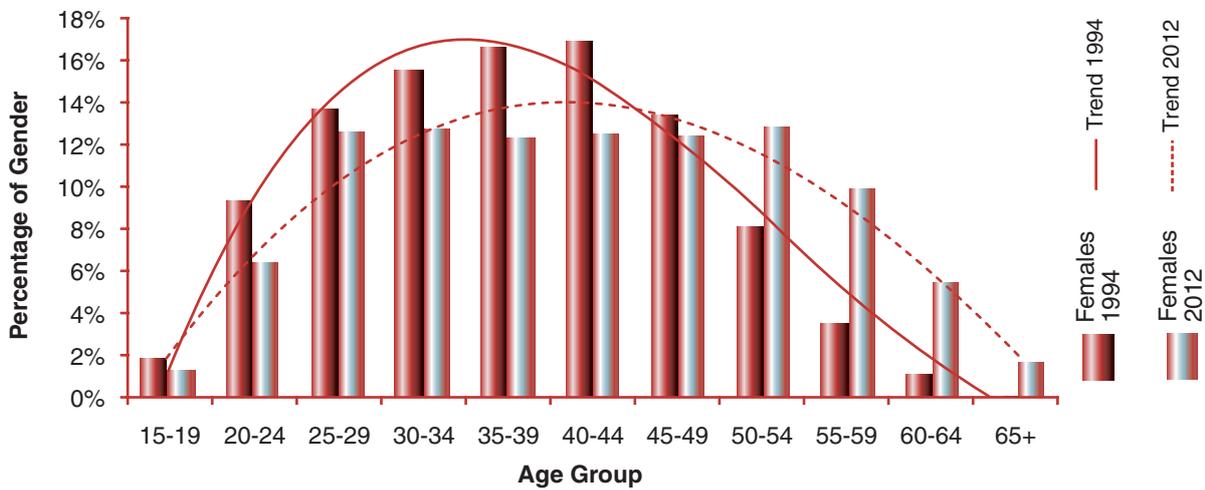
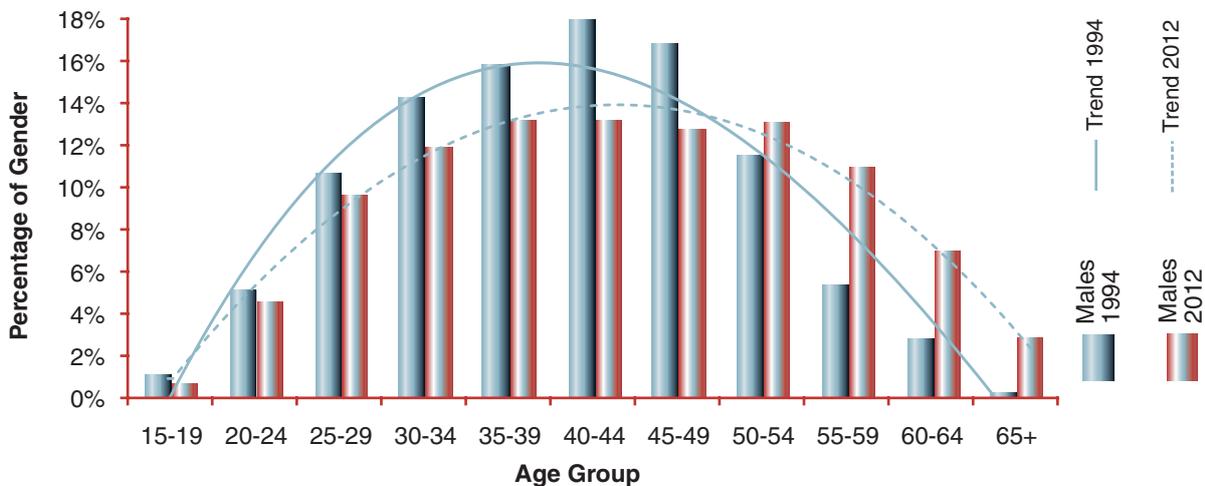


Figure 49: Distribution of Men in the NTPS by Age Group, June 1994 and June 2012



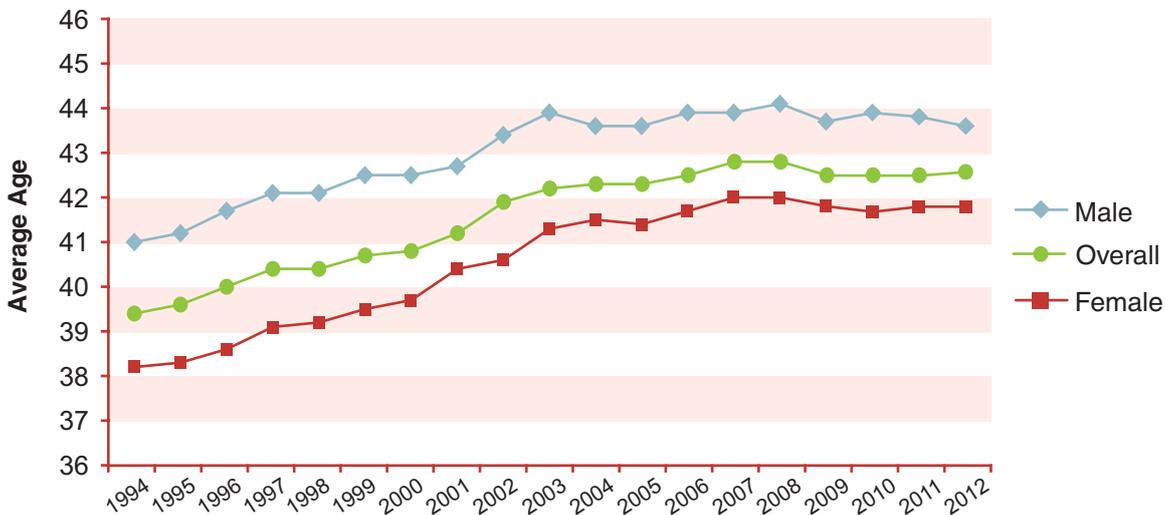
The average age of NTPS staff from June 1994 to June 2012 is shown in Figure 50. Currently at 42.6 years, the overall average has risen by 3.1 years during this time.

Most of this increase occurred up to around 2003, with the level of increase subsequently being minimal despite the relaxation and then repeal of compulsory retirement during 2002–03. The year 2009 was the first time 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 three years. It is likely that the expansion in staff numbers and associated recruitment of young people is the primary reason the average age of the NTPS has remained constant since 2009.

The most recently released data from the Australian Bureau of Statistics indicates that in the two decades prior to 2011, the median age of the Australian population grew by 4.9 years. The median age of Northern Territorians, currently 31.4 years, is nearly six years lower than the national average of 37.3 years.

Nevertheless, the Territory figure increased by a similar amount to the Australian average over the same period (+4.5 years for the NT vs. +4.9 years for Australia). It is therefore reasonable to suggest that the ageing of the NTPS that has taken place is attributable to the changing demographics of the broader population.

Figure 50: Average Age by Gender NTPS Staff, 1994–2012

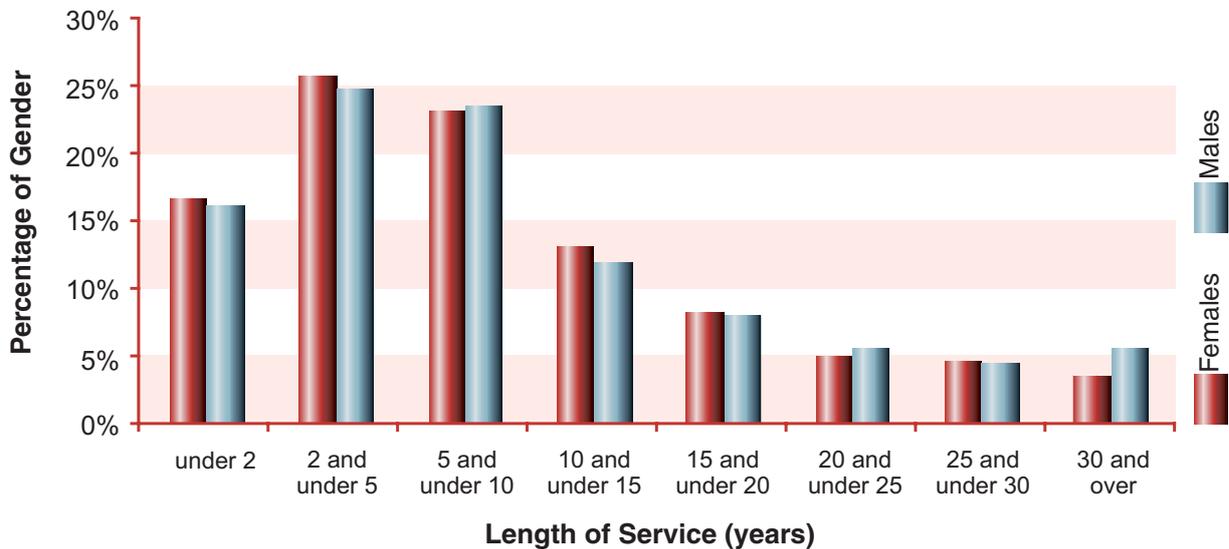


Length of Service by Gender (Permanent Employees)

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 (the same as last year) and for men it is 6.7 years (down from 6.9 in 2011).

Figure 51: Length of Service by Gender of Permanent NTPS Staff, 2012



The overall median length of service for all employees is currently 3.9 years, down from

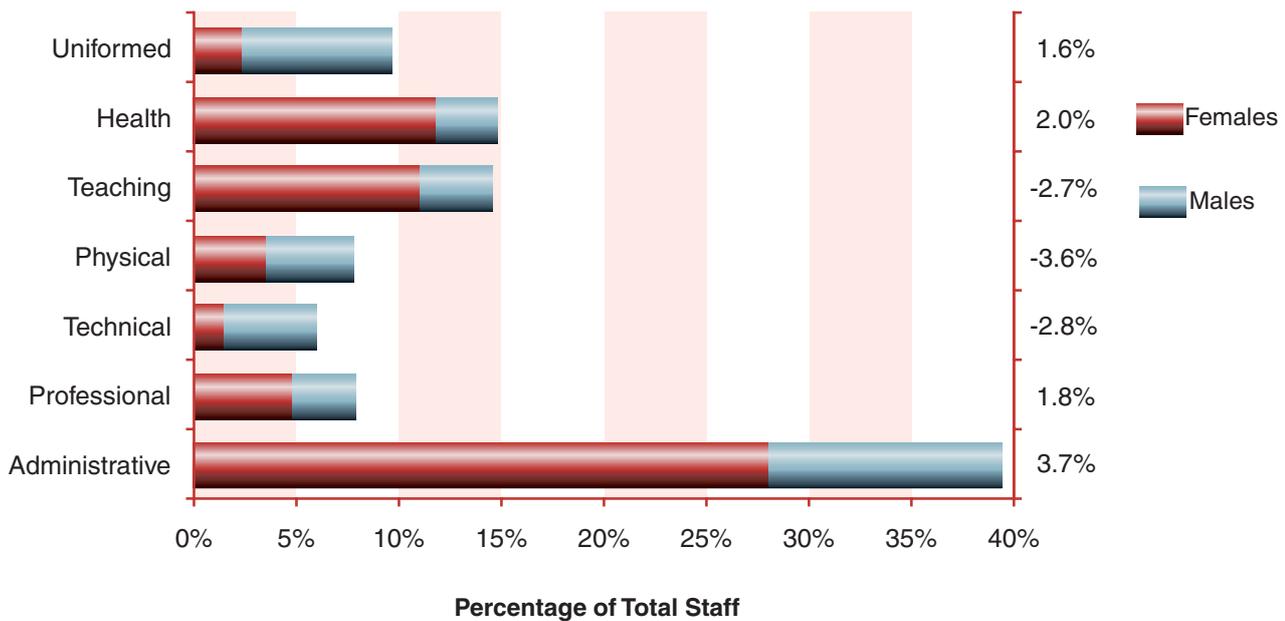
4.0 years in 2011. This current overall average comprises 3.8 years for women and 4.4 years for men.

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 39.3 percent of the sector. Women remain significantly concentrated in administration, teaching and health.

Figure 52 shows that the greatest changes since 1994 have been increases in the proportions of administrative, health, and uniformed staff, and a drop in the proportions of physical, teaching and technical staff. It should 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 in the 12 months to June 2012.

Figure 52: Distribution of Men and Women in the NTPS by Employment Category, June 2012 (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 44 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 68 percent, which is now greater than the proportion of women in the public sector as a whole. Although there remains a large number of women at the lower salary levels, there is a positive trend with an increase of women at management levels.

Figure 53 illustrates the difference in the profiles of male and female earnings in 2012. Executive contract officers are not included in this graph, and are reported on separately in a later section, pages 90-91.

Note that, while there is a seemingly inconsistent jump in the proportion of women in the \$80 000 to \$90 000 a year salary bracket, over 60 percent of these are teachers and nurses, both female-dominated professions. At the lower end of the spectrum, the large predominance of women in the \$40 000 to \$50 000 bracket consists of 61 percent administrative staff, with the next most common category being physical at 19 percent. The similar predominance of women in the \$50 000 to \$60 000 bracket consists of 62 percent administrative staff followed by 15 percent level one and two nurses.

Figure 53: Distribution of Men and Women in the NTPS by Salary Level, June 2012

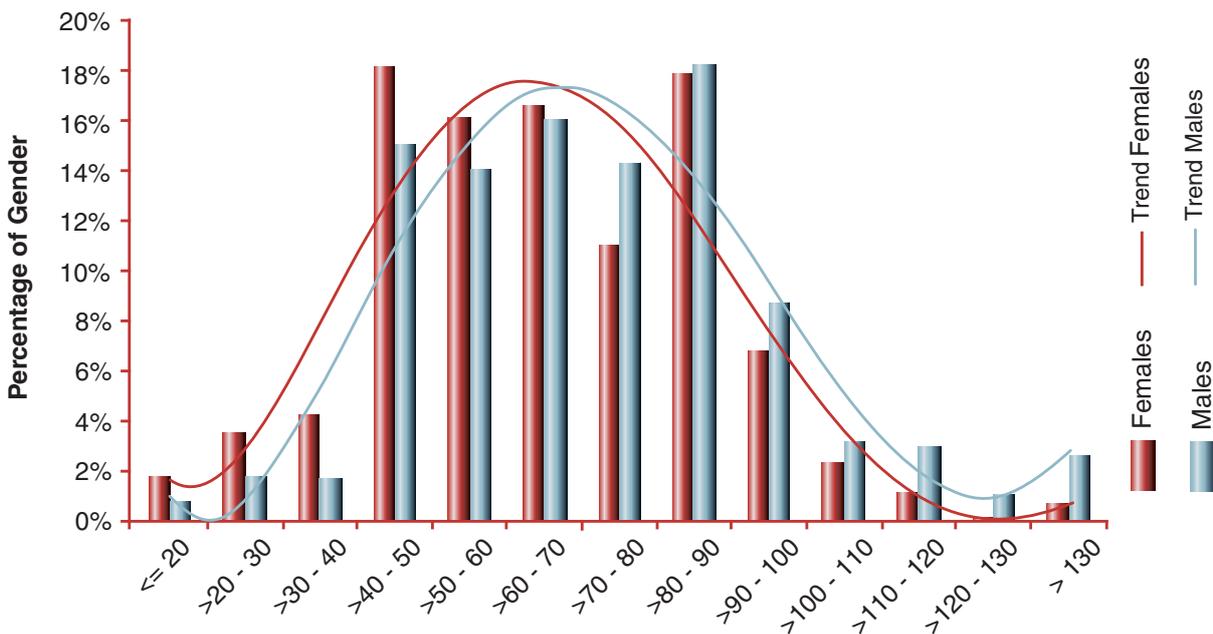
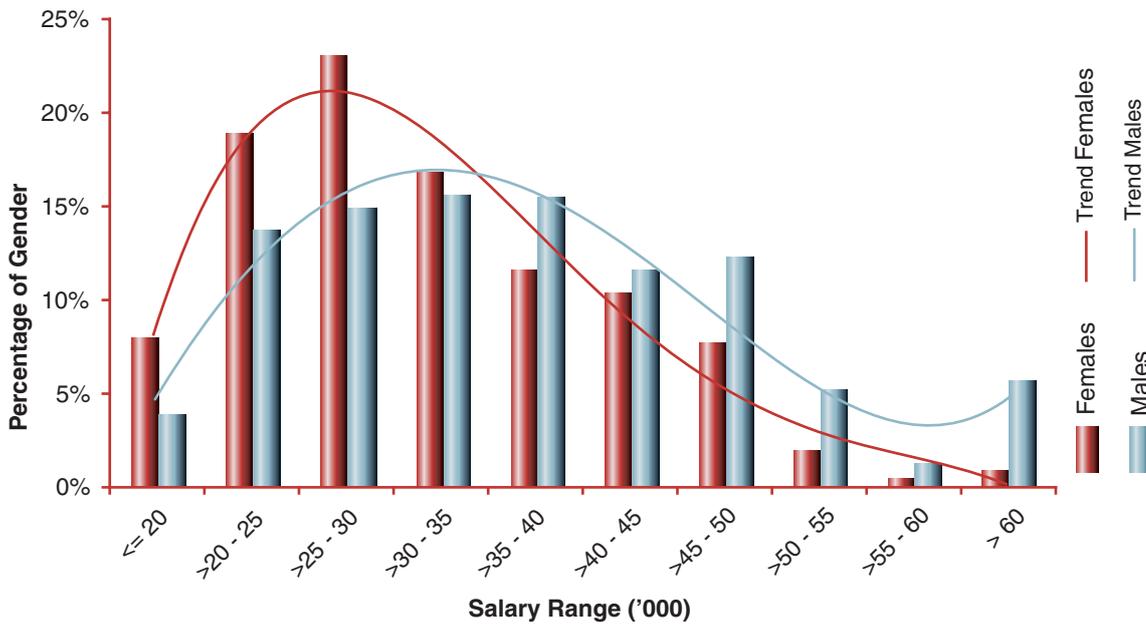


Figure 54 shows the distribution of salary by gender over the then-current salary ranges in 1995 (the first year that salary data was back loaded into PIPS). A clear change in salary profiles can be seen when compared

to the 2012 data, with the female salary trend line peak at the lower levels in 1995 almost disappearing by 2012, 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

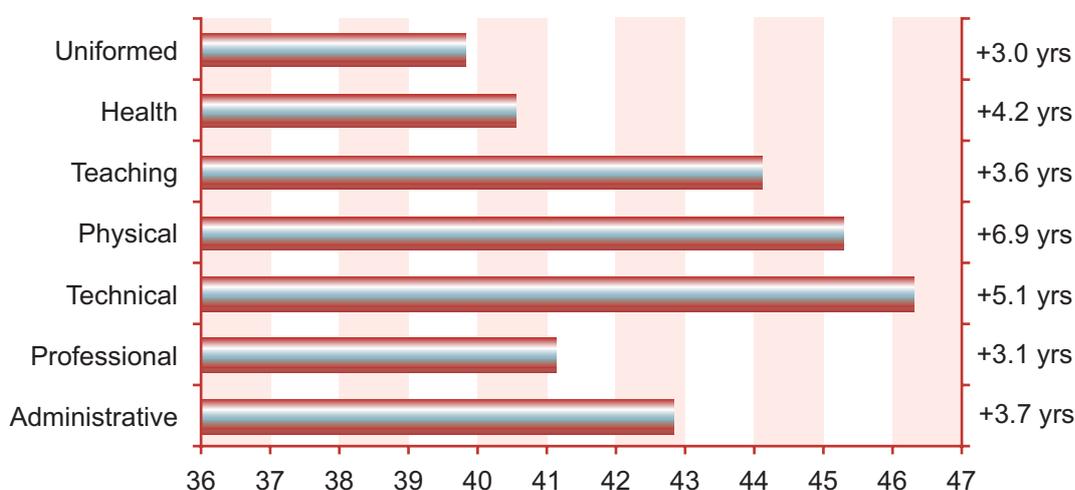
A plot of average age against stream, together with the change in age for each stream between 1993 and 2012, is shown in Figure 55. This illustrates that uniformed staff and the health stream are, on average, the youngest in the NTPS. Technical, physical, and teaching staff are the oldest.

While the average age of the NTPS has risen by 3.2 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 3.0 years. At the other end of the spectrum is the average age for the physical stream, which has risen by 6.9 years. With respect to the latter, it is noteworthy that as at June 2012 nearly 10 percent of physicals are over 60 years of age.

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

Figure 55: Average Age by Classification Stream, June 2012, (All Employees) with Change in Median Age Since 1994



Executive Contracts

Figure 56 shows the change in executive contracts numbers from June 2011 to June 2012 by classification and gender. The total number on contract increased by 45 (7 percent) in this period, comprising 31 women and 14 men.

The percentage of women on contract continue to be unevenly distributed over

the different streams. The administrative stream (41 percent) is in line with the average (41 percent) but the high proportion of women in education (57 percent) is in contrast to the low levels among medical specialists (17 percent), Power and Water managers (27 percent) and police (29 percent). In most cases this reflects the proportion of women in the stream.

Figure 56: Change in Executive Contract Numbers by Classification and Gender, 2011–2012

	Women			Men			Total		
	2011	2012	Diffce	2011	2012	Diffce	2011	2012	Diffce
Administration									
Executive Officer 1	122	131	9	190	193	3	312	324	12
Executive Officer 2	56	66	10	80	78	-2	136	144	8
Executive Officer 3	16	15	-1	29	35	6	45	50	5
Executive Officer 4	10	11	1	11	10	-1	21	21	0
Executive Officer 5	2	4	2	4	4	0	6	8	2
Executive Officer 6	1	1	0	13	14	1	14	15	1
Sub-total	207	228	21	327	334	7	534	562	28
Education									
Executive Principal 1A	11	0	-11	5	1	-4	16	1	-15
Executive Principal 1	1	8	7	1	4	3	2	12	10
Executive Principal 2	13	12	-1	11	7	-4	24	19	-5
Executive Principal 3	2	1	-1	4	3	-1	6	4	-2
Contract Principal 2	13	22	9	16	17	1	29	39	10
Contract Principal 3	1	5	4	0	5	5	1	10	9
Contract Principal 4	2	2	0	1	3	2	3	5	2
Contract Principal 5	2	3	1	0	0	0	2	3	1
Sub-total	45	53	8	38	40	2	83	93	10
Medical Specialists									
Medical Contract	3	2	-1	10	10	0	13	12	-1
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	4	4	0	7	9	2	11	13	2
Sub-total	4	4	0	8	10	2	12	14	2
Power & Water									
Executive Manager 1	1	3	2	12	13	1	13	16	3
Executive Manager 2	3	0	-3	6	5	-1	9	5	-4
Executive Manager 3	1	4	3	3	4	1	4	8	4
Executive Manager 4	3	4	1	6	8	2	9	12	3
Sub-total	8	11	3	27	30	3	35	41	6
TOTAL	267	298	31	410	424	14	677	722	45

Staff Separation and Recruitment

Staff separation and recruitment data since 2006–07 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, 2006–07 to 2011–12: Permanent Staff*

	2006-07		2007-08		2008-09		2009-10		2010-11		2011-12	
	separation rate %	recruitment rate %										
Administrative	9	4	10	4	7	4	8	3	7	4	8	4
Professional	12	8	13	7	11	8	9	7	11	7	10	7
Technical	10	8	13	8	9	7	9	8	10	5	10	6
Physical	12	6	10	8	9	9	9	5	10	7	11	7
Teaching	8	0	7	0	8	0	8	0	8	0	6	0
Health Workers	13	6	11	7	11	9	11	9	11	7	11	7
Uniformed	8	9	9	8	7	11	5	7	7	5	7	8
Total	10	5	10	5	8	5	8	5	9	4	8	5

* For clarification regarding low recruitment rates, see text.

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

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 seven percent in 1996–97 to four percent in 2001–02. In 2002–03 the figure jumped back to six percent, in 2003–04 to seven percent, in 2004–05 back to six percent and, for the subsequent five years it was five percent. While it dropped to four percent in 2010–11, this year it was back to five percent in 2011–12.

The most notable component of the overall decrease is in the education stream, where the recruitment to permanent positions is now virtually non-existent (three people out of 840 recruitments). Conversely, in the uniformed stream, 76 percent of the 156 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, 2006–07 to 2011–12: Permanent and Temporary Staff

	2006-07		2007-08		2008-09		2009-10		2010-11		2011-12	
	separation rate %	recruitment rate %										
Administrative	27	30	27	31	25	26	25	31	23	29	24	30
Professional	24	28	29	31	25	30	24	32	25	30	24	32
Technical	20	22	22	23	17	24	17	22	20	15	17	17
Physical	29	32	30	35	25	37	26	33	26	30	24	35
Teaching	24	24	25	29	24	28	25	29	24	30	21	27
Health Workers	44	47	42	47	38	48	35	45	32	37	34	43
Uniformed	8	11	10	9	8	11	6	9	7	8	8	10
Total	26	28	27	31	24	29	24	30	23	27	23	29

As shown in Figure 58, the separation rate is, at 23 percent, slightly lower than the average in recent times but similar to the previous three years. In fact, the last four years are the

lowest since 1994–95 when it was 24 percent. This is likely to be associated with the significant increase in staff numbers since 2007–08.

Last year it was noted that the separation rate for health workers, at 32 percent, was the lowest since 1994–95 when it was 42 percent. While it rose marginally to 34 percent in 2011–12, it is still low in historical terms. From the earlier low point in the mid-nineties it

trended upward until it peaked at 59 percent in 2000–01, and has subsequently decreased to the current level. This variation needs to be viewed in the context of the expansion of numbers in the Health, and Children and Families areas in recent times.

Figure 59: Separation Statistics for 2011–12 (Permanent and Temporary Staff)*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	705	344	429	103	49	1	112	1743
Deceased	7	1	2	1	0	2	3	16
Dismissal	14	2	2	4	2	1	9	34
Resignation	1134	300	537	269	153	127	190	2710
Retire Invalid	2	1	0	2	2	4	2	13
Retire Min Age	2	1	1	1	0	1	1	7
Retire Other	11	1	5	1	4	13	3	38
Retrenchment	3	0	0	2	0	0	0	5
Other	6	0	0	0	0	0	0	6
Total	1884	650	976	383	210	149	320	4572

* 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 up three percentage points to 60 percent in 2010–11, dropped back down to 59 percent in 2011–12. This compares favourably with the high resignation rate of 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 1677 permanent employees who elected to leave in 2011–12, 44 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. In 2009–10 the numbers were up to nearly 50 percent and 69 percent respectively, but both last year and this year have moderated to 44/45 and 66.

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, on average, to value permanency less than those born earlier.

The median age of those leaving during 2011–12 with two years' or less service was 34, whereas the median age of those leaving during 2011–12 with greater than two years' service was 45. While there has been some variation in these averages from year to year, they have been consistently different for at least the past 11 years, which further supports the hypothesis of a disparity between generations.

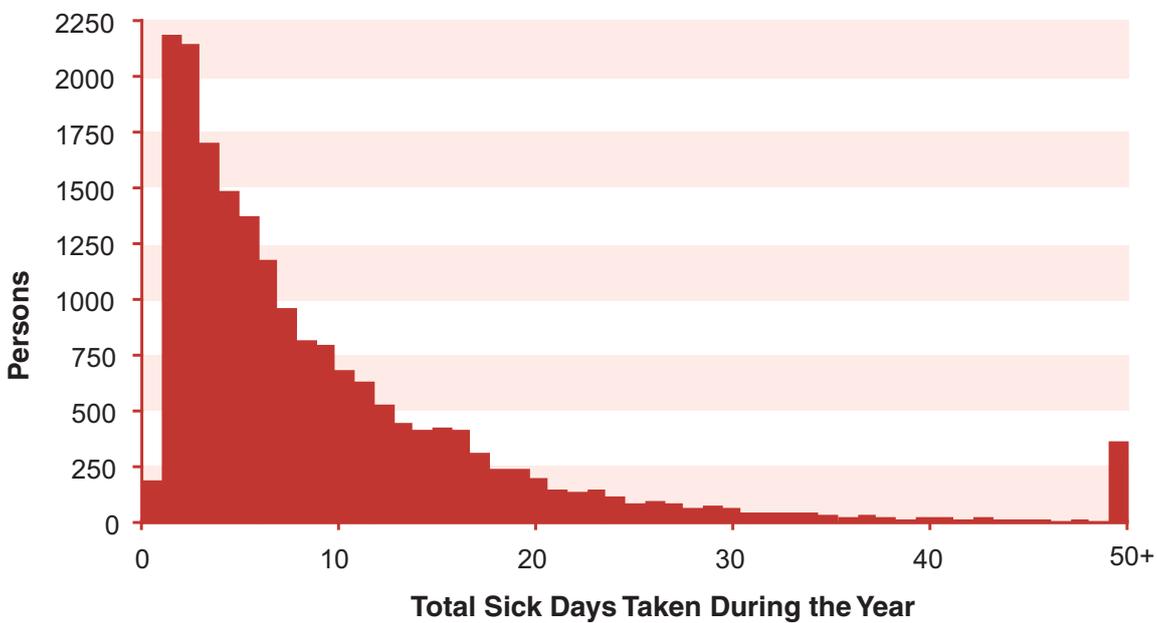
The ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment in the NTPS.

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 2011–12. 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 2011–12 (All Employees)



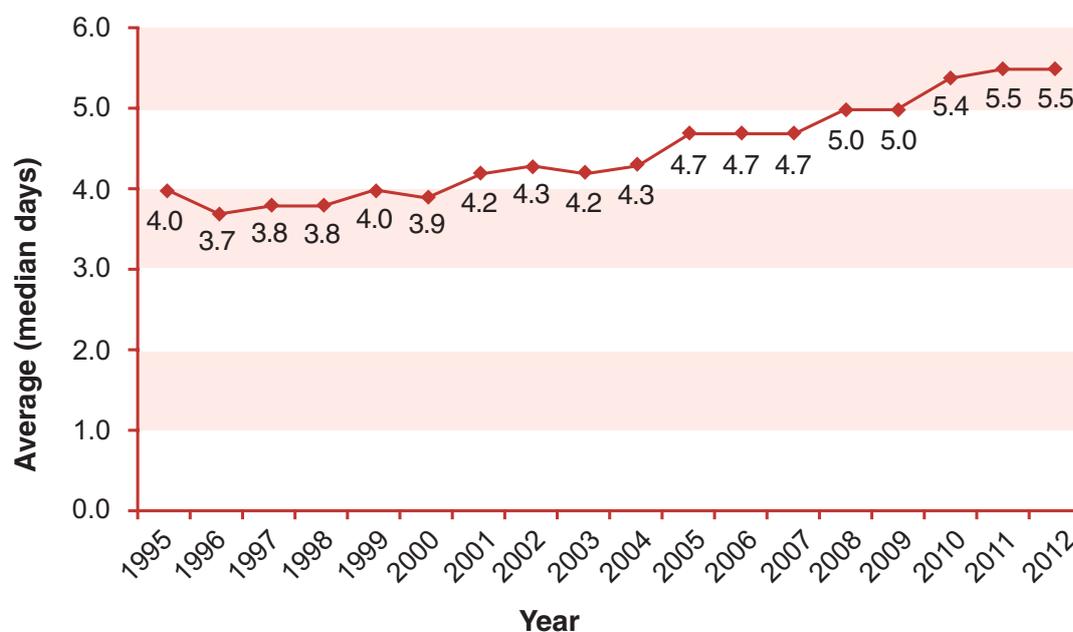
The median amount of personal/sick leave taken for each employee since 1994–95 is shown in Figure 61. The data suggests that there has been some variation from year to year, but overall there has been a significant increase in the average days taken over that time. The figure for this year, at 5.5 days, is the same as last year, which in turn was higher than the 5.0 days 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. The eight percent increase in the proportion of women in the public sector since 1994 is also relevant, as women assume caring responsibilities more often than men. While carer’s leave was, in theory, immediately available to the whole sector, there is some evidence that knowledge and use of this leave may have been slower to be adopted in some areas of the sector 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: Figure 63: NTPS Average (Median) Personal Leave Days Taken per Employee, 1995–2012 (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). This, at 10.0 days, also remains at the same level as last year, but has risen from 9.4 days in 2007–08. From mid-2004 to mid-2007, the mean was steady at 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 are replaced. Other factors impacting on levels of sick leave may be workforce satisfaction or aspects of specific workforce cultures. 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 uses the mean as the average. Figure 62 shows the mean number of days taken by stream and by gender for 2011–12.

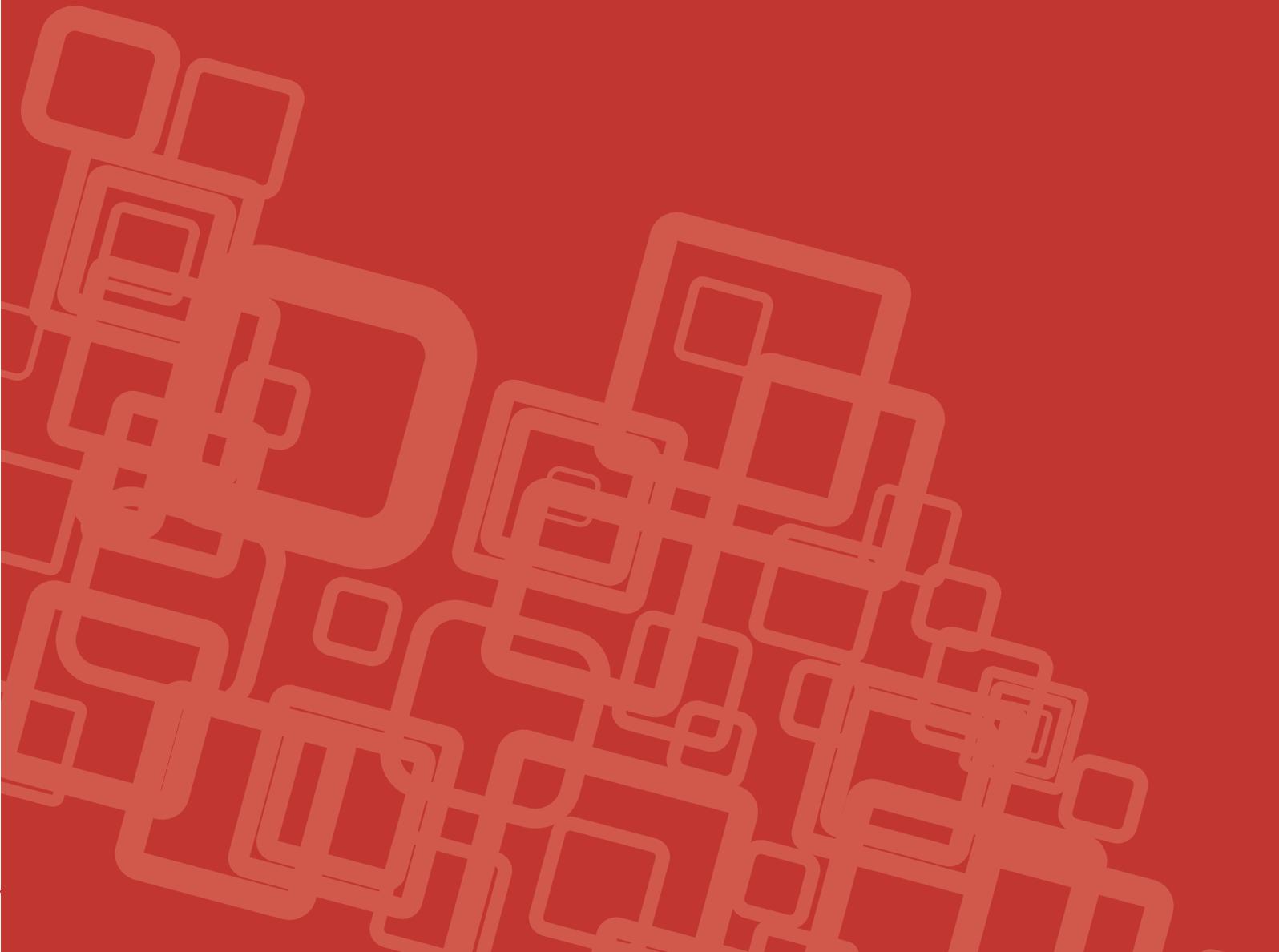
Figure 62: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender, 2011–12

Stream	Males	Females	Total
Admin Staff	11.3	8.4	10.4
Health Workers	9.5	6.0	8.7
Physical Staff	10.0	5.2	7.2
Prof Staff	8.7	6.5	7.8
Teaching Staff	9.7	9.0	9.5
Technical Staff	10.4	11.9	11.5
Uniformed Staff	17.8	12.0	13.4
Total	10.8	8.9	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 21 000 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 7.8 days (down from 7.9 last year), and the highest by the uniformed stream at 13.4 days (up from 12.3 last year). 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 14.5 days (up from 13.4 in 2011), followed by prison officers with 10.8 days (up from 9.9 in 2011) and fire officers with 10.1 days (down from 11.7 in 2011).

Appendices



Acronyms and Abbreviations

AAPA	Aboriginal Areas Protection Authority
ANZSOG	Australia and New Zealand School of Government
CEO	Chief Executive Officer
CLF	NTPS Capability and Leadership Framework
the Commissioner	Commissioner for Public Employment
EBA	Enterprise Bargaining Agreement
EEO	Equal Employment Opportunity
EEOP	Equality of Employment Opportunity Program
EI	Employment Instruction
FTE	Full-time Equivalent
GFC	Global Financial Crisis
IECDP	Indigenous Employment Career Development Program
IECDS	Indigenous Employment and Career Development Strategy
IEP	Indigenous Employment Program
JAQ	Job Analysis Questionnaire
JD	Job Description
JES	Mercer Job Evaluation System
NTPS	Northern Territory Public Sector
NT Treasury	Northern Territory Treasury
OCPE	Office of the Commissioner for Public Employment
PIPS	Personnel Integrated Payroll System
PSEMA	<i>Public Sector Employment and Management Act</i>
Tourism NT	Tourism Northern Territory

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Data Collection Methods, Including Surveys

To meet the legislative reporting requirement, a range of data sources were drawn on, including:

- Annual Agency Reporting Survey*
- Personnel Integrated Payroll System
- 2011 NTPS Employee Survey
- appeals and grievance reporting.

* It should be noted that the Agency Reporting Survey was revised in 2011–12 to place greater emphasis on the application

of the Public Sector Principles through implementation measures and examples. Although in many cases only minor changes were made to last year's agency survey, for some areas the responses to the new survey questions meant that historical comparison data from previous reporting periods could not be used.

The other major components of the reporting framework are summarised in Figure 63.

Figure 63: Reporting Framework

Type of Information	Method of Collection	Source
Qualitative data	Agency self-assessment and reporting survey against Employment Instructions and key indicators. Commissioner and OCPE staff visits to agencies. Coordination Committee, Commissioners' and other conferences. Biennial employee surveys.	All agencies covered by the PSEMA. Employees of all agencies covered by the PSEMA.
Quantitative data	Statistical data.	Internal, Department of Business and Employment, agency reporting.
Policy/strategy	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

The Agency Reporting Survey requires CEOs to critically analyse their internal policies, processes and practices in relation to the Public Sector Principles and application of human resource management within their agencies. It also seeks examples of best and/or innovative practice in human resource management.

Summary Statement

This is a statement advising of the extent to which the agency has observed the prescribed human resource management principle, and performance and conduct principle. This statement is underpinned by information provided in the EIs and other key indicators.

Employment Instructions and Other Key Indicators

These detail the extent to which the application of the Public Sector Principles was managed within agencies as measured against the application of the relevant EIs, including relevant sections of the PSEMA, and other key indicators.

Employment Instructions

EIs are rules relating to the functions and powers of the Commissioner under the PSEMA, or otherwise relating to the good management of the NTPS. EIs assist agencies in their interpretation and application of associated PSEMA provisions. From 1 January 2012, a range of amendments to the PSEMA and its subordinate legislation (Regulations, EIs and By-laws) came into force. These amendments were designed to modernise and improve human resource administration and management across the NTPS. All existing

EIs were revoked and 13 new EIs were issued. Together with the relevant sections of the PSEMA, the EIs provide a framework to support the Commissioner's partnership arrangement with agency CEOs and facilitate a reporting mechanism, which is important for three reasons:

- agency reports relating to 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 CEOs and managers to analyse their internal policies, processes and practices in relation to the Public Sector Principles
- 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
- client service delivery
- appeals under sections 59A and 59B, and grievance reviews under section 59 of the PSEMA (information provided by Public Sector Appeals & Grievance Reviews).

Redeployment, Discipline and Inability or Unsatisfactory Performance

Specific details were sought on the number 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 in the 'Promoting Strategic Workforce Planning and Development' and 'Examples of Best/Innovative Practice' sections of this report.

Agency Participation in the Agency Reporting Survey

Consistent with the previous reporting period, 22 agencies participated in the Agency Reporting Survey. The 22 agencies are:

- Aboriginal Areas Protection Authority*
- Auditor-General's Office
- Department of Business and Employment
- Department of the Chief Minister
- Department of Children and Families
- Department of Construction and Infrastructure
- Department of Education and Training
- Department of Health
- Department of Housing, Local Government and Regional Services
- Department of Justice
- Department of Lands and Planning
- Department of the Legislative Assembly
- Department of Natural Resources, Environment, the Arts and Sport
- Darwin Port Corporation
- Department of Resources
- Northern Territory Electoral Commission
- Northern Territory Police, Fire and Emergency Services
- Northern Territory Treasury
- Office of the Commissioner for Public Employment
- Ombudsman's Office
- Power and Water Corporation
- Tourism Northern Territory*

* It should be noted:

- Aboriginal Areas Protection Authority employees are employed under the *Northern Territory Aboriginal Sacred Sites Act*, not the PSEMA. Its compliance against the application of the EIs in the 'Reporting Against Employment Instructions' section is not considered; however, Aboriginal Areas Protection Authority's responses have been included in this report for all other purposes.
- Tourism NT is included as an agency, as employment for the majority of Tourism NT employees is covered under the PSEMA.

Feedback Form

We welcome your feedback on the State of the Service Report 2011–12.

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

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

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

Which areas of the report were most useful?

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Does the report contain the information you required?

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