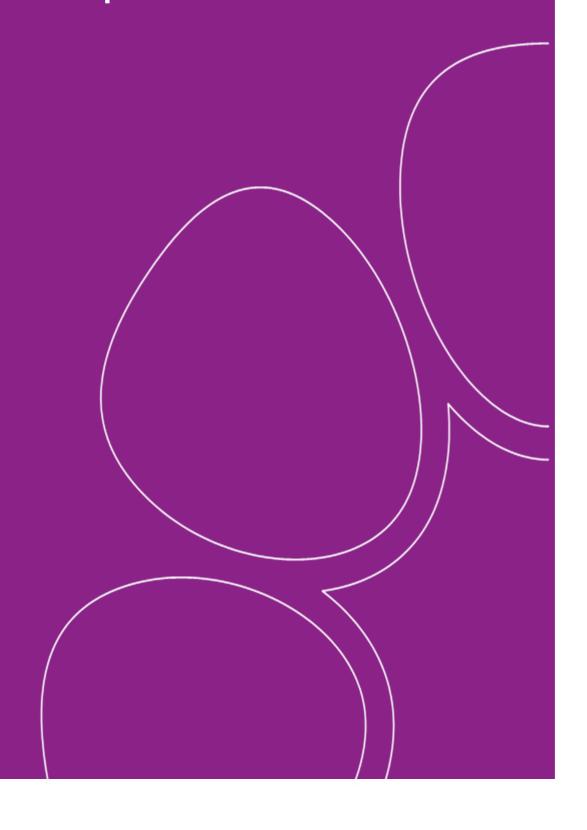
Office of the **Commissioner for Public Employment** 

### Annual Report 2021-22



#### Acknowledgement

The Office of the Commissioner for Public Employment acknowledges the traditional custodians of the lands on which we work and gather, and their continuing connection to land and waters. We pay respects to Elders past, present and emerging.

We pay tribute to the diversity of First Nations peoples of Australia and their ongoing culture.

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The Honourable Paul Kirby MLA Minister for Public Employment GPO Box 3146 DARWIN NT 0801

#### Dear Minister Kirby

I am pleased to submit the 2021-22 annual report on the activities of the Office of the Commissioner for Public Employment (OCPE).

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

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

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

Yours sincerely

Vicki Telfer PSM

30 September 2022

e force

#### List of acronyms

AAO Administrative Arrangements order Aboriginal Aboriginal and Torres Strait Islander

AECD Aboriginal Employment and Career Development

Division

AECDS Aboriginal Employment and Career Development

Strategy

AEMP Aboriginal Employment Mentor Program

ARMC Audit and Risk Committee

ASCAP Aboriginal Students Career Aspirations Program

CEO Chief Executive Officer

CDB Culturally Diverse Background

Commissioner Commissioner for Public Employment

DCDD Department of Corporate and Digital Development
DCMC Department of the Chief Minister and Cabinet

DEP Disability Employment Program

DTF Department of Treasury and Finance

ECO Executive Contract Officer
EEO equal employment opportunity

ER Employee Relations
FTE Full-Time Equivalent
FWC Fair Work Commission
HR Human Resources
HUFI Hands Up for Inclusion

ICT information and communications technology

IGC Information Governance Committee

KPI Key Performance Indicator

LSL Long Service Leave NT Northern Territory

NTG Northern Territory Government
NTPS Northern Territory Public Sector

OCPE Office of the Commissioner for Public Employment

PSAB Public Sector Appeal Board

PSEMA Public Sector Employment and Management Act 1993

PSAGR Public Sector Appeals and Grievance Reviews

SWB Strategic Workforce Board

SWPD Strategic Workforce Planning and Development

TAFS Treasurers Annual Fiscal Statement

WHS Work Health and Safety VFT Value For Territory

#### Purpose of the Report

The 2021-22 Annual Report of the OCPE complies with the Commissioner for Public Employment's (the Commissioner's) annual reporting requirements under section 18(2)(d) of the PSEMA.

Its primary purpose is to report to the Minister for Public Employment on OCPE's performance in 2021-22 against approved budget outputs and performance measures. Other audiences include Cabinet, the community, other government agencies, OCPE staff and other stakeholders.

Pursuant to section 18(2)(d) of the PSEMA, the Commissioner must report to the Minister on those matters specified in section 28(2) PSEMA in so far as they relate to the Commissioner's Office within three months from the end of the financial year:

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

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

#### Commissioner's Foreword

I am pleased to present the Office of the Commissioner for Public Employment's (OCPE) Annual Report for 2021-22.

At its core, OCPE has two key responsibilities:

- Delivering an agile, capable, engaged and diverse NTPS workforce, and
- Being the deemed employer for legal and industrial purposes (and setting terms and conditions of employment).

We deliver on these responsibilities by providing advice on employment requirements and supporting our public sector to be resilient and able to respond to whatever challenges need to be met.

#### **Challenging times**

In 2021-22 a key challenge was the Chief Health Officer's Directions that required employees, in order to enter our workplaces, to provide evidence of having applicable COVID-19 vaccinations at relevant times (or evidence of a vaccination exemption). At short notice OCPE developed and provided clear advice to agencies and employees on the mandatory vaccination requirements and supported sector leadership teams in managing the consequences of employee non-vaccination, including termination of employment.

Our Employee Relations (ER) Division rose to this challenge magnificently and, over many months, delivered above and beyond to the sector to ensure COVID-19 vaccination requirements were met while at the same time developing and negotiating new enterprise agreements.

The vaccination rules generated an unprecedented number of grievance review requests and appeals which were managed by the Public Sector Appeals and Grievance Review (PSAGR) Division and a 450% increase in employee applications to the Fair Work Commission which ER had to manage.

#### Delivering on our strategic plan priorities

2021-22 was our second full year implementing OCPE's Strategic Plan 2020-2024. This year our focus was on consolidating the actions already commenced to deliver on the priority areas of the Plan and developing further actions to be delivered.

To this end, OCPE addressed issues identified by employees for action in the 2021 People Matter Survey. In that survey NTPS employees said they wanted:

- our senior leaders to do better at leading people, and in particular in communicating the strategic vision and direction.
- improvements in manager's skills in managing staff performance, and in particular in providing feedback on how employees can improve their performance, and managing underperformance
- c. better mechanisms and processes to address bullying and inappropriate workplace behaviours.

OCPE built a refreshed suite of capability and leadership training, reviewed our Capability Leadership Framework, overhauled the NTPS Code of Conduct and delivered a new Sexual Harassment Policy for the NTPS. I am looking forward to the new Capability Framework being delivered early in 2022-23 as it will be the springboard for renewing employee performance management and development planning across the sector.

2021-22 has been a year of consolidation and implementation. 2022-23 will continue with that focus but start to look ahead to review and refresh our Strategic Plan.

#### Delivering a five year strategic workforce plan

'Right people, right place, right time' has been OCPE's buzz phrase for the last 18 months. This phrase is at the heart of the 2021-2026 NTPS Workforce Strategy released in June 2021: what capabilities will be needed of our employees, where will our employees need to be located and at what times – now and in to the future. The Strategy relies on us keeping our customers and our employees at the centre of all we do. During 2021-22 The Strategic Workforce and Planning Division in OCPE worked with our sector partners to develop and deliver actions to bring the Strategy to life.

Further detail of this work is contained in the companion report, The State of the Service, to this Report.

#### **Growing Aboriginal employment**

Following on from the launch of the 2021-25 **Aboriginal Employment and Career** Development Strategy (AECDS) at the end of June 2021, OCPE's Aboriginal Employment and Career Development Division have initiated key actions on the Plan. This includes establishing the Agency Executive Sponsor network to develop Aboriginal Employment Action Plans, worked with CEOs to set agency targets for Aboriginal employment and delivered a 'stay survey' for our Aboriginal employees so we can better understand retention strategies that work for Aboriginal employees. By setting targets and focus areas for the NTPS to grow sustainable Aboriginal employment and leadership, the AECDS forms part of how the NT delivers on its commitments under the national Closing the Gap Strategy.

We will continue working with agencies to meet their specific targets. For OCPE itself, our target is 28.5% Aboriginal employees by 2025. I'm delighted to report that as at 30 June 2022 OCPE had 27.27% of our total workforce being Aboriginal with one of our five executive contract officers an Aboriginal employee.

#### Strengthening leadership

Good leadership ensures the NTPS can deliver to the community while supporting its employees. Throughout 2021-22 OCPE delivered the first program of the refreshed Aboriginal Leadership Development Program to 31 participants. Great progress has been made on refreshing the suite of programs to deliver executive leadership development training and I'm looking forward to a suite of options being available to our senior leaders in the coming year.

#### Increasing the focus on performance

We know providing feedback about performance is one of the key elements of mentorship, coaching and supervision. A supportive supervisor coupled with a feedbackdriven environment will lead to an increase in employee performance. It can directly influence employee performance and engagement. In the NTPS this link is clearly shown in our engagement scores. However, when not done well, performance feedback discussions can be counterproductive. OCPE continued delivering training programs to assist employees in the NTPS have great conversations about performance. Building on this capability, OCPE commenced additional core people skills development for middle managers and, in partnership with DCDD, is developing an eLearning package on positive performance conversations.

#### Identifying and nurturing talent

Complementing the increased focus on performance, OCPE continued delivering tools and development options to improve workforce and succession planning across the NTPS. Importantly, the release of the NTPS Workforce Strategy has generated strong interest across the sector in proactively planning and managing the workforce.

Merit selection training was updated by PSAGR who have been out and about in the Territory running training sessions to the NTPS.

#### Enabling contemporary and sustainable NTPS working arrangements

Our 13 NTPS enterprise and consent agreements nominally expired between 30 June 2021 and 21 August 2022. During the last year OCPE undertook a significant body of work to develop sustainable and more contemporary suite of working arrangements that will benefit employees. These include an increased focus on flexible working arrangements, new leave types recognising employees' specific needs and strengthening parental leave arrangements. Negotiations kicked off progressively from March 2021 and will continue until the agreements are finalised. It was pleasing that the new 'General NTPS' Enterprise Agreement was approved by employees in December 2021 and the Jacana Agreement in May 2022. This meant that the new conditions of employment as well as lump sum payments to defray cost of living pressures were passed on to employees, more than 50% of the NTPS workforce, covered by those agreements

#### **Building cultural diversity**

Building a sector workforce that is truly inclusive of people with a disability is slowly progressing. The CEOs Champions of Inclusion Committee, convened by me and comprising CEOs of the large operational agencies, recognised greater focus is needed if we are to improve performance in this area. To assist, OCPE delivered a 2021-2022 Implementation Plan for the EmployAbility Strategy; diversity (EEO) definitions across all NTPS systems; and video resources and programs to improve NTPS inclusion and diversity work practices. Agencies implemented and reported on Disability Action Plans (DAPs) with practical initiatives to create positive change across the NTPS. In the next year OCPE will review the EmployAbility Strategy to determine next steps to be implemented.

For OCPE itself, 9.1% of our workforce identified as having disability.

#### **Private Sector responsibilities**

OCPE has responsibility for some private sector matters including long service leave. In 2021-22 Work continued on revising the *Long Service Leave Act 1981* and assisting employees with complaints about long service leave (LSL) entitlements and employers about early access to LSL. We also developed regulations for the Minister to gazette two additional public holidays and commenced a review of the *Public Holidays Act 1981*.

#### Thank you

What OCPE does matters – we support the wider NTPS deliver services to our Territory community. Fortunately, we rarely make the headlines but behind the scenes, our work positively affects a wide range of people. The people here at OCPE care about the work they do and they look after their colleagues. They exemplify the NTPS values, are resilient even when its quite challenging and are great thinkers and doers. They understand the need for sector collaboration. As Commissioner for Public Employment, I count myself very fortunate to work with a group of great people whose commitment, hard work, professionalism, strategic perspective and leadership is second to none.

Thanks also goes to my CEO colleagues for their ongoing collaboration and assistance which is vital to OCPE's success. I acknowledge and thank the other key stakeholders with whom we work including the Minister for Public Employment and his staff, our shared corporate service partners, members of the Strategic Workforce Board, the DCDD HR community and NTPS unions.

Vicki Telfer

**Commissioner for Public Employment** 

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#### **About Us**

#### Our Strategic Plan 2020 - 2024

#### **Purpose**

Lead, support and collaborate with agencies to build an agile, capable, engaged and diverse workforce that delivers government's priorities and provides high quality service to Territorians.

#### **Focus Areas**

- Deliver a five year strategic workforce plan
- Grow Aboriginal employment
- Strengthen leadership
- Increase focus on performance
- O Identify and nurture talent
- Enable contemporary and sustainable NTPS working arrangements



#### **Priorities**

To achieve our focus areas, OCPE will:

- Design and deliver strategic workforce initiatives including leadership, management and workforce planning capability development.
- Lead, support and promote agency and employee engagement to implement the NTPS Aboriginal Employment and Career Development Strategy.
- Monitor the employment environment to develop innovative and sustainable contemporary NTPS employment frameworks.
- Foster an NTPS culture of customer focused, flexible and agile service delivery to Territorians.
- Deliver workforce planning, advice, review and training at a strategic whole of sector level to support agencies to build responsive workforces.

We work as one OCPE, optimising performance through internal collaboration and delivery of priorities.

Ethical Practice • Accountability • Respect • Commitment to Service • Diversity • Impartiality

# Functions of the Commissioner

The Commissioner has the following functions as defined in the PSEMA:

- (a) to determine the respective designations and other terms and conditions (including the remuneration) of employment for employees
- (b) to promote the upholding of the public sector principles
- (c) to determine practices and procedures relating to the recruitment and employment of persons as employees, the promotion of employees and the employment, transfer, secondment, redeployment, discipline and termination of employment of employees and any other matters relating to human resource management
- (d) to consult with and advise CEOs in relation to the development and application of appropriate human resource practices and procedures in their Agencies
- (e) to consult with CEOs in relation to the application of public employment policies in their Agencies
- (f) to advise the Minister on, and monitor the implementation of, public employment policies

- (g) to develop uniform systems, standards and procedures for the determination of designations and the allocation of designations to employees in their Agencies and assist CEOs in the application of those systems, standards and procedures
- (h) to assist as appropriate CEOs in evaluating the performance of employees employed in their Agencies
- (j) to coordinate training, education and development programs in conjunction with CEOs
- (k) to conduct or cause to be conducted inquiries and investigations into, and reviews of, the management practices of Agencies
- (m) to consult with CEOs on the development of appropriate standards and programs of occupational health and safety
- (n) to assist as appropriate CEOs in the performance of their functions relating to the management of their Agencies
- (p) such other functions as are imposed on him or her by or under this or any other Act, or as directed by the Minister

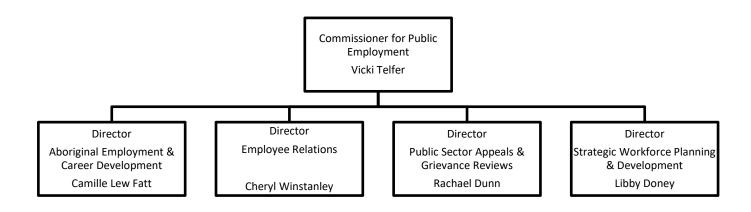
#### Our role

OCPE is responsible for public sector workforce management and development, and industrial relations.

The office supports the Commissioner's statutory employer role as defined in the PSEMA. The Commissioner also provides strategic and policy advice to support the Minister for Public Employment in undertaking duties under PSEMA.

#### **Organisation Structure**

Office of the Commissioner for Public Employment (As at 30 June 2022)



#### NTPS Code of Conduct

Following the 2021 People Matter Employee Survey, OCPE reviewed the current Code of Conduct to ensure it was fit for purpose and easily understood by employees. Generous and insightful feedback was received from serval NTPS agencies and the office of the Minister for Public Employment. The new Code of Conduct was launched online on 1 July 2022. eLearning packages involving a 1 hour training course are currently in development, for launch in late 2022.



Office of the Commissioner for Public Employment Employment Instruction 12 2022



# Output Performance Reporting

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This section describes OCPE's performance against planned outcomes for 2021–22. Reporting on performance is against outputs identified in the May 2022 Budget Paper No 3.

Following machinery of government changes in September 2020, OCPE merged with Department of Chief Minister and Cabinet for budgeting purposes. However, it remains an independent office with four standalone output groups:

- Employee and Industrial Relations
- Workforce Planning and Development
- Public Sector Appeals and Grievance Reviews
- Aboriginal Employment and Career Development

In 2021-22, OCPE operated to a Final Budget of \$6.7 million across all output groups with OCPE's reported total expenditure for the financial year of \$6.1 million. Further information regarding budget versus actual outcome can be found in Note 29 Budgetary Information of the Financial Statements section of the DCMC Annual Report.

The Budget movement and expenses by output for 2021-22 are outlined in the following table:

#### Budget movement and expenses by output

Output group / Output	2021-22 Published Budget \$000	2021-22 Final Budget \$000	2021-22 Actuals \$000	2021-22 Actuals against Final Budget %
Employee and Industrial Relations	2 034	2 103	2 048	-3
Workforce Planning and Development	2 691	2 765	2 388	-14
Aboriginal Employment and Career Development	678	957	847	-11
Public Sector Appeals and Grievance Reviews	810	864	863	-
Office of the Commissioner for Public Employment (total)	6 213	6 689	6 146	-8%

#### **Key Performance Indicators**

Reporting on performance is against outputs identified in the 2021-22 Budget Paper No 3.

Office of the Commissioner for Public Employment	KPI 2020-21	Result 2021-22
Services provided to the satisfaction of the Minister	95%	98%
Services provided to agencies in a satisfactory timeframe	85%	93%
Development of NTPS remuneration and conditions are within the NTPS Wages Policy and Enterprise Bargaining Policy	95%	95%
Strategic Workforce Board Meetings held	4	6
Strategic Workforce Board initiatives /Projects Implemented	80%	63% Complete 37% Underway
NTPS employee perception survey delivered biennially	Yes	Yes
Whole of Sector Strategic workforce policies and initiatives informed by employee perception survey results	80%	82%
NTPS Employees completing OCPE Employment Leadership and capability programs	400	690
NTPS employees who identify as Aboriginal	12%	10.4%
Aboriginal employees in senior Management/Executive	6.5%	4.6%
Grievance reviews finalised within three months	90%	98%
Promotion Appeals finalised within six weeks	90%	90%
Disciplinary and inability appeals finalised within three months	90%	50%*
Special measures reviews of unsuitable findings finalised within five days	98%	98%

<sup>\*</sup> The KPIs were met as a set out above, with the exception of discipline and inability appeals; with a number of matters taking longer than the prescribed 3 months due to its complexity and involvement of external solicitors.

# Output Group – Employee and Industrial Relations

The Employee Relations (ER) Division is responsible for developing and managing NTPS employment terms and conditions under the *PSEMA*, the *Fair Work Act 2009* (Cth), and relevant enterprise agreements. ER represents the Employer in enterprise agreement negotiations and in the FWC.

ER is also responsible for providing strategic public and private sector industrial relations advice, and administering the Long Service Leave Act 1981 and the Public Holidays Act 1981.

The ER Division achieved all of the key priorities set for 2021-22 with only the timing of some projects affected by OCPE's employment responsibilities in relation to COVID-19 and extended bargaining commitments.

Key projects under the recommendations from A Plan for Budget Repair report were successfully progressed with further work to continue in 2021-22.

#### Key achievements in 2021-22

- New replacement enterprise agreements for NTPS General and Jacana Energy workforce came into effect in 2022 delivering employees \$4000 lump sum payment in the first year and \$2000 lump sum payments in subsequent years. The NTPS is leading the way with new agreements containing contemporary and improved family and community leave provisions resulting in the supporting employees with generous leave provisions at times they need it. The new entitlements also support our diverse workforce with actions, not just words Examples of improved entitlements:
  - 5 days compassionate leave for a death or Illness for immediate family or household member, and 3 days for the death of an extended family member (ie aunt, uncle, cousin), or in the case of miscarriage
  - Improved overtime provisions where overtime worked spans midnight
  - o Improvements for parents (right to return from parental leave on a part-time basis, Employer superannuation contributions paid at double the legislated rate during a period of paid Primary Caregiver leave or Special Maternity Leave (stillbirth))

- Additional 3 days paid Christmas close-down leave
- Kinship obligation leave for First Nation employees
- Gender transition leave
- Improved flexible work options considering service delivery requirements, the work unit (staff) needs with individual's request for flexibility
- Commenced bargaining negotiations with employee representatives for replacement enterprise agreements expiring in 2021 and 2022 i.e. Medical Officers, Aboriginal Health Practitioners, Dentists, Nurses and Midwives and Territory Generation.
- Continued negotiations on foot for Power and Water Corporation, Fire and Rescue Service, Correctional Officers, and Teachers and Assistant Teachers.
- Finalised the review of the Northern Territory Long Service Leave Act 1981 and progressing proposed amendments to the Act.
- Represented the Employer in the Fair Work Commission on general protection, dispute management and unfair dismissal claims.
- Responsive delivery of employment advice and practical application of measures for NTPS agencies and employees, undertaken

- in consultation with unions, in respect to the management of NTG applied COVID-19 measures in the NT.
- Management, including the roll-out, of mandatory vaccination requirements.

#### Priorities for 2022-23

- Continue delivery of recommendations from A Plan for Budget Repair report including:
  - Reviewing remote and regional entitlements to consider relevant and necessary conditions for our employees in these areas
  - Reviewing key work practices and policy application to identify necessary policy or procedural improvements
  - improvements through modernising the broader NTPS employment framework and implementing recommendations for reform of PSEMA
  - continuation of work on simplifying common human resources policy for consistent application and response across the sector

- Advice to support agencies regarding workplace efficiencies and employer best practice on restructuring and major change.
- Analysed and responded to federal workplace relations law changes.
- Continue negotiations for enterprise agreements expiring in 2021 and 2022.
- Building on the customer service model to improve employee and industrial relations delivery for Government, agencies and employees including through collaboration with agency corporate support.

# Output Group – Workforce Planning and Development

Reporting on performance is against outputs identified in the 2021-22 Budget Paper No 3. The specific outputs for this group of activities were:

- Build workforce capability and capacity within the NTPS through development and implementation of workforce planning and development strategies and initiatives, including core capability and leadership development, and the promotion of equity and diversity throughout the NTPS
- Develop and promote strategic workforce initiatives and professional development
- Support agencies to improve Aboriginal employment outcomes and inclusion and diversity across the NTPS

## Aboriginal Employment and Career Development Division

The Aboriginal Employment and Career Development (AECD) Division is responsible for developing and implementing the NTPS Aboriginal Employment and Career Development Strategy (AECDS) across the sector. The AECDS highlights the government's commitment to growing and developing a strong, highly skilled and capable Aboriginal workforce in the NTPS, which includes a range of programs and initiatives designed to increase and retain Aboriginal employees, develop capability at all levels and focus on whole of career development.

The AECDS 2021-2025 builds on the successes of the previous strategy and continues to work towards a global target of 16 per cent Aboriginal employment within the NTPS and 10 per cent representation in senior roles.

#### Key achievements in 2021-22

- A new definition specifically for the NTPS General Employment Agreement on Aboriginal Kinship that is inclusive of all Aboriginal Territorians was approved, as a result of a consultation process with Aboriginal employees.
- Collaborated with CEOs and executive sponsors to set the new Aboriginal employment targets for agencies.
- Developed the stay survey in partnership with DCDD, an innovative tool to help improve Aboriginal employee retention in the NTPS. The survey was emailed to 2,313 Aboriginal employees with 524 responses received (23% response rate).

- Hosted the annual NTPS Aboriginal employee forum in Alice Springs in March 2022 with 43 attendees from a range of agencies.
- Promoted and hosted OCPE events for dates of cultural significance including NAIDOC Week, National Reconciliation Week and Mabo Day.
- Developed the AECDS monitoring and reporting framework, including the Agency Action Plan template to assist agencies monitor their progress and ensure outcomes are achieved.
- Delivered the Aboriginal Employee Mentor Program (AEMP) mentor and mentee training workshops in Darwin and Alice Springs to 25 mentors and 44 mentees.

#### Priorities for 2022-23

- Drive the implementation of the AECDS 2021-2025.
- Continue to host the annual NTPS Aboriginal employee forums.
- Promote, market and increase the focus in regional and remote communities with Aboriginal employee forums and mentor programs.
- Increase the Senior Aboriginal Reference Group regional and remote membership.
- Promote and deliver the annual stay survey to all Aboriginal employees.
- Promote and increase the Aboriginal Employee Network.

- Annual review of the Agency Action Plans to ensure progress is on track and outcomes are achieved.
- Ongoing support to agencies in the development and promotion of programs and initiatives to increase Aboriginal employment across the NTPS.
- Partner with Department of Corporate and Digital Development (DCDD) to:
  - Develop the NTPS Aboriginal Cadetship Program
  - Support and deliver the ASCAP across the NT
  - Review, redesign and promote the NTPS Aboriginal Employment Opportunities Register

### Strategic Workforce Planning and Development Division

The Strategic Workforce Planning and Development (SWPD) Division's role is to build and grow employee capability in the NTPS workforce, focusing on core capability and leadership development, and to deliver organisational and workplace culture initiatives and projects that are contemporary, maximise employee engagement, and drive organisational efficiency and effectiveness. The strategic focus is on workforce issues that are shared, common or impact across the sector.

SWPD progressed and delivered on all 2021-22 priorities. This included commencement of a range of significant projects from the NTPS Workforce Strategy 2021-2026, and delivery of the Mentally Healthy Workplaces Framework. Notably, a comprehensive review of the NTPS Capability and Leadership Framework is underway. A new, contemporary Capability Framework, incorporating priority capabilities from the Workforce Strategy, is due for release in early September 2022, including new guidance material and a self-assessment tool. The Division also completed delivery of projects to address recommendations from the *A plan for budget repair: Final report*. A restructure of the Division is underway, including implementation of a new strategic management model for delivery of leadership and capability programs; the restructure will position SWPD to better deliver on strategic priorities into the future.

#### Key achievements in 2021-22

- Completed delivery of projects to address recommendations from the A Plan for Budget Repair: Final report:
  - Continued implementation of a standardised roles and recruitment pilot, including project planning for proposed transition to business as

- usual within DCDD in 2022/23. Over 80 NTPS roles are now using a standardised job description and recruitment process.
- Delivery of existing and new technical, administrative and policy training programs and development of additional training packages

- focused on priority workforce capabilities.
- Conclusion of the Capability
   Evaluation Method pilot project.
- Delivered workforce actions to grow policy capability in the NTPS, including developing a suite of standardised policy officer job descriptions and co-design of a graduate excellence program focused on public policy.
- Annual refresh of membership on the Strategic Workforce Board, with four standard and two out-ofsession meetings held.
- Implemented a range of projects and actions from the NTPS Workforce Strategy 2021-2026:
  - Commenced a comprehensive review and refresh of the NTPS Capability and Leadership Framework
  - Designed an Executive Leaders Development Framework and development options, including sector wide consultation. Full implementation to occur in 2022/23
  - Thirty one employees commenced participation in a refreshed, contemporary version of the Aboriginal leadership development program Kigaruk/Lookrukin, under the Aboriginal Leadership and Career Pathways Framework.
     Participants will graduate with a Diploma of Leadership
  - Delivered executive leadership training incorporating effectively communicating vision and direction
  - Co-chaired the NTPS Early-In-Career Reforms Working Group, and partnered with DCDD to deliver a range of improvements and reforms in the early careers domain.

- Ongoing implementation of inclusion and diversity workplace culture change initiatives and the EmployAbility Strategy 2018-2022:
  - Delivered the NTPS Mentally Healthy Workplaces Framework.
  - Implemented an annual reporting process for agency Disability Action Plans.
  - Purchased and facilitated the implementation of a new disability confident workplace e-learning package, accessible at no cost to all NTPS employees.
  - Drafted the Commissioner for Public Employment's Statement of Commitment to Inclusion and Diversity, to be published and promoted in 2022/23.
  - Facilitated production and publication of CEO videos promoting inclusion and diversity in the NTPS.
  - Supported the Disability Reference Group to hold four meetings and one out-of-session workshop delivered by the Australian Network on Disability.
  - There were a total of 17 Disability Employment Program (DEP) participants, one employee with disability undertaking a NTPS traineeship, and one graduate trainee with disability employed in 2021-22.
  - Days and weeks of inclusion that were commemorated and celebrated by the Commissioner for Public Employment included Harmony Week, International Women's Day, UN Public Service Day, Reconciliation Week, NAIDOC Week, World Mental Health Day, International Men's Day, International Day of Persons with Disabilities, and Darwin Pride Festival
- Facilitated the delivery of 2021 People Matter Survey results briefings across NTPS agencies, and assisted agencies in developing response plans to survey results.

- Developed the 2021 People Matter
  Survey Whole Sector Response Plan and
  implemented a progress reporting process.
  Two whole of sector updates have been
  published since the initial release of the
  Plan.
- Commenced complex procurement to secure a provider to deliver employee perception surveys.
- Partnered with DCDD in review/evaluation of the NTPS Training Services Panel Contract and design and procurement of a new generation contract for commencement in 2022/23.
- Delivered the annual Recognition of Service Milestone project for NTPS

#### Priorities for 2022-23

- Continue driving the implementation of the NTPS Workforce Strategy 2021-2026.
- Deliver the 2023 People Matter Survey.
- Implement the new NTPS Capability Framework.
- Implement the Executive Leader Development Framework and development options.
- Finalise implementation of the EmployAbility Strategy 2018-2022, and

- employees. In 2021, 70 long serving employees were publicly recognised, including two employees recognised for 50+ years of service.
- Delivered 44 leadership and capability programs, with 690 participants.
- Provided written submissions in response to a Notice to Give a Statement from the Royal Commission Into Violence, Abuse, Neglect And Exploitation Of People With Disability (DRC), and supported the Commissioner for Public Employment in her appearance as a witness at a DRC public hearing on workforce and employment related issues for people with disability.
  - deliver a new disability employment strategy for the NTPS.
- Continue to deliver culture change initiatives and programs to improve NTPS inclusion and diversity work practices.
- Deliver high-value core capability and leadership development programs, based on agreed critical capabilities. In 2022-23 the focus will continue on customer experience/human centred design, and public and regulatory policy development.

#### Output Group - Public Sector Appeals and Grievance Reviews

Reporting on performance is against outputs identified in the 2021-22 Budget Paper No 3. The specific outputs for this group of activities were:

- Conduct promotion, disciplinary and inability appeals pursuant to PSEMA
- Provide employees with independent review of agency actions and decisions through a flexible,
   agile and contemporary grievance review process
- Provide agencies with strategic advice, assistance, and ongoing education to ensure a capable, engaged and diverse workforce
- Ensure a uniform merit-based employee selection process across the NTPS and champion sustainable special measures recruitment plans

# Public Sector Appeals and Grievance Reviews Division

Public Sector Appeals and Grievance Reviews (PSAGR) has four main functions:

- conduct promotion, disciplinary, and inability appeals pursuant to sections 59A to 59G of PSEMA.
- provide employees with an independent and impartial review of agency actions, inactions and decisions through the grievance review process set out in section 59 of the PSEMA.
- provide advice, assistance and education to agencies in the implementation and operation of sustainable special measures recruitment plans to promote equality of employment opportunity.
- develop, administer, and provide education on NTPS Merit Selection policy and procedures.

PSAGR objective is to enable merit, equity, and fairness to prevail in the NTPS through effective, impartial and independent delivery of its four function.

In relation to its 2021-22 key priorities, PSAGR met all of its objectives with the exception of one, which was impacted by COVID-19 due to the inability to meet with stakeholders to finalise the review of appeals.

#### Key achievements in 2021-22

- Provided high quality face to face education, and training in relation to merit selection and special measures recruitment plans to 1061 Public sector officers and finalised 1627 requests to attend merit selection training online (eLearning).
- Facilitated several face to face half day training in Darwin, Palmerston, Katherine, Alice Springs and Nhulunbuy.
- Provided timely, high quality appeal and grievance handling services for the NTPS.
- Continued to administer and monitor special measures in the NTPS, including providing advice, education, training and a review function.

- Finalised 153 section 59 grievances in the 2021-22 financial year (8 remain open at 30 June 2022).
- Published a number of amendments and improvements to the merit selection training manual to support the half day training course. The merit selection training manual is available on the OCPE website.
- Published a new whole of government Policy for the Prevention of Sexual Harassment in the workplace.
- Continued work with agencies to renew special measures recruitment plans in the NTPS to ensure they are contemporary and fit for purpose; and increased engagement with our Aboriginal workforce to ensure accessible pathways for promotion.

#### Priorities for 2022-23

- Roll out of face to face training on the new NTPS Code of Conduct released on 6 July 2022 across the NTPS.
- Ongoing improvements to ensure proper pre-employment screening of applicants seeking employment in the NTPS.
- Identify efficiencies and improvements in merit selection including in the development of online tools to assist in the recording of selection decisions.
- Develop an improved whole of government job description template with greater emphasis on capabilities in line with the NTPS capability framework.

#### Summary of Disciplinary and Inability Appeal Outcomes 2021-22

Appeal Board Outcomes	Discipline	Inability
Affirm the decision of the CEO	1	0
Vary the decision	1	0
Set aside the decision of the CEO and replace with the PSAB decision	1	0
Settled	0	1
Set aside the decision of the CEO	0	0
Set aside the decision and return the matter to the CEO for reconsideration	0	0
Total finalised	3	1
Withdrawn	1	0
Appeals carried over	3	5

#### **Summary of Promotion Appeal Outcomes 2021-22**

Promotion Appeal Board Outcomes	2021-22
Varied by promoting Appellant (Allowed)	1
Decision Affirmed (Promotion Upheld)	6
Set aside and returned to be redone	1
Vacated (promotion cancelled)	1
Total finalised	9
Withdrawn	16
Appeals carried over	1

#### Reasons for section 59 PSEMA Grievance Reviews 2021-22

Reasons	2021-22
Management action or decision	58
Selection decision	56
Application of procedures and policies	3
Application of conditions of service	6
Agency handling of bullying	1
Termination of probationary employment	1
Termination of Executive Contract	0
Bullying	0
Unfair Treatment	28
Total handled	153

PSAGR also finalised 13 complaints received from persons outside the NTPS.

#### Outcomes of section 59 Grievance Reviews 2021-22

Outcomes	2021-22
Agency directed to take/refrain from taking action	2
Agency action confirmed	56
Agency action confirmed with comment from the Commissioner	10
Resolved through PSA&GR involvement	44
Resolved within the agency	2
Being handled by the agency	12
Declined to review (e.g. no jurisdiction, non-employee)	10
Withdrawn	8
Total Finalised	144

# Our People Page 27 of 44

#### Overview

Employee commitment, engagement, and satisfaction are integral to achieving OCPE's operational outcomes. OCPE is committed to a strategic approach to build the capability of our people and focuses on:

- building a flexible and highly professional workforce
- workforce management and workforce planning strategies
- best practice recruitment, promotion, and retention strategies
- employee engagement
- performance management and career planning, and
- targeted learning and development opportunities

#### **Our Values**

The NTPS Values give us a shared understanding of appropriate behaviours in the workplace and how we should interact with others in our everyday work. These values underpin how we work in delivering services to Territorians, promote collaboration and professionalism, and guide us in achieving our best performance and setting common expectations across the NTPS for all employees.

#### Our values are:

- commitment to service
- ethical practice
- respect
- accountability
- impartiality
- diversity

#### **OCPE Customer Service Charter**

Following consultation with all OCPE staff, The OCPE Customer service charter was established in May 2021. The charter clearly defines and aligns our commitment to customers and the work we do.



#### **Public Sector Principles**

Part 1A (sections 5A-5F) of the PSEMA lists the general principles underlying this legislation. These principles need to be upheld by the Commissioner, agencies, CEOs, and employees of the NTPS.

In 2021-22, OCPE implemented processes to ensure all of the prescribed principles were observed.

The below table provides information on OCPE's observance of these principles.

Public Sector Principle	Action in 2021-22
Administration Management Principle (PSEMA Section 5B)	OCPE provided effective, efficient and appropriate services to the community and government, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity
Human Resource Management Principle (PSEMA Section 5C)	Workplace diversity and equity is upheld and provides everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures that our employees are treated fairly, reasonably and in a non-discriminatory way
Merit Principle (PSEMA Section 5D)	OCPE appointments are based on the principles of merit. Employees are capable and competent to perform their duties; having the knowledge, skills, experience, and qualifications required to be successful in their role and having consideration of their potential for future development.
Equality of Employment Opportunity Principle (PSEMA Section 5E)	Implementation of affirmative special measures policy and identifying designated positions has enabled OCPE to eliminate unlawful discrimination while promoting diversity among its workforce.
Performance and Conduct Principle (PSEMA Section 5F)	OCPE champions NTPS values, treating the workforce fairly, equitably, and with proper courtesy and consideration. OCPE officers avoid actual or apparent conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.

# OCPE People Matter Survey: Update

Following the release of the OCPE results from the 2021 People Matter survey in May 2021, OCPE developed an agency response plan in consultation with staff. Noting that OCPE's results were generally positive, in 2021-22 actions progressed and implemented within the agency were:

- Team meetings, whole of agency meetings and OCPE Management board used to discuss people matters actions from the plan providing opportunity for staff to raise issues and ideas for information sharing on the topics identified for OCPE:
  - o appropriate behaviours
  - o encourage wellbeing
  - explore potential barriers for employees
  - o informal information sharing such as coffee catch ups and lunch and learn sessions
  - celebration of staff achievements
- Developing in house communications and information posters, which explain what is and is not acceptable workplace behaviour; including clear definitions of bullying and who to speak to if a staff member feels they are being bullied.
- Raising awareness and hosting morning teas for recognised inclusivity events, such as:
  - o RU OK Day
  - NAIDOC Week celebrations
  - o United Nations International Day of Disabled Persons
  - Pride week

The next People Matter Survey will take place in the second half of 2023.

#### **Staffing Profile**

#### Staff Snapshot as at 30 June 2022

As at 30 June 2022, OCPE had a headcount of 33 employees (equating to 31.21 FTE), compared with 34 employees (equating to 31.42 FTE) as at 30 June 2021. The headcount includes one graduate trainee. This year OCPE also hosted a GET SET Trainee.

The below table provides a comprehensive comparison of classifications and FTE from June 2021 to June 2022.

	June 2021	June 2022
Paid Classification	FTE	FTE
EO6C	1	1
EO2C	3	3
EO1C	1	1
SAO2	4	4
SAO1	9.1	8.6
AO7	4.6	5.6
AO6	2	1
AO5	0.52	0.5
AO4	4.6	4.51
AO3	1	1
GRADUATE TRAINEE	0	1
SCHOOL BASED APPRENTICE	0.6	0
TOTAL	31.42	31.21

#### **Equal Employment Opportunity**

#### **Diverse Workplace**

OCPE strives to reflect a gender balanced and diverse workplace. The below table shows the staff equity and diversity statistics at 30 June 2022.

	2021		2022	
People who identify as:	Headcount (34)	% of workforce	Headcount (33)	% of workforce
Female	29	85.29	29	87.88
Male	5	14.71	4	12.12
Non Binary	0	0	0	0
Aboriginal	8	23.53	9	27.27
CDB*	0	0	0	0
CALD*	0	0	0	0
Disability	2	5.88	3	9.09

<sup>\*</sup> Cultural background definitions and counting methodology were updated in October 2021.

#### **Disability Action Plan**

OCPE's goal is to attract, support and retain the best staff we can. In 2021-22 we are committed to implementing further actions as part of our Disability Action Plan. If an employee identifies as having a disability, OCPE will provide them with the support they need to participate as fully as any other staff member while contributing and developing to their full potential.

#### **Special Measures Recruitment Plan**

OCPE remains committed to increasing Aboriginal employment across the NTPS. On 1 October 2020 OCPE committed to a further four year Special Measures recruitment plan. The OCPE Special Measures recruitment plan prioritises Aboriginal applicants across all advertised vacancies and identified all positions within the AECD for Aboriginal applicants only.

#### **Aboriginal Employment and Career Development**

OCPE leads, supports and collaborates with agencies to build an agile, capable, engaged and diverse workforce including driving the AECDS for the NTPS. At the end of 2021-22, Aboriginal staff represented 27.27% of OCPE's workforce. OCPE continues to grow and develop Aboriginal employment through initiatives such as:

- utilising the special measure 'Priority Consideration and Preference in Selection' to all OCPE advertised positions
- promoting days of cultural significance
- identifying and addressing barriers to career development and progression, and
- providing leadership development opportunities to existing Aboriginal employees

#### Flexible Work Arrangements

OCPE recognises and acknowledges the importance of providing employees with the flexibility and assistance they need to successfully balance their professional work life with their personal commitments.

Flexible working arrangements were negotiated including:

- 8 employees who worked part-time
- 9 employees have Work From Home arrangements
- 2 employees with TOIL arrangements.
- 5 employees who worked Compressed hours

#### Performance Management

The process of giving and receiving feedback and identifying learning and development needs is an essential element of achieving outstanding performance and ensuring OCPE's goals and objectives are effectively achieved.

Performance feedback is provided to all OCPE employees on a regular basis with 97% of employees having a formal performance agreement in place.

#### **Professional Learning and Development Framework**

OCPE supports relevant professional development and training for employees that will benefit OCPE and the NTPS. The aim is to increase productivity, improve performance, and enhance job satisfaction and career opportunities.

#### **Employment Instructions**

Under PSEMA, Employment Instructions provide direction to agencies on human resource management matters. OCPE complied with its obligations under each Employment Instruction throughout 2021-22.

#### Health and Wellbeing

OCPE is committed to the health and wellbeing of all employees and offered activities and initiatives such as the employee assistance program, and financial information seminars on topics such as superannuation and salary sacrificing. OCPE also promoted discounted health insurance and employees participated in the flu vaccination program and raised social club funds that went towards Christmas party celebrations. The below table shows the health and wellbeing initiatives accessed by employees in 2021-22.

#### Health and Wellbeing initiatives

Initiative	Number accessed
Employee Assistance Program	30
Flu Vaccinations	8

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#### **Boards and Committees**

#### **Management Board**

The Management Board has a critical role in ensuring effective performance and accountability by:

- monitoring quality control systems and, where necessary, implementing corrective action to improve systems and performance including monthly updates on the following topics:
  - o Budgets and Finance
  - Human Resources Activity
  - o Information and Records Management
  - Governance and Risk
  - Workplace Health and Safety
  - ICT and website updates

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

The board met nine times during 2021-22.

Members	Role	Job Title
Vicki Telfer PSM	Chair	Commissioner
Libby Doney	Member	Director, SWPD
Cheryl Winstanley	Member	Director ER
Camille Lew Fatt	Member	Director AECD
Rachael Dunn	Member	Director PSA&GR
Megan Townsend	Member	Senior Manager Projects and Coordination (OCPE)
Matthew Young	Member	A/Director Governance, Information and Reporting (DCMC)
Robert Csar	Member	Director Corporate Services / Chief Financial Officer (DCMC)
Wilasinee Moulding	Member	HR Business Partner (DCDD)
Lisa Pratt	Secretariat	Executive Assistant (OCPE)

#### Strategic Workforce Board

The SWB was established as a recommendation from the NTG's A Plan for Budget Repair Report (released in April 2019). However, the life of the SWB extends beyond the recommendation to provide the NTPS with a future focused, whole of sector approach to managing strategic workforce risks. The SWB Oversees and directs initiatives related to:

- Future Workforce
- Strategic Focus
- Core capability Development
- Workforce Reporting
- Communication Initiatives

The board met four times during 2021-22.

SWPD is the secretariat for this board. There were minor membership changes in 2021-22. The below table details Members as at 30 June 2022:

Members	Role	Department	Job Title
Vicki Telfer PSM	Chair	Office of the Commissioner for Public Employment	Commissioner for Public Employment
Nicole Hurwood	Member	Territory Families, Housing and Communities	Deputy Chief Executive, Strategic and Enabling Services
Lisa Watson	Member	Department of Corporate and Digital Development	Deputy Chief Executive, Corporate Services
Karen Vohland	Member	Department of the Chief Minister and Cabinet	Senior Executive Director, Corporate Services, Strategic Communications, Engagement and Protocol
Tracy Clark	Member	Department of Industry, Tourism and Trade	Executive Director, Workforce, Skills and Migration
Joanne Norton	Member	Department of Health	Deputy Chief Executive, Sector and System Learning
Susan Bowden	Member	Department of Education	Deputy Chief Executive, Agency Services

#### **Audit and Risk Management Committee**

OCPE has a joint Audit and Risk Management Committee (ARMC) with DCMC and DTF. The ARMC provides independent and objective advice to the Commissioner and CEOs of DCMC and DTF on the effectiveness of the agencies' risk, control and compliance frameworks, and their financial reporting management and outcomes.

management and outcomes. It comprises five members – two independent of the agencies (one of which is Chair) and one member from each of DCMC, DTF and OCPE. The OCPE Representative is Cheryl Winstanley, Director, ER. The ARMC has a formal charter under which it is responsible for undertaking the following functions on behalf of the Commissioner and

a) monitor and advise on strategic and operational risk management frameworks

CEOs:

- b) through internal audit and other reporting, review the adequacy of the internal controls, which may include requesting specific reviews from time to time
- c) review the adequacy of, and make recommendations on, the corporate governance framework in the context of managing strategic risk

- d) with a risk based lens, review annual reports including annual financial statements, and other public accountability documents of the agencies as requested by the Commissioner and CEOs, to provide independent feedback prior to document approval by the Commissioner and CEOs
- e) monitor the internal audit function, including review and endorsement of the annual internal audit plan and review of the follow up logs at each meeting
- f) monitor the Northern Territory Auditor-General's audit program for the agencies including follow up logs at each meeting
- g) review assurance activities related to procurement governance practices, and
- h) within the context of the committee's purpose, undertake any other functions determined from time to time by the Commissioner and the CEOs

The committee met four times during 2021-22.

#### Freedom of Information Requests

All public sector organisations, including OCPE and its staff, are required to comply with the *Information Act 2002* (the Act). Under a shared services arrangement, DCMC's Governance, Information and Reporting team provides and manages the governance of the Act for OCPE.

The team ensures OCPE remains compliant with the Act, processes all requests for information, helps develop policy and conducts investigations into noncompliance or privacy breaches when required.

During 2021-22, there were no applications made for freedom of information and no privacy complaints to the Information Commissioner for OCPE.

#### **External and Internal Audit**

The following audits and reviews were conducted in 2021-22:

Audit or Review	Objective	Outcome
Value for Territory (VFT) annual assurance program for the 2021 calendar year	To test OCPE's compliance with the obligations set out under the Value for Territory assurance program, which arise from the Procurement Act 1995, Procurement Regulations, Procurement Governance Policy and Rules and the Buy Local Plan.	Several matters were identified during the review. One tier 1 transactions (out of 10) were identified as non-compliant in relation to procurement approvals.  Across tiers 1 there were minor deficiencies in record keeping practices.  Matters of non-compliance are being addressed by an ongoing program of work to improve procurement controls.
Security of information, data and records	Review of policies, processes and systems around security of information and data and consideration of communications to staff on best practice information security to identify opportunities for awareness raising and improved controls.	No other breaches of financial legislation or Northern Territory Government policy and procedures were identified.
Procurement Framework	Test compliance with procurement framework. Confirm that previously identified noncompliances have been adequately addressed.  Identification of opportunities for improvement in compliance with agency specific procurement controls.	The Procurement Framework internal audit found minor non-compliances with the NT Procurement rules.  All matters of non-compliance are being addressed by an ongoing program of work to improve procurement and contract controls.
Anti-Fraud and corruption Framework	Identification of policies, procedures and systems that govern management of fraud and corruption and consider the effectiveness and adequacy of the policies and procedures including controls described in the policies and procedures, and identify opportunities for improvement.	No other breaches of financial legislation or Northern Territory Government policy and procedures were identified

# Workplace Health and Safety Committee

DCMC, OCPE and DTF have a combined Work Health and Safety (WHS) Committee, which is established under shared services. The committee provides advice to the Commissioner and CEOs DCMC and DTF, through agency management boards, on WHS issues to facilitate the health and safety of employees and clients in the workplace. The committee has governance oversight of WHS obligations under the *Work Health and Safety (National Uniform Legislation) Act 2011*, including:

- advising the Commissioner and CEOs on the establishment, maintenance and monitoring of WHS programs, measures and procedures in the workplace
- developing and maintaining a WHS management system incorporating policies and programs in accordance with relevant legislation
- promoting a culture of responsibility and accountability for personal health and safety in the workplace
- ensuring WHS issues are considered in the planning and implementation of any major workplace changes or new work processes
- information sharing and coordination relating to the strategic, cross-government WHS reform context, and
- training of first aid and fire warden office holders

The committee met four times during 2021-22.

Key achievements include:

- COVID-19 safety supervisor training was undertaken by all committee members
- COVID-19 in the workplace policy, including information on working from home was developed
- regular, appropriate and documented risk and incident notification, reporting and management across the three shared service agencies, with escalation of identified WHS notifications to the relevant management body where required, and
- capability development of the committee with respect to the legislative and operational context of WHS in the NTPS.

# Boards and committees on which OCPE is represented

#### **National**

- Public Service Commissioners' Conference
- National Public Sector Industrial Relations (Directors) group
- Senior Officials Group for Industrial Relations
- Interjurisdictional Workforce Data Analytics Committee

#### **Northern Territory**

- CEO Coordination Committee
- CEO Champions of Inclusion Committee
- ARMC (DCMC, OCPE and DTF)
- Strategic Workforce Board
- Executive Remuneration Review Panel
- Information Governance Committee
- NT Emergency Management Council
- CFO Forum (a shared service representative attends on OCPE's behalf)
- Public Sector Consultative Council

#### **Legislation Administered**

As per the Administrative Arrangements Order 2020 for OCPE.

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

#### **Contacts**

Office of the Commissioner for Public Employment Level 10, Charles Darwin Centre 19 The Mall Darwin NT 0800 GPO Box 4371 Darwin NT 0801

Web: www.ocpe.nt.gov.au

General enquiries

Telephone: 08 8999 4282

Email: <u>enquiries.ocpe@nt.gov.au</u>

Public Sector Appeals & Grievance Reviews

Telephone: 08 8999 4129

Email: <u>psab.ocpe@nt.gov.au</u>

grievance.ocpe@nt.gov.au

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The Office of the Commissioner for Public Employment GPO Box 4371 Darwin NT 0801 T: 08 8999 4282 E: enquiries.ocpe@nt.gov.au

ocpe.nt.gov.au

