



Northern  
Territory  
Government

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

# State of the Service Report 2006/2007



# Office of the Commissioner for Public Employment State of the Service Report 2006-2007

## Purpose of the Report

The Office of the Commissioner for Public Employment (OCPE) 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 2006-2007 OCPE Annual Report.

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# Letter to the Minister

The Hon. Paul Henderson MLA  
Minister for Public Employment  
PO Box 3146  
DARWIN NT 0801

Dear Minister Henderson

**RE: ANNUAL STATE OF THE SERVICE REPORT 2006-2007**

In accordance with provisions of the *Public Sector Employment and Management Act* (the Act), the Annual State of the Service Report for the period ending 30 June 2007 is submitted for your consideration.

The attached report consolidates individual reports provided by Chief Executive Officers (CEOs). In completing their reports, each CEO is required to sign off on the extent to which the agency has established processes to apply the principles of human resource management, as embodied in the various Employment Instructions.

CEOs were also requested to report on:

- the extent to which observance of the principles has been achieved in the period July 2006 to 30 June 2007.
- any significant breaches or evasion of the principles
- measures, if any, taken to improve human resource management in the agency
- the extent to which disciplinary, redeployment and inability procedures were invoked.

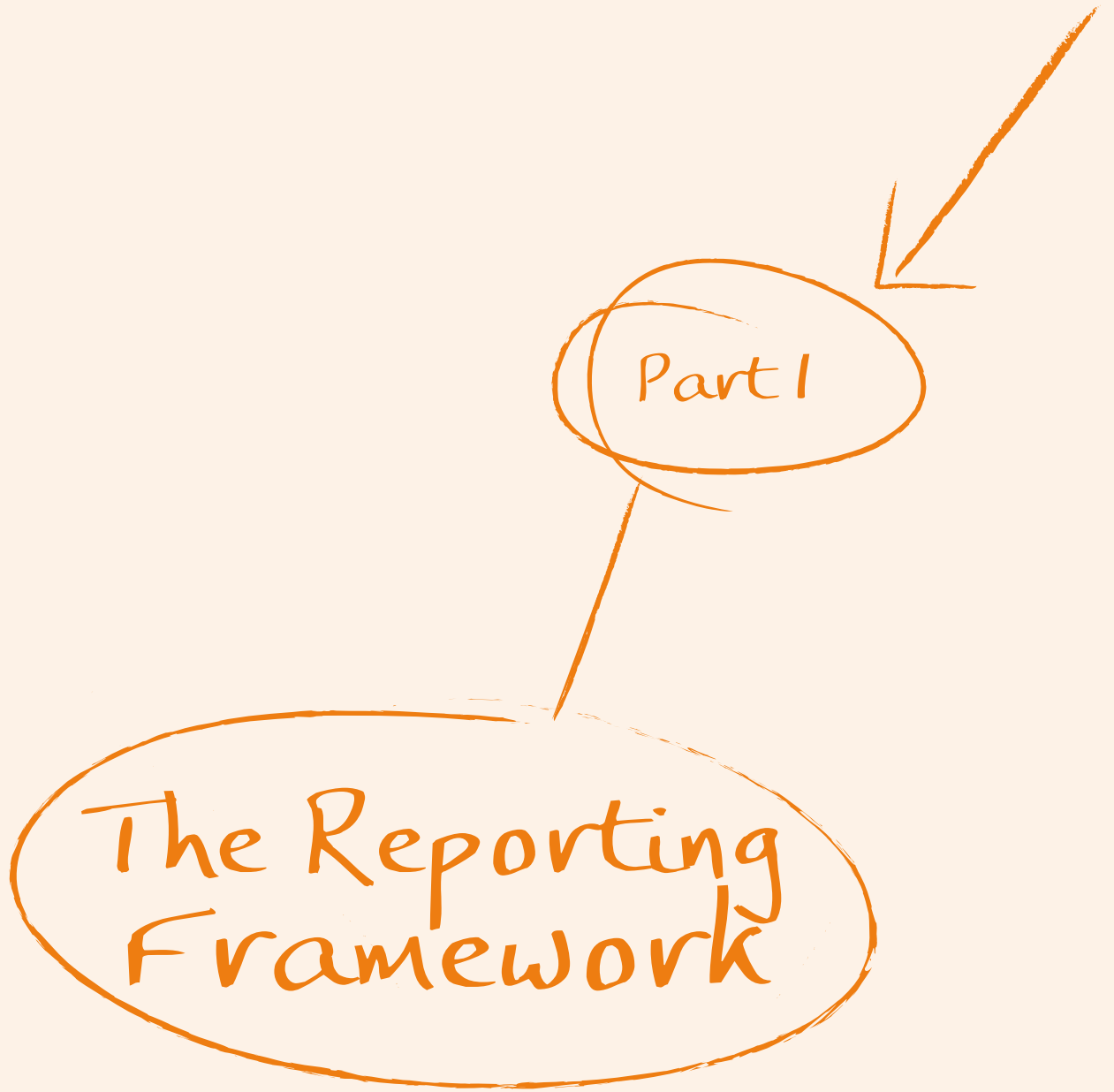
I can report that all CEOs consider their agencies have processes in place to ensure application of the principles of human resource management. I can also report that over three quarters of agencies are progressing towards best practice employment practices.

This is the second year in which a separate State of Service Report has been submitted. The separate reports serve to more clearly differentiate the Office of the Commissioner for Public Employment's performance as an agency from broader sector-wide legislative compliance reporting.

Yours sincerely



KEN SIMPSON  
Commissioner for Public Employment  
28 September 2007



# Introduction

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Section 18 (1) of the *Public Sector Employment and Management Act* (the Act) requires the Commissioner for Public Employment to report annually on the extent to which observance of the prescribed principles of human resource management have been achieved in the Northern Territory Public Sector and include reference to:

- measures taken to ensure observation of the principles
- any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner
- measures, if any, taken to improve human resource management in the various agencies
- the extent to which disciplinary, redeployment and inability procedures were invoked in the public sector
- those matters specified in section 28 (2) in so far as they related to the Office of the Commissioner for Public Employment (OCPE)
- Such other matters, if any, as are prescribed.

Each Chief Executive Officer is responsible for the processes underpinning application of the principles in their agency. Comprehensive reporting against the Employment Instructions is the main, but not only, way that the Commissioner can assess observation of the principles and employment relations practices within the sector.

The agency annual reporting statement provides a critical and comprehensive summary of the measures agencies have taken to improve human resource management/employment relations.

A reporting framework has been developed progressively since the Act came into effect. The major components are summarised over the page.

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TYPE OF INFORMATION	METHOD OF COLLECTION	SOURCE
Quantitative data	Statistical data collected	Internal, DCIS, agency reporting
Qualitative data	Self assessment and reporting against key indicators	All agencies covered by PSEMA
	Commissioner and OCPE staff visits to agencies	
	Coordination committee, Commissioners and other conferences	
Policy/Strategy	Coordination of employment relations issues associated with NT Government strategic objectives	Specific reports, EBA negotiations
	Reports and reviews on application of policies/ strategies issued by the Commissioner e.g. Indigenous recruitment and career development, remote locality conditions, job evaluation, etc.	

## Critical Elements of the Reporting Framework

One of the principal means of obtaining qualitative reporting data is through agency reporting against Sections 18 and 28 of the Act. The quality of this reporting relies on critical self-assessment. Each Chief Executive Officer is required to sign off on the extent to which they have established processes and procedures to apply the principles of human resources management, as embodied in the various Employment Instructions (EI), within their agency.

### Principles and Code of Conduct

#### The Principles

The principles of:

- public administration and management
- human resource management and
- public sector Code of Conduct

are detailed in Part 2 of the Public Sector Employment and Management Regulations.

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## Principles of Public Administration and Management

The following Principles of Public Administration and Management shall be observed in the public sector:

- the public sector shall be administered in a manner that emphasises the importance of optimum service to the community
- the formulation and delivery of information and advice to the government shall be done in an objective and impartial manner with integrity
- administrative responsibility and authority shall be clearly defined to allow the expeditious discharge of that responsibility and exercise of authority with appropriate levels of accountability
- the public sector shall be structured and administered so decisions can be made and actions taken without excessive formality and with a minimum of delay
- Proper standards of financial management and accounting shall be exercised at all times.

## Principles of Human Resource Management

The Northern Territory Public Sector principles of human resource management are:

- the selection of persons to fill vacancies in the public sector shall be on the basis of merit
- human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and unjustified

discrimination on any ground in respect of all employees and persons seeking employment in the public sector

- employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts
- human resource administration and management in the public sector shall be consistent with the principles of equal employment opportunity and
- employees shall be:
  - » afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts
  - » afforded reasonable access to training and development
  - » remunerated at rates commensurate with their responsibilities.

These principles of human resource management are complemented by a Code of Conduct that provides more detailed guidance on the rights and delegations of employees, matters of ethics, accountability and transparency.

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## Principles of Conduct

The following Principles of Conduct shall be observed by all employees:

- employees shall perform their official duties with skill, impartiality, professionalism and integrity
- employees shall disclose their private financial and other interests where those interests may, or may appear to conflict with their official duties, and shall take all reasonable steps to prevent such conflict
- employees who are responsible for incurring or authorising expenditure shall exercise due economy and ensure the efficient and economical use of government resources and facilities
- employees shall not take advantage of their official duties, status, powers or authority in order to seek or obtain a benefit for themselves or for any other person or body
- employees shall exercise proper courtesy, consideration and sensitivity and shall act with fairness and equity in all their dealings with members of the public and with other employees
- employees shall not engage in improper conduct, in their official capacity or otherwise, that adversely affects the performance of their duties or brings the public sector into disrepute.

## Breaches or Evasion of the Principles

No significant breaches or evasion of the Principles of Human Resource Management have been brought to the notice of the Commissioner. While a number of breaches of discipline have occurred (details are contained in the section titled Discipline and Inability at page 18), they could not be considered significant in a public sector of around 16 000 employees.

Similarly, whilst the grievance process reveals occasional examples of poor management or decisions, the number of grievances does not indicate an endemic tendency towards poor management practices.

## Public Sector Consultative Council

The Public Sector Consultative Council was established by Regulation 22 of the *Public Sector Employee Management Act* and the OCPE is represented on the council by the Commissioner.

The Council meets regularly to discuss matters of broad employment and industrial relations concern to the NTPS and makes appropriate recommendations to the Commissioner for Public Employment.

## Employment Instructions

Employment Instructions, issued in accordance with Section 16 are the principal means by which the Commissioner gives effect to measures “. . . to improve human resource management in the various agencies.”

The Employment Instructions provide a framework to support the Commissioner's partnership arrangement with agency chief executives. As such they are important for three reasons:

- agency reports against the Employment Instructions provide information to the Commissioner so he can report to the Minister and the Legislative Assembly on corporate governance of the sector
- the reporting requirement provides an opportunity for Chief Executive Officers and managers to reflect on application of the principles of public sector employment and conduct, as well as a range of employee relations practices in their agency
- preparation of the reports provides agencies with the opportunity to assess their internal communication, processes and procedures.

## Employment Instructions

EMPLOYMENT INSTRUCTIONS	OBJECTIVES
1	Develop procedures for the selection, appointment, transfer and promotion of employees that are consistent with the <i>Public Sector Employment and Management Act</i> (the Act), Regulations, By Laws, Employment Instructions and relevant Awards. Ensure selection is made in accordance with merit and equal opportunity principles and applicants are assessed by a panel competent for the purpose.
2	Develop procedures to ensure probationary employees are aware of the details of the probationary process within one week of reporting for duty.
3	Ensure natural justice is observed in all dealings with employees under the Act.
4	Develop and implement performance management systems.
5	Identify necessary procedures when CEO is of the opinion that an employee may be medically incapacitated.
6	Identify the issues to be addressed when an employee is not performing his or her duties to the required standard. Describe the action to be taken prior to commencing the formal mobility process under the Act.
7	Establish procedures regarding breaches of discipline within agencies consistent with the Act, Regulations, By Laws and Employment Instructions.
8	Establish grievance settling procedures within individual agencies.
9	This Employment Instruction is now incorporated into E1.1.

EMPLOYMENT INSTRUCTIONS	OBJECTIVES
10	<p>Ensure recording of required details for every employee and establish procedures for access to records by individual employees while ensuring confidentiality.</p> <p>Establish systems and procedures regarding the authority to access employee records.</p>
11	<p>Implement programs that ensure employees have equal employment opportunities.</p> <p>Implement programs for the employment and development of Aboriginal and Torres Strait Islanders within the framework of the Act, Employment Instructions and the NTPS Aboriginal Employment Career Development Strategy.</p>
12	<p>Consult with employees and their representatives for the purpose of developing and implementing agency occupational health and safety programs.</p>
13	<p>CEOs may issue agency specific codes of conduct consistent with the Act, Regulations, By Laws and Employment Instructions.</p> <p>CEOs may issue guidelines regarding acceptance of gifts and benefits by employees.</p> <p>The Code of Conduct applies to all public sector employees, including CEOs.</p>
14	<p>Enhance employment flexibility through effective part-time employment provisions.</p>

# Employment Framework

## Agency Self Assessment

For the purpose of reporting to the Commissioner, 18 agencies were requested to complete the Agency Reporting Requirement Statement in accordance with Sections 18 and 28 of the Act.

As a result of ongoing restructuring and redesign of reporting systems over the reporting period, any trend analysis using previous data would be of limited value. However, where possible statistical comparison over the previous 24 months is provided. The OCPE will continue to work with agencies to enhance their employment relations practices and procedures.

## Agency Reporting – Summary Statement

Chief Executive Officers were requested to affirm their understanding of responsibilities relating to the principles of human resource management and indicate, by selecting one

of the four statements shown below, the agency's level of compliance.

- 1A The agency has established processes that ensure application of the principles of human resource management and is moving towards best practice in people management.
- 1B The agency has established processes that ensure application of the principles of human resource management.
- 1C The agency will complete the development of processes to ensure application of the principles of human resource management by 31 December 2007.
- 1D The agency will not complete the development of processes to ensure application of the principles of human resource management by 31 December 2007.

In response to the survey statement question, CEOs responded as follows:

INDICATOR	NUMBER OF AGENCIES	%
1A	14	78%
1B	4	22%
1C	NIL	
1D	NIL	

It is clear from the table above that all agencies have processes in place to ensure application of the established principles of human resource management; with over three quarters reporting they are moving towards best practice in people management processes.

## Key Indicators Supporting the Summary Statement

To support their summary statement, CEOs were requested to submit information regarding the extent to which application of the principles was being actively managed in their agency. This assessment provided

an indication of the extent to which a range of key process indicators have been met in relation to the core aspects of the human resource management principles set out in the various Employment Instructions . The key indicators are explained below, together with a sample of agency responses to support their assessment.

INDICATOR	INDICATOR STATEMENT	EXAMPLE AGENCY RESPONSE SUPPORTING STATEMENT
2A	Policy and processes explicitly approved by senior management	<ul style="list-style-type: none"> <li>The agency's formal probation policy and procedures have recently been completed and approved by Management Board.</li> <li>All newly developed policies and procedures are submitted to the Executive for approval/endorsement prior to introduction.</li> <li>Once approved by the CEO, all agency policies and procedures are available on the agency's intranet site.</li> </ul>
2B	Policy and processes issued and made known to all staff	<ul style="list-style-type: none"> <li>All HR policies and procedures are communicated to staff when introduced, or when new staff are inducted. Additionally, policies and procedures are available to all staff on the agency's intranet site.</li> <li>The agency's formal probation policy and procedures have recently been completed and will be promulgated to all staff in August 2007.</li> <li>On induction, new staff are provided with copies of agency HR policies and procedures.</li> </ul>
2C	Policies and processes are documented and readily available	<ul style="list-style-type: none"> <li>All agency HR policies and procedures are readily available on the agency intranet site. When a new policy or procedure has been approved, all staff are informed.</li> <li>Copies of HR policies and processes are provided in the commencement papers package provided to all staff.</li> <li>All agency employees have immediate access to HR policies and procedures which are published on the agency website.</li> </ul>

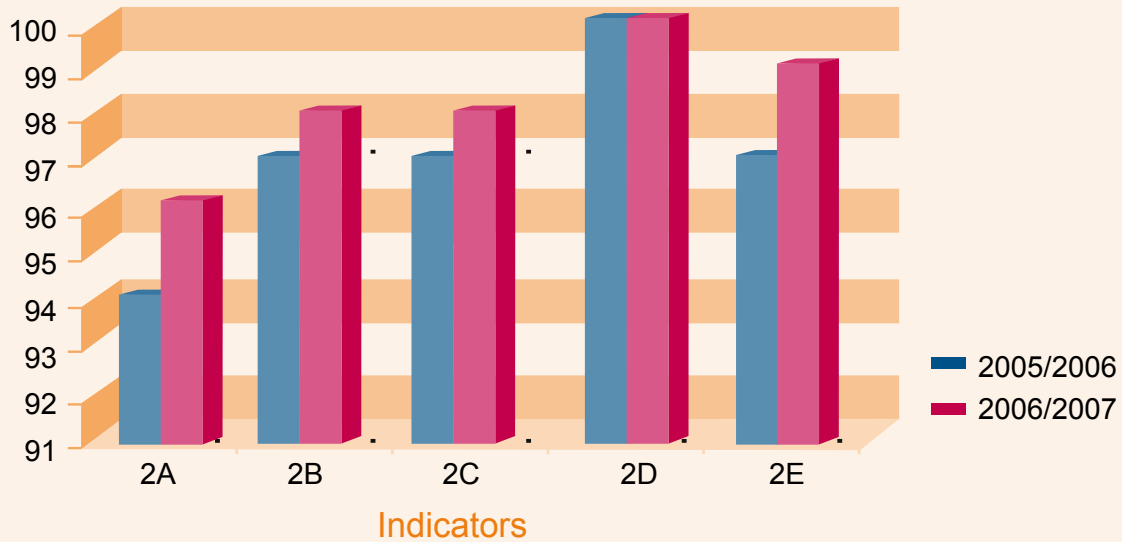
INDICATOR	INDICATOR STATEMENT	EXAMPLE AGENCY RESPONSE SUPPORTING STATEMENT
2D	Processes are fair	<ul style="list-style-type: none"> <li>• Agency senior management have long supported the principle of fairness in application of all policies and procedures. This includes enhancing employment flexibility for all employees.</li> <li>• Over the years the agency has developed a number of strategies to ensure fair and transparent processes are followed and that equality in opportunities for development are available to all staff.</li> <li>• The agency actively focuses on implementing and promoting policies that create an environment where all employees are valued and treated equitably.</li> </ul>
2E	Policies and processes applied consistently	<ul style="list-style-type: none"> <li>• The agency Management Board has as an ongoing agenda item: monitoring application of agency HR policies and procedures.</li> <li>• The Corporate Support Unit is responsible for ensuring HR policies and procedures are made known to all employees and are applied consistently.</li> <li>• The agency has recently developed a comprehensive HR policy framework that ensure that decisions made, and opportunities provided, are based on the principles of merit, fairness and equity.</li> </ul>

Agency responses, together with supporting information, indicate agencies are complying with the Employment Instructions satisfactorily.

The chart below indicates the compliance rate reported by agencies. Also provided for comparison is the compliance rate for 2005-2006.

It should be noted that of the current thirteen Employment Instructions (E1 9 has been incorporated into E1 1), agencies are not required to report specifically against E1 5 (Medical Incapacity) in this section. Therefore a total of 12 Employment Instructions are considered.

Graph 1 – Agency Compliance Rate (Indicators 2A to 2E)



### Better Practice Indicators

Agencies were also asked to respond to a range of process indicators that demonstrated their progress towards better human resource

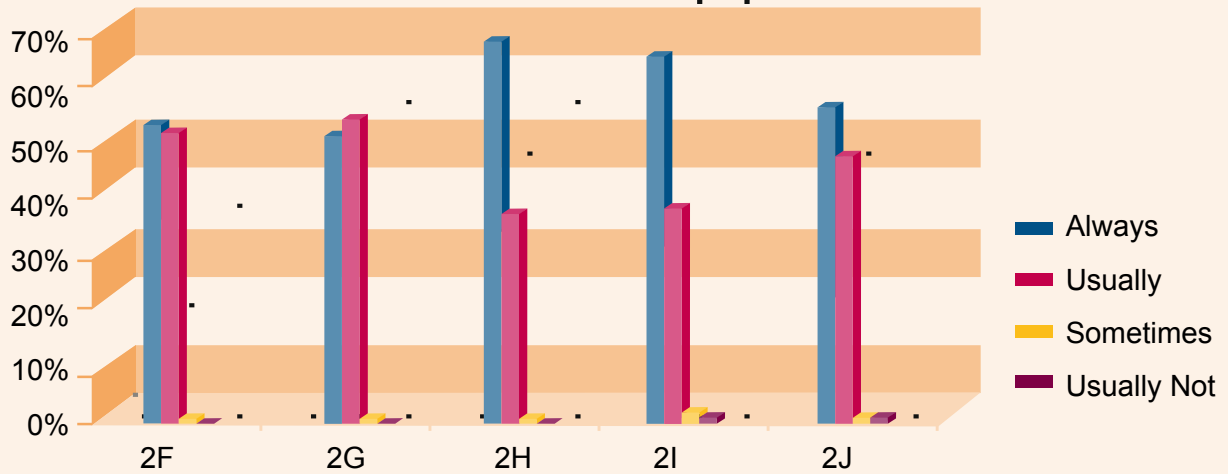
management practice. These better practice indicators are described in the tables below, together with sample agency responses to support their statements.

INDICATORS	INDICATOR STATEMENTS	EXAMPLE AGENCY RESPONSE SUPPORTING STATEMENT
2F	Managers observe policies and processes	<ul style="list-style-type: none"> <li>The agency rolled out a new performance management program in September 06. As part of the process all managers are assessed on their ability to observe and oversee HR policies and procedures.</li> <li>Corporate Services regularly monitors agency operations, including discipline, grievances, etc to ensure HR policies and practices are applied consistently.</li> <li>The People and Learning Unit conducts regular training sessions to ensure managers and their staff are aware of key HR policies and procedures.</li> </ul>

INDICATORS	INDICATOR STATEMENTS	EXAMPLE AGENCY RESPONSE SUPPORTING STATEMENT
2G	Other staff members observe policies and processes	<ul style="list-style-type: none"> <li>• See responses above.</li> <li>• Observance of HR policies and practices are discussed with individual employees as part of their 6 monthly Personal Performance Discussion.</li> <li>• All new recruits are made aware of HR policies and processes as part of induction training and advised of responsibilities in their observance.</li> </ul>
2H	Policies and processes support their desired outcomes	<ul style="list-style-type: none"> <li>• Business unit monthly reports indicate that policies and practices are effective and achieving their objectives.</li> <li>• Agency HR policies and procedures are reviewed annually to ensure their effectiveness.</li> <li>• The agency adheres to whole of government policies, which support desired outcomes.</li> </ul>
2I	Policies and processes are included as part of broader business process review/ development activities	<ul style="list-style-type: none"> <li>• Principal HR policies and procedures, e.g. EEO, OHS, performance management, etc are built into agency-wide strategies/business plans.</li> <li>• Regular strategic planning sessions ensures that people policies and practices align with, and complement, agency objectives.</li> <li>• The agency performance management program has been reviewed to ensure every employee understands their role in achieving the agency's objectives.</li> </ul>
2J	Development and review of policies and processes is informed by staff views or needs	<ul style="list-style-type: none"> <li>• Regular and comprehensive consultation is an intrinsic element in the agency's strategic planning process.</li> <li>• Prior to final implementation of any new policy or procedure, information sessions are held to ensure that every employee is aware of the new policy and has the opportunity to provide comments.</li> <li>• Over the years the agency has developed a number of processes to ensure staff have the opportunity to contribute to the effectiveness of policies and procedures.</li> </ul>



Graph 2 – Agency Compliance Rate (Indicators 2F to 2J)



### Monitoring and Modifications of Policies and Procedures

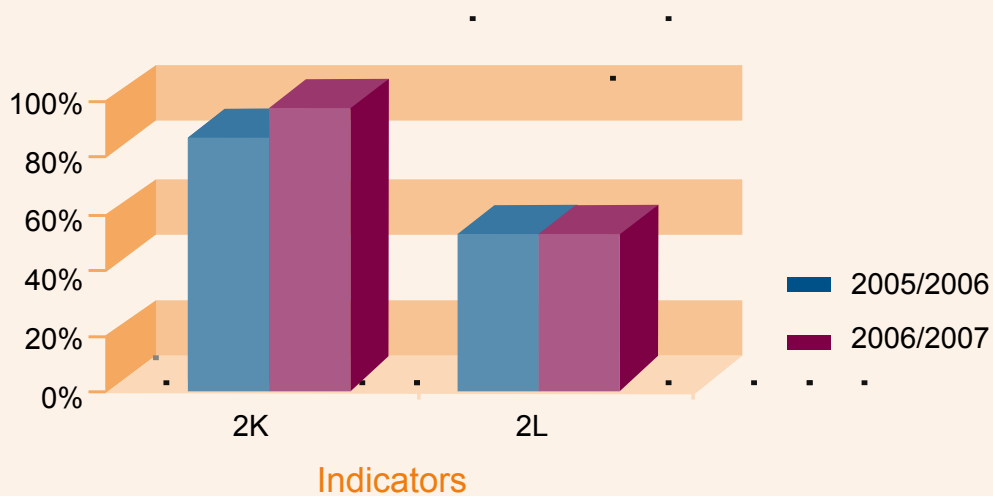
The final component of the assessment process provides Chief Executive Officers with

the opportunity to indicate whether internal monitoring systems are in place and whether policies and procedures have been reviewed/modified over the reporting period.

INDICATOR	STATEMENT	SAMPLE AGENCY RESPONSES TO SUPPORT STATEMENT
2K	Staff awareness of, and confidence in, policies and processes is monitored	<ul style="list-style-type: none"> <li>Regular staff satisfaction surveys indicate that staff are aware of, and support HR policies and practices.</li> <li>The agency has developed comprehensive consultative processes to ensure fair and transparent HR practice are followed and that employees have an avenue to voice any concerns they might have.</li> <li>Senior managers provide monthly reports to the CEO and Executives Management Group concerning staff awareness and application of HR policies.</li> </ul>

INDICATOR	STATEMENT	SAMPLE AGENCY RESPONSES TO SUPPORT STATEMENT
2L	Policies and processes have been modified/updated in the last 12 months	<ul style="list-style-type: none"> <li>The agency has a rolling program for reviewing and updating all HR policies and procedures.</li> <li>In preparation for the agency's annual strategic planning session, the HR unit reviews all key HR policies and procedures.</li> <li>The agency was formed in 2005 by amalgamation with other groups, HR policies and practices for the new agency have, for most part, been completed.</li> </ul>

Graph 3 – Agency Compliance Rate (Indicators 2K to 2L)



## Discipline and Inability

Section 18 of the *Public Sector Employment and Management Act* requires the

Commissioner for Public Employment to report on the extent to which discipline and inability procedures have been invoked in the public sector.

### Summary of Disciplinary and Inability Cases 2004-2007

YEAR	PROVISION	CASES B/FWD	NEW CASES	CASES COMPLETED	C/FWD
2006/07	Inability	3	1	2	2
	Summary Dismissal	0	0	0	0
	*Discipline	16	62	50	28
2005/06	Inability	1	2	0	3
	Summary Dismissal	0	2	2	0
	*Discipline	17	25	26	16
2004/05	Inability	2	0	1	1
	Summary Dismissal	0	1	1	0
	*Discipline	7	42	32	17

\* excluding summary dismissal

The increase in discipline cases during this reporting period can be attributed largely to an annual audit conducted by the Department of Justice into the misuse of computers.

### Summary of Disciplinary and Inability Appeals 2004-2007

TOTAL APPEALS HANDLED					
YEAR	PROVISION	B/FWD	NEW	APPEALS RESOLVED	C/FWD
2006/07	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	1	3	3	1
2005/06	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	1	2	2	1
2004/05	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	3	1	3	1

\* excluding summary dismissal

## Workforce Development

### Employee Development Initiatives

Agencies continued to support NTPS strategic policies and initiatives to enhance the NTPS as an employer of choice.

Some examples of Agency specific initiatives addressing leadership, governance, equity and diversity, and indigenous employment include:

#### Leadership

- Department of Health and Community Services mandated management training for Cost Centre Managers. 322 Cost Centre Managers attended a two day program designed to increase management capacity and leadership, focusing on both finance and human resources management.
- Northern Territory Police, Fire & Emergency Services conducted Leadership Development Programs with participants graduating in a Graduate Certificate in Leadership and Strategic Management.
- Department of Justice implemented rotation/secondment opportunities within Legal Services enhancing succession management.
- Power Water Corporation offered Leadership Excellence Achievement Programs and Supervisor Essential programs.
- Power Water Corporation implemented a Reward and Recognition program.
- Department of Corporate and Information Services has an 'Over 30's Club' initiative that provides recognition to those with over 30 years service in the public sector.

### Governance

- Local Government Housing and Sport focussed development initiatives on Staff Selection, Induction and Retention training, and Selection Panel Chairperson training.
- Several agencies provided employees with Code of Conduct/Values/Ethics workshops.
- Northern Territory Treasury developed and implemented a Manager's toolkit.
- Northern Territory Treasury supported 10 staff to attend the Advanced Government Decision Making program presented by Clayton Utz.
- Northern Territory Treasury sponsored 10 students in the Graduate Certificate in Public Governance through Charles Darwin University.
- Several agencies provided workplace communication workshops.
- Power Water Corporation implemented a new Performance Management Program which includes identifying training needs for the following year, with a training management system to forward plan and devise a personal training calendar. This initiative was recognised as a finalist in the 2007 Training Awards for Initiative in Training.

### Indigenous Employment

- Several agencies provided employees with cross cultural awareness workshops.
- Northern Territory Police, Fire & Emergency Services produced an interactive Ochre CD highlighting the importance of cultural awareness covering, indigenous history, people, country and culture.
- Department of Health and Community Services supported 11 Aboriginal and Torres Strait Islander Studies Assistance Grants.
- NT Police, Fire and Emergency Services Aboriginal Community Police Officer
  - Learning at Work innovative project
  - video iPods were used as part of a blended learning and development strategy aimed to increase the learning capacity of the trainees whilst supporting them to transition to the Constable's program. This initiative won the "Enabling Technology Category" of the NT Information and Communications Awards 2006.
- Several agencies implemented Indigenous Mentoring Programs.

### Equity & Diversity

- Department of Health and Community Services launched Bullying and Harassment Awareness training in January 2007, with 631 employees attended to date.
- Department of Health and Community Services trained 36 employees as Harassment Contact Officers.
- Several agencies offered Mentoring training, with Department of Employment,

Education and Training developing a Mentoring Framework to support its workforce and leadership capacity building. Workshops were held and complimented by a website.

- Department of Business, Economic and Regional Development established an Employee Advisory Committee to work with the Human Resource Services unit to provide assistance and advice to the Board of Management which will guide the Agency's employee development initiatives in the future.

### Early Careers

- In 2006/2007 a total of 12 Work Integrated Learning Scholarships were offered by the Northern Territory Government to Territory students at Charles Darwin University, under the Partnership initiative.
- All agencies continued to offer career starter employment opportunities, reporting the following new commencements:
  - » 74 graduates, which included 38 nursing graduates entering the Graduate Nurse Program
  - » 24 Indigenous cadets
  - » 127 apprentices.

## Future Challenges and Priorities for Workforce Planning and Development

Agencies reported a wide range of challenges facing them in their efforts to build the capability of the NTPS workforce, including:

- skills gap analyses and strategies to attract, develop and retain employees with specialist professional and technical skills
- innovative approaches to the recruitment and retention of remote-based employees, including support and development opportunities for their families
- response to the ageing workforce and shrinking talent pool through creative workforce strategies
- continuous improvement in response to changing client demands and increasingly more complex service environments
- increased workforce capability in the areas of governance, policy development and implementation, human resource management and financial management
- change management initiatives in support of workplace reform and restructuring
- generate and sustain behaviours and attitudes that value and support diversity across the public sector and in the community
- increased effort to ensure that the Indigenous Employment and Career Development Strategy becomes core business rather than an extraordinary measure
- create a culture of excellence in team leadership and develop highly motivated teams within and, increasingly, across agencies and with the non-government and private sectors
- development of flexible learning and skills development options to suit the various needs and contexts of all employees
- delivery of comprehensive, viable leadership and management training programs in line with succession planning and capability assessments
- effective performance management training for managers to provide them with the skills to identify and address under-performance
- the development and sourcing of an appropriate training information system for effective planning and monitoring of learning and development across all agencies
- knowledge management and information sharing strategies to ensure continuity of business within and across agencies.

Part 2

Northern Territory  
Public Sector  
Staffing Statistics Report

# Introduction

For the purpose of this section, reference to the 'Northern Territory Public Sector' includes those agencies listed in Figure 4 on pages 28 and 29. This list excludes the Northern Territory University, the Batchelor Institute of Indigenous Tertiary Education, Centralian College, NT Rural College, the Menzies School of Health Research, Territory Insurance Office and the Legal Aid Commission. However it includes a substantial number of persons employed under Acts other than the *Public Sector Employment and Management Act (PSEMA)*. The latter

consist of uniformed police, employees of the NT Tourist Commission, employees of the Aboriginal Areas Protection Authority and ministerial staff.

It should also be noted that the total public service numbers described in this report are slightly different to that described in the NT Treasury Budget papers, as the OCPE includes the Power and Water Corporation whereas Treasury and Power & Water report to government separately.

## Staffing Levels

Figures 1 and 2 show movements in total staffing in the Northern Territory Public Sector (NTPS) compared to changes in the Northern Territory population and employment numbers from 1983 to 2007. There has been an overall increase in public sector employment from around 14 200 to 16 141 persons over

this period. While Public Sector data from the 1980s and early 1990s was compiled under a different methodology to that used subsequently, the basic definitions and assumptions are similar enough to make broad comparisons valid.



Figure 1 - Growth in the Northern Territory Public Sector Compared to Labour Force, Employment and Population Movements - 1983 to 2007

		1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
NTPS	(000)	14.2	14.6	14.7	15.0	14.6	14.2	14.5	14.8	14.5	14.1
	%Growth/Yr		3	1	2	-2	-3	2	2	-2	-3
	Growth Index	100	103	104	106	103	100	102	104	102	99
Labour Force #	(000)	66.9	59.6	71.1	78.3	79.5	72.8	82.0	83.7	85.4	86.8
	%Growth/Yr		-11	19	10	2	-8	13	2	2	2
	Growth Index	100	89	106	117	119	109	123	125	128	130
Employment #	(000)	62.1	55.1	66.1	72.9	75.1	67.3	77.6	78.5	78.3	80.7
	%Growth/Yr		-11	20	10	3	-10	15	1	0	3
	Growth Index	100	89	106	117	121	108	125	126	126	130
Population *	(000)	132.8	139.5	145.3	152.4	156.6	159.0	160.5	162.1	165.0	167.0
	%Growth/Yr		5	4	5	3	2	1	1	2	1
	Growth Index	100	105	109	115	118	120	121	122	124	126

Sources: Office of the Commissioner for Public Employment and the Australian Bureau of Statistics

# Initially average over May, June and July & then ABS trend

\* December previous year population figures

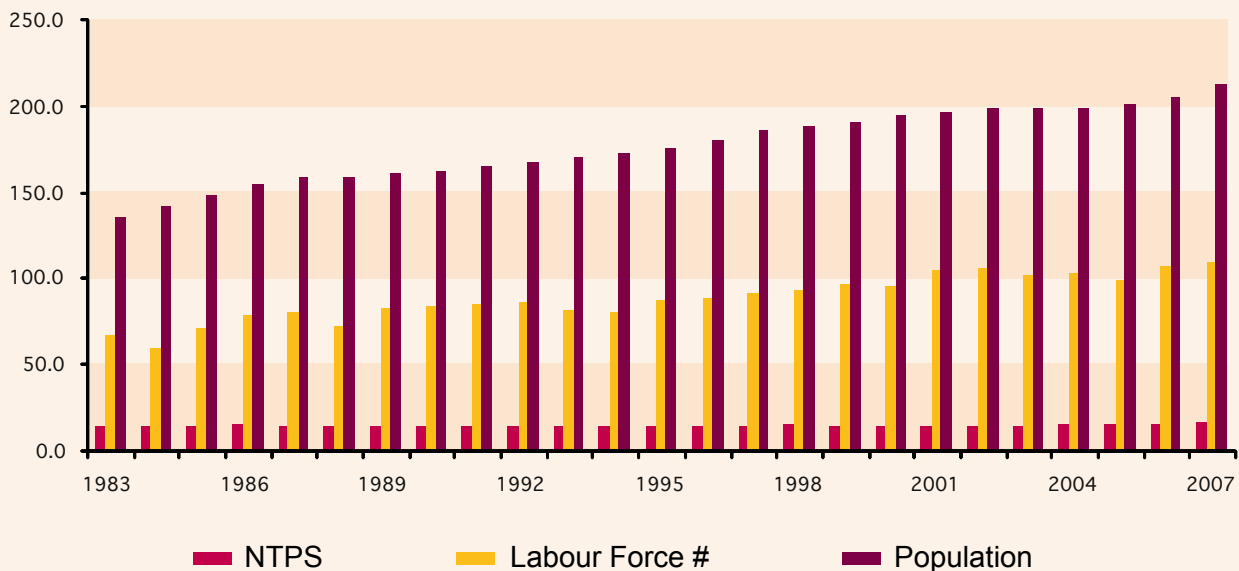
Figure 1 (cont...)

1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
13.7	13.9	14.1	14.2	14.4	14.9	14.7	14.8	14.6	14.4	14.6	15.2	15.8	15.8	16.1
-2	1	1	1	1	3	-1	0	-1	-2	2	4	4	0	2
97	98	99	100	102	105	104	104	103	101	103	107	112	112	114
81.4	80.5	87.0	88.4	91.5	92.6	97.0	95.5	104.4	105.5	101.2	102.5	99.4	106.5	110.1
-6	-1	8	2	4	1	5	-2	9	1	-4	1	-3	7	3
122	120	130	132	137	138	145	143	156	158	151	153	149	159	165
75.4	75.4	81.0	83.4	86.7	88.5	93.2	90.2	97.0	101.0	94.9	95.4	94.4	101.1	104.8
-7	0	7	3	4	2	5	-3	8	4	-6	1	-1	7	4
121	121	130	134	140	143	150	145	156	163	153	154	152	163	169
169.7	172.3	175.0	180.5	184.6	188.3	191.3	194.3	196.3	198.4	199.3	200.7	204.0	208.8	212.6
2	2	2	3	2	2	2	2	1	1	0	1	2	2	2
128	130	132	136	139	142	144	146	148	149	150	151	154	157	160

Aggregation of the data shows that from the year 1983 (which is about the time the NT public sector consolidated following self government) to 2007, the Northern Territory population grew by 60 percent while the labour force grew by 65 percent. Conversely, the NT public service is currently only 14 percent larger than it was in 1983. This needs

to be put into context in that in 2002 the NTPS was one percent larger than in 1983. There was a rapid expansion of the service over the three years to 2005, resulting in successive 12 monthly increases in size of 1.5, 4.1 and 4.4 percentage points respectively. Total staffing was relatively static over 2005/2006, but has increased by a further 1.9 percentage points this year.

Figure 2 - Growth in the NT Public Sector, Labour Force and Population from June 1983 to 2007



# Average over May, June and July

The change in the size of the public sector from 1983 is compared directly to population growth in Figure 3. The graph shows that the population of the Territory has grown steadily during this period while NT Public Sector staffing has been subject to substantial variation, first peaking in 1986 at around 15 000.

The decrease which followed was precipitated by substantial cuts in federal funding to the NT following a review of State/Territory financing. Staffing numbers then steadily increased

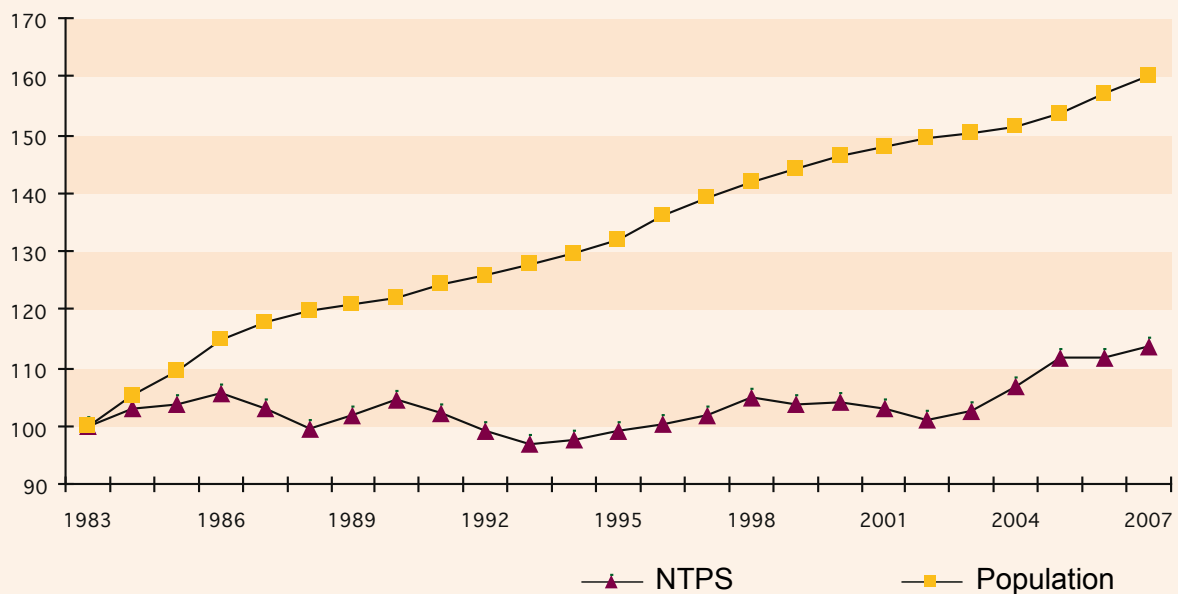
until the NT government's Estimates Review Committee decisions in 1991 predicated a further three-year decline of close to 1000 public servants. This, however, proved to be unsustainably low as there then followed another period of growth which peaked in 2000. The series subsequently again declined, with a drop in 2001/2002 of nearly 290 people following significant budget cuts to agencies, the outsourcing of information technology (involving about 120 people), and a major restructuring of the service following a change of government.

This restructure reduced the number of individual agencies from 35 to 19 which created some uncertainty regarding staffing budgets and required staffing levels. In the 2003 Annual Report it was stated that this process of significant change appeared to have consolidated as staff numbers had increased by 235 over the 12 months to June 2003. Following a number of Government commitments regarding increasing staff resources (principally affecting Police, Education and Health) the numbers increased in the 2003/2004 year by 565 and from 2004/2005 by a further 651. As has been

stated in previous reports, there were during this period significant increases in several agencies other than those targeted.

Despite a further minor restructuring of Administrative Arrangements from June 2005, which increased the number of agencies from 19 to 21, the subsequent overall staffing level remained relatively constant over the ensuing 18 months or so. From March this year, following the expected seasonal decrease over Christmas, numbers have grown, with the subsequent months to June yielding a net increase of over 300.

Figure 3 - Movements in NT Population and NTPS Staff 1983 to 2007



Base of each index 1983 = 100

These changes are illustrated clearly in Figure 4, which shows Full-Time-Equivalent (FTE) staffing numbers for each agency averaged over the June quarter for the current reporting year 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 this Agency's internet site. The reason for this protocol is that comparisons of quarterly data 12 months apart both removes seasonal effects on staffing numbers and is more sensitive than annual averages to relatively rapid changes in overall staffing as has occurred during recent years.

## Staffing Overview

The analysis in the following sections is based mainly on data extracted from the Personnel Information and Payroll System (PIPS) reports. 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 pay transaction of some description) in the final pay of the reporting period.

Figure 4 - Changes to Average Public Sector Staff Employed by Agency:

June quarter 2004 to June quarter 2007 (Figure 4 continues across pages 28 and 29)

AGENCY	AVERAGE JUNE QUARTER 2004	AVERAGE JUNE QUARTER 2005
Aboriginal Areas Protection Authority	26	25
Auditor General	5	5
Business, Economic & Regional Development	established July 2005	
Business, Industry & Resource Development	603	620
Chief Minister	301	300
Commissioner for Public Employment	53	46
Community Development, Sport & Cultural Affairs	614	649
Corporate & Information Services	696	743
Darwin Port Corporation	52	62
Employment, Education & Training	3 780	3 803
Health & Community Services	4 084	4 395
Infrastructure, Planning & Environment	1 378	1 408
Justice	866	926
Land Development Corporation	6	5
Legislative Assembly	96	94
Local Government, Housing & Sport	established July 2005	
Natural Resources, Environment & the Arts	established July 2005	
NT Electoral Commission	established 2005	
Ombudsman	20	18
Planning & Infrastructure	established July 2005	
Police, Fire & Emergency Services	1 457	1 539
Power & Water Corporation	680	706
Primary Industry, Fisheries & Mines	established July 2005	
Tourist Commission	129	134
Treasury	259	264
<b>TOTAL</b>	<b>15 103</b>	<b>15 754</b>

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

## Staffing Overview (cont...)

As has been stated in previous Annual Reports, from the early 1980's until 1992/93, staffing analyses in these reports relied largely on data contained in a previous personnel database. The accuracy and scope of the

analyses were limited under this system, as some agencies utilised facilities other than the default database for maintaining detailed personnel records. From the middle of 1993 the PIPS system came into mandated use, and so most time series comparisons described below start at that point in time.

Figure 4 (cont...)

CHANGE OVER 12 MONTHS	AVERAGE JUNE QUARTER 2006	CHANGE OVER 12 MONTHS	AVERAGE JUNE QUARTER 2007	CHANGE OVER 12 MONTHS
- 1	25		25	
	5		5	
	137		143	6
17	discontinued			
- 1	275	- 25	291	16
- 7	54	8	41	- 13
35	discontinued			
47	735	- 8	695	- 40
10	64	2	69	5
23	3 855	52	3 858	3
311	4 448	53	4 682	234
30	discontinued			
60	939	13	999	60
- 1	discontinued			
- 2	97	3	101	4
	439		452	13
	744		773	26
N/A	9	- 3	12	3
- 2	20	2	18	- 2
	809		744	-35
82	1 602	63	1 675	73
26	719	13	712	- 7
	478		476	-2
5	135	1	136	1
5	244	- 20	194	- 50
<b>651</b>	<b>15 833</b>	<b>79</b>	<b>16 131</b>	<b>298</b>

Comparisons made using data after June 1993 (i.e. using all PIPS data) are much more accurate than previously, although care should be taken when noting small changes in some variables as profiles may have changed slightly with both changes in definitions and with 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 prior to 1995.

The current report encompasses all agencies except those mentioned in the first paragraph of this staffing section. Darwin Port Corporation is not included in some analyses as it does not utilise the payroll facilities of the PIPS System.

## Staffing by Employment Status

Data on the employment categories of staff from June 1997 through to June 2007 is presented in Figure 5. From 1997 through to 2003 the proportion of permanent employees was fairly steady, but over the past four years it has fallen by 4.3 percentage points. Earlier data not included in the table shows that in 1994 the percentage of permanents was 81.5%, which gives an overall drop of 7.5 percentage points since that time. While the downward trend has not been steady, it is clearly overall in the downward direction.

As has been speculated over the last few years, the more recent downturn has quite possibly been a by-product of the recent rapid expansion of the service, with there being

some apparent tendency to recruit initially to termed contracts to tie people being recruited into areas of skill shortages into fixed term contracts. The more recent overall tightening of the labour market may also have amplified any tendency to lock people into fixed term contracts.

Additionally there has 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%, but has subsequently trended upward peaking first at 3.3% in 2004 and again at 3.6% as at June of this year. The high level this year can at least partly be accounted for by increasing usage of interpreters which has been promoted by the Department of Local Government, Housing and Sport.

Figure 5 - Employment Status of NT Public Sector Staff – 1997 to 2007

STATUS	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	CHANGE 97 TO 07
Permanent	78.4%	76.7%	78.0%	76.9%	77.6%	78.1%	78.3%	77.0%	75.5%	75.6%	74.0%	-4.4%pts
Temporary	18.9%	20.3%	19.3%	20.0%	19.5%	18.9%	18.7%	19.6%	21.3%	21.3%	22.1%	3.2%pts
Casual	2.1%	2.4%	2.5%	2.9%	2.8%	2.8%	2.8%	3.3%	3.2%	3.0%	3.6%	1.5%pts
Misc.	0.6%	0.5%	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%	-0.3pts
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	



## Permanent Part-Time Staffing

Permanent part-time work has, in recent years, been utilised as an option to assist in retaining the valuable skills of employees who are striving to achieve a better work-life balance. The number of NT Public Sector employees in this employment category

represents, at 995, an increase of 0.5 percent over the number last year. This is 637 more than were working permanent part-time in 1994, an overall increase of 178%. The incremental increases in the proportion of workers in this type of employment since 1997 is shown in Figure 6.

Figure 6 - Permanent Part-Time in the NT Public Sector – 1995 to 2007

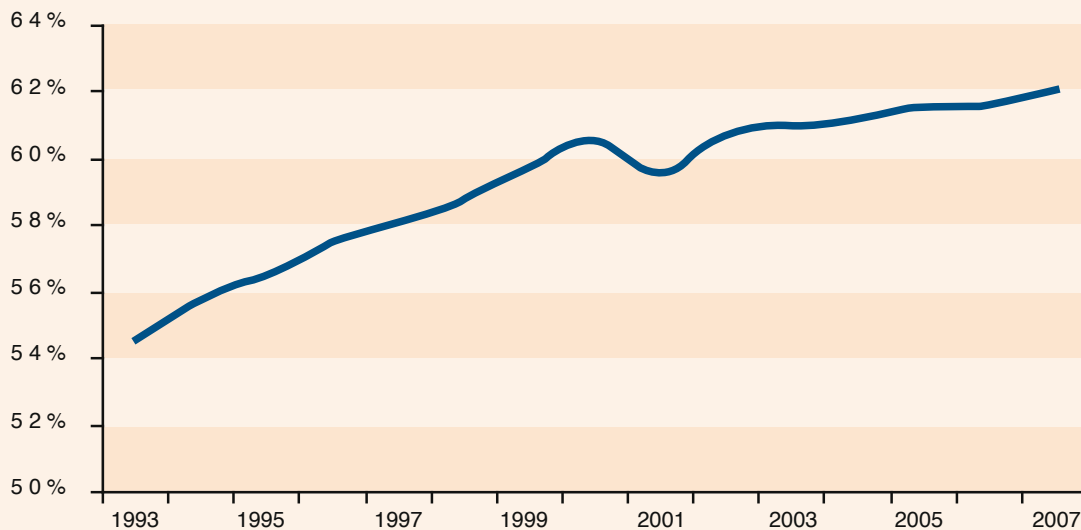
STATUS	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Change 96 to '05
Permanent part-time	4.0%	4.4%	5.3%	5.5%	6.1%	6.8%	7.4%	7.2%	7.5%	7.8%	7.7%	3.7% pts.

## Staffing By Gender

The proportion of women in the public sector as at June 1993 was 54.3 percent. Since that time that figure has risen slowly but steadily to reach 61.9 percent in June 2007 (see Figure 7). This represents an average annual increase in the proportion of women over this period of 0.54 percentage points.

This increase should be viewed in the context of Australian Bureau of Statistics national data which indicates that the labour force participation rate for women (i.e. the number of women either in work, or looking for work) has increased by nearly nine percentage points over the last 20 years, whereas that for men has decreased by over three percentage points.

Figure 7 - Proportion of Women in the NT Public Sector - 1993 to 2007



The proportions of females to males in agencies are represented in Figure 9. While this division can be misleading for very small agencies (as the make up of these agencies staffing can vary considerably with staff changes over time), the graph shows quite clearly that there are some large agencies where one gender predominates. Given the nature of work in most of these agencies, it is hardly reasonable to expect 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.

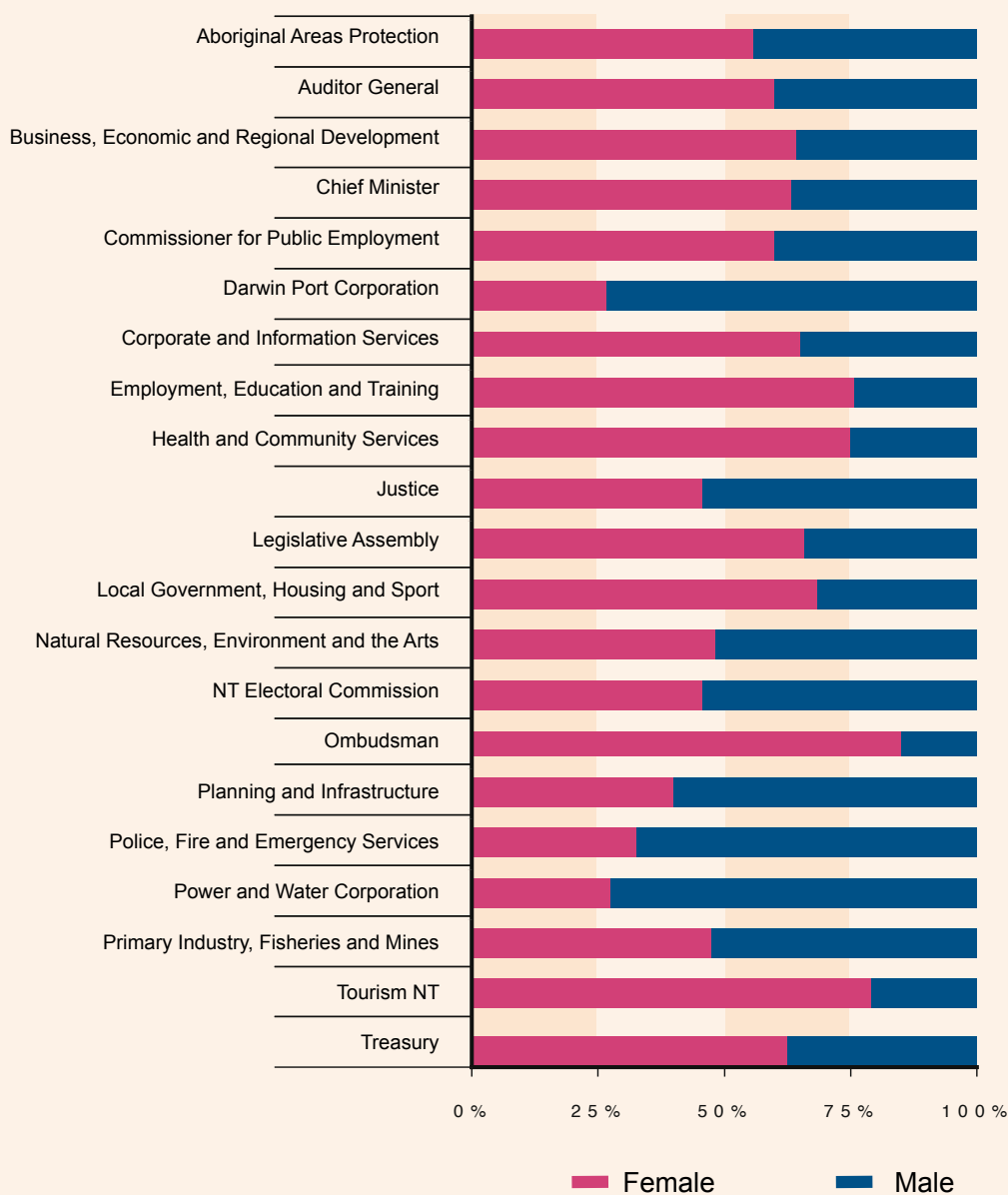
Figure 8 indicates the change in the proportion of females by vocational stream in June 1994 and June 2007. It can be taken as a positive change from the EEO perspective that the

very high representation of women in the health professions has shown some decline (with the proportion of males increasing by nearly four percent) and that, conversely, the predominance of men in the uniformed, technical and professional streams has reduced markedly. Conversely, this trend against gender stereotyping has not been reflected in the education sector, where the proportion of female teachers has shown a nine percent increase to the point where three out of four educators in NT public education are women. While this has been a source of considerable concern to the education sector for some time, there appears to be little chance of the abatement of this imbalance.

Figure 8 - Percentage of Females by Employment Stream - June 1994 and June 2007

STREAM	PERCENT FEMALES	PERCENT FEMALES	DIFFERENCE
	1994	2007	
	1994	2007	
Admin Staff	67.6%	71.3%	3.7%
Prof Staff	40.8%	54.5%	13.7%
Technical Staff	19.2%	27.5%	8.3%
Physical Staff	40.2%	45.5%	5.3%
Teaching Staff	65.6%	74.9%	9.3%
Health Workers	83.5%	79.7%	-3.8%
Uniformed Staff	12.7%	22.6%	9.9%
<b>TOTAL</b>	<b>55.6%</b>	<b>61.9%</b>	<b>6.3%</b>

Figure 9 - Proportions of Males and Females by Agency All Employees - 2007



### Status by Gender

Figure 10 graphs the proportion of permanent staff by gender from 1994 through to 2007. This reveals that the drop in the proportion of permanent staff over the last ten years documented in Figure 5 was not split evenly between men and women. While the initial drop was at a similar rate, the proportion for females levelled out from 1996 while that for men continued to decrease until a convergence in 2001. They then remained at

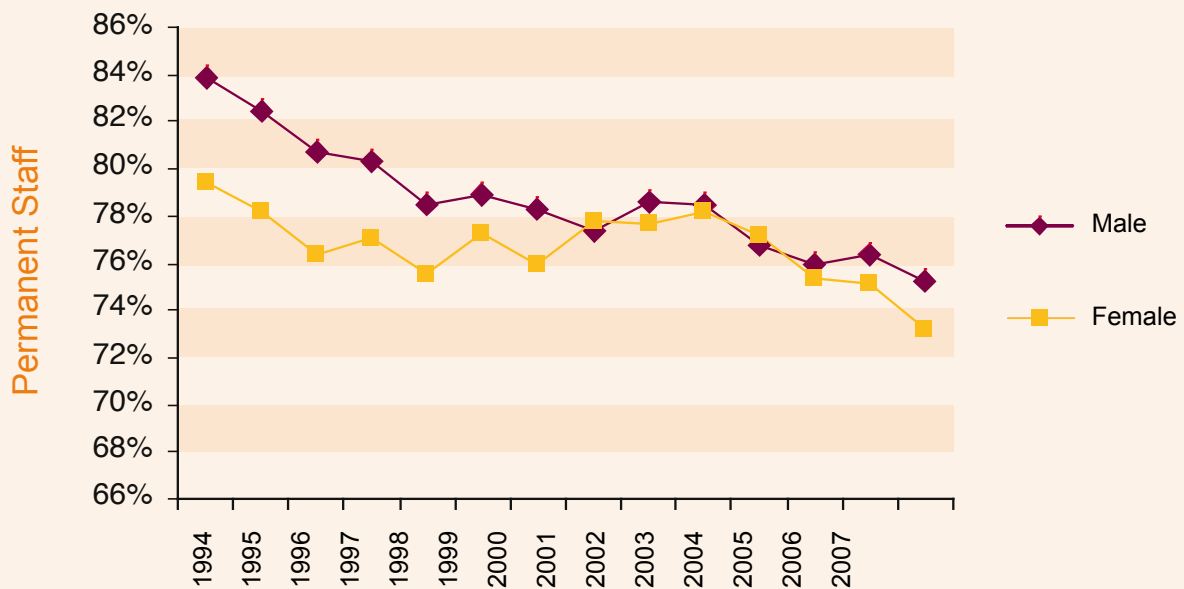
a similar level for five years, with the overall drop in the proportion of permanent staff from 2003 being similar for both genders.

Last year there was a slightly greater drop for women than for men, but at the time it was not obviously significant. However the two series have continued to diverge this year with the women now two full percentage points lower than the men.

It is reasonable to suggest that this decrease of men in permanent positions could relate to the changing face of the Australian labour force as described by the Australian Bureau of Statistics data referred to above.

In this context of comparing status with gender, it is also noteworthy that of the 995 employees currently in permanent part-time work, 92 percent are female.

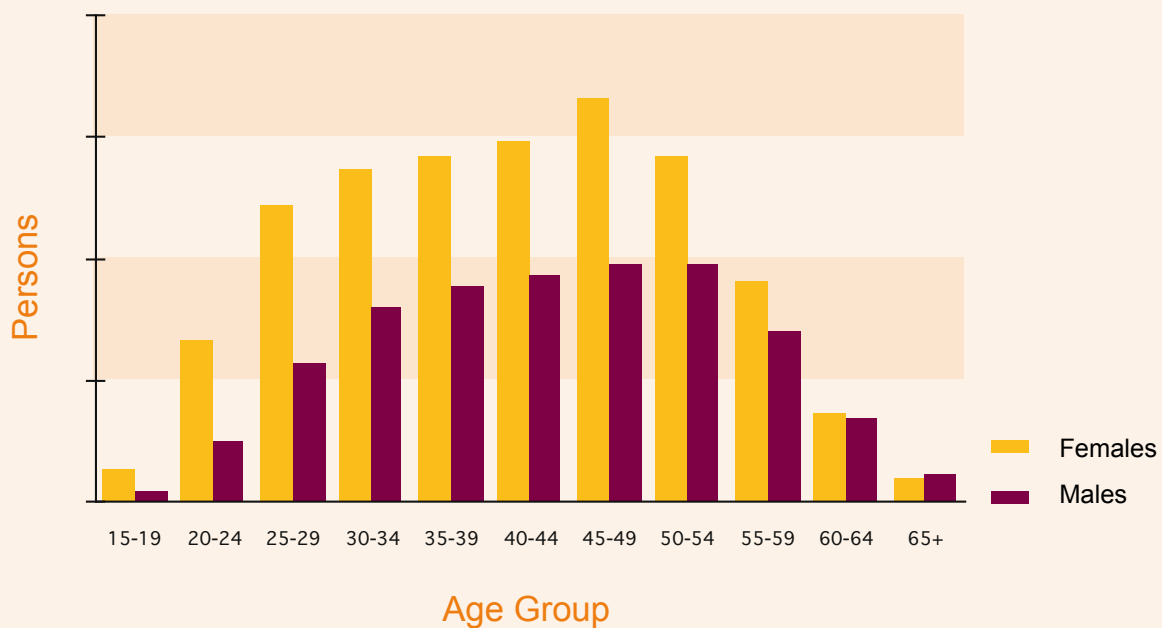
Figure 10 - Proportion of Permanent Staff by Gender - NT Public Sector - 1994 to 2007



### Age by Gender

Figure 11 illustrates the division of staffing by age and gender as at June 2007. The overall characteristic of previous years remains in that while women in the NT Public Sector remain in the majority, they also remain concentrated in the lower age groups.

Figure 11 - Distribution of Men and Women in the NT Public Sector by Age Group  
- June 2007 - All Employees



Nevertheless a visual comparison with a similar graphs from over a decade ago suggests that there is now a somewhat flatter age distribution for both females and males i.e. there appears to be a more even distribution of employees across the age categories. Figures 12 and 13 compare the percentage distributions of both females and males currently and in 1994. It is clear from these illustrations that the

distribution has changed, with the proportion within both genders decreasing at the lower age categories and increasing at the higher, albeit the effect being more pronounced for women. The only exception to this is in the 45 to 49 year category where the females increased but the males decreased.

This overall distribution change leads into the next section.

Figure 12 - Distribution of Women in the NT Public Sector by Age Group by Time  
- June 1994 & June 2007

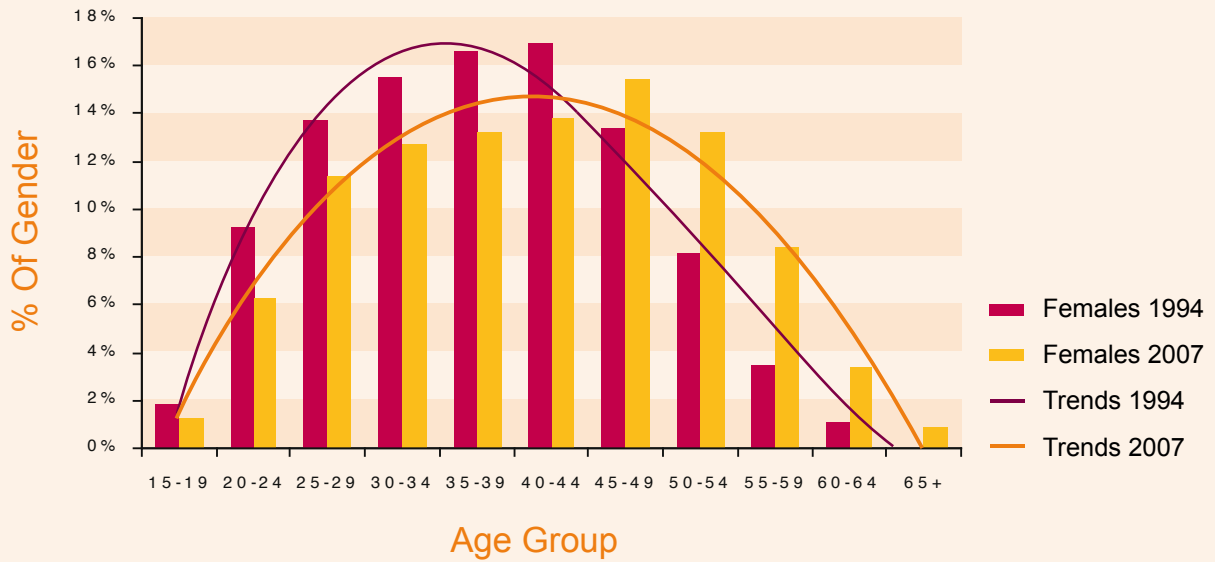
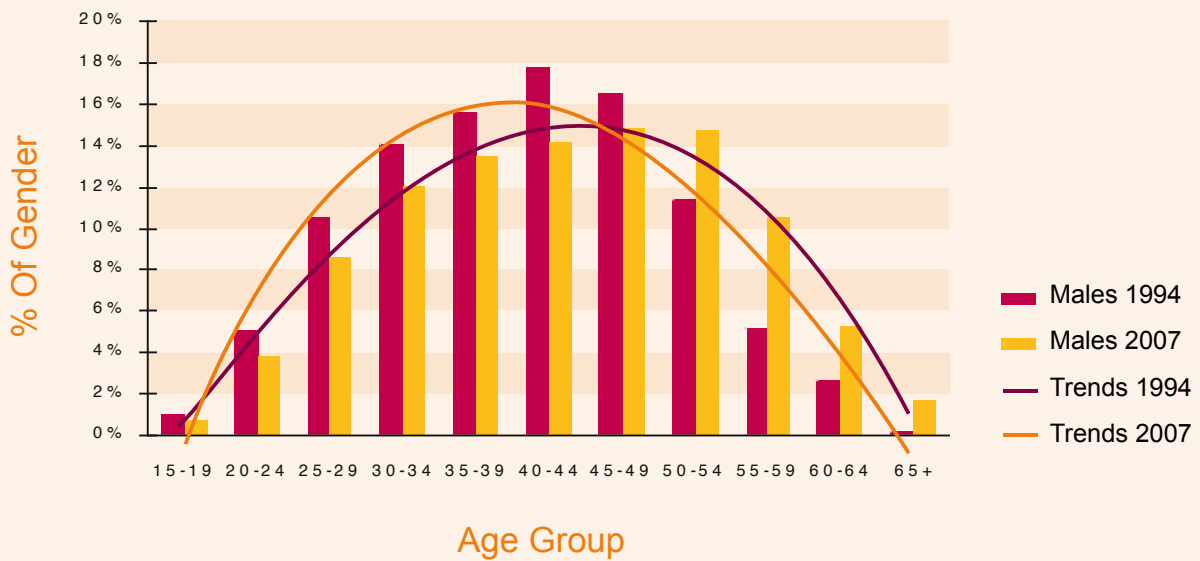


Figure 13 - Distribution of Men in the NT Public Sector by Age Group by Time  
- June 1994 & June 2007



The average age of NTPS personnel from June 1994 to June 2007 is shown in Figure 14. This shows that over this 14 year period the overall average has risen by 3.4 years with the overall average 0.3 years higher than that for last year. The overall rate of ageing for men and women has historically been similar, but appears to have diverged somewhat over the past three or four years with the increase for women over the entire period now being about 30% higher (2.9yrs for men, 3.8yrs for women).

There was concern expressed last decade about continued public sector staffing restraint leading to an ageing public sector and a shortage of suitably trained younger personnel to take over senior positions. In contrast, the current focus revolves around the overall ageing of the Australian population, a phenomenon which implies the potential for a similar result. Earlier data suggesting an ageing profile of the NT public sector was inconclusive, but now we can say that

no matter what the cause, the effect has been shown to be real. What is interesting, given the more recent data, is that the effect appears to have moderated somewhat as the average has risen only marginally over the last five years, despite the relaxation and then repeal of compulsory retirement during 2002/2003.

That the average age of employees rose by 3.4 years between 1994 and 2007 should also be viewed in light of the fact that ABS data indicates that between 1993 and 2005 the median age of the Australian population grew by 3.1 years. At 30.9 years, the median age of Northern Territorians is nearly six years lower than the national average (36.6 years). Nevertheless the Territory figure increased by 3.6 years over the same period. It is therefore reasonable to suggest that the cause of the slowly ageing NT public sector can, at least partially, be attributed to the changing demographics of the population at large.

Figure 14 - Average Age by Gender - NT Public Sector Staff - 1994 to 2007

AGE	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Females	38.2	38.3	38.6	39.1	39.2	39.5	39.7	40.4	40.6	41.3	41.5	41.4	41.7	42.0
Males	41	41.2	41.7	42.1	42.1	42.5	42.5	42.7	43.4	43.9	43.6	43.6	43.9	43.9
OVERALL	39.4	39.6	40	40.4	40.4	40.7	40.8	41.2	41.9	42.2	42.3	42.3	42.5	42.8

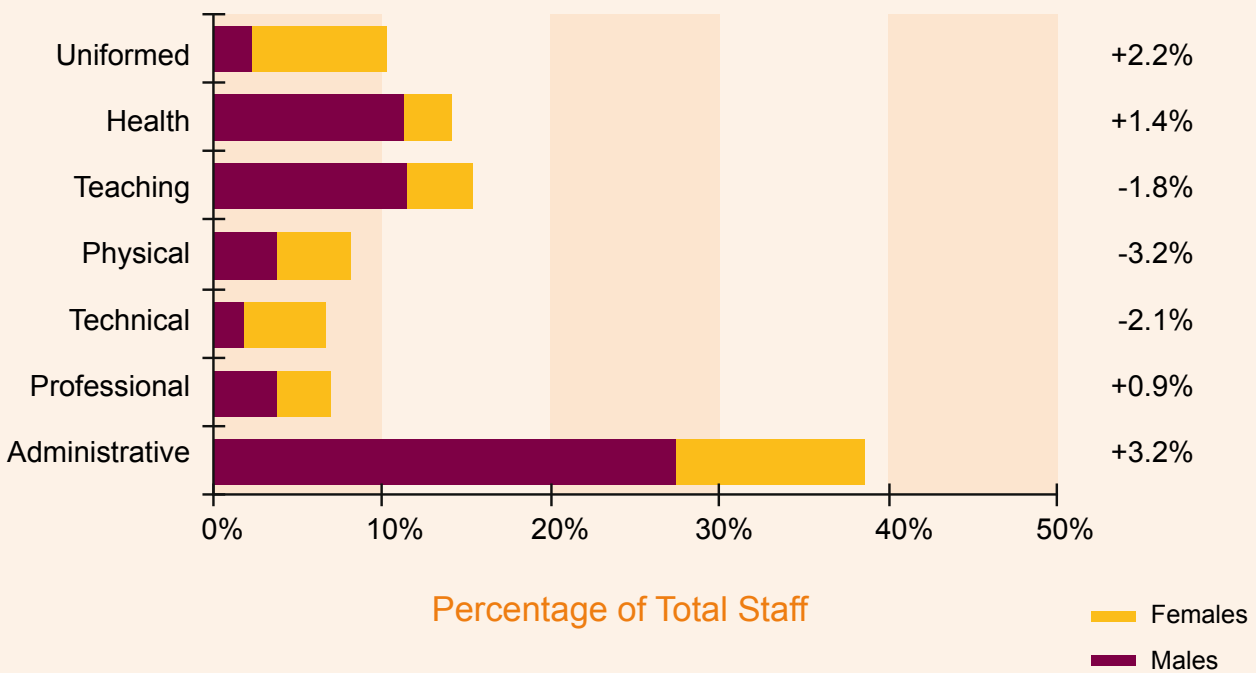


### Classification Stream by Gender

While the gender balance within streams has varied as described in the discussion of Figure 8 above, there has been less significant change in the balance between streams over time. The largest employment category in the Northern Territory Public Sector remains the administrative stream, which accounts for 38.5 percent of the sector. Women remain as being overwhelmingly concentrated in

Administration, Teaching and Health. Figure 15 shows that the greatest changes have been an increase in Administration and a commensurate drop in the proportion of Physicals. The drop in the Teaching stream can be at least partially explained by the former inclusion of the TAFE sector and Bachelor Institute of Indigenous Tertiary Education.

Figure 15 - Distribution of Men and Women in the NT Public Sector by Employment Category - June 2007 with Change in Total Stream Proportion Since 1994 - All Employees

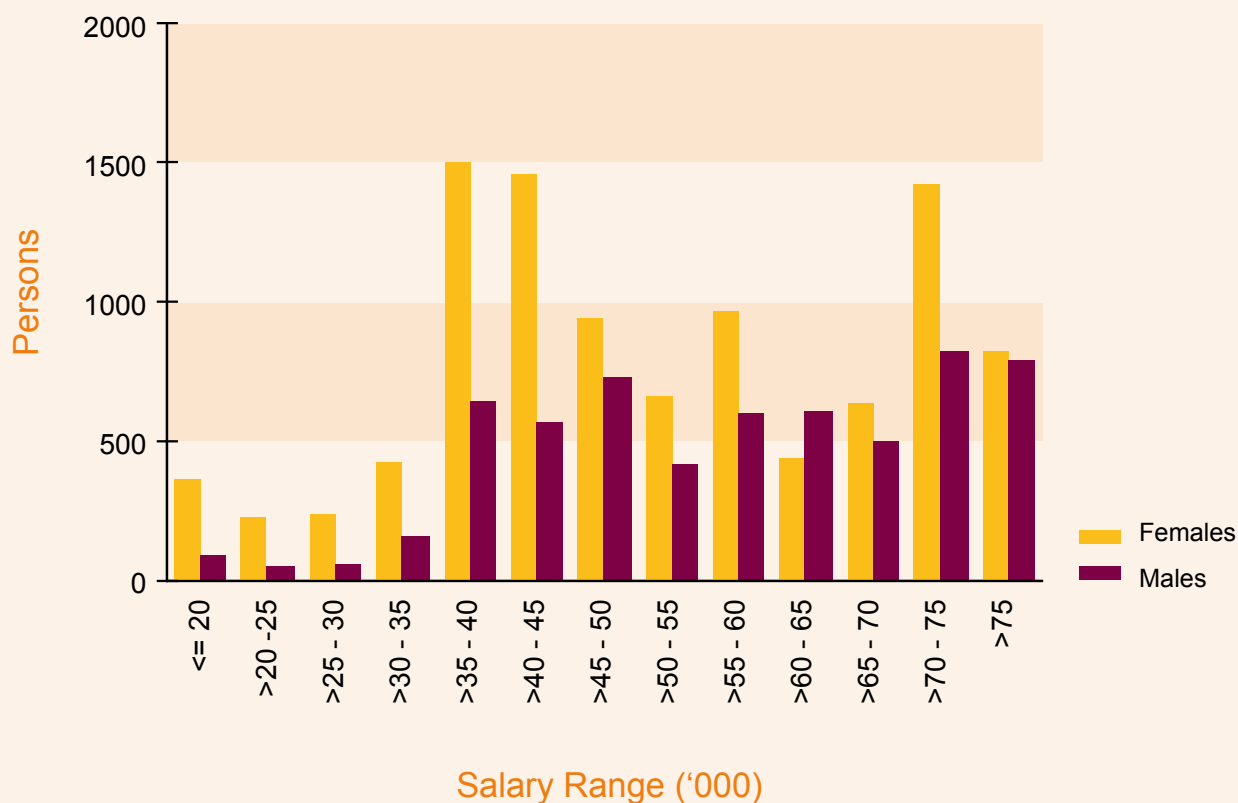


### Salary by Gender

As noted above, there has been a substantial increase in the participation rate of women in the traditionally male dominated Professional, Technical and Uniformed streams. There has also been a concurrent marked increase in the numbers of women in middle and senior management. In June 1993 the proportion of women in executive officer classifications was 15 percent, whereas the figure currently stands at 36 percent. More striking is that over the same period the proportion of women in the AO6 to AO8 middle management group has increased from 37 percent to 62 percent, which is now the same percentage as the female proportion in the public sector as a whole.

Despite these gains at management level, there remain large numbers of women at the lower salary levels. Figure 16 illustrates the significant difference in the profiles of male and female earnings (executive contract officers are not included in this graph but are treated separately in a later section). Note that while there is a seemingly inconsistent predominance of women in the 65 to 70 thousand a year bracket, 74 percent of these are either teachers or nurses. The other emerging female group in this salary band are professionals, who, as mentioned earlier have had a major increase in representation in this stream since the mid-nineties, and now represent nine percent of the women in this band.

Figure 16 - Distribution of Men and Women in the NT Public Sector - by Salary Level  
- June 2007 All Employees



\* Note that officers on executive contracts are not included in this graph

## Staffing by Classification Stream

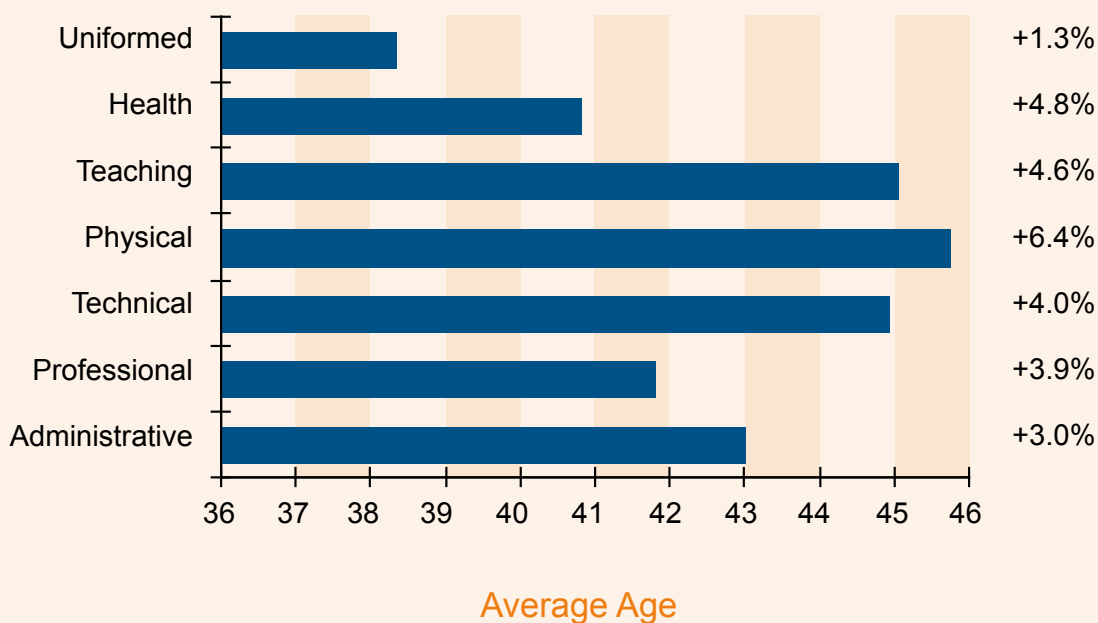
### Age by Classification Stream

A plot of average age against classification stream, together with the change in median age for each stream between 1993 and 2007, is shown in Figure 17. This illustrates that uniformed staff and the health stream are, on average, the youngest in the NT public sector. Conversely, teaching and physical staff are the oldest. It is of note that while the average age of the NTPS has risen by 3.4 years since 1993 as described above,

the average age increases of the individual streams differ markedly. The lowest change is that of uniformed staff (i.e. police, fire officers and prison officers) with an increase of 1.3 years. At the other end of the spectrum is the average age for physical classifications which has risen by 6.4 years.

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

Figure 17 - Average Age by Classification Stream June 2007  
- All Employees with Change in Median Age Since 1993



### Salary Sacrifice by Classification Stream

One outcome of enterprise bargaining agreements negotiated in the year 2000 was the enabling of employees to enter salary sacrifice to superannuation arrangements. As at June 2003 just under 9.5 percent of the service had taken up this option, with the rate of take up by stream being very broadly aligned with the average salary. As of 1 April 2004 the NT Government broadened the scope of salary sacrificing to include payments for other debts, as described under Federal legislation.

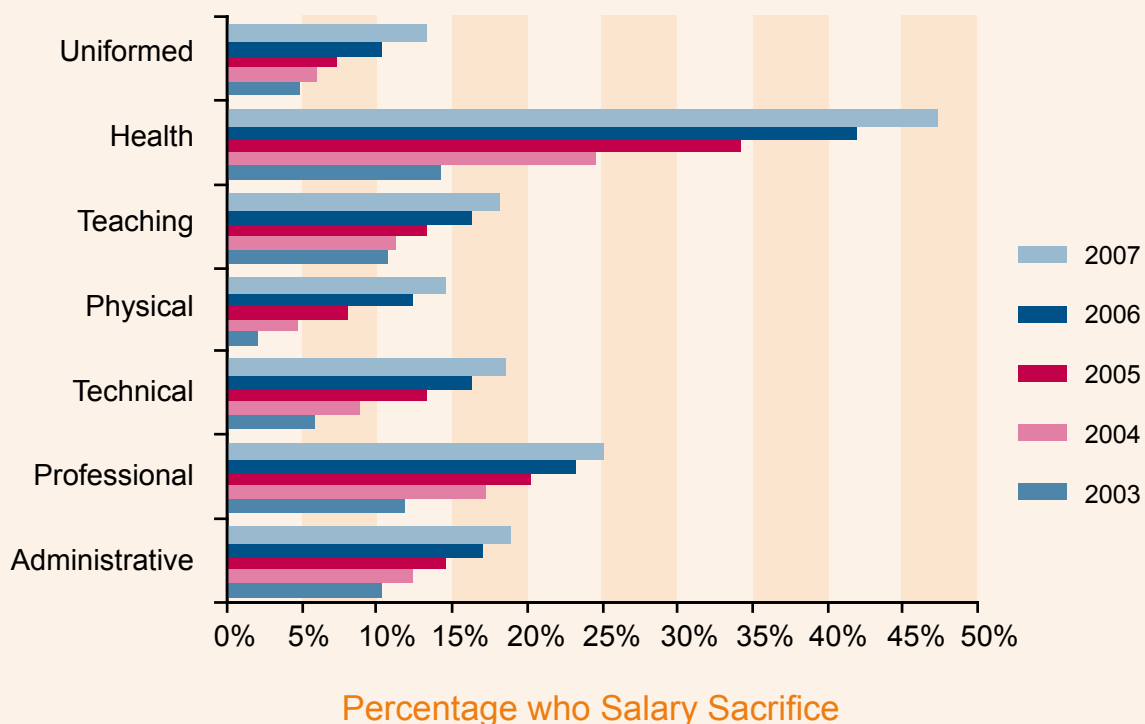
Such arrangements are now referred to as salary packaging, and are particularly attractive to employees working in hospitals owing to the salary sacrifice legislation being intertwined with Fringe Benefit Tax (FBT) legislation, and hospitals are FBT free. As a result the take up expanded by nearly 600

people to June 2004, a further 700 to June 2005, close to another 600 to June 2006 and an increase of 560 this year.

The overall participation rate in these arrangements now stands at 22.4 percent, with the take up in the health stream now approaching 50 percent. The perceived benefits of salary sacrificing to hospital employees are made clear in Figure 18 with 2003's broad nexus between salary sacrifice and income breaking down significantly; in particular with the rate of take up in the physical stream having now increased by a factor of over seven.

This is not surprising given that these arrangements were formerly of more significance to those on higher marginal tax rates, but taking FBT out of the equation for hospitals means that there are tangible advantages irrespective of tax thresholds.

Figure 18 - Salary Sacrifice by Classification Stream June 2003 to June 2007



## Executive Contracts

Figure 19 shows the changes in executive contracts numbers from June 2006 to June 2007 by classification and gender. While the total number on contract increased by just two during this period, the overall proportion of women increased from 32 percent to

34 percent. However females on contract continue to be unevenly distributed over the different streams. The administrative stream is in line with the average but the high proportion of females in education, at over 50 percent, is counteracted by the low levels amongst Medical Specialists, Police and Power & Water managers.

Figure 19 - Change in Executive Contract Numbers by Classification and Gender from 2006 to 2007

ADMINISTRATION	FEMALES			MALES			TOTAL		
	2006	2007	DIFFERENCE	2006	2007	DIFFERENCE	2006	2007	DIFFERENCE
Executive Officer 1	57	67	10	137	136	-1	194	203	9
Executive Officer 2	33	30	-3	58	56	-2	91	86	-5
Executive Officer 3	4	6	2	24	22	-2	28	28	0
Executive Officer 4	4	4	0	13	13	0	17	17	0
Executive Officer 5	1	1	0	5	6	1	6	7	1
Executive Officer 6	4	4	0	8	8	0	12	12	0
<b>SUB TOTAL</b>	<b>103</b>	<b>112</b>	<b>9</b>	<b>245</b>	<b>241</b>	<b>-4</b>	<b>348</b>	<b>353</b>	<b>5</b>
<b>EDUCATION</b>									
Executive Principal 1A	17	19	2	11	10	-1	28	29	1
Executive Principal 1	8	5	-3	7	8	1	15	13	-2
Executive Principal 2	12	14	2	15	13	-2	27	27	0
Executive Principal 3	5	5	0	6	7	1	11	12	1
Executive Teacher 9	1	2	1	1	0	-1	2	2	0
<b>SUB TOTAL</b>	<b>43</b>	<b>45</b>	<b>2</b>	<b>40</b>	<b>38</b>	<b>-2</b>	<b>83</b>	<b>83</b>	<b>0</b>
<b>MEDICAL SPECIALISTS</b>									
Medical Contract	2	3	1	13	13	0	15	16	1
<b>POLICE</b>									
Commissioner	0	0	0	1	1	0	1	1	0
Poalice Contract Officer	1	1	0	11	9	-2	12	10	-2
<b>SUB TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>10</b>	<b>-2</b>	<b>13</b>	<b>11</b>	<b>-2</b>
<b>POWER AND WATER</b>									
Executive Manager 1	2	1	-1	7	5	-2	9	6	-3
Executive Manager 2	1	1	0	6	7	1	7	8	1
Executive Manager 3	1	0	-1	2	1	-1	3	1	-2
Executive Manager 4	1	2	1	3	4	1	4	6	2
<b>SUB TOTAL</b>	<b>5</b>	<b>4</b>	<b>-1</b>	<b>18</b>	<b>17</b>	<b>-1</b>	<b>23</b>	<b>21</b>	<b>-2</b>
<b>TOTAL</b>	<b>154</b>	<b>165</b>	<b>11</b>	<b>328</b>	<b>319</b>	<b>-9</b>	<b>482</b>	<b>484</b>	<b>2</b>

## Staff Separation and Recruitment

Staff separation and recruitment data are presented below beginning at the 2001/2002 reporting period.

Although this analysis is limited to relatively recent data, a little background knowledge is helpful in interpreting the turnover statistics. A few years prior to the introduction of PIPS, 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.

Nevertheless, and as noted in previous year's 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 simple count of all commencements is simple enough, but becomes confusing when we attempt to separate permanent from temporary appointments.

Figure 20 - NT Public Sector Separation and Recruitment Rates by Employment Category - 2001/2002 to 2006/2007 - Permanent Staff\*

	2001/2002		2002/2003		2003/2004		2004/2005		2005/2006		2006/2007	
	Sepa- ration Rate	Recru- itment Rate	Sepa- ration Rate	Recru- itment Rate	Sepa- ration Rate	Recru- itment Rate	Sepa- ration Rate	Recru- itment Rate	Sepa- ration Rate	Recru- itment Rate	Sepa- ration Rate	Recru- itment Rate
	%	%	%	%	%	%	%	%	%	%	%	%
Administrative	10	3	9	4	8	5	8	4	9	3	9	4
Professional	10	6	11	5	11	7	10	8	15	8	12	8
Technical	9	3	8	6	11	6	9	7	10	7	10	8
Physical	12	6	10	6	11	7	12	7	13	10	12	6
Teaching	11	3	13	9	12	9	14	3	10	1	8	0
Health Workers	17	9	13	8	14	9	11	11	15	8	13	6
Uniformed	8	4	8	8	7	12	7	10	8	8	8	9
<b>TOTALS</b>	<b>11</b>	<b>4</b>	<b>10</b>	<b>6</b>	<b>10</b>	<b>7</b>	<b>10</b>	<b>6</b>	<b>11</b>	<b>5</b>	<b>10</b>	<b>5</b>

\* for comment regarding low recruitment rates see text on next page

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Close analysis of the data shows that it is quite common for individuals to be hired as temporary employees and then, after gaining relevant experience, 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 to permanent positions. The net result is that the figures for recruitment of permanent staff fall far below those for separation of permanent staff without this actually being the case.

Also noted previously has been the significant fall in the proportion of permanent staff over the past ten years (-4.4 percentage points). This is obviously far less than would be predicted by taking the difference between the commencement and separation rates for permanent staff in Figure 20 at face value. Logic tells us that, given the slight downward trend in the proportion of permanent employees as described, the fact is that the sum of employees either recruited as permanent or who subsequently become permanent, is similar to their rate of separation.

In singling out those actually recruited as permanent, the Annual Report for 2001-02 noted as significant that these had, for every stream, 'decreased significantly over the six year period outlined', dropping steadily from seven percent during 1996-97 to four percent during 2001-02. During 2002-03 the figure jumped back to six percent, during 2003-4 to seven percent, in 2004-05 back to six percent and for the past two years it has sat at five percent. The most notable component of the decrease is in the education stream where the recruitment to permanent positions has dropped to virtually none (3 people out of 639 recruitments).

In earlier reports it was hypothesised that the then increases in permanent appointments were most likely tied in with management strategies to improve staff retention. However the changes have not been consistent across streams and with particular reference to the large gaps between overall recruitment numbers and recruitment to permanency in education and health, it appears that their current strategies are more likely driven by the usage of termed contracts in order to tie recruits in for a fixed period of time into areas of skills shortage as mentioned earlier.

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*Figure 21 - NT Public Sector Separation and Recruitment Rates by Employment Category  
- 2001/2002 to 2006/2007 - Permanent & Temporary Staff*

	2001/2002		2002/2003		2003/2004		2004/2005		2005/2006		2006/2007	
	Seperation Rate	Recruitment Rate	Seperation Rate	Recruitment Rate	Seperation Rate	Recruitment Rate	Seperation Rate	Recruitment Rate	Seperation Rate	Recruitment Rate	Seperation Rate	Recruitment Rate
	%	%	%	%	%	%	%	%	%	%	%	%
Administrative	28	26	25	28	25	32	27	32	27	26	27	30
Professional	25	23	27	24	26	28	26	26	29	28	24	28
Technical	17	13	14	15	18	19	18	20	19	19	20	22
Physical	31	30	29	29	27	29	30	33	29	34	29	32
Teaching	22	23	22	24	20	25	26	23	23	24	24	24
Health Workers	54	56	58	58	53	58	48	59	49	48	44	47
Uniformed	8	7	9	11	8	14	7	13	8	12	8	11
<b>TOTALS</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>26</b>	<b>31</b>	<b>27</b>	<b>31</b>	<b>27</b>	<b>28</b>	<b>26</b>	<b>28</b>

It is notable that the separation rate for health stream, at 44 percent, is the lowest since 1994/1995 when it was 42 percent. From the earlier low point it trended upward until it peaked at 59 percent in 2000/2001, from which point it has subsequently decreased to the current level. This needs to be viewed in the context of the recruitment drives and consequent expansion of numbers in recent years.

It may be of some comfort to see that in a time of a tight labour market generally and of significant skill shortages in many specialised areas, the overall separation rate has actually fallen slightly. Nevertheless this should not be seen as a cause for complacency.



Figure 22 - Separation Statistics for the period 01/07/2006 to 30/06/2007  
- Permanent & Temporary Staff\*

	ADMIN		HEALTH				TOTAL	
Cessation - Temporary	611	298	416	68	59	1	114	1567
Deceased	5	1	3	1	3	3	1	17
Dismissal	14	3	2	0	1	5	12	37
Resignation	1058	294	569	211	142	124	223	2621
Retire Invalid	6	4	1	0	1	2	1	15
Retire Min Age	8	2	2	0	2	0	2	16
Retire Other	5	13	2	0	4	2	3	29
Retrenchment	6	1	1	1	1	0	1	11
Other	3	1	0	0	0	0	0	4
<b>TOTALS</b>	<b>1716</b>	<b>617</b>	<b>996</b>	<b>281</b>	<b>213</b>	<b>137</b>	<b>357</b>	<b>4317</b>

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

The breakdown of separations by type (eg. resignation, retirement) is listed by stream in Figure 22. Of note is that the proportion of resignations to total separations was 61% last year whereas twelve years ago, in the 1994/95 report, it was 69%. This may well just reflect the increased usage of temporary contract employment.

It is of interest to look further at the profile of those permanent employees who resign from the service. It might be expected that having permanency in the public sector would commonly lead to a reasonable period of stable employment. But of the 1642 permanent employees who elected to leave during 2006-2007 (up from 1523 last

year and 1401 the year before), 43 percent had two years or less service (down from 48 percent last year, but the same as the 43 percent the year before) and 64 percent had five years or less service (down from 66 percent last year but the same as the 64 percent the year before). In light of this, it has been hypothesised in earlier reports that these 'early' retirees may have comprised a substantial number of generations X and Y.

This much debated subset of society, descendants of the baby boomers, are reputed to, on average, value permanence less than those born earlier. In fact the median age of those leaving during 2006-2007 with two years or less service was 34 (the same

as the last two years) whereas the overall average age of this group was 40 (one year lower than the previous year). This difference in average ages has been consistent over the last seven years and so the hypothesis of a disparity between generations as described is, for the NTPS, well proven.

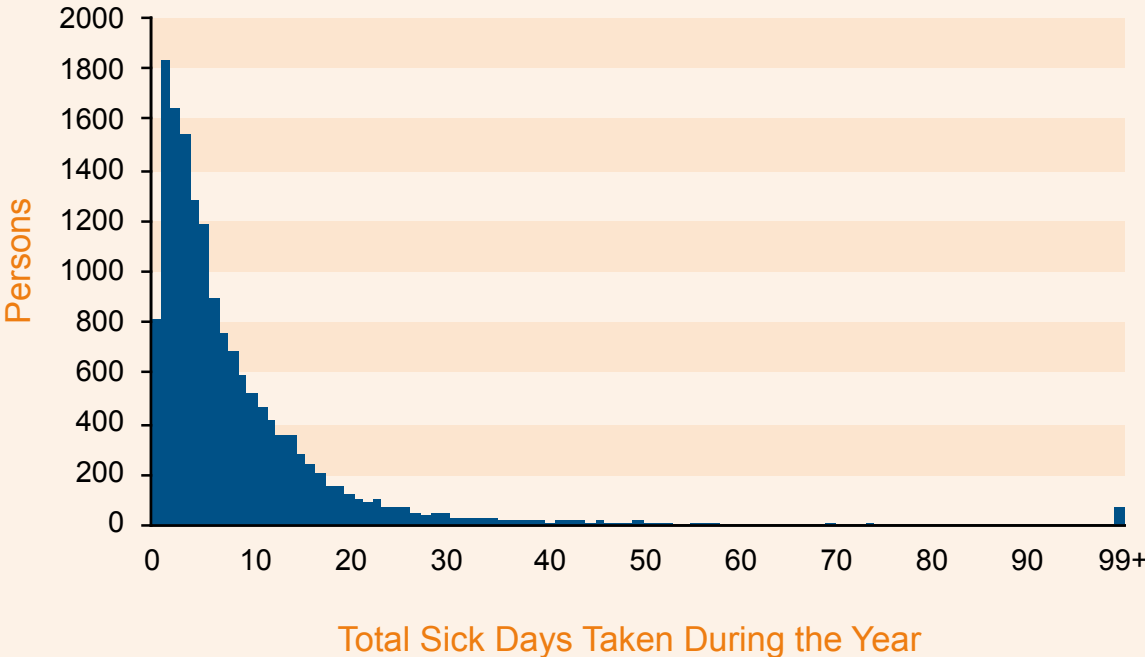
As has been stated in previous reports, but which cannot be overstated, is that, with respect to the NTPS as a competitor in the labour market the ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment.

### Sick Leave

Figure 23 shows the distribution of the number of days sick leave with pay taken by individual employees during 2006-2007. The graph shows that the most frequent occurrence was one sick day taken. From this high starting point the curve then drops off steeply, and then starts to flatten out. The average (median) number of sick days taken last year was 4.7. This median average is the measure where half the service took more days and half took less days, which is statistically appropriate for a distribution of this shape.

It should be noted that the measure of average sick leave more commonly used in the industrial arena is the mean number of days taken (total days taken divided by the number of staff) and this stands at 9.1 days, and has for three years in a row.

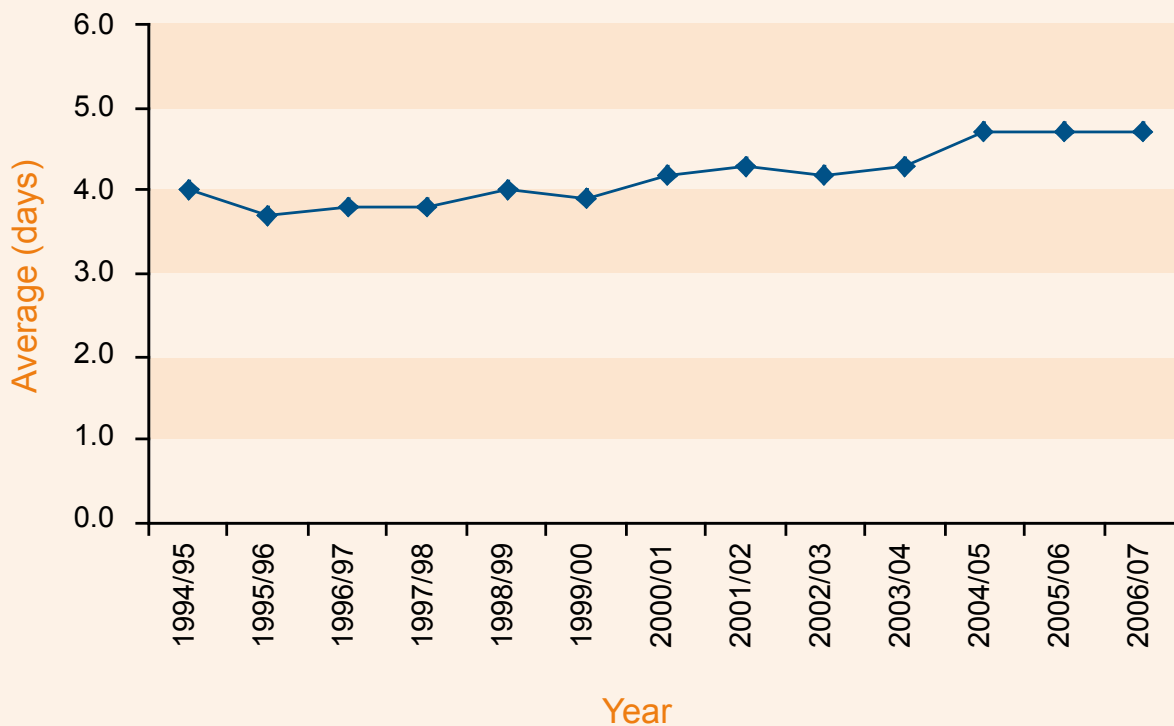
Figure 23 - Days Sick Leave Taken by Individuals in the NT Public Sector in the Year 2006-2007 - All Employees



The median amount of sick leave taken for each employee for the last ten financial years is shown in Figure 24. The data suggests that there has been some variation from year to year, but overall a significant increase in the average days taken over that time. At 4.7 the figure for this year is the same as that for the last two years.

These changes need to be viewed in the context of the provision of family leave. This was first provided for in the NT as part of the 1994 Enterprise Bargaining Agreement (EBA) which allowed up to 5 days to be taken when caring for sick family members. This maximum was extended to 10 days in the 1997 EBA. While family leave was, in theory, immediately available to the whole sector, there was some evidence that knowledge and consequent rate of take up of this facility may have been lower in some sectors of the service than others.

Figure 24 - NT Public Sector - Average (Median) Sick Days Taken Per Employee 1994 to 2007



As an element of the strategy to retain employees by offering a favourable work-life environment, the OCPE promotes the principle of taking advantage of the family leave provisions rather than to diminish credits in other forms of leave. This has been given greater emphasis service wide since

around 2000/2001. This could explain the increase over the last few years, but a detailed analysis of all types of leave would need to be undertaken before it could be stated whether this represents a net increase in the amount of leave taken or just a redistribution towards the sick leave category.

Part 3

Appendices

# Agency Reporting Requirements Questionnaire to Agencies

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Agency Reporting Requirements  
in accordance with  
Sections 18 and 28 of the

*Public Sector Employment and Management Act*  
and  
Agency Employee Development Activities

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2006/2007

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# Agency Annual Reporting Requirements

## General

This document is provided to Chief Executive Officers to assist them to meet the annual reporting requirements detailed in sections 18 and 28 of the *Public Sector Employment and Management Act 1993 (the Act)* and in relation to their employee development activities.

## Contents

There are four parts to the information required:

### 1. Summary Statement

Chief Executive Officers are required to provide key statements for the reported year relating to the extent to which observance of the prescribed principles of human resource management has been achieved in their agencies. This allows Chief Executive Officers to record their conclusions based on the more detailed information provided in Part 2.

### 2. Key Indicators

To provide support for the summary statement, Chief Executive Officers are also required to submit information regarding the extent to which application of the principles is being actively managed within the agency. This takes the form of a brief assessment of the extent to which a range of key process indicators has been met in relation to the core aspects of people management described in the Public Sector Employment Instructions.

Explanatory notes are provided to assist in completing this section.

### 3. Section 28 Reports and Priority Employment Issues

This part is designed to facilitate:

A – Agency reports against section 28 of the Act, and

B – an opportunity for Chief Executive Officers to describe in greater detail best practice people management and development initiatives e.g. flexible work practices, equity and diversity, recruitment and retention, etc.

### 4. Employee Development Activities

Chief Executive Officers are required to provide information regarding expenditure, training priorities and highlights of learning successes for the year.

## Instructions

In order to meet annual reporting requirements, Chief Executive Officers must complete Parts 1, 2, 3 and 4. In completing the information please note the following points:

### The Summary Statement

includes a separate statement regarding meeting the minimum standards contained in Employment Instructions. In completing Section 2, the reporting guidelines contained in the Employment Instructions should be used as a guide. All respondents should consider the evidence available to them in completing this part. Additional information/supporting documentation may be required for future reviews/program evaluations.

### Part 2 - Key Indicators

requires either a simple “Y” or “N” response, or the insertion of either “a”, “b”, “c”, or “d” to match the statement in the accompanying key. Chief Executive Officers are encouraged to provide additional comments where necessary. This should be done by inserting a reference number (1, 2, 3, etc) in the relevant box(s) and providing comments on a separate sheet.

# Part 1 Agency Reporting - Summary Statement

## Section 1

As Chief Executive Officer of \_\_\_\_\_,

with regard to the *Public Sector Employment and Management Act 1993*, I am aware of my responsibilities regarding application of the principles of human resource management. Having regard to those responsibilities, the following statement applies as at 30 June 2007. (Please tick the box that applies to your agency and sign below. Refer to explanatory notes)

- 1A  This Agency has established processes that ensure application of the principles of human resource management and is moving towards better practice in people management.
  
- 1B  This Agency has established processes that ensure application of the principles of human resource management.
  
- 1C  This Agency will complete the development of processes to ensure application of the principles of human resource management by 31 December 2007
  
- 1D  This Agency will not complete the development of processes to ensure application of the principles of human resource management by 31 December 2007

This statement is made having regard to my assessment of the Agency policies and processes described in Part 2.

## Section 2

With regard to the Employment Instructions issued by the Commissioner for Public Employment, my Agency is in compliance with the minimum standards prescribed in those Instructions.

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Note: Do not sign if Agency has not met the requirements of one or more Employment Instructions. Please provide details regarding non compliance on a separate sheet.**



## Section 18(2)(C) Reporting (Discipline, Summary Dismissal And Inability)

Agency:	Year Ended
Contact:	Ph:

If no action was taken or commenced during the reporting period, please complete Part A.  
If action was taken or commenced, please complete Part B for each employee.

### Part A Nil Return

(Please tick)

Discipline

Summary Dismissals

Inability

### Part B

Employee Name: \_\_\_\_\_

(Please tick and complete where relevant)

<input type="checkbox"/> Discipline Section 49 Section 51(10) Action Please specify:	<input type="checkbox"/> Inability Section 44 Section 46 Action	<input type="checkbox"/> Summary dismissal Section 50
	<input type="checkbox"/> 1(a)	
	<input type="checkbox"/> 1(b)	
	<input type="checkbox"/> Termination	

If action not completed please advise steps as at 30 June:

Was the outcome appealed?

Yes

No

## Part 2 Key Indicators – Table A

PLEASE INDICATE A YES (Y) OR NO (N) IN EACH BOX					
	2A Policy and processes explicitly approved by senior management	2B Policy and processes issued and made known to all staff	2C Policy and processes documented and readily accessible	2D Processes are fair	2E Policies and processes applied consistently
Employment Instruction No. 1					
Employment Instruction No. 2					
Employment Instruction No. 3					
Employment Instruction No. 4					
Employment Instruction No. 6					
Employment Instruction No. 7					
Employment Instruction No. 8					
Employment Instruction No. 10					
Employment Instruction No. 11					
Employment Instruction No. 12					
Employment Instruction No. 13					
Employment Instruction No. 14					

### Foot Notes:

(i) Senior management = CEO and direct reports

### Note:

If you wish to add a comment to any segment, place a foot note reference in the appropriate box and attach your comments on a separate sheet.

## Part 2 Key Indicators – Table B

PLEASE PLACE THE APPROPRIATE LETTER THAT CORRESPONDS TO THE STATEMENTS BELOW.

a = always

b = usually

c = sometimes

d = usually not

	2F Managers observe policy and processes <sup>(i)</sup>	2G Other staff observe policy and processes <sup>(i)</sup>	2H Policy and processes support their desired outcomes <sup>(i)</sup>
EI 1			(iii) (iv)
EI 2			
EI 3			
EI 4			
EI 6			
EI 7			
EI 8			
EI 10			
EI 11			
EI 12			
EI 13			
EI 14			

### Foot Notes:

- i) Where no recent information against specific measures is available, consider any relevant information (e.g. incidence of individual concerns or complaints, incidence and findings of discipline, grievance reviews, etc.
- ii) This does not imply reviews of policy and procedures should occur every year. The purpose is to gauge the extent to which an agency has identified improvements to its HR policies and procedures.
- iii) With regard to selection, desired outcomes will include avoidance of unlawful discrimination.
- iv) The principle of selection on merit is a means of avoiding patronage and nepotism. The Merit Selection Guide should be used as a reference. v) Ensuring that grievance review processes are linked to other processes within the agency supports continuous improvement. Where necessary, policies and practices should be reviewed if found to be deficient.

## Part 2 Key Indicators – Table B (cont...)

PLEASE PLACE THE APPROPRIATE LETTER THAT CORRESPONDS TO THE STATEMENTS BELOW.			
Please indicate a YES (Y) or NO (N) answer			
2I Policy and processes included as part of broader business process review/development activities	2J Development and review of policy and processes informed by staff views/needs	2K Staff awareness of, and confidence in, policy and processes is monitored	2L Policy and processes have been modified/ updated in last 12 months <sup>(ii)</sup>
		(viii)	
		(viii)	
(v)			
(vi)	(vii)		

- vi) *It is important that EOMP and, in particular Indigenous Employment and Career Development Plans, form an intrinsic part of agency strategic planning processes.*
- vii) *The impact of workplace change on employees should be assessed prior to implementation.*
- viii) *Where agencies have taken action regarding discipline, summary dismissal and/or inability, please complete attachment A for each case.*

**Note:**  
 If you wish to add a comment to any segment, place a foot note reference in the appropriate box and attach your comments on a separate sheet.

## Part 3 Section 28 Reports And Best Practice People Management

### Section A Section 28 Reports

Draft reports on agency equal opportunity, management training and staff development, and occupational health and safety (OH&S) programs in the agency are/are not attached. This year, in their OH&S reports, Chief Executive Officers are requested to provide information on any additional measures taken to improve employee safety and physical security within the agency. (Where reports are not included please provide brief explanation)

### Section B

Nomination of agency people management policies and procedures as exemplar(s) of best practice e.g. flexible work practices, equity and diversity, recruitment and retention, etc.

Please include a brief summary here and attach copies of nominated policies/practices.

## Part 4 Employee Development Activities

The format for this year's reporting is the same as the previous year.

- 1 Total Agency expenditure on formal training activities in 2006-2007 (this should only include cost of activity, duty travel and accommodation costs incurred).
- 2 Total hours spent in training activities for all employees in 2006-2007.
- 3 Agency's direct expenditure on formal training activities for remote area employees,\* including travel and accommodation (broken down into Indigenous and non Indigenous employees). (Any activity which was funded through the RWDS should be excluded).
- 4 Total hours spent in training for remote employees.
- 5 Number of graduates, cadets and apprentices currently employed in the Agency.
- 6 Employee development initiatives implemented in the agency (eg work life balance, women in management and leadership, indigenous development, staff exchange, mentoring programs).
- 7 Three key areas of focus for training activities (eg leadership, teams, technical skills) in your Agency.
- 8 Highlights of your Agency's learning successes for the year? For example anecdotal stories or case studies of innovative learning programs.
- 9 Future challenges for training and development in your Agency.

\* *Determination 2/2003 defines a remote locality as "town, place, community or locality, outside the environs of Darwin, Palmerston, Katherine and Alice Springs, where access to health, education, social, financial emergency, communication and professional support services are limited".*

# Feedback Form

We welcome your feedback on the Office of the Commissioner for Public Employment Annual Report 2006-2007. Your comments and suggestions will be used in the

development of future reports by the Office of the Commissioner for Public Employment. 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?				
How do you think that the report could be improved?				
Please indicate where you are from:				
NT Government				
Education or research institution				
Community member or organisation				
Federal Government				
Industry				
Other state or territory government				
Private sector				
Does the report contain the information you required?	Yes		No	
If no, please list suggested information to be included in future reports.				

Please return your completed feedback sheet either by post, fax or delivery to:  
 GPO Box 4371  
 Darwin NT 0801  
 4th Floor Harbour View Plaza  
 8 McMinn Street (cnr Bennett and McMinn Streets)  
 Darwin NT 0800

Fax: 08 8999 4186

This form is also available online at [www.nt.gov.au/ocpe](http://www.nt.gov.au/ocpe)

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