



Northern
Territory
Government

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

Annual Report

2012–2013



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Purpose of the Report

The annual report highlights achievements during 2012–13 against the 2012–14 Strategic Plan and the key deliverables outlined in Budget Paper No. 3, 2012–13.

This report has been prepared to meet the requirements of section 28 of the *Public Sector Employment and Management Act*, section 12 of the *Financial Management Act* and other statutory agency reporting requirements. It provides the minister, the Northern Territory Legislative Assembly and other interested parties with information about:

- our primary functions and responsibilities
- significant activities and achievements for the year
- our fiscal management and performance.

The Commissioner for Public Employment also provides a separate report on human resource management in the Northern Territory Public Sector (NTPS) in the State of the Service Report as required by section 18 of the *Public Sector Employment and Management Act*.

Contents

Purpose of the Report	1
Letter to the Minister	4
Commissioner's Foreword	5
Part 1. About the Office of the Commissioner	7
Functions of the Commissioner	8
Administrative Arrangements Order	9
Legislation	9
The OCPE's Strategic Plan 2012–14	10
Part 2. Performance Reporting	11
Key Achievements 2012–13	12
Output 1 - Employee Relations	13
Output 2 - Workforce Planning and Development	21
Output 3 - Promotion, Disciplinary and Inability Appeals and Grievance Reviews	32
Outputs 1-3 - OCPE Central Australia	38
Part 3. Corporate Governance	39
Governance Framework	40
Organisational Structure	41
Committee Structure	42
External Scrutiny	47
Internal Scrutiny	47
Information	48

Part 4. Our People	51
Workforce Management	52
Employee Assistance Program	60
Part 5. Financial Reporting	61
Overview	62
Certification of the Financial Statements	65
Comprehensive Operating Statement	66
Balance Sheet	67
Statement of Changes in Equity	68
Cash Flow Statement	69
Notes to the Financial Statements	70
Part 6. Appendices	97
List of Figures	98
Feedback form	99
How to contact us	100

Letter to the Minister

The Honourable John Elferink MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister

In accordance with the provisions of the Public Sector Employment and Management Act, I submit the annual report on the activities and achievements of the Office of the Commissioner for Public Employment for the year ending 30 June 2013.

Pursuant to the Public Sector Employment and Management Act, Financial Management Act, Information Act and Carers Recognition Act, I advise that to the best of my knowledge and belief:

- (a) Proper records of all transactions affecting the Office of the Commissioner for Public Employment are kept and all employees under my control observe the provisions of the Financial Management Act, the Financial Management Regulations and the Treasurer's Directions.
- (b) Procedures within the Office of the Commissioner for Public Employment afford proper internal control, and these procedures are recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the Financial Management Act.
- (c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.
- (d) In accordance with section 15 of the Financial Management Act, the internal audit capacity available to the Office of the Commissioner for Public Employment is adequate.
- (e) The financial statements included in the annual report have been prepared from proper accounts and records and in accordance with the Treasurer's Directions.
- (f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- (g) In respect of my responsibilities pursuant to section 131 of the Information Act, I advise that to the best of my knowledge and belief, processes have been implemented to achieve compliance with the archives and records management provisions as prescribed in Part 9 of the Information Act.
- (h) Obligations under the Carers Recognition Act and NT Carers Charter have been satisfied.
- (i) It is a requirement of the Public Sector Employment and Management Act that you lay a copy of this report before the Legislative Assembly within six sitting days of you receiving it.

Yours sincerely



KEN SIMPSON

Commissioner for Public Employment
18 September 2013

Commissioner's Foreword

The change of government following the Northern Territory General Election in 2012 had a significant effect on the NTPS, including the office of the Commissioner.

The new government established a larger number of agencies than the former government, resulting in significant effort across the service to re-establish budgets, and to redistribute functions and people.

Several agency Chief Executive Officers (CEOs) did not retain their positions in the new arrangements. Significant effort has gone into ensuring the Chief Minister had appropriate candidates of merit in appointing CEOs to the new agencies. It was important to achieve stability at the CEO level promptly.

The government came to office with the publicly expressed view that the NTPS was too large, including an excess of executive level officers. Consequently, a recruitment freeze was imposed for other than frontline staff. In addition agency CEOs were expected to establish agency structures that were lean and efficient. The June 2012 quarter average number of full-time equivalent employees was 19,933, falling to 19,695 in the June 2013 quarter; a reduction of 238.

There were several consequences of those decisions. Contracts for some non-executive temporary employees were not renewed, and some executive contract officers were either not renewed or contracts were terminated. Negotiations were undertaken with relevant unions to establish processes to manage employees affected by the new arrangements and agency restructuring.

Parallel with these changes was the presence of the Renewal Management Board established by the new government to

give advice on a range of matters, including budgets and priority areas. To a greater or lesser degree all agencies were involved in the deliberations of the Board and subsequent government decisions, which had ongoing effects through the mid-year mini-budget on agency structures, programs, budgets and priorities.

My assessment is that the service managed these changes with professionalism. At each step, government has been keen to listen to the advice offered, and the NTPS has responded energetically to government's decisions, and understands that the government wants its public sector to be innovative and to seek out efficiencies and productivity gains.

The change of government also offered a new opportunity for my office to promote a number of important employment reforms and initiatives. In summary, they are:

- the introduction of NTPS values that reinforces the expected behaviour of employees and establishes a healthy and professional culture
- a new Wages Policy to apply to upcoming enterprise agreement negotiations
- a new employment strategy in the NTPS for people with disability
- new arrangements for performance agreements with agency CEOs
- improved programs for cross-cultural training
- the introduction of a suite of workforce metrics on agency HR performance indicators.

Advice has also been provided to government on a new strategy on the employment and career development of Indigenous employees;

and the introduction of a rolling program of agency capability reviews to ensure they are fit for purpose in implementing the government's policy and service agenda.

The normal statutory activities of the office continued in such areas as grievances and appeals, workforce planning and development, employee relations, and in the latter months, negotiations for new enterprise agreements for the NTPS general group, Power and Water Corporation employees, and teachers and educators.

All this was done with reduced employee numbers in OPCE for most of the year, and could not have been done without their dedication and professionalism.



Ken Simpson
Commissioner for Public Employment

18 September 2013

About the Office of the Commissioner



Functions of the Commissioner

Overview

The Office of the Commissioner for Public Employment (OCPE) is a central agency within the NTPS with responsibility for providing an effective employment framework for the management and development of the workforce.

The Commissioner for Public Employment is the Chief Executive of the agency and, under section 12 of the *Public Sector Employment and Management Act* (PSEMA), is deemed to be the employer of all employees in the NTPS.

The role of the Commissioner and the OCPE is to provide leadership and assistance to the Northern Territory Government (NTG) and its agencies in all matters to do with managing the government's workforce. OCPE also has some responsibilities for regulation of private sector employment.

The functions of the Commissioner, as defined in section 13 of the PSEMA, are to:

- determine the respective designations and other terms and conditions (including the remuneration) of employment for employees
- subject to the PSEMA, promote, uphold and ensure adherence to the merit principle in the selection of persons as employees, and the promotion and transfer of employees
- determine practices and procedures relating to the recruitment and appointment 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
- consult with and advise CEOs in relation to the development and application of appropriate human resource practices and procedures in their agencies
- consult with CEOs in relation to the application of public employment policies in

their agencies

- advise the minister on, and monitor the implementation of, public employment policies
- develop uniform systems, standards and procedures for determining and allocating designations to employees in their agencies and assist CEOs in applying those systems, standards and procedures
- assist CEOs in evaluating the performance of employees employed in their agencies
- coordinate training, education and development programs in conjunction with CEOs
- conduct or cause to be conducted inquiries and investigations into, and reviews of, the management practices of agencies
- consult with CEOs on the development of appropriate standards and programs of occupational health and safety
- assist CEOs in performing their functions relating to the management of their agencies
- perform other functions imposed by or under the PSEMA or any other Act, or as directed by the minister.

Administrative Arrangements Order

The Administrative Arrangements Order gives the OCPE principal responsibility for the following areas of government administration:

- public sector
- industrial relations
- development and coordination of public and private employment strategies.

Legislation

The Administrative Arrangements Order gives the OCPE responsibility for the following Acts and Regulations:

Acts

- *Annual Leave Act*
- *Long Service Leave Act*
- *Police Administration Act (Part III)*
- *Prisons (Arbitral Tribunal) Act*
- *Public Employment (Mobility) Act*
- *Public Holidays Act*
- *Public Sector Employment and Management Act*

Regulations

- Public Holidays Regulations
- Public Sector Employment and Management Regulations

The OCPE's Strategic Plan 2012–14

Vision	Strategic Priorities	Strategies
<p>A skilled, fair and creative public sector that provides the highest quality service to the government and people of the Northern Territory.</p> <p>Purpose</p> <p>To lead and engage the sector in the development of a professional and strategically-aligned workforce through:</p> <ul style="list-style-type: none"> developing and driving the implementation of standards and policies determining designations and conditions of employment delivering key enabling programs collecting, analysing and providing information on key aspects of human resources management and development managing an appeals and grievance review function <p>Values</p> <ul style="list-style-type: none"> respect and consideration ethical behaviour and accountability equity and diversity innovation and continuous learning client focus high performance 	Position the NTPS as an attractive employer	<ul style="list-style-type: none"> develop a new Wages Policy negotiate and implement enterprise agreements in line with NTG Wages Policy review and implement revised strategies for the employment of Indigenous people and people with disability. promote the Women in Leadership Framework support and implement a workforce planning framework
	Drive public sector reform	<ul style="list-style-type: none"> develop and implement a Mobility Program support a culture of innovation review and implement a revised Executive Leadership Development Framework improve change management practices streamline Job Evaluation System processes and improve accuracy
	Promote and support the implementation of public sector principles and standards	<ul style="list-style-type: none"> improve performance management practices across the NTPS strengthen the understanding and application of the merit principle across the NTPS develop and promote a set of NTPS values ensure fair and equitable mechanisms for the handling of complaints and appeals coordinate the development of an appropriate suite of cross cultural training for the NTPS
	Develop public sector performance and capacity	<ul style="list-style-type: none"> develop a process for Agency Capability Reviews develop a new process to assess the performance of agency CEOs build human resource management, development and industrial relations capacity across the sector develop a collaborative NTPS training and development framework develop and implement common core NTPS orientation content develop human resource indicators and promote analysis of key data

Figure 1.

Performance Reporting



Key Achievements 2012–13

- A core set of NTPS values was adopted to guide the work attitude and behaviour of all public servants.
- Following the government's restructuring of agencies after the 2012 general election, change management protocols and processes, including the redeployment of employees who were surplus to requirements, were put in place after consultation with unions.
- A new Wages Policy was approved by the incoming government.
- Negotiations commenced for new enterprise agreements for NTPS general employees, and teachers and educators; and for an extension of the Power and Water Corporation agreement.
- A new strategy was released for the employment of people with disability was developed.
- An executive Mobility Program was developed for implementation in 2013–14.
- New arrangements to assess the performance of agency CEOs were put in place.
- A suite of workforce metrics on performance indicators was developed to assist agencies to assess their HR management performance.
- Advice was provided to government on a process to assess the capability of agencies to deliver the government's policy and service agenda.
- Advice was provided to the government on strategy covering the employment of Indigenous people in the NTPS.
- Over 200 employees attended leadership programs organised by OCPE



Output 1 - Employee Relations

Overview

The Employee Relations Division is responsible for developing and managing employment policies and ensuring NTPS employees have appropriate remuneration and employment conditions. It also helps ensure merit, equity, fairness and all legislative requirements are observed in managing NTPS employees, provides strategic public and private sector industrial relations advice, and administers the Northern Territory's *Long Service Leave Act* and *Public Holidays Act*.

Strategic priorities over the reporting period included:

- negotiating and implementing enterprise agreements in line with the wages policy
- improving change management practices and supporting agencies undergoing significant change
- improving performance management practices across the NTPS
- building HRM and IR capacity across the sector

Other specific responsibilities include:

- managing the job evaluation system
- public sector and private sector industrial relations policy development and management
- public sector human resource management policy development
- NTPS employment framework
- industrial relations and employee relations advice
- executive contract of employment arrangements
- NTG input to International Labour Organisation (ILO) matters
- representing the NTG on national industrial relations committees and providing advice

about industrial relations legislative developments

- workforce statistics and analysis
- central management and policy development for NTPS redeployment and redundancy
- secretariat services to the Prison Officers' Arbitral Tribunal and the Police Arbitral Tribunal, and administration of the *Police Administration Act* (Part III)
- labour inspectorate in relation to the *Long Service Leave Act* and *Public Holidays Act*.

Negotiating and implementing enterprise agreements in line with the wages policy

The Commissioner made offers and commenced negotiations for three new agreements due to expire in August 2013 covering teachers and educators, Power and Water Corporation and general employees (the largest agreement covering administrative, professional, technical and physical employees).

The negotiations are underpinned by the new NTPS Wages Policy 2013 – 2016 developed by the Employee Relations Division. The policy is an important component in government's fiscal strategy to bring expenditure under control and covers all NTPS agencies including, Northern Territory Police, Darwin Port Corporation and the Power and Water Corporation.

The objectives of the policy are to:

- ensure costs arising from bargaining outcomes are kept within fiscal parameters; and
- deliver increased efficiency, effectiveness, savings, service outcomes and workplace reform across agencies.

By the end of the reporting period, a ballot was underway in respect of the Power and Water Corporation negotiation, with the matter expected to be finalised early in the new reporting period. The first quarter of the new reporting period will also see the commencement of the firefighters and medical officers' negotiations.

Improving change management practices and supporting agencies undergoing significant change

Following a change of government in 2012, the NTPS underwent substantial change as a result of restructuring of agencies. To ensure the change was managed effectively the Employee Relations Division put in place a number of initiatives to support agencies and employees through the process including:

- establishing an NTPS Monitoring Committee comprising the Commissioner, the Chief Executive Officer of the Department of the Chief Minister, the Under Treasurer and unions to monitor the processes of change and for high level consultation

- developing a range of tools, including guidelines, frequently asked questions and information sheets on change management and consultation practices
- developing and facilitating training sessions on change management and consultation requirements for key agency employees
- establishing a redeployment database and processes to ensure redeployees are supported in finding alternative suitable employment.

Improving performance management practices across the NTPS

The Employee Relations Division revised and re-issued Employment Instruction Number 4, Employee Performance Management and Development Systems, to include the requirement for agencies to ensure supervisors have adequate training to conduct performance management. The change was made in response to feedback from the 2011 NTPS Employee Survey indicating that performance management systems in agencies were not functioning as well as they should be.

The Chief Executive Officer Performance Evaluation Plan was also strengthened to include a requirement for them to demonstrate fulfillment of their responsibilities under section 24(3) of the PSEMA, which includes devising and implementing employee performance and development systems for their agency.

Other key areas of responsibility

Managing the Job Evaluation System

The Mercer Job Evaluation System (JES) is the primary method for determining the work value of jobs across the majority of employment streams within the NTPS. These include the administrative, professional, technical, nursing, senior teachers, police and administrative, science and engineering professional employees in the Power and Water Corporation. Those streams not covered by the JES have work values determined by competency or other arrangements established under enterprise agreements.

The 2012–13 annual audit of the integrity of the JES by Mercer will be conducted early in the new financial year.

Strategic public sector and private sector industrial relations policy development and management

Work by the Employee Relations Division on enterprise bargaining is reported under the strategic priority of negotiating and implementing enterprise agreements above.

The division provided advice to the NTG for input to the Australian Government on a number of proposed amendments to Fair Work legislation, including:

- unfair dismissal
- default superannuation arrangements
- workplace bullying
- right to request flexible work arrangements
- union right of entry
- parental leave
- workplace determinations
- a range of technical amendments.

During the reporting year the division assisted agencies in the resolution of a range of industrial matters, including:

- unfair dismissal
- general workplace protections
- management of change disputes
- firefighters' salary review
- prison officer staffing levels
- outsourcing.

The division appeared before industrial tribunals in a number of unfair dismissal and general workplace protection matters.

Work commenced with the unions on the development of a modern enterprise award for the NTPS to be completed by the end of 2013.

Strategic public sector human resource management policy development

The division provided formal advice to the NTG on a diverse range of employment matters including:

- restructuring of agencies
- recruitment and staffing strategies
- *Fair Work Act* amendments proposed by the Australian Government
- development of the new wages policy and enterprise bargaining
- ILO conventions
- modernisation of enterprise awards
- employee statistics

To assist agencies meet health and safety obligations, the division coordinated meetings of a joint trade union/agency working party. The division also assisted the departments of Chief Minister and Infrastructure with work associated with asbestos in government workplaces.

The Public Sector Consultative Council (the council) is an important joint union and management body established under the PSEMA and chaired by the Commissioner for Public Employment. The council met once during the reporting period. Matters considered included:

- pay equity audit
- delegates' rights
- NTPS Employee Survey
- senior pay progression – implementation
- extended and purchased leave schemes
- enterprise bargaining
- modern awards
- change management
- bullying and harassment
- occupational health and safety.

NTPS employment framework

With the revised PSEMA settled from 1 January 2012, a review of the Determinations and Instruments issued as subordinate legislation was undertaken. As a result, a number of Determinations and Instruments were updated and reissued.

A review was also conducted of the additional powers under the PSEMA the Commissioner may delegate to CEOs. The review concluded the current range and level of powers was appropriate.

The first year of operation of the revised PSEMA has proceeded smoothly and no significant areas of concern have been raised by stakeholders.

In consultation with the unions a guideline, Working With Unions, was issued dealing with the rights, roles and responsibilities of unions, delegates and managers to ensure effective representation for employees.

Employment Instruction Number 4, Employee Performance Management and Development Systems, was amended to include the requirement for agencies to ensure supervisors have adequate training to conduct performance management.

The PSEMA requires all vacancies exceeding six months to be advertised on the Careers in Government – Employment Opportunities Online website, unless otherwise approved by the Commissioner for Public Employment. In seeking the Commissioner's approval to select a person without advertising, agencies must demonstrate that the merit principle has been met. During the reporting period, the OCPE received 44 requests (covering 154 employees) to select without advertising. Of these 140 were approved. These requests generally sought to:

- appoint on an ongoing basis temporary employees who had been awaiting approval of applications for permanent residence in Australia at the time of their original offer of appointment
- offer appointments to skilled specialists for hard-to-recruit positions
- appoint employees on an ongoing basis where the position was previously only for a fixed period due to funding arrangements
- appoint employees on an ongoing basis as a result of substantial change or restructure.

The Commissioner also has the power to determine terms and conditions of employment for individuals or classes of employees across the NTPS. Determinations and Instruments issued during the reporting period related to:

- allowances (skills, market, responsibility) for individual employees and groups of employees
- additional overtime provisions
- appointment to salary above base level.

Industrial relations and employee relations advice

A key role of the Employee Relations Division is to provide specialist human resource and industrial relations consultancy services to agencies, employees and members of the public. Advice over the reporting period covered:

- employment conditions
- policy and operational matters regarding consultation and change management, filling of vacancies resulting from substantial change and redeployment processes
- general recruitment enquiries and requirements under the recruitment freeze
- probation, inability, discipline and probation matters
- job evaluation
- public holidays and long service leave enquiries under the *Public Holidays Act* and *Long Service Leave Act*
- negotiation processes for enterprise bargaining.

The division provided general industrial relations advice to agencies on a range of industrial relations matters, including:

- unfair dismissals
- general protection disputes
- consultation about change
- transfer of business.

Executive contract of employment arrangements

Executive Contract Officers (ECOs) in the NTPS are employed under contracts for periods not exceeding four years. Contracts are renewable. The division provides expert advice to agencies on ECO arrangements and contract administration, and supports the Executive Remuneration Review Panel in performing its functions of determining non-standard ECO provisions, including for CEOs.

The creation of 11 additional agencies after the change in government in August 2012 required the appointment of a number of new CEOs, and significant support and advice to agencies across a range of contract management provisions.

A new Chief Executive Officer Performance Agreement Framework was introduced for use in the 2013–14 financial year to enhance the planning, monitoring and review of performance against agreed accountabilities.

NTG input to International Labour Organisations (ILO)

The NTG is required to report annually on Ratified and Unratified ILO conventions as specified by the ILO, through the Australian Government's Department of Education, Employment and Workplace Relations (DEEWR) which administers all ILO matters nationally. The division undertakes this responsibility on behalf of the NTG.

During 2012–2013, the division in collaboration with relevant agencies:

- Reported on measures the NTG has taken to give effect to the following ratified conventions under Article 22 of the ILO Constitution (Article 22 report for 2013):
 - C142 – Human Resources Development Convention, 1975 (No.142) (Simplified Report)

- C162 – Asbestos Convention, 1986 (No. 162) (First Report)
- C175 – Part-time Work Convention, 1994 (No. 175) (First Report)
- Reported on measures the NTG has taken to give effect to the following unratified conventions under Article 19 of the ILO constitution (Article 19 report for 2013):
 - C131 - Minimum Wage Fixing Convention, 1970 (No. 131)
 - R135 - Minimum Wage Fixing Recommendation (No. 135)
- Provided full law and practice reports for the following unratified conventions:
 - C152 – Occupational Safety and Health (Dock Work) Convention, 1979 (No. 152)
 - C176 – Safety and Health in Mines Convention, 1995 (No.176)
 - C177 – Home Work Convention, 1996 (No. 177)
- Commenced Cabinet submission processes to obtain NTG formal support for the Australian Government seeking ratification of the C129 – Inspectorate (Agriculture) Convention, 1969 No.129) as well as conventions C152, C176 and C177.

DEEWR also invited comment for the tabling of the recent Social Protection Floors Recommendation, 2012 (No. 202) in federal parliament.

Representing the NTG on national industrial relations committees and providing advice about industrial relations legislative developments

The division provides NTG representation on the following national committees that deal with industrial relations matters:

- Senior Officials Group, which provides advice and support to the Select Council on Workplace Relations under the Council of Australian Governments’
- High Level Officers Group, which considers national private sector industrial relations matters.

Matters dealt with during the reporting period included amendments to the *Fair Work Act* and the protocols for consultation with the states and territories under the Intergovernmental Agreement for a National Workplace Relation System.

Workforce statistics and analysis

The division provides workforce statistics and analysis based on NTPS-wide employee and pay information from a consolidated database system (PIPS), including:

- reports to government on NTPS employee levels and employee demographics, including overall and in agencies
- provision of ongoing employee and salary data to Treasury to assist in the formulation and monitoring of Budget employee targets
- provision of HR analysis to the Strategic Workforce Planning and Development Division in OCPE as required to support and monitor a variety of that division’s strategic initiatives, including the development of a service wide suite of workforce metrics, for use both by this office and by agencies to assist in the monitoring of employee profiles.
- a range of other workforce data analysis and statistical advices both in-house and to agencies to inform policy development.

The division also processed additional requests for data from interstate jurisdictions and the Australian Government, and prepared data and provided options for the annual State of the Service report.

Central management and policy development for NTPS redeployment and redundancy

The division manages redeployment and redundancy matters. Agencies are required to comply with the provisions of the redundancy and redeployment procedures under the relevant enterprise agreements.

As a result of the agency restructures following the change of government in 2012, the division established a redeployment database to assist agencies to manage potentially surplus employees (redeployees) to find other suitable employment.

As of 30 June 2013, 60 redeployees have been registered on the database and 29 of those have been placed in long term or ongoing jobs.

In the reporting period, six employees elected voluntary retrenchment and there were no involuntary retrenchments.

Secretariat services to the Prison Officers' Arbitral Tribunal and the Police Arbitral Tribunal, and administration of the *Police Administration Act (Part III)*

The division provides secretariat services to the Police Arbitral Tribunal and Prison Officers' Arbitral Tribunal. The Tribunals carry out functions similar to Fair Work Australia.

During 2012–2013 reporting period the following activities took place with regard to the Police Arbitral Tribunal:

- minister's nominee appointed for another three years

- the dispute over the standard of police housing (TC3 of 2006) was brought back for directions and report backs
- certification of the Forensic Services Career Path Consent Agreement 2013.

The only activity in the Prison Officers' Arbitral Tribunal during the reporting period has been the appointment of a new nominated member for a three year term.

Labour inspectorate (administration of the *Long Service Leave Act* and *Public Holidays Act*).

The division undertakes a labour inspectorate role administering the *Long Service Leave Act* and *Public Holidays Act*, which apply to Northern Territory employers and employees in the private sector.

The division provided advice on a range of matters, including eligibility for pro rata long service leave before completion of 10 years' continuous service and exemptions to the *Long Service Leave Act*. In relation to the *Public Holidays Act*, most enquiries related to the regional show day public holidays.

Priorities for 2013–14

- Finalising agreements for teachers, Power and Water employees, and 'general' employees
- Preparing and negotiating new agreements for firefighters, medical officers, police, Darwin Port Corporation employees, marine pilots, nurses, prison officers and dentists
- Finalising and introducing fine tuning amendments to the PSEMA/ subordinate legislation
- Modernising NTPS awards
- Supporting agencies that are implementing further restructuring and change
- Analysing and responding to any federal workplace relations law changes
- Streamlining the JES process to ensure it is more accurate and efficient
- Assisting the Department of Infrastructure in reviewing asbestos in government workplaces.



Output 2 - Workforce Planning and Development

Overview

The Strategic Workforce Planning and Development Division (SWPD) is responsible for sector wide strategic workforce initiatives, including workforce planning and development, executive and leadership development programs, policy and advice to meet the needs of NTPS agencies.

Increasingly, the division has also focused on designing workforce activities to improve the productivity of the sector; for example, adopting common approaches to policies and practices. Additionally, this output promotes equity and diversity in the NTPS, with a focus on increasing employment and career development opportunities for Indigenous people and others from under-represented groups.

Workforce Planning

Workforce planning

An NTPS workforce planning framework has been in place for several years. In 2012–13 a number of information sessions were delivered by OCPE, both at the HR Forum and to NTPS agencies on the elements of workforce planning and in particular highlighting the formidable challenges of an ageing workforce.

Agencies adopted a range of workforce planning approaches ranging from short plans on a page, to more detailed analysis of current and projected workforce challenges. The workforce planning section on OCPE's website was updated to include a variety of new references, tools and information to assist agencies' workforce planning efforts.

Workforce metrics

As an aid to agency workforce planning, a Workforce Metrics Dictionary for the NT Public Sector and companion document A guide

to using workforce metrics in the NT Public Sector was developed to support agencies in the use of workforce data and measurement.

The division also developed an approach to compare, analyse and report agency performance across the sector with a view to establishing better practices and benchmarks against a number of the indicators.

Capability reviews

Monitoring and reporting the "health" of an agency, is an important principle underpinning our system of public sector administration.

The NTPS performance framework comprises agency monitoring and reporting through governance processes including Budget Papers, Estimates Committee hearings, annual reports, Treasurer's annual financial reports, Auditor-General's reports, State of the Service reports, hearings of the Public Accounts Committee and other parliamentary committees. In the main, these mechanisms review financial performance and compliance with legislation such as the *Financial Management Act*, the *PSEMA*, the *Procurement Act*, the *Contracts Act*, and administrative and employment law such as workplace health and safety, privacy and anti-discrimination.

However, they do not provide an assessment of an agency's overall performance in terms of strategy, leadership, workforce capability, service delivery and organisational efficiency and effectiveness. Nor do they determine the extent to which the agency is fit to deliver priorities of the government of the day.

Advice was provided to government on introducing a systemic and regular external review of agencies that aimed at improving agencies' operations.

Indigenous Employment and Career Development Strategy

Advice was provided to government on a fourth Indigenous Employment and Career Development Strategy following the expiration of the previous strategy in December 2012.

The proposed Indigenous Employment and Career Development Strategy 2013–17 will build on previous strategies and was developed in consultation with public sector agencies, particularly Indigenous staff, through forums and staff surveys. From this consultation process and through in-depth research, the Strategy identified five key focus areas:

1. improving cultural competence
2. building capability
3. increasing entry pathways
4. strengthening the remote workforce
5. accountability and performance.

EmployAbility Strategy - A strategy for the employment of people with disability in the Northern Territory Public Sector 2013–2017

The Willing and Able strategy expired in December 2012. A third, five-year strategy is now in place. The strategy has been renamed 'EmployAbility' to reflect the focus on ability rather than disability.

The aim of the strategy is to increase attraction and retention rates and improve career opportunities for people with disability in the NTPS, to better reflect the diversity of the community it serves.

The key focus areas of the strategy are:

- nurturing an inclusive workplace culture
- supporting attraction and retention practices
- supporting skills acquisition
- career development and promoting accessibility.

Reward and recognition

2012 Chief Minister's Awards for Excellence in the Public Sector

The Chief Minister's Awards for Excellence in the Public Sector (the Awards) have been recognising and rewarding teams and work units for outstanding achievements since 2006. The Awards are presented annually at a ceremony hosted by Chief Minister.

Initiatives and projects are submitted against Award categories. Each year these categories are reviewed to ensure they are reflective of government priorities.

In 2012, 39 submissions were received across six categories. The table below provides an overview of the Award categories and the winners.

Category	Winner
Delivering Quality Education and Training Category: recognised outstanding achievements that supported high quality learning and improved the quality of education and training in the Territory.	‘Strong Start, Bright Future College Model’, Department of Education Implementation Management Group
Growing Prosperity Category: recognised outstanding achievements that maximised opportunities for economic growth in the Territory.	‘Remote Land Administration Reform’, Land Tenure Unit, Department of Regional Development and Indigenous Advancement
Improving Health and Wellbeing Category: recognised outstanding achievements that promoted, protected and improved the health and wellbeing of Territorians.	‘Implementation of the TelehealthNT Network’, Health eTowns Program, Department of Health
Enriching our Society Category: recognised outstanding achievements that safeguarded and cared for Territorians, and encouraged a society that embraces equity, diversity and culture.	‘Women’s Safe Houses in Remote Communities’, Women’s Safe Houses, Department of Children and Families
Preserving our Environment and Lifestyle Category: recognised outstanding achievements that ensured the highest possible standards of living for all Territorians, and protected and enhanced the Territory’s unique environment through the sustainable use of conservation of its resources.	‘Public Housing Garden Competition’, Property and Tenancy Management and Corporate Communications, Department of Housing
Strengthening Government and Public Administration Category: recognised outstanding achievements that enhanced efficiency, accountability, accessibility and community confidence in government and the public sector.	‘Implementing WebEOC into the Northern Territory Government environment’, WebEOC Implementation Team, Northern Territory Police, Fire and Emergency Services

2012 Chief Minister's Public Sector Medals

The Chief Minister's Public Sector Medals are awarded annually as part of the Chief Minister's Awards for Excellence in the Public Sector ceremony as a way of recognising and rewarding outstanding and meritorious public service of individuals.

Seven employees received the prestigious medal at the 2012 ceremony:

Natalie Ede Department of Education: consistently demonstrated extraordinary commitment, passion and dedication to education in the Northern Territory.

Rosemary Hallett Northern Territory Police, Fire and Emergency Services: consistently demonstrated outstanding integrity, dedication and excellence in financial management.

Andrew Kirkman Department of Housing: consistently demonstrated his ability to steer and implement change in delivering complex and sensitive programs.

Avenal Lockett Department of Health: recognised for her exemplary commitment, dedication and professionalism in her work with refugees and asylum seeker students.

Greg Macdonald Department of the Attorney-General and Justice: rewarded for his uncompromising integrity and dedication to his many clients in his role as Senior Lawyer in the Solicitor-General's Chambers.

Alberta Puruntatameri Department of Health: acknowledged for her dedicated career in health care, including diverse roles in areas of Aboriginal health, community worker, and as a Health Board Trainer.

Bernadette Shields Department of Health: commended for her caring and inclusive manner, as well as her deep understanding of effective communication and engagement strategies which make her a highly sought after role model and mentor.

Public Service Medal (Australia Day Honours)

Forming part of the official Australian system of honours, the Public Service Medal acknowledges outstanding service by employees of the Australian, territory and local governments. Each year, up to two medals are allocated to the NTPS to be awarded at the Australia Day celebrations (26 January).

The two recipients of the distinguished Public Service Medal in 2012 were:

- Ms Patricia Angus PSM was nominated for her contribution to health and housing policy and programs and services to Indigenous Territorians and as a role model and mentor for Indigenous staff. Ms Angus was nominated by the Department of Housing, Local Government and Regional Services.
- Mrs Jennifer Prince PSM was nominated for service excellence and leadership, particularly in her role as Under Treasurer for the Northern Territory for the last 10 years. Mrs Prince was nominated by the Northern Territory Treasury.

Since 1990, 18 Public Service Medals have been awarded to employees.

Workforce development

NTPS Collaborative Training Framework

During 2012–13 the model used to deliver training and development programs was reviewed. The new model includes the following elements:

Learning Portal

In 2012–13 a conceptual design of a learning portal was developed. The intention of the portal is to provide an online platform that promotes training and development opportunities to NTPS agencies and staff. Key features include information regarding the OCPE panel contracts and leadership and management programs, agency specific training opportunities that are suitable for the whole sector and a discussion board to encourage and support agency partnerships.

Panel contracts

To alleviate the procurement burden for agencies and to provide a selection of approved providers, access to two panel contracts has been established. These include:

- Australian Public Service Commission panel contract with access to over 270 providers.
- NTPS three-year panel contract for non-accredited training in 18 topics ranging from leadership development to team development.

Leadership development

OCPE continued to offer targeted leadership and management training such as Future Leaders Program, Executive Leadership Program, Discovery – Women in Leadership, and Indigenous leadership programs.

Cross cultural training

NTPS employees are expected to attend a basic level of cross cultural training within a short period of commencing. To consolidate agency course offerings and ensure a consistent approach across the sector to learning outcomes, a cross cultural training

framework was developed in consultation with HR Directors. The framework proposes five key areas of development:

- basic understanding of cross cultural issues
- in-depth cross cultural training to assist employees in service delivery roles
- management training for culturally diverse teams
- management training to inform policy work
- training that orients and prepares Indigenous employees to the workforce and the NTPS context.

Agencies or individuals are able to access cross cultural programs through facilitators on the panel contracts, existing development programs through third party providers, or direct negotiation with third party providers to deliver targeted or specific programs.

Partnerships with peak bodies

OCPE has entered into a Memorandum of Understanding with the Australian Human Resources Institute (AHRI) to promote access to learning events for NTPS HR professionals.

The office is looking to extend this model into other collaborative partnerships with other peak bodies in order to offer a range of professional development opportunities to benefit the NTPS workforce.

Leadership development

The division co-designs and managed a suite of leadership and management programs that are informed by the NTPS Capabilities and Leadership Framework and aim to build leadership capability across the sector.

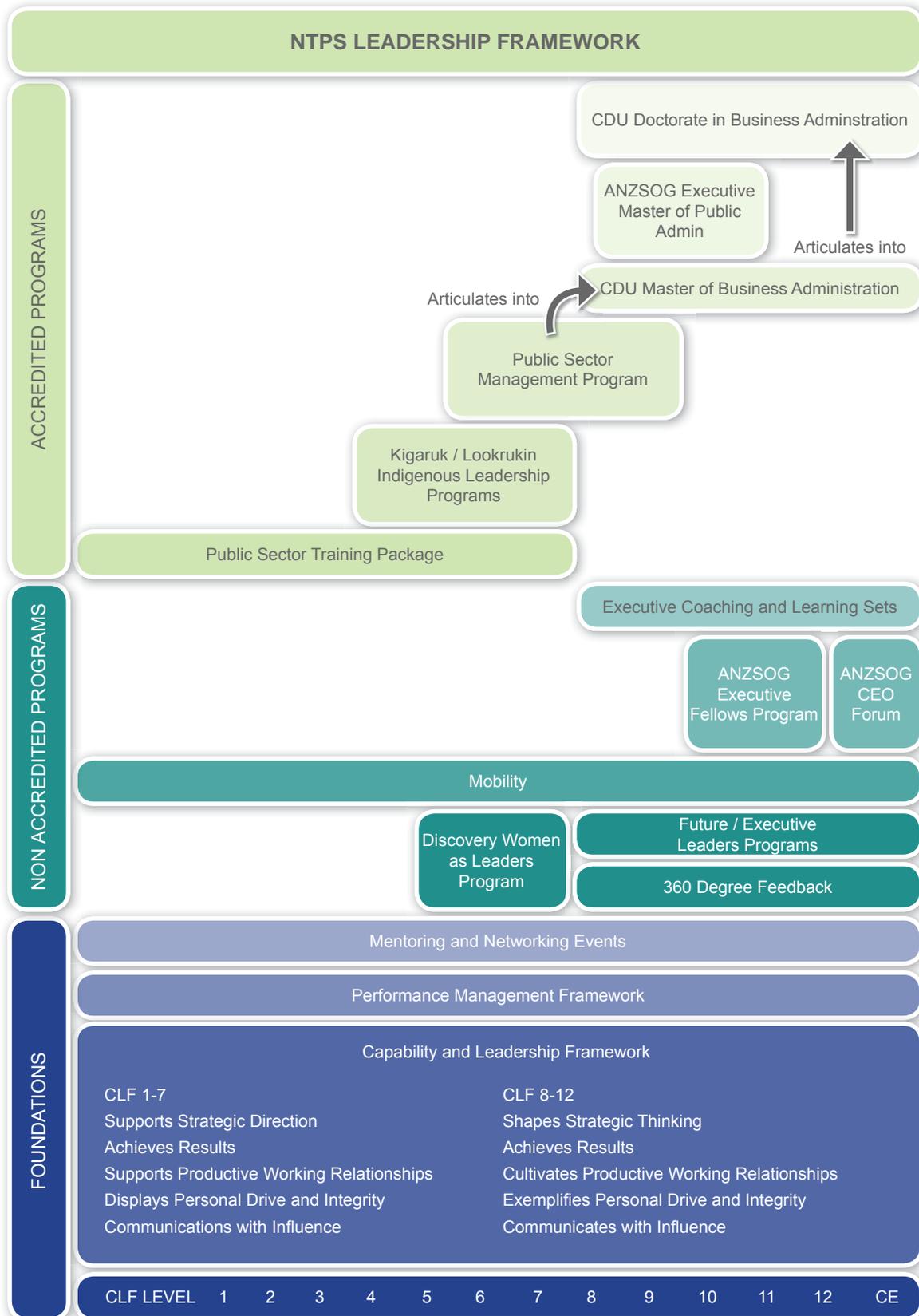


Figure 2.

Australia and New Zealand School of Government (ANZSOG)

ANZSOG is a highly regarded provider of public sector leadership development activities throughout Australia. The ANZSOG programs and activities are specifically designed to meet the needs of middle to senior public sector managers across a range of contemporary topics.

The NTG renewed its membership with ANZSOG, by agreeing on another five year Memorandum of Understanding. This renewal will allow employees to continue to access a range of training offered by the school.

Highlights from 2012–13 include:

- one senior executive was selected this year to undertake the Executive Master of Public Administration.
- OCPE in partnership with other central agencies hosted a two-day program on the topic of women in leadership in September 2012. The program was facilitated by Christine Nixon and nearly 40 women from across the sector attended.
- in February 2013, a Chief Executive attended the CEOs Forum 2013.
- in March 2013, the OCPE website was refreshed with new ANZSOG related content. Additions included a range of case studies and occasional papers that were released by the State Services Authority of Victoria, and access to the audio recordings and presentations of over 50 applied learning events.

Public Sector Management Program

Once again, the OCPE offered the nation-wide flagship program in public administration, the Public Sector Management Program (PSMP). The program has participants within the classification range from AO6 to SAO1 or equivalent and welcomes participants from all tiers of government: local, state and federal.

PSMP is a nationally accredited program and graduates receive a Graduate Certificate qualification from Flinders University, which they may then choose to articulate into a Masters level qualification at Charles Darwin University.

The NTPS has delivered the PSMP since 1993 and, since then, there have been 657 graduates. The program is offered in Darwin annually and in Alice Springs biannually.

In December 2012 we celebrated the graduation of 31 public servants from both Darwin and Alice Springs. A total of 45 participants in Darwin and Alice Springs are undertaking the current program.

Indigenous leadership development programs

There has been a continued focus on building the leadership capability of Indigenous employees through the Kigaruk and Lookrukin programs. These programs are specifically designed to offer Indigenous employees an opportunity to gain the knowledge and skills to build capacity in their current position as well as assist them with their future career progression. These programs are informed by a strong support structure that includes mentors, peer coaches and sharing of experiences and lessons learnt from past participants. Graduates are awarded a Diploma of Management from Charles Darwin University and are able to use this qualification to consider future educational pathways.

Twenty women graduated from the 2012 Lookrukin Indigenous Women's Leadership Development Program in May 2013. The Kigaruk Indigenous Men's Leadership Development Program will commence in July 2013 with a maximum of 25 placements. These programs make a real difference with graduates using their qualification to pursue higher education opportunities.

The NTPS has more than 100 Kigaruk and Lookrukin alumni members. Being a member of the Alumni not only gives graduates recognition for completing the program and acquiring a Diploma qualification, but also the opportunity to continuously network with fellow Alumni members and receive information relating to further career development and educational opportunities.

Future and executive leadership programs

Both programs were offered in 2012–13 and focused on developing NTPS specific leadership capability with the use of local guest speakers and contextualised training content. The Future Leaders Program targets employees at the AO7 to SAO2 level or equivalent, and the Executive Leaders Program targets employees at the SAO2 level and above or equivalent. A total of 131 participants undertook both programs in 2012–13.

360-Degree Feedback

This program assisted senior executives, executives and executive feeder groups in developing their learning plans. In particular, the program has helped participants understand their personal and organisational development needs.

Women in leadership

Developing the leadership capability of female employees is another key focus area for the division. The NTPS has a proud history of advancing women into leadership positions with 44% of senior management positions being occupied by women, and continues to lead other jurisdictions in the development of women leaders.

The division continued to offer a dedicated leadership development program for women, the Discovery - Women as Leaders Program. The program is delivered over three workshops, each focusing on different learning areas. Guest speakers include NTPS women leaders who share their experiences and lessons with participants. In 2012–13 the program was offered in Darwin with a total of 33 participants bringing the total participants since 2001 to 276. Another program will be offered in Alice Springs in September 2013 to a cohort of 15 participants.

Building human resource and industrial relations capacity in the NTPS

In shaping the future of the HR profession in the NTPS, OCPE has been working with HR practitioners to develop a sector-wide HR/IR capacity building framework.

Over 2012–13 the following activities were aimed at building HRM and IR capacity:

- The Agency HR/IR Development Program combined structured training sessions on a broad range of topics as well as providing practical experience working with OCPE consultants. Each program targeted a particular audience group (e.g. graduates, A05-A06, A07-SAO1):
- Six programs were run during the reporting period with a total of 17 participants from ten agencies. Another three sessions are scheduled for the rest of 2013.
- The HR/IR Practitioner Workshop Series delivered focused training on the legislative provisions and best practice approaches to HR/IR practitioners in agencies. Topics focused on the PSEMA and subordinate legislation; *The Fair Work Act 2009* (Cth) and its implication on the NTPS; legislative hierarchy; grievance mechanisms in the NTPS; inability, unsatisfactory performance and discipline; unfair dismissals; and change management – an industrial perspective.

- Fourteen workshops were delivered with a total of 162 participants attending. Another three sessions are scheduled for the rest of 2013.
- A range of Commissioner's Guidelines, Commissioner Information Sheets and Better Practice Guides were promulgated, including Change Management in the NTPS – Industrial obligations and considerations under NTPS agreements, Working with Unions, Miscellaneous Leave Provisions, Redeployment and Redundancy Provisions for Ongoing Employees, Recreation Leave at Half Pay, Avoiding Unfair Dismissal, and Transition to Retirement.
- The HR Forums provide a knowledge sharing and exchange platform within the NTPS HR community. In 2012–13, OCEP sponsored three HR Forums that offered HR professionals the opportunity to update their knowledge on legislation, leadership development, how to manage change, and innovative sessions showcasing success stories from NTPS agencies as well as the powerful role of social media.
- On behalf of the HR community OCEP has formally accepted a proposal for Australian Human Resources Institute (AHRI) Organisational Membership for the NTPS. The membership provides exclusive access to comprehensive, current and relevant HR industry knowledge and expertise. In addition to this, employees will also have access to a suite of individual AHRI membership options at the reduced rate. The AHRI is the national body representing human resource and people management professionals. It is regarded as the one of the pre-eminent providers of education and training services in the provision of human resource, people management and business skills. This office's affiliation with AHRI as a strategic partner is significant for the NTPS in supporting the mutual aim of strengthening human resource capability across the sector.

NTPS values

Six core values for the NTPS was adopted in 2012–13. These values guide the performance and day-to-day behaviour of all employees.

- **Commitment to Service:** The NTPS is professional, effective, innovative and efficient, working collaboratively to achieve the best results for the NT.
- **Ethical Practice:** The NTPS upholds the highest standards of practice and acts with integrity in all that it does.
- **Respect:** The NTPS respects all people, and in particular their rights and heritage.
- **Accountability:** The NTPS is transparent and accountable in all its actions.
- **Impartiality:** The NTPS is apolitical and provides the Government with advice that is objective, timely and based on the best available evidence.
- **Diversity:** The NTPS values the diversity of its workforce as well as the NT population it serves and seeks to reflect that diversity.

Capability and leadership framework

The capability and leadership framework (CLF) supports the leadership capability and development of the workforce. Implementation of the CLF continues to be a focus area for the division with highlights for 2012–13 including:

The training content for all sector-wide leadership and management programs continues to be informed by the CLF

OCEP representatives worked with agencies to raise awareness of the CLF, its usability and value in agency specific leadership development and performance review processes.

Agencies frequently showcasing their creative approach to implementing the CLF with the Department of Education and Children Services developing a tailored e-Learning

product for their online corporate orientation program and employee performance and development Sharepoint site.

The CLF being an integral component of the Agency HR/IR Development Program with OCPE representatives working closely with participants to showcase the potential uses of the framework.

CEO performance agreements

A new CEO performance framework was introduced. NTPS agencies, as instruments of government and with funding sourced from taxpayers, are expected to exercise care and discretion in their operations and to be fully accountable for their actions and decisions. Monitoring and reporting of actual performance against planned performance is an important principle underpinning our system of public sector administration. It is in this context that the CEO performance framework has been devised.

The main elements of the framework to plan, agree, monitor and assess CEO performance are:

1. Portfolio Priorities (as determined with Minister)
2. Whole of Government Priorities (as determined with DCM)
3. Financial Leadership and Governance Outcomes (as determined with the Department of Treasury and Finance)
4. People Leadership and Performance (as determined by CPE)
5. Professional Growth and Development (as a result of CLF and 360 degree process).

Timor-Leste

With the finalisation of the Memorandum of Cooperation with Timor-Leste in 2011–12, this office has signaled its intent to continue with the special relationship we share with the Civil Service Commission in Timor-Leste by securing AusAID funding under the Public Sector Linkages Program. The funding will be used to deliver a number of short leadership and management workshops in Dili next year which aim to build capability within the Timor-Leste Civil Service.

Priorities for 2012–13

- Lead and manage the annual Chief Minister's Awards and Medal ceremony
- Continue to offer a suite of leadership development programs
- In collaboration with agencies, embed strategies and frameworks approved in 2012–13:
 - Indigenous Employment and Career Development Strategy
 - EmployAbility: A strategy for the employment of people with disability in the Northern Territory Public Sector
 - NTPS Values
 - NTPS Workforce Metrics
 - Agency Capability Reviews
 - CEO Performance Framework
- In collaboration with agencies develop and implement
 - Sector-wide Strategic Workforce Plan
 - Enhanced performance management across the sector
 - 2014 NTPS Staff Survey

Employee Achievements

- Renee Long won the Institute of Public Administration Australia Northern Territory Indigenous Scholarship and attended the International Congress in Melbourne 18-20 September 2012.
- Jenny Stephensen presented at the 'Workforce Planning for the Public Sector' conference in Canberra in August on the topic of 'The Shape of Things to come in Managing Human Capital Risk'.



Output 3 - Promotion, Disciplinary and Inability Appeals and Grievance Reviews

Overview

The Public Sector Appeals and Grievance Reviews Division (PSA&GR) has three main functions:

- conduct promotion, disciplinary and inability appeals pursuant to section 59A through section 59G of the PSEMA
- provide employees with an independent and impartial review of agency actions and decisions through the grievance review process set out in section 59 of the PSEMA
- provide education and training in the area of merit selection and recruitment.

The objective is to ensure merit, equity and fairness prevail in public sector management through effective, impartial and independent grievance review and appeal mechanisms, and provision of education and training.

Appeals in 2012 –13

The Public Sector Appeals Board is an independent body, located for administrative purposes within the Public Sector Appeals and Grievance Reviews Division of the OCPE.

The commissioner has appointed the Director PSA&GR as the standing chairperson of the board, and the other two members for each appeal are appointed by the relevant agency and union.

In order to be selected to be a board member hearing a disciplinary or inability appeal the agency and union nominees must have participated in formal training. The initial training course was conducted by PSA&GR in 2012 with 48 attendees and refresher courses will be conducted as necessary.

In all aspects of operation of the board, the intention is to ensure competence, quality, impartiality, and independence.

Promotion appeals

Promotion appeals are conducted in accordance with section 59C to section 59G of the PSEMA and Public Sector Employment Regulations 8-9 and 12-15.

Promotion appeals can only be made by existing employees, in situations where the selection is a promotion for both the appellant and the provisional promotee. No ground of appeal is specified in PSEMA, however, the test applied by the board is whether the selection decision was consistent with the merit principle as defined in PSEMA.

Under section 59E of the PSEMA the Board may:

- a) affirm the decision
- b) vary the decision
- c) set aside the decision
- d) set aside the decision and return the matter to the relevant chief executive officer for reconsideration
- e) set aside the decision and replace it with the appeal board's decision.

On returning a matter to a CEO, the Board is able to direct how the matter is to be dealt with.

Promotion Appeals Statistics

Figure 3 - Number and percentage of NTPS promotions appealed

Year	Promotions	Promotion Appeals	%
2004–05	1215	100	8.2%
2005–06	1158	36	3.1%
2006–07	1255	54	4.3%
2007–08	1365	72	5.3%
2008–09	1532	58	3.8%
2009–10	1352	47	3.5%
2010–11	1587	66	4.2%
2011–12	1835	145*	7.9%*
2012–13	961	65	6.8%

* The larger than usual number of appeals in 2011–12 financial year stems from several 'bulk' recruitment processes.

Promotion Appeals Timeliness

The division's target for completion of promotion appeals is 6 weeks from receipt to decision. In 2007–08, the average time from receipt of a promotion appeal to completion was 8.5 weeks. This timeframe has consistently lowered each year and in 2012–13 the average completion time for a promotion appeal was 5.6 weeks.



Figure 4 - Summary of promotion appeals statistics

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Appeals carried over	9	3	2	0	10	0
Appeals received	72	55	45	66	145	65
Total handled	81	58	47	66	156	65
Finalised	78	56	47	56	156	63
Varied by appointing appellant (allowed)	1	3	0	2	3	1
Decision affirmed (disallowed)	29	30	37	17	38	27
Set aside and returned to be redone (Readvertised/ set aside)	12	2	1	7	58	14
Withdrawn	15	15	8	26	55	16
Vacated (cancelled)	21	6	1	4	2	5
On hand at end of period	3	2	0	10	0	2

Disciplinary and inability appeals

- Disciplinary and inability appeals are conducted by the Public Sector Appeals Board in accordance with section 59A and section 59C through to section 59G of the PSEMA and Regulations 8-10 and 12-15.
- In 2012-13 there were 5 disciplinary appeals completed:
 - 1 allowed as to penalty (overturning the CEO's decision to terminate and substituting a pecuniary penalty instead)
 - 1 affirming CEO's decision to terminate employment
 - 2 settled by agreement between the parties
 - 1 withdrawn
- In 2012-13 there was 1 inability appeal completed with the outcome affirming the decision of a CEO to terminate employment.

Section 59 grievance reviews of treatment in employment 2012–13

Pursuant to section 59 of the PSEMA, employees aggrieved by their treatment in employment may request the commissioner to review the agency's action, intended action or decision.

In 2012–13 a total of 115 grievance reviews were handled, compared with 112 in 2011–12, 117 in 2010–11, 127 in 2009–10 and 113 in 2008–09.

The most common issues raised in grievances in 2012–13 were, in order of prevalence:

- management action or decision
- selection decision
- application of procedures and policies
- agency handling of internal bullying complaints
- bullying and harassment
- termination on probation section 59(1)
- review of disciplinary decision section 59(1)(aa)(ii)
- application of conditions of service

Section 59 grievance reviews statistics

The grievance review unit utilises a flexible, outcome-focused approach to handling grievances, concentrating, when possible, on achieving resolution through discussion, negotiation and mediation. Perhaps as a consequence of this, in 2012–13 it was only necessary in the case of 6 grievances for the commissioner to direct an agency to change the agency decision or take another action.

The majority of grievances have resulted either in the commissioner upholding the agency action or the grievance being resolved through the involvement of PSA&GR.

Section 59 stipulates that the commissioner shall conduct a review within three months of receiving a grievance or such longer period as in the commissioner's opinion the circumstances require. In the past, timeliness in finalising grievance reviews was much greater than three months, for example, in 2006–07, the average time taken to finalise a section 59 grievance review was 5.5 months, substantially greater than the three-month statutory requirement. This figure has improved consistently over the past few years and in 2011–12 the average time taken to finalise grievances was 1.8 months. In 2012–13 that figure has been reduced further to 1.6 months.

Measuring timeliness by individual grievances rather than overall average: of the 112 grievances handled in 2011–12, 19 took longer than three months to finalise. This means that 83% of grievances were finalised within the statutory timeframe. This result has improved in 2012–13 with only 15 grievances of the 115 handled this year taking longer than 3 months. This is a result of 87% of all grievances being completed within the statutory time frame, and is a result closer to the division's target of 90%.

Figure 5 - Outcomes of section 59 Grievance Reviews

Decisions	2008-09	2009-10	2010-11	2011-12	2012-13
Agency directed to take/refrain from taking action	4	8	0	3	6
Agency action confirmed	23	31	26	18	15
Agency action confirmed with comment from the Commissioner	n/a	8	16	10	13
Resolved through PA&GR involvement	17	29	36	34	44
Handled within the agency	7	8	3	11	10
Resolved by mediation	10	0	2	1	2
Declined to review (e.g. out of time, no jurisdiction, non-employee)	16	9	14	9	7
Withdrawn	12	15	10	16	9
On hand at the end of the period	24	19	10	10	9
Total handled	113	127	117	112	115

Figure 6 - Reasons for section 59 Grievance Reviews

Reasons	2008-09	2009-10	2010-11	2011-12	2012-13
Management action or decision	45	46	58	35	56
Selection processes	26	43	35	43	37
Application of procedures and policies	18	13	10	3	5
Application of conditions of service	10	9	4	17	3
Agency handling of bullying and harassment	12	8	8	7	6
Termination of probationary employment	0	5	1	4	4
Bullying and harassment	2	3	1	3	4
Total handled	113	127	117	112	115

Merit selection and recruitment training

In 2011 the NTPS Employee Survey highlighted a low level of confidence that recruitment and promotion decisions were appropriately based on merit; for example, only 48% of employees agreed that recruitment and promotion decisions were fair, 53% thought their agency had good processes and procedures for selecting employees, and 51% thought their workplace selected employees with the right knowledge, skills and ability. Although these results are not dissimilar to those in other jurisdictions, the commissioner has directed that efforts be made to more closely align selection decisions to the merit principle, and to work towards achieving greater employee confidence in selection processes.

In consultation with HR representatives across the NTPS, unions and agencies, OCPE in 2012–13 has extensively reviewed and updated the Merit Selection Guide, to reflect the good practice guidelines in respect of selection processes.

A new addition to the guide is the inclusion of a schedule setting out Facts vs Myths about Merit-based selection, which highlights the key issues that have emerged primarily through promotion appeals and section 59 grievances, concerning merit selection.

In 2012–13 OCPE developed new training programs around merit selection that focus on:

- understanding the merit principle
- addressing recruitment facts and myths
- selection assessment strategies
- understanding the importance of demonstrated work performance and past work experience to assess suitability
- improved selection reporting.

The merit selection training course includes interactive sessions in which participants discuss de-identified case studies highlighting key aspects of merit selection.

Initial training courses commenced in August 2012, and since January 2013 have been conducted as extensively as possible across the NTPS.

There has been heavy demand for the merit training courses, and from January 2013 to end June 2013 over 600 employees have participated in training. Satisfaction ratings relating to all aspects of the merit selection training courses are consistently over 90%.

Training and education courses will continue with the recent ongoing appointment on 1 July 2013 of the Manager of Training and Education, who will further develop course content and education programs.

Priorities for 2012–13

- Develop interactive training material and provide education and training in relation to merit selection
- Work towards standardising merit selection practices across the NTPS including development of standardised templates
- Continue to provide high level appeal and grievance handling services for the NTPS.

Outputs 1-3 - OCPE Central Australia

Overview

In Central Australia the commissioner is represented by the Director of Regions in the Department of Corporate and Information Services. The Director also represents OCPE's business divisions in the southern region.

Activities undertaken in Central Australia in 2012–13 on behalf of the Commissioner for

Public Employment were:

- Employee Relations
 - employee relations advice to both managers and employees, including those in remote localities
 - participated on JES evaluation panels as the OCPE representative
 - worked with agencies to resolve employee disagreements.
- Strategic Workforce Planning and Development
 - participated in the Barkly and Alice Springs careers expos.
- Promotion Appeals & Grievance Reviews
 - provided advice and assistance to managers and employees.
- Corporate Governance
 - assisted in the implementation of government policy initiatives
 - OCPE representative on the Barkly Regional Coordination Committee, the Alice Springs Executive Coordination Committee and the Alice Springs Regional Coordination Committee
 - chaired the Strategic Workforce Issues Action Group (regional HR Managers group), including:
 - enterprise bargaining briefings

- provided briefings on new initiatives and policies
- discussed various HR/ER/IR issues
- represented the OCPE on various other committees and networks.

Priorities for 2013–14

- Continue work to identify specific regional and remote workforce issues that need addressing.

Corporate Governance



Governance Framework

Overview

The OCPE governance framework aims to ensure the efficient use of resources, compliance with statutory and other external requirements, and sound administrative and financial management practice.

The framework covers the set of responsibilities and practices, policies and procedures exercised to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.

It is about both performance and conformance, and also encompasses the important role of leadership in ensuring that sound governance practices are applied within the OCPE and across the NTPS.

Primary responsibility for the governance of the OCPE rests with the OCPE Executive Management Team.

- records and information management
- information technology.

Under the shared services arrangement with DCM, Executive Director Corporate Services and the Chief Financial Officer are also members of the OCPE Executive Management Team. They also represent the Commissioner for Public Employment on various inter-agency coordination forums.

Corporate services

Under a shared services arrangement, the Department of the Chief Minister (DCM) provides the full range of corporate services to the OCPE on a fee-for-service basis, including:

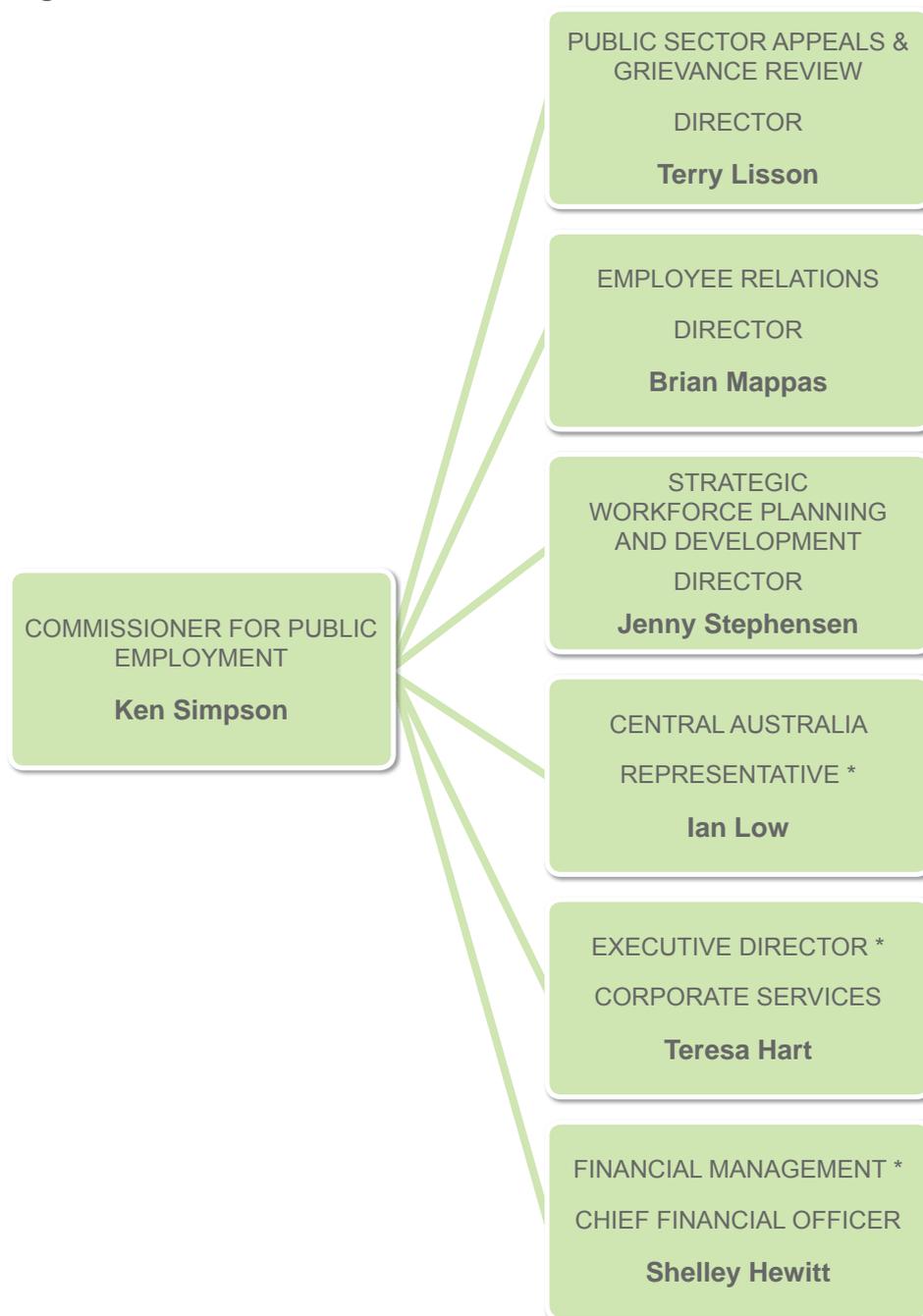
- communications and marketing
- corporate governance
- procurement services
- office services
- financial and budget management
- travel
- human resources

Organisational Structure

The OCPE consists of five business divisions that deliver outputs as contained in Budget Paper No.3.

Figure 9 shows the high-level management and operational structure as at 30 June 2013.

Figure 9 - Organisational Structure



* Positions held by NTPS staff external to OCPE

Figure 7.

Committee Structure

Executive Management Team

Purpose

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

- ensuring the OCPE has clearly established goals and objectives
- ensuring strategies for achieving those goals and objectives are appropriate and understood by management and staff
- monitoring quality control systems and, where necessary, implementing corrective action to improve systems and performance.

Executive Management Team decisions are conveyed to staff at staff meetings, which are conducted at whole-of-office and business division levels.

The Executive Management Team supports the dissemination of minutes and notes throughout the OCPE for the information of staff. Minutes of the Executive Management Team meetings and Coordination Committee reports are posted on the OCPE intranet and are accessible by all staff.

Membership

Executive Management Team members at 30 June 2013 were:

KEN SIMPSON Commissioner for Public Employment



Ken was Commissioner from 2006 to 2011, and was reappointed in September 2012.

He has had broad policy and operational experience in Northern

Territory Government agencies since arriving in Darwin in 1976. Ken has held senior positions in the Department of the Chief Minister (Deputy Chief Executive), Department of Employment, Education and Training (Deputy Chief Executive and Acting Chief Executive), Department of Corporate and Information Services (Deputy Chief Executive), Department of Health (Assistant Secretary) and the Department of Transport and Works (Director). He has also acted as the NT's Auditor-General.

Ken holds a Bachelor of Commerce (Queensland) and a Graduate Diploma in Executive Public Service Management (Charles Darwin University).

BRIAN MAPPAS Director, Employee Relations



Brian joined the OCPE in 1996 following more than 10 years' experience in employee relations in the Department of Employment, Education and Training. Other NT departments Brian has worked for include Treasury, Community

Services and Primary Industries and Fisheries. He has extensive senior experience in industrial relations and human resource management and holds a Bachelor of Business (majoring in management) and an Associate Degree in Legal Studies.

TERRY LISSON Director, Promotion Appeals and Grievance Reviews



Terry joined the OCPE in January 2008 from the position of Director of Conciliation, Policy and Law at the NT Anti-Discrimination Commission, where she had worked for the previous six years.

Terry holds a Bachelor of Arts (Honours Psychology) and a Bachelor of Laws and, in addition to many years working as a practising lawyer in both Canada and Australia, has extensive training and experience in complaint handling, conflict resolution, conciliation and mediation.

JENNY STEPHENSEN Director, Strategic Workforce Planning and Development



Jenny has worked in both federal and state government for more than 30 years. With a Bachelor of Science and a Master of Organisational Development and Training, her background is in workforce capability and workforce planning.

She returned to the OCPE in 2010 after a four-year gap, which saw her working on a secondment to the Alberta Public Service in Canada followed by a stint in the Department of Health and Families as Director, Strategic Workforce Planning. Jenny has also worked in East Timor on a project to develop a strategic workforce plan for the civil service. In 2010 Jenny was a finalist in the Australian Institute of Management Manager of the Year Award.

IAN LOW Commissioner's Representative, Alice Springs



Ian joined the NTPS in 1996 after 23 years with the Australian Government. He worked in many federal departments during his time with the Australian Government at both the regional and central office level (Melbourne and

Canberra).

In 1996 Ian moved to Alice Springs and took on the role of Corporate Services Manager with the then Department of Health. In 1998 he transitioned to the newly formed Department of Corporate and Information Services and became the Regional Manager in 2000, a position he has held since that time, albeit now with the Department of Business and Employment. In January 2012 Ian took on the role of Commissioner's Representative, Alice Springs.

Ian has vast experience in senior management positions across the public sector. His background is Human Resource Management together with systems review.

SHELLEY HEWITT Chief Financial Officer



Shelley brings more than 15 years of financial management experience and expertise to OCPE. In her role as Chief Financial Officer, Shelley directs all financial aspects of the agency, including accounting practices, budgeting,

financial analysis, and monitoring of financial performance.

Prior to joining OCPE, Shelley held various challenging positions as Finance Manager of the City of Palmerston and Manager of Management Accounting for both Darwin City Council and the Power and Water Corporation.

Shelley holds a CPA and a Bachelor of Commerce from Deakin University

**TERESA HART Executive Director
Corporate Services**



Teresa joined the NTPS in 1994, after 15 years with NT Police, and has worked in several agencies in senior policy, corporate and executive roles. She currently holds the position of Executive Director, Corporate Services and leads the HR, Finance

and Budgets, Office Services, Information Technology and Records Management teams that provide support to the Office of the Commissioner for Public Employment. Teresa holds a Master of International Management and a Graduate Diploma of Public Sector Executive Management.

Audit and Risk Management Committee

The OCPE Audit and Risk Management Committee comprises a subset of the OCPE Executive Management Team members, as well as an independent external representative. The functions and responsibilities of the committee are to:

- monitor the adequacy of the OCPE's internal control environment, including risk management and related policies, practices and procedures
- oversee the internal audit functions, liaise with external auditors and monitor the implementation of internal and external audit recommendations
- undertake any other functions and activities that the committee considers relevant to its primary objective.

Membership

Chair: Shaun Hardy (DCM)

Members: Brian Mappas (OCPE)
Jenny Stephensen (OCPE)
Terry Lisson (OCPE)
Katrina Harding (DBE)

Observers: Shelley Hewitt (DCM)

The committee met formally once during the reporting period.

In June 2013 the committee agreed to amalgamate the OCPE Audit and Risk Management Committee with the DCM committee.

Workplace Health and Safety

The OCPE's Work Health and Safety Committee comprises elected representatives from the divisions of Strategic Workforce Planning and Development, Public Sector Appeals and Grievance Reviews, Employee Relations and visiting members from the Department of Corporate and Information Services (Occupational Health and Safety Advisory Service) and the Department of the Chief Minister. This is a new committee with new members following a review of the office's work group agreement.

The committee held two formal meetings in the reporting period (September and December). However the committee met in August for a training session conducted by the Occupational Health and Safety Advisory Service.

Activities undertaken by the Committee include:

- liaison with the Occupational Health and Safety Advisory Service and the Department of the Chief Minister in relation to the development of policies and documents for the office
- preparation of work health and safety policy documents
- revision of the cyclone plan for the office
- training in the responsibilities of health and safety representatives and committees.

Membership

Chair: Mark Hathaway (OCPE)

Members: Damien Doherty (OCPE)
Winnie Liu (OCPE)
Bruce McKinley (DBE)
Cassie Harradine (DCM)
Jean Perkins (OCPE)

Information Management Committee

The Information Management Committee is responsible for information and communications technology matters within OCPE and the DCM.

These issues include responsibility for:

- strategic planning in information and communications technology
- information and communications technology business investments
- policies and procedures in information and communications technology, and information management practices.

Membership

Chair: Andrew Cowan (DCM)

Members: Shelley Hewitt (DCM)
Jenny Stephensen (OCPE)
Zoe Malone (DCM)
Steve Bond (DCM)

External Scrutiny

The OCPE is subject to the Northern Territory Auditor-General's audit program under the powers and responsibilities established by the *Audit Act*. Audits may include:

- financial statements
- department compliance
- information technology
- controls and compliance
- performance management systems
- any special reviews conducted.

During 2012–13 there were no external audits undertaken by the Auditor-General's office.

Other forms of external scrutiny during 2012–13 included:

- questions on notice from the Legislative Assembly
- attendance by agency officials before the Estimates Committee in response to questions addressing proposed expenditure by outputs
- disclosure of agency records provided under the *Information Act* (Freedom of Information) in response to requests for information.

Internal Scrutiny

During 2012–13 the department undertook several internal audits

- credit card usage
- petty cash
- network access
- email
- administrator access on computers

Improving communication within the OCPE

Effective internal communication is important to the OCPE. Listed below are some initiatives that enhance communication.

Business Division Meetings

Division directors held regular meetings in 2012–13 to provide information and receive feedback on OCPE issues as well as meeting on specific issues as the need arose.

OCPE Corporate Matters Newsletter

This newsletter is distributed bi-monthly and provides employees with regular, relevant information on financial management, human

resources and information and strategic communications.

The newsletter ensures all employees are made aware of changes to corporate policies and procedures and given advice to enhance the way they do business.

Sharing Information

The OCPE has a strong corporate commitment to sharing information and staff are encouraged to adopt this collaborative approach to work. The Executive Management Team supports the dissemination of minutes and notes throughout the OCPE for the information of employees. Executive Management Team minutes and Coordination Committee reports are posted on the intranet.

Community Engagement

The OCPE community includes all employees of the NTPS and their representatives, and a range of other stakeholders including unions, tertiary institutions, community organisations and Northern Territory businesses and their employees.

Effective external communication is vital to the OCPE. The following are the key methods of external communication maintained during 2012–13. The commissioner also meets on a regular basis with CEOs and unions and maintains regular contact with commissioners from other jurisdictions.

Human Resource Directors

OCPE holds a meeting with agency HR directors every two months to obtain input into policy and programs and to ensure effective coordination in the implementation of HR policies and programs across the NTPS.

Public Sector Consultative Council

The council includes representatives from agencies and unions and meets three times each year to address NTPS HR issues.

Human Resources Forum

The OCPE hosts an HR forum on a regular basis for HR and non-HR practitioners to gain a better understanding of current issues and initiatives. HR forums cover a range of topics presented by the OCPE, NTPS agencies and external stakeholders.

Internet and Intranet

The OCPE internet and intranet sites provide timely and relevant information across the NTPS and to broader stakeholders. The sites are user friendly, providing ready access to the latest updates, news and features and links to programs, policies and legislation.

Information

Information and communications technology

The OCPE operates within the standard NTG ICT environment, which subscribes to outsourced services including desktop, messaging, telecommunications and mainframe applications.

Records management

During the reporting period, the Records Management team was focused on improving records management efficiency for OCPE. Best practice guidelines were developed to assist with the organisation of internal processes, and information sheets are available on the intranet to assist employees with records management activities.

The courier services were reviewed and centralised to allow for more efficient resource use.

Access to information

The *Information Act* came into effect on 1 July 2003.

The Act covers Freedom of Information issues, privacy, records and archives management, and affects how NTPS agencies collect, use and store government and personal information.

In most cases, employees can obtain their own employment-related information held by the OCPE more quickly under the PSEMA, rather than applying for access under the *Information Act*. More information is available at www.ocpe.nt.gov.au/foi. These policies and procedures have been designed to assist people in accessing information and to request corrections to personal information.

Applications under the *Information Act*

The OCPE processed one application for access to information, which was received in 2012–13. The application was completed in May 2013.

No requests for internal review were received and no complaints were submitted to the Information Commissioner.

Privacy

The *Information Act* establishes 10 information privacy principles to govern the collection, use, storage and management of personal information by agencies.

There were no privacy breaches reported in 2012–13.



Our People



Workforce Management

Overview

The OCPE is a central agency within the NTPS with sector-wide responsibility for providing an effective employment framework for the management and development of the workforce.

The OCPE's principal function is to promote the development and observance of the highest possible standards of human resource management practices within the NTPS.

The OCPE is committed to ensuring employees are strong, competent and capable. It also aims to provide the highest quality service to government and people of the Northern Territory

The OCPE is committed to developing its own staff to continue to lead and engage the sector in the development of a professional and strategically aligned workforce. The OCPE is supported by the Department of the Chief Minister (DCM) Human Resource (HR) unit, which is responsible for:

- the provision of advice and support on all aspects of HR development and management
- providing regular reports and statistics
- the development, implementation and maintenance of the performance management framework
- identifying core corporate business training and development requirements
- coordinating early careers programs

To ensure compliance with the PSEMA and other subordinate legislation, several corporate policies were reviewed by the HR unit, and endorsed by the OCPE Management Board after input from employees and made available on the OCPE staff intranet during the reporting period.

Demographics

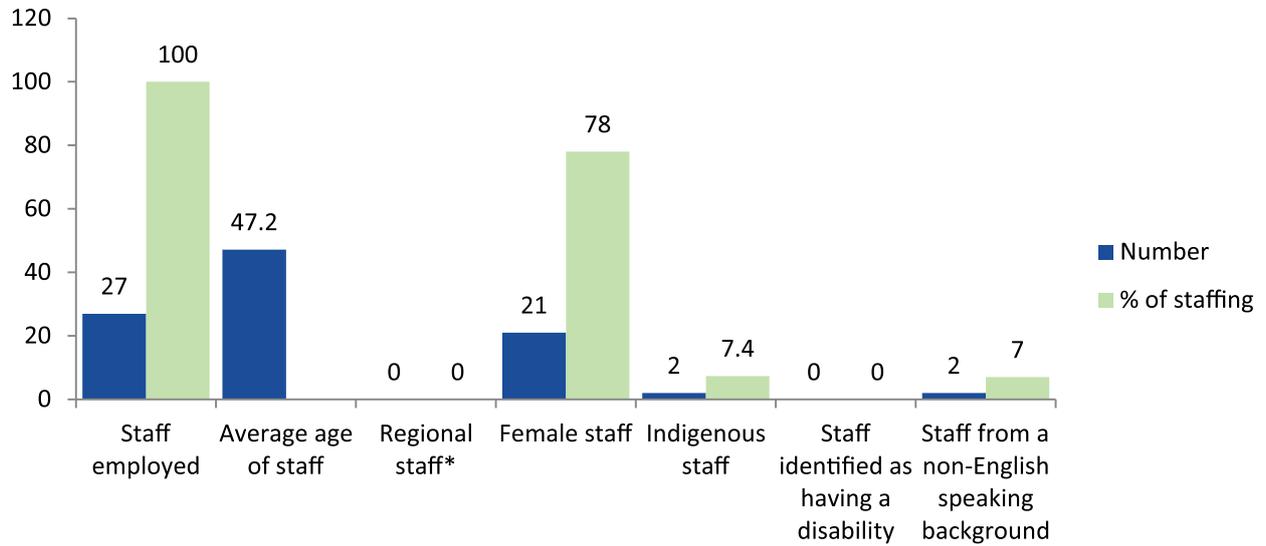
As at 30 June 2013, OCPE employed 27 employees (head count including employees on long term paid leave), compared with 37 employees on 30 June 2012.

78% of OCPE employees are female and there is an even number of male and female employees as Executive Contract Officers.

48% of employees are aged between 26 and 45 years, and 44% of employees have served greater than 10 years with the NTPS.

44% of OCPE employees are at the AO7 level, with a higher number of senior levels compared to more junior levels.

Figure 8 - Snapshot at 30 June 2013



*Ian Low, who represents the Commissioner in Alice Springs is employed by DBE.

Figure 9 - Position Allocations Across the OCPE

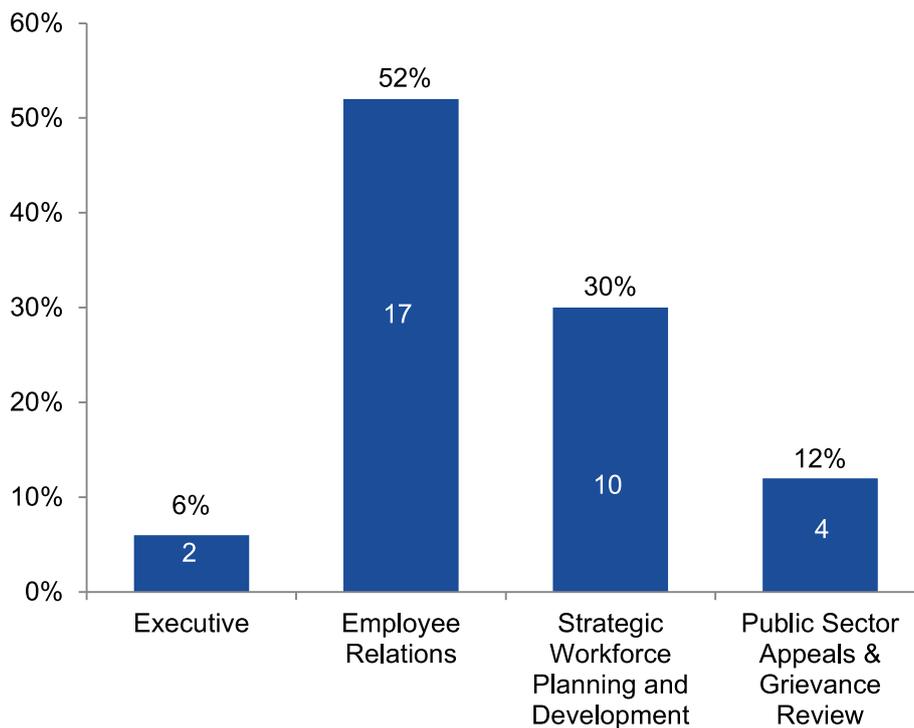
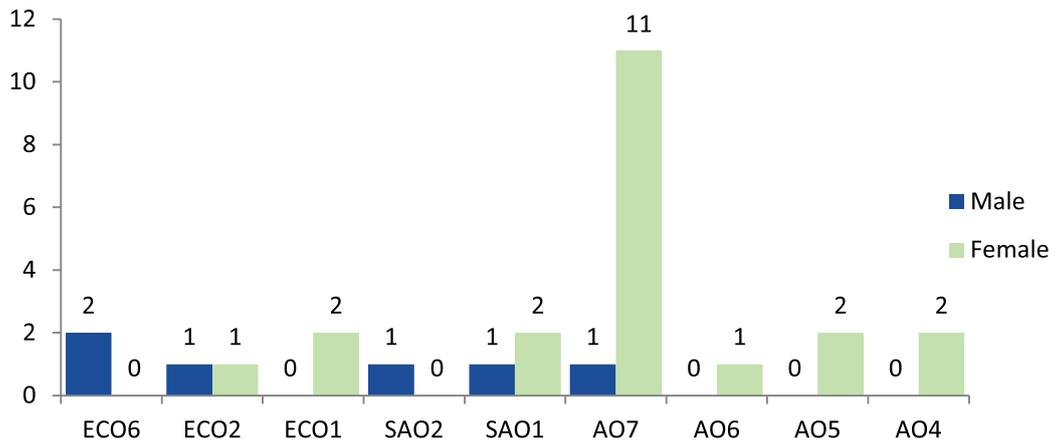


Figure 10 - Gender by Classification



*Previous Commissioner on long service leave pending retirement

Figure 11 - Staffing by Age

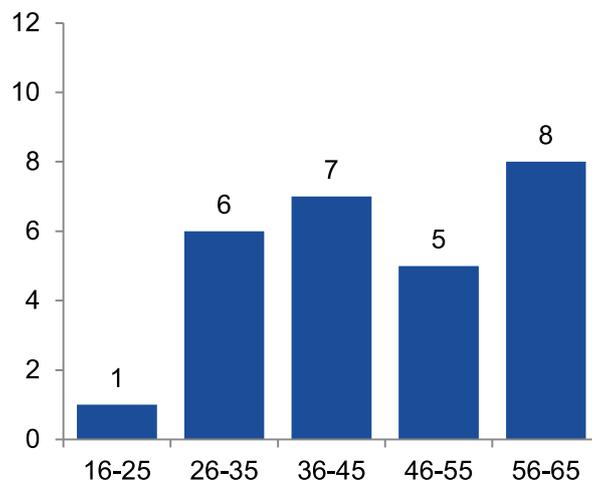
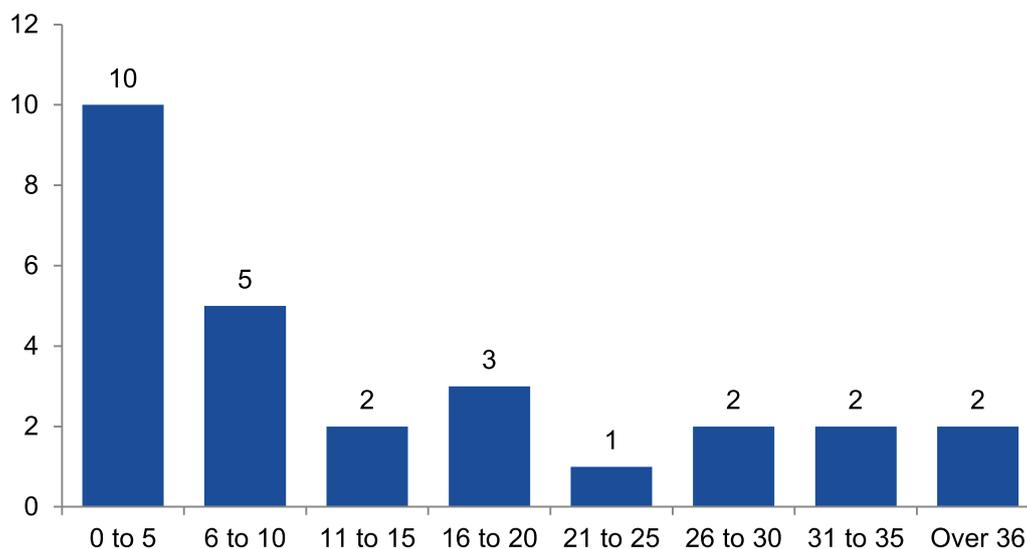


Figure 12 – Staffing by Length of Service in Years

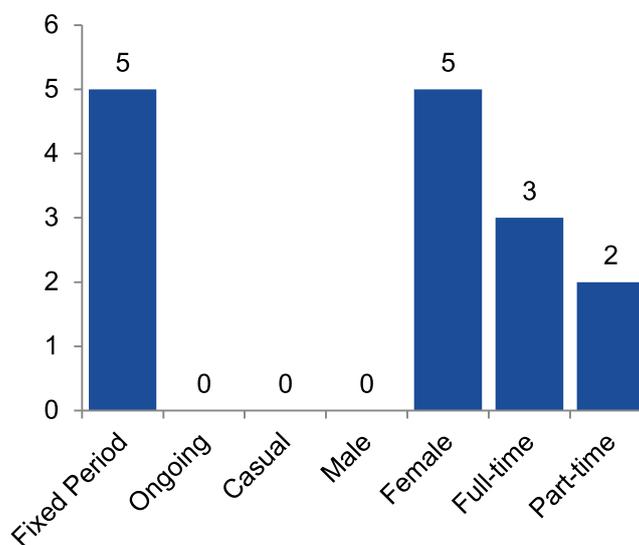


Recruitment

Staffing Profile of New Commencements

5 employees commenced with the OCPE during the reporting period. Of these, 5 were fixed period employees and female. 3 employees were full time and 2 part time.

Figure 13 - Staffing Profile of New Commencements



Staffing Profile of Separations

There were nine separations from the OCPE during the reporting period (to 30 June 2013). Two were fixed period contracts completed and there were seven resignations.

Workforce planning

During the reporting period, the OCPE continued with its workforce plan for 2010–12, which aligns the needs of the agency with its workforce. In a labour force in which skilled people are in demand, the OCPE continued to make progress on its four key challenge areas.

1. Strong data, evidence and analysis systems
2. Recruitment, attraction and retention of talent
3. Building a learning organisation

OCPE employees attended the following programs:

- Future Leaders Program
- Maintaining Personal Resilience Through Change Program
- ANZSOG Women in Leadership Program
- Assertive Communication Skills for Women Program
- Multicultural Awareness Training
- 2012 ALERA Convention – Darwin
- Intensive Negotiation Skills
- Consultation Masterclass: Secrets of Effective Consultation
- From human rights to the high seas: a practical introduction to international law
- Getting to Know TRIM
- Financial Services Workshop
- SafeTALK workshop
- Writing Workshops – Proof reading for Government
- Writing Workshops - Writing for Government
- Intensive Negotiation Skills

4. Happy and healthy work environment

- Continuing with the promotion of positive and healthy workplace strategies such as workplace massages, Life Be In It corporate challenge events, zumba, boxing and yogalates via e-bulletin and OCPE Intranet site.
- Provide information to employees on how they are performing and advise them of how their job fits into the agency vision and business plan.

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.

This performance feedback is provided to all OCPE employees.

Equity and diversity

One of OCPE's strategic priorities is promoting an NTPS culture in which diversity is valued and all employees are treated with respect. This includes the development of an appropriate suite of cross cultural training for the NTPS.

OCPE's aim is to promote and maintain a fair and equal working environment which focuses on the continued implementation of a number of initiatives within the Equal Employment Opportunity (EEO) Plan. This plan includes a range of initiatives that aim to promote EEO and support the career progression of people from EEO groups.

Key initiatives include provision of skills advancement training for people from EEO groups and a performance management framework that takes into account diversity in the workforce.

All new and existing OCPE employees are encouraged to attend cultural awareness sessions with a focus on Indigenous culture. Multicultural awareness training, is also available and teaches strategies for working and communicating with the diverse ethnic groups that make up the unique Territory demographic.

Disability day

OCPE celebrated International Day of People with Disability on 5 December 2012, which recognises the achievements, contributions and abilities of people with disability.

This year money was raised for the Multiple Sclerosis (MS) Society SA and NT, who assist with minimising the impact of MS on individuals, their families, carers and the community, whilst supporting research into improved treatments and a cure for MS.

Figure 14 - Staff Equity Diversity Trend

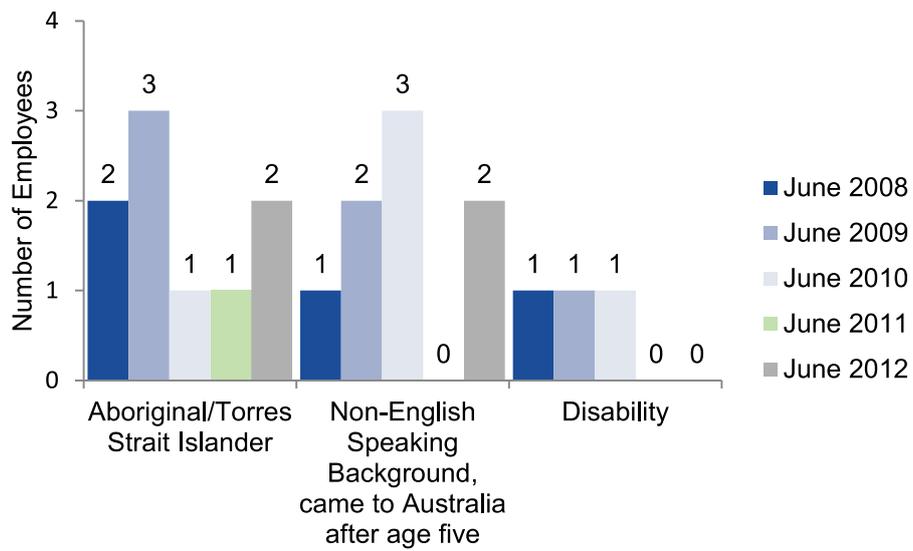
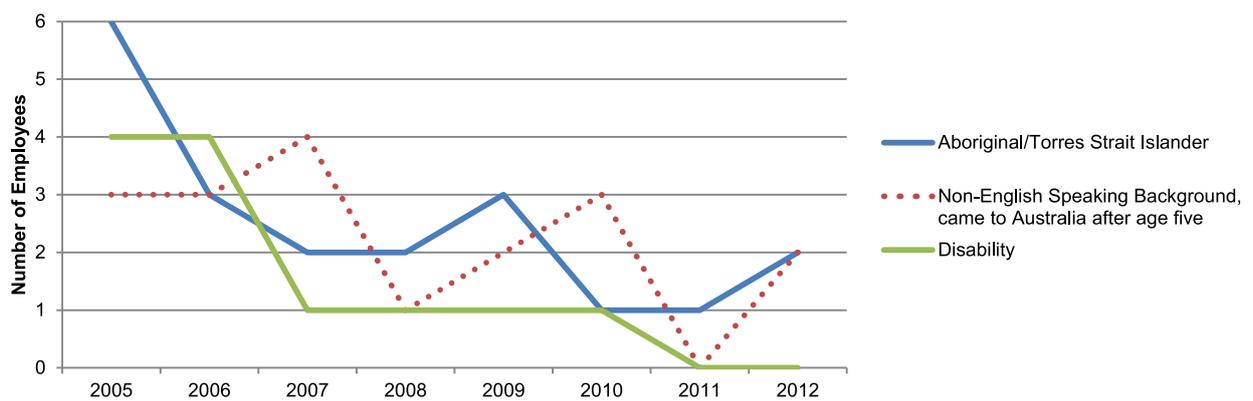


Figure 15 - Diversity Trend



Flexible working arrangements

The OCPE values work-life balance and currently supports a number of family friendly and flexible working arrangements that meet both the needs of the office and employees. These arrangements include working part-time, flexible work hours, use of recreation and long service leave at half pay, purchasing additional leave and telecommuting.

Study assistance

OCPE encourages employee development through tertiary study and supports this through time off to attend lectures and final examinations including consideration of reimbursement for completed units.

OCPE encourages employees to undertake study externally and online. This mode of study enables a self-paced study environment, which can be supported through informative virtual classrooms.

- Two employees are currently studying towards a Bachelor of Commerce, both have been financially supported during the reporting period.

Early career programs

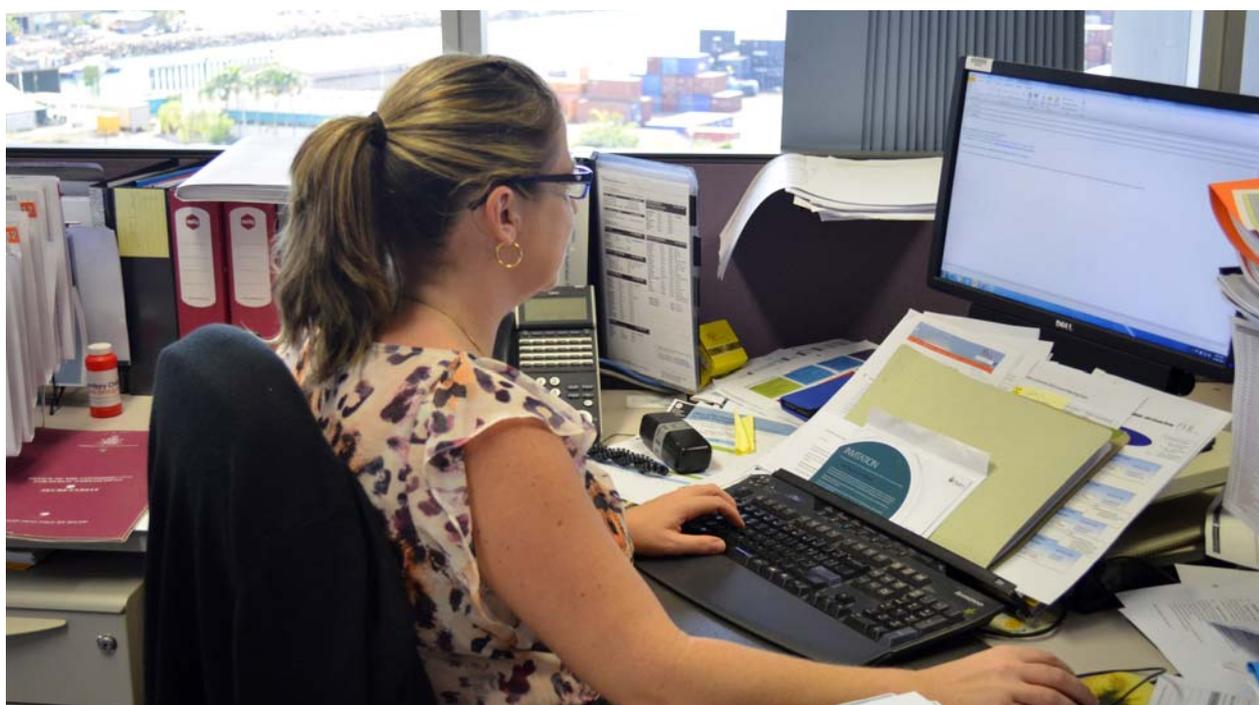
NTPS Apprenticeship Program

The NTPS Apprenticeship Program provides participants with valuable work experience and coordinated training that lead to a national recognised qualification. The program helps to significantly develop young employees and strengthen the NTPS workforce.

OCPE participated in the program, with apprentice Felix Schmitt (Certificate III Business) working in the Strategic Workforce Planning and Development Division.

Reviews and inability or discipline appeals

No formal grievances were lodged in this reporting year.



Employee Assistance Program

The Employee Assistance Program (EAP) provides a free professional and confidential counselling service for employees and their immediate family members.

One employee utilised the EAP service during the reporting period.

Worker's Compensation

There were no new worker's compensation claims during the 2012–13 reporting period and nil claims resolved.

International Women's Day

OCPE acknowledged International Women's Day on 8 March 2013. The day provides an opportunity to recognise the achievements of women, their contribution to our communities and progress towards equality.

To coincide with these celebrations OCPE launched a new addition to their website to celebrate, connect and promote women across the NTPS. The website also provides resources on a range of topics relating to women in the workforce and gender equality.

OCPE employees were encouraged to visit the International Women's Day calendar of events across the Territory to look for activities in the area.

Financial Reporting



Overview

The 2012–13 financial statements and notes for the Office of the Commissioner for Public Employment (the 'Agency') have been prepared on an accrual basis and are consistent with the adoption of the Australian equivalent to the international Financial Reporting Standards. The statements provide information on the operating statement, balance sheet, statement of changes in equity and cash flow statement of the agency for the financial year ended 30 June 2013.

Key Results at year end for the agency were:

- An operating surplus of \$0.42 million. The recorded surplus was higher than the budgeted target by \$0.52 million due to higher than anticipated sales of goods and services in-conjunction with reductions in purchases of goods and services and employee expenses.
- Cash of \$2.52 million at year end, a decrease of \$0.83 million due to an equity withdrawal of \$1.25 million and an operating surplus of \$0.42 during the year.

Details of the Agency's performance by output group are provided at Note 3 of the financial statements.

Comprehensive Operating Statement

Summary	2012–13	2011–12
	\$M	\$M
Operating Income	7.09	7.87
Operating Expenses	6.67	8.03
Net Surplus/(Deficit)	0.42	(0.16)

The Operating Statement provides information on the financial performance of the agency during the year. The surplus or deficit for the year is calculated by subtracting the expense items from the revenue items. For the year ended 30 June 2013, the Agency recorded a

surplus of \$0.42 million. The recorded surplus was higher than the budgeted target by \$0.52 million as a result of higher than anticipated sales of goods and services.

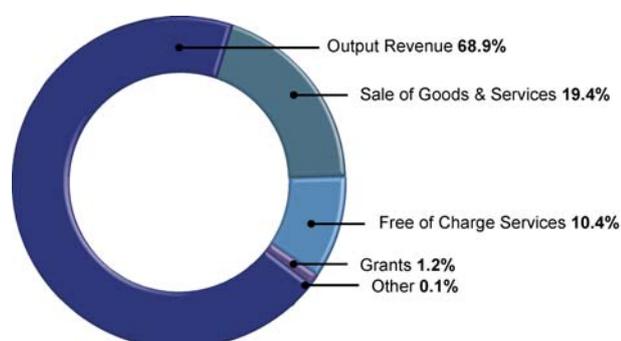
Operating Income

The Agency was funded primarily through Northern Territory Parliamentary Appropriation \$4.88 million. Other revenue is derived via the Sale of Goods and Services \$1.38 million and Grant funding of \$0.08 million. Goods and Services income is derived from the delivery and facilitation of NTG work force development programs which include Public Sector Management, Future Leaders Program, Executive Leadership Program and Women in Leadership. The agency also recognises notional revenue for Services Received Free of Charge \$0.74 million through the Department of Corporate Information Services (DCIS) such as Information Technology, Procurement and Payroll services. This revenue is off-set by notional expenditure to the same value.

Total income decreased by \$0.78 million to \$7.09 million. The majority of the decrease relates to Northern Territory Parliamentary Appropriation which decreased by \$1.08 million from \$5.96 million in 2011–12 to \$4.88 million in 2012–13. This is largely due to the discontinuation of the Remote Workforce Development Strategy. The reduction has offset the effects of increased revenue for Sale of Goods and Services of \$0.20 million and increased revenue for Services Received Free of Charge \$0.06 million.

Grant funding of \$0.08 million was received for Building Public Sector Leadership and Management for Timor-Leste's Future.

Source of Income



Operating Expenses

The Agency's expenses are recognised in three primary categories; employee, administrative and grants. In 2012–13, 58% of expenditure was related to employees and 42% to administrative expenditure. Grant expenditure in 2012/13 contributed to less than 1% of the total expenditure.

Expenditure Comparison (\$M)

Employee 2011-12	\$3.99M
Employee 2012-13	\$3.88M
Administrative 2011-12	\$2.95M
Administrative 2012-13	\$2.77M
Grants & Subsidies 2011-12	\$1.09M
Grants & Subsidies 2012-13	\$0.02M

Personnel expenses decreased by \$0.11 million to \$3.88 million due to a reduction in the number of full time equivalents within the agency, offset by a three per cent increase in salary from the 2010–2013 Enterprise Bargaining Agreement.

Administrative expense decreased by \$0.18 million to \$2.77 million. This is mainly due a decrease in expenditure in Purchase of Goods

and Services of \$0.23 million; this was slightly offset by an increase in Goods and Service Free of Charge of \$0.06 million.

Grants expenses decreased significantly in 2012/13 from \$1.09 million to \$0.02 million due to the discontinuation of the Remote Workforce Development Strategy.

Balance Sheet

Summary	2012–13	2011–12
	\$M	\$M
Assets	2.59	3.73
Liabilities	0.87	1.17
Equity	1.73	2.55

During the 2012–13 financial year the Agency's total assets decreased by \$1.14 million from \$3.73 million to \$2.59 million. The decrease relates primarily to a reduction in cash from equity withdrawal of \$1.25 million. Agency receivables have also decreased by \$0.28 million.

Total liabilities have decreased by \$0.31 million from \$1.17 million to \$0.87 million. This decrease is a result of a decrease in agency payables \$0.29 million and provisions \$0.02 million.

Statement Of Changes In Equity

Summary	2012–13	2011–12
	\$M	\$M
Balance 1 July	2.55	2.72
Accumulated Funds	0.42	(0.16)
Capital	(1.25)	-
Balance 30 June	1.73	2.55

Equity, which is the difference between assets and liability decreased by \$0.82 million, from \$2.55 million to \$1.73 million in 2012–13. This is due to equity withdrawal of \$1.25 million from the discontinuation of the Public Sector Reward, Innovation and Development Program. The equity withdrawal was marginally offset by operating surplus of \$0.42 million.

Cash Flow Statement

Summary	2012–13	2011–12
	\$M	\$M
Balance 1 July	3.36	3.49
Receipts	6.73	7.06
Payments	(6.32)	(7.19)
Purchase of Assets	-	-
Equity Withdrawal	(1.25)	-
Balance 30 June	2.52	3.36

The Cash Flow Statement reports on total cash payments and receipts made during the financial year.

Overall the Agency decreased its cash and deposits by \$0.84 million from \$3.36 million to \$2.52 million. This was mainly due to the equity withdrawal of \$1.25 million from discontinued programs partially offset by the operating surplus of \$0.42 million.

Certification of the Financial Statements

We certify that the attached financial statements for the Office for the Commissioner for Public Employment have been prepared from proper accounts and records in accordance with the prescribed format, the *Financial Management Act* and Treasurer's Directions.

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2013 and the financial position on that date.

At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



Ken Simpson

Commissioner for Public Employment

31 August 2013



Shelley Hewitt

Chief Financial Officer

31 August 2013

Comprehensive Operating Statement

For the year ended 30 June 2013

	NOTE	2013 \$000	2012 \$000
INCOME			
<i>Grants and Subsidies Revenue</i>			
Current		84	-
<i>Appropriation</i>			
Output		4 882	5 956
Sales of Goods and Services		1 374	1 176
Interest Revenue		-	-
Goods and Services Received Free of Charge	4	738	680
Other Income		11	59
TOTAL INCOME¹	3	7 089	7 870
EXPENSES			
<i>Employee Expenses</i>			
		3 877	3 994
<i>Administrative Expenses</i>			
Purchases of Goods and Services	5	2 003	2 234
Repairs and Maintenance		5	11
Depreciation and Amortisation	9	23	23
Other Administrative Expenses ²	6	738	681
<i>Grants and Subsidies Expenses</i>			
Current		20	1 089
TOTAL EXPENSES²	3	6 666	8 033
NET SURPLUS/(DEFICIT)²		423	(162)
OTHER COMPREHENSIVE INCOME			
Asset Revaluation Reserve		-	-
Changes in Accounting Policies		-	-
Correction of Prior Period Errors		-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	-
COMPREHENSIVE RESULT		423	(162)

The Comprehensive Operating Statement is to be read in conjunction with the notes to the financial statements.

¹ Includes DCIS service charges

² Rounding discrepancy, refer to note 2 (e)

Balance Sheet

For the year ended 30 June 2013

	NOTE	2013 \$000	2012 \$000
ASSETS			
Current Assets			
Cash and Deposits	7	2 523	3 357
Receivables	8	26	305
Prepayments		3	-
Total Current Assets		2 552	3 661
Non-Current Assets			
Property, Plant and Equipment	9	42	65
Total Non-Current Assets		42	65
TOTAL ASSETS		2 594	3 726
LIABILITIES			
Current Liabilities			
Payables	10	156	445
Provisions	11	712	728
Total Current Liabilities		868	1 173
Non-Current Liabilities			
Provisions	11	-	-
Total Non-Current Liabilities		-	-
TOTAL LIABILITIES		868	1 173
NET ASSETS¹		1 726	2 553
EQUITY			
Capital		(1 203)	47
Accumulated Funds ¹		2 929	2 506
TOTAL EQUITY		1 726	2 553

The Balance Sheet is to be read in conjunction with the notes to the financial statements.

¹ Rounding discrepancy, refer to note 2 (e)

Statement of Changes in Equity

For the year ended 30 June 2013

	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
2012–13				
Accumulated Funds	2 506	423	-	2 929
Changes in Accounting Policy	-	-	-	-
Correction of Prior Period Errors	-	-	-	-
	2 506	423	-	2 929
Capital - Transactions with Owners	47	-	-	47
Equity Injections				
Capital Appropriation	-	-	-	-
Equity Transfers In	-	-	-	-
Other Equity Injections	-	-	-	-
Equity Withdrawals				
Capital Withdrawal	-	-	(1 250)	(1 250)
Equity Transfers Out	-	-	-	-
	47	-	(1 250)	(1 203)
Total Equity at End of Financial Year¹	2 553	423	(1 250)	1 726
2011–12				
Accumulated Funds	2 668	(162)	-	2 506
Changes in Accounting Policy	-	-	-	-
Correction of Prior Period Errors	-	-	-	-
	2 668	(162)	-	2 506
Capital - Transactions with Owners	47	-	-	47
Equity Injections				
Capital Appropriation	-	-	-	-
Equity Transfers In	-	-	-	-
Other Equity Injections	-	-	-	-
Equity Withdrawals				
Capital Withdrawal	-	-	-	-
Equity Transfers Out	-	-	-	-
	47	-	-	47
Total Equity at End of Financial Year	2 715	(162)	-	2 553

The Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements.

Cash Flow Statement

For the year ended 30 June 2013

	NOTE	2013 \$000	2012 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Grants and Subsidies Received			
Current		84	-
Appropriation			
Output		4 882	5 956
Receipts From Sales of Goods And Services ¹		1 764	1 106
Total Operating Receipts		6 730	7 062
Operating Payments			
Payments to Employees		(3 909)	(3 866)
Payments for Goods and Services		(2 386)	(2 238)
Grants and Subsidies Paid			
Current		(20)	(1 089)
Total Operating Payments		(6 315)	(7 193)
Net Cash From/(Used In) Operating Activities	12	415	(131)
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Receipts			
Proceeds from Asset Sales			
Total Investing Receipts		-	-
Investing Payments			
Purchases of Assets		-	-
Total Investing Payments		-	-
Net Cash From/(Used In) Investing Activities		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Equity Injections			
Capital Appropriation		-	-
Other Equity Injections		-	-
Total Financing Receipts		-	-
Financing Payments			
Equity Withdrawals		(1 250)	-
Total Financing Payments		(1 250)	-
Net Cash From/(Used In) Financing Activities		(1 250)	-
Net Increase/(Decrease) in Cash Held		(835)	(131)
Cash at Beginning of Financial Year		3 357	3 488
CASH AT END OF FINANCIAL YEAR	7	2 522	3 357

The Cash Flow Statement is to be read in conjunction with the notes to the financial statements.

¹ Rounding discrepancy, refer to note 2 (e)

Notes to the Financial Statements

For the year ended 30 June 2013

INDEX OF NOTES TO THE FINANCIAL STATEMENTS

1. Objectives and Funding
2. Statement of Significant Accounting Policies
3. Comprehensive Operating Statement by Output Group

INCOME

4. Goods and Services Received Free of Charge

EXPENSES

5. Purchases of Goods and Services
6. Other Administrative Expenses

ASSETS

7. Cash and Deposits
8. Receivables
9. Property, Plant and Equipment

LIABILITIES

10. Payables
11. Provisions

OTHER DISCLOSURES

12. Notes to the Cash Flow Statement
13. Financial Instruments
14. Commitments
15. Contingent Liabilities and Contingent Assets
16. Events Subsequent to Balance Date
17. Write-offs, Postponements, Waivers, Gifts and Ex Gratia Payments
18. Schedule of Territory Items

1. OBJECTIVES AND FUNDING

The primary role of the Office of the Commissioner for Public Employment (OCPE) is to support the Commissioner for Public Employment's statutory employer role as defined in the *Public Sector Employee Management Act* (PSEMA). The Commissioner is also required to provide strategic and policy advice to support the Minister in achieving the Minister's duties under PSEMA.

The OCPE has principal responsibility to government in the areas of public sector management and industrial relations.

The OCPE identifies emerging issues and provides a strategic focus for developing a dynamic, highly skilled and motivated public sector.

Key functional responsibilities are:

- Providing sound and timely advice to government on all aspects of human resource and industrial relations issues affecting the Northern Territory Public Sector (NTPS);
- Supporting chief executive officers and agencies to develop and implement relevant human resource management policies and practices;
- Representing the interests of the Northern Territory Government in workplace negotiations and tribunal hearings as the statutory employer;
- Coordinating sector-wide executive and leadership development programs;
- Resolving employee grievances through appropriate review and appeal mechanisms;
- Developing and implementing contemporary workforce management practices that position the NTPS as an employer of choice, and ensuring it is well placed to contribute to the social and economic development of the Territory.

Additional information in relation to the Office of the Commissioner for Public Employment and its principal activities may be found in the Annual Report.

The Department is predominantly funded by, and is dependent on, the receipt of Parliamentary appropriations. However, it also generates revenue from the delivery of public sector management and development programs on a user pays basis to other NTPS agencies. The financial statements encompass all funds through which the agency controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summary financial information in the form of a Comprehensive Operating Statement by output group.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared in accordance with the requirements of the *Financial Management Act* and related Treasurer's Directions. The *Financial Management Act* requires the Office of the Commissioner for Public Employment to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer. The form of Agency financial statements is to include:

- (i) a Certification of the Financial Statements;
- (ii) a Comprehensive Operating Statement;
- (iii) a Balance Sheet;
- (iv) a Statement of Changes in Equity;
- (v) a Cash Flow Statement; and
- (vi) applicable explanatory notes to the financial statements.

The financial statements have been prepared using the accrual basis of accounting, which recognises the effect of financial transactions and events when they occur, rather than when cash is paid out or received. As part of the preparation of the financial statements, all intra Agency transactions and balances have been eliminated.

Except where stated, the financial statements have also been prepared in accordance with the historical cost convention.

The form of the Agency financial statements is also consistent with the requirements of Australian Accounting Standards. . The effects of all relevant new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated. The Standards and Interpretations and their impacts are:

[AASB 2011-9 Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income \[AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049\]](#)

The amendments, as reflected on the comprehensive operating statement, require entities to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(b) Australian Accounting Standards and Interpretations Issued but not yet Effective

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
AASB 9 Financial Instruments (Dec 2010), AASB 2010-7 <i>Amendments to Australian Accounting Standards arising from AASB 9 (Dec 2010)</i> [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127], AASB 2012-6 <i>Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures</i> [AASB 9, 2009-11, 2010-7, 2011-7 & 2011-8]	AASB 9 incorporates revised requirements for the classification and measurement of financial instruments resulting from the IASB's project to replace IAS 39 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i>).	1 Jan 2015	Minimal Impact
AASB 10 Consolidated Financial Statements, AASB 2011-7 <i>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards</i> [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17], AASB 2012-10 <i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments</i> [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Interpretation 12]	Requires a parent to present consolidated financial statements as those of a single economic entity, replacing the requirements previously contained in AASB 127 <i>Consolidated and Separate Financial Statements</i> . AASB 2012-10 defers the mandatory application of AASB 10 Consolidated Financial Statements and related Standards to not-for-profit entities until annual reporting periods beginning on or after 1 January 2014.	1 Jan 2013	Minimal Impact

Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
<i>AASB 12 Disclosure of Interests in Other Entities</i>	Requires the extensive disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on its financial position, financial performance and cash flows.	1 Jan 2013	Minimal impact
<i>AASB 13 Fair Value Measurement, AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132]</i>	Replaces the guidance on fair value measurement in existing AASB accounting literature with a single standard. The Standard defines fair value, provides guidance on how to determine fair value and requires disclosures about fair value measurements.	1 Jan 2013	Minimal Impact
<i>AASB 119 Employee Benefits (2011), AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Interpretation 14]</i>	Changes the definition of short-term employee benefits and the measurement and recognition of defined benefit superannuation obligations.	1 Jan 2013	Minimal Impact
<i>AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 7)</i>	Amends AASB 7 Financial Instruments: Disclosures to require an entity to disclose information about rights of offset and related arrangements for financial instruments under an enforceable master netting agreement or similar arrangement.	1 Jan 2013	Minimal Impact

Standard/Interpretation	Summary	Effective for annual reporting periods beginning on or after	Impact on financial statements
<i>AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities (Amendments to AASB 132)</i>	Addresses inconsistencies in current practice when applying the offsetting criteria in AASB 132 Financial Instruments: Presentation.	1 Jan 2014	Minimal Impact
<i>AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle [AASB 1, 101, 116, 132 & 134 and Interpretation 2]</i>	Amends a number of pronouncements as a result of the 2009-2011 annual improvements cycle. Amendments include clarification of the requirements for comparative information in AASB 101 Presentation of Financial Statements and classification of servicing equipment in AASB 116 Property, Plant and Equipment.	1 Jan 2013	Minimal Impact

c) Agency and Territory Items

The financial statements of the Office for the Commissioner of Public Employment include income, expenses, assets, liabilities and equity over which the Office for the Commissioner of Public Employment has control (Agency items). Certain items, while managed by the Agency, are controlled and recorded by the Territory rather than the Agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the Government's ownership interest in Government controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled

by the Government and managed by Agencies on behalf of the Government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to Agencies as well as certain Territory liabilities that are not practical or effective to assign to individual Agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the Agency's financial statements. However, as the Agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 18 - Schedule of Territory Items.

d) Comparatives

Where necessary, comparative information for the 2012–13 financial year has been reclassified to provide consistency with current year disclosures.

e) Presentation and Rounding of Amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero. This can on occasion cause slight anomalies in the financial statement subtotals.

f) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2012–13 as a result of management decisions.

g) Accounting Judgements and Estimates

The preparation of the financial report requires the making of judgements and estimates that affect the recognised amounts of assets, liabilities, revenues and expenses and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for making judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements. Notes that include significant judgements and estimates are:

- Employee Benefits – Note 2(s) and Note 11: Non-current liabilities in respect of employee benefits are measured as the present value of estimated future cash outflows based on the appropriate Government bond rate, estimates of future salary and wage levels and employee periods of service.
- Contingent Liabilities – Note 15: The present value of material quantifiable contingent liabilities are calculated using a discount rate based on the published 10-year Government bond rate.
- Allowance for Impairment Losses – Note 2(n), Note 8: Receivables and Note 13: Financial Instruments
- Depreciation and Amortisation – Note 2(k), Note 9: Property, Plant and Equipment.

h) Goods and Services Tax

Income, expenses and assets are recognised net of the amount of Goods and Services Tax (GST), except where the amount of GST incurred on a purchase of goods and services is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the Balance Sheet.

Cash flows are included in the Cash Flow Statement on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable or payable unless otherwise specified.

i) Income Recognition

Income encompasses both revenue and gains.

Income is recognised at the fair value of the consideration received, exclusive of the amount of goods and services tax (GST). Exchanges of goods or services of the same nature and value without any cash consideration being exchanged are not recognised as income.

Grants and Other Contributions

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the Agency obtains control over the assets comprising the contributions. Control is normally obtained upon receipt.

Contributions are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Appropriation

Output Appropriation is the operating payment to each Agency for the outputs they provide and is calculated as the net cost of Agency outputs after taking into account funding from Agency income. It does not include any allowance for major non-cash costs such as depreciation.

Commonwealth appropriation follows from the Intergovernmental Agreement on Federal Financial Relations, resulting in

Special Purpose Payments and National Partnership payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by Treasury on behalf of the Central Holding Authority and then on-passed to the relevant agencies as Commonwealth Appropriation.

Revenue in respect of Appropriations is recognised in the period in which the Agency gains control of the funds.

Sale of Goods

Revenue from the sale of goods is recognised (net of returns, discounts and allowances) when:

- the significant risks and rewards of ownership of the goods have transferred to the buyer;
- the Agency retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be reliably measured;
- it is probable that the economic benefits associated with the transaction will flow to the Agency; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of Services

Revenue from rendering services is recognised by reference to the stage of completion of the contract. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and

- it is probable that the economic benefits associated with the transaction will flow to the entity.

Interest Revenue

Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

Goods and Services Received Free of Charge

Goods and services received free of charge are recognised as revenue when a fair value can be reliably determined and the resource would have been purchased if it had not been donated. Use of the resource is recognised as an expense.

Disposal of Assets

A gain or loss on disposal of assets is included as a gain or loss on the date control of the asset passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal.

Contributions of Assets

Contributions of assets and contributions to assist in the acquisition of assets, being non-reciprocal transfers, are recognised, unless otherwise determined by Government, as gains when the Agency obtains control of the asset or contribution. Contributions are recognised at the fair value received or receivable.

j) Repairs and Maintenance Expense

Funding is received for repairs and maintenance works associated with Agency assets as part of Output Revenue. Costs associated with repairs and maintenance works on Agency assets are expensed as incurred.

k) Depreciation and Amortisation Expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated or amortised using the straight-line method over their estimated useful lives.

Amortisation applies in relation to intangible non-current assets with limited useful lives and is calculated and accounted for in a similar manner to depreciation.

The estimated useful lives for each class of asset are in accordance with the Treasurer's Directions and are determined as follows:

	2013	2012
Buildings	50 Years	50 Years
Plant and Equipment	5 Years	5 Years

Assets are depreciated or amortised from the date of acquisition or from the time an asset is completed and held ready for use.

l) Interest Expense

Interest expenses include interest and finance lease charges. Interest expenses are expensed in the period in which they are incurred.

m) Cash and Deposits

For the purposes of the Balance Sheet and the Cash Flow Statement, cash includes cash on hand, cash at bank and cash equivalents. Cash equivalents are highly liquid short-term investments that are readily convertible to cash.

n) Receivables

Receivables include accounts receivable and other receivables and are recognised at fair value less any allowance for impairment losses.

The allowance for impairment losses represents the amount of receivables the Agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are

disclosed in an ageing schedule under credit risk in Note 13 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

Accounts receivable are generally settled within 30 days and other receivables within 30 days.

o) Property, Plant and Equipment

Acquisitions

All items of property, plant and equipment with a cost, or other value, equal to or greater than \$10,000 are recognised in the year of acquisition and depreciated as outlined below. Items of property, plant and equipment below the \$10,000 threshold are expensed in the year of acquisition.

The construction cost of property, plant and equipment includes the cost of materials and direct labour, and an appropriate proportion of fixed and variable overheads.

Complex Assets

Major items of plant and equipment comprising a number of components that have different useful lives, are accounted for as separate assets. The components may be replaced during the useful life of the complex asset.

Subsequent Additional Costs

Costs incurred on property, plant and equipment subsequent to initial acquisition are capitalised when it is probable that future economic benefits in excess of the originally assessed performance of the asset will flow to the Agency in future years. Where these costs represent separate components of a complex asset, they are accounted for as separate assets and are separately depreciated over their expected useful lives.

Construction (Work in Progress)

As part of the financial management framework, the Department of Infrastructure is responsible for managing general government capital works projects on a

whole of Government basis. Therefore appropriation for all Agency capital works is provided directly to the Department of Infrastructure and the cost of construction work in progress is recognised as an asset of that Agency. Once completed, capital works assets are transferred to the Agency.

p) Revaluations and Impairment

Revaluation of Assets

Subsequent to initial recognition, assets belonging to the following classes of non-current assets are revalued with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from their fair value at reporting date:

- Land;
- Buildings;
- Infrastructure Assets;

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable, willing parties in an arm's length transaction.

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

The unique nature of some of the heritage and cultural assets may preclude reliable measurement. Such assets have not been recognised in the financial statements.

Impairment of Assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Non-current physical and intangible Agency assets are assessed for indicators of impairment on an annual basis. If an indicator of impairment exists, the Agency determines the asset's recoverable amount. The asset's recoverable amount is determined as the higher of the asset's depreciated replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an

impairment loss.

Impairment losses are recognised in the Comprehensive Operating Statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the Asset Revaluation Surplus for that class of asset to the extent that an available balance exists in the Asset Revaluation Surplus.

In certain situations, an impairment loss may subsequently be reversed. Where an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognised in the Comprehensive Operating Statement as income, unless the asset is carried at a revalued amount, in which case the impairment reversal results in an increase in the Asset Revaluation Surplus.

q) Leased Assets

Leases under which the Agency assumes substantially all the risks and rewards of ownership of an asset are classified as finance leases. Other leases are classified as operating leases.

Finance Leases

Finance leases are capitalised. A leased asset and a lease liability equal to the present value of the minimum lease payments are recognised at the inception of the lease.

Lease payments are allocated between the principal component of the lease liability and the interest expense.

Operating Leases

Operating lease payments made at regular intervals throughout the term are expensed when the payments are due, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property. Lease incentives under an operating lease of a building or

office space is recognised as an integral part of the consideration for the use of the leased asset. Lease incentives are to be recognised as a deduction of the lease expenses over the term of the lease.

r) Payables

Liabilities for accounts payable and other amounts payable are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the Agency. Accounts payable are normally settled within 30 days.

s) Employee Benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries and recreation leave and other employee benefit liabilities that fall due within twelve months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the Government long term bond rate. The Office for the Commissioner of Public Employment encourages employees to utilise their staff provisions therefore the requirement for providing non-current employee provisions is not material.

No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- wages and salaries, non-monetary benefits, recreation leave, sick leave and other leave entitlements; and
- other types of employee benefits.

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of Government Agencies, including the Office of the Commissioner for Public Employment and as such no long service leave liability is recognised in Agency financial statements.

t) Superannuation

Employees' superannuation entitlements are provided through the:

- NT Government and Public Authorities Superannuation Scheme (NTGPASS);
- Commonwealth Superannuation Scheme (CSS); or
- Non-government employee nominated schemes for those employees commencing on or after 10 August 1999.

The Agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and as such are not recognised in Agency financial statements.

u) Contributions by and Distributions to Government

The Agency may receive contributions from Government where the Government is acting as owner of the Agency. Conversely, the Agency may make distributions to Government. In accordance with the *Financial Management Act* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, Government. These designated contributions and distributions are treated by the Agency as adjustments to equity.

The Statement of Changes in Equity

provides additional information in relation to contributions by, and distributions to, Government.

v) Commitments

Disclosures in relation to capital and other commitments, including lease commitments are shown at Note 14 and are consistent with the requirements contained in AASB 101, AASB 116 and AASB 117.

Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT

	NOTE	Employee and Industrial Relations		Workforce planning and Development		Promotion, Disciplinary and Inability Appeals & Grievance Reviews		Total	
		2013 \$000	2012 \$000	2013 \$000	2012 \$000	2013 \$000	2012 \$000	2013 \$000	2012 \$000
INCOME									
Grants and Subsidies									
Current									
Appropriation				84				84	
Output		2 700	2 776	1 583	2 541	599	639	4 882	5 956
Sales of Goods and Services ¹		25	28	1 343	1 135	6	14	1 374	1 176
Goods and Services Received Free of Charge	4	377	365	264	234	97	81	738	680
Other Income		5	30	5	22	1	6	11	59
TOTAL INCOME		3 107	3 199	3 279	3 932	703	739	7 089	7 870
EXPENSES									
Employee Expenses		2 071	2 199	1 249	1 304	557	492	3 877	3 994
Administrative Expenses									
Purchases of Goods and Services	5	564	792	1 286	1 277	153	164	2 003	2 234
Repairs and Maintenance ¹		2	6	2	4	1	1	5	11
Depreciation and Amortisation	9	12	12	8	8	3	3	23	23
Other Administrative Expenses ²	4	378	365	263	235	97	81	738	681
Grants and Subsidies Expenses									
Current				20	1 089			20	1 089
TOTAL EXPENSES		3 027	3 375	2 828	3 917	811	741	6 666	8 033
NET SURPLUS/(DEFICIT)		80	(176)	451	15	(108)	(1)	423	(162)

¹ Rounding discrepancy, refer to note 2 (e)

² Includes \$0.74 million for DCIS service charges

	2013 \$000	2012 \$000
4. GOODS AND SERVICES RECEIVED FREE OF CHARGE		
Department of Corporate and Information Services	738	680
	738	680
5. PURCHASES OF GOODS AND SERVICES		
The net surplus has been arrived at after charging the following expenses: Goods and Services Expenses:		
Consultants ⁽¹⁾	253	504
Advertising ⁽²⁾	2	-
Marketing and Promotion ⁽³⁾	22	28
Document Production	17	51
Legal Expenses ⁽⁴⁾	3	17
Recruitment ⁽⁵⁾	60	99
Training and Study	397	256
Official Duty Fares	17	32
Travelling Allowance	6	13
Agency Service Arrangements	745	647
Entertainment/Hospitality	4	39
Information Technology Charges	190	195
Motor Vehicle Expenses	72	75
Communications	45	42
Accommodation	7	11
Other	163	225
	2 003	2 234
(1) Includes marketing, promotion and IT consultants.		
(2) Does not include recruitment advertising or marketing and promotion advertising.		
(3) Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.		
(4) Includes legal fees, claim and settlement costs.		
(5) Includes recruitment related advertising costs.		
6. OTHER ADMINISTRATIVE EXPENSES		
Assets Written Down	-	-
Assets Donated and Gifted	-	-
Doubtful Debt Expense	-	-
Write offs and Losses	-	1
Goods and Services Received Free of Charge	738	680
	738	681

	2013 \$000	2012 \$000
7. CASH AND DEPOSITS		
Cash on Hand ¹	1	1
Cash at Bank	2 522	3 356
	2 523	3 357
8. RECEIVABLES		
Current		
Accounts Receivable	10	45
Less: Allowance for Impairment Losses	-	-
	10	45
GST Receivables	16	44
Other Receivables	-	216
	16	260
Total Receivables	26	305

(Footnotes)

¹ Rounding discrepancy, refer to note 2 (e)

	2013 \$000	2012 \$000
9. PROPERTY, PLANT AND EQUIPMENT		
Land		
At Fair Value	-	-
Buildings		
At Fair Value	-	-
Less: Accumulated Depreciation	-	-
	-	-
Plant and Equipment		
At Fair Value	398	398
Less: Accumulated Depreciation	(356)	(333)
	42	65

Property, Plant and Equipment Valuations

The fair value of these assets was determined based on any existing restrictions on asset use. Where reliable market values were not available, the fair value of the agency's assets was based on their depreciated replacement cost.

Impairment of Property, Plant and Equipment

The agency's property, plant and equipment assets are valued at original cost. No impairment has been recorded against these assets during the year.

9. PROPERTY, PLANT AND EQUIPMENT (Continued)

2013 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2012-13 is set out below:

	Land	Buildings	Infrastructure	Construction (Work in Progress)	Plant & Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2012	-	-	-	-	-	65
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Depreciation	-	-	-	-	(23)	(23)
Additions/(Disposals) from Asset Transfers	-	-	-	-	-	-
Carrying Amount as at 30 June 2013	-	-	-	-	-	42

2012 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2011-12 is set out below:

	Land	Buildings	Infrastructure	Construction (Work in Progress)	Plant & Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Carrying Amount as at 1 July 2011	-	-	-	-	-	89
Additions	-	-	-	-	(1)	(1)
Disposals	-	-	-	-	-	-
Depreciation	-	-	-	-	(23)	(23)
Additions/(Disposals) from Asset Transfers	-	-	-	-	-	-
Carrying Amount as at 30 June 2012	-	-	-	-	-	65

10. PAYABLES

	2013 \$000	2012 \$000
Accounts Payable	74	351
Accrued Expenses	82	94
Other Payables		
Total Payables	156	445

	2013 \$000	2012 \$000
11. PROVISIONS		
Current		
<i>Employee Benefits</i>		
Recreation Leave and Airfares ¹	562	605
Leave Loading	35	35
Other Employee Benefits	6	4
	603	645
<i>Other Current Provisions</i>		
Fringe Benefit Tax	46	13
Payroll Tax	37	40
Superannuation	26	31
	109	84
Total Current¹	712	728
Non-Current		
<i>Employee Benefits</i>		
Recreation Leave	-	-
	-	-
Total Provisions	712	728
Reconciliations of Provisions		
Fringe Benefit Tax		
Balance as at 1 July	13	11
Additional Provisions Recognised	192	96
Reductions Arising from Payments	(159)	(94)
Balance as at 30 June	46	13
Payroll Tax		
Balance as at 1 July	40	36
Additional Provisions Recognised	37	77
Reductions Arising from Payments	(40)	(73)
Balance as at 30 June	37	40
Superannuation		
Balance as at 1 July	31	18
Additional Provisions Recognised	26	49
Reductions Arising from Payments	(31)	(36)
Balance as at 30 June	26	31

The agency employed 23.9 full time equivalent employees as at 30 June 2013 (31.9 as at 30 June 2012).

¹ Rounding discrepancy, refer to note 2 (e)

12. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of Agency Cash and Deposits of \$2 521 523 recorded in the Balance Sheet is consistent with that recorded as 'cash' in the Cash Flow Statement.

Reconciliation of Net Surplus/(Deficit) to Net Cash From Operating Activities**Net Surplus/(Deficit)**

Non-Cash Items:

Depreciation and Amortisation

Asset Write-Offs/Write-Downs

Changes in Assets and Liabilities:

Decrease/(Increase) in Receivables¹

Decrease/(Increase) in Prepayments

(Decrease)/Increase in Payables

(Decrease)/Increase in Provision for Employee Benefits

(Decrease)/Increase in Other Provisions

(Decrease)/Increase in Other Liabilities

Net Cash From Operating Activities

	2013 \$000	2012 \$000
Net Surplus/(Deficit)	423	(162)
Non-Cash Items:		
Depreciation and Amortisation	23	23
Asset Write-Offs/Write-Downs		1
Changes in Assets and Liabilities:		
Decrease/(Increase) in Receivables ¹	278	(272)
Decrease/(Increase) in Prepayments	(3)	
(Decrease)/Increase in Payables	(290)	178
(Decrease)/Increase in Provision for Employee Benefits	(42)	83
(Decrease)/Increase in Other Provisions	26	18
(Decrease)/Increase in Other Liabilities		
Net Cash From Operating Activities	415	(131)

¹ Rounding discrepancy, refer to note 2 (e)

13. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments held by the Office of the Commissioner for Public Employment include cash and deposits, receivables, payables and finance leases. The Office of the Commissioner for Public Employment has limited exposure to financial risks as discussed below.

(a) Categorisation of Financial Instruments

The carrying amounts of the Office of the Commissioner for Public Employment financial assets and liabilities by category are disclosed in the table below.

	2013 \$000	2012 \$000
Financial Assets		
Cash and deposits	2 523	3 357
Loans and receivables	26	305
Financial Liabilities		
Payables	(156)	(445)

(b) Credit Risk

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to Government, the Agency has adopted a policy of only dealing with credit worthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

13. FINANCIAL INSTRUMENTS (continued)

Receivables

Receivable balances are monitored on an ongoing basis to ensure that exposure to bad debts is not significant. A reconciliation and ageing analysis of receivables is presented below.

Internal receivables are from entities within the NTG whereas external receivables are from third parties external to the NTG.

Internal Receivables	Ageing of Receivables \$000	Ageing of Impaired Receivables \$000	Net Receivables \$000
2012–13			
Not overdue			
Overdue for less than 30 days			
Overdue for 30 to 60 days			
Overdue for more than 60 days	1		1
Total	1		1
2011–12			
Not overdue	217		217
Overdue for less than 30 days			
Overdue for 30 to 60 days			
Overdue for more than 60 days			
Total	217		217
External Receivables			
	Ageing of Receivables \$000	Ageing of Impaired Receivables \$000	Net Receivables \$000
2012–13			
Not overdue	23		23
Overdue for less than 30 days			
Overdue for 30 to 60 days			
Overdue for more than 60 days	2		2
Total	25		25
2011–12			
Not overdue	88		88
Overdue for less than 30 days			
Overdue for 30 to 60 days			
Overdue for more than 60 days			
Total	88		88

13. FINANCIAL INSTRUMENTS (continued)

Liquidity risk

Liquidity risk is the risk that the Agency will not be able to meet its financial obligations as they fall due. The Agency's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due.

2013

	Interest Bearing			Non Interest Bearing	Total
	Fixed or Variable	Less than a Year	1 to 5 Years		
		\$000	\$000	\$000	\$000
Assets					
Cash and deposits				2 523	2 523
Receivables				26	26
Total Financial Assets:				2 549	2 549
Liabilities					
Payables				(156)	(156)
Total Financial Liabilities:				(156)	(156)

2012

	Interest Bearing			Non Interest Bearing	Total
	Fixed or Variable	Less than a Year	1 to 5 Years		
		\$000	\$000	\$000	\$000
Assets					
Cash and deposits				3 357	3 357
Receivables				305	305
Total Financial Assets:				3 661	3 661
Liabilities					
Payables				(445)	(445)
Total Financial Liabilities:				445	445

13. FINANCIAL INSTRUMENTS (continued)

(d) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest rate risk, price risk and currency risk.

i) Interest Rate Risk

The Office of the Commissioner for Public Employment is not exposed to interest rate risk as agency financial assets and financial liabilities are non-interest bearing.

ii) Price Risk

The Office of the Commissioner for Public Employment is not exposed to price risk as it does not hold units in unit trusts.

ii) Currency Risk

The Office of the Commissioner for Public Employment is not exposed to currency risk as it does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

(e) Net Fair Value

The fair value of financial instruments is estimated using various methods. These methods are classified into the following levels:

Level 1 – derived from quoted prices in active markets for identical assets or liabilities

Level 2 – derived from inputs other than quoted prices that are observable directly or indirectly

Level 3 – derived from inputs not based on observable market data.

13. FINANCIAL INSTRUMENTS (continued)

2013	Total Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
Financial Assets					
Cash and Deposits	2 523	2 523			2 523
Receivables	26	26			26
Total Financial Assets:	2 549	2 549			2 549
Financial Liabilities					
Payables	(156)	(156)			(156)
Total Financial Liabilities:	(156)	(156)			(156)
2012	Total Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
Financial Assets					
Cash and Deposits	3 357	3 357			3 357
Receivables	305	305			305
Total Financial Assets:	3 661	3 661			3 661
Financial Liabilities					
Payables	(445)	(445)			(445)
Total Financial Liabilities:	(445)	(445)			(445)

The net fair value of Cash, *Receivables*, and *Payables* are based on current market values.

14. COMMITMENTS

2013		2012	
Internal	External	Internal	External
\$000	\$000	\$000	\$000

Operating Lease Commitments

The Agency leases property under non-cancellable operating leases expiring from zero to three years. Leases generally provide the Agency with a right of renewal at which time all lease terms are renegotiated. The Agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	59	8	67	6
Later than one year and not later than five years	44	10	33	-
Later than five years	-	-	-	-
	103	18	100	6

Grant Commitments

Grant commitments not provided for in the financial statements primarily represents tied funding that must be applied to designated services or functions as follows:

Within one year	-	-	-	-
Later than one year and not later than five years	-	-	-	-

15. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The Office of the Commissioner for Public Employment has no known material contingent liabilities or contingent assets as at 30 June 2013.

16. EVENTS SUBSEQUENT TO BALANCE DATE

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in, these financial statements.

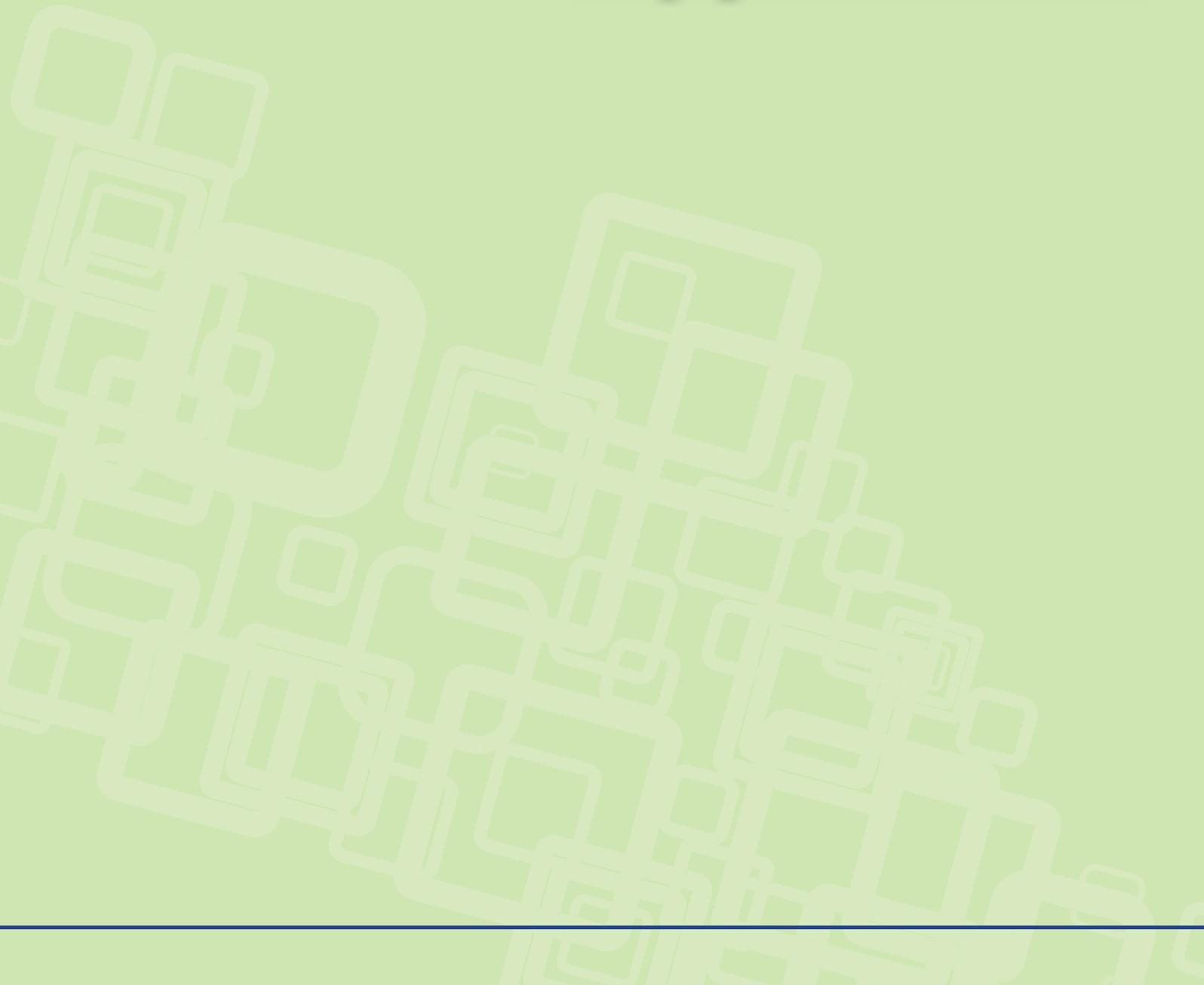
17. WRITE-OFFS, WRITE-DOWNS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

	Agency		Agency	
	2013	No. of	2012	No. of
	\$000	Trans.	\$000	Trans.
Write-offs, Postponements and Waivers Under the <i>Financial Management Act</i>				
Represented by:				
Amounts written off, postponed and waived by Delegates				
Irrecoverable amounts payable to the Territory or an Agency written off	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	-	1	2
Waiver or postponement of right to receive or recover money or property	-	-	-	-
Total written off, postponed and waived by Delegates	-	-	1	2
Amounts written off, postponed and waived by the Treasurer				
Irrecoverable amounts payable to the Territory or an Agency written off	-	-	-	-
Losses or deficiencies of money written off	-	-	-	-
Public property written off	-	-	-	-
Waiver or postponement of right to receive or recover money or property	-	-	-	-
Total written off, postponed and waived by the Treasurer	-	-	-	-
Write-offs, Postponements and Waivers Authorised Under Other Legislation	-	-	-	-
Gifts Under the <i>Financial Management Act</i>	-	-	-	-
Ex Gratia Payments Under the <i>Financial Management Act</i>	-	-	-	-

18. SCHEDULE OF TERRITORY ITEMS

The Office of the Commissioner for Public Employment does not have any Territory items (refer note 2(c)).

Appendices



List of Figures

About the Office of the Commissioner

Figure 1	The OCPE's Strategic Plan	10
----------	---------------------------	----

Performance Reporting

Figure 2	NTPS Leadership Framework	26
Figure 3	Number and percentage of NTPS promotions appealed	33
Figure 4	Summary of promotion appeals statistics	34
Figure 5	Outcomes of Section 59 Grievance Reviews	36
Figure 6	Reasons for Section 59 Grievance Reviews	36

Corporate Governance

Figure 7	Organisational Structure	41
----------	--------------------------	----

Our People

Figure 8	Snapshot at 30 June 2013	53
Figure 9	Position Allocations Across the OCPE	53
Figure 10	Gender by Classification	54
Figure 11	Staffing by Age	54
Figure 12	Staffing by Length of Service in Years	55
Figure 13	Staffing Profile of New Commencements	55
Figure 14	Staff Equity	58
Figure 15	Diversity Trend	58

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OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT