Office of the Commissioner for Public Employment

ANNUAL REPORT
1999 - 2000

Northern Territory Government

Office of the Commissioner for Public Employment

The Honourable Mike Reed MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister

I am pleased to submit the Annual Report of the Office of the Commissioner for Public

Employment for the year ending 30th June 2000 in accordance with the provisions of Section 28 of the *Public Sector Employment and Management Act.*

In doing so, I advise that in respect of my responsibilities as an accountable officer pursuant to Section 13 of the *Financial Management Act* and to the best of my knowledge and belief, the system of internal control provides reasonable assurance that:

- Proper records of all transactions affecting the Agency are kept and that employees within my responsibility observe the provisions of this Act, the Regulations and the Treasurer 's Directions, and
- Procedures within the Agency are such as will at all times effect a proper control over expenditure, receipts and public property. The Office's Accounting and Property Manual has been updated to provide a full description of such procedures.

In accordance with Section 15 of the *Financial Management Ac*t the internal audit capacity available to the Office is adequate and appropriate procedures are in place for the development and review of an audit plan. No indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from accounts and records exists.

In my opinion the financial accounts included in the Report for 1999/2000 have been prepared from proper accounts and are in accordance with Part 2 Section 5, and Part 2 Section 6 of the Treasurer's Directions.

As Chief Executive Officer, I have complied with all Employment Instructions issued by me as Commissioner for Public Employment pursuant to Section 16 of the *Public Sector Employment and Management Act.*

Yours sincerely

D J HAWKES

Commissioner for Public Employment

September 2000

THE ANNUAL REPORT
1 JULY 1999 – 30 JUNE 2000

This Annual Report is intended to provide Parliament with an account of the Office of the Commissioner for Public Employment's (OCPE) performance against its approved Program outputs and budget for the year ending 30 June 2000.

The information presented in this Report has been structured to reflect:

1. the role and performance of the Office as an agency by;
   - identifying the strategic role of the Office
   - defining the key objectives of the Office and evaluating the extent to which they have been achieved,

2. the sector-wide performance of the NTPS by;
   - providing an analysis of the overall performance of the public sector in terms of human resources, and
   - providing comprehensive statistical information on the state of the public sector, and

3. the role and performance of the Promotions Appeal Board and Grievance Review program.

While for administrative purposes the Promotions Appeal Board is co-located within the Commissioner's Office, the Board operates as an independent body. Separate reporting reflects the level of independence and impartiality provided through the delivery of this Program.

The Office provides the legislative and policy frameworks for the effective development and management of Northern Territory Public Sector (NTPS) employees. In addition, the Office manages property leased on behalf of the Government, the majority of which is office accommodation for NTPS employees.

As a result, this Office services a range of clients and stakeholders within the Northern Territory Government and throughout the Northern Territory community in office accommodation, human resource management and human resource development matters.
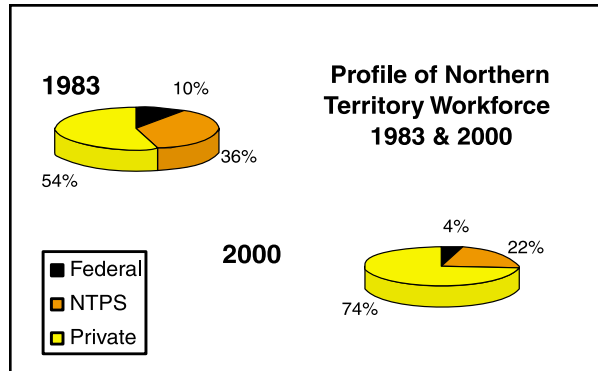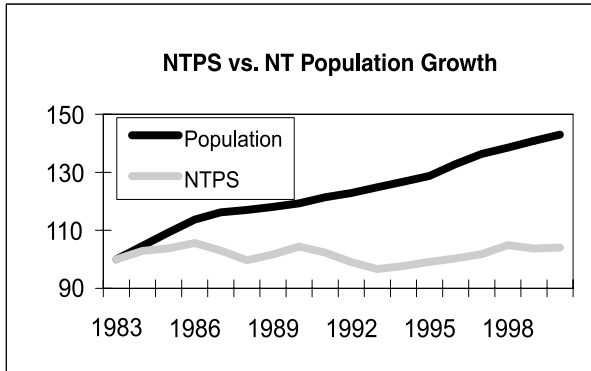
This Annual Report therefore provides information to all our clients and fulfils our statutory accountability requirements.

TABLE OF CONTENTS

1. OVERVIEW

AT A GLANCE....

NTPS vs. NT Population Growth

Profile of Northern Territory Workforce 1983 & 2000

1983
- Federal 10%
- NTPS 36%
- Private 54%

2000
- Federal 4%
- NTPS 22%
- Private 74%

Efficiencies in the NT Public Sector are demonstrated by the static levels in employment compared to growth in the Terrtory population and labour force.

Vacancy Rate of Leased Space

Support services costs - % of accommodation program
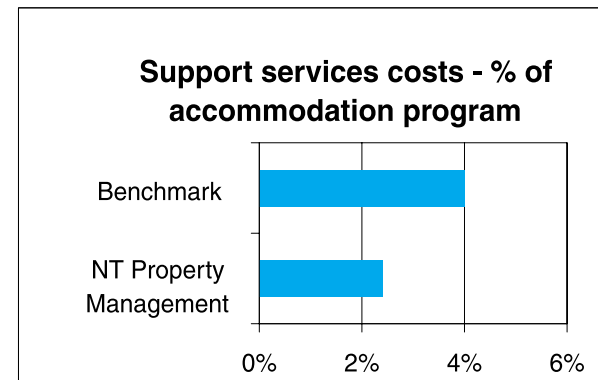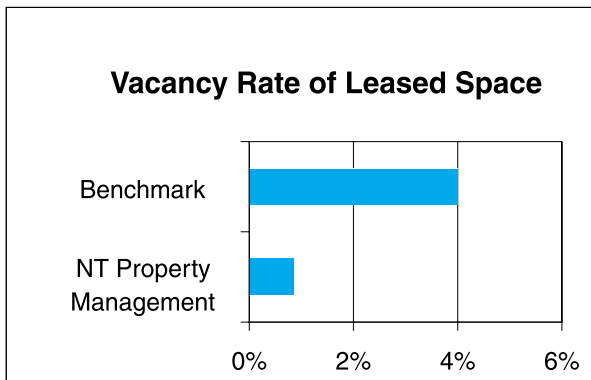
Productivity is demonstrated by the achievement of private sector benchmarks in the use of public resources.

Proportion of Women in Executive Position NTPS

Permanent Part-Time Employment in the NTPS

- 1990: 3.10%
- 1991: 3.80%
- 1992: 3.80%
- 1993: 4.00%
- 1994: 4.40%
- 1995: 5.30%
- 1996: 5.50%
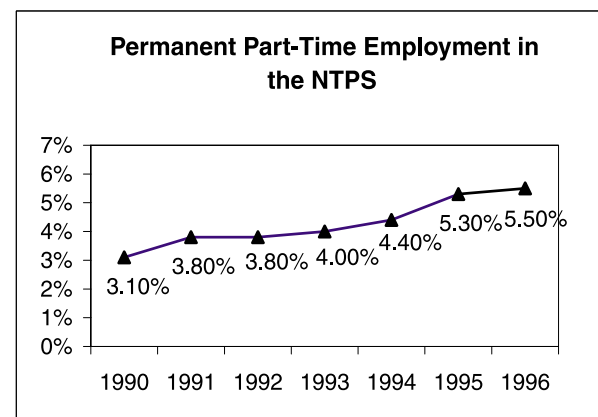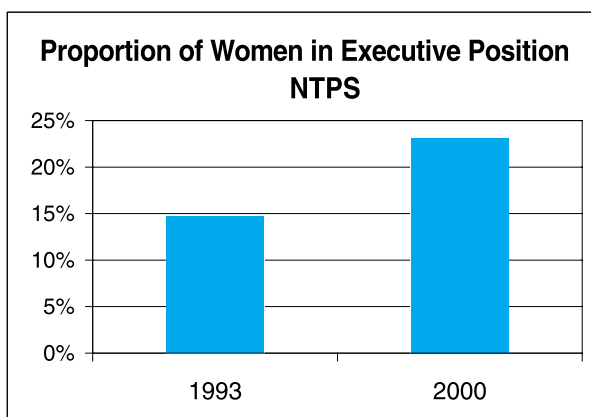
Progressive employment practices are seen in employees' access to equality of opportunity and flexible work practices.

COMMISSIONER'S REPORT

One of the key principles underlying the approach of my Office to the enterprise bargaining process has been acceptance and support of the concept of continuous improvement. The ability of the Territory's public sector employees to respond positively to the concept has been a feature of the working environment for the past decade and, as change continues in the new millennium, it provides a firm base for even more significant reform.

Several important developments occurred during the year and will influence the role and shape of the public sector in the future.

First, the processes associated with the Foundations for Our Future initiative represent a fundamental shift in the way the public sector goes about its business. The realisation that many major policy issues can only be addressed effectively on a cross agency basis has significant implications for traditional structures, processes, systems (including the budget system) and in particular, job and work design and career planning.

There is already evidence that some traditional jobs are disappearing, just as there is evidence that younger employees do not see their future as being confined to one career stream or one employer. Such changes in expectations and opportunities demand innovative approaches to employee relations issues and it is planned to address these in the coming year.

Second, the unanimous support by Chief Executive Officers and senior executives to the suggestion that the changes mentioned above and other external and internal events requires a more strategic approach to our training and development activities has led to major changes in the way the Office manages this function. The need to add to the sound work of the past few years by shifting the emphasis to leadership and organisational effectiveness under the banner of "capability" is well accepted. The review of the Employee Development Activity which in turn led to the creation of The Learning Centre in March, reflect this shift in emphasis.

Third, the successful completion of a further round of enterprise bargaining negotiations in August 1999 has created a stable industrial relations base for up to three years in most areas. Importantly, acceptance of and recognition for the application of the concept of continuous improvement creates an innate capacity to deal effectively with change.

Fourth, the implementation of all the recommendations arising from a review of selection procedures in 1999 has led to major improvements in processes and outcomes. All vacancies are now advertised in the media and on the internet, thus demonstrating genuine openness and accessibility – key elements of the merit principle.

More importantly, a combination of legislative and process change and the adoption of one page job descriptions has the potential to cut by half the time taken to fill vacancies. The next step is to review again the Job Analysis Questionnaire which forms the basis of the Job Evaluation System with the intent of substantially reducing the time taken to complete it.

The constant need to maintain a balance between issues of a strategic nature and those that require immediate attention remains a constant challenge to the Office and its staff. The task of reviewing our Strategic Plan will be undertaken in the coming year. In the meantime, close attention is being given to the manner in which the redeployment processes are being applied in agencies. The number of redeployees has increased in the past year and there is a need to ensure they are being treated with objectivity and sensitivity.

In last year's report, I predicted a new series of presentations on the NTPS21 during this reporting year. A number of factors, including in particular the first two mentioned above, has led to a deferral of this exercise until early 2001. The presentations should be the better for the delay.

I have previously paid tribute to the staff of the Office for their enthusiasm, dedication and innovative capacity. If anything, those attributes have increased in the past year. The Office has again been greatly assisted by a range of employees in agencies, particularly those in the HRM area of the Department of Corporate and Information Services.

My colleagues, the Chief Executive Officers of the other NTPS agencies, have continued to supply support and encouragement, particularly with The Learning Centre initiative. I thank them most sincerely.

D J HAWKES
Commissioner for Public Employment

1999/2000 HIGHLIGHTS

The major achievements for each of the Activities are highlighted below. Further detail in relation to each achievement is discussed under the Performance Report.

CORPORATE MANAGEMENT

- The Office was a major sponsor of the combined Institute of Public Administration of Australia (IPAA) and the Commonwealth Association for Public Administration and Management (CAPAM) conference held in Darwin in September 1999 (page 25).
- Successful conclusion to the Y2K planning and compliance for office and business systems. (page 29).
- The second phase of the Office System Upgrade project was completed, resulting in the replacement of all remaining Apple Macintosh desktop devices with Windows compatible devices (page 27).
- Successfully completed the implementation of the TRIM records management system (pages 27).

PROPERTY MANAGEMENT

- Successful conclusion to the Y2K planning and compliance for building services in NT Government leased office accommodation. (page 34).
- Successful management of the GST impact on the business area and industry (page 32).
- Transfer from the Department of the Legislative Assembly of 25 electorate office leases without the need for additional resources (page 35).

EMPLOYEE DEVELOPMENT (LEARNING CENTRE)

- Amalgamation of the Department of Corporate and Information Services' Human Resource Development unit with the OCPE Human Resource Development program (page 36).
- Completion of a business process review resulting in the redesign of the jobs within the Employee Development unit and completion of subsequent recruitment of appropriate staff to the jobs. (page 36).
- The development and implementation of an inaugural leadership development program for the Department of Education (page 37).
- Establishment of regional representation for Employee Development in Katherine and Alice Springs (page 26).

EMPLOYEE RELATIONS

- Negotiation of four enterprise bargaining agreements covering approximately 90% of NTPS employees (page 45).
- Introduction of new principles for merit selection through the development of the merit selection guide (page 43).
- A review of qualification requirements in the NTPS (page 43).
- Success of the NTPS Aboriginal and Torres Strait Islander Cadetship program (page 48).

CORPORATE GOVERNANCE

The functions of the Office are managed by a team of senior managers, who with the leadership and guidance of the Commissioner, form the Management Board. The Board is committed to the corporate values and ensuring that the highest standards of integrity, ethical behavior, transparency and accountability are practiced in all decision-making actions taken by the Board. More information on the Board is provided on page 9.

CHARTER

The Administrative Arrangements Order of 21 June 1996 gave the Office of the Commissioner for Public Employment principal responsibility for the following areas of government administration:

Public sector employment
Industrial relations
Government office accommodation

The Office is also responsible for the following Acts:

Public Sector Employment and Management Act
Public Sector Employment and Management Act (Transition and Savings)
Public Sector Employment (Interim Arrangements) Act
Public Employment (Mobility) Act
Prisons (Arbitral Tribunal) Act
Police Administration Act (Part III)
Annual Leave Act
Long Service Leave Act
Public Holidays Act

Under Section 12 of the *Public Sector Employment and Management Ac*t the Commissioner for Public Employment is deemed to be the employer of all employees in the Northern Territory Public Sector.

The key functional responsibilities of the Office are:

- Provision of sound and timely advice to Government on all aspects of human resource issues affecting the public sector;
- In partnership with Chief Executive Officers and their agencies, the development of relevant human resource management policies and practices;
- Provision of advice to Chief Executive Officers on the implementation of policies and practices;
- Representing the interests of the Northern Territory Government in workplace negotiations and tribunal hearings as the statutory employer;
- Coordination of sector-wide training and development programs;
- Resolution of employee grievances through appropriate review and appeal mechanisms; and
- Management of all Government leased office accommodation.

The end of the 20th Century recognised the increasing need for diversity, flexibility and responsiveness in the public sector while, at the same time, many employees were searching for structure, cohesion and clarity of purpose. The trend away from the traditional

'management by edict' to a more inclusive approach where managers and employees work together as partners also continues. An additional role of the Office is therefore to continue to provide leadership and guidance in these matters across the Sector.

VISION

Supporting Your Future

MISSION

In partnership with our clients, to contribute to the development of the Northern Territory by fostering positive work and learning environments.

VALUES

As an organisation, OCPE maintains a number of corporate values that underpin the Office's initiatives. These are:

- We value our clients and their contributions.
- We are committed to providing a quality service.
- We support and encourage our colleagues and treat them and their views with respect.
- We are committed to the role and direction of the Office.
- We treat people with fairness and equity.
- We act with integrity and professionalism.

MANAGEMENT ENVIRONMENT

Management Board

The Management Board plays a critical role in ensuring the effective performance and accountability of the Office.

An important role of the Board is to:
- Ensuring the Office has clearly established goals and objectives;
- Ensuring strategies for achieving goals and objectives are appropriate and are understood by management and staff;
- Identifying, analysing and mitigating risks to the Office; and
- Monitoring quality control systems and corrective action to improve organisation systems and performance.

The Board, chaired by the Commissioner, meets fortnightly and decisions of the Board are conveyed to staff at regular meetings and through broadcasts via internal mail.

The membership of the Board reflects the functional heads of the Program areas contained in Budget Paper No. 2. (refer Organisation Profile on page 15) and consists of:

- The Commissioner
- Director, Employee Relations
- Director, Employee Development (The Learning Centre)
- Director, NT Property Management
- Chairperson, Promotions Appeal Board
- Manager, Corporate Services
- Manager, Information Management

Accountability

Lines of Responsibility and Accountability to Government

OCPE is a central agency that works in partnership with other central agencies and operational agencies to contribute to the development of the Northern Territory. It does this by providing human resource and accommodation management frameworks that support operational agencies to achieve their objectives under the Foundations for Our Future. The diagram below illustrates this relationship.
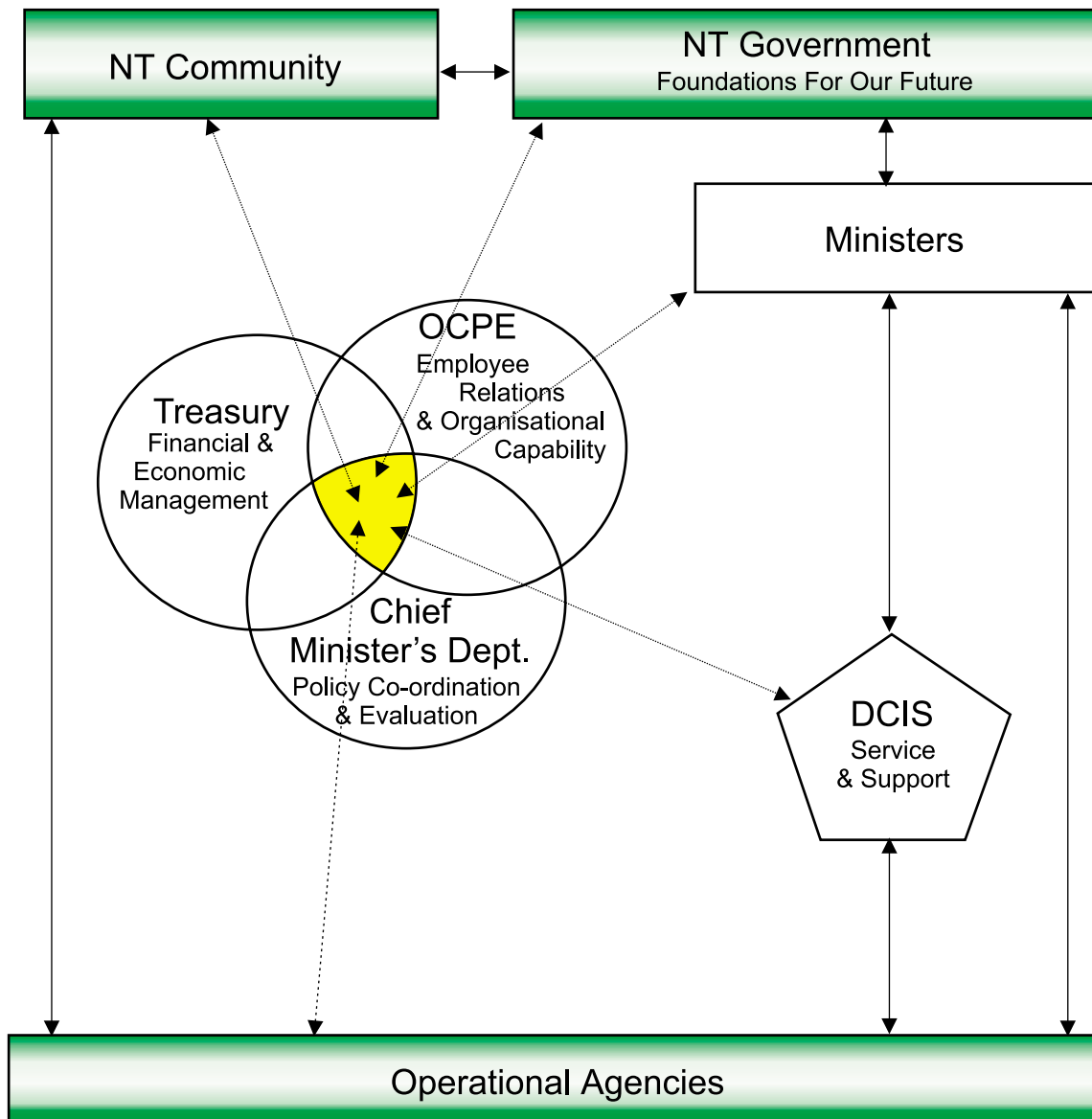
Ethical Framework

The Principles contained in Part 2 of the *Public Sector Employment and Management Regulations* establish a ethical framework for employment and management in the Public Sector. Inherent within the Principles are the underlying philosophies of Merit, Equal Employment Opportunity and Natural Justice. The Principles also constitute a set of standards against which new policies and procedures and other initiatives at agency level and on a sector-wide basis can be measured. More information on these Principles is discussed under the State of the Service on page 52.

As the statutory employer and the organisation responsible for the Public Sector Employment and Management legislation, this Office endeavours to ensure these standards and philosophies underpin and guide the performance of all our functions.

Foundations for Our Future

The role of the OCPE in relation to the objectives and actions in each of the six Foundations is supporting rather than principal. However, the Commissioner has a critical role in providing appropriate employment and leased property frameworks for many of the players with a key role in achieving those objectives.

The relationship between the OCPE Activity areas and the objectives/actions of the six Foundations are identified as follows:

- **Corporate Management**
  - Provision of advice to Government and Chief Executive Officers, particularly on employment and working environment implications arising from the Foundations for Our Future process.
  - Provision of quality and accessible regional advisory services on employment-related and leased property matters. *(Foundation 6).*
  - Publishing of information regarding Northern Territory Public Sector employment using a range of print and electronic media resources. (*Foundations 1, 5).*

- **Property Management**
  - Leasing and management of private sector owned buildings for use by NT Government agencies *(Foundations 1-6)*

- **Employee Development**
  - Development of organisational and individual capability to meet the challenges of Territory and Commonwealth Government reforms. *(Foundation 1)*
  - Development of strategic leadership capabilities across the NTPS and fostering of continuous learning opportunities for all employees.

- **Employee Relations**
  - Development of industrial awards and agreements which increase the flexibility of employment practices, mobility of employees and workplace reform. *(Foundation 1).*
  - Development of policies that promote cultural diversity as an asset in the workplace. *(Foundation 1).*
  - Continuation of workplace reform in the Power and Water Authority. *(Foundation 1).*
  - Development of strategies to enhance recruitment and retention, especially in remote localities. *(Foundation 6).*

Planning and Management Cycle

The Management Board reviewed the Office's Strategic Plan and agreed that, although the objectives and strategies were still relevant, some refinement was necessary to ensure better alignment with the Foundations for Our Future. In addition, a review of the Office's strategic planning and reporting framework was undertaken throughout the latter half of 1999. The following diagram illustrates the outcome of the review and represents the integrated framework implemented with the Office.

Office of the Commissioner for Public Employment

Span		Calendar
	NT Government Policy Initiatives Foundations For Our Future	
2-3 years	**Strategic Plan** - Scheduling of Program Reviews (Financial Management Act)	October for 1st July – minimum triennially
1 year	**Business Plans** Service standards/SLAs Audits, evaluations, reviews / **Budget & Program Statements**	November for 1st July
Monthly	**Monthly Progress Reporting** Achievements / Key Results	1st day of every month
Annually	**Staff Performance Reviews** / **Annual Reporting Key Results / Outputs**	30th June
Fortnightly	**Management Board** Monitoring, Direction, Intervention	every 2nd Monday

Planning and Reporting Framework   *Supporting Your Future*

Corporate Goals and Strategic Directions

In July 1998 the Office underwent intensive consultation with agencies and Office employees to establish a strategic plan that would provide the Office with strategic direction into the new millennium.

As part of a wider review of the Office's strategic planning and reporting framework discussed above, the review also included a refinement of the OCPE Strategic Plan.

The revised Plan incorporates our Corporate Goals, provides better linkage to other corporate planning and reporting activities and ensures business alignment with the Foundations for Our Future. A copy of the Plan is at Appendix 1, page 78.

As noted in the Commissioner's Report (page 5), a formal review of the Strategic Plan will be undertaken during the 2000/2001 reporting period.

Audits and Program Reviews

The Office's program review and audit cycle has two components:

1. The identification of program reviews and audits as part of the business planning function of individual business units.
2. The scheduling of program reviews and audits by the Management Board

Audits

As part of its governance responsibilities, the Board instigated and oversaw the following audits:

- **An internal audit of the Management of the Year 2000** risk for the office was undertaken by Strategic and Audit Services during July 1999.

   The objective was to determine whether the Office has taken appropriate action to identify and respond to the risks associated with the Year 2000 problem.

   The audit found:
   1. That the Office was well advanced with the preparation of software, hardware, non IT systems and government leased buildings, having already undertaken compliance assessment and testing.
   2. Improvements were recommended relating to slippage in some aspects of the project and government deadlines.
   3. The NTG specified methodology had been appropriately followed and applied. Overall, the project was well managed.

- **Audit of Job Evaluation Systems outcomes, systems and procedures.** The licensing agreement between Mercer Cullen Egan Dell and the Northern Territory of Australia requires an annual audit to be conducted to ensure that system standards are maintained and that the work of the Licensed Training Officers adheres to the company's standards.

   The audit was conducted in December 1999 for the 1998/1999 period, the major findings were:
   1. Of the 104 cases examined in depth, only four positions were believed to be incorrectly graded.
   2. There is a need to incorporate better text and definitions in the Job Evaluation Manual concerning Aboriginal knowledge and skills, and to engineer-out of the JES process any practices which may disadvantage employees on ethnic or cultural grounds.

- **Review of Performance Reporting 1999-00.** The objective of this audit was to examine the performance management systems in use by the Office to manage effectively and efficiently areas of redundancy and termination arrangements, enterprise bargaining procedures, selection of sector-wide training programs and advisory services supporting the Governments Planning for Growth initiative in 1998.

  Key findings were:
  1. Professional advice on redundancies, early terminations and retrenchments is being provided.
  2. There is no comprehensive listing of the productivity measures, quantitative and qualitative, formally taken into account in the EBA negotiation process, which can be referred to when explaining the additional levels of public monies required to fund the EBA commitments.
  3. The top down approach and timeframes in Planning for Growth did not facilitate consultation, development and application by the OCPE of proven organisational change models, nor the ability for the OCPE to vary the end structure.

- **Audit of the Implementation for GST for NT Property Management.** The audit was conducted during the reporting period and identified a need for policies, procedures and processes to be developed and implemented. The recommendations of the report have been addressed.

Reviews

During the reporting period reviews were conducted on:

- The Financial reporting structure, to enable Activity and Program titles to reflect more accurately the actual functions carried out (page 62)
- The Employee Development program, creating the Learning Centre (page 36)
- Redeployment, redundancy and streamlining recruitment within the Employee Relations program (page 49)
- A business system review of the Property Management System database used by the Property Management program (page 26)
- All financial systems and processes for the introduction of GST (page 29)
- Future performance capacity of Office Information Technology systems (page 27)
- Strategic planning and reporting framework (page 12)

HUMAN RESOURCE ACCOUNTABILITY

ORGANISATION PROFILE AND KEY CONTACTS

Commissioner for Public Employment

Section	Functions	Key Contact
Executive	➤ Advice to Government and CEOs ➤ Strategic human resource direction ➤ Leardership ➤ Office management	**David J Hawkes** Commissioner for Public Employment Ph:8999 4104
Central Australia	➤ HR policy advice ➤ Regional redeployment & redundancy function ➤ Promotion Appeals ➤ Grievance Reviews ➤ Labour inspectorate	**Ann Jacobs** Central Australia Representative Ph:8951 5785
Corporate Services	➤ OCPE personnel service ➤ General office services ➤ Budgeting and financial services ➤ Strategic planning and reporting framework	**Fiona Roche** Manager Ph:8999 4183
Information Management	➤ Information and records management strategies ➤ Information technology environment ➤ Communication strategies, publications, websites ➤ Strategic planning and reporting framework	**Tanya Murphy** Manager Ph:8999 4113
NT Property Management	➤ Leased property portfolio management ➤ Revenue leasing ➤ Office accommodation policy & strategic planning ➤ Facility planning ➤ Workplace environment ➤ Occupational health & safety ➤ Service contracts management	**Glyn Rhys-Jones** Director Ph:8999 4203
Employee Development (Learning Centre)	➤ Executive &middle management development ➤ Career planning strategies ➤ Competency training ➤ Organisational capability planning ➤ Strategic policy & advice ➤ Training & development brokerage service	**Alex Taylor** Director Ph:8999 4124
Employee Relations	➤ Industrial relations ➤ Prison Officers & Police Tribunals ➤ Strategic HR policy and advice ➤ Central redeployment and redundancy function ➤ Organization change reviews ➤ Aboriginal employment strategy ➤ Job evaluation system ➤ International labor organisation issues ➤ Disciplinary/Inability appeals board secretariat	**Theo Tsikouris** Director Ph:8999 4175 **Brian Mappas** Acting Director Ph:8999 4173
Promotions Appeal Board & Grievance Review	➤ Promotion appeals ➤ Section 59 Grievances *The PAB is co-located in the OCPE for administrative purposes*	**Lee Berryman** Chairperson, PAB Ph:8999 4128 **Sue Freeman** Manager, GR Ph:8999 4127

Corporate Effectiveness

Quality Working Environment

Continuous Learning

Employment Framework

STAFFING MATTERS

Staff by Gender and Classification

| Designation	1999			2000		
	Female	Male	Total	Female	Male	Total
AO1	3	0	3	4	1	5
AO2	8	0	8	11	1	12
AO3	3	2	5	4	0	4
AO4	9	2	11	14	2	16
AO5	3	0	3	5	1	6
AO6	9	4	13	11	4	15
AO7	5	7	12	4	7	11
AO8	3	1	4	5	2	7
EO1	1	1	2	1	1	2
EO1C	1	2	3	1	2	3
EO6C	0	1	1	0	1	1
P2	0	1	1	0	1	1
ET6	1	0	1	0	0	0
Workers Comp	0	1	1	0	1	1
TAT	0	0	0	0	1	1
Sub-Total	45	22	68	60	25	85
TAT (sector-wide)	0	0	0	36	33	69
TOTAL	45	22	68	96	58	154

This table reflects all OCPE staff as at the 30 June 2000 as well as the Administrative Trainees whose salaries are paid by this Office but are deployed across the Public Sector.

The total staff for the Office reflects an increase of 25% when compared to last year. Twenty-two full time staff were transferred to this Office as a result of the transfer of the human resource development function from Department of Corporate and Information Services. In addition there are four (4) part time and (1) vacation employees included in the 2000 figures.

Staff Development

Staff at all levels are encouraged to further their knowledge and skills through access to a variety of learning opportunities such as conferences, on-the-job training, seminars, short courses and assistance with formal studies. The following graphs reflect the number of staff who participated in learning opportunities and types of opportunities availed.

Participation by classification
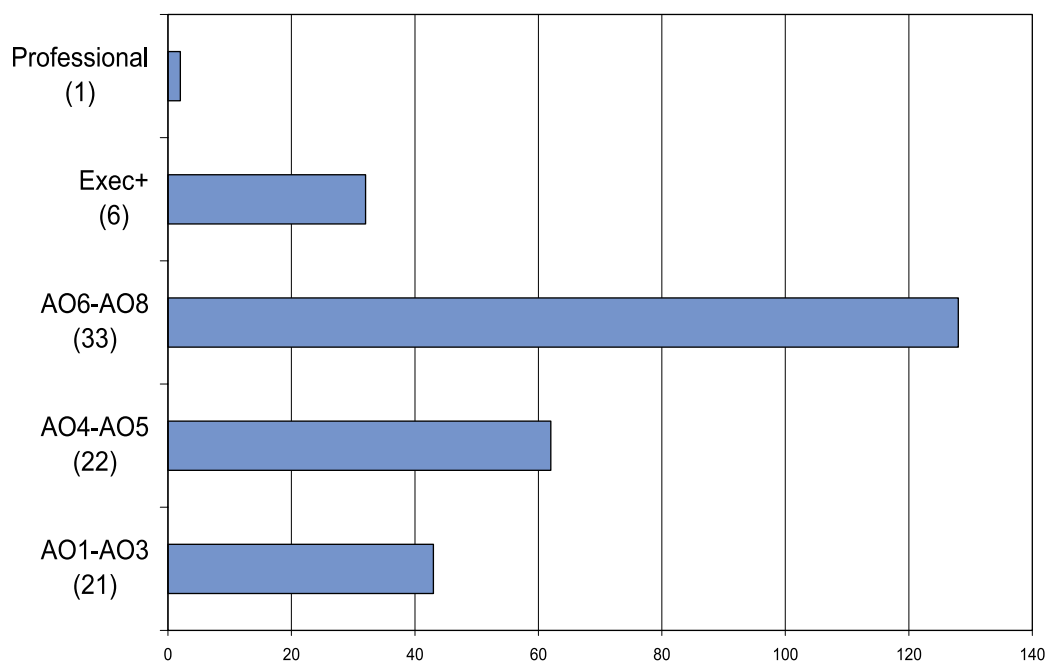
Participation by learning type
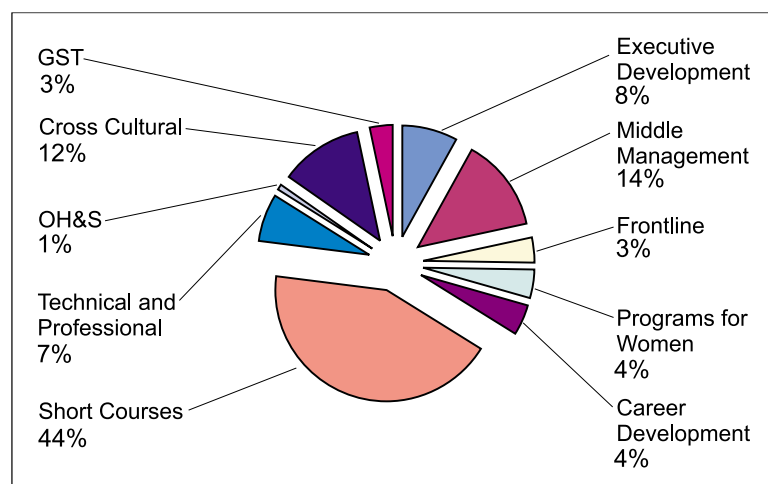
Seventeen requests for formal study were also supported in fields such as Public Administration (1), Law (3), Business (10), Applied Science (1) and Accounting (2). Attendance at local seminars and interstate conferences assisted staff to keep abreast of current and future trends in human resource and property management issues.

Performance Management

While on-going performance management remained an intrinsic part of normal staff supervisory and management practices, only six formal performance management reviews were conducted during the reporting period.

Three main reasons are cited for the decision to postpone the majority of formal reviews were:

1. The transfer of the human resource development function from Department of Corporate and Information Services and the review of Employee Development Activity led to major changes in the way the Office manages this function and consequently resulted in the redesigning of all job roles within the Learning Centre;

2. The review of the Office's strategic planning and reporting framework to achieve better linking of our corporate planning, reporting and management activities; and

3. A revision of the Office's Strategic Plan to ensure business alignment with the Foundations for Our Future.

Equal Employment Opportunity

The Office commenced a review of the Equity and Diversity plan that focuses on capturing diversity as the concept maintaining the basic principles of Equal Employment Opportunity but stretches beyond them by putting a new emphasis on the importance of valuing workplace difference as good management practice.

The Office is fully committed to the principles of equality of opportunity within all areas of employment, promotion and professional development. This commitment is to all current employees through access to employment entitlements and extends to potential employees by ensuring that equal opportunity principles are applied during all recruitment and selection processes.

It is recognised also that individual employees must take personal responsibility to benefit from the recognition of the value of diversity.

This Office promotes itself as a family friendly organisation and promotes the availability of flexible work practices.

During the reporting period one person was employed under the Project Employment for Intellectually Impaired Persons (PEIIP) program. The Office also continued to provide support to a student under the Aboriginal and Torres Strait Islander Cadetship program.

Occupational Health and Safety

During the reporting period two work place assessments were conducted by Occupational Therapists and recommendations were implemented.

There were two workplace accidents reported during the year and appropriate action taken to reduce further occurrences. Neither case involved workers compensation claims.

A new committee was formed during the year and is represented by one person from each business area. The committee is committed to ensuring that employees are kept up to date with Occupational Health and Safety issues. Achievements of the committee included;

- The Occupational Health and Safety Policy and Procedures were reviewed with a rewrite commenced during the latter part of the reporting year.
- Publishing of regular "Handy Hints" to all employees.
- Written quarterly reports provided to the Management Board.

Industrial Relations

No industrial relations matters arose within the Office in the reporting period.

Support of Graduate Training, Cadetships and Traineeships

The Office supports the development of NTPS employees through structured training programs and financial incentives to young Territorians. The Office provided on-the-job training and support to two Graduate Trainees, placements in the field of Business Office Skills for NTPS Traineeships, and support to a student under the Aboriginal and Torres Strait Islander Cadetship program.

PRIZES, AWARDS AND SPONSORSHIPS

The OCPE provided sponsorship for two awards in recognition of academic excellence at the Northern Territory University:

• Most outstanding student in Human Resource Management units in the Bachelor of Public Administration, and
• Highest overall performance in the Diploma of Business (Administration).

The Office also participated in a number of other sponsorship initiatives including:

• Sponsorship to the NT Division of the Institute of Public Administration of Australia (IPAA) by;
  - Sponsoring the IPAA and Commonwealth Association for Public Administration and Management (CAPAM) international conference held in September 1999 in Darwin (refer page 13), and
  - Hosting of the Division's website.

• Under the auspices of an AusAID program, the Commissioner provided a consultancy service to the Government of Samoa aimed at assisting with the development of a new human resource framework for their public sector. The Commissioner's involvement supports the NT Government's objective of forging stronger regional ties with South-East Asia.

• Financial sponsorship of a Year 12 E-team project group from O'Loughlin Catholic College.

• Assisting with the establishment of a Chair of Governance at the Northern Territory University through partial funding of the position over a three-year period.

3. PERFORMANCE REPORT

REPORT AGAINST FUTURE DIRECTIONS – 1998/1999

In the 1998/1999 Annual Report nine (9) key issues were identified as immediate future issues of focus for the Office. Those issues and a summary of progress achieved are highlighted below.

1. *A review of the legislative framework and the OCPE Strategic Plan to ensure the operational requirements of agencies and the needs of Government as articulated in Foundations for Our Future are met.*

   A comprehensive Strategic Planning and Reporting framework was developed in December 1999 resulting in a revised OCPE Strategic Plan. A more thorough review of the Strategic Plan to ensure maximum alignment with the operational needs of agencies and the future directions of Government as expressed in Foundations for Our Future is scheduled for September 2000. (page 12).

2. *The negotiation of new enterprise bargaining agreements for the NTPS, teachers, and educators in the Department of Education and employees in the Power and Water Authority in the context of federal industrial and taxation reform.*

   Four new enterprise bargaining agreements were negotiated during the reporting period. Two of the agreements provided for a 10% salary increase over 3 years and covered administrative, technical, professional and power and water employees. The remaining two agreements provided for a 6% increase over 2 years and covered nurses, prison officers, fire fighters, teachers and educators and some technical employees (page 45).

3. *The finalisation of variations to forty-two Federal Awards covering NTPS employees in accordance with the award simplification principles established under the Workplace Relations Act.*

   The award simplification process proved to be more difficult than expected.

   The main focus throughout the reporting period has been on simplifying the General Conditions of Service Award (a comprehensive award covering almost all public sector employees and consequently involving most unions) to establish a model for simplifying the remaining occupational awards.

   The simplification process has had to go to arbitration and a decision by the Australian Industrial Relations Commission is still pending. (page 45)

4. *The completion of the implementation of the Paech Report, in particular the recommendations on job descriptions, qualifications for positions, recruitment procedures and the use of the Internet to disseminate information.*

The recommendations of the Paech Report regarding job descriptions, qualifications, recruitment procedures and dissemination of information through the Internet were all implemented. A review of the feasibility and effectiveness of sector-wide recruitment procedures for entry level employees was commenced (page 49).

5. *A review of the effectiveness of sector-wide learning and development programs, the maintenance of the commitment to the Public Sector Management Course as the key skills building program for middle managers and the implementation of the new Career Development Strategy.*

As a result of the review of the effectiveness of sector-side learning programs the following outputs were achieved:

- Development of the NTPS Sector-wide Orientation web site. The site is expected to be finalised during the next reporting period.
- Co-ordination of the Public Sector Education and Training Australia (PSETA) implementation into flexible delivery strategies to meet the learning needs of NTPS employees in a variety of working environments.
- *Development and promotion of a comprehensive induction manual to assist new employees, in particular School Leavers and Graduate Trainees.*
- Delivery of the Public Sector Management Course was put out to tender during early 2000 and four separate contracts have been let for two years with a 1-year option.
- Continued provision and promotion of opportunities for individuals to manage their careers through action learning and real experiences that add value to Agency outcomes. (page 37)

The range of programs within the Career Development Strategy allows NTPS employees to:

- Better understand their own capabilities;
- Identify objectives that are in line with their capabilities;
- Identify objectives that are in line with Agency capabilities and strategic directions of Government; and
- Provide greater networking opportunities for participants across the NTPS. (page 38)

6. *The identification and implementation of change to meet the requirements of the Commonwealth Goods and Services Tax and Fringe Benefits Tax Reporting.*

The impact of the New Tax System was assessed and, where necessary, changes to employment conditions and other operating systems have been implemented (pages 29 and 43).

7. *The completion of the implementation of the OCPE Information Technology Plan to achieve compliance with the mandatory policies and standards established by Government.*

   Phase two of the Office Systems Upgrade Project was implemented resulting in active Apple Macintosh desktop computers being replaced with Window compatible devices. An assessment of all non-software compliant databases was undertaken and strategies developed to manage the conversion of functional databases (page 27).

8. *The completion of the OCPE contingency plans for Year 2000 compliance.*

   Contingency plans for the Office's information technology, telecommunications equipment and building services in Government leased property were completed. An audit on Year 2000 contingency planning preparation was commissioned though the Strategic Audit Services Unit of the Department of the Chief Minister.(pages 13, 29 and 34)

9. *A revision of sector-wide policies on the key issues identified in NTPS 21 within the context of Foundations for Our Future.*

   The review and subsequent streamlining of recruitment practices in the NTPS was finalised during the reporting period. Publishing of the Merit Selection Guide and the development of the new Job Description and Qualifications Handbook were results of the review. (page 43)

   The Workloads Working Party, a policy review and development initiative resulting from the EBA process, was established to ascertain the state of working conditions within the NTPS and ensure maintenance of a quality work environment in line with Foundations for Our Future. (page 45)

   Planning for the NTPS21 workshop series that aligns sector-wide policies with Foundations for Our Future continues. (page 6)

ACTIVITY REPORTS

The following performance reports, while presented under the framework of the OCPE Strategic Plan (page 78), closely match the approved Activity Outcomes and Program Outputs.

CORPORATE EFFECTIVENESS

The goal of the Corporate Management Activity is ***to provide a quality service for our clients.***

The Activity has a final budget allocation of $2 365 000 and an actual expenditure as at 30 June 2000 of $ 2 218 000. Further details of financial performance are contained in the financial reports on page 62.

Corporate Management consists of three (3) programs - Executive, Corporate Services and Information Management. The agreed shared *Planned Outcomes* for these Programs are:

1. Enhanced level of advice to Government and Chief Executive Officers, particularly regarding the strategic human resource implications of "Planning for Growth"
2. A more strategic approach to workplace relations, including consultation and negotiation of enterprise agreements.
3. Development of more innovative and flexible human resource policies.
4. Improved communications with agencies and employees.
5. Enhancement of the effectiveness of public sector employment legislation.
6. More effective management of the Office.

The Outputs (linked to Outcomes) achieved for each Program within this Activity are reported as follows:

Executive

Leadership and Management (1,2,4)

The key feature of this output is the continued provision of advice and assistance to Chief Executive Officers and government on all aspects of employee relations, organisational capability and accommodation management, particularly as it relates to *Foundations for Our Future*.

The primary mechanisms used to achieve this end were:
*   The Coordination Executive Committee – a small committee of senior Chief Executive Officers who provide leadership and coordination across the public sector.
*   The Department of Corporate and Information Services (DCIS) Management Board – comprising Chief Executive Officers external to DCIS tasked with providing input and direction to the management of DCIS during the first twelve (12) months of operation.
*   The Public Sector Consultative Council – a Council established under the *Public Sector Employment and Management Act,* chaired by the Commissioner, to provide leadership in resolving topical or contentious HR issues.

In addition, a mechanism for increased sharing of information with government agencies in regional areas was implemented. This ensured a copy of all general correspondence issued to Chief Executive Officers was received by all Regional Coordination Committee Chairperson's.

The Office was also a major sponsor of the combined Institute of Public Administration of Australia (IPAA) and the Commonwealth Association for Public Administration and Management (CAPAM) conference held in Darwin in September 1999. The sponsoring of the conference enabled NTPS employees to participate in the examination of the impact of international relationships and cross-cultural issues on public sector management in Australia and the region.

The Office also hosted, in Darwin, the Australasian Public Service Commissioners' Conference in September 1999, coinciding with the IPAA/CAPAM conference. These conferences are held biannually to enable maximum information sharing across New Zealand and all Australian Commonwealth, State and Territory jurisdictions.

Policy Advice (1,3,4)

Ensured the Office continued to provided high-level policy advice on all employment issues affecting the public sector. The policy advice function is reported under the Employee Relations Program report (page 42) and the Property Management Activity report (page 31).

Regional Advisory Service (1,3,4)

A notable feature of the NTPS is the substantial number of employees in the regions. This has implications for the Office in providing advice and conditions of employment that meet their specific needs. The map illustrates the distribution of employees across the Territory, based on the Australian Bureau of Statistics statistical sub-divisons. The size of the circles is directly proportional to the number of employees in each sub-division.

Regional Distribution of NTPS Employees
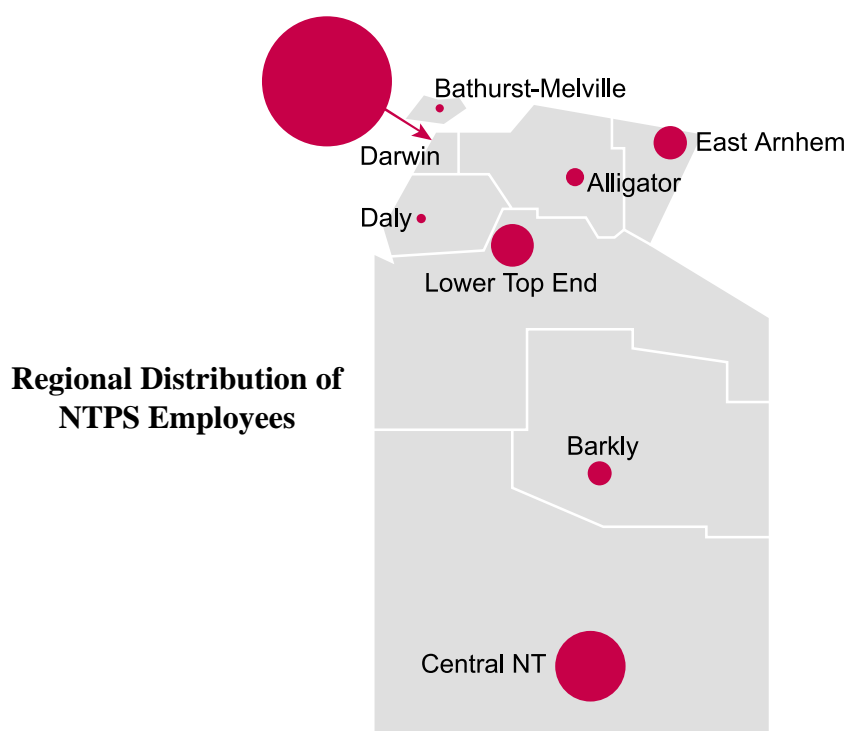
The Office maintains a full range of services to regional centres covering Property Management, Employee Relations and Employee Development matters.

Services to government agencies are made available through:
- The Central Australia Office which provides a broad range of advice to government agencies in the Alice Springs and Tennant Creek area.
- Representation in the Katherine region, made possible by the transfer of the Department of Corporate and Information Services HRD function to OCPE (page 36).
- Head office in Darwin which provides support to regional representatives and, where necessary, assistance directly to agencies.

In addition to services to government agencies, regional representatives also provide advice on the Long Service Leave, Annual Leave and Public Holiday Acts to the private sector through the provision of the regional Labour Inspectorate function (page 50)

The Alice Springs Office also provided support to the NTG "Alice in 10" project through participation in the planning and development of new projects.

Ministerial Briefings (1)

A range of queries from the Minister were responded to and several briefings provided. Comments were also provided on all circulated draft cabinet submissions in relation to employment, accommodation and industrial relations issues.

Information Management

Information Technology Plan (1, 4, 6)

A full audit was undertaken of all OCPE information technology and telecommunication hardware, software and infrastructure equipment to assess compliance with the NT Government mandated systems policy. Copies of the audit results were also submitted to the Department of Corporate and Information Services (DCIS) as part of the whole-of-government IT outsourcing strategy. Measures have been put in place to ensure full compliance with the mandated systems.

OCPE's email accounts were migrated to the single NT Government mail domain in March 2000. The Lotus Notes software was upgraded from version 4.6 to 5.02b. One of the immediate benefits achieved in migrating to the single domain has been a 10% reduction in the monthly account management fees under the eMAG contract.

A formal business system review of the Property Management System Database was conducted and finalised during the reporting period. Consideration and implementation of the recommendations from the review are expected to be implemented during the 2000/2001 financial year. (page 33)

Upgrade the Information Technology Environment to Windows Terminal Server network (1, 4, 6)

In February 1999, the first phase of a major project to upgrade the Office's IT environment from a Apple Macintosh network to the Windows Terminal Server (thin client) environment was implemented. As a means of managing the cost impact of the upgrade, installing thin client Terminal Servers enabled the continued use of the existing Macintosh desktop devices, as 'dumb terminals', while providing a full Window's compatible environment.

Three (3) major Information Technology projects were commenced, two (2) of which were completed within the reporting period.

1. The second phase of the Office System Upgrade project was completed in August 1999, resulting in the replacement of all remaining Apple Macintosh desktop devices with Windows compatible devices. The redundant Macintosh PCs and printers (approximately 50) were subsequently transferred to the Department of Education for redistribution throughout Territory schools.

2. Following the transfer of the HRD function from DCIS to this Office during the reporting period, a project to upgrade the existing Windows Terminal Server environment to cope with the additional staff, including replacement with suitable desktop devices and printers was undertaken. The redundant PCs previously used by this group of staff were subsequently returned to DCIS for redistribution.

3. Following the upgrade of the Lotus Notes email version, a review of the WTS performance in terms of processing capacity and memory was undertaken and the recommendation to upgrade was approved. Completion of this upgrade is expected in July 2000.

Financial costs associated with these projects are discussed in the Financial Report section on page 62.

Lead Agency Implementation of the Whole - of - Government Records Management System (1, 4, 6)

OCPE successfully implemented the TRIM records management system in June 1999. A significant part of the first half of this reporting period has therefore been expended on monitoring the performance impact on office systems, reviewing and refining the implementation to achieve better alignment with OCPE business practices, developing and implementing policies and procedures and providing staff training.

Consultation with each business area to assess OCPE needs for additional TRIM user licences and a review of OCPE records management policies to ensure compliance with NTG policies will be commenced in the next reporting year. Further information on records management practices are reported under Corporate Services on page 29.

OCPE Publications and Information Pamphlets (1, 3, 4, 6)

All information products were monitored to ensure a consistent and professional corporate standard was maintained.

A "Corporate Image Library" was created on the Corporate fileserver to enable all staff involved in *in-house* design and production (ie flyers, data shows, etc) to access approved and quality corporate images. Training on how to select and use appropriate images has been provided to key staff in each business area.

The DCIS Human Resource Development training website was incorporated within the OCPE internet site. As a result, the information published is now accessible to NT Government employees in remote areas and schools. Previously the information was only available from the DCIS intranet site and therefore had limited access capability.

The Information Management Program is responsible for the management and on going maintenance of OCPE websites. Actions over the reporting period include:

• A draft of the NTPS Orientation site was published on the NTG development server enabling invited persons in agencies to view the site and provide feedback to Employee Development (The Learning Centre). This website is expected to be finalised early in the next financial year.

• Development of the Northern Territory Property Management ATLIS web site was completed during the reporting period and is expected to be published to the NT Government intranet site in July 2000. This site will provide agencies with a range of information in relation to building services provided in NTG leased office accommodation, including identification of building owner/tenant/NTPM responsibilities, contact information and OH&S information. (page 33)

• An Employee Relations website dealing with the impact of the Federal tax reforms on NTPS employment provisions was designed and published. (refer: www.nt.gov.au/ocpe/ taxreform/)

• A committee to design and develop a website targeted at all current and future NTPS Trainees has been formed by the year 2000 Trainees. Launch of the site is scheduled for completion in the first half of the next financial year.

Year 2000 Compliance of All Office IT and Non–IT Business Systems, Including Replacement Non–Compliant Electronic Mail System (1, 4, 6)

Considerable effort was expended during the reporting period to identify and test all OCPE office systems for Year 2000 compliance and develop, implement and monitory contingency and business continuity plans.

The Strategic Audit Unit of the Department of the Chief Minister was commissioned to arrange an audit of Year 2000 Compliance planning and preparations to ensure all necessary actions had been identified and addressed. (page 13.)

On 1 January 2000 all OCPE information technology and telecommunications equipment continued to function without disruption. All Y2K tests on the servers, personal computers and major software applications were re-run on 1 January to check for any Y2K 'bugs'. No incidents were noted and all systems were deemed compliant.

Corporate Services

Policies and Procedures (3,4,6)

The two main focus areas for the Corporate Services Program during the year were:

- The introduction of the new tax reform commencing 1 July 2000, and
- Development of records management procedures in accordance with the whole of government records management strategy.

The Goods and Services Tax (GST) component of the reform received the most attention. In addition to acquiring a thorough knowledge of the tax and developing the associated system changes, the introduction of the GST was also seen as an opportunity to review and improve current procedures and processes.

The Records Management area introduced a number of new procedures during the reporting period in order to capture business records not previously registered.

The NTG Corporate and the OCPE Functional thesauri were introduced for the classification of all records.

Record keeping procedures were introduced throughout the office to improve the capture, registration and tracking of records in accordance with Records Management Standard AD4390.

Records management responsibilities are being progressively devolved to business areas.

A policy was introduced which required employees of the Office not previously trained in cross cultural awareness to attend a Cross Cultural Awareness Course. At 30 June 2000 40% of employees have attended a course with a total expenditure of $9350.

Publications, Manuals, Reports (4,6)

A Goods and Services Tax Procedure manual was created to provide guidance to staff involved in the finance area.

In preparation for the new tax reform, monthly reporting to the Department of Corporate and Information Services was introduced to ensure that all internal financial systems were tested and compliant prior to 1 July 2000.

Budgets and Financial Reports (1,4,6)

Reporting of employee Fringe Benefits on group certificates was introduced during 1999/2000. A major communication strategy to advise NTPS employees of the changes was planned and implemented.

A link was created between the Fringe Benefits Tax recording and calculating system and the Personnel Information Payroll System (PIPS). Fringe benefits for the reporting period were $36 000.

All requests for variations in Allocation were approved, with increases in the trainee budget, public sector courses and property management. (page 62)

Job Cost (a financial management tool within the Government Accounting System) was introduced as a mechanism to capture expenditure and revenue for sector-wide training courses. Job Cost's flexibility at the lower level of reporting while still linking to the general ledger allows for more meaningful reports. The introduction of Job Cost incurred no additional costs to the office.

QUALITY WORKING ENVIRONMENT

The goal of the Property Management Activity is *to deliver a quality working environment for our clients.*

The Activity has a final budget allocation of $34 673 000 and an actual expenditure as at 30 June 2000 of $ 34 609 000. Further details of financial performance are contained in the financial reports on page 62.

Property Management consists of two (2) programs – Support Services and Accommodation. The shared *Planned Outcomes* for these Programs are:

1. Maintain support service expenditure in ratio to the accommodation program expenditure under the industry average ratio of 4%.
2. Ongoing implementation and simplification of the Memorandum of Common Provisions (standard lease document).
3. Simplification and diversification of service contract management processes.
4. Review Government Business Division leases.
5. Increased productivity and efficiencies through a review of key internal management information and business support systems.
6. Implementation and ongoing management of government office accommodation leases.

The Outputs (linked to Outcomes) achieved for each Program within this Activity are reported as follows:

Support Services

Financial statements and reports (1)

The Support Service program consists of personnel and administrative costs expended in support of the accommodation program.

As depicted by the graph below, the Support Service's program expenditure was 2.4% of Accommodation program expenditure, against an industry benchmark ratio of 4%.

Support services costs - % of accommodation program
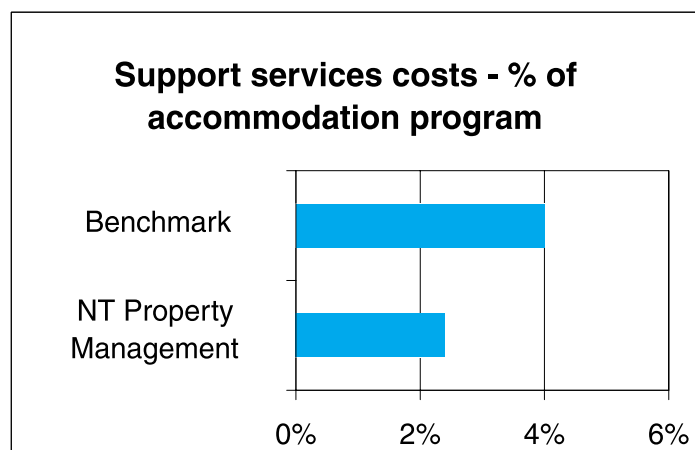
For more information refer to Financial Reporting on page 62.

Accommodation

Total lease packages (6)

As at 30 June 2000 there were 132 leases in the property management portfolio located throughout the Territory. The leases cover:

- 25 Electorate Offices
- 3 Aircraft Hangars
- 3 Police Stations
- 4 Libraries
- 3 Health Clinics
- 94 Office Accommodation areas

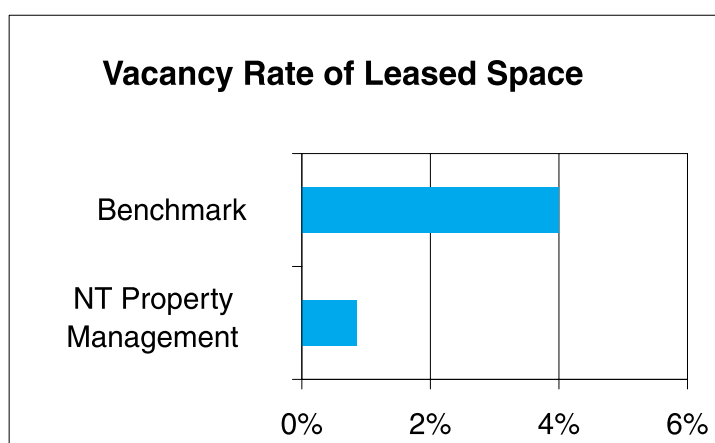One means used to monitor and measure the level of success in managing government office accommodation leases used by the Property Management Program is measuring the vacancy rate of leased space to the national benchmark as depicted in the following graph.

Vacancy Rate of Leased Space

Budgets and Financial Statements (1, 3, 4, 5, 6)

A critical review of all budget and financial statements was completed. The objective was to reduce the number of statements and report options that had been historically available but were no longer necessary to support core business activities.

Rental and Service Contracts Payments (6)

A review of leases and service contracts was undertaken in preparation for the implementation of the Goods and Services Tax (GST).   Preparation for the GST involved staff training through the Whole of Government strategy and operationally with the Corporate Project Team. The Property Management System was also modified to include GST information and ensure on-going accurate record keeping.

Advice to Government (1, 2, 3, 4, 6)

Advice to Government was maintained through 95 Ministerial briefings on leased property portfolio matters.

Accounts Paid and Revenue Received (3, 4, 6)

These figures are detailed in the corporate financial statements on page 62.

Business Plans (1, 2, 3, 4, 5, 6)

The 1999/2000 business plan was implemented. It was also reviewed as a precursor to formalising the 2000/01 business plan.

Policies Procedures and Publications (2, 3, 5, 6)

Planning commenced to add the Agency Tenant Leased Information System (ATLIS) to the OCPE website. ATLIS will enable Agencies to directly access information on leased property that they tenant, including layout plans. (page 28)

Simplified Tender Documentation for Building Service Contracts (3)

Simplified tender documentation for building services became effective when public tenders were called for cleaning contracts valued at approximately $480,000.

Government Business Divisions Lease Review (4)

The business planning process identified a need for the development and implementation of a memorandum of understanding with Government Business Division's who pay rental to NT Property Management for either leased or owned premises that they occupy. The review commenced and will be finalised in consultation with GBD's during 2000/01.

New Financial Systems (5)

A planned business system review of the Property Management System database was postponed until early 2000. The reason for the deferral was that the database was warrantied as Y2K compliant in its existing format. Following 1 January the review of the system (which is designed in a non-NTG mandated system application) was commenced and completed. Planning to replace the system during 2000/2001 was commenced.

Replacement is a major initiative and the new system will be designed to provide a more focused and simplified property management platform that will reflect core business requirements.

Facility Planning Consultancies (6)

Use of Facility Planning consultancies to ensure a best practice contemporary work environment was maintained in partnership with client Agencies.

A notable example was the relocation of the NT Library Resource Management and Development Unit to purpose refurbished accommodation in Winnellie.

Building Audits (6)

Ongoing use of building audits proved to be a useful tool in lease renewal negotiations, resulting in building upgrade works being completed by the building owner as part of lease renewal conditions.

A notable example was the refurbishment carried out on the ground floor at 38 Cavenagh Street in the Darwin CBD to provide a shopfront service delivery venue for the Department Lands, Planning and Environment.

OH&S Audits (6)

OH&S building service audits were maintained on a needs basis in partnership with client agencies and building owners, with a particular focus on disabled access.

Energy Management Audits (6)

The Kyoto Protocol was signed by Australia in April 1998. The Protocol reflects a commitment by the international community to reduce greenhouse emissions including those associated with the use of energy.

The Australian National Greenhouse Strategy was then developed. It was endorsed by the NT Government in October 1998. The NT Government Energy Management Strategy was developed through the Department of Transport and Works Government Energy Management Program (GEMP). The strategy meets the NT Governments national commitment to reduce greenhouse emissions.

The NT Government Energy Management Strategy was endorsed by Cabinet. In essence this strategy requires NT Government agencies to work towards energy use reduction targets. It also requires that GEMP and NT Property Management develop energy performance guidelines for buildings leased by Government and to work with other stakeholders to assist with the NT implementation of the National Building Energy Strategy.

In partnership with GEMP, planning commenced to develop energy performance guidelines for buildings in the leased portfolio.

Seminars & Information Sessions for Industry and Clients (3)

Information sessions were held with industry as a precursor to simplified service contracts let during 1999/2000. They were well received and sessions on similar issues will now become standard business practice.

Extensive liaison and negotiation was maintained with industry on new Accounts Payable procedures prior to the implementation of GST.

OTHER INITIATIVES

Year 2000 Compliance

The Y2K issue had the potential to cause widespread dysfunction to lifts, airconditioning, fire and security systems in all buildings tenanted by NT Government agencies.

NT Property Management had two major responsibilities when managing the Y2K issue.

The first was to ensure that Agencies who had a critical responsibility to maintain essential services, Power and Water Authority, Police, Transport and Works etc. had uninterrupted access to their tenancies as at 0.01hrs 1/01/2000.

The second was to ensure that all other Agencies had unrestricted access to their tenancies so that business could commence as normal from 0.800hrs 4/01/2000 when employees returned to work after the New Year long weekend.

The eighteen month planning and compliance process undertaken to manage the potential impact of the Y2K on leased building services was undertaken in co-operation with the NT Branch of the Property Council of Australia (PCA), building owners and their service providers. Interestingly, the Territory was the first jurisdiction to invite the Property Council of Australia to participate in a Y2K planning process.

As it eventuated, the Y2K issue as related to property management had nil impact on leased building services or tenant agencies.

MLA Electorate Office Leases

The property management function for 25 MLA electorate office leases was transferred from the Department of the Legislative Assembly to NTPM as from 1/7/1999. They were added to the leased portfolio as a core business responsibility, without the need for additional resources.

CONTINUOUS LEARNING

The goal for the Employee Development Activity is ***to identify, promote & facilitate sector-wide learning using flexible mediums.***

The Activity has a final budget allocation of $3 901 000 and an actual expenditure as at 30 June 2000 of $3 591 000. Further details of financial performance are contained in the financial reports on page 62.

From January 2000, following the transfer of the Human Resource Development function for the Department of Corporate and Information Services (DCIS) to this Office, the Treasurer approved the creation of Employee Development as an Activity. A new budget, which combined the former Human Resource Development Program and the DCIS budget was also created. The revised staffing and budget allocation is noted above.

The amalgamation of these two Development groups and the recognition of the shifting emphasis to leadership and organisational effectiveness under the banner of "capability" led to a business process review of the Employee Development Activity. The result was the creation of the "Learning Centre" in March.

With the 1999/2000 Budget Paper Number 2 being published prior to the amalgamation of the two groups, the new activity is not shown. The new structure in included in the financial reports on page 62.

The Planned Outcomes of this Activity are:

1. Enhanced human resource policy framework that encourages greater innovation and flexibility in the management and development of employees.
2. Increasingly cost effective, accessible, quality human resource development programs across the NT public sector, based on identified needs.
3. Enhanced recruitment and retention through better designed and managed, safer jobs and workplaces, especially in remote localities.
4. Greater encouragement and promotion of a public sector culture that values diversity, equity and merit.
5. Increased awareness of promotion appeal and grievance review services and procedures.

The Outputs (linked to Outcomes) achieved for this Program are reported as follows:

Sector–Wide Training and Development Opportunities Resulting in Improved Work Performance and Organisational Capability Across the Public Sector (1,2-5).

The Executive Development Program is a two-year action learning management and leadership program for NTPS executives. In addition to the usual course modules and residential program, a range of workshops were conducted for participants.

A Leadership Development Program in partnership with the Department of Education commenced in March. The program is a customised modification of the Executive Development Program and is accredited through the Northern Territory University.

A second customised action-learning based Leadership Program was designed for the Northern Territory Library and Information Service (NTLIS). Two programs were developed – one for Executive staff and one for Middle Managers. It is planned to have programs accredited through the Northern Territory University.

Due to the significant increase in activity and commitments arising from the review and restructure of Employee Development, the 2000 Executive Development program was deferred until early 2001.

The Public Sector Management Course (PSMC) is designed for middle management levels and continues to provide sector-wide accredited training.

Delivery of the Public Sector Management Course was put out to tender during early 2000 and four separate contracts have been let for two years with a 1-year option.

Three Public Sector Management Courses commenced during the reporting period with an enrolment of 63. A graduation ceremony for the 38 participants of the 1998/99 Course was held in October 1999 at Parliament House.

During this period there have been two Investigation Officer training programs (Parts 1 & 2) with a total of 26 participants.

A series of Leadership & The Middle Manager workshops were conducted in Darwin and Alice Springs. The total number of participants was 119 in the AO5 - AO8 range.

Participation in Middle Management Courses
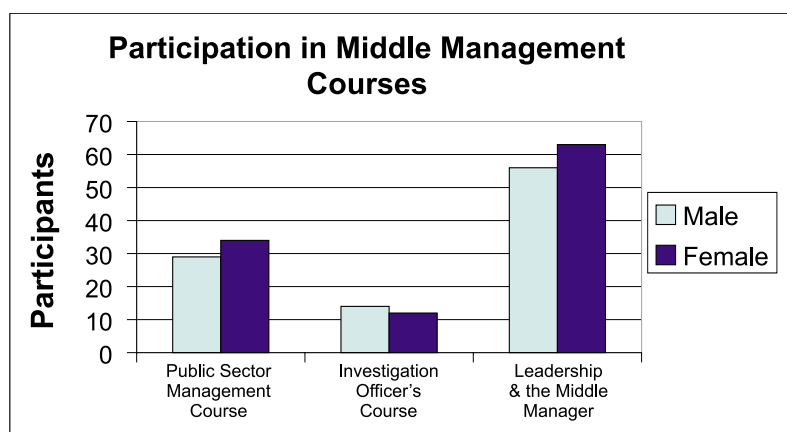
A total of 1434 participants have undertaken the following career development courses.

- Customers Service for Managers
- Customer Service for Operational Staff
- Ministerial Briefings
- Writing Effectively in the Workplace
- Supervisory Management
- Cross Cultural effectiveness
- Winning the job
- Understanding Workplace Change
- Managing Conflict & Difficult Situations
- Strategic & Business Planning
- Staff Selection
- Project Management
- Train Small Groups
- Planning, Conducting & Reviewing Assessments
- Budgets & Estimates
- Operational Purchasing
- Writing the New Look Job Description
- Presentation Skills

Two major tenders were implemented for Information Technology and Occupational Health & Safety training with over 500 employees participating in these courses during the reporting period.

Advice on Workplace and Job Redesign, Including Implementation of the New National Public Sector Training Package (2,3,5)

Participation in the jurisdictional reference group involved in the development of the National Public Sector Training Package. The package identifies competencies and qualifications defining what is required for employees in the NTPS. This is consistent with several aspects of Foundation 1.

Presentations made to Indigenous Working Party, VET Conference and agencies.

The NT Implementation plan for the Package was endorsed by the Joint Training Advisory Council.

Guidance on Individual Career Development and Mobility Issues (1,3-5)

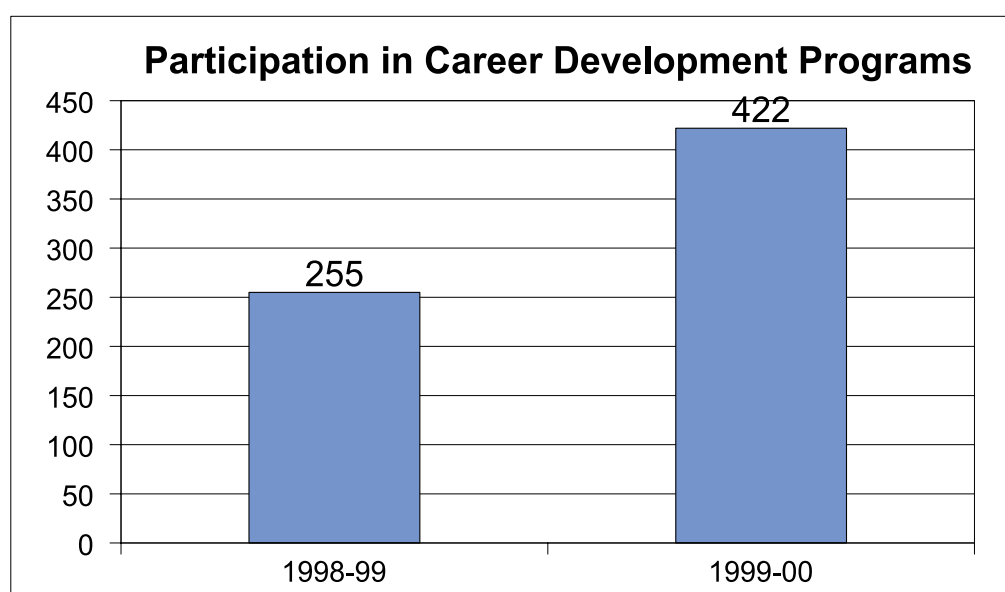The Career Development Strategy is based on the principle that individuals need to actively look for opportunities to manage their own careers and that action learning and real experience is critical to individual development leading to improved Agency outcomes.

The Office implemented a wide range of training programs focused on individual development and mobility between agencies (see table on page 39).

Individual Career Development and
Mobility Program Participation

Activity	Participants	Darwin	Regions
Career Planning Workshops	148	125	23
Management Skills for Women	111	87	24
More Opportunities for Regional Employees	15	na	15
Mentoring – Essential Toolkit for Mentors	71	33	38
Taking Responsibility for Change	38	33	5
New Opportunities for Women	39	39	na
Total	**422**	**317**	**105**

As highlighted in the following graph, participation in career development and mobility training programs increased by 65% for the period and attracted an increasing number of participants from regional centres including Jabiru, Melville Island, Nhulunbuy and Tennant Creek.

Participation in Career Development Programs

The Career Development Strategy is currently being reviewed to establish the effectiveness of current programs and to identify opportunities for better alignment with strategic directions, including Foundations for Our Future.

Under Determination 10 of 1998, The Commissioner made the provision for Professional Excellence Status to be granted to employees working in professional designations who demonstrated professional excellence. In 1999/2000, sixteen (16) applications were received from three participating agencies. As a result three (3) NTPS staff have been selected for this status.

Training and Development Policies, Procedures and Publications (1,2,5)

The Human Resource Development Network has continued to provide a forum for human resource practitioners to meet and discuss issues of common interest. The office chairs the Network and provides secretariat support.

The Director of Employee Development, Dr Alex Taylor presented the future directions of Employee Development to the Co-ordination Sub-Committee and the Extended Co-ordination Committee. "The OCPE Learning Centre" future directions were accepted and approved by both Committees.

Meetings were held with the HRD Network to obtain feedback on the effectiveness of the new Section 18 Annual Reporting procedures.

The PIPS – Staff Development and Training Module manuals were distributed to relevant personnel throughout the NTPS.

Other Initiatives

The information reported below relates to Key Outputs for services delivered by the former Human Resource Development function transferred from the Department of Corporate and Information Services and have been linked to existing Outcomes.

Implementation of a variety of Traineeships for Territorians (1-4)

The following table details the range of entry-level traineeship, cadetship and early career opportunities managed by this Program.

Traineeships	Participants
Vocational • Business and Office Skills • Information Technology • Aboriginal and Torres Strait Islanders • Technical	Total participants for 2000 – 77 (8 % increase on 1999) Participating agencies for 2000 - 21 (19 % increase on 1999) 22% of 1999 trainees were employed by NTPS.
Graduate - 2 year Graduate Traineeship Program	Total participants for 2000 - 38 (37% increase on 1999) Participating agencies for 2000 - 7
Work Experience Liaison with agencies on the allocation of school students to NTPS agencies.	Total students placed in agencies for 1999/2000 - 40
Vacation Employment Liaison with agencies on the allocation of university students to NTPS agencies for the duration of their university vacation.	Total participants for 1999/2000 - 61 (27% increase on previous allocation) Participating agencies - 14

Efficiencies and Consistency in the Administration of Study Assistance (1,2,4)

Co-ordinated the Study Assistance program for 17 agencies across the Northern Territory. The implementation of standard forms, procedures and data processing in PIPS. A specific web site was developed to assist with the dissemination of information to applicants and agencies. Also a number of quick reference guides developed on processes, By Law 41 and Fringe Benefits Tax were produced.

In the 1999 calendar year, 269 studies assistance applications were processed. The following table details agencies and numbers of applications processed.

Agency	Study Assistance
Territory Health Services	106
Power & Water Authority	33
Department of Corporate & Information Services	31
Parks & Wildlife Commission	30
Department of Transport & Works	26
Mines and Energy	12
Chief Ministers	9
Attorney Generals	7
Arts and Museums	5
Office of Communications, Science & Advanced Technology	3
Department of Sport and Recreation	2
Asian Relations & Trade	2
Office of Aboriginal Development	1
Northern Territory Employment & Training Authority	1
Industries & Business	1

Improved Acceptance of the Value of Diversity, Equity and Merit (1-4)

Employee Development is presently reviewing Cross Culture Awareness programs in order to:
- Develop new programs that have a focus on true partnerships with Aboriginal people, responsive to agency specific, workplace specific and individual needs, and taking into account regional differences.
- Develop service-wide training programs to "Make a Difference" and "Influence Agendas" in order to build effective partnerships inside and outside the NTPS. These will build on the "Taking Responsibility for Change" program under the Career Development Strategy.

Delivery of Services in Line with the Employee Development Service Level Agreement with Government Agencies (2&3)

Developed terms of reference with Department of Corporate and Information Services to delineate areas of responsibility in the provision of services in employee development.

Development of a standard NTPS Training Application and Evaluation Forms.

Whole of Government Training tenders were processed for Information Technology, Occupational Health & Safety, Public Sector Management Course and various human resource development short courses (eg Writing the New Look Job Description, Operational Purchasing and Ministerial Briefings).

EMPLOYMENT FRAMEWORK

The goal for the Employee Relations Program of the Employee Relations Activity is *to provide an effective employment framework that facilitates the achievement of excellence in service*.

As published in 1999/2000 Budget Paper No. 2, the Advisory Services Activity contained the Human Resource Management, the Human Resource Development, and the Promotions Appeal Board Programs.

As discussed in the performance report for the Employee Development Activity (page 36), the transfer of the Human Resource Development function from Department of Corporate and Information Services (DCIS) to this Office resulted in a restructure of the Advisory Services Activity.

Approval was granted to rename both the Advisory Services Activity and the Human Resource Management Program to Employee Relations. The Promotion Appeals Board program remains part of the Employee Relations Activity.

Although the Program changes were approved and implemented in 1999/2000 they will not be reflected in the budget books published by NT Treasury until the 2000-2001 budget period.

Further, to reflect the independence and impartiality of the Promotions Appeal Board (PAB), the PAB Program's performance report is published separately from the Employee Relations performance report (page 58).

The Employee Relations Program has a final budget allocation of $1 917 000 and an actual expenditure as at 30 June 2000 of $1 751 000. Further details of financial performance are contained in the financial reports section on page 62.

Planned Outcomes for this Activity are:

1. Enhanced human resource policy framework that encourages greater innovation and flexibility in the management and development of employees.
2. Continuous improvement and increased productivity through consultation, negotiation and implementation of various enterprise agreements.
3. Increasingly cost effective, accessible, quality human resource development programs across the NT public sector, based on identified needs.
4. Enhanced recruitment and retention through better designed and managed, safer jobs and workplaces, especially in remote localities.
5. Greater encouragement and promotion of a public sector culture that values diversity, equity and merit.
6. Increased awareness of promotion appeal and grievance review services and procedures.

The Outputs (linked to Outcomes) achieved for this Program are reported as follows:

Policies, Procedures and Publications (1,2)

As an outcome of the sector-wide review of recruitment, the Commissioner determined new specifications for a standard NTPS job description from 1 January 2000. All NTPS job descriptions have been simplified, with information contained in one page, selection criteria limited to 10 and the inclusion of web site and contact names for further information. All job descriptions are in an electronically accessible format. The new policy has been supported by internet site instructions, a brochure and a series of workshops provided through this Office.

With the discontinuation of the Public Sector Gazette in February 2000, the former Gazette Guidelines for the sector were reviewed in conjunction with the Department of Corporate and Information Services, and became the Recruitment Advertising Policy and Procedures. This policy incorporates the advertising of NTPS jobs on the internet and in the Northern Territory News, while providing flexibility for particular agency needs, including recruitment campaigns for certain types of jobs and regional, interstate and overseas advertising. These changes have accomplished significant savings in the elimination of publishing costs for the Public Sector Gazette (refer Financial report on page 62). A new look shell for advertising NTPS jobs in the media complemented the corporate government look developed for the NT News.

A review of the NTPS Selection Process Handbook was undertaken in conjunction with agencies and unions. The revised policy on NTPS selection was issued in April 2000 as the Merit Selection Guide, which provides the principles of merit selection for the sector. This Office presented the new policy to agencies and regions throughout 2000, as a springboard to the development of agency specific selection procedures.

In 1998/99 the Office undertook a review of the Qualifications Handbook. The review was finalised in 1999. Determination No. 3 of 1999 has replaced the Qualifications Handbook as the NTPS policy document in relation to educational qualifications or other requirements for appointment, promotion or transfer to certain designations in the NTPS.

A review of agency annual reporting requirements was conducted to streamline reporting procedures and reduce administrative workload on agencies. There will be a staged implementation of the recommendations over the next year.

The office chaired the following sector-wide working groups to assess Federal Government taxation reforms and develop policies, systems and procedures to comply with the new requirements but at the same time minimise the impact on the NT Government and its employees.

- Impact of Tax Reform on Employment Conditions, and
- Reportable Fringe Benefits Amounts

Notable outputs of the working group assessing the impact of tax reform on Employment Conditions was the standardisation of procedures regarding Travelling Allowance and introduction of a new Remote Area Rental Concession scheme.

The Office established a cross-agency working group to develop new superannuation policy and procedures for employees joining the service after 9 Aug 99 when NTGPASS was closed.

The partnership between OCPE and Agencies was maintained by the development of a variety of other publications and communication tools, including:

- A brochure detailing 'Guidelines for writing a Job Description from a Job Analysis Questionnaire'.

- A brochure highlighting 'Redeployment Information for Employees'.

- The publication of sector-wide Determinations on the OCPE Internet site.

- Enterprise Bargaining Bulletins and Agreements.

- NTPS Bulletins regarding sector-wide issues associated with fringe benefits tax, Reportable Fringe Benefits Amounts, Goods and Services Tax and 'Pay As You Go'.

- NTPS Bulletins advising employees about changes to recruitment procedures.

- Electronic 'mail outs' to Agency Human Resource Contacts communicating and highlighting human resource management issues and information.

- Hosting the HR Forum each quarter. The forum provides an opportunity for the Commissioner and staff of the Office to exchange and discuss developments in human resource practice across the NTPS. The Forum is well attended by all agencies and topics discussed include:

  - the impact of taxation reform;
  - career planning;
  - streamlining recruitment processes; and
  - training initiatives.

The development of a 'People Who Know List' detailing the contact names, contact telephone numbers, and areas of knowledge and specialisation of Employee Relations Consultants. The list is targeted at agency representatives and an updated version is distributed each quarter at the HR Forum.

Enterprise Bargaining Agreements and Awards (2, 4)

Four enterprise bargaining agreements (EBA's) were negotiated. These were the:

- Northern Territory Public Sector 2001 Certified Agreement,
- Northern Territory Public Sector 2002 Certified Agreement,
- Northern Territory Public Sector Teachers and Educators Certified Agreement 1999; and
- 1999 – PAWA Certified Agreement – Working Together to Meet the Challenge.

An agreement implementing workplace reforms in the Darwin Port Corporation was being finalised during the period.

The agreements cover the majority of employees in the NTPS and provide frameworks to enhance productivity, flexibility and organisational responsiveness to change. Key features include:

- consultation procedures for the management of change in the workplace,
- provisions facilitating more flexible working arrangements, inter-industry mobility and part-time employment for employees;
- streamlined classification structures for teaching and Power and Water Authority staff; and
- the establishment of joint working parties to examine issues such as the impact of employee workloads, recruitment and retention of remote locality employees and the provision of childcare facilities.

The Office represented the Minister for Public Employment and Industrial Relations before the Police Arbitral Tribunal for the certification of two Police Consent Agreements.

Work continued on the award simplification project in accordance with the requirements of the Workplace Relations Act. The main focus throughout the reporting period has been on simplifying the General Conditions of Service Award (a comprehensive award covering almost all public sector employees and consequently involving most unions) with a view to using it as a model for simplifying the remaining occupational awards.

The Office undertook a survey to establish the effectiveness of the procedures used to communicate information about the EBA's. The results indicated that current communication methods are very effective and widely accepted.

The Workloads Working Party, a policy review and development initiative resulting from the EBA process, has been established to ascertain the state of working conditions within the NTPS.

Representation Before the Australian Industrial Relations Commission, Police and Prison Officer Tribunals (1, 4, 5)

Representation before the Australian Industrial Relations Commission was confined mainly to minor industrial issues in localised workplaces and no sector-wide industrial action occurred during the reporting period. Examples include disputes concerning the catering area of the Royal Darwin Hospital, amendments to the Prisons (Correctional Services) Act and unfair dismissal claims. The continued industrial harmony across the sector can be largely attributed to the effectiveness of enterprise bargaining agreements which provide dispute settling frameworks for the negotiation and resolution of differences in workplaces. The majority of industrial issues are resolved in this manner.

The Office also made submissions, in conjunction with the Commonwealth and non-Labor states, to major cases before the Australian Industrial Relations Commission including the Test Case on Junior rates of Pay and the 2000 Safety Net Review.

Secretariat services were provided to the Prison and Senior Prison Officer Arbitral Tribunals and the Police Arbitral Tribunal and Office representatives made several appearances before these bodies during the reporting period. Issues before the Tribunals included the payment of accommodation and motor vehicle allowances to Police Officers and weekend employment levels at Darwin Correctional Centre.

Public Sector Employment and Management Act By Laws, Employment Instructions and Determinations (1,2,4,5)

The legislative framework for the public sector was maintained by:

- Amending Employment Instruction No. 5 Medical Incapacity on two occasions to reflect the changed arrangements for NTPS superannuation and payment of medical examinations.
- Amending on two occasions Employment Instruction No. 1 to reflect the changes to recruitment policy and procedures arising from the major review of NTPS recruitment procedures.
- Amending Employment Instruction No. 11 to ensure that all agencies encourage employees to participate in cross-cultural awareness learning, as a result of a submission from the Indigenous Workforce Issues Working Party to the Public Sector Consultative Council.
- Undertaking a review of Commissioner's approvals, directions and delegations under the *Public Sector Employment and Management Act*, resulting in the issuing of new instruments.
- Issuing of 143 sector-wide and agency-specific Commissioner's Determinations, covering salaries and allowances, qualifications, job description specifications, remote localities provisions, special allowances and conditions of service.
- Reviewing of the legislation as part of the sector-wide preparation for the Year 2000. This Office highlighted the need for employee records and entitlements to be maintained through the changeover, as well as issuing the determination of allowances for employees who were required to work during the Y2K changeover.

A consultancy service is provided to agencies contemplating organisational change. Over the reporting period the Office has provided advice and assistance:

- In implementing the Rolfe Report of the Northern Territory Employment and Training Authority, providing a greater focus on the core objectives of the agency
- To the Department of Education and Territory Health Services in implementation of the respective reviews
- To the Department of Asian Relations and Trade in identifying and implementing a new structure and reporting systems
- To the Anti-Discrimination Commission, with the aim of examining work loads and the work value of jobs in terms of efficiency and stakeholder expectations.

The Employee Relations Program's on-going advisory service to agencies on human resource and industrial relations issues has facilitated agencies finding solutions to meet their needs. This has been achieved through consultation and flexibility in the application of the statutory functions of the Commissioner.

A job evaluation system (JES) and equal employment opportunity (EEO) strategies including Aboriginal employment and career development (1, 4,5)

Job Evaluation System

In August 1999, responsibility for the following JES activities were transferred from OCPE to the Department of Corporate and Information Services:

- The management of JES reviews;
- The maintenance of the JES database; and
- The JES function of maintaining the current list of Job Evaluators.

The coordination and administration of job evaluator training transferred to the Employee Development (Learning Centre) Program in October 1999.

Responsibility for coordinating the annual audit of JES remains with OCPE.

Equal Employment Opportunities

The mainstreaming of human resource practices to actively support equity, diversity, flexibility and merit in the NTPS continued through:

- the provision of training opportunities for target groups;
- an employment program in partnership with Project Employment for people with intellectual disabilities; and
- hosting the NTPS Equity Awards.

Restructuring of the NTPS under planning for growth has reduced human resource employees in agencies and broken up many existing networks including the Equal Employment Opportunity Network.

The Equal Employment Opportunity Network has also highlighted that the existence of a dedicated network may not, for some agencies, meet contemporary needs for mainstreaming equity, diversity, flexibility and merit into HR strategies. Consequently the promotion and sharing of information on issues for capturing diversity within the NTPS has, for the time being, been integrated into the HR forums while a review of the Network's role is carried out.

In addition, workshops which share information on achievements in innovative practices or programs, and how equity and diversity initiatives have been absorbed and integrated as organisational values to impact on organisational effectiveness, productivity and competitiveness have also been planned.

Another mainstreaming initiative saw the Public Sector Consultative Council's former standing committee's on Equal Opportunity and Work & Family amalgamated to form a new committee covering Equity, Diversity and Flexibility. The new Committee will consist of joint management and union representation and will continue promotional activities and research on issues of relevance to employees in the NTPS.

Aboriginal Employment and Career Development Strategy

The focus of the Aboriginal Employment and Career Development Strategy in 1999/2000 has been on promotion of the Strategy, in particular to the indigenous community. This has been achieved by:

- A major promotional program in senior secondary schools throughout the Northern Territory;
- Participation in the Careers Expo, working in conjunction with Career Educators and Aboriginal and Islander Education Workers;
- Information sessions conducted with indigenous school students;
- Promoting access to traineeships by indigenous students;
- Highlighting innovative Agency programs and projects for indigenous people under the Aboriginal Employment and Career Development Strategy through the 1999 Annual Equity awards; and
- The promotion of sector-wide and targeted training courses to current indigenous NTPS employees.

The NTPS cadetship program established in conjunction with the Commonwealth Government continued into its third year of operation. The program and is structured to support indigenous people to achieve a tertiary degree and gain full time employment in the Northern Territory Public Sector. All cadets who have successfully completed the program have commenced full time employment.The following tables summarise current sponsorships of cadets by NT Government agencies.

Territory Health Services	4	Nursing Arts Science (Physiotherapy) Social Work
Territory Housing	3	Law/Business, Law
Department of Local Government	1	Law
Department of Corporate and Information Services/NT Treasury	1	Business
Department of Primary Industry and Fisheries	1	Environmental Science
Department of Mines and Energy	1	Environmental Science
Office of Commissioner for Public Employment	1	Law
Department of Education	6	Education, Science
Department of Transport and Works	2	Arts, Law
Department of Lands, Planning and Environment	1	Information Technology
NT Correctional Services	1	Law

Cadetships sponsored by NT Government organisations outside the core NTPS:

NT Legal Aid Commission	1	Law
Aboriginal Areas Protection Authority	1	Information Technology
Menzies School of Health Research	1	Science

The Indigenous Workforce Issues Working Party (IWIWP) was established to report and make recommendations to the Public Sector Consultative Council about issues that impact on indigenous employment. During 1999/2000 the Working Party:

- Contributed to the review of recruitment in the Sector;
- Successfully submitted a recommendation to the Public Sector Consultative Council (PSCC) to increase cross cultural awareness across the NTPS; and
- Are considering issues on the collection and retrieval of data on indigenous employment and certain leave provisions under the *Public Sector Employment and Management Act*.

Discussion to develop a model for augmenting training for indigenous women in industrial relations and human resource management commenced with the Northern Territory Working Women's Centre. The outcome of these discussions will be to increase access to advice, assistance and training in the area of employee relations for indigenous employees by having appropriately trained indigenous people.

Initial discussions were held with Aboriginal community groups and organisations in Alice Springs and with agencies to determine possibilities for increasing partnerships in indigenous employment and training in the region.

Recruitment, Redeployment and Redundancy for the Public Sector (4,5)

Recruitment

Last year's annual report recorded the development of a project plan for the implementation of recommendation 8 - a best practice job description- and recommendation 9 - adoption of a risk management approach to selection which accords with the principles of merit and natural justice, of the Streamlining Recruitment (Paech) Report. Implementation of these recommendations in 1999 and 2000 were part of the sector-wide Streamlining Recruitment Project undertaken by this Office (page 54).

Many of these innovations have been made possible by the centralisation of the Government's recruitment services in the Department of Corporate and Information Services (DCIS). This Office has worked closely with DCIS to effect the changes to recruitment.

The outcomes of the Streamlining Recruitment Project achieved thus far have improved the way the NTPS recruits by making the process faster, easier and more flexible, particularly through the increased use of technology. As a result, the recruitment process is more efficient and provides easier access to the public sector job market for all Territorians and interstate and overseas applicants. This global access to jobs enables the Northern Territory to attract the right expertise to maximise the growth highlighted in Foundations for Our Future.

The establishment of a centralised employment service to coordinate the filling of entry level vacancies is still to be finalised. This Office, in conjunction with DCIS, has commenced investigating options for establishing such a service for Administrative Officer 1 and temporary Administrative Officer 2 vacancies.

Redeployment and Redundancy

During the reporting period voluntary retrenchment was accepted by 204 employees, 133 male and 71 female at a cost of $7 867 000 million. These figures included targeted redundancies in the Power and Water Authority, NT Correctional Services and 52 voluntary retrenchments arising from Planning for Growth. The redeployment unit continues to work closely with agencies to assist with developing strategic case management plans to facilitate optimum training and work placement opportunities to supplement the employees' skills and capabilities for targeting permanent placements.

Other Initiatives

Labour Inspectorate

A steady number of enquiries continue to be handled by the Office in relation to the *Annual Leave Act*, *Long Service Leave Act* and the *Public Holidays Act*.

A total of 30 formal investigations (16 on long service leave and 14 on annual leave) were conducted during the year. Of these, 9 remain open and will be carried over into the next reporting period. One case in Alice Springs proceeded to court. The company was found guilty of one charge but was discharged without conviction.

Collaborative Projects

The Office was represented on the Government Employee Housing Committee, tasked with developing policies and procedures to improve the standard and availability of remote area housing. During the year Cabinet approved "Housing 2003" which included a total of $20m over 3 years to construct new remote area housing and to improve existing stock.

FUTURE DIRECTIONS – 2000/2001

The following Policy Initiatives, as identified in the 2000/2001 Budget Paper, represent issues that will be the focus of the Office in the coming financial year.

1. Identifying and developing, in partnership with agencies, human resource management strategies and capability plans linked to the strategic directions of Foundations for Our Future.

2. Development of policy options to ensure all public sector enterprise bargaining agreements accord with Government strategic directions, budget limitations and Commonwealth Government tax reforms.

3. Sourcing of national and international expertise in both human resource management and adult development practices.

4. Development of policies that emphasise equity, diversity and flexibility of employment conditions, including career management for Aboriginal and Torres Strait Islander people, trainees and cadets.

5. Development of policy options addressing productivity and employee relations, including workload and remote area service issues.

6. Designing and developing modern adult learning programs to meet the 'people' component of agency Capability Plans, including the linking of common development needs across agencies.

7. Development of flexible learning (online processes) that recognise the Territory's uniqueness for distance learning.

8. Development of programs that foster a culture of continuous learning, leadership and succession planning across and within agencies.

9. Development of programs that expose NTPS employees to the thinking and tools that encourage them to manage their own careers from entry to exit.

10. Provision of a high quality working environment by meeting Government requirements for leased property to accommodate agencies in support of their core program delivery activities.

INTRODUCTION

Section 18(1) of the *Public Sector Employment and Management Act* requires the Commissioner to report annually on:

- the extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and to include a reference to
- measures taken to ensure observance of the principles
- any significant breaches or evasions of the principles
- measures taken to improve human resource management in agencies
- the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector
- those matters specified in section 28(2)in so far as they relate to the Commissioner's Office, and
- any other prescribed matters.

The section 28(2) requirements have been addressed earlier in this report under the section "The Agency ". No other matters have been prescribed over the reporting period.

PRESCRIBED PRINCIPLES AND CODE OF CONDUCT

The principles of:

- public administration and management,
- human resource management, and
- conduct

are contained in Part 2 of the *Public Sector Employment and Management Regulation*s.

The principles are complemented by a *Code of Conduc*t, issued as an Employment Instruction (Number 13) under the authority of section 16 of the *Public Sector Employment and Management Act*, which provides more detailed guidance on the rights and obligations of employees.

The *Code of Conduct* deals with matters of ethics and accountability, issues that have been receiving increasing attention across all public sector jurisdictions. The Commissioner's Office is represented on an ethics working group established by the Australian and New Zealand Public Service Commissioners.

The Principles and *Code of Conduct* are designed to create a positive, performance-based framework of standards and guidelines applicable to all agencies and employees. They seek to influence attitudes, values and behaviour and to create a working environment that emphasises the "service to the public" nature of public sector employment.

SIGNIFICANT BREACHES OR EVASIONS OF THE PRINCIPLES

As has been the case in the past, I am able to report that to the best of my knowledge there were no significant breaches or evasions of the Principles. While a number of breaches of discipline occurred (details are contained in the section titled Disciplinary and Inability Procedures on page 56), they could not be considered significant in a service of some 14,770 (full time equivalent) employees.

Similarly, while the general grievance process reveals occasional examples of poor management or decisions, it does not indicate any endemic tendency towards poor management practices. (page58)

To the contrary, there is a growing level of awareness of the vital links between agencies' strategic objectives, sound selection procedures, performance management systems and personal development programs.

OBSERVANCE OF THE MERIT PRINCIPLE

The Principles of Human Resource Management provide that "...the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit ". Section 13(b) of the *Public Sector Employment and Management Act* lists one of the Commissioner's functions as being to "...promote, uphold and ensure adherence to the merit principle in the selection of persons as, and the promotion and transfer of, employees ".

Over the reporting period there has been a concentrated effort to re-examine and enhance all aspects of the recruitment and selection process. A highlight for the Office was the adoption of the Paech Report 's recommendations and the publication of the Merit Selection Guide. Further comment on the Report follows under Recruitment and Selection (page 54). A measure of success of the implemented recommendations is also reflected in the Promotions Appeal Board and Grievance Review Performance Report on page 58.

EMPLOYMENT INSTRUCTIONS

Employment Instructions, issued under section 16 of the *Public Sector Employment and Management Ac*t are the principal means by which the Commissioner gives effect to "measures...to improve human resource management in the various agencies". The Instructions underpin the relationship between the Commissioner and Chief Executive Officers. As such, they are important for two reasons:

- agency reports against the Instructions allow me to report to both the Minister and the Legislative Assembly on the corporate governance of the public sector through the application of the principles of public sector employment and conduct as well as a range of human resource management measures; and equally as important
- preparation of the reports provides agencies with the opportunity for assessing the efficacy of their internal measures. It has always been my intention that the reporting be achieved by incorporating a self-assessment approach using the Employment Instructions as guidelines that can inform the further development of agency specific policies and procedures.

COMPLIANCE WITH EMPLOYMENT INSTRUCTIONS

There can be little doubt that decisions flowing from *Planning for Growth* as well as other major agency restructuring have had a significant impact on most human resource systems and procedures. The movement of employees between agencies and into the Department of Corporate and Information Services has disrupted, albeit temporarily, many of the human resource programs covered by the Employment Instructions.

Some Instructions, such as those dealing with probation, natural justice, medical incapacity and employee records, are fairly prescriptive. In that sense they lend themselves more easily and, in fact, benefit from the greater consistency and concentration of resources afforded by centralisation.

Others, including those dealing with recruitment and selection, performance management and equal opportunity require considerable intra agency consultation and development. Because they depend upon the level of interaction between managers and employees, the culture and unique circumstances of the agency, they are reliant upon the quality of internal mechanisms, communication channels and mutual trust for their effectiveness. Agency reports are discussed in more detail in the Compliance Report at Appendix 2 on page 79.

As in the past, while all agencies report they have adequate measures in place to comply with the Employment Instructions, development of fully effective policies and procedures has not been uniform. Aside from the impact of *Planning for Growth* a number of agencies have undergone a period of substantial change while, in others, there has been significant turnover of senior and line managers. As discussed below, this has hindered effective implementation of programs such as performance management.

Specific comments are provided on three Employment Instructions as they are key elements in evaluating the status of human resource management across the NTPS.

1. Recruitment and Selection

Streamlining Recruitment in the Northern Territory Public Sector, (known for its author as the Paech Report), highlighted sector-wide concerns over a range of recruitment practices and concluded that the NTPS recruitment process had become excessively long, prescriptive, bureaucratic and, to some extent, appeal driven. The Report's recommendations addressed those concerns.

Implementation of the Report's recommendations and the streamlining of many recruitment procedures continued throughout 1999/2000. One of the most visible results of the implementation of the Report was the discontinuation of notifying job vacancies and selection outcomes in the printed format of Employment Opportunities. All job vacancies are now published on the Northern Territory Government web site, Saturday's edition of the Northern Territory News, relevant regional and interstate newspapers and through broadcast facsimile to all work units where access to the Internet or Intranet is limited.

Other positive outcomes have been the development of a 'new look' Job Description, creation of the Merit Selection Guide, review of the Qualifications Handbook, and the development and implementation of a half day workshop on writing a Job Description from a Job Analysis Questionnaire.

A number of the Report's recommendations will require a longer implementation timeframe including:

- a program to facilitate recruitment to entry level vacancies;
- continued marketing of the results of the changes; and
- evaluating the effectiveness of the streamlining process.

2. Performance Management

It is increasingly recognised that whilst an effective performance management system is a crucial element in aligning an organisation's human resources with its corporate goals, it is also one of the most complex to implement successfully. An effective performance management system depends upon a melding of operational and HR strategies. A further layer of complexity is added by the unique role and culture of each agency.

In my discussions with Chief Executive Officers and through agency reports, it is apparent that agencies have developed a range of different models in order to achieve a best fit for their particular circumstances. As mentioned above, the restructuring of many agencies and decisions flowing from *Planning for Growth* has posed a challenge in relation to the continuity and sequencing of performance management systems in the agencies affected. However, a number of agencies have seen the period of change as an opportunity to review the effectiveness of their current performance management system and, where appropriate, implement changes to make their system more effective.

3. Equal Opportunity

It is apparent from agency reports in Appendix 2 that agencies are placing increasing emphasis on equal opportunity issues. There is a general tendency to move beyond traditional equal employment opportunity measures to a more holistic approach of valuing diversity programs as an intrinsic component of their HR strategic framework. Equal Employment Opportunities/ Diversity goals and targets are increasingly tied to business directions.

Particular emphasis has been given to Aboriginal employment and career development initiatives as an important instrument in realising the Foundations for Our Future.

The primary focus has been on facilitating access for indigenous people to employment and career development opportunities. Consequently, there has been a heavy emphasis on promoting the Aboriginal Employment and Career Development Strategy, predominantly to the indigenous community, as well as expansion of programs such as the Aboriginal Cadetship program.

Evaluation of the effectiveness of sector-wide equity and diversity programs has been hindered by the scarcity of accurate data that is currently available. (Across the sector the response rate to various Equal Employment Opportunity surveys has been no better than 40%). This is particularly true where data to evaluate the effectiveness of Aboriginal employment and career development initiatives has been sought.

Because of the importance of accurate data, I have again this year asked agencies to report in more detail on the measures they have taken to enhance and increase Aboriginal employment and development opportunities. Further initiatives are also being planned in an effort to attain data that specifically and accurately reflects performance against predetermined outcomes.

REDEPLOYMENT

During the reporting period voluntary retrenchment was accepted by 204 employees. The redeployment unit within the Employee Relations program worked closely with agencies to arrange temporary and permanent placements for potentially surplus employees.

DISCIPLINE AND INABILITY PROCEDURES

Under section 18 of the *Public Sector Employment and Management Ac*t the Commissioner for Public Employment is required to report on the extent to which discipline and inability procedures are invoked in the public sector.

The following tables provide a summary of discipline and inability matters dealt with by agencies and the appeals that flowed from these cases.

Summary of Disciplinary and Inability Cases 1997-2000

Year	Provision	Cases B/Fwd	New Cases	Cases Completed	C/Fwd
1999/00	Inability	2	5	3	4
	Summary Dismissal	0	1	1	0
	* Discipline	11	23	20	14
1998/99	Inability	4	4	6	2
	Summary Dismissal	0	4	4	0
	* Discipline	15	23	27	11
1997/98	Inability	4	5	5	4
	Summary Dismissal	0	1	1	0
	* Discipline	12	34	31	15

excluding summary dismissal

Summary of Disciplinary and Inability Appeals 1997-2000

Year	Provision	Total Appeals Handled		Appeals Resolved	C/Fwd
		B/Fwd	New		
1999/00	Inability	0	0	0	0
	Summary Dismissal	0	1	0	1
	* Discipline	0	3	2	1
1998/99	Inability	0	1	1	0
	Summary Dismissal	0	1	1	0
	* Discipline	1	1	2	0
1997/98	Inability	1	0	1	0
	Summary Dismissal	1	0	1	0
	* Discipline	4	1	4	1

* excluding summary dismissal

OTHER MEASURES

A range of other "measures....to improve human resource management in the various agencies " is undertaken by the Office. Many of these are discussed elsewhere in the report as they relate to the strategic objectives of the Office.

The Office has a full time presence in Alice Springs and representation in Katherine to ensure the needs of regional and remote employees are serviced promptly.

The Office has consistently followed the practice of active consultation with agencies to achieve the partnership ethos that underpins both the *Public Sector Employment and Management Ac*t and the Office's Strategic Plan. The Chief Minister's Foundations for Our Future and the crucial need to utilise the skills and innovation of the NTPS to achieve the objectives of the six foundation areas have highlighted the critical nature of this partnership.

SUCCESSION MANAGEMENT – SENIOR EXECUTIVES

The relatively small size of the NTPS makes it essential that every effort be made to ensure that our senior executives have every opportunity to develop essential skills and to be able to fill gaps as they occur. Devices such as the Executive Development Program are designed to address some of these needs.

It is, however, recognised that formal training programs do not necessarily meet individual needs. In order to identify those needs more thoroughly most Executive Contract Officers (approximately 280) were interviewed by panels of senior Chief Executive Officers in April/ May 1999.

These interviews revealed a number of important facts:

- Approximately 75% believed they were in the right job and were positive about their career prospects.
- The next largest group identified a need for development by moving to another job or another agency at level.
- Some were clearly identified as having potential for advancement to senior levels.

Almost all of those interviewed were able to identify their personal development needs and had discussed, or were encouraged to discuss, those needs with their Chief Executive Officers.

The information obtained from this process is proving to be extremely useful in terms of succession management. Follow up action by further discussions with Chief Executive Officers is now under way.

5. PROMOTIONS APPEAL BOARD & GRIEVANCE REVIEW

The major Goal for the Promotions Appeal Board Program of the Employee Relations Activity is ***to provide an effective employment framework that facilitates the achievement of excellence in service.***

The Promotions Appeal Board operates as an independent body. For administrative purposes and to reflect the independence and impartiality of the Board, the Program's performance report is published separately from the Employee Relations Activity performance report.

The Promotions Appeal Board Program has a staffing level of three (3) and a final budget allocation of $204 000. Actual expenditure was $200 000. (page 62)

OUR OBJECTIVES

The unit's objective is to ensure merit, equity and fairness prevail within public sector human resource management, through the provision of an effective and impartial mechanism for appeals and grievances.

The program establishes procedures for promotion appeals within the public sector; and investigates and reports on requests for grievance review lodged under section 59 of the *Public Sector Employment and Management Act.*

LEGISLATIVE BASIS

Sections 55 and 56 of the *Public Sector Employment and Management Act* (the Act) and regulations 9, 10, 11 and 12 of the *Public Sector Employment Regulations* relate to the Promotions Appeal Board.

Section 59 of the Act, and Employment Instruction (EI) Number 8 provide for grievance review. Reference to grievance review is also made in clause 6 of Employment Instruction Number 2, clause 10 of EI Number 5 and clause 4 of EI Number 9.

LODGEMENT OF APPEALS AND GRIEVANCES

Promotion appeals may only be lodged on the grounds of superior merit. A Board consisting of a Chairperson nominated by the Commissioner, a nominee of the agency, and a nominee of the relevant professional association or union determines appeals. In determining an appeal, the Board reviews statements provided by parties to the appeal, may seek further information, and may require parties to attend a hearing on the matter.

Employees may request the Commissioner to review grievances related to treatment they have received whilst employed in the NTPS. This also includes failure to take action or make a decision.

PERFORMANCE REPORT

The Promotion Appeals Board Program shares three of the overall agreed Outcomes for the Employee Relations Activity.

Planned Outcomes for 1999-2000

1. Enhanced human resource policy framework that encourages greater innovation and flexibility in the management and development of employees.

2. Greater encouragement and promotion of a public sector culture that values diversity, equity and merit.

3. Increased awareness of promotion appeal and grievance review services and procedures.

The Outputs (linked to Outcomes) achieved for this Program are reported as follows:

1. **Impartial determination of promotion appeals (5&6)**

All members of Promotion Appeal Boards sign a "Declaration of Impartiality" prior to review of the appeal. This ensures that Board members have considered any relationship that they may have with a party to the appeal and that they are able to declare that they will remain impartial in all considerations by the Board.

The following table provides details of the number of appeals determined.

| | | 1998/99 | | | 1999/00 | |
	Temporary	Provisional	Total	Temporary	Provisional	Total
Appeals C/Over	0	8	**8**	0	1	**1**
Appeals Received *	1	119	**120**	9	74	**83**
FINALISED						
Allowed	0	1	**1**	0	2	**2** (2.3%)
Disallowed	0	64	**64**	0	27	**27** (32%)
Readvertised	0	1	**1**	0	7	**7** (8.3%)
Cancelled/ Lapsed *	0	15	**15**	0	11	**11** (13%)
Withdrawn	1	45	**46**	2	20	**22** (26%)
On Hand at end of period	0	1	**1**	0	15	**15**

* Includes Protective Appeals

Separating out the 7 protective appeals (which all lapsed), and the 15 appeals on hand at the end of the period, the number of appeals handled was 62.

However the outcomes look somewhat different if the withdrawn and lapsed appeals are taken out as only 36 appeals went to review and were determined by the Board.

The reasons for upholding appeals or canceling provisional promotions and directing Agencies to re-advertise the vacancy include:

- Parties to the appeal not meeting essential selection criteria;
- Provisional promotions resulting from the Department of Corporate and Information Services "matching" process;
- Ambiguous selection criteria;
- The Board forming the view that the appellant had superior merit to the provisional promotee; and
- Selection not based on the selection criteria.

2. Impartial review of grievances (5&6)

All section 59 grievance review requests are handled impartially. Where the Commissioner has had previous involvement or dealings with an employee and there is a possibility that consideration of the grievance could be perceived as partial, the matter is delegated to an impartial Chief Executive Officers for consideration. During 1999/2000 four (4) requests for grievance review were completed by delegated Chief Executive Officers.

Both employees and agencies continued to respond well to the expectation that attempts should be made to handle grievances in-house in the first instance.

The most common reason for lodging a grievance is unfair treatment (eg: termination of employment, the handling of disputes) Other reasons include the way selection processes are handled, the application of conditions of service, and retirement on the grounds of invalidity. The table opposite provides details of the total grievances and the breakdown of how matters were finalised.

The unit set benchmarks for finalising grievance reviews within twelve weeks of the date of lodgement. These timeframes were generally met.

3. Advice to Agencies and individuals on appeal and grievance mechanisms (1&5)

Throughout the year the unit has presented at employee development programs, providing information on promotion appeal and grievance review process and procedures.

Ongoing publication of brochures (on appeals, grievance reviews, and writing a job application) has continued to increase awareness of employees of their conditions of service and applicants of how to prepare better job applications.

Increasing awareness of appellants about the appeal process and early access to appeal papers has increased the number of appellants who withdraw their appeal prior to review or hearing.

In addition, the unit provides advice in response to approximately 90 telephone enquiries per month and has continued to monitor employee views about promotion appeal and grievance review processes and procedures through formal feedback.

Grievance Reviews 1999/2000

	1998/99	1999/00
S59 GRIEVANCE		
Carried over	9	15
S59 grievances lodged	46	36
Formalised after referral to agency	4	8
Total S59	59	59

	1998/99	1999/00
Finalised	**44**	**50**
Action confirmed	30	25
Agency directed to take / refrain from action	3	8
Unfair treatment confirmed	5	2
Withdrawn	3	7
Lapsed	3	6
Declined to review		2
S59 grievances not finalised (on hand)	15	9

	1998/99	1999/00
Grievances referred to agencies for attempted resolution		
Carried over	2	6
Received during this period	17	11
Resolved within agency	6	9
Withdrawn	2	0
Lapsed	1	0
Became S59 grievances	4	8
On hand at end of period	6	0

	1998/99	1999/00
Total S59 and Referred to Agency	**74**	**76**

6. FINANCIAL REPORT

NARRATIVE FOR ANNUAL REPORT

The Office expenditure for the financial year was $42.4 million an increase of 6.2% when compared to last year's expenditure. The increase is due to the transfer of the Department of Corporate and Information Services Human Resource Development function transferring to the Office mid year. The Allocation and funding of $1.981 million and expenditure of $931,995 was transferred with the function. (page 36)

Based on the final allocation the Office was $620,000 under budget of which 39% relates to the newly formed Employee Development Activity (The Learning Centre), 10% relates to NT Property Management, 27% relates to Employee Relations and 24% relates to Corporate Management (page 68).

With the amalgamation of the two HR Development functions, the Treasurer approved the formation of a new Activity and Program, Employee Development. At the same time the name of the Human Resource Management Program was changed to Employee Relations. This more accurate description better reflects the changes brought about by, among other things, the enterprise bargaining process. These changes represent a significant shift in focus and emphasis and are designed to reflect a more strategic approach by both areas of the Office to people management and development.

Below is a brief summary by Program of budget variations and performance during the reporting period. For more detail on performance outputs refer to page 24.

CORPORATE MANAGEMENT

Executive – Actual Expenditure - $0.7 M

No additional operational or personnel allocation was sought during the year for this program although operational expenditure was up slightly (17.7 %) compared to last year. This is largely was attributed to the enterprise bargaining agreements document production and sponsorship of the IPAA/CAPAM conference.

Information Management – Actual Expenditure - $0.5 M

No additional operational or personnel allocation was sought during the year. Operational expenditure was down 23% when compared to last year's expenditure because the major component of the information technology infrastructure upgrade occurred in 1998/99. However, $46 000 was carried forward into this financial year to enable completion of phase two of the office system upgrade project. In addition, $31 000 was carried forward into 2000/ 01 financial year for completion of the server capacity upgrade project (page 26).

Corporate Services – Actual Expenditure - $1.0 M

The corporate functions of the Office, including training, motor vehicles, stationary, communications, consumables and office equipment, are centralised in this Program. The centralised corporate costs streamline the accounts payable process and provide consistency throughout the Office. During the year Property Management transferred $87,000 to this Program to standardise the current centralised practice.

No additional funding was sought during the year and there were no staffing variations for the program. Fortunately the costs associated with implementing GST were minimal as training was generally free of charge, and the Office accounts receivable transferred to the Government Accounting System at no cost to the Office.

Operational Expenditure was down 14.2% when compared to last year. Some expenses increased ie training and vehicle costs due to the increase in staff, but this was offset by a reduction in gazette costs through the ceasing of the vacancy gazette production mid year and a savings of $120,000 being achieved in the previous financial year.

PROPERTY MANAGEMENT

Support Services – Actual Expenditure - $0.8 M

No additional Allocation was sought and a transfer of $87,000 to Corporate Services for the centralised corporate payments was approved. One employee and funding was transferred to Department of Corporate and Information Services.

Accommodation – Actual Expenditure - $33.8 M

An increase in Allocation of $323,000 to cover lease costs for this financial year with increases in the three outer years was approved during the year.

A total transfer of $48,000 to Transport and Works and Territory Health Services for payments f cleaning, security, and water charges in government owned buildings was also approved. A savings of $439,000 was identified during the year and allocation reduced accordingly.

EMPLOYEE DEVELOPMENT

Employee Development – Actual Expenditure - $3.7 M

As mentioned previously this program was created during the year and amalgamated the existing Human Resource Management Program (budget allocation $1.214 Million) and the Department of Corporate and Information Services Human Resource Development Program (budget Allocation of $1.981 Million).

The costs relating to sector-wide training courses were $946 634 which was well under estimation due to tenders being finalised later than anticipated and therefore the implementation of courses was delayed by a significant time. This also reduced the posted revenue received.

The Office manages the budget for the sector-wide Australian Traineeship Scheme (ATS) trainees and the expenditure for this subprogram was $1.011 Million.

Variations to the budget were:

- Increases in Allocation of $700,000 for the anticipated public sector training courses. These courses had not previously been included in the budget process;
- An increase of $60,000 for the additional ATS trainees in the 2000 in-take; and
- An increase of $177,000 for the new and expanded management courses.

EMPLOYEE RELATIONS

Employee Relations – Actual Expenditure - $1.7 M

No additional personnel or operational allocation was sought during the year. A transfer of responsibility and a budget of $12,000 to Department of Corporate and Information Services for Block Advertising costs was effected. Compared to last year operational expenditure decreased but personnel expenditure increased, resulting in an overall increased of $76,000.

Promotions Appeal Board – Actual Expenditure - $0.2 M

No additional personnel or operational allocation was sought for the program.

RECEIPTS

Revenue of $44.1 Million came from 3 sources, consolidated revenue ($37.9 Million), fees and charges ($5.9 Million) and commonwealth grants ($0.3 Million).

Government Business Divisions are charged for their rent and out goings on government leased buildings and account for 81% of the fees and charges.

The remaining fees and charges are associated with the public sector training courses and management courses of 14% and a contribution from agencies of 5% for the ATS trainees. The Commonwealth provides three installments throughout the year for the ATS trainees.

CERTIFICATION OF FINANCIAL STATEMENTS

In our opinion the accompanying financial statements and notes have been prepared in accordance with the provisions of the *Financial Management Act* and Treasurer's Directions and give a true and fair view of the results of the agency 's operations for the financial year ended 30 June 2000.

The receipt and expenditure of moneys and the acquisition and disposal of property by the Office during the year have been in accordance with the *Financial Management Act* and Treasurer's Directions.

D J HAWKES   FIONA ROCHE

Accountable Officer   Corporate Services Manager

FINANCIAL STATEMENTS

Statement 1   Expenditure by Standard Classification

Statement 2   Expenditure by Activity

Statement 3   Receipts by Account

Statement 4   Creditors

Statement 5   Debtors

Statement 6   Employee Entitlements Outstanding

Statement 7   Accountable Officer 's Trust Account

Statement 8   Write-offs, Postponements and Waivers

EXPENDITURE BY STANDARD CLASSIFICATION - STATEMENT 1

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

EXPENDITURE BY STANDARD CLASSIFICATION

FOR YEAR ENDED 30 JUNE 2000

Category of Cost/Standard Classification	Final Allocation	Actual Expenditure
	$000	$000
PERSONNEL COSTS	**6,045**	**5,958**
Salaries	5,352	4,728
Payroll Tax	383	397
Fringe Benefits Tax	61	36
Superannuation	249	288
Higher Duties Allowance	0	104
Leave Loading	0	49
Northern Territory Allowance	0	19
Other Allowances	0	17
Other Benefits paid by Employer	0	128
Overtime	0	6
Penalty Payments	0	0
Perishable Freight Allowance	0	0
Recreation Leave Fares	0	41
Salary Advances	0	-4
Salary Clearing Account	0	0
Termination Payments	0	104
Workers Compensation	0	43
OPERATIONAL EXPENDITURE	**32,990**	**32,738**
NT Government Repairs and Maintenance Program	0	0
Repairs and Maintenance for Recoverable Works	0	0
Property Maintenance	0	2,571
General Property Management	0	29,968
Power	0	74
Water and Sewerage	0	125
OTHER OPERATIONAL EXPENDITURE	**3,124**	**2,798**
Advertising	0	32
Agent Service Arrangements	0	0
Audit Fees	0	0
Client Travel	0	0
Clothing	0	0
Communications	0	100
Consumables/General Expenses	0	37
Consultants Fees	0	892
Document Production	0	324

EXPENDITURE BY STANDARD CLASSIFICATION - STATEMENT 1 (CONT.)

Category of Cost/Standard Classification	Final Allocation	Actual Expenditure
	$000	$000
Entertainment/Hospitality	0	5
Freight	0	6
Furniture & Fittings	0	45
Info Technology Services	0	467
Insurance Premiums	0	0
Legal Services	0	77
Library Services	0	14
Marketing & Promotion	0	17
Membership & Subscriptions	0	12
Motor Vehicle Expenses	0	88
Office Req & Stationery	0	56
Official Duty Fares	0	87
Other Plant & Equipment	0	66
Recruitment Expenses	0	14
Regulatory & Advisory Board Expenses	0	23
Relocation Expenses	0	16
Survey, Drafting & Drilling Costs	0	10
Training & Study Expenses	0	383
Travelling Allowance	0	28
INTRASECTOR PAYMENTS	**0**	**45**
Payments to the Northern Territory Government	0	45
Consolidated Revenue Account On-Costs	0	0
CAPITAL EXPENDITURE	**851**	**851**
Construction (Works in Progress)	0	0
Purchase of Capital Assets	851	851
INTEREST	**0**	**0**
Interest Expense	0	0
GRANTS	**50**	**50**
Current Grants	50	50
Capital Grants	0	0
TOTAL EXPENDITURE	**43,060**	**42,440**

Note: Training - $276,270 is attributed to the public sector wide training courses.

EXPENDITURE BY ACTIVITY - STATEMENT 2

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

EXPENDITURE BY ACTIVITY

FOR YEAR ENDED 30 JUNE 2000

Activity/Program	Final Allocation	Actual Expenditure	Variation
	$000	$000	$000
CORPORATE MANAGEMENT	**2,365**	**2,217**	**148**
Executive	769	696	73
Corporate Services	1,119	1,044	75
Information Management	477	476	1
EMPLOYEE RELATIONS	**2,121**	**1,953**	**168**
Human Resource Development	0	2	-2
Employee Relations	1,917	1,751	166
Promotions Appeals Board	204	200	4
PROPERTY MANAGEMENT	**34,673**	**34,609**	**64**
Support Services	832	817	15
Accommodation	33,841	33,792	49
EMPLOYEE DEVELOPMENT	**3,901**	**3,660**	**241**
Employee Development	3,901	3,660	241
TOTAL EXPENDITURE	**43,060**	**42,440**	**620**

Note:During the year the Under Treasurer approved the creation of the Activity and Program of Employee Development and the name changes of Advisory Services/Human Resource Management to Employee Relations.

RECEIPTS BY ACCOUNT - STATEMENT 3

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

RECEIPTS BY ACCOUNT

FOR YEAR ENDED 30 JUNE 2000

Consolidated Revenue Account	Estimated Receipts	Actual Receipts
	$000	$000
NIL	0	0
Total Consolidated Revenue Account	**0**	**0**

Operating Account	Estimated Receipts	Actual Receipts
	$000	$000
Commonwealth Grants	0	295
Charges for Good and Services	7,093	5,845
Sale of Assets	0	0
Miscellaneous Revenue	2	16
Intrasector Receipts	0	137
GST Control	0	-120
Total Operating Account	**7,095**	**6,172**
Transfer from Consolidated Revenue Account	37,961	37,961
Total Receipts to Agency Operating Account	**45,056**	**44,133**

CREDITORS AND ACCRUALS - STATEMENT 4

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

CREDITORS & ACCRUALS

AS AT 30 JUNE 2000

Activity/Program	External			Intrasector			Total
	Creditors	Accruals	Total	Creditors	Accruals	Total	
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
CORPORATE MANAGEMENT	**20**	**61**	**81**	**22**	**-**	**22**	**103**
Executive	8	52	60	3		3	63
Corporate Services	12	7	19	19		19	**38**
Information Management		2	2				**2**
EMPLOYEE RELATIONS	**-**	**4**	**4**	**-**	**-**	**-**	**4**
Employee Relations		4	4				4
Promotions Appeals Board							
PROPERTY MANAGEMENT	**486**	**30**	**516**	**-**	**-**	**-**	**516**
Support Services	2	23	25				**25**
Accommodation	484	7	491				**491**
EMPLOYEE DEVELOPMENT	**50**	**68**	**118**	**-**	**-**	**-**	**118**
Employee Development	50	68	118				**118**
TOTAL	**556**	**163**	**719**	**22**	**-**	**22**	**741**

Notes:
Creditors: Goods and services received and invoice dated June
Accurals: Goods and services received in June but invoice dated July

DEBTORS - STATEMENT 5

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

DEBTORS

AS AT 30 JUNE 2000

Activity/Program	External			Intrasector				Total
	Charges	Other	Total	Charges	Other	CSO	Total	**Total**
	$000	$000	$000	$000	$000	$000	$000	$000
CORPORATE MANAGEMENT	**2**		**2**	**-**				**2**
Executive	2		2					2
Corporate Services								
Information Management								
EMPLOYEE RELATIONS								
Employee Relations								
Promotion Appeal Board								
PROPERTY MANAGEMENT	**19**		**19**	**138**			**138**	**157**
Support Services								
Accommodation	19		19	138			138	157
EMPLOYEE DEVELOPMENT	**3**		**3**	**117**			**117**	**120**
Employee Development	3		3	117			117	120
TOTAL	**24**		**24**	**255**			**255**	**279**
Less: Provision for Doubtful Debts								
NET DEBTORS	**24**		**24**	**255**			**255**	**279**
Classified As:								
Current	**24**		**24**	**303**			**255**	**279**
Non Current								
NET DEBTORS	**24**		**24**	**303**			**255**	**279**

EMPLOYEE ENTITLEMENTS OUTSTANDING - STATEMENT 6

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

EMPLOYEE ENTITLEMENTS OUTSTANDING

AS AT 30 JUNE 2000

ENTITLEMENT	$000
Current	
Recreation Leave	659
Leave Loading	84
Long Service Leave	884
Non Current	
Long Service Leave	60
TOTAL	**1 687**

METHODOLOGY

1 Recreation Leave

The value of recreation leave entitlements is calculated by PIPS based on employees' actual salaries and entitlements at 30 June 2000.

2 Leave Loading

The value of leave loading entitlements is calculated by PIPS based on employees' actual salaries and entitlements at 30 June 2000.

3 Long Service Leave

Long Service entitlement is calucalted in accordance with Australian Accounting Standard AAS 30. The calculation takes into account the probability of employees reaching ten years of service, the future increases in salary costs and discount rates to achieve the net present value of the future liability.

ACCOUNTABLE OFFICER'S TRUST ACCOUNT - STATEMENT 7

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

ACCOUNTABLE OFFICER'S TRUST ACCOUNT

FOR YEAR ENDED 30 JUNE 199

Name of Trust Money	Opening Balance 1 July 1999	Receipts	Payments	Closing Balance 30 June 2000
	$000	$000	$000	$000
AOTA Receipts Security Deposit	5	0	-5	0
TOTAL	**5**	**0**	**-5**	**0**

WRITE-OFFS, POSTPONEMENTS AND WAIVERS - STATEMENT 8

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

WRITE OFFS, POSTPONEMENTS AND WAIVERS
FOR THE YEAR ENDING 30 JUNE 2000

Category	$
WRITE OFFS, POSTPONEMENTS AND WAIVERS UNDER THE ACT	
Amounts written off or waived by Delegated Officers	
Irrecoverable money written off	
Losses or deficiencies of monies written off	
Value of public property written off	
Waiver of right to receive or recover money	
Amounts written off or waived by Treasurer	
Irrecoverable money written off	7,273
Losses or deficiencies of monies written off	
Value of public property written off	
Waiver of right to receive or recover money	
WRITE OFFS, POSTPONEMENTS AND WAIVERS AUTHORISED UNDER OTHER LEGISLATION	
Amounts written off or waived by Delegated Officers	
Losses or deficiencies of monies written off	
TOTAL	**7,273**

EXPLANATORY NOTES

Notes to and forming part of the financial statements as at 30 June 2000.

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Office of the Commissioner for Public Employment as an Accounting Entity

The Office is a unit of administration of the Northern Territory Government. All receipts and payments are made on behalf of the Government which is responsible for liabilities incurred by the Office.

b) Basis of Accounting

As required under the *Financial Management Act* the accounting records have been kept on a cash basis and reflect monies paid or received during the financial year. These financial statements have been prepared in accordance with the requirements of Part 2, Section 5 of the Treasurer 's directions. The Northern Territory Government Accounting System is used for the recording of financial transactions.

c) Accounting for Assets and Liabilities

Office assets are recorded in the Asset Register at cost. The Office accounts on a cash basis and depreciation is calculated using the straight-line method.

Under section 9 of the *Financial Management Act* a statement of material, liabilities and contingent liabilities of the Territory and Agencies is required to be published as part of the Treasurer 's Annual Financial Statement. The Office maintains a register of contingent liabilities and reports these to the Treasury.

NOTE 2: AUTHORITY FOR TRANSACTION

a) Receipts

Receipts of public monies are required to be credited to either the Consolidated Revenue Account or an Agency Operating Account as appropriate. The receipts of the Office were posted to the Agency Operating Account.

b) Payments

The Accountable Officer or his delegate shall not commit money for expenditure unless satisfied that, when payment is made in respect of that commitment, there will be sufficient allocation to meet the payment.

Allocations are authorised by the annual *Appropriation Act* and include any variations authorised in accordance with the *Financial Management Act* or any other Act. The balance of an annual allocation unexpended at the end of the financial year shall lapse unless approval has been granted in accordance with the *Financial Management Act* for the unexpended funds to be carried forward into the next financial year.

TRANSFER OF ALLOCATIONS

Transfer of Allocations from 1999/2000 to 2000/2001 have been approved for the following activities:

Corporate Management

- A carry forward of $31 000 as a result of a delay in the delivery of additional server memory.

Property Management

- A carry forward of $323 000 is required for rent reviews that will not be settled in 1999/00 and require back adjustments;
- An estimate to make good tenancy on vacating premises by 30/6/00 has not commenced. Work will be performed in the first quarter of 2000/2001 and requires a carry forward of $250 000; and
- Due to the new tax reform, building owners were unable to provide tax compliant invoices and it was necessary to carry forward $568 000.

Employee Development

- Occupational Health and Safety courses and Information Technology courses scheduled late in 1999/00, with accounts not arriving until 2000/01 required a carry forward of $25 000 operational allocation; and
- New furniture for the additional 20 people in Employee Development is due to be delivered in August 2000 and required a carry forward of $48 000.

Employee Relations

- Planning for the retirement of a long serving public servant on 3 July 2000 required a carry forward of $100 000 personnel allocation; and
- A carry forward of $12 000 to fund a refurbishment of the Employee Relations area which is currently in progress.

7. APPENDICES

APPENDIX 1

STRATEGIC PLAN ....Supporting Your Future

EQUITY   **INNOVATION**   **PARTNERSHIPS**

Goals	Outcomes
Corporate Effectiveness To provide a effective service to our clients	➢ Enhanced level of advice to Government and CEOs, particularly regarding the strategic human resource implications of "Planning for Growth" ➢ A more strategic approach to workplace relations, including consultation and negotiation of enterprise agreements. ➢ Development of more innovative and flexible human resource policies. ➢ Improved communications with agencies and employees ➢ Enhancement of the effectiveness of public sector employment legislation ➢ More effective management of the Office
Quality Working Environment To deliver a quality working environment for our clients	➢ Maintain support service expenditure in ratio to the accommodation program expenditure under the industry average ratio of 4%. ➢ Ongoing implementation and simplification of the Memorandum of Common Provisions. (standard lease document) ➢ Simplification and diversification of service contract management processes. ➢ Review Government Business Division leases. ➢ Increased productivity and efficiencies through a review of key internal management information and business support systems. ➢ Implementation and ongoing management of government office accommodation leases.
Continuous Learning To identify, promote & facilitate sector-wide learning using flexible mediums	➢ Enhanced human resource policy framework that encourages greater innovation and flexibility in the management and development of employees. ➢ Increasingly cost effective, accessible, quality human resource development programs across the NT public sector, based on identified needs. ➢ Enhanced recruitment and retention through better designed and managed, safer jobs and workplaces, especially in remote localities. ➢ Greater encouragement and promotion of a public sector culture that values diversity, equity and merit. ➢ Increased awareness of promotion appeal and grievance review services and procedures.
Employment Framework To provide an effective employment framework that facilitates the achievement of excellence in service	➢ Enhanced human resource policy framework that encourages greater innovation and flexibility in the management and development of employees. ➢ Continuous improvement and increased productivity through consultation, negotiation and implementation of various enterprise agreements. ➢ Increasingly cost effective, accessible, quality human resource development programs across the NT public sector, based on identified needs. ➢ Enhanced recruitment and retention through better designed and managed, safer jobs and workplaces, especially in remote localities. ➢ Greater encouragement and promotion of a public sector culture that values diversity, equity and merit. ➢ Increased awareness of promotion appeal and grievance review services and procedures

COMPLIANCE WITH EMPLOYMENT INSTRUCTIONS

In previous reports the percentage of agencies complying with the various employment instructions has been reported. Given the nature and extent of restructuring and amalgamation that has occurred, it should be noted there is now no direct correlation between previous statistical data and that provided for the reporting period.

EMPLOYMENT INSTRUCTION NO. 1
- ADVERTISING, SELECTION, APPOINTMENT, TRANSFER AND PROMOTION

Objectives

Develop procedures for the selection, appointment, transfer and promotion of employees that are consistent with the Public Sector Employment and Management Act, Regulations, By-Laws, Employment Instructions and the relevant Awards.

Ensure selection is made in accordance with merit and equal opportunity principles and that applicants are assessed by a panel competent for the purpose.

Outcomes

The most significant influence on NTPS recruitment and selection processes over the reporting period was the implementation of the *Streamlining Recruitment in the Northern Territory Public Sector* (the Paech report) recommendations.

More efficient, effective and equitable outcomes have been achieved as a result of the implementation of the recommendations through:

- The centralisation of recruitment processes in the Department of Corporate and Information Services including the increased use of technology and multi-media.
- A simplified, one page job description with a maximum of 10 selection criteria which can be electronically transmitted and disseminated. The new format has impacted favourably on agency selection processes and in many cases agencies have been able to link the outcome based job description to business planning.
- The wide acceptance and adoption of the Merit Selection Guide by agencies including the development of agency specific selection procedures based on the Guide.
- A renewed focus on training of employees in merit selection procedures.

EMPLOYMENT INSTRUCTION NO. 2
- PROBATION

Objective

Develop procedures so that probationary employees are aware of the details of the probationary process within one week of reporting for duty.

Outcomes

All agencies have a probationary process in place. Some agencies developed a service level agreement with Department of Corporate and Information Services to allow for the

department to administer the process, including generation of report forms, follow up of reports, etc.

Most agencies require probation reports on the completion of three and six months of service. As with many other human resource practices, the effectiveness of probationary procedures is dependent upon the manager/supervisor and the quality and timeliness of the probationary report.

EMPLOYMENT INSTRUCTION NO. 3
- NATURAL JUSTICE

Objective

Ensure natural justice is observed in all dealings with employees under the Act, other than those referred to in Section 50 (summary dismissal).

Outcomes

No specific agency reporting required. There is service-wide acknowledgment of the fundamental need to comply with the rules of natural justice.

The Chairperson of the Promotions Appeal Board and staff of the OCPE stress the importance of natural justice in all dealings with employees during their regular visits to agencies.

There have been no reported breaches of natural justice over the reporting period.

EMPLOYMENT INSTRUCTION NO. 4
- PERFORMANCE MANAGEMENT

Objective

Develop and implement performance management systems.

Outcomes

The development and/or continuity of the performance management process has been significantly impacted in those agencies affected by restructuring, either as part of *Planning for Growth* or as a result of other decisions eg.education and health reviews.

Sixteen agencies indicated that they are reviewing their current system, or are developing a new or composite system.

The agencies that have systems in place have adopted a range of different performance management models, although the emphasis on aligning individual performance to corporate objectives is a common theme.

Agency systems emphasise the identification of personal training needs linking directly to agency objectives. This provides agencies with the opportunity to develop training and development strategies that are directly aligned to business/corporate plans.

EMPLOYMENT INSTRUCTION NO. 5
- MEDICAL INCAPACITY

Objective

To identify necessary procedures when a Chief Executive Officer is of the opinion that an employee may be medically incapacitated.

Outcome

No specific agency reporting required.

EMPLOYMENT INSTRUCTION NO. 6
- INABILITY TO DISCHARGE DUTIES

Objective

Identify the issues that might be addressed when an employee is not performing his or her duties to the required standard. Describe the action to be taken prior to commencing the formal inability process under the Act.

Outcomes

All agencies report that they have appropriate measures in place and that these have proven satisfactory over the reporting period. This includes a number of agencies that have adopted the inability procedures of Department of Corporate and Information Services.

In addition, the Department of Corporate and Information Services' has provided case management and investigation assistance to various agencies under their service level agreements.

Best practice continues to be demonstrated by the Department of Education's 'Nipping in the Bud' program. The Program links such aspects as discipline, inability, grievance, managing poor performance and occupational health and safety into a consolidated package. Statistical data on inability cases and appeals is reported separately on page 56.

EMPLOYMENT INSTRUCTION NO. 7
- DISCIPLINE

Objective

Establish procedures regarding breaches of discipline within agencies consistent with the Public Sector Employment and Management Act, Regulations, By-Laws and Employment Instructions.

Outcomes

All agencies report that appropriate procedures are in place or that the Act and this Employment Instruction would be sufficient should a disciplinary matter arise.

As reported in previous years, the workload and ongoing availability of discipline appeal board members, especially chairpersons, has continued to cause some delays in the resolution of cases. A number of agencies have included procedures on their Intranet site to provide information and guidance to managers and employees.

Statistical data on discipline cases and appeals is reported separately on page 56.

EMPLOYMENT INSTRUCTION NO. 8
- REVIEW OF GRIEVANCES

Objective

Establish grievance settling procedures within individual agencies.

Outcomes

All agencies report that procedures are in place appropriate to their circumstances. In most cases guidelines on harassment are incorporated within their grievance review guidelines.

In all cases, the intention of agency guidelines is to retain and settle a grievance as close to the point of dispute as possible. This ensures that most grievances are settled within the agency without recourse to the Commissioner.

A number of agencies have adopted the grievance procedures of the Department of Corporate and Information Services as part of the agency's service level agreement.

EMPLOYMENT INSTRUCTION NO. 9
- TRANSFERS

Now incorporated into Employment Instruction No.1

EMPLOYMENT INSTRUCTION NO. 10
- EMPLOYEE RECORDS

Objectives

Ensure recording of required details for every employee and guarantee access to records by individual employees while ensuring overall confidentiality.

Established procedures should restrict access to official purposes on a 'as need to know' basis only.

Outcomes

All agencies report effective procedures are in place for the secure keeping of their employees' records. In most cases the Department of Corporate and Information Services manages agency employee records under service level agreements.

Agencies report ongoing expansion of remote electronic input access to enhance integrity of records and permit access to individual PIPS data as appropriate.

EMPLOYMENT INSTRUCTION NO. 11
- EQUAL OPPORTUNITY MANAGEMENT PROGRAMS

Objectives

Implement programs that ensure employees have equal employment opportunities in accordance with the merit principle.

Implement programs for the employment and development of Aboriginal and Torres Strait Islanders within the framework of the Public Sector Employment and Management Act, the Employment Instruction and the NTPS Aboriginal Employment and Career Development Strategy.

Outcomes

All agencies report they have Equal Opportunity Management Plans in place. In the majority of cases plans have progressed beyond basic equal opportunity considerations to a wider focus incorporating the need for diversity in the workforce.

As part of this wider focus, agencies report that the following considerations inform their Plans:

- equity and diversity;
- Aboriginal employment and career development;
- ross cultural awareness;
- family-friendly workplaces, including flexible work practices; and
- harassment guidelines.

In seeking advice from agencies this year, more data was requested on agency action in relation to the Aboriginal Employment and Career Development Strategy. The information obtained will be used in the coming year to inform and focus strategies developed by the Office.

Agencies report ongoing concerns with the difficulties involved in obtaining comprehensive, accurate data on equal employment opportunity issues. It is reported that survey response rates have been no better than 40%.

EMPLOYMENT INSTRUCTION NO. 12 - OCCUPATIONAL HEALTH AND SAFETY PROGRAMS

Objective

Consultation with employees and their representatives for the purpose of developing and implementing agency occupational health and safety programs.

Outcomes

As an outcome of *Planning for Growth* agencies that had dedicated occupational health and safety program employees eg. Transport & Works, Territory Health Services, NT Department of Education and Department of Primary Industry and Fisheries have transferred those employees to a centralised resource in the Department of Corporate and Information Services.

Over the reporting period, the majority of agencies, in line with their service level agreements, have worked closely with the Department of Corporate and Information Services to establish an occupational health & safety plan, review their current practices, or conduct an occupational health & safety audit.

All of the larger agencies have established occupational health and safety reference groups or committees that act as a conduit between the agency executive, the Department of Corporate and Information Services occupational health and safety branch, and individual employees on health and safety issues.

EMPLOYMENT INSTRUCTION NO. 13
- CODE OF CONDUCT

Objective

Chief Executive Officers may issue agency specific codes of conduct consistent with the Public Sector Employment and Management Act, Regulations, By-laws and Employment Instructions.

Chief Executive Officers may issue guidelines regarding acceptance of gifts and benefits by employees.

Outcomes

The NTPS *Code of Conduct* booklet has been reviewed and amended.

12 agencies have developed a code or policy statement that reflects the key principles and ethical issues peculiar to that agency. For example Northern Territory Correctional Services has developed an agency specific Code of Conduct and trained 75% of employees in what is expected of Correctional Services employees.

The most common code of conduct issues reported by agencies include:

- declaration of pecuniary interest/conflict of interest;
- outside employment;
- acceptance of gifts and benefits;
- use of agency facilities and equipment; and
- confidentiality of information/intellectual property.

EMPLOYMENT INSTRUCTION NO. 14
- PART-TIME EMPLOYMENT

Objective

Enhance employment flexibility through effective part-time employment provisions.

Outcomes

No routine agency reporting is required. The incidence of part-time employment in the NTPS is reported at page 95.

BOARDS, COMMITTEES AND PUBLICATIONS

BOARDS AND COMMITTEES

The OCPE has representation on a range of national and local committees and working parties.

National

Australasian Public Service Commissioners' Conference

A forum of Commissioners from all Australian States and New Zealand public sector organisations which meets regularly to discuss issues of common interest The Conference has four working groups:

- Ethics
- EEO
- Human Resource Directors
- Management Development Group

Departments of Workplace Relations' Standing Committee

A national forum of Chief Executive Officers of State and Territory labour/industrial relations agencies servicing the Workplace Relations Minister's Council.

Government Real Estate Group (GREG)

A national working forum of Government Property Managers representing all jurisdictions which operates under the umbrella of the Australian Procurement and Construction Council, a national and international organisation.

Management Development Group (MDG)

A national forum which focuses on development issues, including executive development, middle management and public sector vocational education and training (VET) in the Australian and New Zealand public sectors.

Property Council of Australia

A national body of State and Territory Councils of which NT Property Management is an Associate Member.

Public Service Education and Training Australia Inc. (PSETA)

A national group established by the Commissioners' Conference to develop Public Service competencies and identify appropriate training avenues to gain these competencies, and to review existing public administration training and development activities.

LOCAL

- Public Sector Consultative Council (PSCC)
- Established under the *Public Sector Employment and Management Act* the PSCC has representation from Chief Executive Officers of NTPS agencies and the NT Trades and Labor Council. The Commissioner for Public Employment chairs the Council. It plays an essential leadership role outside the formal enterprise bargaining arena in identifying and resolving topical or contentious human resource issues.
- The PSCC has three working parties:
- Equity, Diversity and Flexibility
- Indigenous workforce issues
- Remote locality conditions.
- Joint Training Advisory Council (JTAC) - a forum for the Commissioner for Public Employment to consult with unions and agencies on more general training and development issues within the NTPS
- Award Simplification Joint Working Party
- Darwin Port Authority -Darwin Port Efficiency Task Force
- Department of Corporate and Information Services Management Board
- EBA Joint Working Parties on Study Assistance for NTPS employees &Restrictive Duty
- Employee Assistance Service NT Inc
- Equal Employment Opportunities Representative Group
- Government Energy Management Program (GEMP)Steering Committee
- Human Resource Development (HRD)Network
- Human Resource Forum (Chair)
- HR/Industrial Relations Reference Group for the Private Management of Hospitals (Chair)
- Human Resource Management/Human Resource Development Committee (Alice Springs)
- Human Resources Systems Information Management Group (HRSIMG)
- Indigenous Workforce Issues Working Party
- Inter agency working party private insurance options for NTPS workers' compensation claims
- Interdepartmental Committee on Youth Affairs
- National Coordinators Conference for Public Sector Management Course
- Northern Territory Industrial Relations Forum
- NTPS Superannuation Working Party
- Records Management Advisory Group (RMAG)
- Records Management Advisory Steering Group
- Reportable Fringe Benefits Working Party (Chair)
- Southern Regional Coordination Committee
- Streamlining Recruitment Consultative Committee
- TRIM User Group
- Working Party on the administration of workers compensation
- Year 2000 Coordinators Group

PUBLICATIONS

Publications are available on the following topics:

- Code of Conduct
- Competency Standards
- Corporate Publications
- Counselling
- Enterprise Bargaining
- Flexible Work Practices
- HRM and HRD Information Series
- Indigenous Employment
- Investigations
- Job Evaluation System (JES)
- Leased NT Government Office Accommodation
- Managing Stress in the Workplace
- Mentoring
- NTPS 21
- NTPS Bulletins
- Occasional Papers by the Commissioner
- Performance Management
- Promotions Appeal Board and Grievance Review
- Recruitment and Selection

For further details contact the Manager Information on 8999 4113 or check the OCPE website.

NORTHERN TERRITORY PUBLIC SECTOR PERSONNEL STATISTICS

For the purpose of this statistical supplement, reference to the 'Northern Territory Public Sector' includes those agencies listed in Table 3 on page 94. This list excludes the Northern Territory University, the Batchelor Institute of Indigenous Tertiary Education, NT Rural College, the Menzies School of Health Research, Territory Insurance Office and the Legal Aid Commission. However it includes a substantial number of persons employed under Acts other than the *Public Sector Employment and Management Act.*

EMPLOYMENT LEVELS

Table 1 and Figure 1 show movements in total employment in the Northern Territory Public Sector compared to changes in the Northern Territory population and employment numbers from 1983 to 2000. There has been an overall increase in public sector employment from around 14,200 to 14,770 persons over this period. Note that Public Sector data from the 1980s and early 1990s was calculated with a somewhat different counting methodology to that now in use. Nevertheless the basic assumptions are similar enough to make broad comparisons valid.

Also the Full-Time-Equivalent (FTE) employment enumeration methodology was fine tuned during late 1999 and the employment series from 1995 onward has been revised subsequently using this methodology. As a consequence some results in this document may differ from those published previously.

TABLE 1

Growth in the Northern Territory Public Sector Compared to Employment and Population Movements - 1983 to 2000

		1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
NTPS	('000)	14.2	14.6	14.7	15.0	14.6	14.2	14.5	14.8	14.5	14.1	13.7	13.9	14.1	14.2	14.4	14.9	14.7	14.8
	%Growth/Yr		3	1	2	-2	-3	2	2	-2	-3	-2	1	1	1	1	3	-1	0
	Growth Index	100	103	104	106	103	100	102	104	102	99	97	98	99	100	102	105	104	104
Labour Force #	('000)	66.9	59.6	71.1	78.3	79.5	72.8	82.0	83.7	85.4	86.8	81.4	80.5	87.0	88.4	91.5	92.6	97.0	95.5
	%Growth/Yr		-11	19	10	2	-8	13	2	2	2	-6	-1	8	2	4	1	5	-2
	Growth Index	100	89	106	117	119	109	123	125	128	130	122	120	130	132	137	138	145	143
Employment #	('000)	62.1	55.1	66.1	72.9	75.1	67.3	77.6	78.5	78.3	80.7	75.4	75.4	81.0	83.4	86.7	88.5	93.2	90.2
	%Growth/Yr		-11	20	10	3	-10	15	1	0	3	-7	0	7	3	4	2	5	-3
	Growth Index	100	89	106	117	121	108	125	126	126	130	121	121	130	134	140	143	150	145
Population ?	('000)	135.9	142.2	148.5	154.4	157.9	159.0	160.5	162.1	165.0	167.0	169.7	172.3	175.0	180.5	185.3	188.2	191.4	194.3
	%Growth/Yr		5	4	4	2	1	1	1	2	1	2	2	2	3	3	2	2	2
	Growth Index	100	105	109	114	116	117	118	119	121	123	125	127	129	133	136	138	141	143

Sources: Office of the Commissioner for Public Employment and the Australian Bureau of Statistics
Average over May, June and July
? December population figures

The data illustrates that during the years 1983 (which is about the time the NT public sector consolidated into its present form following self government) to 2000 the Northern Territory population grew by 43 percent, and employment grew by 45 percent. Over the same period the NT public sector has grown by only four percent.
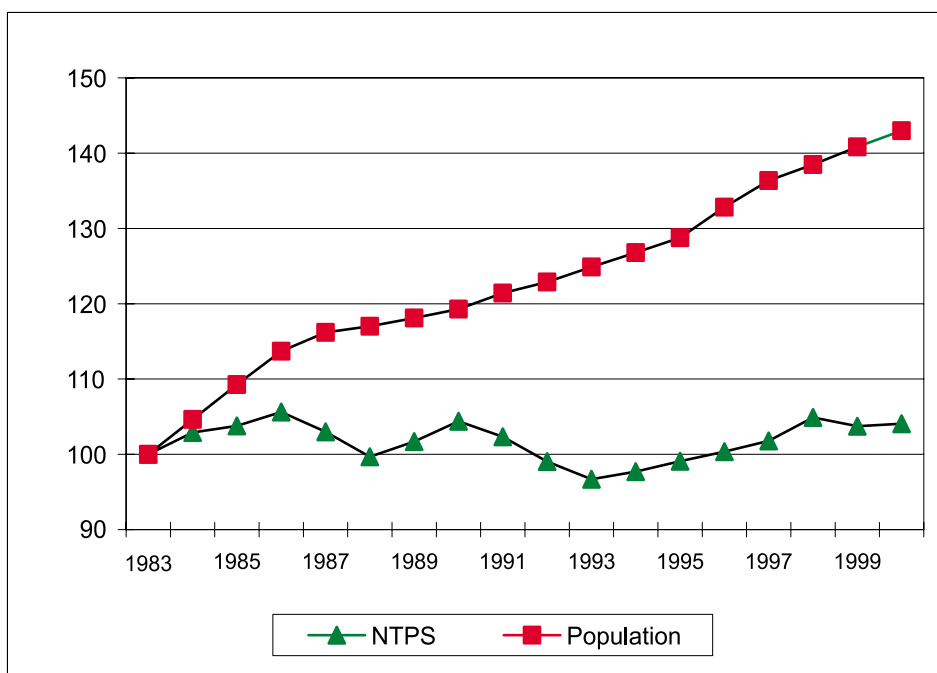
FIGURE 1

Growth in the NT Public Sector, Labour Force and Population from June 1983 to 2000
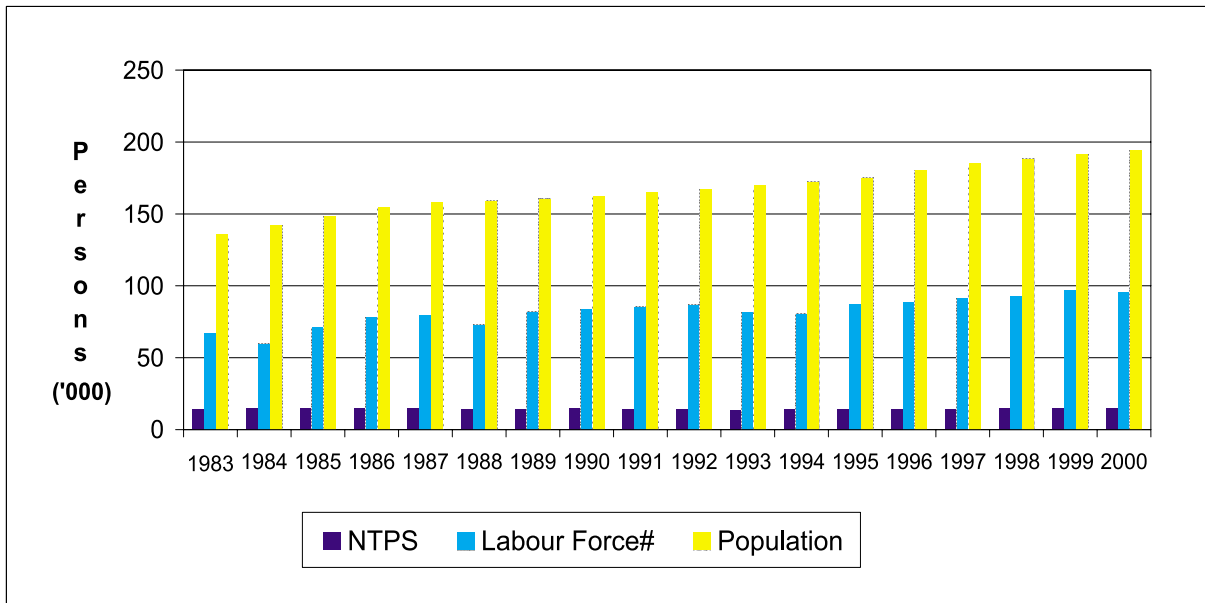
 # Average over May, June and July

FIGURE 2

Movements in NT Population and NTPS Employees 1983 to 2000

The change in the size of the public sector from 1983 is compared directly to population growth in Figure 2. The graph shows that the population of the Territory has grown steadily during this period. Conversely, NTPS employment has been subject to substantial variation, first peaking in 1986 at a level comparable with current employment. The decrease which followed was precipitated by substantial cuts in federal funding to the NT, with the numbers then steadily increasing again until the Estimates Review Committee decisions in 1991 forced a further three year decline. Growth since 1995 has been limited primarily to the front-line service agencies eg. Health (up 150), Education (up 300) and Police, Fire, & Emergency Services (up 100). It should be noted that these indicated increases are conservative owing to the transfer of some corporate/IT employees from these agencies to the Department of Corporate and Information Services (DCIS) during the 1998/99 financial year.

The two major agencies in the public sector are Territory Health Services and the Department of Education with approximately 3700 employees each. Combined they employ just over 50 percent of employees. The medium size agencies, which employ a further 25 percent of total employees, are the Department of Corporate & Information Services, Transport & Works, the Power & Water Authority, and Police, Fire & Emergency Services; all with between 600 and 1250 employees. All of the remaining agencies employ less than 500 employees; most with substantially fewer.

Full-Time-Equivalent (FTE) employment numbers for each agency are shown in Table 3. Normally this table shows the employment averaged over the 26 pay periods for both the current reporting year and the previous year, together with the change in number over this time. Unfortunately the 1998/99 year was not suited to this type of analysis as the Department of Corporate and Information Services (DCIS) was formed part way through the year and absorbed a large number of personnel/payroll/IT employees from the other agencies. Thus the average employment for a number of Agencies for the 1998/99 year was not indicative of the employment numbers as at June 1999, when employee numbers had stabilised. Therefore the only reasonable comparison of individual Agency numbers between the two years is to use the June 1999 figure.

The Liquor Commission, the Racing and Gaming Authority and the Work Health Authority were all incorporated into the Department of Industries and Business as of July 1999. It should also be noted that as of the same date Batchelor College (now the Batchelor Institute of Indigenous Tertiary Education), NT Rural College and the Legal Aid Commission were moved off Budget and so are no longer included in these NT public sector figures. The latter arrangement resulted in a reduction of nearly 300 employees, which is the dominant component of the overall apparent employee number decrease.

EMPLOYMENT OVERVIEW

The analysis in the following sections is based mainly on data extracted from the Personnel and Integrated Payroll System (PIPS) reports. Most figures, summaries and tables refer to individual employees, with no reference to their full-time equivalent (FTE) status. The basic criterion for an individual being included in the summary is that they had a positive FTE figure as defined by PIPS at the end of the reporting period.

It has been stated in recent previous reports that from the early 1980's until 1992/93, Annual Reports from this Office relied largely on Interpers data (Interpers was the name of the previous computerised personnel system). The generality of the analyses was limited under Interpers, as some agencies utilised facilities other than Interpers for maintaining detailed personnel records. From about the middle of 1993 the PIPS system came into general use, and so most time series comparisons described below stem from that time.

Comparisons made using data after June 1993 (ie. using all PIPS data) are generally accurate, although care should be taken when noting small changes in some variables as profiles may have changed slightly with both changes in definitions and developments in processing protocols. Also, as mentioned earlier, the Full-Time-Equivalent (FTE) employment calculation was modified during late 1999 to eliminate some pay adjustments from the FTE algorithm. The revised calculation, which is very similar to the old, but minimises the volatility of the series, has been back-cast to 1995. It was not possible to go back any further as prior to this time pay data was not loaded into PIPS as part of the pay run. Consequently care should be taken in making comparisons of current data with data extracted earlier.

The current report encompasses all agencies except those mentioned in the first paragraph of this Appendix. The Port Authority could not be included in some analyses as it does not utilise the payroll facilities of the PIPS System.

Employment by Status

Data on the employment category of employees as at June 1994 through to June 2000 is presented in Table 2. It can be seen quite clearly that the profile has changed significantly over the six year period, with the proportion of permanent employees dropping by 4.6 percentage points during that time. This has been countered by the more common usage of temporary/ contract employees. Note that while there had been a steady decrease up until 1997/98, 1998/99 saw a resurgence in the number of permanent employees reflected by an increase of 1.3 percentage points. This year the downward trend resumed with a decrease of 1.1 points.

TABLE 2

Employment Status of NT Public Sector Employees – 1994 to 2000

STATUS	June '94	June '95	June '96	June '97	June '98	June '99	June '00	Change '94 to '99
Permanent	81.5%	80.0%	78.2%	78.4%	76.7%	78.0%	76.9%	-4.6%pts
Temporary	15.6%	17.0%	19.1%	18.9%	20.3%	19.3%	20.0%	4.4%pts
Casual	2.1%	2.2%	2.0%	2.1%	2.4%	2.5%	2.9%	0.8%pts
Misc.	0.7%	0.7%	0.7%	0.6%	0.5%	0.2%	0.2%	-0.5%pts
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	

TABLE 3

Indicative Changes in Average Public Sector Employees Employed
by Agency   1998/1999 - 1999/2000

AGENCIES	Average June 1999	Average 1999/2000	Change
Aboriginal Areas Protection Auth	20	22	2
Aboriginal Development	23	24	1
Anti-Discrimination Commission	8	9	1
Arts & Museums	115	109	-6
Asian Relations, Trade & Industry	20	24	4
Attorney-General's Department	100	102	2
Auditor General	4	5	1
Batchelor College	226	..	n.a.
Chief Minister	201	216	15
Commis. for Public Employment	60	105	45
Comms, Science & Adv Tech	13	14	1
Corporate & Info Services	1104	1055	-49
Correctional Services	459	470	11
Courts Administration	127	121	-6
Darwin Port Authority	47	47	0
Education	3747	3660	-87
Employment & Training Authority	50	47	-3
Housing	111	116	5
Industries & Business	82	187	105
Lands, Planning & Environment	374	379	5
Legal Aid Commission	35	..	n.a.
Legislative Assembly	84	82	-2
Liquor Commission	14	..	..
Local Government	87	82	-5
Mines & Energy	190	191	1
Ombudsman	15	16	1
Parks & Wildlife Commission	385	380	-5
PAWA	711	675	-36
Police, Fire & Emergency Svces	1204	1221	17
Primary Industries & Fisheries	372	375	3
Public Prosecutions	43	45	2
Racing & Gaming Authority	31	..	..
Sport & Recreation	57	55	-2
Strehlow Research Centre	4	4	0
Territory Health Services	3803	3724	-79
Tourist Commission	95	108	13
Trade Development Zone	6	7	1
Transport & Works	640	646	6
Treasury	149	154	5
Work Health Authority	41	..	..
TOTAL	**14 857** *(14 751)	*(14 477)	*(-274)

Note: Numbers refer to the full-time equivalent of all paid employees including those on paid leave and casual employees. The major component of the decrease was caused by moving Batchelor College, NT Rural College and the Legal Aid Commission off Budget
* Totals in brackets refer to average for the whole year, not just June 1999

Permanant Part-Time Employment

Permanent part-time work has been utilised as an option in recent years to assist retain the valuable skills of employees who are trying to spend more time attending to family responsibilities without leaving the labour market. The number of NTPS employees in this employment category is currently around 670, which represents 5.5 percent of the permanent workforce. PIPS data illustrates that there has been a slow but steady increase in this type of employment over the past 6 years (see Table 4). The increase of 2.4 percentage points in Table 4 represents an actual increase of 308 permanent part-time employees, which is approaching double the number in 1994.

TABLE 4

Permanent Part-Time in the NT Public Sector – 1994 to 2000

STATUS	June '94	June '95	June '96	June '97	June '98	June '99	June '00	Change '94 to '00
Permanent Part time	3.1%	3.8%	3.8%	4.0%	4.4%	5.3%	5.5%	2.4%pts

Employment by Gender

The proportion of women in the public sector as at June 1993 was 54.3 percent. Since that time the proportion has risen slowly but steadily to reach the 2000 figure of 60.4 percent (see Figure 3). This represents an average annual increase in the proportion of women of around 0.8 percentage points. This rise is similar to the rise in part-time employment. While there is little doubt that there is some cause and effect in this relationship (the majority of permanent part-timers being women), the increase in the proportion of women overall represents a greater number than that contributed by the number retained by permanent part-time work. There are other flexible workplace arrangements now in place that are likely to have encouraged women into the service, although the total profile of this increase is difficult to quantify.

FIGURE 3

Proportion of Women in the NT Public Sector - 1993 to 2000
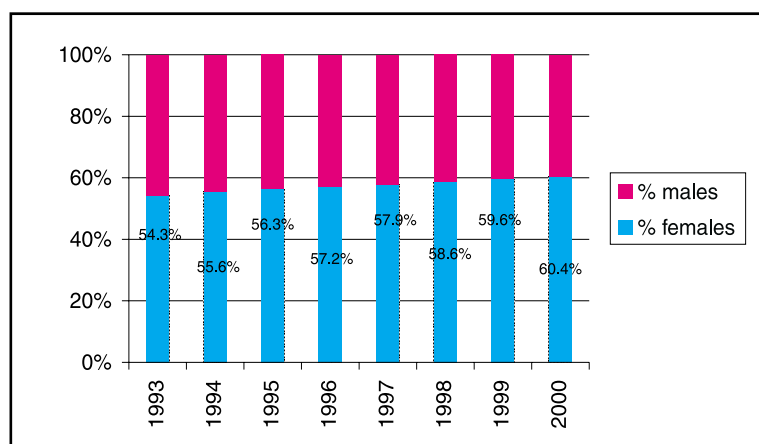
The proportions of females and males in agencies are represented in Figure 4. While the proportions for very small agencies can be misleading (as they can vary substantially over time), the graph shows clearly that there are some large agencies where one gender predominates.

Table 5 indicates the change in the percentage of females by stream from June 1994 to June 2000. This shows that by far the greatest change has been in the professional and technical streams with the proportion of females increasing 8.1 and 7.3 percentage points respectively. The figure for professionals is 1.4 points higher than the figure for last year and that for technicals 1.1 higher. Conversely the proportion in the health stream has decreased by 1.3 percentage points, admittedly from an initial over-representation of over 80 percent. This comparison both highlights the significant differences between streams, and counters the proposition that the increase in the proportion of women has been due principally to the more prevalent use of casuals and temporaries in short term administrative vacancies.

TABLE 5

Percentage of Females by Employment Stream - June 1994 and June 2000

	Percent females		
Stream	**1994**	**2000**	**Difference**
Admin	67.6%	70.8%	3.2
Prof	40.8%	48.9%	8.1
Technical	19.2%	26.5%	7.3
Physical	40.2%	42.4%	2.2
Teaching	65.6%	72.8%	7.2
Health Workers	83.5%	82.2%	-1.3
Uniformed	12.7%	18.7%	6.0
Total	**55.6%**	**60.4%**	**4.8**

FIGURE 4

Proportions of Males and Females by Agency
All Employees
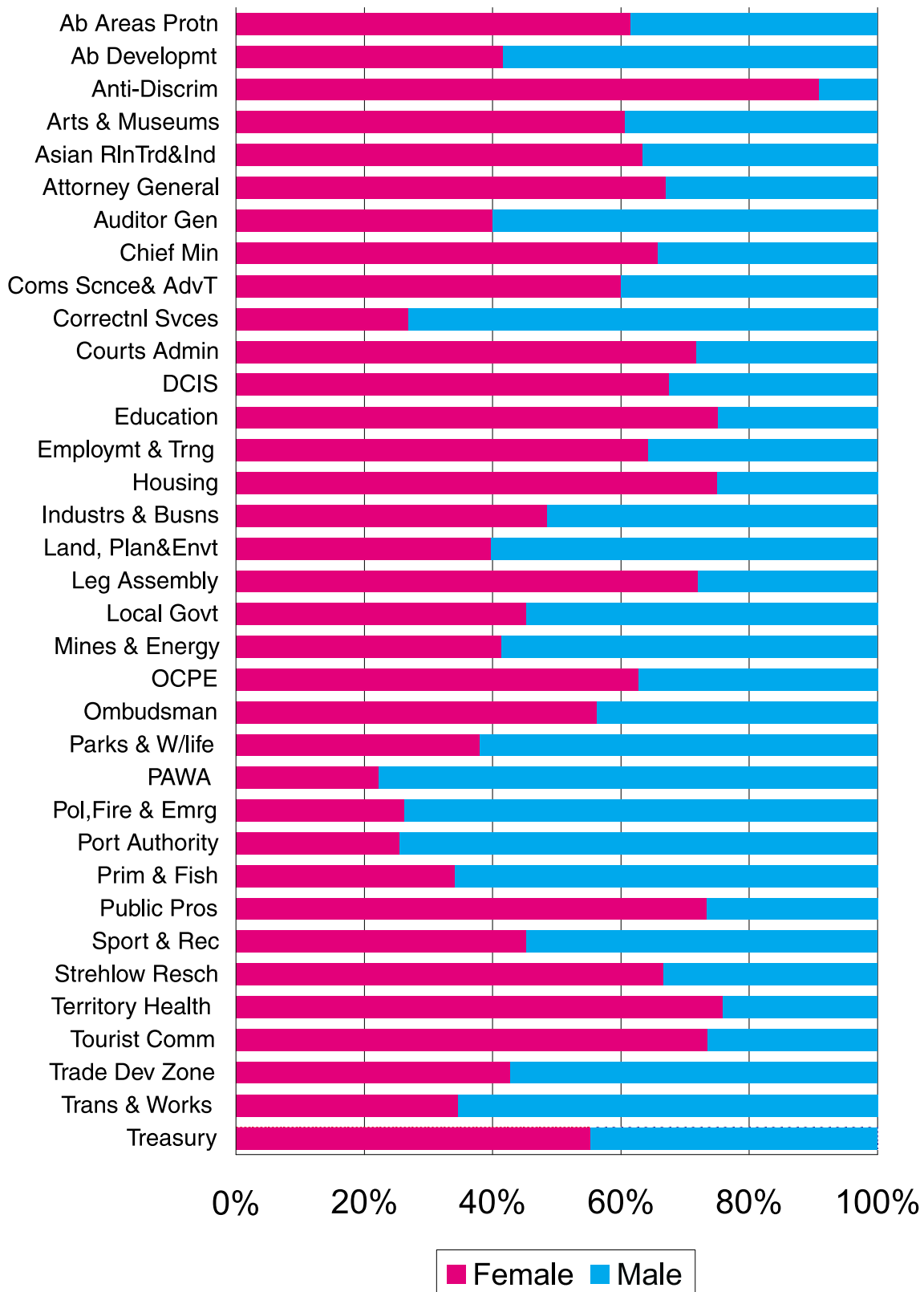
Status by Gender

Table 6 details employment status by gender. This shows that women are more likely to be employed in temporary and casual positions, although not by a large amount.
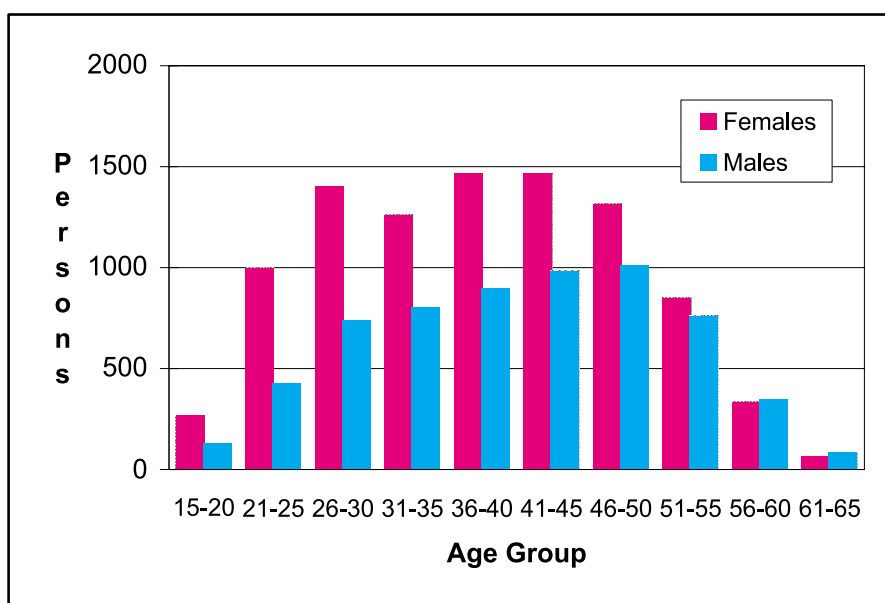
TABLE 6

Employment Status by Gender - NT Public Sector Employees - 2000

STATUS	Females	Percent	Males	Percent
Permanent	7177	76.0%	4849	78.3%
Temporary	1972	20.9%	1156	18.7%
Casual	282	3.0%	167	2.7%
Misc.	11	0.1%	24	0.4%
Total	**9442**	**100.0%**	**6196**	**100.0%**

Age by Gender

Figure 6 illustrates the division of employment by age and gender as at June 2000. The overall characteristic of previous years remains in that while women in the NT Public Sector are in an increasing majority, they remain significantly concentrated in the lower age groups.

FIGURE 5

**Distribution of Men and Women in the NT Public Sector
by Age Group - June 2000 - All Employees**

The average age of NTPS personnel from June 1993 to June 2000 is shown in Table 7. This shows that over the six years the overall average age has risen by only 1.5 years. The rate of ageing is similar for both men and women This similar rate of ageing does not imply a similar

employment profile; another example of the difference is that the average length of service (regardless of employment category) of females is 4.0 years whereas that for males is 5.8 years. These in themselves are interesting figures as they are decreasing. As recently as 1996 the comparable average length of service figures were 5.4 for females and 8.0 for males.

Some time ago concern was expressed that continued public sector employment restraint combined with the then tight labour market could lead to an ageing public sector and a shortage of suitably trained younger personnel to take over future senior positions. With data from eight points in time (Table 7) we can now say that any such effect is currently minor.

TABLE 7

### Average Age by Gender - NT Public Sector Employees - 1994 to 2000

AGE	1993	1994	1995	1996	1997	1998	1999	2000
Females	37.9	38.2	38.3	38.6	39.1	39.2	39.5	39.7
Males	41.0	41.0	41.2	41.7	42.1	42.1	42.5	42.5
Overall	**39.3**	**39.4**	**39.6**	**40.0**	**40.4**	**40.4**	**40.7**	**40.8**

Classification Stream by Gender

While the gender balance within streams has varied as described in the discussion of Table 5 above, there has been little change in the balance between streams in recent years. The largest employment category in the Northern Territory Public Sector remains as the administrative stream at 37 percent. Women remain as being concentrated in the Administrative, Teaching and Health streams.

FIGURE 6

Distribution of Men and Women in the NT Public Sector by Employment Category - June 2000 All Employees
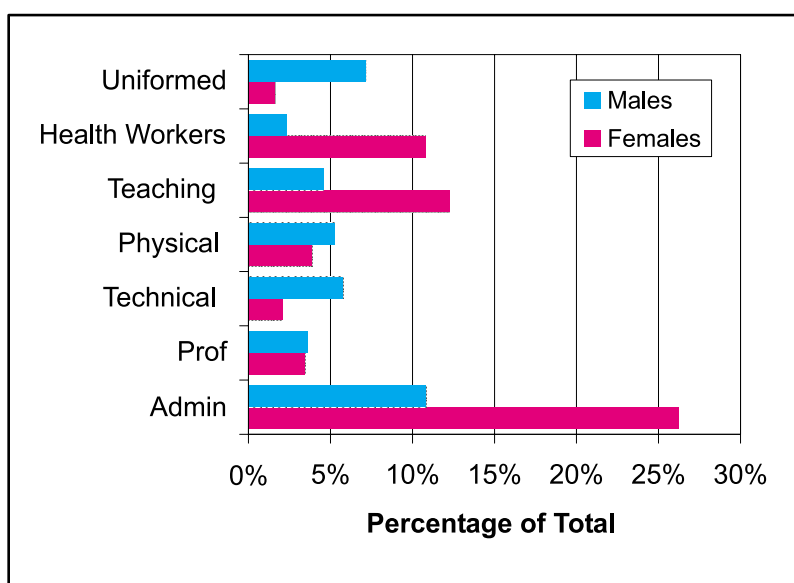
Salary by Gender

In addition to there having been an increase of participation by women both in the professional and technical streams, as discussed above, there has also been an increase in the numbers of women in middle and senior management. In June 1993 the proportion of women in executive classifications was 14.7 percent, whereas the figure currently stands at 23.1 percent. Nevertheless, women remain predominantly at the lower salary levels, with Figure 7 illustrating the significant difference in the profiles of male and female earnings. Note that while there is a seemingly odd predominance of women in the 50 to 55 thousand a year bracket, over 60 percent of these are teachers.

FIGURE 7

**Distribution of Men and Women in the NT Public Sector
by Salary Level - June 2000
All Employees**
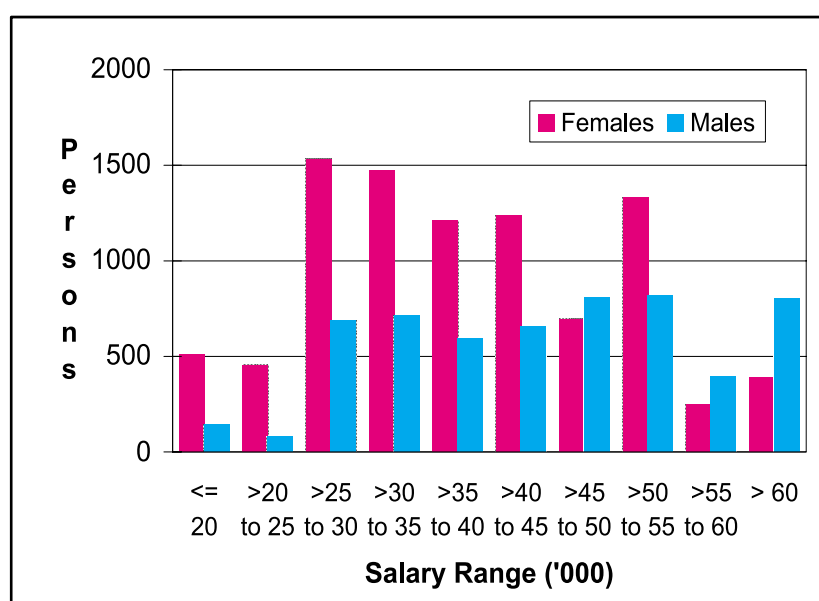
*Note that those on Executive Contracts have had their salaries adjusted to the approximate equivalent non-contract level in order to normalise the data.
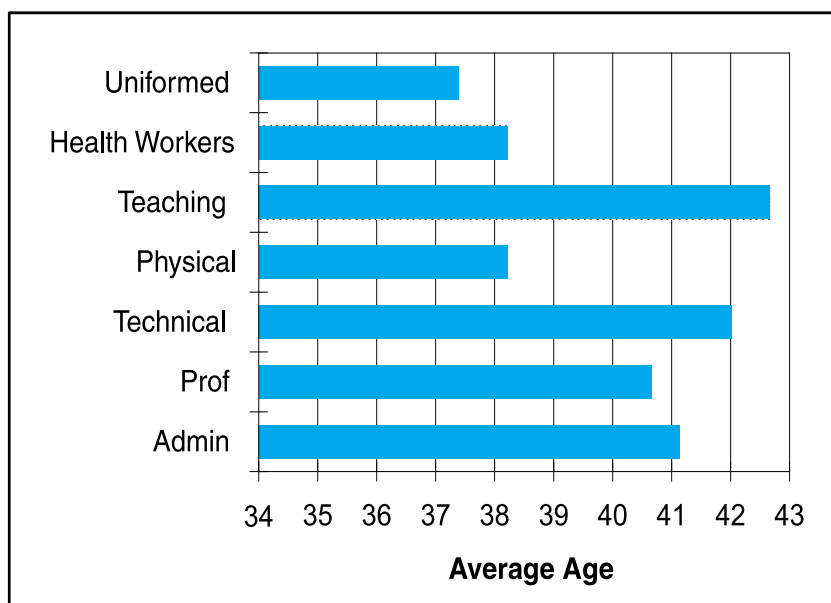
Employment by Classification Stream

Age by Classification Stream

The result of plotting age against classification stream is shown in Figure 8. The graph shows that the health stream and uniformed employees are on average the youngest in the NT public sector. Conversely teaching and physical employees are the oldest. The latter result is a little surprising in that last year the average for technical employees was greater than for physical employees. Nevertheless the actual difference between the two is practically insignificant.

FIGURE 8

Average Age by Classification Stream
June 2000 - All Employees

Average Age by Classification Stream (horizontal bar chart). X-axis: Average Age (34 to 43). Categories: Uniformed, Health Workers, Teaching, Physical, Technical, Prof, Admin.
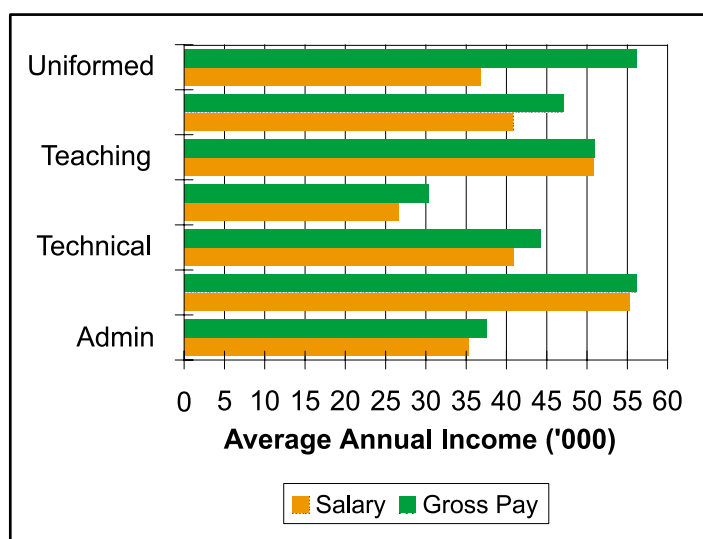
Income by Classification Stream

As described in previous reports, when looking into an accurate representation of income by classification stream a quandary arises as to how to best represent income. The analyses in earlier sections have used a person's salary at their nominal classification and increment. Income analysis is complicated by the fact that actual average gross income (after reimbursements, penalties and overtime) can be significantly higher than this figure. In order to quantify this, both measures of income have been presented in Figure 9. This makes clear the observation that most employees make more than their base entitlement (if only their annual leave loading), but that how much more they make depends to a substantial degree on the vocational area in which they work.

FIGURE 9

Average Income by Classification Stream
Non Casual Employees – 2000

Average Income by Classification Stream (horizontal bar chart). X-axis: Average Annual Income ('000), 0 to 60. Categories: Uniformed, Teaching, Technical, Admin. Legend: Salary (orange), Gross Pay (green).

Employee Separation and Recruitment 1994/1995 to 1999/2000

Employee separation and recruitment data are presented below from the 1994/95 reporting period onward as data prior to that is not directly comparable.

Even with limiting this analysis to recent data, a little background knowledge is helpful in interpreting the turnover statistics. A few years prior to the introduction of PIPS, a decision was made to revise the reporting of turnover data by producing two sets of tables, one with both permanent and temporary employees (as had been the custom) and one with permanent employees only. This was in order to address a former problem which need not concern us here. The practice of using both sets of data has continued, as both have their uses in tracking turnover profiles.

Nevertheless, and as noted in previous year's reports, there is an additional complication with the interpretation of the PIPS turnover data. While the separations count is reasonably straightforward, the commencements data is a little more complex. A simple count of all commencements is simple enough, but becomes confusing when we attempt to separate out permanent appointments.

TABLE 9

NT PUBLIC SECTOR SEPARATION AND RECRUITMENT RATES BY EMPLOYMENT

CATEGORY - 1994/95 TO 1999/2000 - PERMANENT EMPLOYEES

	1994/95		1995/96		1996/97		1997/98		1998/99		1999/00	
	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %
Admin	11	4	12	4	11	5	12	4	13	3	10	4
Prof	12	11	15	9	12	9	14	7	13	5	10	7
Technical	9	5	11	5	8	5	11	5	12	6	10	5
Physical	14	6	16	6	14	6	15	6	12	7	11	6
Teaching	9	4	12	5	14	4	14	3	12	3	9	2
Health Workers	21	15	25	12	24	19	27	19	23	20	20	13
Uniformed	8	6	7	10	8	7	8	12	9	6	7	9
Total	12	7	13	6	13	7	14	7	13	6	11	6

What the data shows is that it is not uncommon for individuals to be hired as temporary employees, and then, after gaining relevant experience, winning permanent positions. Their status is simply transferred across to 'permanent' on the main database, but this is not reflected in the commencement report. The commencements data thus shows them as being recruited to temporary, rather than to permanent positions. The net result is that the figures for recruitment of 'permanent' employees fall far below those for separation of 'permanent' employees without this actually being the case.

TABLE 10

NT Public Sector Separation and Recruitment Rates by Employment

Category - 1994/95 to 1999/2000 - PERMANENT & TEMPORARY EMPLOYEES

	1994/95		1995/96		1996/97		1997/98		1998/99		1999/2000	
	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %	separ-ation rate %	recruit-ment rate %
Administrative	24	26	25	26	25	26	24	25	27	25	27	30
Professionals	24	31	28	30	28	30	28	28	27	27	25	29
Technical	15	15	18	15	17	16	23	24	20	18	21	20
Physical	35	38	35	38	36	37	35	36	31	32	28	29
Teaching	18	21	21	21	23	24	21	24	21	25	22	24
Health Workers	42	47	48	52	55	60	58	58	52	56	52	56
Uniformed	8	9	8	12	8	11	9	15	9	9	7	12
Total	24	27	26	28	27	29	27	29	27	28	27	30

As noted previously in Table 3, there has indeed been a fall in the proportion of permanent employees, from 81.5 percent in June 1994 to 76.9 percent in June 2000. This is obviously far less than would be predicted by taking the difference between commencement and separation rates for permanent employees at face value. It is tempting to drop the item of permanent commencements entirely, but so doing could create the impression of incomplete data. It is hence thought best to leave it in but with this accompanying rider. In any case logic tells us that, given the slight downward trend in the proportion of permanent employees described earlier, the truth is that the actual recruitment rate of permanent employees is just slightly less than their rate of separation.

TABLE 11

Separation Statistics for the period 01/07/1999 to 30/06/2000

PERMANENT & TEMPORARY EMPLOYEES*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	601	237	441	102	93	0	128	**1602**
Deceased	5	0	2	0	5	5	1	**18**
Dismissal	6	11	1	0	2	1	5	**26**
Resignation	799	306	559	160	104	83	205	**2216**
Retire Early Age	17	7	6	1	1	3	2	**37**
Retire Invalid	9	2	2	1	6	2	4	**26**
Retire Max Age	5	3	1	1	7	1	4	**22**
Retire Other	5	2	0	0	1	1	2	**11**
Retrenchment	107	29	1	10	30	2	25	**204**
Other	19	4	7	1	4	1	3	**39**
Total	**1573**	**601**	**1020**	**276**	**253**	**99**	**379**	**4201**

Does not include casual employees or those on long term workers compensation

The breakdown of separations by type (eg. resignation, retirement) is recorded on PIPS and is listed by stream in Table 11. With respect to this table it is important to note that the number of actual resignations from the service is just over half of the total separations.

Sick Leave 1999/2000

Figure 6 shows the distribution of the number of days sick leave with pay taken by individual employees during 1999/2000. The graph shows that the most frequent occurrence was one sick day taken. From this high starting point the curve then drops off steeply up to about six days leave per year, and then starts to flatten out. The average (median) number of sick days taken was just under four. When the first analysis was done using 1994/95 data concern was expressed over the large number of people who were recorded as taking large amounts of sick leave eg. over 50 days (10 weeks). The figure dropped slightly in 1995/96 and then dropped dramatically to 1996/7. In 1997/98 and 1998/99 the figure was similar at just over 290 people recorded as taking over 50 days leave. This year the number has dropped to 255.

As also explained in previous years' reports this figure is on the high side of the true value. It is common for cases that are eventually classified as worker's compensation to be initially entered as sick leave on the PIPS database. When the sick leave is re-credited this is done on the worker's personal record but does not correct the original entry in the data table from which PIPS reports. Thus a significant, but unknown, proportion of the leave reported here is actually worker's compensation.

FIGURE 10

Days Sick Leave taken by Individuals in the NT Public

**Sector in the Year 1999/2000 - All Employees**
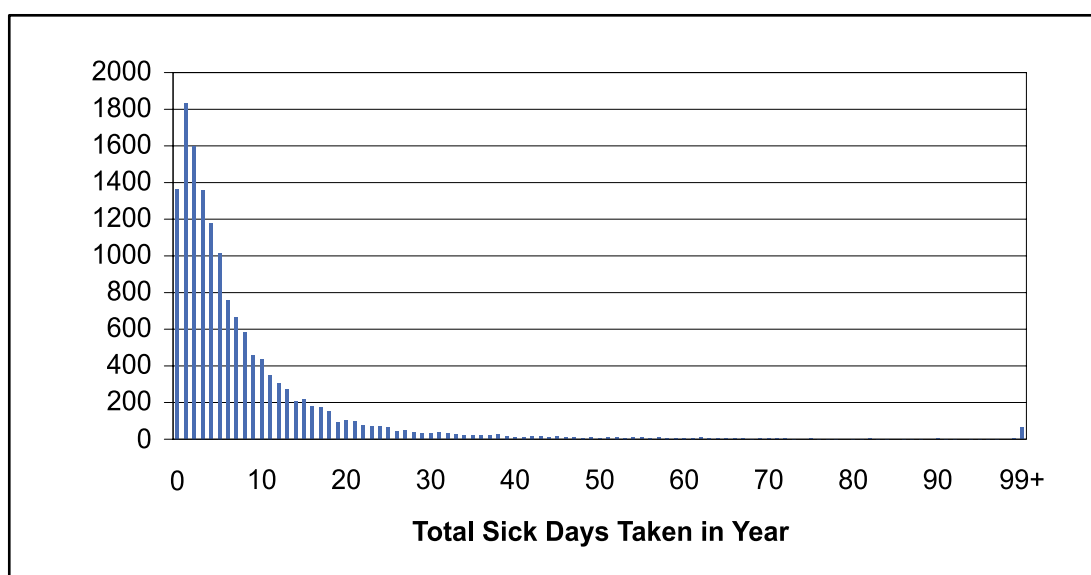
Nevertheless this flaw in the data is consistent over time and so doesn't explain the reason for the 52 percent drop in the number claiming over 50 days since 1994/95. It has been suggested that increased familiarity of HR operatives with the *Public Sector Employment and Management Act* and the associated development of Employment Instructions has enabled greater focus on the area of misuse of sick leave. Additionally the introduction of budget based employment in 1995/96 could reasonably be expected to have focussed managers on optimising usage of their salary budgets, which in turn could have prompted a review of employees with, for example, pre-retirement illnesses. This process could also have been facilitated more recently by the centralisation of personnel processing in the Department of Corporate and Information Services, as this encourages consistency in the interpretation and application of conditions of service.

Another aspect of sick leave that has received attention in recent years is the distribution of single day absences over the days of the week. This data is presented in Figure 11. As explained in previous reports there has been historically a common perception that single day absences were predominantly a Monday and Friday phenomenon, and that they were much less frequent in the middle of the week. While the data supports this to some extent, the effect is not strikingly significant and the distribution has been consistent over time.

Looking at changes in the absence profile in recent years reveals a more interesting change. Since the 1994/5 reporting year the number of single day absences has increased by 22 percent while FTE public sector employment has increased by less than four percent. It is likely that this increase in single day absences may have been due at least in part to the freeing up of sick leave provisions (officially allowing for care of family members) under recent Enterprise Bargaining Agreements. While it is difficult to obtain concrete evidence to demonstrate this, anecdotal evidence certainly provides the explanation with some credibility.

FIGURE 11

Distribution of Single Day Sick Days

NTPS - Budget Year 1999/2000
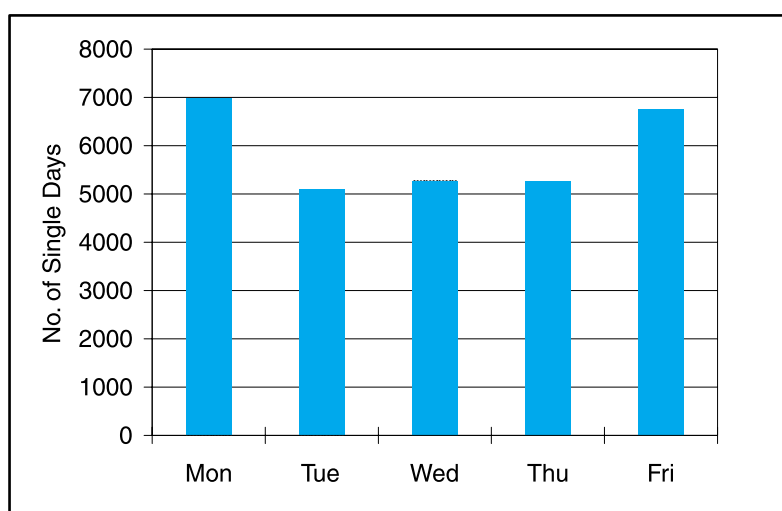
It is noteworthy that while this increase in single days counters the number of paid sick days saved in the substantial reduction in long term sick leave described above, it comprises only a fraction of that saving. In fact the overall absence rate contributed by paid sick leave fell from 4.8 percent in 1994/95 to 3.9 percent for the three succeeding years from 1996/97 to 1998/99 and to 3.8 percent this year.