



*Office of the
Commissioner for
Public Employment*

*A*nnual Report

2000/01



Northern Territory Government



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 2001 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 ensure that at all times effect a proper control over expenditure, receipts and public property are afforded. 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 Act* 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 2000/01 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 2001



THE ANNUAL REPORT

1 July 2000 – 30 June 2001

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 2001.

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

1. 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 each business area has contributed to the achievement of these objectives.
2. sector-wide performance of the NTPS by providing:
 - an analysis of the overall performance of the public sector in terms of human resources
 - comprehensive statistical information on the state of the public sector.

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.



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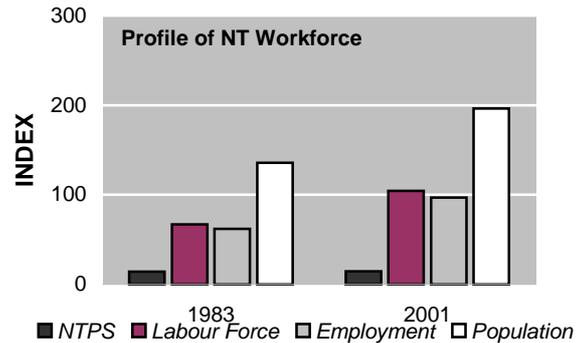
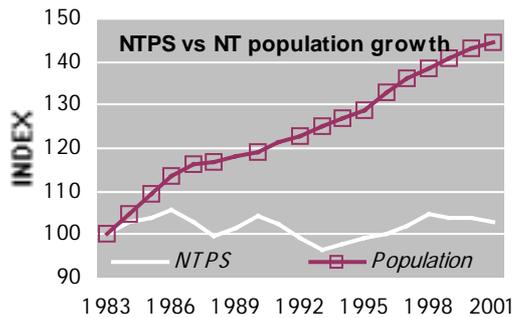
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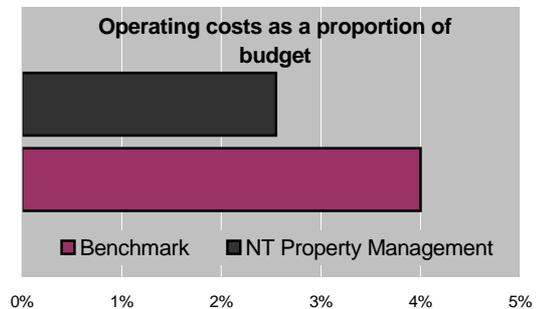
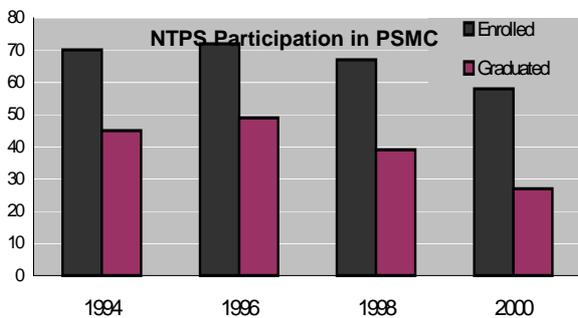
OVERVIEW

At A Glance...

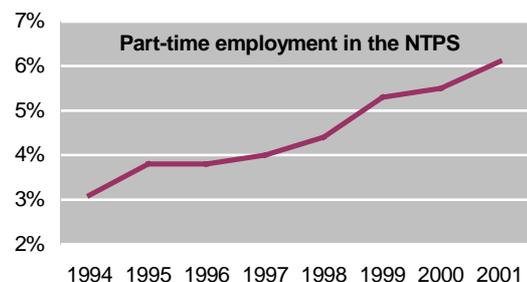
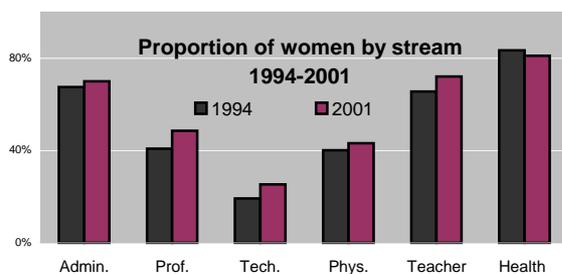
Efficiencies in the NT Public Sector are demonstrated by the static levels in employment compared to growth in the Territory population and labour force.



Productivity is demonstrated by the achievement of private sector benchmarks in the use of public resources.



Progressive employment practices are seen in employees' access to equality of opportunity and flexible work practices





Commissioner's Report

As this will be the last annual report I shall present after nearly 13 years as Commissioner, I think it worthwhile if I offer some general observations on the current state of the Northern Territory Public Sector and its future directions. This is both a personal indulgence and an opportunity for reflection.

While imperfections in terms of attitude and practice at individual, agency and corporate level will always be present, it is fair to claim that the NTPS' track record of support to the Northern Territory Government and the Territory community since 1978 is quite remarkable. The underlying 'can do' philosophy, which was fostered by Government at self government, has prevailed despite the fiscal and resources constraints under which it has been required to operate. This positive attitude towards getting on with the job and finding answers that work is often the subject of favourable comment by overseas and interstate organisations and individuals seeking to do business with the Territory.

At the same time, the service has maintained a strong sense of independence and professionalism despite its long association with the political party in power. Those who proffer the view that the NTPS has been 'politicised' not only fail to offer evidence in support but fail to realise the significant difference between a long association, which is inevitably reflected in style and effective relationships on the one hand, and political subservience on the other.

From the start, the first Chief Minister, Hon Paul Everingham, made it plain that the principal task of the public service was to carry out the wishes of the government of the day. That was not an indication of politicisation; rather it was a return to the basics of the Westminster system, a fact often overlooked by those with only a superficial understanding of political science.

This 'can do' philosophy has been extended, over the years, to strong support for the concept of continuous improvement. That support reflects both an appreciation of the fragility of our economic base and the need to seek constantly more efficient ways of working and a willingness to experiment, to try out new ideas and methods and to be prepared to change course if something is not working.

The adoption of the concept has featured in the Enterprise Bargaining Agreements since 1995, and has underpinned the capability of the service to adapt and absorb major, short term change at the agency and sector wide levels. It is, in turn, reflected in the capacity to redeploy and retrain displaced employees without being required to resort to massive job cuts as has been the case elsewhere. This sense of cohesiveness which reflects the relatively small size of the NTPS is a quality worth preserving at all costs.

The major improvements, in the past year, to recruitment procedures and to redeployment arrangements reflect a willingness on the part of managers and employees to accept the need to review and change entrenched systems thus putting into practice the 'one size does not fit all' theory which underpins so many people



management issues these days. At the same time, those changes also recognise the fact that such key practices must be managed in-house. They are not practices which can be handed over to a third party.

Perhaps the best evidence of the NTPS' willingness to take on new ideas, and to derive real benefit from them, has been the enthusiastic support given to the process of action learning. Action learning has been the cornerstone of the Executive Management/Executive Development Programs since 1990 but in the past two years action learning has been either incorporated for the first time or its use has been expanded in sector wide development programs for all levels which are coordinated by my Office.

The differences between traditional, classroom learning and the action learning methodology are significant and participation in the process, involving as it does strong elements of critical self reflection and behaviour change, is not always an easy path for individuals to follow. It is to the credit of most participants in the various programs that they do involve themselves enthusiastically in the process and derive great benefit from it.

There are many other features of the way the NTPS goes about its business that deserve acknowledgement. Suffice it to say that the high quality of the NTPS is acknowledged by a range of external observers as well as by government itself. That quality reflects the contributions of all employees at all levels and I have no doubt that it will be maintained and strengthened in the years ahead.

A handwritten signature in black ink that reads "David Hawkes". The signature is written in a cursive, flowing style.

D J HAWKES
Commissioner for Public Employment



2000/2001 Highlights

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

CORPORATE MANAGEMENT

Executive **26**

- Provided policy advice and support to all staff including regional briefings and presentations
- Supported Alice in 10 initiatives

Information Management **28**

- Enhanced Office publications in both print and electronic formats
- Developed Information Technology Plan
- Enhanced records management strategies

Corporate Services **31**

- Enhanced budget processes
- Resolved supplier compliance issues relating to the introduction of the Goods and Services Tax
- Revised *Equity and Diversity in Employment Management Program*

Employee Relations **33**

- Enhanced Employment Instructions, Determinations and Instruments
- Implemented revised reporting framework for agency compliance with Employment Instructions
- Negotiated enterprise bargains and award simplification
- Established *FutureWork* taskforce
- Provided advice to public and private sector representatives on a range of employment related issues.

Promotions Appeal Board **45**

- Determined promotion appeals and section 59 grievances impartially and effectively

Employee Development **49**

- Implemented Executive Development Strategy
- Improved graduation rate for participants in Public Sector Management Course
- Published training program calendar
- Developed integrated approach to career management
- Developed capability planning framework

Property Management **59**

- Maintained cost of support services program under the industry average
- Implemented Electronic Funds Transfer arrangements for 80 per cent of service providers
- Incorporated the *Agency Tenancy Leased Information System* into the Office of the Commissioner for Public Employment website.



THE AGENCY

Corporate Governance & Strategic Direction

The Commissioner and Management Board remain committed to ensuring the highest standards of integrity, ethical behaviour, transparency and accountability are practiced in all decision-making.

Organisational Structure & Management

The organisational chart on the next page represents the structure of the organisation and key responsibilities of each business area.

The Management Board reflects the functional heads of the Program areas contained in Budget Paper No. 2. (refer Organisation Chart on page 9) 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

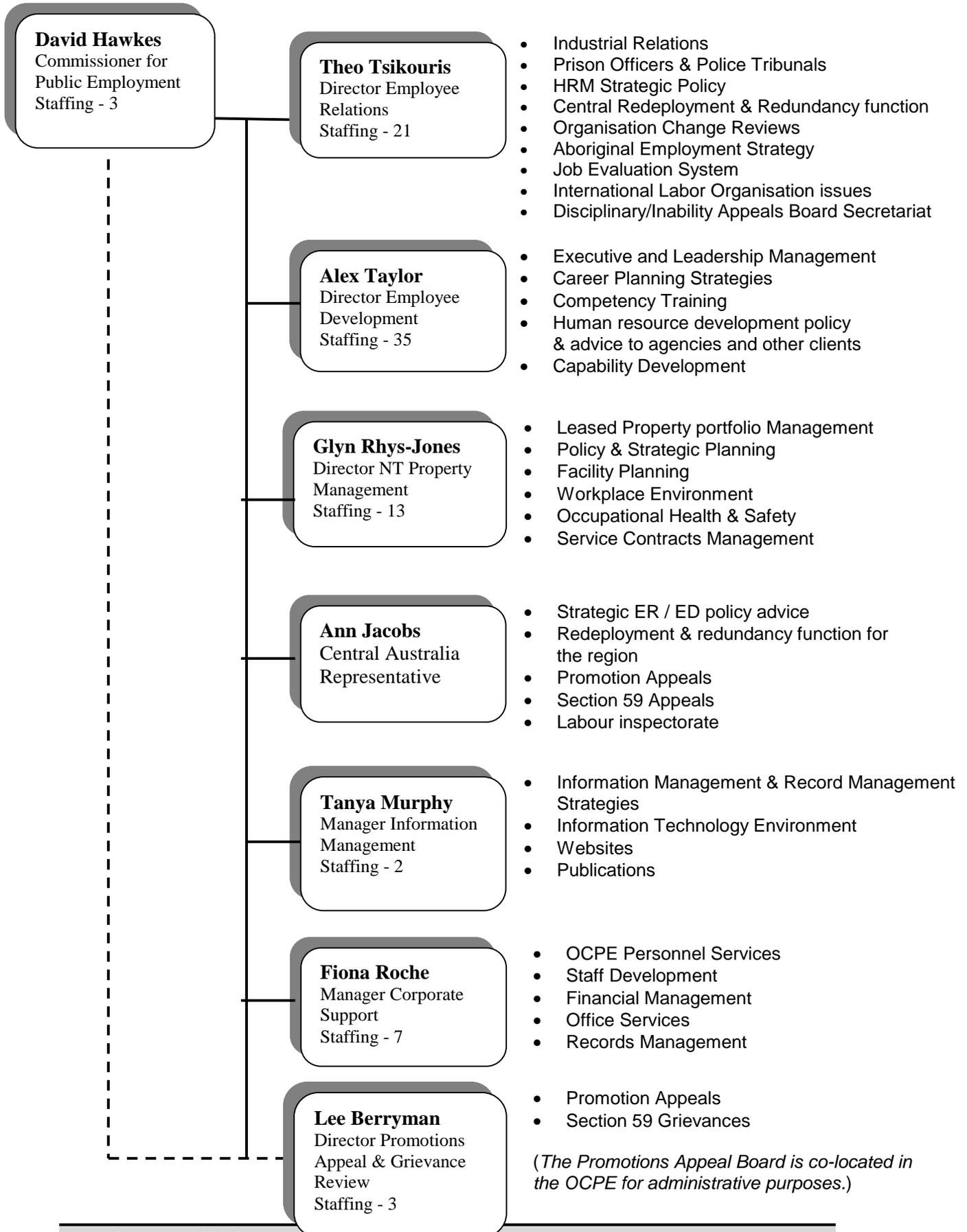
The Management Board plays a critical role in ensuring the effective performance and accountability of the Office by:

- ensuring the Office has clearly established goals and objectives
- ensuring strategies for achieving goals and objectives are appropriate and understood by management and staff
- identifying, analysing and mitigating risks to the Office
- monitoring quality control systems and corrective action to improve organisation systems and performance.

The Management Board, chaired by the Commissioner, meets fortnightly and decisions are conveyed to staff at regular meetings, including whole of office, business area and unit levels and through internal mail broadcasts.



Organisation Profile & Key Contacts





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 Act* the Commissioner for Public Employment is deemed to be the employer of all employees in the Northern Territory Public Sector.

The key responsibilities of the Office are:

- providing sound and timely advice to Government on all aspects of human resource issues affecting the sector
- supporting Chief Executive Officers and their agencies to develop relevant human resource management policies and practices
- advising 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
- coordinating sector-wide training and development programs
- resolving employee grievances through appropriate review and appeal mechanisms
- managing Government leased office accommodation
- providing leadership and guidance in these matters across the Sector.

MISSION

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



VALUES

The Office of the Commissioner for Public Employment 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.

As noted in the *1999/2000 Annual Report* a formal review of the Strategic Plan was undertaken during the 2000/01 reporting period and the Management Board has endorsed the attached corporate plan *Managing for Outcomes*. The development of this plan included the adoption of a capability model, which more directly represents the strategic directions of the Office. The corporate plan is being progressively developed at business area level and progress will be included in the *2001/02 Annual Report*.



MANAGING FOR OUTCOMES MISSION

In partnership with our clients, add value to the work environment in the Northern Territory by establishing policy and practice frameworks in employee relations, development of capability and property management.

<p>Outcome A Government provided with comprehensive and impartial advice on employment policies. Output Provide strategic advice to Government and CEOs.</p> <p>Strategies to Achieve Output Advise the Government on employment matters. Act on Government decisions. Ensure there is a relevant best practice employment framework for the NT Public Sector.</p> <p>Measures Extent to which Government and CEOs are satisfied. Constant as required. Expressed satisfaction. As Ministers and CEOs require.</p>	<p>Outcome B Positive & relevant employment framework in the Northern Territory. OUTPUT Provide a framework for work and employment in the NTPS. Strategies to Achieve Output Support statutory functions. Review and develop policies. Research and analyse emerging trends and issues on work and employment. Provide advice to Government on the employment framework. Provide advisory services to CEOs and agencies on employment matters. Maintain a legislative framework. Provide representation on IR matters. Maintain a stakeholder analysis. Measures Extent to which Government and agencies acknowledge that policies and practices promoted by OCPE are relevant to their business needs and adopted by them. Number of items of advice on employment terms and conditions and awards. Number of Enterprise Bargaining Agreements negotiated and percentage of public sector employees covered.</p>
<p>Outcome C Government & agencies are satisfied with their leased accommodation. Output 1. Satisfy Governments strategic priorities for leased property. 2. Property management of leased portfolio. Strategies to Achieve Output 1. Act on Government decisions. Government is informed about property management needs. Research and analyse emerging trends and issues. 2. Provide property and lease management services. Maintain a stakeholder analysis. Provide advice to Government and client agencies. Measures Government and agencies are satisfied. Number of unsatisfied leased property requirements. Client satisfaction. Within conditions of lease.</p>	<p>Outcome D Agencies' capability to deliver on their core business is strengthened. Output Provide professional services to agency management on strategic capability development. Strategies to Achieve Output Provide strategic consultancies on capability development to agencies. Provide effective sector-wide learning and development opportunities, that strengthen agencies' capability. Provide a variety of apprenticeships and graduate programs for young Territorians. Provide sector-wide leadership programs that influence the performance of agencies. Measures Participating agencies report the capability gap is closing. As determined by CEOs and agencies. CEOs assess the contribution to their capability. Meeting CEOs' timetable.</p>
<p>Outcome E OCPE employees are capable and well positioned to meet the evolving needs of the NTPS. Output Provide an environment which encourages staff to have appropriate capabilities and reflects a culture of continuous learning. Strategies to Achieve Output Develop and implement a corporate capability plan. Ensure the culture of our internal leadership supports and maintains the output. General work practices balance business needs with contemporary people management. Measures Capability Plan met.</p>	<p>Outcome F OCPE operates within fiscal and policy parameters to achieve our core business. Output Provide OCPE with cost effective corporate support services that are efficient, relevant and meet business needs. Strategies to Achieve Output All business operations, including budget management, demonstrate leadership and continuous improvement. Provide cost effective employment and financial support through services that are efficient, relevant and meet business needs. Develop and implement a risk management plan. Develop and implement an information management framework. Measures Budget parameters met. Business needs are met.</p>



Lines Of Responsibility & Accountability To Government

The Office is a central agency working in partnership with both central and operational agencies contributing to the development of the Northern Territory, by providing human resource and accommodation management frameworks to support agencies to achieve their objectives. The diagram below represents this relationship.





ETHICAL FRAMEWORK

The Principles contained in Part 2 of the Public Sector Employment and Management Regulations establish an ethical framework for employment and management in the sector. Inherent within the Principles are the underlying philosophies of Merit, Equal Employment Opportunity and Natural Justice. These Principles constitute standards against which policies, procedures and other initiatives can be measured at agency and sector-wide levels. Sector compliance with these Principles is discussed under the State of the Service Section 4 page 65.

As the statutory employer and the organisation responsible for the *Public Sector Employment and Management Act*, this Office endeavours to ensure transparent adherence to these standards and philosophies underpinning and guiding the performance of all our functions.

GOVERNMENT STRATEGIC PRIORITIES

The role of the Office of the Commissioner for Public Employment in relation to the objectives and actions in each of the government's strategic priority areas is supporting rather than principal. The Commissioner has a critical role in providing appropriate employment conditions, employee capability and leased property frameworks enabling objectives to be achieved.

The relationship between the program activity areas of this Office and the government's strategic priorities are identified as follows:

1. Corporate Management

- providing advice to Government and Chief Executive Officers, particularly on employment, employee capability and working environment implications
- providing quality and accessible regional advisory services on employment-related and leased property matters
- publishing information regarding Northern Territory Public Sector employment using a range of print and electronic media resources.

2. Employee Relations

- developing and implementing industrial awards and agreements to increase the flexibility of employment practices, mobility of employees and workplace reform
- developing and implementing policies promoting cultural diversity as an asset in the workplace
- continuing workplace reform in the Power and Water Authority.
- developing strategies to enhance recruitment and retention, especially in remote localities.

3. Employee Development

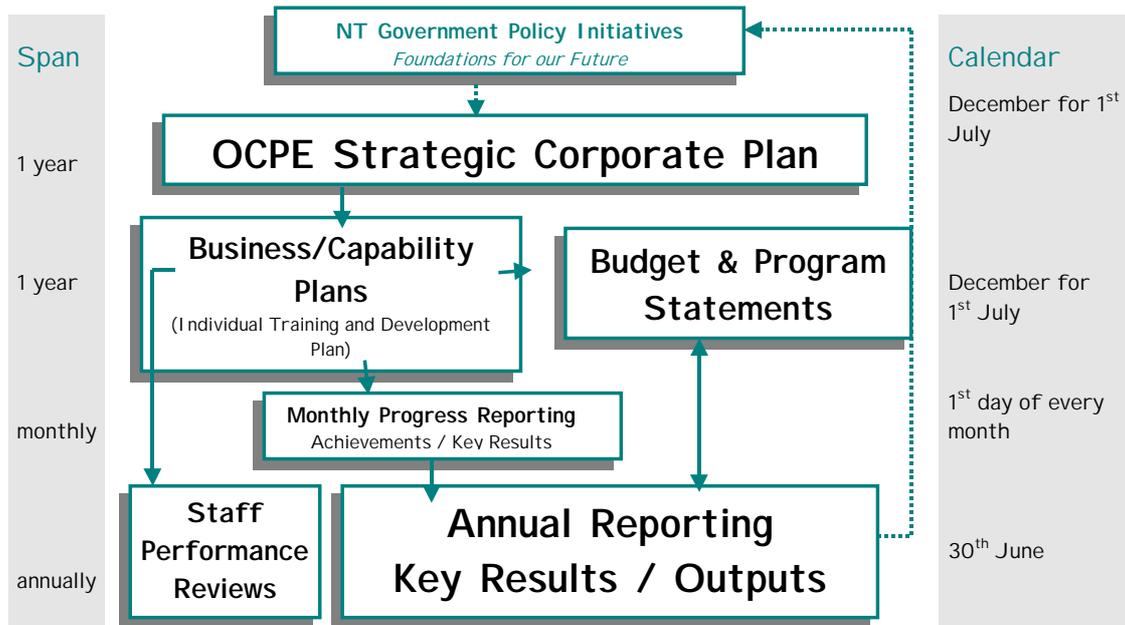
- developing organisational and individual capability to meet the challenges of Territory and Commonwealth Government reforms
- developing strategic leadership capabilities across the NTPS and fostering continuous learning opportunities for all employees.



4. *Property Management*

- leasing and managing private sector owned buildings for use by NT Government agencies.

Planning & Management Cycle



AUDITS

The Office’s audit cycle has two components:

1. audits conducted by the Northern Territory Auditor referred to as General Agency Compliancy Audits
2. audits determined by Management Board and conducted by Strategic and Audit Services. These Internal audit reports are presented to the client management while external reports are presented to the Legislative Assembly.

In addition each business area conducts regular program reviews and these are detailed in the activity report for each program activity. (Section 3 page 25)



GENERAL AGENCY COMPLIANCY AUDITS

1. Property Management.

Objective	<ul style="list-style-type: none"> to ascertain whether the process for the procurement of leased property provides reasonable assurance that there is compliance with prescribed requirements.
Findings	<ul style="list-style-type: none"> that the agency has systems in place to ensure the leasing of property from the private sector provides value for money and meets the needs of Government agencies. process for the procurement of leased property provides reasonable assurance that there was compliance with prescribed requirements. systems are in place to ensure the leasing of property from the private sector provided value for money and matched the needs of Government Agencies.
Office Response	<ul style="list-style-type: none"> the recommendation that Community Service organisation lease costs be separately identified in future annual reports will be implemented as soon as practicable.

2. Corporate Services – Agency Compliance Audit

Objective	<p>This audit resulted from Treasurer's Direction Part 3, Section 1 and the Procurement Directions:</p> <ul style="list-style-type: none"> to ensure that financial resources allocated for the internal control systems operating within the Office are managed by the appropriate accountable officer.
Findings	<ul style="list-style-type: none"> subject to the exceptions below, the accounting and control procedures examined provide reasonable assurance that the responsibilities of the Accountable Officer as set out in the Treasurer's Directions and Procurement and Directions will be met, if those systems continue to operate in the manner noted in the audit. The exceptions were: <ul style="list-style-type: none"> The Accounting and Property Manual is not complete physical assets procedures are not always in compliance with the Treasurer's Directions Service Level Agreements with Department of Corporate and Information Services are not yet finalised.
Office Response	<ul style="list-style-type: none"> Discussions with Department of Corporate and Information Services have been initiated to finalise the Service Level Agreements and review asset procedures. areas omitted from the Accounting and Property Manual will be included during the next reporting period.

**INTERNAL AUDITS**

A Service Level Agreement was signed with Strategic and Audit Services in September 2000 and as part of its governance responsibilities and ensuring accountability and transparency of process, the Management Board instigated and oversaw the following audits:

1. strategic review of the corporate plan – completed
2. review of Business Risk Assessment and Audit – deferred. It is anticipated that this will now be completed following the amalgamation of this Office and the Northern Territory Employment and Training Authority
3. Business Applications Unit – delayed until 2001/02.

Human Resource Accountability

STAFFING MATTERS

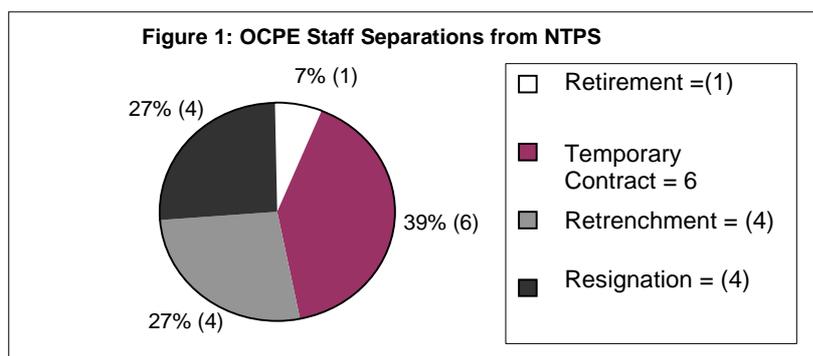
Year Designation	1999			2000			2001		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
AO1	3	0	3	4	1	5	1	1	2
AO2	8	0	8	11	1	12	5	1	6
AO3	3	2	5	4	0	4	10	1	11
AO4	9	2	11	14	2	16	11	3	14
AO5	3	0	3	5	1	6	1	1	2
AO6	9	4	13	11	4	15	18	4	22
AO7	5	7	12	4	7	11	7	7	14
AO8	3	1	4	5	2	7	3	2	5
EO1	1	1	2	1	1	2	2	1	3
ECO1	1	2	3	1	2	3			
ECO2							1	2	3
ECO6	0	1	1	0	1	1	0	1	1
P2	0	1	1	0	1	1	0	1	1
ET6	1	0	1	0	0	0			
TAT	0	0	0	0	1	1	0	0	0
Sub-Total	45	22	68	60	25	85	59	25	84
TAT (sector-wide)	0	0	0	36	33	69			
TOTAL	45	22	68	96	58	154	59	25	84

OCPE Staff by Gender and Classification



The table on the previous page reflects all staff employed within the Office of the Commissioner for Public Employment as at the 30th June 2001. In previous years this included all trainees employed as part of the School Leaver Apprenticeship Program by Northern Territory Public Sector agencies. Trainees' salaries were previously paid by this Office. However each agency is now responsible for all staffing matters, including salaries related to the employment of the School Leaver Apprentices.

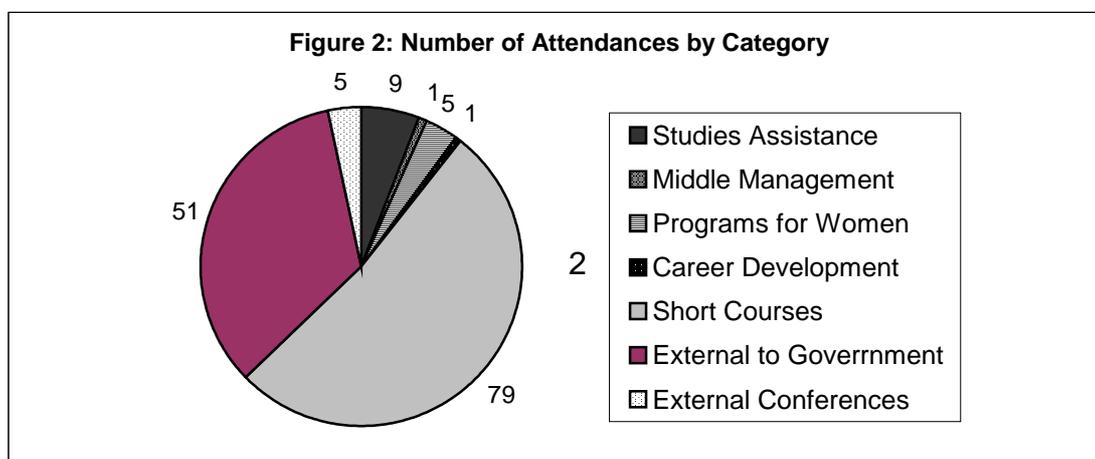
Fifteen staff from this Office left the sector for a variety of reasons including retirement and completion of temporary contractual arrangements. The following chart (Figure 1) illustrates these reasons as a percentage of the total number of separations (15).

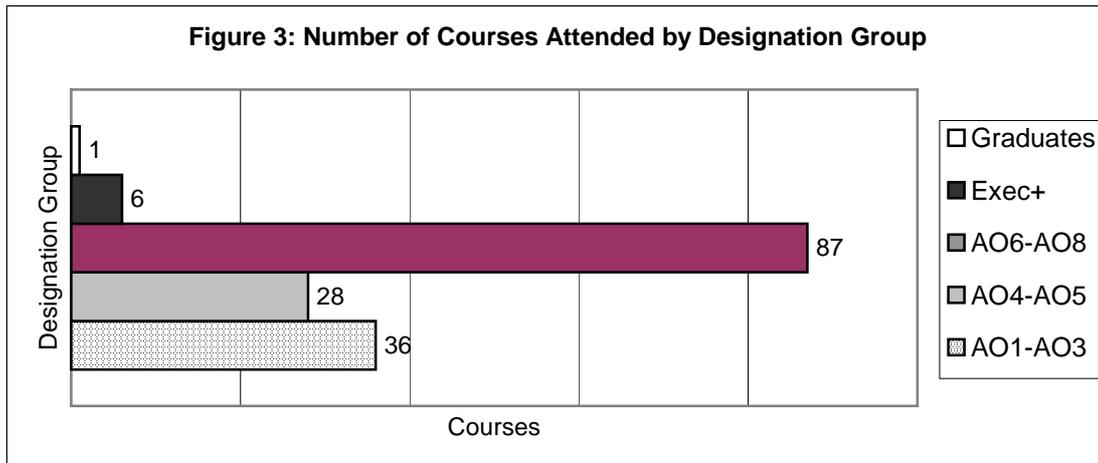


STAFF DEVELOPMENT

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. During the reporting period agency staff were particularly encouraged to attend the new Merit Selection Guide programs and all new staff attended a Cross Cultural Awareness program unless they had attended a program as part of their previous employment.

Figure 2 reflects the number of staff who participated in learning opportunities and the types of opportunities available.





Sixteen requests for formal study were also supported in fields such as Advanced Business Diploma, Master International Management and Diploma in Communication.

Attendance at local seminars and interstate conferences assisted staff to keep abreast of current and emerging trends in human resource and property management issues.

Expenditure on training and development has reduced during the year for a number of reasons including:

- changes to the internal procedure relating to the definition of training and development expenses
- strengthening the decision making process by Management Board and utilisation of an *essentiality test* for all operational expenditure including training.

The Office was represented at three corporate cup events namely Golf, Volleyball and Touch Football. The Office also supports a group of staff in the local softball competition.

PERFORMANCE MANAGEMENT

Performance Management remains an intrinsic part of normal staff supervisory and management practices. However the review of the Strategic Corporate Plan necessitated a postponement of formal performance reviews. This will be a high priority area during the next reporting period.

EQUAL EMPLOYMENT OPPORTUNITY

The Office is fully committed to the principles of equality of opportunity within all areas of employment, promotion and professional development.

This commitment extends to all current employees through access to employment entitlements as well as to potential employees by ensuring that equal opportunity principles are applied during all recruitment and selection processes.



The Office values the diversity of its employees. Productivity and creativity of the Office is enhanced by the involvement of a diverse range of employees and making full use of these differences contributes to good business management practice.

The review of the Equity and Diversity plan was completed and an *Equity and Diversity in Employment Management Program* developed. This plan fulfils the legislative requirements and demonstrates commitment to providing equal employment opportunity to all staff and to valuing the diversity of employees. The Program is available for all staff and forms an important component of the new staff induction process. The plan's focus is on capturing diversity as the concept maintaining the basic principles of EEO but stretches beyond them by putting a new emphasis on the importance of valuing workplace difference as good management practice.

The overall goal of *Equity and Diversity in Employment Management Program* is to promote equality of opportunity for all employees in line with government policy and the requirements of Northern Territory legislation by:

1. Raising commitment and awareness of the *Equity and Diversity in Employment Management Program* in the Office.
2. Developing policies, procedures and guidelines which encompass Equal Employment Opportunity principles, details of which are contained in the Code of Conduct booklet that is issued to all staff.
3. Recognising that cultural diversity is an asset.
4. Providing flexible work arrangements that recognise people with special needs.
5. Giving priority to the implementation of the Northern Territory Public Sector *Aboriginal Employment and Career Development Strategy*.

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

There were no reports of sexual harassment, grievances or promotion appeals during the reporting period.

OCCUPATIONAL HEALTH AND SAFETY

During the reporting period, five workplace inspections were conducted following reports from staff that they were experiencing discomfort while at their workstations. All recommendations were addressed.

Five accidents were reported during the year, with appropriate action taken to reduce the possibility of the accident re-occurring. No motor vehicle accidents involving government vehicles were reported.



The Occupational Health and Safety Committee remains committed to ensuring that employees are briefed on Occupational Health and Safety issues. Achievements of the committee included:

- implementation of *Well Mind, Well Body Well Workplace Strategy* which demonstrates commitment to a supportive working environment, optimal workplace health and safety and general health and wellbeing issues
- publication of quarterly *Handy Hints* for distribution to all employees
- provision of quarterly reports to 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 continues to support the development of young Territorians as employees through structured employment and training programs such as cadetships, traineeships and graduate programs. The Office provided on-the-job training and support for two graduate trainees, a trainee from Project Employment and one Aboriginal and Torres Strait Islander Cadet.

In addition the Office hosted one (1) student on work experience placement and provided vacation employment for two (2) students.

Prizes, Awards and Scholarships

The Office 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
- Highest Overall Performance in the Diploma of Business (Administration).

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

- sponsorship of the Northern Territory Division of the Institute of Public Administration of Australia (IPAA)
- under the auspices of an AusAID program, the Commissioner and Director, Employee Development, provided consultancy services to the Government of Samoa, assisting with the development of a new human resource framework for their public sector. This involvement supports the Northern Territory Government's commitment to forging strong regional ties with South East Asia
- financial sponsorship of a Year 12 E-team project group
- Ongoing assistance with the establishment of a Chair of Governance at the Northern Territory University.



PERFORMANCE REPORTS

Report Against Future Directions 1999/2000

In the 1999/2000 Annual Report 10 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. *Identifying and developing in partnership with agencies, human resource management strategies and capability plans linked to the strategic directions of Foundations for Our Future*

The Office, through the Employee Relations business area provided advice to public and private sector employees on a range of human resource management issues including conditions of service, employment conditions and redeployment. This area also provided extensive organisational change consultancy services including examining workloads, developing flexible overtime arrangements, and reviewing existing staffing arrangements and possible restructured arrangements.

A framework has been developed, through the Employee Development business area to assist agencies with capability planning. The framework provides an intervention allowing agencies to develop a strategic capability plan. The strategy includes a review of the core business and strategic intent of the agency, a review of strategies to deliver the core business and an identification of current gaps in capability.

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.*

During the report period a further seven (7) Northern Territory awards have been simplified in line with the requirements of the Commonwealth Workplace relations Act. The Office has finalised enterprise agreements for a diverse range of employees including Medical officer and Port employees. The office has commenced negotiations and consultations for all agreements due for renewal in 2001/02.

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

The Office maintains a wide range of networks and affiliations, both formal and informal ensuring staff exposure to current developments and initiatives related to human resource management and adult development practices.

The office has been represented at a range of conferences and forums including Labour Ministers' Conference, Commissioners' Conference and Interstate HR Directors Conference.



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*

The Office provided advice to agencies on appropriate employee development initiatives including acceptance of the value of diversity, equity and merit. A number of Employment Instructions and Determination were issued aimed to increase flexible working arrangements, reflect changes in recruitment and selection practices resulting from the review, and enabling trainees to be appointed on conclusion of temporary contract without advertising.

The Office initiated a review of the *Aboriginal Employment and Career Development Strategy* and expanded the membership of the Indigenous Workforce Issues Working group to ensure adequate representation and capacity to identify and address issues of concern for Aboriginal and Torres Strait Islander employees throughout the sector.

The Public Sector Consultative Council established the Equity, Diversity and Flexibility Standing Committee with responsibility for developing sector wide workplace initiatives for Equity, Diversity and Flexibility.

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

The *Professional Issues Working Group* surveyed employees to identify issues of concern relating to recruitment and retention. The survey completed by the Public Sector Consultative Council Remote Localities Working Party provided a range of information and data to enhance recruitment and retention programs.

The FutureWork taskforce was initiated to develop a clearer understanding of the future work environment and identify and analyse key issues.

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

The Office facilitated delivery of a range of programs and activities within five broad classifications including Executive, Middle Management and Career Development

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

Chatrooms have been set up for the leadership and middle management development programs to enable the effective liaison of participants throughout the Northern Territory.



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

The Joint Training Advisory Council endorsed the Northern Territory Implementation Strategy for the National Public Services training package. The package provides clear pathways for employees through nationally accredited qualifications.

The Learning Centre has published its calendar of programmed short-course activities. Information on these development opportunities is available on the Intranet, the Internet, and as a comprehensive folder of printed material

A comprehensive calendar of programmed activities reflecting identified needs from agencies has been offered in the following clusters:

- Personal Effectiveness
- People Management
- Organisational Effectiveness
- Strategic Management
- Customer Management
- Governance
- Occupational Health and Safety

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*

Several new career development courses have been introduced in 2001. Career Planning Introduction and Career Planning Intermediate courses have been offered throughout the Northern Territory and provide opportunities for participants to gain the skills and knowledge to actively manage their own careers.

The Office developed and implemented programs to assist individuals actively seek opportunities to manage their own careers and recognise that action learning and real experience are critical to individual development.

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.*

During the reporting period improvements were made in property management and recording systems enabling the office to maintain support services costs as a ratio of the accommodation programs under the industry average benchmark of 4 per cent. The Office continued to utilise audit reports to ensure property leased met statutory requirements.



Activity Reports

The activities of the Office of the Commissioner for Public Employment fall within four Budget Activities, divided into eight key programs as depicted below.

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

Corporate Management

- Executive
- Information Management
- Corporate Services

Employee Relations

- Employee Relations
- Promotions Appeal Board

Employee Development

- Employee Development

Property Management

- Support Services
- Accommodation

This section provides:

- detailed information on each Program's budget allocation and expenditure
- the Outcome(s) to which they contribute
- details of the activities and budget associated with each Output to achieve the Outcomes.

CORPORATE MANAGEMENT

The primary functions of the Corporate Management Activity relate to the provision of advice to Government and CEOs, in addition to ensuring the effective performance of the Agency through the provision of quality corporate and information services that support the strategic direction.

BUDGET ALLOCATION AND EXPENDITURE

EXECUTIVE – ACTUAL EXPENDITURE - \$543,000

No additional allocation was sought during the year and staffing remained stable. Operational expenditure was down by 29.9 per cent compared to last year. This is attributed to reduced document production and legal costs. A one-off transfer of allocation to Employee Development was approved.

INFORMATION MANAGEMENT – ACTUAL EXPENDITURE - \$407,000

Additional Allocation was sought during the year for provision of two additional staff however the proposal was not approved. Operational expenditure was down 14.5 per cent when compared to last year's expenditure and can be attributed to two areas:

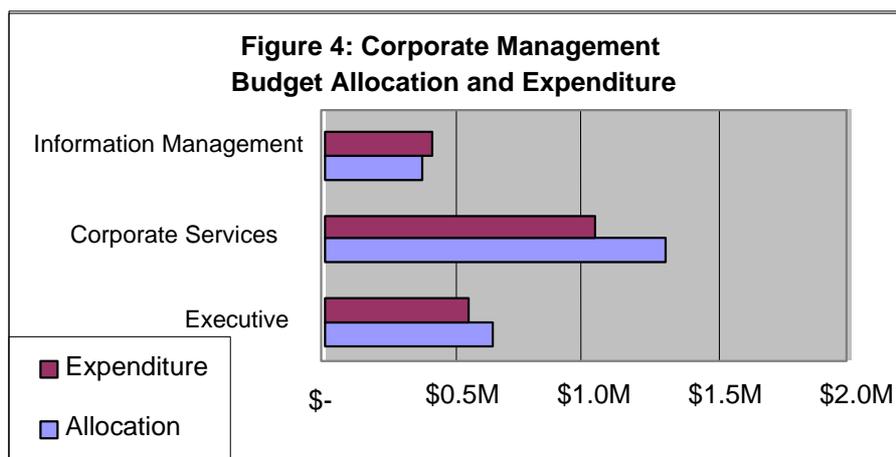
- efficiencies now being fully realised by moving to a 'thin client' Information Technology infrastructure in 1998/99, with hardware purchases significantly reduced
- the postponement of the web development project



CORPORATE MANAGEMENT – ACTUAL EXPENDITURE \$1.031 MILLION

No additional funding was sought during the year, although staffing was increased by one AO3 in the Records area, and one job was upgraded. Budget cover has been achieved through a long-term worker's compensation employee reaching retirement age.

Operational expenditure was down 1.2 per cent when compared to last year. Some expenses increased, specifically vehicles and communications, but overall a reduction was achieved in other areas. Record storage costs of \$511.00 per month have been included for the first time and will be absorbed within the existing budget.



Executive

The program's objectives are to lead the Agency in pursuing its mission by determining the overall strategic direction and policy framework for the Agency; directing and coordinating the operations of the agency; ongoing monitoring of Agency performance; and providing advice to Government and CEOs. The program also includes provision of regional advisory services.

KEY OUTPUTS

1. Leadership and Management

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and Chief Executive Officers particularly regarding employment and working environment implications arising from Foundations for our Future.

More effective management of the Agency.

Best practice employment framework.



ACTIVITIES TO ACHIEVE OUTCOMES

Provided advice and assistance in the effective management and development of all employees through both written and verbal communication.

Conducted investigations related to Labour Inspectorate and *Annual Leave Act*, as required, including seeking independent legal advice.

2. Policy Advice

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

Continued provision of accessible quality advice within regions.

Best practice employment framework.

ACTIVITIES TO ACHIEVE OUTCOMES

Provided advisory services to all employees relating to effective management and development initiatives.

Presented briefings and presentations for regional staff relating to employee development and employment conditions.

Provided advice on employment issues including recruitment conditions of service, redeployment and redundancy arrangements as a result of the outsourcing of Information Technology functions.

REGIONAL ADVISORY SERVICE

3. Regional Advisory Service

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

Continued provision of accessible quality advice within regions.

Best practice employment framework.

ACTIVITIES TO ACHIEVE OUTCOMES

Provided advisory services to all employees, including regional employees relating to effective management and development initiatives, employment issues. This has included the provision of advice on recruitment, redundancy arrangements as a



result of the outsourcing of Information Technology functions, redeployment and conditions of service.

Conducted investigations related to Labour Inspectorate and *Annual Leave Act*, as required including seeking independent legal advice.

Supported *Alice in 10* projects including Event Destination and the Development of a Convention Centre.

4. Ministerial Briefings

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

ACTIVITIES TO ACHIEVE OUTCOMES

Responded to 93 Ministerials received from the Minister and generated 182 Ministerials for consideration by the Minister. Issues included:

- seeking approval for building lease renewals
- seeking approval for lease negotiations (new leases)
- briefings/updates on Enterprise Bargaining negotiations
- seeking approval for overseas and interstate travel
- briefing on public sector staffing levels
- appointment of Chair to Disciplinary and Inability Appeal Boards
- briefings on various issues such as redeployment, PIPS revitalisation, traineeships, Public Sector Management Course.

Provided comments and advice in response to 62 draft cabinet submissions.

5. Other Initiatives

Continuing advice to Samoan Government via AusAID Project.

Information Management

The program's objective is to provide efficient information management to the Agency.

The program also coordinates the strategic planning and corporate reporting framework and processes.



KEY OUTPUTS

1. Publications, including web sites

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

More effective management of the agency.

Continued provision of accessible quality advice within regions.

Best practice employment framework.

ACTIVITIES TO ACHIEVE OUTCOMES

Monitored development of all information products produced by the business areas to ensure a consistent and professional corporate standard was maintained and cost effective production achieved.

Arranged the development and production of all agency publications designed externally or printed by the Government Printing Office, including sector wide bulletins.

Managed and published all information products on the agency's web sites.

Arranged publication and distribution of information products both in print and electronic media, allowing regional Northern Territory Public Sector employees, to have access to timely and accurate information.

2. Information Technology Plan

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

More effective management of the Agency.

Continued provision of accessible quality advice within regions.

ACTIVITIES TO ACHIEVE OUTCOMES

Provided advice to the Department of Corporate and Information Services to support the development and implementation of sector wide policies, particularly in regard to the implications of outsourcing and privacy protection of employee information.



Completed an upgrade of the Window Terminal Servers' performance in terms of processing capacity and memory in July 2001.

Purchased new business application server to be used as a dedicated server for hosting all business databases.

Coordinated the enhancement and development of numerous business databases, to support the effective delivery of services by the agency:

- Executive – Ministerial Register, Cabinet Decisions, Executive Contracts
- Corporate Services – Human Resource Training and Development
- Learning Centre – on-line discussion database, Course Tracking Database
- Property Management – tender for development of new Property Management System (to be completed in 2001-02)

Ensured the provision of an efficient and appropriate Information Technology environment that supported the delivery of services by the agency, including continued timely and accessible communication with regions.

Ensured all new staff were provided with an induction on the appropriate use of the file server and desktop devices.

Ensured the agency's information technology environment, including verification of all software and hardware assets was completed prior to implementation of outsourcing arrangements scheduled for 1 July 2001.

3. Information and Records Management Strategies

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

More effective management of the Agency.

Continued provision of accessible quality advice within regions.

ACTIVITIES TO ACHIEVE OUTCOMES

Purchased an additional 21 TRIM licences, bringing the total number of licenses to 46, enabling more than 50 per cent of office staff to have desktop access to the records system.

Provided advice and guidance to Corporate Services records staff on use and review of the Office Thesaurus.

Ensured all new staff were provided with an induction on the appropriate use and storage of electronic information on the file server and record management practices.



Arranged publication and distribution of information products both in print and electronic media, allowing all Northern Territory Public Sector employees, including those in regions, to have access to timely and accurate information.

Developed monthly reporting framework to enable monitoring and reporting of business areas' achievements against agreed outputs.

OTHER INITIATIVES

Continual monitoring and review of the corporate systems, policies and procedures to ensure agency business needs are supported and compliance with whole-of-government standards.

Continued analysis of agency impact and managed implementation of information technology outsourcing program in accordance with whole-of-government initiatives.

Corporate Services

The program's objectives are to provide efficient and effective corporate services to the Agency.

The program also jointly coordinates the strategic planning and corporate reporting framework and processes.

Key Outputs

1. Budget Management and Financial Services

Linkages to Outcomes in Budget Paper No 2

Enhanced level of advice to Government and CEOs particularly regarding employment and working environment implications arising from Foundations for our Future.

More effective management of the Agency.

Best practice employment framework.

ACTIVITIES TO ACHIEVE OUTCOMES

Revised processing guidelines to ensure compliance with Australian Taxation Office requirements following the introduction of the Goods and Services Tax.

Utilised the *Government Accounting Receivable Module* to achieve savings in productivity by removing double handling of invoices between two systems, automated reminder notices and simplified credit management processes and procedures.

Finalised 3,094 invoices with only 41 outstanding at the end of the financial year.



Reviewed personnel and internal operational requirements with transfers of budget allocation to the appropriate area. For more details refer to the Financial Narrative Section 5.

Consulted with agencies and agreed that from 1 July 2001 the Government Printing Office would negotiate on a user pays model instead of this Office holding the funding allocation for the production the Government Gazette.

2. General Records Management and Office Services

Linkages to Outcomes in Budget Paper No 2

More effective management of the Agency.

ACTIVITIES TO ACHIEVE OUTCOMES

Focused on completing retention schedules, improving records management knowledge and the identification of records for TRIM.

Provided TRIM training allowing 21 new users to search and track correspondence and records.

Reviewed Thesaurus to ensure terms better reflect the business of the agency.

Completed retention schedules for:

- Discipline and Inability Appeals Records
- Property Management

Reviewed and documented procedures for registering incoming and outgoing correspondence.

Developed and distributed TRIM user guides for staff.

3. Personnel Management and Staff Development

Linkages to Outcomes in Budget Paper No 2

More effective management of the Agency.

Continued provision of accessible quality advice within regions.

Best practice employment framework.

ACTIVITIES TO ACHIEVE OUTCOMES

Revised staff induction format and provided orientation support to new 15 staff.

Reviewed and developed or revised policies and procedures including:

- *Equity and Diversity in Employment Management Program*
- *Acceptance of Gifts*
- Occupational Health and Safety including
 - *Emergency Evacuation Procedures*
 - *Cyclone Procedures.*



Current reviews for completion and inclusion in the next annual report period include:

- *Working from Home Policy* and procedures
- Employee Attitude Survey
- *Recruitment and Probation Policy* and procedures
- Exit interviews.

Implemented new Human Resource Development database to capture participation in training and development activities.

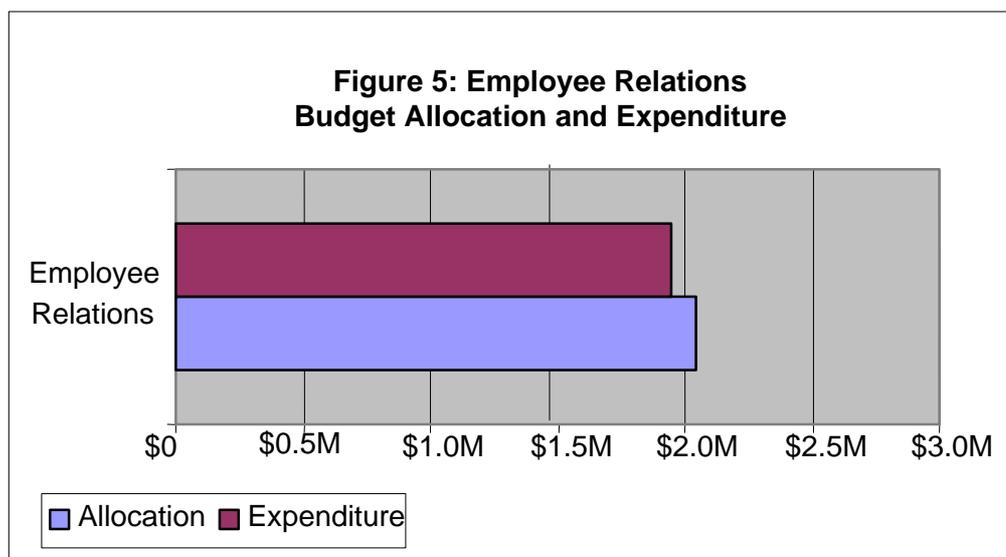
Performance Management Reviews and recording of capability requirements identified in the capability planning process.

Developed a Business Planning package during the latter part of the year incorporating a business plan, capability plan and individual capability plan.

Employee Relations

The primary functions of the Employee Relations activity are to:

- *Plan, develop and review policies and strategies that facilitate implementation of best practice people management across Northern Territory Public Sector*
- *Develop and negotiate Government input to a range of national employee relations reform agendas*
- *Administer legislation in relation to annual leave, public holidays and long service leave for both Territory public and private sectors*
- *Initiate and negotiate industrial relations policies and practices that provide flexible and productive workplaces; and*
- *Provide impartial and responsive review and appeal mechanisms for resolution of employee grievances.*





EMPLOYEE RELATIONS

The program's objectives are to plan, develop and review policies and principles that provide leadership, advice and support for effective management of employees in the public sector.

Key Output

1. Public Sector Employment and Management Act by-laws, employment instructions, and determinations

Linkages to Outcomes in Budget Paper No 2

A policy framework that encourages innovation and flexibility in the management of public sector employees.

Stronger, more effective relationships with the Commonwealth Government and private sector stakeholders.

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

Promotion appeal and grievance review services that assist employees to resolve issues without recourse to external bodies.

ACTIVITIES TO ACHIEVE OUTCOMES

Monitored the effectiveness of the Act and provided regular feedback, both formal and informal, to Chief Executive Officers and human resource practitioners across the sector.

Increased flexibility and innovation through Employment Instructions providing best practice policy guidelines for Chief Executive Officers and employees in addition to legislative mechanisms for the implementation of quick and responsive human resource management solutions, such as tailored variations to terms and conditions of employment.

Developed employment related policy and streamlined procedures in partnership with the Performance Improvement Unit of the Department of Corporate and Information Services including:

- payment of higher duties on termination
- accommodation allowance in conjunction with fares out of isolated locations
- conversion of sick leave entitlements between part time and full time employment
- shift penalty payments in relation to workers' compensation.

EMPLOYMENT INSTRUCTIONS

Developed and implemented amendments including:

- Section 5A *Employment Instruction 1 – Advertising, Selection, Appointment, Transfer and Promotion* to clarify eligibility for employment. This instruction EI1 now includes the criterion that a person who has previously accepted voluntary retrenchment is not eligible for re-employment in the Public Sector for a period of two years.



- *Employment Instruction 11 – Equal Employment Opportunity Management Programs* updated to reflect changes resulting from the review of recruitment and selection practices.

DETERMINATIONS

Issued nine General Series Determinations for distribution across the sector including:

- implementing salary increases provided for by Certified Agreements
- implementing arrangements for more flexible use of personal leave recognising changing requirements to meet employees personal circumstances, technological advancements and the changing nature of work
- accelerated incremental advancement for Graduate trainees
- remote localities provision reviewed
- allowance made for employees performing Aboriginal interpreting services
- Executive Contract Officers' terms and conditions reviewed and a new determination issued.

Issued 125 restricted Determinations applicable to classes of employees and individual employees, including:

- payment of skills and market allowances to individual employees
- implementation of employment solutions in existing and emerging service delivery areas
- implementation of terms and employment conditions for employees at the Katherine Sobering-up Shelter, Youth Development Workers at Territory Health Services, Power Station operators at Power and Water Authority and Northern Territory Public Sector employees undertaking duties in East Timor.

PUBLIC SECTOR INSTRUMENTS

Developed as a mechanism for further devolution of the Commissioner's functions and powers to Chief Executive Officers.

Issued nine *General Series Instruments* addressing issues such as approvals to:

- appoint Aboriginal and Torres Strait Islander Cadets and trainees without advertising
- approval to renew fixed periods of employment for trainees and base grade designations.

Issued 22 *Restricted Instruments*:

- approvals to Chief Executive Officers to renew fixed employment periods for agency specific designations
- authority to select without advertising for positions including Aboriginal interpreters, base grade teaching, nursing designation and customer service officers at the Motor Vehicle Registry.

Implemented revised annual reporting framework to enable reporting in accordance with the Act (page 66), which is intended to reduce the administrative workload to document compliance.



Continued inter-sectoral consultation and provided advice through informal and formal mechanisms including Commissioners' Conference, Human Resource Directors' Conference and the Equal Employment Opportunity Directors' Conference.

2. Enterprise Bargaining Agreements and Industrial Awards

Linkages to Outcomes in Budget Paper No 2

Enterprise agreements that promote continuous improvement and increased productivity through consultation and negotiation.

Stronger, more effective relationships with the Commonwealth Government and private sector stakeholders

ACTIVITIES TO ACHIEVE OUTCOMES

Enterprise Bargaining

Concluded Enterprise Bargaining Agreements for Medical Officers and the Darwin Port Corporation. Both Agreements expire in 2003.

Commenced negotiations and consultations to renew the following agreements:

- Northern Territory Public Sector 2001 Certified Agreement (including Nurses, Firefighters, Prison Officers, Bus Drivers and most Physical employees) due to expire on 9 August 2001
- Northern Territory Public Sector Teachers and Educators Certified Agreement 1999 due to expire on 9 August 2001
- Northern Territory Police Consent Agreement 2001 due to expire on 4 July 2001.

PROFESSIONAL ISSUES WORKING PARTY

A joint management and union-working group established to consider issues of concern to employees in the professional stream. The working party gathered statistical information and is preparing a survey of all professionals to assist identify issues of concern.

REMOTE LOCALITIES WORKING PARTY

Developed and distributed sector wide attitudinal survey to develop strategies to enhance recruitment and retention incentives for remote areas. Outcomes of the survey will now be built into a comprehensive review of remote area conditions and classifications planned to take place in 2001/02.



AWARD SIMPLIFICATION

Simplified the following awards in line with the requirements of *The Workplace Relations Act (Commonwealth)*:

- Northern Territory Public Sector (General Conditions of Service) Award 2000
- Medical Officers (Northern Territory Public Sector) Award 2001
- Nurses (Northern Territory Public Sector) Award 2001
- Redundancy Provisions (Northern Territory Public Sector) Award 2001
- Professional Engineers (Northern Territory Public Sector) Award 2001
- Northern Territory Professional Engineers (Power and Water Authority) Award 2001
- Fire and Rescue Service Employees (Northern Territory) Award 2001

3. Representation before the Australian Industrial Relations Commission (AIRC) and Police and Prison Officer Tribunals

Linkages to Outcomes in Budget Paper No 2

A policy framework that encourages innovation and flexibility in the management of public sector employees.

Stronger, more effective relationships with the Commonwealth Government and private sector stakeholders.

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

ACTIVITIES TO ACHIEVE OUTCOMES

Fifty representations before the AIRC on various matters including:

- award simplification
- termination of employment
- classification issues.

Submissions to major cases including:

- 2001 Safety Net review
- the ACTU's *reasonable hours* test case.

Three appearances before the Prisons Arbitral Tribunal in relation to staffing levels.

Two appearances before the Police Arbitral Tribunal for interpretations on conditions of employment.

Provided independent secretariat services for Police, Prison Officers' and Senior prison officers Arbitral Tribunals which determine the terms and conditions of employment for the respective employment groups.



Police Arbitral Tribunal handed down two decisions relating to payment of expenses on transfer and the interpretation of provisions relating to expenses on transfer.

Prison Officers' Arbitral Tribunal handed down one decision relating to minimum weekend staffing levels at the Darwin Correctional Centre. The Tribunal declined to mandate minimum staffing levels.

4. Policies, Procedures and Publications

Linkages to Outcomes in Budget Paper No 2

A policy framework that encourages innovation and flexibility in the management of public sector employees.

Enterprise agreements that promote continuous improvement and increased productivity through consultation and negotiation.

Strategies to enhance recruitment and retention, especially in remote localities. Stronger, more effective relationships with the Commonwealth Government and private sector stakeholders.

ACTIVITIES TO ACHIEVE OUTCOMES

Developed and commenced initial promotion of *Building Our Future* initiative to deliver on the Northern Territory Government's policy platform and keep the Public Sector up-to-date, skilled and effective in response to the drivers of change.

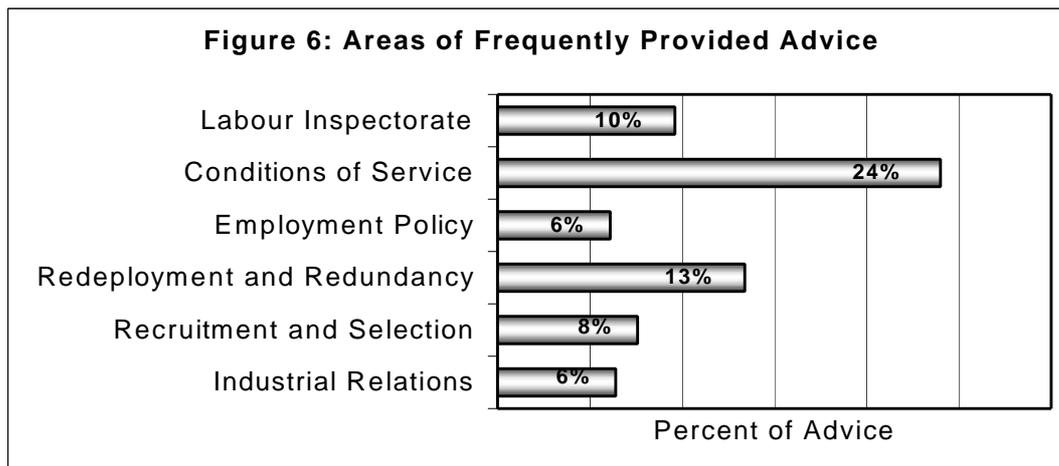
The *FutureWork Taskforce* project was also initiated and is one of the mechanisms that fit within the ambit of the *Building Our Future* concept.

The Taskforce's overall project objective is to develop a clearer understanding of the future work environment and identify and analyse key issues from both an employee and agency perspective, taking into account the financial implications of any variation to current practice.

Contributed to sector-wide employee relations' outcomes through providing advice in all key employment areas. Areas of frequently provided advice to both public sector and private sector stakeholders are shown in Figure 6.



Figure 6: Areas of Frequently Provided Advice



Provision of organisational change consultancy service including:

- examination of workloads and development of a new structure and operating systems for Anti Discrimination Commission
- development of staffing options and more flexible overtime arrangements for Department of the Chief Minister (Government House)
- restructure of the Department of Industries and Business, including Territory Business Centres, Racing, Gaming and Licensing and Regional Development
- review of staffing and possible restructure of the Office of the Ombudsman and the Health and Community Services Complaints Commission
- review of nurses' career structure with Territory Health Services.

Chaired quarterly meetings of the Public Sector Consultative Council and provided secretarial support and overall coordination for joint working parties on:

- equity and diversity
- remote locality conditions
- Indigenous workforce issues
- FutureWork Taskforce
- professional issues

Participated in cross agency working parties including:

- development of procedures for a salary sacrifice to superannuation scheme
- commenced review of the *Aboriginal Employment and Career Development Strategy*
- remote area housing.

Partnered agencies to develop a range of publications and communication tools including:

- recruitment policy for job descriptions
- report into recommendation 4 of the *Paech Recruitment Review-Development of an Northern Territory Public Sector Entry Level Program*
- new *Job Evaluation Scheme* Boundaries for Power and Water Authority following restructure
- a series of brochures on Flexible Work Practices



- publication of sector-wide Determinations on this Office's internet site
- Enterprise Bargaining Bulletins and Agreements
- bulletins on a range of employment relations issues
- electronic 'mail outs' to agency human resource contacts communicating and highlighting human resource management issues and information
- hosted the Human Resource Forum each quarter providing an opportunity for the Commissioner and staff to exchange information and discuss developments in human resource management practices. Forums are well attended and topics have included:
 - Building our Future
 - Salary sacrifice to superannuation provisions
 - Career Planning
 - Redeployment strategies
 - Streamlining recruitment
 - Industrial relations and enterprise bargaining developments
 - Training initiatives and developments
 - FutureWork taskforce.

Continued to manage the Employee Entitlement Support Scheme, in partnership with the Commonwealth, which acts as a safety net for employees entitlements in the event of employer insolvency and provides for payments up to a maximum of \$20,000 per employee.

Provided comments to the Commonwealth Australian Bureau of Statistics views on appropriate classification systems for determining remoteness in Australia.

Participated in a review of the Commonwealth's Employee Entitlements Support Scheme under the auspices of the Workplace Relations Ministerial Council with the working party due to finalise its report to that body in September 2001.

Provided advice to private sector stakeholders related to labour inspectorate, *Public Holidays Act, Annual Leave Act and Long Service Act*.

Finalisation of 18 formal investigations relating to *Annual Leave Act* and *Long Service Leave Act*.

Hosted visits from two overseas study groups:

- Philippines delegation spent 1.5 days learning about human resource frameworks, issues and systems
- Vietnam delegation spent 0.5 days with representatives from this Office.

Prepared sector wide response to International Labour Organisation (ILO) request for submissions on international labour standards.



5. A job evaluation system and equal employment opportunity strategies including Aboriginal and Torres Strait Islander employment and career development

Linkages to Outcomes in Budget Paper No 2

A policy framework that encourages innovation and flexibility in the management of public sector employees.

Stronger, more effective relationships with the Commonwealth Government and private sector stakeholders.

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

ACTIVITIES TO ACHIEVE OUTCOMES

Job Evaluation System

Conducted audit in line with licensing agreement with a focus on examining 42 positions. The auditors met with the occupants of nominated positions to review work content.

The audit found that:

- the incidence of evaluations missing documentation had improved and
- documentation quality remains sound with evaluation profiles generally satisfactory.

Revised Job Evaluation Scheme Boundary points were developed in conjunction with the Power and Water Authority as a result of changed classification systems following restructuring.

Identification of a reduction in anomalies associated with recording, administration and evaluation of jobs.

Ongoing consultation with Department of Corporate and Information Services to pinpoint additional problem areas and identify measures to rectify the problems.

Presentation to Philippine Regional Municipal Development program of the Job Evaluation Scheme Program.

EQUITY AND DIVERSITY

Continued emphasis on valuing workplace difference and promoting a culture of workplace equity and diversity through the following achievements:

- established Equity Advisors Network to facilitate the flow of current information across the sector
- published a series of Flexible Work practices brochures promoting the sector as a family friendly workplace
- identified and responded to national trends



- recognised and rewarded contributions to best practice initiatives in managing equity and diversity through the annual Equity and Diversity Awards
- supported the development of the *Aboriginal Employment and Career Development Strategy* and Project Employment for Intellectually Impaired People
- established Public Sector Consultative Council - Equity, Diversity and Flexibility Standing Committee responsible for developing sector wide workplace initiatives for Equity, Diversity and Flexibility
- produced and distributed the Equity and Diversity Newsletter.

ABORIGINAL EMPLOYMENT AND CAREER DEVELOPMENT STRATEGY

Commenced review of the *Aboriginal Employment and Career Development Strategy* due for finalisation by the end of 2001.

Continuation of Aboriginal and Torres Strait Islander Cadetship program in partnership with Department of Employment Workplace Relations and Small Business with 25 cadets currently employed in 11 agencies.

Issued Determination for Territory Health Services to progress the implementation of the Aboriginal Community Worker career structure within Family and Children's Services.

Reviewed and broadened membership of *Indigenous Workforce Issues Working Party* (IWIWP).

6. Employee recruitment, redeployment and redundancy in the public sector

Linkages to Outcomes in Budget Paper No 2

Stronger, more effective relationships with the Commonwealth Government and private sector stakeholders.

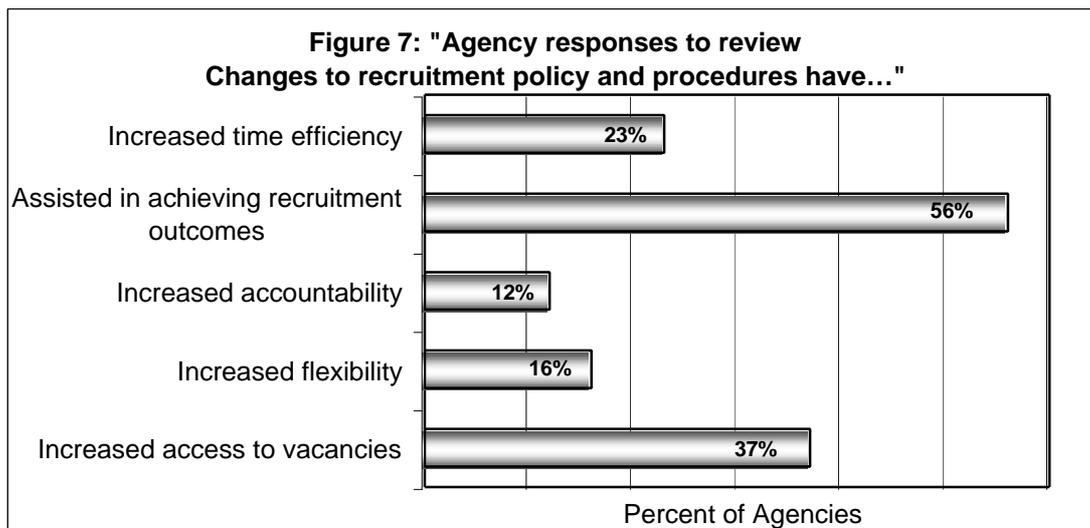
Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

Promotion appeal and grievance review services that assist employees to resolve issues without recourse to external bodies.

ACTIVITIES TO ACHIEVE OUTCOMES

1. Recruitment

Conducted a review of changes to NTPS recruitment policy and procedures over the last two years. Agency responses are shown in Figure 7.



Developed and distributed models for the centralisation of entry level recruitment. No single model was adopted and agencies were further canvassed during the review.

Continued improvements in efficiency and flexibility of recruitment practices through:

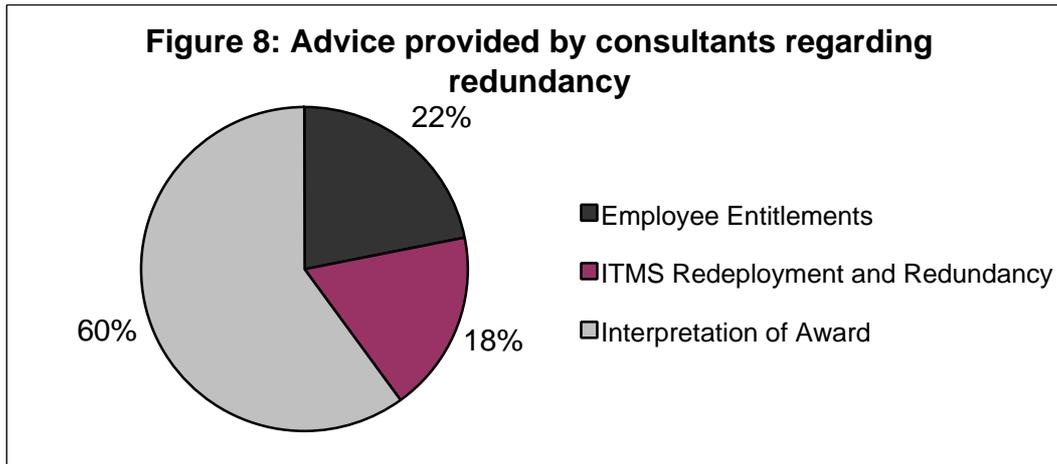
- the approval of innovative, non standard recruitment advertising
- utilisation of the Commissioner's statutory approval to renew temporary employment and to select to certain vacancies without advertising, meet specific agency requirements for restructuring or for competency based progression schemes.

Developed and distributed a survey by the Professional Issues Working Group to assist in identifying issues of concern and strategies for recruitment and retention.

A survey developed and distributed for all employees in remote areas by the Public Sector Consultative Council Remote Localities Working party obtained a wide range of information and data to enhance recruitment and retention programs. The findings of this report will be actioned during the next reporting period.

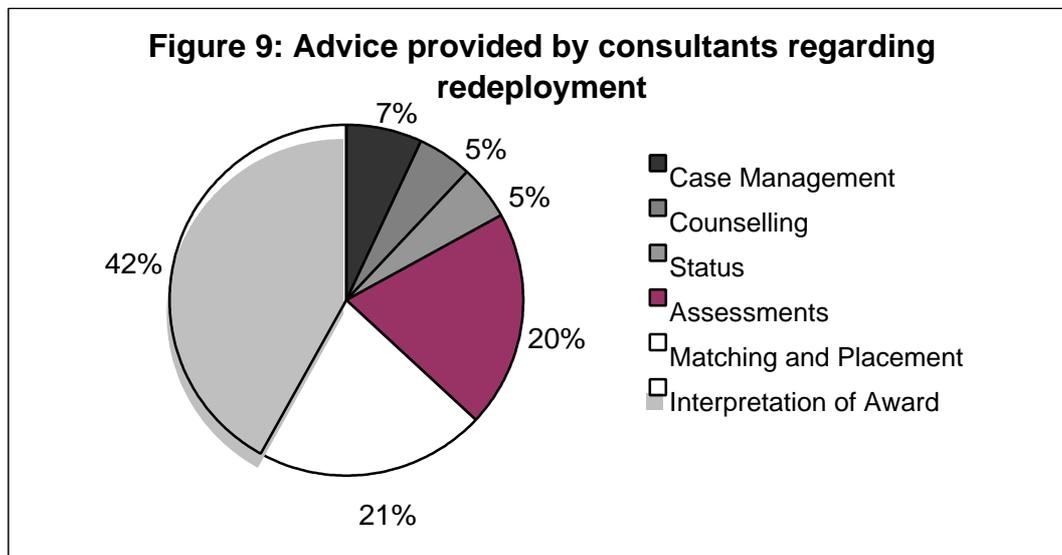
2. Redeployment and Redundancy

A total of 194 voluntary redundancies were accepted including redundancies arising from organisational restructures in the Northern Territory Department of Education, commercialisation in the Power and Water Authority, and the outsourcing of information technology services from the Department of Corporate and Information Services.



Assisted case managers to support redeployees and to optimise opportunities for training and development, temporary and permanent placement.

Established Redeployment Task Force to consider issues regarding redeployment and recommend strategies for future management. Outcomes and recommendations will be detailed in the next annual reporting period.





Promotions Appeal Board

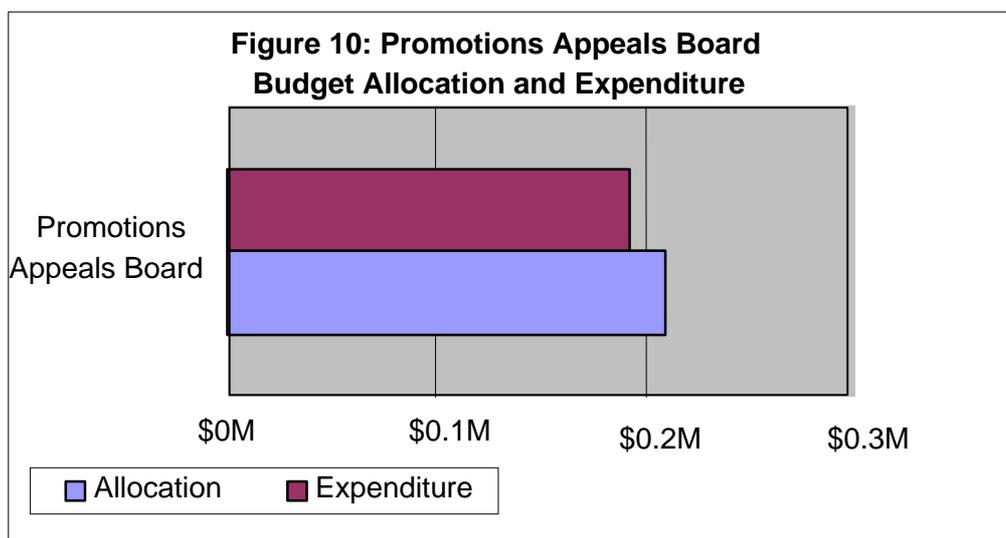
The program's objective is to ensure merit, equity and fairness prevail within public sector people management through the provision of an effective, impartial and independent mechanism for appeals and grievances.

The Promotions Appeal Board operates as an independent body, however, for administrative purposes, it is located within the Office of the Commissioner for Public Employment.

BUDGET ALLOCATION AND EXPENDITURE

PROMOTIONS APPEAL BOARD – ACTUAL EXPENDITURE - \$193,000

Staffing remained stable with no variations to either personnel or operational costs.



KEY OUTPUTS

1. Impartial independent determination of promotion appeals

Linkages to Outcomes in Budget Paper 2

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

Promotion appeal and grievance review services that assist employees to resolve issues without recourse to external bodies

ACTIVITIES TO ACHIEVE OUTCOMES

Determined appeals lodged on the grounds of superior merit. From a total of 1123 provisional promotions during 2000/01, 52 promotion appeals were received, 17 of which were protective appeals.

**Figure 11: Breakdown of appeals received by Promotion Appeals Board**

	1998/1999	1999/2000	2000/2001
Appeals	119	74	41
Appeals carried over	8	1	9
Temporary promotion appeals	1	9	2
Total	128	84	52

Figure 12: Resolution of appeals determined by Promotions Appeals Board

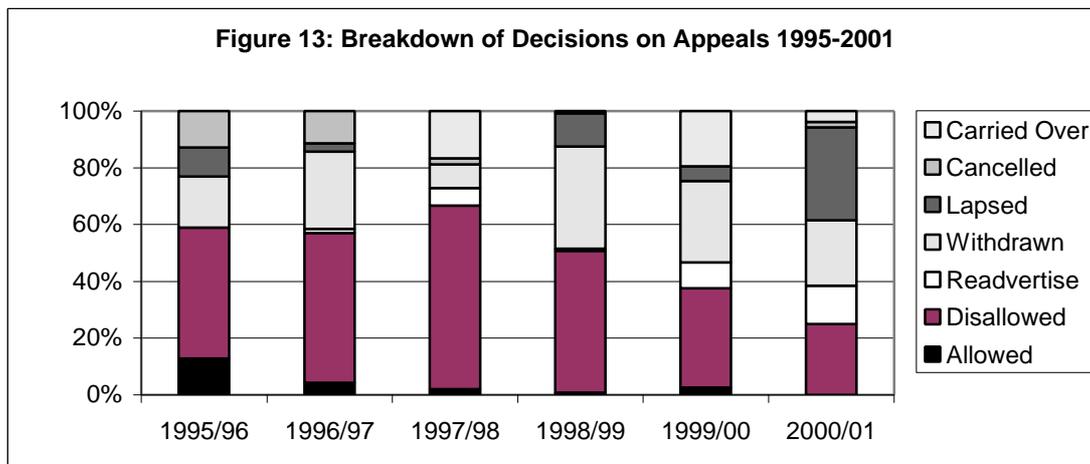
	1998/1999	1999/2000	2000/2001
Allowed	1	2	
Disallowed	64	27	13
Vacancy Re-advertised	1	7	7
Withdrawn	46	22	12
Lapsed/Cancelled	15	11	18
Carried over to 2001/02	1	15	2
Total	128	84	52

Directed that seven vacancies be re-advertised for reasons including:

- neither party meeting the essential selection criteria
- selection panel not assessing the parties against the selection criteria
- provisional promotee not meeting all the essential criteria.

Ongoing review and trend analysis indicates emerging trends including:

- employees seeking review of a selection through section 59 grievance rather than appeal on superior merit
- employees lodging both an appeal and a grievance thereby seeking to address both the process and merit issues
- parties seeking to further argue the case, following the Board's determination, through correspondence after the event.



2. Impartial Examination and reporting on review of grievance

Linkages to Outcomes in Budget Paper 2

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

ACTIVITIES TO ACHIEVE OUTCOMES

Received 57 grievances under section 59 of the Act which enables employees to 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.

Determined all section 59 grievance review requests impartially. Where the Commissioner had involvement in the matter or previous dealings with the employee that might lead to perceptions that consideration of the grievance could be partial, the matter was delegated to an impartial CEO for consideration.

Referred 22 additional grievances to agencies for attempted resolution.

Identified common reason for lodging a grievance including:

- unfair treatment (eg: termination of employment, the handling of disputes)
- the way selection processes are handled,
- the application of conditions of service, and
- retirement on the grounds of invalidity.

Fifty-seven formal grievance reviews and 22 grievances referred back to agencies were handled during 2000/01.



Figure 14: Result of Section 59 grievances

	1998/1999	1999/2000	2000/2001
Board confirmed agency action/decision	30	35	18
Board directed agency to refrain or take action	3	8	3
Board confirmed unfair treatment	5	2	7
Grievance withdrawn/lapsed/referred to agency	6	13	8
Grievance declined		2	1
Total Section 59 grievances	44	50	57
Grievance carried over to 2001/02	15	9	20

Figure 15: Result of grievances referred to agencies

	1998/1999	1999/2000	2000/2001
Carried Over	2	6	0
Received during the period	17	11	22
Total	19	17	
Resolved	6	9	8
Withdrawn/lapsed	3	0	5
Became Section 59 grievances	4	8	4
Still with agency	6	0	5

3. Advice to agencies and individuals on appeal and grievance mechanisms

Linkages to Outcomes in Budget Paper 2

A policy framework that encourages innovation and flexibility in the management of public sector employees.

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

ACTIVITIES TO ACHIEVE OUTCOMES

Provided advice in response to telephone enquires including:

- 348 relating to appeal matters
- 178 grievance matters
- 184 other issues including general recruitment, selection processes, conditions of service.

Participated in training and briefing sessions providing information on promotion appeal and grievance review process and procedures.

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



4. Effective secretariat services for Promotion Appeal Boards

Linkages to Outcomes in Budget Paper 2

Increased awareness and acceptance of a public sector culture that values diversity, equity and merit.

ACTIVITIES TO ACHIEVE OUTCOMES

Provided effective and efficient services in relation to:

- the receipt and scheduling of appeals,
- the collection, compilation and viewing of documents
- the convening of Boards and
- the collection of statistics.

Advised recruitment officers when no appeals were received in relation to provisional promotions allowing the selection process to be finalised.

Liaised with agencies and individuals about appeal matters and organisation of the administrative functions associated with appeals and grievances.

Employee Development

The primary functions of the Employee Development Activity are to:

- *Research, formulate, implement, develop and review policies and strategies that facilitate employee development best practice across the NTPS; and*
- *Develop individual and organisational capability to meet challenges of both Territory and Commonwealth Government reforms.*

EMPLOYEE DEVELOPMENT

The program's objectives are to ensure that the learning and development of employees is an integral component of agencies' corporate strategies.

The OCPE Learning Centre working in partnership with agencies to strengthen organisational and individual capabilities, contributing to a confident and effective public sector, carries out the operations of this activity.

ACTIVITY BUDGET

No additional budget was sought during 2000/01 with the office managing to cover the additional costs by reallocation from other areas. Additional budget was sought during the year for the forward estimates but the proposals were not approved.

Expenditure for this activity increased by 11.6 per cent overall and relates to the full year effect of the public sector training courses. The structure consists of three programs.



EARLY CAREERS – ACTUAL EXPENDITURE \$866,000

This expenditure relates to personnel costs for apprentices (formerly known as ATS Trainees) and only represents seven months. From February 2001 the apprentices were paid by the respective agencies.

LEADERSHIP AND LEARNING – ACTUAL EXPENDITURE \$1,035,000

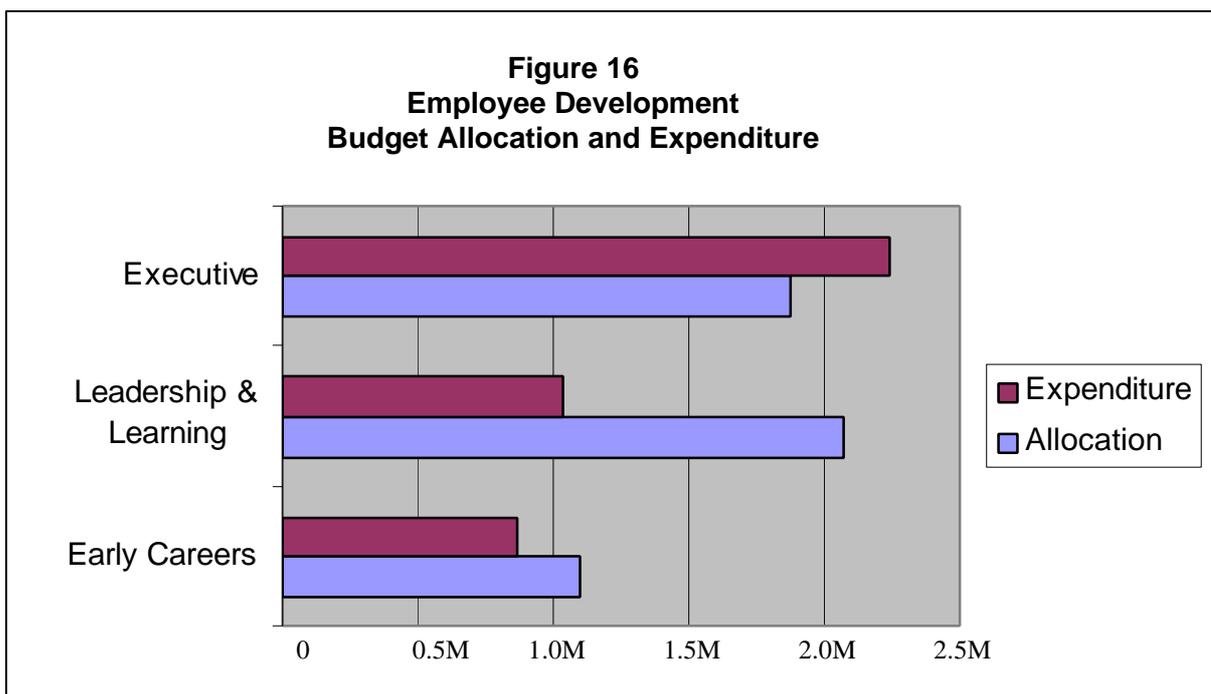
This program was under expended when compared to Allocation and could be attributed to a number of reasons:

- over estimation of short courses required
- Information Technology tender not renewed
- participation from agencies down due to budget restraints.

EXECUTIVE – ACTUAL EXPENDITURE \$2,243,000

This program has the Allocation for the personnel and operational costs in maintaining the Activity. As a consequence of a restructure of the Human Resource Development functions last year, the staff establishment increased from 27 to 35 with a number of the existing jobs upgraded.

To fund these changes a review of the Office personnel and operational costs was undertaken with \$372,000 being transferred.





KEY OUTPUTS

1. Sector-wide learning and development opportunities resulting in improved work performance and organisational capability across the public sector

Linkages to Outcomes in Budget Paper No 2

An enhanced policy framework that encourages innovation and flexibility in the development of all employees.

Enhanced individual and organisational capability.

Continuous improvement and increased productivity through the alignment of organisational competence with the competence required to achieve the business objectives of the public sector and Government reforms.

Increased cost effective and accessible quality learning opportunities and options across the NTPS.

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

ACTIVITIES TO ACHIEVE OUTCOMES

EXECUTIVE DEVELOPMENT STRATEGY

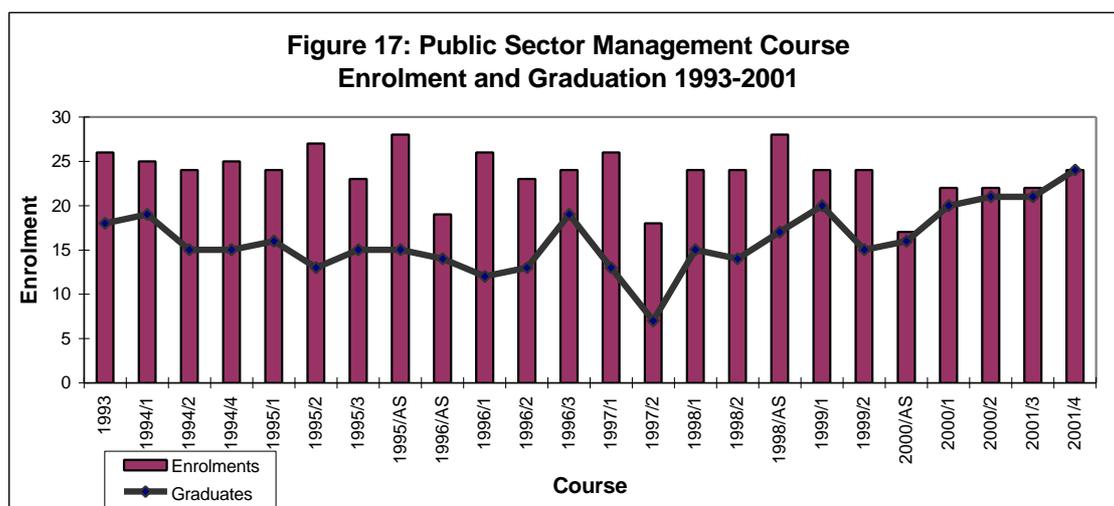
Designed strategy to strengthen leadership capability in all agencies by supporting executives who have leadership roles. The strategy is open to all executives and is developed and reviewed following consultation with Chief Executive Officers. Options within the strategy include long-term programs with post-graduate Masters qualifications, modules of study, short units and informal seminars.

Utilised the strategy through the development, delivery and coordination of:

- Leadership Development program conducted for Principals, Assistant Principals and senior managers in the Northern Territory Department of Education with 16 participants graduating in May 2001.
- Leadership Development program for middle managers from Department of Corporate and Information Services Library Information Service. Eighteen participants have completed the formal modules of this nine-month program and are currently completing team based workplace projects.

PUBLIC SECTOR MANAGEMENT COURSE.

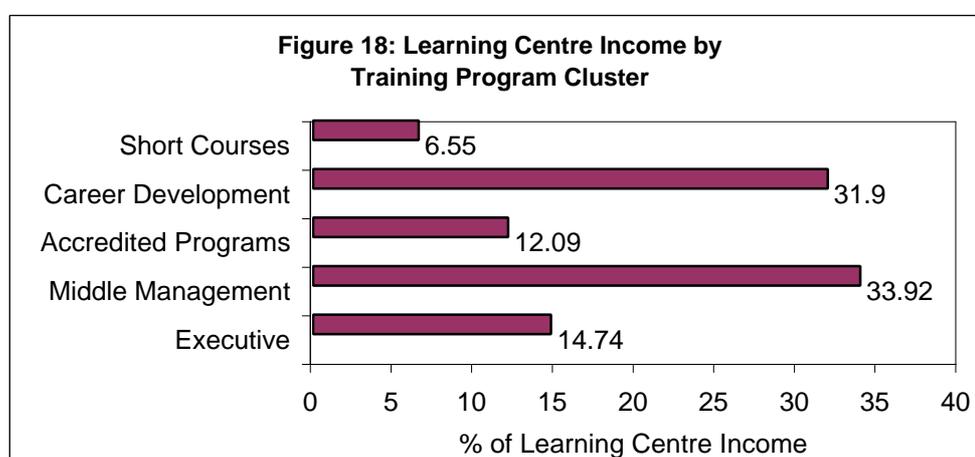
Commenced two programs with 44 participants and 27 participants graduated from programs commenced in previous years. Figure 17 demonstrates the improved graduation rate achieved by Northern Territory participants in recent years. This can largely be attributed to improved management and administration of the program.



PROGRAM CLUSTERS

Facilitated delivery of a range of programs and activities within the following 5 broad classifications as per Figure 18:

- Executive, including Leadership Development programs
- Middle Management, including Public Sector Management Courses
- Career Development including Mentoring, Career Planning and Women’s Programs
- Short Courses
- Accredited programs including modules from the Certificate IV Government (Contract and Procurement).

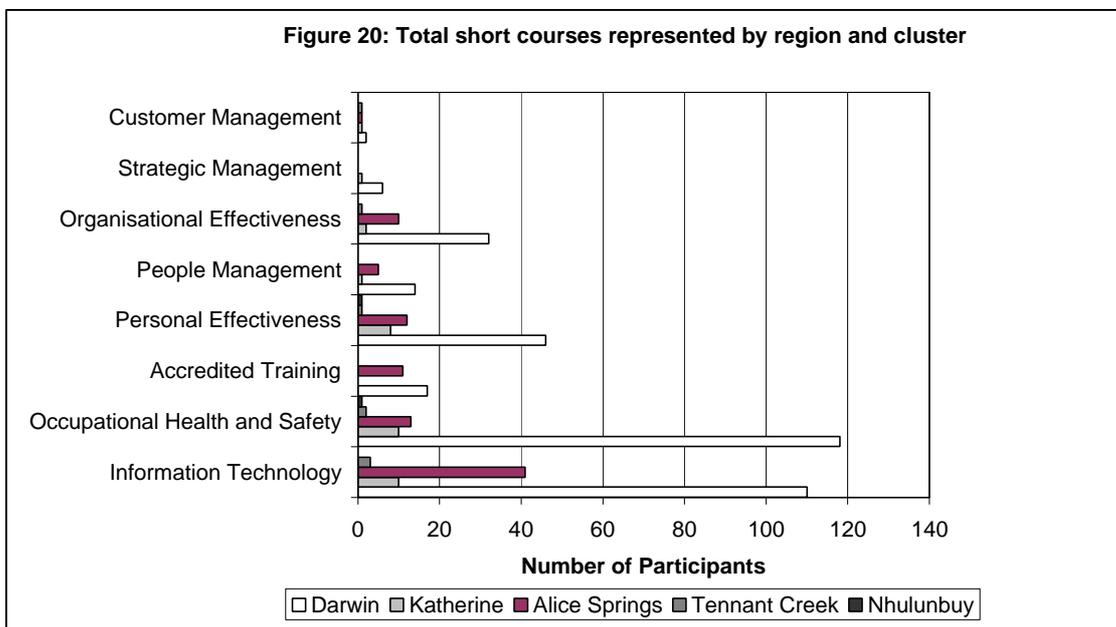
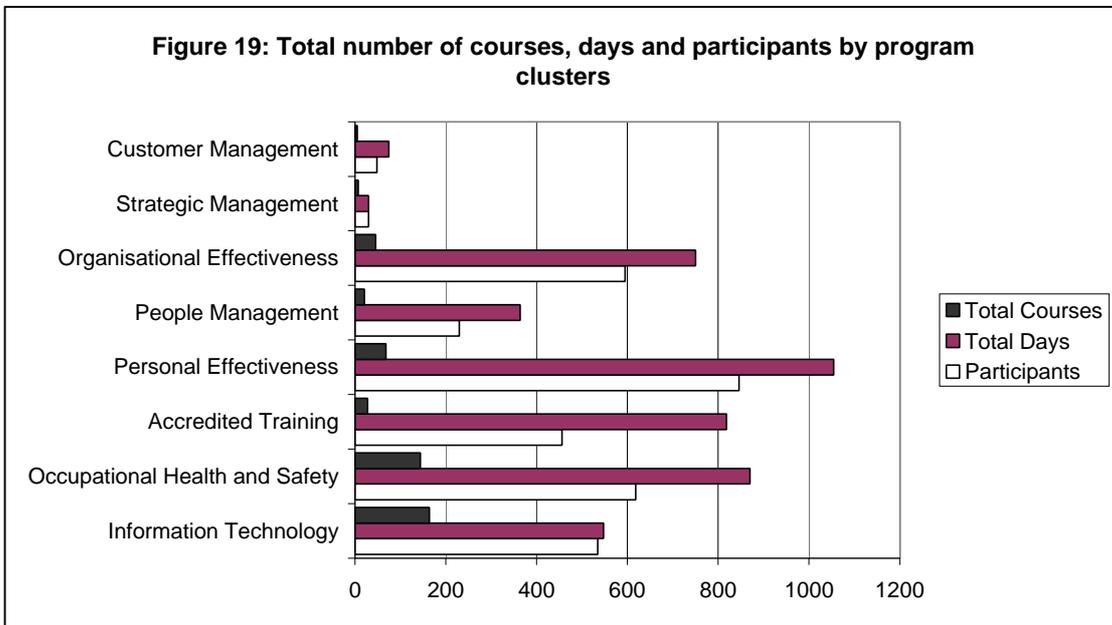


Published and distributed sector wide calender of programmed activities reflecting identified agency needs in the following clusters. Figure 19 – Short Course, Days and Participants for each Program Cluster and Figure 20 – Short Courses by each Region and Program Cluster:

- Personal Effectiveness
- People Management
- Organisational Effectiveness
- Strategic Management



- Customer Management
- Governance
- Occupation Health And Safety
- Information Technology.

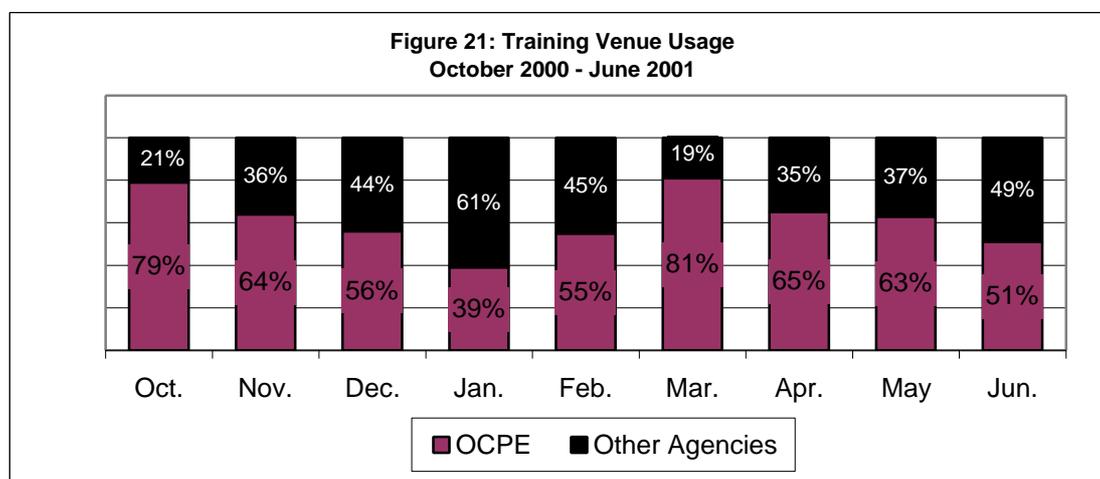


Supported training delivery through venue management services at Harbour View Plaza for courses brokered by this Office or a specific agency. (Figure 21)

Coordinated tenders for facilitation of Training and Development Services and Accredited Training.



Partnered Northern Territory Treasury to present a series of workshops across the Northern Territory to assist with the implementation of the *Working for Outcomes* initiative.



2. Implementation of the Public Sector Training Package in targeted areas of the public sector

Linkages to Outcomes in Budget Paper No 2

An enhanced policy framework that encourages innovation and flexibility in the development of all employees.

Enhanced individual and organisational capability.

Continuous improvement and increased productivity through the alignment of organisational competence with the competence required to achieve the business objectives of the public sector and Government reforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Participated at both jurisdiction and national levels to promote and implement the National Public Services Training package.

Presented information to Human Resource Development Network, individual agencies, Vocational Education and Training practitioners and sector-wide working parties promoting the package and emphasising the potential for innovation and flexibility.

Prepared the Implementation Strategy of the National Public Services Training package for endorsement by the Joint Training Advisory Council.

Conducted modules from the Certificate IV in Government (Contracts and Procurement) in response to the Review of the Northern Territory Procurement Policy. A total of 21 modules were offered to 144 participants with 74 achieving competence within the reporting period.



Delivered nationally accredited modules for middle managers from the qualification, Certificate IV Workplace Training and Assessment for middle managers to assist the development of the necessary skills and attitudes to be able to effectively assess competencies of staff they are supervising, and to provide relevant on-the-job or small group training:

- Train Small Groups module involved a total of 54 participants with 35 being assessed as competent within the reporting period
- Plan, Conduct and Review Assessment module involved a total of 10 participants with all assessed as competent within the reporting period.

Finalised the calendar to implement the Certificate II in Government (C2G) as the Competency Based Assessment and Training (CBAT) program replacement. All eligible AO1s will be contacted and provided with the opportunity to have skills recognised under the new program in the second half of 2001.

3. Guidance on individual career development and mobility issues

Linkages to Outcomes in Budget Paper No 2

An enhanced policy framework that encourages innovation and flexibility in the development of all employees.

Increased cost effective and accessible quality learning opportunities and options across the NTPS.

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

Improved communication with public sector agencies.

ACTIVITIES TO ACHIEVE OUTCOMES

Implemented programs to assist individuals actively seek opportunities to manage their own careers and recognise that action learning and real experience are critical to individual development.

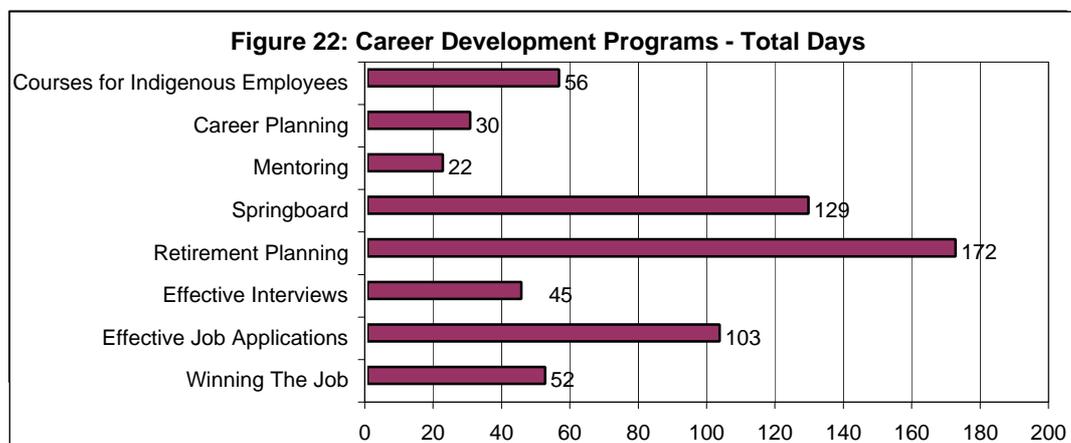
Developed an integrated approach to career management that provides employees with the skills to manage their own careers and to participate in opportunities for mobility across the sector.

Coordinated and supported the following career development programs as illustrated in Figure 22 – Career Development Programs:

- Career Planning Introduction and Career Planning Intermediate providing opportunities for participants to gain the skills and knowledge to actively manage their own careers
- Mentoring programs enabling managers to build greater skills in effective support, guidance and mentoring of staff



- Springboard Programs that have a focus on networking and are designed specifically for women facilitating learning in a 'safe' environment and encouraging individuals to take responsibility for their successes both in their career and their personal life.



4. Learning and development policies, procedures and publication

Linkages to Outcomes in Budget Paper No 2

An enhanced policy framework that encourages innovation and flexibility in the development of all employees.

Continuous improvement and increased productivity through the alignment of organisational competence with the competence required to achieve the business objectives of the public sector and Government reforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Published and distributed publications supporting and promoting learning and development initiatives including:

- The OCPE Learning Centre calendar
- Apprenticeship School Leaver policy and guidelines
- Panel tenders – two
- The OCPE Learning Centre web pages contained within the Office website.

Established chatrooms for the leadership and middle management development programs to enable the effective liaison of participants.



5. A variety of Traineeships for young Territorians

ACTIVITIES TO ACHIEVE OUTCOMES

Linkages to Outcomes in Budget Paper No 2

An enhanced policy framework that encourages innovation and flexibility in the development of all employees.

Enhanced individual and organisational capability.

Increased cost effective and accessible quality learning opportunities and options across the NTPS.

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

APPRENTICESHIP SCHOOL LEAVER PROGRAM

Employed 56 school leavers in 19 agencies as apprentices undertaking the Business Office Skills national qualification.

Permanent employment offered to 48 per cent of 1999/2000 school leavers who completed the apprenticeship programs.

Conducted promotion activities supporting careers advisers and school educators through participation in 2000 Careers Expo and presentation to schools upon request.

GRADUATE DEVELOPMENT PROGRAM

Eleven agencies are currently providing temporary employment for 50 graduates enabling the graduates to develop work skills relevant to their field of study. Revised guidelines with emphasis on developing agency capability.

ABORIGINAL AND TORRES STRAIT ISLANDER CADETSHIP PROGRAM

Twenty-four cadets are currently participating in this program which aims to increase the long term employment of Aboriginal and Torres Strait Islander people in the NTPS. The program is jointly funded through an agreement with Commonwealth and Northern Territory Governments providing sponsorship for 10 cadets each year.

6. Efficiency and consistency in the administration of study assistance

Linkages to Outcomes in Budget Paper No 2

An enhanced policy framework that encourages innovation and flexibility in the development of all employees.



ACTIVITIES TO ACHIEVE OUTCOMES

Effective hand over of this function to agencies through the provision of training in the programs function and processing of applications for study assistance.

7. Strategic advice on appropriate employee development interventions for government agencies

Linkages to Outcomes in Budget Paper No 2

Enhanced individual and organisational capability.

Continuous improvement and increased productivity through the alignment of organisational competence with the competence required to achieve the business objectives of the public sector and Government reforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Developed a framework to assist agencies with their capability planning. This framework provides an intervention that allows agencies to develop a strategic performance planning process. Thus, capability planning is a focus on capable performance management. The strategy includes a review process:

- confirming the strategic intent and core business
- reviewing strategies to deliver the core business
- identifying organisational capabilities required to achieve the strategic intent
- undertaking a 'gap' analysis of current versus required capabilities
- determining strategies to address these gaps.

Conducted a series of workshops designed to improve flexibility and accountability by assisting agencies to align organisational capability with the competence required to achieve government priorities.

Consultants are currently involved with various projects aimed at developing the capability of staff in a wide variety of agencies. Activities include:

- capability planning
- managing change
- cultural change
- coaching and mentoring
- business and strategic planning
- team development
- development of Balanced Scoreboard
- participating in performance management process.

8. Improved acceptance of the value of diversity, equity and merit

Linkages to Outcomes in Budget Paper No 2

Continuous improvement and increased productivity through the alignment of organisational competence with the competence required to achieve the business objectives of the public sector and Government reforms.



ACTIVITIES TO ACHIEVE OUTCOMES

Provided strategic advice on appropriate employee development interventions for government agencies, including acceptance of the value of diversity, equity and merit.

Facilitated programs including:

- Three levels of Diversity programs introduced during 2000 - Understanding Diversity (AO1-AO3) Working with Diversity (AO4-AO5) and Managing Diversity (AO6-AO8) offered in Darwin, Katherine and Alice Springs
- Cross Cultural Awareness training on as-needs basis within agencies
- Seven Cross Cultural Awareness courses for 99 participants
- Thirteen Merit Selection Refresher workshops informing agencies of the flexibility allowed for selection of staff under the new Merit Selection Guide
- Coordination of training on discrimination and harassment.

9. Delivery of services in line with the employee development Service Level Agreements with Government agencies

Linkages to Outcomes in Budget Paper No 2

Improved communication with public sector agencies

ACTIVITIES TO ACHIEVE OUTCOMES

Regular information session with agencies through both informal and formal mechanisms, including electronic mail outs, monthly Human Resource Development Network meetings.

Developed and distributed to all agencies a calendar of professional development opportunities.

Property Management

The primary function of the Property Management Activity is to ensure cost effective building and facility management of property leased by Government from the commercial sector.

ACTIVITY BUDGET

SUPPORT SERVICES – ACTUAL EXPENDITURE - \$894,000

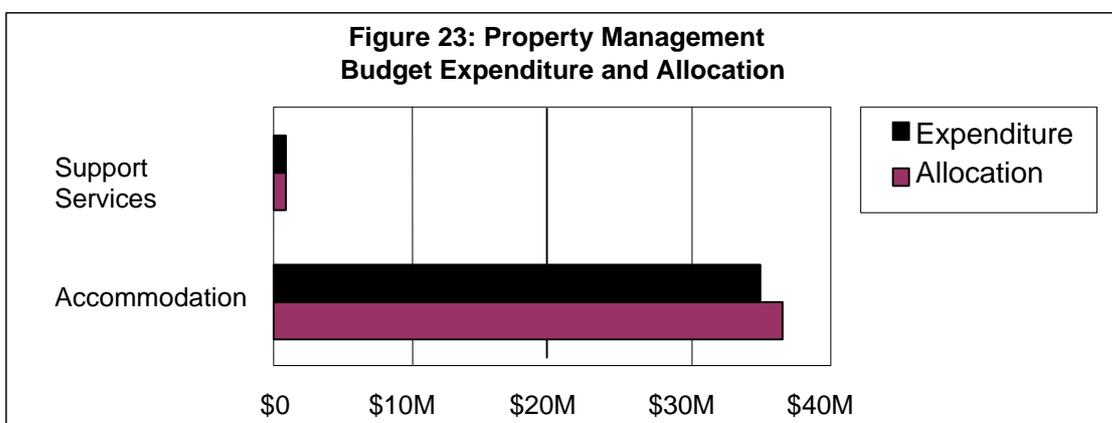
There was an increase in personnel expenditure due to one redundancy package otherwise staffing was stable.

ACCOMMODATION – ACTUAL EXPENDITURE - \$34,976,000

There has been an increase of 3.4 per cent when compared to last financial year. This relates to the full year effect of the five new leases approved in 1999/2000.



The only increase in allocation this year was \$122,000 for the Police Juvenile Diversion Unit rent that is funded by the Commonwealth.



SUPPORT SERVICES

The program's objective is to maintain cost effective business platforms to support the accommodation program.

KEY OUTPUTS

1. Cost of support services program to be kept under the industry average

Linkages to Outcomes in Budget Paper No 2

Support services costs as a ratio of the accommodation program costs maintained under the industry average benchmark of 4 per cent.

ACTIVITIES TO ACHIEVE OUTCOMES

Maintained the 2000/2001 cost of the support services program as a ratio of the Accommodation Programs cost at 2.5 per cent.

2. Simplified core business processes

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

Negotiated outsourcing of non-core business.

ACTIVITIES TO ACHIEVE OUTCOMES

The leased property portfolio holds approximately 149,000 square metres of space within 137 leases throughout the Northern Territory that encompasses:

- Electorate Offices
- Police Stations
- Health Clinics
- Libraries
- Aircraft hangers



- as well as a significant stock of central business district prime office space.

Transferred processes by negotiation to the appropriate agencies so that 'double handling' has now ceased. This included transfer of processes associated with non leased property mainly involving service contacts and associated functions. As a result, Property Management is now 100 per cent core business focussed.

3. Establishment of a dedicated Goods and Services Tax service platform

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

Continued development of client information platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Implemented improvements to the dedicated Goods and Services Tax service platform introduced to administer complex Goods and Services Tax legislation specifically applicable to leased property and service contracts.

4. A dedicated Government Business Division service that incorporates simplified second generation Service Level Agreements

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

Negotiated outsourcing of non-core business.

Continued development of client information platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Developed new Property Management database planned for implementation in 2001/02, including a Government Business Division service platform that will provide an effective leased property management facility.

Implemented improved in-house procedures resulting in a more focussed client service.

Developed agreements to reflect the service levels available from the new database. These are currently in draft form and will be further developed in 2001/02.



5. Ongoing implementation of e-Commerce with the commercial sector

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Electronic funds transfer currently pays 152 of 189 or 80 per cent of service providers while the remaining 20 per cent receive payment by cheque. Action is under way with the latter to market the benefits of electronic funds transfer payments.

6. Further enhancement of the Property Management business support database

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

Continued development of client information platforms.

Ongoing development of business and technical support platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

The current Property Management System (PMS) is the prime database that supports Property Management's core business responsibilities. Because the database is a 4D application it is non-mandatory. Extensive planning and preparation was undertaken over 2000/01 to design an enhanced replacement system using mandatory software. It is anticipated that the implementation stage of the new system will commence in the first half of the 2001/02 financial year.

ACCOMMODATION

The program's objective is to satisfy agencies' demand for well managed leased property to support the efficient delivery of core programs.

KEY OUTPUTS

1. Ongoing implementation of the Memorandum of Common Provisions (MCP) standard lease document

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

A total of 107 out of 137 leases based on the Memorandum of Common Provisions (MCP).



Continued conversion of the remainder, which are mostly Electorate Office leases will convert to the MCP as current leases cease, or as in most instances, are renewed.

2. Introduction of simplified second generation MCP document

Linkages to Outcomes in Budget Paper No 2

Increased productivity and efficiencies through ongoing reviews of key management information and business support platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Drafted a 'plain English' version for discussion with stakeholders. This will replace the Memorandum of Common Provisions introduced after extensive consultation by the Property Council of Australia (Northern Territory Branch) to replace a raft of ad hoc lease documents that were both complex and costly to manage.

3. Implementation of an Agency Tenancy Leased Information System on the Northern Territory property management web site

Linkages to Outcomes in Budget Paper No 2

Continued development of client information platforms

ACTIVITIES TO ACHIEVE OUTCOMES

Incorporated the *Agency Tenancy Leased Information Systems (ATLIS)* into the OCPD website. ATLIS provides agencies with general information on the leased property that they tenant

4. Ongoing enhancement of the technical support platform

Linkages to Outcomes in Budget Paper No 2

Ongoing development of business and technical support platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Ongoing technical database development of leased buildings to record building audit results.

5. Ongoing use of building and energy audits prior to leasing or lease renewals

Linkages to Outcomes in Budget Paper No 2

Ongoing development of business and technical support platforms.

ACTIVITIES TO ACHIEVE OUTCOMES

Continued to commission building audits on leased properties. The audits cover buildings, electrical, mechanical and fire protection services.

Utilised audit reports to ensure leased property meets statutory requirements. The audits have been of significant value in securing upgrades of building services either in lease renewals or in new lease negotiations.



6. Other initiatives

- The Government Real Estate Group (GREG) Annual Conference was held in Darwin 12-13 July 2000. GREG is the peak national body of government property managers representing all jurisdictions.
- NT Property Management hosted the conference. Significant outcomes were achieved and it was pleasing to note that delegates considered that the conference was 'one of the best ever'.
- 105 ministerials were processed for the period 1 July 2000 to 30 June 2001 covering a wide range of leased portfolio management issues.
- Ongoing partnership with Government Energy Management Program (GEMP) representatives to achieve energy saving efficiencies in leased property.

Future Directions 2001/02

The following policy initiatives, as identified in the 2001/02 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 identified strategic directions of government
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 linking of common development needs across agencies
7. Development of flexible learning (on line 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.



STATE OF THE SERVICE

Introduction

Section 18(I) 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, if any, taken to improve human resource management in the various agencies
- the extent to which disciplinary, redeployment and inability provisions were involved in the Public Sector
- those matters specified in section 28(2) in so far as they relate to the Commissioner's Office and
- such other matters, if any, as are prescribed.

Prescribed Principles & 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 Regulations.

Principles of Human Resource Management

The principles of human resource management as they apply to the Northern Territory Public Sector are:

- a) the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit
- b) human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and unjustified discrimination on any ground in respect of all employees and persons seeking employment in the Public Sector
- c) employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts
- d) human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity
- e) employees shall be –



- afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts
- afforded reasonable access to training and development, and
- remunerated at rates commensurate with their responsibilities.

The principles are complemented by a *Code of Conduct*, 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 delegations 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.

Developing Links Between The Principles & Agency Values & Objectives

Since the introduction of the Public Sector Employment Management Act in 1993, there has been an increasing recognition that the responsibility for applying the principles rests with the Chief Executive Officer and management of each agency. Therefore it is critical that my Office establishes strong and positive relationships encouraging dialogue on the range of processes that have been established to apply the principles. This partnership arrangement between my Office and agencies is fundamental to the ongoing health and productivity of the sector.

In developing our partnership, I recognise that each agency has established values and objectives supporting delivery of the tasks allocated by the Government. The Act's principles provide a basis for integrating the diverse values and objectives across the sector. A diversity of organisational cultures is appropriate when these are designed, supported and managed to ensure that essential agency objectives are met.

The Reporting Framework

Whilst I am required to report on the application of the principles, Chief Executive Officers are responsible for the processes underpinning their application. Comprehensive reporting against the Employment Instructions is the principal means by which I can assess human resource management practice. The new reporting statement provides an accurate and critical evaluation of the measures to improve human resource management that have been implemented within each agency.

A reporting framework has been progressively developed since the Act came into effect in 1993. The major components are summarised on the next page:



COMPONENTS OF REPORTING FRAMEWORK

COMPONENT	METHOD OF COLLECTION	SOURCE
Quantitative data	Statistical data collected electronically	Department of Corporate and Information Services, agencies
Qualitative data	Self assessment and reporting against key indicators Commissioner's visits to agencies, including Building Our Future visits	All agencies
Policy / Strategy Implementation	Reports and reviews on application of policies / strategies issued by the Commissioner eg. recruitment, <i>Aboriginal Employment and Career Development Strategy</i> , etc.	Specific reports
Complaint outcomes	Review of Complaints through Promotion Appeal and Grievance Review Board	Grievance Review and Promotions Appeals Board, agency reports
Research outcomes	Commissioner's review of specific issues and related practices eg. <i>Future Work Taskforce</i>	Agencies / organisations selected as appropriate

As foreshadowed in last year's report, a new approach has been developed for collecting the information required to report to Government for 2000/01. Recognising the partnership arrangement and Chief Executive Officers' roles, the new reporting process relies on self-assessment and requires each Chief Executive Officer to sign off on the extent to which they have established processes to apply the principles, as embodied in the various Employment Instructions, within their agency.

Employment Instructions

Employment Instructions, issued under Section 16 of the *Public Sector Employment and Management Act* 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 partnership 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
- agencies report against 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 processes and procedures.

In previous reports the percentage of agencies complying with the various employment instructions has been reported. Given the improved reporting framework and the nature and extent of restructuring that continues to occur it should be noted there is now no direct correlation between previous reports and this year's report.

Employment Instruction	Objective
1	<p>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.</p> <p>Ensure selection is made in accordance with merit and equal opportunity principles and applicants are assessed by a panel competent for the purpose.</p>
2	<p>Develop procedures ensuring probationary employees are aware of the details of the probationary process within one week of reporting for duty.</p>
3	<p>Ensure natural justice is observed in all dealings with employees under the Act.</p>
4	<p>Develop and implement performance management systems.</p>
5	<p>To identify necessary procedures when a Chief Executive Officer is of the opinion that an employee may be medically incapacitated.</p>
6	<p>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.</p>
7	<p>Establish procedures regarding breaches of discipline within agencies consistent with the Public Sector Employment and Management Act, Regulations, By-Laws and Employment Instructions.</p>
8	<p>Establish grievance settling procedures within individual agencies.</p>



9	Now incorporated into Employment Instruction No 1.
10	<p>Ensure recording of required details for every employee and establish procedures for access to records by individual employees while ensuring overall confidentiality.</p> <p>Establish systems and procedures regarding the authority for access to employee records.</p>
11	<p>Implement programs that ensure employees have equal employment opportunities.</p> <p>Implement programs for the employment and development of Aboriginal and Torres Strait Islanders within the framework of the Public Sector Employment and Management Act, the Employment Instruction and the NTPS Aboriginal Employment and Career Development Strategy.</p>
12	Consultation with employees and their representatives for the purpose of developing and implementing agency occupational health and safety programs.
13	<p>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.</p> <p>Chief Executive Officers may issue guidelines regarding acceptance of gifts and benefits by employees.</p> <p>The Code of Conduct applies to all employees, including Chief Executive Officers.</p>
14	Enhance employment flexibility through effective part-time employment provisions.



Significant Breaches Or Evasion Of The Principles

As has been the case in the past, it gives me pleasure to report that, to the best of my knowledge, there have been no significant breaches or evasion of the Principles. Whilst a number of breaches of discipline occurred (details are contained in the section titled Discipline and Inability Procedures on page 75), they could not be considered significant in a service of over 14,000 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.

Overall Assessment

For the purpose of reporting to Government, 33 agencies were requested to complete the booklet Agency Reporting Requirements in Accordance with *Sections 18 and 28 of the Public Sector Employment and Management Act*.

It should be pointed out that, as this is the first year using the new self-assessment approach, comparison with reports from previous years would be of limited value. This Office will investigate and analyse responses to consider how the legislative framework can be improved to meet agency outcomes.

QUESTION 1

Chief Executive Officers were requested to affirm their understanding of their responsibilities relating to the principles of human resource management and indicate, by selecting one of the four statements below, the agency's level of compliance.

- | | |
|-----------|---|
| 1A | The agency has established processes that ensure application of the principles of human resource management and is moving towards better practice in people management. |
| 1B | The agency has established processes that ensure application of the principles of human resource management. |
| 1C | The agency will complete the development of processes to ensure application of the principles of human resource management. |
| 1D | The agency will not complete the development of processes to ensure application of the principles of human resource management by 31 December 2001. |

Five agencies returned the Agency Reporting Requirements documentation signed by the CEO, or a representative, but did not indicate a response to Question 1.



This Office will continue working with agencies to ensure agencies understand their human resource management responsibilities and the importance of assessing the level of compliance whilst improving the process used to collect data.

One agency responded that it would not complete the development processes to ensure application of the principles of human resource management by 31 December 2001 and representatives from this Office will liaise with the agency to assist them develop the necessary processes to comply during the next reporting period.

QUESTION 2A-E, 2K AND 2L

Indicators		Sample response provided as additional information
2A	Policy and processes explicitly approved by senior management	<ul style="list-style-type: none">• Formal and informal process used by senior management.• Publication of management guides to assist senior management.• Employment instructions explicitly adopted and recorded by senior management.
2B	Policy and processes issued and made known to all staff	<ul style="list-style-type: none">• Utilisation of staff only intranet.• CEO newsletter.• Staff selection workshops attended by 46 staff in Alice Springs and Darwin.• New staff provide written acknowledgment of receipt of <i>Code of Conduct</i>.• Information sessions conducted to increase staff awareness in regard to selection panels, probation, job evaluation, establishment and recruitment protocols.• Workshops conducted to brief all staff as part of policy implementation process.• Selection Advisory panels are provided with a copy of the Merit Selection Guide and a shell document, which details the structure of a selection assessment report.• <i>Code of Conduct</i> promoted through the Harassment Awareness sessions.• All new employees receive copy of <i>Code of Conduct</i>.
2C	Policy and processes documented and readily accessible	<ul style="list-style-type: none">• All staff have read only access to Staff Only Intranet site.• <i>A Manager's Guide to Probation</i> and associated flowcharts on the process will soon be available via the intranet.• Policies and procedures are highlighted in the Induction Program.



2D	Processes are fair	<ul style="list-style-type: none"> Processes based on legislative provisions. Difficult to assess adequately due to the small size of the agency.
2E	Policies and processes applied consistently	<ul style="list-style-type: none"> Consistent application of processes evidence by minimal promotion and appeal grievances and no probation terminations. All staff trained in Performance Management process.
2K	Staff awareness of, and confidence in, policy and processes are monitored	<ul style="list-style-type: none"> Annual Staff surveys provides an indication of staff confidence in corporate policy and processes. Regular informal discussions. Survey of staff awareness of Equal Employment Opportunities responsibilities. In response to staff need a carer's room has been established to assist employees to balance family and work responsibilities in emergency situations.
2L	Policy and processes have been modified/updated in last 12 months	<ul style="list-style-type: none"> Developed <i>A Working Guide to Staff Selection</i>. Reviewed Performance Management process. Equal Opportunity Management Plan developed. Equal Opportunity Management Plan reviewed to assess relevance to employees and as a result the objectives and related strategies for action have been amended and expanded.

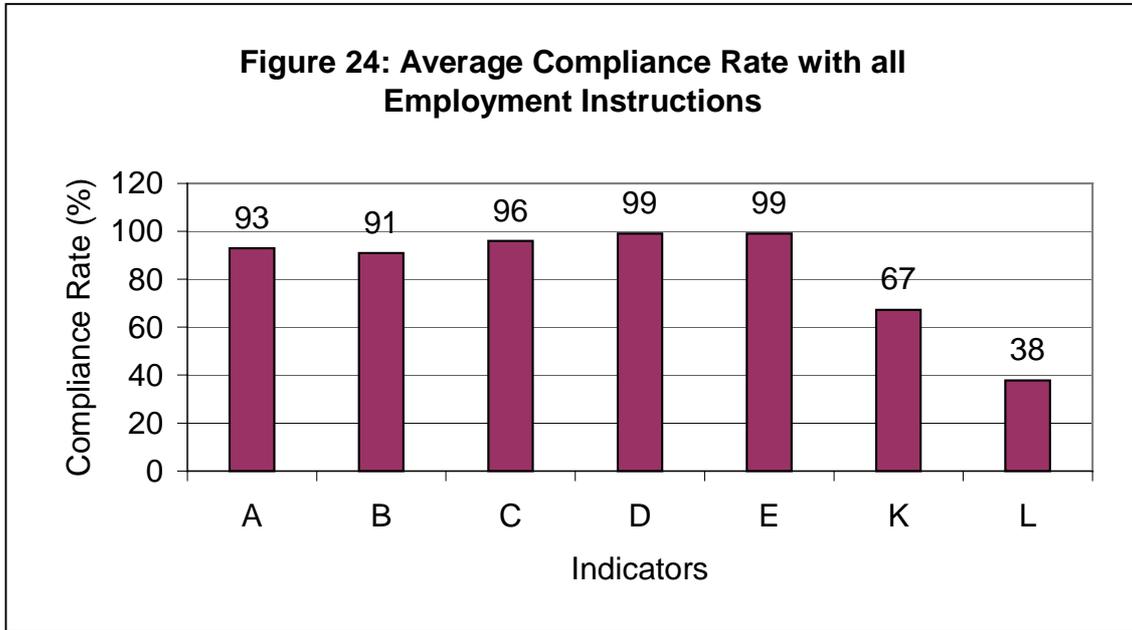
Agency responses, either Yes or No, to these seven questions provide an indication of compliance through the implementation and application of policies and processes to support each of the 13 Employment Instructions. Figure 24 shows the average compliance rate for all Employment Instructions.

Agency responses indicate that:

- where agencies averaged less than 80 per cent Yes responses the No response is spread across Employment Instructions and do not represent non-compliance with any one Employment Instruction. For example, an agency averaging 20-39 per cent compliance has 100 per cent compliance with three Employment Instructions, specifically Employment Instruction 10, Employment Instruction 12 and Employment Instruction 13,
- the major areas of non-compliance for agencies in the 20-39 per cent grouping relates to policy and processes being explicitly approved by senior management and issued/made known to all staff. All agencies in this grouping reported 100 per cent compliance to questions relating to access, fair and consistent treatment questions 2C, 2D and 2E,
- agencies in the 40-59 per cent grouping reported 100 per cent compliance with EI 1, EI 4, EI 10 and EI 12 and negative responses related to policies and processes being explicitly approved by senior management and issued/made known by all staff. As with agencies in the 20-39 per cent grouping responses to questions 2C, 2D and 2E were all positive. A similar pattern is evident for agencies in the 60-79 per cent grouping.



Agencies will continue to measure through this self-assessment process. This Office will support agencies and investigate, analyse and monitor trends and address specific concerns.



Key	
A	Policy and processes explicitly approved by senior management.
B	Policy and processes issued and made known to all staff.
C	Policy and processes documented and readily accessible.
D	Processes are fair.
E	Policies and processes applied consistently.
K	Staff awareness of, and confidence in, policy and processes are monitored.
L	Policy and processes have been modified/updated in last 12 months.

QUESTION 2F-J

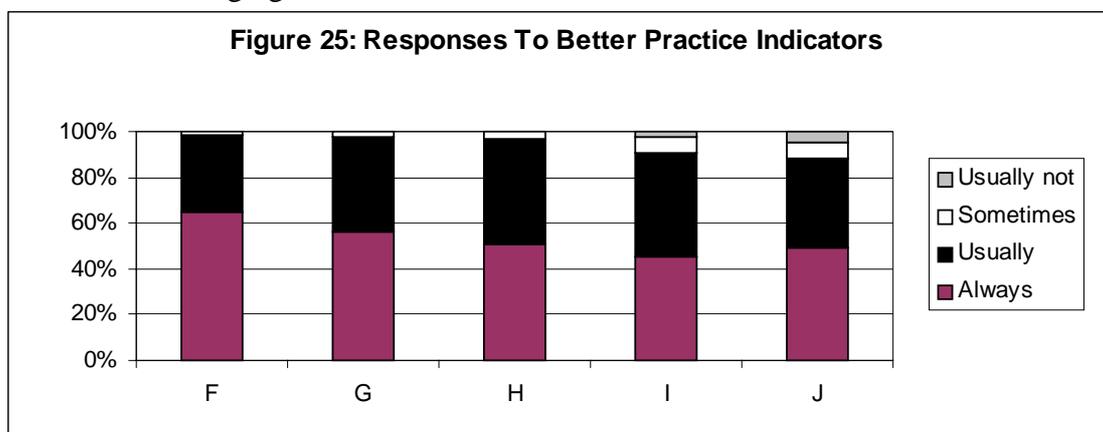
Better Practice Indicators		Sample responses across all Employment Instructions
2F	Managers observe policy and processes	<ul style="list-style-type: none"> • Low incidence of complaints. • High completion rates of performance management process. • Workplace committees in place. • Revised probation guidelines and reporting mechanisms to support managers.
2G	Other staff observe policy and processes	<ul style="list-style-type: none"> • Low incidence of complaints. • Nil incidence of inability process indicated by staff. • All staff have received training in workplace safety. • Low incidence of breaches of <i>Code of Conduct</i>.



Better Practice Indicators		Sample responses across all Employment Instructions
		<ul style="list-style-type: none"> Committed to the development of people through internal and external education and training programs, with the aim of providing the professional service standards expected by the community through the achievement of stipulated outcomes.
2H	Policy and processes support their desired outcomes	<ul style="list-style-type: none"> Utilisation of <i>Merit Selection Guide</i>. Addressing need to enhance the skill set of staff and managers in conducting performance management. Actively promoting diversity in workplace and have a corporate level Equal Employment Opportunity Steering Committee. Statistical evidence of workplace incidents/accidents indicates that policies and procedures are supporting desired outcomes.
2I	Policy and processes included as part of broader business process review/development activities	<ul style="list-style-type: none"> Linkage to <i>Code of Conduct</i> is included in review/development of other policy and business process initiatives where scope permits. Performance measures and the identification, of staff capabilities are now part of the agency annual business planning development and review process.
2J	Development and review of policy and processes informed by staff views/needs	<ul style="list-style-type: none"> Consultative processes are utilised in development of policy. CEO Corporate Directions' workshops facilitate feedback and consultation with regard to performance. Development of new policies has been in consultation with staff through the distribution of draft policies seeking input. Consultative processes in place include OH&S Steering Committee, EEO Steering Committee. Utilised <i>Work Enhancement and Feedback Program</i> to provide staff and management with a tool to discuss work and business related activities, discussing and evaluating individual and agency professional development achievements and future needs, providing input into the business planning process and the linking of business planning to an individual output. Task teams established to improve agency effectiveness and engage staff in the optimum way possible.



This Office will continue to work with agencies to identify better practice indicators and monitor emerging trends.



Key	
F	Managers observe policy and processes.
G	Other staff observe policy and processes.
H	Policy and processes support their desired outcomes.
I	Policy and processes included as part of broader business process review/development activities.
J	Development and review of policy and processes informed by staff views/needs.

Discipline & Inability Procedures

Under section 18 of the *Public Sector Employment and Management Act*, I am required to report on the extent to which discipline and inability procedures are invoked in the public sector.

The following table provides a summary of discipline and inability matters dealt with by agencies and the appeals that followed from these cases.

Figure 26: Summary of Disciplinary and Inability Cases 1998-2001

Year	Provision	B/Fwd	New	Resolved	C/Fwd
2000/01	Inability	4	1	4	1
	Summary Dismissal	0	3	3	0
	Discipline*	14	16	27	3
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

*excluding summary dismissal

**Figure 27: Summary of Disciplinary and Inability Appeals 1998-2001**

Year	Provision	B/Fwd	New	Resolved	C/Fwd
2000/01	Inability	0	1	0	1
	Summary Dismissal	1	2	2	1
	Discipline*	1	3	4	0
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	0	0	0
	Discipline*	1	1	2	0

*excluding summary dismissal



FINANCIAL REPORT

Variations during the year were minimal and consisted of one increased allocation of \$122,000 for the Police Juvenile Diversion Unit rent and some transfers between Activities or agencies. Variations sought through the Umbrella Cabinet Budget exercise were not approved.

The Office expenditure for the financial year was \$44.1 million. This is an increase of \$1.7 million (3.85 per cent) when compared to last year's expenditure. The increase is due to the full year effect of the Department of Corporate and Information Services (DCIS) Human Resource Development function transferring to this Office and the full year effect of new leases that commenced last year.

When comparing Activity expenditure to final allocation (statement 2), the Office was under by \$2.7 million (5.87 per cent).

The remaining allocation of \$2.7 million was not fully funded as receipts were down in Employee Development and Property Management as a consequence of course participation being lower than anticipated and reduced property lease requirements by General Business Divisions.

A restructure of the combined Human Resource Development functions was completed towards the end of last year with the staffing establishment increasing in numbers and levels. To accommodate this increase a review of personnel costs was undertaken and transfers from Employee Relations and Executive Programs to Employee Development was initiated. Internal operational expenses were also subjected to an *essentiality test* prior to purchase. As a consequence, Corporate Management and Advisory Services were under in expenditure.

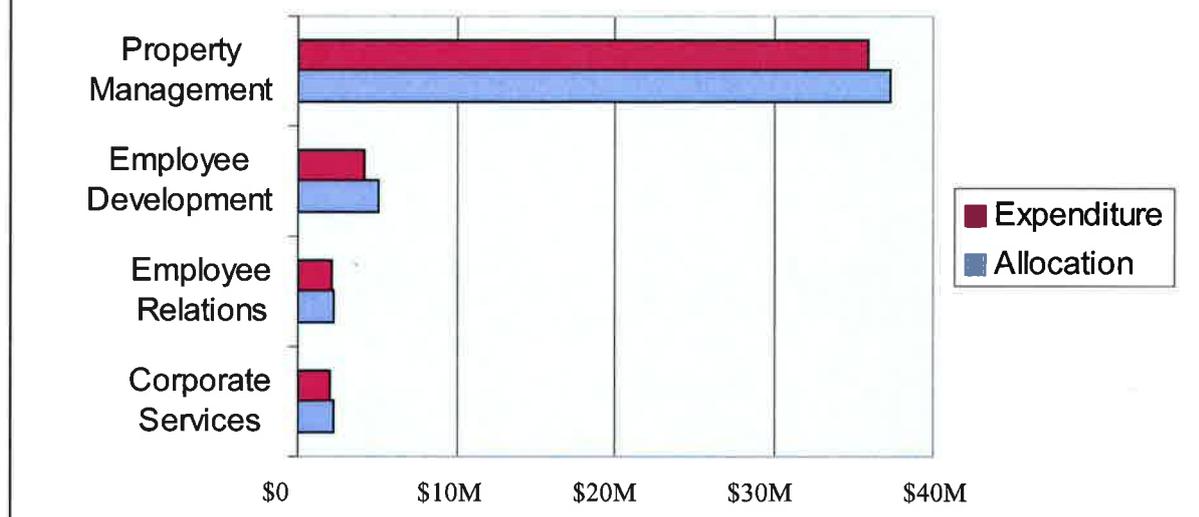
Although Property Management was under in expenditure there was a requirement to carry over available funds for committed expenses into 2001/02.

Management of the apprenticeship program was reviewed with apprentices now included in the respective agencies' staffing. This had an impact on the funding arrangements for apprentices who commenced in February 2001. Allocation was transferred to agencies with the apprentices and a subsequent intra-sector payment for their proportion of the Commonwealth receipts and consolidated revenue.

Figure 28 illustrates the budget allocation and expenditure during the reporting period for each business area. A summary of budget allocation and expenditure for each business area is included with the program activity reports in Section 3 from page 25.



Figure 28: Expenditure and Allocation by Activity



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 2001.

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.

DJ HAWKES
Accountable Officer

FIONA ROCHE
Manager, Corporate Services

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

FOR YEAR ENDED 30 JUNE 2001

Category of Cost/Standard Classification	Final Allocation	Actual Expenditure
	\$000	\$000
PERSONNEL COSTS	6,051	6,392
Salaries	6,051	4,876
Payroll Tax	0	397
Fringe Benefits Tax	0	33
Superannuation	0	337
Higher Duties Allowance	0	70
Leave Loading	0	44
Northern Territory Allowance	0	17
Other Allowances	0	35
Other Benefits paid by Employer	0	168
Overtime	0	3
Penalty Payments	0	0
Perishable Freight Allowance	0	0
Recreation Leave Fares	0	53
Salary Advances	0	0
Salary Clearing Account	0	2
Termination Payments	0	344
Workers Compensation	0	12
OPERATIONAL EXPENDITURE	36,463	35,069
NT Government Repairs and Maintenance Program	0	0
Repairs and Maintenance for Recoverable Works	0	0
Property Maintenance	0	0
General Property Management	36,463	34,964
Power	0	58
Water and Sewerage	0	46
OTHER OPERATIONAL EXPENDITURE	4,077	2,421
Advertising	0	6
Agent Service Arrangements	0	0
Audit Fees	0	0
Client Travel	0	0
Clothing	0	0
Communications	0	133
Consumables/General Expenses	4,077	36
Consultants Fees	0	851
Document Production	0	198
Entertainment/Hospitality	0	7
Freight	0	5
Furniture & Fittings	0	85
Info Technology Services	0	402
Insurance Premiums	0	4
Legal Services	0	34
Library Services	0	9
Marketing & Promotion	0	15
Membership & Subscriptions	0	24



Category of Cost/Standard Classification	Final Allocation	Actual Expenditure
OTHER OPERATIONAL EXPENDITURE, Continued		
Motor Vehicle Expenses	0	105
Office Req & Stationery	0	45
Official Duty Fares	0	80
Other Plant & Equipment	0	65
Recruitment Expenses	0	30
Regulatory & Advisory Board Expenses	0	22
Relocation Expenses	0	1
Survey, Drafting & Drilling Costs	0	0
Training & Study Expenses	0	239
Travelling Allowance	0	25
INTRASECTOR PAYMENTS	285	224
Payments to the Northern Territory Government	285	224
Consolidated Revenue Account On-Costs	0	0
CAPITAL EXPENDITURE	0	13
Construction (Works in Progress)	0	0
Purchase of Capital Assets	0	13
INTEREST	0	0
Interest Expense	0	0
GRANTS	0	23
Current Grants	0	23
Capital Grants	0	0
TOTAL EXPENDITURE	46,876	44,141

Note: Training - \$270,000 is attributed to the public sector wide training courses. The remaining \$69,000 is internal training and development expenditure.



EXPENDITURE BY ACTIVITY
FOR YEAR ENDED 30 JUNE 2001

Activity/Program	Final Allocation	Actual Expenditure	
		Current Year 2000/01	Previous Year 1999/2000
	\$000	\$000	\$000
CORPORATE MANAGEMENT	2,307	1,981	2,217
Executive	637	543	696
Corporate Services	1,296	1,031	1,044
Information Management	374	407	476
ADVISORY SERVICES	2,249	2,145	1,951
Employee Relations	2,039	1,951	1,751
Promotions Appeals Board	210	193	200
PROPERTY MANAGEMENT	37,270	35,870	34,609
Support Services	36,463	34,976	33,792
Accommodation	807	894	817
EMPLOYEE DEVELOPMENT	5,050	4,144	3660
Early Careers	1,100	866	
Leadership & Learning	2,072	1,035	
Executive	1,878	2,243	
TOTAL EXPENDITURE	46,876	44,141	42,440



RECEIPTS BY ACCOUNT
FOR YEAR ENDED 30 JUNE 2001

Consolidated Revenue Account	Estimated Receipts	Actual Receipts
	\$000	\$000
NIL	0	0
Total Consolidated Revenue Account	0	0
<hr/>		
Operating Account	Estimated Receipts	Actual Receipts
	\$000	\$000
Commonwealth Grants	283	150
Charges for Good and Services	8,032	6,311
Sale of Assets	0	0
Miscellaneous Revenue	-870	21
Intrasector Receipts	0	3
GST Control	0	-183
Total Operating Account	7,445	6,302
<hr/>		
Transfer from Consolidated Revenue Account	36,929	36,929
Total Receipts to Agency Operating Account	44,374	43,231

CREDITORS AND ACCRUALS

AS AT 30 JUNE 2001

Activity	External		Total	Intrasector		Total	Total
	Creditors \$,000	Accruals \$,000		Creditors \$,000	Accruals \$,000		
CORPORATE MANAGEMENT	29	68	97	65		65	162
EMPLOYEE RELATIONS	4	42	46	0	0	0	46
EMPLOYEE DEVELOPMENT	39	76	115	2	13	15	130
PROPERTY MANAGEMENT	695	99	194	1	6	6	800
TOTAL	767	285	1052	67	19	86	1138
Classified As:							
Current	767	285	1052	67	19	86	1138
Non Current							
TOTAL	767	285	1052	67	19	86	1138





DEBTORS
AS AT 30 JUNE 2001

Activity	External			Intrasector			Total	Total
	Charges	Other	Total	Charges	Other	CSO		
	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000	\$,000
CORPORATE MANAGEMENT		272	272		2		2	274
EMPLOYEE RELATIONS								
PROPERTY MANAGEMENT								
EMPLOYEE DEVELOPMENT	5	1	6	146			146	152
TOTAL	5	273	278	146	2		148	426
Less: Provision for Doubtful Debts								
NET DEBTORS	5	273	278	146	2		148	426
Classified As:								
Current	5	273	278	146	2		148	426
Non Current								
NET DEBTORS	5	273	278	146	2		148	426

Note a: (1) Outstanding intrasector receivable includes a single invoice of \$120,000

(2) \$272,000 relates to GST from ATO



EMPLOYEE ENTITLEMENTS OUTSTANDING

AS AT 30 JUNE 2001

	ENTITLEMENT	\$000
Current		
Recreation Leave		693
Recreation Leave Fares		53
Leave Loading		89
Long Service Leave		984
Non Current		
Long Service Leave		77
TOTAL		1 896

METHODOLOGY

1 Recreation Leave

The value of recreation leave entitlements are calculated by PIPS based on employees' actual salaries and entitlements at 30 June 2001.

2 Recreation Leave Fares

Recreation Leave Fares entitlements are calculated based on 2000/01 actuals.

3 Leave Loading

The value of leave loading entitlements are calculated by PIPS based on employees' actual salaries and entitlements at 30 June 2001.

4 Long Service Leave

Long Service entitlement is calculated 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
FOR YEAR ENDED 2001**

Nature of Trust Money	Opening Balance	Receipts	Payments	Closing Balance
	1 July 2000			30 June 2001
	\$000	\$000	\$000	\$000
Corporate Services	0	0	0	0
TOTAL	0	0	0	0



**WRITE OFFS, POSTPONEMENTS AND WAIVERS
FOR THE YEAR ENDING 30 JUNE 2001**

Category	\$
WRITE OFFS, POSTPONEMENTS AND WAIVERS UNDER THE ACT	0
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. Refer Note (1)	
Waiver of right to receive or recover money	
Amounts written off, postponed or waived by the Treasurer	
Irrecoverable money written off	
Losses or deficiencies of monies written off	
Value of public property written off.	
Postponement of money owing	
Waiver of right to receive or recover money	
WRITE OFFS, POSTPONEMENTS AND WAIVERS AUTHORISED UNDER OTHER LEGISLATION	0
Amounts written off or waived by Delegated Officers	
Losses or deficiencies of monies written off	
TOTAL	

NOTES:

(1) This amount reflects the purchase price of the asset and not their written down values at the time of their disposal. These assets were written off under Section 35(1)(c) of *Financial Management Act* being property which was lost, deficient, condemned



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 2 on pages 92-93. 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*.

Staffing Levels

Figures 29 and 30 show movements in total staffing in the Northern Territory Public Sector (NTPS) compared to changes in the Northern Territory population and employment numbers from 1983 to 2001. There has been an overall increase in public sector employment from around 14,200 to 14,640 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) staffing enumeration methodology was fine-tuned during late 1999, and the staffing series from 1995 onward has been revised subsequently using this methodology. As a consequence some results in this document may differ from those published in earlier annual reports.

FIGURE 29

**Growth in the Northern Territory Public Sector Compared to Labour Force,
Employment and Population Movements - 1983 to 2001**

		1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
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	14.6
	%Growth/Yr		3	1	2	-2	-3	2	2	-2	-3	-2	1	1	1	1	3	-1	0	-1
	Growth Index	100	103	104	106	103	100	102	104	102	99	97	98	99	100	102	105	104	104	103
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	104.4
	%Growth/Yr		-11	19	10	2	-8	13	2	2	2	-6	-1	8	2	4	1	5	-2	9
	Growth Index	100	89	106	117	119	109	123	125	128	130	122	120	130	132	137	138	145	143	156
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	97.0
	%Growth/Yr		-11	20	10	3	-10	15	1	0	3	-7	0	7	3	4	2	5	-3	8
	Growth Index	100	89	106	117	121	108	125	126	126	130	121	121	130	134	140	143	150	145	156
Population *	('000)	135.9	142.2	148.5	154.4	157.9	1	1	1	1	1	169.7	172.3	175.0	180.5	185.3	188.2	191.4	194.3	196.3
	%Growth/Yr		5	4	4	2	1	1	1	2	1	2	2	2	3	3	2	2	2	1
	Growth Index	100	105	109	114	116	117	118	119	121	123	125	127	129	133	136	138	141	143	144

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

Average over May, June and July

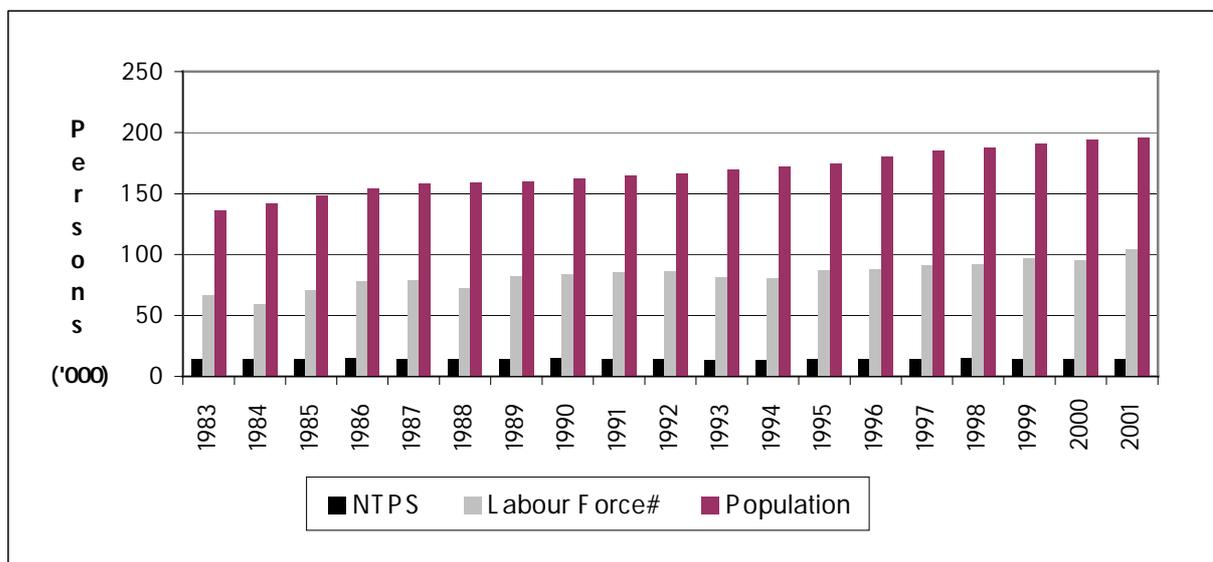
* December population figures



Aggregation of the data shows that from the year 1983 (which is about the time the NT public sector consolidated following self government) to 2001 the Northern Territory population grew by 44 per cent while employment grew by 56 per cent. Conversely, the NT public sector is currently only three per cent larger than it was in 1983. While some of this apparent lack of relative expansion of the public sector can be attributed to the outsourcing of some functions and to the taking of some Commonwealth funded units off Budget (Batchelor College, NT Rural College and the Legal Aid Commission, all in 1999), there is little argument that the NTPS in 2001 is a considerably more streamlined and efficient service than it was in the early 80s.

FIGURE 30

**Growth in the NT Public Sector, Labour Force and Population
from June 1983 to 2001**



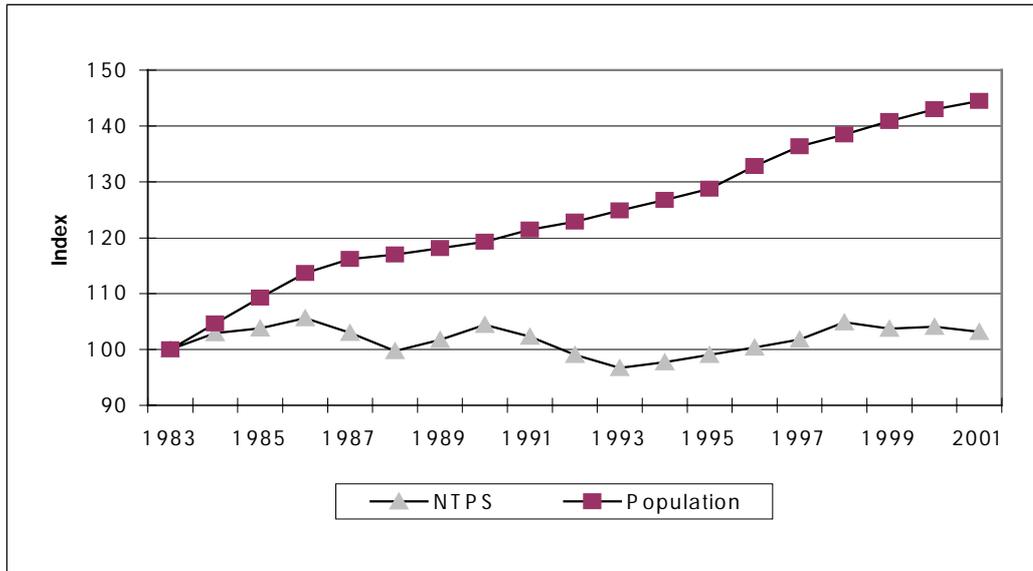
Average over May, June and July

The change in the size of the public sector from 1983 is compared directly to population growth in Figure 31. The graph shows that the population of the Territory has grown steadily during this period while NTPS staffing has been subject to substantial variation, first peaking in 1986 at a level comparable with current staffing. 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 predicated a further three year decline. Growth since 1995 has been limited primarily to the front-line service agencies; namely Health (up 170), Education (up 150), Police, Fire, & Emergency Services (up 130) and Correctional Services (up 60). It should be noted that these indicated increases are conservative owing to the transfer of some corporate/IT staff from these agencies to the Department of Corporate and Information Services (DCIS) during the 1998/99 financial year. On the other hand the Power & Water Authority has decreased by 240, this figure also including transfers to DCIS.



The two major agencies in the public sector are Territory Health Services and the Department of Education. Combined they employ 50 per cent of staff. The medium size agencies, which employ a further 24 per cent of total staff, are the Department of Corporate & Information Services, Transport & Works, the Power & Water Authority, and Police, Fire & Emergency Services; all with between 600 and 1300 staff. The remaining agencies employ under 500 staff each; most of them have considerably less.

FIGURE 31
Movements in NT Population and NTPS Staff 1983 to 2001



Base of each index 1983 = 100

Full-Time-Equivalent (FTE) staffing numbers for each agency are shown in Figure 32. This shows the staffing averaged over the 26 pay periods for both the current reporting year and the previous year, together with the change over these two periods.

Staffing 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.



As has been stated in previous Annual Reports, from the early 1980's until 1992/93, staffing analyses in these reports relied largely on data contained in a previous personnel database. The generality of the analyses was limited under this system, as some agencies utilised facilities other than the default database 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 the Full-Time-Equivalent (FTE) staffing calculation was modified during late 1999 to decrease the variance in the FTE algorithm. The revised calculation has been back-cast to 1995. It was not possible to go back any further as prior to this time pay data was not back-loaded into PIPS as part of pay processing. Consequently caution should be exercised when making comparisons of current data with data extracted prior to 1995.

FIGURE 32

**Changes in Average Public Sector Staff Employed
by Agency 1999/2000 - 2000/2001**

AGENCIES	Average 1999/2000	Average 2000/2001	Change
Aboriginal Areas Protectn Auth	22	22	0
Aboriginal Development	24	32	8
Anti-Discrimination Commission	9	10	1
Arts & Museums	109	116	7
Asian Relations, Trade & Industry	24	29	5
Attorney-General's Department	102	104	2
Auditor General	5	4	-1
Chief Minister	216	244	28
Commis. for Public Employment	105	119	14
Comms, Science & Adv Tech	14	15	1
Corporate & Info Services	1055	984	-71
Correctional Services	470	472	2
Courts Administration	121	129	8
Darwin Port Authority	47	50	3
Education	3660	3620	-40
Employment & Training Authority	47	44	-3
Housing	116	138	22
Industries & Business	187	198	11
Lands, Planning & Environment	379	380	1
Legislative Assembly	82	85	3
Local Government	82	70	-12
Mines & Energy	191	185	-6
Ombudsman	16	16	0
Parks & Wildlife Commission	380	379	-1
PAWA	675	655	-20



Police, Fire & Emergency Svces	1221	1275	54
Primary Industries & Fisheries	375	390	15
Public Prosecutions	45	46	1
Sport & Recreation	55	59	4
Strehlow Research Centre	4	4	0
Territory Health Services	3724	3796	72
Tourist Commission	108	106	-2
Trade Development Zone	7	7	0
Transport & Works	646	656	10
Treasury	154	156	2
TOTAL	14 477	14595	118

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

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

Staffing By Employment Status

Data on the employment category of staff from June 1994 through to June 2001 is presented in Figure 33. It is clear that the profile has changed significantly over this time, with the proportion of permanent employees dropping by 3.9 per centage points overall. This has been countered by the more common usage of temporary/contract employees. Nevertheless while there was a steady decrease up until 1997/98, the per centage has become less predictable subsequently. Following a drop in the proportion of permanents in the year to June 2000, 2001 has seen the proportion rise again by 0.7 per centage points. It may be that the flexibility provided by utilising temporary staff needs to be tempered by the provision of permanent employment in order to attract certain categories of employees and to promote stability in the public sector workforce.

FIGURE 33

Employment Status of NT Public Sector Staff – 1994 to 2001

STATUS	Jun '94	Jun '95	Jun '96	Jun '97	Jun '98	Jun '99	Jun '00	Jun '01	Change '94 to '01
Permanent	81.5%	80.0%	78.2%	78.4%	76.7%	78.0%	76.9%	77.6%	-3.9%pts
Temporary	15.6%	17.0%	19.1%	18.9%	20.3%	19.3%	20.0%	19.5%	3.9%pts
Casual	2.1%	2.2%	2.0%	2.1%	2.4%	2.5%	2.9%	2.8%	0.7%pts
Misc.	0.7%	0.7%	0.7%	0.6%	0.5%	0.2%	0.2%	0.1%	-0.6%pts
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	



PERMANENT PART-TIME STAFFING

Permanent part-time work has been utilised as an option in recent years to assist retain the valuable skills of employees who are striving 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 730, which represents 6.1 per cent of the permanent workforce. PIPS data illustrates that there has been a slow but steady increase in this type of employment over the past seven years (see Table 4). The overall increase of 3.0 per centage points in Figure 34 represents an actual increase of 376 permanent part-time employees. This is nearly 70 more than last year and well over double the number in 1994.

FIGURE 34

Permanent Part-Time in the NT Public Sector – 1994 to 2001

STATUS	Jun '94	Jun '95	Jun '96	Jun '97	Jun '98	Jun '99	Jun '00	Jun '01	Change '94 to '01
Permanent	3.1%	3.8%	3.8%	4.0%	4.4%	5.3%	5.5%	6.1%	3.0%pts
Part time									

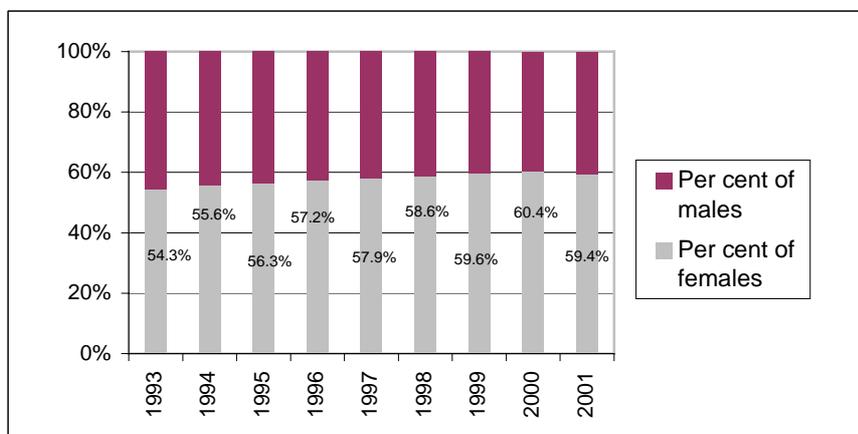
Staffing By Gender

The proportion of women in the public sector as at June 1993 was 54.3 per cent. Since that time the proportion rose slowly but steadily to reach 60.4 per cent in June 2000 (see Figure 35). This represented an average annual increase in the proportion of women of around 0.8 per centage points. This year has seen the proportion drop by a full per centage point to 59.4 per cent. While the increasing ratio of women to men could not be expected to continue indefinitely, the reversal shown in this year's data does not necessarily mean that the long term trend has stopped. It will be of interest to see what happens to the gender balance over the next 12 months.



FIGURE 35

Proportion of Women in the NT Public Sector - 1993 to 2001



The proportions of females to males in agencies are represented in Figure 37. 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.

Figure 36 indicates the change in the per centage of females by stream in June 1994 and June 2001. This shows that by far the greatest change has been in the professional, educational and technical streams with the proportion of females increasing 7.8, 6.5 and 6.2 per centage points respectively.

When the data for this year is compared to that for last year the figure for professionals is 0.3 points lower, for teachers it is 0.7 lower and for technicals 1.1 lower. These latter figures are generally in line with the overall service wide decrease in females of 1.0 per cent as discussed above. In fact the only stream which had an increase in the proportion of females since last year was the physicals which went up by 0.8 percentage points.

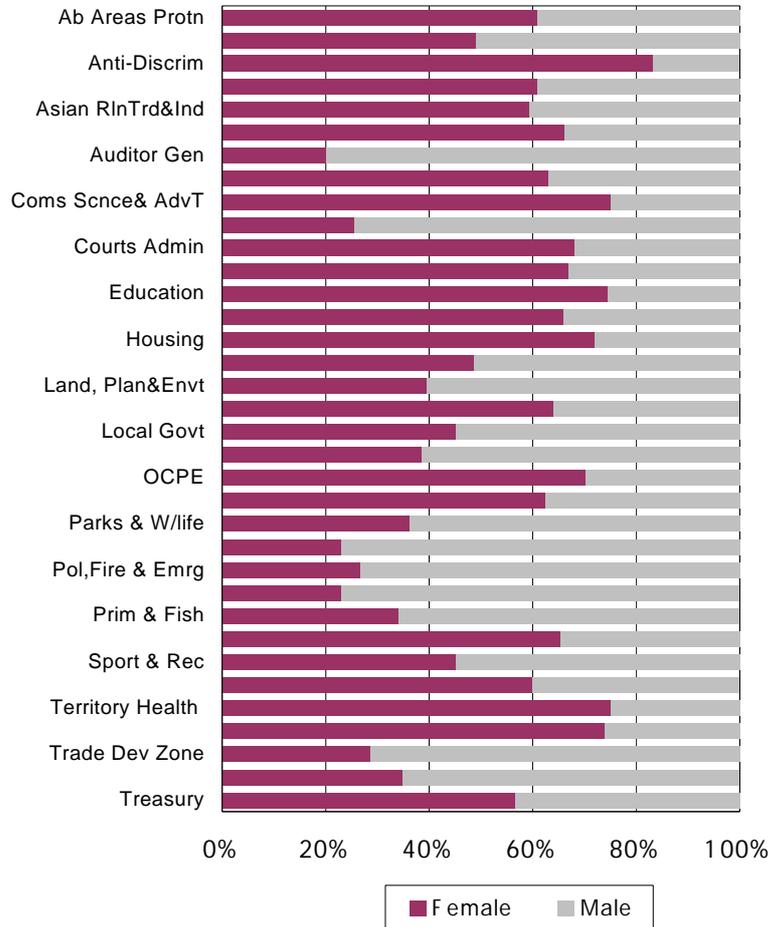
FIGURE 36

Per centage of Females by Employment Stream - June 1994 and June 2001

Per cent females			
Stream	1994	2001	Difference
Admin Staff	67.6%	70.1%	2.5%
Prof Staff	40.8%	48.6%	7.8%
Technical Staff	19.2%	25.4%	6.2%
Physical Staff	40.2%	43.2%	3.0%
Teaching Staff	65.6%	72.1%	6.5%
Health Workers	83.5%	81.1%	-2.4%
Uniformed Staff	12.7%	18.7%	6.0%
Total	55.6%	59.4%	3.8%



FIGURE 37
Proportions of Males and Females by Agency
All Employees - 2001



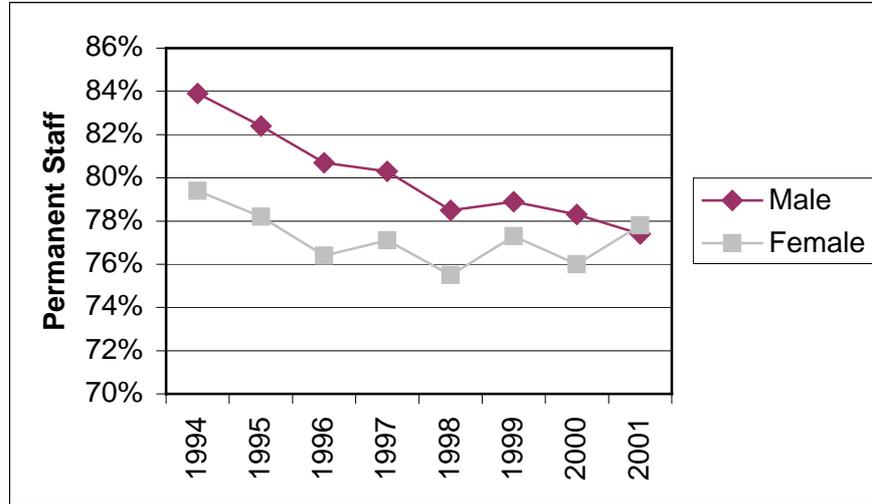
Status by Gender

Figure 38 graphs the proportion of permanent staff by gender from 1994 through to 2001. This is quite revealing in that it shows that the drop in the proportion of permanent staff over the last seven years documented in Figure 33 above is not split evenly between men and women. While the initial drop was at a similar rate, the proportion for females more or less levelled out from 1996 while that for men has continued to decrease with the result that as of 2001 the per centages are essentially the same.



FIGURE 38

**Proportion of Permanent Staff by Gender
NT Public Sector - 1994 to 2001**

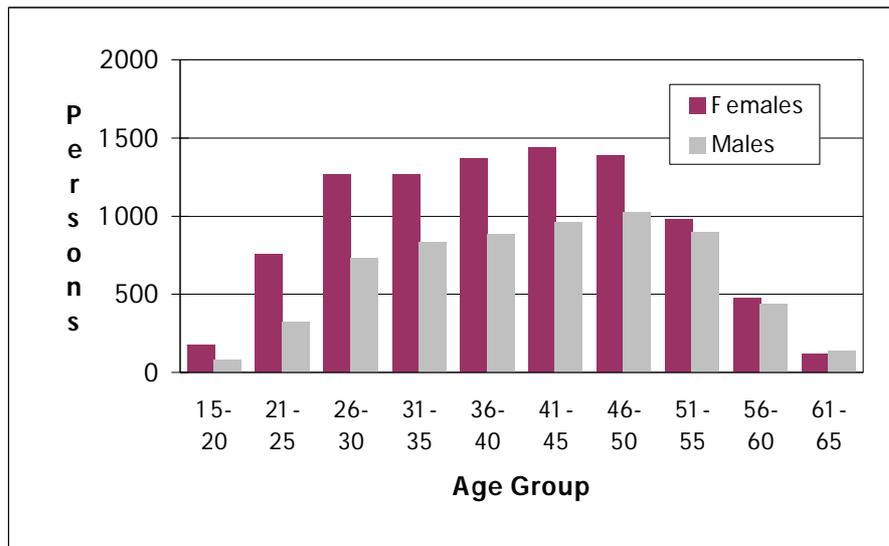


Age by Gender

Figure 39 illustrates the division of staffing by age and gender as at June 2001. The overall characteristic of previous years remains in that while women in the NT Public Sector remain in the majority, they also remain concentrated in the lower age groups.

FIGURE 39

**Distribution of Men and Women in the NT Public Sector
by Age Group - June 2001 - All Employees**



The average age of NTPS personnel from June 1993 to June 2001 is shown in Figure 40.



This shows that over the eight years the overall average has risen by 1.9 years. The rate of ageing is similar for men and women, although the increase has been marginally greater for women over the last couple of years.

Some time ago concern was expressed that continued public sector staffing 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 nine points in time (Figure 40) we can now say that any such effect is currently minor, but nevertheless does exist. In this context it is notable that the proportion of employees aged 51 years or more rose 1.2 per cent points from 18.4 per cent in June 2000 to 19.6 per cent in June 2001. While it may be rash to speculate on possible causes for this small increase (representing 164 people), it is reasonable to suggest that recent structural changes to the taxation system may have discouraged some potential retirees from leaving until a reasonable idea of the long term fiscal impact of the changes has become clear.

FIGURE 40

Average Age by Gender - NT Public Sector Staff - 1994 to 2001

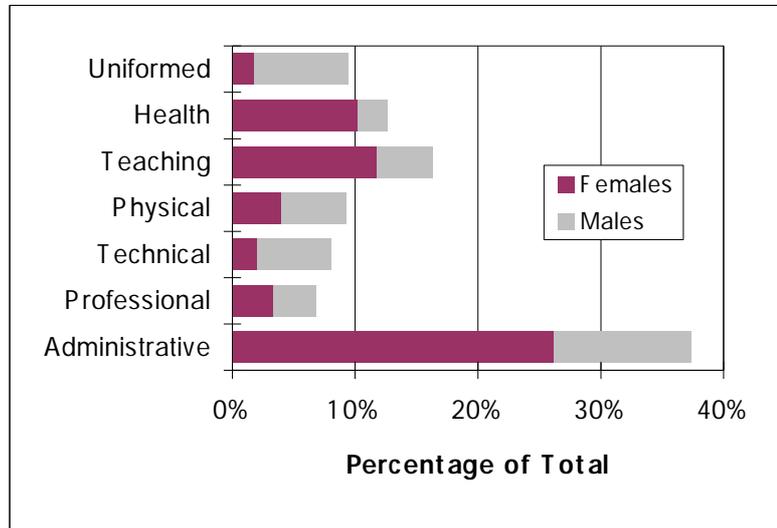
AGE	1993	1994	1995	1996	1997	1998	1999	2000	2001
Females	37.9	38.2	38.3	38.6	39.1	39.2	39.5	39.7	40.4
Males	41.0	41.0	41.2	41.7	42.1	42.1	42.5	42.5	42.7
Overall	39.3	39.4	39.6	40.0	40.4	40.4	40.7	40.8	41.2

Classification Stream by Gender

While the gender balance within streams has varied as described in the discussion of Figure 36 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 per cent. Women remain as being concentrated in the Administrative, Teaching and Health streams.



FIGURE 41
Distribution of Men and Women in the NT Public Sector
by Employment Category - June 2001
All Employees



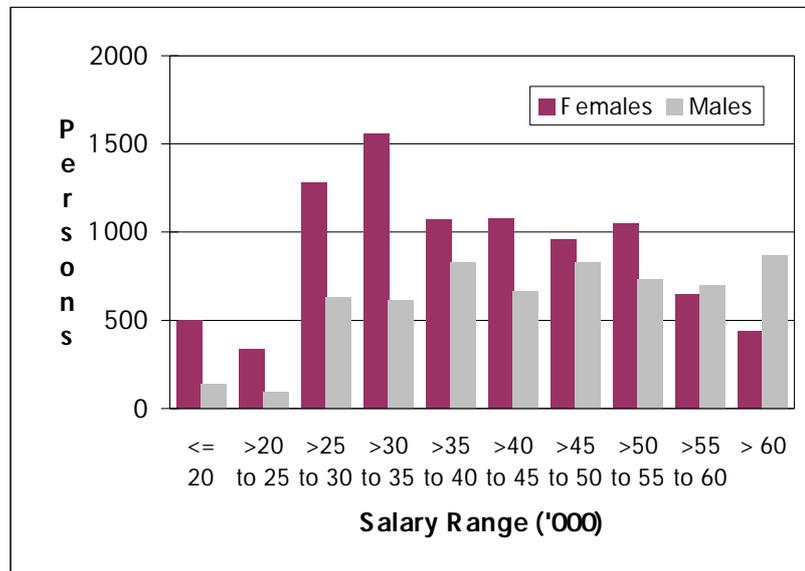
SALARY BY GENDER

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 per cent, whereas the figure currently stands at 26.3 per cent. Nevertheless, women remain predominantly at the lower salary levels; Figure 42 illustrates the significant difference in the profiles of male and female earnings. Note that while there is a seemingly inconsistent predominance of women in the 50 to 55 thousand a year bracket, over 75 per cent of these are either teachers or level 3 nurses.



FIGURE 42

**Distribution of Men and Women in the NT Public Sector
by Salary Level - June 2001
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.*

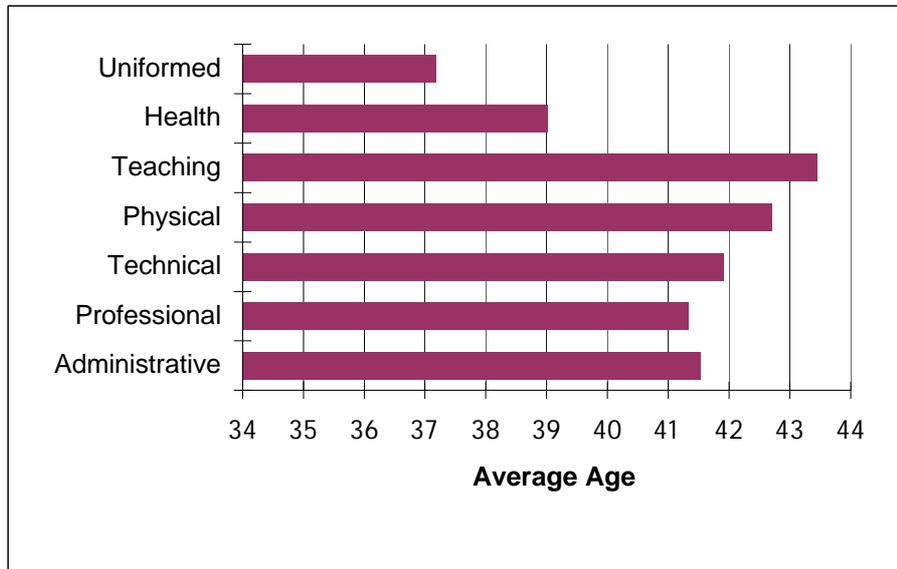
Staffing By Classification Stream

AGE BY CLASSIFICATION STREAM

A plot of average age against classification stream is shown in Figure 43. This graph shows that uniformed staff and the health stream are on average the youngest in the NT public sector. Conversely teaching and physical staff are the oldest. It is notable that while the average age of the NTPS has risen by 1.8 years since 1993, the average age of teachers rose by 0.8 over the 12 months to June 2001 for an overall increase of nearly 3.0 years since 1993. This greater increase in the age of teachers is consistent with the perceived international teacher shortage as it suggests that young, newly trained staff are not adequately compensating for the attrition of older education professionals.



FIGURE 43
Average Age by Classification Stream
June 2001 - All Employees

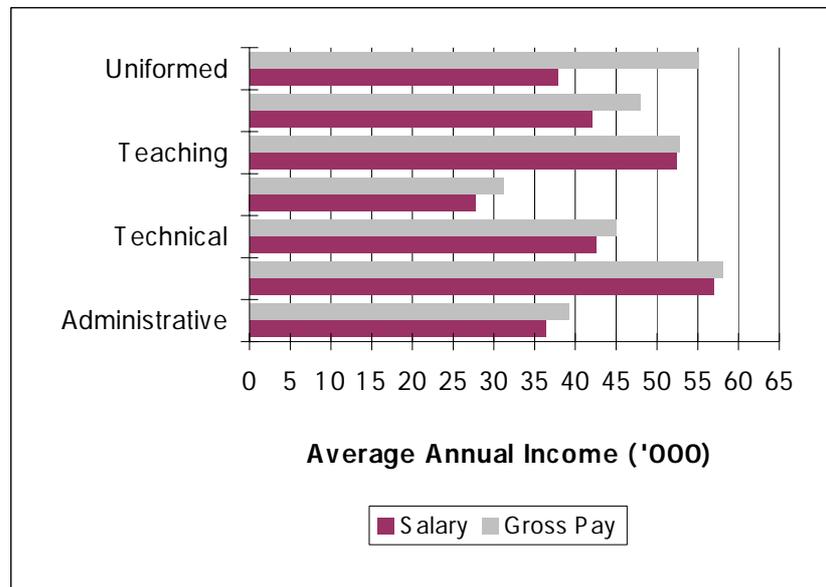


INCOME BY CLASSIFICATION STREAM

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, overtime, etc.) can be significantly higher than this figure. In order to quantify this, both measures of income are presented in Figure 44. This makes clear the observation that most staff 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 44
Average Income by Classification Stream
Non Casual Employees - 2000



Staff Separation & Recruitment 1994/95 to 2000/01

Staff separation and recruitment data are presented below beginning at the 1995/96 reporting period.

Even though this analysis is limited to relatively recent data, a little background knowledge is helpful in interpreting the turnover statistics. A few years prior to the introduction of PIPS, a decision was made to revise the reporting of turnover data by producing two sets of tables, one with both permanent and temporary employees (as had been the custom) and one with permanent employees only. The practice of using both sets of data has continued, as both have their uses in tracking turnover profiles.

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



FIGURE 45

NT Public Sector Separation and Recruitment Rates by Employment Category - 1995/96 to 2000/2001 - PERMANENT STAFF

	1995/96		1996/97		1997/98		1998/99		1999/2000		2000/2001	
	Separation rate	Recruitment rate										
	%	%	%	%	%	%	%	%	%	%	%	%
Administrative	12	4	11	5	12	4	13	3	10	4	10	4
Professional	15	9	12	9	14	7	13	5	10	7	11	6
Technical	11	5	8	5	11	5	12	6	10	5	7	5
Physical	16	6	14	6	15	6	12	7	11	6	12	8
Teaching	12	5	14	4	14	3	12	3	9	2	10	2
Health Workers	25	12	24	19	27	19	23	20	20	13	18	10
Uniformed	7	10	8	7	8	12	9	6	7	9	7	9
Total	13	6	13	7	14	7	13	6	11	6	11	5

The data shows that it is not uncommon for individuals to be hired as temporary employees, and then, after gaining relevant experience, to then win 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' staff fall far below those for separation of 'permanent' staff without this actually being the case.



Figure 46

**NT Public Sector Separation and Recruitment Rates by Employment
Category - 1995/96 to 2000/2001 - PERMANENT & TEMPORARY STAFF**

	1995/96		1996/97		1997/98		1998/99		1999/2000		2000/2001	
	Separation rate %	Recruitment rate %										
Administrative	25	26	25	26	24	25	27	25	27	30	28	27
Professional	28	30	28	30	28	28	27	27	25	29	31	27
Technical	18	15	17	16	23	24	20	18	21	20	21	17
Physical	35	38	36	37	35	36	31	32	28	29	29	31
Teaching	21	21	23	24	21	24	21	25	22	24	23	20
Health Workers	48	52	55	60	58	58	52	56	52	56	59	57
Uniformed	8	12	8	11	9	15	9	9	7	12	7	12
Total	26	28	27	29	27	29	27	28	27	30	28	27

As noted previously in Figure 33, there has indeed been a fall in the proportion of permanent staff, from 81.5 per cent in June 1994 to 77.6 per cent in June 2001. This is obviously far less than would be predicted by taking the difference between commencement and separation rates for permanent staff at face value. It is tempting to drop the item of permanent commencements entirely, but doing so 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.



FIGURE 47
Separation Statistics for the period 01/07/2000 to 30/06/2001
PERMANENT & TEMPORARY STAFF*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	710	242	553	159	70	1	149	1884
Deceased	4	2	3	0	1	4	3	17
Dismissal	12	9	3	3	0	3	15	45
Resignation	689	278	540	155	81	90	192	2025
Retire Early Age	12	18	6	1	1	3	4	45
Retire Invalid	6	3	2	1	1	1	4	18
Retire Max Age	6	2	2	1	2	1	5	19
Retire Other	10	4	3	1	1	0	0	19
Retrenchment	136	27	3	8	9	0	11	194
Other	4	1	4	0	0	0	0	9
Total	1589	586	1119	329	166	103	383	4275

** Does not include casual staff 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 Figure 46. With respect to this figure it is important to note that the number of actual resignations from the service is just under half of the total separations.

It is also of interest to look at the profile of those permanent employees who resign or retire from the service. It might reasonably be expected that gaining permanency in the public sector would engender a reasonable period of stable employment, but of the 1397 permanent employees who elected to leave during 2000/01, close to 50 per cent had less than two years service and over 60 per cent had less than five years service. In the light of this it was postulated that these may have been predominantly generation Xs who reputedly do not generally value permanence. In fact the average (median) age of those leaving before two years service was 32 whereas the overall average age of this group was 38. While this by no means proves the theory (re generation Xs) it does indeed provide considerable support. If true then it is also cause for some concern in terms of, for example, what is going to be the cost of continual training for new employees and who will provide the future repository of essential corporate knowledge.

Sick Leave 2000/2001

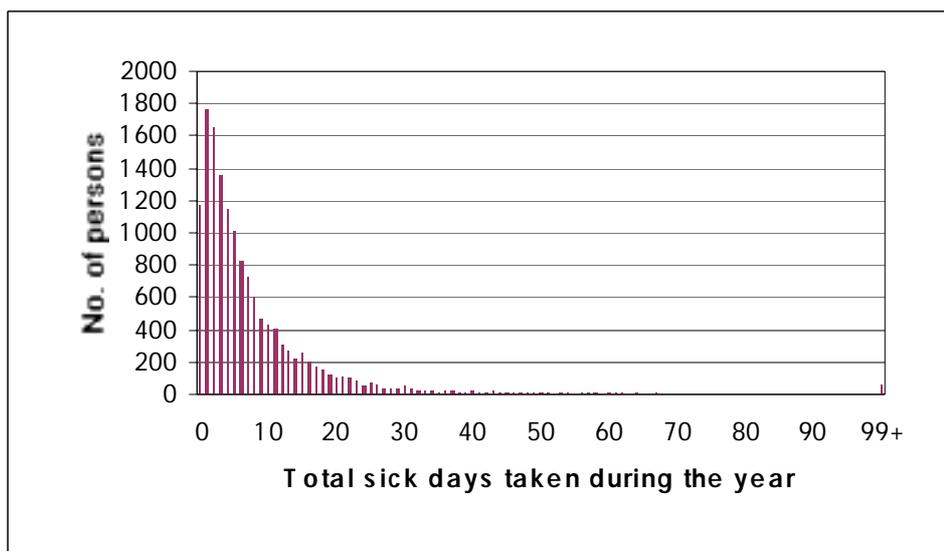
Figure 48 shows the distribution of the number of days sick leave with pay taken by individual employees during 2000/2001. The graph shows that the most frequent occurrence was one sick day taken. From this high starting point the curve then drops off steeply up to about six days leave per year, and 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 in 1996/7. In 1997/98 and 1998/99 the figure was similar at just over 290 people recorded as taking over 50 days leave. Last year the number dropped to 255 and this year is slightly up at 271.

As also explained in previous years' reports this figure is on the high side of the true value. It is common for cases which 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 48
Days Sick Leave taken by Individuals in the NT Public Sector in the Year 2000/2001 - All Employees



Nevertheless this flaw in the data is consistent over time and so doesn't explain the reason for the 49 per cent drop in the number claiming over 50 days since 1994/95. While there is no conclusive evidence it is thought that that this is at least partly explained by the streamlining of procedures since the introduction of the *Public Sector Employment and Management Act* and more recently by the centralisation of personnel processing in the Department of Corporate and Information Services.

Another aspect of sick leave is the distribution of single day absences over the days of the week. This data is presented in Figure 49. 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



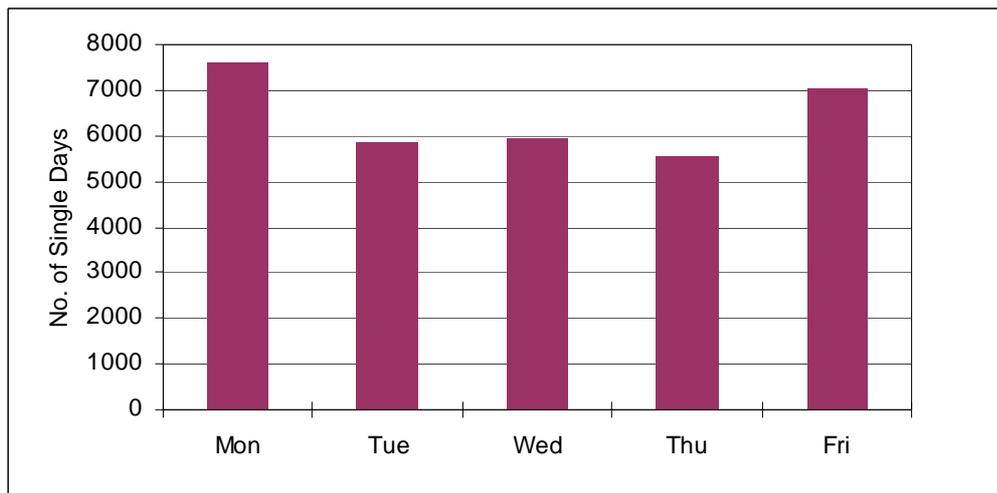
frequent in the middle of the week. While the data supports this to some extent, the effect is not strikingly significant and the distribution has been consistent over time.

A more interesting change is revealed by looking at alterations in the absence profile in recent years. From 1994/95 to 1999/00 the number of single day absences increased by 22 per cent while over the subsequent year the number decreased by 5 percentage points to an overall increase over the seven years of 17 per cent (during which time FTE public sector staffing increased by only 4.7 per cent). It has been argued in previous reports 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 Enterprise Bargaining Agreements.

Nevertheless the drop in single day absences taken alone is a little misleading as since last year there was also a drop of 16 per cent in the number of people taking no sick leave at all. In other words there was a significant increase in the number of people taking two or more days. It would be unwise to attribute to this one year turnabout a lasting change in the pattern of sick leave utilisation. It is more likely that such a shift has been due to something like an unusually bad year for the flu, but this is virtually impossible to substantiate.

Despite the above, the overall absence rate contributed by paid sick leave rose only slightly over the year from 3.8 to 3.9 per cent, the same level it was every year for the three years to 1999.

FIGURE 49
Distribution of Single Day Sick Days
NTPS - Budget Year 2000/2001



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