



Northern
Territory
Government

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

Annual Report

2010-11



Office of the Commissioner for Public Employment

Annual Report 2010–11

The annual report highlights the Office of the Commissioner for Public Employment's key achievements against outcomes and assesses performance against outputs.

It also provides the Northern Territory Legislative Assembly with an account of performance against the approved budget as published in the *2010–11 Budget Paper No. 3*.

In addition, the Office of the Commissioner for Public Employment is responsible for giving an account of the performance of the Northern Territory Public Sector in the State of the Service Report (with Statistical Supplement), in a separate report.

Published by the Office of the Commissioner for Public Employment.

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ISSN 1323-2894

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Letter to the Minister

Dr Christopher Burns, MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister Burns

**RE: THE OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT
2010-11 ANNUAL REPORT**

In accordance with the provisions of the *Public Sector Employment and Management Act*, I submit the 2010-11 Annual Report on the activities and achievements of the Office of the Commissioner for Public Employment (OCPE).

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

- (a) Proper records of all transactions affecting the OCPE are kept and the employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the Treasurer's Directions.
- (b) Procedures within the OCPE afford proper internal control, and these procedures are recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*.
- (c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.
- (d) The internal audit capacity available to the OCPE is adequate.
- (e) The financial statement included in the annual report has been prepared from proper accounts and records and is in accordance with the Treasurer's Directions.
- (f) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- (g) The OCPE is working in compliance with the *Information Act*.

(h) Obligations under the *Carers Recognition Act* and NT Carers Charter have been satisfied.

It is a requirement of the *Public Sector Employment and Management Act* that you lay a copy of this report before the Legislative Assembly within six sitting days of you receiving it.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Graham Symons', with a horizontal line underneath.

GRAHAM SYMONS
Commissioner for Public Employment

30 September 2011

Commissioner's Foreword

The purpose of this report is to fulfil the Commissioner's responsibility (as the agency Chief Executive) under Section 28 of the *Public Sector Employment and Management Act* (PSEMA) to report to the Minister for Public Employment on the operations of the Office of the Commissioner for Public Employment (OCPE) for 2010-11. The report is also designed to inform stakeholders on the performance of the OCPE against its objectives, to summarise major achievements and to foreshadow some of the challenges and priorities that lie ahead.

The Focus for the OCPE in 2010-11

The focus for the OCPE in 2010-11 has been:

1. Modernisation of the PSEMA

Amendments are expected to be enacted to the PSEMA following debate in the August 2011 Legislative Assembly Sitzings. This will be the culmination of several years' work by the OCPE, which managed the consultation phase of the review of the PSEMA, the passage of the recommended changes through Cabinet, the drafting of the amendments and the review of subordinate legislation and other instruments such as Commissioner's Employment Instructions and Guidelines. The major changes are:

- the principles that guide the public sector's approach to its work and the behaviour of employees have been enhanced and clarified and will be promoted from the Regulations to being up front and prominent in the PSEMA

- the ability to use the 'Special Measures' provisions of the *Anti-Discrimination Act*
- the current overly prescriptive procedural detail on how to manage discipline and the inability of employees to perform their duties will be removed so that agencies are better able to deal with the circumstances of each case while protecting the interests of employees
- the arrangements for inability and discipline appeals by employees will be streamlined, while protecting the interests of employees.

2. Enterprise Agreements

There has been a heavy workload during 2010-11 in finalising agreements for the NTPS general employees (administrative, professional, technical and physical classifications), teachers, Power and Water Corporation employees, medical officers, police and fire and rescue employees. Preparations have also been made for the negotiation of agreements during 2011-12 for Darwin Port Corporation marine pilots and their General Agreement employees, nurses, prison officers and dentists.

3. Embedding Strategies in Agency Business Processes

Over the past couple of years the OCPE has developed Northern Territory Public Sector (NTPS) wide strategies in a number of areas as enablers to agencies developing their

own approaches to meet their particular circumstances. In 2010-11 there has been an emphasis on encouraging agencies to improve in these areas:

- Workforce planning. Skills shortages in many workforce categories have been a feature of the work environment for some time now and are likely to continue. Agencies need to continuously review their workforce plans.
- Indigenous employment. The economic and social wellbeing of the NT depends, among other things, on improving the employment rate of Indigenous people. As the largest employer in the NT, the NTPS has a responsibility to play its part and agencies must continuously seek innovative ways of attracting and retaining Indigenous people in public sector employment.
- Capability and leadership development. The OCPE has developed the NTPS Capability and Leadership Framework which serves to assist agencies assess their ability to deliver the government's policy and service agenda; and for employees to use as a tool in progressing their careers. Specific attention is being given to developing the next generation of NTPS leaders through the NTPS Leadership Development Strategy.

4. The 'Health' of Agencies

The OCPE has developed a diagnostic tool, based on experience in New Zealand and the UK, which agencies can use to assess the overall 'health' of the organisation. The process assesses:

- response to government priorities
- attention to core business
- leadership, direction and delivery
- external relationships
- people development and
- financial and resource management.

The assessment tool has been trialled in the Department of Natural Resources, Environment, the Arts and Sport and I would encourage the Co-ordination Committee and the government to adopt it for regular application in all agencies. Several jurisdictions, including the Australian Public Service, are developing tools of this sort, having recognised an ongoing need for agency capability and performance to be reviewed and assessed.

The Focus for the OCPE in 2011-12

The end of my term as Commissioner on 1 July 2011 neatly coincides with the delivery of all of the initiatives known as 'The NTPS Reform and Revitalisation Agenda' that was agreed to by the government in late 2007. I am sure the next Commissioner will develop and embark on a new program of reform and improvement initiatives. However, there are some givens. The amendments to the PSEMA

will need to be introduced and agency staff educated to understand and work with them. The EBA negotiations for several groups of employees will need to be attended to, as will the development of a modern award(s) for the NT Public Sector, as required under the Commonwealth *Fair Work Act*. There will be a continuing need to assist agencies in the areas of workforce planning, Indigenous employment and capability and leadership development. I hope that work will continue on the 'agency health' diagnostic tool and the work the OCPE is currently doing in developing and promoting public sector values across our public sector workforce. There will also be a need to address the results of the second whole-of-service staff perception survey that will be conducted in August 2011.

Conclusion

It has been a privilege to have been the NT Commissioner for Public Employment for the past five years. I acknowledge the ongoing cooperation and support of agency chief executives in our collective efforts to improve the NT Public Sector. Lastly, whatever has been achieved over the past five years is a direct consequence of the professionalism, commitment and energy that the staff of the OCPE bring to the OCPE every working day, and I thank them.



KEN SIMPSON

1 July 2011



About the Office of
the Commissioner for
Public Employment

Functions of the Commissioner

Estimated cost of service: \$7.27M

Actual cost of service: \$6.86M

Staffing: 26.2

Overview

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

The Commissioner for Public Employment is the Chief Executive and, under section 12 of the PSEMA, is deemed to be the employer of all employees in the NTPS.

The role of the Commissioner for Public Employment and the OCPE is to provide leadership and assistance to the NT Government (NTG) and its agencies in all matters to do with managing the government's workforce, and to promote best practice human resource management in the private sector.

The OCPE fulfils this requirement by establishing policy and practice frameworks for the management of all public sector employees to assist the Commissioner to achieve his defined functions under section 13 of the PSEMA, which are to:

- determine the respective designations and other terms and conditions (including the remuneration) of employment for employees
- subject to the PSEMA, promote, uphold and ensure adherence to the merit principle in the selection of persons as employees, and the promotion and transfer of employees
- determine practices and procedures relating to the recruitment and appointment of persons as employees, the promotion of employees and the employment, transfer, secondment, redeployment, discipline and termination of employment of employees and any other matters relating to human resource management
- consult with and advise Chief Executives (CEs) in relation to the development and application of appropriate human resource practices and procedures in their agencies
- consult with CEs in relation to the application of public employment policies in their agencies
- advise the Minister on, and monitor the implementation of, public employment policies
- develop uniform systems, standards and procedures for determining and allocating designations to employees in their agencies and assist CEs in applying those systems, standards and procedures
- assist CEs in evaluating the performance of employees employed in their agencies

- coordinate training, education and development programs in conjunction with CEs
- conduct or cause to be conducted reviews of, and inquiries and investigations into the management practices of agencies
- consult with CEs on the development of appropriate standards and programs of occupational health and safety
- assist CEs in performing their functions relating to the management of their agencies and
- perform other functions imposed by or under the PSEMA or any other Act, or as directed by the Minister.

Administrative Arrangements Order

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

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

Acts

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

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

Key External Influences

Key external influences that affect the operations of the OCPE are:

- community expectations and government policy on employment and workforce development initiatives – to acquit the government's responsibility as the largest employer in the NT
- Australian Government industrial relations system and reform agenda (because the *Northern Territory Self Government Act* did not establish a Northern Territory industrial relations system) and
- union activity, particularly in relation to the negotiation of enterprise agreements.

The OCPE's Strategic Plan 2010-12

The Strategic Plan was updated during the 2009-10 financial year and now covers 2010-12. It drives the OCPE's work program, and work must assist in achieving the desired outcomes listed in the plan.

Those outcomes and the strategies adopted to achieve them are:

Outcome 1:

The NTPS is Positioned as an Attractive Employer

Strategies:

- Embed changes to the NTPS employment framework arising from the review of the PSEMA.
- Negotiate and implement enterprise agreements in line with NT Government Wages Policy.
- Review and assess the competitiveness of NTPS employment and conditions.
- Ensure compliance of relevant NTPS legislation with the *Fair Work Act*.
- Develop and implement a framework for innovation, recognition and reward.
- Build IR/HR capacity and develop approaches to best practice management.
- Develop and embed a Capability and Leadership Framework for all NTPS classifications.

Outcome 2:

The NTPS Workforce is Capable and Representative of the Community it Serves

Strategies:

- Support and embed a Workforce Planning Framework.
- Develop and implement a Knowledge Management Strategy.
- Review and implement a Career Development Strategy.
- Review and implement the Executive Leadership Development Strategy.
- Implement and embed the Indigenous Employment and Career Development Strategy (IECDS).
- Support and embed the Willing and Able Strategy.
- Monitor the health and performance of the NTPS including benchmarking.

Outcome 3:

The NTPS Workforce is Cohesive, Innovative and Responsive to Government

Strategies:

- Support the implementation of Territory 2030 and a Working Future across the NTPS.
- Foster approaches for collaborative policy development and service delivery.
- Develop programs for increased networking, exchange and mobility.
- Improve performance management practices across the NTPS.
- Engage stakeholders in the application and embedding of NTPS values.
- Strengthen the understanding and application of the merit principle across the NTPS.
- Ensure fair and equitable mechanisms for the handling of complaints and appeals.
- Promote the need for all NTPS employees to be treated with respect.



Performance Reporting

Key Achievements 2010-11

- Negotiated five workplace agreements within the NT Wages Policy. The agreements covered teachers and educators, medical officers, General NTPS, Power and Water, and Fire and Rescue Service.
- Following on from the review of the PSEMA in 2009, undertook a process of consultation with agencies and unions resulting in the *Public Sector Employment and Management Amendment Bill* being introduced in the February 2011 Legislative Assembly sittings.
- Completed a review of Executive Contract Officer contractual terms and conditions.
- In answer to concerns raised by unions during enterprise agreement negotiations, a joint union/management working group was established to review the administrative processes regarding JES to determine if improvements could be made. The group's report is due to go to the Commissioner for Public Employment early in the new reporting period. The report will be provided to Mercer and circulated to the Public Sector Consultative Council.
- Developed an organisational self diagnostic capability review model based on the New Zealand State Services Commission's Performance Improvement Framework. The organisational self diagnostic tool was trialled in the Department of Natural Resources, Environment, the Arts and Sport during February-April 2011.
- Commenced work on the development of a reward and recognition framework that will cover both sector-wide and agency needs. It will be in the form of web-based tools and reference material that will help support reward and recognition activities in agencies across the NTPS.
- Developed a web-based portal and online resource centre that showcases innovative practices across the NTPS. This site recognises the achievements of innovation excellence within the NTPS and also provides a toolbox of information on building innovation capacity.
- Hosted the biennial Chief Minister's Awards for Excellence in the Public Sector, which this year included the annual Chief Minister's Public Sector Medals.
- Developed a knowledge management web portal and an online resource centre as the foundation for achieving the vision of the NTPS as a 'capable and responsive workforce strengthened through learning, collaboration and innovation'.
- Negotiated a Memorandum of Understanding with the Australian Public Service Commission to access two of their panel contracts for the provision of Capability Development and eLearning Support Services and Solutions.
- Introduced two new programs: a Future Leaders and an Executive Leadership program, in response to workforce capability requirements and to enable adequate leadership bench strength across the NTPS to fill future gaps.

- Conducted a 360 Degree Feedback assessment, which is designed to assist individuals in understanding their personal and organisational development needs.
- Implemented the NTPS Capability and Leadership Framework, including the adoption and promotion of web-based self assessment tools.
- Hosted a number of forums and workshops, including 'Building Policy Capacity in Government: Context and Challenges', 'Review of Australian Government Administration: Platform for Discussing Reforms', and 'Economics for Public Sector Managers'.
- Fulfilled one of the key actions within the *Indigenous Employment and Career Development Strategy 2010-2012* – to reinvigorate the NTPS Indigenous leadership programs *Lookrukin* and *Kigaruk*.
- Handled 66 promotion appeals (56 completed).
- Handled 117 s59 grievances (107 finalised).
- Handled 5 disciplinary appeals (4 completed).
- Handled 0 inability appeals.
- Continued utilising a flexible approach to grievance handling processes, concentrating on achieving timely outcomes and resolution through negotiation and mediation where possible.
- Continued education in the area of merit-selection processes through education and training, including promotion of the OCPE 'Merit Selection Good Practice Guidelines'.
- Commenced preparation for education and training within the OCPE in relation to the upcoming amendments to the PSEMA.
- Completed and implemented the Workforce Plan for 2010-2012, which aligns the needs of the OCPE with its workforce.
- Developed an Equal Employment Opportunity Plan to promote and maintain a fair and equal working environment in the OCPE.

Output 1 - Employee and Industrial Relations

Estimated cost of service: \$3.06M

Actual cost of service: \$3.15M

Staffing: 14.77

Overview

The Employee Relations Division is primarily responsible for developing and managing employment policies and providing employment services that ensure NTPS employees have appropriate remuneration and employment conditions. The Division also assists in ensuring that merit, equity, fairness and all legislative requirements are applied to the management of NTPS staff. In addition, the Division provides strategic public and private sector industrial relations advice, and administers the *Long Service Leave Act (NT)* and *Public Holidays Act (NT)*.

Specific responsibilities include:

- strategic public sector and private sector industrial relations policy development and management
- strategic public sector human resource management policy development
- NTPS employment framework
- industrial relations and employee relations advice
- executive contract of employment arrangements
- negotiating new enterprise agreements covering NTPS employees
- job evaluation policy and training
- NTG input to International Labour Organisation (ILO) matters
- representing the NTG on national industrial relations committees and providing advice about industrial relations legislative developments
- workforce statistics and analysis
- central management of and policy development for NTPS redeployment and redundancy
- secretariat services to the Prison Officers' Arbitral Tribunal and the Police Arbitral Tribunal, and administration of the *Police Administration Act (Part III)* and
- labour inspectorate in relation to the *Long Service Leave Act (NT)* and *Public Holidays Act (NT)*.

Strategic Public Sector and Private Sector Industrial Relations Policy and Management

Enterprise Agreements

During the 2010-11 reporting period, a total of seven NTPS enterprise agreements expired, requiring the negotiation of new agreements. These agreements were the:

- 2007-2010 Power and Water Union Collective Agreement *Working Together to Meet the Challenge*: expiry 8 August 2010
- Northern Territory Public Sector 2008-2010 Union Collective Agreement: expiry 9 August 2010
- Northern Territory Public Sector Teacher and Educator 2008–2010 Union Collective Agreement: expiry 31 August 2010
- Northern Territory Public Sector Fire and Rescue Service 2007–2010 Partnership Agreement: expiry 7 November 2010
- Medical Officers (Northern Territory Public Sector) Workplace Agreement 2008-2010: expiry 31 December 2010
- Darwin Port Corporation (Northern Territory Public Sector) 2008-2011 Union Collective Agreement: expiry 30 June 2011 and
- Darwin Port Corporation Marine Pilots' 2011 Enterprise Agreement: expiry 30 June 2011.

In addition, under the NTPS Wages Policy 2009-2012, the Employee Relations Division has responsibility for conducting negotiations in relation to consent agreements made under Part III of the *Police Administration Act*. Accordingly, the expiry of the NT Police Force Consent Agreement 2008 on 29 June 2011 necessitated the negotiation of a replacement agreement applying to police officers.

All negotiations for the above agreements were concluded during the reporting period, with the exception of the Darwin Port Corporation agreements, which were continuing at year's end.

The new agreements commencing during the 2010-11 reporting period are as follows:

- Northern Territory Public Sector 2010-2013 Enterprise Agreement
- 2010-2013 Power and Water Enterprise Agreement *Working Together to Meet the Challenge*
- Northern Territory Public Sector Teacher and Educator 2010-2013 Enterprise Agreement
- Medical Officers Northern Territory Public Sector Enterprise Agreement 2011-2013 and
- Northern Territory Police Force Consent Agreement 2011.

While negotiations for a new Fire and Rescue Service agreement were finalised, the formal approval process had not been completed by the close of the reporting period. It is

anticipated that this enterprise agreement will be concluded in the first quarter of the 2011-12 reporting period.

The following agreements are due to expire in the 2011-12 reporting period:

- Northern Territory Public Sector Nurses' 2008-2011 Union Collective Agreement: expiry 9 August 2011
- Dental Officers (NTPS) 2008-2011 Agreement: expiry 9 August 2011 and
- Prison Officer (NTPS) 2008-2011 Union Collective Agreement: expiry 9 August 2011.

At the close of the reporting period, negotiations in relation to replacement agreements for the above groups had commenced, with offers made to all relevant bargaining representatives except for dental officers, which is anticipated to be made early in the 2011-12 reporting period.

Implement Certified and Enterprise Agreements

The NTPS Wages Policy 2009-2012 is an important component in the NTG's ongoing objective of improving service delivery and increasing efficiency across the NTPS, including Police, Darwin Port Corporation and the Power and Water Corporation. The objectives of the Wages Policy are to:

- clearly define the roles and responsibilities of all parties in the bargaining process and the NTG's bargaining principles
- keep costs within the NTG's parameters

- deliver increased efficiency, effectiveness, service outcomes and workplace reform across agencies ('efficiency measures') and
- support collective bargaining wherever possible.

In pursuit of these objectives, the 2010-11 round of enterprise agreements delivered a range of efficiency measures across the NTPS, some of which will be implemented over the duration of these agreements. The new agreements also contain a number of beneficial provisions that will aid the recruitment and retention of employees across the NTPS in the coming period.

Notable features of the new agreements include the following:

- annual salary increases of 3% across all agreements, which balance the NTG's requirement to offer competitive salaries and maintain its budgetary position
- the introduction of a new five-level professional structure to better accommodate agency and recruitment and retention needs
- the introduction of performance-based pay arrangements for senior professional and administrative officer classifications under the Northern Territory Public Sector 2010-2013 Enterprise Agreement
- the introduction of 18 weeks' paid parental leave for employees with greater than five years' service in the NTPS, including two weeks' paid partner's leave, with the ability for two NTPS employees to combine their parental leave entitlements in order to extend the period of paid leave available

- the introduction of facilitative clauses dealing with the averaging of hours and end of year closure arrangements
- standardising accrual of recreation leave provisions during periods of leave without pay
- introduction of a new middle management classification structure for technical staff in the Power and Water Corporation
- introduction of a new performance-based pay system across the Power and Water Corporation that will apply to all employee classifications, including trades and related staff
- a new safety bonus scheme for staff in the Power and Water Corporation linked to the achievement of individual and corporate safety outcomes
- new classification structures for medical officers that improve the NT's competitive position to assist in improving recruitment and retention
- removal of the additional leave component of the second roster allowance for specialist medical officers ensuring greater coverage of the workforce
- new classification structures for teachers and educators, including a new fixed-term specialist teacher classification linked to an employee's contribution toward system-wide leadership and strategic initiatives and a broad-banded non-contract principal classification
- introduction of a consolidated remote incentive payment to police officers in remote areas, replacing four different allowances previously paid
- new attraction and retention initiatives for fire officers, including
 - ↳ a new fire investigator allowance to recognise and support the up-keep of fire investigator skills and experience
 - ↳ a new industrial paramedic temporary instructors' allowance in recognition of, and incentive to maintain, necessary qualifications and skills to conduct training of other staff and volunteers, and
 - ↳ a new allowance for Leading Fire Fighters at track stations in recognition of the performance of additional duties at these stations and as an incentive to work at them
- provision for CEs to recover relocation costs where employees terminate their contract before its expiry or within 12 months of commencement
- revised higher duty allowance arrangements, with employees receiving a salary in excess of the maximum AO6 rate becoming eligible to an allowance after performing the higher duties for six days
- introduction of restrictions surrounding the use of statutory declarations as evidence for the taking of personal leave
- standardisation of payment for overtime for part-time employees and
- Christmas close-down periods.

Industrial Representation and Dispute Resolution

During the 2010–11 reporting period, the Employee Relations Division assisted in the resolution of a number of industrial matters.

Examples of disputes that were resolved by direct negotiation between the relevant parties without the need for appearance before a tribunal were:

- the application of the Northern Territory Public Sector Teacher and Educator 2010-2013 Enterprise Agreement
- the application of the professional officer restructure resulting from the Northern Territory Public Sector 2010-2013 Enterprise Agreement
- a matter relating to the taking of meal breaks for security officers at the Museum and Art Gallery of the Northern Territory
- a matter relating to programmed days off for VIP drivers and
- contracting out of cleaning duties at Darwin Port Corporation.

Examples of disputes in which the Employee Relations Division was required to appear before an industrial tribunal include:

- conciliation relating to underpayments, meal breaks and restriction duties
- police officer housing
- hearing of an application for a bargaining order in relation to the approval ballot for the Northern Territory Public Sector 2010-2013 Enterprise Agreement and

- an objection to the approval of the Northern Territory Public Sector 2010-2013 Enterprise Agreement.

In addition to disputes, representatives of the Employee Relations Division appeared before tribunals on a range of other matters, including:

- approval of enterprise agreements
- ratification of Police Arbitral Tribunal Determination
- approval of the Police Consent Agreement
- transfer of business matters and
- unfair dismissal claims.

Industrial and Employee Relations Developments

The reporting period has seen the completion of the first full year of operation of the *Fair Work Act*. As indicated earlier, a number of enterprise agreements that govern the terms and conditions of NTPS employees have been approved under the *Fair Work Act*. Although the bargaining regime established under the *Fair Work Act* introduced a number of changes, NTPS bargains affected under the regime to date have proceeded relatively smoothly, with all new requirements having been satisfied.

In addition to carrying out enterprise bargains under the new regime, the Employee Relations Division has also been directly involved in liaising with the Commonwealth and other jurisdictions in relation to various legislative amendments required to fully and effectively implement the *Fair Work Act*.

A major development in the 2011-12 reporting period will be the introduction of harmonised work health and safety legislation across the nation. The OCPE will be working with agencies to ensure the NTPS is prepared for the commencement of the new legislation in 2012, and has established an inter-agency committee to this effect.

Strategic Public Sector Human Resource Management Policy

Ministerial and Cabinet Advice

The Employee Relations Division provided formal advice to the Minister and Cabinet on a diverse range of employment related matters, including:

- the enterprise agreement negotiations for NTPS general employees, teachers, Power and Water Corporation employees, medical officers, police, Darwin Port Corporation employees, and fire fighters
- award modernisation under the *Fair Work Act (Cth)*
- various changes to the *Fair Work Act*
- agenda items for the National High Level Officials Group, which included harmonisation of long service leave and the implementation of the Commonwealth's Paid Parental Leave Scheme
- ILO Conventions
- the introduction of a new Executive Contract Principal structure and a Non-Contract Principal stream
- a Police Executive Contract remuneration indexation and relativity review
- Proposals for an NTPS pay equity audit and the national pay equity test case
- Public Holidays
- The NTPS staffing cap and quarterly staffing levels
- Child protection review and *Care and Protection of Children Act* 'ochre' cards and
- Review of the *Public Sector Employment and Management Act*.

Ethical Standards

The governance and accountability framework for all NTPS agencies and employees, including CEs and executive contract officers, is regulated by the PSEMA and its subordinate legislation. In particular, Part 2 of the Regulations contains the Principles of:

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

These Principles are fundamental to NTPS operations and underpin administrative action, administration of the NTPS and the conduct of NTPS employees. As part of the PSEMA review (discussed in more detail in the next section), the Principles will be removed from the Regulations and incorporated into the Act. In addition, enhancements to the Principles will include the modern concepts of 'collaboration', 'responsiveness' and 'innovation'.

In addition to the Act and Regulations, specific guidance on a range of ethical and moral issues that may impact on employees in the course of their employment and service to the community are contained in Employment

Instruction Number 13 (Code of Conduct). The Code of Conduct establishes the conduct and standards that all NTPS employees are required to uphold. Individual agencies may supplement the Code by issuing their own agency-specific code of conduct that is consistent with the PSEMA.

Implementation of Legislation and Other Matters in the NTPS

Care and Protection of Children Act

The *Care and Protection of Children Act* establishes provisions to ensure individuals who pose an unacceptable risk of harm or exploitation to children are prevented from contacting children through their employment. The Employee Relations Division continues to facilitate NTPS-wide preparation for the introduction of clearance notices under the Act in 2011-12.

Public Interest Disclosure Act (Whistleblower's Legislation)

The *Public Interest Disclosure Act* provides for the disclosure of improper conduct on the part of public officers and public bodies, including by NTPS employees. The Act provides protections for people who make public interest disclosures from acts of reprisal. Disclosures can be made to the CE of the agency or directly to the Commissioner for Public Interest Disclosures.

The Commissioner for Public Interest Disclosures can refer relevant matters for investigation to the Commissioner for Public Employment under section 15 (Special Powers of Investigation) of the PSEMA.

This power was invoked on one occasion during the reporting period.

Remote Locality Working Conditions

Recruitment and retention of employees in remote localities continued to be a priority area of activity in 2010-11. Improvements to remote locality working conditions were achieved through enterprise bargaining negotiations concluded during the reporting period. For example, existing arrangements such as 100% rental concessions for employer-provided housing and reimbursement for satellite TV and internet services were extended widely across the NTPS. Other initiatives are expected to be introduced through new enterprise agreements finalised in 2011, including the consolidation of a number of current remote entitlements for easier administration.

In response to a Board of Inquiry into Child Protection services in the NT, the Employee Relations Division worked with the Department of Children and Families to develop a range of recruitment and retention initiatives for employees in remote and regional locations.

Public Sector Consultative Council

The Public Sector Consultative Council is established under the PSEMA. Its function is to consider matters of general interest in relation to the NTPS referred to it by the Commissioner for Public Employment, and to report on these matters to the Commissioner for Public Employment. The Council met twice during the 2010-11 reporting period. Matters considered included:

- the State of the Service Report
- the reform and revitalisation strategy for the NTPS
- the review of the PSEMA

- professional issues
- attraction and retention of employees
- the biennial Staff Survey
- NTPS values
- occupational health and safety
- the use of temporary employment
- the Commonwealth Government's Paid Parental Leave Scheme and
- the NTPS pay equity audit.

Northern Territory Public Sector Employment Framework

Review of the *Public Sector Employment and Management Act*

The PSEMA was reviewed in 2009 by an independent review committee. The committee determined that the PSEMA continued to be an effective and relatively simple piece of legislation. However, the committee considered that there were a number of areas in the PSEMA that would benefit from clarification, amendment and streamlining, and in particular that the PSEMA should be principle based rather than prescriptive. The Report of the review committee and its recommendations were endorsed by the NTG.

A process of consultation with agencies and unions resulted in the *Public Sector Employment and Management Amendment Bill* being introduced in the February 2011 Legislative Assembly sittings. It was debated in the August 2011 Legislative Assembly sittings. Key features of the Bill include:

- incorporation of the principles of public administration and management, human

resource management and conduct, which were formerly located in the regulations

- removal of prescriptive process provisions, resulting in more streamlined processes, particularly in regard to discipline and inability matters
- introduction of 'special measures' provisions designed to promote equality of opportunity for a group of people who are disadvantaged
- simplification of the appeals process and the establishment of a single NTPS Appeal Board and
- modernisation and simplification of language to provide greater clarity in interpretation and application of provisions.

Concurrent with the review and passage of the PSEMA, the subordinate legislation is being reviewed in consultation with agencies and unions in preparedness for the commencement of the Bill.

Exercise of Statutory Powers

Approval of Selections without Advertising a Vacancy

The PSEMA requires all selections to be based on merit. The application of the merit principle ensures that all appointments, promotions or transfers within the NTPS are based on the capacity of the person to perform particular duties, having regard to the person's knowledge, skills, qualifications and experience, and the potential for future development of the person in employment in the NTPS.

It is also a requirement under the PSEMA that all duties to be performed for a period exceeding six months must be advertised on the NTG website and in the NT News, unless otherwise approved by the Commissioner for Public Employment.

In seeking the Commissioner for Public Employment's approval to select a person without advertising, agencies are required to demonstrate that the merit principle has been met through the satisfaction of a number of criteria. During the 2010-11 reporting period, the OCPE received 56 requests to select without advertising, a decrease of 74 in comparison to the 2009-10 reporting period. Of these requests, 48 were approved.

These requests generally sought to:

- appoint on an ongoing basis temporary employees who had been awaiting approval of applications for permanent residence in Australia at the time of their original offer of appointment
- offer appointments to skilled specialists for hard-to-recruit-to positions and
- appoint apprentices and trainees who had successfully completed their apprenticeships or traineeships.

In addition, a request involving approximately 60 selections without advertising was approved as a result of an agency-wide organisational restructure involving specialist school education support officers.

Determinations and Instruments

Under the PSEMA the Commissioner for Public Employment has the power

to determine terms and conditions of employment for individuals or classes of employees across the NTPS. Determinations and Instruments issued during the 2010-11 reporting period related to:

- conditions arising from the various enterprise agreements such as salary rates, remote locality provisions, and transitional arrangements
- review of general allowance rates
- responsibility, skills and market allowances
- recognition of prior service for long service leave purposes
- cash up of long service leave and recreation leave
- introduction of a Technical 1/Technical 2 progression scheme and
- child protection crisis response allowances and initiatives.

Industrial Relations and Employee Relations Advice

Advisory Services

An ongoing role of the Employee Relations Division is to provide specialist human resources and industrial relations consultancy services to agencies, NTPS employees and members of the public. Such advice in the context of the NTPS includes, but is not limited to:

- employment conditions
- policy and operational advice on recruitment and selection matters
- reviews and appeals

- industrial relations matters
- job evaluation
- redeployment and redundancy
- discipline and inability matters and
- interpretation of employment legislation.

Executive Contract of Employment Arrangements

Executive Contract Officers are employed under common law contracts of up to four years' duration. The use of contracts for executives provides flexibility in both employment and remuneration arrangements. These arrangements are balanced by an increased focus on performance and accountability, through formal annual performance reviews.

In 2010-11 a review of Executive Contract Officer contractual terms and conditions was completed. The review resulted in:

- consolidation of various Determinations which have amended the contract provisions since 2001
- incorporation of minimum employment requirements required under the *Fair Work Act* (Cth) National Employment Standards and
- incorporation of a range of common enterprise agreement provisions, to bring the Executive Contract Officers in line with permanent senior public servants.

In addition, during the 2010-11 reporting period a new Executive Contract Principal Level structure was introduced. This structure

is designed to enhance recruitment of school principals by:

- providing flexibility to attract high-calibre applicants and
- supporting career progression and mobility into the Executive Contract Officer stream.

Job Evaluation System Policy and Training

The Mercer Job Evaluation System (JES) is the primary method for determining the work value of jobs across the majority of employment streams within the NTPS. These include the administrative, professional, technical, and nursing (levels 3 and above) streams, senior teachers, police, and administrative and science and engineering professional employees in the Power and Water Corporation. Those streams not covered by the JES have work values determined by competency or other arrangements as outlined in applicable enterprise agreements.

The Employee Relations Division is responsible for the strategic administration of the JES, including the management of policy and training, and administration of the contract between the NTPS and Mercer. The operational administration of the JES, such as coordination of panels, collation and recording of results, and coordination of the training courses, is undertaken by the Department of Business and Employment. Agencies are responsible for developing their own internal processes for requiring and approving evaluations and evaluation outcomes.

During enterprise agreement negotiations the unions raised concerns about the operation of the JES and a joint union/management working group was established to review the administrative processes regarding JES to determine if improvements could be made. The group's report is due to go to the Commissioner for Public Employment early in the new reporting period. The OCPE will oversee the implementation of any accepted recommendations.

In the 2010-11 reporting period:

- the Employee Relations Division coordinated the facilitation of five JES courses in Darwin and two JES courses in Alice Springs. These courses resulted in 114 new evaluators being trained to assess the work value of jobs in the NTPS. Two 'refresher' courses were held in Alice Springs for evaluators to refresh their skills in applying the JES
- 15 NTPS evaluators participated in an Advanced JES Evaluator course conducted by Mercer in May 2011
- 2287 NTPS positions were evaluated using the JES; the significant increase in the number of evaluations can be attributed to the revised professional structure under the Northern Territory Public Sector 2010-2013 Enterprise Agreement and
- Mercer conducted its annual audit in May 2011, with the report expected to be available early in the new reporting period.

Northern Territory Government Input to International Labour Organisation Matters

The NTG is required to report annually on Ratified and Unratified Conventions as specified by the ILO, through the Australian Department of Education, Employment and Workplace Relations, which administers all ILO matters nationally. The Employee Relations Division undertakes this reporting responsibility on behalf of the NTG.

During the 2010-11 reporting period, the Employee Relations Division reported on the:

- unratified Minimum Age Convention, 1973 (No. 138), under Article 19 and
- measures the NT has taken to give effect to the following ratified Conventions under Article 22
 - ↳ Forced Labour Convention, 1930 (No. 29)
 - ↳ Workmen's Compensation (Occupational Diseases) Convention (Revised), 1934 (No. 42)
 - ↳ Labour Inspection Convention, 1947 (No. 81)
 - ↳ Abolition of Forced Labour Convention, 1957 (No. 105)
 - ↳ Occupational Safety and Health Convention, 1981 (No. 155)
 - ↳ Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)
 - ↳ Worst Forms of Child Labour Convention, 1999 (No. 182).

In addition, the Employee Relations Division provided:

- responses to specific requests and observations made by the Committee of Experts on
 - Forced Labour Convention, 1930 (No. 29)
 - Labour Inspection Convention, 1947 (No. 81) and
 - Worst Forms of Child Labour Convention, 1999 (No. 182)
- advice to the Australian Government delegation attending the Governing Body of the ILO on the Resolution to the *HIV and AIDS and the World of Work Recommendation, 2010* (No. 200) and
- NTG comment to accompany the tabling of the new *HIV and AIDS and the World of Work Recommendation, 2010* (No. 200) in the Commonwealth Parliament.

Finally, the Employee Relations Division completed the NT Law and Practice report on the *Maritime Labour Convention, 2006* (No. 186) to enable ratification of the Convention by the Commonwealth in 2011.

Workforce Statistics and Analysis

The Employee Relations Division provides workforce statistics and analysis based on NTPS-wide personnel and pay information from a consolidated database system administered by the Department of Business and Employment. In cooperation with the NT Treasury, the Employee Relations Division provided advice to Cabinet on NTPS staffing

levels by Budget sub agency division and by occupational stream. The Employee Relations Division also completed other analysis for the information of the NTG and agencies as needed, including providing data and reporting in relation to the staffing cap, which will require continued monitoring and reporting to Cabinet. Various personnel data extractions and analysis were also done on an ad hoc basis.

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

Central Management of and Policy Development for Public Sector Redeployment and Redundancy

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

In the 2010-11 reporting period, four employees elected for voluntary retrenchment. There were no involuntary retrenchments.

Secretariat Services to the Police Arbitral Tribunal and the Prison Officers' Arbitral Tribunal

The Employee Relations Division provides secretariat services to the Police Arbitral Tribunal and Prison Officers' Arbitral Tribunal, established under NT legislation. The tribunals carry out functions similar to Fair Work Australia.

During the 2010-11 reporting period:

- the appointment of a new Chairperson to the Prison Officers' Arbitral Tribunal was confirmed
- the appointment of a new Deputy to the Chairperson and a new Northern Territory Police Association nominee to the Police Arbitral Tribunal were confirmed and
- the Police Arbitral Tribunal:
 - ➔ issued Police Arbitral Tribunal Determination Number 1 of 2011
 - ➔ approved the Police Consent Agreement 2011 and
 - ➔ continued dealing with the ongoing 2005-06 housing dispute.

Labour Inspectorate

The Employee Relations Division undertakes a Labour Inspectorate role by administering the *Long Service Leave Act* (NT) and *Public Holidays Act* (NT), which apply to NT employers and employees in the private sector. The Employee Relations Division regularly responds to general enquiries relating to both Acts. The majority of enquiries relating

to the *Long Service Leave Act* are from employees wanting to know if they are entitled to pro-rata long service if they resign their employment before completion of 10 years' continuous service. Other enquiries relate to the application of the Act to employees located in the Northern Territory who work for interstate companies. In relation to the *Public Holidays Act*, most enquiries relate to the show day public holidays in the regions.

The Employee Relations Division also has a function to investigate breaches of both Acts. It is pleasing to report that no investigations were required during the reporting period.

Priorities for 2011-12

- Negotiate five new NTPS enterprise agreements in line with the NTPS Wages Policy (nurses, dentists, prison officers, Darwin Port Corporation and Darwin Port Corporation marine pilots).
- Finalise and implement the revised PSEMA and its subordinate legislation.
- Monitor and assess implications resulting from potential changes to the Commonwealth's industrial relations legislation, and develop appropriate responses for both the public and private sectors.
- Monitor the implementation of the Commonwealth's Paid Parental Leave Scheme in the NTPS.
- Implement revised Executive Contract Officer arrangements.
- Develop and deliver enhanced targeted Human Resource (HR)/Industrial Relations (IR) capacity training to agencies.

- Continue to coordinate the NT's response to ratifying ILO Conventions.
- Support the Commissioner for Public Employment's statutory powers by providing quality advice and sound recommendations to the NTG, CEs, management and NTPS employees.
- Develop a modern award for the NTPS in accordance with the *Fair Work Act*.
- Facilitate the introduction of harmonised Occupational Health and Safety legislation in the NTPS.
- Conduct a pay equity audit (if approved).

Output 2: Workforce Planning and Development

Estimated cost of service: \$3.51M

Actual cost of service: \$3.05M

Staffing: 7.64

Overview

The Strategic Workforce Planning and Development Division is responsible for building capacity within the NTPS through preparation and implementation of appropriate workforce planning and development strategies. This includes the introduction and promotion of workforce planning methodologies in agencies and the coordination of workforce development activities, such as executive leadership and management programs. Additionally, this output promotes equity and diversity in the NTPS, with a focus on increasing employment and career development opportunities for Indigenous people and people from underrepresented groups.

Workforce Planning

NTPS Workforce Planning Framework

A key component of the initiatives described under the NTPS Reform and Revitalisation agenda is to develop a whole-of-sector workforce planning framework and methodology. This aims to have a common understanding across the NTPS on what workforce planning is, and a methodology to be available to agencies as a guide to their own workforce planning.

The framework and methodology entitled “Making Workforce Planning Work in the NT Public Sector” is a foundational document to support agencies in their workforce planning efforts.

The OCPE has participated in a number of workforce planning forums relating to the ‘Local Jobs for Local People’ initiative managed by Department of Business and Employment. This has focused on school-to-work transitions for students in the Territory Growth Towns.

Future activities in this area will focus on improving access to and analysis of workforce data and on developing a framework for sector-wide reporting on workforce planning activities in agencies.

Biennial Staff Surveys

In 2007 Cabinet approved the introduction of biennial surveys to provide an evidence-based approach to developing programs and policies to enhance employee satisfaction and productivity within the NTPS.

The first survey was completed in 2009 and highlighted a number of strengths and opportunities for improvement in the NTPS. Benchmarking showed that the NTPS tended to follow national trends and the overall results were made available to employees.

Throughout 2010, a Strategic Workforce Committee comprising senior human resource representatives from across the sector worked with the OCPE to respond to areas identified as key opportunities for improvement under a 'Whole of Sector Response Plan to NTPS Survey 2009'.

The second biennial survey is scheduled for implementation early in the new reporting period. Results from the 2011 survey will be distributed through November and December 2011 with a response plan developed in early 2012.

Willing and Able Strategy - A Strategy for the Employment of People with Disability in the NTPS

The *Willing and Able Strategy 2009-2012* – A strategy for the employment of people with disability in the NT Public Sector, was approved by Cabinet and subsequently released in October 2009. The purpose of the strategy is to increase attraction and retention, and improve career enhancement opportunities for people with disability in the NTPS, enabling the workforce to reflect the diversity of the community it serves. The strategy also commits to action through a cross-agency implementation plan. Progress against the key actions under the implementation plan is reported in the annual State of the Service report.

The strategy focuses sector-wide attention on four key themes: Attraction and Retention, Communication, Leadership and Career Development, and Accessibility in the Workplace.

As at March 2011, 1.5% of the NTPS self identified as having a disability. The percentage of employees in the NTPS who self identify as having a disability has remained stable since 2004. It is not mandatory for employees to disclose a disability on commencement in the NTPS or during continuing employment. For this reason, there is a strong sense that the current statistics do not reflect an accurate representation of people with disability in the NTPS.

During this reporting year, a number of key actions and initiatives have been accomplished:

- encouraged the participation of people with disability on the Public Sector Management Program and Discovery-Women as Leaders Program by the OCPE sponsoring places
- all agencies contributed to an annual levy for the Project Employment Scheme - these funds are managed by the OCPE and are used to reimburse the direct wage costs to agencies for the employment of people with intellectual and/or learning disabilities
- in 2010-11, 13 participants were employed in a range of agencies and have benefited from the Project Employment Scheme
- since the commencement of this scheme, more than 55 participants have been offered employment opportunities and, of this group, 35 continue to work in the public sector

- the OCPE equity and diversity website has been refreshed to contain contemporary workforce information, including 'disability in the workplace' and
- the Commissioner for Public Employment has written to agencies recommending an Equal Employment Opportunity (EEO) Census Day occur, encouraging employees to self identify their EEO status.

Organisational Self Diagnostic

In this reporting year, the OCPE developed a capability review model based on the New Zealand State Services Commission's Performance Improvement Framework. The Organisational Self Diagnostic tool was trialled in the Department of Natural Resources, Environment, the Arts and Sport during February-April 2011.

Essentially, the framework considered best practice indicators in six key areas of performance using 28 lead questions. The six key areas are:

1. Delivery of Government Priorities
2. Delivery of Core Business
3. Leadership, Direction and Delivery
4. External Relationships
5. People Development
6. Financial Resources and Management

The trial will continue with a second agency earmarked to test the model in late 2011. An evaluation will then be undertaken to consider whether the model could be used across the NTPS.

Northern Territory Public Sector Indigenous Employment and Career Development

The *Northern Territory Public Sector Indigenous Employment and Career Development Strategy 2010-2012* (IECDS) was developed in consultation with public sector stakeholders and approved by Cabinet in March 2010.

The NTPS strives to achieve a public sector that reflects the diverse community it serves through sector-wide strategies, programs and initiatives. The principal aim of the IECDS is to increase Indigenous public sector employment, improve Indigenous economic participation and work towards a workforce profile that reflects the Territory's Indigenous working age population share. The IECDS also complements and aligns to priorities and targets set out by the Australian and Northern Territory Governments for Indigenous Territorians.

In addition to providing intent and direction, the IECDS has a sector-wide implementation plan that details initiatives under the key focus areas of Workplace Environment, Attraction, Retention and Communication to improve Indigenous employment outcomes in the public sector.

Within this reporting period, the following key actions have been completed:

1. Incorporated into executive contract officers' annual performance reviews greater accountability in and a commitment to improving Indigenous employment outcomes in the NTPS.

2. Developed a whole-of-government Indigenous employment marketing strategy to attract Indigenous Australians to the NTPS.
3. Reinvigorated the NTPS Indigenous leadership programs *Lookrukin* and *Kigaruk*.
4. Established the electronic Indigenous Employee Network (e-IEN) which promotes information about career development opportunities within the NTPS.
5. OCPE staff attended the National Aboriginal and Islanders Day Observance Committee (NAIDOC) march alongside other NTPS employees under the banner “Celebrating Diversity”. OCPE staff also attended cultural activities during the week of celebrations to recognise the contributions of Indigenous Australians within our community.

Innovation, Reward and Recognition in the NTPS

Reward and Recognition

The OCPE commenced work on the development of a reward and recognition framework that will cover both sector-wide and agency needs. This will be in the form of web-based tools and reference material that will help support reward and recognition activities in agencies across the NTPS.

Innovation

The OCPE developed a web-based portal and online resource centre that showcases innovative practices across the NTPS. This site recognises achievements of innovation

excellence within the NTPS and also provides a toolbox of information on building innovation capacity.

2010 Chief Minister’s Public Sector Medals

As part of the Northern Territory Government's commitment to rewarding excellence in the NTPS, the annual Chief Minister’s Public Sector Medals were held as part of the 2010 Chief Minister’s Awards for Excellence in the Public Sector. Ten employees received the prestigious medal for their outstanding and meritorious public service.

Winners

- Linda Bunn, Department of Health and Families
- Andrew Gaff, Power and Water Corporation
- Christine Hart, Department of Housing, Local Government and Regional Services
- Malcolm Hunnam, Department of Construction
- Chris McIntyre, Department of Justice
- Tina McKinnon, Department of Health and Families
- Julie Miller, Department of Lands and Planning
- Grace Page, Department of Housing, Local Government and Regional Services
- Ian Philip, Department of Lands and Planning
- Greg Williams, Department of Natural Resources, Environment, the Arts and Sport

2010 Chief Minister's Awards for Excellence in the Public Sector

In 2010 the Chief Minister's Awards for Excellence in the Public Sector were aligned to the priorities of Government delivered through the Territory 2030 Strategy Plan. The Awards formally recognise and reward teams in the achievement of excellence in the NTPS. Across the six categories, the Awards acknowledge significant initiatives that make a positive difference to the public sector and to Territory communities.

A total of 27 submissions were received and distributed across the six categories.

Delivering Quality Education and Training Category

Recognises outstanding achievements that support high-quality learning and improve the quality of education and training in the Territory.

Winner

Agency: Department of Justice

Work Group/ Team: Darwin Correctional Centre and Batchelor Institute of Indigenous Tertiary Education

Initiative: *Training and Construction Partnership between NT Correctional Services (Darwin Correctional Centre) and the Batchelor Institute of Indigenous Tertiary Education*

Growing Prosperity Category

Recognises outstanding achievements that maximise opportunities for economic growth in the Territory.

Winner

Agency: Tourism NT

Work Group/ Team: Marketing and Communications Division

Initiative: *Tourism NT and Seven Media Group Marketing Partnership*

Improving Health and Wellbeing Category

Recognises outstanding achievements that promote, protect and improve the health and wellbeing of Territorians.

Winner

Agency: Department of Health and Families

Work Group/ Team: eHealthNT and Health Services Information Branch

Initiative: *Concurrent Accelerated Rollout of the eHealthNT Shared Electronic Health Record Service and the Primary Care Information System*

Enriching Our Society and Lifestyle Category

Recognises outstanding achievements that ensure the highest possible standards of living for all Territorians, and a society that embraces equity, diversity and culture.

Winner

Agency: Department of Lands and Planning

Work Group/ Team: Transport Services

Initiative: *Enhancing Public Transport Accessibility in the Darwin Region*

Preserving our Environment and Natural Resources Category

Recognises outstanding achievements that protect and enhance the Territory's unique environment and the sustainable use and conservation of its resources.

Winner

Agency: Department of Natural Resources, Environment, the Arts and Sport

Work Group/ Team: Yirralka Yolngu Rangers from the Laynhapuy Indigenous Protected Areas
Bill Panton, Senior Indigenous Engagement Officer, Parks and Wildlife

Initiative: *Indigenous Ranger Group Development Program - Laynhapuy Indigenous Protected Area Weed and Feral Animal Control Program*

Strengthening Government and Public Administration Category

Recognises outstanding achievements that enhance efficiency, accountability, accessibility and community confidence in government and the public sector.

Winner

Agency: Department of Health and Families

Work Group/ Team: Nursing and Midwifery Recruitment

Initiative: *Attracting a Sustainable and Skilled Nursing and Midwifery Workforce to the Northern Territory*

Building Human Resource and Industrial Relations Capacity in the NTPS

Government Skills Australia has been engaged to work collaboratively with the OCPE to identify workforce influencers and the training and development needs of our HR/IR community. This component of the HR/IR capability building project will be achieved through the analysis of data collected via a skills and workforce survey. Survey participation concluded in March 2011 and attracted a response rate of 250. The survey rendered good statistical data on workforce influencers for the NTPS HR/IR community. The results of the survey were outlined in a detailed report in August 2011. It is intended that this research will provide robust data from which to develop capability building activities for the coming year.

In November 2010 the inaugural meeting of the NTPS Strategic Workforce Committee was held. It is through this forum that HR/IR capability building projects will be driven. Recently a SharePoint site was developed for all HR/IR practitioners across the NTPS to post, share and discuss issues of common interest and also to explore areas of best practice across the sector. This community of practice currently has 153 members.

The OCPE also hosts HR forums on a quarterly basis to build capacity of NTPS human resource practitioners and business managers. The forums are designed to develop human resource and industrial relations capacity by sharing an understanding on contemporary issues and initiatives impacting on the public sector.

The OCPE also co-sponsors the Chair of Governance under the Charles Darwin University and Northern Territory Government partnership agreement.

Timor-Leste Internship Scheme

The *Timor-Leste Civil Service Capacity Building Internship Scheme*, including a Memorandum of Cooperation between the two governments, was formalised in 2009. Seven officers from the Timor-Leste Civil Service have now completed the Scheme: four officers in 2009 and three officers in 2010. An additional three officers will be hosted by the end of December 2011, which will fulfil the Northern Territory Government's commitment to the Government of Timor-Leste.

With the scheme due to conclude in 2011, there are ongoing discussions between the OCPE and its comparable body in

Timor-Leste, the Timor-Leste Civil Service Commission, on the future of the Scheme. The OCPE has investigated a number of options for this and is working with the Timor-Leste Civil Service Commission to develop a proposal for future partnership opportunities.

Knowledge Management

A vision for the NTPS is for a "capable and responsive workforce strengthened through learning, collaboration and innovation". This vision represents the public sector's ongoing pursuit of awareness, sustainability, continuous improvement and excellence in serving the needs of Territorians and enhancing lifestyles.

Managing information and harnessing the collective wisdom and knowledge of employees is therefore crucial in achieving this vision, as is engendering a culture that nurtures and supports knowledge creation and evidence-based decision making.

The OCPE has developed a knowledge management web portal and an online resource centre as the foundation for achieving this vision. This approach will assist with the creation and evolution of knowledge, and simplifies a range of complex concepts into a knowledge model that has a significant focus on 'reflection and interaction' at its core.

Specific objectives of the website include:

- inspire a healthy 'sharing and learning' culture
- highlight the parallels between knowledge and innovation

- augment awareness and understanding of knowledge management in the NTPS and
- encourage and support reflection and evaluation in our work through the practical application of knowledge management tools.

Year 10 Work Experience for Remote Indigenous Boarders

The OCPE continues to offer the NTPS Year 10 Work Experience Program for Remote Indigenous Boarders with another 21 students from St John's College completing the program in September 2010.

This represents an excellent opportunity for the NTPS, as it has been recognised that access to work experience for Indigenous students from remote communities is fundamental for a number of goals for agencies in relation to their IECDS.

Workforce Development

Australian Public Service Commission Panel Contract

In November 2011, the OCPE negotiated a Memorandum of Understanding (MoU) with the Australian Public Service Commission (APSC) to access two of their panel contracts for the provision of Capability Development and eLearning Support Services and Solutions. The panels are designed to deliver high-quality leadership, learning, development and eLearning solutions and consist of more than 240 service providers who have been selected through a rigorous open tender process by the APSC. These panels were developed by the APSC to streamline the procurement process for public sector agencies.

The Capability Development Panel consists of four key areas of expertise:

1. Strategic HR and recruitment services
2. Business consulting
3. In-agency and residential programs
4. Coaching services

The eLearning Support Services provides access to expertise in a range of areas including:

1. Consultancy
2. Content development and accreditation
3. Content deployment, learning management systems and hosted systems
4. Training and support services

The intention of the MoU is to provide agencies an alternate option to access a range of panel providers who have expertise in leadership, learning and development. The MoU is current until 30 June 2012 and utilisation of the APSC panel contracts has been approved by the NT Procurement Review Board.

Ethics in the NTPS

As public sector employees it is important that we consider the ethical dimensions of the decisions we make. There is often a great deal of ethical ambiguity in the public sector and there are circumstances when we are required to make decisions in radical uncertainty. Occasionally, uncertainty persists and the right decision remains elusive. This year the OCPE partnered with IPAA to support an information session with Dr Simon Longstaff from St James Ethics Centre. The free and

confidential counselling service – Ethi-Call, operated by counsellors from the Centre is also promoted on the OCPE website.

Northern Territory Government and Charles Darwin University Partnership Agreement

The OCPE continues to sponsor the Chair of Governance through the Northern Territory Government and Charles Darwin University Partnership Agreement. The position provides leadership in research and consultancy and, in partnership with the NTPS, guides the further development of programs in governance and public sector management to meet emerging workforce needs.

Executive Leadership Development Strategy

Future and Executive Leadership Programs

In 2011 two new programs were introduced: a Future Leaders and an Executive Leadership program. Both programs have been developed in response to workforce capability gaps, and to enable adequate leadership bench strength across the NTPS to fill future gaps. These programs present the opportunity for 'high-potential' leaders in the NTPS to advance their careers while addressing the issues of leadership supply.

The Future Leaders Program targets employees at the AO7 to SAO2 level or equivalent and the Executive Leaders Program targets employees at the SAO2 level and above or equivalent. Twenty-five participants attended each of the first two programs.

360 Degree Feedback Program

A 360 Degree Feedback assessment tool designed to assist individuals in understanding their personal and organisational development needs was conducted across the sector in April 2011. Thirty senior managers from NTPS agencies participated in this 360 Degree Feedback program in 2011. This builds on 70 participants who undertook the program in early 2009.

A key outcome of the 360 Degree Feedback process is the identification of skill gap areas enabling targeted training needs for the NTPS. In collaboration with NTPS agencies, this process supported the development of options to address leadership capability gaps throughout the sector.

Capability and Leadership Framework

The NTPS Capability and Leadership Framework provides a common language to support consistent whole-of-sector capability development for the public sector and is designed to ensure that leadership capabilities and behaviours exist to meet the challenges of the future.

The framework assists employees to identify key capabilities required of them at their current level, and identify growth areas for future career development. The framework can be used by employees at all levels and streams within the public sector.

Implementation of the Capability and Leadership Framework in the NTPS commenced in July 2010. During the reporting period, web-based self assessment tools have been adopted and promoted. These

tools support individuals in reflecting on and identifying their strengths and those capabilities that with focused development will help them build greater capability at their current employment level and assist them in reaching their career goals.

Remote Workforce Development

The *Remote Workforce Development Strategy* was launched in November 2003 and provides \$1 million annually towards the professional development of remote employees, improving NTPS service delivery and, by extension, fostering improved outcomes in remote locations. The strategy is a whole-of-government approach to improving links between agencies and addressing the challenges of distance, isolation and cost in providing support and development opportunities.

Remote Workforce Development (RWD) is a unique workforce development initiative to 'improve equity of access to training and development opportunities for remote Northern Territory Government employees'. Its implementation is managed by the OCPE.

Development Programs

[Australia and New Zealand School of Government](#)

The Australia and New Zealand School of Government (ANZSOG) was established by a consortium of Australian and New Zealand governments, universities and business schools and focuses on developing the future generation of public sector leaders. The programs focus on the critical elements of public policy, administration and management. The NTPS and Charles Darwin University

membership to ANZSOG commits two executives annually in the Executive Masters in Public Administration, and one executive annually for the Executive Fellows Program, together with attendance at the annual Chief Executives Forum.

To date, 12 NTPS employees have been accepted into these programs.

During the reporting year, the OCPE hosted a number of forums that were facilitated by Professor Evert Lindquist, Chair of the Australian National University/Australia and New Zealand School of Government and Chair in Applied Public Management Research School of Public Administration at the University of Victoria in Canada. Professor Lindquist spoke on the topics of 'Building Policy Capacity in Government: Context and Challenges' and 'Review of Australian Government Administration: Platform for discussing reforms' with more than 100 middle managers and senior executives attending.

In June 2011, the OCPE, along with the other central agencies of Department of the Chief Minister, Department of Business and Employment and Northern Territory Treasury, hosted an ANZSOG workshop 'Economics for Public Sector Managers'. This program helps public sector managers to make better decisions in allocating resources, in pricing and delivering public sector goods and services, and in regulating private sector activity. The program explored the forces of supply and demand that drive market outcomes and the economic approach to evaluating costs and benefits of public sector activity.

The skills and knowledge learned at this workshop enabled participants to make an economic case for or against a policy and be able to understand and respond to an economic brief.

Public Sector Management Program

The OCPE continues to host the national Public Sector Management Program targeting AO6-AO8 (SAO1) leaders across the three tiers of government. The Public Sector Management Program aims to deliver practical management education and development.

The Public Sector Management Program is nationally accredited at the Graduate Certificate level qualification. In November 2010, 37 graduates received a Graduate Certificate of Public Sector Management from Flinders University, South Australia.

Of this graduating cohort, 57% were women and 4 identified as being indigenous, with 22 graduates from Darwin and 15 from Alice Springs. This was the second graduation to occur in Alice Springs for the Northern Territory program.

During the reporting year, 20 participants commenced in the Public Sector Management Program (18 participants from Darwin and 2 from Alice Springs).

The NTPS has delivered the Public Sector Management Program since 1993 and, since then, there have been 638 graduates.

Indigenous Leadership Programs

One of the key actions within the *Indigenous Employment and Career Development Strategy 2010-2012*, was to reinvigorate

the NTPS Indigenous leadership programs *Lookrukin* and *Kigaruk*. These programs were specifically designed to offer Indigenous employees in the NTPS an opportunity to gain the knowledge and skills to build capacity in their current position and to develop their potential and career progression.

The Lookrukin Indigenous Women's Leadership Development Program commenced in April 2010 with 20 participants from the NTPS, Charles Darwin University and the Australian Government, and concluded in November 2010.



2010 Lookrukin Group

Minister Burns hosted a graduation celebration for the 2010 Lookrukin participants in March 2011 at Parliament House. Sixteen participants successfully completed the program and graduated with a Diploma of Management at the official Charles Darwin University Graduation Ceremony in May 2011.

The Kigaruk Indigenous Men's Leadership Development Program commenced in March 2011 with 17 participants from the NTPS. This program is due to conclude in November 2011.



2011 Kigaruk Group

The Lookrukin and Kigaruk programs are run biennially in alternate years.

[Discovery - Women as Leaders Program](#)

The Discovery - Women as Leaders Program is a 15 day intensive leadership program and is a unique personal and professional development opportunity for women. The program is designed to increase the number of women in leadership roles across the NTPS. This program is offered twice a year to women in the public sector in Darwin and Alice Springs and is well supported.

This year, a total of 22 women attended the programs, bringing the total participants since 2001 to 222.

Priorities for 2011-12

- Continued efforts in the implementation of the initiatives identified in the Reform and Revitalisation Agenda will flow into 2011-12, including:
 - introducing a capability diagnostic tool for NTPS agencies
 - conducting the second NTPS Employee Survey and
 - introducing NTPS Values
 - lifting the proportion of people from disadvantaged groups employed in the public sector
 - lifting the proportion of women in senior public sector positions

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

Estimated cost of service: \$0.70M

Actual cost of service: \$0.66M

Staffing: 3.78

Overview

The Promotion Appeals & Grievance Reviews Division (PA&GR) has two main functions:

- conduct promotion, disciplinary and inability appeals in accordance with sections 55 through 58 of the PSEMA
- provide employees with independent and impartial review of agency actions and decisions through the grievance review process set out in section 59 of the PSEMA.

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

Key Achievements 2010-11

- Handled 66 promotion appeals (56 completed).
- Handled 117 s59 grievances (107 finalised).
- Handled 5 disciplinary appeals (4 completed).
- Handled 0 inability appeals.
- Continued utilising a flexible approach to grievance-handling processes,

concentrating on achieving timely outcomes, and resolution through negotiation and mediation where possible.

- Continued education in the area of merit-selection processes through education and training, including promotion of the OCPE 'Merit Selection Good Practice Guidelines'.
- Commenced preparation for education and training in relation to the upcoming amendments to the PSEMA.

Appeals in 2010-11

Promotion, Disciplinary and Inability Appeal Boards operate as independent bodies, located for administrative purposes within the Promotion Appeals & Grievance Reviews Division of the OCPE.

Promotion Appeals

Promotion appeals are conducted in accordance with sections 55 and 56 of the PSEMA and Regulations 9, 10, 11 and 12 of the Public Sector Employment Regulations.

Promotion appeals can only be made by existing employees, in situations where the selection is a promotion for both the appellant and the provisional promotee. The only ground of appeal is that the appellant has superior merit to the provisional promotee.

The Board can make only one of three decisions: allow the appeal; disallow the appeal; or direct the agency to re-advertise the vacancy.

Promotion Appeals Statistics

Figure 1 – Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Promotion Appeals	%
2003–04	1031	29	2.8%
2004–05	1215	100	8.2%
2005–06	1158	36	3.1%
2006–07	1255	54	4.3%
2007–08	1365	72	5.3%
2008–09	1532	58	3.8%
2009–10	1365	47	3.4%
2010–11	1587	66	4.2%

Promotion Appeals Timeliness

The Division's target for completion of promotion appeals is 6 weeks from receipt to decision. In 2007-08, the average time from receipt of a promotion appeal to completion was 8.5 weeks. This timeframe lowered to 6.6 weeks in 2008-09 and in 2009-10 lowered again to 5.2 weeks. In 2010-11 the average timeframe for completing promotion appeals has, again, lowered slightly to 5 weeks.

Figure 2 - Summary of Promotion Appeals Statistics

	2005–06	2006–07	2007–08	2008–09	2009–10	2010–11
Appeals carried over	7	1	9	3	2	0
Appeals received	36	54	72	55	45	66
Total handled	43	55	81	58	47	66
Finalised	42	46	78	56	47	56
Allowed	1	3	1	3	0	2
Disallowed	27	16	29	30	37	16
Readvertised	1	0	12	2	1	7
Withdrawn	8	4	15	15	8	28
Vacated (Cancelled)	5	23	21	6	1	3
On hand at end of period	1	9	3	2	0	10

Disciplinary and Inability Appeals

- Disciplinary and inability appeals are conducted in accordance with sections 57 and 58 of the PSEMA and Regulations 13 to 18. The Chair is appointed by the Minister and the other two members are nominated by the Commissioner and the relevant union.
- In 2010-11 there were 5 disciplinary appeals completed:
 - ➔ 1 disallowed (upholding CE's decisions to terminate employment)
 - ➔ 1 settled by agreement between the parties
 - ➔ 1 withdrawn
 - ➔ 1 vacated when the employee resigned
 - ➔ 1 still pending
- In 2010-11 there were no inability appeals.

Section 59 Grievance Reviews of Treatment in Employment 2010-11

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

In 2010-11 a total of 117 grievance reviews were handled, compared with 127 in 2009-10, 113 in 2008-09 and 84 in 2007-08.

The most common issues raised in grievances in 2010-11 were, in order of prevalence:

- management action or decision
- merit selection

- application of procedures and policies
- application of conditions of service
- agency handling of bullying and harassment complaints
- termination on probation s59(1) and
- bullying and harassment.

Section 59 Grievance Reviews Statistics

The grievance review unit utilises a flexible, outcome-focussed approach to handling grievances, concentrating, when possible, on achieving resolution through discussion, negotiation and mediation. This is achieving positive results. For example, in no instances in 2010-11 has it been necessary for the Commissioner to specifically direct an agency to change their original action or decision. Rather, he has often upheld the agency action while still providing comments and recommendations to guide the agency in future actions and decisions.

Section 59 stipulates that the Commissioner shall conduct a review within 3 months of receiving a grievance or such longer period as in his opinion the circumstances require. In the past, timeliness in finalising grievance reviews was much greater than 3 months.

In 2006-07 the average time taken to finalise a section 59 grievance review was 5.5 months; substantially over the 3 month statutory requirement. This improved in 2007-08 to 3.5 months and in 2008-09 to 3.2 months. In 2009-10, the average time taken to finalise grievances was reduced to 2.7 months. This trend has continued and in 2010-11 the average time taken to finalise grievances was reduced to 2.3 months.

Measuring timeliness by individual grievances rather than overall average, of the 117 grievances handled in 2010-11, 28 took longer than 3 months to finalise. This means that 76% of grievances were finalised within the statutory time frame. This is under the figure in 2009-10 which was 81% and both results are still under the unit target of 90%.

Figure 3 – Outcomes of Section 59 Grievance Reviews

Decisions	2007–08	2008–09	2009–10	2010–11
Agency directed to take / refrain from taking action	10	4	8	0
Agency action confirmed	16	23	31	26
Agency action confirmed with comment from the Commissioner	n/a	n/a	8	16
Resolved through PA&GR involvement	n/a	17	29	36
Resolved within the agency	13	7	8	3
Resolved by mediation	13	10	0	2
Declined to review (e.g. out of time, no jurisdiction, non-employee)	6	16	9	14
Withdrawn	4	12	15	10
On hand at the end of the period	22	24	19	10
Total handled	84	113	127	117

Figure 4 – Reasons for Section 59 Grievance Reviews

Reasons	2007–08	2008–09	2009–10	2010–11
Management action or decision	11	45	46	58
Merit selection	19	26	43	35
Application of procedures and policies	18	18	13	10
Application of conditions of service	15	10	9	4
Agency handling of bullying and harassment	16	12	8	8
Termination of probationary employment	1	0	5	1
Bullying and harassment	4	2	3	1
Total handled	84	113	127	117

Priorities for 2011-12

- Implement and provide education and training about changes to grievance review processes following the commencement of the new PSEMA.
- Provide education and training in relation to the inclusion of special measures in recruitment and selection.
- Implement and provide education about changes to appeal processes under the new PSEMA, including the change to a single NTPS Appeal Panel with a Chair appointed by the Commissioner for Public Employment.
- Host the annual National Public Sector Appeal Boards Conference held yearly in each state and territory on a rotating basis .
- Commence publication of a newsletter from the Promotion Appeals Grievance Review Division.
- Run a workshop on handling workplace conflict: 'Taking the Heat out of Workplace Conflict'.

Outputs 1-3: OCPE Central Australia

Overview

In Central Australia, the Commissioner for Public Employment is now represented by the Director, Regions in the Department of Business and Employment. The new arrangements commenced on 1 January 2011. The Director, Regions also represents all of the OCPE's business divisions in the southern region.

Activities undertaken on behalf of the Commissioner for Public Employment were:

- Employee Relations
 - employee relations advice to both managers and employees, including those in remote localities
 - labour inspectorate, which is administering the Territory's private sector *Long Service Leave Act* and *Public Holidays Act*
 - participated on JES evaluation panels as the OCPE representative
 - represented the OCPE on reviews of work content statements (ie Physical grades) against the relevant Award definitions and
 - worked with agencies to resolve employee disagreements.
- Strategic Workforce Planning and Development
 - promotion of SWP&D policies and initiatives in the region, especially the *Willing and Able Strategy 2009-2012*
- 15 participants from Alice Springs graduated the 2010 Alice Springs Public Sector Management Program and
- participated in the Barkly and Alice Springs careers expos.
- Promotion Appeals & Grievance Reviews
 - provided advice and assistance to managers and employees.
- Corporate Governance
 - assisted in the implementation of Government policy initiatives
 - OCPE representative on the Barkly Regional Co-ordination Committee, the Alice Springs Executive Co-ordination Committee and the Alice Springs Regional Co-ordination Committee
 - provided briefings on new initiatives, policies etc
 - Chairs, Strategic Workforce Issues Action Group (ie Regional HR Manager's Group)
 - enterprise bargaining briefings
 - provided briefings on new initiatives, policies, etc
 - discussed various HR/ER/IR issues and
 - represented the OCPE on various other committees and networks.

Priorities for 2011-12

- Focus on regional centre and remote visits, including promoting initiatives and policies, such as the *NTPS Indigenous Employment and Career Development Strategy*.
- Continue work to identify specific regional and remote workforce issues that need addressing.
- Continue to grow the NTG Work Experience Program in Alice Springs.



Agency Views on OCPE Key Deliverables

Agency Views on OCPE Key Deliverables

For the 2010-11 reporting period the OCPE sought feedback from agencies on its Output Key Deliverables, as set out in *NT Budget Paper No. 3*:

- Employee and Industrial Relations
- Workforce Planning and Development and
- Promotion, Disciplinary and Inability Appeals and Grievance Reviews.

The responsibilities for each Output are specified in *NT Budget Paper No. 3*.

Key Deliverables

Agencies were given the opportunity to comment on:

- their level of satisfaction with the services provided to their agency
- their level of satisfaction with the timeframes in which services were provided to their agency and
- how the service and timeframes could be improved.

Agency Evaluated Key Deliverables

Feedback was received from all agencies from which the information was requested. However, it should be noted that, for statistical purposes, where an agency either did not respond to a question, or responded with 'not applicable', these figures were not included in the totals.

Of these 21 agencies:

- a total of 92% indicated that they were 'satisfied' or 'very satisfied' with the services provided to their agency
- a total of 96% indicated that they were 'satisfied' or 'very satisfied' with the timeframes in which the services were provided to their agency.

The results are detailed in figures 5 – 12.

Employee and Industrial Relations

Figure 5 – Agency Level of Satisfaction with the Services Provided – Employee and Industrial Relations

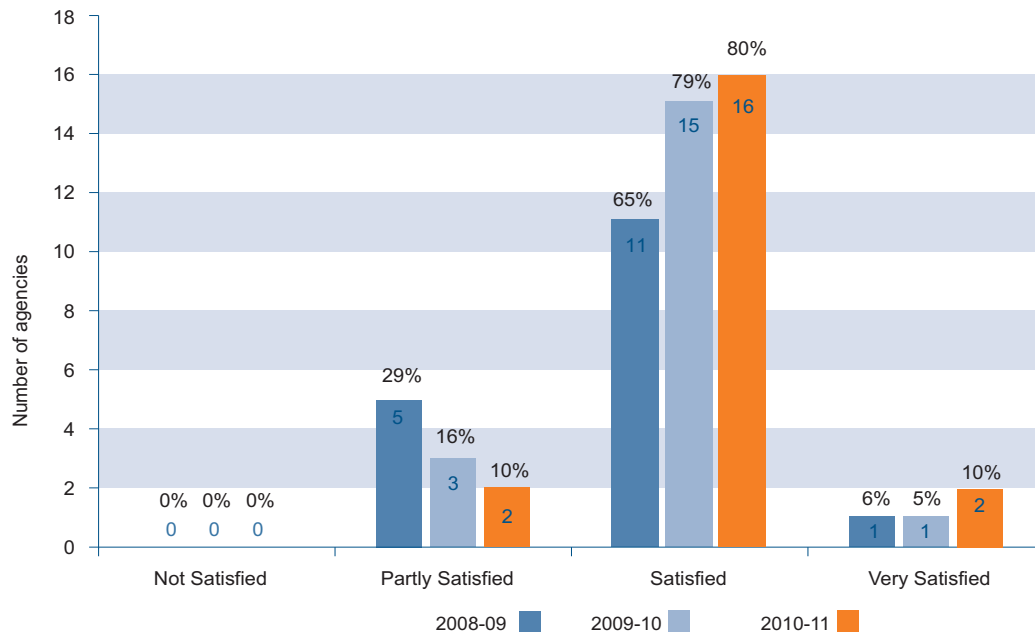
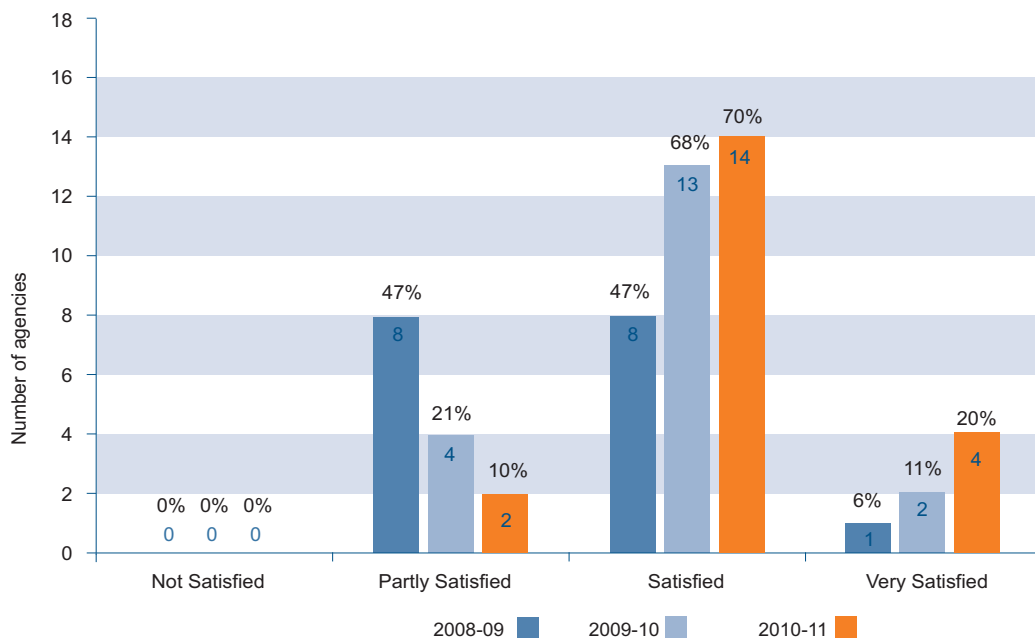


Figure 6 – Agency Level of Satisfaction with the Timeframes in which Services were Provided – Employee and Industrial Relations



Workforce Planning and Development

Figure 7 – Agency Level of Satisfaction with the Services Provided – Workforce Planning and Development

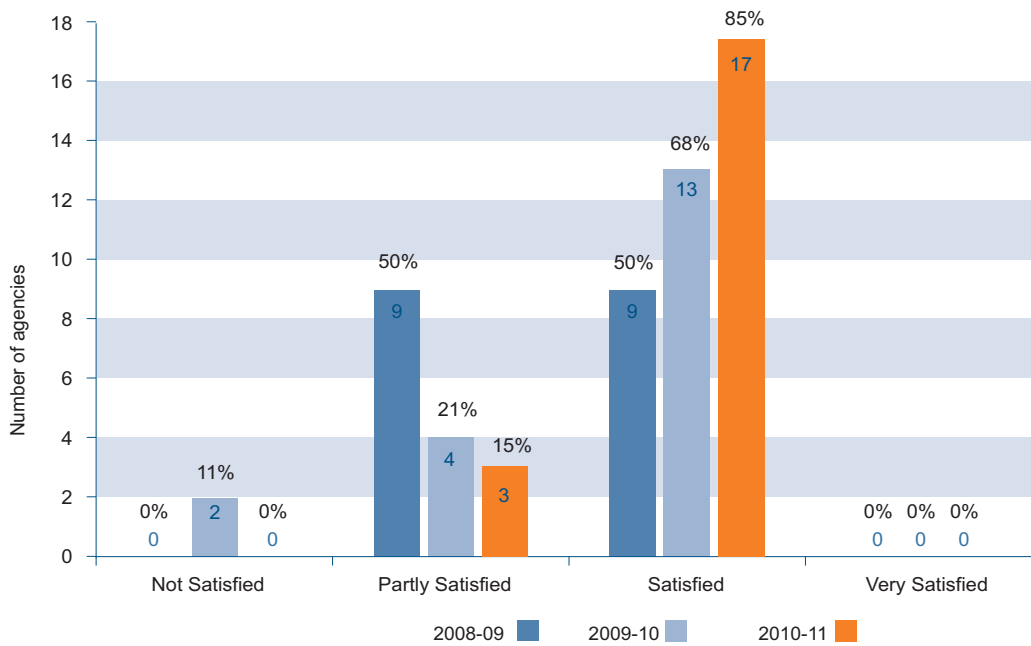
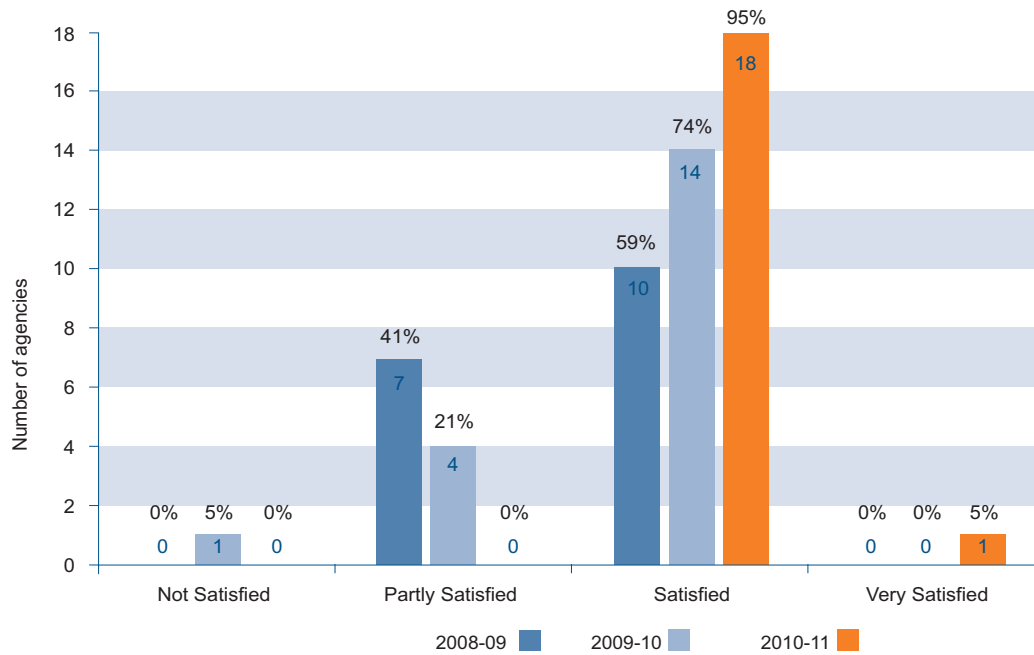


Figure 8 – Agency Level of Satisfaction with the Timeframes in which Services were Provided – Workforce Planning and Development



Promotion, Disciplinary and Inability Appeals and Grievance Reviews

Figure 9 – Agency Level of Satisfaction with the Services Provided – Promotion, Disciplinary and Inability Appeals and Grievance Reviews

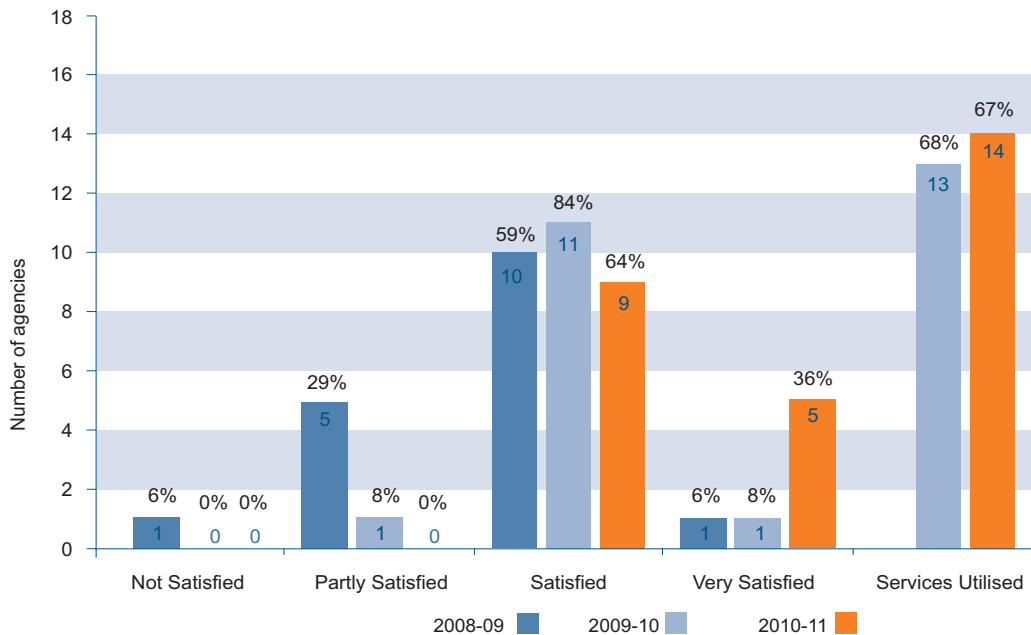


Figure 10 – Agency Level of Satisfaction with the Timeframes in which Services were Provided - Grievance Reviews Finalised within 3 Months

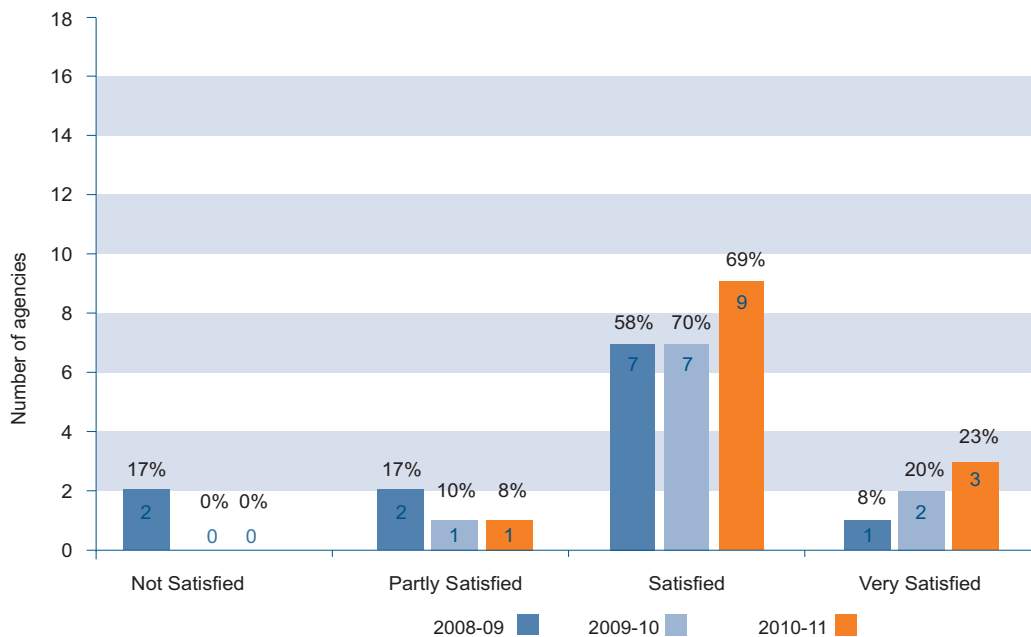


Figure 11 – Agency Level of Satisfaction with the Timeframes in which Services were Provided - Promotion Appeals Finalised within 6 Weeks

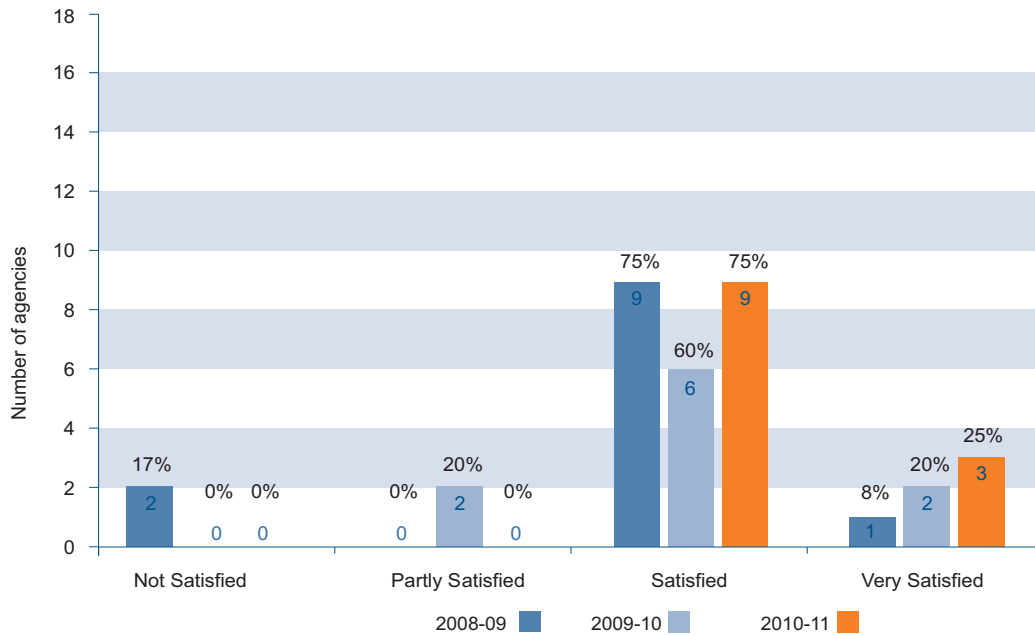
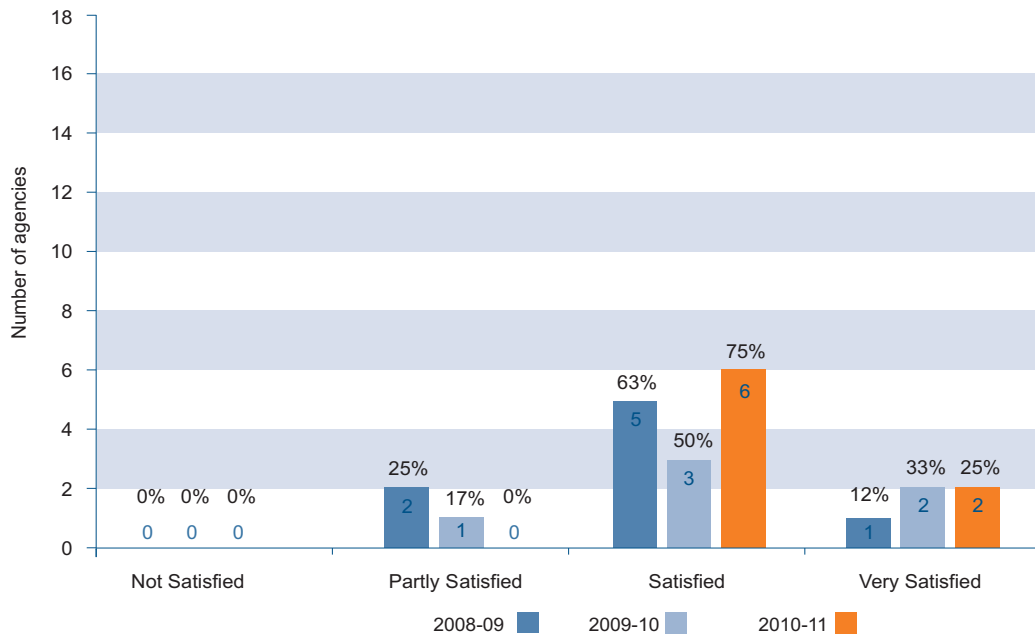
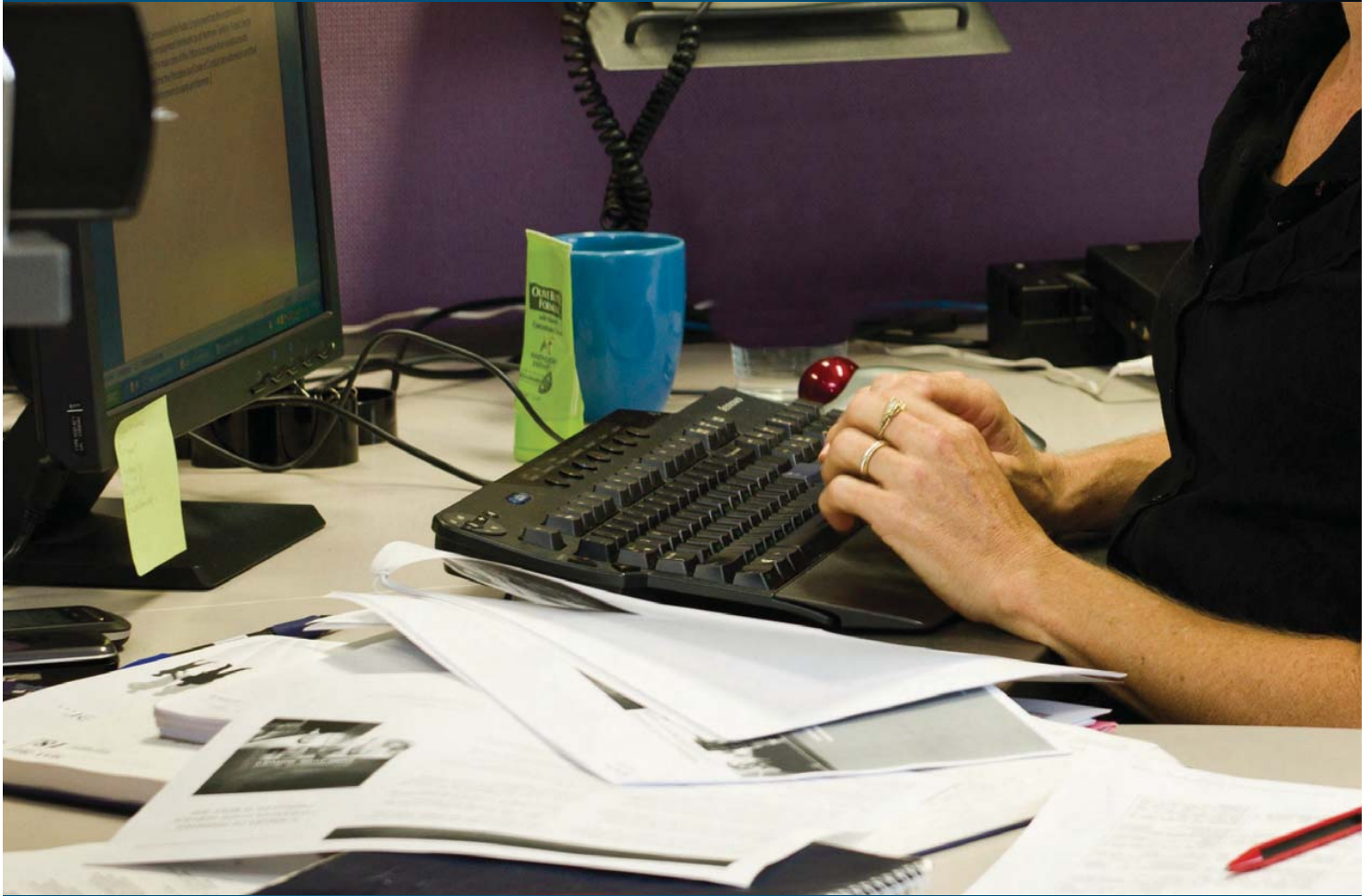


Figure 12 – Agency Level of Satisfaction with the Timeframes in which Services were Provided - Disciplinary and Inability Appeals Finalised within 5 Months





Corporate Governance

Governance Framework

Overview

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

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

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

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

Corporate Services

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

- human resources
- financial and budget management
- procurement services
- travel
- office services
- records and information management
- information technology
- corporate governance and
- communications and marketing.

The DCM Executive Director of Corporate Services is a member of the OCPE Executive Management Team and represents the Commissioner for Public Employment on various inter-agency coordination forums. The DCM Chief Finance Officer also attends the OCPE Executive Management Team meetings.

Organisational Structure

The OCPE consists of five business divisions (as shown in figure 13) that deliver outputs as contained in *NT Budget Paper No.3*.

Figure 13 shows the high-level management and operational structure as at 30 June 2011.

Figure 13 – Organisational Structure

Commissioner for Public Employment Ken Simpson				
<i>Director Employee Relations</i> Brian Mappas	<i>Director SWP&D</i> Jenny Stephensen	<i>Director PA&GR</i> Terry Lisson	<i>Commissioner's Representative</i> Alice Springs Ian Low	<i>Executive Director Corporate Services</i> Shaun Hardy
Budget Output 1 <ul style="list-style-type: none"> Strategic public sector and private sector industrial relations policy and management Strategic public sector human resource management policy NTPS employment framework Industrial relations and employee relations advice Executive contract of employment arrangements Negotiating new enterprise agreements covering NTPS employees Job evaluation policy and training NTG input to ILO matters Representing the NTG on national industrial relations committees and providing advice about industrial relations legislative developments Workforce statistics and analysis Central management of and policy development for NTPS redeployment and redundancy Secretariat services to the Prison Officers' Arbitral Tribunal and the Police Arbitral Tribunal, and administration of the <i>Police Administration Act (Part III)</i> Labour inspectorate in relation to the <i>Long Service Leave Act (NT)</i> and <i>Public Holidays Act (NT)</i>. 	Budget Output 2 <ul style="list-style-type: none"> Leadership development programs Capability development policy and advice Workforce Planning and Development Indigenous Employment and Career Development Strategies Whole of sector workforce policy coordination and implementation Equity and Diversity Workforce research and analysis Sector wide staff surveys Chief Minister's Awards for Excellence and Medals Timor-Leste Internship Scheme Remote Workforce Development Building HR/IR capacity in the NTPS 	Budget Output 3 <ul style="list-style-type: none"> Promotion, disciplinary and inability appeals Section 59 grievance reviews Merit Selection and Diversity Secretariat function for Promotion, Disciplinary and Inability Appeal Boards 	Budget Outputs 1-3 <ul style="list-style-type: none"> Strategic HR advice Regional redeployment and redundancy function Promotion appeals and grievance reviews Labour inspectorate Assist in implementing government policies Industrial relations Public sector employment Whole of industry workforce policy coordination 	Budget Inputs <ul style="list-style-type: none"> Human resources Financial and budget management Procurement Office services Travel Records management Information technology Corporate governance Communications and marketing

Executive Management Team

Purpose

The Executive Management Team's purpose is to ensure the highest standards of integrity, ethical behaviour, transparency and accountability. The team has a critical role in ensuring effective performance and accountability by:

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

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

Circulation of Minutes and Reports

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



Membership

Executive Management Team members at 30 June 2011 were:

Ken Simpson

Commissioner for Public Employment

Ken has been Commissioner since 1 July 2006. He has had broad policy and operational experience in Northern Territory Government agencies since arriving in Darwin in 1976. Ken has held senior positions in the Department of the Chief Minister (Deputy Chief Executive), Department of Employment, Education and Training (Deputy Chief Executive and Acting Chief Executive), Department of Corporate and Information Services (Deputy Chief Executive), Department of Health (Assistant Secretary) and the then Department of Transport and Works (Director). He has also acted as the NT's Auditor-General. Ken holds a Bachelor of Commerce (Queensland) and a Graduate Diploma in Executive Public Service Management (Charles Darwin University).

Brian Mappas

Director Employee Relations

Brian joined the OCPE in 1996 following more than ten years experience in employee relations in the Department of Employment, Education and Training. Other NT departments Brian has worked for include Treasury, Community Services, and Primary Industries and Fisheries. He has extensive senior experience in industrial relations and human resource management and holds a Bachelor of Business (majoring in management) and an Associate Degree in Legal Studies.

Jenny Stephensen

Director Strategic Workforce Planning and Development

Jenny has worked in both federal and state Government for more than 30 years. With a Bachelor of Science and a Masters in Organisational Development and Training, her background is in workforce capability and workforce planning. She returned to the OCPE in 2010 after a four year gap, which saw her working on a secondment to the Alberta Public Service in Canada followed by a stint in the Department of Health and Families as Director Strategic Workforce Planning. Jenny has also worked in East Timor on a project to develop a Strategic Workforce Plan for the Civil Service. In 2010 Jenny was a finalist in the Australian Institute of Management Manager of the Year Award.

Terry Lisson

Director Promotion Appeals & Grievance Reviews

Terry joined the OCPE in January 2008, coming from the position of Director of Conciliation, Policy and Law at the NT Anti-Discrimination Commission, where she had worked for the previous six years. Terry holds a Bachelor of Arts (Honours Psychology) degree and a Bachelor of Laws and, in addition to many years working as a practising lawyer in both Canada and Australia, has extensive training and experience in complaint handling, conflict resolution, conciliation and mediation.

[Ian Low](#)

Commissioner's Representative, Alice Springs

Ian joined the NTPS in 1996 after 23 years with the Australian Government. He worked in many federal departments during his time with the Australian Government at both the Regional and Central Office level (Melbourne and Canberra).

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

Ian doesn't have any formal qualifications, rather vast experience in senior management positions across the public sector. His background is Human Resource Management together with systems review.

[Shaun Hardy](#)

Executive Director Corporate Services

Shaun joined the Department of the Chief Minister in 2008. He has worked in the Australian Public Sector for 20 years, including management roles in governance and program management in the Department of Parliamentary Services and the Australian Bureau of Statistics. Shaun holds a Master of Public Administration and a Graduate Diploma in Human Resource Management.

Audit and Risk Management Committee

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

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

Occupational Health and Safety Committee

The OCPE has an Occupational Health and Safety (OH&S) Committee that consists of a representative of the Commissioner and elected representatives from each Division (Employee Relations, Strategic Workforce Planning and Development, and Promotion Appeals and Grievance Review). At the time of writing, the Committee had had three meetings during the reporting period. Representatives from Human Resources in the Department of Chief Minister and the OH&S Advisory Unit of the Department of

Business and Employment attended meetings of the Committee in an ex-officio capacity. Activities undertaken by the Committee included:

- updating the OCPE Cyclone Preparedness Plan
- seeking advice and information about the use of plastic floor mats
- following up reports of employees slipping in the car park during the Wet Season
- following up reports of problems with the air-conditioning system on the ground floor of Harbour View Plaza
- updating fire warden signage and
- initiating the development of an OH&S Management System in conjunction with the Department of the Chief Minister and the OH&S Advisory Service.

At the time of writing, the OH&S Advisory Service of the Department of Business and Employment had conducted a gap audit of the OCPE OH&S systems. The results of this audit have not yet been received.

Information Management Committee

The DCM/OCPE Information Management Committee meets quarterly and considers information management issues impacting on both DCM's and OCPE's working environments. The OCPE operates within the standard Northern Territory Government information technology environment, including outsourced services for desktop, messaging, telecommunications and mainframe applications.

The functions and responsibilities of the committee include:

- ensuring the effectiveness of the information and communications technology system
- overseeing better practice information and records management and
- developing improved knowledge management practices.

Improving Communication within the OCPE

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

Business Division Meetings

Business division directors held regular meetings to provide information and receive feedback on OCPE issues as well as meetings on specific issues as the need arose.

Executive Information Coordinators' Group

The Executive Information Coordinators' Group is comprised of personal and executive assistants from each business unit in the OCPE and DCM. The Group plays a role in ensuring business units have access to appropriate information, streamlining and standardising procedures, identifying areas for improvement and action and building a multi-skilled succession environment.

During 2010-11, Executive Information Coordinators were provided with information sessions in the areas of procurement, accounts payable, travel, freedom of

information, postage and freight, records, ePASS, the TRIM 6.2.4 upgrade and information technology.

OCPE Corporate Matters Newsletter

The 'Corporate Matters' newsletter continued to provide employees with regular information in relation to financial services, human resources, information services, office services, and relevant contacts.

Sharing Information

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

Boards and Committees

In support of its core business, the OCPE is represented on many national and Northern Territory boards and committees. A full list is provided in the Appendices, page 125.

Community Engagement

As a central agency, the OCPE develops frameworks to support the Government's social and economic policies and seeks the views of public sector employees and other stakeholders as part of the development process. In June 2005, the OCPE developed its Community Engagement Framework.

The OCPE community includes all employees of the NTPS and their representatives, and a range of other stakeholders, including unions,

tertiary institutions, community organisations and Northern Territory businesses and their employees.

Improving Communication with Clients and Stakeholders

Effective external communication is vital to the OCPE. Following are the key methods of external communication maintained.

Human Resources Forum

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

Internet and Intranet

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

Annual Insurance Reporting Requirements

In accordance with the Treasurer's Directions relating to Risk Management – Insurable Risk Framework (Section R2.1 Insurance Arrangements), the OCPE is required to report insurance-related information in its annual report.

As part of its risk mitigation strategy, the OCPE has developed a strategic risk assessment based on its strategic goals. This is regularly reviewed by the OCPE Executive Management Team.

The OCPE is able to provide the following information for the financial year ended 30 June 2011.

Self Insurance Claims

Figure 14 – Motor Vehicle Claims

	2008–09	2009–10	2010–11
Claims as at 30 June*	1	1	0
Value of Claims	\$1 482	\$2 297	\$-
Average Claim	\$1 482	\$2 297	\$-

*All motor vehicle claims relate to accident repairs for NT Fleet vehicles.

Figure 15 – Workers' Compensation Claims

	2008–09	2009–10	2010–11
Claims as at 1 July	1	1	1
New claims	0	0	0
Claims resolved	0	0	1
Claims as at 30 June	1	1	0
Cost of new claims	\$-	\$-	\$-
Current financial year claims	\$13 167	\$5 453	\$2 357
Average new claim costs	\$-	\$-	\$-

Medical Insurance

A \$648 medical insurance premium was paid during the 2010-11 year.

Information and Office Services

Energy Management

In line with the NTG Energy Smart Sustainable Workplaces initiatives, it is OCPE practice to:

- maintain a replacement program of stand-alone equipment with multifunctional devices and power saving functions
- comply with the 'Greening the Fleet' strategy by encouraging the selection of fuel-efficient vehicles
- recycle toner cartridges, paper and cardboard
- promote and encourage participation in Earth Hour and
- encourage staff to be more conscious about energy consumption and turning off power.

During the 2010-11 year the OCPE put in practice the following programs and strategies:

- recycling practices were elevated by
 - ➔ establishing a recycling centre for mobile phones and accessories, fluorescent light tubes, toner cartridges and batteries in collaboration with local suppliers
 - ➔ placing bins in individual business divisions for shredding and recycling waste paper, cardboard and newspaper waste, used drink bottles, cans and plastic containers
- green branded tips and policies were circulated throughout Harbour View Plaza
- the incorporation of PDF search functionality in multifunctional devices in line with electronic document records management requirements
- use of the TelePresence facility for meetings with other Australian Government jurisdictions, to reduce interstate staff travel and greenhouse gas emissions and
- a DCM/OCPE Sustainability Committee was established to identify, implement and promote green initiatives within both agencies and to provide advice on energy saving, recycling and green initiatives in accordance with the Northern Territory Government Climate Change Policy.

Information Technology

The OCPE operates within the standard Northern Territory Government information technology environment, subscribing to outsourced services including desktop, messaging, telecommunications and mainframe applications.

Achievements during 2010-11 included:

- reviewed and updated the OCPE Information and Communication Technology (ICT) Strategic Plan for 2010-12
- developed a policy that outlines the roles and responsibilities of ICT Support staff and business divisions in respect of SharePoint sites
- conducted a review of unauthorised access to business drives on the Local Area Network, with necessary actions completed
- rolled out Microsoft Office 2007
- commenced replacement of the current telephone infrastructure with the new NEC VOIP telephones as part of a whole-of-Government project
- commenced investigations into an upgrade of the existing OCPE internet site
- conducted a stocktake of ICT equipment to ensure accurate verification of ICT accounts and management reporting and
- commenced an ICT audit that aims to identify and assess key strategic risks associated with ICT business systems, practices and security access within the agency.

Office Accommodation

The CPE no longer occupies a dedicated office in Alice Springs, but representation is present in the Southern Region through the Senior Officer at the Department of Business and Employment Office in Lord Plaza, Alice Springs.

Records Management

The *Information Act* requires NTPS agencies to manage records in compliance with the Northern Territory Government records management standards.

Preparations for Electronic Document Records Management (EDRM) have progressed, with implementation expected to be completed during 2011-12. EDRM will reduce the amount of paper records created and improve record security. During implementation, staff will receive comprehensive training to reinforce good records management practices in keeping the Northern Territory Government's records management standards.

The CPE is working in compliance with the *Information Act*. Accordingly, the development of functional disposal schedules for records documenting the CPE's core business has been identified as a key project for the efficient management of corporate records.

An ongoing records security and quality assurance program is maintained to ensure only authorised and appropriate access to files and documents. This is critical as all electronic records, such as emails, can now be viewed in their entirety.

Freedom of Information

The Northern Territory of Australia *Information Act* affects the way NTPS organisations collect, use and store government and personal information as it brings together the related issues of freedom of information, privacy, and records and archives management. In most cases, employees can obtain their own employment-related information held by the CPE more quickly under the PSEMA, rather than applying for access under the *Information Act*.

More information is available at www.ocpe.nt.gov.au/foi. The policies and procedures have been designed to assist people in accessing information and to request corrections to personal information.

Applications under the *Information Act*

In 2010-11 the CPE received no information access requests.

Privacy

The *Information Act* establishes 10 Information Privacy Principles to govern the collection, use, storage and management of personal information by Northern Territory Government agencies.

There were no privacy breaches reported in 2010-11.

Priorities for 2011-12

- A refreshed OCPE internet site that displays a more contemporary approach to presenting web-based material.
- Review and update the OCPE intranet site, ensuring the inclusion of all corporate policies and procedures.
- Increased collaboration with the Department of Lands and Planning in progressing the continued contribution to environmentally positive initiatives.
- Full integration of EDRM across business units.
- Review and development of functional disposal authorities.



Our People

Workforce Management

Overview

As a central agency within the NTPS, the OCPE attracts employees who want to gain central agency experience and a broader understanding of the whole of government. In this context, we aspire to attract and retain high-quality employees by offering flexible working arrangements and diverse experiences that cover a range of functions, including:

- whole-of-government policy development
- employment conditions
- strategic workforce development
- learning and development opportunities and
- healthy work practices.

Understanding that the OCPE's greatest asset is its people, the OCPE's workforce requirements are identified as a key component to business planning that flows from the OCPE Internal Strategic Workforce Plan.

Strategies are developed to address identified skill gaps and inform recruitment processes that are consistent with the OCPE's focus, particularly in the areas of strategic leadership, workforce capability and collaboration across agencies and the public sector. This is essential in not only developing our own workforce, but to develop the individuals within, both professionally and personally. Additionally, the OCPE is committed to creating a positive working environment for our employees.

The OCPE is supported by the Department of the Chief Minister Human Resource Unit, and provides professional guidance to:

- plan, develop and implement policies and procedures that emphasise and promote equity, diversity, flexibility of employment conditions and the provision of best practice employee relations
- provide impartial and responsive policy advice and assistance to managers and employees, including interpretation of employment legislation and conditions of service
- provide professional consultancy and advice regarding restructures, change management, work design and evaluation, recruitment, selection and induction matters and
- enhance capabilities, bench strength and employee retention through strategic workforce planning, evidence-based training and professional development, employee reward and recognition and health wellbeing strategies.

To ensure compliance with employment instructions, several corporate policies were developed or reviewed by the HR Unit, endorsed by the OCPE Executive Management Team and made available to OCPE employees via the staff intranet during the reporting period. The following policy statements were revised in 2010-11:

- Internal Grievance Handling Policy
- Senior Classification Structure – Pay Progression Principles

- Appropriate Workplace Behaviour Policy and
- Recruitment and Selection Policy and Guidelines.

Demographics

As at 30 June 2011 the OCPE employed 28 employees (26.2 full-time equivalent employees), this compared with 33 employees (31.0 full-time equivalent employees) on 30 June 2010.

Figure 16 – Snapshot at 30 June 2011

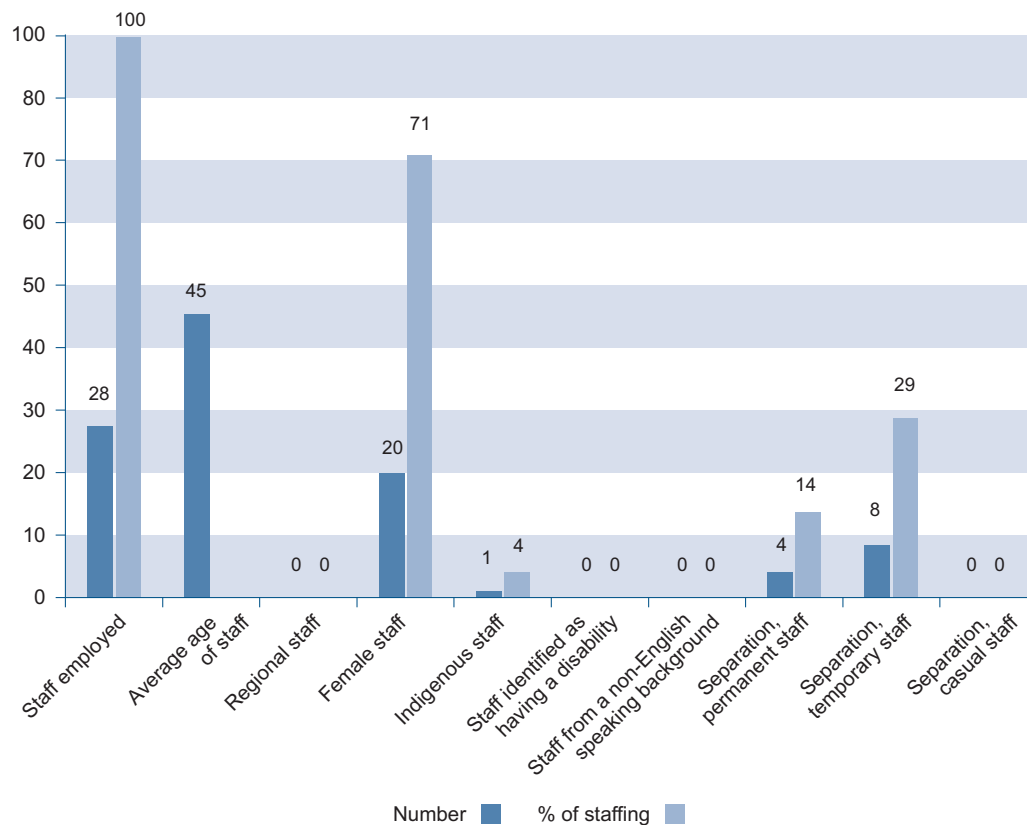


Figure 17 – Position Allocations Across the OCPE

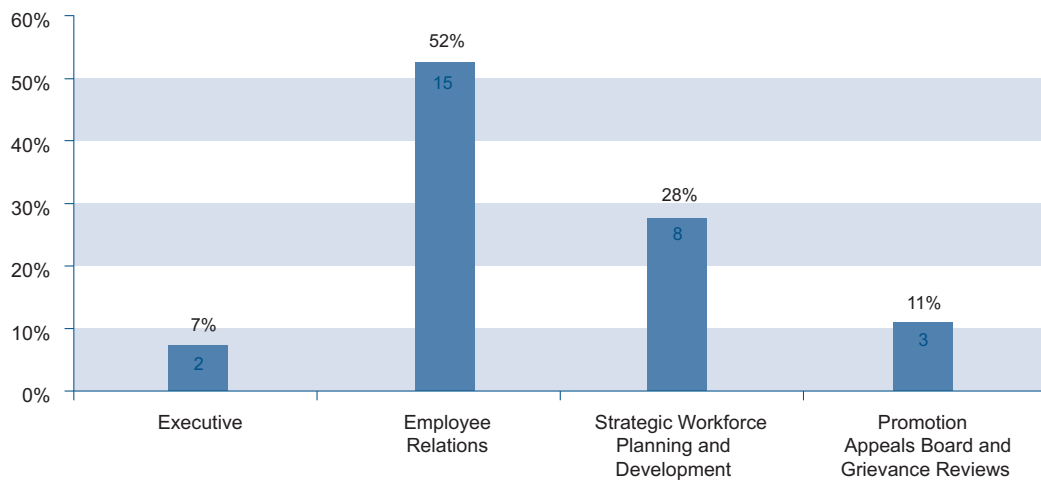


Figure 18 – Gender by Classification

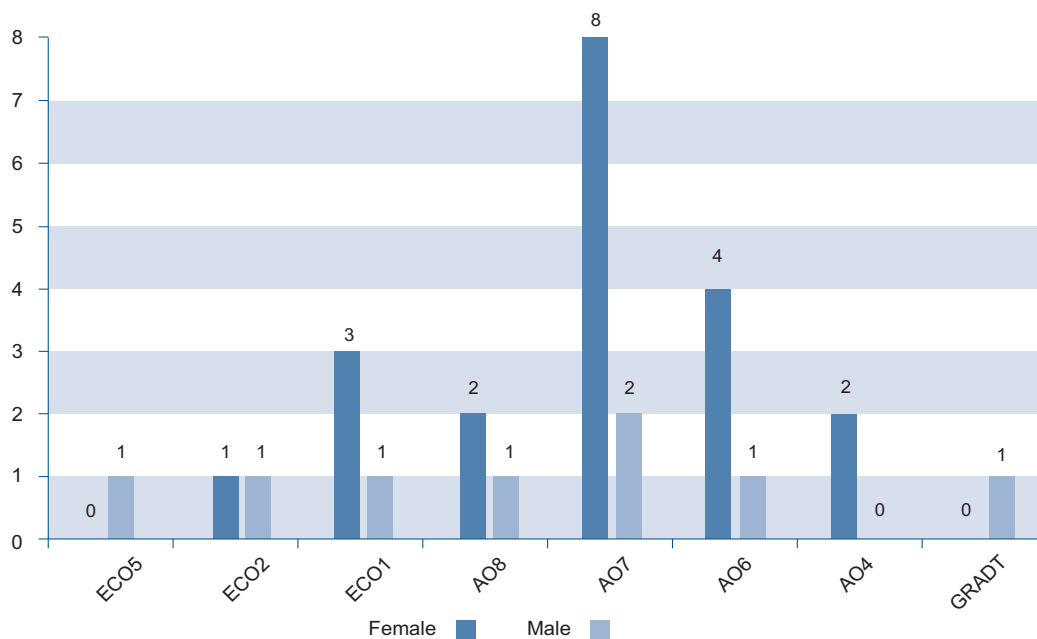


Figure 19 – Staffing by Classification

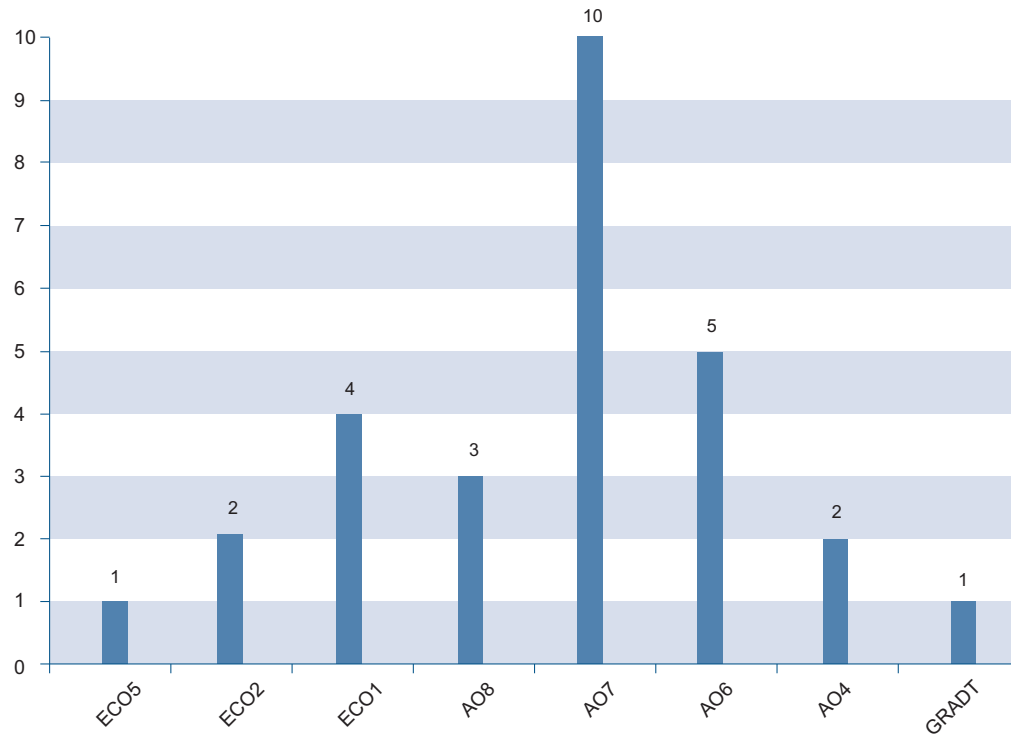
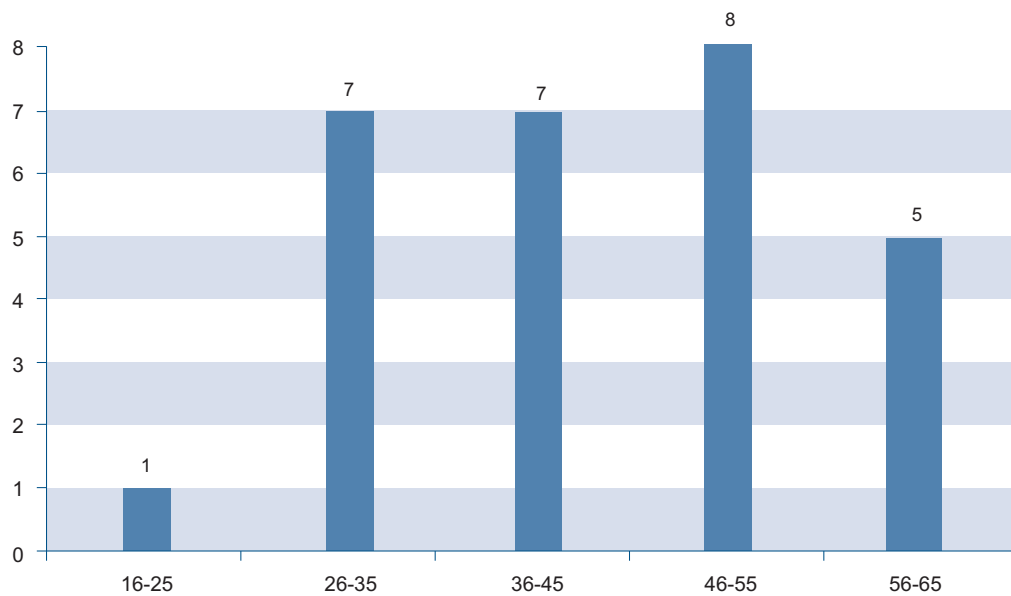


Figure 20 – Staffing by Age



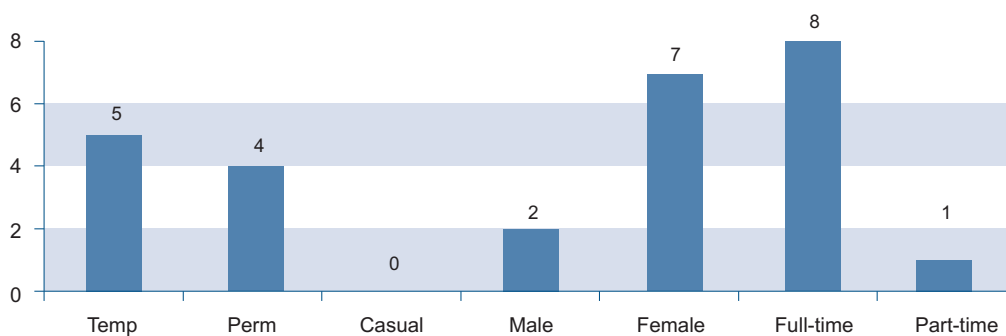
Recruitment

Staffing Profile of New Commencements

Nine employees commenced with the OCPE during the reporting period. Of these, five were temporary, four were permanent, two were

male and seven female. Eight employees were full time and one part time.

Figure 21 – Staffing Profile of New Commencements

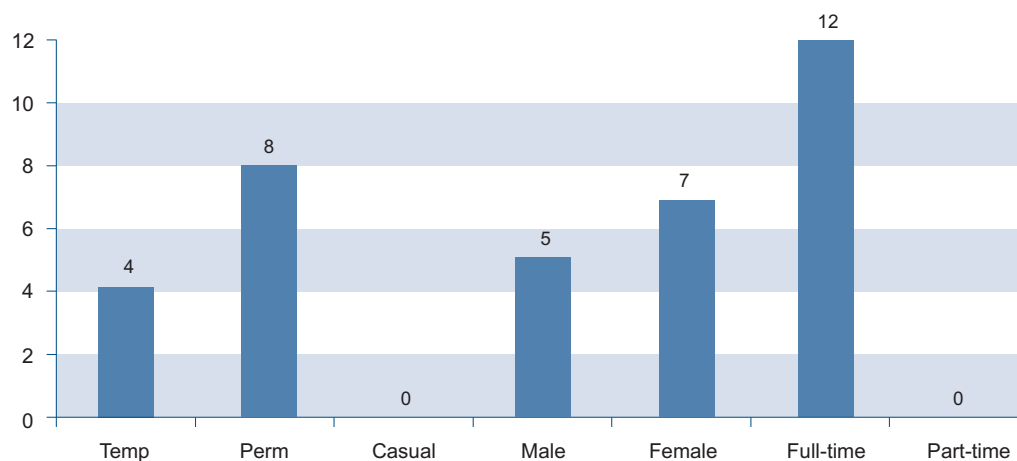


Staffing Profile of Separations

Twelve employees separated from the OCPE during the reporting period. Of these, all

were full time, seven were female and five male, four were temporary and eight were permanent.

Figure 22 – Staffing Profile of Separations



Workforce Planning

During the reporting period, the OCPE completed and implemented its Workforce Plan for 2010-2012, which aligns the needs of the OCPE with its workforce. In a labour force in which skilled people are in demand, the OCPE continued to make progress on its four key challenge areas.

1. Strong data, evidence and analysis systems

- Ongoing review of information contained on the OCPE staff website to provide a website that is dynamic and more user friendly in conjunction with technological advances.
- Review of the OCPE internet and intranet sites to maintain information that is accurate and accessible.
- Strategic Workforce Planning and Development investigated and negotiated with various other agencies regarding their existing intranet technologies.

2. Recruitment, attraction and retention of talent

- Recruitment and Selection Policy and Guidelines updated.
- Job Evaluation Questionnaire and Job Description audits undertaken every 12 months to ensure currency.
- Development opportunity provided for an employee from the Darwin Waterfront through short-term temporary transfer to the OCPE.

- The OCPE continues its commitment to the development of open and fair recruitment, selection and promotion procedures for all employees through application of equal employment opportunity principles.

3. Building a learning organisation

- OCPE employees volunteered to participate in cross-sector activities and working parties to develop their skills and share knowledge.
- Two OCPE employees participated in the 360 Degree Feedback process for the Leadership Development Program.
- Annual Performance Review framework reviewed, which included the development of a training program, and an NTPS Capability and Leadership Framework Self Assessment Tool developed and incorporated into the Annual Performance Review.
- Training calendar takes into account the needs of staff who are Indigenous or staff with a disability.
- Informal forums, such as Women in Leadership symposium, held throughout the reporting period.
- Strategic Workforce Planning and Development Division engaged Government Skills Australia to conduct skills audits for the HR/IR community, including the OCPE.

4. Happy and healthy work environment

- ➔ Nine employees received Recognition of Service certificates on 3 December 2010.
- ➔ Promotion of work life balance initiatives.
- ➔ Employee Assistance Program regularly promoted through the corporate newsletter.

The NTPS Capability and Leadership Framework

The NTPS Capability and Leadership Framework (CLF) was introduced in July 2010 and provides and encourages a learning culture. Capability needs are identified at the organisational level through strategic, business and workforce planning, and for teams and individuals, through performance management and capability conversations. The CLF describes the behaviour expected of public sector employees from entry level to chief executives.

A review of the Annual Performance Framework was held during 2010-11 and provides strong links between performance management plans to CLF and the Self Assessment Tool created by HR to assist in the development of meaningful performance management conversations. The training programs implemented for the OCPE are aligned to the CLF.

NTPS Survey

The NTPS Employee Survey was conducted in July/August 2009 and 91% of OCPE employees at the time took part. From this survey, a number of areas of opportunity for improvement were identified, including performance management, internal review system, workplace flexibility, employee consultation and input, merit principle, quality of leadership, workload and stress and bullying and harassment. In order to address these key areas an action plan was developed and endorsed by the Executive Management Team.

Rewarding Workplace

Initiatives to facilitate a rewarding workplace included:

- the performance review process includes questions around workload and utilisation, as well as how each individual is doing
- performance reviews negotiate 'stretch' goals balanced against individual capacity
- managers and team members actively acknowledge achievements and outcomes, including posting achievements on the staff intranet site
- reward and recognition program implemented
- team members consistently provide feedback to managers on how they prefer to be recognised and
- increased discussions around ideas that maximise achievements and improve outcomes.

Performance Management

Performance management initiatives included:

- employees have clarity of goals, outcomes, expectations and boundaries
- revisited the performance agreement template to ensure that goals, expectations and behaviours are identified and
- agreements have direct links to the strategic and business plans.

Fair Internal Review System

Fair internal review system initiatives included:

- managers actively foster and frequently connect with staff (and vice versa) to develop open relationships where concerns can be raised easily for attention before escalating to a grievance
- the induction pack includes reference to the policy and supervisors/managers also include it in their welcome process to the OCPE team
- a link to the policy is emailed to the whole team, so each person can familiarise themselves with the policy, process and procedures and
- division heads discuss this issue and it's a standing item at staff meetings.

Quality Leadership

Initiatives to encourage quality leadership included:

- Team Management Instrument to progress to the next step of understanding of each other's contribution to the whole team and
- communication from the Executive Management Team to build a culture that is respectful of the different ways, styles and phrasing of individuals when communicating across the team or with the Executive Management Team.

Employee Consultation and Encourage Input

Initiatives to facilitate employee consultation and encourage employee input included:

- all three business divisions meet regularly for information sharing (formally and informally)
- Executive Management Team minutes are available on the staff-only intranet, ensuring that staff are aware of decisions and upcoming events
- draft policies and procedures are forwarded to directors for discussion and input from staff and

- a calendar of each division's meeting dates is shared across all areas so staff can make arrangements to be included on agendas to share information.

Equity and Diversity

The OCPE is committed to establishing a culturally competent, diverse and inclusive organisation that gives all employees access to training opportunities, fair working conditions and opportunities for promotion. 2010-11 saw further implementation of the *NTPS Indigenous Employment and Career Development Strategy 2010-2012* and the *Willing and Able Strategy 2009-2012* amongst other initiatives that promote equity and diversity.

Equal Employment Opportunity Plan

An Equal Employment Opportunity (EEO) Plan was endorsed in November 2010. It was developed to promote and maintain a fair and equal working environment where all employees have the genuine opportunity to access employment and training opportunities free from any real or perceived discriminatory practices regarding race, gender, age, impairment, marital status, religious or political beliefs or other non-merit-related considerations.

The EEO Plan includes 20 initiatives that look at a variety of ways in which the OCPE can monitor its focus on diversity. These initiatives include areas such as recruitment and selection, cross-cultural awareness and career progression and are reported on and reviewed annually.

Some of the current outcomes include:

- the OCPE Employee Welcome Pack includes links to the OCPE EEO Plan, IECDS 2010-2012 Strategy and Willing and Able Strategy 2009-12
- two OCPE employees, Jenny Stephensen and Camille Lew Fatt, attended and presented at the 2011 Indigenous Leadership Conference in Brisbane
- the OCPE actively promotes participation in the NTPS Employee Survey, which contains EEO employee information
- employees are encouraged to attend cultural awareness sessions with a number of employees attending cross-cultural training in the latter half of 2010
- executive employees rate their capabilities and need to value diversity as part of the Performance Management Review and
- refreshed and contemporary information on flexible work practices and work life balance features in the new look intranet site.

NAIDOC Week

The OCPE encouraged all employees to participate in activities held to celebrate NAIDOC Week, which ran from 5 to 12 July 2010. Activities supported by the OCPE included:

- family day at Marlow's Lagoon
- youth art competition
- cinema events
- golf day
- cooking classes and
- NAIDOC marches and speeches.

Equal Employment Opportunity Census Day

An Equal Employment Opportunity Census Day is held in June of each year where employees are encouraged to update their personal information held in the payroll system to provide accurate data that will better inform future workforce development strategies.

Disability Day

On 3 December 2010, the International Day of People with Disability was celebrated to recognise the achievements, contributions and abilities of people with disability.

As a result of fundraising activities, \$600 was raised for Autism Northern Territory.

Figure 23 – Staff Equity and Diversity Trend



Flexible Working Arrangements

The OCPE values work-life balance and currently supports a number of family friendly and flexible working arrangements that meet both the needs of the OCPE and employees. These arrangements include part-time, flexible work hours, and working from home.

Seven OCPE employees are currently undertaking flexible working arrangements.

Induction Program

The induction program covers all aspects of employment conditions, the functioning purpose of the OCPE, and internal policies and procedures. Two OCPE induction sessions were conducted throughout 2010-11. All inductees received a welcome pack and a presentation on the NTPS Code of Conduct.

Learning and Development

The OCPE identifies learning and development needs of staff annually through the performance management process and has participated in formal training programs such as those provided by ANZSOG, the 360 Degree Feedback process as well as internal targeted programs and forums.

The implementation of the OCPE Capability and Leadership Framework assists in the learning and development process through identifying skill gaps in relation to:

- strengthening individual capabilities
- enhanced leadership skills and
- aligning individual values and behaviours with OCPE values and behaviours.

The 2010-11 training calendar comprised such development opportunities as Cross-Cultural Awareness training, Mental Health Awareness in the Workplace sessions, OCPE induction, selection panel training, Appropriate Workplace Behaviours, Machinery of Government, Dealing with Difficult People, and Dealing with the Tough Stuff sessions.

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

In 2010-11 the OCPE's expenditure on training activities was \$85 201.

Study Assistance

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

One employee was financially supported in her Bachelor of Psychology Studies during the reporting period.

Early Career Programs

Graduate Development Program

The Graduate Development Program provides recent university graduates with work experiences and challenges to develop new generations of employees whose ideas, ambition and leadership potential will help shape the future of the NTPS.

The OCPE participated in the NTPS Graduate Program, with one graduate, Chris Chow (Bachelor of Business) completing the

program in January 2011 and Trent Ovens (Bachelor of Commerce) commencing in May 2011. Both worked in the Employee Relations Division.

Reward and Recognition

The OCPE fosters a culture of respect and recognition, with personal achievements being identified regularly on the staff intranet site. Additionally, DCM holds an annual milestone awards ceremony for employees who have given outstanding periods of service. The 2010 ceremony saw nine employees receive Recognition of Service certificates:

- 10 years: four employees
- 20 years: five employees

Reviews and Inability or Discipline Appeals

No formal grievances were lodged in this reporting year.

Employee Assistance Program

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

Six employees utilised the EAP service during the reporting period.

Incidents

There was one incident in 2010-11, which was reported as a slip resulting in a slight back injury.

Figure 24 – Number of Accidents/Incidents



Workers' Compensation

There were no new Workers' Compensation claims during the 2010-11 reporting period, and one ongoing claim was resolved.

Figure 25 – Workers' Compensation Claims

Worker Compensation Claims	2009–10	2010–11
Claims as at 1 July	1	1
New claims	0	0
Claims resolved	0	1
Claims as at 30 June	1	0
Cost of new claims	\$-	\$-
Current financial year costs	\$5 453	\$2 357
Average new claim costs	\$-	\$-

National Youth Week

The OCPE actively supports National Youth Week – a celebration of youth allowing young people to get involved, have fun and participate in a variety of events and activities.

A forum was held to promote the benefits of volunteer work in the Northern Territory, and provide a useful pathway into volunteering for those interested. Guest speakers included Dominic Nicholls from Volunteering SA & NT and 2010 NT Young Achiever of the Year Kevin Kardigamar, as well as representatives from a variety of not-for-profit organisations.

The OCPE entered two teams in a quiz night event held for Youth Week, whose theme was 'Own It'. One of these teams was successful in winning the quiz.

Priorities for 2011-12

- Strengthen leadership capability and build internal capacity.
- Ensure that the OCPE Values are an integral part of 'the way we do business'.
- Enhanced marketing of the OCPE as an employer of choice.



Financial Reporting

Financial Statement Overview

for the year ended 30 June 2011.

Overview

The 2010-11 financial statements and notes for the Office of the Commissioner for Public Employment 'the agency' have been prepared on an accrual basis and are consistent with the adoption of the Australian equivalent to the International Financial Reporting Standards. The statements provide information on the operating statement, balance sheet, statement of changes in equity and cash flow statement of the agency for the financial year ended 30 June 2011.

Operating Statement

The Operating Statement provides information on the financial performance of the agency during the year. The surplus or deficit for the year is calculated by subtracting the expense items from the revenue items.

Figure 2 shows the agency's financial performance for the past three years.

Figure 2 Financial Performance

	2009 000	2010 000	2010-11 000
Revenue	7 413		7 217
Expenses	7 271	7 00	5
Surplus	142	1 0	3 1

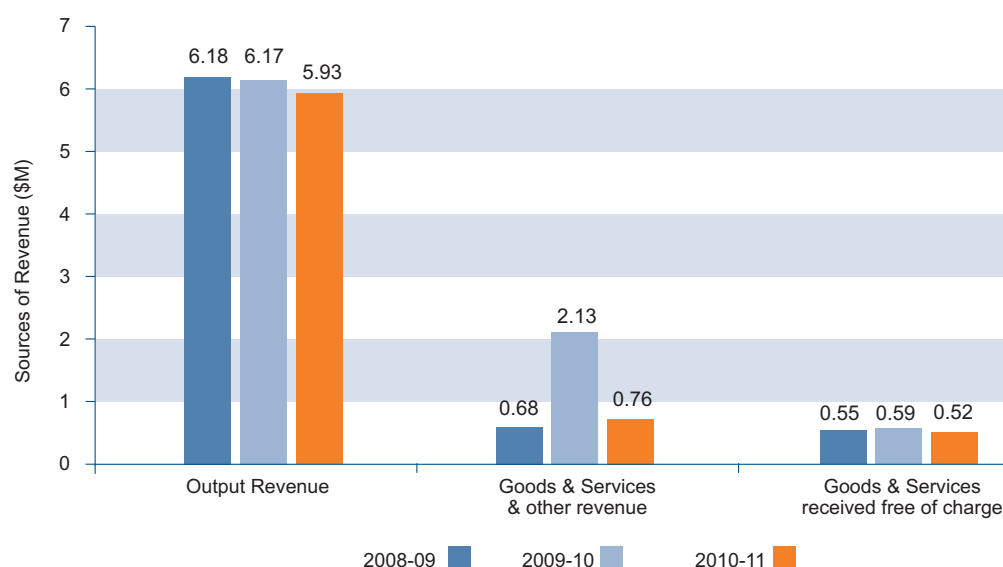
Income

The agency was funded primarily through output appropriation of \$5.933 million. The agency also received revenue of \$0.759 million for the sale of goods and services being training and development programs provided to other NTG agencies on a user-pays basis. Notional revenue for services received free of charge from the Department of Business and Employment for services such as information technology, procurement and payroll services was also recognised (\$0.524 million). This notional revenue is offset by notional expenditure to the same value.

Total income decreased by \$1.671 million to \$7.217 million. The majority of the decrease relates to goods and services revenue, which decreased by \$1.368 million.

\$1.247 million of the decrease is due to one-off revenue in 2009-10 for the Public Sector Reward, Innovation and Development Program. A decrease of \$0.233 million in output appropriation is predominantly due to the Strengthening the Public Sector Career Mapping program that was funded in 2009-10 but not this financial year.

Figure 27 – Sources of Revenue

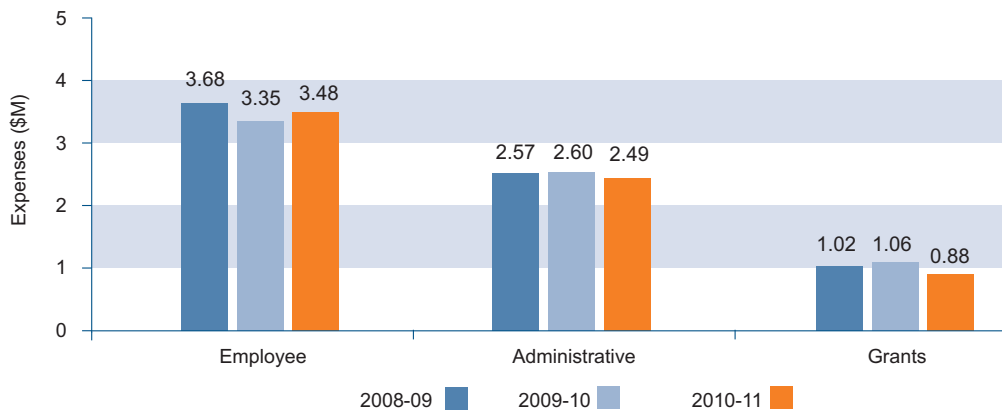


Expenses

The agency's expenses are recognised in three primary categories: employee, administrative and grants. In 2010-11, 51% of expenditure was related to employees, 36% to administrative and the balance (13%)

to grants. As represented in Figure 28, expenditure over the three years is trending down and in total has declined six percent between 2008-09 and 2010-11.

Figure 28 – Expenses



Employee Expenses

Personnel expenses increased by \$0.131 million to \$3.484 million, which is mainly due to a three percent increase in salary from the 2010-2013 Enterprise Bargaining Agreement. Employee expenses have decreased approximately six percent between 2008-09 and 2010-11. Despite the slight increase in employee expenses over last year, the agency did not exceed its approved employee budget.

Administrative Expenses

Administrative expenses decreased by \$0.109 million to \$2.489 million. This is mainly due to a decrease in expenditure in the following areas:

- Training and study expenses for professional development programs

run by the agency (\$0.108 million). Lookrukin expenses decreased by \$0.079 million, Discovery expenses decreased by \$0.014 million and Public Sector Management Program expenses decreased by \$0.017 million.

- Goods and services free of charge of \$0.065 million. This is a notional charge that is offset by notional revenue.
- Information technology expenses of \$0.110 million. Some of these savings arose because the NTPS employee survey is undertaken once every two years and did not incur material expenditure during 2010-11.

The net decrease in administrative expenses was offset by some areas of increased expenditure, such as a one-off increase in fees for contracted services related to the job evaluation scheme.

Grants Expenses

Grants expenses decreased by \$0.173 million to \$0.883 million. Of the \$0.173 million decrease, \$0.140 million is due to a drop in Remote Workforce Development grants as a result of a one-off reduction in agency demand.

Surplus

For the year ended 30 June 2011, the agency recorded a surplus of \$0.361 million. The improved result over the estimated budget deficit of \$0.018 million is predominantly due to savings of \$0.382 million against the employee expenditure budget due to some vacant positions within the agency.

Balance Sheet

The Balance Sheet provides a summary of the agency's total assets and its liabilities.

Figure 29 – Balance Sheet

	2008–09 (\$ '000)	2009–10 (\$ '000)	2010–11 (\$ '000)
ASSETS	1 382	3 215	3 609
LIABILITIES	(951)	(886)	(894)
EQUITY	431	2 329	2 715

Assets

During the 2010-11 financial year the agency's total assets increased by \$0.394 million to \$3.609 million. The majority of the increase is due to an increase in cash and deposits of \$0.456 million to \$3.487 million. The \$0.456 million increase in cash and deposits relates to savings against the employee and grants budget.

Liabilities

Total liabilities have increased marginally by \$0.008 million to \$0.894 million.

Statement of Changes in Equity

The Statement of Changes in Equity reports on movements in equity balances during the year.

Total equity increased by \$0.386 million to \$2.715 million in 2010-11. This was due to an operating surplus of \$0.361 million and capitalisation of \$0.025 million for refurbishments for Harbour View Plaza.

Cash Flow Statement

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

Overall, the agency increased its cash and deposits by \$0.456 million to \$3.487 million. This was mainly due to unspent employee budget of \$0.382 million and unspent grant program funding of \$0.200 million. This was offset by additional operating expenses of \$0.126 million.

Figure 30 – Cash Flows


	2008–09 (\$'000)	2009–10 (\$'000)	2010–11 (\$'000)
Cash at beginning of Year	668	1 190	3 031
Net Movement	522	1 841	456
Cash at End of Year	1 190	3 031	3 487

Certification of the Financial Statements

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

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2011 and the financial position on that date.

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



Mike Burgess

Acting Commissioner for Public Employment

31 August 2011



Diem Tang

Acting Chief Financial Officer

31 August 2011

Office of the Commissioner for Public Employment
Comprehensive Operating Statement
 As at 30 June 2011

INCOME	NOTE	2011 \$'000	2010 \$'000
Appropriation			
Output		5 933	6 166
Sales of Goods and Services	4	759	2 127
Goods and Services Received Free of Charge	5	524	589
Other Income		1	6
TOTAL INCOME	3	7 217	8 888
EXPENSES			
Employee Expenses		3 484	3 353
<i>Administrative Expenses</i>			
Purchases of Goods and Services	6	1 921	1 920
Repairs and Maintenance		9	58
Depreciation and Amortisation	9	35	31
Other Administrative Expenses ⁽¹⁾		524	589
<i>Grants and Subsidies Expenses</i>			
Current		883	1 056
TOTAL EXPENSES ⁽²⁾	3	6 856	7 008
NET SURPLUS/(DEFICIT)		361	1 880
OTHER COMPREHENSIVE INCOME			
Changes in Accounting Policies		-	-
Correction of Prior Period Errors		-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	1 880
COMPREHENSIVE RESULT		361	1 880

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

¹ DBE notional service charges

² Rounding discrepancy, refer to note 2 (e)

Office of the Commissioner for Public Employment

Balance Sheet

As at 30 June 2011

		2011 \$'000	2010 \$'000
ASSETS			
Current Assets			
Cash and Deposits	7	3 487	3 031
Receivables	8	33	31
Prepayments		-	74
Total Current Assets ⁽¹⁾		3 520	3 135
Non-Current Assets			
Property, Plant and Equipment	9	89	80
Total Non-Current Assets		89	80
TOTAL ASSETS		3 609	3 215
LIABILITIES			
Current Liabilities			
Payables	10	(266)	(246)
Provisions	11	(405)	(425)
Total Current Liabilities		(671)	(671)
Non-Current Liabilities			
Provisions	11	(223)	(215)
Total Non-Current Liabilities		(223)	(215)
TOTAL LIABILITIES		(894)	(886)
NET ASSETS		2 715	2 329
EQUITY			
Capital		(47)	(22)
Accumulated Funds		(2 668)	(2 306)
TOTAL EQUITY ⁽¹⁾		(2 715)	2 329

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

¹ Rounding discrepancy, refer to note 2 (e).

Office of the Commissioner for Public Employment

Statement of Changes in Equity

For the year ended 30 June 2011

	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
	\$'000	\$'000	\$'000	\$'000
2010-11				
Accumulated Funds	2 306	361	-	2 668
	2 306	361	-	2 668
Capital - Transactions with Owners	22			22
Equity Injections				
Capital Appropriation	-	-	-	-
Equity Transfers In	-	-	25	25
Other Equity Injections	-	-	-	-
Specific Purpose Payments	-	-	-	-
National Partnership Payments	-	-	-	-
Commonwealth - Capital	-	-	-	-
Equity Withdrawals				
Capital Withdrawal	-	-	-	-
Equity Transfers Out	-	-	-	-
	22	-	25	47
Total Equity at End of Financial Year ⁽¹⁾	2 329	361	25	2 715
2009-10				
Accumulated Funds	426	1 880	-	2 306
	426	1 880	-	2 306
Capital - Transactions with Owners	5	-	-	5
Equity Injections				
Capital Appropriation	-	-	-	-
Equity Transfers In	-	-	17	17
Other Equity Injections	-	-	-	-
Equity Withdrawals				
Capital Withdrawal	-	-	-	-
Equity Transfers Out	-	-	-	-
	5	-	17	22
Total Equity at End of Financial Year ⁽¹⁾	432	1 880	17	2 329

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

¹ Rounding discrepancy, refer to note 2 (e).

Office of the Commissioner for Public Employment

Cash Flow Statement

For the year ended 30 June 2011

	NOTE	2011 \$'000	2010 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Operating Receipts</i>			
Appropriation			
Output		5 933	6 166
Receipts From Sales of Goods And Services		900	2 352
<i>Total Operating Receipts</i>		6 833	8 518
<i>Operating Payments</i>			
Payments to Employees		(3 491)	(3 381)
Payments for Goods and Services		(1 983)	(2 239)
<i>Grants and Subsidies Paid</i>			
Current		(883)	(1 056)
<i>Total Operating Payments</i> ⁽¹⁾		(6 357)	(6 677)
Net Cash From/(Used In) Operating Activities	12	476	1 841
CASH FLOWS FROM INVESTING ACTIVITIES			
<i>Investing Receipts</i>			
Proceeds from Asset Sales		-	-
<i>Total Investing Receipts</i>		-	-
<i>Investing Payments</i>			
Purchases of Assets	9	(19)	-
<i>Total Investing Payments</i>		(19)	-
Net Cash From/(Used In) Investing Activities		(19)	-
CASH FLOWS FROM FINANCING ACTIVITIES			
<i>Financing Receipts</i>			
<i>Equity Injections</i>			
Capital Appropriation		-	-
Other Equity Injections		-	-
<i>Total Financing Receipts</i>		-	-
<i>Financing Payments</i>			
Equity Withdrawals		-	-
<i>Total Financing Payments</i>		-	-
Net Cash From/(Used In) Financing Activities		-	-
Net Increase/(Decrease) in Cash Held		456	1 841
Cash at Beginning of Financial Year		3 031	1 190
CASH AT END OF FINANCIAL YEAR	7	3 487	3 031

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

¹ Rounding discrepancy, refer to note 2 (e).

Office of the Commissioner for Public Employment

Notes to the Financial Statements

For the year ended 30 June 2011

Index of Notes to the Financial Statements

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

INCOME

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1. Objectives and Funding

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

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

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

Key functional responsibilities are:

- providing sound and timely advice to government on all aspects of human resource and industrial relations issues affecting the NTPS
- supporting chief executive officers and agencies to develop and implement relevant human resource management policies and practices
- representing the interests of the Northern Territory Government in workplace negotiations and tribunal hearings as the statutory employer
- coordinating sector-wide executive and leadership development programs
- resolving employee grievances through appropriate review and appeal mechanisms
- developing and implementing contemporary workforce management

practices that position the NTPS as an employer of choice, and ensuring it is well placed to contribute to the social and economic development of the Territory.

Additional information in relation to the OCPE and its principal activities is detailed earlier in the Annual Report.

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

2. Statement of Significant Accounting Policies

a) Basis of Accounting

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

Treasurer. The form of agency financial statements is to include:

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

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

preparation of the financial statements, all intra-agency transactions and balances have been eliminated.

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

The form of the agency financial statements is also consistent with the requirements of Australian Accounting Standards.

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

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

Standard/ Interpretation	Summary	Effective for Annual Reporting Periods Beginning on or After	Impact on Financial Statements
AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, 7, 101 & 134 and Interpretation 13]	Key amendments include clarification of content of statement of changes in equity (AASB 101) and financial instrument disclosures (AASB 7)	1 Jan 2011	<p>Changes to equity arising from changes to other comprehensive income are no longer itemised in the reconciliation between the opening balance of equity to the closing balance.</p> <p>An analysis of each item of other comprehensive income is required either in the statement of changes in equity or in the notes.</p> <p>Information relating to financial instruments held by the OCPE better enables users to evaluate risk exposure.</p>

c) Agency and Territory Items

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

Central Holding Authority

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

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the Government and managed by agencies on behalf of the Government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general-purpose funding (such as GST revenue), fines and statutory fees and charges.

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain

Territory items managed on behalf of Government, these items have been separately disclosed in note 18 - Schedule of Territory Items.

d) Comparatives

Where necessary, comparative information for the 2009-10 financial year has been reclassified to provide consistency with current year disclosures.

e) Presentation and Rounding of Amounts

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

f) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2010-11 as a result of management decisions.

g) Accounting Judgements and Estimates

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

apparent from other sources. Actual results may differ from these estimates.

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

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

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

h) Goods and Services Tax

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

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

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

i) Income Recognition

Income encompasses both revenue and gains.

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

Grants and Other Contributions

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

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

Appropriation

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

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

Revenue in respect of appropriations is recognised in the period in which the agency gains control of the funds.

Sale of Goods

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

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

Rendering of Services

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

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured
- it is probable that the economic benefits associated with the transaction will flow to the entity.

Interest Revenue

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

Goods and Services Received Free of Charge

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

Disposal of Assets

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

Contributions of Assets

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

j) Repairs and Maintenance Expense

Funding is received for repairs and maintenance works associated with agency assets as part of output revenue. Costs associated with repairs and maintenance works on agency assets are expensed as incurred.

k) Depreciation and Amortisation Expense

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

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

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

	2011	2010
Buildings	50 Years	50 Years
Plant and Equipment	5 Years	5 Years

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

l) Interest Expense

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

m) Cash and Deposits

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

n) Receivables

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

The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analyses of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 13 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

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

o) Property, Plant and Equipment Acquisitions

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

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

Complex Assets

Major items of plant and equipment comprising a number of components that have different useful lives, are accounted

for as separate assets. The components may be replaced during the useful life of the complex asset.

Subsequent Additional Costs

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

Construction (Work in Progress)

As part of the financial management framework, the Department of Construction and Infrastructure (DCI) is responsible for managing general government capital works projects on a whole-of-government basis. Therefore appropriation for all agency capital works is provided directly to the DCI and the cost of construction work in progress is recognised as an asset of that Department. Once completed, capital works assets are transferred to the agency.

p) Revaluations and Impairment**Revaluation of Assets**

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

- land
- buildings
- infrastructure assets.

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

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

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

Impairment of Assets

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

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

by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

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

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

q) Leased Assets

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

Finance Leases

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

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

Operating Leases

Operating lease payments made at regular intervals throughout the term are expensed when the payments are due, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased property. Lease incentives under an operating lease of a building or office space is recognised as an integral part of the consideration for the use of the leased asset. Lease incentives are to be recognised as a deduction of the lease expenses over the term of the lease.

r) Payables

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

s) Employee Benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries and recreation leave and other employee benefit liabilities that fall due within 12 months of the reporting date are classified as current liabilities and are measured at amounts expected to be paid.

Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at present value, calculated using the Government long term bond rate.

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

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

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

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

t) Superannuation

Employees' superannuation entitlements are provided through the:

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

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

u) Contributions by and Distributions to Government

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

The Statement of Changes in Equity provides additional information in relation to contributions by, and distributions to, Government.

v) Commitments

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

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

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT

	Note	Employee & Industrial Relations	Workforce Planning & Development	Promotion, Disciplinary and Inability Appeals & Grievance Reviews	Total
		2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000
		2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000
INCOME					
Appropriation Output		2 738	2 849	627	5 933
Sales of Goods and Services	4	-	-	-	759
Goods and Services Received Free of Charge	5	289	339	69	524
Other Income		1	3	-	1
TOTAL INCOME		3 028	3 191	696	7 217
EXPENSES					
Employee Expenses		2 077	1 908	441	3 484
<i>Administrative Expenses</i>					
Purchases of Goods and Services	6	757	609	175	1 921
Repairs and Maintenance		5	33	1	9
Depreciation and Amortisation	9	19	17	5	35
Other Administrative Expenses ⁽¹⁾		289	338	69	524
<i>Grants and Subsidies Expenses</i>					
Current		2	2	-	883
TOTAL EXPENSES		3 149	2 907	661	6 856
NET SURPLUS/(DEFICIT) ⁽²⁾		(121)	284	35	361
OTHER COMPREHENSIVE INCOME					
Changes in Accounting Policies		-	-	-	-
Correction of Prior Period Errors		-	-	-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	-	-	-
COMPREHENSIVE RESULT		(121)	284	35	361
					1 880

This Comprehensive Operating Statement by Output Group is to be read in conjunction with the notes to the financial statements.

¹ DBE notional service charges

² Rounding discrepancy, refer to note 2 (e)

	2011 \$'000	2010 \$'000
4. Goods and Services Revenue		
Public Sector Management Program	161	283
Indigenous Workforce Development	53	91
Willing and Able Strategy	335	349
Discovery Program	63	135
Public Sector Rewards and Innovation Development Program	-	1 247
Chief Minister's Awards	15	12
Other	133	9
	759⁽¹⁾	2 127

¹ Rounding discrepancy, refer to note 2 (e)

5. Goods and Services Received Free of Charge

Corporate and Information Services	524	589
	524	589

	2011 \$'000	2010 \$'000
6. Purchases of Goods and Services		
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and Services Expenses:		
Consultants ⁽¹⁾	387	302
Advertising ⁽²⁾	-	-
Marketing and Promotion ⁽³⁾	82	43
Document Production	42	73
Legal Expenses ⁽⁴⁾	3	-
Recruitment ⁽⁵⁾	41	18
Training and Study	85	193
Official Duty Fares	36	34
Travelling Allowance	12	21
Property Costs	123	119
Information Technology	163	215
Agent Service Arrangements	613	572
Motor Vehicle Expenses	53	60
Audit Fees	1	-
Other Charges	280	270
	1 921	1 920

⁽¹⁾ Includes marketing, promotion and IT consultants.

⁽²⁾ Does not include recruitment advertising or marketing and promotion advertising.

⁽³⁾ Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

⁽⁴⁾ Includes legal fees, claim and settlement costs.

⁽⁵⁾ Includes recruitment-related advertising costs.

	2011 \$'000	2010 \$'000
7. Cash and Deposits		
Cash on Hand	1	1
Cash at Bank	3 486	3 030
	3 487	3 031
8. Receivables		
Current		
Accounts Receivable	2	10
GST Receivables	31	21
Total Receivables	33	31
9. Property, Plant and Equipment		
Buildings		
At Fair Value	106	106
Less: Accumulated Depreciation	(106)	(106)
	-	-
Plant and Equipment		
At Fair Value	308	265
Less: Accumulated Depreciation	(219)	(185)
	89	80
Total Property, Plant and Equipment	89	80

Property, Plant and Equipment Valuations

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

Impairment of Property, Plant and Equipment

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

9. Property, Plant and Equipment (continued)

2011 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2010-11 is set out below:

	Land	Buildings	Infrastructure	Construction (Work in Progress)	Plant & Equipment	Leased Plant & Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying Amount as at 1 July 2010	-	-	-	-	80	-	80
Additions	-	-	-	-	19	-	19
Depreciation	-	-	-	-	(35)	-	(35)
Additions/(Disposals) from Asset Transfers	-	-	-	-	25	-	25
Carrying Amount as at 30 June 2011	-	-	-	-	89	-	89

9. Property, Plant and Equipment (continued)

2010 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2009-10 is set out below:

	Land	Buildings	Infrastructure	Construction (Work in Progress)	Plant & Equipment	Leased Plant & Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying Amount as at 1 July 2009	-	-	-	-	94	-	94
Additions	-	-	-	-	-	-	-
Depreciation	-	-	-	-	(31)	-	(31)
Additions/(Disposals) from Asset Transfers	-	-	-	-	17	-	17
Carrying Amount as at 30 June 2010	-	-	-	-	80	-	80

	2011 \$'000	2010 \$'000
10. Payables		
Accounts Payable	87	186
Accrued Expenses	178	60
Total Payables ⁽¹⁾	266	246

¹ Rounding discrepancy, refer to note 2 (e)

	2011 \$'000	2010 \$'000
11. Provisions		
Current		
<i>Employee Benefits</i>		
Recreation Leave	303	301
Leave Loading	32	29
Other Employee Benefits	4	22
<i>Other Current Provisions</i>		
Fringe Benefits Tax	11	12
Payroll Tax	37	37
Superannuation	18	24
	405	425
Non-Current		
<i>Employee Benefits</i>		
Recreation Leave	223	215
	223	215
Total Provisions	628	640
Reconciliations of Other Current Provisions		
Fringe Benefits Tax as at 1 July 2010	12	9
Additional Provisions Recognised	100	140
Reductions Arising from Payments	(101)	(137)
Fringe Benefits Tax as at 30 June 2011	11	12
Payroll Tax as at 1 July 2010	37	38
Additional Provisions Recognised	75	28
Reductions Arising from Payments	(75)	(39)
Payroll Tax as at 30 June 2011	37	37
Superannuation as at 1 July 2010	24	23
Additional Provisions Recognised	30	13
Reductions Arising from Payments	(36)	(12)
Superannuation as at 30 June 2011	18	24

The Agency employed 26.2 full-time equivalent (FTE) employees as at 30 June 2011 (32 FTE employees as at 30 June 2010).

	2011 \$'000	2010 \$'000
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12. Notes to the Cash Flow Statement

Reconciliation of Cash

The total of agency cash and deposits of \$3 487 454 recorded in the Balance Sheet is consistent with that recorded as 'cash' in the Cash Flow Statement.

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

Net Surplus/(Deficit)	361	1 880
<i>Non-Cash Items:</i>		
Depreciation and Amortisation	35	31
<i>Changes in Assets and Liabilities:</i>		
Decrease/(Increase) in Receivables	(2)	68
Decrease/(Increase) in Prepayments	74	(74)
(Decrease)/Increase in Payables	20	(24)
(Decrease)/Increase in Provision for Employee Benefits	(6)	(44)
(Decrease)/Increase in Other Provisions	(7)	3
Net Cash From Operating Activities ⁽¹⁾	476	1 841

¹ Rounding discrepancy, refer to note 2 (e)

13. Financial Instruments

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

(a) Categorisation of Financial Instruments

The carrying amounts of the OCPE's financial assets and liabilities by category are disclosed in the table below.

	2011	2010
	\$'000	\$'000
Financial Assets		
Cash and deposits	3 487	3 031
Loans and receivables	33	31
Financial Liabilities		
Payables	(266)	(246)

13. FINANCIAL INSTRUMENTS (Continued)

(b)

Credit Risk

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

The carrying amount of financial assets recorded in the financial statements, net

of any allowances for losses, represents the agency's maximum exposure to credit risk without taking into account of the value of any collateral or other security obtained.

Receivables

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

	Aging of Receivables	Aging of Impaired Receivables	Net Receivables
	\$'000	\$'000	\$'000
2010-11			
Not Overdue	2	-	2
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days			
Total	2	-	2
2009-10			
Not Overdue	5	-	5
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	5	-	5
Total	10	-	10

13. Financial Instruments (continued)

(c) *Liquidity risk*

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

2011 Maturity analysis for financial assets & liabilities

	Interest Bearing				Non Interest Bearing	Total	Weighted Average
	Fixed or Variable	Less than a Year	1 to 5 Years	More than 5 Years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
Assets							
Cash and deposits	-	-	-	-	3 487	3 487	-
Receivables	-	-	-	-	33	33	-
Total Financial Assets:	-	-	-	-	3 520	3 520	-
Liabilities							
Payables	-	-	-	-	(266)	(266)	-
Total Financial Liabilities:	-	-	-	-	(266)	(266)	-

2010 Maturity analysis for financial assets & liabilities

	Interest Bearing				Non Interest Bearing	Total	Weighted Average
	Fixed or Variable	Less than a Year	1 to 5 Years	More than 5 Years			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
Assets							
Cash and deposits	-	-	-	-	3 031	3 031	-
Receivables	-	-	-	-	31	31	-
Total Financial Assets:	-	-	-	-	3 062	3 062	-
Liabilities							
Payables	-	-	-	-	(246)	(246)	-
Total Financial Liabilities:	-	-	-	-	(246)	(246)	-

13. Financial Instruments (continued)

(d) **Market Risk**

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

i) Interest Rate Risk

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

ii) Price Risk

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

iii) Currency Risk

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

13. Financial Instruments (continued)**(e) Net Fair Value**

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

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

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

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

<u>2011</u>	Total Carrying Amount	Net Fair Value Level 1	Net Fair Value Level 2	Net Fair Value Level 3	Net Fair Value Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash and Deposits	3 487	3 487	-	-	3 487
Receivables	33	33	-	-	33
Total Financial Assets:	3 520	3 520	-	-	3 520
Financial Liabilities					
Payables	(266)	(266)	-	-	(266)
Total Financial Liabilities:	(266)	(266)	-	-	(266)

<u>2010</u>	Total Carrying Amount	Net Fair Value Level 1	Net Fair Value Level 2	Net Fair Value Level 3	Net Fair Value Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash and Deposits	3 031	3 031	-	-	3 031
Receivables	31	31	-	-	31
Total Financial Assets:	3 062	3 062	-	-	3 062
Financial Liabilities					
Payables	(246)	(246)	-	-	(246)
Total Financial Liabilities:	(246)	(246)	-	-	(246)

The net fair value of Level 1 financial instruments are based on quoted prices in active markets for identical assets or liabilities

	2011 \$'000	2010 \$'000
14. Commitments		
(i) Operating Lease Commitments		
The agency leases property under non-cancellable operating leases expiring from one to four years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:		
Within one year	13	17
Later than one year and not later than five years	12	39
	<u>25</u>	<u>56</u>
15. Contingent Liabilities and Contingent Assets		
The Office of the Commissioner for Public Employment had no known contingent liabilities or contingent assets as at 30 June 2011 or 30 June 2010.		
16. Events Subsequent to Balance Date		
No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in, these financial statements.		
17. Write-offs, Postponements, Waivers, Gifts and Ex Gratia Payments		
The Office of the Commissioner for Public Employment had no write-offs, postponements, waivers, gifts or ex gratia payments in 2010-11 and 2009-10.		
18. Schedule of Territory Items		
The Office of the Commissioner for Public Employment did not have any Territory items (see Note 2(c))		



Appendices

Acronyms and Abbreviations

ANZSOG	Australia and New Zealand School of Government	ICT	Information and Communication Technology
APSC	Australian Public Service Commission	IECDS	Indigenous Employment and Career Development Strategy
ATO	Australian Taxation Office	ILO	International Labour Organisation
CE	Chief Executive	IR	Industrial Relations
CLF	NTPS Capability and Leadership Framework	JES	Job Evaluation System
CSS	Commonwealth Superannuation Scheme	MoU	Memorandum of Understanding
DCI	Department of Construction and Infrastructure	NAIDOC	National Aboriginal and Islanders Day Observance Committee
DCM	Department of the Chief Minister	NTG	Northern Territory Government
EAP	Employee Assistance Program	NTGPASS	NT Government and Public Authorities Superannuation Scheme
EDRM	Electronic Document Records Management	NTPS	Northern Territory Public Sector
EEO	Equal Employment Opportunity	OCPE	Office of the Commissioner for Public Employment
FTE	Full-time Equivalent	OH&S	Occupational Health and Safety
GST	Goods and Services Tax	PSEMA	Public Sector Employment and Management Act
HR	Human Resource	RWD	Remote Workforce Development

Boards and Committees on which the OCPE is Represented

- NTPS Co-ordination Committee
- Chief Executives Taskforce on Indigenous Affairs
- Public Sector Consultative Council
- Power and Water Corporation Remuneration and Organisation Committee
- Executive Remuneration Review Panel
- Workplace Relations Ministerial Council – Senior Officials
- Public Service Commissioners' Conference
- International Labour Organisation Technical Officers' Forum
- Fair Work Australia Research Group
- Interdepartmental Committee on Corporate Taxation and Superannuation
- Chief Finance Officers' Forum
- Public Sector Industrial Relations Directors' Forum
- Government Skills Australia Public Sector Jurisdictional Reference Group
- Interdepartmental Committee for Indigenous Economic Development
- Indigenous Employment and Career Development Coordinators' Network
- Public Sector Management Program Board of Management
- Inter-jurisdictional Working Group on Survey Design and Analysis
- Australia and New Zealand School of Government (ANZSOG) Board of Directors – Territory Representative
- NTG Information Management Committee
- Government Skills Australia Workforce Development Reference Group
- Asian Engagement Coordination Group
- Child Safety and Well Being Directors Network
- Cross Jurisdiction Public Sector Workforce Research Group
- Defence Reserves Support NT/K
- NTPS Strategic Workforce Committee
- NT Closing The Gap Coordination Group
- Inter Agency Working Group on Multi-cultural employment
- Indigenous Economic Development Taskforce
- Audit and Risk Management Committee
- HR Reporting Solutions Local Reference Group
- NT Chapter of COAT (Council of Australasian Tribunals)
- Information Officers' User Forum
- NTG Information Management Committee Records Management Sub-Committee
- NTPS Statistical Liaison Committee
- National High Level Officials Group
- Finance Managers Forum
- Strategic Workforce Issues Action Group (Alice Springs HR Group)
- Southern Region Coordination Committee
- Alice Springs Executive Co-ordination Committee
- Barkly Coordination Committee
- Regional Counter Disaster Committee
- Procurement Review Board
- National Public Sector Appeal Boards Conference

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Please tick the relevant box to indicate how you rate the report.

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