

2015 20

HUMAN CAPITAL PLAN

NORTHERN TERRITORY
PUBLIC SECTOR

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Enquiries should be made to:

Office of the Commissioner for Public Employment
GPO Box 4371
DARWIN NT 0801

Telephone: (08) 8999 4187
Fax: (08) 8999 4186
Web: www.ocpe.nt.gov.au



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MESSAGE FROM THE COMMISSIONER FOR PUBLIC EMPLOYMENT

With around 20,000 staff, the Northern Territory Public Sector (NTPS) is by far the largest employer in the Territory. The public sector is critical to the Northern Territory's economy and the expenditure on public sector employment and service delivery is substantial.

It is with pleasure that I present the NTPS Human Capital Plan.

The NT's combined low population density and decentralised service delivery means that we require a modern, sustainable and agile public sector that is capable of building strong partnerships with external sectors, able to respond to policy directions of government, is confident in providing strong policy advice, committed to delivering the best services for Territorians and willing to be accountable for its actions.

The vision of the NTPS is a skilled, fair and creative public sector that provides the highest quality service to the Government and people of the Northern Territory. A key challenge for us is to ensure that our public sector workforce has the capabilities and skills to deliver efficient and effective services into the future and that we make the best use of those skills within the NTPS.

To achieve this we have developed a Human Capital Plan with actionable strategies to address current and future workforce challenges. The Plan focuses on key initiatives for implementation across the sector. It has been developed using a robust but flexible Human Capital Framework that, amongst other things, helps to identify high-level trends and developments that will affect our ability to deliver against the strategic priorities set by government.

This Human Capital Plan is complemented by a background paper that provides a detailed explanation of the current and future challenges and opportunities we face, along with information on how the Human Capital Framework can be used to achieve better organisational capability.

The Plan and Framework have been developed using a range of international, national and local data and research including State of the Service data, People Matter survey results, ageing workforce data and consultation across the sector including Chief Executives and the NTPS HR Community. The Plan provides the strategic direction for NTPS agencies to develop agency-specific workforce plans designed to meet their specific circumstances, and the Framework provides the analytical tool to enable this.



Craig Allen
Commissioner

WHY DO WE NEED A HUMAN CAPITAL PLAN?

The NTPS faces a range of challenges that a Human Capital Plan can help to address. These challenges include:

- That we operate in an ongoing tight fiscal environment. Being creative and innovative with how resources are used is a must, and improving productivity is an essential part of this. Ways to improve productivity could include:
 - implementing effective performance management across the sector to align workforce efforts with organisational outcomes;
 - developing high-performance workplace practices and cultures that engage employees and embrace new ways of working;
 - developing leadership capability, especially at the senior levels to influence, define and drive performance improvements across the sector;
 - offering formal and on-the-job learning and development;
 - improving computer literacy across the sector and investing in online courses;
 - addressing poor performance; and
 - reducing red tape and avoiding duplication.
- Changes to agencies' service delivery models to meet the needs of customers and stakeholders into the future;
- Reducing red tape;
- Making government employment more attractive;
- Challenges with attracting, recruiting and retaining skilled workers;
- Accurately reflecting the diversity of the community we serve, especially regarding Indigenous Australians;
- Responding to the ageing workforce; and
- Strengthening key areas of capability such as policy development, project management, HR/IR, ICT and management and leadership skills.

WHAT IS HUMAN CAPITAL?

In the NTPS, we undertake regular reviews of our workplaces and workforce (e.g. People Matter survey, State of the Service Reports) and develop strategies and responses to address workforce issues.

In the current environment, and given our challenges, we need to think beyond 'people management' to 'human capital management'. Human capital is much wider than just people in an organisation; it is a more systematic approach to building and sustaining 'organisational capability' which is a combination of people, processes, systems and structures.

The concept of human capital also recognises the influences of workforce factors (those that relate to people) and workplace factors (those that relate to the organisation). Elements of human capital include workplace culture, workplace leadership, workplace conditions and workplace design.

The ultimate outcome of human capital planning is better organisational performance.

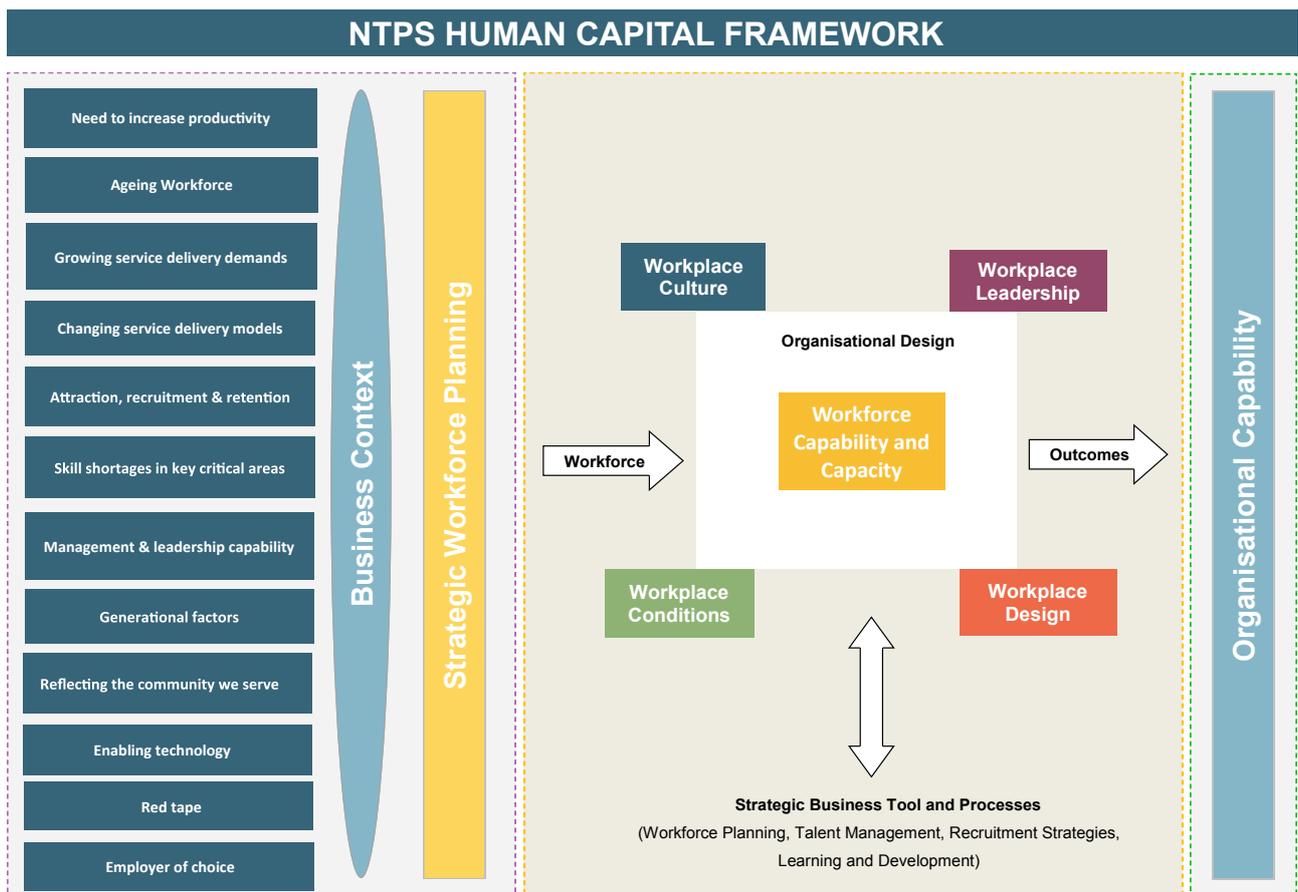
WHAT IS THE NTPS HUMAN CAPITAL FRAMEWORK?

The NTPS Human Capital Framework has been used to develop the NTPS Human Capital Plan. In essence, the Framework is a “tool” that demonstrates that human capital is a direct input to organisational performance and links these in a way that allows leaders, managers, and HR practitioners a clear line of sight from their consideration of the external operating environment, through the type of people strategies that can be used to improve organisational performance.

The Framework demonstrates that the interactions between the elements of human capital are complex and any analysis of them will require consideration of their business and organisational context.

It also clearly demonstrates that traditional workforce business tools and strategies such as talent management or performance management, while not human capital elements per se, have a direct impact on an organisation’s human capital, and consequently, organisational capability.

The NTPS Human Capital Framework has been adapted from the Australian Public Service (APS) Framework¹. The APS model was developed as a holistic approach to understanding and analysing the impact of a range of key human capital elements on the workforce capability and capacity, and subsequently, on organisational performance.



¹The Australian Public Service Commission has kindly given the NTPS permission to use and adapt the framework for our purposes. Further information on the development of the APS Framework can be found at: <http://www.apsc.gov.au/publications-and-media/current-publications/staff-research-insights/planning-framework>

The Human Capital Plan background paper provides a full explanation of the Framework, including examples of how it can be used by

NTPS agencies to guide and inform human capital planning and development.

HOW WAS THE FRAMEWORK USED TO CREATE THE NTPS HUMAN CAPITAL PLAN?

We have used the Human Capital Framework to examine our broader external environment through the lens of our current business context and in light of current strategic workforce planning.

We have then focused on the elements of human capital to inform our Human Capital Response and developed strategies to achieve the Human Capital Response keeping in mind the

interconnectedness of strategies in the Human Capital Plan and potential impact of strategies on other human capital elements (e.g. the impact of a Conditions strategy on Culture).

The aim of this Human Capital Plan is to achieve our stated Organisational Capability and the purpose of that is better organisational performance as a public service.

Organisational Capability

The NTPS will have a sustainable workforce with the capacity and capability to deliver the required products and services to the NT Community and meet the priorities and expectations of Government now and into the future

WORKPLACE CULTURE

Human Capital Response

We have a positive and high performance culture.

We have high performing teams.

We strive to achieve continuous improvement and operational efficiencies in everything we do.

Strategies	KPIs	Reporting Timeframe
<p>Use the NTPS Values, the Capability and Leadership Framework and the Code of Conduct to clearly craft and articulate the culture the NTPS is striving to achieve in language that is easily understood by existing staff and future recruits.</p> <p>OCPE will be responsible for: Facilitating the agreed description amongst all agency CEs of a desired culture</p> <p>Agencies will be responsible for: Putting the achievement of that culture at the heart of all agency initiatives.</p>	<p>Desired culture articulated and described.</p>	<p>2016.</p>
<p>Continue to actively promote NTPS Values and the Code of Conduct through various products and mediums to encourage behaviours that drive performance improvement and efficiency and promote the integrity of the NTPS.</p> <p>OCPE will be responsible for: Actively promoting NTPS Values and the Code of Conduct through various products developed and services delivered to agencies.</p> <p>Agencies will be responsible for: Actively implementing NTPS Values and the Code of Conduct, actively demonstrating and encouraging behaviours that promote a positive culture and promptly dealing with behaviour which is contrary to a positive culture.</p>	<p>Regular CPE Communications to employees regarding the Code of Conduct and NTPS Values.</p> <p>Increase in the number of employees who are aware of the Code of Conduct and NTPS Values.</p>	<p>Annually.</p> <p>As reported through the annual State of the Service and biennial People Matter survey results.</p>
<p>Continue to conduct the People Matter survey. Analyse the NTPS results and agencies' response plans and progressively develop strategies (NTPS Response Plan) to address issues and achieve the desired culture.</p> <p>OCPE will be responsible for: Conducting the survey, analysing the sector wide results, preparing the report and developing and implementing the sector wide Response Plan.</p> <p>Agencies will be responsible for: Supporting and promoting the survey, analysing agency results, and developing and implementing agency Response Plan.</p>	<p>Survey conducted biennially.</p> <p>100% of agencies prepare response plans and act on results.</p>	<p>2016, 2018.</p> <p>As reported through the annual State of the Service Report and the whole sector People Matter survey Report (2016, 2018).</p>

WORKPLACE CULTURE

Strategies	KPIs	Reporting Timeframe
<p>Show case achievements of high performing teams, innovation and improvements in operational efficiencies through:</p> <ul style="list-style-type: none"> • Chief Minister’s Awards • Opportunities to present at OCPE leadership programs • Employee forums <p>Create a sector wide “ideas program” to harness the collective wisdom of the workforce and encourage suggestions that foster high-performance practices, improvements in productivity and customer service, improvements in organisational efficiency etc.</p> <p>OCPE will be responsible for: Developing and centrally managing a sector wide “ideas program” in consultation with agencies.</p> <p>Agencies will be responsible for: Providing input into the implementation of a sector wide “ideas program”.</p>	<p>Chief Minister’s Awards run annually.</p> <p># of presentations delivered at leadership programs.</p> <p>Program developed and implemented.</p>	<p>Annually.</p> <p>As reported through the annual State of the Service Report and OCPE Annual Report.</p> <p>2016.</p>
<p>Achieve more positive workplaces by reducing inappropriate behaviour (including bullying, harassment and discrimination) and addressing employee grievances across the sector.</p> <p>Use a multipronged approach including raising awareness, training for staff and managers, appointing trained contact officers, developing individual competency in dealing with inappropriate behaviour and strengthening reporting and review mechanisms.</p> <p>OCPE will be responsible for: Developing and delivering sector wide Positive Workplaces training, reviewing and strengthening sector wide grievance mechanisms, promoting ADC (Anti-Discrimination Commission) training for contact officers when it is available.</p> <p>Agencies will be responsible for: Ensuring staff attend training, on-delivering training in agencies where there is capacity, advertising, appointing and training contact officers and reviewing and strengthening agency reporting and review mechanisms.</p>	<p># staff attending training.</p> <p>Decrease in witnessed and experienced bullying and increased confidence levels in grievance outcomes.</p> <p>Increase in NTPS employee engagement and employee satisfaction.</p>	<p>As reported in the annual State of the Service Report.</p> <p>People Matter survey results (2016, 2018).</p> <p>People Matter survey results (2016, 2018).</p>

WORKPLACE LEADERSHIP

Human Capital Response

We have high performing managers and leaders who use their capabilities to achieve increased performance and productivity and model the NTPS values.

Strategies	KPIs	Reporting Timeframe
<p>Explore the development of a consistent performance framework for senior executives which include human capital KPIs (alongside other KPIs such as financial).</p> <p>OCPE will be responsible for: Reviewing existing frameworks and exploring the development of a consistent performance framework for executives.</p> <p>Ensuring performance agreements include Human Capital KPIs around people leadership and performance.</p> <p>Agencies will be responsible for: Implementing the performance framework for senior executives and reporting regularly against Human Capital KPIs.</p> <p>Ensuring leaders at all levels demonstrate and actively model positive leadership behaviours and take prompt action when behaviour is to the contrary.</p>	<p>Development of an Executive performance framework and template that includes human capital KPI's.</p> <p>Improvements in NTPS employee perceptions of leaders.</p>	<p>Executive framework and template completed by 30 June 2016 and implemented by 1 Jan 2017.</p> <p>People Matter survey results (2016, 2018).</p>
<p>Continue to provide the suite of leadership development programs based on the CLF which meet the needs of agencies and develop other programs to address leadership capability gaps especially at supervisory entry points.</p> <p>Review leadership capabilities tools and frameworks and explore the development of an NTPS Leadership and People Management Strategy.</p> <p>OCPE will be responsible for: Continuing to broker current leadership development programs and develop other programs to address leadership capability gaps.</p> <p>Agencies will be responsible for: Continuing to support OCPE organised leadership programs, provide feedback and input into agency requirements.</p>	<p># of leadership programs run.</p> <p># of participants in leadership programs.</p> <p># of participants in Indigenous leadership programs.</p> <p>Development and implementation of an NTPS Leadership and People Management Strategy.</p>	<p>As reported in the annual State of the Service Report and OCPE's Annual Report.</p> <p>2017.</p>

WORKPLACE CONDITIONS

Human Capital Response

We create the right environment for people to perform at their best.

We have a workforce that is reflective of the community we serve.

We create the right environment to attract talent.

Strategies	KPIs	Reporting Timeframe
<p>Develop an NTPS Transition to Retirement policy that includes elements for assisting agencies with strategic workforce planning and development, knowledge management, developing specific strategies to retain older workers and re-engage retirees, replenishing the workforce with new entrants and making better use of scholarships and school to work transition programs to 'grow our own'.</p> <p>OCPE will be responsible for: Developing an NTPS Transition to Retirement policy.</p> <p>Agencies will be responsible for: Providing input to the policy and implementing the policy in agencies.</p>	<p>Policy developed and implemented.</p>	<p>Transition to Retirement policy drafted by 30 June 2016.</p>
<p>Increase representation of EEO groups by:</p> <ul style="list-style-type: none"> ensuring IECDS if fully implemented; ensuring EmployAbility is fully implemented; continuing to promote women in leadership development opportunities; and implementation of Special Measures in employment. <p>OCPE will be responsible for: Ongoing implementation of the IECDS. Ongoing implementation of EmployAbility. Advertising women in leadership opportunities.</p> <p>Agencies will be responsible for: Actions specified in the IECDS. Actions specified in EmployAbility sector wide and agency specific implementation plans. Identifying and supporting women in leadership development opportunities.</p>	<p>KPI's defined in EEO strategies are met.</p> <p>NTPS workforce is reflective of the community we serve.</p>	<p>As reported in the annual State of the Service Report.</p>
<p>Continue to negotiate Enterprise Agreements in line with NTG Wages Policy to provide competitive pay and conditions.</p> <p>OCPE will be responsible for: Leading the negotiation of Enterprise Agreements.</p> <p>Agencies will be responsible for: Providing information to OCPE and staff as required.</p>	<p># of EA's negotiated.</p>	<p>In line with EA negotiation timelines.</p>

WORKPLACE CONDITIONS

Strategies	KPIs	Reporting Timeframe
<p>Ensure employment legislation and instruments are contemporary to provide agencies with flexible and stream-lined HR practices that minimise red tape and duplication.</p> <p>OCPE will be responsible for: Regular review of PSEMA and related instruments, and updated where appropriate.</p> <p>Agencies will be responsible for: Providing input and feedback to OCPE staff as required.</p>	<p>Reviews undertaken.</p>	<p>As reported in OCPE's Annual Report.</p>
<p>Design and develop policies and programs under the Revitalising the Public Sector initiatives (including Simplified recruitment, Recognising service milestones, Flexible work arrangements, Future Leaders' Network, Training Guarantee, Asian language, Promote private health insurance) and assist agencies with information, resources and tools to implement.</p> <p>OCPE will be responsible for: Progressively designing and developing policies and programs and assisting agencies with information, resources and tools to implement them.</p> <p>Agencies will be responsible for: Providing input into the development of policies and programs and supporting and implement them when developed.</p>	<p>Initiatives developed and implemented.</p>	<p>In line with timelines for each initiative – 1 Jan 2015 to 30 June 2020.</p>

WORKPLACE DESIGN

Human Capital Response

We have enabling technology and best practice systems that help people to do their jobs better.

Strategies	KPIs	Reporting Timeframe
<p>Assist with reducing red tape and duplication across the public sector and promote consistency and economies of scale in relation to human capital matters by contributing to the identification of opportunities to apply best practice systems, processes or policies e.g.:</p> <ul style="list-style-type: none"> • performance management system • WHS • training management system • online training • simplified recruitment • Jobs (including JAQ/ JES process) • ICT systems • Procurement processes <p>OCPE will be responsible for: Working with key agencies, existing committees and working parties where opportunities to improve human capital systems, processes or policies have been identified and helping to develop them.</p> <p>Agencies will be responsible for: Providing input into the development of systems, processes or policies, and supporting and implementing them when developed.</p>	<p>Performance and productivity indicators developed.</p> <p>Achievements recorded.</p>	<p>December 2016.</p> <p>As reported in the annual State of the Service Report and OCPE's Annual Report.</p>
<p>Improve performance and productivity in the public sector by assisting all agencies to have a formal performance management system in place and supporting it with training for managers and staff (e.g. in use and application of the CLF and skills for managing performance).</p> <p>OCPE will be responsible for: Developing and implement a contemporary, best practice sector wide formal performance management system and supporting it with sector wide training for managers and staff.</p> <p>Agencies will be responsible for: Providing input into the development of the system, support and implement it when developed and on-train agency staff in use of the system.</p>	<p>Whole sector system developed and implemented.</p> <p>Increase in the number of employees reporting they have a formal performance plan in place.</p>	<p>January 2017.</p> <p>People Matter survey results (2016 2018).</p>

WORKPLACE DESIGN

Strategies	KPIs	Reporting Timeframe
<p>Design a capability development plan to strengthen technical capability across the sector (e.g. in policy, project management, HR/ IR, ICT, procurement).</p> <p>OCPE will be responsible for: Working with agencies to undertake a capability review and designing the plan based on the results of the review.</p> <p>Agencies will be responsible for: Actively participating in the capability review, providing input into the development of the plan and implementing the plan.</p>	<p>Capability Plan developed.</p> <p>Decrease in capability gaps reported by agencies.</p>	<p>2017/2018.</p> <p>As reported in the annual State of the Service Report.</p>
<p>Investigate alternative and innovative ways to provide employees with training and development opportunities whilst reducing the financial impact of training costs on the NTG budget, e.g. avenues for employees to salary sacrifice work related training and development expenses and greater awareness of free online MOOCs and Coursera courses.</p> <p>OCPE will be responsible for: Developing the policy and procedure for the Training Guarantee initiative for AO1s-AO5s (and equivalent).</p> <p>Working with lead agencies and other agencies (e.g. ATO) to investigate alternative and innovative ways to provide employees with training and development opportunities.</p> <p>Investigating the development of a common training platform across the NTPS for on-line learning.</p> <p>Agencies will be responsible for: Providing input into the investigation and any recommendations or proposals that come from the investigation.</p>	<p>Training guarantee initiative implemented.</p> <p>Alternatives for employee up-skilling and professional development options are promoted by OCPE.</p>	<p>January 2016.</p>
<p>Foster greater mobility across the sector by promoting opportunities under the Broadening Our Horizons policy, and other mobility programs that are developed.</p> <p>OCPE will be responsible for: Promoting mobility and ensuring Broadening Our Horizons remains contemporary.</p> <p>Agencies will be responsible for: Supporting employee mobility.</p>	<p># employee secondments external to the NTPS.</p>	<p>As reported in the annual State of the Service Report.</p>

WORKPLACE DESIGN

Strategies	KPIs	Reporting Timeframe
<p>Improve human capital planning and management across the public sector by ensuring systems are in place to capture data and there is adequate skills and capacity to interrogate data and produce meaningful reports upon which evidence based decisions can be made.</p> <p>OCPE will be responsible for: Ongoing collaboration with DCIS to improve NTPS workforce data systems and reporting tools and promotion of their use across the sector.</p> <p>Agencies will be responsible for: Ensuring HR practitioners are appropriately equipped and skilled in the use and interrogation of workforce data for the purpose of human capital / strategic workforce planning.</p>	<p>Increase in the use of NTPS HR Metrics and other NTPS systems generated data to inform workforce planning and development in agencies.</p> <p>Increase in the number of agencies reporting that their structure is accurately reflected in the PIPS system.</p> <p>Increase in the number of agencies reporting implementation of a Workforce Plan.</p>	<p>As reported in the annual State of the Service Report.</p>
<p>Strengthen the skills and capability of HR practitioners across the sector, particularly strategic HR and Workforce Planning and Development skills, to enable the promulgation of human capital management. Provide tools, training and networking opportunities including an annual human capital planning forum.</p> <p>OCPE will be responsible for: Continuing to develop and applying the HR Capability Framework and support it with training and networking opportunities.</p> <p>Organising the annual Human Capital forum.</p> <p>Agencies will be responsible for: Supporting HR staff to develop their skills and capability in line with the HR Capability Framework.</p>	<p>Number of HR/IR capability programs delivered by OCPE and number of participants attending.</p> <p>Number of HR focused forums and networking events delivered by OCPE and number of participants attending.</p> <p>Annual Human Capital Planning and Management Forum held.</p>	<p>As reported in the annual State of the Service Report and OCPE's Annual Report.</p> <p>Forum held annually.</p>

The Driving Forces: This Human Capital Plan requires collective leadership and agencies (especially central agencies) working together to achieve shared goals.

The four central agencies, the Office of the Commissioner for Public Employment (OCPE), the Department of the Chief Minister (DCM), the Department of Treasury and Finance (DTF) and the Department of Corporate and Information Services (DCIS (HR & BUSINESS SERVICES)), have a key stewardship role to play in taking this Framework forward collaboratively on behalf of the broader NTPS. This collective stewardship could take the following form:

- OCPE - responsible for targeting leadership and core capabilities development, performance and productivity.
- DCM - responsible for applying its extensive reach across the sector and its experience in working with Ministers to coordinate efforts and provide greater clarity on government priorities.
- DTF - responsible for greater attention to joint funding arrangements and cost-sharing.
- DCIS - responsible for examining the collective processes across the sector and identifying practices to reduce red tape and achieve economies of scale.

FEEDBACK FORM

We welcome your feedback on the Human Capital Plan. Your comments and suggestions will be used in the review and further enhancement of the Plan.

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

OVERALL IMPRESSIONS

- Excellent
- Good
- Satisfactory
- Poor

PRESENTATION AND DESIGN

- Excellent
- Good
- Satisfactory
- Poor

EASY TO READ AND UNDERSTAND

- Excellent
- Good
- Satisfactory
- Poor

CONTENT/INFORMATION

- Excellent
- Good
- Satisfactory
- Poor

Which areas of the Plan are most useful?

How do you think the Plan could be improved?

Does the Plan contain the information you required? Yes No

If no, please list suggested information to be included in future Plans.

Please indicate what your position is (e.g. manager, HR Consultant, etc).

Please return your completed feedback sheet by email to swpd.ocpe@nt.gov.au

