

NTPS Workforce Strategy 2021 - 2026

Working for the Territory

Contents

1. Commissioner's foreword.....	3
2. Workforce Strategy goal and NTPS purpose	4
3. Workforce Strategy context.....	4
4. Who we are.....	6
5. Who we serve	8
6. The capabilities that we need in our workforce	9
7. What we will do – our strategy	12
Goal 1: Delivering excellence: attracting and retaining the right people in the right place at the right time.....	12
Goal 2: Leadership and culture: customers always at our centre and inspiring our employees to excel.....	14
Goal 3: Committed and capable: growing and enabling our employees.	16
Goal 4: Planning for our future: creating a sustainable workforce.....	18
8. NTPS Culture.....	20
9. Strategic Outcomes	21
10. Partners in delivery and measuring our progress	22

1. Commissioner's foreword



It is an understatement (and probably a cliché!) to say that the world of public sector work has changed over the past decades. Citizens, and indeed, employee expectations are vastly different in 2021 compared to 2000. Combined with technology, access to information and global connectivity, the way we do our work today has been transformed.

What has stayed the same, however, is the requirement and responsibility of the public sector to deliver policy and services that help improve the lives of citizens, and to serve the government of the day. How we do this well, and with maximum efficiency and effectiveness, is what we must be constantly alert and open to.

The **NTPS Workforce Strategy 2021-2026** has been developed with this in mind. The public sector has an incredible opportunity and responsibility in helping Territorians to contribute and create their own future. This is only possible if we focus on what our customers need, adapt our workforce around this, and capitalise on the digital technologies available to us. The public sector must look forward and 'future proof' itself to remain relevant to, and trusted by, Territorians.

The Strategy calls for a change of perspective. We must focus ourselves around our customers' needs. We must continue to grow workforce capabilities to enable this, and to ensure we have the adaptability and resilience in our workforce to flex when needed.

The NTPS must attract, develop and retain employees with the critical capabilities needed for future success. To do so we must have twenty first century systems, structures, workplace cultures, and employment frameworks designed around this.

The sector needs leaders who recognise leadership as a job in its own right, and who coach and develop others, bringing out the best in our people.

This Strategy charts a course to achieve this. Every employee in the NTPS has a role to play. Each of us is accountable for the quality of the NTPS, how well we do our work, how adaptable and open to grow we are, and the regard in which the entire sector is held locally and around Australia.

Territorians, rightfully, expect service providers, both public and private, to continuously evolve as knowledge and technology develops. The Northern Territory must both compete with and complement the other states and territories of Australia. We must compete for the best people and our fair share of resources, and to be heard when advocating for the Territory's economic, social and environmental needs. We must complement and contribute to national goals and objectives, while always keeping the best interests of Territorians at our centre.

This Strategy offers the NTPS the opportunity to strategically position and develop our workforce so that it is fit-for-purpose over the coming decade. Doing nothing, or continuing to do what we've always done, is not an option, and risks our future.

The Strategy is already being brought to life with a range of practical workforce initiatives, and there are more to be implemented over the coming months and years. We will regularly review and measure our progress, and change direction when needed, to ensure we achieve our ambition of having the right people, in the right places, at the right time.

2. Workforce Strategy goal and NTPS purpose



The goal of the five year NTPS Workforce Strategy is to cultivate and support a highly capable, flexible, sustainable and future focused workforce.

To achieve our goal, we must start with the NTPS purpose:

- serve Territorians, and the government of the day.
- put customers at the centre of everything we do.

To deliver our purpose, we must be collaborative, evidence-based, and accountable. We must embrace inclusion and diversity, and be culturally responsive. We must focus directly on our customers, learn from our mistakes, work in partnership, be agile, and encourage innovation.

As individuals, we should be proud to work for the Territory.

3. Workforce Strategy context

The strategy addresses whole of sector strategic workforce opportunities and risks. It is an overarching framework and guide to help agencies focus on and manage workforce risks, planning and action in their specific context. The sector can then cohesively plan and implement workforce initiatives that will lead to having the right people with the right skills, in the right place and at the right time.

The strategy does not exist in isolation. Our actions are aligned to, complement and strengthen existing strategies:

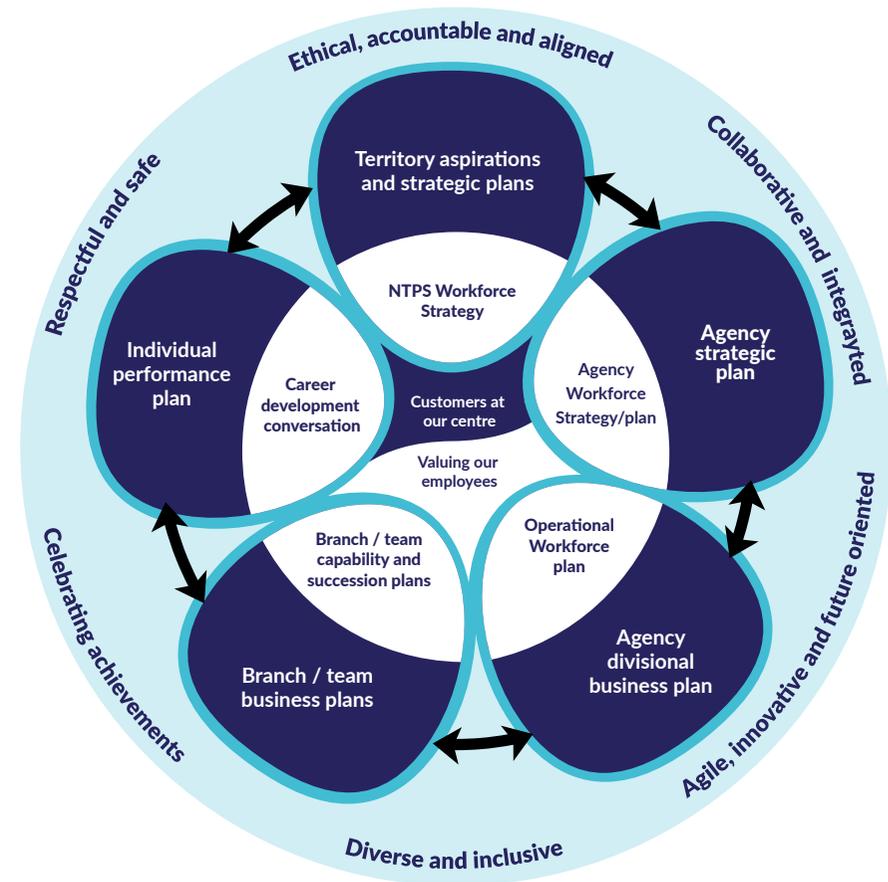
- 2019 A Plan for budget repair: Final report
- 2020 Territory Economic Reconstruction Commission Report
- 'Everyone Together' Aboriginal Affairs Strategy
- Local Decision Making
- NTPS Aboriginal Employment and Career Development Strategy 2021-2025
- NTPS EmployAbility Strategy 2018-2022
- NT Gender Equality Statement of Commitment
- NTPS Remote Engagement and Coordination Strategy

And of course, everything we do in the NTPS is under-pinned by our Values and our Code of Conduct

Planning model

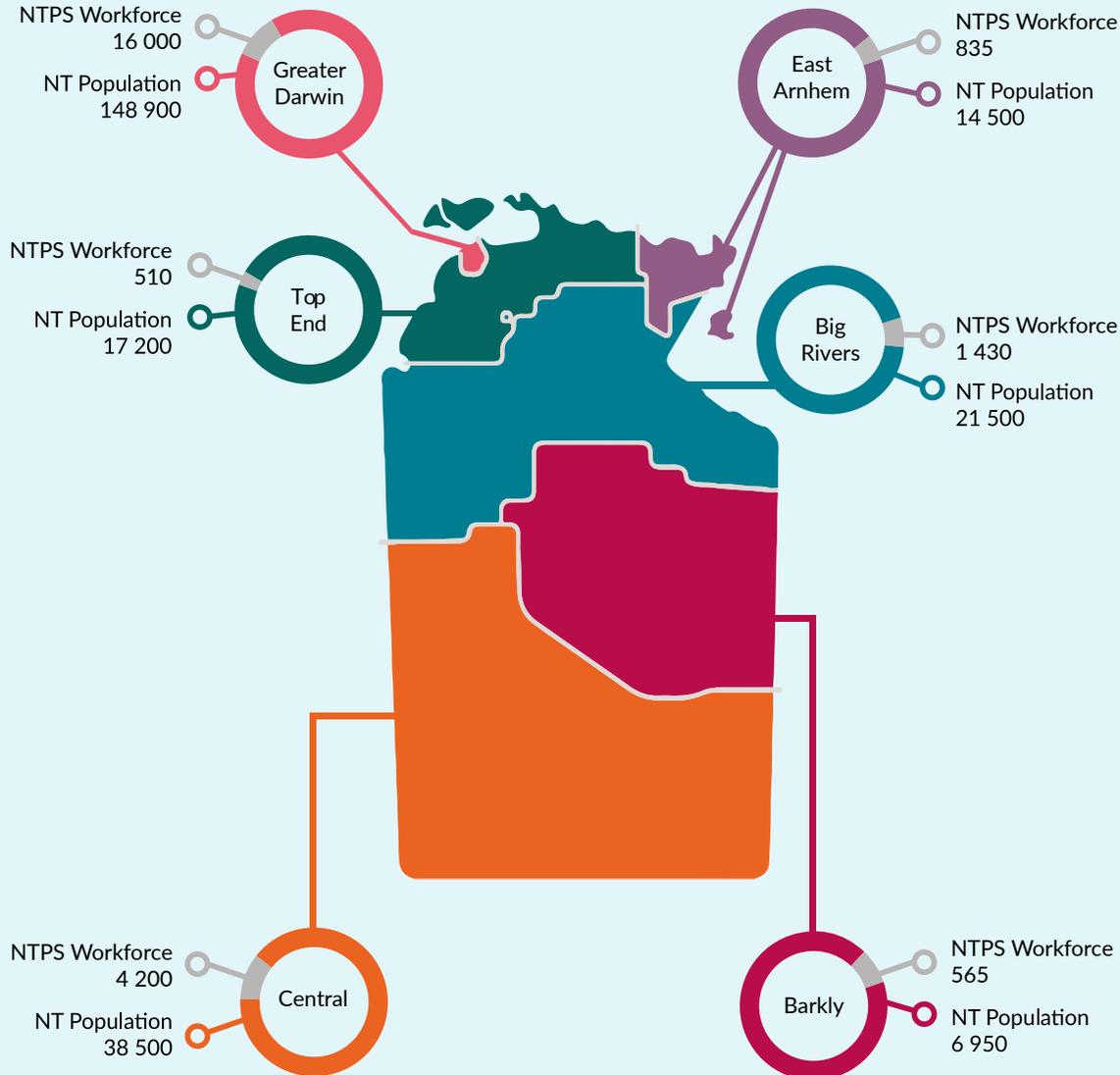
Organisational outcomes are achieved through people. Achieving the best organisational outcomes relies on people planning, or workforce planning, which must be interwoven with, and central to strategic and business planning processes. The relationship between the strategy and agency planning processes is shown in this diagram.

The Planning Model sets out roles and responsibilities, along with the culture we need in teams.

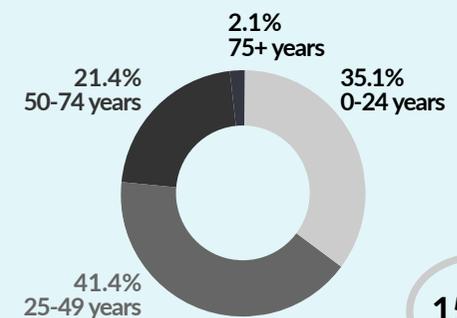
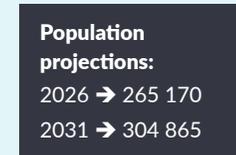
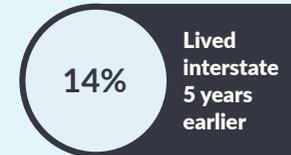


Type of planning	Who is responsible?	Who partners?
Territory aspirations and strategic plans > workforce strategy	NTG/Central agencies / OCPE	NTPS agencies
Agency strategic plan > workforce strategy/plan	Agency CEO and leaders	DCDD Workforce Services
Divisional business plan > operational workforce plan	Divisional leaders	Senior leaders and DCDD Workforce Services
Branch/team business plan > capability and succession plans	Managers	Divisional leader and HR Business Partners
Individual performance/development	Individual employees	Manager

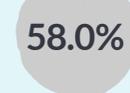
4. Who we are



NT Population



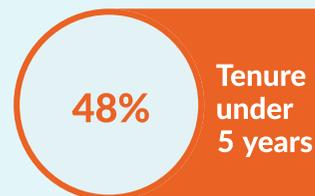
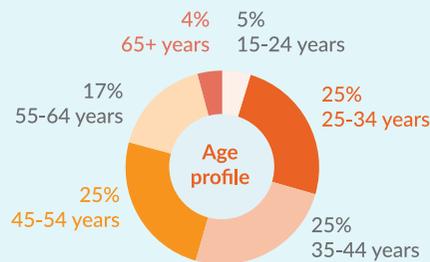
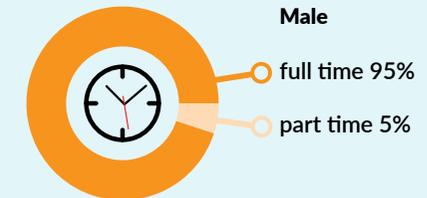
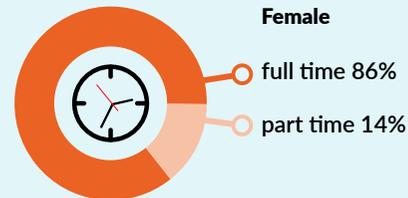
Almost 6 in 10 people speak only English



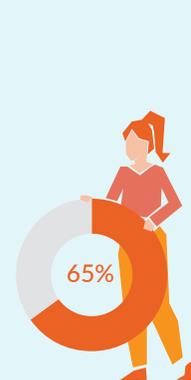
1 in 6 people speak an Aboriginal language at home



NTPS Workforce



NTPS Workforce		
Employment Stream	Median Age	% of NTPS Workforce
Administrative	43	36%
Executive	51	3%
Health	39	18%
Physical	43	6%
Professional	39	8%
Teaching	43	12%
Technical	46	6%
Uniformed	43	10%



5. Who we serve



We are here to serve Territorians, the NT Government, and to put customers at the centre of everything we do.

Our customers are the organisations and individuals who receive services from the NTPS. Customers may be called many things, such as client, patient, stakeholder, Minister, business owner, prisoner, CEO or colleague. They come in all shapes and sizes, for example, individuals, small business, and not-for-profit delivery partners. Our customers should receive excellent connected service, without having to deal with multiple agencies for the same, or related, matter.

We must reimagine and plan the business of government through a customer lens, and design an agile and mobile workforce focused on serving Territorians. We must break down our internal silos.

A workforce focused on our customers has significant implications for the way we design strategic workforce initiatives, and for the kind of capabilities and skills we need.

Our strategy is designed around these concepts, with a strong focus on investing in, recruiting and developing the workforce capabilities we need for the future.

6. The capabilities that we need in our workforce

We need to invest in our people to grow our workforce capabilities, and to provide new career pathways as technology , automation and other factors impact our operating environment.

Workforce capabilities are transferable across roles. Focusing on recruiting and growing the workforce capabilities we need, along with knowledge, qualifications and experience for a specific job, is one of the keys to future proofing our workforce. This will then allow us to place employees where they are needed, when needed.

Our agreed priority workforce capabilities are shown below. Actions in this strategy focus on recruiting, developing, growing and mobilising these capabilities across our workforce.

Our priority workforce capabilities



Anticipatory, complex problem solving

'Joins disparate dots', big picture perspective. Critical thinking, determines probable cause/s by considering symptom/s, assesses risk, and uses this to design solutions.



Customer focus/centricity

Creates policies, services, programs to solve customer needs/problems. Customer considered at every stage and uses human centred design. Customers say 'I would do that again'.



Boundary spanning / collaboration

Fosters and grows networks, works effectively and productively across sectors. Collaborative and connected.



Data literacy

Understands the value of data and evidence and uses it for decision making. Identifies the right data and systems for collection. Uncovers and communicates the stories gathered from data effectively.



Cultural responsiveness

Inclusive, respectful and differentiates between cultural awareness and cultural safety.



Digital

Values and draws on emerging technologies, but puts customers and users at the centre. Data skills spanning analytics, data management and governance.



Curiosity

Identifies new ways of working, new ideas. Adapting and adopting approaches from elsewhere. Reframes perspectives and problems.



Engaging with risk

Uses tools and frameworks to assess risk, and understands risk in context. Uses tools and applies judgement in making appropriate risk based decisions.

Our priority workforce capabilities



Financial literacy

Understands budgets and financial management processes. Uses appropriate tools and accountability frameworks to make financial decisions.



People management

Identifies strengths in others and draws on them. Motivates and empowers others to contribute to their maximum potential. Clearly articulates expectations, and develops others through training, coaching and mentoring.



Flexibility / resilience / adaptability

Deals effectively and productively with ambiguity, complex situations and rapid change. Uses the experience to learn and grow.



Public policy development

Understands interconnections of sectors, issues, stakeholders in public policy development, and places those customers impacted at the centre. Uses tools and frameworks to guide policy development.



Interpersonal / emotional intelligence

Uses empathy. Manages conflict effectively. Develops and maintains open, trusting relationships. Builds, values and nurtures relationships at all levels.



Regulatory policy development

Understands the impact of regulatory policy on citizens and the business sector, connects issues and outcomes as required. Shapes regulatory policy and legal instruments to create better economic, social and environmental outcomes.



Leadership

Communicates a compelling vision that motivates and inspires others. Values difference and uses information and insights from many perspectives to make decisions.



Time management

Uses tools and systems to get work done. Uses project management processes to ensure timely delivery.

7. What we will do – our strategy

There are many shared workforce opportunities, challenges and capability requirements across the NTPS. Our strategy focuses on our highest priorities for whole sector action, and on improving the areas that will have the greatest impact on developing the efficiency and effectiveness of our workforce.



Goal 1: Delivering excellence: attracting and retaining the right people in the right place at the right time.

What we are doing now:	What we will do:
Implement the Customer Experience Framework.	Contemporary, inviting NTPS attraction and recruitment infrastructure, messaging and collateral aligned to the 'I work for the Territory' campaign.
Reform and deliver coordinated, leading edge early careers programs and NTPS employment entry points.	Coordinated recruitment strategies for hard to recruit and critical roles.
Implement the NTG Cultural Responsiveness Framework, including training and development options.	Review regional and remote employment benefits and conditions, and create mobility options and career paths that span across agencies.
Include priority workforce capabilities in job descriptions, and recruit people with transferable capabilities.	Implement an online NTPS orientation program, including essential training modules and positive on-boarding tactics.



“ We strive to get it right in regional and remote locations through innovative recruitment, and agile workforce arrangements. ”

Success means:

- ✓ There is no wrong door into the NTPS. Customers get to where they need from their first contact.
- ✓ Early careers options attract high-quality candidates who can see long-term, interesting career pathways across the NTPS.
- ✓ Our workforce is culturally responsive, inclusive and collaborative. We are committed to local decision making, and growing and developing our Aboriginal workforce.
- ✓ Getting it right in regional and remote locations by using innovative recruitment, and agile workforce and employment arrangements.
- ✓ We recruit people who have the capabilities we need, and who adapt and apply themselves in different workforce settings and situations as required.
- ✓ Applying for a job and joining the NTPS is seamless.
- ✓ We attract high quality candidates and have fewer vacancies in critical and hard to recruit roles.
- ✓ Our employment arrangements, awards and enterprise agreements foster stability in our regional and remote workforce, with attractive career growth options and pathways for employees.
- ✓ New employees understand their employment obligations and responsibilities, and are set up for success from the start.



Goal 2: Leadership and culture: customers are always at the centre of everything we do, and we inspire our employees to excel.

What we are doing now:	What we will do:
Develop leadership through a Executive Leaders Framework and development options.	A 'grow our own' strategy with pathways from middle management to senior executive roles. Focus on business acumen, collaboration, ethical leadership, growing resilient teams, and rewarding innovation.
Implement an Aboriginal Leadership Development Framework and Career Pathways program.	Tools and resources to grow purposeful, confident leaders who know what they need in their workforce, and who coach and enable employees and teams.
Grow talent pipelines by developing our middle managers, focusing on developing priority capabilities.	Development options for all new managers: managing people, managing teams, and managing the business.
Grow leaders who understand, value and promote diversity, inclusion and cultural safety.	Modernise the Code of Conduct including clear language about appropriate workplace behaviours. Implement training options to promote and embed.
Deliver whole-sector diversity strategies and actively promote workplace inclusion practices.	Promote safe, respectful work places through a whole-sector campaign about expected workplace behaviours and values.



“ **Our leaders are great people managers who mentor and coach their direct reports, and create engaged, committed and capable teams.** ”

Success means:

- ✓ We have frameworks that reflect the leadership capabilities and attributes that we need in our workforce. We have leaders who proactively apply them, and who develop, grow and upskill where required.
- ✓ We have explicit talent pipelines and career pathways for aspiring leaders, and we are growing our pool of Aboriginal leaders.
- ✓ Our leaders create diverse, inclusive and culturally responsive workplaces.
- ✓ Our workforce is more representative of the communities we serve, and all employees feel valued.
- ✓ Our leaders are great people managers who mentor and coach their direct reports, and create engaged, committed and capable teams.
- ✓ Proactive and connected business, workforce, and succession planning and management is standard practice for leaders.
- ✓ Our new managers are equipped with the right people and business management capabilities from the start .
- ✓ Our workplaces are safe for everybody, with positive cultures underpinned by our Values and our Code of Conduct.



Goal 3: Committed and capable: growing and enabling our employees.

What we are doing now:	What we will do:
<p>Refresh and promote the Capability and Leadership Framework and self-assessment tool, and the Middle Manager Development Framework.</p>	<p>Implement a Performance Management Framework, and online tools and resources for use across the sector.</p>
<p>Develop additional resources and development options to upskill managers and employees for effective performance and career conversations. Focus on growth mindsets and career self-management for all employees.</p>	<p>Create career pathways and mobility options across professions and functional streams, underpinned by contemporary, flexible employment arrangements.</p>
<p>Deliver customer focus/customer experience training and development options for employees at all levels.</p>	<p>Implement a NTPS Mental Health Framework and wellbeing programs that promote respect, safety and wellness in the workplace.</p>
<p>Use the 'I work for the Territory' campaign to enable a greater culture of partnerships and collaboration across teams, agencies and sectors, supported by appropriate systems and technology.</p>	<p>Review delegation levels and authorising/decision making processes, to implement 'lowest level possible' controls.</p>
<p>Implement development options to grow and deploy priority workforce capabilities.</p>	<p>Promote the benefits of life-long learning, and self-driven career management and development, including mobility options, mentoring, coaching and stretch assignments.</p>



“ We actively grow and develop priority workforce capabilities across the NTPS. Our investment in developing our people provides significant returns, reduces capability gaps, and creates a greater depth of talent. ”

Success means:

- ✓ We have easy to access frameworks that reflect workforce capabilities and attributes at all levels, tools for self-assessment, reflection and performance conversations, and a broad range of development options to grow our employees.
- ✓ Our employees are engaged to manage and develop their own performance and career, supported by their managers.
- ✓ We use a customer lens, data and behavioural insights in making decisions and developing policy and services. We design and deliver our services by collaborating and co-designing them with our customers whenever we can.
- ✓ We actively grow and develop priority workforce capabilities across the NTPS. Our investment in developing our people provides significant returns, reduces capability gaps, and creates a greater depth of talent.
- ✓ Transferable workforce capabilities are understood and valued by managers and leaders, and we offer career pathways and mobility options that capitalise on this.
- ✓ Employee wellbeing is central to everything we do.
- ✓ We trust our employees, enable them to perform at their best, and ensure they have spans of control that are appropriate to the work they do.



Goal 4: Planning for our future: creating a sustainable workforce.

What we are doing now:	What we will do:
<p>Deliver the workforce efficiency / effectiveness recommendations from the Budget Repair Strategy and the Territory Economic Reconstruction Commission.</p>	<p>Implement workforce talent / capability management models that match labour market realities – invest in, buy, build, or grow people.</p>
<p>Modernise the employment framework to support a flexible, mobile and agile workforce.</p>	<p>Implement talent pools of employees with specific capabilities who could be mobilised across the sector.</p>
<p>Implement easy to use workforce reporting dashboards with high quality data, and workforce planning tools to enable leaders to manage their business and workforce risks.</p>	<p>Implement digital solutions, including automation, that make it easier to manage and mobilise our workforce, and to collaborate and connect across teams, agencies and locations. Implement actions to ensure employees have access to and can use the technology.</p>
<p>Embed flexible workforce practices and culture to strengthen employee attraction, retention and engagement.</p>	<p>Upskill and reskill employees impacted by automation, technological and digital transformation.</p>
<p>Embed a culture of continuous improvement, innovation and implementation of digital solutions.</p>	<p>Prioritise development options to grow digital and data literacy and capability in our workforce.</p>
<p>Deliver tools and development options to improve workforce and succession planning across the NTPS.</p>	



“ We have the mindset, workplace culture, systems and technology to continually improve how we do things. ”

Success means:

- ✓ We manage and maximise the resources we have.
- ✓ Our employment arrangements are contemporary and fit-for-purpose to facilitate mobility and agility across the workforce.
- ✓ Our leaders and managers have ‘at their fingertips’ access to the data, information and digital systems that they need to manage their workforce and business.
- ✓ Proactive and connected business, workforce and succession planning is standard practice for leaders, with plans in place for critical roles.
- ✓ Flexible workplace culture and mobility across employment streams and professions is the norm across our agencies.
- ✓ We have the mindset, workplace culture, systems and technology to continually improve how we do things.
- ✓ We can pivot our workforce and our work practices in a crisis.
- ✓ We have practical pathways to grow digital and data literacy and capability across the workforce.

8. NTPS Culture

This strategy and its implementation will embed organisational cultures that empower employees to unlock their potential, and maximise organisational performance.

Legislation, the Code of Conduct and NTPS Values define the rules and principles and set the expectations for our organisational culture. But it is the behaviour of leaders, and in particular senior leaders, that set the underpinning workplace culture.

The cultural attributes we expect our leaders to inspire across their organisation, are:

- **Ethical, accountable and aligned:** we do our work with integrity and transparency, take ownership for our actions and decisions, and align ourselves with our organisation's objectives. Customers are at the centre of everything we do.
- **Collaborative and integrated:** we cooperate, communicate and share our knowledge and information with each other and across organisational boundaries. . We see our organisation as a whole, and in context of other agencies. We work to maximise our resources and our shared interests, opportunities and outcomes.
- **Agile, innovative and future oriented:** we are open to change and opportunity, we embrace challenges and engage with risk openly and honestly. We scan our horizons, look for better ways of doing things, and make the changes we need to.
- **Diverse and inclusive:** we strive to reflect the communities we serve and we value our employees. We enable them to contribute to their maximum potential.
- **Respectful and safe:** we care about our employees' wellbeing, minimise workplace health and safety risks, and expect positive workplace behaviours from every employee. We call out and deal with inappropriate behaviour every time.
- **Celebrate achievements:** we recognise and celebrate the good work and achievements of individuals and teams.

9. Strategic Outcomes

Successful delivery of the strategy:

1. Our workforce is efficient, effective and high performing, and our customers trust us.
2. We attract the best people and our employment frameworks and arrangements are flexible and fit-for-purpose.
3. We get it right in our regional and remote settings with the right workforce mix and employment. arrangements.
4. We understand what we need in our workforce and invest in it.
5. Our leaders are enablers who coach and develop their teams to be resilient and adaptable.
6. We have the right technology and digital leadership and capabilities, to meet our customers' needs and deliver for Territorians.

10. Partners in delivery and measuring our progress

Many of the actions in our strategy require commitment from and partnership arrangements between multiple agencies. The Office of the Commissioner for Public Employment has overall responsibility for the implementation of the strategy, coordinating partnership arrangements, and reporting progress.

A detailed Implementation Plan sets out actions, including partner agencies, key performance indicators and timeframes.

A review of progress will be delivered at the end of 2023, and a full evaluation of the strategy will occur in late 2026.

