



Northern
Territory
Government

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

State of the Service Report 2009-10



Office of the Commissioner for Public Employment

State of the Service Report 2009-10

Purpose of the Report

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 to the Office of the Commissioner for Public Employment Annual Report 2009-10.

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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: STATE OF THE SERVICE REPORT 2009-10

In accordance with the *Public Sector Employment and Management Act*, an annual report on the state of the service is submitted for your consideration.

The report is in two parts. The first part meets the requirements of section 18 of the *Public Sector Employment and Management Act*, including:

- (a) *the extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to
 - (i) measures taken to ensure observance of the principles; and
 - (ii) any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*
- (b) *measures, if any, taken to improve human resource management in the various Agencies;*
- (c) *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*
- (d) *those matters specified in section 28(2) in so far as they relate to the Commissioner's Office; and*
- (e) *such other matters, if any, as are prescribed.*

The relevant matters under (d) are:

- (i) *equal opportunity management programs and other initiatives designed to ensure that employees employed in the Agency have equal employment opportunities;*
- (ii) *management training and staff development programs in the Agency; and*
- (iii) *occupational health and safety programs in the Agency.*

I can report that all agencies have advised they have processes in place to ensure the application of the principles of human resource management and that there have been no significant breaches or evasions of the principles detected or brought to my attention.

The reporting framework was changed in the 2008-09 reporting year to streamline reporting, improve analysis, and ensure the State of the Service Report and the staff attitude survey (biennial NTPS Employee Survey) were aligned, to facilitate comparisons and analysis. This means that, in some areas, direct comparisons between years and trends in the data cannot be made. However, this change is now facilitating improvement in the reporting and analysis of the data and trends.

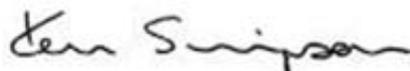
In July 2009 the first whole of sector staff attitude survey (NTPS Employee Survey 2009) was conducted covering the 2008-09 financial year and the results have been collated and analysed. Where possible, this State of the Service Report includes some comparisons between Chief Executive Officer responses and employee perceptions from the NTPS Employee Survey.

The second part of the report is a section with statistical analysis of state of the service indicators. Together, these two parts help to inform you and members of the Legislative Assembly on human resource management in the Northern Territory Public Sector.

A report separate from the Office of the Commissioner for Public Employment (OCPE) Annual Report has now been submitted for a total of five years. The separate reports serve to more clearly differentiate the OCPE's performance as an agency from broader sector-wide reporting.

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 6 Sitting days of you receiving it.

Yours sincerely



KEN SIMPSON
Commissioner for Public Employment

30 September 2010

Human Resource Management in the NT Public Sector



Overview

Section 18(1) of the *Public Sector Employment and Management Act* (PSEMA) requires the Commissioner for Public Employment to report annually to the Minister on human resource management in the Northern Territory Public Sector (NTPS). The Report to the Minister shall refer to:

- (a) *the extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to*
 - (i) *measures taken to ensure observance of the principles; and*
 - (ii) *any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*
- (b) *measures, if any, taken to improve human resource management in the various Agencies;*
- (c) *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*
- (d) *those matters specified in section 28(2) in so far as they relate to the Commissioner's Office; and*
- (e) *such other matters, if any, as are prescribed.*

In developing the reporting relationship between the Office of the Commissioner for Public Employment (OCPE) and agencies it is recognised that every Chief Executive Officer (CEO) is responsible

for establishing policies, procedures, values and cultures in order to meet service objectives set by the NT Government. PSEMA's Principles and Code of Conduct are designed to support agencies by providing a framework within which each agency can develop the culture and values that best support their operations and achievement of service objectives.

Agency self-reporting against the application of Employment Instructions (EIs) and other key indicators is the main way in which the Commissioner is able to assess observation of the prescribed principles of human resource management across the NTPS. Other indicators include through the biennial NTPS employee survey and consideration of the reasons for grievances that are investigated by the OCPE.

Twenty agencies participated in the Agency Reporting Survey. It should be noted that Aboriginal Areas Protection Authority (AAPA) employees are employed under the *Aboriginal Sacred Sites Act*, not PSEMA, however AAPA's responses are included in this Report where relevant.

Critical Elements of the Reporting Framework

An information gathering and reporting framework has been progressively developed since PSEMA commenced. The

major components of the current reporting framework are summarised below.

Figure 1: Reporting Framework

Type of Information	Method of Collection	Source
Quantitative Data	<ul style="list-style-type: none"> Self assessment and reporting against Employment Instructions and key indicators. Commissioner and OCPE staff visits to agencies. Coordination Committee, Commissioners' and other conferences. 	All agencies covered by PSEMA.
Qualitative Data	<ul style="list-style-type: none"> Statistical data collected. 	Internal, Department of Business and Employment, agency reporting.
Policy/Strategy	<ul style="list-style-type: none"> Coordination of employment relations issues associated with NT Government strategic objectives. Reports and reviews on application of policies/strategies issued by the Commissioner e.g. Indigenous employment and career development, remote locality conditions, job evaluation etc. 	Specific reports, reviews, Enterprise Bargaining Agreement (EBA) negotiations.

One of the principal methods of obtaining qualitative and quantitative data is through agency reporting. The quality of this reporting relies on critical self-assessment. Each CEO is required to provide information on the application of the principles of human resource management within their agency, as measured against the relevant Employment Instructions and other identified indicators, and sign off on the extent to which they have established processes that ensure the prescribed principles of human resource management are observed.

The information provided in this report is compiled through the Agency Reporting Survey and individual agency and aggregated data is analysed to prepare this report.

Information to be reported on under Section 18(1) of PSEMA includes:

- (a) *The extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to –*
 - (i.) *measures taken to ensure observation of the principles; and*
 - (ii.) *any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*
- (b) *measures, if any, taken to improve human resource management in the various Agencies;*
- (c) *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*

- (d) *those matters specified in section 28(2) in so far as they related to the Commissioner's Office; and*
- (e) *such other matters, if any, as are prescribed.*

The relevant matters specified under (d) [Section 28(2) of PSEMA] above are:

- (i.) *equal opportunity management programs and other initiatives designed to ensure that employees in the Agency have equal employment opportunities;*
- (ii.) *management training and staff development programs in the Agency; and*
- (iii.) *occupational health and safety programs in the Agency.*

There are no prescribed matters under section 18(2)(e) of PSEMA.

The **principles of human resource management** prescribed in Regulation 3 of the Public Sector Employment and Management Regulations are:

- (a) *subject to the Act, the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit;*
- (b) *human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and unjustified discrimination on any ground in respect of all employees and persons seeking employment in the Public Sector;*

- (c) *employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts;*
- (d) *human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity ;*
- (e) *employees shall be –*
 - (i.) *afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts;*
 - (ii.) *afforded reasonable access to training and development; and*
 - (iii.) *remunerated at rates commensurate with their responsibilities.*

As noted earlier, this year's report includes a broader range of indicia than those specified in PSEMA to enable comparisons between agency perceptions and those of their employees through a biennial staff survey conducted in July 2009. Some flow in to the next section noting that we are surveying these as well. The principles of human resource management are complemented by the principles of public administration and management, and conduct, as well as by a Code of Conduct that provides more detailed guidance on the rights and delegations of employees, matters of ethics, accountability and transparency. The three sets of principles comprise essential components of the human relations framework that governs employment in the NTPS.

The **principles of public administration and management** prescribed in Regulation 2 of the Public Sector Employment and Management Regulations are:

- (a) *the Public Sector shall be administered in a manner which emphasises the importance of optimum service to the community;*
- (b) *the formulation and delivery of information and advice to the Government shall be done in an objective and impartial manner, and with integrity;*
- (c) *administrative responsibility and authority shall be clearly defined to allow the expeditious discharge of that responsibility and exercise of authority with appropriate levels of accountability;*
- (d) *the Public Sector shall be structured and administered so as to enable decisions to be made and actions taken without excessive formality and with a minimum of delay;*
- (e) *proper standards of financial management and accounting shall be exercised at all times;*

The **principles of conduct** prescribed in regulation 4 of the Public Sector Employment and Management Regulations are:

- (a) *employees shall perform their official duties with skill, impartiality, professionalism and integrity;*
- (b) *employees shall disclose their private financial and other interests where those interests may, or may appear to conflict with their official duties, and shall take all reasonable steps to prevent such conflict;*

- (c) *employees who are responsible for incurring or authorising expenditure shall exercise due economy and ensure the efficient and economical use of government resources and facilities*
- (d) *employees shall not take advantage of their official duties, status, powers or authority in order to seek or obtain a benefit for themselves or for any other person or body;*
- (e) *employees shall exercise proper courtesy, consideration and sensitivity and shall act with fairness and equity in all their dealings with members of the public and with other employees; and*
- (f) *employees shall not engage in improper conduct, in their official capacity or otherwise, that adversely affects the performance of their duties or brings the Public Sector into disrepute.*

In addition to the regulatory reporting requirements, CEOs were asked to report against the principles of public administration and management, and conduct, and to provide examples of best practice people management policies and procedures in order to provide a more qualitative report.

CEOs were asked to provide information in the following four sections.

Summary Statement

A statement advising of the extent to which the agency has observed the prescribed principles of human resource management. This statement is underpinned by information provided in the Employment Instructions and other key indicators.

Employment Instructions and Other Key Indicators

Details the extent to which the application and observance of the principles of human resource management, public administration and management, and conduct, were managed within agencies as measured against the application of the relevant Employment Instructions and other key indicators.

Employment Instructions

Employment Instructions are the principle means by which the Commissioner gives effect to measures “.....to improve human resource management in the various agencies.” The Employment Instructions provide a framework to support the Commissioner’s partnership arrangement with agency CEOs and are important for three reasons:

- Agency reports against the Employment Instructions provide information to the Commissioner so he can report to the Minister and the Legislative Assembly on corporate governance of the NTPS
- the reporting requirement provides an opportunity for CEOs and managers to reflect on application of the principles of public sector employment and conduct, as well as a range of employee relations practices in their agency and
- preparation of the reports provides agencies with the opportunity to assess their internal communication, processes and procedures.

Figure 2: Employment Instructions

Employment Instruction	Agency Action Required
1. Advertising, Selection, Appointment, Transfer and Promotion	Develop procedures for the recruitment and selection of employees which are consistent with PSEMA, Regulations, By-laws, Employment Instructions, relevant workplace agreements, and determinations. Ensure selection is made in accordance with merit and equal opportunity provisions.
2. Probation	Develop procedures for a probationary process and ensure probationary employees are aware of the details of that process within one week of reporting for duty
3. Natural Justice	Ensure the rules of natural justice are observed in all dealings with employees under PSEMA, other than those referred to in section 50 of PSEMA - Summary Dismissal (see also EI 7 - Discipline).
4. Performance Management	Develop and implement performance management systems.
5. Medical Incapacity	Identify the procedure regarding medical examinations where a CEO is of the opinion that an employee may be medically incapacitated as well as dealing with medical examinations during an inability or discipline investigation.
6. Inability to Discharge Duties	Develop procedures regarding inability to discharge duties as defined by the relevant job description, duty statement and/or any competencies determined for the job, to the standard required by the agency. Procedures must be consistent with PSEMA, Regulations, By-laws and Employment Instructions.
7. Discipline	Establish procedures regarding breaches of discipline within agencies consistent with PSEMA, Regulations, By-laws and Employment Instructions.
8. Management of Grievances	Establish grievance settling procedures within individual agencies.
9. Omitted	This Employment Instruction was incorporated into Employment Instruction 1.
10. Employee Records	Ensure recording of required details for every employee and establish procedures for access to records by individual employees while ensuring confidentiality.
11. Equal Employment Opportunity Management Programs	Implement programs that ensure employees have equal opportunities in employment. Consider the needs of other target groups such as employees with a non-English speaking background and include measures to enable employees to balance work and family responsibilities.
12. Occupational Health and Safety Programs	Develop programs that ensure employees and their representatives are consulted in the development and implementation of Occupational Health and Safety (OH&S) programs in the agency.
13. Code of Conduct	CEOs may issue agency specific codes of conduct consistent with PSEMA, Regulations, By-laws and Employment Instructions. CEOs may issue guidelines regarding acceptance of gifts and benefits by employees. The Code of Conduct applies to all public sector employees, including CEOs.
14. Part-Time Employment	Enhance employment flexibility through effective part-time employment provisions.

It should be noted that not all Employment Instructions are relevant as a human resource management measure for this State of the Service Report. Those that are particularly relevant to this report are in bold in the table above.

Other Key Indicators

Additional information was sought against a number of other key indicators including:

- merit selection
- fair treatment in employment, including promoting impartial, ethical and professional behaviour, ensuring accountability to Government and employee consultation and input
- promoting a flexible workplace
- developing workforce capability
- remuneration commensurate with responsibilities and
- appeals under section 55, 57 and 59 of PSEMA (information provided by Promotion Appeals & Grievance Reviews).

Redeployment, Discipline and Inability

Specific details were sought on the numbers of actions under these processes and the outcomes to compare with previous data to determine trends or critical interventions.

Examples of Best/Innovative Practice

An opportunity for agencies to showcase examples of best/innovative practice people management policies and procedures in areas such as equity and diversity, workforce planning, work life balance, Indigenous employment and leadership. In addition to this, summaries of agency activities have been incorporated within the Developing Workforce Capability section of this report.

Summary Statement

The summary statement is based on the application of the prescribed principles of human resource management within the agency as measured against the relevant Employment Instructions and other identified indicators.

CEOs were asked to confirm awareness of their responsibilities by choosing one of the statements below:

- The Agency has established processes that ensure the prescribed principles of human resource management are observed.
- The Agency does not currently have established processes to ensure the principles of human resource management are observed.

Twenty agencies were asked to complete the Agency Reporting Survey Statement in accordance with PSEMA. Responses indicate that 20 of the 20 agencies have established processes that ensure the observance of human resource management principles.

This is in comparison to the last reporting period response rate of 95% compliance. It should be noted that whilst Aboriginal Areas Protection Authority participated in the survey and is counted toward the total number of 20 agencies above they are not subject to PSEMA.

Employment Instructions

In November 2009 a restructure of a number of agencies resulted in an additional agency being created taking the total number to 19 agencies for 2009-10, consequently, care should be taken when making comparisons between the two reporting periods.

Agencies were asked the extent to which the application of the prescribed principles of human resource management, public administration and management, and conduct were managed within their agency measured against the relevant Employment Instructions and their incorporation into agency processes and programs as demonstrated in the following groups of graphs.

As commented earlier, Aboriginal Areas Protection Authority employees are employed under the *Aboriginal Sacred Sites Act*, not PSEMA, and therefore the Employment Instructions do not apply to them. As such, for the purposes of this section of the report only, they are not included in the counting.

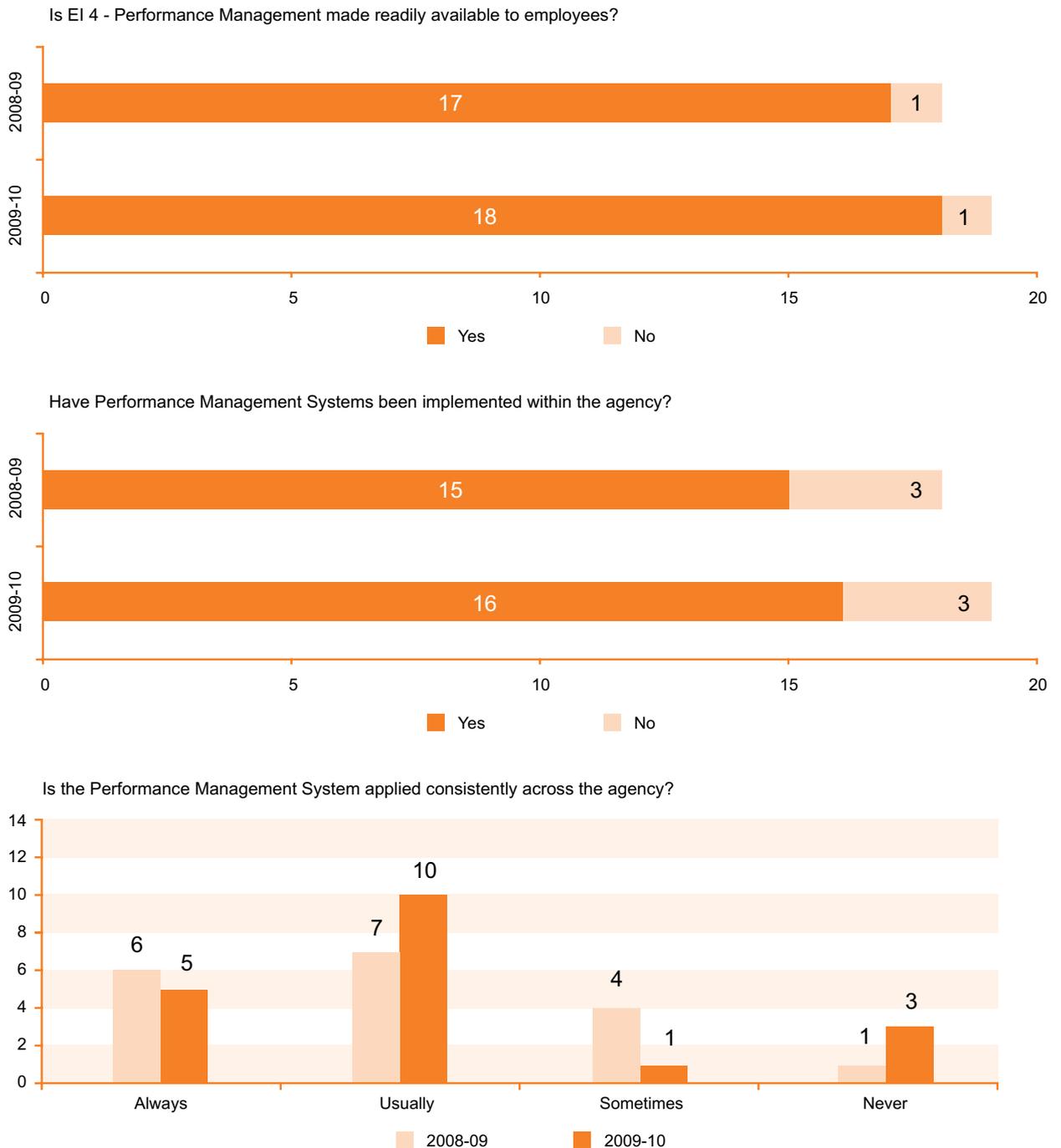
Early in the 2009-10 reporting period the first biennial NTPS Employee Survey was conducted. Just over 18,000 NTPS employees were invited to participate. The purpose of the survey was to obtain

employees' opinions about the work practices and cultures in NTPS workplaces so that future work programs of agencies and the OCPE can continue to ensure that the NTPS is an employer of choice. More than 4,500 employees participated in the survey with the results published in December 2009. Where possible, some comparisons have been made between CEO responses and employee perceptions from the NTPS Employee Survey 2009.

It should also be noted that in response to the findings of the NTPS Employee Survey 2009, an interdepartmental committee has been formed to oversee the design and implementation of strategies to address the areas of concern felt by employees. These strategies came on line in the later part of 2009-10 and it is unlikely they would have had any impact on the State of the Service 2009-10 results but will provide a good baseline for future analysis for 2010-11.

The NTPS Employee Survey 2009 is available at www.nt.gov.au/ocpe.

Figure 3: Employment Instruction Number 4 – Performance Management



EI 4 – Performance Management states that agency CEOs shall develop and implement performance management systems for their agencies.

Whilst the data above indicates that not all agencies are complying with the requirement to implement performance management systems, the 3 agencies who indicated they

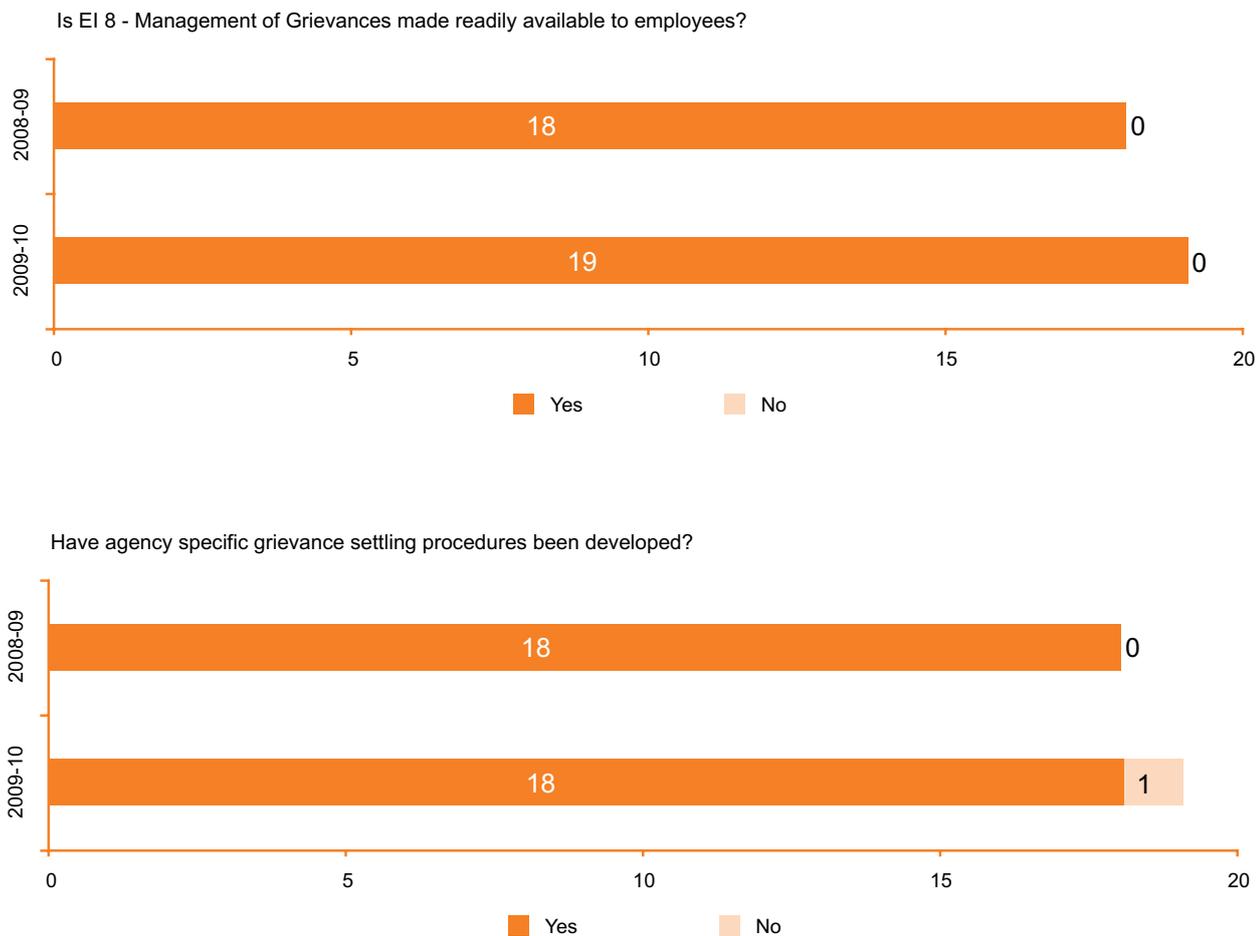
do not comply have reviewed and updated their current systems during the reporting year and will be implementing these amended systems over the next 12 months.

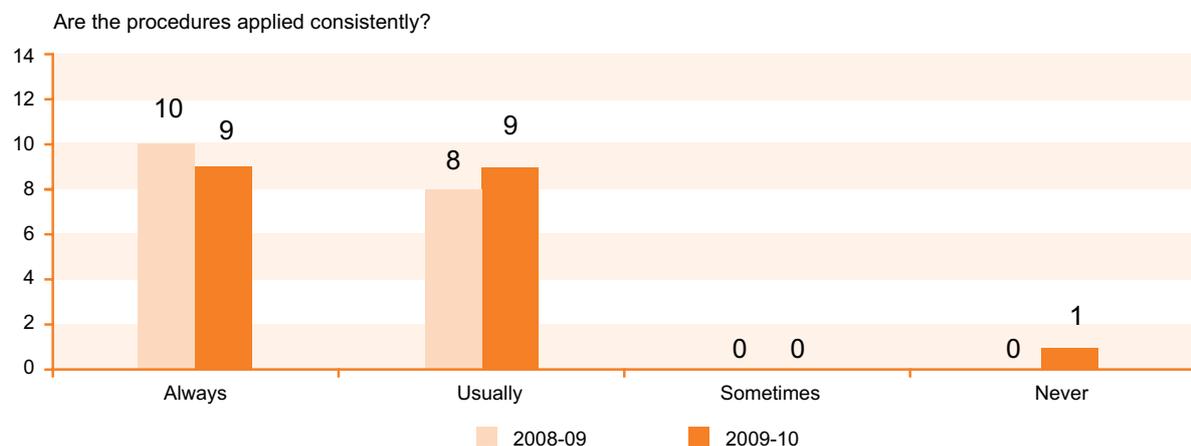
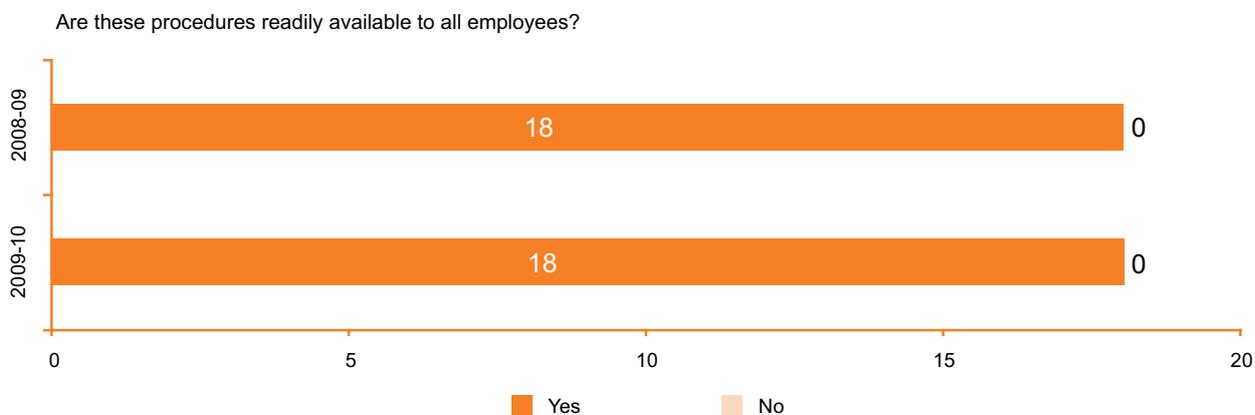
However the data does indicate that there is a continuing need for CEOs to apply performance management systems consistently across the agency. This result

appears consistent with the NTPS Employee Survey 2009 results which indicated that just 67% of respondents agreed that their organisation has a formal performance management system in place.

The NTPS Employee Survey 2009 results relating to Managing Performance are similar to those found in other whole-of-sector public sector surveys.

Figure 4: Employment Instruction Number 8 – Management of Grievances



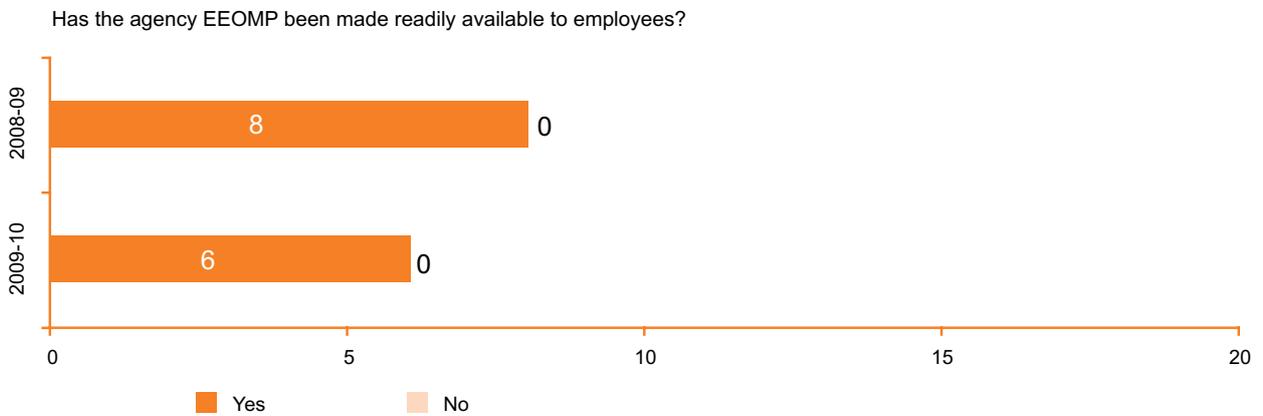
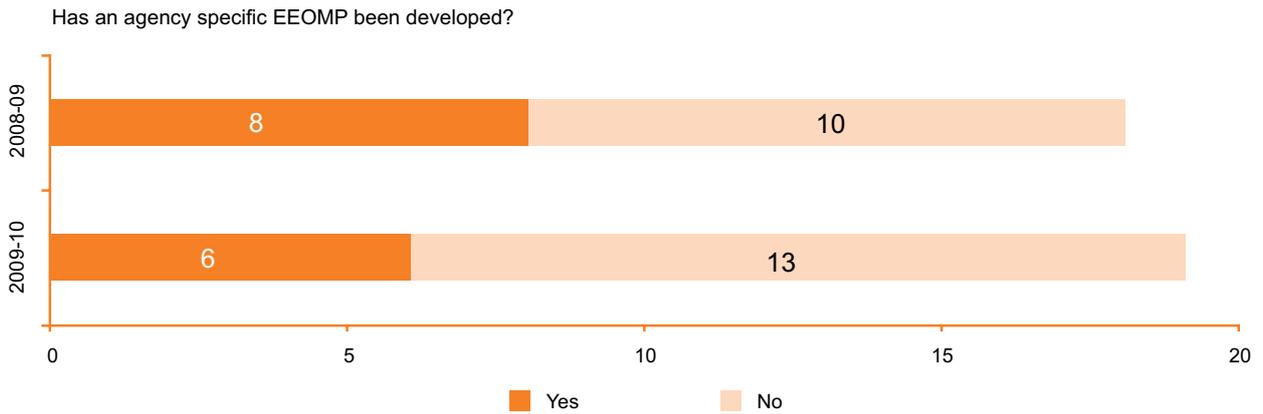
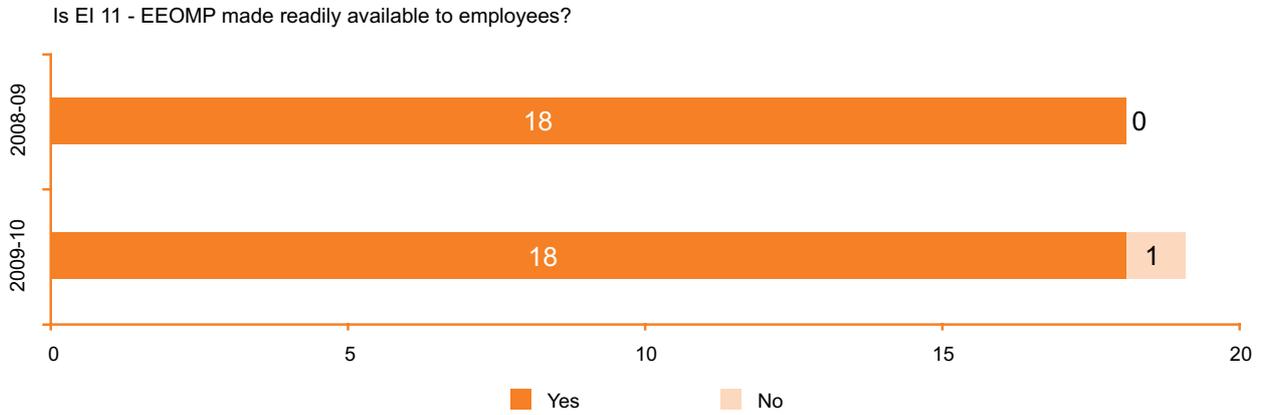


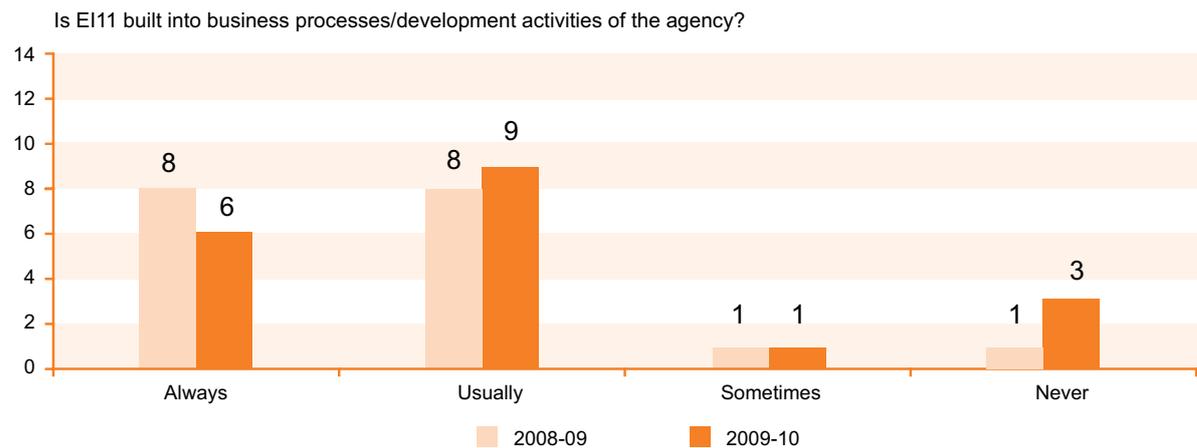
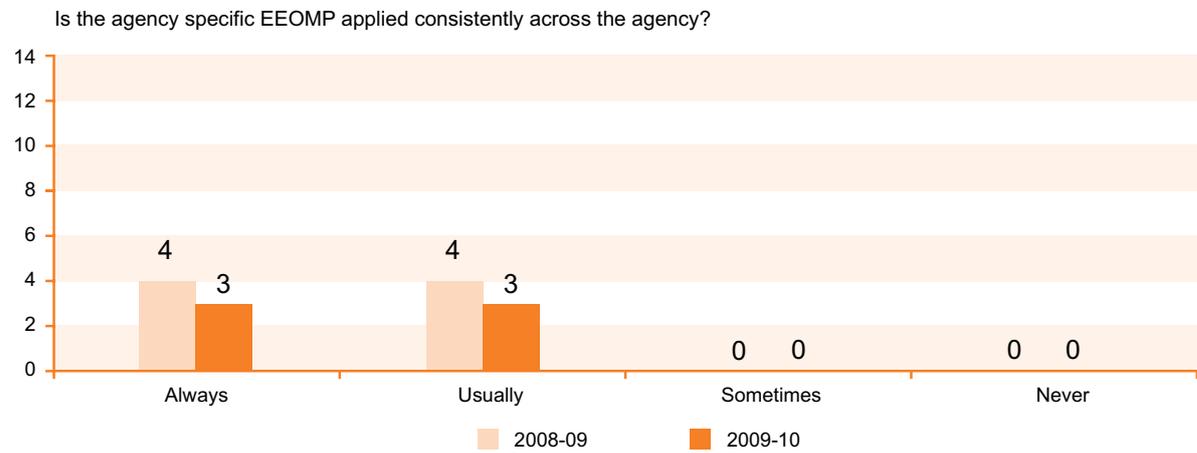
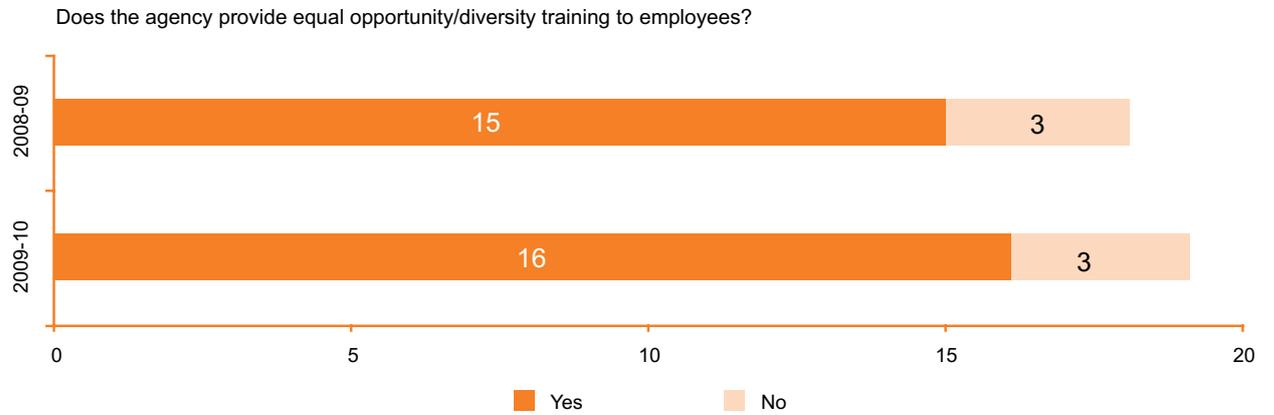
EI 8 – Management of Grievances, states that CEOs shall establish written grievance settling procedures for their agencies.

A number of agencies indicated that they had reviewed, or were in the process of reviewing their current grievance settling procedures. One agency indicated they had not developed an agency specific procedure relying instead on the application of the Employment Instruction. Due to not having developed agency specific procedures, this same agency answered ‘never’ to the question of whether their agency specific procedures were applied consistently.

Although 67% of respondents to the NTPS Employee Survey 2009 agreed that their workplace has a formal grievance process in place, only 42% had confidence in those grievance procedures and only 41% agreed they would not suffer any negative consequence if they lodged a grievance. The difference of views indicates a fairly clear need for CEOs to review their grievance procedure processes to ensure they are being applied consistently to ensure the confidence of their employees.

Figure 5: Employment Instruction Number 11- Equal Employment Opportunity Management Programs





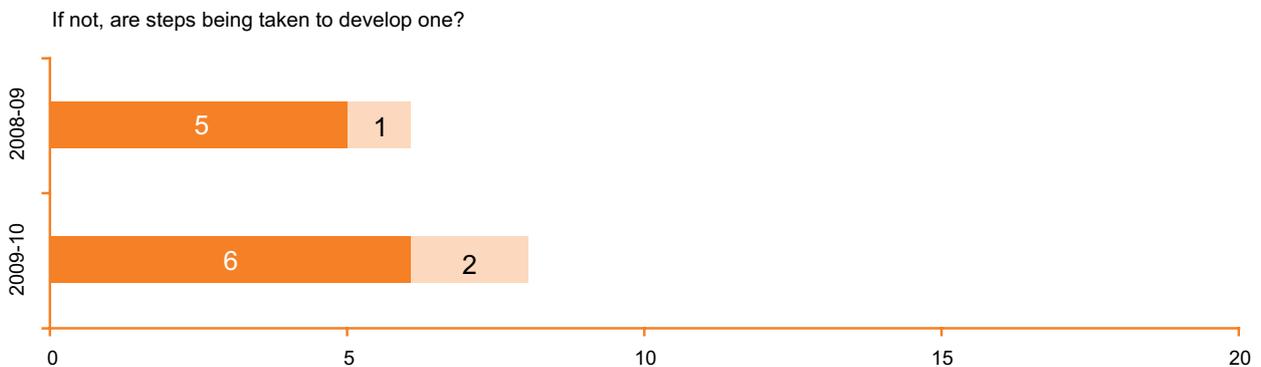
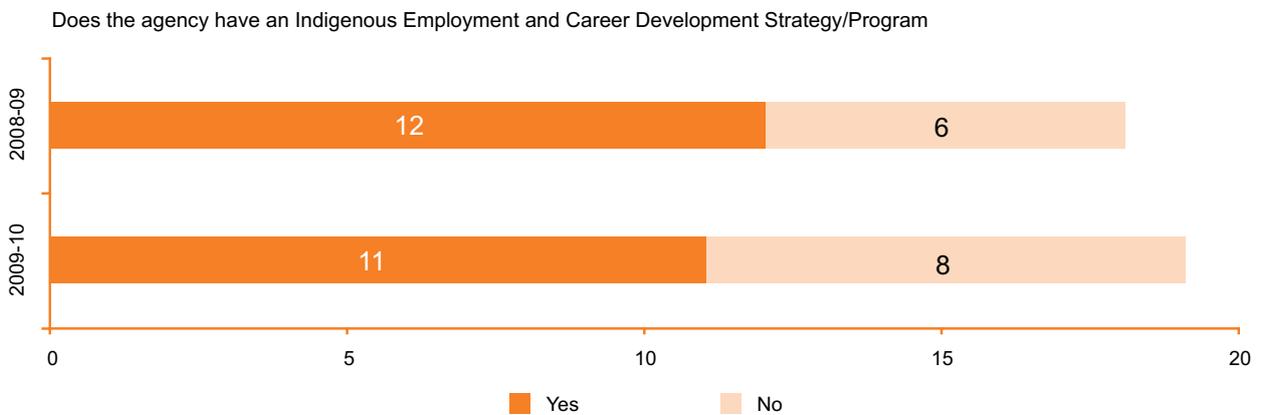
EI 11– Equal Employment Opportunity Management Programs (EEOMP), states that CEOs shall devise and implement programs to ensure that employees have equal opportunities in relation to their employment.

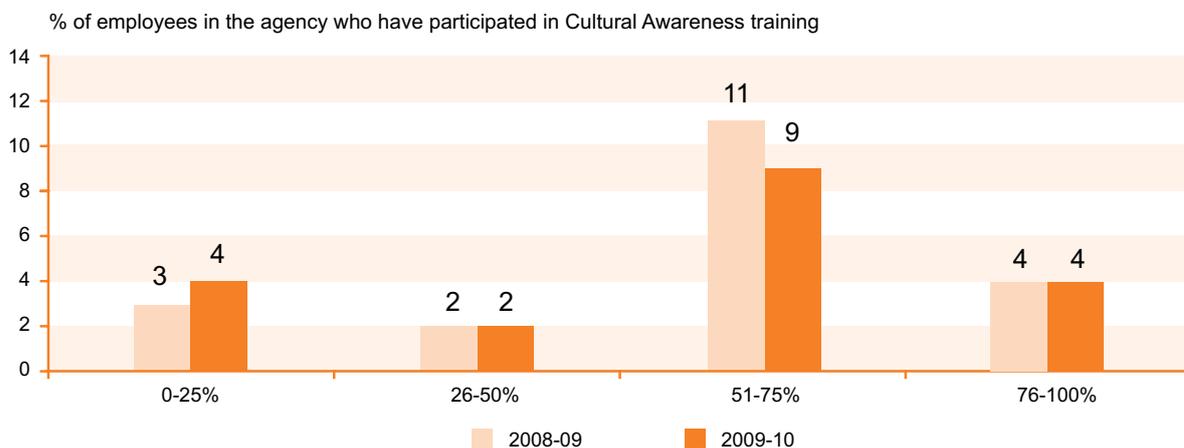
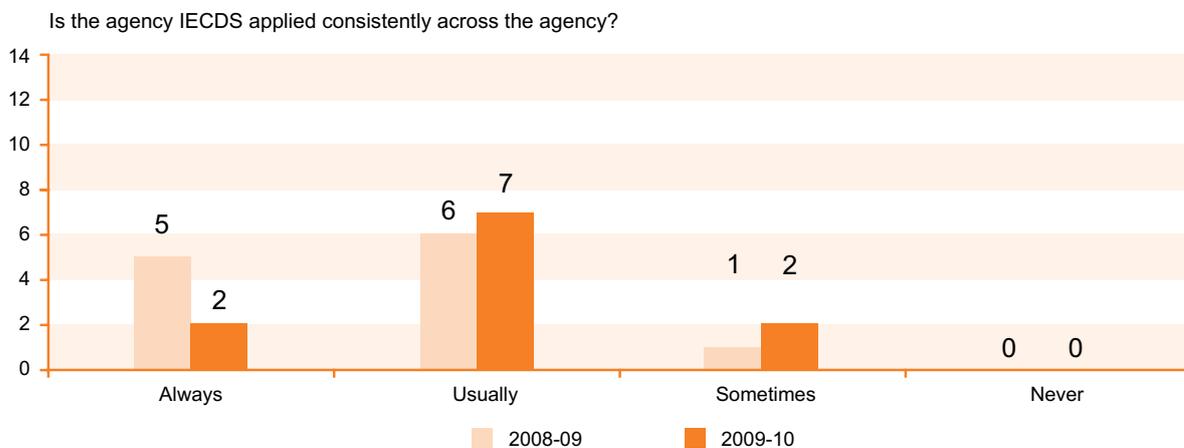
Of concern, 13 agencies have not developed specific EEOMPs as required by the Employment Instruction, and only 3 of these agencies indicated they are in the process of developing EEOMPs. Interestingly, whilst

the data indicates only a limited number of agencies have developed agency specific EEOMPs, 84% of agencies indicated they have built equal opportunity practices into their business processes and development activities. In particular, agencies indicated EEOMPs are applied in their recruitment and selection processes and through the application and availability of flexible work options for employees.

Despite the low number of agencies that have developed EEOMPs, the results of the NTPS Employee Survey 2009 indicate 75% of respondents agreed that there is equity in employment in the NTPS. The strongest agreement within this concept related to employees' belief that gender, age, sexual orientation and cultural background are not barriers to success (80-82% agreement). Despite still being a strong positive result, only 72% of respondents felt confident that having a disability was not a barrier to success in the workplace.

Figure 6: Employment Instruction Number 11 – EEOMP - Indigenous Employment and Career Development Strategy





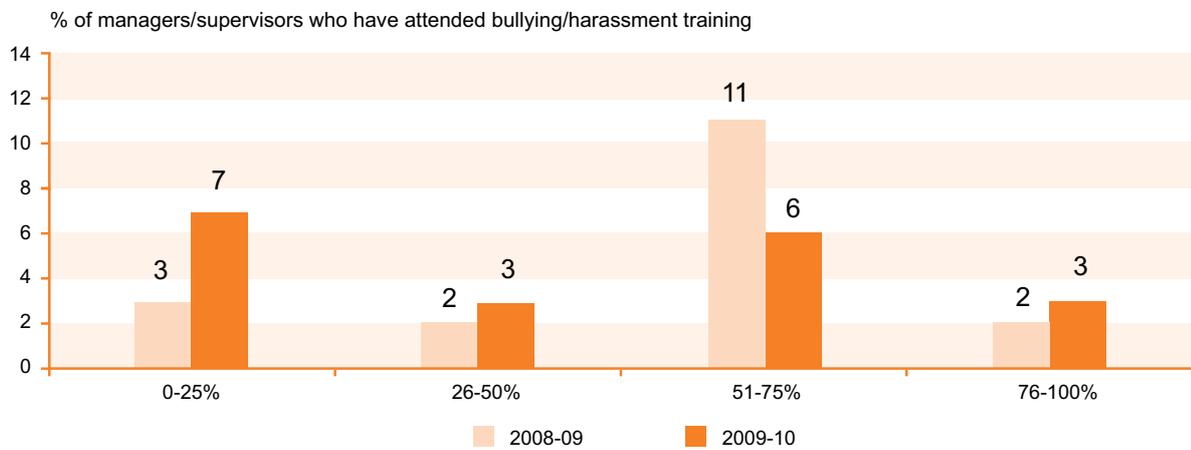
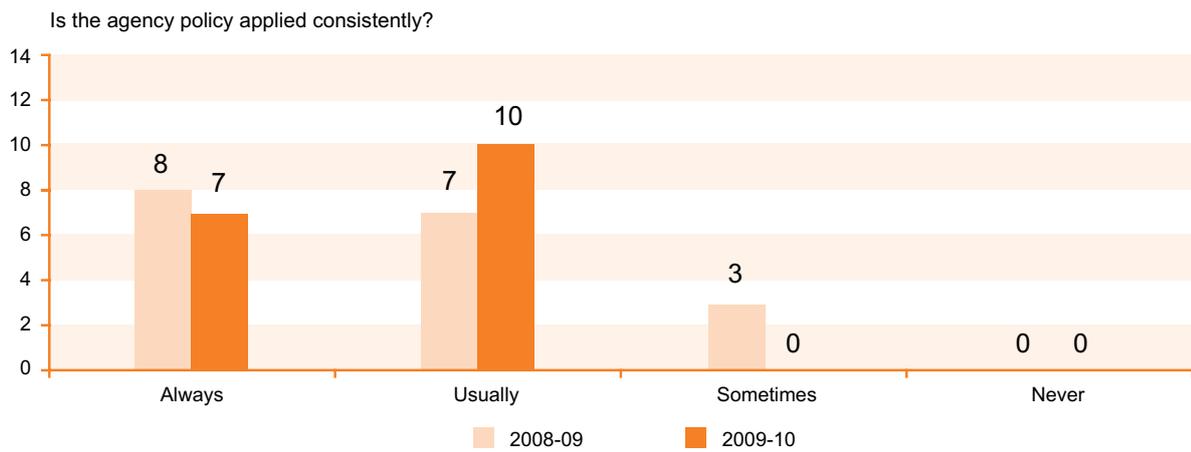
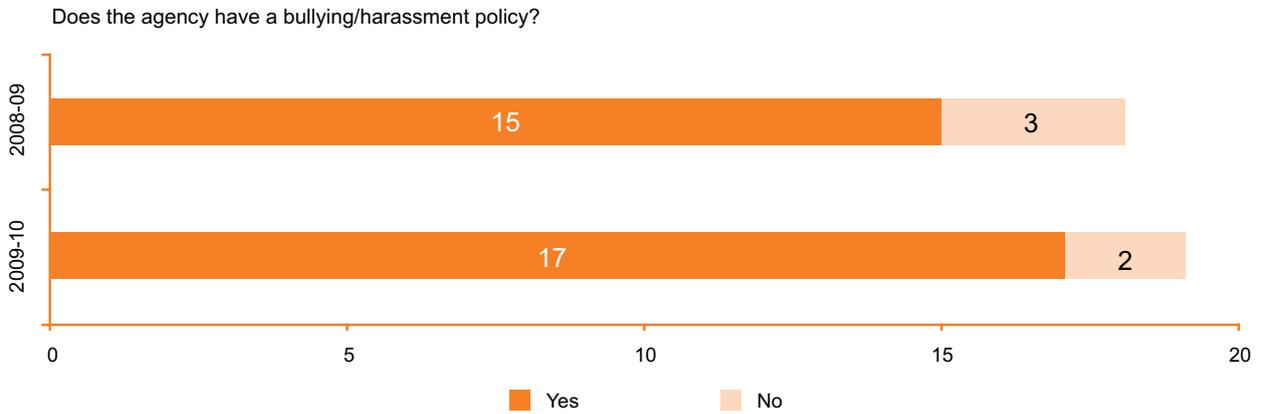
EI 11 states that all CEOs should implement an Indigenous Employment and Career Development Strategy (IECDS).

80% of agencies that have not developed an IECDS have indicated that they are in the process of developing programs. Those that have an IECDS include Indigenous cross cultural programs and training as part of the strategy. Of the two agencies not developing a specific IECDS program one accesses the program through other agencies due to the very small number of employees within the

agency, and the other agency advised they utilize the sector wide strategies that have been introduced.

It is noted in the NTPS Employee Survey 2009, Aboriginal and Torres Strait Islander (ATSI) respondents tended to report lower confidence than the non-ATSI respondents in the concepts of accountability for actions and performance, equity in employment, discrimination-free and diversity recognised, and employee consultation and input encouraged.

Figure 7: Employment Instruction Number 11 – EEOMP – Bullying and Harassment Policy



EI 11 states that CEOs shall include in their EEO MPs, guidelines for the identification and elimination of workplace harassment, including sexual harassment.

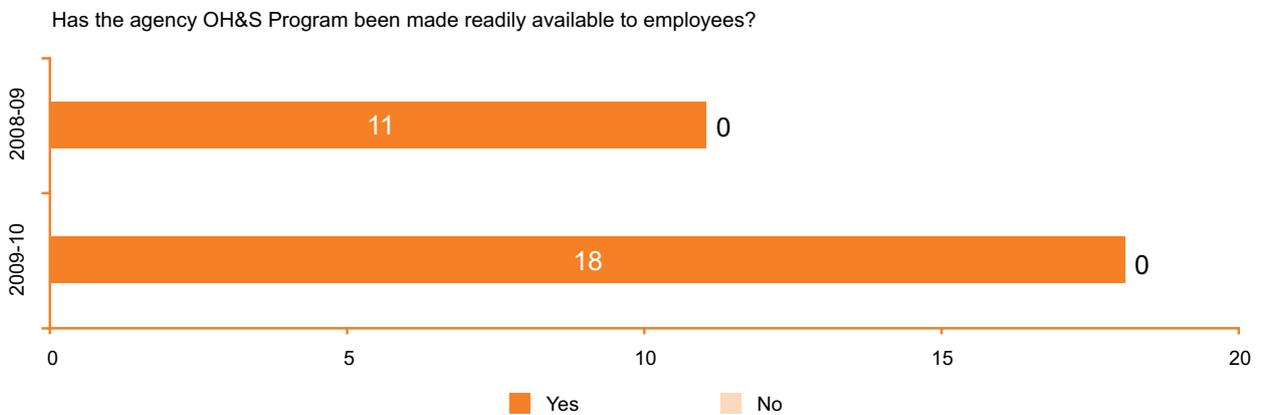
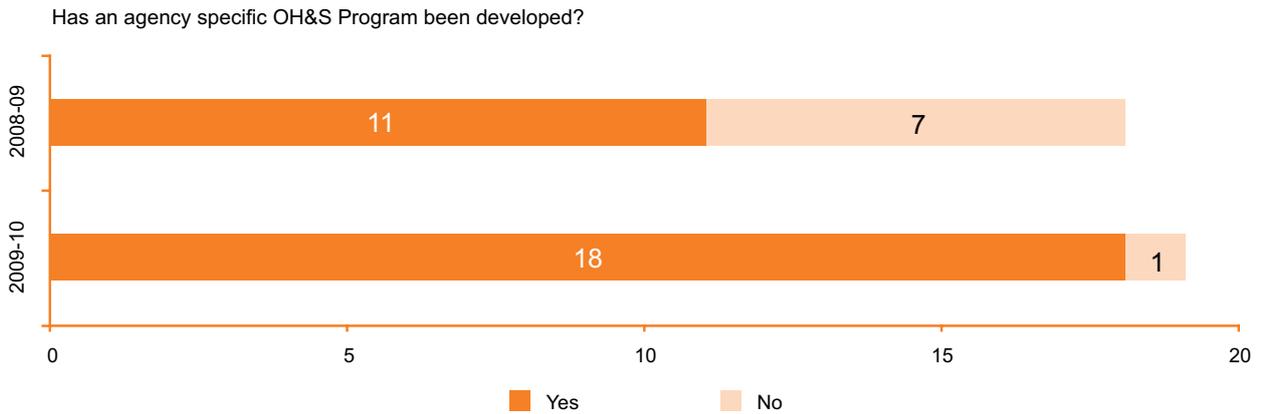
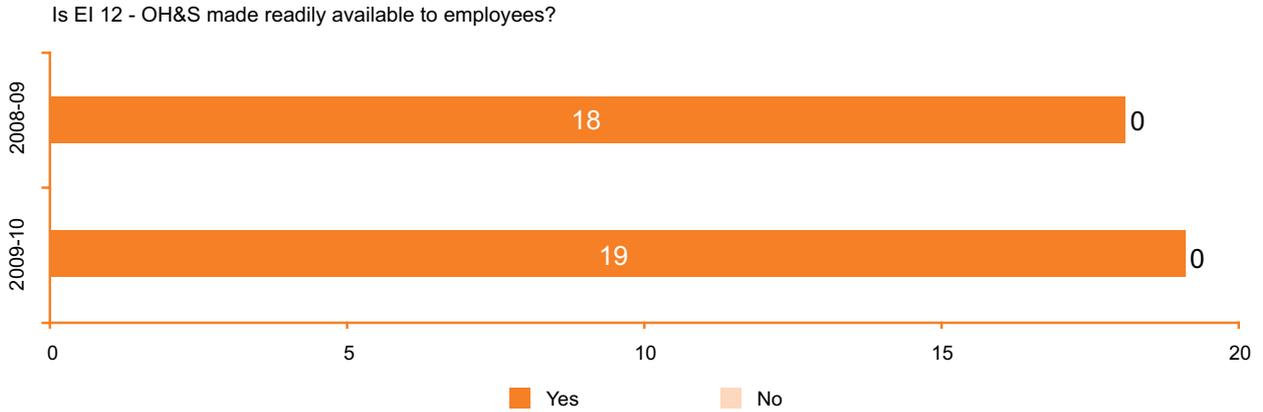
The data indicates that 95% of agencies have developed a specific bullying and harassment policy and provide training for managers, this is an improvement on last year's results. The one agency that does not comply has a small number of staff and adheres to NTPS guidelines. However the data indicates these policies need to be applied more consistently within agencies.

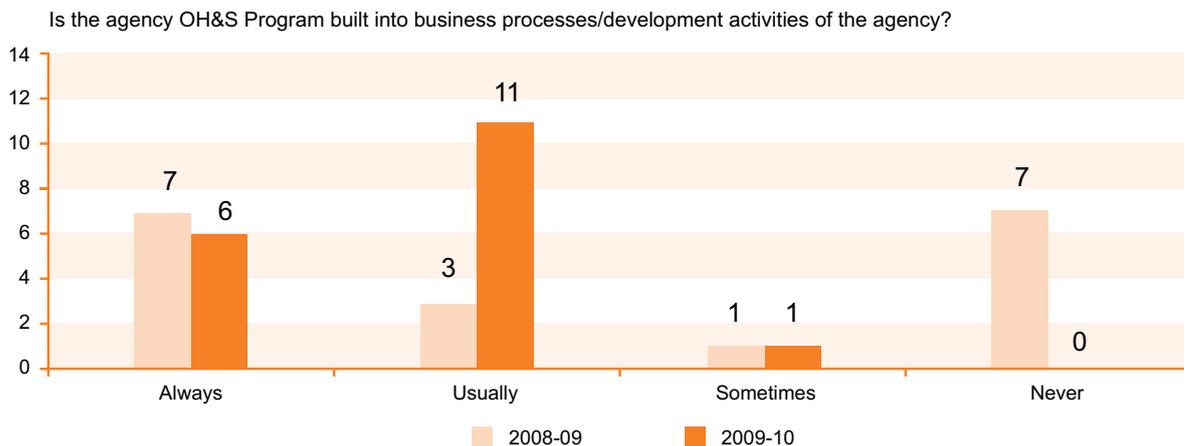
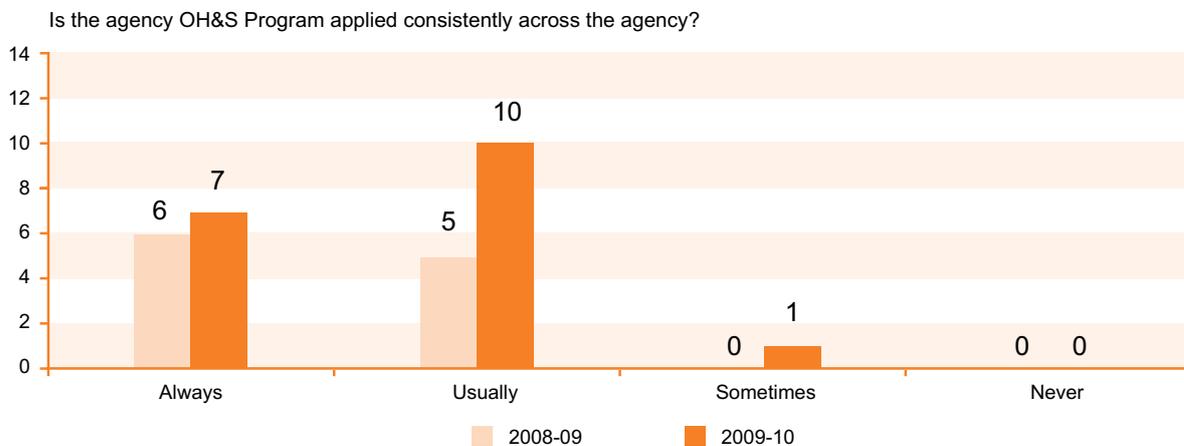
22% of respondents to the NTPS Employee Survey 2009 indicated they believed they had been bullied and/or harassed in their

workplace in the 12 months leading up to the survey. Of those respondents who indicated they had been bullied and/or harassed, 67% formally reported their concern verbally while only 26% reported their concerns in writing. Only 28% of those who reported being bullied and or harassed to their agency were satisfied with how the matter was dealt.

The survey also asked respondents who reported being bullied and/or harassed to indicate the source and form of their bullying and/or harassment. The most common source of the bullying and/or harassment was from their manager/supervisor followed closely by an employee.

Figure 8: Employment Instruction Number 12 – Occupational Health and Safety Programs





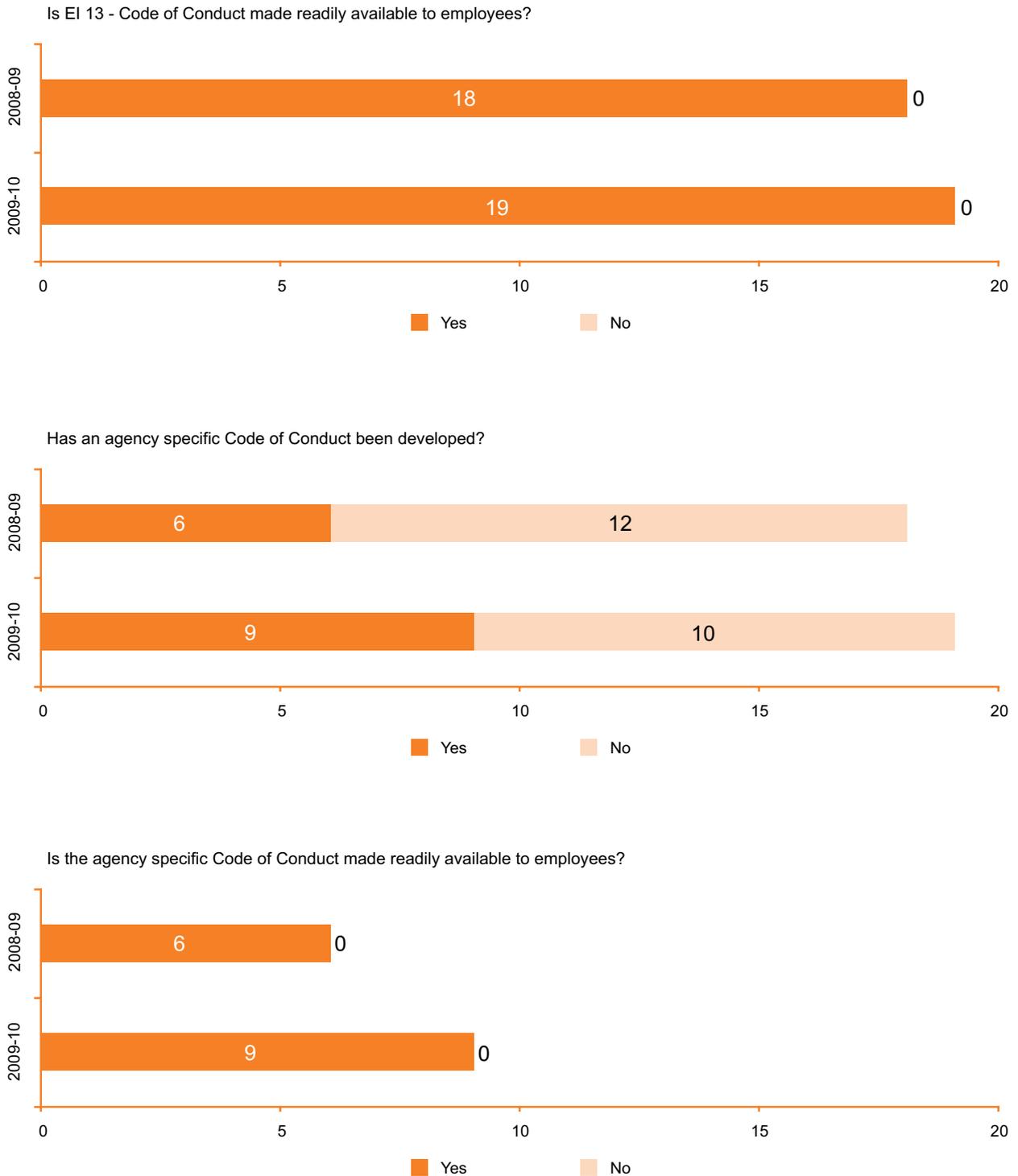
EI 12 – Occupational Health and Safety Programs, states that CEOs shall develop programs that ensure employees and their representatives are consulted in the development and implementation of occupational health and safety programs in the agency and that appropriate standards are applied.

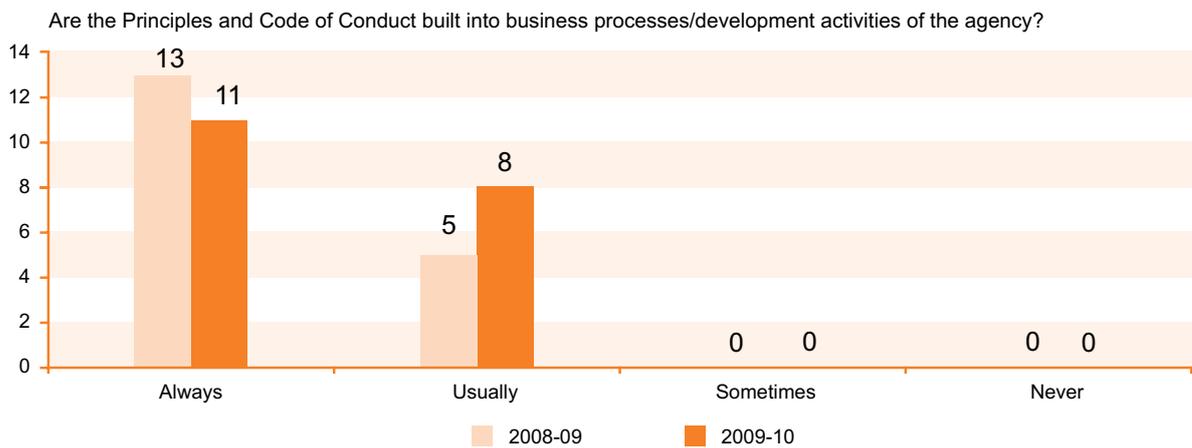
95% of agencies have developed procedures and the one agency that has no procedures in place is actively working towards developing and implementing policies that reflect the

requirements of the *Work Health and Safety Act*. This is a significant improvement on last year’s results.

These results appear consistent with the results of the NTPS Employee Survey 2009 in which respondents were asked about their confidence in the concept of a safe workplace. There was a general perception among employees that they have a safe workplace. 78% of respondents reported that their workplace is committed to employee health and safety.

Figure 9: Employment Instruction Number 13 – Code of Conduct





EI 13 states that CEOs may issue guidelines regarding acceptance of gifts and benefits by employees and may issue an agency-specific code of conduct.

The data indicates strong compliance with the requirement to adhere to all of the Principles and the Code of Conduct and the majority of agencies indicated they provide training through their induction processes.

Nine agencies, an increase of 3 on last year’s results, have developed their own agency specific Code of Conduct, possibly reflecting the strong regulatory nature of

the business, such as the Power and Water Corporation and the Correctional Services arm of the Department of Justice (DOJ), the independent role of the business such as the Auditor–General and Ombudsman, or where the nature of the work involves specific occupational groups such as teachers in the Department of Education and Training (DET).

91% of respondents to the NTPS Employee Survey 2009 reported being aware that there is a NTPS Code of Conduct (Employment Instruction Number 13).

Breaches or Evasion of the Principles

No significant breaches or evasions of the Principles of Human Resource Management were brought to the notice of the Commissioner. Whilst the grievance process reveals occasional examples of poor management or decisions, the number of grievances does not indicate any general trend towards poor management practices across agencies.

Other Key Indicators

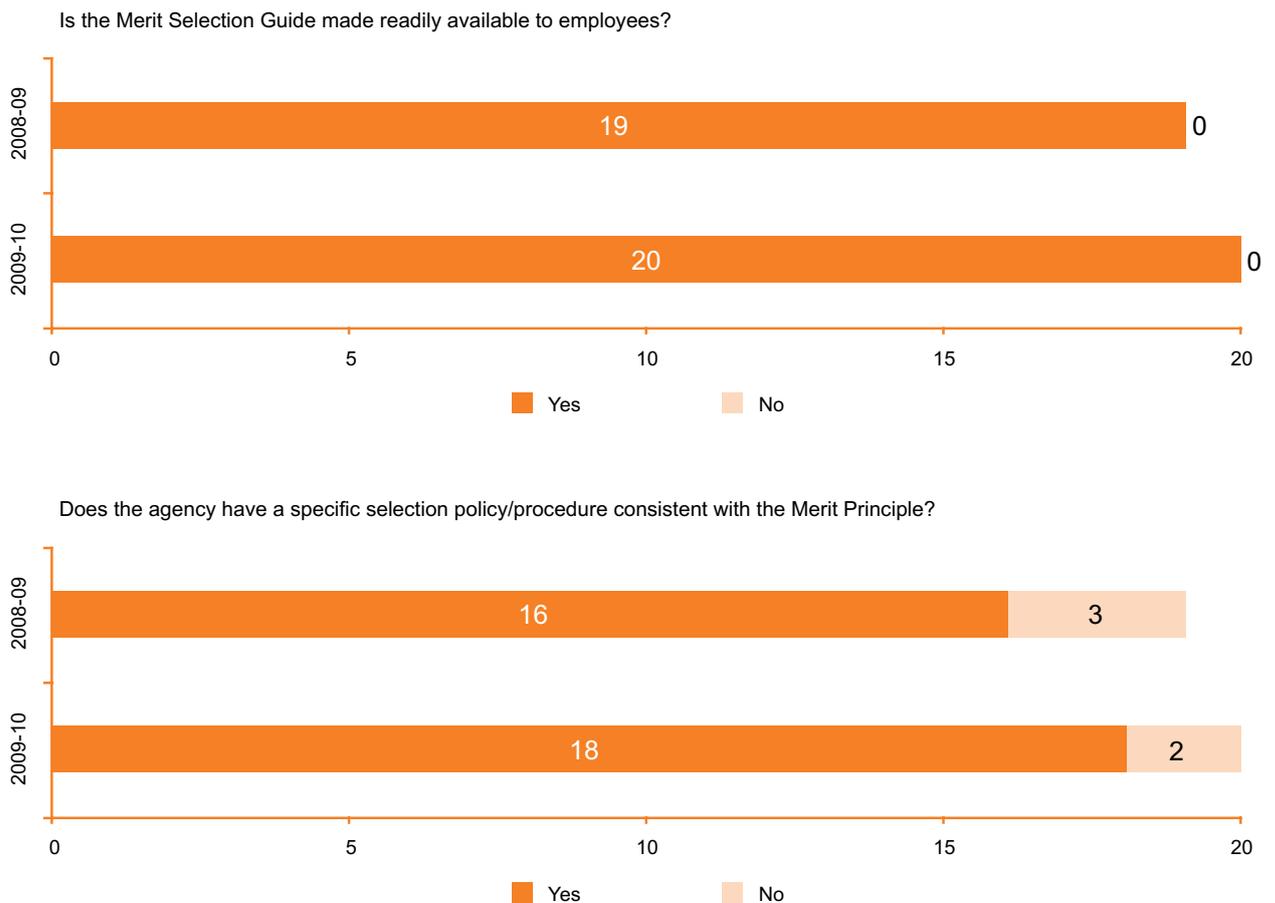
Overview

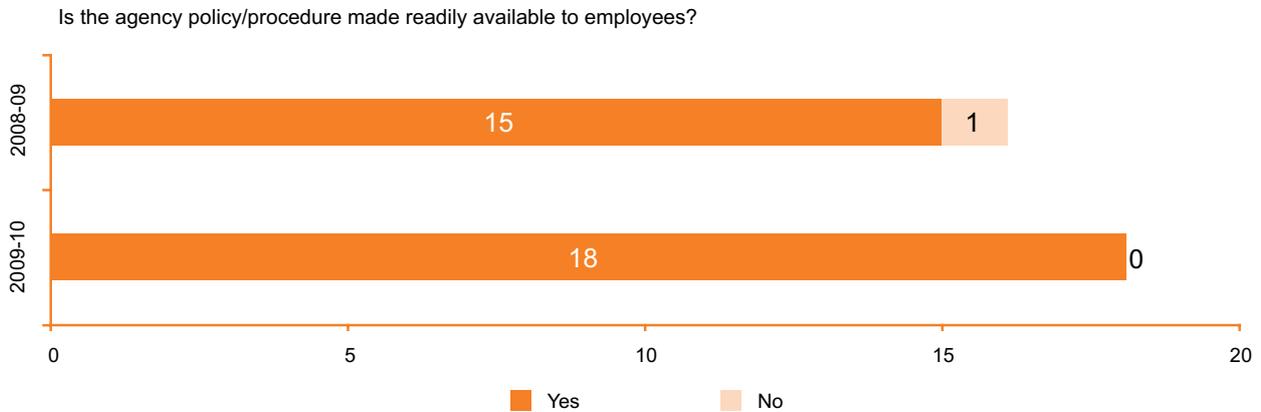
Additional qualitative information was sought against a number of other key indicators of observance of the principles of human resource management. Data obtained from the Aboriginal Areas Protection Authority is included for the purposes of this section of the report.

Merit Selection

In accordance with PSEMA, all selections shall be on the basis of merit. The principle of merit requires all appointments, promotion and transfers to be on the basis of 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.

Figure 10: Merit Selection Practices





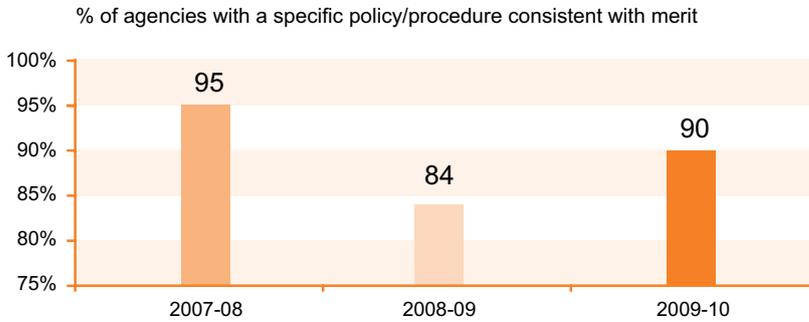
The data indicates a slight improvement on last year’s results. The two agencies that do not have a specific policy due to the very small numbers of employees indicated compliance with the Merit Selection Guide. All agencies indicated the Merit Selection Guide is readily available to employees and several agencies advised the Merit Selection - Good Practice Guidelines is also readily available to employees.

The results of respondents to the NTPS Employee Survey 2009 showed strong support for the concept of application for employment open to all with 81% of respondents agreeing that job vacancies are advertised publicly and 77% of respondents agreeing that people outside the sector have a reasonable opportunity to apply for vacant positions.

Just over half of the respondents to the NTPS Employee Survey 2009 provided overall support that employment is based on merit. Slightly less than half of respondents (49%) agreed that recruitment and promotion decisions in their workplace are fair. In regard to this response it should be noted the survey provided a cautionary note in interpreting this result by stating that “average responses to employee surveys will never demonstrate universal support for recruitment and selection process given the limited number of promotion opportunities within agencies and the limited exposure employees have to the recruitment process”.

Notwithstanding, the NTPS Employee Survey 2009 results indicate that CEOs need to ensure the principle of merit is applied consistently in their agencies.

Figure 11: Agency Specific Selection Practices



The data shows an improvement on last year's results, but still lower than 2 years ago indicating improvements are still necessary to ensure agencies' need to focus on developing policies consistent with the merit principle. As

a result of increased focus on merit selection, many agencies updated their policies and recruitment training programs to incorporate the more streamlined, flexible approach to selection discussed in the Merit Selection - Good Practice Guidelines.

Figure 12: Provision of Chairpersons Training



In addition to reviewing their policies, the provision of training for chairpersons within agencies continued to trend upwards with 7 agencies achieving a 76-100% training rate for the 2009-10 reporting period, compared to 4 agencies in the 2008-09 reporting period.

Results from the NTPS Employee Survey 2009 indicated that 57% of respondents who had served on selection panels felt they had the skills to select the best people to fill job

vacancies. Further to this the results showed that there was a greater confidence in the concept of employment based on merit if the respondent had participated on a selection panel.

Another indicator as to the success or otherwise of agencies applying merit in recruitment selections is information provided by the Promotions Appeals Board as shown in Figure 13.

Figure 13: Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Appeals	%
2009-10	1352	59	4.4%
2008-09	1532	59	3.9%
2007-08	1365	72	5.3%
2006-07	1255	54	4.3%
2005-06	1158	36	3.1%
2004-05	1215	100*	8.2%

*Includes 2 Bulk selection processes resulting in multiple appeals.

Figure 14: Outcome of Appeals

Outcome	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Allowed	1	1	3	1	3	0
Disallowed	47	27	16	29	31	37
Readvertised*	2	1	0	12	2	1
Withdrawn	38	8	4	15	15	8
Vacated (Cancelled)	55	5	23	21	6	1
Carried Fwd	7	1	9	3	2	2

* The average number of "readvertise" decisions is 1-2 per year, excluding 2007-08.

The declining number of appeals against promotions and continued small number of appeals which have been allowed suggests that merit selection processes have improved.

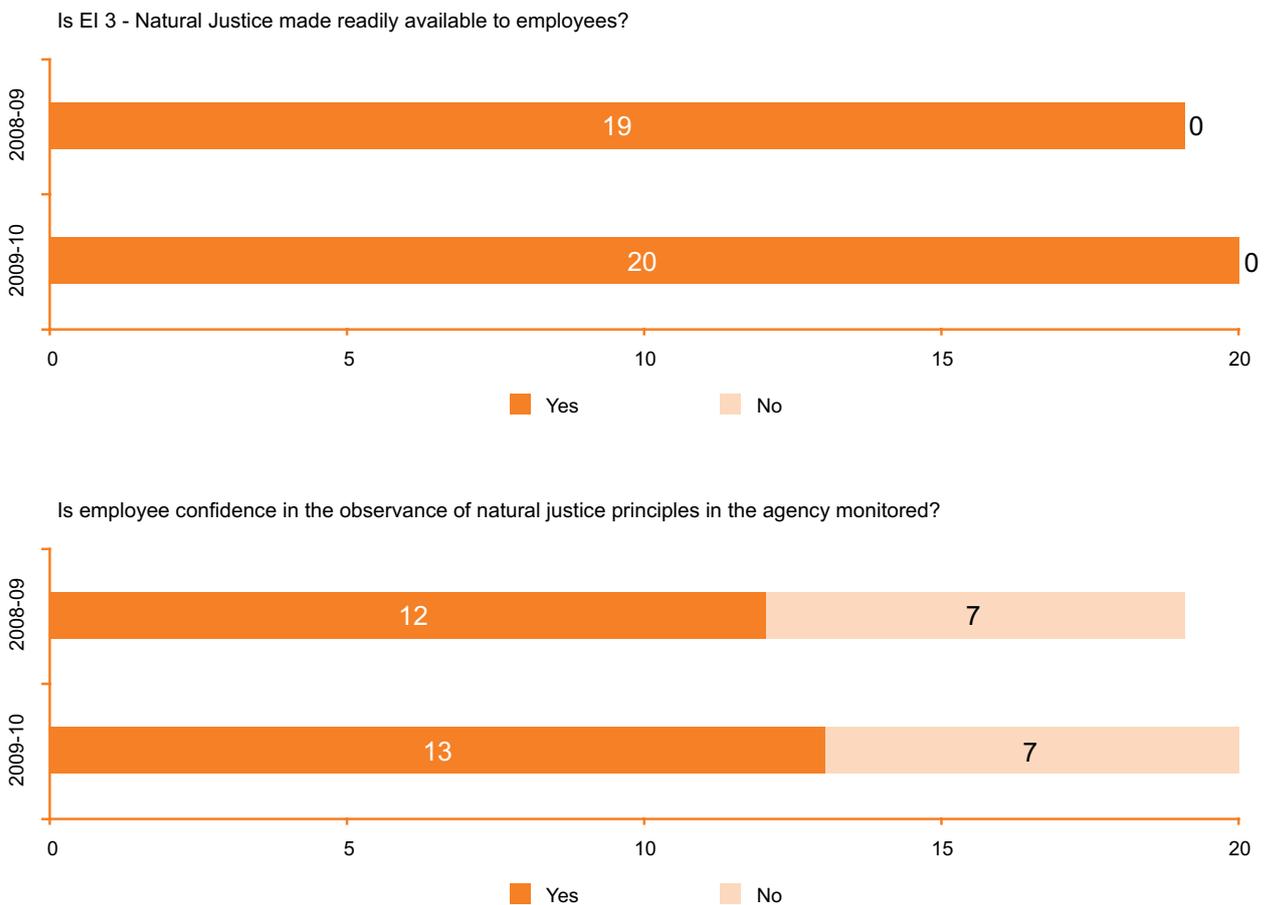
The improvement and emphasis on training is indicative of the improved feedback and promotion of good selection practices resulting from changes in the operation of the Promotions Appeal Board.

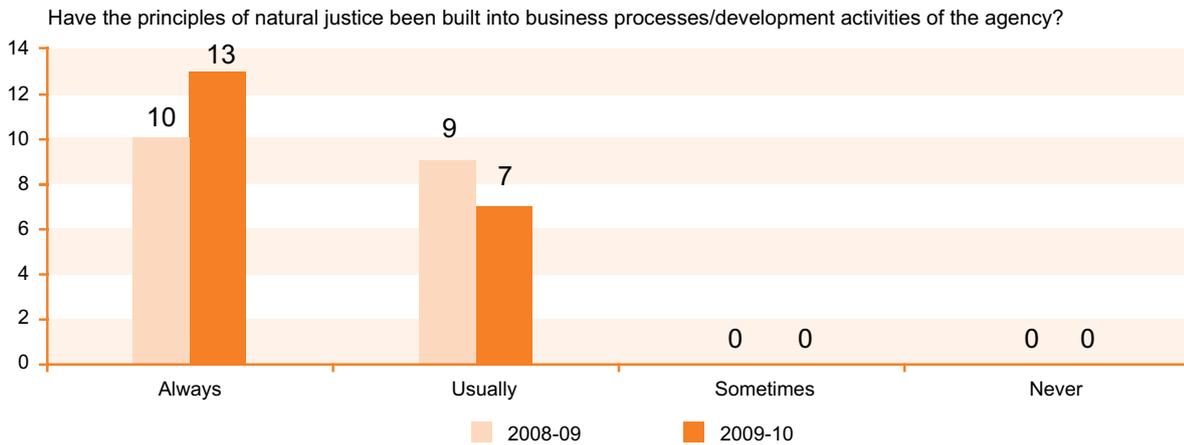
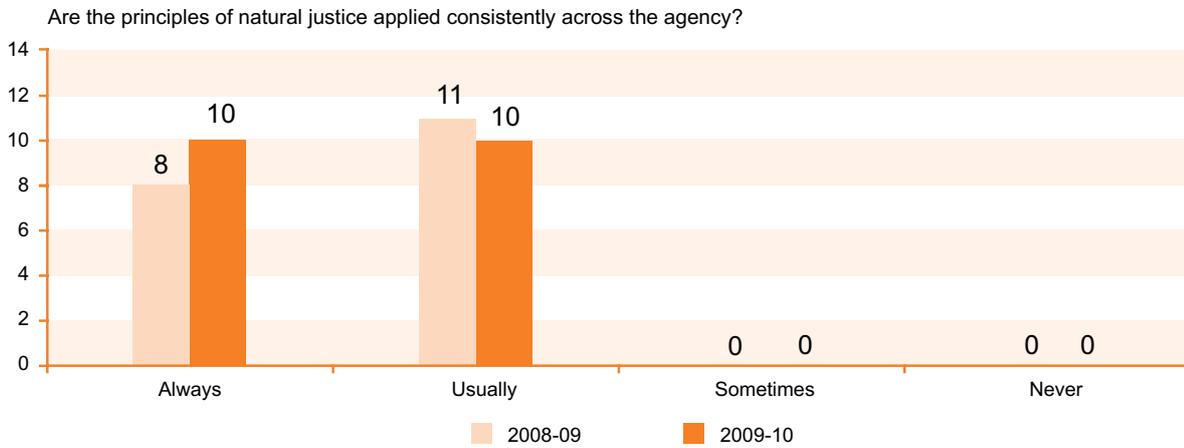
Fair Treatment in Employment

The principles of human resource management require that employees be treated fairly and not be subject to arbitrary or capricious administrative acts. Agencies can ensure fair treatment through the application of natural justice, promoting impartial, ethical and professional behaviour, informing

employees about issues directly affecting their employment, seeking employee consultation and input into processes, procedures and decisions and through monitoring employee confidence in employment practices. Qualitative data has been obtained from agencies in relation to these matters and is represented in the graphs below.

Figure 15: Application of Natural Justice

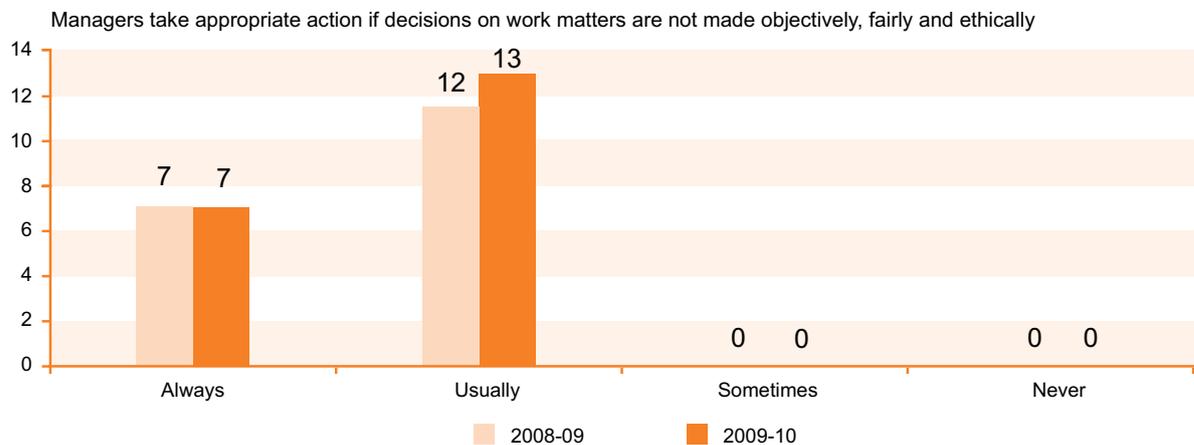
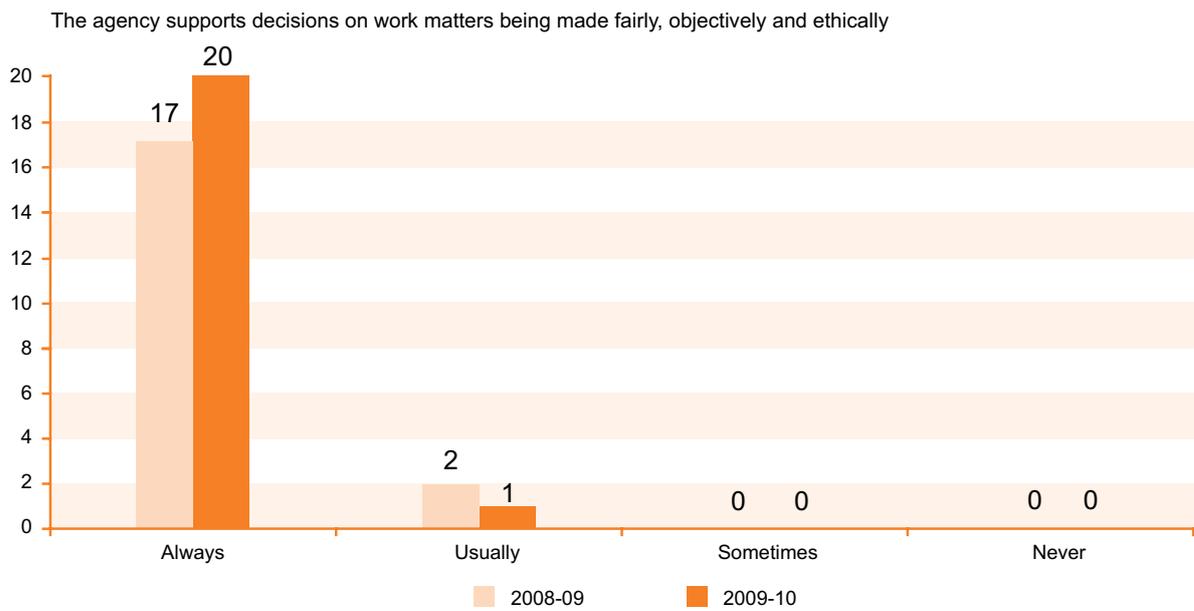
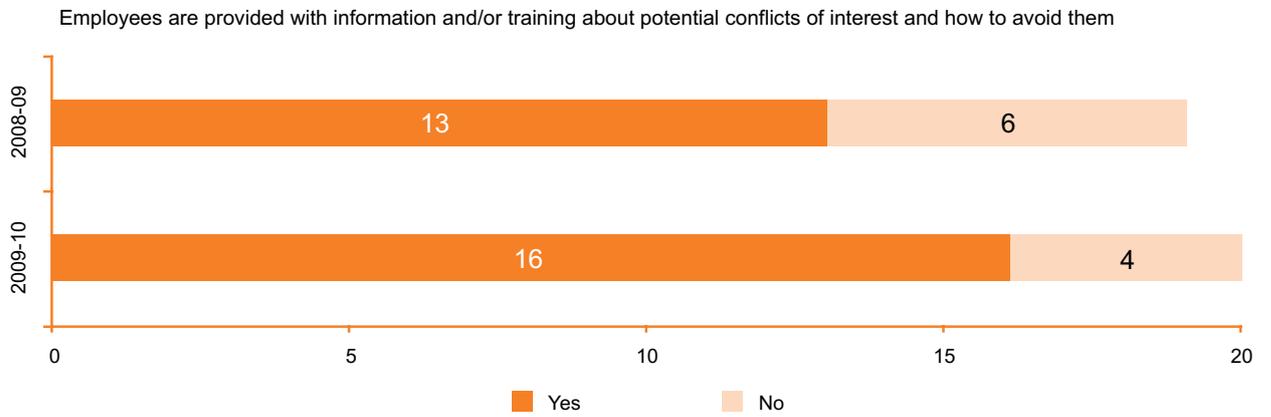




The data shows strong compliance by agencies with the application and observance of the principles of natural justice, although improvement is still required. The results are

comparable to last year's with an increase in the consistency of the application of natural justice across agencies as well as natural justice being built into business processes and development activities.

Figure 16: Promoting Impartial, Ethical and Professional Behaviour



It should be noted for the purposes of Figure 16, data from AAPA has been included in this group of graphs.

The data indicates a small increase in the number of agencies who provide training to staff about potential conflicts and how to avoid them. The data also indicates an increase in the number of agencies that actively support and encourage decisions on work matters to be made fairly, objectively and ethically. Agencies indicated through their comments that they have either conflict of interest policies in place or conduct annual reviews, and employees are regularly provided with information and training about conflicts of interest as part of their Induction programs.

The NTPS Employee Survey 2009 measured respondents' confidence in the requirement under the Principles of Conduct for employees to perform their official duties with skill, impartiality, professionalism and integrity. There was general agreement (71%) among employees who responded that their agency and the NTPS acts in an apolitical, impartial and ethical manner. A lower majority (63%) felt that decisions about work matters are fair, objective and ethical while a stronger majority of respondents (83%) reported that their agency encourages employees to behave in an ethical manner.

Informing Employees

Figure 17: Ensuring Accountability to Government

Method	Number of Agencies Using Method 2009-10	Number of Agencies Using Method 2008-09
Corporate and business/budget planning process	17	12
Internal newsletters and e-bulletins	15	13
Managers/supervisors/team meetings	19	15
As part of performance management processes	15	12
Promoted on the intranet	16	12
Other (methods include agency forums, CEO briefings, workshops and through annual reporting)	8	8

Figure 17 demonstrates the various methods of communication used by agencies to inform

employees about Government priorities relevant to their workplace.

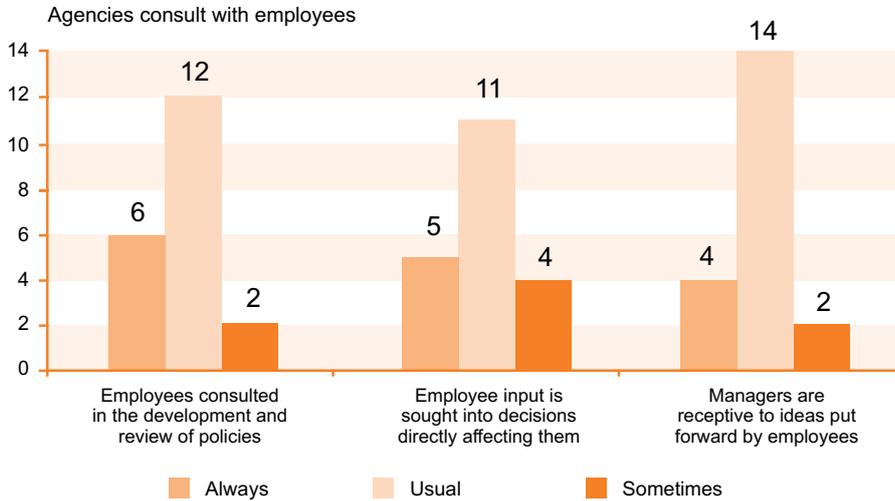
Figure 18: Seeking Employee Consultation and Input

Method	Number of Agencies Using Method 2009-10	Number of Agencies Using Method 2008-09
Communication from CEO	20	17
Senior Management and branch meetings	19	17
Team meetings and informal meetings	19	19
Communications plan/change management strategies	16	16
Regular newsletters, print and electronic	13	13
Intranet	17	13
Email	19	18
Other (includes joint consultative committees, staff forums, staff notice boards, annual focus groups, quarterly briefings and through performance management discussions)	7	11

Figure 18 demonstrates the various methods of communication used by agencies to inform

employees about workplace changes affecting them. Data provided by AAPA has been included in this graph.

Figure 19: Agencies Consult with Employees

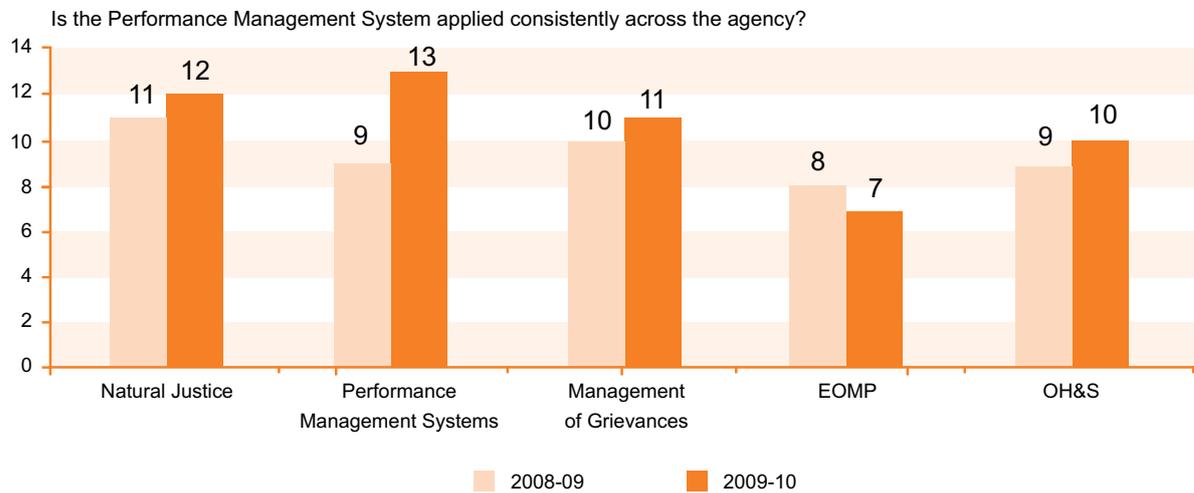


The data is comparable to last year’s results. While it illustrates agencies are making an effort to actively engage and consult with employees, there is still room for improvement.

The results of the NTPS Employee Survey 2009 showed 61% of respondents showed support for the concept of employee

consultation and input encouraged. It was also reported that less than half of the respondents (47%) believed that change is managed well. There was also a clear pattern of results that suggested where respondents felt confident about the quality of leadership they also believed change was managed well in their workplace.

Figure 20: Monitoring Employee Confidence



Many of the agencies monitor employee confidence across a number of processes to assist them to improve employment practices and ensure employees understand their employment rights. The data indicates that during the reporting period there was an

upward trend in employee confidence in all these areas.

Overall, 68% of respondents to the NTPS Employee Survey 2009 reported having confidence that the NTPS Principles are upheld in their workplace.

Promoting a Flexible Workplace

Improvements in human resource management extend to changes in workplace practices for employees, such as flexible working conditions.

Figure 21: Flexible Workplace Practices

Flexible Work Practice	Number of Agencies who have Approved Employees Utilising Flexible Work Practice 2009-10	Number of Agencies who have Approved Employees Utilising Flexible Work Practice 2008-09
Flexible Work Hours	19	15
Home Based Work	15	14
Job Sharing	9	11
Part-Time Work	18	16
Career Breaks	11	11
Part Year Employment	7	10
Short-Term Absences for Family and Community Responsibilities	12	15
Utilisation of Recreation Leave at Half Pay	14	14
Purchase of Additional Leave Scheme	10	8
NTPS Extended Leave Scheme	9	7

Employees across agencies have available to them a number of flexible work practices and agencies support their utilisation as demonstrated above. As the majority of agencies have delegated the authority to approve employee access to the various flexible work practices to the Managers of the relevant area to determine approval based on work place requirements, they are not able to provide accurate figures regarding uptake because these figures are not held centrally.

62% of respondents to the NTPS Employee Survey 2009 felt that their workplace culture supports people to achieve a good work-life balance and 65% that their manager/supervisor takes into account the differing needs and circumstances of employees when making decisions. Less than half (42%) felt that their workplace provides opportunities to work part time. The survey only measured access to part-time work and did not ask about other flexible working arrangements

Remuneration Commensurate with Responsibilities

To ensure remuneration is commensurate with responsibilities throughout the NTPS, designations of positions are evaluated in line with the Mercer CED Job Evaluation System (JES) and other formal provisions such as work level standards in workplace agreements. These evaluations measure the work value of the job relative to other jobs, and are not tools for remuneration setting. The resultant evaluation determines the designation of the job within a particular stream. Jobs are then paid at the salary level commensurate with that designation in the

stream. Ensuring jobs are evaluated properly in the NTPS assists the OCPE to determine remuneration linked to designations remains market competitive.

Agency reports indicate the majority of agencies make JES information readily available to employees and the percentage of agencies who regularly review job descriptions to ensure they accurately reflect the requirements of the job increased from 84% in 2008-09 to 89% this reporting period. The remaining agencies advised they were working toward improving review processes.

Developing Workforce Capability

Early Career Employment Programs

The public sector offers a variety of employment programs to increase and improve attraction and retention in the public sector.

Figure 22 summaries the programs centrally administered by the Department of Business and Employment (DBE).

Figure 22: Programs Centrally Administered by the Department of Business and Employment

	School Based Apprentices	Apprentices	Indigenous Cadetship Support Program	Graduates	Work Integrated Learning Scholarships	More Indigenous Teachers	Engineering Co-Op
Identified as Indigenous Australians	10	48	3	1	0	10	0
Age Range	15 to 19	17 to 54	18 to 27	21 to 48	18 to 26	17 to 56	17 to 20
Female	8	62	3	18	4	6	3
Male	4	39	0	20	4	4	6
Identified as persons with disability	1	0	0	0	0	0	0
Region	Darwin	see Figure 23	Darwin	Darwin	Darwin	2 x Alice Springs 8 x Darwin	Darwin
TOTAL	12	101	3	38	8	10	9

During the reporting period, Northern Territory Treasury (NTT) won the 'Building a Skilled Workforce' Category in the 2009 Chief Minister's Awards for Excellence in the Public Sector for their Graduate Development and Early Careers Programs. The Finance Officer in Training (FOIT) program provides a comprehensive and extensive package of training and development opportunities to graduates, which in turn serves to strengthen NTT's and NTPS' business and finance capabilities. During the reporting period, the FOIT program has been enhanced by the inclusion of a mentoring program.

There are 14 agencies that employ the 101 apprentices in various locations throughout the Northern Territory.

Figure 23: Location and Number of Apprentices

Location	Number of Apprentices
Alice Springs	21
Borrooloola	1
Cobourg	1
Darwin	67
Katherine	7
Mary River	1
Mataranka	1
Nhulunbuy	1
Walker Creek	1
Total	101

Figure 24 contains a break down of the disciplines undertaken by apprentices and gender breakdown. 61% of apprenticeships are undertaken by females. The most popular

apprenticeship remains the Certificate III in Business, followed by Certificate III in Conservation and Land Management and the Certificate II in Business.

Figure 24: Discipline Studied by Apprentices by Gender

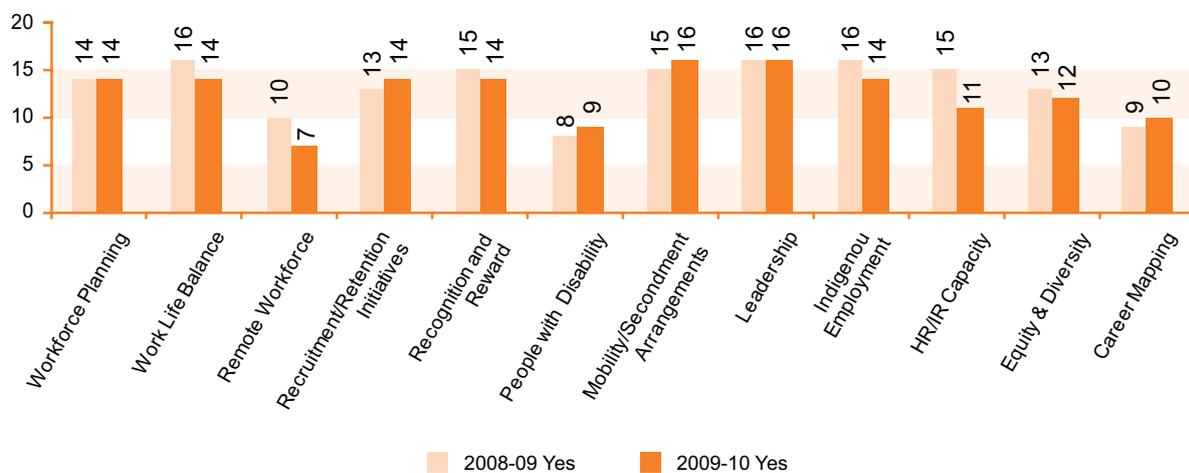
Qualification	Female	Male	Grand Total
Certificate II			
Agriculture	0	1	1
Business	7	1	8
Community Services Work	4	1	5
Conservation and Land Management	0	1	1
Horticulture	0	1	1
Seafood Industry (Aquaculture)	1	0	1
Tourism	0	1	1
Certificate III			
Health Services Assistance	2	0	2
Automotive Mechanical Technology (C) (Heavy Vehicle Road Transport)	0	2	2
Business	33	12	45
Captive Animals	2	1	3
Community Services	1	0	1
Conservation and Land Management	0	10	10
Dental Assisting	1	0	1
Horticulture	0	1	1
Hospitality (Commercial Cookery)	3	1	4
Information Technology	1	2	3
Laboratory Skills	0	1	1
Tourism (Guiding)	2	0	2
Tourism	2	0	2
Certificate IV			0
Conservation and Land Management	2	3	5
Diploma			0
Dental Technology	1	0	1
Total	62	39	101

Leadership Development

A number of agencies reported agency specific leadership and development programs being implemented or in place

during the reporting period, including the use of executive coaching. DOJ are continuing with their 'Emerging Leader' and 'First Time Manager' programs.

Figure 25: Learning and Development Activities/Initiatives



Future Workforce Planning and Development Challenges for the Public Sector

A major continuing challenge for the public sector is the ability to attract and retain skilled and experienced employees to counter the impact of the aging workforce, demographic change, current and projected service demands and the economic environment.

Section 59 Grievance Reviews

In 2009-10, 127 section 59 requests for reviews of treatment in employment were reviewed, compared to 113 in the preceding year.

The most common issues raised in grievances concern management actions or decisions, followed by selection processes; application

of procedures and policies; agency handling of bullying and harassment; and application of conditions of service.

The grievance review unit takes a flexible approach, concentrating, when possible, on achieving resolution through discussion, negotiation and mediation. This is achieving positive results: in only 8 instances has it been necessary for the Commissioner for Public Employment to specifically direct an agency to change their original action or decision.

The grievance process reveals occasional examples of poor management or decisions. However, the number of grievances and their outcomes does not indicate any general pattern of poor management practices across agencies.

Redeployment, Discipline and Inability

Overview

Specific details were sought on the numbers of actions under these processes and the outcomes to compare with previous data to determine trends or critical interventions.

Redeployment

Where a CEO is of the opinion that a permanent employee is potentially surplus to the requirements of his or her agency, (the employee cannot be reasonably utilised within the agency due to a lack of suitable remunerated duties and/or inability to utilise the specific expertise and skills of

the employee), and the agency has made all reasonable attempts to find a suitable placement for the employee, the person may be referred to the OCPE in accordance with section 41 of PSEMA as a redeployee.

Where an employee is accepted as a redeployee, they may be transferred to an alternative position in accordance with section 42 of PSEMA, or offered redundancy in accordance with section 43(2) of PSEMA.

The following table summarises the actions taken in accordance with section 41, 42 and 43(2) of PSEMA.

Figure 26: Action taken in accordance with the Public Sector Employment and Management Act

Year	Employees declared potentially surplus	Employees declared potentially surplus transferred	Employees made redundant
2008-09	1	0	2
2009-10	11	1	10

The increase in numbers during the 2009-10 reporting period compared to the

2008-09 reporting period can be attributed to the outsourcing of the NT's Aero Medical Services to Careflight (NSW).

Discipline and Inability

Section 18 of PSEMA requires the Commissioner for Public Employment to report on the extent to which discipline and inability procedures have been invoked in the NTPS.

Figure 27: Summary of Discipline 2004–10

Year	Provision	Cases B/Fwd	New Cases	Cases Completed	Cases C/Fwd
2009-10	Summary Dismissal	0	5	5	0
	Discipline*	47	90	101	36
2008-09	Summary Dismissal	0	3	3	0
	Discipline*	35	84	72	47
2007-08	Summary Dismissal	0	5	5	0
	Discipline*	28	58	51	35
2006-07	Summary Dismissal	0	0	0	0
	Discipline*	16	62	50	28
2005-06	Summary Dismissal	0	2	2	0
	Discipline*	17	25	26	16
2004-05	Summary Dismissal	0	1	1	0
	Discipline*	7	42	32	17

**Excluding summary dismissal*

The results of the table above indicate the number of employees summarily dismissed as a result of significant breaches of discipline remains steady, while there has been an increase in the number of formal discipline

actions against employees. Agencies have indicated an increase in the number of discipline actions invoked for inappropriate computer use as agencies are increasingly vigilant and more proactive in addressing these inappropriate behaviours.

Figure 28: Inability Cases 2004–10

Year	Cases B/Fwd	New Cases	Cases Completed	Cases C/Fwd
2009-10	9	16	12	13
2008-09	8	6	5	9
2007-08	2	8	2	8
2006-07	3	1	2	2
2005-06	1	2	0	3
2004-05	2	0	1	1

The results indicate the number of new inability cases in this reporting period have increased significantly. It should be noted the majority of the increase is the result of a rise in the number of medical inability cases actioned under Part 7 of PSEMA and can be attributed to one

agency. Medical inability arises as a result of an employee's temporary or permanent incapacity to perform their assigned duties. As can be seen from the data inability processes are not quickly resolved and are therefore not entered into lightly.

Examples of Best/Innovative Practice

This section is an opportunity for agencies to showcase examples of best/innovative practice people management policies and procedures in areas such as equity and diversity, workforce planning, work life balance, indigenous employees and leadership. Summaries of agency development activities have been incorporated within the Developing Workforce Capability section of this report.

Biennial Staff Surveys

As part of the NTPS Reform and Revitalisation agenda, Cabinet approved the introduction of biennial whole of sector staff surveys to assist the NTPS to gauge employees' satisfaction with their work, agency performance and to highlight areas for improvement. The results of this survey have been referred to in the previous sections of this report.

The survey was conducted in all agencies during July and August 2009. All employees (approximately 18,000) covered by PESMA were invited to participate in the survey. The participation rate was 25% which compares favourably with rates from similar surveys conducted in other jurisdictions.

The results were analysed by Voice Project, Department of Business, Macquarie University and a whole of sector report was produced as well as reports for individual agencies. The *Northern Territory Public Sector Employee Survey Report 2009* was distributed electronically to all NTPS employees on 5 January 2010.

A task force was established with agency representatives to develop practical interventions to address the areas highlighted as opportunities for improvement. A high level *Whole of Sector Response Plan* was developed by the taskforce addressing all areas identified in the *NTPS Employee Survey 2009 Report* as opportunities for improvement. The plan was endorsed by the Coordination Committee and was subsequently published on 26 March 2010.

The next biennial staff survey will be held in 2011.

Equity and Diversity

The review of PSEMA was completed in the first half of 2010 and the drafting of the revised PSEMA is underway and due for completion by the end of 2010. As a part of this revision, the definition of merit will be amended to include the value of diversity that a person from an equal employment opportunity (EEO) target group such as women, Indigenous Australians and people with disability, brings to the workplace.

The Department of the Chief Minister (DCM) has an integrated EEO Plan which incorporates the requirements of relevant equity and diversity whole of sector strategies. The Department of Health and Families (DHF) delivers an *Aboriginal Cultural Awareness Program* aimed at providing staff with the skills, knowledge and attitudes to work effectively with Aboriginal clients. NTT has an Equity and Diversity Framework to ensure the principles of equity and diversity are accepted

by all and are maintained by the agency. Employees of the OCPE celebrated NAIDOC Week 2009 by participating in an informative talk, demonstration and walk through the bush conducted by the Larrakia Minbeni Women Rangers.

Recruitment and Retention Initiatives

The People and Development team in DBE provide one-on-one recruitment coaching to agency staff as well as assisting managers to develop retention strategies. DCM has developed for implementation in 2010-11 a *Post Appointment Feedback Survey* after 3 months service to identify if the employee's expectation through the recruitment process and first three months of employment have been met.

Along with new recruitment methodologies and website, DET have appointed teacher support officers in Palmerston and Rural, Arnhem, and Central Australian regions to support teachers in remote schools. DET have also developed a partnership with Charles Darwin University (CDU) and interstate universities to increase potential graduate applicants for the NT and implemented a remote retention bonus after one year of service. The Power and Water Corporation carried out Employer Branding project focus groups.

As a way of overcoming the challenges of recruiting and retaining people in hard to fill positions, particularly in a tight labour market, NTT participated in the 2010 Reinvent Your Career Expo in Brisbane. The Expo targeted

people looking for a career change with the focus being on people over the age of 35 looking for a career change.

The Northern Territory Auditor-General's Office (AGO) provided training resources and support to external audit firms to welcome new auditors and encourage the development of this workforce. AGO provided training resources and support to new NTT graduates to assist with their introduction to the NTPS and provide a greater understanding of the role of auditing in the NTPS.

During the reporting period DHF, NTT, the Department of Construction and Infrastructure (DCI) and the Department of Lands and Planning (DLP) undertook a range of recruitment initiatives which have been summarised in Figure 29. Further to this the Northern Territory Police, Fire and Emergency Services (PFES) carried out targeted recruitment campaigns for attracting Indigenous and female recruits.

Figure 29: Recruitment Initiatives Undertaken by Agencies

Department of Health and Families	
Program	Description
Certificate III in Health Support Services	<p>This program provides Patient Care Assistants with accredited training, workplace skills and a high level of competence in the application of these skills within the workplace.</p> <p>32 Patient Care Assistants have completed the program with a further 30 currently being trained.</p>
Certificate IV in Government (Investigations)	25 DHF participants completed the DHF tailored program with 12 of the participants being Human Resource (HR) services consultants.
Productivity Places Program	<p>DHF has utilised places under the Productivity Places Program to enhance skills, build capacity and create pathways from the Administration to the Professional Stream. The placements were as follows:</p> <ul style="list-style-type: none"> • 10 – Diploma of Child, Youth and Family Intervention • 10 – Diploma of Community Services • 2 – Diploma of Occupational Health and Safety • 2 – Diploma of Disability • 2 – Certificate IV in Occupational Health and Safety • 3 – Certificate III in Community Services Work
Studies Assistance	<p>The following Studies Assistance opportunities were provided:</p> <ul style="list-style-type: none"> • 24 – Allied Health • 2 – Dental • 5 – Human Resource Management • 23 – Medicine • 4 – Mental Health • 2 – Pharmacy • 3 – Public Health • 1 – Radiography • 5 – Social Work

Department of Health and Families (Continued)

Program	Description
Aboriginal & Torres Strait Islander Studies Assistance	<p>The following Aboriginal & Torres Strait Islander Studies Assistance opportunities were provided:</p> <ul style="list-style-type: none"> • 1 – Aboriginal Health Worker • 1 – Allied Health • 2 – Community Services • 2 – Nursing • 4 – Social Work
Remote Workforce Grants	<p>The Remote Workforce Development Grants provide funding to improve equity of access to training and development opportunities for remotely located DHF staff.</p> <p>22 Remote Workforce Development Grants, in different disciplines, were provided.</p>

Northern Territory Treasury

Program	Description
Study Assistance	Treasury provided study assistance for university and Certified Practising Accounting courses for 31 employees.

Department of Construction and Infrastructure

Program	Description
Engineering Scholarship Program	<p>In response to the engineering skills shortage areas, DCI worked in partnership with CDU to develop a scholarship program which is designed to attract NT students and to build the local capacity.</p> <p>There are currently 11 scholarship holders.</p>
Civil Technical Trainee Program	The program continues to be successful in enhancing the technical skills available in the NT, with 21 trainees currently undertaking the program.

Department of Lands and Planning	
Program	Description
Enhanced Employment Programs	<p>The agency offers a range of scholarships and employment opportunities as a way of addressing the future workforce. The placements were as follows:</p> <ul style="list-style-type: none"> • 2 – Apprentices Certificate III Automotive (Heavy Vehicle) • 5 – Trainees in Associate Degree in Spatial Science • 1 – Co-op Scholarship in Engineering • 1 – DLP Naval Architecture scholarship • 1 DLP scholarship studying Urban and Regional Planning • 2 – Work Integrated Learning Scholarship holders studying Bachelor of Engineering at CDU • 3 – Graduates with qualifications in Urban Planning, Accounting and International Business

Workforce Planning

A major continuing challenge for the NTPS is the ability to attract and retain skilled and experienced employees to counter the impact of the aging workforce, demographic change, current and projected service demands and the economic environment.

During 2008-09, OCPE developed, in consultation with agencies, a whole of sector workforce planning framework and methodology entitled *Making Workforce Planning Work in the NT Public Sector*. The aim of the framework is to have a common understanding of what workforce planning is across the NTPS and a methodology available to agencies to assist with their own planning activities. To support the people data analysis required for workforce planning, in 2009-10

the DBE in consultation with OCPE developed specific workforce planning reports in the Personnel Information and Payroll System (PIPS).

Indigenous Employment

The *Northern Territory Public Sector Indigenous Employment and Career Development Strategy 2010-12* has been developed in consultation with public sector stakeholders.

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.

Since the IECDS has been released and within this reporting period, the following whole of sector key actions have been completed:

- 1 Whole of sector *Protocols for Acknowledgment and Welcome to Country*.
- 2 Identification of agency Indigenous Employment and Career Development Champions and Coordinators.
- 3 Reinvigorated *Lookrukin-Indigenous Women's Leadership Development Program*.

The IECDS is intended to compliment and support the numerous efforts being made by agencies towards improving Indigenous employment outcomes.

DBE actively participates in and is responsible for managing the ongoing NTPS Indigenous Employment Program (IEP) that was originally piloted in the 2008-09 reporting period. The IEP is specifically designed to attract

Indigenous job seekers wishing to enter or return to the workforce and equip them with foundation skills to be employed in entry level administration positions. Along with completing a Certificate II in Business through CDU, those participating in the program are required to participate in two structured work placements with sponsoring agencies before commencing in a permanent position. NTT reported that a participant on the pilot program in 2008-09 was offered permanency in September 2009.

DET's More Indigenous Teachers (MIT) program supports Indigenous employment by providing financial and holistic support for Indigenous people whilst completing a Bachelor of Education. Currently there are 35 Indigenous people on temporary employment contracts with DET studying a teaching degree. There are also 6 fulltime DET employees who are currently on this program to upgrade their school based position and become qualified teachers. Since inception in 2007, the MIT program has helped produce 23 qualified teachers. There are a further 16 who are expected to be fully qualified and teaching in schools for the beginning of the 2011 school year.

In addition to the MIT program, Indigenous employees in DET participate in the Stepping Up program which aims to deliver high quality career development support and leadership coaching. One session has already been completed with a further round to be conducted from August 2010 to November 2010. The DHF Stepping Up program is also well attended by their Indigenous employees, with 9 participating in the 2010 program.

As previously mentioned under workforce planning, the DHF is continuing its work under the nationally acclaimed *Aboriginal and Torres Strait Islander Strategic Workforce Plan 2008-2011* which aims to increase the number of Indigenous people in the health workforce; sustain the NT health workforce in regional and remote areas; provide access to education and training for both new and existing workforce; provide workforce reform activities that are grounded in evidence; and meet the workforce commitments to National Partnership Agreements.

The Department of Resources runs a program entitled *Indigenous Australians in the Workplace – Making a Positive Experience for All*. This program contains specific employment related scenarios and questions participants may have, including those around the workplace environment. The course is aimed at addressing workplace issues, improving retention and making the Department of Resources attractive as a place to work.

NTT has continued its involvement in programs such as Charles Darwin University's *Taste of Uni*. The program brings Indigenous high school age students onto the Charles Darwin University campus to encourage and promote further education and employment options, as well as the opportunity for NTT employees to meet, speak and promote the agency and the NTPS directly to the students.

PFES have the Aboriginal Community Police Officer scheme and targeted recruitment to encourage Indigenous applicants as well as targeting Indigenous school based apprentices.

OCPE successfully completed the first NTPS Work Experience Program in Alice Springs with Yirara College during May 2010. The Work Experience Program follows on from the success of an earlier program in Darwin for Remote Indigenous Boarders in late 2008 and further placements in 2009. The Yirara College students who participated in this one week program were all remote Indigenous students from Marlinja, Elliot, Mungoobada (Robinson River), Miniyerri (Hodgson Downs) and Ltyentye Apurte (Santa Teresa). During this reporting period a total of 12 remote Indigenous boarding school students undertook placements in Darwin and Alice Springs.

People with Disability

The *Willing and Able Strategy 2009–2012 – a strategy for the employment of people with disability in the Northern Territory Public Sector* was presented to agencies in October 2009. The purpose of the *Willing and Able Strategy* is to increase attraction and retention, and improve career enhancement opportunities for people with disability in the public sector enabling the workforce to reflect the diversity of the community it serves. There are four key focus areas of the *Willing and Able Strategy* - Attraction and Retention; Communication; Leadership and Career Development, and Accessibility in the Workplace.

To encourage the participation of people with disability in leadership and career development opportunities, OCPE offers to sponsor a participant on the *Public Sector Management Program* and *Discovery – Women as Leaders* program.

An additional category, Improving Opportunities for People with Disability, was introduced to the 2009 Chief Minister's Awards for Excellence in the Public Sector to recognise outstanding leadership and achievements that promote an inclusive and supportive work environment for people with disability. Four nominations were received and the winner was Food Services at the Royal Darwin Hospital, Department of Health and Families with their initiative 'Nurturing People with Disability in the Workplace – A Team Approach!'

All agencies contribute annually to a levy for the Project Employment Scheme. These funds are managed by OCPE and are used to reimburse the direct wage costs to agencies for the employment of people with intellectual and/or learning disabilities. During the year, 12 participants have been employed in a range of agencies under the Project Employment Scheme. Since the commencement of this scheme, over 55 participants have been offered employment opportunities, and of this group 28 continue to work in the public sector.

Career Development

The *NTPS Capability and Leadership Framework* was introduced in July 2010, but is important enough not to wait until next year's report to mention.

The Capability and Leadership Framework provides a common language to support consistent whole of sector capability development for the NTPS and is designed to ensure leadership capabilities and

behaviours exist to meet the challenges for the future. It consists of five core capabilities: shapes strategic thinking, achieves results, cultivates productive working relationships, exemplifies personal drive and integrity and communicates with influence. The Capability and Leadership Framework also enables employees to identify key capabilities required of them in their current role, and help identify areas of growth for future career development.

As a part of DET's commitment to work with the Indigenous Education Leadership Institute to develop and implement a leadership succession planning strategy for very remote schools, the Institute of School Leadership Learning and Development coordinated a Stronger Smarter Leadership development program. This program targets leaders in very remote schools.

DET also worked with Stronger Smarter Institute to coordinate delivery of a Stepping Up program, designed to identify career aspirations and develop leadership skills. In the reporting period, ten Indigenous employees across DET completed the program.

Leadership

The development of the Capability and Leadership Framework during the reporting period will have an influence on the calibre of the leadership in the NTPS in years to come.

The Northern Territory Government and CDU are members of the Australia and New Zealand School of Government (ANZSOG). The programs provided by ANZSOG focus on the critical elements of

public policy, administration and management. The NTPS and CDU 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 the NTPS has been fortunate to have ten highly regarded employees accepted into two of ANZSOG's prestigious Masters and Fellowship programs.

During the reporting year, OCPE hosted two ANZSOG breakfast seminars. Professor Paul 't Hart, international guest speaker, spoke on the topic 'Leadership in Times of Crisis' and Dr George Argurous discussed 'Cost Benefit Analysis or Multi-Criteria Analysis - Competing or Complementary Approaches to Decision Making'.

Stages one and two of the *Executive Leadership Development Strategy* 'Making it Happen' implementation plan were undertaken in early 2009. Under this activity a number of senior managers from some agencies participated in a 360 degree feedback program. A collective analysis of the strengths and development needs for Executive Feeder Groups and Executive Groups was provided to chief executives in September 2009 together with agency specific reports. In collaboration with agencies, work has commenced to develop options to address the leadership capability gaps identified through the 360 degree feedback program and this work should continue into the next reporting period.

One of the key focus areas of the IECDS, is to reinvigorate *Lookrukin-Indigenous Women's Leadership Development Program*. *Lookrukin* has been specifically designed to offer Indigenous women in the NTPS an opportunity to gain the knowledge and skills to build capacity in their current position and to develop their potential. Participants undertake a Diploma of Management at CDU.

The program commenced with a three day residential in April 2010. 20 Indigenous women have been accepted on this program with 17 from the NTPS, two from CDU and one from the Australian Government. NTPS agencies represented are DOJ, DCI, AAPA, DET, PFES and Department of Housing, Local Government and Regional Services. The program is schedule to conclude before the end of 2010 with the graduation ceremony to be held in early 2011.

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 NTPS in Darwin and Alice Springs and is well supported. This reporting period, a total of 40 women attended the programs, bringing the total participants since 2001 to over 200.

DET held a Leaders Forum in April 2010 which engaged approximately 200 school leaders and senior DET officers with the forum focus on Assessment for Learning. DET employees were also supported during the

reporting period to implement a Capability and Leadership Framework.

DHF had a number of leadership focused development programs undertaken by their employees during 2009-10. These include 'First Line and Middle Manager Leadership and Management Development Programs', 'Finance for Cost Centre Managers', 'The Essentials of Leading People Parts 1 and 2', 'Managing Procurement Parts 1 and 2', 'Mediation Skills for Managers', 'Dealing with the Tough Stuff' and 'Stepping Up'. Apart from the attendance on OCPE managed leadership programs, DHF also supported employees to attend the South Australian Health 'Health Leads Leadership and Development Programs' and the 'Australian Applied Management Colloquium'.

During 2009-10, NTT continued its two year succession planning initiative which provides employees from the Deputy Under Treasurer role down to middle management, with an opportunity to broaden their experience through a combination of rotations in different areas of NTT or the opportunity to act in more senior roles. NTT also supported two senior directors to undertake ANZSOG's 2009 Strategic Leadership Program.

Human Resource/Industrial Relations Capacity

OCPE hosts HR Forums on a quarterly basis to build capacity of NTPS HR practitioners and business managers. The forums are designed to develop HR and industrial relations (IR) capacity by sharing an understanding on contemporary issues and initiatives impacting

on the NTPS. OCPE coordinated and delivered a number of HR and IR capacity building sessions which included NTPS Employment Framework, Recruitment/JES/Preparation of Submissions to OCPE, Termination of Employment, Management of Surplus Employees, Inability, Discipline and Grievances and Executive Contract Officers.

OCPE also co-sponsors the Chair of Governance and the Professor of Human Resources under the CDU and Northern Territory Government partnership agreement. Under the auspices of this partnership agreement, representatives from OCPE, DCM and CDU worked in collaboration to design the Machinery of Government training package. This training package won the Cross Collaboration category of the 2009 Chief Minister's Awards for Excellence in the Public Sector.

Agencies reported the building of HR and IR capacity in their managers by holding HR/IR awareness sessions as well as building capacity in their HR teams through tailored structured programs.

Remote Workforce

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 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 NTPS employees'. Its implementation is managed by OCPE. Over 800 remote employees across the NT received RWD funding to attend professional development activities this financial year.

In addition to the RWD funding accessed by agencies, there were a number of further initiatives reported by agencies during the reporting period. These include the Remote Travel and Safety Policy and Procedure developed by DCI, rotations in regions were identified and promoted by DLP to participants on their graduate and scholarship programs and PFES held training workshops for its remote employees.

DET employees make up a large proportion of the NTPS remote workforce and described several initiatives used for the development of their remote people. One such initiative is the development of the Remote Teaching Service (RTS) to support 82 of the agency's most remote and complex remote schools to attract and retain high quality teachers. Further to this, the RTS developed a Remote Pre-service Scholarship Program for selected final year teaching students which aims to provide quality teaching practicum for local and interstate pre-service teachers in order to expand the pool of potential teachers in schools.

DET have also developed an employment-based literacy resource to support remote Indigenous early childhood workers and had

12 participants on the Remote Indigenous Teacher Education Program which involves undertaking a two year pre-service teacher education program delivered by Charles Darwin University. Finally, DET continued to progress the Community Development Employment Project Transition Program which was recognised by winning the "Engagement with the Community" Category of the 2009 Chief Minister's Awards for Excellence in the Public Sector.

During the reporting period, DHF was allocated funding of \$600,000 through the Digital Regions Initiative for the implementation of an eLearning strategy. The focus of the project is to increase the availability and flexibility of training and development opportunities for DHF staff especially in the remote and regional areas. Work by DHF on the project has been ongoing since the allocation of funding in December 2009 and will continue through the next reporting period.

Mobility and Secondment

The Broadening Our Horizons – Avenues for Career Mobility policy is a key policy paper to support the mobility of employees within the NTPS and between the NTPS and other organisations.

A number of agencies reported the importance of mobility within their agency and support across the NTPS and to external organisations as a way to increase the capacity of the NTPS workforce and meet their succession planning objectives. Secondment arrangements were reported in place with other jurisdictions, CDU,

Batchelor Institute of Indigenous Tertiary Education, non government organisations, Flinders and Menzies School of Health Research, Northern Land Council, Desert Knowledge Australia, industry associations and international exchange for Fire and Rescue employees.

Occupational Health and Safety

DCI ensured that all employees who are required to go 'on-site' undertake White Card Training. DCI has developed and introduced their Remote Travel Safety Policy and Procedure, as mentioned previously.

The Department of Natural Resources, Environment, the Arts and Sport (NRETAS) developed an OH&S Management Plan that includes a Workflow Process Review System. The system uses a checklist methodology and is designed to assess NRETAS's OH&S. Within the reporting period, two reviews have been carried out indicating that NRETAS's processes are in line with current industry standards.

Northern Territory Public Sector Staffing Statistics



Staffing Statistics

Overview

References to the NTPS in this report include the agencies listed in Figure 34 on page 69. The NTPS does not include Charles Darwin University, the Batchelor Institute of Indigenous Tertiary Education, Centralian College, NT Rural College, Menzies School of Health Research, Territory Insurance Office and the Legal Aid Commission. It includes a substantial number of people employed under Acts other than PSEMA, including uniformed police, employees of Tourism NT, employees of the Aboriginal Areas Protection Authority and ministerial staff.

It should also be noted that the total public sector numbers described in this report are slightly different to those described in the NT Treasury Budget papers, as this report includes the Power and Water Corporation.

Equity and Diversity

Information on the representation of EEO groups in the NTPS is stored in PIPS. NTPS employees voluntarily identify their own EEO status, usually when they start employment.

The data tends to under-represent the actual number of employees who are Indigenous, people with disability and people from culturally diverse backgrounds.

There are a number of reasons why people may choose not to disclose their EEO status, including fear of stigma or discrimination or feeling that their disability does not affect their ability to perform their job. However, the introduction of agency censuses and improvements in data collection and processing have been responsible for at least some of the increases in the percentage values over the past seven years.

At June 2010, NTPS employees had identified as being:

- Indigenous (8.1 per cent)
- a person with disability (1.5 per cent)
- a person from culturally diverse background (3.7 per cent).

Figure 30 highlights the annual changes.

Figure 30: Representation of Equal Opportunity Groups in the NTPS

Category	June 2002	June 2003	June 2004	June 2005	June 2006	June 2007	June 2008	June 2009	June 2010	Eight-year change
Indigenous Australians	4.6%	5.0%	5.7%	6.6%	6.9%	7.3%	7.7%	8.1%	8.1%	3.5% pts.
People with disability	1.4%	1.3%	1.7%	1.8%	2.1%	1.9%	2.0%	1.8%	1.5%	0.1% pts.
People from culturally diverse background	2.2%	2.3%	3.6%	4.1%	4.9%	4.7%	4.2%	4.0%	3.7%	1.5% pts.
Women in executive management (EO1 to ECO6)	26%	26%	27%	31%	32%	34%	37%	40%	40%	14.0% pts.

The NTPS has improved equity in employment outcomes for all EEO groups. In particular, outcomes for women and Indigenous employees over the past eight years continue to gradually improve, particularly women in executive management which has increased by 14 percentage points.

Staffing Levels

Figures 31 and 32 show movements in total staffing in the NTPS compared to changes in the Northern Territory population and employment numbers from the early 1980s to 2010. There has been an overall increase in public sector employment from around 14 200 to 18 657 persons over this period. While data from the 1980s and early 1990s was compiled under a different methodology to that used subsequently, the basic definitions and assumptions are similar enough to make broad comparisons valid.

Since the early 1990s, a full-time-equivalent (FTE) figure based on payroll has been used to track numbers of employees, and this provides more robust data than that used previously. Nevertheless, the overall time series from the late 1980s to the 1990s is quite smooth, as can be seen clearly from Figure 33, which indicates that the effects of the changeover at that time were marginal.

Figure 31: Growth in the NTPS Compared to Labour Force, Employment and Population Movements 1990–2010

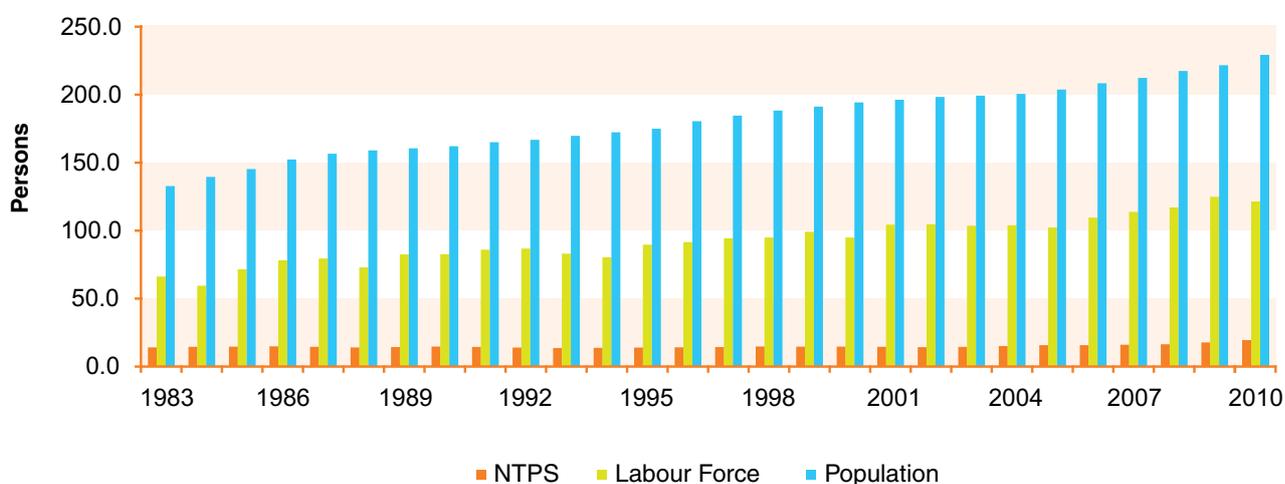
		1990	1991	1992	1993	1994	1995	1996
NTPS	('000)	14.8	14.5	14.1	13.7	13.9	14.1	14.2
	%Growth/Yr	2	-2	-3	-2	1	1	1
	Growth Index ^	104	102	99	97	98	99	100
Labour Force #	('000)	82.6	86.0	86.8	83.0	80.4	89.7	91.6
	%Growth/Yr	0	4	1	-4	-3	12	2
	Growth Index ^	125	130	131	125	121	135	138
Employment #	('000)	77.0	78.3	80.8	76.5	74.8	83.2	86.0
	%Growth/Yr	0	2	3	-5	-2	11	3
	Growth Index ^	126	129	133	126	123	137	141
Population *	('000)	162.1	165.0	166.8	169.7	172.3	175.0	180.5
	%Growth/Yr	1	2	1	2	2	2	3
	Growth Index ^	122	124	126	128	130	132	136
		1997	1998	1999	2000	2001	2002	2003
NTPS	('000)	14.4	14.9	14.7	14.8	14.6	14.4	14.6
	%Growth/Yr	1	3	-1	0	-1	-2	2
	Growth Index ^	102	105	104	104	103	101	103
Labour Force #	('000)	94.4	94.9	99.2	94.9	104.4	104.7	103.6
	%Growth/Yr	3	1	4	-4	10	0	-1
	Growth Index ^	143	143	150	143	158	158	156
Employment #	('000)	89.0	90.5	95.1	90.3	97.3	99.4	97.3
	%Growth/Yr	4	2	5	-5	8	2	-2
	Growth Index ^	146	149	156	148	160	163	160
Population *	('000)	184.6	188.3	191.3	194.3	196.3	198.3	199.3
	%Growth/Yr	2	2	2	2	1	1	0
	Growth Index ^	139	142	144	146	148	149	150
		2004	2005	2006	2007	2008	2009	2010
NTPS	('000)	15.2	15.8	15.8	16.1	16.5	17.9	18.7
	%Growth/Yr	4	4	0	2	2	8	5
	Growth Index ^	107	112	112	114	116	126	131
Labour Force #	('000)	103.9	102.3	109.6	113.8	117.1	124.5	123.0
	%Growth/Yr	0	-2	7	4	3	6	-1
	Growth Index ^	157	155	165	172	177	188	186
Employment #	('000)	97.7	97.2	104.2	108.6	113.5	119.4	119.5
	%Growth/Yr	0	-1	7	4	5	5	0
	Growth Index ^	160	160	171	178	186	196	196
Population *	('000)	200.6	203.8	208.4	212.3	217.5	222.8	227.7
	%Growth/Yr	1	2	2	2	2	2	2
	Growth Index ^	151	153	157	160	164	168	171

Sources: Office of the Commissioner for Public Employment and the Australian Bureau of Statistics
ABS trend series * December previous year population figures ^ Index base year 1983 = 100

Aggregation of the data shows that from 1983 (about the time the NTPS consolidated following self-government) to 2010, the Northern Territory population grew by 71 per cent while the labour force grew by 86 per cent. The NTPS is currently 31 per cent larger than it was in 1983. Further analysis shows that, in 2002, the NTPS was

1.1 per cent larger than in 1983, but grew a further 14.8 per cent from 2002 to 2008, and an additional 12.8 per cent in the two subsequent years to June 2010. This latter rapid growth can be attributed largely to the Federal Government Intervention and to the Territory Government's Closing the Gap on Indigenous Disadvantage Strategy.

Figure 32: Growth in the NTPS, Labour Force and Population June 1983–2010



The change in the size of the public sector since 1983 is compared directly to population growth in Figure 33. The graph shows that the population of the Territory has grown steadily during this period while NTPS staffing has varied substantially, first peaking in 1986 at around 15 000. The decrease that followed was precipitated by significant cuts in federal funding to the NT following a review of State and Territory financing. Staffing numbers then steadily increased until the NT Government's Estimates Review Committee decisions in 1991 began a further three-year decline of close to 1000 public servants. Then followed another period of growth that peaked in the year 2000. In 2001–02 there was a drop of nearly 290 people after significant budget cuts

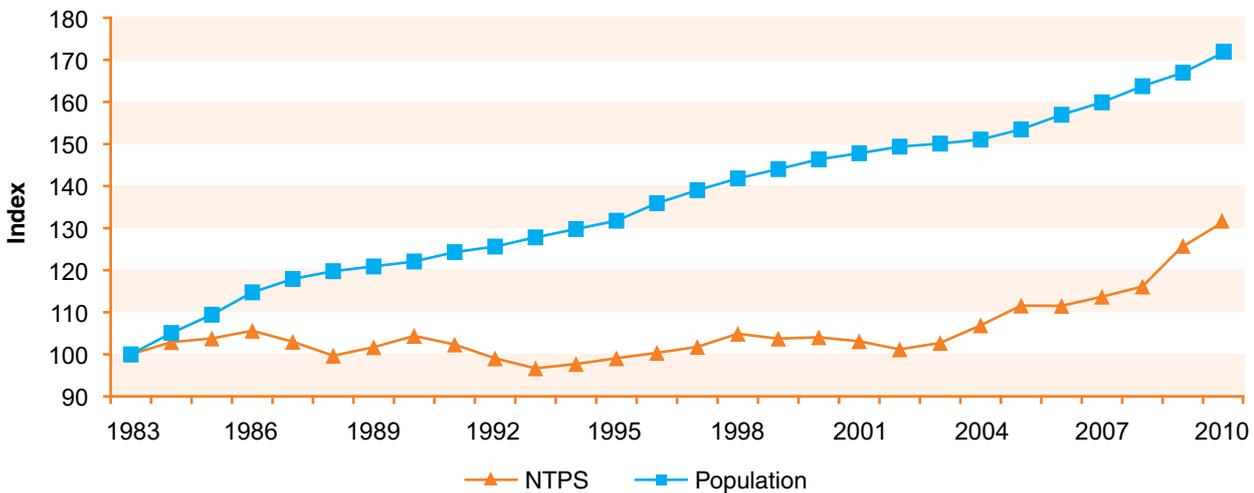
to agencies, the outsourcing of information technology (involving about 120 people) and a major restructuring of the sector following a change of government. This restructure reduced the number of individual agencies from 35 to 19, which created some uncertainty about staffing budgets and required staffing levels.

This process of significant change appeared to have consolidated when staff numbers increased by 235 over the 12 months to June 2003. Following a number of government commitments on increasing staff resources (mainly affecting police, education and health) the numbers increased in 2003–04 by 565 and in 2004–05 by a further 651. During this period there were significant increases in several agencies other than those targeted.

Despite a further minor restructuring of Administrative Arrangements from June 2005, which increased the number of agencies from 19 to 21, the subsequent overall staffing level remained relatively constant over the ensuing 18 months or so. From June 2007 to June 2008 there was a June to June increase of 378, and last year there was a further yearly increase of 1 342. This year there has been a

further increase of 830. The major part of the 2007-08 increases appeared to be associated with the additional Australian Government funding and resultant staffing required for the intervention in Indigenous communities, particularly in the areas of health, education and housing. For the last two years the expansion has been further extended to other agencies and includes reforms involving infrastructure and local government.

Figure 33: Movements in NT Population and NTPS Staff 1983–2010



Base of each index 1983 = 100

These changes are illustrated clearly in Figure 34, which shows full-time equivalent staffing numbers for each agency averaged over the June quarter for 2010 and for the previous three years. Also shown are the changes for each agency between years.

This quarterly reporting protocol is in line with the tables published on the OCPE internet site. The reason for this protocol is that comparison of quarterly data 12 months apart removes seasonal effects on staffing numbers and is more sensitive than annual averages to relatively rapid changes in overall staffing.

Figure 34: Changes to Average Public Sector Staff Employed by Agency: June Quarter 2007 to June Quarter 2010

AGENCY	Average June quarter 2007	Average June quarter 2008	Change over 12 months	Average June quarter 2009	Change over 12 months	Average June quarter 2010	Change over 12 months
Aboriginal Areas Protection Authority	25	23	- 2	29	6	34	5
Auditor General	5	4	- 1	4	..	4	..
Business, Economic & Regional Development	143	143	..	0 (discontinued)	- 143
Business & Employment* (Corporate & Information Services)	695	648	- 47	771	123	746	- 25
Chief Minister	291	278	- 13	281	3	285	4
Commissioner for Public Employment	41	37	- 4	38	1	31	- 7
Construction & Infrastructure^	436	436
Darwin Port Corporation	69	72	3	81	9	93	12
Education & Training* (Employment, Education & Training)	3 858	3 932	74	4 085	153	4 203	118
Health & Family Services* (Health & Community Services)	4 682	4 921	239	5 444	523	5 843	399
Justice	999	1 027	28	1 181	154	1 217	36
Lands & Planning	552	552
Legislative Assembly	101	97	- 4	101	4	103	2
Housing, Local Govt & Regional Services^ (Local Government & Housing)	452	538	86	541	3	638	97
Natural Resources, Environment, Arts & Sport* (Natural Res, Envt & Arts)	773	772	- 1	921	149	906	- 15
NT Electoral Commission	12	14	2	11	- 3	11	..
Ombudsman	18	19	1	18	- 1	19	1
Planning & Infrastructure	774	759	- 15	879	120	0 (discontinued)	- 879
Police, Fire & Emergency Services	1 651	1 690	39	1 801	111	1 857	56
Power & Water Corporation	712	742	30	812	70	914	102
Resources^ (Regional Development, Primary Industry, Fisheries & Resources)	476	451	- 25	483	32	450	- 33
Tourism NT	136	130	- 6	151	21	136	- 15
Treasury	194	188	- 6	195	7	179	- 16
TOTAL	16 107	16 485	378	17 827	1 342	18 657	830

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

* Agency established July 2008 (former core Agency in brackets)

^ Agency established December 2009 (former core Agency in brackets)

Staffing Overview

The analysis in the following sections is based mainly on data extracted from the PIPS human resource and payroll system. Most figures, summaries and tables refer to individual employees, not to their FTE status. The basic criterion for an individual being included in the summary is that they had a positive FTE figure as defined by PIPS (i.e. they recorded a pay transaction of some description) in the final pay of the reporting period.

Staffing analyses from the early 1980s until 1992–93, relied largely on data contained in a previous personnel database. The accuracy and scope of the analyses were limited, as some agencies maintained detailed personnel records in facilities other than the default database. From the middle of 1993 the PIPS system came into mandated use, and so most time series comparisons described below start at that point in time.

Comparisons made using data after June 1993 are more accurate than those using earlier data. However, small changes in some variables may be due to changes in definitions or developments in processing protocols.

In addition, the FTE staffing calculation was fine-tuned in late 1999 to decrease the variance in the FTE figure. The revised calculation was then back-cast to 1995, which was when pay data started to be back-loaded into PIPS as part of pay processing. Consequently, caution should be exercised when making detailed comparisons of some current data with PIPS data extracted before 1995.

Staffing by Employment Status

Data on the employment categories of staff from June 2000 to June 2010 is presented in Figure 35. From 1999 to 2003 the proportion of permanent employees was fairly steady, but over the past seven years it has fallen by 7.9 percentage points. Earlier data not included in the table shows that in 1994 the percentage of permanent employees was 81.5 per cent, which gives an overall drop of 11.1 percentage points since that time.

While the decreases over this period have not been steady, they form a clear overall downward trend. The largest percentage decreases since 1994 have been in the administrative stream (-16.5 percentage points), education (-15.7 percentage points) and health (-12.9 percentage points). The decreases in the last three or so years can reasonably be attributed to the rapid expansion of the sector with some recruited on contracts to fulfil short to medium term jobs provided by the Federal Intervention and Closing the Gap.

There has also been a slight increase in the proportion of casual employees. This was fairly static during the mid and late 1990s at a little over 2 per cent, but has subsequently trended upward peaking first at 3.3 per cent in 2004 and again at 4.0 per cent in June 2009. This year it dropped slightly to 3.9 per cent. The high level over the past couple of years can be partly accounted for by the increasing use of interpreters, which has been promoted by the Department of Local Government, Housing and Sport, but again includes increases which may be attributed to increased Federal Government funding.

Figure 35: Employment Status of NTPS Staff 2000–10

STATUS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Change '00 to '10
Permanent	76.9%	77.6%	78.1%	78.3%	77.0%	75.5%	75.6%	74.0%	72.3%	70.9%	70.4%	-6.5% pts.
Temporary	20.0%	19.5%	18.9%	18.7%	19.6%	21.3%	21.3%	22.1%	23.7%	24.9%	25.3%	5.3% pts.
Casual	2.9%	2.8%	2.8%	2.8%	3.3%	3.2%	3.0%	3.6%	3.7%	4.0%	3.9%	1.0% pts.
Misc.	0.2%	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%	0.3%	0.3%	0.4%	0.2% pts.
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Part-time Staffing

Part-time work has, in recent years, been used as an option to assist in retaining the valuable skills of employees who are striving to achieve a better work-life balance. For the purposes of this section part-time employment includes all permanent and temporary employees who work part-time.

At 2 528, the number of part-time NTPS employees this year is 44 more than it was at the same time last year. This is over three and a half times more than were

working in a formal part-time capacity in 1994. By far the largest employment category in permanent part-time work is nurses, who currently hold nearly one third of these positions. However, there have also been large increases across all streams, with the administrative, professional and technical streams all in excess of a five fold increase since 1994. The increase in the proportion of workers in part-time employment since 1999 is shown in Figure 36. While the overall number increased, the percentage dropped slightly owing to the large increase in the total number of employees during the year.

Figure 36: Part-time in the NTPS 2000–10

STATUS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Change '00 to '10
Part-time staff	9.4%	10.0%	10.7%	11.3%	11.3%	11.4%	11.5%	12.1%	12.2%	12.8%	12.5%	3.1% pts.

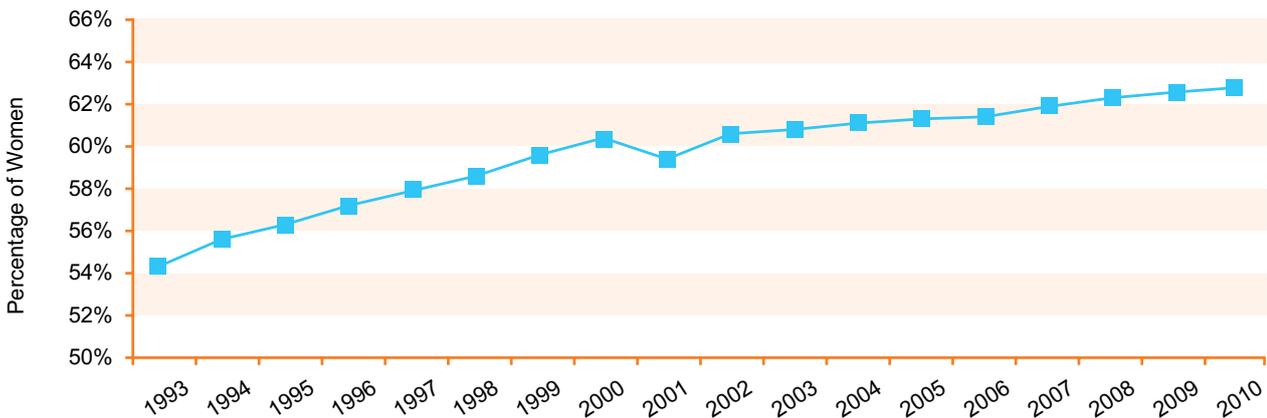
Further discussion of part-time staffing is contained in the following section.

Staffing by Gender

The proportion of women in the public sector as at June 1993 was 54.3 per cent. Since then the figure has risen slowly but steadily to reach 62.8 per cent in June 2010 (see Figure 37). This is an average annual increase in the proportion of women over this period of 0.50 percentage points. This should be viewed in the context of Australian Bureau of Statistics national data, which indicates that the trend labour force participation rate for women (i.e. the number of women either

in work, or looking for work) has increased by more than 15 percentage points over the last three decades, whereas that for men has decreased by a little over six percentage points. It should be noted that the overall downward trend for men reversed slightly from mid 2003 to the end of 2007 but has again trended downward since the global economic crisis (GEC) took effect. Conversely, the GEC had only a marginal effect on the upward trend of the female participation rate until early 2009; since that time it has dropped significantly.

Figure 37: Proportion of Women in the NTPS 1993–2010



Following on from the previous section on part-time work, it is of interest to note the distribution of part-time staff by age.

Figure 38 illustrates that permanent part-time work arrangements are far more common for women than men (79 per cent of part-timers are women) and far more prevalent in the middle years, especially for women.

Figure 39 further breaks this down by showing the proportion of total men and women in each age group who are engaged in part-time

work arrangements. Note that this graph treats each individual age group separately and, no matter how many are in the age group, charts the proportion in that group who are part-time. This shows that such arrangements are most common amongst the youngest and oldest groups, with an additional upward trend during the child rearing years. This latter is far more noticeable for women than for men. Also obvious is that men are proportionately far less likely to be engaged in part-time work for all age groups except the young.

The other marked feature of this graph is the exceptionally high percentage of women aged 65 or more who work part time. While this only involves a small number of employees numerically (44 out of 154), it is of interest that they are spread over a broad spectrum of

occupations, from administrative staff to nurses to teachers and doctors. This reflects a certain success in the relatively recent strategies to retain skilled staff by both encouraging flexible work practices and dropping the compulsory age retirement barrier.

Figure 38: Part-time Employees by Age and Gender: June 2010

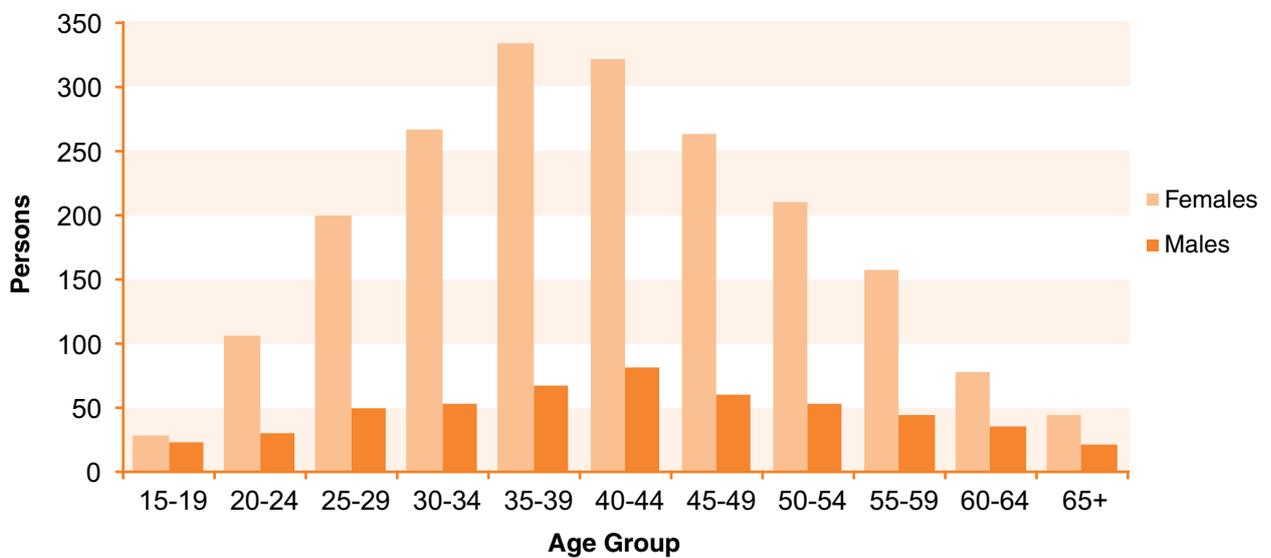
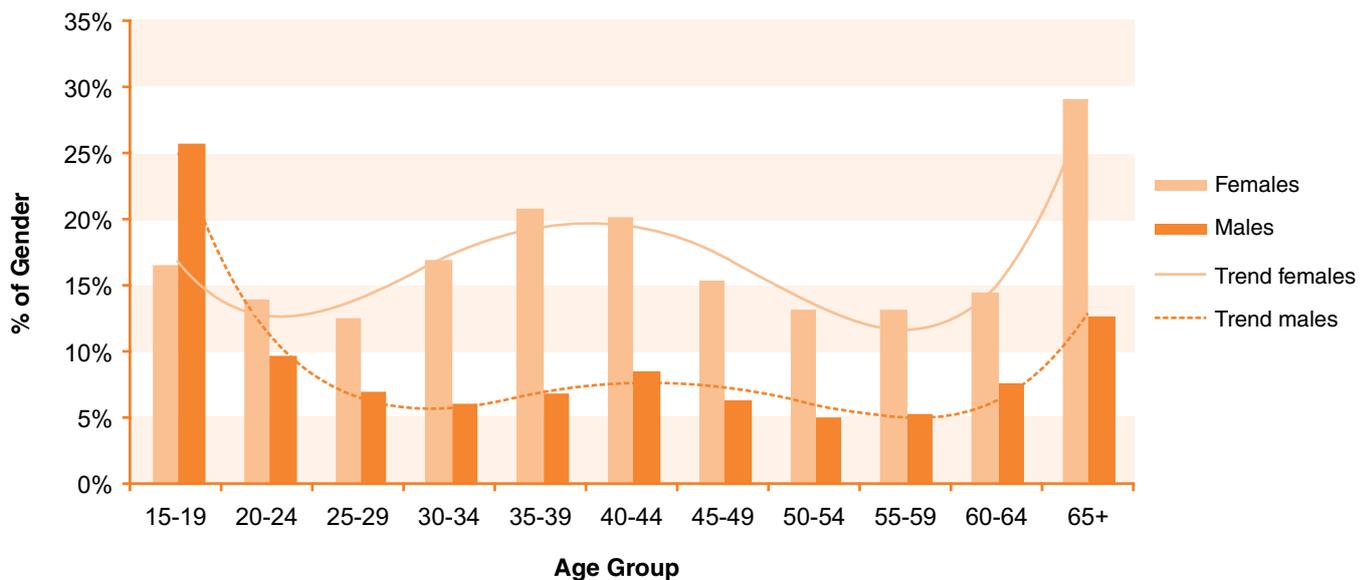


Figure 39: Proportions Working Part-time by Age and by Gender: June 2010



The proportions of women to men in each agency are shown in Figure 40. This division can be misleading for very small agencies because minor staff changes can vary the proportions considerably. However, the graph shows quite clearly that there are some large agencies where one gender predominates.

Given the nature of the work in most of these agencies, it is unlikely that this will change substantially in the short to medium term. Nevertheless, the gender by stream data in the following section suggests that some of this imbalance is changing incrementally.

Figure 40: Proportions of Women and Men by Agency (All Employees) 2010

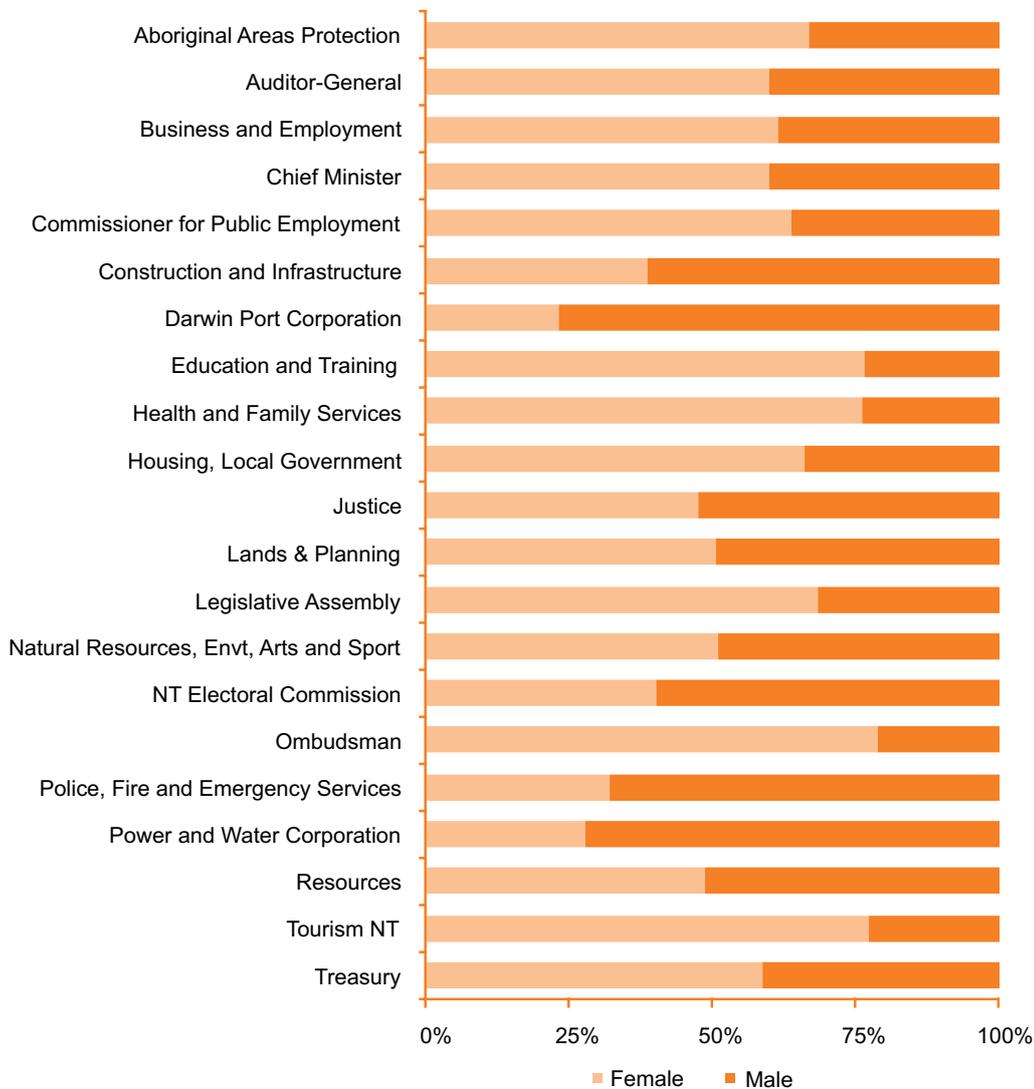
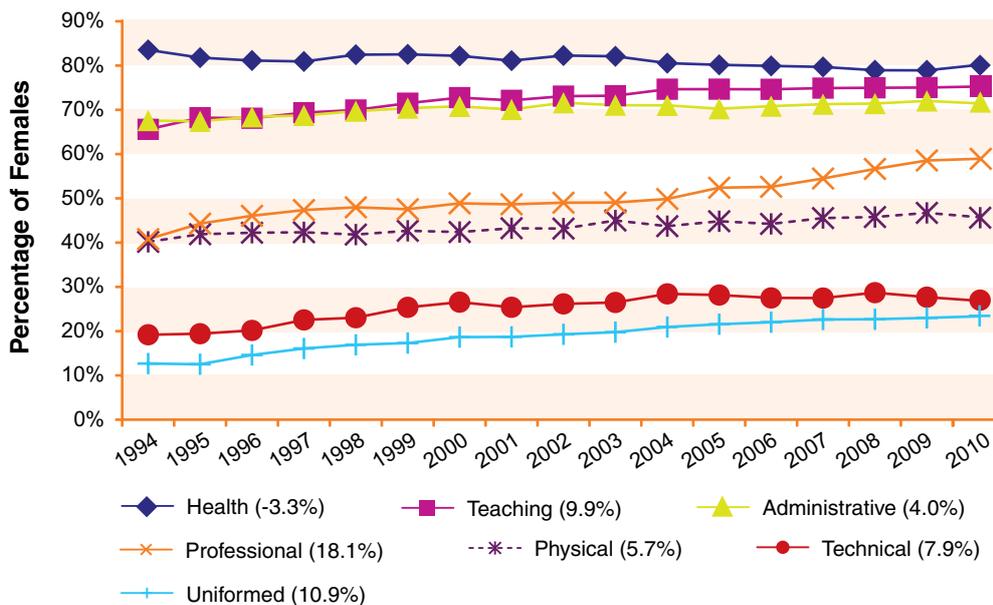


Figure 41 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2010. Some of this change can be viewed positively from an EEO perspective. For example the very high over-representation of women in the health professions (doctors, nurses and Aboriginal health workers) has shown some decline (with the proportion of males increasing by 3.3 percentage points) and, conversely, the proportion of females in the uniformed

(all police, prison officers and fire officers), technical and professional streams has increased markedly, with women professionals rising by a remarkable 18.1 percentage points. However, in the education sector, the proportion of female teachers further increased by 9.9 percentage points. Three out of four educators in NT public education are women and there appears to be little chance of this changing in the short to medium term.

Figure 41: Percentage of Women by Employment Stream June 1994 to June 2010 with Overall Percentage Change Since 1994

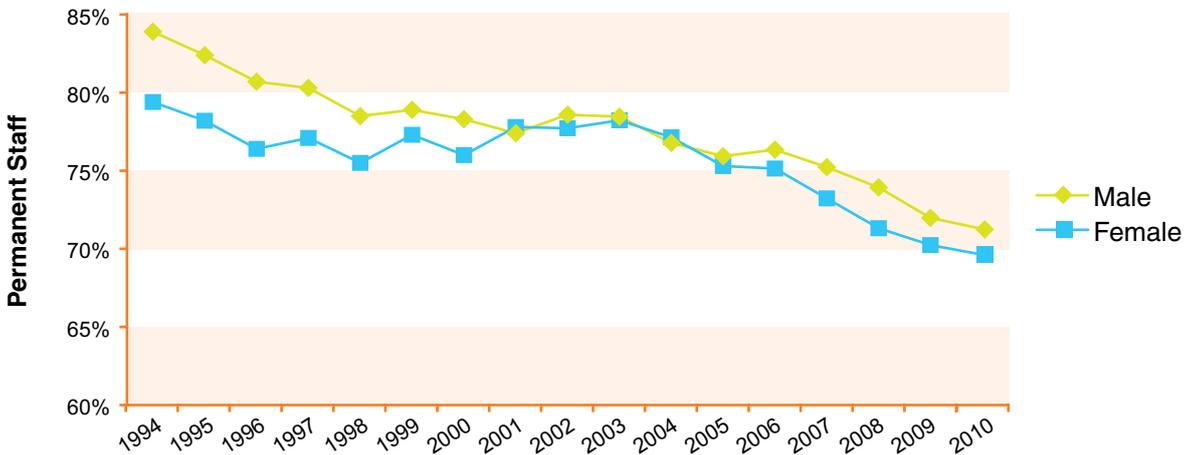


Status by Gender

Figure 42 graphs the proportion of permanent staff by gender from 1994 to 2010. This reveals that the drop in the proportion of permanent staff over the past 10 years (see Figure 35) was not split evenly between men and women. While the initial drop was at a similar rate, the proportion for females levelled out from 1996 while that for men continued to

decrease until a convergence in 2001. They remained at a similar level for five years, with the overall drop in the proportion of permanent staff from 2003 being similar for both genders. From 2006 there has been a slightly greater drop for women than for men with women close to 3 percentage points lower than for men in 2008. For the past two years the two rates have again converged, with the difference now standing at 1.5 per cent.

Figure 42: Proportion of Permanent Staff by Gender NTPS 1994–2010

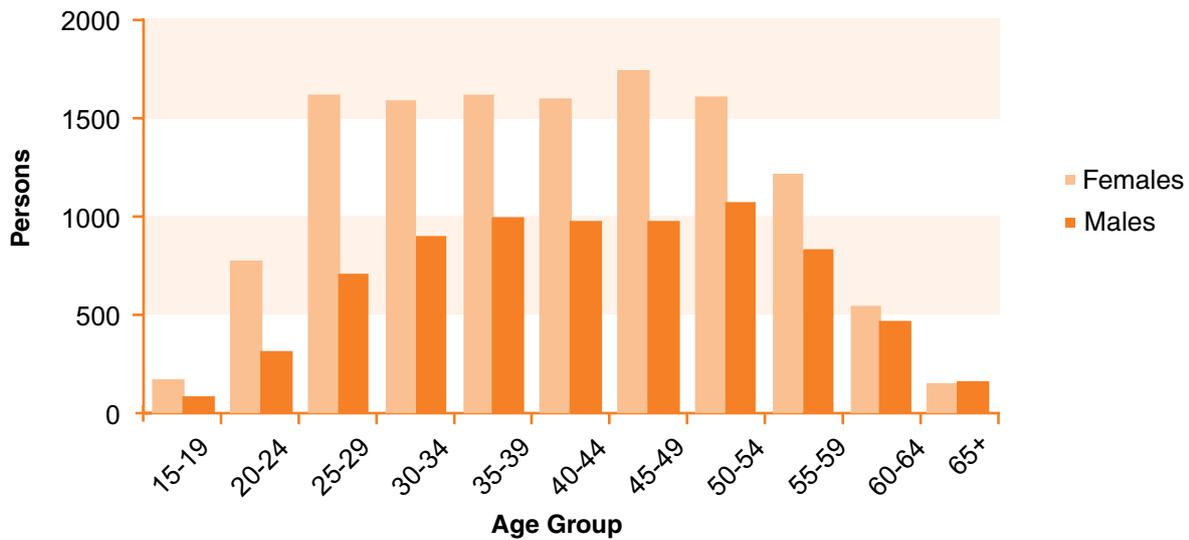


Age by Gender

Figure 43 illustrates the division of staffing by age and gender at June 2010. As in previous

years, while women remain in the majority in the NTPS, they also remain concentrated in the lower age groups.

Figure 43: Distribution of Men and Women in the NTPS by Age Group (All Employees) 2010



Comparisons with data from over a decade ago suggest that there is now a somewhat flatter age distribution for women and men. In other words, there appears to be a more even distribution of employees across the age categories. Figures 44 and 45 compare the percentage distributions of women and men both currently and in 1994. It is clear

from these illustrations that the distribution has changed. The proportion for both genders decreases at the lower age categories and increases at the higher, and this effect is more pronounced for women. The only exception to this is in the 45 to 49-year-old category, where the proportion of women increased but the proportion of men decreased.

Figure 44: Distribution of Women in the NTPS by Age Group June 1994 and June 2010

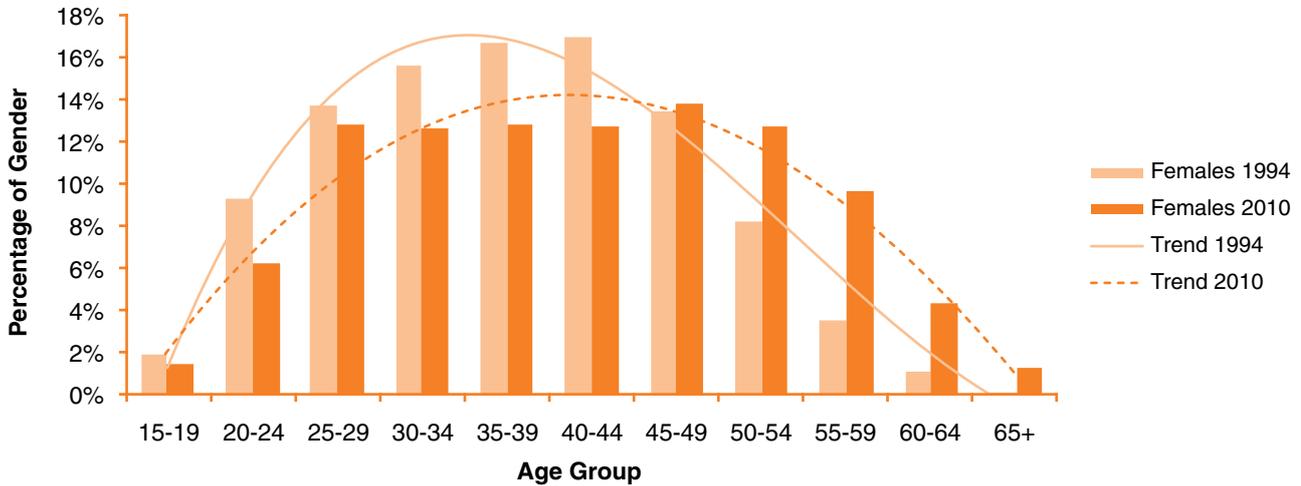
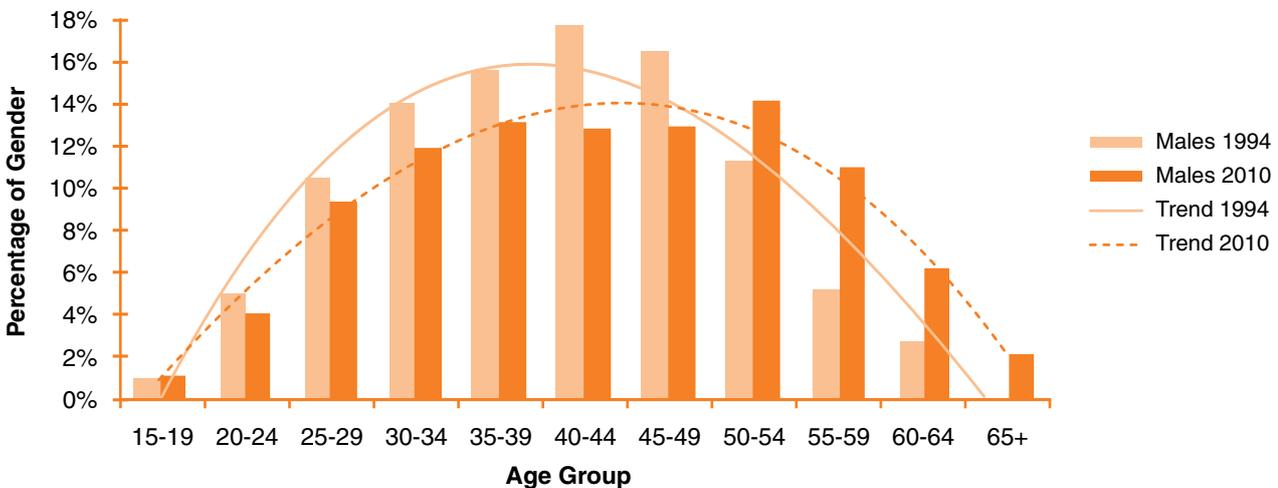


Figure 45: Distribution of Men in the NTPS by Age Group June 1994 and June 2010



The average age of NTPS personnel from June 1994 to June 2010 is shown in Figure 46. The overall average has risen by 3.1 years, with the overall average being the same as June 2009. The rate of increase has dropped off significantly over the past six years, despite the relaxation and then repeal of compulsory retirement during 2002–03. Last year was the first year where there had been an actual drop in average

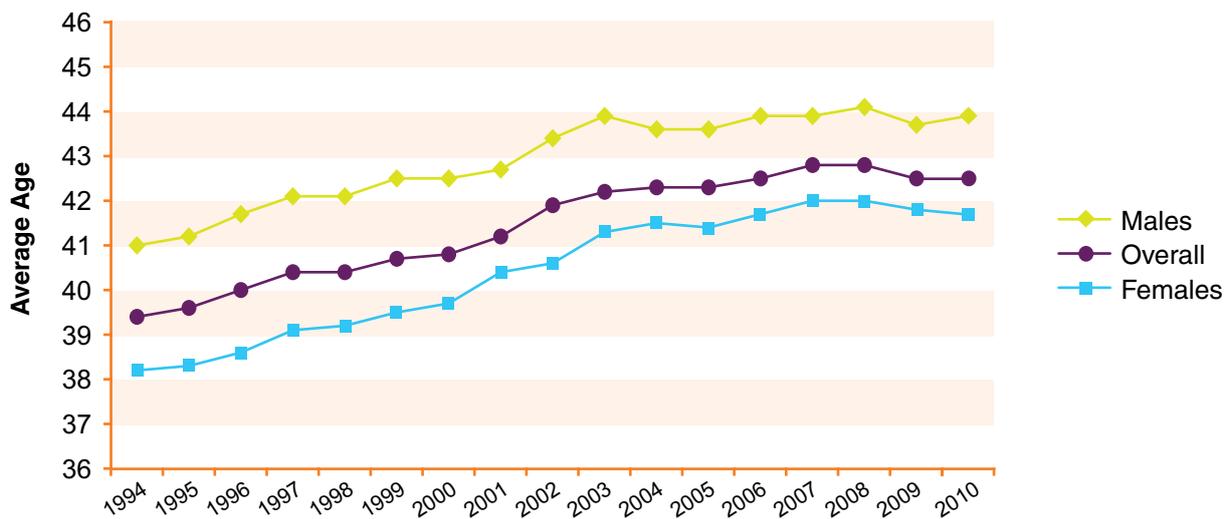
age since the series began, and the overall average has remaining at that same level this year. Last year we stated that the 2008-09 drop was probably related to the rapid expansion of the sector over the year, with younger people being more likely to be transient and therefore amenable to recruitment from interstate. Nevertheless, it was thought likely that this was a ‘blip’ in the series and that the long term upward

movement in average age would continue. As noted above, the overall level this year remained the same, but this was as a result of a balance between the average age of men going up and women going down. Where they will go next year is hard to predict.

Revised ABS data indicates that in the two decades between 1989 and 2009 the median age of the Australian population grew by

5.1 years. The median age of Northern Territorians, currently 31.2 years, is nearly six years lower than the national average of 36.9 years. Nevertheless, the Territory figure increased by a similar amount to the Australian average (4.7 years) over the same period. It is therefore reasonable to suggest that the cause of the slowly ageing NTPS can be at least partially attributed to the changing demographics of the broader population.

Figure 46: Average Age by Gender NTPS Staff 1994–2010

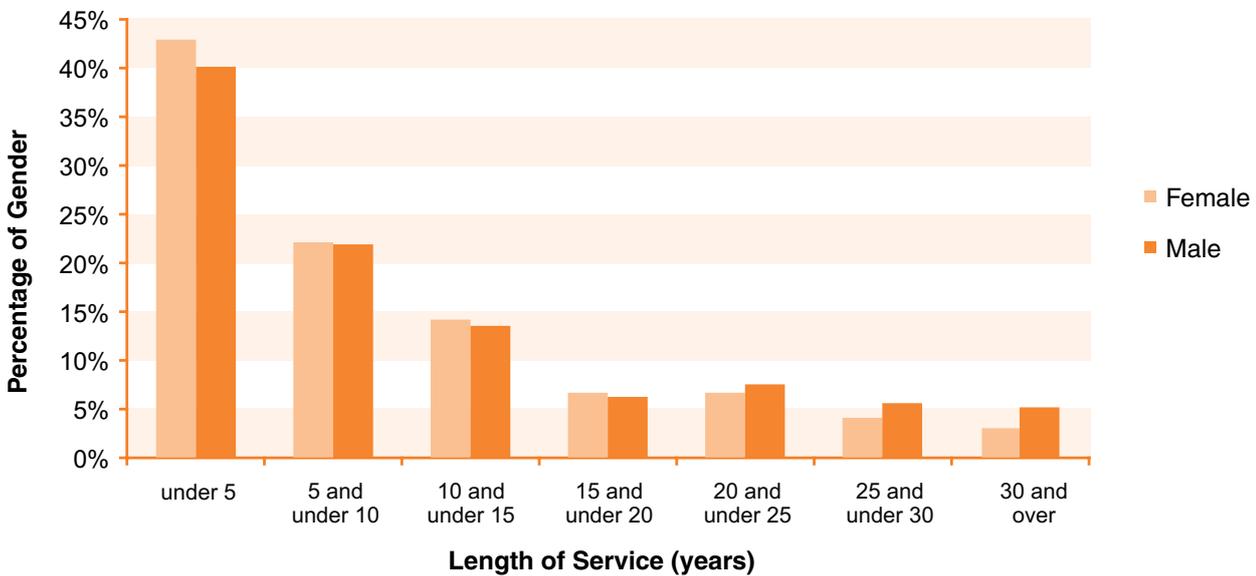


Length of Service by Gender

Figure 47 compares the length of service profiles of men and women for permanent employees only. Given that women are more likely to take career breaks for child rearing, it might be expected that the length of service profile for women would be more heavily

skewed towards the lower end of the chart than that for men. Somewhat surprisingly, while this effect is present, it is not particularly marked. The median length of service for women in permanent positions is 6.3 years and for men 6.6 years.

Figure 47: Length of Service by Gender NTPS Staff – 2010



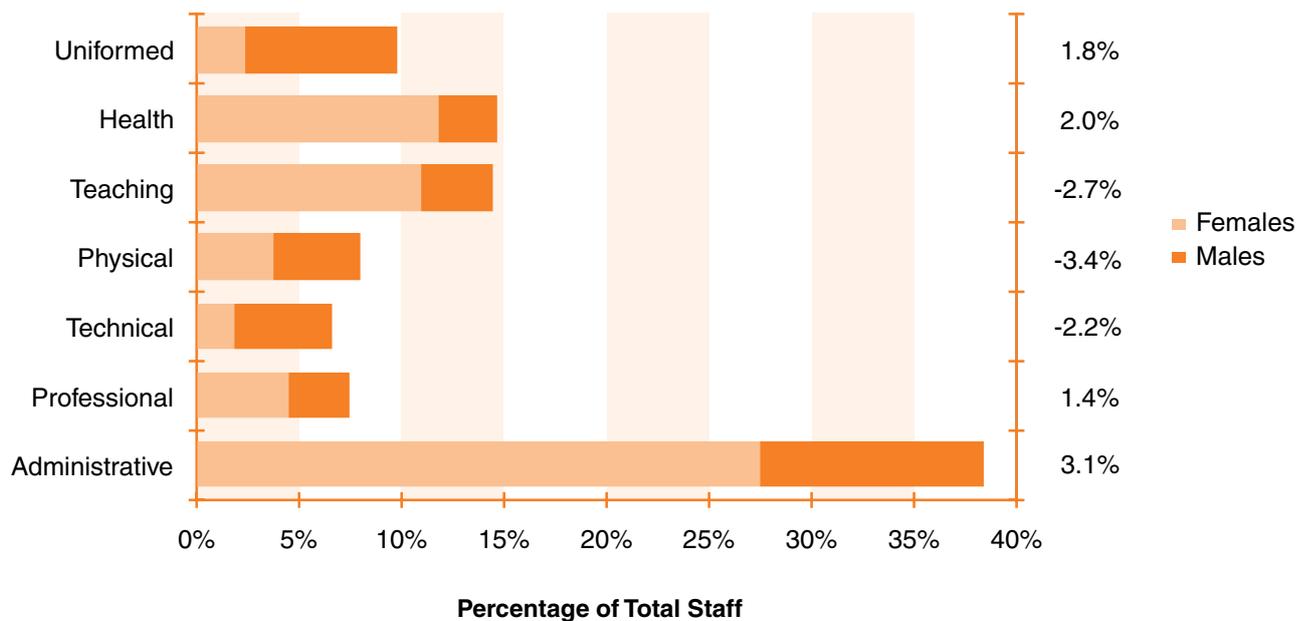
The overall median length of service for all employees is 3.8 years (3.5 years for women and 4.4 years for men).

Classification Stream by Gender

While the gender balance within streams has varied, there has been less significant change in the balance between streams over time. The largest employment category in the NTPS remains the administrative stream, which accounts for 38.7 per cent of the sector. Women remain overwhelmingly concentrated in administration, teaching and health.

Figure 48 shows that the greatest changes since 1994 have been increases in administration and health, and a drop in the proportions of physicals, teachers and technicals. It needs to be noted that despite the differential changes in the proportions of employees in these streams over time, the actual numbers of employees increased for all these streams in the 12 months to June 2010.

Figure 48: Distribution of Men and Women in the NTPS by Employment Category June 2010 (change in total stream proportion since 1994)



Salary by Gender

Over the last decade and a half there has been a substantial increase in the participation rate of women in the traditionally male-dominated professional, technical and uniformed streams. There has also been a concurrent marked increase in the numbers of women in middle and senior management. In June 1993 the proportion of women in executive officer classifications was 15 per cent, whereas the current figure is at 40 per cent. More striking is that over the same period the proportion of women in the AO6 to AO8 middle management group has increased from 37 per cent to 67 per cent, which is now greater than the proportion of women in the public sector as a whole.

Despite these gains at management level, there remain large numbers of women at

the lower salary levels. Figure 49 illustrates the significant difference in the profiles of male and female earnings in 2009. Executive Contract Officers are not included in this graph but are treated separately in a later section. Note that, while there is a seemingly inconsistent predominance of women in the \$80 000 to \$85 000 a year salary bracket, 58 per cent of these are teachers, with a further 14 per cent being professionals, 13 per cent administrative and 9 per cent nurses. The women in the >\$85 000 to \$90 000 brackets are predominantly senior teachers, administrative level 8, professionals and senior nurses. At the lower end of the spectrum, the large predominance of women in the \$40 000 to \$50 000 brackets consist of 79 per cent administrative staff.

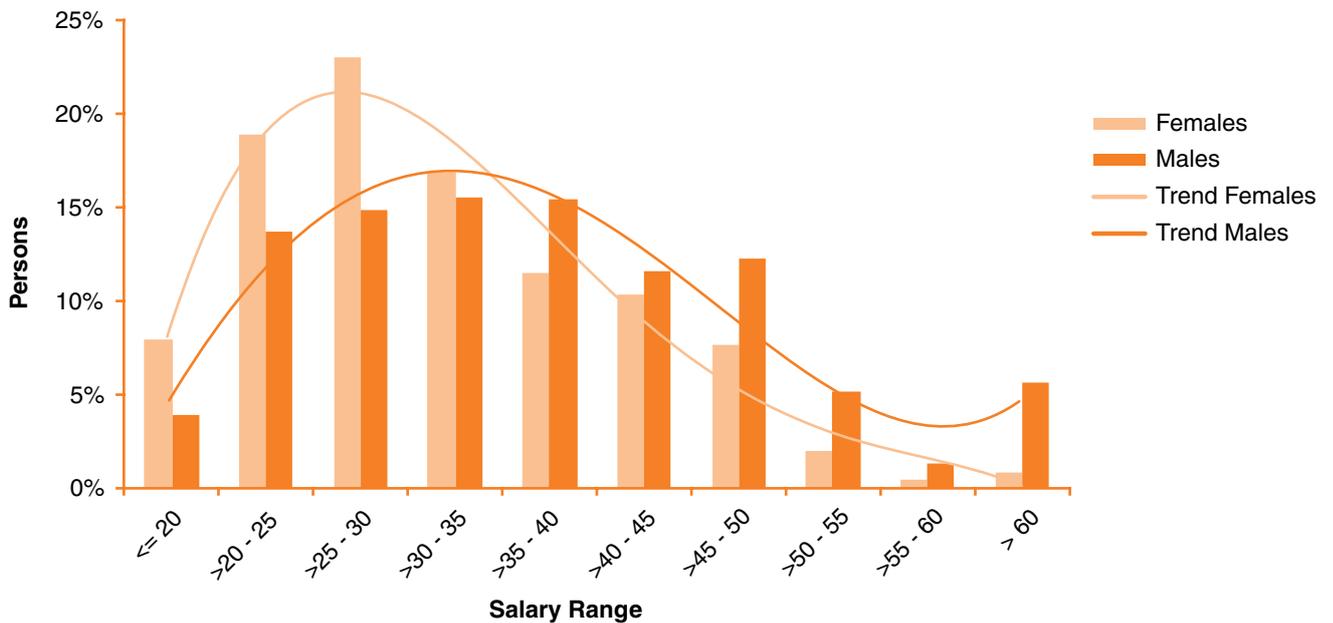
Figure 49: Distribution of Men and Women in the NTPS by Salary Level - June 2010



Figure 50 shows the distribution of salary by gender over the then current salary ranges in 1995 (the first year that salary data was back loaded into PIPS). A clear change in salary profiles can be seen when compared to the

2010 data, with the female salary trend line at the lower levels in 1995 dropping right away by 2010, and the upper salary profile drawing significantly closer to that for males.

Figure 50: Distribution of Men and Women in the NTPS by Salary Level - June 1995



* Note that officers on executive contracts are not included in these graphs

Staffing by Classification Stream

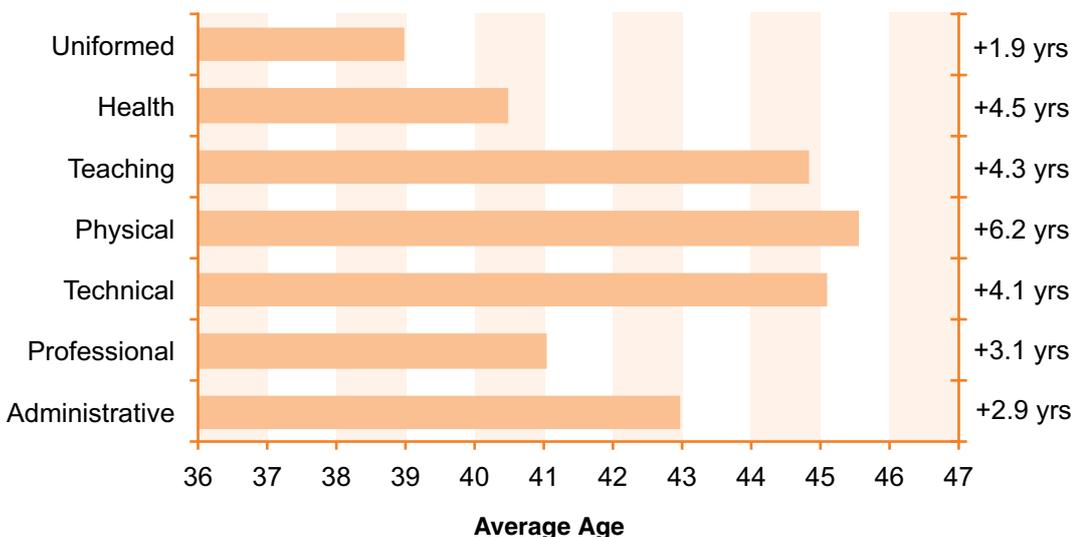
Age by Classification Stream

A plot of average age against classification stream, together with the change in age for each stream between 1993 and 2010, is shown in Figure 51. This illustrates that uniformed staff and the health stream are, on average, the youngest in the NTPS. Physical, technical and teaching staff are the oldest. While the average age of the NTPS has risen by 3.1 years since 1994, the average

age increases of the individual streams differ markedly. The lowest change is that of uniformed staff (police, fire officers and prison officers) with an increase of 1.9 years. At the other end of the spectrum is the average age for physical classifications, which has risen by 6.2 years.

Of concern is the consistent significant increases for teachers and the health professions (mainly nurses), both of which are in short supply in the labour market nationally and internationally.

Figure 51: Average Age by Classification Stream June 2010 All Employees with Change in Median Age Since 1993



Salary Sacrifice by Classification Stream

One outcome of enterprise bargaining agreements negotiated in the year 2000 was enabling employees to enter salary sacrifice to superannuation arrangements. At June 2003 just under 9.5 per cent of the sector had taken up this option. As of

1 April 2004 the NT Government broadened the scope of salary sacrificing to include other options allowed under federal taxation legislation. Such arrangements are particularly attractive to employees working in hospitals due to their fringe benefits tax exemptions. As a result, nearly 600 more people opted to salary sacrifice to June 2004. In the subsequent five years to 2009 the annual

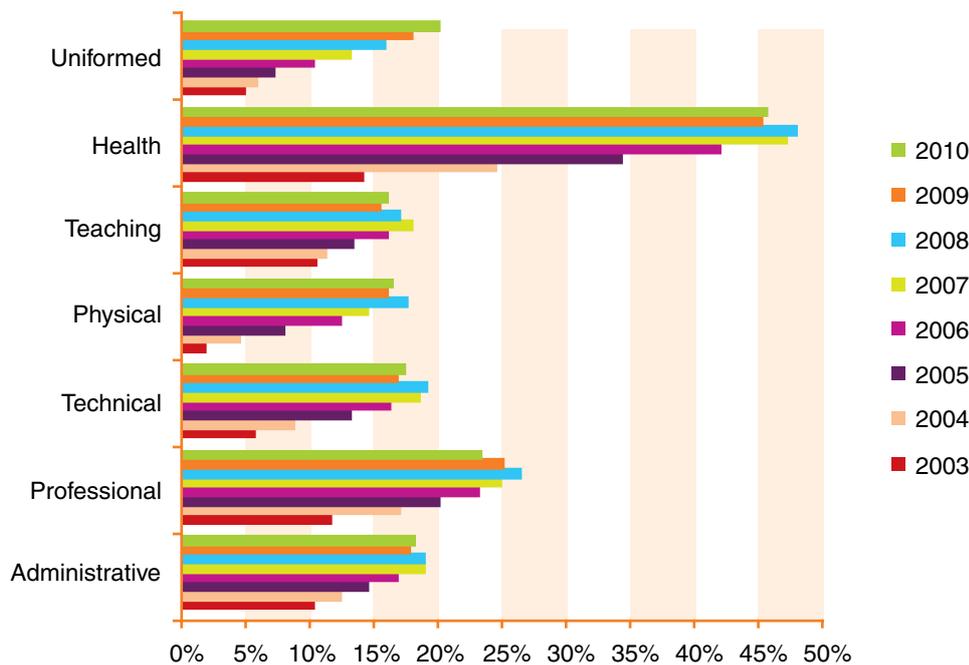
increases have been approximately 700, 600, 560, 240, and 130 respectively. This year the increase was 250.

The overall participation rate in these arrangements in 2010 is 22.4 per cent, up from 22.0 per cent last year but still lower than the peak of 23.1 per cent in 2008. By far the highest take up is in the health stream which currently stands at 45.7 per cent.

The perceived benefits of salary sacrificing to hospital employees are made clear in

Figure 52, with 2003's broad nexus between salary sacrifice and income breaking down significantly; in particular with the rate of take up in the physical stream having now increased since 2003 by a factor of 9.6 (over three quarters of physicals work in Health). This is not surprising given that these arrangements used to be more attractive to those on higher marginal tax rates, but taking Fringe Benefits Tax out of the equation for hospitals means there are tangible advantages to hospital based employees, irrespective of tax thresholds.

Figure 52: Salary Sacrifice by Classification Stream June 2003 to June 2010



Executive Contracts

Figure 53 shows the change in executive contracts numbers from June 2009 to June 2010 by classification and gender. This section does not include executive officers not on contracts. The total number on contract increased by 76 (13 per cent) in this period, comprising 30 women and 46 men. However,

women on contract continue to be unevenly distributed over the different streams. The administrative stream (38 per cent) is in line with the average (39 per cent) but the high proportion of women in education (57 per cent) is in contrast to the low levels among medical specialists (15 per cent), Power and Water managers (22 per cent) and police (33 per cent).

Figure 53: Change in Executive Contract Numbers by Classification and Gender 2009–10

	Women			Men			Total		
	2009	2010	Diffce	2009	2010	Diffce	2009	2010	Diffce
Administration									
Executive Officer 1	104	119	15	158	181	23	262	300	38
Executive Officer 2	39	46	7	58	69	11	97	115	18
Executive Officer 3	11	16	5	27	32	5	38	48	10
Executive Officer 4	6	4	-2	9	12	3	15	16	1
Executive Officer 5	2	3	1	4	5	1	6	8	2
Executive Officer 6	3	2	-1	11	10	-1	14	12	-2
Sub-total	165	190	25	267	309	42	432	499	67
Education									
Executive Principal 1A	19	18	-1	13	9	-4	32	27	-5
Executive Principal 1	8	9	1	10	8	-2	18	17	-1
Executive Principal 2	14	14	0	12	13	1	26	27	1
Executive Principal 3	6	6	0	2	6	4	8	12	4
Executive Teacher 8	2	1	-1	0	0	0	2	1	-1
Sub-total	49	48	-1	37	36	-1	86	84	-2
Medical Specialists									
Medical Contract	1	2	1	10	11	1	11	13	2
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	4	4	0	8	7	-1	12	11	-1
Sub-total	4	4	0	9	8	-1	13	12	-1
Power & Water									
Executive Manager 1	1	5	4	10	13	3	11	18	7
Executive Manager 2	0	1	1	4	6	2	4	7	3
Executive Manager 3	1	1	0	2	3	1	3	4	1
Executive Manager 4	1	1	0	7	6	-1	8	7	-1
Sub-total	3	8	5	23	28	5	26	36	10
TOTAL	222	252	30	346	392	46	568	644	76

Staff Separation and Recruitment

Staff separation and recruitment data since 2004-05 is set out in Figures 54 and 55.

The following background information will assist in interpreting the turnover statistics. A few years before PIPS was introduced, a decision was made to revise the reporting of turnover data by producing two sets of tables. One contained both permanent and temporary employees (as had been the custom) and the other included permanent employees only. The practice of using both sets of data has continued, as both have their uses in tracking

turnover profiles. The data representing permanent employees only is contained in Figure 54 and the data representing both permanent and temporary employees is in Figure 55.

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

Figure 54: NTPS Separation and Recruitment Rates by Employment Category: 2004–05 to 2009–10 Permanent Staff*

	2004-05		2005-06		2006-07		2007-08		2008-09		2009-10	
	separation rate %	recruitment rate %										
Administrative	8	4	9	3	9	4	10	4	7	4	8	3
Professional	10	8	15	8	12	8	13	7	11	8	9	7
Technical	9	7	10	7	10	8	13	8	9	7	9	8
Physical	12	7	13	10	12	6	10	8	9	9	9	5
Teaching	14	3	10	1	8	0	7	0	8	0	8	0
Health Workers	11	11	15	8	13	6	11	7	11	9	11	9
Uniformed	7	10	8	8	8	9	9	8	7	11	5	7
Total	10	6	11	5	10	5	10	5	8	5	8	5

* For clarification regarding low recruitment rates see text

Closer analysis of the data shows it is quite common for individuals to be hired as temporary employees and then, after a varying period, to win permanent positions. Their status is simply transferred across to 'permanent' on the main database, but this is quite reasonably not reflected in the commencement report. The commencements data thus shows them as being recruited to temporary, rather than permanent, positions. The net result is that the figures for recruitment of permanent staff fall far below those for separation of permanent staff without this actually being the case.

Also noted previously has been the significant fall in the proportion of permanent staff over the past 10 years (-6.5 percentage points—see Figure 35). This is far less than would be predicted by taking the difference between the commencement and separation rates for permanent staff in Figure 54 at face value. Logic tells us that, given the slight downward trend in the proportion of permanent employees as described, the sum of employees either recruited as permanent or who subsequently become permanent, is similar to their rate of separation.

In singling out those actually recruited as permanent, the annual report for 2001–02 noted as significant that these had, for every stream, 'decreased significantly over the six year period outlined', dropping steadily from 7 per cent in 1996–97 to 4 per cent in 2001–02. In 2002–03 the figure jumped back to 6 per cent, in 2003–04 to 7 per cent, in 2004–05 back to 6 per cent and, for the past five years, has been 5 per cent. The most notable component of the decrease is in the education stream where the recruitment to permanent positions has dropped to virtually none (two people out of 854 recruitments). Conversely in the uniformed stream (police, prison officers and fire fighters) 73 per cent of the 184 recruitments were to a permanent position. It is noteworthy that this is down from nearly 100 per cent permanent recruitment to uniformed positions in recent years.

Figure 55: NTPS Separation and Recruitment Rates by Employment Category 2004–05 to 2009–10 (Permanent and Temporary)

	2004-05		2005-06		2006-07		2007-08		2008-09		2009-10	
	separation rate %	recruitment rate %										
Administrative	27	32	27	26	27	30	27	31	25	26	25	31
Professional	26	26	29	28	24	28	29	31	25	30	24	32
Technical	18	20	19	19	20	22	22	23	17	24	17	22
Physical	30	33	29	34	29	32	30	35	25	37	26	33
Teaching	26	23	23	24	24	24	25	29	24	28	25	29
Health Workers	48	59	49	48	44	47	42	47	38	48	35	45
Uniformed	7	13	8	12	8	11	10	9	8	11	6	9
Total	27	31	27	28	26	28	27	31	24	29	24	30

As shown in Figure 55, the separation rate is, at 24 per cent, a little lower than the average in recent years but the same as last year. In fact the last two years are the lowest since 1994-95 when it was also 24 per cent. The reason it has been lower for the last two years appears to be related to the high demand for staff associated with the Australian Government intervention strategy.

It is notable that the separation rate for health workers, at 35 per cent, is the lowest since 1994–95 when it was 42 per cent. From the earlier low point it trended upward until it peaked at 59 per cent in 2000–01. This needs to be viewed in the context of the various recruitment drives and consequent rapid expansion of numbers in the health area in recent times.

Figure 56: Separation Statistics for 2009–10 (Permanent and Temporary Staff)*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	735	406	381	114	62	0	135	1833
Deceased	3	1	1	1	0	1	1	8
Dismissal	14	5	7	3	0	3	8	40
Resignation	1068	312	531	221	150	111	187	2580
Retire Invalid	7	2	0	0	0	2	2	13
Retire Min Age	6	4	2	0	1	0	1	14
Retire Other	9	9	0	3	2	1	2	26
Retrenchment	10	0	5	0	1	0	9	25
Other	5	0	2	1	0	0	0	8
Total	1857	739	929	343	216	118	345	4547

* Does not include casual staff or those on long-term workers compensation

The breakdown of separations by type is listed by stream in Figure 56. The proportion of resignations to total separations was down 3 percentage points to 57 per cent this year, compared with 69 per cent in 1994–95. This may just reflect the increase in temporary contract employment over the same period.

It might be expected that having permanency in the public sector would lead to a reasonable period of stable employment. But, of the 1 529 permanent employees who elected to leave in 2009–10, just under 50 per cent had two years or less service and 68 per cent had five years or less service. For the past three years these percentages had been fairly steady at around 42 per cent for the two year cut-off and 63 per cent for the five year cut-off. Last year this report observed that the steady levels indicated that the high separation rate in the early years of service was a continuing stable phenomenon. The higher levels this

year suggest that the rates are not stable but increasing.

It has been hypothesised that a substantial number of those who resign early may be generations X and Y. The descendants of the baby boomers are reputed to, on average, value permanency less than those born earlier. In fact, the median age of those leaving during 2009–10 with two years or less service was 34 (one less than for the past two years) whereas the overall average age of this group was 41 (one year less than last year). This difference in average ages has been consistent for at least the past nine years, and so effectively proves the hypothesis of a disparity between generations.

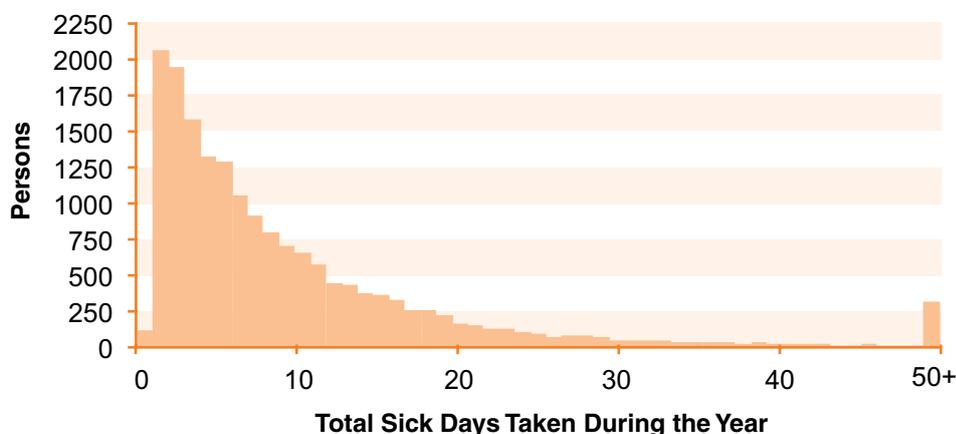
As has been stated in previous reports, the ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment in the NTPS.

Personal Leave (Sick and Carer's Leave)

Figure 57 shows the distribution of the number of days sick leave with pay taken by individual employees during 2009–10. The graph shows

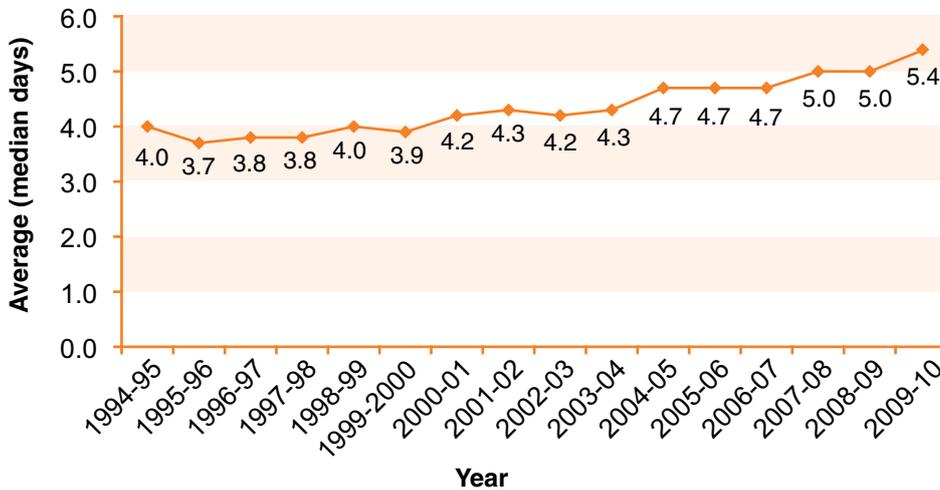
that one sick day was the most frequent occurrence. The average (median) number of sick days taken this year was 5.4. This means half the sector took more days and half took fewer days, which is statistically appropriate for a distribution of this shape.

Figure 57: Days Sick Leave Taken by Individuals in the NTPS in 2009–10 (All Employees)



The median amount of sick leave taken for each employee since 1993-94 is shown in Figure 58. The data suggests that there has been some variation from year to year, but overall a significant increase in the average days taken over that time. The figure for this year, at 5.4 days, is higher than the 5.0 recorded for the last two years, which in turn were up on the 4.7 shown for the preceding three years.

These changes need to be viewed in the context of the provision of carer's leave. This was first provided for in the NT as part of the 1994 EBA, which allowed up to 5 days to be taken when caring for sick family members. This maximum was extended to 10 days in the 1997 EBA. While family leave was, in theory, immediately available to the whole sector, there has been some evidence that knowledge and use of this leave may have been slower to be adopted in some sectors than in others.

Figure 58: NTPS Average (Median) Sick Days Taken per Employee 1994–2010

As an element of the strategy to retain employees by offering a favourable work-life environment, the OCPE promotes the principle of taking advantage of family leave rather than diminishing other leave credits. This has been given greater emphasis sector-wide since about 2000–01, which explains at least some of the increase over the past few years.

The measure of average sick leave more commonly used in the industrial relations arena is the mean number of days taken (total days taken divided by the number of FTE staff). In the NTPS, this stands at 9.7 days, slightly up on 9.5 days last year, 9.4 the year

before and on the 9.1 days it had been for the preceding three years.

There is no doubt that high levels of sick leave can impact significantly on overall workforce costs, particularly in work environments where it is imperative that absent employees must be replaced. Levels can also be monitored as an indication of workforce satisfaction. It is therefore of interest to look at the rates of sick leave use by employment category. In line with mainstream economic analysis, this section will use the mean as the average. Figure 59 shows the mean number of days taken by stream and by gender.

Figure 59: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2009–10

STREAM	Females	Males	Total
Administrative	11.0	8.3	10.2
Teaching	9.7	9.2	9.5
Health	8.2	5.1	7.5
Professional	8.3	6.1	7.3
Technical	10.7	8.6	9.1
Uniformed	17.7	10.6	12.2
Physical	9.4	9.2	9.3
Total	10.2	8.6	9.7

The data shows that there is a considerable disparity between the streams. While one or two days difference may not seem significant, when considering a workforce of over 18 500 people, single day differences in averages can translate into many millions of dollars annually. While the average (mean) number of days taken overall is 9.7, the lowest average is by the health professions at 7.3 days, and the highest by the uniformed stream at 12.2 days. A further breakdown of the uniformed staff figures reveals that the police sub-group is at the top of the average with a figure of 13.8 days, followed by fire officers with 10.1 days and prison officers with 9.3 days.

In Conclusion

The financial year July 2009 to June 2010 showed continuing unprecedented growth in staff numbers in the NTPS, primarily owing to increased Commonwealth revenue streams associated with the Federal Government Intervention into Indigenous Communities. This has, in turn, caused some slight blips in the general trends of a number of workforce demographic measures. However, the staffing demand has been showing signs of outstripping revenue supply. As a result, in late March 2010 the Government placed a cap on staffing numbers, such that the average FTE number for the ensuing two years is not to exceed the average for the March 2010 quarter, unless approved in Budget initiatives. This is intended to put a brake on the staffing increases and bring some consolidation to the overall staffing profile.

Appendices



Acronyms and Abbreviations

AAPA	Aboriginal Areas Protection Authority
AGO	Northern Territory Auditor-General's Office
ANZSOG	Australian and New Zealand School of Government
ATSI	Aboriginal and Torres Strait Islander
CDU	Charles Darwin University
CEO	Chief Executive Officer
DBE	Department of Business and Employment
DCI	Department of Construction and Infrastructure
DCM	Department of the Chief Minister
DET	Department of Education and Training
DHF	Department of Health and Families
DLP	Department of Lands and Planning
DOJ	Department of Justice
EBA	Enterprise Bargaining Agreement
EEO	Equal Employment Opportunity
EEOMP	Equal Employment Opportunity Management Program
EI	Employment Instruction
FOIT	Finance Officer in Training program
FTE	Full-time-Equivalent
GEC	Global Economic Crisis
HR	Human Resource
IECDS	Employment and Career Development Strategy
IEP	Indigenous Employment Program
IR	Industrial Relations
JES	Job Evaluation System
MIT	More Indigenous Teachers
NRETAS	Department of Natural Resources, Environment, The Arts and Sport
NT	Northern Territory
NTPS	Northern Territory Public Sector
NTT	Northern Territory Treasury
OCPE	Office of the Commissioner for Public Employment
OH&S	Occupational Health and Safety
PFES	Northern Territory Police, Fire and Emergency Services
PIPS	Personnel Information and Payroll System
PSEMA	<i>Public Sector Employment and Management Act</i>
RTS	Remote Teaching Service
RWD	Remote Workforce Development

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Survey to Agencies

Agency Reporting for the Purposes of Section 18 of the *Public Sector Employment and Management Act* and related matters

2009-10 Agency Reporting Survey

General Information

This survey seeks information from Chief Executive Officers to assist the Commissioner for Public Employment to meet the annual reporting requirements detailed in section 18(2) of the *Public Sector Employment and Management Act (the Act)* and to compare and contrast employee perceptions from the biennial NTPS Employee Survey conducted by the OCPE in 2009. In respect to the Act, these matters include:

- (a) *the extent to which observance of the prescribed principles of human resource management have been achieved in the Public Sector over the period to which the report relates, and include a reference to*
 - (i) *measures taken to ensure observance of the principles; and*
 - (ii) *any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner;*
- (b) *measures, if any, taken to improve human resource management in the various Agencies;*
- (c) *the extent to which disciplinary, redeployment and inability procedures were invoked in the Public Sector;*

- (d) *those matters specified in section 28(2) in so far as they relate to the Commissioner's Office; and*
- (e) *such other matters, if any, as are prescribed.*

The relevant matters under (d) [Section 28(2) of the Act] above are:

- (i) *equal opportunity management programs and other initiatives designed to ensure that employees employed in the Agency have equal employment opportunities;*
- (ii) *management training and staff development programs in the Agency; and*
- (iii) *occupational health and safety programs in the Agency.*

There are no prescribed matters under Section 18(2)(e) of the Act.

These requirements will be reported in the *2009-10 State of the Service Report*.

The principles of human resource management prescribed in Regulation 3 of the *Public Sector Employment and Management Regulations* are:

- (a) *subject to the Act, the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit;*
- (b) *human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and unjustified discrimination on any ground in respect of all employees and persons seeking employment in the Public Sector;*

- (c) *employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts;*
- (d) *human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity;*
- (e) *employees shall be –*
- (i) *afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts;*
 - (ii) *afforded reasonable access to training and development; and*
 - (iii) *remunerated at rates commensurate with their responsibilities.*

In order to provide a more qualitative report, in addition to these regulatory reporting requirements, examples of best/innovative practice people management policies and procedures (eg. flexible work practices, equity and diversity, recruitment and retention etc) are also being sought.

The information being sought is in 5 parts. In completing Parts 1- 4, CEOs should consider the evidence available to them. Additional information/supporting documentation may be required for future reviews/program evaluations.

Part 1 - Summary Statement

A statement advising of the extent to which your agency has observed the prescribed principles of human resource management. This statement is to be underpinned by information provided in Parts 3 and 4.

Part 2 - Service Provided by the Office of the Commissioner for Public Employment

An opportunity to comment on the Office of the Commissioner for Public Employment's performance measures set out in Budget Paper Number 3.

Part 3 – Employment Instructions and Other Key Indicators

Details of the extent to which the application of the principles is managed within the agency measured against the relevant Employment Instructions, and other key indicators.

Additional qualitative information is sought against a number of other key indicators of observance of the principles of human resource management.

Part 4 – Discipline, Redeployment and Inability

Specific details are sought of the numbers of actions under these processes and the outcomes.

Part 5 – Examples of Best/ Innovative Practice

This is an opportunity for agencies to provide examples of best/innovative practice people management policies and procedures (eg. flexible work practices, equity and diversity, recruitment and retention etc).

Please indicate your response to the questions and statements for the reporting year 2009-10.

Part 1 – Summary Statement

The following statement is based on the application of the prescribed principles of human resource management within the agency as measured against the relevant Employment Instructions and other identified indicators set out in Parts 3 and 4.

As Chief Executive Officer, I am aware of my responsibilities regarding application of the principles of human resource management as set out under the *Public Sector Employment and Management Act* and advise that as at 30 June 2010:

(Please tick the box that applies to your agency and sign.)

1.1. This Agency has established processes to ensure employees are aware of and observe the prescribed principles of human resource management.

1.2. This Agency has not established processes to ensure employees are aware of and observe the principles of human resource management.

(If this statement applies to your agency, please provide advice and timeframes as to how the agency intends to meet the principles.)

Name

Agency

Signature

Date

Part 2 – Services Provided by the Office of the Commissioner for Public Employment

This part of the Questionnaire seeks information on the performance measures for the Office of the Commissioner for Public Employment, as set out in Budget Paper Number 3. The output areas and performance measures are set out below.

Employee and Industrial Relations

Develop and manage employment policies and provide employment services that ensure NTPS employees have appropriate remuneration and conditions of service and that merit, equity and fairness and all legislative requirements are applied to the management of NTPS staff. Provide strategic public and private industrial relations advice and administer the Territory’s *Recreation Leave* and *Public Holiday Acts*.

2.1. Please indicate your level of satisfaction with the services provided to your agency.

- Not Satisfied Partly Satisfied
 Satisfied Very Satisfied

2.2. How could services be improved?

.....

2.3. Please indicate your level of satisfaction with the timeframes in which services were provided to your agency.

- Not Satisfied Partly Satisfied
 Satisfied Very Satisfied

2.4. How could timeframes be improved?

.....

Workforce Planning and Development

Build 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, the coordination of workforce development activities including executive leadership and management. It also includes the promotion of equity and diversity in the NTPS, including the employment across the public sector of an increased number of Indigenous people and people from disadvantaged groups within the community.

2.5. Please indicate your level of satisfaction with the service provided to your agency.

- Not Satisfied Partly Satisfied
 Satisfied Very Satisfied

2.6. How could services be improved?

.....
.....
.....
.....

2.7. Please indicate your level of satisfaction with the timeframes in which services were provided to your agency.

- Not Satisfied Partly Satisfied
- Satisfied Very Satisfied

2.8. How could timeframes be improved?

.....
.....
.....
.....

Promotion, Disciplinary and Inability Appeals and Grievance Reviews

Provide employees with the opportunity to seek independent and impartial consideration of actions or decisions by agencies, through promotion, disciplinary and inability appeals and reviews of decisions affecting employees, including termination of employment, conditions of service, selection processes and unfair treatment in the workplace.

2.9. Did your agency utilise the promotion, disciplinary and inability appeals or grievance reviews services of the Office of the Commissioner for Public Employment during 2009-10?

- Yes No

2.10. Please indicate your level of satisfaction with the service provided to your agency.

- Not Satisfied Partly Satisfied
- Satisfied Very Satisfied

2.11. How could services be improved?

.....
.....
.....
.....

2.12. Please indicate your level of satisfaction with the timeframes in which services were provided to your agency.

Grievance reviews finalised within 3 months

- Not Satisfied Partly Satisfied
 Satisfied Very Satisfied

Promotion appeals finalised within 6 weeks

- Not Satisfied Partly Satisfied
 Satisfied Very Satisfied

Disciplinary and inability appeals finalised within 5 months

- Not Satisfied Partly Satisfied
 Satisfied Very Satisfied

2.13. How could timeframes be improved?

.....

.....

.....

.....

Part 3 – Employment Instructions and Other Key Indicators

In this section, the Principles of Public Administration and Management, Human Resource Management, and Conduct are referred to as the ‘Principles’.

A. Ensuring that Employees Understand the Principles and Code of Conduct

3A.1. Are the Principles and Code of Conduct (Employment Instruction 13) made readily available to employees?

- Yes No

3A.2. Has an agency/occupation specific code of conduct been issued?

- Yes No

3A.3. If yes, is it made readily available to all relevant employees?

- Yes No

3A.4. Are the Principles and Code of Conduct (including any agency/occupation specific code of conduct) observed and applied consistently in your agency?

- Always Usually
 Sometimes Never

3A.5. If ‘Sometimes’ or ‘Never’ are steps being taken to ensure they are observed and applied consistently?

- Yes No

3A.6. Are the Principles and Code of Conduct (including any agency specific code of conduct) built into your business processes/development activities?

- Always Usually
 Sometimes Never

3A.7. Additional comments on this section.

.....

B. Promoting Impartial, Ethical and Professional Behaviour

3B.1. Does your agency support decisions on work matters being made fairly, objectively and ethically?

- Always Usually
 Sometimes Never

3B.2. Do managers/supervisors take appropriate action if decisions on work matters are not made objectively, fairly and ethically?

- Always Usually
 Sometimes Never

3B.3. Have all employees in your agency been provided with information and/or training about potential conflicts of interest and how to avoid a conflict of interest?

- Yes No

3B.4. Additional comments on this section:

.....

C. Ensuring Accountability to Government

3C.1. How are employees in your Agency provided with information about Government priorities relevant to their workplace? (please mark all that apply)

- Through the corporate and business/budge planning process
 Through internal newsletters and e-bulletins
 By managers/supervisors/team meetings
 As part of the performance management process
 Promoted on the intranet
 Other (please specify____ eg.Quarterly meetings with all Directors & other key staff)

D. Providing Good Client Service

3D.1. Does your agency have policies/procedures/standards on client service?

- Yes No

3D.2. Have the policies/procedures/standards been made readily available to

- Yes No

3D.3. Are the client service policies/ procedures/standards applied consistently?

- Always Usually
 Sometimes Never

3D.4. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

- Yes No

3D.5. Additional comments on this section:

.....

E. Managing Performance

3E.1. Is Employment Instruction 4 – Performance Management made readily available to employees?

- Yes No

3E.2. Have performance management systems have been implemented in your agency?

- Yes No

3E.3. If 'no', are steps being taken to develop and implement systems?

- Yes No

3E.4. Is the performance management system applied consistently across your agency?

- Always Usually
 Sometimes Never

3E.5. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

- Yes No

3E.6. Is employee confidence in the performance management system monitored?

- Yes No

3E.7. Additional comments on this section:

.....

F. Employment Based on Merit

3F.1. Is the Merit Selection Guide made readily available to employees?

- Yes No

3F.2. Does your agency have a specific selection policy / procedure consistent with the merit principle?

- Yes No

3F.3. If 'yes', has it been made readily available to employees?

- Yes No

3F.4. What percentage of selection panel chairpersons have received training in merit-based selection processes?

- 0-25% 26-50%
 51-75% 76-100%

3F.5. Additional comments on this section:

.....
.....
.....
.....
.....

3G.4. Does your agency have sufficient JES evaluators?

- Yes No

3G.5. If 'no', are steps being taken to ensure your agency has sufficient JES evaluators?

- Yes No

3G.6. Additional comments on this section:

.....
.....
.....
.....

G. Remuneration Commensurate with Responsibilities

3G.1. Does your agency makes JES information readily available to employees?

- Yes No

3G.2. Does your agency regularly review job descriptions to ensure they accurately reflect the requirements of the job?

- Always Usually
 Sometimes Never

3G.3. If 'sometimes' or 'never', are steps being taken to ensure they are reviewed regularly?

- Yes No

H. Managing for Diversity, Promoting Equity in Employment and Eliminating Discrimination and/or Bullying or Harassment

3H.1. Is Employment Instruction Number 11 – Equal Employment Opportunity Management Programs (EOMP) made readily available to employees?

- Yes No

3H.2. Has an agency specific EOMP been developed?

- Yes No

3H.3. Has the EOMP been made readily available to employees?

- Yes No

3H.4. Is the EOMP applied consistently across your agency?

Always Usually

Sometimes Never

3H.5. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

Yes No

3H.6. Is employee confidence in the EOMP monitored?

Yes No

3H.7. Is the EOMP built into the business processes/development activities of your agency?

Always Usually

Sometimes Never

3H.8. Does your agency provide equal opportunity/diversity training to employees?

Yes No

3H.9. Does your agency have an Indigenous Employment and Career Development program/strategy?

Yes No

3H.10. If 'no', are steps being taken to develop one?

Yes No

3H.11. Is the program/strategy applied consistently across your agency?

Always Usually

Sometimes Never

3H.12. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

Yes No

3H.13. Is employee confidence in the program/strategy monitored?

Yes No

3H.14. What percentage of employees in your agency have undergone Cultural Awareness training?

0-25% 26-50%

51-75% 76-100%

3H.15. Does your agency have a policy on bullying or harassment?

Yes No

3H.16. Is the policy applied consistently across your agency?

Always Usually

Sometimes Never

3H.17. If 'sometimes' or 'never', are steps being taken to ensure it is applied consistently?

Yes No

3H.18. Is employee confidence in the policy monitored?

- Yes No

3H.19. What percentage of managers/supervisors have undergone bullying or harassment training?

- 0-25% 26-50%
 51-75% 76-100%

3H.20. Additional comments on this section:

.....

I. Employee Consultation and Input Encouraged

3I.1. Are employees consulted in the development and review of policies/procedures?

- Always Usually
 Sometimes Never

3I.2. If 'sometimes' or 'never', are steps being undertaken to ensure future development and reviews of a policy/procedure are done through staff consultation?

- Yes No

3I.3. How are employees informed about workplace changes that affect them?

- Communication from the Head of Agency
 Senior management & Branch meetings
 Team meetings & informal meetings
 Communications plan/change management strategy
 Regular newsletters, print and electronic
 Intranet
 Email
 Other (specify):

3I.4. When making decisions which directly affect employees, is employee input sought?

- Always Usually
 Sometimes Never

3I.5. Are managers receptive to ideas put forward by employees?

- Always Usually
 Sometimes Never

3I.6. Additional comments on this section:

.....

J. Promoting a Safe Workplace

3J.1. Is Employment Instruction Number 12 – Occupational Health and Safety Programs made readily available to employees?
 Yes No

3J.2. Has an agency specific Occupational Health and Safety Program has been developed?
 Yes No

3J.3. If 'no', are steps being taken to develop one?
 Yes No

3J.4. Has the Occupational Health and Safety Program been made readily available to employees?
 Yes No

3J.5. Is the Occupational Health and Safety Program applied consistently?
 Always Usually
 Sometimes Never

3J.6. If 'sometimes' or 'never', have steps been taken to ensure it is applied consistently?
 Yes No

3J.7. Is employee confidence in the Occupational Health and Safety Program monitored?
 Yes No

3J.8. Is the Occupational Health and Safety Program built into business processes/ development activities?
 Always Usually
 Sometimes Never

3J.9. Additional comments on this section:
.....
.....
.....
.....

K. Promoting a Flexible Workplace

3K.1. Are flexible work practices and other initiatives that support work life balance promoted and monitored in your agency?

Yes No

3K.2. If 'yes', how many of the following initiatives have been implemented in your agency?

	Yes	No	Number of Approvals	Number Declined
Flexible working hours				
Home-based work				
Job sharing				
Part-time work				
Career breaks				
Part-year employment				
Short term absences for family & community responsibilities				
Utilisation of recreation leave at half pay				
Purchase of additional leave and				
NTPS Extended Leave Scheme				

3K.3. Additional comments on this section:

.....

L. Developing Workforce Capability

3L.1. Did your agency undertake any activities/initiatives to improve attraction and/or retention specifically for Early Careers such as trainees, apprentices, graduates, cadets, scholarship holders?

3L.2. Does your agency have a structured program to develop its leaders?

Yes No

3L.3. If 'no', are steps being taken to implement one?

Yes No

3L.4. If a structured program has been implemented, at what levels/which designations is it aimed?

.....

.....

.....

.....

3L.5. What future workforce planning and development challenges affect your agency?

.....

.....

.....

.....

3L.6. Briefly outline specific learning and development activities/initiatives that your agency implemented in 2009-10 for the following priority areas:

Priority Area	Activities/Initiatives Undertaken Yes/No	Activity/Initiative
Equity and Diversity		
Recruitment/Retention Initiatives		
Workforce Planning		
Work Life Balance		
Indigenous Employment		
People with Disability		
Recognition and Reward		
Career Mapping		
Leadership		
HR/IR Capacity		
Remote Workforce		
Mobility/Secondment arrangements		

3L.7. Additional comments on this section:
.....
.....
.....
.....

3M.6. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?
 Yes No

3M.7. Is employee confidence in the management of grievances monitored?
 Yes No

M. Providing a Fair System of Review

3M.1. Is Employment Instruction Number 8 – Management of Grievances made readily available to employees?
 Yes No

3M.8. Additional comments on this section:
.....
.....
.....
.....

3M.2. Have agency specific grievance settling procedures been developed?
 Yes No

3M.3. If 'no', are steps being taken to develop them?
 Yes No

N. Natural Justice

3N.1. Is Employment Instruction Number 3 – Natural Justice made readily available to employees?
 Yes No

3M.4. Have the procedures been made readily available to employees?
 Yes No

3N.2. Have the principles of natural justice been built into business processes/ development activities?
 Always Usually
 Sometimes Never

3M.5. Are the procedures applied consistently?
 Always Usually
 Sometimes Never

3N.3. Are the principles of natural justice applied consistently?
 Always Usually
 Sometimes Never

3N.4. If 'sometimes' or 'never', are steps being taken to ensure they are applied consistently?

- Yes No

3N.5. Is employee confidence in the observance of natural justice principles within your agency monitored?

- Yes No

3N.6. Additional comments on this section:

.....
.....
.....
.....

Part 4 – Redeployment, Discipline and Inability

Agencies do not need to submit separate data for each employee but aggregated data against each particular action under the Act.

However, agencies will need to keep records of what is provided for, to prepare for next year's report, so that longitudinal comparisons can be made.

Redeployment

Please note that this section does not apply to Executive Contract Officers (or agencies not covered by PSEMA).

4.1. How many employees were declared potentially surplus under section 41 of the Act?

.....

4.2. How many employees declared potentially surplus were transferred under section 42 of the Act?

.....

4.3. How many employees were made redundant pursuant to section 43(2) of the Act?

.....

Discipline and Inability Cases

4.4.

	Cases Brought Forward from 2008-09	New Cases Commenced in 2009-10	Cases Completed in 2009-10	Cases Carried Forward to 2010-11
Inability				
Summary Dismissal				
Discipline*				

*excluding summary dismissal

4.5. Please provide comment on any significant change in numbers or trends.

.....

.....

.....

.....

Part 5 – Examples of Best/ Innovative Practice

5.1. This is an opportunity for agencies to provide examples of best/innovative practice people management policies and procedures (eg. flexible work practices, equity and diversity, recruitment and retention etc.) in any of the areas of:

- Equity and Diversity
- Recruitment/Retention Initiatives
- Workforce Planning
- Work Life Balance
- Indigenous Employment
- People with Disability
- Recognition and Reward
- Career Mapping
- Leadership
- HR/IR Capacity
- Remote Workforce
- Mobility/Secondment arrangements
- Occupational Health and Safety
- Performance management
- Grievances
- Any other relevant areas

It is intended that some of these examples will be highlighted in the 2009 -10 State of the Service Report.

Feedback Form

We welcome your feedback on the State of the Service Report 2009-10. Your

comments and suggestions will be used in the development of future reports.

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

	Excellent	Good	Satisfactory	Poor
Overall impression				
Presentation and design				
Easy to read and understand				
Content/information				

Which areas of the report were most useful?

.....

Does the report contain the information you required?

Yes No

How do you think the report could be improved?

.....

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

.....

Please indicate where you are from:

- | | |
|--|--|
| <input type="checkbox"/> NT Government | <input type="checkbox"/> Industry |
| <input type="checkbox"/> Education or research institution | <input type="checkbox"/> Other State or Territory government |
| <input type="checkbox"/> Community member or organisation | <input type="checkbox"/> Private sector |
| <input type="checkbox"/> Australian Government | |

Please return your completed feedback sheet either by email, post, or facsimile to:

Email: enquiries.ocpe@nt.gov.au
 Post: GPO Box 4371, DARWIN NT 0801
 Facsimile: 08 8999 4148

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