

State of the Service Report 2007-08



Office of the Commissioner for Public Employment

State of the Service Report 2007-08

The Office of the Commissioner for Public Employment (OCPE) 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 2007-08 OCPE Annual Report.

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Letter to the Minister

The Hon. Rob Knight MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister Knight

RE: THE 2007-08 NTPS STATE OF THE SERVICE REPORT

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.

It should be noted that the reporting framework has changed from the last two years to streamline reporting and improve analysis. This means that, in most areas, direct comparisons cannot be done. However, in future years, reporting and analysis of trends will be improved.

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.

This is the third year in which a report separate from the Office of the Commissioner for Public Employment (OCPE) annual report has been submitted. The separate reports serve to more clearly differentiate the OCPE's performance as an agency from broader sector-wide reporting.

Yours sincerely



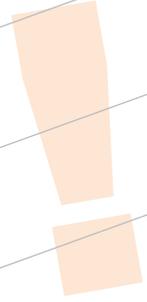
KEN SIMPSON
Commissioner for Public Employment

30 September 2008





Part 1



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 on the extent to which observance of the prescribed principles of human resource management have been achieved in the Northern Territory Public Sector (NTPS), and include reference to:

- measures taken to ensure observation of the principles
- any significant breaches or evasions of the principles detected by or brought to the attention of the Commissioner
- measures, if any, taken to improve human resource management in the various agencies
- the extent to which disciplinary, redeployment and inability procedures were invoked in the public sector
- those matters specified in section 28(2) in so far as they related to the OCPE
- such other matters, if any, as are prescribed.

Each chief executive officer (CEO) is responsible for the processes underpinning application of the principles in their agency. Comprehensive reporting against the relevant Employment Instructions and other key indicators is the way the Commissioner can assess observation of the prescribed principles of human resource management across the sector.

The agency annual reporting statement provides a critical and comprehensive summary of the measures agencies have taken to ensure the observance of the prescribed principles, and other reportable matters as noted above.

Critical Elements of the Reporting Framework

A reporting framework has been developed progressively since PSEMA came into effect. The major components are summarised below.

Table 1: Reporting Framework

Type of Information	Method of Collection	Source
Quantitative data	<ul style="list-style-type: none"> • Statistical data collected 	Internal, DCIS, agency reporting
Qualitative data	<ul style="list-style-type: none"> • Self-assessment and reporting against key indicators • Commissioner and OCPE staff visits to agencies • Coordination committee, Commissioners' and other conferences 	All agencies covered by PSEMA
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 recruitment and career development, remote locality conditions, job evaluation, etc. 	Specific reports, EBA negotiations

One of the main ways of obtaining 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.

This information is compiled through the Agency Reporting Requirements Questionnaire. Individual agency and aggregated data is analysed to prepare this report.

Information required under section 18(2) 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 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 PSEMA] 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 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, favoritism 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, examples of best practice people management policies and procedures were also sought in addition to the regulatory reporting requirements.

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

Summary Statement

A statement advising of the extent to which the agency had observed the prescribed principles of human resource management. This statement was to be underpinned by information provided in the Employment Instructions section.

Employment Instructions

Details of the extent to which the application of the principles was managed within the agency measured against the relevant Employment Instructions.

Employment Instructions are the principal 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. They 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 sector
- 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
- preparation of the reports gives agencies the opportunity to assess their internal communication, processes and procedures.

Table 2: Employment Instructions

Employment Instructions	Objectives
1 Advertising, Selection, Appointment, Transfer and Promotion	<p>Develop procedures for the selection, appointment, transfer and promotion of employees that are consistent with the <i>Public Sector Employment and Management Act</i>, Regulations, By-Laws, Employment Instructions and relevant Awards.</p> <p>Ensure selection is made in accordance with merit and equal opportunity principles and applicants are assessed by a panel competent for the purpose.</p>
2 Probation	Develop procedures to ensure probationary employees are aware of the details of the probationary process within one week of reporting for duty.
3 Natural Justice	Ensure natural justice is observed in all dealings with employees under the <i>Public Sector Employment and Management Act</i> .
4 Performance Management	Develop and implement performance management systems.
5 Medical Incapacity	Identify necessary procedures when the CEO is of the opinion that an employee may be medically incapacitated.
6 Inability to Discharge Duties	Identify the issues to be addressed when an employee is not performing his or her duties to the required standard. Describe the action to be taken prior to commencing the formal inability process under the <i>Public Sector Employment and Management Act</i> .
7 Discipline	Establish procedures regarding breaches of discipline within agencies consistent with the <i>Public Sector Employment and Management Act</i> , Regulations, By-Laws and Employment Instructions.
8 Management of Grievances	Establish grievance settling procedures within individual agencies.
9 Omitted	This Employment Instruction is now incorporated into Employment Instruction No. 1.
10 Employee Records	<p>Ensure recording of required details for every employee and establish procedures for access to records by individual employees while ensuring confidentiality.</p> <p>Establish systems and procedures regarding the authority to access employee records.</p>
11 EEO Management Programs	<p>Implement programs that ensure employees have equal employment opportunities.</p> <p>Implement programs for the employment and development of Aboriginal and Torres Strait Islander people within the framework of the <i>Public Sector Employment and Management Act</i>, Employment Instructions and the NTPS Aboriginal Employment Career Development Strategy.</p>
12 OH&S Programs	Consult with employees and their representatives for the purpose of developing and implementing agency occupational health and safety (OH&S) programs.
13 Code Of Conduct	<p>CEOs may issue agency specific codes of conduct consistent with the <i>Public Sector Employment and Management Act</i>, Regulations, By-Laws and Employment Instructions.</p> <p>CEOs may issue guidelines regarding acceptance of gifts and benefits by employees.</p> <p>The Code of Conduct applies to all public sector employees, including CEOs.</p>
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.

Other Key Indicators

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

- merit selection
- developing workforce capability
- remuneration commensurate with responsibilities
- grievances under section 59 of PSEMA (information provided by Promotion Appeals & Grievance Reviews).

Examples of Best Practice

This was an opportunity for agencies to showcase examples of best practice people management policies and procedures. These activities included early careers, Indigenous employment, and executive management and development initiatives. Summaries of agency activities have been incorporated within the Developing Workforce Capability section of this report.

Discipline, Redeployment 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.

Summary Statement

The annual reporting statement has been refined this year to improve its quality and value, while minimising the imposition on agencies.

As a result of these refinements, comparisons cannot be made with previous state of the service reports. The OCPE will continue to work with agencies to enhance their employment relations practices, procedures and evaluation.

Nineteen agencies were asked to complete the Agency Reporting Requirement Statement in accordance with PSEMA.

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.
- or
- The agency does not currently have established processes to ensure the principles of human resource management are observed.

Responses indicate that all agencies have established processes that ensure the principles of human resource management are observed.

Employment Instructions

Agencies were asked the extent to which the application of the prescribed principles of human resource management was managed

within the agency, measured against the relevant Employment Instructions. Their responses are set out in the following tables:

Table 3: Employment Instructions – Table A

Key Indicator	Employment Instruction readily available to all staff	Agency policy/ procedures developed	Policy/ procedures issued to all staff and readily available	Policy/ procedures applied consistently
Employment Instruction No. 4 Performance Management	100%	95%	94%	94%
Employment Instruction No. 8 Management of Grievances	100%	100%	95%	100%
Employment Instruction No. 11 Equal Employment Opportunity Management Programs	100%	89%	84%	94%
Employment Instruction No. 12 Occupational Health and Safety Programs	100%	95%	89%	94%
Employment Instruction No. 13 Code of Conduct	100%	89%	84%	100%

Responses indicate there is strong compliance across agencies to ensure Employment Instructions are readily available, and that corresponding agency policy and procedures are developed, issued and applied consistently to all staff.

In particular, all agencies have the Employment Instructions readily available to all staff, and all ensure the management of grievance policies and processes are developed and applied consistently.

Table 4: Employment Instructions – Table B

Employment Instruction (EI)	Best Practice Indicator (BPI)					
	Managers observe (i) (BPI 1)	Other staff observe (i) (BPI 2)	Built into business processes/ development activities (BPI 3)	If agency policy in place, development and review through consultation with staff (BPI 4)	Staff confidence in indicator is monitored (BPI 5)	If in place, has policy been reviewed in last 12 months (ii) (BPI 6)
EI. No 3 Natural Justice	4: 68% 3: 32% 2: 0% 1: 0%	4: 42% 3: 58% 2: 0% 1: 0%	4: 68% 3: 32% 2: 0% 1: 0%	4: 58% 2: 37% 2: 0% 1: 5%	Y: 79% N: 21%	Y: 16% N: 84%
EI. No 4 Performance Management	4: 42% 3: 47% 2: 11% 1: 0%	4: 42% 3: 47% 2: 11% 1: 0%	4: 53% 3: 37% 2: 11% 1: 0%	4: 53% 3: 37% 2: 5% 1: 5%	Y: 84% N: 16%	Y: 42% N: 58%
EI. No 8 Management of Grievances	4: 68% 3: 32% 2: 0% 1: 0%	4: 63% 3: 37% 2: 0% 1: 0%	4: 63% 3: 37% (iii) 2: 0% 1: 0%	4: 63% 3: 32% 2: 0% 1: 5%	Y: 79% N: 21%	Y: 32% N: 68%
EI. No 11 Equal Employment Opportunity Management Programs	4: 68% 3: 32% 2: 0% 1: 0%	4: 42% 3: 58% 2: 0% 1: 0%	4: 63% 3: 37% (iv) 2: 0% 1: 0%	4: 53% 3: 42% 2: 0% 1: 5%	Y: 84% N: 16%	Y: 37% N: 63%
EI. No 12 Occupational Health and Management Programs	4: 63% 3: 37% 2: 0% 1: 0%	4: 53% 3: 47% 2: 0% 1: 0%	4: 74% 3: 26% 2: 0% 1: 0%	4: 63% 3: 26% 2: 11% 1: 0%	Y: 95% N: 5%	Y: 47% N: 53%
EI. No 13 Code of Conduct	4: 58% 3: 42% 2: 0% 1: 0%	4: 37% 3: 63% 2: 0% 1: 0%	4: 68% 3: 32% 2: 0% 1: 0%	4: 58% 3: 26% 2: 11% 1: 5%	Y: 84% N: 16%	Y: 32% N: 68%
Always = 4 Usually = 3 Sometimes = 2 Never = 1					Indicate Yes (Y) or No (N)	

(i) Where no recent information against specific measures is available, consider any relevant information (e.g. incidence of individual concerns or complaints, incidence and findings of discipline, grievance reviews, etc).

(ii) This does not imply reviews of policy and procedures should occur every year. The purpose is to gauge the extent to which an agency has identified improvements to its HR policies and procedures.

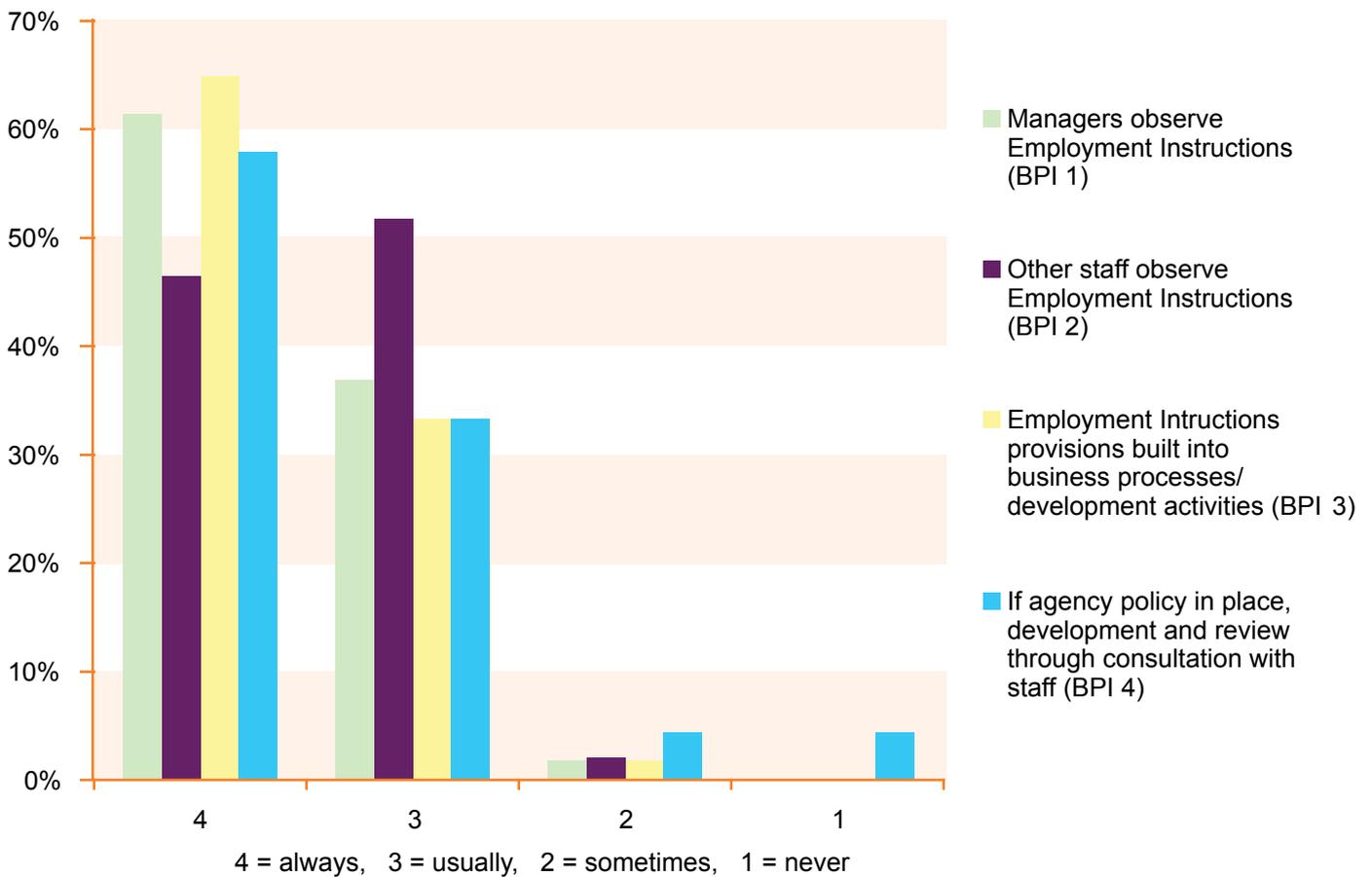
(iii) Ensuring that grievance review processes are linked to other processes within the agency and support continuous improvement. Where necessary, policies and practices should be reviewed if found to be deficient.

(iv) It is important that EOMP and, in particular, Indigenous Employment and Career Development Plans form an intrinsic part of agency strategic planning.

Best Practice Indicators

The following graph indicates the average percentage of agency compliance against the best practice indicators.

Graph 1: Agency Compliance Against Best Practice Indicators

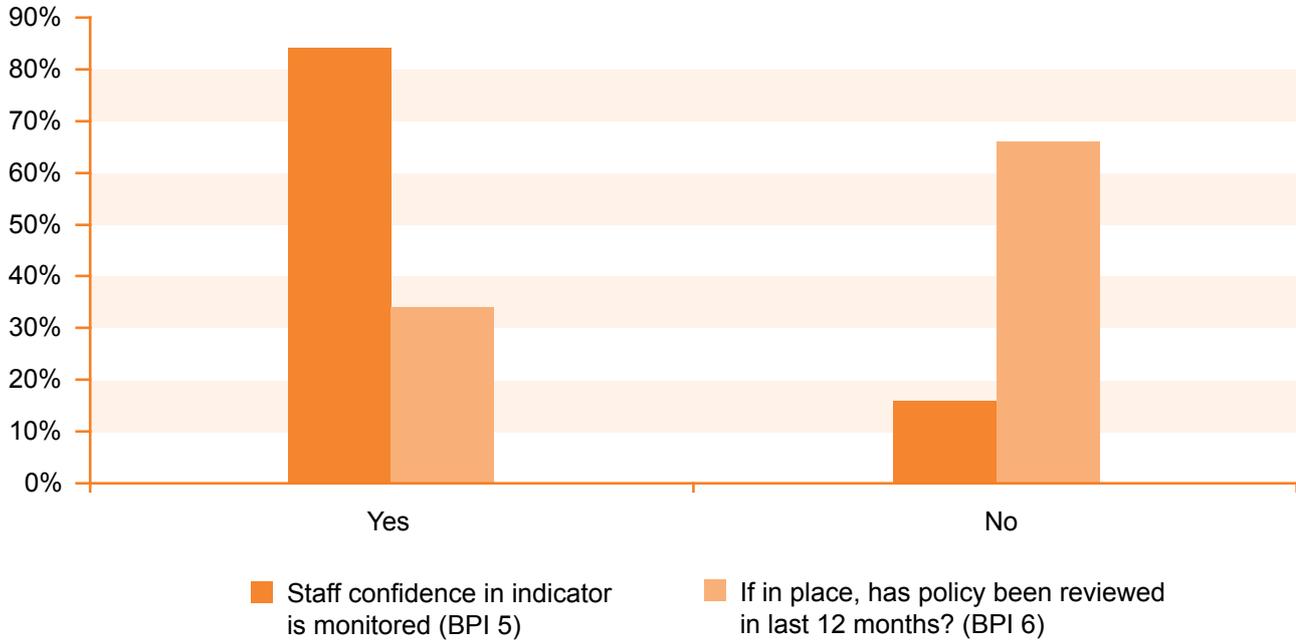


The graph indicates strong compliance by managers and staff in observing the Employment Instructions (EIs), and for the EI provisions to be developed and built into business processes in consultation with staff.

At least three-quarters of all agencies monitor staff confidence against the relevant Employment Instructions.

Most agencies did not review policies during 2007-08. The following graph represents the average percentage of agencies that monitor staff confidence in the best practice indicators and, if a policy is in place, the average percentage of agencies that reviewed those policies.

Graph 2: Staff Confidence in Best Practice Indicator and Policy Reviews



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.

Merit Selection

The table below indicates whether action has been taken to ensure that all selections for appointments, promotions and transfer have been conducted in accordance with the merit principle across the sector.

Table 5: Recruitment in Accordance with the Merit Principle

Merit Selection	Yes	No
Agency-specific selection policy and procedures have been developed and are consistent with the merit principle.	95%	5%
If a policy/procedure is in place, it has been reviewed during this reporting period.	68%	32%
All selection panel chairpersons receive training in merit-based selection processes.	58%	42%

Of the 42 per cent of agencies (eight out of nineteen) that indicated not all chairpersons had received training, the table below

indicates the estimated percentage of chairpersons who have been trained.

Table 6: Number of Agencies that have not Provided all Chairpersons with Training

Estimated percentage of chairpersons trained	0 – 25%	26 – 50%	51 – 75%	76 – 100%
Number of agencies	4	3	1	0

The tables indicate strong compliance and support for merit selection policy and processes to be developed and reviewed.

However, there is room for improvement in relation to training for all selection panel chairpersons.

Table 7: Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Promotion Appeals	%
2002-03	930	35	3.8%
2003-04	1031	29	2.8%
2004-05	1215	100*	8.2%
2005-06	1158	36	3.1%
2006-07	1255	54	4.3%
2007-08	1365	72	5.2%

*Includes 2 bulk selection processes resulting in multiple appeals.

Table 8: Outcome of Appeals

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Allowed	1	2	1	1	3	1
Disallowed	34	16	47	27	16	29
Readvertised	0	0	2	1	0	12
Withdrawn	11	5	38	8	4	15
Vacated (Cancelled)	13	5	55	5	23	21
On hand at end of period	3	4	7	1	9	3

The small number of appeals which have been Allowed suggests that the merit principle is adequately applied in NTPS selection processes. However, the larger

number being sent back to be Readvertised would suggest that the Promotion Appeals Board has identified some concerns with selection processes.

Developing Workforce Capability

Early Careers Retention and Attraction

The following table shows a large majority (85 per cent) of agencies continue to offer career starter employment opportunities (it should be noted the other 15 per cent of agencies have fewer than 25 employees). Agencies have reported the participation rates in the early career programs are approximately:

- 10 work experience placements, in addition to vacation employment
- 11 School-based New Apprentice Program
- 140 apprentices in a variety of vocation programs throughout the NTPS
- traineeships offered in at least 2 agencies
- 7 Charles Darwin University full-time students received a Work Integrated Learning Scholarship (WILS)
- 47 National Indigenous Cadetship Program (NICP)
- over 114 people commenced graduate programs including nursing, finance and engineering.

Table 9: Early Careers Retention and Attraction Activities

Agency	Work Experience	School-based Apprenticeship	Apprenticeship	Traineeship	WLS	NICP	Graduate
Auditor General			✓				
Business, Economic and Regional Development			✓			✓	✓
Chief Minister	✓	✓	✓			✓	
Commissioner for Public Employment						✓	
Corporate and Information Services			✓				✓
Darwin Port Corporation			✓				
Employment, Education and Training	✓		✓			✓	✓
Health and Community Services		✓	✓			✓	✓
Justice			✓			✓	
Legislative Assembly			✓				
Local Government, Housing and Sport			✓			✓	✓
Natural Resources, Environment and the Arts		✓	✓				✓
NT Electoral Commission							
Ombudsman			✓				
Planning and Infrastructure	✓		✓	✓	✓	✓	✓
Police, Fire and Emergency Services		✓	✓				
Power and Water Corporation	✓		✓	✓			✓
Primary Industry, Fisheries and Mines			✓			✓	✓
Treasury	✓		✓		✓	✓	✓

In planning for the future workforce needs, and supporting Jobs Plan 3 and *Closing the Gap of Indigenous Disadvantage: A Generational Plan of Action*, agencies undertook a range of initiatives. Some of the initiatives are:

NT Treasury

- Half-day forum/mock Budget for Darwin's senior high school students. Forums were presented to four local high schools, with a total of 102 participating students.

Department of Employment, Education and Training

- *More Indigenous Teachers* campaign was launched with a target of 40 Indigenous teachers in four years.
- 19 apprentices were recruited throughout the Territory, of whom 10 were Indigenous people with eight based in remote locations such as Kalkaringi, Milingimbi and Galiwin'ku undertaking a Certificate III in Indigenous Education Work.
- 20 *Student Teachers Bursaries*, to the value of \$12 000 a year, were made available to people studying a degree in Education or Graduate Diploma in Primary or Secondary Education.
- *Teaching Schools*, a partnership between the Department of Employment, Education and Training (DEET) and Charles Darwin University, were established to allow first year Bachelor of Teaching and Learning students to gain practical experience in the classroom leading to an internship in the final year of their study.

Department of Health and Community Services

- The Alice Springs and Darwin nursing graduate intake increased by 27 per cent, totalling 88 nurses.
- The department participated in career expos at Tennant Creek, the Alice Springs Croc Fest, Down Under Expo in Dublin, and Opportunities Australia Expo in Manchester.

Department of the Chief Minister

- Charleeann Reid, school-based apprentice with the Department of the Chief Minister, was awarded with the NAIDOC Committee Community Award for Outstanding Dedication and Achievement as a Student and School-based New Apprentice.
- Khiani Payne, from Alice Springs, was awarded the Group Training NT School-based New Apprentice of the Year for 2007.

Learning and Development Initiatives

Agencies reported on a variety of initiatives undertaken during the year. Some examples follow.

Learning and Development Priority Areas

Indigenous Employment

Power and Water Corporation continues to provide improved support and promotion of Indigenous employment opportunities through the apprentice program and employment as Essential Service Operators in remote communities.

Over 40 participants sector wide on the National Indigenous Cadetship Program. Areas of study include Bachelor of Laws, Nursing, Medicine, Pharmacy, Psychology, Teaching and Learning, Education, Arts, International Studies and Accounting.

The Department of the Chief Minister cadet based in Alice Springs co-wrote and presented a paper "Fair Transport: How Do We Get There?" at the NT Council of Social Services Exhibition.

A new program was introduced to encourage suitable Aboriginal Community Police Officers (ACPOs) to undertake the transition to constables. A total of 13 ACPOs graduated in June 2008.

DEET's *Indigenous Leadership Network Forum 2* is designed to strengthen the capacity and capability of Indigenous educators and leaders from diverse cultural and linguistic backgrounds from across the Territory. This initiative won the 2007 Commissioner's Equity and Diversity Awards Open Category.

DEET's *More Indigenous Teachers* includes study support programs and a campaign targeting youth and school leavers, existing

employees and the general community with an emphasis on delivery opportunities to remote people. This initiative received a commendation at the 2007 Commissioner's Equity and Diversity Award, Open Category.

The Department of Health and Community Services provided 10 Aboriginal and Torres Strait Islander Studies Assistance Grants for professional development activities. The total value of the grants was \$30 004.

Remote Workforce Development

Power and Water Corporation works extensively in remote communities in conjunction with community leaders and provides job and development opportunities for local residents.

DEET's *Remote Learning Partnership Agreements* are a commitment to negotiate local schools and community partnerships contracts in the 15 larger remote townships, to support closer working relationships between schools, Indigenous families and students, and community stakeholders.

The Department of Justice is creating casual positions in each region for home detention officers and court orderlies.

Virtual team master classes offered by the Department of Health and Community Services are an intensive program to equip managers with the knowledge, skills and best practice to manage virtual and geographically dispersed teams. A total of 32 managers completed this program.

DEET's Teach for a Term is a special offer for interstate and overseas teachers to work in a remote school for a term. Overseas selections are offered payment of their airfare and relocation expenses from their point of entry into Australia.

DEET's Mobile Remote Teachers are sent to schools where there is most need, i.e. where student numbers increase or there is an absence or vacancy. When a suitable teacher is contracted for that position the remote mobile teacher moves on to the next school.

Women in Leadership and Management

The Discovery: Women as Leaders program continued to be well supported by all agencies. Two programs were held, in Alice Springs and Darwin, attracting over 40 participants. Springboard: A development program for women was also offered in 2007-08.

A contingent of NT Police, Fire and Emergency Services employees, including five Aboriginal Community Police Officers, attended the 45th Annual Training Conference International Association of Women Police in Denver, Colorado.

Several women from NT Treasury attended the *Nice Girls Don't Get the Corner Office*, presented by author, executive coach and international speaker Lois Frankel, aimed at women who want to progress their professional and personal lives.

People with Disability

A Commissioner's Equity and Diversity Award was presented to the Department of Natural Resources, Environment and the Arts in recognition of initiatives designed to improve the employment and career opportunities for people with disability in the NTPS.

A total of 13 work placements were provided to people with intellectual/learning disabilities, supported by the Project Employment Scheme. The placements were in a variety of agencies including the Office of the Ombudsman, Darwin Port Corporation and the NT Electoral Commission. At the end of the period, host agencies are encouraged to consider permanent employment for participants who have demonstrated the ability to undertake the required duties.

disAbility Action Network continued to assist employees and agencies to understand disability issues in the workplace.

Disability WORKS Australia provided assistance to people with disability seeking employment or promotion in the NTPS.

Executive and Management Development

Cabinet approved the *NTPS Executive Leadership Development Strategy 2008-2012* with the NTPS Executive Leadership Capabilities forming the basis of the development outcomes. This strategy is a sector-wide approach to building executive leadership skills from within the NTPS. The strategy aims to build a

pool of NTPS employees who are suitably qualified, experienced and skilled leaders and managers to take up executive and leadership roles in the future.

The Australia and New Zealand School of Government (ANZSOG) was established by a consortium of Australian and New Zealand Governments, universities and business schools focusing on developing the future generation of public sector leaders. The programs focus on the critical elements of public policy, administration and management. The Northern Territory Government and Charles Darwin University membership of ANZSOG commits two executives annually in the Executive Master of Public Administration, and one executive annually for the Executive Fellows Program.

The Office of the Commissioner for Public Employment is the host agency for the national Public Sector Management (PSM) Program. The PSM Program is a joint venture between the Australian, State and Territory Governments to deliver first class public sector management training and offers a Graduate Certificate from one of four leading Australian universities. Two programs commenced in Darwin in 2007 with 41 people enrolled in a 'fast tracked' program that takes 12 months instead of 18.

In early 2008, the NTPS Executive Coaching Panel contract was amended to include access to 360 Degree Feedback services and one-on-one Executive Coaching.

Many agencies reported on the development of their own leadership and management capability programs to assist with succession management and meeting business outcomes and future needs of the agency.

NT Treasury produced a *Manager's Toolkit* in November 2007 that covers key aspects of how organisations operate, such as risk, finances and management reports, in addition to a comprehensive section on staff management.

Three fire-fighters (one from a remote area) attended the Australasian Fire and Emergency Service Authorities Council Executive Leadership Program.

Work-Life Balance

Work-life balance is now incorporated as part of the NTPS 2008-2010 Union Collective Agreement and the Power and Water 2007-2010 Union Collective Agreement. New initiatives include the use of recreation leave at half-pay, the purchase of additional leave and an extended leave scheme that allows for four years of work at 80 per cent of salary, followed by one year of leave.

Agencies continue to support a range of flexible working arrangements offered to attract and retain employees.

Career Management

Agencies continued to provide a variety of career management activities ranging from studies assistance to professional development.

The Department of Corporate and Information Services introduced PATHS (People Aiming Towards Higher Skills). This is a supervisory and management capability framework for agency staff.

The Office of the Commissioner for Public Employment offered *Career Mapping* workshops during National Youth Week, to assist NTPS youth with their career choice and give them the opportunity to explore and plan their goals. The workshops were offered in Darwin, Katherine, Alice Springs and Nhulunbuy. Due to popular demand, the workshops continue to be made available to all NTPS employees.

The Office of the Commissioner for Public Employment continues to work towards developing a mentoring framework that supports agency-specific work currently being undertaken in this area. This involved a number of 'Peering into Mentoring' workshops for target groups including young NTPS employees at the A05 to A07 levels, disAbility Action Network group members, and an open workshop for all NTPS employees. Overall, 32 people have participated.

The Department of Justice advertised in local cinemas for the Prison Officer-in-Training Scheme, which resulted in an increase in applications and overall quality of candidates for the positions.

Ethics

Agencies reported that new employees are apprised of their obligations under the NTPS Principles and Code of Conduct at induction and orientation programs.

The Department of Planning and Infrastructure developed a *Building Positive Workplaces* program to promote appropriate behaviour in the workplace. More than 200 employees have attended the sessions.

NT Treasury amended its *Core Competency Matrix* so that behaviour (and taking responsibility for one's own behaviour) was included as one of the seven elements that define an employee's successful functioning in a position.

DEET developed a *Corporate Governance Handbook* for all employees.

NT Treasury is currently developing a *Personal Accountability Framework* that will cover the standards of ethics and personal behaviour in working relationships.

Performance Management

All agencies have designed their own performance management systems, in line with their corporate priorities, to give managers and staff the opportunity to discuss work progress, undertake capability assessment and identify development activities.

The Department of Natural Resources, Environment and the Arts is currently developing a *Performance Enhancement System* to enhance the agency's capacity and capability. The system is designed to support the performance management of employees as well as enhancing the working relationship between managers and their staff. It also integrates related activities such as succession planning, annual performance reporting and individual development.

The Department of Business, Economic and Regional Development conducted an inaugural staff sensing to determine the views of staff on the health of the agency.

The Department of Primary Industry, Fisheries and Mines introduced a Conflict Coaching program. This is a new approach to help people explore their choices and better manage workplace conflict. It is one-on-one, individual, voluntary and confidential. It supports the early resolution of disputes, restoration of working relationships and earlier return to work.

Professional Specific

In addition to supporting attendance in professional specific development, agencies have been providing career enhancing opportunities that are aligned to business outcomes. A sample of these activities include:

- Certificate IV and Diploma in Investigations (Department of Natural Resources, Environment and the Arts)
- Continuing Legal Education (Department of Justice)
- Forum for Scientists (Department of Primary Industry, Fisheries and Mines)
- Parliamentary Law, Practice and Procedures course (Legislative Assembly)
- Fire Scene Investigation Course (Police, Fire and Emergency Services)
- Accounting at the Top (NT Treasury)

- The 2007-2010 Union Collective Agreement for Power and Water provided several initiatives to recognise and develop Science and Engineering professionals.
- The NTPS 2008-2011 Union Collective Agreement also offered a range of employment incentives for professional employees.

Occupational Health and Safety

With the introduction of the provisions under the new *Workplace Health and Safety Act*, agencies have started to ensure they comply with the legislation.

The Department of Local Government, Housing and Sport developed OH&S policy and guidelines for employees travelling to and working in remote locations.

Police, Fire and Emergency Services also offered OH&S training via iPod to all Workplace Health and Safety Committee members.

Cross Cultural Awareness

Under *Closing the Gap of Indigenous Disadvantage: A Generational Plan of Action*, 50 per cent of NTPS employees will have accessed cross-cultural awareness programs. To achieve this target by 2012, agencies have been active in ensuring all employees undertake cross-cultural programs.

The Department of Corporate and Information Services provided cross-cultural customer service training across the agency. A general session accessed through the Interpreter Service on Servicing a Multicultural Client Base is being offered to all staff and is ongoing.

Cross Cultural Collaboration Project brings together Indigenous and non-Indigenous leaders in DEET to improve student outcomes and service delivery. The project started in early 2008 and will be completed in 12 to 18 months.

DEET, in partnership with the Batchelor Institute of Indigenous Tertiary Education, has started preliminary work to design an accredited Graduate Certificate in Indigenous Education. Two units will focus on cross-cultural competencies and two units on preparing teachers to teach in Indigenous communities.

Mature Age Retention and Attraction

Flexible working arrangements continue to be used to manage a combination of retirement, superannuation and re-employment.

NT Police has revised processes to enable police officers that have left the agency to be reappointed.

The Department of the Legislative Assembly employs 50 casual employees as relief electorate, Hansard and parliamentary education officers. Many are retired and opt to work on a casual basis.

Future Workforce Planning and Development Challenges for the NTPS

Agencies reported a range of challenges that need to be considered when building on the workforce capacity of the NTPS. Their responses reinforce the need for the *Reform and Revitalisation* agenda in order to meet the needs of the future NTPS. The *Reform and Revitalisation* agenda contains a number of initiatives including:

- reviewing the *Public Sector Employment and Management Act* and our policy setting
- developing a strategic human resource plan for the NTPS and a workforce planning framework
- conducting biennial staff satisfaction surveys
- reviewing policies aimed at increasing numbers in the NTPS who come from disadvantaged groups in society
- implementing a new executive leadership development strategy
- further promoting public sector values and standards.

The *Reform and Revitalisation* agenda is aimed at having a contemporary work environment that will ensure we have public sector employees with the right mix of skills and values, in the right place at the right time.

Following is a summary of the agency responses to their future workforce planning and development challenges.

Table 10: Future Workforce Planning and Development Challenges

Agency	Succession Management	Skills Shortage and Hard to Recruit Jobs	Ageing Workforce	Leadership and Management Experience	Increase Indigenous Employment	Transition to Retirement	Mature Age Attraction & Retention	Work Life Balance	Workforce Flexibility and Adaptability	Workforce Planning	Initiatives for Remote Employees	Professional Development
Auditor General	✓	✓	✓									✓
Business, Economic and Regional Development												
Chief Minister		✓	✓			✓		✓				✓
Commissioner for Public Employment	✓									✓		
Corporate and Information Services		✓			✓							
Darwin Port Corporation		✓	✓									
Employment, Education and Training	✓	✓	✓		✓	✓				✓		
Health and Community Services	✓	✓	✓		✓				✓		✓	✓
Justice		✓			✓			✓				
Legislative Assembly	✓		✓			✓						
Local Government, Housing and Sport				✓	✓						✓	
Natural Resources, Environment and the Arts	✓	✓	✓									
NT Electoral Commission		✓										
Ombudsman												
Planning and Infrastructure		✓	✓									
Police, Fire and Emergency Services		✓	✓	✓	✓	✓	✓					
Power and Water Corporation	✓	✓	✓	✓						✓		
Primary Industry, Fisheries and Mines	✓		✓	✓			✓					
Treasury		✓		✓	✓							✓

Remuneration Commensurate with Responsibilities

To ensure remuneration is commensurate with responsibilities throughout the NTPS, positions are established in line with the Mercer CED Job Evaluation System and other formal provisions such as work level standards in workplace agreements. Agency reports indicate 84 per cent have policy and procedures readily available to evaluate positions.

Section 59 Grievance Reviews

According to Promotion Appeals & Grievance Review's records, this year 84 section 59 grievance reviews were conducted, compared to 79 in the preceding year. The most common issues raised in grievances concern selection processes; application of procedures and policies; bullying and harassment; application of conditions of service; management practices; personal conflicts in the workplace and termination of probationary employment.

The grievance process reveals occasional examples of poor management or decisions. However, the number of grievances 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 and determine trends and/or critical interventions.

Redeployment

Where a CEO is of the opinion that a permanent employee is potentially surplus to an agency's requirements (the employee is no longer substantially or nominally attached to a position), the person becomes an unattached officer in the agency. If no suitable placement is obtained or found within a reasonable period, the person may be referred to the OCPE in accordance with section 41 of the 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 sections 41, 42 and 43(2) of PSEMA.

Table 11: Action Taken in Accordance with the *Public Sector Employment and Management Act*

Employees declared potentially surplus	Employees declared potentially surplus transferred	Employees made redundant
3	0	3

Discipline and Inability

Section 18 of the *Public Sector Employment and Management Act* requires the Commissioner for Public

Employment to report on the extent to which discipline and inability procedures have been invoked in the NTPS.

Table 12: Summary of Disciplinary and Inability Cases 2003-08

Year	Provision	Cases B/Fwd	New Cases	Cases Completed	C/Fwd
2007-08	Inability	1	8	2	7
	Summary Dismissal	0	5	5	0
	*Discipline	28	58	51	35
2006-07	Inability	3	1	2	2
	Summary Dismissal	0	0	0	0
	*Discipline	16	62	50	28
2005-06	Inability	1	2	0	3
	Summary Dismissal	0	2	2	0
	*Discipline	17	25	26	16
2004-05	Inability	2	0	1	1
	Summary Dismissal	0	1	1	0
	*Discipline	7	42	32	17
2003-04	Inability	3	2	3	2
	Summary Dismissal	0	0	0	0
	*Discipline	11	49	53	7

**Excluding summary dismissal*

No significant breaches or evasion of the principles of human resource management have been brought to the notice of the Commissioner. While a number of breaches of discipline have occurred, they could not be considered significant in a public sector of around 16 000 full-time equivalent employees.

The higher than usual number of new cases during 2007-08 was attributed to some

agencies proactively providing management training that has given managers confidence to deal with these issues. New systems and databases have also been implemented to accurately report on instances.

The increase in discipline cases in 2006-07 was attributed largely to the Department of Justice conducting an annual audit into the misuse of computers.

Table 13: Summary of Disciplinary and Inability Appeals 2003-08

Year	Provision	Total Appeals – B/Fwd	Total Appeals – New	Appeals Resolved	C/Fwd
2007-08	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	1	5	4	2
2006-07	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	1	3	3	1
2005-06	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	1	2	2	1
2004-05	Inability	0	0	0	0
	Summary Dismissal	0	0	0	0
	*Discipline	3	1	3	1
2003-04	Inability	0	0	0	0
	Summary Dismissal	1	0	1	0
	*Discipline	0	4	1	3

**Excluding summary dismissal*

The low number of disciplinary and inability appeals may indicate that management decisions to instigate processes are generally accepted as well founded.

Part 2



Northern Territory

Public Sector

Staffing Statistics



Staffing Statistics

Overview

References to the Northern Territory Public Sector (NTPS) in this report include the agencies listed in Table 16 on page 43. The list excludes 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 the *Public Sector Employment and Management Act*, 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 it includes the Power and Water Corporation.

Equity and Diversity

Information on the representation of equal employment opportunity (EEO) groups in the NTPS is stored in the Personnel Information and Payroll System (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 did 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 six years.

At June 2008, NTPS employees identified as being:

- Indigenous – 7.7 per cent
- a person with disability – 2.0 per cent
- a person from culturally diverse background – 4.2 per cent.

The following table highlights the gradual annual increases:

Table 14: Representation of Equal Opportunity Groups in the NTPS

Category	June 2002	June 2003	June 2004	June 2005	June 2006	June 2007	June 2008	Six-year change
Indigenous Australians	4.6%	5.0%	5.7%	6.6%	6.9%	7.3%	7.7%	3.1%
People with disability	1.4%	1.3%	1.7%	1.8%	2.1%	1.9%	2.0%	0.6%
People from culturally diverse background	2.2%	2.3%	3.6%	4.1%	4.9%	4.7%	4.2%	2.0%
Women in executive management (EO1 to ECO6)	26%	26%	27%	31%	32%	34%	37%	11.0%

The NTPS has progressively improved equity in employment outcomes for all EEO groups. In particular, outcomes for women and Indigenous employees over the past six years continue to gradually improve, particularly women in executive management which has increased by 11 per cent.

Staffing Levels

Table 15 and Graph 3 show movements in total staffing in the NTPS compared to changes in the Northern Territory population and employment numbers from the early 1980s to 2008. There has been an overall increase in public sector employment from around 14 200 to 16 485 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 Graph 4, which indicates that the effects of the changeover at that time were marginal.

Table 15: Growth in the Northern Territory Public Sector Compared to Labour Force, Employment and Population Movements – 1988 to 2008

		1988	1989	1990	1991	1992	1993	1994
NTPS	(‘000)	14.2	14.5	14.8	14.5	14.1	13.7	13.9
	%Growth/Yr	-3	2	2	-2	-3	-2	1
	Growth Index	100	102	104	102	99	97	98
Labour Force #	(‘000)	72.8	82.0	83.7	85.4	86.8	81.4	80.5
	%Growth/Yr	-8	13	2	2	2	-6	-1
	Growth Index	109	123	125	128	130	122	120
Employment #	(‘000)	67.3	77.6	78.5	78.3	80.7	75.4	75.4
	%Growth/Yr	-10	15	1	0	3	-7	0
	Growth Index	108	125	126	126	130	121	121
Population *	(‘000)	159.0	160.5	162.1	165.0	167.0	169.7	172.3
	%Growth/Yr	2	1	1	2	1	2	2
	Growth Index	120	121	122	124	126	128	130
		1995	1996	1997	1998	1999	2000	2001
NTPS	(‘000)	14.1	14.2	14.4	14.9	14.7	14.8	14.6
	%Growth/Yr	1	1	1	3	-1	0	-1
	Growth Index	99	100	102	105	104	104	103
Labour Force #	(‘000)	87.0	88.4	91.5	92.6	97.0	95.5	104.4
	%Growth/Yr	8	2	4	1	5	-2	9
	Growth Index	130	132	137	138	145	143	156
Employment #	(‘000)	81.0	83.4	86.7	88.5	93.2	90.2	97.0
	%Growth/Yr	7	3	4	2	5	-3	8
	Growth Index	130	134	140	143	150	145	156
Population *	(‘000)	175.0	180.5	184.6	188.3	191.3	194.3	196.3
	%Growth/Yr	2	3	2	2	2	2	1
	Growth Index	132	136	139	142	144	146	148
		2002	2003	2004	2005	2006	2007	2008
NTPS	(‘000)	14.4	14.6	15.2	15.8	15.8	16.1	16.5
	%Growth/Yr	-2	2	4	4	0	2	2
	Growth Index	101	103	107	112	112	114	116
Labour Force #	(‘000)	105.5	101.2	102.5	99.3	106.9	111.1	115.4
	%Growth/Yr	1	-4	1	-3	8	4	4
	Growth Index	158	151	153	148	160	166	172
Employment #	(‘000)	101.0	94.9	95.4	94.4	101.7	106.0	111.2
	%Growth/Yr	4	-6	1	-1	8	4	5
	Growth Index	163	153	154	152	164	171	179
Population *	(‘000)	198.3	199.3	200.6	203.8	208.4	212.5	217.6
	%Growth/Yr	1	0	1	2	2	2	2
	Growth Index	149	150	151	153	157	160	164

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

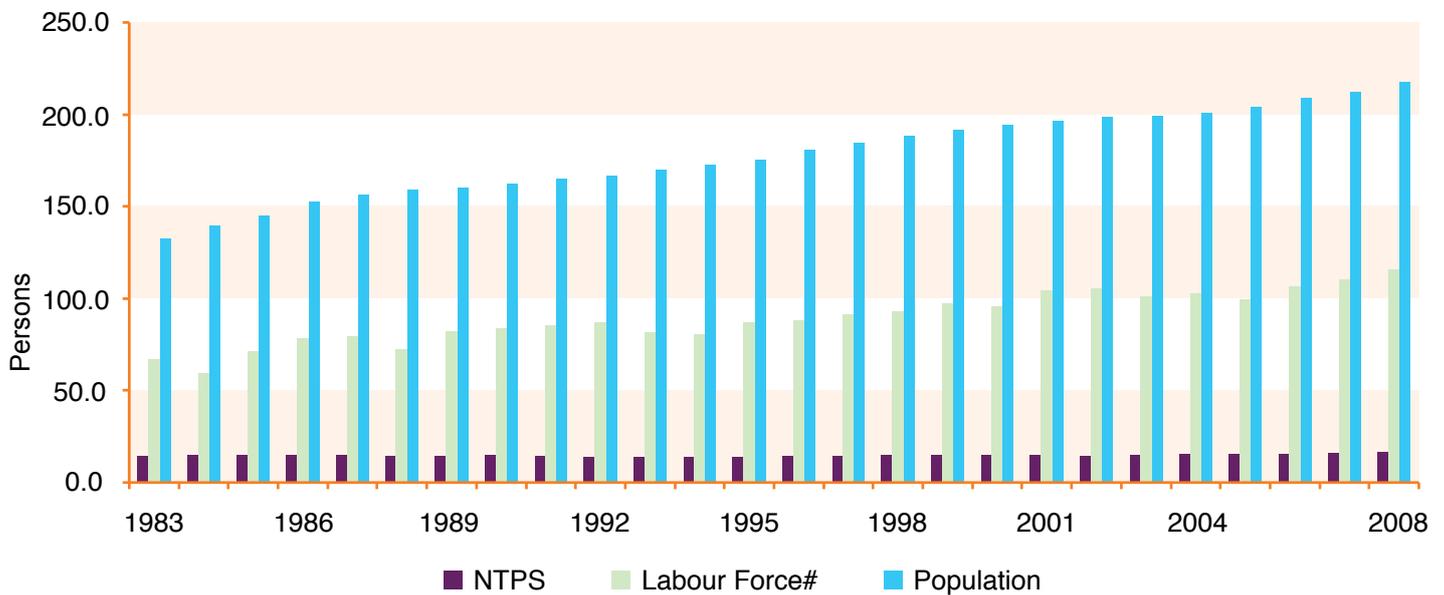
Initially average over May, June and July and then ABS trend

* December previous year population figures

Aggregation of the data shows that from 1983 (about the time the NTPS consolidated following self-government in 1978) to 2008, the Northern Territory population grew by 64 per cent while the labour force grew by

72 per cent. The NTPS is currently 16 per cent larger than it was in 1983. Further analysis shows that, in 2002, the NTPS was 1 per cent larger than in 1983, but grew a further 14.1 per cent from 2002 to 2008.

Graph 3: Growth in the NT Public Sector, Labour Force and Population from June 1983 to 2008

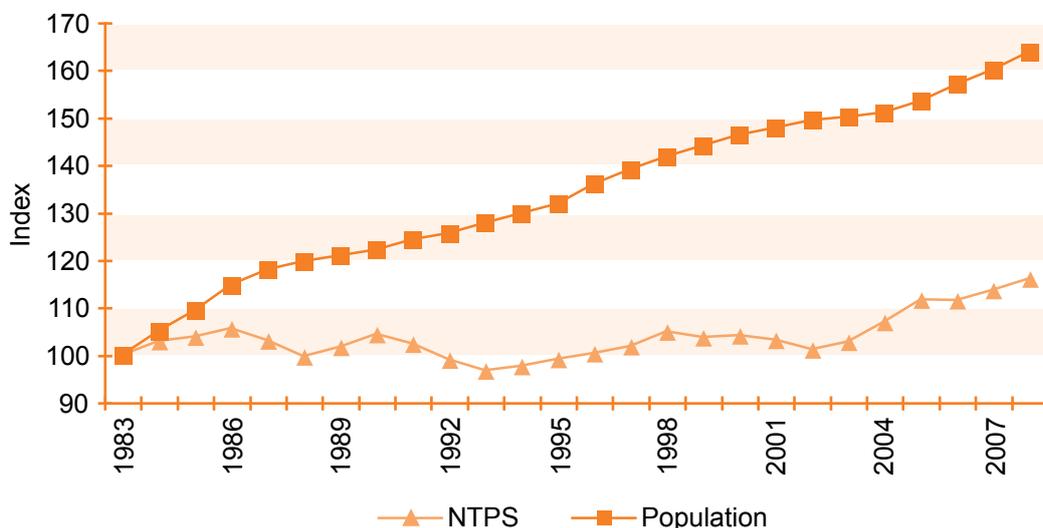


The change in the size of the public sector from 1983 is compared directly to population growth in Graph 4. The graph shows that the population of the Territory has grown steadily during this period while NTPS staffing has varied substantially, first peaking in 1986 at around 15 000. The decrease that followed was precipitated by significant cuts in federal funding to the NT following a review of State/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 service 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 the 2003-04 year by 565 and from 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. This year there has been a June to June quarter increase of 378. The major part of this year's increases appear 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.

Graph 4: Movements in NT Population and NTPS Staff 1983 to 2008



Base of each index 1983 = 100

These changes are illustrated clearly in Table 16, which shows full-time equivalent staffing numbers for each agency averaged over the June quarter for 2007-08 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.

Staffing Overview

The analysis in the following sections is based mainly on data extracted from PIPS. Most graphs, 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.

Table 16: Changes to Average Public Sector Staff Employed by Agency – June Quarter 2005 to June Quarter 2008

Agency	Average June quarter 2005	Average June quarter 2006	Change over 12 months	Average June quarter 2007	Change over 12 months	Average June quarter 2008	Change over 12 months
Aboriginal Areas Protection Authority	25	25		25		23	- 2
Auditor General	5	5		5		4	- 1
Business, Economic and Regional Development	0 (estab. July 2005)	137	137	143	6	143	
Business, Industry and Resource Development	620	0	- 620	discontinued			
Chief Minister	300	275	- 25	291	16	278	- 13
Commissioner for Public Employment	46	54	8	41	- 13	37	- 4
Community Development, Sport and Cultural Affairs	649	0	- 649	discontinued			
Corporate and Information Services	743	735	- 8	695	- 40	648	- 47
Darwin Port Corporation	62	64	2	69	5	72	3
Employment, Education and Training	3 803	3 855	52	3 858	3	3 932	74
Health and Community Services	4 395	4 448	53	4 682	234	4 921	239
Infrastructure, Planning and Environment	1 408	0	-1 408	discontinued			
Justice	926	939	13	999	60	1 027	28
Land Development Corporation	5	0	- 5	discontinued			
Legislative Assembly	94	97	3	101	4	97	- 4
Local Government, Housing and Sport	0 (estab. July 2005)	439	439	452	13	538	86
Natural Resources, Environment and the Arts	0 (estab. July 2005)	744	744	773	29	772	- 1
NT Electoral Commission	12	9	- 3	12	3	14	2
Ombudsman	18	20	2	18	- 2	19	1
Planning and Infrastructure	0 (estab. July 2005)	809	809	774	- 35	759	- 15
Police, Fire and Emergency Services	1 539	1 602	63	1 651	49	1 690	39
Power and Water Corporation	706	719	13	712	- 7	742	30
Primary Industry, Fisheries and Mines	0 (estab. July 2005)	478	478	476	- 2	451	- 25
Tourism NT	134	135	1	136	1	130	- 6
Treasury	264	244	- 20	194	- 50	188	- 6
TOTAL	15 754	15 833	79	16 107	274	16 485	378

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

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 1998 to June 2008 is presented in Table 17. From 1998 to 2003 the proportion of permanent employees was fairly steady, but over the past five years it has fallen by 6 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 9.2 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 have been in education (-15.7 per cent), health (-15.4 per cent) and the administrative stream (-12.9 per cent). The changes to the other elements of the service were relatively small (less than 4 per cent).

The trend towards use of temporary employment may be a by-product of the recent rapid expansion of the service and the overall tightening of the labour market. There appears to be a tendency to recruit initially to termed contracts to tie people into areas of skill shortages. Also this year, a substantial number of fixed term appointments have been required to implement projects related to the Australian Government intervention. Other recruitment initiatives such as the Department of Employment, Education and Training's 'Teach for a Term' are also likely to contribute to the increase in temporary employment.

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 3.7 per cent in June 2008. 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 also includes increases in the numbers of administrative and physical staff.

Table 17: Employment Status of NT Public Sector Staff – 1998 to 2008

Status	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Change 98 to 08
Permanent	76.7%	78.0%	76.9%	77.6%	78.1%	78.3%	77.0%	75.5%	75.6%	74.0%	72.3%	-4.4% pts.
Temporary	20.3%	19.3%	20.0%	19.5%	18.9%	18.7%	19.6%	21.3%	21.3%	22.1%	23.7%	3.4% pts.
Casual	2.4%	2.5%	2.9%	2.8%	2.8%	2.8%	3.3%	3.2%	3.0%	3.6%	3.7%	1.3% pts.
Misc.	0.5%	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.3%	0.3%	-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. In past years this report has been limited to permanent employees only. This year the scope has been expanded and back-cast to include all permanent and temporary employees who work part-time.

At 2182, the number of part-time NTPS employees is 86 more than in the previous year. This is over three 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 most marked being in the professional stream: there was only one in 1994 whereas now there are 68. The increase in the proportion of workers in part-time employment since 1998 is shown in Table 18.

Table 18: Part-time in the NT Public Sector – 1998 to 2008

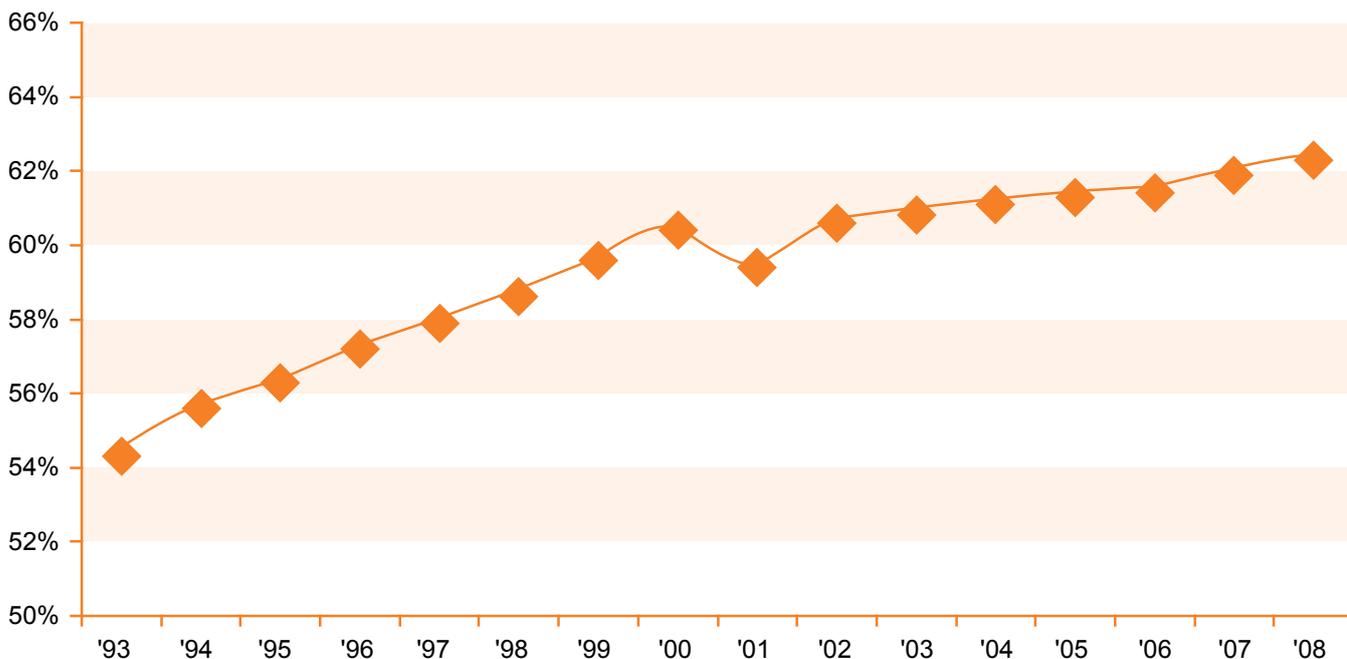
Status	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Change '98 to '08
Part-time staff	7.8%	8.4%	9.4%	10.0%	10.7%	11.3%	11.3%	11.4%	11.5%	12.1%	12.2%	4.4% pts

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 62.3 per cent in June 2008 (see Graph 5). This is an average annual increase in the proportion of women over this period of 0.53 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 nearly 15 percentage points over the last three decades, whereas that for men has decreased by over six percentage points. It should be noted that the downward trend for men appears to have now abated and has actually increased slightly over the past five or so years.

Graph 5: Proportion of Women in the NT Public Sector – 1993 to 2008



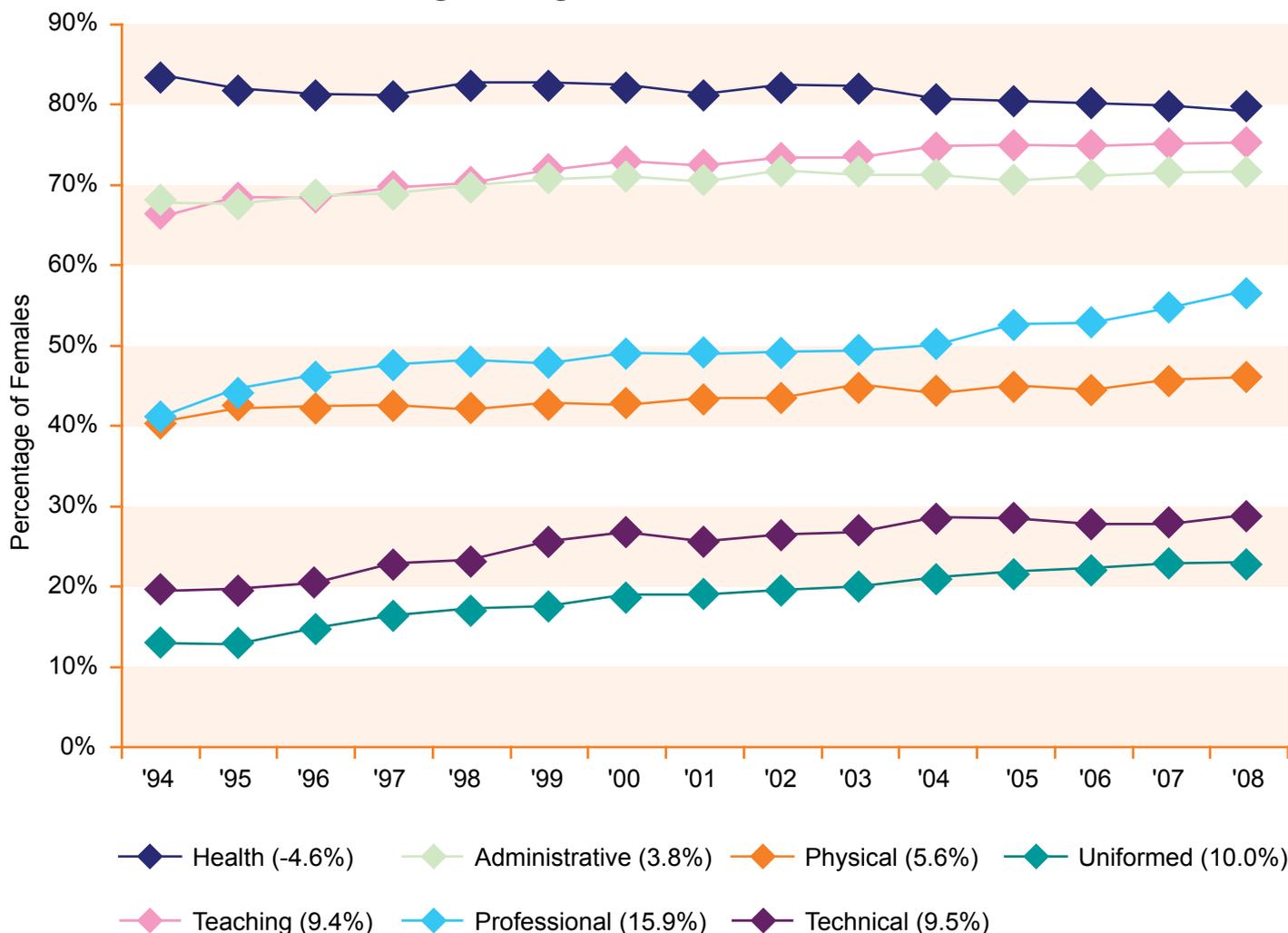
The proportions of females to males in agencies are shown in Graph 7. This division can be misleading for very small agencies because minor staff changes can vary the proportions considerably. However, the graph shows quite clearly that there are some large agencies where one gender predominates.

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.

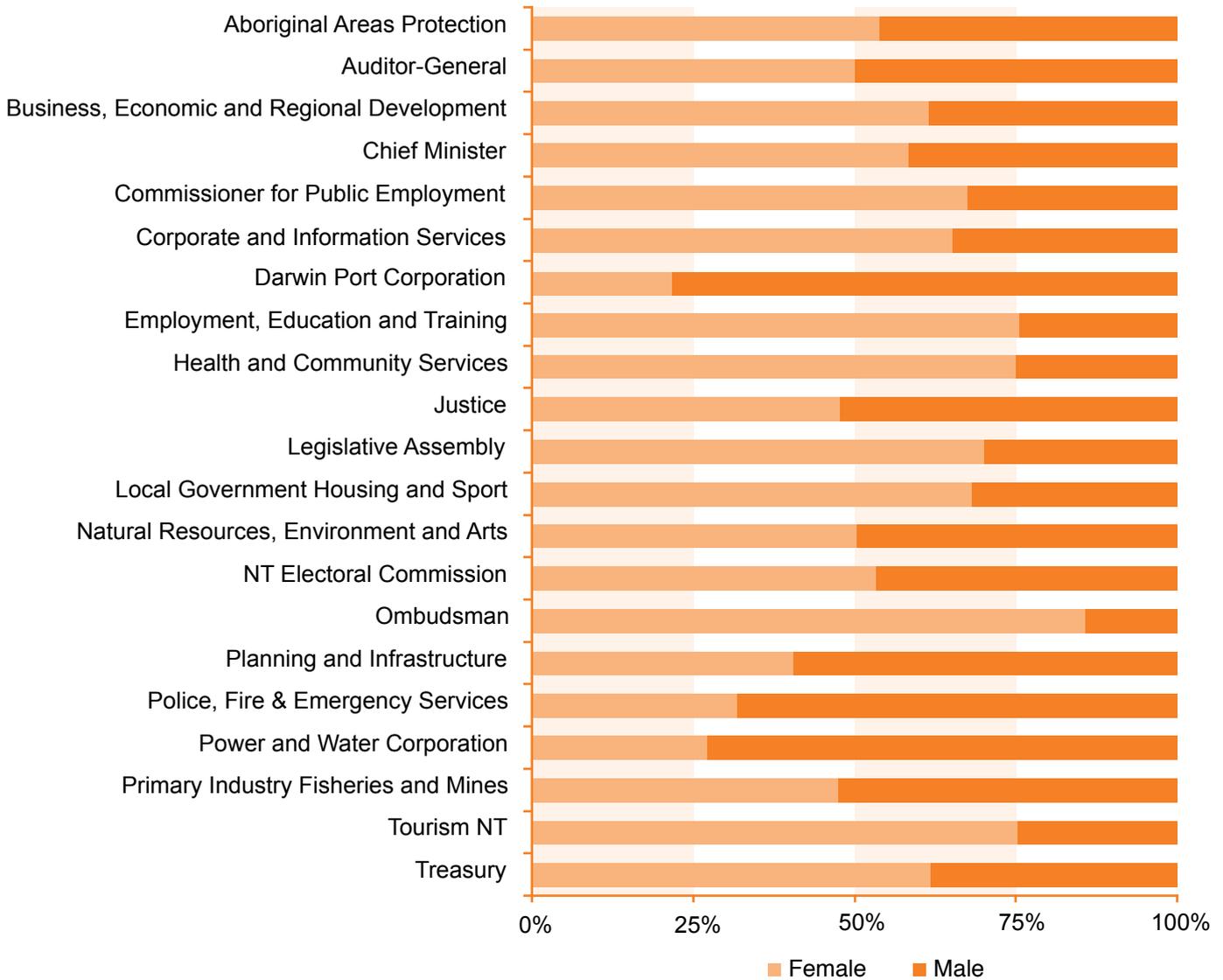
Graph 6 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2008. Some of this change can be viewed positively from an EEO perspective. For example the very high over-representation of women in the health professions (doctors, nurses and Aboriginal health workers) has shown some decline (with the proportion of males increasing by over 4.5 per cent) and, conversely, the

predominance of men in the uniformed (all police, prison officers and fire officers), technical and professional streams has reduced markedly. However, in the education sector, the proportion of female teachers increased by more than 9 per cent. Three out of four educators in NT public education are women and there appears to be little chance of this changing any time soon.

Graph 6: Percentage of Females by Employment Stream June 1994 to June 2008 with Overall Percentage Change Since 1994



Graph 7: Proportions of Males and Females by Agency All Employees – 2008

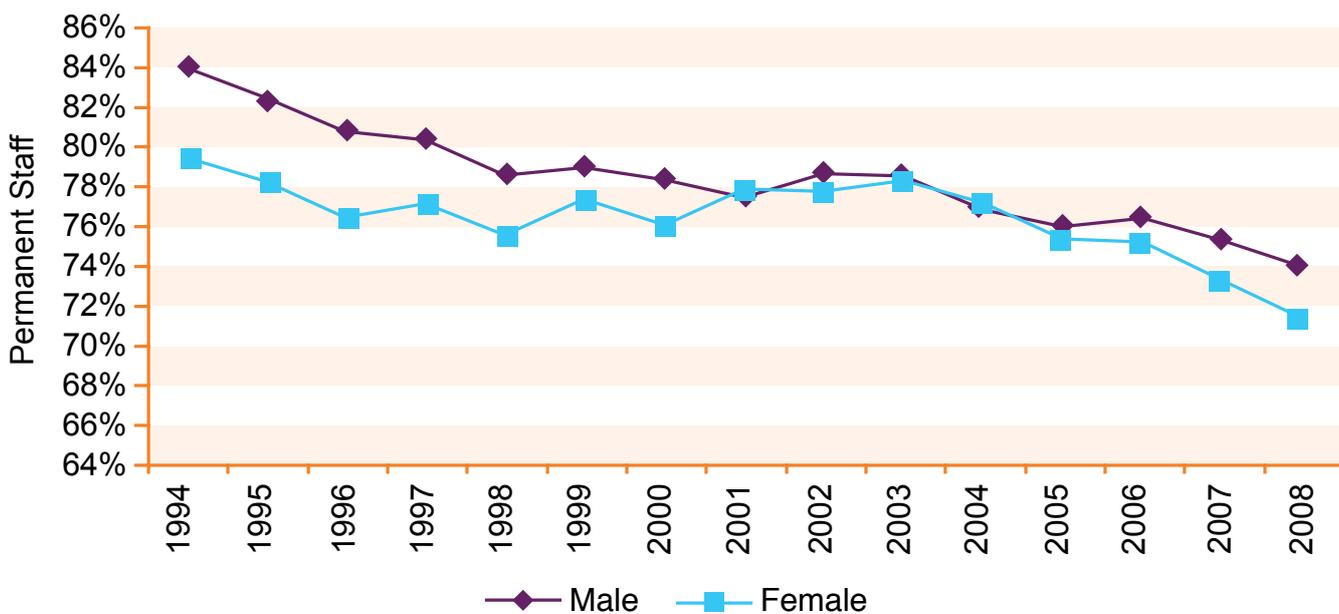


Status by Gender

Graph 8 graphs the proportion of permanent staff by gender from 1994 to 2008. This reveals that the drop in the proportion of permanent staff over the past 10 years (see Table 17) 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 males 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 now close to 3 percentage points lower than for men.

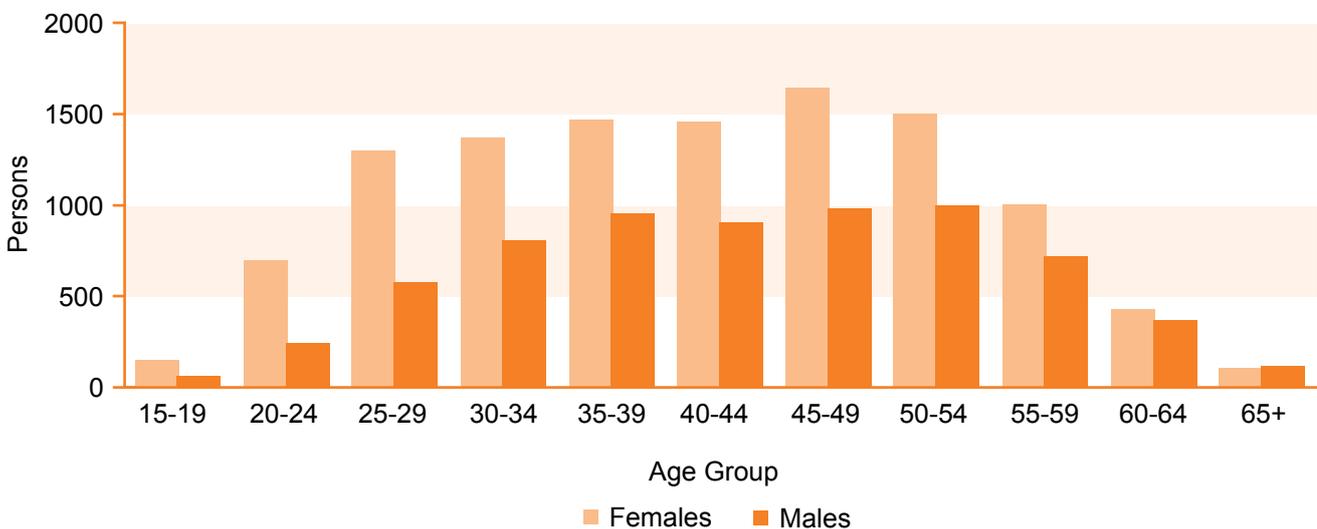
Graph 8: Proportion of Permanent Staff by Gender NT Public Sector – 1994 to 2008



Age by Gender

Graph 9 illustrates the division of staffing by age and gender at June 2008. As in previous years, while women remain in the majority in the NTPS, they also remain concentrated in the lower age groups.

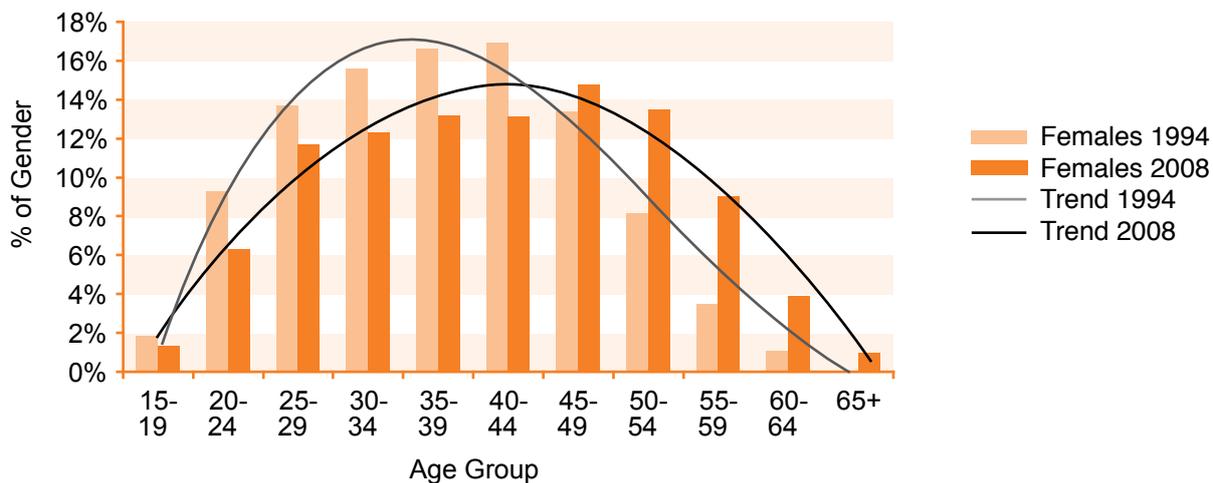
Graph 9: Distribution of Men and Women in the NT Public Sector by Age Group – June 2008 – All Employees



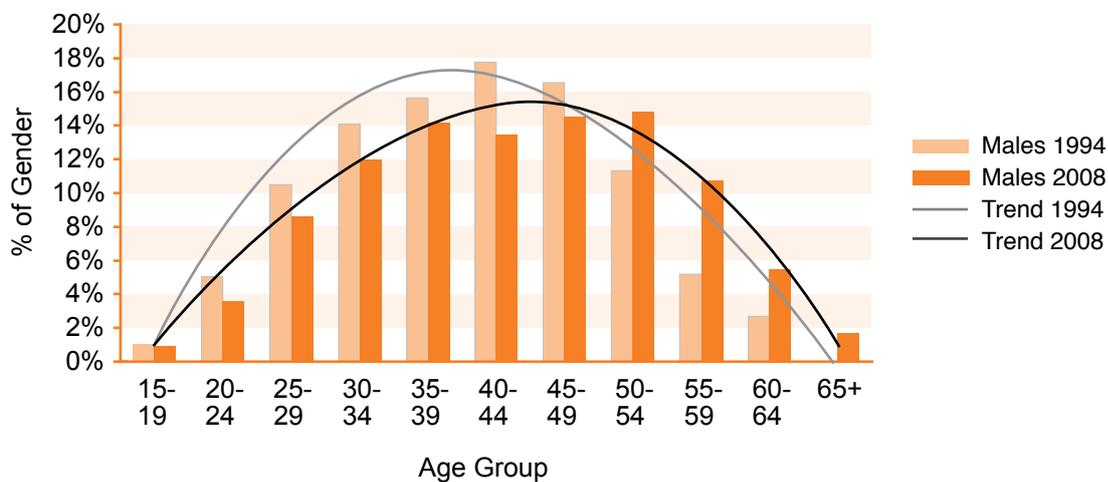
Nevertheless comparisons with data from over a decade ago suggest that there is now a somewhat flatter age distribution for women and men. In other words, there appears to be a more even distribution of employees across the age categories. Graphs 10 and 11 compare the percentage distributions of women 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 number of women increased but the number of men decreased.

Graph 10: Distribution of Women in the NT Public Sector by Age Group by Time – June 1994 and June 2008



Graph 11: Distribution of Men in the NT Public Sector by Age Group by Time – June 1994 and June 2008



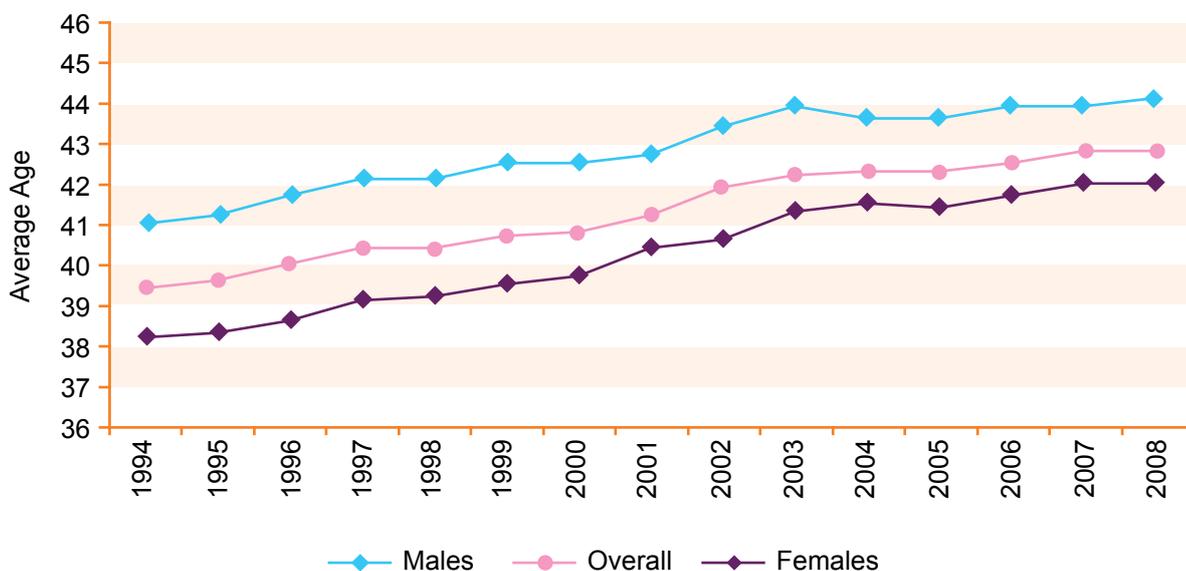
The average age of NTPS staff from June 1994 to June 2008 is shown in Graph 12. The overall average has risen by 3.4 years, with the overall average the same as for last year. The overall rate of ageing for men and women has historically been similar, but the rate of increase for women is slightly greater so that, over the entire period, the increase for women has been 3.8 years and for men 3.1 years. It is possible that the greater change for women is related to mature-aged women returning to the labour force or women choosing to stay longer in the workforce.

Over the past decade the OCPE has been concerned about continued public sector staffing restraint leading to an ageing public sector and a shortage of suitably trained younger people to take over senior positions. In contrast, the current focus revolves around the overall ageing of the Australian population, a phenomenon that will lead to a similar result.

Earlier data suggesting an ageing NTPS was inconclusive but now we can say that, no matter what the cause, the effect has been shown to be real. The rate of increase has dropped off significantly over the past five years, despite the relaxation and then repeal of compulsory retirement during 2002-03.

ABS data indicates that between 1993 and 2007 the median age of the Australian population grew by 3.8 years. The median age of Northern Territorians, 31.1 years, is nearly six years lower than the national average of 36.8 years. Nevertheless the Territory figure increased by 3.6 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.

Graph 12: Average Age by Gender, NT Public Sector Staff – 1994 to 2008

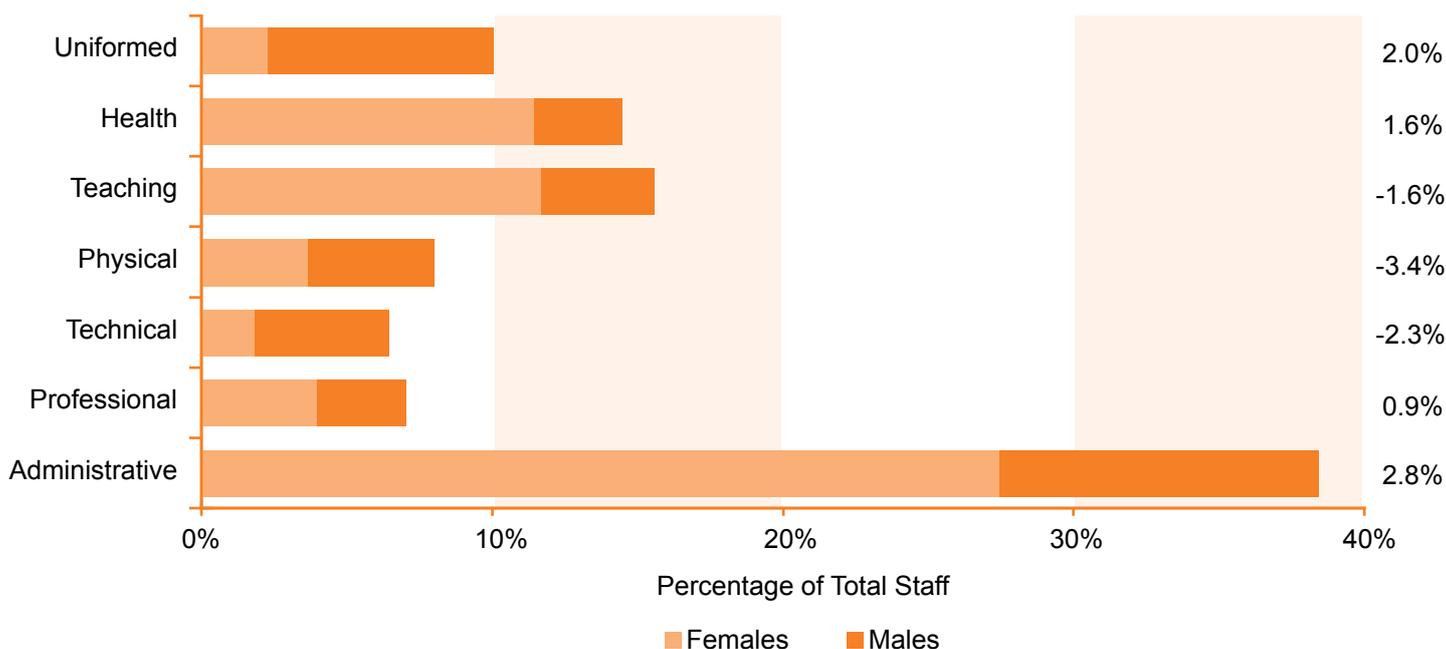


Classification Stream by Gender

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 38.4 per cent of the sector. Women remain overwhelmingly concentrated in administration, teaching and health.

Graph 13 shows that the greatest changes have been an increase in administration and a commensurate drop in the proportion of physicals. The drop in the teaching stream can be at least partially explained by the former inclusion of the TAFE sector and Batchelor Institute of Indigenous Tertiary Education.

Graph 13: Distribution of Men and Women in the NT Public Sector by Employment Category June 2008 (Change in Total Stream Proportion Since 1994)



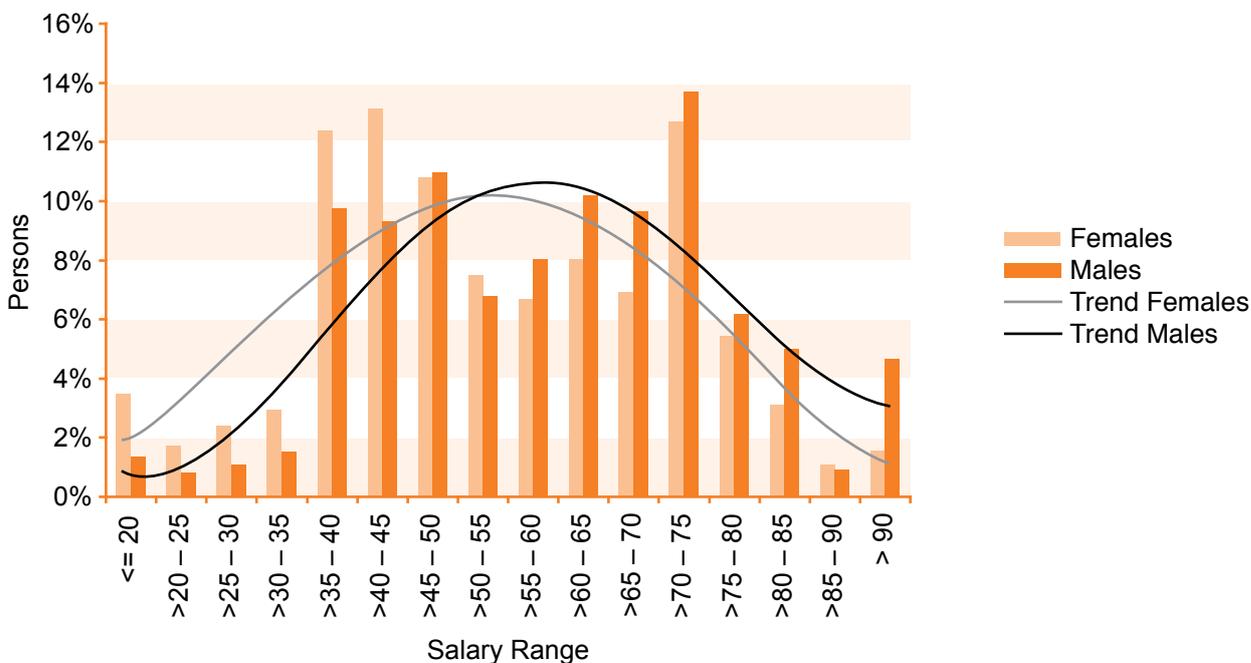
Salary by Gender

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 38 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 64 per cent, which is now a little greater than the female proportion in the public sector as a whole.

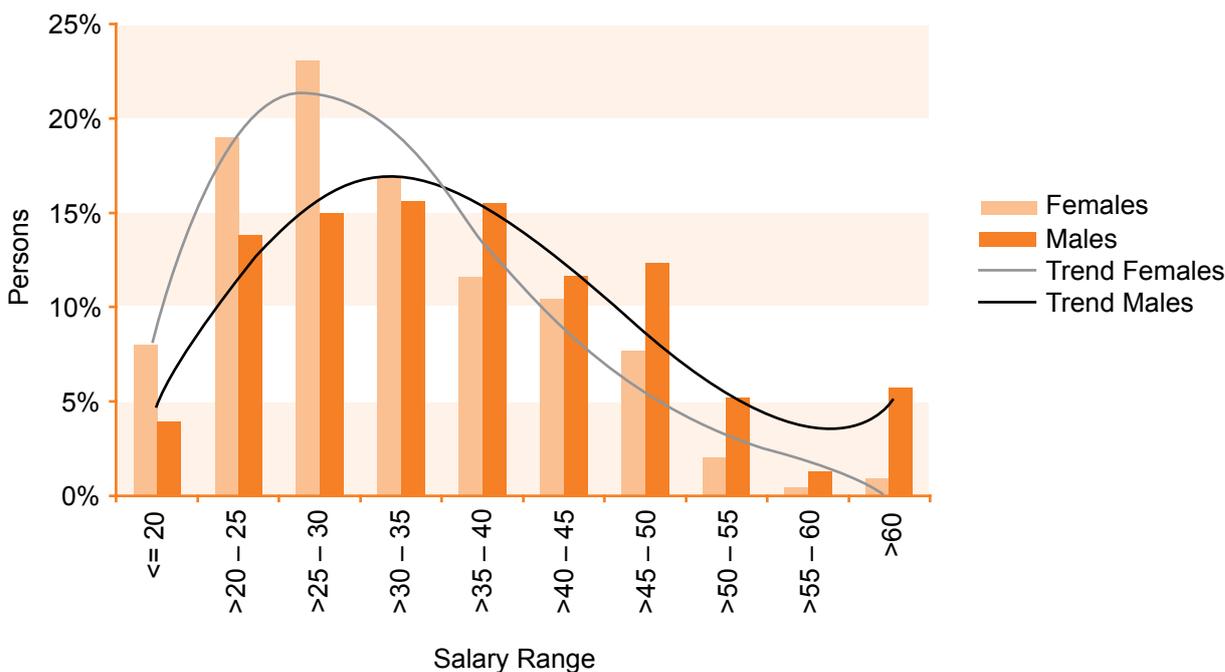
Despite these gains at management level, there remain large numbers of women at the lower salary levels. Graph 14 illustrates the significant difference in the profiles of male and female earnings in 2008. Executive contract officers are not included in this graph but are treated separately in a later section. Note that, while there is a seemingly inconsistent predominance of women in the \$70 000 to \$75 000 a year salary bracket, 61 per cent of these are teachers. The other emerging female group in this salary band are professionals, who, as mentioned earlier have had a major increase in representation in this stream since the mid-1990s, and now represent 13 per cent of the women in this salary band. The women in the \$75 000 to \$90 000 brackets are predominantly administrative levels 7 and 8, executive teachers, senior nurses and professionals.

Graph 15 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 2008 data, with the female salary trend line at the lower levels in 1995 dropping right away by 2008, and the upper salary profile drawing significantly closer to that for males.

Graph 14: Distribution of Men and Women in the NT Public Sector by Salary Level – June 2008



Graph 15: Distribution of Men and Women in the NT Public Sector by Salary Level – June 1995



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

Staffing by Classification Stream

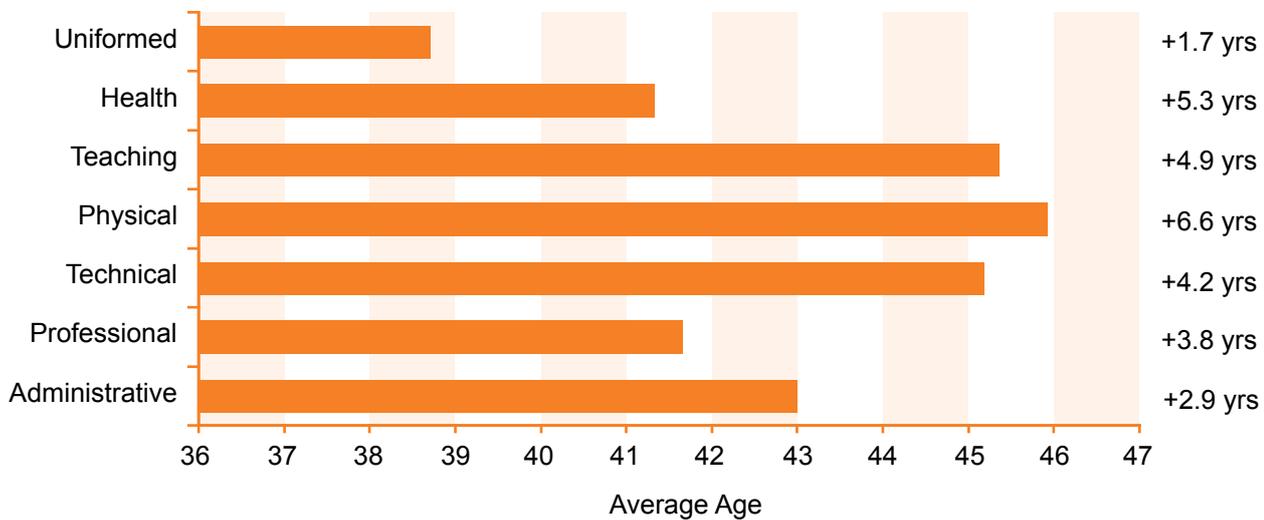
Age by Classification Stream

A plot of average age against classification stream, together with the change in age for each stream between 1993 and 2008, is shown in Graph 16. This illustrates that uniformed staff and the health stream are, on average, the youngest in the NTPS. Teaching and physical staff are the oldest. While the average age of the NTPS has risen by 3.4 years since 1993, 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 1.7 years. At the other end of the spectrum is the average age for physical classifications, which has risen by 6.6 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.

**Graph 16: Average Age by Classification Stream June 2008
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. At June 2003 just under 9.5 per cent of the service 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 people opted to salary sacrifice to June 2004, a further 700 to June 2005, close to another 600 to June 2006 and 560 to June 2007.

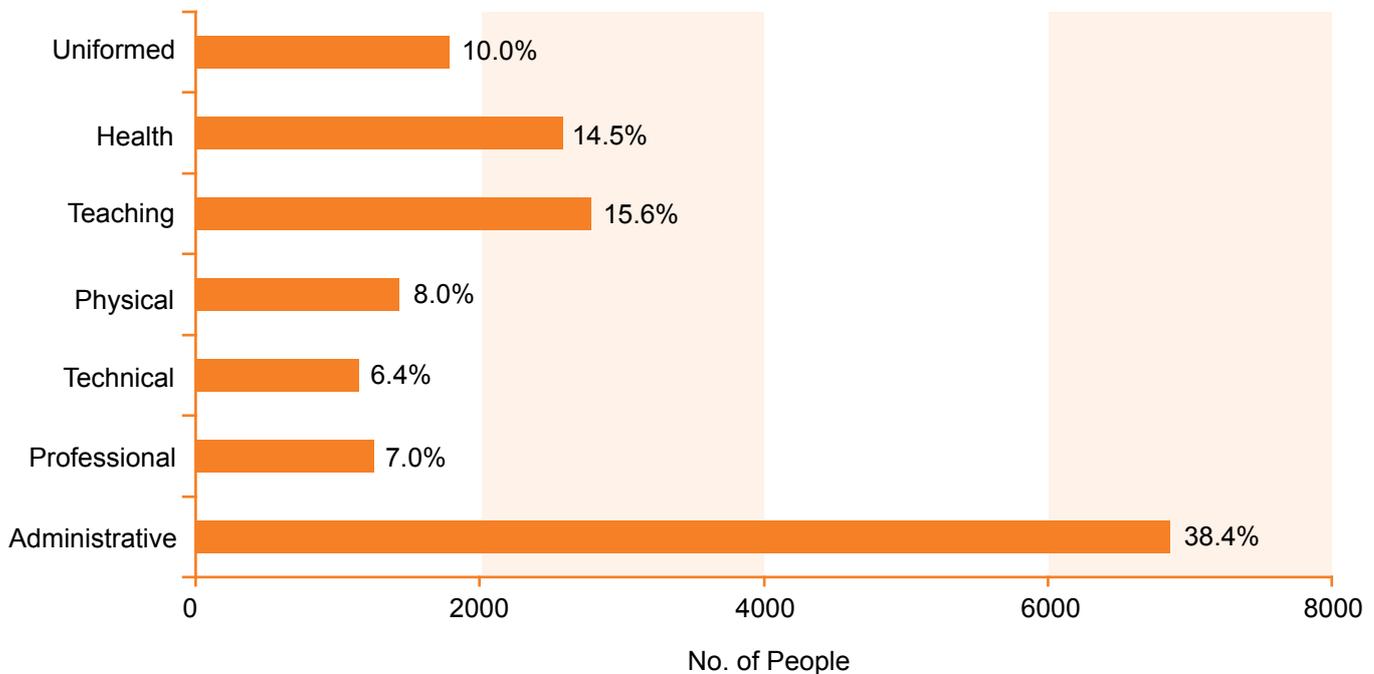
This year, the rate of increase tailed off with only a small further uptake of 240. The overall

participation rate in these arrangements now stands at 23.1 per cent, with the take-up in the health stream now approaching 50 per cent. The perceived benefits of salary sacrificing to hospital employees are made clear in Graph 17 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 by a factor of over nine.

This is not surprising given that these arrangements used to be more attractive to those on higher marginal tax rates, but taking FBT out of the equation for hospitals means there are tangible advantages to employees irrespective of tax thresholds.

Graph 17: Salary Sacrifice by Classification Stream June 2003 to June 2008



Graph 18: Proportion of Employees by Stream – June 2008

The proportion of employees by stream is illustrated in Graph 18. This shows that the proportion of administrative to total staff is around 40%. While this may at first glance appear to be high, the fact is that a considerable proportion of these are not in corporate support areas but employed in front line service delivery, such as clinical support staff and community service workers in Health. The second and third highest proportions of staff are in the education and health streams.

Executive Contracts

Table 19 shows the change in executive contracts numbers from June 2007 to June 2008 by classification and gender. This section does not include executive officers not on contracts. The total number on contract increased by 45 (9 per cent) in this period, consisting of 32 women and 13 men. However, women on contract continue to be unevenly distributed over the different streams. The administrative stream (35 per cent) is in line with the average (37 per cent) but the high proportion of women in education (56 per cent) is in contrast to the low levels among medical specialists (20 per cent), police (25 per cent) and Power and Water managers (19 per cent).

Table 19: Change in Executive Contract Numbers by Classification and Gender from 2007 to 2008

	Women			Men			Total		
	2007	2008	Diffce	2007	2008	Diffce	2007	2008	Diffce
Administration									
Executive Officer 1	67	85	18	136	150	14	203	235	32
Executive Officer 2	30	33	3	56	48	-8	86	81	-5
Executive Officer 3	6	8	2	22	25	3	28	33	5
Executive Officer 4	4	5	1	13	13	0	17	18	1
Executive Officer 5	1	1	0	6	5	-1	7	6	-1
Executive Officer 6	4	5	1	8	11	3	12	16	4
Sub-total	112	137	25	241	252	11	353	389	36
Education									
Executive Principal 1A	19	20	1	10	11	1	29	31	2
Executive Principal 1	5	7	2	8	9	1	13	16	3
Executive Principal 2	14	14	0	13	12	-1	27	26	-1
Executive Principal 3	5	6	1	7	6	-1	12	12	0
Executive Teacher 9	2	2	0	0	0	0	2	2	0
Sub-total	45	49	4	38	38	0	83	87	4
Medical Specialists									
Medical Contract	3	3	0	13	12	-1	16	15	-1
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	1	3	2	9	8	-1	10	11	1
Sub-total	1	3	2	10	9	-1	11	12	1
Power and Water									
Executive Manager 1	1	2	1	5	11	6	6	13	7
Executive Manager 2	1	1	0	7	1	-6	8	2	-6
Executive Manager 3	0	0	0	1	6	5	1	6	5
Executive Manager 4	2	2	0	4	3	-1	6	5	-1
Sub-total	4	5	1	17	21	4	21	26	5
TOTAL	165	197	32	319	332	13	484	529	45

Staff Separation and Recruitment

Staff separation and recruitment data since 2002-03 is set out in Tables 20 and 21.

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

Table 20 and the data representing both permanent and temporary employees is in Table 22.

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 simple count of all commencements is simple enough, but becomes confusing when we attempt to separate permanent from temporary appointments.

Table 20: NT Public Sector Separation and Recruitment Rates by Employment Category – 2002-03 to 2007-08 Permanent Staff*

	2002-2003		2003-2004		2004-2005		2005-2006		2006-2007		2007-2008	
	separation rate %	recruitment rate %										
Administrative	9	4	8	5	8	4	9	3	9	4	10	4
Professional	11	5	11	7	10	8	15	8	12	8	13	7
Technical	8	6	11	6	9	7	10	7	10	8	13	8
Physical	10	6	11	7	12	7	13	10	12	6	10	8
Teaching	13	9	12	9	14	3	10	1	8	0	7	0
Health Workers	13	8	14	9	11	11	15	8	13	6	11	7
Uniformed	8	8	7	12	7	10	8	8	8	9	9	8
TOTAL	10	6	10	7	10	6	11	5	10	5	10	5

Closer analysis of the data shows it is quite common for individuals to be hired as temporary employees and then, after a relatively short 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 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 (-6.1 percentage points – see Table 17). This is far less than would be predicted by taking the difference between the commencement and separation rates for permanent staff in Table 20 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 three 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 (nine people out of 793 recruitments). In earlier reports it was hypothesised that the increases in permanent appointments were most likely tied in with management strategies to improve staff retention. However, the changes have not been consistent across streams. The large gaps between overall recruitment numbers and recruitment to permanency in education and health appears to indicate the use of termed contracts to tie recruits for a fixed time into areas of skills shortage. Staff have also been hired on fixed terms to oversee the expenditure of some of the additional funding associated with the Australian Government intervention in Indigenous communities.

Table 21: NT Public Sector Separation and Recruitment Rates by Employment Category – 2002-03 to 2007-08 – Permanent and Temporary Staff

	2002-2003		2003-2004		2004-2005		2005-2006		2006-2007		2007-2008	
	separation rate %	recruitment rate %										
Administrative	25	28	25	32	27	32	27	26	27	30	27	31
Professional	27	24	26	28	26	26	29	28	24	28	29	31
Technical	14	15	18	19	18	20	19	19	20	22	22	23
Physical	29	29	27	29	30	33	29	34	29	32	30	35
Teaching	22	24	20	25	26	23	23	24	24	24	25	29
Health Workers	58	58	53	58	48	59	49	48	44	47	42	47
Uniformed	9	11	8	14	7	13	8	12	8	11	10	9
TOTAL	27	28	26	31	27	31	27	28	26	28	27	31

As shown in Table 21, it is notable that the separation rate for health workers, at 42 per cent, is the lowest since 1994–95 when it was also 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 recruitment drives

and consequent expansion of numbers in recent years.

It is also notable that in a tight labour market generally with skill shortages in many areas, the overall separation rate has remained reasonably steady.

Table 22: Separation Statistics for 2007-08 Permanent and Temporary Staff*

	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	548	318	389	104	59	1	114	1533
Deceased	6	1	2	0	0	2	1	12
Dismissal	13	5	2	1	2	4	7	34
Resignation	1116	315	559	239	177	165	237	2808
Retire Invalid	5	6	2	1	0	0	3	17
Retire Min Age	4	3	0	0	2	0	1	10
Retire Other	20	20	1	2	3	1	4	51
Retrenchment	8	1	1	0	0	0	0	10
Other	20	2	0	0	0	0	0	22
TOTAL	1740	671	956	347	243	173	367	4497

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

The breakdown of separations by type is listed by stream in Table 22. The proportion of resignations to total separations was 62 per cent last year compared with 69 per cent in the 1994-95 report. 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. However, of the 1678 permanent employees who elected to leave in 2007-08 (up from 1642 last year), 42 per cent had two years or less service (similar to the 43 per cent last year) and 64 per cent had five years or less service (the same as last year). It could be 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 2007-08 with two years or less service was

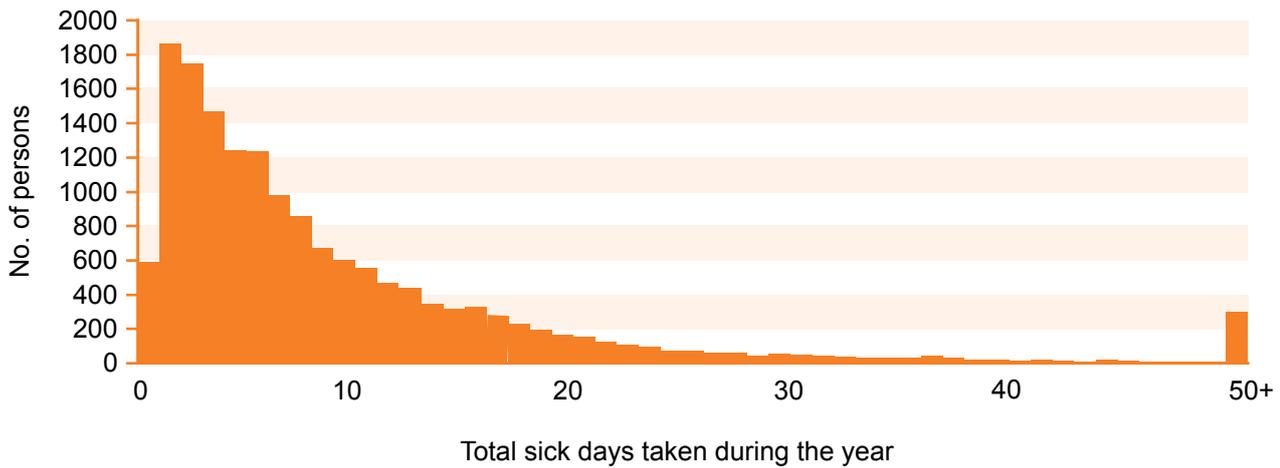
35 (one year higher than last year) whereas the overall average age of this group was 41 (again one year higher than the previous year). This difference in average ages has been consistent over the past seven years and so supports the hypothesis of a disparity between generations as described.

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.

Sick Leave

Graph 19 shows the distribution of the number of days sick leave with pay taken by individual employees during 2007-08. The graph shows that one sick day was the most frequent occurrence. The average (median) number of sick days taken last year was 5. This means half the service took more days and half took fewer days, which is statistically appropriate for a distribution of this shape.

Graph 19: Days Sick Leave Taken by Individuals in the NTPS in 2007-08 (All Employees)

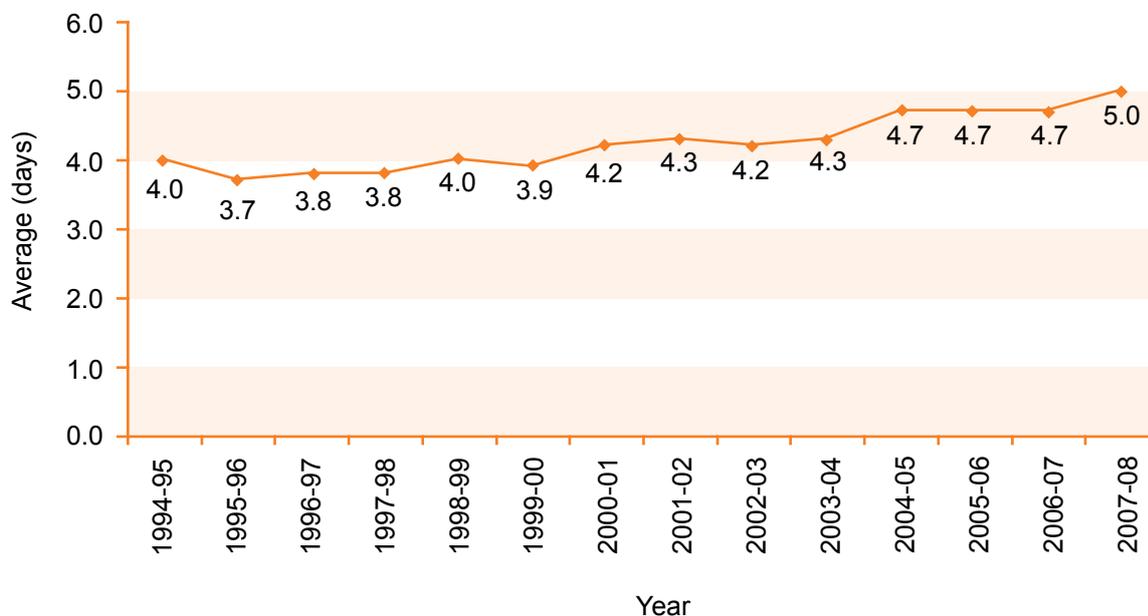


The median amount of sick leave taken for each employee since 1994-95 is shown in Graph 20. The data suggests that there has been some variation from year to year, but overall a significant increase in the average days taken over that time. The figure for this year is slightly up on the 4.7 shown for the previous three years.

These changes need to be viewed in the context of the provision of family leave. This

was first provided for in the NT as part of the 1994 Enterprise Bargaining Agreement (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 was some evidence that knowledge and use of this leave may have been lower in some sectors than others.

Graph 20: NTPS – Average (Median) Sick Days Taken per Employee 1994 to 2008



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 service-wide since about 2000-01, which could explain the increase over the past few years. The 0.3 day increase could also be the result of a particularly virulent strain of the flu in the NT.

The measure of average sick leave more commonly used in the industrial arena is the mean number of days taken (total days taken divided by the number of staff). In the NTPS,

this stands at 9.4 days, slightly up on the 9.1 days it had been for the previous 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. Table 23 shows the mean number of days taken by stream and by gender.

Table 23: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2007-08

Stream	Females	Males	Total
Administrative	10.8	8.3	10.1
Teaching	8.9	8.4	8.8
Health	8.6	5.2	7.8
Professional	8.3	6.2	7.4
Technical	10.3	8.8	9.2
Uniformed	15.4	11.2	12.2
Physical	9.5	8.3	8.8
TOTAL	10.0	8.6	9.4

The table 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 16 000 people, single day differences in averages can translate into millions of dollars. While the average (mean) number of days taken overall is 9.4, the lowest average is by professionals at 7.4 days, and the highest by the uniformed stream at 12.2 days. A breakdown of the figures reveals that police are at the top of the average with a figure of 13.6 days, followed by prison officers with 11.3 days and fire officers with 10.8 days.

Part

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* Appendices

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Acronyms and Abbreviations

ACPO	Aboriginal Community Police Officer
ANZOG	Australia and New Zealand School of Government
CEO	Chief Executive Officer
DEET	Department of Employment, Education and Training
EEO	Equal Employment Opportunity
EI	Employment Instruction
FTE	Full-time Equivalent
NICP	National Indigenous Cadetship Program
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
OH&S	Occupational Health and Safety
PIPS	Personnel Information and Payroll System
PSEMA	Public Sector Employment and Management Act
PSM Program	Public Sector Management Program
WILS	Work Integrated Learning Scholarship

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Agency Reporting Requirements

Questionnaire to Agencies

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

2007-08 Agency Annual Reporting Requirements

General Information

This document 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)*. 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 *2007-08 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 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- 3, 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 Part 2.

Part 2 – Employment Instructions

Details of the extent to which the application of the principles is managed within the agency measured against the relevant Employment Instructions.

Part 3 – 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 – Examples of Best Practice

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

Part 5 – Discipline, redeployment and inability

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

2007-08 Agency Annual Reporting Requirements 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 2 and 3.

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 2008:

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

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

(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: Relevant Employment Instructions – Table A

Key Indicator	Employment Instruction readily available to all staff	Agency policy/ procedures developed	Policy/ procedures issued to all staff and readily available	Policy/ procedures applied consistently
Employment Instruction No. 4 Performance Management				
Employment Instruction No. 8 Management of Grievances				
Employment Instruction No. 11 Equal Employment Opportunity Management Programs				
Employment Instruction No. 12 Occupational Health and Safety Programs				
Employment Instruction No. 13 Code of Conduct				

Please place a YES or NO in each box

If you wish to add a comment to any segment, place a footnote reference in the appropriate box and attach your comments on a separate sheet.

Part 2: Relevant Employment Instructions – Table B

Best Practice Indicator	Managers observe (i)	Other staff observe (i)	Built into business processes/ development activities	If Agency policy in place, development and review through staff consultation	Staff confidence in indicator is monitored	If Agency policy in place, has policy been reviewed in last 12 months (ii)
Employment Instruction No. 3 Natural Justice						
Employment Instruction No. 4 Performance Management						
Employment Instruction No. 8 Management of Grievances			(iii)			
Employment Instruction No. 11 Equal Employment Opportunity Management Programs			(iv)			
Employment Instruction No. 12 Occupational Health and Safety Programs						
Employment Instruction No. 13 Code of Conduct						
In each box, please place the appropriate number that corresponds to the statements above 4 = always 3 = usually 2 = sometimes 1 = never					Please indicate a YES (Y) or NO (N) answer	

(i) *Where no recent information against specific measures is available, consider any relevant information (e.g. incidence of individual concerns or complaints, incidence and findings of discipline, grievance reviews, etc).*

(ii) *This does not imply reviews of policy and procedures should occur every year. The purpose is to gauge the extent to which an agency has identified improvements to its HR policies and procedures.*

(iii) *Ensuring that grievance review processes are linked to other processes within the agency supports continuous improvement. Where necessary, policies and practices should be reviewed if found to be deficient.*

(iv) *It is important that EOMP and, in particular Indigenous Employment and Career Development Plans, form an intrinsic part of agency strategic planning processes.*

Part 3: Other Key Indicators

Please indicate your response to the following statements for the reporting year 2007-08.

Merit Selection

A fundamental tenet of human resource management is the merit principle which provides that selections must be *“on the basis of, and only on the basis, of the capacity of the person to perform in particular duties having regard to the person’s knowledge, skills, qualifications and experience, and potential for future development.”* Guidelines for applying the merit principle are set out in the OCPE Merit Selection Guide.

This section seeks indicators of whether human resource management actions have been taken to ensure that all selections for appointments, promotions and transfers in your agency have been conducted in accordance with the merit principle.

- 1. Agency-specific selection policy and procedures have been developed and are consistent with the merit principle
 Yes No

- 2. If a policy/procedure is in place, it has been reviewed during this reporting period.
 Yes No

- 3. Selection panel chairpersons receive training in merit-based selection processes.

Yes No

- 4. If no, what is the estimated percentage of chairpersons who have received such training?

0-25% 26-50%

51-75% 76-100%

Additional comments:

.....

.....

.....

.....

.....

Developing Workforce Capability

This section seeks information to assist in reporting on management training and staff development in your agency.

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?

.....

2. Briefly outline specific learning and development activities/initiatives that your agency implemented in 2007-08 for the following priority areas:

Priority Area	Activities/ Initiatives Undertaken Yes/No	Activity/Initiative
Indigenous Employment		
Remote Workforce Development		
Women in Leadership and Management		
People with Disabilities Employment		
Executive and Management Development		
Work Life Balance		
Career Management		
Ethics		
Performance Management		
Professional specific		
Occupational Health and Safety		
Cross Cultural Awareness		
Mature Age Retention/Attraction		

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

.....

Remuneration commensurate with responsibilities

This section seeks information to assist in reporting on whether employees have been remunerated at rates commensurate with their responsibilities.

1. Does your agency have policy and procedures readily available to evaluate jobs?

Yes No

Part 4: Examples of Best Practice

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

- EEO
- OH&S
- Staff Development
- Selection
- Recruitment
- Retention
- Remote employment
- Performance management
- Grievances
- Any other relevant areas

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

Part 5: Redeployment, Discipline and Inability

Agency.....

Contact

Phone

The information required for the Report this year is different from last year.

This year, 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

How many employees were declared potentially surplus under s 41 of the *Act*?

.....

How many employees declared potentially surplus were transferred under s 42 of the *Act*?

.....

How many employees were made redundant pursuant to s 43(2) of the *Act*?

.....

Discipline and Inability Cases

	Cases Brought Forward from 2006-07	New Cases Commenced in 2007-08	Cases Completed in 2007-08	Cases Carried Forward to 2008-09
Inability				
Summary Dismissal				
Discipline*				

**excluding summary dismissal*

Feedback Form

We welcome your feedback on the 2007-08 State of the Service Report. Your comments and suggestions will be used in the

development of future reports by the Office of the Commissioner for Public Employment.

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:

- NT Government
- Education or research institution
- Community member or organisation
- Australian Government
- Industry
- Other State or Territory government
- Private sector

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

ocpe@nt.gov.au
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 Facsimile: 08 8999 4186

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