



ANNUAL REPORT

2016-17

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

ANNUAL REPORT 2016-17

Purpose of the Report

The 2016-17 Office of the Commissioner for Public Employment Annual Report highlights achievements during 2016-17 against the OCPE Strategic Plan and the key deliverables outlined in 2016-17 Budget Paper No. 3.

This report has been prepared to meet the requirements of section 18(2)(d) of the *Public Sector Employment and Management Act*, section 12 of the *Financial Management Act* and other statutory agency reporting requirements. It provides the Minister, the Northern Territory Legislative Assembly, and other interested parties with information about:

- the functions and objectives of the agency
- the legislation administered by the agency
- organisation of the agency
- operations, initiatives and achievements
- the financial planning and performance of the agency
- extent to which the public sector principles have been upheld
- management training and staff development programs
- occupational health and safety programs.

The Commissioner for Public Employment also provides a separate report on human resource management in the Northern Territory Public Sector in the State of the Service Report, as required by section 18 of the *Public Sector Employment and Management Act*.

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LETTER TO THE MINISTER

The Honourable Gerald McCarthy MLA
Minister for Public Employment
GPO Box 3146
DARWIN NT 0801

Dear Minister McCarthy

RE: THE OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT 2016-17 ANNUAL REPORT

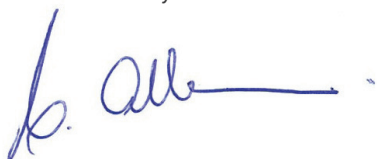
In accordance with the provisions of the *Public Sector Employment and Management Act*, I submit the 2016-17 Annual Report on the activities and achievements of the Office of the Commissioner for Public Employment for the year ending 30 June 2017.

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

- (a) Proper records of all transactions affecting the Office of the Commissioner for Public Employment are kept and all employees under my control observe the provisions of the *Financial Management Act*, the Financial Management Regulations and the Treasurer's Directions.
- (b) Procedures within the Office of the Commissioner for Public Employment afford proper internal control, and these procedures are recorded in the Accounting and Property Manual, which has been prepared in accordance with the requirements of the *Financial Management Act*.
- (c) There is no indication of fraud, malpractice, major breach of legislation or delegation, major error in, or omission from, the accounts and records.
- (d) In accordance with section 15 of the *Financial Management Act*, the internal audit capacity available to the Office of the Commissioner for Public Employment is adequate.
- (e) The financial statements included in the Annual Report have been prepared from proper accounts and records and in accordance with the Treasurer's Directions.
- (f) All public sector principles, contained in section 5 of the *Public Sector Employment and Management Act*, have been upheld by the Office of the Commissioner for Public Employment during the financial year.
- (g) All Employment Instructions issued by the Commissioner for Public Employment have been satisfied.
- (h) In respect of my responsibilities pursuant to section 131 of the *Information Act*, I advise that to the best of my knowledge and belief, processes have been implemented to achieve compliance with the archives and records management provisions as prescribed in Part 9 of the *Information Act*.
- (i) Obligations under the *Carers Recognition Act* and Northern Territory Carers Charter have been satisfied.

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

Yours sincerely



Craig Allen
Commissioner for Public Employment

29 September 2017

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ACRONYMS AND ABBREVIATIONS

AECD	Aboriginal Employment and Career Development Division (of OCPE)
AND	Australian Network for Disability
ANZSOG	Australia and New Zealand School of Government
APONT	Aboriginal Peak Organisations NT
ARMC	Audit and Risk Management Committee
ATSI	Aboriginal and Torres Strait Islander
ATSIEAP	ATSI Employment Aspirations Program
CDU	Charles Darwin University
CEO	Chief Executive Officer
CLF	Capability and Leadership Framework
CPE	Commissioner for Public Employment
DCIS	Department of Corporate and Information Services
DCM	Department of the Chief Minister
DEP	Disability Employment Program
ECO	Executive Contract Officer
EEO	Equal Employment Opportunity
ER	Employee Relations Division (of OCPE)
ERRP	Executive Remuneration Review Panel
FWC	Fair Work Commission
FLN	Future Leaders' Network
HR	Human Resources
ICT	Information and Communications Technology
IECDS	Indigenous Employment and Career Development Strategy
ILO	International Labour Organisation
IGC	Information Governance Committee
IR	Industrial Relations
JES	Mercer Job Evaluation System
KPI	Key Performance Indicator
NT	Northern Territory
NTG	Northern Territory Government
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
OHS	Occupational Health and Safety
PIPS	Personnel Integrated Payroll System
PSA Board	Public Sector Appeals Board
PSA&GR	Public Sector Appeals & Grievance Reviews Division (of OCPE)
PSCC	Public Sector Consultative Council
PSEMA	<i>Public Sector Employment and Management Act</i>
PSMP	Public Sector Management Program
SWPD	Strategic Workforce Planning and Development Division (of OCPE)
TRM	Territory Records Manager
WHS	Work Health and Safety

COMMISSIONER'S FOREWORD

Welcome to the OCPE Annual Report for the 2016-17 reporting period. The report has two purposes:

- to fulfil the Commissioner for Public Employment's responsibility (as the agency CEO) under section 18(2)(d) of PSEMA to report to the Minister for Public Employment on the operations of the OCPE for 2016-17
- to provide an account of the OCPE's achievements for 2016-17 and outline priorities for 2017-18.

The report includes an overview of the OCPE, its purpose, priorities, performance and people. The structure of the performance reporting section is aligned with the outputs from the 2016-17 NT Budget Paper Number 3.

It has continued to be a successful year for delivering on initiatives. OCPE has remained focused on increasing the number of Aboriginal employees in the NTPS as well as developing strategies to increase opportunities for employment for people with disability. In addition, the continued roll out of simplified recruitment has seen the average recruitment time reduced by in excess of 50%. In excess of almost 6500 public sector employees have been trained in recruitment and selection and the new process continues to attract attention nationally.

The delivery of a sector-wide employee survey was carried out, with an outstanding 42% response rate that resulted in individual agency plans being developed in response to issues identified in the survey as well as a whole of government response.

The Future Leaders Network concluded, with 35 graduates. A review of the program has provided valuable insight into the structure of future leadership and core capability programs.

There has been a 31% increase in participants in professional development programs that OCPE auspices since the last reporting period. Of note, our partnership with the Australia and New Zealand School of Government resulted in the delivery of the third NTPS Advancing Leadership program, which provided an important professional development pathway for senior government employees.

2016-17 also saw the commencement of a marathon round of Enterprise Bargaining Agreement negotiations, with Police commencing in January followed by Jacana and the General NTPS. These processes are ongoing.

The OCPE continued to monitor, support, and provide advice and assistance to agencies managing change as a result of the restructuring impacting on employees.

The NTPS continues to have excellent representation of women in leadership positions, with the milestone of 50% of senior management positions being occupied by women. The NT continues to lead all other jurisdictions in this area.

As a result of the work of the Aboriginal Employment and Career Development Division, assisted by nine agencies implementing Special Measures, the number of Aboriginal Employees maintains a level in excess of 10% of the NTPS workforce. This continues to be an outstanding effort, is the best in the country, and sets up a realistic pathway to achieve the 2020 target of 16%. The first Aboriginal employees' forum was held in Darwin followed up by a forum in Alice Springs. Attendance at the forums was excellent and feedback from the forums indicated high satisfaction with the employment strategy.

We also launched the Inclusion and Diversity Initiative for the NTPS, which focuses on improving workplace culture and upskilling employees in working in diverse teams. The current priority areas within the inclusion and diversity agenda are Aboriginal employees, people with disability and our ageing workforce.

OCPE also supported the Recognition of Service events hosted by the Minister for Public Employment that honoured over 140 long serving NTPS employees.

I would also like to take this opportunity to thank the staff at OCPE for firstly supporting me in my role and for the dedication, commitment, and professionalism they have brought to their roles within OCPE. 2016-17 has been a particularly challenging and busy year with all Divisions delivering a range of programs.

In closing, I would also like to acknowledge the key stakeholders with which we work including agency CEOs, HR officers, unions, the Fair Work Commission, and the Minister for Public Employment and his staff.

Yours sincerely



Craig Allen
Commissioner for Public Employment

29 September 2017



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**ABOUT THE
OFFICE OF THE COMMISSIONER
FOR PUBLIC EMPLOYMENT**

FUNCTIONS OF THE COMMISSIONER

Overview

The OCPE is responsible for public sector workforce management and development, and industrial relations.

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

The functions of the CPE, as defined in section 13 of PSEMA, are:

- to determine the respective designations and other terms and conditions (including the remuneration) of employment for employees
- to promote the upholding of the public sector principles
- to determine practices and procedures relating to the recruitment and employment of persons as employees, the promotion of employees and the employment, transfer, secondment, redeployment, discipline and termination of employment of employees and any other matters relating to human resource management
- to consult with and advise CEOs in relation to the development and application of appropriate human resource practices and procedures in their agencies
- to consult with CEOs in relation to the application of public employment policies in their agencies
- to advise the Minister on, and monitor the implementation of, public employment policies
- to develop uniform systems, standards and procedures for the determination of designations and the allocation of designations to employees in their agencies and assist CEOs in the application of those systems, standards and procedures
- to assist as appropriate CEOs in evaluating the performance of employees employed in their agencies
- to coordinate training, education and development programs in conjunction with CEOs
- to conduct, or cause to be conducted, inquiries and investigations into and reviews of the management practices of agencies
- to consult with CEOs on the development of appropriate standards and programs of occupational health and safety
- to assist as appropriate CEOs in the performance of their functions relating to the management of their agencies
- such other functions as are imposed on him or her by or under this or any other Act, or as directed by the Minister.

Administrative Arrangements Order

Under the Administrative Arrangements Order the OCPE has principal responsibility for the following areas of Government administration:

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

Legislation

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

- *Annual Leave Act*
- *Correctional Officers Arbitral Tribunal Act*
- *Long Service Leave Act*
- *Police Administration Act (Part III)*
- *Public Employment (Mobility) Act*
- *Public Holidays Act*
- *Public Sector Employment and Management Act.*

The OCPE also has responsibility for the following Regulations:

- Public Holidays Regulations
- Public Sector Employment and Management Regulations.

Key External Influences

Key external influences that affect the operations of OCPE are:

- community expectations and Government policy on employment and workforce development initiatives – to acquit the Government's responsibility as the largest employer in the NT
- changes made to the *Fair Work Act*, which is federal legislation, that may impact on NTPS employment terms and conditions, and industrial practices

- changing community and workforce demographics, particularly in relation to the ageing workforce.

Outputs and Performance

The OCPE has two Output Groups: Employment Services, and Corporate and Governance.

Employment Services Output Group

The Outcome for the Employment Services Output Group is:

- a skilled, fair, and creative public sector that provides the highest quality service to the Government and Territorians.

The Employment Services Output Group has three Outputs:

- Employee and Industrial Relations
- Workforce Planning and Development
- Public Sector Appeals and Grievance Reviews.

Employee and Industrial Relations

The Employee and Industrial Relations Output develops and manages employment policies and provides employment services that ensure NTPS employees have appropriate remuneration and conditions of service and that merit, equity, fairness and all legislative requirements are applied to the management of NTPS employees.

It also provides strategic public and private industrial relations advice and administers the Territory's *Long Service Leave Act* and *Public Holidays Act*.

Workforce Planning and Development

The Workforce Planning and Development Output builds workforce capability and capacity within the NTPS. This is achieved through the development and implementation of workforce planning and development policies; strategies and initiatives, including leadership, and the promotion of equity and diversity throughout the NTPS.

It also develops and promotes initiatives and professional development, and provides support to agencies, to increase Aboriginal employment at all levels across the NTPS.

Public Sector Appeals and Grievance Reviews

The Public Sector Appeals and Grievance Reviews Output conducts promotion, disciplinary and inability appeals pursuant to PSEMA. It provides employees with an independent review of agency actions and decisions through the grievance review process. It also provides agencies with strategic advice, assistance, education and a review function in relation to Special Measures recruitment; and develops and implements uniform NTPS recruitment and selection policy and procedures, including the provision of strategic advice, training and education on merit selection.

Corporate and Governance Output Group

The Outcome for the Corporate and Governance Output Group is to:

- improve organisational performance through strategic and governance leadership and the provision of corporate service functions.

The Corporate and Governance Output Group has two Outputs:

- Corporate and Governance
- Shared Services Received.

Corporate and Governance

The Corporate and Governance Output provides a range of corporate and governance services to support the OCPE's functions, including governance, financial services, human resource management, information and communication technology, audit and risk services, and communications and media.

Shared Services Received

The Shared Services Received Output provides shared corporate and governance services received from the Department of the Chief Minister.

Strategic Issues

- Negotiating and implementing NTPS enterprise agreements in line with the NTPS Wages Policy.
- Implementing the NTPS IECDS 2015-20.
- Undertaking the 2016 NTPS People Matter staff survey.
- Promoting the implementation of Special Measures for Aboriginal and Torres Strait Islander recruitment plans for all vacancies across all NTPS agencies; including the provision of advice, assistance, education, and a review function.
- Promoting and supporting uniform NTPS recruitment and selection policy and procedures, including the provision of training and education on merit selection.
- Promoting and supporting workforce performance monitoring and workforce planning across the NTPS.
- Facilitating and promoting professional development opportunities to build capability across the NTPS, with a focus on leadership development, public sector governance, and managing performance and productivity.
- Promoting and supporting best practice employment governance.

OCPE STRATEGIC PLAN 2017-2020

Vision

To be a skilled, fair and creative public sector that provides the highest quality service to the Government and people of the Northern Territory.

Purpose

To have a capable and diverse workforce to deliver government services with skill and integrity.

Office of the Commissioner for Public Employment Strategic Plan 2017 - 2020

VISION

To be a skilled, fair and creative public sector that provides the highest quality service to the Government and people of the Northern Territory.

PURPOSE

To have a capable and diverse workforce to deliver government services with skill and integrity.

Values

COMMITMENT TO SERVICE

The NTPS is professional, hardworking, effective, innovative, and works collaboratively to achieve the best results for the Northern Territory.

ETHICAL PRACTICE

The NTPS upholds the highest standards of practice and acts with integrity in all that it does.

RESPECT

The NTPS respects all people, and in particular their rights as individuals.

ACCOUNTABILITY

The NTPS is transparent and accountable in all its actions.

IMPARTIALITY

The NTPS is apolitical and provides the Government with advice that is objective, timely and based on the best available evidence.

DIVERSITY

The NTPS values and actively encourages diversity of its workforce.

Figure 1 - OCPE Strategic Plan 2017-2020

Strategic Issue: Investing in Jobs

Strategic Priority: Positioning the NTPS as a model employer of choice

Goals

- Promote and support equity and diversity in employment across the NTPS.
- Promote and support reward and recognition in the NTPS.
- Negotiate and implement enterprise agreements in line with the NTPS Wages Policy.
- Develop and manage executive employment provisions.
- Promote and support management of best practice employment governance.
- Promote and support human capital planning across the NTPS.
- Promote and support reward and recognition in the NTPS.
- Build leadership and capability across the NTPS.
- Develop and promote performance management capability across the NTPS.
- Develop Human Resource and Industrial Relations capability across the NTPS.

Strategic Issue: Trust and Integrity

Strategic Priority: Embed public sector principles across the Northern Territory Public Service

Goals

- Ensuring a Sound Governance Framework is established.
- Support agencies implementing significant change management and in the resolution of disputes in a fair and equitable manner.
- Promote and support JES and relevant job evaluation processes in the NTPS.
- Foster a culture of respect aimed at eliminating inappropriate workplace behaviours.
- Strengthen and monitor the understanding and application of the merit principle across the NTPS to ensure that selection processes within the NTPS are fair, consistent and transparent.
- Encourage and foster diversity through special measures plans supported by education and training.
- Conduct fair and effective processes for handling public sector employees' grievances and appeals.



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PERFORMANCE REPORTING

KEY ACHIEVEMENTS FOR 2016-17

The key achievements for 2016-17 included:

- Developed the NTPS Wages Policy 2017-2020.
- Aboriginal employment in the NTPS reached 10.5%, as at June 2017.
- Significant reduction in the number of grievances in relation to selection processes.
- Achieved a 31% increase in participant numbers for OCPE's leadership and capability programs, from 560 in 2015-16 to 737 in 2016-17.
- Agencies were supported during the machinery of government changes implemented in late 2016 through the provision of tailored advice and change management material and guidelines.
- Held two Aboriginal Employee Forum's; one in Darwin and one in Alice Springs, to allow Aboriginal employees to discuss current issues and challenges and contribute ideas on future employment and career development opportunities.
- A new enterprise agreement was made for fire fighters.
- Bargaining for new enterprise agreements commenced for Jacana Energy, Police, Teachers and Educators, and the General NTPS.
- Negotiations also commenced for a new NT Police Agreement.
- Delivered the revised ATSIEAP to four schools in Darwin, Alice Springs and Tennant Creek.
- Over 140 long serving NTPS employees participated in a sector-wide Recognition of Service initiative, with events hosted by the Minister for Public Employment and the Commissioner for Public Employment.
- Developed a new JES Framework (policy and procedures) and implemented a JES Evaluators SharePoint site which contains tools, documents and manuals, and other information for evaluators to improve their understanding and application of the JES.
- Expanded the Discounted Health Insurance appointments to include other regions to allow easier access for Government employees.
- Launched the CPE's HR Community monthly newsletter.
- Continued HR development placement programs within the ER Division.
- Implemented changes to the *Public Holidays Act*.
- Launched the NTPS Inclusion and Diversity Initiative.



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**EMPLOYMENT SERVICES
OUTPUT GROUP**

EMPLOYEE AND INDUSTRIAL RELATIONS

Overview

The ER Division is responsible for developing and managing the NTPS employment terms and conditions under the PSEMA and *Fair Work Act* legislation, and relevant enterprise agreements. ER represents the Employer in enterprise bargaining negotiations, and in the Fair Work Commission. ER is also responsible for providing strategic public and private sector industrial relations advice, and administering the Northern Territory's *Long Service Leave Act* and *Public Holidays Act*.

Strategic priorities during 2016-17 included:

- Ensuring a sound employment governance framework was established.
- Assisting and supporting agencies implementing significant change management and in the resolution of disputes in a fair and equitable manner.
- Promoting and supporting relevant job evaluation processes in the NTPS.
- Supporting the development of HR and IR capability across the NTPS.

Other specific responsibilities included:

- Developing and managing public sector and private sector industrial relations policy.
- Developing public sector human resource management policy.

- Providing industrial relations and employee relations advice.
- Developing and managing executive employment provisions.
- Promoting and supporting management of best practice employment governance.
- Developing human resource and industrial relations ability across the NTPS through provision of training and workshops.
- Coordinating NTG input to ILO matters.
- Representing the NTG on national industrial relations committees and providing advice about industrial relations legislative developments.
- Developing the policy for and central management of NTPS redeployment and redundancy.
- Managing the JES policy.
- Providing secretariat services to the Correctional Officers' Arbitral Tribunal and the Police Arbitral Tribunal, and administering Part III of the *Police Administration Act*.
- Providing a labour inspectorate role in relation to the *Long Service Leave Act* and *Public Holidays Act*.

Negotiating and Implementing Enterprise Agreements in Line with the Wages Policy

One enterprise agreement (fire fighters) was made during 2016-17. Negotiations for four agreements covering Police, Jacana Energy, the General NTPS, and Teachers were ongoing at the completion of the 2016-17 financial year.

Negotiations for agreements covering the NT Police Service are conducted under Part III of the *Police Administration Act*. All other enterprise agreement negotiations in the NTPS are made under the *Fair Work Act 2009* (federal legislation) and underpinned by the NTPS Wages Policy 2017-2020. The policy is an important component in Government's fiscal strategy to bring expenditure under control. The objectives of the policy are to:

- ensure costs arising from bargaining outcomes are kept within fiscal parameters
- deliver efficiency, effectiveness, savings, service outcomes and workplace reform across agencies
- maintain terms and conditions
- deliver fair wage increases
- support collective bargaining where possible.

Managing the Job Evaluation System

The designation of the majority of jobs such as administrative, professional, technical, nursing, policing, and teaching in the NTPS are determined using JES. Jobs that are not subject to JES, such as physical roles and classroom teachers, are determined by competency requirements or other arrangements established under the relevant industrial instrument.

Mercer, the proprietary owners of JES, conducts an annual audit of JES in the NTPS each year to ensure the integrity of the system is maintained. Mercer may also make recommendations about improvements to the administration of the system, such as occurred in early 2016. As a result of their recommendations, ER developed a new framework (policy and procedures) aimed at strengthening the governance requirements and developing evaluator competence and engagement in the process.

In addition, ER implemented a JES Evaluators SharePoint site, which contains tools, documents and manuals, and other information that can be used by evaluators to improve their understanding and application of JES.

Strategic Public Sector and Private Sector Industrial Relations Policy Development and Management

ER liaised with the Commonwealth Government, and state and territory governments about the Fair Work legislation and provided advice about Fair Work matters to government and NTPS agencies, as required.

Strategic Public Sector Human Resource Management Policy Development

The PSCC is an important joint union and management body established under PSEMA and chaired by the CPE. The PSCC met twice during 2016-17. Matters considered included:

- redeployees and voluntary redundancy in the NTPS
- 2015-16 State of Service Report
- People Matter Survey – Summary Results
- NTPS-wide policies
- fixed-term employment
- new OCPE website
- NTPS health and safety representatives.

NTPS Employment Framework

The NTPS has a single employer model and the CPE is the employer of NTPS employees.

PSEMA requires all vacancies exceeding six months to be advertised on the Careers in Government – Employment Opportunities Online website, unless otherwise approved by the CPE. In seeking the CPE's approval to

select a person without advertising, agencies must demonstrate that the merit principle has been met. During 2016-17, the OCPE received 25 requests (covering 42 employees) to select without advertising. Of these, 20 of the requests were approved (for 34 employees), two requests were declined, and three requests were withdrawn.

These requests generally sought to:

- appoint on an ongoing basis, fixed-period employees who had been awaiting approval of applications for permanent residence in Australia at the time of their original offer of appointment
- offer appointments to skilled specialists for hard to recruit positions
- appoint employees on an ongoing basis where the position was previously only for a fixed period due to funding arrangements
- appoint employees on an ongoing basis as a result of substantial change or restructure (affecting the majority)
- appoint employees on an ongoing basis from the Disability Employment Program to retain talent and promote diversity in the workplace within the NTPS.

The CPE also has the power to determine terms and conditions of employment for individuals or classes of employees across the NTPS. Determinations issued during 2016-17 generally related to:

- allowances (skills, market, responsibility, salary maintenance) for individual employees and groups of employees
- additional overtime provisions
- appointment to salary above base level.

Industrial Relations and Employee Relations Advice

A key role of ER is to provide specialist HR and IR consultancy services to agencies, employees, and members of the public. Advice during 2016-17 covered:

- interpretation of employment conditions and arrangements
- application of employment condition provisions
- policy and operational matters regarding consultation and change management, filling of vacancies resulting from substantial change, and redeployment processes
- inability, discipline, and probation matters
- terminations
- job evaluation
- public holidays and long service leave enquiries under the *Public Holidays Act* and *Long Service Leave Act*
- processes and legal requirements for enterprise bargaining.

During 2016-17, ER appeared before the FWC on behalf of the CPE, who is the statutory employer of all NTPS employees, in 22 matters as set out below:

- general protections matters, involving dismissal (one)
- general protections matters, not involving dismissal (two)
- disputes over the application of enterprise agreements (three)
- unfair dismissals (nine)
- appeals (one)
- application for orders to stop bullying (five)
- Correctional Officers Arbitral Tribunal matter (one).

During 2016-17, ER assisted agencies in the resolution of matters, including:

- management of change, and transfer of business and outsourcing.

Executive Contract of Employment Arrangements

The employment terms and conditions for ECOs (including CEOs) are set by the CPE. ERRP was established to consider remuneration or conditions above the minimum standard and manages the NTPS wide ECO Policy.

Under the contract arrangements, ECOs can be employed for periods of up to four years on renewable contracts. This allows flexibility to manage the employment relationship with a strong focus on performance and accountability through annual performance arrangements.

NTG Input to the International Labour Organisation

The NTG is required to report annually on ratified and unratified ILO conventions as specified by the ILO, through the Commonwealth's Department of Employment, which administers all ILO matters nationally. ER undertakes this responsibility on behalf of the NTG.

During 2016-17 four requests were received from the Commonwealth Department of Employment. Two related to regular Article 19 and Article 22 of the ILO Constitution Reports of law and practice relating to those conventions, that Australia had ratified in July 2016. One request was a law and practice report relating to a Protocol to the Forced Labour Convention of 2014, which was not yet ratified by Australia. The NTG response was provided in support of ratifying this Protocol to the Convention.

The last request sought comments regarding the agenda items for the 2017 International Labour Conference. All requests were completed and reported to the Commonwealth Government.

Representing the NTG on National Industrial Relations Committees and Providing Advice about Industrial Relations Legislative Developments

ER provides NTG representation on the following national committees that deal with industrial relations legislation and policy:

- National Public Sector Industrial Relations (Directors) group
- Senior Officials' Group, which provides advice and support to the Select Council on Workplace Relations which consists of the Ministers with responsibility for workplace relations and workplace health and safety in the Commonwealth, states, and territories.

Matters dealt with during 2016-17 included amendments to the *Fair Work Act* and the protocols for consultation with the states and territories under the Intergovernmental Agreement for a National Workplace Relations System.

Workforce Statistics and Analysis

ER provides workforce statistics and analysis based on NTPS-wide employee and pay information from a consolidated database system (PIPS) including:

- Reports to government on NTPS employee levels and employee demographics, including overall and in agencies.
- Provision of ongoing employee data to the Department of Treasury and Finance to assist in the formulation and monitoring of Budget employee targets.
- Provision of HR analysis to SWPD, as required to support and monitor a variety of SWPD's strategic initiatives.
- A range of other workforce data analysis and statistical advice both in house and to agencies to inform policy development.

ER also processed additional requests for data from interstate jurisdictions and the Commonwealth Government, and prepared data and provided options for the annual State of the Service Report.

Central Management and Policy Development for NTPS Redeployment and Redundancy

OCPE manages the NTPS redeployment framework, including managing the centralised redeployment database, reviewing agency redeployee assessment reports, and reviewing requests to offer voluntary retrenchment.

The primary purpose of the OCPE Redeployment Database is to enable employees to register their status as a redeployee to provide them with an opportunity to view and apply for vacancies before they are posted to the NTG Employment Opportunities website. Redeployees are responsible for registering their details on the database.

Agency-allocated case managers are responsible for assisting and supporting redeployees to find suitable redeployment within the NTPS or identify suitable and appropriate training opportunities.

During 2016-17, eight redeployees were placed in suitable alternative positions, and 14 employees accepted offers of voluntary retrenchment. At the end of 2016-17, 24 redeployees were registered on the OCPE database.

There were no forced redundancies.

Secretariat Services to the Correctional Officers' Arbitral Tribunal and the Police Arbitral Tribunal, and administration of the *Police Administration Act* (Part III)

ER provides secretariat services to the Police Arbitral Tribunal and Correctional Officers' Arbitral Tribunal. The Tribunals carry out functions similar to the FWC but under specific NT legislation, such as the *Police Administration Act* and *Correctional Officers (Arbitral Tribunal) Act*.

During 2016-17, there were two changes to membership of the Police Arbitral Tribunal. The reappointment of the two members of the Tribunal were extended for a further three-year term.

Labour Inspectorate (Administration of the *Long Service Leave Act* and *Public Holidays Act*)

ER administers the *Long Service Leave Act* (NT) and *Public Holidays Act* (NT).

The *Long Service Leave Act* applies to employees working in the NT if their relevant award, enterprise agreement, contract of employment, or other relevant industrial instrument either

refers to this Act, or does not have long service leave provisions. NTPS and Commonwealth employees, and construction workers who are registered under the NT Build portable long service leave scheme are not covered by this Act.

Authorised officers in ER (authorised by the Minister) can investigate complaints of non-compliance under the *Long Service Leave Act*. Seven complaints were formally investigated during 2016-17 to determine employee entitlements under this Act. However, ER regularly responds to phone queries from employees and employers regarding long service leave entitlements under the Act. The majority of these relate to eligibility for payment of long service leave before 10 years of service has been completed.

The *Public Holidays Act* specifies which public holidays will be observed in the NT and when. Under this Act, the Minister may declare additional or substitute public holidays, or both. This power is generally used to declare public holidays for regional show days.

In 2016, the *Public Holidays Act* was amended to declare Christmas Eve and New Year's Eve, from 7.00pm to midnight, as part-day public holidays. Further, the Act was amended to ensure that when Christmas Day and New Year's Day fall on a weekend, those days and the following Monday would be observed as public holidays. The amendments commenced effect from the 2016 Christmas holidays.

Priorities for 2017-18

The priorities for 2017-18 include:

- Developing bargaining parameters and negotiating replacement agreements for the NTPS General, Teachers and Educators, Police, Jacana Energy, Fire-fighters, Correctional Officers, Medical Officers, Power and Water, Territory Generation, and Dental Officers.
- Finalising the review of the ECO terms and conditions instrument.
- Supporting agencies that are implementing restructuring and major change.
- Providing agencies with consultancy advice regarding workplace efficiencies and employer best practice.
- Contributing to the development of HR and IR capability across the NTPS.
- Analysing and responding to federal workplace relations law changes.
- Collaborating with the unions on employment information for NTPS employees.
- Reviewing the PSEMA By-laws following the NTPS General bargaining round.

WORKFORCE PLANNING AND DEVELOPMENT – STRATEGIC WORKFORCE PLANNING AND DEVELOPMENT DIVISION

Overview

SWPD's role is to build workforce capability within the NTPS through development and implementation of strategic workforce planning and development policies, strategies and initiatives. The current areas of focus are:

- Whole sector strategic human capital/ workforce planning, monitoring and reporting, and policy development to address key workforce issues.
- Workforce development including career programs that respond to the changing demographics, and building capability through access to training, tools and resources.
- Delivery of capability development programs including leadership and other core corporate competencies (policy development, human resource management, performance management, and foundational public sector governance knowledge).
- Promotion of inclusion and diversity in the NTPS with a focus on providing information and raising awareness about people from EEO groups including the ageing workforce and employees with disability.
- Reward and recognition, and whole sector health and wellbeing initiatives.
- Strategic workforce advice to meet the needs of NTPS agencies.

Strategic Workforce Planning

Human Capital Planning

The NTPS Human Capital Plan, with a robust but flexible Human Capital Framework at its core, provides the foundation for strategic workforce planning across the NTPS.

The Plan focuses on key initiatives for sector wide implementation to respond to the high level trends and developments that will affect our ability to deliver against the strategic priorities set by government.

Key actions under the plan include:

- Developing an Ageing Workforce policy framework to set the stage for managing the challenges and opportunities of our ageing workforce over the coming decade.
- Developing a range of information and resources to raise awareness about Inclusion and Diversity in the NTPS.
- Completing the two-year Future Leaders' Network program with 35 members graduating. The network was established to provide an opportunity for exceptional young leaders under the age of 30 in the NTPS to engage with significant policy, program, and service delivery issues.
- Delivering a range of leadership and other core capability programs across the NTPS, along with the provision of an across-government training panel contract to support agencies in this area.

NTPS People Matter Survey

The NTPS delivers a biennial employee survey through the People Matter format. It is an opinion-based survey that aims to measure employees' experiences in their job/profession, work area, agency, and the NTPS as a whole. People Matter has a broad scope and provides an opportunity for management and leadership teams to have an improved understanding of the organisational awareness of their employees across a number of key areas.

The survey was most recently delivered in June 2016, with results released to agencies in August 2016. The survey achieved a 42% response rate, the highest of any participating jurisdiction. In an effort to capitalise on the planning already undertaken by agencies and to increase the impact of a more measured whole-of-sector response, OCPE have used the 2016 whole of sector survey results to shape and inform its Strategic Plan and therefore work priorities over the coming three-year period.

The survey results have been grouped into five key themes, capturing areas that are trending not only at the whole-of-sector level, but which have consistently been identified by agencies. The key themes (change management; learning and development; transition to retirement; appropriate workplace behaviours; and inclusion and diversity) have been broken down and used to inform the strategic priorities for OCPE, ensuring the areas of interest as raised by public sector employees are consistently and appropriately addressed.

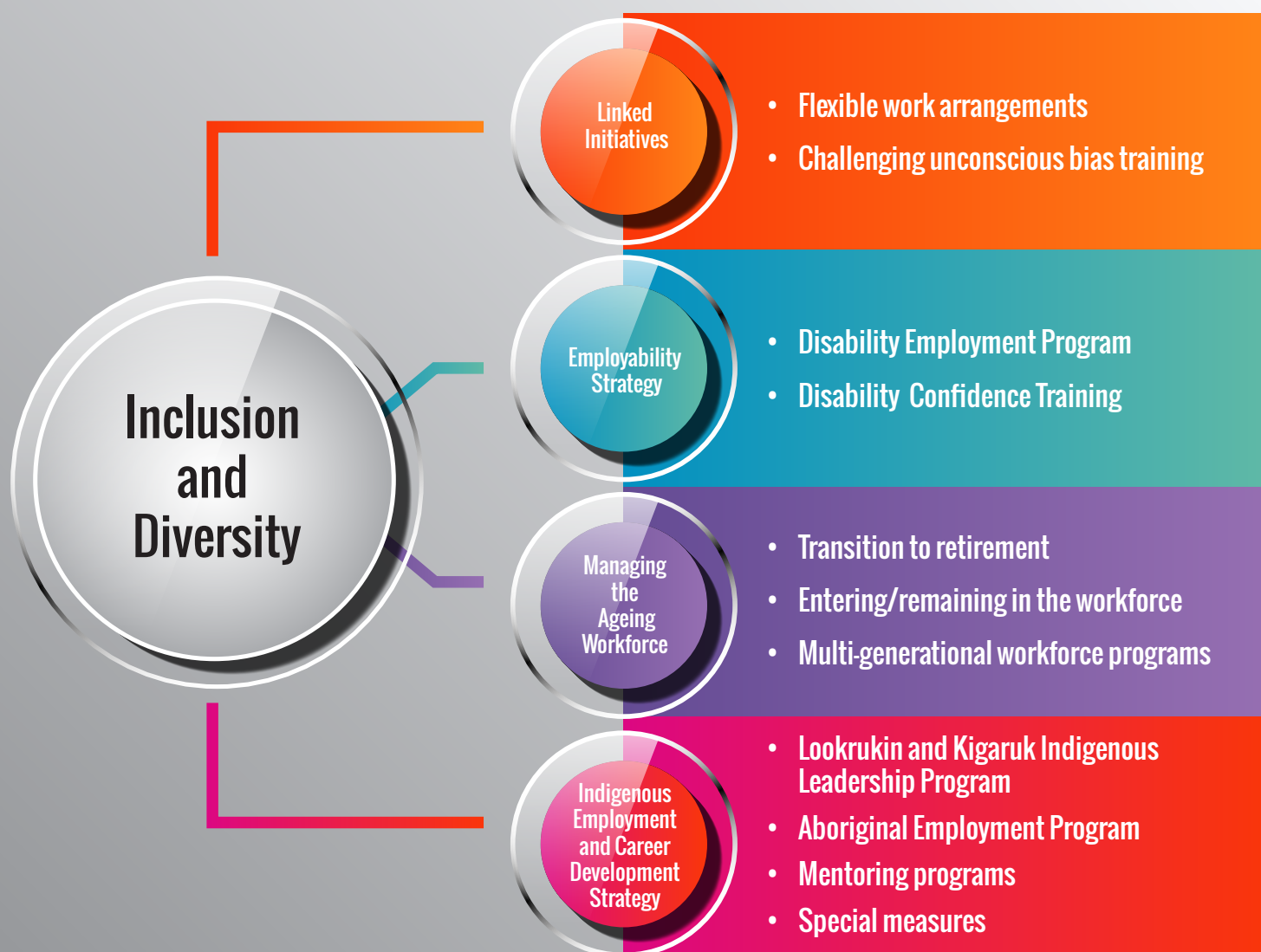
It is intended that this new concept will allow for progress against actions taken to be more easily and accurately measured through the OCPE Annual Report and subsequent reviews of the Strategic Plan. The whole of sector response plan can be viewed, along with the OCPE strategic plan, on the OCPE website.

Inclusion and Diversity in the NTPS

In 2017 OCPE launched the NTPS Inclusion and Diversity Initiative to bring together initiatives and strategies focused on inclusion and diversity and position at the forefront the

need for agencies to focus on and engage with inclusive practice in the business of NTPS. The initiative currently includes the focus areas listed in Figure 2.

Figure 2 - NTPS Inclusion and Diversity Initiative



EmployAbility Strategy – A Strategy for the Employment of People with Disability in the Northern Territory Public Sector 2013-2017

OCPE's disability employment strategy, EmployAbility, has been in place since 2013 and expires at the end of 2017. The strategy focuses on the NTPS' aim to be an inclusive employer and attract and retain people with disability, and includes a number of proactive initiatives including:

- Sector-wide membership with the Australian Network on Disability (AND), a not-for-profit organisation resourced by its members to advance the inclusion of people with disability in all aspects of business.
- The NTPS Disability Employment Program.
- Membership with the Australian Diversity Council.
- Delivery of disability confidence building training.
- Purchase of resources to support agencies with disability recruitment and retention including
 - ⇒ Managers Guide to Employing Staff with Disability.
 - ⇒ Beyond Recruitment – a guide to retaining staff with disability in your organisation.

The training delivered was focused on building skills of NTPS employees to confidently support the inclusion of people with disability in the workplace. The two courses are detailed in Figure 3.

During 2016-17, a significant piece of work was undertaken to review and revise the existing strategy in preparation of the new disability employment strategy due for release in late 2017. The review process included an independent evaluation of the EmployAbility Strategy 2013-2017, including focus groups with internal and external stakeholders as well as a literature review of current disability employment theory and practice with a focus on best practice initiatives. The new strategy has been drafted and provided to stakeholders for feedback.

In 2016-17 OCPE supported broader disability-related initiatives through sponsorship including:

- AND's national conference, which provided insight into leading initiatives and best practice in the disability employment field from a range of government and non-government organisations.
- NT Disability Services Awards.

Figure 3 – NTPS Inclusion and Diversity Training

Course	Number of sessions offered	Number of NTPS employees attended
Unconscious Bias training facilitated by the NT Anti-Discrimination Commission	6	97
Disability Confidence training facilitated by AND	6	144

Disability Employment Program

Under EmployAbility, the NTPS offers temporary employment opportunities for people with disability to support the development of employment and workplace skills and as a potential pathway to ongoing NTPS employment for people with disability.

In the delivery of DEP, the NTPS works in partnership with Disability Employment Service providers that provide additional support to participants in the program and their workplaces. DEP positions are at entry level and the program is structured to provide opportunities for people with disability who are not able to compete for a job on the basis of merit. Placement with the DEP is limited to a maximum of two years.

In 2016-17, seven people with disability were employed through DEP. Participating agencies included: Department of Health; Department of Education; NT Anti-Discrimination Commission; and the Department of the Attorney-General and Justice. At the conclusion of the DEP placements, two employees were offered positions by their agencies, one in an ongoing capacity and one for a fixed period.

Improving Employment Opportunities for School Leavers with Disability

The OCPE and the Department of Education collaboratively established employment opportunities for school leavers with disability. The initiative provides employment for school leavers with disability in NTPS traineeships. This further promotes the existing DEP and NTPS Traineeship program.

Ageing Workforce

All Australian jurisdictions and developed nations across the globe are confronting similar challenges in relation to the ageing population and workforce. The NTPS workforce is ageing, with approximately 45% of NTPS employees aged 45 years and older, with an overall

average age of 43 years. The proportion of older workers in the NTPS, and average age, has been steadily increasing over time and this will continue.

The NTPS circumstances are compounded by a limited local labour market from which to recruit replacement employees. The historical reliance on recruiting skilled and experienced people from interstate will be curtailed over the coming years, due to competition for the same people in all jurisdictions. Without appropriate workforce planning and policy development, the NTPS will experience significant challenges in managing our changing demographic profile, and as a consequence, a potential outflow of significant numbers of employees.

The NTPS has developed an active, innovative and relevant policy framework that will assist in keeping ageing employees in the workforce for longer, and/or re-engaging them once they have retired, as well as managing higher proportions of older workers in the NTPS. Development of the Transition to Retirement discussion paper and the NTPS Ageing Workforce policy framework was circulated in early 2017. Stakeholder consultation sessions occurred with employees across Darwin and Alice Springs to enable a thorough feedback mechanism to the discussion paper. The feedback has been consolidated and the policy framework has been launched.

The NTPS Ageing Workforce policy framework will assist agencies and employees to respond to demographic change, to up-skill leaders to manage multi-generational teams, implement new ways of extending current employees' careers and filling vacancies with both younger workers and welcoming new, mature workers.

Workforce Development

Capability and Leadership Framework

Used as a benchmark for supporting consistent NTPS-wide capability development, the CLF underpins training and development for NTPS-wide leadership, capability, and management programs that OCPE offers.

New leadership and capability programs offered by OCPE in 2016-17 were mapped against the framework so learning outcomes and evaluation of the programs align to the CLF. The programs addressed across-sector core corporate capability gaps, such as foundational public sector governance knowledge, performance management and public policy development.

An effort to increase awareness of the CLF was achieved in the delivery of the framework in HR/IR training and information sessions facilitated as part of National Youth Week 2017. In addition, information about the framework is incorporated into all new programs introduced throughout 2016-17. These efforts will be further enhanced by a refresh of the CLF self-assessment tool, website, and publications in the 2017-18 financial year.

Future Leader's Network

Launched in 2015, the FLN program was designed to build executive and leadership capacity for the future. The program was held over two years with 35 members graduating in 2017. The FLN was comprised of high performing employees aged 30 years and under from a diverse range of professions and occupations including HR officers, dentists, lawyers, policy and research officers, and teachers.

The FLN promoted engagement amongst young, talented NTPS employees through the provision of appropriate work challenges, group learning, mentoring and professional development. Members undertook a syllabus of professional development designed to build leadership and other core capability skills required in the NTPS.

Quarterly meetings were held, which included sessions with NTPS CEOs and senior executives as guest speakers. Some topics presented by CEOs and executives were:

- Maintaining currency and managing professional development as you progress in your career.
- Work-life balance – perspectives on managing your own needs and those of your team.
- Effective public service delivery during times of political change.

FLN members were also required to form working groups and participate in at least two group research projects as part of their development. Agencies were requested to propose a policy or service delivery challenge for the FLN members to undertake. FLN working groups worked out of session to develop briefings and recommendations with the intention to present back to senior executives, relevant delegates, and their fellow FLN colleagues.



2017 FLN Graduation

Women in Leadership

In 2016-17, women comprised 64% of the total NTPS workforce. A wide range of employment and career options in the NTPS are available to suit women of all ages and from all backgrounds. The NTPS is continuing to support initiatives to increase women's participation in the workforce and the number of women in leadership positions across the NTPS.

A direct comparison with other jurisdictions is difficult due to alignment of senior and executive classifications. However, it is clear from the published data of other jurisdictions that the NTPS is outperforming other governments with 50% representation of women in senior and executive positions (SA02 – ECO6 and equivalent). Representation of women in all senior classifications, except ECO6, is high – as detailed in Figure 4.

Figure 4 – Representation of Men and Women in Senior Positions in the NTPS

Classification	Female	Male	Total	Percent Female
Senior Admin 2	150.3	94.3	244.6	61%
Exec Officer 1C	114.8	142.5	257.3	45%
Exec Officer 2C	70.7	66.9	137.6	51%
Exec Officer 3C	11.0	27.0	38.0	29%
Exec Officer 4C	6.0	8.6	14.6	41%
Exec Officer 5C	5.0	8.0	13.0	38%
Exec Officer 6C	2.0	7.0	9.0	22%
Total	359.7	354.3	714.0	50%

The NTPS has a number of key initiatives to continue to build the population of women in leadership positions, including:

- The Public Sector Management Program equips middle to senior managers with the knowledge and abilities required to become effective public sector leaders. Out of the 52 NTPS participants in the 2015-16 cohorts, 38 (73%) were women. All of the 15 participants in the first 2017 cohort are female. Further cohorts will commence in July 2017.
- Lookrukin and Kigaruk is the NTPS' flagship Aboriginal leadership program. It is specifically designed to offer Aboriginal men and women in the NTPS the knowledge and skills to increase their effectiveness in their current position and improve their career progression. Participants undertake a Diploma of Management at Charles Darwin University. Fourteen Aboriginal women commenced the 2017 program.

Training Panel Contracts

Two panel contracts managed by the OCPE are available to NTPS agencies to access non-accredited training and development providers. The 'Provision of non-accredited training and development services contract' enables NTPS agencies to access non-accredited training and development services. This three-year panel contract gives agencies blanket approval to access 33 providers who can develop training content and/or deliver training across 50 training topics. This panel was due to expire in June 2016 but has been extended to June 2017; with a new training panel contract to come into effect early in the 2017-18 financial year.

During 2016-17, the existing NTPS training and development panel contract was evaluated, which informed a robust evaluation and selection criteria used in the planning and assessment of the new panel contract. The future training panel contract will be an Across Government Contract and will have a mandatory application across the NTPS. The range of training topics included in the new panel contract have been developed with a range of stakeholders including subject matter experts and NTPS agency learning and development contacts.

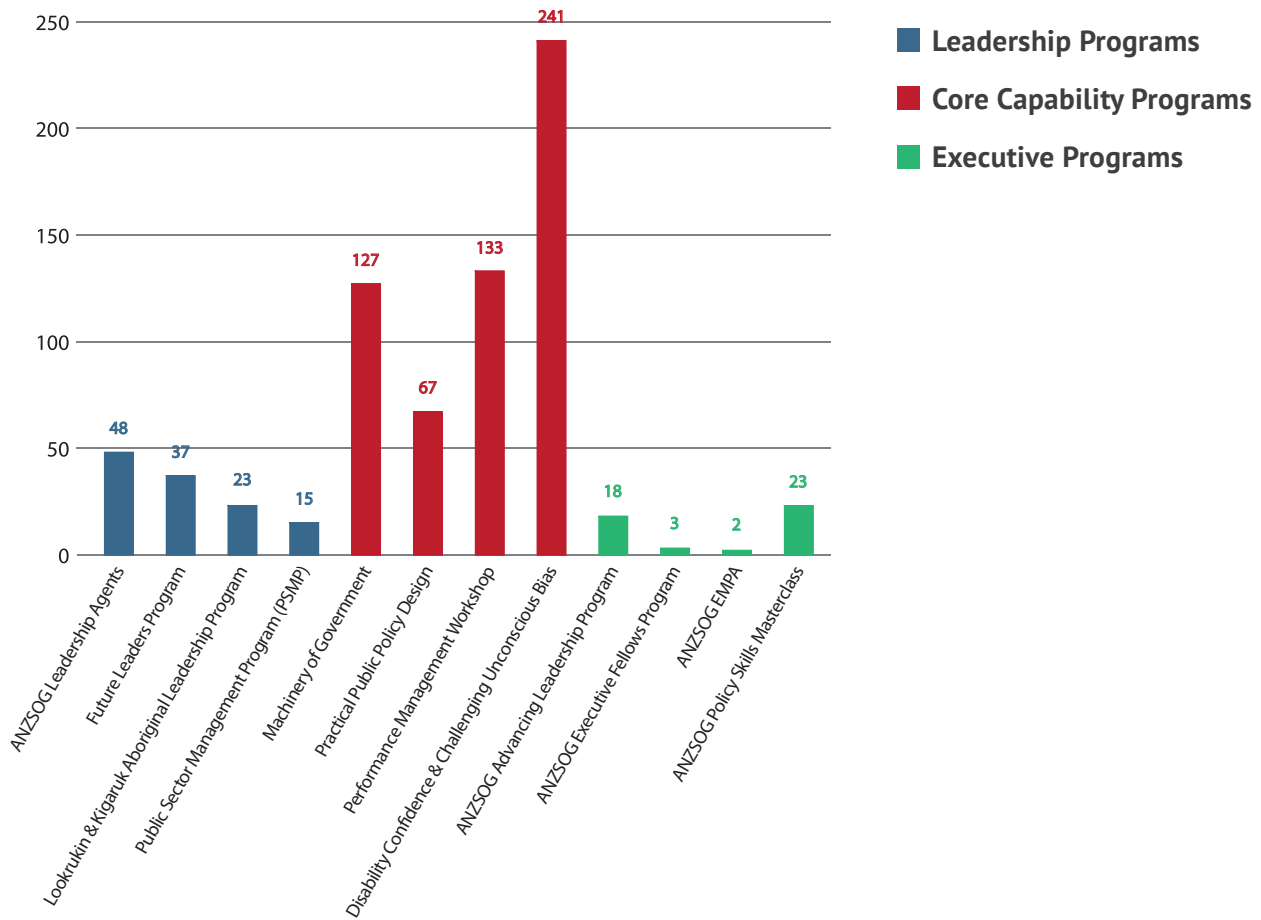
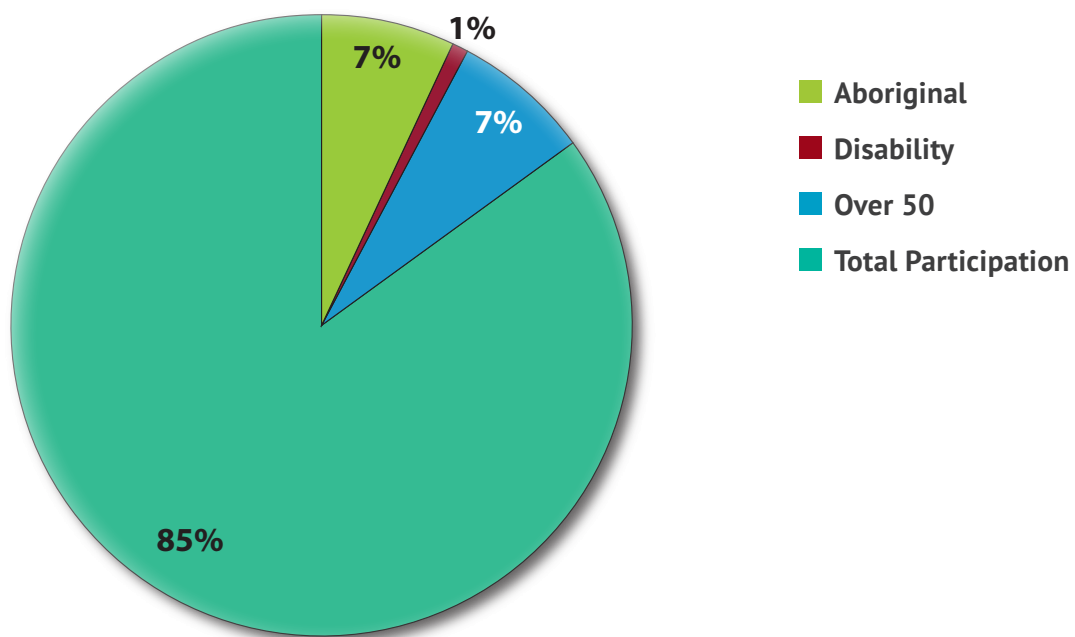
The training panel scope is to include:

- accredited training
- non-accredited training
- delivery of e-Learning format
- learning and development services.

The new evaluation and performance framework designed by DCIS and OCPE will better monitor supplier performance for the future contract.

Leadership and Capability Development Programs

A suite of leadership and capability development programs continued to be offered by OCPE during 2016-17, with a total of 42 programs delivered and 737 NTPS employees participating in the programs. This is a 31% increase in program participation compared to the 2015-16 financial year. The leadership, capability, and executive programs offered (and attendance at these programs) is shown in Figure 5.

Figure 5 – Leadership, Capability and Executive Programs**Figure 6 – EEO Participation across Leadership, Capability, and Executive Programs**

Future Leaders Program

The Future Leaders Program is open to employees between the AO7 and SAO2 levels (or equivalent), and interest this year saw the need for two programs to be run simultaneously and included a number of employees at AO5 and AO6 levels attending with full endorsement from their managers towards personal and professional development. A total of 37 participants completed the program during 2016-17.

A content refresh for the program with a new facilitator from the training provider resulted in an increased focus on strategic and 'future-proofing' the NTPS. The program required participants to work in teams to develop presentations on topics relevant to the whole sector now and into the future. Topics for these presentations included NTPS-wide collaboration and NTPS organisational performance, change management and across-agency collaboration; ageing workforce initiatives and retention strategies through flexible work arrangements.

Aboriginal Leadership Development Programs

The *Indigenous Employment and Career Development Strategy 2015-2020* was launched in 2015. The Strategy's aim is to improve Aboriginal employment outcomes across the NTPS, including a 10% target of senior roles to be filled by Aboriginal employees by 2020.

An integral component of building the leadership capability of Aboriginal employees in the past seven years has been through the Kigaruk (men's) and Lookrukin (women's) leadership programs.

In March 2017, a combined cohort of 14 women and 9 men commenced the Lookrukin and Kigaruk Aboriginal Leadership Development Programs, with the cohort scheduled to graduate in May 2018.

Graduating with a Diploma of Leadership and Management from Charles Darwin University, the format of the program includes formal learning contextualised to the workplace and reflection time to allow for application at work. Participants also undertake a work-based project.

Many agencies are being represented in the current program, including the NT Police, Fire and Emergency Services, Department of Education, Department of Corporate and Information Services, Department of Health, Department of Trade, Business and

Innovation, Territory Families, Department of Attorney-General and Justice, Department of Tourism and Culture, and Tiwi Islands Regional Council.



2017-18 Kigaruk and Lookrukin Cohort

The NTPS has more than 100 Lookrukin and Kigaruk alumni members, who have been invited to support the combined Lookrukin-Kigaruk cohort as mentors on the program and in the workplace. As part of the delivery of Lookrukin and Kigaruk, 17 Alumni were also trained by CDU in the non-accredited unit of competency Mentoring in the Workplace.

Public Sector Management Program

Graduates of the nationally accredited program, PSMP, receive a Graduate Certificate in Business (Public Sector Management) qualification from Queensland University of Technology. PSMP targets participants within the classification range from AO6 to SAO1 or equivalent and welcomes participants from all tiers of government: local, state, and federal.

The 2016-17 PSMP commenced a program in Alice Springs (its first since 2012). This cohort comprises 15 NTPS employees, all of which are women. Agencies represented in the Alice Springs cohort include the Department of Health with nine participants; and the remainder from the Department of Education, Territory Families, the Department of the Attorney-General and Justice, and the Department of Housing and Community Development. The level of interest and recommencement of this program in the central region is a strong indication of the reputation for quality that the PSMP enjoys, and the commitment of agencies to develop leadership and public sector management skills within their organisations.

Performance Management Workshops

Performance management continues to be a sector-wide capability gap area and was again highlighted as a major theme for agency staff development across the NTPS.

In responding to this, OCPE facilitated the delivery of seven performance management workshops for NTPS employees in 2016-17. The target audience for the workshops are

employees at all levels who supervise or manage staff.

This workshop provides managers and supervisors with knowledge of the NTPS performance management framework and associated employment instructions, how these are applied, and how to effectively give and receive feedback.

Participant numbers reached 133, indicating a strong demand for the program, which will continue into the next financial year and incorporate elements of the inclusion and diversity strategy delivered by OCPE.

Machinery of Government

The Machinery of Government program continues to be our most popular capability program that is designed to build a foundation of understanding of the context of government within which public sector employees operate.

During 2016-17, 98 participants undertook the program, with evaluation and feedback continuing to be positive. The format includes guest speakers from the Ombudsman's Office, the Auditor-General, and the Department of Treasury and Finance. A tour of Parliament House supplements the content, along with an overview of the Cabinet Process.

Practical Public Policy Design

In 2015-16 this program was introduced in response to a policy capability gap and sector wide demand. The Practical Public Policy Design program builds on the knowledge gained from the Machinery of Government program and aims to provide participants with an introductory to intermediate understanding of policy development within the context of the NTPS.

With four sessions delivered in 2016-17, the program was well received, with 67 participants attending.

Australia and New Zealand School of Government

ANZSOG is the peak institution providing public sector executive education. ANZSOG's distinctive feature is the collaboration between its academic and government partners, which produces programs with a blend of theory and practice of rigor and relevance, and yields real benefits for program participants and organisations alike.

2016-17 highlights include:

- Three senior executives were selected to undertake the Executive Master of Public Administration.
- Two senior executives were selected to participate in the Executive Fellowship Program.
- The OCPE and ANZSOG co-designed program for NTPS mid-senior executives, Advancing Leadership, was delivered for the third time, with 18 participants completing the program.
- Two Leadership for Change Agents programs saw 48 participants complete the program, with two local council employees attending the sessions along with NTPS participants. This provided the opportunity for participants to expand their networks beyond the NTPS.
- Development and delivery of a Policy Skills Master Class – the program was designed to target experienced policy developers and complement the Practical Public Policy Design program delivered as an introduction to NTG policy review and development. Twenty-three participants completed the program.

Workplace Disability Confidence Training and Challenging Unconscious Bias

In conjunction with the Inclusion and Diversity Initiative, two programs were delivered by OCPE to further develop the leadership and capability of NTPS employees in this area.

Delivered by the Australian Network for Disability (AND); six Disability Confidence sessions saw 144 participants attend an interactive session that challenged thinking, and developed a positive workplace culture and awareness for people with disability.

Complementary to the Disability Confidence training were the Challenging Unconscious Bias sessions facilitated on behalf of OCPE by the Anti-Discrimination Commission. With six sessions delivered and 97 participants in attendance the program is, again, an interactive session that aims to challenge thinking, and develop a positive workplace culture and awareness of self in relation to cultural differences.

OCPE looks forward to offering both of these programs to all NTPS employees in the 2017-18 financial year as a component of the Inclusion and Diversity agenda.

Building Human Resource and Industrial Relations Capacity in the NTPS

OCPE, through the NTPS Human Resources Capability Framework, actively builds the capability of our existing HR workforce.

Biannual HR Forums provide a knowledge sharing and networking opportunity for the NTPS HR community. The Forums provide HR professionals the opportunity to update their knowledge on legislation, industrial matters, leadership and workforce development issues and projects, change management

developments, and also provide innovative sessions showcasing success stories from NTPS agencies.

In 2016-17, OCPE sponsored two HR Forums, with more than 100 officers registering to attend each Forum. The Forums were held at Charles Darwin University with officers from Alice Springs able to attend each Forum via videolink. 'Adaptive Organisations' was the focus for the October 2016 Forum and 'Inclusion and Diversity' the focus for the April 2017 Forum.

Reward and Recognition

2016 Chief Minister's Awards for Excellence in the Public Sector

The Chief Minister's Awards for Excellence in the Public Sector is the NTPS' showcase event to recognise the best and brightest initiatives and individuals that make a positive and significant difference to the NT and Territorians more broadly. OCPE coordinates the nomination and judging process for this event each year. In 2016, 92 nominations were received across eight categories.

Chief Minister's Public Sector Medals

The Chief Minister's Public Sector Medals are awarded annually as part of the Chief Minister's Awards for Excellence in the Public Sector ceremony. These medals recognise and reward the outstanding and commendable public service of individuals. All public sector employees are eligible for a medal including office administrators and frontline officers dealing directly with the public.

Up to 10 medals are awarded each year with a special medal awarded to an individual who demonstrated outstanding Aboriginal leadership. Eight employees received a prestigious Chief Minister's Public Sector Medal at the 2016 ceremony:

- Ms Sally Leigo – Department of Primary Industry and Resources
- Dr Lucy Tran-Nguyen – Department of Primary Industry and Resources
- Ms Terry Lisson – Office of the Commissioner for Public Employment
- Mr Keith Saalfeld – Department of Environment and Natural Resources
- Ms Janice Diamond – Department of Health
- Mr Geoff Horni – Department of Infrastructure, Planning and Logistics
- Mr Kenneth Lehmann – Department of Education
- Mr Trevor Read – Department of Education

Outstanding Aboriginal Leadership Medal:

- Mr Philip Brown – Office of the Commissioner for Public Employment

Public Service Medal (Australia Day Honours)

The NTPS contributes annually to the official Australian system of honours. As part of this, the Public Service Medal acknowledges outstanding service by employees of the Australian, NT and Local Governments. Each year, medals are allocated to the NTPS, and are to be awarded at the Australia Day celebrations on 26 January.

2017 Public Service Medal

The recipient of the distinguished Public Service Medal in 2017 was:

Mrs Teresa Mary HART

For outstanding public service to governance, planning, and administration in the Northern Territory.

Ms Hart has had a long and varied career in a range of roles in the NTG, extending over 36 years, throughout which she has displayed strong leadership and a commitment to high standards of governance.

She has provided diligent and dedicated service with the NT Police Force, the Office of Women's Policy, Crime Prevention NT, and in 2004 became Official Secretary at Government House Darwin. Between 2006 and 2016 she served in various executive positions in the Department of the Chief Minister, including various policy, strategy, and operations functions such as Community Engagement, Territory Growth Planning, Territory 2030, Corporate Services, and Office of the Chief Executive.

She worked with the Executive team to lead a significant work program across the NTPS to review and improve public service delivery; including modernisation, productivity and contestability assessments, which resulted in a multi-agency reform program and the delivery of strategic priorities both within the Department of the Chief Minister and across Government.

More recently she has provided invaluable assistance working directly to three Chief Executive Officers of the Department of the Chief Minister between 2008 and 2015 on complex issues in areas such as Commissions of Inquiry, corporate governance, communications, security and emergency recovery, protocol, and Government House. Additionally, she was the NT representative on the Order of Australia Council, a role which she undertook for 10 years.

Ms Hart is an inspirational leader and mentor for other officers within the Department of the Chief Minister and across government, particularly young women. She is an outstanding professional, with a deeply held interest in, and commitment to, quality public sector administration and community outcomes.

Recognition of Service Milestones

Official recognition of service in the NTPS occurs for 10, 20, 30, 35, 40+ and 50+ year milestones. A whole sector initiative, it publicly recognises and rewards employees for 30, 35, and 40+ years of service to the NTPS. Hosted by the Chief Minister and the Minister for Public Employment, eligible employees are invited to attend a function to celebrate their long service with colleagues, as well as receive a gift and certificate of appreciation.

In 2016-17, two events were held, one in Darwin and one in Alice Springs. A total of 148 employees were recognised for their long service, as shown in Figure 7.

Figure 7 – Number of Employees Reaching Service Milestones

Years of service	Number of Employees
30	76
35	49
40+	22
50+	1

Employees who have achieved 50+ years of service are invited to be recognised at the annual Chief Minister's Awards for Excellence in the Public Sector. In 2016, one NTPS employee was eligible to be recognised for their commendable service, but elected to be formally recognised at the Alice Springs Recognition of Service function.

Wellbeing Initiatives

Australian Superannuation Information Sessions

The OCPE facilitated the delivery of two Australian Superannuation information sessions in 2016-17. These sessions were for NTPS employees of all ages and stages of life. The sessions provided guidance and information about superannuation and gave participants the opportunity to ask questions from an Australian Super industry expert, as the NTPS' default superannuation provider.

Financial Planning Information Sessions

Financial stress is known to have a significant impact on employee wellbeing and engagement. In recognition of this, OCPE auspices the delivery of free financial information sessions, delivered by the Commonwealth Department of Human Services. These sessions were for NTPS employees of all ages. Three sessions were held and topics included 'Salary Sacrifice to Superannuation', 'Protecting Assets', and 'The Age Pension'.

Discounted Health Insurance Initiative

NTPS employees have access to discounted health insurance through a panel of health insurance providers. Under the initiative, employees can access discounted rates for medical cover from some of Australia's leading private health providers, with seven providers currently participating in the initiative. Individuals liaise directly with their chosen provider and pay for their own insurance.

OCPE organises twice-yearly appointments to enable private health providers to hold individual appointments with NTPS employees. These appointments are held in March/April and October/November each year in locations throughout Darwin.

Priorities for 2017-18

The priorities for 2017-18 include:

- Ongoing implementation of the NTPS Ageing Workforce policy framework.
- Development and implementation of the revised EmployAbility 2017-2022 Strategy, with a refresh of the DEP.
- Development of a Leadership and Core Capability Development Strategy, including a review of the CLF.
- Implementation and joint management with DCIS of the new Across-Government Training and Development Panel Contract.
- Ongoing delivery of leadership and capability development programs.
- Development of an Interjurisdictional Secondment Program (SA Connect/ NT Connect), enhancing linkages within the South Australia/Northern Territory Strategic Partnership.
- Finalisation of the implementation of a Learning Management System.

WORKFORCE PLANNING AND DEVELOPMENT – ABORIGINAL EMPLOYMENT AND CAREER DEVELOPMENT

Overview

The AECD Division drives the implementation of the *Indigenous Employment and Career Development Strategy 2015-2020*, which aims to achieve 16% Aboriginal employment and 10% Aboriginal employee participation in senior or executive roles in the NTPS by 2020.

The IECDS brings together a range of new and existing initiatives to assist agencies in growing their Aboriginal workforce and meeting NTG's commitment to increasing Aboriginal employment.

To achieve these targets we need strong leadership to maintain momentum and commitment to the IECDS and forge strong cross-agency partnerships to create organisational change.

The Themes

The IECDS focuses on four key themes to attract and retain Aboriginal people in the NTPS, with a strong focus on increasing employment, encouraging participation, and building capability to develop their careers in the NTPS.

Theme 1: Targets for Indigenous Employment and Participation

The NTPS must have ongoing commitment and leadership across all levels of the organisation, including frontline, management, and executive levels, if the objective of increasing and achieving sustainable Aboriginal employment, participation and capability in the NTPS is to be realised. The IECDS will require a coordinated and collaborative approach to ensure effort is targeted and consistent.



Theme 2: Engagement and Support

Agencies must build capabilities by creating learning and mentoring opportunities, and allowing Aboriginal employees to identify goals that will assist them to reach their full potential.

Theme 3: Attraction and Retention of Indigenous People

The NTPS must work with existing Aboriginal employees to innovate and develop culturally appropriate recruitment and retention strategies to attract and retain future Aboriginal employees.

Theme 4: Whole of Career Development to Build Capability and Careers

Allowing Aboriginal employees to access training and development opportunities and provide assistance to identify and facilitate career progression and pathways is critical to Aboriginal employees choosing how to build their careers in the NTPS.

Implementation

During 2016-17, AECD presented and participated in various conferences and forums at the local and national level, including:

- Garma Festival
- APONT Innovating to Succeed Forum
- NTPS ATSI Employee Forums (Darwin and Alice Springs)
- 3rd National Indigenous Economic Development Forum
- NT Skills, Employment and Careers Expo
- CDU Indigenous Leadership Conference
- Maningrida Careers Expo
- WISE Employment Darwin Job Fair.

These events provided a great opportunity to promote the IECDS, highlight current achievements and future priorities, build and strengthen relationships with stakeholders, as well as promote NTPS career opportunities and pathways.

NTPS ATSI Employee Forum

The NTPS held its first ATSI Employee Forum in Darwin on 25 October 2016. The forum was a key initiative from the NTPS *Indigenous Employment and Career Development Strategy 2015-2020*, under theme three 'Attraction and retention of Indigenous people'.

The forum was based on a workshop style to allow employees to discuss current issues and challenges and contribute ideas on future employment and career development opportunities.

The Forum explored three main priorities from the strategy: Cross Cultural Training, Career Development, and Attraction and Retention.

There were 122 employees who attended the forum and represented various agencies, classifications, and locations across the NT. The forum was a successful event and from the evaluations received, it was recommended that two forums are held each year (one each in Darwin and Alice Springs).



Darwin ATSI Employee Forum, October 2016

OCPE hosted the second NTPS ATSI Employee Forum in Alice Springs on 31 May and 1 June 2017. There were 70 Aboriginal employees who attended the forum from a range of agencies across the NT. The forum facilitated the same workshops as Darwin, with an additional two covering Special Measures and Work-Life Balance.

The Aboriginal Employment Opportunities Register was officially launched at the Alice Springs Forum. In collaboration with DCIS, the register was created as a key NTG initiative designed to assist in achieving the Aboriginal employment targets within the IECDS.

The register is an ongoing recruitment drive within the NTG eRecruit system utilised

similarly to Entry Level Recruitment and covers AO3 to SAO2 classifications. The register is open to Aboriginal NTPS officers and public job seekers to be considered for vacancies less than six months. NTPS officers are also encouraged to register if they are looking for an opportunity to expand and develop their knowledge and skills in other areas to progress their careers or simply want to try something different.

The forum also provided an opportunity for agencies to share and promote what they have been doing in relation to Aboriginal employment. Presentations were showcased from the Departments of the Chief Minister, Housing and Community Development, and the Attorney-General and Justice.



Alice Springs ATSI Employee Forum, May/June 2017

ATSI Employment Aspirations Program

The ATSIEAP was developed in 2015 to address a key action within the IECDS to work in partnership with DCIS to develop and promote entry level employment and career opportunities in the NTPS to Aboriginal school students, including cadetships, pre-employment programs, school-based traineeships and other opportunities.

The ATSIEAP is designed to prepare students for their transition from school to work, explore their career aspirations and develop career plans, as well as promote the various career opportunities available in the NTPS.

In 2016 the program was redesigned to incorporate the delivery of 'Coaching Young People for Success' (Career Planning and Goal Setting) for Year 12 students. In term one 2017, ATSIEAP was delivered successfully to Centralian Senior College Clontarf students in Alice Springs.



ATSIEAP Centralian Senior College Clontarf

Following the success of ATSIEAP in term one, a further three programs were delivered in Darwin, Tennant Creek and Alice Springs throughout term two. This included Clontarf students from Casuarina Senior College and Tennant Creek High School, as well as students from the Girls Academy at Centralian Senior College.

The DCIS Employment Programs Unit will deliver the ATSIEAP to schools across the NT from 2018 onwards.



ATSIEAP Casuarina Senior College Clontarf



ATSIEAP Tennant Creek High School Clontarf



ATSIEAP Centralian Senior College Girls Academy

Monitoring and Reporting

DCIS IECDS Report

The IECDS Report is produced on a quarterly basis by the DCIS HR Reporting Team. This report is used as the main source of data, in conjunction with other existing reporting frameworks such as agency annual reports and the NTPS State of the Service Report.

IECDS Annual Progress Report

The IECDS Annual Progress Report is published in April of each year on the anniversary of when the strategy was launched.

The second annual progress report was published in April 2017 and is available from the OCPE website. The report outlines the work achieved by OCPE over the past 12 months and provides a summary of each key action under the four key themes.

Individual agency progress on their responsibilities under the IECDS will be reported through their own annual report as well as through the State of the Service Report.

Priorities for 2017-18

The priorities for 2017-18 include:

- Monitor agencies' progress towards the 2020 targets.
- Develop an NTPS Aboriginal Employee Mentoring Program.
- Develop an all-of-government cross-cultural awareness program.
- Develop a Career Development Framework for Aboriginal employees, which focuses on retention, professional development, and career progression.
- Organise an annual NTPS Aboriginal Employee Forum in Darwin and Alice Springs.
- Transition the ATSIEAP to the DCIS Employment Programs Unit to manage.
- Continue to provide guidance and support to agencies in the development and promotion of programs and initiatives to increase Aboriginal employment across the NTPS.
- Continue to meet and support the AECD Champions, Resource, and Senior Aboriginal Reference Groups.

PUBLIC SECTOR APPEALS AND GRIEVANCE REVIEWS

Overview

PSA&GR has four main functions:

- Conduct promotion, disciplinary, and inability appeals pursuant to s.59A through s.59G of PSEMA.
- Provide employees with an independent and impartial review of agency actions and decisions through the grievance review process set out in s.59 of PSEMA.
- Provide advice, assistance, and education to agencies in the implementation and operation of Special Measures plans to promote equality of employment opportunity; and responsibility for development, administration, and education on NTPS recruitment and selection policy and procedures under the Simplified Recruitment initiative.

PSA&GR's objective is to ensure merit, equity, and fairness prevail in NTPS management through effective, impartial and independent grievance review and appeal mechanisms, administration of selection and recruitment policy and procedures, facilitation of Special Measures in recruitment, and provision of education and training in these areas.

Appeals in 2016-17

The PSA Board was created on 1 January 2012, replacing the formerly separate Promotion, Disciplinary, and Inability Appeal Boards.

The PSA Board is an independent body located, for administrative purposes, within the PSA&GR Division of OCPE.

Appeals

Grievances

Special Measures

Selection and Recruitment

The CPE has appointed the Director PSA&GR as the standing Chairperson of the PSA Board, and the other two members for each appeal board are selected by the relevant agency and union. In order to be selected as a PSA Board member for disciplinary or inability appeals, the agency and union nominees must have participated in formal training, or have relevant experience.

Promotion Appeals

Promotion appeals are conducted in accordance with s.59B through to s.59G of PSEMA and Public Sector Employment and Management Regulations 8-9 and 11-15.

Promotion appeals can only be made by existing employees, in situations where the selection is a promotion for both the appellant and the provisional promotee. No ground of appeal is specified in PSEMA, however the test applied by the PSA Board is whether the selection decision was consistent with the merit principle as defined in PSEMA.

Section 59E of PSEMA provides broad and flexible options for the PSA Board, stating that it may:

- affirm the decision
- vary the decision
- set aside the decision
- set aside the decision and return the matter to the relevant CEO for reconsideration
- set aside the decision and replace it with the PSA Board's decision.

On returning a matter to a CEO, the PSA Board is able to give any directions it thinks fit as to how the matter is to be dealt with.

Promotion Appeals Statistics

Figure 8 – Number and Percentage of NTPS Promotions Appealed

Year	Promotions	Promotion Appeals	%
2012-13	961	65	6.8%
2013-14	1147	53	4.6%
2014-15	1349	55	4.1%
2015-16	1412	40	2.8%
2016-17	1264	68	5.3%

Promotion Appeals Timelines

PSA Board's target for completion of promotion appeals is 6 weeks from receipt of the appeal to determination by the PSA Board.

In 2016-17 the average completion time for a promotion appeal was 5.3 weeks.

Figure 9 – Summary of Promotion Appeals Statistics

	2012-13	2013-14	2014 -15	2015-16	2016-17
Appeals carried over	0	2	11	2	2
Appeals received	65	51	44	40	68
Total handled	65	53	55	42	70
Finalised	63	41	53	40	70
Varied by appointing Appellant (Allowed)	1	3	0	0	0
Decision Affirmed (Disallowed)	27	6	19	26	35
Set aside and returned to be redone advertised/ set aside	14	5	2	1	1
Withdrawn	16	21	26	12	31
Vacated (cancelled)	5	6	6	1	3
On hand at end of period	2	12	2	2	0

Disciplinary and Inability Appeals

Disciplinary and Inability appeals are conducted by the PSA Board in accordance with s.59A and s.59C through to s.59G of PSEMA and Regulations 8-10 and 12-15.

In 2016-17 there were six disciplinary appeals received. Of the six disciplinary appeals, four were closed through two appellants withdrawing their appeals, two appeals being heard by the PSA Board and two remain open and to be heard in 2017-18.

Only one inability appeal was received during 2016-17 and one was carried over from 2015-16. One inability appeal was heard during 2016-17 and one remains open.

On the occasion that a matter cannot be finalised within a prescribed timeframe, the hearing should not be unduly rushed or take place in circumstances which are oppressive in an attempt to conclude the hearing. It is important for a party at potential risk of an

adverse decision to be given an adequate opportunity to be properly heard and to make submissions. Therefore, fairness to those who lodged the appeal is the yardstick for determining whether an adjournment should be granted.

Disciplinary and Inability Appeals Timelines

The PSA Board's target for completion of disciplinary and inability appeals is three months from receipt of the appeal to determination by the PSA Board.

The PSA Board agreed to grant requests from unrepresented appellants for more time to make submissions to the Board, and for this reason the appeals that were heard were finalised outside of the completion time of three months.

Disciplinary and Inability Statistics

Figure 10 – Summary of Disciplinary and Inability Statistics

Type of Appeal	2012-13		2013-14		2014 -15		2015-16		2016-17	
	Disciplinary	Inability	Disciplinary	Inability	Disciplinary	Inability	Disciplinary	Inability	Disciplinary	Inability
Affirm the decision	1	1		1		1	2	1		1
Vary the decision			2							
Set aside the decision and replace it with the Board's decision					1				1	
Settled	1									
Withdrawn	1						1		2	
Set aside the decision									1	
Set aside the decision and return the matter to the CEO for reconsideration										

Section 59 Grievance Reviews of Treatment in Employment 2016-17

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

Section 59 Grievance Reviews Statistics

Grievances Received

In 2016-17 a total of 89 grievances were received by PSA&GR, compared with 86 in 2015-16. Since the implementation of the Simplified Recruitment initiative in June 2015, there was a 50% reduction in grievances about selection decisions in the first year of implementation and this trend continued in the second year.

There has been a significant increase in the number of grievances about application of conditions of service when compared to previous years but there is no indicator as to why this might be the case.

The grievance review unit utilises a flexible, outcome-focused approach to handling grievances, concentrating, when possible, on achieving resolution through discussion, negotiation, and mediation. As a result, many grievances are resolved at early stages, without the CPE having to make a specific direction. In 2016-17 there were no instances where the CPE was required to direct an agency to change the agency decision or to take another action. However, in a number of other grievances, although the CPE did confirm the agency action, he also included comments or advice for improvement in the agency's handling of the matter.

Figure 11 – Outcomes of s.59 Grievance Reviews

Decisions	2012-13	2013-14	2014 -15	2015-16	2016-17
Agency directed to take/ refrain from taking action	6	2	3	3	0
Agency action confirmed	15	37	41	6	34
Agency action confirmed with comment from the CPE	13	17	6	5	1
Resolved through PSA&GR involvement	46	27	69	50	24
Being handled by the agency	10	11	11	9	10
Declined to review (eg out of time, no jurisdiction, non-employee)	7	1	4	2	8
Withdrawn	9	11	17	6	3
On hand at the end of the period	9	15	4	5	13
Total handled	115	121	155	86	95

Timeliness in Handling Grievances

Section 59 stipulates that the CPE shall conduct a review within three months of receiving a grievance or such longer period as in the CPE's opinion the circumstances require.

During 2016-17 the time taken to resolve a s59 grievance was, on average, 1.4 months, well within the statutory timeframe.

Timeliness was also measured by counting individual grievances, rather than overall average. This measure showed that, of the 95 grievances handled this year, 11 took longer than three months to finalise. This equates to 88% of grievances completed within the statutory time frame, slightly below PSA&GR's target of 90%.

Most Common Issues Raised in Grievances

The most common issues raised in grievances in 2016-17 were, in order of prevalence:

- management action or decision
- selection decision
- application of conditions of service
- unfair treatment
- review of a disciplinary decision
- termination on probation s.59(1)
- application of procedures and policies
- agency handling of bullying
- bullying

Figure 12 – Reasons for s.59 Grievance Reviews

Reasons	2012-13	2013-14	2014 -15	2015-16	2016-17
Management action or decision	56	50	55	27	32
Selection decision	37	56	73	36	18
Application of procedures and policies	5	0	2	5	3
Application of conditions of service	3	1	2	1	13
Agency handling of bullying	6	5	3	3	2
Termination of probationary employment	4	3	3	1	3
Termination of Executive Contract	0	0	0	0	1
Termination of Fixed Term Employee	0	0	0	0	1
Bullying	4	2	6	2	0
Review of a disciplinary/Inability decision	-	2	3	2	7
Unfair treatment	-	2	8	9	9
Total handled	115	121	155	86	89

Special Measures Plans

A special measure is a program, plan, or arrangement designed to promote equality of opportunity. The two EEO groups that the CPE has identified as having not yet obtained equality of opportunity in employment within the NTPS are Aboriginal people and people with disability. During 2016-17 the CPE encouraged agencies to implement Special Measures recruitment plans within their agencies to benefit these groups.

The two most common types of Special Measure recruitment plans are:

- **Designated Positions**

The agency specifically designates a vacancy for a person from an EEO group and it cannot be filled by any person from outside that group. This type of plan is most commonly used in relation to people with disability.

Another area where designated positions are utilised is occupations where the duties are specific to the skills of a certain group – such as Aboriginal Health Workers or Aboriginal Interpreters.

- **Priority Consideration and Preference in Selection**

In these plans applicants from the EEO target group are considered first before all other applicants and given preference in selection if they meet all the criteria and are suitable at level. They will be selected and the selection process finalised at that stage without assessment of other applicants being required. At the discretion of the agency, priority plans can apply to specific vacancies or to all advertised vacancies ('blanket plans').

Nine NTPS agencies continue to have in place a priority preference recruitment plan for Aboriginal applicants for all advertised vacancies.

Agencies with blanket priority plans are:

- Department of Health
- Department of Education
- Department of Housing and Community Development
- Department of Corporate and Information Services
- Department of Trade, Business and Innovation
- Department of the Chief Minister
- Power and Water Corporation
- Office of the Commissioner for Public Employment
- Police, Fire and Emergency Services (for NTPS vacancies)

A number of other agencies have implemented Special Measures plans applying only to some vacancies as decided by the agency.

Review of Aboriginal Applicants found Unsuitable when Assessed under a Special Measure Recruitment Plan

Under an Aboriginal **Priority Consideration and Preference in Selection** Special Measures plan, if an Aboriginal applicant is found unsuitable, then, prior to progressing to assessment of non-Aboriginal applicants, the panel must forward the finding to PSA&GR for review. PSA&GR has committed to completing such reviews within five working days of receiving the information.

Outcomes of Reviews of Unsuitable Findings

During 2016-17, PSA&GR reviewed 1485 selection decisions in which an Aboriginal applicant was found unsuitable. Of these, 1432 were approved, and 53 (approximately 3.6%) were returned for further or more detailed assessment.

Although only 3.6% of unsuitable findings are returned to the agency, this review process is essential in ensuring assessments are properly undertaken in the first instance in compliance with the Commissioner's Guideline on Special Measures in Recruitment.

Timeliness of Reviews of Unsuitable Findings

The average completion time for the 1485 reviews conducted in 2016-17 was 1.1 days, with two taking longer than the five-working-day target.

Simplified Recruitment and Merit Selection Training

Simplified Recruitment

In response to the Chief Minister's Simplified Recruitment Initiative, a whole-of-government uniform recruitment and selection policy and procedures was implemented from 1 June 2015, intended to streamline and improve the quality of NTPS selection processes.

After only one year the Initiative has achieved impressive results, with recruitment times dropping by more than 50%, from 106 days to 50 days, and a significant drop in appeals and grievances about selections.

Merit Selection Training

The Simplified Recruitment Initiative included the development and implementation of the NTPS Recruitment and Selection Policy, and with that compulsory Merit Selection training for all NTPS officers by PSA&GR.

The merit selection training is offered on a cost recovery basis at \$150 per session, and is conducted each month, in either Darwin or Alice Springs, with extra sessions in Tennant Creek, Katherine, Nhulunbuy, and Groote Eylandt.

In total, more than 6400 NTPS employees have received in-person training in merit selection, and satisfaction ratings relating to all aspects of the Merit Selection training course is consistently very high, at over 90%.

PSA&GR has also developed an online Merit Selection e-Learning package which is available free of cost to all NTPS employees.

Priorities for 2017-18

The priorities for 2017-18 include:

- Rearrange the PSA&GR information on the OCPE Website.
- Align the e-Learning Simplified Recruitment Merit Selection Training to mirror the face-to-face training.
- Develop and distribute a survey of both applicants and selection panels to obtain hard data about Simplified Recruitment.
- Continue to gather and report data on Special Measures data for the purpose of improving the plans and addressing concerns and myths.
- Continue to provide high quality advice, education, and training in relation to merit selection and special measure plans.
- Continue to provide timely, high level appeal and grievance handling services for the NTPS.
- Continue to assess Special Measure selection processes where EEO applicants are found unsuitable to ensure compliance with the Commissioner's Guideline on Special Measures in Recruitment.

OCPE REPRESENTATION IN CENTRAL AUSTRALIA

Overview

In Central Australia the CPE is represented by the Director of Regions in DCIS. The Director also represents OCPE's business divisions in the southern region.

Activities undertaken in Central Australia on behalf of the CPE in 2016-17 were:

- Assist in implementing government policies
 - ⇒ provided advice and assistance to managers and employees as required.
- NTPS employment
 - ⇒ participated in the Tennant Creek and Alice Springs careers expos.
- Strategic HR advice
 - ⇒ employee relations advice to both managers and employees, including those in remote localities – worked with agencies to resolve employee disagreements.
- Regional redeployment and redundancy function
 - ⇒ provided advice and assistance to managers and employees as required.
- Whole of industry workforce policy coordination
 - ⇒ chaired the Strategic Workforce Issues Action Group (regional HR Managers group), including enterprise bargaining briefings, provided briefings on new initiatives and policies, discussed various HR/ER/IR issues, represented the OCPE on various other committees and networks.
- Promotion appeals and grievance reviews
 - ⇒ provided advice and assistance to managers and employees as required.

Priorities for 2017-18

The priorities for 2017-18 include:

- Continue work to identify specific regional and remote workforce issues that need addressing.
- Assist with working towards standardising merit selection practices and simplified recruitment process across the NTPS.
- Assist with providing high quality advice on Special Measures plans.

KEY PERFORMANCE INDICATORS

Overview

The Employment Services Output Group, as set out in NT Budget Paper No. 3, has three Outputs:

- Employee and Industrial Relations
⇒ ER
- Workforce Planning and Development
⇒ SWPD
⇒ AECD
- Public Sector Appeals and Grievance Reviews
⇒ PSA&GR

Key Performance Indicators

The KPIs for OCPE include:

- Feedback from agencies on the services provided by OCPE.
- Percentage of NTPS employees who identify as Aboriginal or having a disability.
- Number of NTPS employees completing OCPE leadership and capability development programs.
- Participant rating of satisfied or higher with OCPE professional development events.
- Grievance reviews finalised within three months.
- Promotion appeals finalised within six weeks.
- Disciplinary and inability appeals finalised within three months.
- Special Measures reviews of unsuitable findings finalised within five days.

Agency Feedback – Client Satisfaction Survey

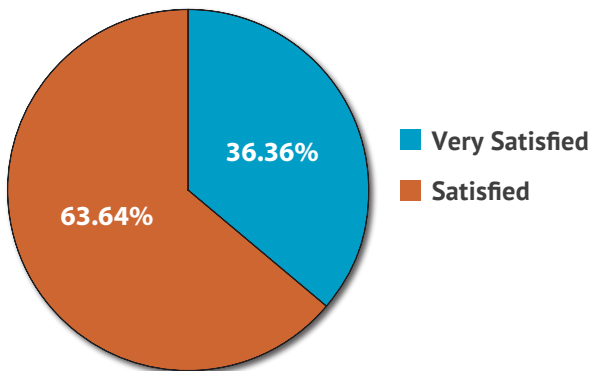
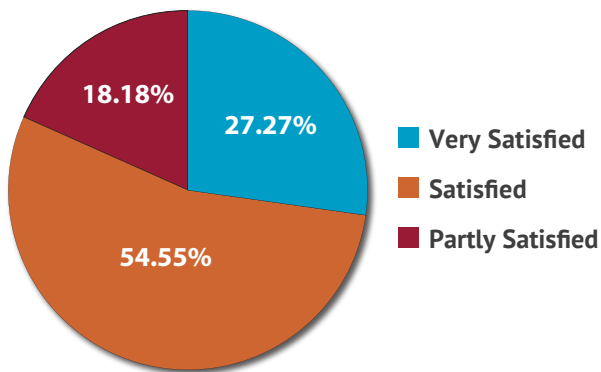
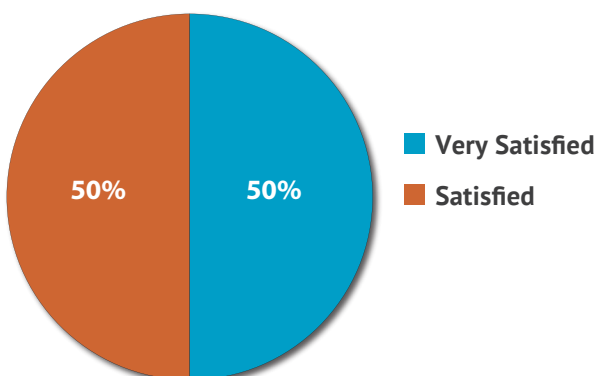
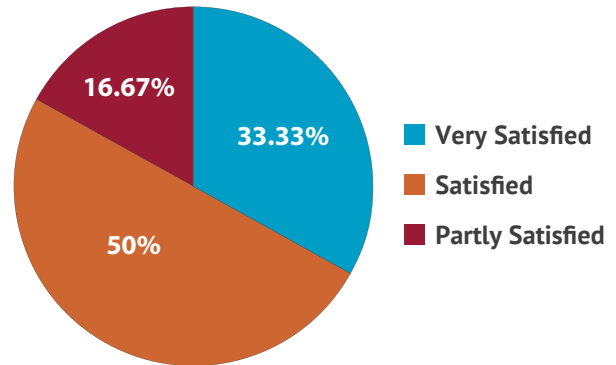
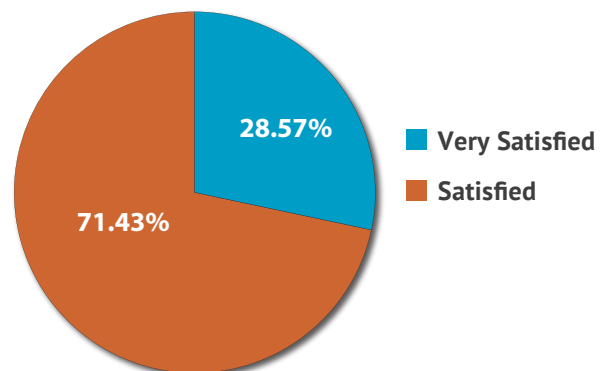
For the 2016-17 financial year OCPE sought feedback on its KPIs for the Employment Services Output Group. A client satisfaction survey was sent out to agency CEOs giving them the opportunity to comment on:

- The level of satisfaction with the services provided to their agency (ER, SWPD, AECD, PSA&GR).
- The level of satisfaction with the timeframes in which services were provided to their agency (ER only).

Of the 21 agencies from which feedback was sought, 13 agencies provided feedback, with:

- A total of 96% indicating they were 'satisfied' or 'very satisfied' with the services provided by OCPE to their agency.
- A total of 82% indicating they were 'satisfied' or 'very satisfied' with the timeframes in which the services were provided to their agency.

The results are detailed in the following graphs.

*Employee and Industrial Relations**Figure 13 – Agency Level of Satisfaction with the Services Provided by ER**Figure 14 – Agency Level of Satisfaction with the Timeframes in which Services were Provided by ER**Workforce Planning and Development – SWPD**Figure 15 – Agency Level of Satisfaction with the Services Provided by SWPD**Workforce Planning and Development – AECD**Figure 16 – Agency Level of Satisfaction with the Services Provided by AECD**Promotion, Disciplinary and Inability Appeals and Grievance Reviews**Figure 17 – Agency Level of Satisfaction with the Services Provided by PSA&GR*

Percentage of NTPS Employees who Identify as Aboriginal or Having a Disability

At 30 June 2017:

- PIPS records indicated that 10.5% of NTPS employees identified as Aboriginal, 1.3% short of the 11.8% listed in the KPI.
- PIPS records indicated that 1% of NTPS employees identified as having a disability, just 0.5% short of the 1.5% listed in the KPI. However, data from the People Matter survey indicated that 4% of NTPS employees identified as having a disability, this exceeds the 1.5% listed in the KPI.

Number of NTPS Employees Completing OCPE Leadership and Capability Development Programs

A total of 737 NTPS employees completed OCPE leadership and capability development programs, exceeding the KPI of 300 NTPS employees.

Participant Rating of Satisfied or Higher with OCPE Professional Development Events

Of the 737 NTPS employees who completed an OCPE leadership and capability development program, a total of 92.2% of participants rated the professional development event as 'satisfied' or higher, just 2.8% short of the >95% listed in the KPI.

Grievance Reviews Finalised within Three Months

There were a total of 95 grievances in 2016-17, with 84 completed within three months. This equates to 88% finalised within the KPI timeframe, just 2% short of the >90% listed in the KPI.

The average time taken to resolve a section 59 grievance was 1.4 months, well within the three months listed in the KPI.

Promotion Appeals Finalised within Six Weeks

A total of 70 promotion appeals were finalised in 2016-17, with 48 completed within six weeks. This equates to 69% finalised within the KPI timeframe, 21% short of the >90% listed in the KPI.

Of the 22 provisional promotion appeals outside of the six-week timeframe, 16 appeals related to bulk recruitment processes and were finalised only six days outside of the KPI. The remaining six appeals were delayed due to Board member availability.

The average completion time for a promotion appeal was 5.9 weeks, which is within the six weeks listed in the KPI.

Disciplinary and Inability Appeals Finalised within Three Months

Nil disciplinary and inability appeals were finalised within the three-month period as the Board agreed to grant the unrepresented appellants' requests for more time to comply with their obligations under the legislation.

Special Measures Reviews of Unsuitable Findings Finalised within Five Days

A total of 1485 Special Measures reviews were conducted in 2016-17, with 1483 completed within five days. This equates to almost 100% finalised within the KPI timeframe, reaching the >98% listed in the KPI.

The average completion time for the 1485 reviews was 1.1 days.



4 CORPORATE AND GOVERNANCE OUTPUT GROUP

CORPORATE AND GOVERNANCE

Overview

The strategic objective of the Corporate and Governance Output Group is to ensure the OCPE is positioned to meet its governance and statutory obligations. This is achieved through a range of functions including governance, financial services, human resource management, information and communication technology, audit and risk services, and communications and media.

For the purpose of this annual report, the activities of the Corporate and Governance Output Group will be reported under the headings of Governance Framework, Our People, and Financial Statements.

Priority for 2017-18

The priority for 2017-18 is:

- Continue maintaining a seamless corporate services with DCM under the existing shared services arrangement.

GOVERNANCE FRAMEWORK

Overview

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

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

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

Primary responsibility for the governance of the OCPE rests with the OCPE Management Board.

Shared Services Received

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

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

Under the shared services arrangement with DCM, the Executive Director, Corporate Services Division is also a member of the OCPE's Management Board. He also represents the CPE on various interagency coordination forums.

Organisational Structure

The OCPE consists of six business divisions that deliver outputs as contained in the 2016-17 NT Budget Paper No. 3. Figure 18 shows the high-level management and operational structure as at 30 June 2017.

Figure 18 – Organisational Structure

Commissioner for Public Employment – Craig Allen					Corporate and Governance Output Group
Employment Services Output Group					Shared Services Received Output
Employee and Industrial Relations Output	Workforce Planning and Development Output		Promotion, Disciplinary and Inability Appeals and Grievance Reviews Output	OCPE Services in Central Australia	
<p><i>Director ER</i> <i>Cheryl Winstanley</i></p> <ul style="list-style-type: none"> Negotiate NTPS enterprise agreements in line with the NTPS Wages Policy Develop and manage executive employment parameters Support agencies implementing significant change management and in the resolution of disputes in a fair and equitable manner Promote and support job evaluation processes in the NTPS Provide strategic public and private industrial relations advice Promote and support management best practice of employment governance Improve human resource planning and management across the public sector through analysis and reporting of workforce data Develop and manage employment policies Administer the <i>Long Service Leave Act (NT)</i> and <i>Public Holiday Act (NT)</i> Manage the NTPS employment framework Coordinate the NTG input to ILO matters Represent the NTG on national industrial relations committees and provide advice about industrial relations legislative developments Centrally manage and develop policy for NTPS redeployment and redundancy Provide secretariat services to the Correctional Officers' and Police Tribunals Provide workforce statistics and analysis 	<p><i>Director SWPD</i> <i>Libby Doney</i></p> <ul style="list-style-type: none"> Whole sector strategic human capital/workforce planning, monitoring and reporting, and policy development to address key workforce issues Workforce development including early career programs, building capability through on the job learning, and talent management; Delivery of capability development programs including leadership and other core corporate competencies Promotion of equity and diversity in the NTPS with a focus on increasing employment and career development opportunities for people from under represented EEO groups; Reward and recognition initiatives Workplace health and wellbeing initiatives Strategic workforce advice to meet the needs of Government and NTPS agencies 	<p><i>Director AECD</i> <i>Camille Lew Fatt</i></p> <ul style="list-style-type: none"> Drive the implementation of the IECDS Promote the NTPS as an employer of choice Support Agencies across the NTPS to implement and achieve the 16% Aboriginal Employment target and the 10% Aboriginal Employment at Senior Executive levels Transition the ATSIEAP to the Employment Programs Unit in DCIS to continue assisting Aboriginal students complete their senior schooling and prepare them for the transition from school to work. Continue the AECD Champions Group, Resource Group and the Senior Aboriginal Reference Groups to assist in driving and implementing the IECDS across the NTPS. 	<p><i>Director PSA&GR</i> <i>Fiona Roche</i></p> <ul style="list-style-type: none"> Public Sector Appeals – promotion appeals, disciplinary appeals and inability appeals Section 59 grievance reviews Whole sector merit selection training Whole sector special measures training Special measures development of policy and procedures, and provision of ongoing advice Secretariat function for Public Sector Appeals Board 	<p><i>Commissioner's Representative for Central Australia</i> <i>Wayne Sanderson</i></p> <ul style="list-style-type: none"> Strategic HR advice Regional redeployment and redundancy function Promotion appeals and grievance reviews Assist in implementing government policies Public sector employment Whole of industry workforce policy coordination 	<p><i>A/Executive Director Corporate Services (DCM)</i> <i>Robert Csar</i></p> <ul style="list-style-type: none"> Audit and Risk Management Financial and budget management HR services Information technology Office services Records and information management Travel Communications and marketing

Management Board

Purpose

The Management Board has a critical role in ensuring effective performance and accountability by:

- Ensuring the OCPE has clearly established goals and objectives
- Ensuring strategies for achieving those goals and objectives are appropriate and understood by management and staff

- monitoring quality control systems and, where necessary, implementing corrective action to improve systems and performance.

Management Board supports the dissemination of minutes and notes throughout the OCPE for the information of staff. Management Board decisions are conveyed at staff meetings, which are conducted at whole of office and business division levels.

Membership

Management Board members at 30 June 2017 were:



Craig Allen

Commissioner for Public Employment

Craig comes to the NTPS after holding a range of senior management positions for more than 20 years, with a government career spanning more than 37 years.

Craig has a strong commitment to ensuring employment opportunities are available to all groups within the community, with a focus on Aboriginal employment, and also ensuring that contemporary human resource principles are applied to the public sector in the areas of recruitment and strategic workforce planning.

Previously Craig was the Assistant Director-General with the Queensland Department of Education, Training and Employment from July 2009 where he was responsible for strategic and corporate leadership in the management of the department's human resources. Prior to that, he held the position of Executive Director, Corporate Services, Queensland Department of Corrective Services.

Craig also has tertiary qualifications with a Bachelor of Education from the Tasmanian College of Advanced Education and post graduate qualifications in public administration from Flinders University.



Cheryl Winstanley

Director Employee Relations

Cheryl joined the OCPE in 2010 as Employee Relations Manager and was promoted to Director early 2014. Cheryl has over 20 years' experience in employee and industrial relations spanning a career across media industries, university, and other public sector jurisdictions and agencies, predominantly working with government owned corporations. She holds a Master of Laws and Graduate Certificate in Law (Public Law).

Camille Lew Fatt

Director Aboriginal Employment and Career Development

Camille joined the OCPE in 2009 and was appointed as the Director of the Aboriginal Employment and Career Development Division in April 2017. Camille has worked across the university, private, and public sectors, and has a background in Aboriginal employment, project management, finance, and marketing. She holds a Bachelor of Commerce and Graduate Certificate in Business (Public Sector Management).





Libby Doney

Director Strategic Workforce Planning and Development

Libby has a diverse career history spanning the private, not for profit, and public sectors. With a Bachelor of Business, a Graduate Certificate in Public Sector Leadership and a Master of Public Governance, her background is in adult education, policy development and implementation, workforce capacity development, and program management.

Libby has extensive experience working in cross cultural contexts within Australia and internationally. She has held various senior policy officer and program management/ implementation roles, as well as managing an international engagement program for an Australian peak body.

Terry Lisson

Director Public Sector Appeals & Grievance Reviews (1 July 2016 – 20 February 2017)

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





Fiona Roche

Acting Director Public Sector Appeals & Grievance Reviews (21 February – 30 June 2017)

Fiona commenced her public sector career with OCPE in 1981 and has experience in a number of roles including the Secretary to PSA&GR and Corporate Manager for many years. Fiona left OCPE to work in the HR areas of a variety of NTPS agencies and returned to OCPE to fill the role while Terry Lisson is on leave. She has a social science degree, majoring in counselling and enjoys working in the area of complaint management.

Wayne Sanderson

Commissioner's Representative for Central Australia

Wayne joined the NTPS in 2003 after 20 years with the South Australian Government. He worked in many agencies during this time, including six years as a Senior Investigator at the Nurses Board of South Australia.

In 2003 Wayne moved to Alice Springs and took on the role of Investigator and Indigenous Liaison Officer with the Office of the Ombudsman NT.

In 2005 he transferred to the Department of Justice as the Senior Licensing Inspector and regularly acted in the Deputy Director's role.

In 2012 Wayne took on the role of Regional Manager Shared Services Client Liaison with DCIS. From October 2013 Wayne regularly acted in the Director Regions role, which included functioning as the Commissioner's Representative for Central Australia. In November 2014 Wayne was appointed to the Director Regions role. Wayne has vast experience



in senior management positions across the public sector. He has completed a Bachelor of Justice and Society (Flinders University), a Masters Degree in Indigenous Knowledges (Charles Darwin University) and a Professional Certificate in Management (Adelaide University).

***Robert Csar*****A/Executive Director Corporate Services and Chief Finance Officer**

Robert joined DCM in September 2014 as the Director Corporate Services and commenced as the Acting Executive Director in February 2017. This role oversees the provision of corporate services to the OCPE under a shared services arrangement which includes human resource, finance, audit and risk management, information technology, office services and records management services to both agencies.

Robert joined the NTPS early in 2004 in the Financial Management Group of the then NT Department of Treasury with extensive corporate and finance experience gained in a number of industries. In early 2009 Robert returned to the Financial Management Group as the Director of Financial Reporting after a 15 month period with the Department of Defence – Airforce Headquarters in Canberra. He was the Director for four years prior to taking up the role of the Chief Financial Officer for the Power and Water Corporate for 12 months; prior to commencing with DCM.

Sub-Committees

The Management Board is supported by the following sub-committees.

Audit and Risk Management Committee

In June 2013, the OCPE's Management Board agreed to create a joint ARMC with DCM. The purpose of the ARMC is to provide independent and objective advice and assistance to the CPE on the effectiveness of the OCPE's risk, control and compliance frameworks, and the financial reporting responsibilities.

The ARMC's functions and responsibilities include:

- Monitoring strategic, reputational, corporate, and operational risk management and the adequacy of the internal controls established to manage identified risks.
- Monitoring the adequacy of the OCPE's internal control environment and reviewing the adequacy of policies, practices, and procedures in relation to their contribution to, and impact on, the OCPE's internal control environment.
- Reviewing financial statements and other public accountability documents (such as annual reports) prior to their approval by the CPE.
- Monitoring the internal audit function (including development and implementation of the annual internal audit plan, coordination of audit assignments, and monitoring of internal audit findings, including management's responses to and implementation of the audit recommendations).
- Monitoring the NT Auditor-General's audit program and audit findings (including the reports to the NT Legislative Assembly and the OCPE's responses to, and implementation of, the audit recommendations).
- Commenting on the state of organisational governance within the scope of the

ARMC's Charter in the areas of the OCPE's risk management framework, the internal controls framework and external accountability.

- Within the context of the ARMC's purpose, undertaking any other functions determined from time to time by the CPE.

Membership

Independent Chair: John Cossons

Members:

Tarrant Moore – Director, Budget Development, Department of Treasury and Finance

Libby Doney – Director, Strategic Workforce Planning and Development, OCPE

Andrew Cowan – Deputy Chief Executive Officer, DCM

Observer:

Robert Csar – A/Executive Director, Corporate Services and Chief Financial Officer, DCM

The ARMC met five times during 2016-17, key outcomes from the ARMC meetings included:

- Monitoring the OCPE's 2016-17 risk profile through the Management Board's Risk Register.
- Monitoring implementation of the OCPE's 2016-17 Internal Audit Plan.
- Reviewing the OCPE's public accountability documents and providing comment to the CPE.
- Reviewing the OCPE's audit reports and monitoring management's implementation of audit recommendations conducted under the OCPE's internal and external audit programs.

Information Governance Committee

The IGC is a joint DCM and OCPE Committee. ICG's general scope is to oversee the management, security, and distribution of information and data; and coordinate information and data management frameworks, strategies, and policies.

The IGC met three times during 2016-17 with key outcomes including:

- An approved committee terms of reference, ensuring alignment with the Treasurer's Directions.
- Development of an IGC website.
- Implementation of ICT project workflows and templates to ensure better ICG management of new projects and progress reports.

During 2017-18, the IGC will focus on implementation of an ICT action plan comprising several projects of significance, including finalising implementation of Electronic Document Records Management; and a review of agency ICT policies, procedures, and guidelines.

Workplace Health and Safety Committee

The OCPE is committed to protecting the health and safety of all its workers, contractors, labour hire workers, volunteers and others who may be affected by our business. There were no staff nominations for Health and Safety Representatives, thus the Departmental WHS Steering Committee responsibilities are being met via the Management Board.

Membership

Chair: Andrew Cowan
Deputy Chief Executive, DCM

Members:

Paul Terawsky
Security and Emergency Recovery, DCM

Natalie Sunits
Ministerial Liaison, DCM

John Netterfield
Regional Network Group, DCM

Mischa Cartwright
Office of Aboriginal Affairs, DCM

Lorraine Hook
Strategic Communications and Engagement, DCM

Taya Petsheny
Corporate Services, DCM

Robert Csar
Corporate Services, DCM

Cheryl Winstanley
Employee Relations, OCPE

Invitees:

Mark Trobbiani
DCIS

Clifton Eliorda
DCIS

Consulting on WHS issues occurs through the involvement of the managers, supervisors and staff to cover the scope and diversity of the agency's activities. Managers and supervisors promote and coordinate consultation with workers who may be affected by health and safety issues for OCPE. Board Meetings and regular team meetings include a standard agenda item for WHS.

Internal Audit

Under the OCPE's 2016-17 Internal Audit Plan, a number of risk-based audits were conducted to improve performance, compliance, or a combination of both. ARMC monitors the OCPE's internal audit function, which includes implementation of the annual plan as well as the monitoring of audit outcomes, and management's responses to and implementation of audit recommendations.

External Audit

The OCPE is subject to the NT Auditor-General's audit program under the powers and responsibilities established by the *Audit Act*. The ARMC monitors the agency's external audit function, including the monitoring of audit outcomes, and management's responses to and implementation of audit recommendations.

In 2016-17, the OCPE was selected by the NT Auditor-General for an Agency Compliance Audit, an End of Year Review, Fraud Assessment Framework Review, and an assessment of Excessive Leave Entitlements.

Improving Communication within the OCPE

Effective internal communication is important to the OCPE. Following are initiatives used to enhance communication.

Business Division Meetings

Division Directors held regular meetings in 2016-17 to provide information and receive feedback on OCPE issues, as well as meeting on specific issues as the need arose.

Sharing Information

The OCPE has a strong corporate commitment to sharing information and OCPE officers are encouraged to adopt this collaborative approach to work. Management Board supports

the dissemination of Management Board minutes and notes throughout the OCPE for the information of employees.

Community Engagement

The OCPE community includes all employees of the NTPS and their representatives, and a range of other stakeholders including unions, tertiary institutions, community organisations, and NT businesses and their employees.

Effective external communication is vital to the OCPE. The CPE meets on a regular basis with CEOs and unions and maintains regular contact with Commissioners from other jurisdictions. Following are the key methods of external communication maintained during 2016-17.

Human Resource Management and Development Committee

OCPE holds regular meetings with agency HR directors to obtain input into policy and programs and to ensure effective coordination in the implementation of HR policies and programs across the NTPS.

Public Sector Consultative Council

The Public Sector Consultative Council includes representatives from agencies and unions and meets twice each year to address NTPS HR issues.

HR Community Newsletter

The OCPE has a 'HR Community Newsletter' which is sent out on a monthly basis. Subscription to the Newsletter is available to all NTPS employees, however, the Newsletter is aimed at agency HR areas.

HR Forum

The OCPE hosts an HR Forum twice each year for HR and nonHR practitioners to gain a better understanding of current issues and initiatives. HR Forums cover a range of topics presented by the OCPE, NTPS agencies, and external stakeholders.

Internet

The OCPE internet site provides timely and relevant information to stakeholders. The site

provides access to the latest updates, news and features, and links to programs, policies, and legislation.

Annual Insurance Reporting Requirements

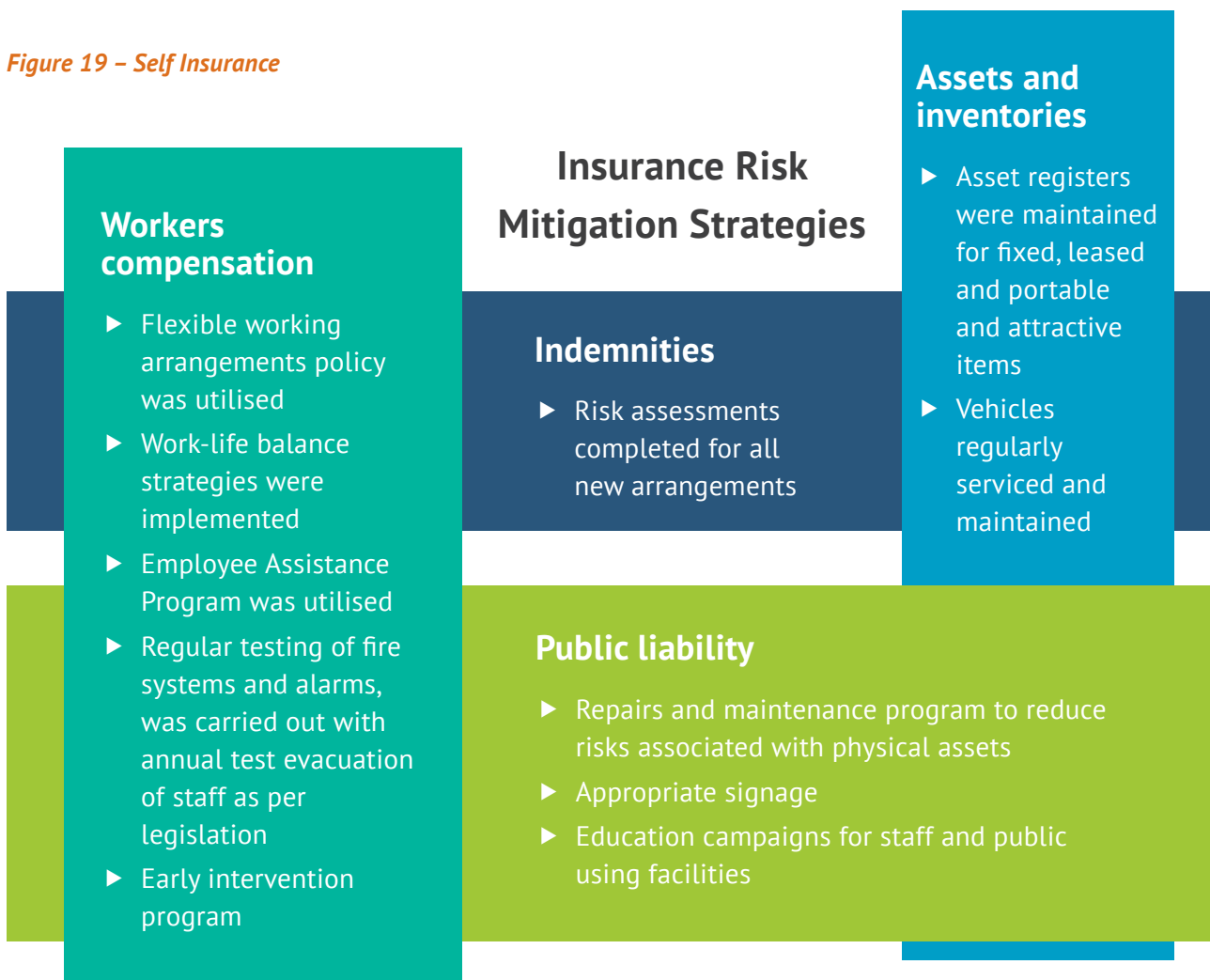
Under the Treasurer's Direction M2.1 Insurance Arrangements, agencies are required to detail the mitigation strategies and processes they have in place to reduce the likelihood or severity of their insurable risks.

Insurable risks are risks that are generally related to workers' compensation, assets and inventories, public liability and indemnities.

They exclude financial risks and legal costs in action.

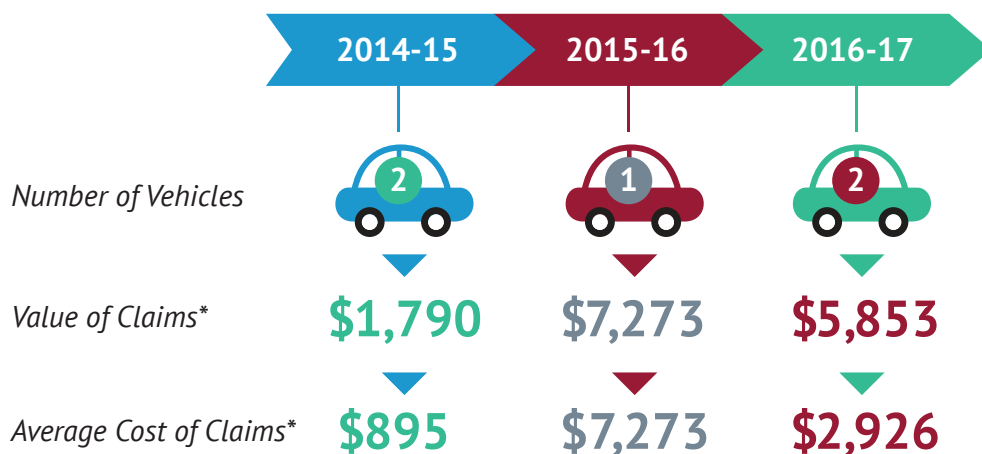
In line with the NTG policy, OCPE selfinsures for risk exposures under the categories of workers' compensation, property and assets, public liability and indemnities. Figure 19 lists the insurable risk categories and their mitigation strategies.

Figure 19 – Self Insurance



During 2016-17, two vehicles were repaired for damage. A comparison with the 2014-15 and 2015-16 data is detailed in Figure 20.

Figure 20 – Motor Vehicle Claims



*Value of claims includes motor vehicle accident repairs and cost of vehicles written off in accidents

During 2016-17, OCPE received four incidents with one resulting in a workers' compensation claim. Figure 21 provides a detailed comparison of data from 2014-15 and 2015-16.

Figure 21 – Workers' Compensation

2014-15		2015-16		2016-17	
Total Expenditure	\$0	Total Expenditure	\$0	Total Expenditure	\$38
Claims as at 1 July	0	Claims as at 1 July	0	Claims as at 1 July	0
New Claims	0	New Claims	0	New Claims	1
Claims resolved	0	Claims resolved	0	Claims resolved	1
Claims as at 30 June	0	Claims as at 30 June	0	Claims as at 30 June	0

Information

Information and Communications Technology

The OCPE operates within the standard NTG ICT environment, subscribing to outsourced services including desktop, messaging, telecommunications, and mainframe applications.

The OCPE is also a member of the joint IGC with DCM. The IGC's 2017-18 ICT action plan will see improved ICT governance with the implementation of reviewed ICT policies, procedures, and guidelines relevant to the agency, and ICT project templates and workflows.

Records Management

The OCPE operates in line with the requirements of the *Information Act*. Records and Archive Management standards are established through Part 9 of the Act and section 131(2) requires agencies to report annually on their compliance with this Part.

During the year, OCPE placed an emphasis on management and capture of electronic documents in the records management system (TRM). A new whole of agency process to manage electronic Ministerial documentation was developed and successfully implemented. Considerable focus on records management compliance and training also showed a positive outcome with nearly 10,000 electronic records captured and improved staff knowledge regarding information management and use of TRM.

Access to Information

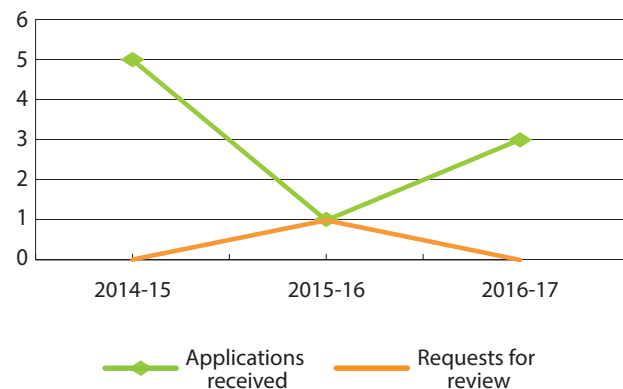
The *Information Act* came into effect on 1 July 2003. The *Information Act* covers Freedom of Information issues, privacy, records and archives management, and affects how NTPS agencies collect, use and store government and personal information.

In most cases, employees can obtain their own employment-related information held by the OCPE more quickly under PSEMA, rather than applying for access under the *Information Act*.

Applications under the Information Act

In 2016-17 three applications for access to information were received. Two were completed within the required 30 days and one was withdrawn by the applicant. A comparison of the information requests and reviews is shown in Figure 22.

Figure 22 – Information Requests and Reviews



Privacy

The *Information Act* establishes 10 information privacy principles to govern the collection, use, storage, and management of personal information by agencies.

No privacy complaints were received in 2016-17.

OUR PEOPLE

Overview

Employee commitment and satisfaction is integral in achieving OCPE's operational outcomes. OCPE is committed to a strategic approach to build capability of our people and focuses on:

- building a flexible and highly professional workforce
- workforce management and workforce planning strategies
- best practice recruitment, promotion, and retention strategies
- employee engagement
- performance management and career planning
- targeted learning and development opportunities.

Our Values

Our vision is creating a public sector that provides the highest quality service to Territorians. Our values identify what is important in terms of appropriate behaviours in the workplace and how we should interact with others in our everyday work.

The NTPS values give us a shared understanding of the values that underpin how we work in delivering services to Territorians, promote collaboration and professionalism, and guide us in achieving our best performance and setting common expectations across the NTPS for all employees.

Our values are:

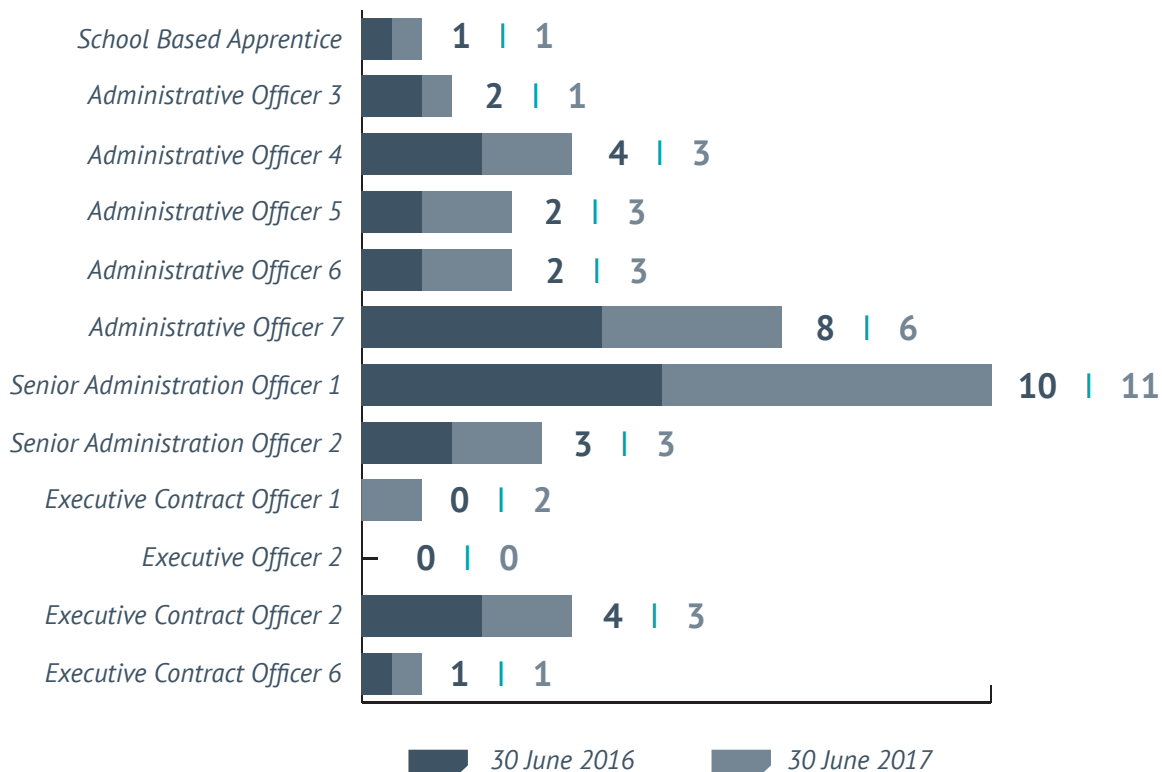
- Commitment to Service
- Ethical Practice
- Respect
- Accountability
- Impartiality
- Diversity

Staffing Profile

Staff Snapshot as at 30 June 2017

As at 30 June 2017, OCPE had 37 employees, which compared with 37 employees at 30 June 2016. Figure 23 provides a comprehensive comparison of classifications from June 2016 to June 2017.

Figure 23 – Staffing by Classification



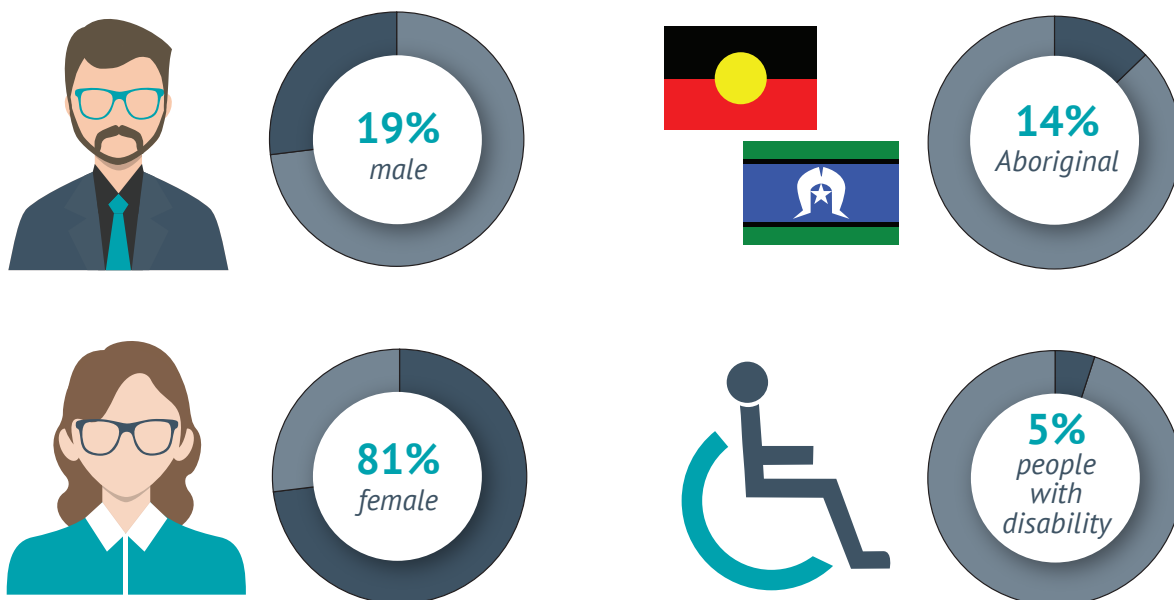
Equal Employment Opportunity

The OCPE strives to reflect a gender balanced and diverse workplace including:

- 81% (30) of OCPE employees were female
- 19% (7) of OCPE employees were male
- 14% (5) of OCPE employees identified as being Aboriginal
- 5% (2) of OCPE employees identified as having a disability

Figure 24 shows the staff equity and diversity statistics at 30 June 2017.

Figure 24 – OCPE Equity and Diversity Statistics



OCPE recognises and acknowledges the importance of providing employees with flexibility and assistance to successfully balance their professional work life with their personal commitments.

Flexible working arrangements were negotiated including:

- six employees worked part-time
- two employees were on a flexible working arrangement, including home-based work
- two employees used the option of taking recreation or long service leave at half pay
- one employee used the purchased leave option

The OCPE drives the employment and career development for the NTPS, including Aboriginal employment. At the end of 2016-17, Aboriginal staff represented 14% of OCPE's workforce, a decrease of 2% since the last financial year. The OCPE target for Aboriginal representation is 17%. OCPE continued to focus on improving Aboriginal representations through initiatives such as:

- Introducing the Special Measure 'Priority Consideration and Preference in Selection' to all OCPE advertised positions.
- Identifying barriers to career development and progression.
- Providing leadership development opportunities to existing Aboriginal employees.

Performance Management

The process of giving and receiving feedback and identifying learning and development needs is an essential element of achieving outstanding performance and ensuring OCPE's goals and objectives are effectively achieved.

This performance feedback is provided to all OCPE employees and 66% of employees had a formal performance agreement in place.

Performance management is the process of identifying, evaluating and developing the work performance of employees so that the OCPE's goals and objectives are more effectively achieved. Effective performance management is designed to enhance performance, identify performance requirements, provide feedback, and assist with career development.

The success of truly effective performance management stems from people talking together and this Framework encourages and promotes ongoing conversations between managers and employees.

Professional Learning and Development Framework

In 2016–17, OCPE invested \$54,963 in conferences, structured learning opportunities, facilitators' fees, training and development (including studies assistance), and leadership programs for its employees.

Throughout 2016-17, employees participated in the following training and profession development activities:

- Anti-Discrimination, Harassment and Bullying
- Challenging Unconscious Bias
- Cross Cultural Training
- NT Policy Skills Masterclass
- Office Workstation Assessor
- Risk Masterclass
- Statutory Interpretation.

The OCPE supports relevant professional development and training for employees that benefits the OCPE and the NTPS. The aim is to increase productivity, improve performance, and enhance job satisfaction and career opportunities.

As part of OCPE's efforts to build the capability of its workforce, support is provided for employees to gain relevant professional skills through higher education. The support provided includes financial assistance for study fees and paid study leave to attend tutorials, lectures and exams.

In 2016 –17, the agency invested \$10,350 in study assistance for its employees to undertake study in the following:

- Bachelor of Business
- Bachelor of Commerce
- Master of Public Policy.

Health and Wellbeing

The OCPE is committed to the health and wellbeing of all employees and offered activities and initiatives such as the employee assistance program, ergonomic assessments, and financial information seminars on topics such as superannuation and salary sacrificing. OCPE also promoted discounted health insurance, its employees participated in the flu vaccination program and raised social club funds that went towards a stunning Christmas celebration. Figure 25 shows the health and wellbeing initiatives available in 2016-17.

Figure 25 – Health and Wellbeing Initiatives

Initiative	Number of initiatives accessed
Employee Assistance Program Sessions	17
Ergonomic Assessments	6
Flu Vaccinations	10

Employment Instructions

Under the *Public Sector Employment and Management Act*, Employment Instructions provide direction to agencies on human resource management matters. The Office of the Commissioner for Public Employment's performance against each Employment Instruction is reported in Figure 25.

Figure 26 – OCPE Performance Against Employment Instructions

EMPLOYMENT INSTRUCTION	AGENCY ACTION IN 2016-17
<p>1. Filling Vacancies</p> <p>Chief Executive Officers must develop a procedure for the filling of vacancies consistent with PSEMA, its subordinate legislation and any relevant award or enterprise agreement.</p>	<p>Recruitment actions: advertised 11 vacancies (permanent and temporary), 19 employees commenced, and 15 employees separated.</p> <p>OCPE experienced a decrease of four separations compared to the same time last year.</p> <p>No promotion appeal was lodged in 2016-17.</p>
<p>2. Probation</p> <p>Chief Executive Officers must develop a probation procedure consistent with the PSEMA, its subordinate legislation and any relevant award or enterprise agreement.</p>	<p>OCPE has a Probation Policy consistent with PSEMA and relevant awards. New ongoing employees are advised of the probation process by DCIS as part of their Offer of Employment. The process is explained during induction and information is included in OCPE's information pack for new employees and available on the OCPE's intranet. Senior Management is advised on the status of employee probation, and manages reports and timeframes.</p>
<p>3. Natural Justice</p> <p>The principles of natural justice are to be observed in all dealings with employees.</p>	<p>The principles of natural justice are observed in all dealings with employees and are reflected in relevant policies and procedures.</p>

EMPLOYMENT INSTRUCTION

AGENCY ACTION IN 2016-17

4. Employee Performance Management and Development Systems

Chief Executive Officers must develop and implement an employee performance management and development procedure consistent with the PSEMA, its subordinate legislation and any relevant award or enterprise agreement.

OCPE's performance management system, Performance Management Framework, integrates the NTPS' Capability Leadership Framework, and the OCPE's planning framework and objectives with employees' work priorities. It establishes a link between individual performance and the demonstration of OCPE's values, and a contribution towards achievement of the priorities and goals of the OCPE's strategic plan.

5. Medical Examinations

Chief Executive Officers may engage a health practitioner in accordance with PSEMA and Employment Instruction Number 3.

During 2016-17, no employees were directed to attend medical examinations by approved health practitioners.

6. Performance and Inability

Chief Executive Officers may develop employee performance and inability procedures consistent with the PSEMA, its subordinate legislation and any relevant or enterprise agreement.

The performance and inability guidelines and procedures are available on OCPE's intranet. DCM's HR Services supports managers to address underperformance issues and assists managers and employees to improve performance.

There were no performance or inability actions undertaken in 2016-17.

EMPLOYMENT INSTRUCTION

AGENCY ACTION IN 2016-17

7. Discipline

Chief Executive Officers may develop discipline procedures consistent with PSEMA, its subordinate legislation and any relevant award or enterprise agreement.

OCPE's discipline policy and procedure is available to all employees on the intranet.

There was no disciplinary action taken during 2016-17.

8. Internal Agency Complaints and Section 59 Grievance Reviews

Agency must develop an internal employee grievance handling policy and procedure consistent with PSEMA, its subordinate legislation and any relevant award or enterprise agreement.

The Grievance Resolution Policy and Procedures, including its flowchart, is available on OCPE's intranet. DCM's HR Services promotes sound workplace practices and workshops are offered encouraging appropriate workplace behaviours.

No internal complaints were received or section 59 grievances lodged in 2016-17.

9. Employment Records

Agency must comply with the requirements of the *Information Act* (NT) regarding correction, collection and handling of personal information contained in an employee's employment record.

Employee records are securely maintained by DCIS. OCPE follows the NTG policy regarding access to these files. OCPE's policy for accessing and maintaining employees' records is available on the intranet. Any requests to access employee records are made through the DCM Executive Director of Corporate Services.

10. Equality of Employment Opportunity Programs

Agency must develop an Equality of Employment Opportunity Program consistent with PSEMA, its subordinate legislation, the *Anti Discrimination Act* and any relevant award or enterprise agreement.

OCPE provides cross-cultural awareness and appropriate workplace behaviour training for employees. OCPE has an Indigenous Employment and Career Development Strategy and has designated positions for Aboriginal Australians.

EMPLOYMENT INSTRUCTION

AGENCY ACTION IN 2016-17

11. Occupational Health and Safety Standard Programs

Agency must ensure the application of appropriate OHS standards and programs. The agency is also required to provide information in the annual report in relation to OHS programs.

OCPE meets the legislative requirements and Employment Instruction Number 11. The refresh of WHS documents and activities continued during 2016-17 including:

- conducted a risk assessment of new working accommodation
- updated policies, reporting and procedures
- confirmed currency of first aid officers and fire wardens training
- participated on the NTG Charles Darwin Centre NTPS WHS Building Committee to support staff and managers to respond to building-wide issues and to coordinate the NTPS efforts in the Charles Darwin Centre.

12. Code of Conduct

The Code of Conduct stipulates the basic level of conduct expected of Public Sector Officers, as defined in PSEMA.

The agency may issue an agency-specific Code of Conduct that is consistent with the PSEMA.

New employees are provided with the NTPS Code of Conduct booklet as part of their commencement package and once again featured as part of the employee induction on commencement. Employees are reminded of their obligations through a range of forums provided during their employment.

In-house training sessions promote compliance with the NTPS Code of Conduct. Training and the intranet are used to remind employees about accepting gifts and benefits, use of information technology and other resources, confidentiality, conflicts of interest, outside employment, fraud and ethics, harassment and bullying, health and safety, making public comment, and privacy and record keeping.

EMPLOYMENT INSTRUCTION

13. Appropriate Workplace Behaviour

Agency must develop and implement an agency policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying.

AGENCY ACTION IN 2016-17

OCPE is committed to providing all employees with a safe and healthy workplace, free from inappropriate behaviours such as bullying, harassment, and discrimination.

The appropriate workplace behaviour policy and procedures is featured as part of the employee induction upon commencement for all new employees.

The appropriate workplace behaviour policy and procedures is available to all employees via the intranet.



5 FINANCIAL STATEMENTS

OVERVIEW

The 2016-17 financial statements for the Office of the Commissioner for Public Employment (the 'agency') have been prepared on an accrual basis in accordance with the Northern Territory's financial management framework and Australian Accounting Standards. The agency's financial performance in 2016-17 and comparative financial information for 2015-16 are reported in four financial statements: the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement.

Details of the agency's performance by output group are provided at Note 3 of the financial statements.

Budget

The agency's total budgeted income for 2016-17 was \$8.01 million, an increase from the original 2016-17 budget (May 2016) of \$7.59 million. The agency's total expense budget was \$8.02 million increasing from the original 2016-17 budget of \$7.59 million. This increase of \$0.42 million for revenue and expense reflects the anticipated increase in the provision of various training programs.

Comparisons to the original published budget are included in Note 22. Where comparisons to budget have been made in this overview, it reflects the final approved budget.

Comprehensive Operating Statement

Figure 27 – Financial Performance

Summary	2016-17 Final Estimate \$M	2016-17 Actual \$M	2015-16 Actual \$M
Operating Income	8.01	7.75	7.18
Operating Expenses	8.02	7.60	6.85
Net Surplus/(Deficit)	(0.01)	0.15	0.33

The Operating Statement provides information on the financial performance of the agency during the year. For the year ended 30 June 2017, the agency recorded a surplus of \$0.15 million, predominantly due to lower than anticipated expenditure for the Disability Employment Program.

Operating Income

The agency's primary source of income is output appropriation (\$5.86 million), which makes up 75 per cent of total agency income. The agency also received income from sales of goods and services of \$1.10 million for delivery and facilitation of NTG Workforce Leadership and Capability Development programs which include the Future Leaders Program and Executive Leadership Programs. Other income recognised by the agency includes goods and services received free of charge from the Department of Corporate and Information Services.

Total income increased by \$0.57 million in 2016-17 to \$7.75 million compared to 2015-16. The increase relates to output appropriation which increased by \$0.42 million, predominantly for new funding for the Aboriginal Employment and Career Development program.

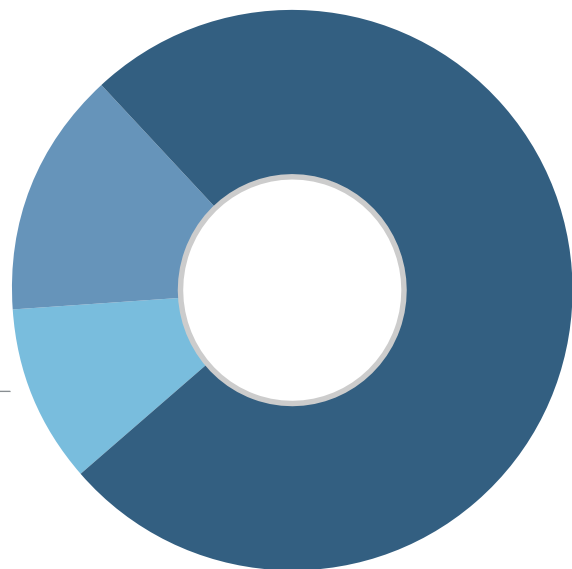
Income generated from provision of training services increased by \$0.19 million in 2016-17 compared to 2015-16.

Income from good and services received free of charge decreased by \$0.03 million in 2016-17 compared to 2015-16. Miscellaneous income decreased by \$0.01 million in 2016-17 compared to 2015-16.

Figure 28- 2016-17 Source of Income

2016-17 Source of Income

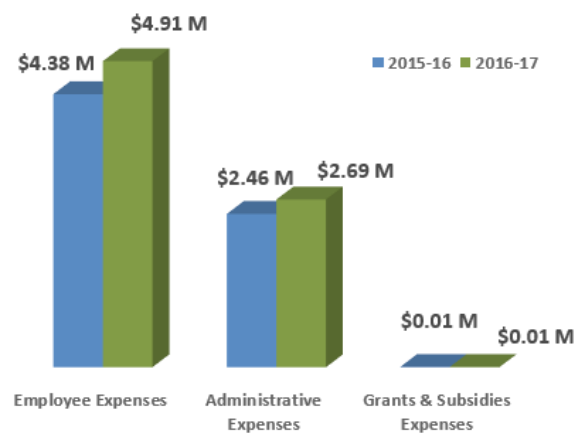
■	Output Appropriation \$5.86M
■	Sale of Goods and Services \$1.10M
■	Services Free of Charge \$0.79M



Operating Expenses

The agency's expenses are recognised in three primary categories; employee, administrative and grants. In 2016-17, 64% of total expenditure was related to employees and 35% to administrative expenditure. Grant expenditure in 2016-17 contributed to less than 1% of the total expenditure.

Figure 29 - 2016-17 Expenditure Comparison (\$M)



In 2016-17 the agency incurred personnel expenses of \$4.91 million, an increase of \$0.53 million from 2015-16 attributed to the Strategic Workforce Planning Development programs.

Administrative expenses in 2016-17 increased by \$0.23 million to \$2.69 million. This is due to an increase in expenditure for Leadership and Capability Development programs and is in line with increase in revenue for these programs.

Balance Sheet

Figure 30 – Balance Sheet

Summary	2016-17 \$M	2015-16 \$M
Assets	4.18	2.98
Liabilities	0.71	0.91
Equity	3.47	2.07

During the 2016-17 financial year the agency's total assets increased by \$1.20 million from \$2.98 million to \$4.18 million. The increase relates mainly to increase in cash balances.

Statement Of Changes In Equity

Figure 31 - Statement of Changes in Equity

Summary	2016-17 \$M	2015-16 \$M
Balance 1 July	2.07	1.74
Accumulated Funds	0.15	0.33
Capital	1.25	-
Equity	3.47	2.07

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

Total equity in 2016-17 increased by \$1.40 million predominantly due to the increase in cash balances.

Cash Flow Statement

Figure 32 - Cash Flow Statement

Summary	2016-17 \$M	2015-16 \$M
Balance 1 July	2.83	2.55
Receipts	6.98	6.54
Payments	(6.97)	(6.26)
Equity injection	1.25	-
Balance 30 June	4.09	2.83

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

Increase in receipts in 2016-17 from 2015-16 is mainly due to an increase in output appropriation. Payments over the period increased due to higher payments to employees and goods and services relating to training programs.

Certification of the Financial Statements

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

We further state that the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2017 and the financial position on that date.

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



Craig Allen
Commissioner for Public Employment

29 August 2017



Robert Csar
Chief Financial Officer

29 August 2017

Financial Statements

COMPREHENSIVE OPERATING STATEMENT

For the year ended 30 June 2017

	Note	2017 \$000	2016 \$000
INCOME			
Appropriation			
Output		5 862	5 443
Commonwealth		-	-
Sales of goods and services		1 098	911
Goods and services received free of charge	4	787	820
Other income		3	4
TOTAL INCOME	3	7 750	7 178
EXPENSES			
Employee expenses		4 909	4 384
Administrative expenses			
Purchases of goods and services	5	1 897	1 630
Repairs and maintenance		-	1
Depreciation and amortisation	10	6	10
Other administrative expenses ¹	6	787	820
Grants and subsidies expenses			
Current		5	5
TOTAL EXPENSES	3	7 604	6 850
NET SURPLUS/(DEFICIT)		146	328
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in accounting policies		-	-
Correction of prior period errors		-	-
Changes in asset revaluation surplus		-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	-
COMPREHENSIVE RESULT		146	328

¹Includes DCIS goods and services charges.

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

BALANCE SHEET

For the year ended 30 June 2017

	Note	2017 \$000	2016 \$000
ASSETS			
Current Assets			
Cash and deposits	8	4 085	2 831
Receivables	9	39	33
Prepayments		41	102
Total Current Assets		4 165	2 966
Non-Current Assets			
Property, plant and equipment	10	12	11
Total Non-Current Assets		12	11
TOTAL ASSETS		4 177	2 977
LIABILITIES			
Current Liabilities			
Payables	12	59	168
Provisions	13	646	489
Other liabilities	14	-	95
Total Current Liabilities		705	752
Non-Current Liabilities			
Provisions	13	-	156
Total Non-Current Liabilities		-	156
TOTAL LIABILITIES		705	908
NET ASSETS		3 472	2 069
EQUITY			
Capital		58	(1 199)
Accumulated funds		3 414	3 268
TOTAL EQUITY		3 472	2 069

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

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2017

	Note	Equity at 1 July \$000	Comprehensive result \$000	Transactions with owners in their capacity as owners \$000	Equity at 30 June \$000
2016-17					
Accumulated Funds		3 268	146	-	3 414
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
		3 268	146	-	3 414
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		861	-	-	861
Equity transfers in		1 060	-	7	1 067
Other equity injections		161	-	1 250	1 411
Equity withdrawals					
Capital withdrawal		(2 984)	-	-	(2 984)
Equity transfers out		(297)	-	-	(297)
		(1 199)		1 257	58
Total Equity at End of Financial Year		2 069	146	1 257	3 472
2015-16					
Accumulated Funds		2 940	328	-	3 268
Changes in accounting policy		-	-	-	-
Correction of prior period errors		-	-	-	-
		2 940	328	-	3 268
Capital – Transactions with Owners					
Equity injections					
Capital appropriation		861	-	-	861
Equity transfers in		1 060	-	-	1 060
Other equity injections		161	-	-	161
Equity withdrawals					
Capital withdrawal		(2 984)	-	-	(2 984)
Equity transfers out		(297)	-	-	(297)
		(1 199)	-	-	(1 199)
Total Equity at End of Financial Year		1 741	328	-	2 069

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

CASH FLOW STATEMENT

For the year ended 30 June 2017

	Note	2017 \$000	2016 \$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating Receipts			
Grants and subsidies received			
Current			
Appropriation			
Output		5 862	5 443
Receipts from sales of goods and services		1 114	1 099
Total Operating Receipts		6 976	6 542
Operating Payments			
Payments to employees		(4 890)	(4 518)
Payments for goods and services		(2 077)	(1 734)
Grants and subsidies paid			
Current		(5)	(5)
Total Operating Payments		(6 972)	(6 256)
Net Cash From/(Used in) Operating Activities	16	4	286
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing Receipts			
Proceeds from asset sales		-	-
Total Investing Receipts		-	-
Investing Payments			
Purchases of assets		-	-
Total Investing Payments		-	-
Net Cash From/(Used in) Investing Activities		-	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing Receipts			
Equity injections			
Capital appropriation		-	-
Other equity injections		1 250	-
Total Financing Receipts		1 250	-
Financing Payments			
Equity withdrawals		-	-
Total Financing Payments		-	-
Net Cash From/(Used in) Financing Activities		1 250	-
Net increase/(decrease) in cash held		1 254	286
Cash at beginning of financial year		2 831	2 545
CASH AT END OF FINANCIAL YEAR	8	4 085	2 831

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

Notes to the Financial Statements

For the year ended 30 June 2017

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1. OBJECTIVES AND FUNDING

The primary role of OCPE is to support the CPE's statutory employer role as defined in PSEMA. The CPE is also required to provide strategic and policy advice to support the Minister in achieving the Minister's duties under PSEMA. The OCPE has principal responsibility to government in the areas of public sector management and industrial relations. The OCPE identifies emerging issues and provides a strategic focus for developing a dynamic, highly skilled and motivated public sector.

Key functional responsibilities are:

- providing sound and timely advice to government on all aspects of human resource and industrial relations issues affecting the NTPS
- supporting chief executive officers and agencies to develop and implement relevant human resource management policies and practices
- representing the interests of the NTG in workplace negotiations and tribunal hearings as the statutory employer
- coordinating sector-wide executive and leadership development programs
- resolving employee grievances through appropriate review and appeal mechanisms; and
- developing and implementing contemporary workforce management practices that position the NTPS as an employer of choice, and ensuring it is well placed to contribute to the social and economic development of the Territory.

Additional information in relation to OCPE and its principal activities may be found earlier in this annual report. OCPE is predominantly funded by, and is dependent on, the receipt of Northern Territory Government output appropriations. However, it also generates revenue from the delivery of public sector management and development programs on a user pays basis to other NTPS agencies. The financial statements encompass all funds through which OCPE controls resources to carry on its functions and deliver outputs. For reporting purposes, outputs delivered by OCPE are summarised into several output groups. Note 3 provides summary financial information in the form of a Comprehensive Operating Statement by output group.

2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Statement of Compliance

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

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

b) Basis of Accounting

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

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

The form of the agency financial statements is also consistent with the requirements of Australian Accounting Standards. The effects of all relevant new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are effective for the current annual reporting period have been evaluated.

The following new and revised accounting standards and interpretations were effective for the first time in 2016-17:

AASB 124 Related Party Disclosures

This standard applies to not-for-profit sector for the first time in 2016-17. The accounting standard requires disclosures about the remuneration of key management personnel, transactions with related parties, and relationships between parent and controlled entities. For any such transactions, disclosures will include the nature of the related party relationship, as well as information about those transactions' terms/conditions and amounts, any guarantees given/received, outstanding receivables/payables, commitments, and any receivables where collection has been assessed as being doubtful.

Several other amending standards and AASB interpretations have been issued that apply to the current reporting periods, but are considered to have no impact on public sector reporting.

At the date of authorisation of the financial statements, the following standards and interpretations were in issue but are not yet effective and are expected to have a potential impact on future reporting periods:

AASB 16 Leases

AASB 16 Leases is effective for annual reporting periods beginning on or after 1 January 2019 and will be reported in these financial statements for the first time in 2019-20. When the standard is effective it will supersede AASB 117 Leases and requires the majority of leases to be recognised on the balance sheet.

For lessees with operating leases, a right-of-use asset will now come onto the balance sheet together with a lease liability for all leases with a term of more than 12 months, unless the underlying assets are of low value. The Comprehensive Operating Statement will no longer report operating lease rental payments, instead a depreciation expense will be recognised relating to the right-to-use asset and interest expense relating to the lease liability.

While for lessors, the finance and operating lease distinction remains largely unchanged. For finance leases, the lessor recognises a receivable equal to the net investment in the lease. Lease receipts from operating leases are recognised as income either on a straight-line basis or another systematic basis where appropriate.

AASB 1058 Income for not-for-profit entities and AASB 15 Revenue from contracts with customers

AASB 1058 Income for Not-for-Profit Entities and AASB 15 Revenue with Contracts with Customers are effective for annual reporting periods beginning on or after 1 January 2019 and will be reported in these financial statements for the first time in 2019-20.

Under the new AASB 1058 Income for Not-for-Profit Entities, revenue from grants and donations will be recognised when any associated performance obligation to provide goods or services is satisfied, and not immediately upon receipt as currently occurs. Consequently, more liabilities will be recognised in the balance sheet after adoption of this standard.

AASB 1058 clarifies and simplifies income-recognition requirements that apply to not-for-profit entities in conjunction with AASB 15 Revenue from Contracts with Customers.

While the full impacts are yet to be determined, potential impacts identified include:

- Grants received to construct or acquire a non-financial asset will be recognised as a liability, and subsequently recognised as revenue as the performance obligations under the grant are satisfied. At present, such grants are recognised as revenue on receipt.
- Grants with an enforceable agreement and sufficiently specific performance obligations will be recognised as revenue progressively as the associated performance obligations are satisfied. At present, such grants are recognised as revenue on receipt.
- Grants that have an enforceable agreement but no specific performance obligations but have restrictions on the timing of expenditure will also continue to be recognised on receipt as time restriction on the use of funds is not sufficiently specific to create a performance obligation.
- Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods, but are considered to have limited impact on future financial reporting.

c) Reporting Entity

The financial statements cover the Department as an individual reporting entity.

The Office of the Commissioner for Public Employment ("the Department") is a Northern Territory department established under the *Interpretation Act Administrative Arrangements Order*.

The principal place of business of the Department is: Level 10 Charles Darwin Centre, 19 The Mall, Darwin NT 0800

d) Agency and Territory Items

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

Central Holding Authority

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

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

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

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of Government, these items have been separately disclosed in Note 21 – Schedule of Administered Territory Items.

e) Comparatives

Where necessary, comparative information for the 2015-16 financial year has been reclassified to provide consistency with current year disclosures.

f) Presentation and Rounding of Amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero. Figures in the financial statements and notes may not equate due to rounding.

g) Changes in Accounting Policies

There have been no changes to accounting policies adopted in 2016-17 as a result of management decisions.

h) Accounting Judgments and Estimates

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

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

Judgments and estimates that have significant effects on the financial statements are disclosed in the relevant notes to the financial statements.

i) Goods and Services Tax

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

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

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

j) Contributions by and Distributions to Government

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

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

3. COMPREHENSIVE OPERATING STATEMENT BY OUTPUT GROUP

INCOME	Note	Employment Services		Corporate and Governance		Total	
		2017 \$000	2016 \$000	2017 \$000	2016 \$000	2017 \$000	2016 \$000
Grants and subsidies revenue							
Current		-	-	-	-	-	-
Appropriation							
Output		4 878	4 518	984	925	5 862	5 443
Sales of goods and services		1 098	911	-	-	1 098	911
Goods and services received free of charge	4	745	774	42	46	787	820
Other income		-	4	3	-	3	4
TOTAL INCOME		6 721	6 207	1 029	971	7 750	7 178
EXPENSES							
Employee expenses		4 362	3 889	547	495	4 909	4 384
Administrative expenses							
Purchases of goods and services	5	1 369	1 126	528	504	1 897	1 630
Repairs and maintenance		-	1	-	-	-	1
Depreciation and amortisation	10	3	3	3	7	6	10
Other administrative expenses ¹	6	745	774	42	46	787	820
Grants and subsidies expenses							
Current		5	5	-	-	5	5
TOTAL EXPENSES		6 484	5 798	1 120	1 052	7 604	6 850
NET SURPLUS/(DEFICIT)		237	409	(91)	(81)	146	328
OTHER COMPREHENSIVE INCOME							
Items that will not be reclassified to net surplus/deficit							
Changes in accounting policies		-	-	-	-	-	-
Correction of prior period errors		-	-	-	-	-	-
Changes in asset revaluation surplus		-	-	-	-	-	-
TOTAL OTHER COMPREHENSIVE INCOME		-	-	-	-	-	-
COMPREHENSIVE RESULT		237	409	(91)	(81)	146	328

¹ Includes DCIS service charges.

This Comprehensive Operating Statement by output group is to be read in conjunction with the notes to the financial statements.~

Income

Income encompasses both revenue and gains.

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

Grants and Other Contributions

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

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

Appropriation

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

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

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

Sale of Goods

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

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

Rendering of Services

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

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

Interest Revenue

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

Goods and Services Received Free of Charge

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

Disposal of Assets

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

Contributions of Assets

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

4. GOODS AND SERVICES RECEIVED FREE OF CHARGE

	2017 \$000	2016 \$000
Department of Corporate and Information Services	787	820
	787	820

5. PURCHASES OF GOODS AND SERVICES

The net surplus/(deficit) has been arrived at after charging the following expenses:

Goods and services expenses:

Consultants ⁽¹⁾	146	168
Advertising ⁽²⁾	-	1
Marketing and promotion ⁽³⁾	23	39
Document production	17	18
Legal expenses ⁽⁴⁾	5	1
Recruitment ⁽⁵⁾	14	7
Training and study	60	351
Official duty fares	65	44
Travelling allowance	17	9
	347	638

⁽¹⁾ Includes marketing, promotion and IT consultants.

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

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

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

⁽⁵⁾ Includes recruitment-related advertising costs.

Repairs and Maintenance Expense

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

Interest Expense

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

6. OTHER ADMINISTRATIVE EXPENSES

	2017 \$000	2016 \$000
Goods and services received free of charge	787	820
	787	820

7. WRITE-OFFS, POSTPONEMENTS, WAIVERS, GIFTS AND EX GRATIA PAYMENTS

The agency had no write-offs, postponements, waivers, gifts or ex gratia payments in 2016-17 and 2015-16

8. CASH AND DEPOSITS

	2017 \$000	2016 \$000
Cash at bank	4 085	2 831
	4 085	2 831

9. RECEIVABLES**Current**

	2017 \$000	2016 \$000
Accounts receivable	6	3
Less: Allowance for impairment losses	-	-
	6	3
GST receivables	33	30
Other receivables	-	-
	33	30
Total Receivables	39	33

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

The allowance for impairment losses represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful. Analysis of the age of the receivables that are past due as at the reporting date are disclosed in an aging schedule under credit risk in Note 17 Financial Instruments. Reconciliation of changes in the allowance accounts is also presented.

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

Prepayments

Prepayments represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

10. PROPERTY, PLANT AND EQUIPMENT

	2017 \$000	2016 \$000
Plant and Equipment		
At fair value	114	95
Less: Accumulated depreciation	(102)	(85)
	12	11

Property, Plant and Equipment Valuations

Refer to Note 11: Fair Value Measurement of Non-Financial Assets for additional disclosures.

10 PROPERTY, PLANT AND EQUIPMENT (continued)

2017 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2016-17 is set out below:

	Land \$'000	Buildings \$'000	Infrastructure \$'000	Construction (work in progress) \$'000	Plant and Equipment \$'000	Leased Property, Plant and Equipment \$'000	Total \$'000
Carrying Amount as at 1 July 2016	-	-	-	-	11	-	11
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Depreciation	-	-	-	-	(6)	-	(6)
Additions/(Disposals) from asset transfers	-	-	-	-	7	-	7
Carrying Amount as at 30 June 2017					12		12

2016 Property, Plant and Equipment Reconciliations

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end of 2015-16 is set out below:

Carrying Amount as at 1 July 2015	-	-	-	-	21	-	21
Additions	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-
Depreciation	-	-	-	-	(10)	-	(10)
Additions/(Disposals) from asset transfers	-	-	-	-	-	-	-
Carrying Amount as at 30 June 2016	-	-	-	-	11	-	11

Acquisitions

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

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

Complex Assets

Major items of plant and equipment comprising a number of components that have different useful lives, are accounted for as separate assets. The components may be replaced during the useful life of the complex asset.

Subsequent Additional Costs

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

Construction (Work in Progress)

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

Revaluations and Impairment

Revaluation of Assets

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

- Land;
- Buildings;
- Infrastructure assets
- Heritage and cultural assets
- Biological assets
- Intangibles.

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

Impairment of Assets

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

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

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

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

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2017. No impairment adjustments were required as a result of this review.

Depreciation and Amortisation Expense

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

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

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

	2017	2016
Plant and Equipment	5 years	5 years

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

Assets Held for Sale

Assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction or a grant agreement rather than continuing use. Assets held for sale consist of those assets that management has determined are available for immediate sale or granting in their present condition and their sale is highly probably within one year from the date of classification.

These assets are measured at the lower of the asset's carrying amount and fair value less costs to sell. These assets are not depreciated.

Leased Assets

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

Finance Leases

Finance leases are capitalised. A lease asset and lease liability equal to the lower of the fair value of the leased property and present value of the minimum lease payments, each determined at the inception of the lease, are recognised.

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

Operating Leases

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

11. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

a) Fair Value Hierarchy

Fair values of non-financial assets categorised by levels of inputs used to compute fair value are:

	Level 1 \$000	Level 2 \$000	Level 3 \$000	Total Fair Value \$000
2016-17				
Asset Classes				
Plant and Equipment (Note 10)			12	12
Total			12	12
2015-16				
Asset Classes				
Plant and Equipment (Note 10)			11	11
Total			11	11

There were no transfers between Level 1 and Levels 2 or 3 during 2016-17.

b) Valuation Techniques and Inputs

Valuation techniques used to measure fair value in 2016-17 are:

	Level 2 Techniques	Level 3 Techniques
Asset Classes		
Plant and equipment (Note 10)		Cost approach

There were no changes in valuation techniques from 2015-16 to 2016-17.

Level 3 fair values of plant and equipment were determined by computing their depreciated replacement costs because an active market does not exist for such assets.

c) Additional Information for Level 3 Fair Value Measurements

(i) Reconciliation of Recurring Level 3 Fair Value Measurements

	Land \$000	Building \$000	Infrastructure \$000	Plant and Equipment \$000
2016-17				
Fair value as at 1 July 2016	-	-	-	11
Additions	-	-	-	-
Disposals	-	-	-	-
Transfers from Level 2		-	-	-
Transfers to Level 2	-	-	-	-
Depreciation	-	-	-	(6)
Additions/(Disposals) from asset transfer	-	-	-	7
Gains/losses recognised in net surplus/ deficit	-	-	-	-
Fair value as at 30 June 2017	-	-	-	12
2015-16				
Fair value as at 1 July 2015	-	-	-	21
Additions	-	-	-	-
Disposals	-	-	-	-
Transfers from Level 2		-	-	-
Transfers to Level 2	-	-	-	-
Depreciation	-	-	-	(10)
Additions/(Disposals) from asset transfer	-	-	-	-
Gains/losses recognised in net surplus/ deficit	-	-	-	-
Fair value as at 30 June 2016	-	-	-	11

(ii) Sensitivity analysis

Property, Plant and Equipment – Unobservable inputs used in computing the fair value of property, plant and equipment include the historical cost and the consumed economic benefit for each benefit. Given the large number of property, plant and equipment, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

12. PAYABLES

	2017 \$000	2016 \$000
Accounts payable	13	122
Accrued expenses	46	47
Other payables	-	-
Total Payables	59	168

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

13. PROVISIONS

Current

<i>Employee benefits</i>		
Recreation leave and airfares	507	365
Leave loading	57	50
	564	415
<i>Other current provisions</i>		
Fringe Benefit Tax	10	9
Payroll Tax	33	32
Superannuation	39	32
	82	73
Total Current	646	489

Non-Current

<i>Employee benefits</i>		
Recreation leave and airfares	-	156
Total Non-Current	-	156
Total Provisions	646	645

Reconciliations of Provisions

Fringe Benefit Tax

Balance as at 1 July	9	8
Additional provisions recognised	40	34
Reductions arising from payments	(39)	(33)
Balance as at 30 June	10	9

Payroll Tax

Balance as at 1 July	32	39
Additional provisions recognised	33	32
Reductions arising from payments	(32)	(39)
Balance as at 30 June	33	32

	2017 \$000	2016 \$000
Superannuation		
Balance as at 1 July	32	41
Additional provisions recognised	39	1
Reductions arising from payments	(32)	(10)
Balance as at 30 June	39	32

The Agency employed 34.18 employees as at 30 June 2017 (32.43 employees as at 30 June 2016).

Employee Benefits

Provision is made for employee benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries and recreation leave. Liabilities arising in respect of wages and salaries, recreation leave and other employee benefit liabilities that fall due within twelve months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after twelve months of the reporting date are measured at present value, calculated using the Government long-term bond rate.

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

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

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

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

	2017 \$000	2016 \$000
14. OTHER LIABILITIES		
Current		
Unearned revenue	-	95
Total Other Liabilities	-	95

Superannuation

Employees' superannuation entitlements are provided through the:

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

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

15. COMMITMENTS

2017		2016	
Internal \$000	External \$000	Internal \$000	External \$000

Disclosures in relation to capital and other commitments, including lease commitments. Commitments are those contracted as at 30 June where the amount of the future commitment can be reliably measured.

(i) Capital Expenditure Commitments

Capital expenditure commitments primarily related to the construction of property, plant and equipment. Capital expenditure commitments contracted for at balance date but not recognised as liabilities are payable as follows:

Within one year	-	-	-	-
Later than one year and not later than five years	-	-	-	-
Later than five years	-	-	-	-
	-	-	-	-

(ii) Operating Lease Commitments

The agency leases property under non-cancellable operating leases expiring from one to five years. Leases generally provide the agency with a right of renewal at which time all lease terms are renegotiated. The agency also leases items of plant and equipment under non-cancellable operating leases. Future operating lease commitments not recognised as liabilities are payable as follows:

Within one year	206	-	192 ^(a)	2
Later than one year and not later than five years	682	-	637 ^(a)	-
Later than five years	-	-	-	-
	888	-	829	2

(iii) Other Expenditure Commitments

Other non-cancellable expenditure commitments not recognised as liabilities are payable as follows:

Within one year	-	16	-	24
Later than one year and not later than five years	-	-	-	-
Later than five years	-	-	-	-
	-	16	-	24

^(a) Restated to include internal lease commitments for IT equipment.

2017	2016
\$000	\$000

16. NOTES TO THE CASH FLOW STATEMENT

Reconciliation of Cash

The total of agency 'Cash and deposits' of \$4.09 million recorded in the Balance Sheet is consistent with that recorded as 'Cash' in the Cash Flow Statement.

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

Net Surplus/(Deficit)	146	328
Non-cash items:		
Depreciation and amortisation	6	10
Repairs and Maintenance Minor New Works - Non Cash		
Changes in assets and liabilities:		
Decrease/(Increase) in receivables	(6)	9
Decrease/(Increase) in prepayments	61	(39)
(Decrease)/Increase in payables	(109)	(88)
(Decrease)/Increase in provision for employee benefits	(8)	(14)
(Decrease)/Increase in other provisions	9	(15)
(Decrease)/Increase in other liabilities	(95)	95
Net Cash from Operating Activities	4	286

17. FINANCIAL INSTRUMENTS

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets and liabilities are recognised on the Balance Sheet when the agency becomes a party to the contractual provisions of the financial instrument. Financial instruments held by the agency include cash and deposits, receivables and payables.

Due to the nature of operating activities, certain financial assets and financial liabilities arise under statutory obligations rather than a contract. Such financial assets and liabilities do not meet the definition of financial instruments as per AASB 132 Financial Instruments Presentation. These include statutory receivables arising from taxes including GST and penalties.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The agency's investments, loans and placements, and borrowings are predominantly managed through the NTTC adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps, forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates. The agency has limited exposure to financial risks as discussed below.

a) Categorisation of Financial Instruments

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

	Fair value through profit or loss					Other \$'000	Total \$'000
	Held for trading \$'000	Designated at fair value \$'000	Held to maturity investments \$'000	Financial assets - Loans and receivables \$'000	Financial assets - available for sale \$'000	Financial Liabilities - amortised cost \$'000	

19. FINANCIAL INSTRUMENTS (continued)

Categorisation of Financial Instruments:

2016-17							
Cash and deposits					4 085		4 085
Receivables ¹				6			6
Total Financial Assets							4 091
Payables					(59)		(59)
Total Financial Liabilities							(59)
2015-16							
Cash and deposits					2 831		2 831
Receivables ¹				3 ²			3
Total Financial Assets							2 834
Payables ¹					(158)		(158)
Total Financial Liabilities							(158)

¹Total amounts disclosed here exclude statutory amounts

²Restated to exclude GST receivable

Classification of Financial Instruments

AASB 7 Financial Instruments: Disclosures requires financial instruments to be classified and disclosed within specific categories depending on their nature and purpose.

Financial assets are classified into the following categories:

- financial assets at fair value through profit or loss;
- held-to-maturity investments;
- loans and receivables; and
- available-for-sale financial assets.

Financial liabilities are classified into the following categories:

- financial liabilities at fair value through profit or loss (FVTPL); and
- financial liabilities at amortised cost.

Financial Assets or Financial Liabilities at Fair Value through Profit or Loss

Financial instruments are classified as at FVTPL when the instrument is either held for trading or is designated as at FVTPL.

An instrument is classified as held for trading if it is:

- acquired or incurred principally for the purpose of selling or repurchasing it in the near term with an intention of making a profit; or
- part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking; or
- a derivative that is not a financial guarantee contract or a designated and effective hedging instrument.

A financial instrument may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the instrument forms part of a group of financial instruments, which is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and AASB 139 Financial Instruments: Recognition and Measurement permits the contract to be designated as at FVTPL.
- Financial liabilities at fair value through profit or loss include deposits held excluding statutory deposits, accounts payable and accrued expenses. Financial assets at fair value through profit or loss include short-term securities and bonds.

Held-to-Maturity Investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the entity has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and Receivables

For details refer to Note 9, but exclude statutory receivables.

Available-for-Sale Financial Assets

Available-for-sale financial assets are those non-derivative financial assets, principally equity securities that are designated as available-for-sale or are not classified as any of the three preceding categories. After initial recognition available-for-sale securities are measured at fair value with gains or losses being recognised as a separate component of equity until the investment is derecognised or until the investment is determined to be impaired, at which time the cumulative gain or loss previously reported in equity is recognised in the Comprehensive Operating Statement.

Financial Liabilities at Amortised Cost

Financial instrument liabilities measured at amortised cost include all advances received, finance lease liabilities and borrowings. Amortised cost is calculated using the effective interest method.

Derivatives

The agency enters into a variety of derivative financial instruments to manage its exposure to interest rate risk. The agency does not speculate on trading of derivatives.

Derivatives are initially recognised at fair value on the date a derivative contract is entered in to and are subsequently remeasured at their fair value at each reporting date. The resulting gain or loss is recognised in the Comprehensive Operating Statement immediately unless the derivative is designated and qualifies as an effective hedging instrument, in which event, the timing of the recognition in the Comprehensive Operating Statement depends on the nature of the hedge relationship. Application of hedge accounting will only be available where specific designation and effectiveness criteria are satisfied.

Netting of Swap Transactions

The agency, from time to time, may facilitate certain structured finance arrangements, where a legally recognised right to set-off financial assets and liabilities exists, and the Territory intends to settle on a net basis. Where these arrangements occur, the revenues and expenses are offset and the net amount is recognised in the Comprehensive Operating Statement.

b) Credit Risk

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

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Receivables

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

	Aging of Receivables \$000	Aging of Impaired Receivables \$000	Net Receivables \$000
Internal Receivables			
2016-17			
Not overdue	1	-	1
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
Total	1	-	1
2015-16			
Not overdue	3	-	3
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
Total	3	-	3
External Receivables			
2016-17			
Not overdue	5	-	5
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
Total	5	-	5
2015-16			
Not overdue	-	-	-
Overdue for less than 30 days	-	-	-
Overdue for 30 to 60 days	-	-	-
Overdue for more than 60 days	-	-	-
Total	-	-	-

c) Liquidity Risk

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

The following tables detail the agency's remaining contractual maturity for its financial assets and liabilities.

Maturity analysis for financial assets and liabilities

	Variable Interest Rate			Fixed Interest Rate			Non-Interest Bearing \$'000	Total \$'000	Weighted Average %
	Less than a Year \$'000	1 to 5 Years \$'000	More than 5 Years \$'000	Less than a Year \$'000	1 to 5 Years \$'000	More than 5 Years \$'000			
2017									
Assets									
Cash and deposits							4 085	4 085	
Receivables							6	6	
Total Financial Assets							4 091	4 091	
Liabilities									
Payables							(59)	(59)	
Total Financial Liabilities							(59)	(59)	
2016									
Assets									
Cash and deposits							2 831	2 831	
Receivables ¹							3	3	
Total Financial Assets							2 834	2 834	
Liabilities									
Payables							(168)	(168)	
Total Financial Liabilities							(168)	(168)	

¹Restated to exclude GST receivable..

d) Market Risk

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

(i) Interest Rate Risk

The agency is not exposed to interest rate risk as agency financial assets and financial liabilities are non-interest bearing.

(ii) Price Risk

The agency is not exposed to price risk as it does not hold units in unit trusts.

(iii) Currency Risk

The agency is not exposed to currency risk as it does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

e) Net Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The highest and best use takes into account the use of the asset that is physically possible, legally permissible and financially feasible.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:

Level 1 – inputs are quoted prices in active markets for identical assets or liabilities;

Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

Level 3 – inputs are unobservable.

The fair value of financial instruments is determined on the following basis:

- the fair value of cash, deposits, advances, receivables and payables approximates their carrying amount, which is also their amortised cost;
- the fair value of derivative financial instruments are derived using current market yields and exchange rates appropriate to the instrument; and
- the fair value of other monetary financial assets and liabilities is based on discounting to present value the expected future cash flows by applying current market interest rates for assets and liabilities with similar risk profiles.

For financial instruments measured and disclosed at fair value, the following table groups the instruments based on the level of inputs used.

	Total Carrying Amount \$000	Net Fair Value Level 1 \$000	Net Fair Value Level 2 \$000	Net Fair Value Level 3 \$000	Net Fair Value Total \$000
2017					
Financial Assets					
Cash and deposits	4 085	4 085	-	-	4 085
Receivables	6	6	-	-	6
Total Financial Assets	4 091	4 091	-	-	4 091
Financial Liabilities					
Payables	(59)	(59)	-	-	(59)
Total Financial Liabilities	(59)	(59)	-	-	(59)
2016					
Financial Assets					
Cash and deposits	2 831	2 831	-	-	2 831
Receivables ¹	3	3	-	-	3
Total Financial Assets	2 834	2 834	-	-	2 834
Financial Liabilities					
Payables	(168)	(168)	-	-	(168)
Total Financial Liabilities	(168)	(168)	-	-	(168)

⁽¹⁾ Restated to exclude GST receivable.

The net fair value of Cash, Receivables and Payables are based on current market values.

There were no changes in valuation techniques during the period.

18. RELATED PARTIES

(i) Related Parties

Office of the Commissioner for Public Employment is a government administrative entity and is wholly owned and controlled by the Territory Government. Related parties of the department include:

- the Portfolio Minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly; and
- spouses, children and dependants who are close family members of the Portfolio Minister or KMP; and
- all public sector entities that are controlled and consolidated into the whole of government financial statements; and
- any entities controlled or jointly controlled by KMP's or the Portfolio Minister or controlled or jointly controlled by their close family members.

(ii) Key Management Personnel (KMP)

Key management personnel of the Office of the Commissioner for Public Employment are those persons having authority and responsibility for planning, directing and controlling the activities of the Department. These include the Minister for Public Employment, the Commissioner for Public Employment and the 5 members of the executive team/the Management Board as listed on page 60.

(iii) Remuneration of Key Management Personnel

The details below excludes the salaries and other benefits of Minister for Public Employment as the Minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's Annual Financial Statements.

The aggregate compensation of key management personnel of agency is set out below:

	2016-17 \$000
Short-term benefits	1 161
Post-employment benefits	106
Termination benefits	-
Total	1 267

(iv) Related party transactions:

Transactions with Northern Territory Government controlled entities

The departments' primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation.

The following table provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government controlled entities.

Related Party	Revenue from related parties Year \$000	Payments to related parties Year \$000	Amounts owed by related parties Year \$000	Amounts owed to related parties Year \$000
All NT Government departments	1 834	1 840	2	38

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory Public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed. There are no other related party transactions in excess of \$10,000 or on non-standard terms and conditions that may be reported.

19. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The agency had no known material contingent liabilities or contingent assets as at 30 June 2017 or 30 June 2016.

20. EVENTS SUBSEQUENT TO BALANCE DATE

No events have arisen between the end of the financial year and the date of this report that require adjustment to, or disclosure in these financial statements.

21. SCHEDULE OF ADMINISTERED TERRITORY ITEMS

The agency does not have any Territory items (refer Note 2(d)).

22. BUDGETARY INFORMATION

Comprehensive Operating Statement INCOME

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance \$000	Note
Taxation revenue	-	-	-	
Grants and subsidies revenue				
Current	-	-	-	
Capital				
Appropriation				
Output	5 862	5 862	-	
Commonwealth				
Sales of goods and services	1 098	855	243	1
Interest revenue	-	-	-	
Goods and services received free of charge	787	873	(86)	
Gain on disposal of assets	-	-	-	
Other income	3	-	3	
TOTAL INCOME	7 750	7 590	160	
EXPENSES				
Employee expenses	4 909	4 534	375	1
Administrative expenses				
Purchases of goods and services	1 897	2 165	(268)	1, 2
Repairs and maintenance	-	10	(10)	
Depreciation and amortisation	6	3	3	
Other administrative expenses	787	873	(86)	
Grants and subsidies expenses				
Current	5	8	(3)	
Capital	-	-	-	
Community service obligations	-	-	-	
Interest expenses	-	-	-	
TOTAL EXPENSES	7 604	7 593	11	
NET SURPLUS/(DEFICIT)	146	(3)	149	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/ deficit				
Changes in accounting policies	-	-	-	
Correction of prior period errors	-	-	-	
Changes in asset revaluation surplus	-	-	-	
TOTAL OTHER COMPREHENSIVE INCOME	-	-	-	
COMPREHENSIVE RESULT	146	(3)	149	

The following note descriptions relate to variance greater than 10 per cent or \$200,000 or where multiple significant variances have occurred.

1. Increase is predominantly due to the uptake in training programs.
2. Timing of projects associated with the Aboriginal Employment and Career Development program.

24. BUDGETARY INFORMATION (continued)

Balance Sheet

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance \$000	Note
ASSETS				
Current assets				
Cash and deposits	4 085	2 545	1 540	1
Receivables	39	43	(4)	
Inventories	-	63	(63)	
Advances and investments	-	-	-	
Prepayments	41	-	41	
Other assets	-	-	-	
Total current assets	4 165	2 651	1 514	
Non-current assets				
Receivables	-	-	-	
Advances and investments	-	-	-	
Property, plant and equipment	12	7	5	
Intangibles	-	-	-	
Biological assets	-	-	-	
Heritage and cultural assets	-	-	-	
Prepayments	-	-	-	
Other assets	-	-	-	
Total non-current assets	12	7	5	
TOTAL ASSETS	4 177	2 658	1 519	
LIABILITIES				
Current liabilities				
Deposits held	-	-	-	
Payables	59	256	(197)	
Borrowings and advances	-	-	-	
Provisions	646	674	(28)	
Other liabilities	-	-	-	
Total current liabilities	705	930	(225)	
Non-current liabilities				
Borrowings and advances	-	-	-	
Provisions	-	-	-	
Other liabilities	-	-	-	
Total non-current liabilities	-	-	-	
TOTAL LIABILITIES	705	930	(225)	
NET ASSETS	3 472	1 728	1 744	
EQUITY				
Capital	58	(1 199)	1 257	
Reserves	-	-	-	
Accumulated funds	3 414	2 927	487	
TOTAL EQUITY	3 472	1 728	1 744	

The following note descriptions relate to variance greater than 10 per cent or \$200,000 or where multiple significant variances have occurred.

1. Increase is attributed to an equity injection.

24. BUDGETARY INFORMATION (continued)

Cash Flow Statement

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance \$000	Note
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Taxes received	-	-	-	
Grants and subsidies received				
Current	-	-	-	
Capital	-	-	-	
Appropriation				
Output	5 862	5 862	-	
Commonwealth	-	-	-	
Receipts from sales of goods and services	1 114	855	259	1
Interest received				
Total operating receipts	6 976	6 717	259	
Operating payments				
Payments to employees	4 890	4 534	356	1
Payments for goods and services	2 077	2 175	(98)	1, 2
Grants and subsidies paid				
Current	5	8	(3)	
Capital	-	-	-	
Community service obligations	-	-	-	
Interest paid	-	-	-	
Total operating payments	6 972	6 717	255	
Net cash from/(used in) operating activities	4	-	4	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing receipts				
Proceeds from asset sales	-	-	-	
Repayment of advances	-	-	-	
Sales of investments	-	-	-	
Total investing receipts	-	-	-	
Investing payments				
Purchases of assets	-	-	-	
Advances and investing payments	-	-	-	
Total investing payments	-	-	-	
Net cash from/(used in) investing activities	-	-	-	

24. BUDGETARY INFORMATION (continued)

Cash Flow Statement

	2016-17 Actual \$000	2016-17 Original Budget \$000	Variance \$000	Note
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Proceeds of borrowings	-	-	-	
Deposits received	-	-	-	
Equity injections				
Capital appropriation	-	-	-	
Commonwealth appropriation	-	-	-	
Other equity injections	1 250	-	1 250	
Total financing receipts	1 250	-	1 250	
Financing payments				
Repayment of borrowings	-	-	-	
Finance lease payments	-	-	-	
Equity withdrawals	-	-	-	
Total financing payments	-	-	-	
Net cash from/(used in) financing activities	1 250	-	1 250	
Net increase/(decrease) in cash held	1 254	-	1 254	
Cash at beginning of financial year	2 831	-	2 831	
CASH AT END OF FINANCIAL YEAR	4 085	-	4 085	

Notes:

The following note descriptions relate to variance greater than 10 per cent or \$200,000 or where multiple significant variances have occurred.

1. Increase is predominantly due to the uptake in training programs.
2. Timing of projects associated with the Aboriginal Employment and Career Development program..



6 APPENDICES

BOARDS AND COMMITTEES ON WHICH THE OCPE IS REPRESENTED

National

- National Public Sector Industrial Relations (Directors) group
- Public Service Commissioners' Conference
- Senior Officials Group – provides advice and support to the Select Council on Workplace Relations (Meeting of Jurisdiction Ministers)

Northern Territory

- Audit and Risk Management Committee
- Coordination Committee
- Executive Remuneration Review Panel
- Human Resource Management and Development Committee
- Information Governance Committee
- Interdepartmental Committee on Corporate Taxation and Superannuation
- NT Emergency Management Council
- NTG CFO Forum
- NTG Heads of Corporate
- NTG ICT Governance Board
- Public Sector Appeals Board
- Public Sector Consultative Council

Central Australia

- Barkly Regional Coordination Committee
- Regional Counter Disaster Committee
- Southern Region Senior Coordination Committee
- Strategic Workforce Issues Action Group (regional HR Managers group)

FEEDBACK FORM

We welcome your feedback on the OCPE Annual Report 2016-17. Your comments and suggestions will be used in the development of future reports.

Please tick the relevant box to indicate how you rate the Annual 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?

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Does the report contain the information you required?

☐ Yes ☐ No

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

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How do you think the report could be improved?

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Please indicate where you are from:

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

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

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