

State of the Service Report

2015 – 16



OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

STATE OF THE SERVICE REPORT 2015-16

Purpose of the Report

The Commissioner for Public Employment is responsible for giving an account of human resource management in the Northern Territory Public Sector during the financial year and this is done through the State of the Service Report (with statistical supplement) which is a separate report to the Office of the Commissioner for Public Employment Annual Report 2015-16.

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Letter to the **MINISTER**

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

Dear Minister McCarthy

RE: STATE OF THE SERVICE REPORT 2015-16

In accordance with section 18 of the *Public Sector Employment and Management Act* (PSEMA), I present to you the State of the Service Report 2015-16 for the Northern Territory Public Sector.

The report meets the requirements of section 18 of PSEMA and provides a statistical analysis of state of the service indicators. The report is set out in eight sections which provide an overview of human resource management practices, including the extent to which agencies comply with the principles of human resource management, administration management, and performance and conduct as prescribed by PSEMA.

The report draws on a range of information sources, primarily an Agency Reporting Survey in which Chief Executive Officers are required to critically analyse and report on the application of human resource management processes within their agencies.

I can report that all agencies subject to PSEMA have established processes that ensure the observance of the human resource management principle and the performance and conduct principle, and no significant breaches or evasions of the principles have been detected or brought to my attention.

It is a requirement of section 18(4) of PSEMA that you lay a copy of this report before the Legislative Assembly within six sitting days of its receipt.

Yours sincerely



Craig Allen
Commissioner for Public Employment

30 September 2016

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Acronyms and ABBREVIATIONS

AAPA	Aboriginal Areas Protection Authority	ICS	Integrated Conservation Strategies
AND	Australian Network on Disability	IECDS	Indigenous Employment and Career Development Strategy
ANZSOG	Australia and New Zealand School of Government	JAQ	Job Analysis Questionnaire
ATSIEAP	Aboriginal and Torres Strait Islander Employment Aspirations Program	JES	Mercer Job Evaluation System
BOXI HR	Business Objects XI	NT	Northern Territory
CCT	Cross Cultural Training	NTDCS	NT Department of Correctional Services
CEO	Chief Executive Officer	NTG	Northern Territory Government
CPE	Commissioner for Public Employment	NTPS	Northern Territory Public Sector
DCIS	Department of Corporate and Information Services	NTPS CLF	NTPS Capability and Leadership Framework
DEP	Disability Employment Program	OCPE	Office of the Commissioner for Public Employment
DTF	Department of Treasury and Finance	PIPS	Personnel Integrated Payroll System
ECP	Early Careers Program	PSA&GR	Public Sector Appeals & Grievance Reviews Division (of the OCPE)
EEO	Equal Employment Opportunity	PSEM	Public Sector Employment and Management
EI	Employment Instruction	PSEMA	<i>Public Sector Employment and Management Act</i>
FLN	Future Leaders' Network	WHS	Work Health and Safety
FTE	Full Time Equivalent		
HR	Human Resources		

Commissioner's FOREWORD

Welcome to the annual NTG State of the Service Report. This report is the result of a substantial reporting process by NTPS agencies against indicators to help assess the 'people' health of the sector.

As we move into an increasingly challenging environment a greater emphasis is placed on the sector's most valuable resource, its people. The 2015-16 State of the Service Report is framed around the employment cycle (Figure 1) and outlines what we, as a sector, are doing to ensure we have capable people to support the continuing challenges of providing first class services to Territorians.

The report is divided into eight sections, and together they meet the requirements of section 18 of PSEMA and provide a statistical analysis of state of the service indicators:

- > **The NTPS at a Glance**
- > **Attracting Talent**
- > **Recruiting People in the NTPS**
- > **Working in the NTPS**
- > **Managing our People**
- > **Developing our People**

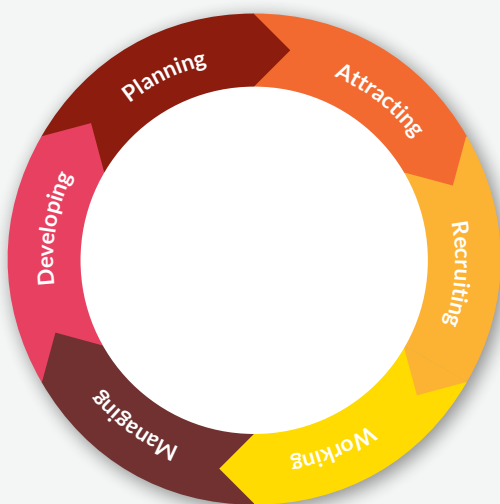
- > **Planning our Future Workforce and**
- > **Staffing Profile of the NTPS**

Agencies' responses to the 2015-16 Agency Reporting Survey have informed the statistics/data and commentary in each of the first seven sections of this report, with data extracted from PIPS informing the statistics/data and commentary in the Staffing Profile of the NTPS section.

Each section outlines the performance and current initiatives of agencies. The value of this report is increased by the significant continuity of data, as the report has been published for the last ten years.

To build a competent and capable workforce, we work in partnership with agencies to address current and future workforce challenges. Some of the initiatives include ageing workforce, disability, leadership and learning, and addressing

Figure 1: The Employment Cycle



We will continue to refine our strategies and work with agencies to ensure the people that make up the NTPS are given all the necessary tools to rise to the challenges of tomorrow.

skill shortages at various levels across the sector. Many of these initiatives are developed in consultation with agencies, with the mutual goal of achieving a high performance public sector.

Indigenous employment across the sector currently sits at 10% as of June 2016. To ensure a true representation in our workforce of the community we serve, this figure needs to increase substantially. To assist in accomplishing this, agencies have been given specific targets to achieve and CEOs are required to report on these. In 2015, the Indigenous Employment and Career Development Strategy was launched and the Indigenous Employment and Career Development Division was established in OCPE. The Division has already achieved a number of successes, including the development of the ATSIEAP school to work transition program.

Indigenous employment has been enhanced with the implementation of the NTPS wide simplified recruitment process, as well as many agencies implementing Special Measures plans that enable them to give preference to Indigenous applicants

who meet the selection criteria and are suitable at level.

We will continue to refine our strategies and work with agencies to ensure the people that make up the NTPS are given all the necessary tools to rise to the challenges of tomorrow. Reporting against HR performance indicators will continue to be an important way of measuring the health and effectiveness of the sector, allowing us to refine and review our methods to ensure continuing relevance and quality of service delivery to Territorians.



Craig Allen
Commissioner for Public Employment

30 September 2016

Report

OVERVIEW

Under section 18(1) of PSEMA the CPE is required to report annually to the Minister on human resource management in the NTPS. Section 18(2) of PSEMA provides that the report shall refer to:

- (a) *the extent to which the human resource management principle and performance and conduct principle have been upheld in the Public Sector during the financial year, including:*
 - (i) *measures taken to ensure they are upheld; and*
 - (ii) *any significant failures to uphold them of which the Commissioner is aware;*
- (b) *measures, if any, taken to improve human resource management in the various Agencies;*
- (c) *the extent to which disciplinary, redeployment and*
- inability procedures were invoked in the Public Sector;*
- (d) *those matters specified in section 28(2) in so far as they relate to the Commissioner's Office;*
- (e) *any other matters prescribed by regulation.*

The relevant matters specified under section 28(2) of PSEMA are reported on in the 2015-16 OCPE Annual Report, rather than in this report.

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

The NTPS AT A GLANCE

The NTPS provides services to NT regional and remote communities such as education, health, community support and care, emergency, fire and policing services, and management of transport and infrastructure to name a few.

The agencies providing services across the NT are shown in Figure 2.

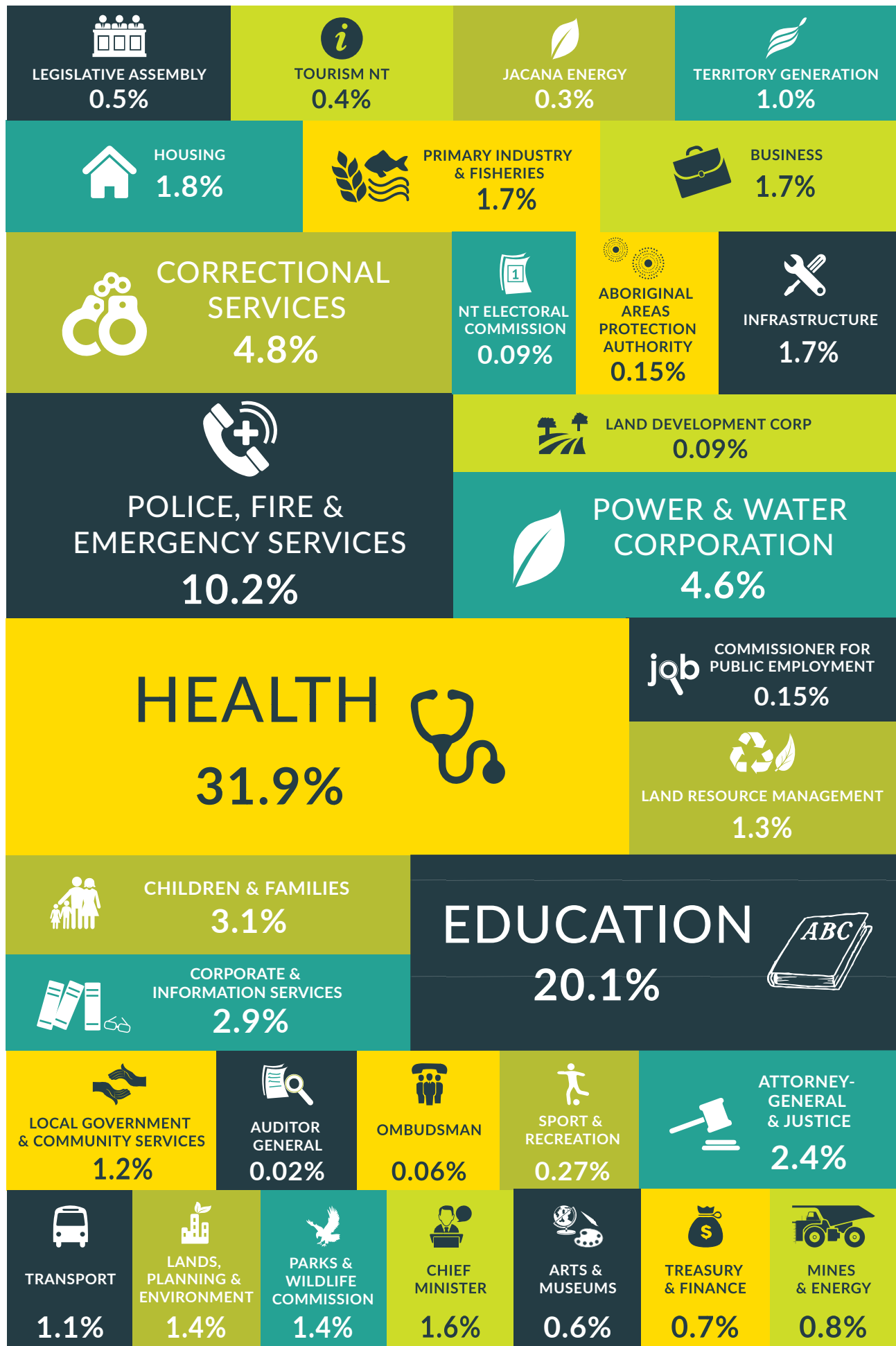
Figure 2 and the statistical information provided in the Staffing Profile of the NTPS section identify 32 agencies. However, for the purposes of this report, most of the data is based on survey responses from 30 agencies. This Report does not include the:

- > Darwin Port Corporation, whose functions were transferred during the reporting period.
- > Department of the Legislative Assembly (DLA). This year, the CEO of DLA will report to the Speaker, who, under

section 3(1) of PSEMA, is the Commissioner for employees in the Department of the Legislative Assembly.

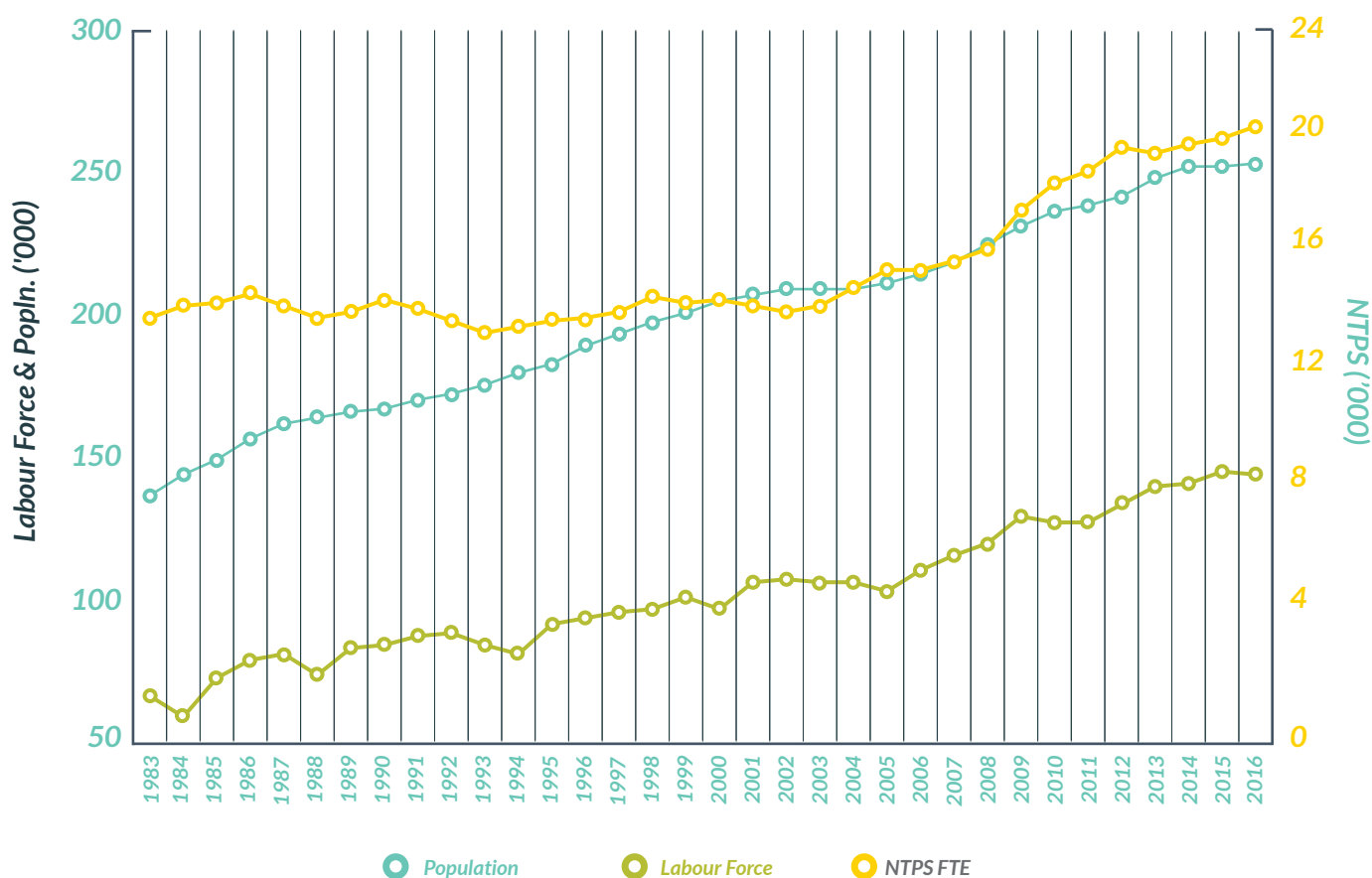
It is also noted that the AAPA is not an agency for the purposes of PSEMA, and not required to comply with the PSEM legislation. As such their responses were not included in the sections of the report dealing with compliance with the Employment Instructions. However, AAPA has indicated that it is reviewing policies and procedures for consistency with PSEMA requirements.

Figure 2: Percentage of Total NTPS FTE for Agencies Providing Services Across the NT



The Workforce

Figure 3: Growth in the NTPS, Labour Force and Population June 1983-2016



Figures 3 and 4 show a variation in total staffing in the NTPS compared to changes in the NT population and employment numbers from 1983 (about the time the NTPS consolidated following self-government) to 2016. There has been an overall increase in public sector employment from the early 1980's, around 14 200, to 20 596 persons today.

Aggregation of the data shows that from 1983 to 2016, the NT population grew by 84%, the labour force grew by 111% and the NTPS by 45%.

The NTPS staffing level remained fairly flat until the early 2000s when it began an upward trend. Some of this was comprised of expanded front

line services to support the various Closing the Gap/Stronger Futures initiatives, and also to progressing the then NTG's Territory 2030 Strategy. Both graphs indicate that from around 2008 until 2012 the rate of increase in staffing numbers rose significantly.

Following the measures introduced in 2012-13 by the then new government to stem the growth in staffing, over the subsequent three financial years to June 2015 there was a change in FTE numbers of -1.2%, +1.4%, and +1.0% respectively. During the year to June 2016, following a relaxation of the focus on staffing numbers, there was a further increase of +2.1%.

Figure 4: Movements in NT Population and NTPS Staff 1983-2016

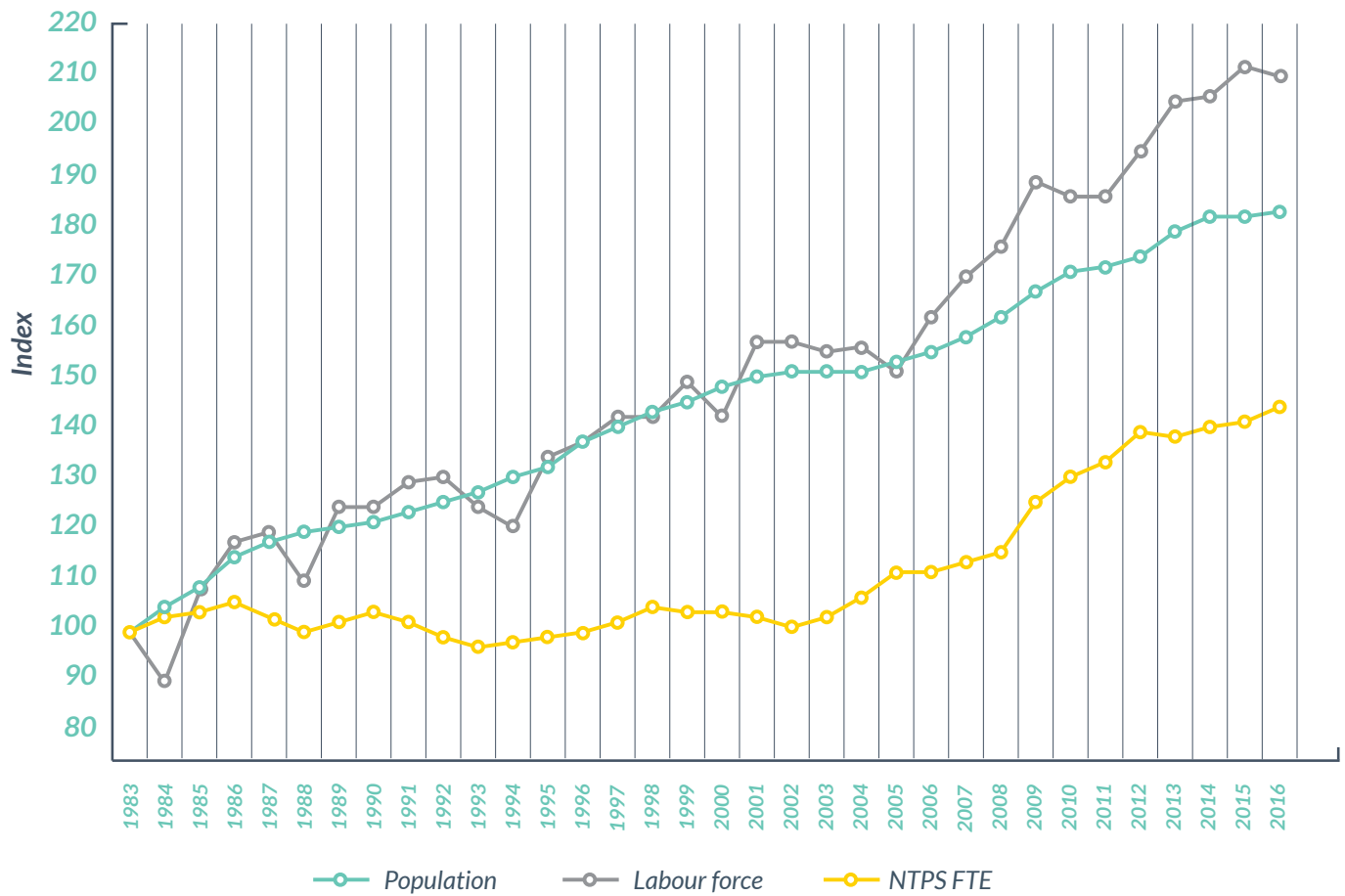
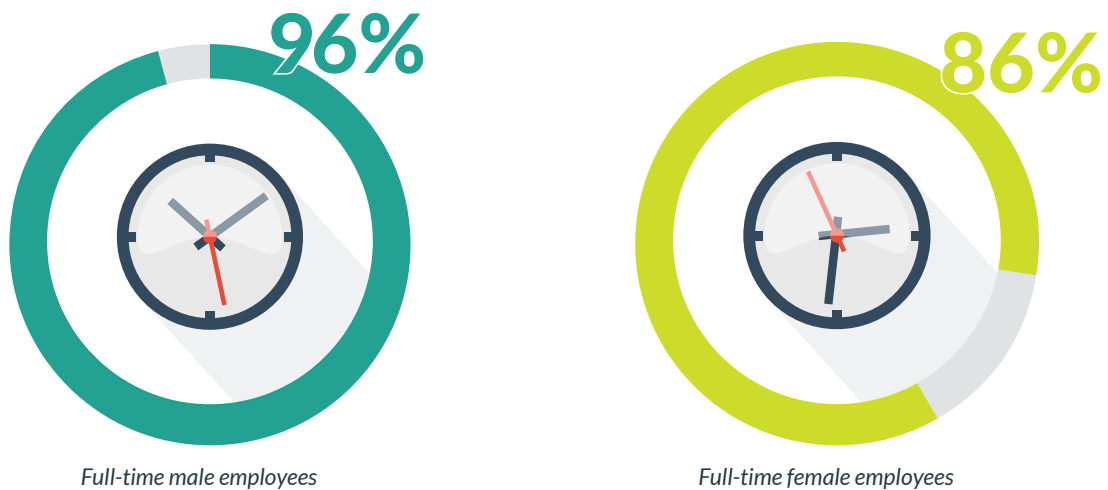


Figure 5: Percentage of Employees Working Full-time



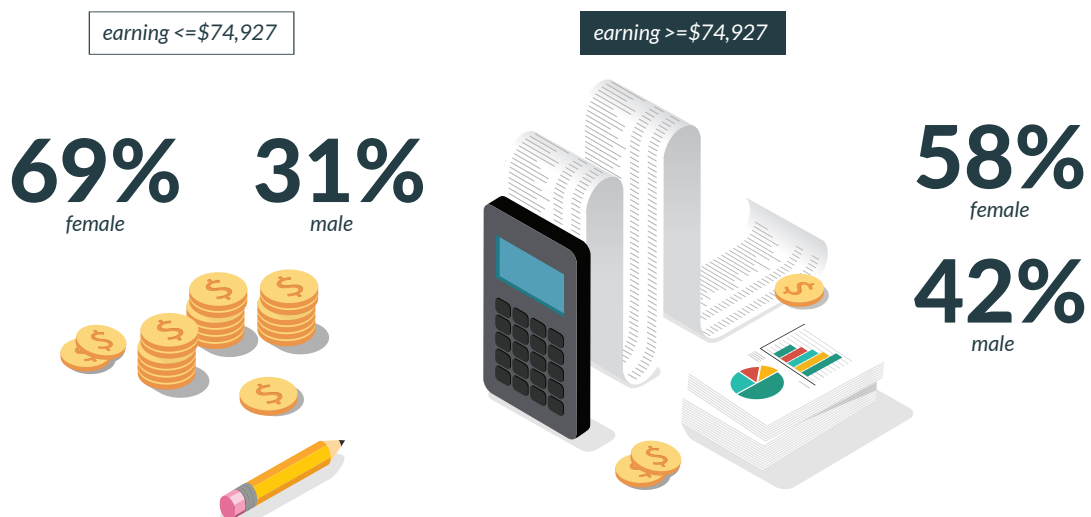
Gender Balance

Figure 6: Gender Balance of Employees Working Full-time



Employee Earnings

Figure 7: Percentage of Employees Earning Above and Below \$74,927 (median earnings)



Age Groups

Figure 8: Age of NTPS Employees 1994 and 2016

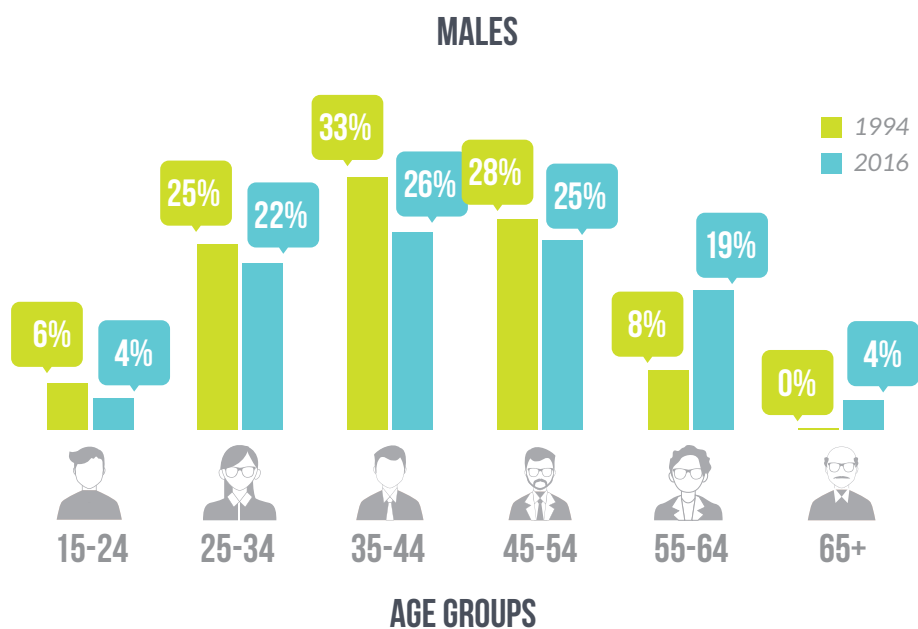
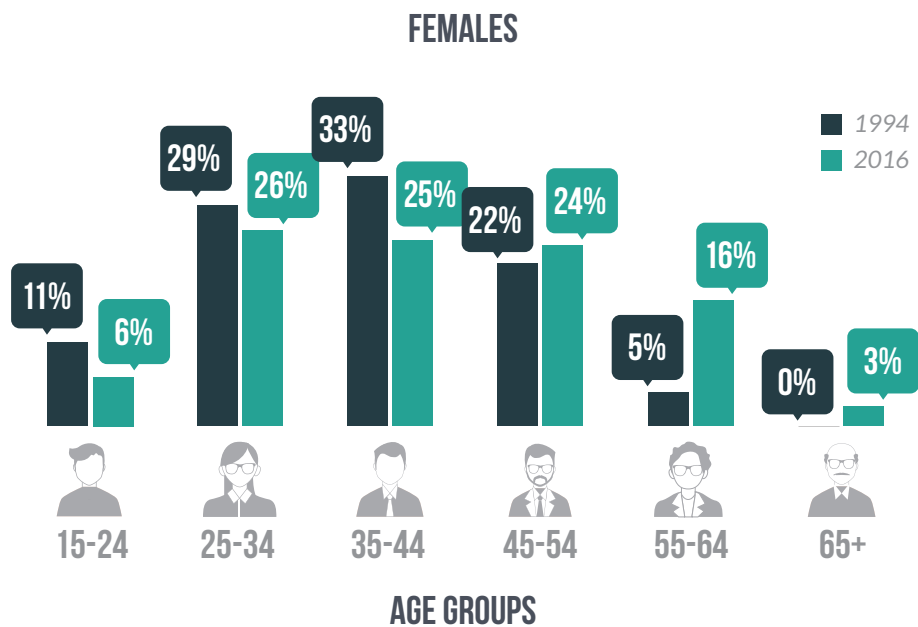
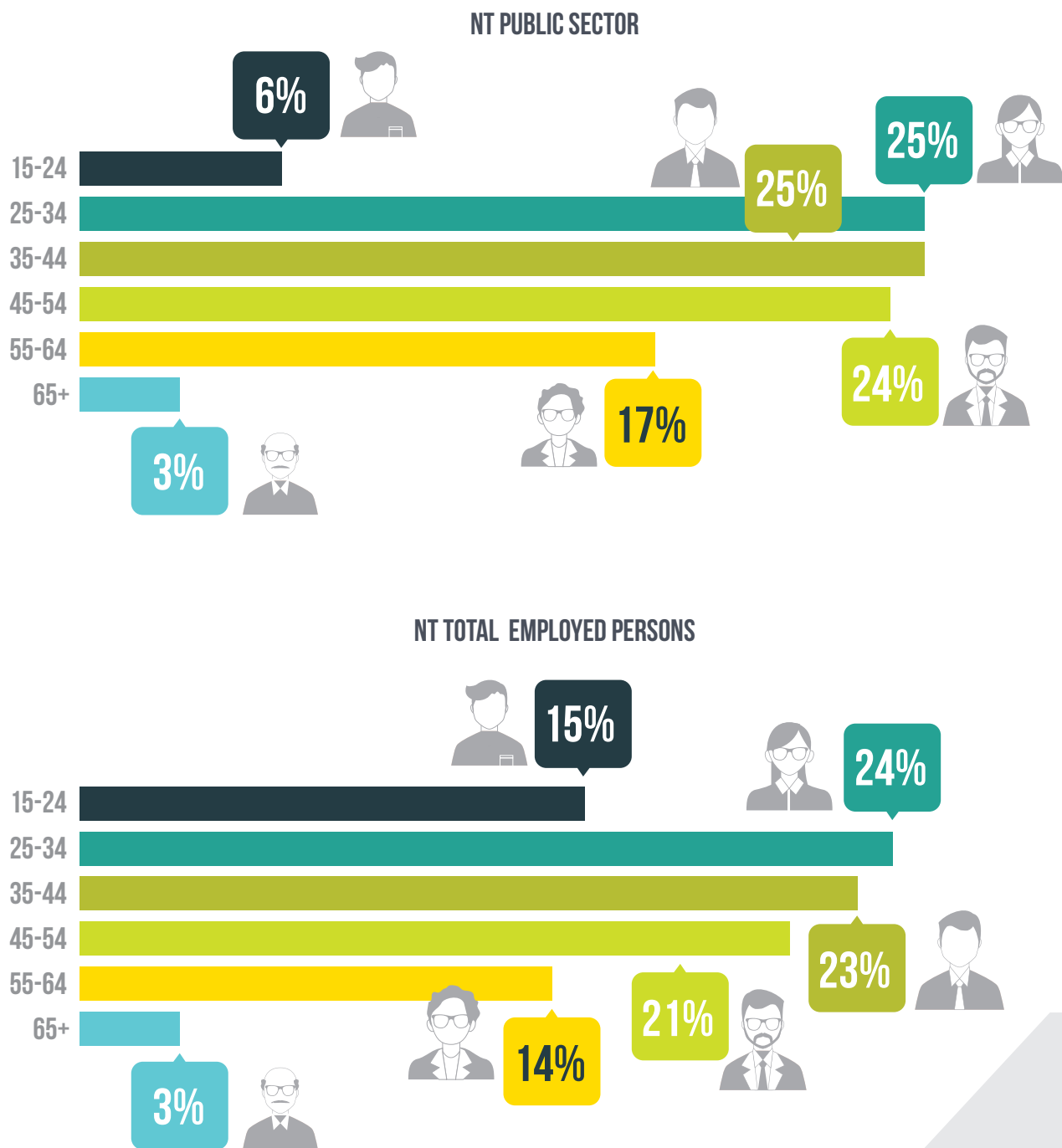


Figure 9: Age Distribution Employed NTPS vs NT Total



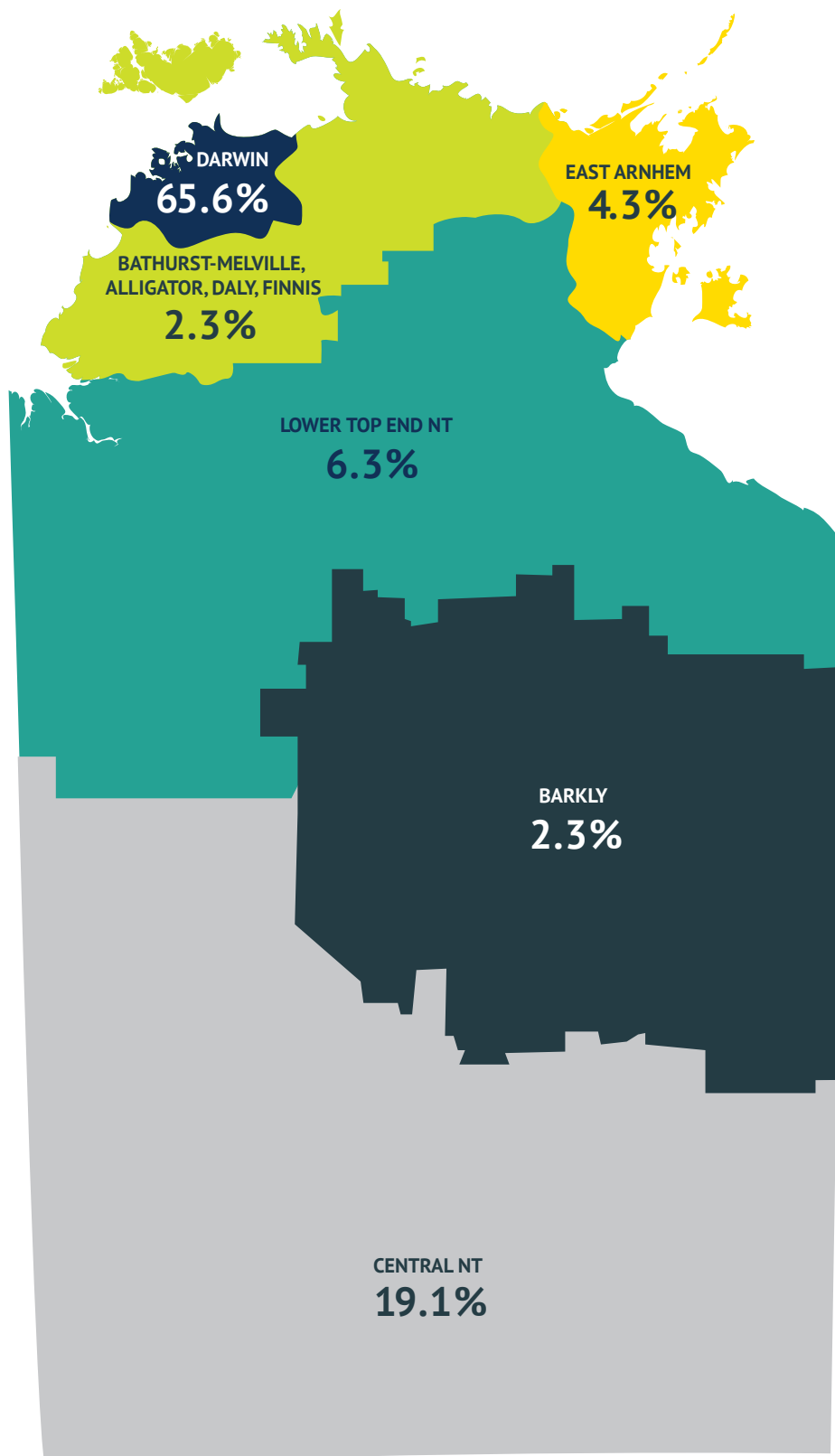
In comparison to the NT total employed persons, the NTPS has a lower amount of the youngest group of the working age population but manages to attract a greater percentage in all age brackets between 25 and 64 years of age.

Where We Are Located

Darwin is the largest hub of NTPS staff with 65.6% of the workforce working in the Darwin and Palmerston region. The Alice Springs region has the largest proportion of staff outside of Darwin with 19.1%. It is interesting to note that

the percentage of NTPS employees who work in the greater Darwin area, this year, is equivalent to the proportion of the NT population which resides in this region (66%).

Figure 10: Location of NTPS Officers Throughout the Northern Territory



Attracting TALENT

With a workforce of more than 20,000 across a varied range of fields, disciplines, and industries employment opportunities in the NTPS are some of the most sought after in Australia.

Staff are located in some of the most remote parts of Australia including Yuendumu and Maningrida. The opportunity to work in a different physical, social, and cultural environment attracts talent to these areas and propagates the efforts of the NTPS.

With emphasis put on innovation and long term investments with a notion of 'growing

our own' the NTPS is one of the most dynamic employers for people of all ages and backgrounds. Employees at all levels are leading and instigating real and significant change for Territorians. The NT has many unique factors that position the jurisdiction as one of the best in terms of access to Members of Parliament and agency executives.

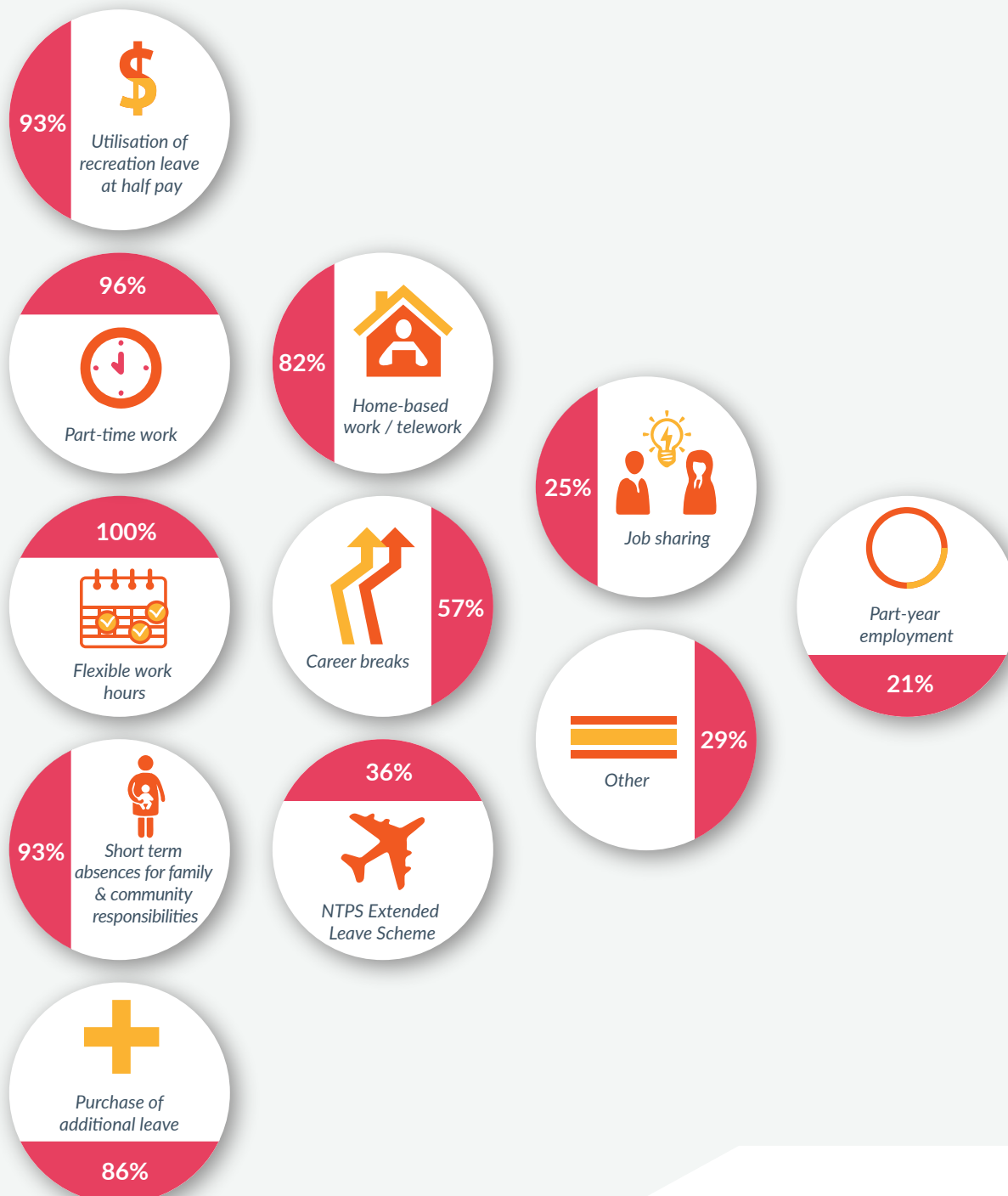
Flexible Workplace Practices

The ability to offer flexible work practices is an essential attraction and retention strategy for NTPS agencies. Such practices enable employees to balance their work and life (family, social, community) commitments at any stage in their employment career. For workplaces, offering flexible work practices can improve employee engagement and productivity in a work unit. Although managers must carefully balance the needs of the employee with those of the work unit, such requests provide a valuable opportunity for managers to consider if improvements can be made to existing work practices. Flexible work practices, such as transition to retirement arrangements in particular, are vital to ensuring knowledge retention can be managed within the workplace.

Flexible work practices are promoted through agency induction programs, performance management discussions, via health and wellbeing programs, newsletters, emails and workshops. Links to relevant policies and information sheets are maintained on agency internet sites.

Formal flexible work practices available in the NTPS are represented in Figure 11. In most agencies, individual work units are responsible for approving employee requests to utilise flexible work practices, having regard to the needs of the individual and those of the business. As a result, reporting data on the use of flexible work practices by employees is not maintained centrally in many agencies. However, one agency did report 399 of their employees use part-time work arrangements.

Figure 11: Percentage of Agencies that have Adopted Flexible Work Practices



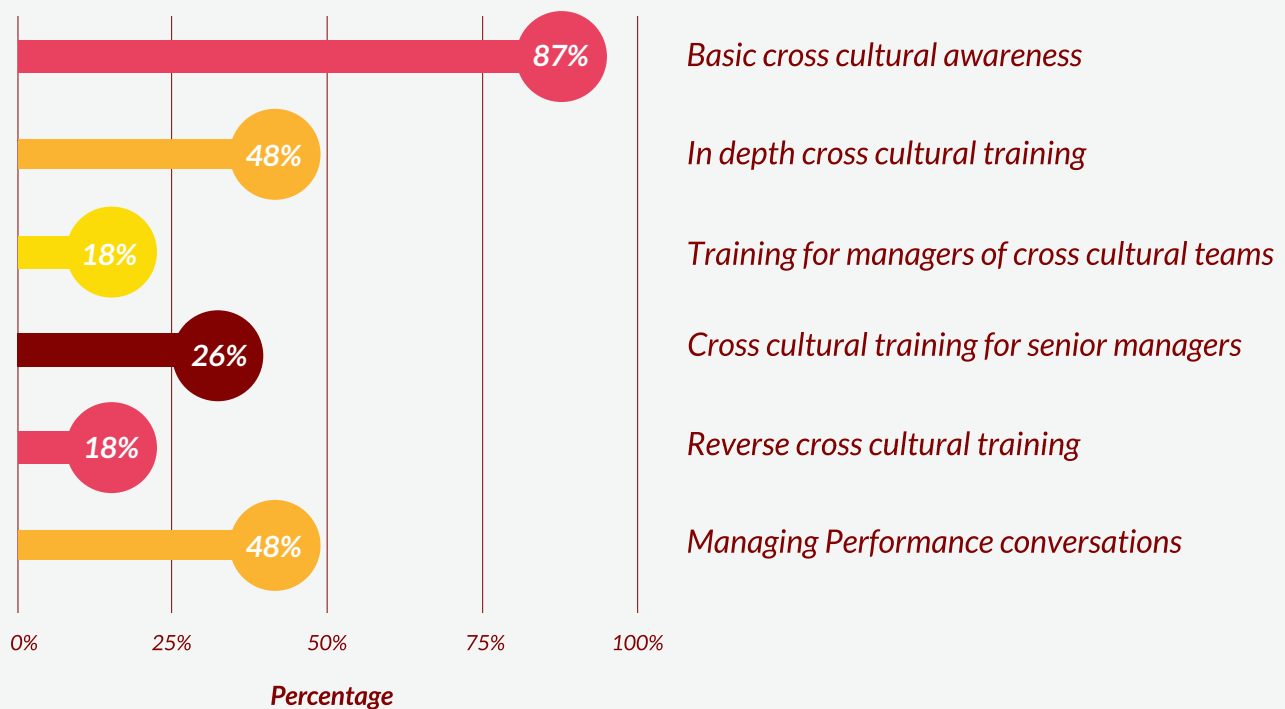
Further information on flexible working arrangements is available in employee Enterprise Agreements, and the Commissioner's Information Sheet and policy on flexible working arrangements. All are available on the OCPE website.

Cross Cultural Training

The NT prides itself on its multicultural population. In an effort to ensure services are delivered and consultation is conducted effectively, the provision of CCT is mandated under section 3 of EI 10. Agencies have further demonstrated commitment to CCT with 77% of agencies mandating the training for all new employees.

The OCPE maintains a CCT Framework, which identifies five key areas of training, including in-depth training for frontline staff and those designing programs and service delivery. This framework is supported by a sector-wide panel contract for training and development which gives agencies streamlined access to 12 providers for the delivery of CCT.

Figure 12: Percentage of Agencies that Offered Cross Cultural Training



Indigenous Employment and Career Development Strategy

The NTPS continues to strive to achieve a public sector that reflects the Aboriginal and Torres Strait Islander community it serves. Thirty per cent of the NT's population is Indigenous, compared to the national average of around 3% of the population. Indigenous Territorians represent over 70% of the NTPS clientele in a range of services.

As a major employer in the NT, the NTPS is in a unique position to contribute to improved social and economic outcomes for Indigenous Territorians through increased employment across all levels of the NTPS and, subsequently, more relevant and effective services.

The IECDS outlines the NTG's commitment with the objective to increase and encourage Indigenous employment, participation, and capability at all levels of NTPS work activity and in all areas within agencies. The strategy also aims to enhance professional development and career opportunities for Indigenous employees, to enable them to determine their own employment and career paths.

A global target of 16% Indigenous employment by 2020 has been set for the NTPS, including a 10% target for Indigenous participation in the senior management/executive levels by 2020.

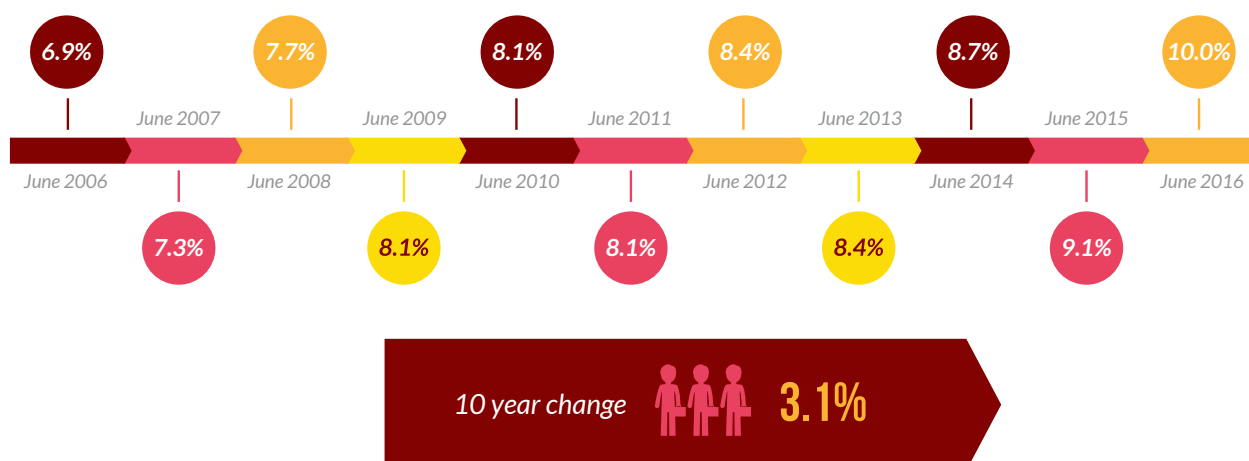
All NTPS agencies contribute to the achievement of the targets through individual targets for Indigenous employment, having regard to their staffing numbers and proportion of Indigenous employees.

As at June 2016 there were 2,243 Indigenous employees in the NTPS, an increase to 10% from 9.1% in June 2015. In terms of salary ranges, 51% of Indigenous employees are concentrated at the AO1 to AO3 classification levels (or equivalent), and 5.8% of Indigenous employees at the higher salary range of SAO1 level (or equivalent) and above.

In 2016, 63% of agencies attested to having an agency specific Indigenous Employment and Career Development Strategy/Program or action plan.

Figure 13 shows the growth of Indigenous employment within the NTPS over the past ten years. The data shows that the largest increase has occurred over the past 12 months which can be attributed to key IECDS initiatives, Special Measures, Simplified Recruitment, and the dedicated focus of the IECDS Division, which was established within OCPE in January 2015.

Figure 13: Growth in the NTPS – Indigenous Employment June 2006–2016



Disability Employment

The NTPS is committed to increasing the employment and development opportunities for people with disability. 'EmployAbility, a Strategy for the Employment of People with Disability 2013-2017' underpins efforts across the NTPS to increase the employment and retention of people with disability. Despite these efforts, the NTPS has reported low numbers of employees with disability over the last decade. The NTPS acknowledges that its number of employees with disability does not reflect the community it serves.

The NTPS has a single HR reporting system through which the percentage of employees with disability is recorded (myHR). The most recent myHR data indicates that 1.0% of employees identify as having a disability. OCPE believes this is an under reported number due to low voluntary disclosure rates. Employees are encouraged to share information about their disability/impairment through myHR at the point of commencement or they can choose to update their EEO status at any time through the self-service myHR system.

The NTPS conducts a whole of sector staff survey biennially, known as the 'People Matter Survey', which provides an interesting source of comparative data. Participation in the survey is both voluntary and confidential. Data from the 2014 People Matter Survey returned a response rate of 4% of employees identifying as having a disability. The 4% rate is consistent with other whole sector surveys that collect demographic data. The difference in result between the myHR and People Matter survey data indicates that more people feel comfortable sharing information anonymously in a survey rather than in the HR reporting system. From 2016 onwards both data sets will be quoted, where relevant.

An identified factor contributing to continuing low employment numbers is a lack of available entry-level positions across government and the

limited training and development opportunities. As fiscal conditions tighten across the NTPS, the number of temporary entry-level positions is reducing. While it is understood that not all employees with disability are seeking entry-level employment, these positions do present solid opportunities for employees new to the NTPS.

One entry level program the NTPS continues to offer is the DEP, which operates under the EmployAbility strategy, providing wage reimbursement to agencies that employ staff with disability. The Government has made a long-term commitment to this program, and more broadly to increasing employment opportunities for people with disability. Recent adjustments to the program have positioned the DEP as one of the most flexible employment programs in the NTPS.

In 2015 the governing policy for the program was revised, reinvigorating the focus on the provision of meaningful work and developing the work skills and capabilities of participants. Another major change in the policy included an effort to address a lack of training and development opportunities offered. The program was repositioned to include additional obligations for agencies to provide individualised training and development plans for each participant, in line with the NTPS Capability and Leadership Framework.

Over the duration of each participant's time on the program, it is expected that the host agency will develop the staff member, through methods deemed suitable (in-house training, third party courses, mentoring etc), with the aim that at the end of their contract period, the participant will be positioned to apply for positions on merit outside of the DEP. To support agencies, and to ensure meaningful development, the program offers some limited training and development funding, in addition to wage reimbursement and on-costs.

The changes to the program have been made through structured and in-depth consultation with Disability Employment Support providers across the NT, as well as NTPS agencies. It is through this consultation that the DEP is able to provide continued relevance and adapt to meet the changing needs of the NTPS.

The DEP initiative was short-listed for a Chief Minister's Award for Public Sector Excellence in 2015.

Since its inception in 1994, the DEP has experienced significant success, employing over 100 people. Following the policy updates, program participation has increased, fully expending the DEP funding at the beginning of the financial year twice in a row for the first time since 2003 – funding nine participants in the 2015-16 financial year. The following agencies accessed the DEP in the reporting period:

- > Department of the Attorney-General and Justice
- > Department of Education
- > Department of Health
- > Department of Transport

The agencies that did not access the program in the reporting period cited the absence of entry-level work as their number one reason for not accessing the funding. Only one agency expressed reservations about the capability of the worker.

The NTPS maintains a gold level 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. Through this sector-wide membership, OCPE has been able to develop and run a series of 'Disability Confidence' training sessions to increase the capability of the NTPS workforce, with a particular focus on the managers and work teams of employees with disability. Specific training has been developed for a number of teams and managers of DEP participants to ensure the workplace is as accommodating as possible and is actively mitigating workplace barriers. Over 60 staff and managers have now attended the 'Disability Confidence' training sessions facilitated by AND, better positioning the NTPS as an employer of choice for people with disability.

Through the NTPS membership with AND, the following resources were made available to all NTPS employees:

- > 'Managers' Guide to Employing Staff with Disability'
- > 'Beyond Recruitment – a guide to retaining staff with disability in your organisation'

In 2016 OCPE sponsored AND's national conference for the second time. This conference provided insight into leading initiatives and best practice methods in the disability employment field from a range of government and non-government organisations. Learnings from this conference, and the Australian Human Resource Institute's inclusion and diversity conference, will help shape and inform the development of the successor to the current EmployAbility strategy, due for release in 2017.

The development of a replacement strategy is underway and OCPE will continue to work with other relevant community stakeholders to build on the work of the EmployAbility strategy and make the NTPS a truly disability confident employer.

Sector-wide Activity

In an effort to maintain the NTPS' position as a disability confident employer, agencies are encouraged to implement an agency specific disability action plan or adopt the version from the EmployAbility Strategy. The Department of Arts and Museums is leading the way in implementing an agency specific plan that includes clear measures.

To ensure people with disability working in agencies have access to tools and information to do their job effectively, the NTPS utilises the services of JobAccess. JobAccess is funded by the Australian Government's Department of Social Services and provides information on financial support and workplace modifications, as well as a range of other tools and resources for people with disability and employers.

Within the reporting period, the following NTPS agencies centrally co-ordinated workplace adjustments requests for their employees with disabilities:

- > Auditor-General's Office
- > Department of Business
- > Department of Housing
- > Department of Local Government and Community Services
- > Department of Treasury and Finance
- > Northern Territory Electoral Commission
- > Northern Territory Police, Fire and Emergency Services
- > Office of the Commissioner for Public Employment
- > Ombudsman's Office
- > Power and Water Corporation

- > Territory Generation
- > Tourism NT

Across the NTPS, all agencies promoted an inclusive workforce by actively promoting Mental Health Awareness month and International Day of People with Disabilities. Numerous agencies also promoted and encouraged the use of flexible work arrangements as an option to support the needs of people with disability. The following agencies extended their efforts by delivering mental health/disability awareness training:

- > Auditor-General's Office
- > Department of Arts and Museums
- > Department of the Attorney-General and Justice
- > Department of Business
- > Department of Correctional Services
- > Department of Health
- > Department of Housing
- > Department of Infrastructure
- > Department of Lands Planning and the Environment
- > Department of Transport
- > Northern Territory Police, Fire and Emergency Services
- > Office of the Commissioner for Public Employment
- > Ombudsman's Office
- > Power and Water Corporation
- > Territory Generation

EEO Recruitment and Special Measures

Over 30% of the NT population are Indigenous and an estimated 4% of the general population are Persons with Disability. At present, the NTPS has 10% Indigenous representation in the workforce and 1% Persons with Disability. The NTG values diversity and believes we could provide better service by being more representative of our community. To this end, Government has set an aspirational goal for the NTPS of 16% Indigenous employees by 2020, and is also strongly encouraging the recruitment of Persons with Disability.

To achieve these goals, and also to enhance employment opportunities for Persons with Disability, agencies report that they have put in place a number of measures. These include:

- > Indigenous Apprentice, Cadet and Traineeship programs
- > Early Careers programs
- > Inclusion of Indigenous recruitment in strategic action plans
- > Indigenous Employment and Career Development Strategies
- > One third (33.33%) of agencies include their Indigenous employment target in the Performance Agreements of Executive/Senior Officers
- > Participation in Senior Indigenous Leaders groups
- > Special Measures Recruitment Plans

El 15 – Special Measures

Special Measures is a program, plan or arrangement designed to promote equality of opportunity for disadvantaged groups. The two EEO groups that the CPE has identified as having not yet obtained equality of opportunity in employment within the NTPS are: Indigenous and Persons with Disabilities.

During 2015-16 the CPE issued an Employment Instruction and Guidelines on Special Measures and has actively encouraged agencies to implement Special Measures recruitment plans for the target EEO groups. As a result, many Special Measures agency plans have been implemented, particularly in the area of Indigenous recruitment.

The two most common types of Special Measures recruitment plans which have been implemented in the NTPS are 'Designated Positions', and 'Priority Consideration and Preference in Selection'.

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 persons with disability, and a number of positions within the NTPS have been filled on this basis during 2015-16. 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 this type of Special Measures recruitment plans applicants from the EEO target group are considered first before all other applicants, and given preference in selection provided they meet all the criteria and are suitable at level. In the discretion of the agency, priority plans can apply to specific vacancies or to all advertised vacancies ('blanket plans').

Eleven NTPS agencies have now implemented blanket priority preference recruitment for Indigenous applicants for all advertised vacancies.

These agencies are:

- > Department of Arts and Museums
- > Department of Business
- > Department of the Chief Minister
- > Department of Corporate and Information Services
- > Department of Education
- > Department of Health
- > Department of Housing
- > Department of Local Government and Community Services
- > Department of Sport and Recreation
- > 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.

Recruiting People in the NTPS

The NTPS offers a broad range of exciting career opportunities with the ability for employees to live and work in regional and remote locations throughout the NT.

Health

- > Nurses
- > Medical Officers
- > Dentists
- > Aboriginal Health Workers

Uniformed

- > Police Officers
- > Correctional Officers
- > Firefighters

Administrative

- > Policy Officers
- > Business Analysts
- > Customer Services
- > Probation and Parole Officers
- > Aboriginal Community Workers

Teaching

- > Teachers
- > Principals
- > Assistant Teachers
- > Senior Industry Officers

Power, Water, and Energy

- > Power Station Manager
- > Easements Officer
- > Analysts
- > Warehouse Manager

Technical

- > Rangers
- > Automotive Technician
- > Laboratory Technician
- > Horticulturalist

Professional

- > Legal Officers
- > Scientists
- > Pharmacist
- > Senior Child Protection Practitioner

Physical

- > Cook
- > Maintenance Officer
- > Orderly
- > Disability Support Worker

Potential employees can gain employment to the NTPS through a variety of entry level placements:

- > entry level recruitment scheme
- > graduate opportunities
- > traineeships
- > apprenticeships
- > scholarships
- > vacation employment.

Traineeships and Indigenous traineeships are available in the agricultural, horticultural, and conservation and land management services, community and health services, financial and business services, and information and communications technology.

A range of scholarships and bursaries are also available through the Departments of Infrastructure, Primary Industries and Fisheries, Education, and Business. Many scholarships provide students with work experience and vacation employment.

Jobs are advertised on the Careers in Government website and applicants can apply for vacancies online. Applicants for NTPS jobs must meet

relevant eligibility requirements including possessing the required skills, qualifications, and experience relevant to the job. Potential employees need to possess an appropriate visa to undertake fixed period and casual employment; or to be employed in an ongoing capacity, a person must be:

- > an Australian citizen or
- > have been granted permanent resident status or
- > have been granted a Regional Sponsored Migration Scheme Visa or
- > be a New Zealand citizen with a Special Category visa that allows him or her to remain and work in Australia indefinitely.

Job Evaluation System

The Mercer CED JES has been used in the NTPS since 1989 to determine the designation of jobs across the majority of job classification streams:

- > administrative (including executive contract levels)
- > Jacana Officer Bands
- > nursing
- > Power and Water Bands
- > professional
- > teaching (including senior teacher, principal and executive contract principles)
- > technical
- > Territory Generation bands

The JES determines the work value of the job, not remuneration. Once the classification level of a job is determined the appropriate salary for that designation is applied as per the rates under the relevant Enterprise Agreement.

Information about the JES and other classification schemes are readily available to employees. Ninety-seven percent of agencies provide

information through their internet sites, induction programs, during change management processes, through performance management processes, when undertaking recruitment processes, through merit selection training, and when seeking nominations for employees to attend JES training. Otherwise information is provided on an as needs basis.

Consistent with the job evaluation guidelines and in order to ensure that jobs are advertised at the appropriate level, all agencies include a step of reviewing the Job Description/JAQ prior to advertising to assess if the job has changed and if it needs to be re-evaluated.

The majority of agencies have appropriate steps for job design and job evaluation recognised in their change management procedures. Two agencies are developing change management procedures which include appropriate steps for job design, and another much smaller agency reviews its evaluation requirements on an as needs basis.

Employment Based on Merit and Merit Selection

NTPS selection decisions must follow the merit principle, which is that the employment of a person *“must be based solely on the person’s suitability: to perform the relevant duties; and for employment in the relevant workplace; and for employment in the Public Sector.”* A person’s suitability is to be determined: *“having regard to the person’s knowledge; and skills; and qualifications and experience; and potential for future development.”* (Quotations from PSEMA)

To ensure that the merit principle is applied in all selection decisions, and to achieve consistency and best practice in all selection processes, all NTPS agencies are required to comply with the NTPS Recruitment and Selection Policy. The one page policy ensures that the most suitable applicants are selected to vacancies, and that NTPS selection processes are:

- > simplified (ie not lengthy or unduly process-oriented)
- > consistent across NTPS Agencies
- > fair and transparent
- > courteous and respectful of applicants
- > designed to assess applicants’ suitability based on proven capabilities
- > informative about the reasons for selecting successful applicants.

Merit selection information (Simplified Recruitment Policy, Templates and Guidelines) is readily available to employees on the OCPE internet site. Employees are also informed of merit selection processes during staff induction programs, merit selection training programs, and through staff newsletters and bulletins. Agency HR units also provide advice to employees on agency selection processes, as required.

Under the NTPS Recruitment and Selection Policy all employees who participate as panel members are required to complete Merit Selection training. Merit Selection training is available in a half-day face to face format offered by OCPE, or via the OCPE online learning module. Agencies verify that panel members have completed the merit selection training as part of their selection processes, with many agencies requiring panel members to provide the date of their training on the selection assessment report. Agencies then cross check compliance via training records kept by the agency or OCPE.

The requirement for employees to attend merit selection training in order to be eligible for selection panels enhances panel understanding of NTPS merit selection procedures and the ability to complete selection processes effectively and in increasingly shorter timeframes.

Working in the NTPS

In addition to managing their requirements under the legislation, agencies are also required to work toward meeting the priorities of the elected government. It is therefore important that agency employees are aware of and understand their roles in supporting the agency to meet its objectives, and are engaged in the work they are performing. Communication of government and agency priorities is vital to ensure agency objectives are met, and employees are engaged in their day to day work.

Figure 14 denotes the ways in which agencies communicate government priorities to their employees. It is interesting to note, compared with last year's results, there has been a decrease in the percentage of agencies that use corporate and business planning process, emails and newsletters, the intranet, and performance management processes as the primary

method to communicate government priorities. However, agencies consistently use manager/supervisor and team meetings to convey information, plus there has been a marked increase in the use of 'other' methods such as induction programs, reference groups, staff forums and road trips.

Figure 14: Methods of Communication used by Agencies for Ensuring Employees Know Government Priorities.



Change Management and Consultation

NTPS enterprise agreements require that employees are appropriately consulted about changes and decisions affecting them. Significant change must be managed in accordance with the principles contained in the relevant 'Management of Change' clauses. In particular 'consultation' requires that employees are provided with all relevant information about the change and are given an opportunity to respond to and put forward

views, comments and suggestions to be considered by the agency prior to any decision being implemented.

Figure 15 represents the methods used by agencies to disseminate information to employees about workplace changes and how employees are provided with the opportunities to respond.

Figure 15: Methods used by Agencies to Disseminate Workplace Change Information

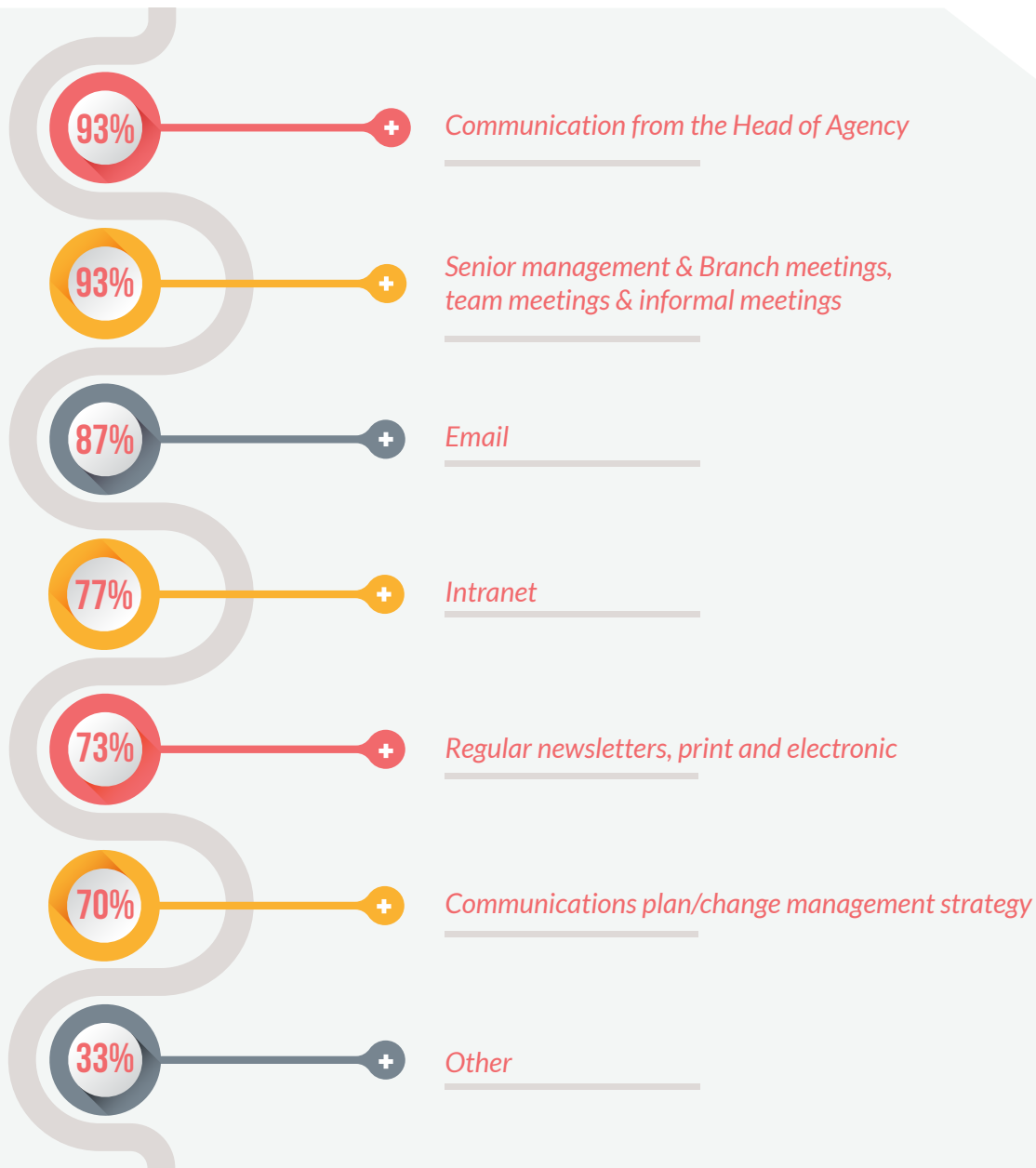
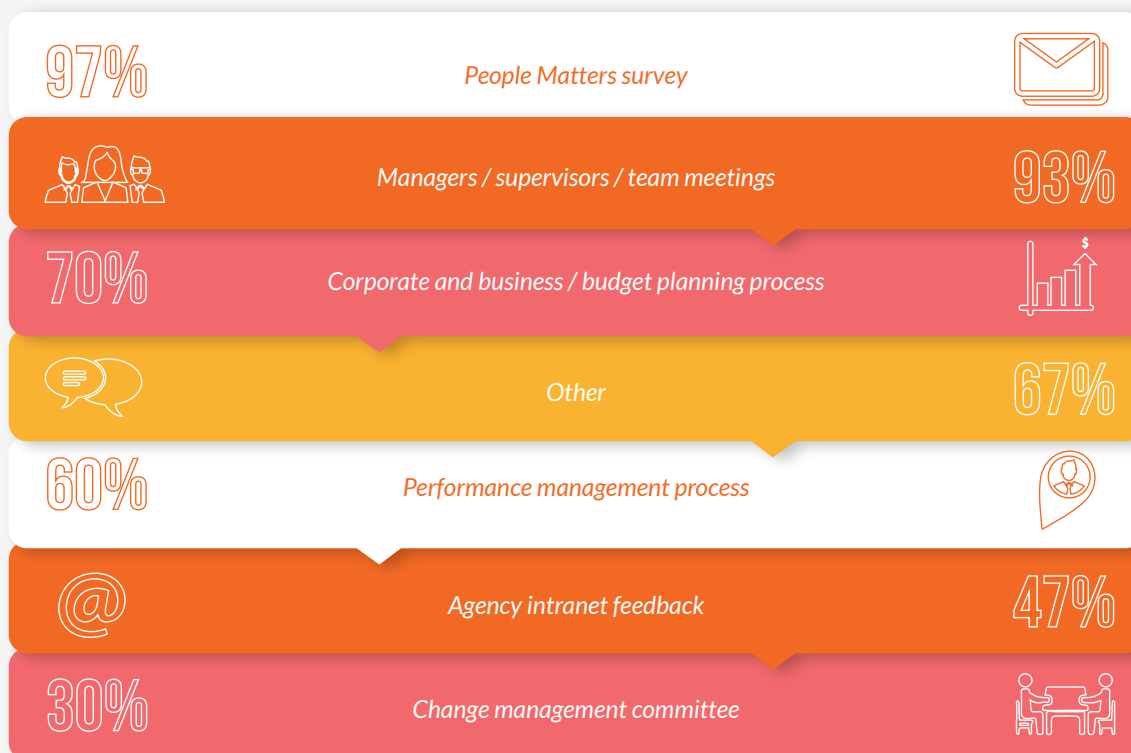


Figure 16: Methods used by Agencies to Enable Employees to Respond to Workplace Change Information



Natural Justice

EI 3 – Natural Justice, sets out the principles that must be observed in all dealings with employees under PSEMA where an employee may be adversely affected by an impending decision.

All agencies have implemented policies and procedures such as selection, discipline, and performance management that specify adherence to the principles of natural justice.

Ninety-seven percent of agencies use their workplace inductions, performance management processes, merit selection training, and links to policies and procedures such as internal complaint handling and legislation on their internet sites to keep their employees informed about the principles of natural justice. Otherwise, the information is provided as and when required during a relevant process.

Reasonable Access to Redress

EI 8 – Internal Agency Complaints and Section 59 Grievance Reviews requires agencies to develop an internal agency employee grievance handling policy and procedure.

In keeping with the principles of natural justice

and consultation of change, employees also have the ability to seek a review of their treatment in employment. The majority (97%) of agencies inform their employees about their review rights through agency induction programs, staff meetings, online training, through email

communications and newsletters, and with links to policies and procedures on their agency internet sites. One smaller agency provides this information on a case by case basis as required.

The majority of agencies have an internal employee complaint handling policy and procedure as required by EI 8 – Internal Agency Complaints and Section 59 Grievance Reviews, which are made readily available through the abovementioned methods. One agency uses EI 8 as its policy and procedure as it is a small agency with negligible turnover and can deal with complaints as necessary.

Public Sector Appeals

Under PSEMA, employees have a right to appeal to the Public Sector Appeals Board against discipline, inability, or promotion decisions affecting them.

There has been a significant (50%) reduction in the number of Promotion Appeals during the reporting period when compared with last year's data. This is attributed to the implementation of the Simplified Recruitment Initiative which commenced in June 2015.

The numbers of Disciplinary and Inability Appeals is historically relatively low at between 1 to 3 appeals

in each category each year, and this has remained constant in the last reporting season, with three Disciplinary Appeals and one Inability appeal.

Section 59 Grievance Reviews

Under s59 of PSEMA, an employee aggrieved by their treatment in employment by an agency, or by a decision of the CEO to:

- > terminate his or her employment on probation or
- > apply certain discipline or remedial actions to an employee resulting from an employee performance or inability, or discipline action

may request the CPE to review the action through PSA&GR.

In 2015-16 a total of 86 grievances were reviewed by PSA&GR compared with 155 in the previous reporting period. This significant reduction is largely attributable to fewer grievances about selection decisions – again attributed to the implementation of the Simplified Recruitment initiative in June 2015.

The numbers of grievances and issues raised in grievances in 2015-16 are shown in Figure 17.

Figure 17: Numbers of Grievances and Issues Raised in Grievances in 2015-16

Reasons	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Management action or decision	58	35	56	50	55	27
Selection decision	35	43	37	56	73	36
Application of procedures and policies	10	3	5	0	2	5
Application of conditions of service	4	17	3	1	2	1
Agency handling of bullying	8	7	6	5	3	3
Termination of probationary employment	1	4	4	3	3	1
Bullying	1	3	4	2	6	2
Review of a disciplinary decision	-	-	-	2	3	2
Unfair treatment	-	-	-	2	8	9
Total Handled	117	112	115	121	155	86

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. Only three grievances in 2015-16 led to the CPE directing an agency to change the agency decision

or 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.

The outcomes of grievances handled in the reporting period and for the past few years are shown in Figure 18.

Figure 18: Outcomes of Section 59 Grievance Reviews

<i>Decisions</i>	<i>2010-11</i>	<i>2011-12</i>	<i>2012-13</i>	<i>2013-14</i>	<i>2014-15</i>	<i>2015-16</i>
Agency directed to take/refrain from taking action	0	3	6	2	3	3
Agency action confirmed	26	18	15	37	41	6
Agency action confirmed with comment from the CPE	16	10	13	17	6	5
Resolved through PSA&GR involvement	38	35	46	27	69	50
Being handled by the agency	3	11	10	11	11	9
Declined to review (eg out of time, no jurisdiction, non employee)	14	9	7	1	4	2
Withdrawn	10	16	9	11	17	6
On hand at the end of the period	10	10	9	15	4	5
Total Handled	117	112	115	121	155	86

Performance and Conduct Principle

The PSEMA Performance and Conduct Principle prescribes that all NTPS employees perform their duties in a professional manner and in accordance with PSEMA and any applicable Code of Conduct. **EI 12 – Code of Conduct**, provides guidance on a range of ethical and moral issues that may affect employees from time to time. Wherever possible, the Code of Conduct provides practical guidelines on how these ethical standards can be maintained and enhanced.

All agencies inform their employees about the Performance and Conduct Principle and the Code of Conduct. Information is provided with a copy of the Code through agency induction programs,

corporate training, and via agency internet sites. The requirement to abide by the Code of Conduct and principles is also covered in staff and team meetings, performance management processes, posters, information sessions, and through agency email reminders.

This year's Agency Reporting Survey data shows a decrease in the number of agencies (from 45% to 37%) that have developed their own agency Code of Conduct, in addition to Employment Instruction Number 12.

Conflicts of Interest

In accordance with the Performance and Conduct Principles and the Code of Conduct employees are required to avoid potential conflicts of interest. Employees are required, on an annual basis by their agencies, to declare financial and private interests that may appear to, or have the potential to conflict with their work. Additionally, employees are required to seek permission to engage in paid employment outside of work hours, in order to avoid conflicts of interest.

All NTPS agencies have appropriate policies and procedures in place to safe guard against

potential conflicts of interest and send out annual email reminders to their staff of their obligations. Additionally, agencies also maintain registers of staff who have sought permission to engage in outside employment, and who have disclosed potential conflicts of interest for the consideration of the CEO. Staff are reminded of their obligations through induction programs, training programs and team meetings. Specifically, NTPS employees who participate in merit or tender selection panels are required to declare any potential conflicts up front.

Effective, Efficient and Appropriate Use of Public Resources

To assist employees to maintain effective, efficient and appropriate use of public resources, 87% of agencies have developed client service principles/policies and standards (eg service excellence, confidentiality, respect etc). Although this is a slight decrease (of 10%) compared with last year's data, 97% of agencies indicated that they monitor their service performance standards and actively seek feedback from clients about their service.

Agency policies and standards are made available to employees through agency induction programs, staff meetings, corporate and work unit strategic plans, and via the agency intranet site. The policies and standards are monitored via, and feedback sought through:

- > surveys
- > business performance measures and key performance indicators
- > reporting requirements such as annual,

quarterly, and monthly performance reporting and service reports

- > reporting requirements built into contracts
- > face to face meetings
- > client liaison officers
- > community engagement
- > governance committees
- > system and statistical information
- > online feedback forms
- > reviews
- > audits
- > social media
- > performance reviews.

Ninety-seven percent of agencies have strategies and programs in place to improve productivity (an increase of 10% from last year's results).

Occupational Health and Safety

EI 11 – Occupational Health and Safety Standards Programs sets out the rules for NTPS agencies to develop occupational health and safety standards and programs in the NTPS.

The majority of agencies (97%) have fully

implemented the requirements of EI 11 within their agencies. One agency has met all requirements with the exception of establishing a Health and Safety Committee, which will be in implemented early in the new financial year, and is developing its Work Health and Safety System.

Managing Our PEOPLE

Performance Management

EI 4 – Employee Performance Management and Development Systems requires CEOs to develop and implement a performance management procedure within their agencies consistent with the requirements of EI 4.

Employees are advised of their agency's performance management policies and systems through induction programs, via the agency internet, staff meetings, training and personal development programs, information sessions, and via emails.

Ninety-seven percent of agencies have a performance management system, however, only 90% have implemented the system in all areas of their agency.

Sixty-two percent of agencies reported having a reliable monitoring system in place to verify that all supervisors/managers are providing formal performance feedback to staff at least annually. Of these agencies, two had less than 24% of employees who have performance plans in place; two had between 26-50% of staff with performance plans, five had between 51-75% of staff with performance plans, and seven had 75% or more staff with performance plans.

In order to improve the reliability of data to record the number of employees

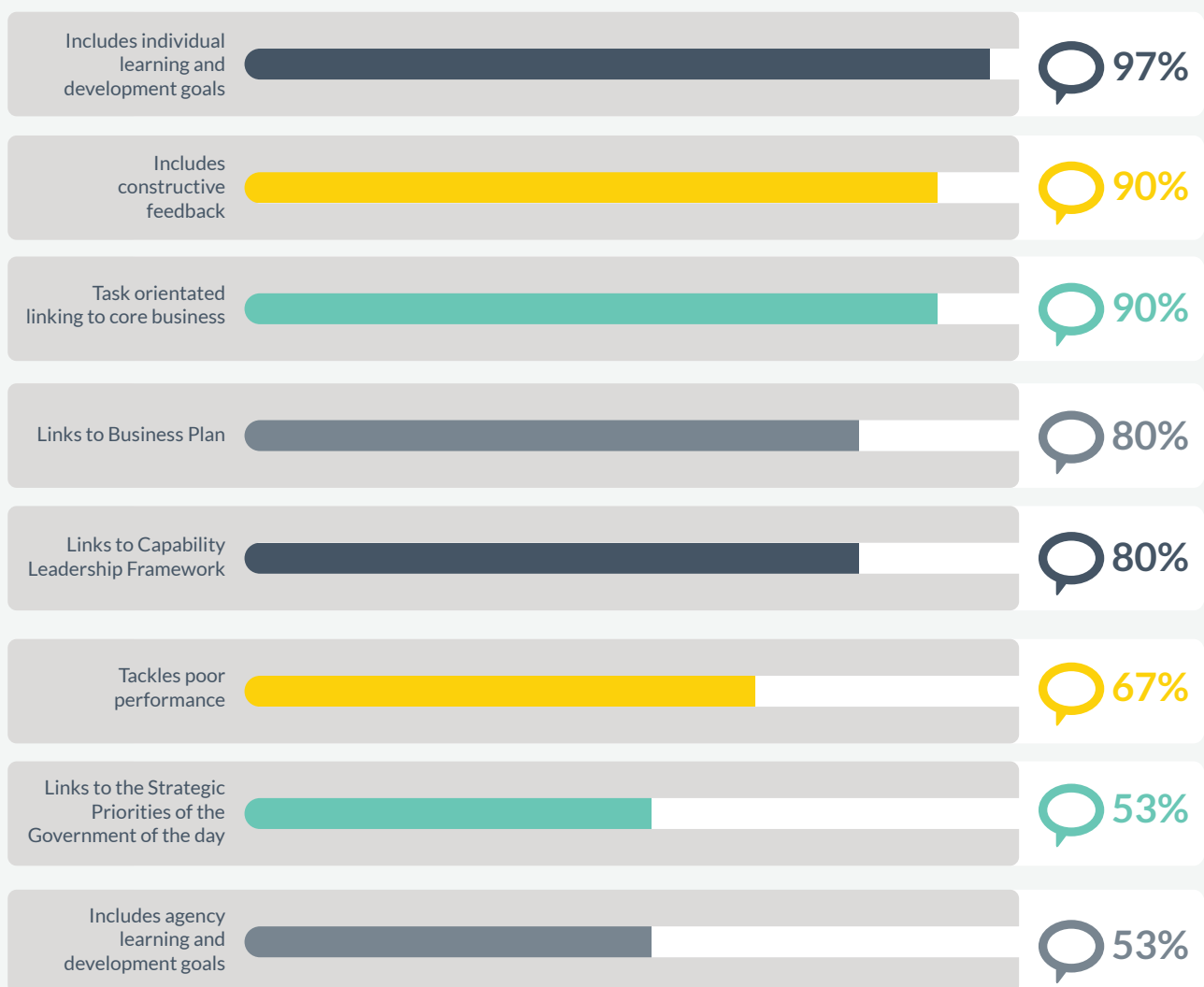
participating in performance management processes, work is being undertaken to develop a tool that employees can use to record their participation. It is anticipated that improved data will assist agencies to support and improve internal employee engagement in the performance management cycle.

To support new supervisors and managers to effectively undertake performance management processes with their staff 20% of agencies require first time supervisors and managers to attend training on performance feedback. These agencies provide this training through OCPE programs (50%), E-Learning modules (33%), agency tailored programs (33%), using the Capability Leadership Framework (67%), through external provider training (67%), and inductions (67%).

Agencies measure the effectiveness of their performance management systems through monitoring participation rates, case management numbers, uptake of relevant training programs, and through feedback on their overall agency performance.

Figure 19 describes the options used by agencies to describe performance management within agencies.

Figure 19: Options used by Agencies to Describe their Performance Management Systems



Productivity

All agencies have strategies and programs in place to improve productivity. Agencies reported that they:

- > Use processes such as business plan reviews, budget reviews, and quarterly review processes to identify workplace productivity improvements.
- > Use the Red Tape Reduction Squad or have an internal red tape program to review legislation and other instruments to amend regulation that is outmoded or ineffective.
- > Use Performance Management cycles to consider employee productivity, identify training needs, mobility and development opportunities, to review/consider flexible work arrangements, and to recognise employee contributions. For senior administration and professional officers, performance management cycles provide an opportunity to consider requests for pay progression.
- > Apply reward and recognition schemes to individuals and work units within their agencies.
- > Use audit and risk management processes to identify and rectify workplace and process issues.
- > Review internal governance processes to improve business processes and programs. Focus areas include procurement, human capital, information and communication technology, and program management.
- > Map business process to refine internal work flows and simplify decision-making processes, providing surety in service standards through the use of service level agreements and performance management processes.
- > Use health and wellbeing strategies and programs to assist employees to manage and maintain their health in the workplace.

Appropriate Workplace Behaviour

El 13 – Appropriate Workplace Behaviour

requires CEOs to develop and implement a policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying.

All agencies reported compliance with El 13, with one agency noting that it has adopted the OCPE El and Guideline as its policy and procedures. Employees are provided with training on appropriate workplace behaviours via face to face training, online learning modules, and

through coaching. Employees are informed of agency policies and procedures through induction programs, performance management processes, team meetings, and emails.

There were 214 formal complaints received across 20 agencies about inappropriate workplace behaviours. The largest number of complaints within one of the larger agencies was 114. The remaining agencies generally received between one to three complaints.

Discipline and Inability

Section 18 of PSEMA requires the CPE to report on the extent to which discipline and inability procedures have been invoked in the NTPS. There was an increase in the number of formal discipline cases during the reporting period, with breaches occurring across 17 agencies. No specific trends or causes were identified by agencies for the increase in cases. Although no explanation was provided for the increase in discipline matters during the reporting period, it may be attributed to increased vigilance and reporting of inappropriate behaviours in the workplace. Discipline actions were undertaken for breaches including: inappropriate behaviour, inappropriate use of social media, misuse of official facilities and resources, breach of policy, failure to remedy

previous unsatisfactory behaviour, failure to disclose offences against the law, and submitting fraudulent medical certificates.

Fixed period, casual, and executive contract employees are not subject to the discipline and inability provisions of PSEMA and there is limited data on the number of discipline or inability actions applied to these employees. However, the nature of the discipline actions reported included failure to uphold standards, inappropriate use of social media, fraud, and breach of policies.

Across 10 agencies, there were 18 employee performance and inability issues managed by agencies under Part 7 PSEMA.

Figure 20: Summary of Discipline 2012-2016

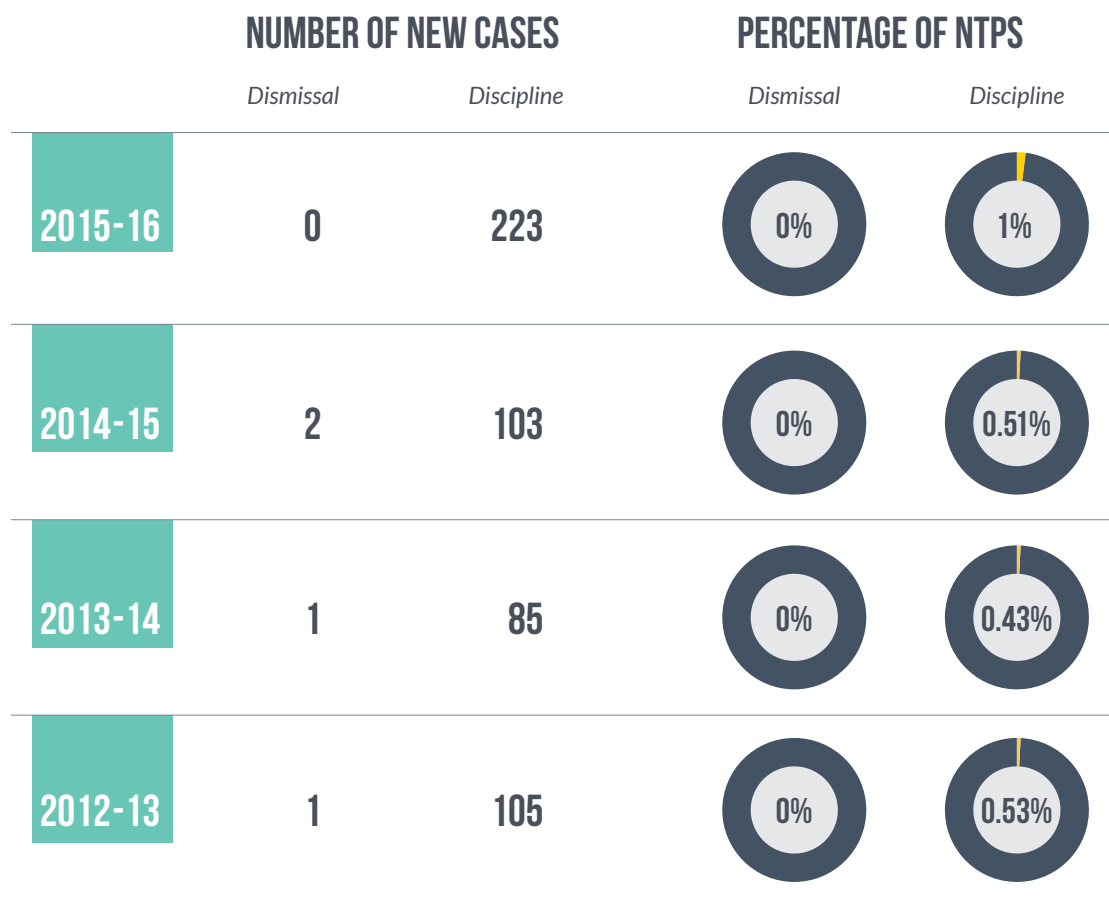
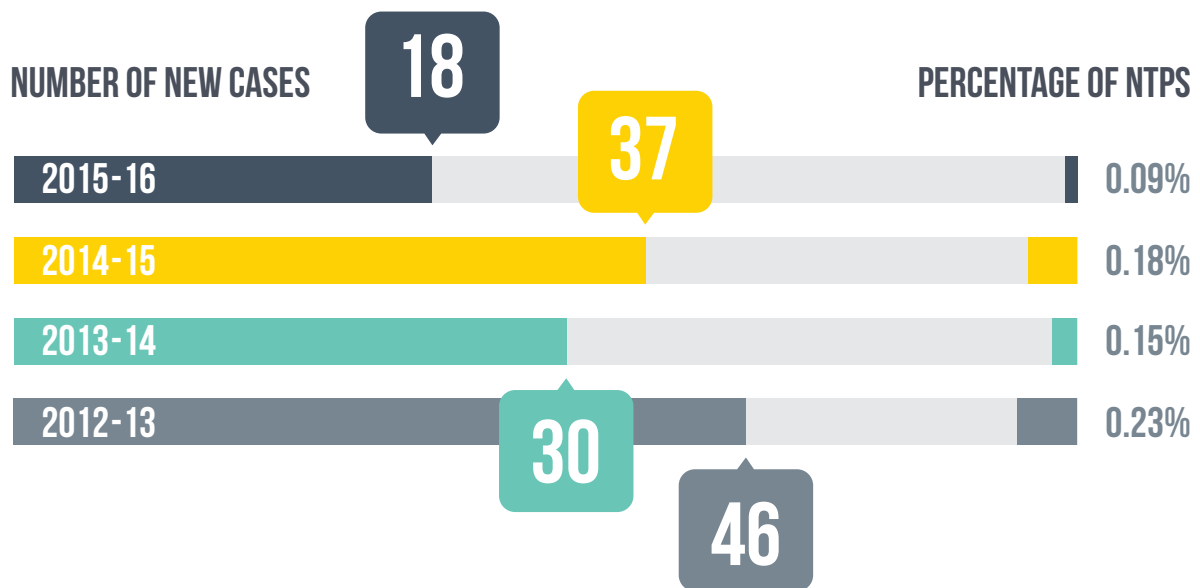


Figure 21: Inability or Unsatisfactory Performance Cases 2012-2016



Developing Our PEOPLE

The NTPS provides a wide range of services across a large geographic region. To competently deliver services, a capable and agile public sector workforce is essential. As a central agency with responsibility for providing a framework for the development of the workforce, OCPE's charter is to assist agencies in ensuring that the NTPS is equipped to provide quality services and to support this offers a range of sector-wide leadership and core capability building initiatives.

Almost all agencies reported having training and development needs discussed as part of their performance agreement conversation. In addition, 63% of agencies have implemented the My Development initiative. Introduced in 2016, My Development guarantees access to five days of on the job learning for AO1 to AO5 (and equivalent) level staff. These approaches allow for meaningful and structured development.

All agencies are able to access OCPE's programs. Programs aim to provide consistent leadership and core capability development across the sector, increase networking opportunities, and reduce duplication of training and costs. Most agencies with technical requirements tailor programs for their employees and these are then complemented by the suite available through OCPE.

All agencies across the sector offered training and development opportunities to staff. The training was both accredited and non-accredited and the total expenditure was more than \$13.5million.

In a recent survey, 67% of agencies indicated that they conduct internal leadership and management programs. However, it was also noted that they complemented these programs with the OCPE sector-wide leadership programs, in particular the two cornerstone offerings – the Future Leaders Program and Executive Leaders Program.

Following is a brief description of the leadership development programs offered by OCPE.

Figure 22: Percentage of Agencies that Conducted Internal Leadership and Management Training

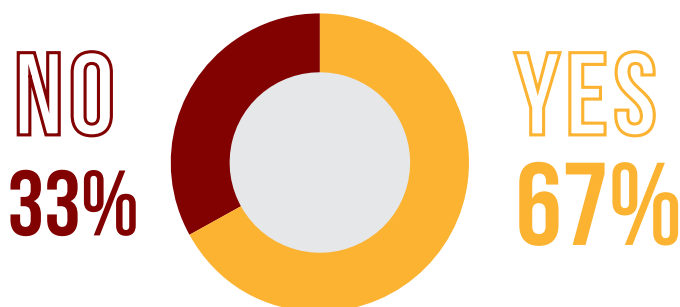
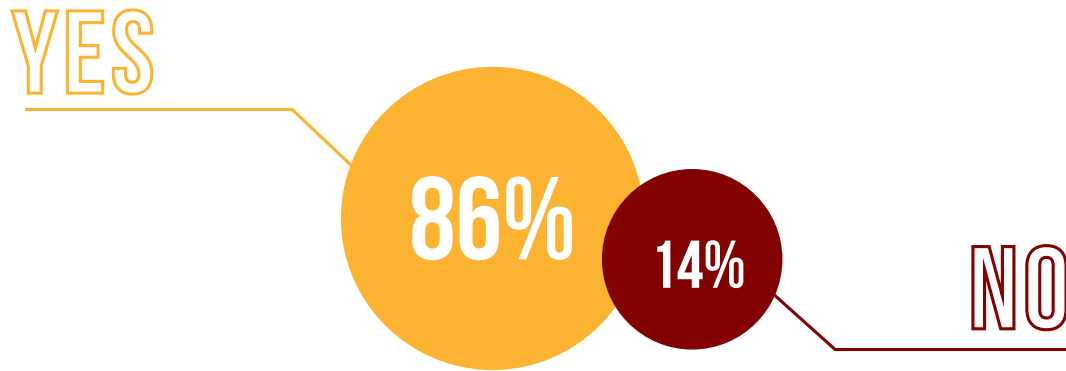


Figure 23: Percentage of Agencies that Utilised the NTPS Capability and Leadership Framework



Discovery – Women as Leaders

Discovery – Women as Leaders has run for more than 15 years in the NTPS and has seen over 325 participants complete the program between 2001 and 2016. Targeted at the AO5 and above (and equivalent) levels, it is a unique personal and professional development opportunity for women, designed to help develop greater confidence (including confidence in valuing their own backgrounds and cultures), learn leadership skills, and build valuable support and business networks. In 2016, 23 participants completed this program.

Future Leaders Program

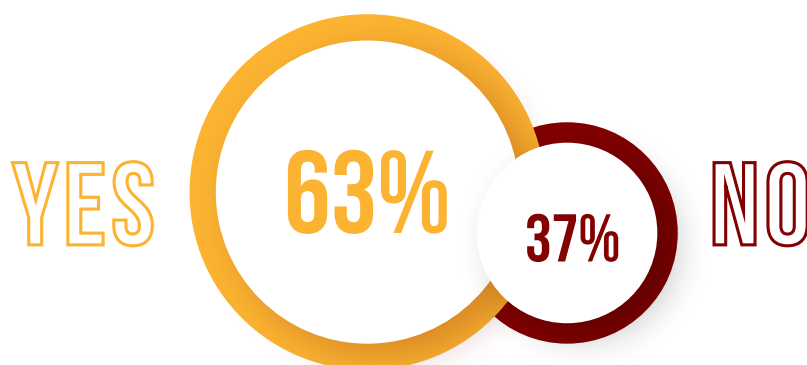
The Future Leaders Program, targeted at the AO7-SAO2 (and equivalent) levels, is an investment in the capability of talented people

who demonstrate potential for future leadership roles. The program focuses on building skills to enable participants to deliver strategic needs for the future. Due to high demand, OCPE had three program offerings during the reporting period with a total of 92 participants.

Executive Leaders Program

The Executive Leaders Program, targeted at the SAO2 and above (and equivalent) levels, is designed to develop executive level abilities to contribute positively in delivering economic, social, and governance outcomes for all Territorians. In 2016, 23 participants completed this program. A curriculum refresh in 2015 introduced emphasis on strategic planning within the content.

Figure 24: Percentage of Agencies that Implemented the My Development Initiative (Training Guarantee for A01-A05 and Equivalent Levels)



Lookrukin and Kigaruk – Indigenous Leadership Programs

The Lookrukin and Kigaruk programs, targeted at the AO4-AO7 (and equivalent) levels, are unique personal and professional development programs for Indigenous men and women employed in the NTPS, with 20 participants graduating in 2016. The programs are specifically designed to provide an opportunity for participants to gain the knowledge and skills necessary to increase their effectiveness in their current position and to improve their career progression. Due to a change in accreditation, this program is currently under review. It is the intention to have a revised program offering in 2017.

Public Sector Management Program

The Public Sector Management Program is a legacy program that has been running in Australia for more than 25 years. It is designed to enhance the existing knowledge, skills, attitudes, and behaviours of middle and senior managers in order to improve public sector outcomes. The program is the management development

program of choice for public sector managers nationally. From 2015 the Queensland University of Technology was engaged to deliver the program nationally. This course is highly sought after and in 2015-16 two NTPS cohorts, with a total of 63 participants, commenced in the program.

ANZSOG – Executive Masters of Public Administration

The Executive Masters of Public Administration, targeted at the SAO2 and above (and equivalent) levels, is a two year postgraduate qualification designed to give high potential, experienced mid-level managers and aspiring leaders a thorough grounding in the theory and practice of public administration. ANZSOG's only accredited program is delivered to highly committed public sector managers from across Australian and New Zealand governments. New to this program was the introduction of a unit facilitated in Singapore in 2016. Three Executive Masters of Public Administration participants were accepted into the program during the reporting period.

ANZSOG – Executive Fellows Program

The Executive Fellows Program is a high-level residential executive program for senior public sector leaders, tailored to build on the core relationship, leadership, and management skills needed in the public sector of the 21st century. One NTPS participant completed the program during the reporting period.

ANZSOG – Advancing Leadership

The Advancing Leadership program is a unique offering delivered in the NTPS, targeting the mid-senior executive levels. The program focuses on building adaptive leadership capability, and exercising leadership on complex problems. Forty-three participants participated in two programs during the reporting period.

Early Careers Programs

ECPs aim to attract people to the NTPS workforce through structured development programs. These programs include:


- > adult apprenticeships
 - > graduate traineeships
 - > Indigenous cadetships
 - > Indigenous employment programs
 - > school-based apprenticeships
 - > vacation employment (for undergraduates on holidays).
 - > work experience
- 

Figure 25: NTPS Traineeships and Graduate Traineeships

NTPS Traineeships

- 8 Certificate II in Business
- 6 Certificate II in Community Services
- 2 Certificate II in Horticulture
- 4 Certificate III Accounts Administration
- 2 Certificate III Horticulture
- 4 Certificate III In Rural Operations
- 54 Certificate III in Business
- 1 Certificate III in Business Administration
- 1 Certificate III Children Services
- 4 Certificate III in Civil Construction
- 11 Certificate III In Conservation and Land Management
- 1 Certificate III in Dental Assisting
- 1 Certificate III in Education Support
- 1 Certificate III In Information and Cultural Services
- 2 Certificate III in Information, Digital Media and Technology
- 3 Certificate III in Laboratory Skills
- 7 Certificate IV in Business
- 2 Certificate IV In Conservation and Land Management
- 1 Certificate IV in Business Administration
- 2 Certificate IV in Laboratory Techniques
- 1 Certificate IV in Population Health

Graduates

- 1 Bachelor of Science
- 12 Bachelor of Accounting
- 2 Bachelor of Arts
- 1 Bachelor of Communication
- 2 Bachelor of Arts/Creative Arts and Industries
- 1 Bachelor of Arts/Bachelor of Business
- 3 Bachelor of Arts/Bachelor of Laws
- 3 Bachelor of Business
- 1 Bachelor of Computer Science
- 1 Bachelor of Business/Journalism
- 5 Bachelor of Civil Engineering (Honours)
- 12 Bachelor of Commerce
- 1 Bachelor of Commerce/Bachelor of Law
- 1 Bachelor of Developmental Studies
- 1 Bachelor of Economics
- 3 Bachelor of Engineering
- 1 Bachelor of Engineering (Environmental Engineering)
- 1 Bachelor of Urban Planning and Environmental Planning
- 3 Bachelor of Environmental Science
- 1 Bachelor of Environmental Science and Diploma in Ecology and Environmental Management
- 1 Bachelor of Information Technology
- 1 Bachelor of International Studies/Bachelor of Law
- 10 Bachelor of Law
- 1 Bachelor of Psychological Science
- 1 Bachelor of Regional and Town Planning
- 1 Bachelor of Social Science
- 1 Bachelor of Veterinary Science
- 1 Bachelor of Surveying
- 2 Master of Accounting
- 1 Master of Professional Practice Accounting
- 1 PhD Mathematics
- 1 PHD in Business Administration

Figure 26: Indigenous Cadetship Support and the Indigenous Employment Program

Indigenous Cadetship Support

- 1 Bachelor of Accounting
- 1 Bachelor of Arts
- 1 Bachelor of Biomedicine
- 2 Bachelor of Business
- 1 Bachelor of Education
- 1 Bachelor of Engineering
- 1 Bachelor of Environmental Science
- 6 Bachelor of Exercise and Sports Science
- 2 Bachelor of Health Science
- 1 Bachelor of International Development
- 3 Bachelor of Law
- 1 Bachelor of Media
- 2 Bachelor of Medicine
- 1 Bachelor of Midwifery
- 12 Bachelor of Nursing
- 1 Bachelor of Nursing and Midwifery
- 4 Bachelor of Psychological Science
- 2 Bachelor of Psychology
- 1 Bachelor of Resource and Environmental Science
- 2 Bachelor of Science
- 5 Bachelor of Social Work
- 1 Bachelor of Speech Pathology

Indigenous Employment Program

- 12 Certificate II Resources and Infrastructure Work Preparation
- 28 Certificate II Business

Figure 27: Number of Traineeship Participants by Gender

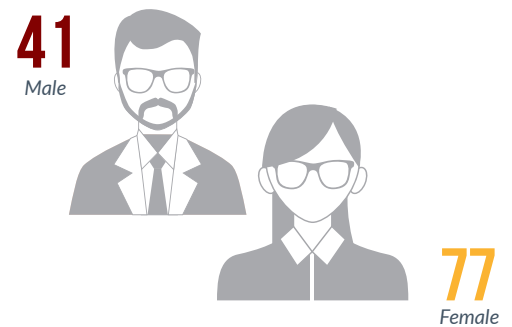


Figure 28: Number of Indigenous Employment Program Participants by Gender

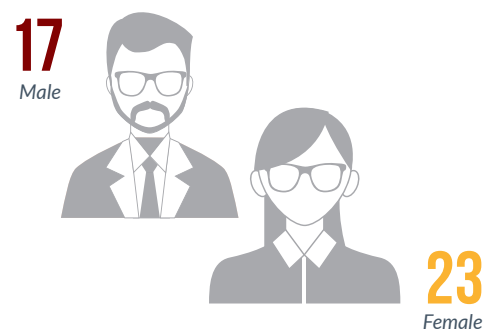


Figure 29: Percentage of Agencies that Participated in Early Careers Programs

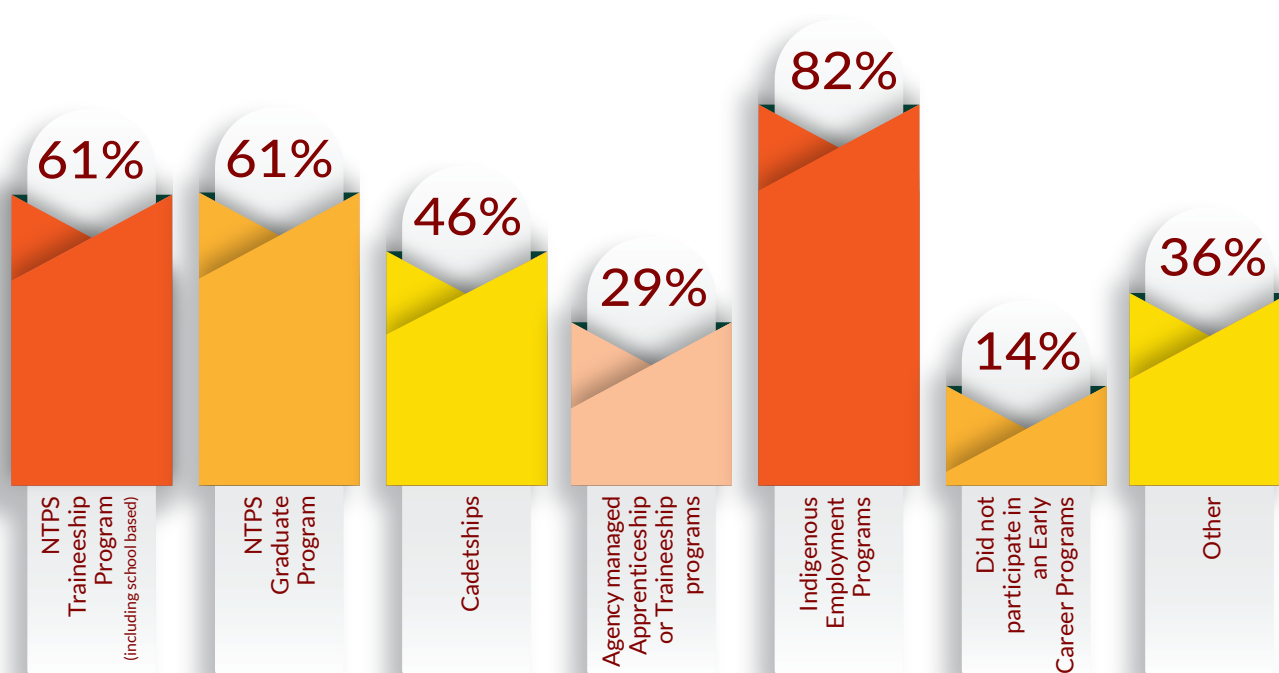


Figure 29 shows 86% of agencies participated in ECPs. The Indigenous Employment Program, along with NTPS Traineeship and Graduate programs, are the preferred entry level programs. These programs offer employees hands on learning in their chosen field and affords agencies

the opportunity to 'grow their own' leaders from entry level positions.

Other ECPs used by agencies include work experience opportunities and industry specific training paths eg Finance Officer in Training in DTF and Prison Officer in Training in NTDCS.

My Development (Training Guarantee)

The NTPS is ensuring that it has the required capabilities and capacity both now and in the future to continue to deliver services to the NT community. One of the ways to achieve this is a 'grow our own' strategy. The Training Guarantee, renamed 'My Development', is part of that strategy, and is available to employees in the AO1-AO5 (and equivalent) classifications.

OCPE launched My Development in March 2016. The majority of agencies reported that they had implemented My Development. The initiative guarantees one week (five days) of on the job learning per year for all eligible employees.

Its implementation in agencies has included promotion through agency intranet sites, targeted emails, inclusion in Induction/Orientation programs as well as information sessions at management and team meetings. The inclusion of My Development in performance management guidelines and on staff development plans has been adopted by proactive agencies to ensure that this initiative is successfully implemented.

NTPS Capability and Leadership Framework

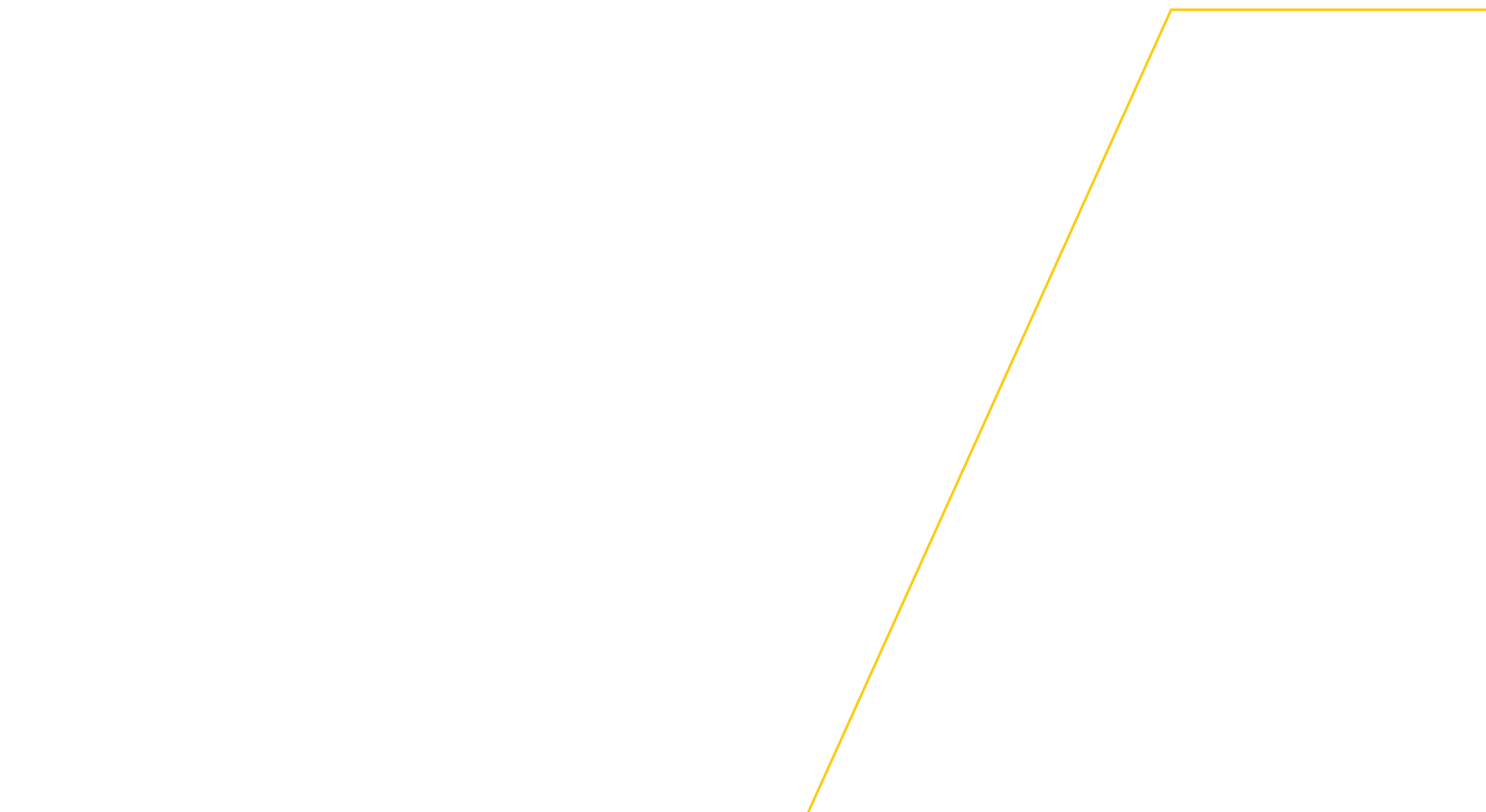
The NTPS CLF provides a common language to support consistent sector-wide capability development and is designed to ensure that leadership capabilities and behaviours exist across all levels to meet future challenges. The NTPS CLF forms the basis for all OCPE leadership and core capability programs.

The framework can be used as a centrepiece for discussion around strengthening the work performance of individuals and teams, and to inform decisions around determining and prioritising appropriate professional development and learning. The NTPS CLF also assists employees to identify key capabilities required of them at their current level and growth areas for future career development.

A majority of agencies (86%) reported utilising the NTPS CLF in their agency. The use of the

NTPS CLF ranges from assisting in performance management conversations to aiding learning and development conversations and the development of job descriptions.

Technical streams and agency specific training and development opportunities exist within each agency as a means of developing specialised skill sets. Regardless of the classification or stream of employment, the NTPS CLF provides agencies with a benchmarking tool that identifies capabilities that are essential at each level of an employee's career. Some agencies have begun the process of aligning their Physical and Technical classifications with the Administrative classifications used in the NTPS CLF to allow seamless comparison and use of the tool.



Planning Our Future WORKFORCE

Over the coming years a significant shift will occur in the demographics of the NTPS. Currently, 42% of the NTPS' workforce is aged 45 years and older. Existing paradigms are moving to identify and incorporate the business risks and opportunities associated with the change in workforce demographics so that agencies' strategic planning and human capital management respond appropriately.

The significant impact of the changing workforce demographic, including potential retirements from the large cohort of mature employees and the ability to attract and retain talented staff, must begin to inform and drive workforce planning across the sector. Multiple agencies are adopting a proactive planning cycle which integrates

evidence based workforce planning within the organisational, divisional, directorate and business unit (or school) business plans and/or workforce plans. Retention of corporate knowledge and early succession planning are imperative measures to ensure the public sector continues to be capable of delivering quality services to the NT.

Workforce Planning

Agencies are able to access improved evidence and data, such as the biennial People Matter survey results and the NTPS Workforce Metrics to assist in evidence based workforce management. A number of agencies are actively using these data sets, as well as other systems such as PIPS and eRecruit, to support their workforce planning efforts.

Seventy-three percent of agencies reported that PIPS accurately reflects their organisational structure/staffing structures. This reflects an ongoing improvement in the accuracy of data over the last two years, which is a positive trend. A number of agencies are undertaking a program of reviewing their establishment which will be completed within the following financial year. Seventy-three percent of agencies reported usage of BOXI-HR Workforce Metrics, which provides a consistent reporting and data framework for across government HR reporting.

Agencies' workforce planning efforts during the reporting period indicated a shift in

focus to longer-term challenges rather than immediate to mid-term drivers. Forty percent of agencies have a workforce plan (12 agencies, or an increase from nine in 2014-15); 20% of agencies have draft plans (six agencies, or a decreased from 11 in 2014-15) that were to be released in the latter part of the reporting period, and a further 40% of agencies (12 agencies) do not have a workforce plan in place.

Three agencies have workforce plans which included a workforce demand analysis, (ie an assessment of the required capacity, in terms of the number of people needed to achieve agency outcomes); which is down from eight agencies as reported in 2014-15. As older staff transition into retirement, the importance of workforce plans to support service delivery will become increasingly significant, which is reflected in these agencies' workforce plans.

A review of agency workforce planning documents identified that a number of strategic plans required agencies to develop workforce planning capabilities

and practices across their organisation (eg the Department of Infrastructure, Department of Land Resources Management, and Department of Education). This, coupled with the development of quarterly analytics, and the intent to have critical positions identified and succession plans in place (agencies included Parks and Wildlife Commission, Department of Mines and Energy, Department of Transport, and Department of Business) will position agencies to respond to the changing workforce profile.

The Human Capital Framework provides more specific guidance to agencies in their assessment of capability gaps and opportunities for development, with a number of agencies currently embarking on agency business planning activities (down to the business unit level) that focus on workforce planning as an inherent component of the process (eg the Department of Education, Parks and Wildlife Commission, Department of Mines and Energy, Department of Land Resource Management, and Department of Transport).

Human Capital Framework

The Human Capital Framework, launched in 2015-16, is a systematic approach to building and sustaining organisational capability. This system is a combination of people, processes, systems, and structures and the confluence of these factors (ie workplace culture, leadership, and conditions). This on-going, strategic process aligns an agency's workforce requirements to its business objectives.

Agencies reported that they are applying the framework to identify the expected future demand for workforce skills and capabilities within their Strategic Plans, while a number of agencies plan to transition across to an agency Human Capital Plan as existing strategies expire.

Impactful and consistent human capital management practices are becoming increasingly important as the NTPS workforce demographic ages.

Identified Workforce Challenges and Risks

The higher rated risks identified by agencies deal with the ability to respond to changes in the operational environment with skills shortages, the attraction and retention of skilled people,

and the loss of corporate knowledge or talent due to retirements.

Agencies recognised the strategic priority of developing a workforce that is skilled, capable, and motivated. Workforce strategies, such as those utilised by DCIS, Department of Education and others, respond to the critical role workforce planning has in achieving this. They are strengthening their focus on staff, given their influence on the success of the agency. To mitigate identified risks, strategies to attract and retain staff are in use, eg the Remote Workforce Plans (Department of Education) and the associated Teacher and Educator Attraction and Recruitment Strategy.

Agencies will need to enhance their culture of valuing mature workers and better understand the implications of losing mature workers to retirement. Agencies need to skill managers in managing multi generation teams, finding new ways of extending current employee's careers, and filling vacancies with both younger workers and welcoming new, mature workers.

Many workers anticipate working in some form into their 70s, thus agencies have opportunities to engage and retain mature workers beyond superannuation preservation age.

To successfully achieve this, NTPS agencies need to:

- > adopt a model of work which extends beyond 65 years of age (late careers)
- > understand the business impacts of mature workers leaving
- > ensure they keep talent, irrespective of age
- > successfully transfer mature workers' knowledge, talent, and wisdom
- > be proactive regarding WHS impacts that some working environments may have on mature workers.

Figure 30: Agencies' Greatest Workforce Risks in Priority Order

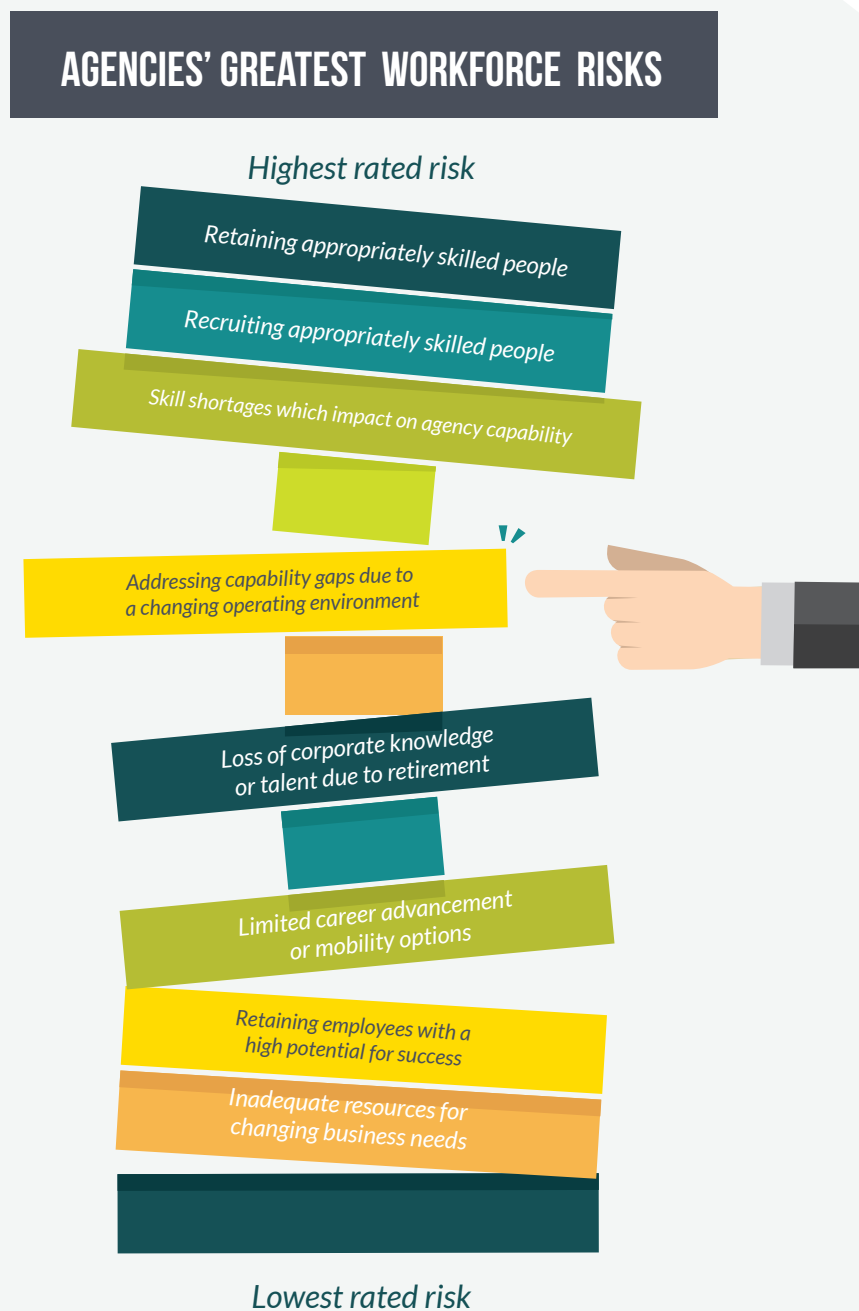


Figure 31: Agencies' Workforce Capacity and Capability Gaps (in priority order) and How they are Being Addressed

AGENCY CAPACITY AND CAPABILITY GAPS

KEY CAPACITY (HEADCOUNT) GAPS



HOW ARE AGENCIES ADDRESSING THESE CAPACITY GAPS?



KEY CAPABILITY (SKILLS) GAPS



HOW ARE AGENCIES ADDRESSING THESE CAPABILITY GAPS?



Identified Capacity (Headcount) and Capability (Skills) Gaps

Eighty percent of agencies identified that they had significant capacity (headcount) and capability (skills) gaps and are operating with an insufficient

number of employees in some business areas, along with agency responses to these gaps. Trade specific capacity gaps are detailed in Figure 32.

Figure 32: Trade Specific Gaps



Proactive actions which agencies undertook to address the current/projected skilled staff short fall include, but are not limited to:

- > use of consultants
- > recruitment roadshows
- > scholarship programs
- > graduate programs
- > strategic workforce committee undertaking a capability audit and prioritising areas to focus efforts
- > targeted recruitment campaigns
- > early careers programs
- > development of internal training
- > remote workforce induction tools
- > rotations of staff inside and outside of the agency.

Analysis of workforce planning documents submitted by agencies found that they all routinely undertake assessment of workforce capacity and capabilities, with an increasing focus on:

- > developing an appreciation of the generational make up of teams to create and sustain a strong organisational culture that different generations identify with
- > addressing ways to reduce 'regrettable' turnover (ie highly skilled; knowledgeable, and high performers)
- > integrating workforce planning as part of on-going business planning
- > workforce and succession planning tools to be developed (if required) and implemented
- > all business units to have clear workplace succession planning strategies that are regularly monitored and reviewed.

Staff Retention

Eleven percent of the current workforce is working part time, which is the major initiative that People Matter 2014 and Intention to Retire 2015 audit respondents stated would increase their likelihood of remaining in the NTPS beyond reaching superannuation preservation age. Of note, almost 25% of respondents aged over 45 years expect to remain in the workforce beyond 65 years of age. Currently, 22% of the NTPS staff aged over 65 are aged between 70-80 years of age.

Strategies to improve staff retention were undertaken by all but two agencies, including:

- > The promotion of flexible work options (96%) and career development opportunities (higher duties) (96%) being the most common.
- > Mentoring (75%), coaching (69%), and promotion of mobility (57%) were also commonly adopted, noting that only 15% of agencies reported having a mobility program in place.

Eighty-seven percent of agencies use exit interviews as a key information source for informing their retention strategies, however, it was reported that relatively few employees (ie approximately 378 staff) participated in these. Review of supplied documentation from agencies demonstrated that some agencies are moving to formalise the pre-exit interview process to gain more robust feedback. There is a varying response rate to exit surveys/interviews across agencies, with data not currently collected consistently.

Retirement Intentions

A retirement intentions audit of NTPS employees aged 50 years and over was conducted in 2015 which provided a strong evidence base underpinning workforce planning efforts across the sector. Older workers exiting the workforce are an inevitable reality and, in the NTPS, a fast approaching and significant workforce planning issue. Encouraging prolonged workforce participation among older workers and using transitional arrangements such as flexible work practices, is an immutable and necessary measure. The impact of mass retirements in the NTPS can be reduced to a manageable level if swift and appropriate actions are taken at policy, organisational, and individual levels.

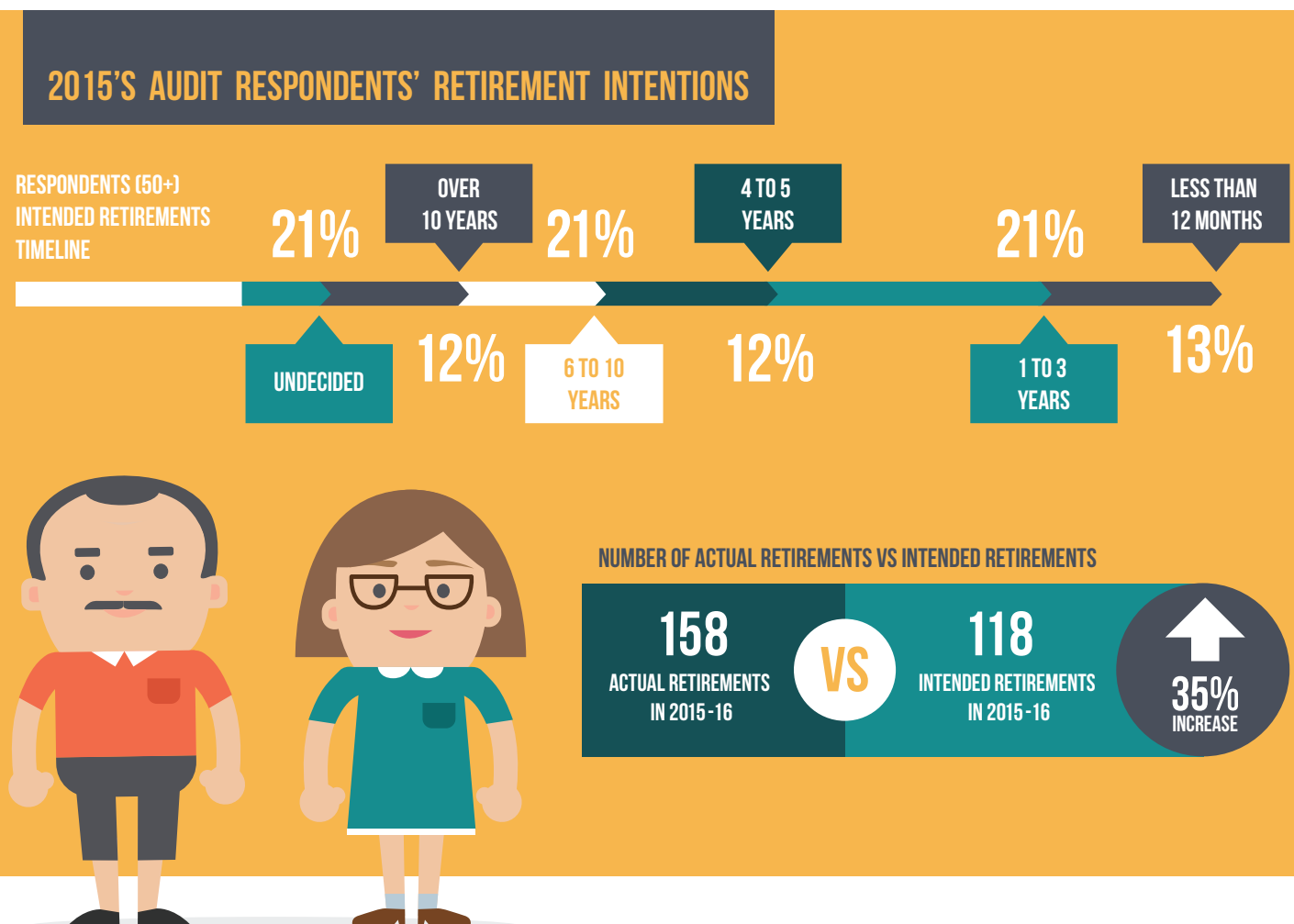
Intention to retire audit data indicated that 46% of respondents aged over 50 years expect to leave

the NTPS/retire over the next five year period, with 34% of this group expected to leave the service in the next three years, and the remaining 12% of this group expecting to leave the NTPS in four and five years.

The workforce audit indicated 118 participants intended to retire within the following 12 months, actual separations during this period were 35% higher than indicated, with 158 staff over 65 years of age resigning or retiring. A further 531 staff aged 55 to 64 years of age separated during the same period for undisclosed reasons.

The next five years, in particular, will see a number of employees retire from the NTPS, leaving critical capability gaps across all employment streams.

Figure 33: Results from the 2015 Retirement Intentions Audit



Succession Planning

Analysis of demand and capability requirements provides agencies with an evidence based understanding of the most appropriate strategies to manage shortages and surpluses in capability levels and to resource anticipated organisational directions appropriately. Ninety-three percent of agencies actively undertook succession planning, with the majority employing three or more measures.

Figure 34: Succession Planning Activities

Succession Planning Activity	2014-15	2015-16
Mentoring/coaching	87%	79%
Job sharing	42%	32%
Acting opportunities/ backfilling	94%	93%
Job shadowing	45%	32%
Graduate program	48%	57%
Other	13%	14%

Redeployment

Where a CEO is of the opinion that an ongoing employee is potentially surplus to the requirements of his or her agency, and the agency has made all reasonable attempts to find a suitable placement for the employee, the person may be referred to the CPE as a redeployee, in accordance with section 41 of PSEMA.

Potentially surplus means that the employee is in a class comprising a greater number of employees than is necessary for the efficient and economical working of the agency; the employee's services cannot be effectively used because of technological or other changes in the work methods of the agency; or changes in the nature, extent, or organisation of the functions of the agency.

At the end of the reporting period, 26 employees were registered on the OCPE Redeployment Sharepoint database. Eight redeployees were placed in suitable alternative positions and 28 employees accepted offers of voluntary retrenchment. This database enables redeployees to register their details and view NTPS vacancies before they are advertised on the NTG Employment Opportunities website. There was a decrease in redeployee numbers in 2015-16. In total, 62 employees were identified for redeployment, of these eight were placed in positions across the NTPS, 28 took voluntary retrenchment packages, and 26 redeployees remained registered on the database at the end of the financial year. There were no forced redundancies.

Staffing Profile of the NTPS

Staffing Statistics

Previous editions of this Staffing Profile of the NTPS have shown long term trends in a number of the metrics profiled in this report. Following the August 2012 election the then new government set about cutting expenditure to reduce the fiscal deficit. One part of that strategy was to address the rise in public sector staffing numbers over the then recent preceding years. While some of this rise had been funded by additional special purpose grants from the Commonwealth, the government decided that in order to keep the Budget under control this rise needed to be stemmed.

As part of this strategy a policy to control fixed period employment was implemented whereby expiring fixed period employment contracts were only to be renewed following scrutiny of the necessity of retaining the position; in other words renewal was not to be seen as a foregone conclusion. This policy was in force for a period of approximately one year. As a result, the normal drop off in numbers over the Christmas break at the end of 2012 was magnified, with FTE numbers dropping by over 700 in the two months to the end of January 2013. From that low the numbers slowly rose by over 500 to the end of June 2012, and it was

subsequently reported that this rapid change had caused a blip in some of the time series profiles.

From the June quarters 2013 to 2014 FTE numbers rose by 270 and as at June 2014 were back at a similar level to June 2012. While the subsequent 12 months saw a further increase of 154 FTE, it appeared clear that the former rapidly rising trend in staffing had been attenuated over the three year period. However over the last 12 months there has been a decrease in the focus on limiting staffing increases, with the result that there was an increase in FTE of 477 over the year.

Overview

References to the NTPS in this report include the agencies listed in Figure 38 on page 62. The list includes a substantial number of people employed under Acts other than PSEMA, including uniformed police, employees of the AAPA and ministerial staff.

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

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

Staffing analyses from the early 1980s until 1992-93, relied largely on data contained in a previous personnel database. The accuracy

and scope of the analyses were limited, as some agencies maintained detailed personnel records in facilities other than the default database. From mid 1993 the PIPS system came into mandated use, and so most time-series comparisons described below start at that point in time.

Comparisons made using data after June 1994 are more accurate than those using earlier data. However, small changes in some variables may be due to changes in definitions or developments in processing protocols.

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

Equity and Diversity

Information on the representation of EEO groups in the NTPS is stored in PIPS. NTPS employees voluntarily identify their own EEO status, usually when they start employment. The data tends to under-represent the actual number of employees who are Indigenous, people with disability and people from culturally diverse backgrounds.

There are a number of reasons why people may choose to not disclose their EEO status, including fear of stigma or discrimination, or feeling that their disability does not affect their ability to perform their job. However, the introduction of agency censuses and improvements in data collection and processing have been responsible for at least some of the increases in the percentage values over the past ten years. Also, for the purposes of obtaining the most accurate representation practicable, the historical Indigenous data series includes all those employed in generic Indigenous classifications, such as Aboriginal Health Workers and Aboriginal Community Police.

Please note that the people from culturally diverse background figures from 2007 onward

have been revised since earlier State of the Service reports, as it was discovered that the standard personnel system report had not been revised to pick up changes made to the non-English speaking background questions in 2006 to bring them into line with Australian Bureau of Statistics standards and was understating the true figures. The current figures in Figure 35 now follow a consistent definition after 2006.

At June 2016, NTPS the proportion of employees identified as being:

- > Indigenous was 10.0%
- > a person with disability was 1.0% and
- > a person from culturally diverse background was 9.8%.

The following table highlights the annual changes to the percentages of employees identified as being in the four highlighted EEO groups from 2006. Accurate data dates from 2002 with the introduction of the IECDS in the NTPS, and it was then that the regular and consistent collection of Indigenous employee statistics began.

Figure 35: Representation of Equal Opportunity Groups in the NTPS

Category	June 2006	June 2007	June 2008	June 2009	June 2010	June 2011	June 2012	June 2013	June 2014	June 2015	June 2016	Ten-year change
Indigenous Australians	6.9%	7.3%	7.7%	8.1%	8.1%	8.1%	8.4%	8.4%	8.7%	9.1%	10.0%	3.1% pts.
People with disability	2.1%	1.9%	2.0%	1.8%	1.5%	1.4%	1.2%	1.2%	1.1%	1.0%	1.0%	-1.1% pts.
People from culturally diverse background*	4.9%	5.8%	6.2%	5.9%	5.5%	5.1%	5.7%	7.1%	8.4%	9.1%	9.8%	4.9% pts.
Women in senior management (SAO2 to ECO6)	32%	34%	37%	40%	40%	43%	44%	44%	44%	46%	49%	17% pts.

* Revised – Cultural diversity questions changed in 2006-07 to parallel national standards – defined as people of a non-English speaking background with neither parent's first language being English.

Of note in the above table is that over the last ten years Indigenous employees have increased their participation by 3.1 percentage points and women in senior management by 17 percentage points. More particularly relevant is that since the

introduction of the IECDS in 2002 the Indigenous indice has increased from 4.6 percent to 10.0 percent, an increase of 5.4 percentage points, i.e. has more than doubled.

Staffing Levels

Figures 36 and 37 show movements in total staffing in the NTPS compared to changes in the NT population and employment numbers from 1983 (about the time the NTPS consolidated following self-government) to 2016. There has been an overall increase in public sector employment from around 14 200 to 20 596 persons over this period. While data from the 1980s and early 1990s was compiled from two different databases to PIPS, the basic definitions and assumptions are similar enough to make valid any broad comparisons made in this report.

Since the early 1990s, an FTE figure based on payroll has been used to track numbers of employees, and this provides more robust data than was used previously. Nevertheless, the overall time series from the late 1980s to the

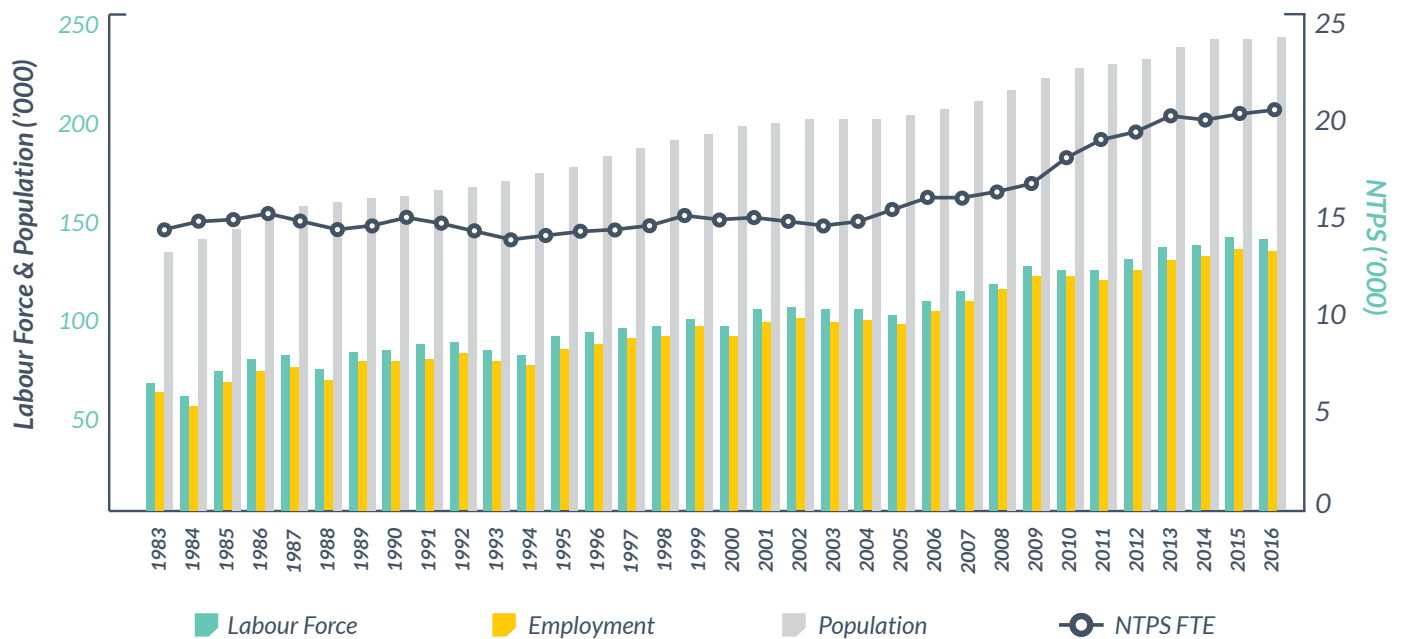
1990s is quite smooth, as can be seen clearly from Figure 37, which indicates that the effects of the changeover at that time were marginal.

Aggregation of the data shows that from 1983 to 2016, the NT population grew by 84% while the labour force grew by 111%. The NTPS is currently 45% larger than it was in 1983. Further analysis shows that in 2002 the NTPS was 1.1% larger than in 1983, but increased by a further 14.8% from 2002 to 2008, and by an additional 12.8% in the two subsequent years to June 2010. This latter rapid growth can be attributed largely to increased NTPS staffing as a result of the Federal Government Intervention and to the Territory Government's Closing the Gap on Indigenous Disadvantage Strategy. Following the introduction by government of agency specific staffing caps

from March 2010, the increase from the June quarter 2010 to the June quarter 2011 was limited to 2.1%, but the subsequent year saw a further increase of 4.6%, representing 880 full time equivalent employees. This latter increase was comprised largely of expanded front line services to support the various Closing the Gap/Stronger Futures initiatives, as well as progressing the previous NT Government's Territory 2030 Strategy.

Following the measures introduced in 2012-13 by the then new government to stem the growth in staffing, over the subsequent three financial years to June 2015 there was a change in FTE numbers of -1.2%, +1.4% and +1.0% respectively. During the year to June 2016, following a relaxation of the focus on staffing numbers, there has been a further increase of +2.1%.

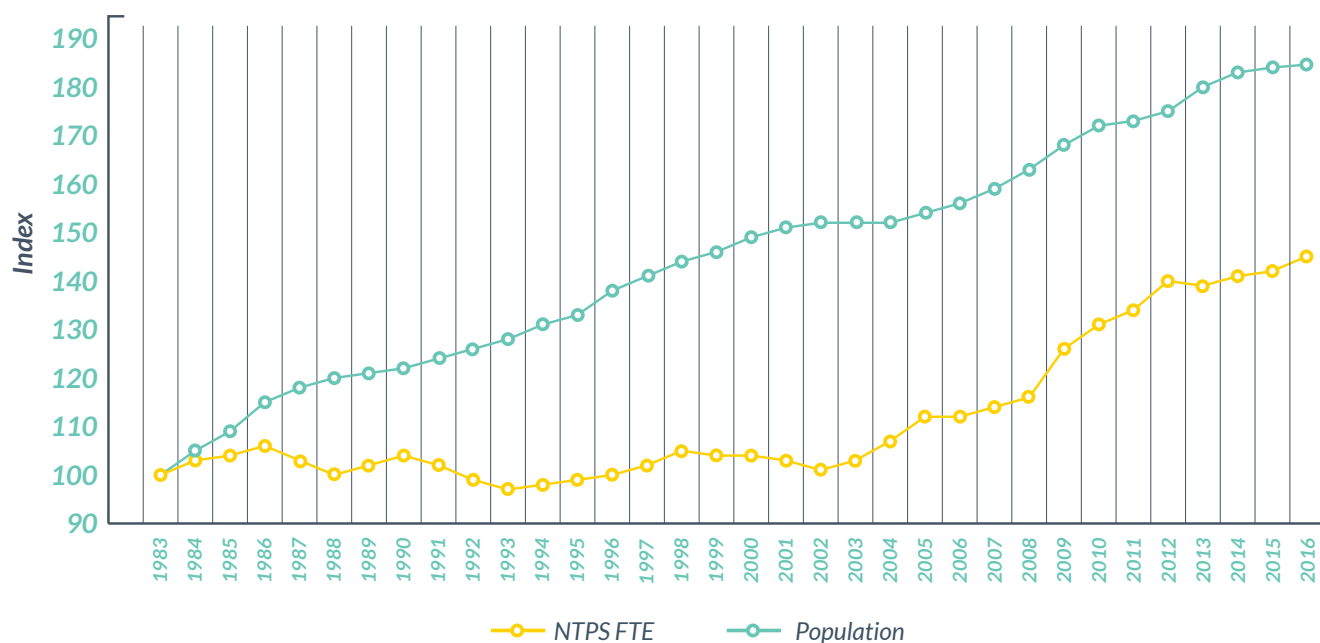
Figure 36: Growth in the NTPS, Labour Force and Population June 1983-2016



The change in the size of the public sector since 1983 is compared directly to population growth in Figure 37. The graph shows that the population of the Territory has grown steadily during this period while NTPS staffing has varied substantially, first peaking in 1986 at around 15 000. The decrease that followed was precipitated by significant cuts in federal funding to the NT following a review of state and territory financing. Staffing numbers then steadily increased until the NT Government's Estimates Review Committee decisions in

1991 began a further three-year decline of close to 1000 public servants, followed by another period of growth that peaked in the year 2000. In 2001-02 there was a drop of nearly 290 people after significant budget cuts to agencies, the outsourcing of information technology (involving about 120 people) and a major restructuring of the sector following a change of government. This restructure reduced the number of individual agencies from 35 to 19, which created some uncertainty about staffing budgets and required staffing levels.

Figure 37: Movements in NT Population and NTPS Staff 1983-2016



Base of each index 1983 = 100

This process of significant change appeared to have consolidated when staff numbers increased by 235 over the 12 months to June 2003.

Following a number of government commitments on increasing staff resources (mainly affecting police, education and health), the numbers increased in 2003-04 by 565 and from 2004-05 by a further 651. During this period there were also significant increases in several agencies other than those targeted.

From the time of a further minor restructuring of Administrative Arrangements from June 2005, which increased the number of agencies from 19 to 21, the subsequent overall staffing level remained relatively constant for the ensuing 18 months or so. From June 2007 to June 2008 there was an increase of 378, and from June 2008 to June 2009 a further increase of 1342. The 2009-10 increase of 830 was followed by a considerably reduced addition of 396 during 2010-11, following the introduction of the staffing cap mentioned previously. The major part of the 2007 to 2009 increases appeared to be associated with the additional Australian Government funding and resulting staffing required for the Intervention in Indigenous communities, particularly in the areas of health, education and housing. From 2009-11 the expansion was further extended to other agencies and included reforms involving infrastructure and local government. Also there was a refocusing of the health system in 2011, with the splitting of Department of Health & Families into DoH and DCF.

While the staffing cap remained in place during 2011-12, there were significant staffing increases in all the major front line agencies, particularly

Health, Education & Training, Children & Families and Justice. During the March quarter the caps for a number of agencies were raised to bring them more into line with their actual staffing levels, but the June quarter then saw a further surge in numbers so that the average for the June quarter 2012 was 880 higher than for the June quarter 2011.

Following the change of government in August 2012 there was a larger than normal drop of over 700 in staffing numbers over the Christmas period, but staffing slowly built up again over the remainder of the financial year so that the net decrease over the year from June quarter 2012 to June quarter 2013 was a relatively modest -238. From June 2013 to June 2014 this decrease was countered by an increase of 270, owed principally to further growth in the Health portfolio. In the further 12 months to June 2015 there was a further increase of 154, again spearheaded by growth in Health numbers. The process has been repeated this year with the net increase of 477 led by an increase of 263 in Health.

The breakdown of changes over the last three years are illustrated clearly in Figure 38, which shows full-time equivalent staffing numbers for each agency averaged over the June quarter for 2016 and for the previous three years. Also shown are the changes for each agency between years. This quarterly reporting protocol is in line with the tables published on the OCPE internet site. The reason for this protocol is that comparison of quarterly data 12 months apart removes seasonal effects on staffing numbers and is more sensitive than annual averages to relatively rapid changes in overall staffing levels

Figure 38: Changes to Average Public Sector Staff Employed by Agency: June Quarter 2013 to June Quarter 2016

AGENCY*	Average June quarter 2013	Average June quarter 2014	Change over 12 months	Average June quarter 2015	Change over 12 months	Average June quarter 2016	Change over 12 months
Aboriginal Areas Protection Authority	31	26	- 5	30	4	30	-
Arts & Museums	147	136	- 11	126	- 10	120	- 6
Attorney – General & Justice	430	451	21	477	26	498	21
Auditor General	5	5	-	5	-	5	-
Business	307	305	- 2	345	40	360	15
Chief Minister	209	283	74	313	30	322	9
Children & Families	606	647	41	612	- 35	629	17
Commissioner for Public Employment	27	26	- 1	31	5	31	-
Community Services		166	166	ceased	- 166		-
Corporate & Information Services	602	621	19	601	- 20	604	3
Correctional Services	909	954	45	985	31	988	3
Darwin Port Corporation	99	98	- 1	94	- 4	ceased	- 94
Education	4 442	4 257	- 185	4 107	- 150	4 144	37
Health	5 820	6 083	263	6 305	222	6 568	263
Housing	419	396	- 23	378	- 18	374	- 4
Infrastructure	377	344	- 33	338	- 6	343	5
Jacana Energy			new	20	20	57	37
Land Development Corp	9	12	3	19	7	18	- 1
Land Resource Management	250	251	1	261	10	277	16
Lands, Planning & Environment	284	279	- 5	290	11	282	- 8
Legislative Assembly	94	102	8	97	- 5	96	- 1
Local Government & Community Services			new	214	214	241	27
Local Government & Regions	45	44	- 1	ceased	- 44		
Mines & Energy	125	148	23	162	14	160	- 2
NT Electoral Commission	13	13	..	14	1	19	5
Ombudsman	13	12	- 1	12	..	13	1
Parks & Wildlife Commission	270	273	3	285	12	287	2
Police, Fire & Emergency Services	2 043	2 093	50	2 034	- 59	2 108	74
Power & Water Corporation	1 059	1 057	- 2	1 129	72	955	- 174
Primary Industry & Fisheries	288	308	20	322	14	344	22
Regional Development & Indigenous Advancement	178	ceased	- 178				
Sport & Recreation	47	55	8	51	- 4	56	5
Territory Generation					new	203	203
Tourism NT	107	75	- 32	79	4	82	3
Transport	269	282	13	232	- 50	229	- 3
Treasury & Finance	171	163	- 8	151	- 12	153	2
TOTAL	19 695	19 965	270	20 119	154	20 596	477

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

* Agencies marked 'ceased' and 'new' are a result of changes in Administrative Arrangements.

Earlier data not included in the table shows that in 1994 the percentage of ongoing employees was 81.5%, which gives an overall drop of 12.0 percentage points since that time.

[illegible]

Part-time Staffing

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

At 2 314, the number of part-time NTPS employees this year is 142 higher than it was at the same time last year. Last year the number dropped slightly, which was noted as extremely unusual, but this year's increase suggests that last year's figure was just a 'blip' in the series. The current figure is over three and a half times the number that were working in a formal part-time capacity in 1994.

The largest employment category in permanent part-time work is nursing, which currently

holds nearly one third of these positions, with the administrative stream containing a further 25%. However, there has, over time, been large increases in the number of part-time employees across most streams, with the overall part-time rate increasing from 4.5% in 1994 to 10.8% currently.

In terms of the proportion of workers within the streams who are part-time, the highest is assistant teachers where 41% work part-time, followed by the nursing stream at 29% and medical officers at 21%. At the other end of the spectrum are fire and correctional officers, of which there are currently none working permanently part-time.

The increase in the proportion of workers in part-time employment since 2006 is shown in Figure 40.

Figure 40: Part-time in the NTPS 2006-2016

STATUS	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Change 2006 to 2016
Part-time staff	8.9%	8.8%	8.9%	9.3%	9.0%	9.2%	9.6%	9.8%	10.7%	10.3%	10.8%	1.9% pts.

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

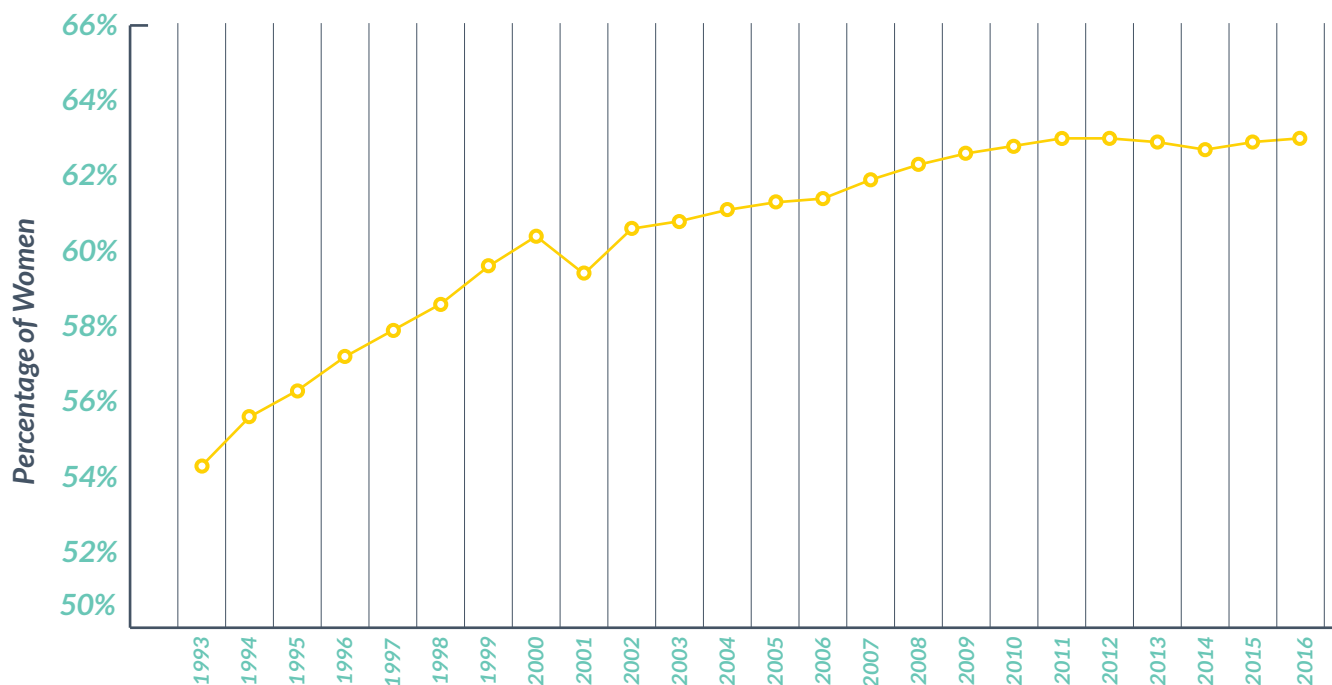
Staffing by Gender

The proportion of women in the public sector as at June 1994 was 55.6%. Since then the figure has risen slowly but steadily to reach 63.0% in both 2011 and 2012. Over 2013 and 2014 it dropped slightly to 62.7%, but last year rose again to 62.9% and this year increased to an all-time high of 63.2%. Over this period, this equates to an average annual increase in the proportion of women of 0.41 percentage points. Last year there was conjecture that the plateau in the rising proportion of female staff may have had something to do with reflecting the national

ABS labour force trend series which has shown recently some flattening in the formerly rising female labour force participation rate.

In light of current data, however, it seems more likely that the dip in the proportion of females in the NTPS was more likely a by-product of the brake put on staffing numbers after the 2012 change of government; with the considerable net increase in staffing numbers this year came a concurrent increase in the percentage of female staff. Nevertheless this latter explanation still remains somewhat speculative.

Figure 41: Proportion of Women in the NTPS 1993-2016



Following on from the previous section on part-time work, it is of interest to note the distribution of part-time staff by age and gender. Figure 42 illustrates that permanent part-time work arrangements are far more common for women than men (79% of part-timers are women) and far more prevalent in the middle years, especially for women.

Figure 43 further breaks this down by showing the proportion of total men and women in each age group who are engaged in part-time work arrangements. Note that this graph treats each

individual age group separately and, regardless of how many are in the age group, charts the proportion in that group who are part-time. This shows that such arrangements are most common among the youngest and oldest groups, with an additional upward trend during the child-rearing years. The latter is far more noticeable for women than for men. Also obvious is that men are proportionately far less likely to be engaged in part-time work for all age groups.

Figure 42: Part-time Employees by Age and Gender: June 2016

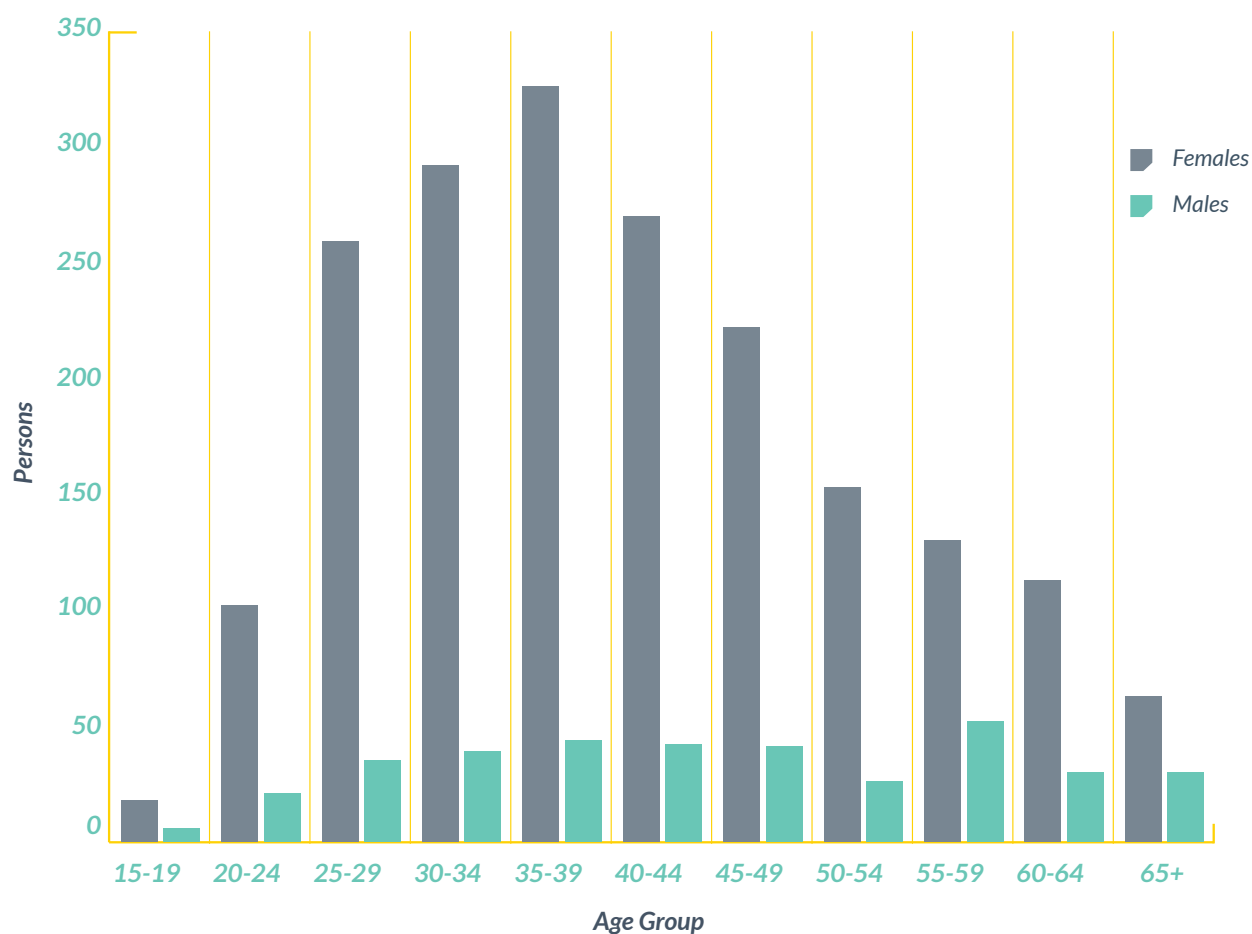


Figure 43: Proportion of Part-time Employees in Age Groups by Gender: June 2016



The proportions of women to men in each agency are shown in Figure 44. This division can be misleading for very small agencies because minor staff changes can vary the proportions considerably. However, the graph shows quite clearly that there are some large agencies where

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

Figure 44: Proportions of Women and Men by Agency (All Employees) 2016

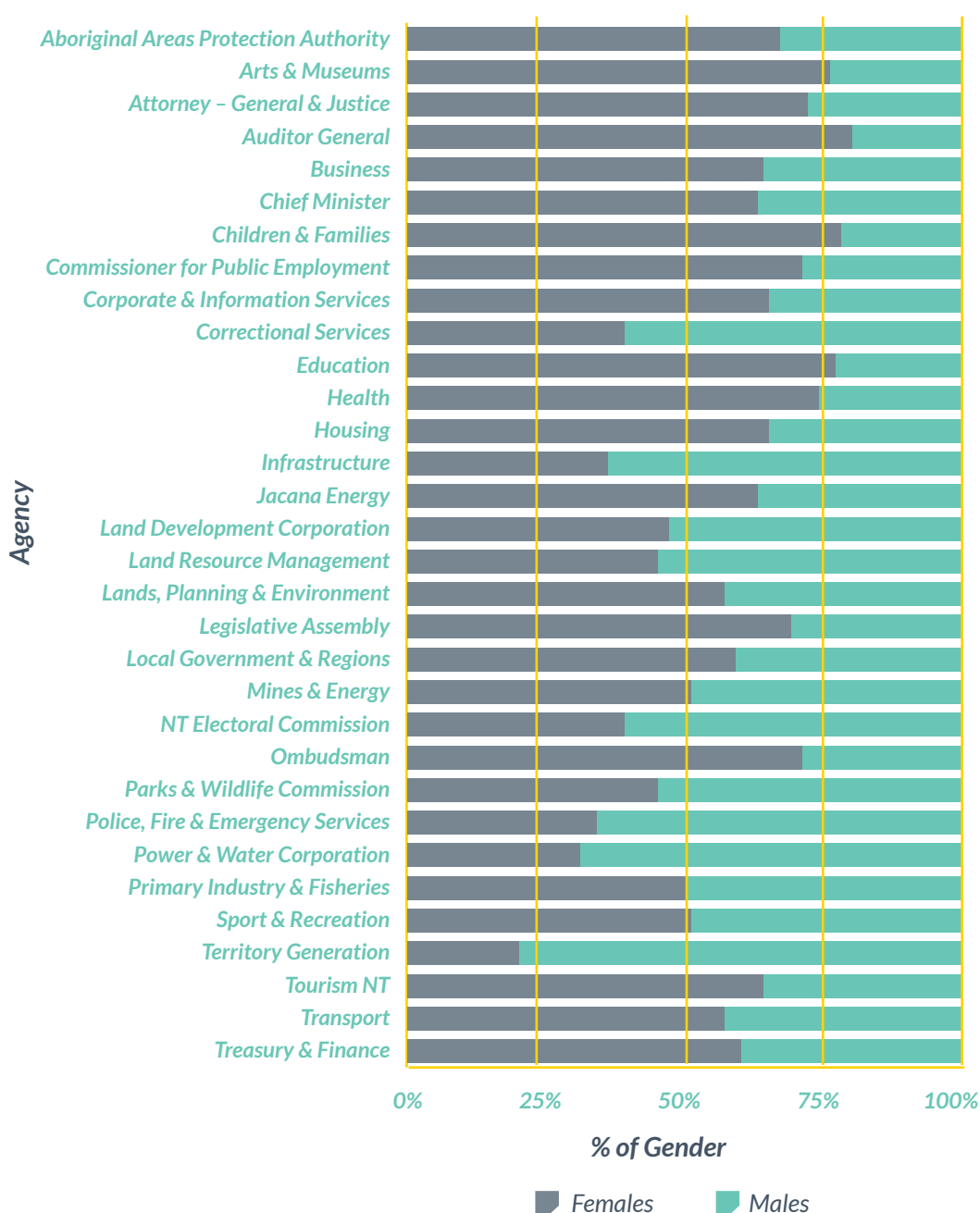


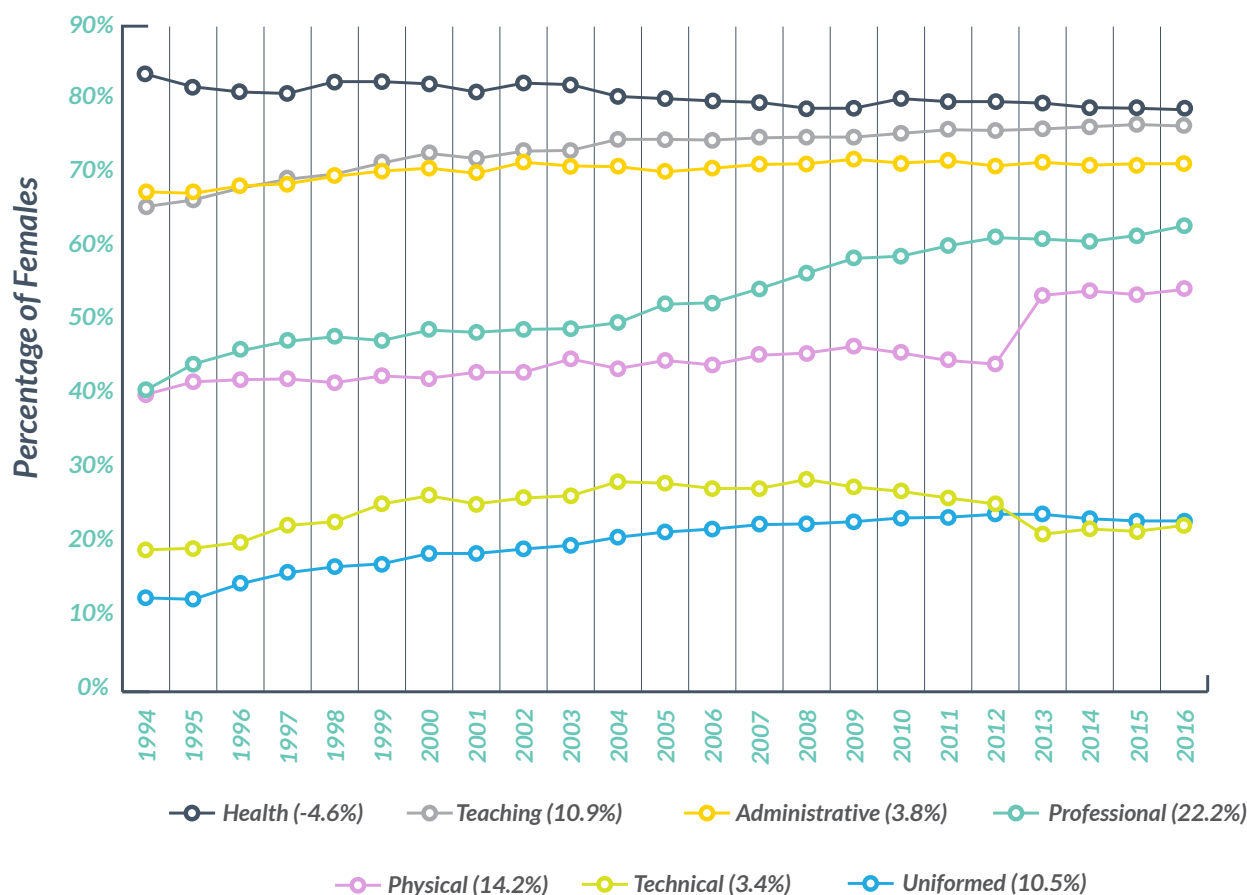
Figure 45 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2016. The seven major streams are derived from the historical industrial relations framework and are retained for the purpose of making consistent time series comparisons. In the NTPS these streams consist, in alphabetical order, of Administration (clerical and managerial staff), Health (doctors, nurses and Aboriginal health workers), Physical (work predominantly of a physical nature), Professional (requiring a specific professional qualification), Teaching (all educators), Technical (requiring a specific technical qualification) and Uniformed (police, prison officers and fire fighters). Since 1994 the proportion of women has gone up in every stream except health. The greatest rise has been in the professional stream (up 22.2%) followed by physicals (up 14.2%), educators (up 10.9%) and the uniformed stream (10.5%).

Some of this change can be viewed positively from an EEO perspective. For example, the very high over-representation of women in the health professions (doctors, nurses and Aboriginal health workers) has shown some decline (with the proportion of males increasing by 4.9 percentage points) and, conversely, the proportion of females has increased markedly in the uniformed (with the increase confined to prison officers and police, not fire officers), technical and professional streams,

with women professionals rising by a remarkable 22.2 percentage points. In the education sector, the proportion of female teachers further increased by 10.9 percentage points. More than three out of four educators in NT public education are women and, given the trend over the last 20 years, there appears to be little chance of this reducing in the short to medium term.

Figure 45 also reveals a spike in the proportion of female physicals over the past four years, and a corresponding decrease in the proportion of technicals. This has been due principally to the transfer of a considerable number of male PWC former trade employees into new classifications with technical specialist labels, consequently moving from the physical into the technical stream. These two streams are becoming rather blurred in contemporary times because of the much higher rates of pay the labour market now awards to some trade based occupations. It should be noted that the physical and technical series have been revised back to 2013 since last year's report, with the former PWC Service Workers being transferred from the physical to the technical category. Following publication of the 2012 report they were re-branded as Trade Technical, but this had not been picked up in the lookup table which converts classifications into streams.

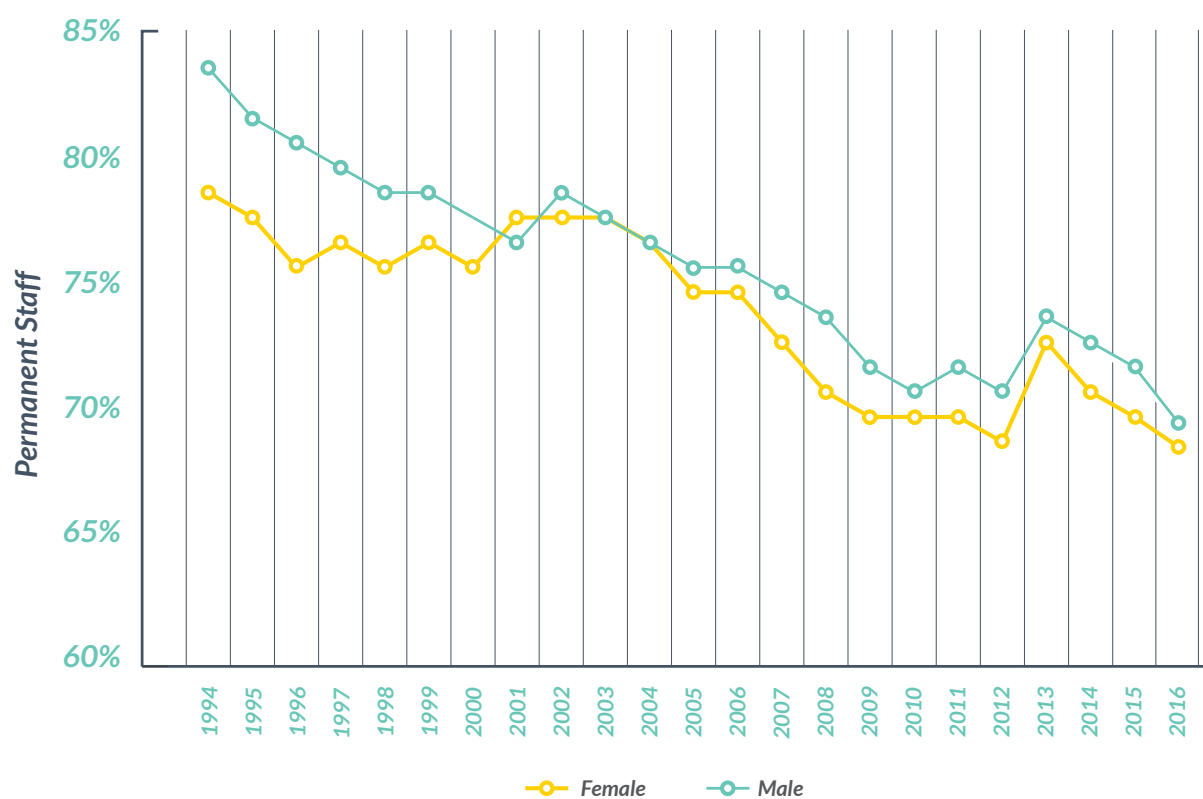
Figure 45: Percentage of Women by Employment Stream June 1994 to June 2016 with Overall Percentage Change Since 1994



Status by Gender

Figure 46 graphs the proportion of ongoing staff by gender from 1994 to 2016. This reveals that the drop in the proportion of ongoing staff over the 10 years to 2012 was not split evenly between men and women. While the earlier initial drop was at a similar rate, the proportion for females levelled out from 1996 while that for men continued to decrease until they converged in 2001. They remained at a similar level for five years, with the overall drop in the proportion of ongoing staff from 2003 being similar for both genders. From 2006 there was a slightly greater drop for women than for men with women close to three percentage points lower than for men in 2008.

Three years ago, following the change of government, there was a sharp increase in the proportion of ongoing employees for both genders, largely as a result of the policy discouraging the renewal of fixed term contracts unless justified, and a policy of making front line employees ongoing where appropriate. Subsequently, with the relaxation of that policy, the overall proportion of ongoing staff has again decreased with the proportions now comparable to the levels in 2012. The relativity between men and women since 2008 has remained broadly similar.

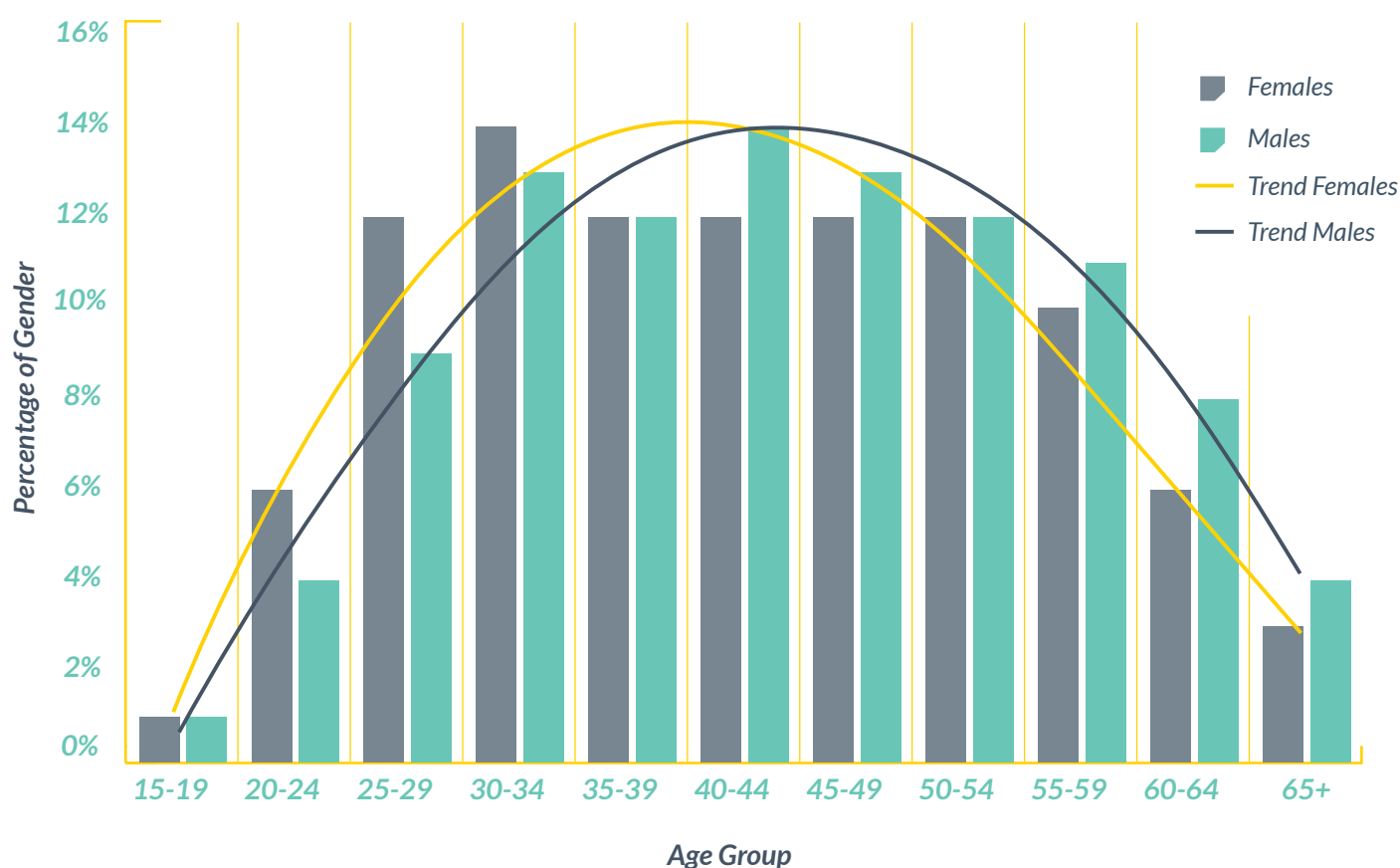
Figure 46: Proportion of Ongoing Staff by Gender NTPS 1994-2016

Age by Gender

Figure 47 illustrates the division of staffing by age and gender at June 2016. As in previous years, while women remain in the majority in the NTPS,

they also remain over-represented in the lower age groups.

Figure 47: Distribution of Men and Women in the NTPS by Age Group (All Employees) 2016



Comparisons with data from the mid-nineties suggest that there is now a somewhat flatter age distribution for women and men. In other words, there appears to be a more even distribution of employees across the age categories.

Figures 48 and 49 compare the percentage distributions of women and men both currently and in 1994. It is clear from these illustrations that the distribution has changed. The proportion for both genders decreases at the lower age categories and increases at the higher. Of particular note is that females are staying in,

or returning to, the workforce at a later age to a greater extent than the men. This is in line with ABS labour force participation rate data, whereby in this instance between June 1994 and June 2016 the trend participation rate in the NT for women increased by 10.9 percentage points, whereas for men only increased by 3.1. While the reasons for this are not clear, it is reasonable to suggest that the overall increases in participation rates may be associated with economic pressures such as the approximate trebling of property prices that has occurred locally over the last 15 years.

Figure 48: Distribution of Women in the NTPS by Age Group June 1994 and June 2016

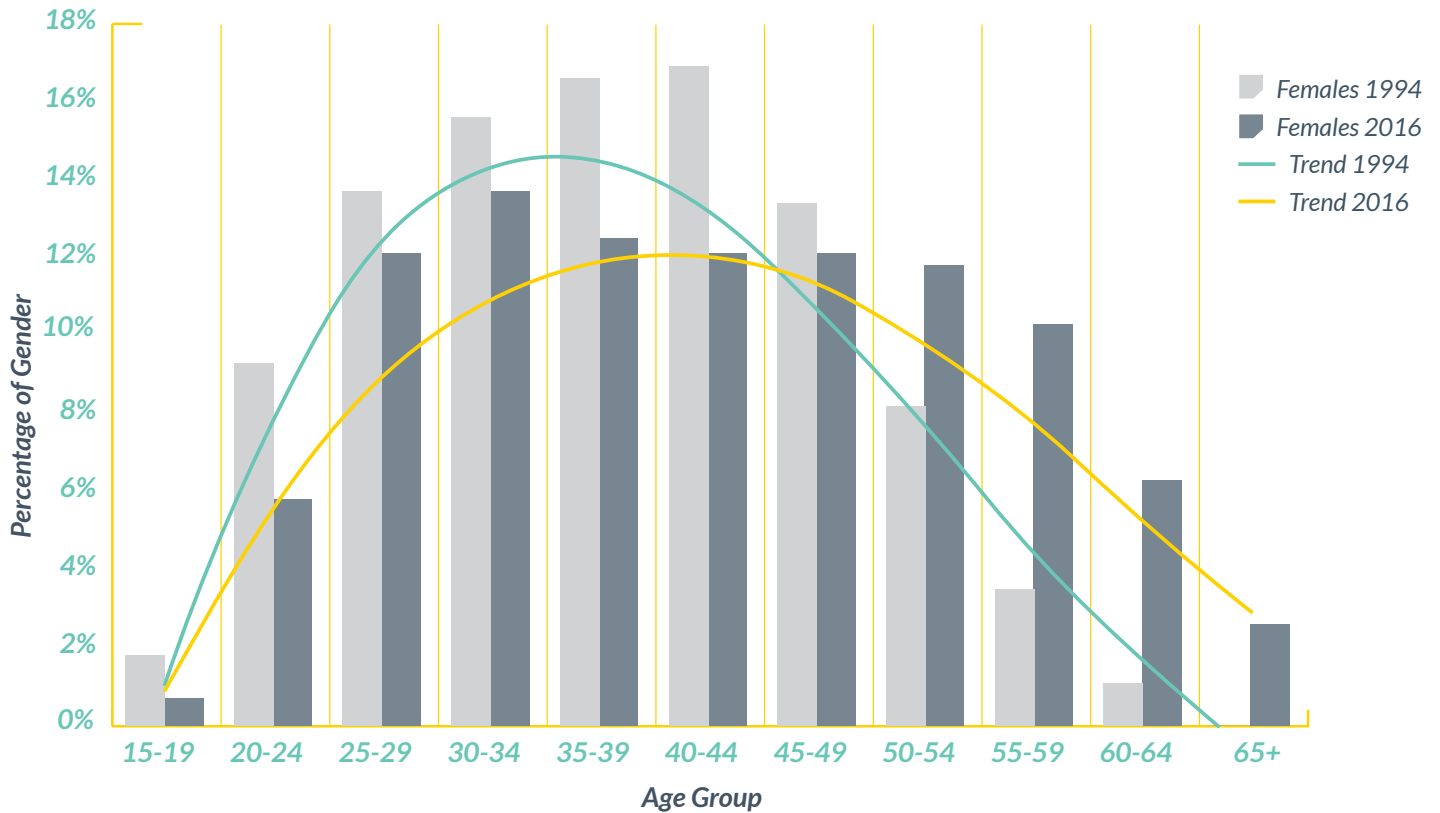
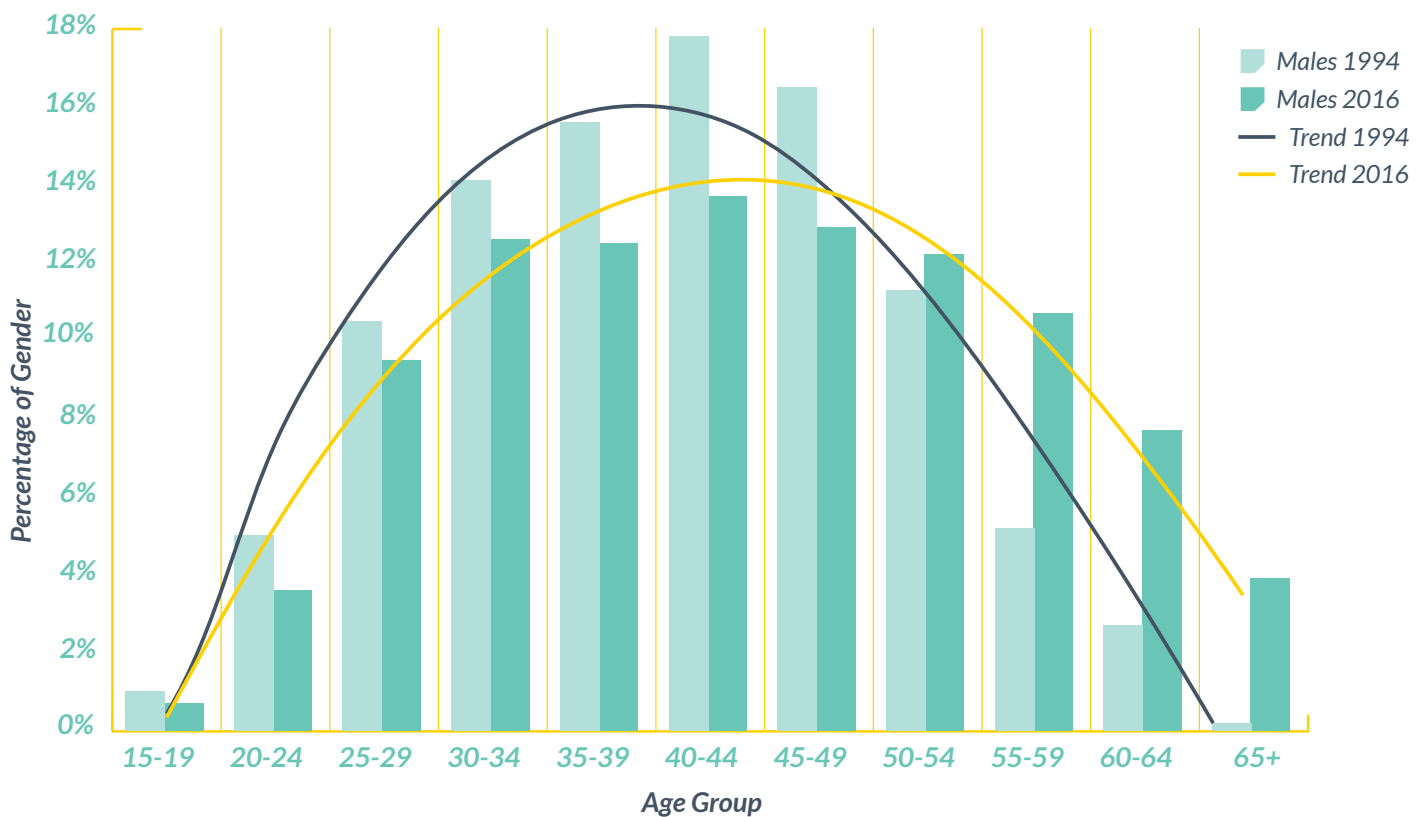


Figure 49: Distribution of Men in the NTPS by Age Group June 1994 and June 2016

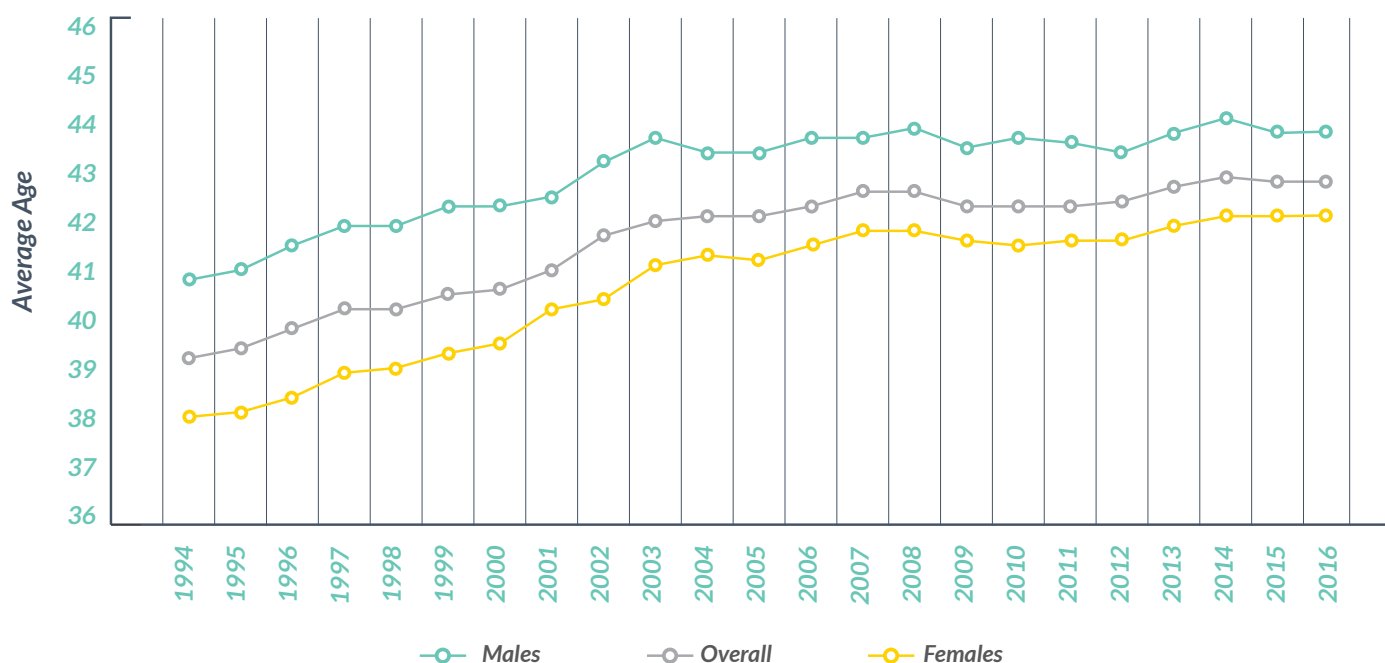


The average age of NTPS personnel from June 1994 to June 2016 is shown in Figure 50. Currently at 43.0 years, the overall average has risen by 3.6 years during this time. Most of this increase occurred up to around 2003, with the level of increase subsequently being minimal despite the relaxation and then repeal of compulsory retirement during 2002-03. 2009 was the first year in which there had been an actual drop in average age since the series began, and the overall average remained at that same level for three years. When the series initially dropped from 2008 to 2009 we observed that this was probably related to the rapid expansion of the sector over the year, with younger people being more likely to be transient and therefore more readily available for employment. Nevertheless it was thought likely that this was a 'blip' in the series and that the long term upward movement in average age would

continue. The subsequent three years saw varying levels of increase which would appear to indicate that overall long term upward trend had resumed. Nevertheless there was a slight drop of 0.1 in the average in the year to June 2015 and the level this year is the same as last year.

Data from the Australian Bureau of Statistics indicates that in the two decades prior to 2014 the median age of the Australian population grew by 4 years. The median age of Northern Territorians, currently 32 years (June 2015), is 5 years lower than the national average of 37 years. Nevertheless, the Territory figure increased at a greater rate than the Australian average over the same period (+4.4 years for the NT vs. +4.0 years for Australia). It is therefore reasonable to suggest that the cause of the slowly ageing NTPS can be at least partially attributed to the changing demographics of the broader population.

Figure 50: Average Age by Gender NTPS Staff 1994-2016

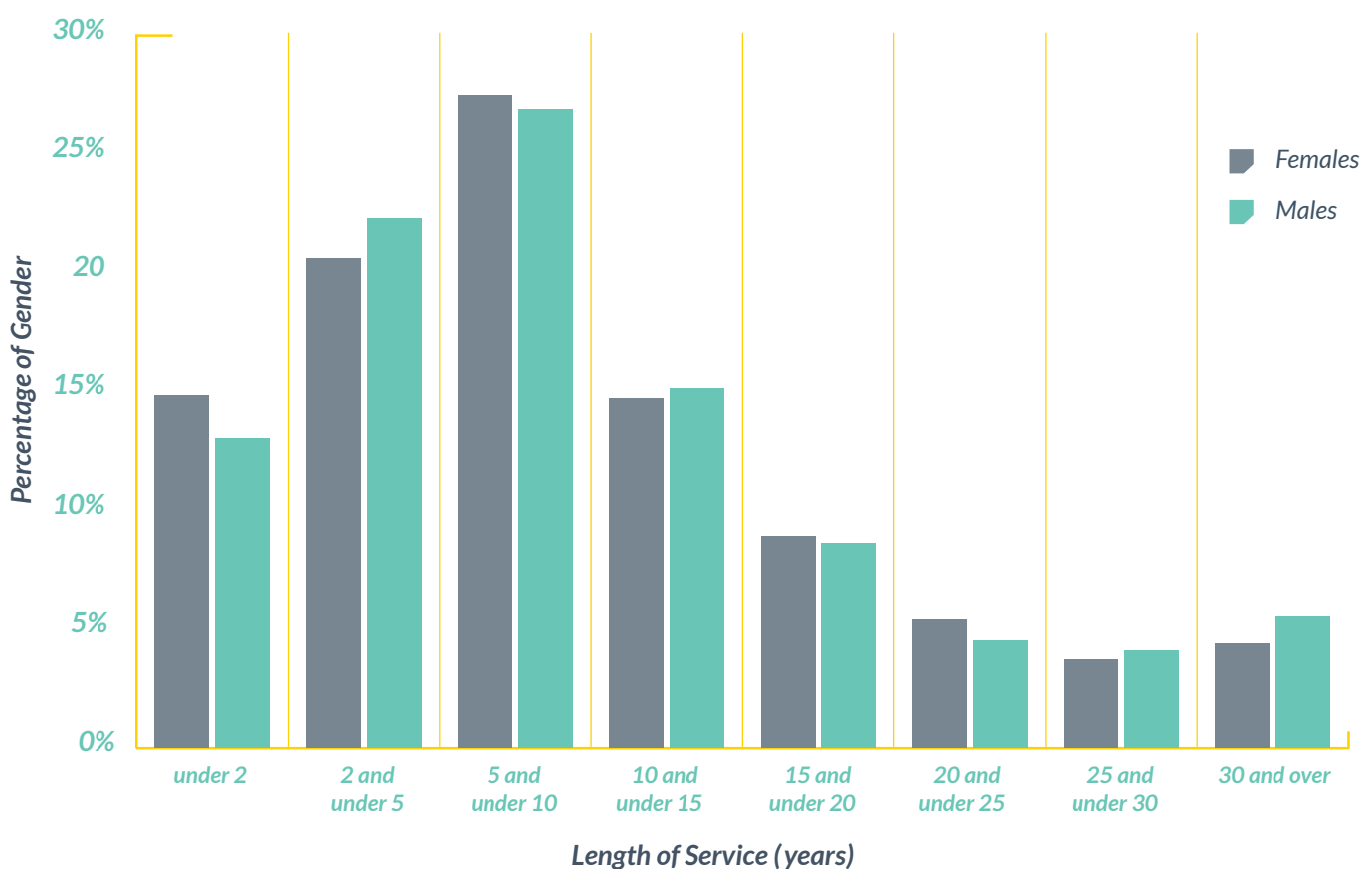


Length of Service by Gender (Ongoing Employees)

Figure 51 compares the length of service profiles of men and women for ongoing employees only. Given that women are more likely to take career breaks for child rearing, it might be expected that the length of service profile for women would be more heavily skewed towards the lower end of the

chart than that for men. Somewhat surprisingly, while the distributions are a little different, the median lengths of service for women and men in ongoing employment this year are both 7.4 years (and both up from 7.1 last year).

Figure 51: Length of Service by Gender NTPS Staff – 2016 – Ongoing Employees



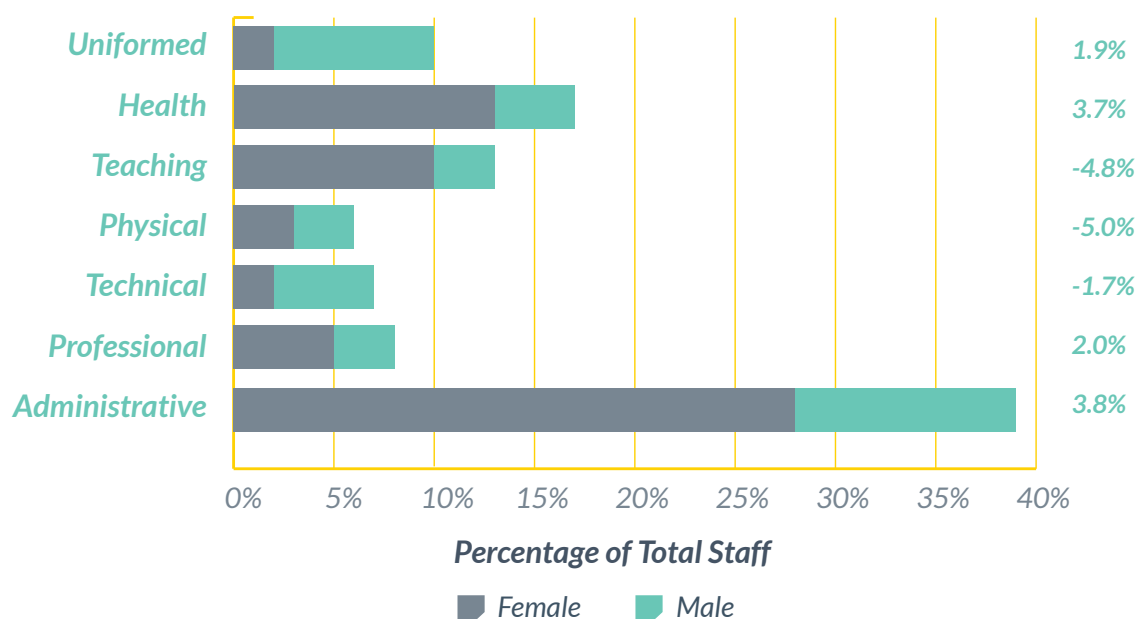
The overall median length of service for all employees is currently 4.7 years, up from 4.5 last year which was down from 4.6 years in 2014. This current overall average is comprised of 4.5 years for women and 4.9 years for men.

Stream by Gender

While the gender balance within streams has varied, there has been less significant change in the balance between streams over time. The largest employment category in the NTPS remains the administrative stream, which accounts for 39.4% of the sector. Women remain overwhelmingly concentrated in administration, teaching and health. Figure 52 shows that the greatest changes since 1994 have been increases in the proportions of health, administrative, professional and uniformed staff, and a drop in the proportions of physical, teaching and technical staff. Noted in previous year's reports was the

drop in the proportion of the administrative stream from 39.3% of the sector in 2012 to 37.8% in 2013 with a slight rise to 38.0% in 2014. This was attributed to be a reflection of the emphasis the then new in 2012 government had placed on concentrating resources on front-line staff. Last year the proportion was back to 39.1% and this year saw a further rise to 39.4%. This could be partly due to a decrease in the perceived focus on front line staff recruitment, as suggested last year, but also could be a by-product of the overall easing of restrictions on general recruitment.

Figure 52: Distribution of Men and Women in the NTPS by Employment Category June 2016 (Change in Total Stream Proportion Since 1994)



Salary by Gender

Over the last two decades there has been a substantial increase in the participation rate of women in the traditionally male-dominated professional, technical and uniformed streams. There has also been a concurrent marked increase in the numbers of women in middle and senior management. In June 1994 the proportion of women in executive officer classifications was 15%, whereas the current figure is 49%. More striking is that over the same period the proportion of women in the AO6 to SAO1 (formerly AO8) middle management group has increased from 37% to 67%.

This illustrates that although there remain a large number of women at the lower salary levels, there

is a positive trend with an ever increasing number of women at senior levels. Figure 53 illustrates the significant difference in the profiles of male and female earnings in 2016. Executive contract officers are not included in this graph, and are reported on separately in a later section (page 78). The most notable feature of this graph is at the lower end of the spectrum where the large predominance of women in the \$40 000 to \$50 000 bracket consists of 67% administrative staff. Conversely the predominance of men in the \$80 000 to under \$90 000 and \$90 000 to under \$100 000 brackets is due largely to the predominance of men in the senior technical and uniformed streams.

Figure 53: Distribution of Men and Women in the NTPS by Salary Level – June 2016

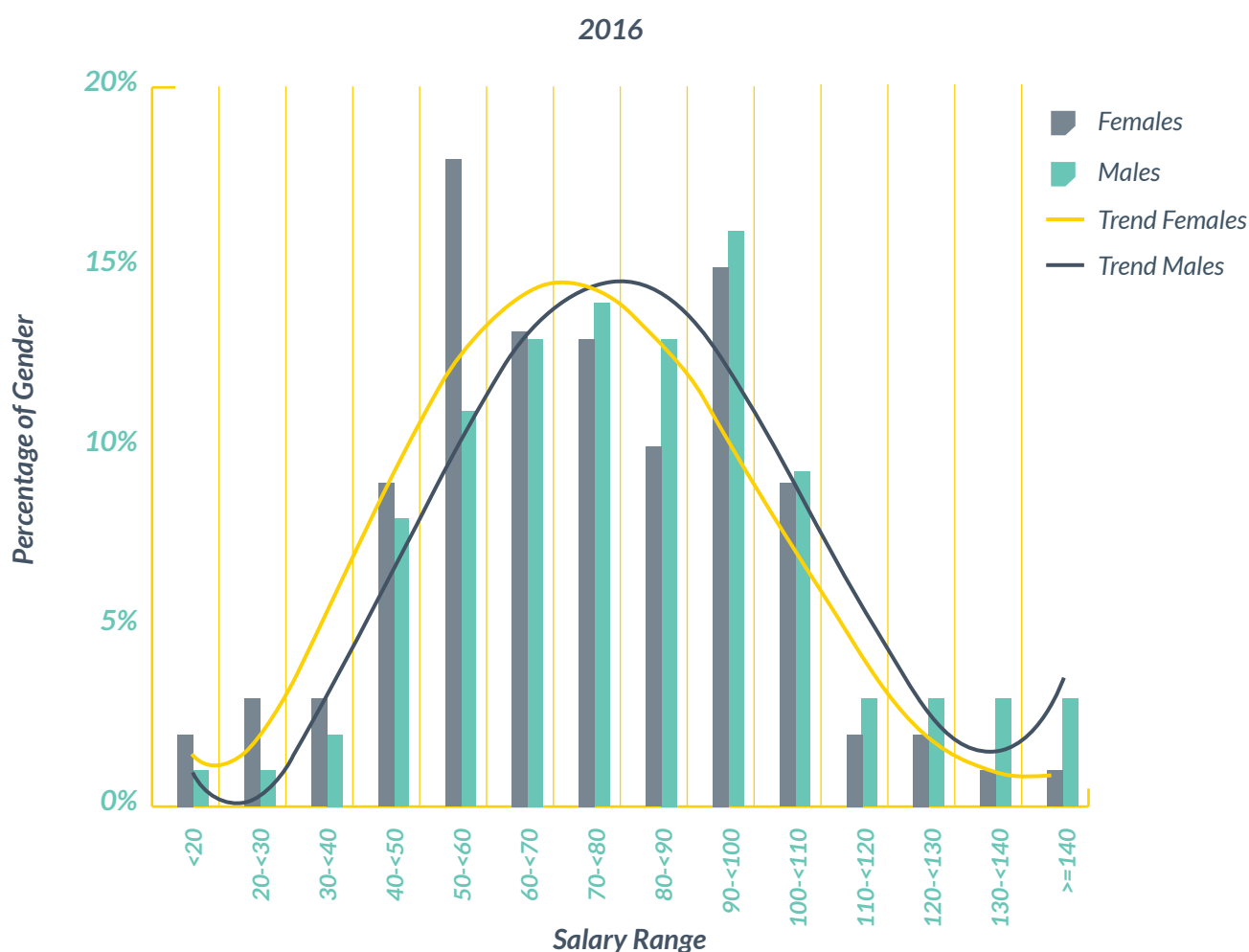
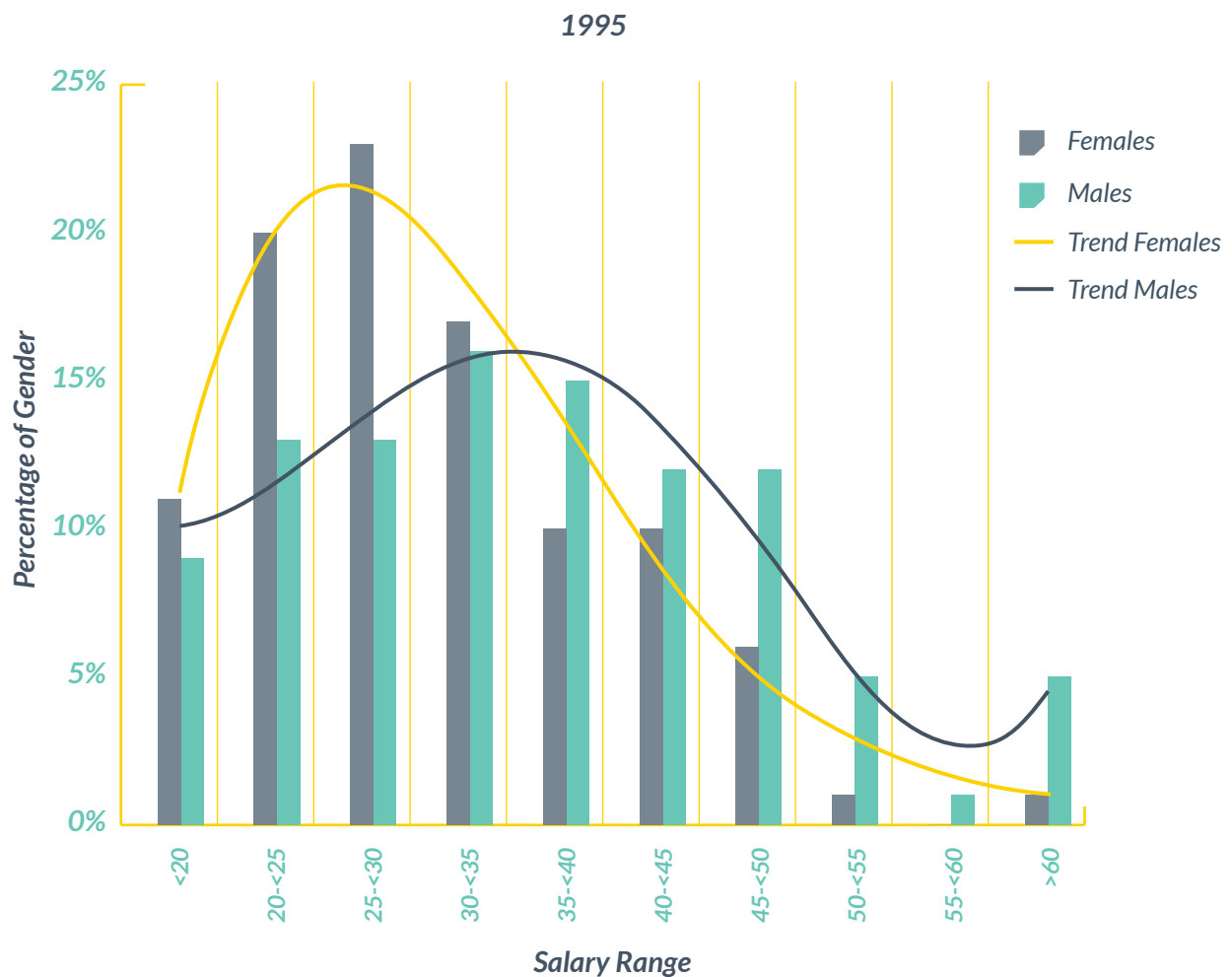


Figure 54 shows the distribution of salary by gender over the then current salary ranges in 1995 (the first year that salary data was back loaded into PIPS). A clear change in salary profiles can be seen when compared to the 2016 data,

with the extreme female salary trend line at the lower levels in 1995 having dropped away by 2016, and the upper salary profile drawing significantly closer to that for males.

Figure 54: Distribution of Men and Women in the NTPS by Salary Level - June 1995



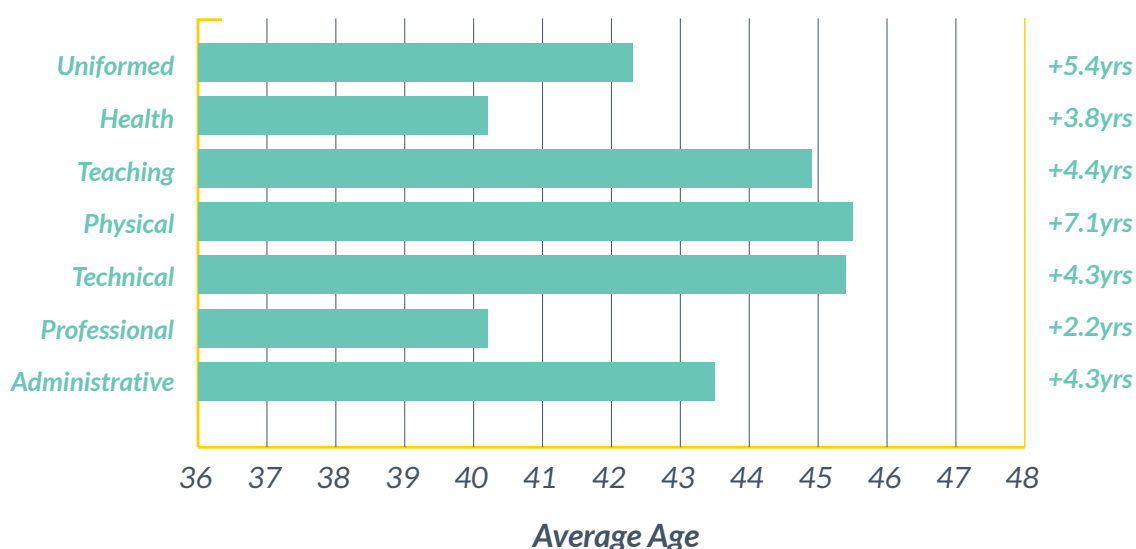
Staffing by Stream

Age by Stream

A plot of average age against stream, together with the change in age for each stream between 1994 and 2016, is shown in Figure 55. This illustrates that the health and professional streams are, on average, the youngest in the NTPS. Physical, technical and teaching staff are the oldest. While the average age of the NTPS has risen by 3.6 years since 1994, the

average age increases of the individual streams differ markedly. The lowest change is that of professional staff with an increase of 2.2 years. At the other end of the spectrum is the average age for the physical stream, which has risen by 7.1 years. With respect to the latter, it is noteworthy that as at June 2016, 11.7% of physicals are over 60 years of age; also 11.5% of technicals are also over 60 years of age.

Figure 55: Average Age by Classification Stream June 2016 All Employees with Change in Median Age Since 1994



Executive Contracts

Figure 56 shows the change in executive contracts numbers from June 2015 to June 2016 by classification and gender. Earlier data shows that from 2012 to 2013 the total number on contract decreased by 68 (-9%) and in the subsequent 12 months to June 2014 there was a further drop of 37 (-6%). From June 2014 to June 2015 there was a further decrease of just three but this year saw the number rise by 34.

Last year the net decrease over the three years from June 2012 to June 2015 by gender was women, -41 and men -67. This year there was an increase of 13 women and 21 men so that the net decrease over the four years to June 2016 by gender was women -28 and men -46.

The significant decrease over the first three years following the change of government was in sharp contrast to the rapid growth in executive contracts that had been evident in previous years. This was in line with earlier observations reflecting the changed government's policy of fiscal reform and initially placing strong scrutiny on the renewal of all fixed term contracts, which had continued to be applied to executive contracts. The rise in contract numbers this year is despite the fact that there has been recent renewed scrutiny on executive level appointments, notwithstanding the general relaxation of the focus on staffing numbers mentioned previously.

Women on executive contract continue to be unevenly distributed over the different streams. The administrative stream (41%) is in line with the

average (42%) but the high proportion of women in education (62%) is in contrast to the low levels among police (14%) and PWC managers (22%).

Figure 56: Change in Executive Contract Numbers by Classification and Gender 2015-2016

	Women				Men				Total		
	2015	2016	Diffce		2015	2016	Diffce		2015	2016	Diffce
Administration											
Executive Officer 1	96	101	5		138	150	12		234	251	17
Executive Officer 2	68	72	4		72	75	3		140	147	7
Executive Officer 3	13	13	0		29	31	2		42	44	2
Executive Officer 4	5	7	2		12	12	0		17	19	2
Executive Officer 5	7	7	0		9	8	-1		16	15	-1
Executive Officer 6	1	1	0		13	11	-2		14	12	-2
Sub-total	190	201	11		273	287	14		463	488	25
Education											
Contract Principal 2	35	36	1		19	20	1		54	56	2
Contract Principal 3	10	11	1		7	5	-2		17	16	-1
Contract Principal 4	5	5	0		5	6	1		10	11	1
Contract Principal 5	2	2	0		2	2	0		4	4	0
Sub-total	52	54	2		33	33	0		85	87	2
Medical Specialists											
Medical Contract	1	0	-1		2	1	-1		3	1	-2
Police											
Commissioner	0	0	0		1	1	0		1	1	0
Police Contract Officer	2	2	0		7	11	4		9	13	4
Sub-total	2	2	0		8	12	4		10	14	4
Power & Water											
Executive Manager 1	3	2	-1		10	12	2		13	14	1
Executive Manager 2	1	3	2		10	10	0		11	13	2
Executive Manager 3	6	4	-2		11	8	-3		17	12	-5
Executive Manager 4	2	4	2		10	15	5		12	19	7
Sub-total	12	13	1		41	45	4		53	58	5
TOTAL	257	270	13		357	378	21		614	648	34

Staff Separation and Recruitment

Staff separation and recruitment data since 2010-11 is set out in Figures 57 and 58. For the purpose of this section, recruitment is defined as when someone begins employment in the NTPS and payment of salary commences. Separation is defined as when someone formally leaves the NTPS, for whatever reason, and salary payments cease.

The following background information will assist in interpreting the turnover statistics. A few years before PIPS was introduced, a decision was made to revise the reporting of turnover data by producing two sets of tables. One contained both ongoing and fixed period employees (as had been the custom) and the other included ongoing

employees only. The practice of using both sets of data has continued, as both have their uses in tracking turnover profiles. The data representing ongoing employees only is contained in Figure 57 and the data representing both ongoing and fixed period employees is in Figure 58.

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

*Figure 57: NTPS Separation and Recruitment Rates by Employment Category: 2010-11 to 2015-16 Ongoing Staff**

	2010-11		2011-12		2012-13		2013-14		2014-15		2015-16	
	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %
Administrative	7	4	8	4	8	3	8	3	8	4	7	4
Professional	11	7	10	7	11	6	12	7	12	7	12	6
Technical	10	5	10	6	11	7	9	6	8	7	10	5
Physical	10	7	11	7	9	9	12	7	10	5	10	3
Teaching	8	0	6	0	8	2	11	0	10	0	7	0
Health Workers	11	7	11	7	10	5	9	5	10	7	12	10
Uniformed	7	5	7	8	6	10	7	3	6	4	5	4
Total	9	4	8	5	9	5	9	4	9	4	8	5

* For clarification regarding low recruitment rates see text.

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

In singling out those actually recruited as ongoing, the annual report for 2001-02 noted as significant that these had, for every stream, 'decreased significantly over the six-year period outlined', dropping steadily from 7% in 1996-97 to 4% in 2001-02. In 2002-03 the figure jumped back to 6%, in 2003-04 to 7%, in 2004-05 back to 6% and, for the subsequent five years was 5%.

While during 2010-11 it dropped to 4%, for the subsequent two years it went back to 5%. For the last two years it returned to 4% and this year has reverted to 5%.

Historically the most notable component of the overall decrease has been in the education stream where the recruitment to ongoing positions was for many years virtually non-existent. However, during 2012-13 the rate rose to 2% (58 out of 726 recruitments), which was attributed to the government policy of discouraging the over use of fixed period contract positions. Nevertheless the following year it again dropped to 0% (2 out of 674 recruitments), and the last two years produced a similar results (10 out of 665 and 6 out of 676 recruitments respectively). Conversely, in the uniformed stream 79% of the 121 recruitments were to an ongoing position, and all but two of the fixed period recruitments were to new recruits on fixed period contracts while undertaking training.

Figure 58: NTPS Separation and Recruitment Rates by Employment Category: 2010-11 to 2015-16 (Ongoing and Fixed period)

	2010-11		2011-12		2012-13		2013-14		2014-15		2015-16	
	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %	separation rate %	recruitment rate %
Administrative	23	29	24	30	26	21	26	26	23	27	20	24
Professional	25	30	24	32	26	25	26	22	22	25	24	25
Technical	20	15	17	17	18	18	18	15	14	16	15	15
Physical	26	30	24	35	29	34	29	43	37	37	30	35
Teaching	24	30	21	27	24	24	24	23	27	23	23	24
Health Workers	32	37	34	43	34	39	34	37	33	36	35	38
Uniformed	7	8	8	10	7	14	7	6	7	7	6	6
Total	23	27	23	29	24	24	24	25	24	26	22	24

As shown in Figure 58, the separation rate for 2015-16 was 22%, two percentage points lower it has been for the last three years. That figure was one percentage point higher than that for the previous two years, but the same as that for the two years prior to that. In fact the last eight years are the lowest since 1994-95 when it was again 24%. The lower figure this year at least partially reflects the easing of the restrictions on staffing numbers.

Five years ago it was noted that the separation rate for health workers, at 32%, was the lowest since the first turnover rates were extracted from PIPS in 1994-95 when it was 42%. During

2011-12 it rose marginally to 34%, and remained at that level for the subsequent three years. Last year saw a slight decrease to 33%, and this year, while a rise back to 35%, is still quite low in historical terms. The long term data illustrates that from the earlier low point in the mid-nineties it trended upward until it peaked at 59% in 2000-01, and has subsequently trended downward to the current level. While the separation rate for health workers has risen this year, this has been matched by a concurrent rise in the recruitment rate. As noted previously, the major component of increase in whole of government numbers this year has been the Department of Health.

*Figure 59: Separation Statistics for 2015-16 (Ongoing and Fixed period Staff)**

Reason for Separation	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation – Temporary	596	334	524	117	37	1	125	1734
Deceased	10	2	0	0	1	1	0	14
Dismissal	25	2	2	0	4	0	4	37
Resignation	989	306	638	274	142	96	204	2649
Retire Invalid	1	1	0	0	0	2	0	4
Retire Min Age	5	1	2	0	3	7	1	19
Retire Other	10	4	2	1	4	13	2	36
Retrenchment	15	5	0	4	6	0	0	30
Other	42	1	0	17	26	0	14	100
Total	1693	656	1168	413	223	120	350	4623

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

The breakdown of separations by type is listed by stream in Figure 59. The proportion of resignations to total separations, which was up three percentage points to 60% five years ago, dropped back to 59% the next year, then to 55% and went back up to 57% where it has remained for three consecutive years. This compares favourably with the high resignation rate of 69% in 1994-95.

It might be expected that having permanency in the public sector would lead to a reasonable period of stable employment. But, of the 1,553 ongoing employees who elected to leave in 2015-16, 38% had two years or less service and 62% had five years or less service. These percentages are low in comparison to some recent years, but analysis of the periodic ups and downs over time does not appear to reflect any patterns of change in public sector governance and are

more likely a result of external labour market forces, both in the NT and nationally.

The following paragraph discusses turnover in relation to the commonly referenced groups of baby boomers and generations X and Y. While there is no clear agreement on the precise datelines dividing these groups, for the purpose of this discussion baby boomers are defined as having been born post World War II up until 1960, Generation X born during the 1960s and 1970s, and generation Y between 1980 and the year 2000.

As has been hypothesised for many years in this report, a substantial number of those who resign early may be generations X and Y. The

descendants of the baby boomers are reputed to, on average, value permanency less than those born earlier. The median age of those leaving during 2015-16 with two years' or less service was 34 whereas for those with greater than two years' service was 46. While there has been some variation in these averages from year to year, they have been consistently different for at least the past 15 years, and so one could suggest that the hypothesis of a disparity between generations is now proven.

The ageing workforce and higher endemic turnover of post baby boomers will continue to apply pressure on staff retention and recruitment in the NTPS.

Personal Leave (Sick and Carer's Leave)

Previous editions of this report have used both the average (mean) and median numbers of personal leave days taken to describe the usage of personal leave in the NTPS. They have also utilised a PIPS report that counted any leave taken on a day as a whole day, no matter how many hours in that day was taken. This year we have substituted a more rigorous PIPS report that calculates partial days, and this has lowered the overall average figure by approximately one day per year, depending on the year.

In order to keep the time series consistent it has been necessary to recalculate the entire series, going back to 1995-96. It has also been considered prudent to drop the concept of using the median values, due partly to difficulties in the recalculations but mainly due to the fact that it is not normally used by analysts when describing personal leave usage.

The original reason for using the median was that in classical statistics it is the measure most appropriate for describing the central value of a skewed distribution, i.e. the figure where half the values are higher and half are lower. However when estimating costs of personal leave, which

is the most common reason for measuring leave usage, it is necessary to use the mean, as this is a necessary enabling mathematical step. In any case there is little point in citing the median data for personal leave, when it is seldom used and so comparative data from other jurisdictions and industries is virtually non-existent.

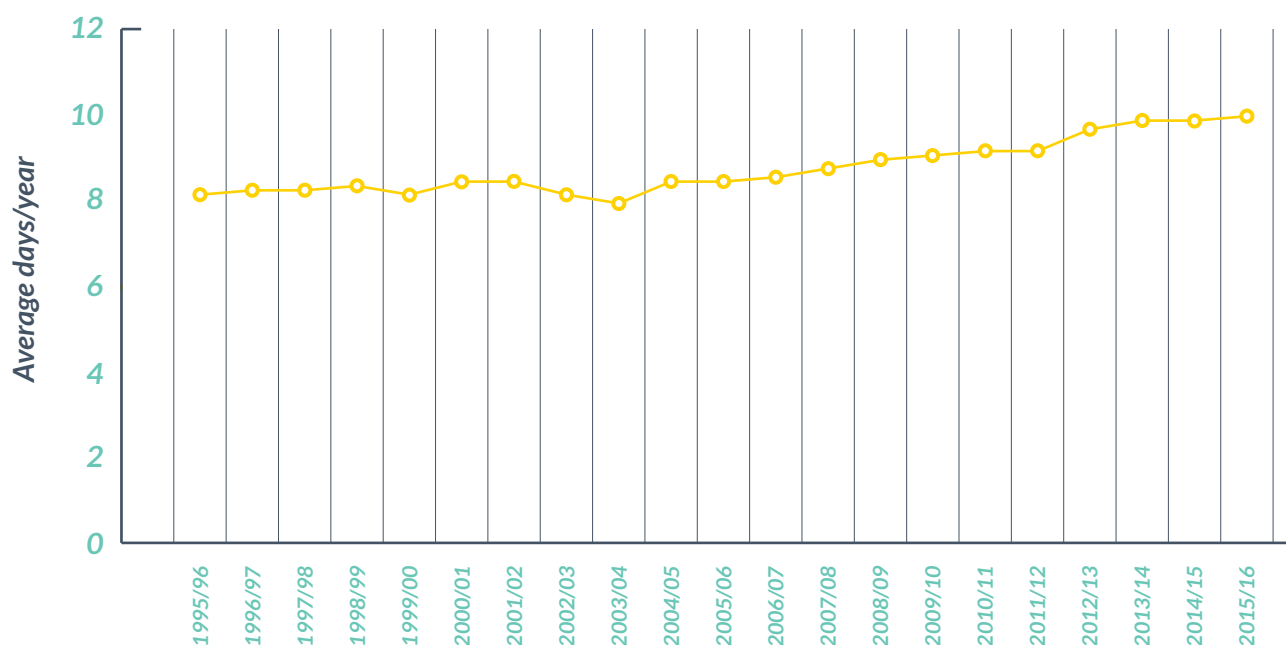
The average amount of personal/sick leave taken for each employee since 1995-96 is shown in Figure 60. The data suggests that there has been some variation from year to year, but overall there has been a significant increase in the average days taken over that time. This year, at an average of 10.0 days per FTE employee, is 0.1 higher than last year which, at 9.9, was the same as the year before, which in turn was up from 9.7 the year before that. The shape of the graph suggests that there has been overall a steady increase over time, but that this may be beginning to plateau. However it would be premature to predict that this is in fact the case.

The overall trend should be viewed in the context of the provision of carer's leave. This was first provided for in the NT as part of the 1994 Enterprise Bargaining Agreement (EBA),

which allowed up to five days to be taken when caring for sick family members. This maximum was extended to 10 days in the 1997 EBA. While carer's leave was, in theory, immediately available to the whole sector, there was some evidence that knowledge and use of this leave may have been slower to be adopted in some sectors than in others.

The introduction of national personal leave as part of the federal *Fair Work Act 2009* may also have had an influence on the utilisation of leave for caring for household members, as the Act has put increasing focus on and public awareness of the rights of the carer in the contemporary workplace. A combination of the above could explain at least some of the increase over the past few years.

Figure 60: NTPS Average (Mean) Personal Leave Days Taken per Employee 1996-2016 (data not reliable pre 1996)



There is no doubt that high levels of personal leave can impact significantly on overall workforce costs, particularly in work environments where it is imperative that absent employees must be replaced. Levels can also be monitored as an indication of workforce satisfaction. It is therefore

of interest to look at the rates of personal leave use by employment category. In line with mainstream industrial analysis. Figure 61 shows the mean number of days taken by stream and by gender for 2015-16.

Figure 61: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2015-16

Stream	Females	Males	Total
Admin Staff	11.3	8.8	10.5
Health Workers	8.8	5.5	8.0
Physical Staff	11.9	10.0	11.0
Prof Staff	9.0	7.5	8.4
Teaching Staff	10.5	9.9	10.4
Technical Staff	9.9	8.9	9.1
Uniformed Staff	16.2	11	12.2
Total	10.7	9.0	10.0

The data shows that there is a considerable disparity between the streams. While one or two days difference may not seem significant, when considering a workforce of more than 22 000 people, single day differences in averages can translate into many millions of dollars annually.

APPENDICES

Public Sector PRINCIPLES

Human Resource Management Principle

The **human resource management principle** prescribed in section 5C of PSEMA is that human resource management in the Public Sector must be directed towards promoting the following:

5C (1) (a) *employment based on merit;*

(b) *equality of employment opportunity;*

(c) *working environments in which employees:*

(i) *are treated fairly, reasonably, and in a non-discriminatory way; and*

(ii) *are remunerated at rates appropriate to their responsibilities; and*

(iii) *have reasonable access to training and development; and*

(iv) *have reasonable access to redress when adversely affected by improper or unreasonable decisions.*

(2) *The human resource management principle incorporates the merit principle and the equality of employment opportunity principle.*

Performance and Conduct Principle

The **performance and conduct principle** prescribed in section 5F of PSEMA is that a public sector officer must do the following:

5F (1) (a) *carry out the officer's duties as follows:*

(i) *objectively, impartially, professionally and with integrity;*

(ii) *to the best of the officer's ability;*

(iii) *in accordance with the Act and any code of conduct applicable to the officer under section 16(2)(c);*

(b) *treat other public sector officers, other persons in the workplace and members of the public fairly, equitably and with proper courtesy and consideration;*

(c) *ensure effective, efficient and appropriate use of public resources;*

(d) *avoid actual or apparent conflicts of interest between personal or other interests and duties as a public sector officer;*

- (e) *ensure the officer's personal conduct does not:*
 - (i) *adversely affect the performance of the officer's duties as a public sector officer; or*
 - (ii) *bring the Public Sector into disrepute.*

Public Sector Officer means the Commissioner, a Chief Executive Officer or an employee.

The **human resource management principle** and **performance and conduct principle** are complemented by the **administration management principle**. These three principles (collectively, the Public Sector Principles) underpin PSEMA as the basis for administrative action, administration of the public sector, and conduct expected of public sector employees. They are the essential components of the human relations framework that governs employment in the NTPS.

The Public Sector Principles are designed to support agencies by providing a framework within which each agency can develop the culture and values that best support its operations and achievement of service objectives.

Employment INSTRUCTIONS

Employment Instruction	Summary of Employment Instruction and Associated PSEMA Requirements
1. Filling Vacancies	<p>Develop procedures for the employment, promotion and transfer of employees that are consistent with PSEMA, Regulations, By-laws, EIs, Determinations, and relevant award or enterprise agreement.</p> <p>Ensure selection is made in accordance with the merit and equality of employment opportunity principles.</p>
2. Probation	<p>Develop procedures for a probationary process that are consistent with PSEMA, Regulations, By-laws, EIs, Determinations, and relevant award or enterprise agreement.</p> <p>Ensure probationary employees are aware of the details of that process as soon as practicable after commencing duty.</p>
3. Natural Justice	<p>Sets out the rules of natural justice that must be observed in all dealings with employees under PSEMA where an employee may be adversely affected by an impending decision, other than those referred to in section 50 of PSEMA – Summary Dismissal.</p>
4. Employee Performance Management and Development Systems	<p>Develop and implement an employee performance management and development procedure consistent with PSEMA, Regulations, By-laws, EIs, Determinations, and relevant award or enterprise agreement.</p> <p>Ensure employees are aware of, understand the purpose and application of, and participate in the agency's employee performance management and development system.</p> <p>Ensure supervisors responsible for conducting employee performance reviews have adequate training within six months of commencing a position where they will be required to perform this function.</p>
5. Medical Examinations	<p>Ensure the prescribed requirements regarding medical examinations of employees as set out in this EI – such as engaging a health practitioner, notifying the employee in writing of the direction to attend and purpose, and information to be provided to the health practitioner – are followed.</p>
6. Employee Performance and Inability	<p>Ensure the prescribed requirements for undertaking an employee performance and inability process, medical examinations, suspension and transfers are followed.</p>
7. Discipline	<p>Ensure the prescribed requirements for undertaking a discipline process, medical examinations, suspension and transfers are followed.</p>
8. Internal Agency Complaints and Section 59 Grievance Reviews	<p>Develop an internal agency employee grievance-handling policy and procedure consistent with PSEMA, Regulations, By-laws, EIs, Determinations, and relevant award or enterprise agreement.</p>

Employment Instruction	Summary of Employment Instruction and Associated PSEMA Requirements
9. Employment Records	<p>Ensure recording of required details for every employee.</p> <p>Ensure a person's employment record contains the prescribed information.</p> <p>Comply with the requirements of the <i>Information Act</i> (NT) regarding the correction, collection and handling of personal information contained in an employee's employment record.</p>
10. Equality of Employment Opportunity Programs	<p>Develop an Equality of Employment Opportunity Program consistent with PSEMA, Regulations, By-laws, EIs, Determinations, Anti-Discrimination Act, and relevant award or enterprise agreement.</p> <p>Ensure programs are integrated with corporate, strategic and other agency planning processes and be directed towards:</p> <ul style="list-style-type: none"> ensuring all persons have equal opportunity to compete for employment, promotion and transfer, and to pursue careers within the public sector eliminating unlawful discrimination from human resource management in the public sector.
11. Occupational Health and Safety Standards Programs	<p>Develop an occupational health and safety program which includes a management plan that encourages employees and their representatives to participate in the decision making process in relation to occupational health and safety, and other requirements as set out in the EI.</p> <p>Ensure the application of appropriate occupational health and safety standards and programs in the agency.</p>
12. Code of Conduct	<p>The Code of Conduct applies to all public sector officers (employees, CEOs and the CPE).</p> <p>CEOs may issue agency-specific codes of conduct consistent with PSEMA, Regulations, By-laws, and EIs.</p> <p>CEOs may issue guidelines regarding acceptance of gifts and benefits by employees.</p>
13. Appropriate Workplace Behaviour	<p>Develop and implement a policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying as defined by this EI.</p>
14. Redeployment and Redundancy Procedures	<p>Assist NTPS employees and agencies in understanding their rights and obligations in redeployment and redundancy situations, and to ensure that these situations are handled as sensitively, efficiently, and effectively as possible.</p>
15. Special Measures	<p>Sets out the requirements and conditions for approval by the Commissioner for Public Employment of agency special measures programs, plans, or arrangements.</p>

Survey to AGENCIES

Welcome to the 2015-16 Northern Territory Public Sector Agency Reporting Survey. Thank you for participating in our survey. Your feedback is important. Information you provide will inform the 2015-16 NTPS State of the Service Report and be tabled in Parliament in October 2016.

When completing this survey, please note that some acronym's have been used. Please note the following common acronyms;

- > NTPS - Northern Territory Public Service
- > CLF - Capability Leadership Framework
- > OCPE - Office of the Commissioner for Public Employment
- > ATSI - Aboriginal and Torres Strait Islander.

Please note the following instructions for completing this survey.

1. Respondents can change answers on any survey page up until the survey is submitted using the 'Submit' button.
2. Respondents can go back to previous pages in the survey until they click the Submit button or exit the survey.
3. Before clicking the 'Done - Submit' button, contact the OCPE (via enquiries.ocpe@nt.gov.au) and request a copy of your completed survey to be emailed to you. This survey should be checked to ensure it correctly reflects your agency's responses. Once satisfied that it does, and your CEO has signed his/her 'Summary Statement', click the 'Done - Submit' button to finalise completion of the survey. Once the 'Done - Submit' button has been selected, no further amendment can be made.
4. After the survey is complete and the 'Submit' button has been hit, the respondent will not be able to access the survey again.
5. Some questions will require documents to be emailed to OCPE as part of this survey (eg: Disability Action Plan, Performance (plan

template, guidelines etc), Agency-specific workforce plan, Health and wellbeing programs in place over 2015-16). These are to be emailed to enquiries.ocpe@nt.gov.au.

6. One respondent will have access to this survey per agency only.
7. The majority of questions are mandatory.

Part 1 – Summary Statement

1. I have read and acknowledge these instructions.
2. What is your CEO's first name?
3. What is your CEO's last name?
4. What is his/her title?
5. What NTPS Agency will you be completing this survey for?
6. This Agency has implemented processes to ensure employees are aware of and observe the prescribed human resource management principle.
7. You have indicated that your Agency has not implemented processes to ensure employees are aware of and observe the prescribed human resource management principle, please indicate why?
8. This agency has implemented processes to ensure employees are aware of and observe the prescribed performance and conduct principle.
9. You indicated that your agency has not implemented processes to ensure employees are aware of and observe the prescribed performance and conduct principle, please indicate why?

Part 2 – Human Resource Management Principle

Ensuring Communication of Government Priorities

10. How are employees in your agency provided with information about Government priorities that are relevant to their workplace?

- ☐ Through the corporate and business/budget planning process
- ☐ Through internal newsletters and e-bulletins
- ☐ By managers/supervisors/team meetings
- ☐ As part of the performance management process
- ☐ Promoted on the intranet
- ☐ Other (please specify e.g. Quarterly meetings with all Directors & other key staff - please provide further information)

Employee Consultation and Input Encouraged

11. How does your agency encourage staff contribution to workplace changes which affect them? Please mark "yes" for all that apply.

- ☐ Through the corporate and business/budget planning process
- ☐ By managers/supervisors/team meetings
- ☐ As part of the performance management process
- ☐ Encourage completion of People Matters survey
- ☐ Via feedback through the agency intranet
- ☐ Change management committee
- ☐ Other (please specify e.g. Quarterly meetings with all Directors & other key staff)

12. How are employees informed about workplace changes that affect them? Please mark "yes" for all that apply.

- ☐ Communication from the Head of agency
- ☐ Senior management & Branch meetings,

team meetings & informal meetings

- ☐ Communications plan/change management strategy
- ☐ Regular newsletters, print and electronic
- ☐ Intranet
- ☐ Email
- ☐ Other (please specify)

13. Additional comments on this section can be provided here (eg. may include comments relating to consultation for change management processes, or the use of working parties that include union representatives).

Part 3 – Human Resource Management Principle

Workplace Behaviour

14. Does your agency have a policy and procedure to foster appropriate workplace behaviours, and procedures for dealing with inappropriate workplace behaviours?

15. How are employees made aware of this policy and procedures?

16. What training is provided to staff to develop their skills in managing/developing appropriate workplace behaviours?

17. How many complaints of workplace inappropriate behaviour and/or bullying were received within your agency during 2015-16?

18. If you answered 'no' to any of the abovementioned questions, or your agency is reviewing its policy and/or procedures, please provide further details.

Natural Justice

19. Are employees in your agency provided with information on the principles of Natural Justice (Employment Instruction 3)?

20. You indicated that your agency provides employees with information on the principles of Natural Justice. How are employees made aware of the principles (Employment Instruction 3) – eg. as part of orientation or other training programs, policies or guidelines, other?
21. You indicated that your agency does not provide employees with information on the principles of Natural Justice. Is your agency reviewing its policy and/or procedures, please provide further details?
22. Do your agency policies and procedures for selection, discipline and performance management specifically require adherence to the principles of natural justice?
23. You indicated that your agency does not align policies and procedures for selection, discipline and performance management specifically to the principles of natural justice. Is your agency reviewing its policy and/or procedures, please provide further details?

Appropriate Remuneration

24. Does your agency include information about the Job Evaluation System (JES), or other relevant work value systems, to employees?
25. You indicated that employees are made aware of JES, or other relevant work value systems. How does this occur (eg. As part of orientation, through training, other)?
26. Does your agency's policy/recruitment procedures include a step of reviewing the Job Description/JAQ prior to advertising?
27. Are appropriate steps for job design and job evaluation built into your agency's procedures for change management and the establishment of new functions?
28. If you answered 'no' to any of the abovementioned questions, or your agency is reviewing its policy and/or procedures, please provide further details.

Reasonable Access to Training and Development

29. Does your agency include training and development needs in performance agreement discussions and plans?
30. You indicated that your your agency does not include training and development needs in performance agreement discussions and plans. Please indicate why?
- ☐ Not captured in the PM system?
 - ☐ A separate career development plan is used
 - ☐ Training and development is approved adhoc
 - ☐ Other
31. Has the My Development initiative (training guarantee for A01-A05 and equivalent levels) been implemented in your agency?
32. How has the My Development initiative been implemented (e.g. promotion on agency intranet)?
33. How many staff attended accredited training and development activities during 2015-16?
34. How many of this number were Aboriginal and Torres Strait Islander staff?
35. How many staff attended non accredited training activities during 2015-16?
36. How many of this number were Aboriginal and Torres Strait Islander staff?
37. In the 2015-16, how much was spent on accredited and non-accredited training and development?
38. Does your agency have study leave provisions for professional development?
39. You indicated that your agency has study leave provisions for professional development? How many Aboriginal and Torres Strait Islander staff accessed the study leave provisions in 2015-16?

Reasonable Access to Redress

40. Are all employees in your agency provided with information on their rights to seek a review of decisions affecting them?
41. Does your agency have an internal employee complaint handling policy and procedure? [Please note, even if your agency is reviewing its policy and/or procedures, you should tick the 'yes' box]
42. How are employees made aware of their rights to seek a review of decisions affecting them, and/or the agency's complaints handling policy (eg. through orientation)?
43. If you answered 'no' to any of the abovementioned questions, or if your agency is reviewing its policy and/or procedures, please provide further details.

Part 4 – Employment Based on Merit

44. Are all employees in your agency made aware of the Whole of Government Selection Policy and Procedures?
45. You indicated that employees in your agency are made aware of the Whole of Government Selection Policy and Procedures. Please indicate how.
46. What steps are taken to ensure that all employees of your agency who sit on selection panels have completed merit selection training?
47. What percentage of your agency's selection processes are completed within 6 weeks from the date of advertising?
48. What is the average time for completion of selection processes conducted by your agency?

Part 5 – Equity of Employment Opportunity Principles

49. Does your agency have a disability action plan?
50. You have indicated that your agency has a disability action plan. Please provide a copy

of the disability action plan, by emailing it to enquiries.ocpe@nt.gov.au.

51. Does your agency centrally co-ordinate requests for workplace adjustments?
52. Does your agency have an Indigenous Employment and Career Development program/strategy or action plan?
53. You have indicated that your agency employees are made aware of the Indigenous Employment and Career Development program/strategy or action plan. Please indicate how.
54. Has your agency offered cross cultural training in any of the following? Please mark for all that apply.
- ☐ Basic cross cultural awareness
 - ☐ In-depth cross cultural training
 - ☐ Training for managers of cross cultural teams
 - ☐ Cross cultural training for senior managers
 - ☐ Reverse cross cultural training
 - ☐ Managing Performance conversations
55. Does your agency require new employees to undertake cross cultural awareness training?
56. Is your agency cross cultural awareness training part of your induction program?
57. Does your agency have a reliable monitoring system in place to record employee participation in Cross Cultural Training?
58. What percentage of employees in your agency have participated in the following cross cultural training?

- ☐ Basic cross cultural awareness
- ☐ In-depth cross cultural training
- ☐ Training for managers of cross cultural teams

- ☐ Cross cultural training for senior managers
- ☐ Reverse cross cultural training
- ☐ Managing Performance conversations

59. How does your agency promote an inclusive workforce?

- ☐ Actively promotes Mental Health Awareness month & International Day of People with Disabilities
- ☐ Delivery of mental health/disability awareness training
- ☐ Promotes and encourages the use of flexible work arrangements as an option to support the needs of people with disability
- ☐ Actively participation in NAIDOC Week celebrations
- ☐ Other (please specify)

Part 6 – Special Measures

60. In your agency, have Special Measures recruitment plans for Aboriginal and Torres Strait Islander applicants been implemented?
61. You indicated that your agency has Special Measures recruitment plans for Aboriginal and Torres Strait Islander applicants. Please provide details of how the Special Measures plan operates - e.g. designated positions; priority preference across all vacancies; priority preference for specific vacancies as nominated by the agency.
62. Please provide details of how you measure and report the results of the Special Measures recruitment plan.
63. If no, please explain the reasons for not implementing Special Measures, and whether there is an intention to do so in the future.
64. Where appropriate (e.g. in remote communities) does your agency stipulate ATSI

representation on selection panels as part of the job selection process?

65. Does your agency include ATSI employment targets in the Performance Agreements of Executive/Senior Officers?
66. In what other ways does your agency demonstrate commitment to achieving the agency's ATSI employment targets?

Part 7 – Performance and Conduct Principle

Employee Conduct

67. Are all employees in your agency provided with information on the Performance and Conduct Principle and the Code of Conduct?
68. You have indicated that your agency provides employees with information on the Performance and Conduct Principle and the Code of Conduct. How does this occur?
69. You indicated that your Agency does not supply information relating to the Performance and Conduct Principle and the Code of Conduct. Please provide further details.
70. Does your agency have an agency specific Code of Conduct or Guidelines?

Employee Performance

71. Does your agency have an employee Performance Management System?
72. Has the Performance Management System been implemented in all areas of your agency?
73. Does your agency have a reliable monitoring process in place to verify that all supervisors/managers are providing formal performance feedback to staff at least annually?
74. You indicated that your agency has a reliable monitoring process in place to verify that all supervisors/managers are providing formal performance feedback to staff at

least annually. Please provide details of the percentage of staff that have Performance Plans in place.

75. What percentage of these staff are Aboriginal and Torres Strait Islander?

76. What percentage of Aboriginal and Torres Strait Islander staff have a career development plan in place?

77. Does your agency require all staff appointed to a supervisory/management role for the first time attend training on performance feedback within six-months of appointment?

78. You indicated that your agency requires all staff appointed to a supervisory/management role for the first time to attend training on performance feedback within six-months of appointment. Please indicate the type of training.

☐ OCPE Performance Management Conversations program

☐ E-learning modules

☐ Agency tailored program ie Manager/ Supervisor training

☐ Capability Leadership Framework

☐ External provider training

☐ Induction

☐ Other

79. How do you measure the effectiveness of your performance management system?

☐ Monitoring participation rates

☐ Monitoring case management numbers

☐ Monitoring uptake of relevant training programs

☐ We don't measure the effectiveness of our performance management systems

☐ Other

80. Please email examples of the tools used in your performance management system, eg. Performance plan template, guidelines etc. to enquiries.ocpe@nt.gov.au

81. Select which options best describes performance management in your agency.

☐ Links to Business Plan

☐ Links to Capability Leadership Framework

☐ Links to the Strategic Priorities of the Government of the day

☐ Includes individual learning and development goals

☐ Includes agency learning and development goals

☐ Task orientated linking to core business

☐ Includes constructive feedback

☐ Tackles poor performance

Effective, Efficient and Appropriate Use of Public Resources

82. Does your agency have client services principles/ policies/ standards (eg Service excellence, confidentiality, respect, fairness and equity, etc)?

83. You indicated that your agency has client services principles/ policies/ standards (eg Service excellence, confidentiality, respect, fairness and equity, etc) in place. How are relevant employees in your agency made aware of these principles/policies/standards?

84. Does your agency monitor service performance and standards?

85. You have indicated that your agency monitors service performance and standards. Please describe how.

86. Does your agency actively seek feedback from clients regarding services?

87. You have indicated that your agency actively seeks feedback from clients regarding services. Please describe how.
88. Does your agency have strategies or programs in place to improve productivity?
89. You have indicated that your agency has strategies or programs in place to improve productivity. Please describe the strategies or programs.
90. If you answered 'no' to any of the abovementioned questions please provide further details.

Conflicts of Interest

91. Does your agency have appropriate policies and procedures in place to safe guard against potential conflicts of interest? Please select "yes" even if you are reviewing your agency policy and procedures.
92. You indicated that your agency has appropriate policies and procedures in place to safe guard against potential conflicts of interest. How are employees provided with this information?
93. You indicated that your agency does not have appropriate policies and procedures in place to safe guard against potential conflicts of interest. If you are reviewing or developing your polices and procedures please provide further details.

Part 8 – Promoting a Safe Work Environment

94. Have the requirements of Employment Instruction Number 11 – Occupational Health and Safety Standards Programs – been fully implemented by your agency following the introduction of the Northern Territory Work Health and Safety legislation?
95. You indicated that your agency has not fully implemented the requirements of Employment Instruction Number 11 –

Occupational Health and Safety Standards Programs – following the introduction of the Northern Territory Work Health and Safety legislation. Please provide information as to which requirements have not been implemented, why and when they are likely to be implemented.

Part 9 – Supporting a Flexible Workplace

96. Are flexible work practices and other initiatives that support work life balance promoted in your agency?
97. Are flexible work practices and other initiatives that support work life balance monitored in your agency?
98. You indicated that flexible work practices and other initiatives that support work life balance are promoted and/or monitored in your agency. How are employees in your agency made aware of these initiatives?
99. If 'yes', which of the following initiatives have been implemented in your agency? [If your agency maintains a record of the number of requests and approvals, please advise the numbers below.]

- ☐ Flexible Working Hours
- ☐ Home-based Work/Telework
- ☐ Job Sharing
- ☐ Pat-time Work
- ☐ Career Breaks
- ☐ Part-year Employment
- ☐ Short-term Absences for Family and/or Community Responsibilities
- ☐ Utilisation of Recreation Leave at Half Pay
- ☐ Purchase of Additional Leave
- ☐ NTPS Extended Leave Scheme
- ☐ Other (please specify)

Part 10 – Workforce Planning and Capability

Workforce Planning

100. Has your agency conducted any internal leadership and management training?
101. You indicated that your agency has conducted internal leadership and management training. Please provide a description of the program/s, target audience and number of participants in the table below.
- ☐ e.g.Future Leaders, Middle Managers, 40.
 - ☐ program 2 (target audience, number of participants)
 - ☐ program 3 (target audience, number of participants)
102. Does your agency offer leadership training specifically targeted for Aboriginal and Torres Strait Islander staff development?
103. What is your agency doing to identify and develop future Aboriginal and Torres Strait Islander NTPS leaders?
104. Has your agency conducted any other internal training and development programs?
105. You have indicated that your agency has conducted other internal training and development programs. Please provide (the top 5) description of the program/s, target audience and number of participants in the table below.
- ☐ e.g.Future Leaders, Middle Managers, 40.
 - ☐ program 2 (target audience, number of participants)
 - ☐ program 3 (target audience, number of participants)
 - ☐ program 4 (target audience, number of participants)
 - ☐ program 5 (target audience, number of participants)
106. Does your agency offer any other training specifically targeted for Aboriginal and Torres Strait Islander staff development?
107. Does your agency have a reliable monitoring system in place to record Aboriginal and Torres Strait Islander staff participation in professional development programs?
108. You indicated that your agency has a reliable monitoring system in place to record Aboriginal and Torres Strait Islander staff participation in professional development programs. Please describe the system?
109. Does your agency conduct a structured induction and orientation program (including sector-wide orientation available on NTG intranet)?
110. You indicated that your agency conducts a structured induction and orientation program (including sector-wide orientation available on NTG intranet). Please select all that apply.
- ☐ Face to face
 - ☐ Online (Sector-wide Induction)
 - ☐ Online (Agency Specific)
 - ☐ Mixed mode
111. How soon after commencement are staff required to complete the induction program?
- ☐ One week
 - ☐ Two weeks
 - ☐ One month
 - ☐ Two months
 - ☐ Adhoc
 - ☐ Other
112. Is your agency induction program mandatory?
113. Does your agency currently offer exit interviews or surveys for staff departing your agency?

114. You indicated that your agency currently offer exit interviews or surveys for staff departing your agency. How many exit interviews were conducted in 2015-16?

115. What activities/initiatives did your agency undertake to improve attraction of staff? Select all that apply.

- ☐ Contacting/advertising in other government jurisdiction
- ☐ Promoting positions through Disability Employment Service Providers
- ☐ Department alumni list (retired workers etc.)
- ☐ Regional Career Expos/Shows
- ☐ Recruitment agencies
- ☐ Advertising in the newspaper or other publications

116. Does your agency have a different approach for attracting Aboriginal and Torres Strait Islander staff?

117. You indicated that your agency applies a different approach for attracting Aboriginal and Torres Strait Islander staff. Please describe the activities/initiatives.

- ☐ Alumni program
- ☐ TV/Radio ads with CAAMA/Larrakia Radio/NITV/Imparja
- ☐ Newspaper ads – local
- ☐ NTG online
- ☐ Approach other organisations – Aboriginal and Torres Strait Islander and Non Government
- ☐ Regional Career Expos/Shows
- ☐ Other (please specify)

118. What activities/initiatives does your agency undertake to improve retention of staff?

☐ Mentoring

☐ Coaching

☐ Promote flexible work options

☐ Career development opportunities (higher duties)

☐ Promote mobility

119. Does your agency have a different approach for retaining Aboriginal and Torres Strait Islander staff?

120. You indicated that your agency applies a different approach for retaining Aboriginal and Torres Strait Islander staff? Please indicate what these activities/initiatives are.

121. Did your agency participate in any or all of the following Early Careers programs?

- ☐ NTPS Traineeship Program (including school based)
- ☐ NTPS Graduate Program
- ☐ Cadetships
- ☐ Agency managed Apprenticeship or Traineeship programs
- ☐ Indigenous Employment Programs
- ☐ Did not participate in an Early Career Programs
- ☐ Other (please specify)

122. If your agency did not participate in the Indigenous Employment Program, please indicate your reasons for not accessing the program.

- ☐ No need for additional staff member
- ☐ No available AO2 or equivalent positions
- ☐ No appropriate supervisors
- ☐ Was not aware of the program
- ☐ Reservations about the capability of the

worker

☐ Other (please specify)

123. Did your agency provide work experience opportunities to Aboriginal and Torres Strait Islander school students during 2015-16?

124. You indicated that your agency did not provide work experience opportunities to Aboriginal and Torres Strait Islander school students during 2015-16. Please indicate why.

☐ Inadequate supervision

☐ Not suitable for work environment

☐ Nil requests for placements received

☐ Age restrictions in the workplace

☐ Other (please specify)

125. Did your agency have an agency-specific documented workforce plan (people plan, people strategy etc), either for the whole agency or relevant areas of the agency, in 2015-16?

126. You have indicated that your agency has an agency-specific documented workforce plan (people plan, people strategy etc), either for the whole agency or relevant areas of the agency, in 2015-16. In 2015-16, did your agency's workforce plan include the following assessments:

☐ A workforce demand analysis, i.e. the required capacity (the number of people needed to be employed directly by your agency to achieve agency outcomes)?

☐ A workforce supply analysis, i.e. the avenues for recruitment including universities, interstate and international migration, education institutions, etc?

☐ Required capability (skill sets, including soft skills such as leadership, change management, stakeholder engagement)?

127. Which of the following options best describes your workforce plan?

☐ Workforce Management – A workforce management plan deals with immediate and specific workforce issues (such as impending restructure, the conclusion of a significant project or the addition of a new business line) and identifies actionable strategies for managing these. Your organisation may have a number of workforce management plans, depending on the complexity of your business or if your workforce is dispersed across locations.

☐ Operational Plan – An operational workforce plan usually covers the next 12-18 months and should align with the timeframe of your organizations business planning cycle. It defines actionable strategies to address a specific workforce gap in the short to mid-term. An operational workforce plan is a more detailed plan and may define workforce needs by month or quarter.

☐ Strategic Plan – A strategic workforce plan seeks to address high-level trends and developments that will affect the workforce by identifying actionable strategies. It indicatively describes the future workforce capability and capacity requirements to deliver against your organization's strategic plan.

128. Please send a copy of this workforce plan to enquiries.ocpe@nt.gov.au.

129. You have indicated that your agency does not have an agency-specific documented workforce plan (people plan, people strategy etc), either for the whole agency or relevant areas of the agency, in 2015-16? Please select options and/or provide information in other?

☐ Insufficient capability in the field

- ☐ Inadequate resources
- ☐ No existing strategic business goals to align with
- ☐ Other (please specify)

130. You have indicated that your agency is drafting an agency-specific documented workforce plan (people plan, people strategy etc), either for the whole agency or relevant areas of the agency. What is the expected release date?

131. If your agency has key capacity gaps (headcount), list the top three critical gap areas (in priority order).

- ☐ Project Management
- ☐ Finance
- ☐ Policy
- ☐ Front Line Administration
- ☐ Back Office Administration
- ☐ Human Resources
- ☐ Procurement
- ☐ ICT
- ☐ Trade Specific (Please specify - provide information in the free text column)

132. Trade Specific (please specify – provide information in the free text column).

133. How is your agency addressing these gaps?

- ☐ Inter-jurisdictional recruitment
- ☐ Strategies aimed at increasing the supply of skills (eg skilled migration, supported study)
- ☐ Recruitment from the private sector
- ☐ Mentoring
- ☐ Grow your own
- ☐ Targeted entry level programs
- ☐ Other (free text)

134. If your agency has key capability (skill sets, including soft skills) gaps, identify the areas at risk (in priority order).

- ☐ Policy
- ☐ ICT
- ☐ Finance
- ☐ Human Resources
- ☐ Project Management
- ☐ Procurement
- ☐ Leadership and management
- ☐ Performance Management
- ☐ Industry and community engagement
- ☐ Corporate Functions
- ☐ Industry and community engagement
- ☐ People Management
- ☐ Knowledge of government process/internal systems

135. How is your agency addressing these gaps?

- ☐ Investment in professional development (both accredited and non-accredited)
- ☐ Inter-jurisdictional recruitment
- ☐ Strategies aimed at increasing the supply of skills (eg skilled migration, supported study)
- ☐ Investment in knowledge management initiatives
- ☐ Recruitment from the private sector
- ☐ Mentoring
- ☐ Engaging training panel contract providers
- ☐ Succession planning
- ☐ Other (please specify)

136. Does your agency undertake any of the following as an approach to succession

planning?

- ☐ Mentoring/coaching
- ☐ Job sharing
- ☐ Acting opportunities/backfilling
- ☐ Job shadowing
- ☐ Graduate Program
- ☐ Higher duties
- ☐ Other (please specify)

137. Please rate the greatest workforce risks facing your agency in the next five years from the list below – please number each box from 1 (low) to 9 (high).

- ☐ Addressing capability gaps due to a changing operating environment
- ☐ Loss of corporate knowledge or talent due to retirement
- ☐ Recruiting appropriately skilled people
- ☐ Retaining appropriately skilled people
- ☐ Inadequate resources for changing business needs
- ☐ Retaining employees with a high potential for success
- ☐ Limited career advancement or mobility options
- ☐ Skill shortages which impact on agency capability

138. Does your agency have an Aboriginal and Torres Strait Islander peer support network?

139. Does your agency have a mentoring program in place?

140. You have indicated that your agency has a mentoring program in place. What percentage of Aboriginal and Torres Strait Islander staff above the A07 level (or equivalent) have been assigned a mentor?

Workforce Development

141. Is the NTPS Capability and Leadership Framework (CLF) utilised in your agency?

142. You have indicated that your agency does use the NTPS Capability and Leadership Framework (CLF). Describe how. Select all that apply.

- ☐ Performance management conversations
- ☐ Job design and selection
- ☐ Learning and development
- ☐ Career Planning
- ☐ Workforce Planning
- ☐ Recruitment and retention

143. You have indicated that your agency does not use the NTPS Capability and Leadership Framework (CLF). Does your agency use another type of capability framework?

144. Give examples of strategies or activities your agency has undertaken to support and promote the NTPS values. Select all that apply.

- ☐ Screen Savers
- ☐ Values on posters, fobs or lanyards
- ☐ Info sessions
- ☐ Induction
- ☐ Performance management discussions
- ☐ Recognition
- ☐ Email signatures
- ☐ Recruitment
- ☐ Specific values training
- ☐ Other (please specify)

145. Did your agency have any workplace health and wellbeing programs in place over 2015-16?

146. You have indicated that your agency had a workplace health and wellbeing program in place over 2015-16. Please provide a copy to enquiries.ocpe@nt.gov.au
147. Does your agency promote the Employee Assistance Programs?
148. Please provide information about the Employee Assistance Program.
149. Does your agency have a mobility program?
150. You have indicated that your agency has a mobility program. How many Aboriginal and Torres Strait Islander staff accessed this program in 2015-16?

Workforce Data

151. Does your agency have an internal reporting team producing metrics, used to aid in workforce planning?
152. Do you use the BOXI HR Workforce Metrics reports?
153. Is your agency structure accurately reflected in PIPS (e.g. are all positions and their levels accurately reflected in PIPS/JES; do all agency position numbers in PIPS accurately reflect the nominal and actual incumbents)?
154. You have indicated that your agency structure is not accurately reflected in PIPS (e.g. are all positions and their levels are not accurately reflected in PIPS/JES). Please provide further information.
155. Does your agency have unattached/supernumerary employees (an unattached employee is not held against a position number in the agency)?
156. You indicated that your agency does have unattached/supernumerary employees (an unattached employee is not held against a position number in the agency). Please indicate how many, at what levels, and why this arrangement is in place.

Examples of Best/Innovative Practice

157. Please email examples of best/innovative practice people management policies and procedures in your agency. These can be in the areas of: (Please select areas you will be supplying additional information on)

- ☐ Equity and Diversity
- ☐ Recruitment/Retention Initiatives
- ☐ Workforce Planning
- ☐ Work Life Balance
- ☐ Indigenous Employment
- ☐ People with Disability
- ☐ Recognition and Reward
- ☐ Career Development
- ☐ Flexible work practices
- ☐ NTPS Values
- ☐ Productivity
- ☐ Leadership
- ☐ HR/IR Capacity
- ☐ Remote Workforce
- ☐ Mobility/Secondment arrangements
- ☐ Occupational Health and Safety
- ☐ Performance management
- ☐ Grievances
- ☐ Workforce Metrics
- ☐ Any other relevant areas

Part 11 – Redeployment, Discipline and Inability

158. Please provide figures for employees who were subject to discipline or inability processes under PSEMA (noting that fixed period, casual employees, and executive contract officers are not subject to Part 8 of PSEMA).

☐ Inability or Unsatisfactory Performance

☐ Summary Dismissal

☐ Discipline (excluding summary dismissal)

159. Please provide comment about the types of discipline breaches, changes in numbers or trends.

160. If your agency keeps figures of discipline actions regarding fixed period, casual and executive contract employees, please provide figures and comments about the types of breaches.

Email Documents

Throughout this survey you may have indicated that you have relevant documents relating to the following.

1. A disability Action Plan
2. Performance Management
3. Workforce Plans
4. Health and Wellbeing

These are to be emailed to enquiries.ocpe@nt.gov.au.

Thank you

161. Thank you for responding to the survey. The information you have provided is important and will inform the NTPS 2015-16 State of the Service Report and be tabled in Parliament in October 2016. If there is any feedback you would like to provide to OCPE, you are welcome to provide comments here.

162. Has your CEO approved the answers in this survey and signed the “Part 1 – Summary Statement”?

163. You indicated that your CEO has not approved the answers in this survey and/or not signed the “Part 1 – Summary Statement”. Please contact the Office of the Commissioner for Public Employment (enquiries.ocpe@nt.gov.au), and ask for a PDF of your survey so that you can submit it to your CEO.

Once your CEO has approved the answers in this survey and signed the “Part 1 – Summary Statement”, you are ready to ‘submit’ the survey. Select the “Next” button and then select the “Done – Submit” button.

164. You indicated that your CEO has approved the answers in this survey and signed the “Part 1 – Summary Statement”. Please now select the “Done – Submit” button.

Feedback FORM

We welcome your feedback on the State of the Service Report 2015-16. Your comments and suggestions will be used in the development of future reports.

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

Overall impression

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Presentation and design

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Easy to read and understand

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Content/information

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Which areas of the report were most useful?

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How do you think the report could be improved?

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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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Please indicate where you are from:

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

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

Email: enquiries.ocpe@nt.gov.au

Post: GPO Box 4371
DARWIN NT 0801

Facsimile: 08 8999 4186

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How to **CONTACT US**

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