



OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

State of the Service Report 2018-2019

Office of the Commissioner for Public Employment

State of the Service Report 2018–19

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 2018-19.

ISSN 1835-303

Published by the Office of the Commissioner for Public Employment.

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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

State of the Service Report 2018-19

In accordance with section 18 of the *Public Sector Employment and Management Act 1993* (PSEMA), I present to you the State of the Service Report 2018-19 for the Northern Territory Public Sector.

The report is divided into seven sections, meeting the requirements of section 18 of PSEMA and providing a statistical analysis of state of the service indicators. Together, these sections help to assess human resource management practices, including the extent to which agencies comply with the principles of administration management (as it relates to human resource management – workforce planning), human resource 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 Northern Territory Public Sector (NTPS) 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



Vicki Telfer
Commissioner for Public Employment

30 September 2019

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Acronyms and abbreviations

AAPA	Aboriginal Areas Protection Authority
AECD	Aboriginal Employment and Career Development (Division of OCPE)
AECDs	Aboriginal Employment and Career Development Strategy
CCT	Cross Cultural Training
CEO	Chief Executive Officer
CLF	Capability and Leadership Framework
CPE	Commissioner for Public Employment
DCIS	Department of Corporate and Information Services
EEO	Equal Employment Opportunity
EI	Employment Instruction
FTE	Full-time Equivalent
HR	Human Resources
ICAC	Independent Commissioner Against Corruption
JES	Mercer Job Evaluation System
LMS	Learning Management System
NT	Northern Territory
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
PIPS	Personnel Integrated Payroll System
PWC	Power and Water Corporation
PSEM	Public Sector Employment and Management
PSEMA	<i>Public Sector Employment and Management Act 1993</i>

Commissioner's foreword

Welcome to the annual NTPS 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.

The NTPS provides employees with the ability to contribute to meeting the needs of both Territorians and the NT Government. Our work environments offer attractive employment benefits, including access to career development and training opportunities. Considering our people are our most valuable asset, the way in which we recruit, develop, and manage our employees is important for ensuring appropriate service provision to the community. As such, the Public Sector Employment and Management (PSEM) legislation specifies the principles underpinning employment in the NTPS to be:

1. Administration management
2. Human resource management
3. Performance and conduct.

In accordance with section 18 of PSEMA, this report focuses on how agencies uphold principles 2 and 3 above and the measures being taken to improve human resource management in the NTPS. Principles 2 and 3 apply to how we recruit people into the NTPS, the environment in which they work, and how they conduct themselves in the workplace. The Administration Management Principle will only be reported on in so far as it relates to human resource management (workforce planning). The principles, which are required to be upheld by all NTPS officers (including CEOs, the CPE, and employees), are supported by the requirements arising from the PSEM legislative framework.

The 2018-19 report includes a brief overview of the NTPS and a statistical analysis of state of the service indicators. We continue to work towards improving our reporting mechanisms wherever possible, with an

aim to improve the focus and content of the report each year.

Agencies' responses to the 2018-19 Agency Reporting Survey inform the data and commentary in each of the public sector principles' sections. Data extracted from PIPS informs the 'Staffing Profile of the NTPS' (demonstrating trends and changes in the NTPS) and 'NTPS at a Glance' sections.

As of June 2019, Aboriginal employment in the NTPS was at 10.6%. Although this is only a slight increase from the previous year (at 10.4% in June 2018), this is an all-time high for the NTPS. There has been a significant increase of Aboriginal employee participation in senior and/or executive levels at the SAO1 level (or equivalent) and above, which has increased to 5.6% in June 2019, from 4.7% in the previous year. There is much work still to be done to work towards a global target of 16% Aboriginal employment and 10% Aboriginal representation in senior and/or executive levels within the NTPS by 2020.

In April 2018 the NT Government announced a number of budget savings measures to address the fiscal challenges facing the NT. These measures include a staffing cap, introduced in March 2019, and planned redundancies. These measures will result in workforce reductions and are likely to change the workforce profile in the future.

This report, the employee survey report, and agencies' annual reports provide Ministers and Territorians with insight into the NTPS, and meet reporting obligations under the *Public Sector Employment and Management Act 1993* and the *Financial Management Act 1995*.



Vicki Telfer
Commissioner for Public Employment

30 September 2019

Report overview

CPE reporting requirements

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:

18(2)(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 in section 28(2) of PSEMA are reported on in the 2018 19 OCPE Annual Report, rather than in this report.

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

Public Sector Principles

The **human resource management, merit, equality of employment opportunity, and performance and conduct principles** are complemented by the **administration management principle**.

These principles (collectively, the Public Sector Principles) underpin PSEMA as the basis for administrative action, administration of the NTPS, and conduct expected of NTPS 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. A definition of each principle is provided within the body of the report.

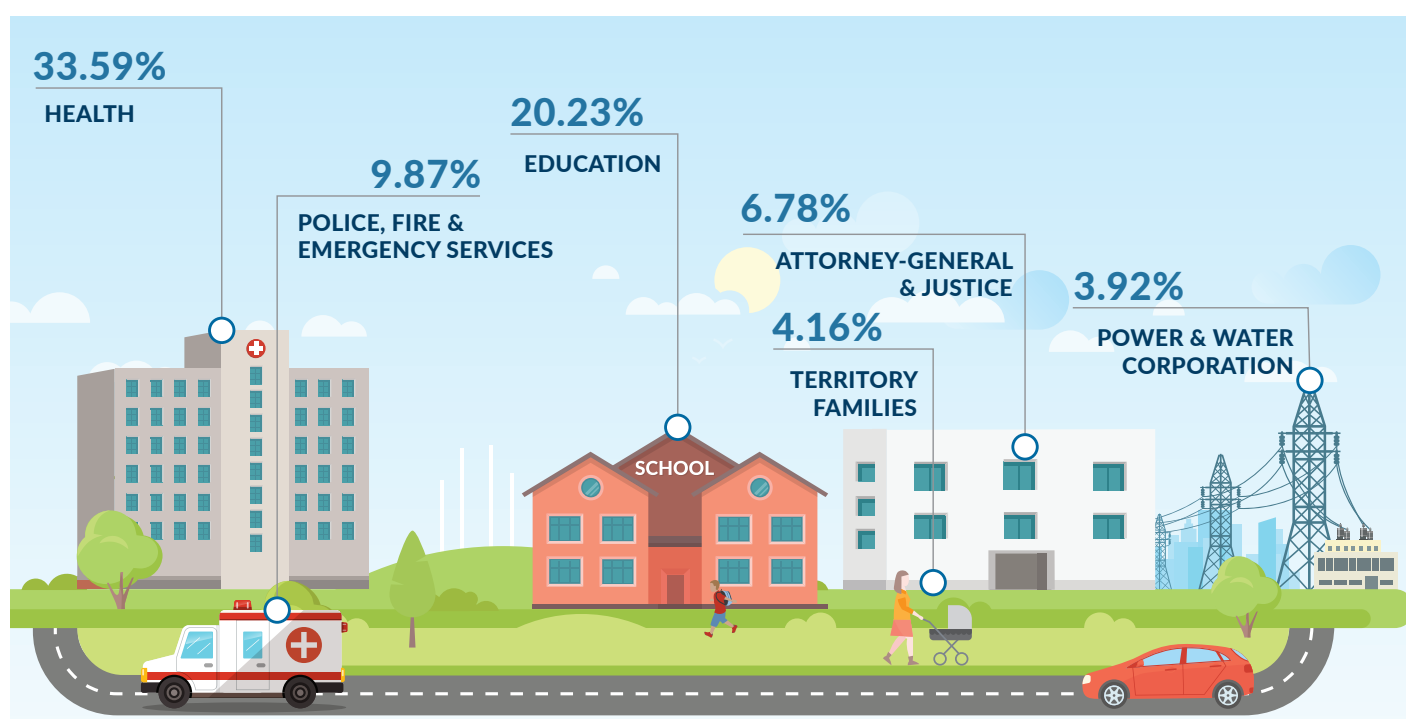
The NTPS at a glance

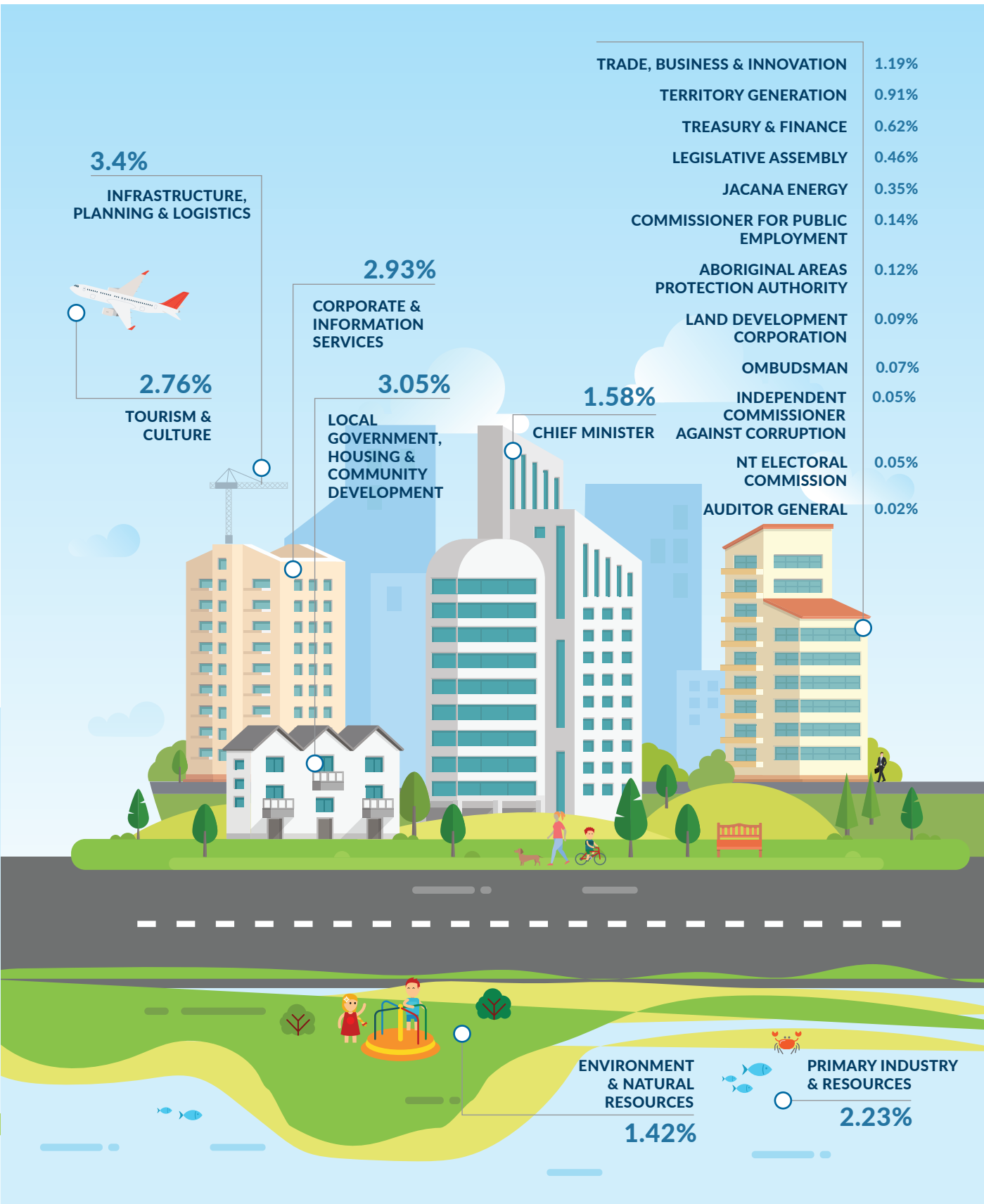
The NTPS remains the largest employer in the NT and continues to provide a broad range of services for Territorians in the health, education, policing, infrastructure, tourism, trade and primary industry sectors.

Figure 1 shows the proportion of staff in NTPS agencies that provide services across the NT. Although Figure 1 and the statistical information provided in the 'Staffing Profile of the NTPS' section identifies 24 agencies, for the 'PSEMA Principles' sections of this report, the data is based on survey responses from 22 agencies. It should be noted:

- » On 13 June 2018, the Administrator of the NT appointed Mr Kenneth Charles Fleming QC as the NT Independent Commissioner Against Corruption. Mr Fleming commenced in his role on 2 July 2018 and ICAC commenced taking reports on 30 November 2018. As ICAC was not operational for the full financial year the agency data is not included in all sections of this report.
- » The CEO of the Department of the Legislative Assembly reports to the Speaker, who under section 3(1) of PSEMA, is the 'Employer' for employees of the Department of the Legislative Assembly.
- » Aboriginal Areas Protection Authority (AAPA) is not an agency for the purposes of PSEMA, and therefore not required to comply with the PSEMA legislation. As such, AAPA's responses are not included in the sections of this report dealing with compliance with the public sector principles and Employment Instructions. However, AAPA aims to comply with and mirror PSEMA where there is no conflict with the *Northern Territory Aboriginal Sacred Sites Act 1989* and Regulations.

Figure 1 – Proportion of staff in NTPS agencies providing services across the NT





The workforce

Figure 2 – Growth in the NTPS, labour force and population: 1983 to 2019

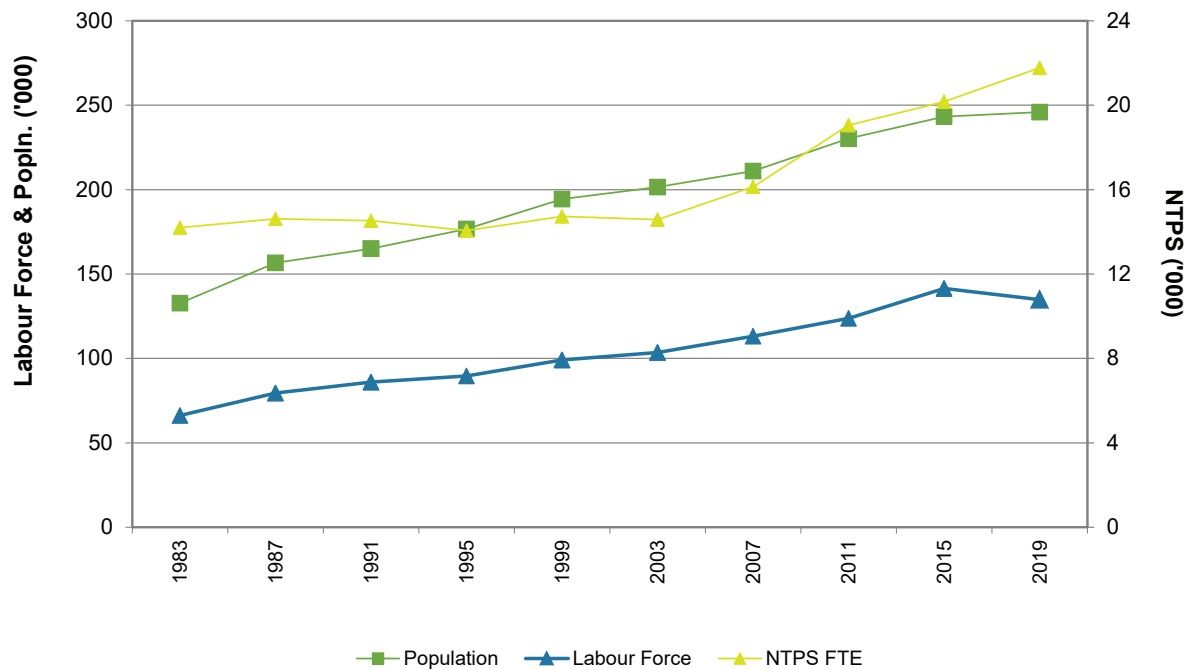
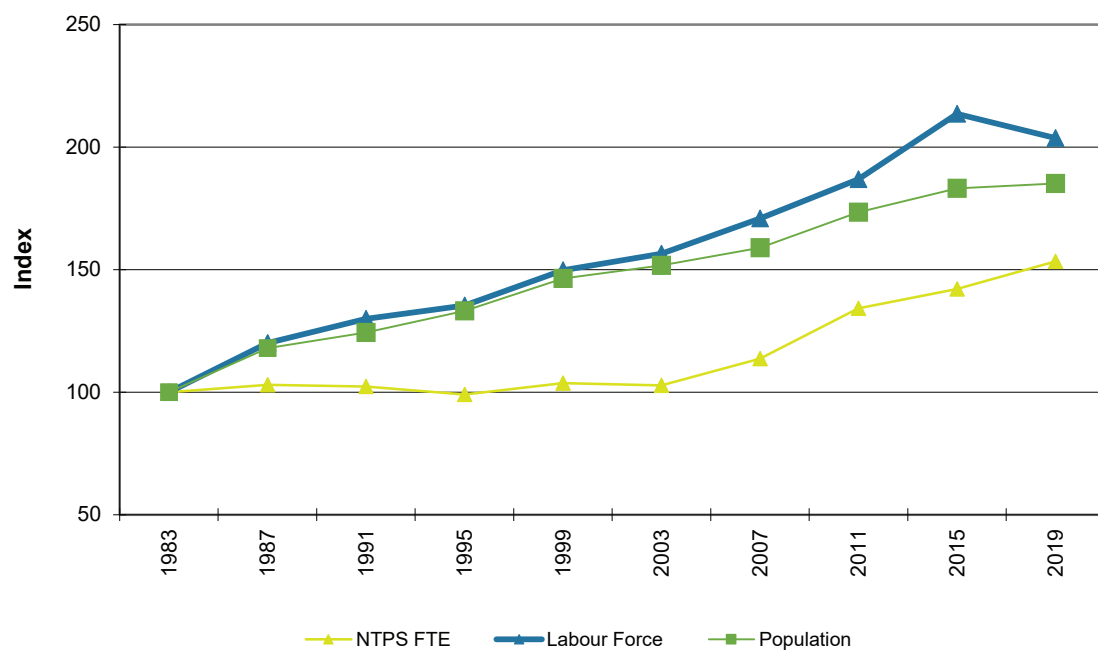


Figure 3 – Movements in the NTPS, labour force and population: 1983 to 2019



Figures 2 and 3 show the movement in the total staffing in the NTPS relevant to the movement in the NT population and NT labour force as a whole from 1983 (about the time the NTPS consolidated following self-government) to 2019.

Figure 4 – Percentage of employees earning above and below \$77,013 (median earnings)

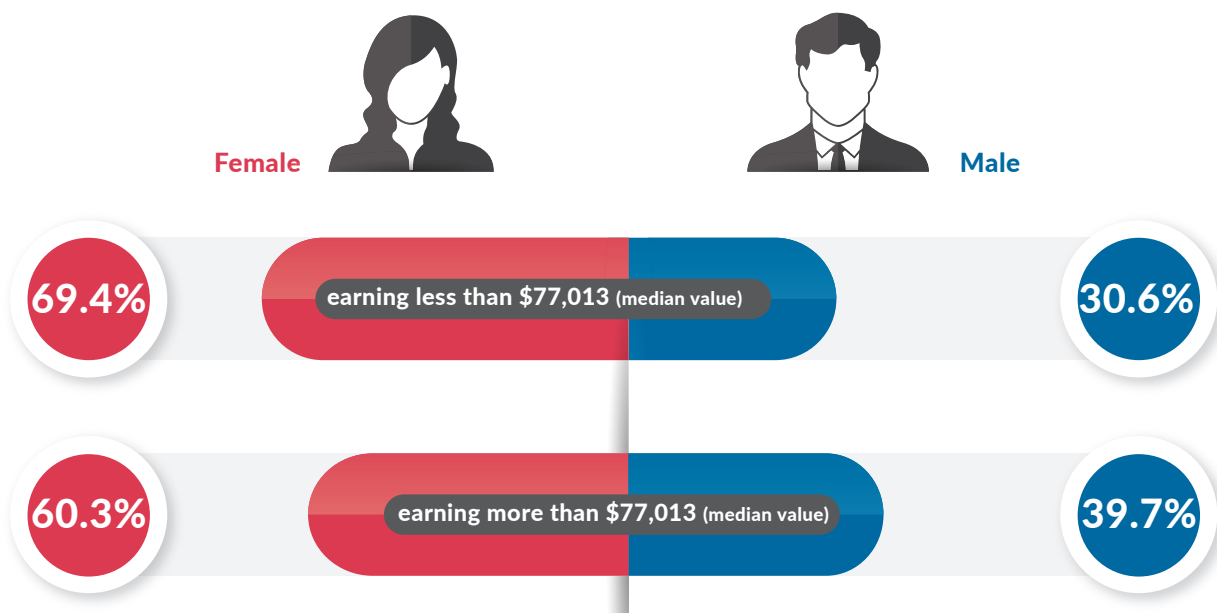
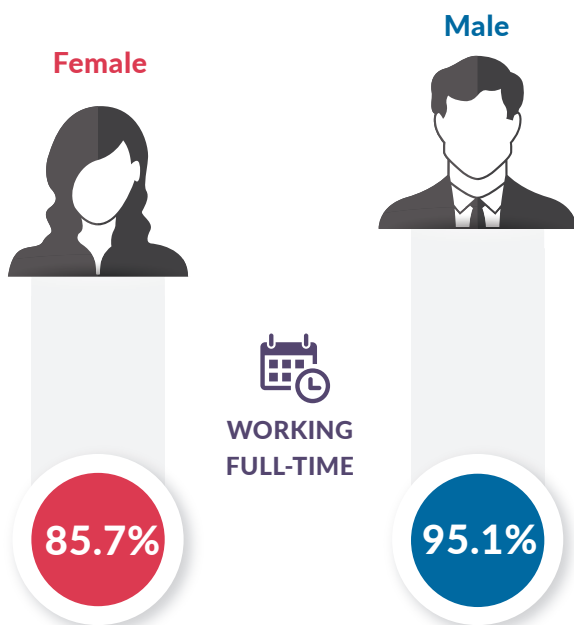
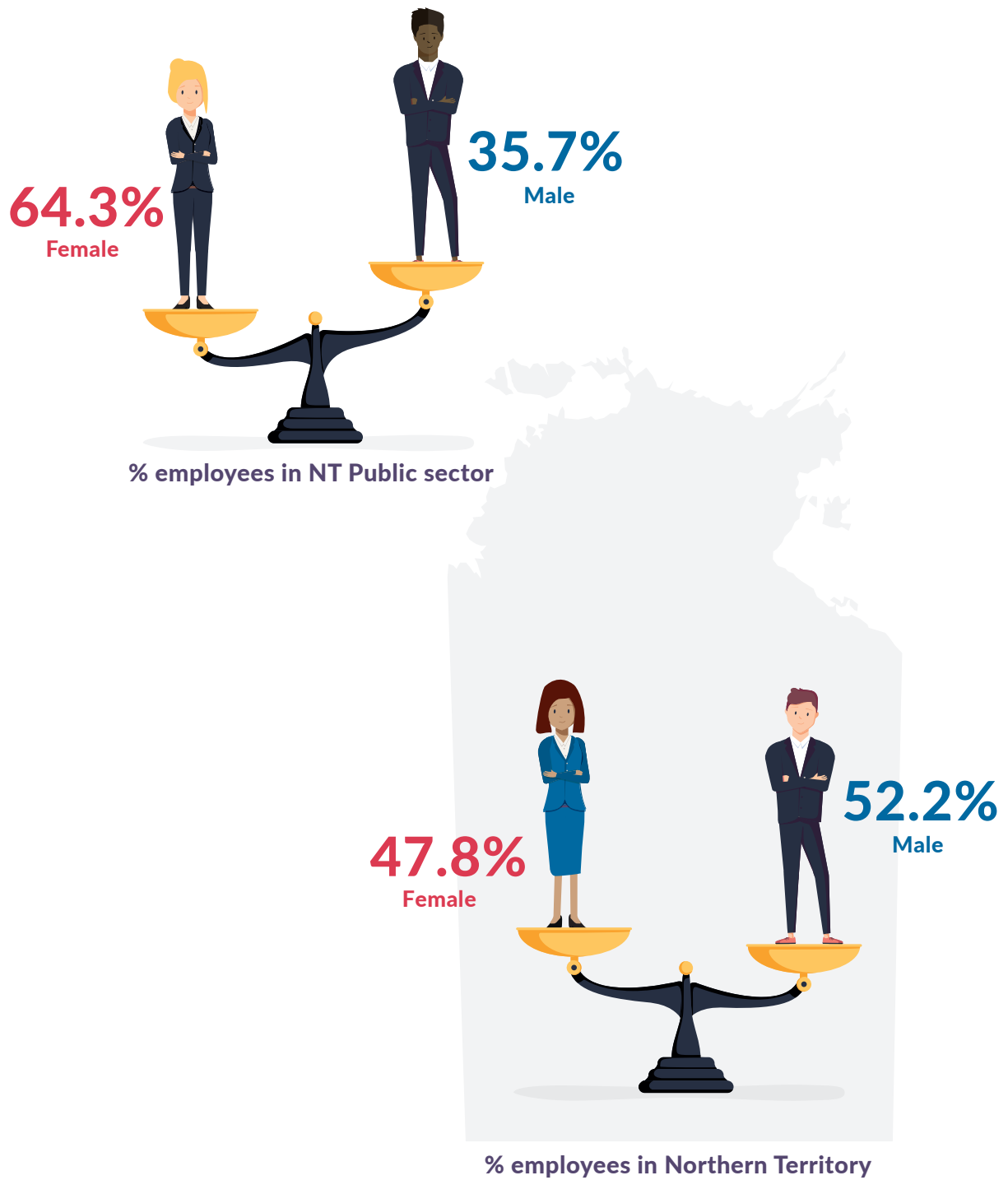


Figure 5 – Percentage of employees working full-time



Gender balance

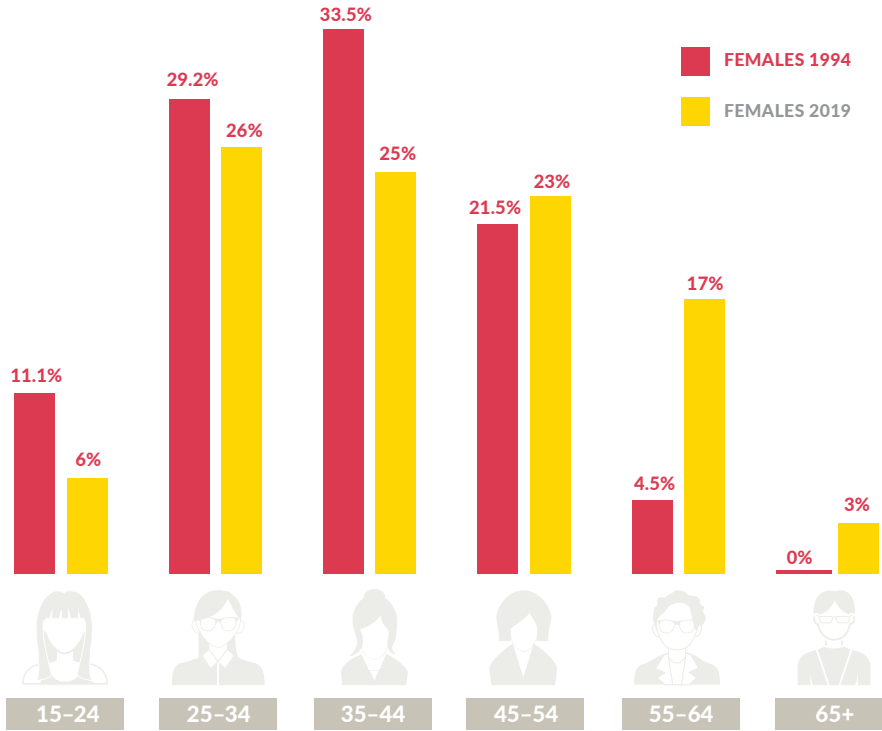
Figure 6 – Gender balance of NTPS employees vs NT total employed persons



Age groups

Figure 7 – Age of NTPS employees: 1994 and 2019

FEMALES



MALES

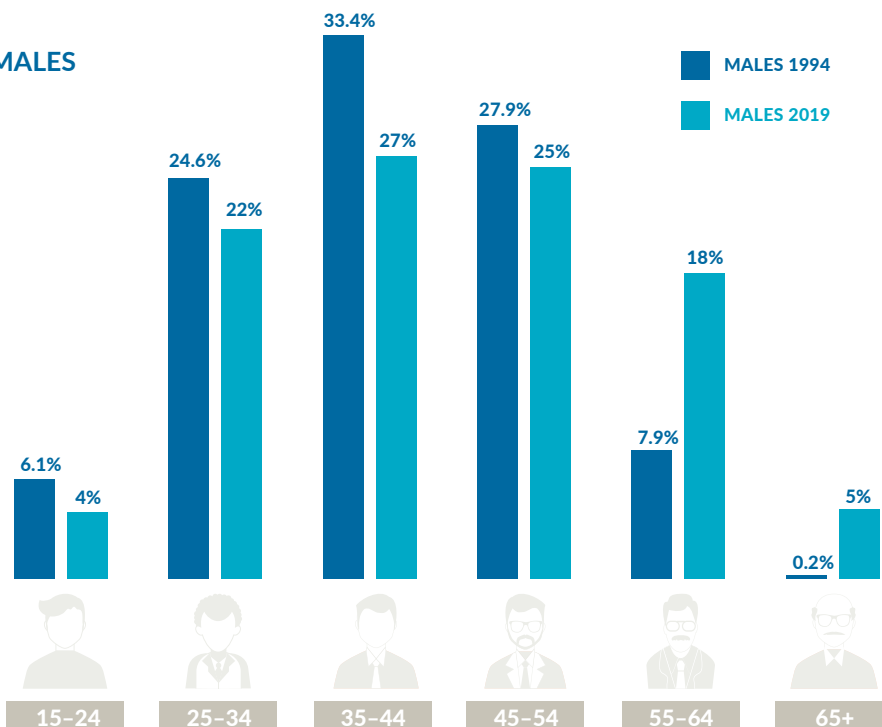
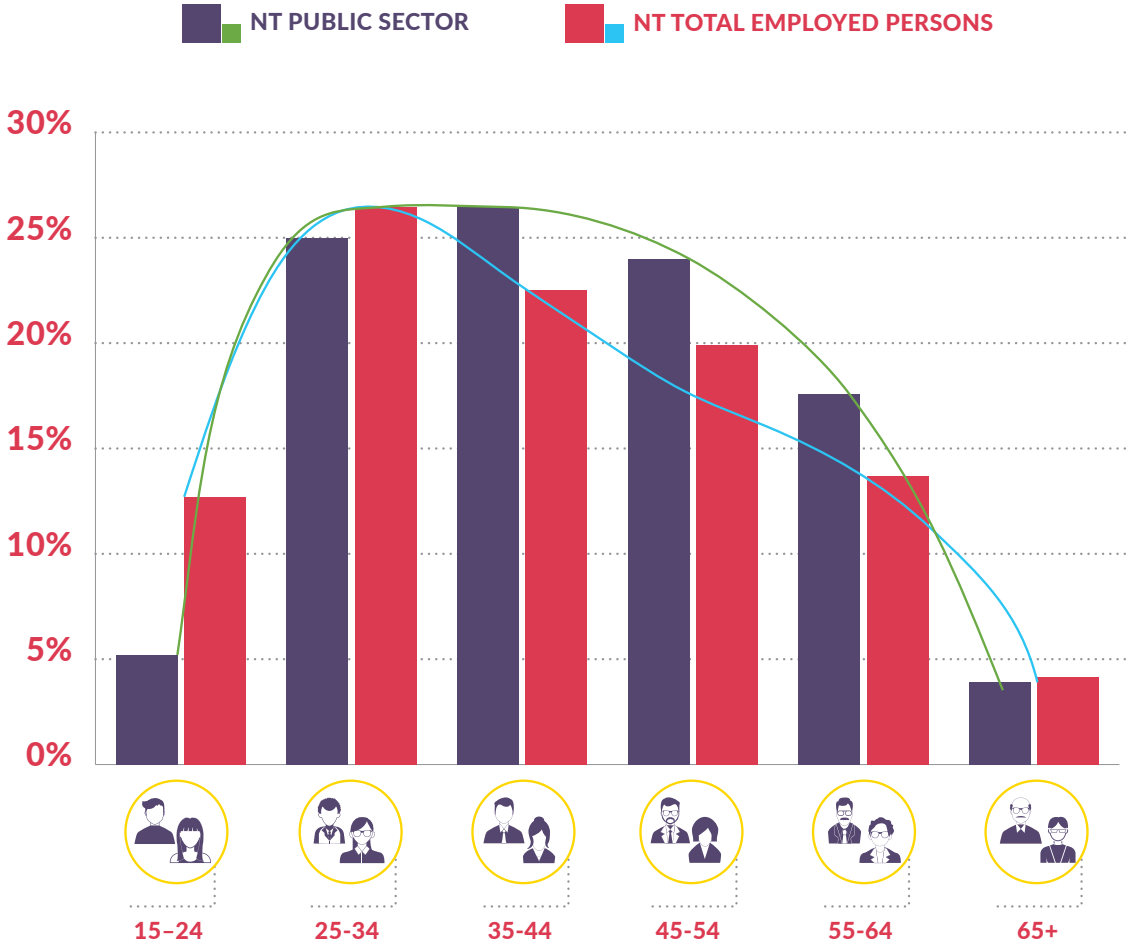


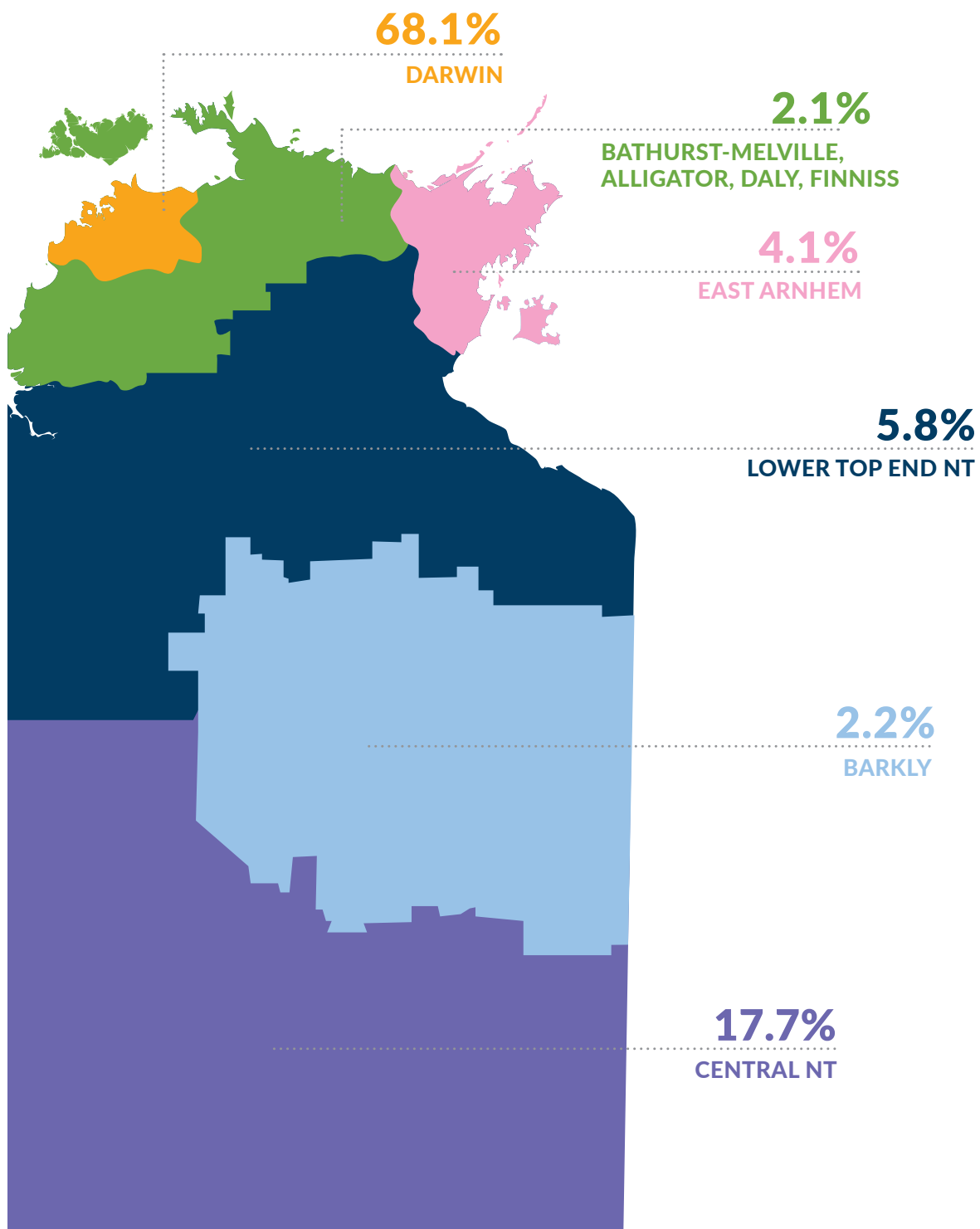
Figure 8 – Age distribution employed in the NTPS vs NT total employed persons



Where we are located

Darwin is the largest hub of NTPS staff with 68.1% of the workforce working in the Darwin and Palmerston region. The Alice Springs region has the largest proportion of staff outside of Darwin with 17.7%. The regions have since been varied, which will be reflected in the 2019-20 State of the Service report.

Figure 9 – Location of NTPS officers throughout the NT



Administration Management Principle

Section 5B of PSEMA

(as it relates to human resource management - workforce planning)

Definition of the Administration Management Principle

Section 5B of PSEMA defines the administration management principle as follows:

The **administration management principle** is that the administration and management of the Public Sector must be directed towards the following:

- (a) providing effective, efficient and appropriate services to the community and the government;
- (b) ensuring the effective, efficient and appropriate use of public resources;
- (c) informing, advising and assisting the government objectively, impartially and with integrity;
- (d) ensuring that in carrying out their functions Agencies:
 - (i) are responsive to the changing needs of the community and the government; and
 - (ii) work cooperatively with each other;
- (e) ensuring the Public Sector is structured and administered so that:
 - (i) responsibilities are clearly defined; and
 - (ii) appropriate levels of accountability are in place; and
 - (iii) excessive formality and delay are minimised; and
 - (iv) innovation is encouraged;
- (f) ensuring proper standards of financial management and accounting are maintained.

Agency observance of the Administration Management Principle (as it relates to human resource management)

All 22 agencies indicated that they had implemented processes to ensure employees are aware of and observe this principle (as it relates to human resource management), section 5B of PSEMA.

Workforce planning

Workforce planning is one of the activities that ensures agencies are able to meet the Administration Management Principle (in providing effective and efficient services to the community). NTPS agencies are required to plan for the future workforce, to ensure that their workforce is structured and administered so that:

- » responsibilities are clearly defined
- » appropriate levels of accountability are in place
- » excessive formality and delay are minimised
- » innovation is encouraged.

To meet these requirements, agencies' workforce planning activities are undertaken via a number of methodologies (see Figure 10). There has been an improvement across all but one method of workforce planning, with agencies with a workforce strategy remaining stable at 41%. While the majority of agencies reported that they have a documented workforce plan, six agencies reported that they did not.

Figure 10 – Workforce planning approaches



Evidence based, accountable workforce planning is improving such that most agencies' data held in the HR systems accurately reflects their position numbers, and nominal and actual incumbents. Multiple data sources are used across the NTPS to shape planning for the future workforce, as shown in Figure 11.

Figure 11 – Evidence used to inform agency planning



Identified workforce challenges and risks

The higher rated risks identified by 22 agencies deal with response to the changing operating environment. Attraction of appropriately skilled people, and their retention, remain highly rated risks. This remains consistent to previous years, however skills gaps for the changed environment is now the higher priority risk.

Figure 12 – Workforce challenges and risks



Identified capacity (headcount) and capability (skills) gaps

Attraction and retention of skilled workers who meet the needs in a changing environment were identified as the major risks that the NTPS experiences. Of the 22 agencies, the following risks and workforce planning actions to mitigate the risks were undertaken.

Key capacity (headcount) gaps

Key capacity gaps experienced across the NTPS were industry specific skilled employees, (such as health, uniformed, teachers, engineers etc). Six of the 22 agencies reported that they do not have a capacity gap. Employees with specific technical skills, general skills in procurement and frontline administration were most in demand.

Figure 13 – Top three key capacity (headcount) gaps identified by agencies



Addressing capacity (headcount) gaps

All but one agency that reported having a capacity gap took proactive actions to address the current and projected skilled staff short fall. Agencies report that they continue to depend on private sector, interstate recruitment, and intra-jurisdictional recruitment to address the risk.

Key capability (skills) gaps

Key skills gaps for the NTPS are industry specific skills (eg: nurses, teachers, engineers etc), governance, leadership and performance management. Maintenance of a skilled and professional workforce will assist agencies to provide efficient and appropriate services to the community.

Figure 14 – Key capability (skills) gaps identified by agencies (highest to lowest)



Note the ranking for skills gaps was achieved by weighted mean average.

There is a correlation between the skills gaps and the areas where agencies focused their training investment, such that the largest portion of training effort was expended on industry specific skill development (ie: nurse, lawyer, engineer, teacher). This held true for vocational, higher education, and non-accredited training across the NTPS.

Addressing capability (skills) gaps

All agencies that have a capability gaps took proactive actions to address the current/projected skilled staff short fall. Agencies report that they are increasing their investment in professional development (both accredited and non-accredited). Inter-jurisdictional secondment strategies are adopted to address the capability gaps. Two agencies reported that they do not have capability gaps.

Figure 15 – Activities undertaken by agencies to address capability (skills) gaps



Succession planning

All agencies undertook succession planning activities, with the majority employing three or more measures. All agencies undertook mentoring and coaching; 95% undertook formal training as part of their succession planning, with on the job exposure (backfill and higher duties) undertaken by 91% of agencies.

Figure 16 – Succession planning activities

	Succession Planning Activity	2015-16	2016-17	2017-18	2018-19	No. of agencies represented
	Mentoring / coaching	79%	86%	95%	100%	22
	Other* / Refer to formal training	14%	86%*	82%	95%	21
	Acting opportunities/backfilling	93%	95%	95%	91%	20
	Graduate program	57%	57%	59%	64%	14
	Job shadowing	32%	48%	55%	55%	12
	Job sharing	32%	29%	36%	36%	8

NOTE: Formal training was included in the 'Other' option

Human resource Management Principle

Section 5C of PSEMA

Definition of the Human Resource Management Principle

Section 5C of PSEMA defines the human resource management principle (HRM) as follows:

- (1) *The **human resource management principle** is that human resource management in the Public Sector must be directed towards promoting the following:*
- (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.*

Agency observance of the HRM Principle

All 22 agencies indicated that they had implemented processes to ensure employees are aware of and observe this principle, section 5C of PSEMA.

Employee wellbeing is considered through providing workplaces that comply with occupational health and safety standards, where employees can access support services so they can manage their own health and wellbeing, where they are remunerated for the work they are performing, and where opportunities for training and development are available. Employees are also informed of their rights under natural justice, when decisions are taken that may adversely affect them.

Occupational health and safety

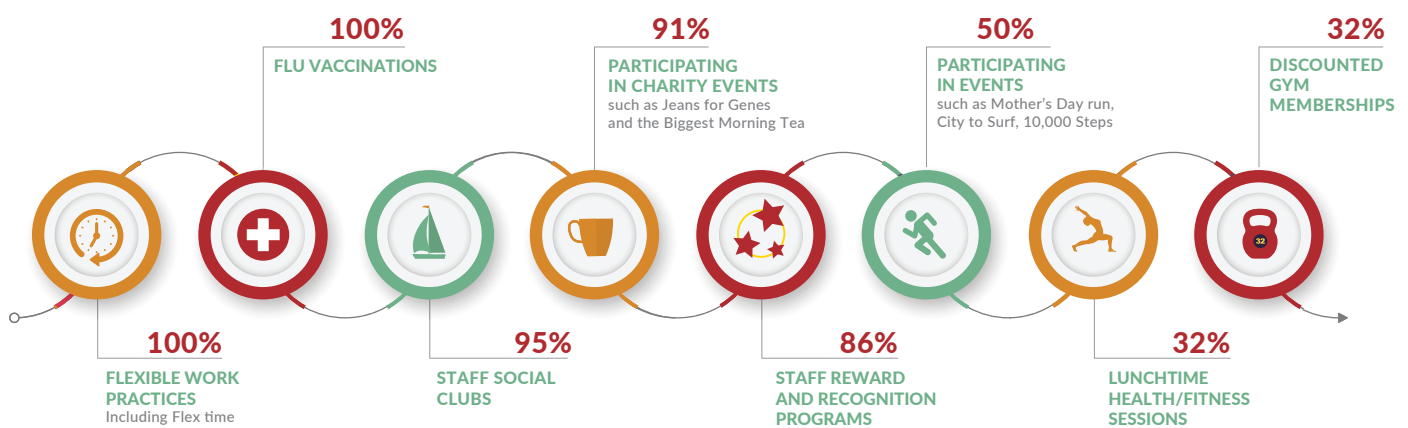
EI 11 – Occupational Health and Safety Standards and Programs sets the framework for agencies to develop their occupational health and safety standards and programs in the NTPS.

All agencies have policies and procedures in place that comply with the Occupational Health and Safety Standards of EI 11.

Health and wellbeing strategies

To assist employees manage their health and improve employee engagement, the variety of health and wellbeing strategies are offered by all agencies included flex-time and flu vaccinations. Other health and wellbeing strategies used across agencies are shown in Figure 17.

Figure 17 – Health and wellbeing strategies



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

In addition, the Employee Assistance Program is available to all employees across the NTPS. Under the arrangements, employees can make appointments directly with one of five approved providers, who offer professional and confidential counselling services to employees for a range of issues including:

- » personal and workplace relationships
- » health
- » depression
- » anxiety disorder

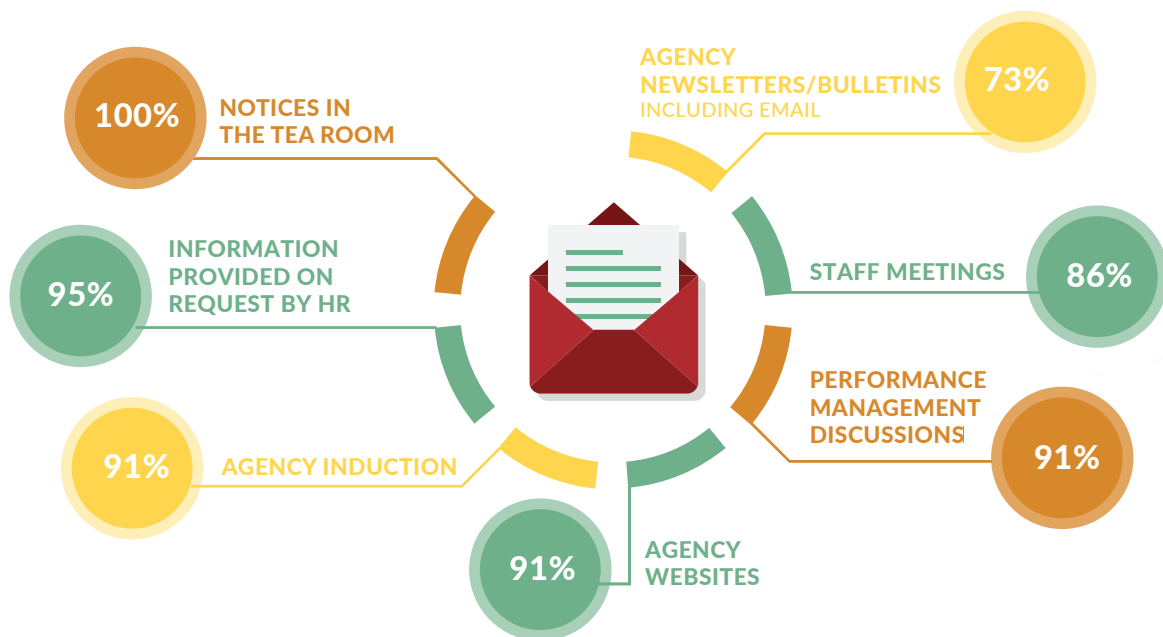
- » family disintegration
- » marital problems
- » alcohol and substance misuse
- » gambling and other addictions.

Other professional services such as conflict management, mediation, critical incident response, and trauma counselling are also available.

NTPS employees, their current spouse/partner and dependents can access three counselling sessions per issue per year, at no cost. Services are paid for by the relevant NTPS agency. If after three sessions further assistance is required, agencies may agree to pay for additional sessions.

All agencies promote the Employee Assistance Program using the methods shown in Figure 18.

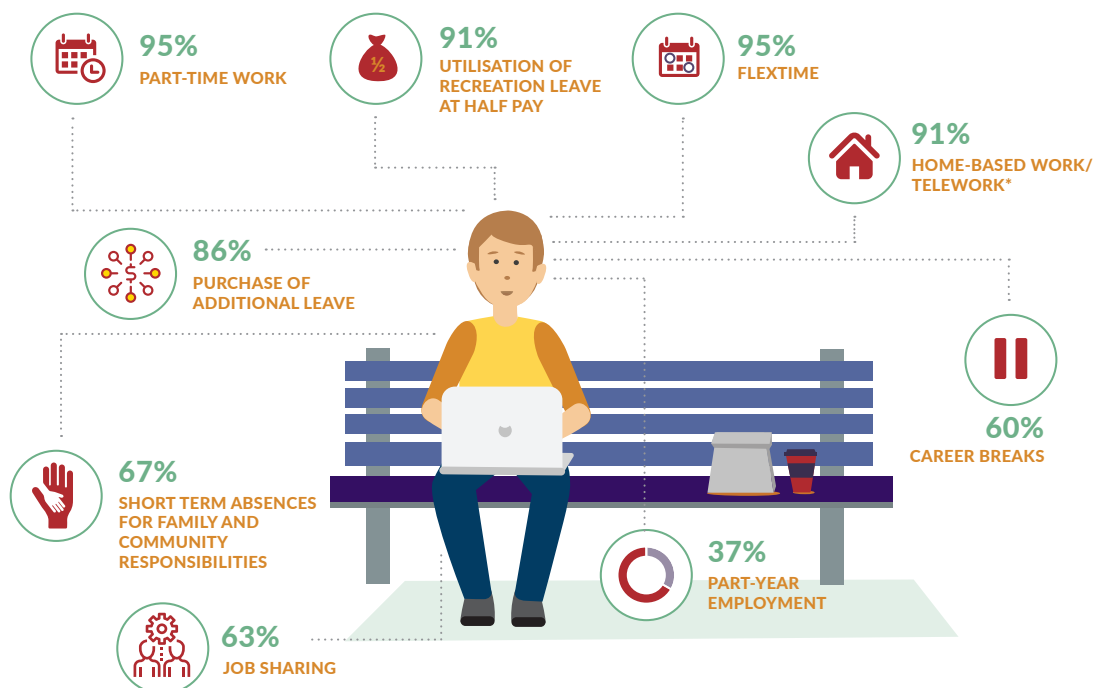
Figure 18 – Methods of Employee Assistance Program promotion



Flexible workplace practices

A broad range of flexible work practices are available to employees to support a measure of balance between work and personal commitments. Figure 19 shows the percentage of agencies in which employees are accessing various flexible work arrangements.

Figure 19 – Flexible work arrangements



NOTE: Home-based work/telework may be a suitable flexible work arrangement in certain circumstances where it is necessary to retain a specialist skill set or corporate knowledge.

Part-time work and flex-time are the most utilised flexible work practices in the NTPS with 95% of agencies reporting that employees were accessing these options. Provided there is suitable work to do, a flex-time arrangement allows for variations in start and finish times and employees may accumulate time in credit so that time off can be taken at a later date.

The 2019 survey data demonstrates an increase in the percentage of agencies in which employees are accessing flexible work arrangements, with the exception of the utilisation of recreation leave at half pay, which remained stable at 91%.

Employees are required to submit requests for flexible work arrangements in writing, setting out the details of the change sought and the reasons for the request. When considering applications, managers need to ensure that:

- » the agency's operational requirements are taken into account, ensuring that services to the public would not be disrupted
- » fair and reasonable consideration is given to the employee's application
- » arrangements can be put in place to ensure the change sought would not result in unreasonable increases in workload and/or overtime required to be performed by other employees to accommodate the request.

In certain circumstances, an employee's request to access a flexible working arrangement can only be refused on reasonable business grounds. These circumstances include when an employee:

- » is the parent, or has responsibility for the care of a child who is of school age or younger
- » is a carer (within the meaning of the *Carer Recognition Act 2006*)
- » has a disability
- » is 55 or older
- » is experiencing violence from a member of the employee's family
- » provides care or support to a member of the employee's immediate family, or a member of the employee's household, who requires care

or support because the member is experiencing violence from the member's family.

Where agencies did not approve requests for flexible working arrangements, the reasons were limited to:

- » it was impractical to change other employees' working arrangements or hire new employees to accommodate the request
- » the request would result in significant loss of productivity or have a significant negative impact on customer service.

All agencies record and monitor flexible work practices through formal flexible work agreements with periodic review of the arrangements.

Job classification

Jobs in the NTPS are evaluated to determine their appropriate classification using either JES, which applies to the majority of jobs (administrative, professional, technical, policing, nursing), or via competency requirements or other arrangements established under the relevant enterprise agreement (physical, classroom teachers, medical officers). Once the classification level is determined, the appropriate remuneration is applied as per the rates under the relevant enterprise agreement.

All agencies review job descriptions prior to advertising to determine if it still accurately reflects the responsibilities and requirements of the role. If the job has changed it may need to be re-evaluated, however, a re-evaluation may not result in a change to the classification level.

Agencies also review job descriptions and classifications in the following circumstances:

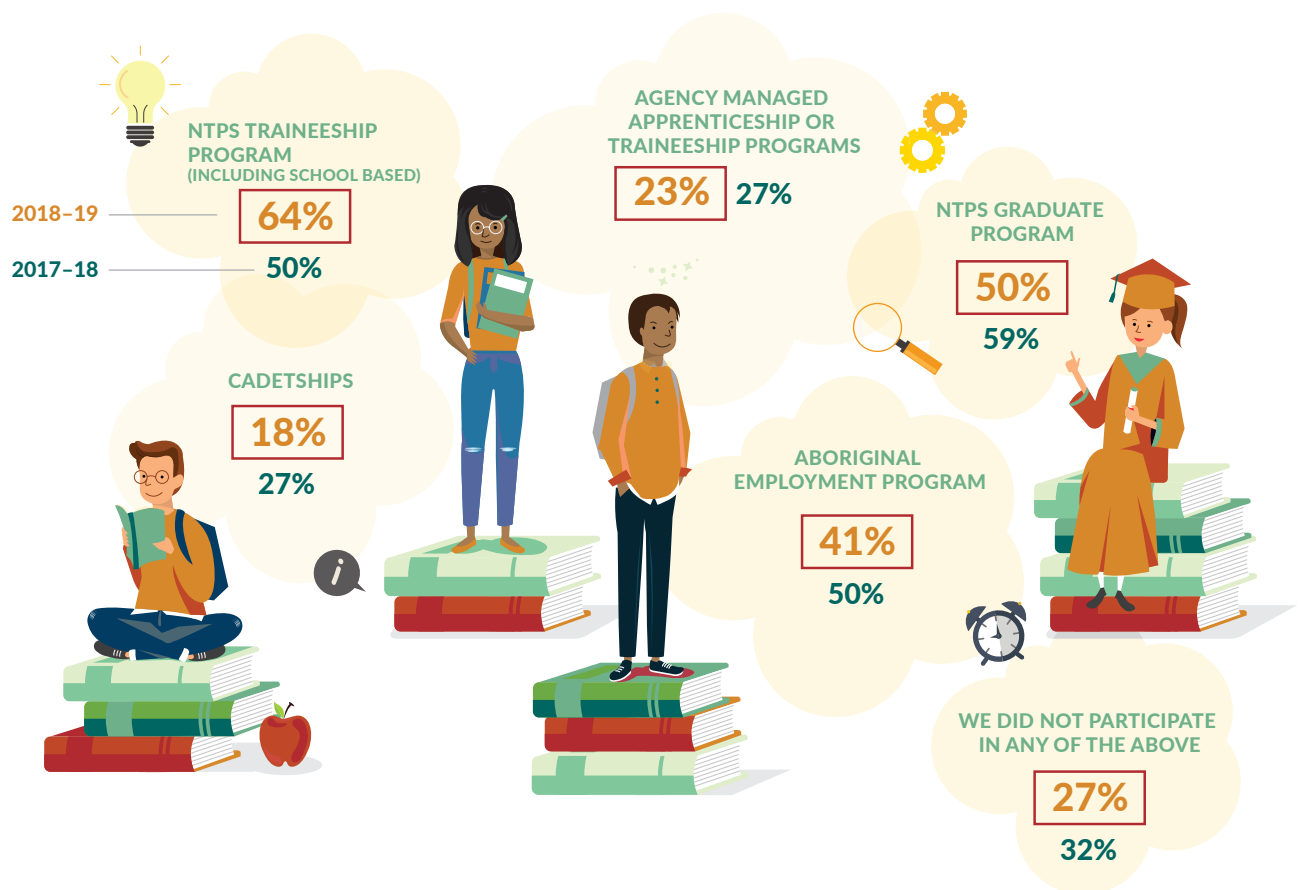
- » establishment of new functions (100% of agencies)
- » during change management processes (91%)
- » when prompted by a performance management review (91%)
- » upon request from individual employees (86%)
- » machinery of government changes (82%).

PIPS is used by agencies to reflect agency organisational structures for reporting purposes. When changes are made to positions, organisational structure, and employee details, there are a number of modules in PIPS that require updating to ensure the system accurately reflects the actual structure of the organisation. At the time of reporting 86% of agencies have aligned their position structures and JES classifications in the relevant PIPS modules and 95% of agencies' position numbers accurately reflect the nominal and actual incumbents.

Early careers programs

Attracting people into the NTPS workforce through Early Careers Programs continues, with 73% of agencies participating. However whilst there has been an increase in agency participation, there has been a reduction in recruiting through all programs other than the NTPS Traineeship Program (including school based).

Figure 20 – Percentage of agencies that participated in early careers programs



Developing new employees

All but one agency adopted a range of approaches to inductions to support new and early career employees. Agencies provide induction training to new employees covering a range of topics to ensure they understand:

- » the agency, policies, and organisation structure
- » job, division/workplace goals and objectives
- » all aspects of the employment relationship
- » available communication channels.

Figure 21 – Percentage of agencies delivering key topics in induction training

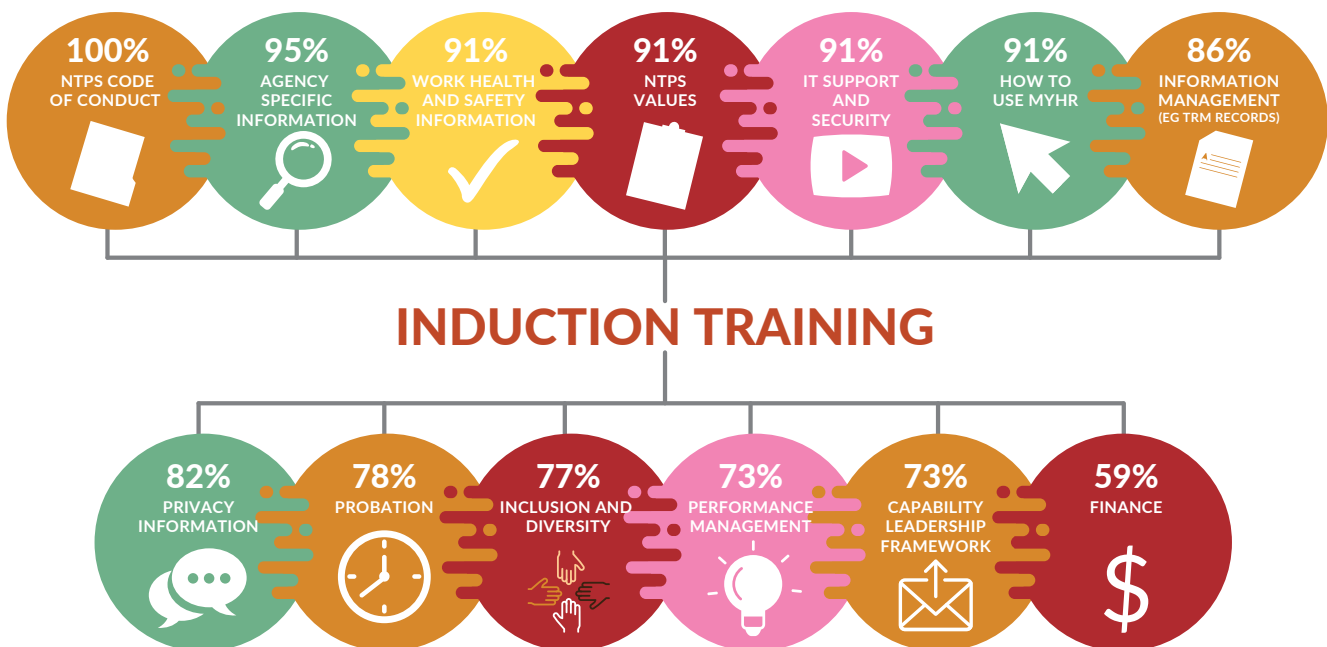


Figure 22 – Method of delivering agency induction programs

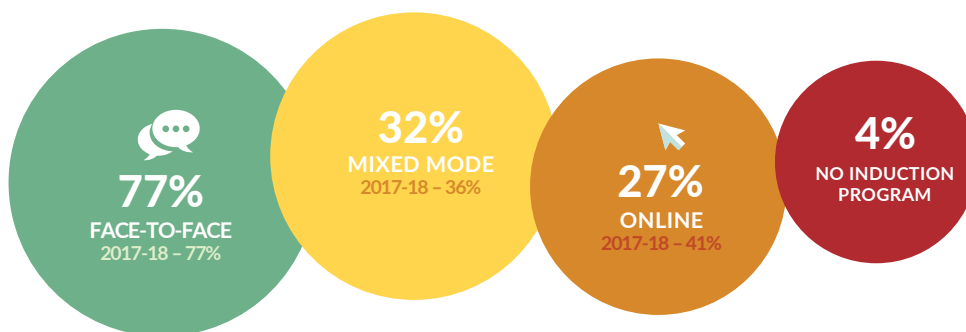
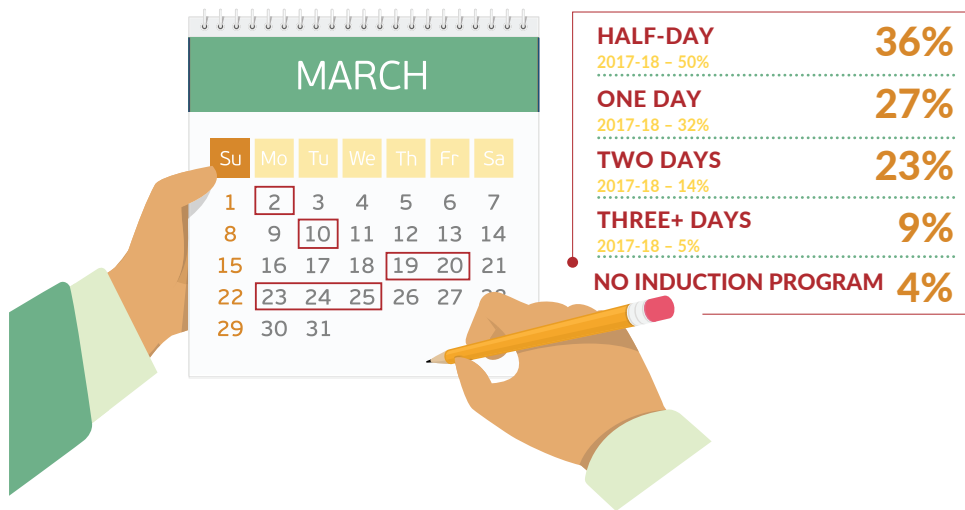


Figure 23 – Duration of induction programs



Performance management

EI 4 – Employee Performance Management and Development Systems requires CEOs to develop and implement an employee performance management and development procedure within their agency that is compliant with the requirements of EI 4.

A total of 96% of agencies reported having an operational performance management system in place. However, as in previous years, the systems are not implemented in all areas of an agency and not all employees have a formal written performance agreement in place.

Figure 24 – Performance management systems

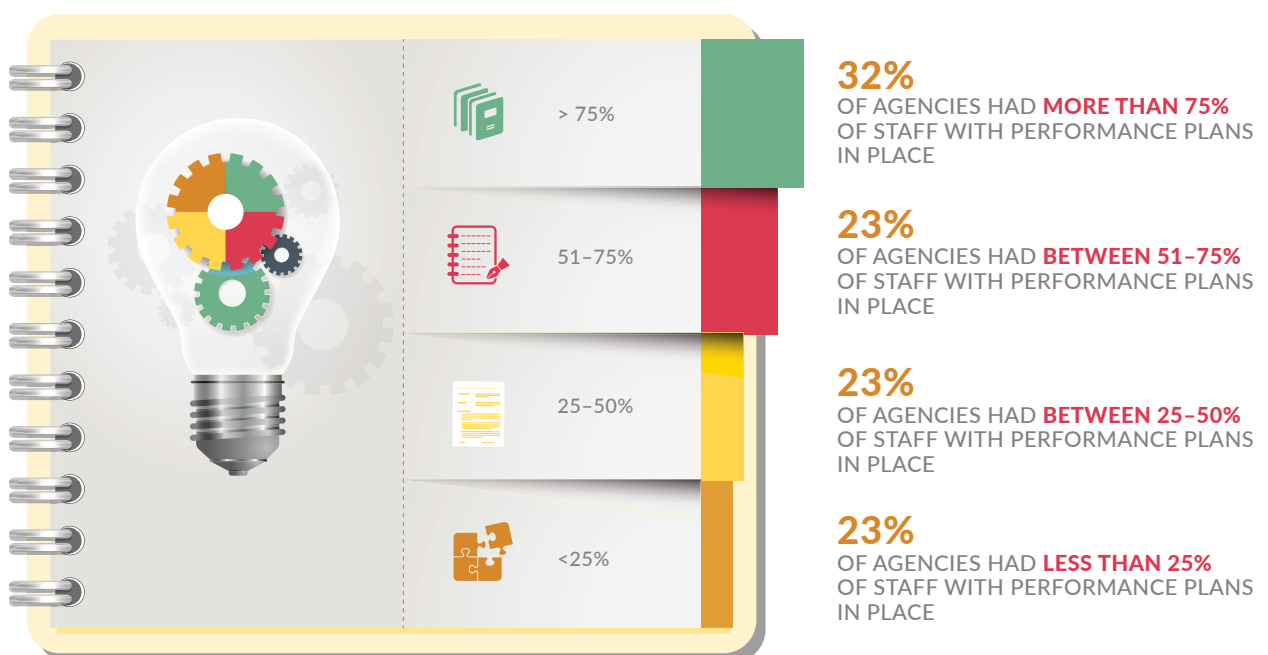
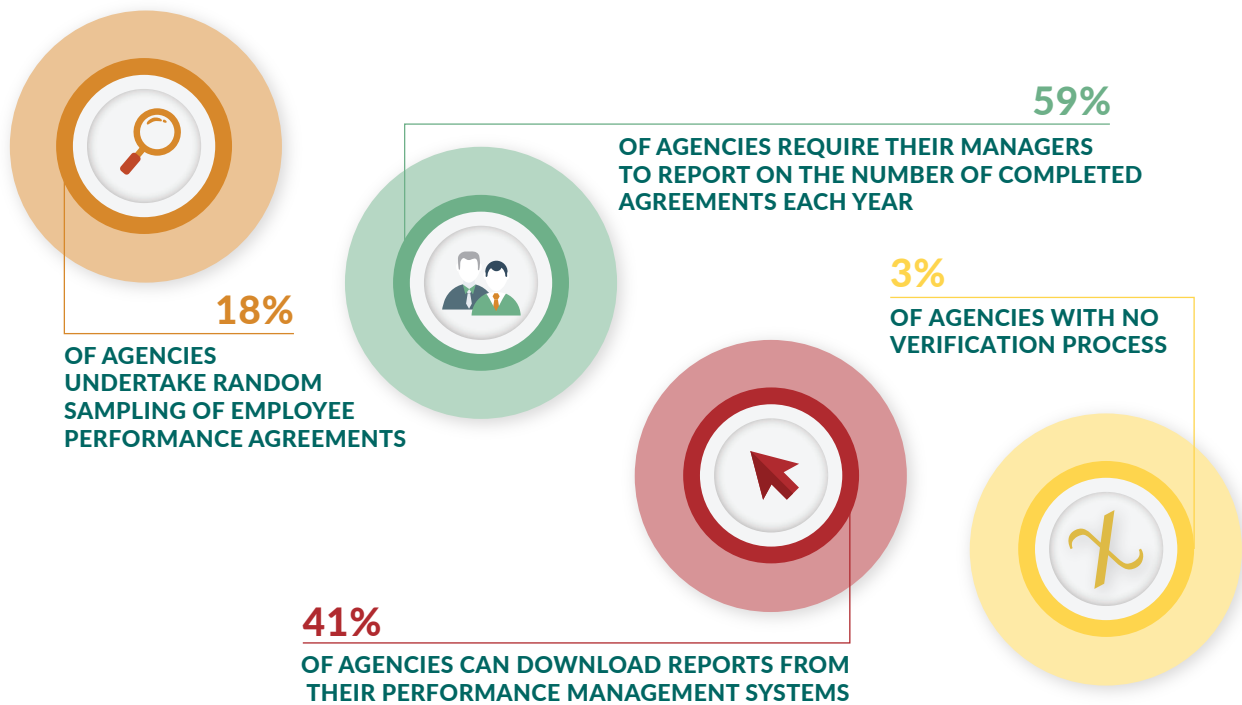
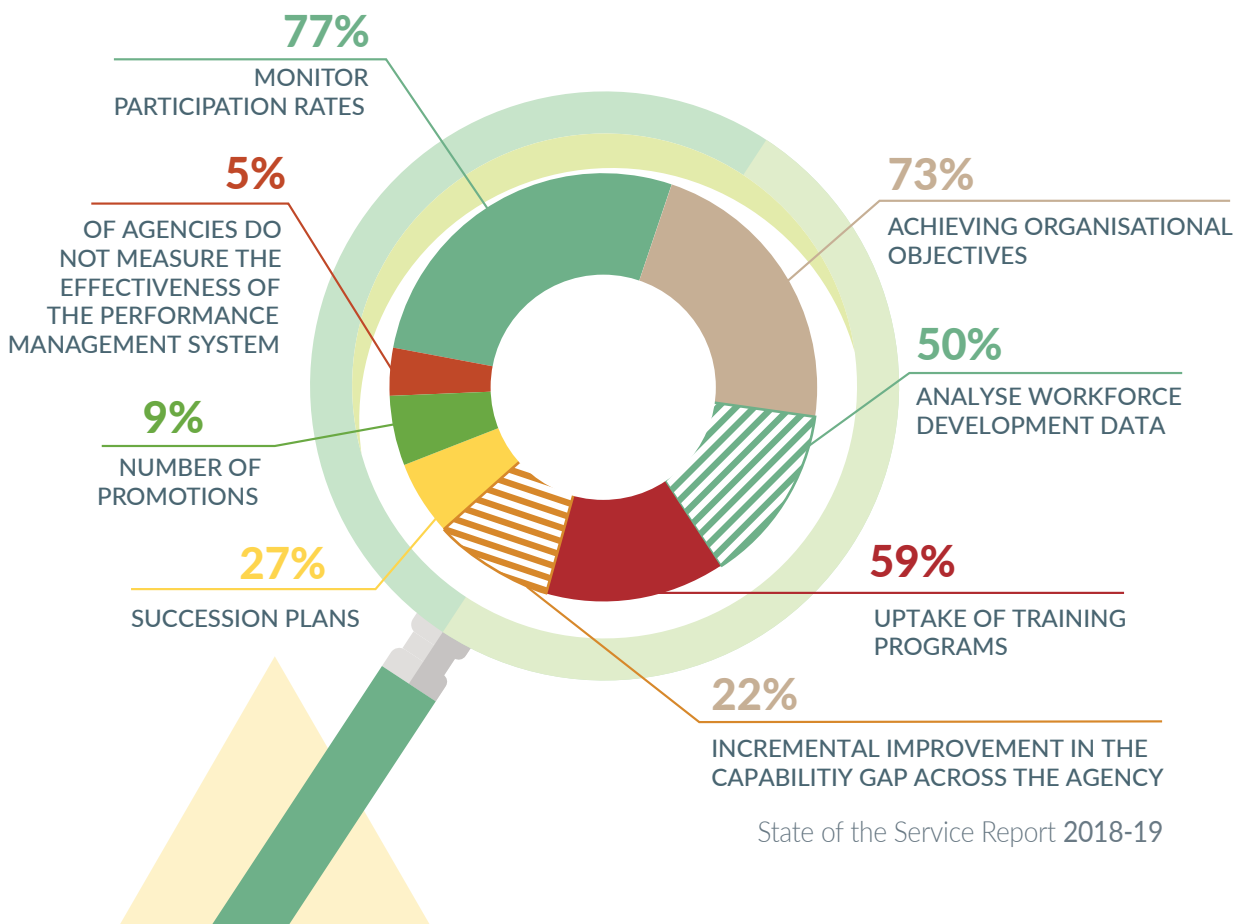


Figure 25 – Provision of formal performance agreements across agencies



Effective performance management systems contribute to the achievement of organisational objectives, improves the performance of individuals and teams, and is a valuable opportunity for employees to receive feedback and discuss their goals. Agencies measure the effectiveness of their performance management systems in a number of ways, as shown in Figure 26.

Figure 26 – Methods of measuring the effectiveness of performance management systems



Agencies prepare first time managers and supervisors for undertaking the responsibilities of their roles (including performance management) through various methods including:

- » coaching and mentoring (100% of agencies)
- » first time management training (82%)
- » performance management training (41%)
- » new manager induction (18%).

Performance discussions and professional development

Monitoring performance and responding to skills gaps through a variety of development opportunities is a critical component of developing a skilled workforce. A total of 68% of agencies reported that training coordinated and delivered for employees is in accordance with their workforce plan. All agencies engaged in identifying development needs through performance discussions.

Further, there is a correlation between where agencies focused their training investment to address the skills gaps areas, such that the largest portion of training effort was expended on industry specific skill development (ie: nurse, lawyer, engineer, teacher). This held true for vocational, higher education, and non-accredited training across the NTPS.

Figure 27 – Addressing training and development needs



Figure 28 – Investment in vocational education and training (VET) by topic

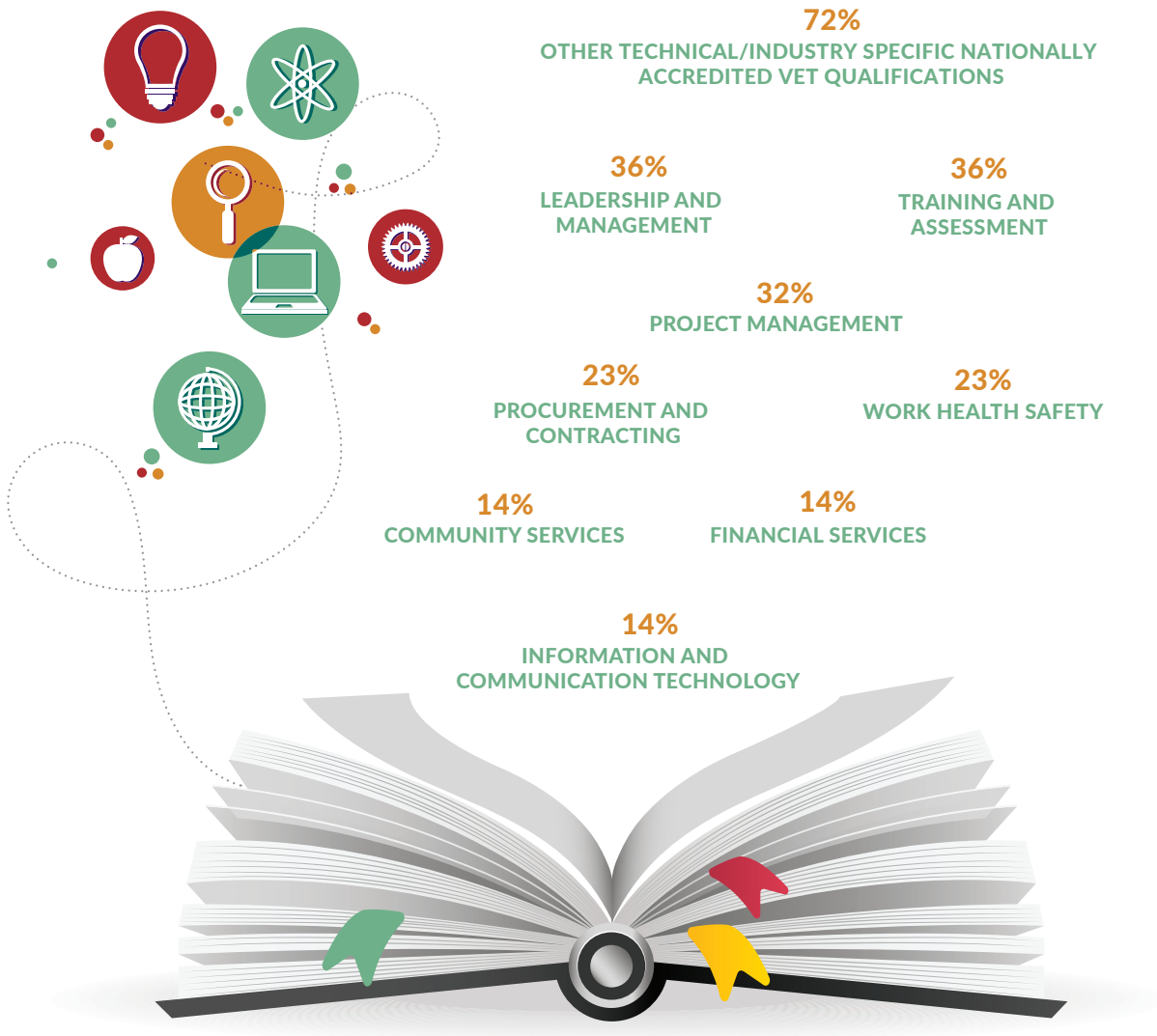


Figure 29 – Investment in university higher education qualifications by topic



Figure 30 – Investment in staff attending agency procured non-accredited training and development by topic

	AGENCIES THAT IDENTIFIED TOPIC AS A SKILLS GAP	AGENCIES INVESTING IN TRAINING	TOTAL NUMBER OF PARTICIPANTS
LEADERSHIP	73%	59%	458
PERFORMANCE MANAGEMENT	73%	32%	614
PROJECT MANAGEMENT	68%	36%	163
PROCUREMENT	64%	55%	1 890
MENTORING AND COACHING	64%	23%	10
FINANCE	55%	41%	160
POLICY	55%	23%	292
AGENCY DEVELOPED TECHNICAL/INDUSTRY SPECIFIC NON-ACCREDITED TRAINING	50%	64%	4 681
ICT	45%	45%	636
HR/IR	32%	50%	1 098
WORK HEALTH SAFETY	32%	41%	509
GOVERNANCE	32%	36%	982
CROSS CULTURAL TRAINING	27%	59%	605
BUSINESS ACUMEN	27%	32%	404
SOCIAL AWARENESS AND COMMUNITY ENGAGEMENT	27%	18%	118



Figure 31 – Investment in staff attending publicly available non-accredited training and development by topic

	AGENCIES THAT IDENTIFIED TOPIC AS A SKILLS GAP	AGENCIES INVESTING IN TRAINING	TOTAL NUMBER OF PARTICIPANTS
LEADERSHIP	73%	36%	59
PERFORMANCE MANAGEMENT	73%	18%	35
PROJECT MANAGEMENT	68%	27%	62
PROCUREMENT	64%	23%	149
MENTORING AND COACHING	64%	9%	6
FINANCE	55%	36%	29
POLICY	55%	9%	2
AGENCY DEVELOPED TECHNICAL/INDUSTRY SPECIFIC NON-ACCREDITED TRAINING	50%	59%	665
ICT	45%	32%	62
WORK HEALTH SAFETY	32%	50%	219
HR/IR	32%	41%	228
GOVERNANCE	32%	32%	49
BUSINESS ACUMEN	27%	55%	118
SOCIAL AWARENESS AND COMMUNITY ENGAGEMENT	27%	14%	106
CROSS CULTURAL TRAINING	27%	14%	18



External NTPS secondments

A total of 36 NTPS employees from 13 agencies engaged in new development opportunities and building relations with other organisations through external secondments. This includes local and inter-jurisdictional secondments.

Natural justice

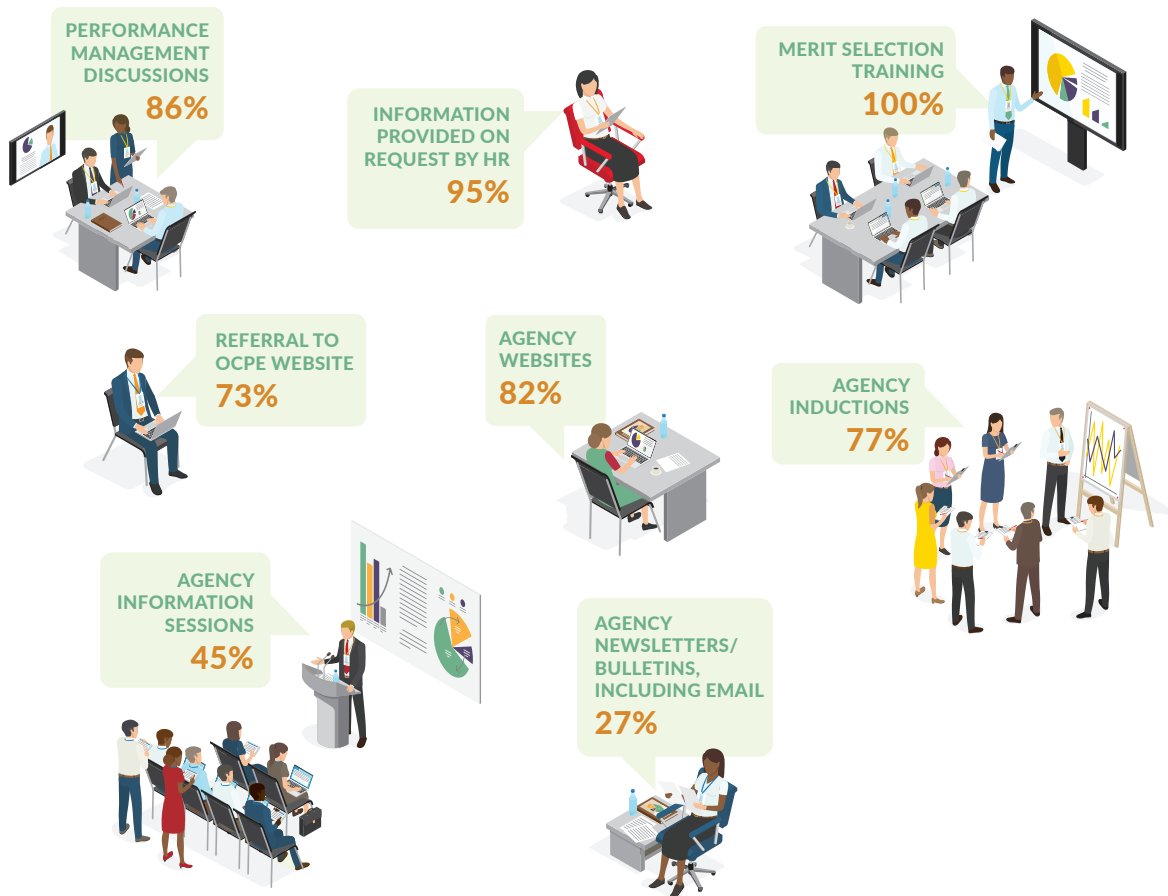
EI 3 – Natural Justice sets out the principles of natural justice that must be observed in all dealings with employees under PSEMA where an employee may be adversely affected by an impending decision. The exception is action taken under section 50 of PSEMA, which deals with summary dismissal.

All agencies specify that the principles of natural justice are adhered to in the following agency policies:

- » recruitment and selection
- » discipline
- » performance management
- » code of conduct
- » complaints and grievances.

Agencies also use a variety of methods, demonstrated in Figure 32, to ensure that employees are aware of, and understand the principles of natural justice.

Figure 32 – Methods used to communicate principles of natural justice with employees



Merit Principle

Section 5D of PSEMA

Definition of the Merit Principle

Section 5D of PSEMA defines the merit principle as follows:

- (1) The **merit principle** is that the employment of a person as an employee, or the promotion or transfer of an employee, under this Act must be based solely on the person's suitability:
 - (a) to perform the relevant duties; and
 - (b) for employment in the relevant workplace; and
 - (c) for employment in the Public Sector.
- (2) A person's suitability is to be determined having regard to the person's:
 - (a) knowledge; and
 - (b) skills; and
 - (c) qualifications and experience; and
 - (d) potential for future development.
- (3) The merit principle applies subject to sections 35(7), 38B(1), 42(2), 46(3) and 49C(3).

Agency observance of the Merit Principle

All 22 agencies indicated that they had implemented processes to ensure employees are aware of and observe this principle, section 5D of PSEMA.

Employment based on merit and merit selection

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.

Redeployment

Where an ongoing employee is potentially surplus to the requirements of the agency, and all reasonable attempts have been made to find a suitable placement within the agency, the CEO may declare the employee potentially surplus (a redeployee) as per section 41 of PSEMA.

EI 14 – Redeployment and Redundancy Procedures

set out the processes that apply to redeployees to assist them to find suitable alternative employment in the NTPS. Under these processes, where a redeployee applies for a vacancy at level, the redeployee will be assessed, having regard to section 5D(2) of PSEMA and whether the redeployee would be suitable to perform the duties with a reasonable period of training. The merit principle does not apply (noting that the redeployee has previously been deemed suitable at level), and the redeployee must be assessed before other applicants are considered. Where more than one redeployee applies for the same vacancy, the merit principle will apply between them.

During 2018-19, six redeployees were placed in suitable alternative positions and 113 employees accepted offers of voluntary retrenchment. At the end of 2018-19, nine redeployees were registered on the OCPE Database. The notice of redundancy provisions were applied to two employees.

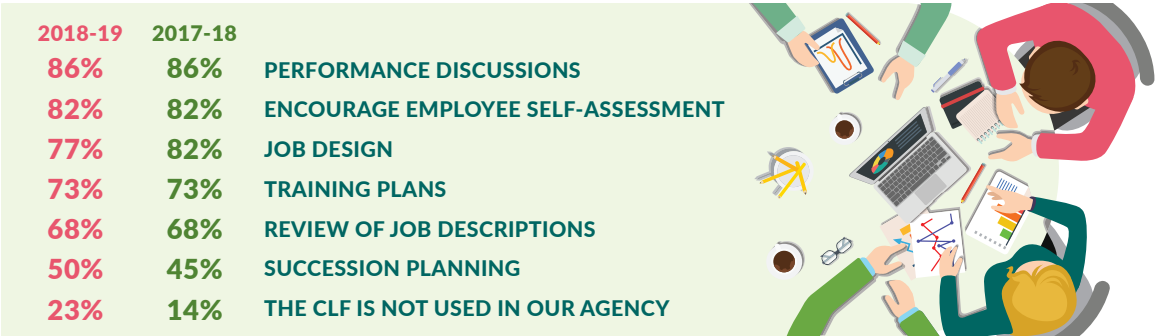
The increase in the number of voluntary retrenchments from 17 last year to 113 in 2018-19 is directly attributable to the budget repair measures which included offering a number of voluntary retrenchments from 2018-19 through to 2021-22 (over four years) and implementing an FTE staffing cap across the NTPS.

NTPS Capability and Leadership Framework

The NTPS CLF provides a common language to support consistent sector-wide leadership, management, and core skills capability development. It is designed to ensure that leadership capabilities and behaviours exist across all levels to meet future challenges. The CLF can be a useful tool for assisting panels to assess a person’s capabilities at a particular designation level.

The CLF is supported by the CLF Self-Assessment Tool and Professional Learning Plan. These CLF diagnostic and planning instruments provide a reference point for conversations between employees and supervisors in identifying professional development opportunities; both to strengthen capability in the current role and understand expectations at the next level.

Figure 33 – NTPS Capability and Leadership Framework use in agencies



Equality of Employment Opportunity Principle

Section 5E of PSEMA

Definition of the Equality of Employment Opportunity Principle

Section 5E of PSEMA defines the equality of employment opportunity principle as follows:

- (1) The **equality of employment opportunity principle** is that human resource management in the Public Sector must be directed towards the following:
- a) ensuring all persons have equal opportunity to compete for employment, promotion and transfer, and to pursue careers, within the Public Sector;
 - b) eliminating unlawful discrimination from human resource management in the Public Sector;
 - c) promoting diversity among employees reflective of the diversity of persons in the community.
- (2) In this section:
- unlawful discrimination** means discrimination that is unlawful under the Anti-Discrimination Act 1992.

Agency Observance of the Equality of Employment Opportunity Principle

All 22 agencies indicated that they had implemented processes to ensure employees are aware of and observe this principle, section 5E of PSEMA.

Inclusion and diversity

EI 10 – Equality of Employment Opportunity Programs sets out rules for developing programs to ensure that employees have equal employment opportunities in accordance with PSEMA.

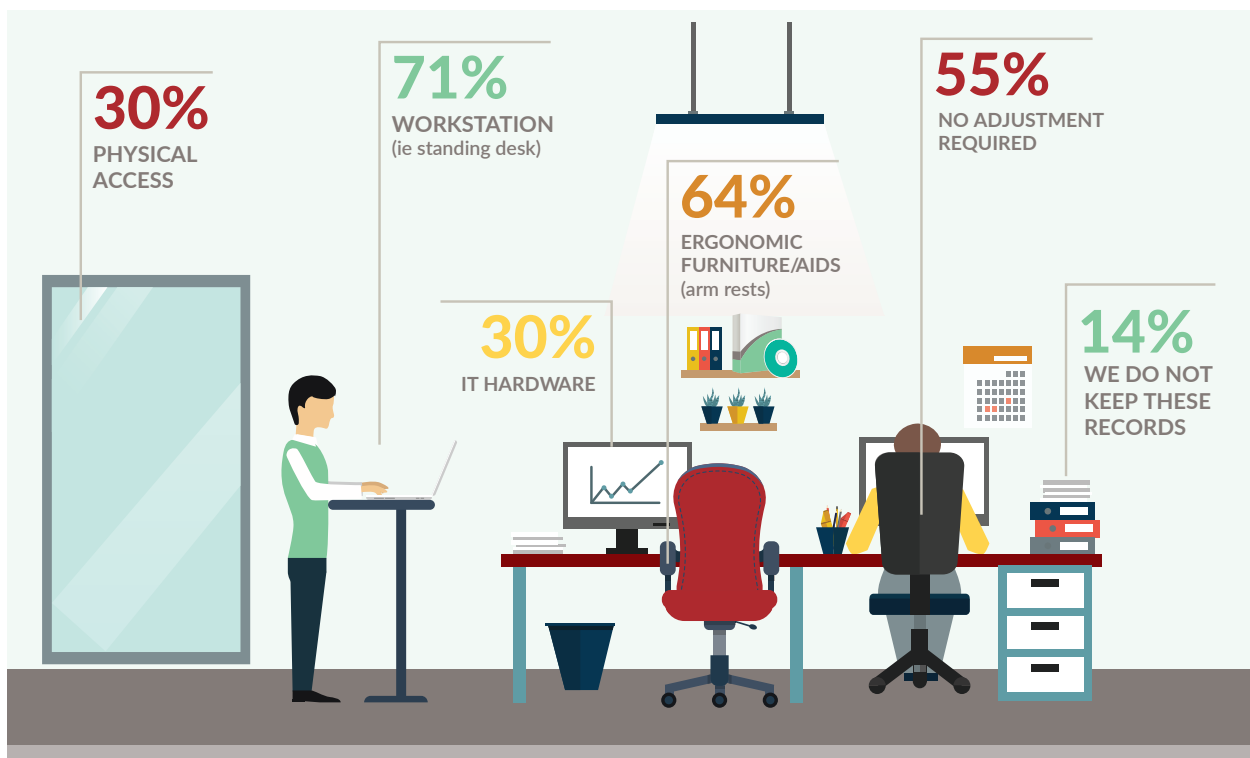
All agencies demonstrated compliance in 2018-19, predominantly through information provided at induction (82%), implementation of special measures policy (68%), and recruitment through the Aboriginal Employment Program (45%). Ad hoc HR advice to managers on the subject was also offered by almost all agencies.

A significant Inclusion and Diversity Information Campaign occurred during 2016-17. This involved up-skilling staff by providing a number of training programs on disability confidence and unconscious bias. In 2018-19, eight agencies reported conducting independent disability, mental health awareness and unconscious bias training sessions. This is in addition to 13 whole-of-sector Inclusion and diversity training sessions delivered as part of Hands up for Inclusion Week, which had attendees from 23 agencies.

The number of people employed with disability within an agency is likely to flux throughout the year for a number of reasons, including temporary disabilities (such as injury or illness). The overall figure for disability employment in the NTPS, as captured through the HR reporting system PIPS has remained stable at 1.2%. This figure should be noted in context of the results of the most recent voluntary and confidential whole-of-sector employee survey, which reported 3% of employees identified as having disability.

While some agencies made note that they do not centrally capture requests for workplace adjustments, Figure 34 shows the adjustments that were required to enable employees with disability to work comfortably.

Figure 34 – Workplace adjustments required for staff with disability



Nearly all agencies reported having inclusive workforce practices. The most common being the promotion and active encouragement of the use of flexible work arrangements as an option to support the needs of people with disability and caring responsibilities. Employees with disability requesting a workstation (ie standing desk) increased from 32% in 2017-18 to 71% in 2018-19.

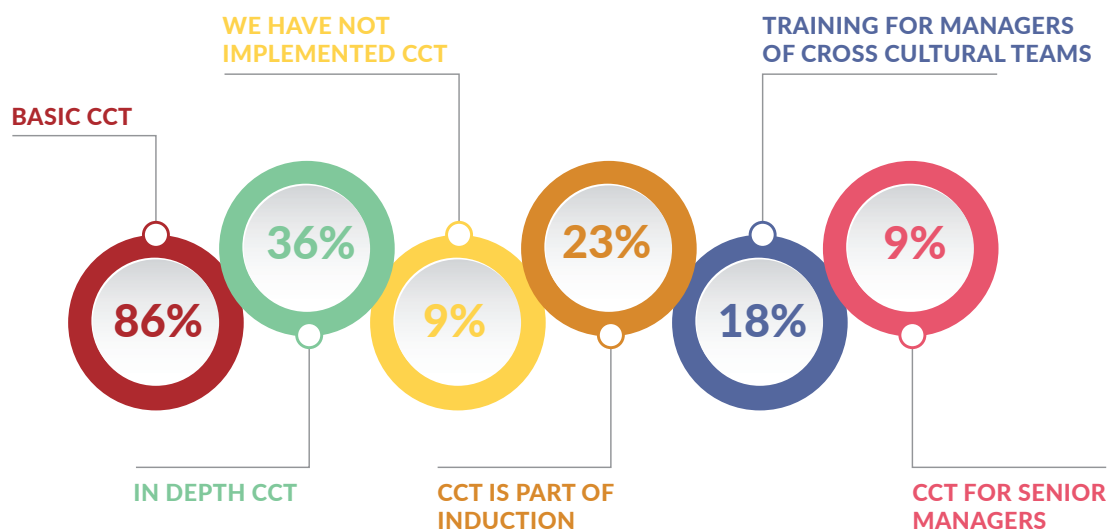
Cross cultural training

To ensure NTPS employees work effectively in culturally diverse environments, the NTPS strives to have a culturally competent and informed workforce. The provision of CCT is mandated under section 3 of EI 10, in an effort to ensure the delivery of services and consultation is effectively conducted. Agencies have demonstrated continued and increased commitment to CCT with 86% of agencies offering basic cross-cultural awareness and 41% of agencies mandating the training for all new employees as part of their induction process. This is a significant increase from the previous year where only 73% of agencies offered basic CCT and 23% included CCT as part of their induction.

Since the AECD Division developed the Cross Cultural E-Learn – Foundation Story to support the NTPS CCT Framework in mid-2018, there has been an increase in employees completing CCT. The E-Learn is an additional resource to agencies' existing tailored CCT programs and is undertaken prior to agency face-to-face training.

The OCPE maintains a CCT Framework, which includes in depth training for frontline staff and those designing programs and delivery of services. A sector-wide panel contract is supported by this framework for training and development which gives agencies direct access to providers for CCT delivery. Agencies reported a total of 2003 employees who participated in CCT in 2018-19, which is a slight increase from 1715 in 2017-18.

Figure 35 – Percentage of agencies that offered cross-cultural training



EEO Recruitment and Special Measures

Over 30% of the NT population are Aboriginal and an estimated 14% of working age Australians are people with disability. At present, the NTPS has 10.6% Aboriginal representation in the workforce and 1.2% people with disability. This figure should be noted in context of the results of the voluntary and confidential whole of sector employee survey, which reported 3% of employees identified as having a disability. The NTPS values diversity and believes we could provide better service by being more representative of our community. The NTPS is committed to working towards the global target of 16% Aboriginal employment by 2020, and is also strongly encouraging the recruitment of people with disability.

Agencies reported participation in the following programs and activities to enhance employment opportunities for Aboriginal people and for people with disability:

- » Aboriginal Employment Program
- » Special Measures Recruitment Plans
- » Aboriginal Apprentice, Cadet, and Traineeship programs
- » Aboriginal Employment and Career Development Strategies
- » inclusion of Aboriginal recruitment in strategic action plans
- » career expos and school visits
- » NTPS Disability Employment Program
- » NTPS EmployAbility Strategy 2018–2022.

EI 15 – Special Measures

EI 15 – 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: Aboriginal people and people with disabilities.

In 2015–16, the CPE issued an Employment Instruction and Guidelines on Special Measures, and throughout 2018–19 continued to encourage 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 Aboriginal 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

In this type of Special Measures recruitment plan, the agency specifically designates a vacancy for a person from an EEO group and it cannot be filled by any person from outside that group. This type of plan is most commonly used in relation to people with disability, and a number of positions within the NTPS have been filled on this basis during 2018–19. 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 plan, 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.

Twelve NTPS agencies continue to have in place a priority preference recruitment plan for Aboriginal applicants for all advertised vacancies. These agencies are:

- » Department of the Chief Minister
- » Department of Corporate and Information Services
- » Department of Education
- » Department of Health
- » Department of Local Government, Housing and Community Development
- » Department of Tourism, Sport and Culture
- » Department of Primary Industry and Resources
- » Department of Trade, Business and Innovation
- » NT Police, Fire and Emergency Services (for NTPS vacancies)
- » Office of the Commissioner for Public Employment
- » Power and Water Corporation
- » Territory Families.

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

Aboriginal Employment and Career Development Strategy

The NTPS strives to achieve a public sector that reflects the community it serves through culturally appropriate programs, policy development and service delivery strategies. Aboriginal Territorians represent around 30% of the NT population and also represent over 70% of the NTPS clientele in a range of services from health, housing, education and justice.

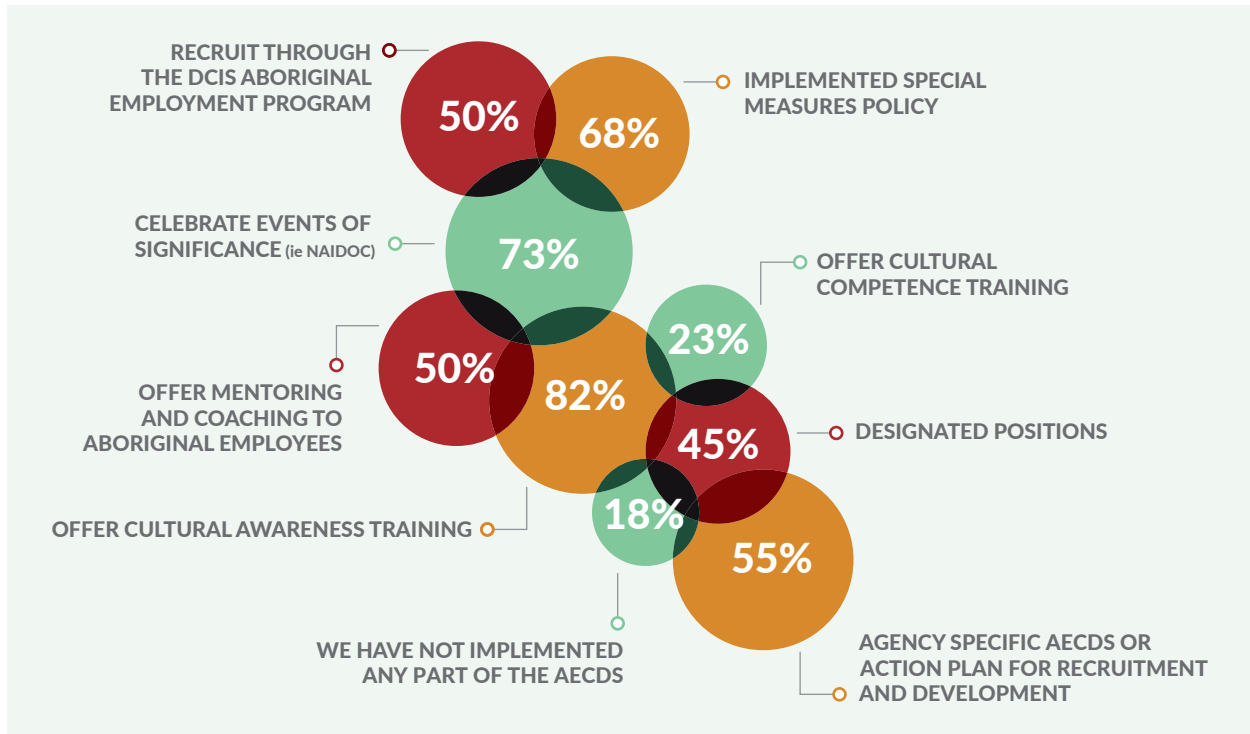
The NTPS is the largest employer in the NT. Increasing Aboriginal employment across all levels of the NTPS will subsequently provide more relevant, efficient and effective services to contribute to improving social and economic outcomes for Aboriginal Territorians.

Valuing and understanding the diversity of Aboriginal cultures, knowledge, experience and histories has the potential to inform and shape how the NTPS engages with and provides services to Aboriginal people in the NT.

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

The AECDS supports working towards a global target of 16% Aboriginal employment and a 10% target for Aboriginal participation in the senior management/ executive levels by 2020.

Figure 36 – Methods used by agencies to implement the AECDS



To assist in achieving targets, 55% of agencies have developed their own specific AECDS or action plan for recruitment and development. Monitoring and reporting against agencies' key responsibilities under the AECDS requires more effort. This will continue through the ongoing processes with the AECD Champions of Inclusion, Resource, and Senior Aboriginal Reference Groups. Leadership is provided

by these groups across agencies to assist in the objective of increasing and achieving sustainable Aboriginal employment in the NTPS.

As at June 2019 there were 2,481 Aboriginal employees in the NTPS, 97 more than the previous year.

Performance and Conduct Principle

Section 5F of PSEMA

Definition of the Performance and Conduct Principle

Section 5F of PSEMA defines the performance and conduct principle as follows:

(1) The **performance and conduct principle** is that a public sector officer must do the following:

(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.

(2) In this section:

public sector officer means the Commissioner, a Chief Executive Officer or an employee.

Agency observance of the Performance and Conduct Principle

All 22 agencies have implemented processes to ensure that employees are aware of, and observe this principle, as per section 5F of PSEMA.

Appropriate Workplace Behaviour

El 13 – **Appropriate Workplace Behaviour** requires CEOs to develop and implement an agency policy and procedure to foster appropriate workplace behaviour, a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying.

To foster appropriate workplace behaviour in the workplace, agencies provide information to employees through a variety of methods as listed in Figure 37. Agency participation across all of the methods increased in the 2018-19 year with the exception of staff meetings which remained stable at 82%.

Figure 37 – Agency methods used to foster appropriate workplace behaviours

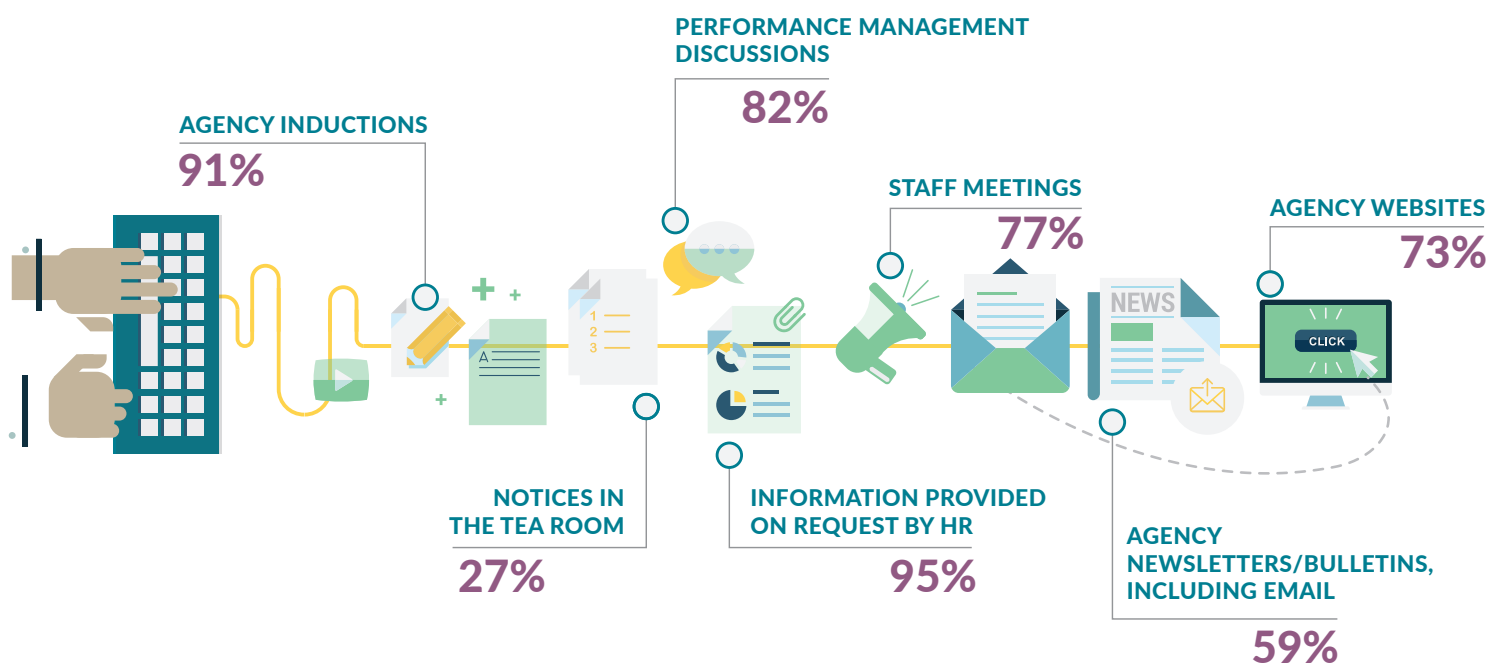


Most agencies (91%) address matters of inappropriate workplace behaviours immediately as they arise and document the outcomes. 86% of agencies promote appropriate workplace behaviours through the promotion of NTPS values.

Efficient and appropriate use of public resources

In accordance with the Performance and Conduct Principle and the Code of Conduct, employees are required to efficiently and appropriately use public resources. Agencies promote awareness about the use of public resources through various methods, as shown in Figure 38.

Figure 38 – Methods used to ensure employees are aware of the requirements to efficiently and appropriately use public resources



Performance and conduct

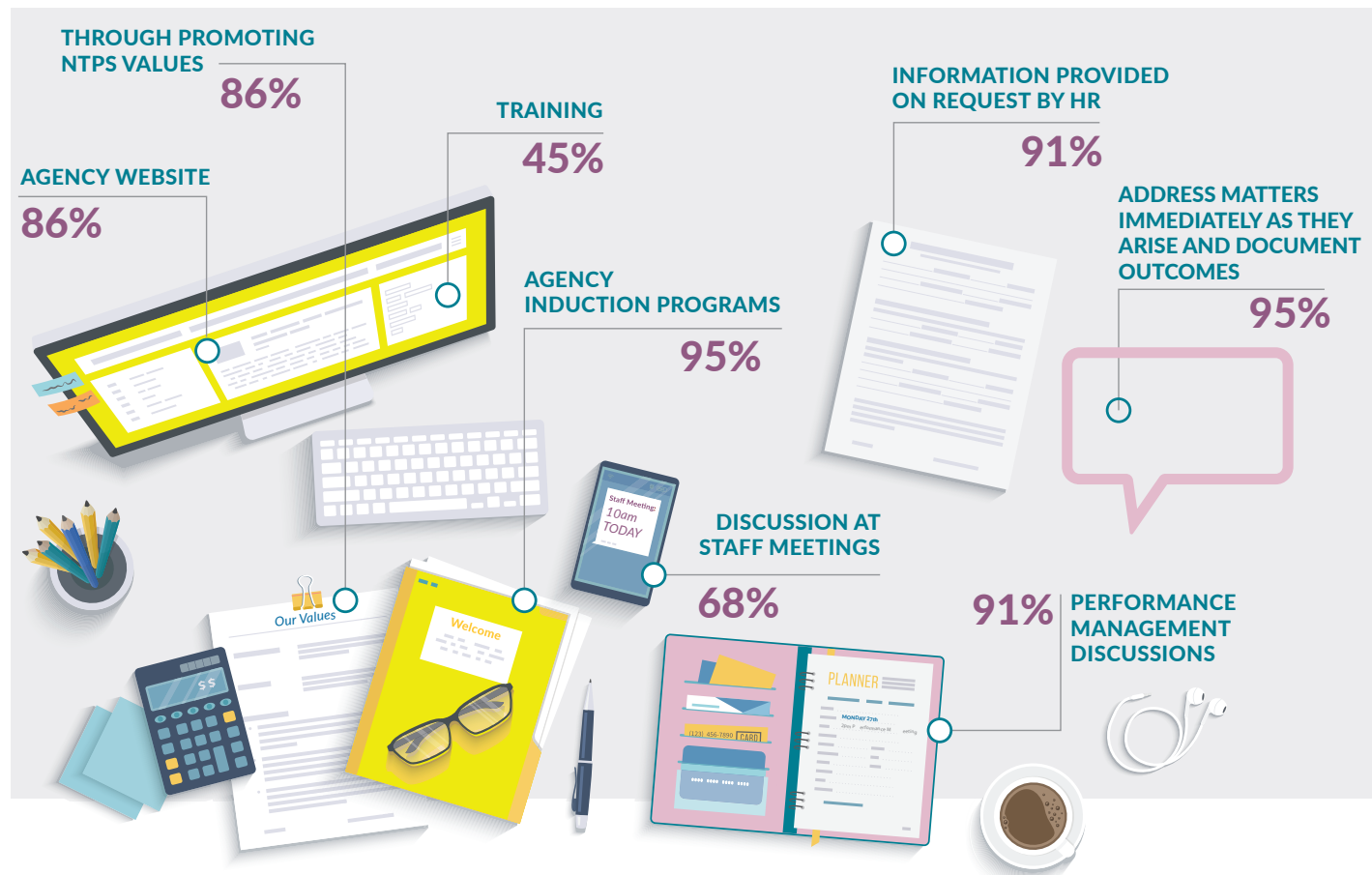
Code of Conduct

El 12 – **Code of Conduct** outlines the expectations of NTPS employees in relation to their conduct in employment. The code of conduct provides guidance on a range of ethical issues and the principles that NTPS employees must uphold.

The PSEMA Performance and Conduct Principle prescribes that all NTPS employees carry out their duties professionally and in accordance with PSEMA and any applicable codes of conduct. Consistent with previous years' reporting, 45% of agencies have implemented an agency specific code of conduct.

Agencies assist employees to familiarise themselves with the Performance and Conduct Principle and the Code of Conduct through various methods, as shown in Figure 39.

Figure 39 – Methods used to provide employees with information on the Performance and Conduct Principle and Code of Conduct

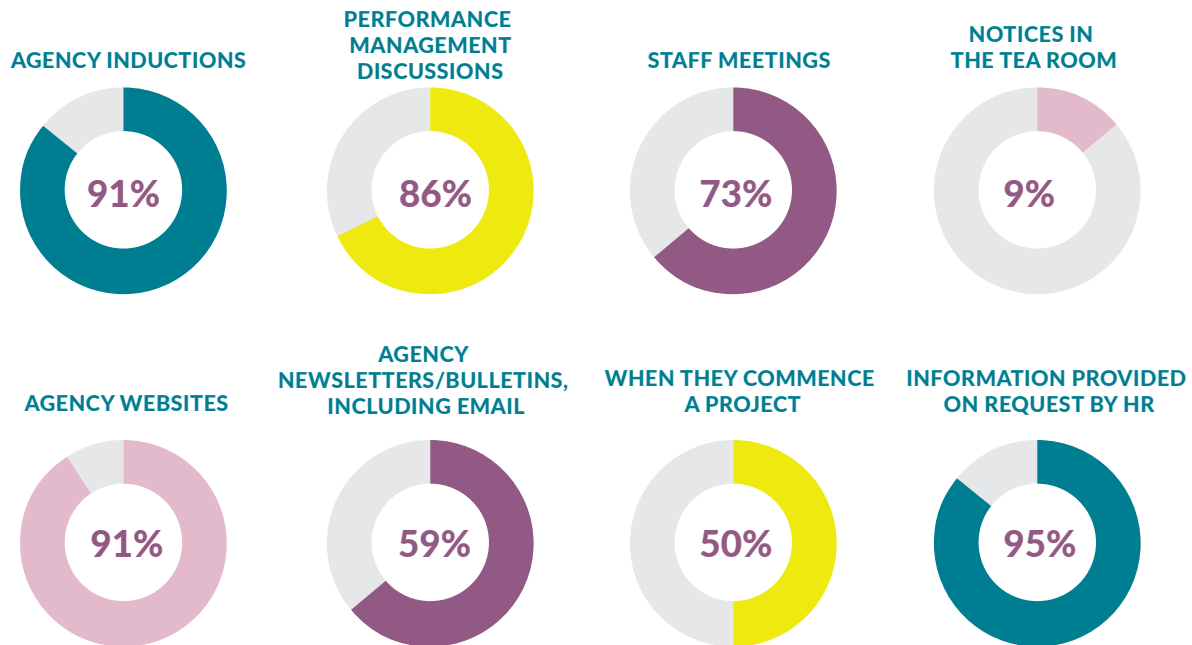


Conflicts of interest

Under the PSEMA Performance and Conduct Principle and the NTPS Code of Conduct, employees are required to avoid actual or apparent conflicts of interest. Employees must disclose to their CEO any financial and private interests immediately upon becoming aware that a potential conflict, whether real or apparent, has arisen or is likely to arise. Employees must obtain approval to engage in paid employment outside of work hours, which must be renewed annually unless otherwise determined by the employee's CEO.

Employees are informed about their responsibility regarding conflicts of interest through a range of methods, as shown in Figure 40.

Figure 40 – Methods used to inform employees about their responsibility regarding conflicts of interest



Discipline and inability

Discipline

Where an ongoing employee is suspected of breaching the disciplinary provisions of PSEMA, including the Code of Conduct, a CEO may take disciplinary action in accordance with section 49A. During 2018-19, across 16 agencies, 94 disciplinary processes were undertaken under section 49 of PSEMA – a decrease from 2015-16, 2016-17 and 2017-18.

The alleged breaches of discipline were:

- » fails to uphold the performance and conduct principle or otherwise contravenes PSEMA
- » is found guilty in a court of an offence that affects the employee's employment
- » disregards or disobeys a lawful order or direction given by a person having authority to give such an order or direction
- » using a substance (including liquor or a drug) in a manner that results in inadequate performance of

the employee's duties or improper conduct at the place of employment

- » is negligent or careless in the performance of any of the employee's duties or fails to perform the duties assigned to them
- » in the course of employment or in circumstances having a relevant connection to the employee's employment, conducts themselves in an improper manner
- » harasses or coerces another employee
- » without good cause, is absent from duty without leave
- » except as authorised by the employee's CEO, engages in remunerative employment, occupation or business outside of the NTPS
- » provides information in the course of the employee's employment that the employee knows or ought reasonably to know is false or misleading
- » fails to remedy previous unsatisfactory conduct or fails to comply with a formal caution.

Disciplinary action taken by agencies under section 49C of PSEMA were:

- » no further action
- » formal caution
- » employee ordered to attend training or counselling
- » salary reduction
- » employee transferred to other duties
- » employee suspended without remuneration
- » termination of employment.

Fixed period, casual and executive contract employees are not subject to the discipline provisions of PSEMA. However, 16 agencies reported disciplinary breaches by employees employed in these categories, including:

- » inappropriate behaviour
- » absent without leave
- » inappropriate use of social media
- » misuse of official facilities and resources
- » breach of policy
- » failure to disclose an offence against the law.

Figure 41 – Summary of discipline cases: 2015-16 to 2018-19

Year	Number of cases	Percentage of NTPS
2018 –19	94	0.40%
2017–18	117	0.55%
2016–17	142	0.63%
2015–16	223	1.08%

Inability

As with the discipline provisions of PSEMA, fixed period, casual and executive contract employees are not subject to the inability provision of section 44 of PSEMA.

Across nine agencies, there were 16 employees formally subject to inability action under Part 7 of

PSEMA. Remedial actions applied by agencies under section 46 of PSEMA were:

- » no further action
- » employee transferred to perform other duties
- » termination of employment.

The number of inability actions has consistently decreased over 2016-17, 2017-18 and 2018-19.

Figure 42 – Inability or unsatisfactory performance actions: 2014-15 to 2018-19

Year	Number of cases	Percentage of NTPS
2018–19	16	0.06%
2017–18	25	0.12%
2016–17	30	0.13%
2015–16	18	0.09%
2014–15	37	0.18%

Staffing profile of the NTPS

Introduction

The Staffing Profile provides an insight into the diversity of the NTPS workforce covering gender, employment status (part-time, full-time and casual), EEO groups and age, as well as documenting staffing levels and trends by agency. The Staffing Profile captures individuals employed under PSEMA and other relevant employment legislation such as uniformed police, employees of AAPA, and ministerial staff. Any NTPS employee who recorded a positive pay transaction in the final pay of the 2018-19 financial year is included in the profile. This includes employees of Government Owned Corporations such as PWC, Territory Generation and Jacana Energy who are not ordinarily included in the NT Budget papers as they are not subject to the *Financial Management Act 1995*.

To address the fiscal challenges facing the NT and growing NTPS, a number of budget savings measures have been applied to NTPS agencies since 2018, including:

- » introducing voluntary retrenchment targets across the NTPS of 250 over a four year period (150 in the first financial year 2018-19, and 50 for each subsequent financial year) and
- » implementing a FTE staffing cap from 1 March 2019 across the NTPS, and a recruitment freeze for agencies operating over their staffing FTE caps.

While agencies have 12 months to meet their caps, the effectiveness of these measures is slowing the growth in NTPS FTE numbers, and is reflected in this year's report through the increase in separations due to retrenchment and a reduction in the number of employees employed on executive contracts. However, the affect of the staffing cap measures should result in a reduction in NTPS workforce numbers.

Equity and diversity

Information about the representation of EEO groups in the NTPS is captured in PIPS. NTPS employees voluntarily identify their EEO status, usually when they apply for employment. This tends to under-represent the actual number of employees who are Aboriginal, people with a disability, and people from culturally diverse backgrounds.

At June 2019, the NTPS proportion of employees who identified as being:

- » Aboriginal was 10.6%
- » a person with a disability was 1.2%
- » a person from a culturally diverse background was 11.4%

Figure 43 – Representation of equal opportunity groups in the NTPS

Category	June 2009	June 2010	June 2011	June 2012	June 2013	June 2014	June 2015	June 2016	June 2017	June 2018	June 2019	Ten-year change
Aboriginal Australians	8.1%	8.1%	8.1%	8.4%	8.4%	8.7%	9.1%	10.0%	10.5%	10.4%	10.6%	2.5% pts.
People with disability	1.8%	1.5%	1.4%	1.2%	1.2%	1.1%	1.0%	1.0%	1.0%	1.1%	1.2%	-0.6% pts.
People from culturally diverse background	5.9%	5.5%	5.1%	5.7%	7.1%	8.4%	9.1%	9.8%	10.1%	10.4%	11.4%	5.5% pts.
Women in senior management (SAO2 to ECO6)	40%	40%	43%	44%	44%	44%	46%	49%	51%	51%	51%	10.7% pts.

NOTE: This table is based on Paid Headcount (staff with an FTE greater than 0).

The percentage of Aboriginal employees within the NTPS has positively increased by 2.5 percentage points over the past 10 years, and six percentage points since the introduction of the IECDS in 2002. The percentage of NTPS employees from culturally diverse backgrounds has also been steadily rising since 2011 with an overall increase of 5.5 percentage points over the past ten years. The representation of women in senior management positions rose over the past 10 years by 10.7 percentage points and has now remained steady at 51% since 2017.

Staffing levels

Figures 44 and 45 show the movement in total staffing in the NTPS in comparison to the NT population and employment numbers. There has been an overall increase in public sector employment of 22% over the past 10 years. Aggregation of the data shows that from 2009 to 2019, the NT population grew by 10% and the labour force grew by 8%. The current year to June 2019 has seen an increase in public sector employment of 2.7% compared with June 2018.

The growth in the size of the NTPS from 1983 to 2019, compared against NT population growth is shown in Figure 45. The graph demonstrates that the population of the NT has grown steadily while NTPS staffing numbers have fluctuated over the same period. The more significant increases in NTPS staffing numbers coincide with government commitments to increase staff resources (eg 2003 increases in the police, education and health sectors); strategies such as the 'Intervention' in 2009; and administrative arrangement changes due to election outcomes.

Figure 44 – Growth in the NTPS, labour force, and population: June 1983 to June 2019

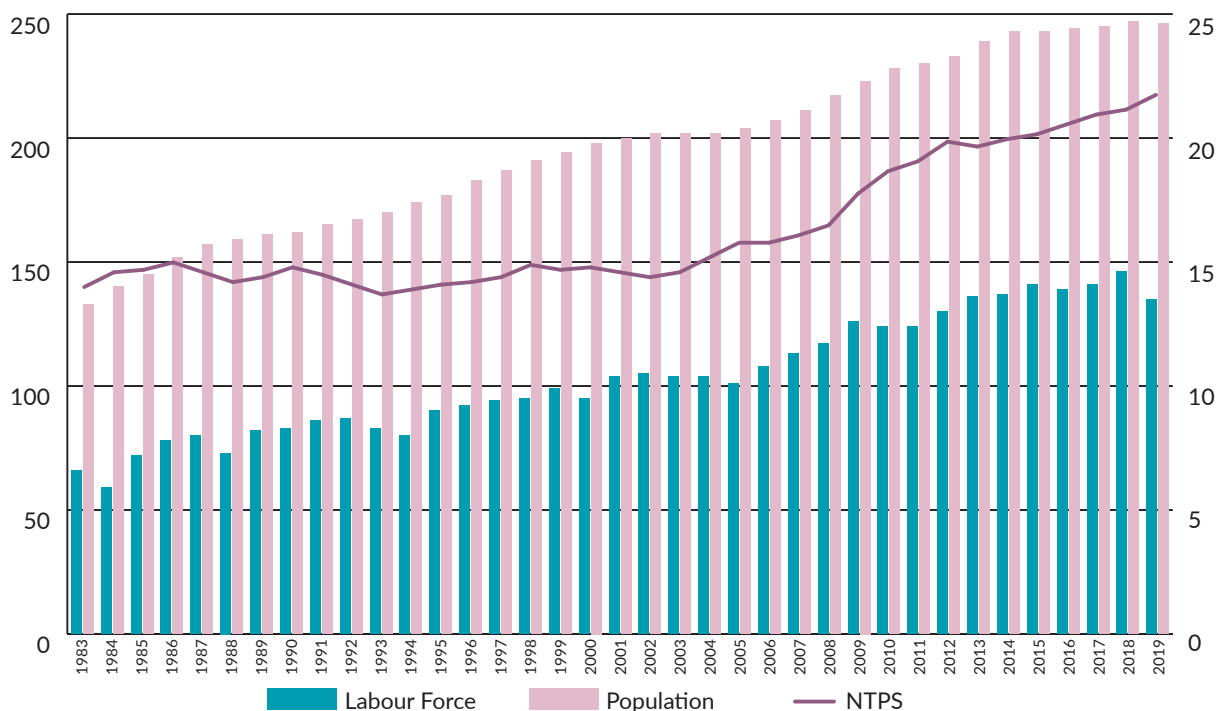
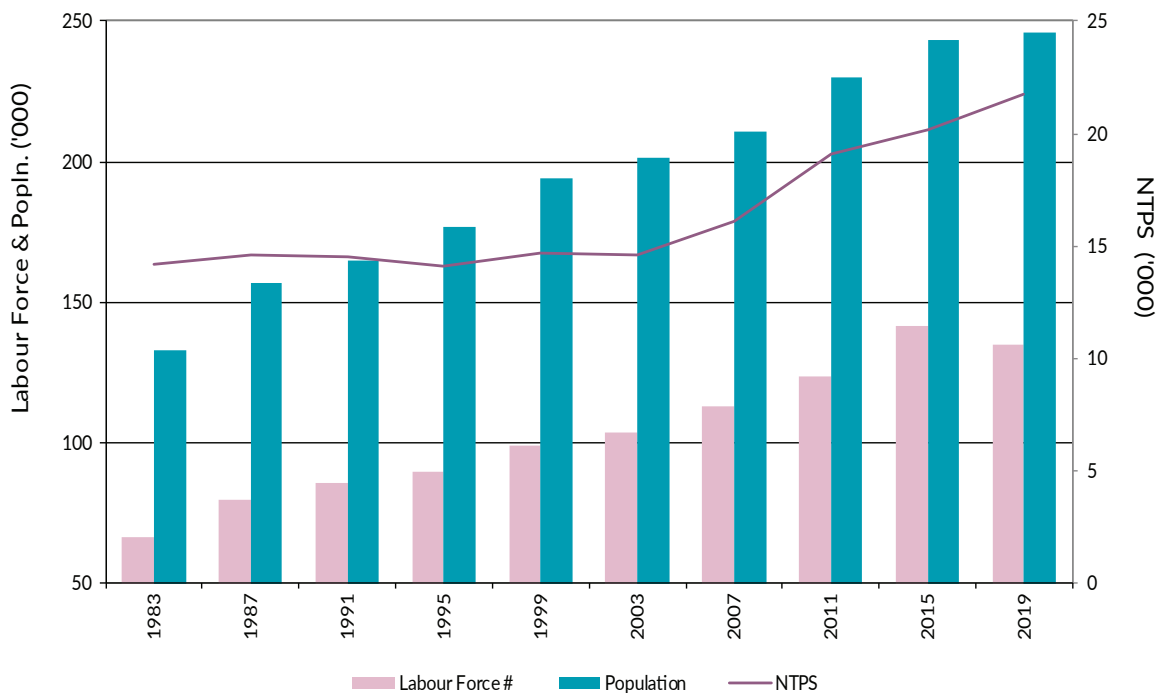


Figure 45 – Movements in the NT population and NTPS staff: 1983 to 2019



NTPS employee numbers are shown in more detail at Figure 46 showing individual agency average FTE over the June quarter for the preceding three years. The comparison of annual quarterly data removes seasonal effects on staffing numbers and is more sensitive than annual averages to relatively rapid changes in overall staffing levels. Periodic changes to administrative arrangements can impact the time series tracking of staffing numbers associated with many government functions. The NTPS staffing June quarter average has risen by 572 over the past twelve months. The FTE increase is largely attributed to those agencies providing predominantly front line services to the public such as the Department of Health, Department of Education and Territory Families. Nothing that since the FTE cap was introduced on 1 March 2019, staffing numbers have reduced.

Figure 46 – Changes to average NTPS staff employed by agency: June quarter 2016 to June quarter 2019

AGENCY*	Average June quarter 2016	Average June quarter 2017	Change over 12 months	Average June quarter 2018	Change over 12 months	Average June quarter 2019	Change over 12 months
Aboriginal Areas Protectn Authority	30	29	-1	25	- 4	27	2
Arts & Museums	120	to T&C	- 120				
Attorney- General & Justice (former)	498	to AG&J	- 498				
Attorney- General & Justice (+ Corrections)		1 512	new	1 473	- 39	1 476	3
Auditor General	5	5	..	5	..	5	..
Business	360	to TB&I	- 360				
Chief Minister	322	297	- 25	335	38	346	11
Children & Families	629	to TF	- 629				
Commissioner for Public Employmt	31	35	4	31	- 4	32	1
Community Services							
Corporate & Information Services	604	619	15	621	2	638	17
Correctional Services	988	to AG&J	- 988				
Darwin Port Corporation	privatised						
Education	4 144	4 303	159	4 292	- 11	4 406	114
Environment & Natural Resources		289	new	299	10	310	11
Health	6 568	6 804	236	6 989	185	7 316	327
Housing	374	to H&CD	- 374				
Housing & Community Development		579	new	602	23		- 602
Housing and Community Development						665	new
Infrastructure	343	to IP&L	- 343				
Infrastructure, Planning & Logistics		735	new	750	15	741	- 9
Jacana Energy	57	58	1	63	5	75	12
Land Development Corp	18	19	1	19	..	19	..
Land Resource Management	277	to E&NR	- 277				
Lands, Planning & Environment	282	to IP&L	- 282				
Legislative Assembly	96	101	5	104	3	100	- 4
Local Govt & Community Services	241	to H&CD	- 241				
Local Government & Regions							
Mines & Energy	160	to PI&R	- 160				
NT Electoral Commission	19	16	- 3	13	- 3	11	- 2
Ombudsman	13	10	- 3	11	1	14	3
Parks & Wildlife Commission	287	to T&C	- 287				
Police, Fire & Emergency Services	2 108	2 090	- 18	2 220	130	2 150	- 70
Power & Water Corporation	955	945	- 10	893	- 52	854	- 39
Primary Industry & Fisheries	344	to PI&R	- 344				
Primary Industry & Resources		478	new	442	- 36	485	43
Sport & Recreation	56	to T&C	- 56				
Territory Families		819	new	806	- 13	905	99
Territory Generation	203	235	32	214	- 21	199	- 15
Tourism & Culture		604	new	593	- 11		- 593
Tourism, Sport and Culture						602	new
Tourism NT	82	to T&C	- 82				
Trade, Business & Innovation		239	new	249	10	259	10
Transport	229	to IP&L	- 229				
Treasury & Finance	153	153	..	158	5	135	- 23
Independent Commissioner Against Corrupt						11	new
TOTAL	20 596	20 974	378	21 207	233	21 779	572

NOTE: Agencies marked 'new' are as a result of changes in Administrative Arrangements. Cells prefaced with "to" indicate that this agency's primary functions have been transferred to the new agency indicated.

Staffing by employment status

Data on the percentage of NTPS employees employed in ongoing, fixed term and casual employment is presented in Figure 47. Ongoing employment has risen in 2018 and 2019, which may be attributed to Government initiatives such as transferring the employment of fixed period teachers to ongoing employment.

Figure 47– Employment status of NTPS staff: 2009 to 2019

STATUS	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Change 09 to 19
Ongoing	70.9%	70.4%	70.8%	69.9%	73.4%	71.6%	70.6%	69.5%	69.2%	69.8%	70.3%	-0.6% pts.
Fixed Period	24.9%	25.3%	25.3%	26.1%	22.7%	24.6%	25.6%	26.7%	27.0%	26.7%	26.0%	1.1% pts.
Casual	4.0%	3.9%	3.7%	3.7%	3.6%	3.6%	3.5%	3.5%	3.6%	3.3%	3.6%	-0.4% pts.
Misc.	0.3%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.2%	0.2%	0.1%	0.1%	-0.2% pts.
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Part-time staffing

Within the range of flexible work practices available to employees to support a measure of balance between work and personal commitments, part-time work is an option to encourage the retention of the valuable skills of employees in the public sector.

The proportion of employees engaged in part-time employment in the period 2009 to 2019 is shown in Figure 48 and has increased by 1.6 percentage points over the past 10 years.

Figure 48 – Part-time employment in the NTPS: 2009 to 2019

STATUS	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	"Change '08 to '18"
Part-time staff	9.3%	9.0%	9.2%	9.6%	9.8%	10.7%	10.3%	10.8%	11.1%	11.1%	10.9%	1.6% pts.

Staffing by gender

The proportion of women in the public sector has increased to an all time high of 64.3% in 2019. This represents an increase of 1.7 percentage points over the past ten years and 10 percentage points since 1993.

Figure 49 – Proportion of women in the NTPS: 1993 to 2019

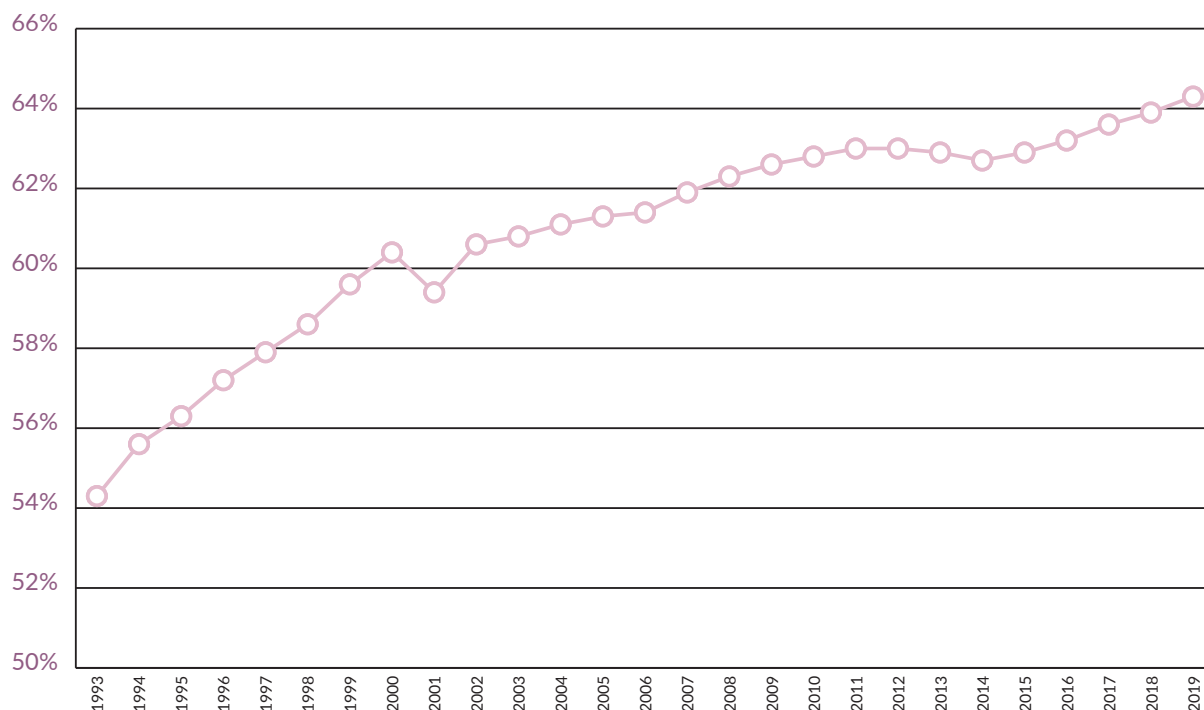


Figure 50 illustrates that part-time flexible working arrangements are taken up in larger numbers by women (84% of part-time employees) aged between 30 and 39. The significantly higher take up of this flexible work option among women is likely due to part-time work arrangements offering an attractive work life balance opportunity during parenting years.

Figure 51 focuses on the proportion of men and women in each age group who are engaged in part-time work. This graph treats each individual age group separately and, regardless of how many employees are in the age group, charts the proportion of employees who are part-time.

Notably, the number of male and female employees in the 15-19 age group who are engaging in part-time employment increased by 218% in June 2019 when compared with the same period in 2018. In June 2018, 17% of female employees and 7% of male

employees in the 15-19 age group were working part-time as opposed to 41% female and 33% of male employees in 2019. The increase in engagement in part-time work can largely be attributed to the Department of Education who had 24 part-time staff in this age group in June 2019, the Department of Health who increased the number of part-time staff in this age group by eight, the Department of Environment and Natural Resources who increased by three and the Legislative Assembly and Territory Families who both had two new part-time arrangements.

It should be noted that because the numbers of men engaged in part-time work is low, when the data is disaggregated as in Figure 53, the proportions in age categories where the numbers are low (ie the young and seniors) can vary considerably.

Figure 50 – Part-time employees by age and gender: June 2019

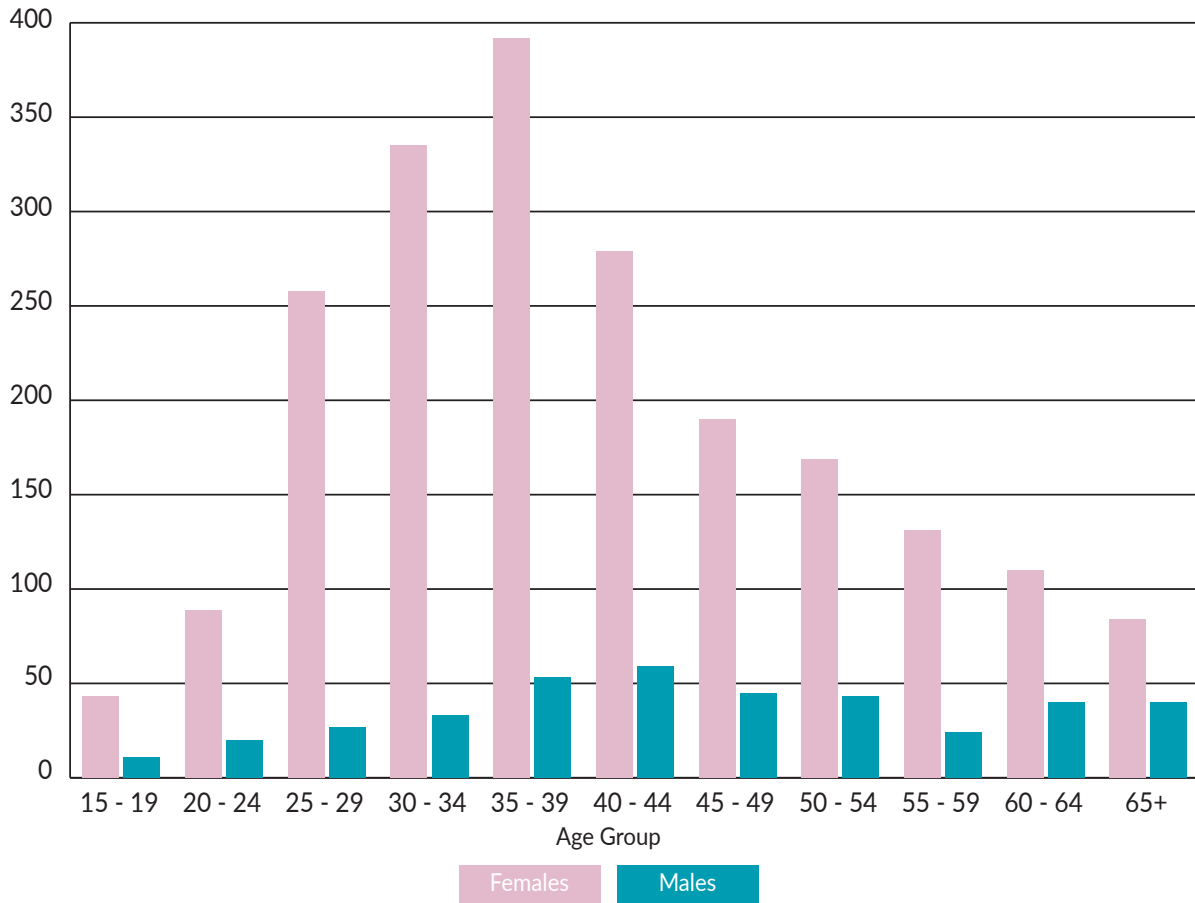
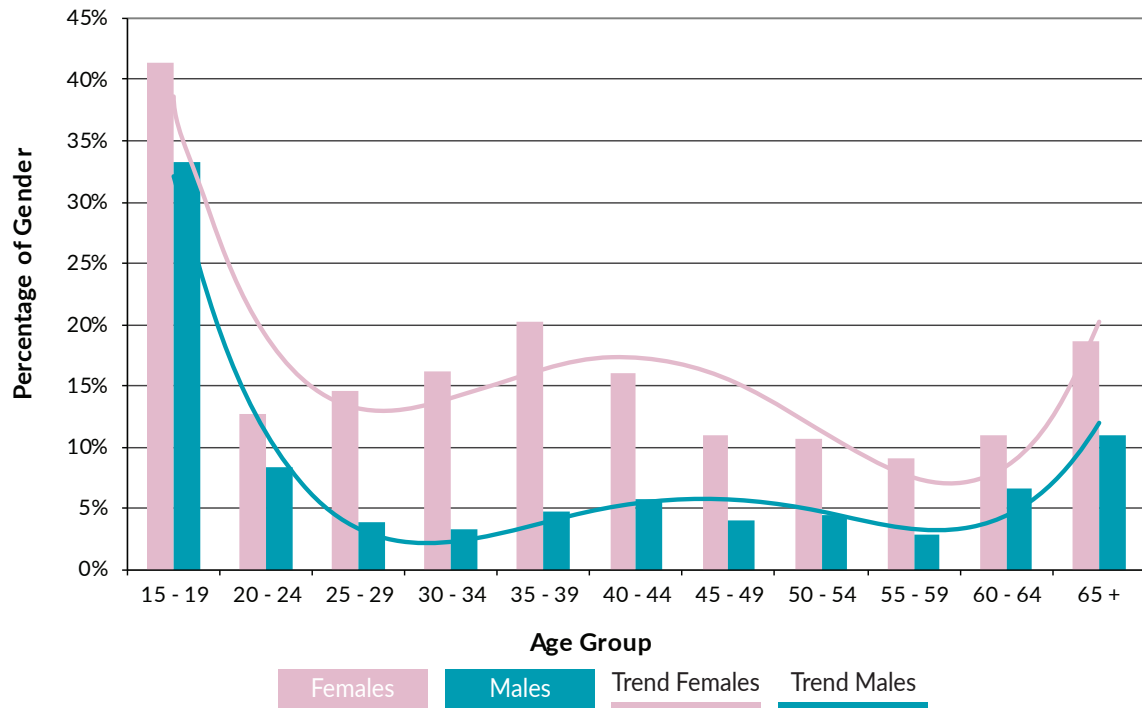


Figure 51 – Proportion of part-time employees in age groups by gender: June 2019



The proportion of women and men employed in each agency is shown in Figure 52. This division based on gender can be misleading for small agencies where minor staff changes can vary the proportions considerably. Each year, this graph demonstrates that in some agencies, one gender dominates.

Figure 52 – Proportion of men and women by agency (all employees): 2019

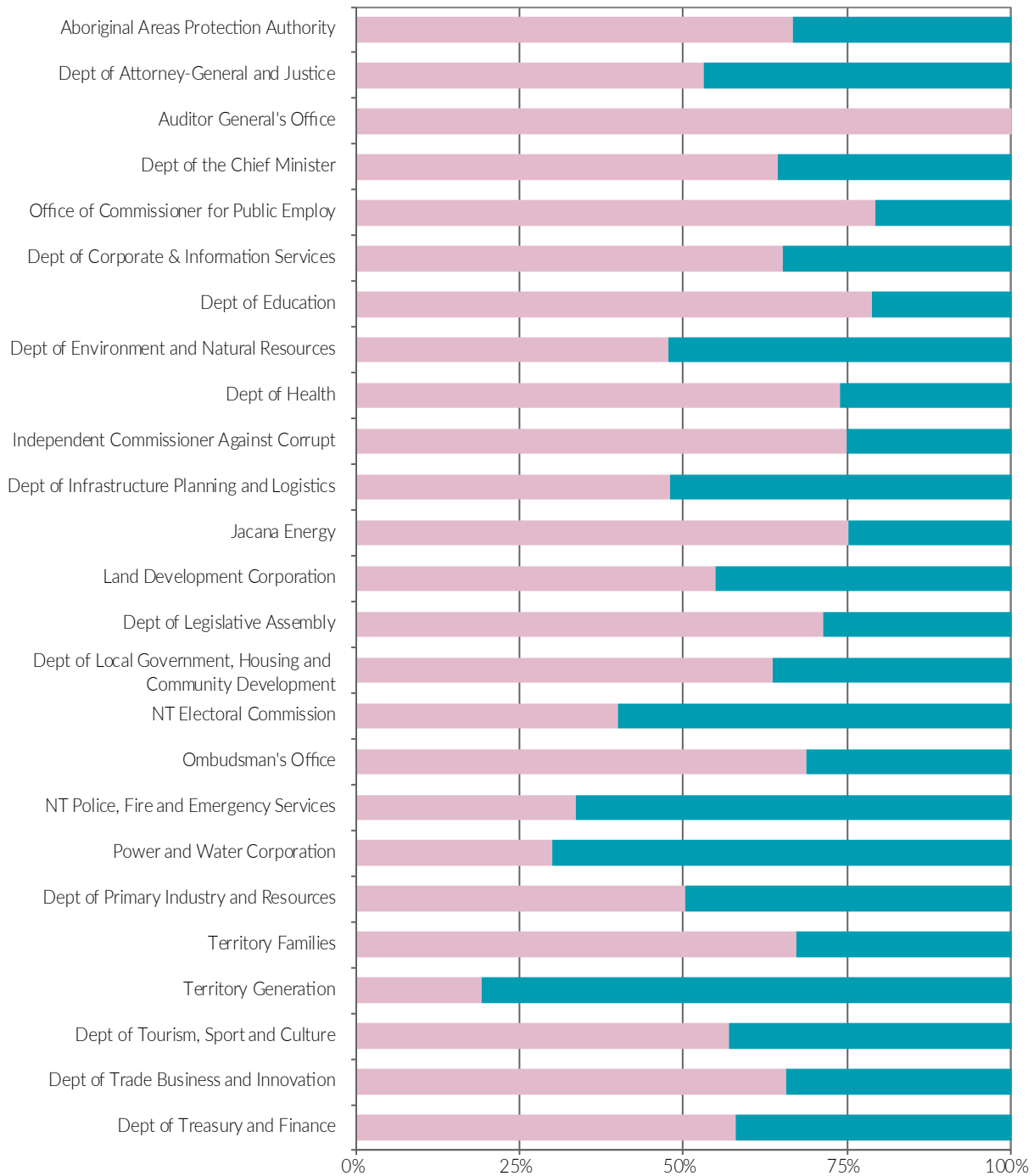
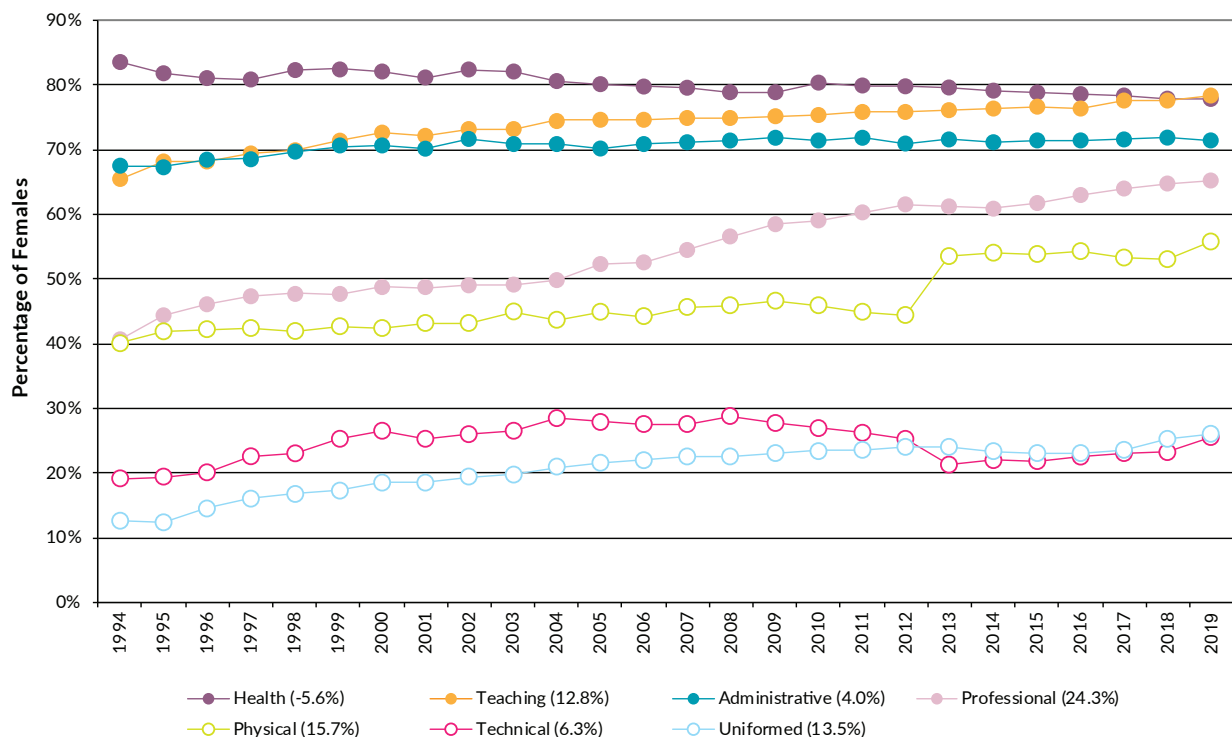


Figure 53 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2019. The seven major streams are derived from the historical industrial relations framework and are retained for the purpose of making consistent time series comparisons. In the NTPS these streams consist of (in alphabetical order) administration (clerical and managerial staff), health (doctors, nurses and Aboriginal health practitioners), 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).

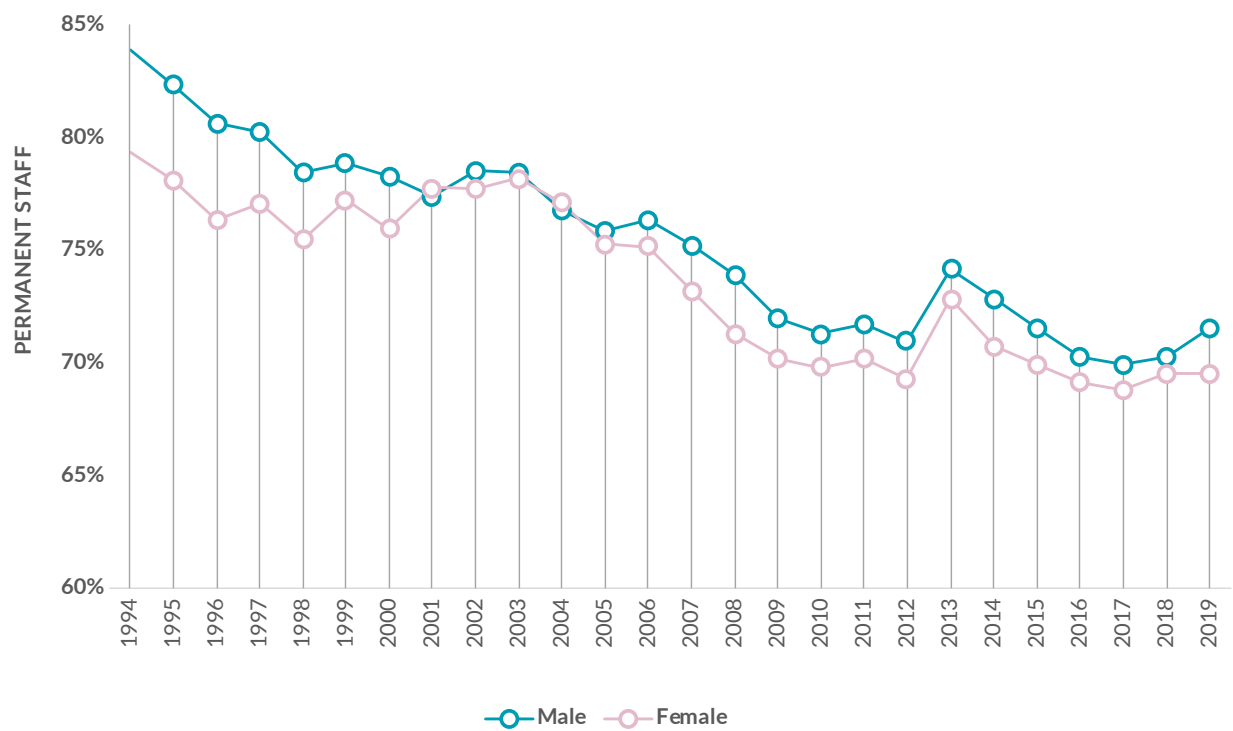
Figure 53 reveals a spike in the proportion of female physical employees in 2013 and a corresponding decrease in technical employees. The variance was principally due to the transfer of a considerable number of male PWC former trade employees transferring into new classifications with technical specialist labels. Consequently, these staff moved from the physical into the technical stream. These two streams are becoming more blurred in recent times due to the higher rates of pay the labour market now awards to some trade based occupations.

Figure 53 – Percentage of women by employment stream: June 1994 to June 2019 with overall percentage change since 1994



Status by gender

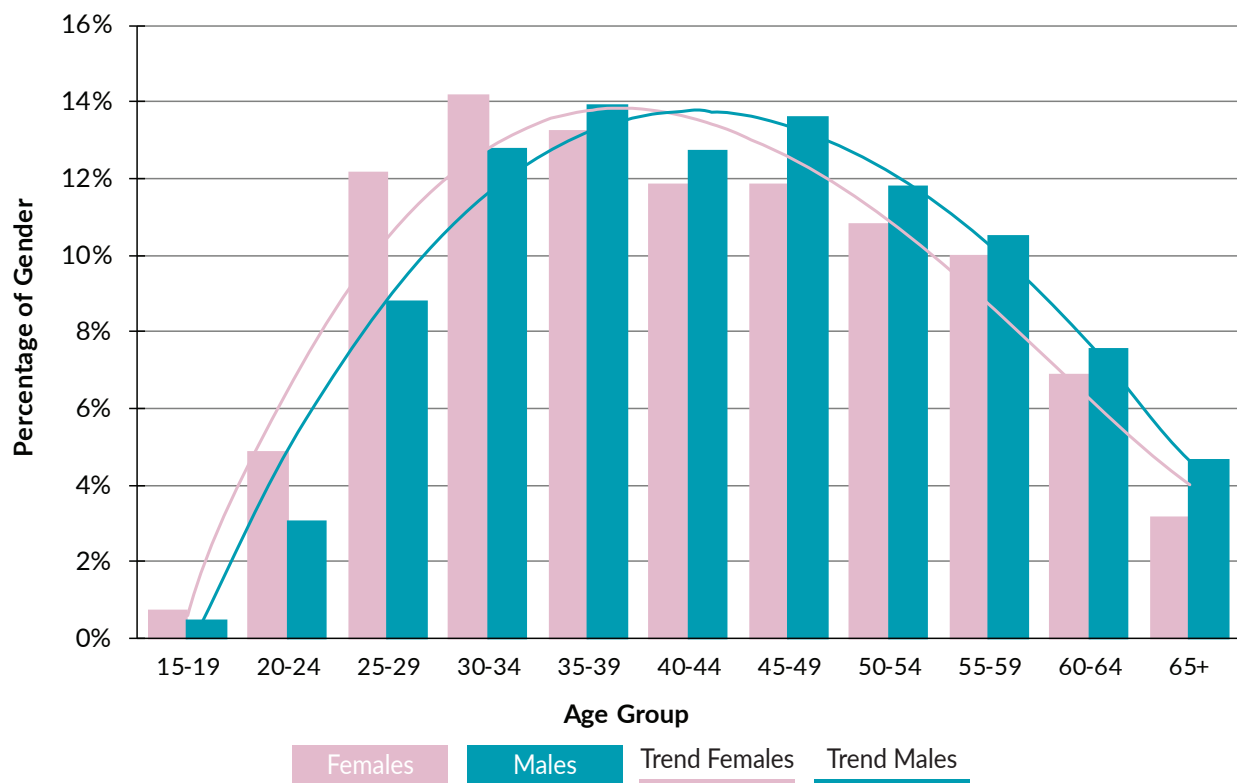
Figure 54 – Proportion of ongoing staff by gender in the NTPS: 1994 to 2019



Age by gender

Figure 55 illustrates the division of employees by age and gender as at June 2019. Consistent with previous years, women form the majority of the workforce overall however, are significantly over represented in the 15 to 34 year old age brackets.

Figure 55 – Distribution of men and women in the NTPS by age group (all employees): 2019



Figures 56 and 57 compare the percentage distribution of women in the NTPS in 1994 and 2019. The data indicates that women are remaining in, or returning to, the workforce at a later age and to a greater extent than men.

Figure 56 – Distribution of women in the NTPS by age group: June 1994 and June 2019

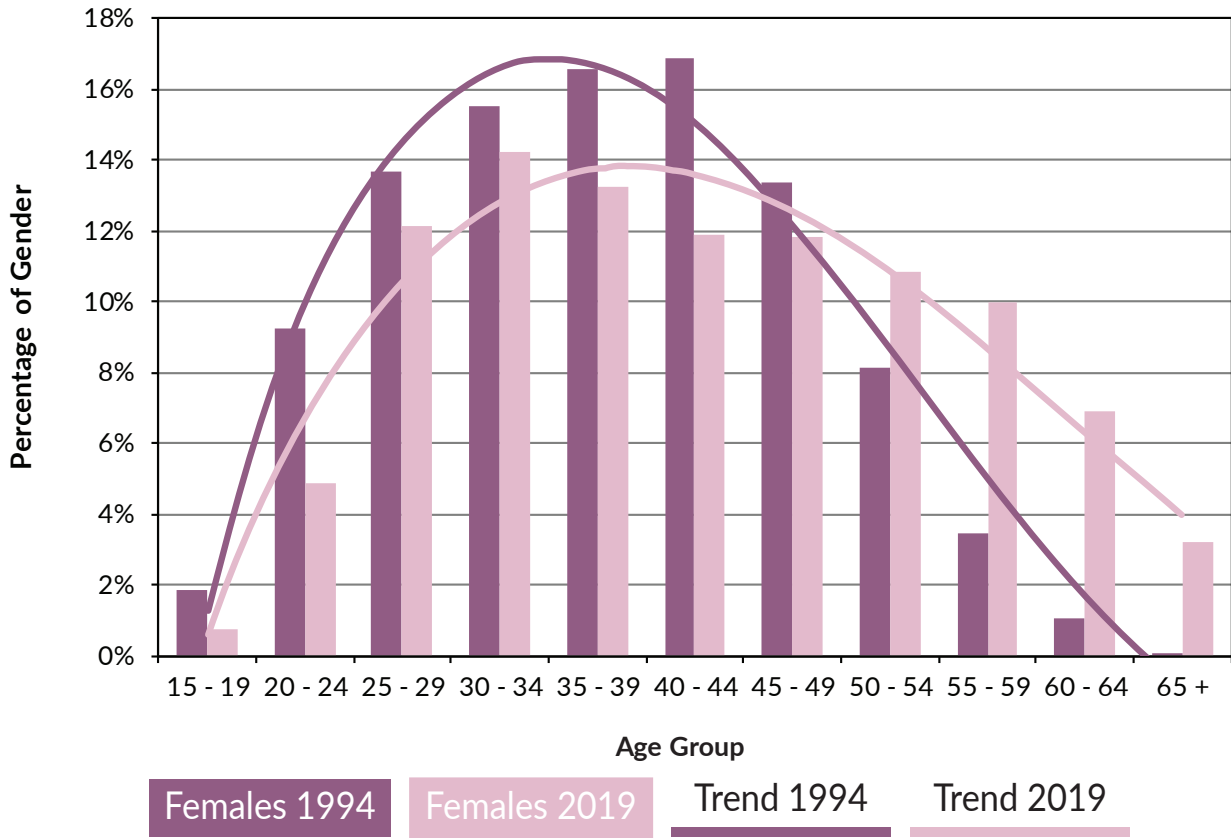
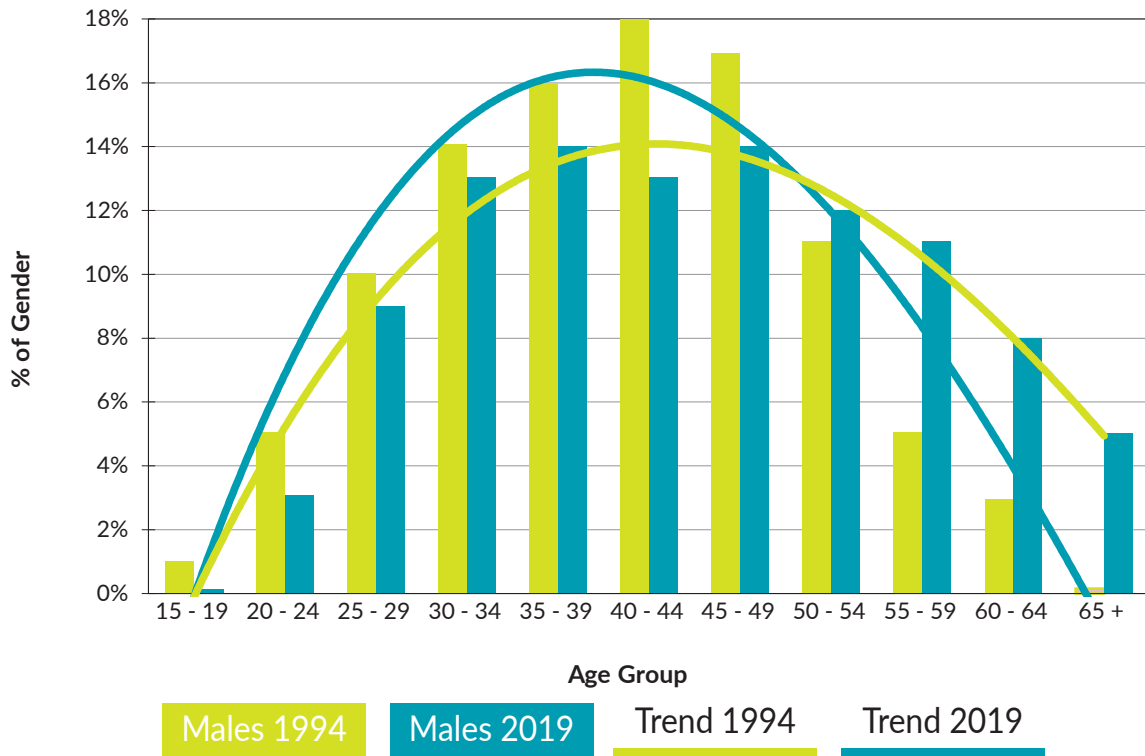
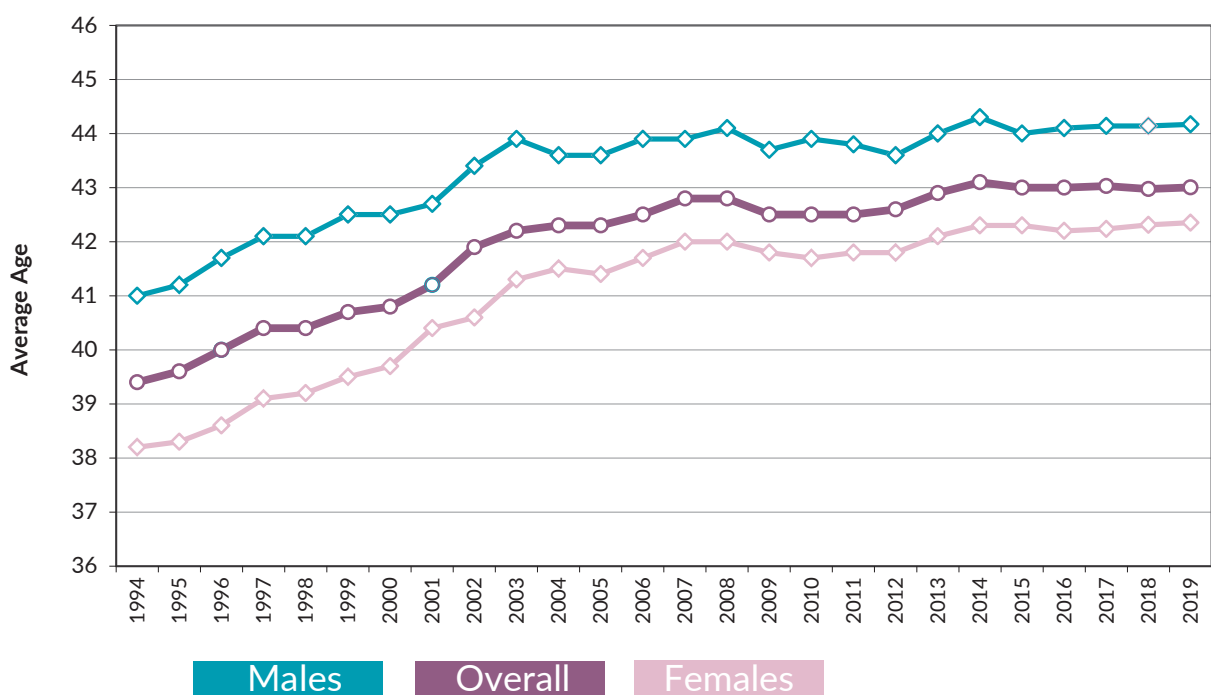


Figure 57 – Distribution of men in the NTPS by age group: June 1994 and June 2019



The average age of an NTPS employee over the June 1994 to June 2019 period is shown in Figure 58. Currently the average NTPS employee is 43 years of age, which has remained stable over the past five years.

Figure 58 – Average age by gender NTPS staff: 1994 to 2019



Length of service by gender (ongoing employees)

Figure 59 – Length of service by gender NTPS staff: 2019 (ongoing)



Stream by gender

The largest employment category in the NTPS is the Administrative stream, which accounts for 38% of the public sector. Women continue to be strongly represented in the administration, teaching and health streams with the lowest representation in the technical stream. Men are more strongly represented in the uniformed, professional and technical streams. The physical stream is fairly balanced between both genders.

Figure 60 – Distribution of men and women in the NTPS by employment category:
June 2019 (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 increase in the number of women in middle and senior management.

Figure 61 illustrates the significant difference in the profiles of male and female earnings in 2019. Executive contract officers are not included in this graph.

Figure 61 – Distribution of men and women in the NTPS by salary level: June 2019

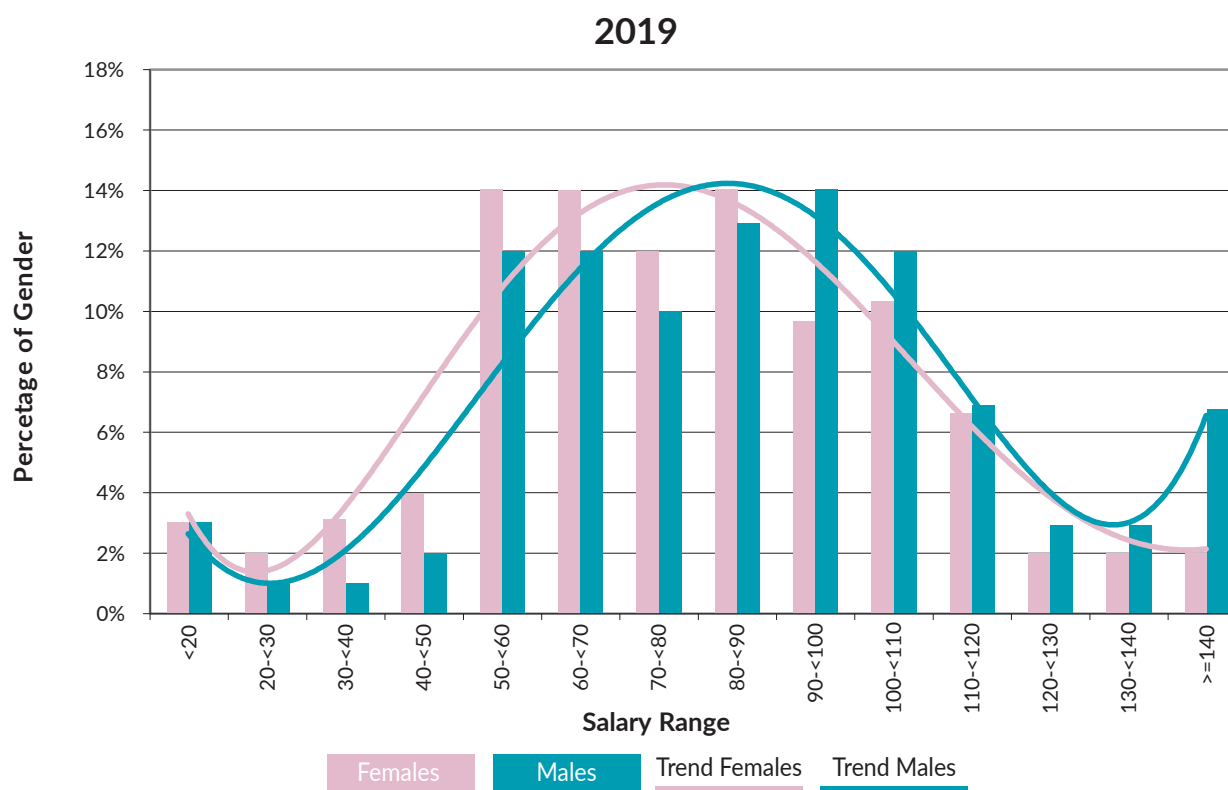
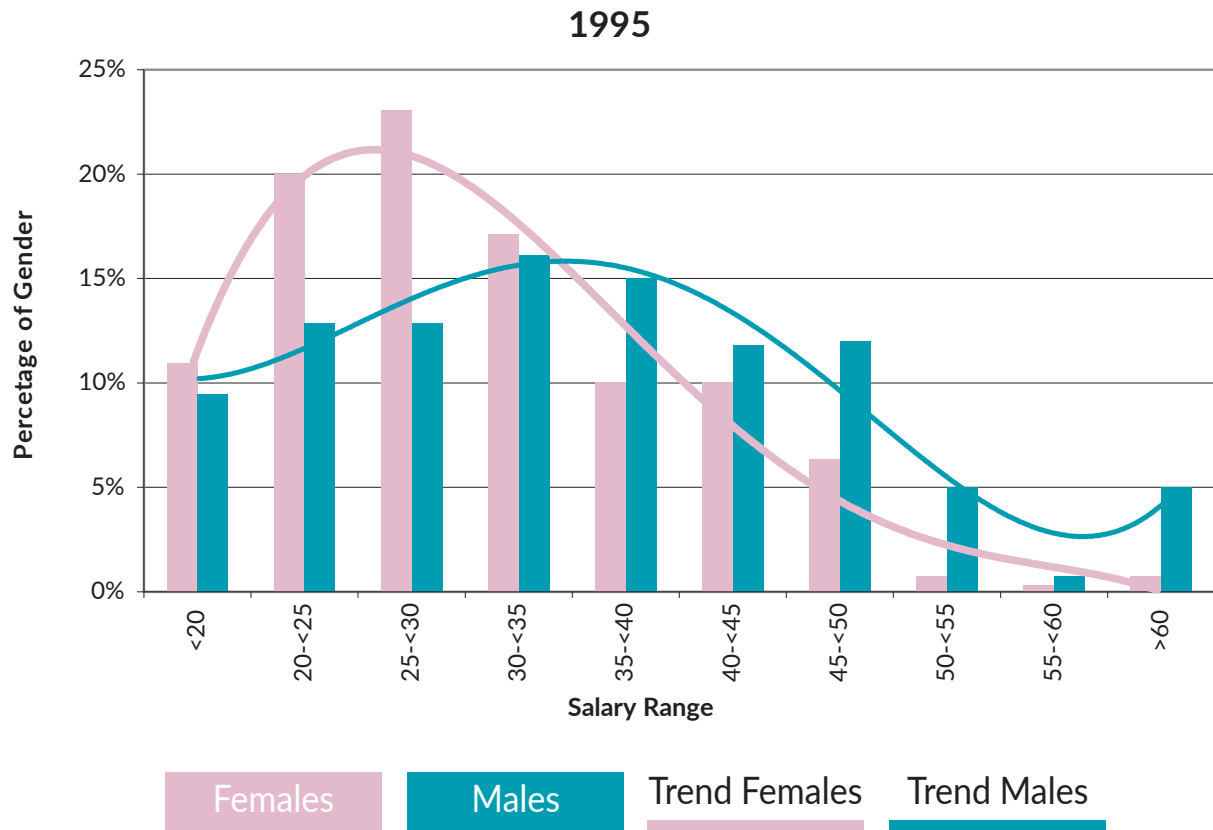


Figure 62 – Distribution of men and women in the NTPS by salary level: June 1995

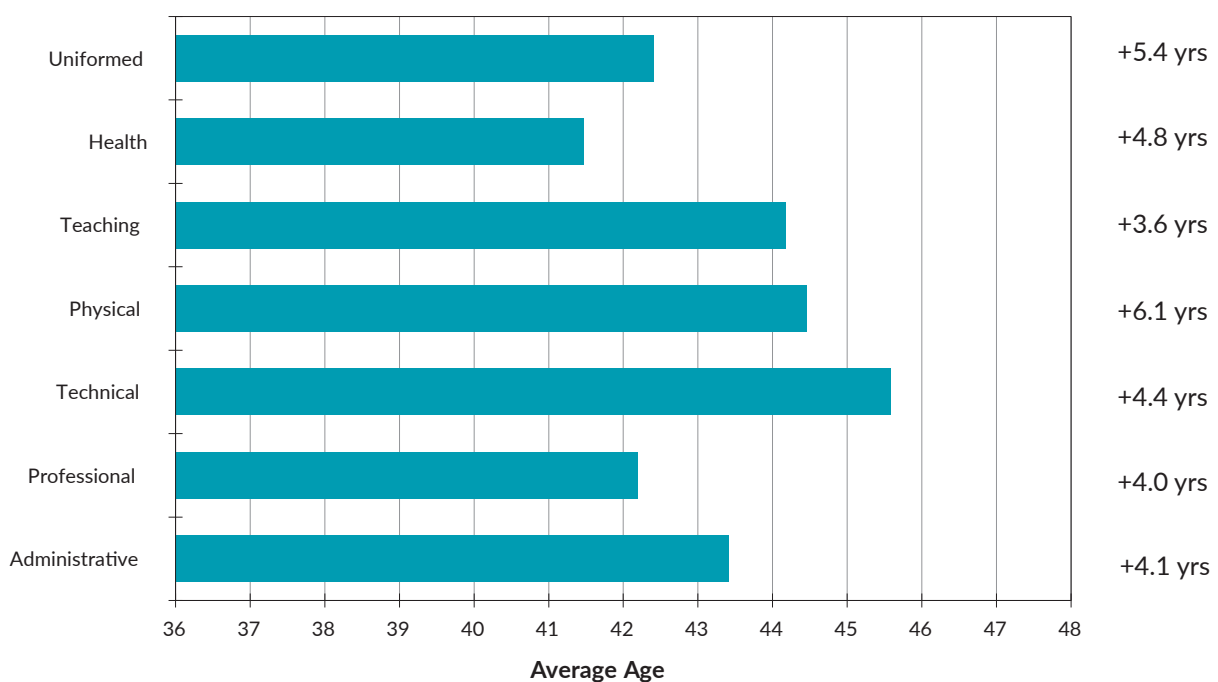


Staff by Streaming

Age by stream

A plot of average age against stream, together with the change in age for each stream between 1994 and 2019, is shown in Figure 63. This illustrates that the health, professional and uniformed streams are, on average, the youngest in the NTPS. Technical, physical and teaching staff are the oldest.

Figure 63 – Average age by classification stream: June 2019 all employees with change in median age since 1994



Executive contracts

Figure 64 shows the number of employees employed on executive contracts from June 2018 to June 2019 by classification and gender.

Over the last 10 years, the number of employees on executive contracts has increased by 13.7%, growing from 568 in 2009, peaking at 722 in 2012 and then steadily reducing over the following years to 646 in 2019. There has been a reduction of the total number of employees employed on executive contracts by 12 since the 2017-18 year. This reduction may be attributed to the budget savings measures, including caps to executive contract employee numbers implemented by government 2018-19.

Women on executive contracts continue to be unevenly distributed over the different streams. The administration stream (47%) is in line with the average women in leadership statistics (51%) but the high proportion of women in education (73%) is in contrast to the low levels among police (6%) and PWC (20%).

Figure 64 – Change in executive contract numbers by classification and gender: June 2018 to June 2019

	Women			Men			Total		
	2018	2019	Diffce	2018	2019	Diffce	2018	2019	Diffce
Administration									
Executive Officer 1	125	124	-1	145	125	-20	270	249	-21
Executive Officer 2	67	72	5	75	87	12	142	159	17
Executive Officer 3	16	15	-1	26	25	-1	42	40	-2
Executive Officer 4	8	11	3	10	13	3	18	24	6
Executive Officer 5	6	6	0	7	6	-1	13	12	-1
Executive Officer 6	3	4	1	10	7	-3	13	11	-2
Sub-total	225	232	7	273	263	-10	498	495	-3
Education									
Contract Principal 2	42	47	5	15	15	0	57	62	5
Contract Principal 3	15	15	0	3	4	1	18	19	1
Contract Principal 4	4	2	-2	5	4	-1	9	6	-3
Contract Principal 5	1	3	2	0	2	2	1	5	4
Sub-total	62	67	5	23	25	2	85	92	7
Medical Specialists									
Medical Contract	0	0	0	0	0	0	0	0	0
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	1	1	0	14	14	0	15	15	0
Sub-total	1	1	0	15	15	0	16	16	0
Power & Water									
Executive Manager 1	3	1	-2	13	12	-1	16	13	-3
Executive Manager 2	2	3	1	7	5	-2	9	8	-1
Executive Manager 3	4	3	-1	9	5	-4	13	8	-5
Executive Manager 4	4	2	-2	17	12	-5	21	14	-7
Sub-total	13	9	-4	46	34	-12	59	43	-16
TOTAL	301	309	8	357	337	-20	658	646	-12

NOTE: This table is based on Paid Headcount (staff with an FTE greater than 0).

Staff Separation and Recruitment

As shown in Figure 66, the separation rate for 2018-19 was 21% which is consistent with the previous two years and slightly lower than the five year average of 21.8%.

Staff separation and recruitment data since 2012-13 is set out in Figures 65 and 66. For the purposes of this section, recruitment is defined as when an individual commences 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. Prior to the introduction of PIPS, turnover data was reported by producing two sets of tables. One table contained both ongoing and fixed period employees (as had been the custom) and the other table 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 65 and the data representing both ongoing and fixed period employees is in Figure 66.

Figure 65 – NTPS separation and recruitment rates by employment category: 2012-13 to 2018-19 (ongoing)*

	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
	separation rate %	recruitment rate %	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	8	3	8	3	8	4	7	4	6	3	7	3	8	3
Professional	11	6	12	7	12	7	12	6	12	4	11	4	11	7
Technical	11	7	9	6	8	7	10	5	6	4	7	3	9	4
Physical	9	9	12	7	10	5	10	3	8	5	7	4	8	7
Teaching	8	2	11	0	10	0	7	0	7	0	6	0	6	0
Health Workers	10	5	9	5	10	7	12	10	12	8	10	8	11	7
Uniformed	6	10	7	3	6	4	5	4	5	3	5	8	5	4
Total	9	5	9	4	9	4	8	5	8	4	8	4	8	4

NOTE: This table is based on Paid Headcount (staff with an FTE greater than 0).
Permanent staff only.

Where individuals commence employment with the NTPS on a fixed period contract and then are subsequently selected for ongoing roles, their status is transferred in PIPS from 'fixed period' to 'ongoing'. As the employment is continuous, when the employee transfers from fixed period to ongoing status this is not reflected in the commencement report as a new commencement. The net result is that the figures reflecting the recruitment of ongoing staff falls far below those for separation of ongoing staff without this actually being the case.

Figure 66 – NTPS separation and recruitment rates by employment category: 2012-13 to 2018-19 (ongoing and fixed period)

	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
	separation rate %	recruitment rate%	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	26	21	26	26	23	27	20	24	20	21	19	20	20	21
Professional	26	25	26	22	22	25	24	25	24	21	20	19	22	22
Technical	18	18	18	15	14	16	15	15	12	14	13	12	14	14
Physical	29	34	29	43	37	37	30	35	26	32	25	25	21	29
Teaching	24	24	24	23	27	23	23	24	25	27	26	24	25	28
Health Workers	34	39	34	37	33	36	35	38	33	38	31	37	32	36
Uniformed	7	14	7	6	7	7	6	6	6	5	5	10	5	6
Total	24	24	24	25	24	26	22	24	21	23	21	22	21	23

NOTE: This table is based on Paid Headcount (staff with an FTE greater than 0)

Figure 67 – Separation statistics: 2018-19 (ongoing and fixed period)*

Reason for Separation	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation – Temporary	625	402	600	110	58	2	81	1878
Deceased	11	1	3	1	4	4	3	27
Dismissal	18	4	3	2	3	4	8	42
Resignation	979	288	613	249	115	98	163	2505
Retire Invalid	0	1	0	0	1	1	0	3
Retire Min Age								
Retire Other	51	17	30	17	10	11	6	142
Retrenchment	68	5	7	13	25	4	1	123
Termination -Executive, Contract	21	0	0	0	0	1	0	22
Other								
Total	1773	718	1256	392	216	125	262	4742

NOTE: This table is based on Paid Headcount (staff with an FTE greater than 0)

The breakdown of separations by type and employment stream is shown in Figure 67. Overall, separations have increased by 216 since 2017-18 and of that increase, 123 separations were due to voluntary retrenchment (an increase of 94) and 1878 employees ceased temporary employment (an increase of 71). The increase in separations by retrenchment and more broadly may be attributed to the budget savings measures implemented by government to address the NT's fiscal challenges.

Personal Leave (Sick and Carer's Leave)

The average amount of personal (sick) and carers leave taken for each employee since 1995-96 is shown in Figure 68. The data suggests that there has been some variation from year to year, but overall there has been a steady increase in the average number of days taken over the period. Utilisation of personal leave has increased by 1.7 days over the past 10 years and 0.8 days over the past five years.

The overall trend should be viewed in the context of the progressive improvements in the provision of carer's leave in the Enterprise Agreements over that time.

Figure 68 – NTPS average (mean) personal leave days taken per employee: 1995-96 to 2018-19

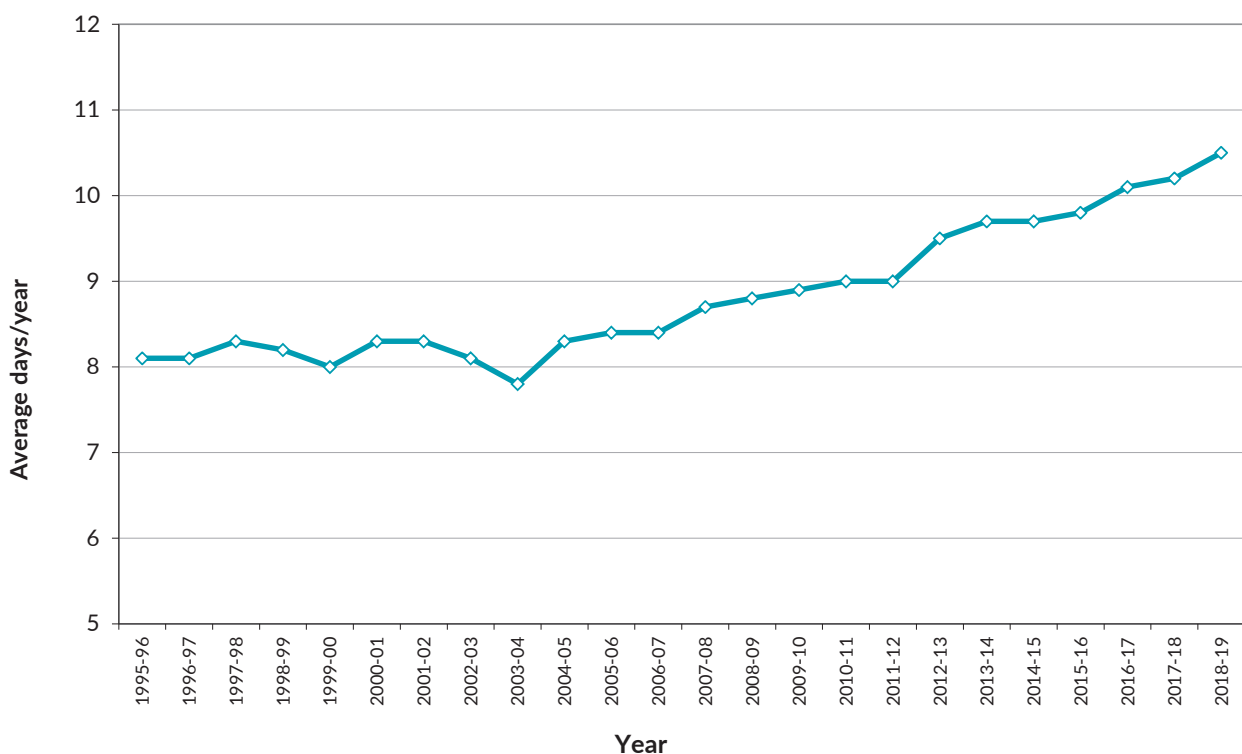


Figure 69 – NTPS average (mean) sick days taken per employee by stream by gender: 2018-19

<i>STREAM</i>	<i>Females</i>	<i>Males</i>	<i>Total</i>
Administrative	12.0	9.7	11.3
Health Workers	8.4	5.4	7.7
Physical	10.1	8.6	9.4
Professional	9.0	7.4	8.4
Teaching	10.0	9.5	9.9
Technical	9.4	10.2	10.0
Uniformed	20.7	13.2	15.1
Total	10.9	9.8	10.5

NOTE: This table is based on FTE.

Employment Instructions

Employment Instruction	Summary of Employment Instruction
1. Filling Vacancies	Sets out rules for undertaking actions to employ a person, or promote or transfer an employee in accordance with PSEMA.
2. Probation	Sets out rules for managing probation for an ongoing employee in accordance with PSEMA.
3. Natural Justice	Sets out the principles of natural justice to ensure that persons exercising powers and functions under PSEMA understand the principles and apply them properly.
4. Employee Performance Management and Development Systems	Sets out rules for developing and implementing employee performance management and development systems in accordance with PSEMA.
5. Medical Examinations	Sets out rules for requiring an employee to attend a medical examination.
6. Performance and Inability	Sets out rules for undertaking an employee performance and inability process in accordance with PSEMA.
7. Discipline	Sets out rules for undertaking a discipline process in accordance with PSEMA.
8. Internal Agency Complaints and Section 59 Grievance Reviews	Sets out rules for handling internal employee grievances and procedures for employees lodging grievances in accordance with section 59 of PSEMA.
9. Employment Records	Sets out rules for keeping employment records in accordance with PSEMA.
10. Equality of Employment Opportunity Programs	Sets out rules for developing programs to ensure that employees have equal employment opportunities in accordance with PSEMA.

Employment Instruction	Summary of Employment Instruction
11. Occupational Health and Safety Standards Programs	Sets out the rules for developing occupational health and safety standards and programs in NTPS agencies.
12. Code of Conduct	Is the Code of Conduct which stipulates the basic level of conduct expected of 'public sector officers' (employees, CEOs and the CPE). CEOs may issue agency specific codes of conduct consistent with PSEMA, Regulations, By laws, and EIs.
13. Appropriate Workplace Behaviour	Sets out the requirement for all employees to behave appropriately in the workplace and for CEOs to foster a culture which supports appropriate behaviour and is free from bullying. It also provides the NTPS definition of workplace bullying and inappropriate behaviour.
14. Redeployment and Redundancy Procedures	Designed to 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.
15. Special Measures	Sets out the requirements and conditions for approval by the CPE of agency special measures programs, plans, or arrangements.

Survey to Agencies

Welcome to the 2018-19 Agency Reporting Survey, and thank you for participating in this survey- your feedback is important. Information you provide will inform the Minister on human resource management in the NT Public Sector during the 2018-19 financial year.

Section 18 of the *Public Sector Employment and Management Act* (PSEMA) requires the Commissioner for Public Employment to report in writing to the Minister on human resource management in the NT Public Sector during that financial year. The reporting requirement is fulfilled through the annual NTPS State of the Service Report, and the information in the report is primarily sourced through PIPS reports and this Agency Reporting Survey. In this survey, agency CEOs will be asked to critically analyse and report on the application of human resource management within their agencies. The information provided will inform the 2018-19 NTPS State of the Service Report and be tabled in the Legislative Assembly in October 2019.

Please acknowledge this important information before completing the survey.

Survey Instructions:

Please note the following instructions for completing this survey.

1. All references to 'the financial year' mean 'the 2018-19 financial year'.
2. Respondents **can change answers** on any survey page **up until the survey is submitted** (it's submitted once you've pressed the 'Done - Submit' button).
3. Respondents need to **complete the whole section** (and have pressed the 'Next' button so that you're in the next section) **for your answers to be saved**.
4. Respondents **can go back to previous pages** in the survey until they click the 'Done - Submit' button or exit the survey.
5. **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 'CEO Declaration', 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.
6. **After the survey is complete and the 'Done - Submit' button has been clicked**, the respondent **will not be able to access the survey again**.
7. If you have **any queries** regarding the survey, please **email** them to enquiries.ocpe@nt.gov.au. All queries will be included in the weekly FAQ, so that all agencies receive consistent information.
8. **One respondent** will have access to this survey **per agency only**.
9. **All survey questions are mandatory**.

When completing this survey, please refer to the Survey Manual to assist with acronyms and definitions.

CEO Declaration

Information detailing the 'Declaration' from the CEO.

1. For which NTPS agency was this survey completed?

2. Has the agency implemented processes to ensure employees are aware of and observe the prescribed *Public Sector Employment and Management Act* (PSEMA) Principles?

- ☐ Administration Management Principle (section 5B of PSEMA) (as it relates to Human Resource Management – Workforce Planning)
- ☐ Human Resource Management Principle (section 5C of PSEMA)
- ☐ Merit Principle (section 5D of PSEMA)
- ☐ Equality of Employment Opportunity Principle (section 5E of PSEMA)
- ☐ Performance and Conduct Principle (section 5F of PSEMA)

3. If you answered 'No' to any of the principles in question 2, please provide advice and timeframes as to how the agency intends to meet the principle/s, or if procedures from another agency have been adopted. If not, just enter N/A

4. What is your name (CEO)?

5. As Chief Executive Officer, I exercise my functions within my agency in a way that upholds the prescribed administration management principle (as it relates to human resource management – workforce planning), human resource management principle, merit principle, equality of employment principle, and performance and conduct principle, as set out under the *Public Sector Employment and Management Act*. (Please sign and date)

<input type="text"/>	<input type="text"/>
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Agency Representative Acknowledgement

Information providing the Agency Representative name and acknowledgement of the Survey Instructions

6. What is your name (Agency Representative)?

7. I have read and acknowledge the Survey Instructions

☐ Yes

Administration Management Principle (section 5B of PSEMA)

Information on the extent to which your agency has upheld the Administration Management Principle (as it relates to Human Resource Management – Workforce Planning)

8. In accordance with sections 5B(a), (d) and (e) of PSEMA, did your agency have an agency-specific documented workforce plan or similar in the financial year? Either for the whole agency or a specific area of the agency

- ☐ Capability Development Plan
- ☐ Talent Management Plan
- ☐ People Plan
- ☐ Human Capital
- ☐ Workforce Strategy
- ☐ Leadership Strategy
- ☐ No we do not have a documented workforce plan

9. Please rank the following capacity (headcount) gaps as they relate to your agency. If one or more of these areas are not currently an issue in your agency, please select N/A

	1*	2	3	4	5*	N/A
ICT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frontline Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Back Office Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry Specific (includes uniformed, health, teaching, engineering etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*1. Somewhat of a gap (mild or short term gap) *5. Significant gap (impacting service delivery)

10. How is your agency addressing these capacity gaps? *Select all that apply*

- ☐ Inter-jurisdictional recruitment
- ☐ Strategies aimed at increasing the supply of staff (eg skilled migration, supported study)
- ☐ Recruitment from the private sector
- ☐ Overseas recruitment
- ☐ We are not addressing the gaps
- ☐ We do not have capacity gaps

11. Please rank the following capability (skill set, including soft skills) gaps as they relate to your agency. If one or more of these areas are not currently an issue in your agency, please select N/A

	1*	2	3	4	5*	N/A
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR/IR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information and Communication Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Awareness & Community Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cross Cultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Health Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring and/or Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry Specific (eg Nurse, Lawyer, Teacher, Engineer etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of Government Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*1. Somewhat of a gap (mild or short term gap) *5. Significant gap (impacting service delivery)

12. How is your agency addressing these gaps?

Select all that apply

- ☐ Investment in professional development (both accredited and non-accredited)
- ☐ Inter-jurisdictional secondment
- ☐ Strategies aimed at increasing the supply of skills (eg skilled migration, supported study)
- ☐ Investment in knowledge management initiatives
- ☐ Mentoring and succession planning
- ☐ We are not addressing the gaps
- ☐ We do not have capability gaps

13. In accordance with sections 5B(a), (d), and (e) of

PSEMA, which of the following did your agency undertake as an approach to succession planning?

Select all that apply

- ☐ Mentoring/coaching
- ☐ Job sharing
- ☐ Acting opportunities/backfilling
- ☐ Job shadowing
- ☐ Graduate program
- ☐ Referral to formal training
- ☐ We do not undertake succession planning

14. In accordance with sections 5B(a), (d) and (e) of PSEMA, please rate the greatest workforce risks facing your agency in the next five years. For risks not relevant to your agency, please select N/A

	1				5	
	Low Risk	2	3	4	High Risk	N/A
Addressing capability gaps due to a changing operating environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loss of corporate knowledge or talent due to retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting appropriately skilled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retaining appropriately skilled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate resources for changing business needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retaining employees with a high potential for success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limited career advancement or mobility options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skill shortages which impact on agency capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please provide details of the workforce risk/s below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you selected 'Other' (above), please provide details of the workforce risk/s

15. In accordance with sections 5B(a), (d) and (e) of PSEMA, how does your agency access internal reports to aid in workforce planning?

- ☐ BOXI HR Workforce Metrics
- ☐ PIPS reports
- ☐ People Matter Reports
- ☐ Internal agency employee survey
- ☐ We do not access reports

Human Resource Management Principle (section 5C of PSEMA)

Information on the extent to which your agency has upheld the Human Resource Management principle.

16. Which activities did your agency undertake to improve attraction of staff in the financial year?
Select all that apply

- ☐ Participate in career expos
- ☐ School visits
- ☐ Promote through Charles Darwin University
- ☐ Promote through Batchelor Institute of Indigenous Tertiary Education
- ☐ Promote through other Tertiary Institutes
- ☐ Promote through Job Services Australia providers
- ☐ Promote through Non- Government Organisations
- ☐ Employed students on work experience
- ☐ Employed students on vacation employment
- ☐ Employed students on cadetships
- ☐ Media (newspaper/radio/television)
- ☐ Overseas recruitment
- ☐ None of the above

17. In accordance with the work life balance clause in your agency's Enterprise Agreement (eg clause 34, 35, and 36 of the General Enterprise Agreement), are the following flexible work practices, and/or other initiatives that support work life balance, in place in your agency? *Use numerals only*

	Yes/No
Use Flexible working hours (Flextime) policy	<input type="text"/>
Individual Flexible Working Agreement	<input type="text"/>
Averaging hours	<input type="text"/>
Home-based work /telework	<input type="text"/>
Job sharing	<input type="text"/>
Part-time work	<input type="text"/>
Career breaks	<input type="text"/>
Part-year employment	<input type="text"/>
Short-term absences (other than personal leave) for family and community responsibilities	<input type="text"/>
Utilisation of recreation leave at half pay	<input type="text"/>
Purchase of additional leave	<input type="text"/>

Other please specify

18. How are these practices recorded and monitored?

Select all that apply

- ☐ Formal written flexible work agreements, reviewed periodically
- ☐ Informal verbal agreements, reviewed periodically
- ☐ myHR records
- ☐ Flex time sheets are used for flexible work
- ☐ Managers monitor each individual case
- ☐ We do not monitor these agreements

19. Please advise the number of approved flexible work practices for the financial year for employees under 55 years of age. Use whole numbers only

Use Flexible working hours (Flextime) policy	<input type="text"/>
Individual Flexible Working Agreement	<input type="text"/>
Averaging hours	<input type="text"/>
Home-based work / telework	<input type="text"/>
Job sharing	<input type="text"/>
Part-time work	<input type="text"/>
Career breaks	<input type="text"/>
Part-year employment	<input type="text"/>
Short term absences for family & community responsibilities	<input type="text"/>
Utilisation of recreation leave at half pay	<input type="text"/>
Purchase of additional leave	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

20. Please advise the number of approved flexible work practices for the financial year for employees who are 55 years of age and over. Use whole numbers only

Use Flexible working hours (Flextime) policy	<input type="text"/>
Individual Flexible Working Agreement	<input type="text"/>
Averaging hours	<input type="text"/>
Home-based work / telework	<input type="text"/>
Job sharing	<input type="text"/>
Part-time work	<input type="text"/>
Career breaks	<input type="text"/>
Part-year employment	<input type="text"/>
Short term absences for family & community responsibilities	<input type="text"/>
Utilisation of recreation leave at half pay	<input type="text"/>
Purchase of additional leave	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

21. In accordance with the work life balance clause in your agency's Enterprise Agreement (eg Clause 48.4(d) of the General Enterprise Agreement), what were the reasons that flexible work arrangements were not approved? *Select all that apply*

- ☐ The requested arrangements are too costly
- ☐ Other employees' working arrangements could not be changed to accommodate the request
- ☐ It is impractical to change the working arrangements of other employees, or hire new employees to accommodate the request
- ☐ The request would result in significant loss of productivity, or have a significant negative impact on customer service
- ☐ No instances of non-approval of flexible work requests occurred
- ☐ These records are not held centrally
- ☐ We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)

22. In accordance with section 5C(1c)(ii) of PSEMA, when does your agency review Job Descriptions? *Select all that apply*

- ☐ Prior to advertising a vacancy
- ☐ During change management
- ☐ When prompted by a performance management review
- ☐ On request from individual employee

23. Job design and job evaluation occur as part of: *Select all that apply*

- ☐ Internal change management
- ☐ Establishment of new functions
- ☐ Machinery of government changes
- ☐ On request from individual employee

24. In accordance with section 5C(1c)(ii) of PSEMA, does your agency structure in PIPS accurately reflect the following? *Select all that apply*

	Yes/No
PIPS position structure and JES align	<input type="checkbox"/>
Position numbers reflect nominal and actual incumbents	<input type="checkbox"/>
The structure is not accurately reflected	<input type="checkbox"/>

25. In accordance with section 5C(1c)(iv) of PSEMA, is your agency able to demonstrate that natural justice is adhered to as part of the following policies and procedures?

	Yes/No
Recruitment and selection	<input type="checkbox"/>
Discipline	<input type="checkbox"/>
Performance management	<input type="checkbox"/>
Code of conduct	<input type="checkbox"/>
Complaints	<input type="checkbox"/>
Grievances	<input type="checkbox"/>

26. In accordance with Employment Instruction 3 (2.1), how are employees in your agency provided with information on the principles of natural justice? *Select all that apply*

- ☐ Agency induction
- ☐ Performance management discussions
- ☐ Merit selection training
- ☐ Agency information sessions
- ☐ Agency website
- ☐ Agency newsletters/bulletins including email
- ☐ Referral to OCPE website
- ☐ Information provided on request to HR

27. In accordance with Employment Instruction 3 (2.1), what processes are in place to provide employees with information on their rights to seek a review of decisions affecting them? *Select all that apply*

- ☐ Through agency induction
- ☐ Through performance management discussions
- ☐ Training is offered in inappropriate behaviours
- ☐ We have an Internal complaints resolution procedure
- ☐ Information is provided on the agency website
- ☐ On request to HR

28. In accordance with Employment Instructions 8 and 13, does your agency have an internal employee complaint handling policy and procedure? *Select all that apply*

- ☐ Yes ☐ No

29. In accordance with Employment Instructions 8 and 13, how are employees made aware of the agency's internal complaint handling policy and procedure? *Select all that apply*

- ☐ Through performance management discussions
- ☐ Information is provided on the agency website
- ☐ On request to HR
- ☐ Discussed at team meetings
- ☐ We do not have a complaints handling procedure

30. How many internal complaints in each of the following areas were brought to the attention of HR (include all complaints received, both formal and informal)? *Use numerals only*

Inappropriate behaviour	<input type="text"/>
Negligence when performing duties	<input type="text"/>
Harassing another employee	<input type="text"/>
Absent without leave	<input type="text"/>
Inappropriate use of social media	<input type="text"/>
Misuse of official facilities and resources	<input type="text"/>
Breach of privacy	<input type="text"/>
Breach of policy	<input type="text"/>
Failure to remedy previous unsatisfactory behaviour	<input type="text"/>
Failure to disclose an offence against the law	<input type="text"/>
Submitting fraudulent medical certificates	<input type="text"/>

31. Which workplace health and wellbeing initiatives did your agency have in place over the financial year?

- ☐ Flexible work practices including Flex time
- ☐ Staff reward and recognition
- ☐ Social club
- ☐ Participate in charity events, Jeans for Genes, Biggest Morning Tea etc.
- ☐ Offer discount gym membership
- ☐ Lunchtime health/fitness sessions
- ☐ Flu Vaccinations
- ☐ Encourage participation in events such as Mother's Day run, City to Surf, 10000 steps
- ☐ We do not promote workplace health and wellbeing initiatives

32. How does your agency promote the Employee Assistance Programs? *Select all that apply*

- ☐ Agency induction
- ☐ Performance management discussions
- ☐ Staff meetings
- ☐ Notices in the tea room
- ☐ Agency website
- ☐ Agency newsletters/bulletins including email
- ☐ Information provided on request to HR
- ☐ We do not promote Employee Assistance Programs

33. In accordance with section 5C(1c)(i) of PSEMA, how are employees in your agency provided with information about Government priorities relevant to their workplace? *Select all that apply*

- ☐ Through the corporate and business/budget planning process
- ☐ Through internal newsletters and e-bulletin
- ☐ By managers/supervisors/team meetings
- ☐ As part of the performance management process
- ☐ Promoted on the intranet
- ☐ Quarterly meetings with all Directors

34. In accordance with section 5C(1c)(i) of PSEMA, how does your agency encourage staff contribution to workplace changes which affect them? *Select all that apply*

- ☐ Through the corporate and business/budget planning process
- ☐ By managers/supervisors/team meetings
- ☐ As part of the performance management process
- ☐ Via feedback through the agency intranet
- ☐ Change management committee
- ☐ Quarterly meetings with all Directors

35. In accordance with section 5C(1c)(i) of PSEMA, how are employees informed about workplace changes that affect them? *Select all that apply*

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

36. In accordance with Employment Instruction 11, is your agency able to demonstrate that appropriate policies and procedures are in place to meet the Occupational Health and Safety Standards?

☐ Yes ☐ No

37. In accordance with Employment Instruction 4 (2.1), is your agency able to demonstrate that it has an operational performance management system in place?

☐ Yes ☐ No

38. How does your agency verify that all supervisors and/or managers are providing formal performance feedback to staff at least annually? *Select all that apply*

- ☐ Random sampling of employee performance agreements
- ☐ Download reports from our performance management system
- ☐ Managers are required to report on the number of complete agreements each year
- ☐ We do not have a verification process

39. What is the percentage of staff that had performance plans (or agreements) in place during the financial year? *(This question is referring to general performance plans that may be known as 'myplans', 'Annual Individual Performance Plans/ Reviews' etc. A 'Performance Improvement Plan' specifically addresses an issue with an employee's performance outside of the routine annual review and is reported on later in the survey.) Use numerals only*

40. In accordance with Employment Instruction 4, how does your agency prepare first time managers and/or supervisors for undertaking the management responsibilities of their role? *Select all that apply*

- ☐ First time managers undertake training
- ☐ Coaching and mentoring
- ☐ New manager induction
- ☐ Performance management training
- ☐ We do not prepare managers for their role

41. How do you measure the effectiveness of your agency's performance management system? *Select all that apply*

- ☐ Monitoring participation rates
- ☐ Number of promotions
- ☐ Succession planning
- ☐ Uptake of training programs
- ☐ Analyse workforce development data
- ☐ Incremental improvement in the capability gap across the agency
- ☐ Achieving organisational objectives
- ☐ We do not measure the effectiveness of the performance management system

42. In accordance with section 44 of PSEMA, how many employees are participating in a performance improvement plan? *Use whole numbers only*

Number of employees participating in a performance improvement plan

These records are not held centrally

We do not keep these records

('Employment Instruction 9 -

Employment Records' requires

agencies to keep these records)

43. In accordance with section 5C(1)(c)(iii) of PSEMA, how does your agency provide training and development opportunities? *Select all that apply*

- ☐ Implement My Development initiative
- ☐ Identify skills gaps in accordance with workforce plan and co-ordinate and deliver training for employees
- ☐ Identify need through Performance discussions and refer to an appropriate course
- ☐ Training is offered and delivered as per industry requirements (ie accreditations etc)
- ☐ Referral to OCPE capability and leadership programs
- ☐ Referral to external training provider as required
- ☐ Self-referral via agency LMS
- ☐ Self-referral via supervisor/manager

44. In accordance with section 5C(1)(c)(iii) of PSEMA, how many employees participated in a secondment (external to the NTPS) during the financial year? *Use numerals only*

45. Enrolments: In accordance with section 5C(1c)(iii) of PSEMA, provide the number of staff approved to enrol in Nationally Accredited VET Qualifications during the financial year in any of the following areas: *Use numerals only*

Procurement and Contracting	<input type="text"/>
Project Management	<input type="text"/>
Community Services	<input type="text"/>
Training and Assessment	<input type="text"/>
Leadership and Management	<input type="text"/>
Financial Services	<input type="text"/>
Information and Communication Technology	<input type="text"/>
Work Health Safety	<input type="text"/>
Staff who were approved to enrol in other Nationally Accredited VET Qualifications	<input type="text"/>
Staff were referred to other externally provided VET accredited training	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

46. In the previous question, if you stated that staff were approved to enrol in "other Nationally Accredited VET Qualifications", please specify here the titles of those qualifications. If you didn't, just type "N/A"

47. Completions: Provide the number of Nationally Accredited VET Qualifications completed by staff within your agency during the financial year in the following areas: *Use numerals only*

Procurement and Contracting	<input type="text"/>
Project Management	<input type="text"/>
Community Services	<input type="text"/>
Training and Assessment	<input type="text"/>
Leadership and Management	<input type="text"/>
Financial Services	<input type="text"/>
Information and Communication Technology	<input type="text"/>
Work Health Safety	<input type="text"/>
Number of staff who have completed other Nationally Accredited VET Qualifications paid for by your agency	<input type="text"/>
Staff were referred to other externally provided VET accredited training	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

48. In the previous question, if you stated that staff completed "other Nationally Accredited VET Qualifications" paid for by your agency, please specify here the titles of those qualifications. If you didn't, just type "N/A"

49. How many staff approved to undertake Nationally Accredited VET Qualifications were approved to take study leave in the financial year? *Use numerals only*

Number of staff (approved to undertake Nationally Accredited VET Qualifications) who were also approved to take study leave in the financial year	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

50. Enrolments: In accordance with section 5C(1c)(iii) of PSEMA, provide the number of University Higher Education Qualifications your agency approved to enrol in during the financial year in any of the following areas: *Use numerals only*

Procurement and Contracting	<input type="text"/>
Project Management	<input type="text"/>
Community Services	<input type="text"/>
Training and Assessment	<input type="text"/>
Leadership and Management	<input type="text"/>
Financial Services	<input type="text"/>
Information and Communication Technology	<input type="text"/>
Work Health Safety	<input type="text"/>
Staff who were approved to enrol in other University Higher Education training	<input type="text"/>
Staff were referred to other externally provided University Higher Education training	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

51. In the previous question, if you stated that staff were approved to enrol in "other University Higher Education Qualifications", please specify here the titles of those qualifications. If you didn't, just type "N/A"

52. Completions: Provide the number of University Higher Education Qualifications completed by staff within your agency during the financial year in any of the following areas: *Use numerals only*

Procurement and Contracting	<input type="text"/>
Project Management	<input type="text"/>
Community Services	<input type="text"/>
Training and Assessment	<input type="text"/>
Leadership and Management	<input type="text"/>
Financial Services	<input type="text"/>
Information and Communication Technology	<input type="text"/>
Work Health Safety	<input type="text"/>
Number of staff who have completed other University Higher Education training	<input type="text"/>
Staff completed other externally provided University Higher Education training	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

53. In the previous question, if you stated that staff completed "other University Higher Education Qualifications" paid for by your agency, please specify here the titles of those qualifications. If you didn't, just type "N/A"

54. How many staff approved to undertake University Higher Education Qualifications were approved to take study leave in the financial year? *Use numerals only*

Number of staff (approved to undertake University Higher Education Qualifications) who were also approved to take study leave in the financial year	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

55. In accordance with section 5C(1c)(iii) of PSEMA, how many of your staff attended "other internally procured non-accredited training" in any of the following topic areas during the financial year? *Use numerals only*

Procurement	<input type="text"/>
Finance	<input type="text"/>
Project Management	<input type="text"/>
HR/IR	<input type="text"/>
Policy	<input type="text"/>
Governance	<input type="text"/>
Information and Communication Technology	<input type="text"/>
Business Acumen	<input type="text"/>
Social Awareness & Community Engagement	<input type="text"/>
Cross Cultural Training	<input type="text"/>
Work Health Safety	<input type="text"/>
Leadership	<input type="text"/>

Performance Management	<input type="text"/>
Mentoring and/or Coaching	<input type="text"/>
Other internally offered non-accredited training undertaken by the agency	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

56. In the previous question, if you stated that staff attended "other internally procured non-accredited training", please specify here the training topics undertaken. If you didn't, just type "N/A"

57. In accordance with section 5C(1c)(iii) of PSEMA, how many of your staff attended publicly available non-accredited training in any of the following topic areas during the financial year? *Use numerals only*

Procurement	<input type="text"/>
Finance	<input type="text"/>
Project Management	<input type="text"/>
HR/IR	<input type="text"/>
Policy	<input type="text"/>
Governance	<input type="text"/>
Information and Communication Technology	<input type="text"/>
Business Acumen	<input type="text"/>
Social Awareness & Community Engagement	<input type="text"/>
Cross Cultural Training	<input type="text"/>
Work Health Safety	<input type="text"/>
Leadership	<input type="text"/>
Performance Management	<input type="text"/>
Mentoring and/or Coaching	<input type="text"/>
Number of staff that have attended other publicly available non-accredited training paid for by your agency	<input type="text"/>
Not Applicable	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

58. In the previous question, if you stated that staff attended "other publicly available non-accredited training" paid for by your agency, please specify here the training topics undertaken. If you didn't, just type "N/A"

59. Did your agency participate in any of the following DCIS Early Careers Programs? *Select all that apply*

- ☐ NTPS Traineeship Program (including school based)
- ☐ NTPS Graduate Program
- ☐ Cadetships
- ☐ Agency managed Apprenticeship or Traineeship programs
- ☐ Aboriginal Employment Program
- ☐ We did not participate in any of the above

Merit Principle (section 5D of PSEMA)

Information on the extent to which your agency has upheld the Merit principle.

60. In accordance with the NTPS Recruitment and Selection Policy and Employment Instruction 1, how are employees in your agency made aware of the requirements for NTPS merit selection processes? *Select all that apply*

- ☐ Merit selection training approved by OCPE
- ☐ Agency induction information
- ☐ OCPE website including merit selection templates and guidelines
- ☐ Adhoc HR advice and assistance

61. In accordance with section 5D(2) of PSEMA, how is the Capability and Leadership Framework (CLF) utilised in your agency? *Select all that apply*

- ☐ Job design
- ☐ Review of job descriptions
- ☐ In assessing applicants' merit for vacancies
- ☐ Performance discussions
- ☐ Training plans
- ☐ Encourage employee self assessment
- ☐ Succession planning
- ☐ The CLF is not used in our agency

Equality of Employment Opportunity (EEO) Principle (section 5E of PSEMA)

Information on the extent to which your agency has upheld the EEO principle.

62. In accordance with Employment Instruction 10 (3.1.b), how has your agency implemented the EEO principles? *Select all that apply*

- ☐ Information provided through induction
- ☐ Implemented special measures plan
- ☐ Recruit through the DCIS Aboriginal
- ☐ Employment Program
- ☐ Designated positions
- ☐ Agency EEO strategy
- ☐ Adhoc HR advice to managers
- ☐ EEO programs are integrated with corporate, strategic, and other agency planning processes

63. How many EEO training sessions did your agency conduct during the financial year in the following areas? *Use numerals only*

Internally delivered disability awareness sessions	<input type="text"/>
Internally delivered mental health awareness sessions	<input type="text"/>
Internally delivered unconscious bias awareness sessions	<input type="text"/>
Other internally delivered training sessions that align with the EEO Principle	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

64. In the previous question, if your agency offered other training session topics that align with the EEO Principle, please provide details here. If not, state 'N/A'

65. In accordance with Employment Instruction 10 (3.1.g) how many people with disability did your agency recruit during the financial year? *Use numerals only*

66. Did you use an external provider to assist with the recruitment of people with disability? *Select all that apply*

- ☐ Yes, Disability Employment Service provider
- ☐ No, we recruited directly
- ☐ We did not recruit any staff with disability
- ☐ These records are not held centrally
- ☐ We do not keep these records

67. Did any employees with disability require a workplace adjustment to enable them to work comfortably? *Select all that apply*

	Yes/No
Workstation (ie standing desk)	<input type="checkbox"/>
IT hardware	<input type="checkbox"/>
IT software	<input type="checkbox"/>
Physical access	<input type="checkbox"/>
Ergonomic furniture/aids (arm rests etc)	<input type="checkbox"/>
The use of flexible work arrangements to support the needs of people with disability	<input type="checkbox"/>
No adjustment required	<input type="checkbox"/>
We do not employ any staff with disability	<input type="checkbox"/>
We do not keep these records (agencies are required to report on their actions for requests from employees with disability)	<input type="checkbox"/>
Other (please specify)	
<input type="text"/>	

68. In accordance with Employment Instruction 10 (3.1.d), how does your agency implement the Aboriginal Employment and Career Development (AECD) strategy? *Select all that apply*

- ☐ Recruit through the DCIS Aboriginal Employment Program
- ☐ Implemented special measures plan
- ☐ Celebrate events of significance ie NAIDOC
- ☐ Offer mentoring and coaching to Aboriginal employees
- ☐ Offer Cultural Awareness Training
- ☐ Offer Cultural Competence Training
- ☐ Designated positions
- ☐ Agency specific AECD strategy or action plan for recruitment and development
- ☐ We have not implemented any part of the AECD strategy

69. In accordance with Employment Instruction 10 (3.1.c), the provision of cross cultural training (CCT) is mandated. Please advise which of the following has been offered in your agency: *Select all that apply*

- ☐ Basic CCT
- ☐ In depth CCT
- ☐ Training for managers of cross cultural teams
- ☐ CCT for senior managers
- ☐ Reverse CCT
- ☐ We have not implemented CCT

70. Do new employees undertake cross cultural training (CCT) as part of the induction process?

- ☐ Yes CCT is part of induction
- ☐ No CCT is undertaken at a later date
- ☐ No we do not offer CCT

71. In accordance with Employment Instruction 10 (3.1.g), how many employees in your agency participated in cross cultural training in the financial year? *Use numerals only*

The number of employees in your agency who participated in cross cultural training in the financial year

These records are not held centrally

We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)

72. How does your agency implement inclusive workforce practices? *Select all that apply*

- ☐ Actively promotes Mental Health Awareness month
- ☐ Recognise 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, caring responsibilities
- ☐ Actively promotes employing older workers
- ☐ Active participation in NAIDOC Week celebrations
- ☐ Deliver cross cultural competence training
- ☐ Promote special measures plan
- ☐ Celebrate Harmony Day
- ☐ Attend NTPS wide Inclusion Events
- ☐ Promote online disability training
- ☐ We do not have inclusive workforce practices

73. In accordance with Employment Instruction 10 (3.1.d), which activities did your agency undertake to specifically attract Aboriginal employees? *Select all that apply*

- ☐ Participated in career expos
- ☐ School visits (eg Clontarf/Stars)
- ☐ Promoted through Charles Darwin University
- ☐ Promoted through Batchelor Institute of Indigenous Tertiary Education
- ☐ Promoted through other Tertiary Institutes
- ☐ Promoted through Job Services Australia providers
- ☐ Promoted special measures plan
- ☐ Employed Aboriginal students on work experience
- ☐ Employed Aboriginal students on vacation employment
- ☐ Employed Aboriginal students on cadetships
- ☐ Promoted through Community Development Program Provider
- ☐ Promoted through Aboriginal Organisations
- ☐ Promoted through Non- Government Organisations
- ☐ Promoted through Aboriginal media (radio/newspapers/television)
- ☐ None of the above

Performance and Conduct Principle (section 5F of PSEMA)

Information on the extent to which your agency has upheld the Performance and Conduct principle.

74. In accordance with section 5F(1c) of PSEMA, how does your agency promote appropriate use of public resources? *Select all that apply*

- ☐ Agency induction
- ☐ Performance management discussions
- ☐ Staff meetings
- ☐ Notices in the tea room
- ☐ Agency website
- ☐ Agency newsletters/bulletins including email
- ☐ Information provided on request to HR

75. In accordance with section 5F(1d) of PSEMA, how does your agency inform staff about their responsibility regarding conflicts of interest? *Select all that apply*

- ☐ Agency induction
- ☐ Performance management discussions
- ☐ Staff meetings
- ☐ Notices in the tea room
- ☐ Agency website
- ☐ Agency newsletters/bulletins including email
- ☐ When they commence on a project
- ☐ Information provided on request to HR

76. In accordance with section 5F(1d) of PSEMA, is your agency able to demonstrate that appropriate policies and procedures are in place to safe guard against potential conflicts of interest?

- ☐ Yes ☐ No

77. In accordance with Employment Instruction 13 (3.1), how does your agency foster appropriate workplace behaviours? *Select all that apply*

- ☐ Information provided through agency induction
- ☐ Information provided through performance management discussions
- ☐ Address matters immediately as they arise and document outcomes
- ☐ Training is offered in workplace behaviour
- ☐ Information is provided on the agency website
- ☐ Discussed at staff meetings
- ☐ Promoting NTPS values
- ☐ Information provided on request to HR

78. In accordance with Employment Instruction 13 (3.2.d), how does your agency develop the interpersonal skills of persons selected to supervisory/management positions? *Select all that apply*

- ☐ First time managers undertake training in managing workplace behaviour
- ☐ Coaching and mentoring
- ☐ Soft skills training
- ☐ On the job training
- ☐ We do not develop interpersonal skills of managers

79. In accordance with Employment Instruction 12 (5.1), how does your agency assist employees to familiarise themselves with the Performance and Conduct Principle and the Code of Conduct?
Select all that apply

- ☐ Information provided through agency induction
- ☐ Information provided through performance management discussions
- ☐ Address matters immediately as they arise and document outcomes
- ☐ Training is offered in Code of Conduct
- ☐ Information is provided on the agency website
- ☐ Discussed at staff meetings
- ☐ Promoting NTPS values
- ☐ Information provided on request to HR

80. As per Employment Instruction 12 (3.1) does your agency have an agency specific Code of Conduct or Guidelines?

- ☐ Yes ☐ No

81. In accordance with section 44 of PSEMA, how many employees were formally subject to inability action in the financial year? *(noting that fixed period employees, casual employees, executive contract officers are not subject to Part 7 and 8 of PSEMA)*
Use numerals only

82. In accordance with section 46 of PSEMA, what remedial actions were undertaken as a result of the inability in the financial year? *Select all that apply*

- ☐ No further action
- ☐ Ordered to attend training or counselling
- ☐ Salary reduction
- ☐ Transferred to other duties
- ☐ Termination of employment
- ☐ N/A

83. In accordance with section 49 of PSEMA, how many internal disciplinary procedures were invoked in the financial year? *(noting that fixed period employees, casual employees, executive contract officers are not subject to Part 7 and 8 of PSEMA)*
Use numerals only

84. In accordance with section 49 of PSEMA, what types of breaches occurred in the financial year (only include cases for which you have a final outcome)? *(noting that fixed period employees, casual employees, executive contract officers are not subject to Part 7 and 8 of PSEMA)*

- ☐ Fails to uphold the performance and conduct principle or otherwise contravenes this Act.
- ☐ Is found guilty in a court of an offence that affects the employee's employment committed before or after the commencement of this Act.
- ☐ Disregards or disobeys a lawful order or direction given by a person having authority to give such an order or direction.
- ☐ Uses a substance (including liquor or a drug) in a manner that results in inadequate performance of the employee's duties or improper conduct at the place of employment.
- ☐ Is negligent or careless in the performance of any of the employee's duties or fails to perform the duties assigned to him or her.
- ☐ In the course of employment or in circumstances having a relevant connection to his or her employment, conducts himself or herself in an improper manner.
- ☐ Harasses or coerces another employee.
- ☐ Without good cause, is absent from duty without leave.
- ☐ Except as authorised by his or her Chief Executive Officer, engages in any remunerative employment, occupation or business outside the Public Sector.
- ☐ In relation to an application of the employee for employment, promotion or transfer to perform duties in an Agency or at any stage in the selection process, provides information to the Chief Executive Officer or the Chief Executive Officer's representative that the employee knows, or ought reasonably to know, is false or misleading.
- ☐ Provides information in the course of his or her employment that he or she knows or ought reasonably to know is false or misleading.

☐ Fails to remedy previous unsatisfactory conduct or fails to comply with a formal caution.

☐ Other (please specify)

85. In accordance with section 49C of PSEMA, what disciplinary action was taken in response to breaches in the financial year? *Select all that apply (noting that fixed period employees, casual employees, executive contract officers are not subject to Part 7 and 8 of PSEMA)*

- ☐ No further action
- ☐ Formal caution
- ☐ Ordered to attend training or counselling
- ☐ Forego a benefit (eg Mobile phone, home garaging)
- ☐ Ordered to pay fine
- ☐ Salary reduction
- ☐ Transferred to other duties
- ☐ Suspended without remuneration
- ☐ Termination of employment

86. If your agency keeps figures of discipline actions regarding fixed period employees, casual employees, and executive contract employees, please provide figures against the types of breaches. *Use numerals only*

Inappropriate behaviour	<input type="text"/>
Negligence when performing duties	<input type="text"/>
Harassing another employee	<input type="text"/>
Absent without leave	<input type="text"/>
Inappropriate use of social media	<input type="text"/>
Misuse of official facilities and resources	<input type="text"/>
Breach of privacy	<input type="text"/>
Breach of policy	<input type="text"/>
Failure to remedy previous unsatisfactory behaviour	<input type="text"/>
Failure to disclose an offence against the law	<input type="text"/>
Submitting fraudulent medical certificates	<input type="text"/>
These records are not held centrally	<input type="text"/>
We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)	<input type="text"/>

87. How is your agency induction program delivered? *(An induction program includes both a 'whole-of-agency' orientation/induction program where new officers are introduced to whole-of-agency legislation, policies, procedures etc and one-on-one induction with an individual manager at a divisional/ work unit level. Induction programs do not include initial training on how to perform the duties of a particular job.) Select all that apply*

- ☐ Face to face
- ☐ Online
- ☐ Mixed mode
- ☐ We do not have an induction program

88. What is the duration of your induction program?

- ☐ Half day
- ☐ One day
- ☐ Two days
- ☐ Three or more days
- ☐ We do not have an induction program

89. Is your agency induction program mandatory?

- ☐ Yes ☐ No ☐ N/A

90. What topics are included in your agency induction training? *Select all that apply*

- ☐ Capability Leadership Framework
- ☐ NTPS Values
- ☐ NTPS Code of Conduct
- ☐ Information Management (eg HP records)
- ☐ Finance
- ☐ IT Support and Security
- ☐ Work Health and Safety Information
- ☐ Privacy Information
- ☐ How to use myHR
- ☐ Performance Management
- ☐ Probation
- ☐ Agency specific information
- ☐ Inclusion and Diversity
- ☐ We do not have an induction program

Thank You

91. Thank you for responding to the survey. The information you have provided is important and will inform the 2018-19 NTPS State of the Service Report, to be tabled in the Legislative Assembly in October 2019. If there is any feedback you would like to provide to OCPE, you are welcome to provide comments here

92. Has your CEO approved the answers in this survey and signed the 'CEO Declaration'?

- ☐ Yes ☐ No

Responses Not Yet Approved

93. If your CEO has not approved the answers in this survey and/or not signed the 'CEO Declaration', 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

Only when your CEO has approved the answers in this survey and signed the 'CEO Declaration', will you be ready to submit your responses. When you reach this stage, select the 'Next' button and then press the 'Done – Submit' button

- ☐ Acknowledged

Responses Approved

94. If your CEO has approved the answers in this survey and signed the 'CEO Declaration'. Please now select the 'Done – Submit' button

- ☐ Acknowledged

How to contact us

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