

State of the Service Report

2016-17

OFFICE OF THE COMMISSIONER FOR PUBLIC EMPLOYMENT

STATE OF THE SERVICE REPORT 2016–17

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 2016–17.

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Letter TO THE MINISTER

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

Dear Minister McCarthy

RE: STATE OF THE SERVICE REPORT 2016–17

In accordance with section 18 of the *Public Sector Employment and Management Act* (PSEMA), I present to you the State of the Service Report 2016–17 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 human resource management, administration management, and performance and conduct as prescribed by PSEMA.

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

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

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

Yours sincerely



Craig Allen
Commissioner for Public Employment
29 September 2017

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Acronyms and **ABBREVIATIONS**

AAPA	Aboriginal Areas Protection Authority
ATSIEAP	Aboriginal and Torres Strait Islander Employment Aspirations Program
CCT	Cross Cultural Training
CEO	Chief Executive Officer
CLF	Capability and Leadership Framework
CPE	Commissioner for Public Employment
CPI	Consumer Price Index
EBA	Enterprise Bargaining Agreement
ECP	Early Careers Program
EEO	Equal Employment Opportunity
EI	Employment Instruction
FTE	Full Time Equivalent
HR	Human Resources
IECDS	Indigenous Employment and Career Development Strategy
IR	Industrial Relations
JES	Mercer Job Evaluation System
LMS	Learning Management System
NT	Northern Territory
NTG	Northern Territory Government
NTPS	Northern Territory Public Sector
OCPE	Office of the Commissioner for Public Employment
PIPS	Personnel Integrated Payroll System
PSEM	Public Sector Employment and Management
PSEMA	<i>Public Sector Employment and Management Act</i>
PWC	Power and Water Corporation
TRM	Territory Records Manager (NTPS records management system)

Commissioner's FOREWORD

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

Our people are our most valuable asset servicing Territorians and the Government. 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 legislation specifies the principles underpinning employment in the NTPS:

1. Administration Management
2. Human Resource Management including the merit and equal employment opportunities principles
3. Performance and Conduct.

In accordance with s18 of PSEMA this report focuses on Principles 2 and 3 above. These principles apply to how we recruit people into the NTPS, the environment in which they work, and the manner in which they are expected to conduct their work. The principles, which are required to be upheld by all public sector officers (including Chief Executive Officers, the Commissioner for Public Employment, and employees) are supported by the requirements arising from PSEMA, the PSEM Regulations, and the Commissioner's Employment Instructions and Guidelines. To assist in reporting against the principles, the Report has been divided into the sections of the Employment Cycle and provides a statistical analysis of state of the service indicators.

In March 2017, agencies' individual Aboriginal employment targets were recalculated and redistributed to reflect the machinery of government changes.

As of June 2017, Aboriginal employment across the sector was at 10.5%. To ensure a true representation in our workforce of the community we serve and to achieve the global target of 16% by 2020, we need to continue to improve our efforts in attracting and retaining Aboriginal employees in the NTPS.

As in past years, agencies' responses to the 2016-17 Agency Reporting Survey inform the data and commentary in each of the report sections listed in Figure 1. Data extracted from PIPS informs the Staffing Profile of the NTPS (which demonstrates trends and changes in the NTPS over previous years) and the NTPS at a Glance sections.

During 2016-17, there was a decrease in the number of NTPS agencies resulting from the machinery of Government changes arising from the NT election. This in turn had some impact on the size of agencies, however, it has enabled agencies to better align their services and increase partnership to improve services to the community.



This year's report reflects this, and focusses on the ways agencies are working to uphold the Principles of Human Resource Management, and Performance and Conduct, and the measures we are taking to improve human resource management in the NTPS.

We will continue to work towards improving our reporting mechanisms wherever possible with an aim to improve the focus and content of this report each year.

This report, along with the employee survey report and agencies' annual reports, provide the Ministers and Territorians with insight into the NTPS, and meet reporting obligations under PSEMA and the *Financial Management Act*.



Craig Allen
Commissioner for Public Employment
29 September 2017

Report OVERVIEW

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

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

The relevant matters specified under section 28(2) of PSEMA are reported on in the 2016–17 OCPE Annual Report, rather than in this report.

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

The NTPS AT A GLANCE

The NTPS is the largest employer in the Northern Territory providing a broad range of services including health, education, emergency, fire and policing, infrastructure, tourism, primary industry, and trade.

Figure 1 shows the NTPS agencies providing services across the NT.

Figure 1 and the statistical information provided in the Staffing Profile of the NTPS section identifies 24 agencies. However, for the purposes of this report, most of the data is based on survey responses from 21 agencies:

- > AAPA is not an agency for the purposes of PSEMA, and therefore not required to comply with the PSEM legislation, as such their responses are not included in the sections of the report dealing with compliance with the Employment Instructions. However, AAPA aims to comply with and mirror the PSEMA where there is no conflict with the *Northern Territory Aboriginal Sacred Sites Act* and Regulations.
- > As occurred last year, the CEO of the Department of the Legislative Assembly (DLA) will report to the Speaker, who, under section 3(1) of PSEMA, is the 'Employer' for employees of the DLA.
- > Land Development Corporation individual data is not recorded, however, their overall staffing data is reflected.

Figure 1: Proportion of Staff in Agencies Providing Services across the NT

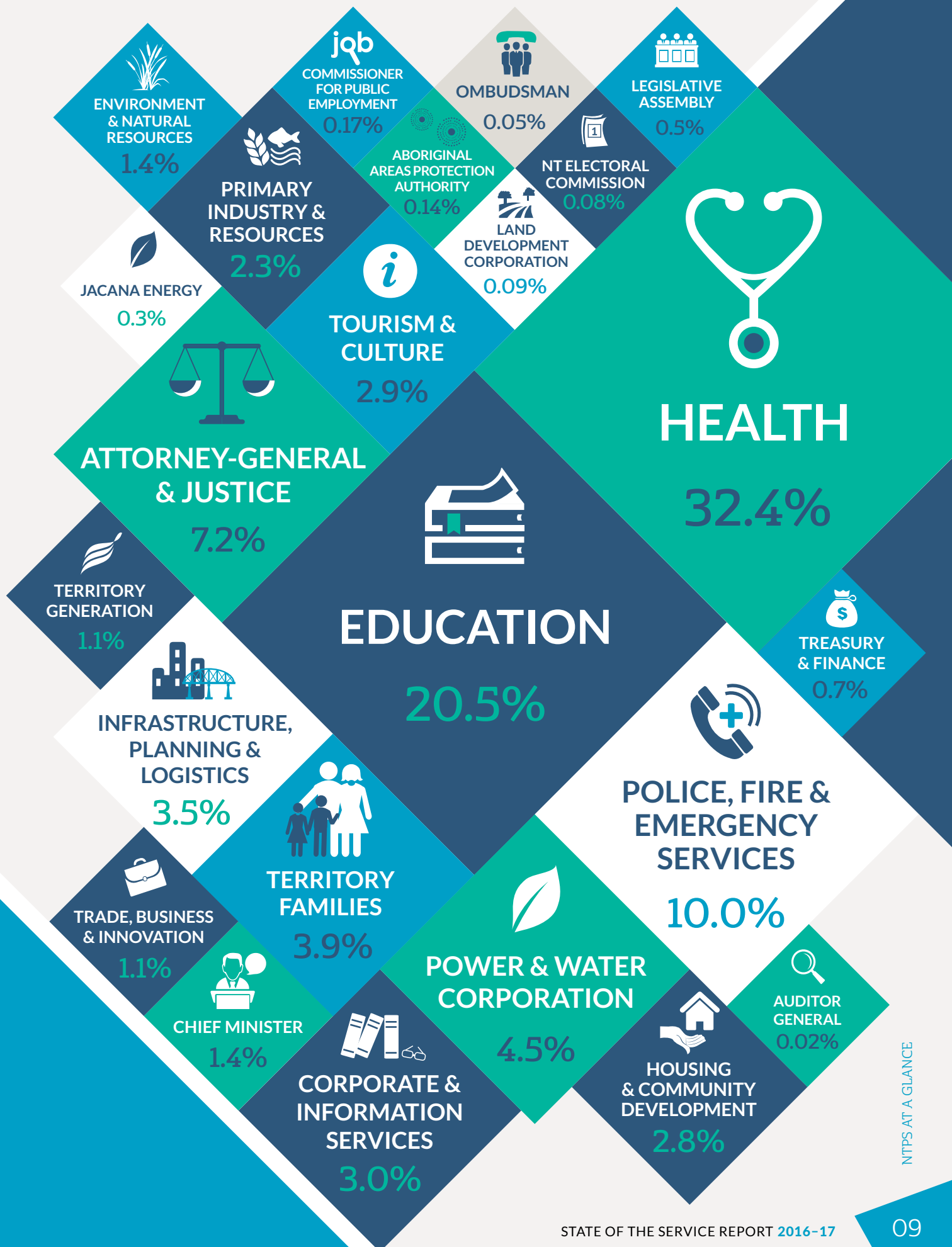
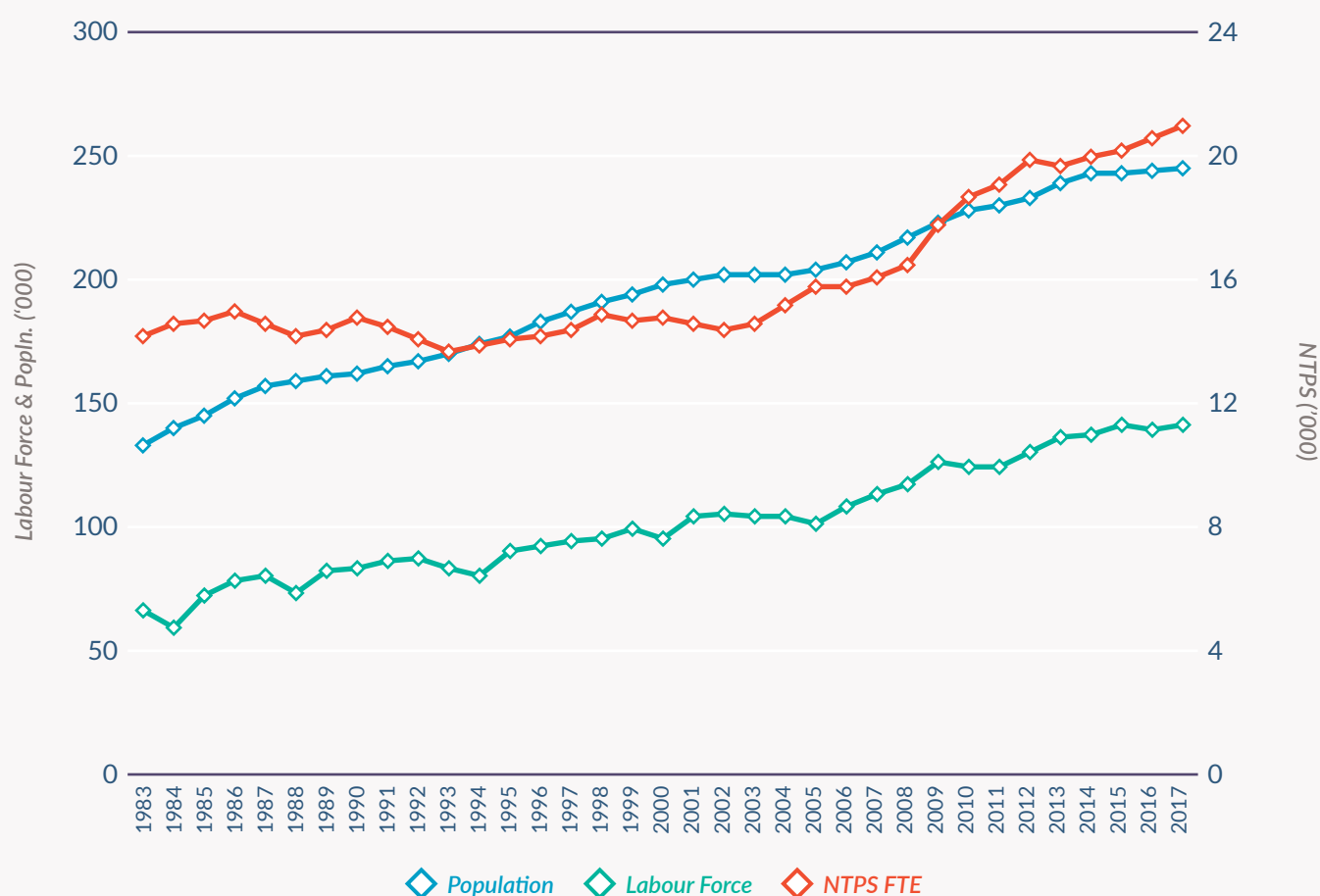


Figure 2: Growth in the NTPS, Labour Force and Population June 1983–2017



The Workforce

Figures 2 and 3 show variation in total staffing in the NTPS compared to changes in the NT population and employment numbers from 1983 (about the time the NTPS consolidated following self government) to 2017. There has been an overall increase in public sector employment from the early 1980's, around 14 200, to 20 974 people today.

Aggregation of the data shows that from 1983 to 2017, the NT population grew by 85%, the labour force grew by 113% and the NTPS by 48%.

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

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

Following the measures introduced in 2012–13 to stem the growth in staffing, over the subsequent three financial years to June 2015 there was a change in FTE numbers of -1.2%, +1.4% and +1.0% respectively. During the year to June 2016, following a relaxation of the focus on staffing numbers, there was a further increase of +2.1%. This year saw another increase of +1.8%.

Figure 3: Movements in NT Population and NTPS Staff 1983–2017

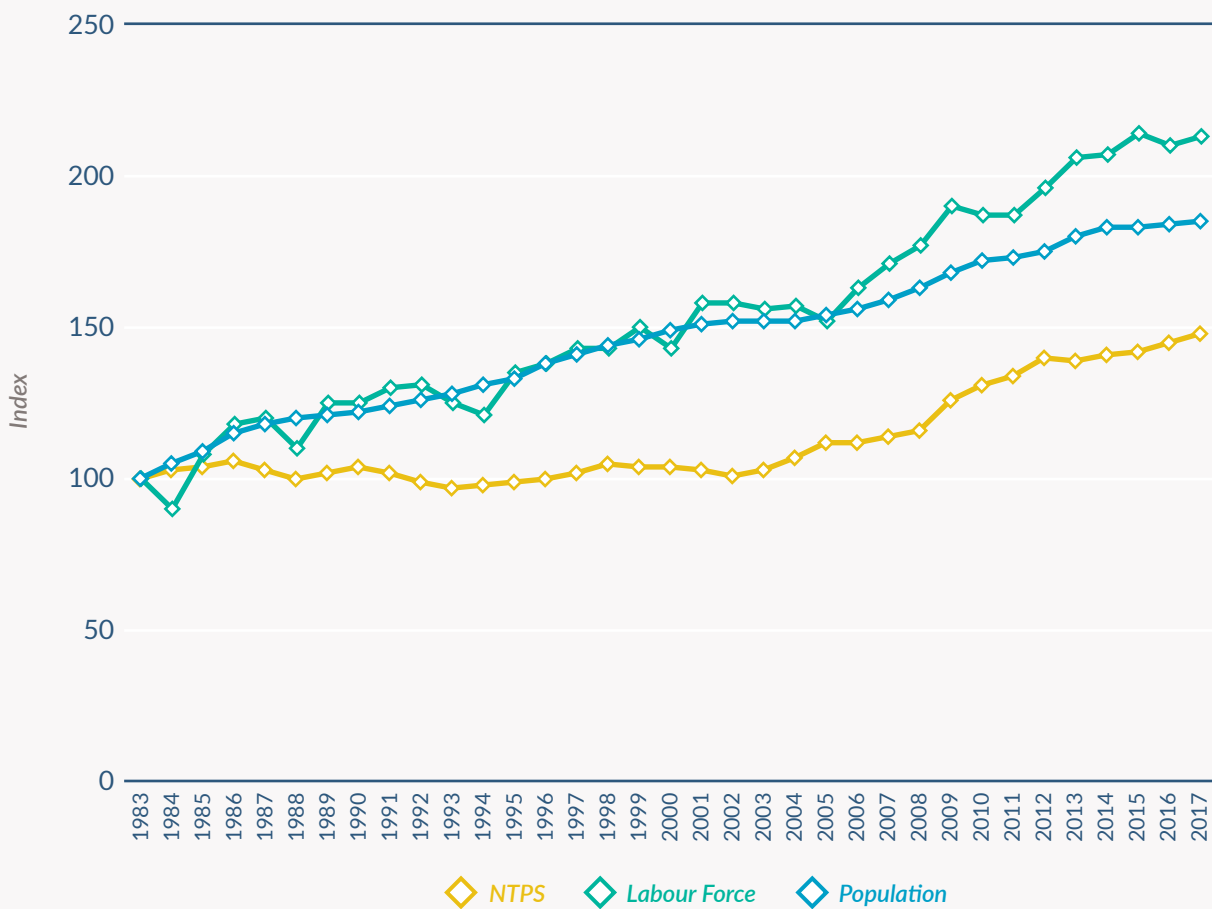


Figure 4: Percentage of Employees Earning Above and Below \$ 78,097 (median earnings)

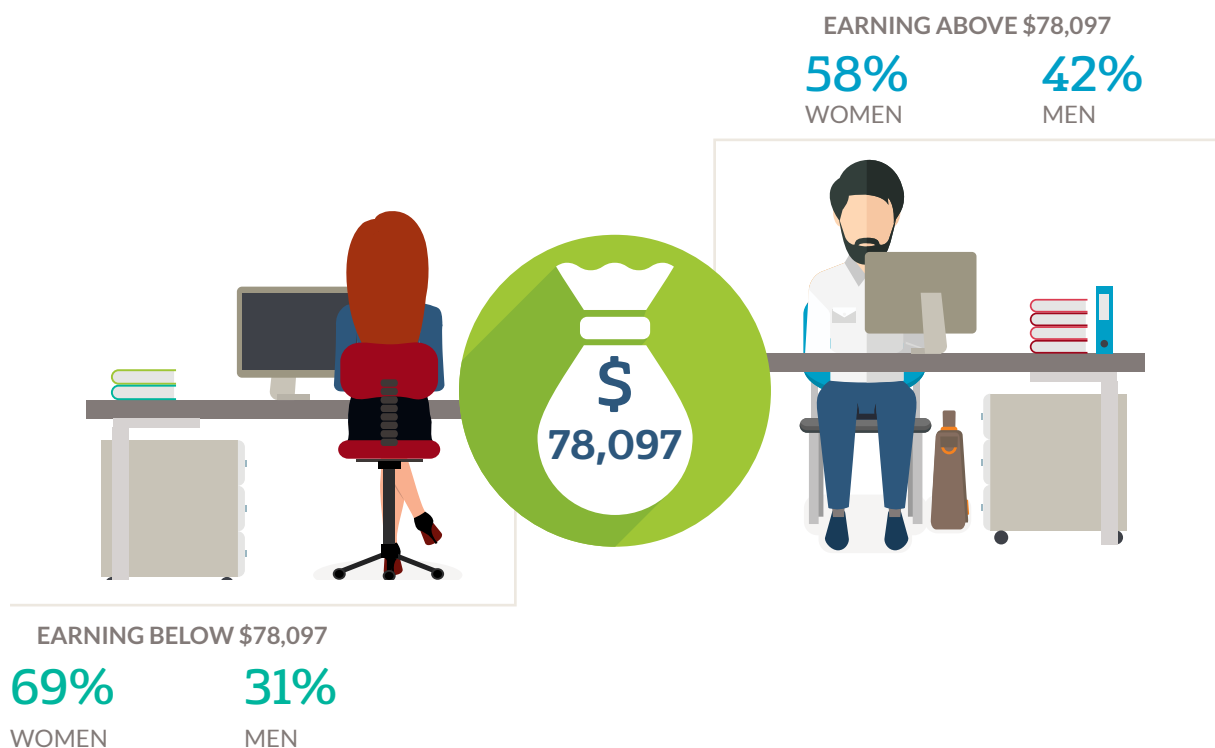
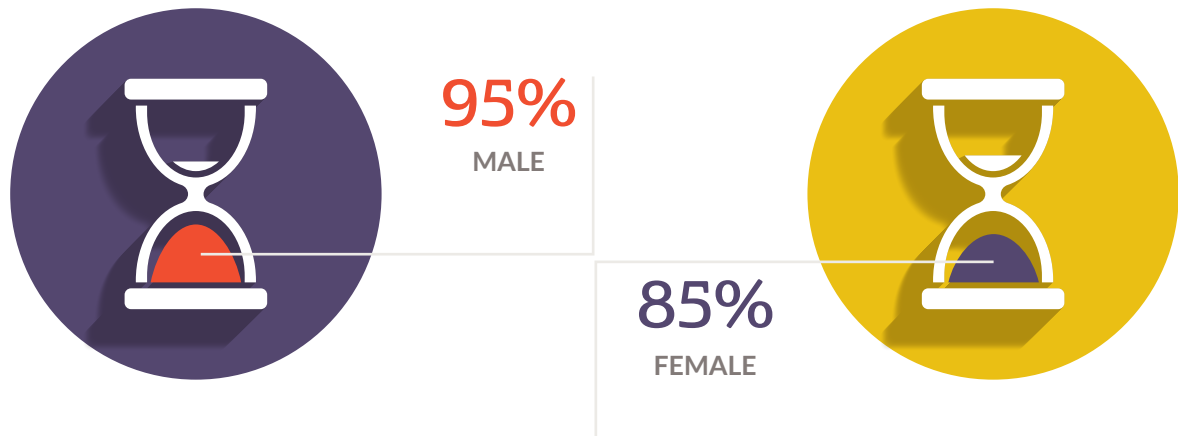


Figure 5: Percentage of Employees Working Full Time



Gender Balance

Figure 6: Gender Balance of NTPS Employees



Age Groups

Figure 7: Age of NTPS Employees 1994 and 2017

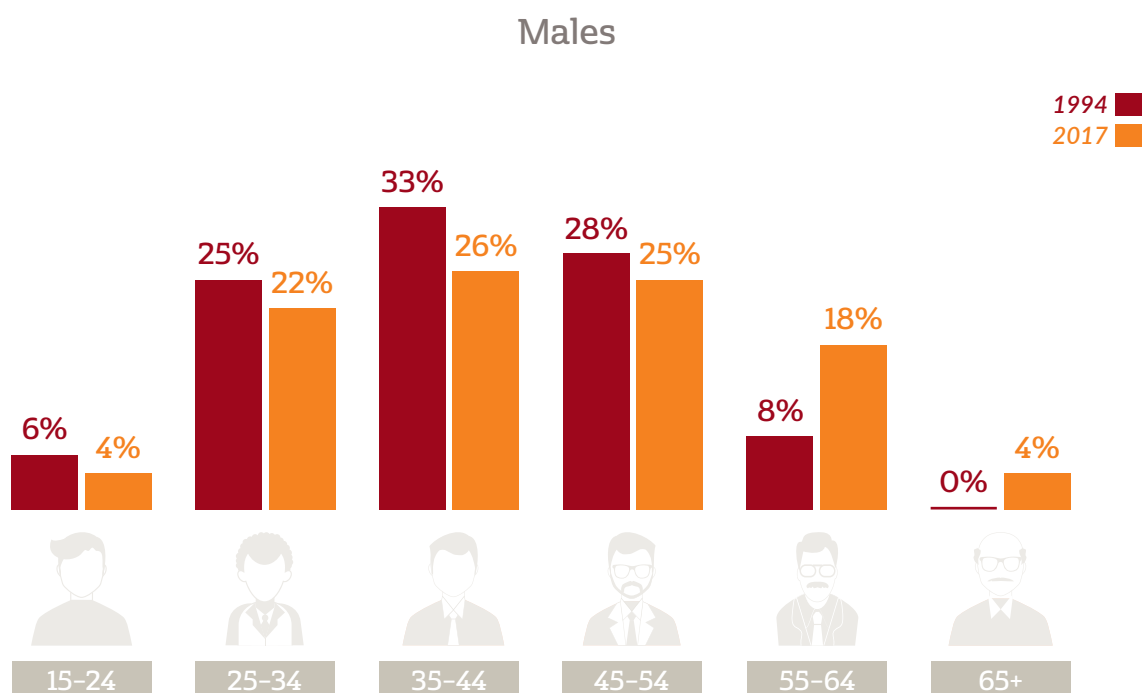
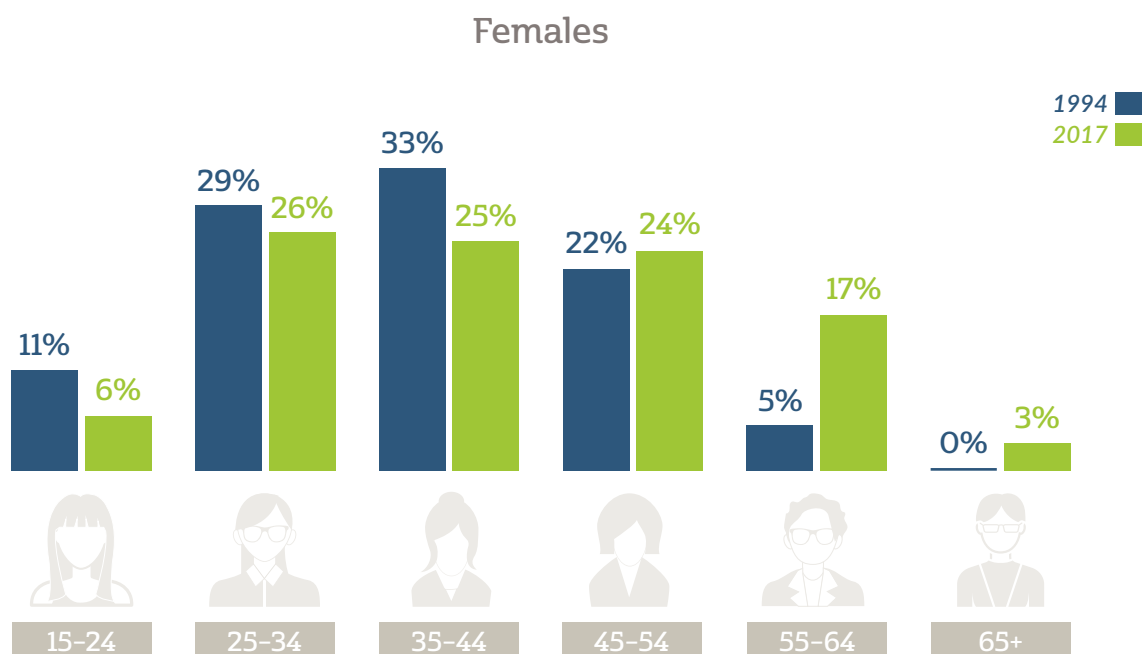
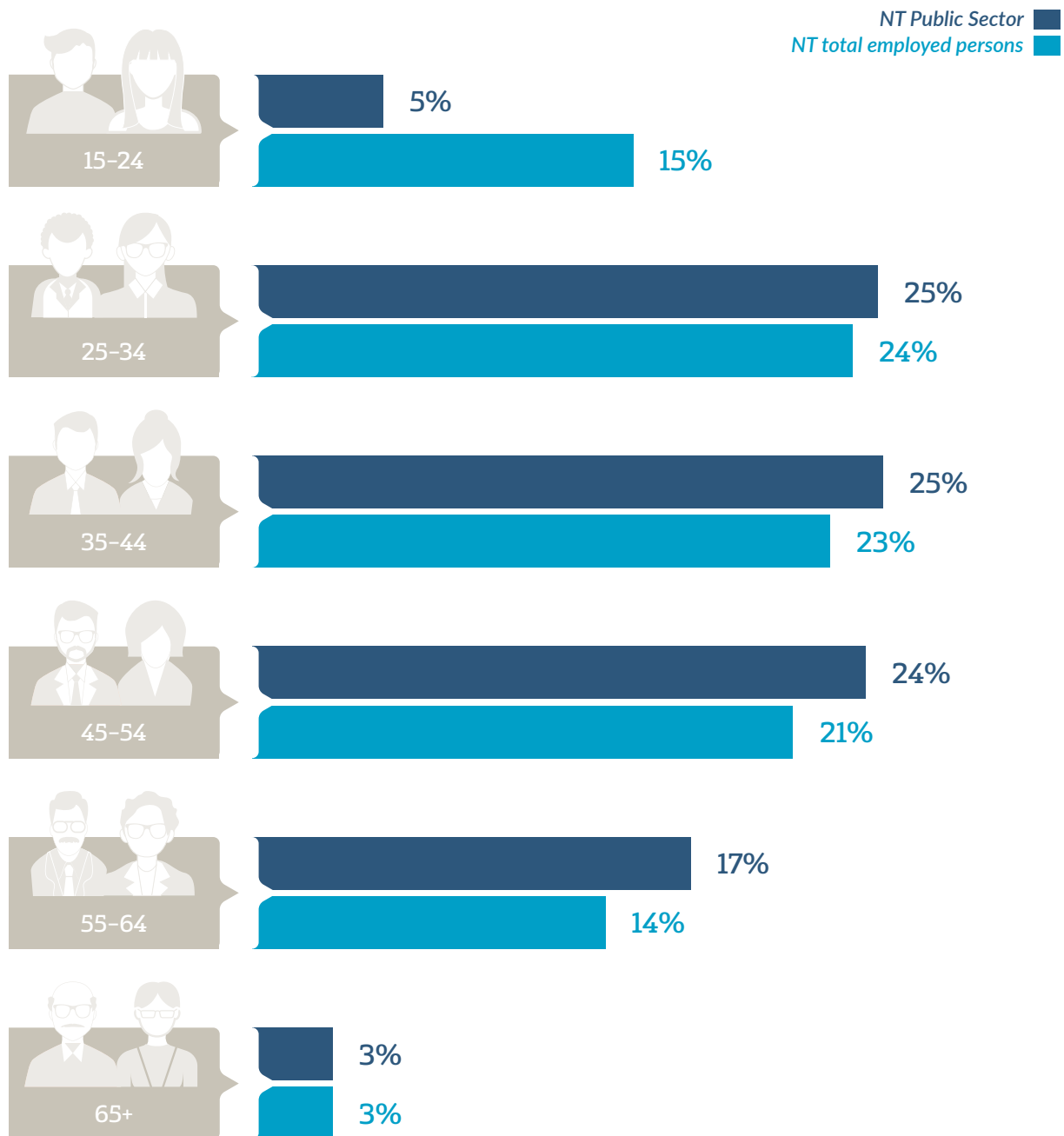


Figure 8: Age Distribution Employed NTPS vs NT total

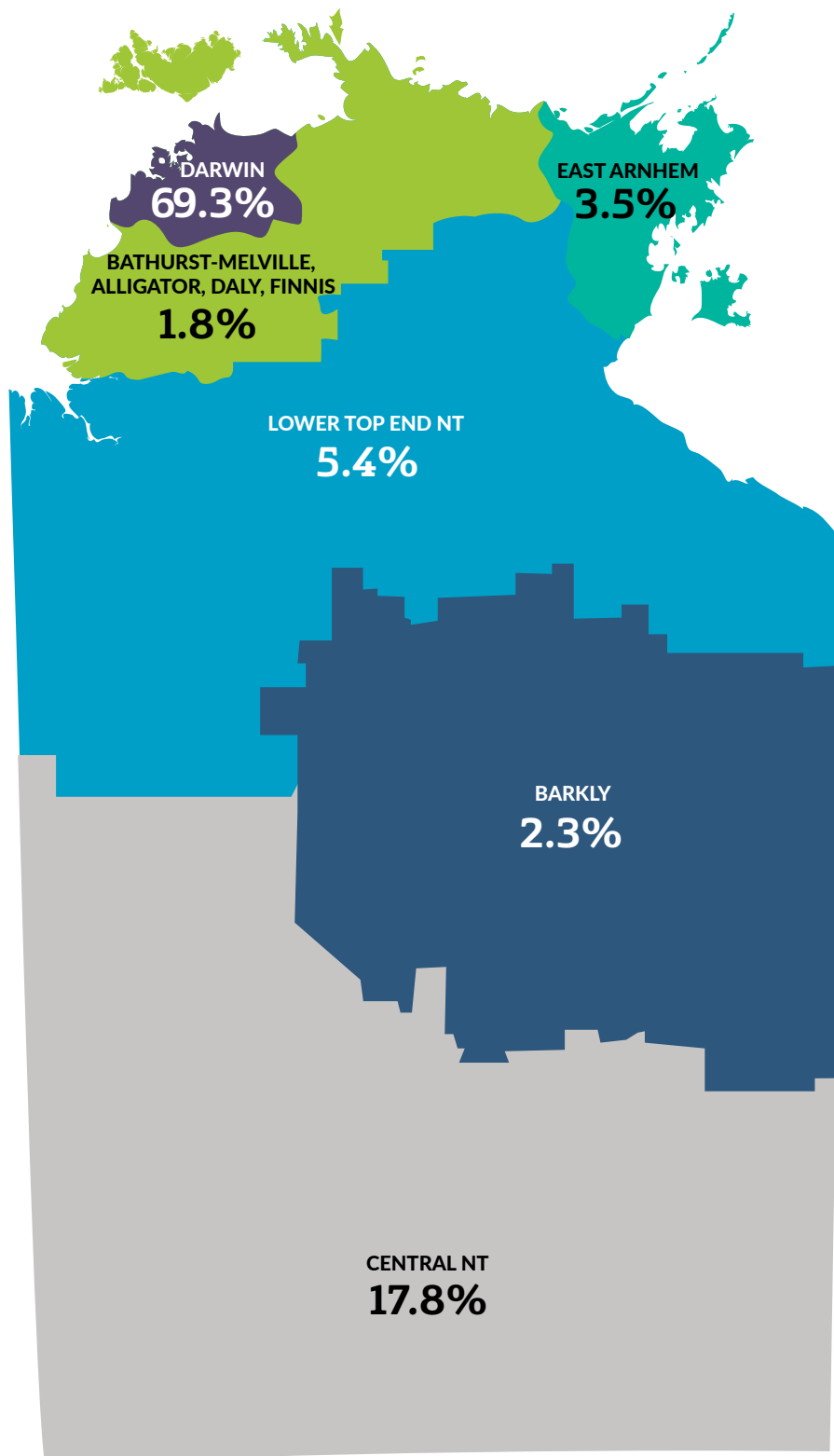


In comparison to the NT workforce as a whole, the NTPS has a lower amount of the youngest contingent of the working age population but manages to attract slightly more 25–34 year olds as a percentage than the general NT workforce.

Where We Are Located

Darwin is the largest hub of NTPS staff with 69.3% of the workforce working in the Darwin and Palmerston region. The Alice Springs region has the largest proportion of staff outside of Darwin with 17.8%.

Figure 9: Location of NTPS Officers throughout the Northern Territory



Recruiting People in the NTPS

The NTPS work environment provides stimulating work, access to information, rewards well, offers training and development opportunities, and career opportunities. PSEMA legislation and the Employment Instructions support fairness, work and life balance, and a range of benefits.

Inclusion and Diversity

Agencies must demonstrate compliance with Employment Instruction 10 (3.1.b) 'Equality of Employment Opportunity Programs' and Section 5E of PSEMA 'Equality of Employment Opportunity Principle'.

All agencies demonstrated compliance in 2016–17, predominantly through information provided at induction (52%), implementation of special measures policy (62%) and recruitment through the Aboriginal Employment Program (57%). Ad hoc HR advice to managers on the subject was also offered by almost all agencies.

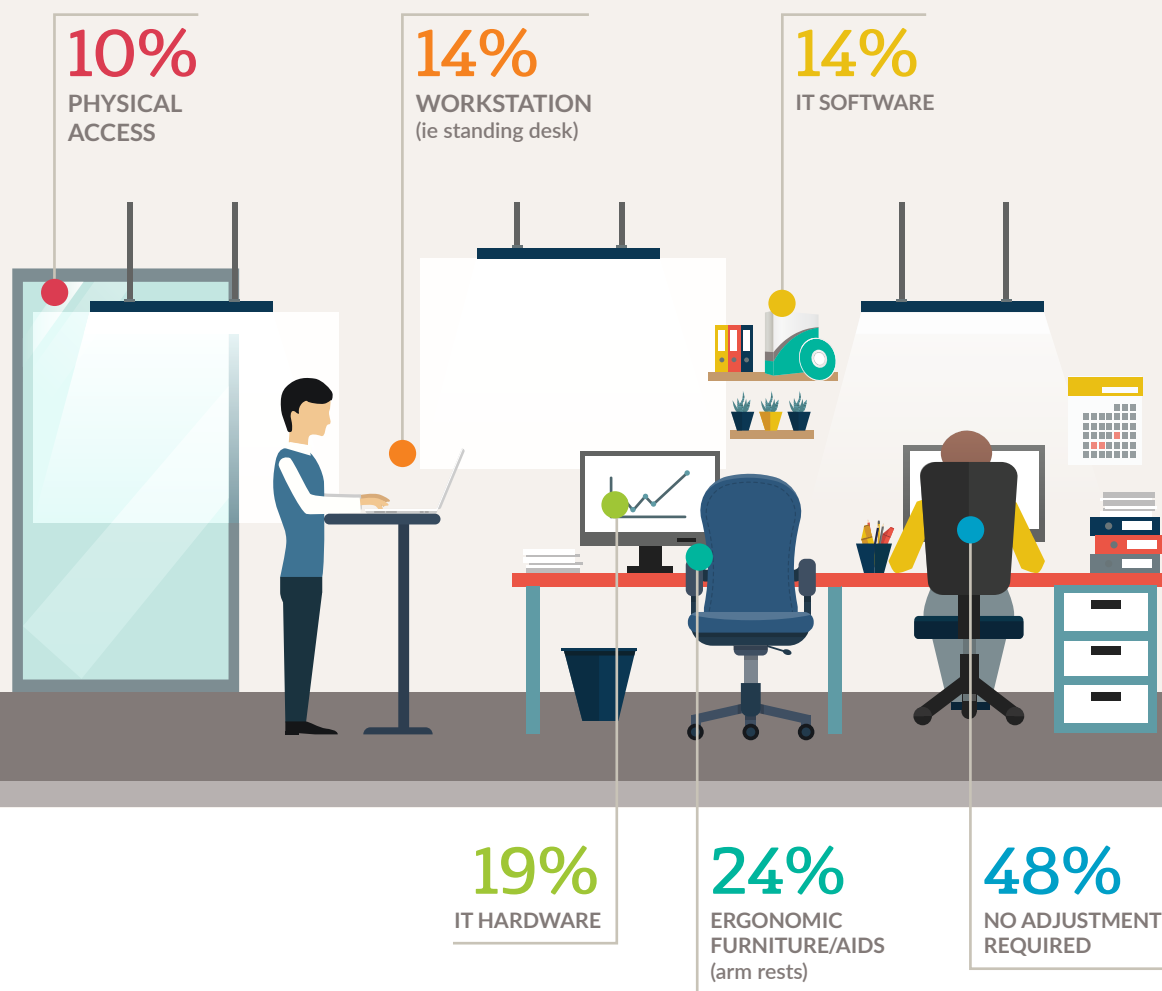
While only a small number of agencies reported having Diversity Contact Officers, seven agencies reported conducting independent disability and mental health awareness training sessions. This is in addition to six whole of sector sessions delivered by OCPE, totalling 144 attendees from 20 agencies. Similarly, seven agencies reported holding agency specific unconscious bias training sessions. Again, this is in addition to six whole of sector sessions delivered by OCPE, totalling 97 attendees from 15 agencies.

Agencies reported employing up to 51 employees with disability during 2016–17. However it is important to note that this

figure would only capture those employees who identified as having a disability at the time of on boarding. The number of people employed with disability within an agency is likely to flux for a number of reasons throughout the year, including temporary disabilities (such as injury or illness), or existing employees identifying as having a disability sometime after recruitment. Three agencies reported having engaged an external service provider to assist in the recruitment of employees with disability. The overall figure for disability employment in the NTPS, as captured through the HR reporting system PIPS has remained stable at 1%. This figure should be noted in context of the results of the voluntary and confidential Whole of Sector Employee Survey, which reported 4% of employees identified as having a disability.

While some agencies made note that they do not centrally capture requests for workplace adjustments, Figure 10 shows the adjustments that were required to enable employees with disability to work comfortably.

Figure 10: Percentage of Agencies that Made Workplace Adjustments for Officers with Disability



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. Other flexible workforce practices included the delivery of cross cultural awareness training (62%), celebrating Harmony Day (62%), active participation in NAIDOC Week celebrations (57%), recognition of International Day of People with Disabilities (33%) and actively promoting the employment of older workers (24%).

OCPE recently launched a significant body of work in relation to inclusion and diversity across the NTPS. This framework provides a policy direction and resources for agencies to access in relation to the ageing workforce, disability employment and Aboriginal employment.

In 2017–18 OCPE will launch the next iteration of the EmployAbility Strategy, a Strategy for the Employment of People with Disability and a policy framework relating to the ageing workforce.

Cross Cultural Training

The NT prides itself on its multicultural population. In an effort to ensure services are delivered and consultation is conducted effectively, the provision of CCT is mandated under section 3 of EI 10. Agencies have further demonstrated commitment to CCT with 86% of agencies offering basic cross cultural awareness and 33% of agencies mandating the training for all new employees as part of their induction process.

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

Figure 11: Percentage of Agencies that Offered Cross Cultural Training



EEO Recruitment and Special Measures

Over 30% of the NT population are Aboriginal and an estimated 14.4% of working age Australians are people with disability. At present, the NTPS has 10.5% Aboriginal representation in the workforce and 1% 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 4% of employees identified as having a disability. The NTG values diversity and believes we could provide better service by being more

representative of our community. To this end, Government has set an aspirational goal for the NTPS of 16% Aboriginal employees by 2020, and is also strongly encouraging the recruitment of people with disability.

To achieve these goals, and also to enhance employment opportunities for people with disability, agencies report that they have put in place a number of measures.

These include:

- > Aboriginal Apprentice, Cadet, and Traineeship programs
- > Early Careers programs
- > Inclusion of Aboriginal recruitment in strategic action plans
- > Indigenous Employment and Career Development Strategies
- > One third (32%) of agencies include their Aboriginal employment target in the Performance Agreements of Executive/Senior Officers
- > Participation in Senior Aboriginal Leaders groups
- > Special Measures Recruitment Plans
- > Participation in NTPS Disability Employment Program
- > NTPS EmployAbility Strategy

El 15 - Special Measures

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

In 2015–16, the CPE issued an Employment Instruction and Guidelines on Special Measures, and throughout 2016–17 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 2016–17. 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

In this type of Special Measures recruitment plan, applicants from the EEO target group are considered first before all other applicants, and provided they meet all the criteria and are suitable at level will be selected. In the discretion of the agency, priority plans can apply to specific vacancies or to all advertised vacancies ('blanket plans').

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

Agencies with blanket priority plans are:

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

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

Indigenous Employment and Career Development Strategy

The NTPS continues to strive to achieve a public sector that reflects the Aboriginal community it serves. As previously mentioned, over 30% of the NT's population is Aboriginal, compared to the national average of around 3% of the population. Aboriginal Territorians represent over 70% of the NTPS clientele in a range of services.

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

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

A global target of 16% Aboriginal employment by 2020 has been set for the NTPS, including 10% for Aboriginal participation in the senior management/executive levels by 2020. All NTPS agencies will contribute to the achievement of the targets through agencies' individual set targets for Aboriginal employment, which was recalculated and redistributed in March 2017 following the machinery of government changes.

To assist in achieving their targets, 50% of agencies have developed their own specific Aboriginal Employment and Career Development Strategy/Program or Action Plan. More effort is required in monitoring and reporting against agencies' key responsibilities under the IECDS as the majority of agencies reported as not having the systems in place to capture this data.

As at June 2017 there were 2,377 Aboriginal employees in the NTPS, an increase to 10.5% from 10% in June 2016. In terms of salary ranges, 49% of Aboriginal employees are concentrated at the AO1 to AO3 levels (or equivalent), and 6% of Aboriginal employees are at the higher salary range at the SAO1 level (or equivalent) and above.

A key initiative within the IECDS was to develop an NTPS Aboriginal Employee Forum. The NTPS held its first forum in Darwin on 25 October 2016, with 122 employees attending from a wide range of agencies from across the NT. The forums were based on a workshop style to provide Aboriginal employees with the opportunity to discuss current issues and challenges and contribute ideas for future employment and career development initiatives across the NTPS.

Based on participants' feedback from the Darwin Forum, a second forum was held in Alice Springs on 31 May and 1 June 2017, with 70 Aboriginal employees attending from a range of agencies. The 2016 and 2017 Forum Evaluation Reports are available on the OCPE website.

The ATSIEAP is another key initiative developed from the IECDS, which was designed to prepare Aboriginal Year 12 students for their transition from school to work. In 2016, the ATSIEAP was redesigned to have a stronger focus on career planning and goal setting as well as promoting the various career opportunities available in the NTPS. The revised program incorporates the 'Coaching Young People for Success' for Year 12 students, and was delivered in Term One of 2017 to Year 12 Clontarf students at Centralian Senior College in Alice Springs.

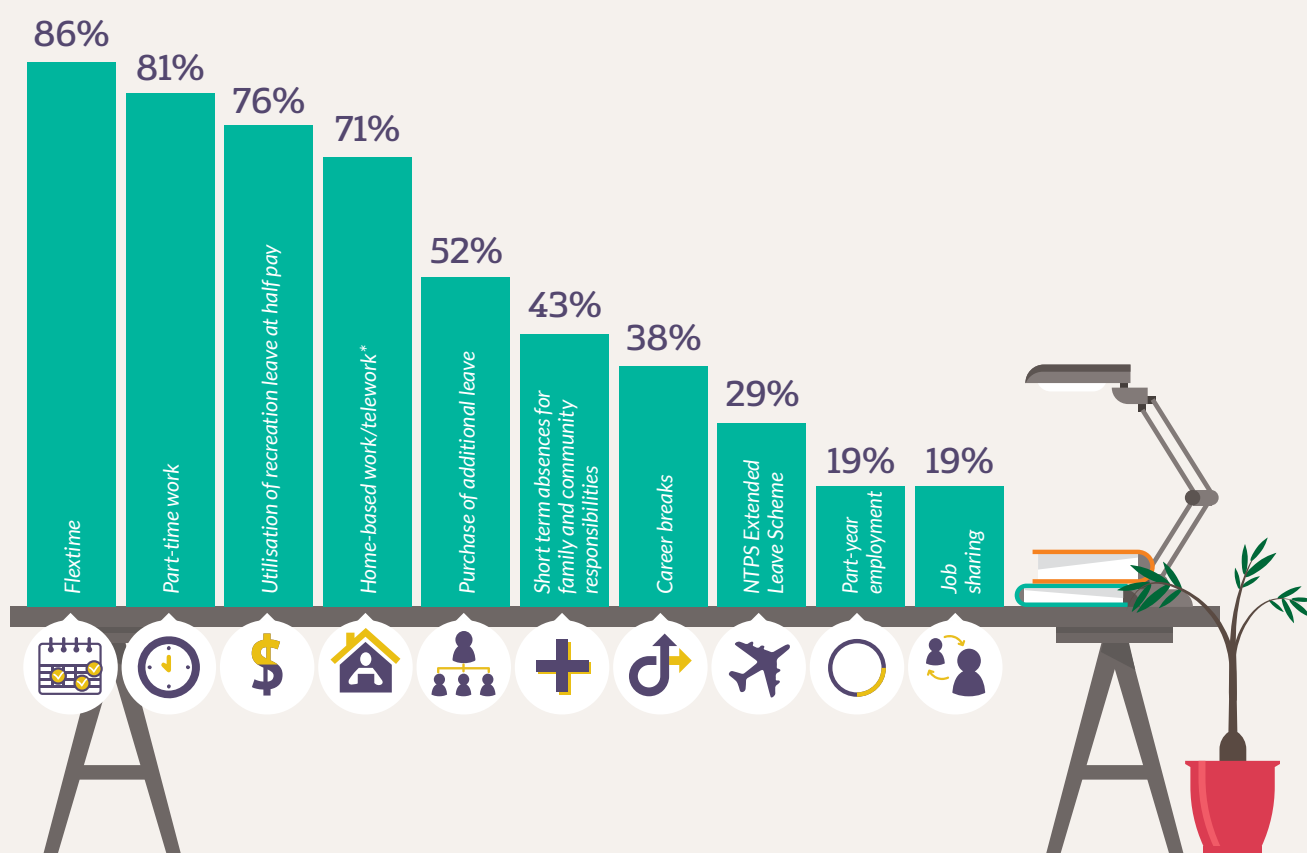
Following on from the success of this program in Term One, a further three programs were delivered in Darwin, Tennant Creek and Alice Springs throughout Term Two. This included Clontarf students from Casuarina Senior College and Tennant Creek High School as well as students from the Girls Academy at Centralian Senior College.

Flexible Workplace Practices

The NTPS offers a broad range of flexible work practices to enable employees to balance their varying work and life commitments throughout their careers. Employees can, at any time, seek access to

the various flexible work arrangements under their relevant NTPS enterprise agreement. Figure 12 shows how many agencies have employees accessing the various flexible work arrangements.

Figure 12: Percentage of Agencies Using Flexible Work Arrangements



*Home based work/telework may be used in certain circumstances where it is necessary to attract/retain specific specialist skills sets or corporate knowledge, and special cases where employees experience personal family or medical challenges which require support and service not locally available.

To access the flexible work arrangements employees are required to submit their requests in writing setting out the details of the request, including reasons. When considering applications from employees wishing to access flexible work arrangements, managers must ensure that:

- > the agency's operational requirements are taken into account and services to the public are not disrupted
- > fair and reasonable consideration is given to employee applications
- > arrangements can be put in place to ensure the application will not result in unreasonable increases in the workload and overtime required to be performed by other employees.

In certain circumstances, a request to access a flexible working arrangement can only be refused on reasonable business grounds. These circumstances include when the 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 2010).
- > 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.

In the NTPS, the reasons for not approving a request for a flexible work arrangement were limited to:

- > It was impractical to change the 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.

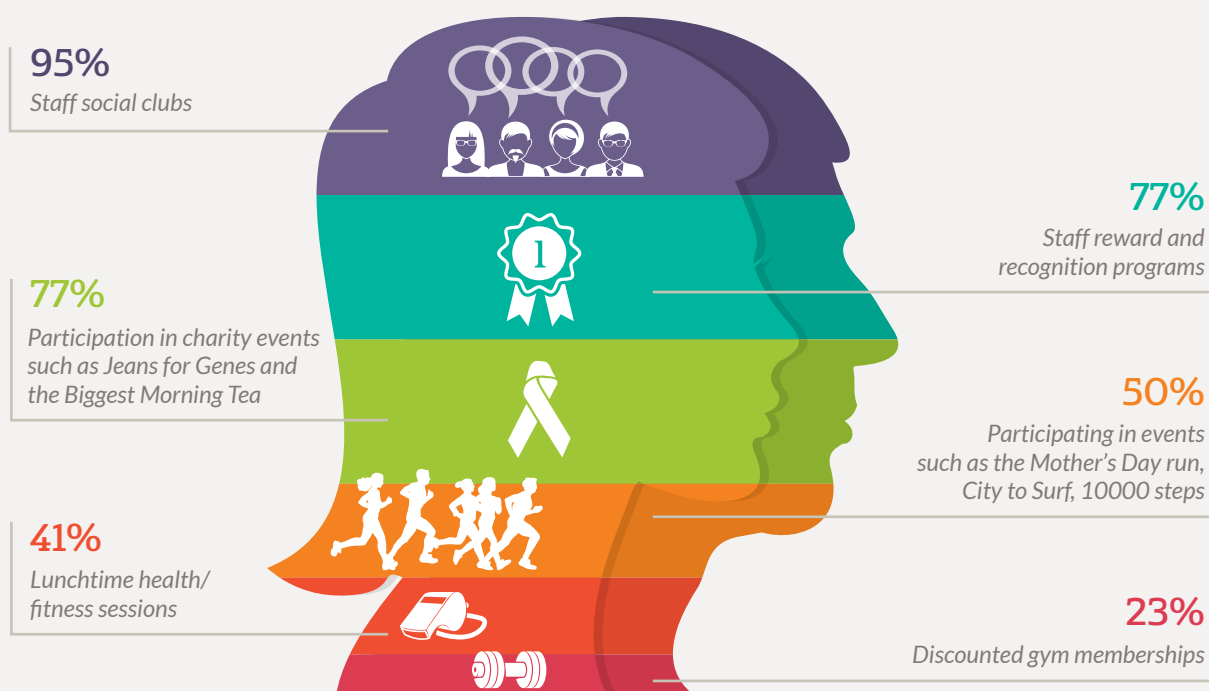
All agencies record and monitor the abovementioned flexible work practices through formal written flexible work agreements with periodic reviews of the arrangements.

Health and Wellbeing Strategies

To assist employees to manage their health and improve employee engagement a variety of health and wellbeing strategies are offered by NTPS agencies. The most common practices offered by all agencies are flexible

work practices including flex time, and flu vaccinations. Other health and wellbeing strategies used across agencies are shown in Figure 13.

Figure 13: Percentage of Agencies with Health and Wellbeing Strategies



All NTPS employees also 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.

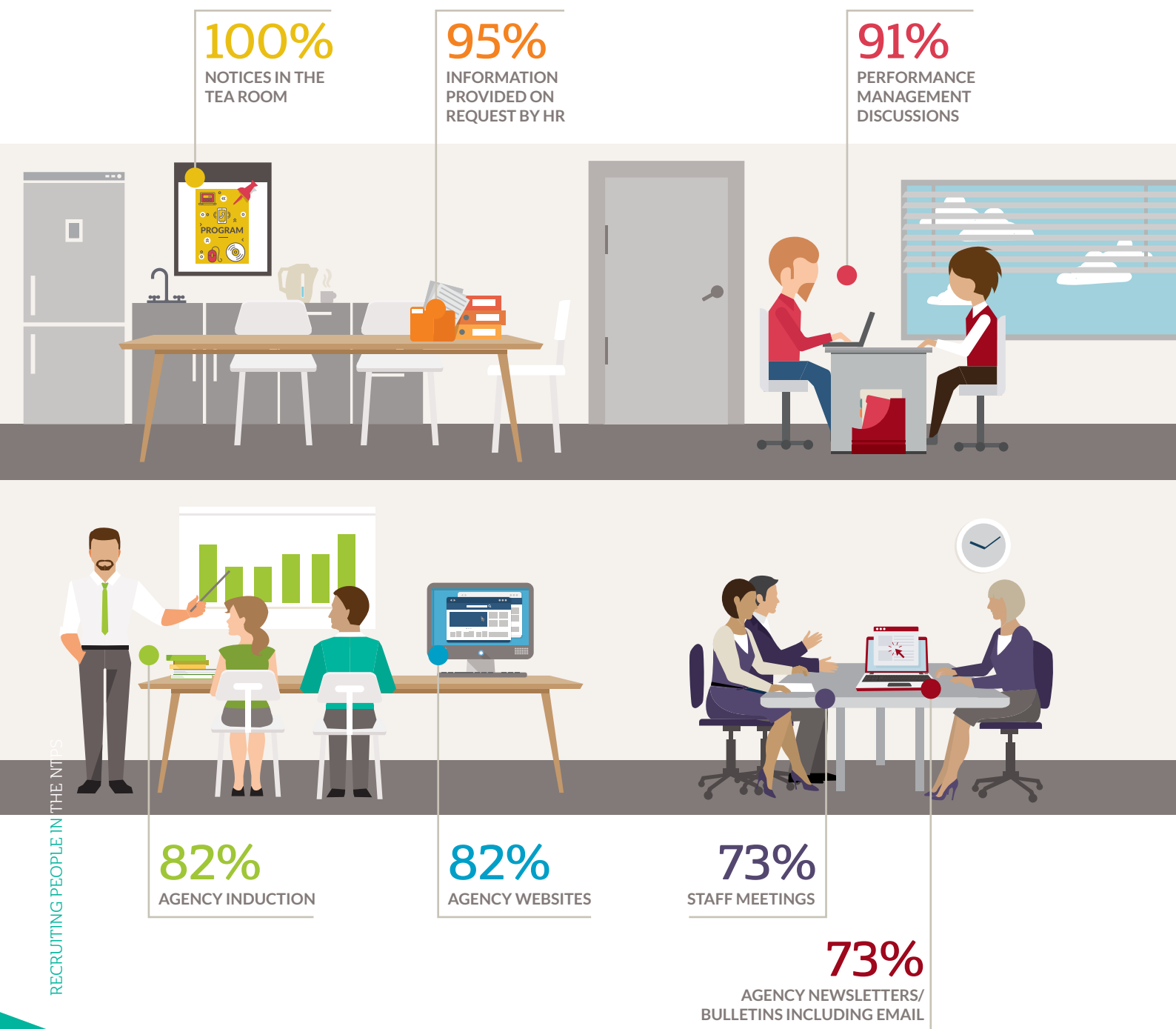
Other intervention type professional services such as conflict management, mediation, critical incident response, and trauma counselling are also available.

NTG employees, their current spouse/partner and dependants can access three short term counselling sessions per issue per year at no

cost. Services are paid for by the relevant NTG 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 14.

Figure 14: Promotion of the Employee Assistance Programs



Working in the NTPS

Job Classification

In order to ensure that employees are appropriately remunerated, jobs in the NTPS are evaluated to determine their appropriate classification. Once the classification level is determined, the appropriate remuneration is applied as per the rates negotiated under the relevant Enterprise Agreement.

To determine the appropriate classification level of jobs, they are evaluated using either JES, which applies to the majority of jobs (administrative, professional, technical, policing, nursing etc), or via competency requirements or other arrangements established under the relevant enterprise agreement (physical, classroom teachers, medical officers).

To ensure that jobs are appropriately classified and remunerated at the correct level, all agencies review their job descriptions prior to advertising. This allows the agency to assess if the job is still accurately reflected or if it has changed. If the job has changed, it may need to be re-evaluated. It should be noted, that re-evaluating a job will not necessarily result in a change to the level.

Agencies also review their job descriptions and classifications during change management processes (86% of agencies), when prompted through the performance management reviews (76%), and on request from individual employees (81%).

PIPS is used to enable agencies to reflect their organisational structures for reporting purposes. To ensure an accurate reflection, there are a number of modules in PIPS that require updating when changes are made to positions, organisation structures, and employee details. At the time of reporting, 81% of agencies have aligned their position structures and JES classifications in the relevant PIPS modules. Ninety percent of agencies have position numbers that reflect the nominal and actual incumbents, and 76% of agencies identified that PIPS accurately reflects their organisation structures.

Employment Based on Merit and Merit Selection

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

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.

Major Change Affecting Employees

Change Management and Consultation

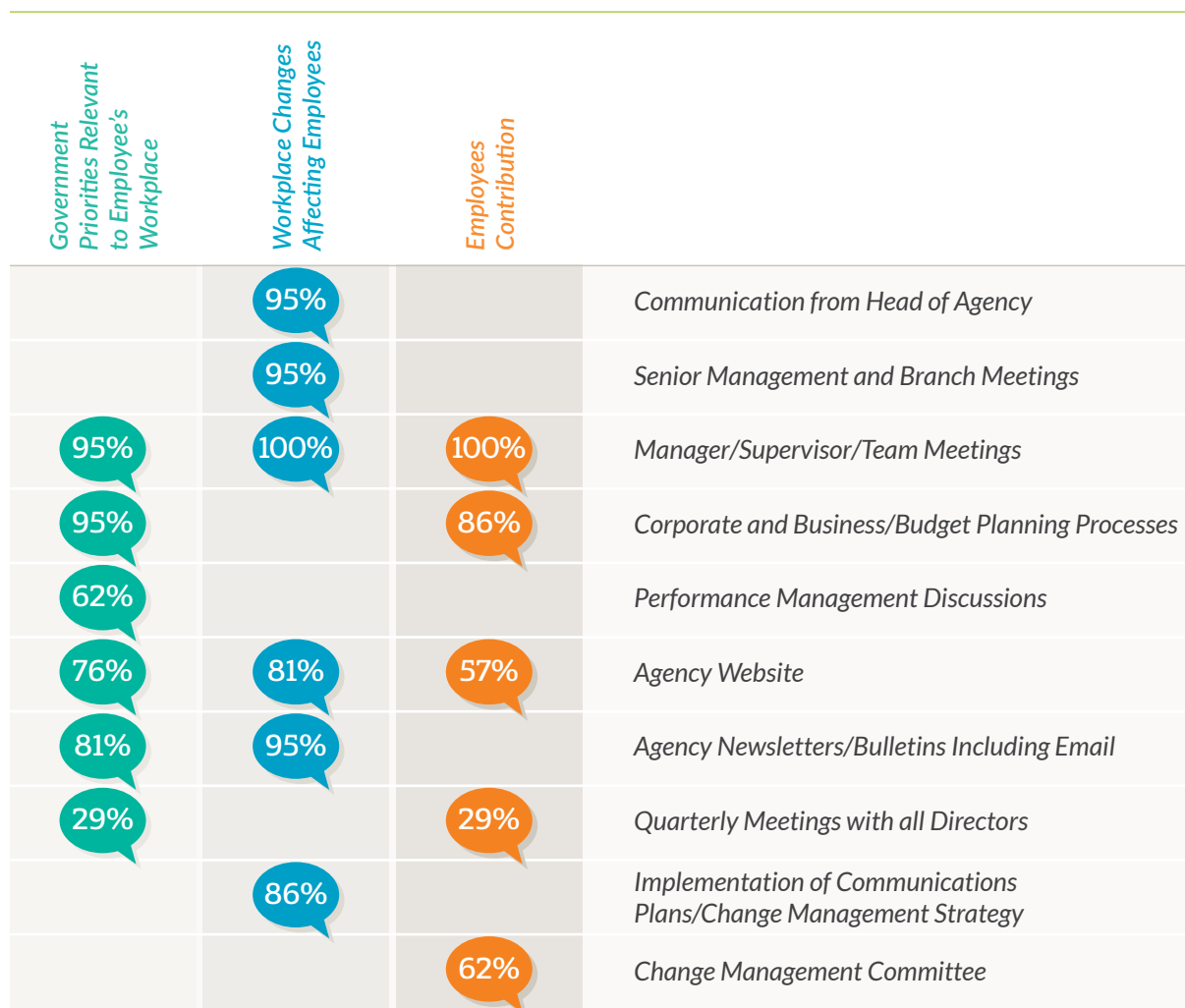
It is important for agencies to communicate proposed changes and government priorities to employees that affect them and their work environment.

Where changes are proposed that affect employees, they are required to be appropriately consulted about those changes. In particular, significant change must be managed in accordance with the principles contained in the 'Management of Change' clauses in the relevant enterprise agreements.

Consultation requires that employees are provided with all relevant information about the change and given an opportunity to respond to and put forward views, comments, and suggestions to be considered by the agency prior to any final decision being implemented.

Figure 15 represents common methods used by agencies to communicate with employees about Government Priorities that affect the workplace, workplace changes affecting employees, and the methods used by agencies to enable employees to have their say.

Figure 15: Methods used by Agencies to Communicate Government Priorities with Employees



Natural Justice

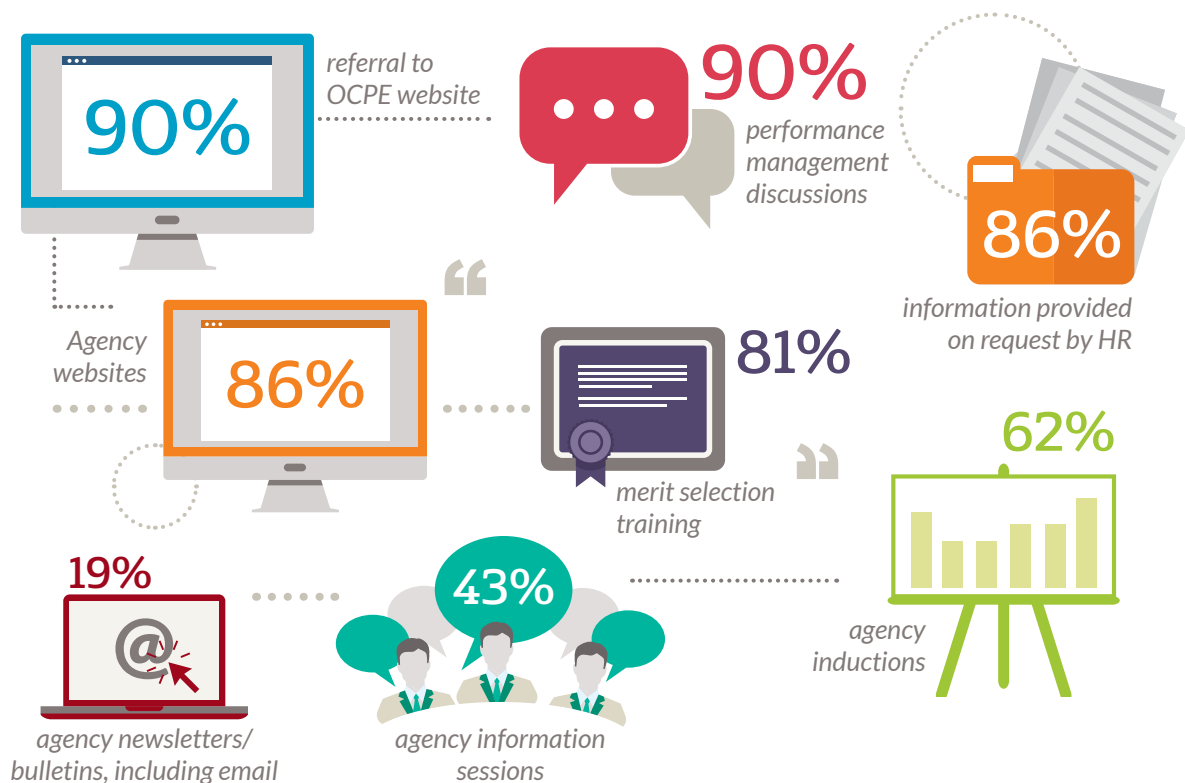
EI 3 – Natural Justice, sets out the principles that must be observed in all dealings with employees under PSEMA where an employee may be adversely affected by an impending decision other than those taken under s50 of PSEMA, which deals with summary dismissal.

Apart from ensuring that employees are aware of and understand the principles of natural justice, all agencies require that natural justice is adhered to in their recruitment and selection policies and procedures.

Ninety-five percent (95%) of agencies specify that natural justice is adhered to in their discipline, complaints, and grievances policies and procedures, and 86% of agencies require natural justice is observed to in their code of conduct policies and procedures.

To ensure that employees understand the principles of natural justice, agencies use a variety of methods, as shown in Figure 16.

Figure 16: Methods used to Communicate Principals of Natural Justice with Employees



Occupational Health and Safety

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

All agencies have appropriate policies and procedures in place to meet the Occupational Health and Safety Standards in compliance with EI 11.

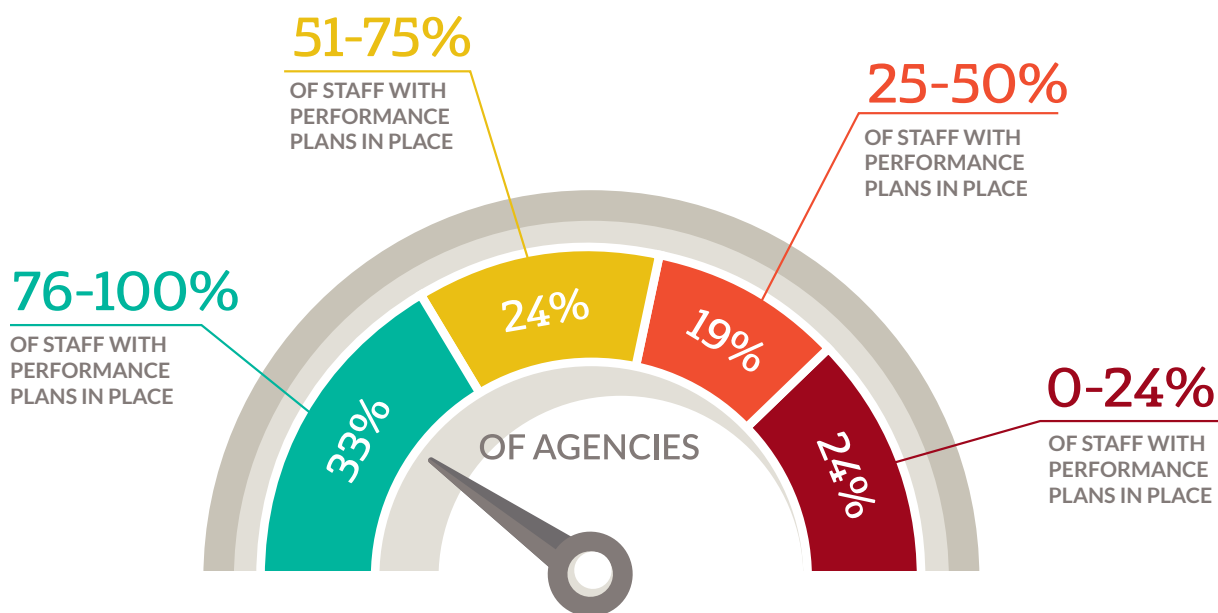
Managing Our PEOPLE

Performance Management

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

All agencies reported having an operational performance management system in place, however as in past years, the systems are not implemented in all areas of the agency and not all staff have a performance agreement in place.

Figure 17: Performance Management Systems



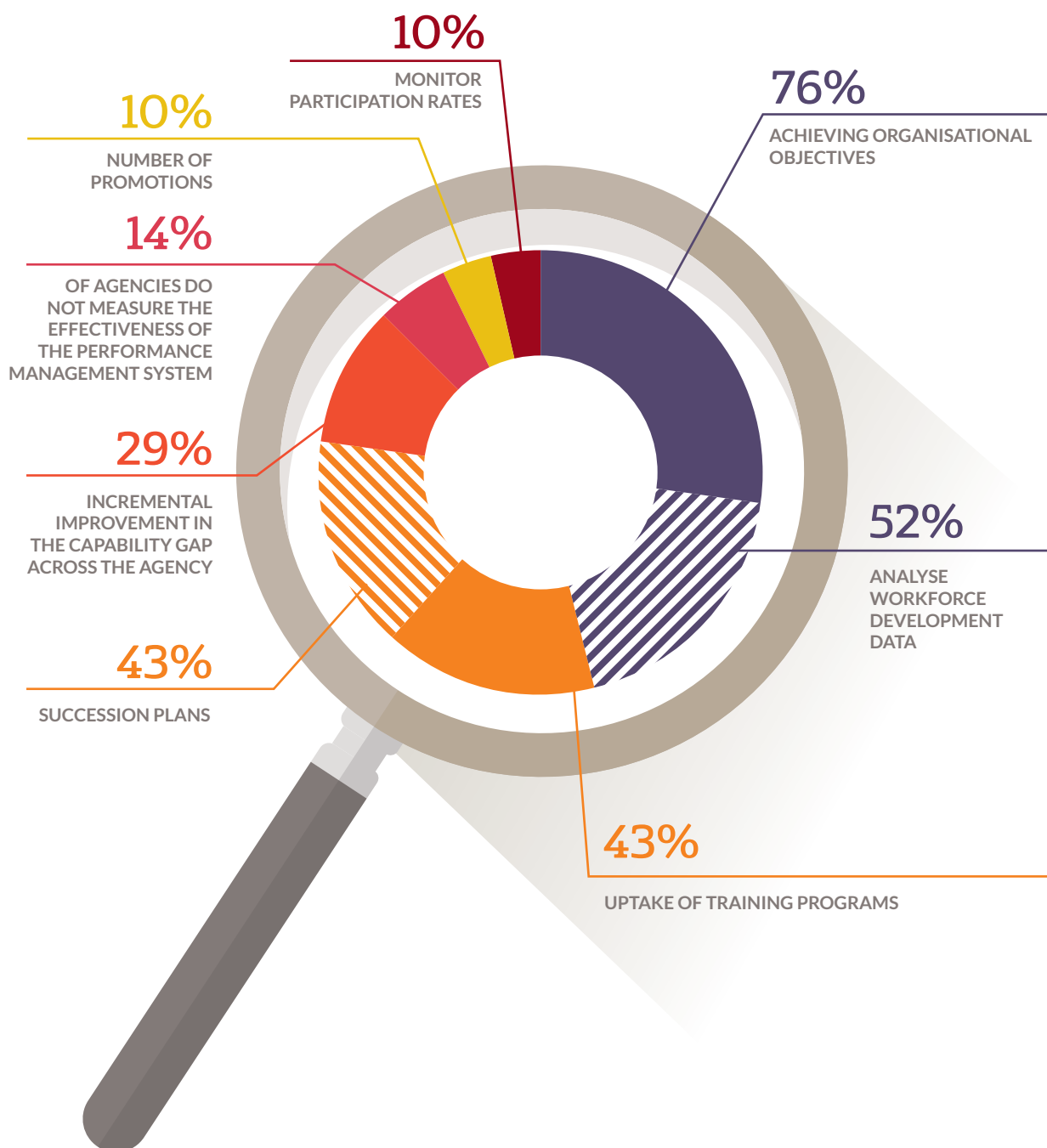
Most agencies (86%) monitor that supervisors and managers are providing formal performance feedback.

Figure 18: Provision of Formal Performance Agreements across Agencies



Measuring the effectiveness of performance management systems occurs in a number of ways, as shown in Figure 19.

Figure 19: Methods of Measuring the Effectiveness of Performance Management Systems



Agencies prepare first time managers and/or supervisors for undertaking the performance management component of their role through training (52%), and coaching and mentoring

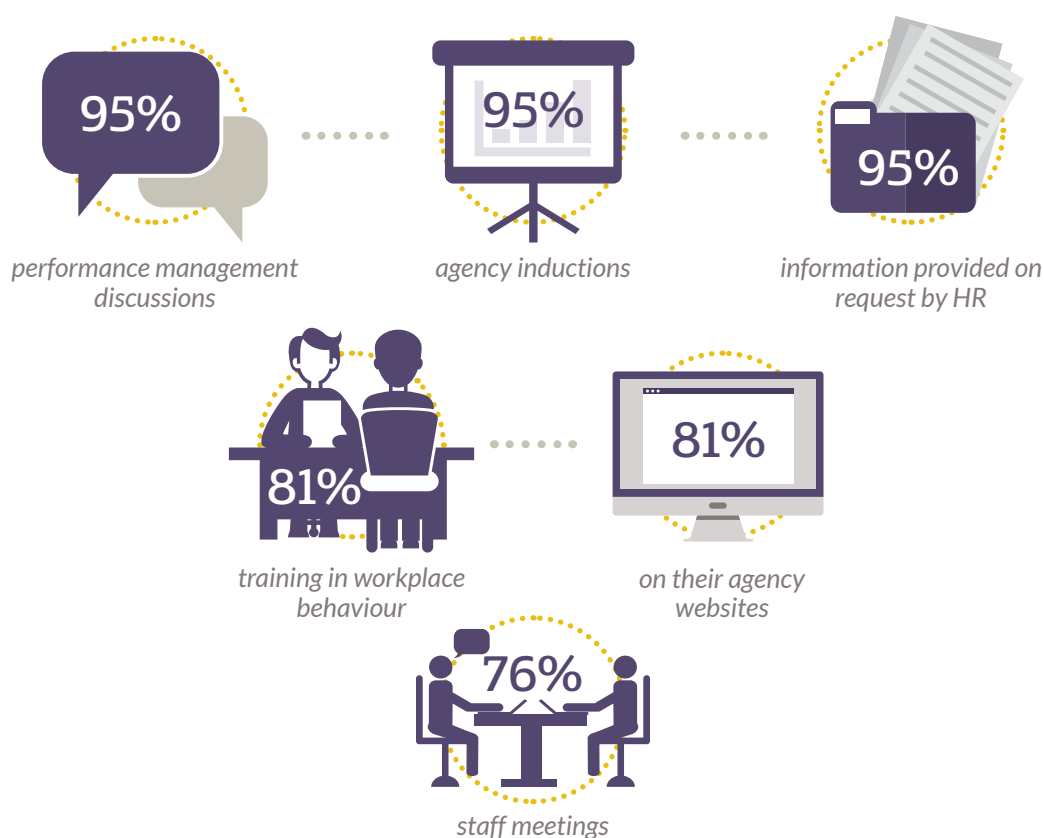
(95%). Ten percent of agencies do not take action to formally prepare first time managers.

Appropriate Workplace Behaviour

EI 13 – Appropriate Workplace Behaviour requires CEOs to develop and implement a policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying. All agencies are compliant with EI 13.

To foster appropriate workplace behaviour in the workplace, agencies provide information to employees through the methods listed in Figure 20.

Figure 20: Methods used to Provide Employees with Information on Appropriate Workplace Behaviours



Ninety-five percent of agencies address matters of inappropriate workplace behaviours immediately as they arise and

document the outcomes, and 86% of agencies promote appropriate workplace behaviours through promotion of the NTPS values.

Performance Conduct

Code of Conduct

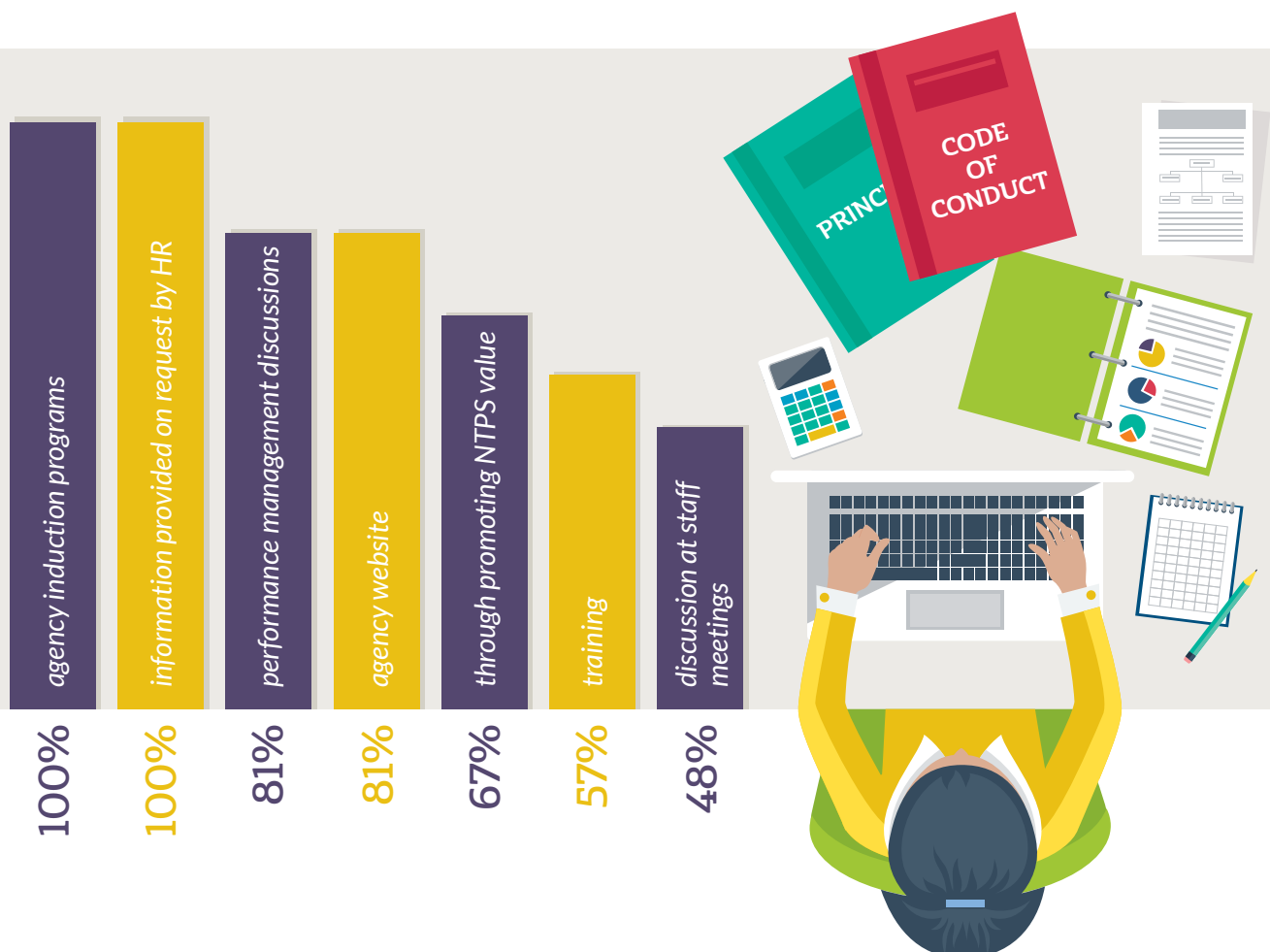
El 12 – Code of Conduct provides guidance on a range of ethical and moral issues that may affect employees from time to time. Wherever possible, the Code of Conduct provides practical guidelines on how these ethical standards can be maintained and enhanced.

The PSEMA Performance and Conduct Principle prescribes that all NTPS employees perform their duties in a professional manner

and in accordance with PSEMA and any applicable Code of Conduct. Fifty-two percent of agencies have developed an agency specific Code of Conduct or guidelines. This is an increase from previous years.

To ensure employees can familiarise themselves with the principle and code of conduct, agencies use the methods shown in Figure 21.

Figure 21: Methods used to Provide Employees with Information on the Principle and Code of Conduct



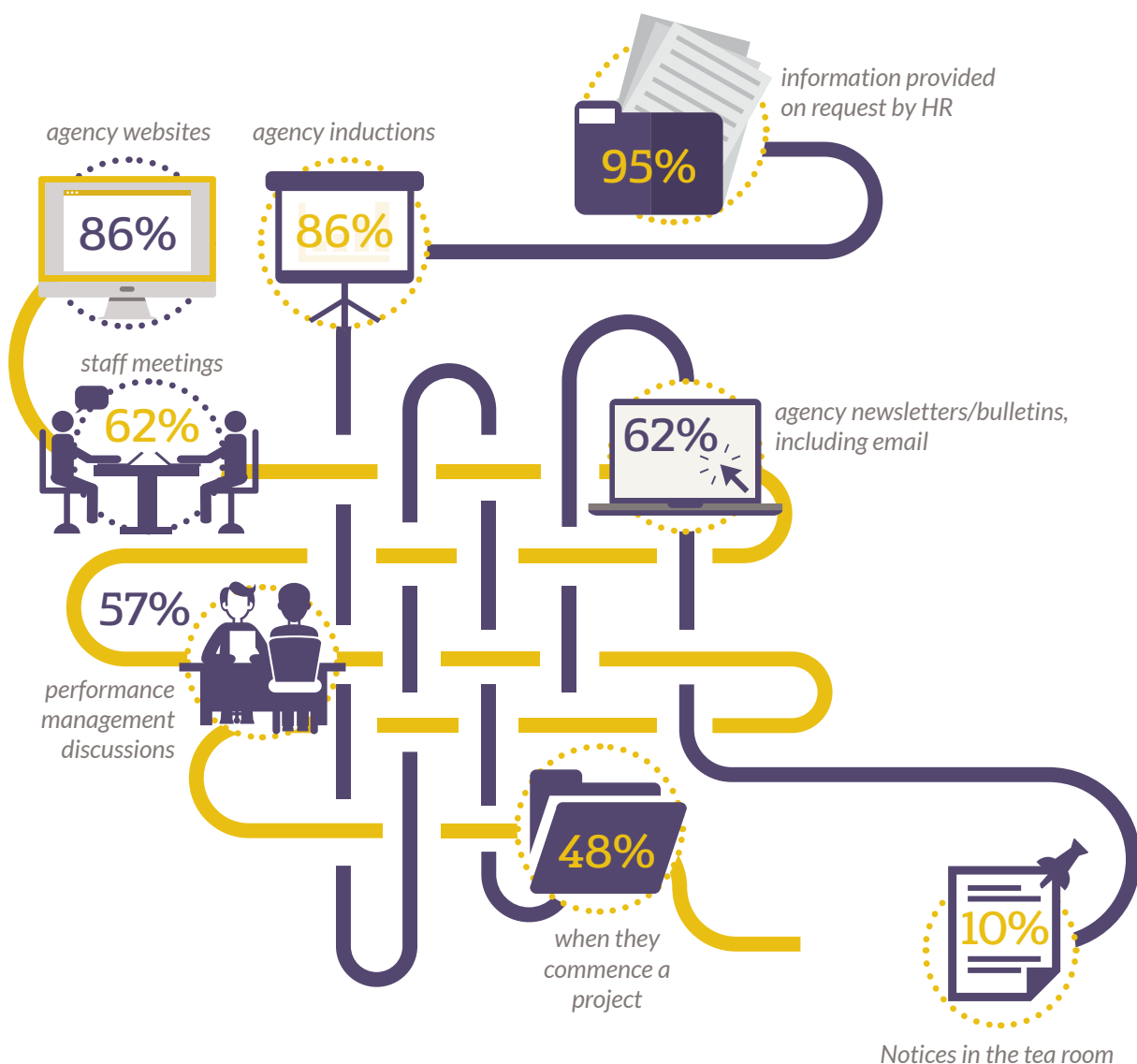
Conflicts of Interest

Under the Performance and Conduct Principles and the Code of Conduct employees are required to avoid potential conflicts of interest. Agencies require that employees declare their financial and private interests on an annual basis. Employees must also seek permission to engage in paid employment outside of work hours in order to avoid conflicts of interest.

All NTPS agencies have appropriate policies and procedures to safeguard against potential conflicts of interest. Employees who participate in merit or tender selection panels must also declare any potential conflicts up front.

Employees are informed about their responsibility regarding conflict of interest through a range of methods, as shown in Figure 22.

Figure 22: Methods used to Inform Employees about their Responsibility Regarding Conflict of Interest

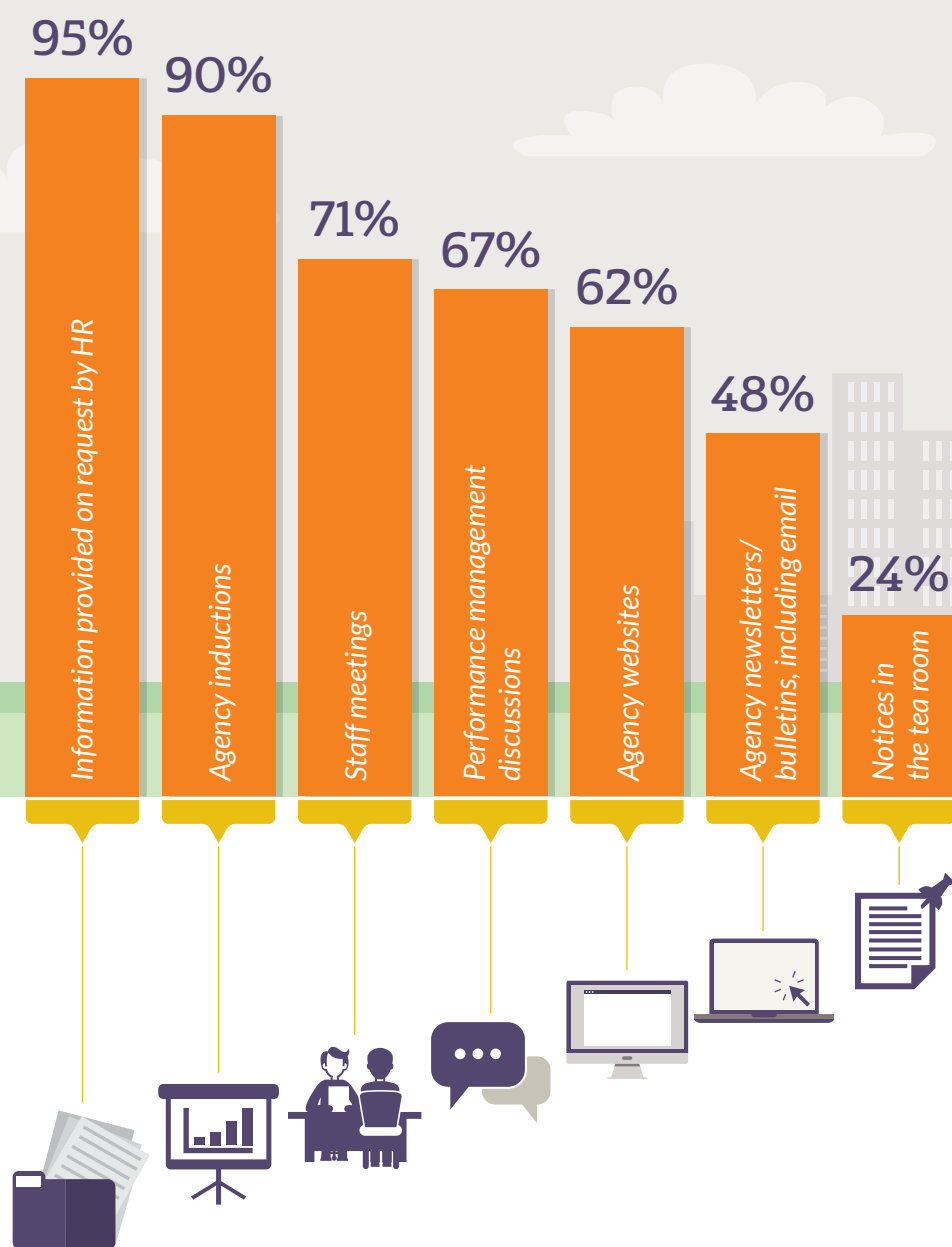


Efficient and Appropriate Use of Public Resources

Consistent with the Performance and Conduct principles, and the Code of Conduct, employees are required to efficiently and appropriately use public resources.

Agencies ensure employee awareness of these requirements through a variety of methods, as shown in Figure 23.

Figure 23: Method used to Ensure Employees are Aware of the Requirements to Efficiently and Appropriately use Public Resources



Discipline and Inability

Discipline

Where employees breach the requirements of PSEMA, including the Code of Conduct, action can be taken under s49 of PSEMA. During 2016–17, there were 142 disciplinary procedures invoked under s49 of PSEMA across 15 agencies. This is a decrease from 2015–16.

The types of breaches that arose were:

- > inappropriate behaviour
- > negligence when performing duties
- > harassing another employee
- > absent without leave
- > inappropriate use of social media
- > misuse of official facilities and resources
- > breach of privacy
- > breach of policy
- > failure to remedy previous unsatisfactory behaviour
- > failure to disclose an offence against the law
- > submitting fraudulent medical certificates
- > after hours access for personal reasons
- > providing information in the course of employment that the employee knows or ought reasonably to know is false or misleading.

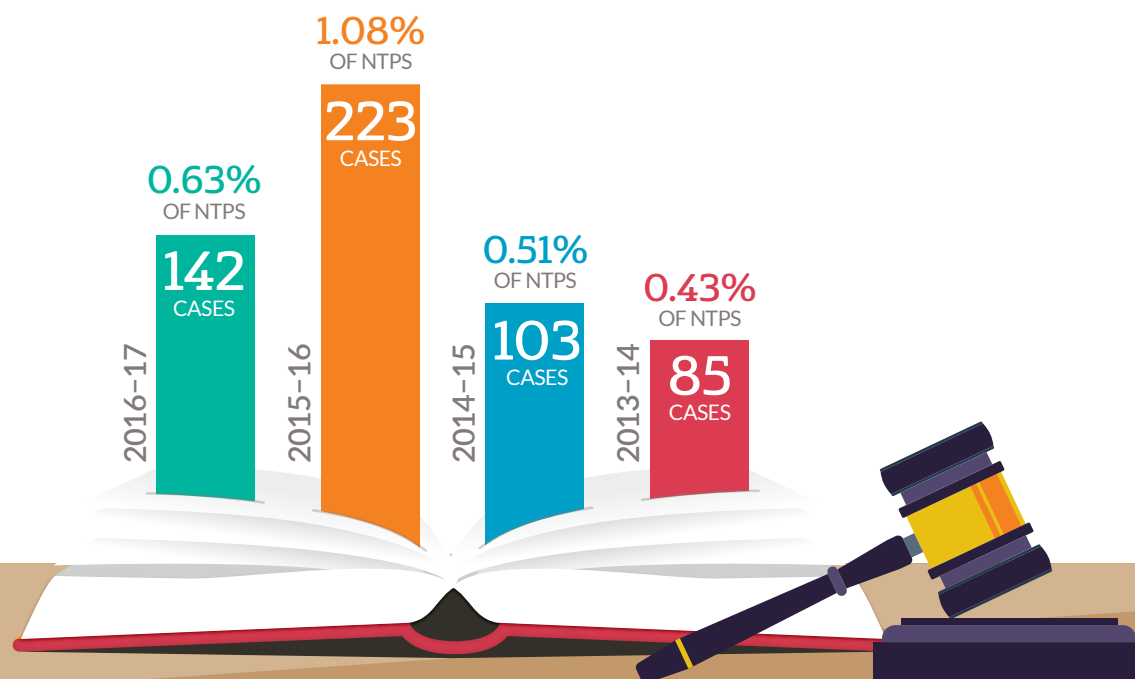
Disciplinary actions applied by agencies under s49C of PSEMA were:

- > no further action
- > formal caution
- > employee ordered to attend training or counselling
- > employee required to forgo a benefit (eg mobile phone, home garaging)
- > salary reduction
- > employee transferred to perform other duties
- > employee suspended without remuneration
- > termination of employment.

Fixed period, casual, and executive contract employees are not subject to the discipline and inability provisions of PSEMA. However, the nature of the discipline actions reported included:

- > inappropriate behaviour
- > negligence when performing duties
- > absent without leave
- > inappropriate use of social media
- > misuse of official facilities and resources
- > breach of policy
- > failure to remedy previous unsatisfactory behaviour.

Figure 24: Summary of Discipline 2013–17

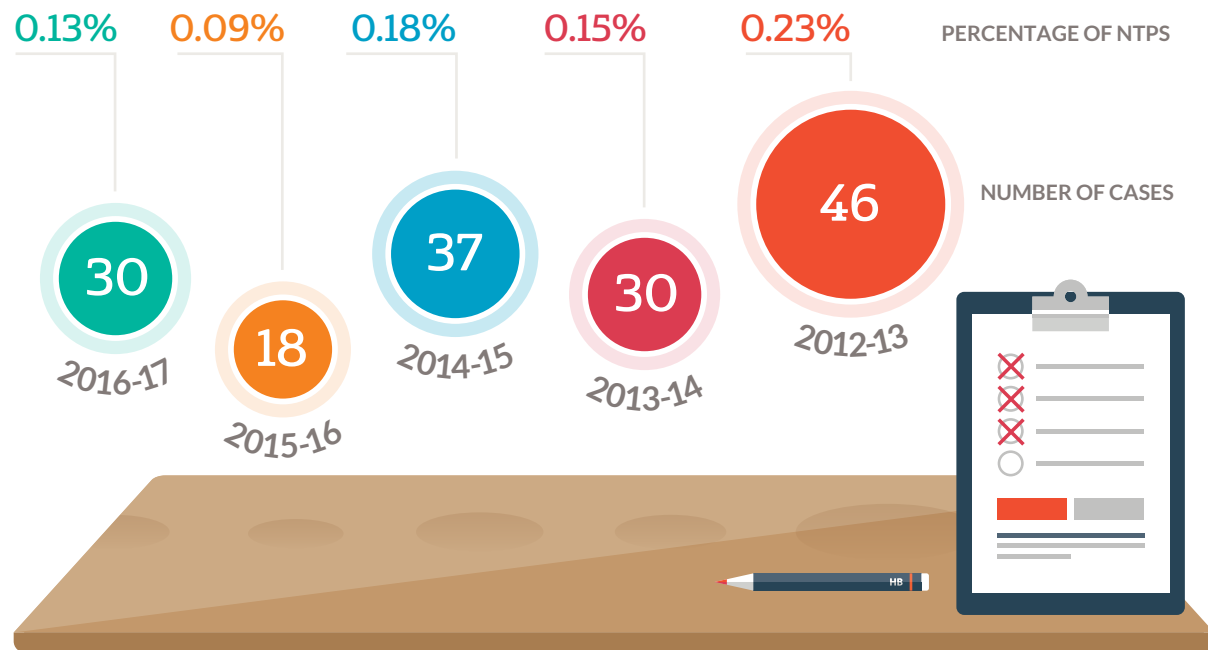


Inability

Figure 25 shows that across nine agencies, there were 30 employees formally subject to inability action under Part 7 of PSEMA. Remedial actions applied by agencies under s46 of PSEMA were:

- > no further action
- > employee ordered to attend training or counselling
- > salary reduction
- > employee transferred to perform other duties
- > termination of employment.

Figure 25: Inability or Unsatisfactory Performance Cases 2012–17



Redeployment

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

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

At the end of 2016–17, 24 employees were registered on the OCPD Redeployment Sharepoint database. This database enables redeployees to register their details and view NTPS vacancies before they are advertised on the NTG Employment Opportunities website. During 2016–17, eight redeployees were placed in positions across the NTPS and 14 redeployees accepted offers of voluntary retrenchment packages.

There were no forced redundancies.

Developing Our PEOPLE

All agencies demonstrated compliance with PSEMA 5C Human resource management principle (1c)(iii) *"that human resource management in the Public Sector must be directed towards promoting working environments in which employees have reasonable access to training and development"*.

Developing New Employees

Agencies adopted a range of approaches to inductions to support new and early career employees.

100 percent of 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

Interestingly, in 18 agencies (86%) induction training is mandatory, and for three agencies (14%) it is not mandatory.

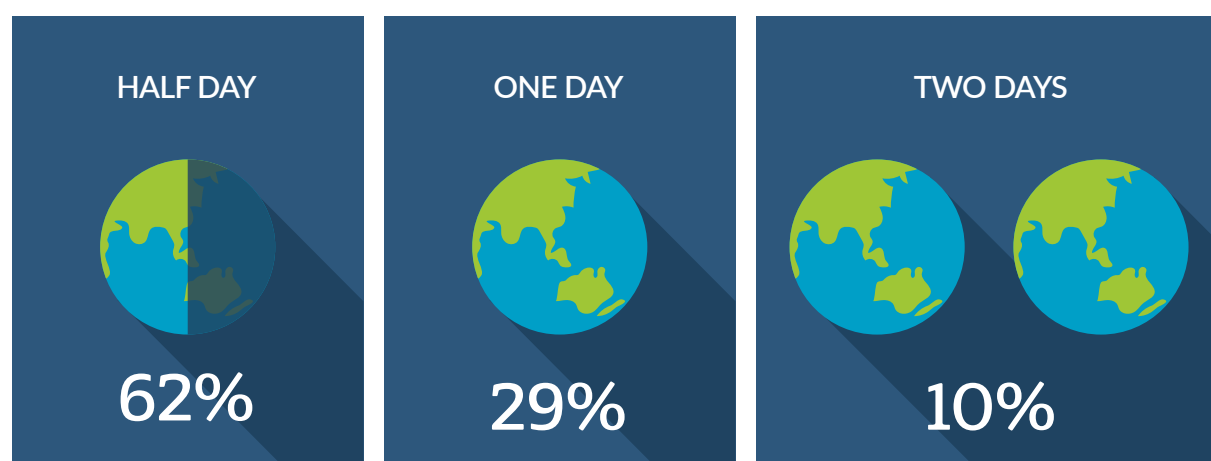
Figure 26: Main Topics Addressed in Induction Training



Figure 27: Method of Delivering Agency Induction Program



Figure 28: Duration of Induction Programs

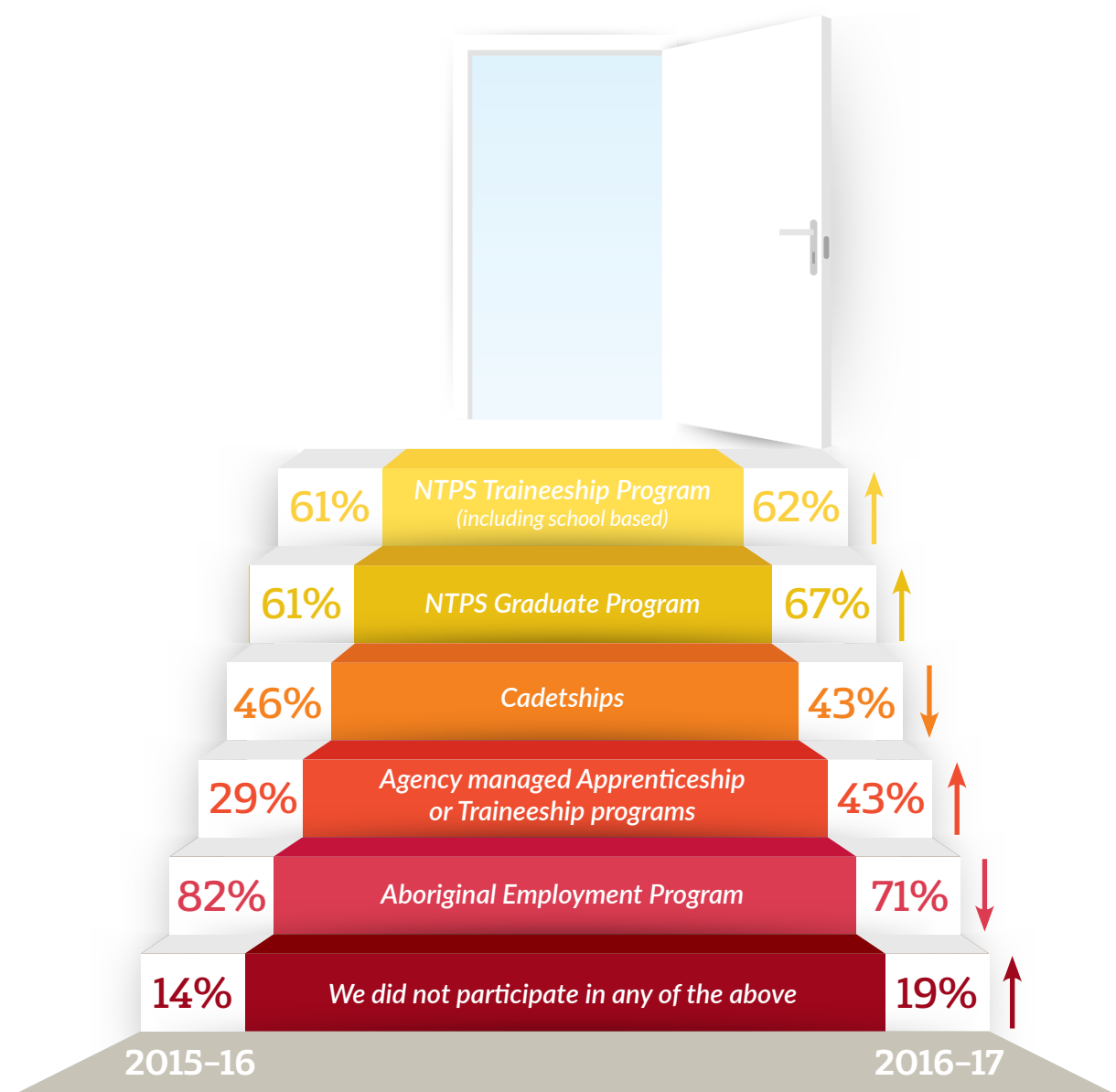


Early Careers Programs

ECPs continue to attract people to the NTPS workforce through structured development programs, such that 81% of agencies participated in ECPs. Of note, an 11%

reduction of participation in the Aboriginal Employment Program indicates a need for agencies to monitor the program in future reporting periods.

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



Performance Discussions and Professional Development

A component of developing a skilled workforce includes the monitoring of performance and responding to skills gaps through a variety of development opportunities (ie on the job training or formal training). Almost all agencies are monitoring employee performance and are engaging in discussions to continuously develop their performance as referenced in the 'Managing

our People' section. Further, 71% of agencies report that these discussions strategically align to a workforce plan. The workforce plan addresses the needs of the workforce and outlines the key activities, accountabilities, and resources required to meet the strategic goals of the organisation relevant to agency and NTPS objectives.

Figure 30: Addressing Training and Development Needs

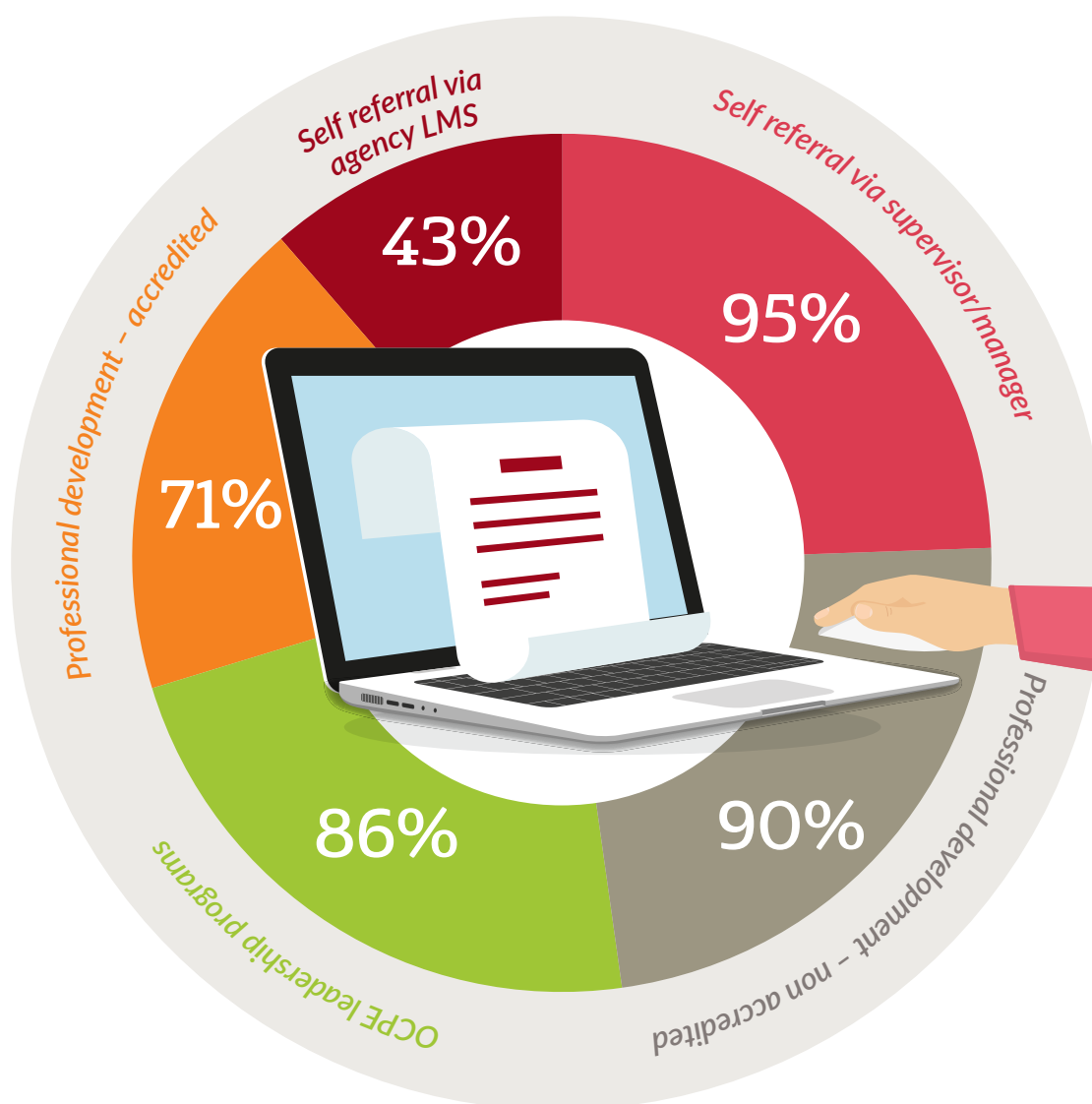


Figure 31: Investment in Accredited Training and Development Occurred in the Following Topics

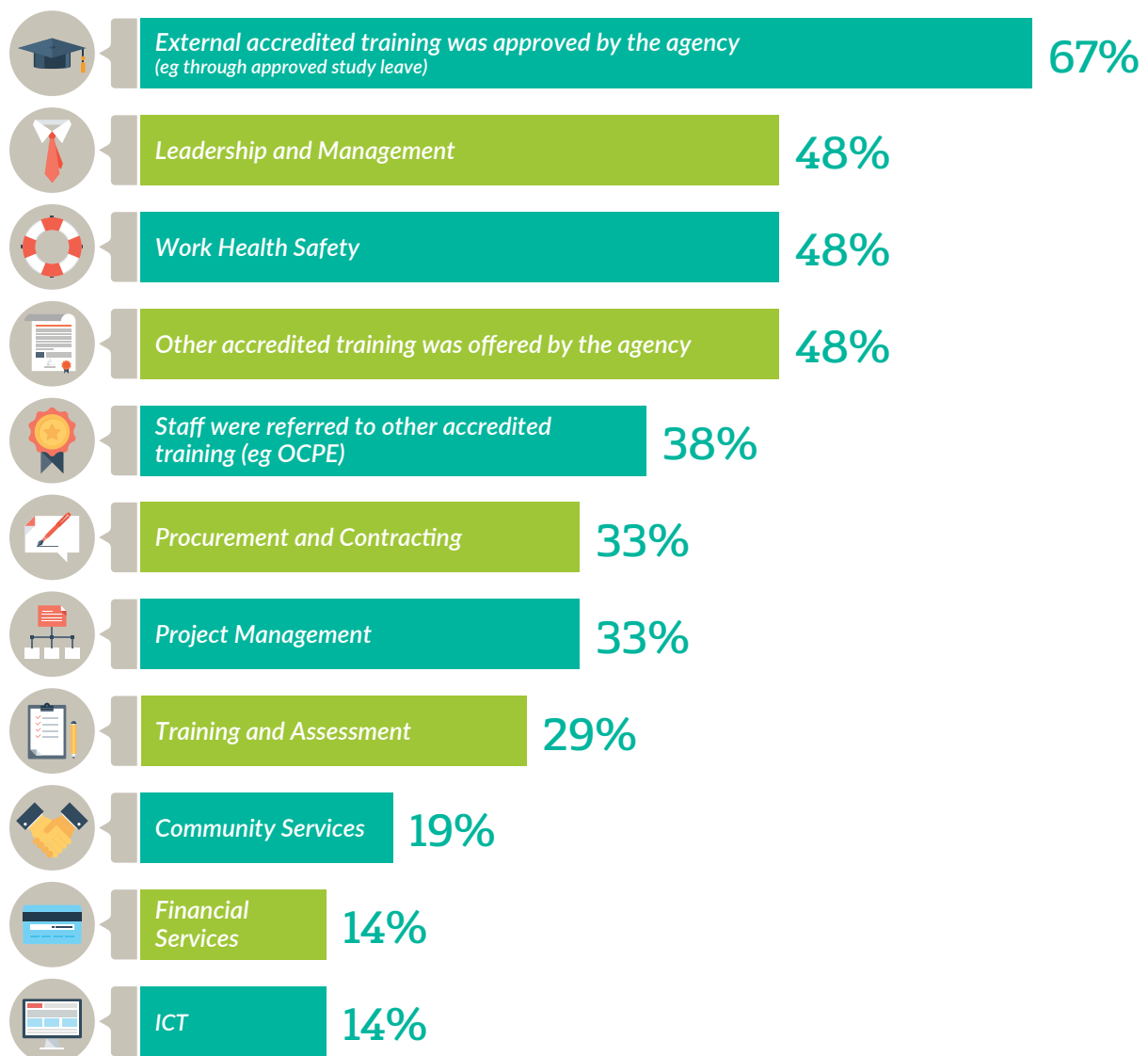
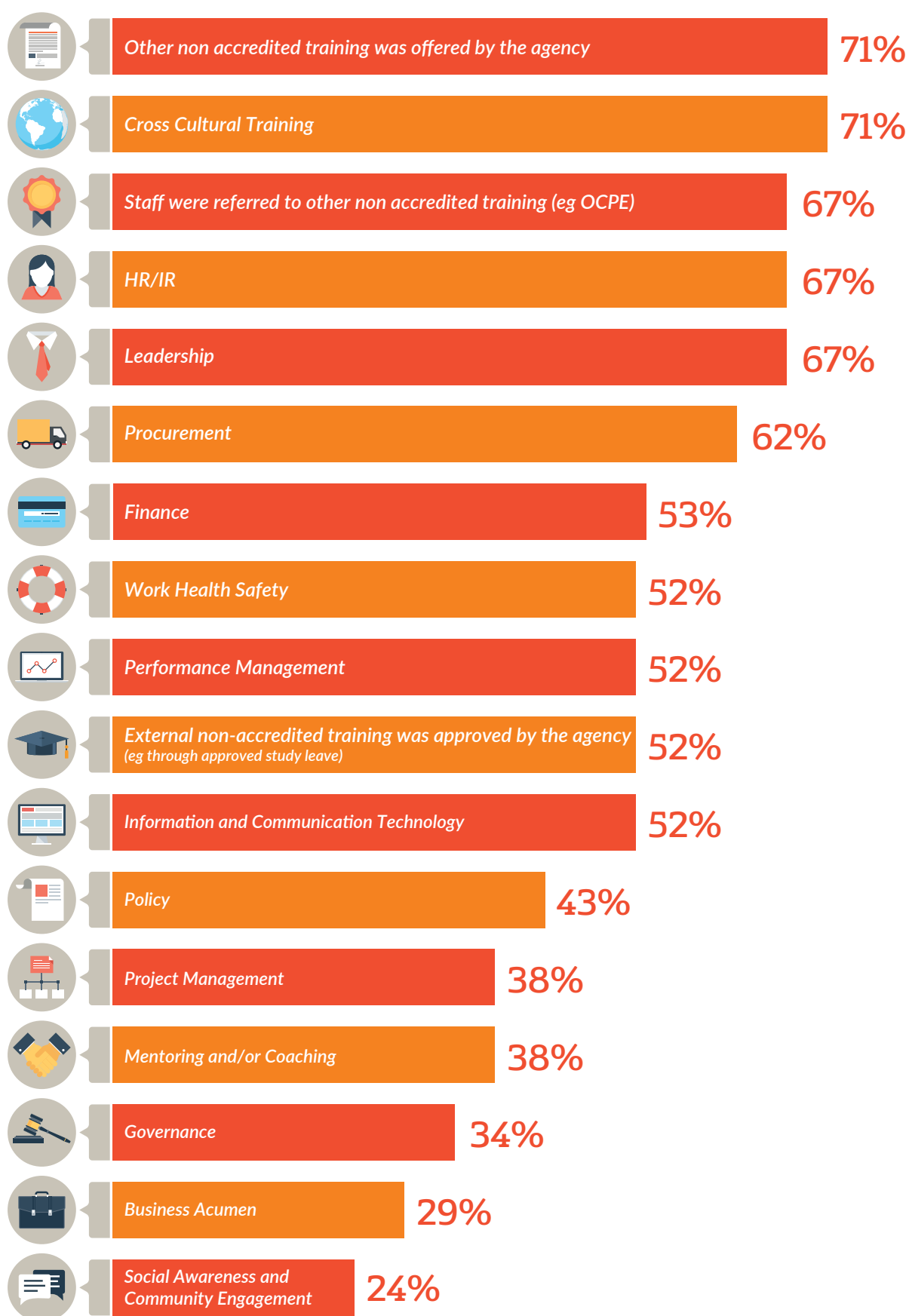


Figure 32: Investment in Non accredited Training and Development Occurred in the Following Topics



External NTPS Secondments

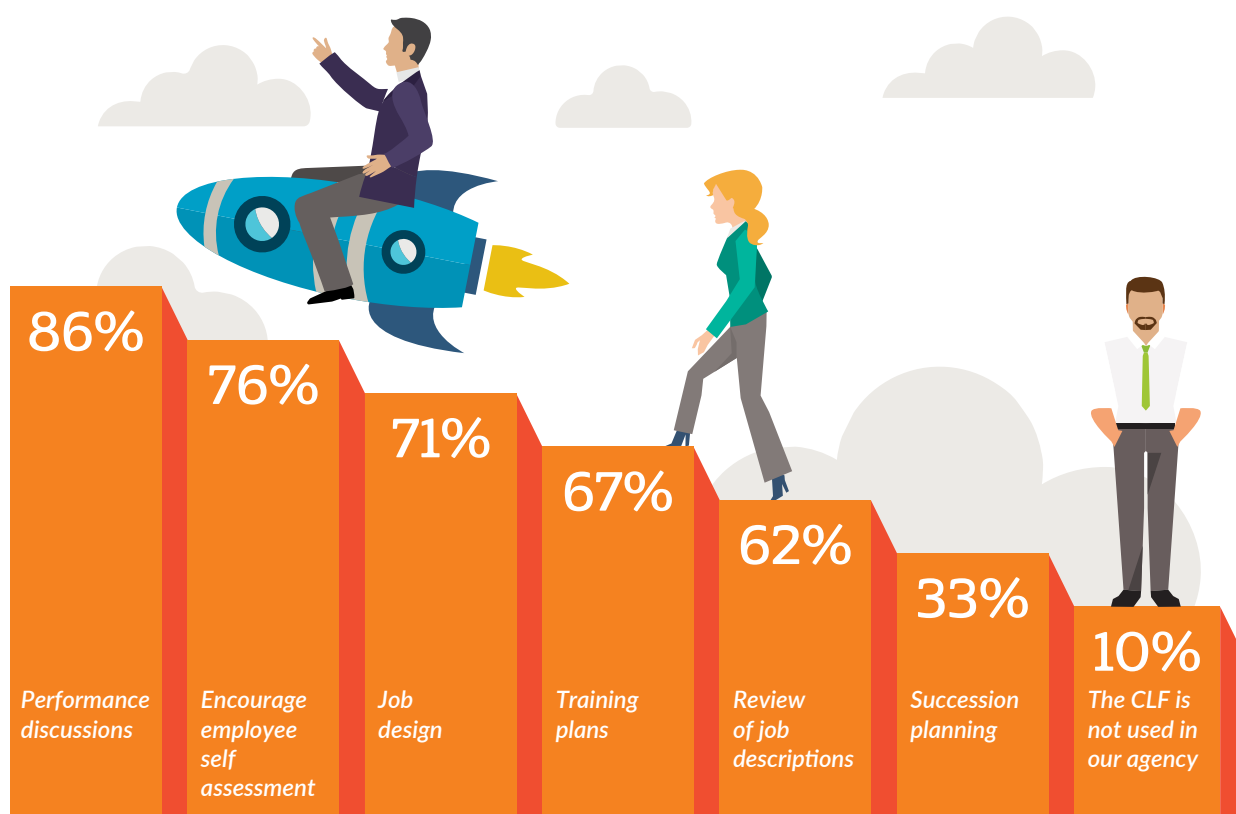
Thirty-eight NTPS employees from 13 agencies engaged in new development opportunities and building relations with other organisations through external secondments.

NTPS Capability and Leadership Framework

The NTPS Capability and Leadership Framework provides a common language to support consistent sector wide leadership, management, and core skills capability development and is designed to ensure that leadership capabilities and behaviours exist across all levels to meet future challenges.

A majority of agencies (91%) reported utilising the NTPS CLF in their agency which is a 5% increase from 2015–16.

Figure 33: Capability and Leadership Framework use in Agencies



Planning Our Future WORKFORCE

In accordance with PSEMA s5B(a), (d) and (e) NTPS agencies are required to ensure that effective, efficient, and appropriate services are provided to the community and the government. Consistent with the public sector principles in s5B, it is important that CEOs and agencies ensure that in carrying out their functions, they are responsive to the changing needs of the community and the government; and that they work cooperatively with each other.

The NTPS and agencies are required to plan for the future workforce, to ensure that the NTPS 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.

Workforce Planning

To meet these requirements, agencies' workforce planning activities are undertaken via a number of methodologies (see Figure 34). Five agencies (24%) reported that they do not have a documented workforce plan, which is a 16% improvement over the last year.

Figure 34: Workforce Planning Approaches

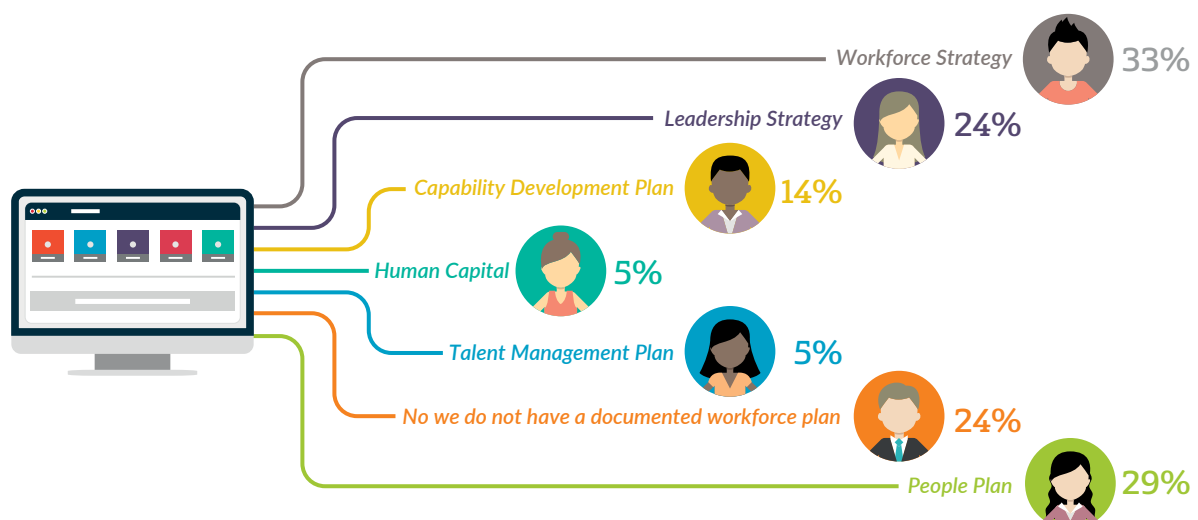
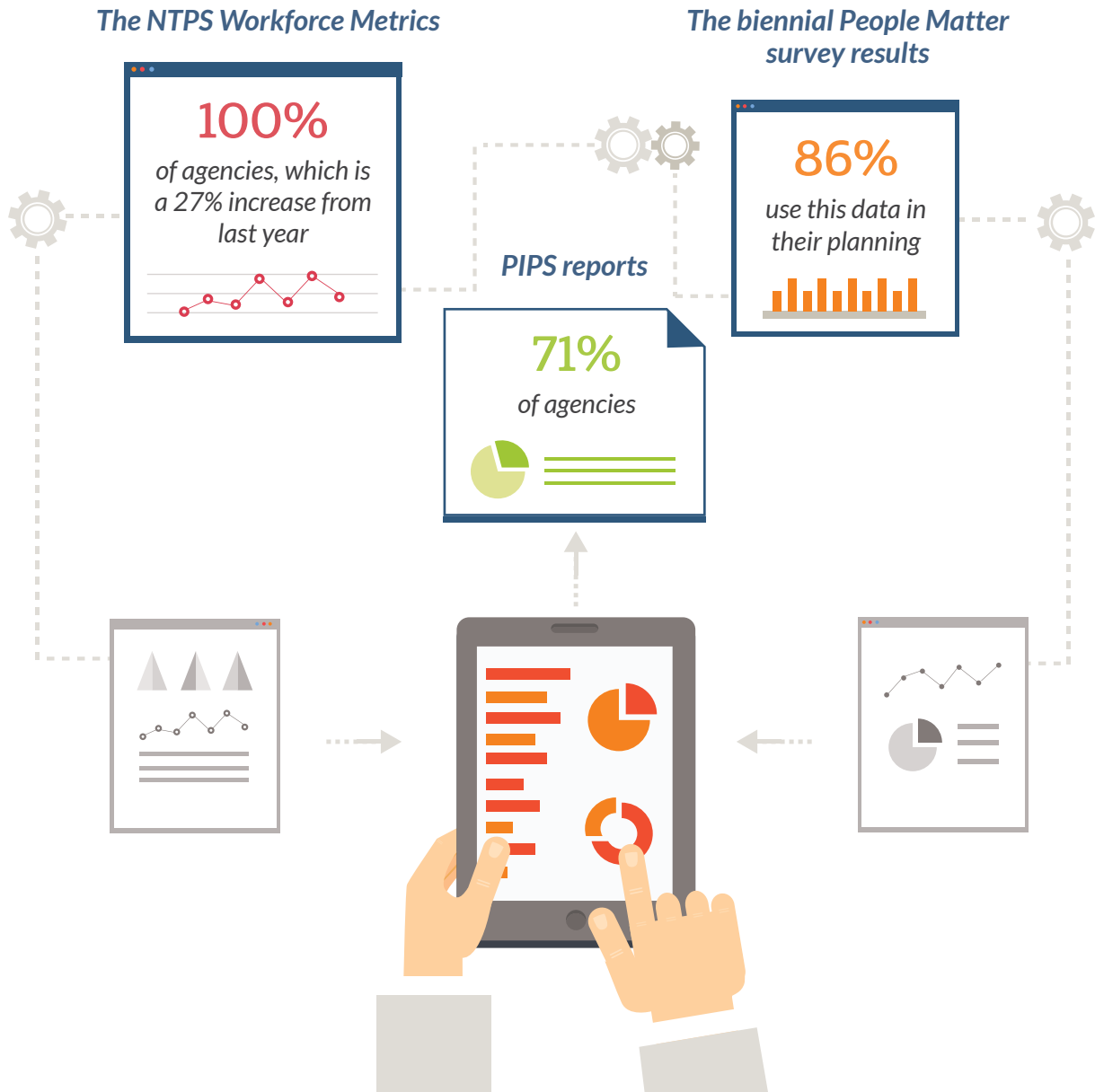


Figure 35: Evidence and Data Used to Inform Agency Planning

Agencies are accessing evidence and data to inform their planning, such as:



Interestingly, 90% of agencies state that their agency structure in PIPS accurately reflects the position numbers, and nominal and actual incumbents, which continues the trend of improvement over the last three years. While

there were three agencies who reported that their structure was not accurately reflected within PIPS, overall this data demonstrated a consistent reporting and data framework for cross government HR reporting.

Identified Workforce Challenges and Risks

The higher rated risks identified by agencies deal with the attraction and retention of skilled people, the loss of corporate knowledge or talent due to

retirement, and the ability to respond to changes in the operational environment with skills shortages.

Figure 36: Key Workforce Risks (provided in highest to lowest priority order)



Identified Capacity (Headcount) and Capability (Skills) Gaps

Key Capacity (Headcount) Gaps

Seven agencies reported that they did not experience any capacity gaps, with administrative, professional, and technical steams where most agencies experienced

capacity gaps. For one technical agency, they rated technical capacity as their only priority, excluding professional and administrative steams.

Figure 37: Key Capacity (Headcount) Gaps



Addressing Capacity Gaps

Figure 38: Addressing Capacity Gaps



Key Capability (Skills) Gaps

Leadership, project management, and performance management continue to be the top rated skills that agencies identified as requiring improvement and development.

It is interesting to note the correlation between the skills gaps and the areas where agencies focused their training effort.

Figure 39: Agency Response to Key Capability (Skills) Gaps

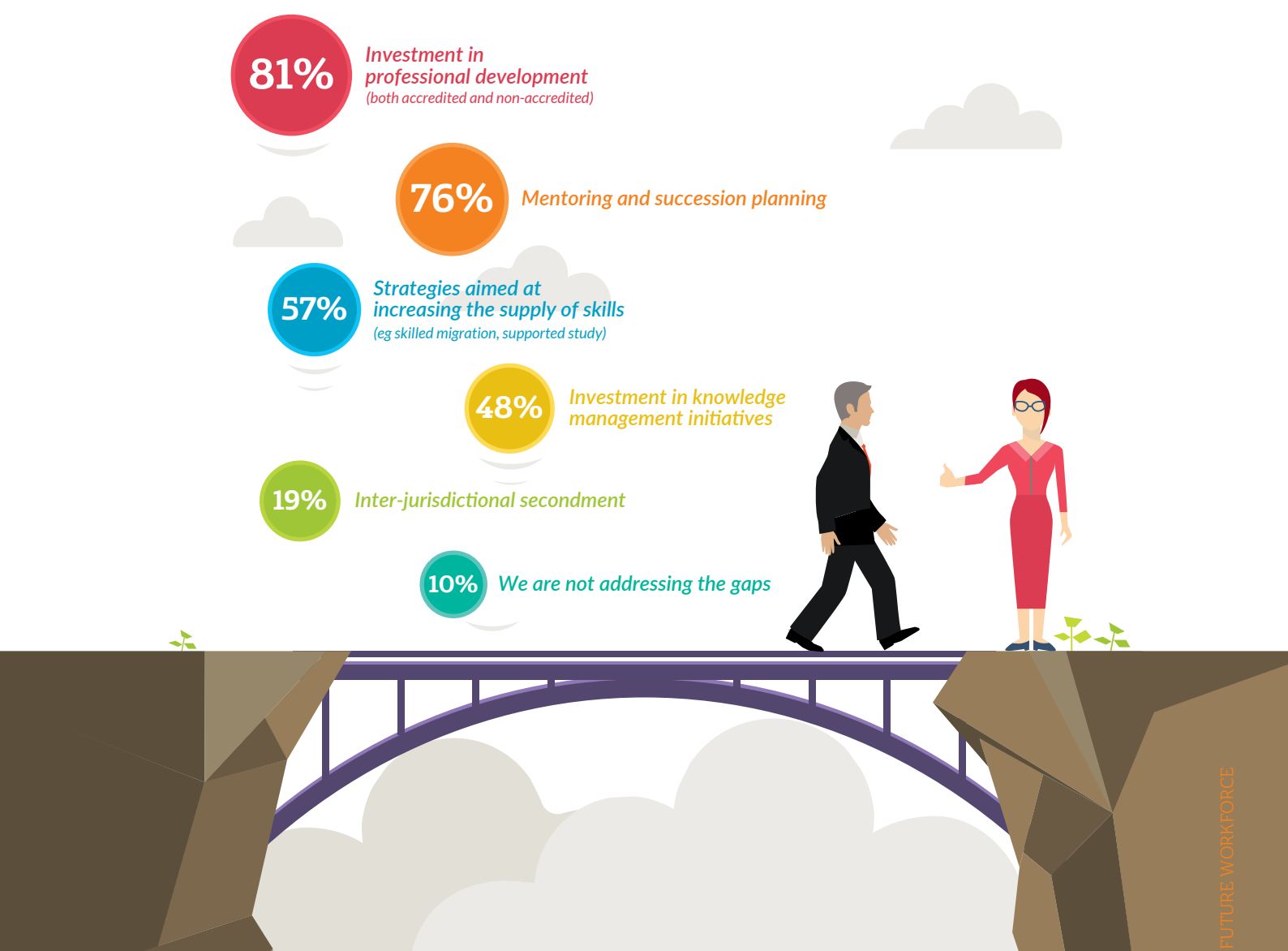


Addressing Capability Gaps

All but two agencies took proactive actions to address the current/projected skilled staff short fall. Agencies report that they are increasing their focus on mentoring and

succession planning, along with increasing their investment in knowledge management initiatives. Agencies are adopting strategies aimed at increasing the supply of skills.

Figure 40: Addressing Capability Gaps

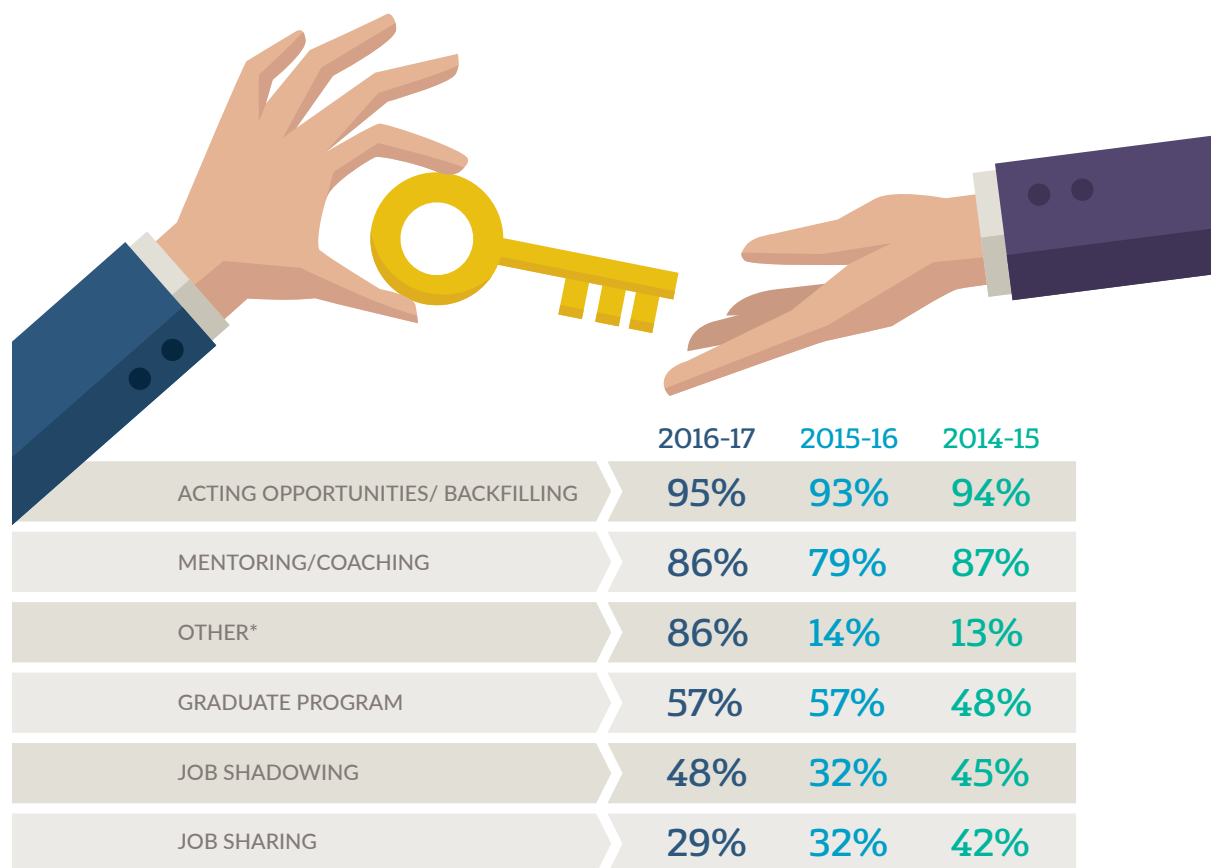


Succession Planning

Analysis of demand and capability requirements provided agencies with an evidence based understanding of the most appropriate strategies to manage shortages and surpluses in capability levels and to resource anticipated organisational directions appropriately. All agencies

undertook succession planning activities, with the majority employing three or more measures. Eighty six percent of agencies undertook formal training as part of their succession planning, with on the job exposure (backfill and mentoring) accounting for between 86%-95% of activities undertaken.

Figure 41: Succession Planning Activities



* Formal training was included in the other option.

Staffing Profile of the NTPS

Introduction

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

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

From the June quarters 2013 to 2014 FTE numbers rose by 270 and as at June 2014 were back at a similar level to June 2012.

While the subsequent 12 months saw a further increase of 154 FTE, it appeared clear that the former rapidly rising trend in staffing had been attenuated over the three year period. However over the next 12 months there was a decrease in the focus on limiting staffing increases, with the result that there was an increase in FTE of 477 over the 2015–16 period.

The August 2016 election saw another change in government followed by a major restructuring of the public service. Despite some concerns regarding the then recent increases in service numbers, over the current year the FTE figure increased by a further 378.

Overview

References to the NTPS in this report include the agencies listed in Figure 45 on page 61. The list includes a substantial number of people employed under Acts other than PSEMA, including uniformed police, employees of the AAPA and ministerial staff.

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

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

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

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

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

Equity and Diversity

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

There are a number of reasons why people may choose not to disclose their EEO status, including fear of stigma or discrimination, or feeling that their disability does not affect their ability to perform their job. However, the introduction of agency censuses, and improvements in data collection and processing have been responsible for at least some of the increases in the percentage values over the past 15 years. Also, for the purposes of obtaining the most accurate representation practicable, the historical Aboriginal data series includes all those employed in generic Aboriginal classifications, such as Aboriginal Health Practitioners and Aboriginal Community Police.

At June 2017, NTPS the proportion of employees identified as being:

- > Aboriginal was 10.5%
- > a person with disability was 1.0% and
- > a person from culturally diverse background was 10.1%.

The following table highlights the annual changes to the percentages of employees identified as being in the four highlighted EEO groups from 2007. Earlier accurate data dates from 2002 with the introduction of the IECDS in the NTPS, and it was then that the regular and consistent collection of Aboriginal employee statistics began.

Figure 42: Representation of Equal Opportunity Groups in the NTPS

Category	June 2007	June 2008	June 2009	June 2010	June 2011	June 2012	June 2013	June 2014	June 2015	June 2016	June 2017	Ten-year change
Aboriginal Australians	7.3%	7.7%	8.1%	8.1%	8.1%	8.4%	8.4%	8.7%	9.1%	10.0%	10.5%	3.2% pts.
People with disability	1.9%	2.0%	1.8%	1.5%	1.4%	1.2%	1.2%	1.1%	1.0%	1.0%	1.0%	-0.9% pts.
People from culturally diverse background	5.8%	6.2%	5.9%	5.5%	5.1%	5.7%	7.1%	8.4%	9.1%	9.8%	10.1%	4.3% pts.
Women in senior management (SAO2 to ECO6)	34%	37%	40%	40%	43%	44%	44%	44%	46%	49%	51%	17.0% pts.

Of note in the above table is that over the last ten years Aboriginal employees have increased their participation by 3.2 percentage points and women in senior management by 17 percentage points. More particularly relevant is that since the introduction of the IECDS in 2002 the Aboriginal indice has increased from 4.6 percent to 10.5 percent, an increase of 5.9 percentage points.

Staffing Levels

Figures 43 and 44 show movements in total staffing in the NTPS compared to changes in the NT population and employment numbers from 1983 (about the time the NTPS consolidated following self-government) to 2017. There has been an overall increase in public sector employment from around 14 200 to 20 974 people over this period. While data from the 1980s and early 1990s was compiled from two different databases to PIPS, the basic definitions and assumptions are similar enough to make valid any broad comparisons made in this report.

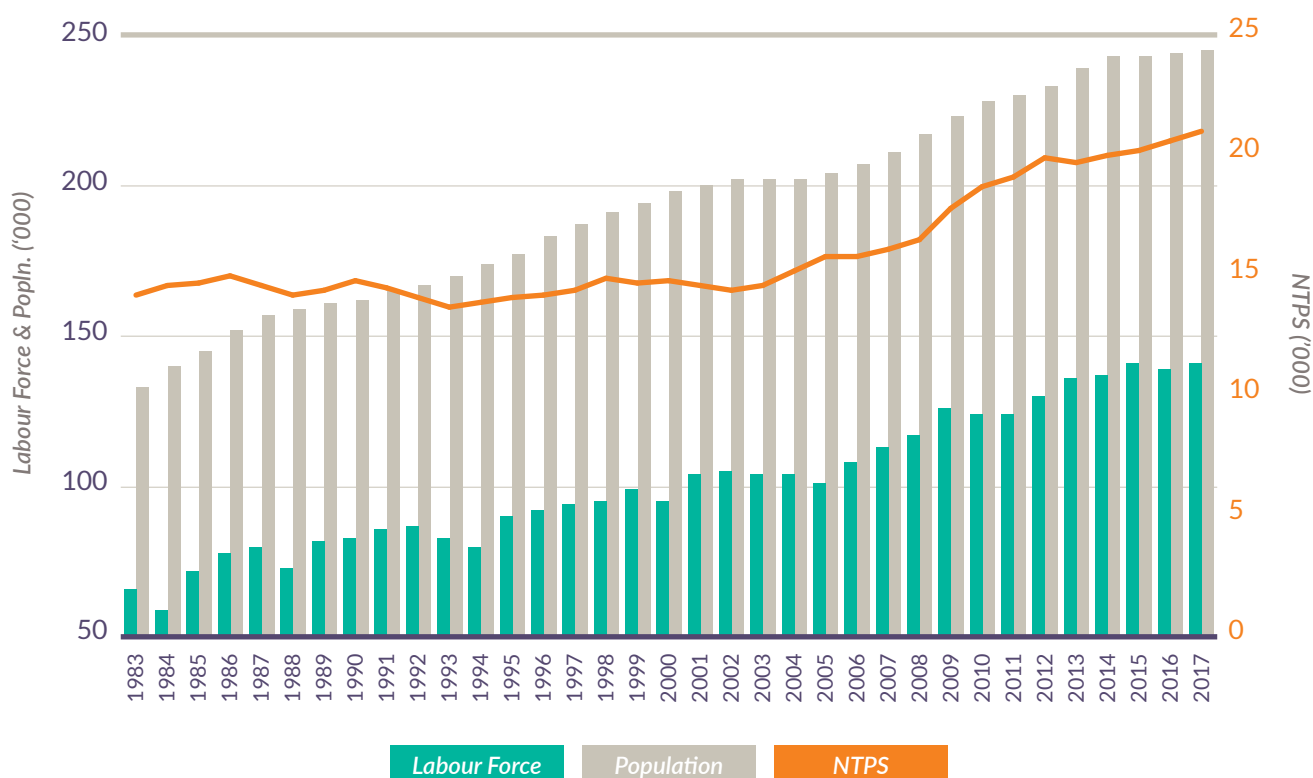
Since the early 1990s, an FTE figure based on payroll has been used to track numbers of employees, and this provides more robust data than was used previously. Nevertheless, the overall time series from the late 1980s to the 1990s is quite smooth, as can be seen clearly from Figure 44, which indicates that the effects of the changeover at that time were marginal.

Aggregation of the data shows that from 1983 to 2017, the NT population grew by 85% while the labour force grew by 113%. The NTPS is currently 48% larger than it was in 1983. Further analysis shows that, in 2002, the NTPS was 1.1% larger than in 1983, but increased by a further 14.8% from 2002 to 2008, and by an additional 12.8% in the two subsequent years to June 2010. This latter rapid growth can be attributed largely to increased NTPS staffing as a result of the Federal Government Intervention and to the Territory Government's Closing the Gap on Indigenous Disadvantage Strategy.

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

Following the measures introduced in 2012-13 to stem the growth in staffing, over the subsequent three financial years to June 2015 there was a change in FTE numbers of -1.2% +1.4% and +1.0% respectively. During the year to June 2016, following a relaxation of the focus on staffing numbers, there was a further increase of +2.1%. The current year to June 2017 has seen a further increase of +1.8%.

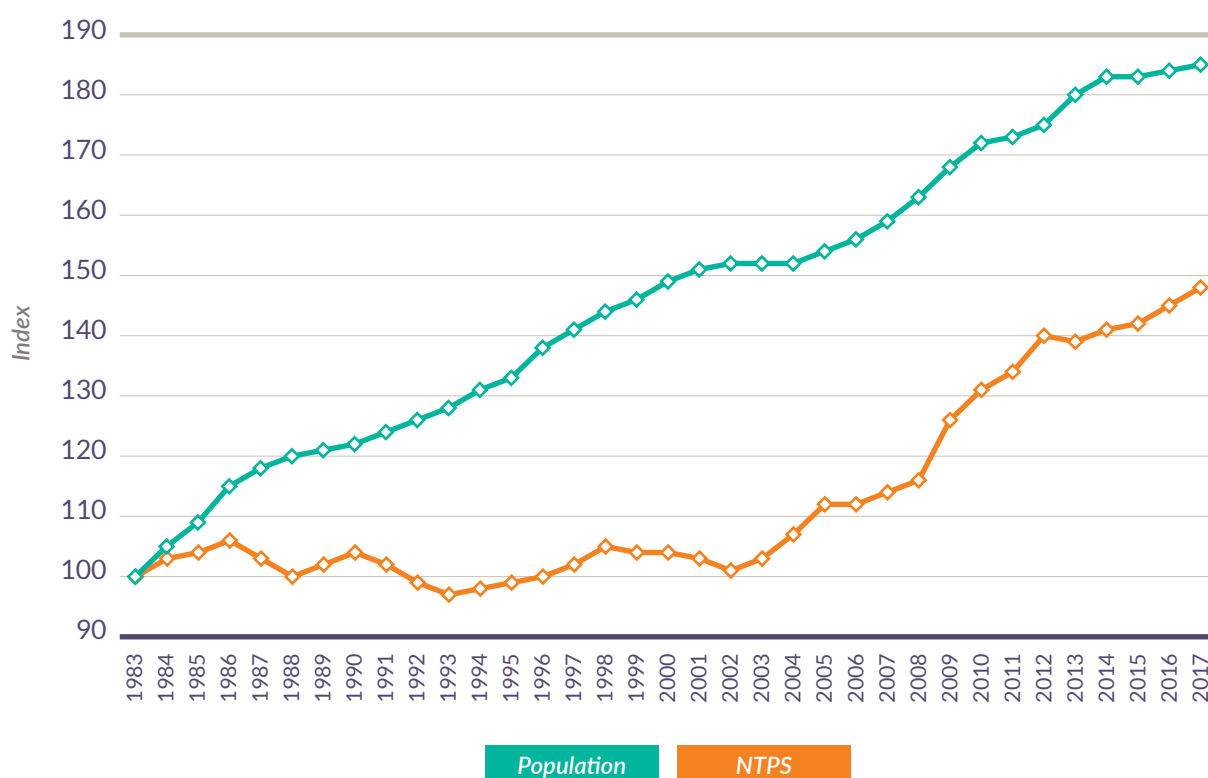
Figure 43: Growth in the NTPS, Labour Force and Population June 1983–2017



The change in the size of the public sector since 1983 is compared directly to population growth in Figure 44. The graph shows that the population of the NT has grown steadily during this period while NTPS staffing has varied substantially, first peaking in 1986 at around 15 000. The decrease that followed was precipitated by significant cuts in federal funding to the NT following a review of state and territory financing. Staffing numbers then steadily increased until the NT Government's Estimates Review Committee decisions in 1991 began a further three-year decline

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

Figure 44: Movements in NT Population and NTPS Staff 1983–2017



Base of each index 1983 = 100

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

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

While the staffing cap remained in place during 2011–12, there were significant staffing increases in all the major front line agencies, particularly Health, Education & Training, Children & Families and Justice. During the March quarter the caps for a number of agencies were raised to bring those more into line with their actual staffing levels, but the June quarter then saw a further surge in numbers so that the average for the June quarter 2012 was 880 higher than for the June quarter 2011.

Following the change of government in August 2012 there were further major changes to Administrative Arrangements, which increased the number of agencies from 21 to 32. This was followed by a larger than normal drop of over 700 in staffing numbers over the Christmas period, but staffing slowly built up again over the remainder of the financial year so that the net decrease over the year from June quarter 2012 to June quarter 2013 was a relatively modest -238. From June 2013 to June 2014 this decrease was countered by an increase of 270, owed principally to further growth in the Health portfolio. In the further 12 months to June 2015 there was a further increase of 154, again spearheaded by growth in Health numbers. The process was repeated the following year with the net increase of 477 led by an increase of 263 in Health.

The change in government in August 2016 was followed by further major changes to Administrative Arrangements which saw the number of Agencies reduced from 32 back to 24. While the preceding change of government precipitated an initial large decrease in staffing numbers, this was not repeated following the 2016 change. The net increase in staffing for the year to June 2017 was +378 (with Health at +236).

The breakdown of changes over the last three years are illustrated clearly in Figure 45, which shows full-time equivalent staffing numbers for each agency averaged over the June quarter for 2017 and for the previous three years. Also shown are the changes for each agency between years. This quarterly reporting protocol is in line with the tables published on the OCPE internet site. The reason for this protocol is that comparison of quarterly data 12 months apart removes seasonal effects on staffing numbers and is more sensitive than annual averages to relatively rapid changes in overall staffing levels. Unfortunately periodic changes to Administrative Arrangements make the time series tracking of staffing numbers associated with many government functions quite difficult.

Figure 45: Changes to Average Public Sector Staff Employed by Agency: June Quarter 2014 to June Quarter 2017

AGENCY*	Average June quarter 2014	Average June quarter 2015	Change over 12 months	Average June quarter 2016	Change over 12 months	Average June quarter 2017	Change over 12 months
Aboriginal Areas Protection Authority	26	30	4	30	..	29	- 1
Arts & Museums	136	126	- 10	120	- 6	to T&C	- 120
Attorney- General & Justice (former)	451	477	26	498	21	to AG&J	- 498
Attorney- General & Justice (+ Corrections)					new	1 512	1 512
Auditor General	5	5	..	5	..	5	..
Business	305	345	40	360	15	to TB&I	- 360
Chief Minister	283	313	30	322	9	297	- 25
Children & Families	647	612	- 35	629	17	to TF	- 629
Commissioner for Public Employmt	26	31	5	31	..	35	4
Community Services	166	to LG&CS	- 166				
Corporate & Information Services	621	601	- 20	604	3	619	15
Correctional Services	954	985	31	988	3	to AG&J	- 988
Darwin Port Corporation	98	94	- 4	privatised	- 94		
Education	4 257	4 107	- 150	4 144	37	4 303	159
Environment & Natural Resources					new	289	289
Health	6 083	6 305	222	6 568	263	6 804	236
Housing	396	378	- 18	374	- 4	to H&CD	- 374
Housing & Community Development					new	579	579
Infrastructure	344	338	- 6	343	5	to IP&L	- 343
Infrastructure, Planning & Logistics					new	735	735
Jacana Energy	from PWC	20	20	57	37	58	1
Land Development Corp	12	19	7	18	- 1	19	1
Land Resource Management	251	261	10	277	16	to E&NR	- 277
Lands, Planning & Environment	279	290	11	282	- 8	to IP&L	- 282
Legislative Assembly	102	97	- 5	96	- 1	101	5
Local Govt & Community Services	new	214	214	241	27	to H&CD	- 241
Local Government & Regions	44	to LG&CS	- 44				
Mines & Energy	148	162	14	160	- 2	to PI&R	- 160
NT Electoral Commission	13	14	1	19	5	16	- 3
Ombudsman	12	12	..	13	1	10	- 3
Parks & Wildlife Commission	273	285	12	287	2	to T&C	- 287
Police, Fire & Emergency Services	2 093	2 034	- 59	2 108	74	2 090	- 18
Power & Water Corporation	1 057	1 129	72	955	- 174	945	- 10
Primary Industry & Fisheries	308	322	14	344	22	to PI&R	- 344
Primary Industry & Resources					new	478	478
Sport & Recreation	55	51	- 4	56	5	to T&C	- 56
Territory Families					new	819	819
Territory Generation		from PWC		203	203	235	32
Tourism & Culture					new	604	604
Tourism NT	75	79	4	82	3	to T&C	- 82
Trade, Business & Innovation					new	239	239
Transport	282	232	- 50	229	- 3	to IP&L	- 229
Treasury & Finance	163	151	- 12	153	2	153	..
TOTAL	19 965	20 119	154	20 596	477	20 974	378

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

* 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 employment status of staff from June 2007 to June 2017 is presented in Figure 46. The table shows that the proportion of ongoing employees dropped by 4.8 percentage points over this period. There had been a slow trending down of this figure over many years up until three years ago, but from June 2012 to June 2013 this was reversed, with an increase of 3.5 percentage points and a corresponding drop in the number of fixed period employees of 3.4 percentage points. While the reason for this cannot be stated definitively, that there was a period of several months following the installation of the then new government

when there was a policy of scrutinising the necessity of renewing expiring fixed term contracts would have had some influence on this figure. Subsequently the downward trend in ongoing employee percentages resumed, with a decrease of 4.1 percentage points since June 2013, although the drop last year was just 0.3 percentage points.

Earlier data not included in the table shows that in 1994 the percentage of ongoing employees was 81.5%, which gives an overall drop of 12.3 percentage points since that time.

Figure 46: Employment Status of NTPS Staff 2007–2017

STATUS	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2016	Change 07 to 17
Ongoing	74.0%	72.3%	70.9%	70.4%	70.8%	69.9%	73.4%	71.6%	70.6%	69.5%	69.2%	-4.8% pts.
Fixed Period	22.1%	23.7%	24.9%	25.3%	25.3%	26.1%	22.7%	24.6%	25.6%	26.7%	27.0%	4.9% pts.
Casual	3.6%	3.7%	4.0%	3.9%	3.7%	3.7%	3.6%	3.6%	3.5%	3.5%	3.6%	0.0% pts.
Misc.	0.3%	0.3%	0.3%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.2%	0.2%	-0.1% pts.
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Part-time Staffing

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

At 2 416, the number of part-time NTPS employees this year is 102 higher than it was at the same time last year. Two years ago the number dropped slightly, which was noted as extremely unusual, but this and last year's increases suggests that that year's figure was just a 'blip' in the series. The current figure is close to four times the number of employees that were working in a formal part-time capacity in 1994.

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

currently holds over one third of these positions, with the administrative stream containing a further 24%. However, there has, over time, been large increases in the number of part-time employees across most streams, with the overall part-time rate increasing from 4.5% in 1994 to 11.1% currently.

In terms of the proportion of workers within the streams who are part-time, the highest is assistant teachers where 37% work part-time, followed by the nursing stream at 31% and medical officers at 23%. At the other end of the spectrum are fire and correctional officers, of which there is currently only one working permanently part-time.

The increase in the proportion of workers in part-time employment since 2007 is shown in Figure 47.

Figure 47: Part-time in the NTPS 2007–2017

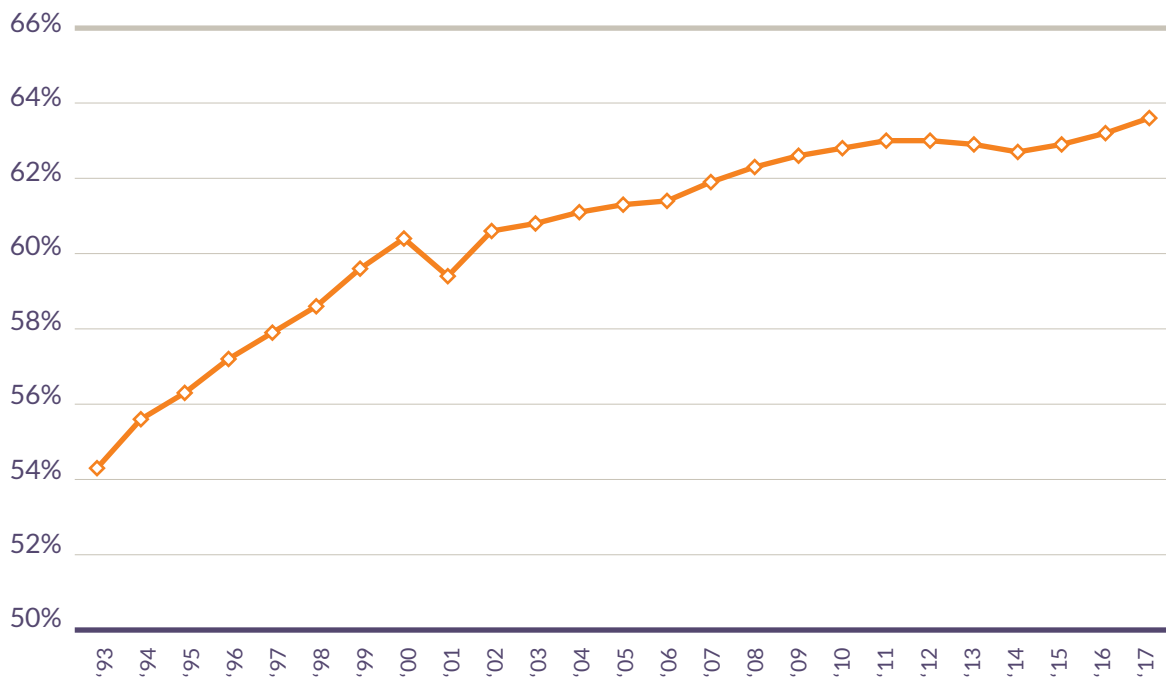
STATUS	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Change 07 to 17
Part-time staff	8.8%	8.9%	9.3%	9.0%	9.2%	9.6%	9.8%	10.7%	10.3%	10.8%	11.1%	2.2% pts.

Staffing by Gender

The proportion of women in the public sector as at June 1994 was 55.6%. Since then the figure rose slowly but steadily to reach 63.0% in 2011. Over the following three years it dropped slightly to 62.7%, but has subsequently increased to an all-time high of 63.6% this year. Over the entire period, this equates to an average annual increase in the proportion of women of 0.39 percentage points.

This increase in the proportion of women broadly parallels the overall labour force trend as reported by the ABS which show that since 1994 the participation rate for women rose by around 7% nationally and by 11% in the NT.

Figure 48: Proportion of Women in the NTPS 1993–2017



Following on from the previous section on part-time work, it is of interest to note the distribution of part-time staff by age and gender. Figure 49 illustrates that permanent part-time work arrangements are far more common for women than men (84% of part timers are women) and far more prevalent in the parenting years, especially for women.

Figure 50 further breaks this down by showing the proportion of total men and women in each age group who are engaged in part-time work arrangements. Note that this graph treats each individual age group separately and, regardless of how many are in the age group, charts the proportion in that group who are part-time. This shows

that such arrangements are most common among the youngest and oldest groups, with an additional upward trend during the child-rearing years. The latter is far more noticeable for women than for men. Also obvious is that men are proportionately far less likely to be engaged in part-time work for all age groups, except the young.

It should also be noted that because the numbers of men in part-time work are low, when the data is disaggregated as in Figure 36, the proportions in age categories where the numbers are low (ie the young, and seniors) can vary considerably.

Figure 49: Part time Employees by Age and Gender: June 2017

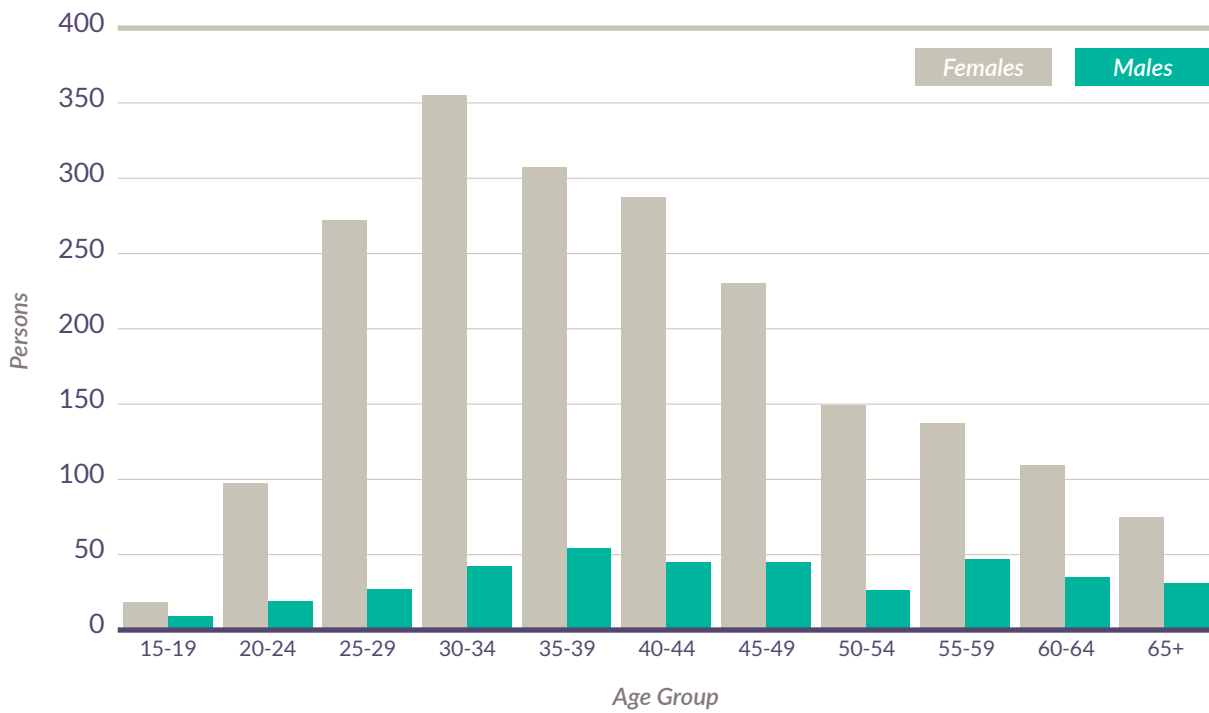
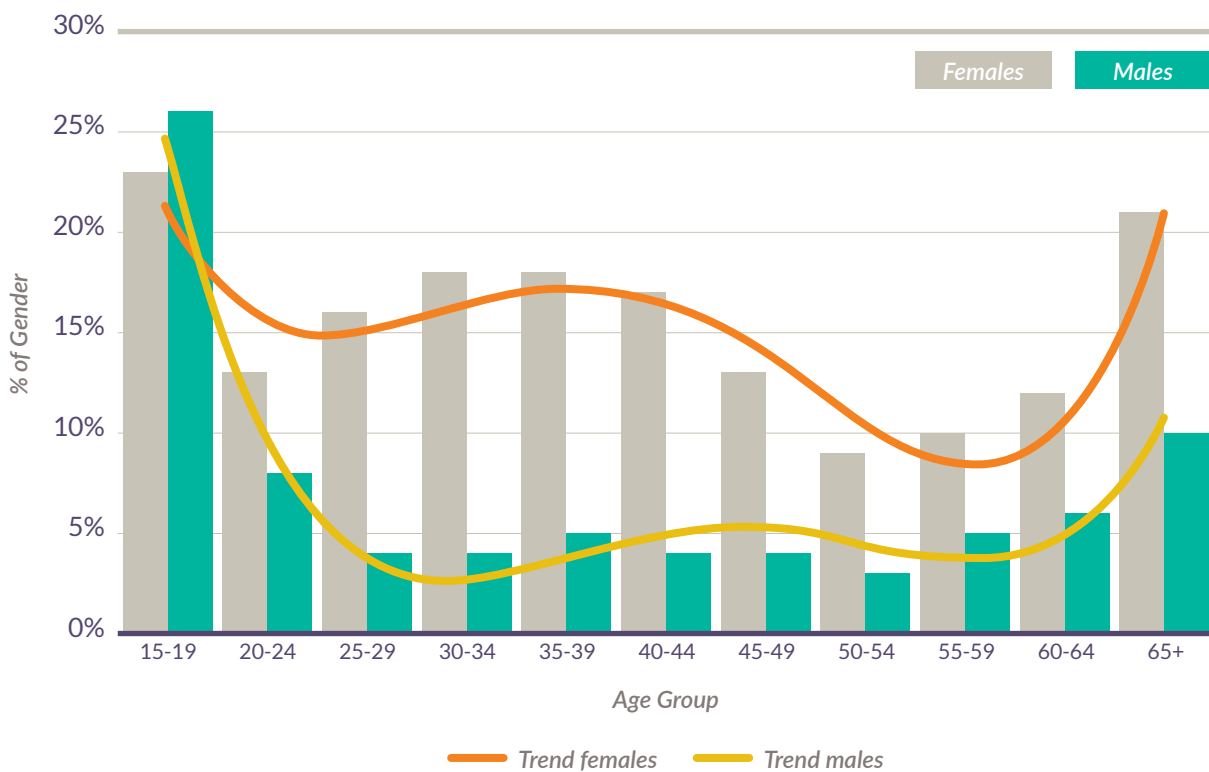


Figure 50: Proportion of Part time Employees in Age Groups by Gender: June 2017



The proportions of women to men in each agency are shown in Figure 51. This division can be misleading for very small agencies because minor staff changes can vary the proportions considerably. However, the graph shows quite clearly that there are some large agencies where one gender predominates.

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

Figure 51: Proportions of Men and Women by Agency (All Employees) 2017

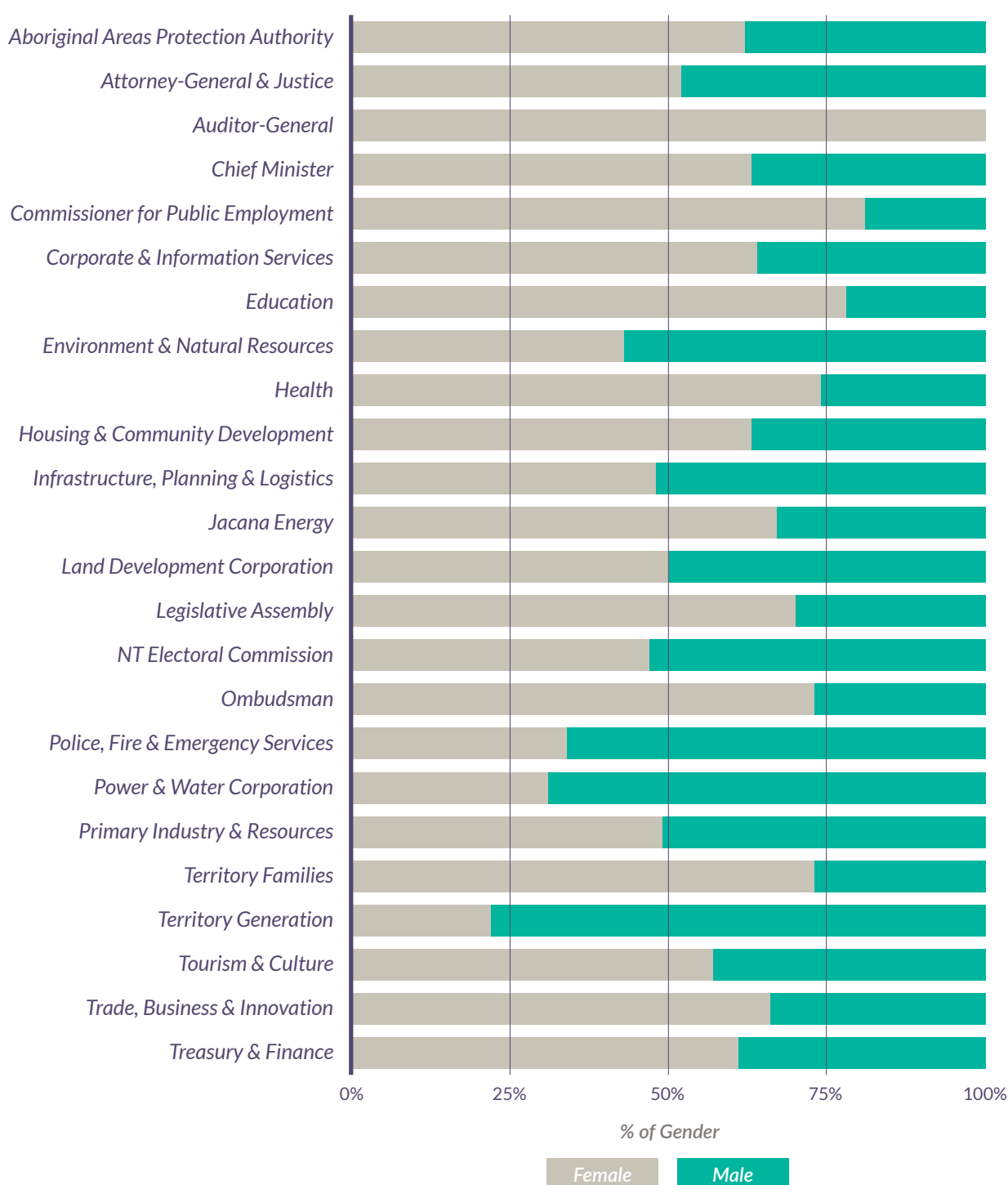


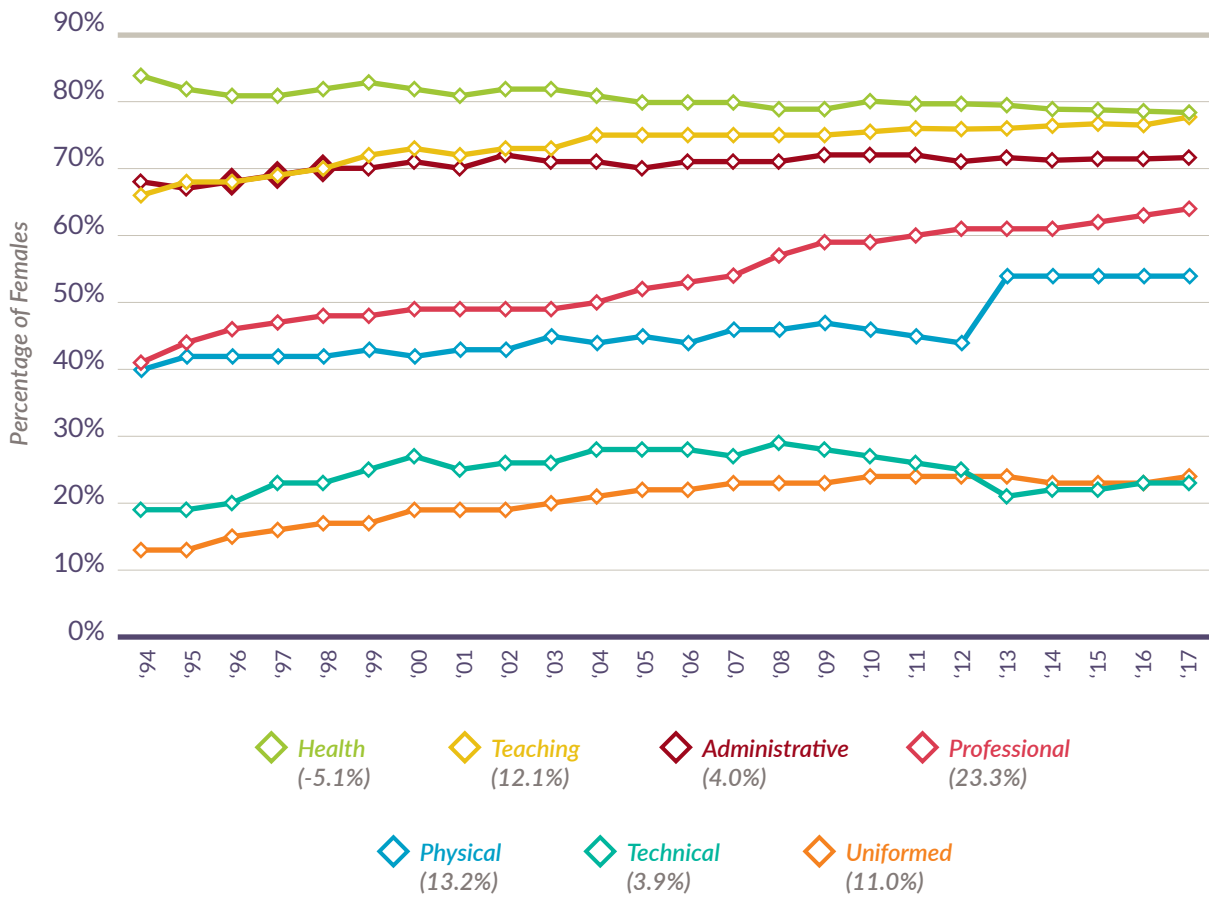
Figure 52 illustrates the change in the proportion of women by vocational stream from June 1994 to June 2017. The seven major streams are derived from the historical industrial relations framework and are retained for the purpose of making consistent time series comparisons. In the NTPS these streams consist, in alphabetical order, of Administration (clerical and managerial staff), Health (doctors, nurses and Aboriginal health 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). Since 1994 the proportion of women has gone up in every stream except health. The greatest rise has been in the professional stream (up 23.3%) followed by physicals (up 13.2%), educators (up 12.1%) and the uniformed stream (11.0%).

Some of this change can be viewed positively from an EEO perspective. For example, the very high over-representation of women in the health professions (doctors, nurses and Aboriginal health practitioners) has shown some decline (with the proportion of males increasing by 5.1 percentage points) and, conversely, the proportion of females has increased markedly in the uniformed (with

the increase confined to prison officers and police, not fire fighters), technical and professional streams, with women professionals rising by a remarkable 23.3 percentage points. In the education sector, the proportion of female teachers further increased by 12.1 percentage points. More than three out of four educators in NT public education are women and, given the trend over the last 20 plus years, there appears to be little chance of this reducing in the short to medium term.

Figure 52 also reveals a spike in the proportion of female physicals over the past five years, and a corresponding decrease in the proportion of technicals. This has been due principally to the transfer of a considerable number of male PWC former trade employees into new classifications with technical specialist labels, consequently moving from the physical into the technical stream. These two streams are becoming rather blurred in contemporary times because of the much higher rates of pay the labour market now awards to some trade based occupations.

**Figure 52: Percentage of Women by Employment Stream June 1994 to June 2017
with Overall Percentage Change Since 1994**

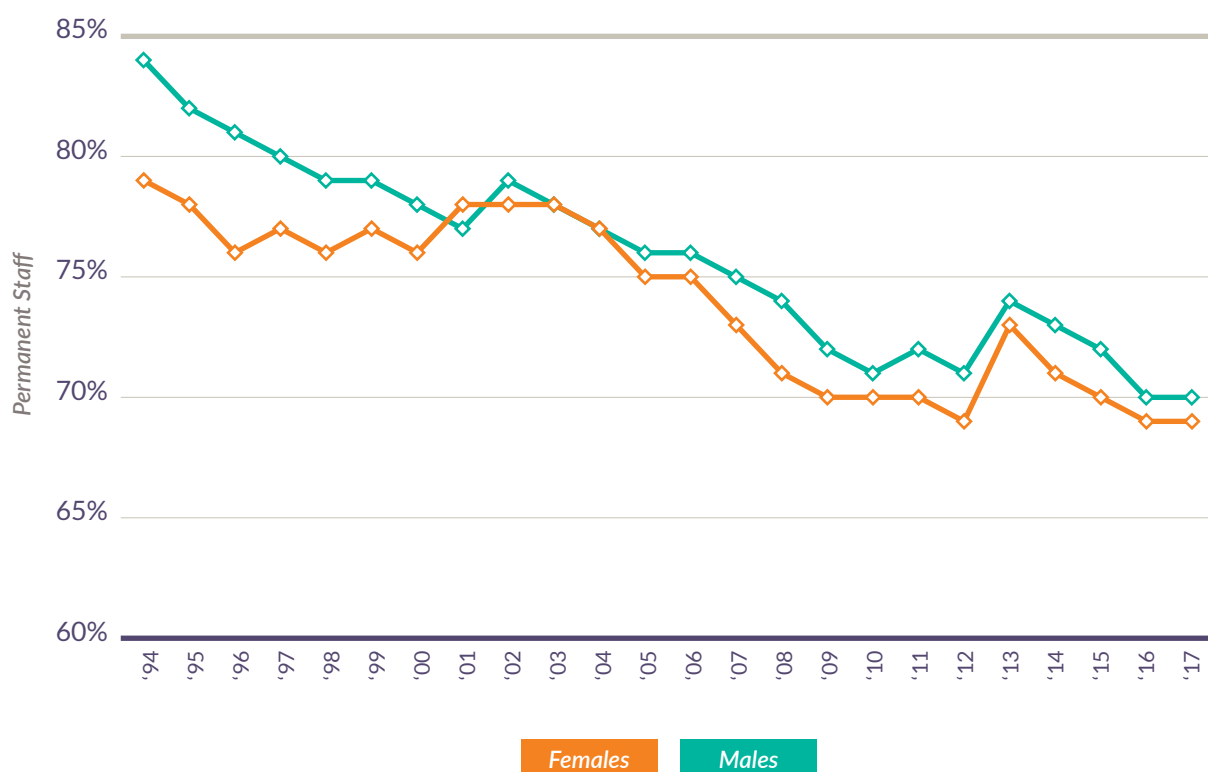


Status by Gender

Figure 53 graphs the proportion of ongoing staff by gender from 1994 to 2017. This reveals that the drop in the proportion of ongoing staff over the 10 years to 2012 was not split evenly between men and women. While the earlier initial drop was at a similar rate, the proportion for females levelled out from 1996 while that for men continued to decrease until they converged in 2001. They remained at a similar level for five years, with the overall drop in the proportion of ongoing staff from 2003 being similar for both genders. From 2006 there was a slightly greater drop for women than for men with women close to three percentage points lower than for men in 2008.

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

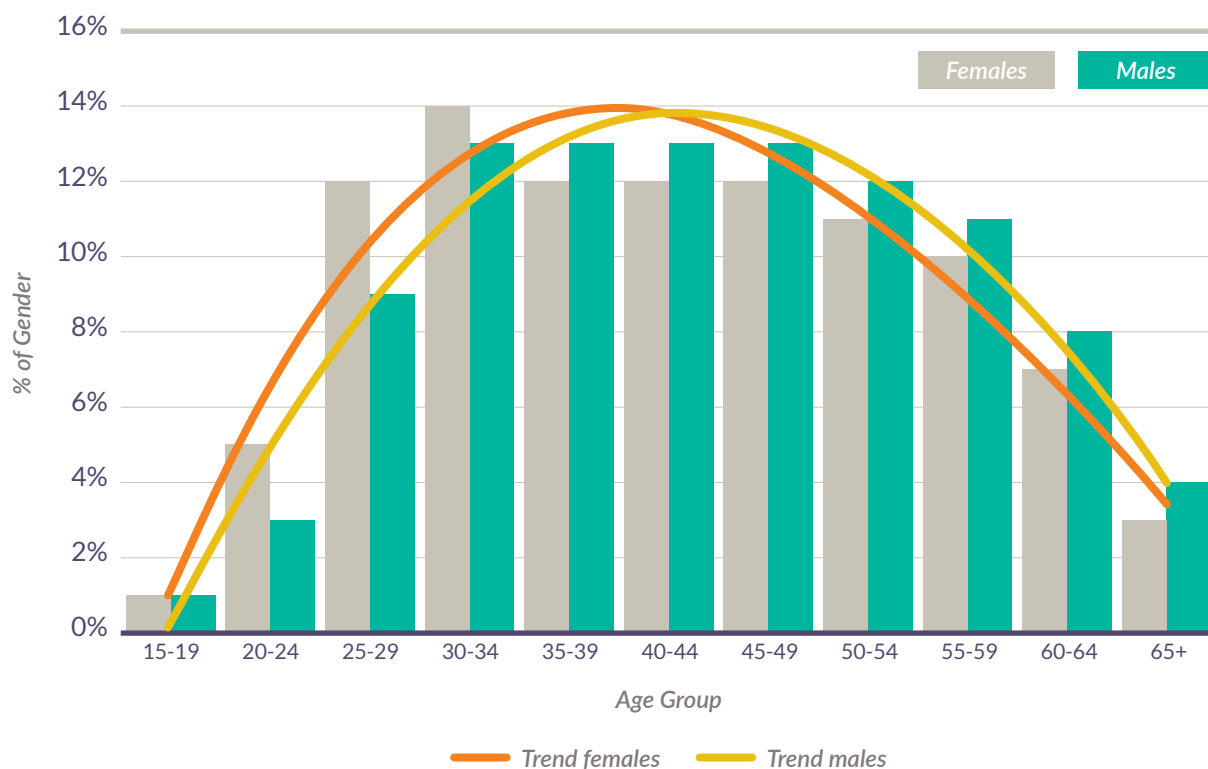
Figure 53: Proportion of Ongoing Staff by Gender NTPS 1994–2017



Age by Gender

Figure 54 illustrates the division of staffing by age and gender at June 2017. As in previous years, while women remain in the majority in the NTPS, they also remain over-represented in the lower age groups.

Figure 54: Distribution of Men and Women in the NTPS by Age Group (All Employees) 2017



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

Figures 55 and 56 compare the percentage distributions of women and men both currently and in 1994. It is clear from these illustrations that the distribution has changed. The proportion for both genders decreases at the lower age categories and increases at the higher. Of particular note is that females are staying in, or returning to, the workforce at a later age to a greater

extent than the men. This is in line with ABS labour force participation rate data, whereby in this instance between June 1994 and June 2017 the trend participation rate in the NT for women increased by 11 percentage points, whereas for men increased by only five. While the reasons for this are not clear, it is reasonable to suggest that the overall increases in participation rates may be associated with economic pressures such as the approximate doubling of median Darwin house prices (adjusted for CPI) that has occurred locally over the last 23 years.

Figure 55: Distribution of Women in the NTPS by Age Group June 1994 and June 2017

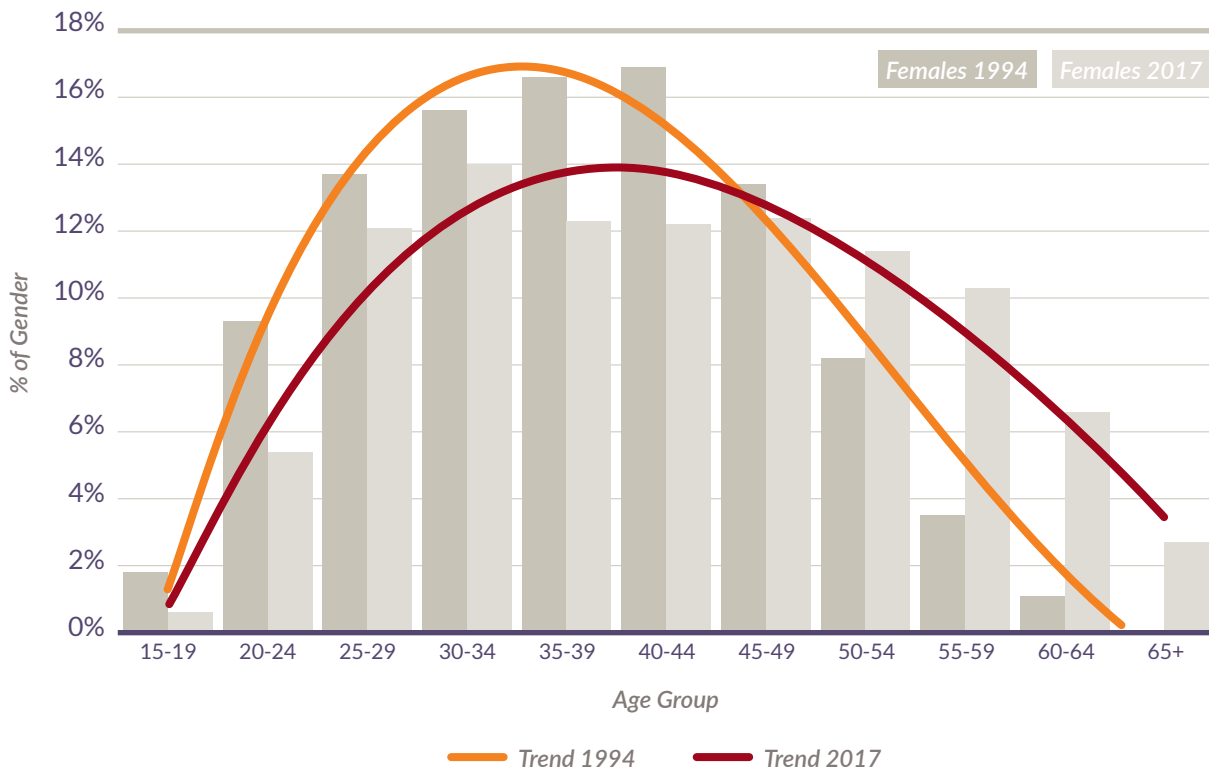
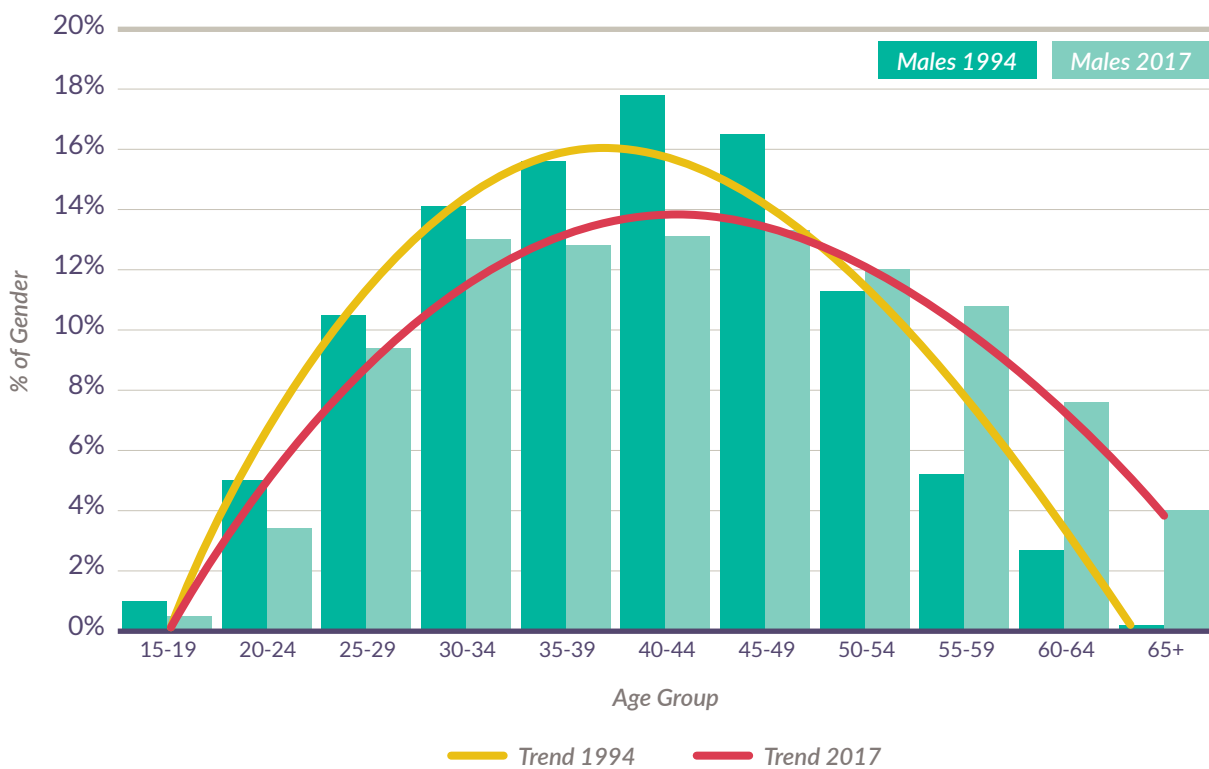


Figure 56: Distribution of Men in the NTPS by Age Group June 1994 and June 2017

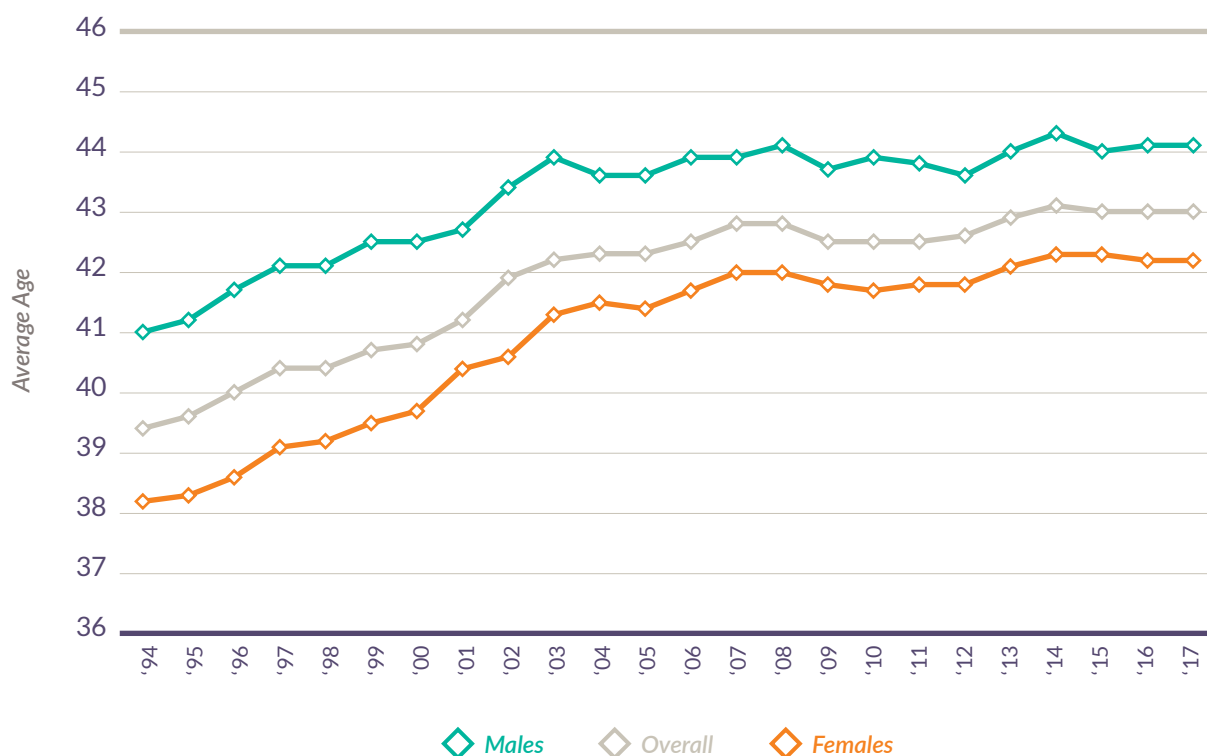


The average age of NTPS personnel from June 1994 to June 2017 is shown in Figure 57. Currently at 43.0 years, the overall average has risen by 3.6 years during this time. Most of this increase occurred up to around 2003, with the level of increase subsequently being minimal despite the relaxation and then repeal of compulsory retirement during 2002–03. 2009 was the first year in which there had been an actual drop in average age since the series began, and the overall average remained at that same level for three years. When the series initially dropped from 2008 to 2009 we observed that this was probably related to the rapid expansion of the sector over the year, with younger people being more likely to be transient and therefore more readily available for employment. Nevertheless it was thought likely that this was a ‘blip’ in the series and that the long term upward movement in average age would continue. The subsequent three years saw varying levels of increase which would appear to

indicate that overall long term upward trend had resumed. Nevertheless there was a slight drop of 0.1 in the average in the year to June 2015 and the level this year is the same as for the previous two years (although there are slight differences between women and men compared to two years ago).

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

Figure 57: Average Age by Gender NTPS Staff 1994–2017

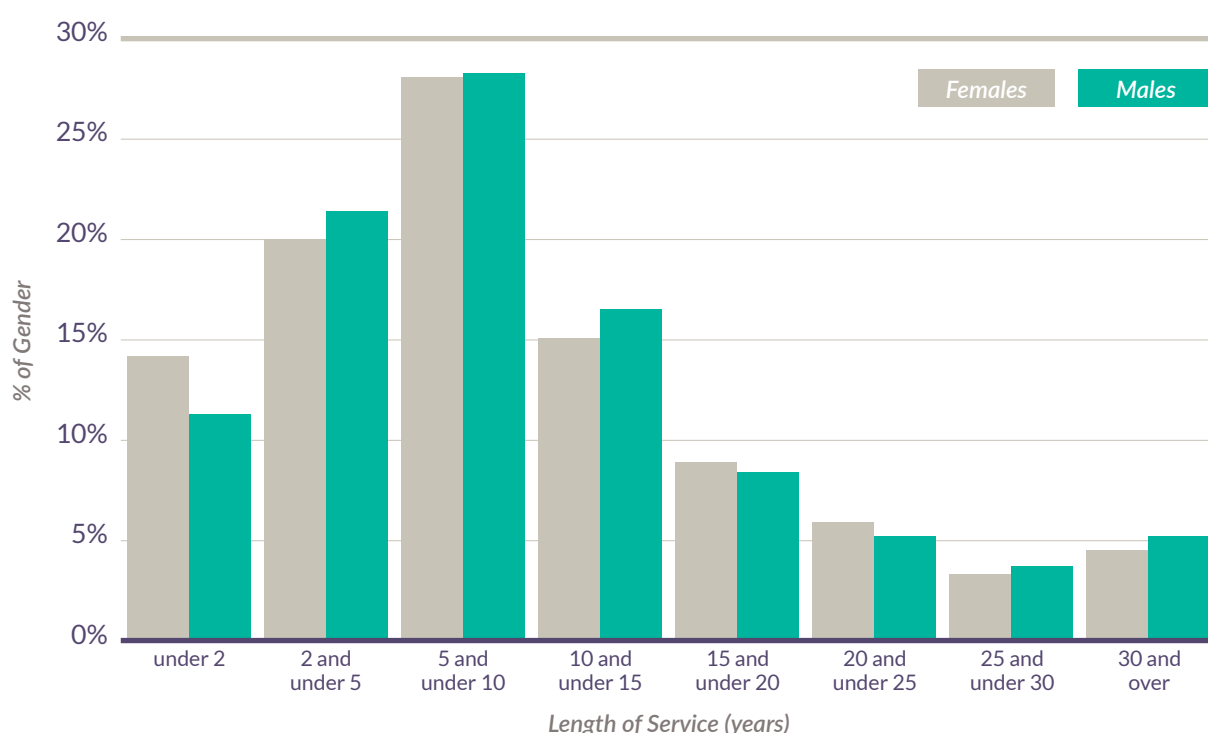


Length of Service by Gender (Ongoing Employees)

Figure 58 compares the length of service profiles of men and women for ongoing employees only. Given that women are more likely to take career breaks for child rearing, it might be expected that the length of service profile for women would be more heavily skewed towards the lower end of the chart

than that for men. Somewhat surprisingly, the distributions are rather similar, with the median lengths of service for women and men in ongoing employment both being 7.1 years in 2015, both 7.4 years in 2016 and for this year the average length of service for women was 7.6 years and for men 7.9 years.

Figure 58: Length of Service by Gender NTPS Staff – 2017 – Ongoing Employees



The overall median length of service for all employees is currently 4.9 years, up from 4.7 last year which was up from 4.5 years in 2015.

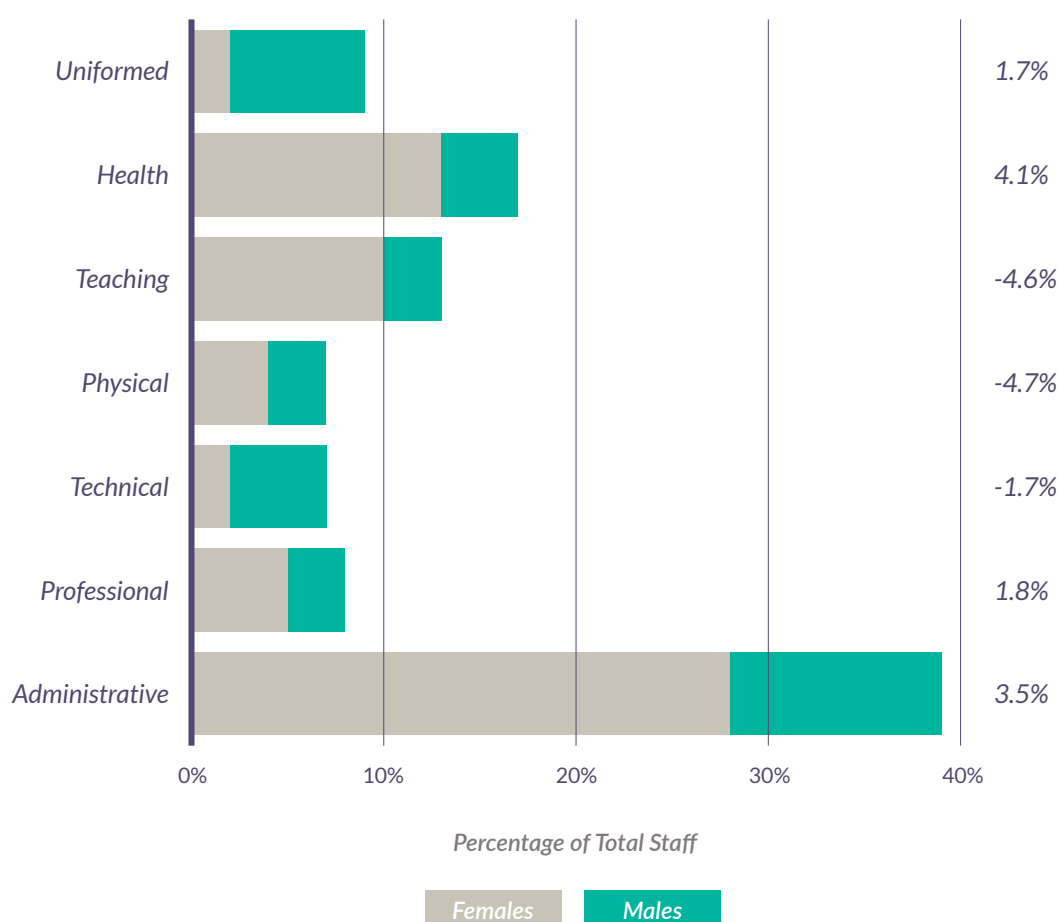
This current overall average is comprised of 4.7 years for women and 5.3 years for men.

Stream by Gender

While the gender balance within streams has varied, there has been less significant change in the balance between streams over time. The largest employment category in the NTPS remains the administrative stream, which accounts for 39.1% of the sector. Women remain overwhelmingly concentrated in administration, teaching and health. Figure 59 shows that the greatest changes since 1994 have been increases in the proportions of health, administrative, professional and uniformed staff, and a drop in the proportions of physical, teaching and

technical staff. Noted in previous year's reports was the drop in the proportion of the administrative stream from 39.3% of the sector in 2012 to 37.8% in 2013 with a slight rise to 38.0% in 2014. This was attributed to be a reflection of the emphasis the then new in 2012 government had placed on concentrating resources on front-line staff. In 2015 the proportion was back to 39.1% and last year saw a further rise to 39.4%. This year the proportion has dropped back to 39.1%.

Figure 59: Distribution of Men and Women in the NTPS by Employment Category June 2017
(Change in Total Stream Proportion Since 1994)



Salary by Gender

Over the last two decades there has been a substantial increase in the participation rate of women in the traditionally male-dominated professional, technical and uniformed streams. There has also been a concurrent marked increase in the numbers of women in middle and senior management. In June 1994 the proportion of women in executive officer classifications was 15%, whereas the current figure is 51% (up from 49% last year). More striking is that over the same period the proportion of women in the AO6 to SAO1 middle management group has increased from 37% to 68% (up from 67% last year).

This illustrates that although there remain a large number of women at the lower salary levels, there is a positive trend with an ever increasing number of women at senior

levels. Figure 60 illustrates the significant difference in the profiles of male and female earnings in 2017. Executive contract officers are not included in this graph, and are reported on separately in a later section (page 77). The most notable feature of this graph is at the lower end of the spectrum where the large predominance of women in the \$50 000 to \$60 000 bracket consists of 65% administrative staff. Conversely the predominance of men in the \$90 000 to \$100 000 bracket is due largely to the predominance of men in the senior technical and uniformed streams.

Figure 60: Distribution of Men and Women in the NTPS by Salary Level – June 2017

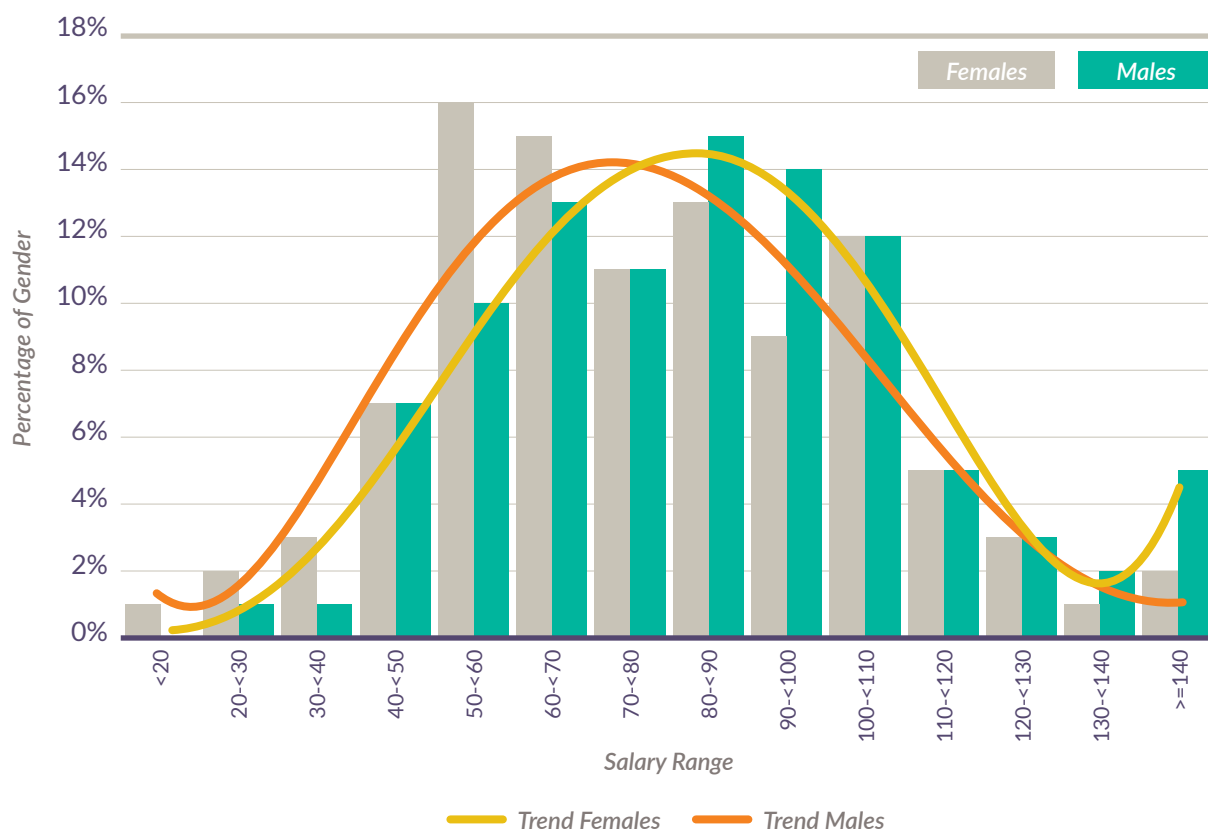
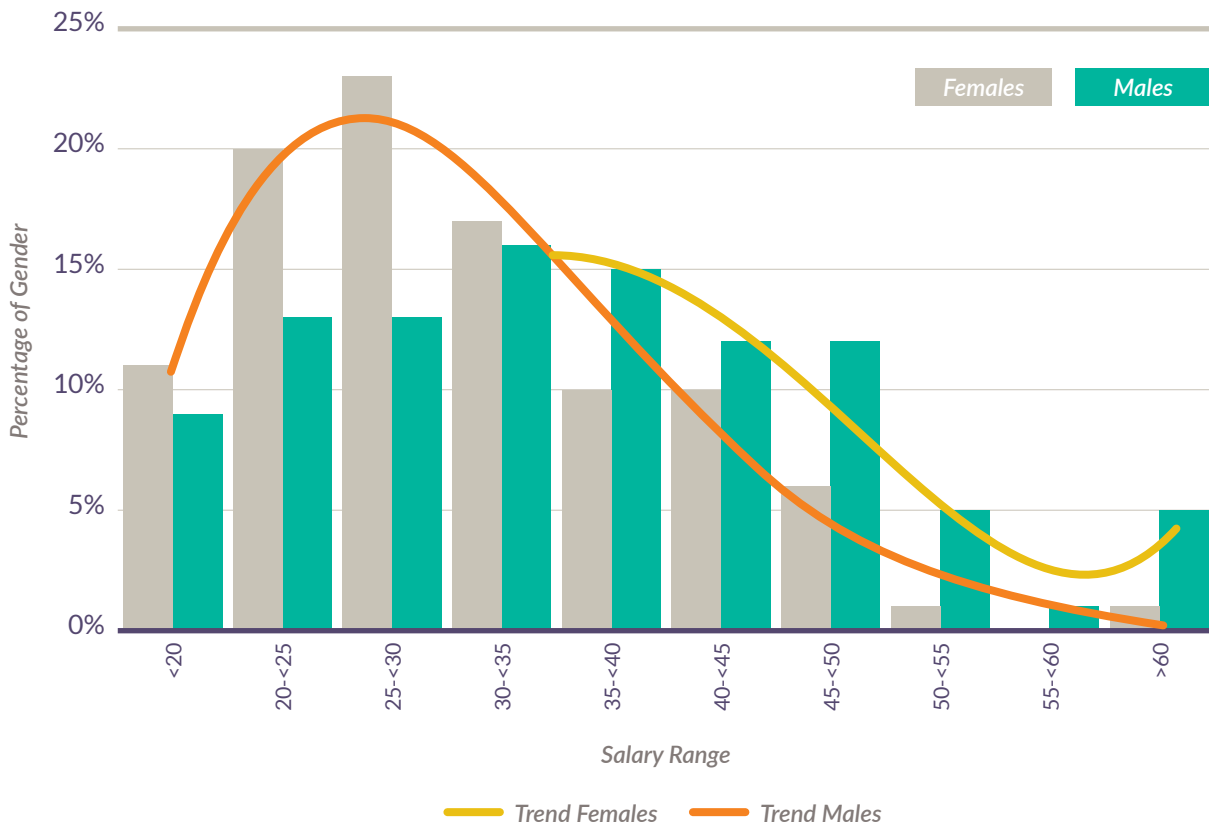


Figure 61: Distribution of Men and Women in the NTPS by Salary Level – June 1995



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

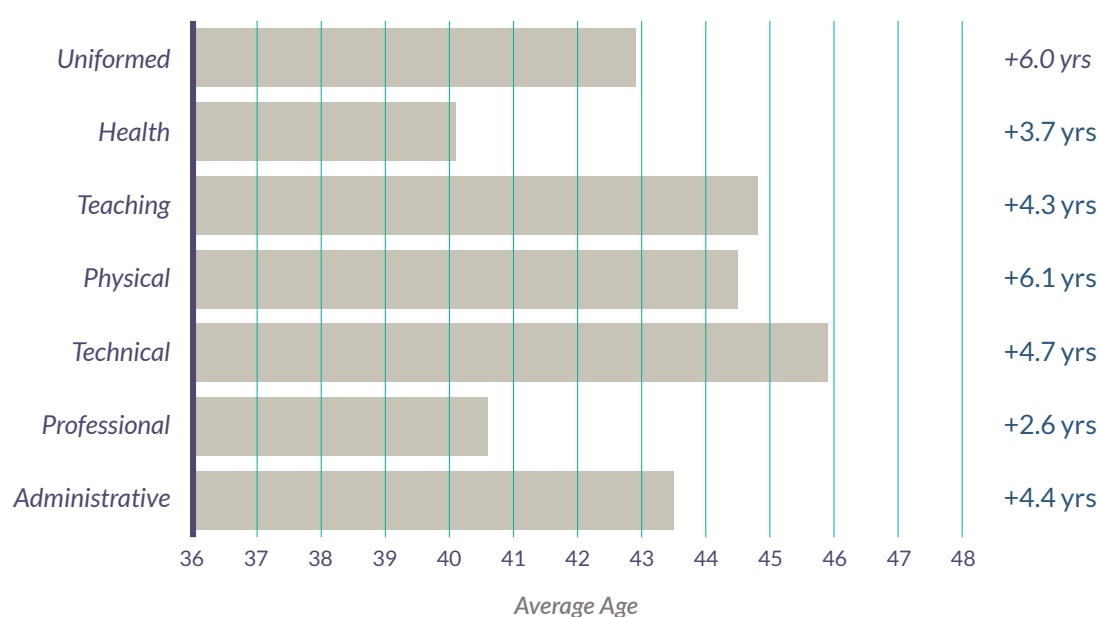
Staffing by Stream

Age by Stream

A plot of average age against stream, together with the change in age for each stream between 1994 and 2017, is shown in Figure 62. This illustrates that the health and professional streams are, on average, the youngest in the NTPS. Technical, physical and teaching staff are the oldest. While the average age of the NTPS has risen by 3.6 years since 1994, the average age increases

of the individual streams differ markedly. The lowest change is that of professional staff with an increase of 2.6 years. At the other end of the spectrum is the average age for the physical stream, which has risen by 6.1 years. With respect to the latter, it is noteworthy that as at June 2017, 10.8% of physicals were over 60 years of age; also 12.9% of technicals and 9.6% of teachers were also over 60 years of age.

Figure 62: Average Age by Classification Stream June 2017 All Employees with Change in Median Age Since 1994



Executive Contracts

Figure 63 shows the change in executive contracts numbers from June 2016 to June 2017 by classification and gender. Earlier data shows that from 2012 to 2013 the total number on contract decreased by 68 (-9%) and in the subsequent 12 months to June 2014 there was a further drop of 37 (-6%). From June 2014 to June 2015 there was a further decrease of just three and from June 2015 to June 2016 an increase of 34. This

year saw an overall increase of nine.

Two years ago the net decrease over the three years from June 2012 to June 2015 by gender was women, - 41 and men -67. Last year there was an increase of 13 women and 21 men, and this year an increase of 21 women and a decrease of 12 men. The net decrease over the five years to June 2017 by gender was women -7 and men -58.

The reason 2012 is used as a base year for this discussion is that 2012 was the year that the number of executive contracts began to be brought under particular scrutiny. The significant decrease over the first three years following the change of government in 2012 was in sharp contrast to the rapid growth in executive contracts that had been evident in previous years. This was in line with earlier observations reflecting the changed government's policy of fiscal reform and initially placing strong scrutiny on the

renewal of all fixed term contracts, which had continued to be applied to executive contracts.

Women on executive contract continue to be unevenly distributed over the different streams. The administrative stream (45%) is in line with the average (44%) but the high proportion of women in education (68%) is in contrast to the low levels among police (7%) and PWC managers (21%).

Figure 63: Change in Executive Contract Numbers by Classification and Gender 2016 – 2017

	Women			Men			Total		
	2016	2017	Diffce	2016	2017	Diffce	2016	2017	Diffce
Administration									
Executive Officer 1	101	116	15	150	146	-4	251	262	11
Executive Officer 2	72	69	-3	75	66	-9	147	135	-12
Executive Officer 3	13	13	0	31	28	-3	44	41	-3
Executive Officer 4	7	7	0	12	8	-4	19	15	-4
Executive Officer 5	7	6	-1	8	9	1	15	15	0
Executive Officer 6	1	3	2	11	8	-3	12	11	-1
Sub-total	201	214	13	287	265	-22	488	479	-9
Education									
Contract Principal 2	36	45	9	20	15	-5	56	60	4
Contract Principal 3	11	11	0	5	6	1	16	17	1
Contract Principal 4	5	4	-1	6	6	0	11	10	-1
Contract Principal 5	2	1	-1	2	2	0	4	3	-1
Sub-total	54	61	7	33	29	-4	87	90	3
Medical Specialists									
Medical Contract	0	0	0	1	0	-1	1	0	-1
Police									
Commissioner	0	0	0	1	1	0	1	1	0
Police Contract Officer	2	1	-1	11	13	2	13	14	1
Sub-total	2	1	-1	12	14	2	14	15	1
Power & Water									
Executive Manager 1	2	3	1	12	20	8	14	23	9
Executive Manager 2	3	2	-1	10	7	-3	13	9	-4
Executive Manager 3	4	5	1	8	13	5	12	18	6
Executive Manager 4	4	5	1	15	18	3	19	23	4
Sub-total	13	15	2	45	58	13	58	73	15
TOTAL	270	291	21	378	366	-12	648	657	9

Staff Separation and Recruitment

Staff separation and recruitment data since 2011–12 is set out in Figures 64 and 65. For the purpose of this section, recruitment is defined as when someone begins employment in the NTPS and payment of salary commences. Separation is defined as when someone formally leaves the NTPS, for whatever reason, and salary payments cease.

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

continued, as both have their uses in tracking turnover profiles. The data representing ongoing employees only is contained in Figure 64 and the data representing both ongoing and fixed period employees is in Figure 65.

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

Figure 64: NTPS Separation and Recruitment Rates by Employment Category: 2011–12 to 2016–17 Ongoing Staff*

	2011–2012		2012–2013		2013–2014		2014–2015		2015–2016		2016–2017	
	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	4	8	3	8	3	8	4	7	4	6	3
Professional	10	7	11	6	12	7	12	7	12	6	12	4
Technical	10	6	11	7	9	6	8	7	10	5	6	4
Physical	11	7	9	9	12	7	10	5	10	3	8	5
Teaching	6	0	8	2	11	0	10	0	7	0	7	0
Health Workers	11	7	10	5	9	5	10	7	12	10	12	8
Uniformed	7	8	6	10	7	3	6	4	5	4	5	3
Total	8	5	9	5	9	4	9	4	8	5	8	4

* For clarification regarding low recruitment rates see text

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

In singling out those actually recruited as ongoing, the annual report for 2001-02 noted as significant that these had, for every stream, 'decreased significantly over the six-year period outlined', dropping steadily from 7% in 1996-97 to 4% in 2001-02. In 2002-03 the figure jumped back to 6%, in 2003-04 to 7%, in 2004-05 back to 6% and, for the subsequent five years was 5%. While during 2010-11 it dropped to 4%, for the

subsequent two years it went back to 5%. For the last four years it has recorded 4%, 4%, 5% and 4%.

Historically the most notable component of the overall low percentage has been in the education stream where the recruitment to ongoing positions was for many years virtually non-existent. However during 2012-13 the rate rose to 2% (58 out of 726 recruitments), which was attributed to the government policy of discouraging the over use of fixed period contract positions. Nevertheless the following year it again dropped to 0% (2 out of 674 recruitments), and the last three years produced similar results (10 out of 665, 6 out of 676 and 10 out of 764 recruitments respectively). Conversely, in the uniformed stream 65% of the 111 recruitments were to an ongoing position, and all but one of the fixed period recruitments were to new recruits on fixed period contracts while undertaking training, with the remaining fixed period recruitment being to an executive contract position.

Figure 65: NTPS Separation and Recruitment Rates by Employment Category: 2011-12 to 2016-17 (Ongoing and Fixed Period)

	2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
	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	24	30	26	21	26	26	23	27	20	24	20	21
Professional	24	32	26	25	26	22	22	25	24	25	24	21
Technical	17	17	18	18	18	15	14	16	15	15	12	14
Physical	24	35	29	34	29	43	37	37	30	35	26	32
Teaching	21	27	24	24	24	23	27	23	23	24	25	27
Health Workers	34	43	34	39	34	37	33	36	35	38	33	38
Uniformed	8	10	7	14	7	6	7	7	6	6	6	5
Total	23	29	24	24	24	25	24	26	22	24	21	23

As shown in Figure 65, the separation rate for 2016–17 was 21%, one percentage point lower than last year and three percentage points lower than the preceding three years. This is the lowest figure recorded since PIPS was established. The low figure this year at least partially reflects the easing of the restrictions on staffing numbers.

Five years ago it was noted that the separation rate for health workers, at 32%, was the lowest since the first turnover rates were extracted from PIPS in 1994–95 when it was 42%. During 2011–12 it rose marginally to 34%, and remained at that level for the

subsequent three years. It then dropped to 33%, last year rose back to 35% and this year dropped back to 33%. The long term data illustrates that from the earlier low point in the mid-nineties it trended upward until it peaked at 59% in 2000–01, and has subsequently trended downward to the current level. Note that the fall in separations has not been matched by a concurrent fall in the recruitment rate which remains at 38%. As noted previously, the major component of increase in whole of government numbers this year has been the Department of Health.

Figure 66: Separation Statistics for 2016–17 (Ongoing and Fixed Period Staff)*

Reason for Separation	Admin	Teaching	Health	Profesnl.	Technical	Uniformed	Physical	Total
Cessation - Temporary	554	369	539	107	42	2	120	1733
Deceased	10	3	3	2	1	0	3	22
Dismissal	13	1	1	1	4	1	7	28
Resignation	1007	311	610	300	126	102	181	2637
Retire Invalid	2	1	0	0	0	4	0	7
Retire Min Age	1	0	3	0	1	2	1	8
Retire Other	18	5	4	6	7	13	6	59
Retrenchment	18	0	0	1	4	0	0	23
Other	76	0	2	1	0	0	0	79
Total	1699	690	1162	418	185	124	318	4596

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

The breakdown of separations by type is listed by stream in Figure 66. The proportion of resignations to total separations, which was up three percentage points to 60% five years ago, dropped back to 59% the following year, then to 55% and back up to 57% where it has remained for four consecutive years. This compares favourably with the high resignation rate of 69% in 1994–95.

The following paragraph discusses turnover in relation to the commonly referenced groups of baby boomers and generations X, Y and Z. While there is no clear agreement on the precise datelines dividing these groups, for the purpose of this discussion baby boomers are defined as having been born post World War II up until 1960, Generation X born during the 1960s and 1970s, generation Y from 1980 to 1994, and Z from 1995 on.

As has been hypothesised for many years in this report, a substantial number of those who resign early may be generations X and Y (and now, by default, Z). The descendants of the baby boomers are reputed to, on average, value permanency less than those born earlier. The median age of those leaving during 2016–17 with two years' or less service was 33 whereas for those with greater than two years' service was 45. While there has been some variation in these averages from year to year, they have been consistently different for at least the past 15 years, and so one could suggest that the hypothesis of a disparity between generations is now proven.

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

Personal Leave (Sick and Carer's Leave)

Previous editions of this report up to 2014–15 used both the average (mean) and median numbers of personal leave days taken to describe the usage of personal leave in the NTPS. They also utilised a PIPS report that counted any leave taken on a day as a whole day, no matter how many hours in that day was taken. Last year we substituted a more rigorous PIPS report that calculates partial days, and this has lowered the overall average figure by approximately one day per year, depending on the year.

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

The original reason for using the median was that in classical statistics it is the measure most appropriate for describing the central value of a skewed distribution, i.e. the figure where half the values are higher and half are lower. However when estimating costs of personal leave, which is the most common reason for measuring leave usage, it is necessary to use the mean, as this is a necessary enabling mathematical step. In any case there is little point in citing the median data for personal leave, when it is seldom used and so comparative data from other jurisdictions and industries is virtually non-existent.

The average amount of personal/sick leave taken for each employee since 1995–96 is shown in Figure 67. The data suggests that there has been some variation from year to year, but overall there has been a significant increase in the average days taken over that time. This year, at an average of 10.1 days

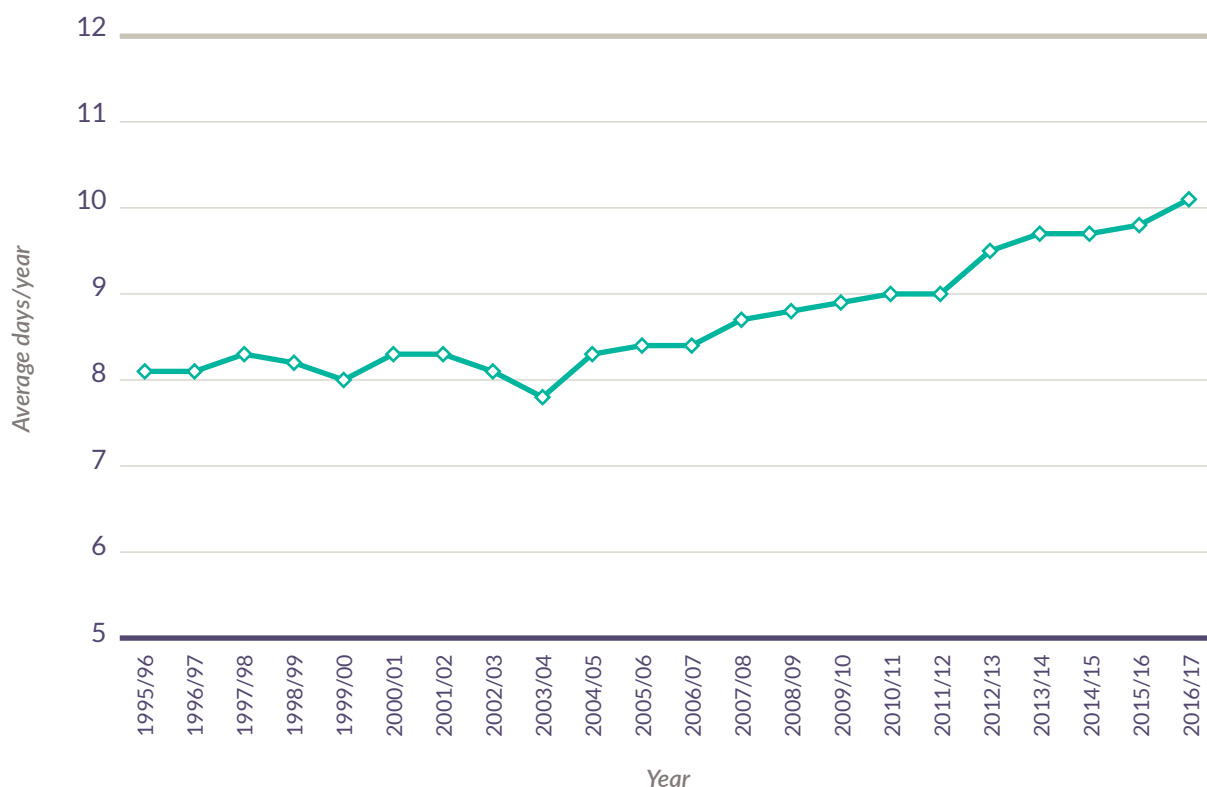
per FTE employee, is 0.3 higher than last year which, at 9.8, was 0.1 higher than the preceding three years. The shape of the graph suggests that there has been overall a steady increase over time, which over the previous two years appeared to be flattening, but is up again this year.

The overall trend should be viewed in the context of the provision of carer's leave over the period. Since 1994 employees have been permitted to take personal leave to care for immediate family or household members. This was first provided for in the NTPS as part of the 1994 EBA, which initially allowed up to five days to be taken for carer's leave, increasing to 10 days in the 1997 EBA before the maximum limits were removed in the

2010 EBA. While carer's leave was, in theory, immediately available to the whole sector, there was some evidence that knowledge and use of this leave may have been slower to be adopted in some sectors than in others.

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

Figure 67: NTPS Average (Mean) Personal Leave Days Taken per Employee 1996–2017
(data not reliable pre 1996)



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

workforce satisfaction. It is therefore of interest to look at the rates of personal leave use by employment category. Figure 68 shows the mean number of days taken by stream and by gender for 2016–17.

Figure 68: NTPS Average (Mean) Sick Days Taken per Employee by Stream by Gender 2016–17

<i>STREAM</i>	<i>Females</i>	<i>Males</i>	<i>Total</i>
Admin Staff	11.6	9.2	10.9
Health Workers	8.8	5.7	8.2
Physical Staff	11.2	9.5	10.4
Prof Staff	9.5	8.8	9.2
Teaching Staff	9.6	9.3	9.6
Technical Staff	10.3	8.7	9.1
Uniformed Staff	16.4	10.2	11.6
Total	10.7	9.0	10.1

The data shows that there is a considerable disparity between the streams. While one or two days difference may not seem significant, when considering a workforce of more than

22 000 people, single day differences in averages can translate into many millions of dollars annually.

APPENDICES

Public Sector PRINCIPLES

Human Resource Management Principle

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

- 5C (1) (a) *employment based on merit;*
- (b) *equality of employment opportunity;*
- (c) *working environments in which employees:*
- (i) *are treated fairly, reasonably, and in a non-discriminatory way; and*
 - (ii) *are remunerated at rates appropriate to their responsibilities; and*
 - (iii) *have reasonable access to training and development; and*
 - (iv) *have reasonable access to redress when adversely affected by improper or unreasonable decisions.*
- (2) *The human resource management principle incorporates the merit principle and the equality of employment opportunity principle.*

Performance and Conduct Principle

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

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

- (i) objectively, impartially, professionally and with integrity;*
- (ii) to the best of the officer's ability;*
- (iii) in accordance with the Act and any code of conduct applicable to the officer under section 16(2)(c);*
- (b) treat other public sector officers, other persons in the workplace and members of the public fairly, equitably and with proper courtesy and consideration;*
- (c) ensure effective, efficient and appropriate use of public resources;*
- (d) avoid actual or apparent conflicts of interest between personal or other interests and duties as a public sector officer;*
- (e) ensure the officer's personal conduct does not:*
 - (i) adversely affect the performance of the officer's duties as a public sector officer; or*
 - (ii) bring the Public Sector into disrepute.*

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

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

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

Employment INSTRUCTIONS

Employment Instruction	Summary of Employment Instruction and Associated PSEMA Requirements
1. Filling Vacancies	<p>Develop procedures for the employment, promotion and transfer of employees that are consistent with PSEMA, Regulations, By laws, EIs, Determinations, and relevant award or enterprise agreement.</p> <p>Ensure selection is made in accordance with the merit and equality of employment opportunity principles.</p>
2. Probation	<p>Develop procedures for a probationary process that are consistent with PSEMA, Regulations, By laws, EIs, Determinations, and relevant award or enterprise agreement.</p> <p>Ensure probationary employees are aware of the details of that process as soon as practicable after commencing duty.</p>
3. Natural Justice	<p>Sets out the rules of natural justice that must be observed in all dealings with employees under PSEMA where an employee may be adversely affected by an impending decision, other than those referred to in s50 of PSEMA – Summary Dismissal.</p>
4. Employee Performance Management and Development Systems	<p>Develop and implement an employee performance management and development procedure consistent with PSEMA, Regulations, By laws, EIs, Determinations, and relevant award or enterprise agreement.</p> <p>Ensure employees are aware of, understand the purpose and application of, and participate in the agency's employee performance management and development system.</p> <p>Ensure supervisors responsible for conducting employee performance reviews have adequate training within six months of commencing a position where they will be required to perform this function.</p>
5. Medical Examinations	<p>Ensure the prescribed requirements regarding medical examinations of employees as set out in this EI (such as engaging a health practitioner, notifying the employee in writing of the direction to attend and purpose, and information to be provided to the health practitioner) are followed.</p>

Employment Instruction	Summary of Employment Instruction and Associated PSEMA Requirements
6. Employee Performance and Inability	Ensure the prescribed requirements for undertaking an employee performance and inability process, medical examinations, suspension and transfers are followed.
7. Discipline	Ensure the prescribed requirements for undertaking a discipline process, medical examinations, suspension and transfers are followed.
8. Internal Agency Complaints and s59 Grievance Reviews	Develop an internal agency employee grievance-handling policy and procedure consistent with PSEMA, Regulations, By laws, EIs, Determinations, and relevant award or enterprise agreement.
9. Employment Records	<p>Ensure recording of required details for every employee.</p> <p>Ensure a person's employment record contains the prescribed information.</p> <p>Comply with the requirements of the <i>Information Act</i> (NT) regarding the correction, collection and handling of personal information contained in an employee's employment record.</p>
10. Equality of Employment Opportunity Programs	<p>Develop an Equality of Employment Opportunity Program consistent with PSEMA, Regulations, By laws, EIs, Determinations, <i>Anti Discrimination Act</i>, and relevant award or enterprise agreement.</p> <p>Ensure programs are integrated with corporate, strategic and other agency planning processes and be directed towards:</p> <ul style="list-style-type: none"> > ensuring all people have equal opportunity to compete for employment, promotion and transfer, and to pursue careers within the public sector > eliminating unlawful discrimination from human resource management in the public sector.
11. Occupational Health and Safety Standards Programs	<p>Develop an occupational health and safety program which includes a management plan that encourages employees and their representatives to participate in the decision making process in relation to occupational health and safety, and other requirements as set out in the EI.</p> <p>Ensure the application of appropriate occupational health and safety standards and programs in the agency.</p>

Employment Instruction	Summary of Employment Instruction and Associated PSEMA Requirements
12. Code of Conduct	<p>The Code of Conduct applies to all public sector officers (employees, CEOs and the CPE).</p> <p>CEOs may issue agency specific codes of conduct consistent with PSEMA, Regulations, By laws, and EIs.</p> <p>CEOs may issue guidelines regarding acceptance of gifts and benefits by employees.</p>
13. Appropriate Workplace Behaviour	<p>Develop and implement a policy and procedure to foster appropriate workplace behaviour and a culture of respect, and to deal effectively with inappropriate workplace behaviour and bullying as defined by this EI.</p>
14. Redeployment and Redundancy Procedures	<p>Assist NTPS employees and agencies in understanding their rights and obligations in redeployment and redundancy situations, and to ensure that these situations are handled as sensitively, efficiently, and effectively as possible.</p>
15. Special Measures	<p>Sets out the requirements and conditions for approval by the CPE of agency special measures programs, plans, or arrangements.</p>

Survey to AGENCIES

Welcome to the 2016–17 Northern Territory Public Service Agency Reporting Survey. Thank you for participating in our survey. Your feedback is important. Information you provide will inform the 2016–17 NTPS State of the Service Report and be tabled to Parliament in October 2017.

Please acknowledge this important information before completing the survey.

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

Instructions:

Please note the following instructions for completing this survey.

1. Respondents can change answers on any survey page up until the survey is submitted using the 'Done - Submit' button.
2. Respondents can go back to previous pages in the survey until they click the Done - Submit button or exit the survey.
3. Before clicking the 'Done - Submit' button, contact the OCPE (via enquiries.ocpe@nt.gov.au) and request a copy of your completed survey to be emailed to you. This survey should be checked to ensure it correctly reflects your agency's responses. Once satisfied that it does, and your CEO has signed his/her "Chief Executive 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.
4. After the survey is complete and the 'Done - Submit' button has been clicked, the respondent will not be able to access the survey again.
5. Any queries regarding the survey, please email to enquiries.ocpe@nt.gov.au. All queries will be included in the weekly FAQ, so that all agencies receive consistent information.
6. One respondent will have access to this survey per agency only.
7. All survey questions are mandatory.

Summary Statement

1. My name is
2. I have read and acknowledge these instructions.
3. What is your CEO's first name?
4. What is your CEO's last name?
5. What is his/her title?
6. What NTPS Agency will you be completing this survey for?

Attracting Talent

7. In accordance with Employment Instruction 10 (3.1.b), how has your agency implemented the equal employment opportunity principles? Select all that apply
 - ☐ Information provided through induction
 - ☐ Implemented special measures policy
 - ☐ Recruit through the Indigenous Employment Program
 - ☐ Designated positions
 - ☐ Disability support plans
 - ☐ Affirmative Action policy for women
 - ☐ Agency EEO strategy
 - ☐ Adhoc HR advice to managers
8. How many Diversity contact officers does your agency have?
 - ☐ 1-3
 - ☐ 4-7
 - ☐ 8-10
 - ☐ None

9. How many disability and mental health awareness training sessions were conducted during the 2016/17 financial year?
 - ☐ 1-3
 - ☐ 4-7
 - ☐ 8-10
 - ☐ 10+
 - ☐ None
10. How many unconscious bias training sessions were conducted during the 2016/17 financial year?
 - ☐ 1-3
 - ☐ 4-7
 - ☐ 8-10
 - ☐ None
11. In accordance with Employment Instruction 10 (3.1.g) how many people with a disability did your agency recruit during the 2016/17 financial year?
 - ☐ 1-3
 - ☐ 4-7
 - ☐ 8-10
 - ☐ None
12. Which external provider did your agency engage to assist with the recruitment of people with a disability?
 - ☐ Mission Australia
 - ☐ Max Employment
 - ☐ Advanced Personnel Management
 - ☐ Darwin Skills Development Scheme
 - ☐ WISE Employment
 - ☐ None, we recruited directly
 - ☐ We did not employ any staff with a disability
 - ☐ These records are not held centrally
 - ☐ We do not keep these records
13. Did any employees with a disability require a workplace adjustment to enable them to work comfortably?
 - ☐ Workstation (ie standing desk)
 - ☐ IT hardware
 - ☐ IT software
 - ☐ Physical access
 - ☐ Ergonomic furniture/aids (arm rests)
 - ☐ No adjustment required
14. In accordance with Employment Instruction 10 (3.1.d), how does your agency implement the Indigenous Employment and Career Development (IECD) strategy?
 - ☐ Recruit through the Indigenous Employment Program
 - ☐ Implemented special measures policy
 - ☐ Celebrate events of significance ie NAIDOC
 - ☐ Offer mentoring and coaching to Indigenous employees
 - ☐ Offer Cultural Awareness Training
 - ☐ Offer Cultural Competence Training
 - ☐ Designated positions
 - ☐ Agency specific IECD strategy or action plan for recruitment and development
 - ☐ We have not implemented any part of the IECD strategy
15. 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:
 - ☐ Basic cross cultural awareness
 - ☐ In depth cross cultural training
 - ☐ Training for managers of cross cultural teams
 - ☐ Cross cultural training for senior managers
 - ☐ Reverse cross cultural training
 - ☐ We have not implemented CCT
16. 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
17. In accordance with Employment Instruction 10 (3.1.g), how many employees in your agency participated in cross cultural training in 2016/17 financial year?

18. How does your agency implement inclusive workforce practices?
- ☐ 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 policy
 - ☐ Celebrate Harmony Day
 - ☐ We do not have inclusive workforce practices
19. Which activities did your agency undertake to improve attraction of staff in 2016/17 financial year?
- ☐ 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
20. In accordance with Employment Instruction 10 (3.1.d), which activities did your agency undertake to specifically attract Indigenous employees?
- ☐ Participate in career expos
 - ☐ School visits (eg. Clontarf/Stars)
 - ☐ Promote through Charles Darwin University
 - ☐ Promote through Batchelor Institute of Indigenous Tertiary Education
 - ☐ Promote through other Tertiary Institutes
 - ☐ Promote through Job Services Australia providers
 - ☐ Employed Indigenous students on work experience
 - ☐ Employed Indigenous students on vacation employment
 - ☐ Employed Indigenous students on cadetships
 - ☐ Promote through Community Development Program Provider
 - ☐ Promote through Indigenous Organisations
 - ☐ Promote through Non- Government Organisations
 - ☐ Indigenous media (radio/newspapers/television)
 - ☐ None of the above
21. In accordance with Section 48 of the General Enterprise Agreement, how many of the flexible work practices and/or other initiatives that support work life balance, are in place in your agency?
- ☐ Use Flexible working hours (Flextime) policy
 - ☐ Home-based work / telework
 - ☐ Job sharing
 - ☐ Part-time work
 - ☐ Career breaks
 - ☐ Part-year employment
 - ☐ Short term absences for family & community responsibilities
 - ☐ Utilisation of recreation leave at half pay
 - ☐ Purchase of additional leave

- ☐ NTPS Extended Leave Scheme
22. How are these practices recorded and monitored?
- ☐ 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
23. Please advise the number of requests for flexible work practices that were received in 2016/17 financial year for employees under 55 years of age.
- ☐ Use Flexible working hours (Flextime) policy
 - ☐ Home-based work / telework
 - ☐ Job sharing
 - ☐ Part-time work
 - ☐ Career breaks
 - ☐ Part-year employment
 - ☐ Short term absences for family & community responsibilities
 - ☐ Utilisation of recreation leave at half pay
 - ☐ Purchase of additional leave
 - ☐ NTPS Extended Leave Scheme
 - ☐ These records are not held centrally
 - ☐ We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)
24. In accordance with Section 48.4 (a)(ii) of the General Enterprise Agreement, please advise the number of requests for flexible work practices that were received in 2016/17 financial year for employees who are 55 years of age and over.
- ☐ Use Flexible working hours (Flextime) policy
 - ☐ Home-based work / telework
 - ☐ Job sharing
 - ☐ Part-time work
- ☐ Career breaks
 - ☐ Part-year employment
 - ☐ Short term absences for family & community responsibilities
 - ☐ Utilisation of recreation leave at half pay
 - ☐ Purchase of additional leave
 - ☐ NTPS Extended Leave Scheme
 - ☐ These records are not held centrally
 - ☐ We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)
25. Please advise the number of approved flexible work practices for 2016/17 financial year for employees under 55 years of age.
- ☐ Use Flexible working hours (Flextime) policy
 - ☐ Home-based work / telework
 - ☐ Job sharing
 - ☐ Part-time work
 - ☐ Career breaks
 - ☐ Part-year employment
 - ☐ Short term absences for family & community responsibilities
 - ☐ Utilisation of recreation leave at half pay
 - ☐ Purchase of additional leave
 - ☐ NTPS Extended Leave Scheme
 - ☐ These records are not held centrally
 - ☐ We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)
26. Please advise the number of approved flexible work practices for 2016/17 financial year for employees who are 55 years of age and over.
- ☐ Use Flexible working hours (Flextime) policy
 - ☐ Home-based work / telework
 - ☐ Job sharing
 - ☐ Part-time work
 - ☐ Career breaks
 - ☐ Part-year employment

- ☐ Short term absences for family & community responsibilities
- ☐ Utilisation of recreation leave at half pay
- ☐ Purchase of additional leave
- ☐ NTPS Extended Leave Scheme
- ☐ These records are not held centrally
- ☐ We do not keep these records ('Employment Instruction 9 - Employment Records' requires agencies to keep these records)

27. In accordance with Section 48.4(d) of the General Enterprise Agreement, what were the reasons that flexible work arrangements were not approved?

- ☐ The requested arrangements are too costly
- ☐ Other employees' working arrangements could not be changed to accommodate the request
- ☐ It is impractical to change the 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
- ☐ 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)

Recruiting People in the NTPS

28. In accordance with Employment Instruction 1, how are employees in your agency made aware of procedures for filling vacancies (recruitment procedures)?

- ☐ Attend merit selection training
- ☐ Agency induction
- ☐ Agency information sessions
- ☐ Agency website
- ☐ Agency newsletters/bulletins including email advice
- ☐ Adhoc HR advice

29. In accordance with PSEMA 5C(1c)(ii), our agency reviews the Job Descriptions:

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

30. Job design and job evaluation occur as part of:

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

31. In accordance with PSEMA 5C (1c)(ii), does your agency structure in PIPS accurately reflect the following:

- ☐ PIPS position structure and JES align
- ☐ Position numbers reflect nominal and actual incumbents
- ☐ The structure is not accurately reflected

Working in the NTPS

32. 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?

- ☐ Information provided through Agency induction
- ☐ Information provided through performance management discussions
- ☐ Training is offered in inappropriate behaviours
- ☐ We have an Internal complaints resolution procedure
- ☐ Information is provided on the Agency website
- ☐ Information provided on request by HR

33. In accordance with Employment Instruction 13 (3.2.f), how are employees made aware of the agency's complaint handling policy and procedure? Select all that apply

- ☐ Information provided through performance management discussions

- ☐ Information is provided on the Agency website
 - ☐ Information provided on request by HR
 - ☐ Discussed at team meetings
 - ☐ We do not have a complaints handling procedure
34. How many complaints were received in the following areas?
- ☐ Inappropriate behaviour
 - ☐ Negligence when performing duties
 - ☐ Harassing another employee
 - ☐ Absent without leave
 - ☐ Inappropriate use of social media
 - ☐ Misuse of official facilities and resources
 - ☐ Breach of privacy
 - ☐ Breach of policy
 - ☐ Failure to remedy previous unsatisfactory behaviour
 - ☐ Failure to disclose an offence against the law
 - ☐ Submitting fraudulent medical certificates
35. In accordance with Employment Instruction 3 (2.1), how are employees in your agency provided with information on the principles of natural justice?
- ☐ 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 by HR
36. In accordance with PSEMA 5C (1c)(iv), is your agency able to demonstrate that natural justice is adhered to as part of the following policies and procedures:
- ☐ Recruitment and selection
 - ☐ Discipline
 - ☐ Performance management
 - ☐ Code of conduct
- ☐ Complaints
 - ☐ Grievances
37. Which workplace health and wellbeing initiatives did your agency have in place over the 2016/17 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
38. How does your agency promote the Employee Assistance Programs?
- ☐ Agency induction
 - ☐ Performance management discussions
 - ☐ Staff meetings
 - ☐ Notices in the tea room
 - ☐ Agency website
 - ☐ Agency newsletters/bulletins including email
 - ☐ Information provided on request by HR
 - ☐ We do not promote Employee Assistance Programs
39. In accordance with PSEMA 5C(1c)(i), how are employees in your agency provided with information about Government priorities relevant to their workplace?
- ☐ 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

40. In accordance with PSEMA 5C(1c)(i), how does your agency encourage staff contribution to workplace changes which affect them?
- ☐ Through the corporate and business/ budget planning process
 - ☐ By managers/supervisors/team meeting
 - ☐ As part of the performance management process
 - ☐ Via feedback through the agency intranet
 - ☐ Change management committee
 - ☐ Quarterly meetings with all Directors
41. In accordance with PSEMA 5C(1c)(i), how are employees informed about workplace changes that affect them?
- ☐ Communication from the Head of Agency
 - ☐ Senior management & Branch meetings
 - ☐ Team meetings & informal meeting
 - ☐ Implementation of Communications plan/change management strategy
 - ☐ Regular newsletters, print and electronic
 - ☐ Intranet
 - ☐ Email
42. In accordance with PSEMA 5F(1c), how does your agency promote appropriate use of public resources?
- ☐ Agency induction
 - ☐ Performance management discussions
 - ☐ Staff meetings
 - ☐ Notices in the tea room
 - ☐ Agency website
 - ☐ Agency newsletters/bulletins including email
 - ☐ Information provided on request by HR
43. In accordance with PSEMA 5F(1d), how does your agency inform staff about their responsibility regarding conflicts of interest?
- ☐ 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 by HR
44. In accordance with PSEMA 5F(1d), is your agency able to demonstrate that appropriate policies and procedures are in place to safe guard against potential conflicts of interest?
- ☐ Yes
 - ☐ No
45. In accordance with Employment Instruction 13 (3.1), how does your agency foster appropriate workplace behaviours?
- ☐ 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 by HR
46. In accordance with Employment Instruction 13 (3.2.d), how does your agency develop interpersonal skills of persons selected to supervisory/management positions?
- ☐ 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
47. 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?

- ☐ 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 by HR
48. As per Employment Instruction 12 (3.1) does your agency have an agency specific Code of Conduct or Guidelines?
- ☐ Yes
 - ☐ No
49. 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
- ## Managing our People
50. 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
51. How does your agency verify that all supervisors and/or managers are providing formal performance feedback to staff at least annually?
- ☐ 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
52. What is the percentage of staff that have performance plans (or agreements) in place during the 2016/17 financial year?
53. In accordance with Employment Instruction 4 (4.1.b), how does your agency prepare first time managers and/or supervisors for undertaking the performance management component of their role?
- ☐ First time managers undertake training in performance management
 - ☐ Coaching and mentoring
 - ☐ We do not prepare managers for undertaking performance management in their role
54. How do you measure effectiveness of your performance management system?
- ☐ 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
55. In accordance with PSEMA Section 44, how many employees are participating in a performance improvement plan?
56. In accordance with PSEMA Section 44, how many employees were formally subject to inability action in 2016/17 financial year?
57. In accordance with PSEMA Section 46, what remedial actions were undertaken as a result of the inability in 2016/17 financial year?
- ☐ No further action
 - ☐ Ordered to attend training or counselling
 - ☐ Salary reduction
 - ☐ Transferred to other duties
 - ☐ Termination of employment
58. In accordance with PSEMA Section 49, how many disciplinary procedures were invoked in the 2016/17 financial year?

59. In accordance with PSEMA Section 49, what types of breaches occurred in the 2016/17 financial year?

- ☐ Inappropriate behaviour
- ☐ Negligence when performing duties
- ☐ Harassing another employee
- ☐ Absent without leave
- ☐ Inappropriate use of social media
- ☐ Misuse of official facilities and resources
- ☐ Breach of privacy
- ☐ Breach of policy
- ☐ Failure to remedy previous unsatisfactory behaviour
- ☐ Failure to disclose an offence against the law
- ☐ Submitting fraudulent medical certificates
- ☐ Other (please specify)

60. In accordance with PSEMA Section 49C, what disciplinary action was taken in response to breaches in 2016/17 financial year?

- ☐ 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

61. 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.

- ☐ Inappropriate behaviour
- ☐ Negligence when performing duties
- ☐ Harassing another employee
- ☐ Absent without leave
- ☐ Inappropriate use of social media
- ☐ Misuse of official facilities and resources

- ☐ Breach of privacy
- ☐ Breach of policy
- ☐ Failure to remedy previous unsatisfactory behaviour
- ☐ Failure to disclose an offence against the law
- ☐ Submitting fraudulent medical certificates

Developing our People

62. In accordance with PSEMA 5C (1c)(iii), how does your agency provide training and development opportunities, including training available through OCPE?

- ☐ 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 appropriate course
- ☐ Training is offered and delivered as per industry requirements (ie accreditations etc)
- ☐ Referral to OCPE leadership programs
- ☐ Referral to external training provider as required
- ☐ Self-referral via agency LMS
- ☐ Self-referral via supervisor/manager

63. In accordance with PSEMA 5C (1c)(iii), how many employees participated in a secondment (external to the NTPS) during the 2016–17 financial year?

64. In accordance with PSEMA 5C(1c)(iii), how many accredited training and development sessions and programs did your agency enable staff to attend in any of the following areas during the 2016–17 financial year?

- ☐ Procurement and Contracting
- ☐ Project Management
- ☐ Community Services
- ☐ Training and Assessment
- ☐ Leadership and Management
- ☐ Financial Services
- ☐ Information and Communication Technology

- ☐ Work Health Safety
 - ☐ Other accredited training was offered by the agency
 - ☐ Staff were referred to other accredited training (eg OCPE)
 - ☐ External accredited training was approved by the agency (eg. through approved study leave)
65. In accordance with PSEMA 5C(1c)(iii), how many non-accredited training and development sessions and programs did your agency enable staff to attend in any of the following areas during the 2016–17 financial year?
- ☐ Procurement
 - ☐ Finance
 - ☐ Project Management
 - ☐ HR/IR
 - ☐ Policy
 - ☐ Governance
 - ☐ Information and Communication Technology
 - ☐ Business Acumen
 - ☐ Social Awareness & Community Engagement
 - ☐ Cross Cultural Training
 - ☐ Work Health Safety
 - ☐ Leadership
 - ☐ Performance Management
 - ☐ Mentoring and/or Coaching
 - ☐ Other non-accredited training was offered by the agency
 - ☐ Staff were referred to other non-accredited training (eg OCPE)
 - ☐ External nonaccredited training was approved by the agency (eg. through approved study leave)
66. How is your agency induction program delivered?
- ☐ Face to face
 - ☐ Online
 - ☐ Mixed mode
 - ☐ We do not have an induction program
67. 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
68. Is your agency induction program mandatory?
- ☐ Yes
 - ☐ No
69. What topics are included in you induction training?
- ☐ 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
 - ☐ We do not have an induction program
70. Did you agency participate in any of the following Early Careers Programs:
- ☐ NTPS Traineeship Program (including school based)
 - ☐ NTPS Graduate Program
 - ☐ Cadetships
 - ☐ Agency managed Apprenticeship or Traineeship programs
 - ☐ Indigenous Employment Program
 - ☐ We did not participate in any of the above

71. In accordance with PSEMA 5D(2), how is the Capability and Leadership Framework (CLF) utilised in your agency?

- ☐ Job design
- ☐ Review of job descriptions
- ☐ Performance discussions
- ☐ Training plans
- ☐ Encourage employee self assessment
- ☐ Succession planning
- ☐ The CLF is not used in our agency

Planning our Future Workforce

72. In accordance with PSEMA 5B(a), (d) and (e), does your agency have an agency-specific documented workforce plan or similar in 2016/17 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

73. Please indicate the top three critical capacity (headcount) gaps:

- ☐ Uniformed
- ☐ Health
- ☐ Teaching
- ☐ Physical
- ☐ Technical
- ☐ Professional
- ☐ Administrative
- ☐ We do not have capacity gaps

74. How is your agency addressing these capacity gaps?

- ☐ 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

75. Please indicate your agency's key capability (skill set, including soft skills) gaps:

- ☐ Procurement
- ☐ Finance
- ☐ Project Management
- ☐ HR/IR
- ☐ Policy
- ☐ Governance
- ☐ Information and Communication Technology
- ☐ Business Acumen
- ☐ Social Awareness & Community Engagement
- ☐ Cross Cultural Training
- ☐ Work Health Safety
- ☐ Leadership
- ☐ Performance Management
- ☐ Mentoring and/or Coaching
- ☐ Profession specific (eg. Nurse, Lawyer)
- ☐ Technical specific (eg Draftperson)
- ☐ Physical specific (eg. Foreperson Mechanic)
- ☐ We do not have capability gaps

76. How is your agency addressing these gaps?

- ☐ 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

77. In accordance with PSEMA 5B (a), (d), and (e), which of the following does your agency undertake as an approach to succession planning?

- ☐ Mentoring/coaching
- ☐ Job sharing

- ☐ Acting opportunities/backfilling
- ☐ Job shadowing
- ☐ Graduate Program
- ☐ Referral to formal training
- ☐ We do not succession plan

78. In accordance with PSEMA 5B (a), (d) and (e), please indicate the greatest workforce risks facing your agency in the next five years - please number in priority order (1 highest) to 8 (lowest).

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

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

- ☐ BOXI HR Workforce Metrics
- ☐ PIPS reports
- ☐ People Matter Reports
- ☐ We do not access reports

Thank you

80. Thank you for responding to the survey. The information you have provided is important and will inform the NTPS 2016–17 State of the Service Report and be tabled in Parliament in October 2017. If there is any feedback you would like to provide to OCPE, you are welcome to provide comments here.

81. Has your CEO approved the answers in this survey and signed the “Chief Executive Declaration”?

- ☐ Yes
- ☐ No

Responses not yet approved

82. You indicated that your CEO has not approved the answers in this survey and/or not signed the “Chief Executive 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 “Chief Executive 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

83. You indicated that your CEO has approved the answers in this survey and signed the “Chief Executive Declaration”. Please now select the “Done – Submit” button.

Feedback FORM

We welcome your feedback on the State of the Service Report 2016–17. Your comments and suggestions will be used in the development of future reports.

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

Overall impression

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

How do you think the report could be improved?

Presentation and design

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Easy to read and understand

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Content/information

☐ Excellent ☐ Good ☐ Satisfactory ☐ Poor

Does the report contain the information you required?

☐ Yes ☐ No

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

Which areas of the report were most useful?

Please indicate where you are from:

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

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

Email: enquiries.ocpe@nt.gov.au

Post: GPO Box 4371
DARWIN NT 0801

Facsimile: (08) 8999 4186

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