



OVERVIEW

Employees are the lifeblood of each agency. Their commitment and satisfaction is integral in achieving their department's operational outcomes in order to effectively deliver services and programs to the Territory community.

The department's Human Resource (HR) Services Unit is dedicated to delivering best practice in HR management for each and every employee. The Unit works alongside senior managers to support and encourage a positive workplace culture through the delivery of a consistent advisory service and through the development of programs, policies and frameworks to comply with legislative requirements for employment.

HR Services supports the department in building its employee capacity and capability by facilitating a number of learning and development programs. This includes an active early careers program aimed at 'growing our own', to meet emerging business needs through the provision of entry level programs such as apprenticeships, graduates and traineeships.

The HR Services Unit also has a responsibility to provide a people management framework to support the department's operations, ensuring it has the right number of employees with the appropriate skill sets and a workplace culture to position it to meet its service delivery obligations now and in the future. During 2013-14, the department began utilising the Workforce Planning Framework tool which was developed by the Office of the Commissioner for Public Employment (OCPE), 'Making Workforce Planning Work in the NT Public Sector'.

SECTION 2: OUR PEOPLE

EMPLOYEES BY CLASSIFICATION STREAM

Classification	Staff at 30 June 2013	Staff at 30 June 2014
Executive	9	10
Senior Administrative	14	17
Administrative	78	73
Grad/Trainee/Apprentice	1	3
Professional	82	91
Technical	86	85
Total	271	279

Source: Personnel Information Payroll System

KEY POINTS

- 279 people were employed by the department and throughout the Territory including in the major centres of Alice Springs, Tenant Creek, Katherine and Darwin; and at remote locations including Batchelor and Maningrida
- More than 63 percent of staff were employed in the technical and professional streams, 32 percent in the Administrative stream and the remaining 4.7 percent in the Executive and Trainee streams
- Two employees were employed on a casual basis while 45 were fixed period (temporary) and 232 were ongoing (permanent)
- Key initiatives implemented included the introduction of an online performance management system, the procurement of a learning management system to be rolled out throughout 2014-15 and a revised contemporary bullying policy and procedure to support legislative changes
- Expenditure on learning and development totalled \$360,602 and averaged \$1,292 per employee
- Two face-to-face induction programs were conducted for new employees throughout 2013-14 in Darwin, Katherine and Alice Springs
- Agency corporate training initiatives attracted 532 staff to sessions held in Darwin, Palmerston, Katherine and Alice Springs
- A cross cultural training program began, with over 71 percent of the agency's employees receiving training in cross cultural awareness or in-depth cultural training. The program will continue to be rolled out to remaining staff throughout 2014-15
- 43 employees and their family members accessed the agency's Employee Assistance Program.

RECRUITMENT AND RETENTION

RECRUITMENT

During 2013-14, 48 employees were recruited to the department. The table below provides details of recruitment undertaken during the year.

Employment Status	Commencements 2012-13	Commencements 2013-14
Ongoing (Permanent)	37	28
Fixed Period (Temporary)	47	20
Fixed Period (Casual)	1	
Total	85	48

Source: Personnel Information Payroll System

Note: Includes new employees starting with the Northern Territory Public Sector (NTPS) and employees transferring into the Department from other NTPS agencies

RETENTION

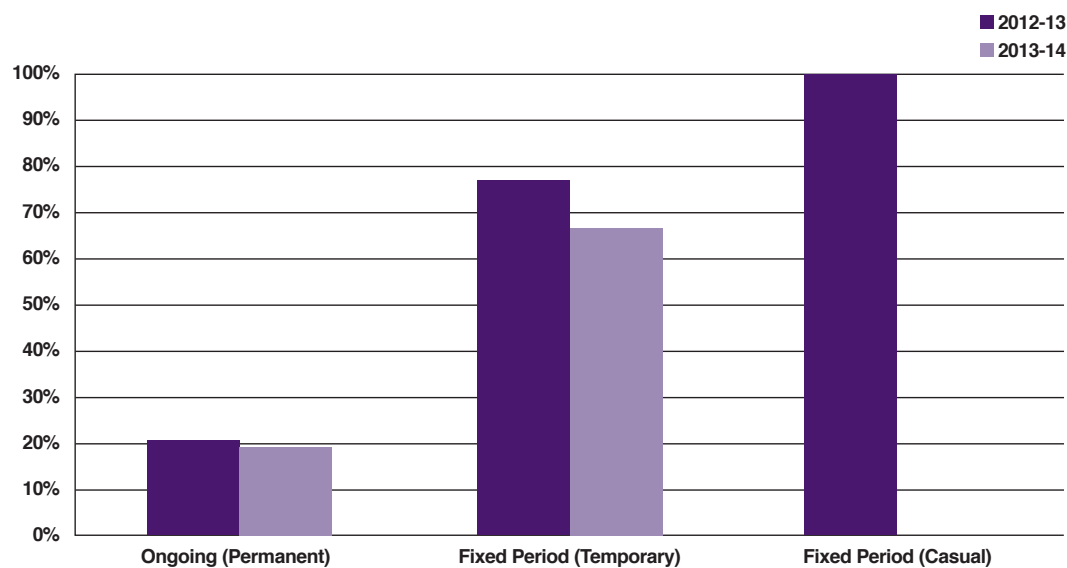
The employee separation rate for 2013-14 decreased by 2.3 percent from 2012-13. The table below provides details of the employee separations.

Employment Status	Separations 2012-13	Separations 2013-14
Ongoing (Permanent)	48	45
Fixed Period (Temporary)	30	30
Fixed Period (Casual)	1	
Total	79	75

Source: Personnel Information Payroll System

Note: Includes employee and employer initiated separation and employees who transfer to other NTPS Agencies.

SEPARATIONS



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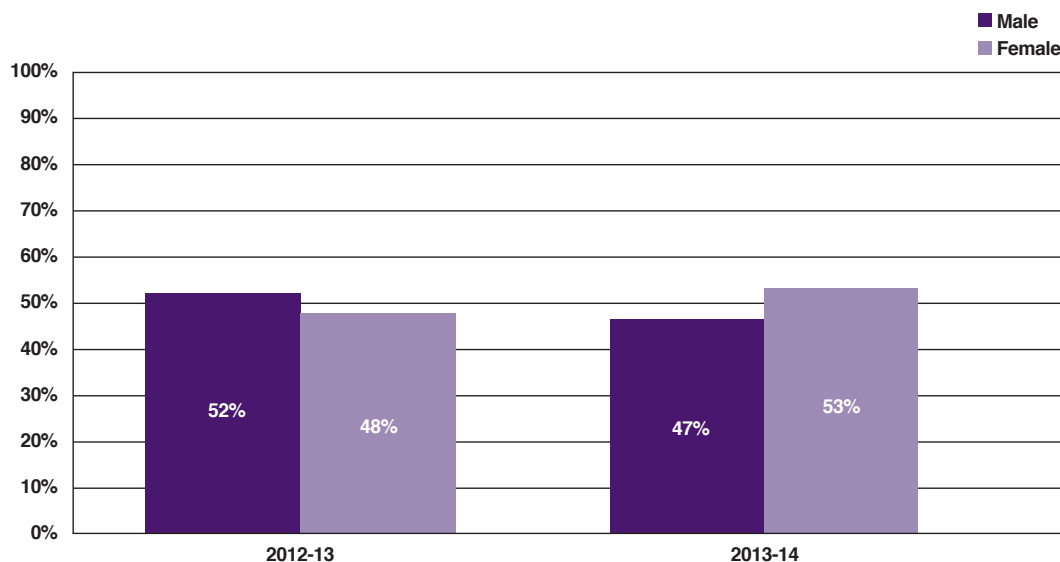
DIVERSITY

The department celebrates its diverse, unique workforce and is committed to recognising and supporting its employees. It promotes its Diversity Policy, which acknowledges the contribution that all employees bring to a workplace. It strives to maintain an environment that is free from bullying, harassment and discriminatory practices by continuing to encourage employees to participate in employee selection training, anti-discrimination, harassment and cross cultural training, as well as providing relevant policy and procedure documentation on the staff Intranet.

The department has undertaken several measures to support a culturally inclusive workplace, most notably through its cultural awareness training which raises issues relating to equity and diversity to ensure employees are treated equally and their differences valued and respected.

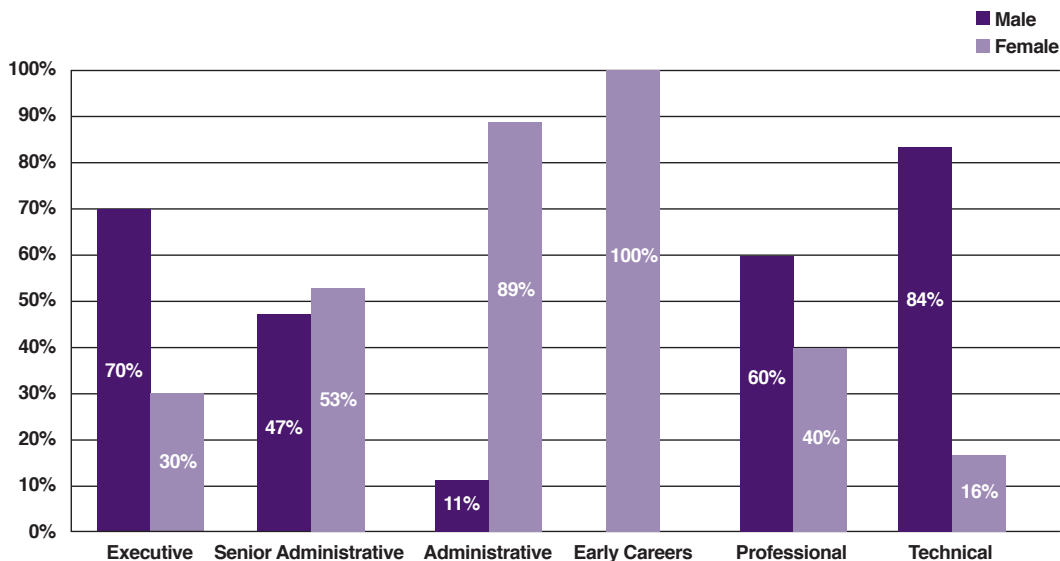
In 2013-14, 17 employees identified themselves as Indigenous, with no change to the figure since 2012-13. The overall Indigenous percentage dropped from 6.3 percent in 2012-13 to 6.1 percent in 2013-14.

GENDER COMPARISON



Source: Personnel Information Payroll System

GENDER COMPARISON BY CLASSIFICATION STREAM



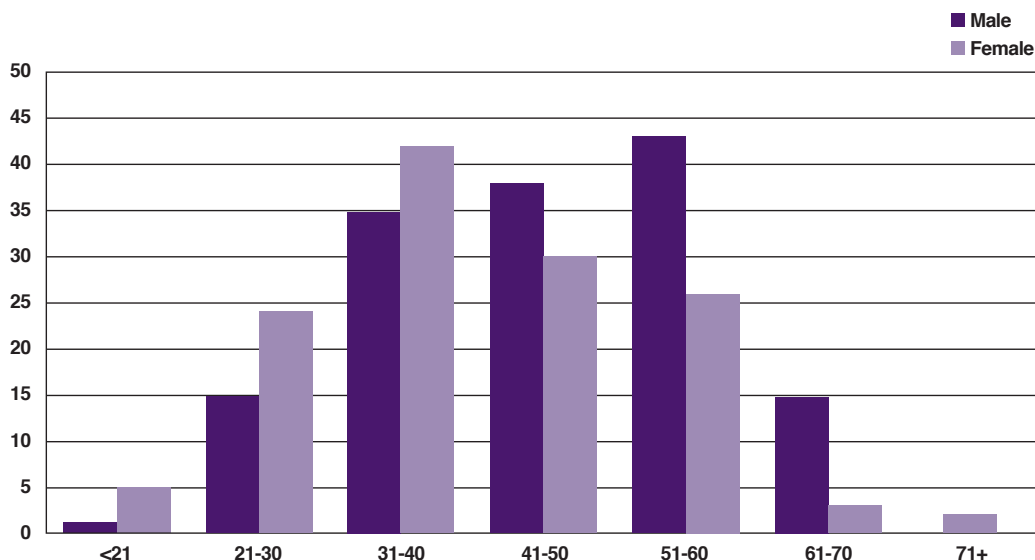
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WOMEN IN LEADERSHIP

The department continues to actively support the development of women in leadership roles across the agency. To achieve this, seven women took part in the Discovery Women as Leaders Program, which is designed to assist women to develop greater confidence, learn leadership skills and build valuable networks.

As well, 50 percent of the department's Executive Management Group members are female.

EMPLOYEES BY AGE AND GENDER



PERFORMANCE MANAGEMENT

Managing employee performance and development is an obligation set out under the *Public Sector Employment and Management Act* and Employment Instruction Number 4 to provide accountability for all Northern Territory Public Sector employees. The department upheld the performance and conduct principle through the application of the employment instruction.

An electronic Personnel Evaluation System (PESA) was implemented in 2013-14 as a tool to assist in managing employee performance. The PESA process and system encourages high levels of performance through regular discussions and continuous development. It also monitors the progress of line managers and employees in achieving strategic goals and outcomes identified by the department. Individual goals are set from the business plan which provides individuals a clear sight to the agency Strategic Plan. In 2013-14, 70 percent of eligible employees participated in the electronic PESA process.

Performance management workshops 'Dealing with tough stuff' were delivered throughout 2013-14 to support the new PESA process. The workshops were designed to enhance the skills and confidence of managers in conducting performance discussions with employees and were focused on skill development around having tough conversations. The workshops were held in Darwin and Alice Springs with 54 staff benefiting from participation in the program.

GRIEVANCES AND COMPLAINTS

The HR Services Unit is responsible for functions including:

- grievance reviews
- discipline matters
- inability process
- management of equity and diversity issues/complaints.

GRIEVANCES

The grievance policy and procedures are available for staff on the department's intranet. HR consultants work closely with managers to ensure processes are followed correctly.

The agency received four internal complaints during 2013-14. Of those, three were internal grievances and were dealt with in-house. One was a Section 59 Grievance which was referred to OCPE.

PERFORMANCE AND INABILITY

The HR Services Unit provides advice to managers on a case by case basis. No inability cases were dealt with during 2013-14.

DISCIPLINE

The Discipline Policy and supporting procedures are available for staff on the department's intranet site. HR consultants work closely with managers to ensure processes are followed correctly. One Section 49 disciplinary action was undertaken and finalised in 2013-14.

KEY INITIATIVES

LEARNING MANAGEMENT SYSTEM

The department is highly committed to its training and development and this was evident in the greater range of development opportunities made available to employees throughout the year.

In order to ensure that quality training can continue to be offered to employees at a reasonable cost, the department investigated options for a Learning Management System that will act as the central repository for employee learning records and accommodate the delivery of some development activities through eLearning.

The Learning Management System is expected to be introduced in 2014.

COMBAT BULLYING INITIATIVE (PROGRAM AND POLICIES / PROCEDURES)

With the introduction of the new provisions to the *Fair Work Act* (2009), the department undertook a review of the anti-bullying policies and procedures and implemented a supporting Combat Bullying Program for executive, senior and middle managers.

The program was delivered in two stages in Darwin, Katherine and Alice Springs. The first workshop focused on:

- uncovering bullying myths versus realities
- reducing confusion about performance management discussions versus bullying behaviour
- providing clarity around why and how poor behaviour and performance must be addressed and the role they play.

The second workshop, to be held in July 2014, will:

- provide simple and practical frameworks for dealing with complaints in an effective, timely and professional manner
- build resilience in participants so they can deal with behavioural or performance-based feedback to step up performance
- stimulate ongoing conversations among the team to create an open working environment and continue momentum for change.

HR ONLINE FORMS

In a move to embrace technology, the department developed an online forms system to adapt HR paper-based forms to an electronic format to transition from the current paper-based environment. A number of online forms were trialled during 2013-14, and garnered positive feedback throughout the department. Given the success of the trial, HR Services has been working to adapt all paper-based forms to an electronic format which is scheduled to occur early in 2014-15.

SECTION 2: OUR PEOPLE



LEARNING AND PROFESSIONAL DEVELOPMENT

The Department of Land Resource Management has a highly professional workforce with a wealth of scientific knowledge, experience and commitment. The department invests in its employees through learning and professional development in order to grow and support its organisational capability and evolving needs.

The HR Services Unit facilitates corporate training for all department staff and also supports individual work units to seek focused operational training to adequately equip employees to carry out their duties.

The department spent a total of \$360,302 – equating to \$1,292 per person - on employee learning and professional development in 2013-14. This expenditure has increased by 22 percent from 2012-13, primarily because of the implementation of cross cultural workshops in accordance with the OCPD Employment Cross Cultural Training Framework and the start of a new Combat Bullying Program for managers.

The department provides information on its intranet for employees on how to access Study Assistance and the Professional Development Allowance. Employees were also encouraged to attend conferences, seminars and workshops on a range of topics relevant to their profession.

CHALLENGES FOR PROFESSIONAL DEVELOPMENT IN 2013-14

Providing opportunities for learning and development across the Northern Territory continues to provide a challenge for the HR Services Unit. In addition to travel costs, extended time away from the workplace while attending training can make professional development even more arduous for remote employees.

The HR Services Unit, through a learning management system, is exploring ways to better capture learning needs for all agency employees and create cost effective training options, in particular for our remote employees.

STUDY ASSISTANCE

Four employees accessed study assistance during 2013-14 to undertake studies ranging from certificates to masters level programs. The department supports employees gaining relevant professional and technical skills through higher educational studies. The financial assistance equates to an average rate of \$1,291 per employee.

Areas of study supported in 2013-14 included:

- Bachelor of Commerce
- CPA Program
- Graduate Certificate in Internal Auditing.

CORPORATE TRAINING

Ongoing learning, development and education opportunities were offered to all employees and the department established ongoing support processes to promote a range of learning and development activities covering areas including:

- Corporate Induction
- Code of Conduct
- Cross Cultural Workshops
- Merit Selection Training
- Developing personal resilience
- Freedom of Information Awareness
- Combat Bullying Program
- Performance Management Conversations
- Clear Writing and Better Ministerial Writing Workshops
- Job Evaluation System (JES) Training.

Corporate Induction

The Corporate Induction program's purpose is to provide an overview of the department's corporate functions, performance agreement process, entitlements and conditions of service. It also provides an awareness of appropriate workplace behaviour as well as an introduction of key contacts such as payroll and records management. In addition, employees are provided with information on their accountability and responsibilities under the *Public Sector Employment and Management Act* and the *Work Health and Safety Act (2011)*.

At induction, new employees receive a 'Welcome Pack' containing information relating to conditions of service, key contacts and a checklist for supervisors to ensure appropriate site specific workplace inductions are conducted.

The HR Services Unit held two corporate induction workshops involving 24 employees from throughout the Territory in 2013-14.

Code of Conduct

A Code of Conduct workshop held in conjunction with the corporate induction is designed to enhance employees' knowledge of ethical business practices and to provide practical strategies for dealing with situations that arise at work. The workshop draws on the NTPS Principles and Code of Conduct, as set out in Regulations under the *Public Sector Employment and Management Act*. The Code of Conduct document sets out the conduct expected of all Northern Territory Public Sector employees and the values they are obliged to uphold.

Two Code of Conduct workshops were held during 2013-14 for 24 employees throughout the Territory.

Cross Cultural Training

During 2013-14, the department implemented a Cross Cultural Training Policy and a supporting program to develop employees':

- awareness of one's own cultural world view
- attitude towards cultural differences
- knowledge of different cultural practices and worldviews
- cross cultural skills.

Eleven workshops were held during 2013-14 with more than 71 percent of department employees having completed the program by the end of the year. The program will continue to be offered to remaining staff throughout 2014-15.

Merit Selection Training

The agency upheld the merit selection principle by applying Employment Instructions One – Filling Vacancies, Two – Probation and Three – Natural Justice.

Merit selection training was offered during 2013-14 and facilitated by the OCPE's Grievances and Appeals Unit. This was reviewed to update information due to changes to the *Public Sector Employment and Management Act*.

Sessions were held in the Darwin, Katherine and Alice Springs regions. The department's Executive Management Group supported six employees to attend and feedback received strongly supported the training. It is expected that OCPE will offer further sessions in 2014-15.

Clear Writing and Better Ministerial Workshops

The department offered clear writing and better ministerial preparation workshops to employees in support of the interest expressed by employees to improve government writing skills.

The clear writing workshop covered basic techniques to develop a message and give it a better chance of getting through to the audience - and achieving the desired outcome. Participants learnt how to say more, using fewer words, with practical exercises to reinforce their learning.

The ministerial writing workshop incorporated the clear writing basics with a focus on all kinds of ministerial documents including draft letters in reply. The workshop also considered the perspectives of a minister's office and ministerial liaison/secretariat.

Four workshops were offered to employees during 2013-14 with 41 employees attending. Due to the positive feedback and increased interest, additional workshops have been scheduled for 2014-15.

Job Evaluation System (JES) Training

Job evaluation is an assessment of the work value of a particular job relative to other jobs. The system is based on the assessment of three major factors and eight sub factors that are considered to be common to all jobs. One JES evaluator training program was held in 2013-14 with five participants attending. The program was aimed at providing participants with the skills to participate in job evaluation for the NTPS.

CAPABILITY BUILDING

As part of the department's commitment to supporting and developing employees, a range of capability building programs were offered to employees across the agency.

Developing Personal Resilience

In the interest of wellbeing, the department encouraged employees to attend the Developing Personal Resilience Program throughout 2013-14. The program aims to raise awareness of the need for personal resilience and for individuals to learn practical skills to develop strategies to manage resilience.

Public Sector Management Program

The Public Sector Management Program, a joint venture between the Australian, State and Territory governments, equips middle to senior managers to meet challenges by providing them with the knowledge and ability to become effective public sector leaders. In 2013-14, the agency sponsored two employees to attend the Flinders University program. They are due to complete the program in 2014-15.

Discovery – Women as Leaders Program

In 2013-14, seven women participated in the Discovery Program. The program is a unique personal and professional development opportunity for women and designed to help them develop greater confidence (including confidence in valuing their own backgrounds and cultures), learn leadership skills and build valuable support and business networks.

Future Leaders Program

In 2013-14, three employees participated in the Future Leaders Program, which invests in the capability of talented people to deliver strategic needs for the future. In anticipating the needs for tomorrow, it is clear that leaders need to strategically plan for succession in order to enhance capability and create a vibrant and innovative public sector. The course content has been designed to take into account the identified learning gaps from 360° assessments in 2009, 2011 and 2012, and the Northern Territory Public Sector Capability and Leadership Framework.

Executive Leadership Program

In 2013-14, one employee began participating in the Executive Leadership Program. The program is designed to develop executive level abilities to contribute positively in delivering the economic, social and governance responsibilities for all Territorians. It forms one part of an integrated strategy to address the issue of supplying future leaders and presents as a unique opportunity for NTPS executives to increase their strategic awareness, build strong executive networks and develop a whole of government perspective.

Kigaruk (Mens) Indigenous Development Program

In 2013-14, one employee began participating in the Kigaruk Indigenous Leadership Development Program. The program is specifically designed to provide an opportunity for participants to gain the knowledge and skills necessary to increase their effectiveness in their current position and to improve their career progression.

The objective of the program is to redress the lack of representation of Indigenous staff in senior management and executive officer positions in the NTPS as well as to retain and support current Indigenous employees. The programs also present a retention strategy for existing employees by promoting and supporting better career paths, recognition, opportunities for career development and a sense of personal achievement.

GROWING OUR OWN

School Based Apprenticeship Program

The School Based Apprenticeship Program allows agencies to grow their own young skilled workforce with a range of employment opportunities after successful completion of the program.

In 2013-14, the agency supported one school based apprentice who is undertaking a business course and expected to complete studies in 2015.

Apprenticeship Program

The Apprenticeship Program is a one or three year program depending on the type of apprenticeship being undertaken. The Australian Apprenticeships initiative offers Territorians an opportunity to gain a nationally recognised trade-level qualification through structured training combined with practical work experience. Once completed, the qualification can lead to continued employment or further training or education.

In 2013-14, the agency supported three apprentices undertaking study in the areas of conservation and land management and business. The apprentices are expected to complete their studies in 2014-15 and 2016-17 respectively. One employee is currently under contract after completing the qualification during 2013-14.

Graduate Development Program

The Graduate Development Program offers a two-year placement and is available to recent graduates of tertiary courses. The on-the-job program combines general work tasks and a range of project work. Graduates are exposed to the department's corporate environment to broaden their knowledge and experience and become equipped to be future leaders and managers.

The department engaged one graduate who is expected to complete the program in 2015-16.



STAFF RECOGNITION AND ACHIEVEMENTS

RECOGNITION AND REWARD SCHEME

A Recognition and Reward Scheme was introduced in late April. Its purpose is to recognise and reward staff, either as individuals or as part of a team, for outstanding contributions that support the department's values, strategic goals and objectives.

In 2013-14, one award was presented to Mary Hardy, Manager Secretariat and Ministerial Liaison. Mary did an outstanding job coordinating the department's Estimates briefs this year in addition to her role as Manager of Secretariat. The process ran smoothly, the Briefs were of an extremely high standard and all information was delivered on time.

NGAN'GI PLANTS AND ANIMALS BOOK

The Ngan'gi Plants and Animals book was launched at the Merrepen Arts Festival at Daly River on the May Day long weekend. The department's bio cultural knowledge scientist Glenn Wightman and the Ngan'gi elders have been working together to develop this valuable collection of Territory plants and animals since 1990. The book contains more than 560 plants and animals, 250 photographs and 300 illustrations of plants, animals, people and country, Dreamtime stories about plants and animals and associated artworks, plus hunting signs, seasonal indicators and a guide to Ngan'gi language.

NORTHERN ENVIRONMENTAL RESEARCH PROGRAM

Alys Stevens, scientist with the Flora and Fauna Division, has been working jointly with Indigenous rangers and Traditional Owners from the Warddeken and Djelk Indigenous Protected Areas in Arnhem Land for the past three years. Alys and her colleagues are studying wildlife species and feral animals as part of a major initiative to find the cause of significant decline in small mammals in the Northern Territory. Alys has been integrating conventional western scientific methods with the knowledge and skills of Traditional Owners and rangers in order to develop practical ways to monitor the health of wildlife populations and manage threats such as that of feral cats. These methods include modern remote camera traps combined with traditional tracking and hunting methods. This work will assist in developing management solutions for protecting small mammal species across the Northern Territory, and also build the capacity of Indigenous land managers to integrate flora and fauna monitoring and management into their land management plans.

ERADICATION OF BANANA FRECKLE

A number of department staff volunteered their time to assist the Department of Primary Industry and Fisheries in eradicating the serious plant disease, Banana Freckle, in the Darwin Region. This has been an on-going effort and is progressing well.

2013 CHIEF MINISTER'S AWARDS FOR EXCELLENCE IN THE PUBLIC SECTOR

The 2013 Chief Minister's Awards for Excellence in the Public Sector were held in November and the department's Land Assessment Unit was recognised under the 'Valuing Our Natural Environment' category. The unit's efforts in the Victoria River District to protect and preserve the Territory's natural resources were acknowledged as an outstanding achievement. This is the largest project of its kind undertaken in Australia, and has comprehensively mapped and described the landscapes, soils, vegetation and pastures of some 75,000 square kilometres across 23 pastoral leases and Aboriginal Land Trusts. The project was started in the 1990s after a request from the Victoria River District Conservation Association (VRDCA) and, although it has been a long and arduous task, this work has provided, and will continue to provide, significant support to one of the Territory's key pastoral regions.

Dave Miller won the Chief Minister's medal for his long and distinguished service in drilling in the Northern Territory.

The Flora and Fauna Division's Feral Camel Management Team was also a finalist in the 'Valuing Our Natural Environment' category of the Chief Minister's Awards.

23RD TERRITORY NATURAL RESOURCE MANAGEMENT AWARDS

The 23rd Territory Natural Resource Management Awards were held in November to celebrate the efforts of Territorians of every age who look after the Territory's land, soil, water, plants and animals. Peter Clifton from Rangelands Division won the 'Landcare Facilitator or Coordinator' category for his outstanding work in land management.

Colin Stanton was highly commended in both the 'Individual Landcarer' and 'Special Achievement in NRM' award categories for his long and dedicated career in soil conservation in Central Australia.

The Feral Camel Management Team from the Flora and Fauna Division was also nominated for the Territory Natural Resource Management Awards in 2013.

2013 CHIEF MINISTER'S MEDAL FOR EMERGENCY SERVICES

A special ceremony at Parliament House in May recognised the services provided by the Top End's hardworking volunteers. It was a great outcome for our Bushfire Brigade volunteers who featured prominently during the awards and, in the words of one audience member, "almost took a clean sweep". Louie King won the prestigious Chief Minister's Medal for Emergency Services – fantastic recognition for his outstanding contribution to bushfire management for over 40 years. Other Bushfires volunteers who received nominations and certificates of merit included Bill Grant, Ray Nicholls, Jan Murphy, Bob Wright, and Di Tynan. The award and certificates were well received and a great way to acknowledge their hard work publicly.

Bushfires NT won the SA/NT Award for Organisational Excellence (large organisation category). This award recognises the support Bushfires NT provides to volunteers and the strong fire management outcomes this achieves.

POST GRADUATE QUALIFICATIONS

James Pratt, Executive Director Rangelands, graduated from the Australian and New Zealand (NZ) School for Government with his Executive Master in Public Administration.

Tony Griffiths, Director of Marine Ecosystems in the Flora and Fauna Division, graduated from Charles Darwin University with a PhD. Tony's research showed fire was a contributing factor in the decline of threatened native species such as the northern quoll and northern brown bandicoot.

Rachelle McMillan completed the Institute of Chartered Accountants Australia exams and Nadia Mahmood completed the CPA Australia program. The professional accounting qualifications are internationally recognised and indicate a finance, accounting and business professional who has demonstrated ethical, professional and technical expertise.

PUBLIC SECTOR MANAGEMENT PROGRAM

Tania Moloney and Angus Duguid graduated from the Public Sector Management Program.

WORK HEALTH AND SAFETY

The department is committed to providing and maintaining safe and healthy workplaces. Following the department's establishment, considerable work has been undertaken to ensure compliance with the *Work Health and Safety (National Uniform Legislation) Act 2011* and the *Workers Rehabilitation and Compensation Act*.

Activities undertaken to implement the Work Health and Safety (WHS) legislation have included:

- regular WHS news stories published on the intranet
- regular committee and workplace meetings.

The department's policies recognise the importance of WHS and provide a flexible framework for the day-to-day management of work WHS matters, with a focus on continuous improvement and strong governance.

The Executive Management Group acts as the department's WHS approving body and is supported by a WHS committee in each division. Each division committee is chaired by its respective Executive Management Group member who reports to the Executive Management Group quarterly.

HEALTH AND WELLBEING INITIATIVES

The following health and wellbeing initiatives were continued during 2013-14:

- DLRM Flu Vaccination Program
- Employees Assistance Program.

HAZARD AND INCIDENT REPORTING

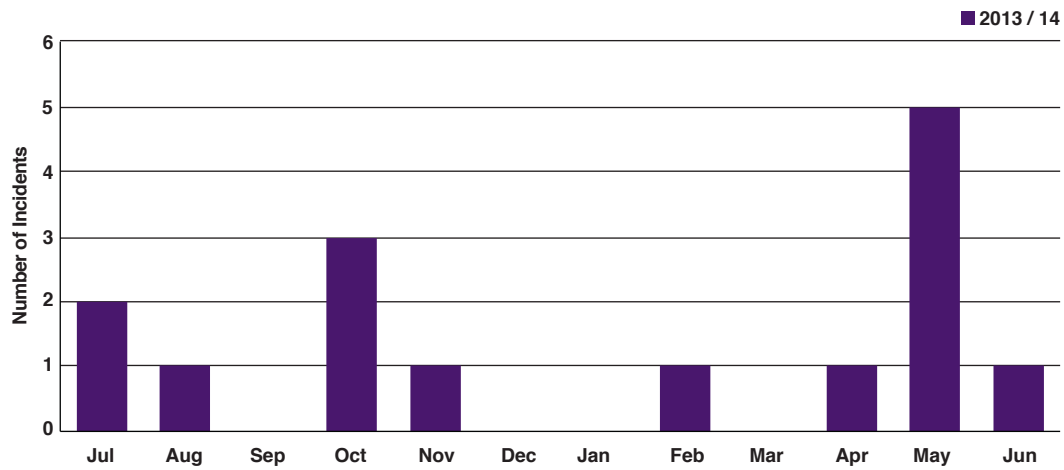
During 2013-14, 15 hazards and incidents reports were submitted from across all department divisions.

Top causes of injury included:

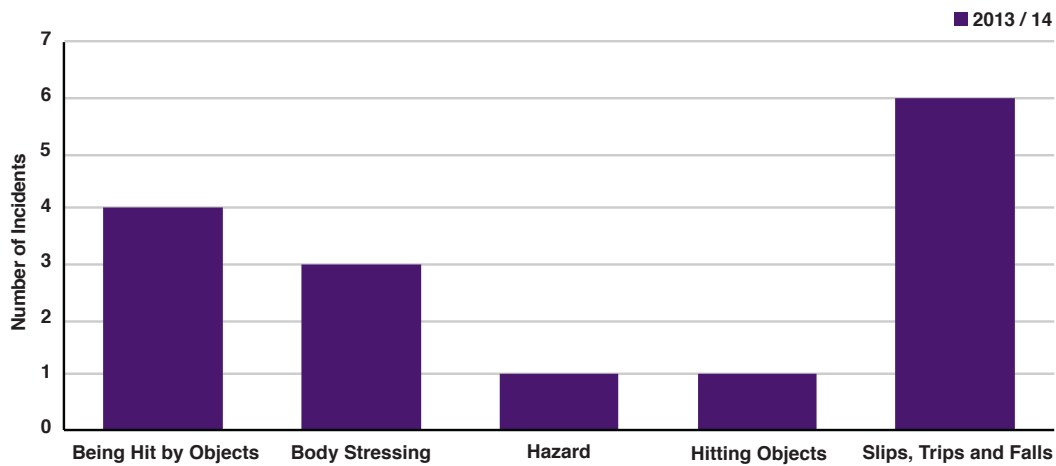
- slips, trips and falls
- being hit by objects
- body stressing.

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Number of Incidents By Month



Number of Incidents By Mechanism



Number of Incidents By Division

