

DEPARTMENT OF NATURAL RESOURCES, ENVIRONMENT, THE ARTS AND SPORT

Our People



Overview

The Agency's Human Resource Services Unit has a responsibility for providing a People Management Framework supported by relevant policies and procedures to a diverse mix of technical, professional and administrative employees. Working in a complex and challenging environment the Unit partners with all areas of the Agency to equip, inform and enable its leaders and managers to act effectively in current and future people matters which resource business requirements and outcomes.

The Unit also supports the Agency to build its capacity 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. As remote workers are often hard to attract and retain, initiatives and training aimed at sustaining remote employees is also provided.

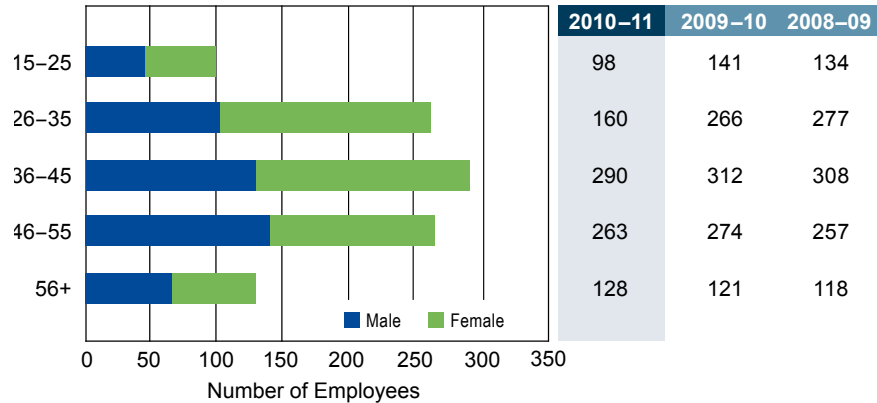
Snapshot of Our People

- 1 039 people were employed by the Agency and located in 50 sites across the Territory including the major centres of Alice Springs, Tenant Creek, Katherine, Nhulunbuy and Darwin; and at remote ranger stations and some remote communities.
- 46 per cent of staff were male, 54 per cent were female.
- 55 per cent of staff were employed in the Technical and Professional streams, 33 per cent in the Administrative stream and the remaining 12 per cent in the Physical, Executive, Trainees and other streams.
- 124 employees were employed on a casual basis while 196 were temporary and 719 were permanent.
- Key initiatives included the development of a draft Social Media Policy for employees' use of social media and completion of preliminary investigations for an online induction package system.
- The Agency spent a total of \$1 133 868 in 2010–11 on learning and professional development for its employees which equates to \$1 091 per employee.
- 114 employees negotiated flexible working agreements.
- Agency corporate training initiatives attracted 476 employees to sessions held in Darwin, Palmerston, Katherine and Alice Springs.
- 9 new adult apprentices were employed by the Agency, 8 of which were Indigenous employees.
- 124 employees and their family members accessed the Agency's Employee Assistance Program totalling 270 consultation sessions.

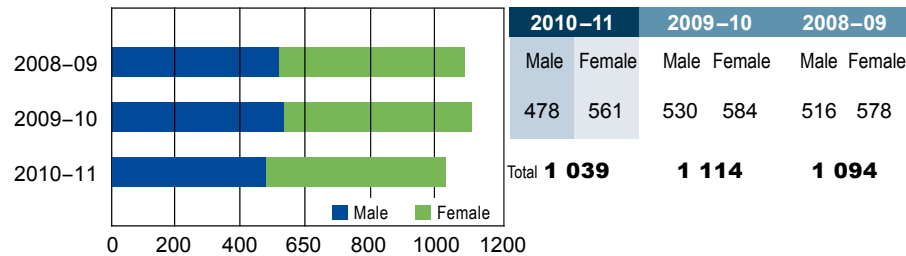
In Profile

The following graphs detail the make-up of employees in the Agency.

Employees by Age



Employees by Gender



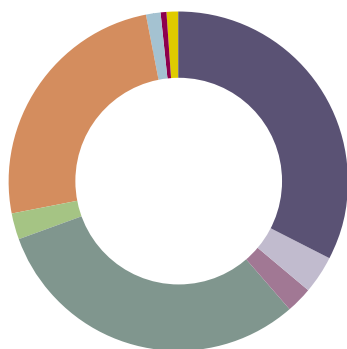
Employees by Region

Region	2010-11	2009-10	2008-09
Darwin	734	794	794
Katherine	48	87	76
East Arnhem	10	8	9
Barkly	2	2	4
Southern	245	223	211

Employees by Status

Stream	2010-11		2009-10		2008-09	
	Male	Female	Male	Female	Male	Female
Casual	29	95	44	78	34	71
Temporary	94	102	101	127	94	131
Permanent	355	364	385	379	385	374

Employees by Stream Profile



Stream	2010-11		2009-10		2008-09	
	Male	Female	Male	Female	Male	Female
Administrative*	63	276	59	286	55	288
Senior Administrative*	15	22	-	-	-	-
Executive*	18	10	27	18	24	14
Technical	219	100	264	118	259	121
Grad/Trainee/Apprentice	21	6	24	13	15	15
Professional	130	128	144	139	147	131
Physical	7	8	7	4	8	3
Head Coach	3	2	4	2	3	2
Other	2	9	1	4	4	5

Examples of each stream are listed below:

Administrative Stream Occupations: Marketing Officer, Board Administration Officer, Human Resource Consultant, Accountant/Finance Officer, Journalist/Media Officer, Records and Information Officer, Personal Assistant, Parks and Wildlife Permits Officer, Concessions/Contract Officer, Grants Officer, Exhibition Officer, Visual Arts and General Arts Officer, Communication/IT Officer, Customer Service Officer, Project Officer, General Administrative Assistant, Budgets Officer, Business Manager.

Executive Stream Occupations: Chief Executive, Executive Director, Director.

Technical Stream Occupations: Bore/Drill Test Officer, Ranger, Wildlife Officer, Facilities Management Officer, Natural Resource Management Officer (eg Weed, Soil, Landcare), Bushfire Control Officer, Hydrologist, Cartographer/Mapping Officer, Horticulturalist, Interpretative/Education Officer.

*Administrative category A08 and Executive category E01 were reclassified and placed into the new Senior Administrative stream.

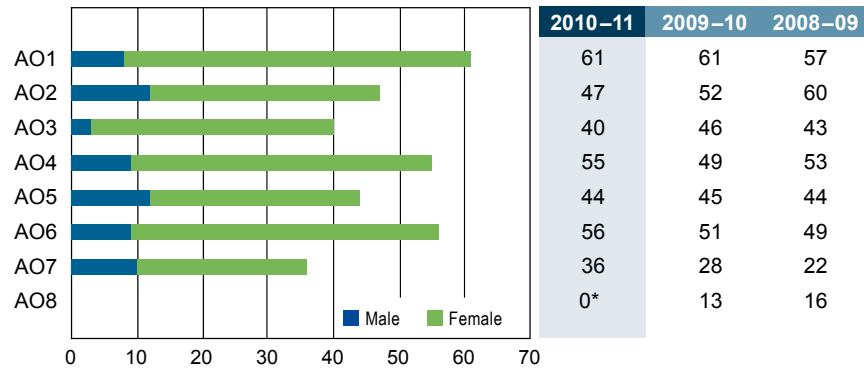
Trainees: Graduates, Apprentices, School-Based Apprentices, Joint Management Trainees.

Professional Stream Occupations: Scientist (eg Biodiversity, Ecologist, Marine, Botanist, Geophysicist, Geologist, Anthropologist), Heritage Conservation Officer, Curator, Taxonomist, Taxidermist, Ranger, Librarian, Remote Sensing and Geographic Information System (GIS) Officer, Water Engineer, Zoologist, Environmental Scientist (eg Development Assessment, Pollution, Environment Monitoring and Compliance).

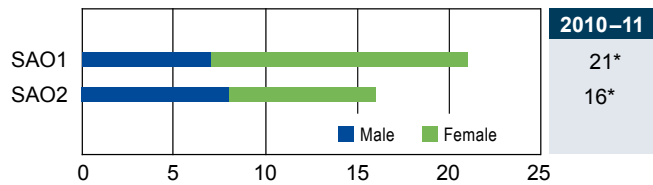
Physical Stream Occupations: Cleaner, Park Maintenance.

Other Classifications: Aboriginal Interpreters, Worker’s Compensation, Senior Teacher, Theatrical Employee and Board Member.

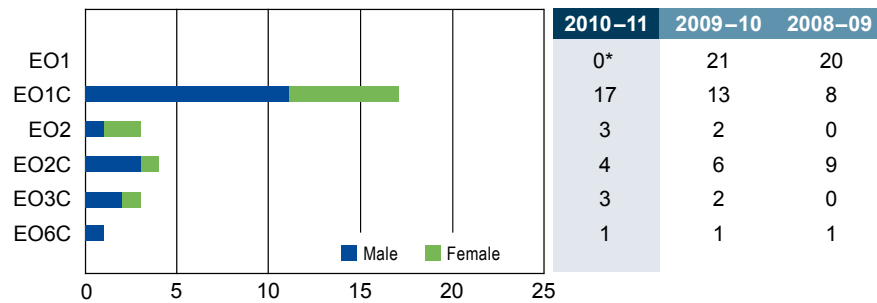
Employees by Stream – Administrative



Employees by Stream – Senior Administrative

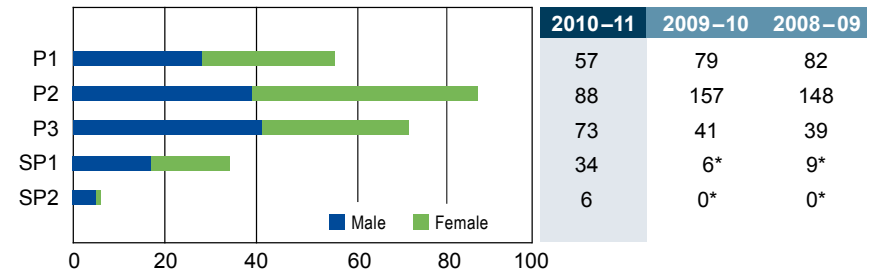


Employees by Stream – Executive

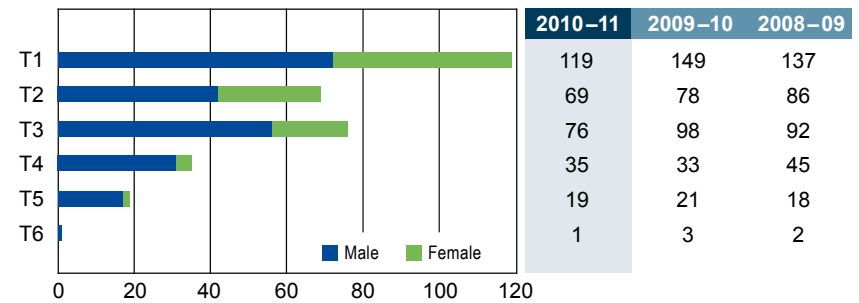


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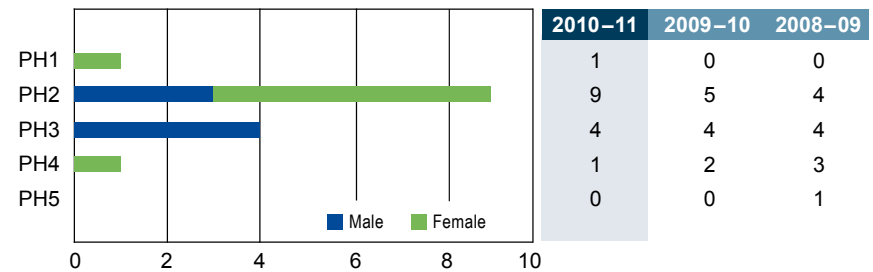
Employees by Stream – Professional



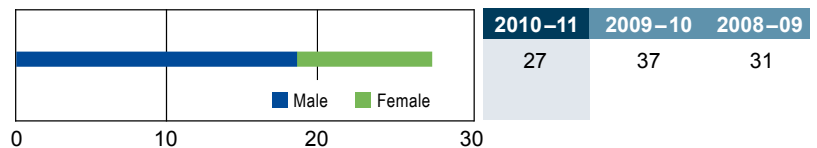
Employees by Stream – Technical



Employees by Stream – Physical



Employees by Stream – Graduate / Trainee / Apprentice



Key Initiatives

To continue to build and strengthen the Agency's people Management Framework the following policy and system initiatives were undertaken in 2010–11:

HR Strategic Plan

During 2010–11 the HR Strategic Plan was further developed identifying a number of imperatives for best practice people management in the Agency. This included workforce planning/workplace capability assessments and responsive/flexible workforce planning. The HR Strategic Plan will be finalised in 2011–12.

Social Media Policy

The Agency has drafted a Social Media Policy related to Territory Government employees' use of social media. This draft policy outlines the Agency's expectations in relation to the use of social media by employees (during and after business hours) to prevent any reputable damage from occurring. This relates specifically to comments about colleagues and what the employee's responsibilities are as a Territory Government employee. Further work is being conducted on the draft Policy and it is expected to be finalised in 2011–12.

Workforce Planning

In order to best position the Agency to meet Territory Government priorities it has continued with its Workforce Planning initiative. Workforce planning is a strategic planning exercise to assist with developing options to meet current and future workforce needs. The Agency's Arts and Culture Division has been heavily involved in this Workforce Planning exercise. All employees in the Division have been provided a survey to detail their work/life intentions and partake in a skills audit. This information will be utilised to help populate a Workforce Development Plan for the Division, outlining the workforce's work/life balance requirements.

A skills and experience gap analysis will also be undertaken using the data from the survey and strategies developed to overcome these. During 2011–12 the Agency will further utilise the Workforce Planning Framework to determine difficult to recruit job groups and this will inform Workforce Development Strategies.

Occupational Health and Safety

The Occupational Health and Safety (OHS) Framework is aimed at OHS becoming an integral part of this organisation's good management practices and providing a logical and systematic approach for safety and risk management. In 2010–11 the Agency's Induction Program for new employees was redesigned to include an OHS component. Cyclone Procedures and Smoking in the Workplace Guidelines have been reviewed, and a draft Alcohol in the workplace policy has been created for consideration by the OHS Committee in 2011–12.

Learning Management System

In a move to embrace technology, the Agency has completed preliminary investigation of options for e-learning. Initially the focus will be for an online Induction Program. Having an online Induction Program, through the Learning Management System, will alleviate any risk of new employees commencing employment and not being able to attend Induction Programs due to variables such as physical location and availability.

Additionally, the Agency's Performance Enhancement System is also being considered to be an online application. The Performance Enhancement System was implemented in 2008–09 and while it has been a valuable system for the Agency, making it an online application will be easier for employee and manager use and for data analysis.

Learning and Professional Development

The purpose of learning and development activities is to ensure the Agency has the organisational capability to respond to current and future business challenges and to build a culture of high performance and capability. The Agency actively encourages the professional development of its employees to ensure they are adequately equipped to carry out their responsibilities.

The Agency has a two-pronged approach for learning and development, where business units are responsible for facilitating employee access to operational training and development focused on core business needs, and the Human Resource Services Unit facilitates a number of learning and development activities. The corporate training activities are in addition to core business learning and development and are aimed at strengthening corporate capabilities to build a more efficient and effective workforce.

Learning and Professional Expenditure

The Agency spent a total of \$1 133 868 in 2010–11 on learning and professional development for its employees. This equates to \$1 091 per employee. This expenditure has increased on the previous reporting period of 2009–10 due to the Agency holding Senior Managers’ Forums in Darwin and Alice Springs, which were designed to enhance and develop leadership capability of senior staff. Around 100 employees attended the forums in Darwin and 40 employees in Alice Springs. Cross Cultural Awareness training was also conducted across the Agency in 2010–11 which has added to the increase in learning and development expenditure.

The Agency strongly supports the need to develop professional staff. The Agency provides information on its Intranet for employees on how to access the Professional Development Allowance. Employees were encouraged to attend conferences, seminars and workshops on a range of topics relevant to their profession.

Learning and Development Expenditure	2010–11 Agency	2009–10 Agency	2008–09 Agency	2007–08 Agency
Total employees (actual headcount number)	1 039	1 114	1 094	901
Total learning and development expenditure	\$1 133 868	\$854 296	\$1 162 176	\$1 044 006
Total employee expenditure ¹	\$75 014 513	\$66 202 210	\$69 705 170	\$57 627 890
Learning and development costs as a percentage of employee expenditure	1.51%	1.29%	1.67%	1.81%
Training expenditure per employee	\$1 091	\$767	\$1 062	\$1 159

¹ Includes Trainees’ expenditure.

This table does not include the Agency’s commitment to its study assistance program.

Corporate Training

In 2010–11, 476 employees attended Agency corporate training initiatives, in Darwin, Palmerston, Katherine and Alice Springs.

The corporate training initiatives included:

Induction Program

Provides an overview of the Agency's responsibilities and key strategies. The revised Induction Program now includes the Performance Enhancement System information sessions for all new staff, to ensure they are aware of this system shortly after commencing employment with the Agency. Employees are also provided information on their accountability and responsibilities under the current *Northern Territory Workplace Health and Safety Legislation*.

Code of Conduct

This program was designed to enhance employees' knowledge of ethical business practices and to provide practical strategies for dealing with situations that arise at work. This workshop draws on the *Northern Territory Public Sector 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 Service employees and the values they are obliged to uphold.

Cross Cultural Awareness

The objective of the program is to develop the capability to effectively deliver outcomes for Indigenous Territorians and to remove structural or institutional barriers that are based on cultural differences.

During 2010–11 Cross Cultural Awareness was delivered as part of the Induction Program. It was also available as a program for existing employees.

Cross Cultural Awareness assisted participants to develop:

- Awareness of one's own cultural worldview;
- Attitude towards cultural differences;
- Knowledge of different cultural practices and worldviews; and
- Cross cultural skills.

Recruitment – Getting the best out of recruitment

The Agency offered updated recruitment training through 2010–11. This was a new program that was created for experienced interviewers. Two sessions were delivered in the Darwin area with 19 attendees. Feedback has been strongly supportive of the new training. The training focused on questioning interviewees and referees to 'get the best out of recruitment.' Further sessions will be offered in 2011–12.

Winning Working Women Program

The Agency has collaborated with the Northern Territory Government's Department of Housing, Local Government and Regional Services to present the Winning Working Women Program. The cost effective approach provides women working within the Agency an opportunity to discover about themselves and map their career opportunities, while networking with other women from the public sector.

How to write a Job Analysis Questionnaire

This program was designed to develop skills for writing Job Analysis Questionnaire's and provide an understanding of the difference and link between Job Analysis Questionnaire's and Job Descriptions.

Capability Building

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

Leadership Development

The Agency continued Leadership Development throughout 2010–11. Two Senior Managers' Forums were held in Darwin during 2010–11 and a smaller forum was held in Alice Springs. These sessions were led by the Chief Executive and attended by approximately 160 senior staff.

The forums continued to develop leadership capacity and broader government contextual thinking through focusing on the Agency's strategies and priority business areas. Each forum had a number of sessions with key speakers external to the Agency focussing on leadership in the government context and the challenges leaders will be faced with in the future. This year's topics included *Territory 2030* implementation, engaging the community as well as presentations from Northern Territory Treasury and other Territory Government Agencies.

Discussions on leadership style and decision making processes have assisted our leaders to understand their own style and the style of the Executive Leadership Team.

Building Positive Workplaces

Throughout 2010–11, the Agency conducted workshops designed to build understanding of individuals work style and an awareness of the impact of appropriate and inappropriate behaviours in the workplace. Sessions on mental health in the workplace were also provided. The key purpose of these sessions is to build positive and productive work teams.

Developing Personal Resilience

In the interest of wellbeing, the Agency encouraged employees to attend the program throughout 2010–11. 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.

Emotional Intelligence

Emotional Intelligence is a leadership imperative for Agency's leaders in a challenging and complex environment. The Agency continued to provide opportunities for Emotional Intelligence development in 2010–11. More than 50 employees from across the Agency attended the program held in Alice Springs and Darwin.

360 Degree Feedback

Building leadership capability through 360 degree feedback was offered in 2010–11. The tool provides leaders with feedback from all around them – their leader, colleagues and direct reports. Coaching is then provided to develop personal and professional goals. A coach gives executives and leaders a clearer understanding of their own style, makes them aware of their automatic responses and the issues arising from these, improves communication and engagement skills, and improves their ability to deal with stress.

Public Sector Management Program

In 2010–11 two employees were enrolled in the Public Sector Management Program. The Program, a joint venture between Commonwealth, State and Territory Governments, equips middle to senior managers to meet challenges by providing them with the knowledge and abilities required to become effective public sector leaders. Of the four employees that enrolled in the Public Sector Management Program in 2009–10 all four graduated in 2010–11.

Professional Management Program

In 2010–11 the Agency supported two employees attending the University of Adelaide's Professional Management Program. The Professional Management Program is aimed at managers, team leaders and professionals who are currently operating at middle-to-senior management level.

Discovery – Women as Leaders Program

In 2011–11, 3 women participated in the Discovery program. The program is a unique personal and professional development opportunity for women and is designed to help women develop greater confidence (including confidence in valuing their own backgrounds and cultures), learn leadership skills and build valuable support and business networks.

Studies Assistance

Twenty one employees accessed Study Assistance during 2010–11 to undertake studies ranging from certificates to masters programs. The Agency strongly supports employees gaining relevant professional and technical skills through higher education studies. Of the twenty one, 17 received financial assistance, equating to an average rate of \$1 382 per employee.

The number of Agency employees who applied for Study Assistance in 2010–11, decreased by 14 from 2009–10 figures.

Supporting Remote Area Staff

In 2010–11, fifty seven employees were awarded grants worth a total of \$26 840, through the Northern Territory Government's Office of the Commissioner for Public Employment's *Remote Workforce Development Strategy*. This was a decrease of 36 staff and \$17 051 from 2009–10 figures. The Agency employees received this funding for attendance at conferences, training and specific workshops that support and enhance their career and personal development.

Challenges for Professional Development in 2010–11

Providing opportunities for learning and development across the Northern Territory continues to provide a challenge for the Human Resource Services Unit. Although funding for remote employees is made available from the Office of the Commissioner for Public Employment, other issues such as travel costs, extended time away from the workplace whilst attending training can make professional development even more of a challenge.

The Human Resources 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.

Future Priorities for Professional Development in 2011–12

Finalising and implementing the HR Strategic Plan and reviewing the corporate induction program to ensure that important corporate knowledge is delivered is a priority in 2011–12.

Additionally, enhancing the capability of the Agency's middle leaders remains a priority, which will be addressed by an all staff forum focussing on leadership through engagement being held in early 2011–12. This will also be followed by a series of programs designed to assist employees in identifying professional and personal goals, and to develop the skills necessary to achieve those goals.

Growing Our Own Employees

Trainees

The Agency offers a range of early careers programs aimed at 'growing our own' employees. These programs encompass school-based apprenticeships, adult apprenticeships, and graduate traineeships.

In 2010–11 the Agency employed 26 apprentices, two school based apprentices, two graduates and one Indigenous cadet.

Apprenticeships

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.

During 2010–11, the Agency continued to support the employment of 26 existing adult apprentices, which included 16 Indigenous apprentices. The Agency also employed nine new adult apprentices, with eight of them indentifying as Indigenous. The new apprentices are undertaking a range of study including Certificate III level in Conservation and Land Management, Tourism (Guiding), Horticulture and Captive Animals (Zoology) and Certificate III in Business.

There were two apprentices that successfully completed the program.

In 2010–11 the Agency employed one new school-based Indigenous apprentice. The Agency also continued to support the employment of one existing Indigenous school-based apprentice.

Graduate Trainees

The Graduate Traineeship Program provides recent university graduates with a broad range of workplace experiences and challenges to equip them to become future leaders and managers. One new graduate commenced in 2010–11. Two graduate trainees that commenced the Program in 2008-09 are still employed with the Agency.

Work Experience

The Agency hosted 24 work experience students in 2010–11 who participated in school-based work ready programs. This is an increase of five students from the previous year.

Students were placed across the Agency's in areas such as Corporate Services, Biodiversity Conservation, George Brown Darwin Botanic Gardens, Museum and Art Gallery of the Northern Territory and the Northern Territory Institute of Sport.

During their placements, students undertook a range of activities and projects aimed to provide practical experience in the Agency's varying fields, understanding of the Agency's role within the government sector, and broadening their career options. In 2010–11 one work experience student become an apprentice in Business working across the Corporate Services area of the Agency.

The Agency continues to encourage students to undertake work experience which will expose them to the various occupations and employment opportunities that are provided by the Agency in locations across the Territory.

Equity, Diversity and Flexibility

The Agency is committed to meeting its responsibilities in relation to the key Whole of Government employment strategies that promote equity, diversity and flexibility in the workplace.

The Agency participated in forums and consultative groups related to the *Public Sector Employment Management Act* review in 2010–11.

Work Life Balance

The Agency is committed to assisting its employees achieve a balance between the needs of the Agency and their personal life under the Whole of Government *Work Life Balance Policy and Implementation Plan* and the *NT Public Sector 2010–2013 Enterprise Agreement*.

To ensure employees are aware of their options current work life balance policies are available on the staff intranet. During the reporting period 114 employees negotiated a number of different arrangements from AO2 stream through to Senior Professional employees.

The Agency Intranet provides information and policy on flexible working arrangements. The Human Resource Services Unit facilitates employees' attendance of superannuation and retirement seminars designed to assist participants understand and plan for their financial future.

The seminars are held at various sites across the Northern Territory and the Agency actively encourages employees to attend by placing reminders on the intranet throughout the year.

Indigenous Employment and Career Development

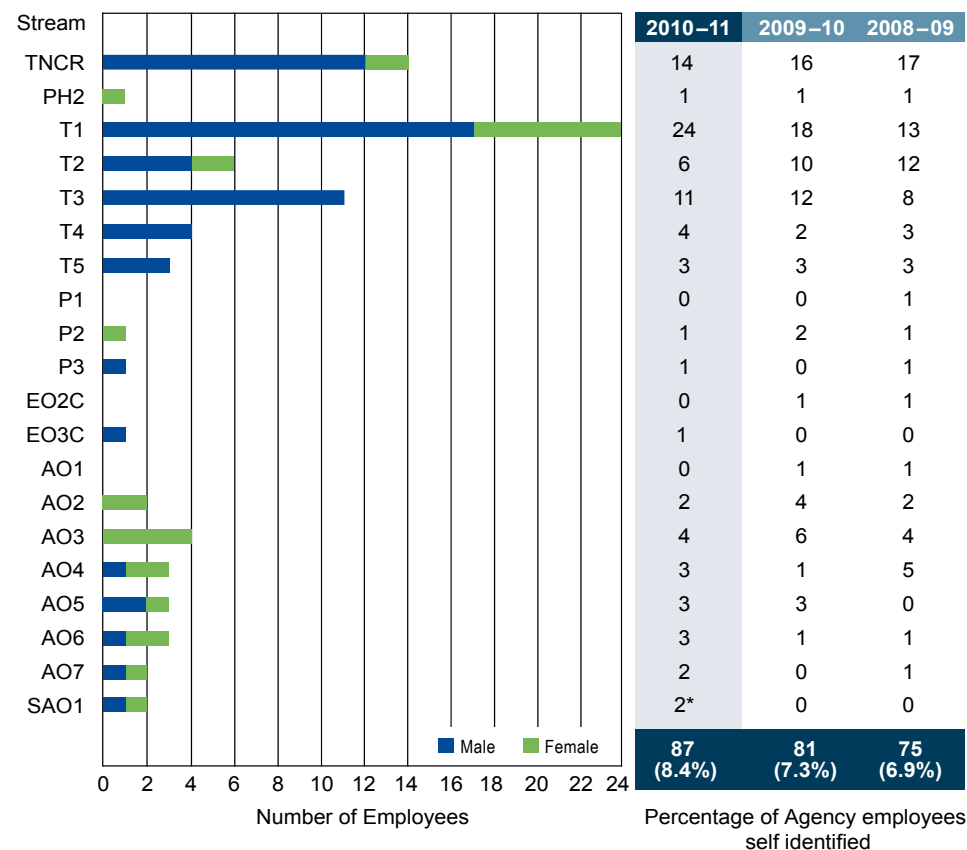
The Agency is committed to improving Indigenous career outcomes and has previously set targets for the total number of Indigenous employees in its 4 Year Priorities Plan.

In March 2011, the Executive Leadership Team endorsed the Agency's newly developed *Indigenous Employment and Career Development Strategy*. The Agency has set a target of 12 per cent of its employees identifying as Indigenous by the end of 2011 and 14 per cent of its employees identifying as Indigenous by the end of 2012.

These targets, plus retaining the Agency's current workforce, will be achieved through a range of strategies developed in consultation with Indigenous members of the workforce through the Indigenous Employment Leadership Group.

The *Indigenous Employment and Career Development Strategy* has a key focus area to retain Indigenous employees. This will be achieved through a range of actions focussed on understanding, then developing and supporting career aspirations and opportunities within all areas of the Agency.

Employees self identified as Aboriginal or Torres Strait Islander



*Administrative category A08 and Executive category E01 were reclassified and placed into the new Senior Administrative stream (SAO1).

In 2011–12 the Agency will undertake a workplace analysis, which will identify areas or positions that maybe of interest to its Indigenous employees as well as identify gaps of under representation in specific employment categories. The analysis will assist in mapping and matching workplace careers of Indigenous employees.

It is proposed that the Agency undertakes a range of focus groups around the theme of career intentions that can assist in identifying and matching levels of aspirations and career intentions of its Indigenous employees.

The *Indigenous Employment and Career Development Strategy* also provides a focus on facilitating participation in formal and informal career progression opportunities.

Diversity

The Agency has a diverse workforce and is committed to recognising and supporting its employees. The Agency benefits from having a diverse workforce and it acknowledges the contribution that all employees bring to a workplace. The Agency 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 Agency's employee Intranet.

The Agency has undertaken several measures to support a culturally inclusive workplace, notably cultural awareness training and efforts to celebrate a culturally diverse workplace, Cultural Awareness training raises issues related to equity and diversity to ensure employees are treated equally and their differences valued and respected in the workforce.

The Agency's *Indigenous Employment and Career Development Strategy* has an action that all employees are provided the opportunity to acknowledge, participate and celebrate a culturally diverse workplace.

National Aborigines and Islanders Day Observance Committee (NAIDOC) week provides this opportunity in many forms. For the third year the Northern Territory Library hosted an Agency wide function. The day consisted of a morning tea, Welcome to Country by One Mob Different Country dancers, talks by an Indigenous Ranger from Fogg Dam. The event was open to the wider public and Agency employees. Other activities across the Agency for NAIDOC week occurred involving employees and visitors at Finke George, the Alice Springs Desert Park and at Sports House in Darwin.

Mentoring workshops provided by the Office of the Commissioner for Public Employment (OCPE) were well attended by Agency Indigenous and non Indigenous employees, in both Darwin and Alice Springs.

Women in Leadership

The Agency continues to support the development of women in leadership across the Agency. To achieve this, 14 women took part in a three-day program with the opportunity to identify personal and professional goals and develop the skills to achieve their goals, while networking with other women from the Northern Territory Public Sector. Additionally five women were supported to participate in the Discovery Women as Leaders Program, which is designed to assist women develop greater confidence, learn leadership skills and build valuable networks.

The Agency will continue to support women in leadership by identifying suitable women to attend these programs.

Equal Employment Opportunity

The Agency is committed to meeting its statutory equal employment obligations and ensuring fairness in relation to employment procedures.

Reporting Against Employment Instructions

No 1. Advertising, Selection, Appointment, Transfer and Promotion

Agency to develop procedures on recruitment and selection for internal use. Chief Executive required to report annually on the number of employees in each designation and variations since the last report.

ACTION:

Recruitment policy and documentation is available on the Agency's Intranet and employees are encouraged to attend regular refresher training. A workshop with senior Agency employees was conducted to gauge the issues faced by Agency staff in recruitment.

The Human Resource Services Unit has been educating the Agency in relation to the changes in recruitment practice across the Northern Territory Public Sector. These changes in recruitment practices, implemented by the Northern Territory Government's Office of the Commissioner of Public Employment sees a more flexible and accountable approach towards recruitment and selection processes.

During the reporting period the Agency advertised a total of 278 vacancies on the Employment Opportunities website, some with various positions available. This resulted in 158 commencements, comprising of 131 temporary positions and 27 permanent positions. Of the 131 temporary positions 46 were advertised as casual employment.

One appeal was lodged with the Office of the Commission for Public Employment during the reporting period, which was upheld.

No 2. Probation

Chief Executive shall develop a probationary process for their Agency and convey details of the probationary process to employees within their first week of reporting for duty.

ACTION:

Information about the probation process is available on the Agency's Intranet. New employees are directed to the site on their commencement.

The Human Resources Services Unit provided regular advice to senior management on the status of employee probations.

No 3. Natural Justice

The rules of natural justice to be observed in all dealings with employees.

ACTION:

The principles of natural justice are required to be observed in all dealings with employees.

No 4. Performance Management

Chief Executive is to report annually on management training and staff development programs. Chief Executive shall develop and implement performance management systems for their Agency.

ACTION:

The Performance Enhancement System training is in place for all employees and managers to utilise and have performance and development discussions.

No 5. Medical Incapacity

Chief Executive to provide the Office of the Commissioner for Public Employment with information on the extent to which this Employment Instruction has been used by the Agency.

ACTION:

Advice is provided to Managers as required by the Human Resource Services Unit.

No 6. Inability to Discharge Duties

Chief Executive to provide the Office of the Commissioner for Public Employment with information on the extent to which this Employment Instruction has been used by the Agency. Chief Executive may establish procedures regarding this Employment Instruction within their Agency.

ACTION:

No action was taken under Section 44 Inability to Discharge Duties in the reporting period.

No 7. Discipline

Chief Executive to provide the Office of the Commissioner for Public Employment with information on the extent to which this Employment Instruction has been used by the Agency. Chief Executive may establish procedures regarding discipline within their Agency.

ACTION:

Six disciplinary actions took place in 2010–11, four of which have been finalised and two will be carried forward in 2011–12.

No 8. Management of Grievances

Chief Executive shall establish written grievance setting procedures for the Agency that should be available to employees and outline steps for dealing with grievances.

ACTION:

There have been three Section 59 grievances, two have been finalised in 2010–11. One grievance has been carried forward in 2011–12.

No 9. (Incorporated in Employment Instruction 1)

No 10. Employee Records

Agencies are required to maintain appropriate employee records and implement procedures for maintaining and accessing these records.

ACTION:

All personnel files are securely maintained by the Northern Territory Government's Department of Business and Employment on behalf of the Agency. Access to personnel files and the Personnel Integrated Pay System database is restricted to an 'in-confidence' level.

No 11. Equal Employment Opportunity Management Programs

Chief Executive to devise and implement programs to ensure equal employment opportunities and outcomes are achieved. Chief Executive to report annually on programs and initiatives the Agency has developed. Report should also include details on specific action in relation to Aboriginal Employment and Career Development, and also measures to enable employees to balance work and family responsibilities.

ACTION:

Equal Opportunity policies are available on the Agency's Intranet.

The Human Resources Services Unit of the Agency focussed its efforts on communicating the importance to new employees of having the correct data on of their details in the Personal Integrated Pay System, through the Agency's Induction program. The Agency's recently adopted *Indigenous Employment and Career Development Strategy* requires annual reporting of targets for employment and career development.

No 12. Occupational Health and Safety Programs

Chief Executive to develop programs to ensure employees are consulted in the development and implementation of Occupational Health and Safety programs. Chief Executive to report annually on Occupational Health and Safety programs. Records must be kept on risk assessment, maintenance control and information, instruction and training provided to employees.

ACTION:

The Occupational Health and Safety (OHS) steering committee continued to meet quarterly in 2010–11. The steering committee reviewed and endorsed the OHS Policies annual review for approval by the Chief Executive.

The recording of hazards onto individual risk registers commenced in 2010–11. The reporting of incidents, including near misses has been strongly advised through the Agency's Induction program.

No 13. Code of Conduct

Chief Executive may issue guidelines regarding acceptance of gifts and benefits to employees. Chief Executive may issue an Agency specific Code of Conduct.

ACTION:

New employees are provided with a copy of the *Northern Territory Public Sector Code of Conduct* booklet as part of their commencement package. All employees have access to the electronic version of the Code of Conduct booklet via the Northern Territory Government Intranet.

The Code of Conduct training program was delivered in Darwin, Palmerston, Katherine and Alice Springs to 55 participants. The program is designed to enhance people's knowledge of ethical business practices and to provide practical strategies for dealing with situations that arise at work. The workshop uses the *Northern Territory Public Sector Principles and Code of Conduct* as the source document which sets out the conduct expected of all Northern Territory Public Sector employees and the values they are obliged to uphold.

No 14. Part-Time Employment

Chief Executive to advise unions on a six monthly basis of the number of part-time employees by salary stream.

ACTION:

The Agency is supportive of part-time working arrangements and other flexible arrangements. At the end of the reporting period 87 part-time arrangements and 27 flexible working arrangements were in place.

Induction, Probation and Industrial Relations

Induction

Nine face-to-face induction programs were conducted in 2010–11 in Darwin, Katherine and Alice Springs for 76 new employees. The Induction Program provides an overview of the Agency's responsibilities and strategic objectives, and provides an introduction of key contacts such as payroll and records management. A Code of Conduct Workshop was also delivered to ensure employees were informed of their obligations and rights as public service employees.

The joint program is scheduled throughout the year to allow all new employees to participate.

New employees are provided a 'Welcome Pack' at induction that contains information relating to conditions of service, key contacts and a checklist for supervisors to ensure appropriate site specific workplace inductions are conducted.

Industrial Relations

There were no industrial relations actions undertaken in 2010–11. The Agency keeps relevant Unions informed of matters that may affect its members.

Employee Probation

In 2010–11, 37 employees were subject to probation. The outcomes were as follows:

Outcome	2010–11 Number of Employees	2009–10 Number of Employees	2008–09 Number of Employees	2007–08 Number of Employees
Currently under probation	16	32	19	18
Confirmed at 3 months (within probation period)	6	7	13	13
Confirmed at 6 months (within probation period)	12	6	17	19
Probation extended to 12 months	2	3	2	1
Resigned	1	1	7	2
Transferred to Executive Contract	0	0	0	1
Probation automatically confirmed	0	0	0	0
Total	37	49	58	54

Occupational Health and Safety

The Agency has an Occupational Health and Safety (OHS) Policy to underpin its commitment to achieving and maintaining a safe and healthy workplace for all its employees, contractors and visitors.

As part of this commitment to a safe and healthy work culture the following activities were conducted, as part of the Agency’s OHS Management Plan:

Site Inspections

The Agency has visited a number of its workplaces finding some areas non-compliant to legislation. Corrective actions have been provided resulting in reduced illness and injury and an increase in productivity.

Safety Committee

The OHS steering committee continued to meet quarterly in 2010–11. The steering committee reviewed and endorsed the OHS Policy for its annual approval by the Chief Executive.

Management Plan

The recording of hazards onto individual risk registers commenced in 2010–11. The reporting of incidents, including near misses has been strongly enforced through Agency’s Induction program also. It is noted that workers’ compensation claims are down from previous years in 2010–11.

Evaluations and Audits

The Agency’s Safety Management System was evaluated against compliance with *Australian Standards 4801*. The Agency has improved upon its previous result against the Australian Standards 4801, rising from 39 per cent compliance to 82 per cent compliance in 2010–11. This increase has come as a result of implementing numerous safety policy, procedure and actions within the Safety Management System.

The Safety Management System has been endorsed by the Agency’s Executive Leadership Team to achieve the following:

- A safe and healthy workplace and the prevention / reduction of illness or injury equally for employees and contractors;
- Identification of workplace hazards, assessment and control of all risks;
- Active involvement in health and safety matters by managers, supervisors and employees and their representatives;
- Provision of information and training for employees at all levels so they can work safely; and
- Audit and review of the Safety Management System.

Workers’ Compensation Claims

A total of 72 accident and injury reports were received in the reporting period, a decrease of nine reports from 2009–10. Of these 72 reports in 2010–11, 26 resulted in a claim for workers’ compensation, a decrease of 14 claims from the previous year. \$678 209.01 was spent on these and existing open claims in 2010–11, representing a decrease of \$165 690.06 from the previous year.

The significant decrease in the number of claims and expenses for workers’ compensation can be attributed to the efforts of the Agency’s Occupational Health and Safety Management Plan. The enforcement of this Plan has seen a safe working culture grow within the Agency.

Worker’s Compensation Claims

Type of claim	2010–11 Number of Claims	2009–10 Number of Claims	2008–09 Number of Claims	2007–08 Number of Claims
Lost time injuries	12	23	37	20
Medical expenses only	14	16	0	11
Total number	26	40	37	31
Total Cost	\$678209.01	\$843 899.07	\$428 435.66	\$512 669.75

NB One claim received during the 2009–10 period was not proceeded with. It incurred TIO administration fees only.

Employee Assistance Program

The Agency has a formal Employee Assistance Program (EAP) with Employee Assistance Service Northern Territory Incorporated. This is a confidential counselling service for employees and their family members seeking assistance with personal, family and workplace issues that may be affecting their work performance, productivity and wellbeing. The Agency also uses the services of Darwin Consulting Psychologists to support managers and employees on specific issues.

In 2010–11, 124 employees and their family members accessed the Agency's EAP program totalling 270 consultation sessions. This is down on the 2009–10 figures of 368 consultation sessions.

Employee and Agency Achievements

In 2010–11 the Agency and its employees, through their work, have been recognised for Agency and individual awards. Additionally the many employees have performed keynote speaking opportunities, a reflection of their experience and expertise.

Individual Awards

- **Glenn Wightman – Australian Public Service Medal**
For outstanding public service to the maintenance of Indigenous languages and culture in the Northern Territory, particularly Indigenous biological knowledge of plants, animals and landscapes. Glen works at the Agency's Northern Territory Herbarium.
- **Park Ranger Greg Williams – Chief Minister's Public Sector Medal**
For outstanding and meritorious service in educating, mentoring and inspiring Territorians about the environment using both traditional and western approaches. Greg is the Senior District Ranger Arnhem Wetlands at Fogg Dam. He is respected for his technical expertise as a ranger and also for his insights and practical knowledge that he imparts on Joint Management and effective relationship building with Indigenous people and communities across the Territory.
- **Courtney Whitton – Young Leader 2011 Nursery Garden Industry Awards**
Courtney was employed as a Technical 1 Horticulturist at the Alice Springs Desert Park until May 2011.
- **Glenn Edwards and team – Desert Knowledge Research Award**
For managing the impacts of feral camels in Australia, in the 2010 Northern Territory Research and Innovation Awards.

2010 Northern Territory Training Awards:

- **Leanora Laughton – Group Training Northern Territory Indigenous Apprentice of the Year and Charles Darwin University Tourism Student of the Year**
Leanora completed her Certificate III Tourism (Guiding) Apprenticeship in January 2011 and is employed as a permanent Technical 1 Guide at the Alice Springs Desert Park.
- **Robert Maloney – Group Training Northern Territory Outstanding Apprentice Stage 3**
Robert is in the final year of a three year Certificate III Horticulture Apprenticeship at the Alice Springs Desert Park.
- **Park Ranger James Gorman – Group Training Northern Territory Katherine Awards Best supervisor**
- **Park Ranger Apprentice Alan Anderson - Group Training Northern Territory Katherine Best Apprentice**
- **Alice Springs Desert Park – Host Employer of The Year**

Agency Awards

- The Agency was nominated for two programs in the 2010 Chief Minister's Awards for Excellence in the Public Sector for the category *Preserving our Environment and Natural Resources*:
 - Parks and Wildlife – Indigenous Ranger Group Development Program – Winner of the category
 - Parks and Wildlife – For initiative in eradication of the Invasive Yellow Crazy Ant in Darwin – Finalist in the category
- The Alice Springs Desert Park was awarded the Brologa Award in the Ecotourism category at the 2010 Northern Territory Tourism Awards held in March 2011.
- The Agency was a Bronze Award winner at the 2011 Australasian Reporting Award in 2011.
- The Agency won the following two categories at the Northern Territory Public Sector Annual Reporting Awards in June 2011:
 - Best Reporting and Performance Reporting
 - Best Reporting and Corporate Governance

Keynote speaking opportunities

- **Ms Jo McGill, Director of the Northern Territory Library** was invited to attend a Global Libraries Critical Friends meeting in Aarhus, Denmark in June 2011. This provided an opportunity to showcase the Northern Territory Library's successes in providing free access to technology to remote-living Territorians.
- **Ms Anja Tait, Library Program Advisor with the Northern Territory Library (NTL)** was invited to present at the following events:
 - Re-imagining early learning with the arts symposium in New York City, USA in May 2011.
 - Interdisciplinary collaborations symposium in Seoul, Korea in July 2011.

Other

Kokoda Trail

The Indigenous Youth Leadership Program, which was coordinated by the Jobs Australia Foundation, selected two Parks and Wildlife Rangers, Apprentice, Liam De La Cruz and Senior Ranger, Andrew Coats, who took part in the Kokoda Trail walk in August 2010.