

Our People

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Our People



Overview

Employees are the lifeblood of every department. At the Department of Land Resource Management, employee commitment and satisfaction is integral in achieving our operational outcomes to effectively deliver services and programs to the Territory community.

Human Resource (HR) Services is dedicated to delivering best practice in HR management for all employees. HR Services works alongside senior managers to support and encourage a positive workplace culture. It does this

through a consistent advisory service and development of programs, policies and frameworks to comply with legislative requirements for employment.

In 2016, the Governance Board approved the release of the Indigenous Employment Strategy 2016-2020 and the Strategic Workforce Plan 2016-2020. Both of these strategic plans support the department in developing a workforce that is high performing, fair and safe, and reflecting the diversity of the community that we serve.

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Our Workforce

During 2015-16, the department developed a Strategic Workforce Plan to ensure it has adequate human resources to meet its strategic goals and operational plans.

The plan also seeks to deliver a prosperous economy, strong society, balanced environment and confident cultures. A key challenge for the department is to ensure that our workforce has the capacity and capability to deliver against the strategic priorities set by government.

The plan has been developed with actionable strategies to address current and future workforce challenges. Key priorities outlined within the plan include leadership, diversity, culture and workforce planning for the future.

Workforce Profile

Employees by Classification

Classification	As at 30 June 2014	As at 30 June 2015	As at 30 June 2016	Classification	As at 30 June 2014	As at 30 June 2015	As at 30 June 2016
AO2	9	5	5	P1	7	9	10
AO3	6	6	7	P2	30	33	32
AO4	15	16	16	P3	30	31	40
AO5	13	15	20	SP1	23	20	18
AO6	15	9	15	SP2	1	2	2
AO7	15	18	17	T1	3	3	1
AQF3A	1	0	1	T2	17	19	21
SAO1	7	9	14	T3	41	42	45
SAO2	10	9	10	T4	17	16	23
ECO1	2	0*	3	T5	5	5	6
EO2	1	0	0	T6	2	1	1
ECO2	5	7	5	SBA	1	2	3
ECO3	1	1	1	ICS	0	1	1
ECO5	1	1	1	Gradt	1	2	1
TOTAL:					279	282	319

Source: Personnel Information Payroll System

Note: Figures based on headcount of ongoing, fixed term and casual employees

*As at 30 June 2015, there were two ECO1 employees, both were acting as ECO2

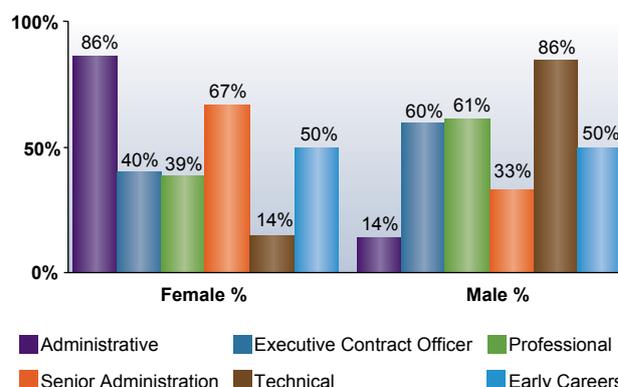
Gender Comparison

The department's overall gender comparison shifted slightly for males during 2015-16, decreasing from 56 percent in 2014-15 to 54 percent during 2015-16, with a corresponding increase in the number of females during 2015-16. Some 86 percent of employees in the Technical stream are males, which is the highest proportion of males in any area of the department. While some 86 percent of the Administrative stream employees are female, which is the highest proportion of females in any departmental area.

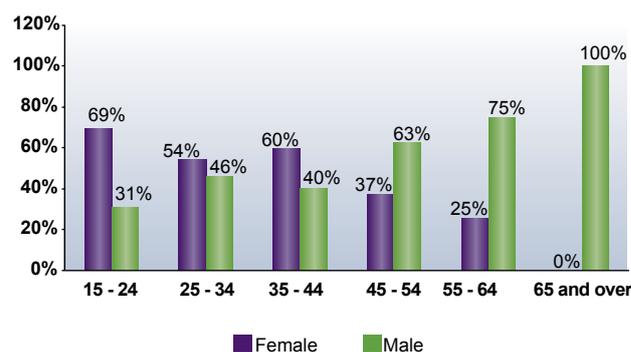
Employees by Age and Gender

As at 30 June 2016, the department had a total of 319 employees, of which 173 were male and 146 female. Some 28 percent of employees are aged between 35 and 44, which is the largest proportion of employees out of each age group. The most significant difference in comparing gender per age group is within the 55 - 64 age group with 25 percent female and 75 percent male. The department has no female employees aged 65 and over.

Gender Comparison by Stream at 30 June 2016



Age by Gender Comparison at 30 June 2016

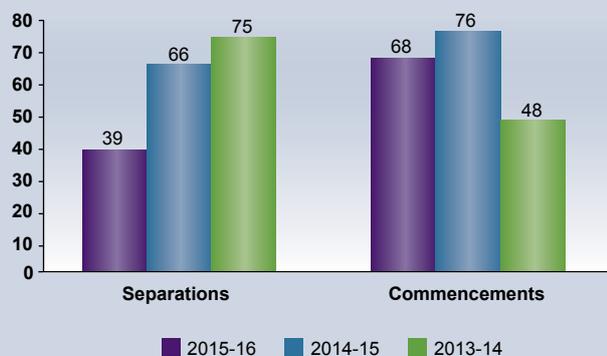


Recruitment and Retention

During 2015-16, 68 employees were recruited to the department.

The employee separation rate for 2015-16 is 12.2 percent, compared to 23.4 percent in 2014-15.

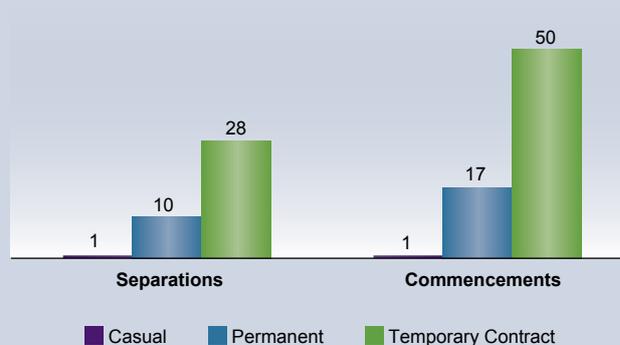
Recruitment and Retention - 3 year Comparison



Source: Personnel Information Payroll System

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

Recruitment and Retention by Employment Status at 30 June 2016



Source: Personnel Information Payroll System

Staff Recognition and Achievements

The department's Recognition and Reward Scheme continued in 2015-16 with the aim of recognising and rewarding employees, either as individuals or as part of a team, for outstanding contributions that support the department's values, strategic goals and objectives.

During 2015-16 a total of 31 employees, including eight individuals and four teams, received a monthly staff achievement award through the Recognition and Reward Scheme.

The awards were presented to:

Staff Achievement		Team Achievement	
Name	Date	Name	Date
Caroline Green and Jolene Challis	July 2015	Information Management Services Team, including: Julie Keating, Nerida Silva, Priscilla Laughton, Rachelle Salandanan, Nikita Bussenschutt and Angela Arnison, Andrew Morrison, Megan Kittle and Debbie Cheslett	August 2015
Nathan Mills	October 2015	Larrimah Agricultural Land Suitability Team, including: Jonathan Burgess, Aiden Wright, Kaitlyn Andrews and Nick McGrath and Accounting Services Team, including: Annie Butler, Andrea Hollamby and Cleo Vivian-Williams	September 2015
Karlie Weinert	December 2015	Rangelands Monitoring Branch (Darwin, Katherine and Alice Springs), including: Ben Lynes, Ben Schumacher, David Hooper, Gary Bastin, Grant Staben, Jason Barnetston, John Targett, Laurence Tait, Meg Humphrys and Sarah Thorne	November 2015
Steve Tickell	January 2016		
Nick Cuff	March 2016		
Laura Cummins and Jean Gilson	May 2016		
Andrea Ruske	June 2016		



Flora and Fauna Division received the Delivering a Balanced Environment Award at the Chief Minister's Awards in November 2015.

Cultivate

In early 2016, the department commenced an innovation program, *Cultivate*. Cultivate was aimed at harnessing the collective knowledge and expertise of the department by stimulating innovation and creativity through an annual call for ideas, suggestions and solutions.

Innovative ideas were sought from employees or groups of employees through an application process. Fourteen applications were received and collated for assessment. All short-listed applicants presented their ideas at the second Senior Leader's Forum in May and feedback was sought from their peers.

An overall assessment was made by the department's Governance Board and one application was selected for further scoping. The successful application titled Citizen Science Program for Threatened Species was awarded \$10 000 to further scope the innovative idea.

The Citizen Science Program will provide up-to-date information on the distribution of particular threatened species and improve currency and comprehensiveness of data, by engaging with interested members of the public.

A number of other innovative ideas put forward as part of this process will be progressed in other ways.



Chief Minister's Awards

Delivering a Balanced Environment

In November 2015, the department received a Chief Minister's Award for work carried out in partnership with INPEX Operations Australia. The Darwin Harbour Coastal Dolphin Monitoring Program focussed on three species of coastal dolphins during marine construction activities for the Ichthys Project LNG facility.

This world leading practice monitoring program, which travelled almost 60 000km along transects in Darwin Harbour, Bynoe Harbour and Shoal Bay over five years, showed that the abundance of dolphins has remained stable over the marine construction period.

The Rangelands Division was also shortlisted as a finalist in the Developing the North and/or Remote Economies category for its legislative reform and program implementation of Non-Pastoral Use Permits under the *Pastoral Land Act*.



Chief Minister's Medal – Peter Brocklehurst

Peter (Doc) Brocklehurst was awarded a Chief Minister's Medal at the Chief Minister's Awards in November 2015. Doc is the Principal Vegetation Scientist who has given unflinching, outstanding public service over the past 32 years. During this period of dedication, Doc has progressed vegetation information in the Northern Territory from a state of paucity to an extensive number of readily available, nationally recognised datasets and maps.

Doc has mapped and described the vegetation and land resources of the Northern Territory for a wide range of users to assist sustainable development and also to provide essential information for the conservation and management of nationally and internationally important communities.

Territory Natural Resource Management and NT Landcare Awards

The department won in two categories of the annual Territory Natural Resource Management (TNRM) Awards held in November 2015.

Katherine Regional Weed Management Officer, Tahnee Thompson won the Individual NRM Champion Award.

Tahnee started her land management career with DLRM's Vegetation Mapping Unit in the Gulf of Carpentaria in August 2008.

Her role with the department involves extensive liaison and engagement with managers of all land tenures, particularly in regards to weed management.

Tahnee is an outstanding natural resource management practitioner and a leader in her community.

The Research in NRM Award was awarded to the department's Flora and Fauna Division for the development of camera trapping methodology, including a comprehensive guide for land managers.

This research focused on declining mammal populations and how camera trapping can aid this research. The comprehensive guide is a detailed, plain-English manual that can be applied by a broad range of land managers in northern Australia, to help ensure that monitoring programs using cameras will provide reliable data that can inform adaptive land management.



Flora and Fauna Division received the Research in Natural Resource Management Award at the Territory Natural Resource Management and NT Landcare Awards in November 2015.



Tahnee Thompson received the Individual Natural Resource Management Champion Award.

The Flora and Fauna Division worked closely with Indigenous Rangers and Traditional Owners involved in the Warddeken and Djelk groups and Fish River Station, and there has been strong uptake of this technology in northern Australia by Indigenous rangers and other users such as environmental consultants.

Australian Government Support through the National Environmental Research Program (NERP) has also been crucial to the success of the project.

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Flora and Fauna Division with their milestone certificates.



Bushfires NT with their milestone certificates.



Corporate Services Division with their milestone certificates.

Milestone Awards

A ministerial function was held in October 2015, with people from across the NTPS being recognised for 30, 35 and 40 years of service. The following department employees received an award for their extensive contribution to the public service:

30 Years

- Marguerite Wall
- Errol Kerle
- Allan Russ

35 Years

- Gail-Maree McLeod
- Stephen Hester

40 Years

- Desmond YinFoo
- Ian Smith
- Lynton Fritz
- Mervyn Chin

In late 2015, the department amended its Recognition and Reward Scheme Policy to complement the Northern Territory Government Recognition of Milestones Policy by incorporating the recognition of 10 and 20 year service milestones through an annual event hosted by the CEO. Given that many staff members missed out on recognition prior to the policy being implemented, all staff who achieved more than 10 years of service in 2014-15 were recognised in 2015-16 for their long-standing careers with the department and the NTPS. A total of 105 employees were recognised in 2015-16 for achieving service milestones in 2014-15. A further five employees based in Alice Springs were recognised in June 2016, for achieving 10 and 20 year milestones in 2015-16.

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Other staff achievements



Ashley Beagley

In 2015, Land Management Officer Ashley Beagley was one of two recipients of an International Erosion Control Association (IECA) Young Professional Sponsored Conference Attendance, and participated at the 3rd International Erosion Control Conference in Sydney. As a newcomer to the erosion and sediment control industry, Ashley greatly appreciated this opportunity to enhance her knowledge and exposure to current practices and advances in the field. Her conference attendance enabled her to gain valuable knowledge from leading Industry professionals and increase her understanding of interstate operations.



Dr Carol Palmer

Since 2007, Dr Carol Palmer, Senior Scientist – Marine Mammals, has clocked up more than 324 days on the water, traversing about 10 000 km of coastal areas in search of three species of dolphin known to inhabit the area. Carol gathered genetic samples and photographed the dorsal fins of the dolphins to identify individuals and provide baseline population estimates. She also

collated existing and historical data. This work has helped to clarify the species status of the humpback and snubfin dolphins across Australia. Carol's PhD thesis was entitled Conservation Biology of Dolphins in Coastal Waters of the Northern Territory, Australia.

Overall, the study helped clarify the taxonomy and distribution of Australian snubfin dolphins in Northern Territory waters and documented the broad distributional patterns of all three coastal dolphin across the Territory.



Chloe Bonnell

Chloe Bonnell, School Based Apprentice with the Corporate Services Division, won the Group Training Northern Territory (GTNT) School Based Apprentice of the Year Award in April 2016 in recognition of her outstanding achievements and commitment to study at school and within the workplace. Chloe started working with the department in February 2015 while undertaking a Certificate II in Business, and successfully completed her apprenticeship in December 2015. Chloe has continued with the department in 2016 through a new school-based apprenticeship, studying a Certificate III in Accounts Administration.



Meg Humphrys

Meg Humphrys, Rangelands Monitoring Officer, Alice Springs, was a finalist for the ConocoPhillips Environment Award at the Northern Territory Young Achiever Awards. This award recognises young people who have demonstrated environmental leadership or made a significant contribution to a sustainable Territory. Meg was nominated for her efforts as a Weed Management Officer in Tennant Creek representing the Northern Territory on the Rubber Bush Project. She set up trials and worked with landholders in an extension capacity to promote the new control methods used in the trial. Meg was also recognised for her other work in the environmental space, including her time with the Arid Lands Environment Centre helping organise community events around sustainability and the environment, and her roles at the Alice Springs Desert Park conducting tours for the rare and illusive animals of the Australian desert. Meg now works as a Rangeland Monitoring Officer in Alice Springs, where she continues to develop her skills in understanding the arid landscape with the aim of encouraging positive land management practices.



Bob White

Bob White retired in July 2015 after 20 years service. Bob commenced employment with the NTPS in 1995 at the NT Rural College and was a committed and enthusiastic Bushfires NT Officer who took a particular interest in the design and supply of equipment suited to fire management across the Savanna Region. Bob was also a volunteer with Bushfires NT.



Darryl Day

In August 2015, Darryl Day, Executive Director, Water Directorate, was elected as a Fellow of the Institution of Engineers and was awarded the Professional Engineer of the Year Award for the Northern Division of Engineers Australia for his contributions as an engineer to the community and profession through innovation, leadership, ingenuity and creativity. In November 2015, Darryl was also recognised for his sustained outstanding contribution to the water profession when he was appointed as a Fellow of the International Water Association.

Developing our Workforce Capacity and Capability



Our Culture

The Department of Land Resource Management (DLRM) is committed to inspiring a collaborative, respectful and accountable workplace culture, where staff feel they are valued, respected and supported.

DLRM's 'Voice of the People' Project (VoPP) continued throughout 2015-16 with the aim of supporting our ideal culture, which ultimately supports the department in realising a workforce with the capacity and capability to deliver effective services to Territorians.

The comprehensive VoPP culture program was developed to address key areas identified for improvement through focus groups and through the 2014 Northern Territory Public Sector (NTPS) People Matter Survey. This included:

- inspiring a sense of identity within the department
- improving and encouraging cross-collaboration throughout the divisions of the department
- celebrating the knowledge, expertise and diversity of the workforce
- fostering innovative approaches to new or improved business, creating new products, processes and/or business models
- supporting a respectful workplace with zero tolerance for bullying.

The VoPP activated a number of key initiatives throughout 2015-16 including:

- DLRM Reward and Recognition Scheme
- 'Cultivate' innovation program
- DLRM Strategic Workforce Plan 2016-2020
- A new eLearning corporate induction program
- Combat Bullying program
- Biannual Senior Leaders' Forum

- Leading engagement initiatives such as 'Lunch with the Chief Executive Officer (CEO)' and the CEO staff roadshow.

The VoPP has continued to evolve with the NTPS People Matter Survey, which has provided further data and feedback to benefit the program. Following the results of the 2014 survey, the VoPP was expanded to align with the sector wide initiative aimed towards developing and improving performance across the NTPS. The NTPS People Matter Survey opened again in May 2016 with participation widely encouraged throughout the department, and a 66 percent response rate was achieved. Results from the survey will be released to agencies in August 2016 and will inform the future of the VoPP for 2016-17.

Diversity

DLRM celebrates its diverse, unique workforce and is committed to recognising and supporting its employees. It promotes a 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 encouraging employees to participate in programs such as cross cultural training, combat bullying, simplified recruitment, code of conduct, and the employee assistance program (EAP). It also provides appropriate policies and procedures to support equity and diversity in the workplace.

In 2016, the department released the Indigenous Employment Strategy 2016-2020 which aims to increase Indigenous employment across all occupations, levels of employment and locations. The strategy also aims to improve Indigenous workforce capability and develop the department into a mature and culturally competent workplace.

As part of this strategy, an Indigenous Employment Reference Group was formed and tasked with ensuring Indigenous employees are able to develop and excel within a supportive, sensitive and appropriate workplace.

In 2015-16, 6.6 percent of employees identified as Indigenous Australians, an increase of 0.3% since 2014-15. In addition to the current 6.6 percent, the department has employed a further three Indigenous employees through the Department of Corporate and Information Services' Indigenous Employment Program.

Women in Leadership

DLRM continues to actively support the development of women in leadership roles across the department. This includes participation in key development opportunities such as the Future Leaders Program delivered through the Office of the Commissioner for Public Employment (OCPE). One participant completed the program in July 2015 and one employee is also participating in the Public Sector Management Program which is due for completion in late 2016.

The department supported the participation of seven women in the Australian and New Zealand School of Government (ANZSOG) Strategic Triangle Workshop, Public Value and Influence: Strategic management in today's public sector, during 2015-16.

As at 30 June 2016, 47 percent of the department's Governance Board members were female.

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 NTPS employees. The department upheld the performance and conduct principle by applying the Employment Instruction.

The Personnel Evaluation System Agreement (PESA) process and system continues to encourage 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. Each division has a business plan which enables individuals to set goals and targets, and provides a clear line of sight to the department's strategic plan. In 2015-16, 68 percent of employees participated in the electronic PESA process.

To support the PESA process, 'Managing for Performance' workshops were delivered in 2015-16. The workshops aimed to support managers, supervisors and employees to develop an understanding of human behaviour and attain communication techniques to facilitate productive performance management conversations. Four half-day workshops were delivered in Darwin, Palmerston and Alice Springs, with 20 employees participating in the program.

Learning and Professional Development



The department has a highly professional workforce with a wealth of scientific knowledge and expertise and invests in its employees through learning and professional development opportunities to grow and support its organisational capacity and capability.

HR Services facilitates corporate training for all departmental 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 \$392 872 – equating to \$1 231 per person - on employee learning and professional development in 2015-16.

The department's online learning management system, MyLearning, captures and manages all employee training records, coordinates corporate training and delivers suitable eLearning courses for employees.

The department provides information on the intranet for employees on how to access study assistance and the professional development allowance. Employees are also encouraged to attend conferences, seminars and workshops on a range of topics relevant to their profession.

Learning Management System

In 2014-15, the department invested in the online MyLearning system, to capture and maintain all employee training records and manage the delivery of corporate training. Since its implementation, 3 126 historical and new training records for DLRM employees have been captured within the system.

Stage Two of the project was completed in 2015-16 and included the development of two new eLearning initiatives, the Corporate Induction Program and the Simplified Recruitment Program. The development of these innovative solutions provides for greater accessibility for all employees, particularly given their geographical spread throughout the Territory.

Both eLearning programs incorporate contemporary design with interactive elements such as graphics, diagrams, videos, and scenarios, and can be undertaken at a user's pace, allowing for flexibility. These initiatives also provide for greater accessibility for all employees.

The Office of the Commissioner for Public Employment (OCPE) joined the Simplified Recruitment eLearning project as a project partner, and this program has subsequently been introduced as a training initiative to all NTPS employees. The Simplified Recruitment eLearning program satisfies the minimum requirements for employees to sit on a recruitment panel within the NTPS.

The Simplified Recruitment Program was introduced in October 2015, with a total of 21 employees completing the program as at 30 June 2016.

Also as at 30 June 2016, a total of 29 department employees had completed the new Corporate Induction eLearning Program since its roll out in March 2016.

Combat Bullying Program

In line with the provisions of the *Fair Work Act*, the department continued to deliver the Combat Bullying Program throughout 2015-16. The program focusses on providing the tools to senior managers and staff to address any potential workplace bullying.

Workshops supporting the program were delivered in Darwin, Palmerston and Alice Springs with a total of 36 employees attending during 2015-16.

The department is committed to its zero tolerance policy against workplace bullying. To further encourage respectful workplace behaviour, a 100 percent staff participation target was set through its 'Voice of the People' program. As at 30 June 2016, 64.3 percent of employees had completed the program.

My Development

In May 2016, the department implemented the My Development initiative to enable employees to develop skills for future career opportunities. The initiative is a commitment from the NTPS that ensures all employees

in the Administrative Officer 1 - 5, Professional 1, Physical 1 - 7 and Technical 1 - 3 levels have access to at least one week of cumulative on- or off-the-job training (or a combination of both) for learning and development.

HR Services delivered information sessions to managers and eligible employees on the new initiative, and continues to support its implementation throughout the department.

Senior Leaders' Forum

In 2015-16, the department established a biannual senior leaders' forum to provide relevant staff with an opportunity for professional development, collaboration, learning and networking.

About 90 staff attended the first senior leaders' forum held over one-and-a-half-days in November 2015. The theme of the forum was 'Developing our Leaders' and the program included topics such as north Australian development, Indigenous employment, strengthening leadership and strategic skills and high-level projects for the department.

The second senior leaders' forum, focussed on the theme of 'Leading within a Changing Environment' was held in May 2016 with over 80 staff attending. The program incorporated key topics such as leading resilient and high-performing teams, management changes, Indigenous employment, Cultivate innovation program and high-level projects for each department division.

Employment Programs

The department offers a range of capability building programs through the OCPE.

Public Sector Management Program

This program equips middle to senior managers, to meet challenges by providing them with the knowledge and ability to become effective public sector leaders.

One employee completed this program in 2015-16.

Future Leaders Program

The Future Leaders Program is an investment in the capability of talented people within the NTPS to deliver strategic needs for the future. In anticipating the needs for tomorrow, leaders must strategically plan for succession in order to enhance capability and create a vibrant and innovative public sector.

One employee completed the program within 2015-16 and another is due to finish in late 2016.

Apprenticeship and School-Based Apprenticeship Programs

These two programs combine employment with structured learning to develop workplace skills and provide a nationally recognised qualification.

In 2015-16, the department supported four school-based apprentices to complete Certificate II and III in Business, Certificate III in Conservation and Land Management, and a Certificate III in Accounts Administration.

Two commenced apprenticeships with the department in 2015-16.

One school-based apprentice successfully completed a Certificate III in Business in December 2015 and subsequently started a school-based accounting apprenticeship with the department in January 2016.

All three current school-based apprentices are due to complete their studies by December 2016.

One moved to a full-time apprenticeship program during 2015-16 and will continue with the department in 2016-17.

Graduate Development Program

The Graduate Development Program offers a one- or two-year placement with the department and is aimed at developing the skills, experience, knowledge and abilities of graduates to the level of competence required for management positions. The program combines on-the-job training with professional and personal development opportunities.

Three graduates completed the program in 2015-16, with two securing full-time employment with the department.

One additional graduate employed by the department during 2015-16 is due to complete the program in January 2017.

Indigenous Cadetship Support

The Indigenous Cadetship Support Program enables Indigenous students who are undertaking a university undergraduate degree to gain the professional qualifications and work experience needed for a range of jobs in the NTPS.

In 2015-16, one student continued the program with the department and is due to complete the required studies in 2016-17.



Barbara Grant, Andrew Wilkinson, Mary Hardy and Jean Gilson at Barbara's graduation

Indigenous Employment Program

This pre-employment program is specifically designed to attract Indigenous jobseekers and aims to equip trainees with a foundation of skills relevant to entry level positions. On completion, program participants are offered positions within the department.

In 2015-16, the department had three participants in the Indigenous Employment Program.

Study Assistance

Three employees accessed study assistance during 2015-16 to undertake study ranging from Certificates to Masters level programs. The department supports employees gaining relevant professional and technical skills through higher education studies. This financial assistance equates to an average of \$2325.50 per participating employee.

Areas of study supported during 2015-16 included:

- Masters of Environmental Management
- Certificate IV in Work Health and Safety
- Diploma of Work Health and Safety
- Certified Practising Accountant Program

Corporate Training



The department delivers a range of corporate training initiatives to employees, including;

- Corporate Induction
- Code of Conduct
- Cross Cultural Workshops
- Simplified Recruitment
- Combat Bullying Program
- Managing for Performance Workshops
- Clear Writing Workshops
- Bounce Back (Change Management) Workshops

Corporate Induction

The Corporate Induction program is designed to support new employees with settling into their roles by providing integral information about the department, its strategic priorities, corporate culture and key policies and procedures.

It also provides an awareness of corporate functions,

performance agreement processes, entitlements and conditions of service, appropriate workplace behaviour and the NTPS Code of Conduct. Employees are provided with information on their accountability and responsibilities under the *Public Sector Employment and Management Act* and the *Work Health and Safety (National Uniform Legislation) Act*.

HR Services held two face-to-face corporate induction sessions in Darwin and Alice Springs in 2015-16 prior to introduction of the new eLearning Corporate Induction Program in March 2016.

A total of 49 department employees completed corporate induction training during 2015-16.

Code of Conduct

Code of Conduct workshops aim to enhance employees' knowledge of ethical business practices and provide practical strategies for dealing with situations that arise in the workplace. The workshop draws on the NTPS Principles and Code of Conduct, as set out in the *Public Sector Employment and Management Act* and Employment Instruction 12, Code of Conduct.

Six Code of Conduct workshops were held in Darwin, Katherine and Alice Springs during 2015-16 and were attended by a total of 60 department employees.

Cross Cultural Training

During 2015-16, the department continued to provide a number of cross cultural programs 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.

Eight workshops were held in Darwin and Alice Springs during 2015-16 with 36 department employees completing the program.

The program will continue to be offered throughout 2016-17.

Simplified Recruitment

Simplified Recruitment training, facilitated by the OCPE's Public Sector Appeals and Grievance Unit, was offered during 2015-16.

Face-to-face sessions were held in Darwin, Katherine and Alice Springs with a total of 36 employees attending the training during 2015-16.

The Simplified Recruitment eLearning program was launched in October 2015. A total of 21 employees completed the online program during 2015-16.

Clear Writing Workshop

Clear Writing workshops cover basic techniques to develop clear written messages for an intended audience. Participants learn how to say more, using fewer words, with practical exercises to reinforce their learning.

One Clear Writing workshop was offered to employees during 2015-16, with seven department employees participating.

Managing for Performance Workshops

The department offered Managing for Performance workshops to employees to provide an understanding of the principles required for establishing strong working relationships based on shared and agreed expectations.

Post workshop one-on-one coaching was also available to provide tailored support for managers on performance matters.

Four workshops were delivered in 2015-16, with 15 department staff attending the training.

Bounce Back – Change Management Workshops

During 2015-16, the department offered 'Bounce Back' change management training to support individual and team resilience through times of change.

The workshop provides practical strategies to support individual and team resilience and develop action plans to support future change initiatives.

More than 80 senior department staff also participated in this workshop as part of the May 2016 Senior Leaders' Forum.

One further 'Bounce Back' workshop was offered during 2015-16, with 11 employees attending.

HR Online Forms

The department continued to develop and implement a range of online forms to replace paper-based forms in 2015-16. The online system, MyForms, provides an easy way for the department to capture accurate data for reporting and to comply with legislative requirements, and reduces red tape to allow for efficient

Delegations Database

The department advanced the development of a delegations database in 2015-16 to improve its ongoing management of procurement, finance and human resource delegations. The database is due for completion in 2016-17.

Legislative Compliance



Employment Instructions

Under the *Public Sector Employment and Management Act (PSEMA)*, Employment Instructions provide direction to agencies on human resource management matters.

The department's performance against each Employment Instruction is reported below.

Employment Instruction	Action
Number 1 – Filling Vacancies	<p>Recruitment and establishment procedures are available on the staff intranet. HR Consultants provide advice to staff on recruitment and selection processes.</p> <p>Simplified Recruitment training was offered online and face-to-face, facilitated by the Office of the Commissioner for Public employment (OCPE) throughout 2015-16.</p> <p>In 2015-16 the department advertised 83 (ongoing and fixed period) positions; the department had 68 staff commence/transfer in and 39 separations/transfers out. One promotion appeal was lodged for the period.</p>
Number 2 – Probation	<p>The department has a current Probation Policy and flow chart consistent with the PSEMA and relevant awards. New employees are advised of the probation process during induction and provided information about their responsibilities.</p> <p>Senior management is advised monthly on the status of employee probations and manage the reports and timeframes.</p>
Number 3 – Natural Justice	<p>The principles of natural justice are communicated to all employees. Natural justice is adhered to in all dealings with employees and reflected in internal policies and procedures.</p>
Number 4 – Employee Performance Management and Development Systems	<p>The department's performance management system, Personnel Evaluation System (PES), aligns with its strategic plan and objectives.</p> <p>An online system has been implemented across the department to replace paper-based versions. PES training sessions are conducted regularly to support managers and employees in conducting performance discussions.</p>
Number 5 – Medical Examinations	<p>Advice is provided to managers as required by HR consultants.</p> <p>There were no medical incapacity cases in 2015-16.</p>
Number 6 – Performance and Inability	<p>The performance and inability guidelines and procedures are available on the department's intranet.</p> <p>HR Services support managers dealing with under-performance issues and help managers and staff to improve performance.</p> <p>There were no inability cases in 2015-16.</p>
Number 7 – Discipline	<p>The Discipline Guidelines and Procedure are available on the department's intranet site.</p> <p>HR Consultants work closely with managers to ensure processes are followed correctly.</p> <p>There were no section 49 disciplinary actions in 2015-16.</p>
Number 8 – Internal Agency Complaints and section 59 Grievance Reviews	<p>The Grievance Policy and Procedure is available on the department's intranet. HR Consultants work closely with managers to ensure processes are followed correctly.</p> <p>In 2015-16, no internal complaints were received and there was one section 59 Grievance reported. All have been finalised.</p>
Number 9 – Employment Records	<p>The Department of Corporate and Information Services (DCIS) stores all employment records. The department complies with the DCIS policy regarding access to these files. Any requests to access employee records are made through the Director, Human Resources. No requests were lodged for employee information under the <i>Information Act</i> in 2015-16.</p>
Number 10 – Equality of Employment Opportunity Programs	<p>The department has a diversity policy available on the staff intranet. The department adheres to the principles of the NTPS EmployAbility Strategy.</p>
Number 11 – Occupational Health and Safety Standards Programs	<p>The department has a Work Health and Safety (WHS) Committee to ensure WHS compliance. The details of the WHS activities are provided in the annual report. Current obligations, policies and procedures are available to all staff on the intranet.</p>
Number 12 – Code of Conduct	<p>The Code of Conduct is available on the department's intranet and is reinforced through the activities of HR Consultants. The Code of Conduct is also covered through the corporate induction which is mandatory for new staff.</p> <p>Six Code of Conduct workshops were held throughout 2015-16. Sixty people attended across the Darwin, Katherine and Alice Springs regions.</p>
Number 13 – Appropriate Workplace Behaviour	<p>The Bullying Policy and Procedure is available on the department's intranet. The department provides training and education aimed to prevent workplace bullying. Ten Combat Bullying sessions were held throughout 2015-16 and 36 department staff attended across the Darwin, Katherine and Alice Springs regions.</p> <p>HR Consultants provide advice to managers on addressing situations, as required.</p>
Number 14 – Redeployment and Redundancy Procedures	<p>The department adheres to the current redeployment and redundancy provisions.</p> <p>One employee was declared surplus to requirements in 2015-16. No redeployees were made redundant and one transferred under the redeployment provision.</p>
Number 15 – Special Measures	<p>The department does not have a special measures plan in place. However, an Indigenous Employment Strategy and an Indigenous Employment Reference Group have been established to assist in increasing Indigenous employment in the department.</p>

Industrial Relations

The department is committed to working in partnership with employees and unions as arise.

During 2015-16, the department offered 'Bounce Back' Change Management training to support individual and team resilience through times of change.

Health and Wellbeing

Work Life Balance

The department offers flexible working options that are recognised as a valuable tool in achieving greater productivity, as well as supporting employees to improve the balance they may need between work and personal commitments. These arrangements assist staff in returning from parental leave, carer responsibilities, transitioning to retirement, career breaks, part-time work, working from home and flexible working hours to meet work life balance commitments.

In 2015-16, the department supported 54 flexible working arrangements.

Employee Assistance Program

The department has a formal Employee Assistance Program (EAP) with six service providers available under the Northern Territory Government's panel contract.

The EAP 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 EAP also provides support to managers and employees on specific workplace issues.

In 2015-16, 53 employees and/or their family members accessed the department's EAP program.

Flu Vaccination Program

The department continued its Flu Vaccination Program in Darwin, Katherine and Alice Springs in 2015-16.

Christmas Closedown

In 2015, the department participated in a Christmas closedown period, in accordance with the NTPS 2013-2017 Enterprise Agreement. The closedown is during the three-day period which falls between Christmas and New Year and provides employees an opportunity to take leave while the department is closed.

Workplace Health and Safety



The department is committed to providing and maintaining safe and healthy workplaces. Since the department's establishment, considerable work has been undertaken to ensure compliance with the *Work Health and Safety (National Uniform Legislation) Act* 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
- review of current policies, procedures and systems
- regular committee and workplace meetings.

The Governance Board 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 Governance Board member who reports quarterly to the Board.

In December 2015, the department engaged a consultant to review the Work Health and Safety Management System (WHSMS) using the Australian Government's Comcare National self-insurer WHS audit tool (WHS132). This model was chosen because it provides a more thorough examination of the WHSMS than Australian Standards: 4801.

The review determined that the department was well placed to fulfil its WHS requirements. A total of 108 criteria were assessed and three major recommendations made. Each recommendation is currently being reviewed by the Executive Management Group (EMG) to assess the process and timeliness of the action required. In addition, eight minor recommendations relating to document controls were made.

Work Place Incidents

A total of 37 incidents were reported during 2015-16, 17 more than in 2014-15. A total of \$712 655 was spent on these claims, which was \$326 078 more than the previous year.