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Our workforce

Workforce snapshot	50
Our workforce	51

Workforce snapshot

As at 30 June 2026



1,259

employees (headcount)
(1,197.2 full-time equivalent)



43

average age



23.85%

staff are culturally
and linguistically diverse



6.27%

staff identify
as Aboriginal



34

different languages
spoken across the agency



3.97%

staff with
a disability



1,085

staff who are
permanently employed



24%

staff with
10 to 20 years of service



46

staff in
the regions

Our workforce

As a customer service agency, the Department of Corporate and Digital Development's (DCDD) success depends on a skilled, valued, and collaborative workforce. Our teams bring diverse backgrounds, experiences and expertise, enabling the delivery of high quality, responsive services that support government priorities.

We are committed to fostering a healthy, inclusive and positive workplace culture where staff feel empowered to thrive. Our strategic focus includes building a high-performing workforce through continuous learning, strong leadership and innovation.

As at 30 June 2026, DCDD employed 1,197.2 full-time equivalent (FTE) staff across Darwin, Alice Springs, and Katherine. This was a decrease of 37.5 FTE from the previous year. All workforce data is expressed as paid headcount unless stated otherwise, and includes Data Centre Services and NT Fleet.

Designation	FTE June 2025	Headcount 2025	FTE June 2026	Headcount 2026
Executive Contract Officer 6	1.0	1	1.0	1
Executive Contract Officer 4	2.0	2	2.0	2
Executive Contract Officer 3	1.0	1	5.0	5
Executive Contract Officer 2	22.0	22	15.6	16
Executive Contract Officer 1	21.9	22	14.6	16
Executive Officer 2	1.0	1	5.0	5
Senior Administrative Officer 2	75.4	76	77.5	79
Senior Administrative Officer 1	177.1	182	177.5	186
Administrative Officer 7	202.6	212	197.6	208
Administrative Officer 6	241.1	247	230.0	241
Administrative Officer 5	188.9	197	197.0	205
Administrative Officer 4	174.4	186	160.0	171
Administrative Officer 3	76.1	80	69.5	73
Administrative Officer 2	28.6	32	26.0	30
Graduate	11.0	11	10.0	10
Technical 4	1.0	1	1.0	1
Professional 3	2.0	2	2.0	2
Professional 2	1.6	2	1.5	2
Apprentice	5.0	5	0	0
Trainee	0	0	3.4	5
Other	1.0	1	1.0	1
Total	1 234.7	1 283	1 197.2	1 259

Our workforce

Diversity

DCDD values a diverse and inclusive workplace where all individuals are respected and celebrated.

We recognise the unique backgrounds, identities, skills, and experiences our staff bring, acknowledging that diversity strengthens our organisation and contributes to our success.

Employee diversity as at 30 June 2026	Headcount	% of Headcount
Female	771	61.24
Male	486	38.60
Self-specified	2	0.16
Aboriginal	79	6.27
Culturally and linguistically diverse	301	23.85
Disability	50	3.97

Staff development

Building a skilled and valued workforce is a key priority for DCDD. Staff have access to a broad range of training and development opportunities and initiatives, including leadership programs, customer experience training, short courses, professional memberships, study assistance and targeted initiatives that support continuous learning and innovation such as:

- **RMIT Online – Design Thinking for Innovation** – 38 staff participated in this course, which encourages creative thinking and a fresh approach to problem solving, designed to augment our focus on customer experience and service excellence. Each participant developed a project and presented their solution and prototype to the Senior Leadership Team. The sessions were dynamic and engaging, with strong interaction and thoughtful discussions.
- **Service development plans (SDP)** – initiated annually by business units, SDPs provide practical development opportunities while promoting a culture of ideas, innovation and continuous improvement. These projects enhance services and deliver measurable benefits to clients, bringing DCDD's value of innovation to life. In the reporting period, 63 projects were initiated.
- **AI Advisory** – delivered 7 training workshops to support DCDD staff to better understand artificial intelligence (AI) opportunities, risks and responsible use in a government context. The AI Advisory service offers training workshops to all NTG agencies, and these 7 workshops were dedicated to DCDD staff.
- **Customer Experience (CX) Program** – 106 staff from 19 business units completed the 2-day program, designed to strengthen DCDD's capability to deliver high quality, customer-focused services across internal, inter-agency and community contexts.

Staff also participated in interjurisdictional peak body conferences, supporting knowledge exchange, leadership development and collaboration across government sectors.

In 2025–26, staff recorded 8,431 training attendances in the MyLearning system, reflecting strong engagement with development opportunities and capability growth across the department.

Leadership initiatives

DCDD encourages leadership growth at all levels to build capability, drive performance and deliver strategic priorities. We invest in development programs that enhance strategic thinking, strengthen leadership skills, and support succession planning across the department.

- **Due Diligence Training – Charles Darwin University (CDU)** – strengthens understanding of governance, risk management, compliance and decision-making responsibilities in our Executive Leadership Group. Participants develop the knowledge and skills to exercise appropriate diligence, manage risk and support accountable organisational practices.
- **PROSCI Change Management Training** – equips participants with industry-recognised change management methodologies, tools and frameworks to support successful organisational change. Focuses on stakeholder engagement, building commitment, managing resistance and achieving sustainable change outcomes.

- **Emerging Leaders Program** – tailored for new and emerging leaders at levels 5 to 7 in the Capability Framework. Provides foundational leadership skills, tools and confidence to lead effectively.
- **Leadership for new managers** – supports the transition from team member to team leader. Participants learn to build credibility, foster relationships, provide direction, motivate teams and monitor performance.
- **Senior Leaders Program** – develops senior leaders to strengthen leadership capabilities and enhance strategic decision-making and influence across the organisation by developing strong execution skills and a future-focused mindset.
- **Public Sector Management Program** – builds leadership capability and results in a Graduate Certificate in Business (Public Sector Management). Each participant completes a work-based project that delivers practical and innovative outcomes for DCDD.
- **Foundations of Public Sector Governance** – strengthened understanding of the political, institutional and legislative context of public sector operations, including governance requirements, accountability and the role of public sector employees in delivering effective outcomes and public value.
- **The Leadership Edge** – leadership program delivered through Art Your Life–enhances self-leadership, emotional intelligence, communication, resilience and behavioural awareness. Participants build the confidence and capability to lead themselves and others, foster positive team cultures and achieve improved workplace outcomes.
- **Australian Institute of Company Directors (AICD) – Company Directors Course** – strengthening capability in corporate governance, strategic decision-making, risk oversight and financial management, with practical insight into effective board governance, accountability, and balancing organisational performance, risk and stakeholder interests.
- **Mini Master of Business Administration (MBA)** – a comprehensive business education course covering strategy, leadership, customer focus, change management and action planning.
- **Australia and New Zealand School of Government (ANZSOG) Executive Masters Program** – develops public sector leadership capability through evidence-based learning that strengthens strategic thinking, policy leadership, collaboration and decision-making in complex environments. Participants gain contemporary insights and practical tools to lead effectively across government and deliver public value. Results in a Masters degree.

Program	Enrolled
Due Diligence Training	24
PROSCI Change Management Training	17
Emerging Leaders Program	14
Leadership for New Managers	14
Senior Leaders Program	13
Public Sector Management Program	10
Foundations of Public Sector Governance	9
The Leadership Edge (Art Your Life)	6
Australian Institute of Company Directors (AICD) – Company Directors Course	6
Mini Master of Business Administration (MBA)	1
ANZSOG Executive Masters Program	1

Early career opportunities

DCDD continues to support career pathways through a range of entry-level programs, with 65 participants supported in early career programs throughout 2025–26.

Programs include:

- **Vacation Employment Program** – provides professional employment opportunities to university students during semester breaks and feeds into the Graduate Development Program.
- **Graduate Development Program** – a structured program over 12 months, with rotations across multiple business units, offering diverse experience, on-the-job training, and professional development. Graduates build networks and contribute meaningfully from day one.
- **Traineeships** – offered through full-time and school-based programs, combining on-the-job experience with nationally recognised training from certificate to diploma level.
- **Payroll School** – an 8-week program designed to equip new staff with foundational payroll processing skills, providing a valuable head start in their payroll careers through practical learning, structured training, and hands-on experience.
- **HR School** – a 6-month employment pathway program which contributes directly to growing our own HR talent and strengthening our workforce pipeline.
- **Aboriginal Employment Program** – a 20-week employment program delivering training, work readiness skills, and a Certificate II in Workplace Skills. Graduates gain a pathway into employment or traineeships within NTG.
- **EmployAbility Work Experience Pilot Program** – introduces people with a disability to NTG career opportunities. Delivered in partnership with an industry expert, it supports inclusive workplaces and supervisor development.
- **Work Integrated Learning Scholarship Program** – supports CDU students with scholarship payments and paid placements during semester breaks, creating pathways to graduate roles in the NTG.

Program	Participants
Vacation Employment	23
Graduate Development	21
Traineeship	14
Payroll School	10
HR School	8
Aboriginal Employment	4
EmployAbility Work Experience Pilot	2
Work Integrated Learning Scholarship	1
Total	83

People Matter Survey

The People Matter Survey is conducted every 2 years to provide NTPS employees with an important opportunity to provide feedback and help shape a positive and productive workplace. In response to the agency's 2025 survey results, DCDD worked with staff to develop an action plan focused on recognising employee contributions, strengthening communication and collaboration, and supporting effective workload management.

In direct response to employee feedback, DCDD introduced a range of initiatives as part of the Wellbeing and Culture Program and People Matter Survey Response Plans were also developed with staff in each business unit to improve communication, increase leadership visibility and foster stronger connections across the department. These included:

- Executive Spotlight series – highlights departmental leaders and their experiences
- Lunchbox Series – promotes knowledge sharing and awareness of key projects and priorities
- Lunchtime Crafty Creations – supports employee wellbeing, social connection and community contribution
- increased access to mental health and wellbeing support for staff
- continued supporting flexible work arrangements to ensure they meet organisational requirements while supporting employee needs
- expanded recognition initiatives for use across DCDD that celebrate the contributions of our people
- development of business unit staff newsletters as a regular communication channel to keep staff informed of organisational updates, promote key initiatives such as innovation and wellbeing, and improve communication across geographically dispersed teams.

Together, these initiatives are helping to build a more connected, collaborative and inclusive workplace culture.

Recognition

DCDD values and celebrates the contributions of its employees through both formal and informal recognition initiatives.

Key service milestones are acknowledged through events that recognise the dedication and commitment of staff, while regular features such as the weekly Chief Executive newsletter highlight the achievements of individuals and teams across the agency. By showcasing the diverse contributions being made across the department, these initiatives promote recognition, strengthen engagement and increase awareness of the important work being delivered by staff throughout DCDD.

DCDD teams were recognised at the 2025 Chief Minister's Awards for Public Sector Excellence:

- DCDD won the Spirit of the Territory Award for outstanding delivery of Workforce Services HR Service Centre, highlighting the dedication and professionalism of the HR Service Centre team who provide frontline support to the NTPS. The team responded to over 3,000 phone and online requests a week while maintaining a satisfaction rating above 4.5 out of 5 stars.
- In conjunction with the Attorney-General's Department (AGD), DCDD was also a finalist for the Spirit of the Territory Award recognising the support and expertise the Workforce Development team provided to develop AGD's Mentally Healthy Workplace program. The program boosts the resilience of AGD's workforce through practical activities to improve workplace wellbeing practices.

Our workforce

- The DCDD Service Development Program was a finalist for the Inspiring Innovation Award. Coordinated through the Organisational Support team, the program delivers annual projects focused on improving services to our clients through efficiencies and innovations. This recognition reflects the strong customer focus embedded throughout the agency.

Health, safety, wellbeing and culture initiatives

DCDD is committed to fostering a safe, respectful, inclusive and healthy workplace where employees feel safe to speak up, feel included and can thrive. The department promotes work-life balance and employee wellbeing through a range of initiatives that support physical, mental, emotional and social health.

Throughout 2025–26, DCDD continued to strengthen workplace culture and employee engagement through the Wellbeing and Culture Program. These initiatives provided opportunities for staff to share achievements, celebrate successes, build networks and connect through common interests, helping to strengthen a sense of belonging across the department.

Employees have access to a range of wellbeing resources and support services, including the Employee Assistance Program, workplace health and safety awareness initiatives, wellbeing and inclusion activities, and opportunities to participate in social, cultural and charitable events. Monthly wellbeing themes encouraged staff to engage in activities and resources designed to support healthy and balanced working lives.

The department maintained a strong focus on inclusion by promoting diversity, supporting flexible work practices and recognising significant cultural, community and workforce events through communications, activities and staff stories. Regular promotion of wellbeing resources and whole of government initiatives helped increase awareness and participation across the workforce.

As DCDD continues to grow and evolve, we remain committed to ensuring our health, safety, wellbeing and culture initiatives are accessible, inclusive and responsive to the needs of employees across all locations, supporting a connected, engaged and high-performing workforce.

Work health and safety

DCDD's Work Health and Safety (WHS) Committee provides strategic oversight of health and safety performance and drives continuous improvement across the department. The committee is supported by WHS Building Representative Committees, ensuring staff involvement and consultation on workplace health and safety matters across DCDD workplaces.

The department is committed to providing a safe and healthy work environment and to eliminating or minimising risks so far as is reasonably practicable. Through ongoing implementation of the DCDD WHS Safety Culture Action Plan, safety continues to be embedded in everyday work practices, with a strong focus on prevention, consultation and shared responsibility. The plan has supported DCDD's progression from a reactive to a proactive level of WHS maturity, with ongoing work towards achieving a leading safety culture.

Key initiatives and achievements delivered in 2025–26 include:

1. sixteen executive WHS walkthroughs (visiting workplaces) that strengthened leadership engagement and provided opportunities for staff to discuss workplace health, safety and wellbeing matters. WHS objectives were also incorporated into the 2025–26 executive performance planning cycle, reinforcing leadership accountability for safety outcomes

2. ongoing support for WHS committees, first aid officers and fire wardens to enhance workplace safety capability and preparedness. Visibility of WHS committees was further strengthened through improved intranet resources, communications and access to committee information
3. continued delivery of wellbeing initiatives that support psychologically safe and healthy workplaces, including development of the 2026 Wellbeing and Culture Program
4. increased awareness of hazard, incident and risk reporting through ongoing use and promotion of the Figtree WHS system, supported by improved access to training resources, user guides and reporting tools
5. regular WHS inductions, refresher training and safety communications to ensure staff remained informed of their responsibilities and safe work practices. This included delivery of due diligence awareness initiatives and the introduction of regular WHS updates through employee communications
6. continued focus on proactive risk identification and management, encouraging staff to report hazards and contribute to continuous safety improvement. Key achievements included the implementation of enhanced WHS performance reporting and dashboards, completion of department-wide WHS maturity self-assessments, and development of the next WHS Safety Culture Action Plan
7. a dedicated project team to deliver a response to the Core Clinical Systems Renewal Program (CCSRP) Investigation Report, including a WHS and wellbeing assessment across the broader digital project teams, as well as targeted training and policy development to support both employees and contractors in maintaining safe, informed and well-supported digital project workplaces.

These initiatives support DCDD's commitment to fostering a positive safety culture where health, safety and wellbeing are integrated into daily operations and shared by all workers.

Flexible work

DCDD supports flexibility in the workplace, recognising that work-life balance is essential to attracting and retaining a high-performing workforce. In 2025–26, staff accessed 1,246* flexible work arrangements, enabling them to work in ways that best suit their individual needs and circumstances, balanced with operational needs of their business units and DCDD.

Type	Under 55 years of age	Over 55 years of age	Total
Compressed or averaged hours	218	41	259
Full-time to part-time	120	16	136
Variation to full-time hours	369	48	417
Work from home	382	52	434
Total	1 089	157	1 246

*Note that a single flexible work application may include a combination of flexible hours and home-based work. Each option is reported and counted separately.

Employment instructions

Under the *Public Sector Employment and Management Act 1993* (PSEMA), Employment Instructions provide direction to agencies on human resource matters. DCDD complied with its obligations under each Employment Instruction throughout 2025–26.

Public sector principles (section 5A)

Public sector principles in Part 1A, sections 5A to 5F of PSEMA are the general principles underlying this legislation. These principles need to be upheld by agencies, Chief Executive Officers (CEOs) and employees of the NTPS. In 2025–26, DCDD complied with all the prescribed principles.

Administration management principle (section 5B)

DCDD provided effective, efficient and appropriate services to its clients, government and the community, ensuring appropriate use of public resources while working cooperatively and responsively carrying out our functions objectively, impartially and with integrity.

Human Resource Management Principle (section 5C)

Workplace diversity and equity is upheld in DCDD, providing everyone equal opportunity to make the most of their talents and abilities in the workplace. Our workplace environment ensures our employees are treated fairly, reasonably and in a non-discriminatory way.

Merit principle (section 5D)

DCDD appointments are based on the principle of merit. Employees are capable and competent to perform their duties, having the knowledge, skills, experience and qualifications required to be successful in their role and includes consideration of their potential for future development.

Equality of employment opportunity principle (section 5E)

DCDD encourages staff to continually develop and access career development opportunities, which also includes exchange, transfer and mobility. DCDD's new special measures plan was approved by the Commissioner for Public Employment in early 2026.

Performance and conduct principle (section 5F)

DCDD champions NTPS values, treating its workforce fairly, equitably and with respect and consideration. DCDD officers avoid actual or apparent conflicts of interest and ensure personal conduct does not adversely affect their performance or that of other public sector officers while performing their duties objectively, impartially, professionally and to the best of their ability with integrity.

In DCDD, 97% of staff completed the new Creating Respectful Workplaces training by 30 June 2026 as requested by the Commissioner for Public Employment.