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## Our people

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# Our people snapshot 2022-23



**1194** Headcount  
**1149** FTE



**748**  
Females



**444**  
Males

**2** Self-specified



**222**  
people completed the  
OneNTG Appropriate  
Workplace Behaviours  
training



**43 years**  
average age  
of staff



**7%**  
of our people identify as  
being Aboriginal

**48**

participants in our early  
career programs

**4,454**

attendances at  
professional  
development



**17%**  
of our staff are from  
culturally and linguistically  
diverse backgrounds



**43%**  
staff supported  
with flexible work  
arrangements

**93**

new DCDD staff  
attended DCDD  
Induction Program



**48**  
people work in  
regional areas



**4%**  
of our staff identify  
as having a disability



**356**  
staff attended the  
OneNTG online  
orientation program



**80%**  
of staff have  
myPlans in place



**519**  
staff had flu  
vaccinations



**46%**  
of staff have more  
than 10 years'  
government service



# Overview

In DCDD our people are our number one priority.

We are a customer service organisation and the customer is at the centre of everything we do but our people come first, every time. Our people are the reason we are able to provide such a great service to our customers, right across our remit. Without our people, success would be beyond our reach.



Our people are what makes DCDD a great place to work. We invest in and value our people, building a high performance culture to meet our current and future business needs and opportunities. Our people play a central role in delivering DCDD and government priorities. We are focused on building and maintaining a workforce with strong leadership, and the ability to think innovatively and engage effectively across teams, agencies, clients and stakeholders.

We strive at all times to build a collaborative, responsive and professional culture within the department. A culture where inclusiveness is valued and people want to come to work everyday and be all that they can be.

Our people are amazing and in this post-COVID world of intense competition for skills, where workforce has become a key point of difference, we are very fortunate that they choose DCDD as their employer of choice.



# Our workforce

The table below sets out full-time equivalent (FTE) classifications from 1 July 2022 to 30 June 2023. All other workforce data is expressed by headcount, unless stated otherwise, to provide a full reflection of our workforce.

Year on year FTE comparison and headcount by classification, 2022–23			
Designation	FTE June 2022	FTE June 2023	Headcount June 2023
Executive Contract Officer 6	1.00	1.50	2
Executive Contract Officer 4	2.00	2.00	2
Executive Contract Officer 3	1.00	1.00	1
Executive Contract Officer 2	18.10	19.00	19
Executive Contract Officer 1	20.50	23.00	24
Executive Officer 2	2.00	1.00	1
Senior Administrative Officer 2	66.50	63.49	64
Senior Administrative Officer 1	153.56	154.27	160
Administrative Officer 7	193.59	197.69	205
Administrative Officer 6	234.77	210.36	218
Administrative Officer 5	133.30	141.52	146
Administrative Officer 4	179.14	173.63	180
Administrative Officer 3	100.43	91.64	97
Administrative Officer 2	46.36	47.80	52
Administrative Officer 1	2.00	1.69	2
Graduate	6.00	12.00	12
Technical 4	1.00	1.00	1
Technical 1	1.00	1.00	1
Professional 3	1.00	2.00	2
Professional 2	3.50	1.00	1
Apprentice	3.40	1.85	3
Other	1.00	1.00	1
<b>Total FTE</b>	<b>1 171.15</b>	<b>1 149.44</b>	<b>1 194</b>

## Gender breakdown by length of service

### Length of service by gender and headcount

Milestone	Female	%	Male	%	Self-specified	%	Total headcount	%
< 10 years	388	32.50	253	21.19	1	0.08	642	53.77
10-20 years	229	19.18	122	10.22			351	29.40
20-30 years	75	6.28	47	3.94	1	0.08	123	10.30
30-40 years	40	3.35	12	1.0	-	-	52	4.35
> 40 years	16	1.34	10	0.84	-	-	26	2.18
<b>Total</b>	<b>748</b>	<b>62.65</b>	<b>444</b>	<b>37.19</b>	<b>2</b>	<b>0.16</b>	<b>1 194</b>	<b>100</b>

## Breakdown by division

	Digital Services	Corporate Services	Business Support	Office of Digital Government	NT Fleet	Data Centre Services	Total
Headcount	494	550	64	16	20	50	1 194
FTE	481.8	523.08	60.3	15.22	19.39	49.65	1 149.44
% (FTE)	41.92	45.5	5.25	1.32	1.69	4.32	100

## Breakdown by region

Location	FTE	% of FTE	Paid headcount	% of paid headcount
Alice Springs	36.79	3.20	38	3.18
Darwin	1 102.65	95.93	1 146	95.98
Katherine	10	0.87	10	0.84
<b>Total</b>	<b>1 149.44</b>	<b>100</b>	<b>1 194</b>	<b>100</b>



# Diversity and inclusion

DCDD strives to create a gender-balanced and diverse workplace and celebrates the diversity of its staff who bring a broad range of skills, experience and opportunities for innovation and new experiences. Our employees' differences are valued and welcomed in our inclusive culture, which supports all employees to be treated equitably and afforded the same rights and obligations.

## Staff diversity count at 30 June

Staff who identify as:	Headcount	% of workforce
Female	748	62.65
Male	444	37.19
Self-specified gender	2	0.16
Aboriginal	83	6.95
Culturally and linguistically diverse	205	17.17
Living with disability	42	3.52

There are number of strategies and initiatives in place both across DCDD and the NT Government to support our commitment to diversity and inclusion:

- DCDD Disability Action Plan to support the NTPS Employability Strategy 2018-2022
- DCDD Special Measures plans
- Inclusion and Diversity initiative
- DCDD Aboriginal Action Plan Working Group to support the NTPS Aboriginal Employment and Career Development Strategy
- DCDD Staff Advisory Group
- DCDD Contact Officers.



# Recognition

Over the reporting period, a number of celebrations were held across DCDD to recognise and thank our staff who reached important milestones.

## Service milestones

The service milestones are a significant achievement for staff who have continued to show their commitment and dedication to the NT Public Sector over the years. All have made a significant contribution to the range of services we deliver to Territorians.

Service milestones	
Years	Number of staff
10	47
20	15
30	6
40	6
50	1

## Retirements

The following staff retired during the year and are enjoying their well-deserved retirement. All staff have provided exceptional service to DCDD and the NTPS over the years and their contributions are valued. We wish each of our retirees a very happy retirement.

- ❖ Marion Rigby
- ❖ Deborah Broadbridge
- ❖ Pamela Johansen
- ❖ Rosita Cigobia
- ❖ Sheilagh Day
- ❖ Sharon Gill
- ❖ Francis Kong
- ❖ Rose Murphy
- ❖ Sandra Butcher



# Leadership and staff development

DCDD continues to invest in, and build on, the capability of our people. Investing in our people is the number one driver in our Strategic Plan with the key focus on building a supportive, responsive and collaborative workforce.

We support the career development of our people through a wide choice of programs. The programs range from leadership development to enhance and develop leadership capability across all levels, face to face and online training, short courses, conferences and seminars, employment pathways and subsidised formal qualifications.

Our staff have a performance plan in place to provide an opportunity to define their goals and responsibilities, career aspirations, pathways and succession planning, review priorities and performance, and identify learning and development areas to support growth. DCDD has an 83% completion rate.

The department continues to support broader NTPS programs aimed at growing leadership skills, championing diversity and nurturing staff development.

## Staff development

In 2022-23, DCDD staff participated in multiple internal and external training and development initiatives, with 4,454 attendees recorded (noting some staff completed multiple training programs), 273 completions of the Foundational Cross Cultural Training and 222 completions of the online OneNTG Appropriate Workplace Behaviours training.

In addition, other training was spread across categories including procurement, project management, HR, policy, governance, ICT, business, work health and safety, leadership and mentoring. The department supports employees in gaining relevant professional and technical skills through higher education studies.

## Leadership programs

### Public Sector Management Program

DCDD has 4 participants undertaking the Public Sector Management Program (PSMP).

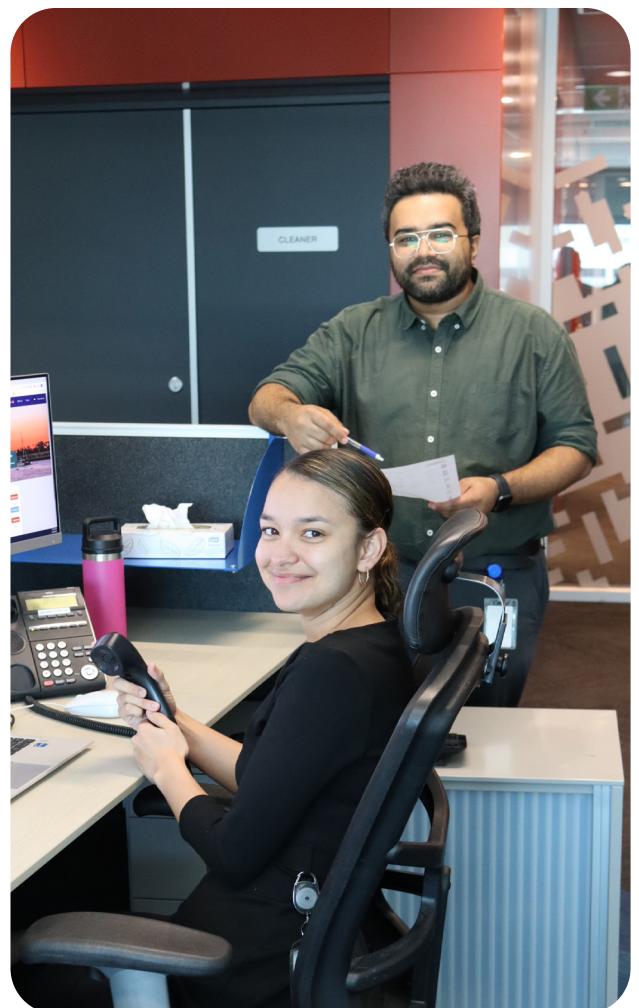
This program builds the skills of our mid-level managers and results in a Graduate Certificate in Business (Public Sector Management). Participants undertake a work-based project to deliver innovative outcomes for DCDD.

DCDD has consistently supported our managers to undertake the PSMP and this commitment will be continued and encouraged.

### Professional development

The department supported employee professional development through:

- study assistance
- professional memberships
- training opportunities
- internal development opportunities (temporary transfers and promotions).





### Executive Fellows Program

Two employees commenced the Australian and New Zealand School of Government (ANZSOG) Executive Fellows Program, which focuses on leadership, management and strategic capabilities for senior executives.

### Executive Leadership Group

DCDD invests in leadership development at various levels to enhance strategic leadership skills and foster succession planning opportunities.

Executive Leadership Group quarterly forums are a key mechanism for our senior leaders to come together and build their knowledge through leadership and strategic topics.

Each forum includes a guest speaker who shares their leadership journey to inspire our future leaders.

### Early careers

DCDD continued to provide opportunities for career pathways, with 48 participants supported in early career programs throughout 2022-23. Updates on progress, participation rates and mentoring are regularly provided to the Executive Management Board.

### Graduate Development Program

The 2 year Graduate Development Program provides recent university graduates with the opportunity to rotate through DCDD work units based on their field of studies.

Eighteen graduates were employed across DCDD with Bachelor/Masters degrees in professional practice accounting, information technology, business, business administration, data science, information systems, commerce and psychological science.

### Traineeship programs

Trainees in DCDD are engaged through full time and school-based traineeship programs. The traineeship program combines on-the-job experience with national recognised training at certificate to diploma level.

In 2022-23, DCDD engaged 11 trainees; 5 are fulltime trainees and 6 are school-based apprentices/trainees.

### Aboriginal Employment Program

DCDD actively participates in the Aboriginal Employment Program (AEP) and hosted 3 participants in this reporting period, with another 3 participants next financial year.

The AEP has recently been revised to deliver training, work readiness skills and employment opportunities through a 20 week pre-employment program, resulting in a Certificate II in Workplace Skills.

Upon successful completion, the participants are awarded a nationally recognised qualification, along with a pathway into full time work for a fixed period or into a NT Government traineeship to further their studies.

### Vacation employment program

This program provides professional employment opportunities to current university students during semester breaks and feeds into the Graduate Program. Sixteen vacation students were employed in the department in the areas of their studies such as data science, business information systems, accounting, criminology, information technology, economics and business studies.

# People matter survey

The People Matter Survey provides an important opportunity for all NTPS employees to have a say about their workplace and contribute to making the public sector a better place to work.

From the data collected, OCPE develop an overall whole of sector response plan, with all agencies required to develop action plans in response.

The 2021 DCDD Action Plan was developed in consultation with staff, with feedback informing key focus areas in the plan and supplemented with targeted action plans at division levels.

There were many positives highlighted this year. DCDD had a survey completion rate of 77%, by far the best of any of the large agencies. Our survey results have improved across the board since 2021; with 1 or 2 minor exceptions, every single survey question achieved better results than the previous survey.

We achieved an Employee Satisfaction score of 74% (up from 68% in 2021) and an Employee Engagement score of 66% (up from 61%). DCDD scored better than the NTPS average and better than the central agency average in every measure tested.

The previous survey undertaken in 2021 identified some specific areas to focus on and improve and these were retested in the 2023 survey. Strong improvement is evidenced in each of these areas, in particular:

- We have worked hard to promote a culture that has zero tolerance for workplace bullying and harassment. The recent survey scores evidence that 87% of our people feel that bullying is not tolerated within DCDD, an improvement of 16% since 2021.
- Staff engagement by senior managers was clearly identified as having room for improvement in 2021. The results of the 2023 survey show a 13% improvement in this area. There is still some room for improvement here but we are making great progress.
- Metrics related to communication and change management all improved in the 2023 results with improvement in the order of 10% to 15% in scores related to communication from senior managers, keeping staff informed of what's going on and leading change effectively.

Also worthy of note, 86% of our people feel they have the necessary autonomy to innovate and try new things and 89% consider that our organisation demonstrates strong vision and purpose. Overall this is a really positive result, one that we are really proud of.



The survey does indicate that there are areas in which we can improve on. We can never afford to be complacent when it comes to building a high performance organisational culture.

A couple of things that are immediately evident from the survey results is that our people are tired and are feeling the effects of the challenges of the past couple of years. It is also clear that we could be doing more to recognise the efforts of individuals and teams that have kept up this pace and continue to deliver on all of our many objectives.

Development of actions plans is something we do through a consultative approach with our staff and we are taking the time to focus on this going forward.

This will drive further improvement and demonstrates our commitment that the People Matter Survey is listened to and acted on by our leaders in DCDD.

# Occupational health and safety

## Health and wellbeing

DCDD is committed to the health and wellbeing of all employees and provides staff with opportunities to balance work commitments with family, community and cultural responsibilities.

To assist with this our Wellbeing Program promotes health and wellbeing initiatives throughout the year, including hallmark events, charities and causes which are promoted throughout the department. Staff are encouraged to champion events, celebrate and share their news of related activities through the newsletter.

Other initiatives offered across the department included an employee assistance program, ergonomic awareness and mentoring, and staff raising funds through their work area social clubs to support Christmas party celebrations.

The DCDD Workforce Services Calendar publicised inclusion and diversity events to all departments. DCDD promoted seminars on topics such as superannuation and salary sacrificing. The across-government flu vaccination program was managed by DCDD, with hubs in Darwin, Palmerston, Casuarina and Alice Springs, and a regional program in Tennant Creek, Katherine and Nhulunbuy.

## Work life balance

Flexible working options are supported by the department. Our staff are supported with access to a range of flexible working arrangements, with 512\* staff accessing flexible work arrangements over 2022-23.

Flexible work arrangements			
Type	Under 55	Over 55	Total
Averaging hours	47	18	65
Individual flexible work agreement*	138	21	159
Part-time work arrangement	89	13	102
Home-based work*	147	39	186
Recreation leave at half pay	99	38	137
Purchased additional leave	2	1	3

\* A single work-life balance application can include a combination of flexible hours and home-based work. Each option is reported separately.

## Work health and safety

DCDD continues to progress a range of initiatives to provide a safe working environment for our employees and others who share our workplaces. For the first time, DCDD completed a safety culture maturity assessment, which established the department has a benchmark safety culture that aligns to other NT Government agencies. Opportunities to improve work health and safety systems, engagement and leadership were identified and rolled into our work health and safety (WHS) planning.

The assessment process established that DCDD has a benchmark safety culture that aligns to other NT Government agencies and identified a number of improvements to WHS systems, engagement and leadership into the DCDD WHS Action Plan.

The plan has resulted in a number of achievements throughout the year, including:

- improvements to WHS performance reporting to ensure that oversight of hazard and incident causation and commonality, as well as legislative compliance awareness is provided to support senior executives



## Section 4: Our people

- employees, managers and teams who demonstrate strong safety leadership or initiatives are now formally recognised through our regular agency newsletters and communications, promoting the importance of personal accountability in health and safety improvement
- senior executives continue to perform regular WHS safety walks within our workplaces and engage with employees on WHS issues as a safety culture improvement initiative
- establishing our Executive Management Board as Officers of the PCBU (person conducting a business or undertaking) for the purposes of legislative compliance and reporting structures in place to ensure that regulatory compliance, performance and risk mitigation issues are implemented and effective.

DCDD operates in a relatively low risk environment and incident and injury data highlights that slips or trips arising from work duties remain the primary source of injury, followed by individual allergic reactions to dust, fumes or similar substances found within our various buildings.

These hazards are addressed through appropriate hazard mitigation strategies as trends are identified in consultation with WHS Committees across our various workplaces.

DCDD's WHS Governance Committee continues to operate as the strategic advisory function, continuing to support a range of improvement initiatives and oversight of health and safety performance outcomes and improvement strategies. The committee is supplemented with 12 WHS Building Committees, relating to work locations, including 2 in the regions. All buildings have trained fire wardens and first aid officers and workplace assessments have confirmed the department complies with WHS requirements.

Looking forward, there will be an increased focus on the identification and control of psychosocial risks both directly, as well as an element of a more contemporary approach to occupational wellbeing.



## Workers compensation

There were 6 cases open at the beginning of the reporting period. Seven new claims were submitted during the period, of which 4 were accepted and 3 were disputed. Five cases were closed during the reporting period.

# Legislative compliance

## Employment instruction reporting

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 2022-23.

## Public sector principles

Part 1A, sections 5A to 5F of PSEMA lists the general principles underlying this legislation. These principles need to be upheld by agencies, chief executive officers (CEOs) and employees of the NTPS. In 2022-23, DCDD complied with all the prescribed principles.

### Administration Management Principle (section 5B)

DCDD provided effective, efficient and appropriate services to its clients, government and 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 and provides 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 principles 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 having 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. Implementation of a special measures policy is enabling DCDD to eliminate unlawful discrimination while promoting diversity in its workforce.

### Performance and Conduct Principle (section 5F)

DCDD champions NTPS values, treating the workforce fairly, equitably, and with proper courtesy 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.