

# 5



## Our workforce

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# Workforce snapshot

As at 30 June 2025

**1,283**

employees

**62%**

female

**43**

years old  
average age

**22%**

of staff are culturally  
and linguistically diverse

**34**

different languages  
spoken across the agency

**3.6%**

of staff have  
a disability

**6.82%**

of staff are  
Aboriginal

**27%**

of staff have between  
10 to 20 years of service

**1,060**

staff are permanently  
employed

**46**

staff work in  
the regions

# Our workforce

As a customer service agency, the Department of Corporate and Digital Development's (DCDD) success is driven by 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 2025, DCDD employed 1,234.7 full-time equivalent (FTE) staff across Darwin, Alice Springs and Katherine. During 2024–25, a number of staff transferred into DCDD from NT Police Force and the Attorney-General's Department. Despite this, there was only an increase of 3.7 FTE from the previous year. All workforce data is expressed as paid headcount unless stated otherwise.

| Designation                     | FTE June 2024 | Headcount 2024 | FTE June 2025  | Headcount 2025 |
|---------------------------------|---------------|----------------|----------------|----------------|
| Executive Contract Officer 6    | 1.0           | 1              | 1.0            | 1              |
| Executive Contract Officer 4    | 3.0           | 2              | 2.0            | 2              |
| Executive Contract Officer 3    | 1.8           | 2              | 1.0            | 1              |
| Executive Contract Officer 2    | 20.6          | 22             | 22.0           | 22             |
| Executive Contract Officer 1    | 21.5          | 22             | 21.9           | 22             |
| Executive Officer 2             | 1.0           | 1              | 1.0            | 1              |
| Senior Administrative Officer 2 | 72.4          | 73             | 75.4           | 76             |
| Senior Administrative Officer 1 | 163.7         | 170            | 177.1          | 182            |
| Administrative Officer 7        | 212.4         | 220            | 202.6          | 212            |
| Administrative Officer 6        | 238.5         | 247            | 241.1          | 247            |
| Administrative Officer 5        | 152.5         | 158            | 188.9          | 197            |
| Administrative Officer 4        | 175.2         | 185            | 174.4          | 186            |
| Administrative Officer 3        | 105.5         | 111            | 76.1           | 80             |
| Administrative Officer 2        | 39.8          | 48             | 28.6           | 32             |
| Graduate                        | 14.0          | 14             | 11.0           | 11             |
| Technical 4                     | 1.0           | 1              | 1.0            | 1              |
| Professional 3                  | 2.0           | 2              | 2.0            | 2              |
| Professional 2                  | 1.5           | 2              | 1.6            | 2              |
| Apprentice                      | 2.6           | 3              | 5.0            | 5              |
| Other                           | 1.0           | 1              | 1.0            | 1              |
| <b>Total</b>                    | <b>1,231</b>  | <b>1,285</b>   | <b>1,234.7</b> | <b>1,283</b>   |

## 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                    | Headcount 2025 |
|---------------------------------------|----------------|
| Female                                | 799            |
| Male                                  | 482            |
| Self-specified                        | 3              |
| Aboriginal                            | 88             |
| Culturally and linguistically diverse | 285            |
| Disability                            | 46             |

### 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, 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** – 29 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. 34 projects were initiated in the reporting period.

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

In 2024–25, staff recorded 3,145 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.

Key programs include:

- **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 innovative outcomes for DCDD.
- **Mini Master of Business Administration (MBA)** – a comprehensive business education course covering strategy, leadership, customer focus, change management and action planning.
- **Leadership for new managers** – supports the transition from team member to leader. Participants learn to build credibility, foster relationships, provide direction, motivate teams and monitor performance.
- **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.
- **ANZSOG Public Leadership in Digital Age** – equips senior public sector leaders with a modern understanding of digital government, data and artificial intelligence.
- **ANZSOG Working with first nations, delivery on the priority reforms** – builds skills for genuine partnership with Aboriginal and Torres Strait Islander communities, aligned with the National Agreement on Closing the Gap.
- **Executive Leadership Group** – comprising Executive Contract Officer Level 2 (ECO2s) and above, this group contributes to strategic direction and oversight to ensure the delivery of DCDD’s goals and objectives. Members bring diverse perspectives and expertise, collaborating to provide input and feedback on strategies, initiatives, projects and organisational activities.

| Program                          | Participants |
|----------------------------------|--------------|
| Public Sector Management Program | 13           |
| Mini MBA                         | 4            |
| Leadership for New Managers      | 20           |
| Emerging Leaders Program         | 10           |
| ANZSOG                           | 4            |

## Early Career opportunities

DCDD continues to support career pathways through a range of entry-level programs, with 63 participants supported in early career programs throughout 2024–25.

Programs include:

- **Aboriginal Employment Program** – a 20-week pre-employment program delivering training, work readiness skills, and a Certificate II in Workplace Skills. Graduates gain a pathway into employment or traineeships within NTG.
- **Graduate 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.

| Program                              | Total     |
|--------------------------------------|-----------|
| Aboriginal Employment                | 3         |
| Graduate Development                 | 26        |
| Traineeship                          | 13        |
| Vacation Employment                  | 16        |
| Work Experience                      | 2         |
| EmployAbility Work Experience Pilot  | 1         |
| Work Integrated Learning Scholarship | 2         |
| <b>Total</b>                         | <b>63</b> |

## Our workforce

- **Traineeships** – offered through full-time and school-based programs, combining on-the-job experience with nationally recognised training from certificate to diploma level.
- **Vacation Employment Program** – provides professional employment opportunities to university students during semester breaks and feeds into the Graduate Program.
- **Work Experience Program** – offers unpaid student placements, helping build future workforce capability and strengthen school engagement.
- **EmployAbility Work Experience Pilot Program** – a one-week initiative introducing people with a disability to NTG career opportunities. Delivered in partnership with YouthworX NT, it supports inclusive workplaces and supervisor development.
- **Work Integrated Learning Scholarship Program** – supports Charles Darwin University students with scholarship payments and paid placements during semester breaks, creating pathways to graduate roles in the NTG.

## People Matter Survey

The People Matter Survey provides NTPS employees with an opportunity to share their views and help shape a better workplace. In 2023, DCDD worked with staff to develop an action plan based on the 2023 survey results, targeting key areas for improvement.

This led to a range of initiatives that enhanced connection, wellbeing and recognition across the agency, including executive work health and safety (WHS) walkthroughs, the Wellbeing and Culture Program, coffee with the Senior Leadership Team, appreciation walls, and many and varied local team-led activities.

Feedback from the 2025 survey will inform the next action plan as we continue building a workplace where everyone feels valued, safe and connected.



## Recognition

DCDD celebrates staff contributions through events that acknowledge key service milestones that reflect the dedication and commitment of our workforce.

Staff are also regularly recognised through informal initiatives such as recognition cards and appreciation walls in each business unit, spaces where staff are encouraged to share messages of gratitude and appreciation and encouragement, fostering a positive and supportive culture.

DCDD teams were recognised at the 2024 Chief Minister's Awards for Public Sector Excellence:

- The Payroll and HR Systems teams received the Exemplifying NTPS Values award for their outstanding work on the implementation of enterprise agreements for the NTPS in 2023, an unprecedented achievement completed within 12 months. Over the year, the teams processed 11 of the 13 agreements, alongside an updated wages policy and multiple Determinations.
- The Digital Solutions team was a finalist for its innovative work on Territory Services, an online platform designed to streamline access to government services for Territorians. While not selected as the award recipient, the nomination itself was a significant achievement and reflects the high calibre of work delivered across the agency.

## Health, safety and wellbeing initiatives

DCDD is committed to creating a safe, inclusive and healthy workplace. We promote work-life balance and encourage staff to participate in a variety of initiatives that foster physical, mental and social wellbeing. These include access to the Employee Assistance Program, monthly wellbeing themes, ergonomic awareness, inclusion and diversity events, the Workforce Services Calendar highlighting key whole of government milestones and initiatives, and participation in social and charitable activities through workplace social clubs.

To strengthen staff engagement and connection, DCDD launched DCDD Connect as an online space where staff can share good news stories, explore hobbies and talk about shared interests.

We continue to build our regional presence, improve internal systems and reduce silos to ensure wellbeing initiatives are inclusive and accessible to all staff, regardless of location.

## Wellbeing and culture

DCDD continued its commitment to fostering a mentally healthy workplace by completing a pilot program aligned with the NTPS Mentally Healthy Workplace Framework. The program focused on strengthening employee connections, improving mental health literacy and promoting overall wellbeing.

Following positive feedback, the Wellbeing and Culture Program resumed in 2025 with monthly themes designed to support physical, emotional and social wellbeing. The program is supported by Wellbeing and Culture Crew members across the department, who play a key role in promoting engagement and participation.

Events and communications are used to celebrate days of significance and highlight staff stories and achievements, helping to build a culture of inclusion, recognition and connection.

## Our workforce

### Work health and safety

DCDD's Work Health and Safety (WHS) Committee provides strategic oversight of health and safety performance and drives improvement across the department. The committee is supported by WHS Building Representative Committees comprising staff from all DCDD workplaces, ensuring broad engagement and participation in safety initiatives.

We are committed to maintaining a safe and healthy work environment, taking all reasonably practicable steps to eliminate or minimise risks.

The implementation of the DCDD WHS Safety Culture Action Plan has marked a significant shift from a reactive to a proactive approach to safety. Safety is now embedded into everyday work practices, with staff actively identifying risks early, taking preventative action, and contributing to a workplace that is not only safer but also more engaged and supportive.

Key initiatives delivered in 2024–25 include:

- executive WHS walkthroughs providing leaders with opportunities to meet teams and engage in conversations about safety and wellbeing in their workplace
- increased visibility and support for WHS committees, first aid officers and fire wardens, reinforcing their critical roles in workplace safety
- launch of the Wellbeing and Culture Program
- improved awareness and reporting through the use of Figtree, our WHS system
- regular WHS inductions and refresher sessions for new and existing staff.

### Flexible work

DCDD supports flexibility in the workplace, recognising that work-life balance is essential to attracting and retaining a high-performing workforce. In 2024–25, staff accessed 971\* flexible work arrangements, enabling them to work in ways that best suit their individual needs and circumstances.

| Type                         | Under 55 years of age | Over 55 years of age | Total |
|------------------------------|-----------------------|----------------------|-------|
| Compressed or averaged hours | 127                   | 52                   | 179   |
| Full-time to part-time       | 115                   | 12                   | 127   |
| Variation to full-time hours | 346                   | 50                   | 396   |
| Work from home               | 302                   | 56                   | 358   |

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

### Workforce Contact Officer Program

In response to feedback from the 2023 People Matter Survey, DCDD launched the Workforce Contact Officer Program to complement existing wellbeing services. This staff-led initiative provides a network of trained volunteers, including officers from culturally and linguistically diverse backgrounds, who offer guidance and connect staff with support services.

The program strengthens our commitment to creating a safe, inclusive and supportive workplace.





## Employment Instructions

### 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 2024–25.

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 2024–25, 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, 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 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 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.

