

Our people are our most valuable asset. While this chapter fulfils government reporting obligations, it also celebrates the achievements of Treasury people during 2008-09.

Main Results

- The strategic focus for human resource management continued to be developing managerial capabilities and leadership, facilitating professional development for middle and senior managers, and providing formal training and employment programs.
 - A two-year succession planning initiative commenced in January 2009 where opportunities were created, from the Deputy Under Treasurer level down to middle management roles, to work in different areas of Treasury or to step up to more senior roles on a six-month rotational basis.
 - Treasury was fortunate to secure one of two places in the Northern Territory Government's first year of participating in the Australia and New Zealand School of Government Executive Masters Program.
 - Treasury continued its sponsorship of staff undertaking a Graduate Certificate in Public Governance through CDU, and four employees completed the Public Sector Management Program.
 - More than one-third of Treasury's FOIT program participants remain in Treasury and a further 12 per cent are in other NTPS agencies.
 - A Gap Year entry-level program was piloted aimed at attracting students who are looking to work for 12 months before commencing tertiary studies.
 - \$364 000 was spent on staff training and development in 2008-09, compared to \$330 000 in the previous year.
 - 21 staff made use of a work-life balance initiative as at 30 June 2009.
 - 17 fire wardens and eight first aid officers were trained, while one Occupational Health and Safety Committee member completed a Certificate IV in Occupational Health and Safety.
 - One-third of Treasury staff took up the offer of free in-house influenza vaccinations.
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Strategic Human Resource Issues

Treasury continuously strives to be an employer of choice, through a well managed and flexible organisation that identifies and builds on the capabilities of its employees, and values the dedication and expertise of its staff by supporting them in balancing professional and personal priorities.

In 2008-09, Treasury focused on the following strategic human resource issues:

- leadership development and succession planning, providing professional development opportunities to enhance management capabilities and generally broaden skills and expertise; and
- development of an entry-level program aimed at attracting gap year students in addition to continued promotion of Treasury's various other employment programs.

Leadership Development and Succession Planning

Enhancing staff management skills continues to remain an important focus for Treasury and has been a key strategic priority for the past several years. Treasury provides a range of options for managers to develop their skills, including formal training and study, coaching, professional membership reimbursement, and developmental and mobility opportunities.

Succession Planning

In January 2009, Treasury commenced a two-year succession planning initiative to give staff an opportunity to broaden their experience through a combination of rotations, temporary promotion opportunities and some formal training. Importantly, it is designed to broaden knowledge and strengthen

the capability of the senior leadership team. As a corollary, this is leading to many and varied opportunities for staff below the most senior levels to step up or move to different areas (or agencies) to develop their knowledge and skills. This is complemented by selected study opportunities for some senior staff.

Opportunities are being created from the Deputy Under Treasurer role down to middle management levels in each business unit. The arrangements focus on one output group at a time, on a rotational six-month basis. The Economic Group was the first, through to June 2009, and the Financial Management Group then commenced in July 2009.

Employee Mobility

Treasury has long supported mobility as a means of improving employee satisfaction and productivity through assisting staff in finding their niche and developing skills, knowledge and experience, and retaining staff within Treasury and/or the NTPS.

Rotational arrangements are in place for the succession planning initiative and are also well established for all staff participating in employment programs such as apprenticeships, vacation employment, scholarship programs and the FOIT graduate development program. In addition to these arrangements, Treasury also encourages and facilitates internal movements for other staff. Transfers may be to other areas or business units within Treasury, or an external transfer to another agency, for professional and personal development.

Staff and their managers identify potential opportunities, usually as part of their regular Performance Development Framework (PDF) discussions. Transfers are arranged on the basis that they assist the core business of the receiving business unit, enhance or better align the employee's skills, or can augment an area of study for the employee.

Placements vary in length and usually occur in the range of Administrative Officer 4 to Administrative Officer 8 levels.

Manager's Toolkit

The Manager's Toolkit, developed in November 2007, complements the existing training and resources available to managers, providing practical advice and guidance to understand and carry out their managerial responsibilities.

The Toolkit is a reference manual that consolidates many sources of information into one document and provides links to more detailed information where required. It explains a manager's responsibilities as they relate to Treasury policies and procedures, with sections covering key accountabilities such as managing risk, managing and measuring performance, finances, exercising delegations, and a comprehensive section on staff management.

Coaching

Managers also accessed management and situational coaching from Employee Assistance Program (EAP) providers and through training courses. Human resource staff provided advice and support to managers throughout the year, specifically in recruitment and selection processes, and in case management matters such as performance improvement and recovery.

Career Mapping

Career planning and management are important, to give staff the opportunity to explore and plan their careers and life goals. Treasury's PDF ensures that at least twice a year, managers meet with their staff to discuss employees' career aspirations and professional development, as well as opportunities and options for future roles.

Separate to this process, Treasury's SMG meets on a quarterly basis to discuss middle and senior managers and the professional development opportunities that may be offered to them, either internally by offering a rotational position within the agency or externally with another agency, external training or conference attendance.

Supplementary to Treasury's own internal processes, guidance on career planning is also available to staff from Treasury's EAP providers.

Treasury's Performance Development Framework

The PDF remains fundamental to the organisation in the continuous process of developing staff. It incorporates performance assessment based on competencies, six-monthly feedback reviews and goal-setting for the coming six months, upward feedback from employees to managers and identifying development opportunities. The framework also encompasses a performance improvement and recovery process that provides managers with the necessary skills and practical step-by-step guidance to address underperformance as it arises.

An integral part of the framework is identifying appropriate training and development opportunities for staff, where managers use the PDF process to discuss the employee's individual professional development needs and identify appropriate opportunities.

Treasury's PDF has been in place for several years and to ensure the framework remains effective in focusing on continuous performance improvement, a review of our PDF is being undertaken. The review will investigate and recommend direction for gaining greater value from our PDF for both staff and managers. In particular, the review will focus on how staff and managers use the PDF process in their business units and the role Human Resources performs in managing and monitoring the PDF process.

Executive Masters in Public Administration

In early 2009, Anne Tan, Senior Director Economic, became one of the first two Territory Government candidates to commence the Executive Masters in Public Administration course with the Australia and New Zealand School of Government (ANZSOG). This is a specialised component of the NTPS Executive Development Program.

It is an intense program of study and assignment work, in groups across states and territories (including New Zealand), that runs over two years. It is a highly regarded, public sector specific degree for senior executive development.

Public Sector Management Program

To enhance management and leadership skills in Treasury's middle management staff and to foster emerging leaders, four staff from AO7 to AO8 levels participated in the Public Sector Management Program in 2008-09, with two staff graduating in February 2009 and two to graduate in late 2009. The program is nationally accredited, awarding a Graduate Certificate.

Employment Programs

Treasury devotes considerable resources to entry level employment programs, ranging from apprenticeships through to the FOIT graduate program. These programs are enormously valuable, especially cadetships and vacation employment, in establishing relationships with local tertiary students and in building their understanding of the workplace as they prepare to progress into professional careers in Treasury and the NTPS.

Since the FOIT program commenced in 1998 there have been 161 participants, 35 per cent of whom remain in Treasury with a further 12 per cent still employed within the NTPS. Treasury also employs a further three staff who commenced their careers as apprentices with other NTPS agencies.

Table 14 details staff in the various employment programs over the past three years.

Table 14: Employment Program Participants

Employment Program	2007	2008	2009
FOIT	20	15	12
GAP			1
NAP	3	1	1
NICP	3	2	2
Vacation	11	6	4
WILS	7	10	9
Total	44	34	29

Finance Officer in Training Program

The FOIT program employs local and interstate graduates from a variety of disciplines, including accounting, economics, business and law. The FOIT program is an important ongoing component of Treasury's recruitment strategy and succession planning and aims to fast track high quality graduates to middle and senior management capability.

Each graduate undertakes a year long learning experience where they are provided 'hands on' work experience in up to four different work areas within Treasury. In addition regular inhouse training is conducted through a comprehensive series of workshops and seminars on major Treasury policy areas, important Government processes and structures, and basic management and general workplace issues.

At 30 June 2009, 11 FOITs were employed full-time for 12 months (six males and five females). During 2008-09, 14 of the 15 graduates recruited for the 2008 FOIT intake completed their graduate program, with 13 continuing in Treasury and one graduate employed in another agency.

Work Integrated Learning Scholarship in Accounting and Economics

The Work Integrated Learning Scholarship (WILS), is a whole of government program that invites students enrolled in full-time studies at CDU to apply for a scholarship with NTPS agencies. It involves financial assistance with university fees and undertaking work placements during university breaks throughout their studies. In Treasury's case, scholarships are offered for economics and accounting students, and it is an important means of encouraging local students to progress into careers in the NTPS.

At 30 June 2009, Treasury had a total of nine WILS cadets. In early 2009, three new students were offered a Treasury WIL scholarship, receiving financial assistance as well as paid work experience. A further two students on CDU Dean's Scholarships completed work placements during university breaks.

Two WILS holders completed their degrees at the end of 2008 and were accepted into Treasury's 2009 FOIT program.



2009 FOITs (left to right): Burton Reynolds, Naomi Grattan, Nathan Mappas, Niki Mastoros, Samuel Powell, Larnie McClintock, Anthony Burridge, Kasandra Brown, Leonard Kary, Catherine Dal Cin and Matthew Spratt.

Indigenous Cadetship Support

Formerly the National Indigenous Cadetship Project (NICP), Indigenous Cadetship Support (ICS) provides financial assistance and work experience to Indigenous students, for the duration of their tertiary study.

In 2008-09 Treasury continued its ongoing commitment to the program, sponsoring two new cadets. One is studying a Bachelor of Commerce (Accounting and Financial Planning) at Curtin University in Western Australia, while the other is undertaking a Bachelor of Commerce at University of Adelaide. In early 2009 a previous ICS cadet successfully completed Treasury's FOIT graduate program, while another cadet discontinued tertiary studies in late 2008 to take up a trade apprenticeship.

The students received a study allowance, book allowance and paid work placements during their semester breaks.

Vacation Employment

Students in relevant degree fields are employed for periods of up to two months across various Treasury business units. This program is a great way for students to develop an understanding of the functions and workings of the NTPS and to develop a range of skills and knowledge relevant to their studies. Vacation employment students are employed during university breaks. During 2008-09, a total of five students undertook vacation employment during the Christmas and mid-year breaks, including Northern Territory Government scholarship holders and other tertiary students either studying locally or interstate.

Australian Apprenticeships NT

Agencies are host employers of apprentices under the Australian Apprenticeship NT program.

Treasury apprentices are engaged for 12 months and combine full-time work with study towards a Certificate III in Business Administration. As part of their on-the-job training, apprentices complete two six-month work placements in different areas of Treasury in order to provide them with the opportunity to develop a broad range of skills and knowledge that is not only relevant to their discipline but to the agency and the public sector.

In 2008 Treasury hosted one business administration apprentice who successfully completed the program in early 2009. Although offered the opportunity for continued employment in the agency, she decided to return to full-time tertiary study at CDU. In 2009, Treasury is hosting a business administration apprentice, Alpha Capaque. Alpha has worked in several areas of the Treasury Services Group to date and has had three other training opportunities.



2009 Apprentice: Alpha Capaque

Gap Year Program

In 2008-09 Treasury commenced a pilot 12-month Gap Year program aimed at attracting students from year 12 who have an interest in economics, accounting or business, to give them a taste of employment in the public sector before they decide what field of tertiary study they want to pursue.

A gap year is a break taken by a student after completing secondary education and before starting higher or further education. Students often travel, volunteer or undertake paid work to improve job prospects or obtain experience relevant to future studies.

Treasury currently has one full-time employee participating in the Gap Year program. Daisy Jackson has received training on government structure and processes, financial and economic management in the Territory, and receives 'on the job' training through various placements in Treasury business units. To date, Daisy has undertaken placements in the Economic and Financial Management Groups of Treasury.

It is hoped Gap Year participants will go on to study and undertake paid work placements (through the WILS program if studying at CDU or through general vacation employment) with Treasury during their semester breaks once they commence higher education. It is envisaged that the participants will then proceed to join the FOIT program once they have completed their studies.



2009 Gap Year Employee: Daisy Jackson

Indigenous Employment and Career Development

Treasury is actively seeking ways to enhance Indigenous representation and career progression among its staff. Treasury's Indigenous Employment and Career Development (IECD) Strategy has been in place for some time and is to be reviewed in 2009-10. It aims to ensure career development opportunities are available for both our existing and new Indigenous employees.

As at 30 June 2009, eight staff members had self-identified as Aboriginal or Torres Strait Islander, compared to five in 2007-08. Support provided includes:

- participation in the NTPS Indigenous Employment Pilot Program by hosting work placements for two Indigenous apprentices. Participants who successfully complete the program are offered permanent employment in an AO2 position – one of the two selected Treasury;
- continued commitment to the ICS (formerly NICP), sponsoring two ICS cadets;
- involvement in programs such as CDU's Taste of Uni, a program that brings Indigenous high school age students onto the CDU campus to encourage and promote further education and employment options, as well as providing the opportunity for Treasury to meet, speak and promote our agency and the NTPS directly to the students;
- a number of cross cultural and anti-discrimination courses for Treasury staff, with FOIT graduates also undertaking anti-discrimination and Indigenous awareness training as part of their formal training; and
- participating in the Office of the Commissioner for Public Employment (OCPE)'s IECD coordinators' network.

Promoting Careers in Treasury

For further information on Treasury's employment programs, please contact the Employment Program Coordinator on (08) 8999 6455 or email HumanResources.NTT@nt.gov.au

Table 15: Awards and Prize Winners 2008-09

Prize	Institution	Winner
Excellence in Mathematics	CSC	Paul Bandarian
Excellence in Accounting Studies	CSC	Amanda Schmidt
Excellence in Economics	CSC	Patrick McCann
The NT Treasury Prize for Introduction to Microeconomics	CDU	Fanny Hermanus
The NT Treasury Prize for Taxation 1	CDU	Rhem Schroeder
The Peter Caldwell Prize for Advanced Economics	CDU	Anne Savage
The NT Treasury Prize for Bachelor of Business – Majoring in Economics	CDU	Tara Collins

In 2008-09 Treasury participated in a number of public events to promote the various career opportunities available in Treasury and the public sector. These included the Territory show circuit and the Darwin Careers Expos, as well as attending a number of events held at CDU, such as Orientation Day, the Graduate Recruitment Fair and a Taste of Uni, a program aimed at Indigenous high school age students to promote further education and employment options.

Treasury sponsors academic awards at CDU, sponsoring four prizes in 2008-09 totalling \$750 in value, for high achievers in business, economics and taxation. For the third year, Treasury also sponsored three awards for Casuarina Senior College's Year 12 graduation awards ceremony, valued at \$600, for excellence in mathematics, accounting studies and economics.

Additionally, Treasury promoted its various employment programs and was a sponsor of the October Business Month Young Professional Network event Talking 'Bout My Generation Workshop, which focused on intergenerational issues in the workplace.

Training and Developing our People

The greater part of Treasury staff comprise employees who either have tertiary qualifications or are studying towards them. Table 16 illustrates the amount spent on training and developing Treasury employees in 2008-09 compared to 2007-08 and 2006-07, and demonstrates Treasury's continued commitment to developing staff, by supporting and encouraging further professional development and continuing education.

Table 16: Training and Development Expenses

	2006-07	2007-08	2008-09
FTEs at 30 June	185	197	192
Total training and development expenses	\$284 021	\$330 153	\$363 857
Total employee expenses	\$15.19M	\$15.70M	\$17.12M
Training and development as a percentage of employee expenses	1.87%	2.10%	2.13%
Training and development expenditure per employee	\$1 535	\$1 676	\$1 838

Graduate Certificate in Public Governance

The Graduate Certificate in Public Governance at CDU builds on Treasury's FOIT program by recognising prior learning from the FOIT training schedule and on-the-job work placements, and crediting that learning towards the graduate certificate.

The FOIT program constitutes the equivalent of two units of the graduate certificate, which means staff who have completed the FOIT program need only undertake two further units: Policy Systems, Design and Analysis, and Financial and Economic Management, to complete the graduate certificate. Other students need to take further subjects to earn their certificate. Staff have the option of continuing study towards a Masters in Public Governance with study assistance.

In 2008-09, 13 employees were sponsored to study the Graduate Certificate in Public Governance course, 10 of whom had been FOITs and received recognised prior learning credits towards the graduate certificate.

Study Assistance

Formal study is strongly supported for staff undertaking further study in areas relevant to Treasury's core business, with assistance of:

- up to 2.5 hours paid study leave per week for staff to either attend lectures, tutorials and exams within working hours, or to study online or by distance learning; and
- reimbursement of course costs upon successful completion of units (capped at \$1500 per unit).

During 2008-09, 15 staff were reimbursed for study fees. Table 17 shows a slight increase in the number of staff seeking reimbursement in 2008-09 compared to the previous two years. Four employees commenced new study in 2008-09. A large proportion of staff undertaking post graduate study are completing the Certified Practising Accountant (CPA) program, an important qualification for accounting graduates. In 2008-09, fees were reimbursed for studies towards completion of the CPA Australia qualification, Bachelor of Business degrees and a Graduate Diploma in Legal Practice.

Total expenditure is less, due to more employees undertaking study through professional bodies training, rather than university courses.

Professional Membership Assistance

Treasury assists staff by reimbursing 50 per cent of the fees for their annual membership of relevant professional bodies.

In 2008-09, \$5000 was provided in professional membership reimbursements to 25 staff (27 staff in 2007-08) who are required to keep current professional memberships with registered industry bodies as part of their work.

Reimbursements were for memberships of:

- CPA Australia;
- Association of Chartered Certified Accountants;
- Institute of Chartered Accountants;
- Australian Institute of Company Directors;
- Financial Services of Australia; and
- Taxation Institute of Australia.

Table 17: Study Fees Reimbursed

	2006-07	2007-08	2008-09
Number of employees who received assistance	13	14 ¹	15
Total expenses	\$26 863	\$24 141	\$23 083
Average reimbursement per employee	\$2 066	\$1 724	\$1 539

1. The figure of 6 published in the 2007-08 Annual Report inadvertently excluded staff undertaking non-university courses such as the CPA program.



Kathleen Clayden

Rewards and Recognition – Celebrating our Success

Treasury is proud to celebrate the efforts and achievements of its staff in and outside work.

Public Service Medal

Kathleen Clayden, Commissioner of Superannuation, was awarded a Public Service Medal on Australia Day 2009 for outstanding public service, leadership and commitment to the NTPS.

CPA Honorary Fellowship

Under Treasurer, Jennifer Prince, was presented with an Honorary Fellowship of the CPA Australia for her contribution to public sector accounting.

CPA Program Excellence Awards

Bonnie Zhang, a 2008 FOIT, received the Northern Territory divisional award for Reporting and Professional Practice by CPA Australia as part of her CPA studies in Semester 2, 2008.

Annual Report Awards

The Treasury Annual Report won the Award of Merit at the 2007-08 Annual Report Awards. The awards are held each year by the NTPS to recognise excellence in annual report writing. Treasury also won special awards for the Best Reporting of Financial Information and the Most Readable Report.



Bonnie Zhang

Work Life Balance Initiatives

Being flexible and balancing the professional and personal priorities of staff with those of the workplace creates a more effective and productive organisation.

In 2008-09 Treasury continued to offer flexible work arrangements including part-time employment, home-based work, short-term absences and work and career breaks. The Flextime Scheme also allows lower level staff considerable flexibility in arranging their starting and finishing times through the working week without compromising the needs of the work unit.

Treasury also commenced its first job-share arrangement and approved leave without pay for periods of more than nine months to six staff to undertake both personal and professional development opportunities.

Additionally, since the introduction of three new work-life balance initiatives in the 2008-10 Union Collective Agreement (UCA), namely recreation leave at half pay, the option to purchase up to six weeks additional leave and the extended leave scheme, Treasury has actively promoted these initiatives. Eight staff have taken up options for additional leave. Thirteen staff took maternity leave at full or half pay and 10 of these accessed recreation leave at half pay during their year off. Two staff accessed paternity/partner leave.

Table 18 shows the number of staff utilising a work-life balance option.

Table 18: Staff Using a Work Life Balance Initiative to 30 June 2009

	Female	Male	Total	% of workforce
Purchased leave (up to 6 weeks additional leave)	2		2	1.0
Recreation leave at half pay	7		7	3.0
Flexible work arrangements (part-time work)	8	1	9	4.0
Extended leave scheme (80% salary for 4 years to buy leave for the 5th year on full pay)				
Working from home	2	1	3	1.5

Note: Figures do not include students employed on a part-time or casual basis.

Health and Wellbeing

The health and wellbeing of Treasury people is important. A number of initiatives are in place in Treasury designed to provide education, training and support to its employees to assist them in maintaining healthy lifestyles and encourage them to deal successfully with difficult or stressful situations at work or at home.

Occupational Health and Safety

Treasury's OH&S Committee was established to examine OH&S issues that may affect Treasury employees. The committee, which comprises staff ranging from AO3 to senior management levels and reports to the SMG, focuses on safe workplaces; developing, implementing and monitoring OH&S measures; advocating acceptable and responsible practices by employees and others; and promoting the health and safety ethos.

The committee's achievements during the year include:

- revised procedures following the introduction of new legislation;
- training 17 fire wardens and eight first aid officers;
- one OH&S Committee member completing their Certificate IV in Occupational Health and Safety and OH&S training undertaken by other committee members and staff;

- a 'RAT run' (Risk Assessment Team) for Safety Week in December 2008 to ensure a risk assessment had been conducted on the work stations of employees who had not been assessed for some time, in addition to the ongoing RAT assessment program for new staff commencing or staff moving work station location;
- quarterly building safety inspections conducted and the results made available to staff; and
- the committee promoting safety week and encouraging all staff to participate in events held.

Workers Compensation

During 2008-09, no new workers compensation claims were lodged. The two compensation claims carried over from the previous year were resolved in August and October 2008 respectively. As at 30 June 2009 therefore, there were no compensation claims.

The value of claims in 2008-09 was 48 per cent higher than in 2007-08, and totalled \$12 081, on account of a permanent injury amount being paid.

Table 19 compares workers compensation data from 2006-07 through to 2008-09.

Table 19: Workers Compensation Claims

	2006-07	2007-08	2008-09
Total expenditure	\$18 380	\$5 828	\$12 081
Claims as at 1 July	2	1	2
New claims	2	1	
Claims resolved ¹	1		2
Claims as at 30 June ^{1,2}	1	2	
Staff receiving ongoing workers compensation payments			

1. The figure in the 2007-08 Annual Report was incorrect as no claims were resolved during 2007-08.

2. Two claims were transferred to the Department of Justice with Racing, Gaming and Licensing in 2006-07.

Employee Assistance Program

Treasury's EAP provides an important support service for staff. From time to time, staff may be affected by personal, family or work-related issues and the EAP is designed to assist. The EAP offers up to five free confidential counselling sessions for employees and their family members, with either of Treasury's selected EAP providers.

EAP also provides coaching for supervisors and managers in dealing with difficult and sensitive staff issues in the workplace, by providing guidance and strategies, as well as mediation and dispute resolution services.

In 2008-09, a total of 86 EAP sessions were taken up by Human Resources, managers and Treasury staff and family members at a cost of \$15 332.

Two staff utilised the full five sessions available, with most employees using between one and three sessions to help them with their work-related or personal issues. Total expenditure on EAP was lower in 2008-09 compared to the previous two years, due to a greater uptake of EAP sessions by staff in 2006-07 and a higher number of workplace/vocational assessments in 2007-08.

Details are summarised in Table 20.

Table 20: Employee Assistance Program as at 30 June

	2006-07	2007-08	2008-09
Total expenditure for financial year	\$21 039	\$22 177	\$15 332
Total number of people assisted by EAP providers	46	15	22
Treasury employees	32	11	16
immediate family members	7	1	2
manager assistance, advice, coaching	7	3	4
Total number of sessions	105	49	86

Personal/Carers Leave Policy

Under the NTPS 2008-2010 UCA some changes/additions were made to sick/carers leave provisions. In response, Treasury developed a Personal/Carers Leave policy to provide employees, supervisors and directors with guidance about leave entitlements and conditions, accessing leave, providing appropriate supporting documentation (including using a statutory declaration), and entering leave into myHR.

Flu Vaccinations

In April and May 2009, Treasury offered two rounds of free in-house influenza vaccinations to all staff and extended the availability of free vaccinations at a nearby health clinic for staff who were unable to attend the in-house sessions. Thirty-two per cent of Treasury staff were immunised, a slight increase in the take-up rate from the previous year of 31 per cent.

Quit Program

In May 2009, Treasury held a free Quit program to assist staff who wanted to give up smoking. The program, attended by five staff and very well received, was aimed to provide a greater understanding about why people smoke, and how to make the decision to stop smoking. Additionally, the Quit course provided strategies and support to help with the challenges of quitting for good.

Healthy Catering

A Healthy Catering policy was developed in June 2008 which promotes healthy eating choices and good nutrition when catering for work-related functions and meetings where food is provided. The policy details food handling, preparation and storage procedures, and outlines foods and beverages that should be served compared with those that should be limited or avoided from a healthy eating perspective.

Corporate Challenges

Treasury participates in 'Life. Be In It.' Corporate Challenge competitions, sponsoring teams in a number of sporting activities. In 2008-09 Treasury sponsored staff teams in soccer and netball competitions, with around 20 staff participating. The challenges are a fun and social way for staff to get to know each other while keeping active.

Reporting Against Employment Instructions

Under the *Public Sector Employment and Management Act*, 13 Employment Instructions provide direction to agencies on human resource management matters. Each instruction specifies required reporting in agency annual reports. Treasury's performance against each instruction is reported below.

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 1 – Advertising, Selection, Appointment, Transfer and Promotion	
<p>Agency to develop procedures on recruitment and selection for internal use.</p> <p>Chief Executive Officer (CEO) required to report annually on the number of employees in each designation and variations since last report.</p>	<p>Treasury's recruitment policy includes standard templates for each stage of the recruitment and selection process for use by managers and selection panels.</p> <p>Recruitment action undertaken during 2008-09 included advertising 50 vacancies (permanent and temporary), 46 staff commencing and 37.7 separations (excluding casual and temporary vacation employees).</p> <p>One promotion appeal was lodged in 2008-09, with the Promotion Appeals Board subsequently disallowing the appeal.</p> <p>Staffing data is provided at the beginning of the Treasury People section of the annual report.</p>
Number 2 – Probation	
<p>CEO shall develop a probationary process for their agency, of which all staff are to be made aware when commencing with the agency.</p>	<p>Treasury's probation policy and procedures accommodate the review processes for the relatively high number of staff on employment programs, who are (necessarily) engaged on temporary contracts.</p> <p>The policy outlines a process that ensures that both supervisors and employees understand the elements of probation, and their respective responsibilities when an employee is on probation.</p> <p>New employees are advised of the probation process by the Department of Business and Employment (DBE) when undergoing e-Induction and are provided with further explanation by their supervisor on commencing employment with Treasury.</p>
Number 3 – Natural Justice	
<p>The rules of natural justice to be observed in all dealings with employees.</p>	<p>The principles of natural justice are followed in all dealings with employees. Internal policies and procedures reflect these principles.</p>

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action (continued)

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 4 – Performance Management	
CEO is to report annually on management training and staff development programs.	Treasury's PDF remains a fundamental element in developing its staff. It comprises a performance management system based on assessment against well-established competencies, six-monthly feedback reviews and goal-setting, upward feedback from employees to managers and identification of development opportunities.
CEO shall develop and implement performance management systems for their agency.	To support this framework, Treasury's Human Resources Unit continues to monitor individual staff training needs and training that has been undertaken, through its training database.
	Management training and staff development activities in 2008-09 are reported earlier in this section of the Annual Report.
Number 5 – Medical Incapacity	
No agency action or reporting requirements.	Treasury rarely has a need relating to medical incapacity, however where advice is required, managers liaise directly with senior executives, Treasury's Human Resources Unit or OCPE seeking specific advice as required.
Number 6 – Inability to Discharge Duties	
CEO to provide OCPE with information on the extent to which this Employment Instruction has been used by the agency.	Treasury's PDF framework guides staff and managers in the event that performance recovery is required. Human resource staff also support managers in dealing with under-performance issues and assisting managers and staff in performance recovery efforts.
CEO may establish procedures regarding inability within their agency.	Treasury rarely has a need relating to inability to discharge duties, however where advice is required, managers liaise directly with senior executives, Treasury's Human Resources Unit or OCPE seeking specific advice as required.

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action (continued)

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 7 – Discipline	
CEO to provide OCPE with information on the extent to which this Employment Instruction has been used by the agency.	No disciplinary actions were taken against any Treasury employee during 2008-09.
CEO may establish procedures regarding discipline within their agency.	
Number 8 – Management of Grievances	
CEO shall establish written grievance setting procedures for the agency that should be available to employees and outline steps for dealing with grievances.	Treasury's Grievance Policy is available to all staff on the internal intranet site. Treasury's Human Resources Unit provides advice and support to managers and staff in dealing with grievances.
	There were no grievances lodged in 2008-09.
Number 9 – Transfers	
Now incorporated in Employment Instruction 1.	
Number 10 – Employee Records	
Agencies are required to maintain appropriate employee records and implement procedures for maintaining and accessing these records.	DBE stores all agency personnel files. Treasury follows DBE policy in regard to accessing these files. Any requests to access employee records are made through the Manager Human Resources.
Number 11 – Equal Employment Opportunity Management Programs	
CEO to devise and implement programs to ensure equal employment opportunities and outcomes are achieved.	Treasury's Equity and Diversity framework, in addition to supporting Treasury's own IECD strategy, incorporates agency requirements under the <i>Public Sector Employment and Management Act</i> and the <i>Anti-Discrimination Act</i> , as well as whole of government strategies such as Willing and Able, to promote and encourage its diverse workforce.
CEO to report annually on programs and initiatives the agency has developed. Report should also include reports detailing specific action in relation to Aboriginal Employment and Career Development, and also measures to enable employees to balance work and family responsibilities.	Treasury has developed specific policies to implement the 2008-10 UCA's work-life balance initiatives, and in 2008-09 also developed a Personal/Carers Leave policy.
	These documents are provided to staff through the internal intranet site.
	Details of Treasury's programs and initiatives are provided earlier in this section of the Annual Report.

Table 21: Employment Instructions, Annual Reporting Requirements and Agency Action (continued)

Employment Instruction and Annual Reporting Requirements	Agency Action
Number 12 – Occupational Health and Safety Programs	
<p>CEO to develop programs to ensure employees are consulted in the development and implementation of occupational health and safety programs.</p>	<p>Treasury's OH&S Committee deals with OH&S issues, including safe workplaces and systems and developing, implementing and monitoring OH&S measures. It reports to SMG.</p>
<p>CEO to report annually on occupation health and safety programs. Records must be kept on risk assessment, maintenance control and information, instruction and training provided to employees.</p>	<p>The committee has developed a site on the internal intranet, which identifies the OH&S Committee, policies, training opportunities and related information and links, for example, to the DBE OH&S newsletter, and also has reserved space on all staff notice boards.</p>
	<p>Details of Treasury's programs and initiatives are provided earlier in this section of this report.</p>
Number 13 – Code of Conduct	
<p>CEO may issue guidelines regarding acceptance of gifts and benefits to employees. CEO may issue agency specific Code of Conduct.</p>	<p>New staff are provided with the Code of Conduct as part of their commencement package and other staff are reminded of their obligations at regular intervals and with each major exercise or project.</p>
	<p>Additionally, Treasury has developed a Personal Accountability Framework that incorporates Treasury values, the Code and Principles of Conduct, accepting gifts and benefits, use of IT and other resources, confidentiality, conflicts of interest, fraud and ethics, harassment and bullying, health and safety, making public comment, outside employment, privacy and record keeping.</p>
	<p>In 2009-10, the framework will be incorporated into our biannual performance development process to ensure that all staff are familiar with Treasury and Territory Government values, legislation and policies.</p>
Number 14 – Part-Time Employment	
<p>CEO to advise unions on a six-monthly basis of number of part-time employees by salary stream.</p>	<p>Treasury's Flexible Work Arrangements policy is available on the internal intranet site.</p>
	<p>As at 30 June 2009, nine employees were working part-time, and three were working in home-based arrangements.</p>

Future Priorities

- Continued leadership development and succession planning within Treasury to enhance professional development opportunities, management capabilities and generally broaden skills and expertise.
 - Review and update recruitment and selection practices.
 - Continued development of entry-level and other attraction programs aimed at students.
 - Continued emphasis on professional and technical development, including sponsored study, tailored training and participation in professional body activities.
 - Review and update the Manager's Toolkit, which is an online source of information providing practical advice and guidance to understand and carry out their managerial responsibilities. Information includes managing risk, managing and measuring performance, finances, exercising delegations, and a comprehensive section on staff management.
 - Further development of Treasury's IECD strategy in accordance with whole of government strategy.
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