Workforce Profile Report

2020

NSW GOVERNMENT | Public Service Commission

Workforce Profile Report 2020

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The Public Service Commission acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW. We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people who contributed to the development of this report.

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Foreword

The NSW Government's Workforce Profile marked its 22nd anniversary in 2020. *The Workforce Profile Report* is a result of collaboration between the Public Service Commission (PSC) and agencies across the NSW public sector, the largest employer in Australia. It is a companion report to the State of the NSW Public Sector Report, providing a powerful evidence base of workforce characteristics and trends.

The 2020 *Workforce Profile Report* highlights several important aspects of the public sector.

- In the context of the COVID-19 pandemic, the NSW public sector has **continued to grow**, with a 1.4% increase in the past year.

- The number of **key frontline roles** continued to increase, and the full-time equivalent (FTE) number of nurses, teachers and police increased by 2.7% in 2020. Firefighters' annual FTE increased by 2.8%, driven mainly by retained firefighters working additional hours during the bushfire season of 2019–20.

- The number of **senior executives** in the public sector increased by 2.5%, with most of this increase relating to resourcing for infrastructure projects.

- The public sector remains an important **regional employer**, accounting for up to 20% of employment in some regions. This year's report continues to analyse the representation of the broader public sector in regional areas. The report also provides a focus on public servants and senior executives in regional areas, recognising the importance that these roles have in local decision making and regional career paths.

- Overall **diversity** in the NSW public sector has remained unchanged from last year. However, the estimated proportion of employees identified as having a disability decreased by 0.1 percentage points (pp).

- There are challenges in meeting the **Premier's Priority targets** for disability and for gender equity in senior leaders. **Disability** representation slightly decreased to 2.4%, which places it well below the Premier's Priority target of 5.6%. **Female senior leader** representation increased to 41.1% in 2020. 6 in 10 appointments to senior leader roles will need to be women to meet the 50% target in 2025. However, the public sector is on track to exceed the Premier's Priority target of doubling the number of **Aboriginal senior** leaders by 2025.

- The NSW Public sector **gender pay gap** remained at 2.2%. However, the gender pay gap for Public Service and aligned services' senior executives (bands 1–3) increased by 0.2 pp to 2.4% in 2020.

- **Recreation Leave** taken decreased by 10.7 hours per FTE, likely reflecting the travel bans during the pandemic and the increased need for workers to help respond to the bushfire crisis and pandemic.

The PSC would like to thank the departments and agencies across the NSW Government for their continued support and commitment to providing their workforce data. Without this support, our analysis and reports would not be possible.

Chapter 1

Executive summary

Size of the sector 2020

Census period FTE
348,508 **+3.2%** vs 2019

Employee headcount at census
413,567

10.5%
of all NSW employed persons are NSW public sector employees

Public sector employment

Metro/regional
41.3% of census date headcount based in **regional areas**

Median salary
$90,123 **+2.5%** vs 2019
Australian full-time adult average weekly earnings **increased by 4.3%**

Median tenure
8.4 years
75.8% of roles are ongoing

Public sector diversity

Women
65.5% of employees, **+0.1pp** vs 2019

Female senior leaders
41.1% of government sector, **+0.8pp** vs 2019

Aboriginal and Torres Strait Islander peoples
3.5% of employees, **no change** from 2019

Aboriginal and Torres Strait Islander senior leaders
105 **+7** vs 2019

Disability
2.4% of employees, **-0.1pp** vs 2019

Median age
44 years
No change from 2019

27.6% aged under 35
24.1% aged 55 or over

English as a second language
18.1% of employees, **-0.2pp** vs 2019

Note: pp stands for percentage points.

Chapter 2
Size and composition

NSW employed persons
10.5% of all NSW employed persons are NSW public sector employees

Increase in NSW public sector
+1.4% census headcount, **up by 5,568** from 2019

Decrease in NSW employed persons
-4.7%

Size of the NSW public sector workforce

The NSW public sector is the largest employer in Australia. Figure 2.1 and Table 2.1 show that in 2020 the number of full-time equivalent (FTE) employees in the census period increased by 3.2% (10,721) and the census headcount increased by 1.4% (5,568) compared to 2019.

Figure 2.1   ## Public sector census headcount and census period FTE, 1999–2020
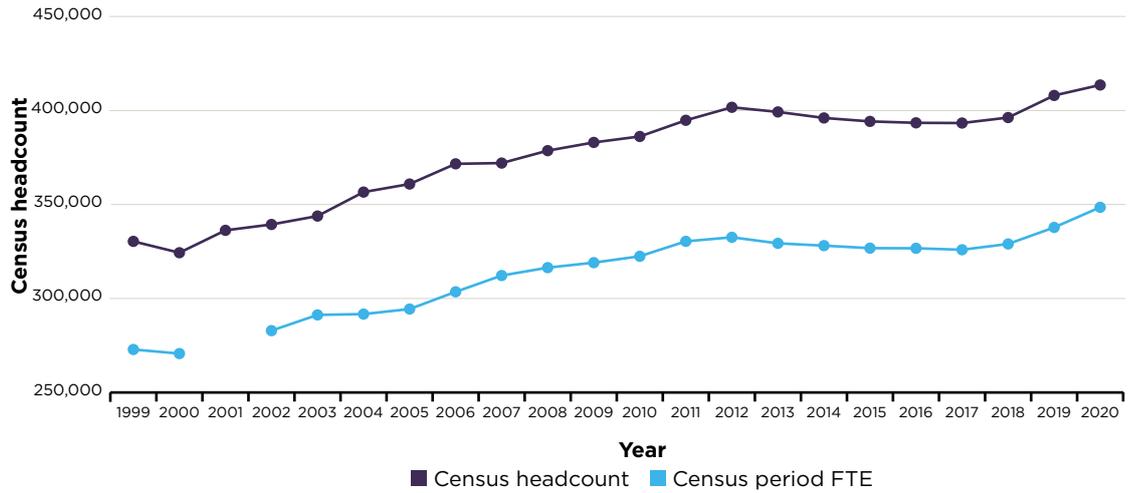
Table 2.1   ## Public sector census headcount and census period FTE, 2011–2020

Year	Census headcount	Change from previous year (%)	Census period FTE	Change from previous year (%)
2011	394,789	2.2	330,400	2.5
2012	401,703	1.8	332,555	0.7
2013	399,243	-0.6	329,336	-1.0
2014	396,036	-0.8	328,111	-0.4
2015	394,194	-0.5	326,765	-0.4
2016	393,442	-0.2	326,706	0.0
2017	393,333	0.0	325,917	-0.2
2018	396,243	0.7	329,005	0.9
2019	407,999	3.0	337,787	2.7
2020	413,567	1.4	348,508	3.2

Figure 2.2

Annual percentage change in the size of the public sector workforce (census headcount) and NSW employed persons, 2011–2020[1]
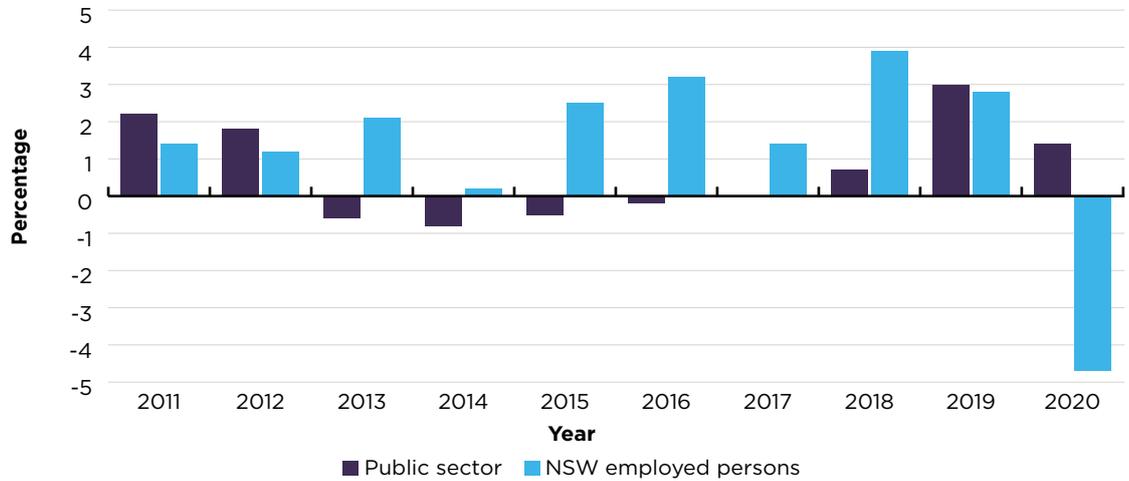
Figure 2.2 shows that 2020 marked the first time in 10 years that the number of NSW employed persons contracted (-4.7%), reflecting the impact of the COVID-19 pandemic on employment in the state. However, the NSW public sector continued to grow, increasing by 1.4%. Consequently, the proportion of employed persons in NSW who worked for the NSW public sector increased to 10.5% in 2020 (see Figure 2.3).

Figure 2.3

Public sector census headcount as a percentage of NSW employed persons, 2011–2020[1]
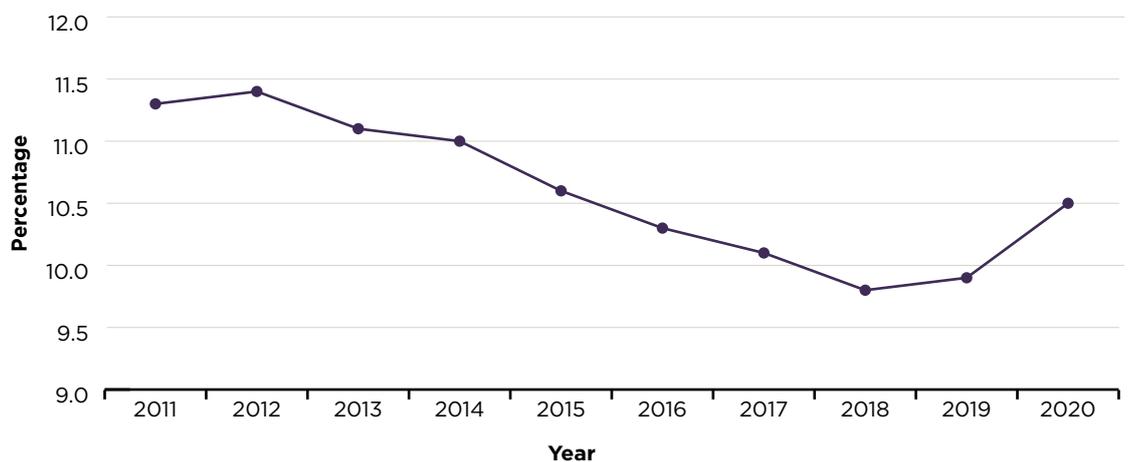
Composition of the NSW public sector

While headcount is an important measure of the size of the workforce, FTE provides a better indication of the resource level of the public sector workforce.

In 2020, the increase in census period FTE was close to double the increase in census headcount (10,721 FTE compared to 5,568 headcount). These increases, revealed in the June 2020 Australian Public Service employment data, likely relate to the additional resourcing required in the early response to the COVID-19 pandemic.

Table 2.2

Composition of the public sector by service, census period FTE, 2019–2020

Service	2019	2020	Change	Change (%)
Public Service	64,834	66,631	1,797	2.8
NSW Health Service	119,886	122,921	3,035	2.5
NSW Police Force	20,267	20,613	346	1.7
Teaching Service	67,616	70,261	2,645	3.9
Transport Service	13,062	13,645	583	4.5
Other Crown services	43,234	45,310	2,076	4.8
Total government sector	**328,900**	**339,382**	**10,483**	**3.2**
State owned corporations	7,879	8,129	250	3.2
External to government sector	1,008	997	-12	-1.2
Total public sector	**337,787**	**348,508**	**10,721**	**3.2**

Table 2.2 shows that almost all services experienced increases in the census period FTE from 2019 to 2020. The largest proportional increases occurred in other Crown services, the Transport Service and the Teaching Service, with rises of 4.8%, 4.5% and 3.9%, respectively, compared to 2019.

The increase in other Crown services was mainly due to a rise in the number of FTE in School Administrative and Support Workers (1,362 or 6.9%). Increases in the Teaching Service, School Administrative and Support Workers and the Department of Education workforce were due to several factors, including increased school enrolments, the commitment to maintain staff in drought- and/or bushfire-affected schools, and commitments made to casual employees and some temporary employees for engagement in term two 2020 as part of the pandemic response.

Within the Transport Service, the Sydney Metro workforce increased (107 FTE or 31%), showing the impact of large-scale infrastructure projects on NSW employment.

The Public Service grew by 2.8% in 2020. The Department of Education (844 FTE or 11.2%) and Service NSW (494 FTE or 19.8%) were key contributors to this increase, both of which had significant roles in managing the pandemic.

The NSW Health Service FTE increased (3,035 or 2.5%), including an additional 712 Nurses (1.5%) in 2020. The Ambulance Service FTE also recorded growth (488 or 10.4%), partly because an increase in paramedic resourcing was brought forward as part of the pandemic response.

The NSW Police Force FTE also increased (346 or 1.7%). This was due to the Government commitment announced in late 2018 to add 1,500 Police Officers over four years, from 1 July 2019. This increase helped the delivery of the additional policing services required as part of the Government's response to the bushfires and COVID-19.

Machinery of government changes

The Department of Regional NSW was established in 2020 and associated agencies moved out of the Planning, Industry and Environment cluster to form this new cluster.

Resilience NSW (94 FTE in 2020) was established in 2020 as an executive agency in the Premier and Cabinet cluster, replacing the former Office of Emergency Management within the Stronger Communities cluster (61 FTE in 2019).

Table 2.3 ## Composition of the public sector by cluster, census period FTE, 2019–2020[2]

Cluster	2019	2020	Change	Change (%)
Customer Service	7,562	8,210	648	8.6
Education	105,744	110,507	4,763	4.5
Health	120,973	124,086	3,113	2.6
Planning, Industry and Environment	20,082	16,103	-3,978	-19.8
Premier and Cabinet	3,943	3,835	-107	-2.7
Regional NSW	–	4,428	4,428	0.0
Stronger Communities	51,804	52,342	538	1.0
Transport	25,403	26,454	1,052	4.1
Treasury	2,022	2,293	271	13.4
Total public sector	**337,787**	**348,508**	**10,721**	**3.2**

Other than the decrease in Planning, Industry and Environment due to the creation of Regional NSW, Premier and Cabinet was the only cluster that recorded a decrease in census period FTE – all other clusters show an increase. The largest decrease in Premier and Cabinet was in the Sydney Opera House Trust (-122 FTE or -20.8%), reflecting the impact of the pandemic on events.

The largest proportional increases occurred in the Treasury and Customer Service clusters. The increase in the Treasury cluster was mainly due to a 38.5% rise in FTE at Insurance and Care NSW (313 FTE). A 19.8% increase in Service NSW (494 FTE) drove the overall change in the Customer Service cluster.

Notes

1. Australian Bureau of Statistics (ABS), 2020, *Labour Force, Australia, Detailed*, 'Table 16. Labour force status by Labour market region (ASGS) and Sex', cat. no. 6291.0.55.001, viewed 29 January 2021, https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia-detailed/sep-2020#data-download
2. 'Other' has been excluded from the clusters list but included in the public sector totals.

Chapter 3
Leaders
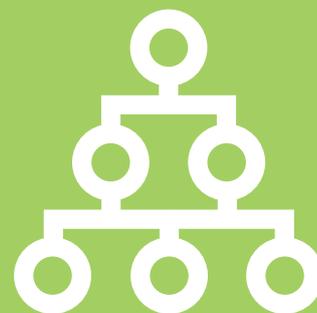
3,333

senior executives in the government sector

A key objective of the *Government Sector Employment Act 2013* (GSE Act) was to create a simpler executive structure that enables greater mobility of this cohort across the sector. The *Government Sector Employment Legislation Amendment Act 2016* supported this work by aligning the Senior Executive employment arrangements of the NSW Health Service, Transport Service and NSW Police Force with those of the Public Service.

Table 3.1

Senior executives in the public sector, census headcount, 2019–2020

Service	2019	2020	Change (%)
Public Service	2,140	2,098	-2.0
NSW Health Service	181	188	3.9
NSW Police Force	69	74	7.2
Teaching Service	0	0	0.0
Transport Service	588	675	14.8
Other Crown services	278	298	7.2
Total government sector	**3,256**	**3,333**	**2.4**
State owned corporations	241	243	0.8
External to government sector	53	61	15.1
Total public sector	**3,550**	**3,637**	**2.5**

At June 2020, there were 3,637 senior executives in the public sector, with 3,333 in the government sector.

This is an increase of 2.5% compared to the previous year. Increases occurred across all services other than the Public Service. The largest increase was in the Transport Service (87). Transport for NSW confirmed that the majority of this increase related to resourcing for infrastructure projects such as motorways. Sydney Metro contributed around a third of the increase (28) to support the launch of new Metro projects.

There was a 2% decrease in senior executive numbers in the Public Service, reflecting an initiative to reduce the cohort, which was implemented on 30 June 2019 (see Figure 3.1).

Figure 3.1

Senior executives in the Public Service, census headcount, 2014–2020
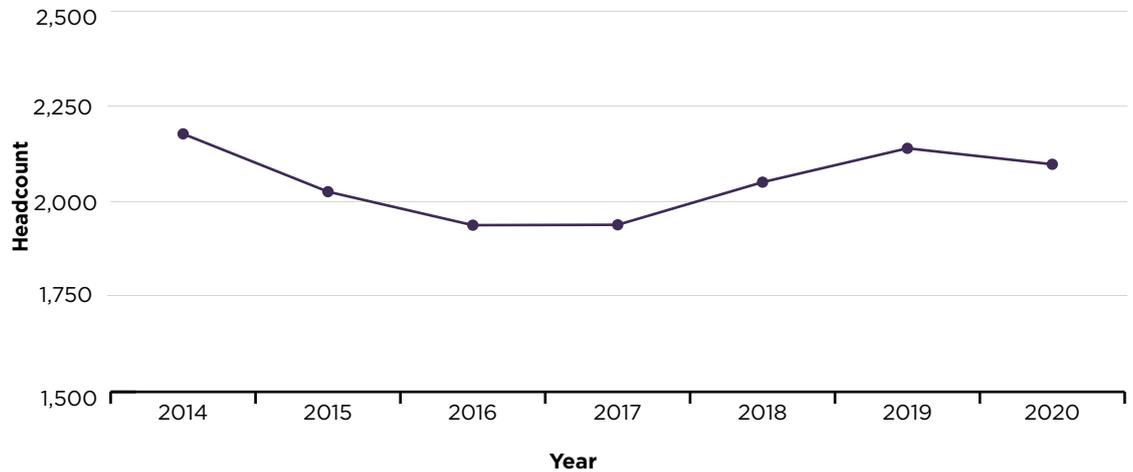
Table 3.2

Senior executives in the Public Service by cluster, census headcount, 2019–2020

Cluster	2019	2020	Change	Change (%)
Customer Service	273	254	-19	-7.0
Education	348	372	24	6.9
Health	101	116	15	14.9
Planning, Industry and Environment	575	436	-139	-24.2
Regional NSW	–	143	–	–
Premier and Cabinet	257	240	-17	-6.6
Stronger Communities	437	388	-49	-11.2
Transport	1	1	0	0.0
Treasury	148	148	0	0.0
Total public sector	**2,140**	**2,098**	**-42**	**-2.0**

Table 3.2 shows that reductions occurred in four clusters. Excluding machinery of government changes, the largest reduction occurred in the Stronger Communities cluster (-49). The reduction in senior executives in the Planning, Industry and Environment cluster was a result of the separation of Regional NSW to form a new department and cluster.

Figure 3.2 ## Distribution of PSSEs and aligned services senior executives by Senior Executive Bands 1–3, census headcount, 2020
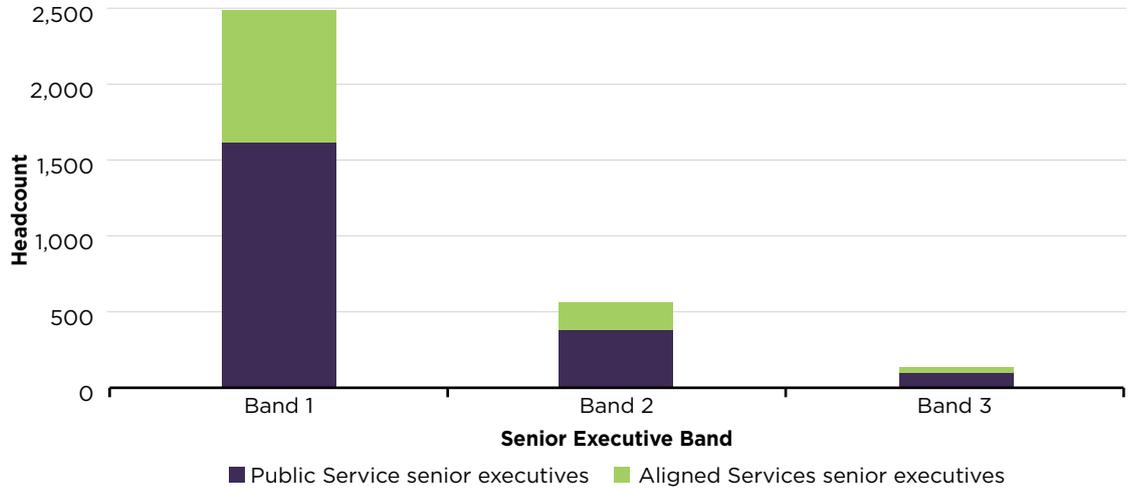
Figu,re, 3.2, ,shows that in 2020, 78.1% of Public service senior executives (PSSEs) and aligned services senior executives were classified as Senior Executive Band 1, while 17.6% fell into Band 2 and only 4.3% into Band 3. The distribution of PSSEs and aligned services senior executives between bands is similar, with 77.5% of PSSEs and 79.2% of aligned services senior executives at Band 1, and 4.5% and 4.0% at Band 3, respectively.

Premier's Priority for diversity in the senior leader cohort

Percentage of female senior leaders

33.4 2014
33.8 2015
36.1 2016
37.4 2017
38.7 2018
40.3 2019
41.1 2020
Target 50 2025

Number of Aboriginal and Torres Strait Islander senior leaders

57 2014
55 2015
63 2016
71 2017
87 2018
98 2019
105 2020
Target 114 2025

One of the components of the Premier's Priority for a world class public service is driving senior leader diversity. The priority includes targets to achieve gender equity in senior leaders and increase the number of Aboriginal and Torres Strait Islander people in senior leadership roles by 2025.

Steady progress has been made towards achieving these targets since the priority was announced in 2014. The proportion of female senior leaders increased by 0.8 percentage points (pp) to 41.1% in 2020. Female representation in each band has largely increased each year, and cumulatively is up by 7.3pp for Band 1 senior leaders, 11.2pp for Band 2 and 14.0pp for Bands 3 and 4 since 2014.[1] Women have lower representation than men in higher salary bands, but the gap has narrowed since the target was introduced. Since 2016, the proportion of female leaders in Bands 3 and 4 combined has increased at approximately double the rate of Band 1 roles.

Figure 3.3

Female senior leaders by equivalent band, 2014–2020[1]
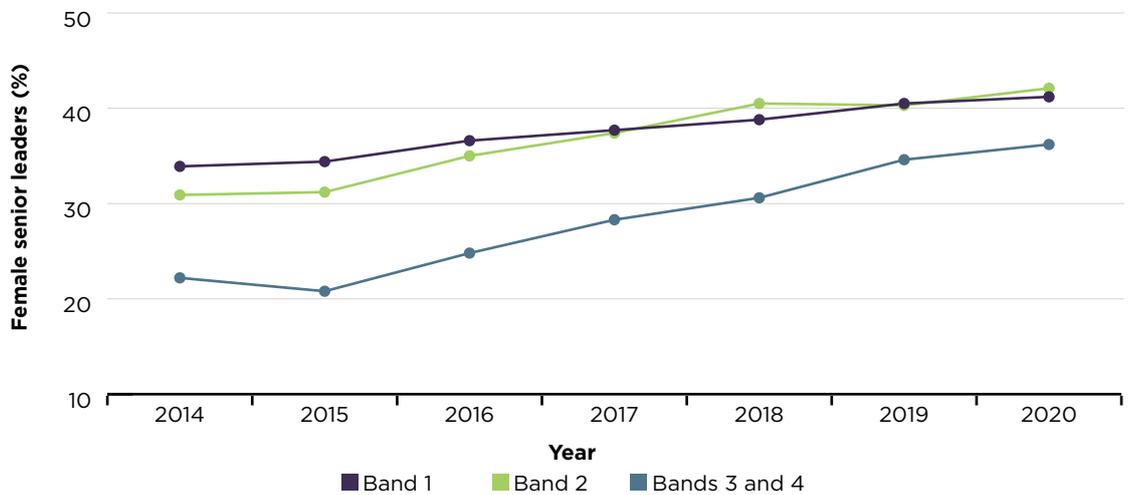
Table 3.3

Female senior leaders by equivalent band, 2014–2020[1]

	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)
Band 1	33.9	34.4	36.6	37.7	38.8	40.5	41.2
Band 2	30.9	31.2	35.0	37.4	40.5	40.3	42.1
Bands 3 and 4	22.2	20.8	24.8	28.3	30.6	34.6	36.2
Total	**33.4**	**33.8**	**36.1**	**37.4**	**38.7**	**40.3**	**41.1**

Female senior leader representation varies across clusters (see Table 3.4). In this table, 2019 data are displayed in the 2020 cluster structure. No result is displayed for Regional NSW in 2019 because these data cannot be accurately mapped.

Table 3.4

Female senior leaders by cluster, 2019–2020[1]

Cluster	2019 (%)	2020 (%)
Customer Service	52.6	49.9
Education	54.8	56.0
Health	41.6	43.1
Planning, Industry and Environment	37.9	46.5
Premier and Cabinet	55.0	52.9
Regional NSW	–	27.7
Stronger Communities	29.8	29.5
Transport	30.3	32.2
Treasury	45.6	45.4
Total government sector	**40.3**	**41.1**

The Education and Premier and Cabinet clusters have more than 50% female representation (56% and 52.9%, respectively) and Customer Service is close to the target with 49.9%. While the Transport cluster has one of the lowest rates, it improved representation by close to 2pp in 2020.

Further improvements are needed if the sector is to reach its target in 2025. Based on turnover and gender ratios, forecasting shows that if the current trends continue there will be a 7 shortfall on reaching the target. Modelling indicates that the NSW Government could reach the target by 2025 if six in every 10 senior leader appointments are female.

The number of Aboriginal and Torres Strait Islander senior leaders increased between 2019 and 2020, from 98 to 105. The Health, Stronger Communities, and Planning, Industry and Environment clusters accounted for most of the increase. Apart from a slight decrease in 2015, the number of Aboriginal and Torres Strait Islander senior leaders has increased each year since 2014, with the total increase at 84.2%.

Table 3.5

Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014–2020[1]

	2014	2015	2016	2017	2018	2019	2020
Band 1	52	51	57	63	78	88	97
Bands 2, 3 and 4	5	4	6	8	9	10	8
Total	**57**	**55**	**63**	**71**	**87**	**98**	**105**

Figure 3.4

Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014–2020[1]
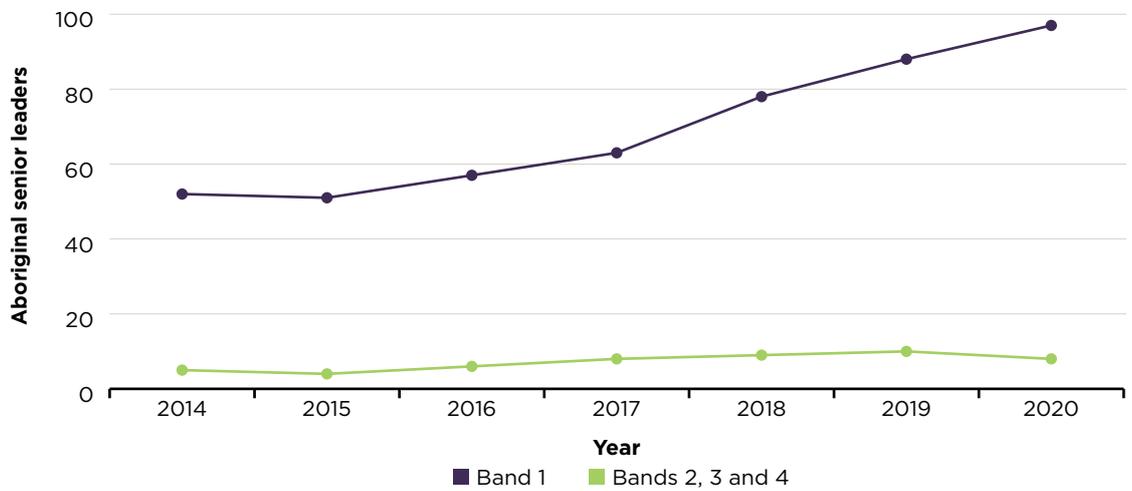
Figure 3.4 highlights that while most of the increase in the Aboriginal and Torres Strait Islander cohort occurred in the lower salary range (45 appointments), the number of Aboriginal and Torres Strait Islander senior leaders in Senior Executive Bands 2–4 has increased by three since 2014. Significant progress has been made towards reaching the target of doubling the representation of Aboriginal and Torres Strait Islander people. If the current rate of increase continues, this target will be achieved by 2022.

Notes

1. Senior leaders are non-casual government sector employees earning $165,750 or more (adjusted annually according to wages policy), excluding NSW Health Service roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles of a statutory or institutional character (judges, magistrates and barristers). When displayed in bands, these align to the salary ranges of PSSEs, and Band 1 includes non-executives paid below the minimum PSSE salary level.

Chapter 4
Types of work

Key occupation groups, census period FTE, 2020

School Teachers
69,330

Nurses
49,602

Clerical and Admin. Workers
46,227

School Support Staff
24,726

Police Officers
16,786

Medical Practitioners
12,847

Social and Welfare Professionals
7,722

Cleaners and Laundry Workers
5,268

Ambulance Officers
4,649

Labourers
4,352

Prison Officers
4,016

Firefighters
3,987

Bus Drivers
2,765

Food Preparation Assistants
2,024

Train Drivers
2,007

Employment category, annual FTE, 2020

Ongoing
75.8% **-0.4pp** since 2019

Temporary
16.9% **-0.2pp** since 2019

Casual
4.6% **+0.6pp** since 2019

Note: pp stands for percentage points.

Part-time employees, census headcount, 2020

26.5%
in 2020

Changes in annual FTE – sector, services and key occupations

The census period provides a snapshot in June each year to compare the size and composition of the sector. Census period FTE employees increased by 3.2% (10,721) in 2020 compared to 2019. Occupations with the largest increases were School Teachers (2,614 or 3.9%), School Support Staff (1,634 or 7.1%) and Clerical and Administrative Workers (1,291 or 2.9%). Other notable contributors were the frontline roles of Ambulance Officers, Nurses, Medical Practitioners and Police Officers (1,862).

School Teachers and School Support Staff account for close to 40% of the overall census period FTE increase (24.4% and 15.2%, respectively). As noted in Chapter 2, this related to several factors including increased school enrolments, the commitment to maintain staff in drought- and/or bushfire-affected schools, and commitments made to casual employees and some temporary employees for engagement in term two 2020 as part of the response to the COVID-19 pandemic.

Annual FTE provides a view of the workforce over the whole reference period. This is useful for identifying changes that may have occurred during the year, such as the sector's response to the bushfires in 2019–20.

There was an increase of 115 FTE Firefighters over the 2020 annual reference period (2.8%).[1] Fire and Rescue NSW confirmed this increase was mainly due to retained Firefighters working additional hours to assist the Rural Fire Service during the severe bushfire season in 2019–20. It should be noted that volunteer firefighters are not included in the reported numbers as volunteers fall outside the scope of the Workforce Profile data collection.

Annual FTE generally provides a better measure when looking at the balance between ongoing, temporary and casual employees, due to seasonal variations in resourcing requirements.

Table 4.1

Employment categories by service, annual FTE, 2020

Service	Ongoing	Temporary	Casual	Other[2]
Public Service	51,153	8,658	2,274	3,756
NSW Health Service	96,593	17,802	6,288	277
NSW Police Force	19,413	169	0	74
Teaching Service	45,118	18,939	3,519	0
Transport Service	9,631	1,113	26	2,482
Other Crown services	28,858	10,367	3,497	840
Total government sector	**250,766**	**57,048**	**15,604**	**7,429**
State owned corporations	6,290	245	85	1,363
External to government sector	475	104	4	428
Total public sector	**257,531**	**57,397**	**15,693**	**9,221**

More than three-quarters (75.8%) of public sector employees in 2020 were ongoing employees. Temporary employees accounted for 16.9% of the public sector workforce, down 0.2pp from the previous year. These two categories account for more than nine in 10 public sector employees.

Annual FTE for ongoing employees increased by 6,368 across the public sector in 2020. All services across the government sector experienced increases in ongoing annual FTE. In absolute terms, the largest increases were in the NSW Health Service (2,222 or 2.4%) and the Public Service (2,043 or 4.2%).

Table 4.2

Public sector employment categories comparison, annual FTE, 2019–2020

Employment category	2019	2020	Change	Change (%)
Ongoing	251,164	257,531	6,368	2.5
Temporary	56,322	57,397	1,075	1.9
Casual	13,283	15,693	2,410	18.1
Other[2]	8,970	9,221	251	2.8

There was also an increase in annual FTE for casual employees (2,410 or 18.1%) and temporary employees (1,075 or 1.9%). Casual employees in the Education cluster increased by 2,693 FTE. This was partly due to the commitment to engage casual employees for term two 2020, related to the COVID-19 pandemic. In addition, Education's classification of temporary and casual employees for the Workforce Profile was improved to better reflect the dominant type of employment during the year. The largest contributor to the increase in temporary employees was the Health cluster, with a 750 FTE increase.

Employment arrangements

The proportion of non-casual NSW public sector employees working part time decreased 0.4pp to 26.5% in 2020. The level remains higher than in the longer-term time series, which shows that 24.9% of public sector employees worked part time in 2010.

Figure 4.1 shows that other Crown services had the highest proportion of non-casual part-time employees in 2020, at 54.6% (25,653 employees). These employees were primarily School Administrative and Support Workers (13,606 Education Aides and 10,377 General Clerks). The NSW Health Service had the second-highest proportion of part-time employees (50,159 or 36.3%). The largest groups were Midwifery and Nursing Professionals (19,914), Medical Practitioners (4,199), Health and Welfare Support Workers (3,737) and Health Therapy Professionals (2,615).

The highest proportions of full-time employees were in State owned corporations (95.6%), the NSW Police Force (92.0%) and agencies external to the government sector (88.3%) (see Figure 4.1).

Figure 4.1

Employment arrangement by service, non-casual census headcount, 2020
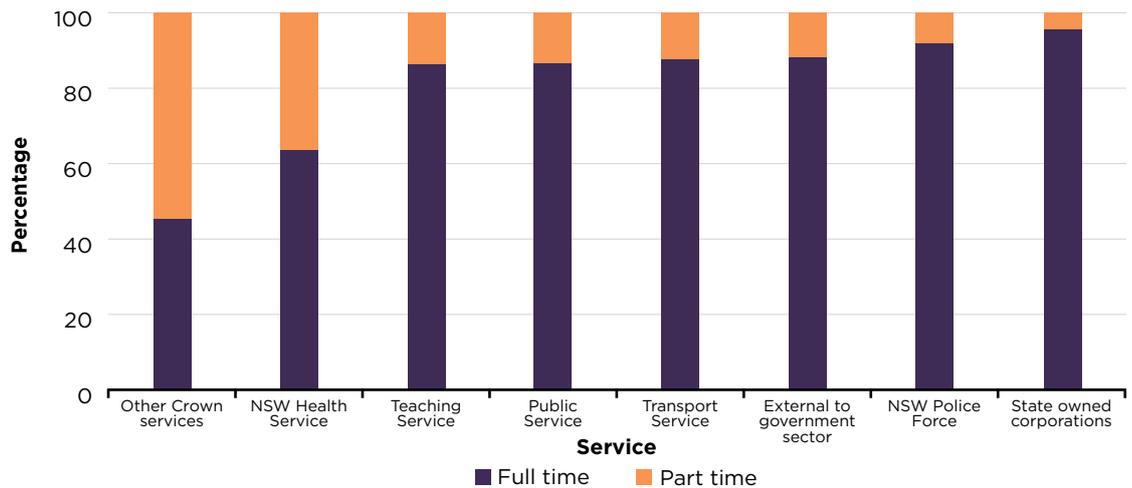
The contingent workforce

Contingent labour forms part of the overall public sector workforce, with workers typically employed to meet a short-term need or to address a capability gap.

NSW Procurement maintains data on contingent labour use and spend. Approximately two-thirds of the 2019–20 data was captured via Contractor Central, which is the NSW Government's vendor management system. Records captured outside Contractor Central are not included in this analysis.

In 2019–20, Contractor Central recorded 11,555 contractor engagements with an average of 6,195 contractors active at any given point in time.[3] Of these, 44% had tenure of less than a year (see Figure 4.2).[4]

Figure 4.2

Tenure of total contractor engagements, 2019–2020[3,4]
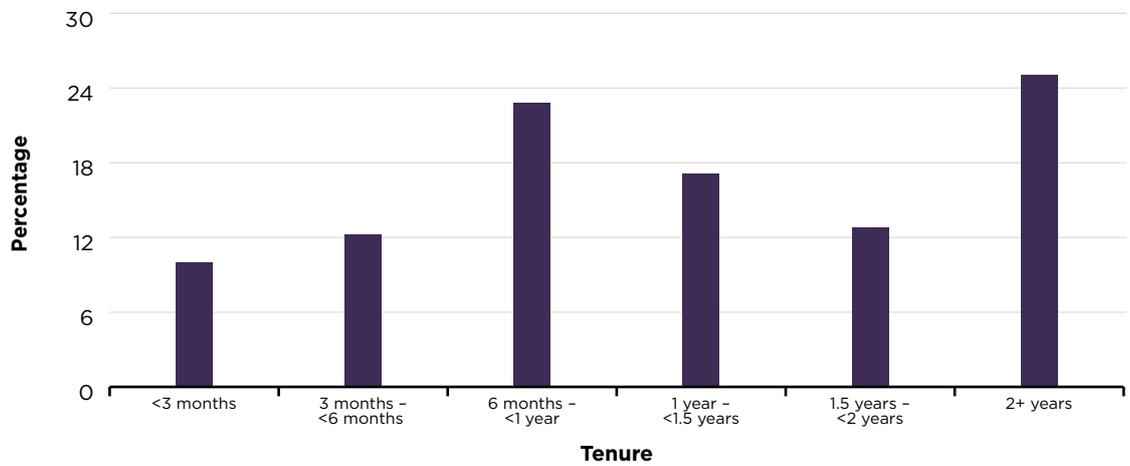
Notes

1. Fire and Rescue NSW confirmed that the reference period FTE for Firefighters was understated by 252 FTE in 2019. This was taken into account in the calculated change from 2019 to 2020.

2. The 'Other' category includes employees whose employment category is Contract Executive, Contract Non-Executive, Statutory Appointee, Transport Senior Manager or Other.

3. Contractor engagements are calculated by NSW Procurement using monthly timesheet data from Contractor Central, the NSW Government's vendor management system. This analysis excludes all records captured outside of the Contractor Central system.

4. Tenure is calculated by NSW Procurement as the duration from the contractor's earliest work order start date to the end date of the contractor's latest submitted timesheet, and does not take into account movement between agencies. NSW Procurement analysis indicates the tenure profile of contractor records captured outside Contractor Central is broadly consistent with this profile.

Chapter 5
Diversity

Diversity response rate

79.8% in 2020 (**+2.1pp** vs 2019)

Employees reporting disability – estimate

2.4% in 2020 (**-0.1pp** vs 2019)

Employees reporting disability requiring adjustment – estimate

0.6% in 2020 (**+0.0pp** vs 2019)

Aboriginal and Torres Strait Islander people – estimate

3.5% in 2020 (**+0.6pp** vs 2014)

People whose language first spoken as a child was not English – estimate

18.1% in 2020 (**-0.2pp** vs 2019)

People from racial, ethnic and ethno-religious minority groups – estimate

12.6% in 2020 (**+0.0pp** vs 2019)

Note: pp stands for percentage points.

Diversity response rates

Diversity data in the Workforce Profile are subject to several factors. Public sector employees are required to self-identify their diversity characteristics when their employing agency collects data, and higher response rates increase the accuracy of the diversity data. This is facilitated when agencies have a culture of inclusion and employees are encouraged to update their details.

The diversity response rate of the public sector was 79.8% in 2020, an increase of 2.1pp from 77.7% in 2019. This change is largely driven by the increased diversity response rate of the Education, Customer Service and Treasury clusters (see Figure 5.1).

Figure 5.1

Diversity response rate by cluster, 2019–2020
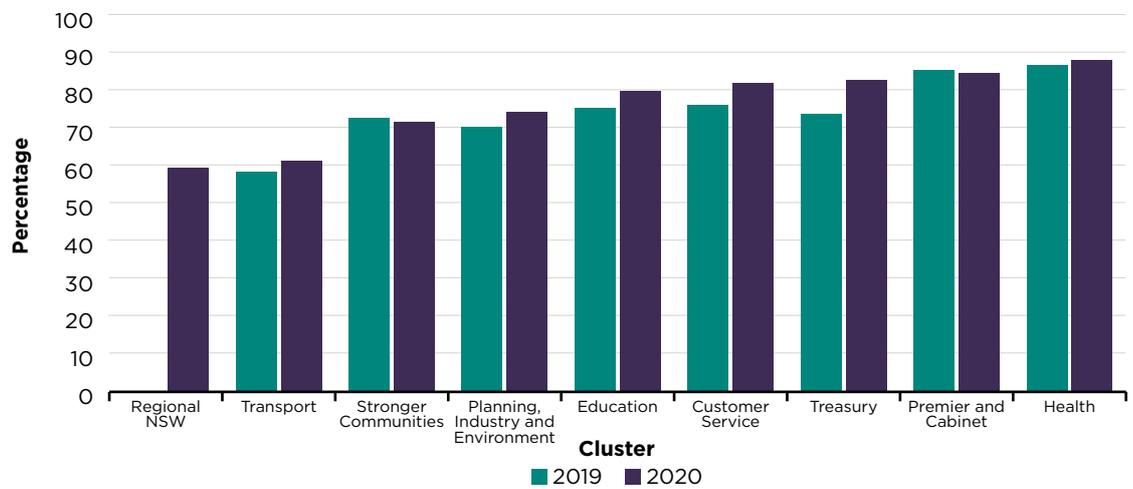
People with disability

Premier's Priority – percentage of people with disability (estimate)[1]
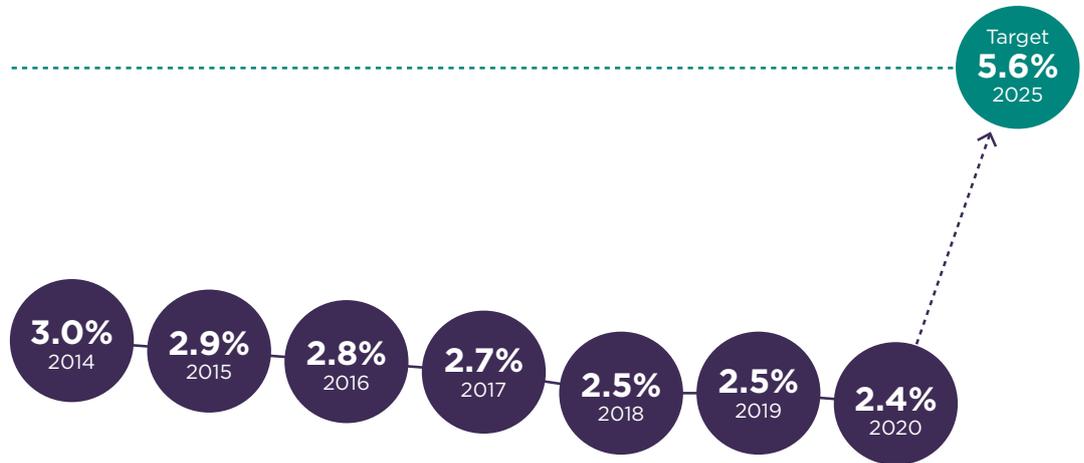
Increasing the proportion of employees with disability in the NSW public sector is a target in the Premier's Priority for a world class public service.[2] The priority aims to increase representation in the NSW public sector to 5.6% by 2025.

Figure 5.2

Disability and disability requiring adjustment (estimate), time series representation, 2011–2020[1]
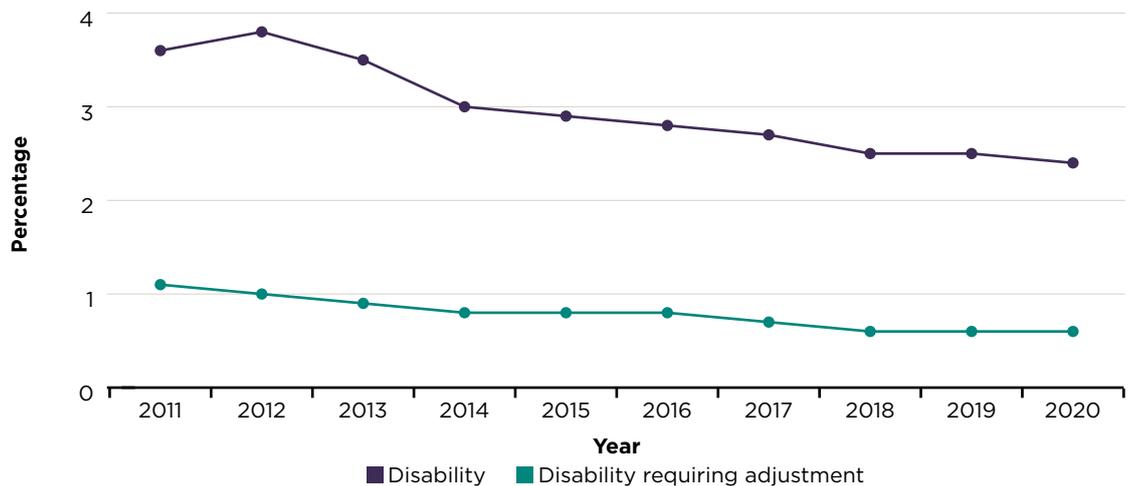
An estimated 2.4% of public sector employees identified as having disability in 2020, a slight decrease (-0.1pp) compared to the previous year. Figure 5.2 shows that while the representation flattened in 2019, there has been a longer-term trend of decreasing representation of people with disability in the NSW public sector workforce.

In comparison, the Australian Public Service reported a 0.1pp increase in the representation of employees in this diversity group, from 3.9% of all employees in 2019 to 4.0% in 2020.[3]

There was little change in representation across NSW government sector services in 2020 compared to 2019 (see Table 5.1). The Public Service continued to have the highest proportion of people with disability in 2020, at an estimated 3.9%, noting there was a small decrease compared to 2019.

Table 5.1

Representation of people with disability by service (estimate), 2019–2020[1]

Service	2019 (%)	2020 (%)
Public Service	4.1	3.9
NSW Health Service	1.7	1.8
NSW Police Force	0.8	0.8
Teaching Service	2.7	2.4
Transport Service*	–	2.4
Other Crown services*	–	3.1
Total government sector	**2.5**	**2.4**
State owned corporations	3.5	3.1
External to government sector	1.9	2.3
Total public sector	**2.5**	**2.4**

* Estimates for 2019 were not available because the diversity response rate was less than 65%. See *Diversity estimate* in the Glossary for more detail.

There is a notable difference in the pattern of commencements and separations of employees with disability compared to the total sector. While the level of commencements in agencies is similar to the level of separations for the public sector workforce, separations outweigh commencements for employees with disability and the rate of exit from the public sector is higher (see Table 5.2).

Table 5.2

Commencements, exits and moves, people with disability vs the public sector, 2020

	Commencement rate (%)	Separation rate (%)	Exit rate (%)	Movement rate within public sector (%)
People with disability	6.5	10.4	9.1	1.3
Total public sector	8.6	8.6	7.0	1.6

The rate of people with disability commencing in public sector agencies was 3.9pp lower than the rate of separation. Also, the commencement rate of employees with disability was lower than the total public sector average (-2.1pp) while the separation rate of employees with disability was higher than the sector average (1.7pp). Compared to the broader public sector workforce, there is a higher exit rate from the sector for employees with disability (2.1pp) and a lower level of movement to other public sector agencies (-0.3pp).

In 2020, the gap between the commencement and separation rates of public sector employees with and without disability narrowed (see Figure 5.3). The separation rate of people with disability decreased by 0.4pp, while there was a 0.6pp increase in the rate of separation of employees without disability. There was a decrease in the commencement rate of people both with and without disability in 2020; however, the decrease was larger for those without disability (-1.0pp compared to -0.3pp for people with disability). While the narrowing of rates between the two groups is an encouraging trend, it has not been sufficient to increase the representation of people with disability.

Figure 5.3

Commencements and separations, people with disability vs without disability, 2014–2020

- People without disability separation rate
- People with disability separation rate
- People without disability commencement rate
- People with disability commencement rate
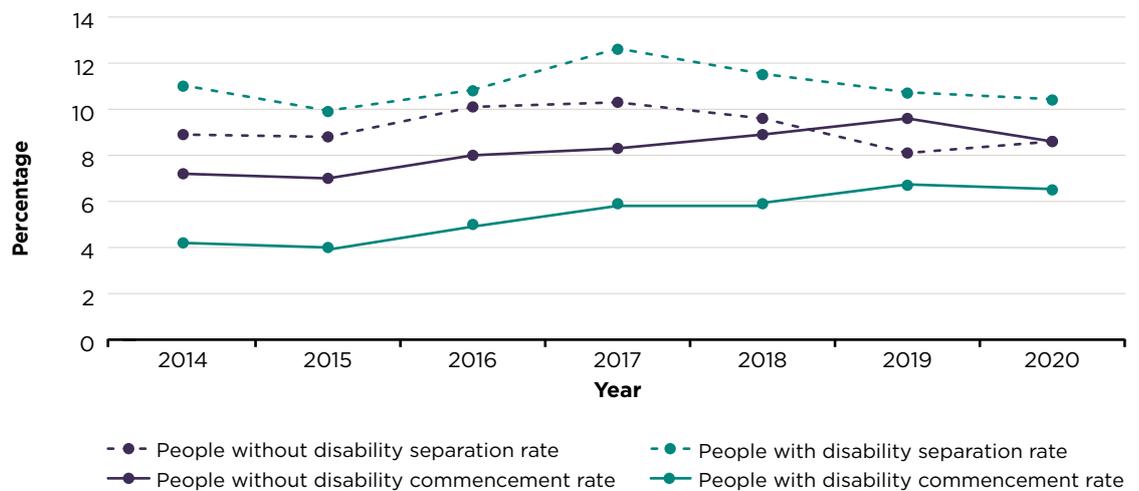
When age groups are compared, the representation of people with disability in the sector markedly increases with age (see Figure 5.4). It is also apparent that compared to 10 years ago, the 45–64 age range experienced the largest decrease in representation (around -1pp). In 2020, 66% of people with disability in the sector were aged 45 or above compared to 71% in 2011. Strategies to support retention of this cohort will be an important element in achieving the Premier's Priority target by 2025.

Figure 5.4

Proportion of people with disability, by age band, 2011 and 2020

- 2011
- 2020
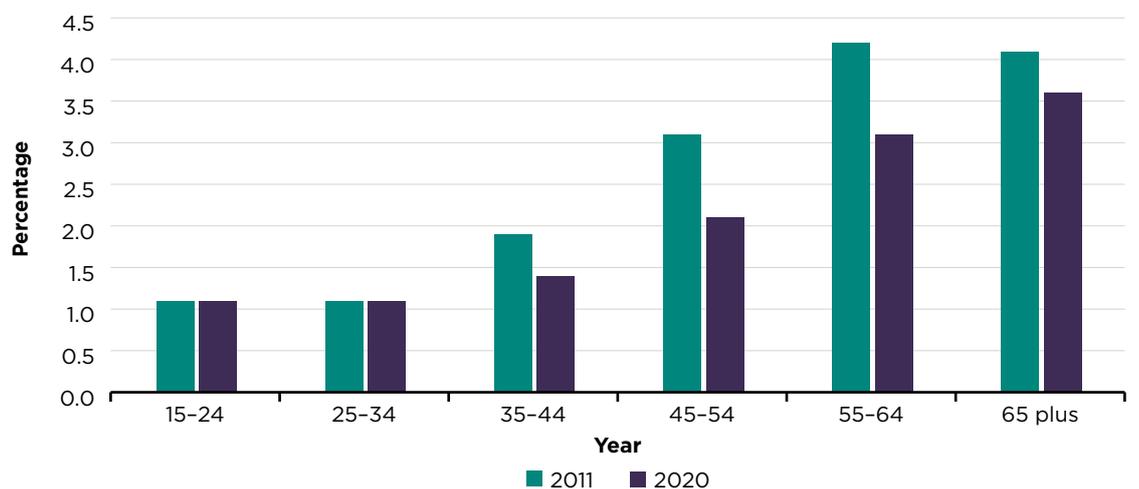
Aboriginal and Torres Strait Islander peoples

While the representation of employees who identify as Aboriginal or Torres Strait Islander has progressively increased over the last decade, it plateaued in 2020, remaining at an estimated 3.5% of non-casual employees in the sector. The same trend is seen in the Australian Public Service, where the representation of Aboriginal and Torres Strait Islander peoples was 3.5% in 2019 and 2020.[3]

Figure 5.5

Representation of Aboriginal and Torres Strait Islander peoples (estimate), 2011–2020
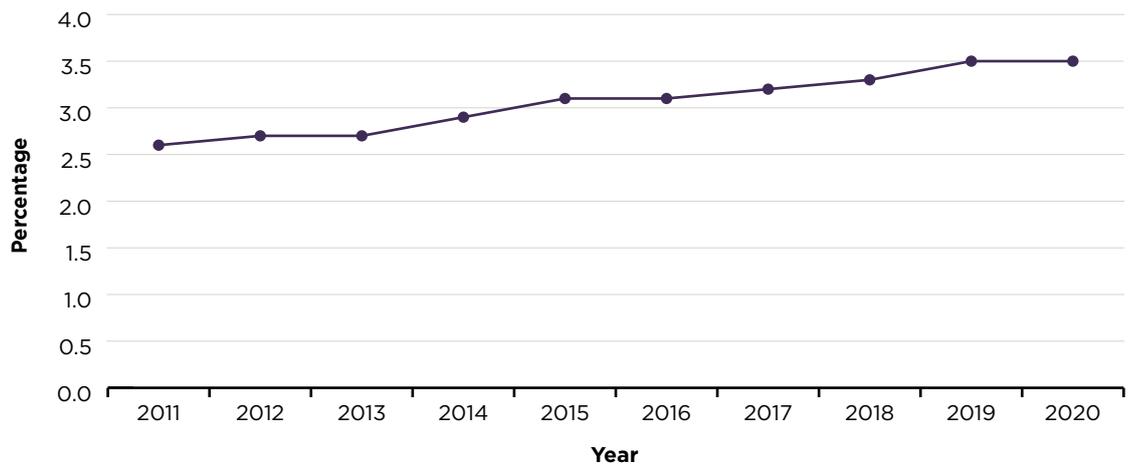
From 2014 to 2020, the estimated proportion of Aboriginal and Torres Strait Islander employees increased by 0.4pp or more in all salary bands below the level of Senior Executive (see Figure 5.6). The highest increase was in the Grade 1/2 range, which has risen 1.2pp since 2014. Most of this increase occurred in 2020, with a 0.9pp increase from 2019 to 2020. This is partly due to the 11% pay rise awarded to School Clerical and Administrative Workers and School Support Staff from 1 July 2019, shifting some employees from the general scale range to the Grade 1/2 range.

Figure 5.6   ## NSW government sector Aboriginal and Torres Strait Islander employment – representation by salary band (estimate), 2014 and 2020[1]
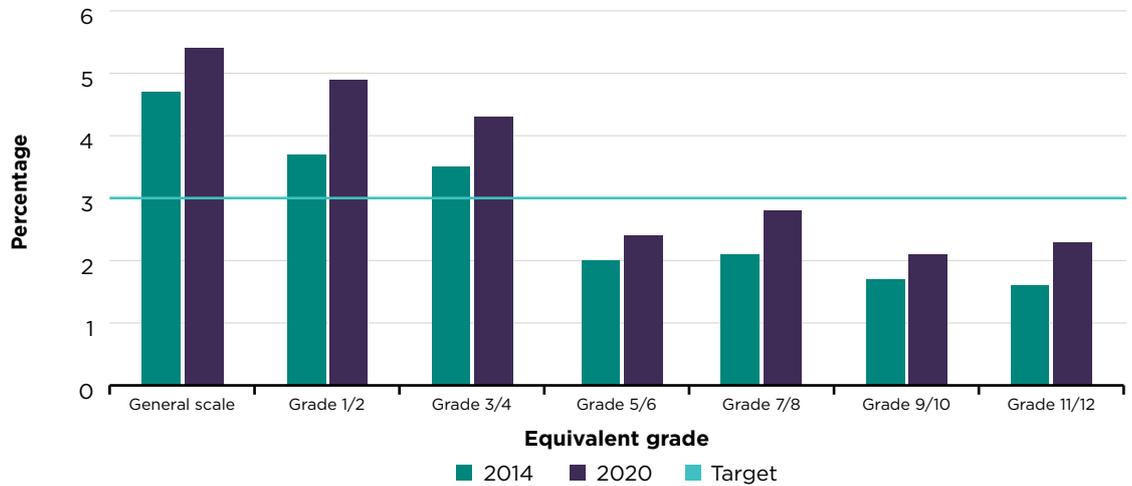
Progress continued towards achieving the Premier's Priority of doubling the number of Aboriginal and Torres Strait Islander people in senior leadership roles from 57 in 2014 to 114 by 2025. In 2020, there were 105 Aboriginal and Torres Islander senior leaders in the NSW government sector, an increase in headcount of seven (7%) from 2019. Since 2014, the largest increase occurred in the Teaching Service (22 Aboriginal senior leaders) and in the Public Service (12 Aboriginal senior leaders), accounting for 71% of the increase. See the Leaders chapter for more details.

People who first spoke a language other than English

The proportion of employees in the sector who identified as people who first spoke a language other than English (LOTE) slightly decreased from an estimated 18.3% of the total non-casual workforce in 2019 to 18.1% in 2020 (see Figure 5.7). Nearly half (43%) of all employees in this diversity group also identified as being from a racial, ethnic or ethno-religious minority group.

Figure 5.7

People whose language first spoken as a child was not English (estimate), representation time series, 2011–2020[1]
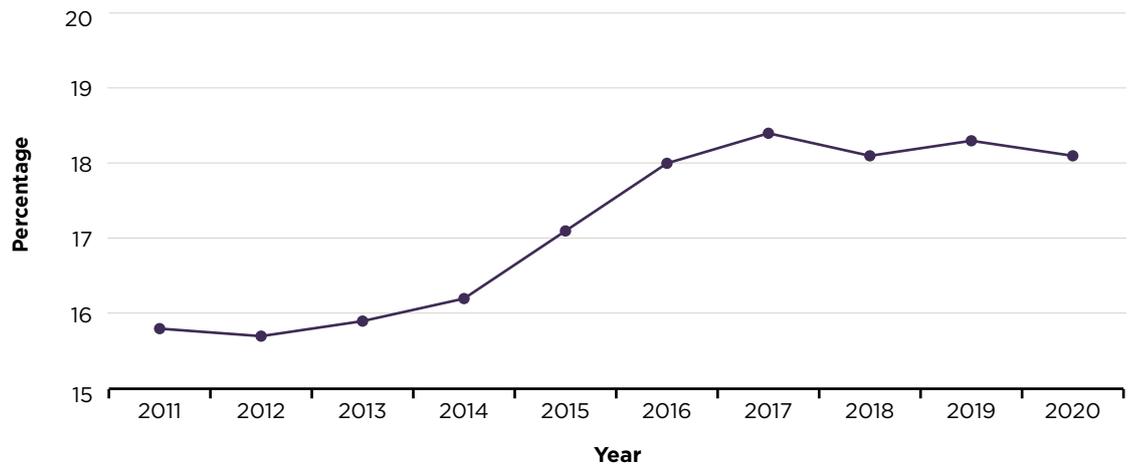
The proportion of employees in the LOTE diversity group slightly changed across all salary bands from 2014 to 2020 (see Figure 5.8). Since 2014, an increase of 0.1pp or more was recorded in all grades except in Grades 1/2, 3/4 and 7/8. The largest increase was 2.6pp in salary Grade 5/6, from 18.4% in 2014 to 21.0% in 2020. The largest decline in that time was 2.2pp in salary Grade 3/4, from 14.4% in 2014 to 12.2% in 2020. The median age of employees in this diversity group was 42 compared to 44 for the overall sector. The median tenure for these employees was 7.4 years compared to 8.4 years for the sector overall.

Figure 5.8

People whose language first spoken as a child was not English – distribution by salary band, 2014 and 2020
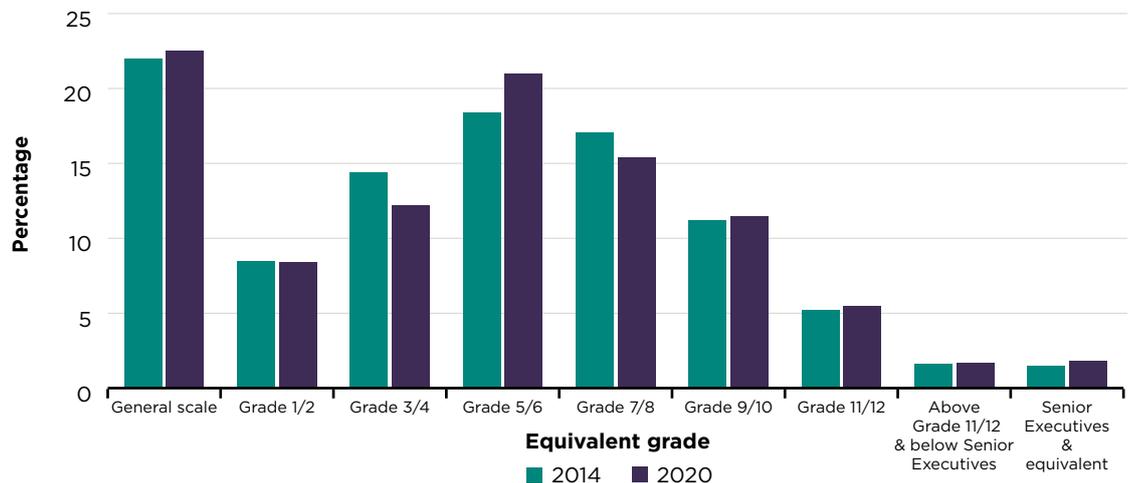
Racial, ethnic and ethno-religious minority groups

In 2020, the proportion of employees in the sector who identified as being from a racial, ethnic or ethno-religious minority group was unchanged, remaining at an estimated 12.6% (see Figure 5.9). Most services experienced an increase in representation of employees from this group in 2020, with the largest growth in the Transport Service, up 1.8pp to 17.8%. The only services to experience a decrease in representation of this group were the Teaching Service and NSW Police Force, down by 0.7pp and 0.1pp, respectively.

Figure 5.9

People from a racial, ethnic or ethno-religious minority group (estimate), 2011–2020[1]
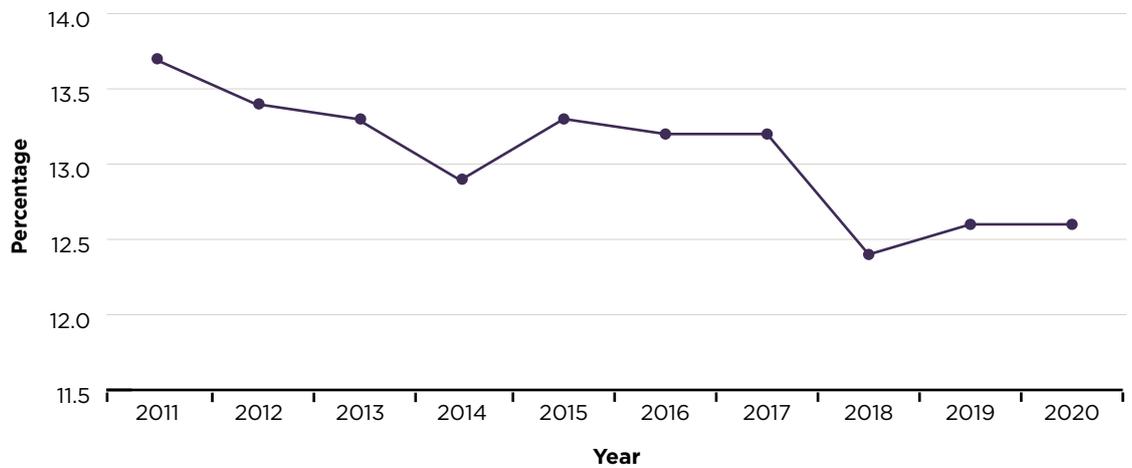
In 2020, 51.7% of these employees were in Grades 5/6, 7/8 or 9/10, a slight decrease from 52.2% in 2019. Compared to the public sector overall, 45.5% of all employees were in one of these grades in 2020.

The distribution of employees from this diversity group has increased in the higher salary ranges since 2014 (see Figure 5.10). The largest increase was 2.1pp in the Grade 9/10 salary range. Representation of this group in the Senior Executive salary range increased 0.5pp to 2.6% over the same period.

Figure 5.10

People from a racial, ethnic or ethno-religious minority group – distribution by salary band, 2014 and 2020
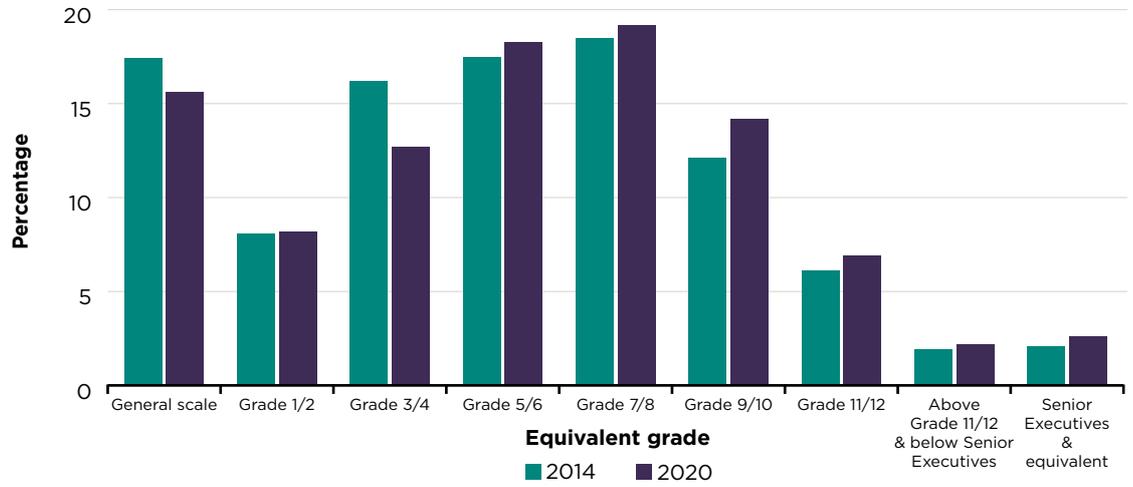
Notes

1. Diversity estimates (see the Glossary for the diversity estimation method).

2. NSW Government, Premier's Priorities, *World class public service*, https://www.nsw.gov.au/improving-nsw/premiers-priorities/world-class-public-service/

3. Australian Public Service Commission, *APS Employment Data 30 June 2020 release*, Australian Government, 2020, https://www.apsc.gov.au/aps-employment-data-30-june-2020-0

Chapter 6
Gender

Women
65.5% in 2020 (**+0.1pp** vs 2019)

Representation overview

The proportion of women in the NSW public sector has been increasing for more than a decade. Workforce Profile data show that 65.5% of employees in 2020 were female, compared to 60.8% in 2011.

Figure 6.1

Percentage of women in the public sector workforce, 2011–2020
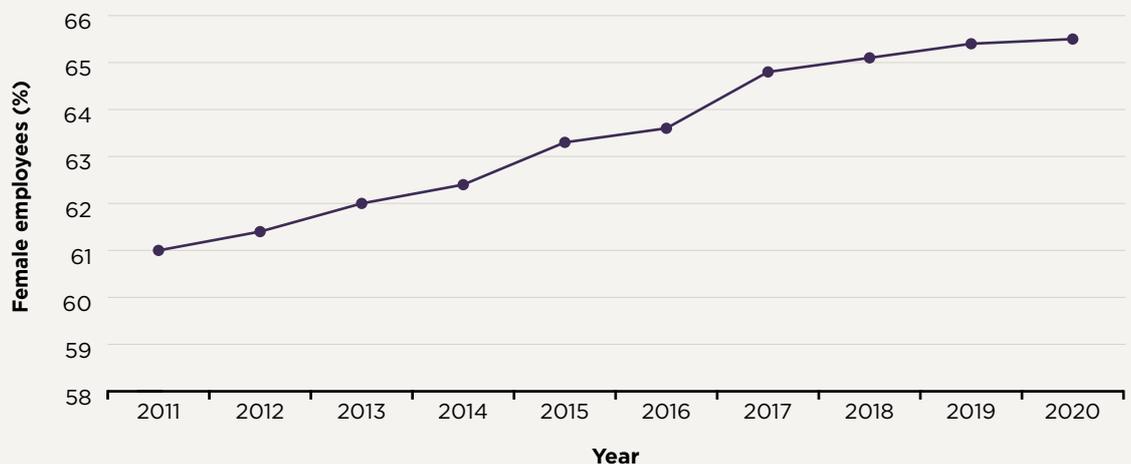
The NSW public sector continues to employ a higher proportion of women than the broader NSW labour market.[1] Women made up 45.5% of the total NSW working population in 2011 and 46.8% in 2020. Two of the biggest contributors to female employment in the NSW public sector are the two largest clusters, Education (76.2%) and Health (74.6%). Together they represent 52.5% of total headcount in the sector. The lowest female representation in 2020 was in the Transport cluster (see Table 6.1).

Note: pp stands for percentage points.

Table 6.1

Public sector representation of women by cluster at census date, 2020

Cluster	Headcount	Representation (%)
Customer Service	5,740	63.6
Education	103,935	76.2
Health	113,159	74.6
Planning, Industry and Environment	7,113	41.8
Premier and Cabinet	2,648	61.2
Regional NSW	2,158	45.2
Stronger Communities	26,617	45.3
Transport	7,917	27.6
Treasury	1,468	61.1
Total public sector[2]	**270,918**	**65.5**

In 2020, the occupations with the highest proportion of female employees were Nurses (86.6%), School Teachers (76.7%) and Clerical and Administrative Workers (73.1%). Together, these occupations accounted for more than half of female employees in the sector (53.5%).

Despite the high level of representation across the sector, women remained under-represented at higher salary levels.

Figure 6.2

Gender distribution by salary band (non-casual), 2014 and 2020

Male 2020 Female 2020 Male 2014 Female 2014
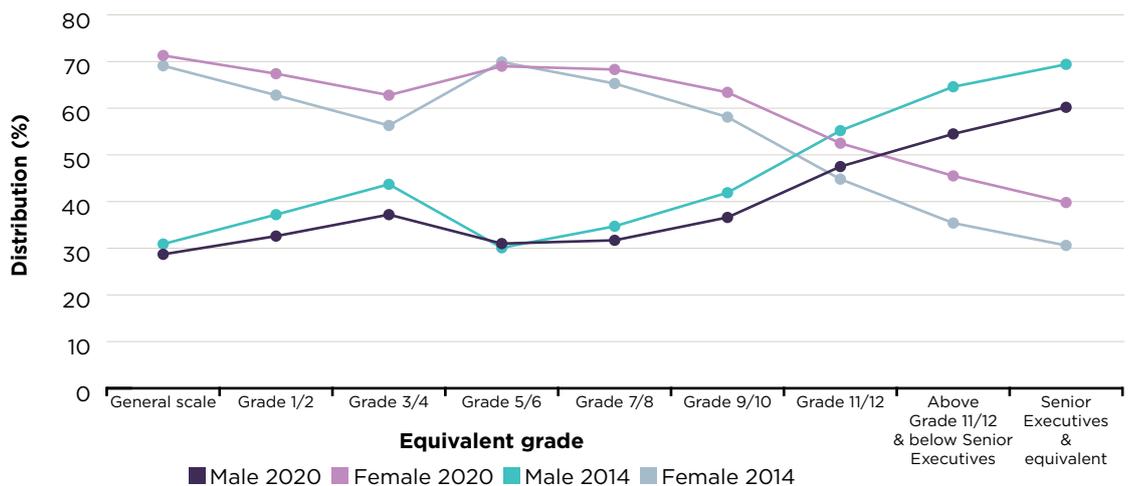
Figure 6.2 shows a consistent trend towards a higher proportion of women in lower paid roles and a lower proportion in higher paid roles, although the gap between men and women is slowly narrowing. In 2014, women held less than a third of all roles paid at the Senior Executive level (30.6%). In 2020, close to 40% of these roles were held by women (39.8%), an increase of 9.2pp.

Recruitment

Analysis of the gender balance in recruitment data can provide insights into the ability to shift the gender imbalance in higher paid roles.

Figure 6.3

Average number of completed applications by gender and salary band, 2020
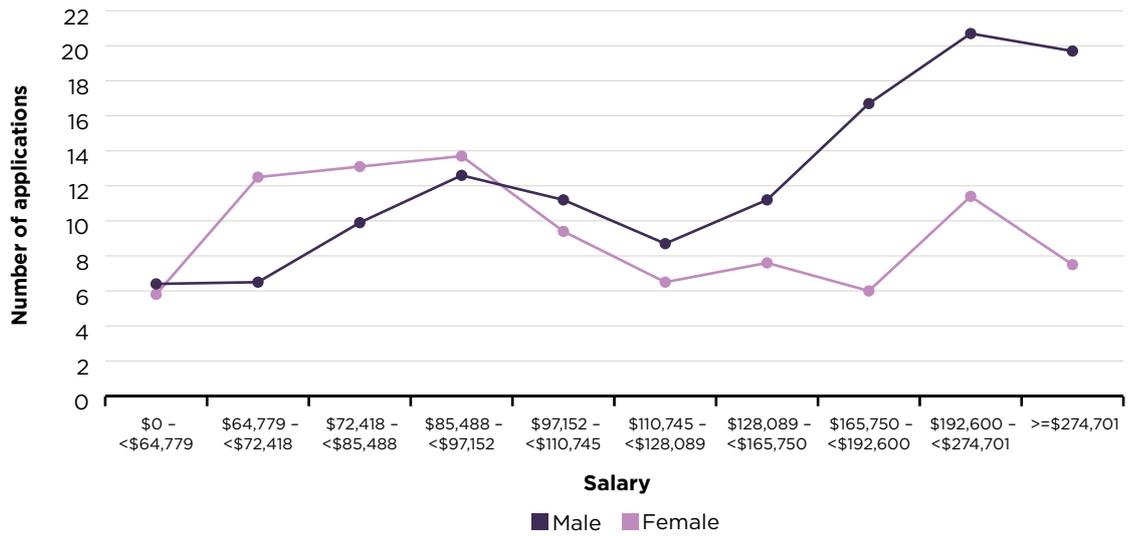
Figure 6.3 highlights that there were fewer women applying for the higher paid roles in 2020, consistent with the trend in 2019. More women applied for roles with salaries of less than $97,152, while more men applied for roles above this salary level. There were close to two applications from women for every application from a man for roles in the $64,779 to $72,418 salary range. In the higher salary ranges, this trend is reversed, and the gap between the number of applications from men and women widened as remuneration increased. The widest gap was for Senior Executive roles for Band 2 and above, with 2.6 applications from men for every application from a woman. This was a further widening of the gap compared to 2019.

Figure 6.4

Application success rate by gender and salary band, 2020
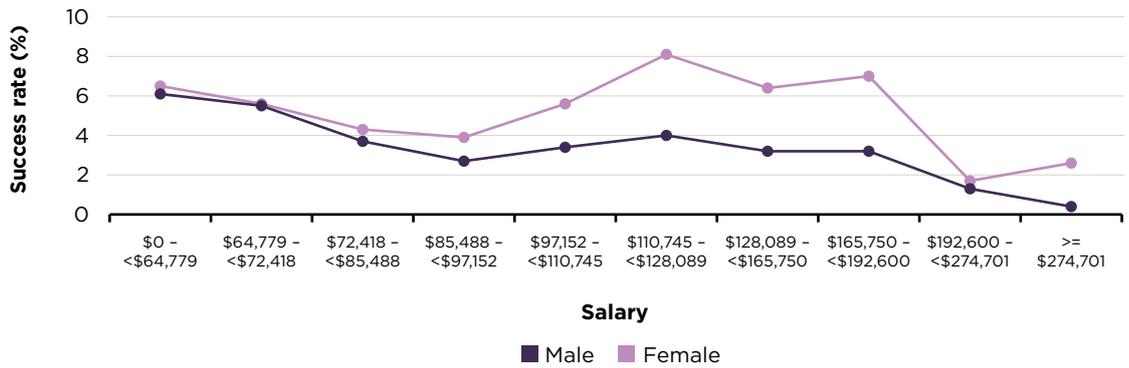
Although fewer women than men applied for roles with higher salaries, their success rate was higher. Figure 6.4 shows that women had a higher success rate on average than men across higher paid roles; however, the difference narrowed to 0.4pp for roles in the $192,600 – <$274,701 salary range (the success rate for women was 1.7% compared to 1.3% for men). In 2020, women's success rate increased relative to men's for roles paid above $274,701. This has resulted in a higher proportion of women being successfully appointed to these roles (see Figure 6.5).

Figure 6.5

Proportion of appointments by gender and salary band, 2020
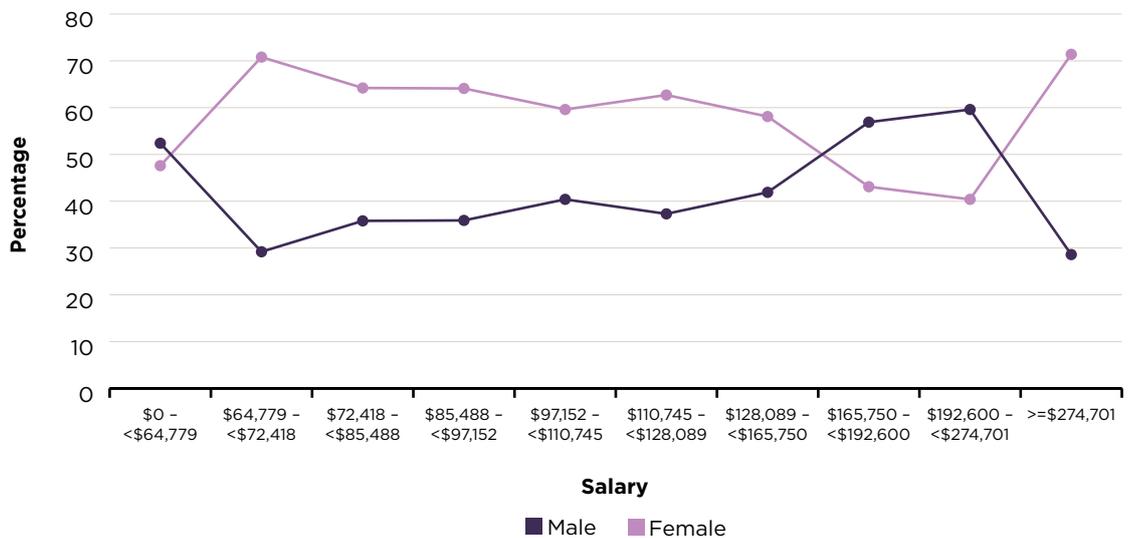
In 2020, women were appointed to 71.4% of recruited roles with a salary higher than $274,701. A higher proportion of men than women were appointed to roles in the salary range between $165,750 and $274,701, while female appointments were higher across all other salary ranges. Continuation of this trend will help to address the gender imbalance in the higher salary ranges in the sector.

Senior leader gender equity

The proportion of women in senior leadership roles varies across services and has been increasing since the introduction of the gender parity target (see Figure 6.6).

Figure 6.6

Representation of women in senior leadership roles in the government sector by service, 2014 and 2020
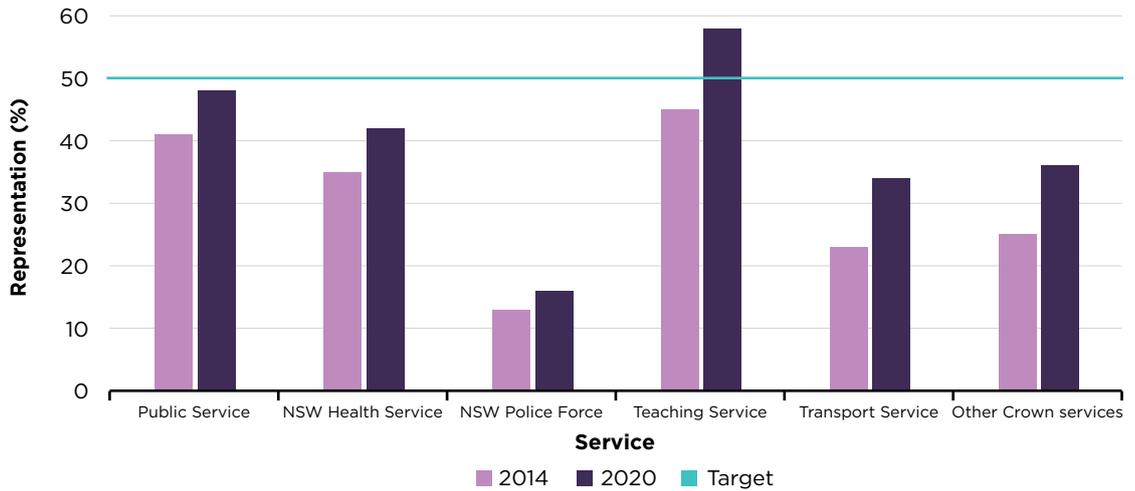
As noted above, improving the application rates of women for senior roles is a key factor in addressing the imbalance. An average of two-thirds of applicants for senior leadership roles were men. To reach gender equity in this group by 2025, modelling confirms that six female appointments are required for every 10 roles (see the Leaders chapter for more details).

Gender pay gap

Median remuneration male

$92,176

+2.5% vs 2019

Median remuneration female

$90,123

+2.5% vs 2019

Gender pay gap

2.2%
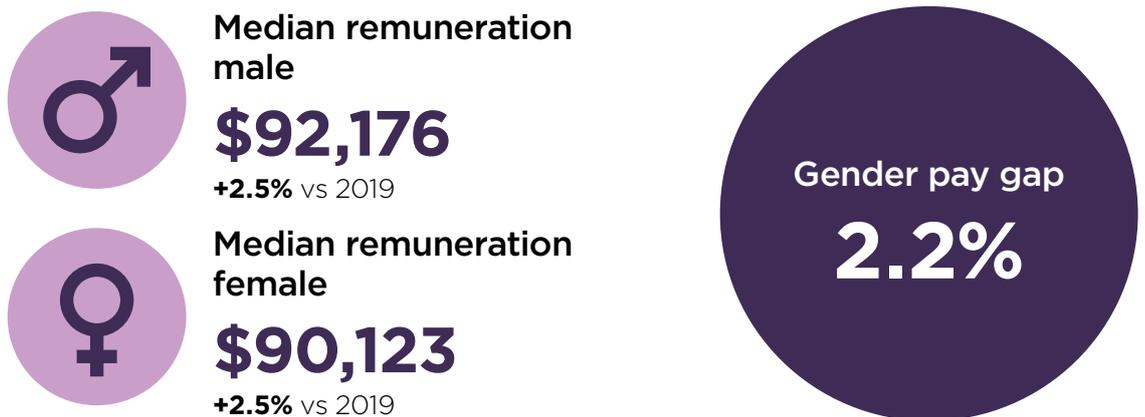
In 2020, the gap between the median remuneration of men and women in the NSW public sector was unchanged from 2019, at 2.2% ($2,053 in 2020 and $2,002 in 2019). This remains the highest gender pay disparity in 10 years (see Figure 6.7).

Figure 6.7

Gender pay gap, 2011–2020
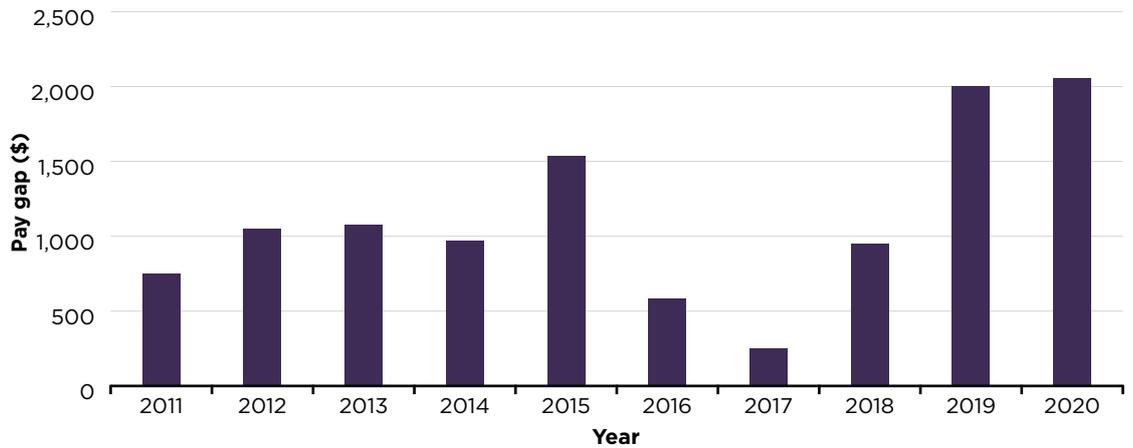
Figure 6.8

Change in headcount (non-casual) by salary band at census date, 2019–2020
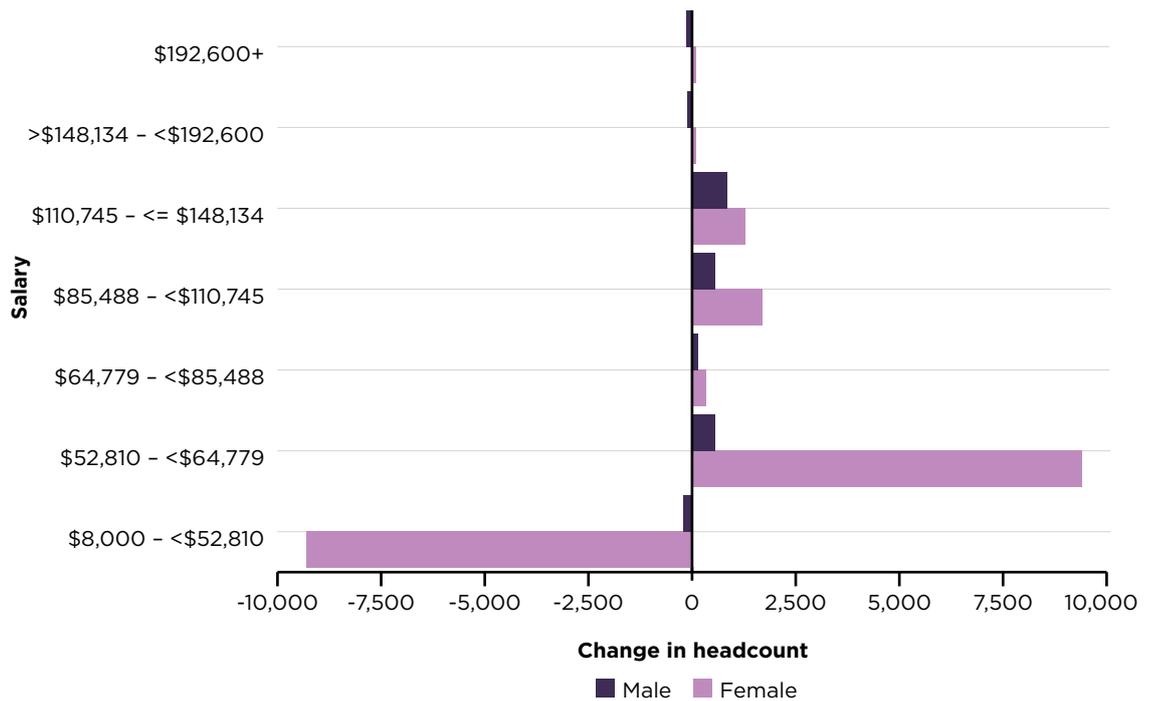
While the number of women increased more than the number of men in the higher salary ranges, the level of change was not sufficient to affect the overall pay gap (see Figure 6.8). It should be noted that the shift in women between the two lowest salary ranges is mainly due to the 11% pay increase awarded to School Administrative and Support Workers, which commenced on 1 July 2019. This has not affected the pay gap as it has not impacted the median remuneration.

Figure 6.9

Median remuneration by gender (non-casual) and service, 2020
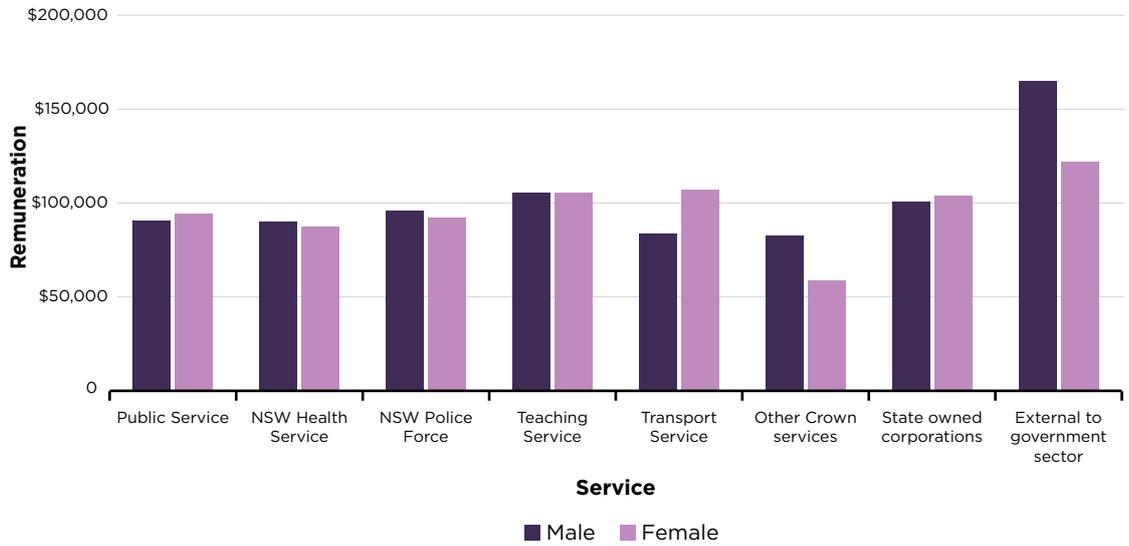
The demographics and types of roles within each service can lead to differences in the pay gap between services. Within the government sector, other Crown services had the largest pay gap in 2020. This mainly related to School Support Staff, who made up 50.2% of other Crown services. These employees had a lower median remuneration of $55,283, and 89.7% were female.

In contrast, the median remuneration of women in the Transport Service was 28.2% higher than that of men in the same service. This was due to the high proportion of male Bus Drivers (2,714 headcount) with a lower median remuneration of $59,749.

The Public Service was the only other service where the median remuneration of women was higher than that of men. Overall, 54% of employees and 50% of senior executives in the Public Service were women.

Figure 6.10 ## Public Service and aligned services senior executive gender pay gap by band, 2019–2020[3]
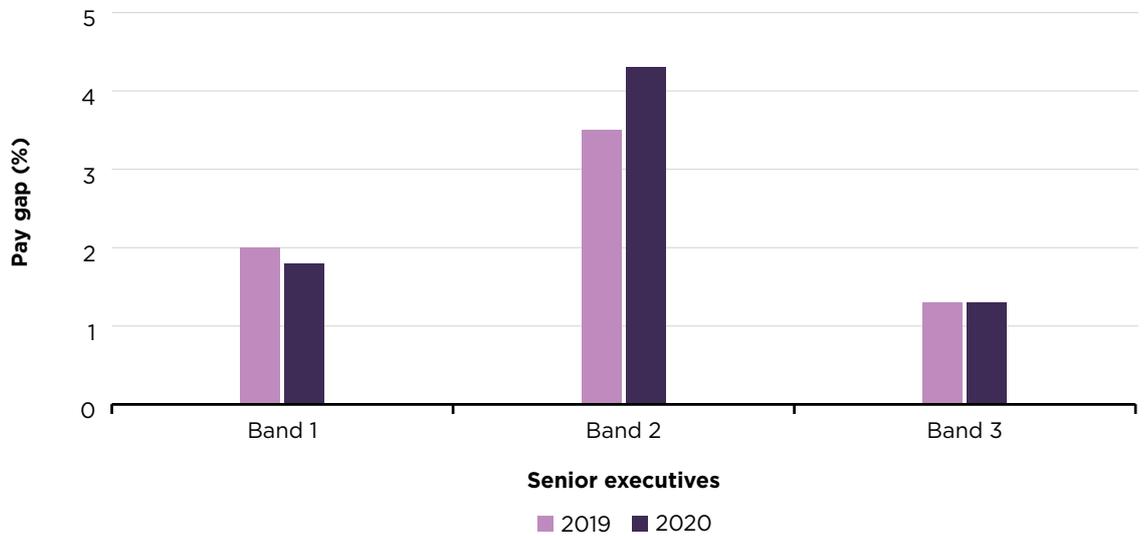
The gender pay gap in 2020 for Senior Executive Bands 1–3 was 2.4%, higher than the gender pay gap of the entire public sector. Across the three bands, the largest increase in the pay gap in 2020 was in Band 2 (0.7pp), while Band 3 had a marginal increase (0.1pp). The only band to experience a small decrease was Band 1 (-0.2pp).

Only 40.9% of senior executives paid above the median salary were women across the three bands. Band 2 had the lowest representation of women paid above the median salary for the band (35.1%), accounting for the wide pay gap in this band. The level of representation of women paid above the median salary in Bands 1 and 3 is 41.9% and 46.4%, respectively.

Employment arrangements

Employment arrangements varied between genders, with a higher proportion of women working part time than men (see Table 6.2). In 2020, 34.9% of non-casual female employees in the NSW public sector worked part time compared to 10.6% of male non-casual employees.

However, between 2019 and 2020, the proportion of men working part time increased slightly (0.1%) and the proportion of women working part time decreased (-0.1%).

Table 6.2

Employment arrangement by gender, non-casual census headcount, 2020

	Total male	Male (%)	Total female	Female (%)
Full time	115,506	41.9	160,086	58.1
Part time	13,716	13.8	85,737	86.2

Of the 98 public sector departments and agencies that employed people on a part-time basis in 2020, 85 agencies had at least 75% female part-time employee representation.

Figure 6.11 shows the proportion of part-time employees by gender for each service. In 2020, the NSW Health Service continued to have the highest proportion of men in part-time employment (18.9%) and the second-highest proportion of women working part time (42.3%).

Figure 6.11

Proportion of employees working part time in each service by gender, 2020
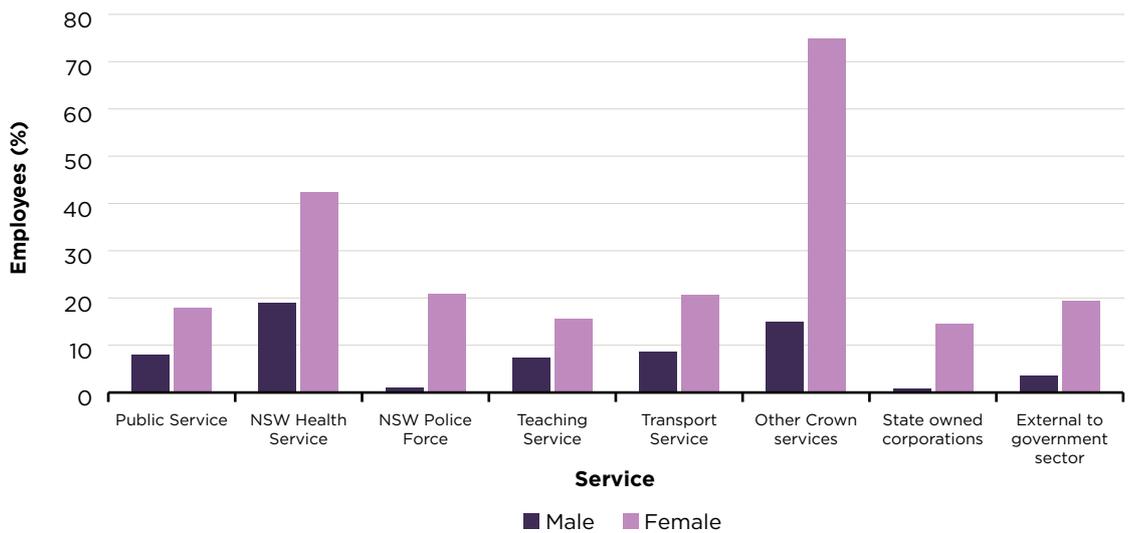
Notes

1. ABS, 2020, *Labour Force, Australia, Detailed*, 'Table 16. Labour force status by Labour market region (ASGS) and Sex', cat. no. 6291.0.55.001, viewed 29 January 2021, https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia-detailed/sep-2020#data-download

2. 'Other' has been excluded from the clusters list but included in the public sector totals.

3. Senior Executive Bands 1–3 in the NSW government sector, specifically the Public Service and aligned services senior executives (Health, Transport and Police), as reported by departments and agencies in the Workforce Profile collection.

Chapter 7
Age
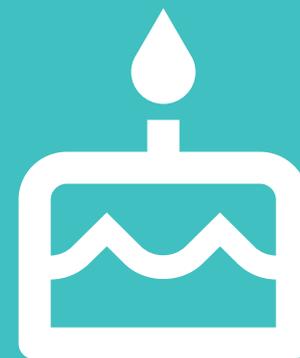
Non-casual median age in 2020
44 years (**same as** 2019)

35↓ Non-casual employees under 35
27.1% in 2020 (**+3.2pp** vs 2011)

55↑ Non-casual employees 55 or over
23.6% in 2020 (**+1.9pp** vs 2011)

Non-casual average retirement age
64.2 in 2020 vs **61.0** in 2011

The median age of NSW public sector non-casual employees in 2020 was 44 years, which was unchanged from 2019, with only a minor difference between genders (45 years for men and 43 years for women). The median age of the NSW public sector non-casual workforce remained higher than the median age of the NSW working population.[1]

Figure 7.1 shows that a higher proportion of NSW public sector employees were aged between 35 and 64 (68.7%) compared to this age bracket across the entire NSW workforce (57.5%) in 2020. Proportionally fewer employees were aged under 35 or over 65 in 2020. Those under 35 accounted for 27.1% of public sector employees compared to 37.8% of the total NSW workforce. Those in the 65 plus age bracket accounted for 4.2% of public sector employees and 4.7% of the total NSW workforce.

Note: pp stands for percentage points.

Figure 7.1

Age profile of NSW public sector and NSW employed persons, 2020
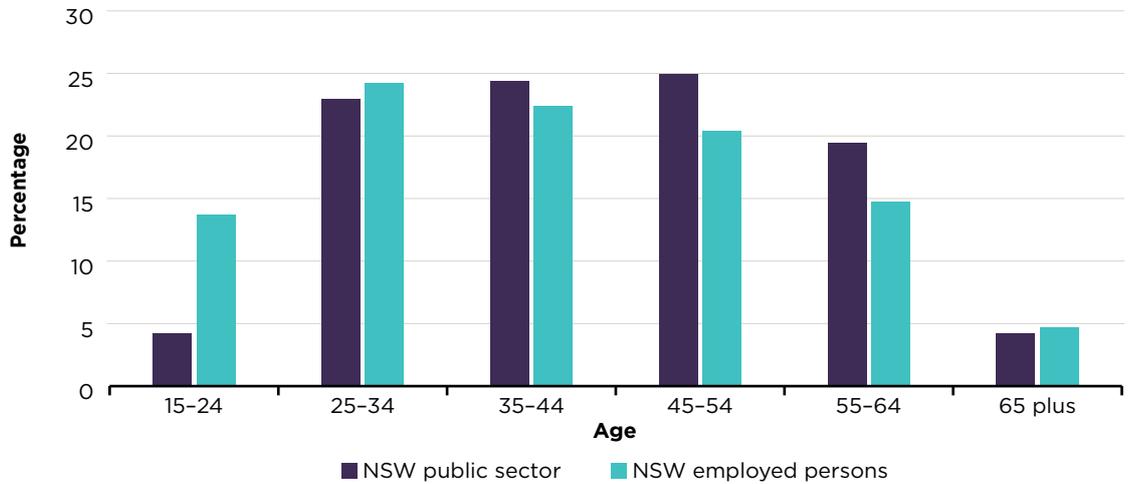
A comparison of 2020 figures for the NSW public sector and the Victorian public sector[2] reveals a similar age distribution (see Figure 7.2). The greatest difference between the two jurisdictions was in the 25–34 age range, with 22.9% in NSW and 26.3% in Victoria. Workers aged under 35 accounted for 27.1% of the public sector in NSW and 31.2% of the Victorian public sector.

Figure 7.2

Age profile of NSW public sector and Victorian public sector, 2020
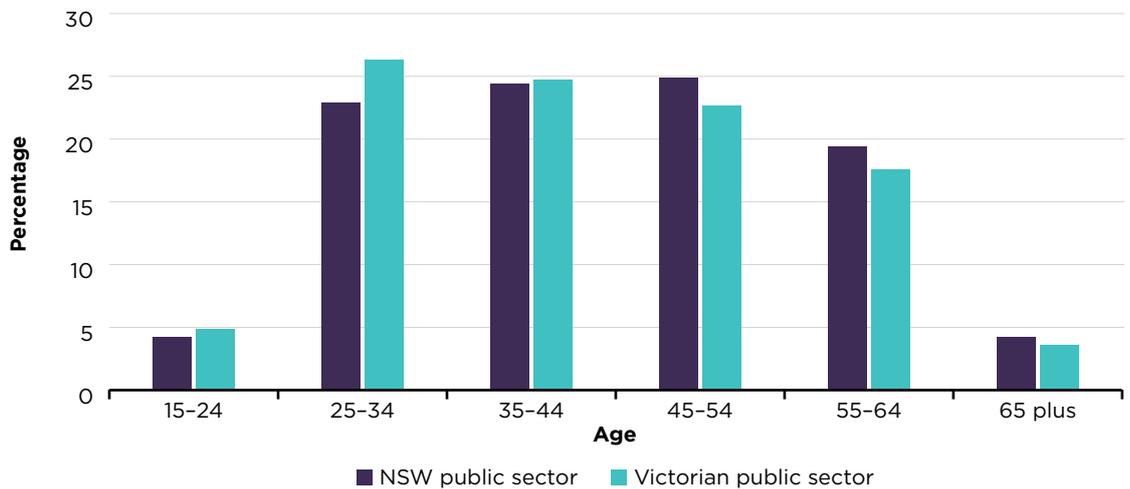
Table 7.1

Median age and proportion of non-casual employees aged over 44 by service, at census date, 2020

Service	Median age	Employees aged >44 plus (%)
Public Service	44	49.9
NSW Health Service	43	46.0
NSW Police Force	40	37.2
Teaching Service	42	43.5
Transport Service	46	54.8
Other Crown services	49	63.9
Total government sector	**44**	**48.4**
State owned corporations	45	50.9
External to government sector	51	61.6
Total public sector	**44**	**48.5**

Table 7.1 shows the median age ranged from 40 to 49 across NSW government services in 2020.

The NSW Police Force had the lowest median age in the sector (40 years), unchanged from 2019. The Police Force had the highest proportion of employees aged under 35 (32.3%, compared with 27.1% across the sector) and the lowest proportion of employees aged 55 or over (10%, compared with 23.6% across the sector). Compared to 2014, the median age has increased (38 years in 2014). At that time, the proportion of employees aged under 35 was higher (36.5%), and only 7% of employees were over 54.

In contrast, other Crown services had the highest median age in the sector (49 years at census date). Within other Crown services, 72.5% of Clerical and Administrative Workers were aged over 44, with a median age of 51. Among Managers, 67.8% were aged over 44, with a median age of 50.

Age diversity is an important element to promote diversity of perspectives, experience, talent and knowledge in the workforce, to improve services for NSW citizens. The proportion of public sector employees aged under 45 increased from 49.3% in 2011 to 51.5% in 2020. Figure 7.3 highlights that the largest proportional change in the workforce occurred in the 45–54 years category. In 2011, the percentage of employees aged 45 to 54 was 29%, and this had decreased to 24.9% in 2020. At the same time, the proportion of employees aged 55 to 64 marginally decreased, by 0.2pp, while the proportion aged 65 or over increased by 2.0pp.

Figure 7.3

Age profile of NSW public sector non-casual employees at census date, 2011–2020
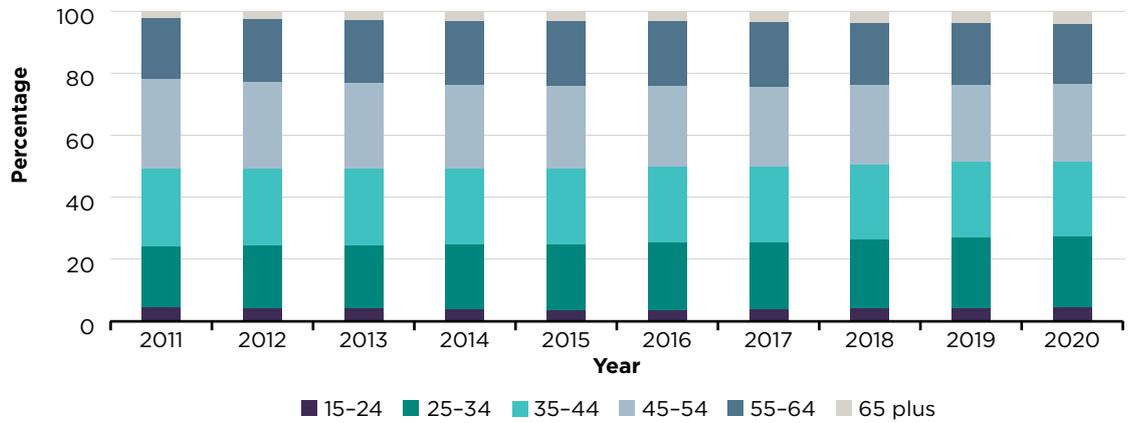
The non-casual age profile of the public sector workforce varied across services (see Figure 7.4). The Transport Service had the highest proportion of employees aged 65 or over (6.9%) within the government sector. Employees of the NSW Police Force and Teaching Service were highly concentrated in the 25–44 age group, whereas many in other Crown services tended to be between 45 and 64.

Figure 7.4

Age profile of non-casual employees in the public sector at census date by service, 2020
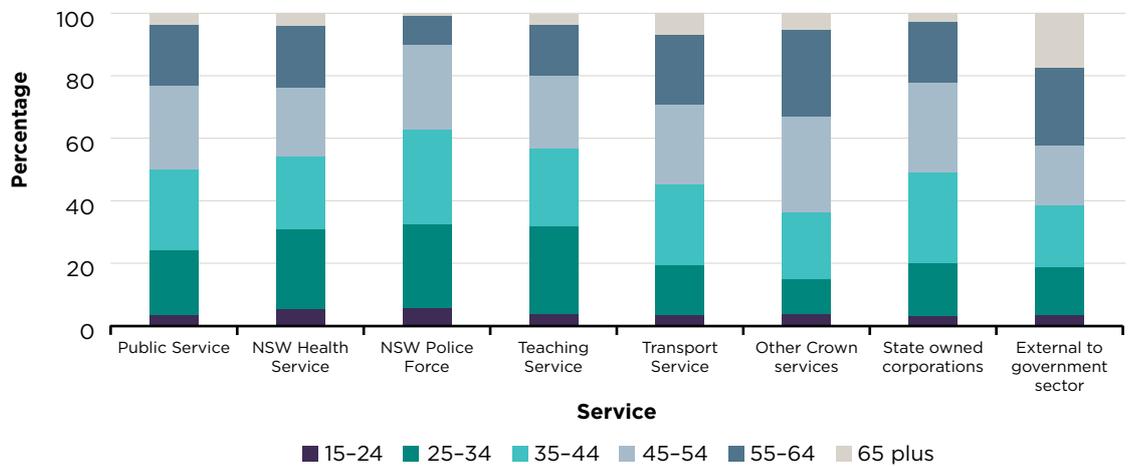
Retirement age

The average retirement age of public sector employees has risen steadily from 61.0 in 2011 to 64.2 in 2020. The proportion of employees retiring aged 65 or over has more than doubled since 2011, from 20.5% in 2011 (581) to 47.1% (1,685) in 2020. In 2011, 25.4% of retiring employees were aged 60 (700), and this has decreased to 12.3% in 2020 (432).

Figure 7.5   **Distribution of retirees aged 55 or over among non-casual employees, 2011 and 2020**
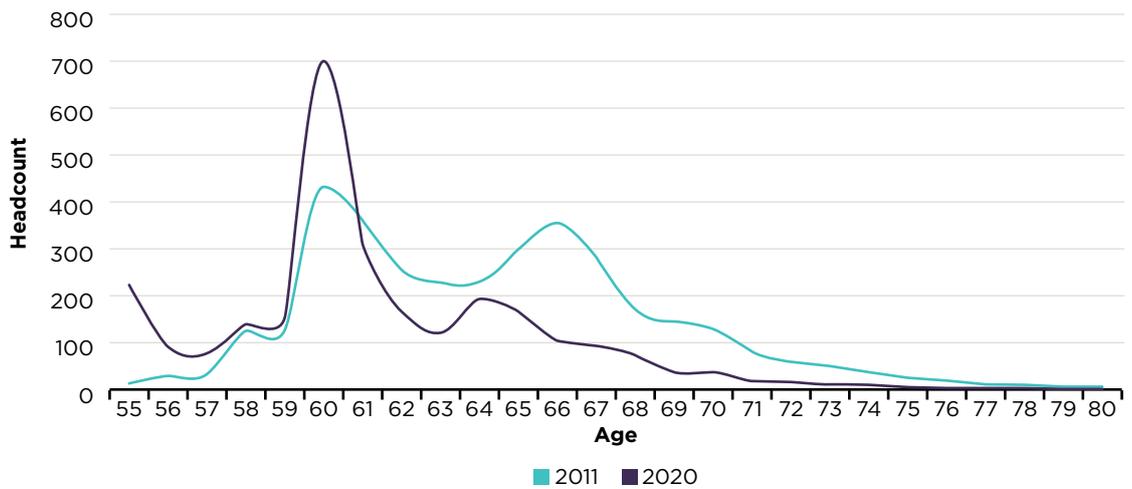
Figure 7.6

Public sector employee commencement rate, separation rate and non-casual headcount by age, 2020[3]
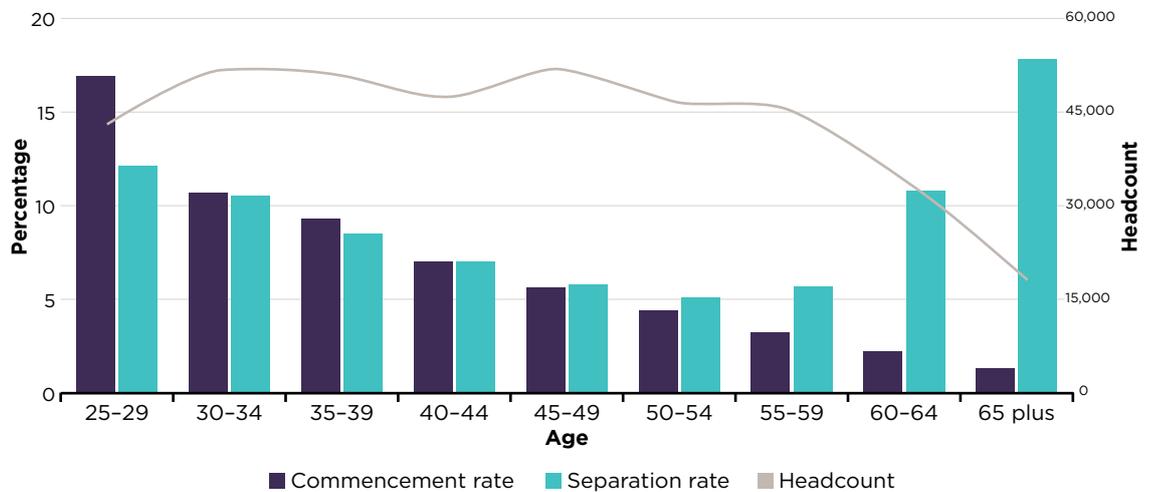
Commencements and separations in agencies vary widely by age, with commencements trending down with age and separations trending up with age (see Figure 7.6). Commencements include employees moving from one public sector agency to another, and separations include moves to other agencies as well as exits from the sector, including retirements.

The rate of commencement in 2020 for those aged 50 or over was around a quarter of the level of commencements for those aged under 50 (3.1% compared to 11.7%). Despite this, 35.3% of NSW public sector employees were over 50, and 4.6% were over 65. There have been small increases in the commencement rate of employees aged 50 or over in the past five years, from 2.8% in 2016 to 3.1% in 2020.

Employees aged 50 to 54 had the lowest separation rate in 2020, at 5.1%, and comprised more than 10% of the NSW public sector. In contrast, employees aged 65 or over accounted for just 4.6% of the NSW public sector workforce and had the highest separation rate and lowest commencement rate, at 17.8% and 1.3%, respectively.

The top two key occupations with the highest commencement rate for people aged 50 or over were Clerical and Administrative Workers and Bus Drivers. These occupations accounted for 11.9% of commencements for this age group.

Notes

1. ABS, 2016a, *Census of population and housing*, New South Wales (STE) (state/territory), Age of population single year, labour force status, cat. no. 2006.0, TableBuilder. Findings based on ABS Table Builder data. 2016 Census data are the most current available data for median age for the NSW working population.

2. Victorian Public Sector Commission, 'Data Insights: A Decade of Public Sector Workforce Data, Age Profile', https://vpsc.vic.gov.au/data-and-research/past-releases/data-insights-decade-public-sector-workforce-data/

3. Commencement and separation rates both include movements across agencies as well as exits from the public sector. Totals exclude those whose age is unknown.

Chapter 8
Mobility

Average number of applications
15 per role

Time to hire
38.5 days

Tenure, total sector
8.4 years (**-1.5 years** vs 2011)

Teachers' tenure
11.9 years

Police officers' tenure
13.1 years

Nurses' tenure
8.3 years

Male tenure
8.8 years (**-1.2 years** vs 2011)

Female tenure
8.2 years (**-1.6 years** vs 2011)

Number of advertisements, openings and applications

Recruitment data extracted from *I work for NSW* provide valuable insights into recruitment processes and trends across the sector.[1]

In 2020, 19,236 job advertisements were posted on *I work for NSW*, a decrease of 14.6% from the previous year. Over the same period, the number of job openings decreased by 13.9% (see Figure 8.1).

Figure 8.1

Number of job advertisements and openings, 2016–2020
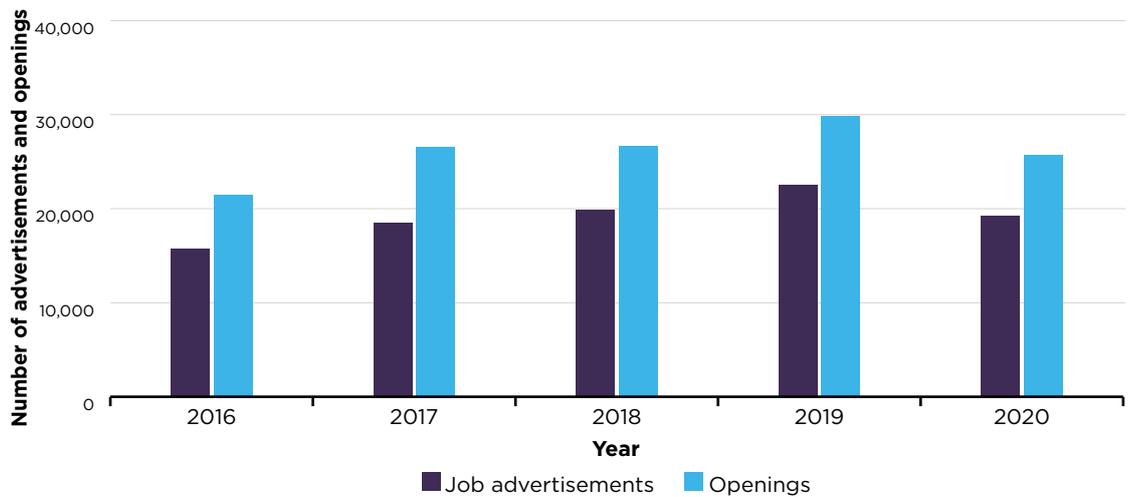
The number of job applications had a much smaller decrease, which is likely due to the tougher labour market conditions during the pandemic. A total of 470,217 job applications were completed, a decrease of 0.9% from the previous financial year, with 46% of applications from women.

The average number of completed applications per job opening was 15, an increase of 1.4 from 2019.[2] This number varied across different job categories, with the highest application rates for advertised roles in Sales and Marketing, Accounting and Financial and Senior Executive.[3]

Figure 8.2

Top 15 job categories, number of openings and average applications per opening, 2020[2]
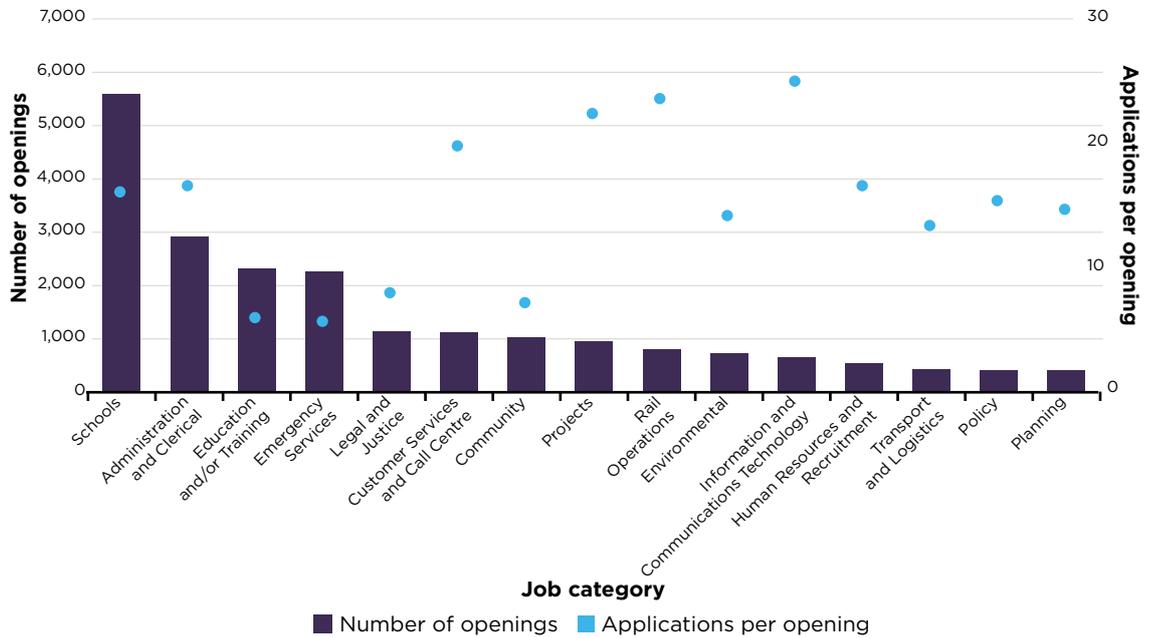
The job categories of Schools (5,590) and Administration and Clerical (2,921) had the highest number of openings in 2020. Information and Communications Technology (ICT) recorded a relatively large number of applications per opening (44).

The average number of completed job applications per opening was highest for executive-level roles in the $192,600 – <$274,701 salary range (see Figure 8.3).

Figure 8.3

Average number of completed applications per opening by salary band, 2020[2]
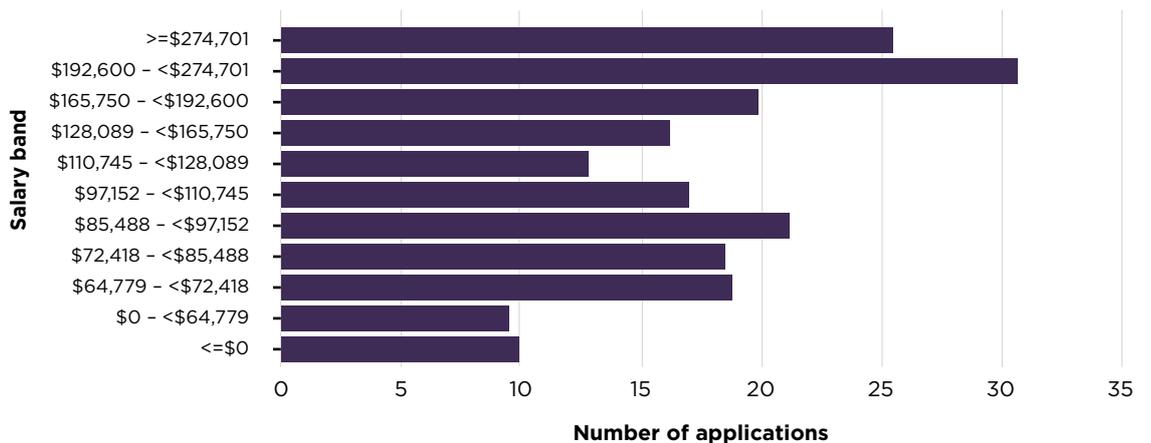
Successful applicants

Of the 470,217 completed applications, 24,894 were successful, a decrease of 0.9% from the previous financial year. This equates to a success rate of 5.3%, with females being more successful than males (5.8% compared to 4.3%).

More detailed analysis of differences in the number of applications and the success rate between men and women can be found in the Gender chapter of this report.

Time to hire
38.5 days

Filling of roles

While average time to hire has decreased over the past five years, 2020 saw the greatest improvement since 2016, from 50.3 days in 2019 to 38.5 days in 2020 (see Figure 8.4).

Aside from reducing the time to recruit, recorded time to hire can be influenced by other factors, including the completeness and accuracy of the digital record of all recruitment actions.

The largest contributors to the decrease in 2020 were Service NSW and TAFE NSW. The decrease of average time to hire in Service NSW aligns with the timely larger-scale recruitment required as part of the NSW Government's management of the pandemic.

Figure 8.4

Average time to hire, 2016–2020
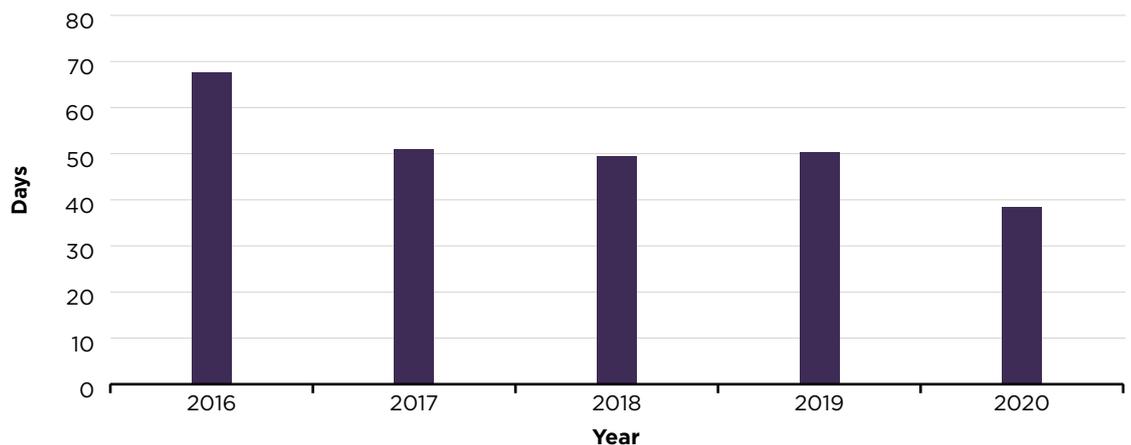
Agency tenure and movements

The median tenure of non-casual employees in the public sector has continued to decrease since 2016, with a drop from 8.5 years in 2019 to 8.4 years in 2020 (see Figure 8.5). The gap between male and female tenure expanded to 0.6 years in 2020, an increase of 0.1 years from 2019. Female tenure decreased 0.2 years to 8.2 years in 2020 from 2019, while male tenure decreased by 0.1 years to 8.8 years.

Figure 8.5   ### Median tenure (years) for non-casual public sector employees, 2012–2020[4]
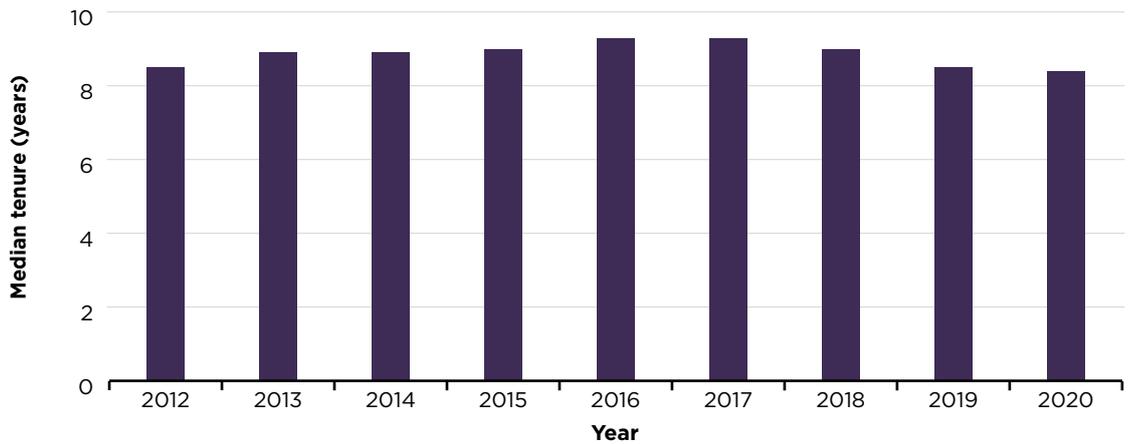
As in previous years, the services in the government sector with the longest median tenure in 2020 were the NSW Police Force (12.5 years), the Teaching Service (12 years) and other Crown services (8.2 years) (see Table 8.1). Within other Crown services, the longest tenure was for NSW Trains (15.8 years), Sydney Trains (9.7 years) and School Administrative and Support (7.4 years). Tenure is measured within the agency and is therefore generally longer in agencies with more specialised roles.

Although the Public Service had the shortest median tenure in 2020, there was a slight increase of 0.2 years to 5.4 years in 2020. The separation rate for the Public Service was 11.3%, down from 11.7% in 2019.

Table 8.1

Median tenure (years) for non-casual public sector employees by service, 2020

Service	Median tenure (years)
Public Service	5.4
NSW Health Service	7.8
NSW Police Force	12.5
Teaching Service	12.0
Transport Service	5.5
Other Crown services	8.2
Total government sector	**8.3**
State owned corporations	9.6
External to government sector	6.8
Total public sector	**8.4**

In occupations with more than 100 employees, Education, Health and Welfare Services Managers had the longest median tenure, at 19.1 years, and close to half of these employees were from the Teaching Service (46.7%) (see Table 8.2). The largest occupation group with the longest median tenure was School Teachers, with a median tenure of 11.9 years.

Table 8.2

Occupations with the longest median tenure (years) among non-casual public sector employees at census, 2020[4]

ANZSCO minor group	Median tenure (years)	Headcount at census
Education, Health and Welfare Services Managers	19.1	5,479
Keyboard Operators	16.0	296
Stationary Plant Operators	14.4	756
Defence Force Members, Firefighters and Police	13.1	19,918
Electricians	12.5	997
Miscellaneous Specialist Managers	12.2	5,950
Electronics and Telecommunications Trades Workers	12.1	1,200
Automotive Electricians and Mechanics	11.8	358
Storepersons	11.7	348
Miscellaneous Hospitality, Retail and Service Managers	11.6	1,635

In occupations with more than 100 employees, the shortest median tenure was among Sales, Marketing and Public Relations Professionals, at 2.7 years, and Financial and Insurance Clerks, at 2.9 years (see Table 8.3).

The occupation with the highest number of employees in the bottom 10 jobs for median tenure was Medical Practitioner, at 4.8 years. This occupation also showed a high rate of movement within the sector (11.8%).

Table 8.3

Occupations with the shortest median tenure (years) for non-casual public sector employees at census, 2020[4]

ANZSCO minor group	Median tenure (years)	Headcount at census
Sales, Marketing and Public Relations Professionals	2.7	1,370
Financial and Insurance Clerks	2.9	191
Advertising, Public Relations and Sales Managers	3.2	566
Hospitality Workers	3.3	263
Financial Brokers and Dealers, and Investment Advisers	3.4	216
Architects, Designers, Planners and Surveyors	3.6	1,245
Media Professionals	3.8	195
Call or Contact Centre Information Clerks	3.9	5,903
ICT Managers	4.0	1,886
Accountants, Auditors and Company Secretaries	4.4	2,325

Across the public sector and government sector, the agency separation rate and the public sector exit rate decreased compared to 2019, with both down 0.6pp. The highest separation and exit rates were in the Public Service (11.3% and 8.9%, respectively, as shown in Table 8.4).

In 2020, internal movement within the public sector was only 1.6%; most employees exited the sector upon separation from their agency. The NSW Health Service and the Public Service had the highest rates of internal mobility (2.9% and 2.4%, respectively).

However, in 2020 a number of public sector employees moved from other agencies to NSW Health to support the initial response to COVID-19. It is likely that these moves are not included in these data, as shorter-term moves between agencies may not be recorded in the source systems of the Workforce Profile data.

Table 8.4

Separations, exits and moves; non-casual public sector employees by service, 2020

Service	Separation from agency (%)	Exit from public sector (%)	Movement within public sector (%)
Public Service	11.3	8.9	2.4
NSW Health Service	9.5	6.6	2.9
NSW Police Force	5.1	4.7	0.5
Teaching Service	6.0	6.0	0.0
Transport Service	8.8	7.8	1.0
Other Crown services	7.9	7.6	0.3
Total government sector	**8.6**	**7.0**	**1.7**
State owned corporations	8.9	8.9	0.0
External to government sector	9.2	7.6	1.6
Total public sector	**8.6**	**7.0**	**1.6**

Employees aged 15 to 19 had the highest separation and exit rates of all age groups (21.8% and 21.3%, respectively). However, these employees only account for 0.5% of total separations. Employees aged 65 years or over accounted for 9.4% of overall separations, with a separation rate of 17.8% and an exit rate of 17.6%. The exits were mainly due to retirement. Employees aged 25 to 29 had the highest rate of movement within the sector (3.6%), predominantly due to the mobility of Medical Practitioners between Local Health Districts. Medical Practitioners had a movement rate of 17.5% within this group.

In 2020, the rate of movements within the sector continued to display the same pattern as 2019: highest in the 25–29 age group and then progressively declining.

Notes

1. It should be noted that this does not encompass all recruitment activity in the public sector. The main exclusions are the Health cluster and the Industry cluster from 2017 onwards.
2. Only includes applications where the number of openings was specified.
3. Only includes advertised roles with openings greater than 10.
4. Only includes occupations with more than 100 employees.

Chapter 9
Remuneration

Around 200 industrial instruments determine remuneration for the NSW Public Service, with about a further 100 applying to the rest of the NSW public sector. Remuneration data are reported as the total annual base full-time salary and exclude other payments such as allowances, penalty rates and superannuation. Many employees in the NSW public sector are paid within a salary band or range that includes an annual increment subject to meeting certain performance standards.

Median remuneration

$90,123 **+2.5%** vs 2019
All employees

$92,176 **+2.5%** vs 2019
Male

$90,123 **+2.5%** vs 2019
Female

Median remuneration for non-casual employees in the NSW public sector was $90,123 in 2020, an increase of 2.5% from 2019. While this increase was in line with NSW Government wages policy (annual increase at 2.5%)[1], it outpaced the increase in Sydney's Consumer Price Index (1.8%).[2] However, growth in NSW public sector median remuneration did not exceed the growth in average full-time weekly earnings in Australia (4.8%).[3,4] Figure 9.1 shows how the median salary in the public sector increased steadily over the past decade in accordance with wages policy, remaining at 2.5% since 2011.

Figure 9.1

Median remuneration (non-casual), 2011–2020
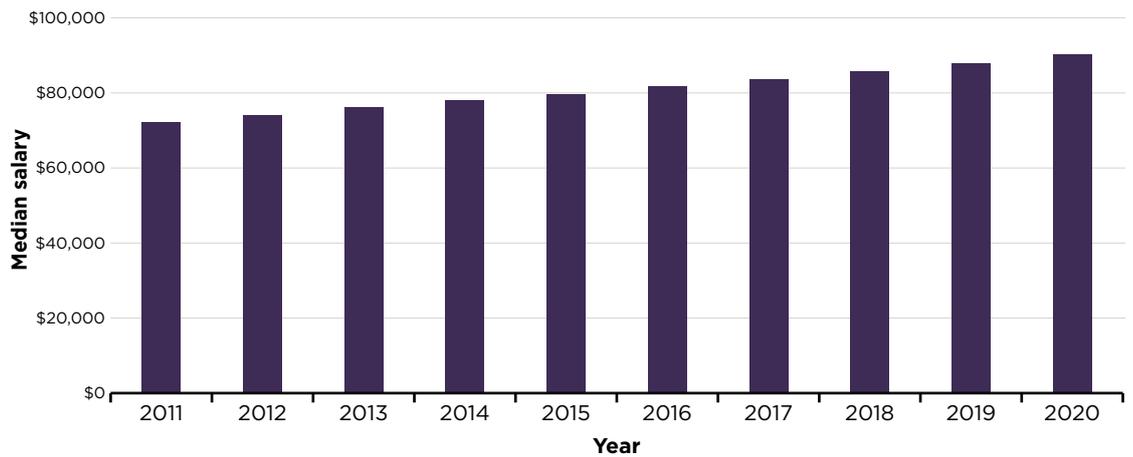
Within the government sector, the service with the highest median remuneration in 2020 was the Teaching Service (see Table 9.1). In contrast, other Crown services had the lowest median remuneration, consistent with previous years. This largely related to School Support Staff, which constituted 50.2% of other Crown services in 2020, and had a median salary of $55,283. Most of these employees were Teachers' Aides (55.7%) and General Clerks (42.1%).

Table 9.1

Median remuneration by service, (non-casual) employees at census date, 2019–2020

Service	2019	2020	Change (%)
Public Service	$92,026	$94,327	2.5
NSW Health Service	$87,603	$89,793	2.5
NSW Police Force	$92,026	$94,665	2.9
Teaching Service	$102,806	$105,376	2.5
Transport Service	$88,450	$93,861	6.1
Other Crown services	$59,636	$62,079	4.1
Total government sector	**$87,926**	**$90,123**	**2.5**
State owned corporations	$98,218	$101,856	3.7
External to government sector	$126,923	$133,558	5.2
Total public sector	**$87,926**	**$90,123**	**2.5**

In 2020, the Transport Service had the largest increase in median remuneration, at 6.1%. One factor contributing to this change was an increase in headcount in higher pay bands in 2020 compared to 2019. Administration and Other Staff within the Transport Service, whose median remuneration is 34% higher than the median of the Transport Service, increased in headcount by 8.9% in 2020.

Transport for NSW confirmed these increases largely related to resourcing for major infrastructure projects, such as motorways and the Sydney Metro, and to supporting strategic planning and project delivery for initiatives in regional and outer metropolitan areas.

Notes

1. NSW Public Sector Wages Policy 2011.
2. ABS, 2020, *Consumer Price Index, Australia*, cat. no. 6401.0, September 2020, viewed 28 October 2020, https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release#data-download
3. Based on full-time adult average weekly ordinary time earnings in Australia.
4. ABS, 2020, *Average Weekly Earnings, Australia*, cat. no. 6302.0, May 2020, viewed 13 August 2020, https://www.abs.gov.au/statistics/labour/earnings-and-work-hours/average-weekly-earnings-australia/latest-release

Chapter 10
Leave

56.3 hrs
per FTE in 2020 (**-1.4** vs 2019)
Sick leave (paid)

7.1 hrs
per FTE in 2020 (**+0.7** vs 2019)
Carer's leave

3.7 hrs
per FTE in 2020 (**+2.7** vs 2019)
Special leave

149.3 hrs
per FTE in 2020 (**-10.7** vs 2019)
Recreation leave

Analysis of the main categories of leave can help identify the impact of the severe bushfires in NSW and the onset of the COVID-19 pandemic on workforce availability.

Table 10.1

Average hours of leave taken per FTE in the total public sector, 2017–2020

	2017	**2018**	**2019**	**2020**
Sick leave (paid)	59.0	59.7	57.7	56.3
Carer's leave	5.1	5.5	6.4	7.1
Special leave	0.9	0.8	1.0	3.7
Recreation leave[1]	163.2	162.7	159.9	149.3

Recreation leave decreased by 10.7 hours per FTE compared to 2019. This is a notable decrease given the relative consistency of the level of leave in the previous three years. This is likely to reflect the need to cancel overseas travel due to COVID-19, and the level of resources required to respond to both the severe bushfires and the pandemic.

Special leave increased by 2.7 hours per FTE, more than triple the level of the previous three years. This increase reflects the impact of the severe bushfires and the pandemic on NSW public sector workforce availability because there were provisions to use special leave in certain circumstances in both events.

Sick leave decreased 1.4 hours per FTE compared to 2019. While the level of sick leave can vary, this figure could partly reflect the increase in work-from-home arrangements, and decreased travel and social interaction in response to the pandemic.

Carer's leave increased 0.7 hours per FTE compared to 2019. This follows a longer-term trend of increases in this category of leave and may not specifically relate to these events.

Special leave

All services saw a substantial increase in average special leave hours per FTE in 2020. The Public Service and other Crown services had the highest level of special leave per FTE in the government sector (4.9 hours), with other Crown services reporting the largest increase (4.2 hours) compared to 2019.

Table 10.2

Average special leave hours by service, 2019–2020

Service	2019 hours per FTE	2020 hours per FTE	Change (hours)
Public Service	1.7	4.9	3.2
NSW Health Service	0.5	3.5	3.0
NSW Police Force	1.8	3.8	2.0
Teaching Service	0.5	2.3	1.8
Transport Service	0.9	3.3	2.4
Other Crown services	0.7	4.9	4.2
Total government sector	**0.8**	**3.7**	**2.9**
Total public sector	**1.0**	**3.7**	**2.7**

The increase in special leave was driven by increases in the agencies most affected by COVID-19 and the bushfires, such as frontline health and emergency service agencies. Within the Public Service, the Office of the NSW Rural Fire Service reported special leave hours per FTE of 46.9 (up 36.7 hours) while the Sydney Opera House Trust reported an increase of 27.5 hours. Within other Crown services, NSW Trains and Sydney Trains also reported large increases in special leave of 7 hours and 6.3 hours respectively. There was also a large increase from 0.4 hours to 4.7 hours per FTE for School Administrative and Support Workers within other Crown services. Almost all NSW Health Service agencies and all Local Health Districts reported substantial increases in special leave hours per FTE.

Paid unscheduled absence

63.5 hours
per FTE in 2020

By age

<=50 years

55.7 hours
per FTE of PUA in 2020

50+ years

76.7 hours
per FTE of PUA in 2020

By salary

< $100K

66.1 hours
per FTE of PUA in 2020

+ $100K

59.4 hours
per FTE of PUA in 2020

Paid unscheduled absence (PUA) is a combination of paid sick leave and carer's leave that is generally used as an indicator of the productivity and health of a workforce, to assist workforce planning.

In the NSW public sector in 2020, the number of hours of PUA per FTE decreased to 63.5, a reduction of 0.6 hours compared to 2019. While the total number of hours of PUA increased by 1.5% from 2019 to 20,478, this was due to the increase in the size of the public sector.

Table 10.3

Paid unscheduled absence (total hours and hours per FTE), total public sector, 2015–2020

	2015	2016	2017	2018	2019	2020
Hours per FTE (non-casual)	65.1	67.1	64.1	65.2	64.1	63.5
Change from previous year (hours)	1.3	2.0	-3.0	1.0	-1.1	-0.6
PUA (,000 hours)	19,878	20,512	19,548	19,881	20,183	20,478
Percentage change in total hours from previous year	2.0	3.2	-4.7	1.7	1.5	1.5

In 2020, most services experienced a decrease in hours of PUA per FTE compared to 2019 (see Table 10.4). The largest reduction occurred in the Transport Service (-5.6 hours), the Public Service (-2.2 hours) and the NSW Police Force (-1.9 hours). Decreases were spread across the sector, with 63.3% of agencies[2] having a decrease in average PUA per FTE; however, these agencies represented only 46.8% of the sector's FTE. Rates of PUA increased in only two services: the Teaching Service (1.5 hours) and the NSW Health Service (0.2 hours).

Table 10.4

Paid unscheduled absence by service, 2019–2020

Service	2019 hours per FTE	2020 hours per FTE	Change (hours)
Public Service	65.5	63.3	-2.2
NSW Health Service	61.8	62.0	0.2
NSW Police Force	64.7	62.8	-1.9
Teaching Service	63.7	65.2	1.5
Transport Service	61.6	56.0	-5.6
Other Crown services	71.2	69.6	-1.7
Total government sector	**64.3**	**63.7**	**-0.6**
State owned corporations	57.8	56.3	-1.5
External to government sector	52.0	50.6	-1.5
Total public sector	**64.1**	**63.5**	**-0.6**

The direction of change in PUA per FTE from 2019 to 2020 varied across major occupation groups (see Table 10.5). Five out of seven occupation groups recorded reductions, which accounts for around half (45.8%) of the sector FTE. The three occupation groups with the largest decreases were Machinery Operators and Drivers (-4.4 hours), Managers (-2.1 hours), and Clerical and Administrative Workers (-1.8 hours). Despite the decrease for Machinery Operators and Drivers, they had the highest average PUA of all occupation groups (from 80.9 hours down to 76.5 hours in 2020).

The rate of PUA in the other half of the sector, which comprised mostly Professionals, remained relatively flat (+0.1 hours). At 60.1 hours per FTE, this group is below the sector average and did not materially influence the decrease in PUA in the sector in 2020.

Table 10.5

Paid unscheduled absence by occupation groups, 2019–2020[3]

ANZSCO major group	2019 hours per FTE	2020 hours per FTE	Change (hours)
Machinery Operators and Drivers	80.9	76.5	-4.4
Managers	51.9	49.8	-2.1
Clerical and Administrative Workers	67.1	65.3	-1.8
Community and Personal Service Workers	71.9	71.3	-0.6
Labourers	73.1	72.9	-0.2
Professionals	60.1	60.1	0.1
Technicians and Trades Workers	71.0	71.2	0.2
Total public sector	**64.1**	**63.5**	**-0.6**

In 2020, Managers had the lowest overall rate of PUA, with 49.8 hours per FTE. This is a significant decrease from 2019 and is the lowest level for this group since 2013. In 2020, those with a salary of $100,000 or more took 6.7 hours less leave per FTE than those on lower salaries (59.4 hours per FTE versus 66.1 hours, respectively). This gap has grown since 2019.

Age

There is a well-established link between the age of employees and the rate of PUA. In 2020, the gap in average hours per FTE for those aged 50 or over, compared to those under 50, widened slightly to 21.0 hours (76.7 hours and 55.7 hours, respectively). This is a continuation of a trend that has seen this gap widen over the past 10 years, from 11.8 hours in 2010. This occurred even though the biggest reduction in PUA by age group between 2019 and 2020 was in the 55–59 age band (-2.2 hours per FTE). This decrease in the 55–59 age band was offset by increases in average PUA for people aged 60 or over, and there were broad decreases in all age bands below 59, contributing to the widened gap in 2020.

In 2020, similar to 2019, PUA hours per FTE increased incrementally with each successive five-year age band, except for people aged 40–49, where the figure remained stable before increasing again for older cohorts (see Figure 10.1).

Figure 10.1

Paid unscheduled absence by age, 2019–2020[4]
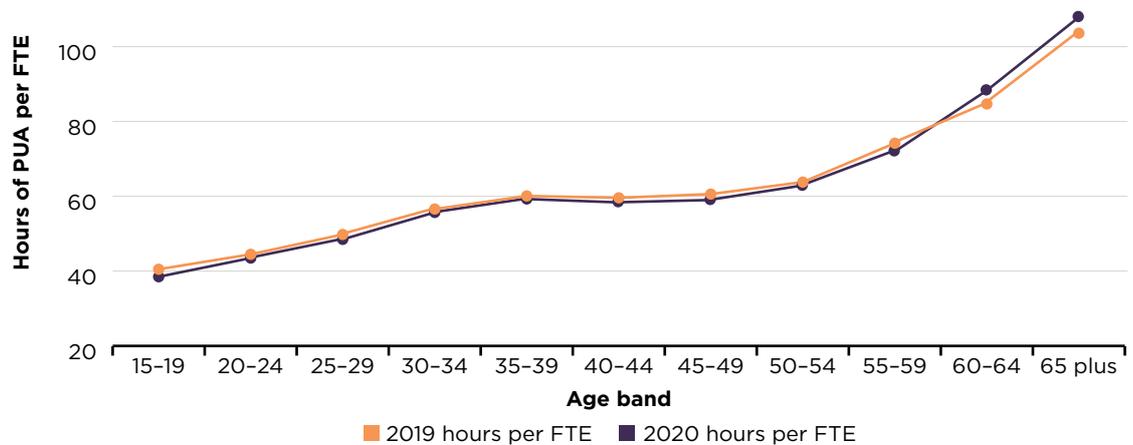
The rate of PUA decreased across all the younger age groups between 2019 and 2020 but increased for all people aged over 60.

Table 10.6

Paid unscheduled absence by age, 2019–2020[4]

Age	2019 hours per FTE	2020 hours per FTE	Change (hours)
15–19	40.5	38.5	-2.0
20–24	44.5	43.5	-1.0
25–29	49.8	48.5	-1.3
30–34	56.6	55.7	-0.9
35–39	60.1	59.3	-0.8
40–44	59.6	58.4	-1.3
45–49	60.6	59.0	-1.6
50–54	63.8	62.8	-1.0
55–59	74.2	72.0	-2.2
60–64	84.7	88.3	3.6
65 plus	103.6	107.9	4.3
Total public sector	**64.1**	**63.5**	**-0.6**

Notes

1. Note that due to the unique leave arrangements for schools, the Teaching Service and School Administrative and Support Workers are excluded from all recreation leave figures.
2. Some entities that did not exist in 2019 or had fewer than five FTE have been excluded from this calculation.
3. The Sales Worker category has been excluded due to its small size, so totals do not match total sector figures.
4. Records where employee age is unknown are included in total sector figures. These accounted for 0.01% of total FTE in 2019 and 0.02% in 2020.

Chapter 11
Regional profile of the public sector
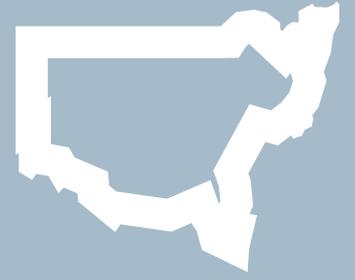
The NSW public sector (which is the largest employer in Australia) accounts for more than 10% of employment in the state. As such, it has a big impact on the NSW workforce. While the majority of roles are in metropolitan areas, the public sector employs many people in regional areas and accounts for a significant proportion of all employment in regional NSW.[1]

Regional analysis in this report is based on employees' normal stated work locations, as submitted in the Workforce Profile data by departments and agencies. This analysis does not reflect work-from-home arrangements, which were part of the response to the COVID-19 pandemic.

In 2020, 58.7% of NSW public sector employees worked in Sydney (Sydney East and Sydney West combined), with the remaining 41.3% spread across the rest of NSW (see Figure 11.1). The distribution of employees between Sydney and regional areas[2] marginally favoured the latter when compared to the geographical distribution of the resident population of NSW, with an estimated 38.6% of people in NSW living in regional areas.

Figure 11.1   ## NSW public sector employees by region, census headcount, 2020

Richmond –
Tweed
12,858
3.1%

New England and
North West
11,280
2.7%

Coffs Harbour –
Grafton
8,574
2.1%

Far West and Orana
10,596
2.6%

Mid North Coast
11,120
2.7%

Hunter Valley
excl. Newcastle
11,095
2.7%

Central West
14,723
3.6%

Murray
5,820
1.4%

Riverina
10,058
2.4%

Capital Region
11,152
2.7%

Sydney regions

Region		Public sector employees, census headcount	Representation by region (%)
1	Sydney East	135,089	32.8
2	Sydney West	106,200	25.8
3	Central Coast	16,656	4.0
4	Newcastle and Lake Macquarie	23,984	5.8
5	Illawarra	15,831	3.8
6	Southern Highlands and Shoalhaven	6,241	1.5

Regional profiles

Key statistics for each region are displayed in Table 11.1, and distribution of the census period FTE by region and service is shown in Table 11.2. Table 11.1 compares 2020 with 2018 (rather than 2019) as the 2019 location data have been confirmed as low quality.[3]

Table 11.1   ## Key statistics by region, 2020[4]

Work region	Estimated resident population	Census period FTE 2018	Census period FTE 2020	Change census period FTE 2018 to 2020 (%)	Median age (years)	Median salary non-casual ($)	Median tenure non-casual (years in agency)	Part-time non-casual (%)
Capital Region	229,910	8,429	9,082	3.7	47	86,648	9.4	33.7
Central Coast	344,016	12,833	13,715	3.3	44	88,853	9.4	33.0
Central West	213,384	11,352	12,243	3.8	45	85,488	9.1	30.1
Coffs Harbour – Grafton	141,986	6,481	6,966	3.6	47	89,793	9.6	36.2
Far West and Orana	116,962	8,476	8,968	2.8	43	80,795	7.9	26.4
Hunter Valley excl. Newcastle	280,588	8,584	9,140	3.1	44	85,214	9.4	32.9
Illawarra	314,618	12,119	12,914	3.2	45	90,123	9.8	32.1
Mid North Coast	222,700	8,730	9,285	3.1	47	89,824	10.3	34.0
Murray	120,906	4,345	4,581	2.6	46	86,564	8.9	38.8
New England and North West	187,071	8,737	9,339	3.3	45	85,214	8.8	33.9
Newcastle and Lake Macquarie	378,683	18,667	19,633	2.5	44	90,123	9.4	34.9
Richmond – Tweed	252,650	9,526	10,214	3.5	47	90,123	10.1	41.6
Riverina	161,595	7,734	8,337	3.8	44	85,214	8.4	32.4
Southern Highlands and Shoalhaven	156,601	4,659	5,080	4.3	46	85,214	9.4	35.6
Sydney East	2,764,545	111,564	116,053	2.0	43	93,112	7.1	21.3
Sydney West	2,203,602	81,647	91,549	5.7	42	90,123	8.4	22.1

In 2020, regional NSW accounted for 40.2% of FTE, while Sydney East and Sydney West together accounted for 59.8% (see Table 11.2). In line with previous years, the highest proportion of employees in the government sector working in regional areas were in the Teaching Service (44.1%) and the NSW Health Service (42.5%), followed by other Crown services (39.0%), the Public Service (36.5%), the NSW Police Force (35.5%) and the Transport Service (22.1%).

Table 11.2

Census period FTE by service and region, 2020

Work region	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service	Other Crown services	State owned corporations	External to government sector
Capital Region	1,767	3,003	678	2,171	193	922	348	0
Central Coast	2,184	6,102	762	3,071	129	1,467	0	0
Central West	3,107	4,050	575	2,370	203	1,530	407	0
Coffs Harbour – Grafton	1,189	2,526	286	1,435	416	829	285	0
Far West and Orana	2,111	2,825	559	1,737	253	1,099	385	0
Hunter Valley excl. Newcastle	2,442	2,121	495	2,644	54	1,241	144	0
Illawarra	1,576	5,326	647	2,913	437	1,930	85	0
Mid North Coast	1,162	3,172	385	2,123	70	1,325	1,048	1
Murray	614	1,541	291	1,158	107	647	224	0
New England and North West	1,565	3,149	561	2,210	172	1,314	367	1
Newcastle and Lake Macquarie	2,945	9,011	780	3,591	533	2,285	487	0
Richmond – Tweed	1,092	4,614	556	2,324	107	1,268	254	0
Riverina	1,350	3,056	387	1,779	302	1,085	377	0
Southern Highlands and Shoalhaven	969	1,707	245	1,437	40	664	18	0
Sydney East	24,529	39,014	6,632	18,369	8,677	16,577	1,261	992
Sydney West	17,285	31,658	6,458	20,878	1,945	10,959	2,364	2

NSW public sector relative to the NSW workforce

The NSW public sector accounted for 10.4% of the 3,947,132 people employed in NSW at June 2020.[5] This is a notable increase from 9.8% last year, and is likely a result of a reduction in the number of employed persons in NSW due to the pandemic (204,830 fewer employed persons).

Analysis of the geographic distribution of NSW public sector employees (including casuals) relative to the overall workforce[6] shows where government employment contributed the most to local and regional economies. Figure 11.2 shows the percentage of employed persons who were NSW public sector employees in each region in 2020. Most regions had between 10% and 15% of their employed persons working for the NSW public sector, with notable exceptions being Far West and Orana (20.5%) and Coffs Harbour – Grafton (16.9%).

Figure 11.2   ## Public sector employees as a proportion of NSW employed persons, 2020
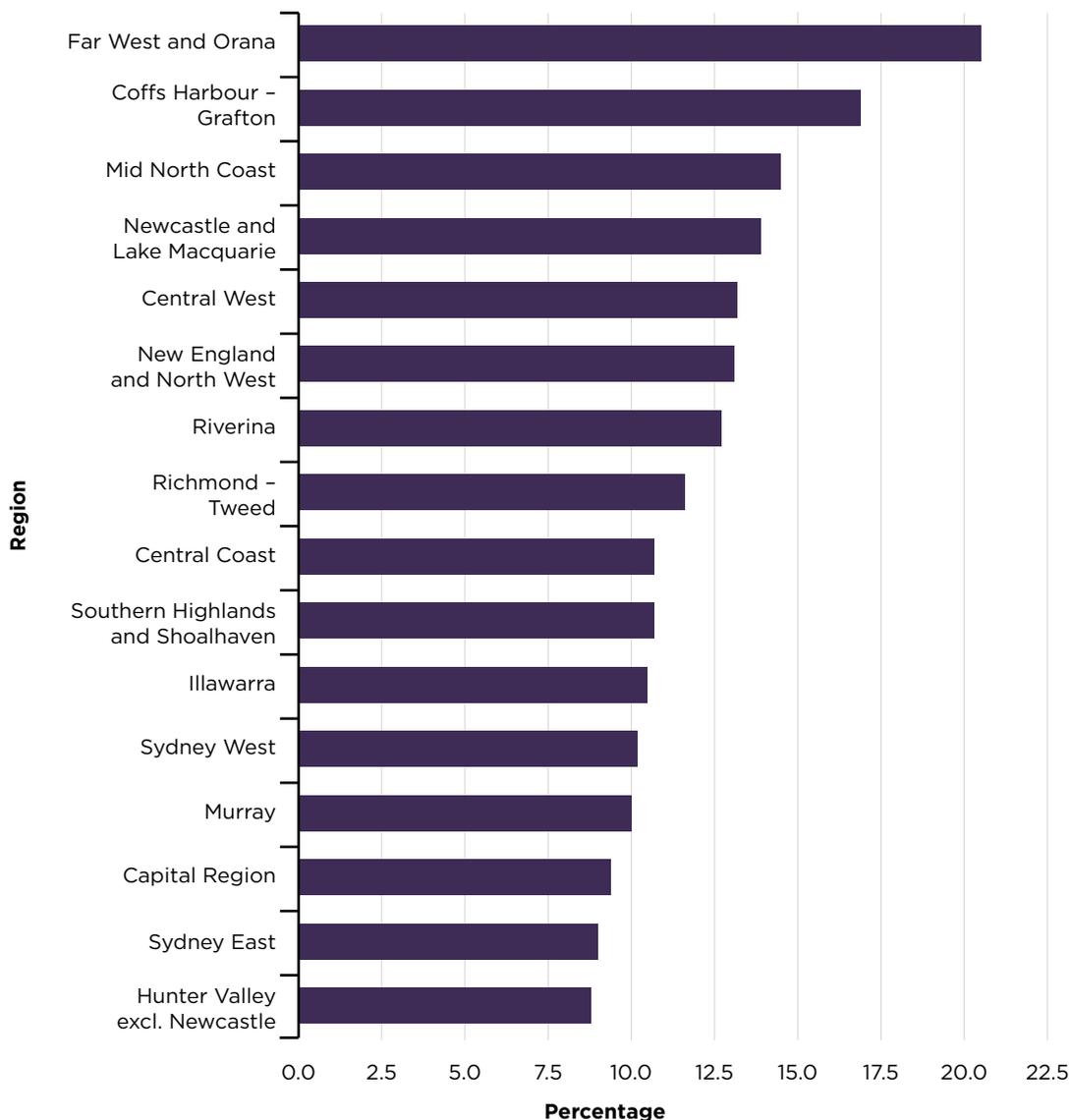
Figure 11.3

Public sector employees as a proportion of NSW employed persons by region, 2020

Richmond – Tweed
11.6%

Coffs Harbour – Grafton
16.9%

New England and North West
13.1%

Mid North Coast
14.5%

Far West and Orana
20.5%

Hunter Valley excl. Newcastle
8.8%

Central West
13.2%

Murray
10.0%

Capital Region
9.4%

Riverina
12.7%

Sydney regions

Region		Representation by region (%)
1	Sydney East	9.0
2	Sydney West	10.2
3	Central Coast	10.7
4	Newcastle and Lake Macquarie	13.9
5	Illawarra	10.5
6	Southern Highlands and Shoalhaven	10.7

Employees

The percentage of NSW public sector employees whose normal work location is in a different region to their home location varies across regions (see Figure 11.4). In the Hunter Valley (excluding Newcastle), Central Coast, Illawarra, and Southern Highlands and Shoalhaven regions, between 30% and 40% of public sector employees generally work in a different region to their home location. In most of these cases, the normal work location is Sydney West or Sydney East, which reflects these regions' proximity to Sydney. In contrast, less than 10% of NSW public sector employees living in the Riverina and Richmond – Tweed regions had a normal work location outside their home region, likely due to the size of these regions.

Figure 11.4 **Percentage of NSW public sector employees by home region whose normal work location is in another region, 2020**
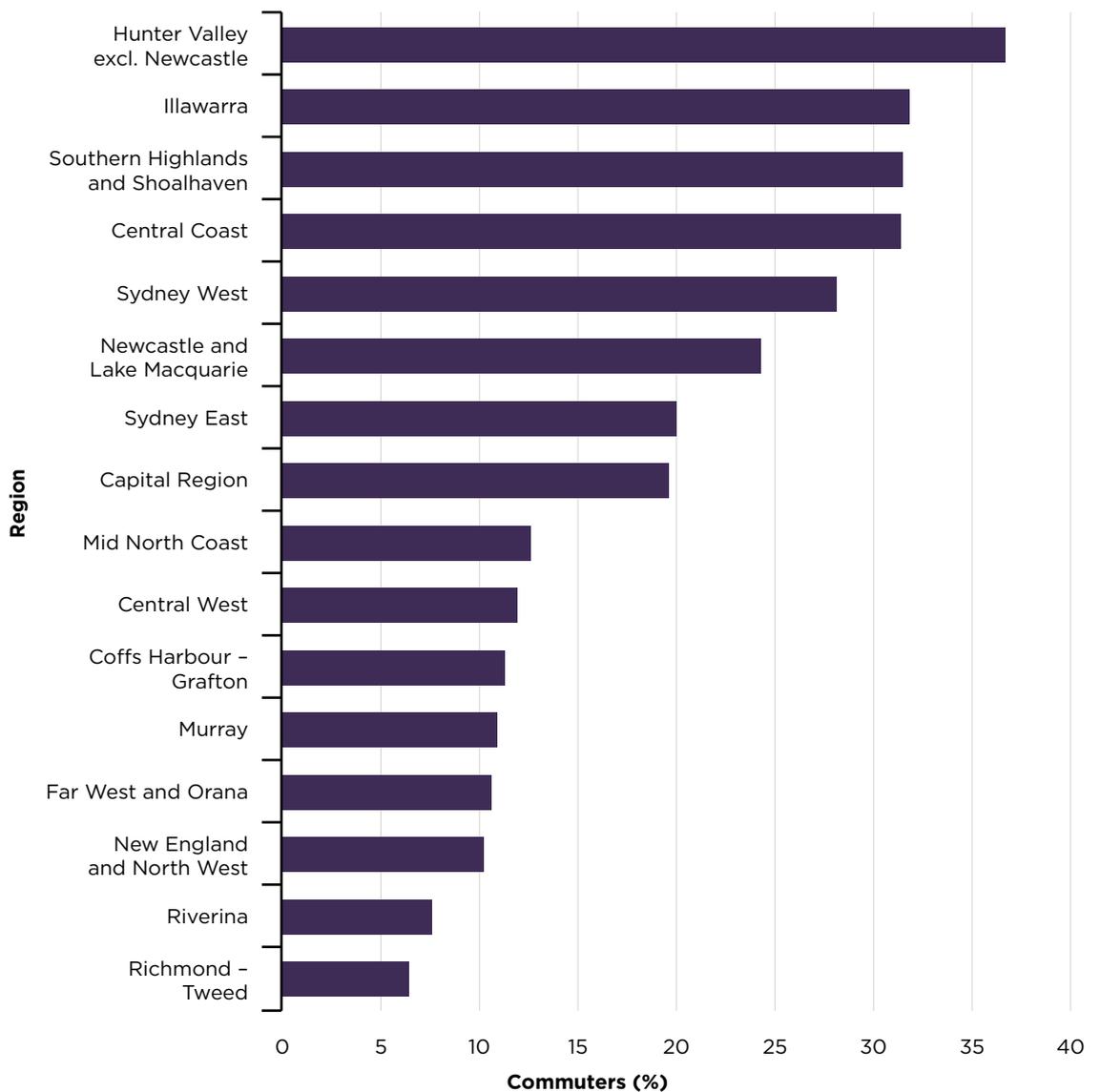
Normal commuting profile of Sydney and surrounding regions

The employment catchment area of Greater Sydney shown in Figure 11.5 has expanded over recent decades, with large numbers of employees normally commuting to and from the surrounding regions. Understanding the normal commuting patterns can provide insight into the impact of work-from-home arrangements on regions and transport services.

Figure 11.5   ## Greater Sydney area
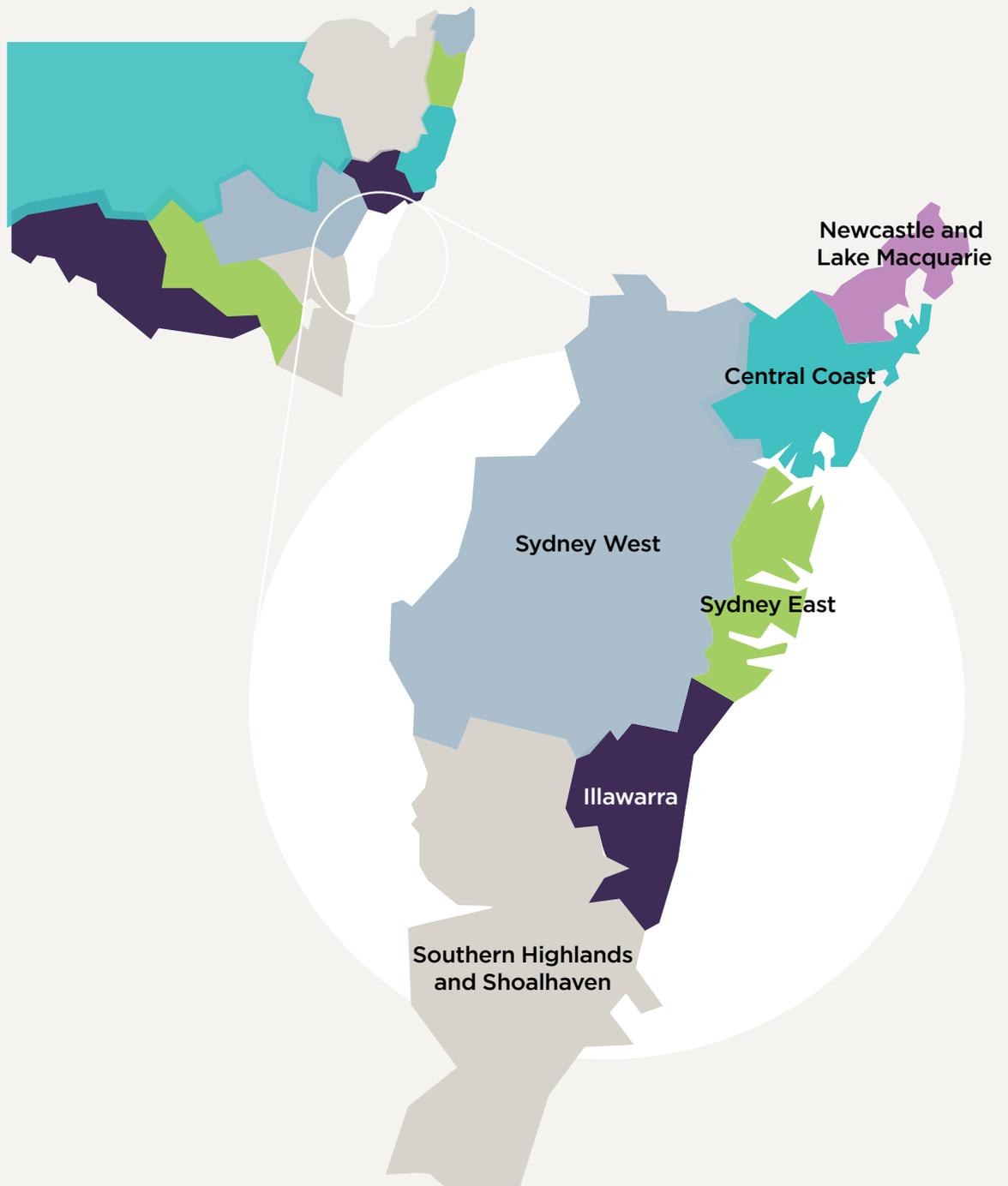
Table 11.3

Usual commuting profile of Sydney and surrounding regions, 2020

Work region	Home region					
	Sydney West	Sydney East	Central Coast	Newcastle and Lake Macquarie	Illawarra	Southern Highlands and Shoalhaven
Sydney West	77,773	20,810	1,036	512	1,760	650
Sydney East	27,814	95,334	3,747	986	3,432	444
Central Coast	262	555	13,891	1,337	*	*
Newcastle and Lake Macquarie	321	353	1,004	18,384	29	*
Illawarra	408	589	*	40	13,849	604
Southern Highlands and Shoalhaven	302	131	*	*	862	4,694

* Asterisks indicate redacted data where there are fewer than 20 records.

Table 11.3 illustrates the number of NSW public sector employees (including casuals[6]) who generally travel between regions in and around Sydney for work. The largest proportion of commuting occurs between Sydney West and Sydney East. Around 21.1% of NSW public sector employees in Sydney East normally travel in from Sydney West, and 20.3% of NSW public sector employees in Sydney West live in Sydney East. In total, just over 48,000 NSW public sector employees generally travel between these two regions for work.

Nearly 10,000 employees normally commute from the Central Coast and Illawarra regions to Sydney East or Sydney West. This constitutes around 25.2% of employees living in these regions. Far fewer employees travel out of Sydney East and Sydney West to work in the surrounding regions (1,628 and 1,293, respectively). This is consistent with the high concentration of NSW public sector employment in Sydney.

Notes

1. Regional boundaries are based on the Australian Statistical Geography Standard developed by the ABS. The work locations of 2,290 NSW public sector employees were unknown due to Workforce Profile data collection records missing a postcode and/or suburb name, or employees working outside NSW. These employees are excluded from all analysis presented in this chapter.

2. Statistical Areas Level 4, Sydney Collapsed, excludes 'Unknowns' and 'Outside NSW'.

3. Education identified issues with the quality of location data submitted for the 2019 Workforce Profile.

4. ABS, *Population Estimates by Age and Sex, Regions of Australia (ASGS 2016), 2018*, http://stat.data.abs.gov.au/

5. ABS, *Labour force status by Age, Labour market region (ASGS) and Sex, October 1998 onwards*, https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia-detailed/sep-2020

6. Including casual employees gives a better sense of the number of people contributing to the NSW economy and travelling between regions for work.

Chapter 12

Regional profile of the Public Service

The Public Service is a key part of the public sector, with 63,730 non-casual FTE employees in the 2020 census period, accounting for around one-fifth of the public sector workforce. It is also a key employer in regional areas. The balance of the location of employees between metropolitan and regional areas has changed over time, as policies have supported the movement of agencies out of office space in Sydney's central business district and focused on regional employment.

The Workforce Profile collection includes the postcode and work suburb of employees, and any analysis is subject to the accuracy of these data. Figures exclude records where location cannot be determined due to missing suburb and postcode data.

Regional analysis in this report is based on employees' normal stated work locations, as submitted in the Workforce Profile data by departments and agencies. This analysis does not reflect any work-from-home arrangements, which were widespread as part of the pandemic response.

Figure 12.1

Public Service employees as a percentage of NSW employed persons, 2020
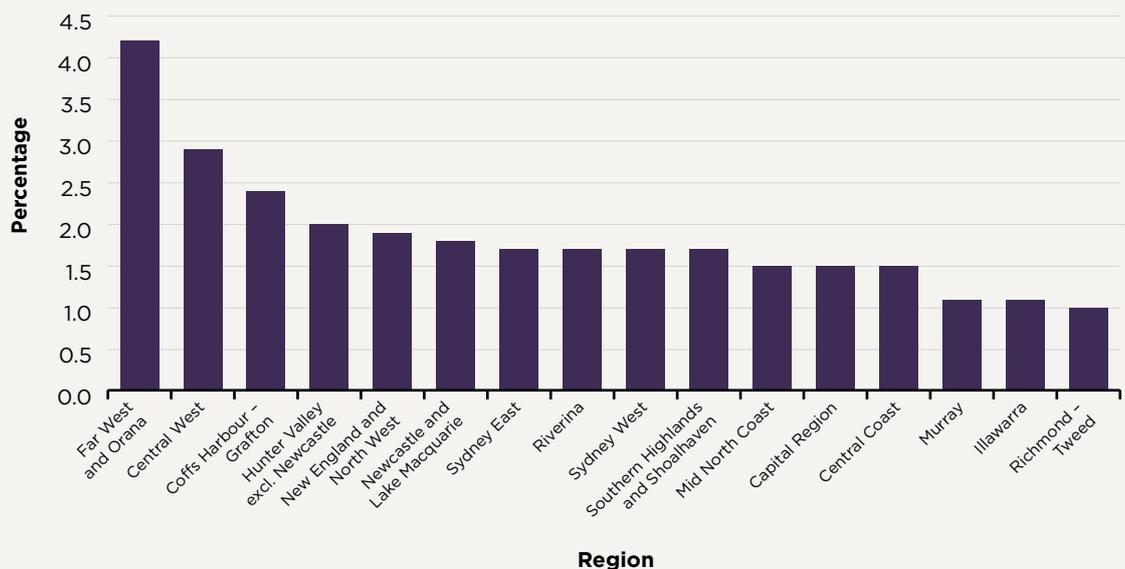
In the Far West and Orana region, 4.2% of employed persons were Public Service employees, the highest representation of all regions.

Change over time

Figure 12.2 **Proportional change in Public Service FTE distribution by region, 2011 and 2020[1,2]**

Richmond – Tweed
1.6%
-0.4 vs 2011

New England and North West
2.3%
-0.3 vs 2011

Coffs Harbour – Grafton
1.8%
-0.1 vs 2011

Far West and Orana
3.2%
+0.4 vs 2011

Mid North Coast
1.7%
-0.1 vs 2011

Central West
4.7%
+0.1 vs 2011

Hunter Valley excl. Newcastle
3.6%
+0.9 vs 2011

Murray
0.9%
-0.3 vs 2011

Riverina
2.0%
-0.4 vs 2011

Capital Region
2.6%
-0.3 vs 2011

Sydney regions

Region		**Share FTE 2011 (%)**	**Share FTE 2020 (%)**	**Change in share (pp)**
1	Sydney East	40.1	37.8	-2.2
2	Sydney West	23.1	26.2	3.2
3	Central Coast	3.4	3.3	-0.1
4	Newcastle and Lake Macquarie	4.5	4.5	0.0
5	Illawarra	2.8	2.4	-0.4
6	Southern Highlands and Shoalhaven	1.3	1.5	0.1

Between 2011 and 2020, Sydney West[3] experienced the largest growth in the proportion of employees working in the Public Service (3.2pp), with the Parramatta region contributing the most (59.5%). The other notable increases were in the Hunter Valley excluding Newcastle (0.9pp), Far West and Orana (0.4pp), Central West (0.1pp), and Southern Highlands and Shoalhaven (0.1pp).

The total share of FTE for regional areas decreased 1.5pp, from 37.4% in 2011 to 35.9% in 2020. Over the same period, the FTE share for metropolitan areas increased from 62.6% to 64.1%.

Regional profile of Public Service employees

Figure 12.3

Proportion of Public Service in regional areas by cluster, non-casual FTE, 2020
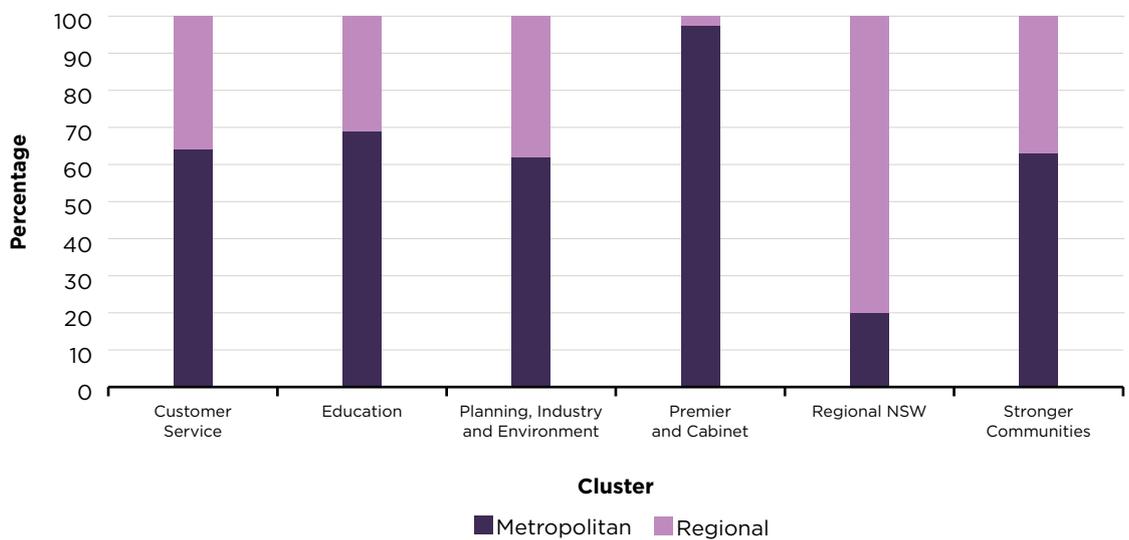
The Regional NSW cluster – established in 2020 to deliver positive outcomes for regional areas of NSW – had the highest proportion of FTE workers in regional areas, at 80% (see Figure 12.3). Employees were spread across all regions, with roughly half of regional staff located in Hunter Valley excluding Newcastle (18.7%), Central West (18.4%), and New England and North West (12.2%). The Customer Service; Education; Planning, Industry and Environment; and Stronger Communities clusters all had 30% or more of their FTE in regional areas. The Premier and Cabinet cluster had a low regional presence, at 2.6% of its workforce (+0.5pp from last year), and the low numbers recorded for the Treasury cluster meant it was below a reportable level. While the Health and Transport clusters had no Public Service employees in regional areas, both maintained a large regional presence in the NSW Health Service and Transport Service within the broader public sector.

Table 12.1

Public Service in regional areas by cluster, non-casual census period FTE, 2020 (and estimated change from 2019)[4,5]

Region	Customer Service	Education	Planning, Industry and Environment	Premier and Cabinet	Stronger Communities	Regional NSW
Capital Region	120 (19)	129 (4)	369 (30)	13 (2)	875 (35)	167
Central Coast	804 (24)	135 (14)	78 (3)	*	1,004 (-5)	57
Central West	600 (3)	338 (51)	480 (-40)	16 (10)	1,023 (37)	550
Coffs Harbour – Grafton	82 (2)	113 (31)	305 (-2)	8 (-3)	471 (-53)	134
Far West and Orana	53 (0)	141 (-3)	423 (5)	26 (1)	1,185 (50)	185
Hunter Valley excl. Newcastle	319 (11)	123 (-21)	116 (-266)	*	1,209 (65)	559
Illawarra	113 (1)	310 (24)	131 (-9)	*	871 (12)	89
Mid North Coast	68 (14)	106 (-9)	170 (0)	*	657 (45)	76
Murray	44 (0)	59 (-9)	129 (5)	*	195 (15)	137
New England and North West	66 (3)	224 (11)	227 (15)	8 (7)	579 (2)	365
Newcastle and Lake Macquarie	507 (32)	334 (33)	441 (-29)	9 (4)	1,431 (-220)	119
Richmond – Tweed	75 (-4)	152 (9)	111 (7)	*	511 (19)	160
Riverina	57 (-1)	167 (-2)	174 (1)	*	546 (-10)	310
Southern Highlands and Shoalhaven	51 (8)	55 (6)	147 (-4)	*	593 (-8)	82
Total regional areas	**2,958 (113)**	**2,387 (138)**	**3,301 (-284)**	**89 (21)**	**11,150 (-17)**	**2,990**

* Numbers less than five have been suppressed.

Table 12.1 shows that across all regional areas, the Stronger Communities cluster had the highest number of Public Service FTE workers (30,098), with 37% located in regional areas. Newcastle and Lake Macquarie had the highest number (1,431), followed by the Hunter Valley excluding Newcastle (1,209). Notably, the figure for Newcastle and Lake Macquarie represents a decrease of 220 FTE from 2019. However, this was the result of facilities transitioning from NSW Government to the National Disability Insurance Scheme in the region. The only other overall decrease was in the Planning, Industry and Environment cluster. This mainly relates to staff moving to Regional NSW as part of machinery of government changes. The largest increase in regional FTE from 2019 was in Central West (111), followed by the Capital Region (94), Hunter Valley excluding Newcastle (84), and Far West and Orana (80). These four regions accounted for 81.7% of the increase in the Public Service in regional areas in 2020.

Regional profile of senior executives in the Public Service

Senior executives in regional areas

12.7% in 2020 (**13.8%** in 2019)

Regionally based senior executive roles provide a career path for employees working in regional areas, who understand the local context in relation to policy and program development and implementation. In 2020, 12.7% of Public Service senior executives were based in regional areas. This was around one-third of the number of Public Service employees based in regional areas (35.9%).

Figure 12.4

Proportion of senior executives in regional and metropolitan areas compared to total Public Service employees, census headcount, 2020
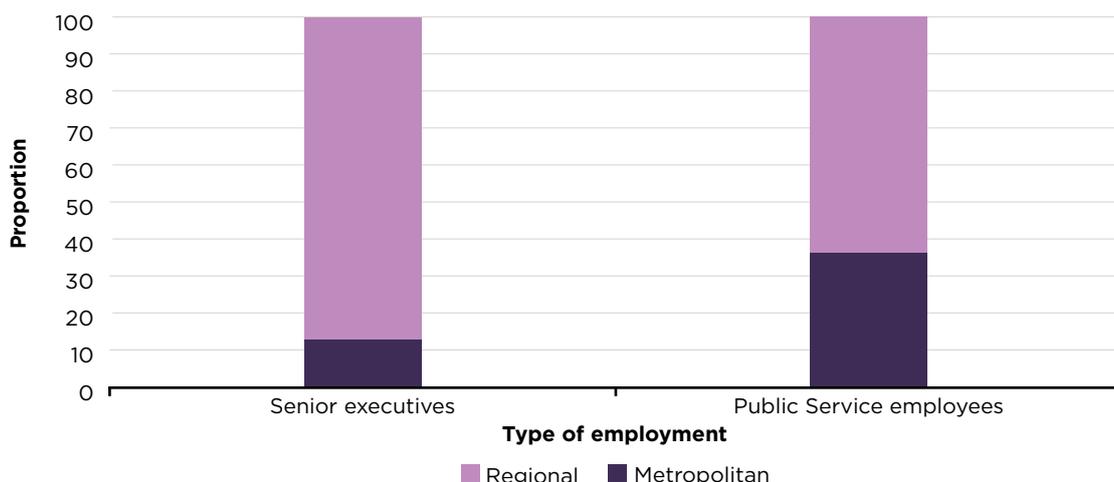
The proportion of senior executives in regional areas increased 1.5pp from 2019, to 12.7%. The Central West had the largest proportion (23.2%) of senior executives of all regional areas, with the majority working in the Regional NSW and Planning, Industry and Environment clusters (55.2% and 24.1%, respectively).

Around 1.8% of records for senior executives were missing postcode data, down from around 2.5% in 2019. Table 12.2 shows that Premier and Cabinet had the largest amount of missing location data in senior executive records, limiting the ability to analyse their movements.

Table 12.2   ## Proportion of Public Service senior executive records with missing postcodes or suburb names, 2019–2020[6]

Cluster	2019 (%)	2020 (%)
Customer Service	0.4	0.0
Education	0.3	1.4
Planning, Industry and Environment	2.2	0.0
Premier and Cabinet	14.2	13.7
Regional NSW	–	0.7
Treasury	1.4	0.0

Figure 12.5   ## Proportion of senior executives in the Public Service by regional area, census headcount, 2020
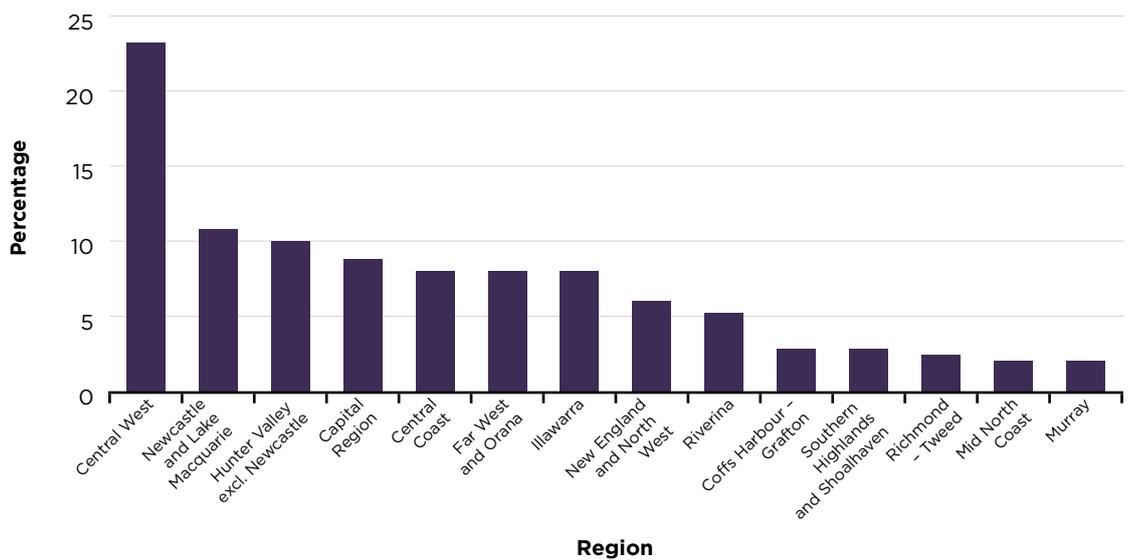
At a cluster level, 35.2% of senior executives based in regional areas were in the Regional NSW cluster, followed by 22.0% in the Planning, Industry and Environment cluster.

Table 12.3

Number of senior executives by region, census headcount, 2019–2020[7]

Region	2019	2020	Change
Capital Region	18	22	4
Central Coast	21	20	-1
Central West	65	58	-7
Coffs Harbour – Grafton	10	7	-3
Far West and Orana	18	20	2
Hunter Valley excl. Newcastle	28	25	-3
Illawarra	24	20	-4
Mid North Coast	5	5	0
Murray	7	5	-2
New England and North West	15	15	0
Newcastle and Lake Macquarie	30	27	-3
Richmond – Tweed	11	6	-5
Riverina	13	13	0
Southern Highlands and Shoalhaven	7	7	0
Total regional areas	**272**	**250**	**-22**

A decrease of 22 senior executives was recorded for regional areas in 2020 compared to 2019. However, this largely seems to be an artificial reduction because 77.3% of the decrease (17 senior executives) is from Education, which has confirmed that there was an issue with the quality of 2019 location data. For analysis in this chapter, this quality issue mainly affects the Senior Executive data because the majority of Education's employees are outside the Public Service.

Table 12.4

Number and percentage of senior executives in regional areas by Executive Bands 1–4, census headcount, 2020

Region	Band 1	Band 2	Bands 3 and 4
Regional	211	33	6
Metropolitan	1,294	334	93
Percentage regional	14.0%	9.0%	6.1%

Analysis of the number of senior executives by band reveals a lower proportion of higher-band roles in regional areas. Senior executives in regional areas accounted for 14.0% of Public Service Band 1 senior executives, while the proportion of Bands 2 and 3 senior executives was around half this level. Interestingly, despite the number of senior executives in regional areas decreasing overall, the proportion of executives in regions in each band fluctuated from 2019 (-1.5pp in Band 1; +1.1pp in Band 2; and +0.1pp in Bands 3 and 4). This suggests that the number of executives in metropolitan areas in Band 2 and above reduced more than those in regional areas.

Five regional areas had Band 3 senior executives – Capital Region, Central West, Illawarra, Newcastle and Lake Macquarie, and Southern Highlands and Shoalhaven – and these were divided between the Regional NSW; Planning, Industry and Environment; and Stronger Communities clusters. This reflects an increase in the number of regions with Band 3 senior executives; there were no Band 3 executives located in the Capital Region and Illawarra region in 2019. Band 2 senior executives were spread across regions, with most in the Central West (24.2% of overall Band 2 executives in regional areas). Mid North Coast, Murray, and Richmond – Tweed were the only three regions with no Band 2 senior executives. All regional areas had Band 1 senior executives. The highest number was in the Central West (49 or 23.2%). The majority of these (29) were in the Regional NSW cluster.

Regional comparison of work and home locations

In 2020, measures designed to limit the spread of COVID-19 led to a large proportion of the NSW Public Service working from home. Insufficient data are available to accurately determine how many employees were working from home full time. However, Table 12.5 shows the location shift if all Public Service employees were working from home.

Table 12.5

Impact on regions if all Public Service employees were working from home, census headcount, 2020

Region (ABS Statistical Areas Level 4)	Employees living in region	Employees working in region	Change if employees were working from home
Capital Region	2,662	2,167	495
Central Coast	3,644	2,563	1,081
Central West	3,859	3,703	156
Coffs Harbour – Grafton	1,512	1,462	50
Far West and Orana	2,458	2,563	-105
Hunter Valley excl. Newcastle	2,607	2,875	-268
Illawarra	3,213	1,879	1,334
Mid North Coast	1,622	1,415	207
Murray	750	897	-147
New England and North West	2,035	1,966	69
Newcastle and Lake Macquarie	4,017	3,419	598
Richmond – Tweed	1,433	1,437	-4
Riverina	1,686	1,738	-52
Southern Highlands and Shoalhaven	1,274	1,148	126
Sydney – Baulkham Hills and Hawkesbury	2,079	410	1,669
Sydney – Blacktown	3,400	1,256	2,144
Sydney – City and Inner South	4,529	17,741	-13,212
Sydney – Eastern Suburbs	2,293	1,209	1,084
Sydney – Inner South West	4,226	1,927	2,299
Sydney – Inner West	3,597	2,337	1,260
Sydney – North Sydney and Hornsby	3,384	2,125	1,259
Sydney – Northern Beaches	1,707	436	1,271
Sydney – Outer South West	3,013	1,386	1,627
Sydney – Outer West and Blue Mountains	4,261	2,673	1,588
Sydney – Parramatta	3,871	11,647	-7,776
Sydney – Ryde	1,514	557	957
Sydney – South West	3,094	2,300	794
Sydney – Sutherland	2,426	527	1,899

In this scenario, the regions with the largest decreases are Sydney City and Inner South (-13,212), and Parramatta (-7,776), encompassing the two main employment hubs in Sydney. The regions outside Sydney with the highest increases are Illawarra (1,334), Central Coast (1,081), and Newcastle and Lake Macquarie (598). Within Sydney, the largest increases are in Inner South West (2,299), Blacktown (2,144) and Sutherland (1,899).

Overall, more regions had a higher number of Public Service employees living than working there (21 and eight, respectively).

Notes

1. The FTE figures are indicative only because postcodes were the sole location data item collected in 2011. This data did not align with ABS Statistical Areas Level 4 (SA4) boundaries because one postcode can overlap boundaries. FTE is apportioned across relevant SA4s using weightings as per ABS population concordance tables. For the purposes of this table, 2020 FTE is reported using this same methodology to allow for a more accurate comparison.

2. Around 0.1% of data collected in 2020 have missing postcodes, compared to just 0.02% missing postcodes in 2011.

3. Sydney West comprises the SA4 areas of Baulkham Hills and Hawkesbury; Blacktown; Outer South West; Outer West and Blue Mountains; Parramatta; and South West.

4. Around 0.1% of 2020 records were missing postcode or suburb data compared with 0.4% for 2019; this change could impact the reported change in regional representation.

5. Data are presented in the 1 July 2020 cluster structure, and the change from 2018 should be considered indicative only. Some parts of departments and agencies that moved under machinery of government changes effective 1 July 2019 are not able to be identified in 2018 data, so changes from 2018 are estimates.

6. All public servants in the Health and Transport clusters were in Sydney.

7. Numbers have been suppressed where FTE is less than five.

Chapter 13

Data sources, conventions and limitations

About this report

This report contains analysis of NSW public sector Workforce Profile data; contingent labour data from NSW Procurement; and available NSW public sector recruitment data, primarily sourced from the *I work for NSW* e-recruitment system.

The Workforce Profile is a census of NSW public sector employees conducted by the NSW Public Service Commission. It collects various data items used to inform workforce management and planning, including the size, composition, location and demographics of the workforce. Participation is mandatory for all NSW government sector agencies and State owned corporations, and optional for NSW public sector agencies that are external to the government sector.

Data conventions

Numbers have been rounded to zero decimal places, and percentages to one decimal place. Consequently, percentages less than 0.04% will be reported as 0.0% after rounding. Rounding may also mean that individual items within a table do not sum to the corresponding total.

Census date

The census date for Workforce Profile data was 25 June 2020; for recruitment data it was September 2020; and for contingent labour data it was 30 June 2020.

Data limitations

The following data limitations are noted:

1. Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing agencies.

2. There may be differences in totals in some tables compared to summary figures, due to rounding, or missing, withdrawn or invalid data. Variations between the data in this document and that published by individual agencies may differ due to differences in timing, data definitions and methodologies employed.

3. All data represent a 'snapshot' at slightly different points in time and are subject to revision. Workforce Profile data include all data submitted and verified as at 26 November 2020, recruitment data (*I work for NSW* data) as at 22 October 2020, and contingent labour as supplied by NSW Procurement for the 2019–20 financial year.

Regional reference table

The regions presented in this report are from the ABS SA4 classification.

Region		ABS Statistical Areas Level 4
Metro	Sydney East	Sydney – City and Inner South
		Sydney – Eastern Suburbs
		Sydney – Inner South West
		Sydney – Inner West
		Sydney – North Sydney and Hornsby
		Sydney – Northern Beaches
		Sydney – Ryde
		Sydney – Sutherland
	Sydney West	Sydney – Baulkham Hills and Hawkesbury
		Sydney – Blacktown
		Sydney – Outer South West
		Sydney – Outer West and Blue Mountains
		Sydney – Parramatta
		Sydney – South West
Regional	Capital Region	Capital Region
	Central Coast	Central Coast
	Central West	Central West
	Coffs Harbour – Grafton	Coffs Harbour – Grafton
	Far West and Orana	Far West and Orana
	Hunter Valley excl. Newcastle	Hunter Valley excl. Newcastle
	Illawarra	Illawarra
	Mid North Coast	Mid North Coast
	Murray	Murray
	New England and North West	New England and North West
	Newcastle and Lake Macquarie	Newcastle and Lake Macquarie
	Richmond – Tweed	Richmond – Tweed
	Riverina	Riverina
	Southern Highlands and Shoalhaven	Southern Highlands and Shoalhaven

Glossary

The glossary defines the terminology used in this report.

Term	Business definition
Aboriginal and Torres Strait Islander employees	Employees who identify as being of Aboriginal or Torres Strait Islander descent and who are accepted as such by the community in which they live.
Annual reference period	The annual reference period starts on the day following the last pay date of the previous financial year and ends on the last pay date of the current financial year.
Annual remuneration	The annual salary or salary package that an employee would receive if they worked full time. It excludes overtime, allowances and lump sum payments. It is different to actual earnings, which are affected by factors such as part-time work, overtime, allowances and lump sum payments.
ANZSCO	Australian and New Zealand Standard Classification of Occupations (ANZSCO ABS Cat. No. 1220.0). ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets.
	ANZSCO has five hierarchical levels: major group, sub-major group, minor group, unit group and occupation. Occupations are the most detailed level of classification. They are grouped to form unit groups, which in turn are grouped into minor groups. Minor groups are aggregated to form sub-major groups, which in turn are aggregated at the highest level to form major groups.
ANZSCO major group	ANZSCO organises occupations into progressively larger groups based on their similarities in terms of skill level and specialisation. The 'major group' level provides only a broad indication of skill.
	Major groups are:
	• the broadest level of ANZSCO
	• formed using a combination of skill level and specialisation to create groups that are meaningful and useful for most (statistical and administrative) purposes.

Term	Business definition
ANZSCO minor group	ANZSCO minor groups are: • subdivisions of the 'sub-major group' classification • mainly distinguished from other minor groups in the same sub-major group based on skill specialisation.
Census date	The last pay date of the annual reference period.
Census period	The last pay fortnight of the annual reference period.
Commuting ratio (out to in)	The number of employees who commute out of a region to another region for work compared to the number of employees travelling into the same region for work. For example, the Illawarra region has a commuting ratio of 2.4 in 2019, which means 2.4 workers commute out of the region for every worker commuting in.
Completed applications	The number of applications for 'open' or 'filled' *I work for NSW* requisitions for which the latest application completion date is in the reference period.
Diversity	Workforce diversity initiatives in the government sector aim to build a workforce that reflects the diversity of the wider community. Under the *Government Sector Employment Act 2013* (GSE Act), diversity groups include Aboriginal and Torres Strait Islander people, women, people from culturally and linguistically diverse backgrounds, and people with disability. The GSE Act also provides for a broader definition of diversity, including mature workers, young people and carers.
Diversity estimate	Diversity estimates are calculated if the diversity response rate threshold of 65% is met. Where response rates are below the threshold, actual rates are reported. The estimate is calculated by taking the number of diversity group members, divided by the number of respondents to at least one diversity question in any given year, and then multiplying by the total number of employees. For this reason, estimates are always higher than actual rates.

Term	Business definition
Diversity response rate	Calculated by taking the number of employees who identify as belonging to any combination of diversity group classification, including 'English not first language spoken', 'racial, ethnic, ethno-religious minority group', 'disability' and 'Aboriginal and Torres Strait Islander', and dividing by the total number of employees.
Employment arrangement	A non-casual employee's work arrangement, classified as either full time or part time.
Employment categories	Based on a worker's employment contract with an agency. Categories include: • ongoing – employed on a continuing basis to perform ongoing functions • temporary – non-casual employees who do not have ongoing conditions of employment or individual employment contracts, and who are employed for a specific period of time • casual – employees engaged to perform work 'as required' and who are paid at an hourly rate equal to the relevant classification of the position with a loading • executive – includes Public Service senior executives employed under contracts starting before the implementation of the *Government Sector Employment Act 2013* (GSE Act); senior executives employed under Division 4 of Part 4 of the GSE Act; and other public sector senior executives under contract arrangements, including NSW Health Service, Transport Service and NSW Police Force executives • contract – non-executive employees who are employed via a fixed-term individual contract; excludes contractors and consultants engaged on a fee-for-service basis • other – all other employment categories, including cadets, trainees, apprentices, retained staff, sessional workers and statutory appointees.

Term	Business definition
External to government sector	These are a small number of entities that are excluded from the definition of 'government sector' by section 5 of the *Government Sector Employment Act 2013*. In 2020 the exclusions were: • Audit Office • Independent Commission Against Corruption • Judicial Commission • Judicial Officers • Parliament of NSW.
Full-time employees	Employees who usually work 35 hours or more a week. See ABS, *Labour Statistics: Concepts, Sources and Methods* (cat. no. 6102.0).
Full-time equivalent (FTE) workforce	A standardised way of describing the size of the workforce based on the total number of ordinary time paid hours worked (excluding overtime and unpaid work). 'FTE workforce' describes the total number of full-time employees required to account for all ordinary time paid hours worked. It is not a count of the number of employees. For example, two employees who both work half the standard number of full-time hours will together be counted as one FTE employee. The FTE workforce can be measured during a period, such as the last pay period of the financial year (census period). Since the same method of counting can be applied to each agency, FTE staffing figures provide the most accurate indication of resource levels within the NSW public sector.
Gender pay gap	Defined by the Organisation for Economic Co-operation and Development as the difference between the median salary of men and women relative to the median salary of men. Employee salary is the full-time base remuneration for the role, regardless of whether the employee is working part time or full time.

Term	Business definition
Government sector	The government sector, as defined by the *Government Sector Employment Act 2013*, includes the Public Service, the Teaching Service, the NSW Health Service, the Transport Service, the NSW Police Force, and other Crown services such as the TAFE Commission.
Headcount	The total number of employees at a given time.
	Employees with multiple periods of employment in a single agency during the year are counted only once by most agencies. However, the payroll systems used by some agencies do not link employment periods, so these agencies report each period of employment as a separate employee. Employees with periods of employment in different agencies during the year are counted as separate employees in each agency. In the health sector, this also applies to employees working in more than one area health service.
	Headcounts include all employees who worked during a period, even if they only worked for one day. Total employees (headcount) figures and FTE figures are both reported because they provide different perspectives on the workforce. FTE translates the headcount figures into a proportion of the hours worked by an FTE staff member. For example, a person working one day per week would be counted as 1.0 under the headcount and 0.2 under FTE (that is, they work 20% of the time that a full-time employee works). Headcount figures therefore provide a picture of how many people were employed during the period, whereas FTE is a more accurate indicator of resource levels.
Job advertisements	The number of 'open' and 'filled' *I work for NSW* requisitions for which the latest application completion date is in the reference period.
Job mobility	Changes in the employment status of an employee, including commencement in an agency, promotion to a higher level, transfer from one agency to another, and exit from the agency or public sector.

Term	Business definition
Language first spoken as a child	The language the person first spoke as a child, as distinct from the preferred language or language usually spoken at home.
Median	The middle value of a distribution, where half of the values are above and half are below. The median is often preferred over the mean in calculating the middle ground in a set of values as it is less sensitive to extreme values than the mean.
Non-casual employees	All persons engaged to work in a NSW Government agency and paid via the agency's payroll system, excluding employees working for an hourly rate (casual, sessional, seasonal and retained staff).

NSW employed persons	The ABS defines employed persons as those aged 15 or over who, during the reference week:
	
	• worked for one hour or more for pay, profit, commission or payment in kind, in a job or business, or on a farm (comprising employees, employers and own account workers); or
	
	• worked for one hour or more without pay in a family business or on a farm (such as contributing family workers); or
	
	• were employees who had a job but were not at work, and were:
	
	  - away from work for less than four weeks up to the end of the reference week; or
	
	  - away from work for more than four weeks up to the end of the reference week, and received pay for some or all of the four-week period to the end of the reference week; or
	
	  - away from work as a standard work or shift arrangement; or
	
	  - on strike or locked out; or
	
	  - on workers' compensation and expected to return to their job; or
	
	  - employers or own account workers who had a job, business or farm but were not at work.

Term	Business definition
NSW Health Service	The NSW Health Service consists of those persons who are employed under Chapter 9 Part 1 of the *Health Services Act 1997* by the NSW Government in the service of the Crown.
NSW Police Force	The NSW Police Force comprises the Police Commissioner, NSW Police Force senior executives, and all other police officers or non-executive administrative employees employed under the *Police Act 1990*.
Ongoing employees	Those employed on a continuing basis to perform ongoing functions.
Openings	The number of available positions for 'open' and 'filled' *I work for NSW* requisitions where the latest application completion date is in the reference period and the number of openings was less than 99. This calculation excludes requisitions that were recorded as having unlimited openings.
Other Crown services	Other NSW government sector entities that do not fall into one of the other listed services of the government sector.
Paid unscheduled absence	The sum of hours of paid sick leave and paid carer's leave hours taken during the reference period. This includes employees with a valid sick leave entitlement and annual FTE not missing.
Part-time employees	Employed persons who usually work less than 35 hours a week (see ABS, *Labour Statistics: Concepts, Sources and Methods*, cat. no. 6102.0.)

Term	Business definition
Person with disability	A person who identifies as having disability – that is, having one or more of the following limitations or restrictions: • a long-term medical condition or ailment • speech difficulties in their native language • a disfigurement or deformity • a psychiatric condition • a head injury, stroke or any other brain damage • loss of sight or hearing • incomplete use of any part of their body • blackouts, fits or loss of consciousness • restriction in physical activities or physical work • slowness at learning or understanding • any other condition resulting in a restriction.
Public sector	The public sector incorporates the government sector and other government agencies, including the Independent Commission Against Corruption, the Audit Office of New South Wales, the Parliament of NSW, the Judicial Commission, and State owned corporations such as water and energy companies.
Public sector exit rate	The number of employees who left the public sector during the year as a proportion of the average number of people employed during the year.
Public Service	The Public Service includes those employed under Part 4 of the *Government Sector Employment Act 2013* in the service of the Crown.
Senior Executive cohort	Public Service Chief Executive Service, Senior Executive Service and award-based senior executives (senior officers and their equivalents), and senior executives employed under Division 4 of Part 4 of the *Government Sector Employment Act 2013*.

Term	Business definition
Senior leader	Government sector employees with a salary equal to or higher than $165,750, who lead people and/or services. Excludes NSW Health Service roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles of a statutory or institutional character (for example judges and magistrates).
Separation rate	The number of employees who left an agency during the year as a proportion of the average number of people employed during the year.
Special leave	Paid leave for activities not regarded as being on duty, and not covered by other forms of leave. Special leave may be granted to employees where it is provided for and meets the purposes set out in relevant industrial instruments.
State owned corporations	A company for the time being specified in Schedule 1 or a corporation for the time being specified in Schedule 5 of the *State Owned Corporations Act 1989.*
Statistical Areas Level 4 (SA4)	Geographical areas within an ABS geographical framework for the collection, analysis and release of regional data. They are the largest sub-state regions in the Australian Statistical Geography Standard, designed for the output of such data as the ABS Labour Force Survey data, which reflects labour markets within each state or territory.
Successful applications	The number of *I work for NSW* applications that have a hired date, for 'open' or 'filled' requisitions, for which the latest application completion date is in the reference period.
Teaching Service	The Teaching Service of NSW consists of persons employed under Division 2 of Part 4 of the *Teaching Service Act 1980*, and persons employed by the NSW Government in the service of the Crown, except as provided by section 12 of the *Teaching Service Act 1980*.
Temporary employees	Non-casual employees who do not have ongoing conditions of employment, do not have individual employment contracts and are employed for a specific time period.
Tenure	The length of employment within an agency.

Term	Business definition
Time to hire	The average number of weeks from the latest application completion date to the hired date, for 'open' and 'filled' requisitions with one opening and for which the latest application completion date is in the reference period.
Trainees, cadets and apprentices	Staff members whose employment conditions require them to undergo a designated training program as part of their vocational development.
Transport Service	The Transport Service consists of those persons employed under Part 7A of the *Transport Administration Act 1988*, by the NSW Government in the service of the Crown. Persons employed in the Transport Service are not employed in the NSW Public Service.

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