NSW GOVERNMENT | Public Service Commission

Workforce Profile Report

2015

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Size of the Sector 2015

326,765 FTE ▼ -0.4% vs. 2014

394,194 employees

10.6%
of all NSW employed persons
are Public Sector employees

Public Sector Employment

Median Salary

$79,656 ▲ +2.3% vs. 2014
Median remuneration

*NSW full-time adult average weekly
ordinary time earnings increased by 2%*

Job Security

▲ 1.0% vs. 2014

9.0 years is the median tenure
in the NSW Public Sector, and
79.7% of roles are **ongoing**

Time to hire

7.1 weeks is the estimated
average time taken to fill roles
advertised on JobsNSW

Public Sector Diversity

Median age

◆ **45 years**

**25.2% are
under 35**
▼ 0.3% vs. 2005

**24.4% are
55 and over**
▲ 8.6% vs 2005

Women

63.3% ▲ +0.9% vs 2014
of employees are women, but only
33.8% of these are senior leaders*

English as a 2nd language

17.1% estimated ▲ +0.9% vs 2014
of non-casual employees declare
English as a 2nd language (ESL)
but only 15.8% of senior leaders*
declare ESL.

Disability

**Don't DIS
myABILITY**

2.9% ▼ -0.2% vs 2014
of employees declare
a disability

Aboriginal and/or
Torres Strait Islanders

3.0% ▲ +0.1% vs. 2014
of employees identify as Aboriginal
and/or Torres Strait Islanders

* senior leaders are those earning $146,499 and above

2 Workforce summary

The 2015 workforce profile collection is the sixteenth census conducted in this series and provides the most comprehensive view of the NSW Public Sector workforce available. It is an important contributor to both the *State of the NSW Public Sector Report*, and to this report which provides more detailed analysis of the characteristics of the workforce. For the first time, the Workforce Profile report presents recruitment data obtained from the Jobs NSW website and contingent worker data supplied by the Department of Finance, Services and Innovation. With these additions, the 2015 report provides the broadest view of the workforce to date.

The size of the NSW Public Sector workforce can be represented in a number of ways. Headcount at census date provides a snapshot of the total number of employees at June each year. Full-time equivalent (FTE) is a better measure of resource levels, calculating the number of full time employees required to account for all paid hours worked (excluding overtime).

FTE has typically been reported as a snapshot of the resource level at census period[1], while annual FTE provides a measure of the average resource level over the full financial year. Annual FTE takes account of seasonal variability throughout the year while census period FTE captures the most recent data.

2.1 Size of the NSW Public Sector, 1999 to 2015

The NSW Public Sector continued to contract in 2014/15. Both annual FTE and census period FTE decreased, 553 and 1,346 FTE respectively. This is the third successive decrease reversing the trend of twelve years of continuous growth to 2011/12[2].
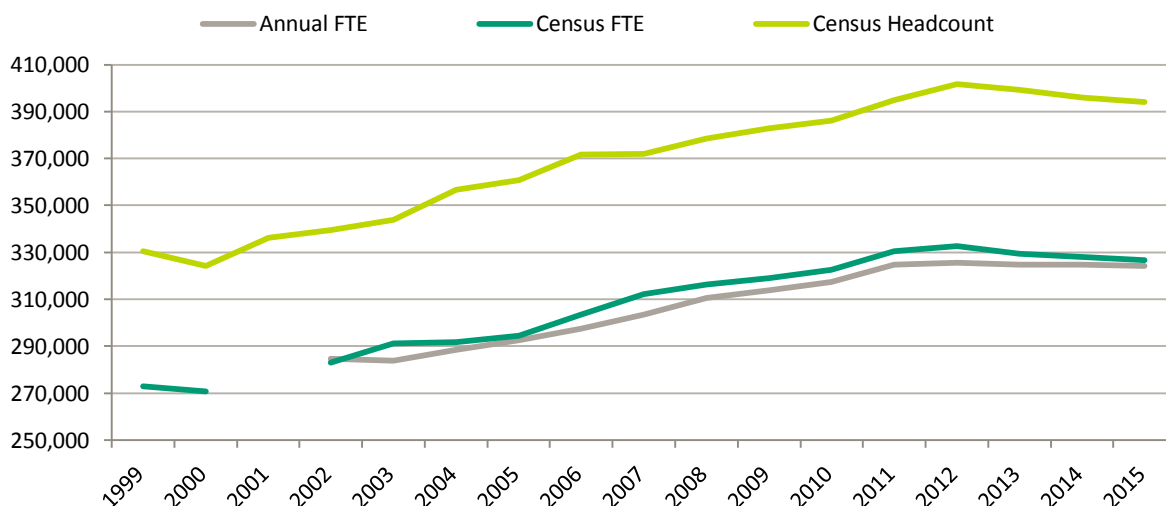

Figure 1 Public Sector annual FTE, census period FTE and headcount, 1999 - 2015

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[1] The last pay fortnight in the financial year
[2] In terms of census headcount and census Period FTE

Workforce summary

Table 1 Public Sector annual FTE, census period FTE and headcount, 1999-2015

Year	Census Head-count	Head-count change%	Census Period FTE	Census Period FTE change%	Annual FTE	Annual FTE change%
1999	330,380		272,863			
2000	324,345	-1.8%	270,688	-0.8%		
2001 [3]	336,251	3.7%				
2002	339,372	0.9%	282,897		284,508	
2003	343,847	1.3%	291,264	3.0%	283,688	-0.3%
2004	356,598	3.7%	291,701	0.2%	288,393	1.7%
2005	360,880	1.2%	294,376	0.9%	292,573	1.4%
2006	371,632	3.0%	303,534	3.1%	297,598	1.7%
2007	372,033	0.1%	312,201	2.9%	303,438	2.0%
2008	378,645	1.8%	316,400	1.3%	310,527	2.3%
2009	383,014	1.2%	319,059	0.8%	313,801	1.1%
2010	386,185	0.8%	322,452	1.1%	317,314	1.1%
2011	394,807	2.2%	330,400	2.5%	324,797	2.4%
2012	401,703	1.7%	332,555	0.7%	325,524	0.2%
2013	399,243	-0.6%	329,336	-1.0%	324,825	-0.2%
2014 [4]	396,036	-0.8%	328,111	-0.4%	324,688	0.0%
2015	394,194	-0.5%	326,765	-0.4%	324,135	-0.2%

While the total sector decreased, the key frontline roles of nurses, teachers and police officers continued to increase (see Figure 2).
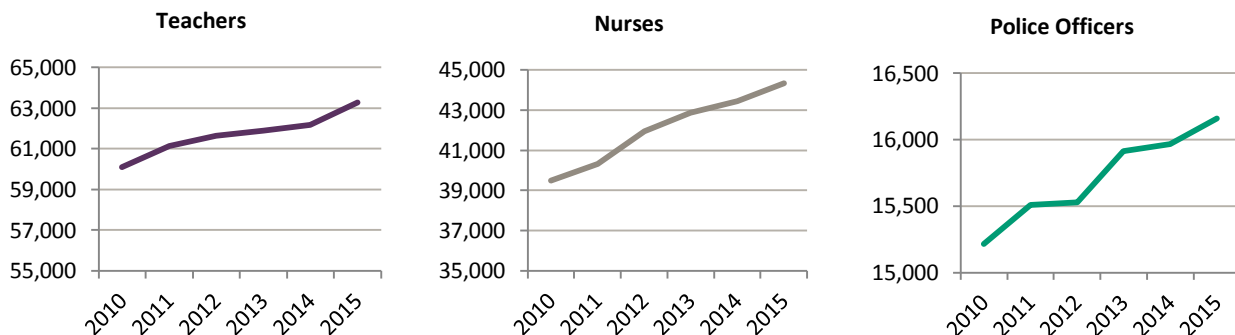
Figure 2 Teachers, nurses and police officers, census period FTE, 2010-2015

Table 2 Nurses, teachers and police officers FTE at census period, 2014 and 2015

Special Group	2014 FTE	2015 FTE	% Change from 2014
Teachers	62,164	63,274	1.8%
Nurses	43,435	44,331	2.1%
Police Officers	15,964	16,157	1.2%
Other Staff	206,547	203,002	-1.7%
Total	328,111	326,765	-0.4%

At census period 2015, there were an additional 193 FTE police officers, 896 FTE nurses and 1,111 FTE school teachers. Excluding these key frontline employees, the balance of Public Sector employees decreased by 3,545 FTE at census period (see Table 2). This decrease was largely driven by changes to State owned corporations including the privatisation of Macquarie Energy and a large reduction in the size of Ausgrid.

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[3] No FTE data was received for Education in 2001

[4] There was a small decrease in the annual FTE in 2014

2.2 Comparison of the NSW Public Sector and NSW employed persons

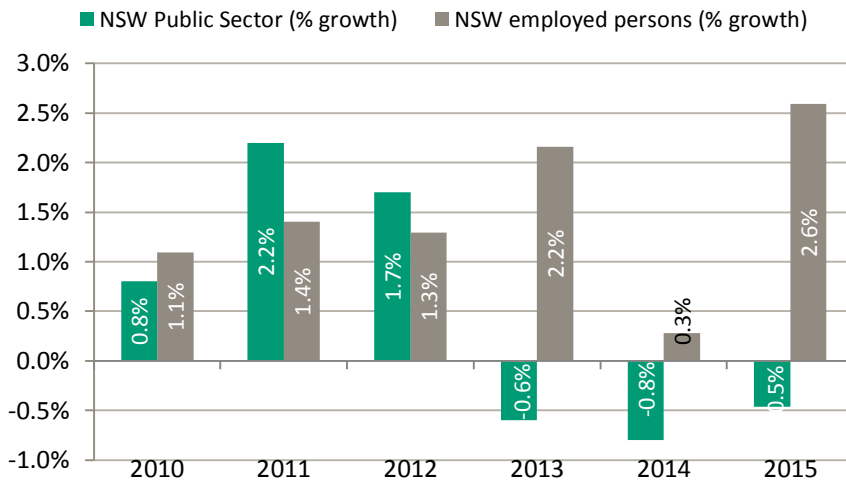For a number of years the growth of the NSW Public Sector workforce aligned with the growth in the number of employed persons across NSW. This trend has not continued in the past three years as the contraction in the size of the NSW Public Sector workforce is in contrast to the continued growth of employment in the NSW economy (see Figure 3).

During the three years of contraction of the Public Sector, the total number of NSW employed persons continued to increase, and 2015 saw the largest proportional increase since 2008.

Figure 3 Growth in NSW Public Sector compared to NSW employed persons, headcount at census date 2010 - 2015

This is reflected in the 0.3% decrease in the percentage of NSW employed persons who are NSW Public Sector employees, from 10.9% in 2014 to 10.6% in 2015.

Since the commencement of the Public Sector census in 1999, the percentage has largely remained around 11%, ranging from a high of 11.5% in 2006 to the current low of 10.6% in 2015 (see Figure 4).

Figure 4 NSW Public Sector as a percentage of NSW employed persons, 1999 – 2015

However, across NSW the proportion of the labour force employed in the NSW Public Sector varies from a high of 18.8% in Far West and Orana to 8.5% in Southern Highlands and Shoalhaven (see Section 7 for further detail).

3   Government sector changes

3.1   Composition of the Public Sector, June 2015

The *Government Sector Employment Act 2013* (GSE Act) commenced on 24 February 2014 and established two main employment groups: the government sector and, within that, the Public Service. The government sector comprises most government employees and is defined by section 3(1) of the GSE Act as:

- the Public Service, made up of Departments, Public Service executive agencies related to Departments, and Separate Public Service agencies
- the Teaching Service
- the NSW Police Force
- the NSW Health Service
- the Transport Service of NSW
- any other service of the Crown
- any other organisation prescribed under another Act or the *Government Sector Employment Regulation 2014* for the purpose of the definition.

The government sector comprises 94.4% of the Public Sector. In addition to the government sector services, the Public Sector also includes State owned corporations and a small number of NSW Public Sector entities that have their own employment arrangements contained in separate legislation (see Table 3).

Table 3   Composition of the Public Sector, headcount and FTE, June 2015

Service	Headcount	FTE [5]	% FTE
Public Service	76,352	63,815	19.5%
NSW Health Service	135,046	108,031	33.1%
NSW Police Force	20,624	19,781	6.1%
Teaching Service	78,328	63,949	19.6%
Transport Service of NSW [6]	14,868	13,001	4.0%
Other Crown Services [7]	50,195	39,866	12.2%
Total Government Sector	**375,413**	**308,443**	**94.4%**
State Owned Corporations [8]	17,871	17,471	5.3%
External to Government Sector [9]	910	850	0.3%
Total Public Sector	**394,194**	**326,765**	**100%**

[5] Census period FTE

[6] Includes Transport for NSW, Roads and Maritime Services and State Transit Authority

[7] Includes TAFE NSW, School Administrative and Support, Sydney Trains, NSW Trains and Office of Transport Safety Investigations

[8] State owned corporations (SOCs) were reported within the Government Sector in the 2014 Workforce Profile Report. SOCs are brought into the government sector for purposes prescribed by the Government Sector Employment Regulation, for example, providing workforce data to the Public Service Commissioner.

[9] External to government sector includes other NSW Public Sector entities such as public financial corporations, and other organisations with their own employment arrangements contained in legislation, such as the Independent Commission Against Corruption and the Audit Office. All Public Sector entities that are external to the government sector participated in the 2015 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

Government sector changes

Compared to 2014, the Public Service remained largely unchanged, increasing 0.1% (see Table 4).

Table 4 Composition of the Public Sector, FTE at census period, 2014 – 2015

Service	FTE 2014	FTE 2015	% Change
Public Service	63,769	63,815	0.1%
NSW Health Service	105,763	108,031	2.1%
NSW Police Force	19,529	19,781	1.3%
Teaching Service	62,859	63,949	1.7%
Transport Service of NSW [10]	13,334	13,001	-2.5%
Other Crown Services [11]	42,745	39,866	-6.7%
Total Government Sector	**307,998**	**308,443**	0.1%
State Owned Corporations	19,267	17,471	-9.3%
External to Government Sector [12]	845	850	0.6%
Total Public Sector	**328,111**	**326,765**	-0.4%

The Health Service experienced the largest proportional increase, with a 2,268 FTE increase in 2015. This was primarily due to the additional 896 FTE nurses, and an increase in hospital support workers across the Local Health Districts.

There was a 252 FTE increase in the NSW Police Force, and the Teaching Service increased 1,090 FTE in 2015.

The Transport Service decreased 333 FTE in 2015 due to continued restructure. Roads and Maritime Services decreased 390 FTE, which primarily related to a reduction in contact centre and administrative staff with the progressive roll out of Service NSW centres (part of the Public Service).

Within other Crown services, TAFE decreased 2,705 FTE. TAFE teachers decreased 1,909 FTE (21.6%), with decreases spread across most locations.

State owned corporations decreased 1,796 FTE in 2015. This was primarily due to the privatisation of Macquarie Generation (-666 FTE) and reductions across the utilities corporations, particularly in Ausgrid (-1,017 FTE).

3.2   Machinery of Government changes

Machinery of government changes made in *Administrative Arrangements (Administrative Changes Public Service Agencies) Order (No 2) 2015* produced several significant alterations in alignment of services and departments from 1 July 2015. While the census date for the workforce profile data collection was 18 June 2015, data has been transformed to reflect these July changes (see Table 5).

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[10] Includes Transport for NSW, Roads and Maritime Services and State Transit Authority

[11] Includes TAFE NSW, School Administrative and Support, Sydney Trains, NSW Trains and Office of Transport Safety Investigations

[12] External to government sector includes other NSW Public Sector entities such as public financial corporations, and other organisations with their own employment arrangements contained in legislation, such as the Independent Commission Against Corruption and the Audit Office. All Public Sector entities that are external to the government sector participated in the 2015 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

Government sector changes

Table 5 Cluster comparison by sector, FTE at census period, June 2014 and July 2015[13]

Services by Cluster	June 2014	July 2015
Public Service		
Education	6,742	5,156
Family & Community Services	17,022	16,839
Health	779	815
Justice	18,986	21,161
Planning & Environment	5,182	5,051
Premier & Cabinet	1,581	2,045
Trade & Investment…	6,818	
Industry, Skills and Regional Development		4,973
Transport	93	57
Treasury	6,566	515
Finance, Services & Innovation		7,202
Total Public Service	**63,769**	**63,815**
Aligned Services		
NSW Health Service	105,763	108,031
NSW Police Force	19,529	19,781
Teaching Service	62,859	63,949
Transport Service of NSW	13,334	13,001
Other Crown Services		
Transport		
NSW Trains	1,927	1,981
Sydney Trains	9,673	9,959
Transport Cleaning Services	661	
RailCorp	463	
Office of Transport Safety Investigations	11	10
Education		
School Administrative and Support	16,135	16,745
TAFE Commission	13,876	
Industry		
TAFE Commission		11,171
Total Government Sector	**307,998**	**308,443**
State Owned Corporations	19,267	17,471
External to Government Sector	845	850
Total Public Sector	**328,111**	**326,765**

The main changes that occurred in alignment of services effective 1 July 2015 were as follows:

- Department of Trade and Investment, Regional Infrastructure and Services (TIRIS) was abolished. The arts and the liquor, gaming and racing services were transferred to the Justice cluster (1,717 FTE), Destination NSW transferred to Premier and Cabinet (115 FTE) and the remaining parts transferred or aligned to the newly established Department of Industry, Skills and Regional Development (4,650 FTE).

- Finance and Services separated from Treasury cluster to be established as part of Department of Finance, Services and Innovation (6,018 FTE).

- TAFE transferred out of the Education cluster to the Industry cluster (11,171 FTE) and Communities transferred out of Education moving to Family and Community Services (173 FTE).

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[13] June 2015 data has been transformed into the July 2015 numbers by applying the *Administrative Arrangements (Administrative Changes Public Service Agencies) Order (No 2) 2015* changes

4 Senior executive

4.1 Senior executives in the government sector

At June 2015, there were 3,854 executive employees[14] in the government sector. These are primarily in the Public Service (52.6%) and the Transport Service of NSW (28.7%, see Table 6).

Table 6 Executives in the government sector, headcount at census date, June 2015

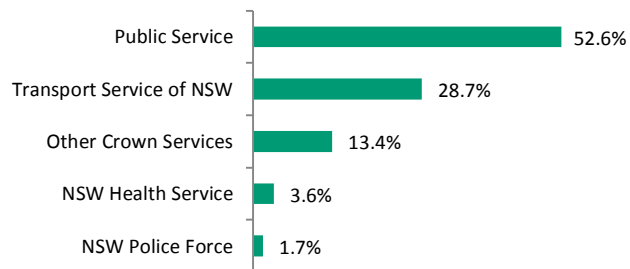| Service	Headcount
Public Service	2,026
NSW Health Service	137
NSW Police Force	66
Teaching Service	-
Transport Service of NSW [15]	1,107
Other Crown Services [16]	518
Total Government Sector	**3,854**

Figure 5 Executives by service type, headcount at census date, June 2015

At June 2015[17], there were 281 executives (7.3%) whose first language spoken as a child was not English, and 272 executives (7.1%), who identify as being from racial, ethnic or ethno-religious minority groups.

There were 88 executives (2.3%) with disability, with 17 of these executives (0.4%) having a disability requiring adjustment at work.

Only 33.0% of executives were female, while the total government sector population was 62.5% female, and there were 22 (0.5%) executives who identified as being Aboriginal and Torres Strait Islander people compared to 2.3% for the government sector overall.

Of note, one of the Premier's priorities announced in September 2015 is to increase the proportion of women in senior leadership roles in the government sector to 50%, and double the number of Aboriginal and Torres Strait Islander people in senior leadership roles in the next ten years[18].

4.2 The Public Service

There were a total of 2,026 senior executives employed in the Public Service. A key element of the GSE Act 2013 was the reform of employment arrangements applicable to the senior executives of the Public Service. All Public Service departments and agencies are to implement the new four band structure over the three year period to February 2017.

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[14] Includes Public Service Senior Executive, Senior Executive Service, Senior Executive equivalents, Special Executive Service (Health, Transport, Police) Senior Officers, Senior Officer equivalents; minimum salary of $146,499 in 2015
[15] Includes Transport for NSW, Roads and Maritime Services and State Transit Authority
[16] Includes TAFE NSW, School Administrative and Support, Sydney Trains, NSW Trains and Office of Transport Safety Investigations
[17] All diversity figures here are actuals as the response rate for senior executives was 62.1%, falling below the 65% threshold for estimates to be calculated; government sector totals are actuals to maintain comparability
[18] NSW Making it Happen, State Priorities

4.3 Senior executives in the Public Service

Table 7 Public Service executive cohort by cluster, headcount at census date, June 2015 [19]

Cluster	Jun 2014	Jun 2015
Education	330	272
Family & Community Services	375	279
Finance, Services & Innovation	-	321
Health	82	73
Industry [20]	-	224
Justice	239	269
Planning & Environment	258	227
Premier & Cabinet	209	239
Trade & Investment... [21]	282	-
Transport	21	20
Treasury	382	102
Total	**2,178**	**2,026**

Prior to the implementation of the GSE Act, there were 2,028 executive employees[22] in the NSW Public Service (baseline collection census date 13 February 2014). At census date June 2015, there were 2,026 executive employees in the NSW Public Service. This is a reduction of 152 senior executives from the 2014 Census.

Females comprised 41.8% of this cohort at June 2015, and were underrepresented given that females comprised 53.5% of the Public Service.

Table 8 Public Service executive cohort by gender, headcount at census date, June 2014 and 2015

Gender	June 2014	June 2015
Male	1,226	1,178
Female	950	847
Total [23]	**2,176**	**2,025**

Table 9 Age profile of Public Service executive cohort, headcount at census date, June 2015

Age Bands	June 2015
25 to 34	51
35 to 44	486
45 to 54	780
55 to 64	660
65 plus	48
Total [24]	**2,025**

The median age of the executive cohort in the Public Service is 51 years of age. This is slightly higher than the median age of the government sector executive cohort (50) and 6 years higher than the median age of the total government sector workforce, which is 45 years of age.

While it is the smallest cohort, there are approximately twice the number female executives than males in the 25 to 34 age group, while males dominate all other age groups (see Figure 6).
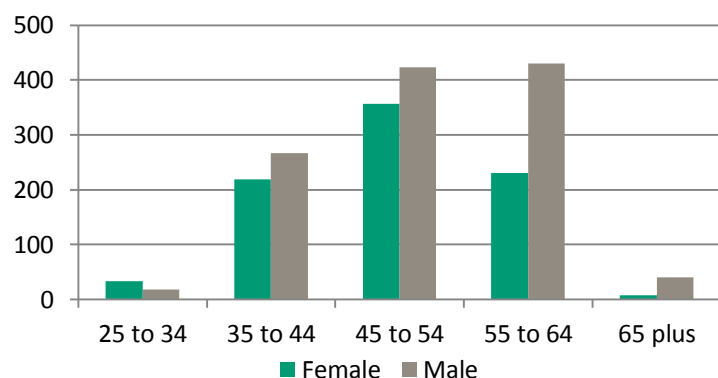

Figure 6 Age profile of Public Service executive cohort by gender, headcount at census date, June 2015

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[19] Figures vary from previously reported figures due to improvements in data classification

[20] Industry, Skills and Regional Development

[21] Trade & Investment, Regional Infrastructure & Services

[22] Includes Public Sevrice Chief Executive Service, SES and award-based senior executives (Senior Officers and equivalents)

[23] All gender analysis excludes records with missing, withdrawn or indeterminate gender data (0.09% and 0.05% of total headcount in June 2014 and 2015 respectively)

[24] Excludes records with missing or withdrawn age data (0.05% of total headcount at June 2015).

Senior executive

4.4   Progress in transition to new GSE Act employment arrangements

There were 384 (19.0%) executives employed under the new arrangements as Public Service Senior Executives at June 2015 (see Figure 8). This cohort includes executives who have transitioned from the former employment arrangements and new executives who have been employed under the new conditions.
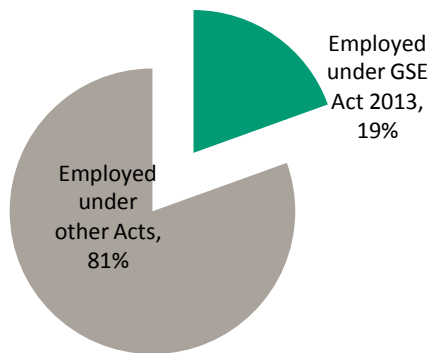

Employed under GSE Act 2013, 19%

Employed under other Acts, 81%

Figure 7 Proportion of Public Service executive cohort employed under GSE Act 2013 provisions, at June 2015

The distribution of the cohort employed under the new arrangements can be seen in Figure 8. There were 60.4% of executives in Band 1, and 26% in Band 2. All departments and agencies are required to submit a Senior Executive Transition plan to the PSC and transition to new arrangements typically starts at Band 3 and progresses down to Band 1. It is expected that the numbers in the 2016 report will show significant increases in the two lower levels, particularly in Band 1.
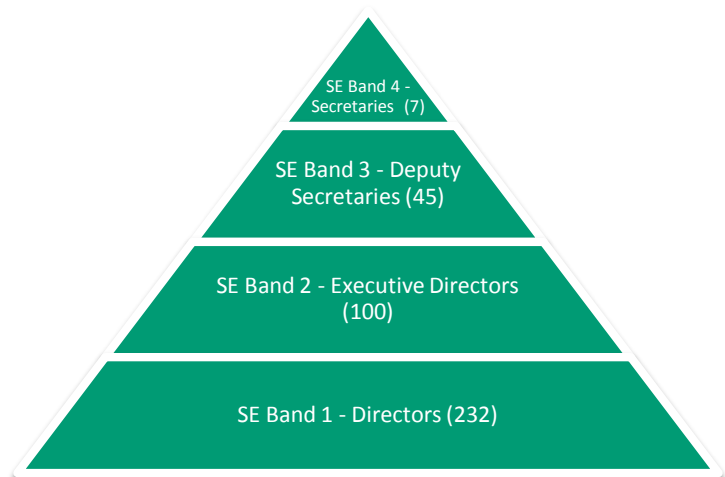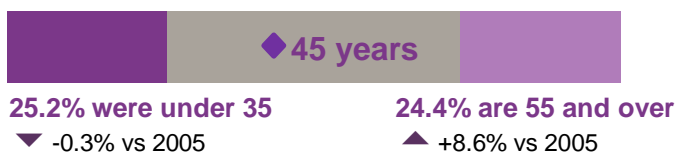

SE Band 4 - Secretaries (7)

SE Band 3 - Deputy Secretaries (45)

SE Band 2 - Executive Directors (100)

SE Band 1 - Directors (232)

Figure 8 Distribution of Public Service executives employed under GSE Act by senior executive salary band , headcount at census date, June 2015

The proportion of females employed under the new arrangements was 3% higher (44.8%) than across the Public Service, indicating the gender imbalance may be decreasing and an early sign that the implementation of the new system is possibly having an impact in addressing the inequality.

5 Who we are

This section reflects aspects of the diversity of the NSW Public Sector. The GSE Act preserves the focus on existing diversity groups (Aboriginal people, women, people from culturally and linguistically diverse backgrounds, and people with disability), but also provides flexibility to encompass a broader spectrum of diversity, including mature workers, young people and carers.
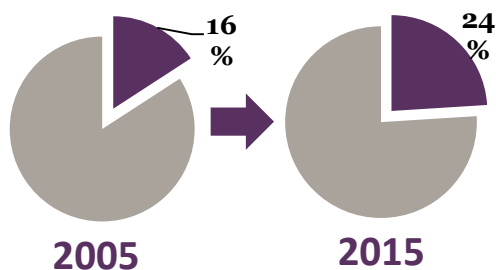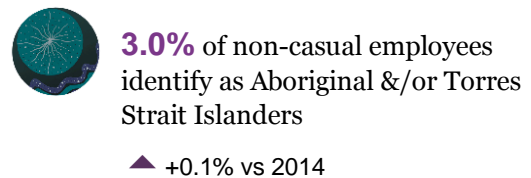
Median age in 2015

◆ 45 years

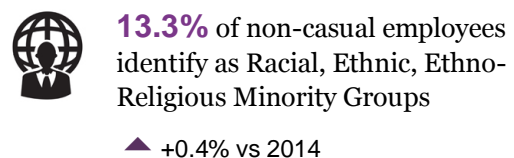**25.2%** were under 35
▼ -0.3% vs 2005

24.4% are 55 and over
▲ +8.6% vs 2005

Diversity response rate

74.8% of non-casual employees answered the diversity questions

▲ +1.6% vs 2014

Employees aged 55 years and over

16 %

24 %

2005   **2015**

Aboriginal &/or Torres Strait Islanders

3.0% of non-casual employees identify as Aboriginal &/or Torres Strait Islanders

▲ +0.1% vs 2014

Racial, Ethnic, Ethno-Religious Minority Groups

13.3% of non-casual employees identify as Racial, Ethnic, Ethno-Religious Minority Groups

▲ +0.4% vs 2014

English as a 2nd language

17.1% of non-casual employees declare English as a 2nd language

▲ +0.9% vs 2014

Disability

Don't DIS myABILITY

2.9% of non-casual employees declare a disability

▼ -0.2% vs 2014
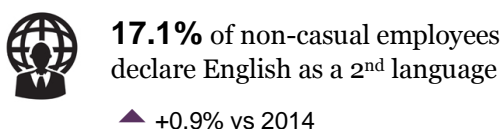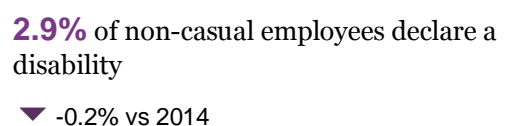
Who we are

Diversity information is provided voluntarily by NSW Public Sector employees and, with the exception of age and gender, there has been a history of under-reporting across diversity groups. Estimated figures are generated from the diversity responses contained within agency human resource systems. The quality of this estimate is directly impacted by the response rates to the diversity questions. Where response rates are low there is low confidence in the estimates. The Public Service Commission introduced a cluster level diversity response threshold of 65% in 2014 to both draw focus to the issue and improve confidence in the estimates. Where response rates fall under the threshold, estimates are not calculated. The response rate for 2015 was 74.8% for the total sector, an increase on the rate of 2014 (73.2%).

5.1   Age

The median age of NSW Public Sector employees remained unchanged from 2014, at 45 years. In 2005 the median age was 44 years, showing there has been little change to this measure in the past 10 years.

Table 10 Median age by service - NSW Public Sector employees, census date 2015

Service	Age (Years)
Public Service	46
Health Service	44
Police Force	39
Teaching Service	43
Transport Service of NSW	48
Other Crown Services	49
Total Government Sector	**45**
State Owned Corporations	44
External to Government Sector	42
Total Public Sector	**45**

The NSW Police Force had the lowest median age (39 years), the highest proportion of employees aged under 35 (35.5% compared with 25.2% across the sector) and the lowest proportion of employees aged 55 and over (7.5% compared with 24.4% across the sector).

Other Crown services had the highest median age (49 years). This group was primarily comprised of the School Administrative and Support (47.2%, median age 49), TAFE Commission (28.1%, median age 52) and Sydney Trains (20.5%, median age 45).

Understanding the age profile of the workforce is an important element of effective workforce planning. There was substantial shifts in the 45 to 54 and above 55 groups, while the proportions of employees 44 years and younger remained relatively constant. Further analysis will be undertaken to understand the impact of this on the workforce.

Over the last ten years, the proportion of Public Sector employees aged between 45 and 54 reduced from 32.3% to 26.1%, while the 55 to 64 age group increased from 14.3% to 20.9% of the total workforce.

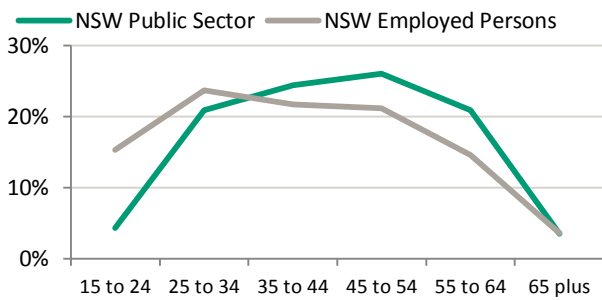 **Figure 9 Age profile of NSW Public Sector, 2005 to 2015**

Who we are

Figure 10 Age profile of NSW Public Sector and NSW Employed persons, June 2015

When compared to the broader NSW workforce, there was a higher proportion of NSW Public Sector workers aged 55 and over (24.4% compared with 18.2% in the greater NSW workforce).
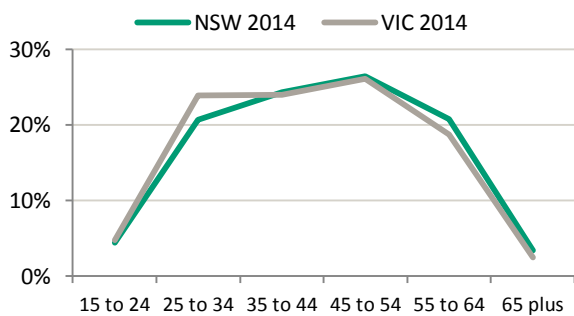

Figure 11 Age profile of NSW & VIC Public Sectors, 2014

Compared to the Victorian Public Sector, there was a similar age distribution, with the greatest difference being in the 25 to 34 range (20.6% in NSW and 23.9%[25] in Victoria in 2014).

Across the sector, there was variability in the age profile of the workforce. The Police Force had a high concentration of employees aged between 25 and 45, coinciding with their younger median retirement[26] age of 56. In all other services, there was a notable decline in employee numbers from around age 55 years.

Within the Health and Teaching Services, the spike in employee numbers at age 25 can be largely attributed to the qualifications required to enter in to professions as nurses, medical practitioners and school teachers.
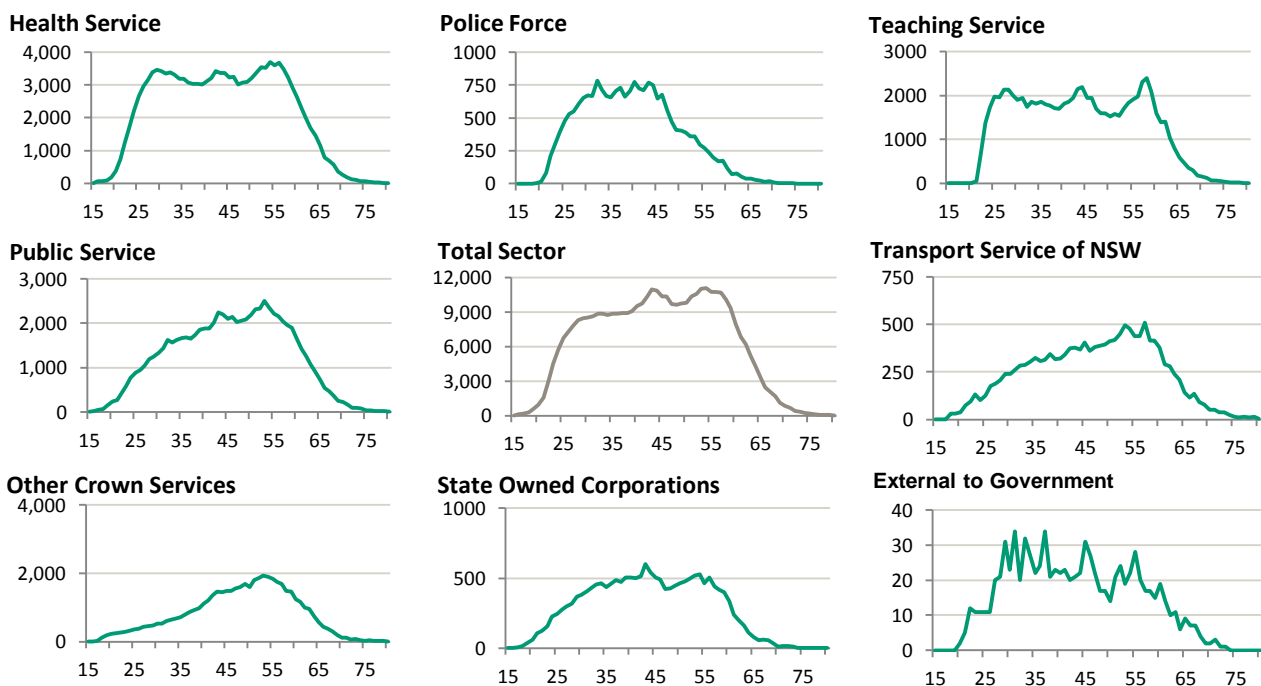

Figure 12 Age profile of NSW Public Sector by Service, June 2015

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[25] The State of the Public Sector in Victoria, 2013-2014
[26] Includes employee-initiated retirements and medical retirements (non-casual)

Who we are

5.2   Gender [27]

Females represented 63.3% of NSW Public Sector employees in 2015 [28], higher than both the proportion of NSW employed persons [29] (45.7%) and the total NSW female population (50.9%, see Figure 12).
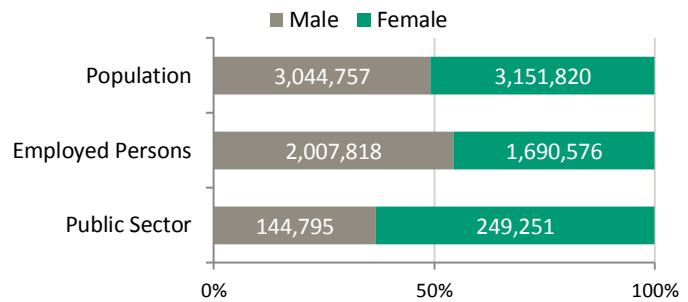

Figure 13 Gender profile of NSW population, NSW employed persons and NSW Public Sector, 2015
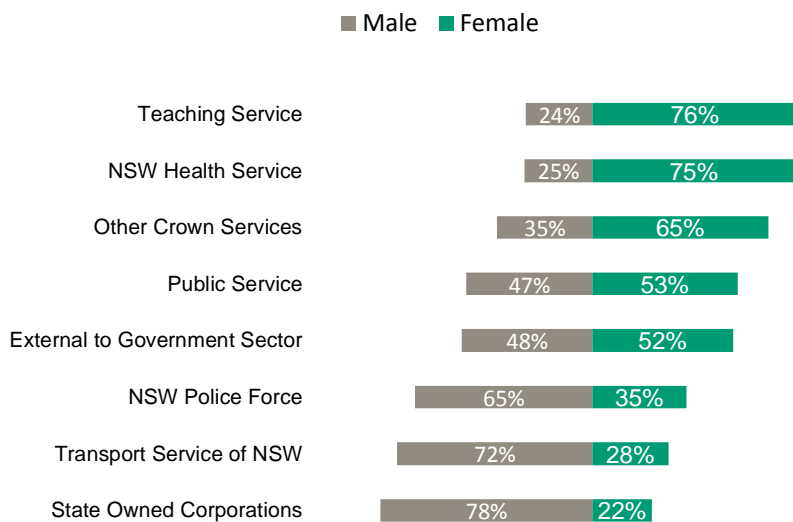

Figure 14 Gender profile of NSW Public Sector services, June 2015

The Teaching Service and Health Service together made up 54.1% of the Public Sector, and three quarters of their employees were female. Within the Teaching Service, 75.5% of its employees were female, followed by NSW Health Service (74.9%).

The highest proportion of males in the NSW Public Sector was within the Transport Service of NSW, the NSW Police Force and State owned corporations which include the energy companies, water corporations and ports corporations.

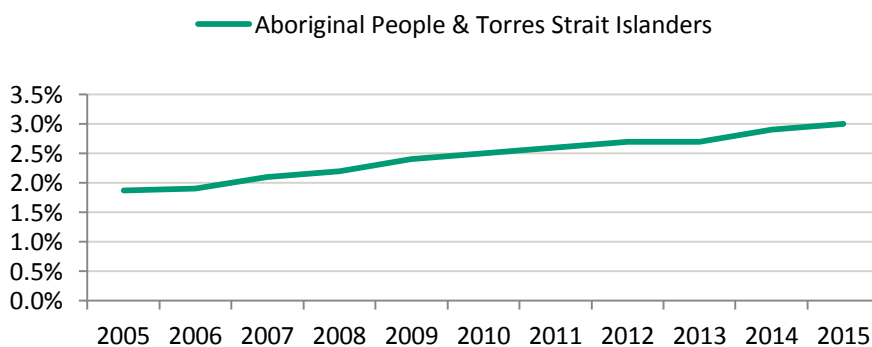## 5.3   Aboriginal and Torres Strait Islander

Figure 15 NSW Public Sector Aboriginal and Torres Strait Islander estimates, non-casual employees, 2005–2015

Australian Bureau of Statistics figures from 2011 estimated that 2.9% of the NSW population identify as Aboriginal people [30]. In the NSW Public Sector, 3.0% of employees identify as Aboriginal, a slight increase from 2.9% in 2014 and continuing the trend of increases over time (see Figure 14).

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[27] The NSW Public Sector gender options are male, female and indeterminate/intersex; in 2015 there are 5 indeterminate/intersex employees recorded which are excluded from breakdown for privacy reasons
[28] Excludes missing or withdrawn gender data (0.06% of total headcount)
[29] Australian Bureau of Statistics 2015, *Labour Force, Australia, Detailed, June 2015,* cat. no. , 6291.0.55.003 - ABS, Canberra
[30] ABS 3238.0.55.001 - Estimates of Aboriginal and Torres Strait Islander Australians, June 2011

Who we are

Compared to the other large Government jurisdictions in 2014, NSW had a higher estimated proportion of Aboriginal employees (2.9% in 2014) than both Queensland (2.1%)[31] and Victoria (0.3%)[32].

Table 11 Aboriginal and Torres Strait Islander estimates by cluster, non-casual Public Sector employees at June 2015

The representation of Aboriginal employees varied by cluster as shown in Table 11, with the highest representation in the Planning and Environment cluster.

Aboriginal employees in the NSW Public Sector had a lower median age (41 years) than the total sector (45) and shared a similar gender profile to the sector, with 64.6% of Aboriginal employees identifying as female (compared with 63.3% across the sector).

The median tenure for Aboriginal employees remained unchanged from 2014 at 7.1 years. This remained lower than that of non-Aboriginal employees whose median tenure in 2015 was 9.0 years.

Cluster	Aboriginal People & Torres Strait Islanders
Education	3.3%
Family & Community Services[33]	*
Finance, Services & Innovation	1.8%
Health	2.4%
Industry	2.2%
Justice	3.5%
Planning & Environment	6.2%
Premier & Cabinet	2.0%
Transport [34]	*
Treasury	0.7%
External to Government Sector	0.7%
Total Public Sector	**3.0%**

The median remuneration for Aboriginal and Torres Strait Islander employees was lower than the total sector.

Looking at occupation type, Aboriginal employees were over-represented in some lower paid occupations. In 2015, 35.6% of Aboriginal employees were community and personal service workers compared with 18.5% of the Public Sector.

Conversely, professionals[35] accounted for 49.6% of the Public Sector, and only 32.5% of Aboriginal employees.

Managers accounted for 4.5% of the Public Sector workforce but only 3.2% of Aboriginal employees were managers.

Figure 16 Aboriginal people median remuneration, non-casual Public Sector employees, June 2015

One of the NSW State Priorities announced in 2015 is to double the number of Aboriginal people in senior leadership roles within ten years, which aims to redress this imbalance.

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[31] Queensland Public Service Workforce Characteristics 2013/14

[32] The State of the Public Sector in Victoria, 2013-2014

[33] Family & Community Services response rate was 50.4%, falling below the 65% threshold for calculation of estimates; 9.0% of employees identified as Aboriginal and Torres Strait Islander, headcount at census date June 2015

[34] Transport response rate was 58.6%, falling below the 65% threshold for calculation of estimates; 1.7% of Transport employees identified as Aboriginal and Torres Strait Islander, headcount at census date June 2015

[35] Finance, Human Resources, IT, Legal, Teachers, Science Professionals, Health Diagnostic, Promotion and Therapy Professionals, Medical Practitioners, Nurses, Engineers, Architects, Sales and Marketing, Social and Welfare Professionals

5.4 Ethnicity

Table 12 Ethnicity and language first spoken estimates by cluster, 2015

Cluster	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose Language First Spoken as a Child was not English
Education	9.8%	11.0%
Family & Community Services[36]	*	*
Finance, Services & Innovation	21.0%	21.9%
Health	13.2%	22.5%
Industry	9.7%	13.1%
Justice	14.4%	10.8%
Planning & Environment	9.7%	11.2%
Premier & Cabinet	15.2%	14.0%
Transport[37]	*	*
Treasury	21.2%	24.2%
External to Government Sector	33.4%	30.0%
Total Public Sector	**13.3%**	**17.1%**

In the NSW Public Sector, 13.3% of employees identify as being from a racial, ethnic, or ethno-religious minority group and 17.1% identified their language first spoken as a child was not English. In comparison, the 2011 Australian Bureau of Statistics (ABS) Census[38] identified that 27.3% of the NSW population were born overseas and that 16.3% spoke a language other than English at home.

There was a notable range in representation across the clusters. Within the government sector, the Treasury cluster had the highest representation in both groups. Treasury and Finance, Services and Innovation had large numbers of finance and ICT roles which feature high employee representation in these two measures of ethnicity. External to government sector entities had the highest representation in both groups across the total Public Sector.

Compared to other major jurisdictions in 2014, Victoria had the highest representation of people whose language first spoken as a child was not English (19.0%)[39] followed by NSW (16.2%) and Queensland (9.4%)[40].

5.5 Disability

Employee disclosure of disability status is voluntary, and factors impacting under-reporting include the relevance of disability to their role, fear of stigma or discrimination, and the issue of employees not updating their status if they have acquired a disability.

Across the sector, 2.9% of employees identified as people with disability in 2015, with Finance, Services & Innovation and Premier and Cabinet clusters having the highest representation of employees with disability (see Table 13). Less than 1% of the total sector identified as people with disability requiring work-related adjustment.

Looking at other jurisdictions, NSW had the lowest proportion of employees identifying as people with disability (3.1%), compared to Victoria (4.0%[41]) and Queensland (3.7%[42]) in 2014.

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[36]Family & Community Services response rate was 50.4%, falling below the 65% threshold for calculation of estimates; 18.8% of FACS employees identified as being from racial, ethnic, ethno-religious minority groups, and 20.4% identified as language first spoken as a child other than English (headcount at census date June 2015)

[37]Transport response rate was 58.6%, falling below the 65% threshold for calculation of estimates; 24.6% of Transport employees identified as being from racial, ethnic, ethno-religious minority groups, and 25.2% identified as language first spoken as a child other than English (headcount at census date June 2015)

[38] ABS 2011 Census of Population and Housing (NSW)

[39] The State of the Public Sector in Victoria, 2013-2014

[40] Queensland Public Service Workforce Characteristics 2013/14

[41] The State of the Public Sector in Victoria, 2013-2014

[42] Queensland Public Service Workforce Characteristics 2013/14

Table 13 Disability - NSW Public Sector non-casual employees estimates by cluster at June 2015

Cluster	People with Disability	People with Disability Requiring Work-related Adjustment
Education	3.0%	0.7%
Family & Community Services[43]	*	*
Finance, Services & Innovation	5.6%	1.9%
Health	2.0%	0.5%
Industry	3.4%	0.8%
Justice	3.1%	0.9%
Planning & Environment	3.3%	0.8%
Premier & Cabinet	4.1%	1.0%
Transport[44]	*	*
Treasury	2.7%	0.6%
External to Government Sector	3.0%	1.0%
Total Public Sector	**2.9%**	**0.8%**

The proportion of people with disability in the NSW Public Sector has declined over the past ten years. The PSC is currently reviewing this policy area with the aim to improve this trend. Victoria and Queensland have both seen a decline over a consistent period of time, albeit from a higher base, indicating that this is an issue which is not exclusive to the NSW Sector. There are challenges with comparing data across jurisdictions and with national disability statistics due to various definitions being in place. The PSC is undertaking a review of our disability statistics to improve the quality, coverage and coherence of the data collected.
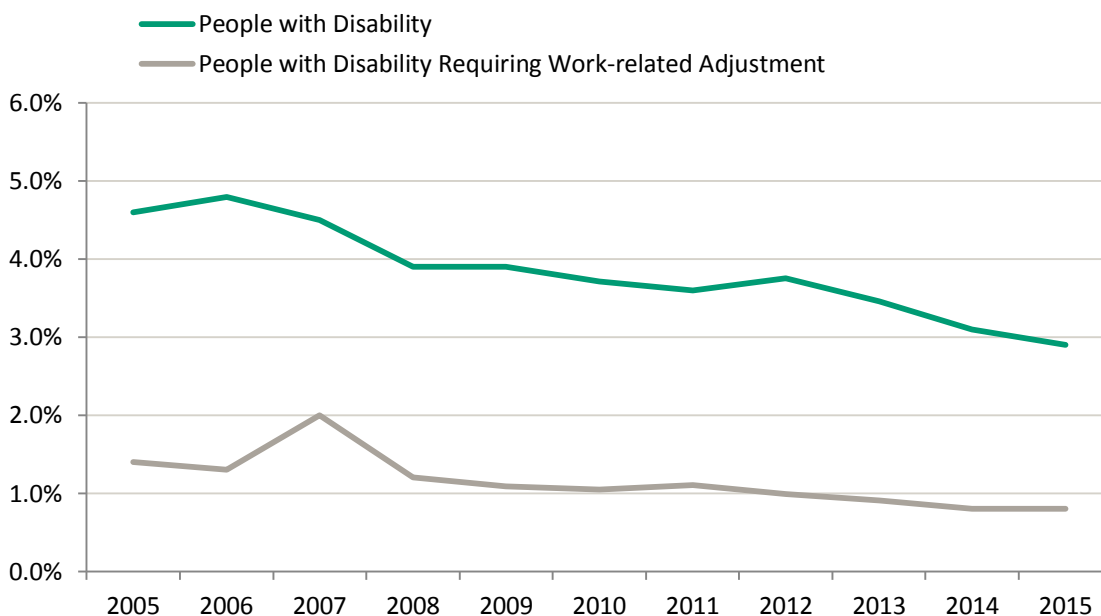

Figure 17 Disability estimates, NSW Public Sector non-casual employees, 2005 – 2015

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[43]Family & Community Services response rate was 50.4%, falling below the 65% threshold for calculation of estimates; 5.2% of FACS employees identified as people with disability, and 1.8% identified as people with disability requiring work-related adjustment (headcount at census date June 2015)

[44]Transport response rate was 58.6%, falling below the 65% threshold for calculation of estimates; 4.1% of Transport employees identified as people with disability, and 1.5% identified as people with disability requiring work-related adjustment (headcount at census date June 2015)

6   What we do

The NSW Government delivers a broad range of services from a diverse range of occupation groups. This chapter considers the various employment arrangements that staff within the sector are employed in and the roles that they perform. It considers both the flexibility and the differences within our workforce. For the first time this section includes analysis on contingent labour through data provided by Department of Finance, Services and Innovation. While these workers are employed by the third party agencies who provide their services, they are important contributors to the collective outputs of the sector.

Largest occupation groups

non-casual headcount at census date, June 2015

67,278 school teachers

50,426 midwifery and nursing professionals

23,084 general clerks

16,701 firefighters and police

Part-time roles

13.5%   **86.5%**

Employment arrangements

79.7% ongoing
nil change from 2014

12.7% temporary
▲ +0.1% from 2014

5.1% casual
▼ -0.1% from 2014

6.1 Employment categories

Ongoing, temporary and casual employees made up more than 97% of all employees in NSW Public Sector in 2015, and the balance of these employment arrangements has been changing over time.

The number of ongoing employees in the NSW Public Sector has been decreasing since 2012, a total decrease of 6,628 FTE (-2.5%) over the period (see Figure 17[45]). This mirrors a similar trend in the Australian Public Sector[46] which has seen decreases in the number of ongoing staff each year since 2013.

In the past year the external to Government sector and the Teaching Service experienced reductions in ongoing employees while the Public Service, with 81% of its staff employed on an ongoing basis, saw an increase of 1.2% over this time.

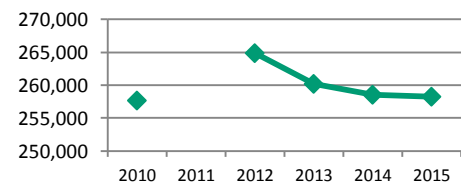**Table 14 Public Sector top three employment categories comparison, annual FTE, 2014 & 2015**

Employment Category	2014 FTE	2015 FTE	%	change last year
Ongoing[47]	258,565	258,246	79.7%	-0.1%
Temporary[48]	41,015	41,138	12.7%	0.3%
Casual	16,960	16,692	5.1%	-1.6%

Ongoing

Temporary

Casual

Figure 18 Public Sector top three employment categories comparison, annual FTE, 2010 - 2015

Casual numbers have also been decreasing over this period, with a reduction of 1,339 FTE (-7.4%) in 2015 compared to 2012.
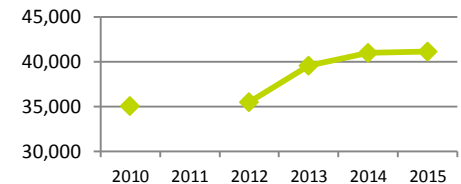
In contrast, temporary employees comprised a growing proportion of the sector, increasing from 10.9% in 2012 to 12.7% in 2015, an increase of 5,652 FTE. This primarily relates to a 2,413 FTE increase in temporary school teachers, 42.7% of the total increase.

In 2015, the NSW Police Force and the Transport Service of NSW had the highest proportion of ongoing employees of all services in the Public Sector (99.1% and 86.2% respectively, see Table 15). In the Transport Service of NSW, bus and train drivers were the largest occupation group (3,830 headcount) and were primarily employed in ongoing roles (98.0%) while the Police Force had a very small number of temporary and casual staff employed to support the commissioned officers.

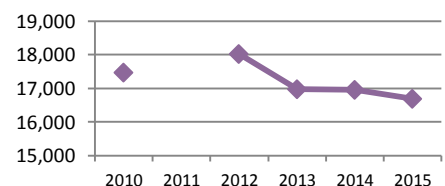[45] 2011 data is excluded as NSW Health only submitted six months data due to restructure

[46] APS employee headcount, Australian Public Service Commission (http://stateoftheservice.apsc.gov.au/2015/09/aps-employee-headcount/)

[47] **Ongoing** includes Ongoing/Permanent – Senior Officer and Ongoing/Permanent – Other than Senior Officer. Ongoing is the term used in the GSE Act to refer to permanent employees. Although the term "permanent" continues to be used in some parts of the Public Sector other than the Public Service, the term "ongoing" is used in this report to cover both,

[48] **Temporary** includes temporary employees, temporary senior officers, temporary teachers and graduates.

Table 15 Top three employment categories by service, headcount at census date, 2015

Service	Ongoing	Temporary	Casual
Public Service	56,780	8,340	5,460
NSW Health Service	104,607	19,858	10,056
NSW Police Force	20,436	158	4
Teaching Service	50,399	17,579	10,350
Transport Service of NSW [49]	12,817	360	275
Other Crown Services [50]	29,724	8,784	10,823
Total Government Sector	**274,763**	**55,079**	**36,968**
State Owned Corporations [51]	14,726	484	91
External to Government Sector [52]	739	87	7
Total Public Sector	**290,228**	**55,650**	**37,066**

The Teaching Service and other Crown services had the highest proportion of temporary employees. There were 23.2% of school teachers who were temporary employees, and 4,892 temporary education aides in other Crown services in 2015.

Other Crown services had the highest proportion of casual employees (21.6%). Of the 10,823 casuals in other Crown services in 2015, 5,384 (49.7%) were school support staff and 4,927 (45.5%) were TAFE teachers.

6.2   Employment arrangements

Understanding the opportunities for working flexibly are important considerations in promoting diversity within the sector. The Workforce Profile produces information on the number of people employed part time to help inform this strategy development.

The proportion of the NSW Public Sector in part-time employment has increased from 24.8% in 2010 to 26.9% in 2015.

The highest proportion of part-time employees in 2015 was in other Crown services (50.5%, see Figure 19). These were primarily education aides (9,057) and general clerks (9,530) in school admin and support staff.

The highest proportions of full-time employees were in State owned corporations (95.2%), the Police Force (91.7%) and the Transport Service (87.3%).
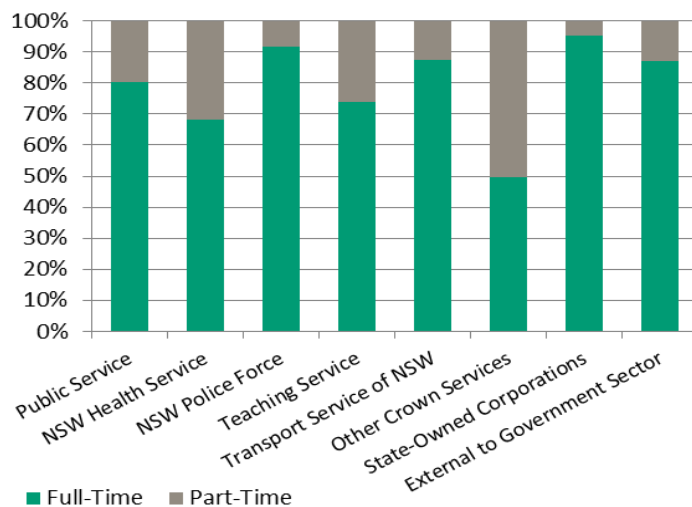

Figure 19 Employment arrangement by service, non-casual headcount at census date, 2015

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[49] Includes Transport for NSW, Roads and Maritime Services and State Transit Authority

[50] Includes TAFE NSW, School Administrative and Support, Sydney Trains, NSW Trains and Office of Transport Safety Investigations

[51] State owned corporations (SOCs) were reported within the Government Sector in the 2014 Workforce Profile Report. SOCs may be brought into the government sector for purposes where prescribed by the Government Sector Employment Regulation, for example, providing workforce data to the Public Service Commissioner.

[52] External to government sector includes other NSW Public Sector entities such as public financial corporations, and other organisations with their own employment arrangements contained in legislation, such as the Independent Commission Against Corruption and the Audit Office. All Public Sector entities that are external to the government sector participated in the 2015 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

What we do

Table 16 Employment arrangement by cluster, non-casual headcount at census date, 2015

	Part-time Headcount	Full-time Headcount	Total Headcount
Public Service	13,192	54,246	**67,453**
NSW Health Service	39,631	85,001	**124,634**
NSW Police Force	1,705	18,915	**20,620**
Teaching Service	17,749	50,229	**67,978**
Transport Service of NSW [1]	1,849	12,744	**14,593**
Other Crown Services [1]	19,863	19,506	**39,372**
Total Government Sector	**93,989**	**240,641**	**334,650**
State Owned Corporations [1]	860	16,916	**17,776**
External to Government Sector [1]	117	786	**903**
Total Public Sector	**94,966**	**258,343**	**353,329**

In State owned corporations, the majority of the roles were technical such as engineering and electricians. These roles also had a very low ratio of females to males (1:23).

In the Police Force, the majority of roles were police officers and detectives (77.6%), with an overwhelming majority working full-time (93.0%).

In the Transport Service, bus and train drivers made up 25.9% of the workforce and 91.9% of these roles were full-time.

Table 17 Employment arrangement by gender, non-casual headcount census date 2015

Employment Arrangement	Male	Female
Full-Time[53]	118,230	139,967
Part-Time	12,825	82,139
Total	**131,055**	**222,106**

Thirty-seven percent of females in the NSW Public Sector were in part-time employment arrangements in 2015, notably higher than the proportion of males (9.8%).

Of the 104 agencies in the NSW Public Sector, 85 agencies had at least 75% of part-time roles occupied by females. In contrast, only one agency, State Transit Authority, had 75% of part-time roles occupied by males, reflective of the higher male representation in the agency.
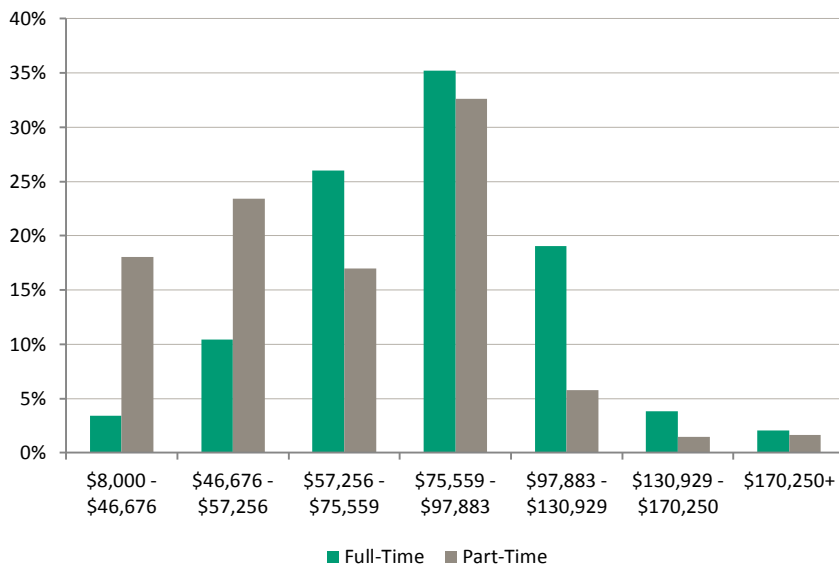
Part-time

Full-time[53]

■ Male ■ Female

Figure 20 Employment arrangement by gender, non-casual headcount census date 2015

Despite a higher representation of females across the sector in 2015 (62.9%), the proportion of females and males was more similar in full-time roles (54.2% female, 45.8% male).

Almost half (49.0%) of females working part-time were in roles classified in the professionals occupation group. The primary occupations were school teachers (15,628, 38.8%), midwifery and nursing professionals (14,817, 36.8%), social and welfare professionals (2,130, 5.3%) and health therapy professionals (1,836, 4.6%).

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[53] Indeterminate/ Intersex represents 0.002% of all Full-time employees

Figure 21 Employment arrangement by salary band (non-casual), 2015 [1]

Almost twenty five percent of full-time employees earned more than $97,883 in 2015 while only 8.9% of the total part-time employees earned above this salary.

The large number of part time employees in professions including nursing and teaching boosted the proportions of the mid-range salaries. However, there was also a notably higher proportion of part time roles with lower salaries compared to the full time roles.

Employment arrangements varied between different occupation groups. Only 4.5% of managers worked part-time in 2015, compared to 36.1% of labourers, who had the highest proportion of part-time employees of all occupation groups. The dominance of full time managers in this comparison suggests that working part time as a manager is not generally perceived as normal, a view that may need to be challenged to achieve good talent retention and productivity outcomes.
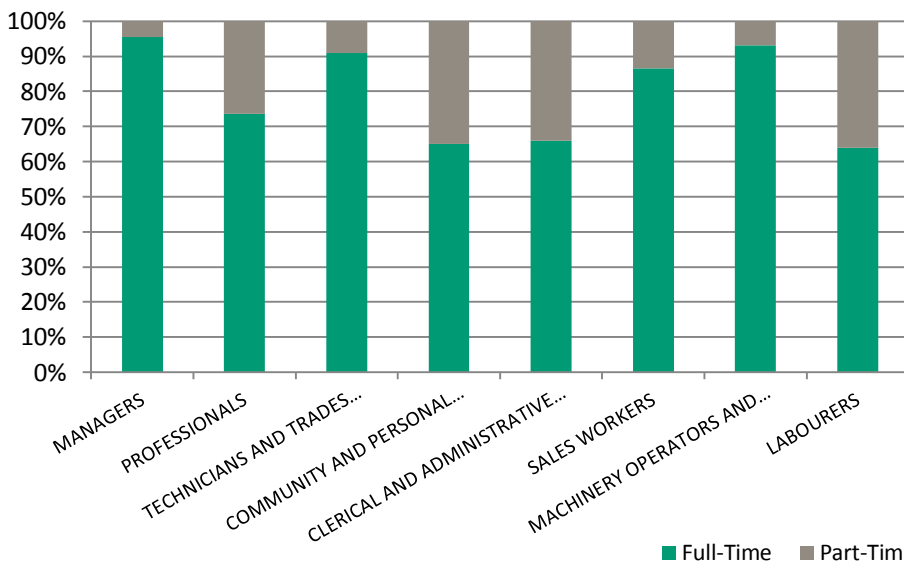

Figure 22 ANZSCO major groups by employment arrangement, non-casual headcount at census date, 2015

Apart from managers, 'technicians & trade workers' and 'machinery operators & workers' also had a low percentage of employees working part-time, at 9.1% and 6.8% respectively.

State owned corporations were the largest employer of technicians & trades workers. In this group 61.6% of these employees worked as electricians and electronics & telecommunications trades workers, with 99.9% of these working full-time.

Table 18 Top five occupations by employment arrangement and gender, ANZSCO minor group, non-casual headcount at census date, 2015

Full-time

Male	Headcount	Female	Headcount
Fire Fighters and Police[54]	14,478	School Teachers	33,810
School Teachers	13,426	Nursing Professionals[55]	23,886
Medical Practitioners	5,536	General Clerks	8,235
Automobile, Bus & Rail Drivers	5,125	Health & Welfare Support Workers	6,431
Nursing Professionals[55]	4,772	Social & Welfare Professionals	5,017

Part-time

Male	Headcount	Female	Headcount
School Teachers	2,008	School Teachers	15,628
Miscellaneous Labourers	1,752	Nursing Professionals[55]	14,817
Medical Practitioners	1,487	General Clerks	12,277
Nursing Professionals [55]	1,006	Education Aides	8,132
Education Aides	969	Health & Welfare Support Workers	4,357

The Transport Service of NSW was the largest employer of machinery operators & workers. In this group 95.3% worked as bus, rail and truck drivers, with 92.3% of these working full-time.

The Health and Teaching Services were the largest services in the NSW Public Sector and this is reflected in the occupations for full-time and part-time arrangements.

The largest occupation group for females in both full-time and part-time employment was school teachers. In the NSW Public Sector in 2015, 22.3% of all females worked as school teachers compared to 11.8% for males.

The largest full-time occupation group of males was fire fighters and police, comprising 12.2% of all non-casual male NSW Public Sector employees in 2015.

For many years the largest single occupation for non-casual male employees has been school teachers. Non-casual headcount of full-time male school teachers has been consistently declining from 14,467 in 2010 to 13,426 in 2015. The shift away from this occupation is consistent with the national trend of a declining proportion of male teachers[56] and growing number of female teachers. Nationally, male school teachers accounted for 28.7% of teaching staff in 2010, decreasing each year to 27.7% in 2014[57].

In 2015 in the NSW Public Sector, the full-time occupations with the largest gender imbalances[58] were receptionists and construction & mining labourers. For every male receptionist there were 13.1 female receptionists, while there was one female construction & mining labourer for every 252.8 males.

In part-time employment, the occupations with the largest gender imbalances[59] were personal assistants and secretaries, and farm, forestry and garden workers. There was one male for every 49.3 female personal assistants & secretaries in 2015, and one female for every 7.0 male farm, forestry and garden workers.

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[54] Full description of this ANZSCO is Defence Force Members, Fire Fighters and Police

[55] Full description of this ANZSCO is Midwifery and Nursing Professionals

[56] 2014 Teaching Workforce Supply and Demand, NSW Education & Communities (https://www.det.nsw.edu.au/media/downloads/about-us/statistics-and-research/key-statistics-and-reports/workforce-plan-4-school-teachers.pdf)

[57] Australian Bureau of Statistics, 2014, Schools, Australia 2014 (www.abs.gov.au/ausstats/abs@.nsf/mf/4221.0)

[58] Excludes occupations with less than 1,000 headcount

[59] Excludes occupations with less than 100 headcount

6.3 Contingent Labour

A large number of contingent workers service the NSW Public Sector. However, these individuals are not included in the PSC workforce profile data collections as they are not direct employees of the NSW Government, being sourced through a third-party supplier.

The following section of this report is based on supplier data collected and collated by NSW Procurement for the fiscal year July 2014 to June 2015[60]. The data does not include any frontline staff (teachers, nurses, etc.). A whole of sector vendor management system (Contractor Central) introduced in 2014 is being progressively rolled out and was in use by some agencies, notably Family and Community Services and Education. While its data does not feature in this analysis, it will in time replace the manually submitted data collected by NSW Procurement and deliver significant data quality improvements.

Contingent workers are typically brought in to meet a short term need. This is reflected in their tenure, with 71.6% of contingent workers having worked for less than 12 months in 2015.

The size of the contribution of these workers was substantial. The contingent labour workforce was the equivalent of 6,100 FTE in 2015[61]. The following analysis uses this conversion to FTE to provide an indication of size and impact.
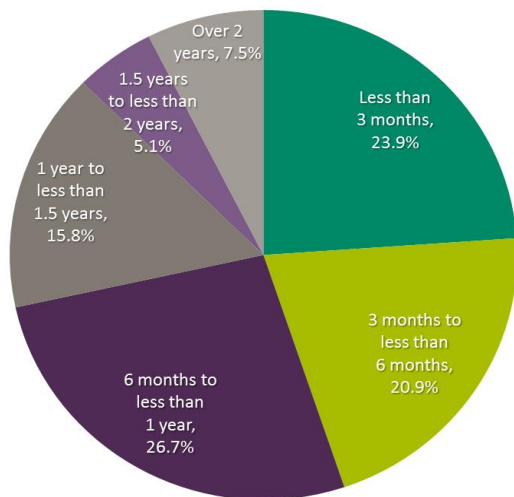

Figure 23 Contingent labour – tenure by headcount for FY2015

The largest number of contingent workers was in the administration category (1,656 FTE). Despite having the highest FTE (27.2% of total), the administration category only accounted for 14.0% of the reported total spend on contingent labour. This was due to the relatively low average cost of roles in the administration category.

Spend on ICT accounted for over half of the reported spend on contingent labour in 2015 (50.3% across ICT Network and Equipment; ICT Management, Implementation & Support; and ICT Applications, Databases and Systems). In terms of FTE, these three categories only accounted for 2,257.7 FTE, or 37.0% of the total, highlighting that many ICT roles were paid higher salaries.
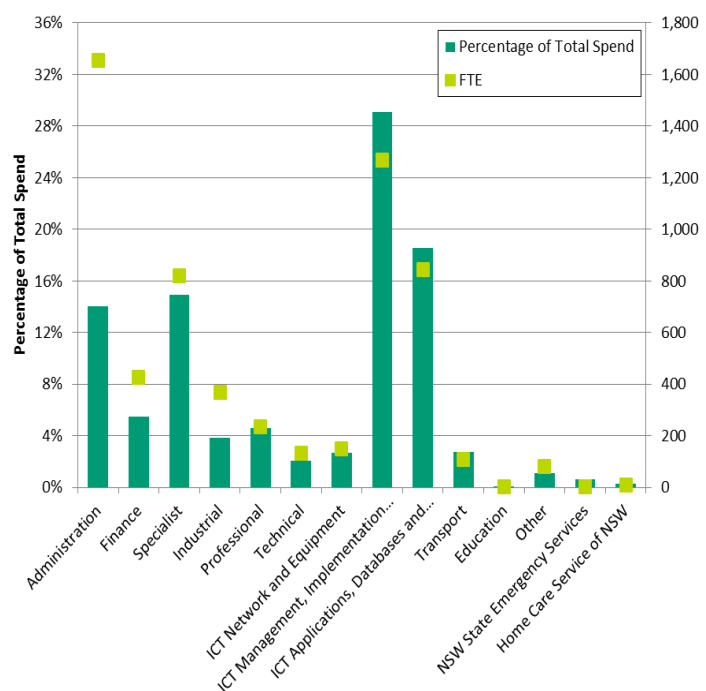

Figure 24 Contingent labour – percentage of spend vs annual FTE, 2015

[60] The suppliers of contingent labour submit data on a monthly basis to Department of Finance, Services & Innovation
[61] FTE calculated based on a 35 hour week

When the contingent labour workforce is compared with workers employed directly by the NSW Government, the administration category exhibits a similar spread of remuneration.
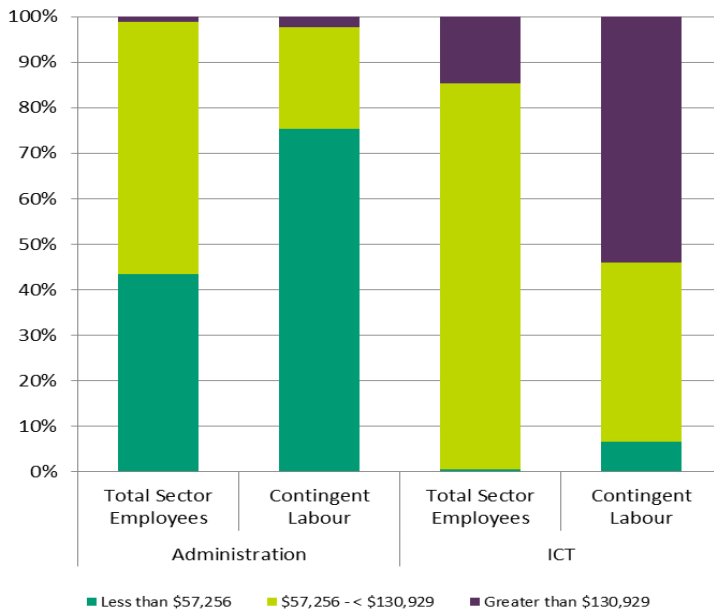

Figure 25 Admin & ICT - total sector employees vs contingent labour – annual FTE as percentage of total, by salary bands for FY2015

On the other hand, the ICT category differed in that the proportion of the contingent labour workforce in the higher remuneration ranges (greater than $130,929) was much larger than for NSW Government employees. This could be due to these types of roles being short term positions, with 72.8% of contingent workers in this group having worked for less than eighteen months. We also understand through working with the ICT Leadership Group in developing ICT Workforce Plans that these roles are mostly in specialised areas. Through the Remuneration Review conducted by the PSC in 2015, there is also evidence of permanent ICT roles being prone to over grading. This lends itself to the view that the sector competes closely with the general market for ICT skills creating pressure on pay rates and established industrial remuneration settings and awards to secure desired resources. While this also appears to occur to some extent in finance, it is much less prevalent in generalist and policy areas.

NSW Procurement has led the implementation of a whole of sector vendor management system, Contractor Central, to facilitate the employment of contingent labour while also providing functionality to monitor and compare costs and performance. This is being embraced and progressively implemented across the sector to manage agencies' contingent workforce, from developing requirements through to on-boarding staff into roles. As more agencies adopt it, this system will provide significant improvements to the coverage, quality, benchmarking and analytical ability of contingent labour activity.

7   Where we work

The NSW Government is the largest single employer in Australia. It also employs a large proportion of the workforce in many parts of NSW, and the economies of some regional communities have a dependence on the flow-on effects of Public Sector employment. Figure 26 illustrates the total number of NSW Government employees by region[62].
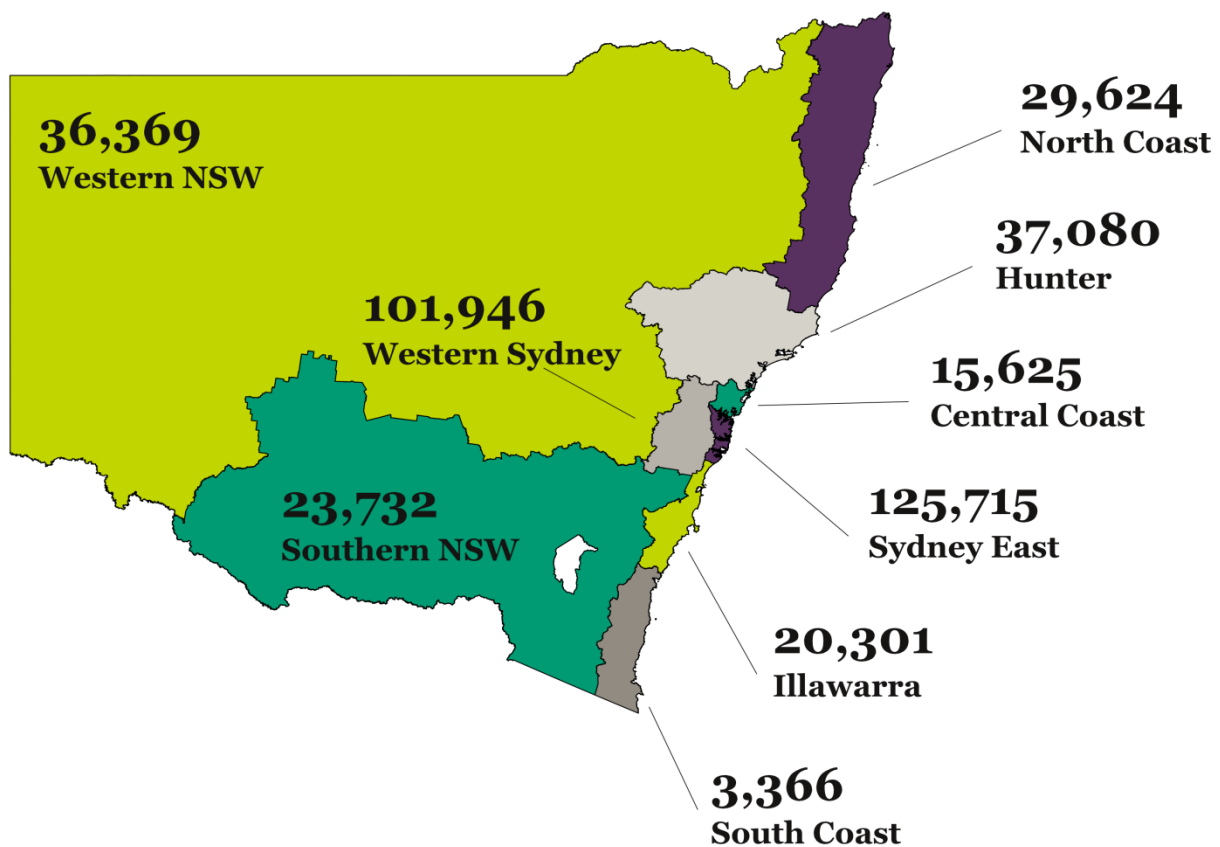

Figure 26 Headcount of NSW Public Sector employees by region, June 2015

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[62] NSW Regions as defined by the Department of Premier and Cabinet (see **13.2**)

7.1   Public Sector relative to the NSW workforce

According to the Australian Bureau of Statistics, there were 3,712,601 employed persons in NSW at June 2015[63]. Of these, the NSW Public Sector accounted for 10.6%. Most NSW Government employees are located in Sydney, but as can be seen in Figure 26, there are significant numbers of employees located in other areas of the State. Staff working in regional areas are primarily involved in frontline work such as health care, education and emergency services.
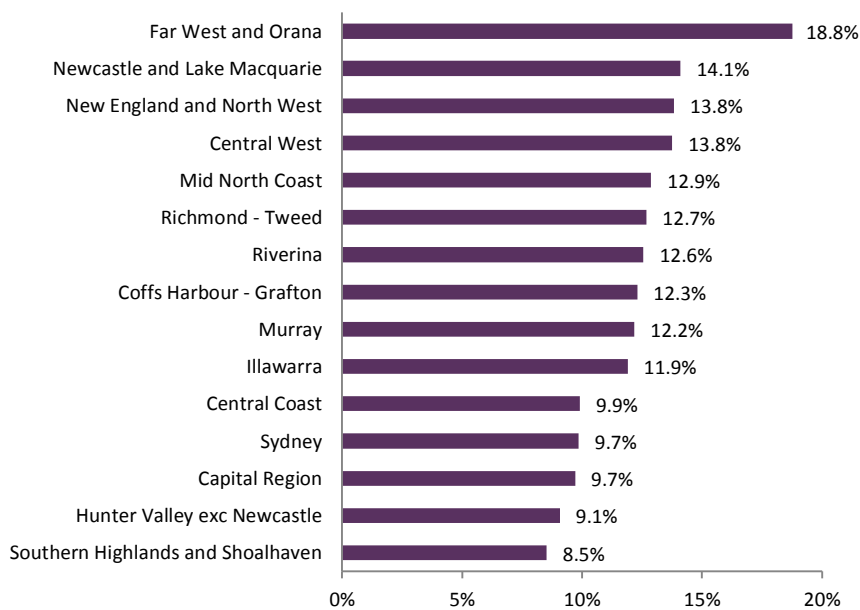

Figure 27. Percentage of employed persons that are NSW Public Sector employees within each region, June 2015

Analysis of the geographic distribution of Public Sector employees relative to the overall workforce can provide insights about where the contribution of government employment to local and regional economies is significant. Figure 27 shows the percentage of employed persons that are Public Sector employees in each region[64]. This illustrates the degree of variation in the contribution that Public Sector employment makes across the State.
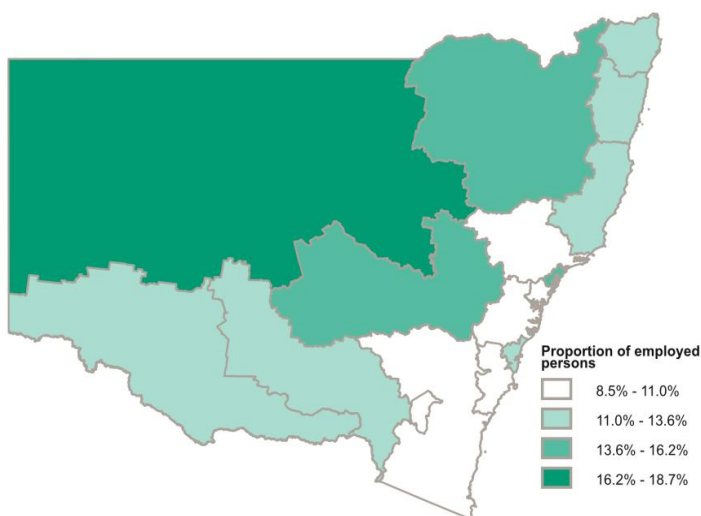

Figure 28. Map showing proportion of employed persons that are NSW Public Sector employees, 2015

At 18.8%, the Far West and Orana region has the highest proportion of NSW Government employees relative to the total workforce. This compares to Sydney where only 9.7% of employed persons are Public Sector workers.

The difference between regions in this respect is illustrated by Figure 28. This map shows that in most regional areas, the contribution of Public Sector employment is much greater (as a percentage of employed persons) than in Sydney.

[63] Australian Bureau of Statistics (ABS) Labour Force, Australia (6202.0), Aug 2015 – released 10 August 2015
[64] Regions used are ASGS SA4, See **13.1**

Where we work

7.2   Regional profiles

The composition of Public Sector employment for each NSW Region[65] is detailed below. For most regions outside of Sydney, teachers and health professionals make up the largest proportions of the Public Sector workforce.

💼 denotes the number of non-casual employees who work within the region

🏠 denotes the number of non-casual employees who live within the region

WESTERN NSW

💼 31,627

🏠 31,053

The NSW Government employs 31,627 non-casual employees in Western NSW. The largest government employer in the region is the NSW Health Service (10,311) followed by the Teaching Service (6,529) and the Department of Education's School Administrative and Support Staff division (2,559). The next largest employer in the region after health and education related agencies is the NSW Police Force with 1,714 employees.

SOUTHERN NSW

💼 20,636

🏠 20,628

In Southern NSW there are 20,636 non-casual Public Sector employees. The primary employers in Southern NSW are the NSW Health Service (6,539) followed by the Teaching Service (4,804) and the Department of Education's School Administrative and Support Staff division (1,533). The next largest employer in the region after health and education-related agencies is the NSW Police Force with 1,289 employees.

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[65] NSW Regions as defined by the Department of Premier and Cabinet (see **13.2**)

Where we work

SOUTH COAST

💼 2,793

🏠 2,794

The South Coast region of NSW includes the local government areas of Bega Valley and Eurobodalla. There are 2,793 non-casual Public Sector employees in the region. The NSW Health Service employs 1,035 staff, the Teaching Service employs 651 staff, and the Department of Education's School Administration and Support staff employs 255. The NSW Police Force also employs 144 staff in the region, 131 of which are frontline officers.

In 2015 there were 25,190 non-casual Public Sector employees in the North Coast region. The largest employers on North Coast were the NSW Health Service (10,093), the Teaching Service (5,300) and School Administration and Support staff (1,870). Essential Energy had 1,430 Public Sector employees as a State owned corporation, and the NSW Police Force employed 1,096 staff including 930 frontline officers. The TAFE Commission also employed 874 people in the region.

NORTH COAST

💼 25,190

🏠 24,539

HUNTER

💼 32,805

🏠 33,233

There are 32,805 non-casual Public Sector employees in the Hunter region. The top five employers are the NSW Health Service (12,421), the Teaching Service (6,854), School Administrative and Support Staff (1,979), the Department of Family and Community Services (1,880) and the NSW Police Force (1,334).

Where we work

In the Central Coast there were 13,933 non-casual Public Sector employees at June 2015. The primary employers in the Central Coast were the NSW Health Service (5,977) followed by the Teaching Service (3,004) and the School Administrative and Support Staff division (796). The next largest employer in the region was the NSW Police Force with 768 employees.

Public sector employers on the Central Coast draw 9.7% of their workforce from the Hunter region.

CENTRAL COAST

💼 13,933

🏠 17,908

ILLAWARRA

💼 17,715

🏠 21,611

The NSW Public Sector employs 17,715 non-casual employees in Illawarra. The largest government employer in the region is the NSW Health Service (6,483) followed by the Teaching Service (3,782) and the Department of Education's School Administrative and Support Staff division (1,126). The next largest employer in the region after health and education related agencies is the NSW Police Force with 810 employees.

SYDNEY

💼 208,284

🏠 196,428

In 2015 there were 208,284 non-casual Public Sector employees in Sydney. The largest employers in Sydney were the NSW Health Service (71,753), the Teaching Service (36,977), and School Administration and Support staff (8,195). TAFE Commission also employs 4.727 people in the region. The NSW Police Force employs 13,421 staff including 11,050 frontline officers.

7.3 Commuting profile of Sydney and surrounding regions

The employment catchment area of Greater Sydney has expanded over recent decades and includes large numbers of employees who commute to and from the surrounding regions. Understanding where employees are commuting to and from is important for employer recruitment and retention planning. This can help business managers understand recruitment catchments, geographic predictors of staff turnover and potential talent availability. In addition, relevant data can help employees understand how geographic factors may play a role in job availability and competition with employment candidates from further afield.
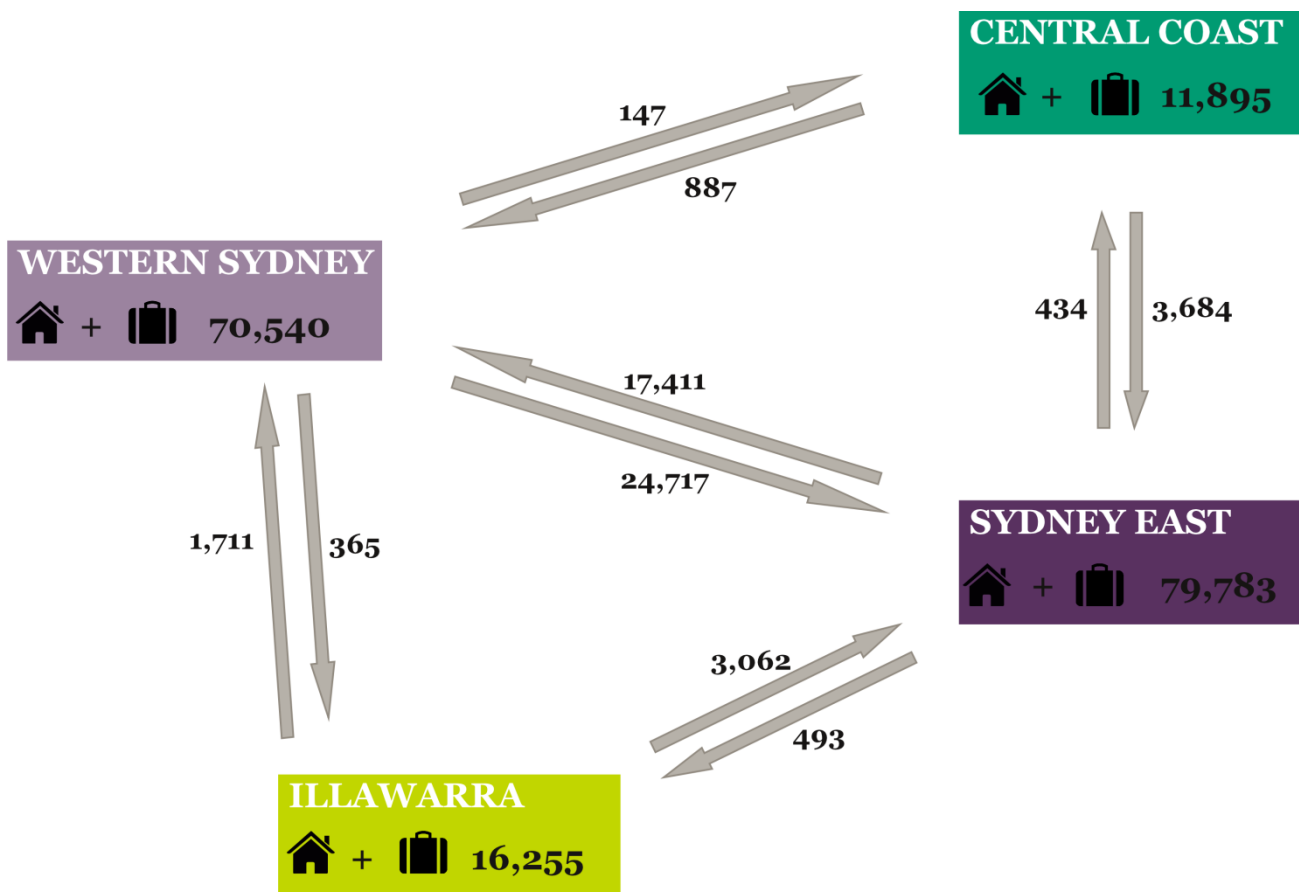
Figure 29 Number of non-casual Public Sector employees commuting between regions around Sydney; the number of employees who live and work within each regions is also indicated

🏠 + 💼 denotes the number of non-casual employees who live and work within the region

Where we work

Figure 29 illustrates the number of non-casual employees moving between regions both within and around Sydney. The largest number of commuters in 2015 was between Western Sydney and Sydney East. Approximately 22% of the Public Sector workforce in Sydney East resided in Western Sydney, and 19% of the Public Sector workforce in Western Sydney resided in Eastern Sydney. This equates to a total of 42,128 people travelling between these two regions each day[66].

In 2015, 10,915 employees commuted from Illawarra, Central Coast and Hunter regions into Sydney (East and West), contributing 5.3% of the Public Sector workforce (4,773, 4,571 and 1,571 respectively). Conversely, 1,439 employees commuted from Sydney to Illawarra and Central Coast, contributing 4.0% and 3.2% of their workforce respectively.

Some regions have a higher proportion of Public Sector workers that commute from home to a different region for work. Central Coast, Western Sydney and Illawarra had the highest proportion of employees travelling to other regions for work (33.6%, 27.3% and 24.7% respectively). This possibly reflects the availability of certain job types within the employees' home region as well as competition for jobs from commuters travelling in from elsewhere.

Figure 30 shows the ratio of Public Sector employees that commute out of each region versus the number that commute in. The three regions with the highest ratios were the Illawarra (3.9 people commute out for every one commuting in), Central Coast (2.9) and Southern NSW (2.5). These regions were net exporters of personnel suggesting that the number and diversity of employment opportunity in their home regions may be limited. It is also likely however, that the proximity of these three regions to other employment centres facilitates such large scale commuting and enables regional population growth to some extent. Only Sydney East was a major net importer of Public Sector employees, with 0.6 people leaving the region for every one coming into the region.
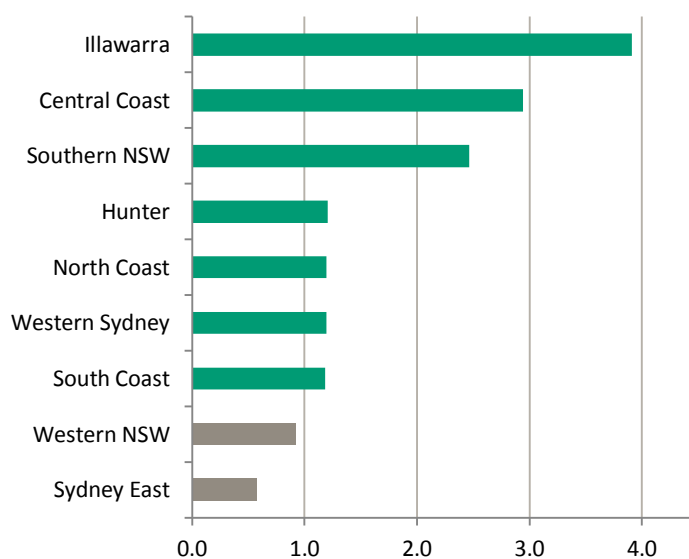
Figure 30. Ratio of non-casual Public Sector employees commuting out versus commuting in to each NSW region, 2015

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[66] All headcount figures referring to commuter movements are total non-casual employees.

8   Remuneration

Remuneration in the NSW Public Sector is determined by a range of awards, agreements and determinations which apply to different groups of employees. There are around 170 instruments determining remuneration for the Public Service, and around a further 100 applying to the rest of the Public Sector. Remuneration data is reported as the total annual base salary (full-time equivalent) and excludes any other payments such as allowances, penalty rates, and superannuation. Many employees in the Public Sector are paid within a salary band or range which includes annual increment subject to meeting certain performance standards. In addition, the rates of pay contained in awards, agreements and determinations may be varied in accordance with the Government's wages policy.

Median remuneration

$79,656

median salary of non-casual Public Sector employees in 2015

▲ +2.3% vs 2014

NSW full-time adult average weekly ordinary time earnings increased by 2%

Female remuneration

$79,363

median salary of non-casual Public Sector female employees in 2015

▲ +2.3% vs 2014

35.2% of non-casual employees with a salary of $130,929+ are female

Male remuneration

$80,896

median salary of non-casual Public Sector male employees in 2015

▲ +2.3% vs 2014

64.8% of non-casual employees with a salary of $130,929+ are male

Remuneration

8.1   NSW Public Sector median remuneration

Figure 31 Median remuneration (non-casual), 2010 to 2015
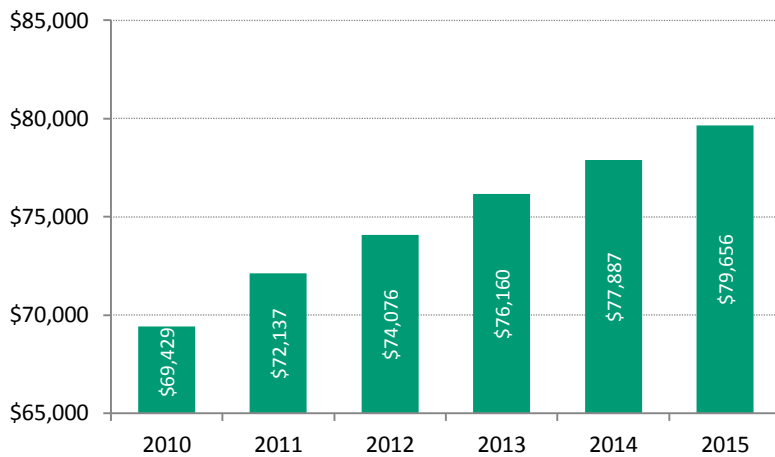
Median remuneration for employees in the New South Wales Public Sector grew by 2.3% from 2014 to 2015. This compared to an increase of 1.5% in CPI[67] and an increase of 2.0% in full-time adult average weekly ordinary time earnings across Australia[68] over the same period.

Median remuneration differed across the services of the NSW government sector (see Table 19).

Table 19: Median remuneration by service, (non-casual) employees at census date 2015

Service	2014	% increase 2014-2015	2015
Public Service	$74,893	4.7%	$78,437
NSW Health Service	$74,808	2.3%	$76,504
NSW Police Force	$79,662	2.3%	$81,470
Teaching Service	$91,071	2.3%	$93,138
Transport Service of NSW	$64,872	5.7%	$68,551
Other Crown Services	$56,207	-1.7%	$55,234
Total Government Sector	**$77,887**	**2.3%**	**$79,656**

The highest median remuneration was within the Teaching Service. There were 44.6% of school teachers (30,321 FTE) paid at the top of their salary band ($93,138) which corresponds to their high median tenure (13.8 years).

Median remuneration of the Transport Service of NSW increased 5.7% in 2015, where restructure of the organisation continued. Non-casual headcount decreased 286 in the Transport Service in 2015, and the composition of the workforce changed. There were reductions in some lower paid staff, notably contact centre staff in Roads and Maritime Services in accordance with the gradual transfer of services to Service NSW in the DPC cluster, and some increases in higher paid roles impacting the overall median salary.

The Public Service median remuneration increased 4.7% from 2014. This was influenced by increases in Fire and Rescue due to changes in roles and salary rates affecting more than 3,000 firefighters, and higher salary rates for newly commenced Legal Aid solicitors in 2015.

Other Crown services had the lowest median remuneration. This group included education aides (23.1 %) and general clerks (27.4 %) who are in the lower end of the pay spectrum, and TAFE teachers (15.4%) who had similar remuneration to school teachers with typically long tenure and

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[67] Australian Bureau of Statistics 2015, *Consumer Price Index, Australia*, cat. no. 6401.0, ABS, Canberra (http://www.abs.gov.au/ausstats/abs@.nsf/mf/6401.0) - Jun 2015

[68] Both Public and Private Sectors combined: Australian Bureau of Statistics 2015, *Average Weekly Earnings, Australia*, cat. no. 6302.0, ABS, Canberra (http://www.abs.gov.au/ausstats/abs@.nsf/mf/6302.0) May 2015

therefore higher remuneration. A major factor in the 1.7% decrease in median remuneration of the group was the decrease in the number of TAFE teachers in 2015, who comprised a higher proportion of other Crown services in 2014 (17.9%).
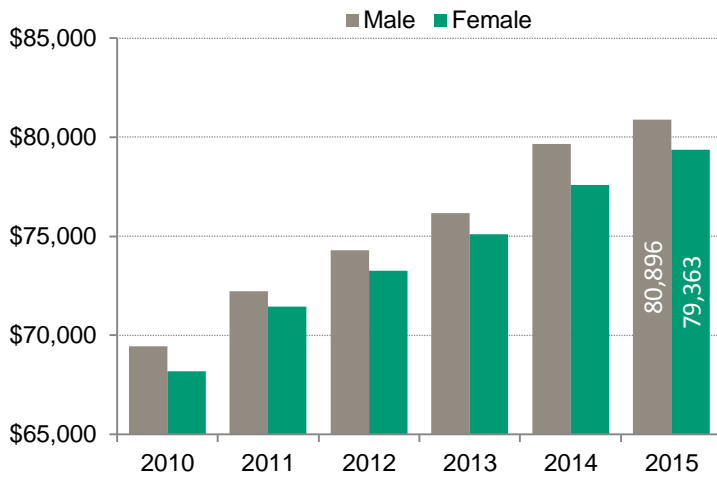
Figure 32 Median remuneration by gender (non-casual), 2010 to 2015

The median remuneration of females in the NSW Public Sector in 2015 remained lower than that of males. However the gap between the two decreased by 25% from $2,062 in 2014 to $1,533 in 2015, reversing the four year trend of a widening pay gap. This shift indicates that the efforts in improving gender equality in the sector may be having an impact.

While the gap has narrowed, the remaining differential in median salary is due to the gender imbalance in the lower and higher salary ranges (see Figure 33).
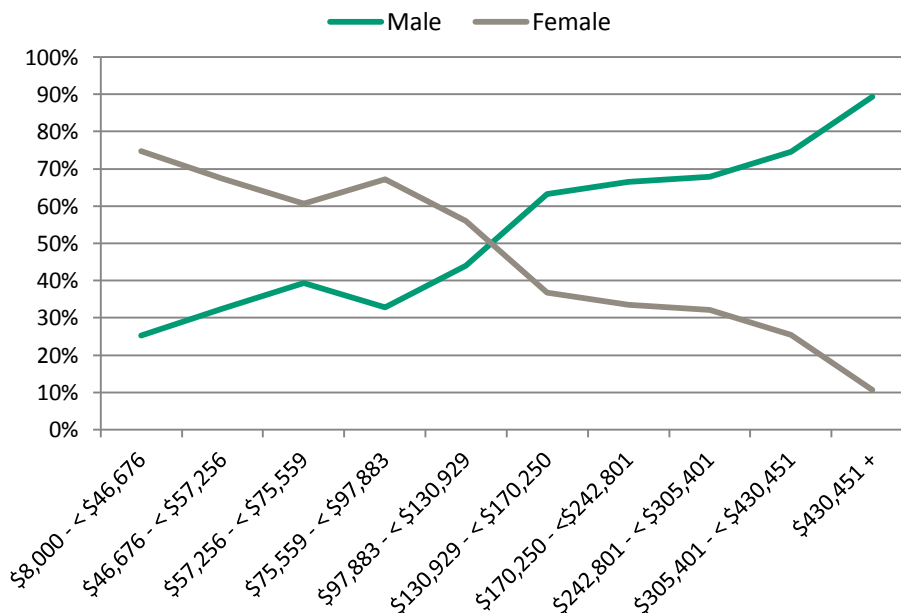
Figure 33 Gender distribution by salary group (non-casual), June 2015

Women comprise 74.9% of the lowest salary range, those with salary rates below $46,676 per annum. General clerks comprise 20.7% of this group, and 98.0% of these are women. A further 27.4% of employees in this salary band are personal carers and assistants, of whom 71.8% are also women.

While two thirds of the Public Sector population is female, they comprise only 35.2% of the highest salary range (from $130,929 and above). The representation of women in these salary ranges varies across the services. In the Teaching Service, 54.0% of employees in these ranges are women whereas this percentage falls to 15.7% in the NSW Police Force. Over a third (35.2%) of the employees in these salary ranges work in the Health Service and a further 19.3% work in the Public Service.

Remuneration
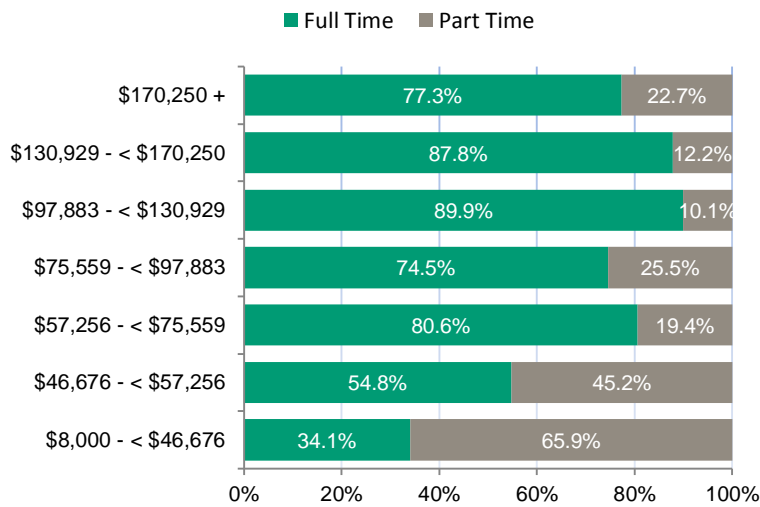
Figure 34 Employment arrangement by salary group, non-casual employees, June 2015

One factor that influences attraction and retention of employees is the opportunity for flexible working arrangements. As seen in Figure 34, the lowest salary bands have the highest proportion of employees working part-time[69]. Employees with base remuneration of $97,883 to less than $130,929 had the lowest proportion of part-time employment arrangements in 2015 (10.1%), while 22.7% of employees in the highest salary range worked part-time.

8.2 Non-Executive Jurisdictional Framework Comparison – NSW, APS, VIC, QLD

As recommended in the NSW Commission of Audit Interim Report 2012, the PSC completed a remuneration review in 2015 which assessed a range of remuneration-based issues and included comparative analysis of the non-executive segment of the New South Wales, Australian, Queensland and Victorian Public Services (see Figure 35) [70].
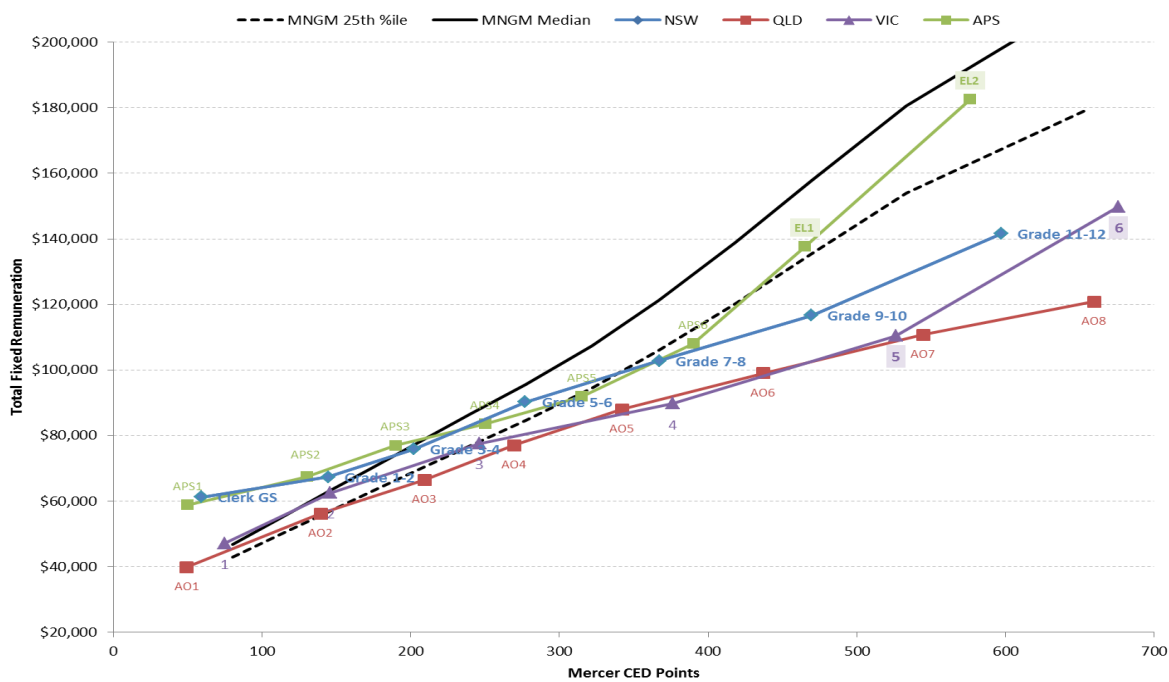
Figure 35 Non-executive structures, NSW vs QLD, VIC & APS

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[69] Salary bands use full time base remuneration of non-casual employees so are not affected by hours worked

[70] Chart 6.3 in *The Remuneration Review*

In NSW, the analysis was limited to roles contained within the Administrative and Clerical Award, a twelve grade structure that includes roles involved in policy, human resources, finance, ICT and general administration. In all jurisdictions, the maximum of the band was used as the market competitive rate for each grade, noting in most jurisdictions an increment approach to salary progression within non-executive grades applies, and there are minimal performance barriers to an individual reaching the maximum of the band. This analysis revealed:

– NSW remuneration is aligned to APS remuneration until approximately 400 Mercer CED points (Grade 7-8) and drops significantly below APS from that point onwards

– NSW remuneration is higher than Queensland and Victoria throughout the non-executive structure

– the last two grades within APS and Victoria fall within their respective senior officer structures from a classification perspective, which explains the spike in remuneration at these levels.

8.3   NSW Non-Executive Remuneration General Market Comparison

The remuneration review also included comparison of the non-executive Administrative and Clerical Award roles to the general market[71], noting that this provides a better measure of the ability of the NSW Public Sector to attract and retain staff from within the local labour market (see Figure 36)[72].
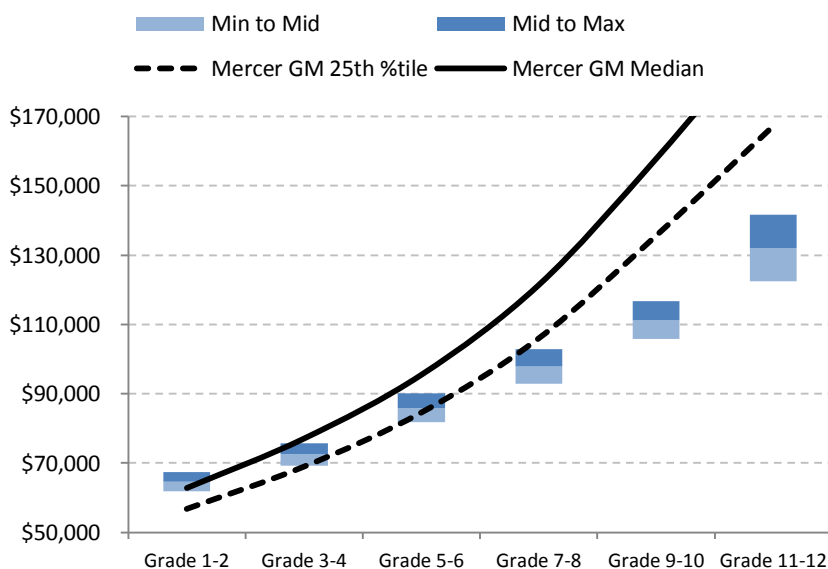
Figure 36 NSW Non executive structure vs Mercer National General Market

The typical benchmark for the government sector is the 25th percentile of the market. The market comparison revealed Public Sector clerical roles fell below the general market at grade 7/8 point and fell further below as seniority increased.

While not included in the figure, senior executive roles were also reviewed. This showed that under the GSE band structure, Bands 1 and 2 were broadly aligned with the market but this competitiveness decreased considerably at Bands 3 and 4.

While the story displayed in Figure 36 suggests an issue with the Public Sector being uncompetitive with the market, the review also identified that up to 25% of roles investigated were over graded and 7% were under graded. The incidence of over grading was particularly evident in ICT, Project Management and Finance areas, possibly reflecting difficulties in attracting suitable staff. These issues will be further investigated to understand the barriers to creating a more mobile, flexible and equitable workforce.

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[71] The Mercer National General Market refers to all data within the Mercer remuneration database, comprising data from over 800 Australian organisations across all industry sectors and containing in excess of 330,000 individual records. It provides an overall representation of remuneration within the Australian market.
[72] Chart 6.4 in *The Remuneration Review*

9 Mobility

The GSE Act introduced a significant change to the employment arrangements in the Public Service, moving from appointment to narrowly defined positions to employment in bands or classifications, and assignment to roles. An important aim of this shift is to facilitate mobility in the workforce, where employees are supported to develop their skills and capabilities through broader experience, and people are able to be deployed to where they are most needed.

Analysis of recruitment, tenure[73] and movement rates provides insight into mobility trends across the sector over time. While the size of the Sector has changed by only a small amount in recent years, mobility trends across the Sector are shifting. With access to recruitment data from Jobs NSW and the allocation of a Government Employee Number (GEN) to all staff our understanding of these trends is improving.

Recruitment applications

19.7 is the average number of applications per opening for roles advertised on JobsNSW

Time to hire

7.1 weeks is the estimated average time taken to fill NSW Public Sector roles advertised on JobsNSW

Tenure

9.0 years

is the median tenure of non-casual Public Sector employees in 2015

▲ +14.7% vs 2005

Male tenure

9.3 years

is the median tenure of non-casual Public Sector male employees in 2015

▼ -5.9% vs 2005

School teachers

13.7 years

is the median tenure of non-casual school teachers in 2015

Female tenure

8.9 years

is the median tenure of non-casual Public Sector female employees in 2015

▲ +32.2% vs 2005

Police Officers

11.5 years

is the median tenure of police officers in 2015

Firefighters

15.3 years

is the median tenure of brigades officers in 2015

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[73] Tenure is calculated at agency level; employees may remain in the Public Sector and move to another agency

Mobility

9.1   Recruitment
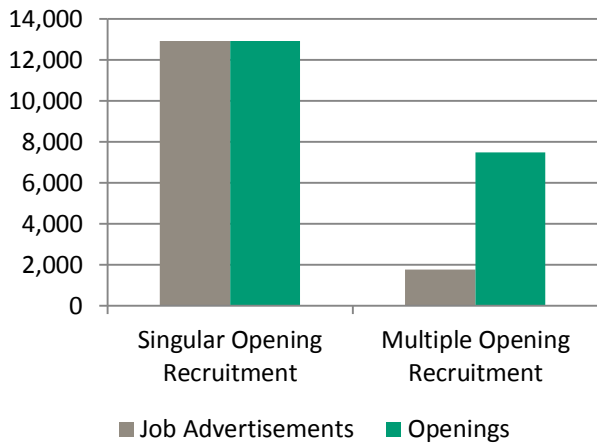
Figure 37 Number of job advertisements and openings by campaign type, 2015

Recruitment data extracted from Jobs NSW[74] provides valuable insight into recruitment processes and trends for the first time.

In the 2015 financial year 15,374 job advertisements were created on Jobs NSW, an increase of 9.3% from the previous financial year. These job advertisements consisted of both singular opening and multiple opening recruitment campaigns[75], referring to a total of 20,395 openings (an increase of 15.8% from the previous financial year; see Figure 37).

A total of 401,677 applications were completed for these job advertisements (an increase of 16.5% from the previous financial year), with a higher proportion completed by females (55.0%) than males (45.0%)[76].

The average number of completed applications per job opening was 19.7, an increase of 0.6% from 2014. This number varied across different job categories, with the highest rates for advertised roles in transport and logistics, and prisons and security (see Table 20). In terms of salary, the average number of completed applications per opening was generally lower for positions with higher salaries (see Figure 38). This aligns with the findings from the Remuneration Review that higher paid roles in each of the non-executive and executive ranges were less competitive with the general market.

Table 20 Job categories with highest ratio of completed applications per opening, 2015

Job Category	Completed Applications per Opening
Transport and logistics	34.8
Prisons and security	33.3
Community	29.2
Customer services and call centre	26.6
Emergency Services	25.8
Accounting and financial	25.6
Administration and clerical	24.5
ICT	22.0
Arts, sports and recreation	21.0
Hospitality and tourism	20.9

Figure 38 Average number of completed applications per opening by salary band, 2015

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[74] Figures are accurate at 11/09/2015 based on the data extracted from Jobs NSW. Figures are subject to change due to updated records on Jobs NSW.
[75] Job categories with less than or equal to 99 openings were excluded.
[76] Excludes missing or withdrawn gender data (7.9% of total applications)

Mobility

Of the 401,677 completed applications, 13,402 were successful (a decrease of 2.3% from the previous financial year). This equates to a success rate of approximately 3.3%, with females being more successful than males (3.6% compared to 2.9% for males).

In the senior executive roles[77], 2.9% of completed applications by females were successful compared to 1.7% by males. However, as there were 2.5 male applications for every female application at this level, more male applications were successful overall. This suggests that in order to meet the Premier's target of 50% employment for women in senior leadership roles by 2025[78], more women would need to apply for these roles.

The average time to hire was estimated as 7.1 weeks based on available data. These figures varied considerably by job category (see Figure 39). Job categories with the shortest average time to hire were legal and justice (3.4 weeks), policy (5.2 weeks) and health – medical positions (5.4 weeks).
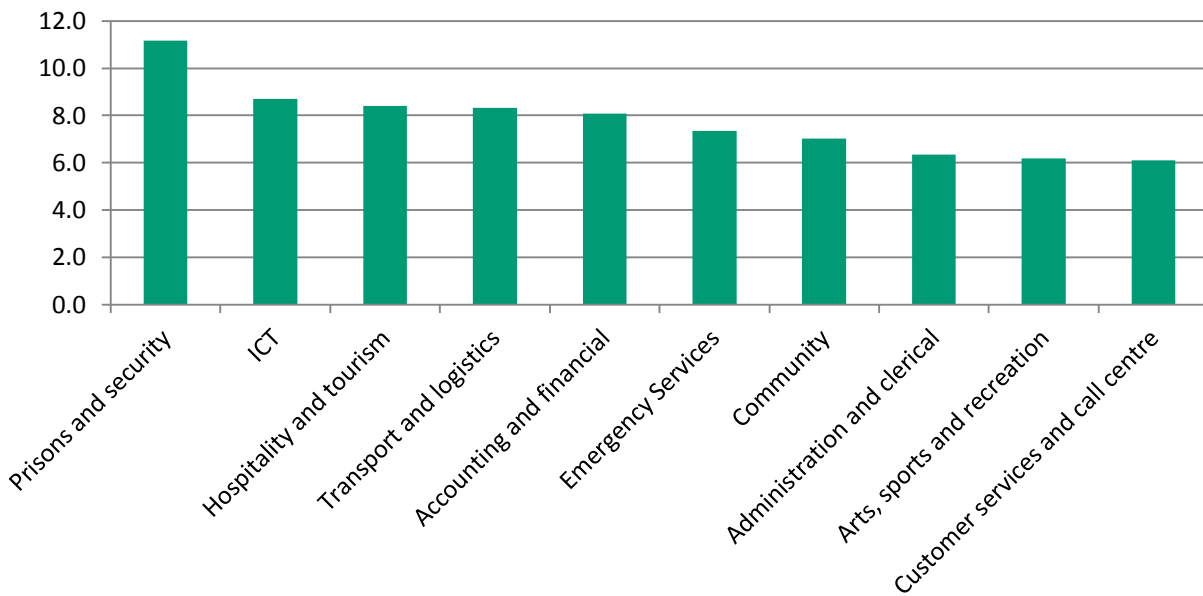
Figure 39 Average time to hire (weeks) by job categories with the highest ratio of completed applications per opening, 2015

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[77] Job advertisements with a minimum salary equal to or greater than $170,250 were considered senior executive level.
[78] NSW Making it happen, State Priorities, 2015

Mobility

9.2 Agency Tenure and Separations [79],[80]
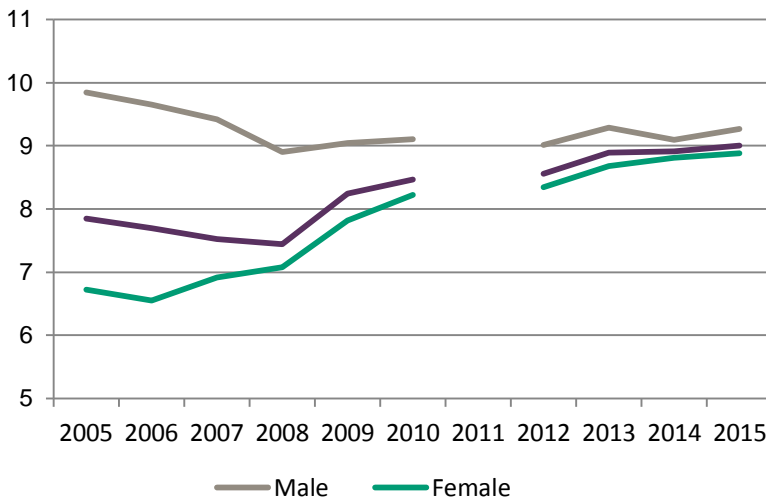
Figure 40 Median tenure (years), non-casual Public Sector employees by gender, 2005-2015

Tenure is currently reported at agency level, noting employees can separate from an agency but remain in the Public Sector. The rollout of the Government Employee Number (GEN) to all employees will enable movements of employees between agencies and also in and out of the sector to be tracked. This will provide a reliable basis to report on tenure within the sector in addition to tenure in an agency.[81]

Median tenure of non-casual Public Sector employees increased from 7.8 years in 2005 to 9.0 years in 2015 (see Figure 40).

Female tenure increased over this period to approach similar levels to male tenure. In 2015, median tenure for females was 8.9 years and for males was 9.3 years, a difference of 0.4 years, compared to a difference of 3 years in 2005.

Table 21 Median tenure (years) non-casual Public Sector employees, 2015

Service	Median Tenure
Public Service	7.4
NSW Health Service	7.3
NSW Police Force	11.1
Teaching Service	13.8
Transport Service of NSW	6.3
Other Crown Services	10.9
Total Government Sector	**8.9**
State-Owned Corporations	10.4
External to Government Sector	6.4
Total Public Sector	**9.0**

Services with the highest median tenure in 2015 were the Teaching Service, NSW Police Force and other Crown services (see Table 21).

Within these services in 2015, median tenure for school teachers was 13.7 years, 10.4 years for TAFE teachers and 11.5 years for police officers.

While median tenure within the Health Service was 1.7 years lower than the Public Sector average, the majority of these employees moved within the Health Service, for example between Local Health Districts.

Midwifery and nursing professionals had a median tenure of 7.6 years and medical practitioners had a median tenure of 3.3 years. Medical practitioners had high rates of mobility with 24.2% moving within the Health Service and 11.1% exiting from the service.

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[79] Separation rate measures the proportion of employees who ceased employment with their agency during the annual reference period

[80] 2011 tenure data is incomplete as only 6 months data was submitted by NSW Health due to a restructure.

[81] The GEN was introduced in the NSW Public Sector in 2015

Table 22 Rates of separation, Public Sector exit and mobility by service, 2015

Service	Separation Rate	Public Sector Exit Rate	Movement within the Public Sector
Public Service	10.3%	8.9%	1.4%
NSW Health Service	11.3%	6.9%	4.5%
NSW Police Force	3.0%	2.8%	0.2%
Teaching Service	2.6%	2.6%	0.0%
Transport Service of NSW	12.4%	12.4%	0.0%
Other Crown Services	7.0%	6.6%	0.4%
Total Government Sector	**8.4%**	**6.4%**	**2.0%**
State-Owned Corporations	14.7%	14.4%	0.4%
External to Government Sector	17.7%	14.6%	3.1%
Total Public Sector	**8.7%**	**6.8%**	**1.9%**

Employees aged under 35 years had a high separation rate, second only to employees aged 65 years and over, which are primarily retirements.

Employees aged under 35 years also had the highest rate of movement within the Public Sector (4.7%), and were primarily medical practitioners and midwifery and nursing professionals.

Part-time employees had higher median tenure (9.4 years) than full-time employees (8.8 years). Median tenure of part-time midwifery and nursing professionals was 10.3 years, which is 3.9 years higher than the full time nursing professionals.

Within ANZSCO major groups, while managers had the highest median tenure, this has decreased from 15.2 years in 2010 to 12.3 years in 2015. This corresponds with the high separation rate of this group in 2015 (10.7%).
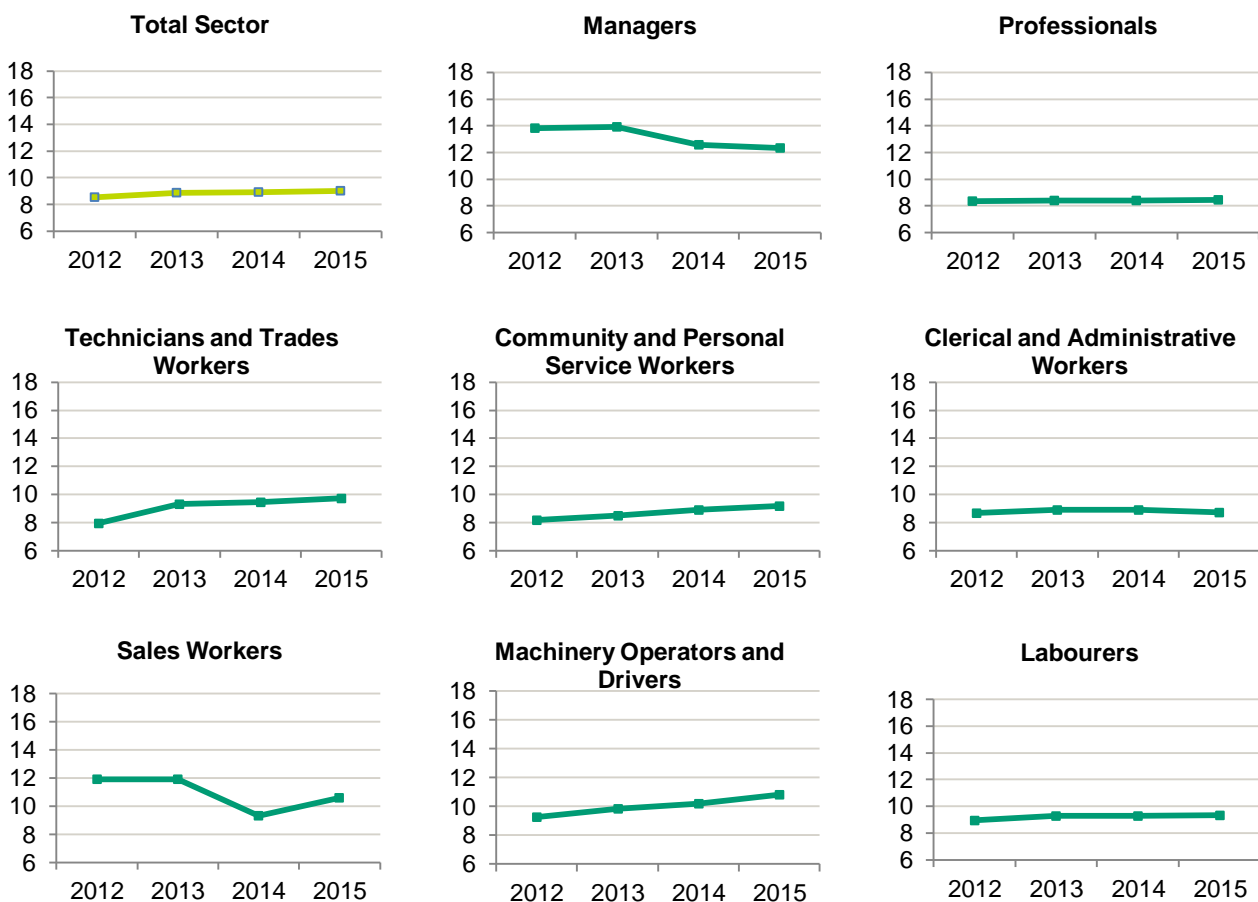
Figure 41 Median tenure by ANZSCO major groups, non-casual employees, 2012-2015

10 Unscheduled absence

Unscheduled absence is a measure of working hours lost due to sickness, or caring for an immediate family member or household member. There are different ways to measure unscheduled absence, but most of them essentially provide an indication of productivity and the health of a workforce. Understanding trends and determinants of unscheduled absence is therefore an important need for workforce planning.

The following summary figures relate to paid unscheduled absence only, comprising paid sick leave and carer's leave.

Paid unscheduled absence

65.1 hours per FTE of paid unscheduled absence for NSW Public Sector employees in 2015

Males

64.8 hours per FTE of paid unscheduled absence in 2015

Females

65.3 hours per FTE of paid unscheduled absence in 2015

Age under 50 years

57.7 hours per FTE of paid unscheduled absence 2015

Age 50 years +

76.2 hours per FTE of paid unscheduled absence 2015

Salary under $100k

67.9 hours per FTE of paid unscheduled absence 2015

Salary $100k +

53.2 hours per FTE of paid unscheduled absence 2015

Unscheduled absence

10.1   Unscheduled absence

In 2015, the total number of hours of unscheduled absence, incorporating paid sick leave, unpaid sick leave and carers leave was 21,503,614 hours, representing an increase of 12.5% since 2010. Many factors contribute to this including the shift in age profile of the sector. This trend is consistent with increasing rates of unscheduled absence reported in other jurisdictions.[82] [83]

Paid sick leave made up the vast majority of these hours (87.2%), followed by unpaid sick leave (7.6%) and carers leave (5.2%). There have been some small changes in the composition of unscheduled absence between 2010 and 2015. Unpaid sick leave ranged from a low of 5.7% of unscheduled leave in 2013 to 7.6% in 2015. Paid sick leave declined as a proportion of total unscheduled absence from 88.7% in 2010 to 87.2% in 2015, while carers leave increased (from 4.0% to 5.2%). These two categories should be considered together as carers leave can be recorded as sick leave.

Table 23 Total hours of Public Sector unscheduled absence, 2010 to 2015 [84] [85]

	2010 '000 Hrs	2012 '000 Hrs	2013 '000 Hrs	2014 '000 Hrs	2015 '000 Hrs	2010 % Total	2015 % Total
Paid sick leave	16,956.0	17,834.3	18,092.1	18,501.6	18,751.0	88.7%	87.2%
Carers leave	769.3	956.2	922.3	982.5	1,127.3	4.0%	5.2%
Paid unscheduled absence	**17,725.3**	**18,790.5**	**19,014.4**	**19,484.1**	**19,878.3**	**92.7%**	**92.4%**
Unpaid sick leave	1,390.3	1,375.1	1,148.3	1,222.7	1,625.3	7.3%	7.6%
Total unscheduled absence	**19,115.6**	**20,165.6**	**20,162.7**	**20,706.8**	**21,503.6**		

10.2   Paid unscheduled absence

The provision of sick and carers leave are an important entitlement to maintain the health and well-being of the workforce. Paid sick leave and carers leave also represents both a loss of productivity and a financial cost to the employer. These two leave types combined made up 92.4% of all unscheduled absence in 2015, equating to 65.1 hours of leave taken per FTE. This rate was similar for both males and females (64.8 and 65.3 hours per FTE respectively).

Table 24 Paid unscheduled absence by service, hours per FTE, 2015

Services	FTE	Hours per FTE
Transport Service of NSW	12,544	60.3
Public Service	60,616	71.7
Other Crown Services	34,549	73.8
NSW Health Service	102,202	62.8
NSW Police Force	19,298	62.2
Teaching Service	57,199	58.5
Total Government Sector	**286,408**	**65.0**
State-Owned Corporations	18,243	66.8
External to Government Sector	821	55.1
Total Public Sector [86]	**305,471**	**65.1**

Within the total government sector, other Crown services (73.8 hours per FTE) had the highest rate of unscheduled absence while the Teaching Service (58.5 hours per FTE) had the lowest rate. Within the total Public Sector, entities that are external to the government sector had the lowest rate of unscheduled absence (55.1 hours per FTE).

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[82] Australian Public Service Commission, State of the Service Report 2013-2014, Chapter 8, pg. 127
[83] Queensland Public Service Commission, State of the Service Report 2013, pg. 18
[84] 2011 excluded due to impact of incomplete Health data on overall figures
[85] Individual components do not sum to total due to rounding
[86] Individual components do not sum to total due to rounding

Unscheduled absence

Table 25 Paid unscheduled absence by ANZSCO major groups, 2015

ANZSCO Major Group	FTE [87]	Hours per FTE
Sales workers	338	94.0
Machinery operators & drivers	9,772	83.4
Labourers	12,822	76.6
Technicians & trades workers	19,030	74.2
Community & personal service workers	52,038	73.6
Clerical & administrative workers	49,118	68.4
Professionals	145,103	59.0
Managers	17,251	51.8

Within occupation groups, sales workers had the highest rate of unscheduled absence (94.0 hours per FTE) while managers had the lowest rate (51.8). Looking at key frontline roles, nurses had the highest rate of paid unscheduled absence (67.1 hours per FTE), followed by police officers (60.4) and school teachers (58.5).

10.3 Age, gender and income

While paid unscheduled absence by its nature is largely unpredictable at an individual level, some interesting and persistent patterns were observed after employees were partitioned into groups based on a number of variables typically used in sociological analysis.

The number of hours per FTE of paid unscheduled absence tended to increase by age for males and females in the NSW Public Sector in 2015 (see Figure 42). Similar trends have been reported in other jurisdictions and the private sector.[88, 89, 90] Paid unscheduled absence was higher amongst females in all age categories up to age 54, after which this pattern reversed and males had the higher rates of unscheduled absence.
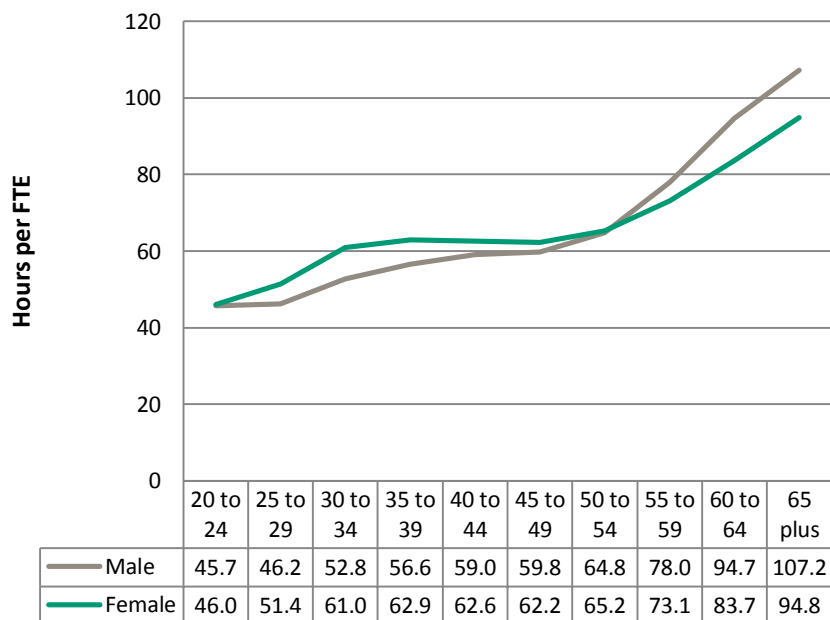
Considering the data presented in Figure 42, a change in the age composition of the NSW Public Sector workforce can be expected to have an impact on the overall rate of paid unscheduled absence.

The age composition of those entitled to paid unscheduled absence within the NSW Public Sector did change between 2010 and 2015; with the proportion aged 60 years and above increasing from 8.3% to 11.3% (an increase of approximately 10,000 FTE).

	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 plus
Male	45.7	46.2	52.8	56.6	59.0	59.8	64.8	78.0	94.7	107.2
Female	46.0	51.4	61.0	62.9	62.6	62.2	65.2	73.1	83.7	94.8

Figure 42 Paid unscheduled absence by age and gender, 2015

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[87] Total FTE eligible to take paid unscheduled absence
[88] Auditor General of Queensland, Managing employee unplanned absence, Report 4:2012, pg. 16
[89] Office for National Statistics (UK), Full Report: Sickness Absence in the Labour Market, February 2014, pg. 5
[90] NSW Auditor General's Report Performance Audit, Sick Leave Dept. of Premier and Cabinet, 2010, pg. 7

Unscheduled absence

Figure 43 Paid unscheduled absence by age and year (2010 and 2015)
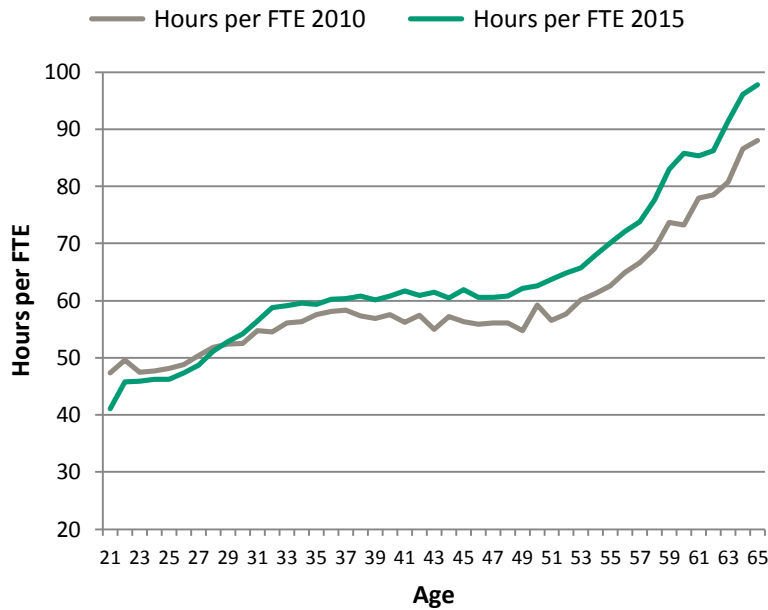
Further, looking at Figure 43 it can be seen that the rate of paid unscheduled absence amongst older workers also increased between 2010 and 2015, and to a greater extent than for younger workers.

A negative correlation between income and paid sick leave was reported in the 2014 Workforce Profile Report, with lower rates of sick leave associated with higher levels of income, and vice versa. In 2015, the scope of this analysis was broadened to paid unscheduled absence and specific age and income groups were examined.

Looking at Figure 44, paid unscheduled absence tended to increase with age irrespective of income. There also tended to be a consistent difference in rates between income groups, with higher paid groups tending to take less paid unscheduled absence than lower paid groups at each age group. These observations suggest that income and age are independent of each other and tend to have opposite effects on paid unscheduled absence rates.

	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 plus
less than $97,883	50.0	61.3	64.7	65.8	66.2	69.7	77.8	89.4	103.2
$97,883 to $113,211	40.6	43.3	49.7	54.2	54.6	59.0	75.7	84.0	90.3
$113,212 to $146,498	37.6	41.8	47.6	46.6	46.4	47.9	64.2	89.9	73.4
$146,499 to $170,249		31.1	31.0	36.1	31.3	41.9	56.8	69.6	73.7
$170,250 to $242,800		19.7	25.7	25.5	28.5	32.1	41.8	47.0	58.9
$242,801 & over				27.0	12.3	22.6	36.2	38.6	46.8
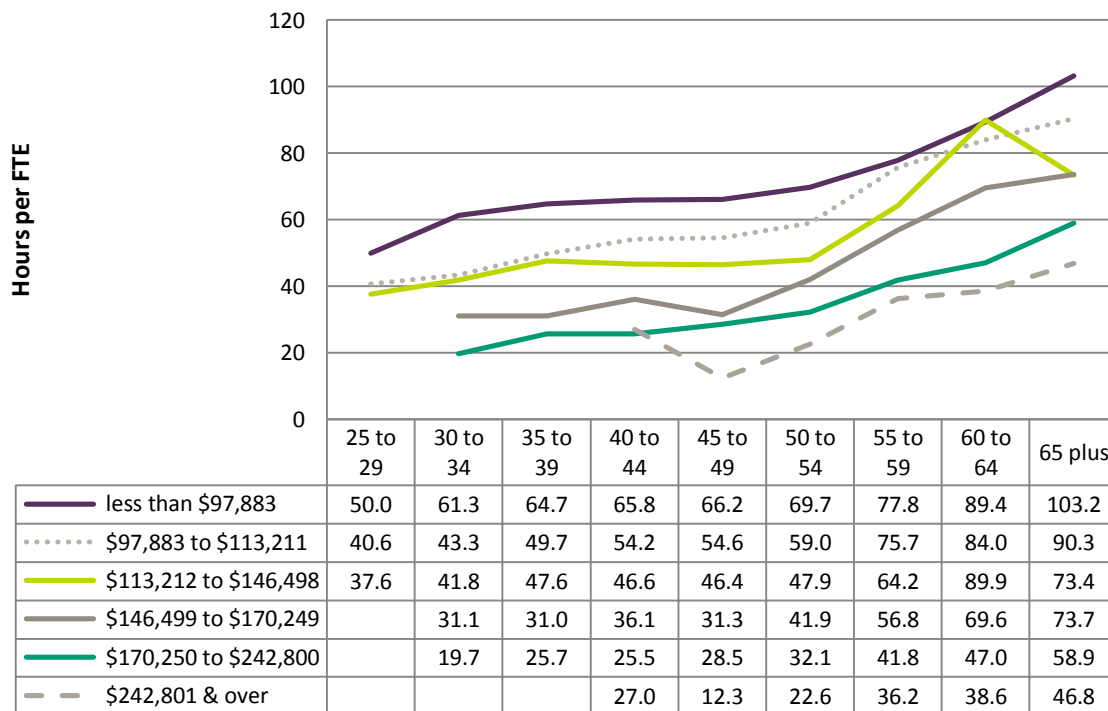
Figure 44 Paid unscheduled absence by age and income, 2015

10.4 Age, income and occupation

To further explore the link between age, income and paid unscheduled absence, selected ANZSCO occupation groups were introduced into the analysis. This is depicted in Figure 45.

	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 plus
Labourer less than $97,883	58.6	64.0	69.0	71.6	64.9	69.3	72.7	75.4	88.6	108.5
Clerical & admin less than $97,883	52.5	56.3	62.7	65.3	65.4	64.3	65.8	73.9	84.4	91.2
Professional less than $97,883	38.8	45.4	57.3	60.6	60.2	60.9	65.3	75.7	84.7	94.7
Professional $113,212 to $146,498		34.9	41.9	48.5	46.6	47.0	47.8	66.1	80.6	68.2
Professional $170,250 to $242,800				27.7	24.3	28.5	35.0	36.0	48.6	44.2

Figure 45 Paid unscheduled absence by age and income for selected occupations, 2015

Five observations can be made based on this analysis:

1. Paid unscheduled absence tended to increase with age irrespective of income or occupation groups.

2. Paid unscheduled absence tended to decrease with income irrespective of age or occupation groups.

3. Within the same occupation group, rates of unscheduled absence varied according to income and age. In every age group, professionals in the highest salary grouping took less unscheduled absence than the medium salary professionals, who in turn took less unscheduled absence than the lowest salary professionals.

4. There was a decrease in paid unscheduled absence for professionals aged 65 and over in the two higher income groups analysed, highlighting this as an area for further examination.

5. When age and income was controlled for, overall differences between occupation groups tended to change. For instance, in Table 25 the overall difference between labourers and professionals was 29.8%. However, when labourers earning less than $97,883 were compared with professionals in the same salary range, labourers had 0.4% less paid unscheduled absence in the 55 to 59 age group and 40.8% more in the 25 to 29 age group.

10.5 Implications and future directions

The preceding analysis provided some insights for workforce planning and monitoring absence in the NSW Public Sector. A discussion on unscheduled absences also figured prominently within the 2015 State of the Sector Report. Further work will be done to understand the patterns of leave which will require investigation beyond what is collected in the Workforce Profile, such as when in the week leave is taken.

Paid unscheduled absence tended to increase with age irrespective of gender, income or selected occupation. The proportion of NSW Public Sector employees aged 60 years and above increased 3.0 percentage points from 2010, and the rate of paid unscheduled absence amongst older employees has increased more than that of younger employees. As the proportion of the workforce who is older continues to increase, we are likely to see increased rates of paid unscheduled absence, particularly from those agencies with relatively high median ages, low incomes and few employed professionals

It is important to control for compositional effects when comparing paid unscheduled absence across groups (or over time). It was demonstrated how differences in rates of paid unscheduled absence between occupations or within occupations could appear quite different when employees were matched according to age and income group. Agencies and clusters are also likely to vary when viewed in this way. Tracking a number of rates within the same agency for groups defined by certain combinations of age, income and occupation is likely to provide more precise and meaningful information than a single overall rate of unscheduled absence.

11   Data sources, conventions & limitations

11.1   About this report

This report contains analysis of NSW Public Sector workforce profile data, contingent labour data collected by Department of Finance Service and Innovation, and JobsNSW data.

The workforce profile is a census of NSW Public Sector employees conducted by the Public Service Commission. Various data items used to inform workforce management & planning were collected, 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 Public Sector agencies that are external to the government.[91]

11.2   Data definitions

Definitions of metrics and terminology used in this report can be found in Section 12, Glossary.

11.3   Data conventions

Numbers have been rounded to zero decimal places, and percentages to one decimal place. Consequently, percentages less than .04% will be reported as 0.0% after rounding. Rounding may also mean that individual items within a table do not tally to the corresponding total.

11.4   July 2015 data

Census date for the 2015 workforce profile data collection was 18 June. Machinery of government changes made in *Administrative Arrangements (Administrative Changes Public Service Agencies) Order (No 2) 2015* produced significant changes in alignment of services and departments effective 1 July 2015. June 2015 census data has been transformed to reflect these July changes and, unless otherwise stated, used in 2015 analysis throughout this report.

11.5   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.   Differences in totals in some tables, compared to summary figures, may occur due to rounding, 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.   The workforce profile, contingent labour and JobsNSW data extracted for this report were taken from the Public Service Commission (PSC) workforce information warehouse on October 6, 2015. It represents a 'snapshot' at that point in time.

4.   Results reported in previous years are subject to revision. This report may provide results for previous years that differ slightly from those provided in previous reports.

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[91] All Public Sector agencies that are external to the government sector participated in the 2014 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

11.6   Supplementary data sources

The following data sources were used to supplement the findings in this report:

- NSW Public Service Commission 2013/14 Workforce Profile (v2014.09.30)

- Australian Bureau of Statistics (ABS) Estimates of Aboriginal and Torres Strait Islander Australians (3238.0.55.001), June 2011 – released 30 August 2013 http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/3238.0.55.001Main+Features1June%202011?OpenDocument

- Australian Bureau of Statistics (ABS) 2011 Census of Population and Housing (NSW) – released 28 March 2013 http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/1?opendocument&navpos=220

- Australian Bureau of Statistics (ABS) Schools, Australia (4221.0), 2014 - released 2 May 2015

- Australian Bureau of Statistics (ABS) Consumer Price Index, Australia (6401.0), Jun 2015 – released 22 July 2015

- Australian Bureau of Statistics (ABS) Average Weekly Earnings, Australia (6302.0), May 2015 – released 13 August 2015

- Australian Bureau of Statistics (ABS) Labour Force, Australia, Detailed - Electronic Delivery (6291.0.55.001), June 2013 – released 18 July 2013

- Australian Bureau of Statistics (ABS) Labour Force, Australia (6202.0), Aug 2015 – released 10 August 2015

- Australian Bureau of Statistics (ABS) Labour Force, Australia, Detailed - Electronic Delivery (6291.0.55.001), June 2015 – released 16 July 2015

- Australian Bureau of Statistics (ABS) Labour Force, Australia, Detailed - Quarterly (6291.0.55.003), May 2015 – 18 June 2015

- Australian Public Service Commission, State of the Service Report 2013-2014

- Queensland Public Service Commission, State of the Service Report 2013

- Auditor General of Queensland, Managing employee unplanned absence, Report 4:2012

- Office for National Statistics (UK), Full Report: Sickness Absence in the Labour Market, February 2014

- NSW Auditor General's Report Performance Audit, Sick Leave Department of Premier Cabinet, 2010

11.7   Version control

The following versions of this document have been published:

Version	Release notes
2015.11.17	Initial version
2015.11.20	Amendment to descriptive text of headline male and female remuneration statistics
2015.12.16	Correction of 2009 estimated percentage of people with disability in Figure 17
2016.06.16	Correction of 2011 ABS Census % that spoke a language other than English at home

12 Glossary

This section defines the terminology used in this report.

Term	Business definition
Aboriginal and/or Torres Strait Islander Employees	Aboriginal and/or Torres Strait Islander employees are people of Aboriginal and/or Torres Strait Islander descent who identify as such and 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 day of the current financial year.
Annual Remuneration	Remuneration reflects the annual salary/salary package that an employee would receive if they worked full-time hours. It excludes overtime, allowances or lump sum payments. Annual remuneration is different to actual earnings which are affected by factors such as part-time work, overtime, allowances or 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.
	The structure of ANZSCO has five hierarchical levels - major group, sub-major group, minor group, unit group and occupation. The categories at the most detailed level of the classification are termed 'occupations'. These are grouped together 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	In ANZSCO, occupations are organised into progressively larger groups on the basis of their similarities in terms of both skill level and skill specialisation. The major group level will provide only a broad indication of skill level.
	Major groups are:
	- the broadest level of ANZSCO - formed using a combination of skill level and skill specialisation to create groups which are meaningful and useful for most (statistical and administrative) purposes.
ANZSCO Minor group	ANZSCO Minor groups are:
	- subdivisions of the sub-major groups - distinguished from other minor groups in the same sub-major group mainly on the basis of a less broad application of skill specialisation.
Census Date	Census date is the actual last pay day of the reference period.
Census Period	The last pay fortnight of the reference period.
Completed applications	The number of applications for 'open' or 'filled' JobsNSW requisitions where the latest application completion date is in the reference period.
Diversity	Workforce diversity initiatives in the government sector aim to build a workforce which reflects the diversity of the wider community. Under the GSE Act, diversity groups include Aboriginal people, women, people

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Term	Business definition
	from culturally and linguistically diverse backgrounds, and people with disability. The Act also provides flexibility to encompass a broader spectrum of diversity, including mature workers, young people and carers.
Diversity Estimation Method	Diversity estimates are calculated if agencies meet the response rate threshold of 65%. The estimate is calculated by dividing (a) the number of diversity group members counted by (b) the number of respondents and then multiplying by (c) the total number of employees.
Employment Arrangement	A non-casual employee's arrangement classified by full-time or part-time status.
Employment Category Groups	Employment category reflects the nature of an employee'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. Employed for a specific period of time;
	Casual: Employees engaged to perform work on an 'as-required' basis, and who are paid at an hourly rate equal to the relevant classification level of the position, with a loading;
	Executive: Includes Public Service senior executives employed under pre-GSE contracts, senior executives employed under Division 4 of Part 4 of the Government Sector Employment (GSE) Act 2013 and other Public Sector senior executives under contract arrangements, including Health, Transport and Police executives. This group does not include Senior Officers, Senior Officer equivalents.
	Contract: Employees (non-executive) who are employed on the basis of fixed term individual contract. This group does not include contractors and consultants engaged on a fee for service basis; and
	Other: Relates to all other employment categories; i.e. cadet, trainees, apprentices, retained staff, sessional, seasonal and Statutory Appointees.
Full time Employees	Full-time employees are employees who usually work 35 hours or more a week. See Australian Bureau of Statistics - Labour Statistics: Concepts, Sources and Methods (cat no. 6120.0).
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). The FTE workforce describes the total number of full-time employees required to account for all ordinary time paid hours work. It is not a count of the number of employees. For example, two employees, both working half the standard number of full-time hours for their position, will together be counted as one FTE employee.
	FTE workforce can be measured during a period, such as the last pay period during 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.
Headcount	Total number of employees employed 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 and these agencies have reported 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.
	Headcount figures pick up all employees who have worked during the period, even if they only worked for one day. Both total employees (headcount) figures and FTE figures are reported because they provide different perspectives of the workforce. FTE translates the headcount figures into a proportion of the hours worked by an equivalent full-time staff member. For example, a person working one day per week would be counted as 1 under headcount and 0.2 under FTE (i.e.: they work 20 percent of the time that a full-time

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Term	Business definition
	employee would work). Headcount figures therefore give 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' JobsNSW requisitions where the latest application completion date is in the reference period.
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 median (the middle value of a distribution: half the values are above the median and half are below the median) is presented as it is less sensitive to extreme values than the mean.
Non-casual Employees	All persons engaged to work and are paid through a NSW government agency payroll system, excluding employees working for an hourly rate (casual, sessional, seasonal and retained staff).
NSW Employed Persons	Employed persons (defined by Australian Bureau of Statistics – ABS) include all persons aged 15 years and 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 (i.e. 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 - were employers or own account workers, who had a job, business or farm, but were not at work.
Openings	The number of available positions for 'open' and 'filled' JobsNSW 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.
Part-time Employees	Part-time employees are employed persons who usually work less than 35 hours a week. (See Australian Bureau of Statistics - *Labour Statistics: Concepts, Sources and Methods* - cat no. 6120.0).
Ongoing Employees	Ongoing employees are employed on a continuing basis to perform ongoing functions.
Person with disability	A person who identifies as having a disability i.e. as 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

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Term	Business definition
	- 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 Exit Rate	Number of employees separated from the Public Sector during the year as a proportion of the average number of people employed during the year
NSW Regions	Regions produced by Department of Premier and Cabinet. In NSW, there are 152 LGAs which are grouped into 9 Regions. See
Senior executive cohort	Includes Public Service Chief Executive Service, SES and award-based senior executives (Senior Officers and equivalents) and senior executives employed under Division 4 of Part 4 of the Government Sector Employment (GSE) Act 2013.
Separation rate	Number of employees separated from the agency during the year as a proportion of the average number of people employed during the year.
Sick Leave Hours per FTE	Sick leave hours per FTE are the sum of valid sick leave hours divided by total FTE during the year. It includes employees with (a) valid sick leave entitlement and (b) annual FTE not missing.
Statistical Areas Level 4 (SA4)	Statistical Areas Level 4 (SA4s) are the largest sub-State regions of the Australian Bureau of Statistics (ABS) geographic framework for release of data, the Australian Statistical Geography Standard (ASGS). They are designed for the output of Labour Force Survey data and reflect labour markets within each state and territory. The 88 SA4s provide the best sub-state socio-economic breakdown in the ASGS, and allow comparison between the NSW Public Sector workforce and ABS NSW employed persons statistics. www.abs.gov.au/AUSSTAT/abs@.nsf/Lookup/1270.0.55.006Main+Features1July%202011?OpenDocument
Successful applications	The number of JobsNSW applications that have a hired date, for 'open' or 'filled' requisitions where the latest application completion date is in the reference period.
Temporary Employees	Non-casual employees, who do not have ongoing conditions of employment, do not have individual employment contracts and who are employed for a specific period of time.
Tenure	The length of employment of employees within an Agency.
Time to hire	The average number of days from latest application completion date to hired date, for 'open' and 'filled' requisitions with one opening and where the latest application completion date is in the reference period.
Trainees, Cadets and Apprentices	Staff whose employment conditions require them to undergo a designated training program as part of their vocational development.
Weighted Headcount	Postcodes are the only location-related data item collected in the workforce profile. As postcode boundaries do not align with Local Government Area (LGA) boundaries, and one postcode can overlap across two or three LGAs, headcount is weighted across the relevant LGAs using ABS population concordance tables.

13 Regional reference tables

13.1 Aggregated Statistical Area 4 (SA4) regions

Aggregated Region Name	Included SA4 Regions
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 exc Newcastle	Hunter Valley exc 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
Sydney	Sydney - Baulkham Hills and Hawkesbury
	Sydney - Blacktown
	Sydney - City and Inner South
	Sydney - Eastern Suburbs
	Sydney - Inner South West
	Sydney - Inner West
	Sydney - North Sydney and Hornsby
	Sydney - Northern Beaches
	Sydney - Outer South West
	Sydney - Outer West and Blue Mountains
	Sydney - Parramatta
	Sydney - Ryde
	Sydney - South West
	Sydney - Sutherland

Regional reference tables

13.2 NSW Regions – defined by the NSW Department of Premier and Cabinet

Region	Included Local Government Areas	
Central Coast	Gosford	
	Wyong	
Hunter	Cessnock	Newcastle
	Dungog	Port Stephens
	Great Lakes	Singleton
	Lake Macquarie	Upper Hunter Shire
	Maitland	Gloucester
	Muswellbrook	
Illawarra	Kiama	Shoalhaven
	Shellharbour	Wollongong
North Coast	Ballina	Kyogle
	Bellingen	Lismore
	Byron	Nambucca
	Clarence Valley	Port Macquarie-
	Coffs Harbour	Richmond Valley
	Greater Taree	Tweed
	Kempsey	
South Coast	Bega Valley	
	Eurobodalla	
Southern NSW	Albury	Junee
	Berrigan	Leeton
	Bland	Lockhart
	Bombala	Murray
	Boorowa	Murrumbidgee
	Carrathool	Narrandera
	Conargo	Palerang
	Coolamon	Queanbeyan
	Cooma-Monaro	Snowy River
	Cootamundra	Temora
	Corowa Shire	Tumbarumba
	Deniliquin	Tumut Shire

	Goulburn Mulwaree	Upper Lachlan Shire
	Greater Hume Shire	Urana
	Griffith	Wagga Wagga
	Gundagai	Wakool
	Harden	Wingecarribee
	Hay	Yass Valley
	Jerilderie	Young
Sydney East	Ashfield	Mosman
	Botany Bay	North Sydney
	Burwood	Pittwater
	Canada Bay	Randwick
	Canterbury	Rockdale
	Hornsby	Ryde
	Hunters Hill	Strathfield
	Hurstville	Sutherland Shire
	Kogarah	Sydney
	Ku-ring-gai	Warringah
	Lane Cove	Waverley
	Leichhardt	Willoughby
	Manly	Woollahra
	Marrickville	
Western NSW	Unincorporated	Inverell
	Armidale Dumaresq	Lachlan
	Balranald	Lithgow
	Bathurst Regional	Liverpool Plains
	Blayney	Mid-Western
	Bogan	Moree Plains
	Bourke	Narrabri
	Brewarrina	Narromine
	Broken Hill	Oberon
	Cabonne	Orange
	Central Darling	Parkes
	Cobar	Tamworth Regional
	Coonamble	Tenterfield

Regional reference tables

	Cowra	Uralla
	Dubbo	Walcha
	Forbes	Walgett
	Gilgandra	Warren
	Glen Innes Severn	Warrumbungle Shire
	Gunnedah	Weddin
	Guyra	Wellington
	Gwydir	Wentworth
Western Sydney	Auburn	Hawkesbury
	Bankstown	Holroyd
	Blacktown	Liverpool
	Blue Mountains	Parramatta
	Camden	Penrith
	Campbelltown	The Hills Shire
	Fairfield	Wollondilly