

Workforce Profile Report

2017

Publication and contact details

Workforce Profile Report 2017

Version 1.2

The NSW Public Service Commission encourages the availability, dissemination and exchange of public information.

You may copy, distribute, display, download and otherwise freely deal with this work for any purpose, provided that you attribute the Public Service Commission as the owner. However, you must obtain permission if you wish to:

- charge others for access to the work (other than at cost)
- include the work in advertising or a product for sale
- modify the work
- publish the work on a website.

For more information about this report, or to obtain such permission, please contact:

Public Service Commission
GPO Box 3988
Level 14, Bligh House
4-6 Bligh Street
Sydney NSW 2000
Australia

Telephone +61 2 9272 6123

Email WorkforceProfile@psc.nsw.gov.au

This report can be accessed online at
www.psc.nsw.gov.au

Foreword

Workforce Profile 2017

The following report provides the detail on the 19th edition of the Workforce Profile. The annual census is underpinned by collaboration between the PSC and agencies across the sector to provide a comprehensive picture of the shape and characteristics of the NSW public sector. This extensive dataset provides the basis for sector-wide analysis, insights, and for the development of workforce policy to create a continually improving and capable workforce.

The Workforce Profile Report is a companion report to the NSW State of the Public Sector Report 2017 (SOPSR), and is sourced extensively in SOPSR. SOPSR provides an assessment of the whole of the public sector including notable achievements, challenges and priorities, and an analysis of public sector workforce data.

The 2017 analysis reports that the NSW public sector has reduced in size for the fifth consecutive year, primarily as a result of privatisations of State owned corporations. In contrast, the number of teachers, police, and nurses has continued to grow in size.

This report also provides an extensive analysis on leaders in the sector. With the senior executive structural reforms now complete, Public Service Senior Executives can for the first time be seen as a single cohort employed under the Government Sector Employment Act (2013). This transition has caused the number of executives in the Public Service to fall from 2,178 in 2014 to 1,938.

Another notable feature in this year's report is the continued reduction of the gender pay gap. This has fallen from close to \$1,800 in 2007 in annual salary to \$252. The rate of reduction if maintained could see this comparative measure reach or pass parity as early as next year.

Similar to past years, this report explores the various aspects of diversity of our workforce. While the number of senior leaders who identify as Aboriginal and/or Torres Strait Islander has increased to 71, there has also been momentum in the levels below. Notably, there has been a positive shift in the proportion of Aboriginal and/or Torres Strait Islander employees at more senior award grades, effectively building a deeper pipeline of future leaders and challenging the long term trend of Aboriginal employees based predominantly in the most junior grades. The focus provided by the Premier's Priority targets on diversity is also aiding the push towards gender equality by 2025. This year the rate increased by 1.3 percentage points to 37.4%. Creating further momentum, collaboration across the sector supported by sophisticated analysis will be important in the next few years to see both Aboriginal and/or Torres Strait Islander and gender targets realised.

Despite progress in some diversity areas, representation of people with disability continues to fall and in 2017 is reported at 2.7%. There is significant focus on this area, and work on improving the quality and reporting of this information will be important in turning the ten year declining trend back towards the representation seen in other sectors and where NSW was in the past.

The last section of the report extends on the analysis into paid unscheduled absence (PUA) that has featured in the last two Workforce Profiles. The 2017 analysis considers the positive result this year of falling PUA and explores the relationship between paid unscheduled absence, mobility, tenure and engagement, linking results from People Matter Employee Survey with the Workforce Profile.

The PSC would like to thank all agencies who have participated in providing data and insight into the changes seen across the sector.

Chapter One

Executive Summary

Size of the Sector 2017



CENSUS PERIOD FTE
325,917
-0.2% VS. 2016



EMPLOYEE
HEADCOUNT
393,333



**10.2% OF ALL NSW
EMPLOYED PERSONS
ARE NSW PUBLIC
SECTOR EMPLOYEES**

Public Sector Employment



MEDIAN SALARY
\$83,689
+2.5% VS. 2016
AUSTRALIA FULL-TIME
ADULT AVERAGE
WEEKLY EARNINGS
INCREASED BY 1.8%



JOB SECURITY
9.3 YEARS
MEDIAN TENURE
77.7% OF ROLES ARE
ONGOING



AVERAGE
RECRUITMENT
DECISION TIME
45.7 DAYS
ESTIMATED AVERAGE
TIME TAKEN FROM
APPLICATION
COMPLETION TO
ACCEPTANCE OF OFFER
ON I WORK FOR NSW

Public Sector Diversity



MEDIAN AGE
45 YEARS
25.5% ARE UNDER 35
+1.1PP VS. 2007
24.4% ARE 55 AND OVER
+7.1PP VS. 2007



WOMEN
64.6%
+5.1PP VS. 2007



SENIOR LEADERS
(FEMALE)
37.4%
GOVERNMENT SECTOR
+1.3PP VS. 2016



ENGLISH AS A 2ND
LANGUAGE
18.4%
+0.4PP SINCE VS 2016



ABORIGINAL AND/OR
TORRES STRAIT
ISLANDERS
3.2% OF EMPLOYEES
+0.1PP VS. 2016



ABORIGINAL AND/OR
TORRES STRAIT
ISLANDER SENIOR
LEADERS
71 SENIOR LEADERS
+8 VS. 2016



DISABILITY
2.7% OF EMPLOYEES
-0.1PP VS. 2016

Chapter Two

Workforce size & key changes

The NSW public sector workforce was smaller in 2017 than in 2016, with net decreases in annual FTE (down by 1,369 or 0.4%), census period FTE (down by 789 or 0.2%), and census headcount (down by 109 or 0.03%) between the two years.

The driving force of these decreases was the privatisation of several State owned corporations, however, the effect of these privatisations on sector size was partially offset by modest growth in all other areas of the NSW public sector (see Figure 2.1).

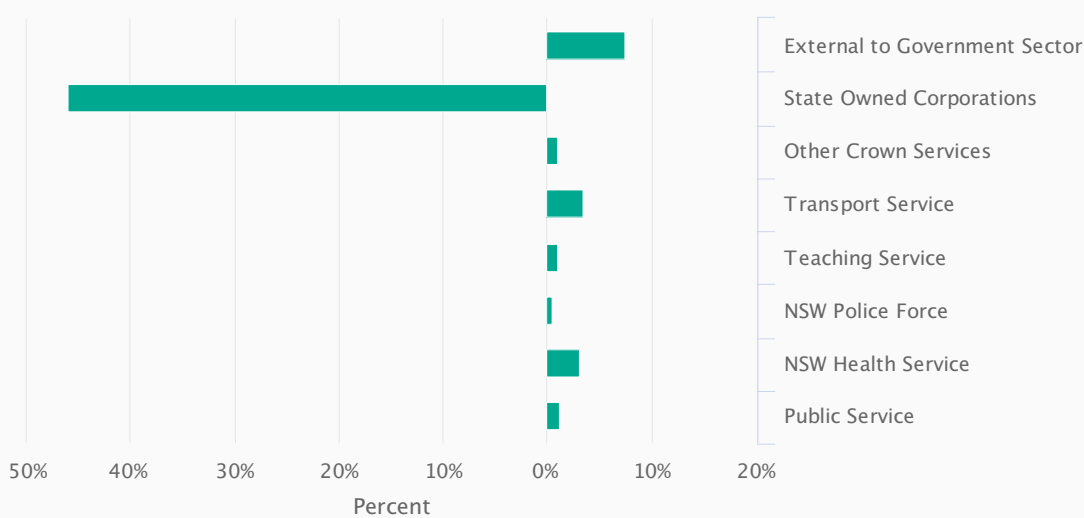


**HEADCOUNT DOWN BY
109**



FTE DOWN BY 789

Figure 2.1: Percentage change in census period FTE by service, 2016–2017



The three metrics – annual Full Time Equivalent (FTE), census period FTE, and census headcount – are related but can produce different patterns of results across years. Annual FTE is the sum of all paid hours worked over the reference period (or financial year), while census period FTE is the sum of all paid hours worked over the two-week census period. The third measure, census headcount (also known as headcount at census date) is the number of persons employed on census date (in 2017, the census date was 29 June 2017). FTE, unlike headcount, accounts for employees working part-time and, therefore, provides a more accurate view of the human resources being used to deliver government services across the state.



**1.2% GROWTH NSW
EMPLOYED PERSONS
2017**



**PUBLIC SECTOR
HEADCOUNT
REMAINED STABLE**

While the NSW public sector remained the largest employer in NSW in 2017, the overall pattern of year-on-year contraction since 2012 (see [Figure 2.2](#) and [Table 2.1](#)) is in contrast to the growth observed in the broader NSW workforce over the same period¹. From 2012 to 2017, the number of employed persons in NSW grew by 9.3%¹, but the NSW public sector census headcount decreased by 2.1% (see [Figure 2.3](#) for a ten-year time series of year on year changes in these data).

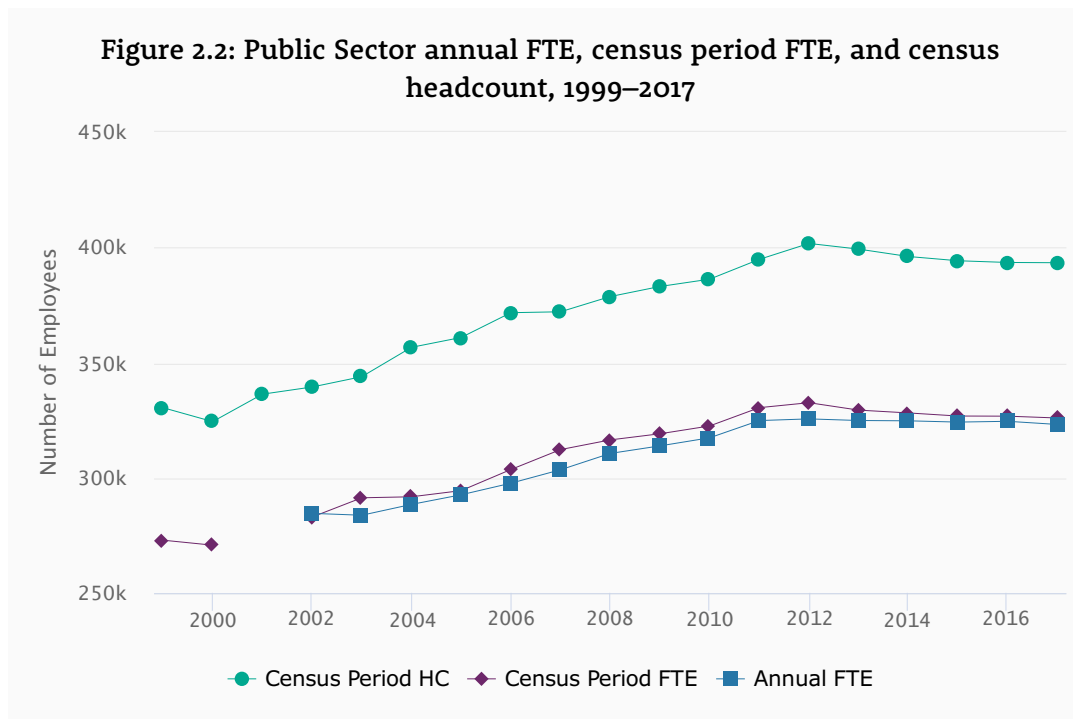
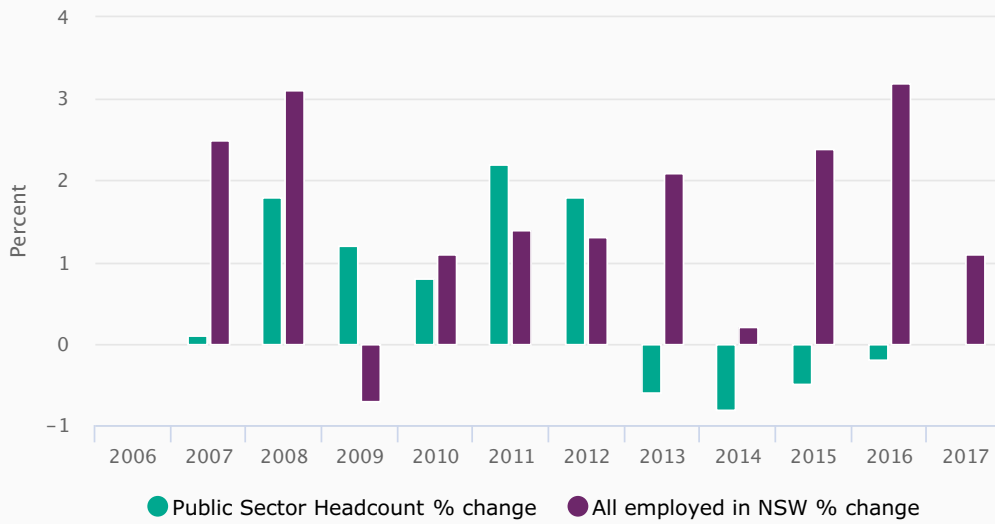


Table 2.1. Public Sector annual FTE, census period FTE, and census headcount, 1999–2017

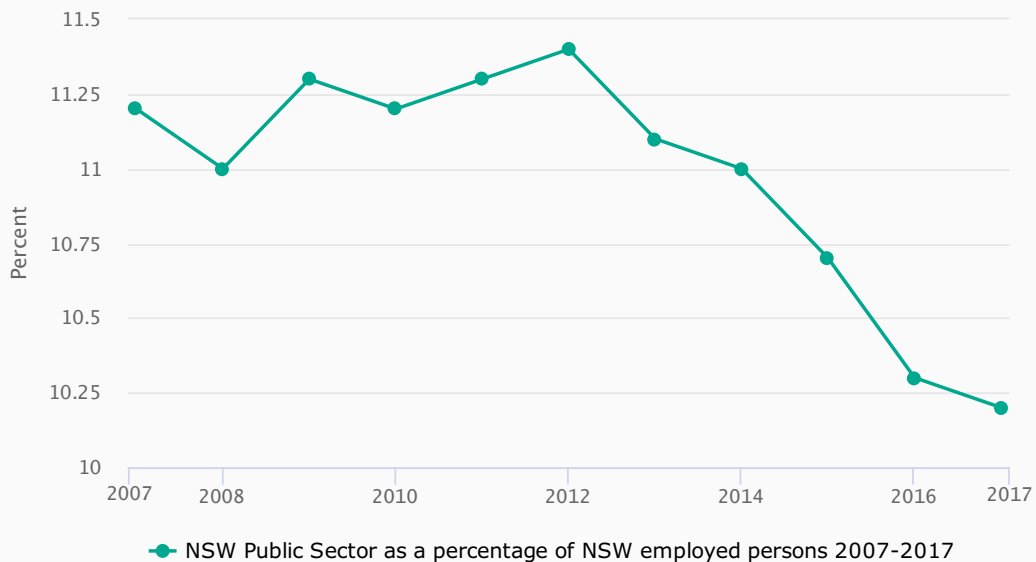
Year	Census headcount	% change from previous year	Census Period FTE	% change from previous year	Annual FTE	% change from previous year
1999	330,380	-	272,863	-	-	-
2000	324,345	-1.8%	270,688	-0.8%	-	-
2001	336,251	3.7%	-	-	-	-
2002	339,372	0.9%	282,897	-	284,508	-
2003	343,847	1.3%	291,264	3.0%	283,688	-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	394,789	2.2%	330,400	2.5%	324,797	2.4%
2012	401,703	1.8%	332,555	0.7%	325,524	0.2%
2013	399,243	-0.6%	329,336	-1.0%	324,825	-0.2%
2014	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%
2016	393,442	-0.2%	326,706	0.0%	324,477	0.1%
2017	393,333	0.0%	325,917	-0.2%	323,108	-0.4%

Figure 2.3: Annual percentage change in the size of the Public Sector (census headcount) and NSW employed persons, 2010–2017



The reduction in size of the NSW public sector compared to the NSW workforce¹ is captured in Figure 2.4. At 10.2%, the proportion of NSW employed persons who worked for the NSW public sector is at its lowest level since the commencement of the Workforce Profile in 1999, and is a full percentage point lower than it was a decade prior.

Figure 2.4: Public Sector census headcount as a percentage of NSW employed persons, 2007–2017



While there has been little change in the size of the NSW public sector overall, the composition of the sector has continued to transform (see [Table 2.2](#)). The Government Sector, which includes core government services, grew by 1.8% from 2016 to 2017.

Notably, the NSW Health Service continued its steady growth of recent years, with census period FTE up by 3,391 (or 3.1%) compared to 2016. This growth was driven by an increase of 1,429 FTE of nurses (up 3.1%) and of 493 FTE of medical practitioners (up 4.5%), and the cumulative effect of small increases across a range of other health roles.

Another key frontline service of the government, the Teaching Service, increased in size by 685 FTE (or 1.0%) from 2016, primarily due to the growth of 788 FTE of teachers.

The most significant movement in FTE across the sector was for State owned corporations. The large decrease of 6,565 FTE (or 46%), was a result of the completion of the privatisation of Ausgrid (3,893 FTE) and Endeavour Energy (2,015 FTE), as well as the privatisation of Pillar (635 FTE). Table 2.3 and Table 2.4 provide a summary of these and the major machinery of government changes that occurred during the 2017 reference period.

Table 2.2. Composition of Public Sector, census period FTE, 2016–2017

Service	FTE 2016	FTE 2017	% Change
Public Service	61,339	62,020	1.1%
NSW Health Service	111,016	114,407	3.1%
NSW Police Force	19,689	19,759	0.4%
Teaching Service	65,696	66,381	1.0%
Transport Service ²	12,948	13,404	3.5%
Other Crown Services	40,657	41,070	1.0%
Total Government Sector	311,346	317,041	1.8%
State Owned Corporations	14,276	7,712	-46.0%
External to Government Sector	1,083	1,164	7.5%
Total Public Sector	326,706	325,917	-0.2%

Table 2.3. Movements into clusters caused by machinery of government changes since June 2016³

Cluster	Movements into Cluster
Family & Community Services	<ul style="list-style-type: none"> • Women NSW (24 FTE), transferred from Health
Industry	<ul style="list-style-type: none"> • Destination NSW (126 FTE), Office of Sport (724 FTE) and Sydney Cricket and Sports Ground Trust (153 FTE) divisions, transferred from Premier & Cabinet • Liquor Gaming and Racing (225 FTE) (previously Liquor Gaming/Emergency Management), transferred from Justice
Justice	<ul style="list-style-type: none"> • Veterans Affairs (10 FTE), transferred from Premier & Cabinet
Planning & Environment	<ul style="list-style-type: none"> • Art Gallery of NSW Trust (225 FTE), Australian Museum Trust (168 FTE), Trustees of the Museum of Applied Arts and Sciences (246 FTE), Library Council of NSW (297 FTE) and Sydney Opera House Trust (535 FTE), transferred from Justice • Staff from Resources and Energy (430 FTE), Resources Regulator Compliance (149 FTE), were absorbed from Industry • Hunter Water Corporation (480 FTE), Sydney Water Corporation (2,555 FTE) and Essential Energy (3,158 FTE), transferred from Industry
Treasury	<ul style="list-style-type: none"> • Insurance & Care NSW (462 FTE) (which now includes the Workers' Compensation (Dust Diseases) Board, Lifetime Care & Support Authority and Self Insurance Corporation), transferred from Finance, Services & Innovation

Table 2.4. Movement out of clusters caused by machinery of government changes since June 2016³

Cluster	Movements out of Cluster
Family & Community Services	<ul style="list-style-type: none"> • Privatised - Home Care Service (21 FTE)
Finance, Services & Innovation	<ul style="list-style-type: none"> • Insurance & Care NSW (462 FTE) (which now includes the Workers' Compensation (Dust Diseases) Board, Lifetime Care & Support Authority and Self Insurance Corporation), transferred to Treasury

Health	<ul style="list-style-type: none"> • Women NSW (24 FTE), transferred to Family & Community Services
Industry	<ul style="list-style-type: none"> • Privatised - Delta electricity (292 FTE), Transgrid (1,034 FTE) and Ausgrid (3,893 FTE) • Staff from Resources and Energy (430 FTE) staff, Resources Regulator Compliance (149 FTE), were absorbed into Planning & Environment • Hunter Water Corporation (480 FTE), Sydney Water Corporation (2,555 FTE) and Essential Energy (3,158 FTE), transferred to Planning & Environment • Endeavour Energy (2,015 FTE), transferred to Planning & Environment, then privatised
Justice	<ul style="list-style-type: none"> • Liquor Gaming and Racing (225 FTE) (previously Liquor Gaming/Emergency Management), transferred to Industry • Art Gallery of NSW Trust (225 FTE), Australian Museum Trust (168 FTE), Trustees of the Museum of Applied Arts and Sciences (246 FTE), Library Council of NSW (297 FTE) and Sydney Opera House Trust (535 FTE), transferred to Planning & Environment
Planning & Environment	<ul style="list-style-type: none"> • Privatised - Endeavour Energy (2,015 FTE), initially transferred from Industry
Premier & Cabinet	<ul style="list-style-type: none"> • Destination NSW (126 FTE), Office of Sport (724 FTE) and Sydney Cricket and Sports Ground Trust (153 FTE) divisions, transferred to Industry • Veterans Affairs (10 FTE), transferred to Justice
Transport	<ul style="list-style-type: none"> • Independent Transport Safety Regulator (56 FTE), now a Federal entity²
Treasury	<ul style="list-style-type: none"> • Privatised - Superannuation Administration (Pillar) (635 FTE)

End Notes

1 - Australian Bureau of Statistics, 6291.0.55.001 - Labour Force, Australia, Detailed. Table 16. Labour force status by Labour market region (ASGS) and sex, New South Wales

2 - In March 2017 the functions and staff of the NSW Independent Transport Safety Regulator (ITSR) were merged into the Office of the National Rail Safety Regulator, which is administered by the Federal Government. Employees of ITSR were employed by the NSW Government up until March 2017 but have not been counted in this year's WFP collection. In 2016, their census period FTE for ITSR was 56

3 - 2016 Census period FTE is provided as a gauge for the effect of the movement on the Sector/Cluster

Chapter Three

Our Leaders

At June 2017, there were 4,230 executive employees in the Government Sector. These were primarily in the Public Service (45.8%) and the Transport Service (33.1%).



**4,230 EXECUTIVE
EMPLOYEES IN THE
GOVERNMENT SECTOR**

Table 3.1: Senior executives in Government Sector, headcount at census, 2017

Service	Headcount at census date, 2017
NSW Health Service	154
NSW Police Force	67
Other Crown Services	669
Public Service	1,939
Transport Service ¹	1,401
Total Government Sector	4,230²

The term 'leaders' is used throughout the Workforce Profile Report and the State of the Public Sector Report, and its definition depends on the context in which it is being used. The term may be used to refer to the following cohorts:

- **Senior Leaders for the Premier's Priority on Diversity**
This cohort is in scope for the Premier's Priority on driving NSW public sector diversity. Two aims of this priority are to establish gender equality among senior leaders and to double the 2014 number of Aboriginal senior leaders, with both to be achieved by 2025. This cohort includes all Government Sector employees with remuneration of \$153,915 and above who lead people and/or services. Excluded are roles with a unique statutory or institutional character (judges, barristers, and magistrates), and roles of a specialist or technical nature with no leadership or management accountabilities, such as some of the roles found in the medical profession.
- **Government Sector Senior Executives**
This cohort is a subset of the previous cohort and includes all executive employees who work within the Government Sector and have remuneration of \$153,915 and above. This is the cohort most typically referred to when discussing the number of senior executives in the Government Sector.
- **Public Service Senior Executives**
This cohort consists of Public Service Senior Executives (PSSEs³), that is, those executives who have transitioned to, or been employed under, the four band structure of the *Government Sector Employment Act 2013* (GSE Act) and who are employed in the Public Service (at census date 2017 there were 1,923 PSSEs⁴).

Figure 3.1: Different classifications of leaders within NSW Government Sector

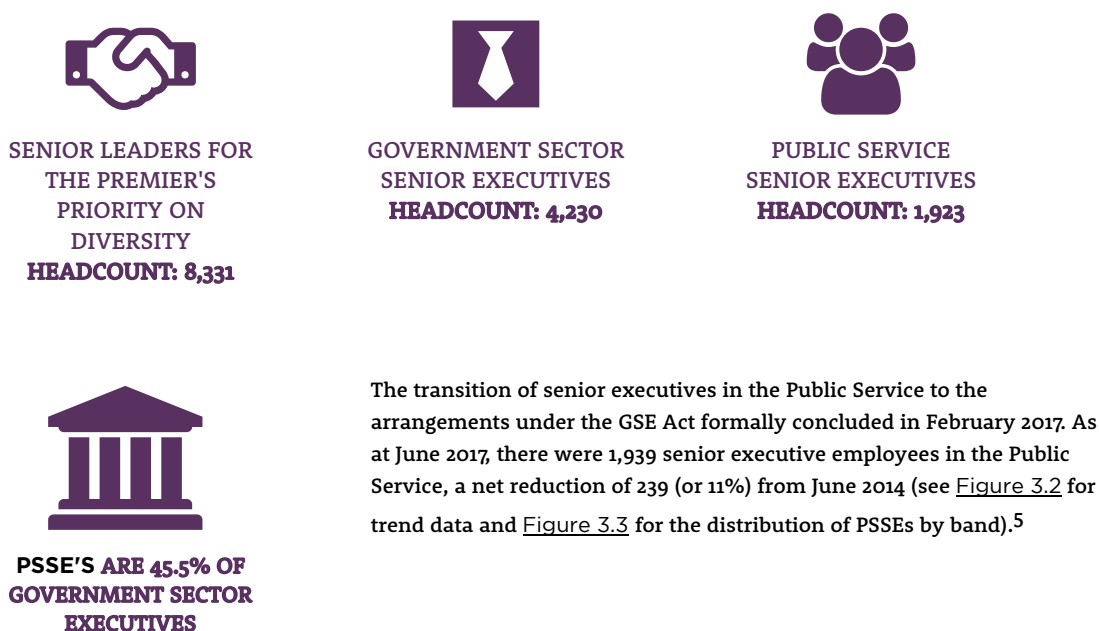


Figure 3.2: Senior executives in the Public Service, headcount at census, 2014–2017

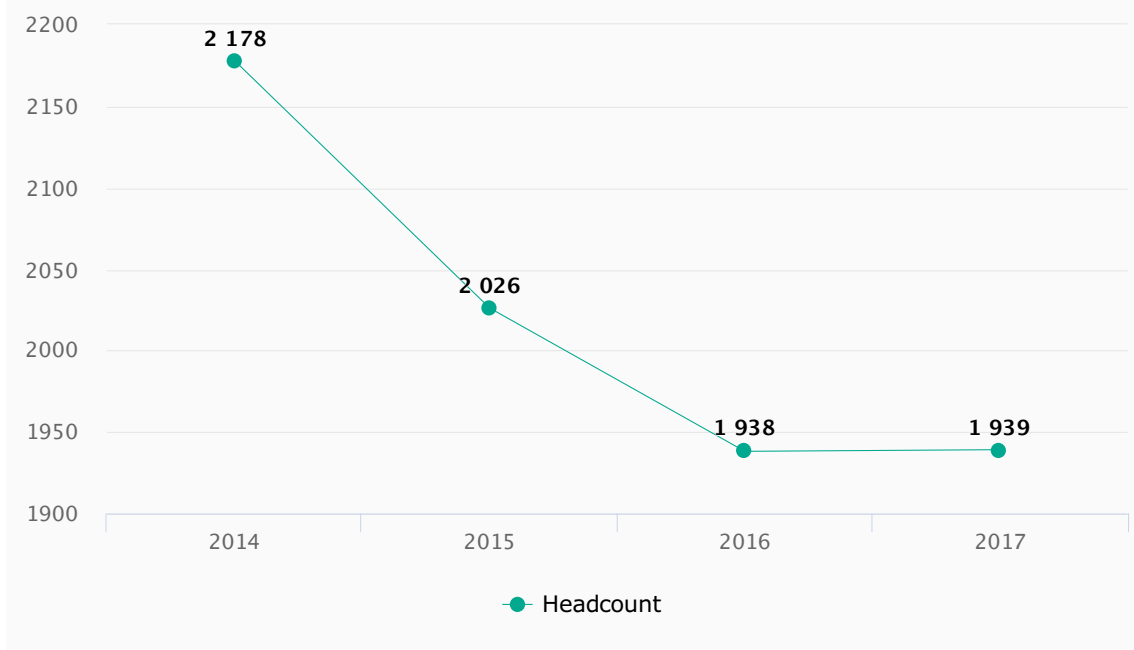
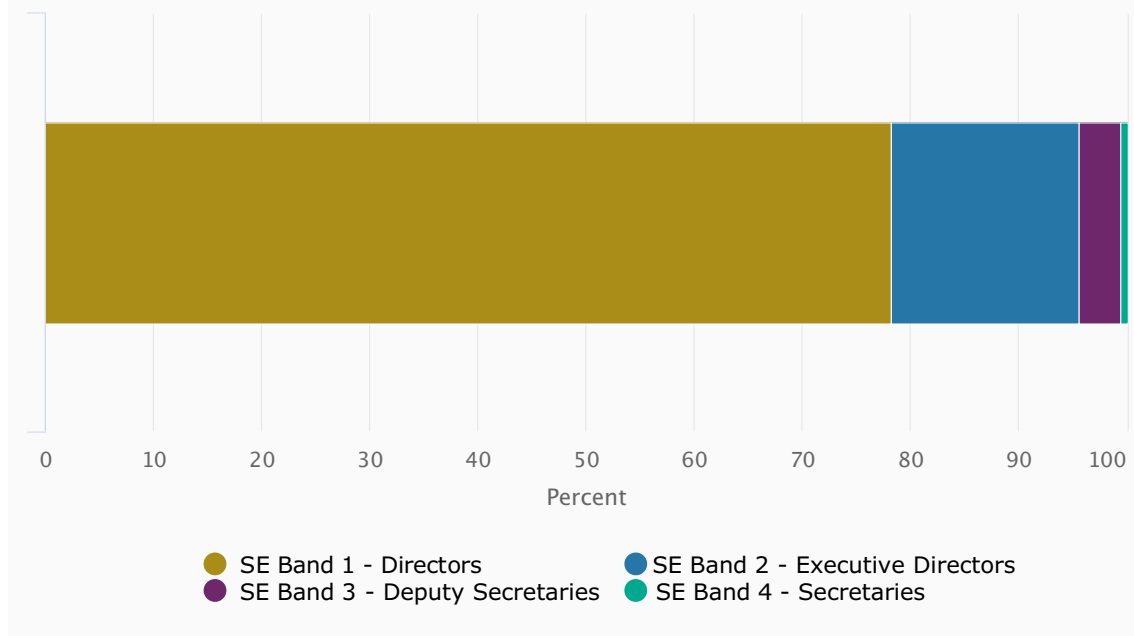


Figure 3.3: Distribution of PSSEs by band, census headcount (%), 2017



New executive employment arrangements commenced for executives in Health on 1 January 2017 under the *Government Sector Employment Legislation Amendment Act 2016* (GSELA Act). Starting from this date, the employment arrangements of Health Service senior executives were aligned to those of PSSEs. As at June 2017, all executives in Health had transitioned to the new employment arrangements.

The GSELA Act also aligned the senior executive employment arrangements for the NSW Police Force and the Transport Service to those of the Public Service. Executives in the Transport Service began to transition to the new arrangements on 1 July 2017, and the NSW Police Force commenced its transition on 31 October 2017.

Diversity of Senior Leaders

While there has been a focus on improving the diversity of the Premier's Priority senior leader cohort, in 2017 this cohort of employees was still less diverse overall than the Government Sector workforce as a whole⁶. In 2017, 37.4% of all senior leaders were female, up 1.3 percentage points from 2016. While this percentage was the highest it has ever been, women were still substantially underrepresented in this cohort, especially given their prominence in the Government Sector (65.6% of all NSW Government Sector employees were female in 2017).

The number of senior leaders of Aboriginal and/or Torres Strait Islanders background also increased between 2016 and 2017, from 63 to 71. However, not surprisingly, their proportional representation in the senior leader cohort was still lower than the proportional representation of Aboriginal and/or Torres Strait Islander person in the broader sector (3.2%).

The representation of senior leaders with a first language that was not English was at 8.6%, 5.7 percentage points lower than representation of this diversity group in the sector. Further, only 8.2% identified as being from a racial, ethnic, or ethno-religious minority (2.0 percentage points lower than total sector). The self-reported representation of people with a disability in the senior leader cohort (1.7%) was still 0.4 percentage points lower in the Government Sector (2.1%).



**ABORIGINAL AND/OR
TORRES STRAIT
ISLANDER SENIOR
LEADERS - 71**



**FEMALE SENIOR
LEADERS - 37.4%**

To inform progress on the Premier's Priority goal of 50% female representation among the Government Sector's senior leadership cohort by 2025, the Public Service Commission used Workforce Profile data to forecast the gender profile of this cohort based on current trajectories. It was found that going forward approximately 6 in every 10 new hires for this cohort would need to be female for the target to be reached.

Within the smaller cohort of senior executives in the Public Service, it is estimated that 43.7% of employees were female at the commencement of the GSE Act in 2014⁷. The completion of this transition in 2017 saw female representation in this group of executives rise to almost 50% (see [Table 3.2](#)).

Table 3.2: Senior executives in the Public Service by gender, census headcount, 2014–2017

Gender	2014	2015	2016	2017
Male	1,226 (56.3%)	1,178 (58.2%)	1,051 (54.2%)	1,005 (51.8%)
Female	950 (43.7%)	847 (41.8%)	887 (45.8%)	934 (48.2%)
Total	2,176	2,025	1,938	1,939

End Notes

1 - The figure for the number of senior executives in the Transport Service has historically included both Transport Senior Executives, and Transport Senior Managers (whose remuneration has historically been higher than a Clerk Grade 11/12). From the commencement of the Transport Service's senior executive transition on 1 July 2017 under the GSELA Act, Transport Senior Managers ceased to be considered senior executives. In the 2018 Workforce Profile Report, the number of Transport senior managers will be reported separately from the number of GSSEs.

2 - During the 2017 Workforce Profile Collection the Department of Family and Community Services did not submit records for 20 employees, two of which pertained to PSSEs employed at census date. Across the sector an additional 8 PSSEs and 2 Senior Executives in the Public Service were misclassified and only identified after the collection closed. All headline numbers of senior leaders, GSSEs reported in Chapter 3 have been adjusted to include the twelve additional Senior Executives in the Public Service.

3 - At census date 2016 only 1,237 senior executives in the Public Service had transitioned to the GSE Act and were considered PSSEs.

4 - At census date 2017 there were 15 senior executives employed under legislation other than the GSE Act, who resided in a Public Service agency and who are not statutory appointees.

5 - This chapter reports on number of senior executive employees (headcount) and not the number of senior executive roles.

6 - All figures in this section are considered actual figures rather than estimated figures. Estimated figures are used for sector-level statistics to account for missing data (see [Chapter 4 \(/reports---data/workforce-profile/workforce-profile-reports/2017-workforce-profile-report/chapter-four/chapter-4\)](#)). The amount of missing diversity data for senior leaders is too high to allow for estimation.

7 - Excludes Indeterminate/Intersex, missing and withdrawn gender data (.03% of total headcount).

Chapter Four

Who we are

It is important that within a community, the diversity of the general public be reflected by those employed within its public sector. This creates a more cohesive, inclusive and well represented society¹. The NSW public sector is increasingly focused on developing a diverse and inclusive workforce that includes people of different genders, and cultural and linguistic backgrounds; Aboriginal people; and people with disability. It is also working to increase diversity in broader dimensions such as education, knowledge, skills, work styles, experience, values and ideas.

Workforce Profile data aims to provide an accurate representation of the diversity of employees within the NSW public sector. This allows for any disparities in representation of certain diversity group within the NSW public sector to be identified and reported on. This influences the course of action when developing policy - such as setting new diversity targets, or introducing new inclusive employment initiatives.

Challenges remain in understanding and measuring the level of diversity in the NSW public sector. Workforce Profile data on diversity groups is collected on a voluntary basis, which requires employees to self-identify. This often leads to under-reporting as some employees may feel identifying with a diversity group may not be relevant to their role, they may have a fear of stigma or discrimination, or they may not have access to update their diversity status. The response rate to diversity questions continues to improve providing confidence in the results.



MEDIAN AGE
IN 2017
45 YEARS

50+

EMPLOYEES 55
& OVER
24.4% IN 2017
(+7.1PP VS. 2007)

35-

EMPLOYEES
UNDER 35
25.5% (2017) VS
24.4% (2007)



DIVERSITY
RESPONSE
RATE²
77.2% IN 2017
(+1.0PP VS.
2016)



ABORIGINAL
AND/OR
TORRES STRAIT
ISLANDER -
ESTIMATE
3.2% IN 2017
(+0.1PP VS.
2016)



PEOPLE WHOSE
LANGUAGE
FIRST SPOKEN
AS A CHILD
WAS NOT
ENGLISH -
ESTIMATE
18.4% IN 2017
(+0.4PP VS.
2016)



EMPLOYEES
REPORTING
DISABILITY -
ESTIMATE
2.7% IN 2017
(-0.1PP VS. 2016)



PEOPLE FROM
RACIAL,
ETHNIC,
ETHNO-
RELIGIOUS
MINORITY
GROUPS -
ESTIMATE
13.2% IN 2017
(NO CHANGE
VS. 2016)

Age

The median age of NSW Public Sector employees remains unchanged since 2008. The median in 2017 was 45 years for males and 44 years for females. At June 2016, the median age of the New South Wales population³ was 37.6 years, up from 36.8 years at June 2006. The median age of males in 2016 was 36.7 years compared with 38.5 years for females. This indicates that the NSW Public Sector workforce tended to be older than the NSW population.

Table 4.1 Median age and proportion of employees > 45 years by service, at census date

Service	Median Age	%>45 years
Public Service	46	53.3%
NSW Health Service	44	47.7%
NSW Police Force	40	34.1%
Teaching Service	43	45.4%
Transport Service	47	57.6%
Other Crown Services	50	67.0%
Total Government Sector	45	50.2%
External to Government Sector	49	59.6%
State Owned Corporations	45	51.4%
Total Public Sector	45	50.3%

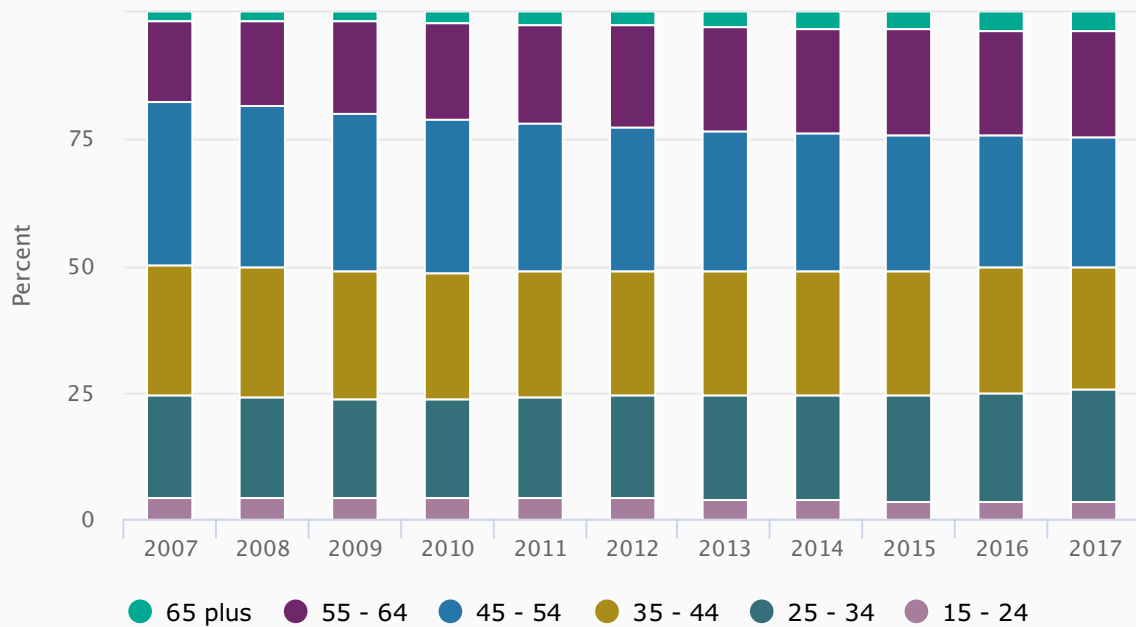
Table 4.1 shows the NSW Public Sector's median age by service at census date and the percentage representation of employees above the sector's median age in each service.

The NSW Police Force had the lowest median age (40 years), the highest proportion of employees aged under 35 (32.3% compared with 25.5% across the sector) and the lowest proportion of employees aged 55 and over (8.9% compared with 24.4% across the sector). The Police Force has aged though when compared to 2014, when their median age was 38, the proportion under 35 was 36.5% and only 7% of the workforce was aged over 55.

Other Crown services had the highest median age (50 years). Within other Crown services, 58.2% of 'Clerical and Administrative workers' had a median age of 52 years and 55.7% of the 'Professionals' in this service were above 51 years of age.

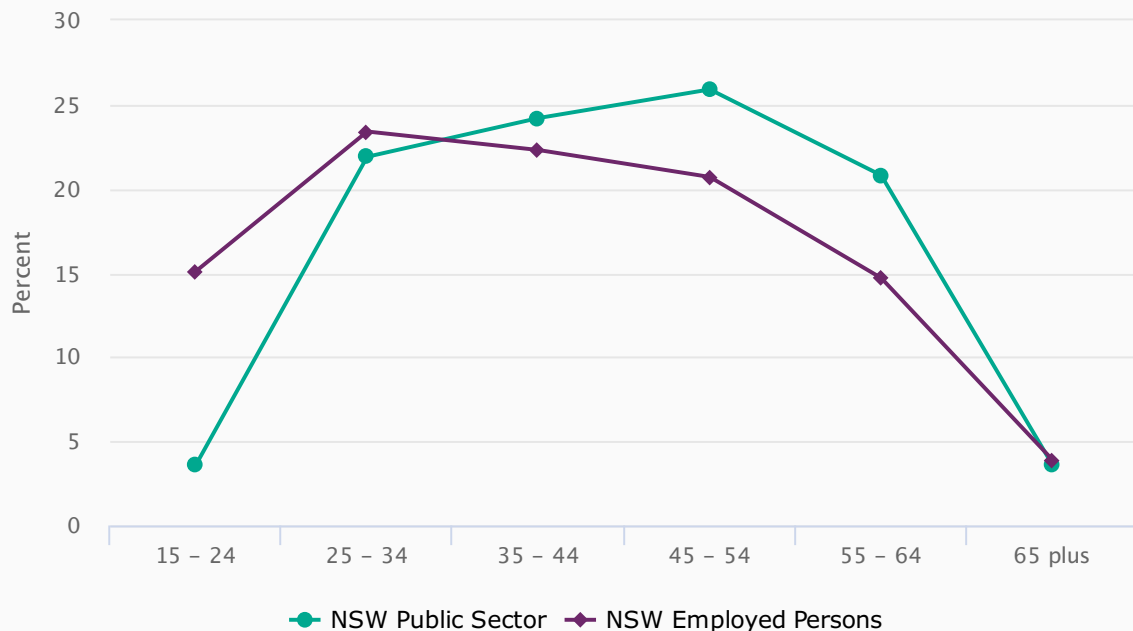
The age diversity of employees brings significant benefits such as diverse skill sets, varied experiences, talent and knowledge sharing⁴ to the workforce. The proportion of public sector employees 44 years and younger has remained relatively constant, decreasing from 50.3% in 2007 to 49.7% in 2017 (refer Figure 4.1). The proportion of Public Sector employees aged between 45 and 54 reduced from 32.3% in 2007 to 25.9% in 2017, while the 55 and over age group increased from 17.4% (2007) to 24.4% (2017) of the total workforce. Workforce planning efforts across agencies need to consider the impact of a quarter of the workforce moving towards retirement over the next decade, many of these in senior roles.

Figure 4.1: Age profile of NSW Public Sector at census date, 2007-2017



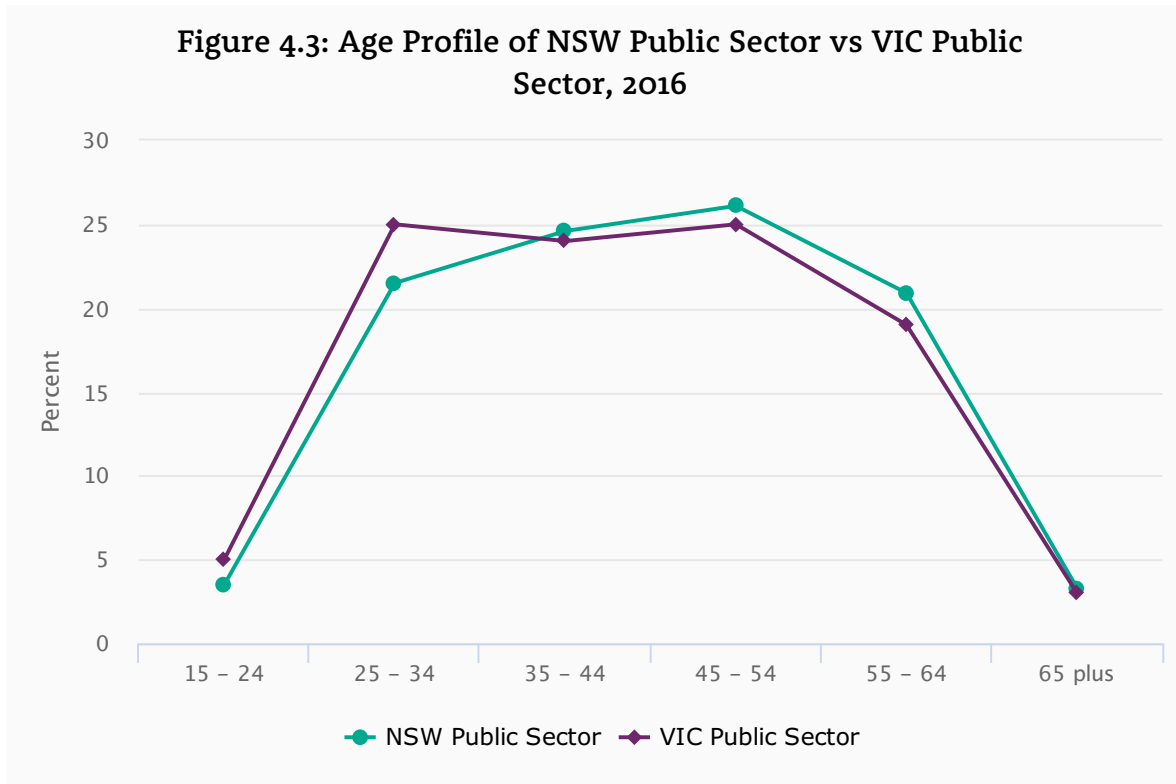
The NSW Public Sector is an older workforce compared to the total NSW workforce. [Figure 4.2](#) shows that there is a higher proportion of NSW Public Sector workers aged 55 and over (24.4% compared with 18.6% in the NSW workforce⁵) and proportionately far fewer workers aged 34 and under (25.5% in Public sector vs 38.4% in NSW workforce).

Figure 4.2: Age Profile of NSW Public Sector and NSW employed persons, 2017



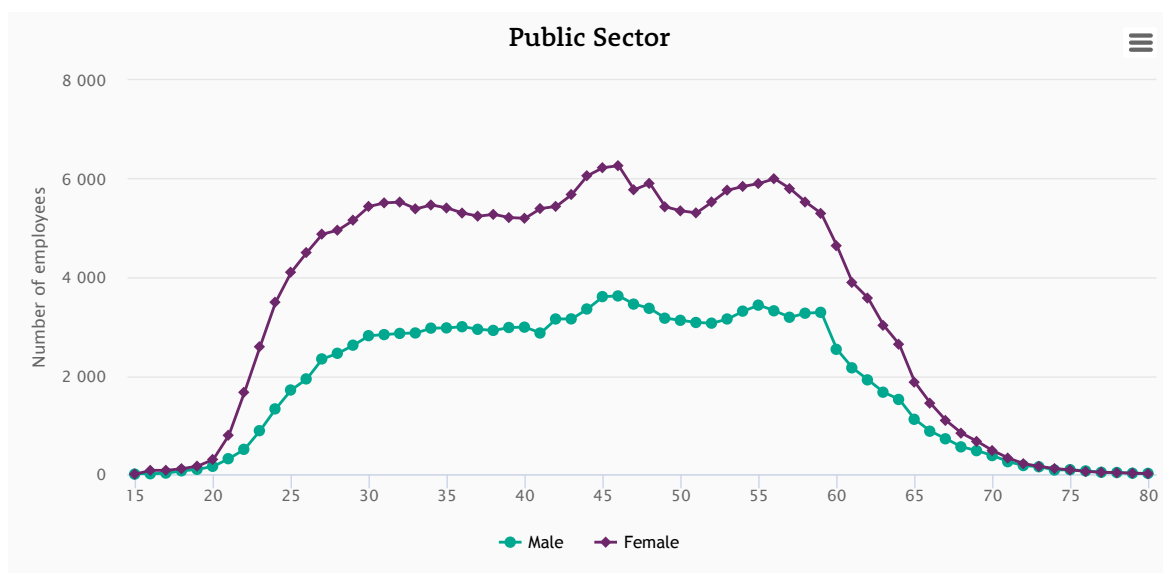
As a point of comparison, in 2016, the Victorian Public Sector⁶ had a similar age distribution as the NSW Public Sector, with the greatest difference being in the 25 to 34 range (21.5% in NSW and 25.0% in Victoria in 2016).

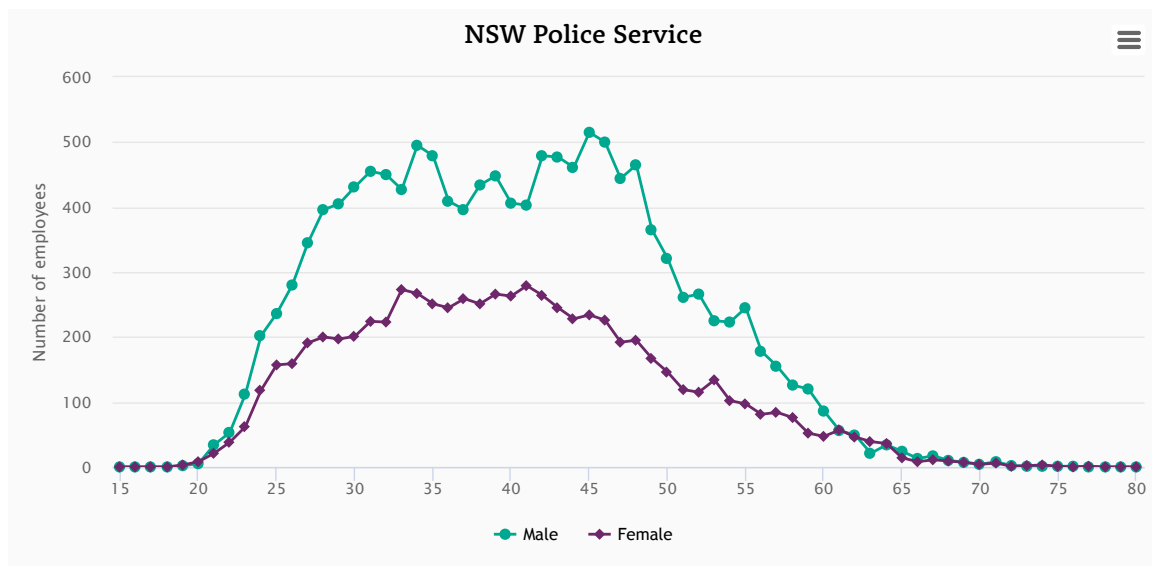
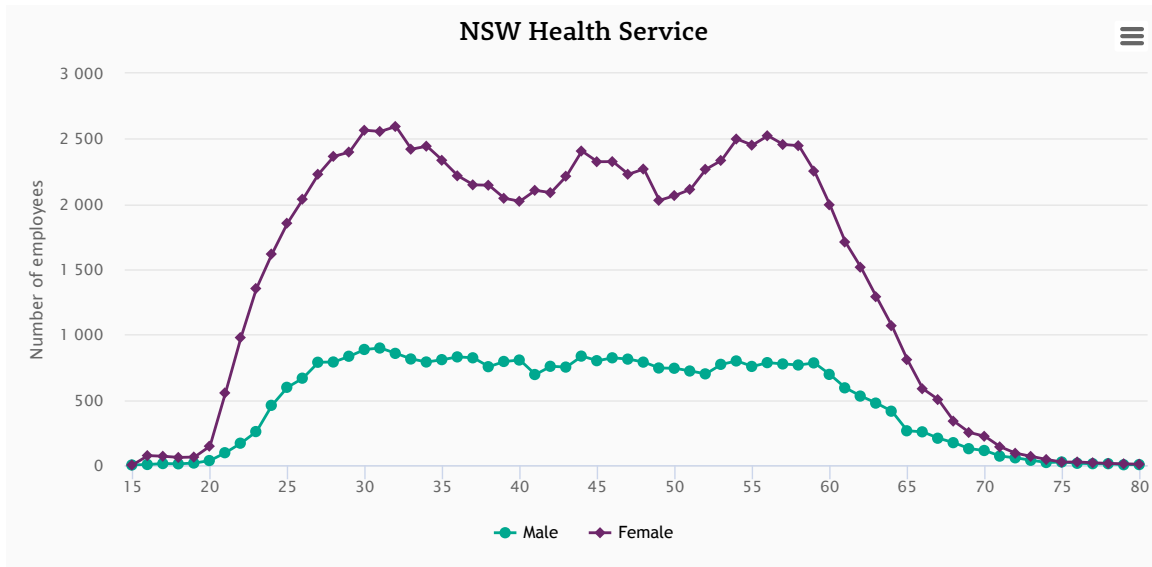
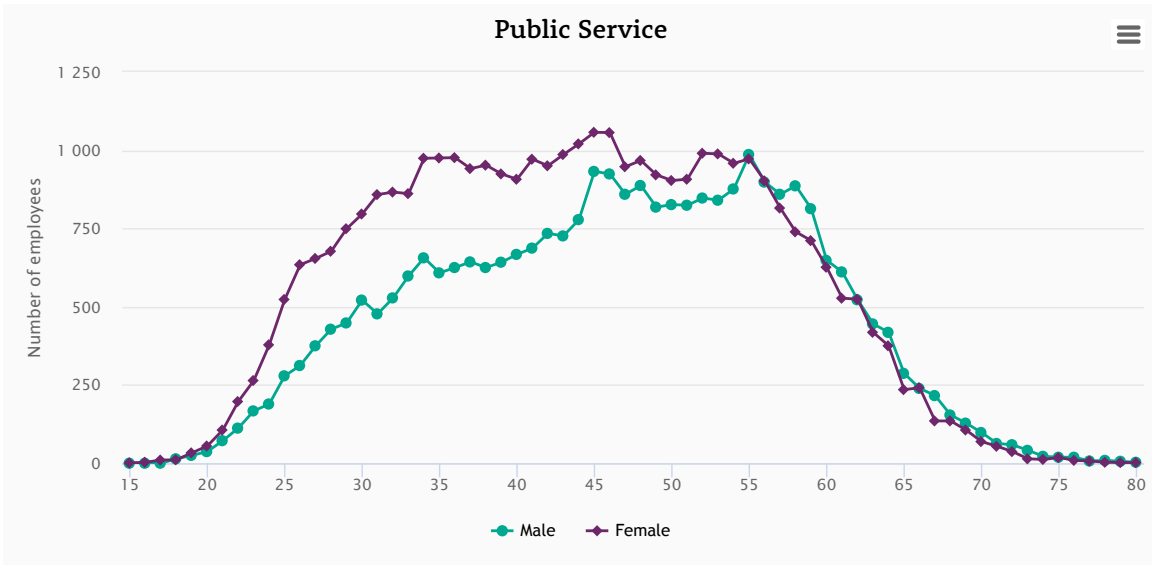
Figure 4.3: Age Profile of NSW Public Sector vs VIC Public Sector, 2016

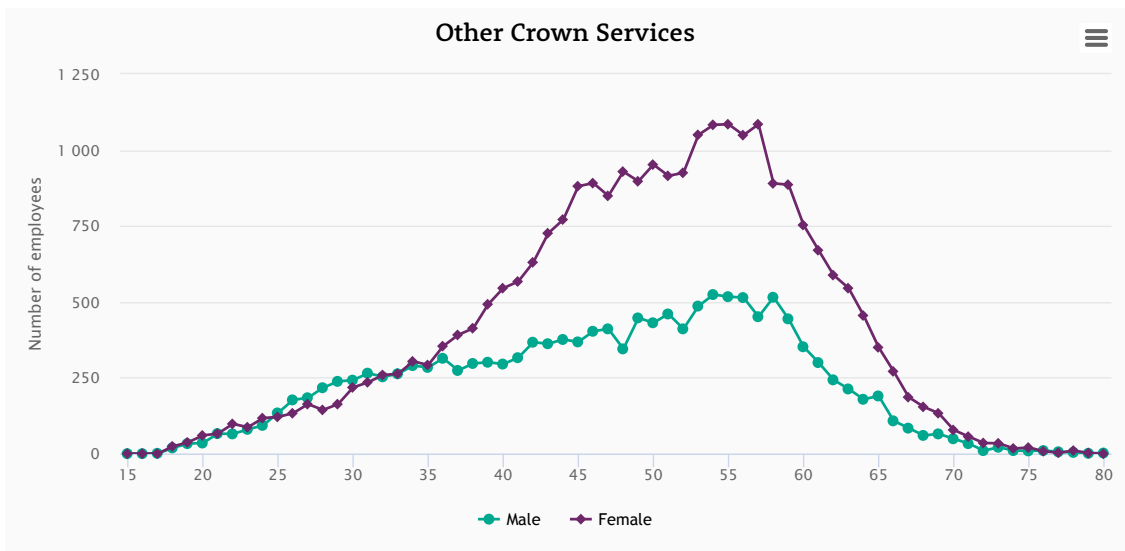
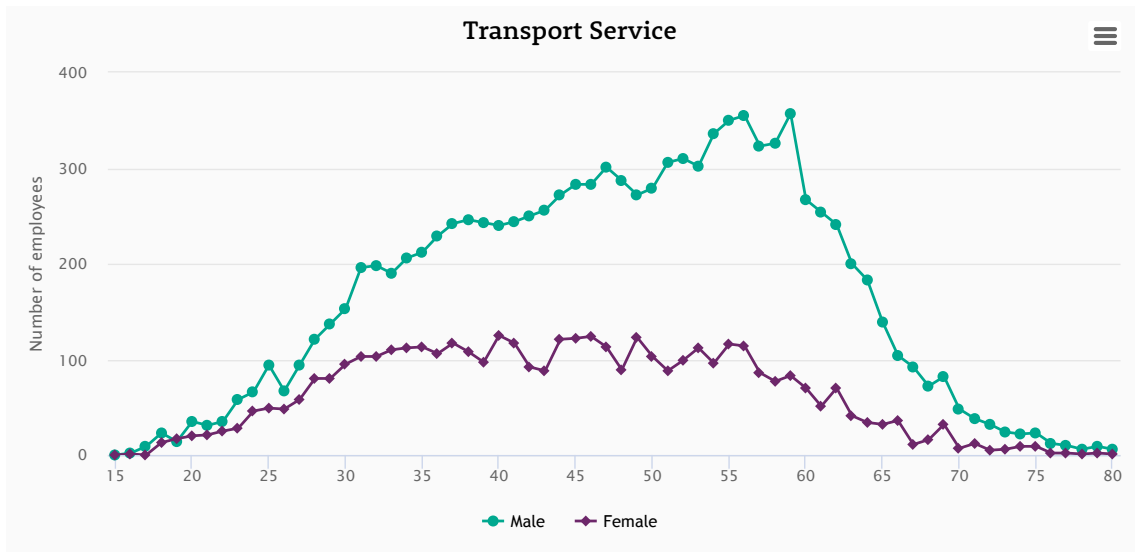
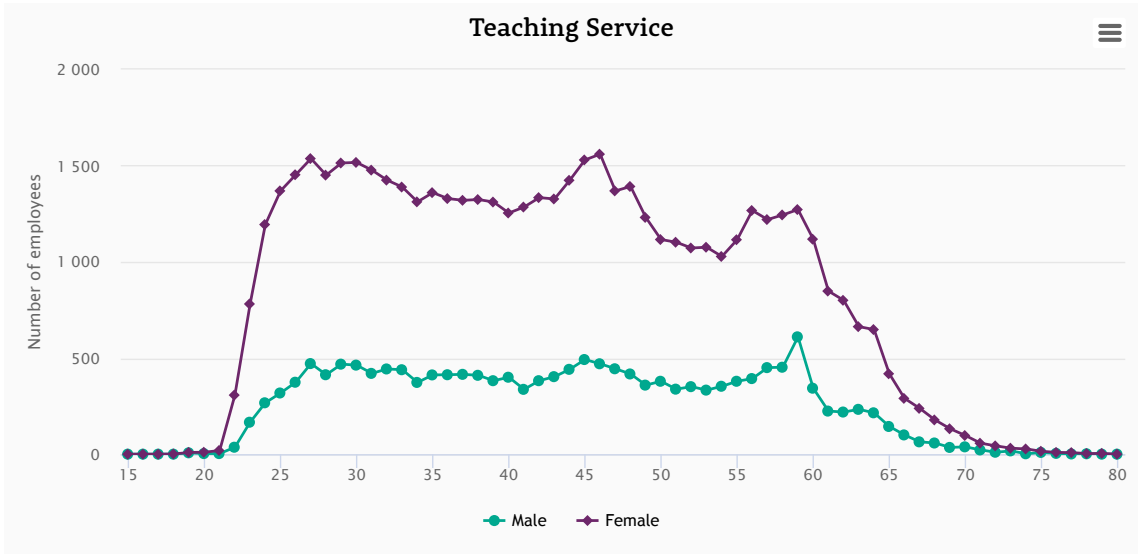


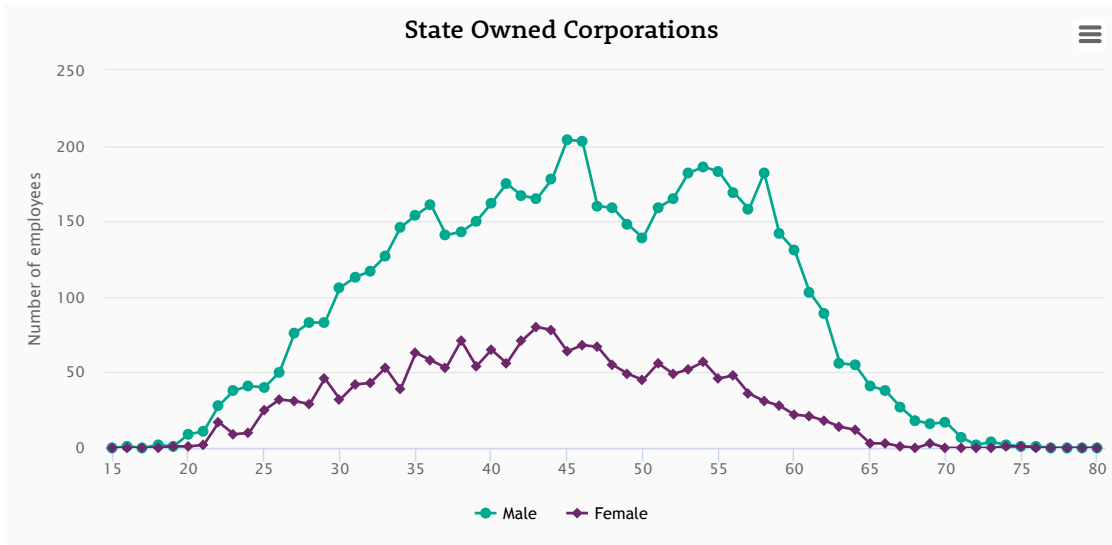
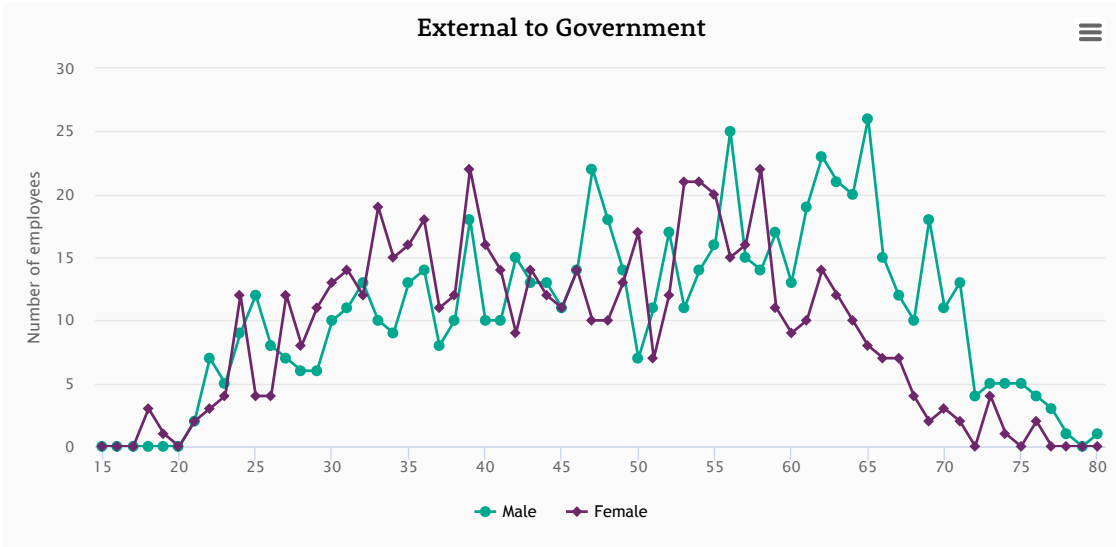
The age profile of the workforce across the public sector is varied. [Figure 4.4](#) below shows the trends in the concentration of the workforce across the various services. The lower proportion (3.6%) of employees under 25 reflects in part that a high proportion of occupations in the sector require a qualification. The NSW Police Force had only 0.8% of its employees above 65 years of age whereas Transport Service has 6.1%. Major concentrations of the NSW Police Force and Teaching Service were in the 25 to 44 age group, whereas the other Crown services tended to be around the 45 to 54 age group. Above the age of 60, the number of employees dropped dramatically, and this drop was consistent across the services. This is reflected in the median retirement age⁷ for the Public Sector of 61.

Figure 4.4: Age Profile of Total Sector and by service, non-casual, 2017









Women

The number and proportion of non-casual women in the NSW public sector has been increasing for over a decade, up from 59.5% in 2007 to 64.6% in 2017. The NSW public sector traditionally employs a higher proportion of women than the NSW

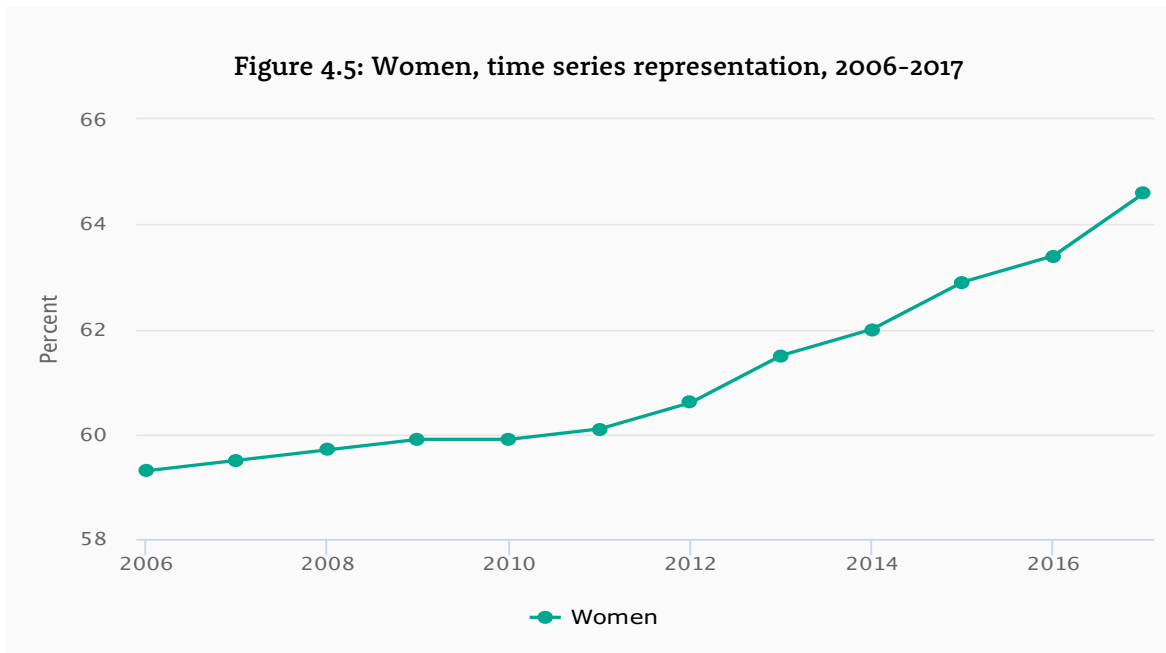
labour force⁸ which was 44.8% in 2007 and 46.9% in 2017. The higher proportion of women in the Public Sector is driven by the high representation of women in the two largest clusters, Education (77.8%) and Health (74.6%). Education and Health make up 49.3% of the total NSW public sector non-casual headcount. In contrast, the Transport cluster had the lowest representation of women (23.7%).

The three largest ANZSCO Minor Groups - 'School Teachers', 'Midwifery and Nursing Professionals', and 'General Clerks', accounted for close to a third (32.3%) of the total non-casual headcount. All of these groups had a high proportion of female employees (77.1%, 86.8% and 89.7% respectively).

Table 4.2: Public Sector representation of women by cluster, non-casual headcount, 2017

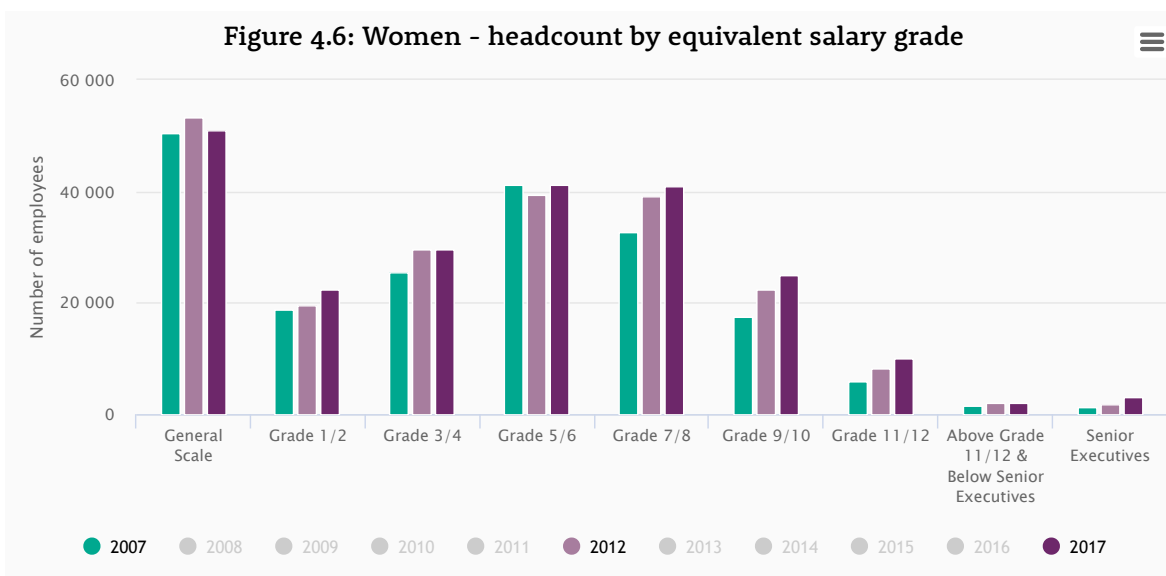
Cluster	Women	Total Public Sector	Women %
Education	75,798	97,430	77.8%
External to Government Sector	597	1,291	46.2%
Family & Community Services	10,472	14,091	74.3%
Finance, Services & Innovation	4,525	7,577	59.7%
Health	96,125	128,874	74.6%
Industry	8,207	14,911	55.0%
Justice	16,283	41,165	39.6%
Planning & Environment	5,406	13,788	39.2%
Premier & Cabinet	863	1,371	62.9%
Transport	6,474	27,259	23.7%
Treasury	746	1,234	60.5%
Total Public Sector	225,496	348,991	64.6%

Although there has been a reduction in the size of the NSW public sector by 2.2% since 2012, there has been a 4.3% increase in the female workforce



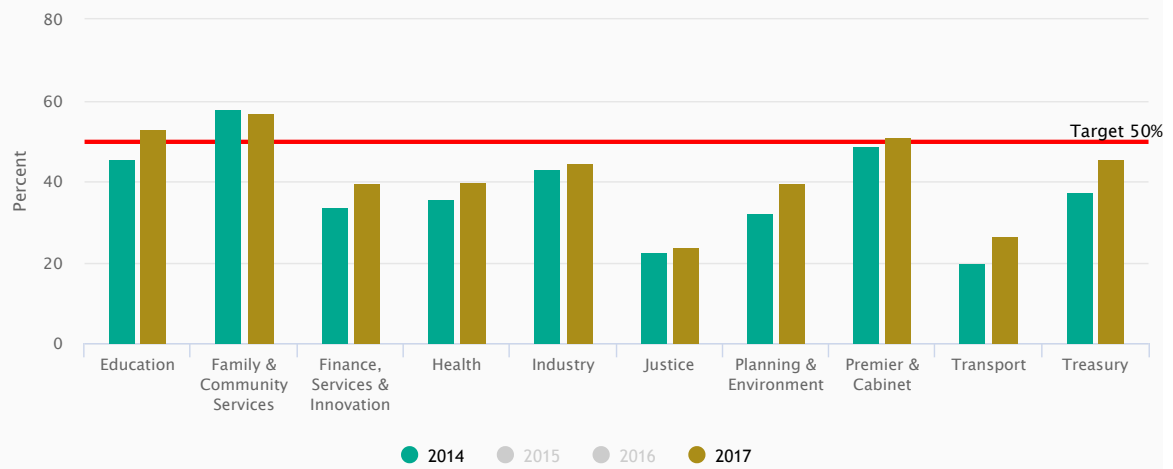
Further, this positive change in the female workforce is also evident at the higher salary bands (refer Figure 4.6). Since 2012 the female non-casual headcount at the Grade 11/12 level has increased by 20.4% and at the Senior Executive level it has an increase of 57.9%.

Despite the high level of representation across the sector, women remained under-represented in the higher salary levels when compared to men and as a proportion of their overall representation in the sector, further explored in Chapter 7.



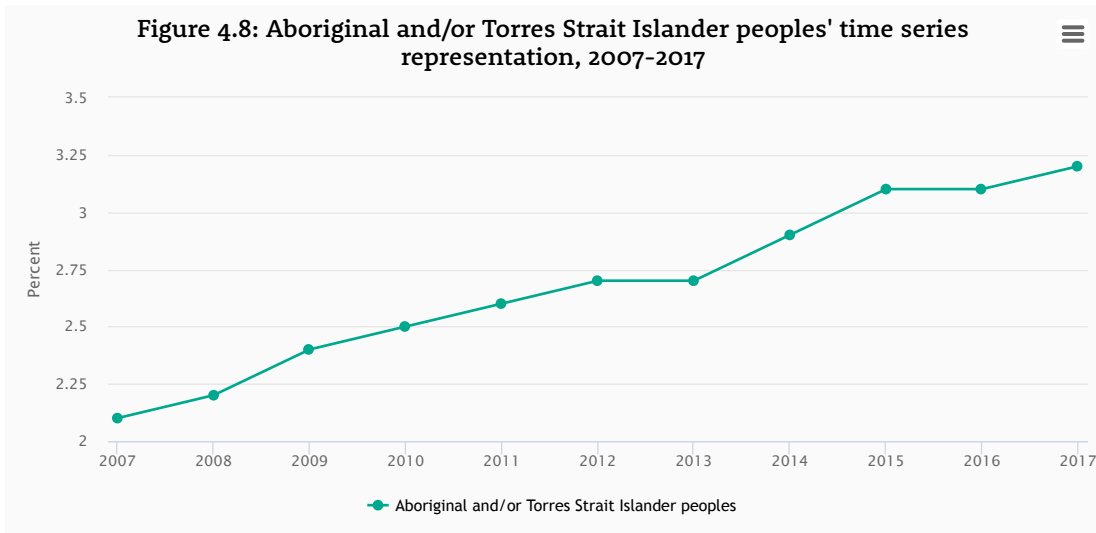
To address this imbalance, the Premier has made it a priority to increase the proportion of women in senior leadership roles in the Government Sector to 50% by 2025. The representation of women in senior leadership roles varied across clusters but increased in nearly all of them between 2014 and 2017 (refer Figure 4.7).

Figure 4.7: Representation of women in senior leadership roles, Premier's Priorities, Government Sector, by cluster, 2014 - 2017

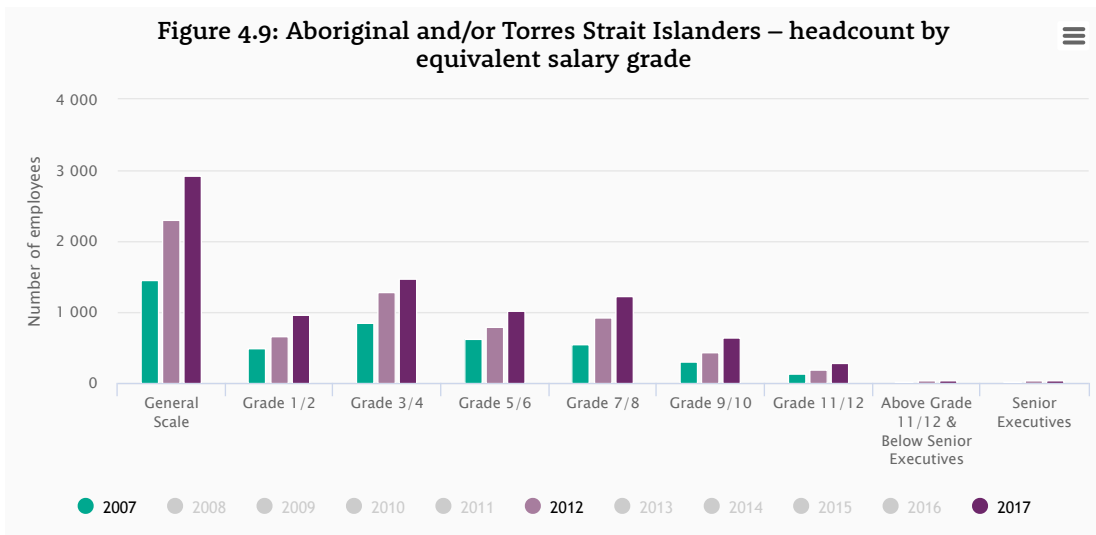


Aboriginal and/or Torres Strait Islander

In 2017, an estimated 3.2% of non-casual employees identified as Aboriginal and/or Torres Strait Islander, a slight increase from 3.1% in 2016. The number and proportion of employees in this group has increased progressively over time (see [Figure 4.8](#) and [Figure 4.9](#)). When compared to the other jurisdictions, Victoria⁶ (0.4% in 2016) is trending upwards since 2012 while Queensland⁹ (2.0% in 2015) has reported a decline over a similar period.



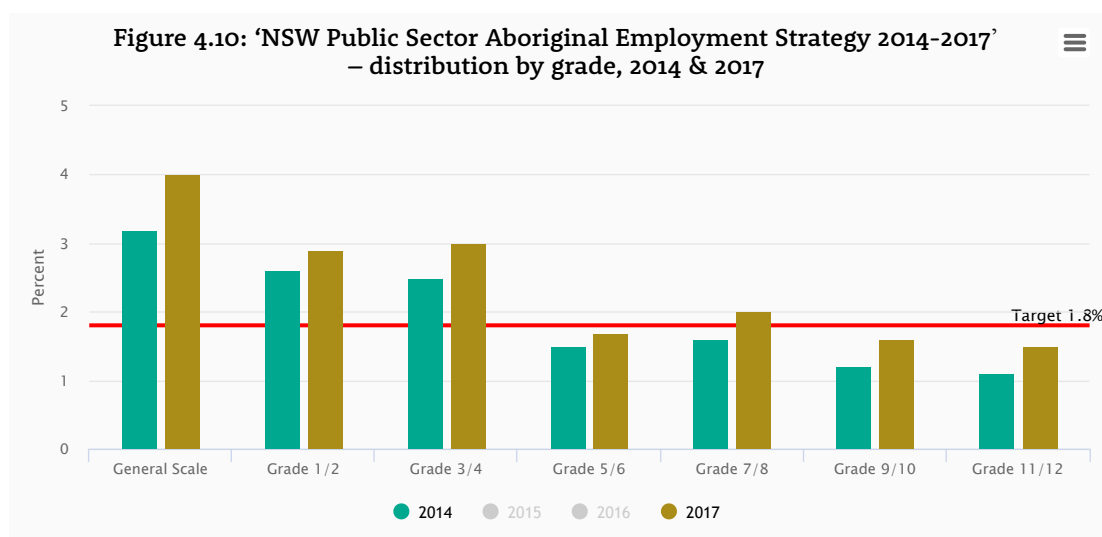
As at Census date 2017, 8,615 employees identified as Aboriginal and/or Torres Strait Islanders compared to 6,685 in 2012 (an increase of 1,930). This equates to an increase of 28.9% in headcount for Aboriginal and/or Torres Strait Islander employees since 2012. While coming from a low base the percentage increase of Aboriginal and/or Torres Strait Islander employees at each grade has been greater than the change seen at the same level for the public sector.



Aboriginal and/or Torres Strait Islander employees remained over-represented in the lower salary bands while the higher grades were under-represented. Part of this may be driven by the fact that this cohort is generally younger in comparison to the total sector, and are in the early stage of their career progression.

The NSW Public Sector has two initiatives underway which aim to address this imbalance.

The 'NSW Public Sector Aboriginal Employment Strategy 2014-2017', aims to improve the distribution of Aboriginal employees at all levels of the sector, with an aspirational target of 1.8% representation across all classifications by 2021. Figure 4.10 shows the progress that has been made since 2014 toward achieving this aspirational target.



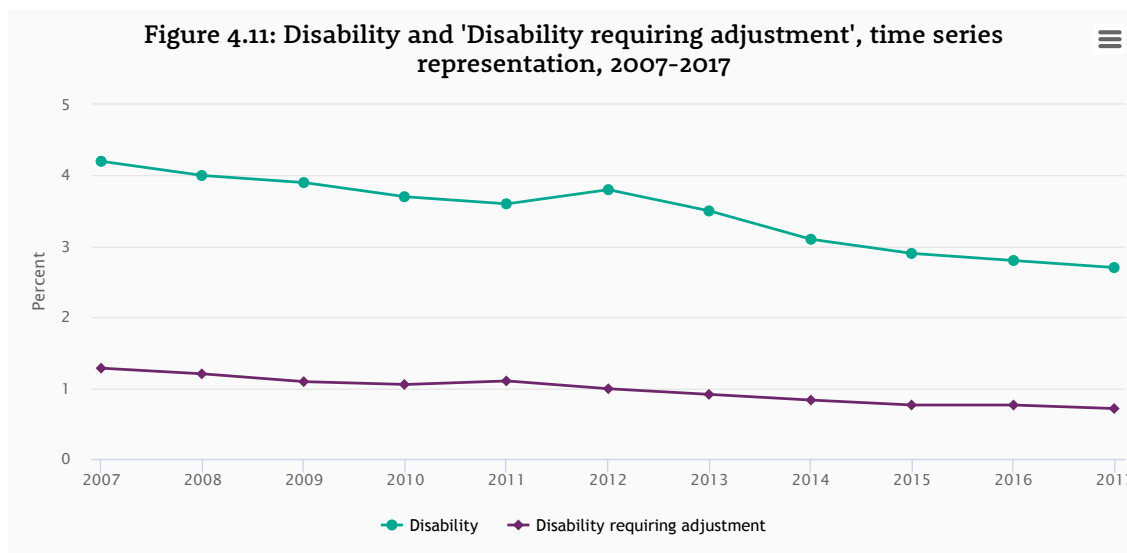
In addition, one of the NSW Premier's priorities introduced in 2015 is to double the number of Aboriginal people in senior leadership roles by 2025 from 57 in 2014 to 114 across the Government Sector. In 2017, there were 71 Aboriginal leaders included in the senior leadership group. The table 4.3 below shows the progress that sector is making in meeting these targets.

Table 4.3: Aboriginal and/or Torres Strait Islander senior leaders, Premier's Priorities, Government Sector – headcount, 2014 – 2017

Cluster	2014	2015	2016	2017
Education	22	18	29	30
Family & Community Services	9	8	5	7
Finance, Services & Innovation	0	3	3	2
Health	3	3	4	6
Industry	0	1	1	1
Justice	16	17	13	13
Planning & Environment	0	0	0	0
Premier & Cabinet	1	3	2	3
Transport	3	2	5	8
Treasury	3	0	1	1
Government Sector Total	57	55	63	71

People with disability

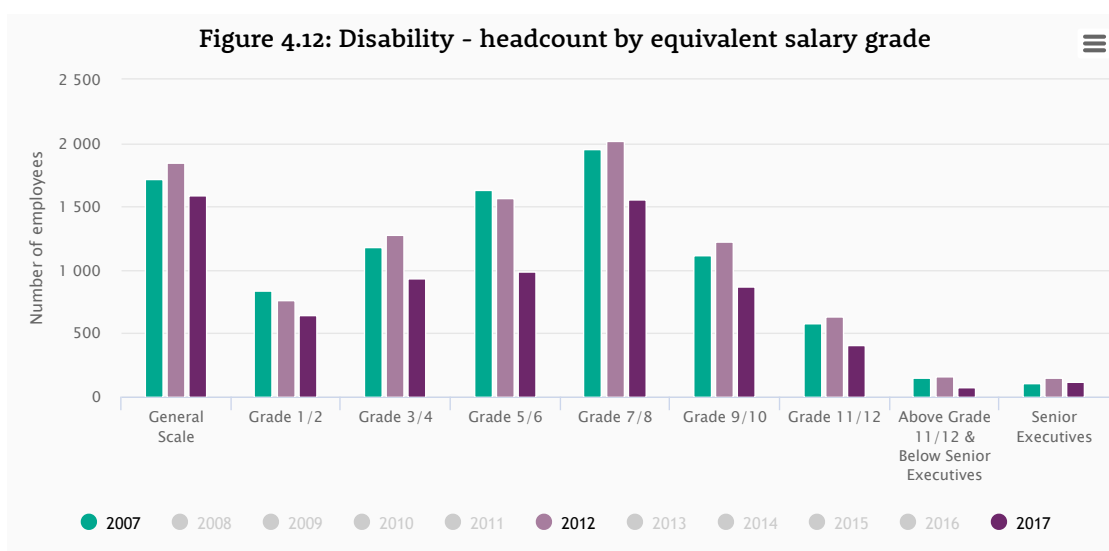
In 2017, an estimated 2.7% of Public Sector employees have identified themselves as having disability, a decrease from last year's estimate of 2.8%. The number and proportion of employees in this group has been declining since 2008. Victoria⁶ and Queensland⁹ Public Sectors have also reported a decline across the similar period.



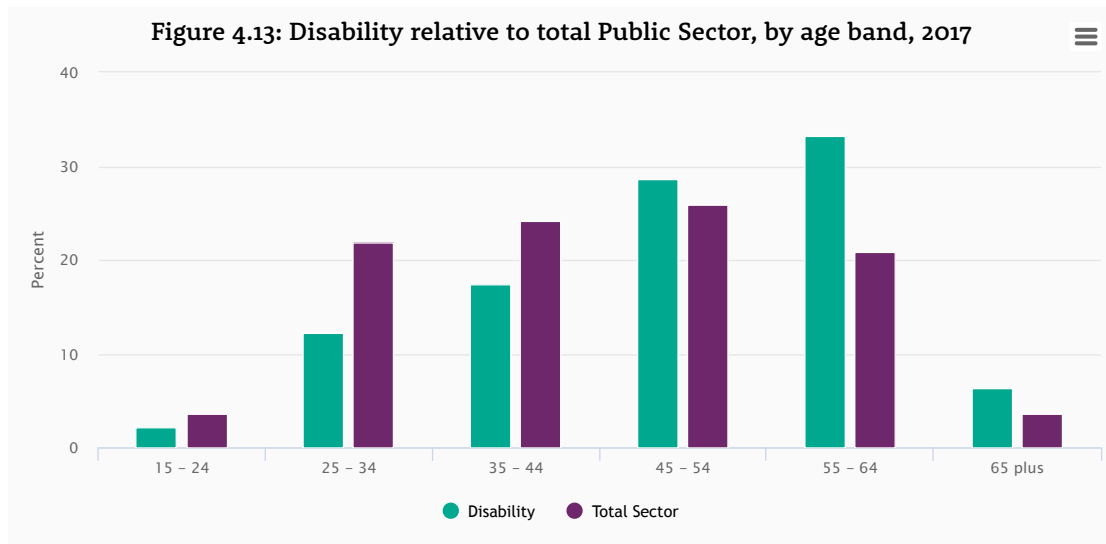
As at census date in 2017, there were 7,176 employees who identified as having disability in comparison to 9,630 in 2012. This equates to a 25.5% decrease since 2012.

There has also been a 24.8% decline in the figures for disability requiring adjustment since 2012.

The proportion of people with disability is higher in salary bands (i.e. grade 7/8 to grade 11/12), in comparison to the Public Sector. This aligns with the older median age (51 years) identified in more senior grades and with the notion that disability is something that can be acquired over time. The median tenure for the people with disability was 14.4 years, higher than the public sector (9.3 years).



The age distribution of this cohort is noticeably different to the total sector, as seen in [Figure 4.13](#). For people with disability, there was a higher proportion of employees aged 45 years and over compared to the total sector (68.3% vs 50.3%), with these differences becoming greater in the 55 to 64 year age group.



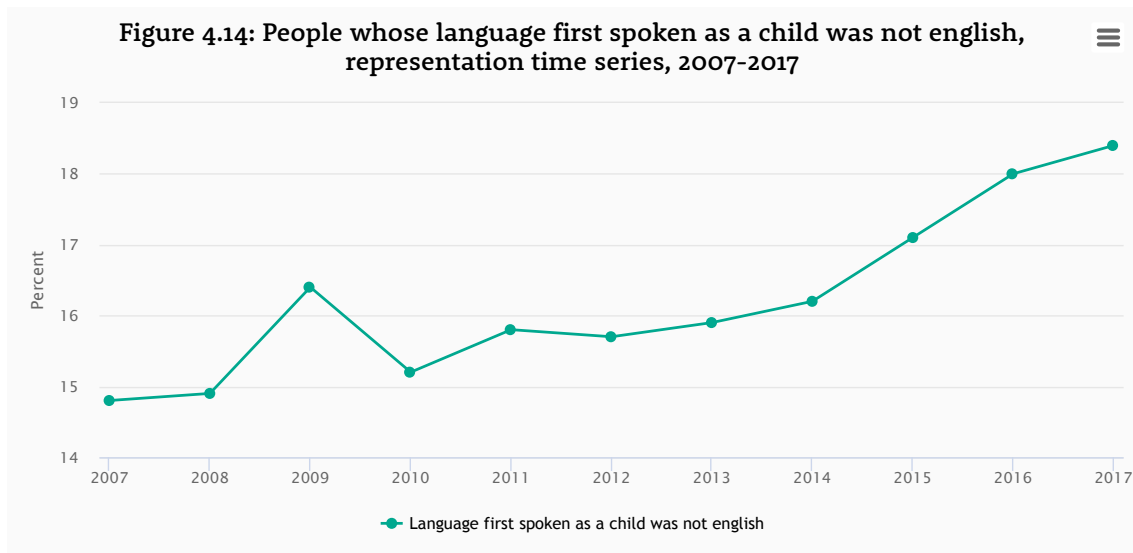
With a higher proportion of this cohort in the 55+ age groups, this is reflected in the relatively high incidence of separations. Retirements account for 20.6% of separations for people with disability, compared to 12.1% for the Public sector. This is further evidenced as the proportion of employees with disability separating from their agency is more than double the number commencing, whereas for the broader NSW public sector the gap is much narrower.

Table 4.4: Movements – Disability vs Public Sector, 2017

Movements	Disability %	Public Sector %
Continuous employees	83.7%	83.5%
Recently commenced employees	4.7%	7.1%
Separated employees	11.6%	9.4%

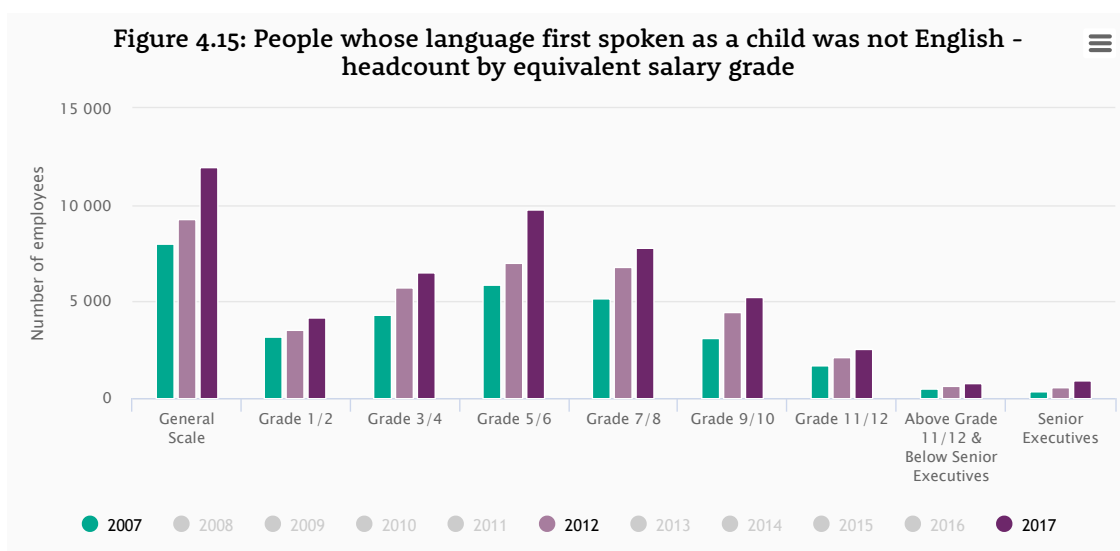
People whose language first spoken as a child was not English

An estimated 18.4% of the Public Sector's non-casual workforce have identified that their first language spoken as a child was not English, an increase from 18.0% in 2016. Within the NSW public sector, the proportion of the workforce who indicated that their first language spoken was not English has increased progressively.



As at census date in 2017, 49,551 non-casual employees identified that their first language spoken was not English in comparison to 40,126 in 2012, which equates to a 23.5% increase since 2012.

There was an increase in headcount for this diversity group across all salary grades from 2012 to 2017, with the largest increase of 59.0% at the senior executive cohort, followed by 39.7% at grade 5/6. This change was driven by 'Midwifery and Nursing Professionals' who accounted for more than half of this diversity group. Over half (55.9%) of the workforce whose first language spoken was not English were working in professional roles across the sector.

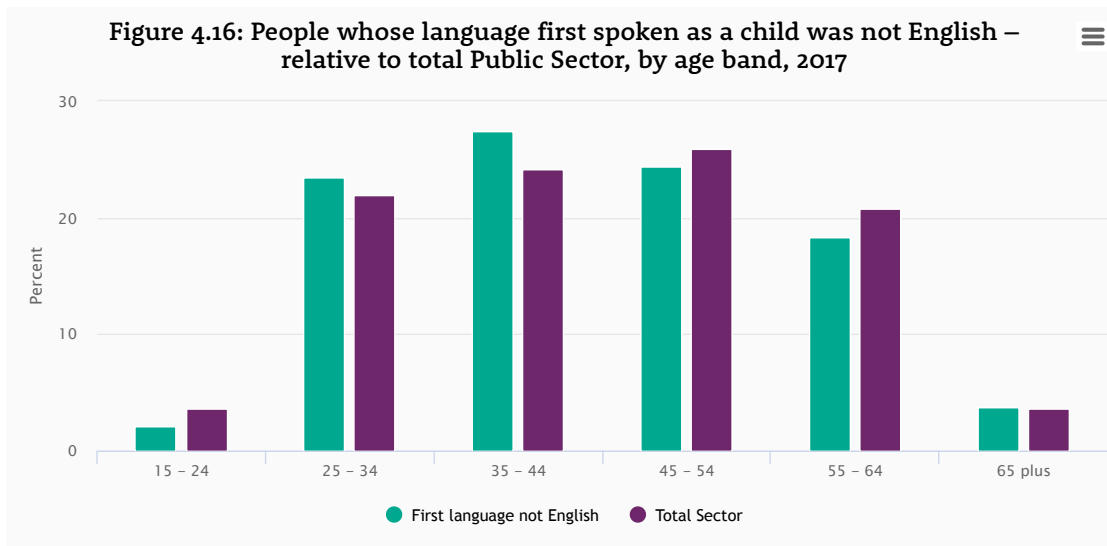


The median age of the employees whose first language is not English is 43 years in comparison to 45 for public sector. Also the median tenure for this diversity group is 7 years, in comparison to 9.3 years for Public sector.

Median remuneration for this diversity cohort was at parity with the public sector at \$83,689.

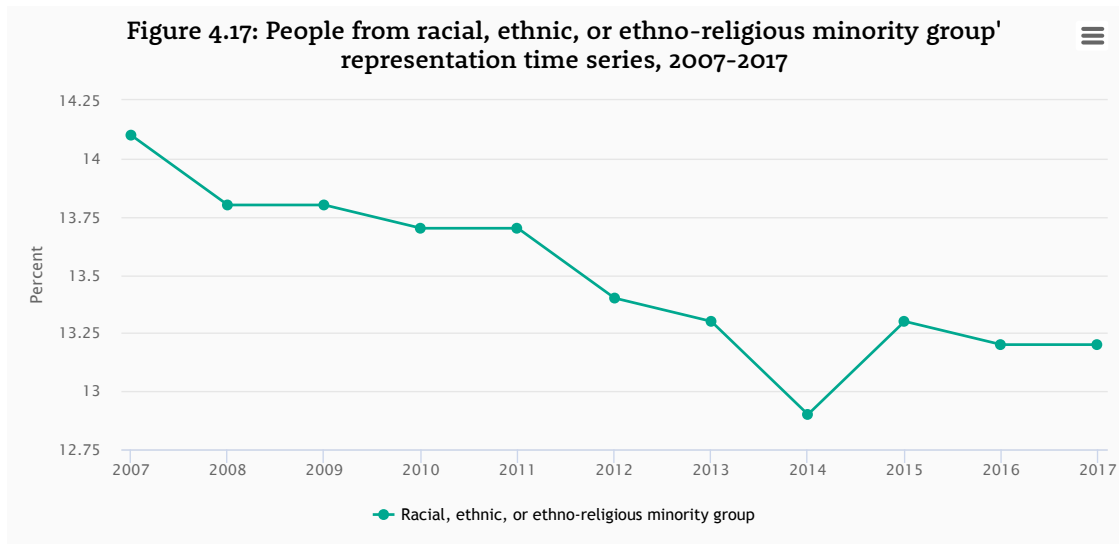
Nearly half (45.5%) of those in this diversity group also identified as being from a racial, ethnic, or ethno-religious minority group.

Figure 4.16 shows over-representation tended to occur in the younger age groups (25 to 34 and 35 to 44) compared to the total sector, while under-representation tended to occur in the older age groups (45 to 54 and 55 to 64).



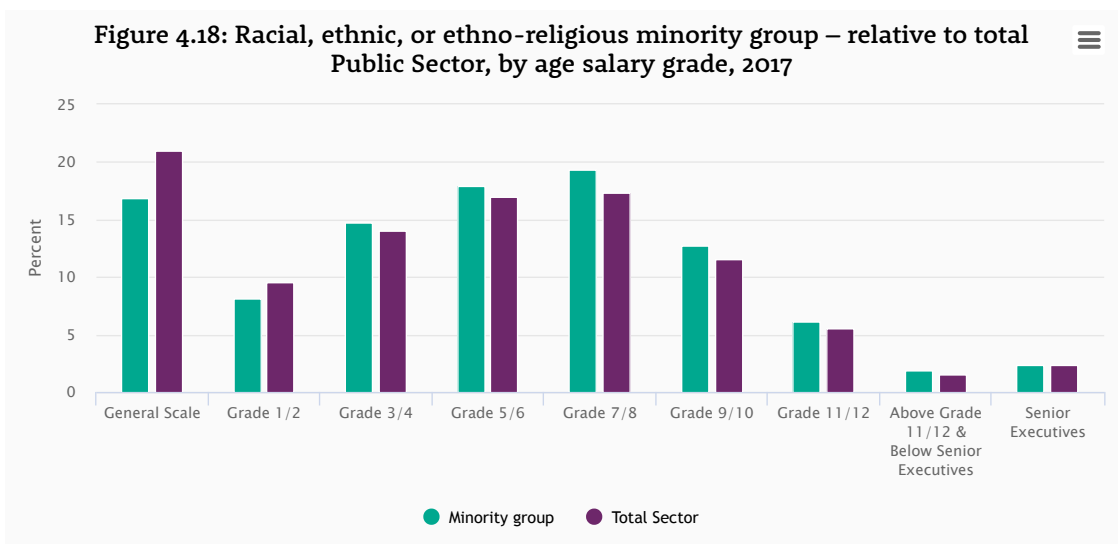
Racial, ethnic, or ethno-religious minority group

In 2017, an estimated 13.2% of the NSW Public Sector's non-casual workforce identified as being from a racial, ethnic, or ethno-religious minority group.



As at census date in 2017, 35,568 non-casual employees indicated that they were from a racial, ethnic or ethno-religious minority in comparison to 34,372 in 2012, which equates to a 3.5% increase since 2012.

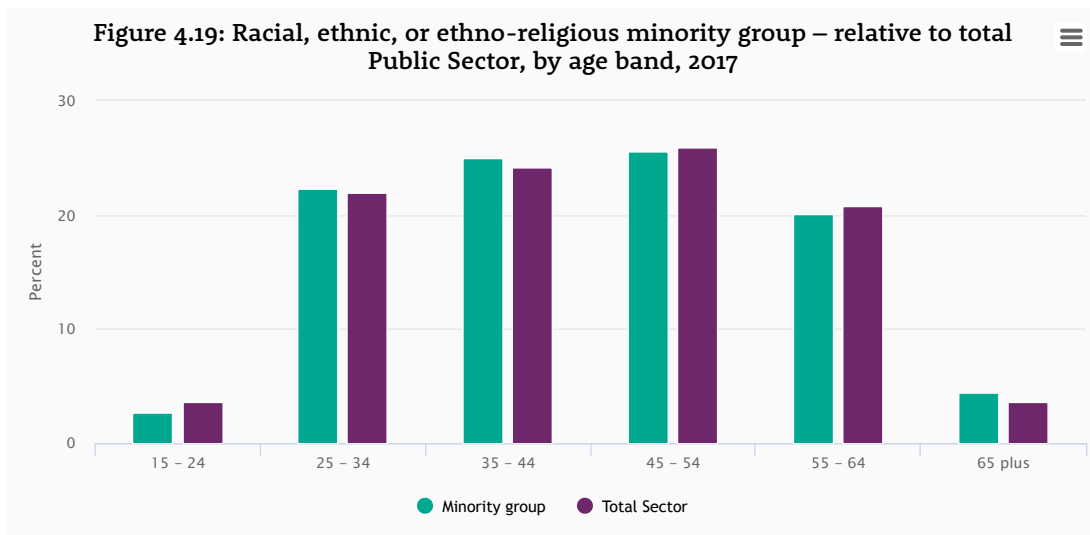
Figure 4.18 demonstrates where this group is over or under represented by each grade when compared to the rest of the sector. The 'racial, ethnic, or ethno-religious minority' diversity group was over-represented in all salary bands except for the lowest two bands. Notably, in this diversity group there is over-representation in the 'senior officer & senior executive' salary band, suggesting that the leadership of the NSW public sector are relatively diverse in terms of racial, ethnic, or ethno-religious minority groups.



54.5 % of employees in this diversity groups were working as professionals. Occupational groups with the highest percentage of people from minority groups were: ‘Accountants, Auditors and Company Secretaries’ (26.3%), ‘Medical Practitioners’ (23.9%), 20.8% of ‘Business and Systems Analysts, and Programmers’ and 20.8% of Engineering Professionals’ are from ‘racial, ethnic, or ethno-religious minority’ diversity group.

Around two-thirds (63.3 %) of people in this diversity group also identified that their first language spoken as a child was not English.

The median age, median tenure and median remuneration of the workforce in this diversity group was similar to the NSW public sector overall. Figure 4.19 shows representation of minority groups compared to the total sector by age. It can be seen that differences are small and not as pronounced as those between some of the other diversity groups and the total sector.



End Notes

1 - OECD (2015, pp. 27). Government at a Glance 2015, OECD Publishing, Paris.

http://dx.doi.org/10.1787/gov_glance-2015-en

2 - Estimated figures are generated from the diversity responses contained within agency’s 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.

3 - Australian Bureau of Statistics, 3235.0 - Population by Age and Sex, Regions of Australia, New South Wales, 2016

4 - Profili, S, Sammarra, A and Innocenti, L. (2017, pp. 161). Age Diversity in the Workplace: An Organizational Perspective, Emerald Group Publishing <https://books.google.com.au/books?id=400vDwAAQBAJ> (<https://books.google.com.au/books?id=400vDwAAQBAJ>)

5 - Australian Bureau of Statistics, Labour Force, Australia, Detailed - Electronic Delivery, August 2016 (6291.0.55.001) – released 22 September 2016

6 - State of Public Sector report, Victoria, 2016

7 - Includes employee-initiated retirements and excludes medical retirements for non-casual employees

8 - 6202.0 Labour Force, Australia, Table 4. Labour force status by Sex, New South Wales -Trend, Seasonally adjusted and Original

9 - State of Public Sector Report, Queensland, 2015

Chapter Five

What we do

The NSW Government delivers a broad range of services, drawing upon the skills of numerous occupations. This chapter considers the various roles that employees perform across the sector and the employment arrangements under which they work.

Largest Occupation Groups, 2017



SCHOOL
TEACHERS
CENSUS
PERIOD
FTE: 65,707



NURSES
CENSUS
PERIOD
FTE: 46,907



CLERICAL
AND
ADMINISTRATIVE
WORKERS
CENSUS
PERIOD
FTE: 29,518



SCHOOL
SUPPORT
STAFF
CENSUS
PERIOD
FTE: 21,248



POLICE
OFFICERS
CENSUS
PERIOD
FTE: 16,074



MEDICAL
PRACTITIONERS
CENSUS
PERIOD
FTE: 11,469



CLEANERS
AND
LAUNDRY
WORKERS
CENSUS
PERIOD
FTE: 4,888



LABOURERS
CENSUS
PERIOD
FTE: 4,410



FIRE
FIGHTERS
CENSUS
PERIOD
FTE: 4,144



AMBULANCE
OFFICERS
CENSUS
PERIOD
FTE: 3,825



PRISON
OFFICERS
CENSUS
PERIOD
FTE: 3,825



BUS
DRIVERS
CENSUS
PERIOD
FTE: 3,663



RESIDENTIAL
CARE
OFFICERS
CENSUS
PERIOD
FTE: 3,034



FOOD
PREPARATION
ASSISTANTS
CENSUS
PERIOD
FTE: 1,951



TRAIN
DRIVERS
CENSUS
PERIOD
FTE: 1,849

Largest Occupation Groups From Previous Years

Table 5.0: Top occupation categories, Census period FTE, 2012 - 2017

Occupations	2012	2013	2014	2015	2016	2017
Police officers	15,525	15,915	15,964	16,157	16,060	16,074
Nurses	41,933	42,873	43,435	44,331	45,478	46,907
School support staff	18,324	18,171	18,504	18,916	20,296	21,248
Clerical and administrative workers	27,531	30,578	29,449	29,780	30,158	29,518
Cleaners and laundry workers	5,403	4,768	4,657	4,648	4,752	4,888
Labourers	6,917	5,634	5,600	5,084	4,707	4,410
Teachers	61,658	61,904	62,164	63,274	64,919	65,707
Food preparation assistants	2,548	2,043	2,026	2,079	2,018	1,951
Train drivers	1,804	1,866	1,920	1,840	1,733	1,849
Medical practitioners	9,418	10,123	10,395	10,607	10,980	11,469
Fire fighters	3,769	3,885	3,932	3,967	3,882	4,144
Ambulance officers	3,921	3,924	3,926	3,977	3,673	3,825
Prison officers	3,284	2,801	3,007	3,271	3,520	3,825
Residential care officers	3,140	3,138	3,092	3,134	2,996	3,034
Bus drivers	4,016	3,654	3,567	3,556	3,645	3,663
All other staff members	123,376	118,061	116,472	112,142	107,890	103,405

Employment arrangements, Annual FTE, 2017



ONGOING
77.7%
-1.1PP SINCE 2016



TEMPORARY
14.6%
+0.7PP SINCE 2016



CASUAL
5.2%
-0.1PP SINCE 2016

Part-time/full-time Ongoing Employees

Part-time employees



MALE - 14%



FEMALE - 86%

Full-time employees



MALE - 43.5%



FEMALE - 56.5%

Contingent labour workforce



ESTIMATED AS THE
EQUIVALENT OF
7,962 FTE IN 2017.

Changes in Annual FTE – Sector, Service and Key Occupations

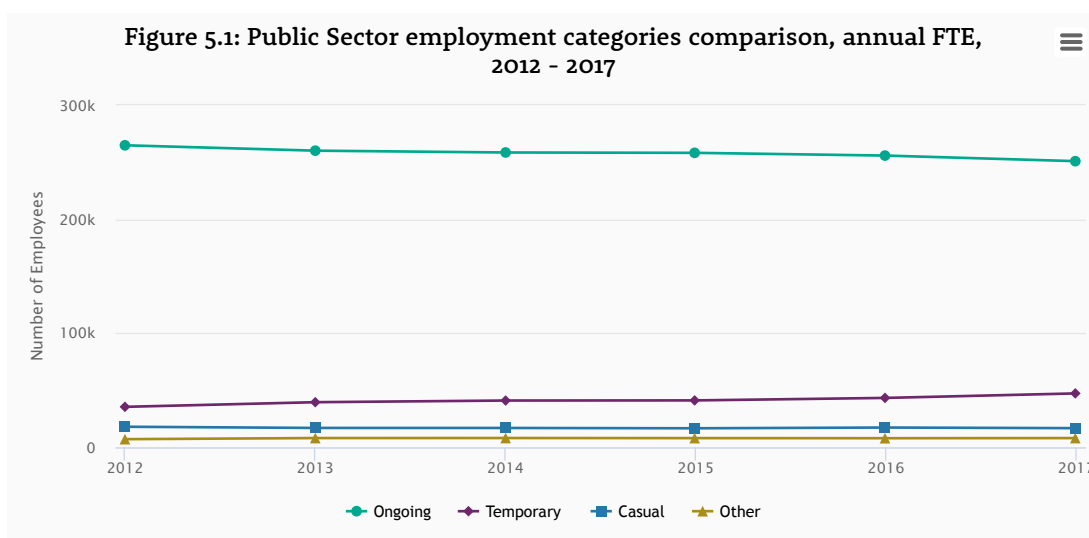
Annual FTE is the sum of all paid hours worked over the reference period and provides the most accurate view of the human resources being used to deliver government services to the people of NSW. The annual FTE of all ongoing employees in the public sector decreased between reference periods. Total annual ongoing FTE fell by 1.9% (4,901 FTE) between 2016 and 2017 (see [Table 5.1](#)). Over the past year, annual FTE for ongoing roles decreased for all services in the sector, except for the Health Service and the Transport Service, where it increased by of 2.0% (1,755 FTE) and 1.4% (154 FTE) respectively.

Table 5.1: Public Sector employment categories comparison, annual FTE, 2016 & 2017

Employment Category	2016 FTE	2017 FTE	2017 FTE, % of Public Sector	% Change from last year
Ongoing	255,841	250,941	77.7%	-1.9%
Temporary	43,328	47,281	14.6%	9.1%
Casual	17,332	16,793	5.2%	-3.1%
Other ¹	7,977	8,093	2.5%	0.7%

[Table 5.1](#) shows that the cohort of temporary employees grew once again, both in absolute terms (increase of 3,953 FTE since 2016) and as a proportion of the total public sector (13.4% in 2016 to 14.6% in 2017). This can be partly attributed to increases in education related activities across the sector, with the addition of 1,635 FTE for temporary School Teachers and 807 FTE for temporary School Support Staff. The TAFE Commission also experienced an increase of 377 in annual FTE.

In contrast, the annual FTE for casual employment decreased by 539 (-3.1%) from 2016 to 2017. Proportionally, the representation of casual employees in the sector in terms of annual FTE, has decreased by 0.1 percentage point from 2016 to 5.2% in 2017.



Within the public sector the NSW Health Service and the Teaching Service together account for over half (53.4%) of ongoing annual FTE, 68.1% of temporary annual FTE and 61.2% of casual annual FTE.

NSW Health Service and Teaching Service



**TEMPORARY
EMPLOYEES**
68.1%



CASUAL EMPLOYEES
61.2%

Table 5.2: Employment categories by service, annual FTE, 2017

Service	Ongoing annual FTE	Temporary annual FTE	Casual annual FTE	Other ¹ annual FTE
Public Service	49,577	6,950	2,209	3,281
NSW Health Service	90,718	15,676	5,960	240
NSW Police Force	19,112	127	1	25
Teaching Service	43,190	16,506	4,315	0
Transport Service	11,223	416	54	1,535
Other Crown Services	26,923	7,120	4,177	928
Total Government Sector	240,742	46,795	16,715	6,009
State Owned Corporations	9,589	371	74	1,673
External to Government Sector	610	115	4	411
Total Public Sector	250,941	47,281	16,793	8,093

Changes in census headcount – Sector, Services and Key Occupations

Census headcount (also known as headcount at census date) is the number of persons employed (employees) on census date. This year, ongoing employees as a proportion of the total public sector workforce decreased by 1.4 percentage points to 71% and 4.6pp when compared to 2007 proportion of 75.6%. In 2017, the NSW Police Force and the Transport Service had the highest proportion of employees who were ongoing relative to their total workforces (99.0% and 82.9% respectively; see [Table 5.3](#)). In the Transport Service, *Automobile, Bus & Rail Drivers* were the largest occupation group (3,999 headcount, 26.5% of the total Transport Service workforce) and were primarily employed as ongoing employees (95.9%). The nature of NSW public sector temporary employment has been changing over time. While temporary employees' census headcount has increased 6.2% (3,697 headcount) over the reference period, the data indicates that the duration of their employment varies across the sector.

The Teaching Service temporary headcount increased by 1,593 employees and represented 43.1% of the overall increase in temporary employees over the reference period. When analysing the NSW public sector without the Teaching Service since the introduction of the GSE Act, the commencement rate for temporary employees has increased from 24.1% to 31.7%, and their median tenure has decreased slightly from 2.1 to 1.9 years. This means that more than half of temporary employee in 2017 were not employed in 2014. So while the number of temporary roles has increased, their high turnover suggests that these roles are being used to fill a fluctuating need for labour.

Tenure for temporary Teaching Service staff has increased from 4.7 years in 2014, to 5.0 years today and their proportion of the temporary workforce has increased from 29.5% to 33.0% over this period.

Table 5.3: Employment categories by service, headcount at Census date, 2017

Service	Ongoing headcount	Temporary headcount	Casual headcount	Other¹ headcount
Public Service	53,159	9,192	5,858	5,956
NSW Health Service	107,080	20,625	11,547	656
NSW Police Force	20,466	179	3	24
Teaching Service	50,133	20,748	10,079	0
Transport Service	12,521	596	287	1,692
Other Crown Services	28,847	11,029	12,442	1,058
Total Government Sector	272,206	62,369	40,216	9,386
State Owned Corporations	6,290	335	80	1,149
External to Government Sector	647	154	11	490
Total Public Sector	279,143	62,858	40,307	11,025

Looking at annual FTE as a proportion of annual headcount gives a good representation of the relative difference between staff working in different employment categories. Casual annual FTE is only 21.7% of the casual annual headcount, a much lower proportion than the ongoing and temporary employment categories and reinforces the ad-hoc nature of casual roles when compared to other roles.

Table 5.4 - Public Sector employment categories, annual FTE as a proportion of annual headcount, 2017

Employment Category	Annual FTE as a proportion of annual headcount
Ongoing	82.1%
Temporary	62.7%
Casual	21.7%
Other ¹	30.5%

Contrasting the Public Service

The NSW Public Service and the Australian Public Service (APS) provide a useful comparison. Since 2014 both services have decreased their headcounts by 3.7%². However this year the services moved in opposite direction, with the APS decreasing by 2.3%² while the NSW Public Service increased its headcount by 0.8%.

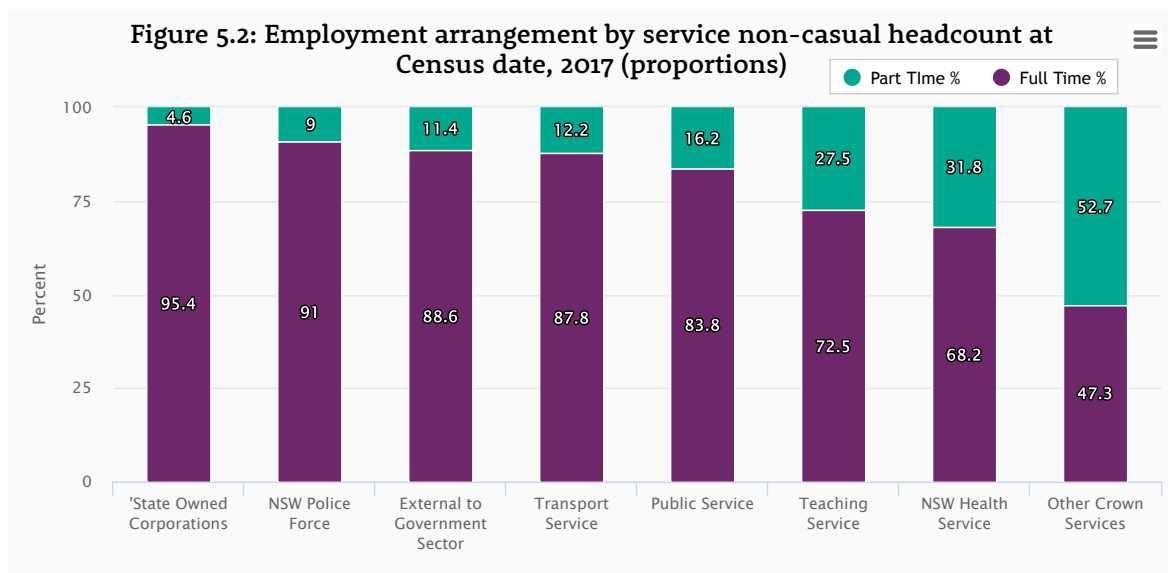
While the overall headcount for the Public Service has increased slightly this year, Annual FTE has decreased by 2.5%. This year, 16.2% of non-casual employees in the Public Service were employed part time, up from 15.2% last year. The comparable figure for the APS in 2017 is 15.8%².

Employment Arrangements

The proportion of non-casual part-time employees in the NSW public sector has increased from 25.4% in 2007 to 27.6% in 2017, and is up 1.1 percentage points compared to 2016, when the figure was 26.7%.

Figure 5.2 shows that other Crown services had the highest proportion of non-casual part-time employees in 2017 at 52.7%, while the NSW Health Service had the second highest proportion at 31.8% of the non-casual workforce in this service. At 95.3%, School Support Staff (21,933 headcount), the majority of whom work in Other Crown Services, have the highest proportion of part-time employees, followed by Nurses at 38% (19,680 headcount) and School Teachers at 27.7% (19,411 headcount). Together these three occupations account for 63.3% of all part-time non-casual employees in the public sector.

The highest proportions of full-time employees were in State owned corporations (95.4%), the Police Force (91.0%) and the External to Government Sector (88.6%) (see [Figure 5.2](#)).

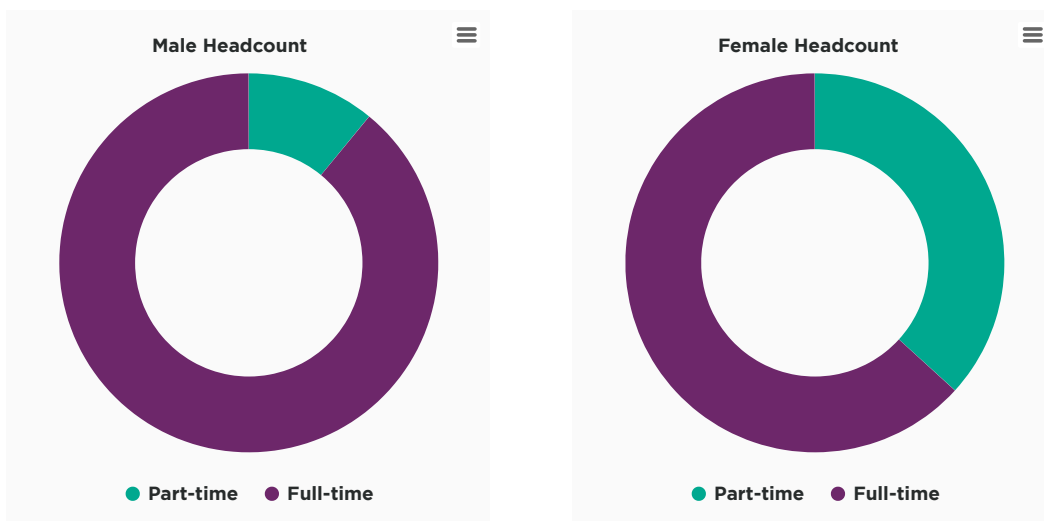


In the NSW Police Force, the majority of employees were Police Officers (80.6%), with most working full-time (92.7%). In the Transport Service of NSW, bus and train drivers made up 26.3% of the workforce and 90.8% of these roles were full-time.

Table 5.5: Employment arrangement by service, non-casual headcount at Census date, 2017

Service	Part-time headcount	Full-time headcount	Total headcount
Public Service	10,482	54,105	64,768
NSW Health Service	40,685	87,180	127,865
NSW Police Force	1,865	18,804	20,669
Teaching Service	19,468	51,413	70,881
Transport Service	1,813	12,996	14,809
Other Crown Services	21,558	19,376	40,934
Total Government Sector	95,891	243,874	339,926
State Owned Corporations	357	7,417	7,774
External to Government Sector	139	1,081	1,291
Total Public Sector	96,397	252,372	348,991

Over the past year, the proportion of both men and women in part-time employment increased, by 0.8 and 0.6 percentage points respectively. 36.8% of non-casual female employees in the NSW Public Sector were in part-time employment arrangements in 2017, compared with 11% of male non-casual employees were.

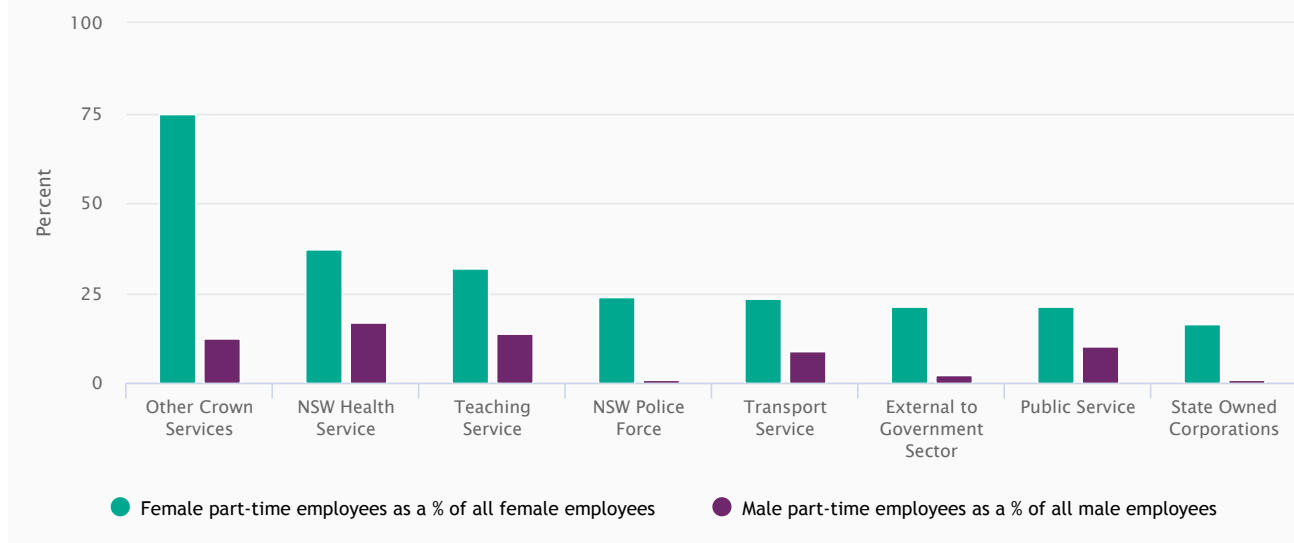


Of the 98 public sector departments and agencies that employed people on a part-time basis in 2017, 84 agencies, or 86%, had at least 75% female part-time employee representation, compared with 93% of agencies last year. Only 10 departments and agencies (9.8%) had a lower proportion of female part time staff than the female representation of the sector, which is currently, 64.8%.

Figure 5.4 shows the proportion of part-time employees by gender for each service. Again in 2017 the NSW Health Service has the highest proportion of men in part time employment (16.7%, up 0.4pp) and the second highest proportion of women (37%, up 0.3pp), indicating that there is a relatively high degree of flexibility within the Health Service for both males and females, particularly Nurses (40.6% of female nurses, and 20.5% of male nurses work part-time).

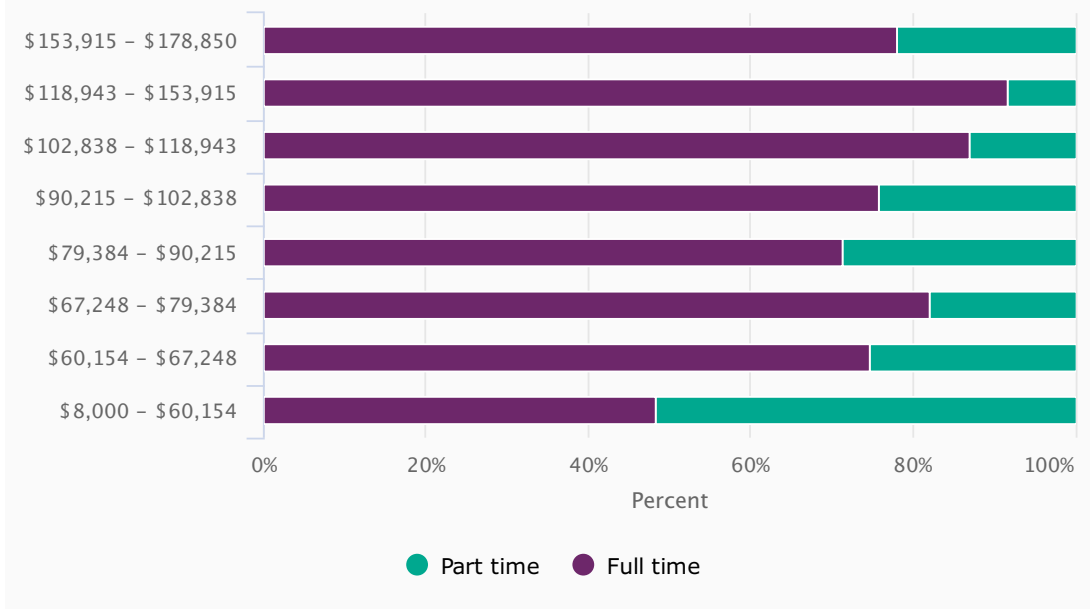
Other Crown Services again stands out as the only service with a majority of female roles being part-time (74.8%, up 0.4pp). The Public Service has the closest parity between males and females in part time work, with 21.1% of women employed part time compared to 10.2% of men.

Figure 5.4: Proportion of employees working part-time in each service by gender, 2017



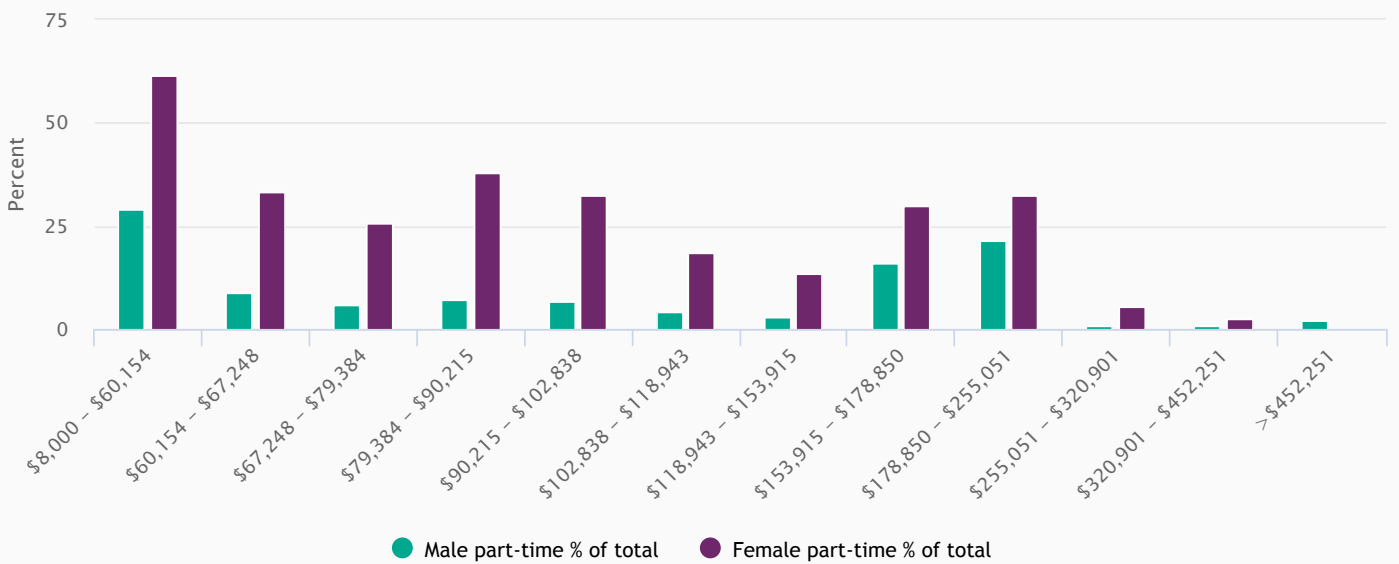
Across all salary bands, the proportion of part time employees has increased when compared to 2016. While the public sector is often considered a leader in providing part-time working opportunities to its employees, there is considerable variation in across salary bands in the proportion of staff working part-time. As seen in Figure 5.5, the lowest salary band (\$8,000 - \$60,154) had the highest proportion of part-time employees, 51.7%, in 2017. The second highest proportion of part time employees was in the salary band \$79,384 - \$90,215, with 28.6% of staff employed part-time. The non-linear distribution of part-time working arrangements as salary increased shows that there is considerable variation in the types of roles that can be undertaken part time across salary bands.

Figure 5.5: Employment arrangement by salary group, non-casual employees, 2017



When this data was viewed by gender females were more likely to be employed part-time across all salary bands (see Figure 5.6).

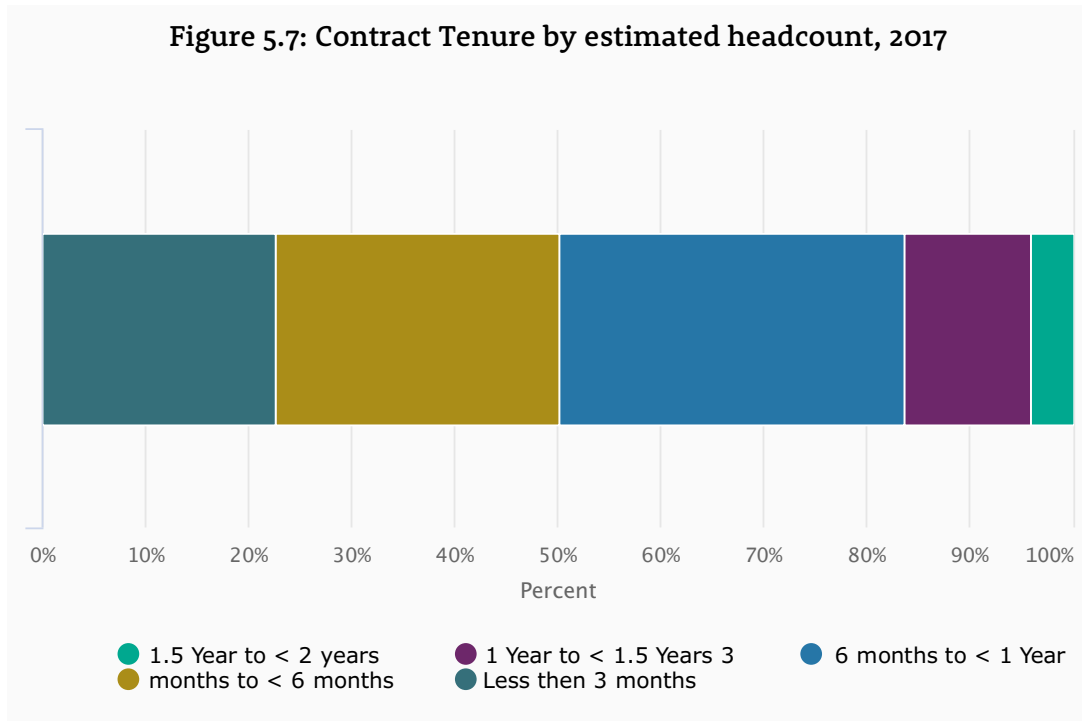
Figure 5.6: Employment arrangement by salary group, non-casual employees, gender, 2017



The Contingent Workforce

Contingent labour provides significant support to any workforce. In the NSW public sector, the contingent workforce is not accounted for in the PSC Workforce Profile data collections as they are not direct employees of the NSW Government. Their activity is however reported by using supplier data collected and collated by NSW Procurement in combination with data extracts from Contractor Central. In time, procurement data for the whole of sector will be available solely through Contractor Central, which will deliver significant data quality improvements and analysis.

Contingent workers are typically employed to meet a short term need or to address capability gaps. This is reflected in the length of their contract, with 83.8% of contingent workers having contracts that are less than 12 months.



The contingent labour workforce was estimated³ as the equivalent of 7,962 FTE in 2017.

The following analysis uses this conversion to FTE to provide an indication of size and impact. The largest number of contingent workers was in the administration category (1,936 FTE). Despite having the highest FTE (24.3 % of total), the administration category only accounted for 12.2 % 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 under half of the reported spend on contingent labour in 2017 (47.7 % across ICT Network and Equipment; ICT Management, Implementation & Support; and ICT Applications, Databases and Systems). In terms of FTE, these three categories accounted for 2,849 FTE, or 35.8 % of the total, highlighting that many ICT roles were paid relatively higher salaries.

Overall, of the top 10 spending categories in 2017, the Specialist category was the only one to experience significant growth, increasing from 16.9% of the total Contingent Labour spend in 2016 to 19.6% in 2017. Of that, the following role types represent the highest expenditure where the prevalence of ICT based jobs leads to the sector's priority in innovating and improving service delivery.

Table 5.6: Top five contingent labour roles by expenditure, 2017

Role Type	Percentage of total expenditure
Project Coordinator/Project Manager/Program Manager	7.1%
ICT Business Analyst	4.1%
ICT Project Manager	2.7%
Administration Assistant	2.6%
IT Specialist/ICT Consultation	1.8%

Source: Procurement NSW, Contractor Central. Note a significant proportion of expenditure is not allocated to a role type.

End Notes

1 - The 'Other' category includes employees who employment category is; Contract Executive, Contract Non-Executive, Statutory Appointees and all 'Other' employment categories

2 - APS Statistical Bulletin 2016-17 – Size of the APS <http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/statisticalbulletin16-17/size>

(<http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/statisticalbulletin16-17/size>)

3 - FTE is estimated by dividing the Total Hours worked by Contract length and then converted to FTE. An entire year assumes a 35 hour week for 52 weeks.

Chapter Six

Where we work

The NSW Government is the largest single employer in Australia. It employs a large proportion of the workforce in many parts of NSW, and the economies of many regional communities benefit from the flow-on effects of NSW public sector employment.

In 2017, 58.1% of all NSW Government employees worked in Sydney (Sydney East and Sydney West combined), with the remaining 41.9% spread across the rest of NSW. The distribution of employees between Sydney and regional areas marginally favoured the latter when compared to the geographical distribution of the resident population of NSW, with an estimated 36.6% of NSW persons living in regional areas¹.

Figure 6.1 Headcount of NSW public sector employees by region, 2017



More granular data

Up until the 2016 Workforce Profile collection, the only two geographical items included in the collection were work postcode and home postcode. Two fields capturing work suburb and home suburb were introduced into the collection in 2016 and became compulsory for agencies in the 2017 collection. The combination of postcode and suburb allows for a far more sophisticated approach to geographical analyses through improved granularity, with these analyses being used to support policy and to study the impact of geographical variables, such as commuting time, on a host of other work-related variables. The new methodology for geographical analyses, drawing on suburb in addition to postcode, will be adopted in 2018 when there will be two years of complete suburb data available.

Regional profiles

Key statistics for each region are displayed in Table 6.1. Additionally, the distribution of census FTE by region and service is shown in Table 6.2. Services with a Sydney-to-regional ratio similar to that of the general NSW population were the Public Service and other Crown services. The NSW Health Service and NSW Teaching Service had lower Sydney-to-regional ratios (i.e., lower proportions of employees in Sydney) relative to the general population. In contrast, NSW Police Force and Transport Service of NSW had higher Sydney-to-regional ratios (i.e. higher proportions of employees in Sydney) relative to the general population.

Table 6.1: Key statistics by Region, 2017

Region ²	Estimated resident population ⁵	Census period FTE 2016	Census period FTE 2017	Change in census period FTE (%)	Median Age	Median Salary (non-casual, \$)	Median Tenure (non-casual, years in agency)	Part-time (non-casual, %)
Capital Region	224,288	8,514	8,640	1.5%	47	\$81,225	10.3	35.8%
Central Coast	335,309	12,792	12,634	-1.2%	45	\$83,381	10.3	33.7%
Central West	210,762	11,678	11,579	-0.9%	45	\$79,130	9.6	31.1%
Coffs Harbour - Grafton	138,904	6,424	6,548	1.9%	48	\$83,689	10.4	35.9%
Far West and Orana	116,795	8,277	8,577	3.6%	44	\$75,279	8.5	27.5%
Hunter Valley exc Newcastle	269,668	8,497	8,184	-3.7%	45	\$79,130	10.4	37.6%
Illawarra	303,701	12,936	12,266	-5.2%	45	\$82,509	10.8	32.4%
Mid North Coast	216,002	8,570	8,893	3.8%	47	\$82,401	10.6	35.6%
Murray	117,783	4,522	4,565	0.9%	46	\$80,967	9.9	39.9%
New England and North West	185,787	8,868	8,970	1.2%	46	\$79,130	10.1	34.2%
Newcastle and Lake Macquarie	370,182	19,814	19,138	-3.4%	45	\$82,509	10.4	31.8%
Richmond - Tweed	245,164	9,455	9,519	0.7%	48	\$83,689	11.2	42.2%
Riverina	159,794	7,705	7,778	0.9%	44	\$79,130	9.1	32.6%
Southern Highlands and Shoalhaven	150,676	4,322	4,684	8.4%	47	\$80,381	10.4	38.0%
Sydney East	2,636,047	111,061	110,241	-0.7%	44	\$83,941	7.8	22.3%
Sydney West	2,058,412	82,364	81,682	-0.8%	43	\$83,689	9.3	24.6%

Table 6.2: Census period FTE by service and region, 2017⁴

Region ²	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service of NSW	Other Crown Services	Government Sector	State Owned Corporations	External to Government Sector
Capital Region	1,681	2,730	635	2,143	194	823	8,205	435	*
Central Coast	2,005	5,484	722	2,983	94	1,345	12,634	*	*
Central West	2,958	3,822	532	2,305	206	1,327	11,150	430	*
Coffs Harbour - Grafton	1,155	2,348	258	1,407	375	741	6,285	263	*
Far West and Orana	1,909	2,666	524	1,808	221	1,039	8,166	411	*
Hunter Valley exc Newcastle	2,110	2,000	447	2,423	78	1,071	8,130	53	*
Illawarra	1,736	4,965	621	2,675	401	1,751	12,149	117	*
Mid North Coast	1,134	3,088	370	2,128	71	1,230	8,020	872	*
Murray	695	1,446	302	1,126	110	653	4,332	233	*
New England and North West	1,494	3,014	519	2,227	157	1,193	8,604	365	*
Newcastle and Lake Macquarie	2,912	8,461	757	3,350	853	2,238	18,572	566	*
Richmond - Tweed	1,111	4,087	524	2,213	91	1,238	9,264	254	*
Riverina	1,357	2,735	365	1,688	280	949	7,374	405	*
Southern Highlands and Shoalhaven	930	1,542	220	1,315	47	612	4,667	17	*
Sydney East	23,524	36,959	6,279	16,994	8,358	16,173	108,287	794	1,160
Sydney West	14,971	29,046	6,237	18,747	1,868	8,340	79,209	2,471	*

NSW public sector relative to the NSW workforce

According to the Australian Bureau of Statistics, there were an estimated 3,861,383 employed persons in NSW at June 2017⁵. The NSW public sector accounted for 10.2% of these, a drop of 0.1 percentage points from June 2016, meaning that the size of the NSW public sector contracted in size relative to the total NSW workforce despite remaining stable in absolute terms.

As in previous years, the contribution of the NSW public sector to employment varied from region to region. Analysis of the geographic distribution of NSW public sector employees relative to the overall workforce⁵ can provide insights about where the contribution of government employment to local and regional economies was significant. Figure 6.2 shows the percentage of employed persons that were NSW public sector employees in each region in 2017.

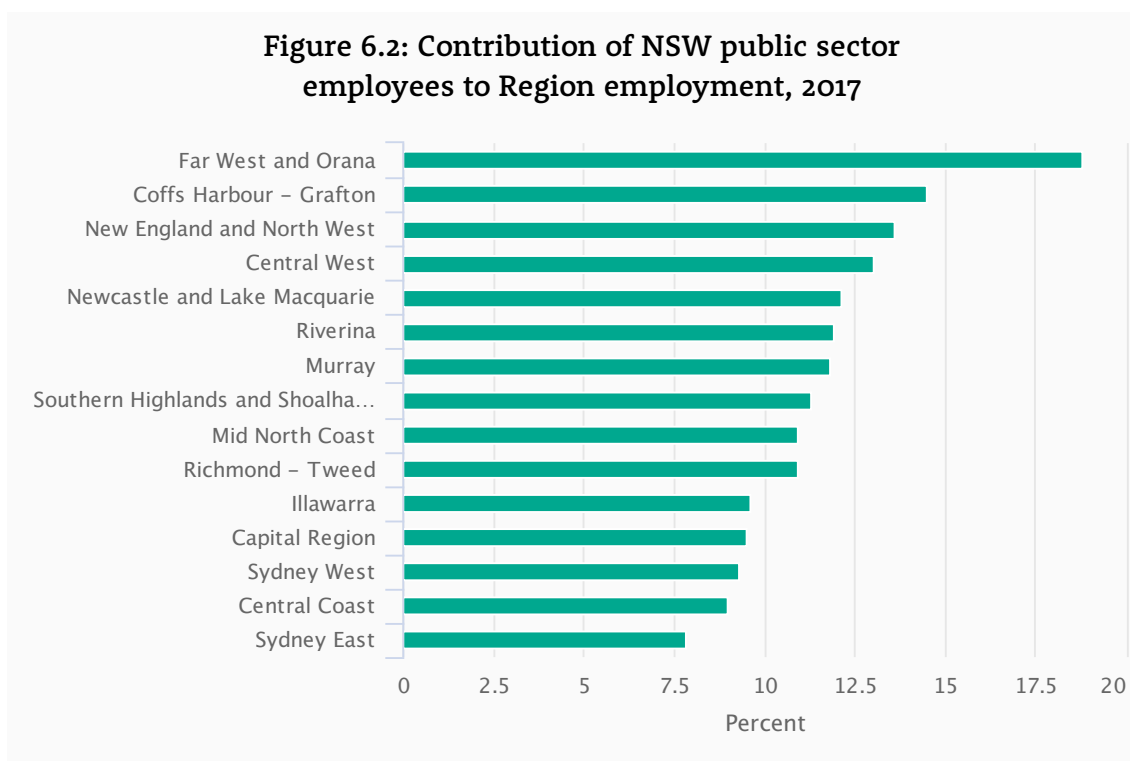
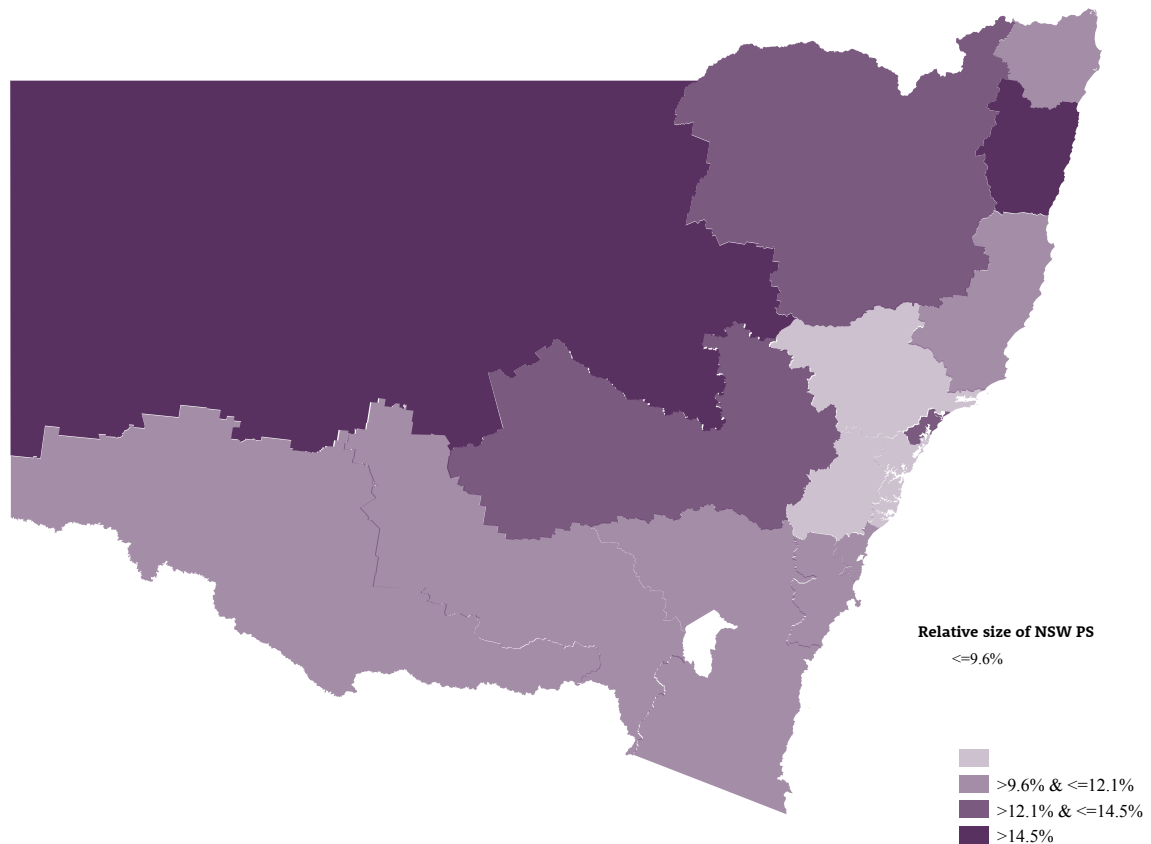


Figure 6.3 Relative size of NSW public sector workforce by region, 2017



At 18.8% (up from 17.3% in 2016), the Far West & Orana region had the highest proportional representation of NSW government employees. This compares to Sydney East and Sydney West where less than 10% of these regions' workforces were employed in the NSW public sector. In most regional areas, the contribution of NSW public sector employment was much greater (as a percentage of total employed persons) than it was in Sydney, though Hunter Valley (excluding) Newcastle has the lowest representation at 7.8%.

Importers and exporters of talent

The percentage of NSW public sector workers commuting out of their home region for work differed from region to region (Figure 6.4). The Hunter Valley (excluding Newcastle), Southern Highlands & Shoalhaven, and Central Coast regions again showed the highest proportions of employees travelling to another region for work (between 35% and 40%). This possibly reflects the unavailability of certain job types within these regions and the relative proximity to Sydney where 58.1% of NSW public sector roles on census date were located. In contrast, less than 15% of NSW public sector employees living in the Riverina, Richmond – Tweed, New England and North West, and Mid North Coast regions travelled to another region for work, likely due to the geographical expansiveness of these regions.

Figure 6.4 Percentage of NSW public sector employees living in each region who commuted to another region for work

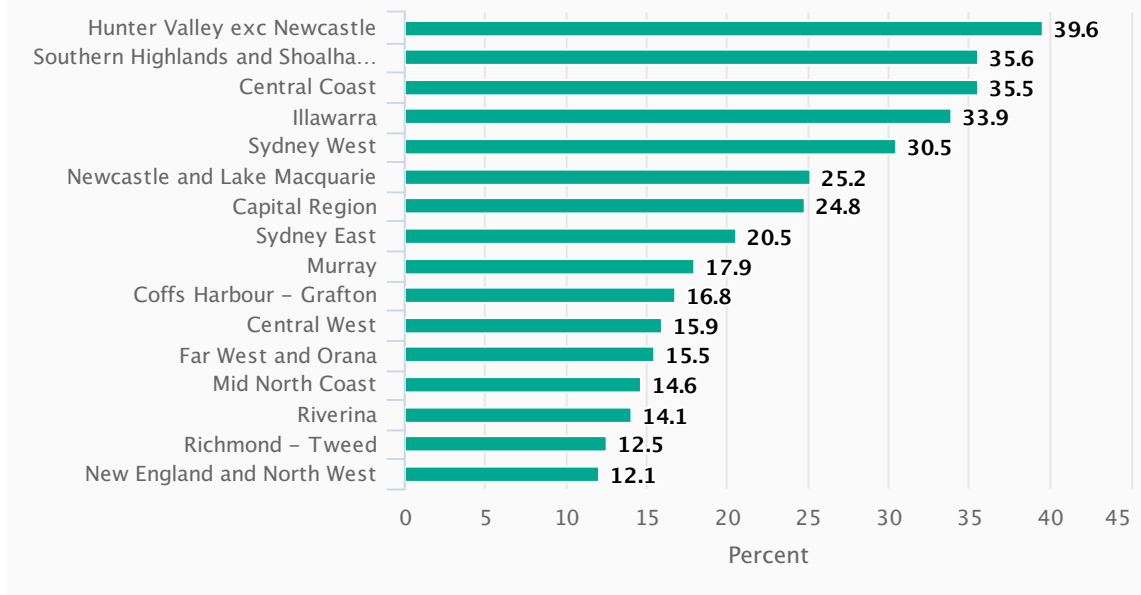
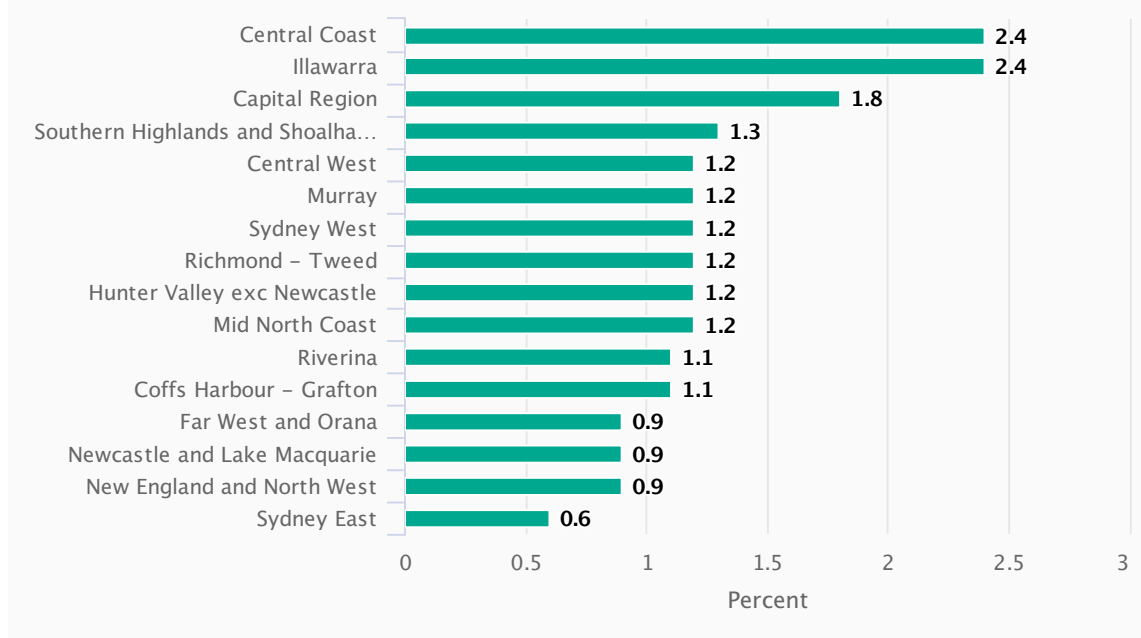


Figure 6.5 shows the NSW public sector employee commuting ratio (out-to-in) for each region. The regions with the highest ratios were Central Coast, Illawarra and the Capital Region (net exporters), with 1.8 in Capital Region and 2.4 in between (Central Coast and Illawarra) people commuting out for every 1 commuting in. The proximity of these three regions to other employment centres possibly facilitates large scale commuting. Sydney East was once again the most substantial net importer of NSW public sector employees, with only 0.6 people leaving the region for every one coming into the region.

Figure 6.5 NSW public sector commuting Ratio (out-to-in) by region, 2017



Commuting profile of Sydney and surrounding regions

The employment catchment area of Greater Sydney, see [Figure 6.6](#), 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 talent availability. In addition, geographical analyses can help existing and potential employees understand how location-based factors play a role in job availability and competition with candidates from further afield.

Figure 6.6 Sydney and surrounding regions

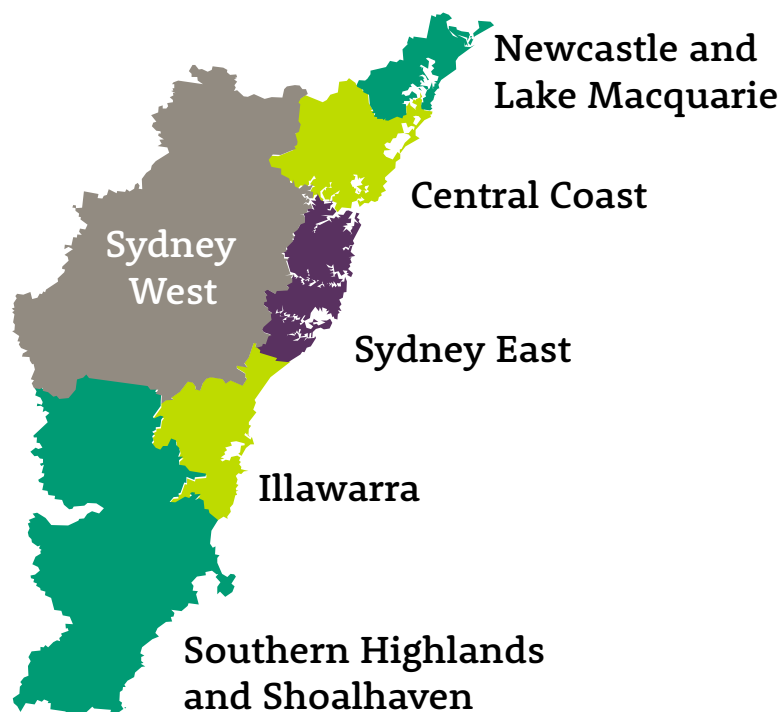


Table 6.3 illustrates the number of NSW public sector employees (including casuals⁶) on census date that travelled between regions both within and around Sydney for work. In 2017, the largest amount of commuting occurred between Sydney West and Sydney East. Approximately 21.2% of the NSW public sector workforce of Sydney East resided in Sydney West, and 19.8% of the NSW public sector workforce of Sydney West resided in Sydney East. This means that almost 45,000 NSW public sector employees travelled between these two regions each day.

Approximately 9,000 employees commuted from the regions surrounding Sydney (i.e., Central Coast, Newcastle & Lake Macquarie, Illawarra, and Southern Highlands & Shoalhaven) to Sydney East. These commuters constituted 7.2% of the Sydney East workforce. A smaller number of employees (4,038) commuted from the surrounding regions to Sydney West, amounting to only 4.4% of this region's workforce. Not surprisingly, far fewer employees travelled out of Sydney East and Sydney West to work in the surrounding regions (2,383 and 1,779 respectively), consistent with the high concentration of NSW public sector employment in Sydney.

Table 6.3 Commuting profile of Sydney and surrounding regions

Work Region	Home Region					
	Sydney East	Sydney West	Central Coast	Newcastle & Lake Macquarie	Illawarra	Southern Highlands & Shoalhaven
Sydney East	89,499	26,479	4,005	1,141	3,441	466
Sydney West	18,321	70,102	993	701	1,732	612
Central Coast	693	376	12,378	1,133	50	-
Newcastle and Lake Macquarie	696	515	1,041	17,492	-	-
Illawarra	798	662	39	-	12,529	602
Southern Highlands and Shoalhaven	196	226	-	-	677	4,077

End Notes

1 - Regions based on the Australian Statistical Geography Standard (ASGS) developed by the Australian Bureau of Statistics. The work locations of 3,998 NSW public sector employees are unknown due to missing postcode data in the Workforce Profile collection. These employees have not been included in denominators when calculating percentages. 2 - SA4s, Sydney Collapsed, Excludes 'Unknowns' and 'Outside NSW'

3 - Australian Bureau of Statistics, 3235.0 - Population by Age and Sex, Regions of Australia, 2016

4 - Values less than 10 have been suppressed and have been replaced with a * symbol

5 - Australian Bureau of Statistics, 6291.0.55.001 - LM1 - Labour force status by Age, Greater Capital City and Rest of State (ASGS), marital status and Sex, February 1978 onwards

6 - Australian Bureau of Statistics, 6291.0.55.001 - Labour Force, Australia, Detailed - Electronic Delivery, June 2017 -released 24 August 2017

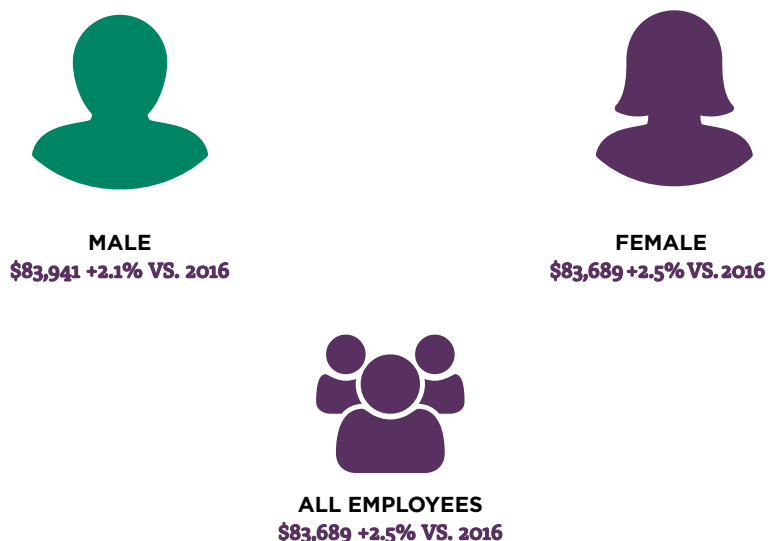
7 - Inclusion of casual employees gives a better sense of number of people traveling between regions for work

Chapter Seven

Remuneration

Around 170 instruments determine remuneration for the Public Service, and a further 100 apply to the rest of the NSW public sector. Remuneration data is reported as the total annual base salary (full-time equivalent) and excludes other payments, such as allowances, penalty rates, and superannuation. Data in this chapter is reported for non-casual employees only. Many employees in the NSW public sector are paid within a salary band or range which includes an annual increment subject to meeting certain performance standards.

Median remuneration



Median remuneration for non-casual employees in the NSW public sector was \$83,689 in 2017, an increase of 2.5% on what it was in 2016. While this increase was in line with NSW government wages policy (capping annual increases at 2.5%)¹, it outpaced increases in Sydney's Consumer Price Index (CPI) (2.2%)² and full-time adult average weekly ordinary time earnings across Australia (1.8%)³. Figure 7.1 shows how median salary in the NSW public sector has increased at a steady rate over the past decade.

Figure 7.1: Public sector median remuneration, 2007–2017

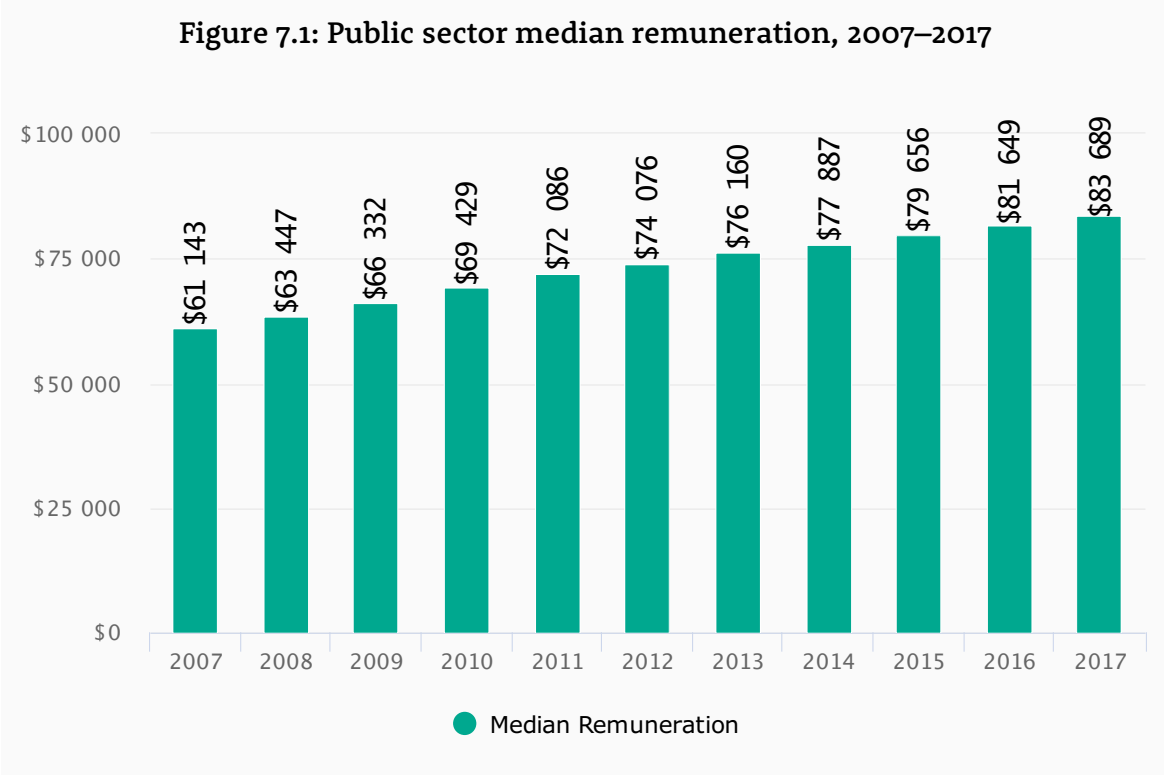
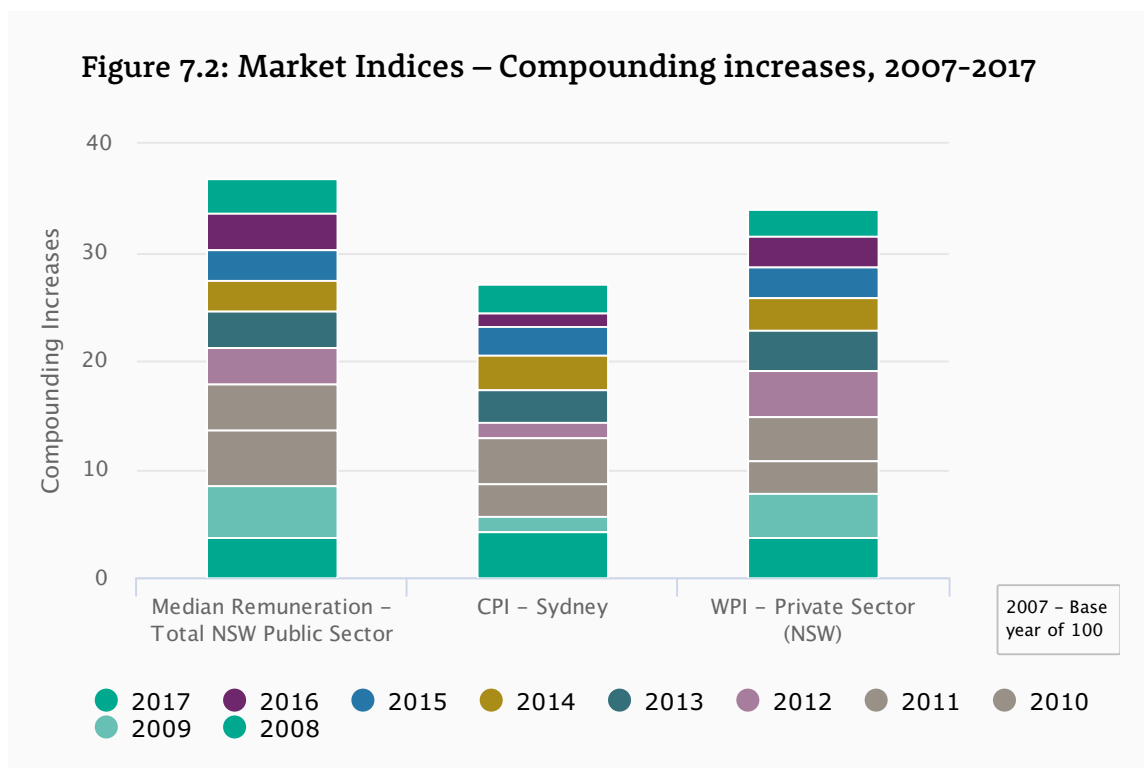


Figure 7.24 demonstrates how the growth in wages in the NSW public sector compared to the private sector and the CPI over the past ten years. When viewed as a compounding increase, the relative rise in the sector outpaced the private sector slightly whilst being well ahead of the Sydney CPI.

Figure 7.2: Market Indices – Compounding increases, 2007-2017



Within the Government Sector, the service with the highest median remuneration in 2017 was the Teaching Service (see [Table 7.1](#)). In 2017, 41.8% of non-casual school teachers (29,360 headcount) were paid at the top of their automatically advancing salary band structure (\$97,853), corresponding to the high median tenure of these school teachers (19.4 years).

In contrast, other Crown services had the lowest median remuneration in 2017, consistent with previous years. School Support Staff constituted 48.8% of the other Crown services cohort and had a median salary of \$47,716.

The large increase in median remuneration for the Transport Service from 2016 to 2017 was partly due to improved data quality, but also to an increase in the number of senior staff in this service relative to those people at lower grades. The NSW Police Force likewise experienced an increase larger than 2.5% in median remuneration (4.9%), due primarily to a large cohort of Police Officers in the middle of the service’s salary band distribution having progressed from the top of one salary band to the bottom of the next. Due to the variable structure of their salary bands, this process is not unusual and has impacted previous years’ median salary increases for the NSW Police Force.

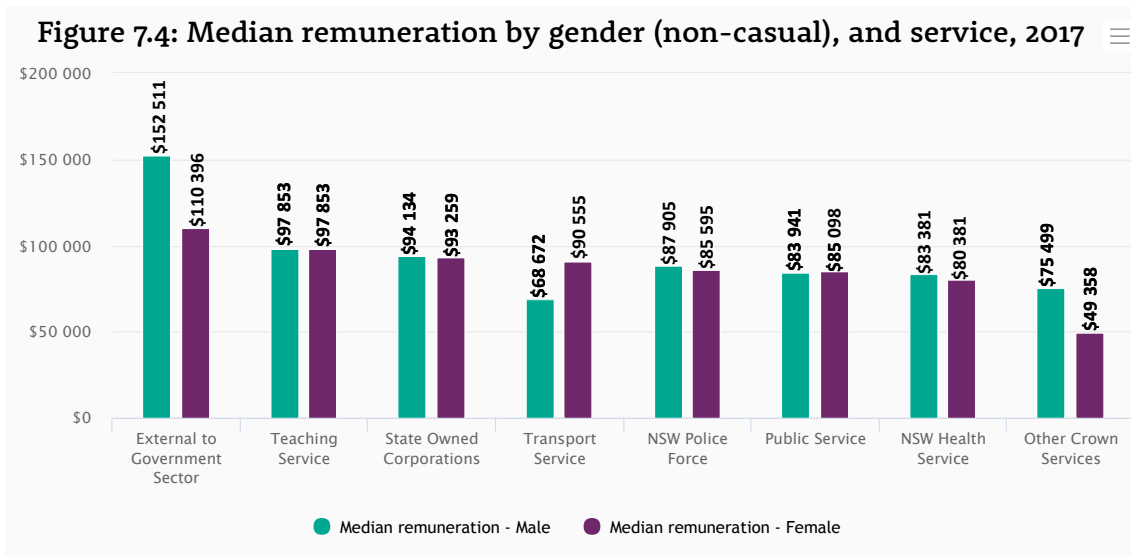
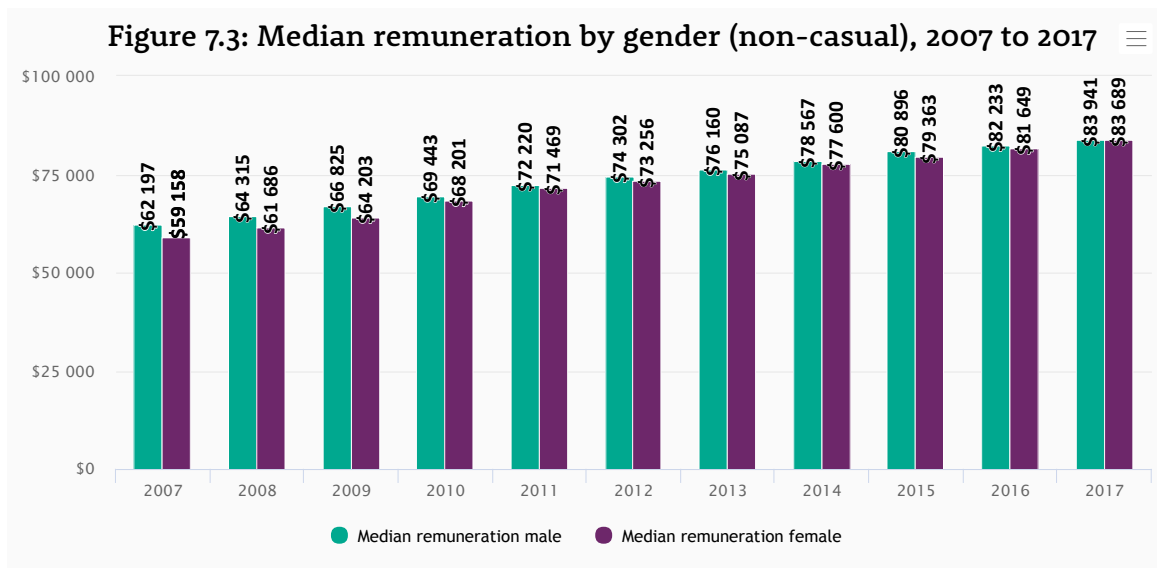
Table 7.1: Median remuneration by service, at census date, 2017

Service	2016	2017	% change
Public Service	\$81,894	\$83,941	2.5%
NSW Health Service	\$80,605	\$82,573	2.4%
NSW Police Force	\$83,507	\$87,591	4.9%
Teaching Service	\$95,466	\$97,853	2.5%
Transport Services	\$69,406	\$75,771	9.2%
Other Crown Services	\$55,894	\$57,286	2.5%
Total Government Sector	\$81,649	\$83,689	2.5%
State Owned Corporations	\$90,234	\$93,627	3.8%
External to Government Sector	\$113,878	\$124,022	8.9%
Total Public Sector	\$81,649	\$83,689	2.5%

The NSW public sector gender pay gap is the lowest ever recorded at \$252 in 2017. Median remuneration of females was only 0.3% lower than that of males, down 0.4 percentage points from 2016, and down 4.8 percentage points from a decade ago when it was 5.1% (see Figure 7.3). The median salary for females grew by 2.5% this year compared to only 2.1% for males, further indicating progress towards closing the gap. Nevertheless, as demonstrated in Figure 7.4, the size of the gender pay gap differed substantially between services.



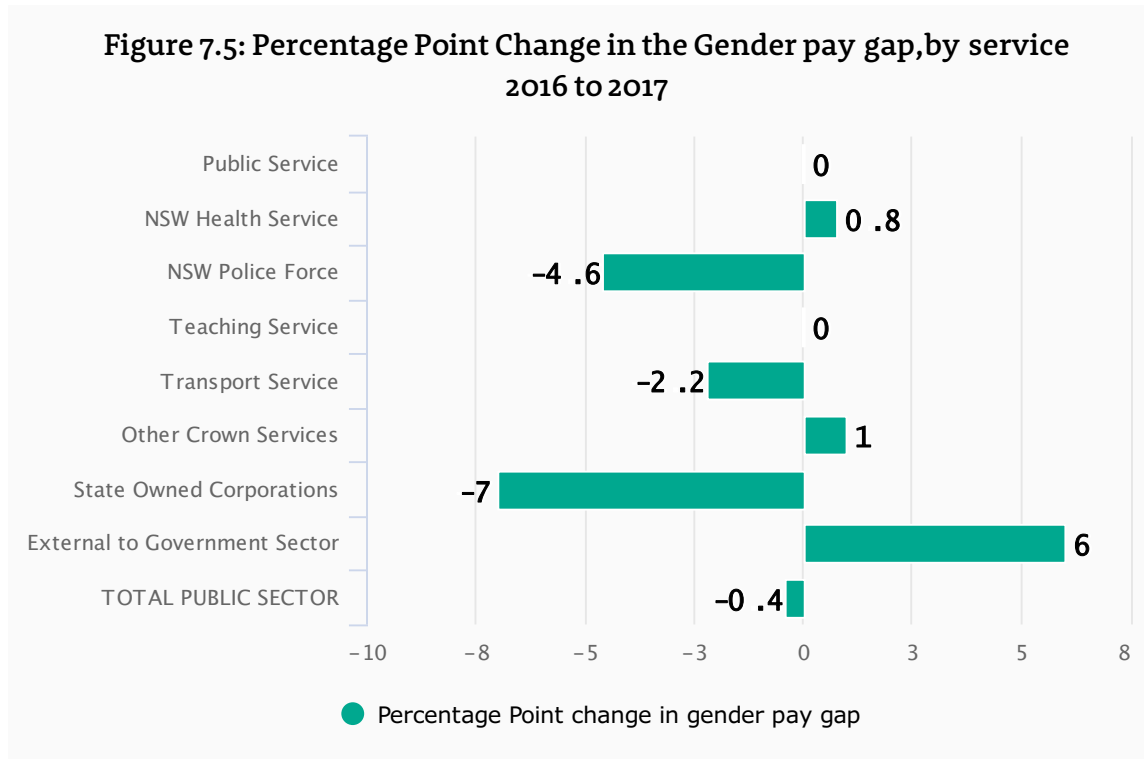
**ANNUAL GENDER PAY
GAP
0.3%**



Within the Government Sector, other Crown services had the largest gender pay gap, widening by 1 percentage point from 2016 to 2017 (see [Figure 7.5](#)). The increase can be attributed to an increasing over-representation of females in School Support Staff roles (48.8% of other Crown services employees), which are typically lower paid roles.

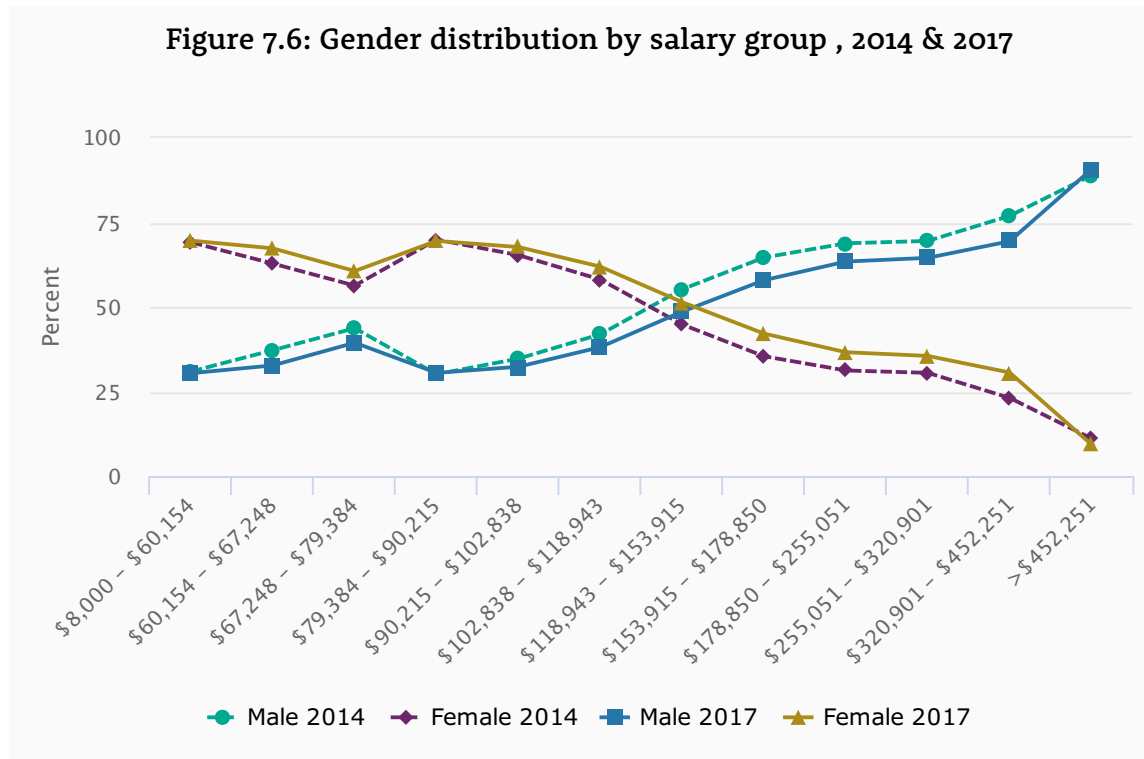
In contrast, the median remuneration for women in the Transport Service of NSW is 24.2% higher than for men. This is due to male employees being over-represented in the Automobile, Bus and Rail Drivers (3,696 headcount), Automotive Electricians and Mechanics (295 headcount) and Truck Drivers (196 headcount) occupations. These roles made up 30.4% of the non-casual workforce and had a median remuneration substantially lower than the NSW public sector.

Of particular note, the gender pay gap in the NSW Police Force decreased 4.6 percentage points from 2016 (when it was 7.3%) to 2017 (2.7%). This was predominantly driven by an increase in the median remuneration of unsworn female employees in the NSW Police Force.



Of the portion of the workforce with a median salary below \$60,154 per annum, 69.6% were female. In comparison, females constituted only 37.4% of the Premier's Priority senior leadership cohort, which encapsulates the highest pay bands in this sector. On a more positive note, female representation in the senior leadership cohort was up 1.3 percentage points from 2016. As can be seen in [Figure 7.6⁵](#), since the introduction of the GSE Act, the proportion of women in the higher salary bands has been converging closer to 50%.

Figure 7.6: Gender distribution by salary group , 2014 & 2017



End Notes

1 - NSW Public Sector Wages Policy 2011

2 - 6401.0 - Consumer Price Index, Australia, Jun 2017

(<http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/6401.0Main%20Features3Jun%202017?opendocument&tabname=Summary&prodno=6401.0&issue=Jun%202017&num=&view=>).

Capital Cities Comparison. Australian Bureau of Statistics

3 - 6302.0 - Average Weekly Earnings, Australia, May 2017

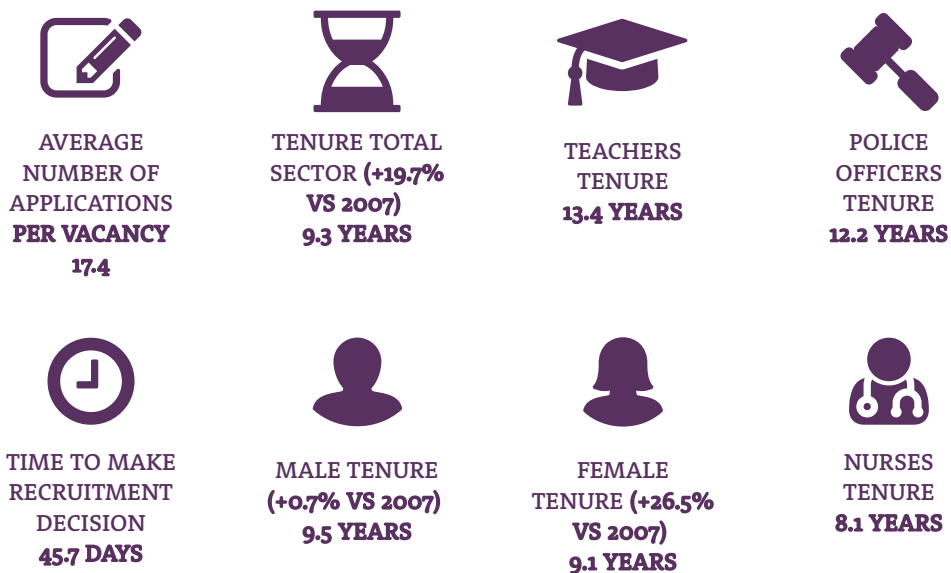
(<http://www.abs.gov.au/ausstats/abs@.nsf/mf/6302.0?opendocument&ref=HPKI>). Australian Bureau of Statistics

4 - Figure 7.2 converts each series values as an index number. This is done by dividing the value for each year for each series by the 2007 year, this new value is then multiplied by 100. Therefore, each data series has been based at 100 for the year 2007. Each block of the bar graph represents the index increase for that year. I.e. the 2008 value is how much the index series has increased in that year.

5 - 2014 Remuneration values have been adjusted to 2017 salaries

Chapter Eight

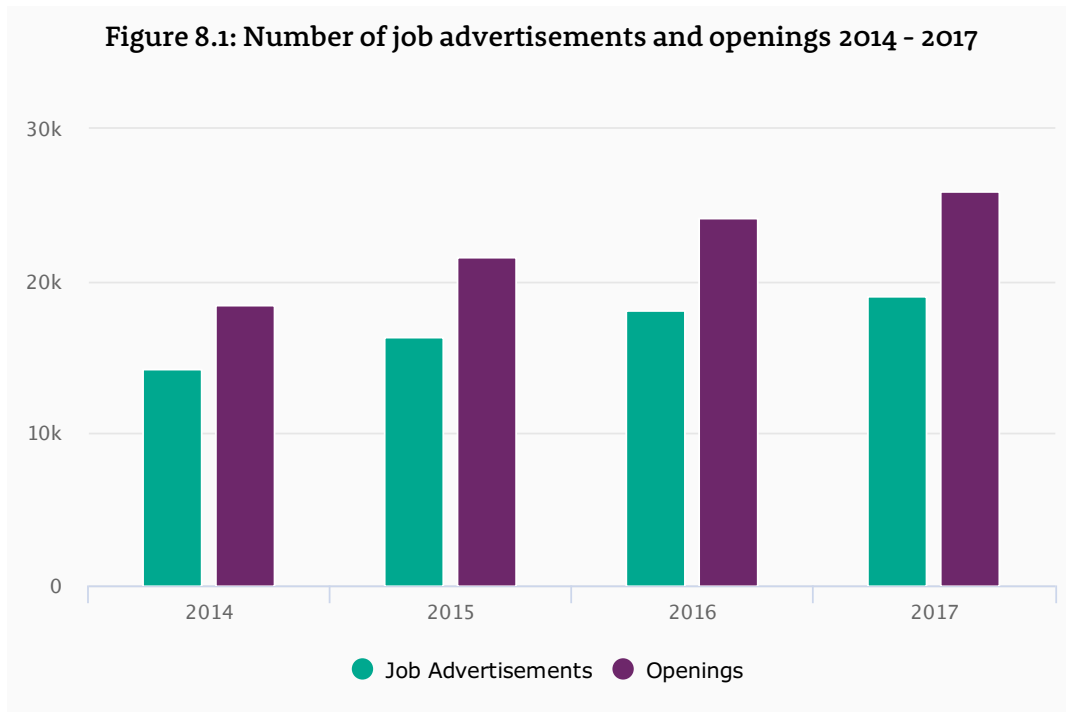
Job mobility



Number of advertisements, openings, and applications

Recruitment data extracted from *I Work for NSW* provides valuable insight into recruitment processes and trends across the sector¹.

In 2017, 19,072 job advertisements were created on *I Work for NSW*, an increase of 5.4% from the previous year. Over the same period, the number of job openings increased by 7.2% (see [Figure 8.1](#))^{2,3}.



A total of 463,481 job applications were completed for these job advertisements (a decrease of 1.5% from the previous financial year), with 51.9% of applications being from females and 48.1% from males.

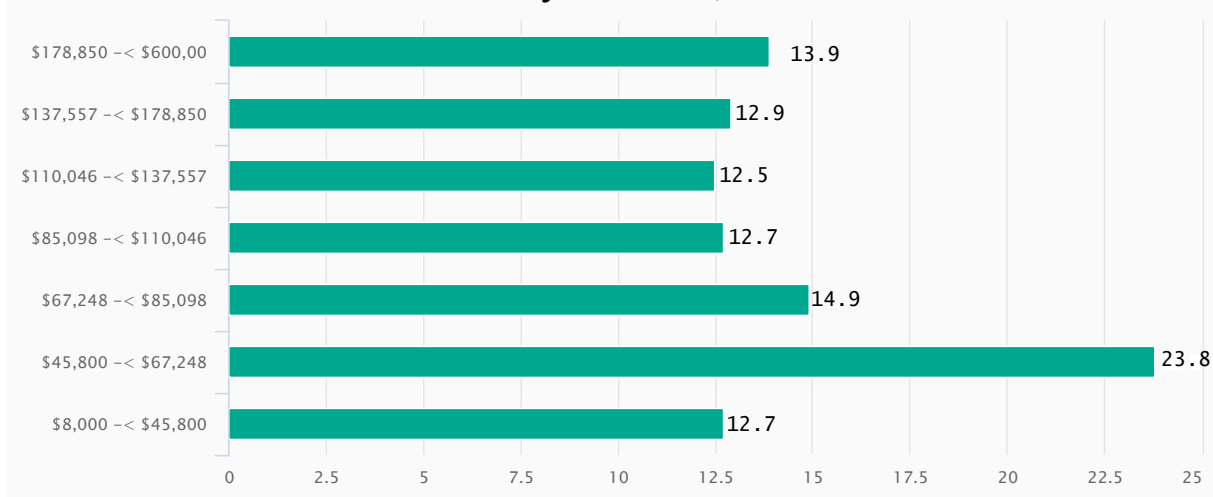
The average number of completed applications per job opening was 17.9⁵, a decrease of 7.7% from 2016. This number varied across different job categories, with the highest rates for advertised roles in Accounting and Financial as well as Research and Analysis (see Table 8.1).

Table 8.1: Job categories with highest ratio of completed applications per opening, 2017^{3,6}

Job category	Completed applications per opening
Accounting and financial	24.8
Research and Analysis	24.3
Customer services and call centre	23.3
Sales and marketing	23.1
Information and communications technology	22.2
Schools	20.5
Procurement	18.9
Media, publicity and communications	18.6
Planning	16.4
Senior Executive	16.0

In terms of salary, the average number of completed job applications per opening was highest for salary ranges \$45,800 to \$85,098 (see [Figure 8.2](#)).

Figure 8.2: Average number of completed applications per opening by salary band, 2017



Successful applicants

Of the 463,481 completed applications, 23,984 were successful (an increase of 9.6% from the previous financial year). This equates to a success rate of 5.2%, with females being more successful than males (6.0% compared to 4.2% for males).

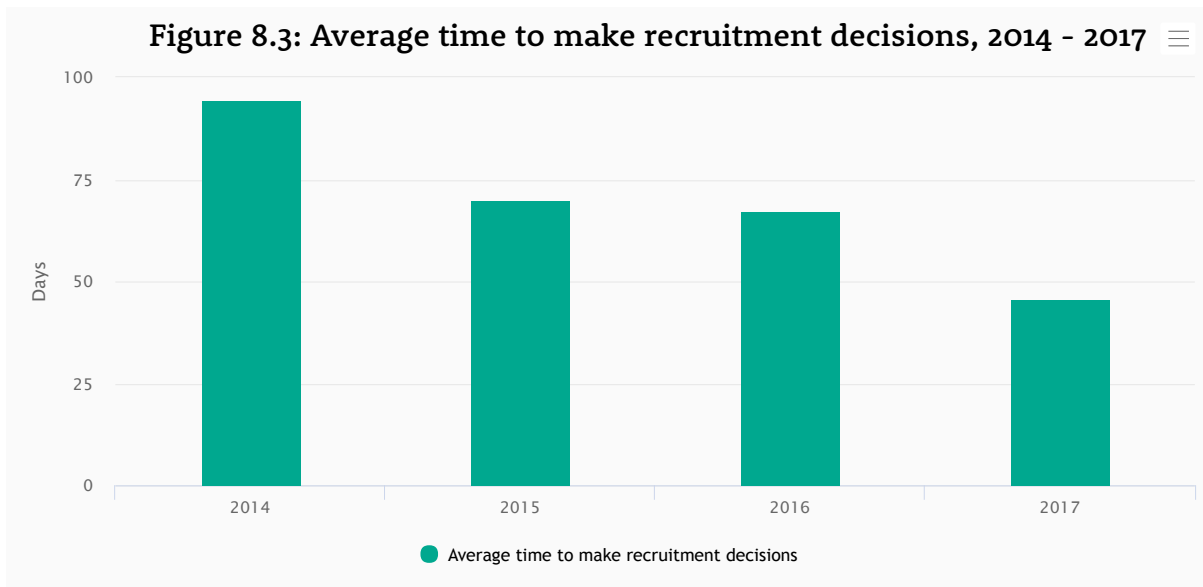
In the senior executive roles⁷, 5.0% of completed applications by females were successful compared to 2.8% by males. However, as there were 2.8 male applications for every female application at this level (up from 2.3 in 2016), more male applications were successful overall. This smaller pool of female applicants highlights the challenges to be worked through by the sector when recruiting people to meet the Premier's Priority for female senior leaders.



**AVERAGE RECRUITMENT
DECISION TIME**
45.7 DAYS

Filling of roles

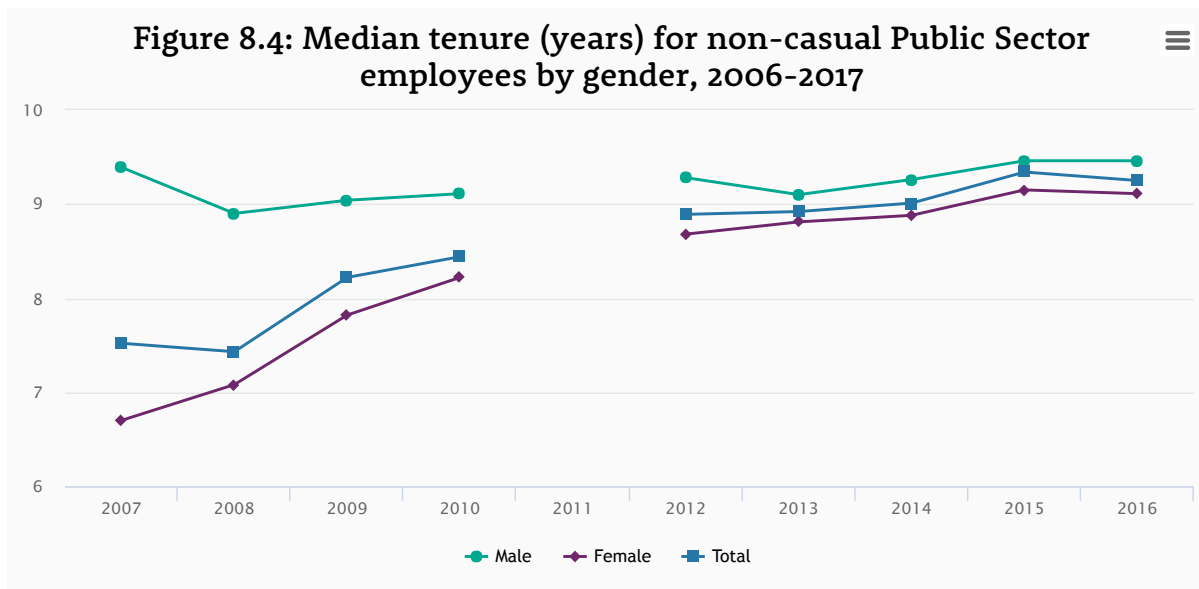
The average recruitment decision time decreased steadily from 94.5 days in 2014 to 45.7 days in 2017 (see Figure 8.3). Job categories with the shortest time to recruit were Human Services (27.5 days), Community (29.2 days) and Prisons and Security (31.5 days)⁸.



Agency Tenure and Movements

The median tenure of non-casual employees in the Public Sector increased from 7.5 years to 9.3 years over the decade leading up to 2016, due in part to an ageing workforce, but remained relatively stable between 2016 and 2017 (see [Figure 8.3](#)).

Over the same ten-year period, median tenure for females increased to almost the same level as that of males, and remained stable between 2016 and 2017 (at 9.1 years). In contrast, median tenure for males has shown little variation over the years and the median in 2017 was the same as it was in 2016 (9.5 years). In 2017, the gender difference in median tenure was 0.3 years, down 81% from a difference of 2.7 years in 2007.

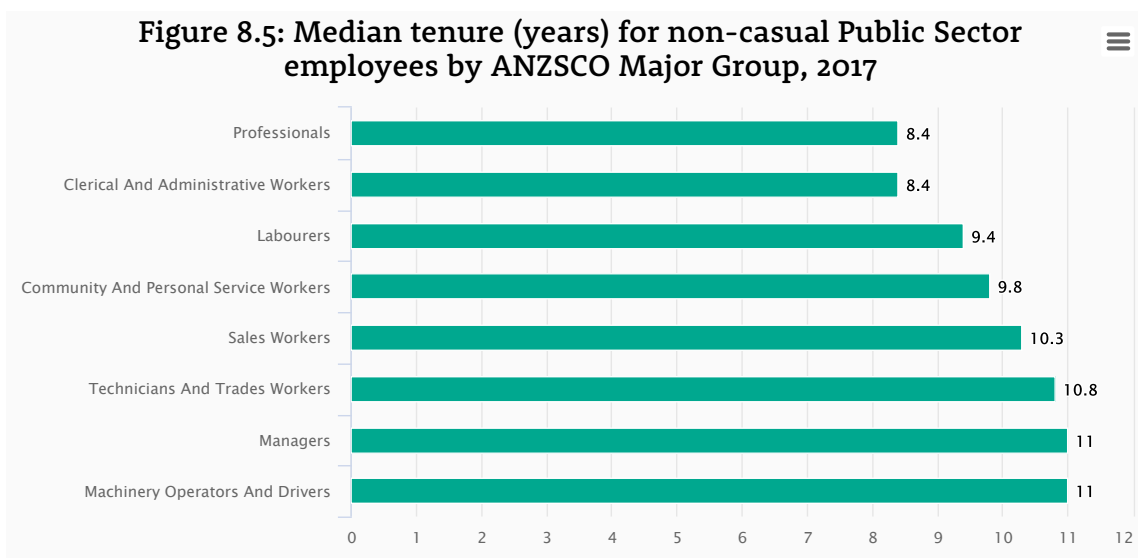


Similar to 2016, the services with the highest median tenure in 2017 were the Teaching Service (13.4 years), NSW Police Force (11.7 years) and Other-Crown Services (10.5 years) (see [Table 8.3](#)). The vast majority of the employees were Teachers and Police Officers demonstrating the specialised nature of these vocations. When compared to other roles within the public sector, the specialised nature of these roles limits the movements between services. Lower tenure in the other services suggests that there is more mobility in the roles on offer.

Table 8.2: Median tenure (years) for non-casual Public Sector employees by service, 2017

Service	Median Tenure
Public Service	8.0
NSW Health Service	7.4
NSW Police Force	11.7
Teaching Service	13.4
Transport Services	5.4
Other Crown Services	10.5
Total Government Sector	9.2
State Owned Corporations	10.5
External to Government Sector	6.3
Total Public Sector	9.3

In terms of specific occupation groups, Managers and Machine Operators and Drivers had the highest median tenure at 11 years, and Professionals and Clerical and Administrative Workers the lowest at 8.4 years (see Figure 8.5). Though the tenure for Managers and Machine Operators and Drivers was considerably longer than tenure for the other occupation groups, many employees in the Managers and Machine Operators and Drivers group were unlikely to have been managers for their entire agency tenure, only being promoted to managerial roles after a number of years of service.



Across the Public Sector, the separation rate rose from 10% to 10.3% between 2016 and 2017. The Government Sector, on the other hand, showed a decrease in separation rate changing from 9.4% in 2016 to 8.4% in 2017. These rates are consistent with the overall changes that were seen in sector size from 2016 to 2017, specifically a decrease in the size of the public sector but growth in all areas of the government sector.

Table 8.3: Rates of separation, Public Sector exit and mobility for non-casual Public Sector employees by service, 2017

Service	Separation rate %	Exit Rate %	Movement rate within PS %
Public Service	12.7%	10.8%	1.9%
NSW Health Service	10.5%	7.3%	3.2%
Transport Services	10.0%	9.2%	0.8%
Other Crown Services	6.0%	5.7%	0.3%
NSW Police Force	4.0%	3.6%	0.3%
Teaching Service	2.9%	2.9%	0.0%
Total Government Sector	8.4%	6.7%	1.7%
State Owned Corporations	67.6%	67.4%	0.1%
External to Government Sector	11.6%	10.1%	1.6%
Total Public Sector	10.3%	8.7%	1.6%

Only 1.7% of all the separations in the Government Sector in 2017 were due to internal movements within the broader Public Sector, with most employees exiting the sector upon separation from their agency. The largest separation and exit rates were in State owned corporations within the Public Sector with a 67.6% separation rate primarily due to the privatisation of Ausgrid and Endeavour Energy, as well as the privatisation of Pillar. Within-sector movements occurred most readily in the NSW Health Service, and were also relatively high within the Public Service. In particular, Public Service Senior Executives had an internal movement rate of 2.8%, 0.3 percentage points lower than it was in 2016, with a potential cause of the decrease being the completion of the GSE senior executive transition.

Employees in the 65 and above age group had the highest separation and exit rates of all age groups (20.4% and 20.1%, respectively), due primarily to retirements. The 25 to 34 age group had the highest rate of within-sector movements at 3.3%, predominantly due to the mobility of Nurses and Doctors between local health districts. The rate of within-sector movements in the 35-to-44 age group was approximately half of that of the 25-to-34 age group, suggesting that as people age they settle into their roles and their mobility decreases.

End Notes

- 1 - This chapter does not include data from the whole of the Public Sector as not all departments and agencies use the *I Work for NSW* e-recruitment system (with the most notable exception being the Health cluster).
- 2 - Recruitment data for 2017 contained only 6 months of data for the Industry cluster, as agencies in this cluster migrated to a different recruitment system midway through the year.
- 3 - Data was obtained from the *I Work for NSW* e-recruitment system
- 4 - The 2016 stats have been amended due to data revisions.
- 5 - Includes only applications where the number of openings was specified.
- 6 - Completed applications per openings where the number of openings is greater than 100.
- 7 - Job advertisements with a minimum salary equal to or greater than \$178,850 were considered senior executive level.
- 8 - Only job categories where the number of roles filled was greater than 25 were included.
- 9 - Tenure is currently reported at agency level, meaning employees can separate from an agency but remain in the Public Sector.

Case study

Unscheduled absence

Paid unscheduled absence (PUA) is a measure of paid working hours lost due to sickness or caring for an immediate family or household member. As an indicator of both the productivity and health of a workforce, PUA is a key metric for effective workforce monitoring and planning.

The importance of managing PUA in the NSW public sector was reinforced by the Public Service Commissioner in his foreword to the 2016 State of the Sector Report. The Commissioner noted a progressively increasing rate of PUA and appealed to the Sector to better understand and manage this.

Part One begins with an analysis of PUA in the public sector over time - showing the rate has reduced for the first time since 2012 - followed by a comparison by Service, occupation and age. In Part Two, the analysis undertaken last year of job mobility and PUA is continued in more detail.

Part One - Key metrics and time series comparisons by service, occupation & age

Paid unscheduled absence



64.1 HOURS PER FTE FOR
NSW PUBLIC SECTOR
EMPLOYEES IN 2017



63.1 HOURS PER FTE OF
PUA IN 2017 (MALE)



64.8 HOURS PER FTE OF
PUA IN 2017
(FEMALE)

<50

AGE UNDER 50 YEARS
56.4 HOURS PER FTE OF
PUA IN 2017

50+

AGE 50 YEARS+
76.5 HOURS PER FTE OF

\$100k+

SALARY +\$100K
53.4 HOURS PER FTE OF
PUA IN 2017

<\$100k

SALARY UNDER
\$100K
67.5 HOURS PER FTE OF
PUA IN 2017

Paid unscheduled absence (PUA) – Total Sector

In 2017, the total number of hours of paid unscheduled absence (PUA) in the NSW public sector was 19,548,742, a decrease of 4.7% from the previous year. The number of hours of PUA per FTE was 64.1, a decrease of 3.0 hours per FTE from the previous year (see [Table 9.1](#))¹.

These decreases can be partly explained by an atypically long annual reference period in 2016 compared to 2015 and 2017 (27 fortnights instead of the standard 26²). However, even after adjusting for the duration of the reference period, PUA per FTE in 2017 was down on what it was in 2016³.

A comparison of PUA between 2017 and 2015 – both reference periods were the standard 26 fortnights in duration – revealed a similar decrease in PUA. It can be seen in [Table 9.1](#) that PUA declined by 1.0 hours per FTE from 2015 to 2017, amounting to a reduction of 300,583 total PUA hours across the sector between the two years. This reduction is estimated to have a value of approximately \$10,000,000⁴.

**Table 9.1: Paid unscheduled absence (total hours & hours per FTE) by
Total public sector, 2012 - 2017**

	2012	2013	2014	2015	2016	2017
Paid unscheduled absence (hrs)	18,790,501	19,014,400	19,484,099	19,878,307	20,512,427	19,548,742
Change from previous year %	-	1.2%	2.5%	2.0%	3.2%	-4.7%
Hours per FTE (non-casual)	61.4	62.3	63.7	65.1	67.1	64.1
Change from previous year (hrs)	-	0.9	1.5	1.4	2.0	-3.0

In the following sections, 2017 data are presented alongside 2015 data, instead of 2016 data, to provide a more accurate indication of change across time.

PUA by Service

As is often the case, sector-level statistics provide an overly simplistic picture of what is occurring in the sector. For example, the decrease in PUA per FTE from 2015 to 2017 was driven by substantial decreases in External to Government Sector agencies (-10.2%), State owned corporations (-8.0%), the Public Service (-4.0%), and Other Crown Services (-3.3%). The NSW Health Service also experienced a decrease, though of a smaller magnitude (-1.7%). On the other hand, three Services experienced non-trivial increases: The NSW Police Force (4.6%), the Teaching Service (3.4%), and the Transport Service (3.4%). Table 9.2 shows the changes across time in each of the Services. The reasons behind changes to PUA are complex and inter-related, and include the composition and characteristics of the workforce, the types of functions performed and the culture within workplaces.

Table 9.2: Paid unscheduled absence by Service, 2015 - 2017

Service	2015 FTE	2017 FTE	2015 Hrs per FTE	2017 Hrs per FTE	% change, Hrs per FTE
Public Service	60,616	58,461	71.7	68.8	-4.0%
NSW Health Service	102,202	106,540	62.8	61.7	-1.7%
NSW Police Force	19,298	19,264	62.2	65.0	4.6%
Teaching Service	57,199	59,697	58.5	60.6	3.4%
Transport Services	12,544	13,172	60.3	62.3	3.4%
Other Crown Services	34,549	34,970	73.8	71.3	-3.3%
State owned Corporations	18,243	11,567	66.8	61.4	-8.0%
External to Government Sector	821	1,132	55.1	49.5	-10.2%
Total Public Sector	305,471	304,801	65.1	64.1	-1.4%

PUA by Occupation

The direction of change in PUA per FTE from 2015 to 2017 was not consistent across occupation groups (see [Table 9.3](#)). Decreases occurred for Technicians and Trades Workers (-6.5%), Labourers (-3.7%), Clerical and Administrative Workers (-2.9%), and Professionals (-0.2%), while the converse was true for Managers (1.3%), Machinery Operators and Drivers (.5%), and Community and Personal Services Workers (0.3%).

Table 9.3: Paid unscheduled absence by ANZSCO, 2015 - 2017

ANZSCO Major Group	2015 FTE	2017 FTE	2015 Hrs per FTE	2017 Hrs per FTE	% change, Hrs per FTE
Technicians and Trades Workers	19,030	15,013	74.2	69.3	-6.5%
Professionals	145,103	148,456	59.0	58.9	-0.2%
Managers	17,251	18,919	51.8	52.5	1.3%
Machinery Operators and Drivers	9,772	10,056	83.4	83.8	0.5%
Labourers	12,822	12,169	76.6	73.8	-3.7%
Community and Personal Service Workers	52,038	50,406	73.6	73.8	0.3%
Clerical and Administrative Workers	49,118	49,566	68.4	66.4	-2.9%
Total Public Sector	305,471	304,801	65.1	64.1	-1.4%

NB – Sales Workers was a small group and excluded (due to this Total Public Sector FTE is greater than the sum of ANZCO Major Groups)

PUA by Age

While differences in the extent and direction of change in PUA emerged across the Services and occupation groups, this was generally not the case for different age bands. Table 9.4 shows that PUA per FTE decreased in ten of the eleven five-year age bands (the 65 plus group was relatively small and it is possible that a few extreme cases had a large impact on the results for this group).

Table 9.4: Paid unscheduled absence by Age, 2015 - 2017

Age Bands	2015 FTE	2017 FTE	2015 Hrs per FTE	2017 Hrs per FTE	% change, Hrs per FTE
15 to 19	211	217	40.7	38.6	-5.2%
20 to 24	8,826	8,544	45.9	43.2	-5.9%
25 to 29	29,345	30,288	49.5	48.3	-2.5%
30 to 34	33,109	34,907	57.6	56.1	-2.7%
35 to 39	33,157	34,275	60.2	59.7	-0.8%
40 to 44	39,638	37,388	61.1	59.3	-2.9%
45 to 49	39,789	41,806	61.2	59.9	-2.2%
50 to 54	43,599	39,689	65.1	64.7	-0.5%
55 to 59	43,244	41,413	75.1	74.6	-0.7%
60 to 64	24,575	25,336	88.1	87.3	-0.9%
65 plus	9,939	10,899	100.2	101.6	1.4%
Total Public Sector	305,471	304,801	65.1	64.1	-1.4%

Part Two - paid unscheduled absence, engagement & job mobility

Background

The link between paid unscheduled absence (PUA) and various factors has been explored in previous Workforce Profile (WFP) Reports. It was found that PUA tended to increase with age and decrease with income, and these effects appeared to be independent of each other. It also has been shown that rates of PUA vary across Services and occupations, after controlling for the effects of age and income.

Last year the link between job mobility and PUA was explored. Some evidence was found to support the notion that high job mobility was associated with lower rates of PUA. Amongst employees who had joined the public sector at least 10 years ago, those who had joined their current agency in the past two years had lower rates of PUA than those who had joined their current agency less recently. This analysis is extended in the following section, beginning with an examination of the link between employee engagement and PUA, followed by a proposition that job mobility increases employee engagement which, in turn, decreases PUA in the NSW public sector.

Employee engagement and paid unscheduled absence

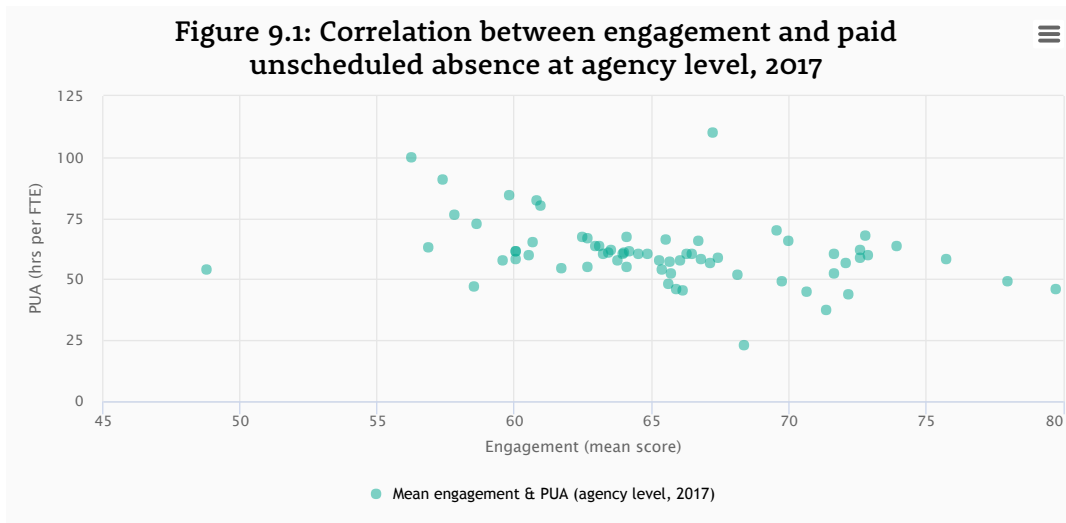
A relationship between the level of employee engagement and sickness absence rates has been identified in several studies in Australia and overseas.

A meta-analysis of the effect of employee engagement on key performance outcomes found that of the 23,910 business units investigated, those in the top half of employee engagement scores had a lower probability of high absenteeism⁵. Business units with more highly engaged employees took an average of 2.7 sick days per year, compared to those with disengaged employees, who took an average of 6.2 days⁵. Similarly, a report by the United States (US) Merit Systems Protection Board found a significant correlation between the average level of employee engagement in an agency and the amount of sick leave used by employees⁶. Employees in the most engaged US agencies took an average of 9.0 sick days per year, compared to the least engaged agencies where employees took an average of 12.0 days⁶. Gallup studies also indicated that engaged employees had less absenteeism than disengaged employees (up to 27% lower rates), while another study found substantial linkages between employee engagement and the number of sick days taken, after controlling for the effects of demographics and prior health conditions (including Body Mass Index)⁵.

Australian Public Service Commission (APSC) employee census results consistently show that employees with higher levels of all types of engagement (determined by measuring the relationship employees have with their job, team, immediate supervisor and agency) are less likely to report having taken any sick leave in the preceding fortnight than those with lower levels of engagement⁷.

Engagement in the NSW public sector is measured via The People Matters Employee Survey (PMES). Like the WFP, this survey is intended to provide a census of all employees (all employees are invited to participate). In 2017, 140,000 responses to the PMES were received. While it is not possible to link individual records between the PMES and the WFP, correlations between average engagement and PUA per FTE can be calculated at an agency level.

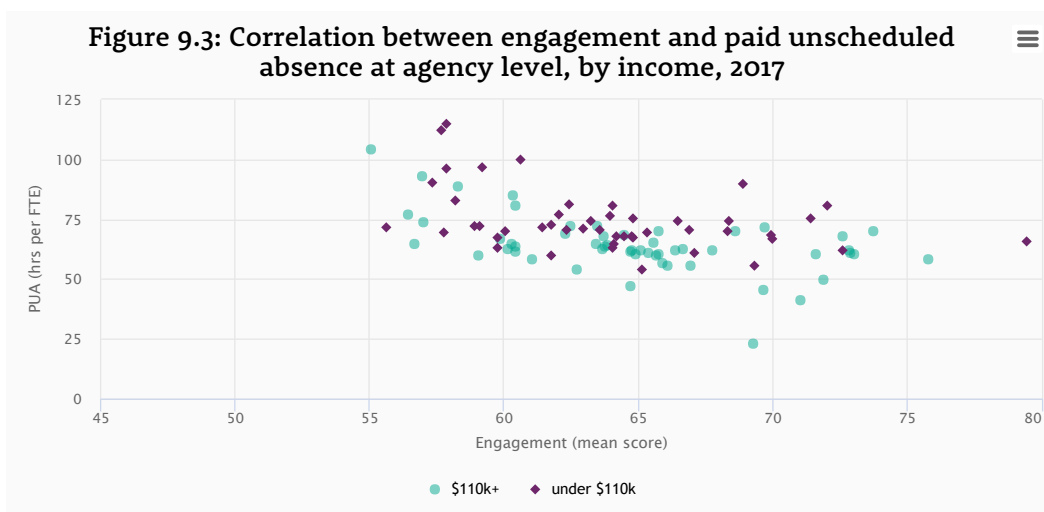
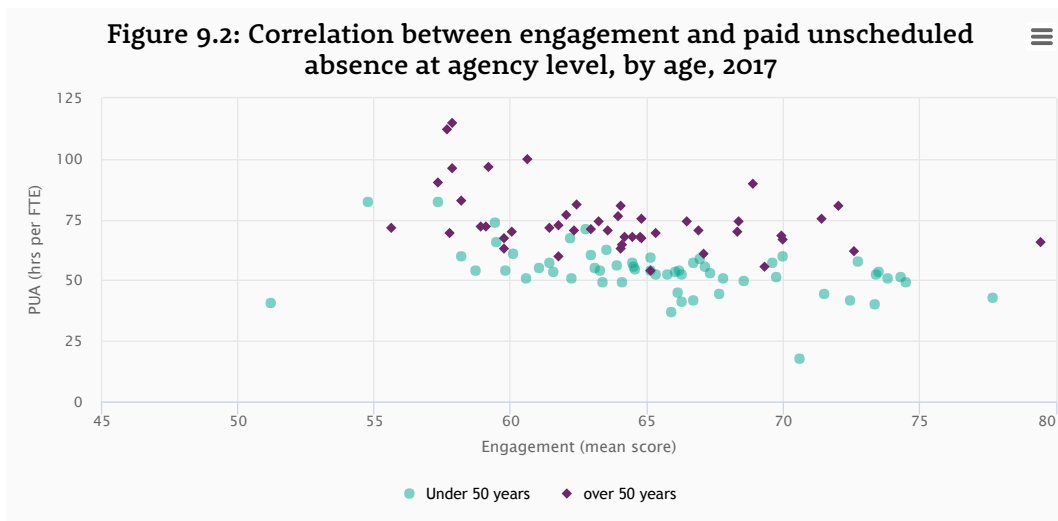
The correlation between mean engagement and PUA per FTE for 68 NSW public sector agencies is presented in Figure 9.1⁸. An inverse relationship can be seen - PUA tended to be low when engagement was high (correlation -.36).



The stability of the results depicted in Figure 9.1 were tested by partitioning the data by age and income for each agency (this was done because it has been shown in previous WFP reports that age and income influence PUA, and the composition of age and income varies by agency).

Looking at Figure 9.2 and Figure 9.3, it can be seen that the relationship between engagement and PUA remained. Further, the correlation coefficient improved for three of the four partitions: under 50 years old (correlation: $-.47$, $n=58$), 50+ years old (correlation: $-.41$, $n=47$), under \$110,000 remuneration (correlation: $-.52$, $n=54$), and \$110,000+ remuneration (correlation: $-.28$, $n=43$)⁸.

It also can be seen that PUA tended to be higher in the older age group (see Figure 9.2) and lower in the higher income group (see Figure 9.3). This observation is consistent with findings in previous WFP Reports at an overall Sector level, providing further confidence in the agency level results.



Job mobility and employee engagement

PMES 2017 data comparing tenure in current organisation and tenure in current role is presented in Figure 9.4 below. The general pattern noticed here was that shorter tenure in current role was associated with higher level of employee engagement, irrespective of length of service within the current organisation. Engagement also appeared to progressively decline the longer employees remained in the same role within the same organisation.

Looking at employees who had been in their current organisation for 2 to 5 years, those who had been in their current role for less than 1 year had higher engagement than those who had been in their current role for 2-5 years (71 vs 64 or 11% difference).

Amongst employees who had been in their current organisation for 5 to 10 years, those who had been in their current role for less than 1 year had higher engagement than those who had been in their current role for 5 to 10 years (69% vs 60% or 15% difference).

For those who had been in their current organisation for 20+ years, the difference in engagement between those who had been in their current role for less than 1 year and those who had been in their current role for 20+ years was 18% (71% vs 60%).

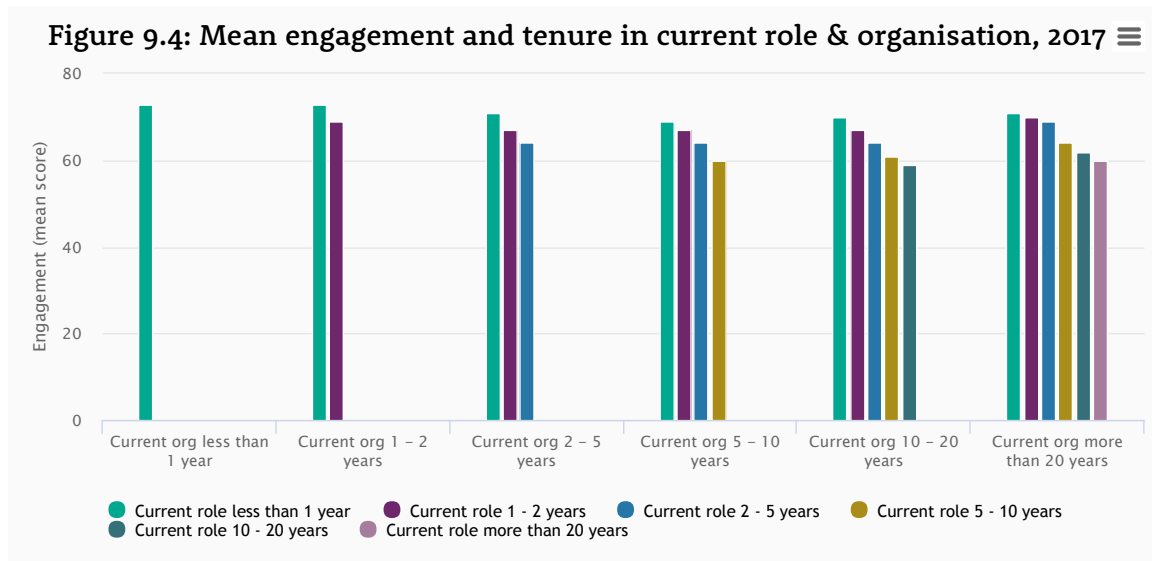


Table 9.5: Number of respondents - mean engagement and tenure in current role & organisation, 2017

Number of respondents	current role less than 1 year	current role 1 - 2 years	current role 2 - 5 years	current role 5 - 10 years	current role 10 - 20 years	current role more than 20 years
current org less than 1 year	11,586	na	na	na	na	na
current org 1 - 2 years	1,708	8,397	na	na	na	na
current org 2 - 5 years	2,643	2,681	13,946	na	na	na
current org 5 - 10 years	2,164	2,287	4,426	13,261	na	na
current org 10 - 20 years	2,002	2,044	4,272	5,122	14,930	na
current org more than 20 years	1,073	1,026	2,354	2,925	3,898	9,035

The stability of the relationship observed in the preceding chart was further tested by dividing the data into various partitions. Looking at Figure 9.5 and Figure 9.6, the pattern remained the same – short tenure in current role resulted in higher engagement than longer tenure in current role, irrespective of the length of time in the current organisation (2-5 years versus 20+ years) and across all selected sub groups (gender, age, income, service delivery role vs non service delivery role).

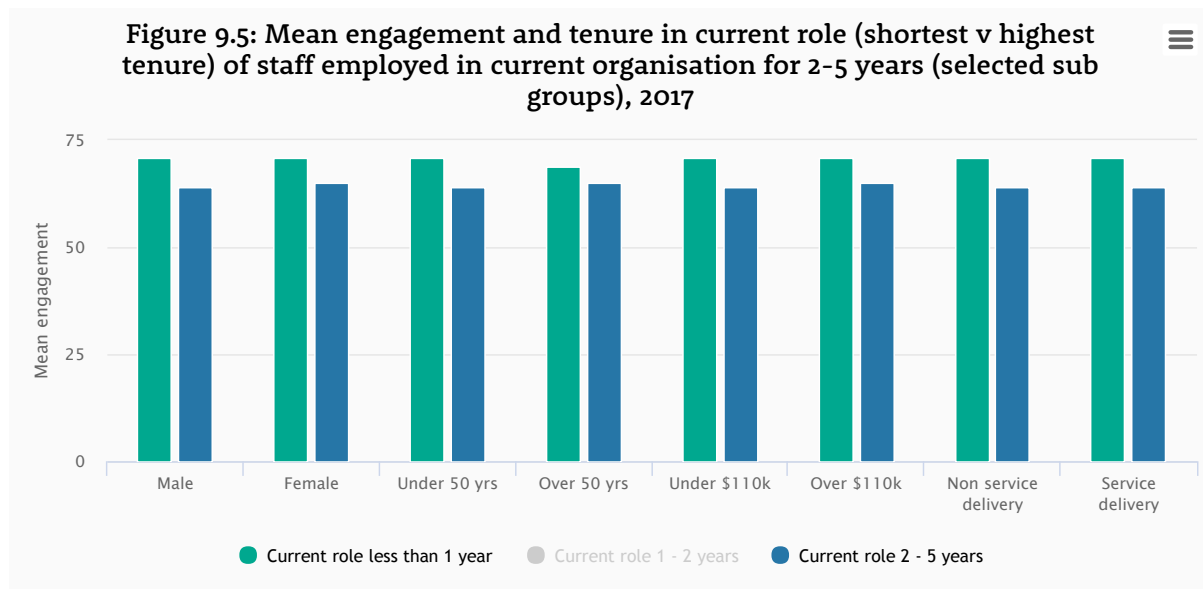


Table 9.6: Number of respondents - Mean engagement and tenure in current role (shortest v highest tenure) of staff employed in current organisation for 2-5 years (selected sub groups), 2017

Number of respondents	current role less than 1 year	current role 1 - 2 years	current role 2 - 5 years
male	861	860	4,781
female	1,754	1,776	8,831
under 50 yrs	2,261	2,262	10,723
50+ yrs	352	392	2,988
under \$110k	1,800	1,953	10,367
\$110k+	676	549	2,491
non service delivery	1,492	1,495	6,010
service delivery	933	963	6,529

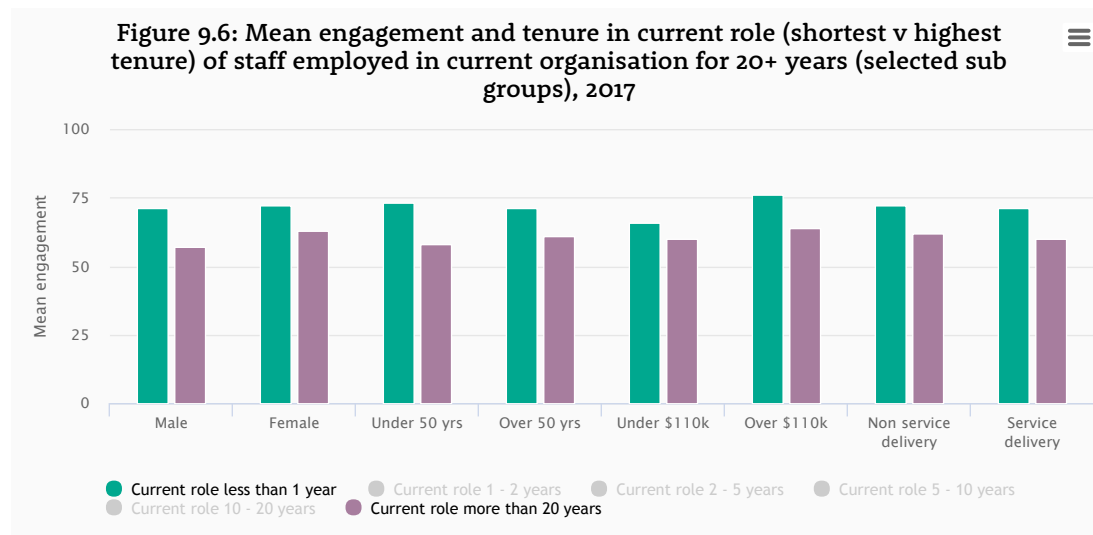


Table 9.7: Number of respondents - Mean engagement and tenure in current role (shortest v highest tenure) of staff employed in current organisation for 20+ years (selected sub groups), 2017

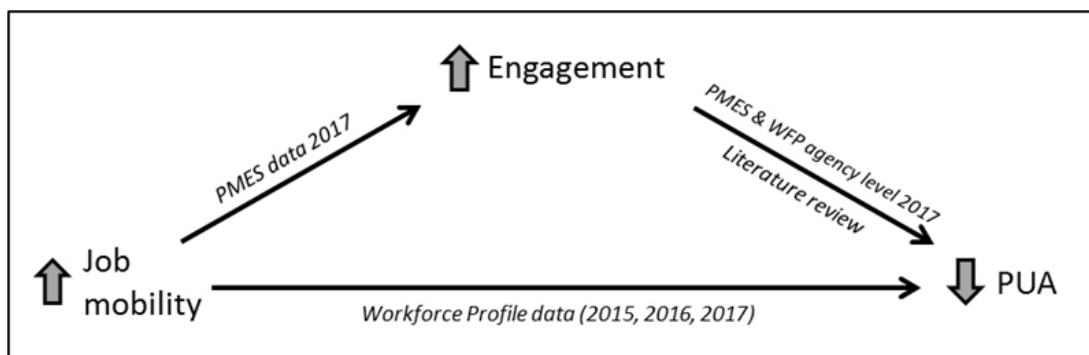
Number of respondents	current role less than 1 year	current role 1 - 2 years	current role 2 - 5 years	current role 5 - 10 years	current role 10 - 20 years	current role more than 20 years
male	400	368	961	1,176	1,555	3,341
female	661	643	1,365	1,702	2,292	5,507
under 50 yrs	397	413	800	871	1,008	1,989
50+yrs	665	608	1,527	2,023	2,840	6,890
under \$110k	478	476	1,069	1,530	2,446	6,808
\$110k+	540	472	1,110	1,177	1,155	1,478
non service delivery	413	427	895	968	1,254	2,440
service delivery	559	482	1,184	1,644	2,215	5,649

The analysis of tenure by engagement using PMES data followed a similar logic to the analysis conducted last year where WFP data regarding tenure in current organisation was analysed for employees who had been in the public sector for more than 10 years against PUA. A similar finding was presented then, and the direction of this finding remained when the same analysis was repeated with 2015 and 2017 WFP data - shorter tenure in current role (a proxy for higher job mobility) was associated with lower PUA after controlling for a number of factors.

Job mobility, employee engagement and PUA

In the absence of a single data set or the ability to directly link records across the WFP and PMES data sets, multiple data sources and reasoning have been used to formulate the following proposition: high job mobility leads to higher engagement which in turn leads to lower paid unscheduled absence (PUA) in the NSW Government Sector⁹. This proposition and the data sources used to support it are depicted in figure 9.7.

Figure 9.7: Proposed link between job mobility, engagement and paid unscheduled absence in the NSW Government Sector⁹



The link between **job mobility** and **engagement** was demonstrated with PMES data for 2017. It was shown that mean engagement was higher for those who had been in their current roles for the shortest periods of time and that mean engagement appeared to progressively decline as length of time in current role increased. This general pattern remained irrespective of length of time in the current organisation and after repeating the analysis for various sub-groups.

The link between **engagement** and **paid unscheduled absence (PUA)** was demonstrated by correlating mean engagement scores (PMES data) and paid unscheduled absence per FTE (WFP data) at an agency level. A negative correlation was found (when engagement was high paid unscheduled absence was low, and vice versa). This correlation remained (and tended to improve) after the data was divided into age and income sub-groups (groups that are known to modify variability in PUA rates). Further, the results at agency level were consistent with those that have been observed at an overall level – the high income group tended to exhibit lower rates of PUA compared to the low income group, and the older age group tended to exhibit higher rates of PUA compared to the younger age group. A relationship between engagement and sickness absence also has been found in several overseas studies and by the Australian Public Service Commission.

The preceding analysis continued the line of inquiry from last year, introducing and testing additional data sources to provide further support for the notion that high levels of job mobility within the NSW public sector have a positive outcome for employees and employers in the form of higher engagement & lower paid unscheduled absence.

End Notes

1 -The number of pay periods varies across the Sector in any given year. In 2017 a number of agencies had a longer reporting period than usual while some agencies had shorter ones. The rate of PUA is influenced by the length of the reference period.

2 - Every 11 years, an extra pay cycle occurs within the financial year for some agencies. This means the reference period used for calculating PUA per FTE will be longer. This longer reference period effects calculations for individuals who worked the entire year and had an FTE of 1.0 (but not those with an FTE of less than 1.0 and / or who did not work across the entire reference period).

3 - After making a broad assumption that all agencies had an extra pay cycle and that calculations for every individual were impacted by this, a decrease remained. These assumptions were conservative for reasons mentioned in footnote 1. This also means that producing an accurate adjusted figure is difficult and therefore not recommended.

4 - The median salary of \$83,689 was divided by 36.5 hours (unweighted average of 38 hours and 35 hours) and 52 weeks to estimate an average hourly rate of \$44.09 which was then multiplied by 300, 583 hours.

5 - Harter, J K, Schmidt, F L, Kilham, E A & Asplund, J. W, *Q12 Meta-analysis report*, Gallup Consulting, 2008

6 - US Merit Systems Protection Board, *The Power of Federal Employee Engagement*, MSPB, Washington, D.C., 2008, p. 29.

7 - Australian Public Service Commission, *State of the Service Report 2015-16*, Commonwealth of Australia, Canberra, 2016.

8 - In all correlations presented between PMES and WFP data at agency level, agencies with less than 100 responses to the PMES or with an FTE of less than 100 in the WFP were excluded to ensure adequate sample size.

9 - Government Sector was chosen for a number of reasons: External to Government was too small to allow for sub-group comparisons, changes in PUA rates for SOCS and External to Government were positive, and the contribution of these agencies to the overall PUA rate was small (they represented less than 5% of the total FTE entitled to paid sick leave or carers leave).

Appendix

Data sources, conventions & limitations

Data sources, conventions & limitations

About this report

This report contains analysis of NSW public sector workforce profile data, contingent labour data collected by the Department of Finance, Service and Innovation, and data from the I work for NSW e-recruitment system.

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 NSW public sector agencies that are external to the government.

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.

Census date

Census date was 29/06/2017.

Data limitations

- Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing agencies.
- 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.
- All data represents a 'snapshot' at slightly different points in time and is subject to revision. The Workforce Profile data included all data submitted and verified as at 03/11/2017, recruitment data (*IworkforNSW* data) was extracted on 25/10/2017, and contingent labour was that supplied by NSW Procurement for the financial year 2017.

Version changes

Version 1.1: On 05/02/18 this report was updated to correct a typo in the Chapter 1: Executive Summary. The proportion of female senior leaders was reported as 37.5%, it has been corrected.

Version 1.2: On 13/04/18 this report was updated to include data that was submitted after 3/11/2017. This data has altered all headcount and FTE totals for the Public Sector, Government Sector and Public Service, as well as some diversity headcount data and unscheduled absence data. There have been minor data changes in some figures, in some tables and in the text. For a full list of changes, please contact the NSW Public Service Commission.

Regional Reference Table

The regions presented in this report (left hand column in the table below) were compiled from ABS SA4 regions.

Region	ABS SA4 regions included
Capital Region	Capital Region
Central Coast	Central Coast
Central West	Central West
Coffs Harbour – Grafton	Coffs Harbour – Grafton
Far West & Orana	Far West & Orana
Hunter Valley (exc Newcastle)	Hunter Valley (exc Newcastle)
Illawarra	Illawarra
Mid North Coast	Mid North Coast
Murray	Murray
New England & North West	New England & North West
Newcastle & Lake Macquarie	Newcastle & Lake Macquarie
Richmond – Tweed	Richmond – Tweed
Riverina	Riverina
Southern Highlands & Shoalhaven	Southern Highlands & Shoalhaven
Sydney East	Sydney – City & Inner South
	Sydney – Eastern Suburbs
	Sydney – Inner South West
	Sydney – Inner West
	Sydney – North Sydney & Hornsby
	Sydney – Northern Beaches
	Sydney – Ryde
	Sydney – Sutherland
Sydney West	Sydney – Baulkham Hills & Hawkesbury
	Sydney – Blacktown
	Sydney – Outer South West
	Sydney – Outer West & Blue Mountains
	Sydney – Parramatta
	Sydney – South West

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	<p>Australian and New Zealand Standard Classification of Occupations (ANZSCO ABS Cat No 1220.o). ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets.</p> <p>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'.</p>
ANZSCO Major group	<p>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.</p> <p>Major groups are:</p> <ul style="list-style-type: none">• 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	<p>ANZSCO Minor groups are:</p> <ul style="list-style-type: none">• 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' <i>I work for NSW</i> 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 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	<p>Employment category reflects the nature of an employee's employment contract with an agency. Categories include:</p> <p>Ongoing: Employed on a continuing basis to perform ongoing functions;</p> <p>Temporary: Non-casual employees who do not have ongoing conditions of employment, or individual employment contracts. Employed for a specific period of time;</p> <p>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;</p> <p>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.</p> <p>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</p> <p>Other: Relates to all other employment categories; i.e. cadet, trainees, apprentices, retained staff, sessional, seasonal and Statutory Appointees.</p>
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	<p>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.</p> <p>FTE workforce can be measured during a period, such as the last pay period during the financial year (census period).</p> <p>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.</p>
Gender pay gap	The gender wage gap follows the OECD method and is defined as the difference between median salary of males and females relative to median salary of males. Employee salary is the full-time base remuneration or the role regardless of whether the employee is working part-time or full-time.
Headcount	<p>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.</p> <p>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 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.</p>

Job advertisements	The number of 'open' and 'filled' <i>I work for NSW</i> 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	<p>Employed persons (defined by Australian Bureau of Statistics –ABS) include all persons aged 15 years and over who, during the reference week:</p> <ul style="list-style-type: none"> ● 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: <ul style="list-style-type: none"> ○ 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' <i>I work for NSW</i> 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.
Paid Unscheduled Absence	Sum of hours of paid sick leave and paid carers leave hours taken during the reference period. It includes employees with (a) valid sick leave entitlement and (b) annual FTE not missing.
Part-time Employees	Part-time employees are employed persons who usually work less than 35 hours a week. (See Australian Bureau of Statistics - <i>Labour Statistics: Concepts, Sources and Methods</i> - cat no. 6120.o).
Ongoing Employees	Ongoing employees are employed on a continuing basis to perform ongoing functions.

Person with disability	<p>A person who identifies as having a disability i.e. as having one or more of the following limitations or restrictions:</p> <ul style="list-style-type: none"> • a long-term medical condition or ailment • speech difficulties in their native language • a disfigurement or deformity • a psychiatric condition • a head injury, stroke or any other brain damage • loss of sight or hearing • incomplete use of any part of their body • blackouts, fits or loss of consciousness • restriction in physical activities or physical work • slowness at learning or understanding • any other condition resulting in a restriction.
Public Sector 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.
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.
Successful applications	The number of <i>I work for NSW</i> 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 weeks 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	Prior to 2017 postcodes were the only location-related data items 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, where data are presented by LGAs headcount is weighted across the relevant LGAs using ABS population concordance tables. In 2017 both postcode and suburb name data was collected, however due to a lack of historical data no analysis was undertaken using suburb name.

Workforce Profile Report 2017
