Workforce Profile Report

2018

NSW GOVERNMENT | Public Service Commission

Workforce Profile Report 2018

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The PSC proudly acknowledges Australia's Aboriginal and Torres Strait Islander community and their rich culture and pays respect to their Elders past and present. We acknowledge the ongoing connection that Aboriginal people have to this land and recognise Aboriginal people as the original custodians of these lands on which we serve.

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Foreword

This year marks the 20th anniversary of the first *Workforce Profile for NSW Government*. Since 1999, every year the *Workforce Profile* has told a story of the changing shape of the workforce. The value of such rich data cannot be understated. The data has provided a powerful evidence base for identifying emerging issues and guiding workforce reform.

The *Workforce Profile* report is the comprehensive view of what the NSW Public Sector workforce looks like and how it is changing. The *Workforce Profile*, alongside the *People Matter Employee Survey*, is a major data source for the *State of the Public Sector Report*. The *Workforce Profile* is a companion report to the *State of the Public Sector Report*, providing a deeper analytic perspective on workforce issues and characteristics.

The 2018 *Workforce Profile* highlights a number of important features of the sector.

- The number of frontline employees continues to grow. The size of the sector increased in 2018 and 63.3% of the growth related to a greater number of nurses, school teachers and police officers.
- The gender pay gap increased for the first time since 2015. In 2018 the gap widened to 1.1% from the lowest ever recorded level of 0.3% in 2017. This related to a decrease in the number of males paid in the lower salaries. The number of females in higher salary ranges increased more than males in the higher salary ranges but was not at a level that offset the other changes.
- There has been progress in increasing diversity of the workforce but challenges remain. The representation of Aboriginal peoples continued to grow in 2018 across most salary ranges. The target to double the number of Aboriginal senior leaders by 2025 is on track to be reached ahead of time. However, the target to double the representation of people with disability by 2025 remains challenging. Representation of people with a disability continued to drop in 2018.
- The public sector is an important regional employer, and this year the report includes a specific focus on the Public Service in regional NSW. This section analyses the representation of public servants and senior executive across regional areas, recognising the importance that these roles have in local decision making and regional career paths. There is also a more detailed analysis on the relationship between salary and commuting.

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

Executive summary

Size of the sector 2018

Census period FTE

329,005 +**0.9%** vs. 2017

Employee headcount

396,243

9.8% of all NSW employed persons are NSW public sector employees

Public sector employment

Metro/regional

39.7% of FTE are located in **regional areas**

Median salary

$85,782 +**2.5%** vs. 2017

Note: Australian full-time adult average weekly earnings increased by **2.6%**

Median tenure

9.0 years

76.8% of roles are ongoing

Public sector diversity

Women

65.1% of employees, **+0.3pp** vs. 2017

Female senior leaders

38.7% of government sector, **+1.3pp** vs. 2017

Disability

2.5% of employees, **-0.2pp** vs. 2017

Median age

44 years

-1 year vs. 2017

26.7% aged under 35
24.5% aged 55 and over

English as a second language

18.1% of employees, **-0.3pp** vs. 2017

Aboriginal and/or Torres Strait Islander people

3.3% of employees, **+0.1pp** vs. 2017

Aboriginal and/or Torres Strait Islander senior leaders

87 **+16** vs. 2017

2 Size and composition

NSW employed persons

9.8% of all NSW employed persons are NSW public sector employees

Annual full-time-equivalent employees

Up by 720 or **0.2%**

Census headcount

Up by 2,910 or **0.7%**

Growth in NSW employed persons

3.9%

Growth in NSW public sector

0.7%

Size of the NSW public sector workforce

The NSW public sector is the largest employer in the state. In 2018, the size of the workforce grew, with annual full-time equivalent (FTE) employees increasing 0.2% compared to 2017 (up 720 FTE). This increase followed a period of annual decreases since a peak in 2012.

Figure 2.1 **Public sector census period headcount, census period FTE and annual FTE, 1999–2018**

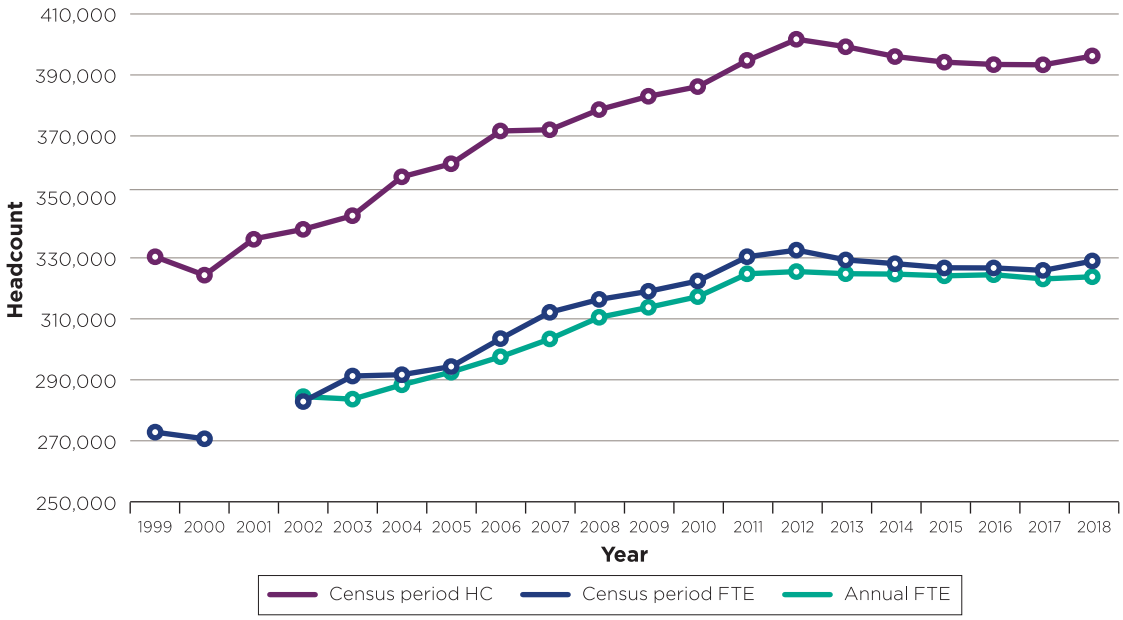


Table 2.1 **Public Sector census headcount, census period FTE and annual FTE, 2008–2018**

Year	Census headcount	Change from previous year (%)	Census period FTE	Change from previous year (%)	Annual FTE	Change from previous year (%)
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
2018	396,243	0.7	329,005	0.9	323,828	0.2

While the NSW public sector increased in size in 2018, the growth is notably lower than the rate experienced in the broader NSW workforce over the same period or anytime over the past four years.

Figure 2.2 **Annual percentage change in the size of the public sector workforce (census headcount) and NSW employed persons, 2008–2018[1]**

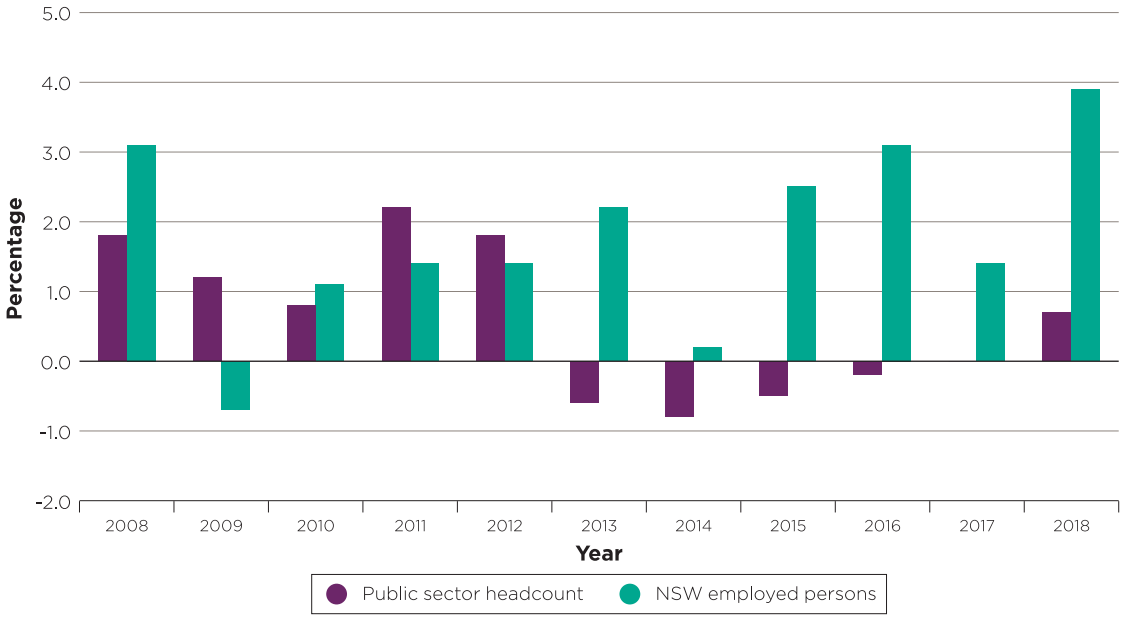
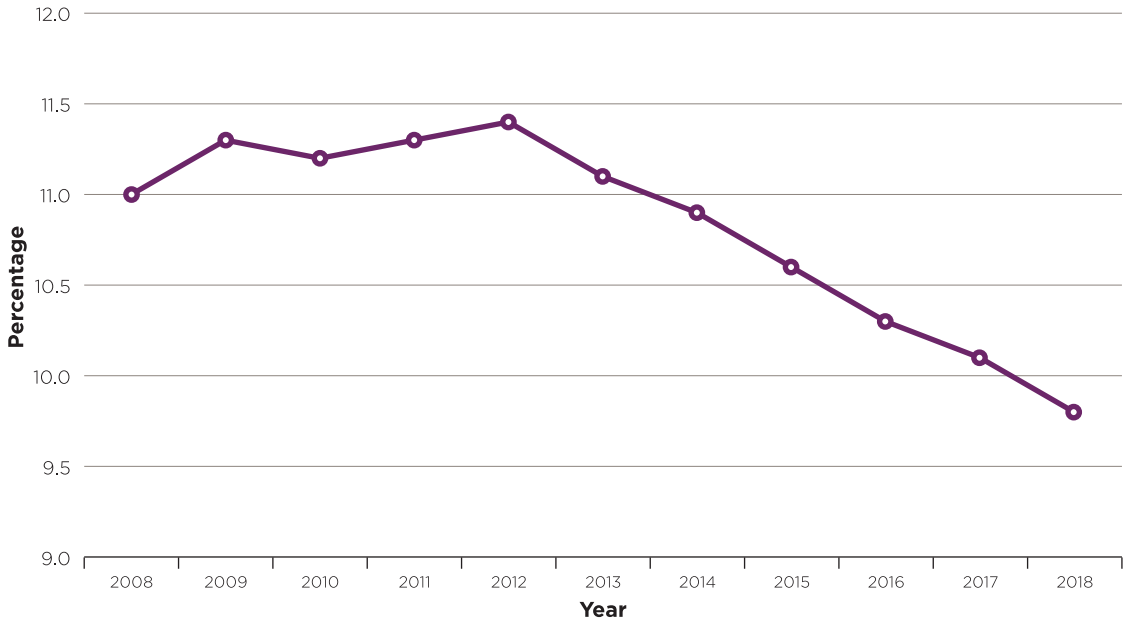


Figure 2.2 highlights the year-on-year increases in the broader workforce since 2010, compared to the public sector workforce, which experienced decreases from 2012 to 2017. While the number of public sector employees increased 0.7% in 2018 compared to the previous year, the broader workforce experienced 3.9% growth over the same period. Consequently, the proportion of NSW employed persons who worked for the NSW public sector decreased to 9.8%, the lowest level since the launch of the *Workforce Profile* in 1999.

Figure 2.3 **Public sector census headcount as a percentage of NSW employed persons, 2008–2018[1]**



Composition of the NSW public sector

While headcount measures the number of employees and is comparable to broader workforce statistics, the census period FTE provides a better measure of the resource level of the public sector workforce at June each year.

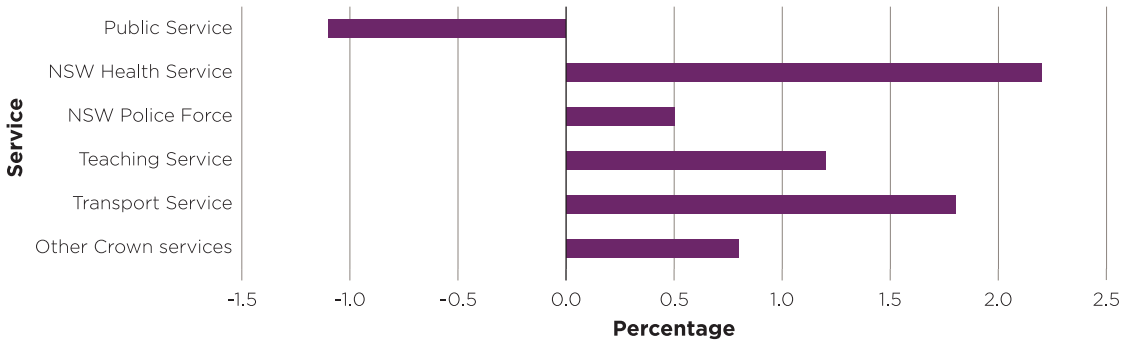
Table 2.2 **Composition of the public sector by service, census period FTE, 2017–18**

Service	FTE at census 2017	FTE at census 2018	FTE change 2017–18	FTE change from 2017–18 (%)
NSW Health Service	114,407	116,967	2,560	2.2
NSW Police Force	19,759	19,859	100	0.5
Other Crown services	41,070	41,385	315	0.8
Public Service	62,020	61,358	-662	-1.1
Teaching Service	66,381	67,181	800	1.2
Transport Service	13,404	13,651	247	1.8
Total government sector	**317,041**	**320,402**	**3,361**	**1.1**
External to government sector	1,164	998	-166	-14.3
State owned corporations	7,712	7,605	-106	-1.4
Total public sector	**325,917**	**329,005**	**3,088**	**0.9**

Table 2.2 and Figure 2.4 show that the majority of services experienced increases in FTE from 2017 to 2018. The largest proportional increases occurred in the health, transport and teaching services, with rises of 2.2%, 1.8% and 1.2% respectively compared to 2017.

The numbers of people employed in key frontline roles as nurses, teachers and police officers all increased compared to 2017. In 2018, there are an additional 1,035 FTE nurses (2.2% increase), 774 FTE teachers (1.2% increase) and 147 FTE police officers (0.9% increase). These three employee groups account for 63.3% of overall growth.

Figure 2.4 **Percentage change in census period FTE by service, 2017–2018**



The increase in the NSW Health Service was spread across most local health districts and agencies. In addition to the extra 1,035 FTE nurses, the number of ambulance officers rose by 205 FTE (5.4% increase) and medical practitioners by 463 FTE (4.0% increase).

The 1.8% increase in Transport Service FTE was concentrated in the Sydney East region. It was spread across a range of roles, including construction project managers, accountants and engineers, aligning with the significant infrastructure investment in Sydney.

The largest proportional decrease was in agencies external to the government sector. This was due to the Treasury Corporation changing status to become a Crown service within Treasury, producing a corresponding increase in other Crown services and the Treasury cluster of 185 FTE.

The Public Service decreased 1.1% (662 FTE) compared to 2017. This was mainly due to the transfer of disability services in Family and Community Services to private providers under the National Disability Insurance Scheme (NDIS), which led to a decrease of more than 4,400 FTE. Another contributing factor is the privatisation of Titling and Registry Services from the Department of Finance, Services and Innovation, which accounted for 335 FTE of the decrease. These decreases were offset to a large degree by increases across the Public Service, with 71.2% of Public Service agencies experiencing an increase in FTE.

Excluding the Family and Community Services cluster decrease, the rest of the Public Service increased by 7.0% (3,407) FTE. Increases in the Department of Education were a key contributor (increasing 1,150 FTE). This partly related to the creation of a new division (Schools Infrastructure NSW), but also to a reporting shift of more than 600 FTE automobile drivers from School Administrative and Support (within other Crown services) linked to improved occupation and salary award coding.

Table 2.3 **Composition of the public sector by cluster, census period FTE, 2017–2018**

Cluster	2017 FTE	2018 FTE	Change 2017–18	Change 2017–18 (%)
Education	91,070	92,836	1,765	1.9
Family & Community Services	13,107	9,037	-4,069	-31.1
Finance, Services & Innovation	7,075	7,410	335	4.7
Health	115,325	117,957	2,631	2.3
Industry	16,495	17,220	725	4.4
Justice	40,360	41,287	928	2.3
Planning & Environment	13,441	13,773	332	2.5
Premier & Cabinet	1,198	1,436	237	19.8
Transport	25,526	25,574	47	0.2
Treasury	1,156	1,477	322	27.8
External to government sector	1,164	998	-166	-14.3
Total	**325,917**	**329,005**	**3,088**	**0.9**

The Planning and Environment cluster increased 332 FTE compared to the previous year. Increases occurred across a range of roles, with key contributors being a 98 FTE increase in Urban and Regional Planners, 98 FTE increase in Program or Project Administrators and a 79 FTE increase in Policy and Planning Managers.

Corrective Services in the Justice cluster contributed a 571 FTE increase in the Public Service. More than half of the increase occurred in the Far West and Orana and the Hunter Valley (excluding Newcastle) regions. Increases in Prison Officers, Commissioned Corrective Services Officers and Clerical and Administrative Workers account for almost half of the increase in these regions (144 FTE).

The increase of 725 FTE in the Industry cluster primarily relates to increases in the Department of Industry (110 FTE), Local Land Services (179 FTE) and the TAFE Commission (402 FTE). Increases occurred in a range of occupations across the cluster. The largest increase, of 288 FTE, occurred in Contract, Program and Project Administrators.

The Finance, Services and Innovation cluster increased by 335 FTE. Service NSW contributed 244 FTE to this increase, with an additional 11 service centres opening during 2017–18.

Notes

1. Australian Bureau of Statistics 2018, *Labour Force, Australia, Detailed*, 'Table 16. Labour force status by Labour market region (ASGS) and Sex', cat. no. 6291.0.55.001, viewed 18 October 2018, http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6291.0.55.001Sep%202018?OpenDocument

3 Leaders

3,115 senior executives in the government sector

An important initiative in the first years of the NSW Public Service Commission has been to simplify the executive structure. The *Government Sector Employment Act 2013* (GSE Act) was introduced in part to create a simpler structure that could better support executive mobility. This work was further strengthened by the implementation of the *Government Sector Employment Legislation Amendment Act 2016* (GSELA Act), which aligned the senior executive employment arrangements of the NSW Health Service, Transport Service and NSW Police Force with those of the Public Service.

Table 3.1 **Senior executives in the public sector, census headcount, 2017–18**

Service	2017	2018	Change 2017–18 (%)
Public Service	1,939	2,051	5.8
NSW Health Service	154	160	3.9
NSW Police Force	67	66	-1.5
Teaching Service	0	0	0.0
Transport Service	1,401	560	-60.0
Other Crown services	669	278	-58.4
Total government sector	**4,230**	**3,115**	**-26.4**
State owned corporations	245	235	-4.1
External to government sector	48	51	6.3
Total public sector	**4,523**	**3,401**	**-24.8**

At June 2018 there were 3,401 senior executives in the public sector, with 3,115 in the government sector. This is a decrease of 26.4% compared to the previous year. The decrease is largely due to a reclassification of Transport Senior Managers, affecting the Transport Service, and Sydney Trains and NSW Trains within other Crown services.[1] The Transport executive cohort previously included both Transport senior executives and Transport senior managers (whose remuneration has historically been higher than a Clerk Grade 11/12). Since the alignment of Transport's executive employment arrangements under the GSELA Act, Transport senior managers ceased to be considered senior executives.

If Transport senior managers were included in the senior executive total, the change from the previous year would become a 6.7% increase.

The largest increase in senior executive numbers is seen in the Public Service.

Figure 3.1 **Senior executives in the Public Service, census headcount, 2014–2018**

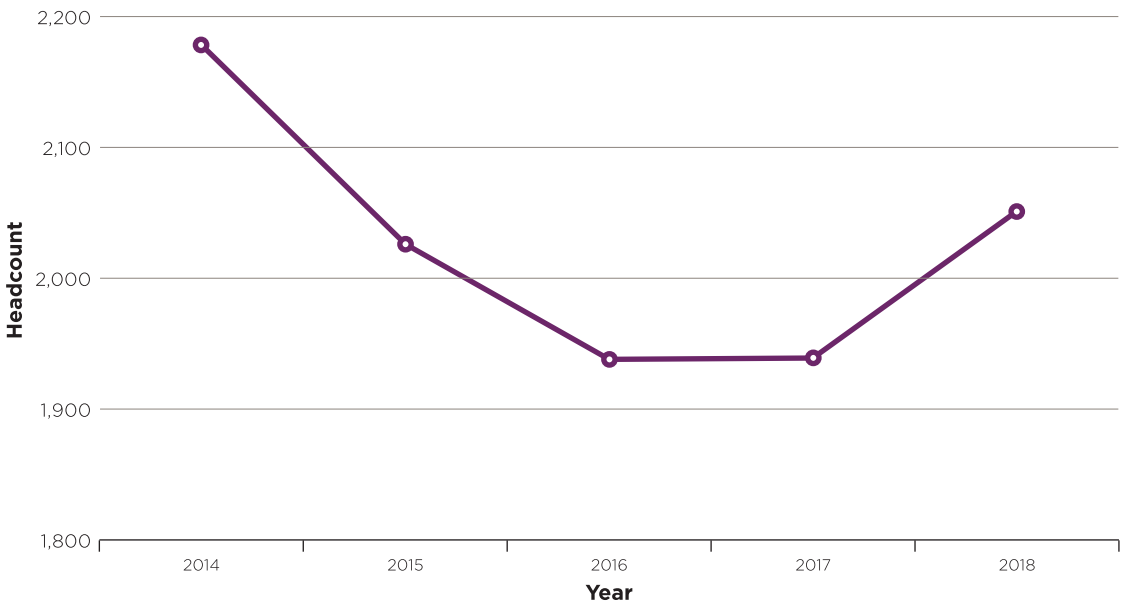


Figure 3.1 shows the increase in senior executive numbers in the Public Service relative to the size of the cohort when the executive reform began. This highlights that increases in 2018 have taken the executive numbers to their highest level since the reforms were introduced in 2014. It should be noted that while there was an increase of 112 senior executives in 2018, as a part of the reforms around 1,400 Senior Officer roles have been removed that were paid over the level of Clerk Grade 11/12 and overlapped with the senior executive cohort.

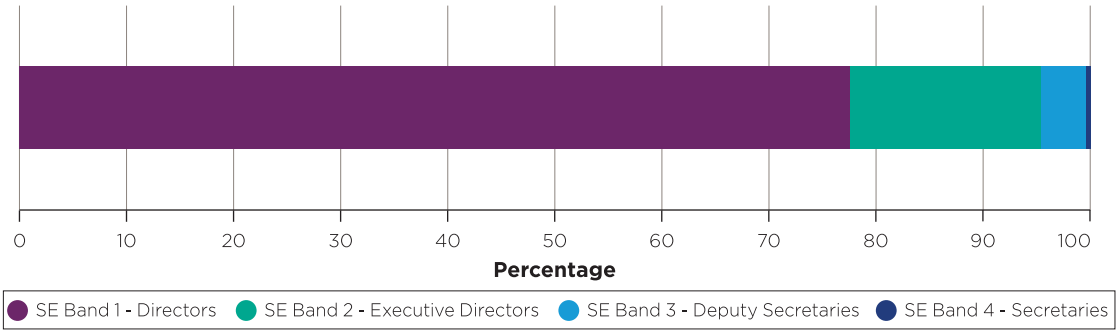
Table 3.2 **Senior executives in the Public Service, census headcount, 2017–18**

Cluster	2017	2018	Change
Education	265	315	50
Family & Community Services	236	203	-33
Finance, Services & Innovation	259	287	28
Health	97	98	1
Industry	241	271	30
Justice	272	268	-4
Planning & Environment	278	311	33
Premier & Cabinet	185	191	6
Transport	1	1	0
Treasury	105	106	1
Total	**1,939**	**2,051**	**112**

The number of senior executives increased across most services. The largest increases were in Education (50), Planning and Environment (33), Industry (30) and Finance (28). Department representatives noted that the increases relate primarily to restructuring and realignment to work priorities, and resourcing new programs and projects such as for school infrastructure, housing affordability and resources regulation. In contrast there was a decrease of 33 senior executives in the Family and Community Services cluster due to the transfer of disability services to private providers under the NDIS.

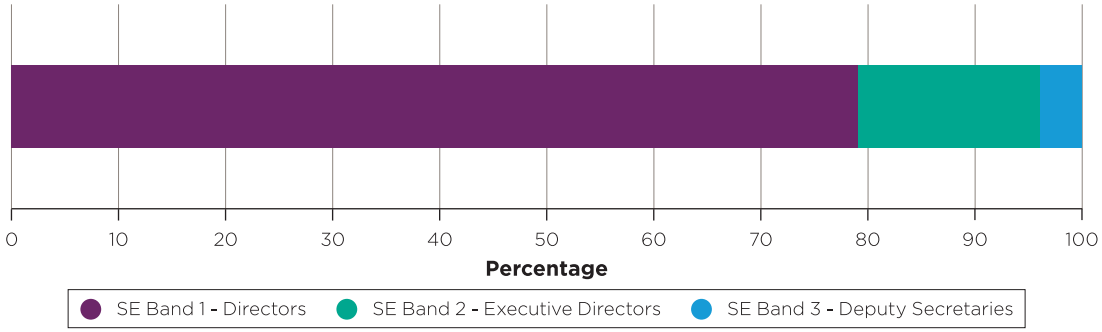
Within the Public Service in 2018, 2,040 senior executives were employed under the four-band structure of the GSE Act as Public Service senior executives (PSSEs). These accounted for 99.5% of all senior executives employed in the Public Service.

Figure 3.2 **Distribution of PSSEs by band, census headcount (%), 2018**



More than three in four PSSEs were in Senior Executive Band 1. This distribution is reflected in the structure of the aligned executive services in the NSW Health Service, Transport Service and NSW Police Force. Senior Executive Bands 1 and 2 comprised 95.3% of PSSEs (see Figure 3.2) and 93.0% of the aligned executive services (see Figure 3.3).

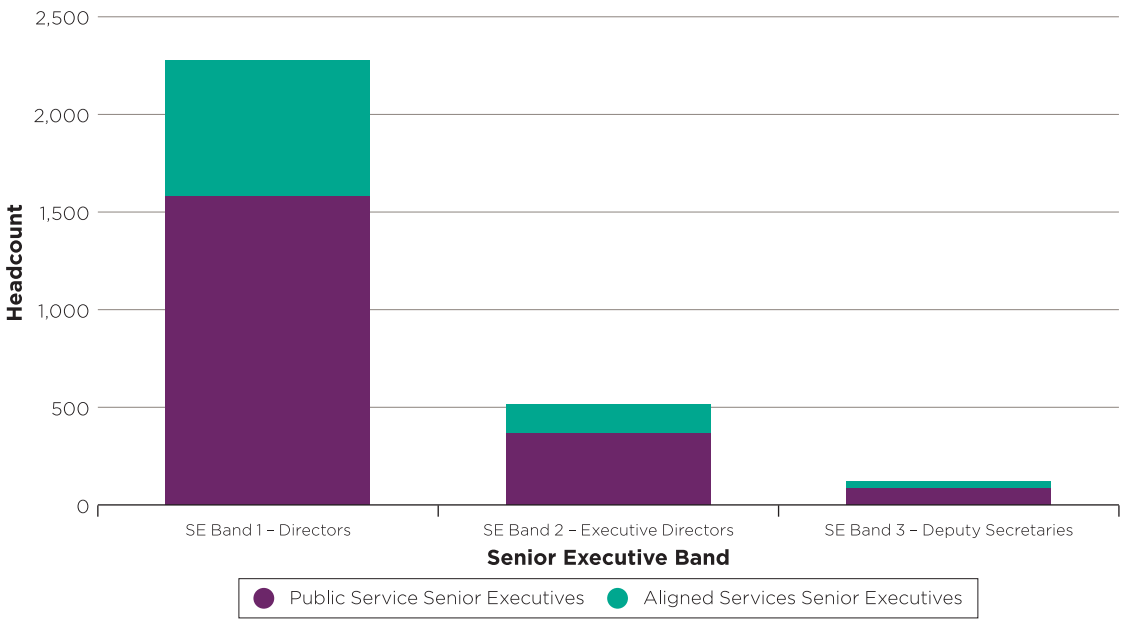
Figure 3.3 **Distribution of aligned services executives by band, census headcount (%), 2018[2]**



Alignment of the employment arrangements of the executive cohorts is a key enabler of executive mobility in the sector. Collectively, the alignment of the PSSE and aligned services executive cohorts has increased the size of bands 1 to 3 by almost a third (30.3%).

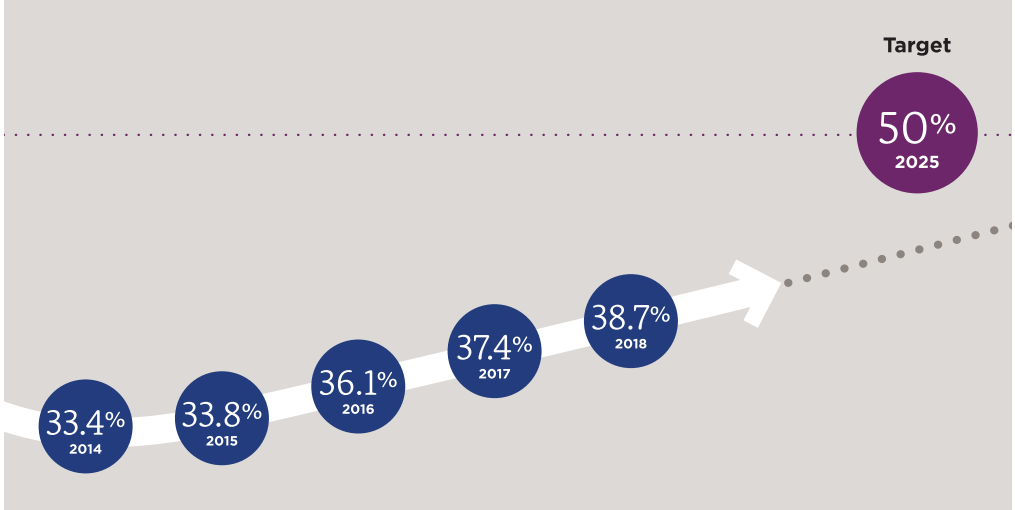
Figure 3.4

Figure 3.4: Distribution of PSSE and aligned services executives across senior executive bands 1–3, census headcount, 2018[2]



Premier's Priority for diversity in the senior leader cohort

Percentage of female senior leaders



Number of Aboriginal and/or Torres Strait Islander senior leaders

One of the Premier's Priorities is to improve diversity among public sector senior leaders. The priority includes targets to double the number of Aboriginal and/or Torres Strait Islander senior leaders and achieve gender equity among senior leaders by 2025.

There has been steady improvement towards achieving the targets. The proportion of female senior leaders increased by 1.3 percentage points to 38.7% in 2018. Female representation in each band has increased each year since 2014: up by 10.2 percentage points in Band 2, and 8.4 percentage points in bands 3 and 4 over the entire period. While female representation in senior leader roles becomes progressively lower in the higher bands, in 2018 the proportion of female leaders in band 2 roles increased above that in band 1 roles for the first time. Increases occurred in the Education, Finance, Health, Industry, Justice and Transport clusters.

Figure 3.5 **Female senior leaders by band, 2014–2018**

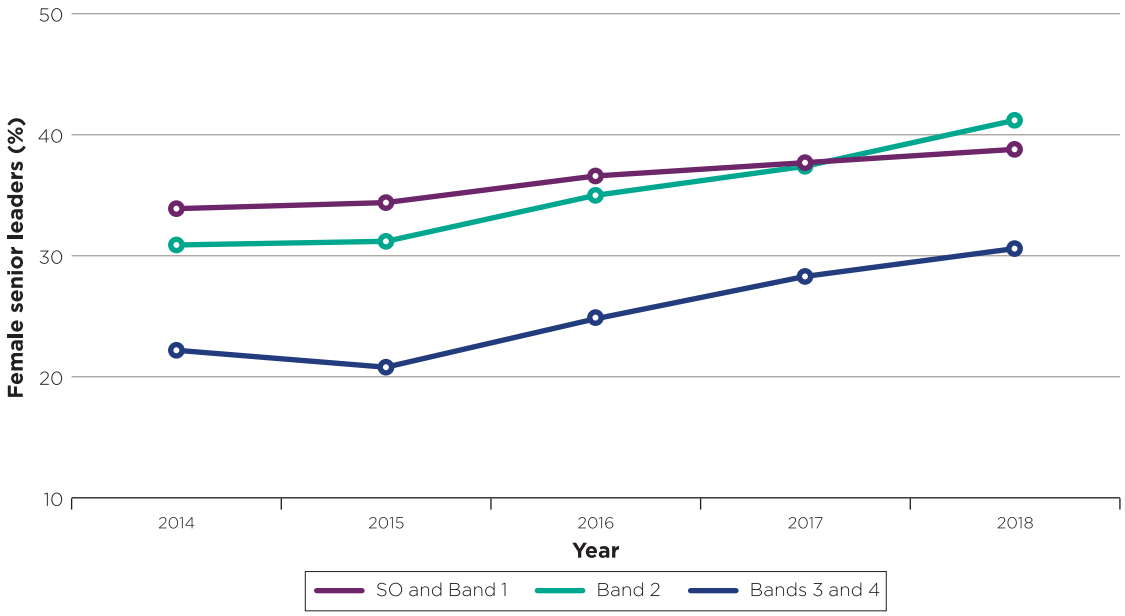


Table 3.3 **Female senior leaders by band, 2014–2018**

Female senior leaders	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)
Senior officers and Band 1	33.9	34.4	36.6	37.7	38.8
Band 2	30.9	31.2	35.0	37.4	41.2
Bands 3 and 4	22.2	20.8	24.8	28.3	30.6
Total	**33.4**	**33.8**	**36.1**	**37.4**	**38.7**

At a cluster level, the proportion of female senior leaders has increased across most clusters since 2014. Family and Community Services was the only cluster that did not register an increase, affected by the transfer of disability services to private providers under the NDIS. The largest increases since 2014 were in Finance, Services and Innovation (10.2 percentage points), and Education (9.3 percentage points). Three clusters achieved the target of having 50% female senior leaders: Education (55.1%), Premier and Cabinet (54.6%), and Family and Community Services (54.1%). Clusters with the lowest representation were Transport (28.0%) and Justice (24.9%), where males are more dominant in the workforce composition more broadly.

Table 3.4 **Female senior leaders by cluster, 2014–2018[3]**

Cluster	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)
Education	45.8	46.8	51.6	53.0	55.1
Family & Community Services	58.1	57.2	60.3	56.8	54.1
Finance, Services & Innovation	33.5	34.3	34.4	39.7	43.7
Health	35.8	37.5	39.0	39.9	40.4
Industry	42.7	44.2	44.2	44.6	45.9
Justice	22.8	22.9	23.7	23.9	24.9
Planning & Environment	32.1	32.9	34.7	39.8	37.5
Premier & Cabinet	48.9	47.6	51.7	51.0	54.6
Transport	19.9	21.4	22.0	26.6	28.0
Treasury	38.1	36.7	39.0	45.7	42.8
Total	**33.4**	**33.8**	**36.1**	**37.4**	**38.7**

Despite this progress, projections based on current turnover and gender ratios in recent appointments indicate that the sector will fall short of the target if this pattern continues, with only 40.9% female senior leaders in 2025. This modelling indicates that the target would be reached in 2025 if six in every 10 senior leader appointments were female.

The number of Aboriginal and/or Torres Strait Islander senior leaders increased between 2017 and 2018, from 71 to 87. The Education, Transport, and Family and Community Services clusters accounted for much of the increase. Apart from a slight decrease in 2015, the number of Aboriginal and/or Torres Strait Islander senior leaders has increased each year since 2014, with the total increase at 52.6%.

Table 3.5 **Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014–2018**

	2014	2015	2016	2017	2018
Senior officers and Band 1	52	51	57	63	78
Bands 2, 3 and 4	5	4	6	8	9
Total	**57**	**55**	**63**	**71**	**87**

Figure 3.6 **Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014–2018**

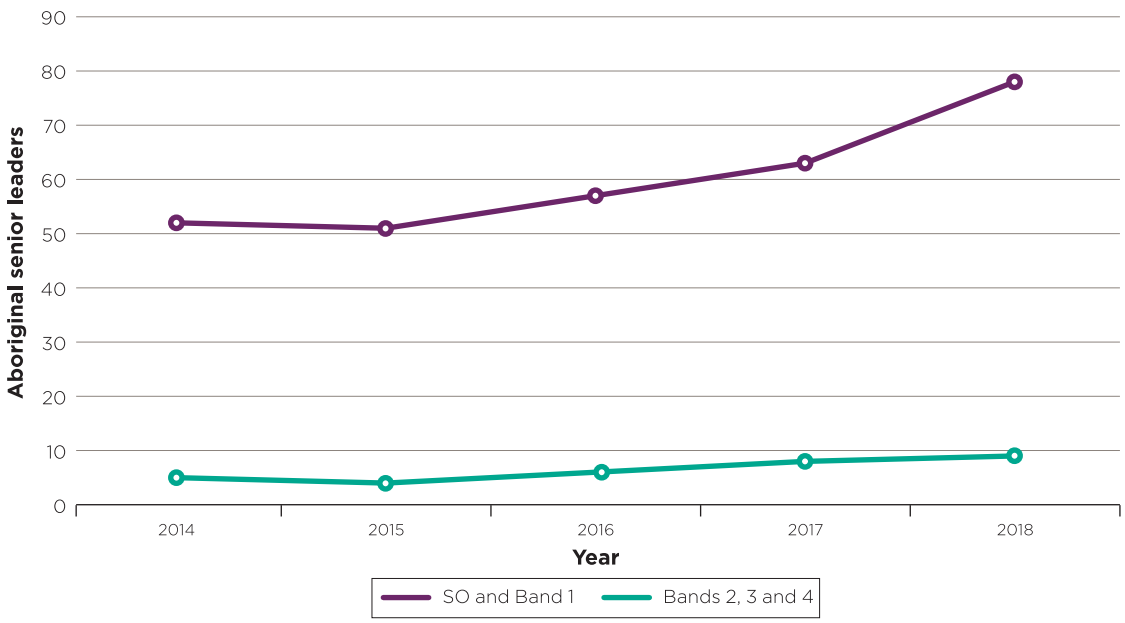


Figure 3.6 highlights that while most of the increase in the Aboriginal and Torres Strait Islander cohort occurred in the lower salary range (26 appointments), there has been a net increase of four Aboriginal and Torres Strait Islander senior leaders in senior executive bands 2 to 4 since 2014. Significant progress has been made towards the target of doubling the representation of Aboriginal and Torres Strait Islander people. If the current rate of increase continues, this target will be achieved by 2023.

It should be noted that increases in the proportion of female and Aboriginal and Torres Strait Islander senior leaders in 2018 occurred in conjunction with an increase in the number of senior executives overall. Sustained increases in representation without corresponding increases in the size of the overall leadership cohort may be more challenging to achieve.

Notes

1. The Transport Service comprises agencies Transport for NSW, Roads and Maritime Services, and State Transit Authority. Other Crown services includes Sydney Trains, NSW Trains and the Office of Transport Safety Investigations
2. Excludes executives under other employment arrangements (3.2%)
3. Records are mapped to show earlier years' data in the current cluster structure; data that does not map to current is excluded (0.2% of records in 2014–16)

4 Types of work

Key occupation groups

SCHOOL TEACHERS
66,481

NURSES
47,942

CLERICAL AND ADMINISTRATIVE WORKERS
31,032

SCHOOL SUPPORT STAFF
21,851

POLICE OFFICERS
16,221

MEDICAL PRACTITIONERS
11,932

SOCIAL AND WELFARE PROFESSIONALS
7,303

CLEANERS AND LAUNDRY WORKERS
4,886

LABOURERS
4,233

FIRE FIGHTERS
4,091

AMBULANCE OFFICERS
4,030

BUS DRIVERS
3,756

PRISON OFFICERS
3,606

FOOD PREPARATION ASSISTANTS
1,973

TRAIN DRIVERS
1,919

Employment category, annual FTE, 2018

Part-time employees, census headcount, 2018

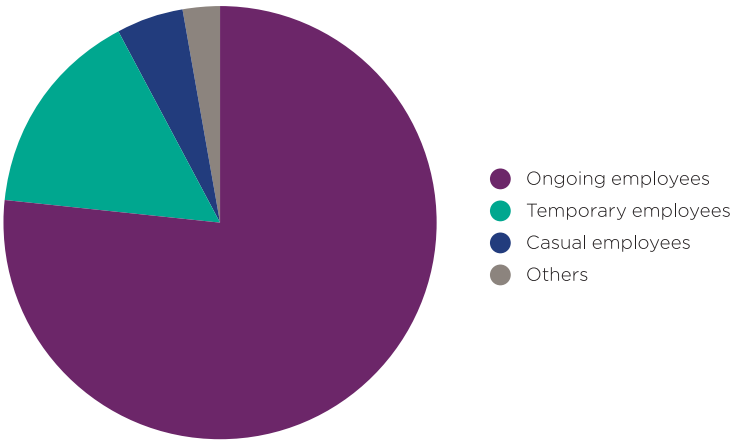
Changes in annual FTE – sector, services and key occupations

Annual FTE is the sum of all paid hours worked over the reference period. It provides the most accurate view of the human resources used to deliver government services to the people of NSW. While year-on-year change in the size of the sector is reported using census period FTE, annual FTE is a better measure when looking at the balance between ongoing, temporary and casual employment. This is because annual FTE considers seasonal variations in some parts of the sector, such as with the number of temporary teachers.

Table 4.1 **Public sector employment categories comparison, annual FTE, 2017 and 2018**

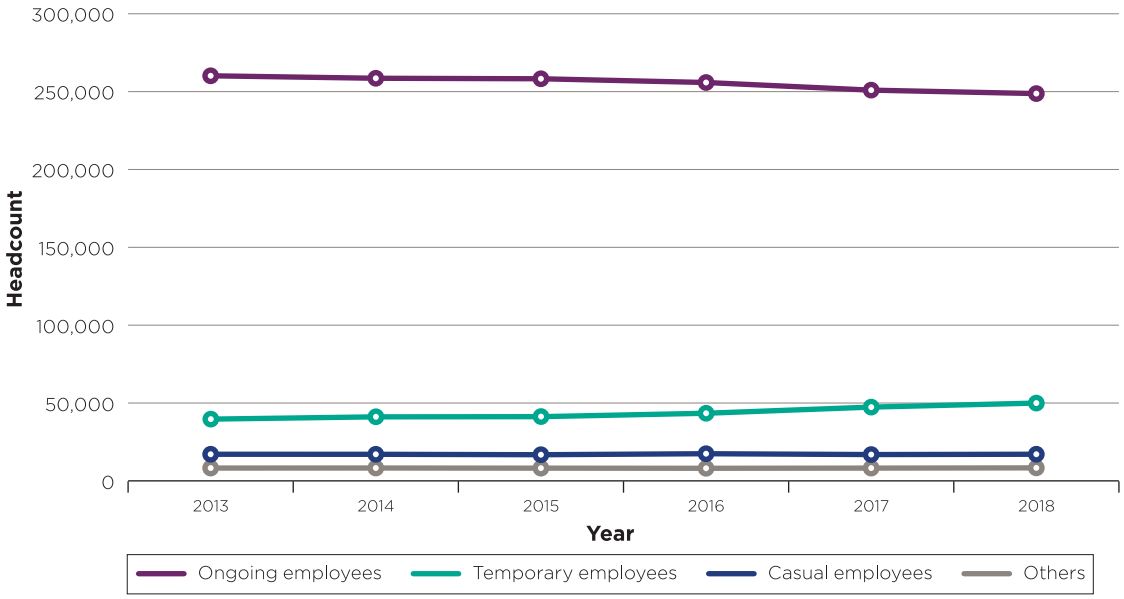
Employment category	FTE in 2017	FTE in 2018	Change 2017–18 (%)
Ongoing	250,941	248,725	-0.9
Temporary	47,281	49,869	5.5
Casual	16,793	16,996	1.2
Other[1]	8,093	8,238	1.8

Figure 4.1 **Public sector employment categories comparison, annual FTE, 2018**



More than three-quarters of public sector employees in 2018 were ongoing employees (76.8%) and 15.4% were temporary employees. These two categories account for more than nine in 10 public sector employees.

Figure 4.2 **Public sector employment categories comparison, annual FTE, 2013–2018**



The proportion of ongoing employees in the public sector decreased in 2018 by 0.9 percentage points (2,216 FTE, see Table 4.1). This is in part due to a decrease of 2,636 FTE from the transfer of disability services to private providers under the NDIS. There was also a decrease of 3,521 FTE (36.7%) in State owned corporations due to the privatisation of Ausgrid (1,491 FTE), Endeavour Energy (1,494 FTE) and the Superannuation Administration Corporation (Pillar) (239 FTE) in 2017.

Despite the overall decrease, annual FTE for ongoing roles increased for the Health Service and the Teaching Service in 2018, with an increase of 2.0% (1,778 FTE) and 0.8% (331 FTE) respectively. The Health Service and Teaching Service together account for over half of ongoing FTE (54.7%), 67.9% of temporary FTE and 63.7% of casual FTE (see Table 4.2). These large cohorts can drive overall FTE change at sector level.

Table 4.2 **Employment categories by service, annual FTE, 2018**

Service	Ongoing	Temporary	Casual	Other[1]
Public Service	48,534	7,054	2,386	3,778
NSW Health Service	92,496	16,533	6,325	256
NSW Police Force	19,098	156	1	36
Teaching Service	43,521	17,303	4,496	0
Transport Service	11,178	628	69	1,708
Other Crown services	27,344	7,741	3,631	853
Total government sector	**242,169**	**49,416**	**16,908**	**6,630**
State owned corporations	6,068	355	83	1,212
External to government sector	488	98	5	396
Total public sector	**248,725**	**49,869**	**16,996**	**8,238**

In contrast, the number of temporary employees grew, both in absolute terms (an increase of 2,588 FTE since 2017) and as a proportion of the total public sector (from 14.6% in 2017 to 15.4% in 2018). The largest contributor to the increase in FTE among temporary employees is the NSW Health Service (857 FTE, 5.5%) with an increase in medical practitioners and nurses across most local health districts. Other drivers of the increase include the Teaching Service, up by 797 (4.8%), predominantly due to an increase in temporary school teachers. Other Crown services have an additional 621 FTE temporary employees (up 8.7%) within school administrative and support staff, largely related to an increase in teachers' aides.

The annual FTE for casual employment remained steady, increasing by 203 (1.2%) from 2017 to 2018. Proportionally, the representation of casual employees in the sector remained the same, at 5.2% in 2017 and 2018.

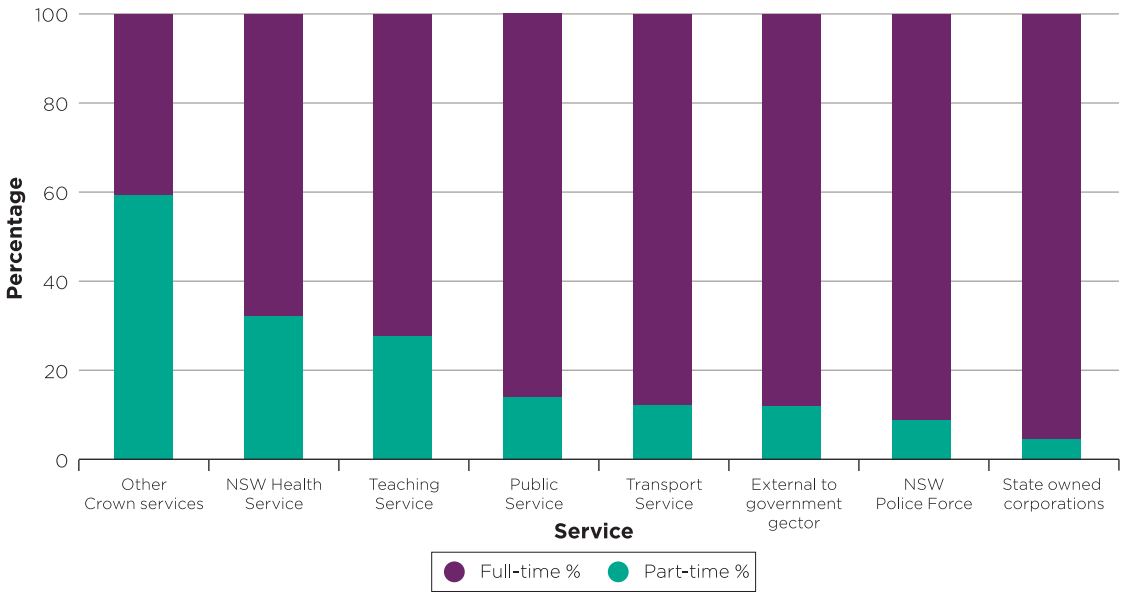
Employment arrangements

The proportion of non-casual part-time employees in the NSW public sector increased from 25.7% in 2008 to 27.8% in 2018. This represents an increase of 0.2 percentage points compared to 2017, when the figure was 27.6%.

Figure 4.3 shows other Crown services had the highest proportion of non-casual part-time employees in 2018, at 59.3% (21,847 employees). These employees were primarily in School Administrative and Support (11,022 Teachers' Aides and 9,703 General Clerks). The NSW Health Service had the second highest proportion of part-time employees (32.1% or 42,185). The largest groups were Midwifery and Nursing Professionals (16,770), Medical Practitioners (3,726), Health and Welfare Support Workers (3,176) and Personal Carers and Assistants (2,121).

The highest proportions of full-time employees were in State owned corporations (95.5%), the Police Force (91.1%) and the external to government sector (88.1%) (see Figure 4.3).

Figure 4.3 **Employment arrangement by service, non-casual census headcount, 2018**



In the NSW Police Force, 76.8% of employees were Police Officers. Most worked full-time (92.2%), while 87.5% of other employees also worked full-time. In the Transport Service, Bus and Train Drivers made up 27.0% of the workforce and 98.1% of these roles were full-time.

Table 4.3 **Employment arrangement by service, non-casual census headcount, 2018**

Service	Full-time	Part-time	Total headcount
Public Service	54,332	8,830	63,162
NSW Health Service	89,351	42,185	131,536
NSW Police Force	18,901	1,842	20,743
Teaching Service	51,986	19,796	71,782
Transport Service	13,047	1,796	14,843
Other Crown services	14,973	21,847	36,820
Total government sector	**242,590**	**96,296**	**338,886**
State owned corporations	7,352	348	7,700
External to government sector	927	125	1,052
Total public sector	**250,869**	**96,769**	**347,638**

The proportion of staff members working part-time varied considerably across salary bands (see Figure 4.4). In the lowest band ($8,000–$61,658) the proportion was highest, with 52.3% of employees working part-time. The non-linear distribution of part-time working arrangements as salary increased shows that the notion of part-time roles becoming less available as remuneration increases doesn't hold, although this pattern was impacted by prominent roles. Medical Practitioners made up 90.9% of part-time employees in the salary ranges from 157,763 to 261,451.

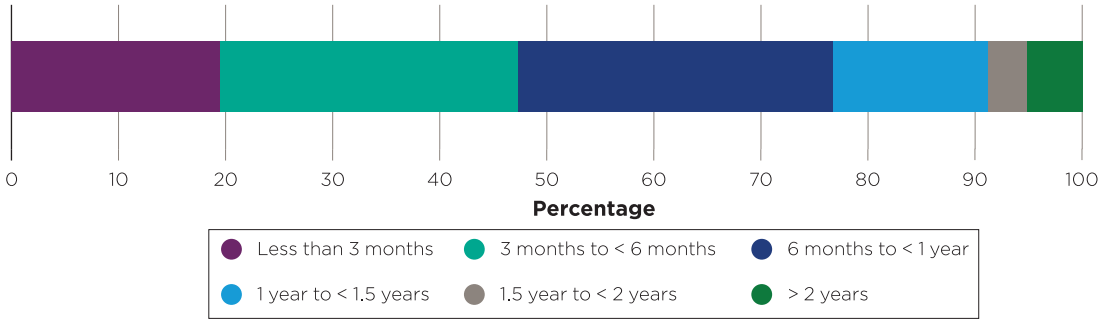
Figure 4.4 **Employment arrangement by salary, non-casual employees, 2018**

The contingent workforce

Contingent labour forms part of the overall public sector workforce, with workers typically employed to meet a short-term need or to address a capability gap. Data on contingent labour use and spend is maintained by NSW Procurement. This is sourced both from Contractor Central, which is the NSW Government's vendor management system, and from records held outside this system.

There were an estimated 7,003 FTE[2] of contingent labour workers in 2017–18, and 76.8% of workers had contracts of less than 12 months duration.

Figure 4.5 **Contract length by estimated headcount, 2018[3]**



Similar to 2016 and 2017, the largest proportion of contingent labour was in the administration category, accounting for 25.1% of the FTE (1,758 FTE). However, this category only accounts for 11.1% of reported expenditure. The highest area of spend was in the information and communication technology (ICT) categories. These account for 49.7% of the total reported costs and 34.9% of the FTE (2,445 FTE), reflecting the higher average remuneration of these roles. ICT expenditure collectively increased 2 percentage points compared to 2017 and accounted for three of the top five expenditure categories.

Table 4.4 **Top five contingent labour roles by expenditure, 2018[4]**

Role Type	Percentage of total expenditure (%)
Project coordinator/project manager/program manager	8.2
ICT project manager	5.1
ICT business analyst	4.2
IT specialist/ICT consultant	3.3
Clerical and administrative worker	2.9

Notes

1. The 'Other' category includes employees whose employment category is Contract Executive, Contract Non-Executive, Statutory Appointee, Transport Senior Manager or Other
2. FTE is estimated by dividing the total hours worked by contract length and then converting to FTE. An entire year assumes a 35-hour week for 52 weeks. Due to the nature of the contingent labour data, this is an estimate only and not directly comparable to workforce profile data
3. Excludes records where contract length cannot be determined, due to incorrect or missing dates
4. Contingent labour data uses a different role classification taxonomy than the workforce profile

5 Diversity

Diversity response rate

78.2% in 2018 (**+1.0** pp vs. 2017)

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

18.1% in 2018 (**-0.3** pp vs. 2017)

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

12.4% in 2018 (**-0.8** pp vs. 2017)

Aboriginal and/or Torres Strait Islander people – estimate

3.3% in 2018 (**+0.5** pp vs. 2014)

Employees reporting disability – estimate

2.5% in 2018 (**-0.2** pp vs. 2017)

Employees reporting disability requiring adjustment – estimate

0.6% in 2018 (**-0.1** pp vs. 2017)

Diversity response rates

The collection of diversity data via the *Workforce Profile* relies on employees self-reporting their diversity characteristics to their employing agency. The proportion of the workforce providing this data varies across the sector (see Table 5.1) and a range of factors can affect the response rate. Lack of updates by employees and transition to new human resources (HR) information systems can impact overall results.

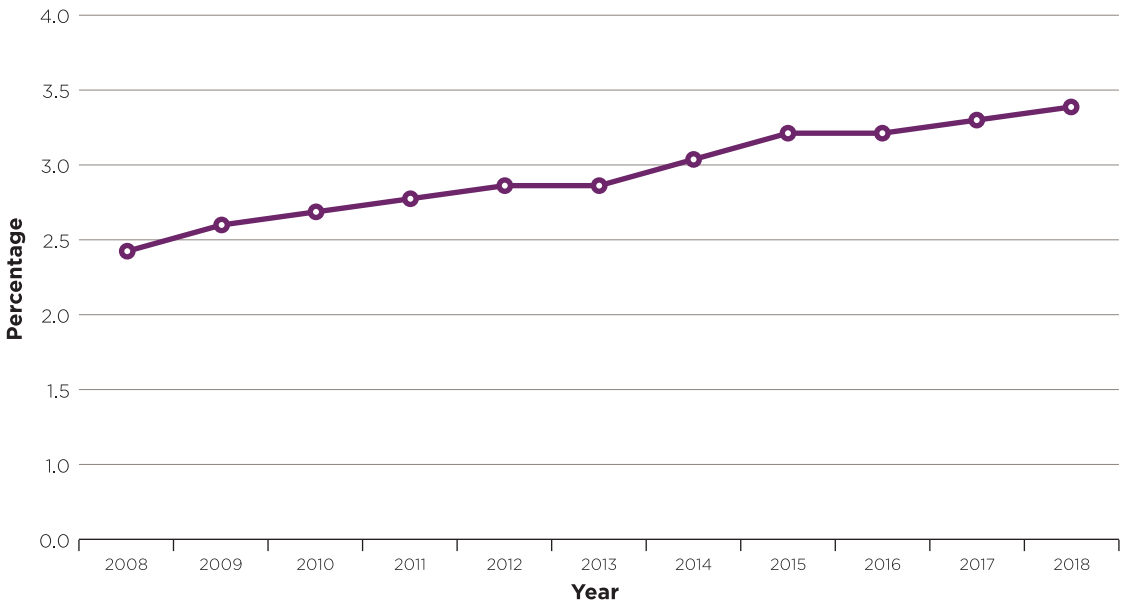
Table 5.1 **Diversity response rate by cluster, 2017–18**

Cluster	Diversity response rate 2017 (%)	Diversity response rate 2018 (%)	Change (pp)
Education	77.8	80.3	2.5
External to government sector	74.1	74.4	0.3
Family & Community Services	53.7	55.2	1.5
Finance, Services & Innovation	83.0	77.4	-5.6
Health	84.9	85.9	1.0
Industry	59.3	53.1	-6.2
Justice	77.4	77.0	-0.4
Planning & Environment	78.6	78.8	0.2
Premier & Cabinet	73.5	72.8	-0.7
Transport	58.5	57.7	-0.8
Treasury	72.7	76.2	3.5
Total public sector	**77.2**	**78.2**	**1.0**

Aboriginal and/or Torres Strait Islander peoples

In 2018, an estimated 3.3% of non-casual employees identified as being Aboriginal or Torres Strait Islander, a slight increase from 3.2% in 2017. The number and proportion of employees in this group has increased progressively over the past decade (see Figure 5.1).

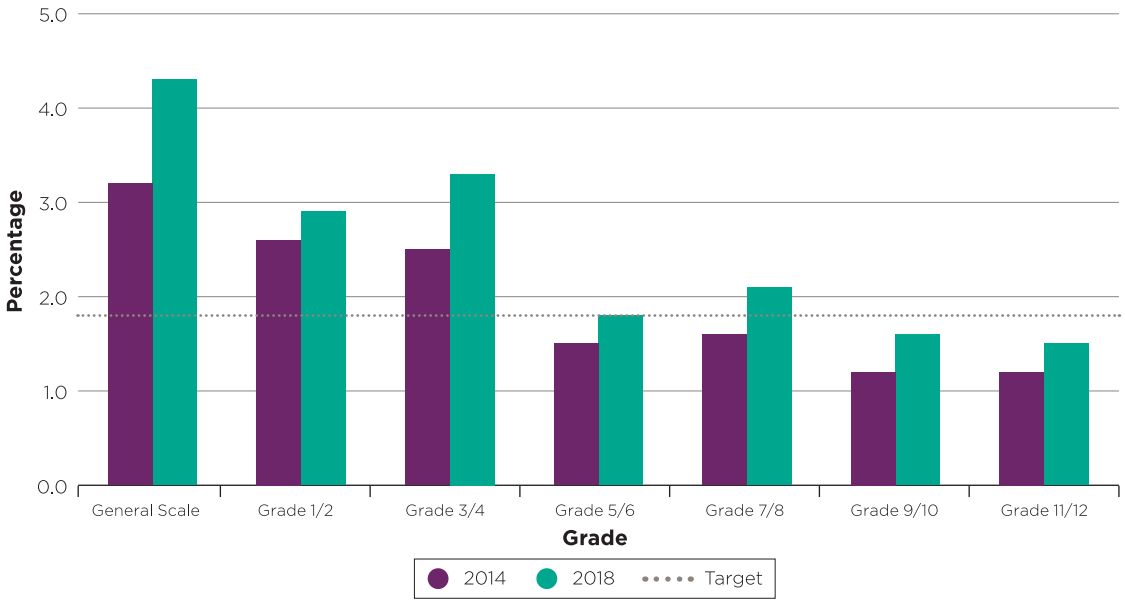
Figure 5.1 **Representation of Aboriginal and Torres Strait Islander people (estimate), 2008–2018[1]**



Across salary bands, the proportion of Aboriginal and Torres Strait Islander employees remained steady or increased in each band in 2018. The highest increases were in the General Scale and Grade 3/4 bands, with increases of 0.3 percentage points in each of these bands.

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 5.2 shows progress made since 2014 toward achieving this target. The target has been achieved in grades 5/6 and 7/8, but grades 9/10 and 11/12 remain below target. Based on the performance since the beginning of the strategy, it is projected that the target will be achieved in these grades by 2021.

Figure 5.2 **NSW public sector Aboriginal employment – representation by grade, 2014 and 2018**



In addition, one of the Premier's Priorities introduced in 2015 was to double the number of Aboriginal and Torres Strait Islander people in senior leadership roles by 2025, from 57 in 2014 to 114 across the government sector. In 2018, there were 87 Aboriginal and Torres Strait Islander leaders in the senior leadership cohort.

All but one cluster either maintained or increased its number of Aboriginal senior leaders during 2018. For more information on Aboriginal senior leaders see the 'Leaders' section.

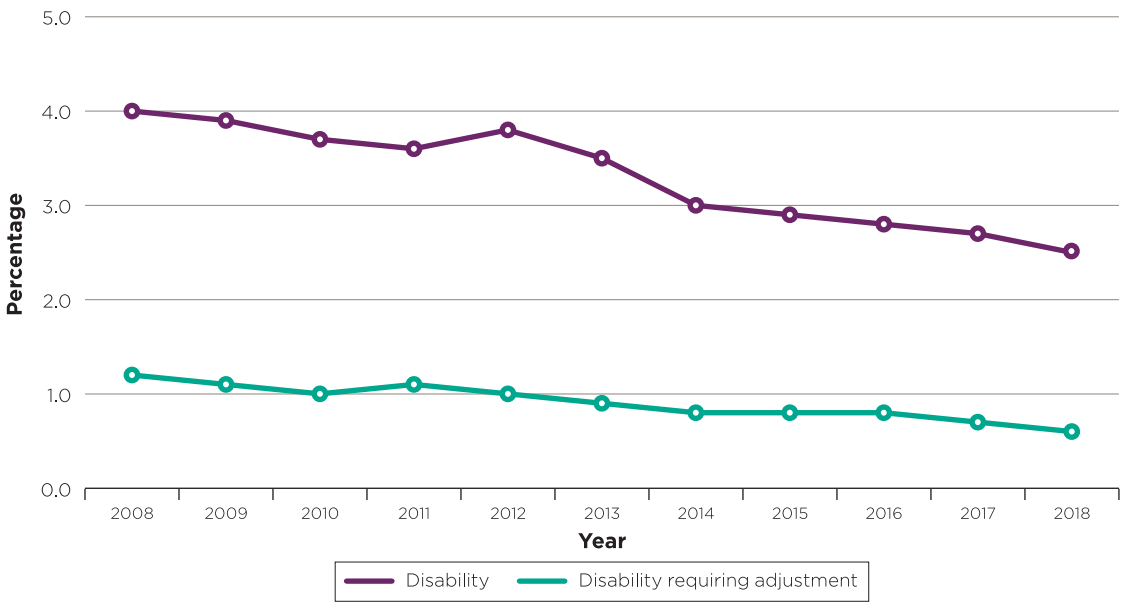
People with disability

In December 2017, the NSW Government announced *Jobs for People with Disability: A plan for the NSW Public Sector.* The plan introduced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.8% in 2016 to 5.6% by 2027.

As at the census date in 2018, an estimated 2.5% of public sector employees identified as having a disability, a decrease of 0.2 percentage points from the 2017 estimate. A key contributor to this decrease was the transfer of disability services from Family and Community Services to private providers under the NDIS, as this workforce had a relatively high proportion of people with disability compared to the sector.

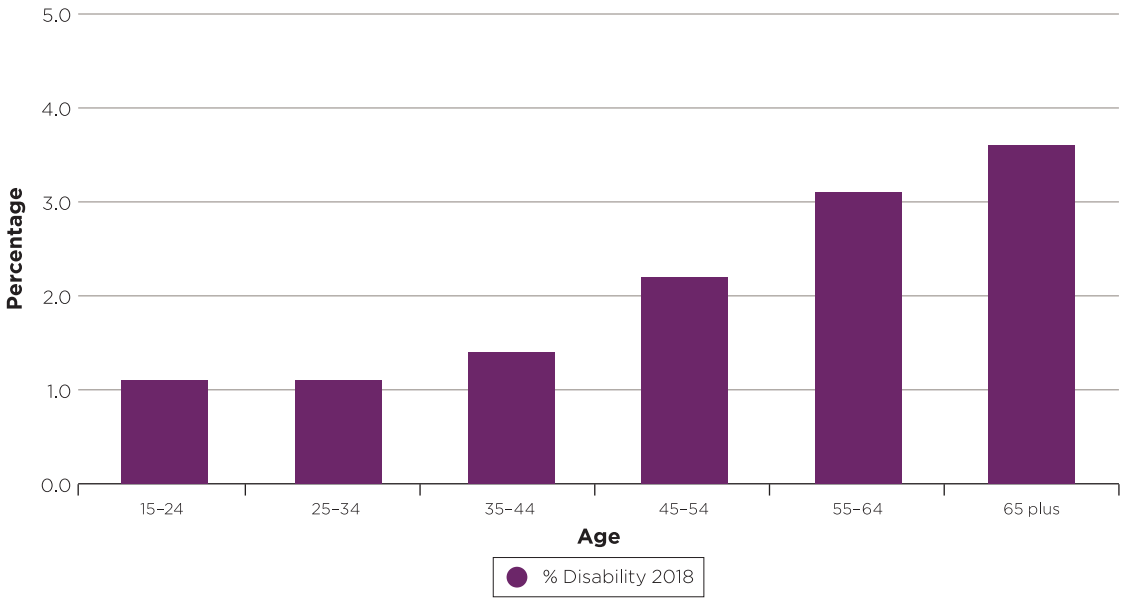
It is important to note that the decreasing representation of people with disability is not a recent trend. The number and proportion of employees in this group has been declining since 2008, as shown in Figure 5.3. The Victorian[2], Queensland[3] and Western Australian[4] public sectors have also reported a decline across a similar period, while the Australian Public Service[5] and Tasmania[6] are the only jurisdictions across the country to demonstrate slight increases in disability representation in recent times.

Figure 5.3 **Disability and disability requiring adjustment (estimate), time series representation, 2008–2018[1]**



The median tenure for people with disability was 14.1 years, which was higher than for the public sector overall (9.0 years). When age cohorts are compared, the representation of people with disability in the sector increases markedly with age. Figure 5.4 highlights that the proportion of people with disability increases incrementally with each age group.

Figure 5.4 **Proportion of all employees with disability by age band, 2018**



This is a contributing factor to the decline of the representation of people with disability. There were a higher proportion of employees aged 55 years and over when compared to the total sector (39.3% vs. 23.9%) and retirements accounted for 18.9% of separations for people with disability compared to 11.8% for the total sector.

Table 5.2 **Commencements, exits and moves, employees with disability vs. total sector, 2018**

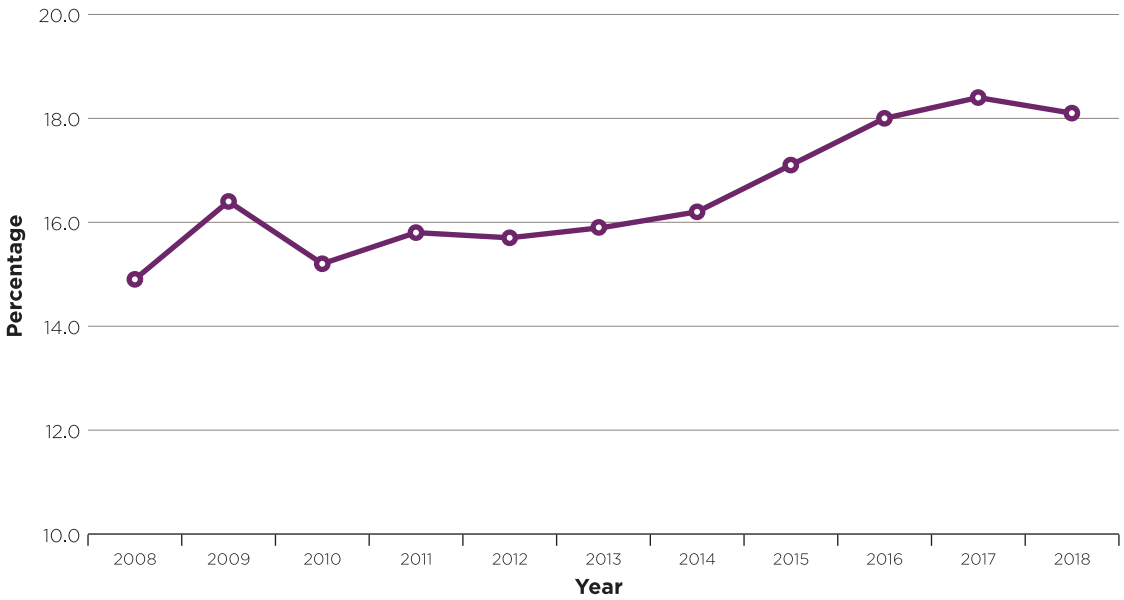
	Commencement rate (%)	Exit rate (%)	Movement within public sector (%)
Employees with disability	5.9	10.2	1.4
Total public sector	8.9	7.9	1.7

There are also differences in the rates of commencements and exits of employees with disability compared to the total sector (see Table 5.2). The exit rate of employees with disability is 2.3 percentage points higher than for all employees in the sector, and the commencement rate is 3 percentage points lower. In effect the sector has not been able to recruit sufficient numbers of people with disability to negate those departures. If these trends continue, together they will create a barrier to reaching the target of 5.6% by 2027. In addition, a lower proportion of employees with disability move between different agencies (-0.4 percentage points) than those without disability. It will be important to monitor these trends as strategies are implemented across the sector, to support the employment of this cohort.

People who first spoke a language other than English

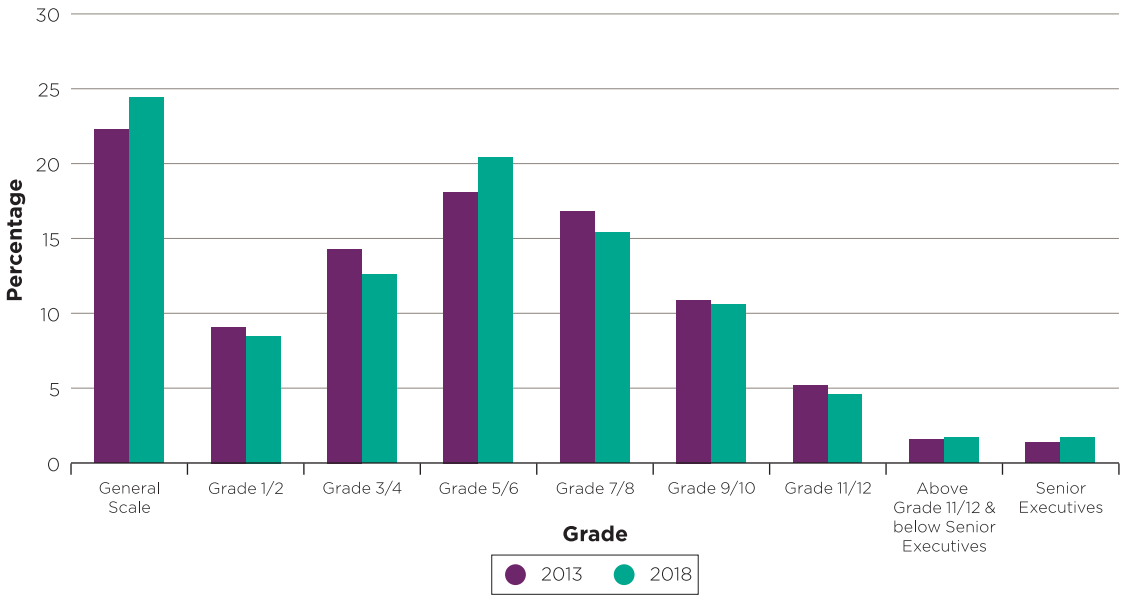
An estimated 18.1% of the public sector's non-casual workforce in 2018 identified that their first spoken language as a child was not English. This marks a decrease of 0.3 percentage points from 2017 (see Figure 5.5). Nearly half (43.4 %) of all employees in this diversity group also identified as being from a racial, ethnic or ethno-religious minority group.

Figure 5.5 **People whose first spoken language as a child was not English (estimate), representation time series, 2008–2018[1]**



The headcount for this diversity group increased across all salary grades from 2013 to 2018 (see Figure 5.6). The median age of these employees in 2018 was 43 years compared to 44 for the public sector overall. The median tenure for this diversity group was 7.1 years compared to 9.0 years for the whole public sector.

Figure 5.6 **First language not English – distribution by equivalent salary grade, 2013 and 2018**



Racial, ethnic and ethno-religious minority groups

In 2018, an estimated 12.4% of the NSW public sector's non-casual workforce identified as being from a racial, ethnic or ethno-religious minority group, a decrease of 0.8 percentage points from 2017 (see Figure 5.7).

It is estimated that more than half of this overall decrease is due to a decrease in Transport's employee diversity data following the agency's transition to a new HR information system. Transport reported that work is continuing within the cluster to improve data quality by encouraging employees to update their diversity data.

Figure 5.7 **People from racial, ethnic or ethno-religious minority groups (estimate), representation time series, 2008–2018[1]**

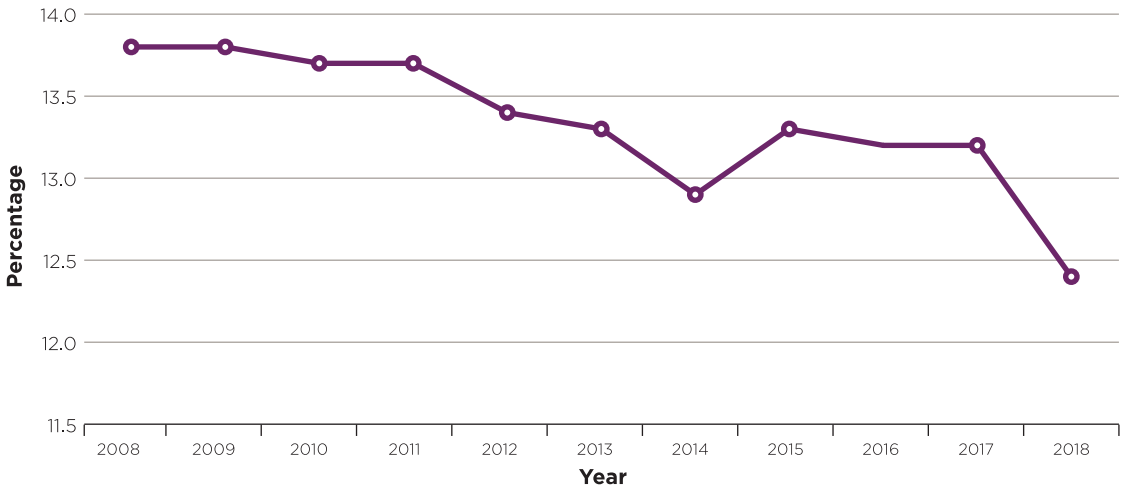
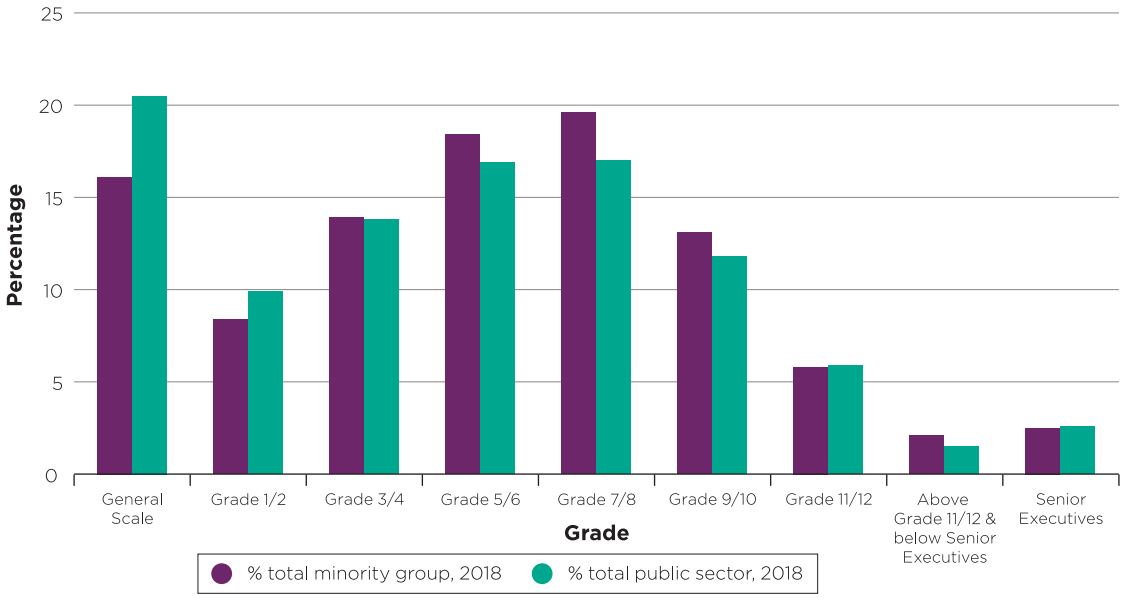


Figure 5.8 demonstrates that this diversity group had a higher representation in all salary bands in 2018 except for the lowest two bands. Notably, in this diversity group there was equal representation in the senior executive salary band, suggesting that the leadership of the NSW public sector was representative of the wider community in terms of racial, ethnic and ethno-religious minority groups.

Figure 5.8

Minority group – relative to total public sector by salary grade, 2018



Notes

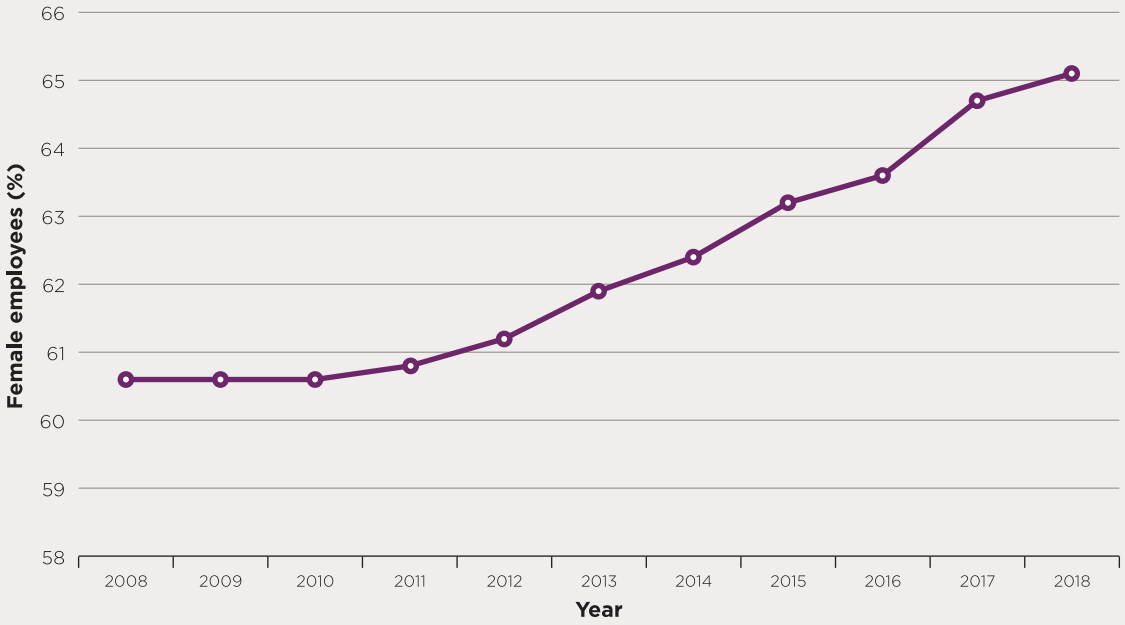
1. Diversity estimates (see glossary on diversity estimation method)
2. Victorian Public Sector Commission, *The State of the Public Sector in Victoria 2016–2017*, Victorian Government, 2017
3. Queensland Public Service Commission, *Working differently – Empowering disability confidence summary report*, Queensland Government, January 2018
4. Public Sector Commission, *2017 State of the sectors*, Government of Western Australia, October 2017
5. Australian Public Service Commission, APS Employment Data 30 June 2018 release, Australian Government, 2018, https://www.apsc.gov.au/aps-employment-data-30-june-2018-release
6. Department of Premier and Cabinet, Employee Surveys, Tasmanian Government, 2018, http://www.dpac.tas.gov.au/divisions/ssmo/Employee_Surveys

6 Gender

Representation overview

The proportion of women in the NSW public sector has been increasing for over a decade. In 2018 the *Workforce Profile* data shows that 65.1% of employees were female, compared to 60.6% in 2008.

Figure 6.1 **Women, time series representation, 2008–2018**



The NSW public sector continued to employ a higher proportion of women than the broader NSW labour market.[1] Representation of women in the broader NSW workforce stood at 45.1% in 2008 and increased to 47.0% in 2018. The higher proportion of women in the public sector is driven by the high representation of women in the two largest clusters of Education (77.7% female) and Health (74.7%). Education and Health made up 66.2% of the overall 2018 sector headcount. The lowest female representation was in the Transport cluster, where 24.3% of employees were female.

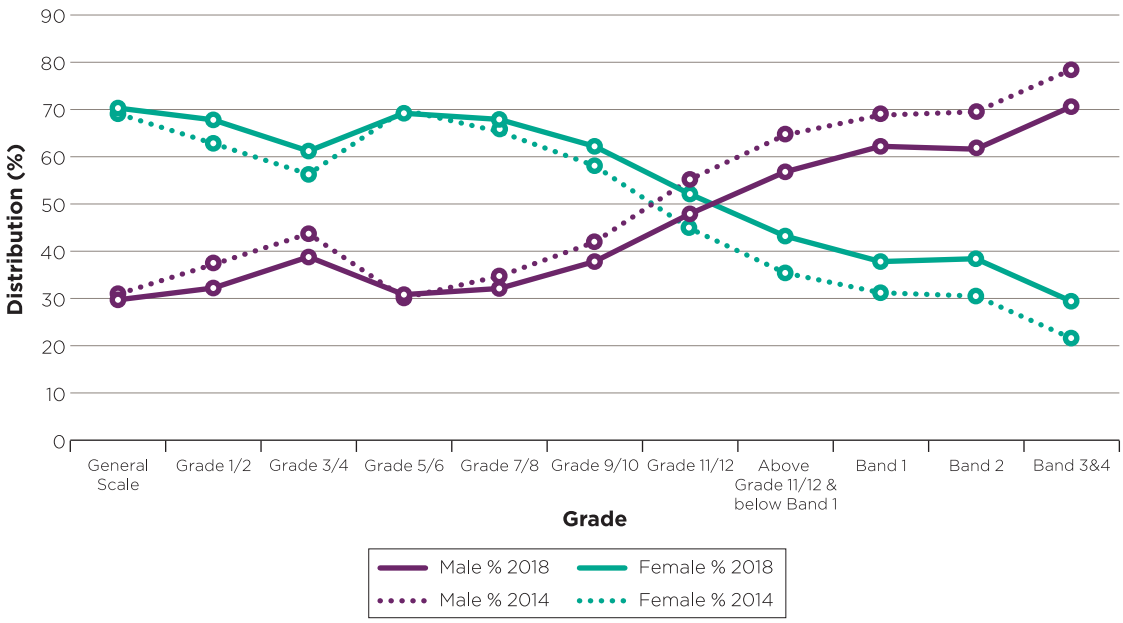
Table 6.1 **Public sector representation of women by cluster, 2018**

Cluster	Women	Total public Sector	Women (%)
Education	91,085	117,265	77.7
External to government sector	547	1,144	47.8
Family & Community Services	7,857	10,255	76.6
Finance, Services & Innovation	4,900	8,043	60.9
Health	108,377	145,173	74.7
Industry	12,462	21,814	57.1
Justice	17,530	46,453	37.7
Planning & Environment	6,413	15,198	42.2
Premier & Cabinet	1,020	1,594	64.0
Transport	6,749	27,742	24.3
Treasury	910	1,562	58.3
Total public sector	**257,850**	**396,243**	**65.1**

The occupations with the highest proportions of female employees in 2018 were School Support Staff (87.0% female), Nurses (86.7%) and School Teachers (77.1%). Together these occupations accounted for more than half (55.9%) of all female employees in the public sector.

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. Figure 6.2 shows there has been a consistent trend in the sector that there is a higher proportion of females in lower paid roles, and a lower proportion in higher paid roles, and that this is shifting over time. Since 2014 the female non-casual headcount at the Grade 11/12 level has increased by 26.5% (2,168 headcount), and at the Senior Executive level it has increased 52.8% (1,091 headcount).

Figure 6.2 **Gender distributions by salary group (non-casual), 2014 and 2018**



Workforce Profile 2018 data on the distribution of male and female employees across pay bands shows that 7.0% of men and only 2.5% of women worked at salaries above Grade 11/12, an increase of 0.2 percentage points for both genders over 2017. In the pipeline grades (9/10 and 11/12), 20.8% of employees were men and 16.1% were women. This gap widened by 0.1 percentage point in 2018 compared to 2017.

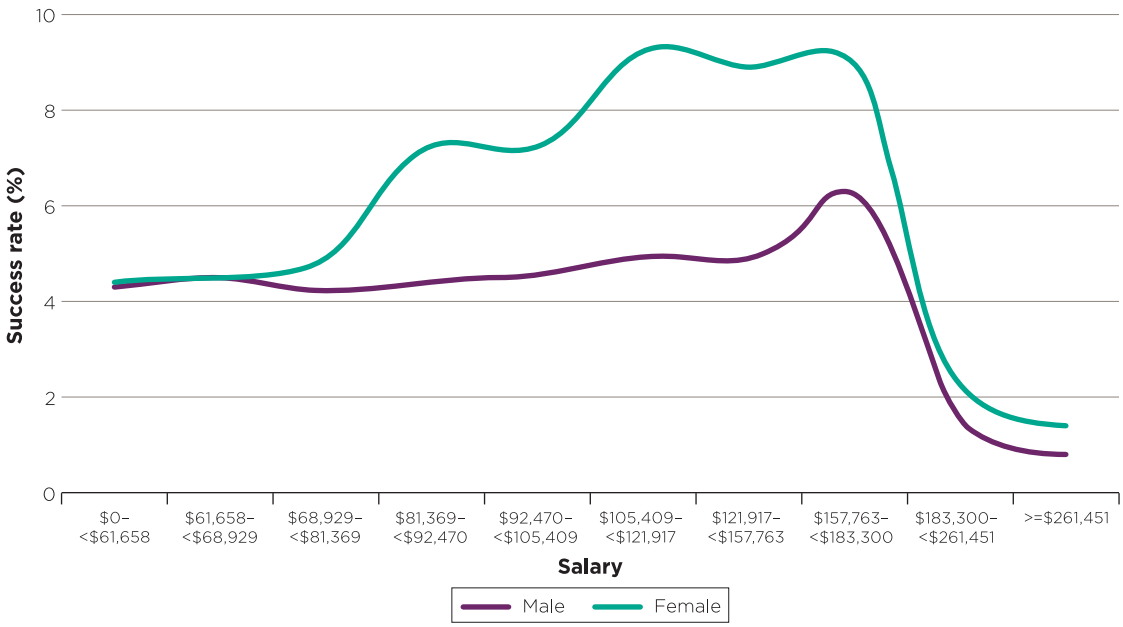
Recruitment

Contributing to the gender imbalance in higher salary bands is the fact that fewer women applied for the roles in these bands.

Figure 6.3 **Average numbers of completed applications by gender and salary band, 2018**

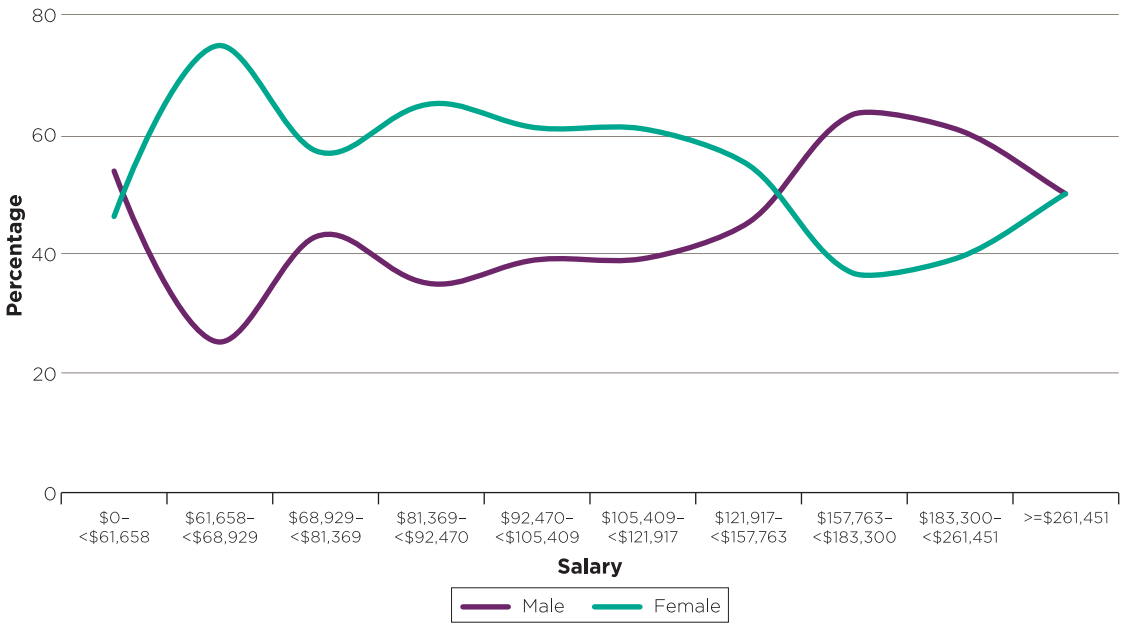
Figure 6.3 highlights that higher numbers of females applied for roles with salaries of less than $92,470, and more males applied for roles above this salary level. There were 2.4 applications from women for every application from a man for roles in the $61,658 to $68,929 salary range. In the more highly remunerated roles, the gap between the number of applications from men and women generally widened as remuneration increased. It was at its widest for Senior Executive Band 1 roles, which attracted 2.0 applications from men for every application from a woman.

Figure 6.4 **Application success rate by gender and salary band, 2018**



While fewer females than males applied for roles with higher salaries in 2018, their success rate was higher in roles with remuneration from $81,369. The success rate among females was on average higher than for males across all of the high-salary roles, but the difference narrowed to 0.6% for roles in the Senior Executive Band 1 range (the success rate for females was 2.0% compared to 1.4% for males).

Figure 6.5 **Proportion of appointments by gender and salary band, 2018**

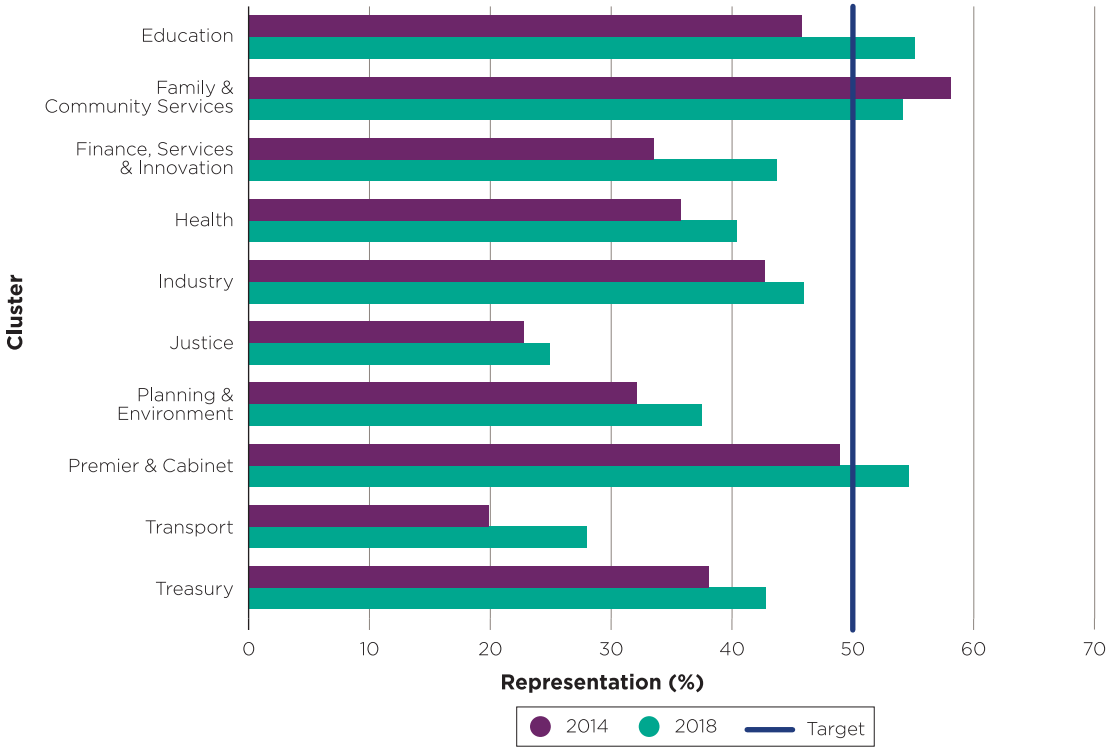


The net effect of the gender imbalance in number of applications and success rate can be seen in Figure 6.5. A higher proportion of females were appointed in roles under $157,763, and a higher proportion of males were appointed in roles with remuneration above this level through to Band 1 senior executive roles, where 59.6% of appointments were male. However, in Band 3 roles the proportion of appointments was equal between male and female.

Senior leader gender equity

Figure 6.6 shows the progress that has been made at a cluster level since the target was introduced. The representation of women in senior leadership roles varied across clusters and has been increasing over time.

Figure 6.6 **Representation of women in senior leadership roles, government sector by cluster, 2014–2018**



The challenge faced in increasing the proportion of female appointments is linked to the lower rates of applications by females in these roles.

Commuting profile

As detailed in 'Regional profile of the public sector', analysis of data about employees living on the Central Coast and in the Illawarra region shows a link between remuneration and commuting patterns.

Twice as many men than women who resided in these regional areas in 2018 commuted to Sydney (36.1% and 18.2% respectively). More than three-quarters of women worked in their home region compared to around half of men (see Figure 6.7).

Figure 6.7 **Commuting profile of public sector employees located in the Central Coast and Illawarra regions by gender, 2018**

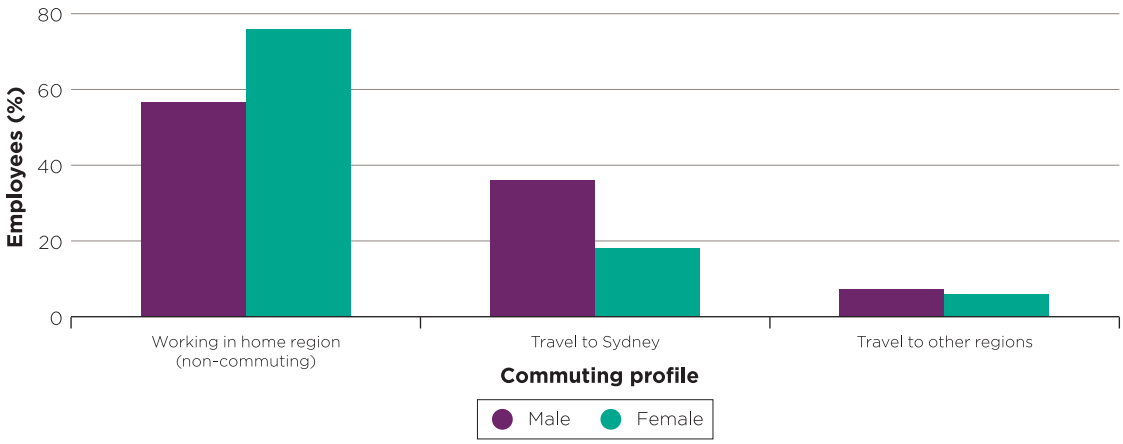
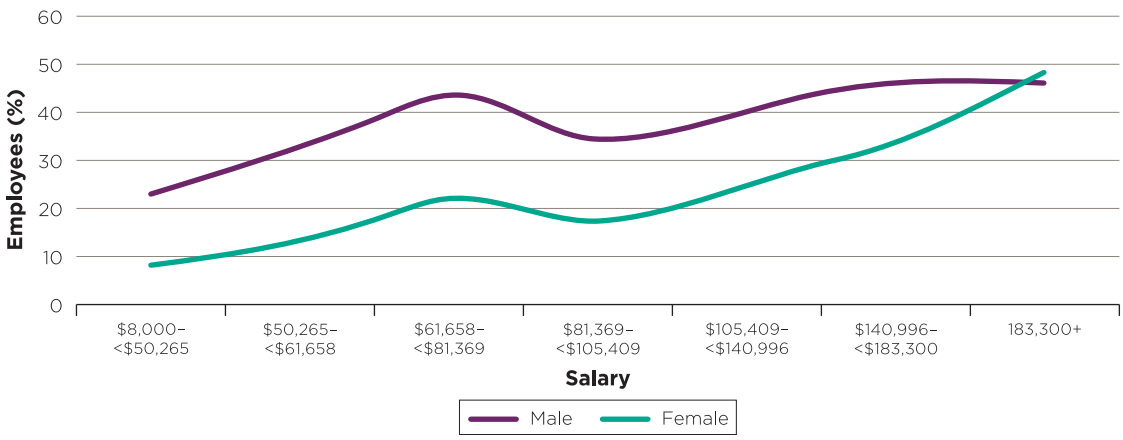


Figure 6.8 highlights the relationship between commuting and remuneration in 2018. The overall percentage of employees travelling to Sydney for work from the Illawarra and Central Coast regions increases with an increase in salary band. The proportion of women travelling to Sydney for work was lower than the proportion of men across most salary bands. However, the gap progressively narrowed until in the highest salary ranges the percentage of women travelling was almost equal to that of men, and slightly higher in senior executive roles.

Figure 6.8 **Proportion of public sector employees travelling to Sydney from Illawarra and Central Coast regions by gender and salary band, 2018**



Median remuneration male

$86,731

+3.3% vs. 2017

Median remuneration female

$85,782

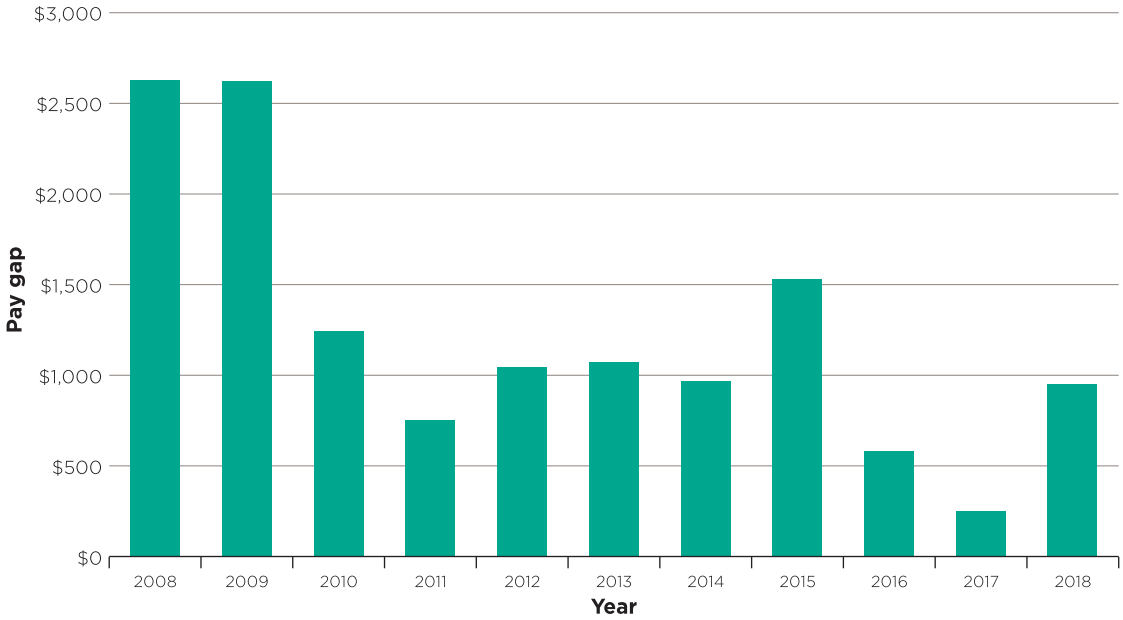
+2.5% vs. 2017

Gender pay gap

1.1%

In 2018, the gap In 2018, the gap between the median remuneration of NSW public sector females and males increased to 1.1% ($949) from the lowest ever recorded level of 0.3% ($252) in 2017.

Figure 6.9 **Gender pay gap ($), 2008 to 2018**



This was the first widening of the gender pay gap since 2015 but it was still smaller than a decade ago when it was 4.3%. The increase in the pay gap in 2018 can be largely attributed to changes in gender balance in the lower salaries. As shown in Table 6.2, there was a 1.6% decrease in the number of males paid below the median salary and a 1.0% increase in females, while the percentage change for those paid above the median salary was similar for both males and females.

Table 6.2 **Change in headcount for salaries below and at or above the median, (non-casual) at census date, 2017–18**

	Change – males (%)	Change – females (%)
Below median	-1.6	1.0
Median and above	2.3	2.4
All salaries	**0.5**	**1.7**

Figure 6.10 **Change in non-casual census headcount by salary band, 2017–18**

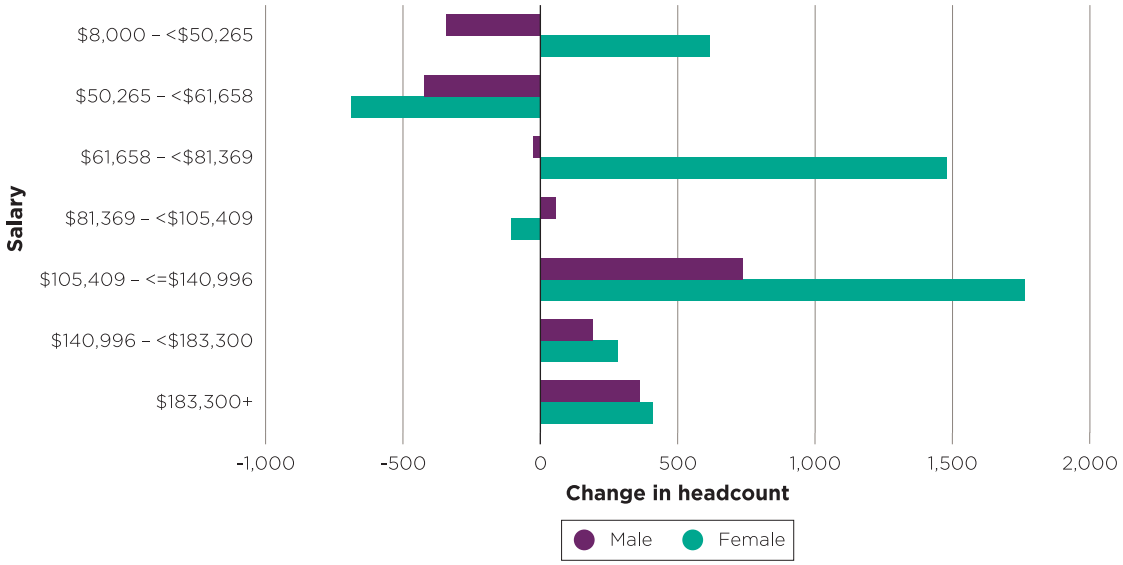
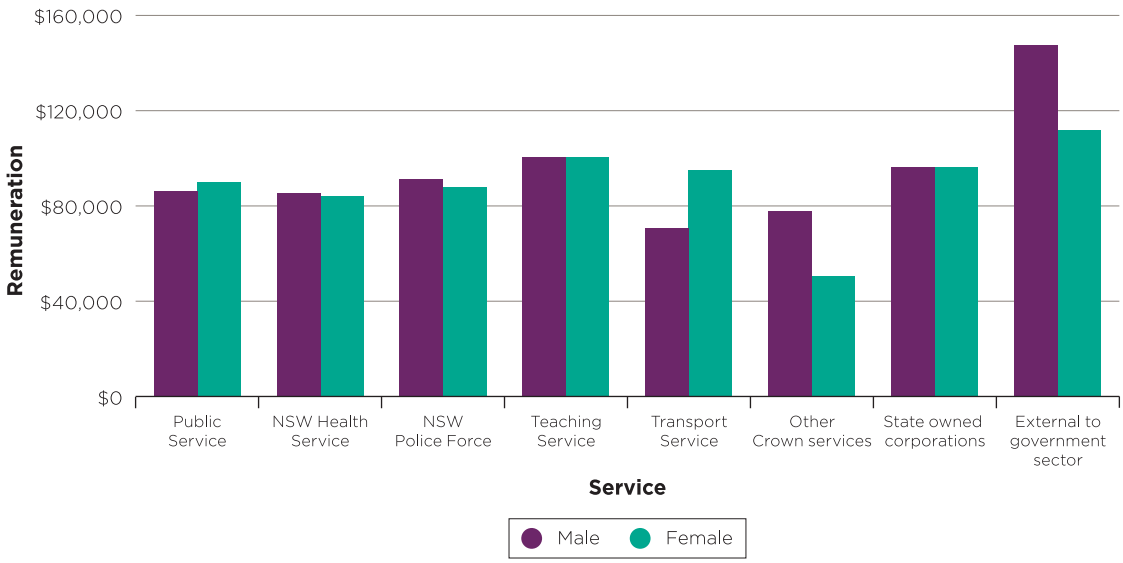


Figure 6.10 shows the increase in females in the lower salary ranges, particularly in the $61,658 to $81,369 range. This was primarily due to an increase in female teachers in this salary range, accounting for 93.6% of the increase. At the same time, the number of females increased more than the number of males in the higher salary ranges. However, this was not at a level that would affect the overall pay gap.

Median remuneration and the gender pay gap differed across services.

Figure 6.11 **Median remuneration by gender (non-casual) and service, 2018**



Within the government sector, other Crown services had the largest pay gap. This primarily related to School Support Staff, who made up 49.1% of the other Crown services. These employees had a lower median remuneration of $50,303 and 84.4% were female.

In contrast, the median remuneration for women in the Transport Service was 34.2% higher than for men. This was due to the high proportion of male Bus Drivers (3,627 headcount) with a lower median remuneration of $56,866.

The Public Service was the only other service where the median remuneration of women was higher than for men. Overall, 55.0% of employees in the Public Service and 47.8% of senior executives were women. In 2018, the gender pay gap increased from 1.4% in 2017 to 4.3% in 2018, in part due to the loss of lower-paid roles from the Department of Family and Community Services that were predominantly filled by women.

Employment arrangements

Over the past year, the proportion of both men and women in part-time employment remained unchanged. Around 36.9% of non-casual female employees in the NSW public sector worked part-time compared with 11.0% of male non-casual employees.

Table 6.3 **Employment arrangement by gender, non-casual census headcount, 2018**

	Male	Female
Full-time	108,315	142,449
Part-time	13,431	83,333

Of the 97 public sector departments and agencies that employed people on a part-time basis in 2018, 77 agencies (79%) had at least 75% female part-time employee representation compared with 86% of agencies last year.

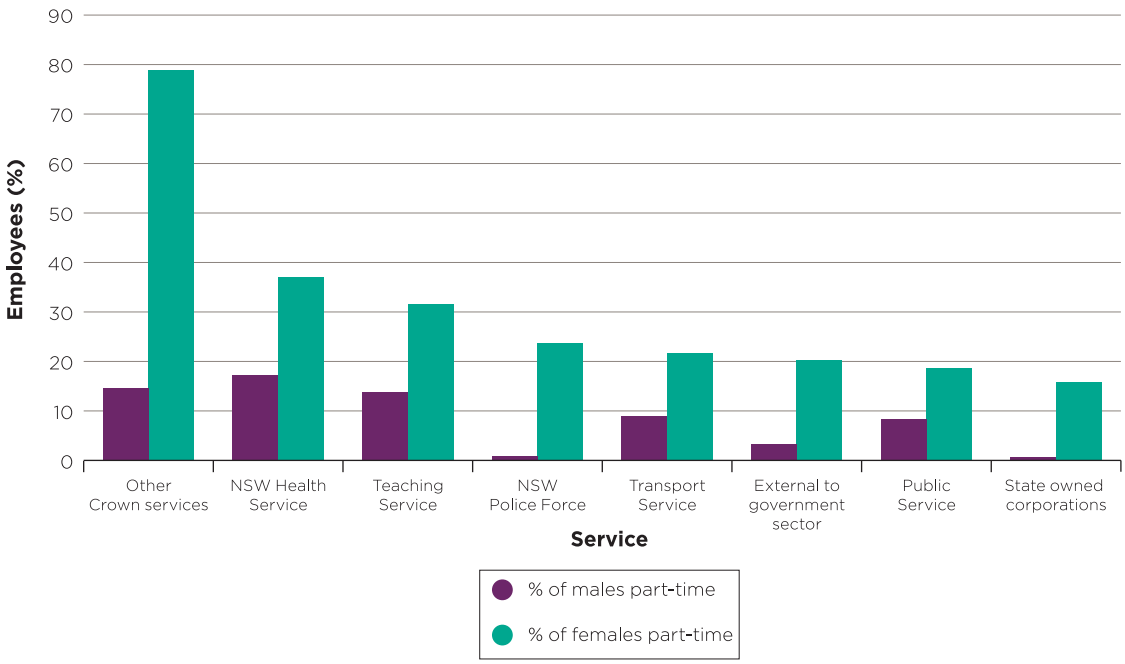
Table 6.4 **Employment arrangement by gender, non-casual census headcount, 2018**

	Male (%)	Female (%)
Full-time	43.2	56.8
Part-time	13.9	86.1

Figure 6.12 shows the proportion of part-time employees by gender for each service. In 2018, the NSW Health Service continued to have the highest proportion of men (17.3%) in part-time employment and the second highest proportion of women (37.1%).

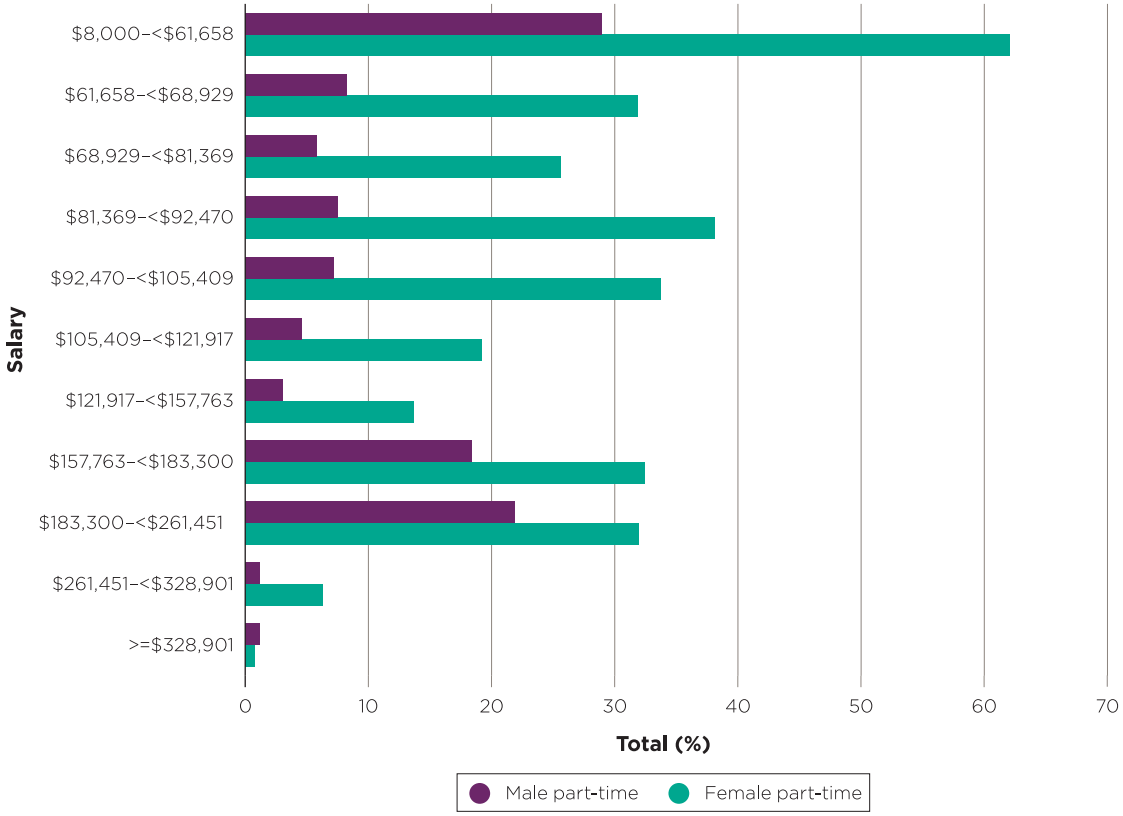
Other Crown services were the only services where the majority of female roles were part-time (78.9%). These employees were primarily in school administration and support roles (95.7%). The Public Service had the closest parity between males and females in part-time work, with 18.6% of women employed part-time compared to 8.3% of men.

Figure 6.12 **Proportion of employees working part-time in each service by gender, 2018**



Females were more likely to be employed part-time across all salary bands with the exception of the highest band, where number and proportion of both males and females were very low (see Figure 6.13).

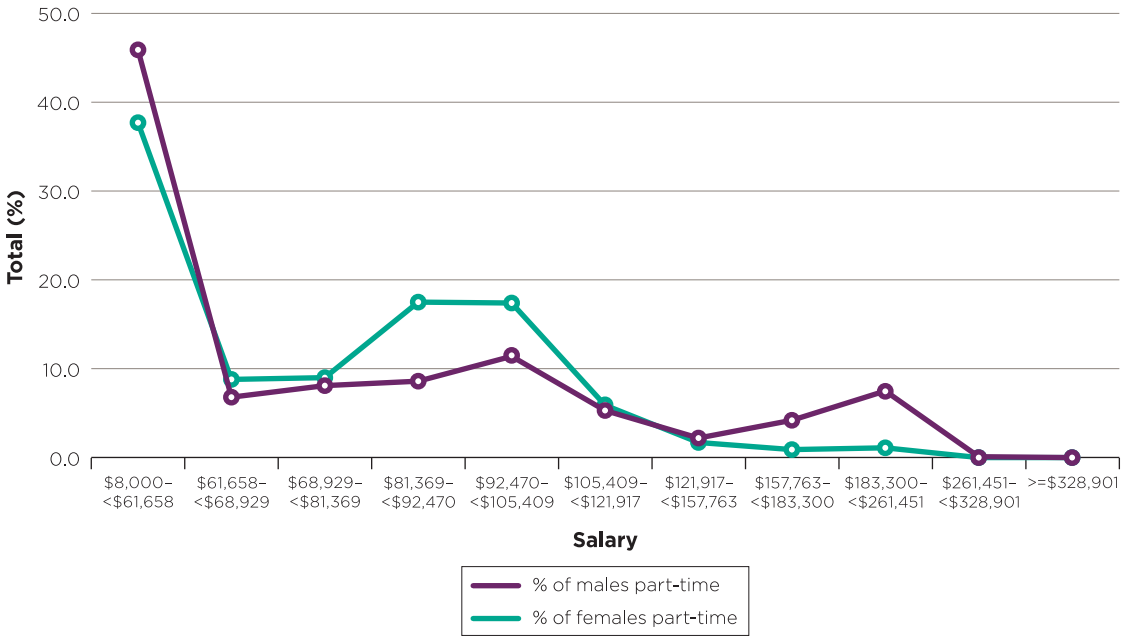
Figure 6.13 **Part-time (non-casual) employees by salary group, 2018**



*All staff is the total of full-time and part-time staff members

However, the distribution of part-time employees by salary and gender was much more uniform (see Figure 6.14). This suggests that within a salary band there was a common demand for part-time employees.

Figure 6.14 **Part-time by salary band as a proportion of all part-time staff, by gender, 2018**



In 2018, over 65% of females working part-time were School Teachers, Midwifery and Nursing Professionals, General Clerks and Educational Aides.

For both genders, School Teacher was the top part-time occupation, accounting for 20.8% of all female part-time employees and 16.6% of all male part-time employees. In Midwifery and Nursing Professionals, 18.8% of females worked part-time, more than double the proportion of males (8.5%).

Health and Welfare Support Workers, Medical Practitioners, and Personal Carers and Assistants were other occupations with high proportions of part-time workers for both genders.

Table 6.5 **Top 10 part-time occupations for males, non-casual census headcount, 2018**

	Occupations	Headcount at census	% of males
1	School Teachers	2,264	16.6
2	Miscellaneous Labourers	1,804	13.2
3	Medical Practitioners	1,797	13.2
4	Education Aides	1,301	9.6
5	Midwifery and Nursing Professionals	1,155	8.5
6	Personal Carers and Assistants	474	3.5
7	Automobile, Bus and Rail Drivers	473	3.5
8	Cleaners and Laundry Workers	455	3.3
9	General Clerks	392	2.9
10	Health and Welfare Support Workers	340	2.5

Table 6.6 **Top 10 part-time occupations for females, non-casual census headcount, 2018**

	Occupations	Headcount at census	% of females
1	School Teachers	17,388	20.8
2	Midwifery and Nursing Professionals	15,682	18.8
3	General Clerks	12,541	15.0
4	Education Aides	9,825	11.8
5	Health and Welfare Support Workers	3,198	3.8
6	Social and Welfare Professionals	2,186	2.6
7	Medical Practitioners	1,937	2.3
8	Health Therapy Professionals	1,757	2.1
9	Personal Carers and Assistants	1,722	2.1
10	Health Diagnostic and Promotion Professionals	1,516	1.8

Notes

1. Australian Bureau of Statistics, Labour Force, Australia, 'Table 4. Labour force status by Sex, New South Wales – Trend, Seasonally adjusted and Original', cat. no. 6202.0

7 Age

Non-casual median age in 2018

44 years

Non-casual employees under 35 in 2018

26.3%

Non-casual employees 55 or over in 2018

23.9% **+5.6 pp** vs. 2008

Non-casual average retirement age

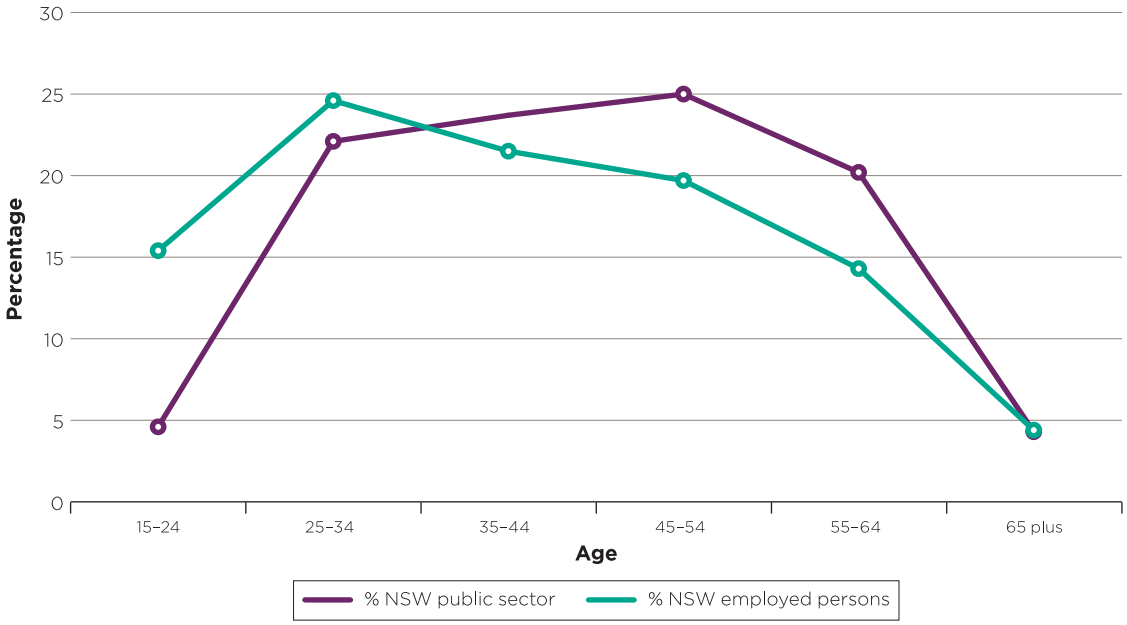
63.7 years in 2018 vs. **61.3** years in 2008

The median age of NSW public sector non-casual employees experienced the first reduction since 2008, decreasing from 45 years to 44 years in 2018. The median age for males was 45, and for females 44. The majority of the workforce still fell in the '30 to 54 years' age band, which accounted for 62.0% of the total workforce in 2018, down from 68.3% in 2008. The proportion of employees aged 60 or over continued to increase. In 2008, 6.4% of sector employees were aged 60 or over, compared to 11.6% in 2018.

The median age of the NSW public sector non-casual employee workforce remained higher than the median age of the NSW population. At June 2017, the median age of the NSW population[1] was 37.5, up from 36.9 at June 2007. The median age of males in 2017 was 36.6 compared with 38.4 years for females.

Figure 7.1 shows that a higher proportion of NSW public sector workers were aged 55 or over (24.5%) compared with the number in this age bracket across the entire NSW workforce (18.8%). Also, proportionately fewer workers were aged 35 or under (26.7% in the public sector vs. 40.0% in NSW workforce).

Figure 7.1 **Age profile of NSW public sector and NSW employed persons, 2018**



A comparison of 2017 figures for the NSW public sector and the Victorian public sector[2] reveals a similar age distribution. The greatest difference between the two jurisdictions was in the '25 to 34 years' age range: with 21.7% in NSW and 25.0% in Victoria. Workers aged up to 34 years accounted for 26.2% of NSW public sector employees and 30% of employees in the Victorian public sector.

Figure 7.2 **Age profile of NSW public sector and Victorian public sector, 2017**

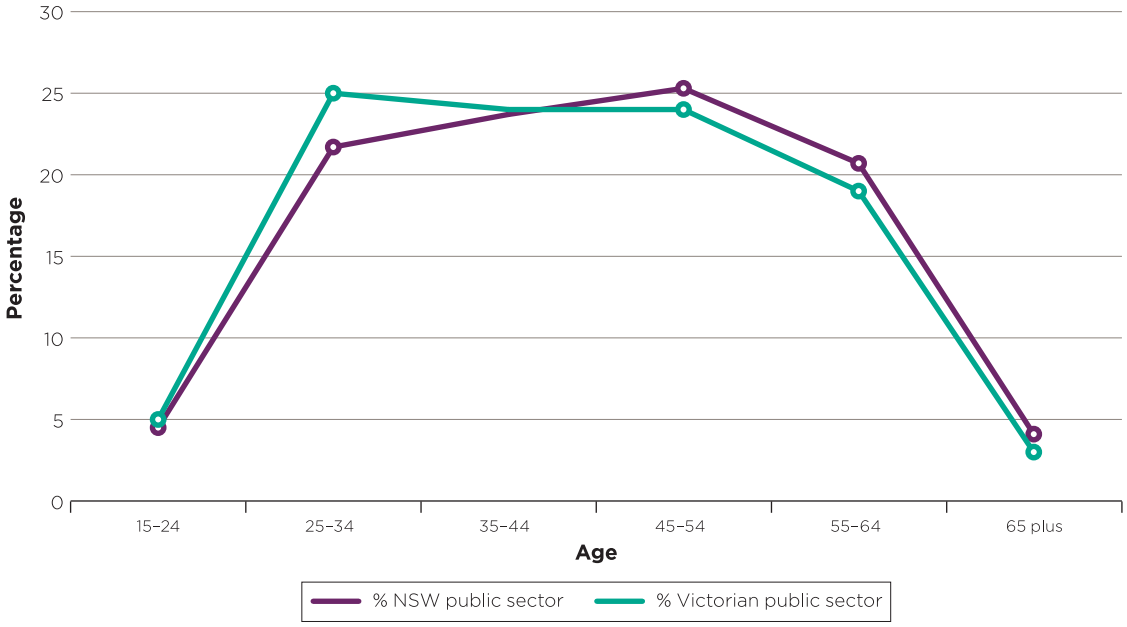


Table 7.1 **Median age and proportion of non-casual employees aged over 44 years by service, at census date, 2018**

Service	Median age	Employees aged > 44 years (%)
Public Service	45	51.3
NSW Health Service	43	47.1
NSW Police Force	40	35.6
Teaching Service	42	44.8
Transport Service	47	56.5
Other Crown services	50	65.8
Total government sector	**44**	**49.4**
External to government sector	51	61.8
State owned corporations	45	52.0
Total public sector	**44**	**49.5**

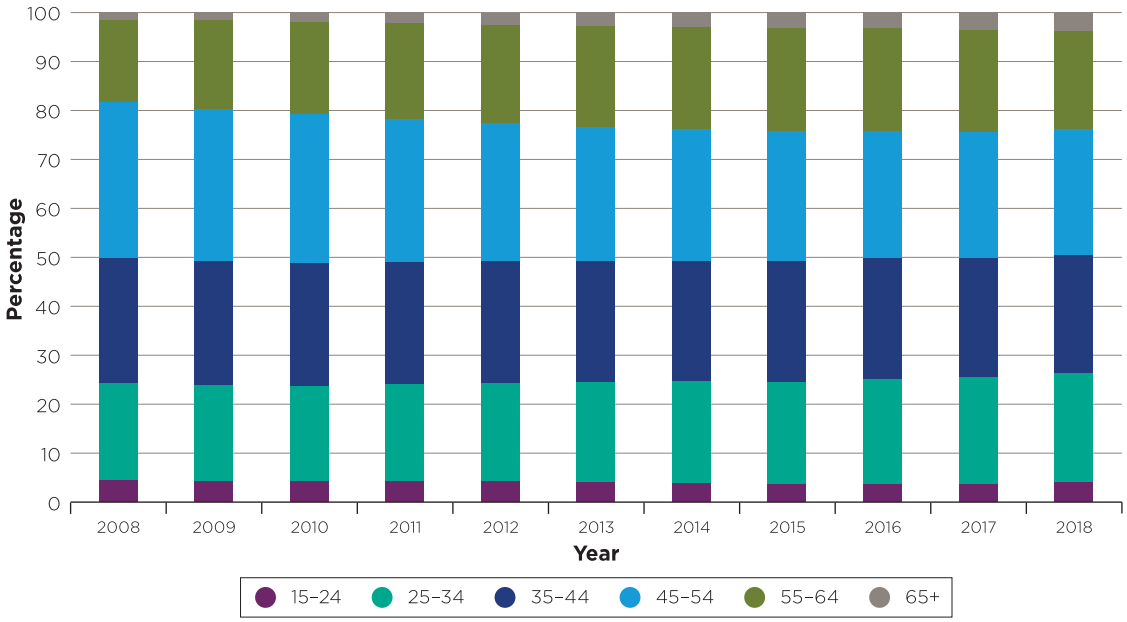
Table 7.1 shows the median age of non-casual employees in the NSW public sector by service at census date, and the percentage representation of employees above the sector's median age in each service.

The NSW Police Force had the lowest median age, at 40, among all other services. It also had the highest proportion of employees aged under 35 (31.2% compared with 26.3% across the sector) and the lowest proportion of employees aged 55 or over (9.3% compared with 23.9% across the sector). However, the NSW Police Force has also shown patterns of ageing. The Police Force had a lower median age in 2014, at 38. At that time the proportion of employees aged under 35 was 36.5%, and only 7.0% of employees were over 54.

Other Crown services had the highest median age, at 50. Among these services, 76.5% of Clerical and Administrative Workers were 44 or older, and this cohort had a median age of 52. Among Professionals, 69.2% were aged 44 or over.

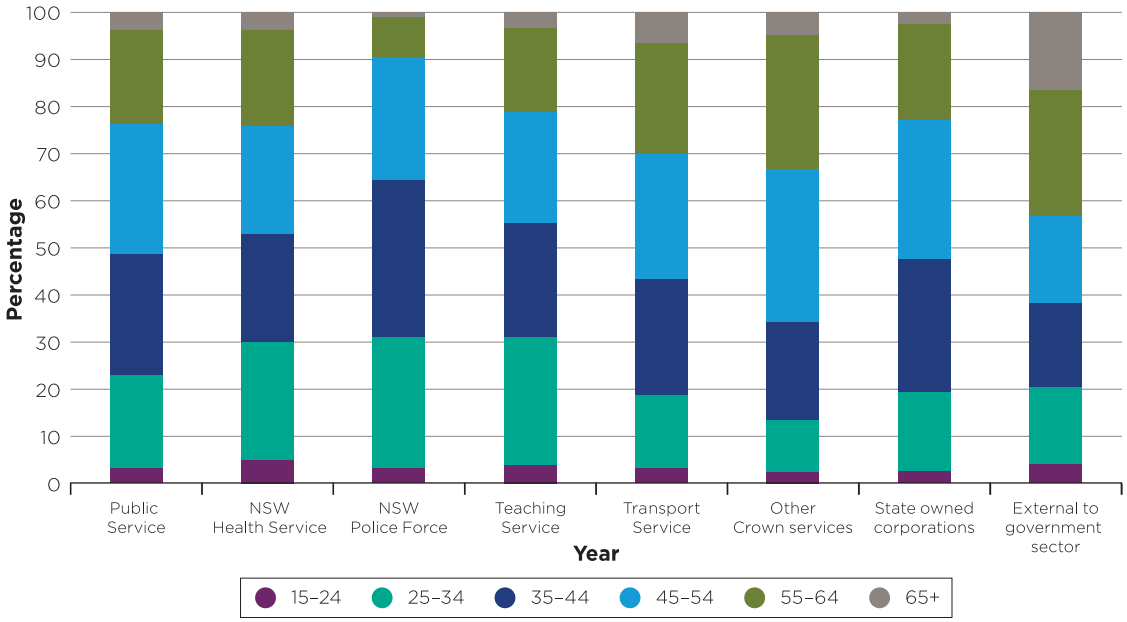
Age diversity offers the advantage of a range of skill sets, perspectives, varied experiences and talents, and knowledge sharing to the workforce. The proportion of public sector employees aged up to 44 grew marginally, from 49.9% in 2008 to 50.5% in 2018. Figure 7.3 highlights that the largest change in terms of proportion of the workforce occurred in the '45 to 54 years' category. In 2008, the percentage of employees aged 45 to 54 was 31.7%. This has declined to 25.6% in 2018. At the same time, the proportion of employees in the '55 to 64' and '65 plus' age bands increased by 3.3 percentage points and 2.3 percentage points respectively.

Figure 7.3 **Age profile of NSW public sector non-casual employees at census date, 2008–2018**



The non-casual age profile of the workforce across the public sector is varied. Figure 7.4 shows the trends in the concentration of the workforce within the public sector. Only 0.6% of NSW Police Force employees were 65 or over compared to 5.2% in the Transport Service. Employees of the NSW Police Force and Teaching Service were highly concentrated in the '25 to 44' age group, whereas in other Crown services many tended to be aged 45 to 54. Above the age of 60, the number of employees dropped dramatically, and this drop was consistent across services. This is reflected in the median retirement age for the public sector of 63.

Figure 7.4 **Age profile of non-casual employees in the public sector at census date by service, 2018**

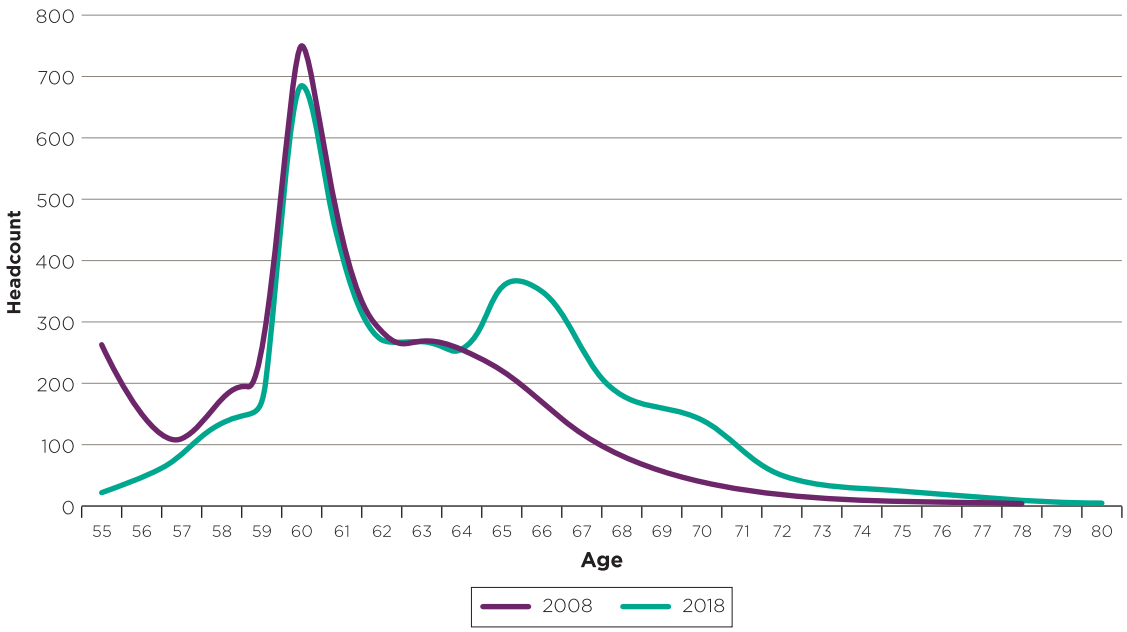


Retirement age

While the proportion of non-casual employees aged over 65 has steadily grown, the average retirement age has incrementally increased. The average retirement age of public sector employees has risen steadily from 61.3 in 2008 to 63.7 in 2018.

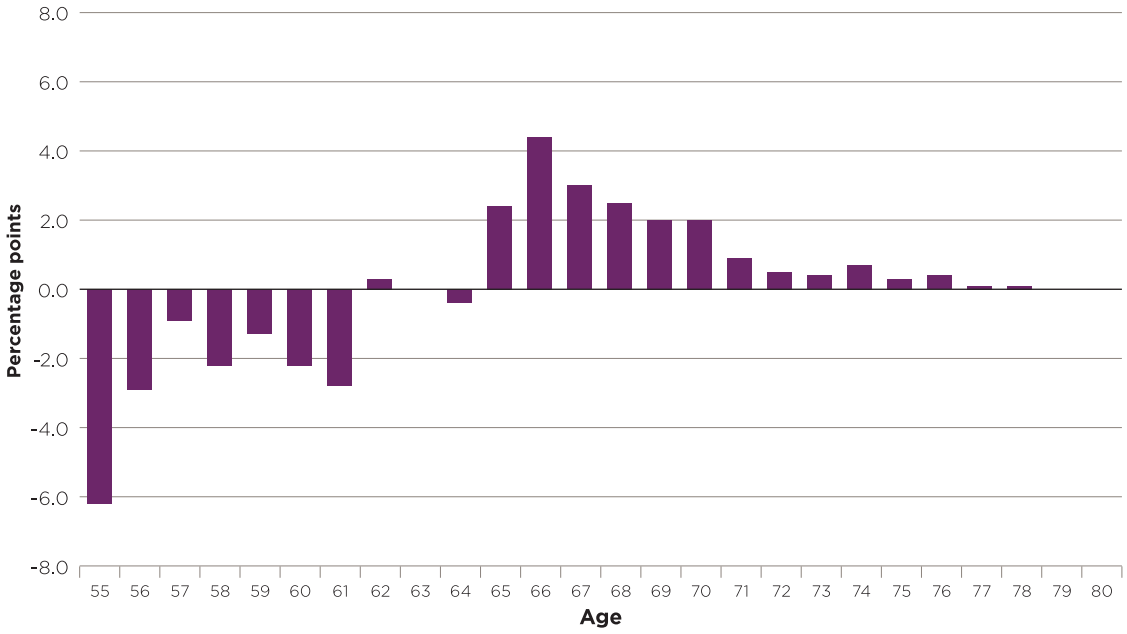
Figure 7.5

Distribution of retirement age 55 and above for non-casual employees, 2008 and 2018



This change was primarily driven by an increase in the proportion of employees retiring at the age of 65 or over. This doubled from 22.0% in 2008 (862) to 41.9% (1,700) in 2018.

Figure 7.6 **Percentage point change in retirements over 55 years for non-casual employees, between 2008 and 2018**



Comparing the distribution of public sector retirements for non-casual employees between 2008 and 2018, Figure 7.6 highlights that the point of divergence is the age of 65. The proportion of employees retiring at 65 or under has decreased while there is an increase in the proportion who retired at 65 or over.

The proportion of retirements at the age of 55 experienced the largest reduction across all ages. Among all those who retired in 2008, 6.7% were aged 55. In 2018, 0.5% retired at 55. Conversely, the proportion of retirements at age 66 increased from 4.3% in 2008 to 8.7% in 2018. In both 2008 and 2018, most people retired at 60 (19.2% and 16.9% respectively).

The average retirement age for females was 0.5 years lower than for males in 2008. However, this situation has reversed in 2018, with the average retirement age for females 0.4 years higher than for males. Between 2008 and 2018, the average age at retirement increased by 2.8 years for females, from 61.0 to 63.8. Over the same period the average retirement age for males increased 1.9 years, from 61.5 to 63.4.

While not directly comparable, it is interesting to note that the average retirement age for both men and women in the public sector was lower than the intended retirement age of the broader NSW workforce in 2017.[3] The NSW public sector average retirement age (63.4) was 1.6 years lower than the average age at which people intended to retire in the NSW broader workforce (65). The differential was higher for males than for females, with male employees retiring 2.3 years earlier than the intended age of retirement of males in the broader workforce (63.2 years vs. 65.5 years), while for females the gap was one year (63.4 vs. 64.4 years in the NSW broader workforce). However this situation may change as the average retirement age continues to increase in the public sector. Retirement under the age of 55 accounted for 2.2% of total retirements in 2008, and has decreased to 0.8% in 2018. Further analysis on the relationship between intentions and actual retirement can provide a useful input in predicting the shape of the future workforce and support workforce planning.

Notes

1. Australian Bureau of Statistics, 2018, *Regional Population by Age and Sex, Australia, 2017*, cat. no. 3235.0, viewed 17 October 2018, http://www.abs.gov.au/ausstats/abs@.nsf/mf/3235.0
2. Victoria Public Sector Commission, '*Data Insights: A Decade of Public Sector Workforce Data, Age Profile*', https://vpsc.vic.gov.au/data-and-research/data-insights/data-insights-decade-public-sector-workforce-data/
3. Australian Bureau of Statistics, 2017, *Retirement and Retirement Intentions, Australia*, cat. no. 6238.0, viewed 17 October 2018, http://www.abs.gov.au/ausstats/abs@.nsf/mf/6238.0

8 Mobility

Average number of applications

14.9 per role

Time to hire

41.5 days

Tenure, total sector

9.0 years (**+1.6 years** vs. 2008)

Teachers' tenure

13.2 years

Police officers' tenure

12.5 years

Nurses' tenure

8.0 years

Male tenure

9.4 years (**+0.5 years** vs. 2008)

Female tenure

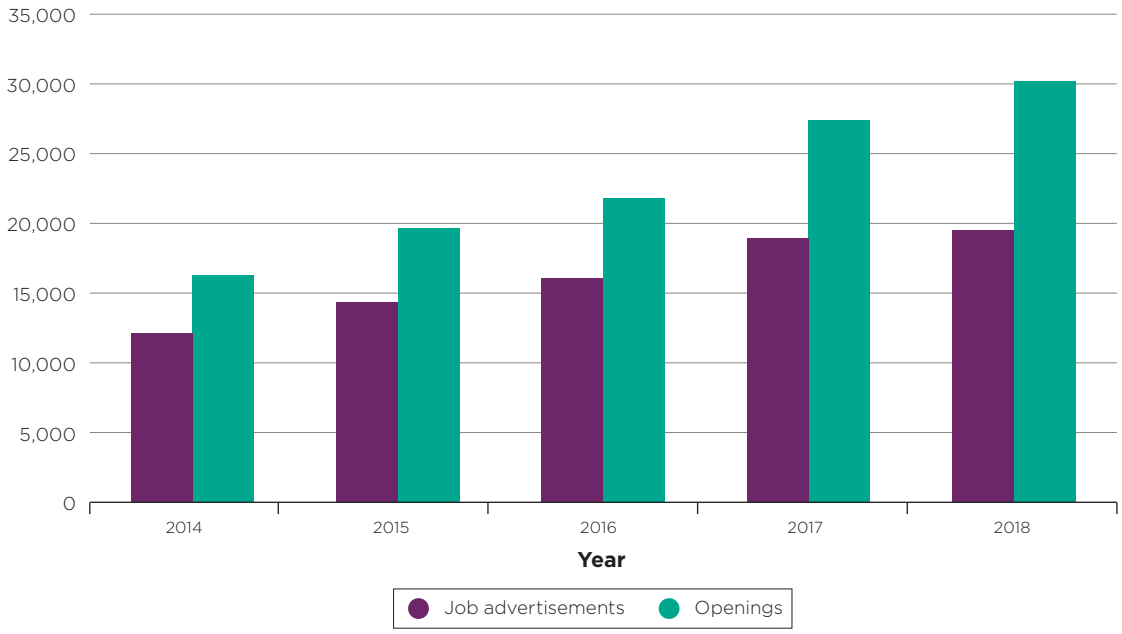
8.8 years (**+1.7 years** vs. 2008)

Number of advertisements, openings and applications

Recruitment data extracted from *I Work for NSW* provides valuable insight into recruitment processes and trends across the sector.[1]

In 2018, 19,475 job advertisements were created on *I Work for NSW*, an increase of 2.8% from the previous year. Over the same period, the number of job openings increased by 10.1% (see Figure 8.1).

Figure 8.1 **Number of job advertisements and openings, 2014–2018**

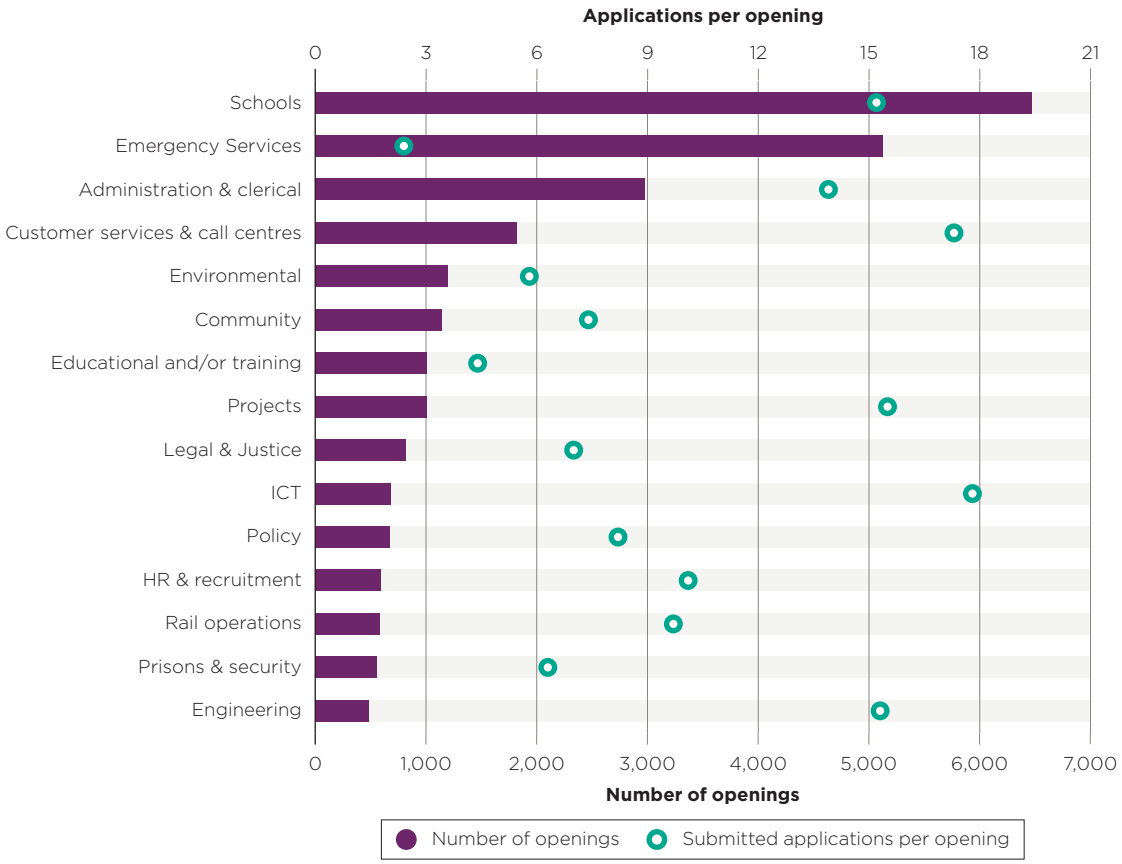


A total of 449,106 job applications were completed for these job advertisements (a decrease of 7.0% from the previous financial year), with 52.9% of applications from women and 47.1% from men.

The average number of completed applications per job opening was 14.9[2], a decrease of 15.3% from 2017. This number varied across different job categories, with the highest rates for advertised roles in accounting and financial positions as well as research and analysis.

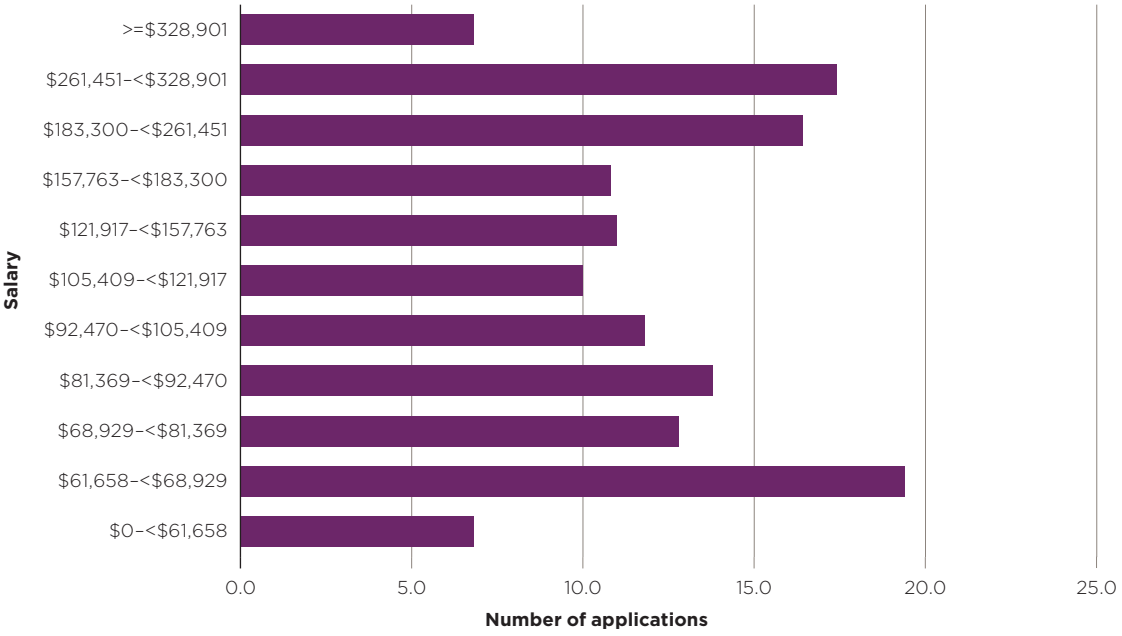
Schools (6,476) and Emergency Services (5,128) had the highest number of openings in 2018, while Schools also recorded a relatively large number of applications per opening, at 15.2. Emergency Services had fewer applications per opening (2.4), which may reflect the specialised nature of the roles.

Figure 8.2 **Top 15 job categories, number of openings and average applications per opening, 2018[2]**



The average number of completed job applications per opening was highest for jobs in the salary range of $61,658 to $68,929 (see Figure 8.3).

Figure 8.3 **Average number of completed applications per opening by salary band, 2018[2]**



Successful applicants

Of the 449,106 completed applications, 22,773 were successful (a decrease of 11.4% from the previous financial year). This equates to a success rate of 5.1%, with females being more successful than males (5.7% compared to 4.4%).

More detailed analysis of gender differences in number of applications and success rate can be found in the 'Gender' section.

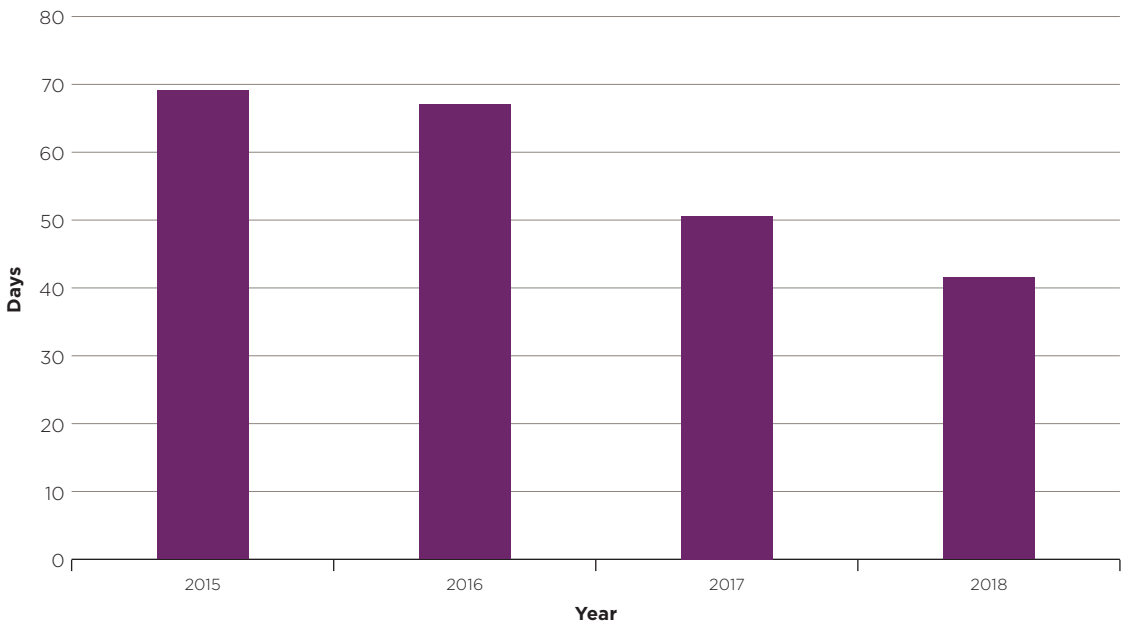
Filling of roles

The average recruitment decision time decreased steadily from 69.1 days in 2015 to 41.5 days in 2018 (see Figure 8.4). 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).

Time to recruit in 2018

41.5 days

Figure 8.4 **Average time to hire, 2015–2018**



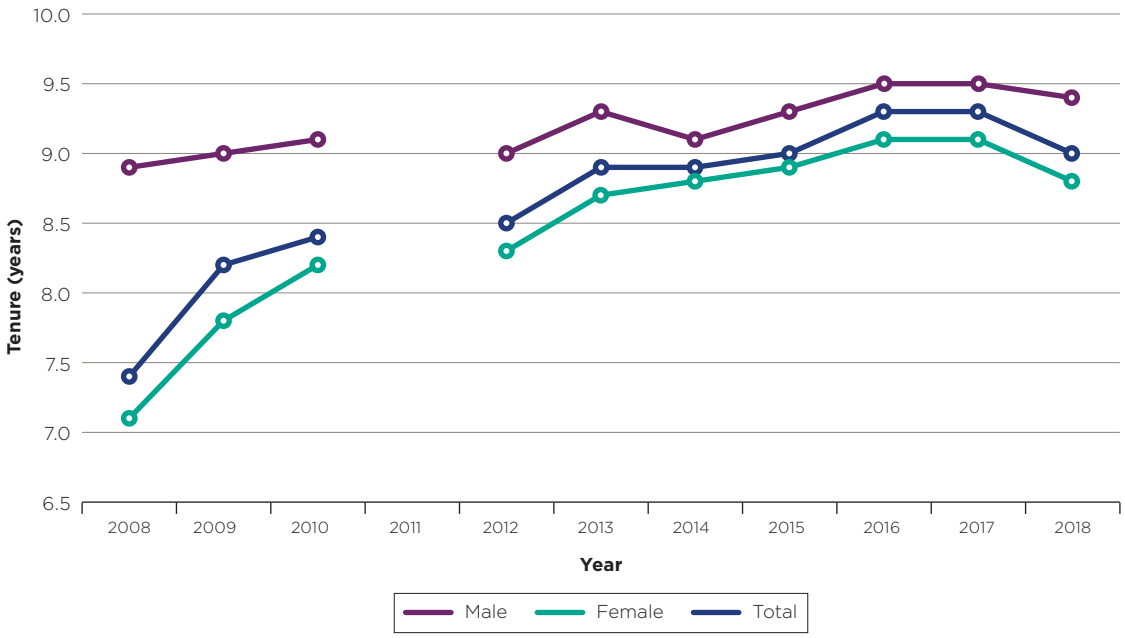
Agency tenure and movements

After a prolonged period of increases, median tenure of non-casual employees in the public sector flattened out in 2016 and 2017. In 2018, it decreased 0.3 years to 9.0 years (see Figure 8.5).

In 2018, the gap between male and female tenure widened to 0.6 years. Female tenure decreased 0.3 years to 8.8 years, while male tenure remained more stable, decreasing 0.1 years to 9.4 years. Over the 10-year period, male tenure remained relatively stable, and the change in the gap between male and female tenure was more a product of female tenure increasing or decreasing. The gap was widest in 2009, when tenure was 1.2 years longer for males than for females.

Figure 8.5

Median tenure (years) for non-casual public sector employees by gender, 2008–2018[3]



Similar to 2017, the services in the government sector with the longest median tenure in 2018 were the Teaching Service (13.3 years), NSW Police Force (12 years) and other Crown services (10.1 years) (see Table 8.1). Within other Crown services, the longest tenure was for NSW Trains (15.7 years), Sydney Trains (10.5 years) and School Administrative and Support (10.2 years). Many of the roles in these agencies are quite specialised, and mobility in these types of roles is generally within a service rather than into other parts of the sector.

The Transport Service had the shortest median tenure in 2018, unchanged from the level of 2017. In 2018, the separation rate for the Transport Service was 15.5%, up from 10.0% in 2017. Significantly, the State Transit Authority had a separation rate of 20.6% in 2018, due to the closure of two depots in northern NSW. In addition, the separation rate in Transport for NSW increased from 11.8% in 2017 to 17.5% in 2018.

Table 8.1 **Median tenure (years) for non-casual public sector employees by service, 2018**

Service	Median tenure (years)
Public Service	7.0
NSW Health Service	7.4
NSW Police Force	12.0
Teaching Service	13.3
Transport Service	5.4
Other Crown services	10.1
Total government sector	**8.9**
State owned corporations	11.1
External to government sector	6.9
Total public sector	**9.0**

In terms of occupation groups, Managers had the highest median tenure, at 10.6 years (see Figure 8.6). In addition to Managers, Machine Operators and Drivers, Technicians and Trades Workers, and Community and Personal Service Workers all had average tenures of 10 years or more.

Figure 8.6 **Median tenure (years) for non-casual public sector employees by ANZSCO major group, 2018**

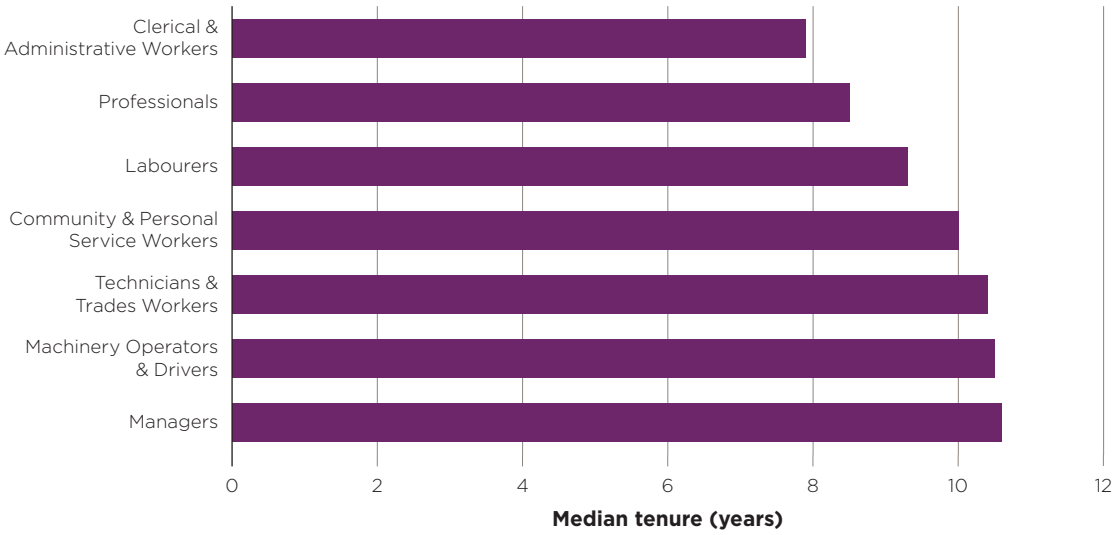


Table 8.2 **Top 10 median tenure occupations for non-casual public sector employees, 2018[4]**

ANZSCO minor group	Median tenure (years)	Headcount at census
Education, Health and Welfare Services Managers	19.3	5,508
Stationary Plant Operators	15.9	825
Keyboard Operators	15.8	305
Construction and Mining Labourers	13.7	965
Automotive Electricians and Mechanics	13.6	366
Truck Drivers	13.0	404
Mobile Plant Operators	12.7	1,728
School Teachers	12.6	68,497
Miscellaneous Specialist Managers	12.6	5,754
Electricians	12.5	942

In occupations where there were more than 100 employees, Education, Health and Welfare Services Managers had the longest median tenure of 19.3 years, and close to half of these employees were from the Teaching Service (46.8%, see Table 8.2).

The largest occupation group with the longest median tenure was School Teachers, with a median tenure of 12.6 years. Electricians had a relatively long median tenure in the public sector. Automotive Electricians and Mechanics had a median tenure of 13.6 years, while for Electricians it was 12.5 years. There were 942 Electricians in the public sector in 2018, with 51.4% working for Sydney Trains under other Crown services, while 73.2% of Automotive Electricians and Mechanics were in the Transport Service.

Table 8.3 **Bottom 10 median tenure occupations for non-casual public sector employees, 2018[4]**

ANZSCO minor group	Median tenure (years)	Headcount at census
Sales, Marketing and Public Relations Professionals	2.2	1,167
Advertising and Sales Managers	2.3	497
Financial and Insurance Clerks	3.0	110
Financial Brokers and Dealers, and Investment Advisers	3.1	189
Call or Contact Centre Information Clerks	3.6	5,095
ICT Managers	4.0	1,302
Architects, Designers, Planners and Surveyors	4.1	1,163
Medical Practitioners	4.4	14,127
Media Professionals	4.5	160
Accountants, Auditors and Company Secretaries	4.5	2,097

In occupations where there were more than 100 employees, the lowest median tenure was among Sales, Marketing and Public Relations Professionals, and Advertising and Sales Managers, with median tenures of 2.2 and 2.3 years respectively.

The occupation with the highest number of employees in the bottom 10 jobs according to median tenure was Medical Practitioner, with a median tenure of 4.4 years. This occupation also showed a high rate of movement within the sector (10.8%), contributing to the short median tenure.

Table 8.4 **Separations, exits and moves; non-casual public sector employees by service, 2018**

Service	Separation from agency (%)	Exit from public sector (%)	Movement within public sector (%)
Public Service	18.6	16.4	2.2
NSW Health Service	9.8	6.9	2.9
NSW Police Force	4.4	3.9	0.5
Teaching Service	2.6	2.5	0.0
Transport Service	15.5	13.0	2.5
Other Crown services	7.2	6.9	0.4
Total government sector	**9.5**	**7.8**	**1.7**
State owned corporations	10.4	9.3	1.1
External to government sector	11.3	9.6	1.7
Total public sector	**9.60**	**7.9**	**1.7**

Across the public sector, both the separation rate and the exit rate decreased compared to 2017 (down 0.7 percentage points and 0.8 percentage points respectively). In the government sector, both rates increased 1.1 percentage points from 2017. The highest separation and exit rates were in the Public Service (18.6% and 16.4% respectively), which was primarily related to the transfer of disability services in Family and Community Services to private providers under the NDIS, resulting in a reduction of more than 4,400 FTE.

Only 1.7% of all separations in the government sector in 2018 were due to internal movements within the broader public sector, with most employees exiting the sector upon separation from their agency. The NSW Health Service had the highest rate of internal mobility (2.9%).

Employees aged 65 or over had the highest separation and exit rates of all age groups (20.7% and 20.5%, respectively), due primarily to retirement. The '25 to 29' age group had the highest rate of within-sector movements, at 3.7%, predominantly due to the mobility of Medical Practitioners between local health districts. Medical Practitioners had a movement rate of 19.8% within this group.

The rate of within-sector movements peaked with the '25 to 29' age group then progressively declined.

Notes

1. It should be noted that this does not encompass all recruitment activity in the public sector. The main exclusions are the Health cluster, and the Industry cluster from 2017 onwards
2. Includes only applications where the number of openings was specified
3. The 2011 tenure data is incomplete because NSW Health submitted data for only six months, due to a restructure
4. Only included occupations where there are more than 100 employees

9 Remuneration

Around 170 instruments determine remuneration for the NSW 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 (FTE) and excludes other payments, such as allowances, penalty rates and superannuation. Many employees in the NSW public sector are paid within a salary band or range that includes an annual increment subject to meeting certain performance standards.

Median remuneration

$85,782 **+2.5%** vs. 2017

All employees

$86,731 **+3.3%** vs. 2017

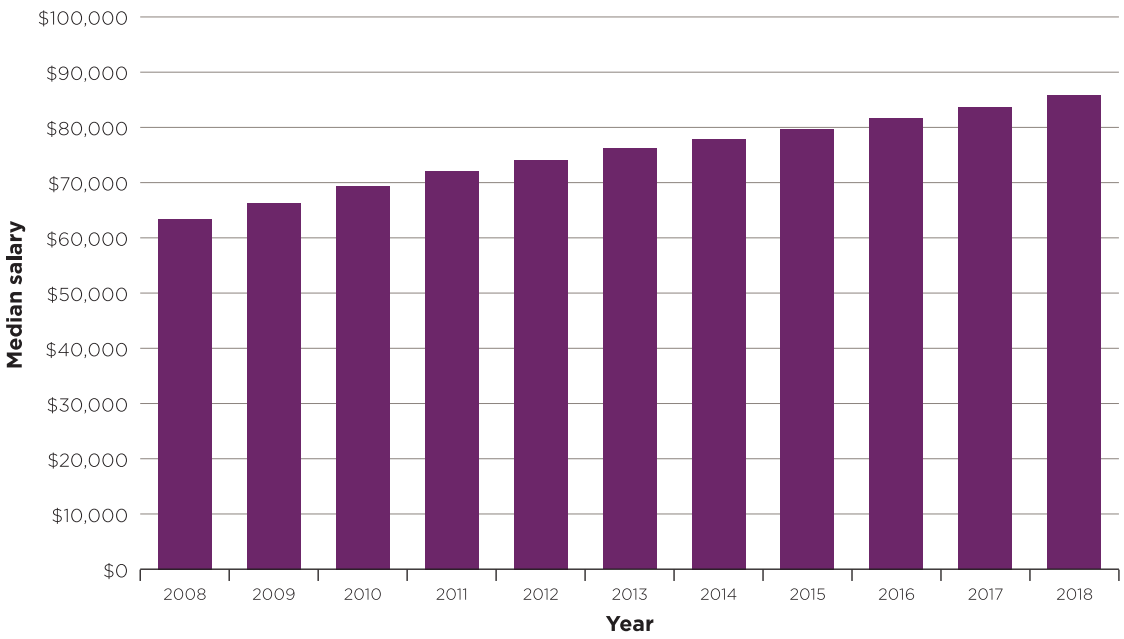
Male

$85,782 **+2.5%** vs. 2017

Female

Median remuneration for non-casual employees in the NSW public sector was $85,782 in 2018, an increase of 2.5% from 2017. While this increase was in line with NSW Government wages policy (capping annual increases at 2.5%)[1], it outpaced the increase in Sydney's Consumer Price Index (CPI) (2.1%).[2] However, growth in NSW public sector median remuneration did not exceed the growth in full-time adult average weekly ordinary time earnings across Australia (2.6%)[3], the first time this has occurred since 2013.[4] Figure 9.1 shows how the median salary in the public sector increased steadily over the past decade in accordance with wages policy remaining at 2.5% since 2011.

Figure 9.1 **Median remuneration (non-casual), 2008–2018**



Within the government sector, the service with the highest median remuneration in 2018 was the Teaching Service (see Table 9.1). In 2018, 40.6% of non-casual school teachers (28,851 headcount) were paid at the top of their salary band structure[5] ($100,299), corresponding to the high median tenure of these employees (19.3 years).

In contrast, other Crown services had the lowest median remuneration (see Table 9.1), consistent with previous years. School Support Staff constituted 49.1% of this cohort, with a median salary of $50,303. Approximately half of these employees were Teachers' Aides, while the other half were General Clerks.

The large increase (5.8%) in median remuneration for the Public Service from 2017 to 2018 was due partly to the transfer of disability services to private providers under the NDIS, as a high proportion of these employees were on lower than median salaries.

Within the Transport Service, a 4.3% increase in median remuneration was partly due to a net increase in the number of employees in higher remunerated roles and a net decrease in the number of employees in lower grades.

Table 9.1 Median remuneration by service, (non-casual) employees at census date, 2017–18

Service	2017	2018	Percentage change
Public Service	$83,941	$88,851	5.8
NSW Health Service	$82,573	$85,466	3.5
NSW Police Force	$87,591	$90,103	2.9
Teaching Service	$97,853	$100,299	2.5
Transport Service	$75,771	$79,007	4.3
Other Crown services	$57,286	$58,516	2.1
Total government sector	**$83,689**	**$85,782**	**2.5**
State owned corporations	$93,627	$96,151	2.7
External to government sector	$124,022	$122,437	-1.3
Total public sector	**$83,689**	**$85,782**	**2.5**

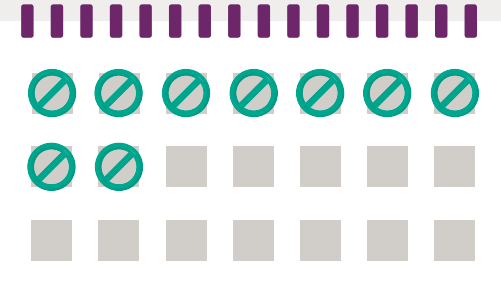
Notes

1. NSW Public Sector Wages Policy 2011
2. Australian Bureau of Statistics, 2018, *Consumer Price Index, Australia*, cat. no. 6401.0, Jun 2018, viewed 3 October 2018, http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/6401.0Main%20Features3Jun%202018?opendocument&tabname=Summary&prodno=6401.0&issue=Jun%202018&num=&view
3. Australian Bureau of Statistics, 2018, *Average Weekly Earnings, Australia*, cat. no. 6302.0, May 2018, viewed 3 October 2018, http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/6302.0Main%20Features1May%202018?opendocument&tabname=Summary&prodno=6302.0&issue=May%202018&num=&view
4. Australian Bureau of Statistics, 2018, *Average Weekly Earnings, Australia*, cat. no. 6302.0, May 2018, Table 11A 'Average Weekly Earnings, New South Wales (Dollars) – Trend', viewed 3 October 2018, http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6302.0May%202018?OpenDocument
5. Crown Employees (Teachers in Schools and Related Employees) Salaries and Conditions Award 2017, NSW Industrial Relations Commission, http://www.lawlink.nsw.gov.au/irc/ircgazette.nsf/(PublicationsByTitle)/FBA6661A7F84272BCA2581160011216A?OpenDocument

10 Unscheduled absence

65.2hrs

per FTE for NSW public sector employees in 2018



By age

<50yrs — **57.6 hrs** per FTE of PUA in 2018

50+yrs — **77.7 hrs** per FTE of PUA in 2018

By salary

<$100k — **67.8 hrs** per FTE of PUA in 2018

+$100k — **60 hrs** per FTE of PUA in 2018

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 planning.

In 2018, the total number of hours of PUA in the NSW public sector was 19,881,475, an increase of 1.7% from the previous year. The number of hours of PUA per FTE was 65.2, an increase of 1.0 hour per FTE from the previous year (see Table 10.1).

Table 10.1 **Paid unscheduled absence (total hours and hours per FTE), total public sector, 2013–2018**

	2013	2014	2015	2016	2017	2018
Hours per FTE (non-casual)	62.3	63.7	65.1	67.1	64.1	65.2
Change from previous year (hours)	0.9	1.5	1.3	2.0	-3.0	1.0
PUA (hours)	19,014,400	19,484,099	19,878,307	20,512,427	19,548,742	19,881,475
Percentage change from previous year	1.2	2.5	2.0	3.2	-4.7	1.7

Most services experienced an increase in PUA relative to the previous year (see Table 10.2). The highest increases were in the external to government sector (2.6 hours), the NSW Police Force (2.3 hours) and the Transport Service (2.1 hours). Increases were spread across much of the sector, with 68.3% of agencies experiencing an increase in PUA per FTE. Increases were primarily modest, with one in five agencies increasing by more than 7.0 hours per FTE. Rates of PUA decreased in some services, including other Crown services (-0.6 hours), where NSW Trains and Sydney Trains (-1.7 hours), and Insurance and Care NSW (-6.2 hours) all experienced decreases; and State owned corporations (-2.2 hours), due to a decrease among Sydney Water Corporation employees (-4.6 hours).

Table 10.2 **Paid unscheduled absence by service, 2017–18**

Service	2017 FTE	2018 FTE	2017 hours per FTE	2018 hours per FTE	Change (hours)
Public Service	58,461	58,091	68.8	69.9	1.1
NSW Health Service	106,540	109,184	61.7	63.1	1.4
NSW Police Force	19,264	19,290	65.0	67.3	2.3
Teaching Service	59,697	60,824	60.6	61.5	0.9
Transport Service	13,172	13,506	62.3	64.4	2.1
Other Crown services	34,970	35,933	71.3	70.7	-0.6
Total government sector	**292,102**	**296,829**	**64.3**	**65.4**	**1.1**
State owned corporations	11,567	7,250	61.4	59.2	-2.2
External to government sector	1,132	978	49.5	52.0	2.6
Total public sector	**304,801**	**305,058**	**64.1**	**65.2**	**1.1**

The direction of change in PUA per FTE from 2017 to 2018 was not consistent across occupation groups (see Table 10.3). There were decreases for Machinery Operators and Drivers (-0.7 hours) and Managers (-0.1 hours) but increases for Clerical and Administrative Workers (2.5 hours), Technician and Trades Workers (1.9 hours), Professionals (1.2 hours), Labourers (1.3 hours), and Community and Personal Service Workers (0.7 hours).

Table 10.3 **Paid unscheduled absence by occupation groups, 2017–18[1]**

ANZSCO major group	2017 FTE	2018 FTE	2017 hours per FTE	2018 hours per FTE	Change (hours)
Technicians and Trades Workers	15,013	12,789	69.3	71.3	1.9
Professionals	148,456	151,252	58.9	60.1	1.2
Managers	18,919	20,234	52.5	52.4	-0.1
Machinery Operators and Drivers	10,056	9,962	83.8	83.1	-0.7
Labourers	12,169	11,927	73.8	75.1	1.3
Community and Personal Service Workers	50,406	48,852	73.8	74.5	0.7
Clerical and Administrative Workers	49,566	49,839	66.4	69.0	2.5
Total public sector	**304,801**	**305,058**	**64.1**	**65.2**	**1.1**

The Professionals occupation group accounted for nearly half of the sector workforce and includes roles such as teachers, nurses and medical practitioners. Around 78.3% of occupations in this group experienced an increase in hours of PUA per FTE compared to 2017. However, increases were primarily moderate. Only one in nine of these occupations had an increase of more than 7.0 hours per FTE, and fewer than one in three increased more than 3.5 hours per FTE. School Teachers and Midwifery and Nursing Professionals contribute around half of the overall increase in PUA hours of the Professionals group due to the size of these cohorts, but their rate of PUA only increased 1.2 hours per FTE.

Clerical and Administrative Workers is the second largest occupation group and experienced the highest average increase in PUA hours per FTE (2.5 hours). Increases were experienced across 83.3% of occupations in this group, and one in five increased more than 3.5 hours per FTE.

Remuneration

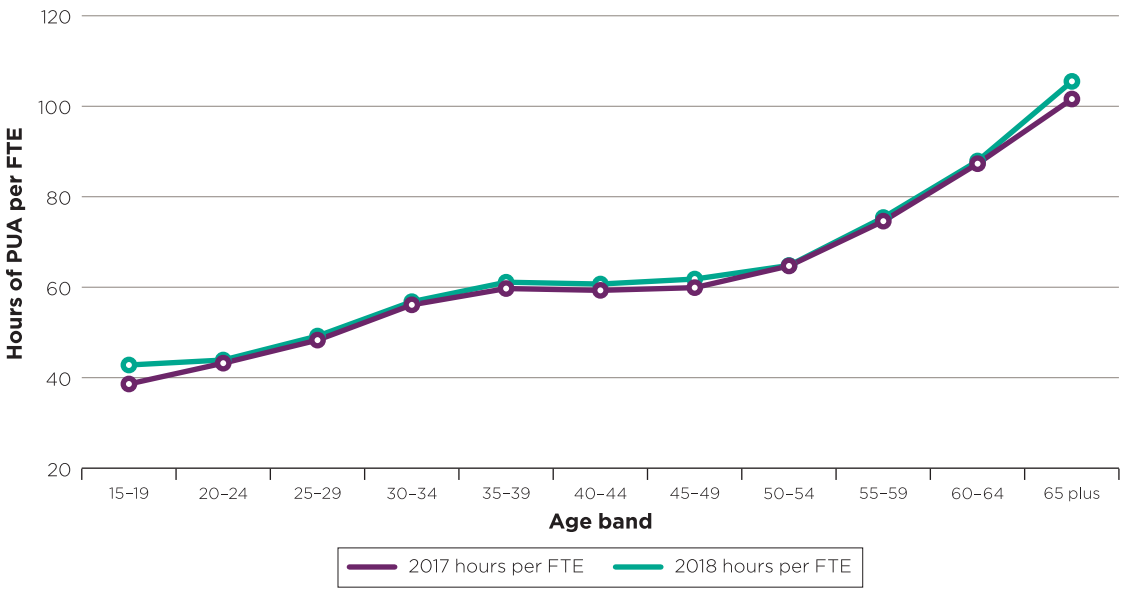
Managers had the lowest overall rate of PUA with 52.4 hours per FTE in 2018, a slight decrease from 2017. Prior analysis has established there is a link between remuneration and PUA. Consistent with the trend of earlier years, in 2018 those with a salary of $100,000 or more took 7.8 hours less leave per FTE than those on lower salaries (60 hours per FTE versus 67.8 hours respectively).

Data on employee perceptions of support for and access to flexible work arrangements, collected in the 2018 sector-wide *People Matter Employee Survey*, shows that respondents earning over $105,409 were more satisfied with access to flexible work arrangements than those earning under $105,409 (63.0% versus 58.0%). Also, a higher proportion of higher salary earners than lower salary earners reported using one or more flexible work option (66.6% versus 58.4%), and a higher proportion reported having manager support for flexible working in their team (68.3% versus 61.7%). It is possible that access to flexible working arrangements such as working from home may be a factor in the lower rate of PUA in this group.

Age

There is a well-established link between age and the rate of PUA. Consistent with the trend seen in earlier years, average hours per FTE for those aged 50 and over is 20 hours higher than those under 50 in 2018 (77.7 hours per FTE compared to 57.6 hours per FTE respectively). This increase in hours per FTE is incremental across most of the five-year age bands, although can be seen to flatten out in among those aged 35 to 50 (see Figure 10.1).

Figure 10.1 **Paid unscheduled absence by age, 2017 and 2018**[2]



Comparing 2017 to 2018, PUA increased in all five-year age bands, with the lowest increases seen in the '50 to 54' and '60 to 64' age ranges.

Table 10.4 Paid unscheduled absence by age, 2017–18[2]

Age	2017 FTE	2018 FTE	2017 hours per FTE	2018 hours per FTE	Change (hours)
15–19	217	287	38.6	42.8	4.2
20–24	8,544	9,040	43.2	43.9	0.7
25–29	30,288	30,845	48.3	49.2	0.9
30–34	34,907	35,973	56.1	56.8	0.7
35–39	34,275	35,054	59.7	61.1	1.4
40–44	37,388	36,516	59.3	60.7	1.3
45–49	41,806	42,282	59.9	61.8	1.9
50–54	39,689	38,274	64.7	64.8	0.0
55–59	41,413	39,714	74.6	75.4	0.8
60–64	25,336	25,390	87.3	87.9	0.5
65 plus	10,899	11,647	101.6	105.5	3.9
Total public sector	**304,801**	**305,058**	**64.1**	**65.2**	**1.1**

Notes

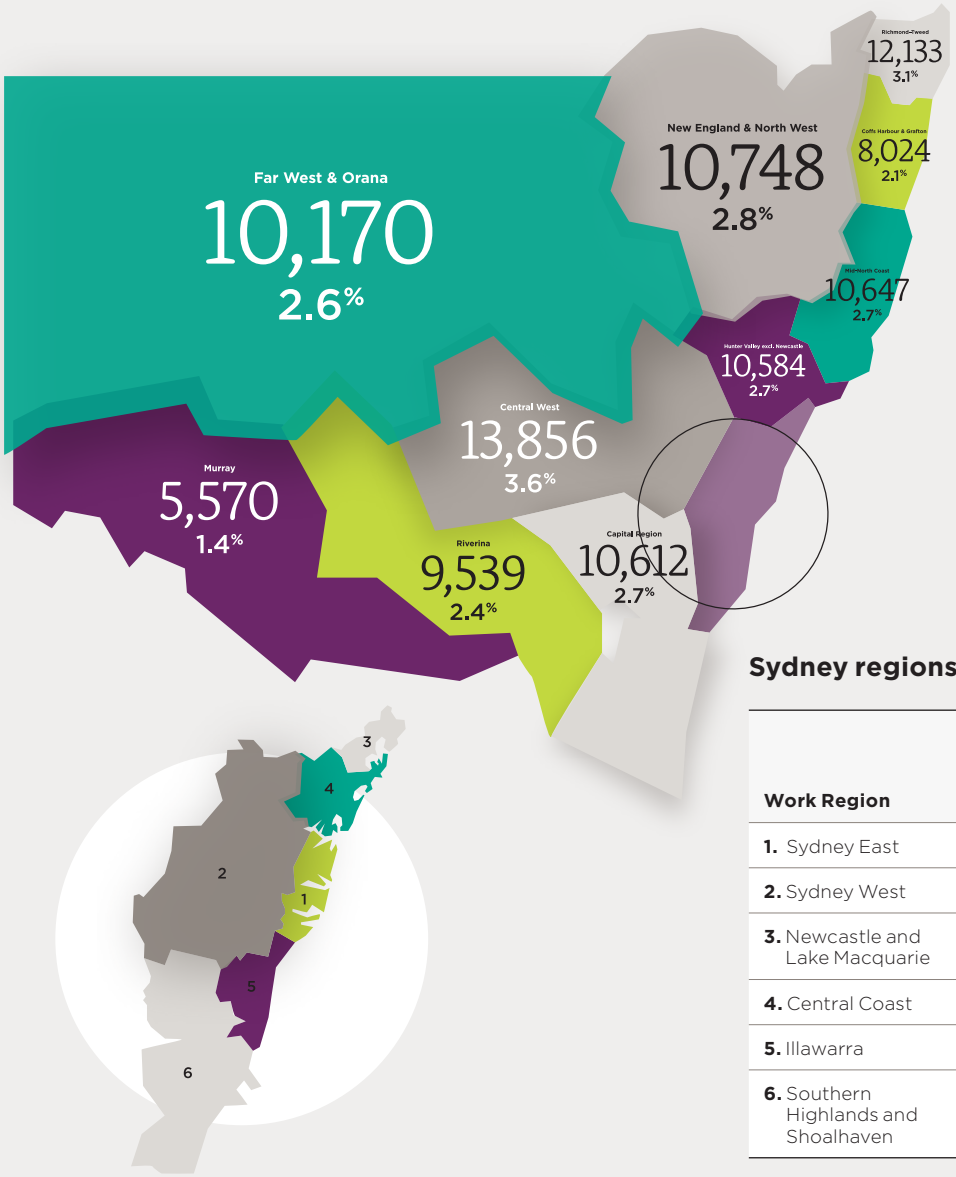
1. Sales Workers has been excluded due to the small size of the group, so totals do not match total sector figures
2. Records where age is unknown are included in total sector figures – 0.01% of total records in 2017 and 2018

11 Regional profile of the public sector

The NSW public sector is the largest single employer in Australia, employing a large proportion of the workforce across NSW. The economies of many regional communities benefit from the flow-on effects of NSW public sector employment.[1]

In 2018, 58.5% of all NSW public sector employees worked in Sydney (Sydney East and Sydney West combined), with the remaining 41.5% spread across the rest of NSW. The distribution of employees between Sydney and regional areas[2] marginally favoured the latter when compared to the geographical distribution of the resident population of NSW, with an estimated 39.0% of people in NSW living in regional areas.

Figure 11.1 **NSW public sector employees by region, census headcount, 2018**



Sydney regions

Work Region	Public sector employees, headcount at census	Representation by region (%)
1. Sydney East	132,081	33.9
2. Sydney West	96,190	24.7
3. Newcastle and Lake Macquarie	23,085	5.9
4. Central Coast	15,666	4.0
5. Illawarra	15,074	3.9
6. Southern Highlands and Shoalhaven	5,909	1.5%

New methodology for reporting region-based data

All regional analysis is based on location data collected in the *Workforce Profile*. The addition of 'suburb' as a data field in the *Workforce Profile* has enabled more accurate mapping of workforce data when combined with the postcode. These analyses are used to support policy making and to study the impact of geographical variables, such as commuting time, on a host of other work-related variables. Records where this location data is missing are excluded from all analysis.

Regional profiles

Key statistics for each region are displayed in Table 11.1. Additionally, the distribution of census FTE by region and service is shown in Table 11.2. The Public Service and other Crown services had a similar Sydney-to-regional ratio to that of the general NSW population. The NSW Health Service and NSW Teaching Service had higher proportions of employees in regional areas relative to the general population. In contrast, the NSW Police Force and Transport Service had higher proportions of employees in Sydney relative to the general population.

Table 11.1 **Key statistics by region, 2018**

Work region[2]	Estimated resident population[3]	Census period FTE 2017	Census period FTE 2018	Change census period FTE 2017 to 2018 (%)	Median age (years)	Median salary non-casual ($)	Median tenure non-casual (years in agency)	Part-time non-casual (%)
Capital Region	226,112	8,499	8,429	-0.8	47	$82,991	10.4	35.8
Central Coast	337,798	12,302	12,833	4.3	45	$84,572	10.1	34.0
Central West	211,717	11,156	11,352	1.8	45	$81,108	9.7	31.7
Coffs Harbour – Grafton	139,664	6,308	6,481	2.7	48	$85,466	10.7	36.9
Far West and Orana	116,630	8,364	8,476	1.3	44	$77,645	8.7	27.4
Hunter Valley excluding Newcastle	272,851	8,306	8,584	3.3	45	$81,108	10.3	37.1
Illawarra	307,335	11,732	12,119	3.3	45	$85,782	10.6	33.9
Mid North Coast	218,077	8,418	8,730	3.7	47	$84,572	10.8	36.5
Murray	118,651	4,377	4,345	-0.7	47	$82,280	10	39.7
New England and North West	186,221	8,722	8,737	0.2	45	$81,108	9.9	34.7
Newcastle and Lake Macquarie	372,828	18,220	18,667	2.5	45	$85,466	10	34.1
Richmond – Tweed	246,931	9,038	9,526	5.4	48	$85,782	11.3	43.3
Riverina	160,379	7,465	7,734	3.6	45	$81,108	9.1	33.2
Southern Highlands and Shoalhaven	152,346	4,606	4,659	1.2	47	$81,369	10.4	37.5
Sydney West	2,684,847	78,916	81,647	3.5	43	$85,782	9.3	24.9
Sydney East	2,108,681	107,649	111,564	3.6	43	$87,225	7.5	22.3

* 2018 has 4.2% missing region data compared with 0.4% for 2017

Table 11.2 Census period FTE by service and region, 2018

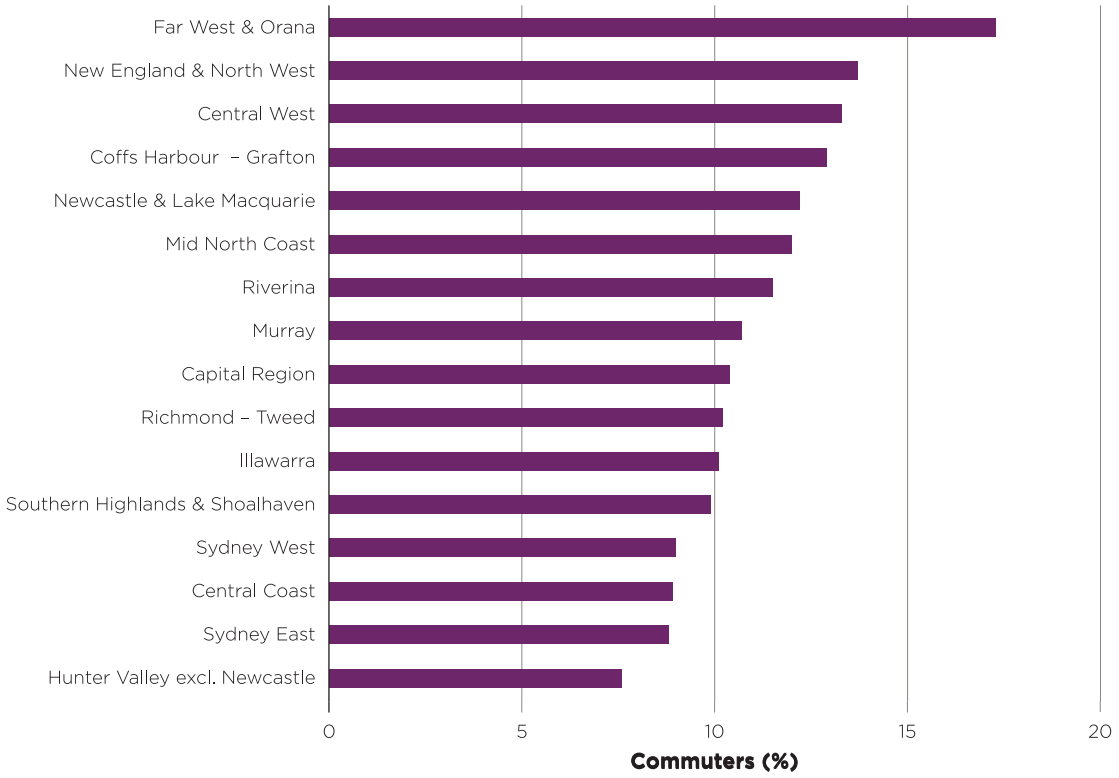
Work region[2]	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service	Other Crown services	Government sector	State owned corporations
Capital Region	1,535	2,750	639	2,131	187	817	8,059	370
Central Coast	1,967	5,679	735	3,037	96	1,319	12,833	–
Central West	2,852	3,843	536	2,254	63	1,420	10,968	385
Coffs Harbour – Grafton	1,125	2,327	268	1,404	376	729	6,228	253
Far West and Orana	1,938	2,689	512	1,694	255	998	8,086	391
Hunter Valley excluding Newcastle	2,048	2,066	468	2,627	120	1,104	8,433	151
Illawarra	1,440	5,072	620	2,797	412	1,682	12,023	96
Mid North Coast	1,005	3,087	375	2,048	65	1,244	7,824	905
Murray	561	1,446	295	1,105	111	596	4,114	231
New England and North West	1,441	3,020	522	2,145	93	1,156	8,378	359
Newcastle and Lake Macquarie	2,812	8,655	757	3,334	504	2,141	18,202	465
Richmond – Tweed	968	4,247	537	2,273	96	1,149	9,269	257
Riverina	1,266	2,844	376	1,707	269	932	7,392	343
Southern Highlands and Shoalhaven	894	1,527	230	1,326	38	628	4,643	16
Sydney West	14,135	29,620	5,974	19,347	1,790	8,681	79,547	2,098
Sydney East	22,257	38,050	6,552	17,431	9,025	16,104	109,419	1,152

NSW public sector relative to the NSW workforce

According to the Australian Bureau of Statistics (ABS), an estimated 4,031,448 people were employed in NSW at June 2018.[4] The NSW public sector accounted for 9.8% of these, a drop of 0.3 percentage points from June 2017.

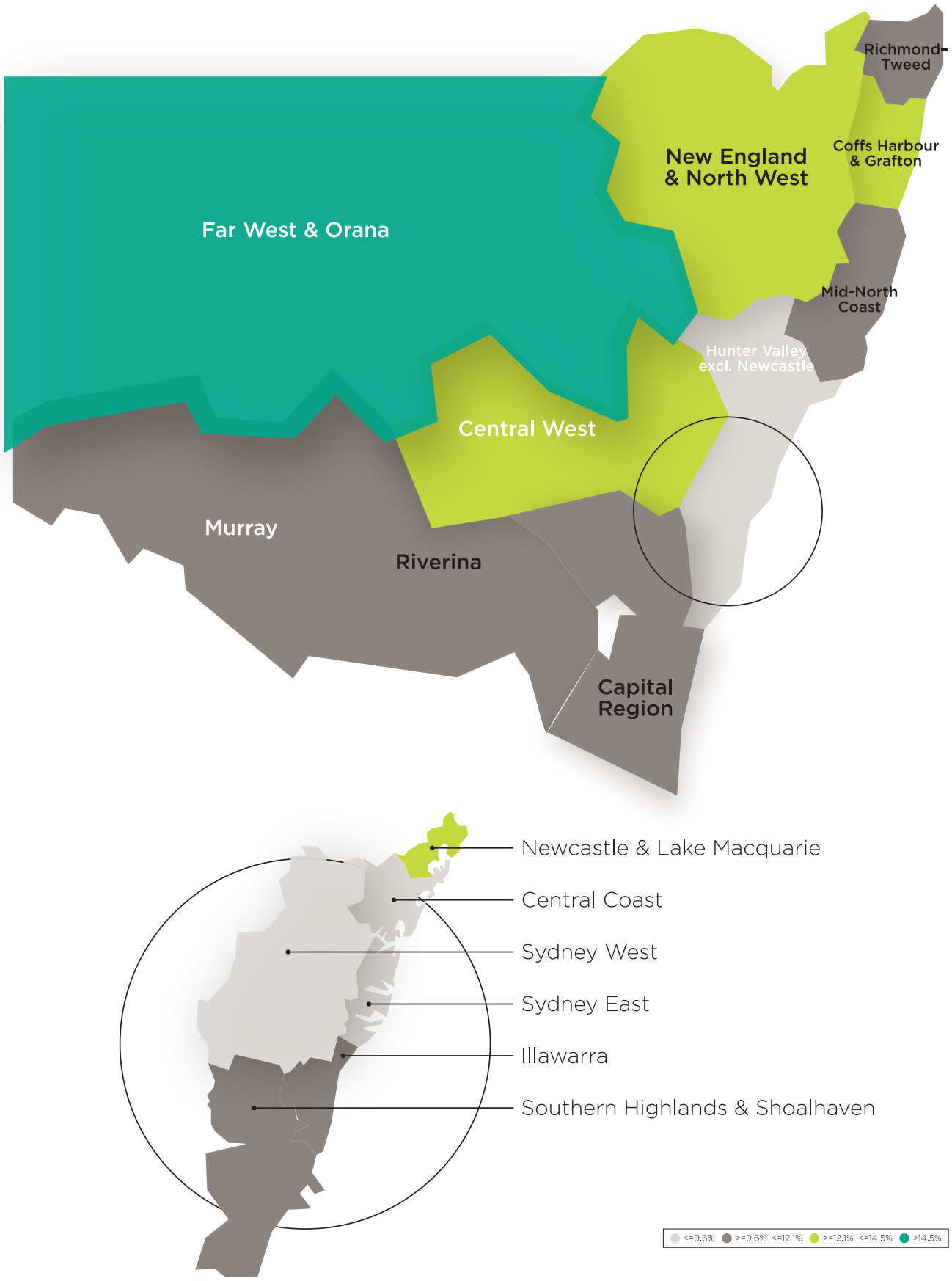
As in previous years, the NSW public sector's contribution to employment varied from region to region. Analysis of the geographic distribution of NSW public sector employees relative to the overall workforce[5] can provide insights about where government employment contributed the most to local and regional economies. Figure 11.2 shows the percentage of employed persons who were NSW public sector employees in each region in 2018.

Figure 11.2 **Public sector employees as a proportion of NSW employed persons, 2018**



At 17.3% (down from 18.7% in 2017), the Far West and Orana region had the highest proportional representation of NSW public sector employees. This contrasts with Sydney East and Sydney West where less than 10.0% of the workforce in each region was employed in the NSW public sector. In most regional areas, the contribution of NSW public sector employment was much greater (as a percentage of the total number of employed people) than it was in Sydney, though the Hunter Valley (excluding Newcastle) had the lowest representation, at 7.6%.

Figure 11.3 **Public sector employees as a proportion of NSW employed persons by region, 2018**



Importers and exporters of talent

The percentage of NSW public sector workers commuting out of their home region for work differs across regions (see Figure 11.4). The Hunter Valley (excluding Newcastle), Central Coast and Illawarra regions had the highest proportions of employees travelling to another region for work (between 30% and 40%). This possibly reflects the lower availability of certain job types in these regions and relative proximity to Sydney, where 58.5% of NSW public sector roles were located on census date. 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 11.4 **Percentage of NSW public sector employees living in each region who commute to another region for work, 2018**

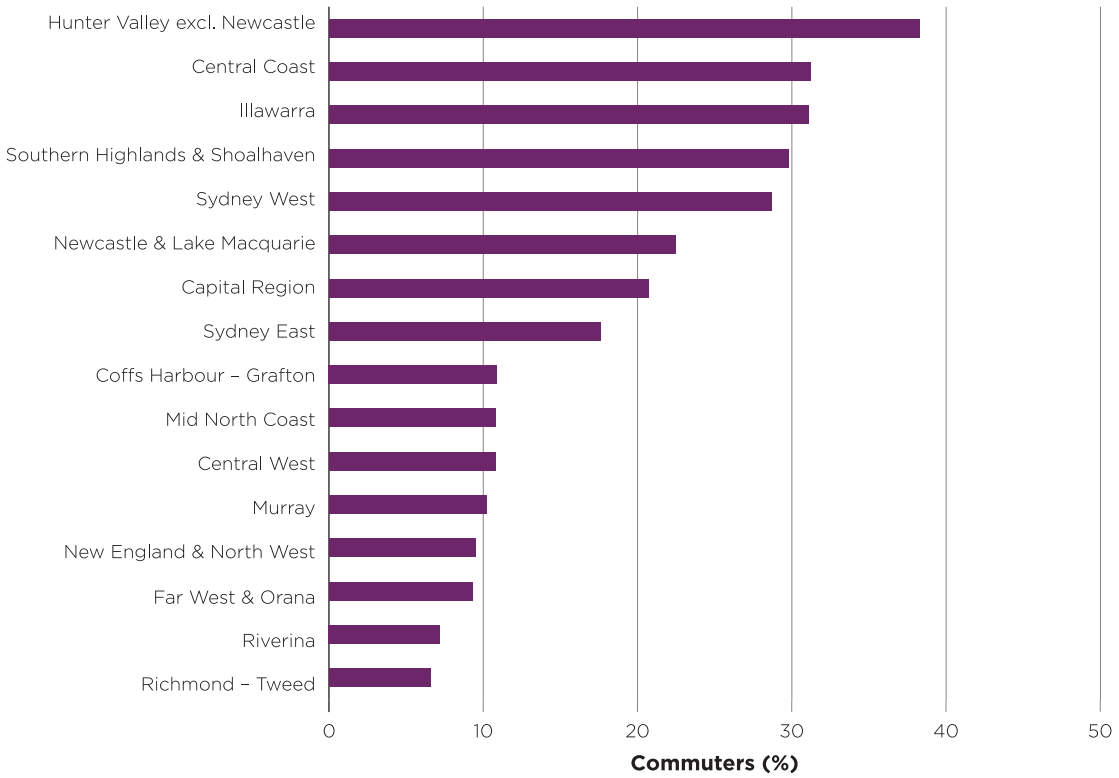
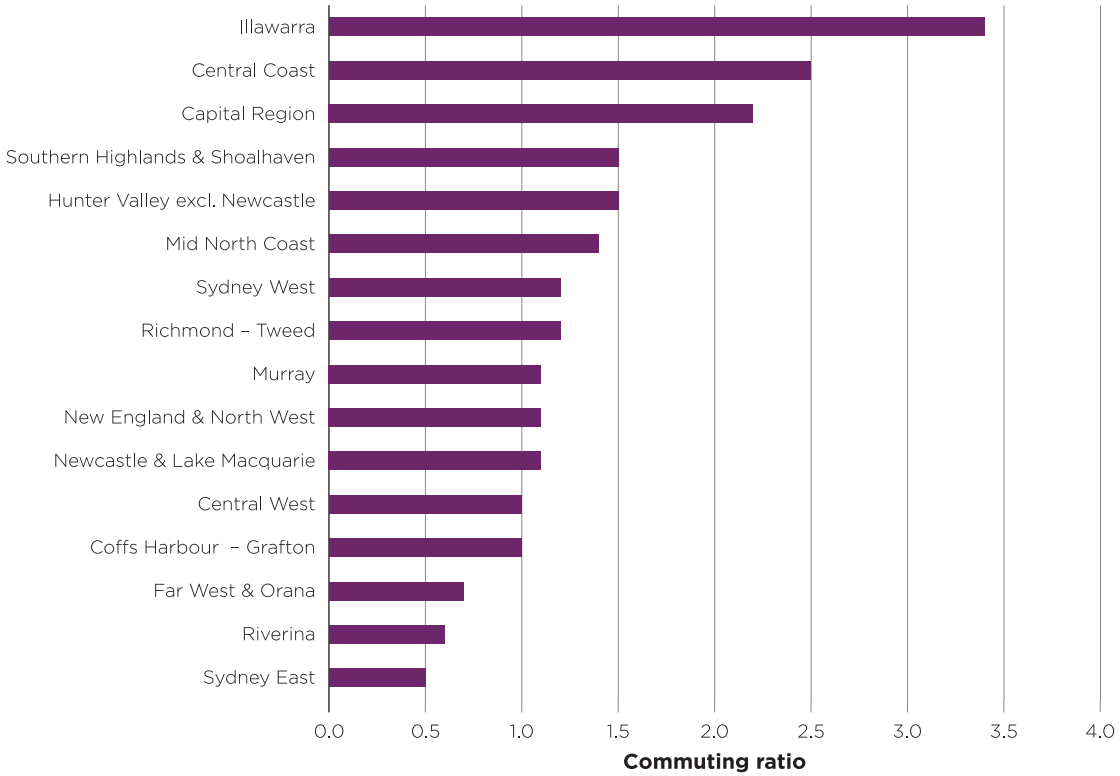


Figure 11.5 shows the commuting ratio (out-to-in) among NSW public sector employees in each region. The highest net exporters were the Illawarra and Central Coast regions, where more than two public sector employees commuted out of their region to work for every one that commuted in. The proximity of these regions to Sydney facilitates larger-scale commuting. Sydney East was once again the most substantial net importer of NSW public sector employees, with only 0.5 people commuting out of the region for every one commuting in to the region for work.

Figure 11.5 **NSW public sector commuting ratio (out-to-in) by region, 2018**



Commuting profile of Sydney and surrounding regions

The employment catchment area of Greater Sydney shown in Figure 11.6 has expanded over recent decades and hosts 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. It 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 to understand how location-based factors affect job availability and competition with candidates from further afield.

Figure 11.6 **Greater Sydney area**

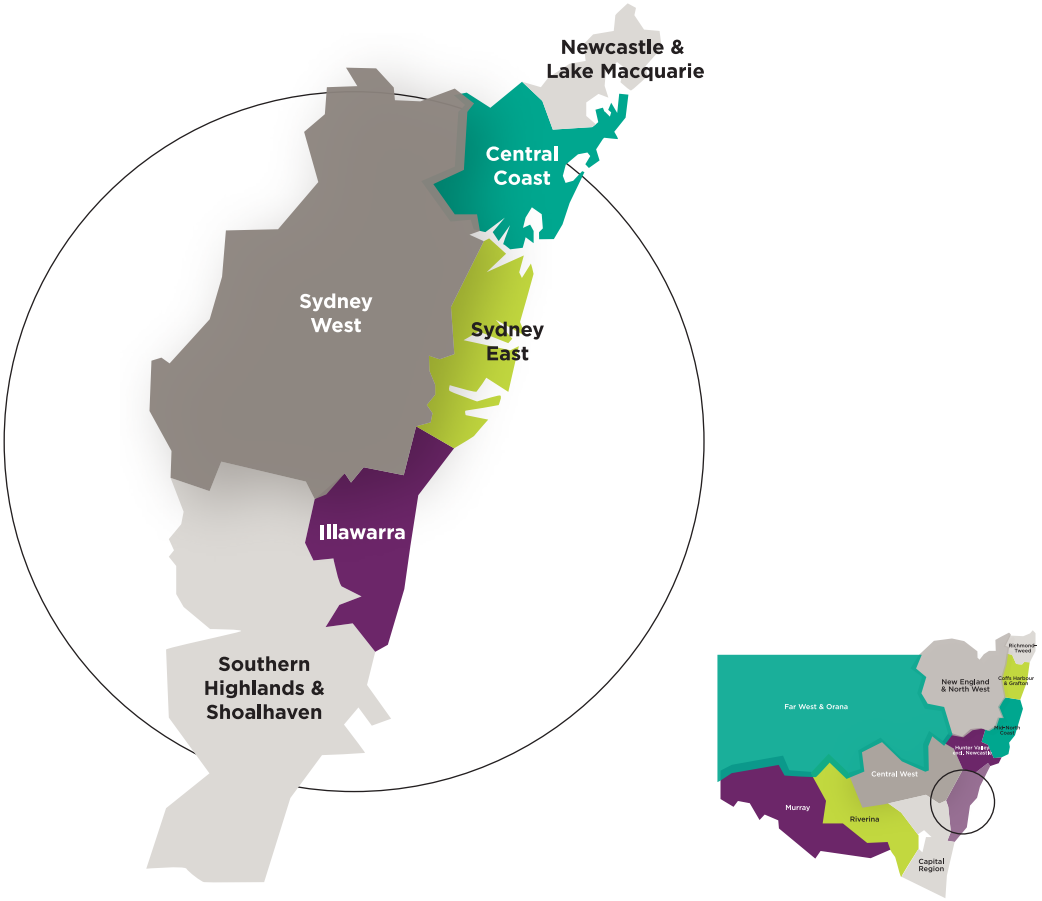


Table 11.3 illustrates the number of NSW public sector employees (including casuals[5]) on the census date who travelled between regions both in and around Sydney for work. The largest proportion of all commuting occurred between Sydney West and Sydney East. Around 20.5% of NSW public sector employees in Sydney East travelled in from Sydney West, and 19.0% of NSW public sector employees in Sydney West resided in Sydney East. Close to 45,000 NSW public sector employees travelled between these two regions for work.

Table 11.3 **Commuting profile of Sydney and surrounding regions, 2018**

	Home region					
Work region	**Sydney East**	**Sydney West**	**Central Coast**	**Newcastle and Lake Macquarie**	**Illawarra**	**Southern Highlands and Shoalhaven**
Sydney East	93,932	26,372	3,649	940	3,313	410
Sydney West	17,541	71,529	922	406	1,580	577
Central Coast	486	193	13,151	1,261	12	—
Newcastle and Lake Macquarie	304	218	954	17,886	17	—
Illawarra	546	362	—	28	13,222	559
Southern Highlands and Shoalhaven	89	256	—	—	740	4,566

Outside Sydney, approximately 9,500 employees commuted from the Central Coast and Illawarra regions to Sydney East or Sydney West. This constituted around 25.2% of employees residing in these regions. Not surprisingly, far fewer employees travelled out of Sydney East and Sydney West to work in the surrounding regions (1,425 and 1,029 respectively), which is consistent with the high concentration of NSW public sector employment in Sydney.

The commuting profile of the Central Coast and Illawarra regions is similar in terms of the proportion of employees travelling to Sydney for work and those working in their home region. More than 90% of all public sector employees residing on the Central Coast or in the Illawarra region either commuted to Sydney or worked in their home region, and a small percentage commuted to other regions (7.4% and 5.5% respectively). The size of the commuting cohort in these regions and their similarity in profile allows a deeper analysis of how salary range differs between those commuting versus those working in their home region.

In both the Illawarra and Central Coast regions, fewer employees on salaries of less than $61,658 commuted to Sydney than those on higher salaries, except for those in the $81,369 to $105,409 band (see figures 11.7 and 11.8).

Figure 11.7 **Commuting profile of public sector employees located in Illawarra region by salary band, 2018**

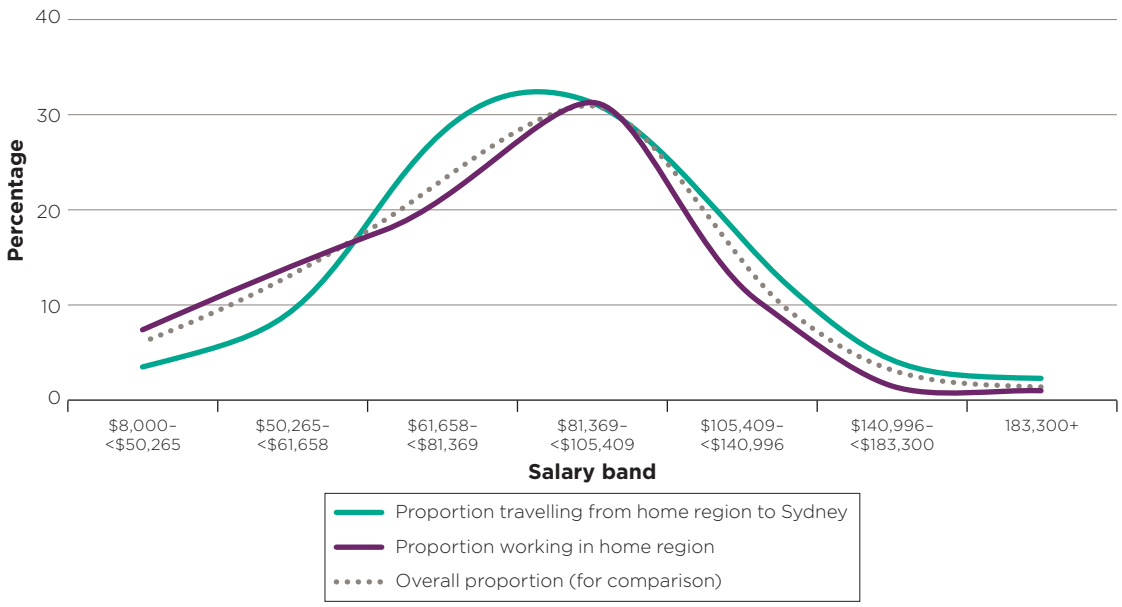


Figure 11.8 **Commuting profile of public sector employees located in Central Coast region by salary band, 2018**

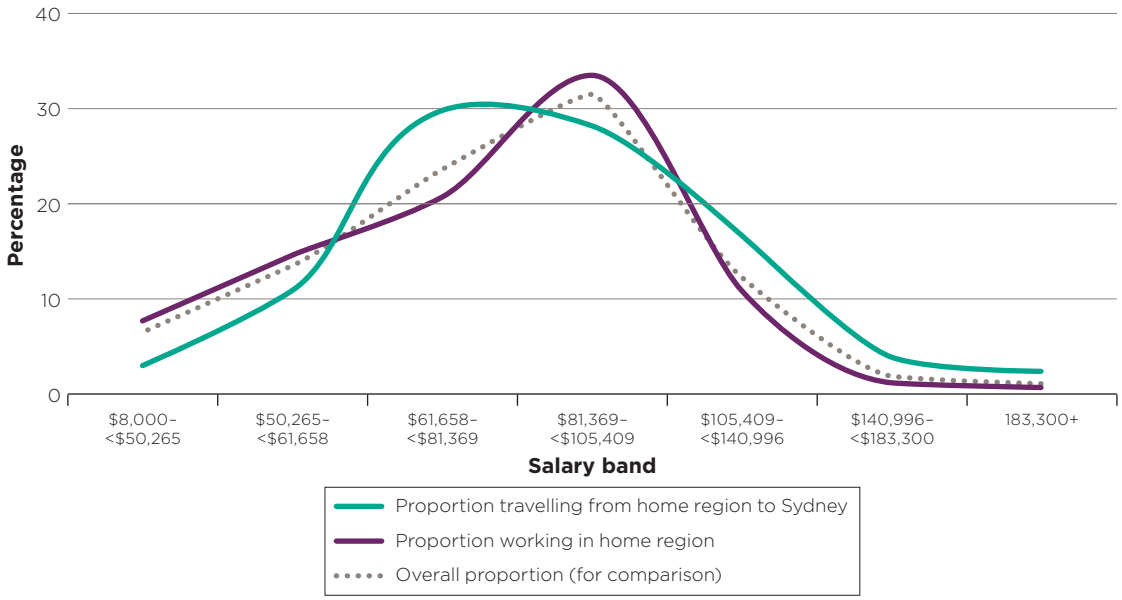


Figure 11.9 highlights the link between remuneration and propensity to commute, with a general increase in the proportion of employees who commute to Sydney in each salary range. On the Central Coast, the proportion of employees in the highest salary range who commuted to Sydney was 40.4 percentage points higher than the proportion in the lowest salary range who commuted (with a corresponding difference of 28.5 percentage points in the Illawarra region). This pattern highlights the importance of regional employment in more highly remunerated and senior executive positions, and the important role that flexible working arrangements (in terms of the location in which work is carried out) could have in attracting and retaining talent in regional areas.

Figure 11.9 **Percentage of public sector employees travelling to Sydney for work by salary band, 2018**

Notes

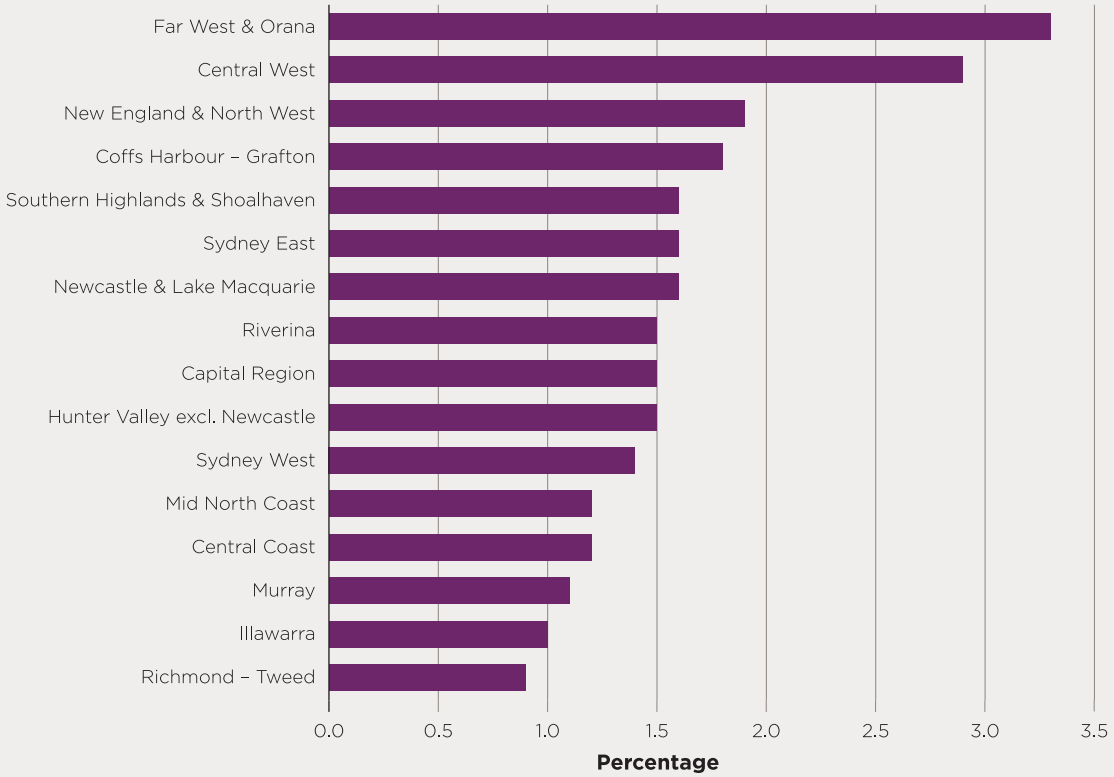
1. Regions are based on the Australian Statistical Geography Standard developed by the Australian Bureau of Statistics. The work locations of 6,355 NSW public sector employees are unknown due to missing postcode or suburb or both data items in the *Workforce Profile* collection. These employees have not been included in denominators when calculating percentages.
2. SA4s, Sydney Collapsed, Excludes 'Unknowns' and 'Outside NSW
3. Australian Bureau of Statistics, 2016, *Population by Age and Sex, Regions of Australia*, 2016, cat. no. 3235.0, released 28 August 2017, http://stat.abs.gov.au/itt/r.jsp?databyregion#/
4. Australian Bureau of Statistics, *Labour Force, Australia, Detailed – Electronic Delivery, June 2018*, cat. no. 6291.0.55.001, released 20 September 2018, http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6291.0.55.001Jul%202017?OpenDocument
5. Inclusion of casual employees gives a better sense of number of people travelling between regions for work

12 Regional profile of the Public Service

The Public Service is a key part of the public sector, comprising 18.6% of the public sector workforce and with 61,358 non-casual FTE at the 2018 census period. It is also a key employer in regional areas. The balance of the location of employees between metropolitan and regional areas has changed over time, with policies supporting the movement of agencies out of office space in Sydney's central business district and focusing on regional employment.

The *Workforce Profile* collects the postcode and work suburb of all employees. The following analysis is based on this data and is subject to its accuracy. All figures exclude records where location cannot be determined due to missing suburb or postcode data.

Figure 12.1 **Public Service employees as a percentage of NSW employed persons, 2018**

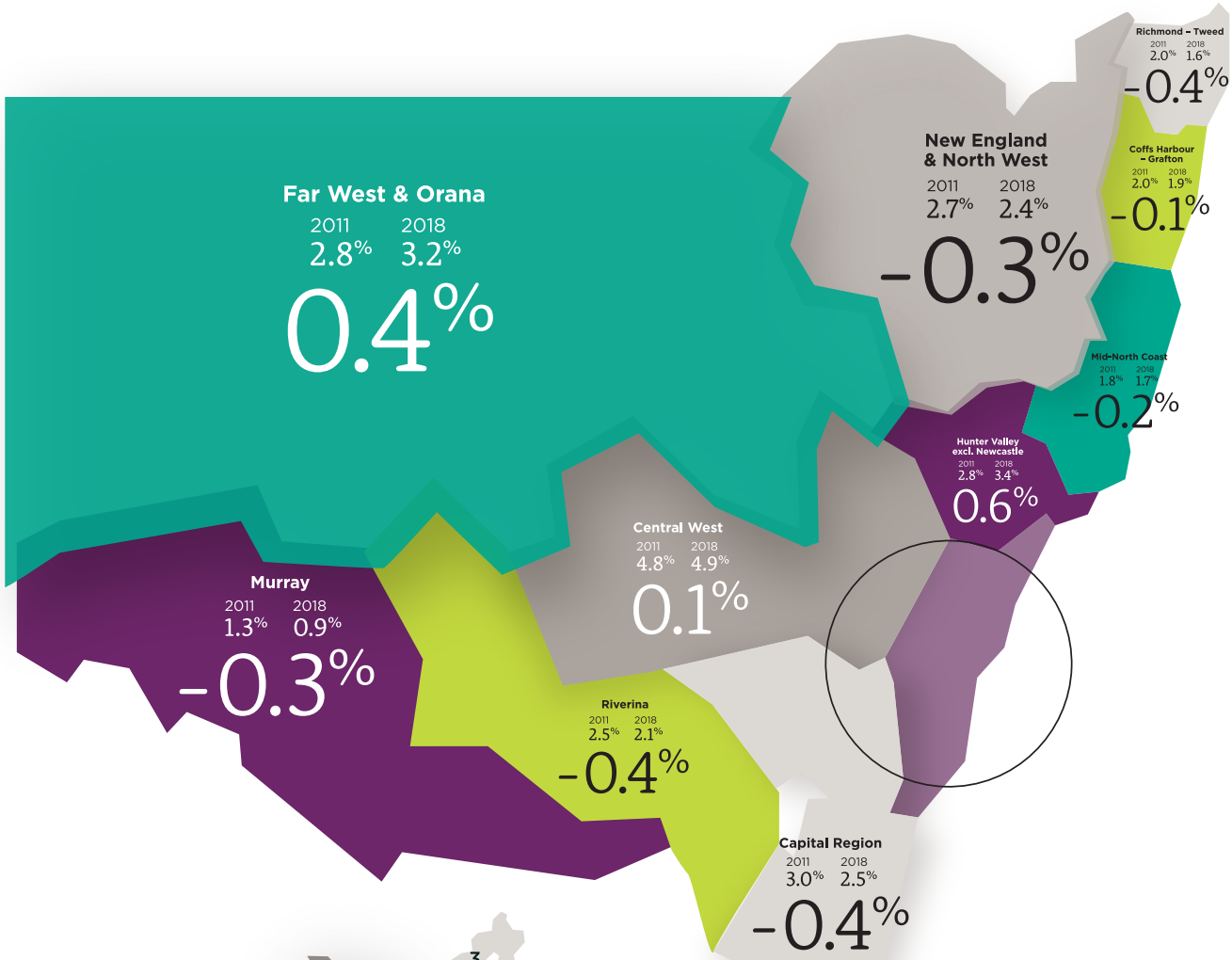


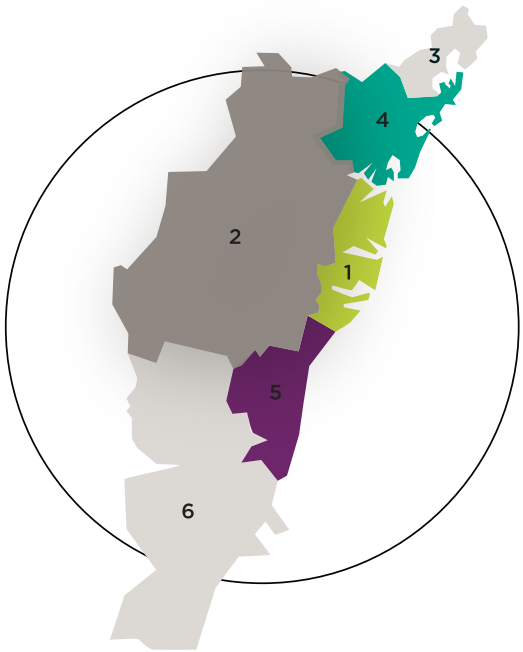
In Far West and Orana, 3.3% of employed persons are Public Service employees, the highest representation of any region.

The percentage of Public Service employees of the total NSW workforce is 1.5% for both metropolitan and regional areas.

Change over time

Figure 12.2 **Proportional change in Public Service FTE distribution by region, 2011 to 2018[1,2]**





Sydney regions

Region	Share FTE 2011 (%)	Share FTE 2018 (%)	Change in share (%)
1. Sydney East	39.5	39.0	-0.5
2. Sydney West	23.0	24.2	1.1
3. Newcastle and Lake Macquarie	4.3	4.8	0.4
4. Central Coast	3.3	3.4	0.1
5. Illawarra	2.6	2.5	-0.2
6. Southern Highlands and Shoalhaven	1.4	1.5	0.1

Between 2011 and 2018, Sydney West[3] experienced the largest growth in proportion of the Public Service, increasing by 1.1 percentage points. All regions within Sydney West recorded an increase in share of FTE, with Parramatta recording the largest share of the increase, changing from 12.2% in 2011 to 13.5% in 2018. The largest fall in share of FTE, of 0.5 percentage points, was in Sydney East. The region within Sydney East that recorded the largest share of the decrease was Sydney City and Inner South, changing from 26.3% in 2011 to 25.6% in 2018.

The total share in FTE for regional areas decreased 0.6 percentage points, from 37.4% in 2011 to 36.8% in 2018. Over the same period, the FTE share for metropolitan areas increased from 62.6% to 63.2%.

The regions that recorded the largest actual Public Service FTE falls between 2011 and 2018 were Richmond – Tweed, decreasing 374 FTE, and Riverina, decreasing 413 FTE. These decreases primarily related to reductions in Family and Community Services due to the privatisation of Home Care Services and the transfer of disability services to the private providers under the NDIS.

Regional profile of Public Service employees

Figure 12.3

Proportion of Public Service in regional areas by cluster, non-casual census period FTE, 2018

The Industry cluster had the highest proportion of FTE working in regional areas, at 60.2% (see Figure 12.3). Employees were spread across all regions, with the highest proportion located in the Central West (24.5%), mainly within Corporate Service Partners and Primary Industries. More than a third of the workforce of the Justice, Education, Family and Community Services, and Finance, Services and Innovation clusters was located in regional areas. Premier and Cabinet had a low regional presence, with 4.3% of the workforce located in the regions, while no Health or Treasury employees were located in regional areas. It should be noted that Health and Transport maintain a large regional presence in the Health Service and Transport Service within the broader public sector.

Figure 12.4 **Percentage point change of Public Service regional representation by cluster, non-casual census period FTE, 2017–18**

Figure 12.4 shows the changes in regional presence from 2017. While there were increases and decreases across the clusters, the overall proportion of the Public Service working in regional areas remained unchanged, at 36.8%. Planning and Environment, and Industry were the only two clusters with a decrease in the proportion of Public Service FTE located in regional areas. The proportion in Planning and Environment dropped by 3.9 percentage points, and Industry by 1.1 percentage points. Education showed the highest increase in the proportion of Public Service FTE in regional areas.

Table 12.1 Public Service in regional areas by cluster, non-casual census period FTE, 2018 (and change from 2017)[1,4]

Region	Education	Family & Community Services	Finance, Services & Innovation	Industry	Justice	Planning & Environment	Premier & Cabinet
Capital Region	79 (-18)	165 (-102)	111 (10)	178 (7)	624 (-17)	272 (-19)	–
Central Coast	101 (-3)	386 (-112)	654 (77)	64 (-1)	611 (26)	56 (32)	–
Central West	191 (-20)	231 (-188)	624 (24)	813 (84)	733 (7)	134 (-18)	13 (4)
Coffs Harbour – Grafton	52 (-22)	138 (-42)	97 (8)	152 (6)	406 (30)	192 (-7)	–
Far West and Orana	117 (-19)	185 (-71)	60 (9)	244 (-2)	896 (117)	304 (-13)	7 (0)
Hunter Valley excluding Newcastle	105 (11)	213 (-106)	367 (10)	292 (12)	844 (206)	108 (-238)	–
Illawarra	175 (-61)	287 (-212)	136 (-12)	71 (10)	623 (12)	74 (-15)	8 (0)
Mid North Coast	87 (-26)	144 (-85)	55 (-5)	76 (8)	438 (24)	133 (-33)	–
Murray	48 (-4)	88 (-105)	46 (5)	160 (8)	97 (2)	72 (-4)	–
New England and North West	176 (-13)	208 (-100)	74 (13)	397 (24)	372 (-1)	117 (-8)	–
Newcastle and Lake Macquarie	150 (-81)	996 (-153)	442 (76)	276 (53)	642 (18)	151 (36)	6 (0)
Richmond – Tweed	87 (-28)	217 (-84)	92 (3)	160 (-9)	259 (20)	65 (10)	–
Riverina	118 (-20)	182 (-57)	72 (16)	338 (-7)	332 (3)	115 (-9)	–
Southern Highlands and Shoalhaven	42 (1)	84 (-76)	49 (13)	98 (-1)	454 (54)	123 (-18)	–
Total regional areas	**1,527 (-302)**	**3,524 (-1,494)**	**2,878 (247)**	**3,319 (192)**	**7,331 (502)**	**1,915 (-303)**	**60 (4)**

2018 has 4.2% missing region data compared with 0.4% for 2017, increase in missing data could impact reported change in regional representation.

Table 12.1 shows that across all regional areas, the Justice cluster had the highest number of Public Service FTE (7,331), with 36.3% located in regional areas. Far West and Orana had the highest FTE at 896, followed by the Hunter Valley excluding Newcastle at 844. Corrective Services made up 53.7% of these employees.

Finance, Services and Innovation, Justice and Industry clusters all experienced increases in FTE in regional areas in 2018. For all three clusters, the increases are spread across regions. The highest increase in Finance, Services and Innovation was on the Central Coast (77) which primarily related to an increase in the Long Service Corporation. The highest increase in Justice was in the Hunter Valley excluding Newcastle in Corrective Services (210), while the highest increase in Industry was in the Central West (84) and related to increases in Corporate Service Partners and Local Land Services.

The largest decrease in regional areas was in Family and Community Services (FACS), primarily due to the transfer of disability services to private providers under the NDIS. This affected all regional areas, ranging from a decrease in FTE of 212 in the Illawarra region (14.2% of the overall decrease in FACS) to a decrease of 42 in Coffs Harbour – Grafton (3% of the overall decrease). Education, and Planning and Environment were two other clusters with notable decreases in regional FTE.

There were large regional movements in the Planning and Environment and Education clusters. However, these had notably higher proportions of missing location data in 2018 than 2017 which is likely impacting the results (see Table 12.2).

Table 12.2 **Proportion of Public Service employees with missing postcode or suburb data, 2017–18**

Cluster	Percentage of cluster missing data 2017	Percentage of cluster missing data 2018
Education	0.0	26.7
Family & Community Services	0.0	0.1
Finance, Services & Innovation	0.7	0.2
Health*	6.2	4.4
Justice	0.0	0.0
Planning & Environment	0.1	5.8
Premier & Cabinet	9.3	7.4

*All public servants within Health are located in Sydney

Regional profile of senior executives in the Public Service

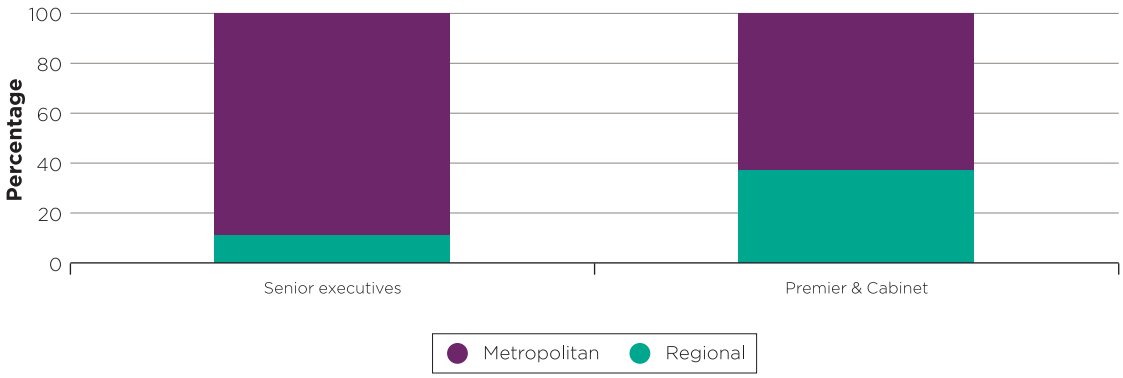
Executives in regional areas

11.2% in 2018 (**12.6**% in 2017)

Regionally based senior executive roles provide a career path for employees located in regional areas and can utilise the benefit of understanding of local context in policy and program development and implementation. In 2018, around 11.2% of all Public Service senior executives were based in regional areas. This was around a third the level of all Public Service employees who were based in regional areas (37.2%).

Figure 12.5

Proportion of senior executives in regional and metropolitan areas compared to total Public Service employees, census headcount, 2018



The proportion of senior executives in regional areas decreased 1.4 percentage points from 2017 (12.6%). The Central West had the largest proportion (26.2%) of senior executives of all regional areas, as the Industry cluster had 24 senior executives employed with Primary Industries and a further 19 executives in Corporate Service Partners in this region.

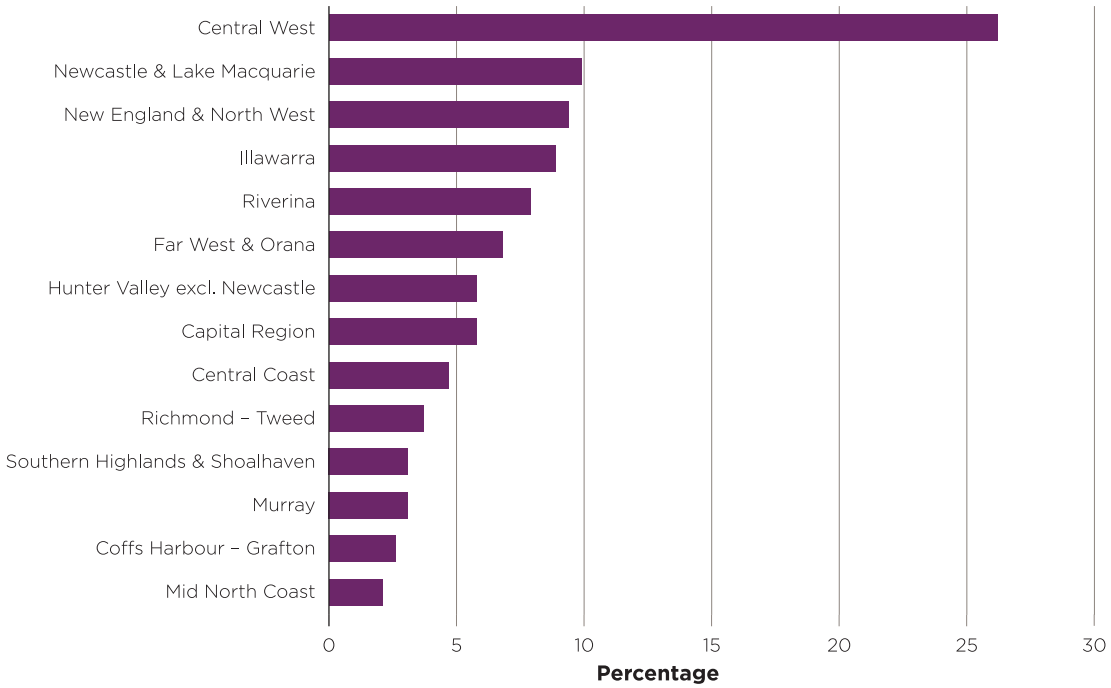
Around 10% of records for senior executives were missing the postcode or suburb, up from 2.5% in 2017 (see Table 12.3). Education, and Planning and Environment had the largest increase in missing location data in senior executive records, limiting the ability to analyse their movements.

Table 12.3 **Proportion of senior executives in the Public Service with missing postcode or suburb data, 2018**

Cluster	Percentage of senior executives with missing postcode/suburb data, 2017 (%)	Percentage of senior executives with missing postcode/suburb data, 2018 (%)
Education	0.0	44.4
Finance, Services & Innovation	2.8	0.0
Health*	6.1	4.7
Planning & Environment	0.0	8.1
Premier & Cabinet	19.0	17.6

*All public servants within Health are located in Sydney

Figure 12.6 **Proportion of senior executives in the Public Service by regional areas, census headcount, 2018**



At a cluster level, 42.9% of senior executives based in regional areas were in the Industry cluster. The next highest number was in Planning and Environment, which had 16.8% of regionally based senior executives.

Table 12.4 **Number of senior executives by region, census headcount, 2017–18**

Region	2017	2018	Change 2017–18
Capital Region	10	11	1
Central Coast	16	9	- 7
Central West	55	50	- 5
Coffs Harbour – Grafton	8	5	-3
Far West and Orana	15	13	- 2
Hunter Valley excluding Newcastle	23	11	- 12
Illawarra	22	17	- 5
Mid North Coast	5	4	-1
Murray	7	6	- 1
New England and North West	10	18	8
Newcastle and Lake Macquarie	17	19	2
Richmond – Tweed	11	7	- 4
Riverina	11	15	4
Southern Highlands and Shoalhaven	8	6	- 2
Total regional areas	**218**	**191**	**- 27**

There were 27 fewer senior executives in regional areas in 2018 compared to 2017. The largest decreases across regions related to the Planning and Environment and Education clusters. However, these are likely being impacted by their higher proportions of missing location data in 2018. There were seven fewer senior executives in Finance, Services and Innovation in regional areas compared to 2017. The largest decrease was on the Central Coast in SafeWork NSW (with three fewer senior executives). Premier and Cabinet also recorded a decrease of seven senior executives in regional areas, however this stemmed from a data-quality issue in 2017.

The only cluster to have an overall increase in senior executives was Industry, with 10 more in the regional areas. Increases occurred in the Central West (five), Newcastle and Lake Macquarie (four), and the Capital region (two). The increase in the Central West was primarily in Corporate Service Partners (four) and Primary Industries (four). In Newcastle and Lake Macquarie the increase was in Crown Lands and the Water Division (four).

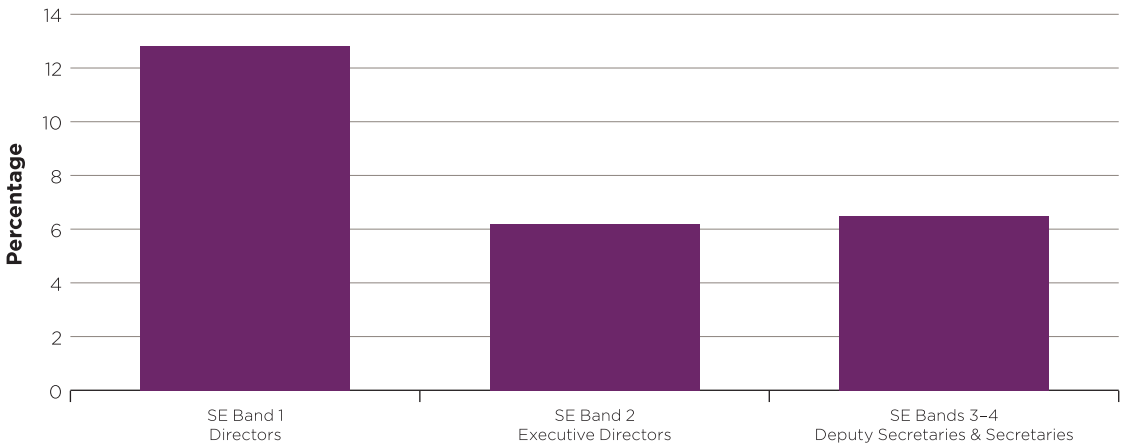
A higher proportion of executive appointments in metropolitan areas contributed to a relative decrease in the representation of senior executives in regional areas. Increases occurred in the Office of Environment and Heritage, Planning and Environment, Skills and Economic Development, and Service NSW. The majority (eight) of the newly appointed senior executives work in Parramatta, followed by the City and Inner South regions.

Analysis of the number of senior executives by band reveals a lower proportion of higher-band roles in regional areas.

Table 12.5 **Number of senior executives in regional areas by executive bands 1–4, census headcount, 2018**

	SE Band 1 – directors	SE Band 2 – executive directors	SE Band 3–4 – deputy secretaries and secretaries
Regional	164	21	6
Metro	1,122	316	81

Figure 12.7 **Percentage of senior executives in regional areas, census headcount, 2018**



According to 2018 data, 12.8% of Public Service Band 1 executives are located in regional areas. This proportion drops to 6.2% for Band 2 executives and 6.9% for Band 3 and Band 4 executives.

Only five regional areas had Band 3 executives: Central West (in the Industry cluster), Illawarra (in Justice), Newcastle and Lake Macquarie (in Industry, and Planning and Environment), Richmond – Tweed (in Family and Community Services) and Southern Highlands and Shoalhaven (in Planning and Environment). Band 2 executives were spread across regions except for Far West and Orana, Mid North Coast, Murray, New England and North West, and Riverina. Band 1 executives were located in all regional areas. The highest number was in the Central West, with 41 senior executives. Three other regions had fewer than five Band 1 executives. The Industry cluster had the highest number of Band 1 and Band 2 executives based in regional areas, with 43.0% of regional Band 1 executives and 42.9% of regional Band 2 executives.

Notes

1. The FTE figures are indicative only as in 2011 the only location data item collected was postcodes. This data did not align with SA4 boundaries as one postcode can overlap boundaries. FTE is apportioned across relevant SA4s using weightings as per ABS population concordance tables. For the purposes of this table, 2018 FTE is reported using this same methodology to allow for a more accurate comparison.
2. Around 4.2% of data collected in 2018 have missing postcodes, compared to just 0.02% missing postcodes in 2011
3. Sydney West comprises SA4 areas of Baulkham Hills and Hawkesbury, Blacktown, Outer South West, Outer West and Blue Mountains, Parramatta and South West
4. Numbers have been suppressed where FTE is five or less

13 Data sources, conventions and 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 and planning are 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 0.04% 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 28 June, 2018.

Data limitations

The following data limitations are noted:

1. Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing agencies.
2. Differences in totals in some tables, compared to summary figures, may occur due to rounding, or missing, withdrawn or invalid data. Variations between the data in this document and that published by individual agencies may differ due to differences in timing, data definitions and methodologies employed.
3. All data represents a 'snapshot' at slightly different points in time and is subject to revision. The *Workforce Profile* data includes all data submitted and verified as at 3 October 2018, recruitment data (*I work for NSW* data) was extracted on 5 September 2018, and contingent labour was that supplied by NSW Procurement for the financial year 2018.

Regional reference table

The regions presented in this report were compiled from ABS SA4 regions.

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

Glossary

This section defines the terminology used in this report.

Term	Business definition
Aboriginal and/or Torres Strait Islander employees	Employees who identify as being of Aboriginal or Torres Strait Islander descent and who are accepted as such by the community in which they live.
Annual reference period	The annual reference period starts on the day following the last pay date of the previous financial year and ends on the last pay day of the current financial year.
Annual remuneration	The annual salary or salary package that an employee would receive if they worked full-time. It excludes overtime, allowances and lump sum payments. It is different to actual earnings, which are affected by factors such as part-time work, overtime, allowances and lump sum payments.
ANZSCO	Australian and New Zealand Standard Classification of Occupations (ANZSCO ABS Cat. No. 1220.0). ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets. ANZSCO has five hierarchical levels: major group, sub-major group, minor group, unit group and occupation. Occupations are the most detailed level of classification. They are grouped to form unit groups, which in turn are grouped into minor groups. Minor groups are aggregated to form sub-major groups, which in turn are aggregated at the highest level to form major groups.
ANZSCO major group	ANZSCO organises occupations into progressively larger groups on the basis of their similarities in terms of skill level and specialisation. The 'major group' level provides only a broad indication of skill. Major groups are: • the broadest level of ANZSCO • formed using a combination of skill level and specialisation to create groups that are meaningful and useful for most (statistical and administrative) purposes.
ANZSCO minor group	ANZSCO minor groups are: • subdivisions of the 'sub-major group' classification • distinguished from other minor groups in the same sub-major group mainly on the basis of skill specialisation.
Census date	The census date is the last pay day of the annual reference period.
Census period	The last pay fortnight of the reference period.
Commuting ratio (out-to-in)	The number of employees who commute out of a region to another region for work compared to the number of employees travelling into the same region for work. For example, the Illawarra region has a commuting ratio of 3.4 in 2018, which means 3.4 workers commute out of the region for every worker commuting in.
Completed applications	The number of applications for 'open' or 'filled' *I work for NSW* requisitions where the latest application completion date is in the reference period.
Diversity	Workforce diversity initiatives in the government sector aim to build a workforce that reflects the diversity of the wider community. Under the *Government Sector Employment Act 2013*, diversity groups include Aboriginal and Torres Strait Islander 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 estimate	Shows whether an agency meets the diversity response rate threshold of 65%. The estimate is calculated by dividing the number of diversity group members counted by the number of respondents to at least one diversity question in any given year and then multiplying by the total number of employees.
Diversity response rate	Calculated by taking the number of employees who identify as belonging to any combination of diversity group classification, including 'English not first language spoken', 'racial, ethnic, ethno-religious minority group', 'disability' and 'Aboriginal and/or Torres Strait Islander', and dividing by the total number of employees.
Employment arrangement	A non-casual employee's work arrangement, classified by full-time or part-time status.

Term	Business definition
Employment categories	Defined according to the nature of a worker's employment contract with an agency. Categories include: • ongoing – employed on a continuing basis to perform ongoing functions • temporary – non-casual employees who do not have ongoing conditions of employment or individual employment contracts, and who are employed for a specific period of time • casual – employees engaged to perform work 'as required' and who are paid at an hourly rate equal to the relevant classification of the position, with a loading • executive – includes Public Service senior executives employed under contracts starting before the implementation of the *Government Sector Employment Act 2013* (GSE Act); senior executives employed under Division 4 of Part 4 of the GSE Act; and other public sector senior executives under contract arrangements, including Health, Transport and Police executives. Excludes senior officers and their equivalents • contract – employees (non-executive) who are employed via a fixed-term individual contract. Excludes contractors and consultants engaged on a fee-for-service basis • other – all other employment categories, including cadets, trainees, apprentices, retained staff, sessional workers, seasonal workers and statutory appointees.
Full-time employees	Employees who usually work 35 hours or more a week. See Australian Bureau of Statistics, Labour Statistics: Concepts, Sources and Methods (cat. no. 6120.0).
Full-time equivalent (FTE) workforce	A standardised way of describing the size of the workforce based on the total number of ordinary time paid hours worked (excluding overtime and unpaid work). 'FTE workforce' describes the total number of full-time employees required to account for all ordinary time paid hours worked. It is not a count of the number of employees. For example, two employees who both work half the standard number of full-time hours will together be counted as one FTE employee. The FTE workforce can be measured during a period, such as the last pay period of the financial year (census period). Since the same method of counting can be applied to each agency, FTE staffing figures provide the most accurate indication of resource levels within the NSW public sector.
Gender pay gap	Calculated according to a method devised by the Organisation for Economic Co-operation and Development and defined as the difference between the median salary of males and females relative to the median salary of males. Employee salary is the full-time base remuneration of the role, regardless of whether the employee is working part-time or full-time.
Headcount	Total number of employees at a given time. Employees with multiple periods of employment in a single agency during the year are counted only once by most agencies. However, the payroll systems used by some agencies do not link employment periods, so these agencies report each period of employment as a separate employee. Employees with periods of employment in different agencies during the year are counted as separate employees in each agency. In the health sector, this also applies to employees working in more than one Area Health Service. Headcounts include all employees who worked during a period, even if they only worked for one day. Total employees (headcount) figures and full-time equivalent (FTE) figures are both reported because they provide different perspectives of the workforce. FTE translates the headcount figures into a proportion of the hours worked by an FTE staff member. For example, a person working one day per week would be counted as 1.0 under the headcount and 0.2 under FTE (that is, they work 20% of the time that a full-time employee works). Headcount figures therefore provide a picture of how many people were employed during the period, whereas FTE is a more accurate indicator of resource levels.
Job advertisements	The number of 'open' and 'filled' *I work for NSW* requisitions where the latest application completion date is in the reference period.
Job mobility	Changes in employment status of an employee, including commencement in an agency, promotion to a higher level, transfer from one agency to another, and exit from the agency or public sector.
Language first spoken as a child	The language the person first spoke as a child, as distinct from the preferred language or language usually spoken at home.
Median	The middle value of a distribution, where half of the values are above and half are below. The median is often preferred over the mean in calculating the middle ground in a set of values as it is less sensitive to extreme values than the mean.
Non-casual employees	All persons engaged to work in a NSW Government agency and paid via the agency's payroll system, excluding employees working for an hourly rate (casual, sessional, seasonal and retained staff).

Term	Business definition
NSW employed persons	The Australian Bureau of Statistics defines employed persons as all those aged 15 years or over who, during the reference week: • worked for one hour or more for pay, profit, commission or payment in kind in a job or business, or on a farm (comprising employees, employers and own account workers); or • worked for one hour or more without pay in a family business or on a farm (i.e. contributing family workers); or • were employees who had a job but were not at work and were: – away from work for less than four weeks up to the end of the reference week; or – away from work for more than four weeks up to the end of the reference week and received pay for some or all of the four-week period to the end of the reference week; or – away from work as a standard work or shift arrangement; or – on strike or locked out; or – on workers' compensation and expected to return to their job; or – were employers or own account workers, who had a job, business or farm, but were not at work.
Ongoing employees	Those employed on a continuing basis to perform ongoing functions.
Openings	The number of available positions for 'open' and 'filled' *I work for NSW* requisitions where the latest application completion date is in the reference period and the number of openings was less than 99. This calculation excludes requisitions that were recorded as having unlimited openings.
Paid unscheduled absence	Sum of hours of paid sick leave and paid carers leave hours taken during the reference period. This includes employees with valid sick leave entitlement and annual FTE not missing.
Part-time employees	Employed persons who usually work less than 35 hours a week. (See Australian Bureau of Statistics, *Labour Statistics: Concepts, Sources and Methods*, cat. no. 6120.0.)
Person with disability	A person who identifies as having a disability – that is, having one or more of the following limitations or restrictions: • a long-term medical condition or ailment • speech difficulties in their native language • a disfigurement or deformity • a psychiatric condition • a head injury, stroke or any other brain damage • loss of sight or hearing • incomplete use of any part of their body • blackouts, fits or loss of consciousness • restriction in physical activities or physical work • slowness at learning or understanding • any other condition resulting in a restriction.
Public sector exit rate	The number of employees who left the public sector during the year as a proportion of the average number of people employed during the year.
Senior executive cohort	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 Act 2013*.
Senior leader	Government sector employees with a salary equal to or higher than Senior Officer Grade 1, who lead people and/or services. Excludes Health Service roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles of a statutory or institutional character (for example, judges and magistrates).
Separation rate	The number of employees who left an agency during the year as a proportion of the average number of people employed during the year.
Statistical Areas Level 4 (SA4)	Statistical Areas Level 4 (SA4s) are geographical areas within an Australian Bureau of Statistics (ABS) geographical framework for the collection, analysis and release of regional data. They are the largest sub-state regions in the Australian Statistical Geography Standard, designed for the output of such data as the ABS Labour Force Survey data, which reflects labour markets within each state and territory.
Successful applications	The number of *I work for NSW* 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.

Term	Business definition
Tenure	The length of employment within an agency.
Time to hire	The average number of weeks from the 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 members whose employment conditions require them to undergo a designated training program as part of their vocational development.

Workforce Profile Report 2018

Access this report online at:
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