

# Workforce Profile Report 2019

## Foreword

This year marks the 21st anniversary of the NSW Government's *Workforce Profile*. The *Workforce Profile Report* provides insight into the NSW public sector, the largest employer in Australia and a key source of employment in regional NSW. It is a companion to the *State of the NSW Public Sector Report*, providing a deeper analytic perspective on workforce characteristics and trends.

The 2019 *Workforce Profile* highlights several important aspects of the public sector:

- Key frontline roles continued to increase, and the full-time equivalent (FTE) number of Nurses, Teachers and Police increased by 1.2% in 2019.
- The public sector remains an important regional employer, accounting for up to 20% of employment in some regions. This year's report continues to analyse the representation of the broader public sector in regional areas, as well as provide a focus on public servants and senior executives, recognising the importance that these roles have in local decision making and regional career paths.
- There has been progress in increasing the diversity of the workforce in 2019 but challenges remain. For the first time since 2012 the representation of people with disability did not decline, staying at an estimated 2.5%. The rate of commencement of people with disability increased relative to separations in 2019, and the target of 5.6% representation by 2025 has been added to the Premier's Priority for a world class Public Service.
- The public sector is on track to exceed the Premier's Priority target to double the number of Aboriginal senior leaders by 2025, while achieving gender equity in senior leaders poses more of a challenge. Female senior leader representation increased to 40.3% in 2019, however at the current rate of progress this target will not be met in 2025.
- There were an estimated 3.5% Aboriginal and Torres Strait Islander employees in the public sector in 2019. The *Aboriginal Employment Strategy 2019-2025* increased the target for Aboriginal peoples across all salary ranges to 3.0%, and while this has been achieved in the lower salary ranges, the upper ranges are below the target.
- The gender pay gap widened to 2.2% in 2019 from 1.1% in 2018. This primarily related to changes in lower remunerated roles, with 4.1 percentage points higher growth in the proportion of women paid below the median salary relative to men.

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.

Scott Johnston

Acting Public Service Commissioner

## Chapter One

# Executive summary

### Size of the sector 2019



Census period FTE

**337,787** +2.7% vs 2018



Employee headcount

**407,999** 9.8% of all NSW employed persons are NSW public sector employees

### Public sector employment



Metro/regional

**40.4%** of FTE are located in **regional areas**



Median salary

**\$87,926** +2.5% vs 2018

Australian full-time adult average weekly earnings increased by 3.0%



Median tenure

**8.5 years**

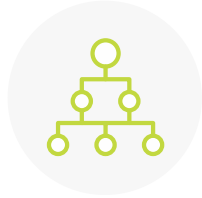
76.2% of roles are ongoing

# Public sector diversity



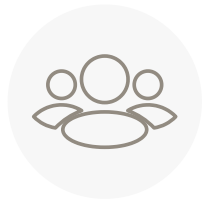
## Women

**65.4%** of employees, **+0.3pp** vs 2018



## Female senior leaders

**40.3%** of government sector, **+1.6pp** vs 2018



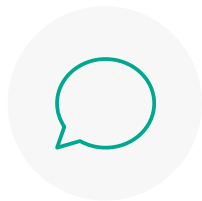
## Disability

**2.5%** of employees; no change from 2018



## Median age

**44 years**  
No change from 2018  
**27.4%** aged under 35  
**24.3%** aged 55 and over



## English as a second language

**18.3%** of employees, **+0.2pp** vs 2018



## Aboriginal and Torres Strait Islander peoples

**3.5%** of employees, **+0.2pp** vs 2018



## Aboriginal and Torres Strait Islander senior leaders

**98** **+11** vs 2018

## Chapter Two

# Size and composition



**NSW employed persons**

**9.8%**

of all NSW employed persons are NSW public sector employees

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**NSW public sector census headcount**

up by **11,756** or **3.0%**

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**Growth in NSW employed persons**

**3.1%**

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**Growth in NSW public sector**

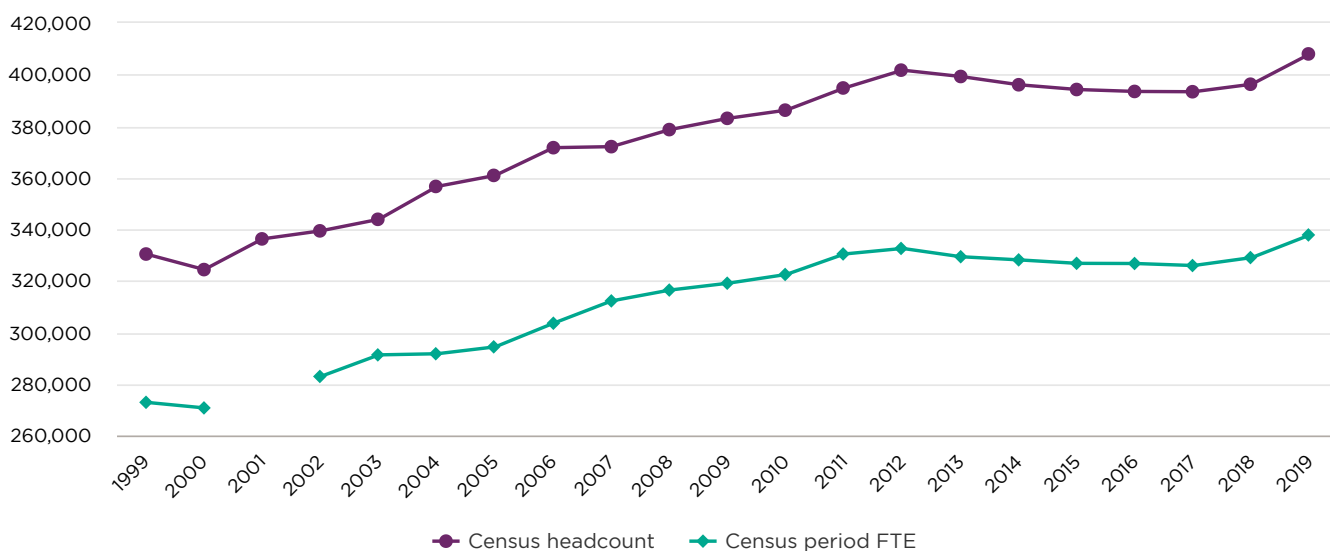
**3.0%**

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## Size of the NSW public sector workforce

The NSW public sector is the largest employer in Australia, and now employs more people than at any time since 1999. Figure 2.1 and Table 2.1 show that in 2019 the number of census period full-time equivalent (FTE) employees increased by 2.7% compared to 2018 (+8,782 FTE), and the census headcount increased by 3.0% (+11,756).

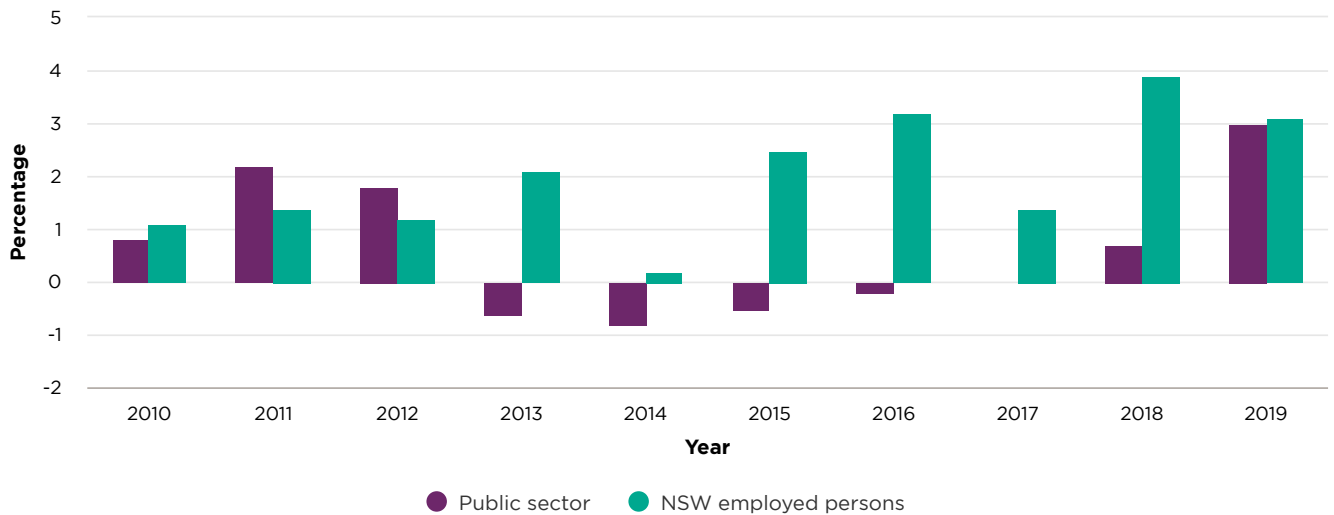
**Figure 2.1: Public sector census headcount and census period FTE, 1999–2019**



**Table 2.1: Public sector census headcount and census period FTE, 2010–2019**

Year	Census headcount	Change from previous year (%)	Census period FTE	Change from previous year (%)
2010	386,185	0.8	322,452	1.1
2011	394,789	2.2	330,400	2.5
2012	401,703	1.8	332,555	0.7
2013	399,243	-0.6	329,336	-1.0
2014	396,036	-0.8	328,111	-0.4
2015	394,194	-0.5	326,765	-0.4
2016	393,442	-0.2	326,706	0.0
2017	393,333	0.0	325,917	-0.2
2018	396,243	0.7	329,005	0.9
2019	407,999	3.0	337,787	2.7

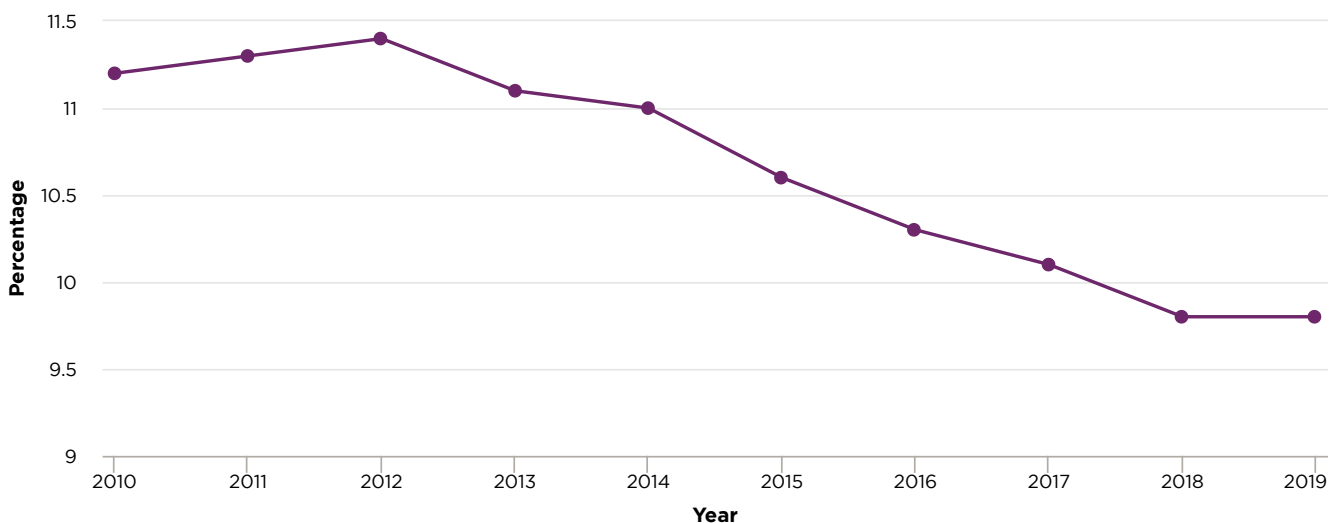
**Figure 2.2: Annual percentage change in the size of the public sector workforce (census headcount) and NSW employed persons, 2010–2019<sup>1</sup>**



The increase in the size of the NSW public sector was consistent with the increase in the broader NSW workforce over the same period. This is in contrast with the trend of recent years where the sector either decreased or grew at a slower rate than the broader workforce. Figure 2.2 highlights that the broader workforce increased by 3.1% in 2019 while the NSW public sector increased by 3.0% over the same period.

The proportion of NSW employed persons who worked for the NSW public sector stayed at 9.8% in 2019 (see Figure 2.3). This follows six years of decreases from the highest level of representation of 11.4% in 2012.

**Figure 2.3: Public sector census headcount as a percentage of NSW employed persons, 2010–2019<sup>1</sup>**



## Composition of the NSW public sector

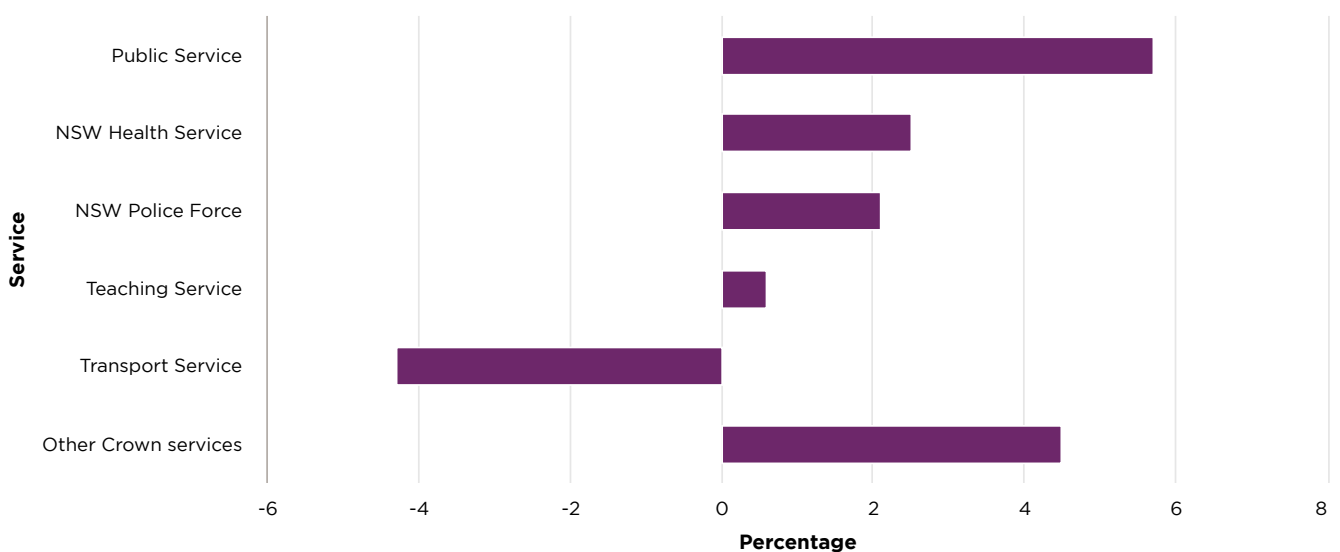
The size of the workforce is often measured in terms of headcount. However, with approximately a quarter of the sector working part time, census period FTE provides a better indication of the resource level of the public sector workforce at June each year.

**Table 2.2: Composition of the public sector by service, census period FTE, 2018-19**

Service	2018	2019	Change	Change (%)
Public Service	61,358	64,834	3,476	5.7
NSW Health Service	116,967	119,886	2,919	2.5
NSW Police Force	19,859	20,267	408	2.1
Teaching Service	67,181	67,616	434	0.6
Transport Service	13,651	13,062	-588	-4.3
Other Crown services	41,385	43,234	1,849	4.5
<b>Total government sector</b>	<b>320,402</b>	<b>328,900</b>	<b>8,498</b>	<b>2.7</b>
State owned corporations	7,605	7,879	274	3.6
External to government sector	998	1,008	10	1.0
<b>Total public sector</b>	<b>329,005</b>	<b>337,787</b>	<b>8,782</b>	<b>2.7</b>

Table 2.2 and Figure 2.4 show that almost all services experienced increases in FTE from 2018 to 2019. The largest proportional increases occurred in the Public Service, other Crown services and the NSW Health Service, with rises of 5.7%, 4.5% and 2.5% respectively compared to 2018.

The number of people employed in key frontline roles of Police Officers, Nurses and Teachers increased compared to 2018. In 2019, there were an additional 365 FTE Police Officers (a 2.3% increase), 947 FTE Nurses (a 2.0% increase) and 235 FTE Teachers (a 0.4% increase).

**Figure 2.4: Percentage change in census period FTE, by service, 2018-19**

The largest increase was in the Public Service, which grew by 5.7% with notable increases in Corrective Services (+819 or 10.3%), Service NSW (+443 or 21.7%), NSW Education Standards Authority (+104 or 28.2%) and Legal Aid (+80 or 7.2%). The increases in the other services (NSW Health Service, NSW Police Service and the Teaching Service) were consistent with previous years. Transport was the only

service which decreased in size, with a 4.3% decrease in FTE. This decrease was primarily due to the franchising of Region 6 of the State Transit Authority, which caused a large decrease in the number of Bus Drivers (27.5% decrease).

### **Machinery of government changes**

Following the 2019 state election, extensive machinery of government (MOG) changes were introduced that reduced the number of clusters from 10 to eight, effective from 1 July 2019.<sup>2</sup> The Customer Service cluster absorbed many of the functions of the former Finance, Services and Innovation cluster. The Industry cluster was merged with Planning and Environment to create the Planning, Industry and Environment cluster, and the Family and Community Services (FACS) and Justice clusters merged to create the Stronger Communities cluster. Table 2.3 shows the distribution of FTE by new clusters.

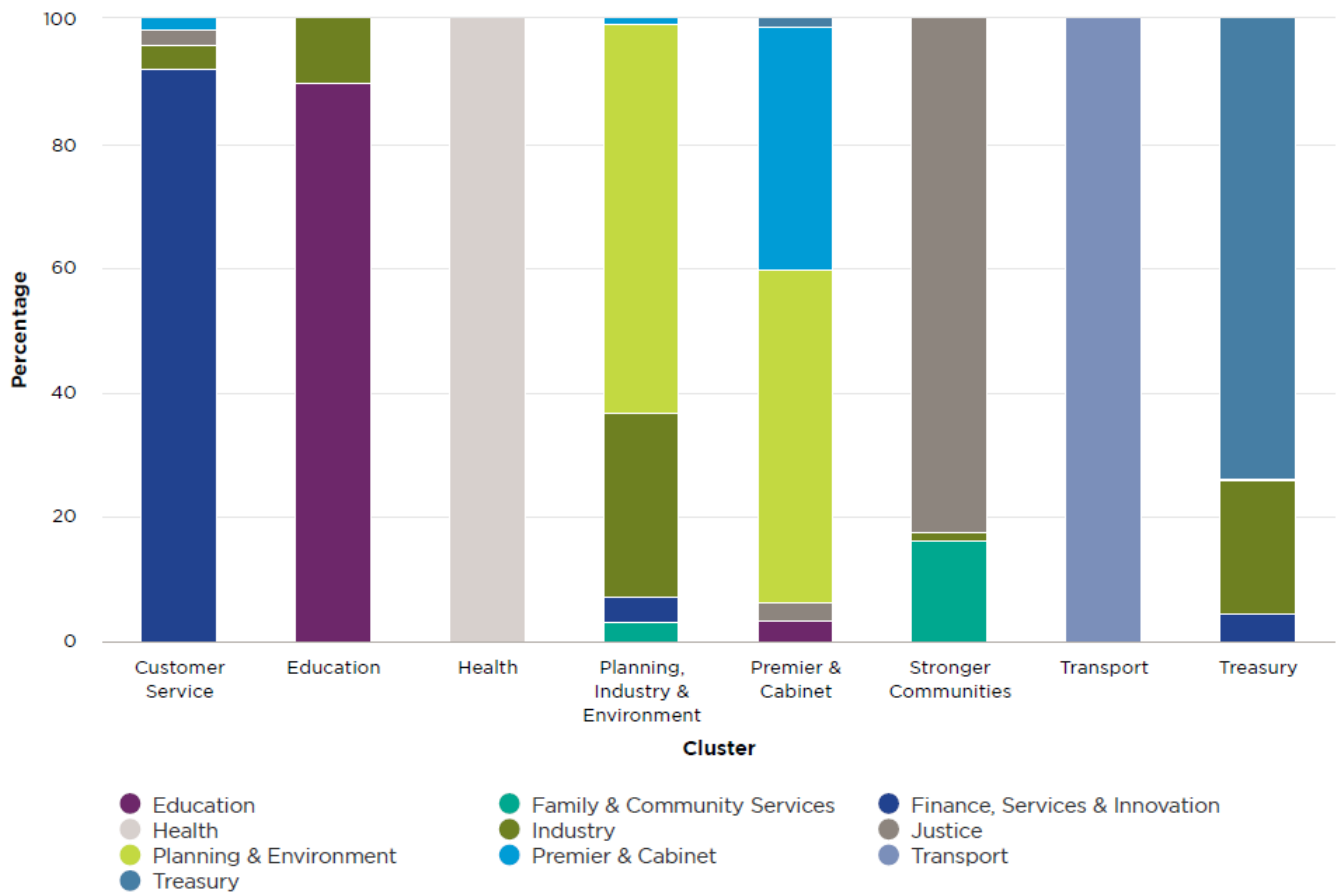
**Table 2.3: New cluster composition of the public sector, census period FTE, 2019<sup>3</sup>**

<b>Cluster</b>	<b>2019</b>
Customer Service	7,562
Education	105,744
Health	120,973
Planning, Industry & Environment	20,082
Premier & Cabinet	3,943
Stronger Communities	51,804
Transport	25,403
Treasury	2,022
<b>Total public sector</b>	<b>337,787</b>

Figure 2.5 displays the extent of the restructure of the public sector, with only the Health and Transport clusters unaffected.<sup>4</sup> The tertiary education functions of the former Industry cluster moved to Education. The regulatory functions of various clusters (such as Liquor, Gaming and Racing and the Information and Privacy Commission) moved to the Customer Service cluster, and the finance aspects of the former Finance, Services and Innovation cluster moved to Treasury. Additionally, the housing and property functions of the FACS and Finance clusters respectively moved to the Planning, Industry and Environment cluster, while the sport functions of the former Industry cluster moved to the Stronger Communities cluster. Finally, Aboriginal Affairs, Arts, Heritage, and Industrial Relations functions moved from various clusters to the Premier and Cabinet cluster.



Figure 2.5: New clusters showing former cluster components, census period FTE, 2019



**Notes**

<sup>1</sup> Australian Bureau of Statistics, 2019, *Labour Force, Australia, Detailed*, Table 16. Labour force status by Labour market region (ASGS) and Sex', cat. no. 6291.0.55.001, viewed 10 October 2019, <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6291.0.55.001Jun%202019?OpenDocument>

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<sup>2</sup> Census date for data in the *Workforce Profile* is 27 June 2019. All figures were cast forward into the new post-MOG structure, but do not incorporate changes to the size of the workforce after 1 July.

<sup>3</sup> Parliament is excluded from the cluster totals.

<sup>4</sup> Transport's agencies did not change however the Roads and Maritime Services agency was absorbed by Transport for NSW.

## Chapter Three

# Leaders

# 3,256

senior executives in the government sector

An important initiative in the first years of the NSW Public Service Commission was to simplify the executive structure. The *Government Sector Employment Act 2013* (GSE Act) was introduced in part to simplify the executive structure and better support executive mobility. This work was further strengthened by the implementation of the *Government Sector Employment Legislation Amendment Act 2016*, 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 public sector, census headcount, 2018-19**

Service	2018	2019	Change (%)
Public Service	2,051	2,140	4.3
NSW Health Service	160	181	13.1
NSW Police Force	66	69	4.5
Teaching Service	0	0	0.0
Transport Service	560	588	5.0
Other Crown services	278	278	0.0
<b>Total government sector</b>	<b>3,115</b>	<b>3,256</b>	<b>4.5</b>
State owned corporations	235	241	2.6
External to government sector	51	53	3.9
<b>Total public sector</b>	<b>3,401</b>	<b>3,550</b>	<b>4.4</b>

At June 2019, there were 3,550 senior executives in the public sector, with 3,256 in the government sector. This is an increase of 4.5% compared to the previous year.

The largest increase in Senior Executive numbers was in the Public Service. NSW Health Service also had a large percentage increase in senior executives, at 13.1%. Most of this increase is from eHealth and Health Infrastructure NSW, which both also had large increases in overall employee numbers.

Within the Public Service in 2019, 2,139 senior executives were employed under the four-band structure of the GSE Act as Public Service senior executives (PSSEs). These accounted for 99.95% of senior executives employed in the Public Service.

**Figure 3.1: Senior executives in the Public Service, census headcount, 2014–2019**

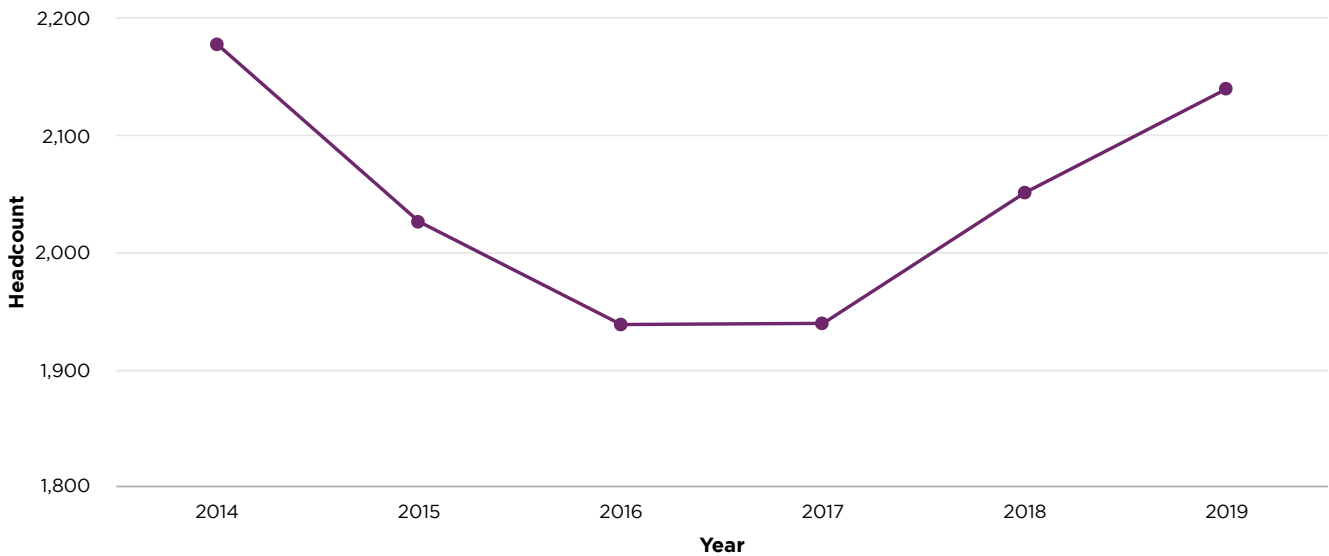


Figure 3.1 shows that the number of PSSEs on the census date had increased nearly to the level of 2014, the year the reforms were introduced. However, executive reductions implemented on 30 June 2019 are not reflected in these numbers as the census date for the 2019 workforce profile was 27 June. It is expected the number of PSSEs will have decreased after 30 June.

**Figure 3.2: Distribution of PSSEs and aligned services executives across Senior Executive Bands 1–3, census headcount, 2019**

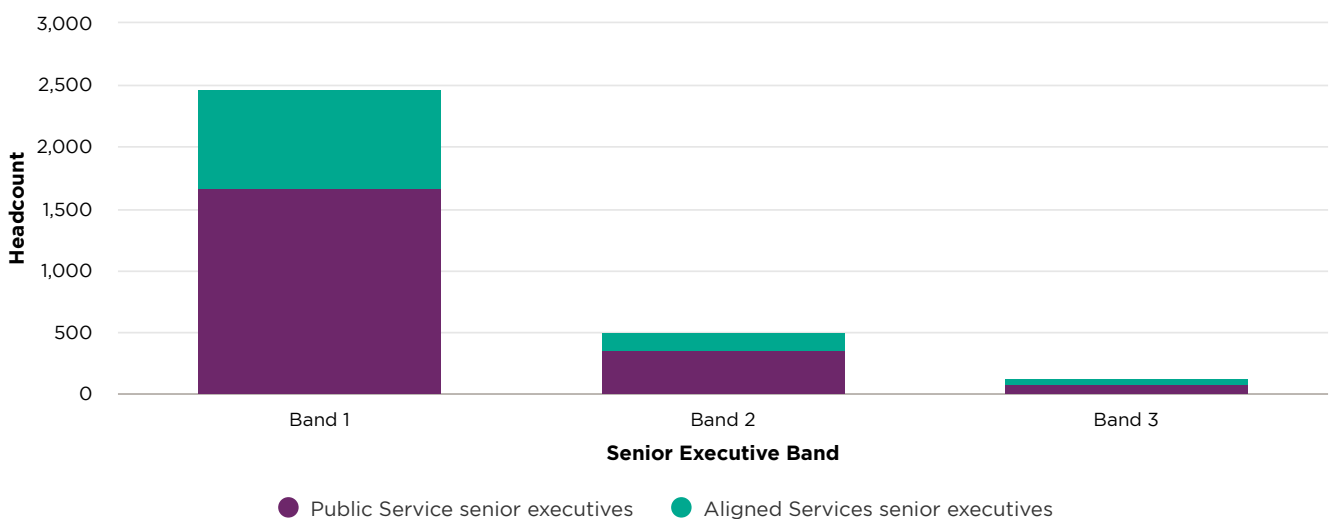
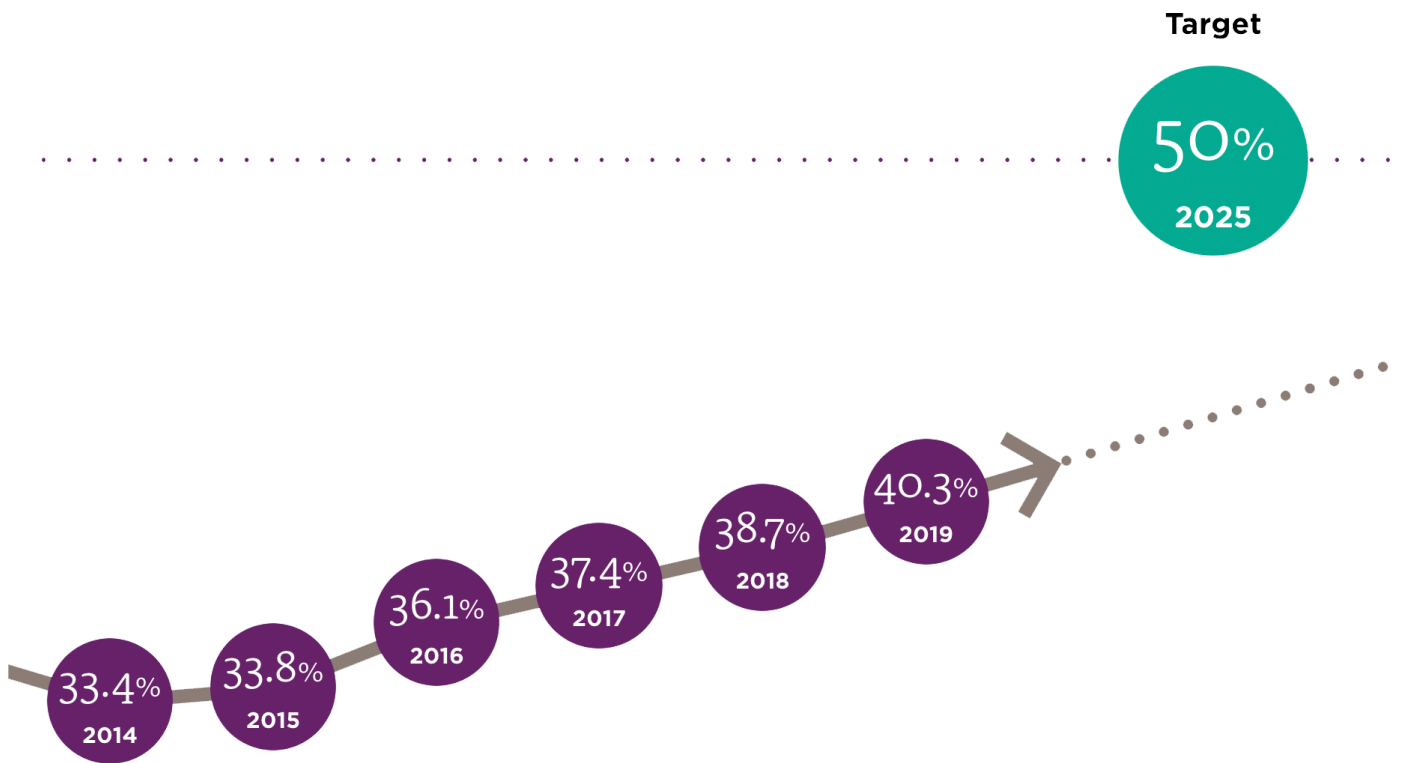


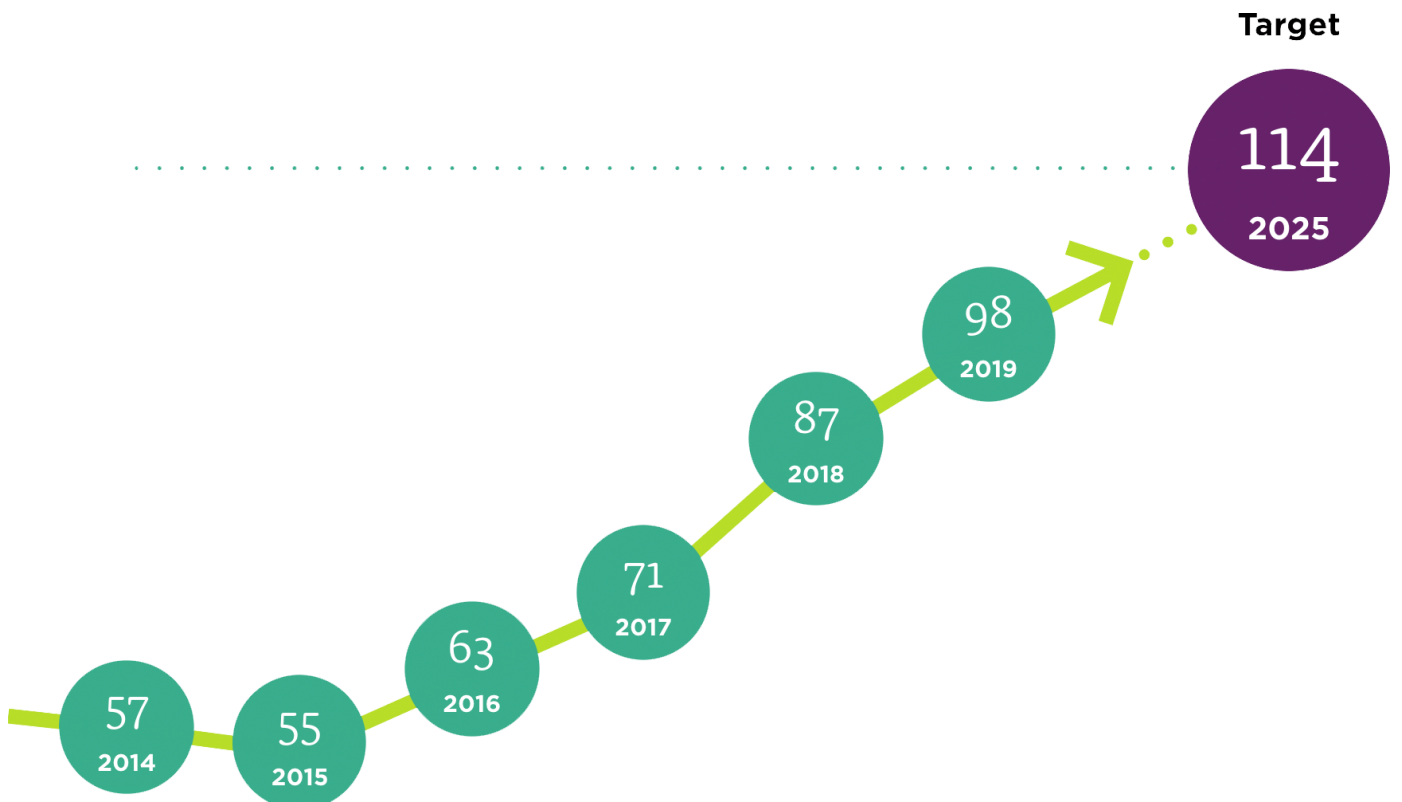
Figure 3.2 shows that in 2019, 80% of the executive cohort of PSSEs and aligned services executives were classified as Senior Executive Band 1, while 16.2% fell into Band 2 and only 3.8% into Band 3. The distribution of PSSEs and aligned services senior executives between bands is similar, with 79.4% of PSSEs and 81.3% of aligned services senior executives at Band 1, and an equal distribution of 3.8% at Band 3.

# Progress on the Premier's Priority to drive diversity in the government sector

Percentage of female senior leaders



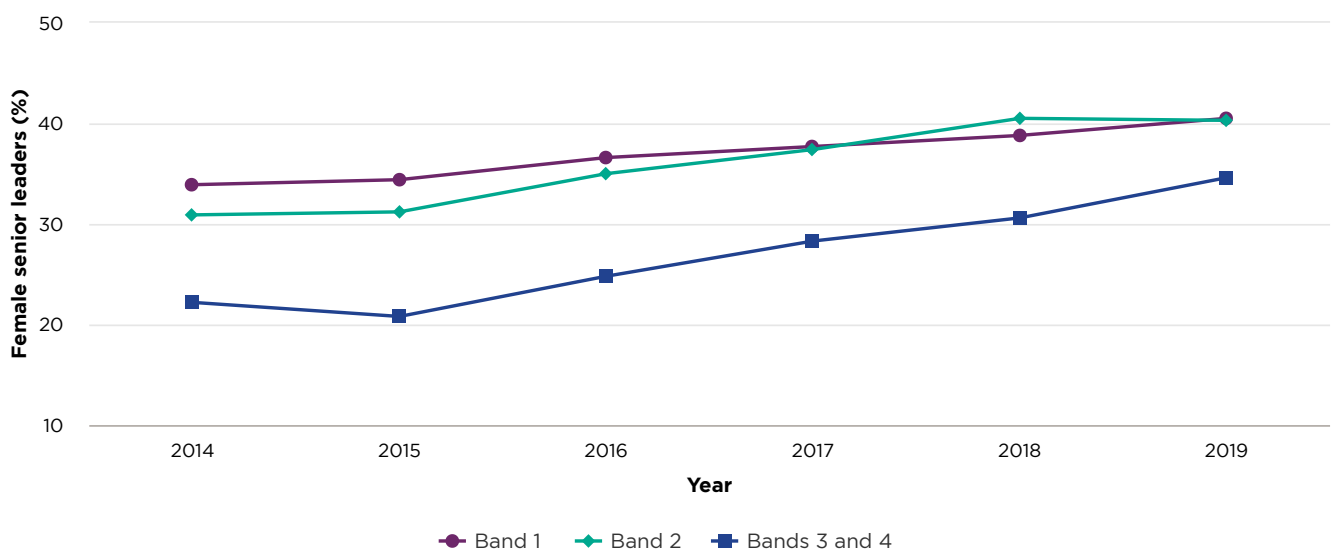
Number of Aboriginal and Torres Strait Islander senior leaders



Improving diversity among senior leaders as part of achieving a world class public service is one of the Premier’s Priorities for 2019. The priority includes targets to double the number of Aboriginal and Torres Strait Islander senior leaders and achieve gender equity among senior leaders in the public sector by 2025.

There has been steady progress towards achieving these targets. The proportion of female senior leaders increased by 1.6 percentage points (pp) to 40.3% in 2019. Female representation in each band has increased each year since 2014; and cumulatively is up by 6.6pp for Band 1 senior leaders, 9.4pp for Band 2, and 12.4pp for Bands 3–4 since the targets were introduced.<sup>1</sup> Higher salary bands had lower representation of women than men, but the gap has narrowed since the target was introduced. Since 2016, the proportion of female leaders in Bands 3 and 4 combined has increased at approximately double the rate of Band 1 roles.

**Figure 3.3: Female senior leaders by band, 2014–2019<sup>1</sup>**



**Table 3.2: Female senior leaders by band, 2014–2019<sup>1</sup>**

Female senior leaders	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)
Band 1	33.9	34.4	36.6	37.7	38.8	40.5
Band 2	30.9	31.2	35.0	37.4	40.5	40.3
Bands 3–4	22.2	20.8	24.8	28.3	30.6	34.6
<b>Total</b>	<b>33.4</b>	<b>33.8</b>	<b>36.1</b>	<b>37.4</b>	<b>38.7</b>	<b>40.3</b>

At a cluster level, the proportion of female senior leaders appears to have increased in all clusters in 2019 (see Table 3.3). Note that 2018 cluster data is an estimate only as cannot be completely mapped into the new clusters.<sup>2</sup>

**Table 3.3: Female senior leaders by cluster, 2018–19**

Cluster	2018 (%)	2019 (%)
Customer Service	47.4	52.6

<b>Cluster</b>	<b>2018 (%)</b>	<b>2019 (%)</b>
Education	54.3	54.8
Health	40.4	41.6
Planning, Industry & Environment	35.5	36.2
Premier & Cabinet	53.1	55.8
Stronger Communities	29.7	29.8
Transport	28.0	30.3
Treasury	44.3	45.6
<b>Total</b>	<b>38.7</b>	<b>40.3</b>

Three clusters were above the target of having 50% female senior leaders: Premier and Cabinet (55.8%), Education (54.8%) and Customer Service (52.6%). The two clusters with the lowest representation of female senior leaders were also those with a larger proportion of male employees: Stronger Communities (29.8% female senior leaders) and Transport (30.3% female senior leaders).

Despite this progress, projections based on recent turnover and gender ratios indicate that the sector will only have 42.1% female senior leaders in 2025 if this pattern continues. Modelling also indicates that the NSW Government could reach the target by 2025 if six in every 10 senior leader appointments are female.

The number of Aboriginal and Torres Strait Islander senior leaders increased between 2018 and 2019, from 87 to 98. The Education and Transport clusters accounted for much of the increase. Apart from a slight decrease in 2015, the number of Aboriginal and Torres Strait Islander senior leaders has increased each year since 2014, with the total increase at 71.9%.

**Table 3.4: Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014-2019<sup>1</sup>**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Band 1	52	51	57	63	78	88
Bands 2-4	5	4	6	8	9	10
<b>Total</b>	<b>57</b>	<b>55</b>	<b>63</b>	<b>71</b>	<b>87</b>	<b>98</b>

**Figure 3.4: Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014-2019<sup>1</sup>**

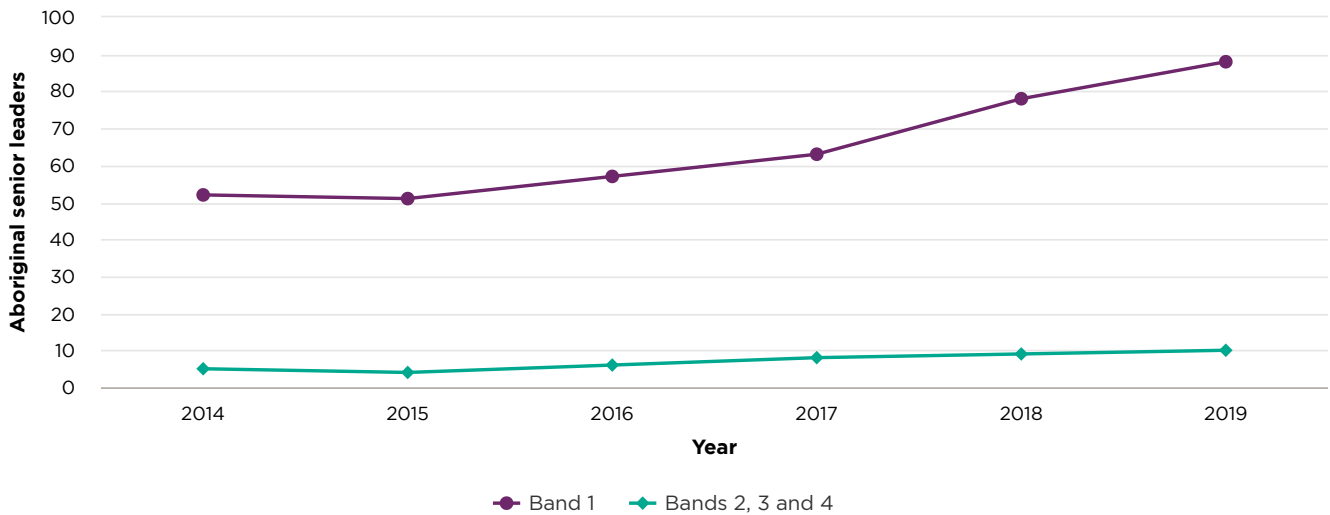


Figure 3.4 highlights that while most of the increase in the Aboriginal and Torres Strait Islander cohort occurred in the lower salary range (36 appointments), the number of Aboriginal and Torres Strait Islander senior leaders in Senior Executive Bands 2-4 has increased by five since 2014. Significant progress has been made towards the target of doubling the representation of Aboriginal and Torres Strait Islander peoples. If the current rate of increase continues, this target will be achieved by 2022.

It should be noted that increases in the proportion of female, and Aboriginal and Torres Strait Islander senior leaders in 2019 occurred in conjunction with an increase in the number of senior executives overall. Sustained increases in representation of female and Aboriginal and Torres Strait Islander senior leaders may be more challenging to achieve in a cohort that is decreasing in size.

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## Notes

<sup>1</sup> Senior leaders are non-casual government sector employees earning \$161,707 or more (2019) excluding Health Service roles of a specialist or technical nature with no leadership or managerial responsibilities and Justice roles of a statutory or institutional character (judges, magistrates and barristers). When displayed in Bands, these are aligned to the salary ranges of Public Service senior executives (PSSE), and Band 1 includes non-executives paid below the minimum PSSE salary level. Non casual government sector employees with salary equal to or higher than Senior Officer Grade 1, excluding Health roles of a specialist or technical nature with no leadership or managerial responsibilities and Justice roles with a statutory or institutional character (judges, magistrates and barristers).

<sup>2</sup> Data is presented in the 1 July 2019 cluster structure, and 2018 data should be considered indicative only except for the Health and Transport clusters. For the other clusters, some parts of departments and agencies that moved under the MOG changes effective 1 July 2019 cannot be identified in earlier years' data, so pre-2019 cluster data and comparisons to 2019 are estimates.

## Chapter Four

# Types of work

### Key occupation groups

#### SCHOOL TEACHERS

66,716

#### NURSES

48,889

#### CLERICAL AND ADMINISTRATIVE WORKERS

44,936

#### SCHOOL SUPPORT STAFF

23,091

#### POLICE OFFICERS

16,586



**MEDICAL PRACTITIONERS**

12,329

**SOCIAL AND WELFARE PROFESSIONALS**

7,531

**CLEANERS AND LAUNDRY WORKERS**

5,091

**LABOURERS**

4,266

**AMBULANCE OFFICERS**

4,218

**PRISON OFFICERS**

3,848

**FIREFIGHTERS**

3,794

**BUS DRIVERS**

2,723

**FOOD PREPARATION ASSISTANTS**

2,023

**TRAIN DRIVERS**

1,937

**Employment category, annual FTE, 2019**

Ongoing	Temporary	Casual
76.2%	17.1%	4.0%
-0.6pp since 2018	+1.7pp since 2018	-1.2pp since 2018

**Part time employees, census headcount, 2019**

2019  
26.9%

## Changes in FTE – sector, services and key occupations

At June 2019, the total public sector number of census period full-time equivalent (FTE) employees increased by 2.7% compared to 2018 (up 8,782 FTE). The largest contributors to the increase were Clerical and Administrative Workers (+1,989 FTE, 4.6%), School Support Staff (+1,241 FTE, 5.7%), and the key frontline roles of Police Officers, Nurses and Teachers (+1,548 FTE).

The large increase (47.4%) in the Clerical and Administrative Workers occupation group was driven by the increase in Contract, Program and Project Administrators (+944 FTE). These were primarily in the Health and Transport clusters which account for 46.9% of the increase.

Annual full-time equivalent (FTE) is used when looking at the balance between ongoing, temporary and casual employment as it accounts for any seasonal variations in casual employment, particularly in frontline service delivery roles. Annual FTE is the sum of all paid hours worked over the annual reference period.

**Table 4.1: Employment categories by service, annual FTE, 2019**

<b>Service</b>	<b>Ongoing</b>	<b>Temporary</b>	<b>Casual</b>	<b>Other<sup>1</sup></b>
Public Service	49,109	8,293	2,260	3,822
NSW Health Service	94,371	17,076	6,492	268
NSW Police Force	19,058	164	1	63
Teaching Service	44,975	19,655	1,359	0
Transport Service	9,549	902	31	2,283
Other Crown services	27,487	9,926	3,059	824
<b>Total government sector</b>	<b>244,549</b>	<b>56,016</b>	<b>13,201</b>	<b>7,261</b>
State owned corporations	6,130	190	78	1,290
External to government sector	484	116	4	419
<b>Total public sector</b>	<b>251,164</b>	<b>56,322</b>	<b>13,283</b>	<b>8,970</b>

More than three-quarters of public sector employees in 2019 were ongoing employees (76.2%). Temporary employees accounted for 17.1% of the public sector workforce, up 1.7pp from the previous year. These two categories account for more than nine in 10 public sector employees.

In absolute terms, annual FTE for ongoing employees increased 2,438 across the sector in 2019. Key contributors to the increase were the Health Service and the Teaching Service, with an increase of 2.0% (1,876 FTE) and 3.3% (1,454 FTE) respectively. The Health Service and Teaching Service together account for 55.9% of all employment.

The proportion of ongoing employees in the public sector decreased in 2019 by 0.6pp. The drop was driven by the Transport Service, with a decrease of 14.6% or 1,628 FTE from 2018. This is largely due to State Transit Authority franchising Region 6, which accounted for almost 60% of the decrease.

**Table 4.2: Public sector employment categories comparison, annual FTE, 2018-19<sup>1</sup>**

<b>Employment category</b>	<b>2018</b>	<b>2019</b>	<b>Change (%)</b>
Ongoing	248,725	251,164	1.0
Temporary	49,869	56,322	12.9
Casual	16,996	13,283	-21.8
Other	8,238	8,970	8.9

There was a shift in temporary and casual employees, with a 12.9% increase in temporary employees and 21.8% decrease in casual employees. The primary contributor to this change is the Education cluster. However, Education confirmed that this is largely due to changes to the categorisation of employees who worked both in temporary and casual employment, rather than actual change in the balance of employment arrangements. This occurred due to Education's migration to a new payroll system. Outside Education, the Health cluster contributed an increase of 573 FTE in temporary employees in 2019, which largely related to an increase in Medical Practitioners (273 FTE).

Considered together, temporary and casual employees increased by 2,740 FTE or 4.1% from 2018, which is more in line with the increase in ongoing employees.

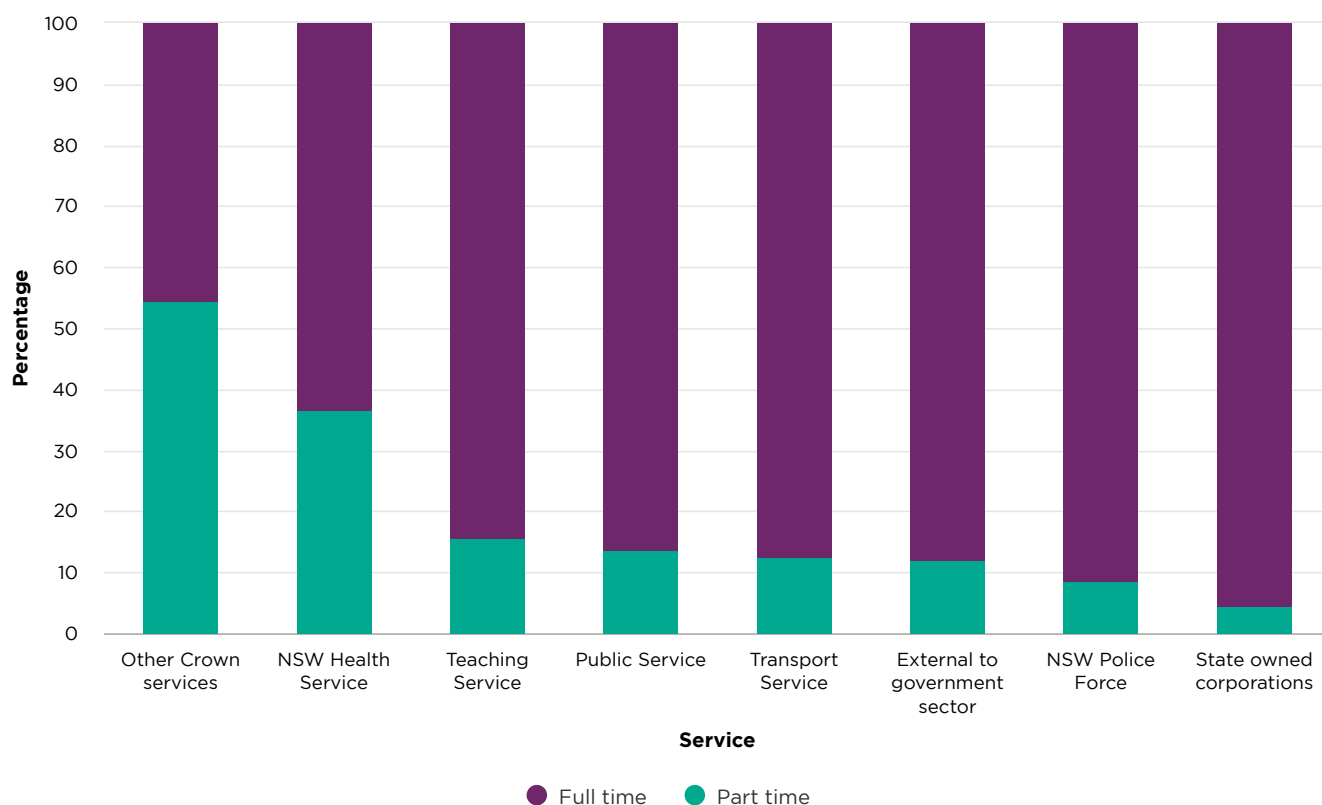
## **Employment arrangements**

While the proportion of non-casual part-time employees in the NSW public sector increased over 10 years, from 24.9% in 2010 to 26.9% in 2019, there was a decrease of 0.9pp compared to 2018. This decrease primarily relates to Education, which confirmed that its method of recording usual hours worked for part-time employees changed in its migration to a new payroll system. For this reason it is unclear whether there is any real decrease in part-time employment.

Figure 4.1 shows other Crown services had the highest proportion of non-casual part-time employees in 2019, at 54.4% (24,622 employees). These employees were primarily in School Administrative and Support (12,737 Education Aides and 10,272 General Clerks). The NSW Health Service had the second highest proportion of part-time employees (36.5% or 49,592). The largest groups were Midwifery and Nursing Professionals (19,507), Medical Practitioners (4,198), Health and Welfare Support Workers (3,715) and Health Therapy Professionals (2,608).

The highest proportions of full-time employees were in State owned corporations (95.6%), the Police Force (91.4%) and agencies external to the government sector (88.0%) (see Figure 4.1).

**Figure 4.1: Employment arrangement by service, non-casual census headcount, 2019**

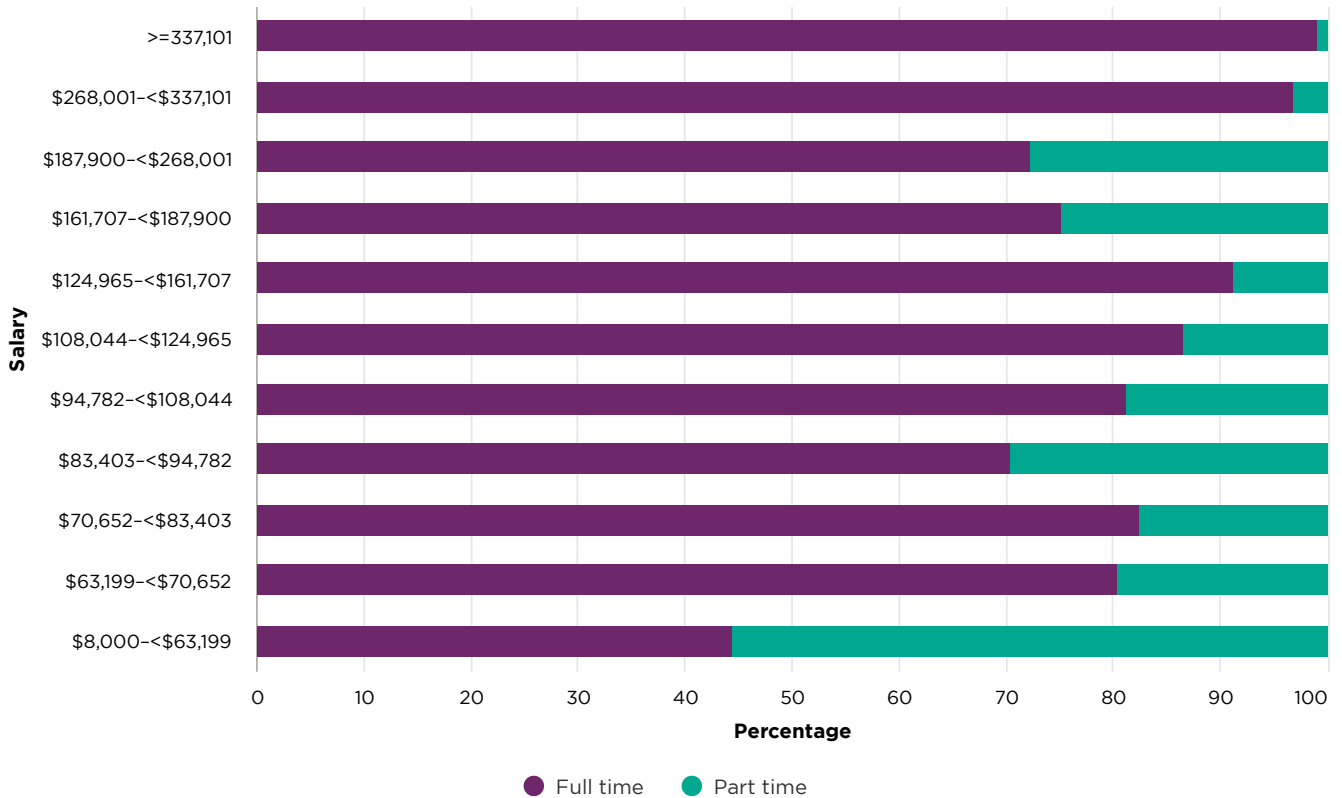


**Table 4.3: Employment arrangement by service, non-casual headcount at census date, 2019**

Service	Full time	Part time	Total
Public Service	57,990	9,282	67,272
NSW Health Service	86,359	49,592	135,951
NSW Police Force	19,273	1,807	21,080
Teaching Service	65,312	12,053	77,365
Transport Service	12,232	1,767	13,999
Other Crown services	20,661	24,622	45,283
<b>Total government sector</b>	<b>261,827</b>	<b>99,123</b>	<b>360,950</b>
State owned corporations	7,617	347	7,964
External to government sector	945	129	1,074
<b>Total public sector</b>	<b>270,389</b>	<b>99,599</b>	<b>369,988</b>

The proportion of employees working part time varied considerably across salary bands (see Figure 4.2). While the highest representation was in the lowest band (\$8,000–\$63,199), where 55.5% of employees worked part time, there was around 25% representation in some higher salary ranges. In the salary range between \$187,900 and \$268,001, 27.7% employees worked part time and 90.1% of these were in specialised roles such as Medical Practitioners.

Figure 4.2: Employment arrangement by salary, non-casual employees, 2019

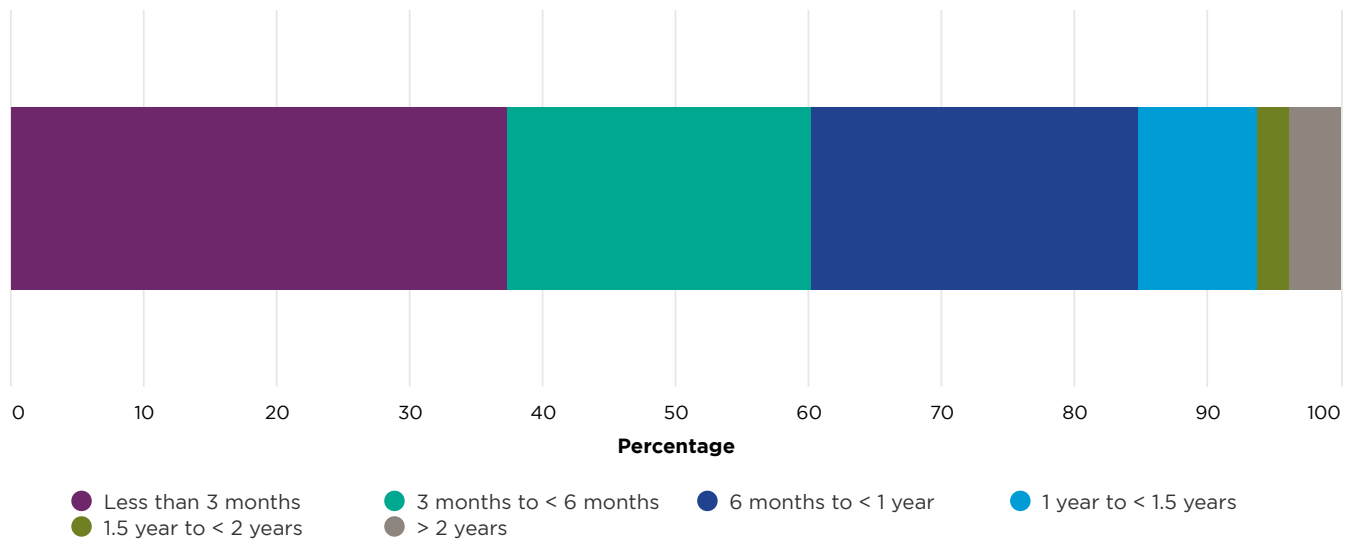


## The contingent workforce

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

The contingent labour workforce was estimated at 8,851 FTE<sup>2</sup> over the period of 2018-19, with most contracts (84.9%) being relatively short term (less than 12 months). This represents a 26.4% increase in FTE, and an 8.1% increase in shorter-term contracts from the previous year.

**Figure 4.3: Contract length by estimated headcount, 2019<sup>3</sup>**



Contingent FTE in information and communication technology (ICT) increased collectively by 36.3% from 2018. Implementation, management and support of ICT represents the largest category of contingent labour in both FTE and spend, accounting for 22.6% of FTE and 30.0% of expenditure. This is 7.8% higher than the next highest spend category of Specialists. Administration accounted for 21.1% of contingent labour FTE in 2019 (a decrease of 4.0% from 2018) and 10.1% of total reported costs (a fall of 1.0% from 2018). ICT contributes to three of the top five expenditure categories, at 48.9% of total reported expenditure and 37.7% of overall FTE (3,333).

**Table 4.4: Top five contingent labour roles by expenditure, 2019<sup>4</sup>**

Role type	Total expenditure (%)
Project coordinator/project manager/program manager	6.5
ICT project manager	5.7
ICT business analyst	3.6
ICT specialist	3.1
Clerical and administrative worker	3.0

**Notes**

<sup>1</sup> The ‘Other’ category includes employees whose employment category is Contract Executive, Contract Non-Executive, Statutory Appointee, Transport Senior Manager or Other.

<sup>2</sup> 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.

<sup>3</sup> Excludes records where contract length cannot be determined, due to incorrect or missing dates.

<sup>4</sup> Contingent labour data uses a different role classification taxonomy than the workforce profile.

## Chapter Five

# Diversity



### Diversity response rate

**77.7%** in 2019 (-0.5pp vs 2018)



### People with disability - estimate

**2.5%** in 2019 (0.0pp vs 2018)



### People with disability requiring adjustment - estimate

**0.6%** in 2019 (0.0pp vs 2018)



### Aboriginal and Torres Strait Islander peoples - estimate

**3.5%** in 2019 (+0.7pp vs 2014)



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

**18.3%** in 2019 (+0.2pp vs 2018)



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

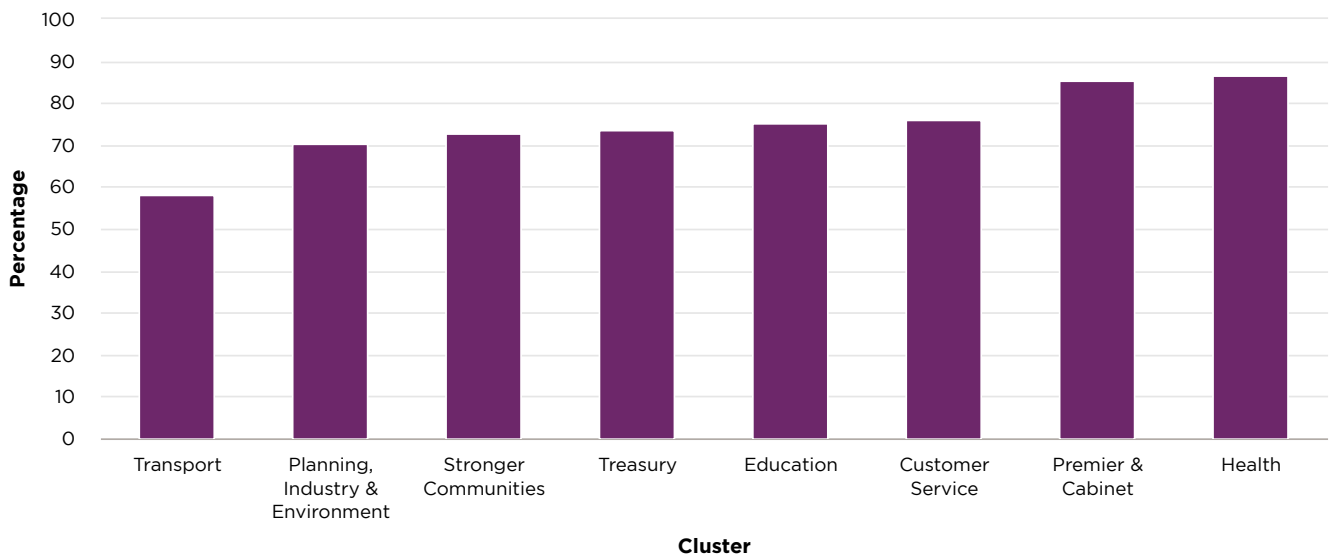
**12.6%** in 2019 (+0.2pp vs 2018)



## Diversity response rates

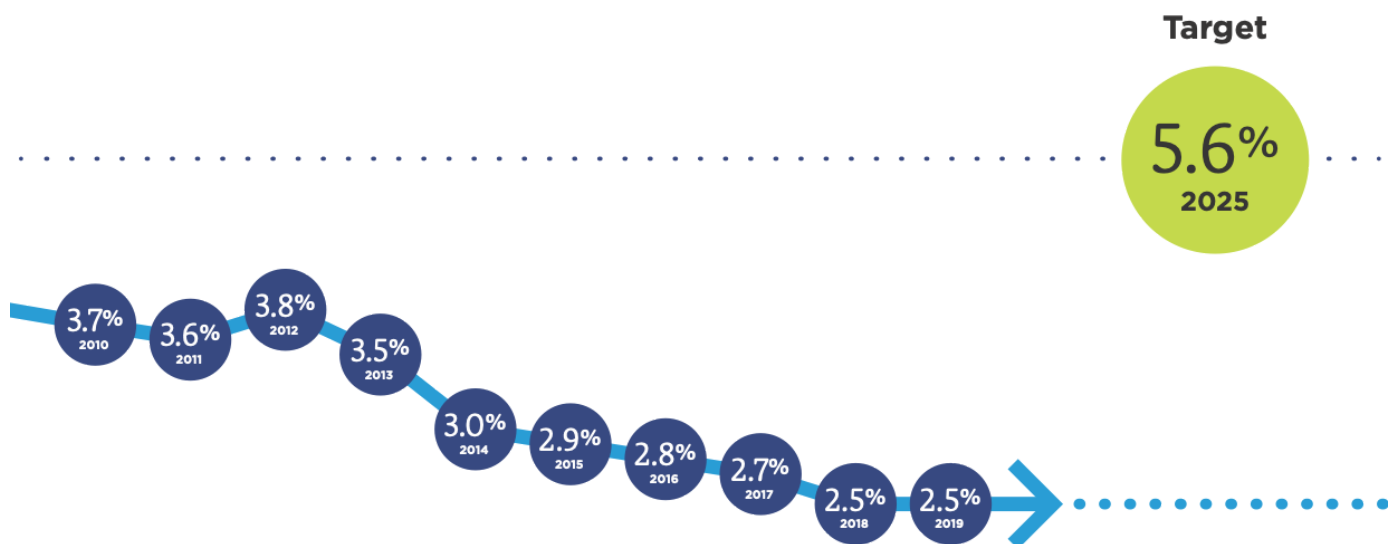
A range of factors affect the collection of diversity data in the Workforce Profile. It relies on employees self-reporting their diversity characteristics to their employing agency, which requires a culture of inclusion, and this data can sometimes be lost in the transition to new human resources information systems. In 2019, the diversity response rate of the public sector was 77.7%, a slight decrease from 78.2% in 2018. The response rate was above 70% in all clusters except Transport (see Figure 5.1).

Figure 5.1: Diversity response rate by cluster, 2019



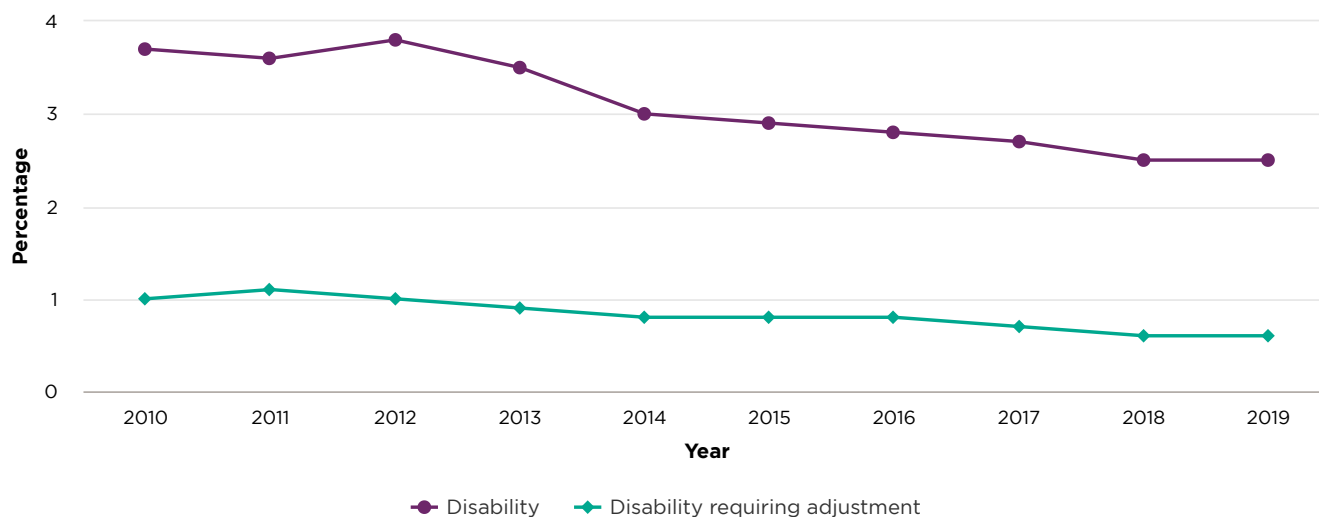
## People with disability

Premier's Priority - percentage of people with disability (estimate)<sup>1</sup>



Increasing the proportion of employees with disability in the NSW public sector was introduced as a target under the *Jobs for people with disability* strategy in 2017.<sup>2</sup> It was incorporated as a diversity target in the Premier's Priority for a world class public service in 2019.<sup>3</sup> The Priority aims to double the representation of people with disability in the NSW public sector by 2025, from an estimated 2.8% in 2016 to 5.6%.

**Figure 5.2: Disability and disability requiring adjustment (estimate), time series representation, 2010–2019<sup>1</sup>**



For the first time since 2012, the representation of people with disability did not decline. An estimated 2.5% of public sector employees identified as having disability in 2019, the same rate as in 2018 (see Figure 5.2). In comparison, the Australian Public Service reported a 0.1pp decrease in the representation of employees in this diversity group, from 3.8% of all employees in 2018 to 3.7% in 2019.<sup>4</sup>

There was little change across government sector services compared to 2018 (see Table 5.1). The Public Service continued to have the highest proportion of people with disability, at an estimated 4.1%, noting there was a small decrease compared to 2018.

**Table 5.1: Representation of people with disability by service (estimate), 2018–19**

Service	2018 (%)	2019 (%)
Public Service	4.2	4.1
NSW Health Service	1.7	1.7
NSW Police Force	0.8	0.8
Teaching Service	2.8	2.7
Transport Service*	1.3	1.3
Other Crown services*	2.2	2.1
<b>Total government sector</b>	<b>2.5</b>	<b>2.5</b>
State owned corporations	2.7	3.5
External to government sector	2.7	1.9
<b>Total public sector</b>	<b>2.5</b>	<b>2.5</b>

\*Actual figures are reported as the diversity response rate is less than 65%; see *Diversity estimate* in the [Glossary \(/reports---data/workforce-profile/workforce-profile-reports/workforce-profile-report-2019/chapter-thirteen#glossary\)](#), for more detail

The rate of commencements and separations differs between employees with disability and the total sector (see Table 5.2).

**Table 5.2: Commencements, exits and moves, people with disability vs the public sector, 2019**

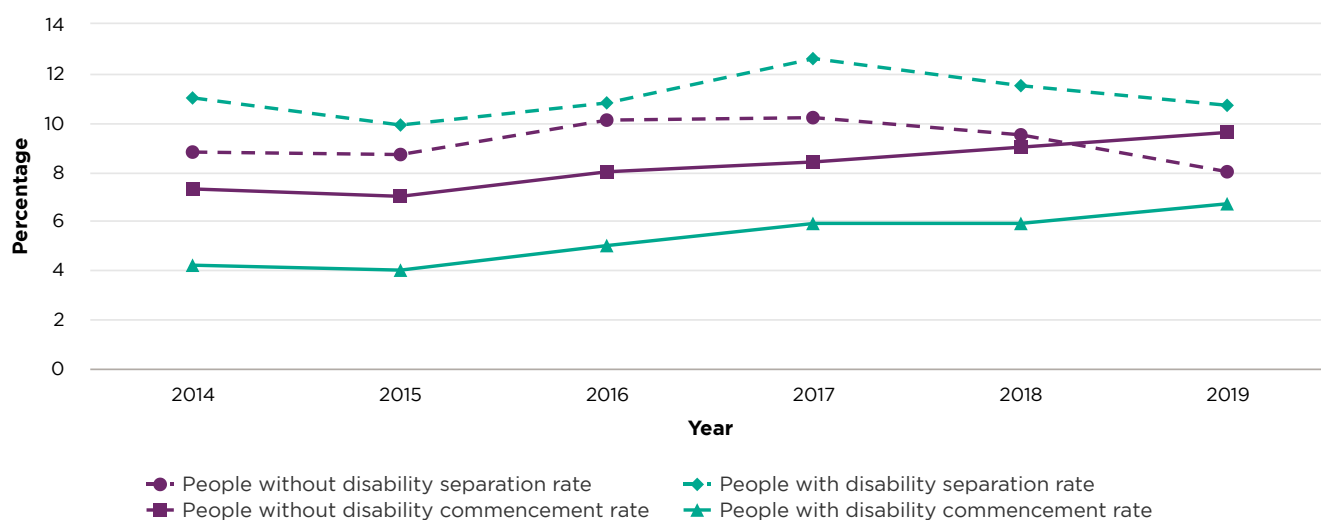
	Commencement rate (%)	Separation rate (%)	Exit rate (%)	Movement rate within public sector (%)
People with disability	6.7	10.7	9.4	1.3
Total public sector	9.6	8.1	6.4	1.7

The rate of people with disability commencing with an agency was 4.0pp lower than the rate of people with disability separating from their agency. Across the sector, the commencement rate was 1.5pp higher than the separation rate.

The commencement rate of employees with disability was 2.8pp lower than the total public sector in 2019, and the separation rate of employees with disability was 2.7pp higher than for all employees in the sector. Likewise, the exit rate was 3.0pp higher for employees with disability and the proportion moving between agencies was 0.4pp lower than for the total sector.

However the gap between the commencement and separation rates of employees with disability has narrowed, and was 2.9pp lower in 2019 than in 2014 (see Figure 5.3). While the rates for employees without disability have followed the same trend, in 2019 the rate of commencements exceeded that of separations by 1.6pp.

**Figure 5.3: Commencements and separations, people with disability vs without disability, 2014–2019**

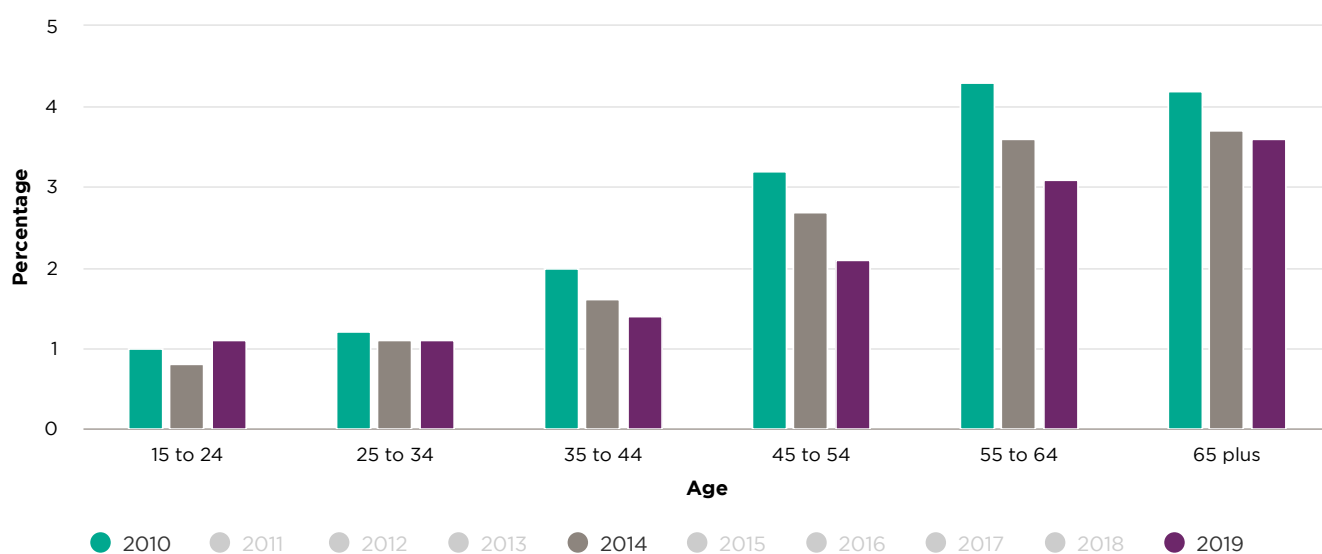


The commencement rate of people with disability increased 2.6pp between 2014 and 2019, while for people without disability the increase was lower, at 2.4pp. However, the separation rate of people without disability decreased 0.8pp over the same period, while the separation rate for people with disability only decreased by 0.3pp.

State owned corporations and the Public Service recorded the largest changes in separations of people with disability, at 4.7pp and 3.7pp respectively.

The median tenure for people with disability in 2019 was 13.2 years, higher than the overall public sector tenure of 8.5 years. When age cohorts are compared, the representation of people with disability in the sector markedly increases with age. Figure 5.4 highlights that although the proportion of people with disability increases incrementally with each age group, the proportion of people with disability aged 45 or above is lower than 10 years ago. In 2019, 66% of people with disability in the sector were aged 45 or above compared to 71% in 2010. To reach the Premier's Priority target it will be important to implement strategies to retain older employees in the workforce.

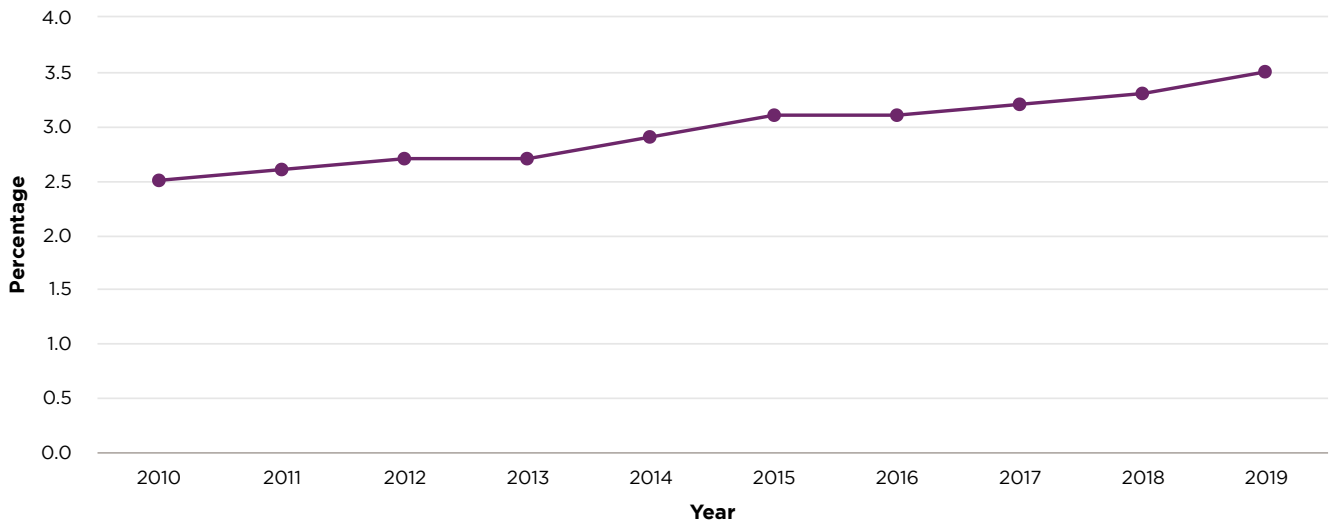
**Figure 5.4: Proportion of people with disability, by age band, 2010–2019**



## Aboriginal and Torres Strait Islander peoples

The representation of employees who identify as Aboriginal or Torres Strait Islander has progressively increased over the last decade (see Figure 5.5). In 2019, Aboriginal and Torres Strait Islander peoples comprised an estimated 3.5% of non-casual employees in the sector, a slight increase from 3.3% in 2018. This is similar to the change in representation of Aboriginal and Torres Strait Islander peoples in the Australian Public Service, from 3.4% of all employees in 2018 to 3.5% in 2019.<sup>2</sup>

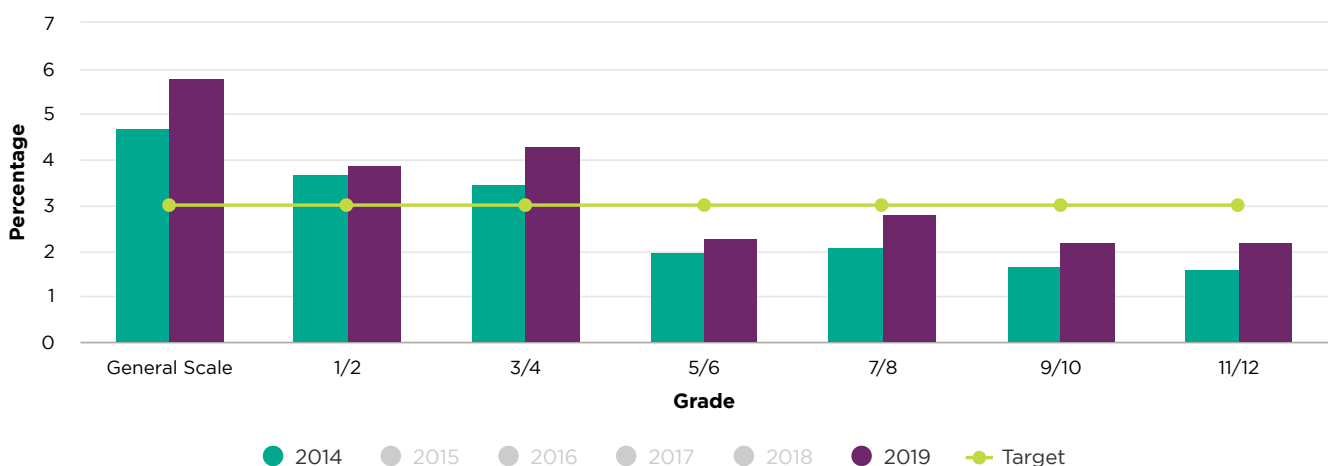
**Figure 5.5: Representation of Aboriginal and/or Torres Strait Islander peoples (estimate), 2010-2019<sup>1</sup>**



From 2014 to 2019, the estimated proportion of Aboriginal and Torres Strait Islander employees increased by 0.3pp or more in all salary bands below Senior Executive (see Figure 5.6). The highest increases were in the General Scale and Grade 3/4 bands, which increased by 1.1pp and 0.8pp respectively.

It is important to highlight the success of the *NSW Public Sector Aboriginal Employment Strategy (AES) 2014-2017*.<sup>5</sup> The strategy helped the public sector exceed the original target of 1.8% Aboriginal and Torres Strait Islander representation in all non-executive salary bands by 2021. Building on this performance, the new *AES 2019-2025* aims for 3.0% representation in each of these salary bands by 2025. This new target has already been exceeded in the three lowest bands and has nearly been achieved in the Grade 7/8 band. However, Grades 5/6, 9/10 and 11/12 remain well below target (see Figure 5.6). However, if the growth in representation across these salary bands continues at the current rate, the target could be achieved by 2025.

**Figure 5.6: NSW government sector Aboriginal employment - representation by grade (estimate), 2014-2019<sup>1</sup>**

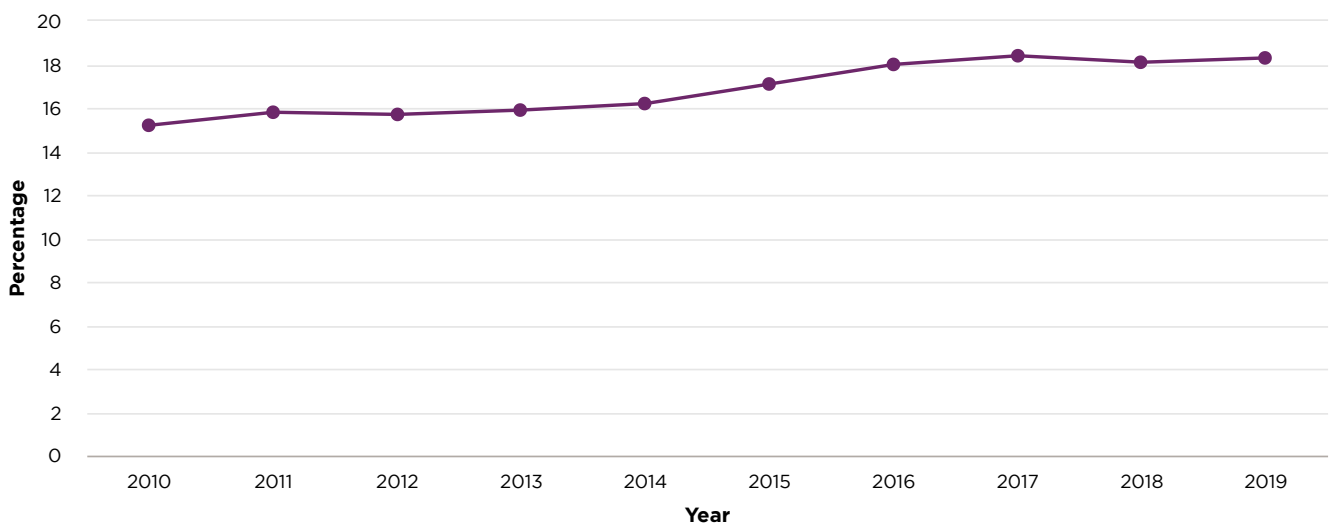


Strong progress has also been made towards achieving the Premier's Priority of doubling the number of Aboriginal and Torres Strait Islander people in senior leadership roles from 57 in 2014 to 114 by 2025. In 2019, there were 98 Aboriginal and Torres Islander senior leaders in the NSW government sector, a 13% increase from 87 in 2018. This progress was driven by increases in all government sector services except the Public Service and Transport Service (for more information, see [Leaders section \(/reports--data/workforce-profile/workforce-profile-reports/workforce-profile-report-2019/chapter-three\)](/reports--data/workforce-profile/workforce-profile-reports/workforce-profile-report-2019/chapter-three)).

## People who first spoke a language other than English

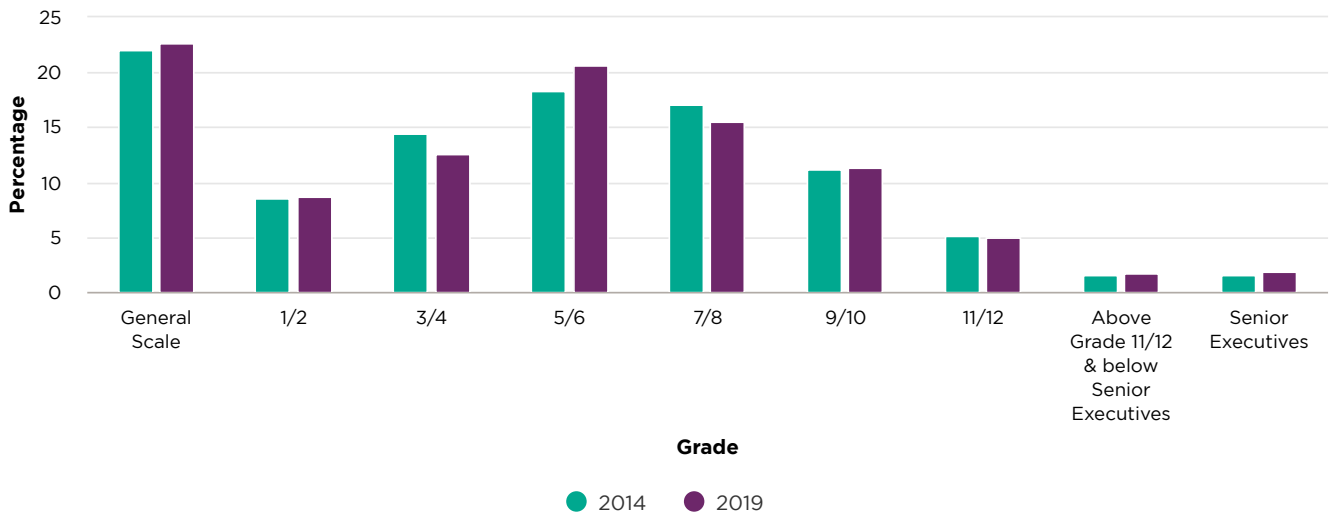
It was estimated that 18.3% of the public sector's non-casual workforce in 2019 identified as people who first spoke a language other than English (LOTE), compared to 18.1% in 2018 (see Figure 5.7). Nearly half (43.2%) of all employees in this diversity group also identified as being from a racial, ethnic or ethno-religious minority group.

**Figure 5.7: People who first spoke a language other than English as a child (estimate), representation time series, 2010-2019<sup>1</sup>**



The proportion of employees in the LOTE diversity group slightly changed across all salary grades from 2014 to 2019 (see Figure 5.8). The largest increase since 2014 was 2.3pp in salary Grade 5/6, from 18.4%. The largest decline in that time was 1.9pp in salary Grade 3/4, from 14.4%. The median age of employees in this diversity group was 42, compared to 44 for the sector overall. The median tenure for these employees was 7.2 years, compared to 8.5 years for the sector overall.

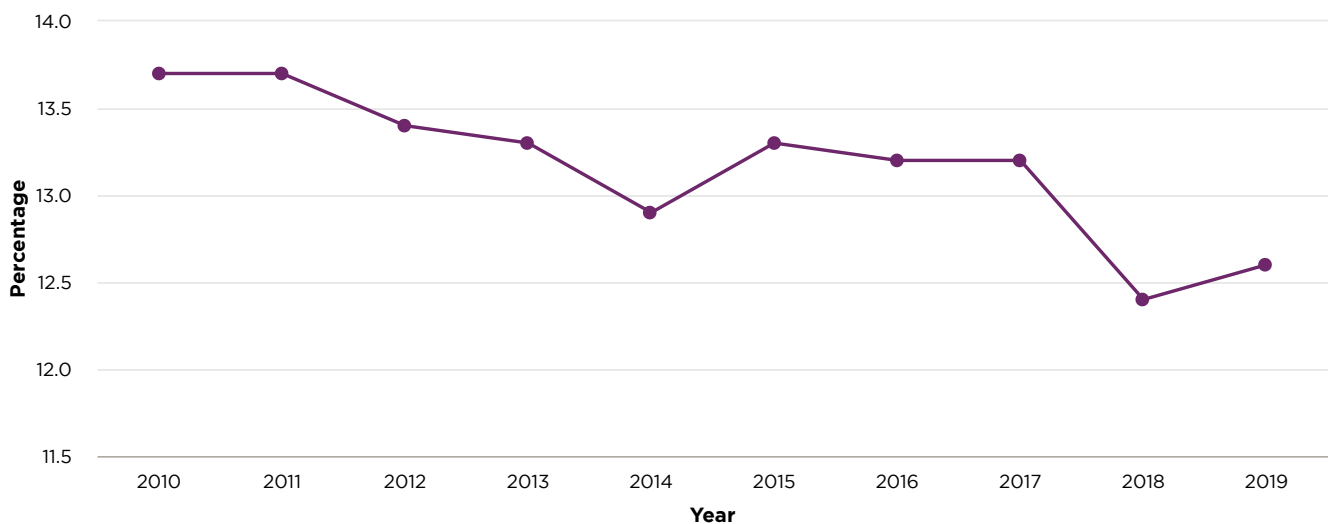
**Figure 5.8: People who first spoke a language other than English as a child - distribution by equivalent salary grade, 2014 and 2019**



## Racial, ethnic and ethno-religious minority groups

The proportion of employees in the sector who identified as being from a racial, ethnic or ethno-religious minority group slightly increased from an estimated 12.4% of the total non-casual workforce in 2018 to 12.6% in 2019 (see Figure 5.9). The Transport Service experienced the largest increase in representation of this group, growing 1.9pp from 14.1% in 2018 to 16.0% in 2019.

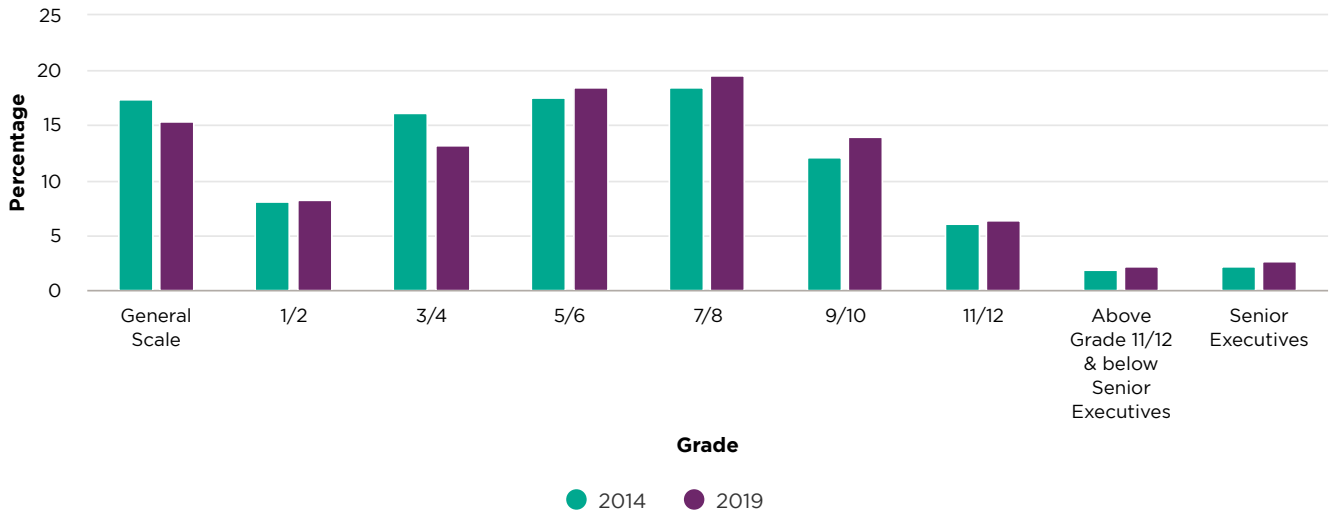
**Figure 5.9: People from racial, ethnic or ethno-religious minority groups (estimate), representation time series, 2010–2019<sup>1</sup>**



In 2019, 52.2% of these employees were in Grade 5/6, Grade 7/8 and Grade 9/10, compared to 45.3% for all employees.

The distribution of employees from this diversity group increased in the higher salary ranges compared to 2014 (see Figure 5.10). The largest increase was 2.0pp in Grade 9/10. Employees in senior executive salary band increased by 0.5pp from 2.1% to 2.6%. The representation of these employees also increased in most grades, with the biggest increase in grades above 11/12 (3.8pp) compared to 2014.

**Figure 5.10: People from a racial, ethnic or ethno-religious minority group - distribution by equivalent salary grade, 2014 and 2019**



**Notes**

<sup>1</sup> Diversity estimates (see Glossary (/reports---data/workforce-profile/workforce-profile-reports/workforce-profile-report-2019/chapter-thirteen/chapter-13#glossary) on diversity estimation method)

<sup>2</sup> Department of Communities and justice, Jobs for people with disability: A plan for the NSW public sector, NSW Government, <https://www.facs.nsw.gov.au/inclusion/disability/jobs>

<sup>3</sup> NSW Government, Premier’s Priorities, *World class public service*, <https://www.nsw.gov.au/improving-nsw/premiers-priorities/world-class-public-service/>

<sup>4</sup> Australian Public Service Commission, *APS Employment Data 30 June 2019 release*, Australian Government, 2019, <https://www.apsc.gov.au/aps-employment-data-30-june-2019-release>

<sup>5</sup> NSW Public Service Commission, *NSW Public Sector Aboriginal Employment Strategy 2019 - 2025*, NSW Government, 2019, <https://www.psc.nsw.gov.au/workplace-culture---diversity/diversity-and-inclusion/aboriginal-workforce-/aboriginal-employment-strategy>



## Chapter Six

# Gender



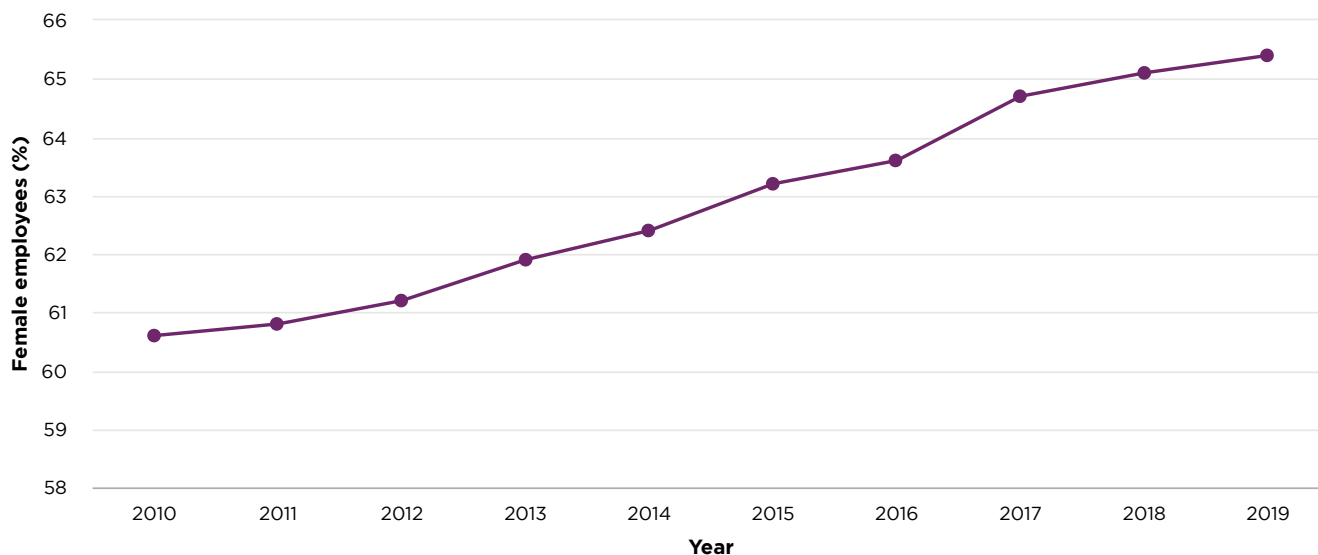
Women

65.4% +0.3pp vs 2018

## Representation overview

The proportion of women in the NSW public sector has been increasing for more than a decade. Workforce Profile data shows that 65.4% of employees in 2019 were female, compared to 60.6% in 2010.

**Figure 6.1: Percentage of women in public sector workforce, 2010–2019**



The NSW public sector continues to employ a higher proportion of women than the broader NSW labour market.<sup>1</sup> Women made up 45.1% of the total NSW workforce in 2010, and 46.5% in 2019. Two of the biggest contributors to female employment in the public sector are the two largest clusters, Education (76.2%) and Health (74.6%). Together they represent 52.5% of female headcount in the sector. The lowest female representation in 2019 was in the Transport cluster (see Table 6.1).

**Table 6.1: Public sector representation of women by cluster, 2019**

<b>Cluster</b>	<b>Women employed in cluster</b>	<b>Total employees in cluster</b>	<b>Percentage of women in cluster</b>
Customer Service	5,361	8,360	64.2
Education	102,546	134,667	76.2
Health	111,647	149,776	74.6
Planning, Industry & Environment	9,172	21,723	42.3
Premier & Cabinet	2,947	4,786	61.6
Stronger Communities	26,591	58,979	45.1
Transport	7,184	27,270	26.3
Treasury	1,291	2,148	60.1
<b>Total public sector</b>	<b>266,739</b>	<b>407,709</b>	<b>65.4</b>

In 2019, the occupations with the highest proportions of female employees were School Support Staff (82.0% female), Nurses (86.5%) and School Teachers (76.7%). Together these occupations accounted for more than half (53.9%) of female employees in the public sector.

Despite the high level of representation across the sector, women remained under-represented at higher salary levels and as a proportion of overall representation in the sector.

**Figure 6.2: Gender distribution by salary group (non-casual), 2014–2019**

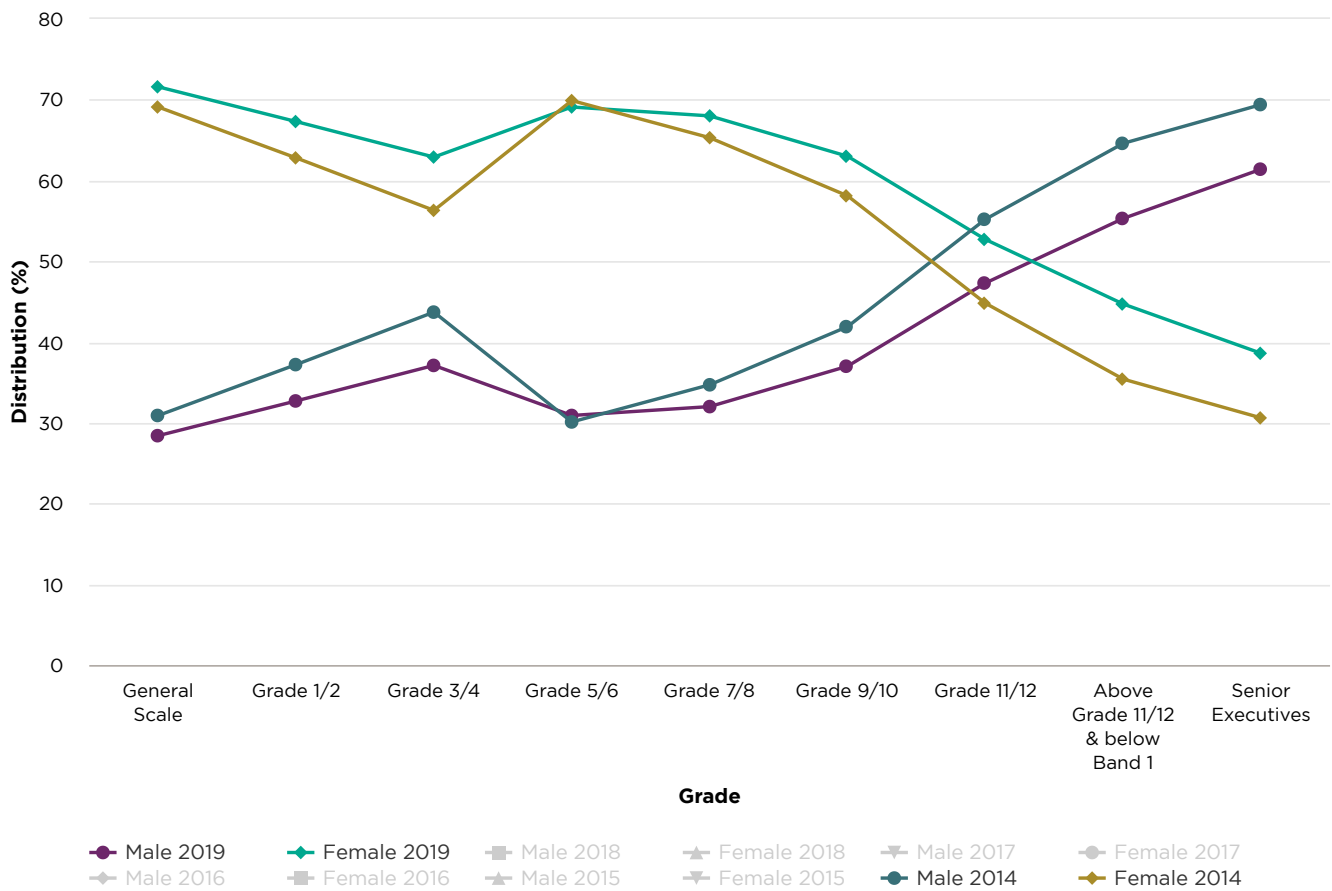


Figure 6.2 shows that there was a consistent trend toward a higher proportion of women in lower paid roles and a lower proportion in higher paid roles, although this dynamic is slowly shifting. Since 2014, the proportion of women in Grade 11/12 roles and Senior Executive roles both increased by 8.0pp. In 2019, 7.0% of men and 2.5% of women worked at salaries above Grade 11/12, unchanged from 2018.

## Recruitment

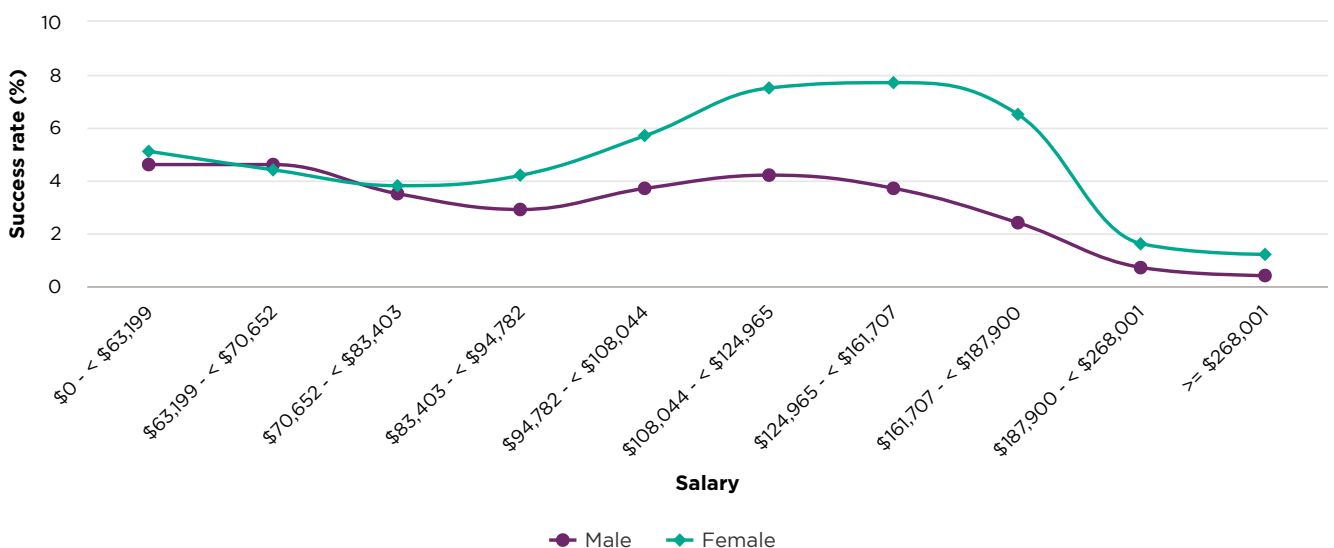
Fewer women applying for roles in higher salary bands has contributed to the gender imbalance in these bands.

**Figure 6.3: Average numbers of completed applications by gender and salary band, 2019**



In addition to the widening of the gender pay gap this year, data on the number of applications submitted by men and women show there is still a gender imbalance in this regard. Figure 6.3 highlights that more women applied for roles with salaries of less than \$94,782, and more men applied for roles above this salary level. There were 2.3 applications from women for every application from a man for roles in the \$63,199 to \$70,652 salary range. In the higher salary ranges the trend is reversed, and the gap between the number of applications from men and women widened as remuneration increased. The widest point in this range was for Senior Executive Band 1 roles, which attracted 2.2 applications from men for every application from a woman, a similar proportion to that of 2018.

**Figure 6.4: Application success rate by gender and salary band, 2019**



Although fewer women than men applied for roles with higher salaries, their success rate in attaining roles around and above the sector’s median salary of \$87,926 was higher than for men. Figure 6.4 shows that the success rate among women was on average higher than for men across high-salary roles. However, the difference narrowed to 0.8% for roles in the Senior Executive Band 1 range (the success rate for women was 1.6% compared to 0.7% for men).

**Figure 6.5: Proportion of appointments by gender and salary band, 2019**

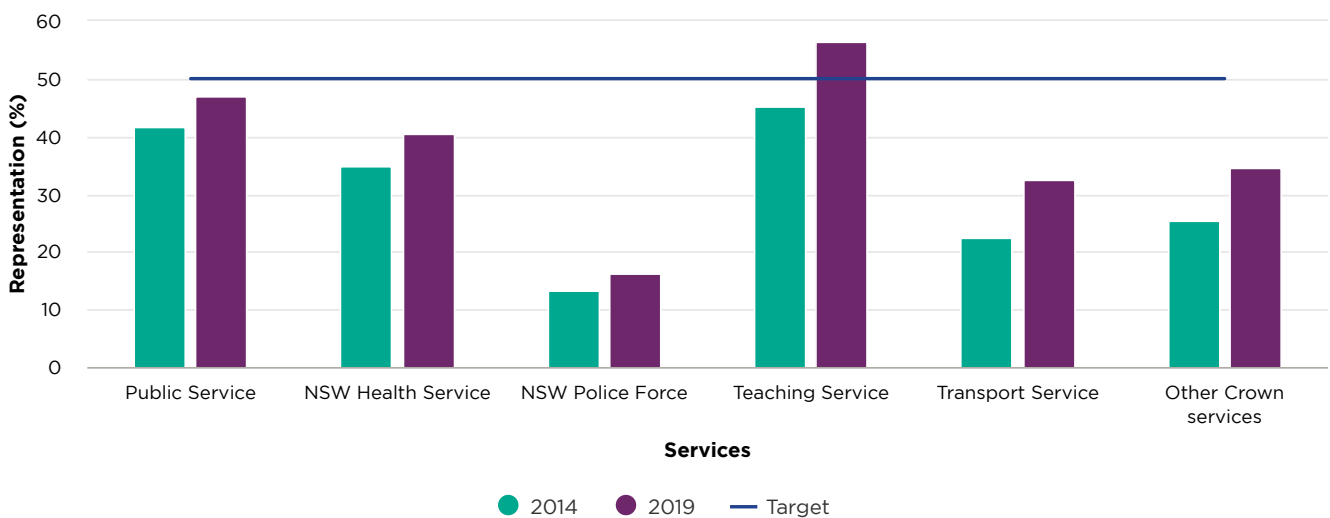


Despite more men applying for roles with higher salaries, in 2019 50.6% of appointments to roles with a salary \$187,900 or higher were women (see Figure 6.5). This potentially reflects the success of strategies implemented across the sector to address the gender imbalance in senior leader roles.

## Senior leader gender equity

The proportion of women in senior leadership roles varied across services and has been increasing since the introduction of the gender parity target. Figure 6.6 indicates the progress that has been made towards the Premier’s Priority of achieving 50% senior leadership roles held by women across the sector.

**Figure 6.6: Representation of women in senior leadership roles in the government sector by service, 2014 and 2019**



One of the challenges in increasing the proportion of female appointments in higher paid roles is fewer women apply for the roles than men. An average of two-thirds of applicants for senior leadership roles were men. As can be seen in Figure 6.5, while progress has been made in employing more women in

executive-level roles, further gains will need to occur. Modelling has confirmed that 6 female appointments is required for every 10 roles to achieve gender equity in this cohort.

## Gender pay gap

Median remuneration male

\$89,928

+3.7% vs 2018

Median remuneration female

\$87,926

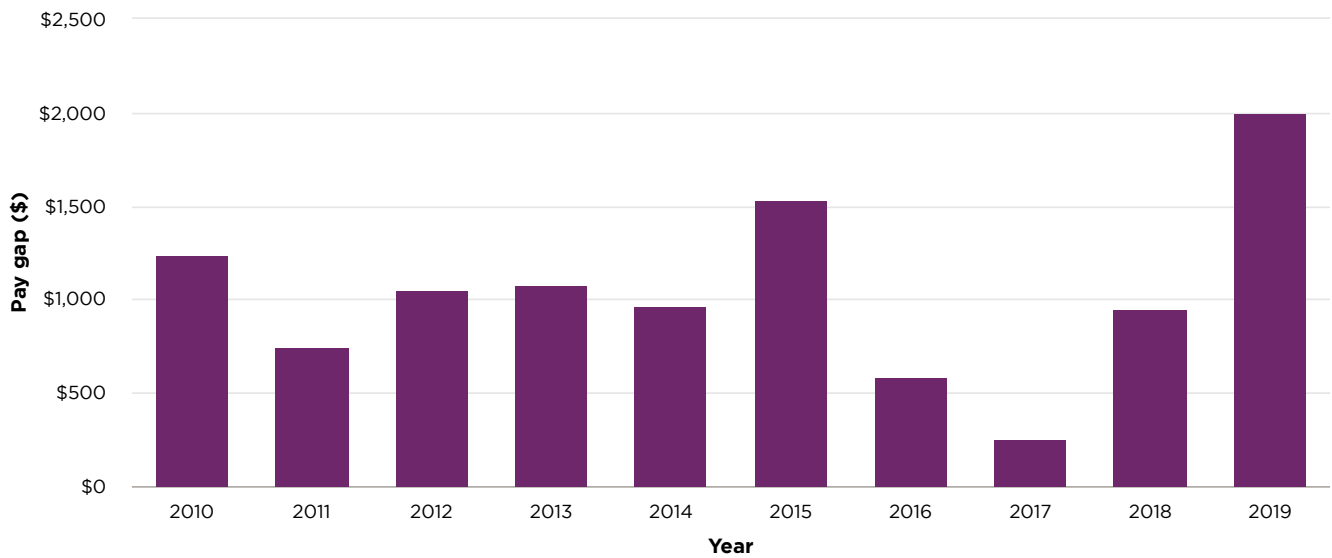
+2.5% vs 2018

**Gender pay gap**

2.2%

In 2019, the gap between the median remuneration of men and women in the NSW public sector increased to 2.2% (\$2,002) from 1.1% (\$950) in 2018. This represents the highest gender pay disparity in 10 years (see Figure 6.7).

**Figure 6.7: Gender pay gap (\$), 2010–2019**

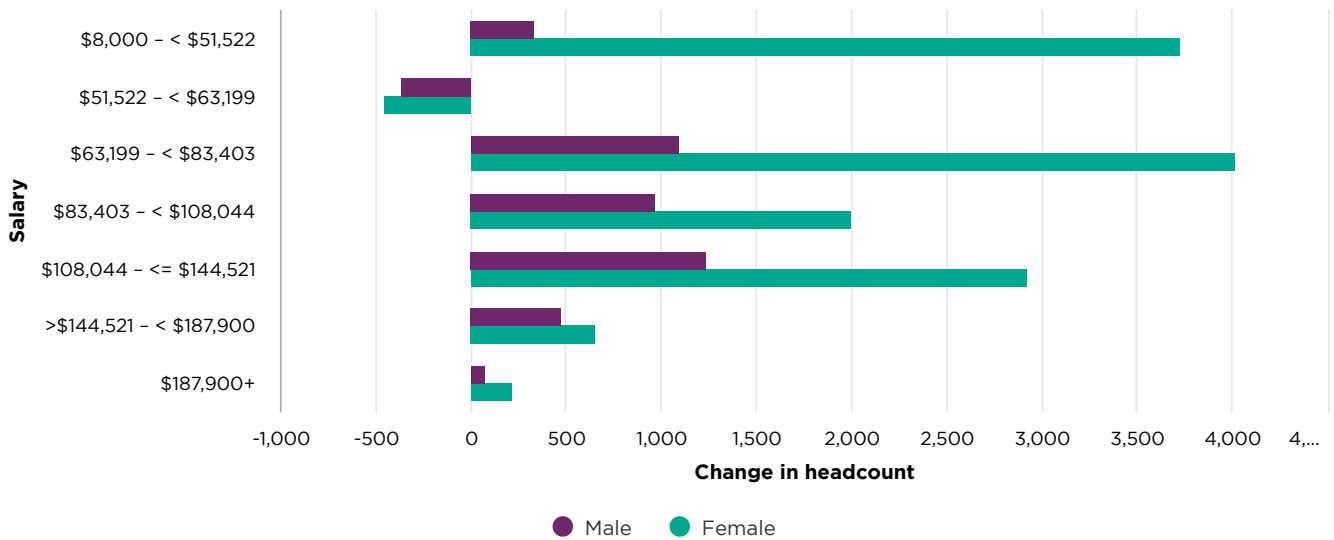


The increase in the gender pay gap in 2019 can be largely attributed to changes in gender balance in the lower salary ranges. As shown in Table 6.2, the proportion of females paid below the median salary grew by 6.4% from 2018 while the same growth for males was 4.1pp lower (2.3%). The largest contributors to this change were increases in female General Clerks in schools (+3,029 headcount, 81.2% of increase in \$8,000 - <\$51,522 salary range) and female school teachers (+2,713 headcount, 67.6% of increase in \$63,199 - <\$83,403 salary range).

**Table 6.2: Change in headcount for salaries below and at or above the median, (non-casual) at census date, 2018–2019**

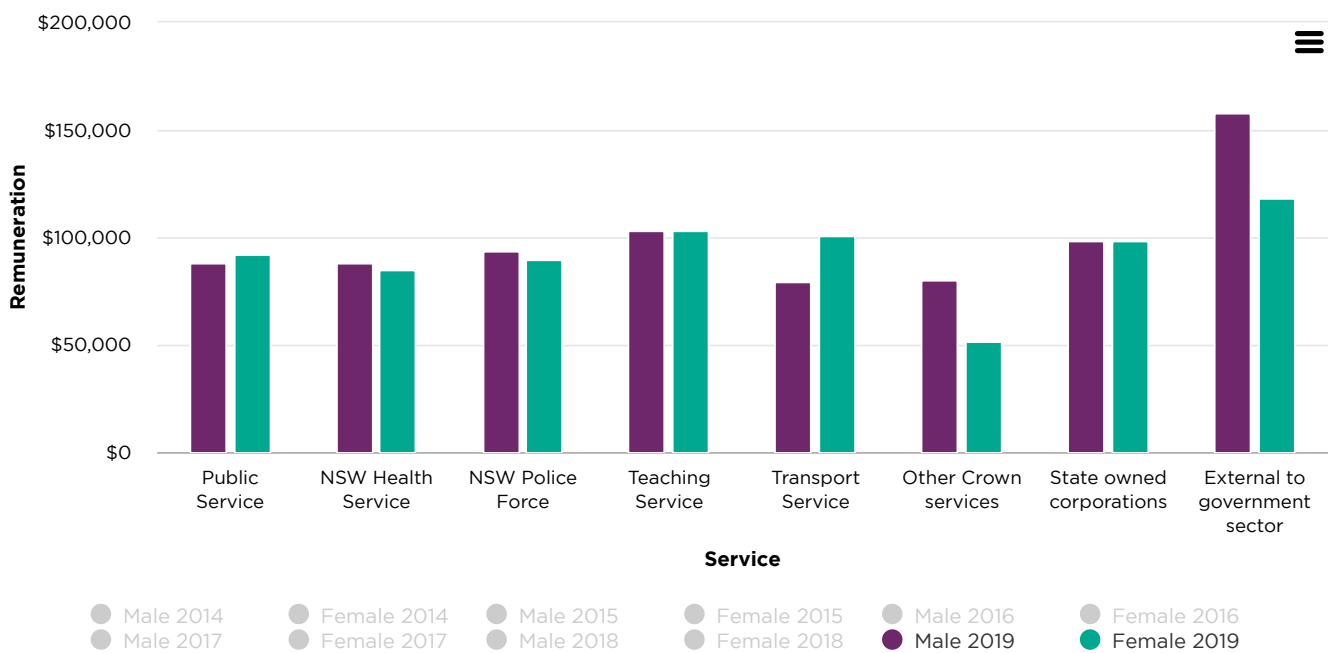
	Change - Males (%)	Change - Females (%)
Below median	2.3	6.4
Median and above	3.7	5.1
All salaries	3.1	5.7

**Figure 6.8: Change in headcount (non-casual) by salary band at census date, 2018-19**



The difference in the growth of female and male employees paid above the median salary was much smaller, with 1.3pp lower growth for men than women. While the 2019 headcount of females increased more than that for males in the higher salary ranges, the change was not sufficient to affect the overall pay gap.

**Figure 6.9: Median remuneration by gender (non-casual) and service, 2014-2019**



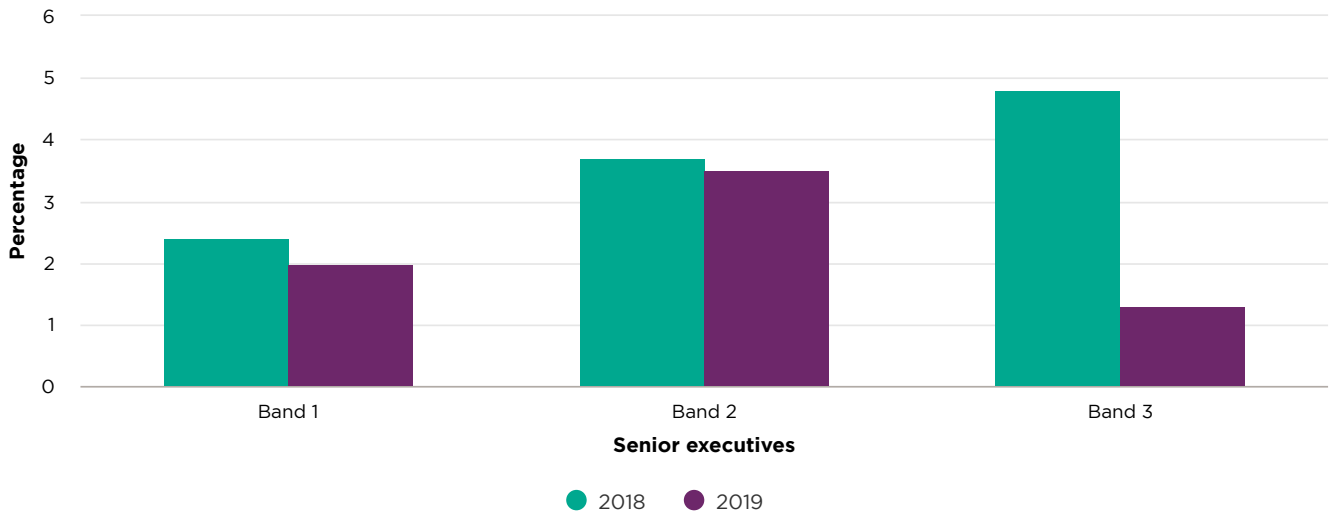
Within the government sector, other Crown services had the largest pay gap in 2019. This primarily related to School Support Staff, who made up 50.9% of other Crown services. These employees had a lower median remuneration of \$48,588, and 92.6% were female.

In contrast, the median remuneration of women in the Transport Service was 26.9% higher than that of men. This was due to the high proportion of male Bus Drivers (2,624 headcount) with a lower median remuneration of \$58,289.



The Public Service was the only other service where the median remuneration of women was higher than that of men. Overall, 55.6% of employees in the Public Service and 47.4% of senior executives were women.

**Figure 6.10: Public Service and aligned services senior executive gender pay gap by band, 2018-19<sup>2</sup>** ☰



The pay gap in 2019 for senior executive Bands 1-3 was 2.2%, the same level as the non-executive gap. The pay gap decreased across all executive bands in 2019. The largest change was in Band 3, where the gap decreased by 3.6pp.

Only 41.1% of senior executives paid above the median salary were female across the three bands. Band 2 had the lowest representation of females paid above the median salary for the band (34.1%) although the pay gap was narrowest in this band. The level of representation of females paid above the median salary was similar in Bands 1 and 3 (41.2% and 42.4% respectively) although the gap was widest in Band 3.

## Employment arrangements

Employment arrangements varied between genders, with women being far more likely to work part time than men (see Table 6.3). Between 2018 and 2019, the proportion of men working part time declined by 0.2% and the proportion of women working part time increased by 0.2%. In 2019, around 35.5% of non-casual female employees in the NSW public sector worked part time compared to 10.7% of male non-casual employees.

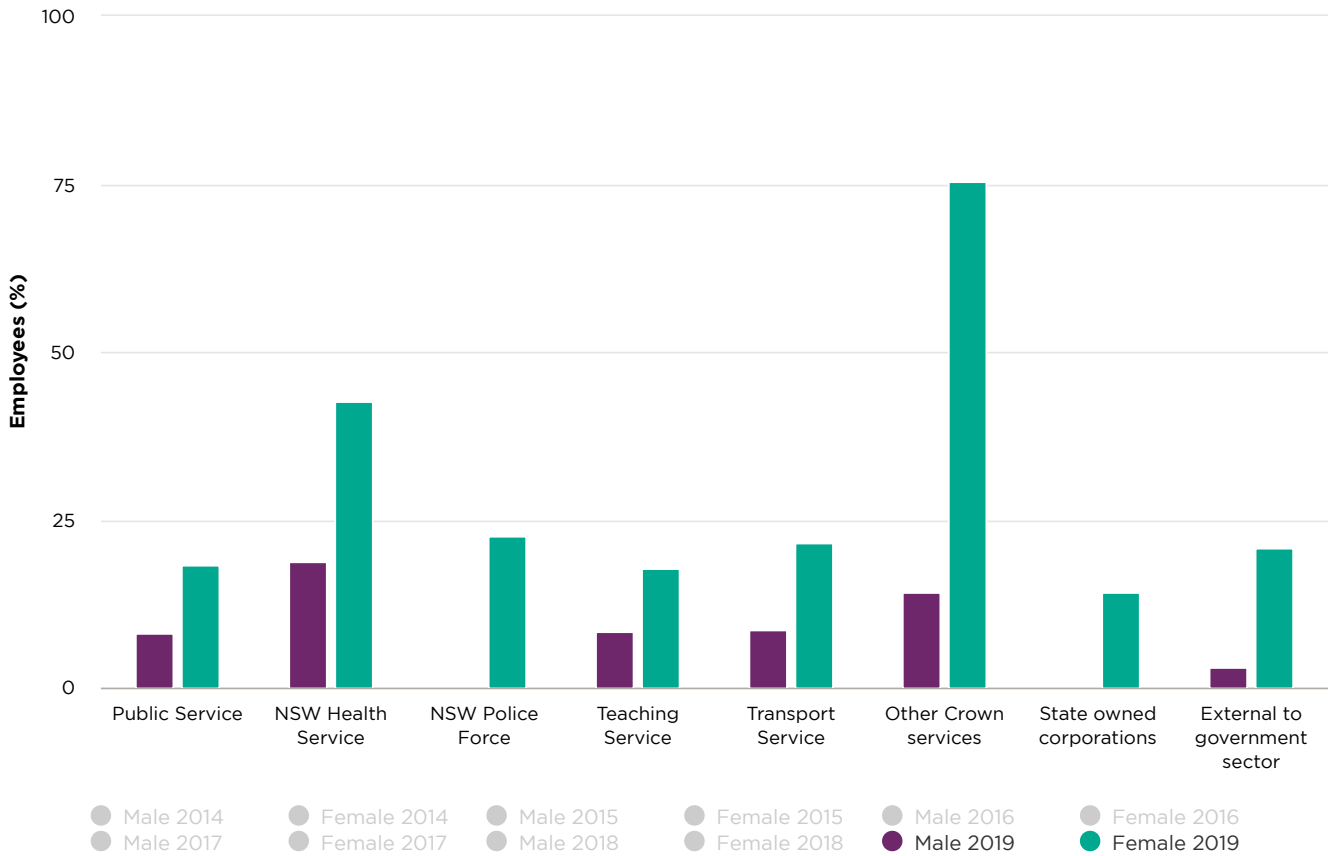
**Table 6.3: Employment arrangement by gender, non-casual census headcount, 2019**

	Total males	Male (%)	Total females	Female (%)
Full-time	113,980	42.2	156,310	57.8
Part-time	13,663	13.7	85,920	86.3

Of the 96 public sector departments and agencies that employed people on a part-time basis in 2019, 82 agencies had at least 75% female part-time employee representation.

Figure 6.11 shows the proportion of part-time employees by gender for each service. In 2019, the NSW Health Service continued to have the highest proportion of men in part-time employment (18.7%) and the second highest proportion of women working part time (42.6%).

**Figure 6.11: Proportion of employees working part time in each service by gender, 2014-2019**



## Notes

<sup>1</sup> 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,

<https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6202.0Sep%202019?OpenDocument>

<sup>2</sup> **In scope:** Senior executives in Bands 1-3 in the NSW Government sector, specifically the Public Service Senior Executive and the Aligned Executive Service (Health, Transport and Police).

**Excluded:** Any executives who were not reported under the band structure in the *Workforce Profile* collection, Senior Executive Band 4, Contractors and non-executive employees with salaries (2019) between \$161,707 and \$187,900 (whose position falls between Grade 11/12 and Executive Band).

## Chapter Seven

# Age



### Non-casual median age in 2019

**44** (same as 2018)



### Non-casual employees under 35 in 2019

**26.9%** in 2019 **+3.4pp** vs 2010



### Non-casual employees 55 or over in 2019

**23.8%** in 2019 **+3.0pp** vs 2010



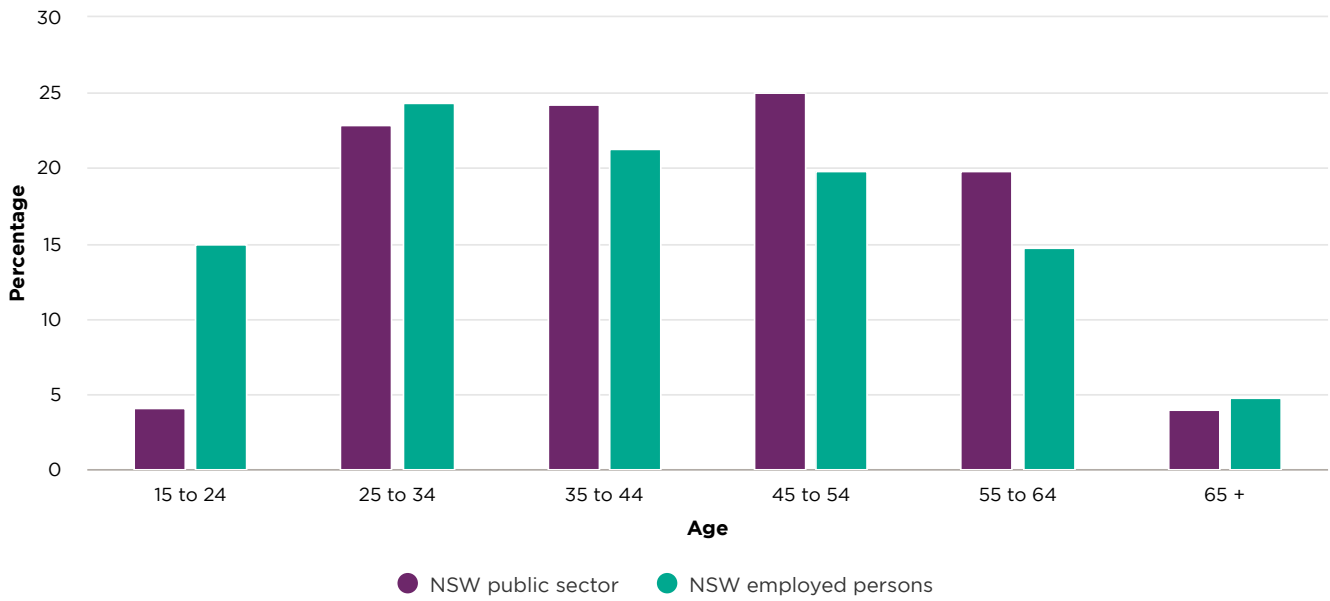
### Non-casual average retirement age

**63.9** in 2019 vs **61.5** in 2010

The median age of NSW public sector non-casual employees in 2019 was 44 years, which was unchanged from 2018, with only a minor difference between genders (45 years for men and 44 years for women). The median age of the NSW public sector non-casual workforce remained higher than the median age of the NSW working population, which was 40 in 2016.<sup>1</sup>

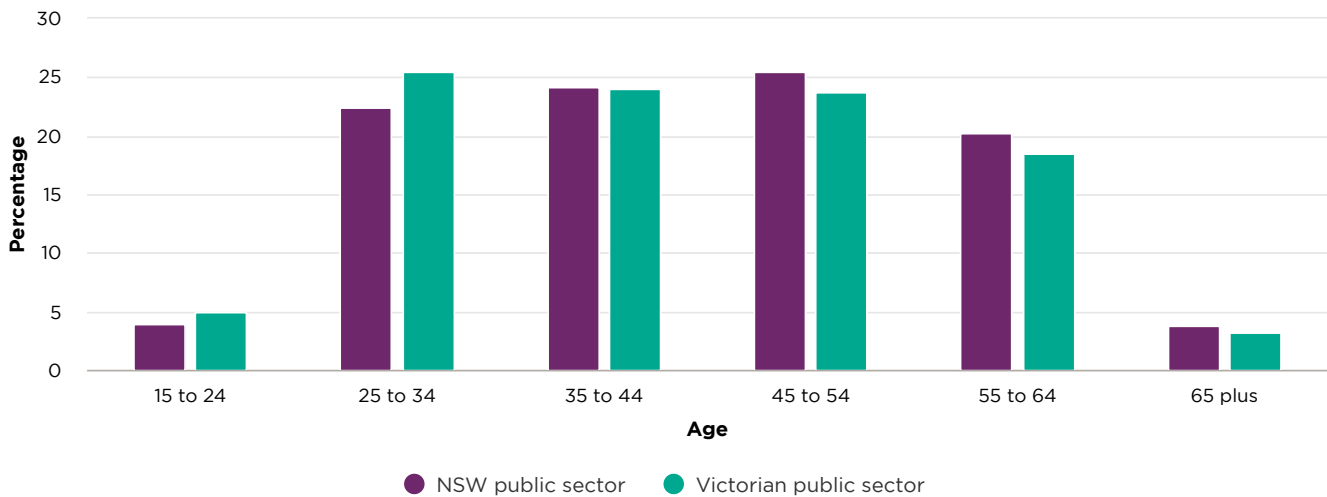
Figure 7.1 shows that a higher proportion of NSW public sector employees were aged between 35 and 64 (69%), compared with the number in this age bracket across the entire NSW workforce (55.9%) in 2019. Additionally, proportionally fewer employees were aged under 35 or over 65 in 2019. Those aged under 35 accounted for 26.9% of public sector employees, compared to 39.3% of the total NSW workforce. Those in the 65 and over age bracket accounted for 4.0% of public sector employees and 4.8% of the total NSW workforce.

**Figure 7.1: Age profile of NSW public sector and NSW employed persons, 2010–2019**



A comparison of 2018 figures for the NSW public sector and the Victorian public sector<sup>2</sup> reveals a similar age distribution. The greatest difference between the two jurisdictions was in the 25–34 age range, with 22.4% in NSW and 25.5% in Victoria. Workers aged up to 34 accounted for 26.2% of NSW public sector employees and 30.5% of employees in the Victorian public sector.

**Figure 7.2: Age profile of NSW public sector and Victorian public sector, 2018**



**Table 7.1: Median age and proportion of non-casual employees aged over 44 by service, at census date, 2019**

<b>Service</b>	<b>Median age</b>	<b>Employees aged &gt;44 years (%)</b>
Public Service	44	49.9
NSW Health Service	43	46.3
NSW Police Force	40	36.4
Teaching Service	42	44.5
Transport Service	47	55.5
Other Crown services	49	64.8
<b>Total government sector</b>	<b>44</b>	<b>48.7</b>
State owned corporations	45	50.8
External to government sector	51	62.6
<b>Total public sector</b>	<b>44</b>	<b>48.8</b>

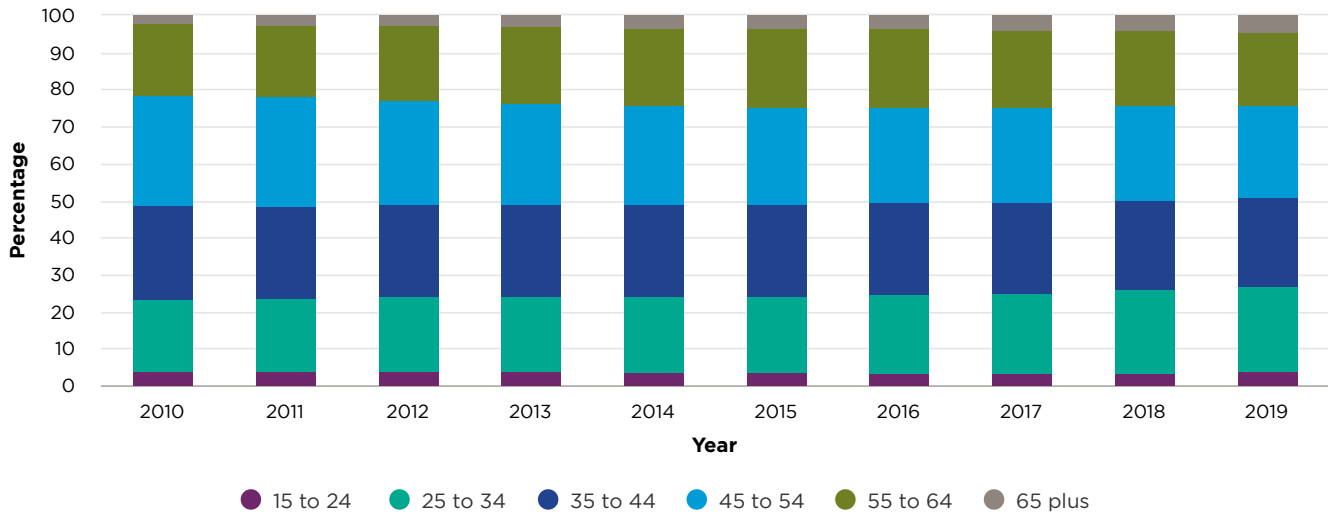
Table 7.1 shows that median ages across NSW Government services ranged from 40 to 49.

In 2019, the NSW Police Force had the lowest median age in the sector. On the census date, the median age in the NSW Police Force was 40 years, unchanged from 2018. The Police Force also had the highest proportion of employees aged under 35 (34.9%, compared with 26.9% across the sector) and the lowest proportion of employees aged 55 or over (9.7%, compared with 23.8% across the sector). However, the median age is increasing, as it was 38 years in 2014. At that time, the proportion of employees aged under 35 was 36.5%, and only 7.0% of employees were over 54.

In contrast, other Crown services had the highest median age in the sector – 49 years at census date. Among these services, 75.4% of Clerical and Administrative Workers were 44 or older, with a median age of 51. Around 71.2% of Managers were 44 or older, with a median age of 50.

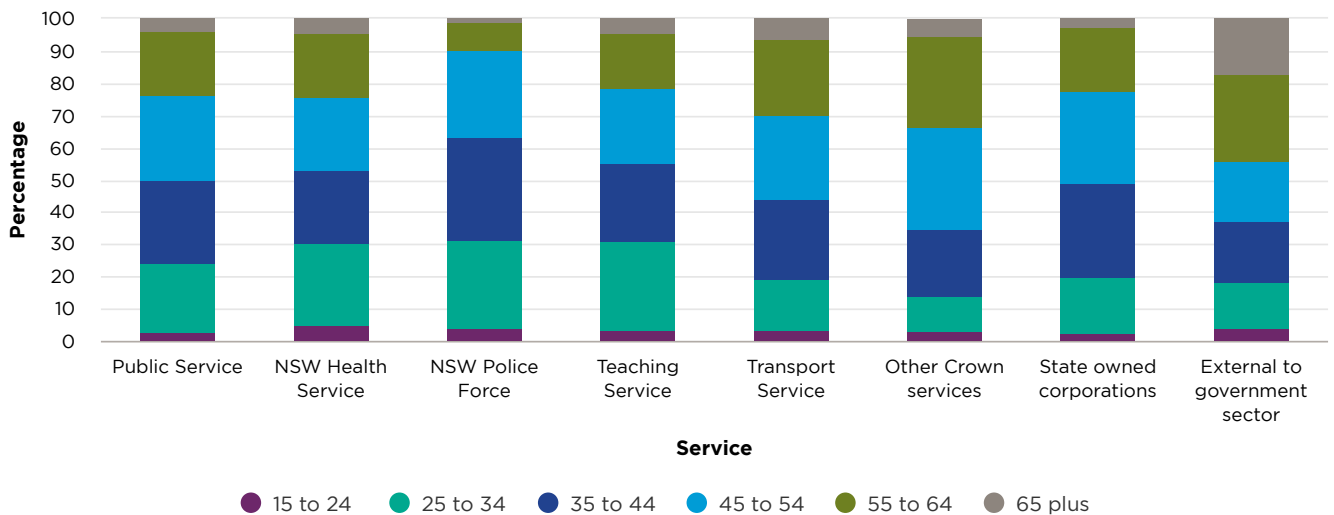
Age diversity in the workforce provides a range of perspectives, experience, talents and knowledge sharing. The proportion of public sector employees aged up to 44 grew marginally, from 48.8% in 2010 to 51.2% in 2019. Figure 7.3 highlights that the largest change in terms of proportion of the workforce occurred in the 45–54 years category. In 2010, the percentage of employees aged 45 to 54 was 30.3%, and this has declined to 25% in 2019. At the same time, the proportion of employees aged 55 to 64 and 65 or over increased by 0.8pp and 2.0pp respectively.

**Figure 7.3: Age profile of NSW public sector non-casual employees at census date, 2010-2019**



The non-casual age profile of the public sector workforce varied across services (see Figure 7.4). The Transport Service had the highest proportion of employees aged 65 and over (6.6%). Employees of the NSW Police Force and Teaching Service were highly concentrated in the 25-44 age group, whereas many in other Crown services tended to be between 45 and 64.

**Figure 7.4: Age profile of non-casual employees in the public sector at census date by service, 2019**



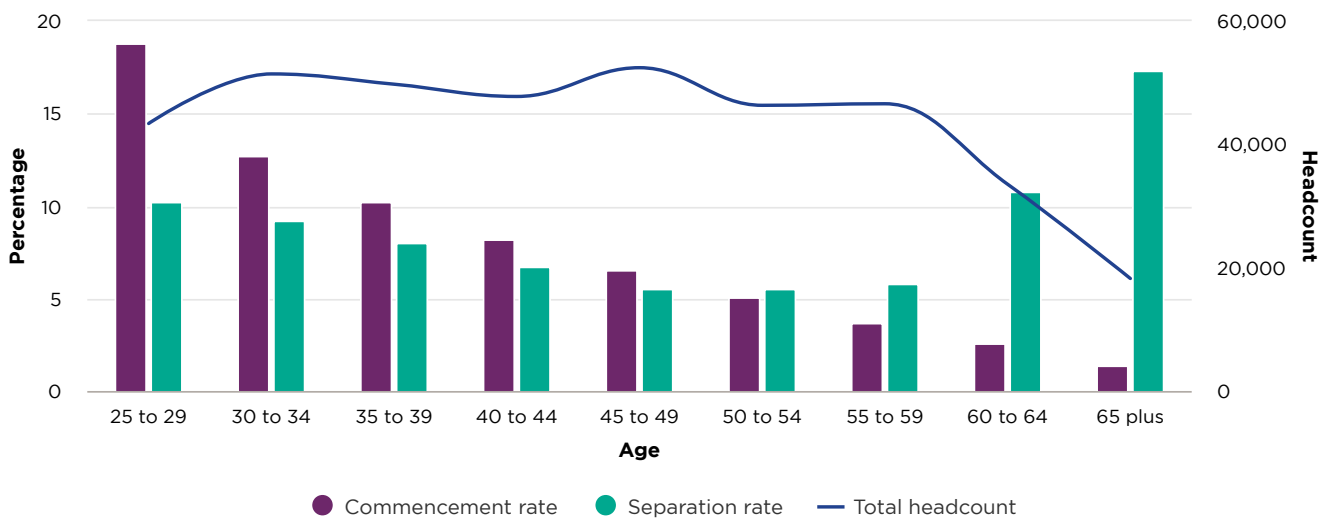
## Retirement age

While the proportion of non-casual employees aged over 65 has steadily grown, the average retirement age has incrementally increased (see Figure 7.5). The average retirement age of public sector employees has risen steadily from 61.5 in 2010 to 63.9 in 2019. This change was primarily driven by an increase in the proportion of employees retiring at age 65 or over, which doubled from 22.8% in 2010 (686) to 44.6% (1,769) in 2019.

**Figure 7.5: Distribution of retirees aged 55 and over among non-casual employees, 2010 and 2019**



**Figure 7.6: Public sector employee commencement rate vs separation rate by age, non-casual headcount, 2019<sup>3</sup>**



The number of commencements and separations vary widely by age, with commencements concentrated at the lower end of the age spectrum and separations at the higher end (see Figure 7.6). The rate of commencements in 2019 was more than three times lower for those aged 50 or over (3.6%) than for those aged under 50 (13%). Despite this, 35.6% of the NSW public sector employees are over 50, and 4% are over 65. The commencement rate for employees aged 50 or over has increased steadily in the past five years, from 2.3% in 2015 to 3.6% in 2019.

Employees aged 45 to 54 had the lowest separation rate in 2019, at 5.5%, and they comprise almost a quarter of the NSW public sector. In contrast, employees aged 65 or over account for just 4% of the NSW public sector workforce but had the highest separation rate and lowest commencement rate, at 17.3% and 1.4% respectively.

The top three occupations with the highest commencement rate for people aged 50 or over were General Clerk, Programs/Project Administrator and Bus Driver. These occupations accounted for 17.8% of commencements for this age group. The Public Service, NSW Health Service and other Crown services accounted for 81% of commencements in this age range.

## Notes

<sup>1</sup> Australian Bureau of Statistics, 2016a, Census of population and housing, New South Wales (STE) (state/territory), Age of population single year, labour force status, cat. no. 2006.0, TableBuilder. Findings based on ABS TableBuilder data.

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

<sup>3</sup> Both commencement and separation rates include movements across agencies as well as exits from the public sector.



## Chapter Eight

# Mobility



**Average number of applications**

**15.0** per role



**Time to hire**

**42.7** days



**Tenure, total sector**

**8.5** years (+0.1 years vs 2010)



**Teachers' tenure**

**12.4** years



**Police officers' tenure**

**12.4** years



**Nurses' tenure**

**8.0** years



### Male tenure

**8.9** years (-0.2 years vs 2010)



### Female tenure

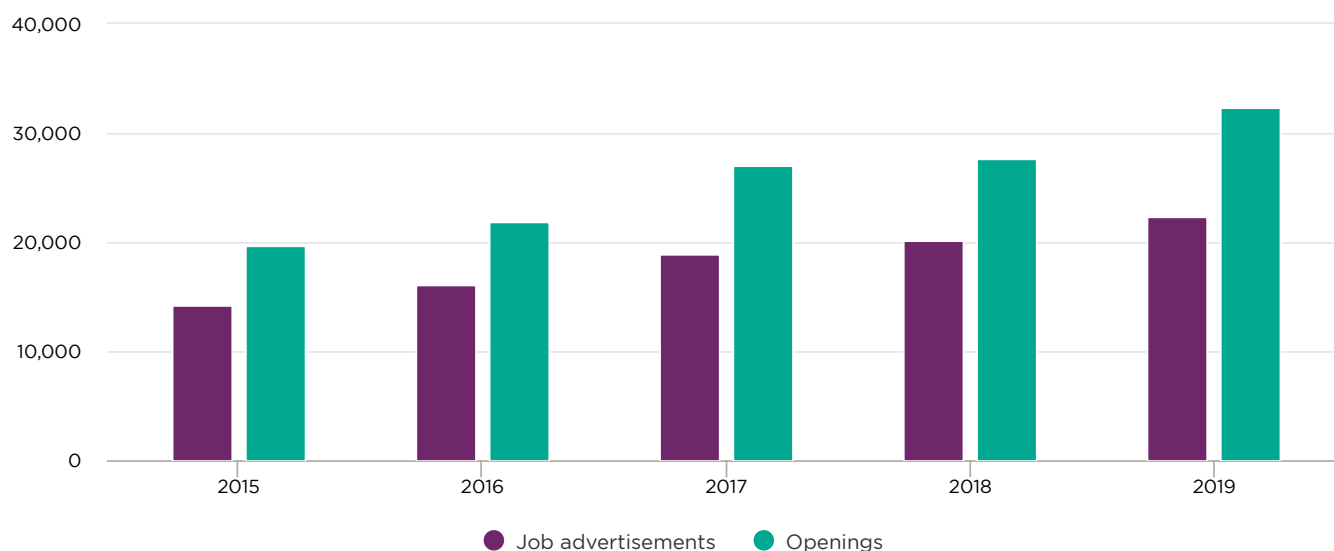
**8.4** years (+0.2 years vs 2010)

## Number of advertisements, openings and applications

Recruitment data extracted from *I Work for NSW* provides valuable insights into recruitment processes and trends across the sector.<sup>1</sup>

In 2019, 22,409 job advertisements were created on *I Work for NSW*, an increase of 11.2% from the previous year. Over the same period, the number of job openings increased by 17.1% (see Figure 8.1).

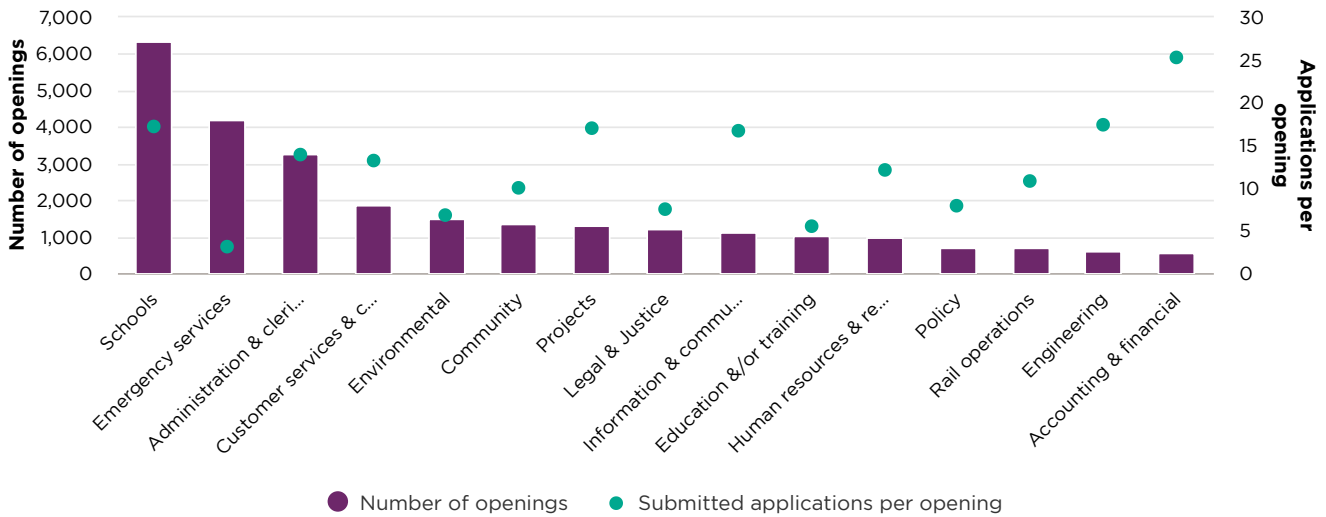
**Figure 8.1: Number of job advertisements and openings, 2015-2019**



A total of 486,150 job applications were completed for job advertisements (an increase of 9.6% from the previous financial year), with 53.4% of applications from women and 46.6% from men.

The average number of completed applications per job opening was 15.0<sup>2</sup>, an increase of 0.1% from 2018. This number varied across different job categories, with the highest rates for advertised roles in prisons, security and rail operations.

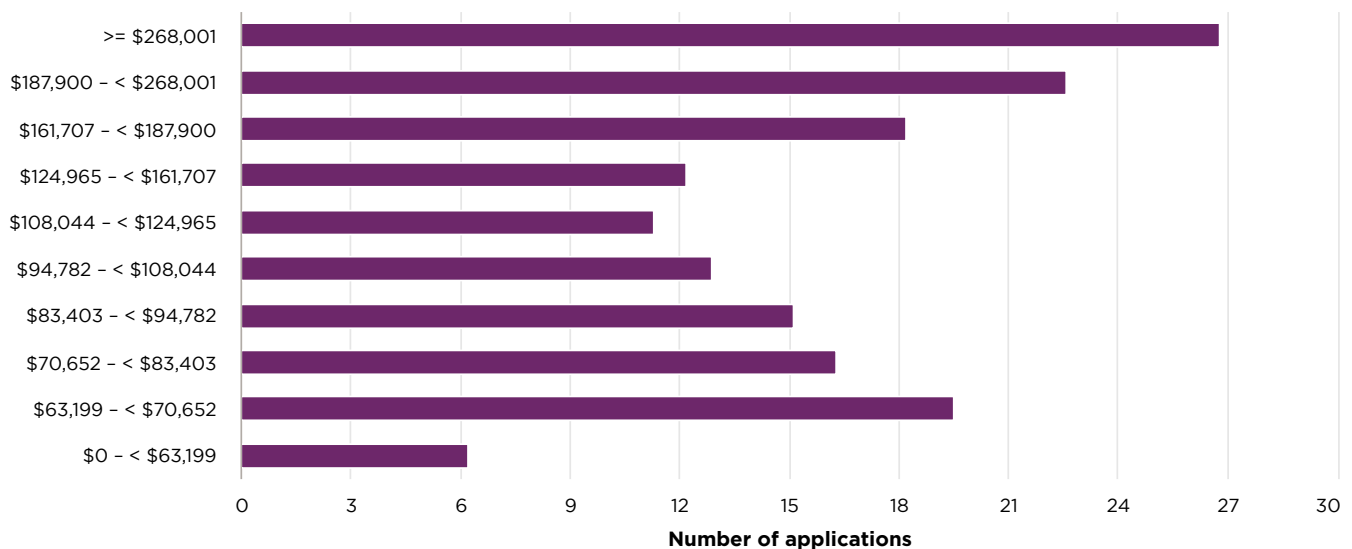
**Figure 8.2: Top 15 job categories, number of openings and average applications per opening, 2019<sup>2</sup>**



Schools (6,344) and Emergency Services (4,178) had the highest number of openings in 2019. Schools also recorded a relatively large number of applications per opening, at 17.2. Emergency Services had fewer applications per opening (3.1), which highlights the specialised nature of the roles.

The average number of completed job applications per opening was highest for jobs with a salary of \$268,001 or over (see Figure 8.3).

**Figure 8.3: Average number of completed applications per opening by salary band, 2019<sup>2</sup>**



### Successful applicants

Of the 486,150 completed applications, 24,472 were successful, a decrease of 11.2% from the previous financial year. This equates to a success rate of 5.0%, with females being more successful than males (5.2% compared to 3.9%).

More detailed analysis of differences in the number of applications and the success rate between men and women can be found in the [Gender chapter](/reports---data/workforce-profile/workforce-profile-reports/workforce-profile-report-2019/chapter-six) of this report.

## Filling of roles

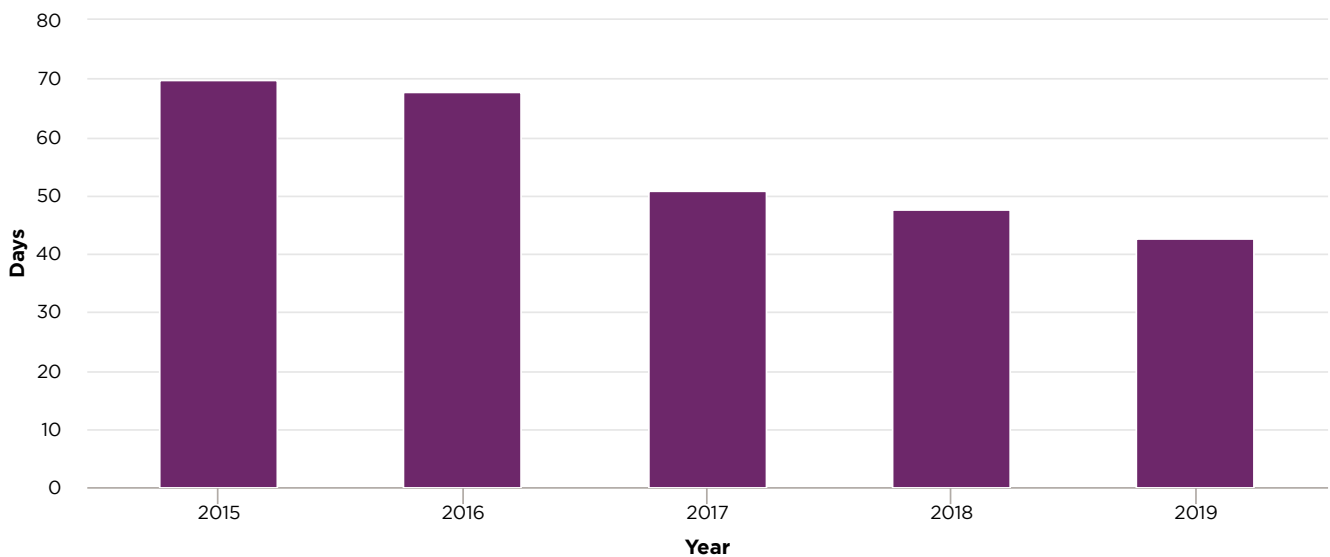
The average time to hire has continued to decrease, from 69.8 days in 2015 to 42.7 days in 2019 (see Figure 8.4). Job categories with the shortest time to hire were Customer Services and Call Centre (21.4 days), Legal and Justice (23.1 days), and Prisons and Security (26.3 days).



### Time to recruit in 2019

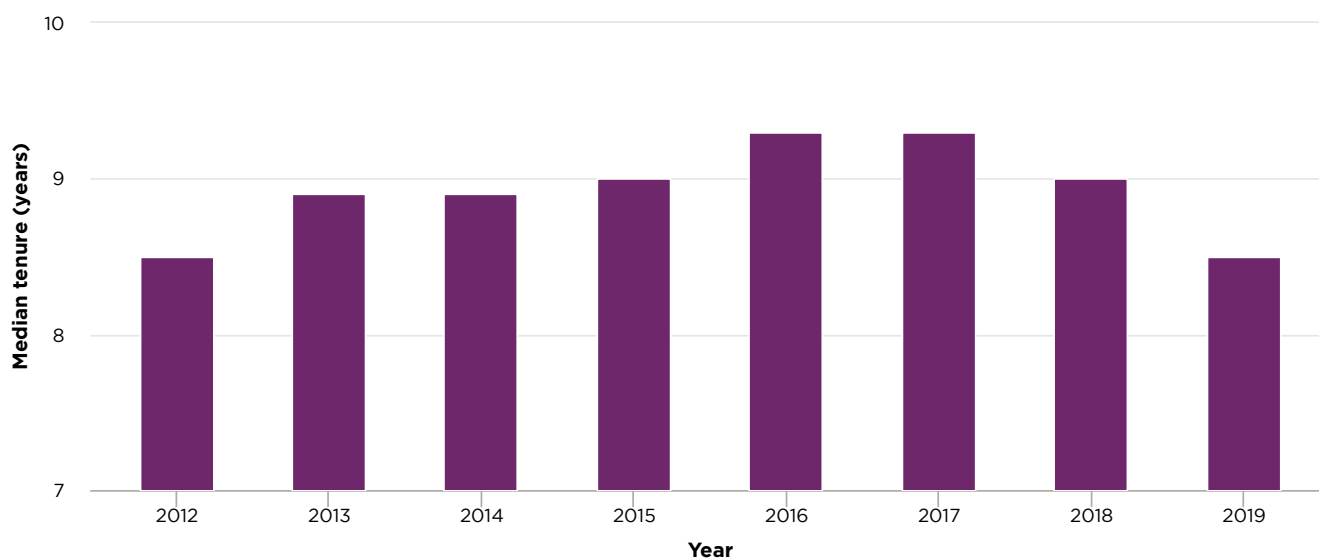
42.7 days

Figure 8.4: Average time to hire, 2015–2019



## Agency tenure and movements

The median tenure of non-casual employees in the public sector has continued to decrease since 2016, including a drop from 9.0 years in 2018 to 8.5 years in 2019 (see Figure 8.5). The gap between male and female tenure narrowed to 0.5 years in 2019, a decrease of 0.2 years from 2018. Female tenure decreased 0.4 years to 8.4 years in 2019 from 2018, while male tenure decreased by 0.5 years to 8.9 years.

**Figure 8.5: Median tenure (years) for non-casual public sector employees, 2012–2019<sup>3</sup>**

As in previous years, the services in the government sector with the longest median tenure in 2019 were the Teaching Service (12.6 years), NSW Police Force (12.4 years) and other Crown services (9.1 years) (see Table 8.1). Within other Crown services, the longest tenure was for NSW Trains (15.8 years), Sydney Trains (10.0 years) and School Administrative and Support (8.9 years). Mobility for many roles in these agencies is generally within a service rather than into other parts of the sector due to their more specialised nature.

The Transport Service had the shortest median tenure in 2019, with a slight increase of 0.1 years to 5.5 years in 2019. The separation rate for the Transport Service was 21.4%, up from 15.5% in 2018. This was largely due to State Transit Authority franchising Region 6, producing a separation rate of 43.4% in 2019. In addition, the separation rate in Transport NSW increased from 17.5% in 2018 to 18.0% in 2019.

**Table 8.1: Median tenure (years) for non-casual public sector employees by service, 2019**

Service	Median tenure (years)
Public Service	5.6
NSW Health Service	7.4
NSW Police Force	12.4
Teaching Service	12.6
Transport Service	5.5
Other Crown services	9.1
<b>Total government sector</b>	<b>8.5</b>
State owned corporations	9.8
External to government sector	6.6
<b>Total public sector</b>	<b>8.5</b>

In terms of occupation groups, Machine Operators and Drivers had the highest median tenure in 2019, at 10.4 years. Further, Technicians and Trades Workers had a median tenure of 10.2 years and Managers 10.1 years.

**Table 8.2: Occupations with the highest median tenure (years) among non-casual public sector employees at census, 2019<sup>3</sup>**

<b>ANZSCO minor group</b>	<b>Median tenure (years)</b>	<b>Headcount at census</b>
Education, Health and Welfare Services Managers	18.6	5,670
Keyboard Operators	16.0	303
Stationary Plant Operators	14.6	748
Automotive Electricians and Mechanics	12.7	331
Electricians	12.4	986
Defence Force Members, Fire Fighters and Police	12.4	19,626
School Teachers	12.2	73,765
Miscellaneous Hospitality, Retail and Service Managers	12.1	1,636
Building and Engineering Technicians	11.9	2,534
Miscellaneous Education Professionals	11.9	1,903

In occupations where there were more than 100 employees, Education, Health and Welfare Services Managers had the longest median tenure, at 18.6 years, and close to half of these employees were from the Teaching Service (47.6%, see Table 8.2). The largest occupation group with the longest median tenure was School Teachers, with a median tenure of 12.2 years.

**Table 8.3: Occupations with the lowest median tenure (years) among non-casual public sector employees at census, 2019<sup>3</sup>**

<b>ANZSCO minor group</b>	<b>Median tenure (years)</b>	<b>Headcount at census</b>
Advertising, Public Relations and Sales Managers	2.3	576
Sales, Marketing and Public Relations Professionals	2.4	1,262
Financial Brokers and Dealers, and Investment Advisers	2.9	231
Architects, Designers, Planners and Surveyors	3.2	1,265
Financial and Insurance Clerks	3.4	147
Call or Contact Centre Information Clerks	3.7	5,399
ICT Managers	4.0	1,610

<b>ANZSCO minor group</b>	<b>Median tenure (years)</b>	<b>Headcount at census</b>
Media Professionals	4.1	176
Sports and Fitness Workers	4.2	166
Medical Practitioners	4.4	14,904

In occupations where there were more than 100 employees, the lowest median tenure was among Advertising and Sales Managers, at 2.3 years, and Sales, Marketing and Public Relations Professionals, at 2.4 years (see Table 8.3).

The occupation with the highest number of employees in the bottom 10 jobs for median tenure was Medical Practitioner, at 4.4 years. This occupation also showed a high rate of movement within the sector (9.9%).

**Table 8.4: Separations, exits and moves; non-casual public sector employees by service, 2019**

<b>Service</b>	<b>Separation from agency (%)</b>	<b>Exit from public sector (%)</b>	<b>Movement within public sector (%)</b>
Public Service	11.7	9.3	2.4
NSW Health Service	9.4	6.6	2.8
NSW Police Force	5.3	4.8	0.5
Teaching Service	2.5	2.5	0.0
Transport Service	21.4	18.6	2.8
Other Crown services	5.2	4.9	0.4
<b>Total government sector</b>	<b>8.0</b>	<b>6.3</b>	<b>1.7</b>
State owned corporations	10.0	9.9	0.1
External to government sector	9.5	7.9	1.7
<b>Total public sector</b>	<b>8.1</b>	<b>6.4</b>	<b>1.7</b>

Across the public sector and government sector, the agency separation rate and the public sector exit rate decreased compared to 2018, both down 1.5pp. The highest separation and exit rates were in the Transport Service (21.4% and 18.6%, respectively, as shown in Table 8.4). This was primarily related to State Transit Authority franchising Region 6, resulting in a reduction of more than 1,000 full-time equivalent (FTE).

Only 1.7% of separations in 2019 related to internal movements within the public sector, with most employees exiting the sector upon separation from their agency. The NSW Health Service and the Transport Service had the highest rate of internal mobility (2.8%).

Employees aged 15 to 19 had the highest separation and exit rates of all age groups (21.8% and 21.6%, respectively). However, these employees only account for 0.5% of total separations. Employees aged 65 years or over accounted for 9.5% of overall separations, with a separation rate of 17.3% and an exit rate of 17.1%. The exits were mainly due to retirement. Employees aged 25 to 29 had the highest rate of movement within the sector (3.6%), predominantly due to the mobility of Medical Practitioners between Local Health Districts. Medical Practitioners had a movement rate of 14.5% within this group.

In 2019, the rate of movements within the sector continued to display the same pattern as 2018: highest in the 25 to 29 age group and then progressively declining.

## **Notes**

<sup>1</sup> 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.

<sup>2</sup> Includes only applications where the number of openings was specified.

<sup>3</sup> Only includes occupations where there were more than 100 employees.



## Chapter Nine

# Remuneration

Around 150 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 (for full-time equivalent (FTE) roles) 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 all employees

**\$87,926** +2.5% vs 2018



### Median remuneration male

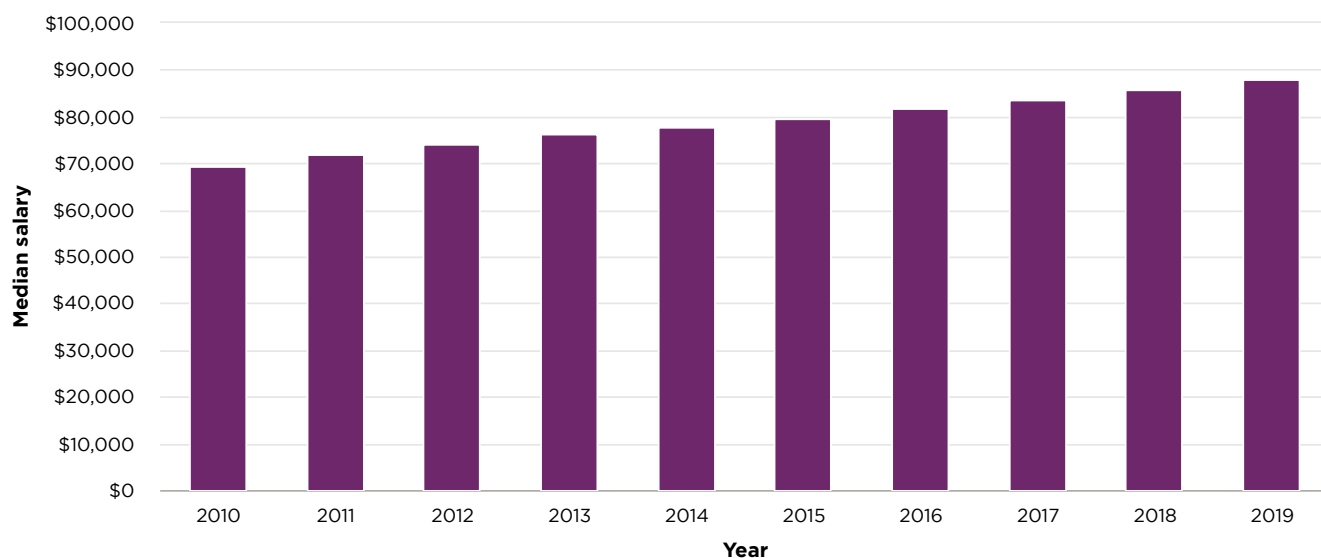
**\$89,928** +3.7% vs 2018



### Median remuneration female

**\$87,926** +2.5% vs 2018

Median remuneration for non-casual employees in the NSW public sector was \$87,926 in 2019, an increase of 2.5% from 2018. While this increase was in line with NSW Government wages policy (annual increase at 2.5%)<sup>1</sup>, it outpaced the increase in Sydney's Consumer Price Index (1.7%).<sup>2</sup> However, growth in NSW public sector median remuneration did not exceed the growth in average full-time weekly earnings in Australia (3.0%).<sup>3,4</sup> 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), 2010–2019**

Within the government sector, the service with the highest median remuneration in 2019 was the Teaching Service (see Table 9.1). In contrast, other Crown services had the lowest median remuneration, consistent with previous years. This was largely related to School Support Staff which constituted 49.8% of other Crown services in 2019 and had a median salary of \$48,588, 3.4% lower than in 2018. Most of these employees were Teachers’ Aides (54.4%) or General Clerks (43.3%).

**Table 9.1: Median remuneration by service, (non-casual) employees at census date, 2018-19**

Service	2018	2019	Change (%)
Public Service	\$88,851	\$92,026	3.6
NSW Health Service	\$85,466	\$87,603	2.5
NSW Police Force	\$90,103	\$92,026	2.1
Teaching Service	\$100,299	\$102,806	2.5
Transport Service	\$79,007	\$88,450	12.0
Other Crown services	\$58,516	\$59,636	1.9
<b>Total government sector</b>	<b>\$85,782</b>	<b>\$87,926</b>	<b>2.5</b>
State owned corporations	\$96,151	\$98,218	2.1
External to government sector	\$122,437	\$126,923	3.7
<b>Total public sector</b>	<b>\$85,782</b>	<b>\$87,926</b>	<b>2.5</b>

In 2019, the Transport Service had the largest increase in median remuneration, at 12%. One factor contributing to this change was the exit of more than 1,000 lower-paid bus operator roles, due to State Transit Authority franchising Region 6. Transport advised there was also an increase in higher duties arrangements in 2019 due to new recruitment principles introduced to support business continuity and as a result of machinery of government changes. However, they also confirmed that the increase in

median remuneration in 2019 has been artificially inflated due to their 2018 data incorrectly understating the number of employees in higher duties arrangements. As a result this increase should be treated with caution.

## Notes

<sup>1</sup> NSW Public Sector Wages Policy 2011.

<sup>2</sup> Australian Bureau of Statistics, 2018, *Consumer Price Index, Australia*, cat. no. 6401.0, Jun 2019, viewed 11 October 2019,

[https://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/6401.0Main+Features1Jun%202019?](https://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/6401.0Main+Features1Jun%202019?OpenDocument)

OpenDocument

<sup>3</sup> Based on full-time adult average weekly ordinary time earnings in Australia

<sup>4</sup> Australian Bureau of Statistics, 2018, *Average Weekly Earnings, Australia*, cat. no. 6302.0, May 2018, viewed 15 August 2019,

<https://www.abs.gov.au/ausstats/abs%40.nsf/>

mediareleasesbyCatalogue/030E8BEF4B0B915ECA2582EA00193B04?OpenDocument

## Chapter Ten

# Unscheduled Absence

**64.1 hrs**

per FTE for NSW public sector employees in 2019

### By age

**<50 yrs**

**56.9 hrs**

per FTE for PUA in 2019

**50+ yrs**

**76.2 hrs**

per FTE for PUA in 2019

### By salary

**<\$100 k**

**66.2 hrs**

per FTE for PUA in 2019

**+\$100 k**

**60.3 hrs**

per FTE for PUA in 2019

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

The total number of hours of PUA in the NSW public sector increased 1.5% from 2018 to 20,183,435. However, the number of hours of PUA per full-time equivalent (FTE) decreased to 64.1, a reduction of 1.1 hours per FTE (see Table 10.1).

**Table 10.1: Paid unscheduled absence (total hours and hours per FTE), total public sector, 2014–2019**

	2014	2015	2016	2017	2018	2019
Hours per FTE (non casual)	63.7	65.1	67.1	64.1	65.2	64.1
Change from previous year (hours)	1.4	1.3	2.0	-3.0	1.0	-1.1
PUA (,000 hours)	19,484	19,878	20,512	19,549	19,881	20,183
Percentage change from previous year	2.5	2.0	3.2	-4.7	1.7	1.5

Most services experienced a decrease in hours of PUA per FTE relative to 2018 (see Table 10.2). The highest reduction occurred in the Public Service (-4.4 hours), the Transport Service (-2.8 hours) and the NSW Police Force (-2.6 hours). Decreases were spread across much of the sector, with 65.3% of agencies experiencing a decrease in PUA per FTE. Rates of PUA increased in only two services: the Teaching Service (2.2 hours) and other Crown services (0.5 hours). The largest contributor to the increase in PUA in other Crown Services was the TAFE Commission, where PUA per FTE increased by 8.5 hours compared to 2018.

**Table 10.2: Paid unscheduled absence by service, 2018–19**

Service	2018 FTE	2019 FTE	2018 hours per FTE	2019 hours per FTE	Change (hours)
Public Service	58,091	59,912	69.9	65.5	-4.4
NSW Health Service	109,184	111,619	63.1	61.8	-1.3
NSW Police Force	19,290	19,285	67.3	64.7	-2.6
Teaching Service	60,824	64,629	61.5	63.7	2.2
Transport Service	13,506	12,734	64.4	61.6	-2.8
Other Crown services	35,933	38,237	70.7	71.2	0.5
<b>Total government sector</b>	<b>296,829</b>	<b>306,417</b>	<b>65.4</b>	<b>64.3</b>	<b>-1.1</b>
State owned corporations	7,250	7,565	59.2	57.8	-1.4
External to government sector	978	1,019	52.0	52.0	0.0
<b>Total public sector</b>	<b>305,058</b>	<b>315,000</b>	<b>65.2</b>	<b>64.1</b>	<b>-1.1</b>

The direction of change in PUA per FTE from 2018 to 2019 was consistent across major occupation groups (see Table 10.3). There were reductions in six out of seven occupation groups, with Professionals being the only group to experience no change. The three occupation groups with the

highest decreases were Community and Personal Service Workers (-2.6 hours), Machinery Operators and Drivers (-2.2 hours), and Labourers (-2.0 hours).

**Table 10.3: Paid unscheduled absence by occupation groups, 2018-19<sup>1</sup>**

<b>ANZSCO Major Group</b>	<b>2018 FTE</b>	<b>2019 FTE</b>	<b>2018 hours per FTE</b>	<b>2019 hours per FTE</b>	<b>Change (hours)</b>
Professionals	151,252	158,363	60.1	60.1	0.0
Technicians and Trades Workers	12,789	13,048	71.3	71.0	-0.3
Managers	20,234	21,395	52.4	51.9	-0.5
Clerical and Administrative Workers	49,839	51,507	69.0	67.1	-1.9
Labourers	11,927	12,114	75.1	73.1	-2.0
Machinery Operators and Drivers	9,962	9,046	83.1	80.9	-2.2
Community and Personal Service Workers	48,852	49,335	74.5	71.9	-2.6
<b>Total public sector</b>	<b>305,058</b>	<b>315,000</b>	<b>65.2</b>	<b>64.1</b>	<b>-1.1</b>

The Professionals occupation group accounted for nearly half of the sector workforce, and its PUA remained unchanged since 2018. Clerical and Administrative Workers were the second largest occupation group and experienced a relatively large reduction in PUA per FTE (-1.9 hours).

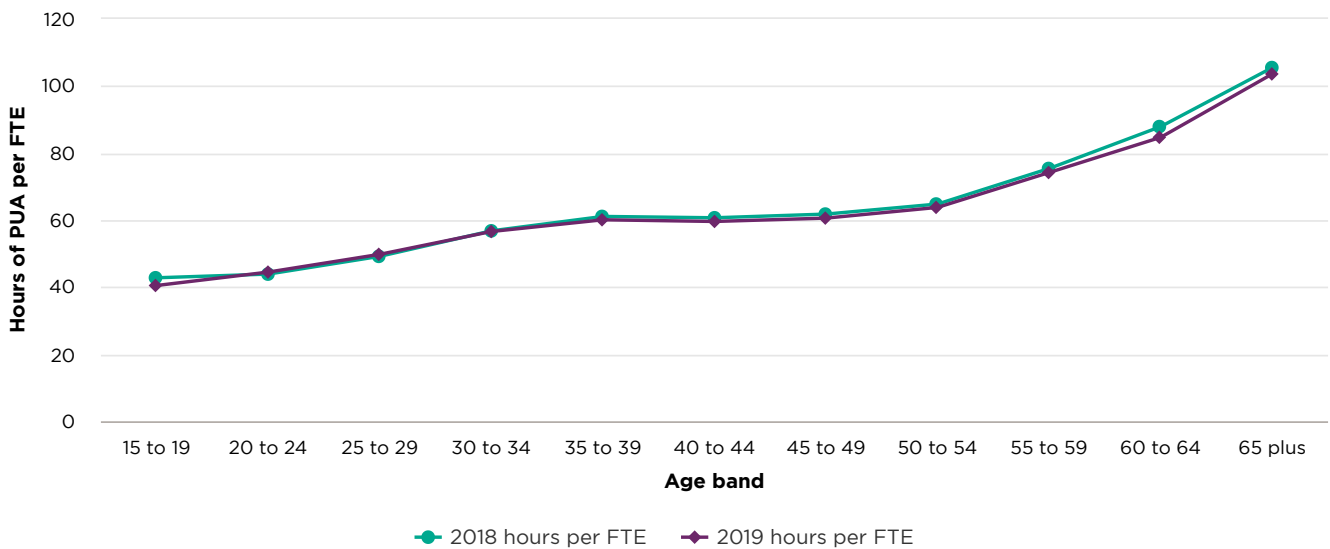
Managers had the lowest overall rate of PUA, with 51.9 hours per FTE in 2019. This is a slight decrease from 2018. In 2019 those with a salary of \$100,000 or more took 5.9 hours less leave per FTE than those on lower salaries (60.3 hours per FTE versus 66.2 hours respectively). This is consistent with previous years.

## Age

There is a well-established link between the age of employees and the rate of PUA. Consistent with the trend seen in earlier years, average hours per FTE for those aged 50 or over was close to 20 hours higher than for those under 50 in 2019 (76.2 hours and 56.9 hours, respectively). However, the biggest reduction in PUA between 2018 and 2019 was in the 60-64 age band, at -3.2 hours per FTE.

In 2019, there was an incremental increase in hours per FTE with each successive five-year age band, except between the 35-39 and 40-44 age bands (see Figure 10.1).

**Figure 10.1: Paid unscheduled absence by age, 2018-19<sup>2</sup>**



The rate of PUA decreased across most age groups between 2018 and 2019. The exception was in the 20-29 age band, where the rate of PUA increased.

**Table 10.4: Paid unscheduled absence by age, 2018-19<sup>2</sup>**

Age Bands	2018 FTE	2019 FTE	2018 hours per FTE	2019 hours per FTE	Change (hours)
15 to 19	287	353	42.8	40.5	-2.4
20 to 24	9,040	9,909	43.9	44.5	0.6
25 to 29	30,845	32,793	49.2	49.8	0.7
30 to 34	35,973	38,065	56.8	56.6	-0.2
35 to 39	35,054	37,039	61.1	60.1	-1.0
40 to 44	36,516	37,414	60.7	59.6	-1.0
45 to 49	42,282	42,974	61.8	60.6	-1.2
50 to 54	38,274	38,769	64.8	63.8	-1.0
55 to 59	39,714	38,958	75.4	74.2	-1.2
60 to 64	25,390	26,224	87.9	84.7	-3.2
65 plus	11,647	12,460	105.5	103.6	-1.9
<b>Total public sector</b>	<b>305,058</b>	<b>315,000</b>	<b>65.2</b>	<b>64.1</b>	<b>-1.1</b>

**Notes**

<sup>1</sup> The Sales Worker category has been excluded due to its small size, so totals do not match total sector figures.

<sup>2</sup> Records where employee age is unknown are included in total sector figures. These accounted for 0.01% of total records in 2018 and 2019.



## Chapter Eleven

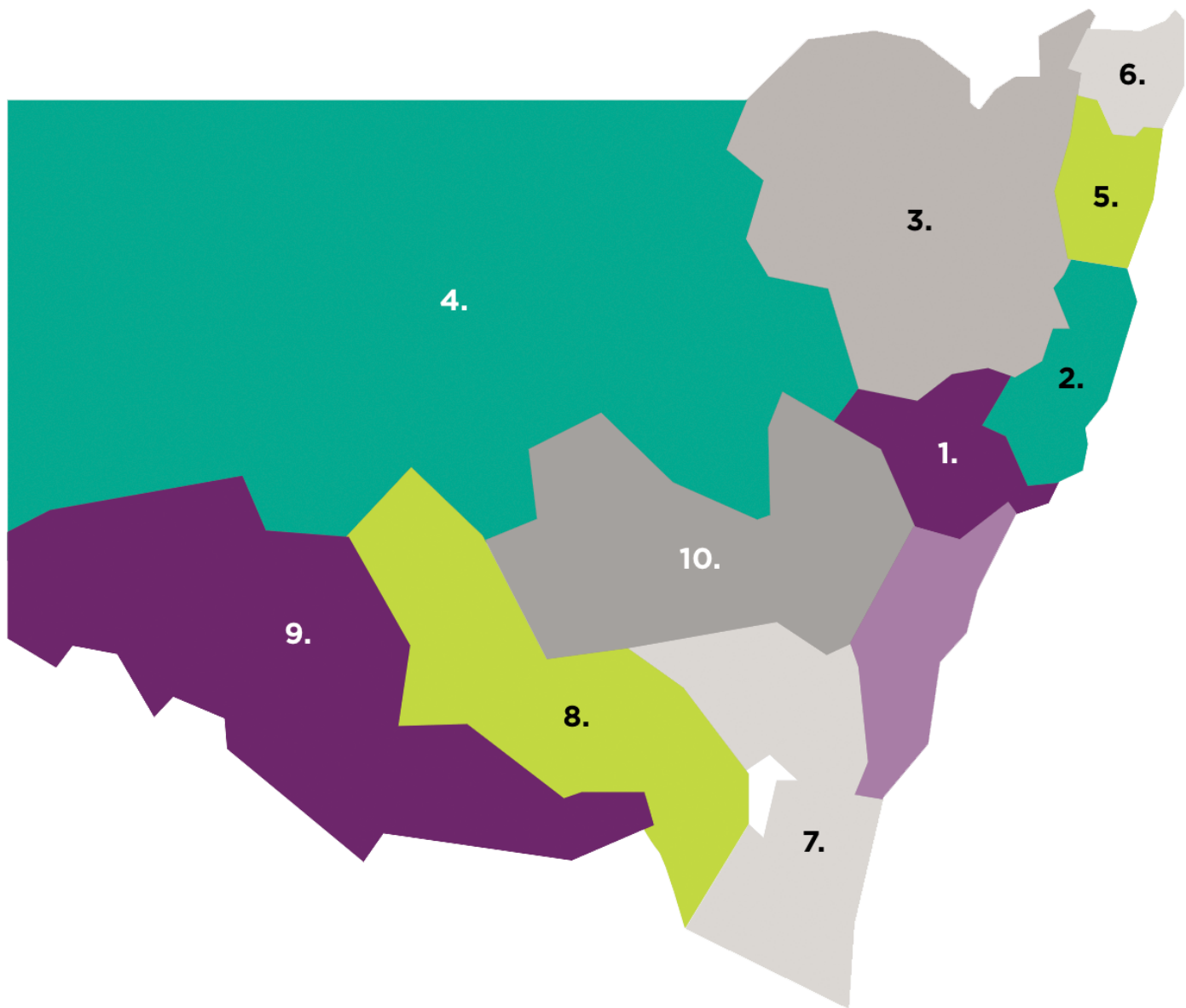
# Regional profile of the public sector

The NSW public sector is the largest employer in Australia, accounting for almost 10% of employment in the state. As such, it has a large impact on the NSW workforce. While most roles are in metropolitan areas, the NSW public sector employs many people in regional areas and handles a significant proportion of all employment in regional NSW.<sup>1</sup>

In 2019, 58.2% of NSW public sector employees worked in Sydney (Sydney East and Sydney West combined), with the remaining 41.8% spread across the rest of NSW (see Figure 11.1). The distribution of employees between Sydney and regional areas<sup>2</sup> marginally favoured the latter when compared to the geographical distribution of the resident population of NSW, with an estimated 38.8% of people in NSW living in regional areas.

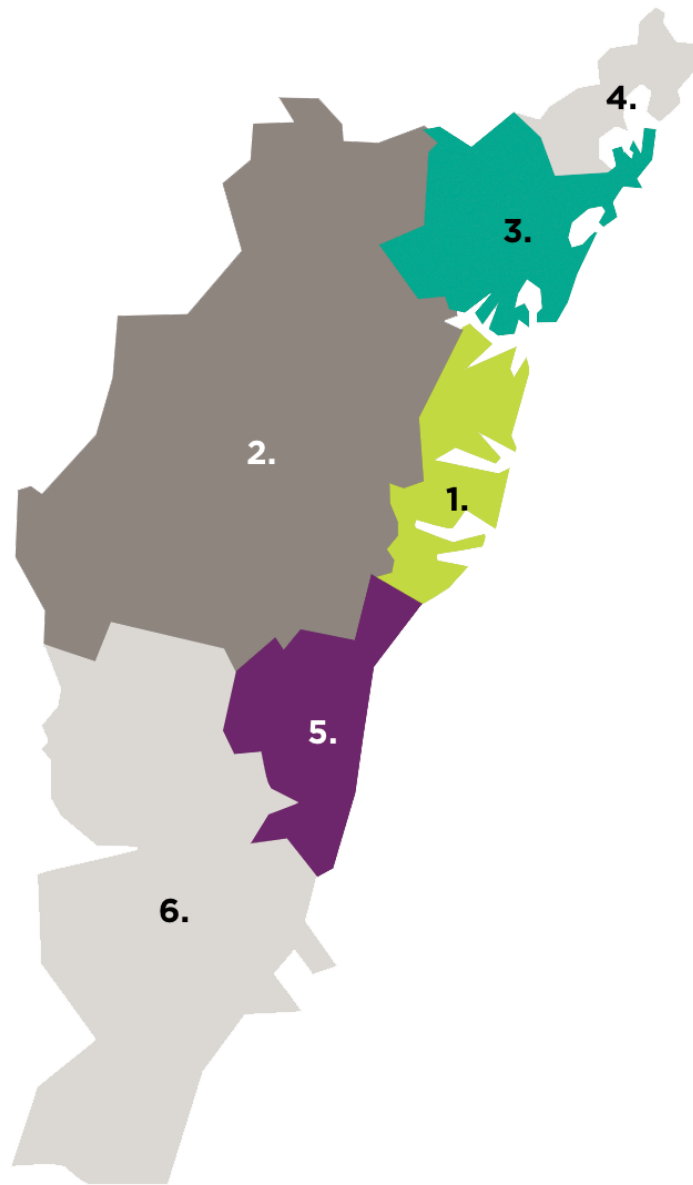
**Figure 11.1 NSW public sector employees by region, census headcount, 2019**

<b>Region</b>	<b>Public sector employees, census headcount</b>	<b>Representation by region (%)</b>
<b>1. Hunter Valley</b> excl. Newcastle	11,431	2.8
<b>2. Mid North Coast</b>	11,028	2.7
<b>3. New England &amp; North West</b>	11,112	2.7
<b>4. Far West &amp; Orana</b>	10,428	2.6
<b>5. Coffs Harbour - Grafton</b>	8,229	2.0
<b>6. Richmond - Tweed</b>	12,506	3.1
<b>7. Capital Region</b>	11,059	2.7
<b>8. Riverina</b>	9,757	2.4
<b>9. Murray</b>	5,836	1.4
<b>10. Central West</b>	14,341	3.5



**Sydney regions**

<b>Work Region</b>	<b>Public sector employees, headcount at census</b>	<b>Representation by region (%)</b>
<b>1. Sydney East</b>	134,675	33.3
<b>2. Sydney West</b>	101,196	25.0
<b>3. Central Coast</b>	16,343	4.0
<b>4. Newcastle and Lake Macquarie</b>	24,600	6.1
<b>5. Illawarra</b>	16,373	4.0
<b>6. Southern Highlands and Shoalhaven</b>	6,066	1.5



## Regional profiles

Key statistics for each region are displayed in Table 11.1, and the distribution of census FTE by region and service is shown in Table 11.2. In 2019, regional NSW accounted for 40.4% of FTE, while Sydney East and Sydney West together accounted for 59.6%. In line with previous years, the distribution of Public Service and other Crown services employees between Sydney and regional NSW mirrored that of the general NSW population. The NSW Health Service and the NSW Teaching Service had higher proportions of employees in regional areas compared to the general population, while the NSW Police Force and the Transport Service had higher proportions of employees in the Sydney region.

**Table 11.1: Key statistics by region, 2019**

<b>Work Region</b>	<b>Estimated resident population</b>	<b>Census period FTE 2018</b>	<b>Census period FTE 2019</b>	<b>Change census period FTE 2018 to 2019 (%)</b>	<b>Median age (years)</b>	<b>Median salary non-casual (\$)</b>	<b>Median tenure non-casual (years in agency)</b>	<b>Part-time non-casual (%)</b>
Capital Region	227,969	8,429	8,892	5.5	47	\$85,066	9.9	34.8
Central Coast	342,095	12,833	13,258	3.3	45	\$86,033	9.6	34.1
Central West	212,648	11,352	11,775	3.7	45	\$83,403	9.3	30.4
Coffs Harbour – Grafton	141,212	6,481	6,687	3.2	47	\$86,567	10.0	36.2
Far West & Orana	117,331	8,476	8,722	2.9	43	\$79,586	8.2	26.1
Hunter Valley excl. Newcastle	277,105	8,584	9,262	7.9	44	\$83,136	9.8	33.4
Illawarra	311,193	12,119	12,440	2.6	45	\$87,926	11.4	31.0
Mid North Coast	220,713	8,730	9,014	3.3	47	\$86,641	10.4	34.5
Murray	120,169	4,345	4,545	4.6	46	\$83,918	9.2	39.6
New England & North West	186,864	8,737	9,094	4.1	45	\$83,136	9.1	33.9
Newcastle & Lake Macquarie	375,931	18,667	19,503	4.5	45	\$87,926	10.0	33.9
Richmond – Tweed	250,989	9,526	9,822	3.1	48	\$87,926	10.7	42.6
Riverina	161,100	7,734	7,963	3.0	44	\$83,136	8.4	32.2
Southern Highlands & Shoalhaven	154,687	4,659	4,825	3.6	47	\$83,136	9.8	37.4
Sydney West	2,160,153	81,647	86,112	5.5	42	\$87,926	8.6	22.7
Sydney East	2,728,082	111,564	113,876	2.1	43	\$90,236	7.2	21.8

\* 4.6% of employee records in the workforce profile were missing the postcode and/or suburb in 2019.

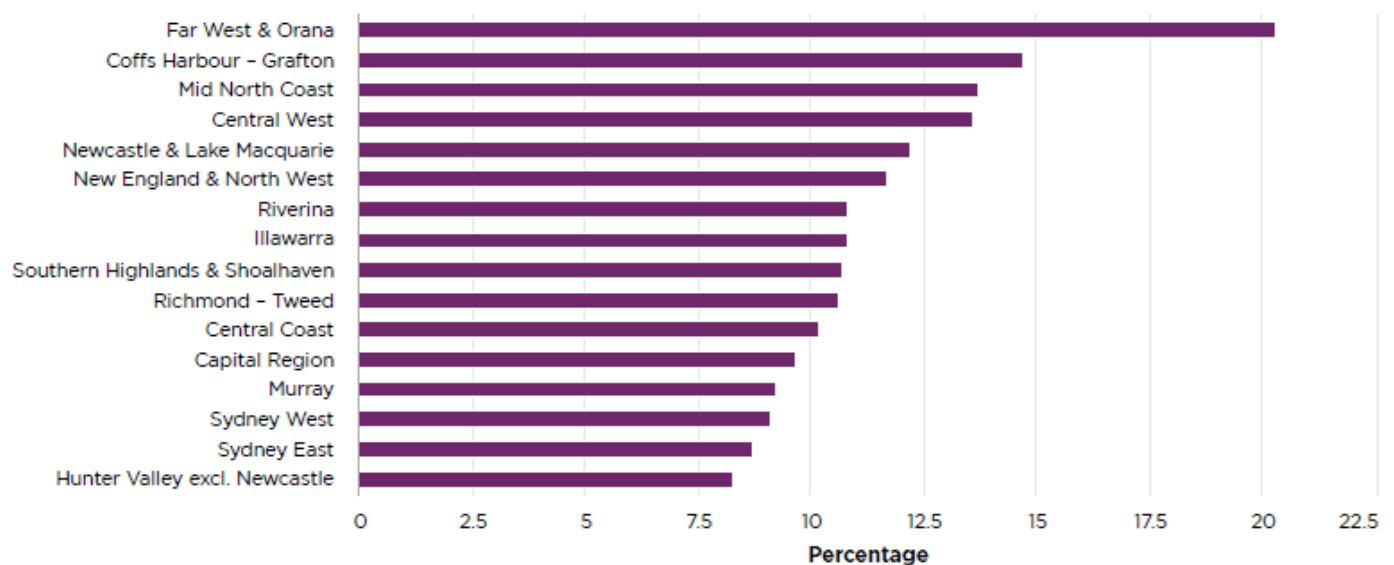
**Table 11.2: Census period FTE by service and region, 2019**

<b>Work Region</b>	<b>Public Service</b>	<b>NSW Health Service</b>	<b>NSW Police Force</b>	<b>Teaching Service</b>	<b>Transport Service</b>	<b>Other Crown services</b>	<b>Government sector</b>	<b>State owned corporations</b>
Capital Region	1,656	2,793	657	2,307	200	911	8,525	367
Central Coast	2,133	5,917	762	2,957	125	1,363	13,258	0
Central West	2,985	3,963	552	2,244	184	1,440	11,368	407
Coffs Harbour – Grafton	1,182	2,434	277	1,370	390	762	6,414	273
Far West & Orana	2,028	2,792	533	1,699	243	1,038	8,333	390
Hunter Valley excl. Newcastle	2,315	2,086	472	2,924	74	1,249	9,120	142
Illawarra	1,503	5,181	628	2,833	420	1,783	12,348	92
Mid North Coast	1,099	3,148	364	2,063	66	1,262	8,002	1,011
Murray	604	1,532	290	1,144	109	638	4,317	228
New England & North West	1,476	3,126	545	2,218	149	1,219	8,732	361
Newcastle & Lake Macquarie	3,126	9,002	768	3,425	512	2,198	19,031	472
Richmond – Tweed	1,026	4,462	537	2,238	94	1,211	9,567	255
Riverina	1,333	2,946	380	1,660	282	973	7,576	386
Southern Highlands & Shoalhaven	973	1,599	238	1,333	33	632	4,806	18
Sydney West	16,071	30,631	6,198	19,291	1,810	9,861	83,863	2,247
Sydney East	24,466	38,267	6,700	17,875	8,371	16,032	111,712	1,160

## NSW public sector relative to the NSW workforce

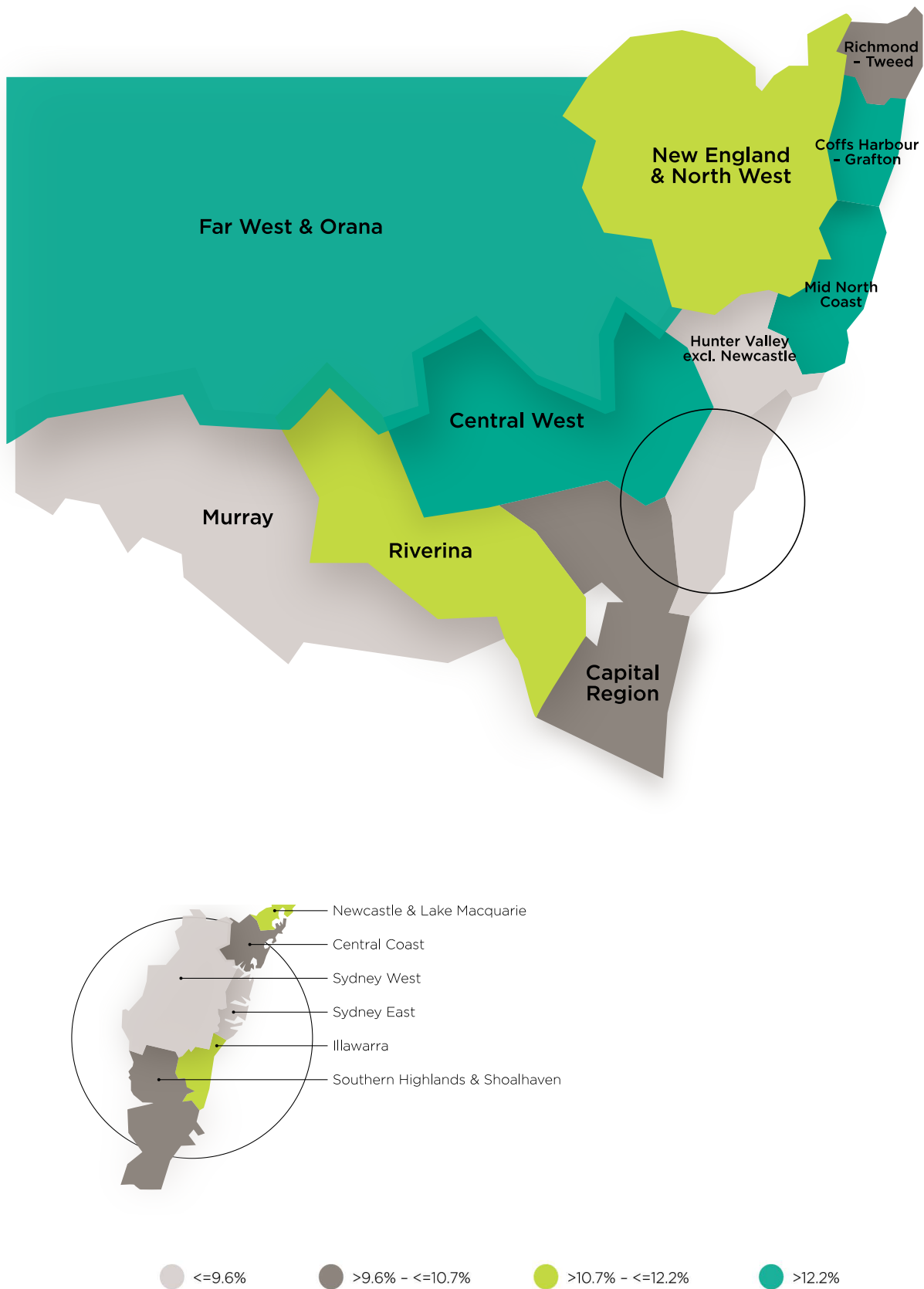
The NSW public sector accounted for 9.8% of the approximately 4,151,962 people employed in NSW at June 2019.<sup>4</sup> As in previous years, the NSW public sector's contribution to employment varied from region to region. Analysis of the geographic distribution of NSW public sector employees relative to the overall workforce<sup>5</sup> shows where government employment contributed the most to local and regional economies. Figure 11.2 shows the percentage of employed persons who were NSW public sector employees in each region in 2019.

**Figure 11.2: Public sector employees as a proportion of NSW employed persons, 2019**



The proportion of public sector employees relative to total employed people increased in several regions in 2019. This was largely due to an increase in the number of public sector employees in all regions coupled with a decrease in the number of employed persons in six regions: Hunter Valley (excluding Newcastle), Central Coast, Southern Highlands and Shoalhaven, Mid North Coast, Coffs Harbour - Grafton, and Far West and Orana.<sup>4</sup> The largest proportional increase was in Far West and Orana, where public sector employees made up 20.3% of all employed persons in 2019 (up from 17.4% in 2018). In contrast, less than 10% of the workforce in Sydney East and Sydney West was employed in the NSW public sector.

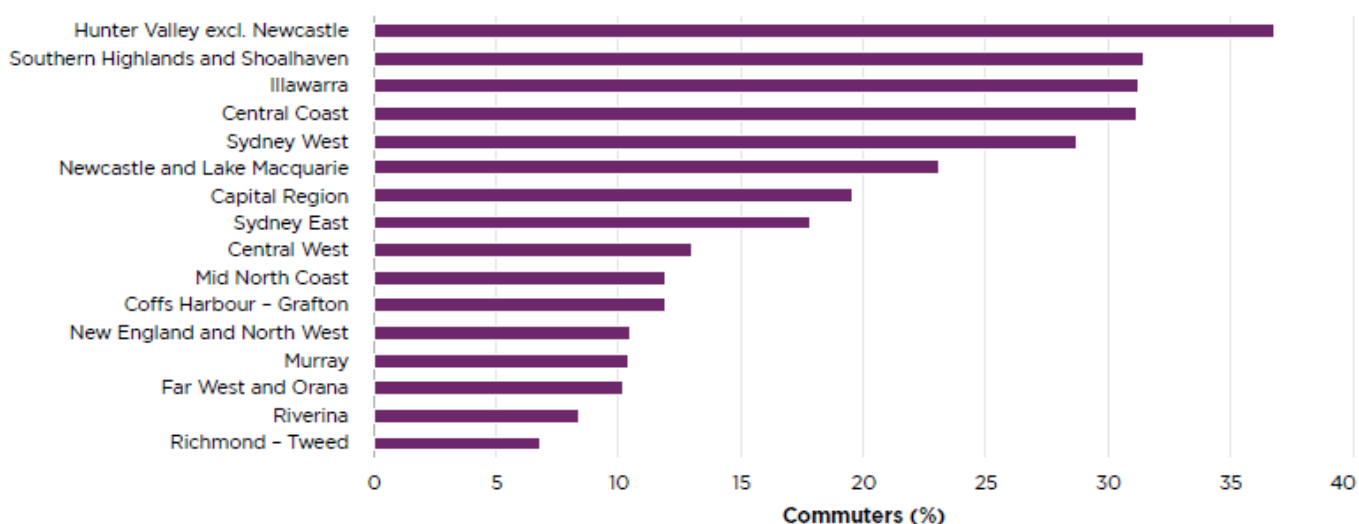
**Figure 11.3 Public sector employees as a proportion of NSW employed persons by region, 2019**



## Importers and exporters of talent

The percentage of NSW public sector workers commuting out of their home regions for work differed across regions (see Figure 11.4). In the Hunter Valley (excluding Newcastle), Central Coast, Illawarra, and Southern Highlands and Shoalhaven regions, between 30% and 40% of public sector employees travelled to another region for work. Most of them worked in Sydney West or Sydney East. This may reflect these regions' proximity to Sydney, where 58.2% of NSW public sector employees were located on the census date. In contrast, less than 10% of NSW public sector employees living in the Riverina and Richmond - Tweed regions travelled to another region for work, likely due to the size of these regions.

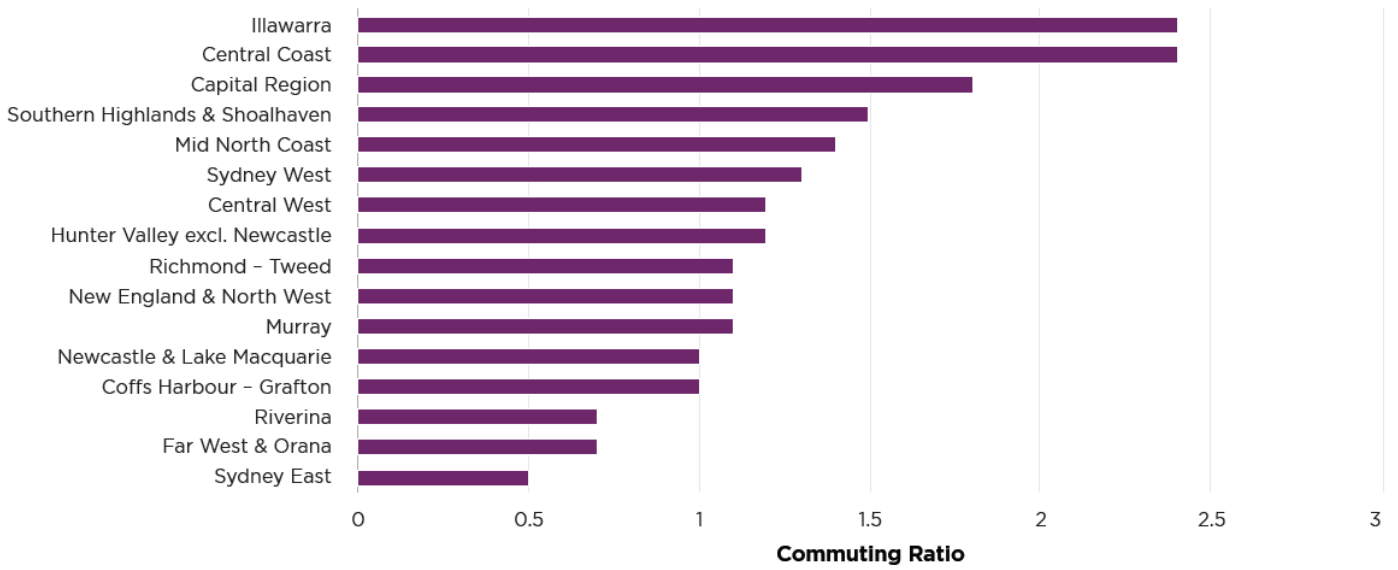
**Figure 11.4: Percentage of NSW public sector employees living in each region who commuted to another region for work, 2019**



The commuting ratios in Figure 11.5 show the number of public sector employees commuting out of their home region to work, for every employee working within the home region. The highest net exporters were the Illawarra and Central Coast regions, where more than two public sector employees commuted out of the region to work for every one that commuted in. The Illawarra ratio represents a decrease from 2018 (from 3.4 to 2.4), largely due to an increase in the number of employees commuting to the region. 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 person commuting to the region for work.



**Figure 11.5: NSW public sector commuting ratio (out-to-in) by region, 2019**



## Commuting profile of Sydney and surrounding regions

The employment catchment area of Greater Sydney shown in Figure 11.6 has expanded over recent decades, with large numbers of employees commuting to and from the surrounding regions. Understanding where employees are commuting to and from is important for planning recruitment and managing retention.

**Figure 11.6 Greater Sydney area**

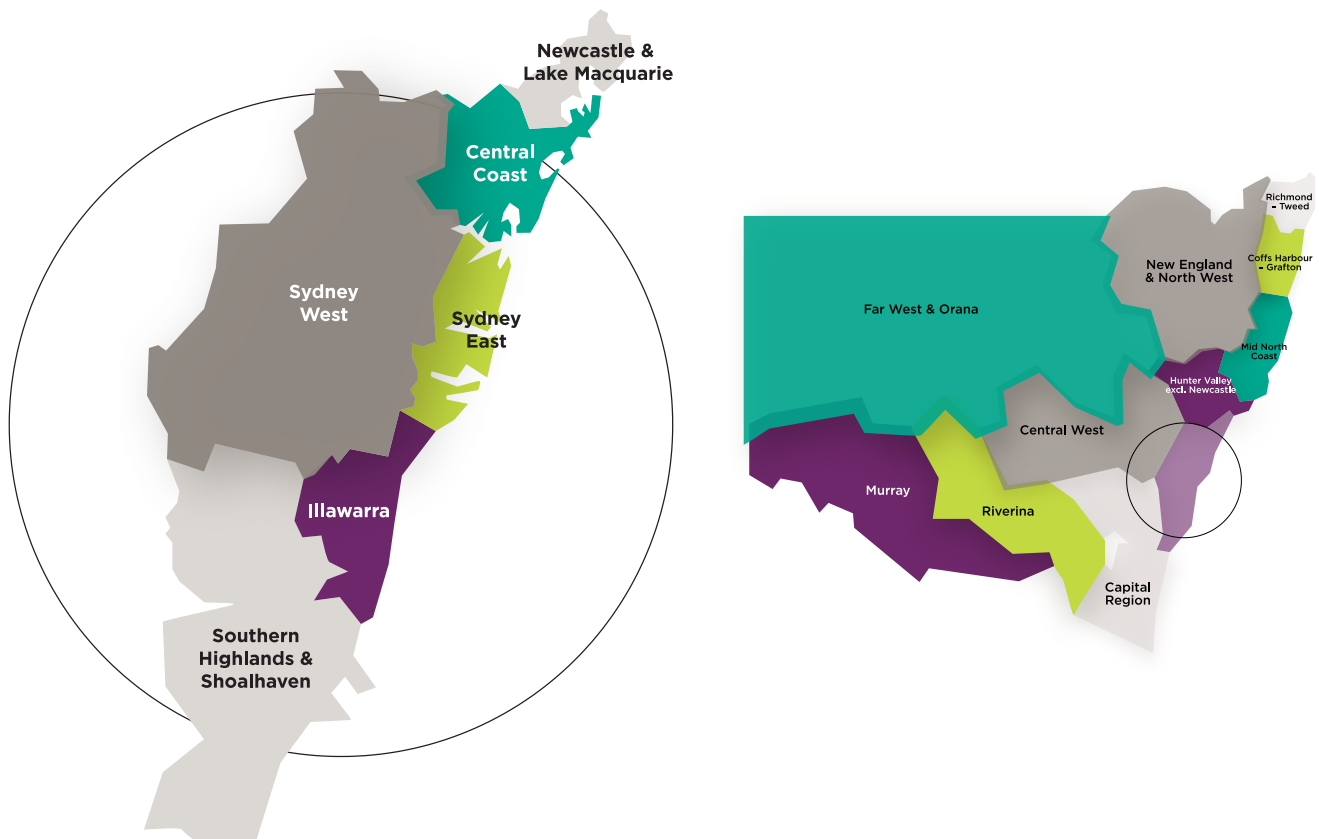


Table 11.3 illustrates the number of NSW public sector employees (including casuals<sup>5</sup>) on the census date who travelled between regions in and around Sydney for work. The largest proportion of commuting occurred between Sydney West and Sydney East. Around 20.3% of NSW public sector employees in Sydney East travelled in from Sydney West, and 17.2% of NSW public sector employees in Sydney West resided in Sydney East. In total, 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, 2019**

Work region	Home region					
	Sydney East	Sydney West	Central Coast	Newcastle & Lake Macquarie	Illawarra	Southern Highlands & Shoalhaven
Sydney East	95,103	27,386	3,746	951	3,402	427
Sydney West	17,399	76,761	884	409	1,613	617
Central Coast	556	251	13,633	1,315	*	*
Newcastle & Lake Macquarie	454	372	1,034	18,629	42	*
Illawarra	855	555	*	47	13,572	619
Southern Highlands & Shoalhaven	103	290	*	*	802	4,612

\* Asterisks indicate redacted data which is considered to be a data quality issue.

Approximately 9,500 employees commuted from the Central Coast and Illawarra regions to Sydney East or Sydney West. This constituted around 29.5% of employees residing in these regions. Far fewer employees travelled out of Sydney East and Sydney West to work in the surrounding regions (1,968 and 1,468, respectively). This is consistent with the high concentration of NSW public sector employment in Sydney.

## Notes

<sup>1</sup> Regional boundaries are based on the Australian Statistical Geography Standard developed by the Australian Bureau of Statistics (ABS). The work locations of 3,019 NSW public sector employees were unknown due to Workforce Profile data collection records missing a postcode or a suburb name, or both data items. These employees have not been included in denominators when calculating percentages.

<sup>2</sup> Statistical Areas Level 4, Sydney Collapsed, excludes 'Unknowns' and 'Outside NSW'.

<sup>3</sup> ABS, *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#/>

<sup>4</sup> ABS, *Labour Force, Australia, Detailed - Electronic Delivery, June 2019*, cat. no. 6291.0.55.001, released 25 September 2019,

<https://www.abs.gov.au/AUSSTATS/abs@.nsf/allprimarymainfeatures/25FF00812EB9EDC7CA25845D00123D45?opendocument>

<sup>5</sup> Including casual employees gives a better sense of the number of people travelling between regions for work.

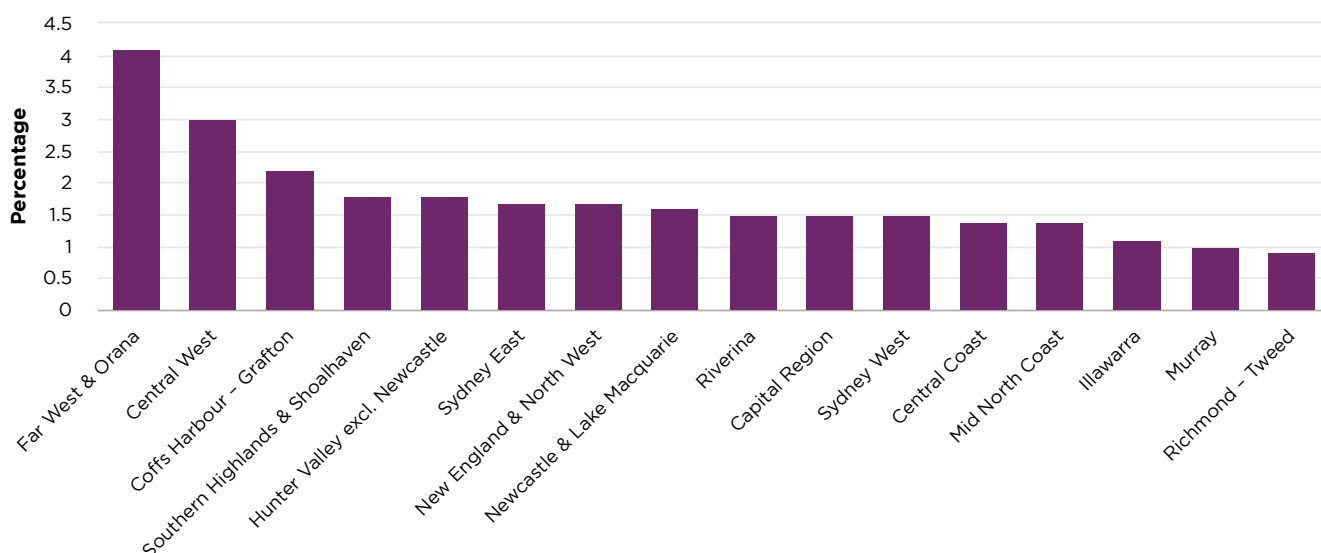
## Chapter Twelve

# Regional profile of the Public Service

The Public Service is a key part of the public sector, with 61,991 non-casual full-time equivalent (FTE) workers in the 2019 census period, accounting for around one-fifth of public sector employees. 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 collection includes the postcode and work suburb of employees and any analysis is subject to the accuracy of this data. Figures exclude records where location cannot be determined due to missing suburb and postcode data.

**Figure 12.1: Public Service employees as a percentage of NSW employed persons, 2019**



In the Far West and Orana region, 4.1% of employed persons were Public Service employees, the highest representation of all regions.

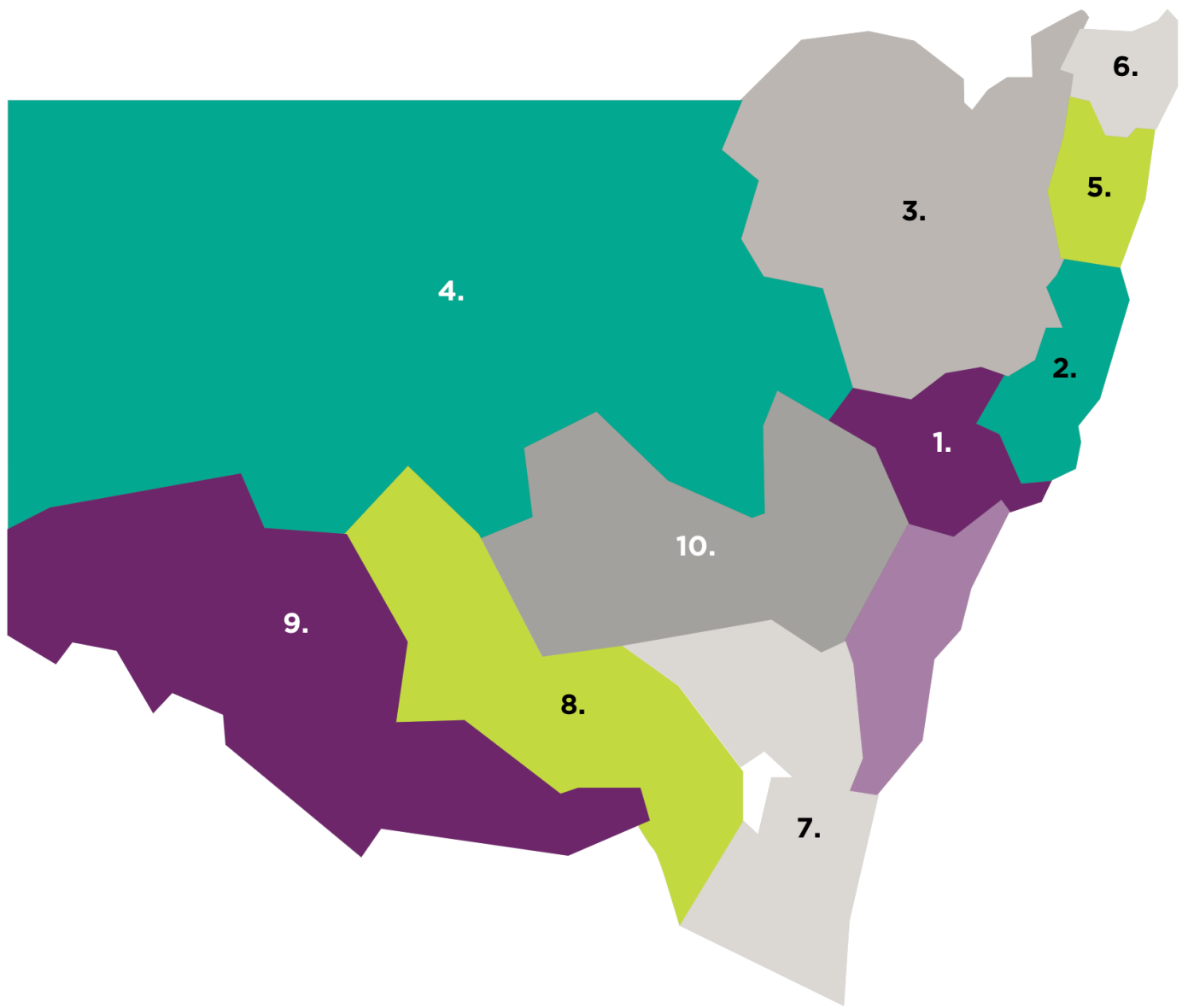
The percentage of Public Service employees of the total NSW workforce was 1.7% for regional and 1.6% for metropolitan areas.

## Change over time

**Figure 12.2 Proportional change in Public Service FTE distribution by region, 2011 to 2019<sup>1,2</sup>**

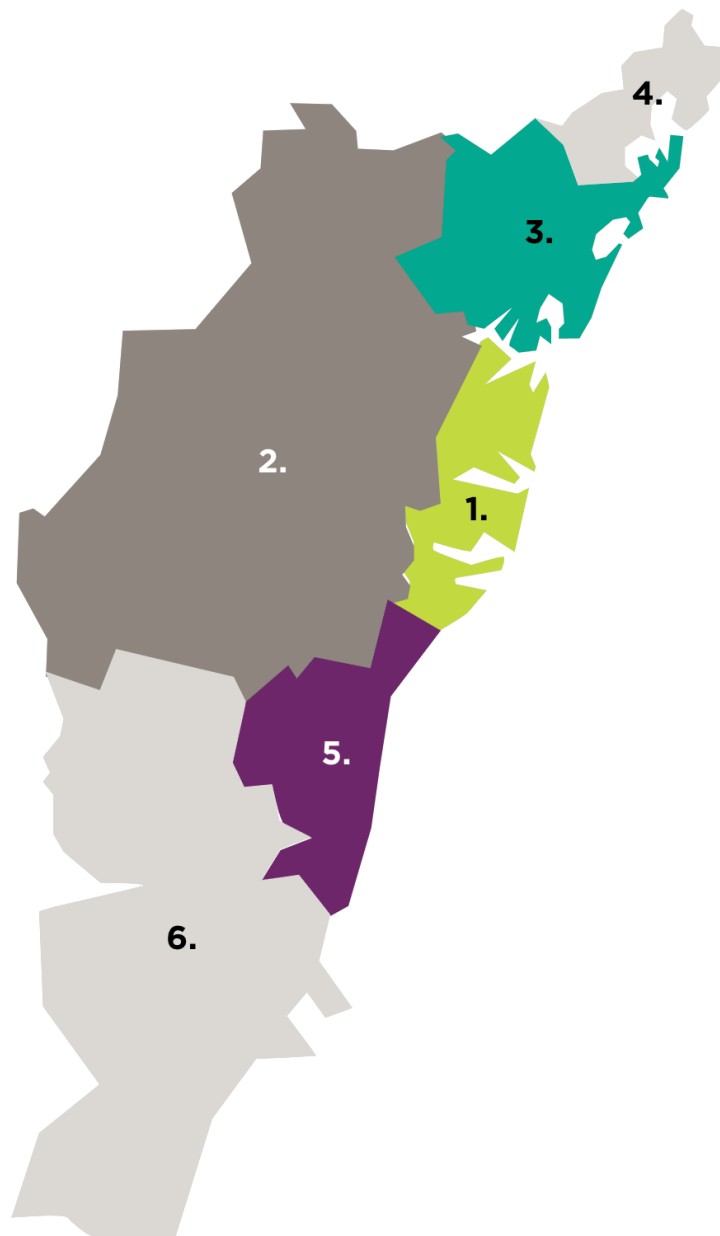
**NSW regions**

	<b>Region</b>	<b>Share of FTE 2011(%)</b>	<b>Share of FTE 2019(%)</b>	<b>Change in share (pp)</b>
1.	Hunter Valley excl. Newcastle	2.8	3.6	0.8
2.	Mid North Coast	1.8	1.7	-0.2
3.	New England & North West	2.7	2.3	-0.4
4.	Far West & Orana	2.8	3.1	0.3
5.	Coffs Harbour - Grafton	2.0	1.8	-0.1
6.	Richmond - Tweed	2.0	1.6	-0.4
7.	Capital Region	3.0	2.5	-0.4
8.	Riverina	2.5	2.1	-0.4
9.	Murray	1.3	0.9	-0.3
10.	Central West	4.8	4.7	-0.1



### Sydney regions

Region	Share of FTE 2011(%)	Share of FTE 2019(%)	Change in share (pp)
1. Sydney East	39.5	38.7	-0.5
2. Sydney West	23.0	24.9	1.9
3. Central Coast	3.3	3.3	0.0
4. Newcastle and Lake Macquarie	4.3	4.9	0.6
5. Illawarra	2.6	2.4	-0.2
6. Southern Highlands and Shoalhaven	1.4	1.5	0.1



Between 2011 and 2019, Sydney West<sup>3</sup> experienced the largest growth in the proportion of employees working in the Public Service. This is an increase of 1.9 percentage points (pp). Within Sydney West, there was an increase in full-time equivalent (FTE) share in the Parramatta and South West regions. All other regions showed a minor fall, the largest being in the Outer West and Blue Mountains region, at 0.4pp. The largest fall in FTE share was in Sydney East, at 0.8pp. 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 25.9% in 2019.

The total share in FTE for regional areas decreased 1.1pp, from 37.4% in 2011 to 36.3% in 2019. Over the same period, the FTE share for metropolitan areas increased from 62.6% to 63.4%.

## **Regional profile of Public Service employees**

**Figure 12.3: Proportion of Public Service in regional areas by cluster, non-casual FTE, 2019**



The Planning, Industry and Environment cluster had the highest proportion of FTE workers in regional areas, at 50.5% (see Figure 12.3). Employees were spread across all regions, with the highest proportion located in the Central West (16.7%). More than a third of the workforce of the Customer Service, Education and Stronger Communities clusters was in regional areas. Premier and Cabinet had a low regional presence, at 2.1% of its workforce, while there were no Health, Treasury or Transport Public Service employees 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.

**Table 12.1: Public Service in regional areas by cluster, non casual census period FTE, 2019 (and estimated change from 2018)<sup>4,5</sup>**

Cluster	Customer Service		Education		Planning, Industry & Environment		Premier & Cabinet		Stronger Communities	
	2019 FTE	Change from 2018	2019 FTE	Change from 2018	2019 FTE	Change from 2018	2019 FTE	Change from 2018	2019 FTE	Change from 2018
Capital Region	100	2	126	52	502	49	11	1	840	41
Central Coast	780	127	122	21	128	17	*	*	1,009	2
Central West	597	-5	287	96	1,020	62	6	-7	986	21
Coffs Harbour - Grafton	79	-1	82	32	429	55	11	5	524	-6
Far West & Orana	53	8	144	38	576	27	25	6	1,135	45



Cluster	Customer Service		Education		Planning, Industry & Environment		Premier & Cabinet		Stronger Communities	
	2019 FTE	Change from 2018	2019 FTE	Change from 2018	2019 FTE	Change from 2018	2019 FTE	Change from 2018	2019 FTE	Change from 2018
Hunter Valley excl. Newcastle	309	-58	145	40	646	246	*	*	1,144	87
Illawarra	112	6	286	111	198	34	*	*	858	-43
Mid North Coast	53	4	116	29	240	30	*	*	612	31
Murray	45	4	69	21	262	27	*	*	180	-5
New England & North West	63	2	213	38	566	59	*	*	577	-10
Newcastle & Lake Macquarie	475	94	301	154	563	103	5	-4	1,651	10
Richmond - Tweed	79	6	143	56	256	41	*	*	492	-2
Riverina	57	-1	169	51	474	28	*	*	556	36
Southern Highlands & Shoalhaven	43	-3	48	7	235	19	*	*	601	55
<b>Total regional areas</b>	<b>2,845</b>	<b>186</b>	<b>2,249</b>	<b>746</b>	<b>6,095</b>	<b>796</b>	<b>*</b>	<b>*</b>	<b>11,167</b>	<b>263</b>

\* Numbers less than five are considered to be a data quality issue and have been suppressed

Table 12.1 shows that across all regional areas, the Stronger Communities cluster had the highest number of Public Service FTE workers (29,803), with 37.5% located in regional areas. Newcastle and Lake Macquarie had the highest number, at 1,651, followed by the Hunter Valley excluding Newcastle, at 1,144.

All regional areas and all clusters except Premier and Cabinet had an increase in FTE in 2019. For clusters, the increases are spread across regions. The Education cluster had the highest increase in FTE in regional areas, but this is likely impacted by 26.4% of their records missing location data in 2018. The Newcastle and Lake Macquarie region had the highest proportional increase, followed by the Illawarra and Central West regions. These three regions shared 48.3% of the increase, and the remaining increases were evenly spread across all other regions. The second highest increase in regional representation was in the Planning, Industry and Environment cluster.

**Table 12.2: Proportion of Public Service employee records with missing postcode or suburb names, 2018-19<sup>6</sup>**

Cluster	Missing data 2018 (%)	Missing data 2019 (%)
Customer Service	0.5	0.5
Education	26.4	0.1
Planning, Industry & Environment	3.9	0.5
Premier & Cabinet	4.0	3.7
Stronger Communities	0.0	0.0

## Regional profile of Public Service senior executives

Regionally based Senior Executive roles provide a career path for employees working in regional areas, who have the benefit of understanding the local context when it comes to policy and program development and implementation. In 2019, 13.8% of Public Service senior executives were based in regional areas. This was around one-third of the number of Public Service employees based in regional areas (36.9%).

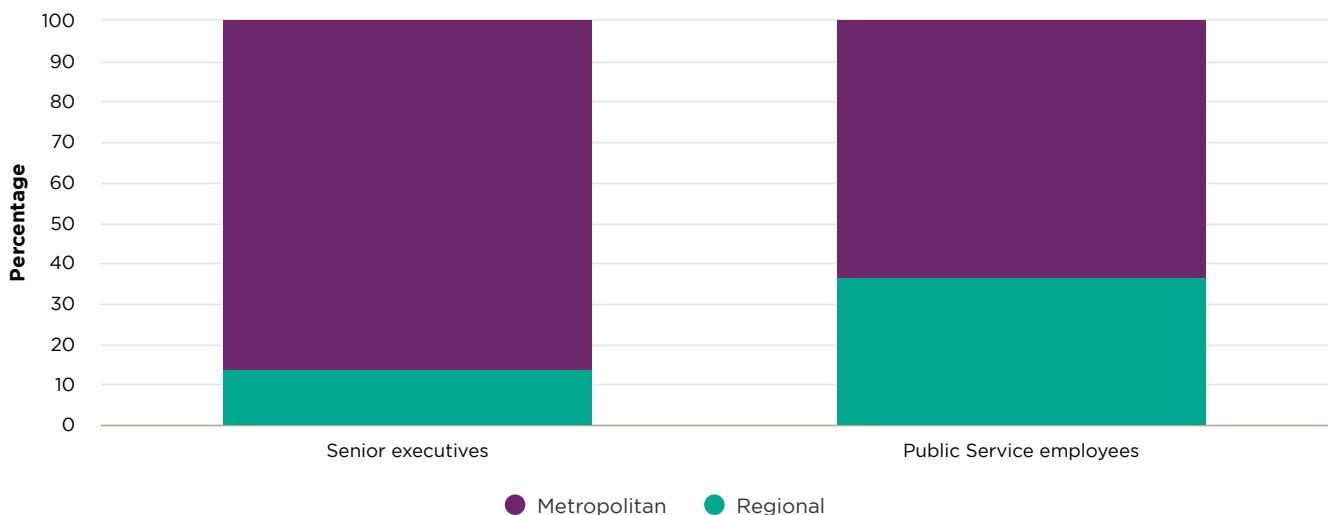


### Executives in regional areas

**13.8%**

in 2019 (**11.2%** in 2018)

**Figure 12.4: Proportion of senior executives in regional and metropolitan areas compared to total Public Service employees, census headcount, 2019**



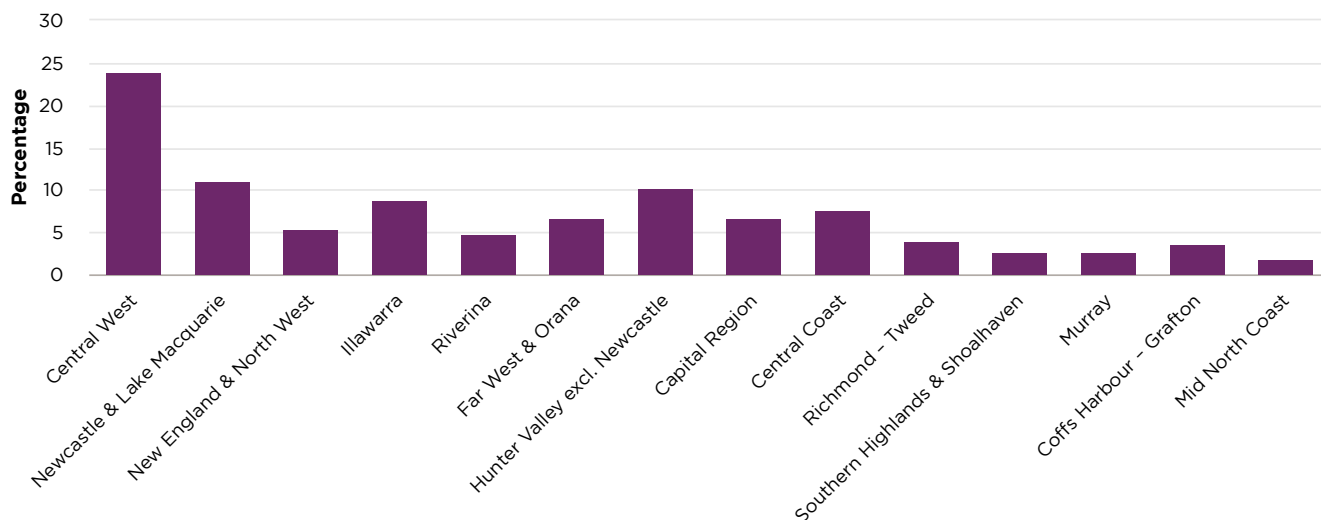
The proportion of senior executives in regional areas increased 2.6pp from 2018 (11.2%). The Central West had the largest proportion (23.9%) of senior executives of all regional areas, with the majority (78.5%) of the executives in this region working in the Planning, Industry and Environment cluster.

Around 2.5% of records for senior executives were missing the postcode, down from around 10% in 2018. Premier and Cabinet had the largest amount of missing location data in Senior Executive records, limiting the ability to analyse their movements.

**Table 12.3: Proportion of Public Service senior executive records with missing postcode or suburb names, 2018-19<sup>7</sup>**

Cluster	2018 (%)	2019 (%)
Customer Service	1.7	0.4
Education	44.2	0.3
Planning, Industry & Environment	4.5	2.2
Premier & Cabinet	14.2	14.2

**Figure 12.5: Proportion of senior executives in the Public Service by regional areas, census headcount, 2019**



At a cluster level, 53.3% of senior executives based in regional areas were in the Planning, Industry and Environment cluster. The next highest number was in Education, which had 25.4% of regionally based senior executives.

**Table 12.4: Number of senior executives by region, census headcount, 2018-19<sup>8,9</sup>**

Region	2018	2019	Change
Capital Region	11	18	7
Central Coast	9	21	12
Central West	50	65	15

<b>Region</b>	<b>2018</b>	<b>2019</b>	<b>Change</b>
Coffs Harbour – Grafton	5	10	5
Far West & Orana	13	18	5
Hunter Valley excl. Newcastle	11	28	17
Illawarra	17	24	7
Mid North Coast	4	5	1
Murray	6	7	1
New England & North West	18	15	-3
Newcastle & Lake Macquarie	19	30	11
Richmond – Tweed	7	11	4
Riverina	15	13	-2
Southern Highlands & Shoalhaven	6	7	1
<b>Total regional areas</b>	<b>191</b>	<b>272</b>	<b>81</b>

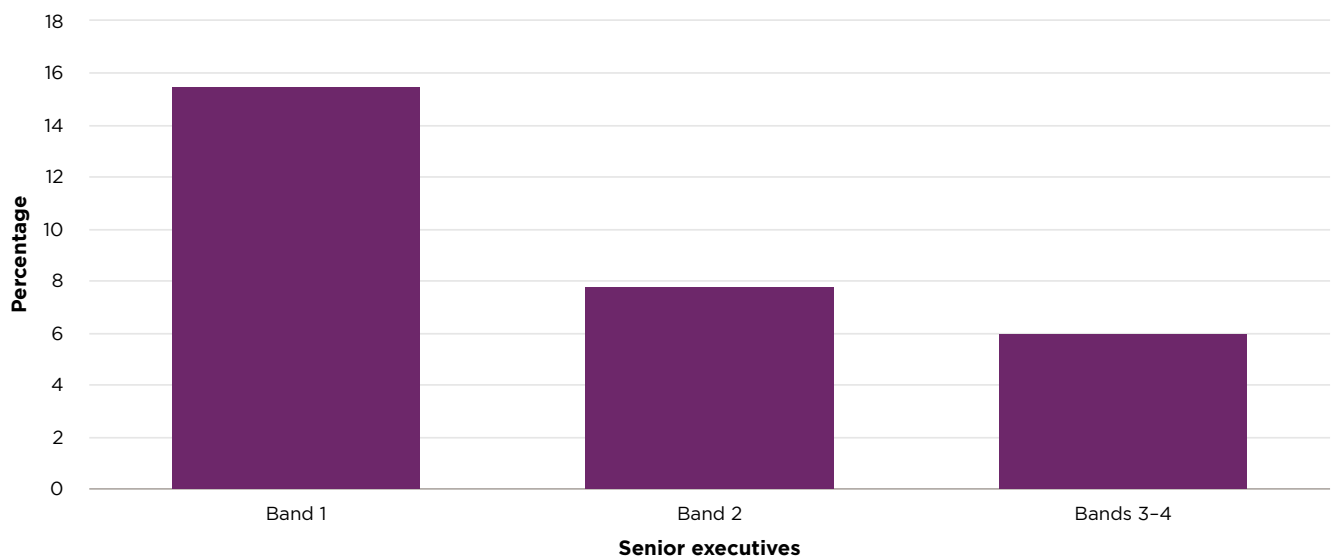
There were 81 more senior executives in regional areas in 2019 compared to 2018. The number increased in all clusters except Stronger Communities and Premier and Cabinet, which both had decreases of two senior executives in 2019. The largest increase across regions was in Education, where an increase of 46 senior executives was distributed across all regions in the cluster. Much of this increase is likely due to improvements in Education’s location data, which increased the number of valid records.

The Hunter Valley region, excluding Newcastle, showed the largest increase in the number of senior executives (17) followed by Central West (15). The main contributor to the increase in the Hunter Valley excluding Newcastle was the Planning, Industry and Environment cluster, which increased from 7 senior executives in 2018 to 20 in 2019.<sup>10</sup> In the Central West, the increase was distributed across different agencies. Education was the largest contributor in this region, increasing from one to six.

**Table 12.5: Number of senior executives in regional areas by executive Bands 1–4, census headcount, 2019**

	<b>SE Band 1</b>	<b>SE Band 2</b>	<b>SE Bands 3–4</b>
Regional	240	27	5
Metropolitan	1,310	317	79

**Figure 12.6: Percentage of senior executives in regional areas, census headcount, 2019**



Analysis of the number of senior executives by band reveals a lower proportion of higher-band roles in regional areas. Regional areas accounted for 15.5% of Public Service Band 1 senior executives, while the proportion of Band 2 and Band 3 senior executives in regional areas was around half this level.

Only three regional areas had Band 3 senior executives – Central West, Newcastle and Lake Macquarie, and Southern Highlands and Shoalhaven – and these were all in the Planning, Industry and Environment cluster. Band 2 senior executives were spread across regions, with most in the Central West region (25% of overall Band 2 executives in the regional areas). Mid North Coast and Murray were the only two regions with no Band 2 senior executives. There were Band 1 senior executives in all regional areas. The highest number was in the Central West, with 56 (23%). The majority of these (43) were in the Planning, Industry and Environment cluster.

## Notes

<sup>1</sup> 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 Australian Bureau of Statistics population concordance tables. For the purposes of this table, 2019 FTE is reported using this same methodology to allow for a more accurate comparison.

<sup>2</sup> Around 0.4% of data collected in 2019 have missing postcodes, compared to just 0.02% missing postcodes in 2011.

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

<sup>4</sup> Around 0.4% of 2019 records were missing postcode and suburb data compared with 4.2% for 2018; this change could impact reported change in regional representation.

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

<sup>6</sup> All public servants in Health, Transport and Treasury were in Sydney.

<sup>7</sup> All public servants in the Health cluster were in Sydney.

<sup>8</sup> Numbers have been suppressed where FTE is less than five.

<sup>9</sup> Of 81 senior executives in the change, 46 belong to the Education cluster. A key contributor to this increase could be that there was less missing location data relating to Education (44.2% in 2018 vs 0.3% in 2019).

<sup>10</sup> The 2018 figure for Planning, Industry and Environment is an estimate based on the new cluster structure after the Machinery of Government changes.

## Chapter Thirteen

# 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

The census date was 27 June 2019.

### 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. Workforce Profile data includes all data submitted and verified as at 31 October 2019, recruitment data (*I work for NSW* data) was extracted on 28 June 2019, and contingent labour was that supplied by NSW Procurement for the financial year 2018-19.

## Regional reference table

The regions presented in this report are from the Australian Bureau of Statistics' Statistical Areas Level 4 classification.

<b>Region</b>		<b>ABS Statistical Areas Level 4</b>
<b>Metro</b>	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
<b>Regional</b>	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.

<b>Term</b>	<b>Business definition</b>
Aboriginal and Torres Strait Islander employees	Employees who identify as being of Aboriginal or Torres Strait Islander descent and who are accepted as such by the community in which they live.



<b>Term</b>	<b>Business definition</b>
Annual reference period	The annual reference period starts on the day following the last pay date of the previous financial year and ends on the last pay date of the current financial year.
Annual remuneration	The annual salary or salary package that an employee would receive if they worked full time. It excludes overtime, allowances and lump sum payments. It is different to actual earnings, which are affected by factors such as part-time work, overtime, allowances and lump sum payments.
ANZSCO	Australian and New Zealand Standard Classification of Occupations (ANZSCO ABS Cat. No. 1220.0). ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets. ANZSCO has five hierarchical levels: major group, sub-major group, minor group, unit group and occupation. Occupations are the most detailed level of classification. They are grouped to form unit groups, which in turn are grouped into minor groups. Minor groups are aggregated to form sub-major groups, which in turn are aggregated at the highest level to form major groups.
ANZSCO major group	ANZSCO organises occupations into progressively larger groups based on their similarities in terms of skill level and specialisation. The 'major group' level provides only a broad indication of skill. Major groups are: <ul style="list-style-type: none"> <li>• the broadest level of ANZSCO</li> <li>• formed using a combination of skill level and specialisation to create groups that are meaningful and useful for most (statistical and administrative) purposes.</li> </ul>
ANZSCO minor group	ANZSCO minor groups are: <ul style="list-style-type: none"> <li>• subdivisions of the 'sub-major group' classification</li> <li>• mainly distinguished from other minor groups in the same sub-major group based on skill specialisation.</li> </ul>
Census date	The last pay date of the annual reference period.
Census period	The last pay fortnight of the annual reference period.
Commuting ratio (out-to-in)	The number of employees who commute out of a region to another region for work compared to the number of employees travelling into the same region for work. For example, the Illawarra region has a commuting ratio of 2.4 in 2019, which means 2.4 workers commute out of the region for every worker commuting in.
Completed applications	The number of applications for 'open' or 'filled' <i>I work for NSW</i> requisitions for which the latest application completion date is in the reference period.
Diversity	Workforce diversity initiatives in the government sector aim to build a workforce that reflects the diversity of the wider community. Under the <i>Government Sector Employment Act 2013</i> , 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 for a broader definition of diversity, including mature workers, young people and carers.

Term	Business definition
Diversity estimate	<p>Diversity estimates are calculated if the diversity response rate threshold of 65% is met. Where response rates are below the threshold, actual rates are reported.</p> <p>The estimate is calculated by taking the number of diversity group members divided by the number of respondents to at least one diversity question in any given year and then multiplying by the total number of employees. For this reason, estimates are always higher than actual rates.</p>
Diversity response rate	<p>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.</p>
Employment arrangement	<p>A non-casual employee's work arrangement, classified as either full time or part time.</p>
Employment categories	<p>Based on a worker's employment contract with an agency. Categories include:</p> <ul style="list-style-type: none"> <li>• ongoing – employed on a continuing basis to perform ongoing functions</li> <li>• 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</li> <li>• 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</li> <li>• executive – includes Public Service senior executives employed under contracts starting before the implementation of the <i>Government Sector Employment Act 2013</i> (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.</li> <li>• contract – employees (non-executive) who are employed via a fixed-term individual contract. Excludes contractors and consultants engaged on a fee-for-service basis</li> <li>• other – all other employment categories including cadets, trainees, apprentices, retained staff, sessional workers, seasonal workers and statutory appointees.</li> </ul>
Full-time employees	<p>Employees who usually work 35 hours or more a week. See Australian Bureau of Statistics (ABS), <i>Labour Statistics: Concepts, Sources and Methods</i> (cat. no. 6120.0).</p>
Full-time equivalent (FTE) workforce	<p>A standardised way of describing the size of the workforce based on the total number of ordinary time paid hours worked (excluding overtime and unpaid work). '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.</p>

<b>Term</b>	<b>Business definition</b>
Gender pay gap	Defined by the Organisation for Economic Co-operation and Development 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 on the workforce. FTE translates the headcount figures into a proportion of the hours worked by an FTE staff member. For example, a person working one day per week would be counted as 1.0 under the headcount and 0.2 under FTE (that is, they work 20% of the time that a full-time employee works). Headcount figures therefore provides 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</i> requisitions where the latest application completion date is in the reference period.
Job mobility	Changes in the employment status of an employee, including commencement in an agency, promotion to a higher level, transfer from one agency to another, and exit from the agency or public sector.
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	<p>The ABS defines employed persons as those aged 15 or over who, during the reference week:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• worked for one hour or more without pay in a family business or on a farm (i.e. contributing family workers); or</li> <li>• were employees who had a job but were not at work and were: <ul style="list-style-type: none"> <li>• away from work for less than four weeks up to the end of the reference week; or</li> <li>• 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</li> <li>• away from work as a standard work or shift arrangement; or</li> <li>• on strike or locked out; or</li> <li>• on workers' compensation and expected to return to their job; or</li> <li>• were employers or own account workers, who had a job, business or farm, but were not at work.</li> </ul> </li> </ul>
Ongoing employees	Those employed on a continuing basis to perform ongoing functions.
Openings	The number of available positions for 'open' and 'filled' <i>I work for NSW</i> requisitions where the latest application completion date is in the reference period and the number of openings was less than 99. This calculation excludes requisitions that were recorded as having unlimited openings.
Paid unscheduled absence	Sum of hours of paid sick leave and paid carers leave hours taken during the reference period. This includes employees with a valid sick leave entitlement and annual FTE not missing.
Part-time employees	Employed persons who usually work fewer than 35 hours a week. (See Australian Bureau of Statistics, <i>Labour Statistics: Concepts, Sources and Methods</i> , cat. no. 6120.0.)

<b>Term</b>	<b>Business definition</b>
Person with disability	<p>A person who identifies as having a disability – that is, having one or more of the following limitations or restrictions:</p> <ul style="list-style-type: none"> <li>• a long-term medical condition or ailment</li> <li>• speech difficulties in their native language</li> <li>• a disfigurement or deformity</li> <li>• a psychiatric condition</li> <li>• a head injury, stroke or any other brain damage</li> <li>• loss of sight or hearing</li> <li>• incomplete use of any part of their body</li> <li>• blackouts, fits or loss of consciousness</li> <li>• restriction in physical activities or physical work</li> <li>• slowness at learning or understanding</li> <li>• any other condition resulting in a restriction.</li> </ul>
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 their equivalents), and senior executives employed under Division 4 of Part 4 of the <i>Government Sector Employment Act 2013</i> .
Senior leader	Government sector employees with a salary equal to or higher than \$161,707, 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 ABS geographical framework for the collection, analysis and release of regional data. They are the largest sub-state regions in the Australian Statistical Geography Standard, designed for the output of such data as the ABS Labour Force Survey data, which reflects labour markets within each state or territory.
Successful applications	The number of <i>I work for NSW</i> applications that have a hired date, for 'open' or 'filled' requisitions where the latest application completion date is in the reference period.
Temporary employees	Non-casual employees who do not have ongoing conditions of employment, do not have individual employment contracts and who are employed for a specific time period.
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.

**Term****Business definition**

Trainees,  
cadets and  
apprentices

Staff members whose employment conditions require them to undergo a designated training program as part of their vocational development.

## Data Downloads

Download an excel spreadsheet with additional data  
([/ArticleDocuments/4468/Data\\_downloads.xlsx.aspx](/ArticleDocuments/4468/Data_downloads.xlsx.aspx)).