

Overview Report for the NSW Public Sector Workforce Profile

1999

NSW Premier's Department
Review and Reform Division

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© May 2000

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Cataloguing-in-Publication entry

1. Civil service - New South Wales - Personnel Management
2. Public Administration - New South Wales

ISBN 0 7313 3082 X

The Overview Report for the NSW Public Sector Workforce Profile 1999 was developed by Dr Laurie Young, Review and Reform Division, NSW Premier's Department.

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Foreword

People are the largest and the most important investment in the public sector. The NSW Public Sector Workforce Profile brings a powerful new means to ensure that we understand the characteristics of our labour force and how best to develop and deploy its people to meet the needs of the NSW community.

The Workforce Profile collection provides a consistent and accurate basis for the NSW government to report the nature of its employees. In addition, the Workforce Profile streamlines and consolidates the central agency requirements for human resources information, thereby reducing the number of reporting requests to line agencies. It creates a rich source of information in areas such as remuneration, movement in and out of the service, leave patterns and demographics that will be of great value for activities such as workforce planning and benchmarking. Its data provides a reliable basis for planning, developing and monitoring human resources policies and strategies at whole of sector and agency level.

1999 was the first year of the Workforce Profile annual collection. This initial report, prepared by the Review and Reform Division, Premier's Department, presents a summary of some of the main findings from that collection. A more comprehensive report on the 1999 findings is planned for release as a public document in the near future. Annual public reports will be produced following each successive collection.

The Workforce Profile is an excellent example of the valuable strategies being implemented as part of the government's Corporate Services Reform Initiative. I encourage all agencies to make use of its findings to develop their workforce planning capability, using the feedback it provides to develop human resources strategies and employment conditions that will maximise staff potential to deliver the best possible service to the community.

C Gellatly
Director-General

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Explanatory notes

The Workforce Profile is a data collection of key aspects of the NSW public sector labour force, drawn from the individual anonymous records of all its employees. This report provides an initial discussion of some of the major patterns in the data with reference to the NSW labour force and to internal government sector comparisons. Subsequent reports will provide an analysis of comparisons across policy sectors and more detailed examination of specific issues.

Data was collected on all persons employed in the public sector during the year. Depending on the issue discussed, some tables are based on all staff employed at some time during the year while others are based only on those employed during the last pay period of June 1999 (ie, excluding staff who separated during the year and casual staff who did not work during this pay period). As well, some counts exclude casual staff. The specific population counts used are noted in each section and table.

Some of the terms used in this report include:

Government sector - Agencies are classified as budget dependent, government trading enterprises, state owned corporations and other off-budget agencies. These classifications are referred to as government sectors.

Budget dependent agencies are funded mainly from the Consolidated Fund and do not have a commercial charter.

Government trading enterprises (GTEs) are self contained organisational units within the public sector which are principally engaged in trading activities that could, in principle, be provided through the market place without compromising the government's social and economic objectives.

State owned corporations (SOCs) are essentially corporatised GTEs. SOCs, in addition to having a "Portfolio Minister", have Shareholding Ministers with clearly defined separate responsibilities. This arrangement ensures the separation of the government's regulatory functions from shareholder control, as is the case for private sector corporations.

Other off-budget agencies are mainly self-funding regulatory bodies which do not have a commercial charter.

Full-time equivalent (FTE) staff number is a standardised way of describing the size of the workforce based on the total number of ordinary time paid hours worked (ie, it excludes overtime and unpaid work). The FTE staff number describes the total number of full-time employees required to account for all paid ordinary time work .

Full-time equivalent (FTE) remuneration rate describes the full-time rate of pay, before tax, for which an employee is contracted to work, irrespective of hours actually worked and not including additional payments such as overtime or allowances.

Total gross earnings (TGE) describes total actual earnings before tax, including overtime, allowances and salary packaging/sacrifice components.

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The NSW Public Sector Workforce Profile

In June 1999, the Corporate Services Reform Team (now Review and Reform Division) of Premier's Department, in cooperation with NSW public sector agencies, undertook a major data collection about public sector workers, known as the Workforce Profile. A range of information covering demographics, employment conditions, work patterns, remuneration and leave was collected about each public sector employee¹. It is the first time since 1986 that such comprehensive workforce related data has been collected. As such it provides a rich ground for analysis of the NSW public sector workforce.

Other surveys are conducted quarterly by the Australian Bureau of Statistics. However, these are drawn from a sample of all wage and salary earners, only a limited number of questions are asked and over 30,000 employees of public tertiary institutions (including universities) are combined with state government employees in reported data.

The Office of the Director of Equal Opportunity in Public Employment (ODEOPE) also collects data about public employees. However, these data are reported in aggregate form by each agency and data items are limited to those that tend to be impacted by membership of equal employment opportunity groups. One consequence of reporting aggregated data is that no further analysis of data is possible, as the data cannot be interrogated and re-sorted based on individual worker characteristics.

Workforce Profile 1999 covers the full range of state government controlled agencies including budget dependent agencies, government trading enterprises (GTEs), state owned corporations (SOCs) and other government controlled self-funding bodies².

Data was collected from 133 agencies (156 if separate administrative entities within Health, Housing and Treasury, and previously separate entities which have subsequently been incorporated into the Department of Information Technology and Management, are counted). Data records for 410,642 individuals who had been employed at some stage during the year were submitted by 131 agencies, with 2 agencies supplying only aggregated full-time equivalent staff (FTE) and total gross earnings (TGE) figures. Each employee's data record contained 47 data items.

In order to maximise agency cooperation in the data collection process as well as to give agencies an opportunity to validate data, an undertaking was given not to publicly report newly collected workforce data about single agencies from this initial collection. In addition, privacy protocols prohibit the reporting of any data that could result in the identification of an individual employee.

¹ Employees were given the right to withhold their data from this collection. However all employees are counted in the various workforce population counts. In addition, total gross earnings are reported for all employees. Overall less than 2 percent of employees requested that other data about them be withheld.

² The Sydney organizing committees for the Olympic and Paralympic Games (SOCOG and SPOC) were not included in the collection.

Size of the Workforce

At the end of June 1999 there were 330,380 employees in the NSW public sector, compared to a total of 2,912,900 persons employed in NSW³. On these figures the NSW public sector workforce represents about 11.3 % of all people employed in NSW.

Estimated full time equivalent (FTE) staff numbers

The FTE staff number provides a standardised measure of the size of a workforce since it is based solely on the number of paid hours worked. FTE staff counts allow comparisons between agencies irrespective of the percent of employees in individual agencies who work only part-time hours.

At the end of June 1999 the estimated FTE workforce in the NSW public sector was 272,863, of which 82% were employed in budget dependent agencies. The estimate is based on aggregated FTE figures supplied by most agencies with published figures in annual reports used to supplement missing data. This figure is subject to revision as a more detailed count is built up from individual staff records. Since there were 330,380 persons representing 272,863 FTE staff at the end of June 1999, each person employed in the NSW public sector workforce represented 0.82 FTE staff. This indicates a fair proportion of part time staff (see below).

Estimated full-time equivalent workforce in the public sector

Govt. sector	FTE workers	
	No.	%
Budget dependent agencies	222,979	81.5
GTEs	23,979	9
SOCs	24,236	9
Other off-budget agencies	1,669	0.5
Total	272,863	100

Based on employees at the end of June 1999.

The size of individual agencies

Another way of counting the size of the workforce is to count all individuals who were employed at some time during the year. On this count, the largest public sector agency is the Department of Education and Training, followed by NSW Health. Together, the Education and Health agencies accounted for around 60 % of all persons who worked in the public sector during the year.

Other agencies are much smaller, with the third largest agency, the NSW Police Service reporting less than 20,000 staff and the fourth largest, the Department of Community Services reporting less than 11,000. At the lower end of the scale two agencies had only 5 and 2 staff employed during the year respectively.

In total, around 38 % of agencies had 100 or fewer staff, 43 % had between 101 and 1,000 staff, 16 % had between 1,001 and 10,000 staff and three % had more than 10,000 staff.

Size of agencies

No. employees	Agencies		Cum %
	No.	%	
0 to 19	8	6.0	6.0
20 to 30	7	5.3	11.3
31 to 40	9	6.8	18.1
41 to 60	11	8.3	26.4
61 to 100	15	11.3	37.7
101 to 200	16	12.0	49.7
201 to 300	12	9.0	58.7
301 to 400	8	6.0	64.7
401 to 500	9	6.8	71.5
501 to 700	7	5.2	76.7
701 to 1,000	5	3.8	80.5
1,000 to 2,000	5	3.8	84.3
2,001 to 3,000	6	4.5	88.8
3001 to 5,000	4	3.0	91.8
5,000 to 10,000	7	5.2	97.0
Over 10,000	4	3.0	100
Total	133		100

Based on the total number of employees during the year in

Changes in the size of the workforce during the year

³ ABS Catalogue No. 6201.1

Workforce Profile 1999 included a measure of employee movement (separations and commencements) for non-casual workers throughout the year. However, agencies were only able to report this information for 85 % of those workers.

'On this basis, it is estimated that the public sector workforce shrank by 1.5 % during the year'.

There was a reduction in staff numbers of around 5 to 6 % in GTEs, SOCs and other off-budget agencies, while the budget dependent sector reduced by 0.6 %.

Govt. Sector	% Change
Budget dependent agencies	-0.6
GTEs	-6.3
SOCs	-5.0
Other off-budget agencies	-5.2
Total	-1.5

Based on the total number of employees who commenced or separated during the year.

Percentage change in non-casual workforce numbers during 1998-99

Gender

The NSW State Government is a major employer of women, with a female workforce of around 187,000 persons at the end of June 1999, equating to 56.6% of the state public sector workforce. This is a much higher representation rate than in the NSW labour force as a whole where women account for only 42.9% of all employees⁴.

In total the state public sector accounts for 15% of the state's female workforce and 8.6% of the male workforce⁵.

'In the public sector, workforce representation of females varies markedly between budget and non-budget sectors'

The most secure employment in the public sector is provided by appointment to a permanent position. Thus permanent staff represent the core of public sector workers.

Females account for 64.5% of permanent staff in budget dependent agencies but only 16% to 18% in GTEs and SOCs. The lower representation of women in GTEs and SOCs reflects the concentration of traditionally male dominated occupations in those agencies, especially in the power and transport industries. Conversely, it also reflects the traditionally female dominated occupations like teaching, nursing and social work, concentrated in budget dependent agencies.

Between individual agencies the proportion of permanent staff who are women varies from a high of 100 % to less than 10 per cent.

Percent of permanent staff who are female

Govt. sector	Female staff
Budget dependent agencies	64.5%
GTEs	17.7%
SOCs	15.6%
Other off-budget agencies	42.7%
Total	57.5%

Based on the total number of permanent employees at the end of June 1999

Equal employment opportunities for women are a fundamental commitment of all Australian governments both as social policy and as employment practice. However, significant differences still exist in working conditions and remuneration between men and women.

Workforce profile data shows that women are more likely than men to be employed as casual staff (73% of casuals are women) and less likely to be executives (20% of the Senior Executive Service are women) Among non-casual staff employed at the end of June 1999, full-time equivalent remuneration rates for women were, on average, 8.6 % less than the rates for men.

These facts suggest that women, despite progress in certain areas, have not yet achieved parity with men in terms of access to senior and better paying public sector jobs.

However, the percentage difference in full-time remuneration rates between men and women is less in the public sector than in the NSW workforce as a whole. On average, full-time ordinary time earnings for women in the NSW workforce are 16% less than those for men⁶ (compared to 8.6% less in the public sector).

⁴ As at May 1999 ABS Catalogue No. 6201.1

⁵ ibid

⁶ Data for May 1999. ABS Catalogue No. 6302.0

The gap between the actual earnings of women and men is even wider than the gap in full-time equivalent remuneration rates. This reflects the fact that a higher percentage of women than men work part time hours. It also reflects a greater tendency for males to earn additional payments such as overtime.

In the NSW labour force, average total male earnings (including part-time and casual staff) are 8.4% less than male full-time ordinary time earnings, while a similar comparison for females shows they are 27.5% less. As well, full-time male employees earn 7.3% more on average than ordinary time earnings while full-time female employees earn only 2% more.

As a result, if all workers including casuals and part-time employees are considered, on average females actually earn 33.4% less than males⁷.

In the public sector, among the non-casual workforce, on average men who were employed at the end of June 1999 earned 2% more than their full-time remuneration rate, while women earned 20% less. As a result, average actual total gross earnings (TGE) of women in the public sector were 29% less than those of men.

'The facts that women are more likely to work part-time than men, are less likely to work overtime than men and when they do are likely to work fewer overtime hours than men, probably reflects the additional family responsibilities shouldered by many women'.

Gender differences in the public sector workforce

	Females	Males
% Permanent staff	55.9%	44.1%
% Temporary Staff	58.3%	41.7%
% Casuals	73%	27%
% SES	20%	80%
Av. Full-Time Equivalent Salary	\$42,613 p.a.	\$46,619 p.a.
Av. Paid Hours	32 hrs p.w.	36 hrs p.w.
% Staff Working Paid Overtime	46%	54%
Av. Paid Overtime Worked p.a.	44 hrs	129 hrs
Av. Total Gross Earnings	\$33,917 p.a.	\$47,757 p.a.

Based on all employees at the end of June 1999. Remuneration and overtime figures exclude casual staff.

Age

The median age in the NSW public sector is 43 years, being slightly higher for males (44 years) than women (42 years). This age difference varies between different government sectors, being greatest in SOCs.

Median age of non-casual public sector employees

Govt. sector	Female	Male
Budget dependent agencies	42 yrs	44 yrs
GTEs	38 yrs	43 yrs
SOCs	35 yrs	44 yrs
Other off-budget agencies	40 yrs	47 yrs
Total	42 yrs	44 yrs

Based on all employees at the end of June 1999

⁷ ibid.

The median age of the workforce is as high as 53 years in some agencies and as low as 35 years in others. In only 10 of 133 agencies was the median female age greater than the median male age.

The public sector workforce tends to be older than the total NSW labour force, with considerably fewer workers in the under 25 years age group and more in the older age groups, particularly in the range 35 to 54 years. This demographic trend impacts on a range of workforce issues including recruitment, remuneration, career progression, succession planning, accrued leave and other entitlements.

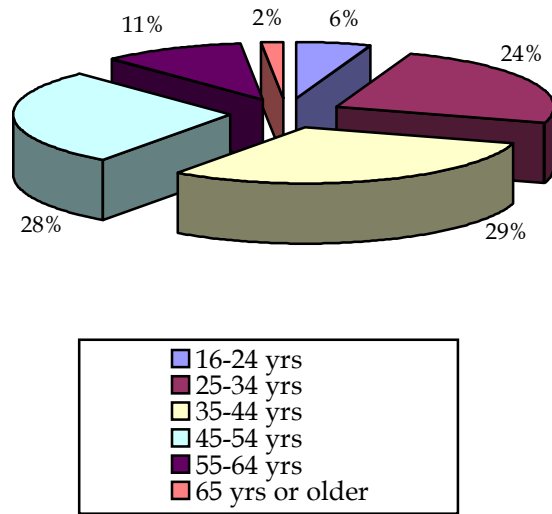
Age profile of the NSW labour force and the public sector workforce

Age	NSW labour force ¹	Public sector ²
16-24 yrs	18%	5.6%
25-34 yrs	24.9%	24.1%
35-44 yrs	25.8%	30.3%
45-54 yrs	21.2%	27.9%
55-64 yrs	8.4%	10.6%
65 yrs or older	1.5%	1.6%

1. Source: ABS Cat. No. 6201.1

2. Based on all non-casual employees at the end of June 1999

Age profile of the NSW public sector



Location

74% of public sector employees work in metropolitan locations, predominantly in the Sydney metropolitan area and also in Wollongong and Newcastle. The other 26 % work in non-metropolitan areas throughout the state, though a few work interstate or overseas. This distribution almost exactly mirrors the distribution of the general population across metropolitan and rural areas⁸. While most agencies employ people only in metropolitan areas, a range of agencies draw their staff wholly or largely from non-metropolitan areas. The two largest public sector agencies, the Department of Education and Training and NSW Health, both employ 27 % of their staff in rural areas.

Length of Service

On average, non-casual public sector employees have been continuously employed within the public service for 12.4 years, and continuously employed by their current agency for only slightly less (11.8 years). This suggests that the amount of within service inter-agency staff transfer is generally minimal, although some agencies are the exception. Employees of SOCs had the longest average public sector service at 18.5 years, while budget dependent agencies averaged 11.8 years.

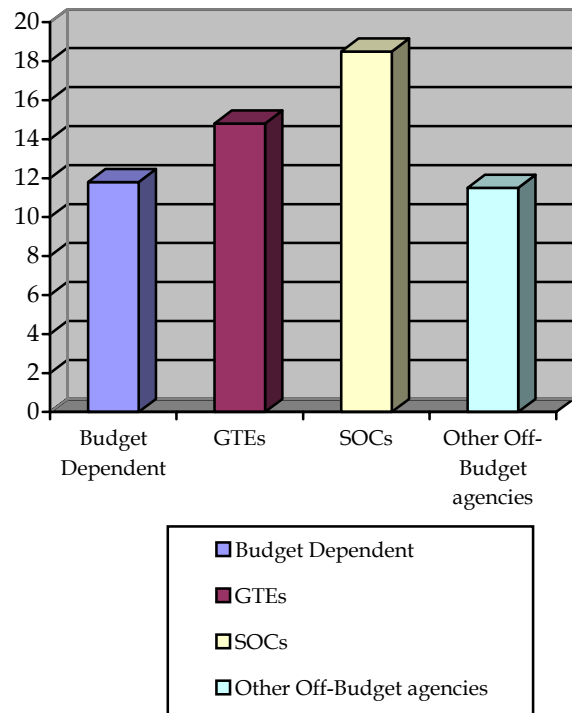
Average length of public sector service for non-casual employees

Govt. sector	Years
Budget dependent agencies	11.8
GTE's	14.8
SOCs	18.5
Other off-budget agencies	11.5
Total	12.4

Based on non-casual employees at the end of June 1999

The length of service profile for individual agencies shows strong variability, with the average length of public sector service ranging from 38.5 years to 1.3 years.

Average length of service for non-casual workforce



⁸ ABS 1999 Year Book p.42

Employment Environment

Awards

Awards govern employment conditions and contribute to defining industrial relations issues. Multiple awards thus contribute to the complexity of the human resource management environment. Throughout the public sector at least 70 different awards are used to employ non-casual staff.

While most agencies use a single award for employing non-casual staff, 15 use two different awards and 5 have from three to six different awards. The largest two agencies, however, each use over 20 different awards.

Employment Category

A range of different employment arrangements is used to recruit public sector staff. These include arrangements for permanent, temporary and casual employment. As well some staff, including SES officers, are contract based.

Permanent employment is the most common arrangement, accounting for 78 % of all staff during the last pay period in June 1999. A further 16 % were casual staff, seasonal workers or volunteers. Of the remaining staff, almost 6 %, were either temporary or contract based employees. Senior Executive Service staff accounted for 0.3 % of workers.

While 18 % of the staff of budget dependent agencies were casuals, among GTEs and SOCs casuals accounted for only 3 % of all staff. Other non-budget agencies averaged 15 per cent casual staff, but this was due to the high percentage of casual staff employed by a single agency.

Percent of casual, seasonal or volunteer staff

Govt. sector	Casual staff
Budget dependent agencies	18%
GTEs	3%
SOCs	3%
Other off-budget agencies	15%
Total	16%

Based on all employees, including all casuals with paid hours, during the last pay period of June 1999

Since casual, sessional, seasonal and volunteer staff do not work continuously, not all worked during the two-week census pay period. Over the twelve months of 1998-99, as many as 24 % of all persons employed were casual, seasonal or volunteer staff. Among individual agencies the percentage of casual staff varied from 79 % to zero.

Staff Separations

The separation rate is a major indicator of the stability of an agency's non-casual workforce⁹. It describes the rate at which staff leave an agency. It is calculated as the total number of non-casual persons employed at some stage during the year as a proportion of the number still employed at the end of the year. Thus agencies which have had staff separations during the year will have a separation rate greater than 1.00. Agencies with no staff separations will have a rate equal to 1.00.

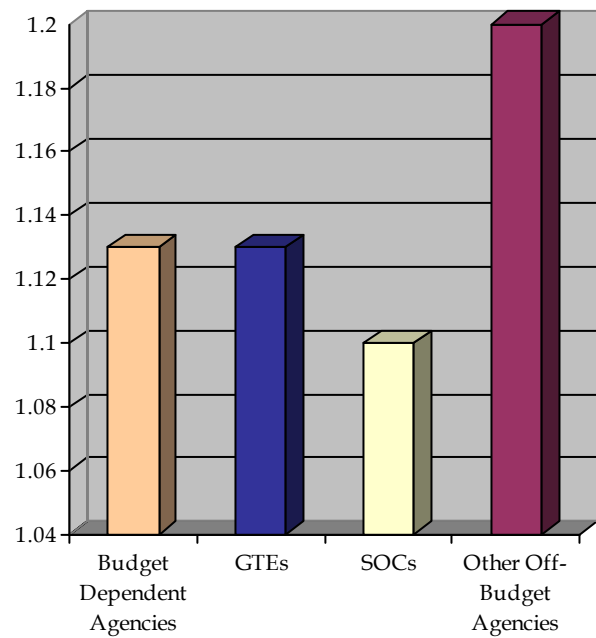
⁹ A full analysis of workforce stability would include consideration of a range of factors including: growth in the workforce; promotion or redeployment within agencies; secondments, acting arrangements and similar; and internal restructuring. Also relevant would be a consideration of any particular categories of employees most involved. Workforce data indicates that almost 20% of staff who worked in the public sector during 1998-99 either commenced or ceased employment with an agency during the year.

The separation rate is independent of any recruitment activity. Thus a high separation rate may not indicate a reduction in the size of the workforce. It could reflect restructuring, downsizing, relatively high staff turnover or the short term employment of temporary staff. In any case it does indicate a relatively high degree of human resource management activity.

Throughout the public sector the average agency separation rate during 1998-99 was 1.13. In other words, independently of any recruitment that may have occurred during the year, for every 100 employees at the end of the year there were 13 separations during the year.

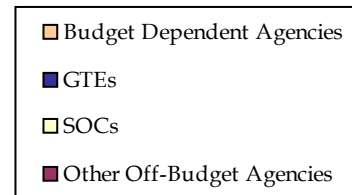
The separation rate of individual agencies varied from over 1.50 to 1.00. Six agencies had a separation rate greater than 1.40. At the other extreme, six agencies had a separation rate of 1.00, indicating no staff separations during the year.

Separation rate



Separation rate

Govt. sector	Rate
Budget dependent agencies	1.13
GTEs	1.13
SOCs	1.11
Other off-budget agencies	1.20
Total	1.13



Based on all persons employed during 1998-9, excluding casuals.

Remuneration and Work

Average Full-Time Equivalent (FTE) remuneration rates

In the public sector workforce the average remuneration rate for a full-time worker during 1998-99, excluding overtime, higher duty allowances and other special purpose payments, was \$44,316 p.a. This was 8% higher than the May 1999 average full-time ordinary time rate of \$41,028 p.a. in the NSW labour force as a whole.

Public sector full-time remuneration rates vary between government sectors, being highest (\$51,541) among off-budget agencies other than GTEs and SOCs and lowest (\$43,132) among GTEs.

Average annual full-time equivalent remuneration rates

Govt. Sector	\$
Budget dependent agencies	43,943
GTEs	43,132
SOCs	47,770
Other off-budget agencies	51,541
Total	44,316

Based on non-casual employees at the end of 1999

Over the whole public sector, the average female full-time equivalent remuneration rate (\$42,613 p.a.) was 8.6 % lower than the average rate for males (\$46,619).

Public sector rates for both men and women are considerably higher than those in the NSW labour force as a whole. During May 1999 the average full-time adult ordinary time earnings for female workers in NSW was \$36,717 while for males the average was \$43,643 p.a.¹⁰,

¹⁰ Labour force earnings are derived from Australian Bureau Of Statistics Average Weekly Earnings, Catalogue No. 6302.0. Note that both public sector and labour force figures are based on ordinary time earnings for full-time employees. Full-time casual employees were excluded from public sector calculations as no data were collected on full-time equivalent remuneration rates for this category of employee.

The difference in female and male full-time equivalent remuneration rates in the public sector varies from 15.6 % less in the case of off-budget agencies other than GTEs and SOCs to 3.1 % less in GTEs. Among budget dependent agencies the average female rate is 9.2 % lower than the average rate for males.

Average full-time equivalent remuneration by gender and workforce



Average female full-time equivalent remuneration rates as a percentage of male rates

Govt. Sector	F/M Rate
Budget dependent agencies	90.8%
GTEs	96.9%
SOCs	91.7%
Other off-budget agencies	84.4%
Total	91.4%

Based on non-casual employees at the end of June 1999

Among individual agencies average annual full-time equivalent remuneration rates for males varied from \$91,876 to \$33,118. Average annual rates varied from \$68,842 to \$30,082 for women. While the highest average full-time equivalent remuneration rate for men in a single agency is 30 % greater than the highest rate in any single agency for women, the lowest average remuneration rate for men is only 10 % more than that for women.

Total Gross Earnings

Annual total gross earnings (TGE) include all payments to employees (such as overtime, higher duties allowances and lump sum payments on termination). They are different to full-time equivalent remuneration rates, which represent annualised rates of pay for positions in which workers are employed.

In other words, TGE is what a worker actually earns and is heavily dependent on hours worked and opportunities for deriving additional income. The full-time equivalent remuneration is the rate at which he/she is paid (the worth placed on the work for a standard period of time) and is independent of the hours actually paid and opportunities for additional income.

Average TGE in the public sector for non-casual staff was \$39,799. This varied from \$52,004 in SOCs to \$37,919 in budget dependent agencies.

Average annual total gross earnings

Govt. Sector	\$
Budget dependent agencies	37,919
GTEs	48,139
SOCs	54,365
Other off-budget agencies	52,004
Total	39,799

Based on non-casual employees at the end of June 1999

Total gross earnings of non-casual staff employed in the public sector at the end of the year averaged \$33,917 for females and \$47,757 for males. This meant that average female TGE was 29 % lower than the average for males. Among budget dependent agencies it was 26.5 % lower.

Average female total gross earnings as a percentage of average male total gross earnings

Govt. Sector	F/M Rate
Budget dependent agencies	73.5%
GTEs	76.9%
SOCs	73.5%
Other off-budget agencies	70.4%
Total	70.9%

Based on non-casual employees at the end of June 1999

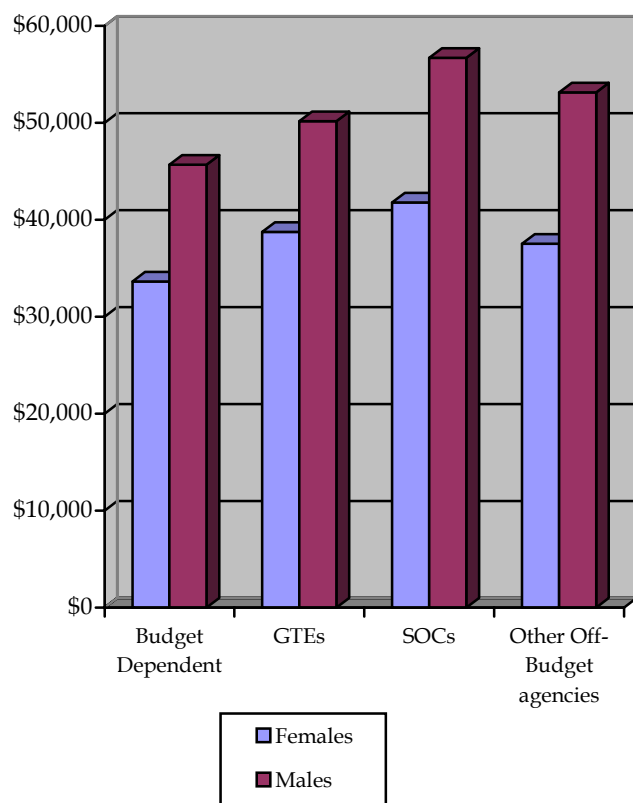
Excluding casual, seasonal and volunteer staff, over 58 % of public sector staff had actual total gross earnings less than \$45,000 in 1998-99, with almost 23 % earning less than \$25,000. At the other end, almost 8% had actual earnings greater than \$65,000, with only two % earning more than \$85,000. Throughout the sector, 84 % of men and 97 % of women earn within the lowest 20 % of the remuneration range for their gender (i.e., are clustered at the lower end of the salary range).

Total gross earnings

Total Gross Earnings	% staff	Cum % staff
Under \$25,000	22.8%	22.8%
\$25,000 to \$45,000	35.6%	58.4%
\$45,000 to \$65,000	34.1%	92.5%
\$65,000 to \$85,000	5.5%	98.0%
\$85,000 to \$105,000	1.1%	99.1%
Over \$105,000	1.0%	100%

Based on non-casual employees at the end of June 1999

Average total gross earnings by gender and government sector



Hours Worked

The average paid hours contracted to be worked by non-casual staff is around 35.5 hours per week in budget dependent agencies and between 36 and 37 hours per week in off-budget agencies. 76 % of non-casual staff work full-time. This percentage is highest among SOCs (99 %) and lowest among budget dependent agencies (69%).

Percentage of full-time workers

Govt. sector	%
Budget dependent agencies	69.5
GTEs	95.8
SOCs	99.2
Other off-budget agencies	92.8

Based on employees at the end of June 1999

Almost 11 % of non-casual staff work 21 hours per week or less. This is more common among budget dependent agencies (13.5% of staff) than in GTEs (2.2%) or SOCs (0.4%).

The percentage of staff working 21 hours per week or less in individual agencies varies from 26 to 0.

Leave

The amount of recreation and extended leave accrued represents both an unrealized employee entitlement and a future cost to an agency. It may also reflect the presence of potential occupational health and safety issues and/or the use of flexitime to replace leave. Current human resource management policies in many budget dependent agencies seek to limit accrued recreation leave to eight weeks in most cases, which would equate to 280 hours for an employee working 35 hours per week.

At the end of June 1999, the average amount of accrued recreation leave per non-casual employee was 186 hours¹¹. This varied from 211 hours for GTEs to 131 hours for SOCs. The average amount of accrued extended leave was 578 hours. This was highest among SOCs (784 hours) and lowest among budget dependent agencies (556 hours).

There was a wide variation in average accrued recreation leave between agencies, with five agencies reporting an average above 300 hours.

¹¹ All accrued leave calculations are based only on employees with accrued leave greater than zero.

Average accrued leave per non-casual employee

Accrued recreation leave	Hrs.
Budget dependent agencies	190
GTEs	211
SOCs	131
Other off-budget agencies	170

Accrued extended leave	Hrs.
Budget dependent agencies	556
GTEs	627
SOCs	784
Other off-budget agencies	683

Based on non-casual employees at the end of June 1999

There was an even wider variation in average accrued extended leave between agencies, from a high of 1,277 hours to a low of 32 hours.

Workforce Profile 2000

The public sector Workforce Profile collection is planned as an annual data collection. Workforce Profile 2000 will be conducted during the last pay period in June 2000 for the 1999-2000 year. The Review and Reform Division is currently working with agencies to improve data quality and to develop useful agency level indicators to facilitate workforce planning. To this end, RRD is advocating the ongoing collection of a standard set of data items and the consolidation of existing central agency workforce collections into a single reporting framework.

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