

Workforce Profile Report

2016

Publication and contact details

Workforce Profile Report 2016

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

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

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

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

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

Telephone +61 2 9272 6123
Email WorkforceProfile@psc.nsw.gov.au

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

Version 1.3

Contents

Foreword	04
1. Executive summary	06
2. Workforce size	08
3. Key workforce changes	12
4. Our leaders	14
5. Who we are	20
6. What we do	36
7. Where we work	44
8. Our remuneration	52
9. Job mobility	58
10. Unscheduled absence	66
11. Data sources	74
12. Regional reference table	75
13. Glossary	76
Endnotes	82

Foreword

This is the 17th edition of the annual Workforce Profile Report which was first released in 1999. The Workforce Profile is a census of all employees within the NSW Government conducted each year in June, collecting a wide range of data describing the characteristics of the largest workforce in Australia.

Since 2012 the Workforce Profile report has been published at the same time as the State of the Public Sector Report (SOPSR) as a companion document. The Workforce Profile remains an important input to the SOPSR with the data rich Chapter 1 being a key component of the annual report. The Workforce Profile Report sits alongside SOPSR providing an opportunity to look deeper at the characteristics of the workforce and how they have changed over time.

The Workforce Profile Report has evolved in the past few years to now include some broader analysis on the workforce utilising the I Work for NSW recruitment dataset which maintains information on over 18,000 roles advertised last year. There is also analysis on the contingent workforce using data made available through NSW Procurement which when combined with the Workforce Profile data provides a comprehensive view of the workforce and the way services are being delivered across the state.

This year's report explores a number of important features of the workforce:

- **Growth of the sector has flattened.** While the number of teachers and nurses continued to have strong growth this has been countered by the transition of Homecare to the non-Government sector as part of the establishment of the National Disability Insurance Scheme.

-
-
- **The transition of Senior Executives in the Public Service under the Government Sector Employment Act 2013 (GSE Act) provisions has gathered pace** in the past year with an estimated 64% of executives now transitioned. The executive group has also reduced in size by 11% since 2014 as a consequence of the new arrangements.
 - Diversity is a key component of the report and has been given extra focus with the introduction of the Premier's Priority on leadership diversity, setting the target of gender equality and doubling the number of Aboriginal senior leaders by 2025. **The proportion of women in senior roles has risen to 36% and the number of Aboriginal leaders has increased by 8 to be 63 in 2016** demonstrating that early progress is being made. The report also explores other aspects of diversity and their representation in the workforce.
 - **The gap between male and female median remuneration has fallen to its smallest proportional difference on record for the Workforce Profile.** The difference has reduced by \$949 in the past year and now the median remuneration of females is \$584 less than males.
 - A focus in last year's report was investigating unscheduled absence and its relationship to the age of the workforce and type of work undertaken. This has been expanded this year to consider what effect greater tenure has on paid unscheduled absence and presents an analytical view that an additional benefit of enhanced mobility may be the reduction in this type of leave.

The 2016 Workforce Profile report has undergone a refresh in style. The content remains much the same as in recent years but we welcome feedback on how the report can continue to be enhanced.

The PSC would also like to thank the agencies across NSW Government for their continued support and commitment to providing the extensive data on their workforce so that this report and deeper workforce analytics and research to support the sector can be undertaken.

Chapter 1: Executive summary

Size of the Sector 2016

FTE at Census date

326,706
-0.02% vs. 2015

Employee
Headcount

393,442



10.3%

of all NSW employed persons
are Public Sector employees

Public Sector Employment

Median Salary

\$81,649*

Median remuneration

+2.5% vs. 2015

NSW full-time adult
average weekly ordinary time
earnings increased by **2.2%**

Job Security

9.3 years

Median tenure

+3.7% vs. 2015

9.3 years is the median
tenure and **78.8%** of roles
are ongoing

Time to recruit

61.1 days



Estimated average time taken
from application to acceptance
of offer on I Work for NSW

At a glance

Public Sector Diversity

Median Age
45 years

25.8% are under 35

+1.0pp vs. 2006

24.5% are 55 and over

+7.7pp vs. 2006



Women

63.6%

+0.4pp vs. 2015



Senior Leaders

36.1%



**English as a
2nd language**

18.0%

+0.8pp vs. 2015

Non-casual employees declare English as a 2nd language (ESL). **15.8%** of senior leaders* declare ESL

*non casual

Disability

2.8%

of employees

-0.1pp vs. 2015



**Aboriginal and/or
Torres Strait Islanders**

3.1%

of employees

+0.1pp vs. 2015

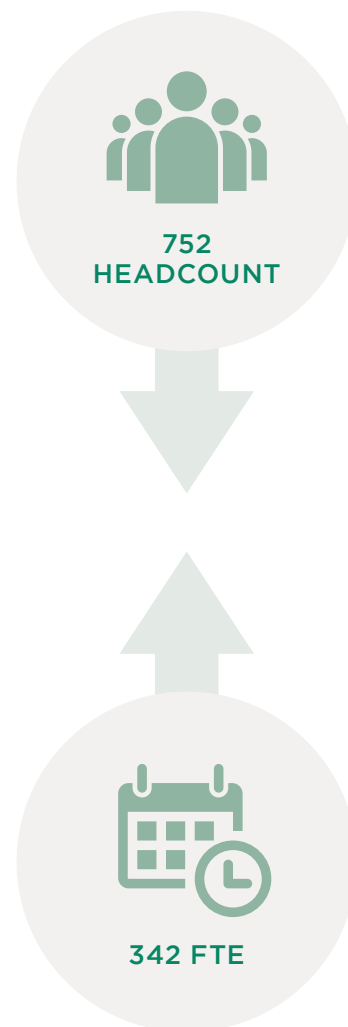


Chapter 2: Workforce size

The change in the size of the NSW Public Sector was negligible in 2016. The census period headcount declined 0.2% (752 headcount), while the annual FTE increased by 0.1% (342 FTE).

(see Table 1)

The two indicators while related to each other will produce different results. Headcount at census provides a count of employees at a certain point in time and presents the total number of people employed within the sector. Annual FTE provides a sum of the hours employed during a period. FTE analysis through accounting for part time employment provides a view on the total resource being utilised to deliver the various Government services across the State.



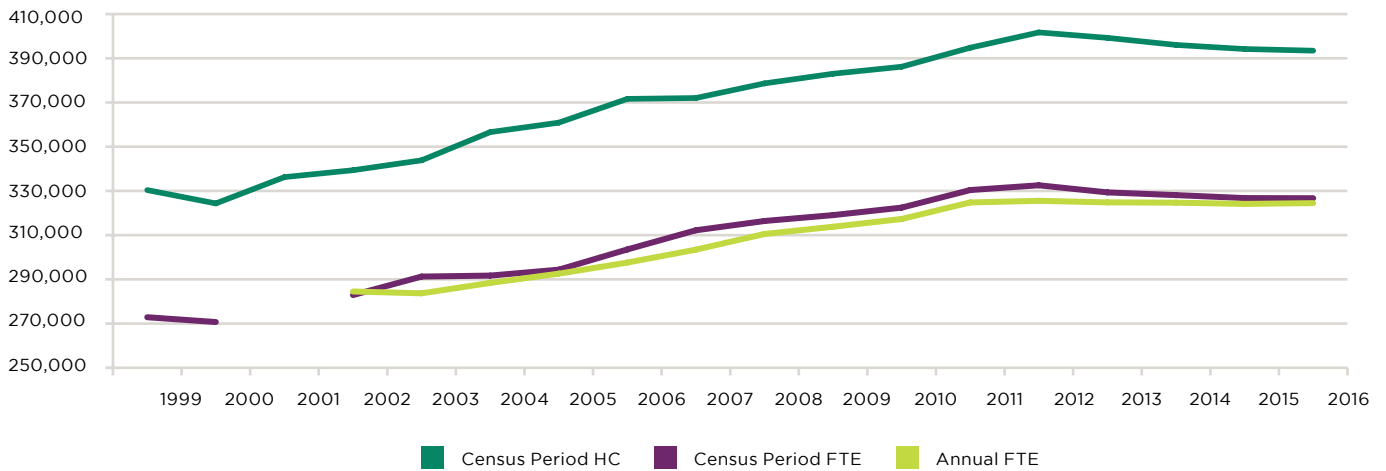


Figure 1: Public Sector Annual FTE, Census period FTE and headcount, 1999 – 2016

Year	Census Period HC	% change from previous year	Census Period FTE	% change from previous year	Annual FTE	% change from previous year
1999	330,380		272,863			
2000	324,345	-1.8%	270,688	-0.8%		
2001	336,251	3.7%				
2002	339,372	0.9%	282,897		284,508	
2003	343,847	1.3%	291,264	3.0%	283,688	-0.3%
2004	356,598	3.7%	291,701	0.2%	288,393	1.7%
2005	360,880	1.2%	294,376	0.9%	292,573	1.4%
2006	371,632	3.0%	303,534	3.1%	297,598	1.7%
2007	372,033	0.1%	312,201	2.9%	303,438	2.0%
2008	378,645	1.8%	316,400	1.3%	310,527	2.3%
2009	383,014	1.2%	319,059	0.8%	313,801	1.1%
2010	386,185	0.8%	322,452	1.1%	317,314	1.1%
2011	394,789	2.2%	330,400	2.5%	324,797	2.4%
2012	401,703	1.8%	332,555	0.7%	325,524	0.2%
2013	399,243	-0.6%	329,336	-1.0%	324,825	-0.2%
2014	396,036	-0.8%	328,111	-0.4%	324,688	0.0%
2015	394,194	-0.5%	326,765	-0.4%	324,135	-0.2%
2016	393,442	-0.2%	326,706	0.0%	324,477	0.1%

Table 1: Public Sector Annual FTE, Census Period FTE and headcount, 1999 – 2016

Chapter 2: Workforce size

For the past four years, the NSW Public Sector has grown at a slower rate than the number of employed persons in NSW.¹ The number of employed persons in NSW grew 3.2% from 2015 to 2016.¹ Over the same period the NSW Public Sector has seen nearly zero growth.

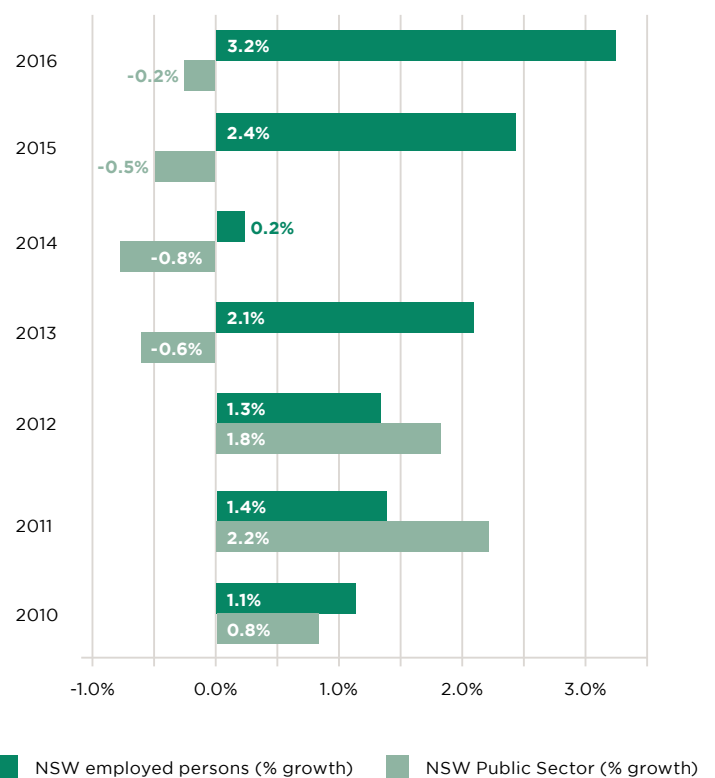


Figure 2: Growth of NSW Public Sector compared to NSW employed persons headcount at census date, 2010-2016

The limited growth of the NSW Public Sector compared to the NSW labour force¹ is also evident in Figure 3. Since the commencement of the Workforce Profile in 1999, the percentage of NSW employed persons who worked for the NSW Public Sector has remained around 11%, ranging from a high of 11.5% in 2006 to the current low of 10.3% in 2016.

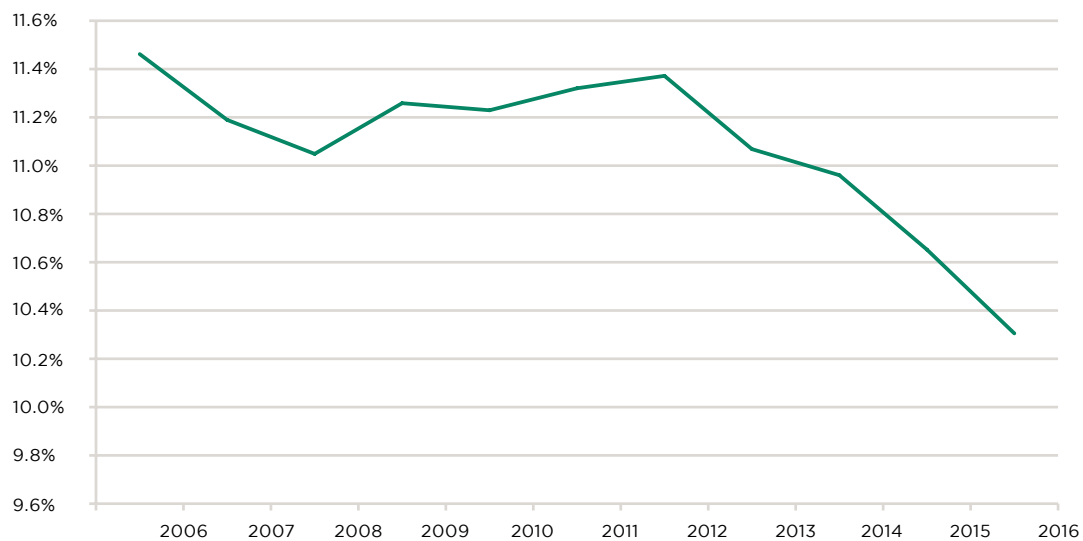


Figure 3: NSW Public Sector as a percentage of NSW employed persons 2006 – 2016

Chapter 3: Key workforce changes

The Health Service FTE increased by 2.8% (2,985 FTE). This was driven by the addition of 1,147 FTE nurses, and an increase in hospital support workers across the Local Health Districts (particularly the Western Sydney LHD which increased by 484 FTE).

The Teaching Service FTE increased by 2.7% (1,747 FTE), primarily due to an addition of 1,645 FTE teachers.

Other Crown services increased 2% (791 FTE), with increases in School Administrative and Support Staff (1,108 FTE) and decreases in TAFE (590 FTE).

State owned corporations decreased 18.3% (3,195 FTE), due largely to the privatisation of Transgrid (1,034 FTE), and reductions across the utilities corporations, particularly Ausgrid (769 FTE).

The large increase in the External to Government sector FTE (up 27.4%) was primarily the result of the inclusion of Judicial Officers (271 FTE) in this group that were previously included under the Public Service.









	FTE 2015	FTE 2016	% Change
 Public Service	63,815	61,339	-3.9%
 NSW Health Service	108,031	111,016	2.8%
 NSW Police Force	19,781	19,689	-0.5%
 Teaching Service	63,949	65,696	2.7%
 Transport Service of NSW	13,001	12,948	-0.4%
 Other Crown Services	39,866	40,657	2.0%
Total Government Sector	308,443	311,346	0.9%
 State Owned Corporations	17,471	14,276	-18.3%
 External to Government Sector	850	1,083	27.4%
Total Public Sector	326,765	326,706	-0.02%

Table 2: Composition of Public Sector FTE at Census, 2015 – 2016

Chapter 4: Our leaders

At June 2016, there were 3,890 executive employees in the government sector. These were primarily in the Public Service (49.8%) and the Transport Service of NSW (29.0%). (see Table 3)








	HC 2016
 NSW Health Service	144
 NSW Police Force	63
 Other Crown Services	616
 Public Service	1,938
 Transport Services	1,129
Total	3,890

Table 3: Executives in Government Sector, headcount at Census, 2016

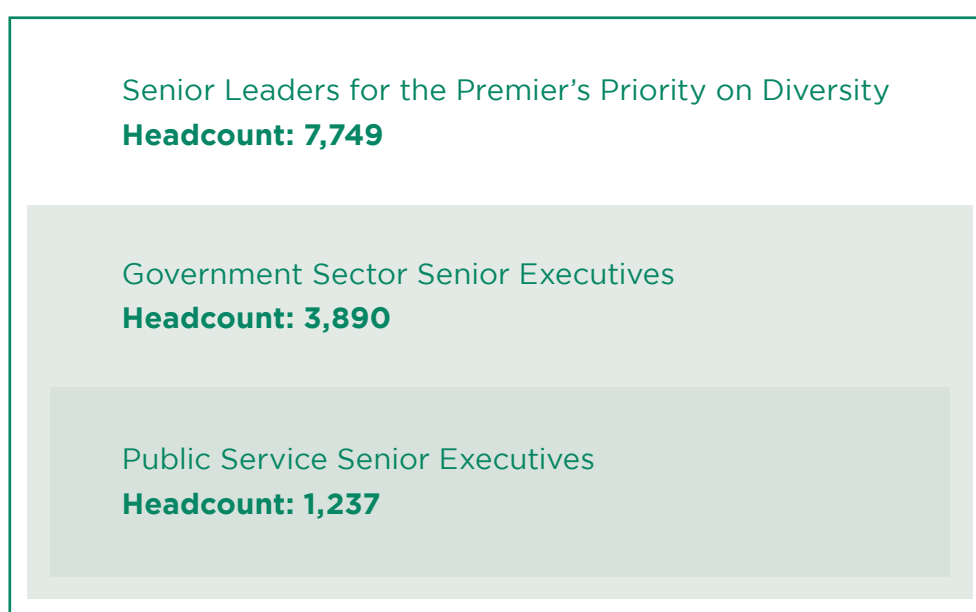


Figure 4: Different classifications of leaders within NSW Government Sector

Throughout the Workforce Profile Report and the State of the Public Sector Report reference is made to our senior leaders. In different contexts the definition of a senior leader varies. Figure 4 explains the relationship between the three types of senior leaders discussed in this report.

Senior Leaders for the Premier's Priority on Diversity

This cohort has been identified as in scope for the Premier's Priority on leadership diversity, to achieve gender equality for senior leaders and doubling the number of Aboriginal leaders by 2025. It focuses on government sector employees with remuneration from \$150,161 who lead people and services. It excludes roles with a unique statutory or institutional character (judges, barristers and magistrates) and those of a specialist or technical nature with no leadership or management accountabilities, such as some medical professionals.

Government Sector Senior Executives

This cohort includes all employees who work within the Government Sector and have a remuneration of more than \$150,161. This is the indicator that is typically used to represent the size of the senior executive cohort for the sector.

Public Service Senior Executives

This cohort consists of the senior executives who have transitioned to, or been employed under, the four band structure of the Government Sector Employment Act 2013. This is primarily used to explain the progress of the transition to the new band structure.

Chapter 4: Our leaders

At June 2016, there were 282 executives (7.2%) whose first language spoken as a child was not English, and 281 executives (7.2%) who identified as being from racial, ethnic or ethno-religious minority groups.

There were 92 executives (2.4%) with disability, with 18 of these (0.5%) having a disability requiring adjustment at work.

Only 35.4% of government sector senior executives were female, while the total government sector population was 65.2% female, and there were 25 (0.6%) executives who identified as being Aboriginal and/or Torres Strait Islander people compared to 2.3% for the government sector overall.

When Aboriginal and female representation is considered against the larger group of senior leaders included in the Premier's priority on Diversity the results are different - 35.9% of senior leaders are female and there are 63 senior leaders who identify as being Aboriginal.

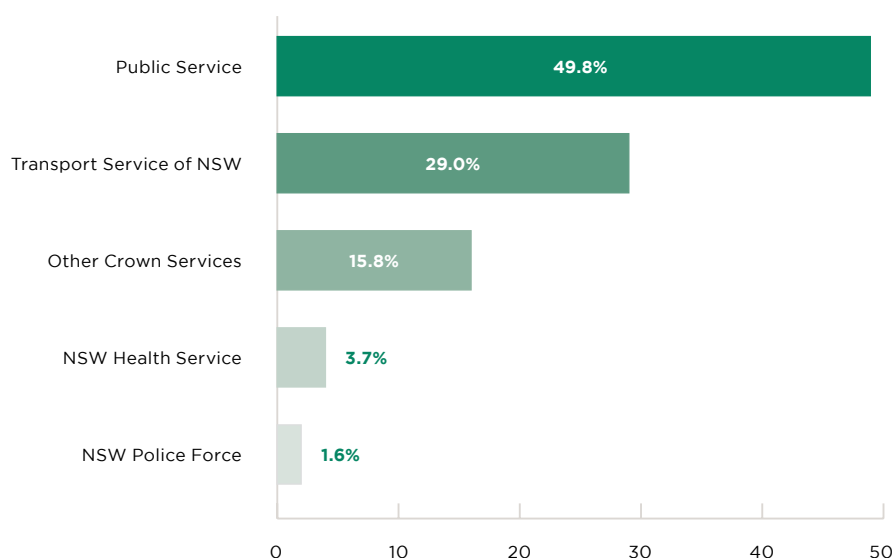


Figure 5: Executives by service type, headcount at Census, 2016

When the GSE Act was implemented in February 2014, there were 2,028 executive employees in the NSW Public Service (baseline collection census date 13 February 2014) with 2,178 executive employees reported at the

June 2014 census date. At census date June 2016, there were 1,938 executive employees in the NSW Public Service. This is a reduction of 240 executive employees since the 2014 census.

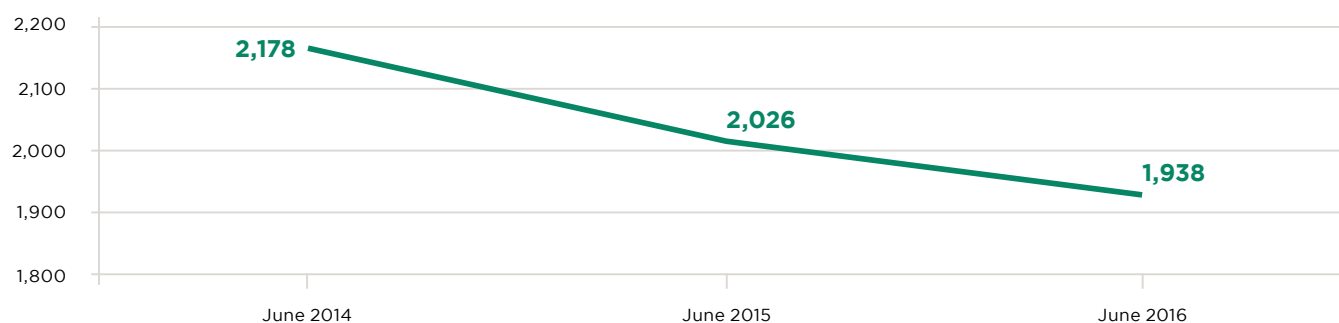


Figure 6: Reduction of total executive numbers in the Public Service since implementation of the Government Sector Employment Act 2013, headcount at census date, June 2014 – June 2016

Gender	Headcount 2014	Headcount 2015	Headcount 2016
Male	1,226	1,178	1,051
Female	950	847	887
Total	2,176⁴	2,025⁴	1,938

At the commencement of the GSE Act in 2014 the estimated proportion of females in senior executive roles was 43.7%. Through the transition process the proportion has increased to 45.8% in June 2016.

Table 4: Public Service Executive cohort by Gender, headcount at Census, 2015 & 2016

Age Band 10 Years	Headcount 2015	Headcount 2016
25 to 34	51	58
35 to 44	486	497
45 to 54	780	757
55 to 64	660	578
65 plus	48	48
Total	2,025⁴	1,938

The median age of the executive cohort in the Public Service was 50 years of age which has decreased by one year since 2015. This was the same as the median age of the government sector executive cohort but is five years higher than the median age for the total government sector workforce, which is 45 years of age.

Table 5: Age Profile of Public Service Executive cohort, headcount at Census, 2016

Chapter 4: Our leaders

Females made up 45% of the Public Service Senior executive cohort and were more strongly represented in the younger age groups. The female/male ratio in each age group has progressively improved, although males still dominate in the older age groups.

The median age for females in the executive cohort was 48 years, a decrease from 49 years in 2014. The median age for males in this cohort was 51 years (a fall from 52 years in 2014).



48 years
Median age

51 years
Median age

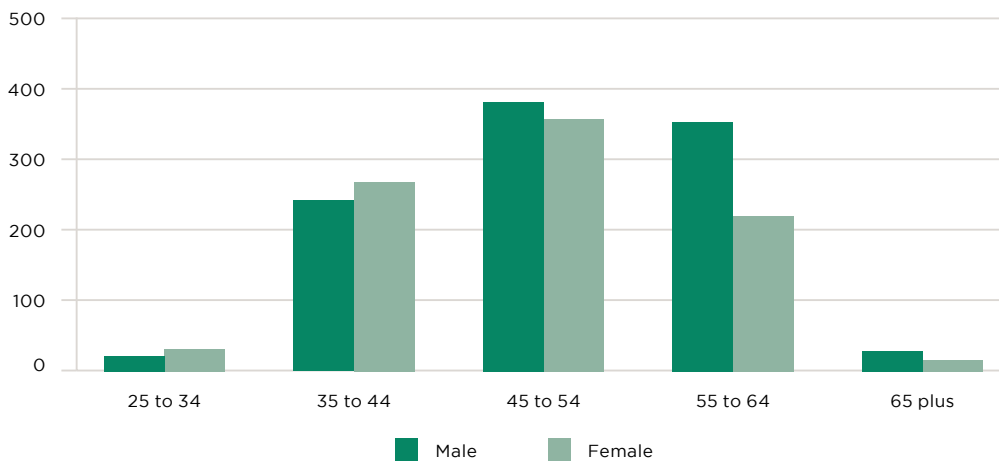


Figure 7: Age Profile of Public Service Executive Cohort by Gender, headcount at Census, 2016

There were 1,237 executives employed under the GSE Act as Public Service Senior Executives at June 2016. This cohort included executives who had transitioned from former employment arrangements and new executives who had been employed under the new conditions. This cohort also included some job share arrangements.

The proportion of executives in the Public Service employed under the new conditions increased from 1% in June 2014 to 63.6% in June 2016.

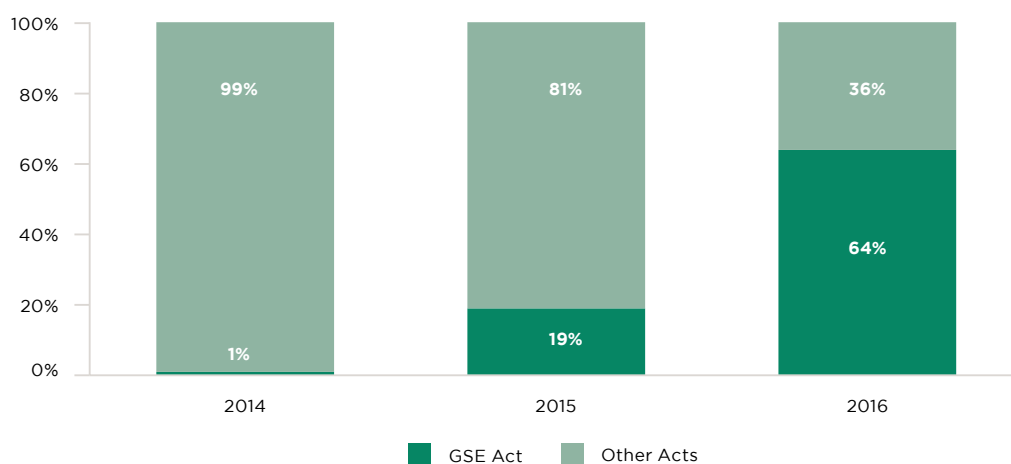


Figure 8: Proportion of Public Service Executive Cohort under GSE Act 2013 provisions, headcount at Census, 2014 – 2016

The distribution of the cohort employed under the new arrangements can be seen in Figure 9. There were 74.2% of executives in Band 1 and 19.8% in Band 2. The number of executives in these bands increased significantly from June 2015, particularly in Band 1 as executives continued to transition to the new arrangements.

All public service departments and agencies have until February 2017 to fully implement the new four band executive structure.



Figure 9: Distribution of Public Service Executives employed under GSE Act 2013 by Senior Executive band, headcount at Census, 2016

Chapter 5: Who we are

This section reflects upon progress in improving the representation of particular diversity groups. A workforce that reflects the diverse community it works within should deliver improved services to the people of NSW. Diverse and inclusive workplaces deliver benefits to the individual, team and organisation.

Challenges remain in understanding and measuring the level of diversity in the NSW public sector. Workforce

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

45 years

Median age in 2016
25.8% under 35: +1.0pp vs. 2006
24.5% 55 & over: +7.7pp vs. 2006

55 years & over

2005 = 16.8% 2015 = 24.5%
of total employees

English as a 2nd language

18.0%
+0.8pp vs. 2015



Diversity Response Rate

76.2%
+1.3pp vs. 2015



Aboriginal and/or Torres Strait Islanders

3.1%
of non-casual employees
+0.1% vs. 2015



Racial, ethnic, ethno- religious minority groups

13.2%
of non-casual employees
-0.1pp vs. 2015



Disability

2.8%
of non-casual employees
-0.1pp vs. 2015



The median age of NSW Public Sector employees remained unchanged from 2015, at 45 years while in 2006 the median age was 44 years.

The NSW Police Force had the lowest median age (39 years), the highest proportion of employees aged under 35 (33.7% compared with 25.8% across the sector) and the lowest proportion of employees aged 55 and over (8.1% compared with 24.5% across the sector). In 2014 the median age was 38, the proportion under 35 was 36.5% and only 7% of the workforce was aged over 55.

Other Crown services had the highest median age (49 years). It should be noted that in the External to Government Sector the increase in median age from 42 in 2015 to 49 today has been influenced by Judicial Officers being moved into this service. Previously they were included in the Public Service. They are an older cohort (median age of 61) and now make up a large portion (28.7%) of the External to Government Sector.









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

Table 6: Median Age by service, at census date

Chapter 5: Who we are

Understanding the age profile of the workforce is an important element of effective workforce planning. The proportion of Public Sector employees aged between 45 and 54 reduced from 32.2% to 25.6%, while the 55 to 64 age group increased from 15.2% to 20.7% of the total workforce. The proportion of employees 44 years and younger has remained relatively constant, decreasing from 51.0% in 2006 to 50.0% today.

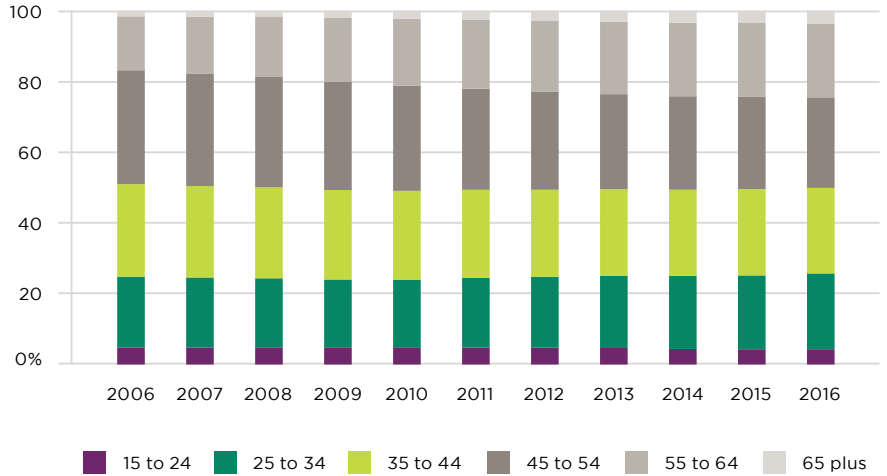


Figure 10: Age profile of NSW Public Sector, 2006-2016

The NSW Public Sector is an older workforce compared to the broader NSW workforce. There was a higher proportion of NSW Public Sector workers aged 55 and over (24.5% compared with 19.0% in the greater NSW workforce) and proportionately far fewer workers aged 34 and under.

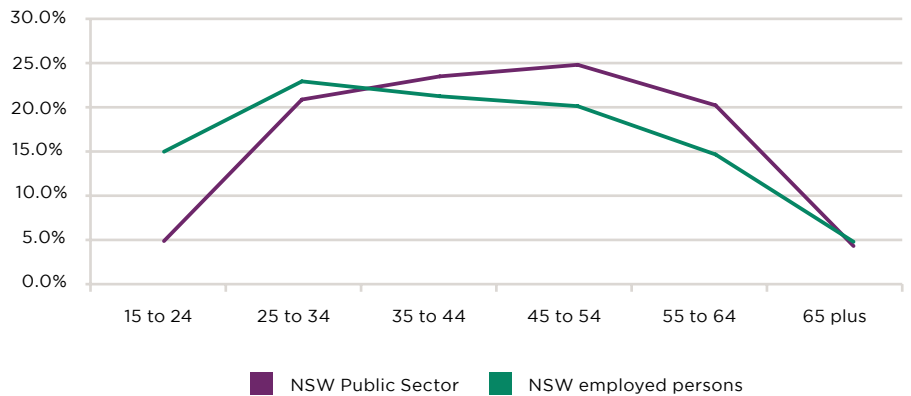


Figure 11: Age Profile of NSW Public Sector and NSW employed persons, 2016

Compared to the Victorian Public Sector, there was a similar age distribution, with the greatest difference being in the 25 to 34 range (20.9% in NSW and 24.0% in Victoria in 2015).

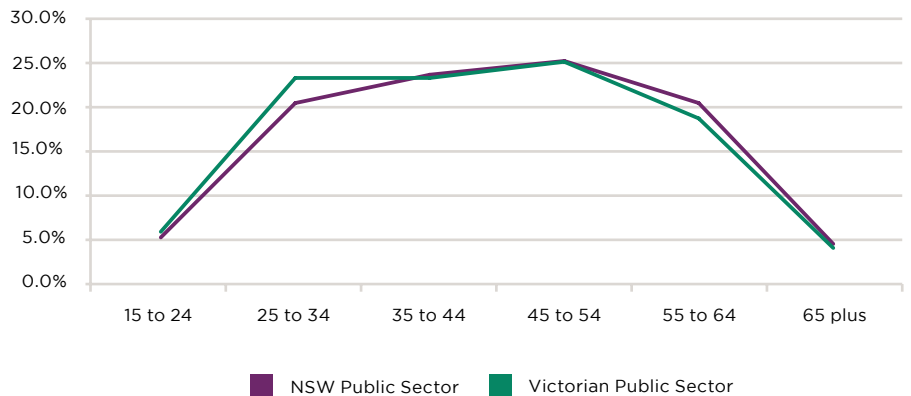


Figure 12: Age Profile of NSW Public Sector and VIC Public Sector, 2015

Across the sector, the age profile of the workforce varied. Figure 13 demonstrates these differences which reflect the unique characteristics of each service including the

functions of the main roles, educational requirements to enter the workforce and the trends and provisions that influence retirement decisions.

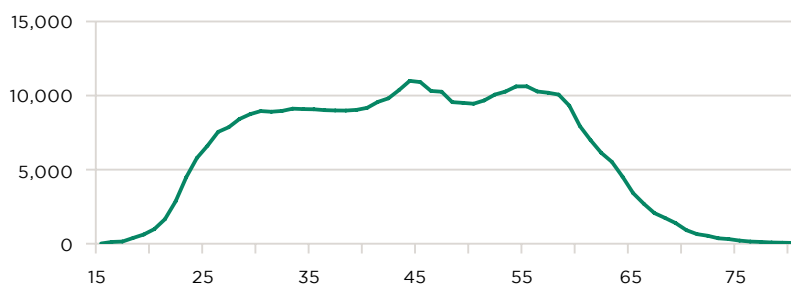


Figure 13: Age Profile of Total Sector, 2016

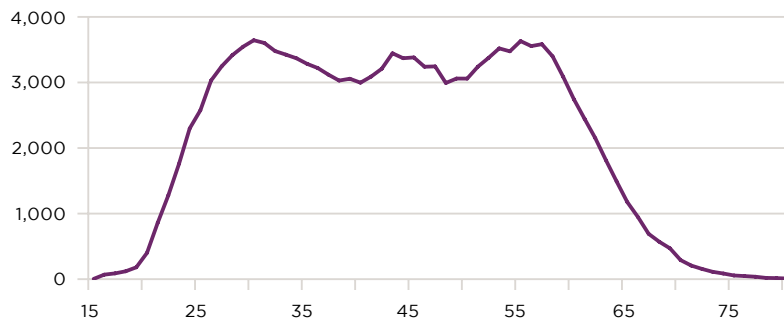


Figure 13: Age Profile of Health Service, 2016

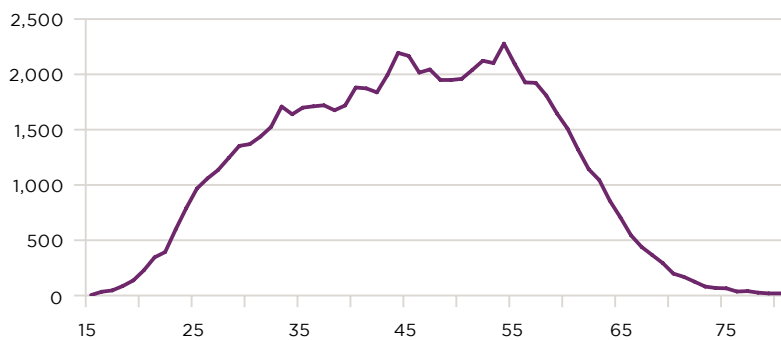


Figure 13: Age Profile of Public Service, 2016

Chapter 5: Who we are

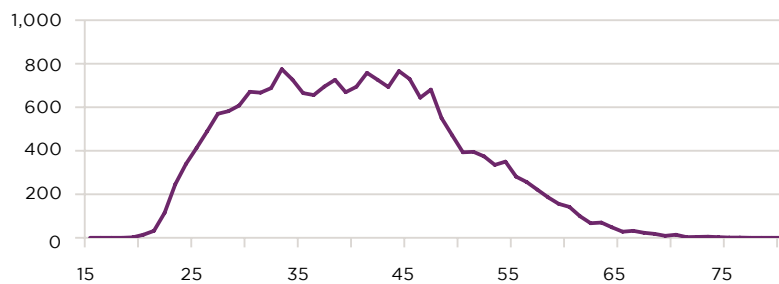


Figure 13: Age Profile of NSW Police Force, 2016

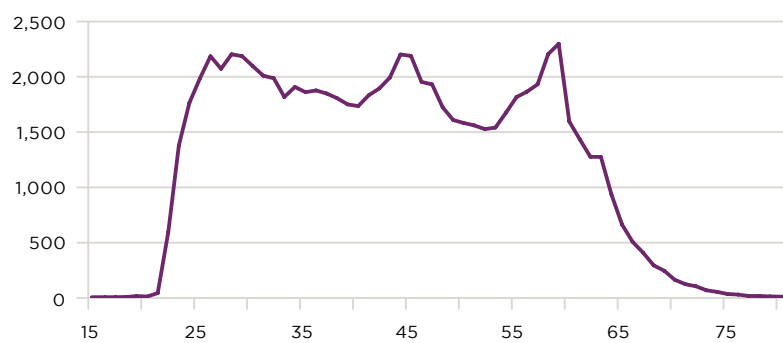


Figure 13: Age Profile of Teaching Service, 2016

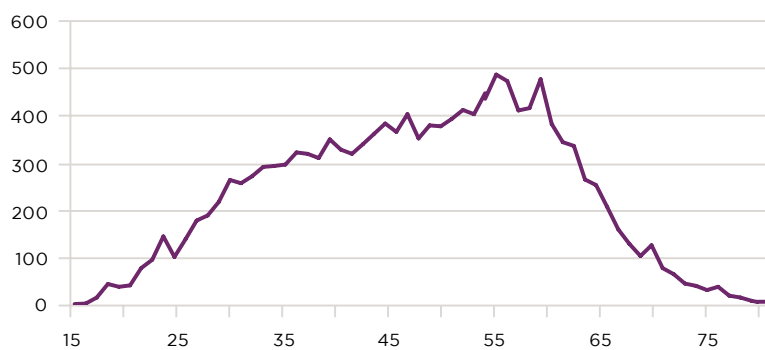


Figure 13: Age Profile of Transport Service of NSW, 2016

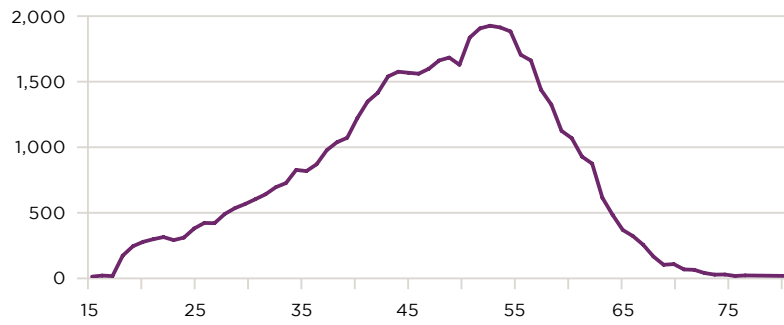


Figure 13: Age Profile of Other Crown Services, 2016

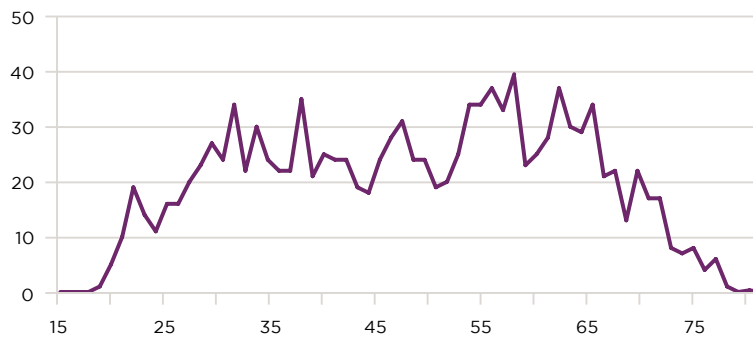


Figure 13: Age Profile of External to Government Sector, 2016

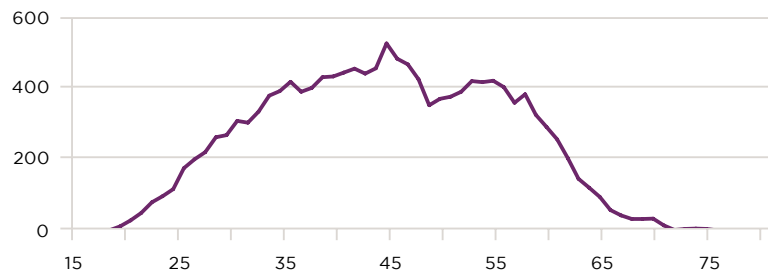


Figure 13: Age Profile of State Owned Corporations, 2016

Chapter 5: Who we are

Aboriginal and/or Torres Strait Islanders

In 2009, as part of the Coalition of Australian Governments (COAG), the NSW public sector committed to increasing the proportion of Aboriginal and/or Torres Strait Islander peoples in its workforce to 2.6% by 2015 to match the projected proportion of Aboriginal and/or Torres Strait Islander peoples employed in NSW. This goal was achieved early in 2011.

At Census date 2016 there were 8,234 Aboriginal employees compared to 6,315 in 2011 (an increase of 1,919). This equates to an increase of 30.4% in headcount for Aboriginal and/or Torres Strait Islanders employees.

In terms of equivalent salary bands, Aboriginal and/or Torres Strait Islanders employees remained over-represented in the lower salary bands. Figure 15 demonstrates this by comparing the relative proportion of the Aboriginal proportion of the workforce by grade with that of the rest of the Public Sector. If the two segments of the workforce were identically distributed each grade would have a ratio of 1. The chart demonstrates the effect at the lower grades of being over-represented while the higher grades under-represented.

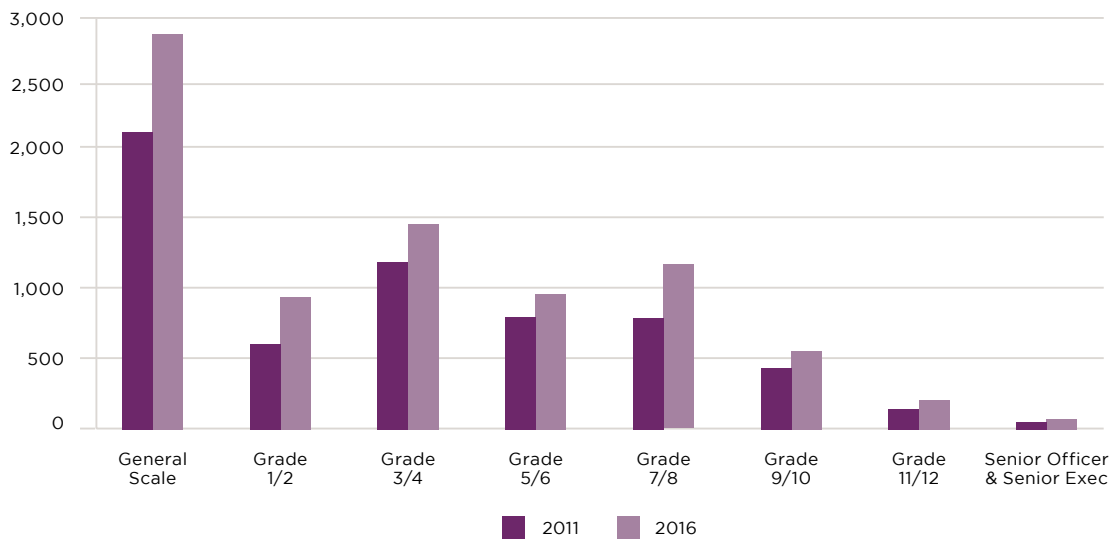


Figure 14: Aboriginal and/or Torres Strait Islanders – headcount by equivalent salary grade (2011 & 2016)

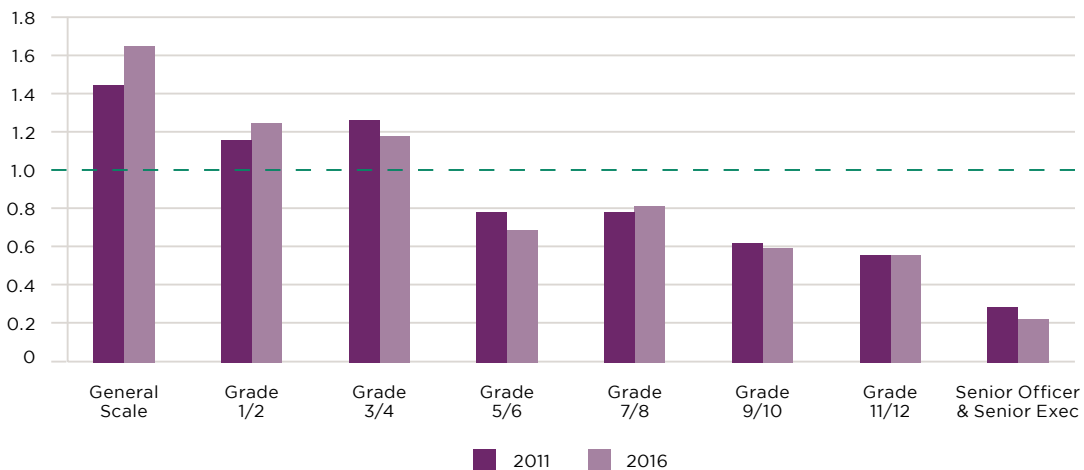


Figure 15: Aboriginal and/or Torres Strait Islanders – representation by equivalent salary grade, relative to the total public sector (2011 & 2016)

Equivalent salary grade	2011		2016		% change	
	Total sector headcount	Aboriginal and/or Torres Strait Islanders	Total sector headcount	Aboriginal and/or Torres Strait Islanders	Total sector 2011 to 2016	Aboriginal and/or Torres Strait Islander headcount 2011 to 2016
General scale	79,175	2,135	72,644	2,852	-8.2%	33.6%
Grade 1/2	30,763	640	30,815	907	0.2%	41.7%
Grade 3/4	52,276	1,206	52,449	1,437	0.3%	19.2%
Grade 5/6	58,076	806	59,408	974	2.3%	20.8%
Grade 7/8	60,804	836	61,749	1,184	1.6%	41.6%
Grade 9/10	37,637	433	40,819	565	8.5%	30.5%
Grade 11/12	18,963	180	19,129	237	0.9%	31.7%
Senior Officer & Senior Exec	11,987	63	13,595	73	13.4%	15.9%
Total	351,129	6,315	351,085	8,234	0.0%	30.4%

Table 7: Aboriginal employees by salary grade vs total sector (2011 & 2016)

Part of this may be driven by the fact that this cohort is generally younger in comparison to the total sector (see Figure 16), and are earlier on in their career progression.

The NSW public sector has two initiatives underway which aim to address this imbalance.

The 'Aboriginal Employment Strategy 2014-2017', aims to improve the distribution of Aboriginal employees at all levels of the sector, with an aspiration target of 1.8% representation at each level by 2021.

In addition, one of the NSW Premier's priorities introduced in 2015 is to double the number of Aboriginal people in senior leadership roles by 2025 from 57 to 114. In 2016 there were 63 Aboriginal leaders included in the senior leadership group.

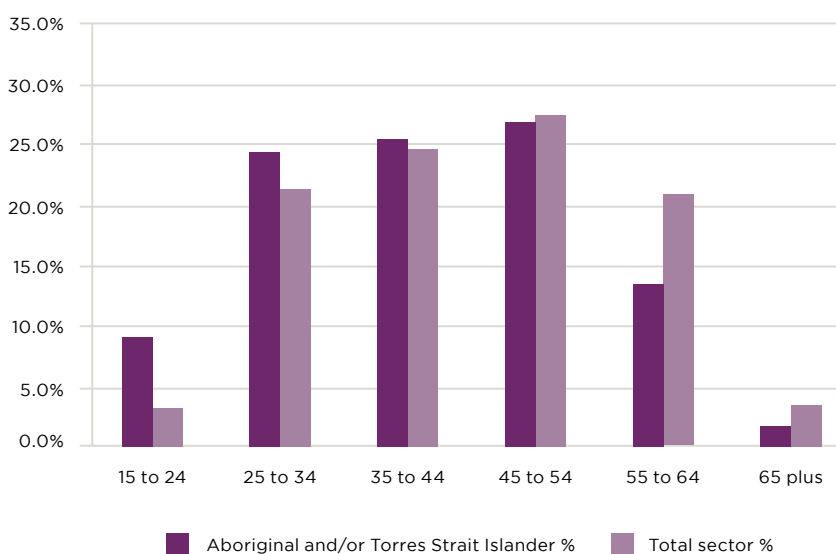


Figure 16: Aboriginal and/or Torres Strait Islander representation by age group, relative to the total Public Sector (2016)

Chapter 5: Who we are

Disability

The number and proportion of employees who identify as having disability has been in decline since 2008. Victoria³ and Queensland Public Sectors⁶ have also declined in a similar period.

The age distribution of this cohort is noticeably different to the total sector, as seen in Figure 19. For people with disability, there was a higher proportion of employees 45 years and over, particularly in the 55 to 64 year age group.



Figure 17: Disability – headcount by equivalent salary grade (2011 & 2016)

Equivalent salary grade	2011		2016		% change	
	Total sector headcount	Disability headcount	Total sector headcount	Disability headcount	Total sector 2011 to 2016	Disability 2011 to 2016
General scale	79,175	1,833	72,644	1,618	-8.2%	-11.7%
Grade 1/2	30,763	721	30,815	643	0.2%	-10.8%
Grade 3/4	52,276	1,155	52,449	978	0.3%	-15.3%
Grade 5/6	58,076	1,378	59,408	1,055	2.3%	-23.4%
Grade 7/8	60,804	1,907	61,749	1,630	1.6%	-14.5%
Grade 9/10	37,637	1,113	40,819	865	8.5%	-22.3%
Grade 11/12	18,963	527	19,129	422	0.9%	-19.9%
Senior Officer and Senior Executive	11,987	293	13,595	223	13.4%	-23.9%
Total	351,129	8,932	351,085	7,439	0.0%	-16.7%

Table 8: Disability by salary grade vs total sector (2011 & 2016)

This aligns with the notion that disability is something that can be acquired over time. Further to this people with disability were over-represented in higher salary bands (grade 7/8 to grade 11/12) which is in keeping with the older median age identified in more senior grades.

With a higher proportion of this cohort in the 55+ age groups, this group may be considering retirement, and this is reflected in the number of separations. Retirement

accounts for 24.1% of separations for people with disability, compared to only 12.1% for the total sector.

Victoria's public sector estimates their proportion of employees who identify as having long-term disability that restricts their everyday activities at 3%³ in 2015. Similarly NSW estimates 3% of employees identify having disability in 2015, while the Queensland public sector is slightly higher at 3.2%.⁶

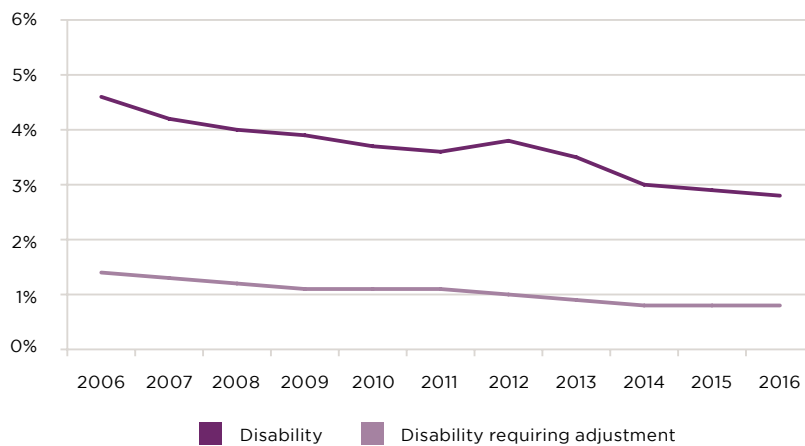


Figure 18: Disability & 'Disability requiring adjustment' representation time series (2006-2016)

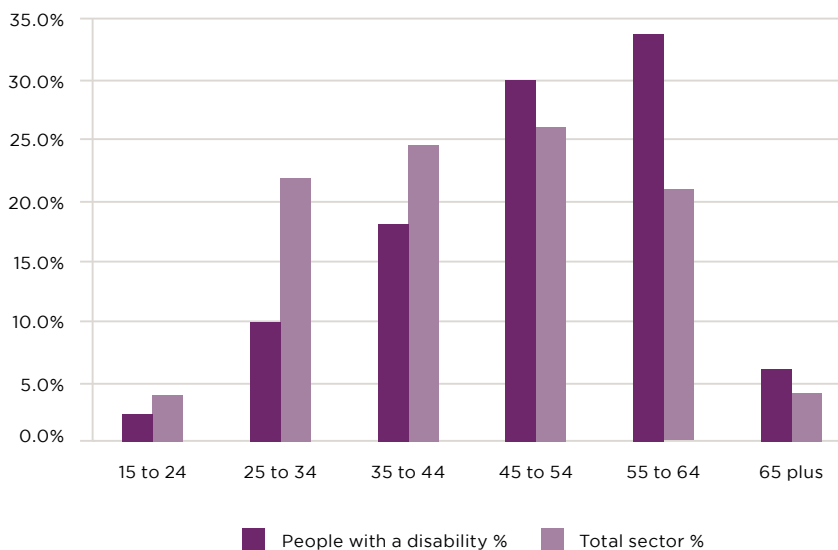


Figure 19: Disability – headcount by age band (2016)

Chapter 5: Who we are

First language spoken

In 2016, an estimated 18.0% of non-casual employees identified that their first language spoken was not English. This was slightly higher than the proportion of the NSW population that reported they spoke a language other than English at home (16.3%).⁷

There was an increase in headcount for this diversity group across all salary grades from 2011 to 2016, with

the largest increase of 35.0% at senior officer and senior executive grades.

Employees who identified that their first language spoken was not English are over-represented at the general scale level and at grade 5/6. At the grade 5/6 level, this was driven by 'Midwifery and Nursing Professionals' which accounted for more than half of this diversity group.

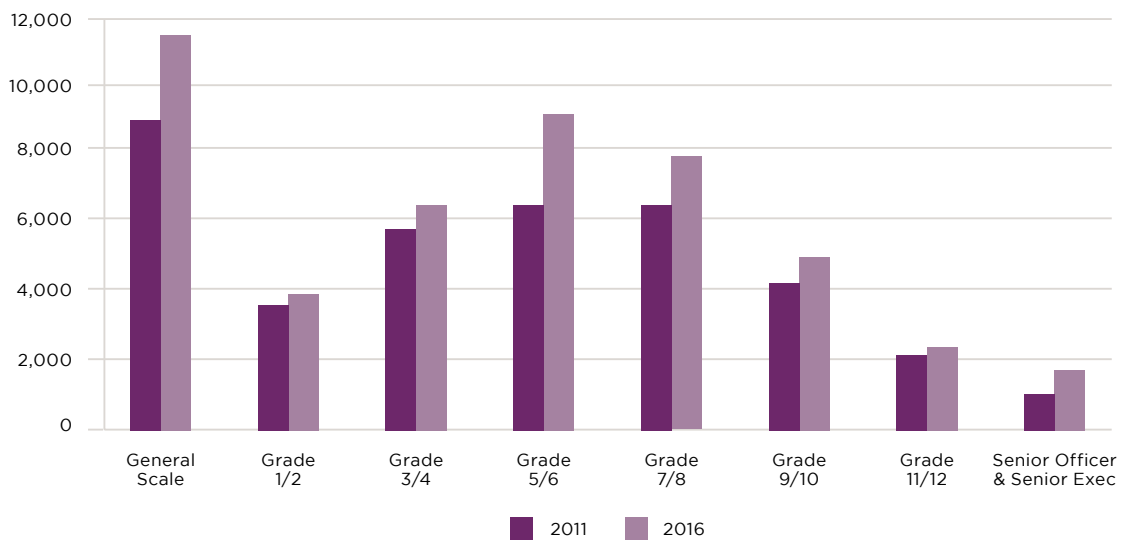


Figure 20: First language not English – headcount by equivalent salary grade (2011 & 2016)



Figure 21: First language not English – representation by equivalent salary grade, relative to the total public sector (2011 & 2016)

Equivalent salary grade	2011		2016		% change	
	Total sector headcount	First language not English headcount	Total sector headcount	First language not English headcount	Total sector 2011 to 2016	First language not English 2011 to 2016
General scale	79,175	8,958	72,644	11,290	-8.2%	26.0%
Grade 1/2	30,763	3,444	30,815	3,897	0.2%	13.2%
Grade 3/4	52,276	5,550	52,449	6,675	0.3%	20.3%
Grade 5/6	58,076	6,797	59,408	9,001	2.3%	32.4%
Grade 7/8	60,804	6,750	61,749	7,768	1.6%	15.1%
Grade 9/10	37,637	4,218	40,819	5,268	8.5%	24.9%
Grade 11/12	18,963	2,227	19,129	2,458	0.9%	10.4%
Senior Officer & Senior Exec	11,987	1,153	13,595	1,556	13.4%	35.0%
Total	351,129	39,161	351,085	47,932	0.0%	22.4%

Table 9: First language not English by salary grade vs total sector (2011 & 2016)

Cluster	First language not English
Education	11.0%
External to Government Sector	24.7%
Family & Community Services	11.0%
Finance, Services & Innovation	20.7%
Health	24.5%
Industry	13.0%
Justice	10.5%
Planning & Environment	10.4%
Premier & Cabinet	15.1%
Transport	15.0%
Treasury	24.0%
Total	18.0%

Table 10: First language not English by cluster (2016)

Chapter 5: Who we are

Racial, ethnic, or ethno-religious minority group

An estimated 13.4% of the NSW public sector identified as being from a racial, ethnic, or ethno-religious minority group, a slight increase from 13.3% last year.

Between 2011 and 2016, there was an increase in headcount at each salary band level with the exception of the two lowest salary bands and grade 11/12.

Figure 23 demonstrates whether this group is over or under represented by each grade when compared to the rest of the sector. The 'racial, ethnic, or ethno-religious minority' diversity group was over-represented in all salary bands except for the lowest two bands. Notably, this was the only diversity group that was over-represented in the 'senior officer & senior executive' salary band, suggesting that the leadership of the NSW public sector are relatively diverse in terms of racial, ethnic, or ethno-religious minority groups.



Figure 22: Minority – headcount by equivalent salary grade (2011 & 2016)

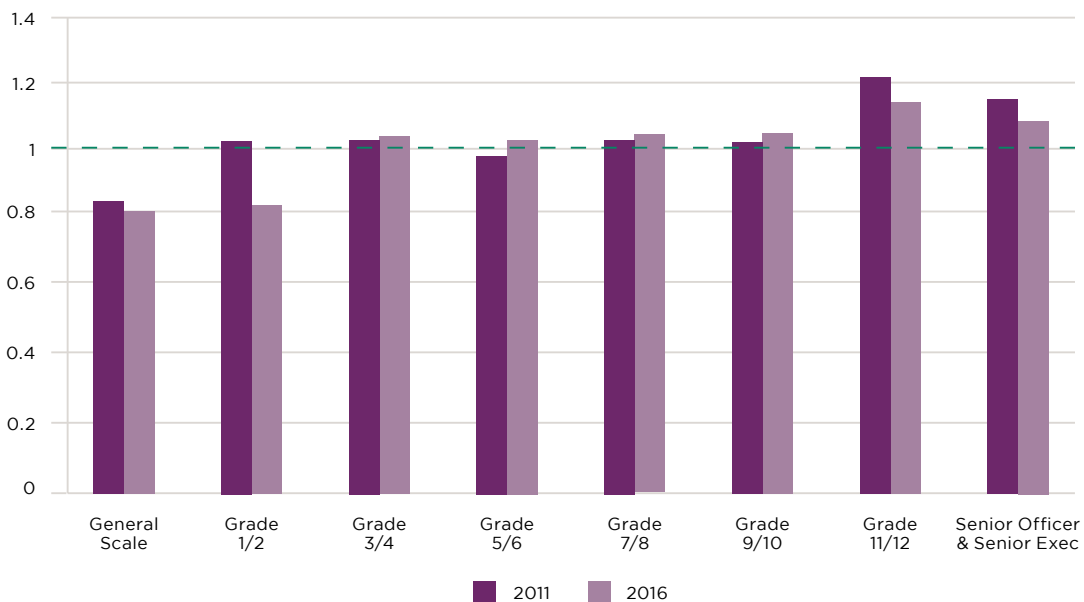


Figure 23: Minority – representation by equivalent salary grade, relative to the total public sector (2011 & 2016)

Equivalent salary grade	2011		2016		% change	
	Total sector headcount	Minority Groups	Total sector headcount	Minority Groups	Total sector 2011 to 2016	Minority Groups 2011-2016
General scale	79,175	6,643	72,644	5,981	-8.2%	-10.0%
Grade 1/2	30,763	3,116	30,815	2,623	0.2%	-15.8%
Grade 3/4	52,276	5,286	52,449	5,595	0.3%	5.8%
Grade 5/6	58,076	5,433	59,408	6,167	2.3%	13.5%
Grade 7/8	60,804	6,228	61,749	6,871	1.6%	10.3%
Grade 9/10	37,637	3,772	40,819	4,564	8.5%	21.0%
Grade 11/12	18,963	2,273	19,129	2,156	0.9%	-5.1%
Senior Officer & Senior Exec	11,987	1,323	13,595	1,485	13.4%	12.2%
Total	351,129	34,131	351,085	35,458	0.0%	3.9%

Table 11: Minority groups by salary grade vs total sector (2011 & 2016)

The Treasury and Finance, Services & Innovation clusters had the highest proportions of this diversity group in the government sector with 21.9% and 20.6% respectively. In both clusters, the workforce was made up of predominantly 'Professionals' and 'Clerical and Administrative Workers', with over eighty percent of employees in these clusters falling into these categories. These two groups accounted for a significant number of the employees who identified with this diversity group, with 90.2% of Treasury and 87.3% of Finance, Services and Innovation of the diversity cohort in roles that are classified as 'Professionals' or 'Clerical and Administrative Workers'.

Cluster	Minority Groups 2016
Education	9.4%
External to Government Sector	26.4%
Family & Community Services	10.0%
Finance, Services & Innovation	20.6%
Health	13.4%
Industry	9.4%
Justice	14.0%
Planning & Environment	10.1%
Premier & Cabinet	15.8%
Transport	14.6%
Treasury	21.9%
Total	13.4%

Table 12: Minority group by cluster (2016)

Chapter 5: Who we are

Women

The number and proportion of women in the NSW public sector has been increasing for over a decade. Women accounted for almost two thirds of all non-casual employees in the NSW public sector in 2016 (63.4%). The three largest ANZSCO Minor Groups were 'School Teachers', 'Midwifery and Nursing Professionals', and 'General

Clerks', which accounted for over a third (38.5%) of the total non-casual headcount. These three groups have a high proportion of women employed with 76.7%, 86.8% and 88.9% respectively. Accordingly the Education and Health clusters had the highest proportion of women, 77.4% and 74.4%.



Figure 24: Women – headcount by equivalent salary grade (2011 & 2016)

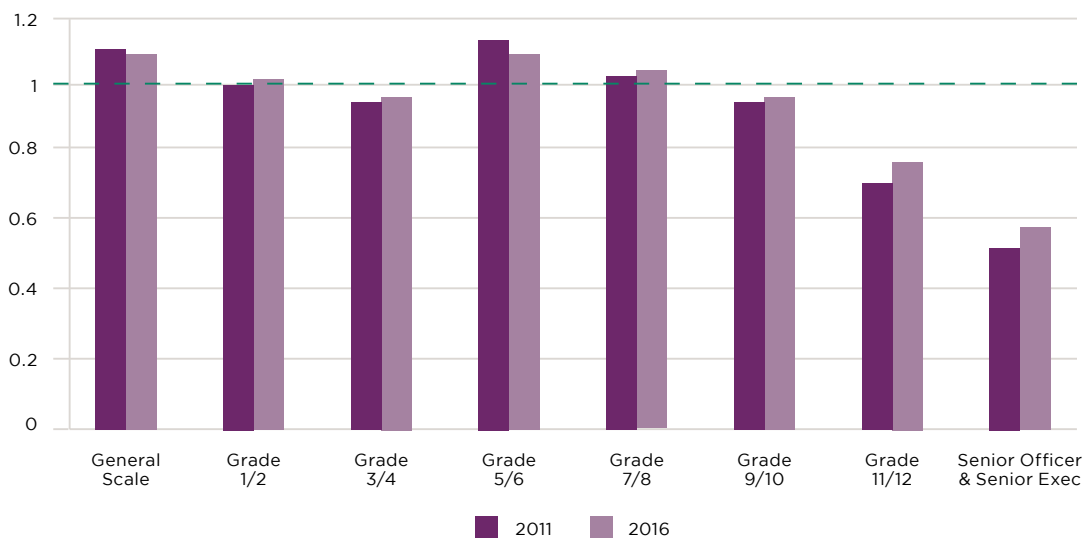


Figure 25: Women – representation by equivalent salary grade, relative to the total public sector (2011 & 2016)

Despite the high level of representation across the sector, women remain under-represented in the higher salary levels as shown in Figure 25. To address this imbalance, the Premier has made it one of his priorities to increase the proportion of women in senior leadership roles to 50% by 2025.

Compared to other jurisdictions in 2015, the Queensland public sector⁶ had the highest proportion of women with 68.7%, followed by Victoria (67%)³ and NSW with 62.9% in 2015.

Equivalent salary grade	2011		2016		% change	
	Total sector headcount	Gender (Women) headcount	Total sector headcount	Gender (Women) headcount	Total sector 2011 to 2016	Gender (Women) 2011 to 2016
General scale	79,175	52,312	72,644	50,113	-8.2%	-4.2%
Grade 1/2	30,763	18,800	30,815	20,258	0.2%	7.8%
Grade 3/4	52,276	28,836	52,449	31,092	0.3%	7.8%
Grade 5/6	58,076	39,323	59,408	40,822	2.3%	3.8%
Grade 7/8	60,804	38,196	61,749	41,269	1.6%	8.0%
Grade 9/10	37,637	21,286	40,819	24,554	8.5%	15.4%
Grade 11/12	18,963	7,957	19,129	9,240	0.9%	16.1%
Senior Officer and Senior Executive	11,987	3,627	13,595	4,881	13.4%	34.6%
Total	351,129	211,073	351,085	222,487	0.0%	5.4%

Table 13: Women by salary grade vs total sector (2011 & 2016)

Cluster ⁴	Male	Female	% Female
Education	21,663	74,001	77.4%
External to Government Sector	666	557	45.5%
Family & Community Services	3,689	10,735	74.4%
Finance, Services & Innovation	3,349	4,758	58.4%
Health	32,588	94,567	74.4%
Industry	16,217	10,102	38.3%
Justice	25,349	16,823	39.9%
Planning & Environment	2,917	2,659	47.7%
Premier & Cabinet	905	1,315	59.2%
Transport	20,668	6,207	23.1%
Treasury	483	763	61.2%
Total	128,494	222,487	63.4%

Table 14: Representation of women by cluster (2016)

Chapter 6: What we do

The NSW Government delivers a broad range of services from a diverse range of occupation groups. This chapter considers the various employment arrangements that staff within the sector are employed in and the roles that they perform. It considers both the flexibility and the differences within our workforce.

Largest occupation groups



64,919
School teachers



45,478
Nurses



30,455
Clerical &
administrative
workers



20,296
School support staff



16,060
Police officers

Part-time roles



85.9%



14.1%

Employment arrangements



78.8%
Ongoing
-0.9pp from 2015



13.4%
Temporary
+0.7pp
from 2015

5.3%
Casual
+0.1pp
from 2015

The number of ongoing employees in the NSW Public Sector decreased by 2,405 FTE (-0.9%) between 2012 and 2016 (see Table 15). In the past year all parts of the sector have seen falls in FTE except Health service and Teaching service which saw modest increases of 0.7% and 1.3% respectively.

The NSW Public Service and the Australian Public Service are comparable. Since 2014 both services have decreased their ongoing headcounts, with the NSW Public Service decreasing by 4.4% and the Australian Public Service decreasing by 4.9%.⁹

Employment Category Grouping	2015 FTE	2016 FTE	2016 FTE%	% Change last year
Ongoing ¹⁰	258,246	255,841	78.8%	-0.9%
Temporary	41,138	43,328	13.4%	5.3%
Casual	16,692	17,332	5.3%	3.8%

Table 15: Public Sector top 3 employment categories comparison, annual FTE, 2015 & 2016

Temporary employees comprised a growing proportion of the Public Sector FTE, increasing as a proportion of the total public sector FTE from 12.7% in 2015 to 13.4% in 2016, an increase of 2,489 FTE. This primarily relates to a 1,605 FTE increase in temporary school teachers, and a 401 FTE increase in education aides. There was also an increase in the number of temporary staff employed across various occupations in the NSW Health Service. Casual numbers increased over the period, with an increase of 640 FTE (3.7%) in 2016, however the figure is 3.9% lower than in 2012.

In 2016, the NSW Police Force and the Transport Service of NSW had the highest proportion of ongoing employees in the Public Sector (99.1% and 85.9% respectively, see Table 16). In the Transport Service of NSW, bus and train drivers were the largest occupation group (3,886 headcount) and were primarily employed in ongoing roles (99.2%) while the Police Force had a very small number of temporary and casual staff employed to support the commissioned officers.

Chapter 6: What we do

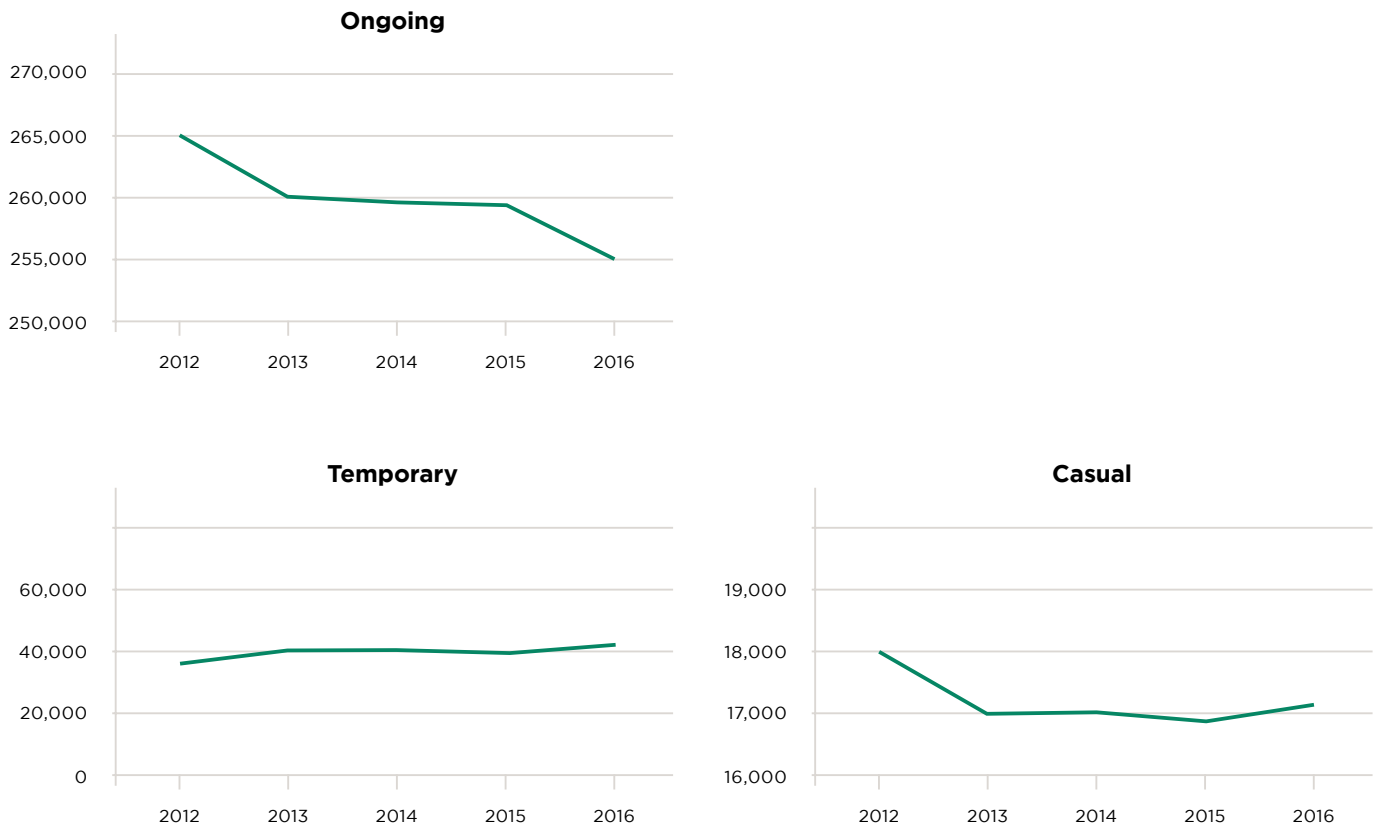


Figure 26: Public Sector top three employment categories comparison, annual FTE, 2012-2016

The Teaching Service (23.9%) and other Crown services (18.8%) had the highest proportion of temporary employees. There were 19,078 (24.0%) school teachers who were temporary employees, and 6,416 (41.8%) temporary education aides in other Crown services in 2016.



23.9%

of teaching service were temporarily employed

Other Crown services had the highest proportion of casual employees of all services (22.0%). Of the 11,190 casuals in other Crown services in 2016, 3,502 (31.3%) were education aides and 4,836 (43.2%) were TAFE teachers.



18.8%

of other Crown services were casual employees

	Ongoing	Temporary	Casual
Public Service	53,218	8,483	6,016
NSW Health Service	105,341	20,770	10,952
NSW Police Force	20,392	156	3
Teaching Service	51,036	19,155	10,102
Transport Service of NSW	12,542	459	199
Other Crown Services	29,291	9,565	11,190
Total Government Sector	271,820	58,588	38,462
State Owned Corporations	12,150	471	96
External to Government Sector	697	102	8
Total Public Sector	284,667	59,161	38,566

Table 16: Top three employment categories by service, headcount at census date 2016

Understanding the opportunities for working flexibly are important considerations in promoting diversity within the sector. The Workforce Profile produces information on the number of people employed part time to help inform this strategy development. The proportion of the NSW Public Sector in part-time employment has increased from 24.8% in 2010 to 26.7% in 2016.

The highest proportion of part-time employees in 2016 was in other Crown services (52.0%, see Figure 27). Education aides (10,046) and general clerks (9,820) were the occupations with the greatest number of part-time employees. The highest proportions of full-time employees were in State owned corporations (95.1%), the Police Force (91.4%) and the Transport Service (87.1%).

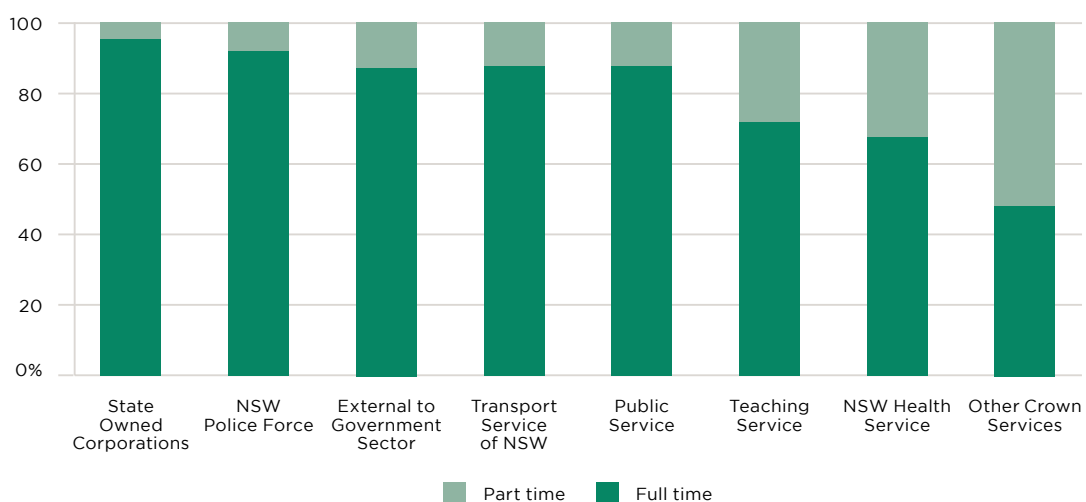


Figure 27: Employment arrangement by service non-casual headcount at census date, 2016

Chapter 6: What we do

In the NSW Police Force, the majority of roles were police officers and detectives (76.3%), with most working full-time (93.0%). In the Transport Service of NSW, bus and train drivers made up 26.8% of the workforce and 89.8% of these roles were full-time.

	Part-time	Full-time	Total headcount
Public Service	9,770	54,401	64,179
NSW Health Service	39,734	86,527	126,262
NSW Police Force	1,760	18,814	20,574
Teaching Service	19,074	51,117	70,191
Transport Service of NSW	1,856	12,548	14,404
Other Crown Services	20,637	19,051	39,696
Total Government Sector	92,831	242,458	335,306
State Owned Corporations	720	13,836	14,556
External to Government Sector	111	759	1,223
Total Public Sector	93,662	257,053	351,085

Table 17: Employment arrangement by service non-casual headcount at census date, 2016

36.2% of females in the NSW Public Sector were in part-time employment arrangements in 2016, notably higher than the proportion of males (10.2%). Of the 99 departments and agencies in the NSW Public Sector that employ part-time staff, 92 agencies had at least 75% of part-time roles occupied by females. In contrast, only one agency, State Transit Authority, had 75% of part-time roles occupied by males, reflective of the higher male representation in the agency, 83.8% male.



141,859 | **80,497**
Full-time | Part-time



115,090 | **13,165**
Full-time | Part-time

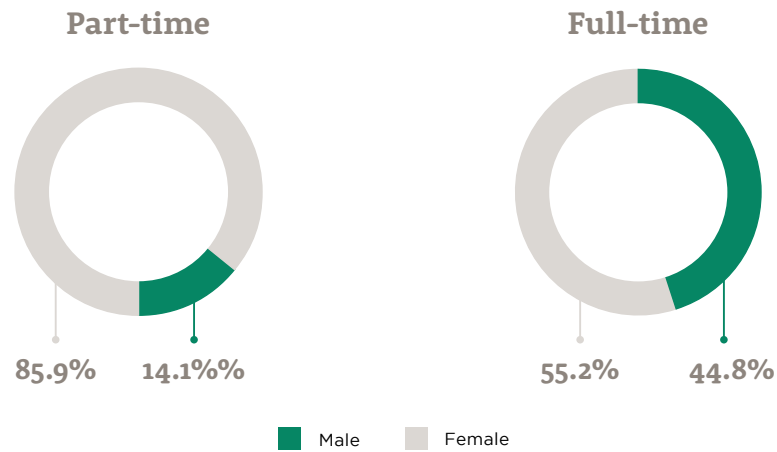


Figure 29: Employment Arrangement by Gender non-casual headcount at census date, 2016¹¹

Figure 30 shows the proportion of part-time employees by gender for each service. The NSW Health Service has the highest proportion of men in part time employment (16.3%) and the second highest proportion of women (36.7%), indicating that there is a relatively high degree of flexibility within the Health Service for both males and females. Other Crown services stands out as the only service with a majority of female roles being part-time (74.4%).

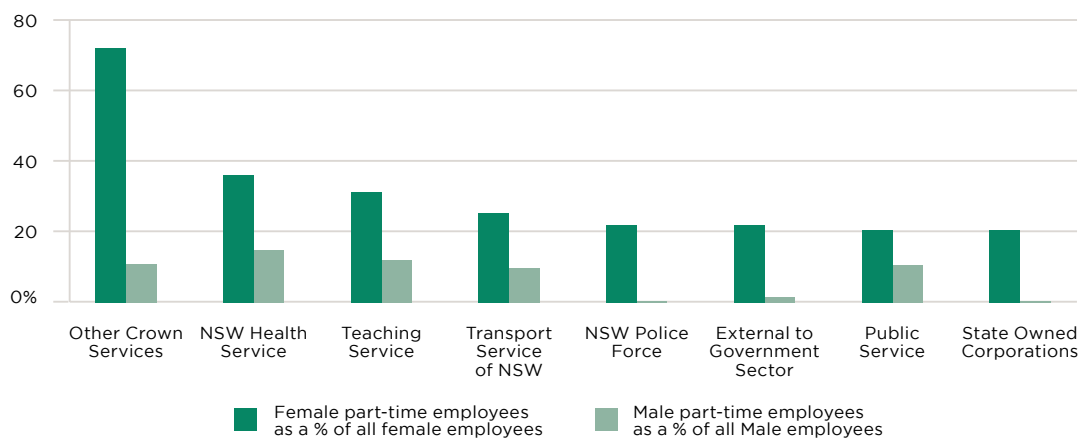


Figure 30: Proportion of employees working part-time in each service by gender¹²

Chapter 6: What we do

The Contingent Workforce

A large number of contingent workers contribute to the NSW Public Sector. However, these individuals are not included in the PSC workforce profile data collections as they are not direct employees of the NSW Government.

The following analysis is based on supplier data collected and collated by NSW Procurement³³ in combination with data extracts from Contractor Central for the agencies that have transitioned to the new whole of sector vendor management system. In time, data for the whole of sector will be available through Contractor Central, which will deliver significant data quality improvements.

Contingent workers are typically brought in to meet a short term need or to address a particular capability gap. This is reflected in the length of their contract, with 66.4% of contingent workers having contracts that are less than 12 months, and 83.1% having contracts that are less than 18 months.

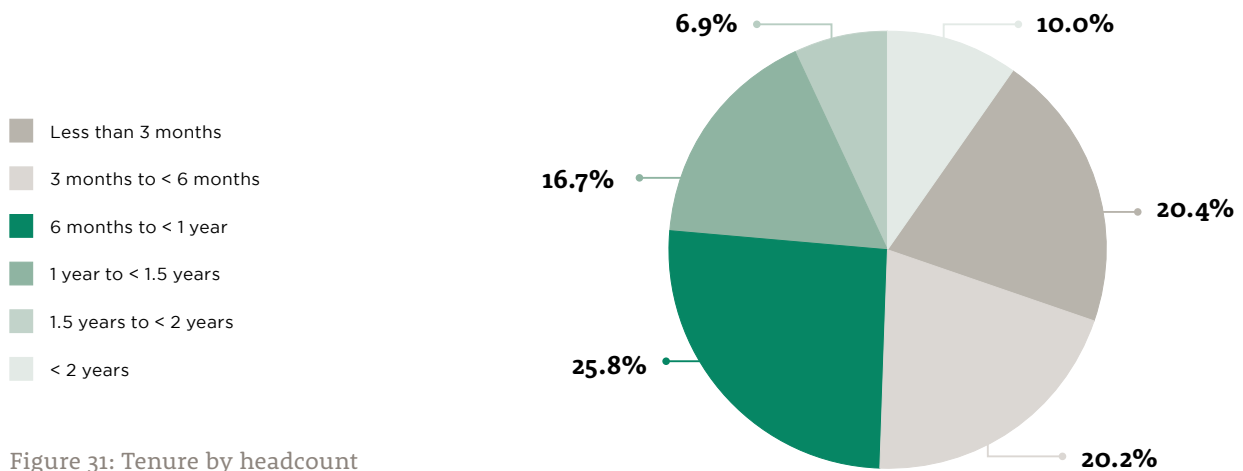


Figure 31: Tenure by headcount

The contingent labour workforce was estimated as the equivalent of 7,571 FTE in 2016.¹⁴ The following analysis uses this conversion to FTE to provide an indication of size and impact.

The largest number of contingent workers was in the administration category (1,989 FTE). Despite having the highest FTE (26.3% of total), the administration category only accounted for 12.8% of the reported total spend on contingent labour. This was due to the relatively low average cost of roles in the administration category.

Spend on ICT accounted for under half of the reported spend on contingent labour in 2016 (48.7% across ICT Network and Equipment; ICT Management, Implementation & Support; and ICT Applications, Databases and Systems). In terms of FTE, these three categories accounted for 2,698 FTE, or 35.6% of the total, highlighting that many ICT roles were paid relatively higher salaries.

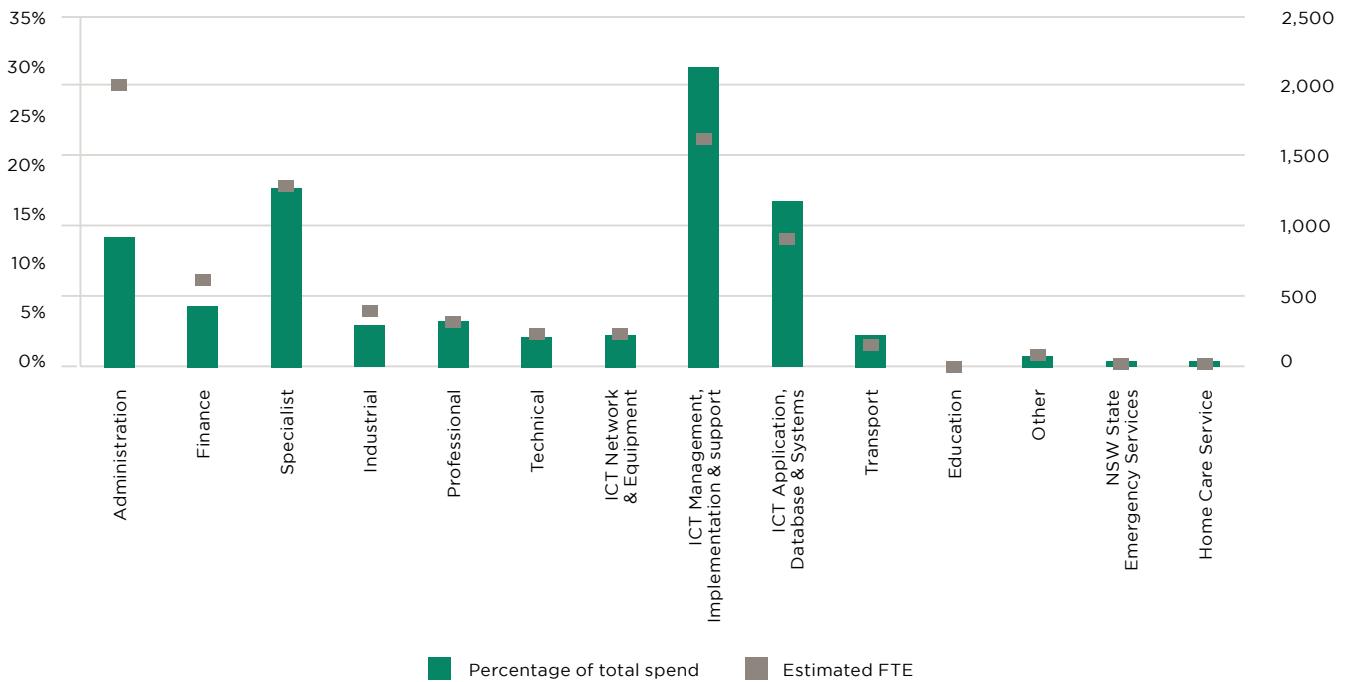


Figure 32: Contingent Labour percentage of total spend vs Estimated FTE

Whilst administration and the ICT categories shrank slightly in terms of proportion of total spend, the Specialist category grew from 14.9% in 2015 to 16.9% in 2016.

The top 10 role types in the specialist category by spend are:

1. Project (Officer, Manager or Analyst)
2. Human Resources / Training & Development / Trainers
3. Communications / Media / Promotion / Public Relations
4. Program (Officer, Manager or Director)
5. Contract / Procurement / Vendor (Officer or Manager)
6. Project Manager
7. Program or Project Administrator
8. Project Coordinator
9. Policy (Officer or Manager)
10. Graphic Designer

The top 10 role types account for 53.5% of the spend in the Specialists category. A common theme across these roles is that they appear to be project based roles. This could be driven by the projects currently underway in the sector that require specialised skills that are not available in house, hence the need for contingent labour. This would also align with the use of contingent labour to fill short term needs, in this case to bring in the specialised skills needed to deliver on project outcomes.

Chapter 7: Where we work

The NSW Government is the largest single employer in Australia. It employs a large proportion of the workforce in many parts of NSW, and the economies of many regional communities benefit from the flow-on effects of Public Sector employment.¹⁵

In 2016, 58.2% of all NSW Government employees worked in Sydney (Sydney East and Sydney West combined), with the remaining 41.8% spread across the rest of NSW. The distribution of employees between Sydney and regional NSW mirrored the distribution of the NSW population, with an estimated 60.2% of NSW persons residing in Sydney.¹⁶

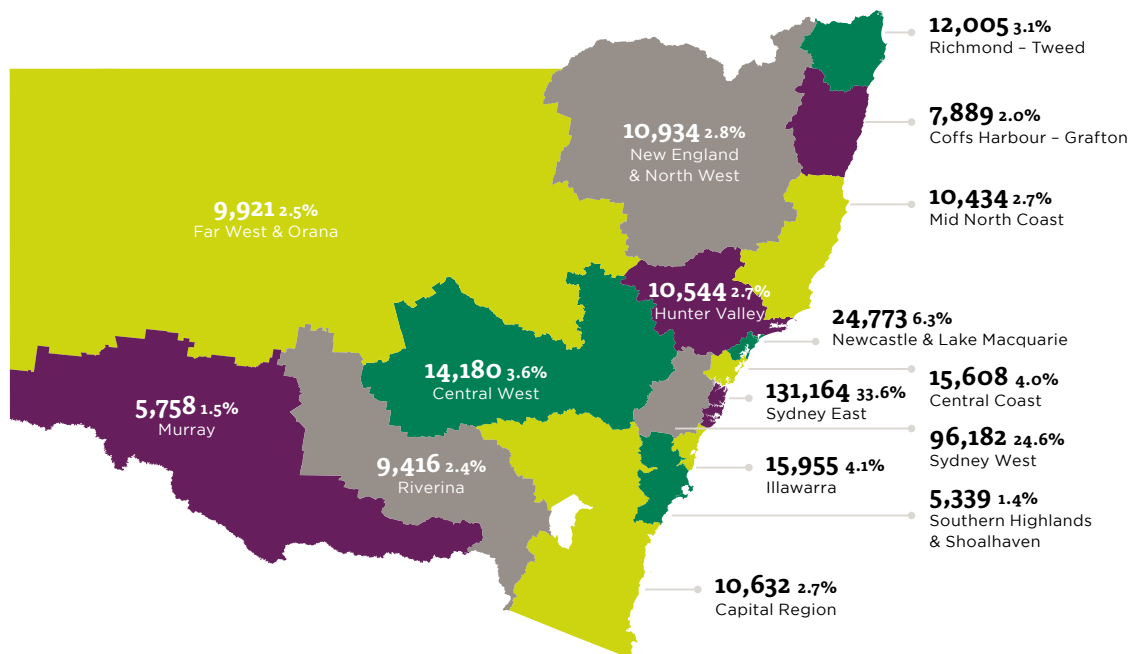


Figure 33: Headcount of NSW Public Sector employees by region, June 2016

Regional Profiles

Key statistics for each region are displayed in Table 18. Additionally, the distribution of Census FTE by region and service is shown in Table 19. Services with a Sydney-to-regional ratio similar to that of the general NSW population were the Public Service, other Crown services, and the government sector as a whole. The NSW Health Service and NSW Teaching Service had low Sydney-to-regional ratios (i.e., lower proportions of employees in Sydney) relative to the general population. In contrast, NSW Police Force and Transport Service of NSW had high Sydney-to-regional ratios (i.e., higher proportions of employees in Sydney) relative to the general population.

Region (SA4s, Sydney collapsed)	Estimated resident population ²	Census FTE, 2015	Census FTE, 2016	Change in Census FTE (%)	Median Age	Median Salary (Non casual, \$)	Median Tenure (Non casual years in agency)	Part-time (Non casual, %)
Capital Region	221,767	8,663	8,514	-1.7	48	79,938	10.4	34.7
Central Coast	333,119	13,083	12,792	-2.2	45	81,649	10.3	32.5
Central West	211,129	11,560	11,678	1.0	45	78,301	9.3	29.3
Coffs Harbour – Grafton	137,022	6,363	6,424	1.0	48	81,649	10.3	34.8
Far West & Orana	119,391	8,352	8,278	-0.9	44	73,923	8.5	27.1
Hunter Valley (exc Newcastle)	267,314	8,390	8,497	1.3	45	78,419	10.6	35.3
Illawarra	300,067	12,902	12,936	0.3	45	80,386	10.6	31.2
Mid North Coast	213,903	8,742	8,570	-2.0	47	81,649	10.7	35.0
Murray	117,080	4,613	4,523	-2.0	47	79,421	9.8	37.5
New England & North West	186,812	9,071	8,868	-2.2	45	77,200	9.9	33.4
Newcastle & Lake Macquarie	370,945	19,825	19,814	-0.1	45	81,649	10.5	30.3
Richmond – Tweed	244,470	9,442	9,455	0.1	48	81,649	11.3	40.9
Riverina	158,854	7,711	7,705	-0.1	44	77,200	9.0	32.0
Southern Highlands & Shoalhaven	147,960	4,204	4,322	2.8	47	80,497	10.4	35.9
Sydney East	2,573,151	112,005	111,061	-0.8	44	81,718	8.1	21.6
Sydney West	2,014,700	81,593	82,364	0.9	43	81,649	9.4	24.0

Table 18: Key statistics by region

Chapter 7: Where we work

Region	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service of NSW	Other Crown Services	Government Sector	State Owned Corporations	External to Government Sector
Capital Region	1,663	2,650	631	2,054	200	831	8,029	482	3
Central Coast	1,986	5,271	727	3,048	102	1,334	12,467	321	4
Central West	3,188	3,728	538	2,277	210	1,249	11,191	485	2
Coffs Harbour – Grafton	1,123	2,214	256	1,385	380	787	6,146	277	1
Far West & Orana	1,731	2,579	511	1,731	212	1,059	7,823	452	3
Hunter Valley (exc Newcastle)	2,151	2,042	446	2,475	94	962	8,172	323	2
Illawarra	1,706	4,790	602	2,761	404	1,661	11,924	1,010	3
Mid North Coast	1,034	2,950	355	2,089	83	1,186	7,696	872	2
Murray	727	1,432	302	1,110	114	610	4,294	227	1
New England & North West	1,572	2,997	511	2,144	160	1,130	8,514	351	3
Newcastle & Lake Macquarie	2,956	8,301	747	3,341	834	2,296	18,474	1,331	9
Richmond – Tweed	1,147	3,938	515	2,334	99	1,168	9,201	250	4
Riverina	1,365	2,615	379	1,713	287	934	7,292	410	3
Southern Highlands & Shoalhaven	833	1,238	214	1,325	57	546	4,213	107	2
Sydney East	23,173	35,876	6,378	16,905	8,161	16,502	106,995	3,056	1,010
Sydney West	14,759	28,357	6,137	18,894	1,553	8,343	78,044	4,288	32

Table 19: Census FTE by service and region, 2016

Public Sector Relative to the NSW Workforce

According to the Australian Bureau of Statistics, there were an estimated 3,817,805 employed persons in NSW at June 2016.¹⁷ The NSW Public Sector accounted for 10.3% of these, a drop of 0.4 percentage points from June 2015, meaning that the size of the Public Sector has contracted in size relative to the total NSW workforce over the 2016 financial year despite remaining stable in absolute size.

As in previous years, the contribution of the Public Sector to employment varied from region to region. Analysis of the geographic distribution of Public Sector employees relative to the overall workforce can provide insights about where the contribution of government employment to local and regional economies is significant. Figure 34 shows the percentage of employed persons that are Public Sector employees in each region.¹⁸

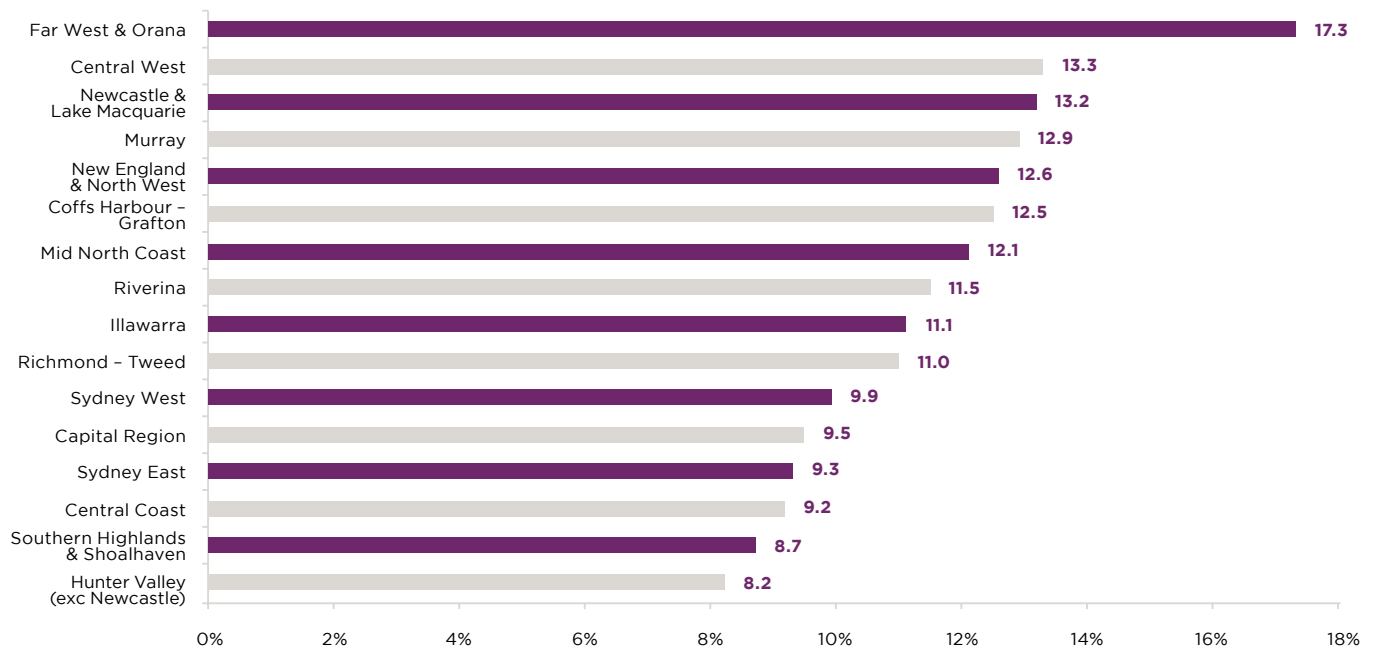


Figure 34: Percentage of employed persons that are NSW Public Sector employees within each region, June 2016

Chapter 7: Where we work

At 17.3%, the Far West & Orana region had the highest proportion of NSW Government employees relative to the total workforce. This compares to Sydney East and Sydney West where less than 10% of employed persons in these regions were Public Sector workers. In most regional areas, the contribution of Public Sector employment is much greater (as a percentage of total employed persons) than it is in Sydney.

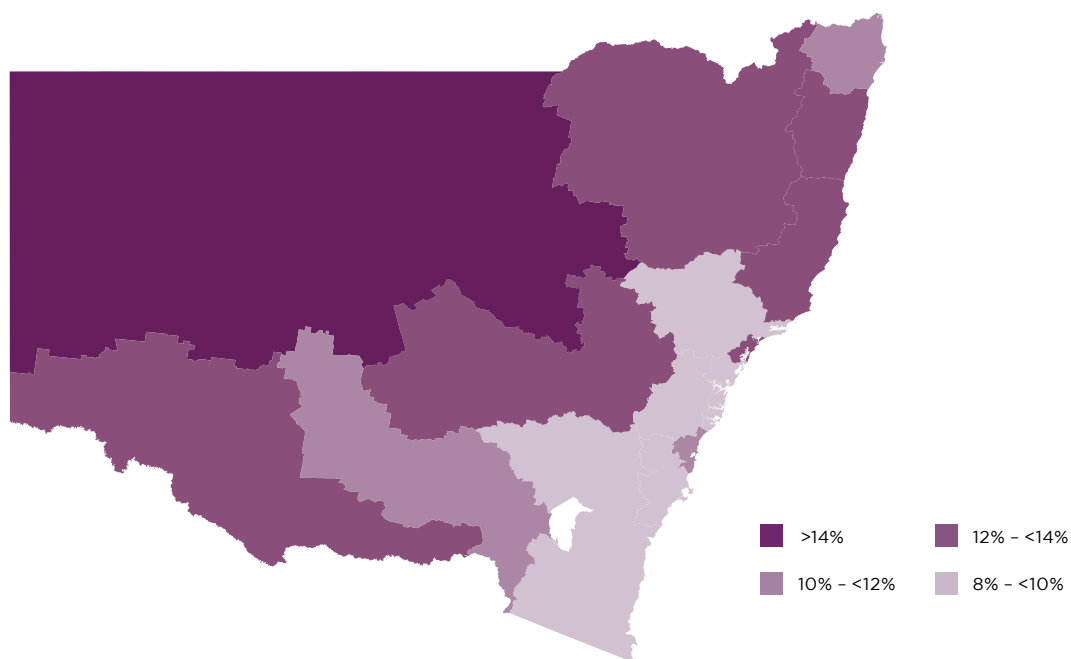


Figure 35: Relative size of NSW Public Sector workforce by region, 2016

Importers and Exporters of Talent

The percentage of Public Sector workers commuting out of their home region for work differed from region to region (see Figure 36). Hunter Valley (exc Newcastle), Southern Highlands & Shoalhaven, and Central Coast had the highest proportions of employees travelling to another region for work (between 30% and 35%). This possibly reflects the availability of certain job types within the employees' home region as well as some competition

for jobs from commuters travelling in from elsewhere and the relative proximity to Sydney where 58.2% of roles on census date were located. In contrast, fewer than 8% of employees living in the Richmond-Tweed, Riverina, New England & North West, and Murray regions traveled to another region for work, likely due to the geographical expansiveness of these regions.

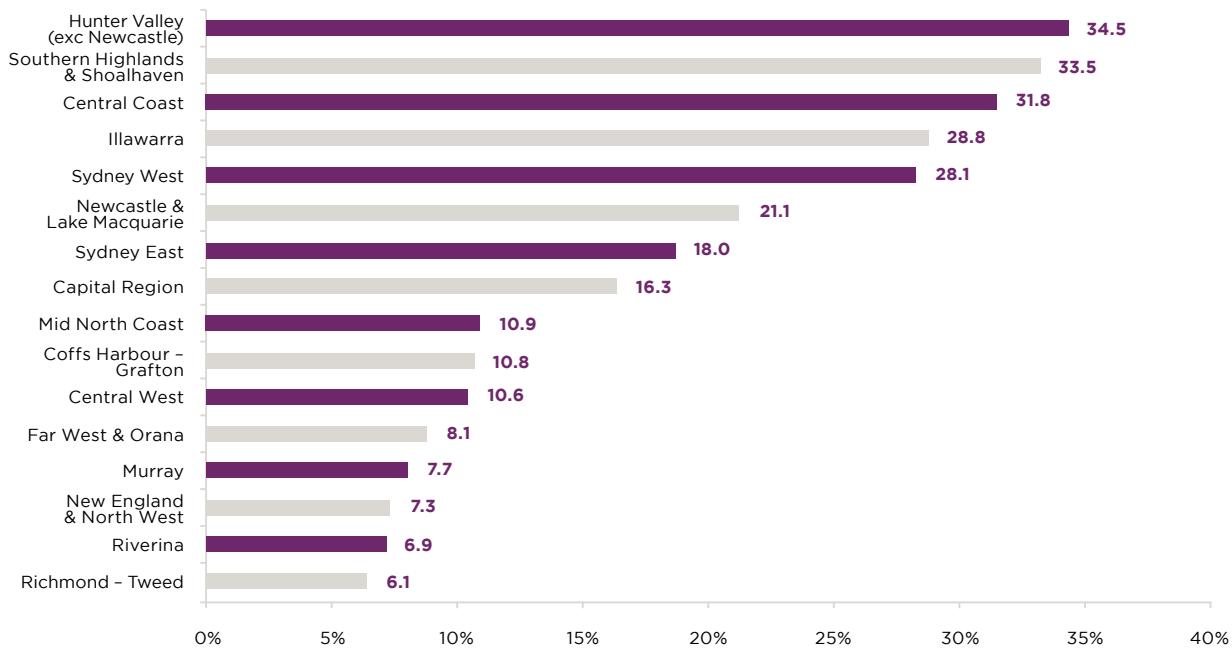


Figure 36: Percentage of NSW Public Sector employees living in each region who commuted to another region for work

Chapter 7: Where we work

Figure 37 shows the NSW Public Sector employee commuting ratio (out-to-in) for each region. The three regions with the highest ratios were Illawarra (3.1 people commuting out for every one commuting in), Central Coast (3.0 people commuting out for every one commuting in) and Southern Highlands & Shoalhaven (2.0 people commuting out for every one commuting in). These regions were net exporters of personnel, suggesting that the proximity of these three regions to other employment centres facilitates such large scale commuting and enables regional population growth to some extent. Sydney East was the most substantial net importer of Public Sector employees, with only 0.6 people leaving the region for every one coming into the region.

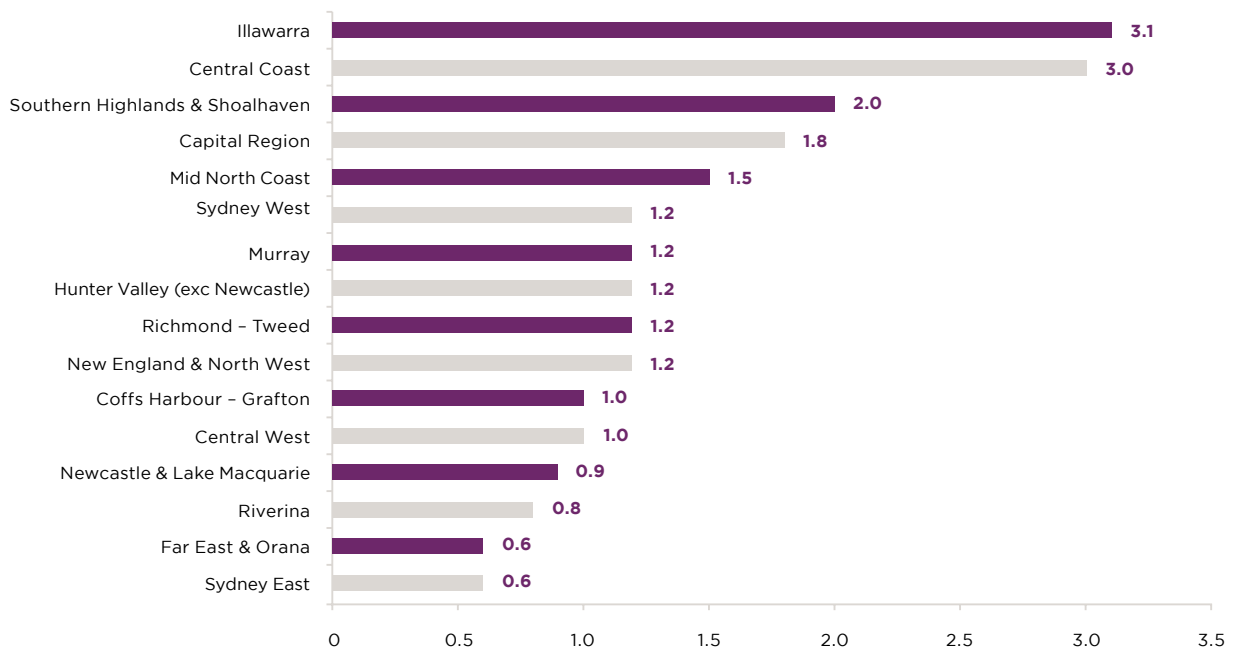


Figure 37: NSW Public Sector employee commuting ratio (out-to-in) by region, 2016

Commuting Profile of Sydney and Surrounding Regions

The employment catchment area of Greater Sydney has expanded over recent decades and includes large numbers of employees who commute to and from the surrounding regions. Understanding where employees are commuting to and from is important for employer recruitment and retention planning. This can help business managers understand recruitment catchments, geographic predictors of staff turnover and potential talent availability. In addition, relevant data can help employees understand how geographic factors may play a role in job availability and competition with employment candidates from further afield.

Table 20 illustrates the number of employees who travelled between regions both within and around Sydney for work. The largest number of commuters in 2016 was between Sydney West and Sydney East. Approximately 19.9% of the Public Sector workforce in Sydney East resided in Sydney West, and 18.4% of the Public Sector workforce in Sydney West resided in Sydney East. This means that up to 43,852 Public Sector employees traveled between these two regions each day.

As at June 2016, 8,226 employees commuted from the regions surrounding Sydney (i.e., Central Coast, Newcastle & Lake Macquarie, Illawarra, and Southern Highlands & Shoalhaven) to Sydney East. These commuters constituted 6.3% of the Sydney East workforce. A smaller number of employees (3,746) commuted from the surrounding regions to Sydney West, amounting to only 3.9% of this region's workforce. Not surprisingly, far fewer employees travelled out of Sydney East and Sydney West to work in the surrounding regions (1,648 and 1,087 respectively), consistent with the high concentration of Public Sector employment in Sydney.

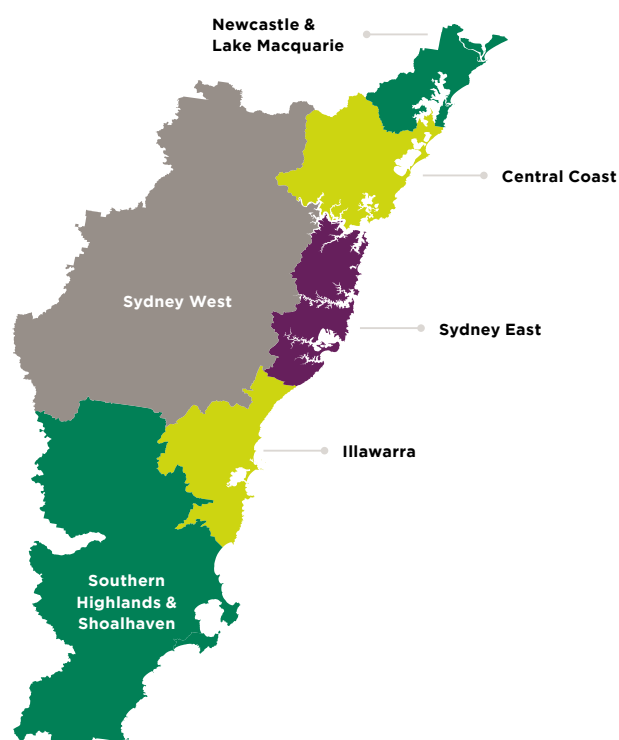


Figure 38: Sydney and surrounding regions

Work Region	Home Region					
	Sydney East	Sydney West	Central Coast	Newcastle & Lake Macquarie	Illawarra	Southern Highlands & Shoalhaven
Sydney East	93,840	26,156	3,775	861	3,221	369
Sydney West	17,696	72,871	1,002	372	1,582	790
Central Coast	455	167	13,441	1,153	17	
Newcastle & Lake Macquarie	490	349	1,046	19,040		
Illawarra	590	451	21		14,018	593
Southern Highlands & Shoalhaven	117	123			626	4,242

Table 20: Commuting profile of Sydney and surrounding regions

Chapter 8:

Our remuneration

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

Median remuneration

\$81,649

Median salary of non-casual Public Sector employees in 2016

+2.5% vs. 2015

NSW full-time adult average weekly ordinary time earnings increased by 2.2%



\$81,649

Median salary of non-casual Public Sector female employees in 2016

+2.9% vs. 2015



\$82,233

Median salary of non-casual Public Sector male employees in 2016

+1.7% vs. 2015



Median remuneration for employees in the New South Wales Public Sector grew by 2.5% from 2015 to 2016. This compared to an increase of 1.0% in CPI¹⁹ and an increase of 2.2% in full-time adult average weekly ordinary time earnings across Australia²⁰ over the same period.

Median remuneration differed across the services of the NSW government sector (see Table 21).

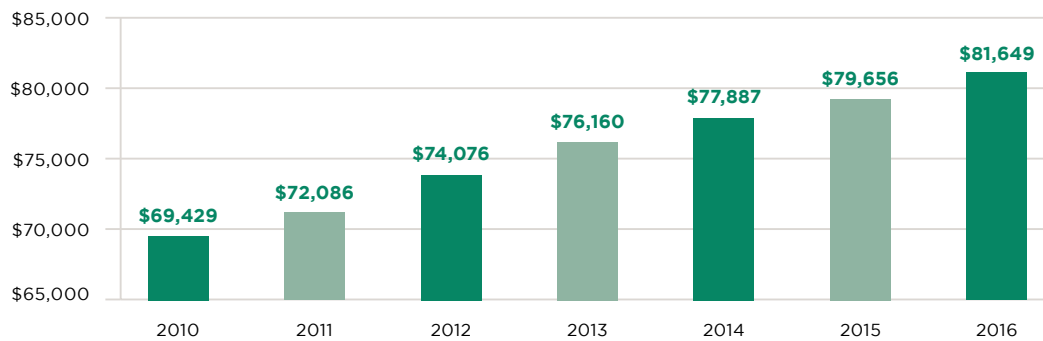


Figure 39: Median remuneration (non-casual), 2010 to 2016

The highest median remuneration was within the Teaching Service. There were 43.4% of teachers (30,154 headcount) paid at the top of their salary band structure (\$95,466) which corresponds to their high median tenure (13.4 years). Other Crown services had the lowest median remuneration. This group included education aides (24.7%) and general clerks (27.2%) who were paid below the public sector median.

Median remuneration in the NSW Health Service increased by 5.4% this year, however in dollar terms remains below the median for the total government sector. This increase was driven by new commencements, which mostly occurred at grades equal to or above the government sector median remuneration.

The Public Service median remuneration increased 4.4% from 2015. This was influenced by the transition of Home Care Service of NSW to the non-government sector. If the effect of Home Care Service of NSW is removed, the increase in median remuneration for the public service would be estimated at 2.5%, equal to the sector total.

Median remuneration of the Transport Service of NSW increased 1.2% this year, after increasing 5.7% in 2015.

Chapter 8: Our remuneration

Service	2015	2016	% Increase 2015 – 2016
Public Service	\$78,437	\$81,894	4.4%
NSW Health Service	\$76,504	\$80,605	5.4%
NSW Police Force	\$81,470	\$83,507	2.5%
Teaching Service	\$93,138	\$95,466	2.5%
Transport Services	\$68,551	\$69,406	1.2%
Other Crown Services	\$55,234	\$55,894	1.2%
Total Government Sector	\$79,656	\$81,649	2.5%
External to Government Sector	\$99,730	\$113,878	14.2%
State Owned Corporations	\$88,033	\$90,234	2.5%
Total Public Sector	\$79,656	\$81,649	2.5%

Table 21: Median remuneration by service, (non-casual) employees at census date, 2016

Median remuneration of females in the NSW Public Sector in 2016 remained lower than that of males. However the gender pay gap has decreased from 1.9% in 2015 to 0.7% in 2016. This was the lowest gap ever recorded (see figure 40).

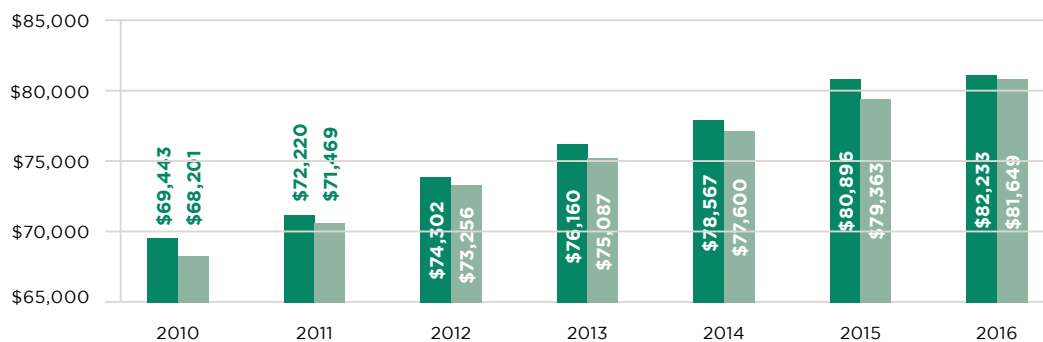


Figure 40: Median remuneration by gender (non-casual), 2010 to 2016

While the median remuneration of females in the NSW Public Sector in 2016 remained slightly lower than that of males, there were significant difference between the services.

Within other Crown services the lower paying occupations were predominately occupied by women, (96% of General Clerks and 88.8% of Education Aides). Women employed as General Clerks were 26.6% of the other Crown services workforce, while women employed as Education Aides made up a further 21.9% of the other Crown services workforce.

In contrast, the median remuneration for women in the Transport Service of NSW is 28% higher than men. This is due to 94.9% of all employees being Automobile, Bus and Rail Drivers (3,672 headcount), Truck Drivers (196 headcount) and Automotive Electricians and Mechanics (294 headcount), who are male. These roles made up 28.9% of the ongoing workforce and had a median remuneration lower than the Public Sector.



Figure 41: Median remuneration by gender (non-casual), and service, 2016

Chapter 8: Our remuneration

Women comprised 69% of the workforce, whose salary was below \$58,687 per annum. General clerks comprised 17.4% of this subset of the workforce, and 94.2% of these were women. A further 13.5% of employees in this salary band were Education Aides, of whom 88.8% were also women.

Overall while 63.4%²¹ of the Public Sector population was female, they comprised only 36.1% of the senior leader cohort (from \$150,161 and above). The representation of women in senior leadership positions varied across the services. In the Teaching Service, 51.6% of senior leaders were women whereas this percentage fell to 14.1% in the NSW Police Force. Over a third (39.5%) of senior leaders worked in the Health Service and a further 19.0% worked in the Public Service.

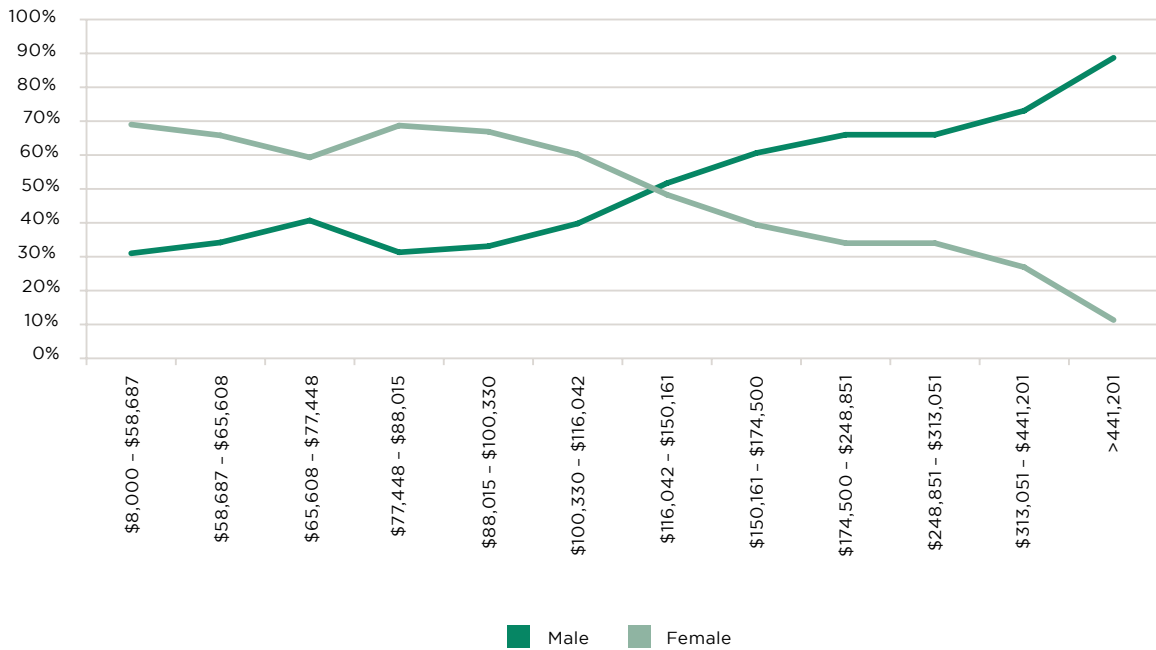


Figure 42: Gender distribution by salary group (non-casual), June 2016²²

One factor that influences attraction and retention of employees is the opportunity for flexible working arrangements. As seen in Figure 43, the lowest salary bands tended to have the highest proportions of part-time employees.

When this data was viewed by gender (Figure 44) females were more likely to be employed part-time across nearly all salary bands.

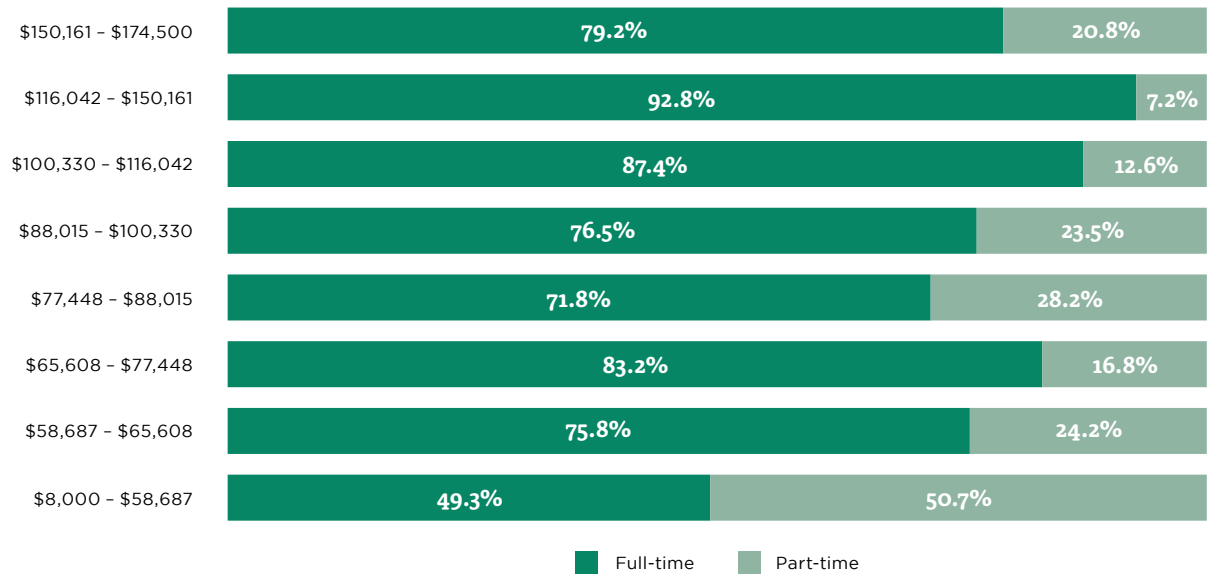


Figure 43: Employment arrangement by salary group, non-casual employees, June 2016²²

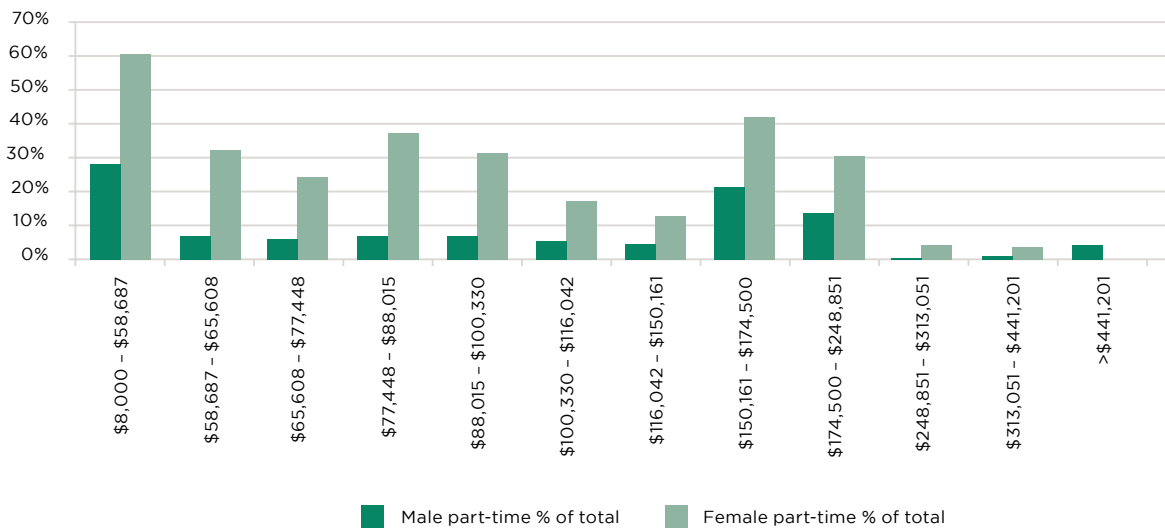


Figure 44: Employment arrangement by salary group, non-casual employees, gender, June 2016²²

Chapter 9: Job mobility

The GSE Act introduced a significant change to employment arrangements in the Public Service, moving from appointment to narrowly defined positions to employment in bands or classifications, and assignment to roles. An important aim of this shift was to facilitate mobility of the workforce, where employees are supported to develop their skills and capabilities through broader experience, and employees are able to be deployed to where they are most needed. Analysis of recruitment, tenure²³ and movement rates provides insight into mobility trends across the sector over time, and an understanding of how the sector is evolving.



19.2
Average number of
applications per vacancy



61.1 days
Time to make
recruitment decision



9.3 years
Tenure total sector
+20.8% vs. 2006



9.5 years
Male tenure
-1.6% vs. 2006



13.4 years
Teachers tenure



9.1 years
Female tenure
+38.9% vs. 2006



12.2 years
Police officers
tenure



7.9 years
Nurses tenure

Recruitment

Recruitment data extracted from I Work for NSW provides valuable insight into recruitment processes and trends.²⁴ In the 2016 financial year, 18,355 job advertisements were created on I Work for NSW, an increase of 12.5% from the previous financial year. Over the same period the number of openings increased in line with advertisements, with an increase of 12.0% (see Figure 45).

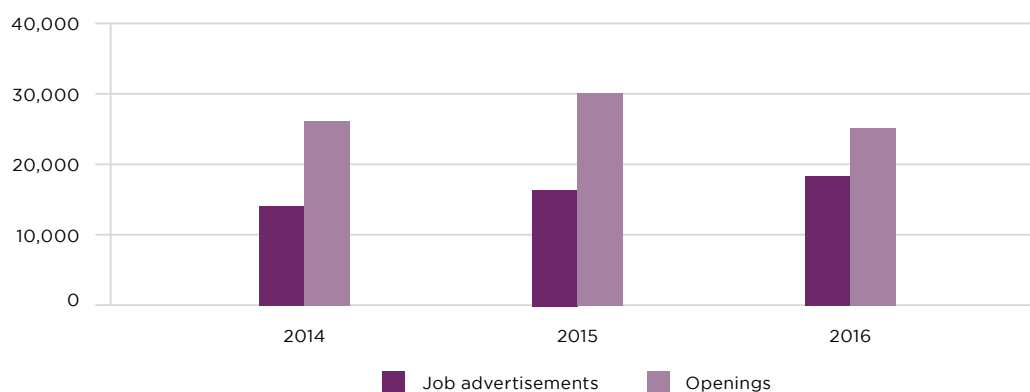


Figure 45: Number of job advertisements and openings, 2014-2016

A total of 466,117 job applications were completed for these job advertisements (an increase of 13.6% from the previous financial year), with 54.7% of applications from females and 45.3% from males. The average number of completed applications per job opening was 19.2,²⁵ an increase of 1.6% from 2015. This number varied

across different job categories, with the highest rates for advertised roles in Rail Safety and Shiftwork Permanent and Animal Care (see Table 22). In terms of salary, the average number of completed applications per opening was generally lower for positions with higher salaries (see Figure 46).

Chapter 9: Job mobility

Job category	Completed applications per opening
Rail Safety and Shiftwork Permanent	59.0
Animal care	47.1
Rail operations	34.2
Rail Safety and Shiftwork Temporary	31.2
Customer services and call centre	29.3
Police and emergency services	28.3
Accounting and financial	24.7
Sales and marketing	21.6
Schools	21.4
Administration and clerical	21.0

Table 22: Job categories with highest ratio of completed applications per opening, 2016

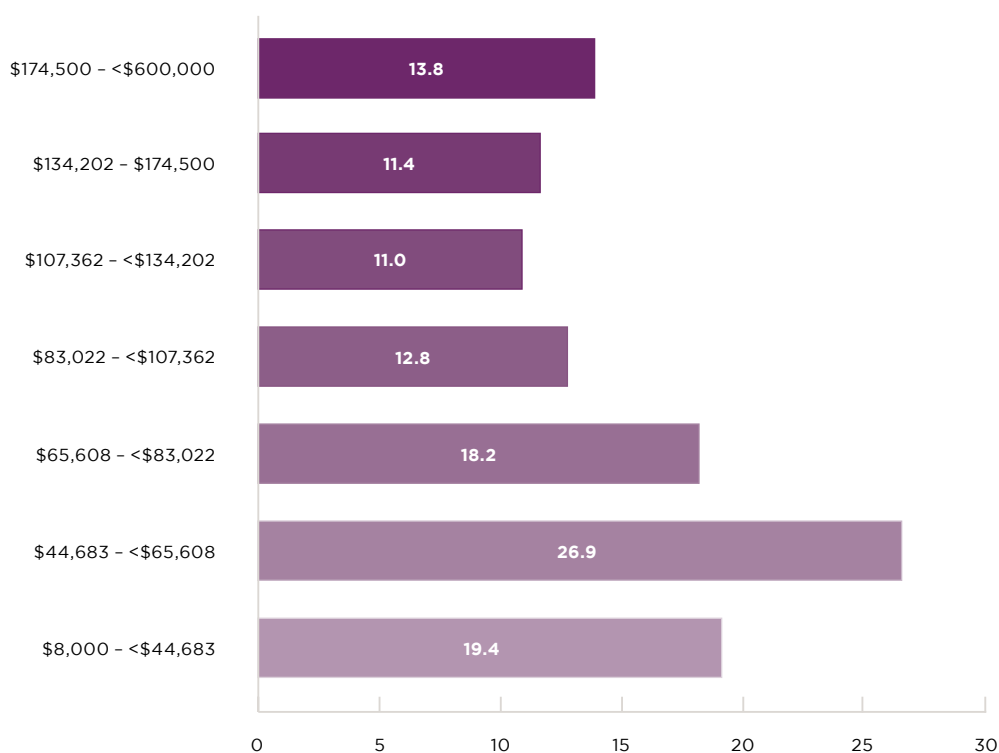


Figure 46: Average number of completed applications per opening by salary band, 2016

Of the 466,117 completed applications, 20,636 were successful (an increase of 17.2% from the previous financial year). This equates to a success rate of 4.4%, with females being more successful than males (4.9% for females compared to 4.1% for males).

For senior executive roles,²⁶ 3.1% of applications completed by females were successful compared to

1.8% of applications completed by males. However, as there were 2.3 male applications for every female application at this level (down from 2.5 in 2015), more male applications were successful overall. This suggests that more women would be required to apply for senior executive roles in order to meet the Premier's target of 50% women in these roles by 2025.²⁷

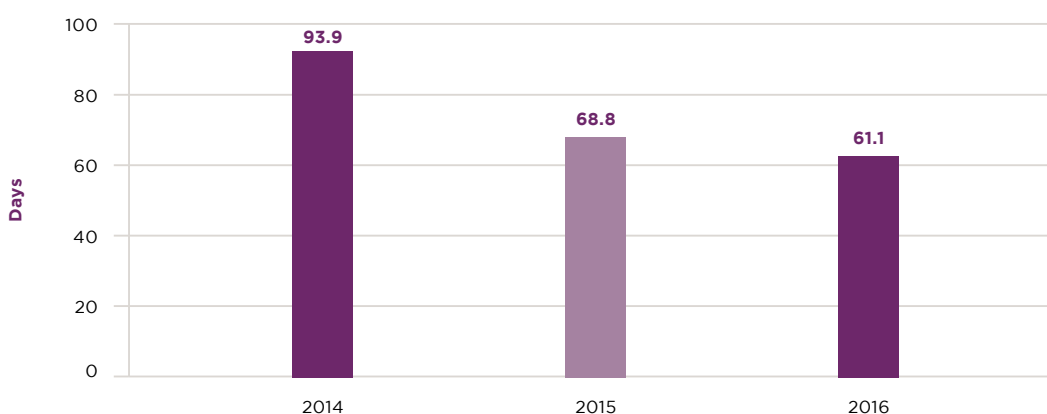


Figure 47: Average time to make recruitment decision, 2016

Average time to make a recruitment decision has decreased steadily since 2014, to 61.1 days in 2016 (see Figure 47), suggesting improved recruitment practices across the sector. Job categories with the shortest time were Legal and Justice (39.1 days), Library (40.5 days), and Policy (45.1 days).²⁸



Chapter 9: Job mobility

Agency Tenure, Separations, and Movements

Tenure is currently reported at agency level, meaning employees can separate from an agency but remain in the Public Sector. The Government Employee Number (GEN), rolled out to the Public Sector from 2015, is intended to provide a more accurate method of tracking movements of employees between agencies and in and out of the sector. These benefits will be fully realised from the 2017 Workforce Profile collection onwards when the vast majority of employees will have had a GEN for at least two years. The GEN will also provide a more reliable basis to report on tenure.

Median tenure of non-casual Public Sector employees increased over the past decade from 7.7 years to 9.3 years (see Figure 48), driven partly by an ageing workforce.²⁹ Over the same period, tenure for females increased to almost the same level as males. In 2016, the gender difference in tenure was 0.4 years, down 87.1% from a difference of 3.1 years in 2006.



Figure 48: Median tenure (years) for non-casual Public Sector employees by gender, 2006-2016

Similar to 2015, the services with the highest median tenure in 2016 were the Teaching Service, NSW Police Force and Other Crown Services (see Table 23). The vast majority of these employees were teachers and police officers demonstrating the very specialised nature of these vocations.

The separation, exit, and movement rates in Table 24 provide further support for this conclusion.³⁰ In terms of specific occupation groups, Managers had the highest median tenure at 12.6 years, and Professionals the lowest at 8.8 years (see Figure 49). Though the tenure for Managers was substantially longer than tenure for the other occupation groups, many employees in the Managers group were unlikely to have been managers for their entire agency tenure, only being promoted to managerial roles after a number of years of service.

	Median Tenure
Public Service	8.2
NSW Health Service	7.4
NSW Police Force	11.5
Teaching Service	13.4
Transport Service of NSW	5.6
Other Crown Services	10.9
Total Government Sector	9.2
State Owned Corporations	10.8
External to Government Sector	6.6
Total Public Sector	9.3

Table 23: Median tenure (years) for non-casual Public Sector employees by service, 2016

Chapter 9: Job mobility

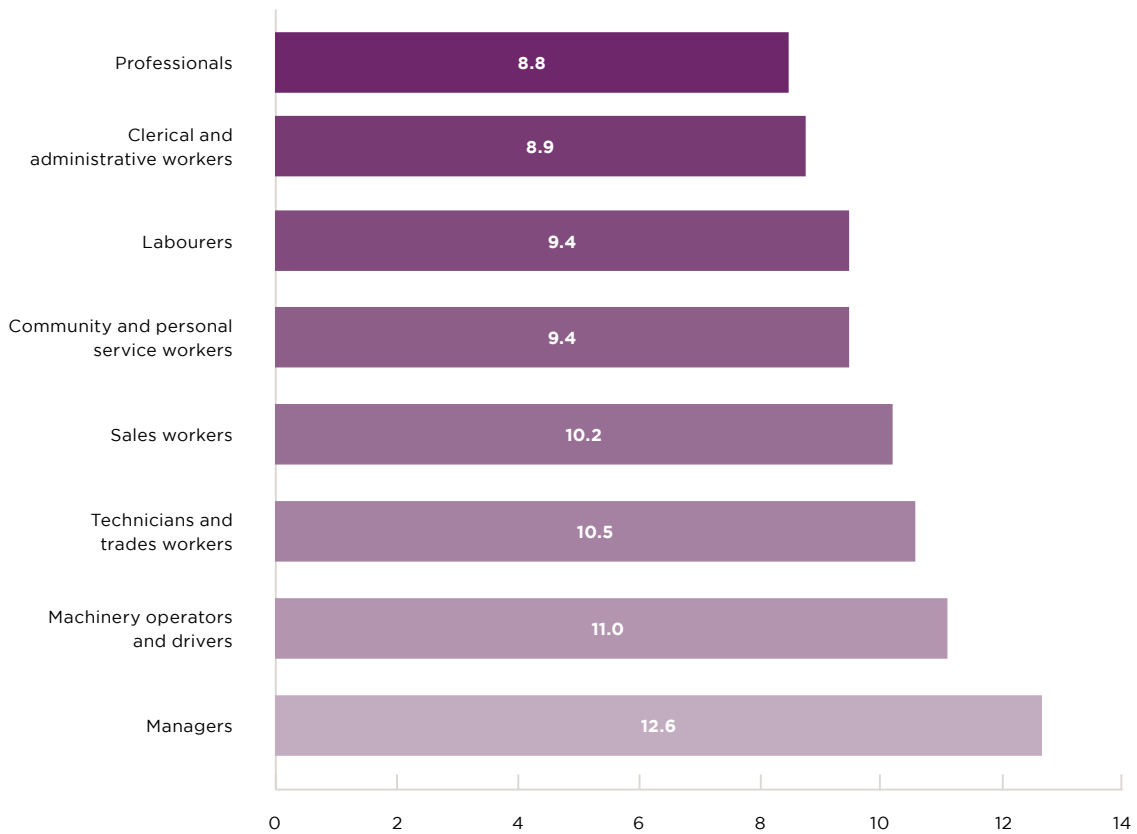


Figure 49: Median tenure (years) for non-casual Public Sector employees by ANZSCO Major Group, 2016

Across the Public Sector, the separation rate rose from 8.7% in 2015 to 10% in 2016. The Government Sector experienced a similar increase in its separation rate from 8.4% to 9.4% between the two years.

Only 1.9% of all the separations in the government sector in 2016 were due to internal movements within the Public Sector, with most employees exiting the sector upon separation from their agency. The largest separation and exit rates occurred in the Public Service due, in part, to the privatisation of Home Care Services for NSW. Within-sector movements occurred most readily in the NSW Health Service, and were also relatively high within the Public Service. In particular, Public Service Senior Executives had an internal movement rate of 3.1%, just over 2.5 times what it was in the previous year, suggesting that the mobility provisions of the GSE Act are having a positive impact on executive mobility.

	Separation Rate (%)	Exit Rate (%)	Movement within Public Sector (%)
Public Service	17.7	15.5	2.2
NSW Health Service	10.6	7.0	3.7
NSW Police Force	3.6	3.4	0.2
Teaching Service	2.4	2.4	0.0
Transport Service of NSW	12.2	11.4	0.8
Other Crown Services	6.2	6.1	0.1
Total Government Sector	9.4	7.5	1.9
State Owned Corporations	22.9	22.8	0.1
External to Government Sector	10.5	9.2	1.3
Total Public Sector	10.0	8.2	1.8

Table 24: Rates of separation, Public Sector exit and mobility for non-casual Public Sector employees by service, 2016

Employees in the 65 and above age group had the highest separation and exit rates of all age groups (22.5% and 22.2%, respectively), due primarily to retirements.

The 24 to 35 age group had the highest rate of within-sector movements at 4.1%, with Medical Practitioners and Midwifery and Nursing Professionals making up a large number of these movements.

The rate of these within-sector movements in the 35-to-44 age group was less than half of what it was in the 25-to-34 age group and, unsurprisingly, continued to decline with age.

Chapter 10: Unscheduled absence

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

This chapter commences with an update on PUA trends for key groups within the NSW Public Sector in 2016, and concludes with an exploratory analysis of the potential link between job mobility and PUA.

Paid unscheduled absence

**67.1 hours per FTE for NSW
Public Sector employees in 2016**



66.0

hours per FTE
of PUA in 2016



67.8

hours per FTE
of PUA in 2016

Age under 50 years

Age 50 years +



59.3

hours per FTE
of PUA in 2016



79.2

hours per FTE
of PUA in 2016

Salary under \$100k

Salary \$100k +



70.2

hours per FTE
of PUA in 2016



56.6

hours per FTE
of PUA in 2016

Paid unscheduled absence (PUA) – Total Sector

In 2016, the total number of hours of paid unscheduled absence (PUA) in the NSW Public Sector was 20,512,427, an increase of 3.2% from the previous year.

The number of hours of PUA per FTE was 67.1, an increase of 3.1% (or 2.0 hours per FTE) from the previous year (see Table 25).³⁵

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

Table 25: Paid unscheduled absence (total hours & hours per FTE) by Total Public Sector (2012 to 2016)

Chapter 10: Unscheduled absence

PUA by Service

It can be seen in Table 26 that other Crown services had the highest rate of PUA (77.2 hrs per FTE) in 2016, while the External to Government Sector had the lowest (52.3 hrs per FTE).

The rate of PUA per FTE in each of the Government Sector Services has increased since 2015, with the largest increases occurring in the Teaching Service (up 5.8%), NSW Police Force (up 5.5%), and other Crown services (up 4.6%).

In contrast, PUA per FTE decreased for State owned corporations (down 5.2%) and the External to Government Sector (down 5.1%) over the same period. Some of the reductions in PUA rates for these services were driven by compositional and structural changes (eg the median age for External to Government Sector decreased, and the FTE for State owned corporations declined following privatisation of Transgrid).

	2015 FTE	2015 hrs per FTE	2016 FTE	2016 hrs per FTE	% change 2015 to 2016
Transport Service of NSW	12,544	60.3	12,731	62.4	3.5%
Public Service	60,616	71.7	60,093	74.2	3.5%
Other Crown Services	34,549	73.8	34,387	77.2	4.6%
NSW Health Service	102,202	62.8	104,043	64.2	2.2%
NSW Police Force	19,298	62.2	19,349	65.6	5.5%
Teaching Service	57,199	58.5	58,276	61.9	5.8%
Total Government Sector	286,408	65.0	288,879	67.4	3.7%
State Owned Corporations	18,243	66.8	15,742	63.3	-5.2%
External Government Sector	821	55.1	1,065	52.3	-5.1%
Total Public Sector	305,471	65.1	305,686	67.1	3.1%

Table 26: Paid unscheduled absence by Service (2015 to 2016)

PUA by Occupation

The nature of an occupation influences the levels of unscheduled absence taken.³¹ For example, physically demanding work may lead to more unscheduled absence being taken due to strains and injuries. Similar observations can be made in the NSW Public Sector – blue

collar occupations tended to have higher rates of PUA than white collar occupations (see Table 27). It also appears that the rate of PUA increased more for white collar occupations than for blue collar occupations between 2015 and 2016.

ANZSCO Major Group	2015 FTE	2015 hrs per FTE	2016 FTE	2016 hrs per FTE	% change 2015 to 2016
Sales workers	338	94.0	287	101.2	7.7%
Machinery operators and drivers	9,772	83.4	9,855	83.5	0.1%
Labourers	12,822	76.6	12,552	77.9	1.7%
Technicians and trade workers	19,030	74.2	17,317	73.8	-0.5%
Community and personal service workers	52,038	73.6	51,418	75.9	3.1%
Clerical and administrative workers	49,118	68.4	49,727	70.7	3.4%
Professionals	145,103	59.0	146,946	61.3	3.9%
Managers	17,251	51.8	17,582	55.3	6.8%

Table 27: Paid unscheduled absence by ANZSCO

PUA by Age

It was demonstrated in the 2015 Workforce Profile Report that an increasing rate of PUA can be expected as the result of an ageing NSW Public Sector workforce. However, this increasing rate can be only partly explained by ageing because the rate of PUA increased within every age group from 25-29 upwards. This can be seen in Figure 50. The age groups with the largest increases since 2015 were: 65 plus (up 7.6%), 35 to 39 (up 5.0%) and 50 to 54 (up 3.7%). The PUA rate also increased between 2013 & 2014 and 2014 & 2015 in all age groups less than 65.

When considering the cost of lost productivity, it is also important to remember that some of the relatively younger age groups are larger in size than the older ones. There may be small increases in the rates of PUA in these groups but larger increases in the total number of hours taken when compared to older groups.

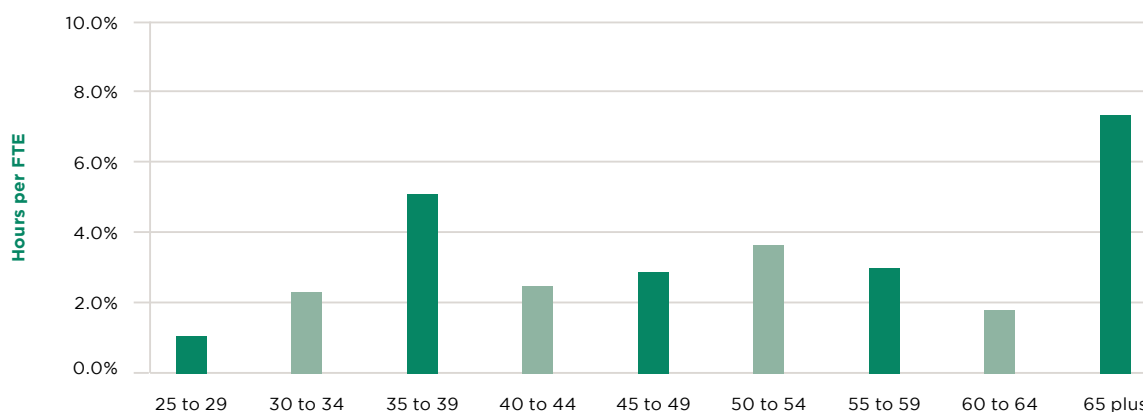


Figure 50: Percentage change in rate of paid unscheduled absence by age group (2015 to 2016)

Chapter 10: Unscheduled absence

PUA by Tenure

This year, tenure was explored in more detail for several reasons: median tenure continues to increase in the NSW Public Sector (it was shown in chapter 9 that tenure has increased by 20.8% since 2006); increases in tenure are often associated with increases in unscheduled absence;³² and agency tenure may be considered a proxy for job mobility, which has become an increasingly important point of focus since the introduction of the GSE Act.

Median agency tenure has increased in the NSW Public Sector

Median agency tenure has increased progressively over the past few years, and this has occurred within most age groups. The largest increases between 2012 and 2016 were in the following age groups: 25 to 29 (up 20.5%), 45 to 49 (up 13.6%) and 35 to 39 (up 11.8%).

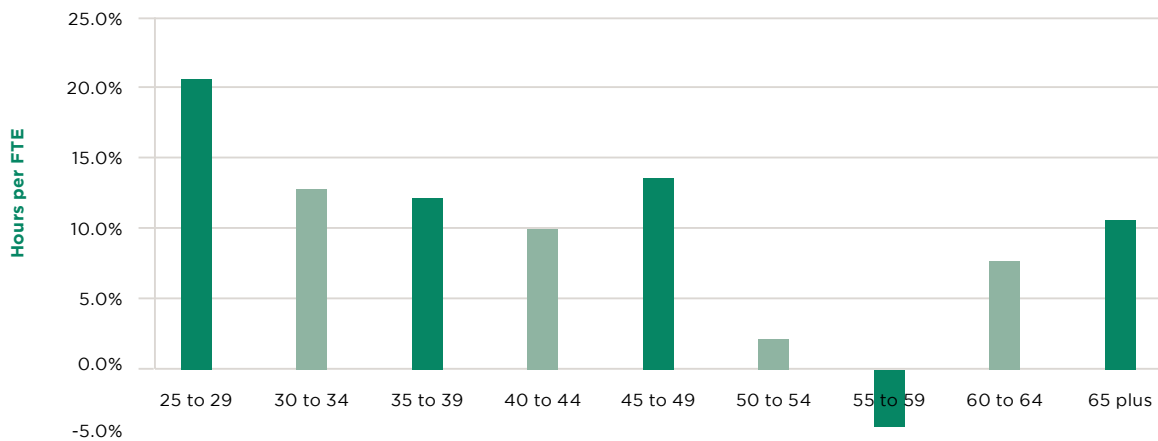


Figure 51: Percentage change in tenure by age group (2012 to 2016)

Paid unscheduled absence increases with agency tenure

A link between high agency tenure and high rates of PUA was evident in the NSW Public Sector in 2016. Looking at Figure 52, the rate of PUA tended to increase progressively as agency tenure increased and this pattern typically remained when 5 year age groups were examined separately.

The rate of PUA for employees with 10 to 20 years of agency tenure was at least 40% more than employees with 1 to 2 years of agency tenure in each of the age groups from 30-34 through to 55-59 years. This difference increased to over 100% when employees with 10-20 years of agency tenure were compared with those with less than 1 year of agency tenure in each of the age groups from 35-39 to 55-59 years.

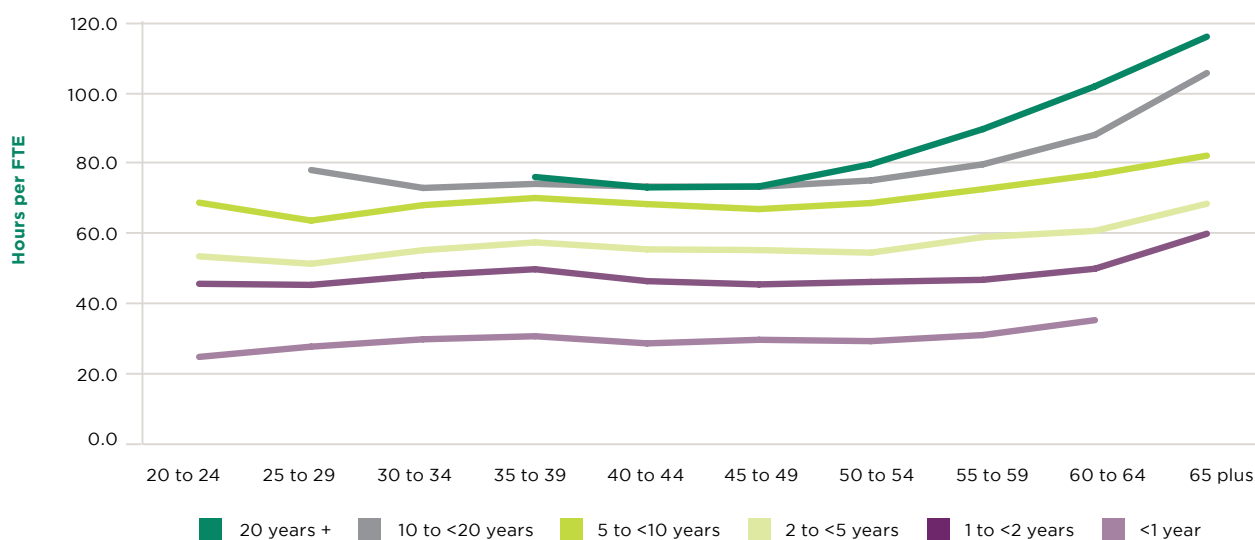


Figure 52: Unscheduled absence rate by current agency tenure and age group

	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 plus
<1 year	25.1	28.7	31.3	32.4	29.9	31.2	30.7	32.8	38.1	
1 to <2 years	44.3	43.9	47.3	49.5	45.3	44.1	45.0	45.7	49.6	62.0
2 to <5 years	53.1	50.5	55.2	58.0	55.5	55.3	54.4	59.9	62.0	71.6
5 to <10 years	65.4	59.1	64.6	67.1	64.9	63.2	65.3	70.2	75.3	82.0
10 to <20 years		74.1	67.8	69.2	68.3	68.2	70.4	76.1	86.5	108.3
20 years +				69.8	66.1	66.4	74.3	86.7	101.7	119.3

Based on the pattern observed in Figure 52 it appears that age and agency tenure have independent and additive influences on the rate of PUA. A similar pattern to the one in Figure 52 was observed when 2015 Workforce Profile data was examined in the same way, and after specific combinations of occupation and income groups were analysed separately using the 2016 data. Similar observations also have been made in other jurisdictions.³³

NSW Public Sector tenure, Agency tenure and unscheduled absence rates

An obvious explanation for the link between low agency tenure and low rates of unscheduled absence is that employees with low agency tenure have relatively less accrued sick leave to draw upon, particularly new starters

in the NSW Public Sector. This factor was tested to some extent when an exploratory analysis of the link between current agency tenure and job mobility was undertaken including only employees with high Public Sector tenure.

Employees who had entered the NSW Public Sector in 2005 or earlier³⁴ were partitioned into one of three groups based on the year of commencement in their current agency (2011 to 2012, 2013 to 2014, or 2015 to 2016) and the rate of PUA was calculated for each group.

The results are displayed in Figure 53. It appears that the group of employees who commenced in their current agency in the past two years (2015 to 2016) had a lower rate of PUA (48.4 hours per FTE) than those who had commenced in the earlier periods (66.2 and 63.9 hours per FTE). This difference was around 25%.

Chapter 10: Unscheduled absence

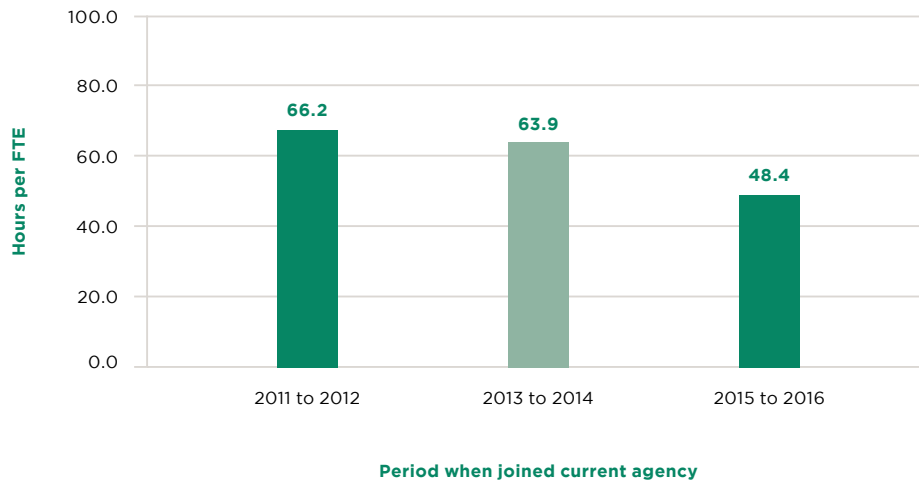


Figure 53: Paid unscheduled absence rate for employees who joined the NSW Public Sector in 2005 or earlier by period when joined current agency

Public Sector year commenced	Year commenced current agency	PUA per FTE	FTE	Median age	Median remuneration
2005 or before	2011 to 2012	66.2	1,158.9	50	98,401
2005 or before	2013 to 2014	63.9	1,701.4	51	95,050
2005 or before	2015 to 2016	48.4	556.0	48	100,330

As a check on the integrity of the findings, the analysis was repeated selecting only employees who commenced before 2008. Similar rates were found for the three groups (65.8, 61.9 and 47.7 hours per FTE for those who commenced in their current agency in 2011 to 2012, 2013 to 2014 and 2015 to 2016 respectively). Median remuneration and median age was also similar across the three groups

(remuneration ranged from \$95,050 to \$97,426; age ranged from 46 to 49 years). The sample size was also larger. The analysis was also repeated examining certain combinations of grade, occupation and service (where sample size was sufficient). The direction of these results was the same as in the overall analysis and can be seen in Figure 54.

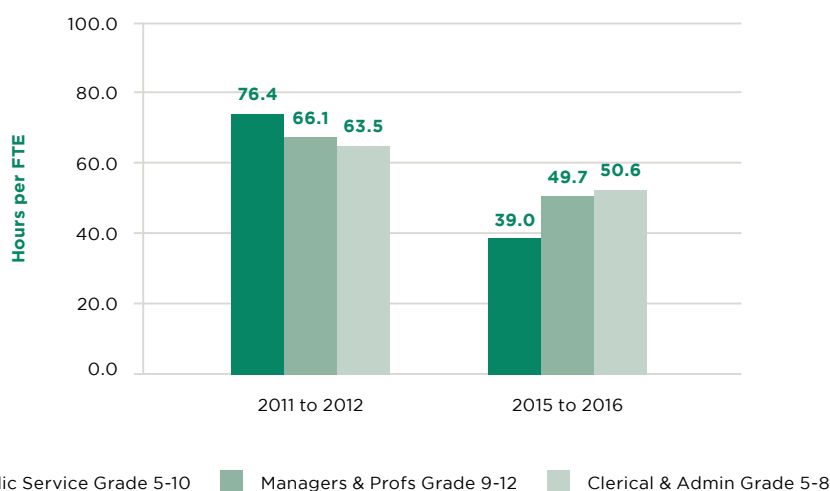


Figure 54: Paid unscheduled absence rate for employees who joined the NSW Public Sector in 2005 or earlier by period when joined current agency (selected groups)

Group	Year commenced current agency	PUA per FTE	FTE	Median age	Median remuneration
Public Service Grade 5-10	2011 to 2012	76.4	224.4	49	97,426
Public Service Grade 5-10	2015 to 2016	39.0	154.4	46	97,426
Managers & Profs Grade 9-12	2011 to 2012	66.1	321.5	50	116,824
Managers & Profs Grade 9-12	2015 to 2016	49.7	164.4	47	118,123
Clerical & Admin Grade 5-8	2011 to 2012	63.5	99.1	48	85,455
Clerical & Admin Grade 5-8	2015 to 2016	50.6	54.5	47	85,455

A potential link between unscheduled absence and job mobility

While some of the increasing rate of PUA can be attributed to an ageing workforce (as shown last year) the question remained as to why the rate of PUA has tended to increase across all age groups.

It was demonstrated that PUA also tended to increase with current agency tenure, and that the effect of agency tenure was independent from age. The influences of age and tenure on PUA are additive. For example, older employees with high tenure take more PUA than older employees with low tenure. Further, median agency tenure in the NSW Public Sector has increased progressively across most age groups since 2006.

An attempt was made to assess the link between job mobility and PUA by examining current agency tenure amongst a group of employees who had joined the NSW Public Sector in 2005 or earlier. Employees with shorter current agency tenure (those who joined their current agency in 2015 or 2016) had lower rates of PUA than peers with higher current agency tenure (those who joined their current agency in 2011 to 2014).

This finding provides a clue that increasing job mobility – a key objective of the GSE Act – may have a positive outcome for employers and employees by reducing paid unscheduled absence. More detailed analysis is needed to be more certain, and when subsequent Workforce Profile datasets become available with GEN data it will be possible to employ more sophisticated methods to precisely evaluate the outcomes of increased job mobility.

Chapter 11:

Data sources

This report contains analysis of NSW Public Sector workforce profile data, contingent labour data collected by Department of Finance, Services and Innovation, and data from the I work for NSW 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 were collected, including the size, composition, location and demographics of the workforce. Participation is mandatory for all NSW government sector agencies and state owned corporations, and optional for Public Sector agencies that are external to the government.

Data conventions

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

Census date

Census date was 30/06/2016.

Data limitations

The following data limitations are noted:

1. Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing agencies.
2. Differences in totals in some tables, compared to summary figures, may occur due to rounding, missing, withdrawn or invalid data. Variations between the data in this document and that published by individual agencies may differ due to differences in timing, data definitions and methodologies employed.
3. All data represents a 'snapshot' at slightly different points in time and is subject to revision. The Workforce Profile data included all data submitted and verified as at 26/10/2016, recruitment data (I work for NSW data) was extracted on 3/11/2016, and contingent labour was supplied by NSW Procurement for the financial year 2016.

Chapter 12: Regional reference table

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

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

Chapter 13:

Glossary

Term	Business definition
Aboriginal and/or Torres Strait Islander Employees	Aboriginal and/or Torres Strait Islander employees are people of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.
Annual Reference Period	The annual reference period starts on the day following the last pay date of the previous financial year and ends on the last pay day of the current financial year.
Annual Remuneration	Remuneration reflects the annual salary/salary package that an employee would receive if they worked full-time hours. It excludes overtime, allowances or lump sum payments. Annual remuneration is different to actual earnings which are affected by factors such as part-time work, overtime, allowances or lump sum payments.
ANZSCO	Australian and New Zealand Standard Classification of Occupations (ANZSCO ABS Cat No 1220.0). ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets. The structure of ANZSCO has five hierarchical levels - major group, sub-major group, minor group, unit group and occupation. The categories at the most detailed level of the classification are termed 'occupations'. These are grouped together to form 'unit groups', which in turn are grouped into 'minor groups'. Minor groups are aggregated to form 'sub-major groups' which in turn are aggregated at the highest level to form 'major groups'.
ANZSCO Major group	In ANZSCO, occupations are organised into progressively larger groups on the basis of their similarities in terms of both skill level and skill specialisation. The major group level will provide only a broad indication of skill level. Major groups are: <ul style="list-style-type: none"> • the broadest level of ANZSCO • formed using a combination of skill level and skill specialisation to create groups which are meaningful and useful for most (statistical and administrative) purposes.
ANZSCO Minor group	ANZSCO Minor groups are: <ul style="list-style-type: none"> • subdivisions of the sub-major groups • distinguished from other minor groups in the same sub-major group mainly on the basis of a less broad application of skill specialisation.

This section defines the terminology used in this report.

Term	Business definition
Census Date	Census date is the actual last pay day of the reference period.
Census Period	The last pay fortnight of the reference period.
Completed applications	The number of applications for 'open' or 'filled' JobsNSW requisitions where the latest application completion date is in the reference period.
Diversity	Workforce diversity initiatives in the government sector aim to build a workforce which reflects the diversity of the wider community. Under the GSE Act, diversity groups include Aboriginal people, women, people from culturally and linguistically diverse backgrounds, and people with disability. The Act also provides flexibility to encompass a broader spectrum of diversity, including mature workers, young people and carers.
Diversity Estimation Method	Diversity estimates are calculated if agencies meet the response rate threshold of 65%. The estimate is calculated by dividing (a) the number of diversity group members counted by (b) the number of respondents and then multiplying by (c) the total number of employees.
Employment Arrangement	A non-casual employee's arrangement classified by full-time or part-time status.
Employment Category Groups	<p>Employment category reflects the nature of an employee's employment contract with an agency. Categories include:</p> <p>Ongoing: Employed on a continuing basis to perform ongoing functions.</p> <p>Temporary: Non-casual employees who do not have ongoing conditions of employment, or individual employment contracts. Employed for a specific period of time.</p> <p>Casual: Employees engaged to perform work on an 'as-required' basis, and who are paid at an hourly rate equal to the relevant classification level of the position, with a loading.</p> <p>Executive: Includes Public Service senior executives employed under pre-GSE contracts, senior executives employed under Division 4 of Part 4 of the Government Sector Employment (GSE) Act 2013 and other Public Sector senior executives under contract arrangements, including Health, Transport and Police executives. This group does not include Senior Officers, Senior Officer equivalents.</p>

Chapter 13: Glossary

Term	Business definition
Employment Category Groups	<p>Contract: Employees (non-executive) who are employed on the basis of fixed term individual contract. This group does not include contractors and consultants engaged on a fee for service basis.</p> <p>Other: Relates to all other employment categories; i.e. cadet, trainees, apprentices, retained staff, sessional, seasonal and Statutory Appointees.</p>
Full time Employees	<p>Full-time employees are employees who usually work 35 hours or more a week. See Australian Bureau of Statistics - Labour Statistics: Concepts, Sources and Methods (cat no. 6120.0).</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). The FTE workforce describes the total number of full-time employees required to account for all ordinary time paid hours work. It is not a count of the number of employees. For example, two employees, both working half the standard number of full-time hours for their position, will together be counted as one FTE employee.</p> <p>FTE workforce can be measured during a period, such as the last pay period during the financial year (census period).</p> <p>Since the same method of counting can be applied to each agency, FTE staffing figures provide the most accurate indication of resource levels within the NSW Public Sector.</p>
Headcount	<p>Total number of employees employed at a given time.</p> <p>Employees with multiple periods of employment in a single agency during the year are counted only once by most agencies. However, the payroll systems used by some agencies do not link employment periods and these agencies have reported each period of employment as a separate employee. Employees with periods of employment in different agencies during the year are counted as separate employees in each agency. In the Health sector, this also applies to employees working in more than one Area Health Service.</p> <p>Headcount figures pick up all employees who have worked during the period, even if they only worked for one day. Both total employees (headcount) figures and FTE figures are reported because they provide different perspectives of the workforce. FTE translates the headcount figures into a proportion of the hours worked by an equivalent full-time staff member. For example, a person working one day per week would be counted as 1 under headcount and 0.2 under FTE (i.e.: they work 20 percent of the time that a full-time employee would work). Headcount figures therefore give a picture of how many people were employed during the period, whereas FTE is a more accurate indicator of resource levels.</p>
Job advertisements	<p>The number of 'open' and 'filled' JobsNSW requisitions where the latest application completion date is in the reference period.</p>

Term	Business definition
Language first spoken as a child	The language the person first spoke as a child, as distinct from the preferred language or language usually spoken at home.
Median	The median (the middle value of a distribution: half the values are above the median and half are below the median) is presented as it is less sensitive to extreme values than the mean.
Non-casual Employees	<p>Employed persons (defined by Australian Bureau of Statistics – ABS) include all persons aged 15 years and over who, during the reference week:</p> <ul style="list-style-type: none"> • worked for one hour or more for pay, profit, commission or payment in kind in a job or business, or on a farm (comprising employees, employers and own account workers); or • worked for one hour or more without pay in a family business or on a farm (i.e. contributing family workers); or • were employees who had a job but were not at work and were: <ul style="list-style-type: none"> • away from work for less than four weeks up to the end of the reference week; or • away from work for more than four weeks up to the end of the reference week and received pay for some or all of the four week period to the end of the reference week; or • away from work as a standard work or shift arrangement; or • on strike or locked out; or • on workers’ compensation and expected to return to their job; or • were employers or own account workers, who had a job, business or farm, but were not at work.
Openings	The number of available positions for ‘open’ and ‘filled’ JobsNSW requisitions where the latest application completion date is in the reference period, and the number of openings was less than 99. This calculation excludes requisitions that were recorded as having unlimited openings.
Paid Unscheduled Absence	Sum of hours of paid sick leave and paid carers leave hours taken during the reference period. It includes employees with (a) valid sick leave entitlement and (b) annual FTE not missing.
Part-time Employees	Part-time employees are employed persons who usually work less than 35 hours a week. (See Australian Bureau of Statistics - Labour Statistics: Concepts, Sources and Methods - cat no. 6120.0).
Ongoing Employees	Ongoing employees are employed on a continuing basis to perform ongoing functions.

Chapter 13: Glossary

Term	Business definition
Person with disability	<p>A person who identifies as having disability i.e. as having one or more of the following limitations or restrictions:</p> <ul style="list-style-type: none">• a long-term medical condition or ailment• speech difficulties in their native language• a disfigurement or deformity• a psychiatric condition• a head injury, stroke or any other brain damage• loss of sight or hearing• incomplete use of any part of their body• blackouts, fits or loss of consciousness• restriction in physical activities or physical work• slowness at learning or understanding• any other condition resulting in a restriction.
Public Sector Exit Rate	<p>Number of employees separated from the public sector during the year as a proportion of the average number of people employed during the year.</p>
NSW Regions	<p>Regions produced by Department of Premier and Cabinet. In NSW, there are 152 LGAs which are grouped into 9 Regions.</p>
Senior executive cohort	<p>Includes Public Service Chief Executive Service, SES and award-based senior executives (Senior Officers and equivalents) and senior executives employed under Division 4 of Part 4 of the Government Sector Employment (GSE) Act 2013.</p>
Separation rate	<p>Number of employees separated from the agency during the year as a proportion of the average number of people employed during the year.</p>
Statistical Areas Level 4 (SA4)	<p>Statistical Areas Level 4 (SA4s) are the largest sub-State regions of the Australian Bureau of Statistics (ABS) geographic framework for release of data, the Australian Statistical Geography Standard (ASGS). They are designed for the output of Labour Force Survey data and reflect labour markets within each state and territory.</p>
Successful applications	<p>The number of JobsNSW applications that have a hired date, for 'open' or 'filled' requisitions where the latest application completion date is in the reference period.</p>
Temporary Employees	<p>Non-casual employees, who do not have ongoing conditions of employment, do not have individual employment contracts and who are employed for a specific period of time.</p>
Tenure	<p>The length of employment of employees within an Agency.</p>

Term	Business definition
Time to recruitment decision	The average number of days from latest application completion date to hired date, for 'open' and 'filled' requisitions with one opening and where the latest application completion date is in the reference period.
Trainees, Cadets and Apprentices	Staff whose employment conditions require them to undergo a designated training program as part of their vocational development.
Weighted Headcount	Postcodes are the only location-related data item collected in the workforce profile. As postcode boundaries do not align with Local Government Area (LGA) boundaries, and one postcode can overlap across two or three LGAs, headcount is weighted across the relevant LGAs using ABS population concordance tables.

Endnotes

- 1 6202.0 Labour Force, Australia, Table 4. Labour force status by Sex, New South Wales – Trend, Seasonally adjusted and Original, Series ID A84423601K
- 2 6291.0.55.001 - LM1 - Labour force status by Age, Greater Capital City and Rest of State (ASGS), Marital status and Sex, February 1978 onwards
- 3 The State of the Public Sector in Victoria, 2014-2015
- 4 Excludes Indeterminate/Intersex, missing and withdrawn gender data (.03% of total headcount)
- 5 Australian Bureau of Statistics 2016, Labour Force, Australia, Aug 201, cat. no. , 6202.0 - ABS, Canberra
- 6 Queensland Public Service Workforce Characteristics 2014/15
- 7 ABS 2011 Census of Population and Housing (NSW)
- 8 The State of the Public Sector in Victoria, 2013-2014
- 9 APSC: All employees: sex by employment category, 30 June 2002 to 30 June 2016
www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/statisticalbulletin1516/table1
- 10 Ongoing includes Ongoing/Permanent – Senior Officer and Ongoing/Permanent – Other than Senior Officer. Ongoing is the term used in the GSE Act to refer to permanent employees. Although the term “permanent” continues to be used in some parts of the Public Sector other than the Public Service, the term “ongoing” is used in this report to cover both. Temporary includes temporary employees, temporary senior officers, temporary teachers and graduates.
- 11 Indeterminate/ Intersex represented 0.002% of all full time employees.
- 12 Indeterminate/Intersex, Withdrawn, and missing responses have been excluded from the total calculation.
- 13 The suppliers of contingent labour submit data on a monthly basis to Department of Finance, Services & Innovation.
- 14 FTE calculated based on a 35 hour week.
- 15 Regions based on the Australian Statistical Geography Standard (ASGS) developed by the Australian Bureau of Statistics. The work locations of 2,513 Public Sector employees are unknown due to missing postcode data in the Workforce Profile collection. These employees have not been included in denominators when calculating percentages.
- 16 Australian Bureau of Statistics, Population by Age and Sex, Regions of Australia, 2015 (3235.0) – released 18 August 2016
- 17 Australian Bureau of Statistics, Labour Force, Australia, Detailed - Electronic Delivery, August 2016 (6291.0.55.001) – released 22 September 2016

18	The total numbers of employed persons from each region are estimated employed persons who live in a region, not estimated employed persons who work in a region. Since people may work in a region in which they do not live, the percentages may be skewed for the geographically smaller regions where people are more likely to commute to a different region for work.
19	Australian Bureau of Statistics 2016, Consumer Price Index, Australia, cat. no. 6401.0, ABS, Canberra (www.abs.gov.au/ausstats/abs@.nsf/mf/6401.0) – Jun 2016
20	Original figure, both Public and Private Sectors combined: Australian Bureau of Statistics 2016, Average Weekly Earnings, Australia, cat. no. 6302.0, ABS, Canberra (www.abs.gov.au/ausstats/abs@.nsf/mf/6302.0) May 2016
21	Total used in calculation includes Indeterminate/Intersex, missing and withdrawn gender data, and excludes casuals.
22	Salary bands use full time base remuneration of non-casual employees and are not affected by hours worked.
23	Tenure is calculated at the agency level; employees may remain in the Public Sector and move to another agency.
24	This does not include Total Sector data as not all departments or agencies use the I Work for NSW recruitment tool, with the most notable exception being the Health cluster.
25	Includes only applications where the number of openings is specified.
26	Job Advertisements with a minimum salary equal to or greater than \$174,500 were considered senior executive level.
27	NSW Making it happen, State Priorities, 2015.
28	Only considers those job categories where the number of roles filled is greater than 25.
29	2011 tenure data is incomplete because NSW Health submitted data for only 6 months due to a restructure.
30	Separation rate measures the proportion of employees who ceased employment with their agency during the annual reference period, and Public Sector exit rate measures the proportion of employees who exited the Public Sector during the reference period.
31	Magee, C., Stefanic, N., Caputi, P. & Iverson, D. (2011). Occupational factors and sick leave in Australian employees. <i>Journal of Occupational and Environmental Medicine</i> , 53 (6), 627-632.
32	Auditor-General NSW, Sick Leave: Department of Premier and Cabinet, December 2010
33	Victorian Public Service Commission, Sick Leave in the Public Sector Research Report 2006-07 to 2011-12
34	Cases where the date of most recent Public Sector entry was missing were not included, reducing the available sample size for this analysis.
35	The number of pay periods varies across the Sector in any given year. In 2017 a number of agencies had a longer reporting period than usual while some agencies had shorter ones. The rate of PUA is influenced by the length of the reference period.

Workforce Profile Report 2016
