NSW GOVERNMENT | Public Service Commission

Workforce Profile Report

2014

Contents

1 Executive Summary

2014

328,113 ⬇ 0.4%
FTE (Full Time Equivalent)

396,036 ⬇ 0.8%
Headcount   % change from 2013

26.0%
Percentage of employees working part-time

62.4%
Percentage of females in NSW Public Sector

2.9%
Percentage of employees who identify as Aboriginal and Torres Strait Islander

3.1%
Percentage of employees with disability

45
Median Age
5 years higher than NSW employed persons

$77,887 ⬆ 2.3%
Median Remuneration

57.3%
Percentage of NSW Public Sector employees who work in Sydney

8.9 years
Median Tenure

1.1 year higher than in 2005

2 Workforce Profile Summary

Headcount and full-time equivalent (FTE) provide different perspectives of the size of the workforce. While headcount is the total number of employees, FTE provides a better measure of relative resource levels, calculating the number of full time employees required to account for all paid hours worked (excluding overtime). This report uses one or both of these measures at different points to best support the analysis of the specific aspect of the Workforce Profile being considered.

2.1 Size of the NSW Public Sector, 1999 to 2014[1]

Table 1 Public Sector headcount and FTE, 1999-2014

Year	FTE	FTE change%	Headcount	Headcount change%
1999	272,863		330,380	
2000	270,688	-0.8%	324,345	-1.8%
2001[2]			336,251	3.7%
2002	282,897		339,372	0.9%
2003	291,264	3.0%	343,847	1.3%
2004	291,701	0.1%	356,598	3.7%
2005	294,376	0.9%	360,880	1.2%
2006	303,534	3.1%	371,632	3.0%
2007	312,201	2.9%	372,033	0.1%
2008	316,400	1.3%	378,645	1.8%
2009	319,059	0.8%	383,014	1.2%
2010	322,452	1.1%	386,185	0.8%
2011	330,400	2.5%	394,807	2.2%
012	332,555	0.7%	401,703	1.7%
2013	329,336	-1.0%	399,243	-0.6%
2014	328,113	-0.4%	396,036	-0.8%

Following a period of continuous growth in the size of the NSW Public Sector since 2000, the NSW Public Sector contracted in the last two annual collections.
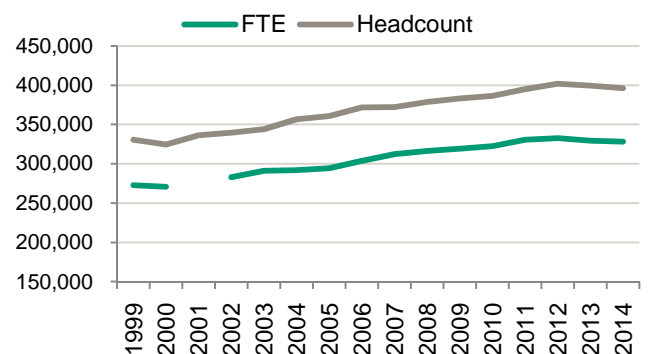
Figure 1 Public Sector headcount and FTE, 1999-2014
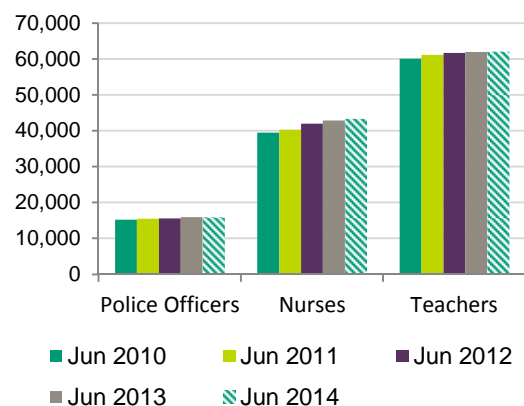
Figure 2 Nurses, teachers and police officers FTE at census period, 2010 - 2014

However, while total Public Sector employee FTE decreased, key frontline roles, namely nurses, teachers and police officers, increased in FTE over the same period.

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[1] Census date is the last pay date of the financial year
[2] No FTE data was received for Education in 2001

Table 2 Nurses, teachers and police officers FTE at census period, 2013 and 2014

Special Group	2013 FTE	2014 FTE	% Change from 2013
Police Officers	15,915	15,964	0.3%
Nurses	42,873	43,435	1.3%
Teachers	61,904	62,164	0.4%
Other Staff	208,644	206,550	-1.0%
Total	**329,336**	**328,113**	**-0.4%**

2.2   Comparison of the NSW Public Sector and NSW employed persons

The NSW Public Sector is the largest employer in NSW and as such the employment patterns of the Public Sector have an influence on that of the State as a whole.

The size of the NSW economy continues to grow, and the number of employed persons has increased for the past 5 years. The NSW Public Sector had mirrored this growth until the contraction in 2013.

During the two years of contraction of the Public Sector, the total number of NSW employed persons increased, including 2013 which saw the largest proportional increase since 2008.
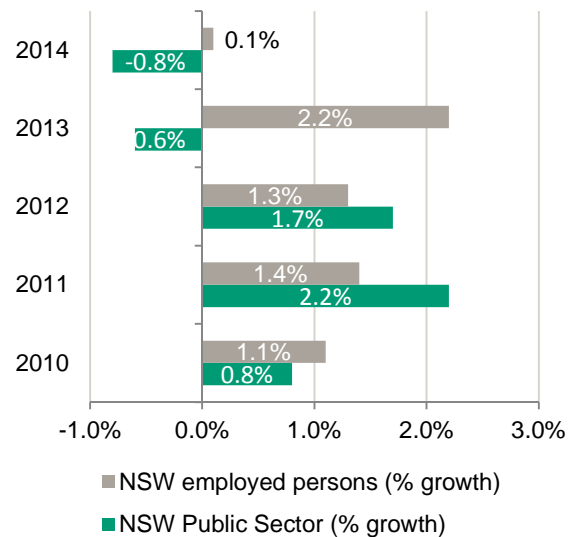
Figure 3 Growth in NSW Public Sector compared to NSW employed persons, headcount at census date 2010 - 2014

Figure 4 NSW Public Sector as a percentage of NSW employed persons, 1999 - 2014

Likewise, the percentage of NSW employed persons who are NSW Public Sector employees showed a small decrease, from 11.4% in 2012 to 11.0% in 2014.

Over time, the percentage has remained around 11%, reaching a high of 11.5% in 2006 (see Figure 4).

3   Government sector changes 2014

3.1   Composition of the Public Sector, June 2014

The *Government Sector Employment Act 2013* (GSE Act) and *Administrative Arrangements Order 2014* commenced on 24 February 2014. The GSE Act replaced the *Public Sector Employment and Management Act 2002* and established two main employment groups: the government sector and, within that, the Public Service. The government sector comprises most government employees and is defined by section 3(1) of the GSE Act as:

- The Public Service, made up of Departments, Public Service executive agencies related to Departments, and Separate Public Service agencies (as listed in Schedule 1 Parts 1, 2 and 3 respectively)
- The Teaching Service
- The NSW Police Force
- The NSW Health Service
- The Transport Service of NSW
- Any other service of the Crown
- Any other organisation prescribed under another Act or the *Government Sector Employment Regulation 2014* for the purpose of the definition.

The government sector comprises 99.7% of the Public Sector (see Table 3). In addition to the government sector services, the Public Sector includes a small number of NSW Public Sector entities that are outside the government sector, such as public financial corporations, and other organisations with their own employment arrangements contained in their own legislation. While participation in the collection is not mandatory for Public Sector agencies that are not a part of the government sector, only one agency[7] elected not to participate.

Table 3 Composition of the government sector, headcount and FTE, June 2014

| Service	Headcount	FTE [3]	% FTE
Public Service	76,988	63,769	19.4%
Health Service	132,340	105,763	32.2%
Police Force	20,322	19,529	6.0%
Teaching Service	77,618	62,859	19.2%
Transport Services [4]	28,100	26,057	7.9%
Other Crown Services [5]	39,867	30,025	9.2%
State Owned Corporations [6]	19,886	19,267	5.9%
Total Government Sector	**395,121**	**327,268**	**99.7%**
External to Government Sector [7]	915	845	0.3%
Total Public Sector	**396,036**	**328,113**	**100%**
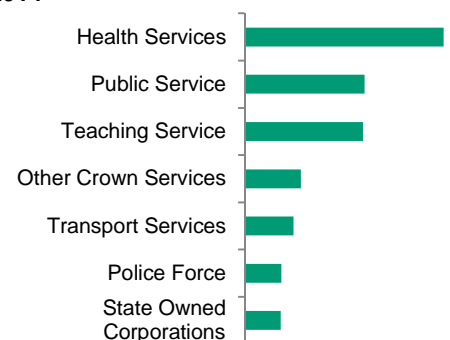
Figure 5 Composition of the government sector, headcount and FTE, June 2014

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[3] Census period FTE

[4] Includes the Transport Service (Transport for NSW, Roads and Maritime Services, State Transit Authority) and other aligned services (Sydney Trains, NSW Trains, RailCorp and Transport Cleaning Services)

[5] Includes TAFE NSW, School Administrative and Support and Office of Transport Safety Investigations

[6] State Owned Corporations may be brought into the government sector for other purposes where prescribed by the Government Sector Employment Regulation (GSE Regulation), for example, providing workforce data to the Public Service Commissioner.

[7] External to government sector includes other NSW Public Sector entities such as public financial corporations, and other organisations with their own employment arrangements contained in legislation, such as the Independent Commission Against Corruption and the Audit Office. All Public Sector entities that are external to the government sector participated in the 2014 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

Teachers make up 98.9% (62,164 FTE) of the Teaching Service, police officers comprise 81.7% (15,964 FTE) of the Police Force and nurses account for 41.1% (43,435 FTE) of the Health Service.

TAFE accounts for 13,879 FTE of other Crown services, with school administrative and support accounting for 16,135 FTE (46.2% and 53.7% respectively).

The Transport Service is included in the Transport Services total and comprises Transport for NSW (2,922 FTE), Roads and Maritime Services (5,973 FTE), and State Transit Authority (4,439 FTE). Sydney Trains and Railcorp (10,136 FTE), NSW Trains (11,927 FTE), and Transport Cleaning Services (661 FTE) are aligned services also included in Transport Services total.

Departments comprise 60% of the Public Service, while Public Service executive agencies and separate Public Service agencies account for 35% and 5% respectively (see Table 4).

Table 4 Composition of the Public Service, FTE at census period, June 2014

Cluster	Departments	Public Service Executive agencies	Separate Public Service agencies
Education & Communities	6,103	335	304
Family & Community Services	14,118	2,801	103
Health	608	97	75
Justice [8]	11,312	6,002	1,672
Planning & Environment	779	3,968	436
Premier & Cabinet	446	570	565
Trade & Investment…[9]	4,406	2,411	-
Transport	29	-	64
Treasury and Finance	464	6,103	-
Total	**38,263**	**22,287**	**3,219**

3.2   Machinery of Government changes

Machinery of government changes made in *Administrative Arrangements (Administrative Changes – Ministers and Public Service Agencies) Order 2014* produced several significant changes in alignment of services and departments from 23 April 2014 (see Table 5):

- Finance and Services ceased as a separate Department and the majority of the Department became the Office of Finance and Services, an Executive Agency related to the Treasury, a movement of 6,791 FTE.

- Department of Planning and Environment was formed from relevant sections of Department of Premier and Cabinet, a movement of 5,352 FTE. These movements are reflected in the cluster comparison in Table 5.

- With the transfer of Urban Water Directorate from the Office of Finance and Services to Department of Trade and Investment, Regional Infrastructure and Services (TIRIS), Sydney Water Corporation aligned with the TIRIS cluster, a movement of 2,488 FTE.

While the GSE Act does not refer to the term 'cluster', the GSE Act strengthens the relationship between Departments and Public Service executive agencies related to Departments, and the term 'cluster' continues to be used outside of the GSE Act for administrative purposes.

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[8] Justice was named Police and Justice from April to June 2014
[9] Trade and Investment, Regional Infrastructure and Services

Table 5 Cluster comparison, census period FTE 2013 and 2014

Cluster	2013 FTE	2014 FTE
Education & Communities	100,401	99,614
Family & Community Services	16,480	17,022
Finance & Services	10,621	
Health	104,558	106,542
Justice [10]	38,274	38,514
Planning & Environment		5,352
Premier & Cabinet	7,274	1,581
Trade & Investment…[11]	23,355	24,924
Transport	27,742	26,506
Treasury and Finance [12]	631	7,212
External to Government Sector [13]		845
Total	**329,336**	**328,113**

The Teaching Service comprises 63.1% of the Education and Communities cluster, while the Police Service comprises 50.7% of the Justice Cluster.

Other structural movements of note from 2013 to 2014 include the transfer of NSW Land and Housing Corporation from Finance and Services to Family and Community Services (487 FTE), and the privatisation of Eraring Energy, a reduction of 436 FTE from Trade and Investment, Regional Infrastructure and Services.

3.3   Senior executive cohort

A key recommendation to the NSW Government in the *NSW Commission of Audit, Interim Report: Public Sector Management, January 2012*, was that the PSC:

"Present reform proposals to the Government regarding the executive structure of the NSW Public Service (SES, SO and other executives) to:

1. establish a separate structure for cluster Directors General

2. create a new executive structure combining the SES and the Senior Officer classification and, as appropriate, other executive groupings."

The PSC has since developed and implemented a major key reform under the GSE Act that will consolidate the employment arrangements for Public Service senior executives and senior officers and their equivalents into a new single executive structure.

The purpose of the reform is to create a single, leaner, consistent and more mobile executive structure for the Public Service, comprised of Public Service senior executives.

The GSE Act commenced on 24 February 2014. Its implementation includes the existing Chief Executive Service, SES and SO and SO equivalent roles (Award based senior executives) being gradually replaced by a single executive structure with one set of employment arrangements for all. The streamlined structure will comprise a top band for Department Secretaries (formerly Directors General), and three bands for Public Service senior executives.

The senior executive cohort is expected to have transitioned to the new GSE executive structure by February 2017.

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[10] Justice was named Attorney General and Justice in 2013, and Police and Justice from April to June 2014

[11] Trade and Investment, Regional Infrastructure and Services

[12] Treasury and Finance was Treasury in 2013

[13] External to government sector are not aligned to a cluster; includes other NSW Public Sector entities such as public financial corporations, and other organisations with their own employment arrangements contained in legislation, such as the Independent Commission Against Corruption and the Audit Office. All Public Sector entities that are external to the government sector participated in the 2014 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

Government sector changes 2014

| Senior Executive Band 4 |
| Secretaries |

| Senior Executive Band 3 |
| Deputy Secretaries + Agency Heads |

| Senior Executive Band 2 |
| Executive Directors + Agency Heads |

| Senior Executive Band 1 |
| Directors |

Scope

The GSE senior executive arrangements apply only to the Public Service (that is the Departments, Public Service executive agencies related to Departments, and separate Public Service agencies as listed in Schedule 1 to the GSE Act).

Transition to the new arrangements

During this transitional phase (24 February 2014 to 23 February 2017), the PSC will collect information and report on the progress of the Public Service in transitioning to the new GSE Act senior executive arrangements in the Workforce Profile reports. A profile of the Public Service executive cohort will also be presented.

The first data gathering collection on the executive cohort had a census date of 13 February 2014. This initial collection is known as the baseline collection and provides a snap shot of the executive cohort in the NSW Public Service prior to the commencement of the GSE Act on 24 February 2014.

A subsequent collection was conducted with a census date of 20 June 2014 in order to observe the initial impact of the implementation of the GSE Act.

Table 6 Executive by cluster, headcount at census date, June 2014

Cluster	Jun 2014
Education & Communities	393
Family & Community Services	380
Health	91
Justice	237
Planning & Environment	253
Premier & Cabinet	212
Trade & Investment…[14]	313
Transport	26
Treasury and Finance	471
Total	**2,376**

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[14] Trade & Investment, Regional Infrastructure & Services

Government sector changes 2014

As at 13 February, 2014, there were 2,294 executive employees[15] in the NSW Public Service. At the census date 20 June 2014, there were 2,376 executives employed in the NSW Public Service (see Table 6).

Of those 2,376 executives, 49 (2.1%) were employed under the new GSE arrangements. This represents the proportion of executives who were employed on GSE Public Service senior executive contracts at 20 June 2014.

Table 7 Executive cohort by gender, headcount at census date, February & June 2014

Gender	Feb	% change	Jun
Male	1,298	2.9%	1,336
Female	995	4.3%	1,038
Total [16]	**2,293**	**3.5%**	**2,374**

Figure 6 Proportion of Public Service executive cohort employed under GSE Act 2013 provisions, at June 2014

As at June 2014, 43.7% of the NSW Public Service executive cohort were female and 56.3% were male. Females are underrepresented in executive roles[15], given that females comprise 53% of the Public Service.

However, the gender profile of the Public Service executive cohort is more representative than that of the Public Sector, where 33.4% of executives are female and 66.6% male, while the total population is 62.4% female and 37.6% male.

Figure 7 Executive cohort by gender, headcount at census date, June 2014

Table 8 Age profile of executive cohort, headcount at census date, June 2014

Age Bands	Headcount
25 to 34	70
35 to 44	582
45 to 54	899
55 to 64	775
65 plus	46
Total	**2,372**

The median age of the executive cohort in the Public Service is 51 years of age. This is slightly higher than the median age of the NSW Public Sector executive cohort (50), and 6 years higher than the median age of the total public sector workforce, which is 45 years of age.

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[15] 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.

[16] Excludes records with missing or withdrawn gender or age data (0.04% and 0.08% of total Headcount in February 2014 and June 2014 respectively)
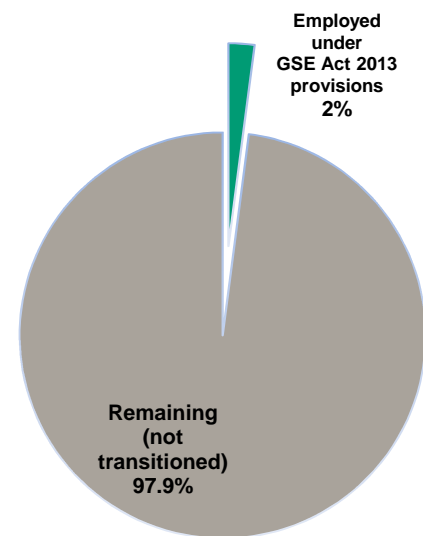
Figure 8 Age profile of executive cohort, headcount at census date, June 2014

The ratio of men to women in the executive cohort for each ten year age band from 25-35 years to 45-54 years is close to 1:1. This trend changes however in the 55-64 year age band and the 65+ year grouping where the male to female ratios rise to approximately 2:1 and 5:1 respectively.

4   Who we are

This section provides insight into aspects of the diversity of the NSW Public Sector: who we are.

Each of the measures provide insight into the NSW Public Sector workforce including our age profile as well as comparison to the general population, our gender profile and the broader diversity of our workforce including the percentage of people with an Aboriginal and Torres Strait Islander background, people from racial, ethnic, ethno-religious minority groups, people whose language first spoken as a child was not English and people with a disability.
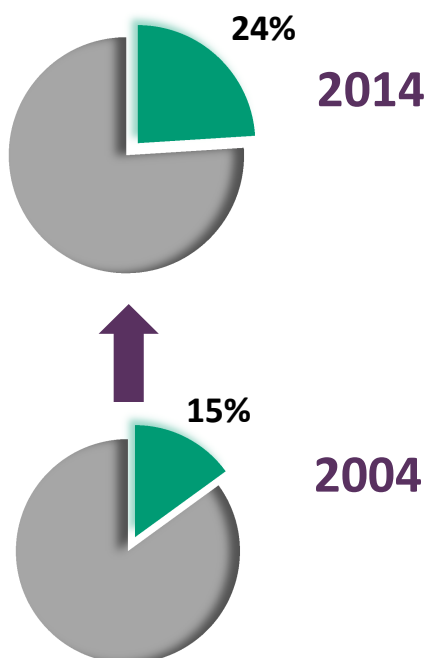
Median Age

45
NSW Public Sector Employees

40
NSW Employed Persons

Percentage of employees 55 years of age and over

24%
2014

15%
2004

Highest Proportion of Males

9 in 10 employees in State Transit Authority are male

Highest Proportion of Females

9 in 10 employees in School and Administrative Support are female

2.9%
Percentage of Aboriginal people in NSW public sector

3.1%
Percentage of people with disability in NSW public sector

12.9%
Percentage of people from racial, ethnic, ethno-religious minority groups in NSW public sector

Who we are

The *GSE Act* adopts a wider perspective on diversity across the NSW Public Sector. While the focus on established diversity groups — women, Aboriginal people, people with disability, and people from cultural and linguistically diverse backgrounds — is maintained, the GSE Act definition of diversity is not limited to diversity in these areas. This approach emphasises diversity as an essential element of high performing teams as well as an ethical responsibility.

Diversity information is provided voluntarily within the NSW Public Sector and estimated totals are extrapolated from actual employee responses. Historically, there has been underreporting across all diversity groups and no target response rate applied to the sector.

In the June 2014 workforce profile collection, the Public Service Commission introduced a response rate threshold of 65% to provide a sufficient level of confidence in the diversity estimates associated with Aboriginal people, people with disability and people from cultural and linguistically diverse backgrounds. Where response rates fall under this threshold, estimates are not calculated. Response rates for 2014 were 73.2% across the total sector. The aim is to achieve the highest possible response rate in all agencies to reduce underreporting and further improve estimates.

4.1 Age

Understanding the age profile of the workforce is a crucial element in effective workforce planning. The NSW Public Sector has a higher median age than the NSW employed persons (45 compared with 40) and a higher proportion of its workforce aged 55 and above (24.2% compared with 18.0% in the greater NSW workforce).

Over the last ten years, the proportion of Public Sector employees aged between 45 and 54 reduced considerably while the 55 to 64 age group increased to reflect 20.8% of the total workforce (see Figure 10).

Unlike NSW employed persons, in 2004 the NSW Public Sector had notably fewer employees aged 35 to 44 (27.1%) than between 45 and 54 (32.4%). Excluding the small number of 15-24 year olds in the Sector, the profile of the NSW Public Sector in 2014 more closely resembles that of NSW employed persons as a whole than it was 10 years ago. Analysis of commencements data supports this shift and indicates that 78% of new employees to the sector between 2010 and 2014 are under the age of 45.
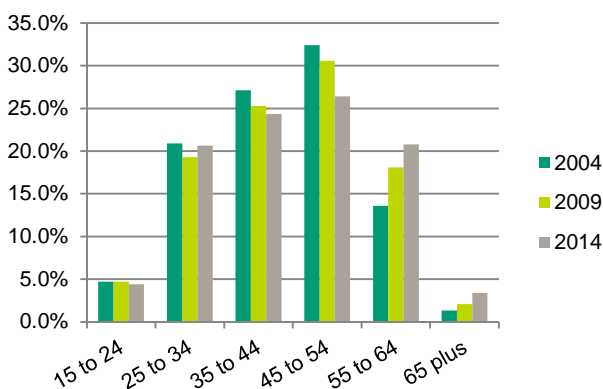

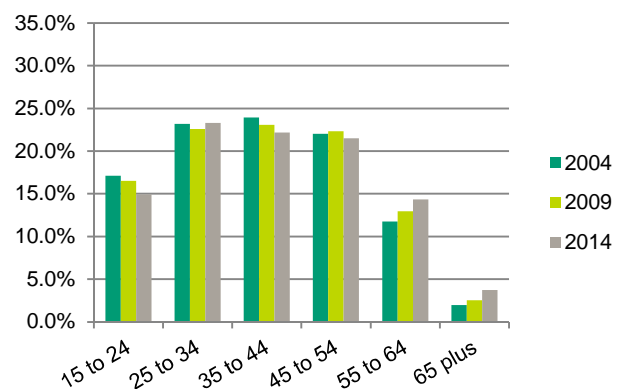**Figure 10 Age profile of NSW Public Sector, census dates 2004, 2009 and 2014**

Figure 9 Age profile of NSW employed persons, census dates 2004, 2009 and 2014

Table 9 Age of NSW Public Sector employees compared to NSW employed persons, census dates 2014

NSW Public Sector[17] Age Profile 2014			NSW Employed Persons Age Profile 2014		
Age Band	Headcount [18]	Percent	Age Band	Headcount	Percent
15 to 24	17,515	4.4%	15 to 24	540,315	15.0%
25 to 34	81,713	20.6%	25 to 34	841,296	23.3%
35 to 44	96,297	24.3%	35 to 44	801,659	22.2%
45 to 54	104,503	26.4%	45 to 54	776,946	21.5%
55 to 64	82,324	20.8%	55 to 64	517,756	14.3%
65 plus	13,414	3.4%	65 plus	134,852	3.7%
Total	**395,766**	**100.0%**	**Total**	**3,612,824**	**100%**

The NSW Public Sector has a much lower proportion of employees aged under 24 years than NSW employed persons. Nearly half (49.4%) of NSW Public Sector employees are professionals. Most occupations in this group require University qualifications or extensive relevant experience which limits the opportunities for people under 24 when compared to the private sector, which has a much greater demand for unskilled roles. A lower proportion of these professionals in the Public Sector are under the age of 24 (4.2%) compared with many occupations with lesser entry level skill requirements (e.g. 6.8% of technicians and trades workers, 6.2% of community and personal service workers and 7.3% of sales workers).
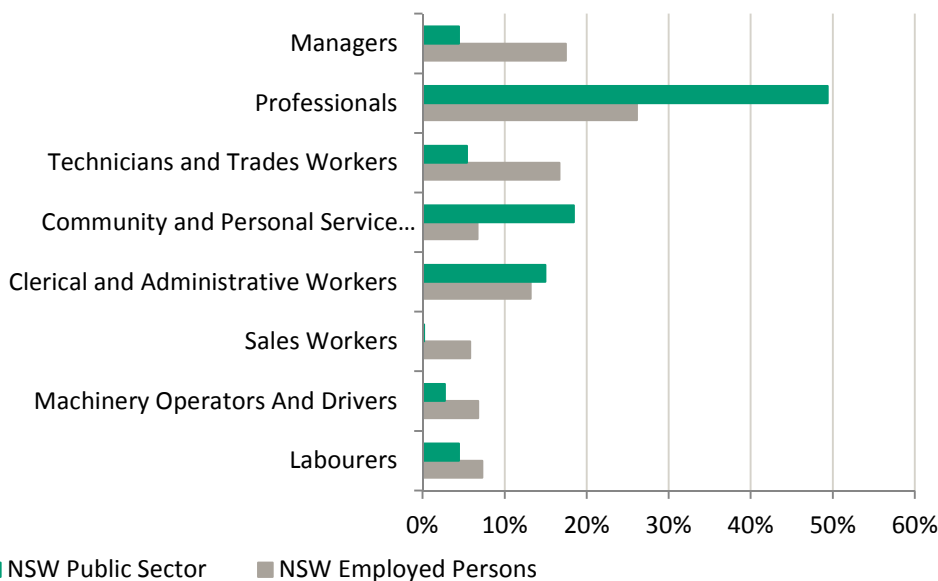

Figure 11 Proportion of NSW Employed Persons[19] and NSW Public Sector by ANZSCO Major Groups, June 2014

The age distribution of the NSW Public Sector shows a concentration of employees aged between 27 and 56 years of age. Above the age of 60 the number of employees drops dramatically, and this drop is consistent across the different services. This is reflected in the median retirement[20] age for the Public Sector of 62.

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[17] NSW Public Sector data excludes missing or withdrawn age data (0.07% of total headcount).
[18] Headcount at census date
[19] Australian Bureau of Statistics 2014, *Labour Force, Australia, Detailed, Quarterly, May 2014,* cat. no. , 6291.0.55.003 - ABS, Canberra
[20] Includes employee-initiated retirements and excludes medical retirements for non casual employees

Who we are

The following charts demonstrate that the age profile across the sector is quite varied. To understand these patterns consideration needs to be given to the occupations that dominate the various services, the nature of the working environment and the gender profile. The Police Force has a high concentration of employees aged between 25 and 45, which coincides with the low median age of this group (discussed later in this chapter) and the younger median retirement[21] age of 55. The Health and Teaching Services both have a relatively balanced age profile, whereas other Crown services have a high concentration of employees aged between 40 and 65.
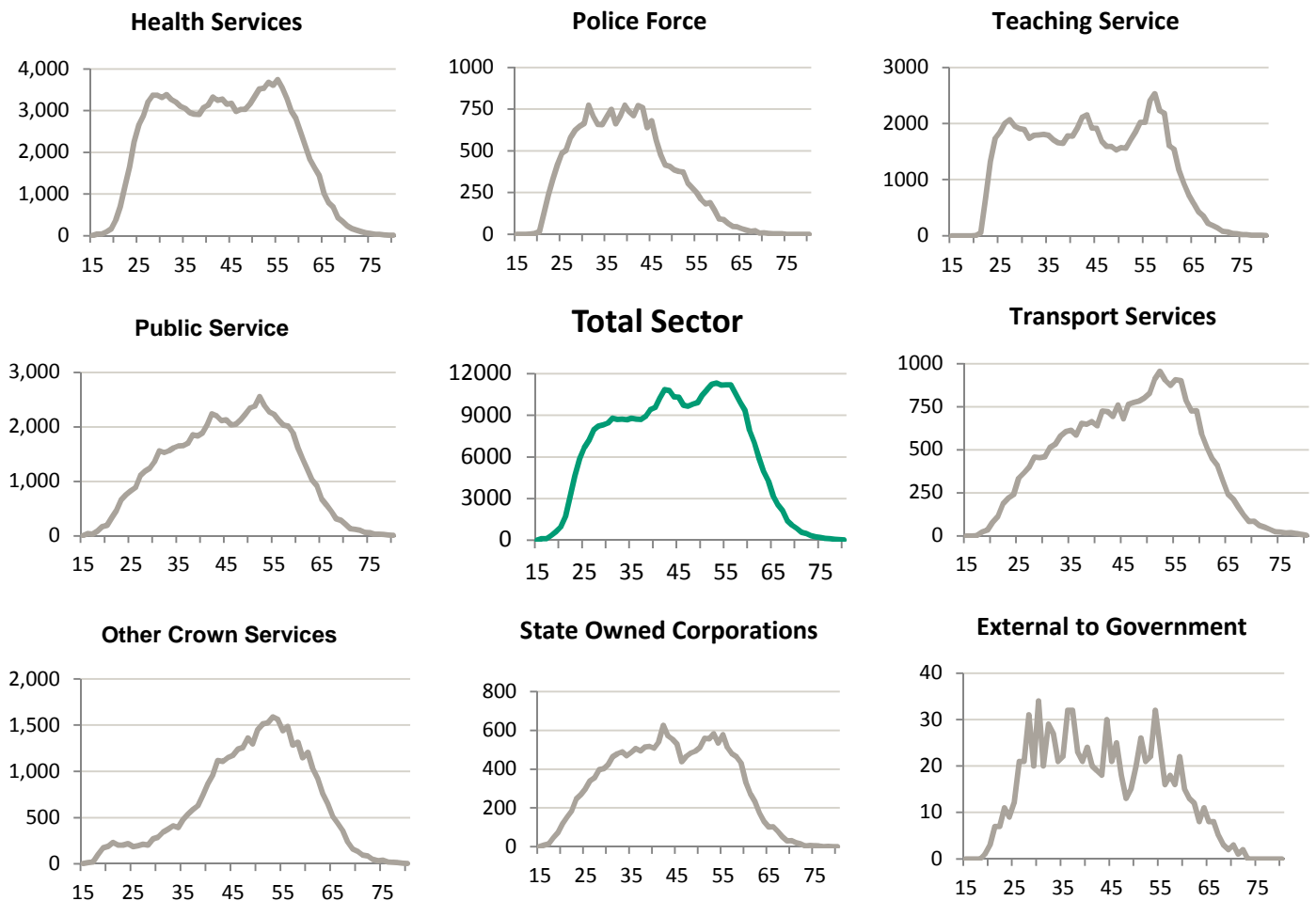

Figure 12 Age Profile by Service June 2014

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[21] Includes employee-initiated retirements and medical retirements (non-casual) due to the high proportion of medical retirements for this group (68.4% of retirements compared with 18.3% for the total sector). The median retirement age for the total sector is 61 years of age (for both employee-initiated and medical retirements).

Table 10 Median age by service - NSW Public Sector employees, census date 2014

Service	Age (Years)
Public Service	46
Health Service	44
Police Force	38
Teaching Service	43
Transport Services [22]	47
Other Crown Services [23]	50
State Owned Corporations [24]	43
Total Government Sector	**45**
External to Government Sector [25]	42
Total [26,27]	**45**

The median age of NSW Public Sector employees remains unchanged from 2013, at 45 years. In 2004 the median age was 44 years showing there has been little change to this measure in the past 10 years.

The NSW Police Force has the lowest median age (38 years), the highest proportion of employees aged under 35 (36.5% compared with 25.1% across the sector) and the lowest proportion of employees aged 55 and over (7.0% compared with 24.2% across the sector).

Other Crown services have the highest median age (50 years). This group is primarily comprised of the TAFE Commission (42.5%) and School Administrative and Support Staff (57.5%). The median age of TAFE teachers is 52 years, and 50 years for General Clerks and Education Aides within School Administrative and Support Staff.

The age profile of the sector is not static. The existing workforce logically ages with time but the age profile is also influenced by differences between the ages of employees commencing and leaving. Sectors where the median ages for both commencements and exits are higher than the total sector medians (33 and 47 years respectively) have a high proportion of employees over the age of 45 (e.g. other Crown services, Transport Services, and state owned corporations). Sectors where the median age for both is lower than the sector (e.g. the Police Force and the Health Service) have a high proportion of employees under the age of 45. Balanced age profiles, as seen in the Teaching Service, is linked to the combination of a low median age at commencement and a high median age at exit.
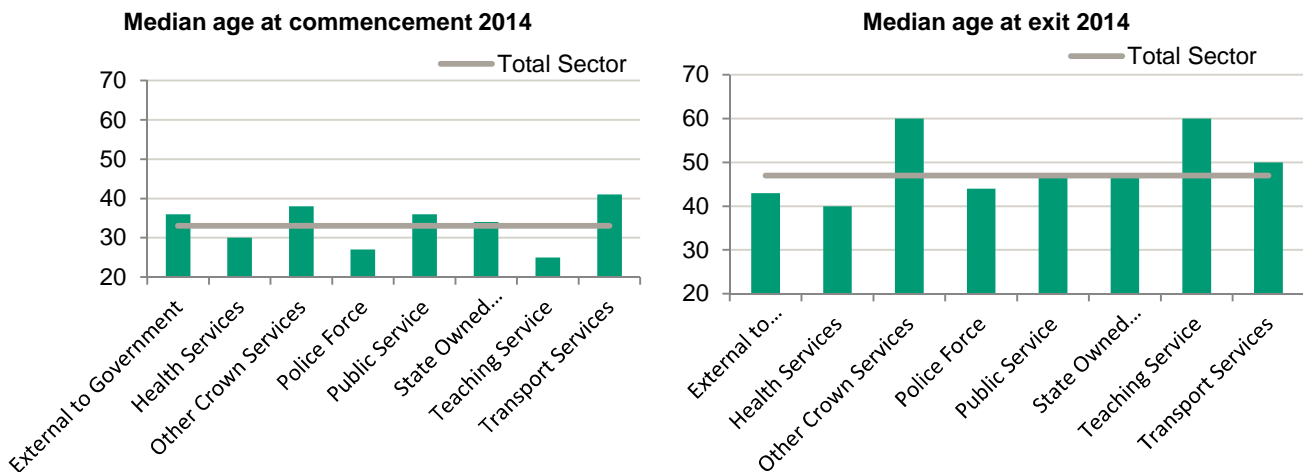

Median age at commencement 2014

Median age at exit 2014

Figure 13 Median age at commencement with and exit from the NSW Public Sector

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[22] Includes the Transport Service (Transport for NSW, Roads and Maritime Services, State Transit Authority) and other aligned services (Sydney Trains, NSW Trains, RailCorp and Transport Cleaning Services)

[23] Includes TAFE NSW and School Administrative and Support and Office of Transport Safety Investigations

[24] State Owned Corporations may be brought into the government sector for other purposes where prescribed by the Government Sector Employment Regulation (GSE Regulation), for example, providing workforce data to the Public Service Commissioner.

[25] External to government sector includes other NSW Public Sector entities such as Public financial corporations, and other organisations with their own employment arrangements contained in legislation, such as Independent Commission Against Corruption and the Audit Office. All Public Sector entities that are external to the government sector participated in the 2014 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

[26] Excludes missing or withdrawn age data (0.07% of total headcount)

[27] Employees who identified as indeterminate / intersex are not included in the above table for privacy reasons due to the small number who identified as this gender.

Who we are

4.2 Gender

A little over half of the NSW population is female (50.9%). The proportion of female employed persons is lower, with 45.9% identifying as female. Compared with both the NSW population and NSW employed persons, the NSW Public Sector employs a higher proportion of women, with nearly two thirds of its workforce identifying as female.

The gender profile of employed persons in NSW has changed little in the last ten years with a slight increase in the proportion of females from 44.5% in 2004 to 45.9% in 2014. Over the same period, the proportion of women in the NSW Public Sector has increased from 59.0% in 2004 to 62.4% in 2014.
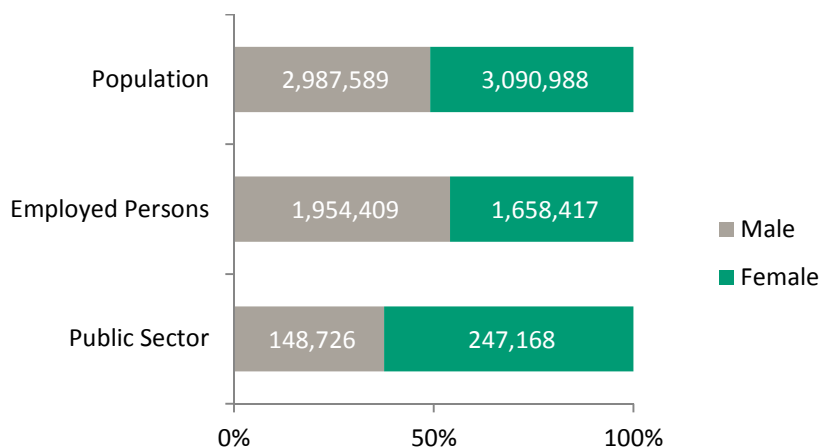
In accordance with Australian Government Guidelines[28], commencing June 2014 the NSW Public Sector gender options are male, female and indeterminate/intersex. The collection of this information for the first time in the 2014 workforce profile is another step in accurately reflecting the diversity of the NSW Public Sector workforce.

Figure 14 Gender profile of Population, Employed Persons[29] and Public Sector in NSW[30], June 2014

The NSW Public Sector aims to maintain women's representation at 60%, and in 2014, this was achieved, with 62% of the workforce identifying as female.

The two largest employers in the NSW Public Sector, the Teaching Service and Health Service, are also the largest employers of women in the NSW Public Sector. Together they represent 53.0% of the NSW Public Sector and three quarters of their employees are female. The gender profile of these large employers is the main contributing factor to the age profile of the NSW Public Sector.

The highest proportion of women in the NSW Public Sector is within other Crown services, with 78% of its employees identifying as female. These services are predominantly[31] in Education (School Administrative and Support Staff and TAFE NSW).

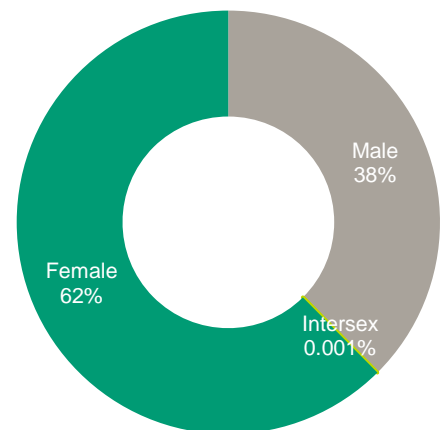**Figure 15 Gender, percentage of headcount at census date, 2014**

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[28] Australian Government Guidelines on the Recognition of Sex and Gender, Commonwealth of Australia, 2013
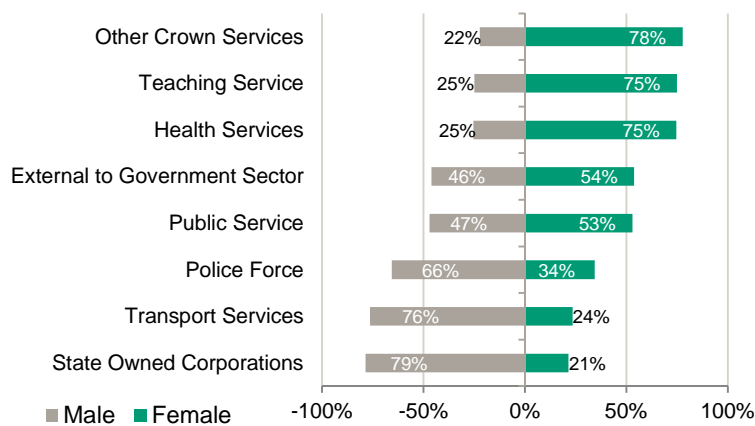[29] ABS 6291.0.55.001 - Labour Force, Australia, Detailed - Electronic Delivery, Jun 2014
[30] Excludes missing or withdrawn gender data (0.04% of total headcount)
[31] 99.4 per cent of employees in other Crown services

Figure 16 Gender by NSW Public Sector Service, June 2014

The highest proportion of males in the NSW Public Sector is within State owned corporations, the Police Force, and Transport Services. State owned corporations include the electricity and energy companies, water corporations, forestry and ports corporations. Women and men are almost equally represented in the Public Service and the agencies that are external to the government sector.

When considering the age profile of each gender they appear very similar. For both males and females 50.7% of their respective populations are aged between 35 and 54. The exception to this is those aged 65 years and above, where there is a notably lower proportion of females (56.2%) compared to sector average (62.4%).

Table 11   Gender by age band, headcount at census date, June 2014 [32]

Age Band	Male	%	Female	%	Total[33]
15 to 24	6,140	4.1%	11,375	4.6%	17,515
25 to 34	29,437	19.8%	52,275	21.2%	81,712
35 to 44	36,483	24.5%	59,814	24.2%	96,297
45 to 54	38,897	26.2%	65,604	26.5%	104,501
55 to 64	31,807	21.4%	50,514	20.4%	82,321
65 plus	5,872	4.0%	7,542	3.1%	13,414
Total	**148,636**	**100%**	**247,124**	**100%**	**395,760**

4.3   Aboriginal and Torres Strait Islander

Table 12 Aboriginal and Torres Strait Islander estimates by cluster at June 2014

Cluster	Aboriginal People & Torres Strait Islanders
Education & Communities	3.4%
Family & Community Services	9.5%
Health	2.1%
Planning & Environment	6.5%
Justice	3.6%
Premier & Cabinet	1.7%
Trade & Investment…	1.8%
Transport [34]	*
Treasury and Finance	1.8%
External to Government Sector	0.9%
Total Public Sector	**2.9%**

Aboriginal and Torres Strait Islander employees are people of Aboriginal and Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live. In 2007 and 2008, the Council of Australian Governments (COAG) set a target to halve the gap in employment outcomes between Aboriginal and non-Aboriginal people within 10 years. As part of the COAG agreement, the NSW Public Sector is committed to meeting a target of 2.6% Aboriginal employment within the Public Sector by 2015.

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[32] Indeterminate / intersex employees have not been included for privacy reasons due to the small number who identified as this gender

[33] Excludes records with missing or withdrawn gender or age data (0.07% of total Headcount)

[34] Transport response rate was 57%, falling below the 65% threshold for calculation of estimates; 0.8% of Transport employees identified as Aboriginal and Torres Strait Islander, headcount at census date June 2014

Australian Bureau of Statistics figures from 2011 estimate that 2.9% of the NSW population identify as Aboriginal people [35]. In the NSW Public Sector, 2.9% of employees identify as Aboriginal. This has increased from 2.7 percent in 2013.

The representation of Aboriginal employees varies by cluster as shown in Table 12.

Aboriginal employees in the NSW Public Sector have a lower median age (41 years) than the total sector (45) and share a similar gender profile to the sector, with 63.5% of Aboriginal employees identifying as female (compared with 62.4% across the sector).

The median tenure for Aboriginal employees has increased since 2013, from 7.0 years to 7.1 years. For non-Aboriginal employees, the median tenure in 2014 was higher, at 9.0 years.
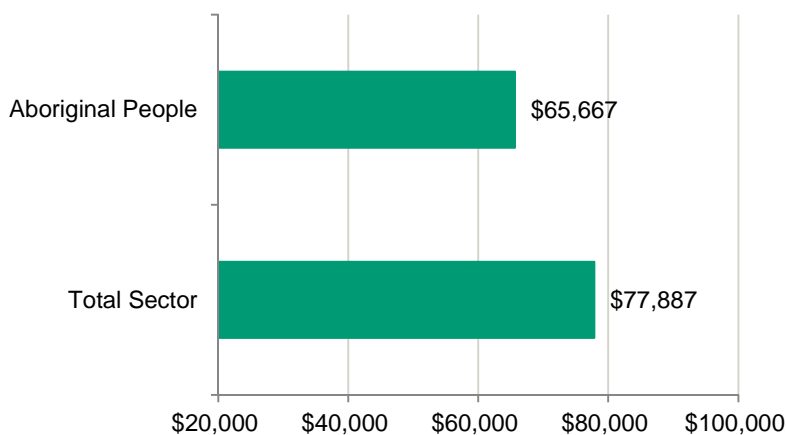

Figure 17 Aboriginal People Median Remuneration, non-casual Public Sector Employees, June 2014

The median remuneration for Aboriginal and Torres Strait Islander employees is lower than the total sector. When considering remuneration differences it is important to consider both the dominant occupations and the comparative view of seniority of the different groups.

Managers account for 4.4% of the Public Sector workforce, and this is 3.3% for employees who identify as Aboriginal and Torres Strait Islander.

Professionals[36] account for 49.4% of the Public Sector, and only 32.5% of Aboriginal employees. Aboriginal employees are overrepresented in the lower paid occupations of community and personal service workers (36.5% of Aboriginal employees compared with 18.4% in the sector) and clerical and administrative workers (16.9% of Aboriginal employees compared with 15.0% in the sector). These occupations have a median remuneration of $58,491 and $60,863 respectively, which are both lower than the total sector median remuneration.

In terms of seniority there are 70 staff who are the equivalent of Band 1 to Band 4 who identify as Aboriginal out of a population of 13,410 (0.5%).

4.4   Ethnicity

Ethnicity refers to a person's racial, ethnic or religious background and including whether they speak a language other than English. In the NSW Public Sector, 12.9% of employees identify as being from a racial, ethnic, or ethno-religious minority group. There are no simple comparative measures for this classification. While the Australian Bureau of Statistics 2011 Census[37] identified 27.3% of the NSW population as born overseas, not all of this population would identify as being from a minority group.

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[35] ABS 3238.0.55.001 - Estimates of Aboriginal and Torres Strait Islander Australians, June 2011

[36] Finance, Human Resources, IT, Legal, Teachers, Science Professionals, Health Diagnostic, Promotion and Therapy Professionals, Medical Practitioners, Nurses, Engineers, Architects, Sales and Marketing, Social and Welfare Professionals

[37] ABS 2011 Census of Population and Housing (NSW)

**Table 13 Ethnicity and language first spoken estimates by cluster, non-casual Public Sector employees, June 2014**

Cluster	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose Language First Spoken as a Child was not English
Education & Communities	8.8%	11.4%
Family & Community Services	18.6%	19.9%
Health	13.5%	20.7%
Justice	14.9%	10.5%
Planning & Environment	9.2%	10.7%
Premier & Cabinet	16.1%	16.7%
Trade & Investment…	7.9%	10.5%
Transport [38]	*	*
Treasury and Finance	23.8%	22.5%
External to Government Sector	35.2%	32.1%
Total Public Sector	**12.9%**	**16.2%**

The NSW Public Sector has a 19% [39] benchmark for people whose language first spoken as a child was not English. While close to half of the clusters within the NSW Public Sector exceeded this benchmark, the overall representation was 16.2% at June 2014, an increase from 15.9% in 2013.

Within the government sector, the Treasury and Finance cluster had the highest proportion of both employees who identify as being from a racial, ethnic or ethno-religious minority

group, and of employees whose first language spoken was not English. External to government sector entities had notably high representation in both groups.

Racial, ethnic, ethno-religious minority group

From minority group 12.9%

Not from minority group 87.1%

Language spoken as a child

Not English 16.2%

English 83.8%
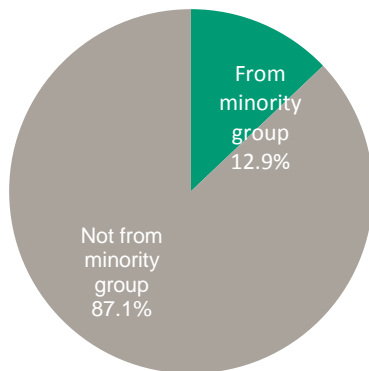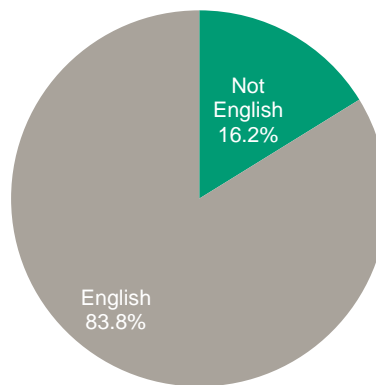
Figure 18 Ethnicity and language spoken as a child, NSW Public Sector estimates, June 2014

The Australian Bureau of Statistics 2011 Census[40] found that 17.4% of the NSW population speak a language other than English at home. This is the closest state-wide comparison available and though not identical, it is worth noting that the proportions are similar across the NSW population and Public Sector.

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[38] Transport response rate was 57%, falling below the 65% threshold for calculation of estimates; 13.5% of Transport employees identified as being from racial, ethnic, ethno-religious minority groups, and 14.1% identified as language first spoken as a child other than English (headcount at census date June 2014)

[39] Public Service Commission 2014 http://www.psc.nsw.gov.au/Sector-Support/Equity-and-Diversity/Diversity-Targets-and-Benchmarks

[40] ABS 2011 Census of Population and Housing (NSW)

4.5 Disability

The term disability encompasses a range of conditions that may or may not have an observable impact in the workplace. In 2010, the Department of Premier and Cabinet released the NSW Strategy on disability. EmployABILITY[41] aimed to reduce employment barriers for people with disability requiring some form of workplace adjustment, and set an employment target of 1.5% of the workforce by 2013.

The NSW Public Sector did not meet this target in 2014, with 0.8% reported employment across the sector. It is noted in the EmployABILITY strategy that consultation with Departments suggests significant levels of under-reporting. Disclosure of disability status is voluntary, and factors impacting under-reporting include the relevance of disability to their role and fear or concern of stigma or discrimination.

Table 14 Disability - NSW Public Sector employees estimates by cluster at June 2014

Cluster	People with Disability	People with Disability Requiring Work-related Adjustment
Education & Communities	3.2%	0.8%
Family & Community Services	5.5%	1.7%
Health	2.2%	0.5%
Justice	3.1%	1.0%
Planning & Environment	4..5%	1.2%
Premier & Cabinet	5.0%	1.5%
Trade & Investment…	3.4%	0.8%
Transport [42]	*	*
Treasury and Finance	6.0%	2.0%
External to Government Sector	3.9%	0.9%
Total Public Sector	**3.1%**	**0.8%**

Across the sector, 3.1% of employees identify as people with disability. Treasury and Finance, Family and Community Services and Premier and Cabinet have the highest proportions of employees with disability.

While less than 1% of the total sector identify as people with disability requiring work-related adjustment, Treasury and Finance, Family and Community Services and Premier and Cabinet met or exceeded the 1.5% target of the EmployABILITY strategy.
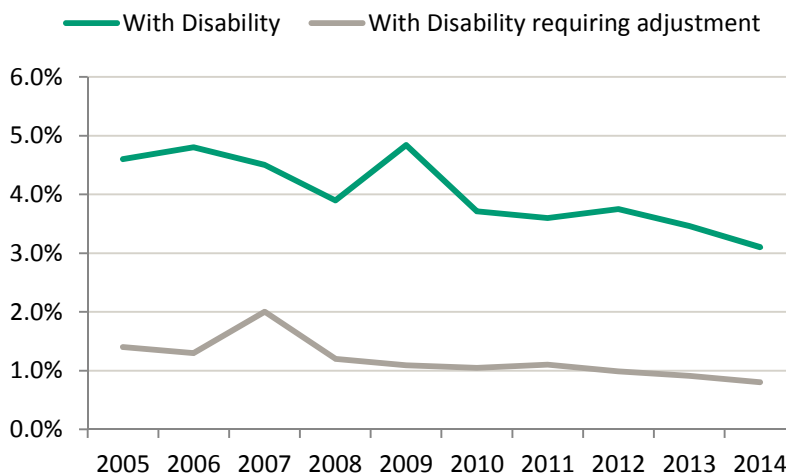
Figure 19 Disability estimates 2005 – 2014, NSW Public Sector

The reported proportion of employees with disability has declined over the last ten years. This phenomenon is discussed in the 2014 State of Public Sector Report and the PSC is finalising research which forms part of the review of the EmployABILITY strategy.

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[41] EmployABILITY 2010-13 http://www.dpc.nsw.gov.au/__data/assets/pdf_file/0007/116188/EmployAbility.pdf

[42] Transport response rate was 57%, falling below the 65% threshold for calculation of estimates; 2.4% of Transport employees identified as people with disability, and 0.9% identified as people with disability requiring work-related adjustment (headcount at census date June 2014)

5   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 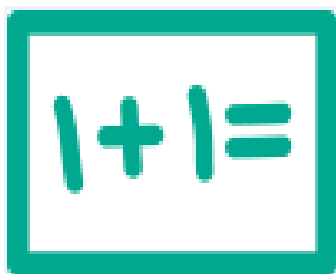that staff within the sector are employed in and the roles that they perform. It considers both the flexibility and the differences within our workforce.

Largest occupation groups

School Teachers	Midwifery and Nursing Professionals	General Clerks	Fire Fighters and Police
64,206	**43,489**	**23,196**	**18,884**

Non-casual headcount at census date, June 2014

Ongoing	Temporary	Casual
77.7%	13.9%	6.1%
▼ 0.6%	▲ 0.5%	▼ 0.1%

Percentage of ongoing, temporary and casual employees to total and comparison to 2013

Census period FTE, June 2014

13%   87%

Percentage of part-time roles

Non-casual headcount at census date, June 2014

5.1 Employment categories

Table 15 Employment categories comparison, census period FTE, 2013 & 2014

Employment Category	2013 FTE	2014 FTE	%	change last year
Ongoing[43]	257,559	254,789	77.7%	-1.1%
Temporary[44]	43,976	45,583	13.9%	3.7%
Contract Non-Executive	1,547	1,686	0.5%	8.9%
Executive[45]	2,188	3,099	0.9%	41.6%
Casual	20,221	19,912	6.1%	-1.5%
Other[46]	3,844	3,045	0.9%	-20.8%
Total Sector	**329,336**	**328,114**	**100%**	**-0.4%**

The number of ongoing employees in the NSW Public Sector has decreased in the last two consecutive years, a total decrease of 9,293 FTE (-3.5%) over the period.

The nature of employment arrangements has changed in the past five years. While there has been an overall increase of 5,641 (1.7%) in employees the number of ongoing FTE decreased 553 (-0.2%).

Temporary employees comprise a growing proportion of the sector, increasing from 12.2% in 2010 to 13.9% in 2014, an increase of 6,381 FTE. This primarily relates to a 3,034 FTE increase in temporary school teachers, 47.5% of the total increase.

Casual numbers have decreased over the last two consecutive years. Casual FTE decreased by 309 (-1.5%) in 2014, driven by a 340 FTE decrease in casual TAFE teachers.
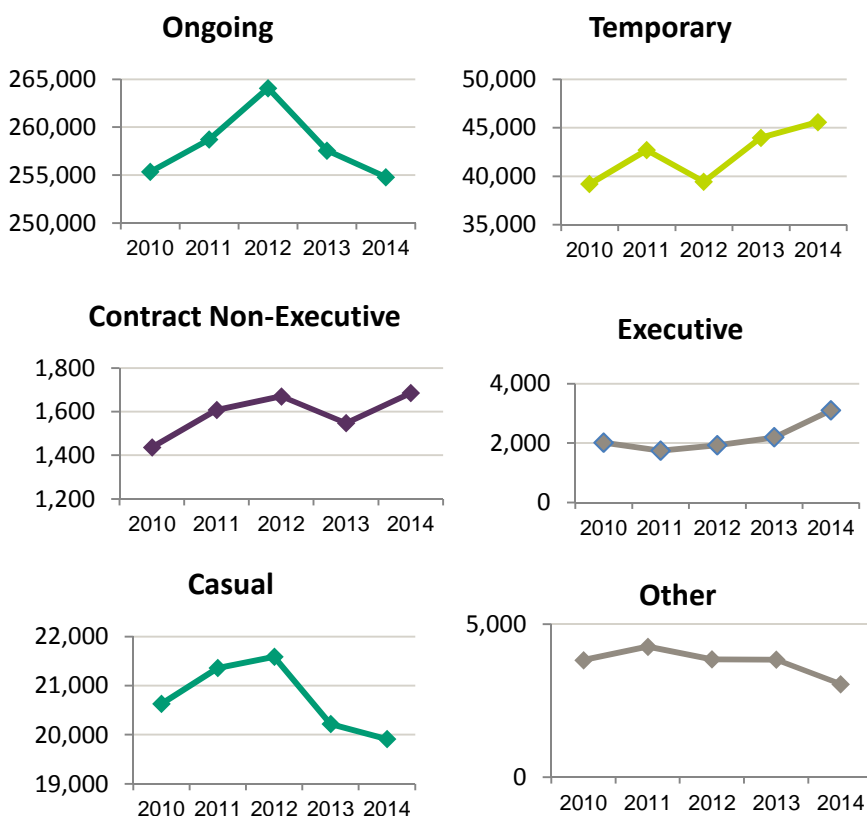

Figure 20 Employment categories comparison, census period FTE, 2010-2014

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[43] **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,

[44] **Temporary** includes temporary employees, temporary senior officers, temporary teachers and graduates.

[45] **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. The increase in Executive in 2014 of 40.7% is due to a change in classifications; prior to 2014 Transport Senior Service were not classified under Executive

[46] **Other** includes seasonal workers, cadets, trainees, apprentices, retained fire fighters and statutory appointees

Table 16 Top three employment categories by service, headcount at census date, 2014

Service	Ongoing[47]	Temporary[48]	Casual
Public Service	55,652	9,572	6,067
Health Service	102,066	20,067	9,685
Police Force	20,110	177	5
Teaching Service	50,849	16,478	10,291
Transport Services	25,111	598	246
Other Crown Services	19,696	8,218	11,946
State Owned Corporations	16,098	667	78
Total Government Sector	**289,582**	**55,777**	**38,318**
External to Government Sector	756	86	11
Total Public Sector	**290,338**	**55,863**	**38,329**

■Ongoing ■Temporary ■Executive ■Contract Non-Exec ■Casual ■Other

Figure 21 Employment categories by service, headcount at census date, 2014

Ongoing, temporary and casual employees make up more than 97% of all headcount in NSW Public Sector.

Other Crown services have the highest proportion of casual employees (30.0%). Of the 11,946 casuals in other Crown services, 6,206 (52.0%) are TAFE teachers.

The Police Force and Transport Services have the highest proportion of ongoing employees (99.0% and 89.4% respectively).

In Transport Services, drivers are the largest occupation group (5,757 headcount) and are primarily employed on a permanent basis (95.9%) while the Police Force has a very small number of temporary and casual staff employed to support the commissioned officers.

The Teaching Service and other Crown services have the highest proportion of temporary employees. Twenty-two percent of school teachers are temporary employees, and there are 4,446 temporary education aides in other Crown services.
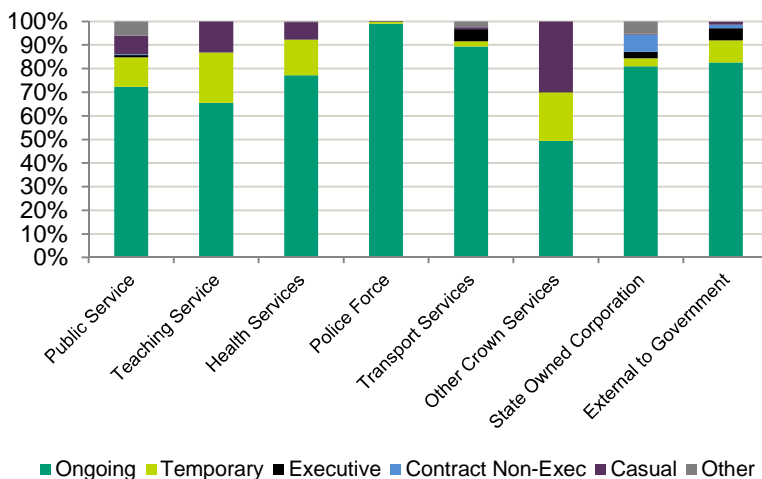
5.2   Employment arrangements

Table 17 Employment arrangement by cluster, non-casual headcount at census date, 2014

	Part-time Headcount	Full-time Headcount	Total Headcount
Public Service	13,154	54,186	**67,340**
Teaching Service	16,679	50,648	**67,327**
Health Service	37,910	84,402	**122,312**
Police Force	1,633	18,684	**20,317**
Transport Services	2,596	25,257	**27,853**
Other Crown Services	19,041	8,880	**27,921**
State Owned Corporations	890	18,911	**19,801**
Total Government Sector	**91,903**	**260,968**	**352,871**
External to Government Sector	125	779	**904**
Total Public Sector	**92,028**	**261,747**	**353,775**

The proportion of the NSW Public Sector in part-time employment has increased from 23.9% in 2010 to 26% in 2014. The highest proportion of part-time employees is in other Crown services (68.2%). These are primarily education aides (8,640) and general clerks (9,153) in School Administrative and Support Staff.

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[47] **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.
[48] **Temporary** includes temporary employees, temporary senior officers, temporary teachers and graduates.

What we do

The highest proportion of full-time employees are in state owned corporations (95.5%), the Police Force (92.0%) and Transport Services (90.7%). In state owned corporations, the majority of the roles are technical such as engineering and electricians. These roles also have a very low ratio of females to males (1:23).

In the Police Force, the overwhelming majority of the workforce is full-time (92%).

In Transport Services, drivers, engineers and plant operators comprise 33.9% of the workforce, and 96.5% of these roles are full-time.
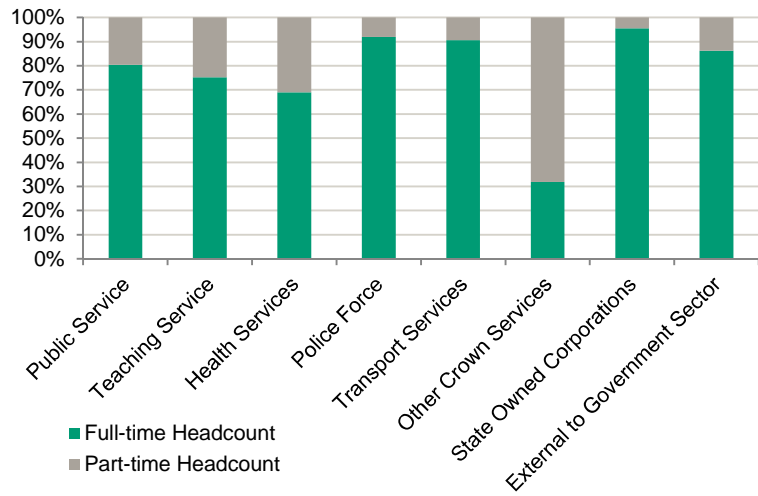

Figure 22 Employment arrangement by service, non-casual headcount at census date, 2014

Table 18 Employment arrangement by gender, non-casual headcount census date 2014

Employment Arrangement	Male	Female	Indeterminate /Intersex [49]
Full-Time	121,784	139,826	3
Part-Time	12,345	79,678	0
Total	**134,129**	**219,504**	**3**

Thirty-six percent of females in the NSW Public Sector are in part-time employment arrangements, notably higher than the proportion of males (9.2%).

Of the 170 agencies in the NSW Public Sector, 110 agencies have at least 80% of part-time roles occupied by females. In contrast, only one agency has 80% of part-time roles occupied by males (State Transit Authority, which is also reflective of the higher male representation in the agency).
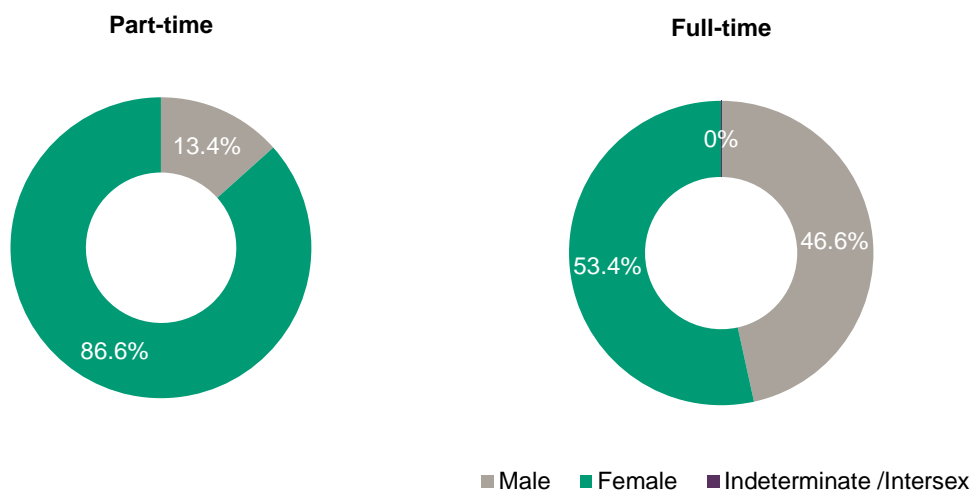

Figure 23 Employment arrangement by gender, non-casual headcount census date 2014

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[49] Indeterminate/ Intersex represents 0.001% of all Full-time employees

Despite a higher representation of females across the sector (62.4%), the proportion of females and males is more similar in full-time roles (53.4% female, 46.6% male).

Almost half (48.3%) of females working part-time are in roles classified in the professionals occupation group. The primary occupations are school teachers (14,790, 38.4%), midwifery and nursing professionals (14,415, 37.4%), social and welfare professionals (2,025, 5.3%) and health therapy professionals (1,654, 4.3%).

Table 19 Employment arrangement by salary band, 2014 [50]

	Full-time Headcount	%	Part-time Headcount	%
$ 8,000 - < $ 42,625	1,308	0.5%	6,511	7.1%
$ 42,625 - < $ 62,587	59,003	22.6%	38,471	42.0%
$ 62,587 - < $ 79,199	67,838	26.0%	19,320	21.1%
$ 79,199 - < $ 102,418	79,513	30.5%	20,850	22.8%
$ 102,418 - < $ 128,023	36,010	13.8%	3,663	4.0%
$ 128,023 - < $ 173,653	12,120	4.6%	1,484	1.6%
$ 173,653 - < $ 600,000	5,230	2.0%	1,308	1.4%
Total	**261,022**	**100%**	**91,607**	**100%**

Twenty percent of full-time employees are in the salary band of $102,418 and above while only 7.0% of part-time employees are in this band.

While this indicates a possible issue with a lack of flexibility in senior roles, it needs to be balanced with the perspective that there are a large number of part time employees in professions including nursing and teaching which boosts the proportions of the mid-range salaries.

The proportion of both full-time and part-time employees in higher salary bands has increased since 2010. In 2010, 49.1% of full-time employees and 27.7% of part-time employees were in the salary bands above $70,874. In 2014, taking into account the annual adjustment to salary rates, 50.9% of full-time employees and 29.8% of part-time employees are in the corresponding salary bands above $79,199.

Other Crown services have a large number of part-time employees in lower salary bands. These are primarily education aides.
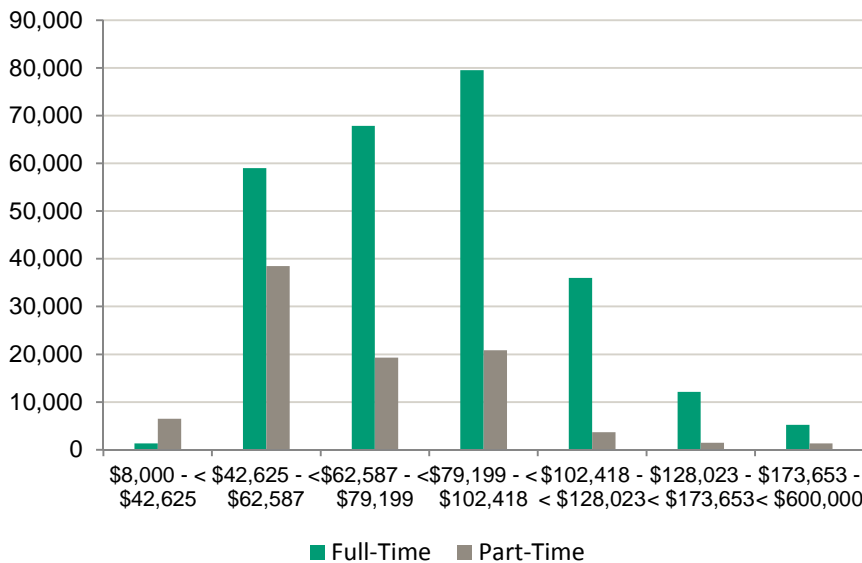

Figure 24 Employment arrangement by salary band, 2014

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[50] The salary band expressed above is based on full-time equivalent salary.

What we do

Table 20 ANZSCO major groups by employment arrangement, non-casual headcount at census date 2014

	Full-Time	Part-Time	Total
Managers	16,693	706	**17,399**
Professionals	128,527	43,655	**172,182**
Technicians and Trade Workers	19,315	1,681	**20,996**
Community and Personal Service Workers	39,658	20,818	**60,476**
Clerical and Administrative Workers	37,118	18,855	**55,973**
Sales Workers	395	117	**512**
Machinery Operators and Workers	9,764	719	**10,483**
Labourers	10,277	5,477	**15,754**
Total	**261,610**	**92,023**	**353,775**
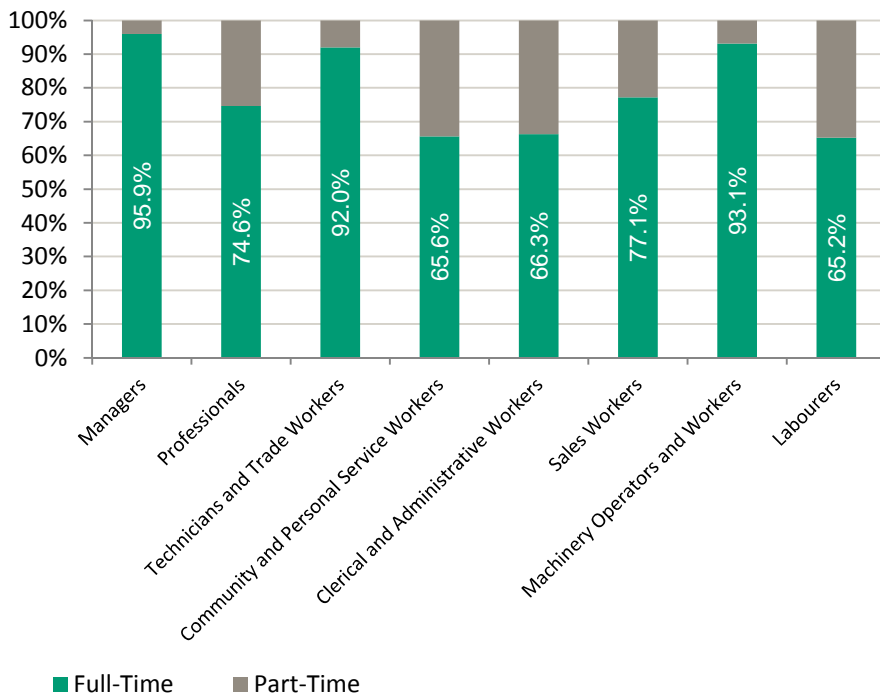
Employment arrangements vary between different occupation groups. Only 4.1% of managers work part-time, compared to 34.4% of community and personal service workers, who have the highest proportion of part-time employees of all occupation groups.

Figure 25 ANZSCO major groups by employment arrangement, non-casual headcount at census date 2014

Apart from managers, technicians and trade workers and machinery operators and workers also have a low percentage of employees working part-time, at 8.0% and 6.9% respectively. The largest employers of these occupations are state owned corporations and Transport Services. In state owned corporations, 57.5% of these employees work as electricians and electronics and telecommunication trades workers, with 99.8% of these working full-time. In Transport Services, drivers, engineers and plant operators comprise 33.8% of the workforce, and 96.3% of these roles are full-time.

Table 21 Top five occupations by employment arrangement and gender, ANZSCO minor group, non-casual headcount at census date, 2014

Full-time

Male	Headcount	Female	Headcount
Fire Fighters and Police[51]	14,338	School Teachers	33,825
School Teachers	13,763	Nursing Professionals[52]	23,411
Medical Practitioners	5,856	General Clerks	8,281
Automobile, Bus and Rail Drivers	5,230	Health and Welfare Support Workers	6,440
Nursing Professionals[52]	4,714	Social and Welfare Professionals	4,914

Part-time

Male	Headcount	Female	Headcount
School Teachers	1,828	School Teachers	14,790
Miscellaneous Labourers	1,828	Nursing Professionals[52]	14,415
Medical Practitioners	1,378	General Clerks	12,185
Nursing Professionals [52]	947	Education Aides	7,786
Education Aides	905	Personal Carers and Assistants	4,399

The Health and Teaching Services are the largest services in the NSW Public Sector and this is reflected in the occupations for full-time and part-time arrangements. The largest occupation group for females in both full-time and part-time employment is school teachers. In the NSW Public Sector, 22.1% of all females work as school teachers compared to 11.6% for males. While 70% of teachers nationally are female[53], the proportion is higher in NSW where it is 75%.

The largest full-time occupation group of males is fire fighters and police, comprising 10.7% of all male NSW Public Sector employees. This occupation has one of the lowest ratios of part-time to full-time employees. For every male part-time Fire Fighters and Police employee there are 202 male full-time Fire Fighters and Police.

For the five years prior to 2014, the top occupation for full-time male employees was school teachers. Non-casual headcount of full-time male school teachers has been consistently declining from 14,467 in 2010 to 13,763 in 2014. The shift away from this occupation is consistent with the national trend of a declining proportion of male teachers[54] and growing number of female teachers.

In 2014 in the NSW Public Sector, the full-time occupations with the largest gender imbalances[55] are nursing professionals[52] and automobile, bus and rail drivers. For every one male nurse there are 5 female nurses, while automobile, bus and rail drivers provides a male dominant occupational view, with one female for every 15.3 males.

In part-time employment, the occupations with the largest gender imbalances[56] are personal assistants and secretaries, and farm, forestry and garden workers. There is only one male for every 37.2 female personal assistants & secretaries, and only one female for every 8.2 male farm, forestry and garden workers.

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[51] Full description of this ANZSCO is Defence Force Members, Fire Fighters and Police
[52] Full description of this ANZSCO is Midwifery and Nursing Professionals
[53] Australian Bureau of Statistics, 2013, Schools, Australia 2013 (www.abs.gov.au/ausstats/abs@.nsf/mf/4221.0)
[54] 2014 Teaching Workforce Supply and Demand, NSW Education & Communities (https://www.det.nsw.edu.au/media/downloads/about-us/statistics-and-research/key-statistics-and-reports/workforce-plan-4-school-teachers.pdf)
[55] Excludes occupations with less than 5,000 headcount
[56] Excludes occupations with less than 100 headcount

6   Where we work

The NSW Government is the largest employer in Australia, with employees located across the State. This section of the report provides detail of both the regional location of Public Sector employees and their travel between home and work locations.

Location of public sector employees in NSW

10,147 17.8%
Far West and Orana

11,413 15.0%
New England and North West

30,935 13.6%
North Coast

14,322 14.3%
Central West

36,489 12.9%
Hunter Region

242,505 9.9%
Sydney

15,882 11.7%
Illawarra

15,598 12.0%
Murray and Riverina

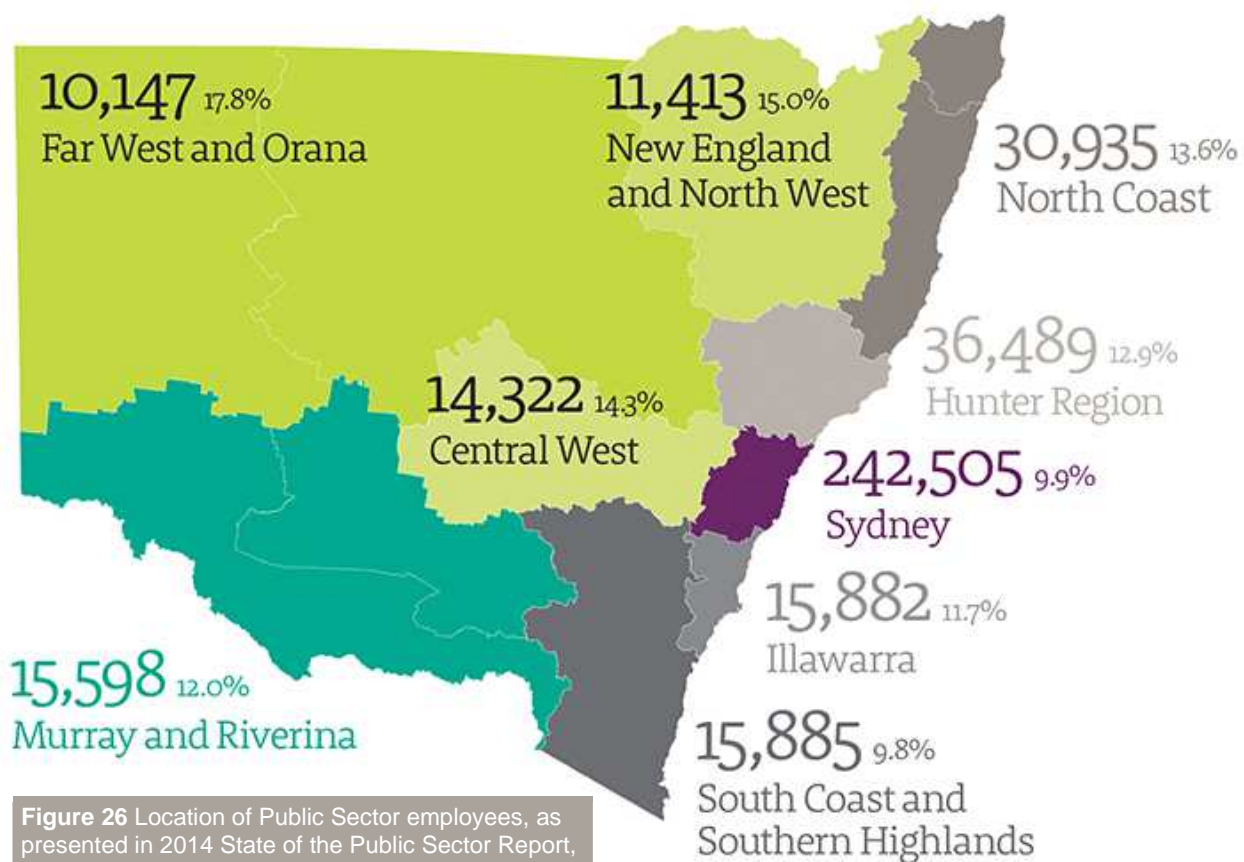**15,885** 9.8%
South Coast and Southern Highlands

Figure 26 Location of Public Sector employees, as presented in 2014 State of the Public Sector Report, aggregated SA4 regions, headcount at June 2014

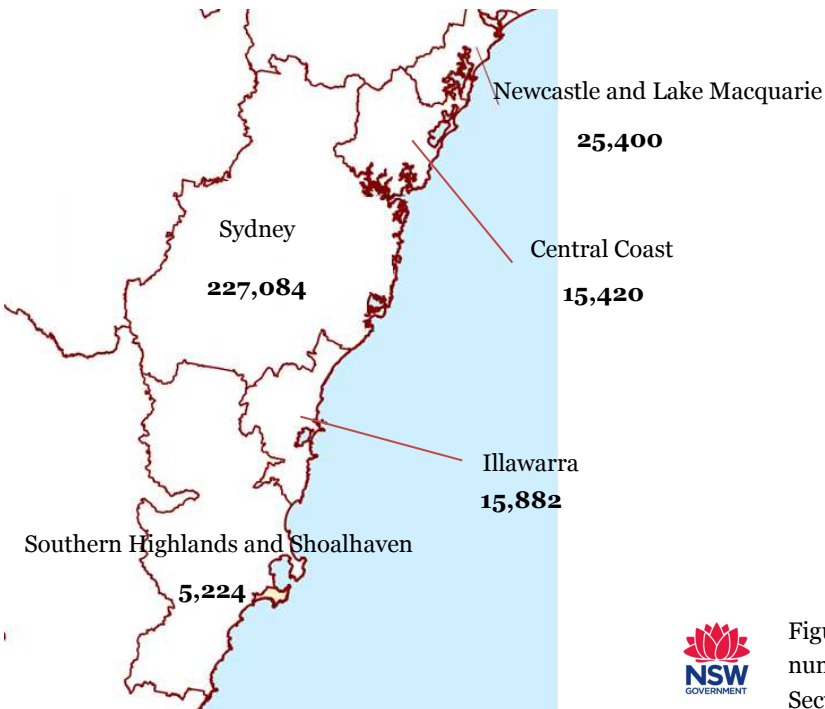| NSW Public Sector as a proportion of NSW employed persons	Region with highest proportion of Public Sector employees	Region with highest percentage of commuters
11.0% headcount at census date June 2014	Far West and Orana **17.8%** of NSW employed persons	Central Coast **33.8%** of NSW Public Sector employees

All maps based on ABS SA4 regions; some regions are aggregated in *Figure 26* as presented in the *2014 State of the Public Sector Report*; see *12: Regional reference tables* for concordance. PSC is undertaking a review of region mapping for future workforce reporting purposes.

Where we work

Far West and Orana
10,147

Richmond- Tweed
12,091

New England and North West
11,413

Coffs Harbour - Grafton
8,102

Mid-North Coast
10,742

Central West
14,322

Hunter Valley exc Newcastle
11,089

Murray
5,955

Riverina
9,643

Inset 1

Capital Region
10,661

Figure 27 Public Sector weighted headcount by ABS Statistical regions (SA4), census date June 2014

Inset 1

Newcastle and Lake Macquarie
25,400

Sydney
227,084

Central Coast
15,420

Illawarra
15,882

Southern Highlands and Shoalhaven
5,224

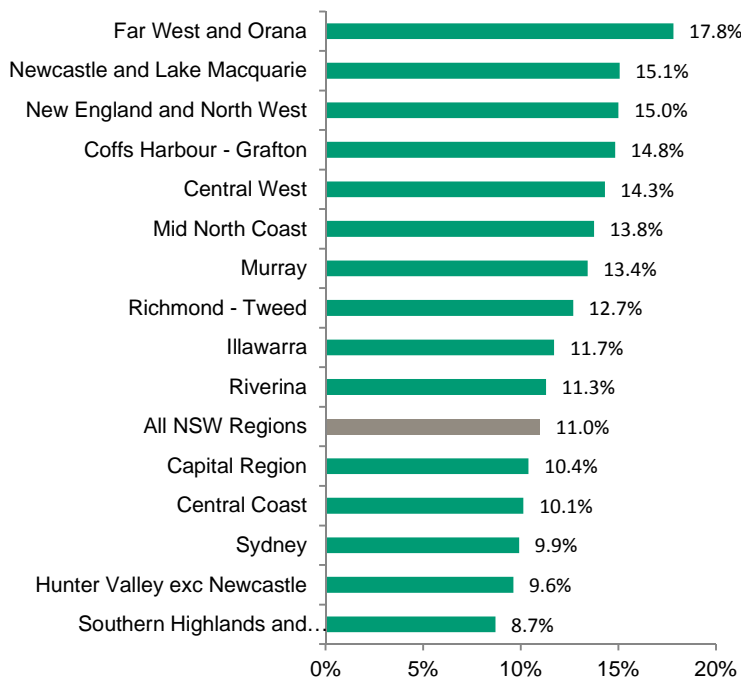Figures in the maps denote number of NSW Public Sector employees

Figure 28 Percentage of NSW Public Sector employees to total employed persons in ABS regions (SA4), June 2014

The NSW Public Sector makes up 11.0% of the total workforce in NSW, with 396,036 employees. In many regions the contribution to the regional workforce is much greater. More than one in six workers in Far West and Orana work for the Public Sector while more than one in seven workers in Newcastle and Lake Macquarie, New England and North West, Coffs Harbour – Grafton and the Central West work for the Public Sector. This compares to less than 1 in 10 workers in Sydney working for the Public Sector. This detail highlights the importance of the NSW Public Sector to regional NSW in terms of service delivery and contribution of its employees to the local economies.

The largest employment region is Sydney, with 227,084 Public Sector employees (57.3%). The largest Public Sector services in Sydney are the Health Service and Public Service with 75,012 and 45,705

non-casual weighted headcount[57] respectively. For employees who work in the Health Service in Sydney, 1 in 2.8 are employed as nursing professionals[58]. The occupations in the Public Service vary, with information & organisation professionals, health and welfare support workers and general clerks being the top occupations in Sydney.

The Teaching and Health Services account for 55.6% of total employment in the non-Sydney regions, compared to 51.0% in Sydney. The impact of the size of these services is reflected in the regional analysis.

6.1 Commuting profile

■ % employed in same residence region
■ % commuting out to work

Figure 29 Commuting profile of Regional Ministries Groups, weighted headcount of NSW Public Sector employees. June 2014

The geographical boundaries in the following section are defined by the NSW 2021 Plan's Regional Ministries Groups. The Regional Ministries Group hierarchy define NSW into 7 regions compared to 15 regions in SA4 defined by ABS.

Regional Ministries Groups with the highest proportions of employees commuting to work are located in and surrounding Sydney.

Central Coast has the highest proportion of employees who commute outside their region to work, at 33.8%. Twenty-eight percent of Western Sydney Public Sector employees commute to work, with 93.5% of this travel within Sydney.

[57] As location data collected is postcodes, and boundaries for postcodes and Local Government Areas do not align, ABS concordance tables are used to weight headcount into the applicable regions, see *Chapter 12, Regional reference tables*
[58] Full ANZSCO title is midwifery and nursing professionals

Where we work

Weighted headcount and travel profile by Regional Ministries Groups, 2014 [59]

🏠 Denotes the number of non-casual NSW Public Sector employees residing in the region

💼 Denotes the number of non-casual NSW Public Sector employees working in the region

CENTRAL COAST
🏠 17,773
💼 13,735

Commute in: 1,976

Live & Work in region 11,759

Commute out: 6,013
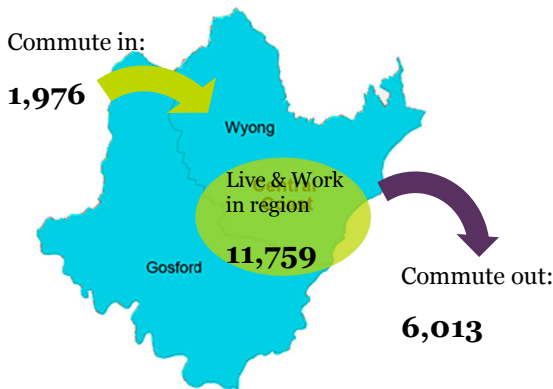
At 66.2%, Central Coast has the lowest proportion of NSW Public Sector employees who live and work within the region outside of Sydney. Central Coast Local Health District is the largest Public Sector employer, with 5,288 non-casual weighted headcount, followed by the Teaching Services with 2,992. Outside of Education and Health, the largest employers are the Police Force (745), WorkCover Authority (596) and Ausgrid (436).
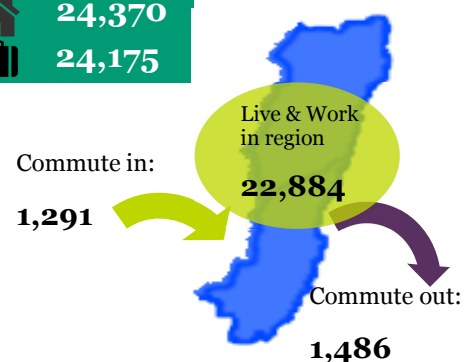
There are 33.8% of NSW Government employees who commute out of Central Coast to other regions to work. The majority commute to Sydney East (3,765) and Hunter region (1,258) to work.

Fourteen percent of Central Coast public sector employees commute in, with 66% of these traveling from Hunter and 2.1% traveling from Sydney East.

North Coast is the second largest region geographically. It also has the second highest proportion of employees who work within the same region that they live, at 93.9%. The Teaching Service is the largest employer of NSW Public Sector employees in the region, with 5,101 non-casual weighted headcount. Outside of the Health and Teaching Services, the largest employers in the region are Essential Energy (1,503) and the Police Force (1,007). North Coast has the fewest employees (1,291) commuting into their region for work.

NORTH COAST
🏠 24,370
💼 24,175

Live & Work in region 22,884

Commute in: 1,291

Commute out: 1,486

HUNTER
🏠 33,476
💼 32,970

Commute in: 3,015

Live & Work in region 29,955

Commute out: 3,521

Hunter New England Local Health District is the largest public sector employer in Hunter region, with 9,389 non-casual weighted headcount, followed by the Teaching Service (6,708), and the Public Service (5,366). Within the Public Service, Ageing, Disability and Home Care is the largest employer with 1,386 non-casual weighted headcount. Around a third of these employees are health and welfare support workers.

Nine percent of Hunter public sector employees commute in, with 42% of these traveling from Central Coast.

There are 10.5% of NSW Public Sector employees who commute out of Hunter to other regions to work. The majority commute to Central Coast (1,304) and Sydney East (1,103) to work.
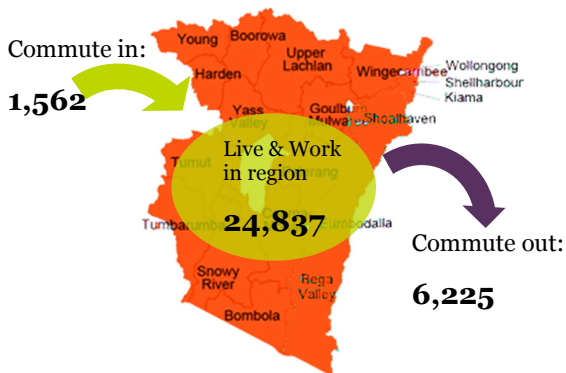
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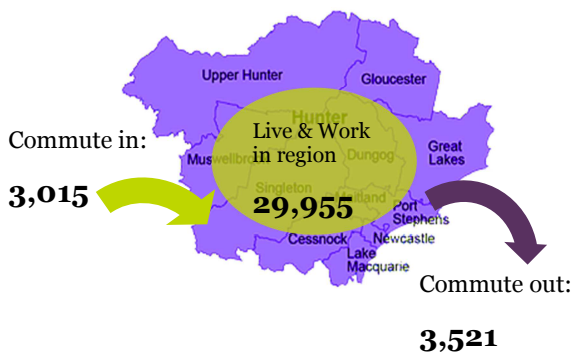
[59] As location data collected is postcodes, and boundaries for postcodes and Local Government Areas do not align, ABS concordance tables are used to weight headcount into the applicable regions, see *Chapter 12, Regional reference tables*

Where we work

ILLAWARRA – SOUTH EAST NSW

🏠 **31,061**

💼 **26,398**

Commute in:

1,562

Live & Work in region

24,837

Commute out:

6,225

In Illawarra-South East NSW, 80% of public sector employees live in the region. The Teaching Service is the largest Public Sector employer in the region with 5,729 non-casual weighted headcount, followed by Illawarra Shoalhaven Local Health District (5,622). Outside of Health and Teaching, the largest employers are the NSW Police force (1,426), the Department of Police & Justice (806) and Maritime Services (764).
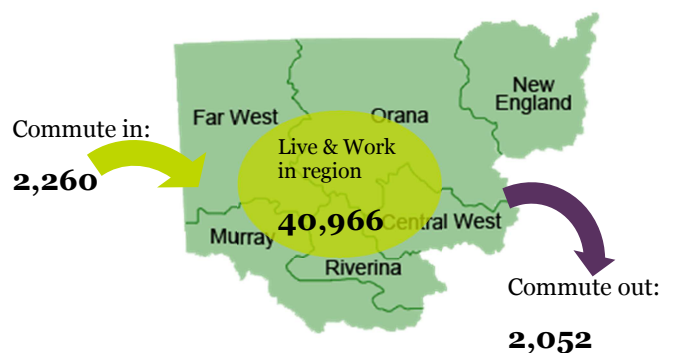
Similar to the Central Coast, there is a larger number of employees commuting out of the region to work than commuting in compared to other regions. This is consistent with regions close to the large employment centres in Sydney. This is especially evident for employees commuting from the denser resident population area of Wollongong LGA. Of the 6,225 employees who commute out of Illawarra-South East to work, 2,428 travel from Wollongong LGA to Sydney East and 1,257 travel from Wollongong LGA to Western Sydney to work.

Western NSW is the largest geographic region in NSW and has the highest proportion of NSW Public Sector employees who live and work in their region, at 95.2%. The single largest NSW Government employer in the region is the Teaching Service with 8,952 non-casual weighted headcount. The Local Health Districts combined employ 25.8% of all NSW Public Sector employees in the region. Outside of the Health and Teaching Services, the largest employers in the region are the NSW Police Force (2,380) and Essential Energy (1,891).
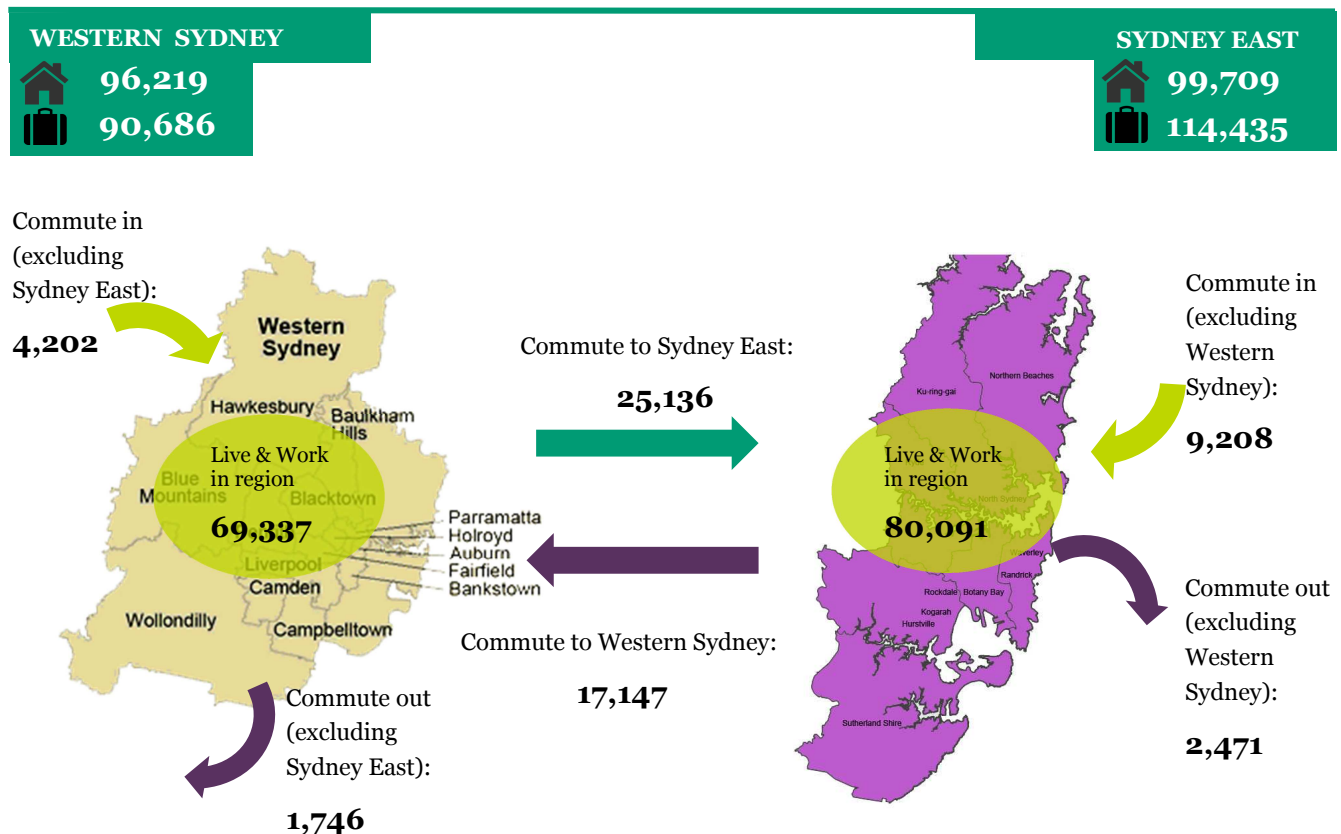
The largest group of employees who commute into Western NSW are school teachers who live in the Blue Mountains LGA within Western Sydney and work in Lithgow LGA.

WESTERN NSW

🏠 **43,018**

💼 **43,226**

Commute in:

2,260

Live & Work in region

40,966

Commute out:

2,052

Where we work

WESTERN SYDNEY
🏠 **96,219**
💼 **90,686**

SYDNEY EAST
🏠 **99,709**
💼 **114,435**

Commute in (excluding Sydney East):

4,202

Western Sydney

Hawkesbury

Baulkham Hills

Blue Mountains

Blacktown

Live & Work in region

69,337

Parramatta
Holroyd
Auburn
Fairfield
Bankstown

Liverpool

Camden

Wollondilly

Campbelltown

Commute out (excluding Sydney East):

1,746

Commute to Sydney East:

25,136

Commute to Western Sydney:

17,147

Ku-ring-gai

Northern Beaches

Live & Work in region

80,091

Randwick

Rockdale Botany Bay

Kogarah

Hurstville

Sutherland Shire

Commute in (excluding Western Sydney):

9,208

Commute out (excluding Western Sydney):

2,471

Sydney East and Western Sydney are the two largest regions in NSW based on population and employment.

Within Western Sydney, the LGAs with the largest employment of NSW Public Sector employees are Parramatta and Blacktown, with 17,516 and 11,045 non-casual weighted headcount respectively. The majority of Public Sector employees live and work within the region (76.5%), while 26.1% of Western Sydney residents commute to Sydney East to work. Of these employees, 40.5% commute to Sydney LGA to work, with the largest employers being Sydney Trains (2,449), Department of Police and Justice (723) and Sydney Local Health District (634).

Sydney East includes Sydney LGA and is the largest residential and employment centre. Of the employees who live in Sydney East, 80.3% work within the region, and 17.2% commute to Western Sydney to work. Sydney LGA has 37,571 non-casual weighted headcount. The largest employers across the region are Sydney Trains (4,903), Sydney Local Health District (3,168) and the NSW Police Force (2,770).

Randwick LGA is the second largest employment centre due to the health facilities located within this area. Of the 9,621 Public Sector employees working in Randwick LGA, 72.8% work in health-related agencies.

7   Remuneration

Remuneration in the NSW Public Sector is determined by a range of awards, agreements and determinations which apply to different groups of employees. The workforce remuneration data collected reflects the total annual base salary (full-time equivalent) for an employee's role and does not include other remuneration such as allowances, penalty rates, and superannuation. Many employees in the NSW Public Sector are paid within a salary band or range which includes annual increments subject to meeting certain performance standards. In addition, the rates of pay contained in awards, agreements and determinations may be varied in accordance with the Government's wages policy.

$77,887   ↑ 2.3%

Median Salary 2014   % change from 2013
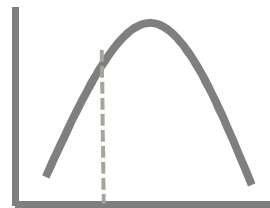
$79,662

Median Salary of males 2014

$77,600
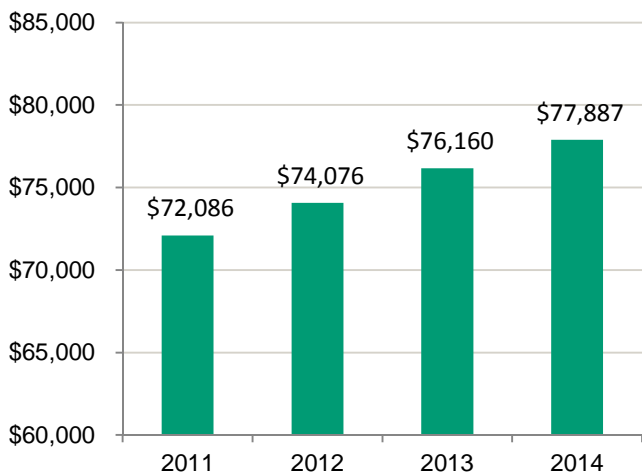
Median Salary of females 2014

67.8%

Percentage of females in the bottom 2 salary bands (up to $62,587)

34.5%

Percentage of females in the top 2 salary bands (from $128,023)

Remuneration

Median remuneration for employees in the NSW Public Sector grew by 2.3% from 2013 to 2014. This compares with an increase of 3.0% in CPI[60] and an increase of 2.3% in full-time adult average weekly ordinary time earnings across Australia[61] over the same period.

Figure 30 Median remuneration (non-casual) (2011 to 2014)

Median remuneration differs across the sectors of government. The median remuneration range between the lowest (other Crown services) and the highest (the Teaching Service) in the NSW Government is $44,603. Excluding other Crown services which is an outlier in this analysis the range between the Transport Service and the Teaching Service is $22,179.

The highest median remuneration is found in the external to government sector group, which encompasses independent bodies such as ICAC, Judicial Commission, the Audit Office, Legislative Assembly and Legislative Council, the Treasury Corporation and the Department of Parliamentary Services. A high proportion[62] of occupations in these organisations are classified as Managers and Professionals, and most of those occupations have a level of skill commensurate with a bachelor degree or higher qualification. These organisations also have a low employee numbers and together total 915 employees. As such, there are fewer support functions required which would ordinarily balance the remuneration profile.

Table 22 Median remuneration by sector, (non-casual) headcount at census date 2014

Service	Median Remuneration
Public Service	$74,893
Health Service	$74,808
Police Force	$79,662
Teaching Service	$91,071
Transport Services	$68,892
Other Crown Services	$47,206
State Owned Corporations	$85,490
Total Government Sector	**$77,887**
External to Government Sector	$95,710
Total Public Sector	**$77,887**

The highest median remuneration in the government sector is within the Teaching Service. Teaching is one of the many Public Sector professions that have a level of skill commensurate with a bachelor degree or higher qualification. A key factor influencing the median remuneration is that 45.4% of school teachers (30,573 FTE) are paid at the top of their salary band ($91,071) due to the higher average tenure of this group, as detailed in Chapter 8.

Of all government services, other Crown services have the lowest median remuneration. While TAFE teachers comprise 23.7% of this group and have similar remuneration as school teachers, this is outweighed by a high concentration of occupations at the low end of the pay spectrum including education aides (31.0%) and general clerks (37.9%).

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[60] Australian Bureau of Statistics 2014, *Consumer Price Index, Australia*, cat. no. 6401.0, ABS, Canberra (http://www.abs.gov.au/ausstats/abs@.nsf/mf/6401.0) - Jun 2014

[61] Both Public and Private Sectors combined: Australian Bureau of Statistics 2014, *Average Weekly Earnings, Australia*, cat. no. 6302.0, ABS, Canberra (http://www.abs.gov.au/ausstats/abs@.nsf/mf/6302.0) May 2014

[62] 68.4 per cent of 904 coded occupations classified as Manager or Professional, WFP 2014.
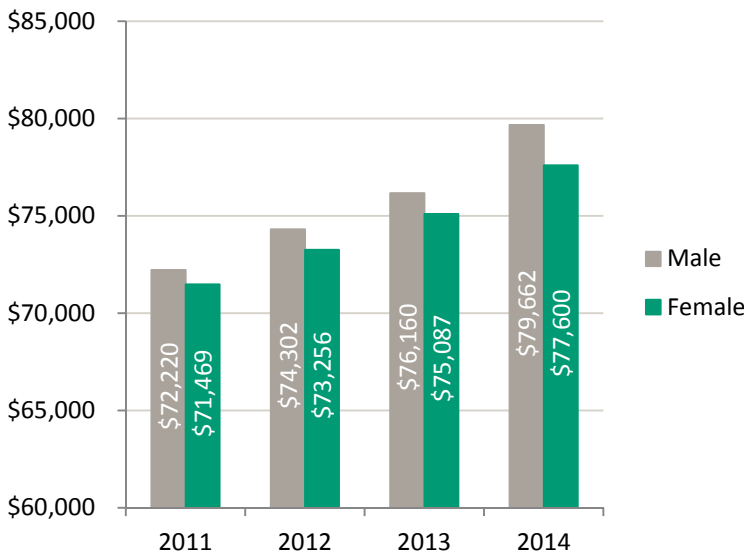
Remuneration

Figure 31 Median remuneration by gender (non-casual) 2011 to 2014

The median remuneration or salary rate of females in the NSW Public Sector is consistently lower than the median remuneration of males, and the gap between the two is growing each year.

The main factor contributing to median salary is the distribution of women across the salary bands. While the middle salary bands reflect the broader gender profile, the lowest and highest salary bands do not.

As discussed in Chapter 4: *Who we are*, nearly two thirds of all employees in the NSW Public Sector (62.4%) are female, with the Health and Teaching Services having the highest proportions of female employees in the Sector.

Women comprise 81.0% of the lowest salary band, those with salary rates below $42,625 per annum. Almost half of the employees in this salary band (48.9%) are personal carers and assistants, 87.4% of whom are women. A further 30.6% of employees in this salary band are education aides, 85.7% of whom are also women.
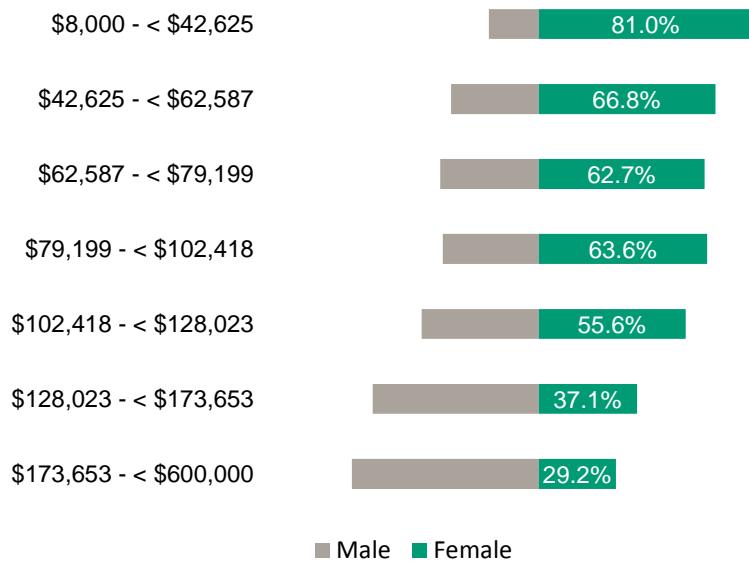
Figure 32 Gender distribution by Salary Band June 2014

In contrast, only 34.5% of employees in the top two salary bands are female. Most[63] of the positions in these salary bands are senior managers, executives, specialists and senior professionals. Almost a third (30.1%) of the employees in these salary bands work in the Health Service and a further 27.9% work in the Public Service.

---

[63] 90% of positions are coded under ANZSCO as Managers and Professionals

Salary Band ($173,653 - < $600,000)

Male Female

Commencements / Movements	76.8% Male, 23.2% Female
Exits	79.4% Male, 20.6% Female

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Gender	Exits	Commencements/Movements
Male	556	890
Female	144	269

Salary Band ($128,023 - $173,653)

Male Female

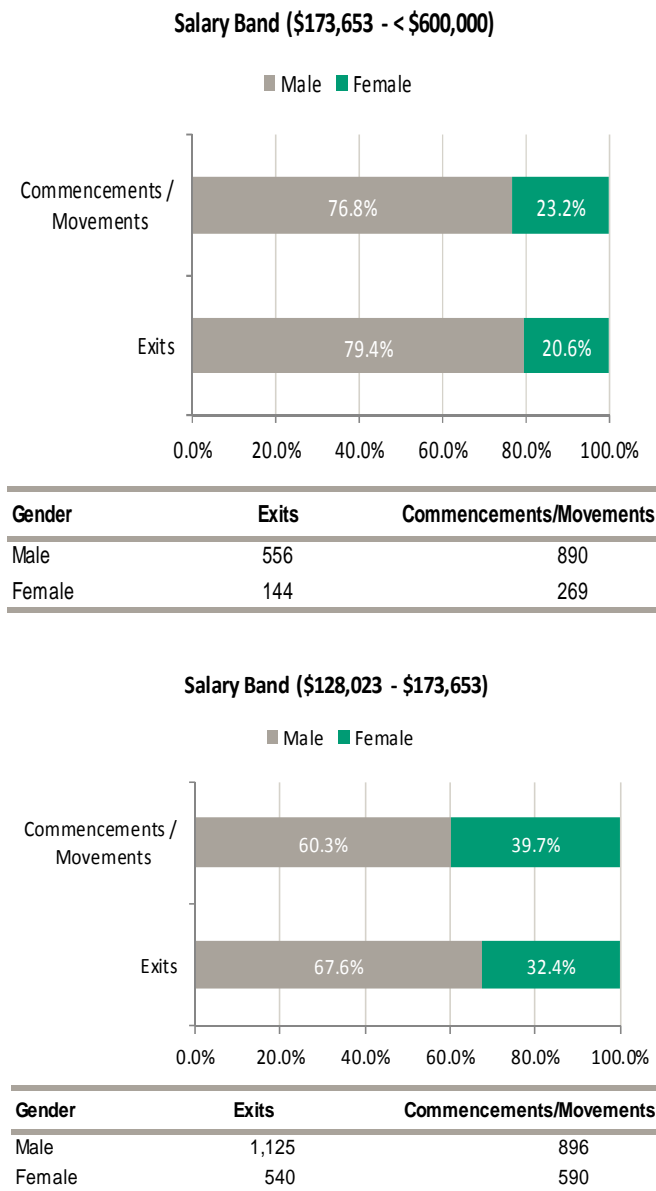|	
Commencements / Movements	60.3% Male, 39.7% Female
Exits	67.6% Male, 32.4% Female

0.0% 20.0% 40.0% 60.0% 80.0% 100.0%

Gender	Exits	Commencements/Movements
Male	1,125	896
Female	540	590

Figure 33 Movements by gender in top two salary bands, June 2014

The gender profile in all salary bands is influenced by who stays, who leaves, and who moves into the salary band. If the profile of employees moving into and leaving from the salary band is the same as the existing employees, then little will change. Broadly speaking, this was the case in the top two salary bands during 2014.[64]

In the second highest salary band, 37.1% of the employees were female and in 2014, 39.7% of the new starters and promotions into the salary band were female.

Despite more men leaving than joining this salary band during 2014, the reduction of 229 men within a headcount of 13,597 made little difference to the gender profile.

In the highest salary band, where 29.2% were female, more men and women joined this salary band than exited. Out of the 1,159 commencements and movements into this salary band, 23.2% were women, which is lower than the proportion of female employees within this salary band.

There are many factors that influence attraction and retention at these salary levels. One such factor is the opportunity for work life balance, and as discussed in Chapter 5, 86.5% of part-time employees are female.

Lower salary bands have a high proportion of employees working part-time, and the occupations at these levels are discussed earlier in this chapter and in *Chapter 5 What we do*. The salary band $102,418 - < $128,023 had the lowest proportion of part-time employees in 2014 (9.2%).

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[64] Movement analysis is based on coding entered by agencies as part of the workforce profile data. The implementation of the Government Employee Number (GEN) in 2015 will enable more accuracy in movements analysis.

Remuneration

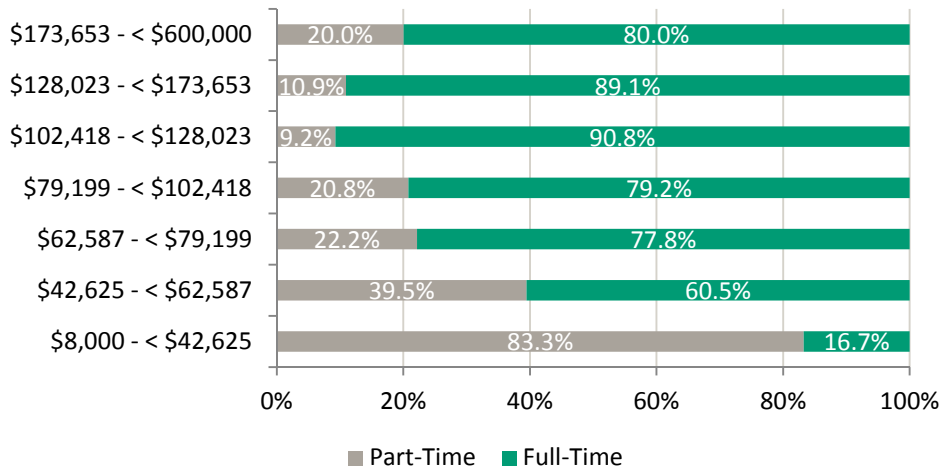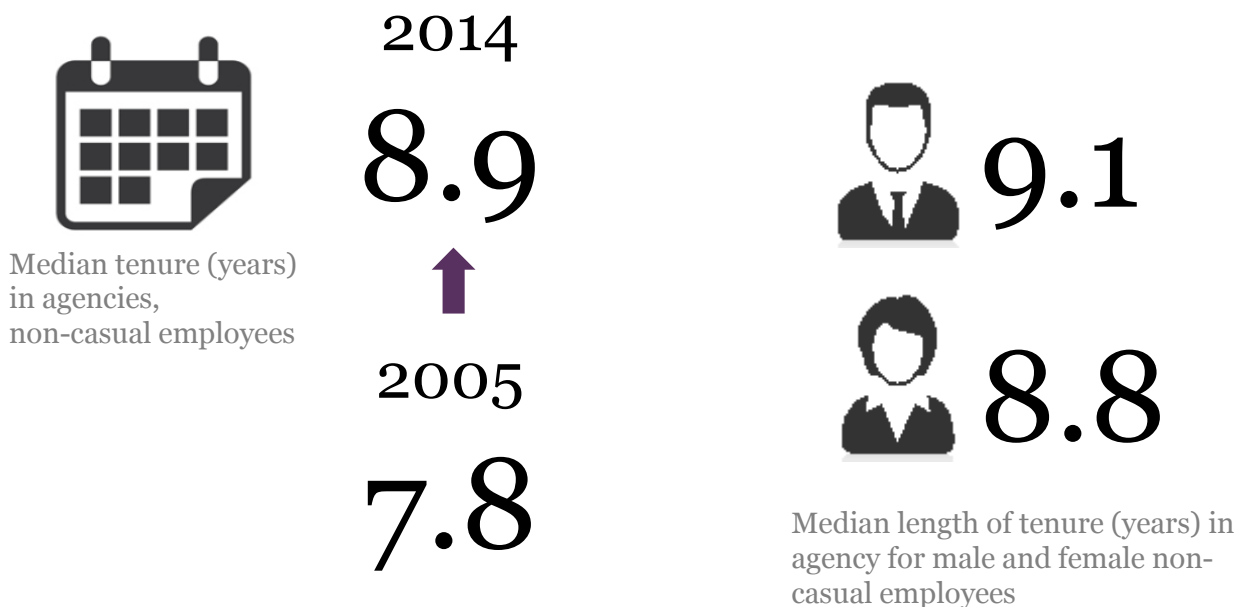**Figure 34 Salary band by employment arrangement, June 2014**

While the proportion of part-time employees generally decreases as salary rates increase, the proportion of part-time employees increases again in the top two salary bands. In the highest salary band, 20.0% of employees work part-time. 88.2% are medical practitioners employed in Health services throughout the Local Health Districts (LHD's).

8   Mobility

A modern, responsive and adaptive workforce relies on its people being able to be deployed to where they are most needed, and employees are supported to play an active role in developing their skills and capabilities, including through opportunities to gain broader experience.

The GSE Act moves to employment in bands or classifications, and assignment to roles, rather than appointment to narrowly defined positions. This will facilitate a workforce that is mobile and engaged, allowing employers the ability to move resources expeditiously to priority areas, whilst providing employees with opportunities for development and rewarding career opportunities.

Analysis of tenure and movement rates provides insight into mobility trends across the sector over time.

2014

8.9

Median tenure (years)
in agencies,
non-casual employees

2005

7.8

9.1

8.8

Median length of tenure (years) in agency for male and female non-casual employees

13.4

Median tenure (years) in agency for non-casual teachers

10.8

Median tenure (years) in agency for police officers

14.8

Median tenure (years) in agency for brigades officers

Tenure is calculated at agency level; employees may remain in the public sector and move to another agency
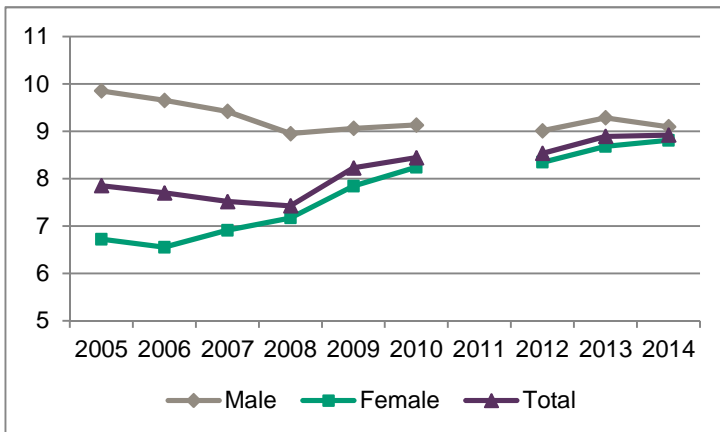
Mobility

8.1   Tenure [65]

Figure 35 Median tenure (years), non-casual public sector employees by gender, 2005 - 2014

Tenure is calculated at agency level, noting employees can separate from an agency but remain in the Public Sector. The introduction of the Government Employee Number (GEN) will enable more accurate tracking of mobility and tenure at agency and sector level.[66]

Median tenure of non-casual Public Sector employees has increased over the past ten years, from 7.8 years in 2005 to 8.9 years in 2014 (see Figure 35).

Females have a slightly lower median tenure compared to males. In 2014 median tenure for females was 8.8 years and for males was 9.1 years.

In 2005, the difference in median tenure by gender was 3 years, but reduced to 0.3 years in 2014, primarily due to an increase in female tenure.

Table 23 Median tenure (years), non-casual Public Sector employees, 2014

Service	Median Tenure
Teaching Service	13.6
Other Crown Services	11.4
Police Force	10.8
State Owned Corporation	9.9
Transport Services	8.8
Public Service	7.1
Health Service	6.9
External to Government	6.1
Total Public Sector	**8.9**

Services with the highest median tenure in 2014 are the Teaching Service, other Crown services (in particular TAFE teachers) and the Police Force (see Table 23).

Within these services in 2014, median tenure for school teachers is 13.4 years, 12.4 years for TAFE teachers and 10.8 years for police officers.

Median tenure within the Health Service is 2 years lower than the Public Sector average. However, analysis of separation rates indicates higher rates of movement within the Health Service, where employees separate from their agency but remain in the Health Service.

Midwifery and nursing professionals have a median tenure of 7.4 years and medical practitioners have the lowest tenure, with 2.4 years. Medical practitioners have high rates of mobility, with 15.3% moving within the Health Service and 12.5% separating from the service. This may also reflect the wide range of community and private sector employer options for health professionals.

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[65] 2011 tenure data is incomplete as only 6 months data was submitted by NSW Health due to a restructure. 2011 data is therefore excluded from tenure analysis

[66] The GEN will be introduced in the NSW Public Sector in 2015

Mobility

8.2   Separations and tenure [67]

Table 24 Rates of separation, Public Sector exit and mobility by Service, 2014

Service	Separation Rate	Public Sector Exit Rate	Movement within the Public Sector
Teaching Service	2.5%	2.5%	0.0%[68]
Police Force	3.5%	3.1%	0.4%
Other Crown Services	3.3%	3.3%	0.0%[69]
Health Service	11.3%	7.8%	3.5%
Public Service	10.4%	9.2%	1.3%
State Owned Corporation	12.1%	11.9%	0.2%
External to Government	15.2%	13.8%	1.4%
Transport Services	16.0%	15.9%	0.1%

Employees aged under 35 years have a low median tenure (3.4 years) and a high recorded rate of separations, second only to employees aged 65 years and over which are primarily retirements.

Employees aged under 35 years also have the highest proportion recorded as separating from their agency but remaining in the Public Sector (29.6%). These are primarily medical practitioners and midwifery and nursing professionals, with 63% of medical practitioners in this age group recorded as separating from their agency but remaining in the Public Sector. As all movements data relies upon coding by agencies, the implementation of the Government Employee Number (GEN) will enable a greater degree of accuracy in monitoring employee mobility in the sector.

Part-time employees have higher tenure than full-time employees, with median tenure of 9.4 years compared to 8.7 years for full-time employees. Key part-time occupations include school teachers and midwifery and nursing professionals (median tenure of 13.9 and 9.9 years respectively). Median tenure of midwifery and nursing professionals is 3.6 years higher for part-time employees than full-time.

Looking at ANZSCO major groups, managers have the highest median tenure; however this has decreased from 15.2 years in 2010 to 12.6 years in 2014. This also corresponds with the high separation rate of this occupation group in 2014 (13.2%). Education, health and welfare services managers (5,128 non-casual employees) have the highest median tenure at 21.2 years, a consistent pattern over last five years[70].

Table 25 Rates of separation by ANZSCO major group, non-casual employees, 2014

ANZSCO Major Group	Headcount [71]	Separation Rate
Community and Personal Service Workers	60,504	5.4%
Machinery Operators and Drivers	10,483	6.5%
Professionals	172,245	8.8%
Technicians and Trades Workers	20,997	9.2%
Clerical and Administrative Workers	55,977	10.9%
Labourers	15,755	10.4%
Managers	17,401	13.2%
Sales Workers	513	13.9%

Other occupations with high median tenure include fire fighters (14.4 years) and prison officers (12.4 years). This is consistent with the highly specialised nature of these occupations and the State being either a major or sole employer for these occupations.

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[67] Separation rate measures the proportion of employees who ceased employment with their agency during the annual reference period

[68] Teaching Service movement within the public sector was 0.01%

[69] Other Crown services movement within the public sector was 0.01%

[70] Occupation groups with more than 1,000 employees

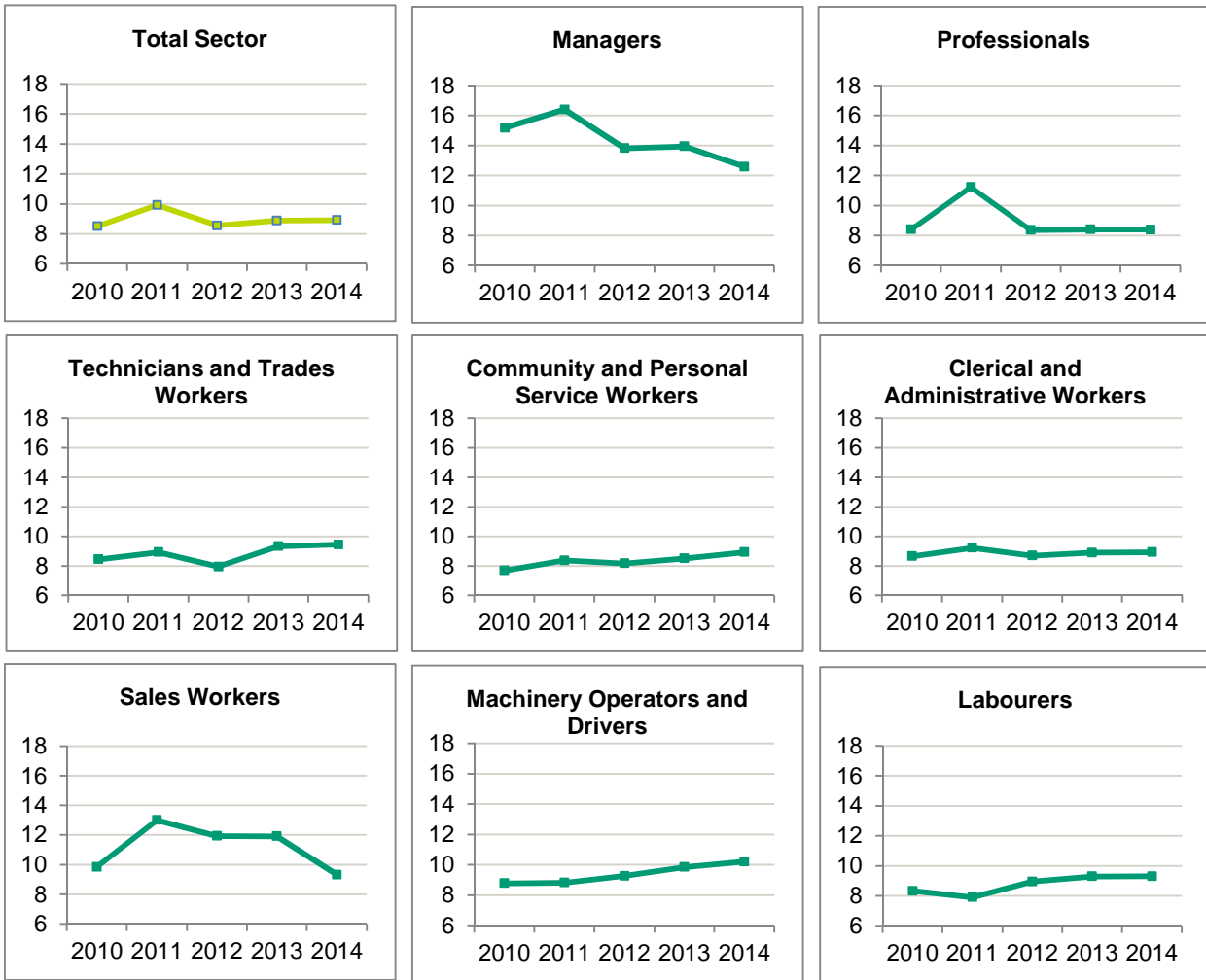[71] Non casual headcount at census date

Mobility

Figure 36 Median Tenure by ANZSCO major groups, non-casual employees, 2010 - 2014

9 Sick leave

Sick leave has a direct impact on productivity and cost of service delivery in organisations. It can be an indicator of general well-being, engagement and workplace culture, and can be impacted by an ageing workforce and the occupational profile of the sector. Sick leave is expressed as the number of hours of sick leave taken per FTE to reflect the sick leave entitlements according to employees' working arrangements. This chapter analyses sick leave trends over time, and the relationship between different variables and sick leave in the NSW Public Sector.

Average sick leave hours taken per FTE 2014

NSW Public Sector non-casual employees

61 hrs

59 hrs

Average sick leave hours taken per male FTE

62 hrs

Average sick leave hours taken per female FTE

Age < 50 years 53 hrs

Average sick leave hours taken per FTE for people under 50 years of age
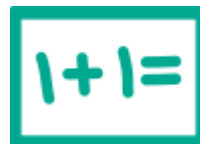
Age > 50 years 72 hrs

Average sick leave hours taken per FTE for people over 50 years of age

Police Officers

53 hrs

Average sick leave hours taken per FTE police officer

School Teachers

57 hrs

Average sick leave hours taken per FTE school teacher

Nurses

65 hrs

Average sick leave hours taken per FTE nurse

Sick leave

Total sector sick leave has continued to increase over the last 5 years (see Table 26).

Figure 37 highlights that one factor impacting sick leave is employee age. For employees aged over 50 years, average sick leave was 71.5 hours, 34.4% higher than employees under 50 years of age (53 hours). Additionally, the proportion of employees aged 50 years and above has increased by 2.3% over the past 5 years.

Table 26 Average sick leave hours taken per FTE (non-casual) over 5 years

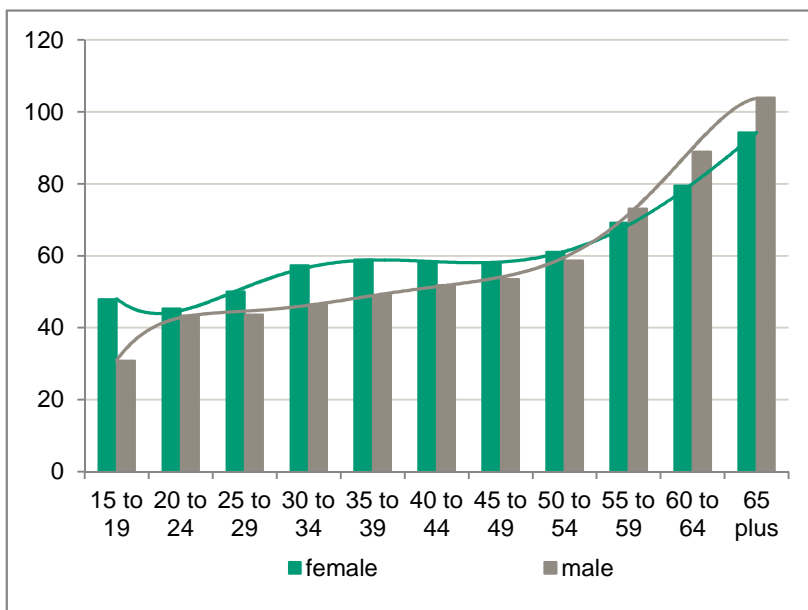|	2010	2011	2012	2013	2014
Average hours leave per FTE[72]	56.9	56.1	58.3	59.3	60.5

Figure 37 Average sick leave by age and gender, hours taken per FTE (non-casual) 2014

For every 5 year band above 50 years of age, average sick leave increased by over 10 hours. Males aged 65 and above have the highest level of sick leave, with an average 104 hours of sick leave taken. This is in contrast with all age bands up to 50-54, where females have higher average sick leave than males.

Males took (on average) 2.6 hours less sick leave than females in 2014. By age group, the largest difference in sick leave taken occurred in the 15 to 19 years age group, where females took an average 17 hours more sick leave than males. The second largest difference occurred in the 30 to 34 years age group, where females took an average 10.9 hours more sick leave than males.

Table 27 Average sick leave by cluster, hours taken per FTE (non-casual), June 2014

Cluster	FTE	Hours per FTE
Education & Communities	99,614	58.0
Family & Community Services	17,022	71.6
Health	106,542	60.9
Justice	38,514	63.8
Planning & Environment	5,352	43.4
Premier & Cabinet	1,594	35.6
Trade & Investment…	24,924	54.6
Transport	26,506	66.8
Treasury and Finance	7,365	58.2
External to Government Sector	679	48.0

Table 28 Average sick leave hours taken per FTE (non-casual), June 2014

Service	Hours per FTE
Public Service	63.5
Health Service	60.9
Police Force	54.7
Teaching Service	57.4
Transport Service	67.5
Other Crown Services	59.2
State-Owned Corporations	56.8
Total Government Sector	**60.6**
External to Government Sector	45.0
Total Public Sector	**60.5**

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[72] 2011 sick leave figures exclude Health as data was not submitted for the full year

Sick leave

The five largest ANZSCO occupation groups which account for 45% of the total Public Sector employee population, saw an increase in sick leave varying from 1.3 to 2.3 hours in 2013-2014. These occupations are school teachers, general clerks, personal carers and assistants, midwifery and nursing professional, and health and welfare support workers.

Table 2930 Average sick leave by ANZSCO. hours taken per non-casual FTE, 2013-2014

ANZSCO	2013	2014	Change (hrs)
Managers	48.6	48.3	-0.3
Professionals	54.4	55.8	1.4
Technicians and Trades Workers	60.5	65.0	4.6
Community and Personal Service Workers	68.0	68.3	0.3
Clerical and Administrative Workers	61.2	62.4	1.2
Sales Workers	65.5	69.1	3.6
Machinery Operators and Drivers	68.8	70.7	1.9
Labourers	73.4	74.8	1.4
Total	**59.3**	**60.5**	**1.2**

The average sick leave for police officers and school teachers were lower than the total sector average, at 52.9 hrs and 57.4 hrs respectively, while average sick leave for nurses was higher than the total sector average, with 65.2 hrs.

The highest average sick leave taken in the large[73] occupation groups was in construction and mining labourers, and prison and security officers, at 100.6 hours and 91.6 hours respectively. This could be explained by the nature of the work.
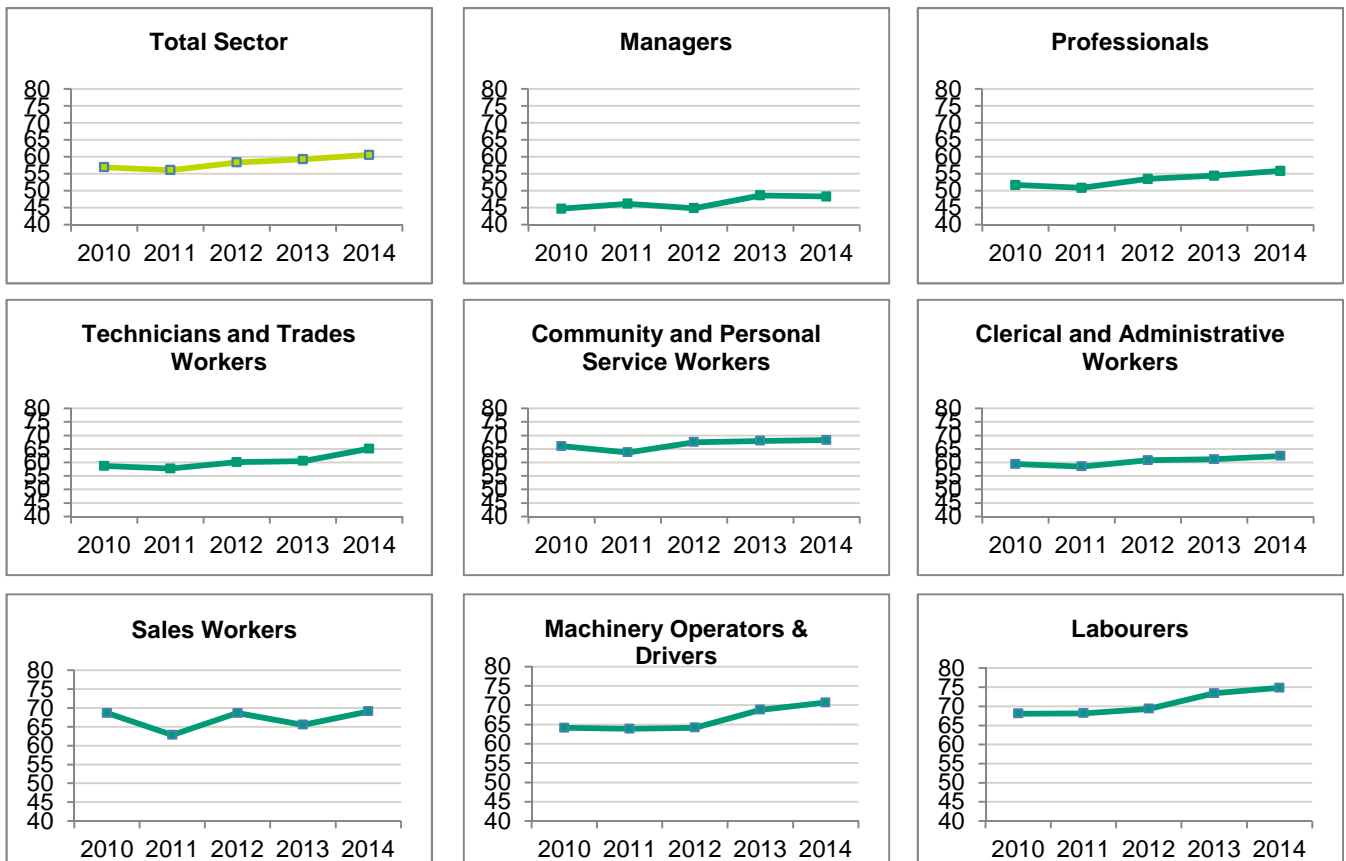

Figure 38 Average sick leave hours taken per FTE (non-casual) by ANZSCO, 2014 [75]

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[73] Occupation groups with more than 1,000 employees
[74] 2011 sick leave figures exclude Health as data was not submitted for the full year

Sick leave

Sick leave increased with length of service. Average sick leave was 51.6 hours for employees of less than 10 years tenure, compared to 70.4 hours for those with more than 10 years of tenure. This can be viewed in several ways. Typically as age increases so does tenure and sick leave. While this can be viewed as a consequence of an ageing workforce, tenure plays a role in that staff with less tenure have less available leave (generally speaking). This means that the sick leave available to them can be exhausted more quickly and, if needed, other leave types taken which would potentially mask some of the incidence in sick leave.

Higher remuneration correlated with lower levels of sick leave taken, as shown in Figure 39. Comparatively, employees with a salary of 100,000 and above had average sick leave of 49 hours, markedly less than those with salary below 100,000, with an average of 63 hours.
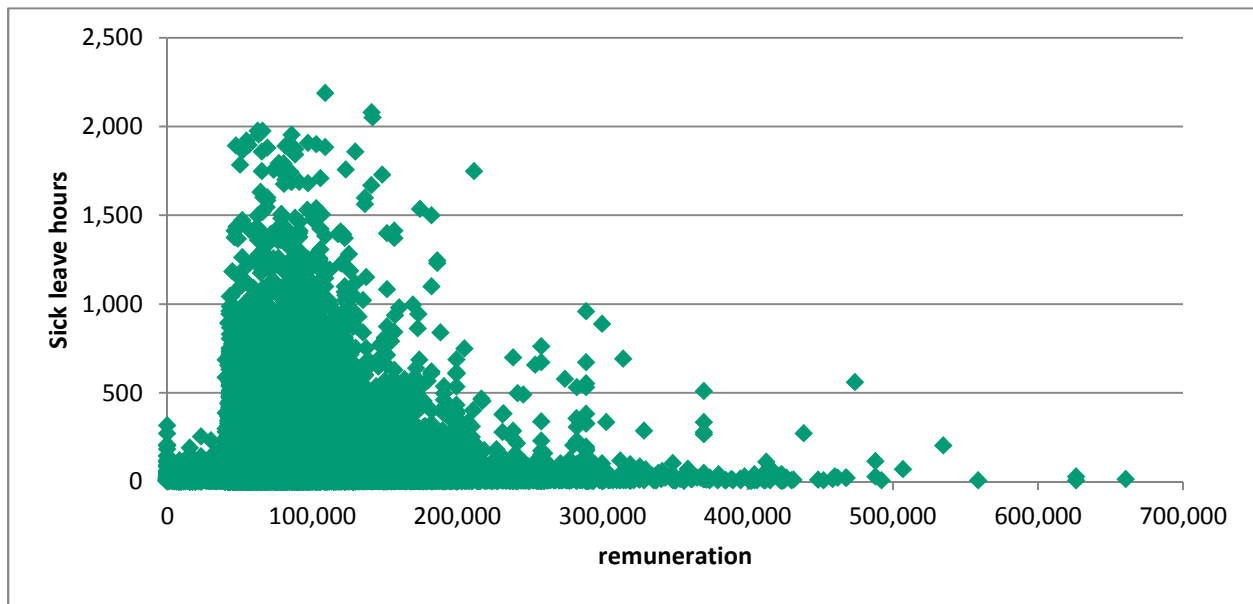

Figure 39 Sick leave by remuneration, annual hours leave taken, non-casual employees, 2014

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[75] 2011 sick leave figures exclude Health as data was not submitted for the full year

10 Definitions and limitations

This report presents summary results from the NSW Public Sector workforce profile data collection for the year 2013/2014. The data extract for this report was taken from the Public Service Commission (PSC) workforce information warehouse on 30 September 2014.

The NSW Public Sector workforce profile data collection is an annual census of NSW Public Sector employees conducted by the Public Service Commission. All NSW government sector agencies and state owned corporations are required to participate, and other Public Sector agencies that are external to the government sector can participate.[76]

An annual workforce profile report on the NSW Public Sector is produced each year, providing a broad overview of the data, including basic statistical reports and analyses. This report is a public document that assists with workforce management and planning and provides information for comparison with other Public Sectors in Australia. Reports are available on the PSC website, including historical reports.

10.1 How to use this report

The *Workforce Profile Report 2014* (WPR 2014) is a companion report to the *State of the NSW Public Sector Report 2014* (SOPSR 2014). SOPSR 2014 presents the Public Service Commissioner's independent review of the performance of the NSW Public Sector, and provides context for the WPR 2014 report. SOPSR 2014 includes commentary and high-level analysis of workforce data, including employee and agency survey data, and other research undertaken by the Public Service Commission. The WPR 2014, and an interactive version of the report, are both published on the PSC internet site to coincide with the publication of SOPSR 2014.

10.2 Conceptual definitions

When referring to the data in this publication or making comparisons with data from previous snapshot reports, the reader should be aware of the conceptual definitions of the data, which are explained in the glossary.

10.3 Limitations

Differences in totals in some tables, compared to summary figures, may occur due to data that is missing, withdrawn or invalid.

While agencies make their best efforts to record and submit accurate data, in some circumstances accuracy may be affected, for instance, by omissions or miscoded data.

Due to differences in data sources, timing of collections and data definitions, there may be variations between data in this document and that published by individual agencies.

This report does not include contingent labour (i.e. those employed on a temporary basis through a third party, for example a recruitment agency or contracting company). However, it is intended that contingent labour be included in future workforce profiles.

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[76] All Public Sector agencies that are external to the government sector participated in the 2014 annual workforce profile collection with the exception of Legislative Assembly - Electorate Staff (210 FTE in 2013)

Definitions and limitations

10.4 Data sources

The NSW workforce data contained in this report is derived from:

- NSW Public Service Commission 2013/14 Workforce Profile (v2014.09.30)

- Australian Bureau of Statistics (ABS) Estimates of Aboriginal and Torres Strait Islander Australians (3238.0.55.001), June 2011 – released 30 August 2013 http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/3238.0.55.001Main+Features1June%202011?OpenDocument

- Australian Bureau of Statistics (ABS) 2011 Census of Population and Housing (NSW) – released 28 March 2013 http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/1?opendocument&navpos=220

- Australian Bureau of Statistics (ABS) Schools, Australia (4221.0), 2013 - released 6 February 2014

- Australian Bureau of Statistics (ABS) Consumer Price Index, Australia (6401.0), Jun 2014 – released 23 July 2014

- Australian Bureau of Statistics (ABS) Average Weekly Earnings, Australia (6302.0), May 2014 – released 14 August 2014

- Australian Bureau of Statistics (ABS) Labour Force, Australia, Detailed - Electronic Delivery (6291.0.55.001), June 2013 – released 18 July 2013

10.5 Version control

The following versions of this document have been published:

Version	Release notes
2014.11.13	Initial version
2014.11.25	Clarification of services transferred from the Department of Finance and Services cluster to the Trade and Investment, Regional Infrastructure and Services cluster; see 3.2

11 Glossary

This section defines the Workforce profile terminology used in this report.

Term	Business definition
Aboriginal and/or Torres Strait Islander Employees	Aboriginal and/or Torres Strait Islander employees are people of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.
Annual Reference Period	The annual reference period starts on the day following the last pay date of the previous financial year and ends on the last pay day of the current financial year.
Annual Remuneration	Remuneration reflects the annual salary/salary package that an employee would receive if they worked full-time hours. It excludes overtime, allowances or lump sum payments. Annual remuneration is different to actual earnings which are affected by factors such as part-time work, overtime, allowances or lump sum payments.
ANZSCO	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: • 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: • 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.
Casual Employees	NSW Government agency employees engaged to perform work on an 'as-required' basis. Employees are usually paid at an hourly rate equal to the relevant classification level of the position with a loading. The definition of casual excludes sessional or seasonal and retained employees.
Census Date	Census date is the actual last pay day of the reference period.
Census Period	The last pay fortnight of the reference period.
Executive	(in relation to employment categories) Includes Public Service senior executives employed under pre-GSE contracts, senior executives employed under Division 4 of Part 4 of the Government Sector Employment

Glossary

Term	Business definition
	(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.
Contract (Non-Executive) Employees	All non-executive staff employed on the basis of fixed term individual contracts
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 employment category classified by full-time or part-time status.
Employment Category	Employment category reflects the nature of an employee's employment contract with an agency. Categories include: Ongoing: Employed on a continuing basis to perform ongoing functions; Temporary: Non-casual employees who do not have permanent conditions of employment, or individual employment contracts. Employed for a specific period of time; 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; Contract: Employees who are employed on the basis of fixed term individual contract. This group does not include contractors and consultants engaged on a fee for service basis; and Other: Relates to all other employment categories; i.e. cadet, trainees, apprentices, retained staff, sessional, seasonal and Statutory Appointees.
Full time Employees	Full-time employees are employees who usually work 35 hours or more a week. See Australian Bureau of Statistics - Labour Statistics: Concepts, Sources and Methods (cat no. 6120.0).
Full-time Equivalent (FTE) Workforce	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. FTE workforce can be measured during a period, such as the last pay period during the financial year (census period). Since the same method of counting can be applied to each agency, FTE staffing figures provide the most accurate indication of resource levels within the NSW Public Sector.
Headcount	Total number of employees employed at a given time. Employees with multiple periods of employment in a single agency during the year are counted only once by most agencies. However, the payroll systems used by some agencies do not link employment periods and these agencies have reported each period of employment as a separate employee. Employees with periods of employment in different agencies during the year are counted as separate employees in each agency. In the Health sector, this also applies to employees working in more than one Area Health Service. Headcount figures pick up all employees who have worked during the period, even if they only worked for

Glossary

Term	Business definition
	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.
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.
Tenure	The length of employment of employees within an Agency.
Median	The median (the middle value of a distribution: half the values are above the median and half are below the median) is presented as it is less sensitive to extreme values than the mean.
Non-casual Employees	All persons engaged to work and paid through a NSW government agency payroll system, excluding employees working for an hourly rate (casual, sessional, seasonal and retained staff).
NSW Employed Persons	Employed persons (defined by Australian Bureau of Statistics – ABS) include all persons aged 15 years and over who, during the reference week: - worked for one hour or more for pay, profit, commission or payment in kind in a job or business, or on a farm (comprising employees, employers and own account workers); or - worked for one hour or more without pay in a family business or on a farm (i.e. contributing family workers); or - were employees who had a job but were not at work and were: - away from work for less than four weeks up to the end of the reference week; or - away from work for more than four weeks up to the end of the reference week and received pay for some or all of the four week period to the end of the reference week; or - away from work as a standard work or shift arrangement; or - on strike or locked out; or - on workers' compensation and expected to return to their job; or - were employers or own account workers, who had a job, business or farm, but were not at work.
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.
Person with disability	A person who identifies as having a disability i.e. as having one or more of the following limitations or restrictions: - a long-term medical condition or ailment - speech difficulties in their native language - a disfigurement or deformity - a psychiatric condition - a head injury, stroke or any other brain damage - loss of sight or hearing - incomplete use of any part of their body - blackouts, fits or loss of consciousness

Glossary

Term	Business definition
	▪ restriction in physical activities or physical work ▪ slowness at learning or understanding ▪ any other condition resulting in a restriction.
Public Sector Exit Rate	Number of employees separated from the public sector during the year as a proportion of the average number of people employed during the year
Regional Ministries Group	NSW 2021 plan regional hierarchy produced by Department of Premier and Cabinet to group Local Government Areas (LGA) together. In NSW, there are 152 LGAs which are grouped into 19 Regional Action Plan areas and 7 Regional Ministries groups.
Senior executive cohort	Includes Public Service Chief Executive Service, SES and award-based senior executives (Senior Officers and equivalents) and senior executives employed under Division 4 of Part 4 of the Government Sector Employment (GSE) Act 2013.
Separation rate	Number of employees separated from the agency during the year as a proportion of the average number of people employed during the year.
Sick Leave Hours per FTE	Sick leave hours per FTE are the sum of valid sick leave hours divided by total FTE during the year. It includes employees with (a) valid sick leave entitlement and (b) annual FTE not missing.
Statistical Areas Level 4 (SA4)	Statistical Areas Level 4 (SA4s) are the largest sub-State regions of the Australian Bureau of Statistics (ABS) geographic framework for release of data, the Australian Statistical Geography Standard (ASGS). They are designed for the output of Labour Force Survey data and reflect labour markets within each state and territory. The 88 SA4s provide the best sub-state socio-economic breakdown in the ASGS, and allow comparison between the NSW Public Sector workforce and ABS NSW employed persons statistics. www.abs.gov.au/AUSSTAT/abs@.nsf/Lookup/1270.0.55.006Main+Features1July%202011?OpenDocument
Temporary Employees	Non-casual employees, who do not have permanent/ongoing conditions of employment, do not have individual employment contracts and who are employed for a specific period of time.
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. See *12 Regional reference tables*

12 Regional reference tables

12.1 Statistical Area 4 (SA4), Australian Bureau of Statistics

Statistical Area 4 (SA4) Name	Local Government Area (LGA)	Weighting Percentage
Capital Region	Bega Valley	100.00%
	Bombala	100.00%
	Boorowa	100.00%
	Cooma-Monaro	99.99%
	Eurobodalla	100.00%
	Goulburn Mulwaree	100.00%
	Harden	100.00%
	Palerang	100.00%
	Queanbeyan	100.00%
	Shoalhaven	0.20%
	Snowy River	100.00%
	Upper Lachlan Shire	100.00%
	Yass Valley	100.00%
	Young	100.00%
Central Coast	Gosford	100.00%
	Wyong	100.00%
Central West	Bathurst Regional	100.00%
	Bland	99.71%
	Blayney	100.00%
	Cabonne	95.93%
	Cowra	100.00%
	Forbes	100.00%
	Lachlan	99.94%
	Lithgow	100.00%
	Mid-Western Regional	100.00%
	Oberon	100.00%
	Orange	100.00%
	Parkes	100.00%
	Warrumbungle Shire	14.89%
	Weddin	100.00%
	Wellington	0.39%
Coffs Harbour - Grafton	Bellingen	99.98%
	Clarence Valley	100.00%
	Coffs Harbour	100.00%

Regional reference tables

	Nambucca	0.02%
Far West and Orana	Bogan	100.00%
	Bourke	100.00%
	Brewarrina	100.00%
	Broken Hill	100.00%
	Cabonne	4.07%
	Central Darling	100.00%
	Cobar	100.00%
	Coonamble	100.00%
	Dubbo	100.00%
	Gilgandra	100.00%
	Lachlan	0.06%
	Narromine	100.00%
	Walgett	100.00%
	Warren	100.00%
	Warrumbungle Shire	85.11%
	Wellington	99.61%
	Unincorporated NSW	65.43%
Hunter Valley exc Newcastle	Cessnock	100.00%
	Dungog	100.00%
	Great Lakes	13.43%
	Liverpool Plains	0.04%
	Maitland	95.35%
	Muswellbrook	100.00%
	Port Stephens	97.03%
	Singleton	100.00%
	Upper Hunter Shire	100.00%
Illawarra	Kiama	99.68%
	Shellharbour	100.00%
	Wollondilly	0.09%
	Wollongong	100.00%
Mid North Coast	Armidale Dumaresq	0.22%
	Bellingen	0.02%
	Gloucester	100.00%
	Great Lakes	86.57%
	Greater Taree	100.00%
	Kempsey	100.00%
	Nambucca	99.98%
	Port Macquarie-Hastings	100.00%
	Unincorporated NSW	34.57%

Regional reference tables

Murray	Albury	100.00%
	Balranald	100.00%
	Berrigan	100.00%
	Carrathool	1.62%
	Conargo	100.00%
	Corowa Shire	100.00%
	Deniliquin	100.00%
	Greater Hume Shire	99.67%
	Hay	100.00%
	Jerilderie	82.46%
	Lockhart	0.57%
	Murray	100.00%
	Urana	81.64%
	Wakool	100.00%
	Wentworth	100.00%
New England and North West	Armidale Dumaresq	99.78%
	Glen Innes Severn	100.00%
	Gunnedah	100.00%
	Guyra	100.00%
	Gwydir	100.00%
	Inverell	100.00%
	Liverpool Plains	99.96%
	Moree Plains	100.00%
	Narrabri	100.00%
	Tamworth Regional	100.00%
	Tenterfield	100.00%
	Uralla	100.00%
	Walcha	100.00%
Newcastle and Lake Macquarie	Lake Macquarie	100.00%
	Maitland	4.65%
	Newcastle	100.00%
	Port Stephens	2.97%
Richmond - Tweed	Ballina	0.00%
	Byron	0.00%
	Kyogle	0.00%
	Lismore	0.00%
	Richmond Valley	0.00%
	Tweed	0.00%
Riverina	Bland	0.29%
	Carrathool	98.38%

Regional reference tables

	Coolamon	100.00%
	Cooma-Monaro	0.01%
	Cootamundra	100.00%
	Greater Hume Shire	0.33%
	Griffith	100.00%
	Gundagai	100.00%
	Jerilderie	17.54%
	Junee	100.00%
	Leeton	100.00%
	Lockhart	99.43%
	Murrumbidgee	100.00%
	Narrandera	100.00%
	Temora	100.00%
	Tumbarumba	100.00%
	Tumut Shire	100.00%
	Urana	18.36%
	Wagga Wagga	100.00%
Southern Highlands and Shoalhaven	Kiama	0.32%
	Shoalhaven	99.80%
	Wingecarribee	99.83%
Sydney - Baulkham Hills and Hawkesbury	Blue Mountains	0.32%
	Hawkesbury	52.26%
	Hornsby	23.59%
	The Hills Shire	82.75%
Sydney - Blacktown	Blacktown	100.00%
	Holroyd	1.62%
	The Hills Shire	0.48%
Sydney - City and Inner South	Botany Bay	100.00%
	Marrickville	79.21%
	Sydney	97.10%
Sydney - Eastern Suburbs	Randwick	100.00%
	Sydney	2.90%
	Waverley	100.00%
	Woollahra	100.00%
Sydney - Inner South West	Bankstown	90.50%
	Canterbury	90.06%
	Hurstville	100.00%
	Kogarah	100.00%
	Rockdale	100.00%
	Strathfield	7.94%

Regional reference tables

Sydney - Inner West	Ashfield	100.00%
	Burwood	100.00%
	Canada Bay	100.00%
	Canterbury	9.94%
	Leichhardt	100.00%
	Marrickville	20.79%
	Strathfield	92.06%
Sydney - North Sydney and Hornsby	Hornsby	48.72%
	Ku-ring-gai	100.00%
	Lane Cove	100.00%
	Mosman	100.00%
	North Sydney	100.00%
	Ryde	0.33%
	Willoughby	100.00%
Sydney - Northern Beaches	Manly	100.00%
	Pittwater	100.00%
	Warringah	100.00%
Sydney - Outer South West	Camden	88.87%
	Campbelltown	100.00%
	Liverpool	0.66%
	Wingecarribee	0.16%
	Wollondilly	88.20%
Sydney - Outer West and Blue Mountains	Blue Mountains	99.68%
	Hawkesbury	47.74%
	Liverpool	0.48%
	Penrith	99.07%
	Wollondilly	11.71%
Sydney - Parramatta	Auburn	100.00%
	Bankstown	9.50%
	Fairfield	7.59%
	Holroyd	98.38%
	Hornsby	3.97%
	Parramatta	94.17%
	The Hills Shire	16.76%
Sydney - Ryde	Hornsby	23.71%
	Hunters Hill	100.00%
	Parramatta	5.83%
	Ryde	99.67%
Sydney - South West	Camden	11.13%
	Fairfield	92.41%

	Liverpool	98.86%
	Penrith	0.93%
	Sutherland Shire	0.28%
Sydney - Sutherland	Sutherland Shire	99.72%

12.2 Aggregated Statistical Area 4 (SA4) regions used in 2014 State of the Public Sector Report, as represented in Figure 26

Aggregated Region Name	Included SA4 Regions
Central West	Central West
Far West & Orana	Far West and Orana
Hunter Region	Hunter Valley exc Newcastle
	Newcastle and Lake Macquarie
Illawarra	Illawarra
Murray & Riverina	Murray
	Riverina
New England & North West	New England and North West
North Coast	Coffs Harbour - Grafton
	Mid North Coast
	Richmond - Tweed
South Coast & Southern Highlands	Capital Region
	Southern Highlands and Shoalhaven
Sydney	Central Coast
	Sydney - Baulkham Hills and Hawkesbury
	Sydney - Blacktown
	Sydney - City and Inner South
	Sydney - Eastern Suburbs
	Sydney - Inner South West
	Sydney - Inner West
	Sydney - North Sydney and Hornsby
	Sydney - Northern Beaches
	Sydney - Outer South West
	Sydney - Outer West and Blue Mountains
	Sydney - Parramatta
	Sydney - Ryde
	Sydney - South West
	Sydney - Sutherland

Regional reference tables

12.3 Regional Ministries Groups (NSW 2021 Plan)

Regional Ministries Group	Regional Action Plan	Local Government Area
Central Coast	Central Coast	Gosford
		Wyong
Hunter	Hunter	Cessnock
		Dungog
		Gloucester
		Great Lakes
		Lake Macquarie
		Maitland
		Muswellbrook
		Newcastle
		Port Stephens
		Singleton
		Upper Hunter Shire
Illawarra - South East NSW	Illawarra	Kiama
		Shellharbour
		Shoalhaven
		Wollongong
	South East NSW	Bega Valley
		Bombala
		Boorowa
		Cooma-Monaro
		Eurobodalla
		Harden
		Palerang
		Queanbeyan
		Snowy River
		Yass Valley
		Young
	Southern Highlands and Tablelands	Goulburn Mulwaree
		Upper Lachlan Shire
		Wingecarribee
North Coast	Mid North Coast	Bellingen
		Coffs Harbour
		Greater Taree
		Kempsey
		Nambucca
		Port Macquarie-Hastings
	Northern Rivers	Ballina

Regional reference tables

		Byron
		Clarence Valley
		Kyogle
		Lismore
		Richmond Valley
		Tweed
Sydney East	Eastern Sydney/Inner West	Ashfield
		Botany Bay
		Burwood
		Canada Bay
		Canterbury
		Leichhardt
		Marrickville
		Randwick
		Strathfield
		Sydney
		Waverley
		Woollahra
	Northern Beaches	Manly
		Mosman
		Pittwater
		Warringah
	Northern Sydney	Hornsby
		Hunters Hill
		Ku-ring-gai
		Lane Cove
		North Sydney
		Ryde
		Willoughby
	Southern Sydney	Hurstville
		Kogarah
		Rockdale
		Sutherland Shire
Western	Central West	Bathurst Regional
		Blayney
		Cabonne
		Cowra
		Forbes
		Lachlan
		Lithgow

Regional reference tables

		Mid-Western Regional
		Oberon
		Orange
		Parkes
		Weddin
	Far West	Broken Hill
		Central Darling
		Unincorporated NSW
	Murray - Lowever Darling	Albury
		Balranald
		Berrigan
		Conargo
		Corowa Shire
		Deniliquin
		Greater Hume Shire
		Jerilderie
		Murray
		Urana
		Wakool
		Wentworth
	New England/North West	Armidale Dumaresq
		Glen Innes Severn
		Gunnedah
		Guyra
		Gwydir
		Inverell
		Liverpool Plains
		Moree Plains
		Narrabri
		Tamworth Regional
		Tenterfield
		Uralla
		Walcha
	Orana	Bogan
		Bourke
		Brewarrina
		Cobar
		Coonamble
		Dubbo
		Gilgandra

Regional reference tables

		Narromine
		Walgett
		Warren
		Warrumbungle Shire
		Wellington
	Riverina	Bland
		Carrathool
		Coolamon
		Cootamundra
		Griffith
		Gundagai
		Hay
		Junee
		Leeton
		Lockhart
		Murrumbidgee
		Narrandera
		Temora
		Tumbarumba
		Tumut Shire
		Wagga Wagga
Western Sydney	South West Sydney	Bankstown
		Camden
		Campbelltown
		Fairfield
		Liverpool
		Wollondilly
	Western Sydney	Auburn
		Blacktown
		Blue Mountains
		Hawkesbury
		Holroyd
		Parramatta
		Penrith
		The Hills Shire

13 Table of figures