Workforce Profile Report

2023

NSW
GOVERNMENT

Workforce Profile Report 2023

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www.psc.nsw.gov.au/workforce-profile-report-2023

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Foreword

This is the 25th annual Workforce Profile Report. This companion report to the *State of the NSW Public Sector Report 2023* provides details about the characteristics of the NSW public sector workforce, the largest workforce in Australia.

The *Workforce Profile Report 2023* includes the following highlights:

- The NSW public sector **full-time equivalent (FTE) workforce** increased by 4.7% in 2023. This is the largest recorded growth in the workforce since the workforce profile commenced in 1999.

- Growth in the public sector workforce was greater than growth in the broader NSW workforce, with the census headcount increasing by 4.0% compared to 3.3% in the broader NSW workforce.

- There was also growth in the number of **senior executives** in the government sector, with an additional 365 FTE in 2023. It should be noted that the government has introduced a target to reduce senior executive numbers by 15%.

- The balance between **ongoing, temporary and casual** employees shifted in 2023. Ongoing employee FTE increased by 0.2pp to 75% while both temporary and casual employee FTE decreased 0.2pp to 17.2% and 4.6% respectively. This change largely related to a change in the balance of employment arrangements of nurses and school teachers.

- The use of **contingent workers** in the government sector decreased in 2023, with the NSW Government's vendor management system recording a 7% decrease in the average number of contingent workers active in the NSW government sector at any time.

- After the largest drop in 2022, median **tenure** has continued to trend down in 2023, with a further decrease of 0.4 years to 7 years. This reflects the continuing higher rates of commencements and separations relative to earlier years.

- The **diversity** of employees increased in 2023.

  - **Aboriginal and Torres Strait Islander peoples** increased slightly to 3.9%, with increased representation across all salary range. The number of **Aboriginal and Torres Strait Islander senior leaders** continued to grow, with 170 senior leaders in 2023, up from 154 in 2022.

  - People whose **first language spoken as a child was not English** increased 1.3pp in 2023 to an estimated 19.4% and people from **racial, ethnic or ethno-religious minority groups** increased 1pp to an estimated 14.8%.

  - 10.8% of **senior executives** first **spoke a language other than English as a child** (+1.0pp from 2022) and 15.0% of senior executives identify as being from a **racial, ethnic or ethno-religious minority group** (+0.9pp).

  - The representation of **people with disability** increased slightly to 2.6%. While this remains well below the target of 5.6% by 2025, the results differed in the *People Matter Employee Survey* where 6.7% of respondents identified as having a disability.

- **Female senior leader** representation increased by 1.1pp to 45.1% in 2023.

- The **gender pay gap** – the difference between the median remuneration of men and women in the NSW public sector – widened to 6.2% (+1.7pp) in 2023. The pay gap for senior executives in the government sector was 2.6%, notably lower than that of the broader workforce. Across the senior executive bands, the largest decrease in the gap was in Band 3, which decreased by 0.9pp in 2023.

- Patterns of **leave** continue to differ to the levels generally experienced before the COVID-19 pandemic, although the use of recreation leave has returned to a level more consistent with earlier years.

The NSW Public Service Commission would like to thank the departments and agencies across the NSW public sector for their continued contribution and commitment to the Workforce Profile collection. Analysis of sector-wide workforce trends would not be possible without this support.

Kathrina Lo
NSW Public Service Commissioner
December 2023

01 Executive summary

Size of the sector 2023
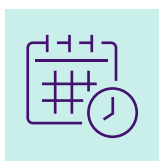
Census period FTE
381,272
+4.7% vs 2022

10.3% of all people employed in NSW are **NSW public sector employees**

Employee headcount at census
453,210
+4.0% vs 2022

Public sector employment

Metro vs regional
34.0% of employees were based in **regional areas** at census date

Median tenure
7.0 years
−0.4 years vs 2022
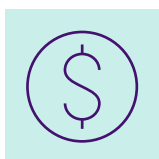
Median salary
$95,984
+4.1% vs 2022
Australian full-time adult average weekly earnings **increased by 3.9%**
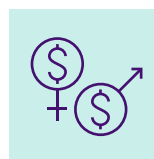
Gender pay gap
6.2%
+1.7pp vs 2022

Public sector employment *continued*

Commencement rate
12.2%
+1.2pp vs 2022
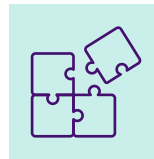
Separation rate
11.5%
−1.9pp vs 2022
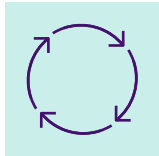
Ongoing roles
75% of roles are ongoing
+0.2pp vs 2022

Public sector diversity
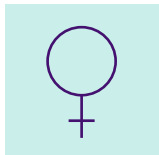
Women
66.5% of employees
+0.2pp vs 2022

Female senior leaders
45.1% of government sector
+1.0pp vs 2022
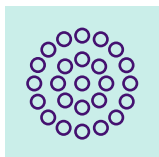
Aboriginal and Torres Strait Islander peoples
3.9% of employees
+0.1pp vs 2022

Aboriginal and Torres Strait Islander senior leaders
170
+16 vs 2022

People with disability
2.6% of employees
+0.1pp vs 2022

People with disability – senior executives
**3.5%** of senior executives
+0.3pp vs 2022

English as a second language
19.4% of employees
+1.3pp vs 2022

English as a second language – senior executives
10.8% of senior executives
+1.0pp vs 2022

Minority group
14.8% of employees
+1.0pp vs 2022

Minority group – senior executives
15.0% of senior executives
+0.9pp vs 2022

Median age
43 years Same as 2022
29.0% aged under 35 **22.8%** aged 55 and over

Note: 'pp' stands for percentage points.

02 Size and composition
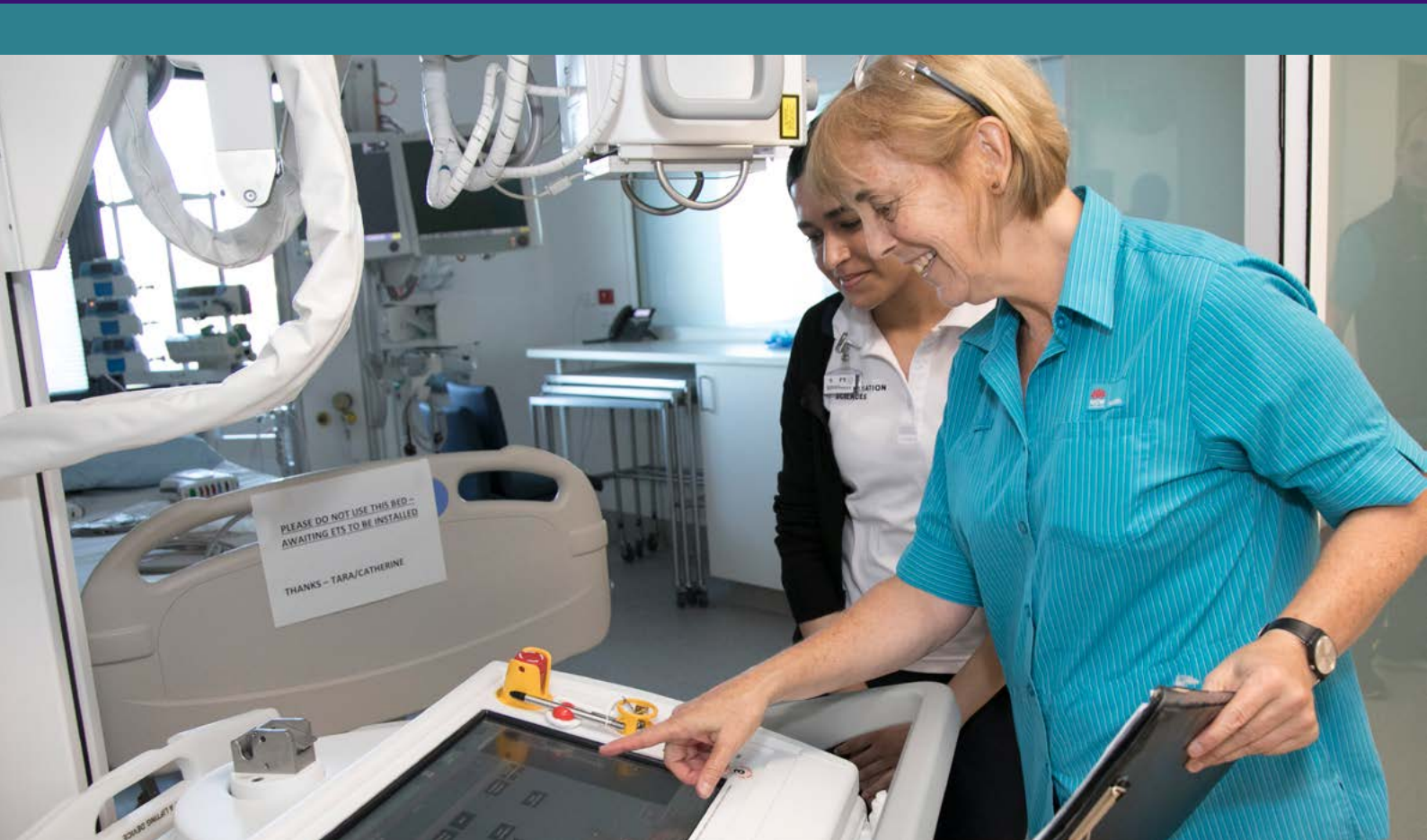
Public sector employed persons

10.3% of all people employed in NSW are NSW public sector employees

Size of the NSW public sector workforce

The NSW public sector is the largest employer in Australia. Figure 2.1 and Table 2.1 show that in 2023 the number of full-time equivalent (FTE) employees in the census period increased by 4.7% (+17,265) compared to 2022, and the census headcount increased by 4.0% (+17,438)[1]. This is the largest recorded increase in FTE since the workforce profile commenced in 1999 and the second largest increase in headcount.

Figure 2.1   Public sector census headcount and census period FTE, 1999 to 2023
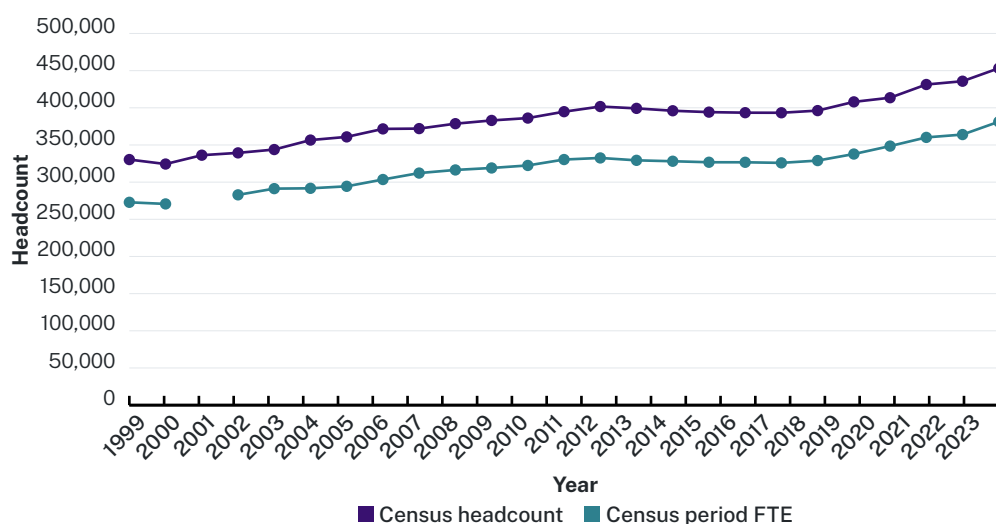
Table 2.1   Public sector census headcount and census period FTE, 2014 to 2023

Year	Census headcount	Change from previous year (%)	Census period FTE	Change from previous year (%)
2014	396,036	−0.8	328,111	−0.4
2015	394,194	−0.5	326,765	−0.4
2016	393,442	−0.2	326,706	0.0
2017	393,333	0.0	325,917	−0.2
2018	396,243	0.7	329,005	0.9
2019	407,999	3.0	337,817	2.7
2020	413,567	1.4	348,508	3.2
2021	431,350	4.3	360,190	3.4
2022	435,772	1.0	364,006	1.1
2023	453,210	4.0	381,272	4.7

Figure 2.2

Annual percentage change in the size of the public sector workforce (census headcount) and NSW employed persons, 2014 to 2023[2]
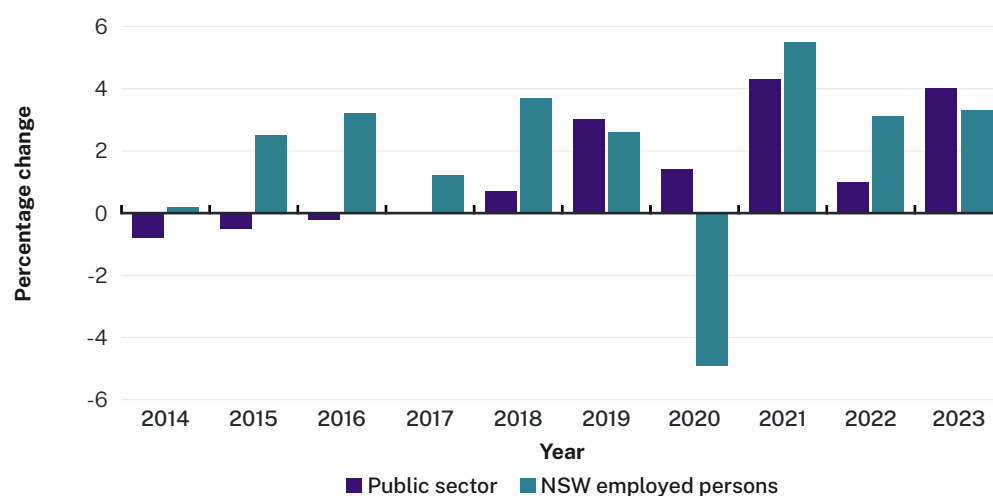
Figure 2.2 shows there was higher proportional growth in the NSW public sector (+4.0%) than the broader NSW workforce (+3.3%). Figure 2.3 shows the proportion of NSW employed persons who worked for the NSW public sector was 10.3% in 2023, unchanged from 2022.

Figure 2.3

Public sector census headcount as a percentage of NSW employed persons, 1999 to 2023
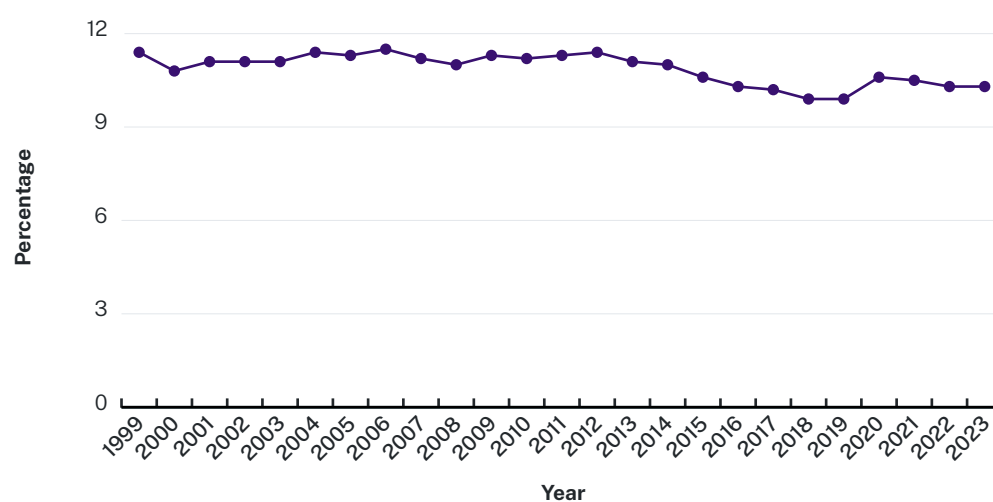
Composition of the NSW public sector

FTE considers the number of hours employees work and provides a better measure of resourcing in the sector than headcount.

In 2023, census period FTE increased by 17,265. Table 2.2 shows the key contributors to the increase in FTE were the Public Service (+7,854), the NSW Health Service (+4,008), other Crown services (+2,679) and the Transport Service (+1,910).

Table 2.2

Composition of the public sector by service, census period FTE, 2022 to 2023[3]

| Service	2022	2023	Change	Change (%)
Public Service	73,073	80,927	7,854	10.7
NSW Health Service	129,434	133,442	4,008	3.1
NSW Police Force	20,736	20,087	–649	–3.1
Teaching Service	70,968	71,787	819	1.2
Transport Service	13,328	15,238	1,910	14.3
Other Crown services	46,886	49,565	2,679	5.7
Total government sector	**354,423**	**371,046**	**16,622**	**4.7**
State owned corporations	8,461	9,003	541	6.4
External to government sector	1,122	1,224	102	9.1
Total public sector	**364,006**	**381,272**	**17,265**	**4.7**

The main contributors to the growth in the Public Service were the Communities and Justice (+2,313 FTE or 7.5%), Education (+1,582 FTE or 17.2%), Customer Service (+1,453 FTE or 13.6%) and Environment and Planning portfolios (+1,344 FTE or 14.2%).

In the NSW Health Service, there were an additional 1,538 (+3.0%) FTE Nurses, 538 (+10.4%) FTE Ambulance Officers and 358 (+2.6%) FTE Medical Practitioners in 2023.

In other Crown services, School Administrative and Support increased 2,089 FTE (+9.3%) and the TAFE Commission increased 507 FTE (+5.0%). The increase in the Transport Service (+1,910 or 14.3%) was notably in Transport for NSW (+1,651 or 13.4%) reflecting the large transport infrastructure projects.

The only service which decreased in 2023 was the NSW Police Force (–649 FTE, –3.1%). The NSW Police Force confirmed that a factor contributing to this decrease was the Optional Disengagement Scheme, an initiative supporting police officers to transition from the NSW Police Force to pursue an alternate career or life path, with 235 police officers recorded as exiting under this scheme in 2023.

Similar to the services, Table 2.3 shows most portfolios experienced growth in 2023. More than half of the growth in the sector FTE was in the Education (+5,102) and Health (+4,188) portfolios.

Table 2.3

Composition of the public sector by portfolio, census period FTE, 2022 to 2023[4]

Portfolio	2022	2023	Change	Change (%)
Communities and Justice	52,102	53,799	1,697	3.3
Customer Service	10,665	12,118	1,453	13.6
Education	113,372	118,475	5,102	4.5
Enterprise, Investment and Trade	3,714	3,463	–251	–6.8
Environment and Planning	13,923	15,532	1,609	11.6
Health	130,676	134,864	4,188	3.2
Premier and Cabinet	1,597	1,876	279	17.5
Regional NSW	4,821	5,519	698	14.5
Transport	27,024	28,588	1,565	5.8
Treasury	5,771	6,662	891	15.4
Total public sector	**364,006**	**381,272**	**17,265**	**4.7**

Machinery of government changes affected the size of some portfolios. One of the largest movements between portfolios was from Enterprise, Investment and Trade, with the Office of Sport (388 FTE), Venues NSW (146 FTE) and the Institute of Sport (87 FTE) transferring to the Communities and Justice portfolio.

Within the Communities and Justice portfolio, Resilience NSW was abolished on 31 December 2022 (217 FTE). Employees transferred on 1 January 2023 to either the newly established NSW Reconstruction Authority in the Environment and Planning portfolio, the NSW Police Force, Department of Premier and Cabinet or the Department of Communities and Justice according to their area of work.

In addition to the establishment of the NSW Reconstruction Authority (215 FTE) in the Environment and Planning portfolio, the Western Parkland City Authority (104 FTE) and the Greater Cities Commission (84 FTE) transferred to this portfolio.

Figure 2.4   ## Machinery of government portfolio changes, census period FTE, 2023

03 Leaders

4,265 senior executives in the government sector census period FTE, **+9.4pp** vs 2022

Note: 'pp' stands for percentage points.

Senior executives

A key objective of the *Government Sector Employment Act 2013* was to create a simpler executive structure that gives this cohort greater mobility across the sector. The *Government Sector Employment Legislation Amendment Act 2016* supported this by aligning the senior executive employment arrangements of the NSW Health Service, Transport Service and NSW Police Force with those of the Public Service.

Table 3.1

Senior executives in the public sector, census period FTE, 2022 to 2023

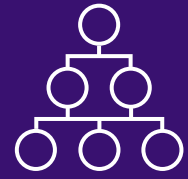| Service	2022	2023	Change (FTE)	Change (%)
Public Service	2,412	2,609	197	8.2
NSW Health Service	195	209	14	7.1
NSW Police Force	65	65	0	0
Transport Service	1,009	1,150	141	14
Other Crown services	219	232	13	6
Total government sector	**3,900**	**4,265**	**365**	**9.4**
State owned corporations	397	63	−334	−84.3
External to government sector	61	52	−9	−14.2
Total public sector	**4,357**	**4,379**	**22**	**0.5**

At June 2023, there were 4,379 FTE senior executives in the public sector. Of these, 4,265 were in the government sector, which represented an increase of 9.4% compared to the previous year.

The largest increases in the government sector occurred in the Public Service (+197 FTE or 8.2%) and the Transport Service (+141 FTE or 14.0%). In the Public Service, the Department of Education (+45 FTE) and Department of Regional NSW (+28 FTE) combined accounted for a third of the increase, with the remainder spread across a number of agencies. For the Transport Service, Sydney Metro (+75 FTE) and Transport for NSW (+72 FTE) accounted for the increase.

A notable decrease in State owned corporations (−334 or 84.1%) is due to a review of the definition of 'senior executives' for reporting purposes, most notably in Essential Energy, which changed from 275 FTE in 2022 to 8 FTE in 2023 (−267 FTE or 97.1%).

Figure 3.1

Senior executives in the Public Service, census headcount, 2014 to 2023
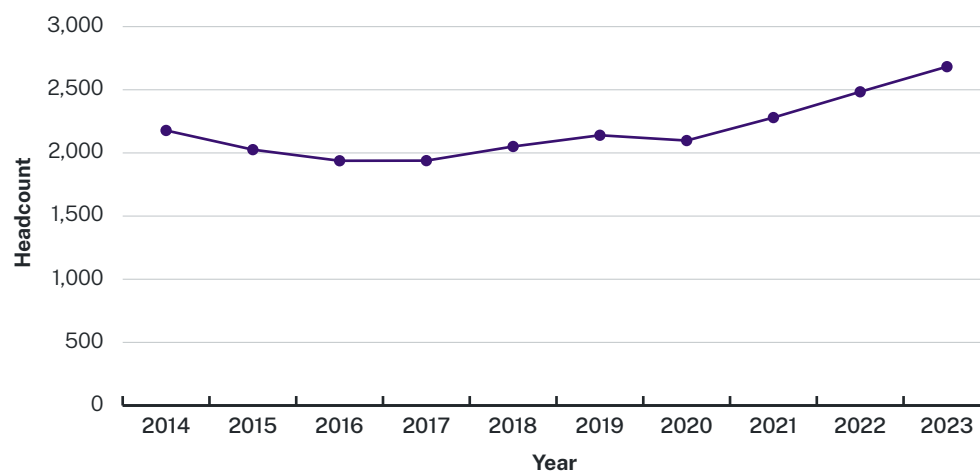
Table 3.2

Senior executives in the Public Service by portfolio, census headcount, 2022 to 2023

Portfolio	2022	2023	Change
Communities and Justice	419	428	9
Customer Service	294	309	15
Education	445	514	69
Enterprise, Investment and Trade	229	180	–49
Environment and Planning	466	559	93
Health	119	130	11
Premier and Cabinet	109	133	24
Regional NSW	176	208	32
Transport	94	28	–66
Treasury	133	194	61
Total Public Service	**2,484**	**2,683**	**199**

The number of senior executives increased across most portfolios in the Public Service, as shown in Table 3.2. The largest increase occurred in the Environment and Planning portfolio (+93), largely due to a number of machinery of government changes including the establishment of the NSW Reconstruction Authority, the transfer of Western Parkland City Authority from Enterprise, Investment and Trade, and the transfer of the Greater Cities Commission from Transport. The largest proportional increase was in Treasury, largely due to the transfer of Infrastructure NSW from Transport.

Cultural diversity in senior executives

It is important that government sector senior leadership reflects the cultural, religious, and linguistic diversity of the NSW population. The Public Service Commission's *Increasing cultural diversity in the NSW government sector senior executive cohort* report[1] outlines its strategy and holistic programs to increase senior executive diversity in the NSW government sector.

Current data suggests that language may be a greater barrier to employment in senior executive roles than identifying as belonging to a minority group. Figure 3.2 shows that 15.0% of senior executives identified as being from a minority group in 2023, slightly higher than the representation for all employees (14.8%). In comparison, the proportion of senior executives identifying their first language spoken as a child was not English is roughly half that of all employees (10.8% of senior executives compared to 19.4% of all employees).

There was a 4.9pp increase in senior executives identifying as being from a minority group from 2019 to 2023, however, over the same period there was only a 1.9pp increase in senior executives identifying their first language spoken as a child was not English.

Figure 3.2

Representation of senior executives compared to all employees, racial, ethnic or ethno-religious minority group (estimate) and first spoke a language other than English (estimate), government sector, 2019 to 2023[2]

— ●— Senior Executives who first spoke a language other than English – estimate

— ●— Senior Executives from racial, ethnic or ethno-religious minority groups – estimate

- - ●- - People who first spoke a language other than English – estimate

- - ●- - People from racial, ethnic or ethno-religious minority groups – estimate
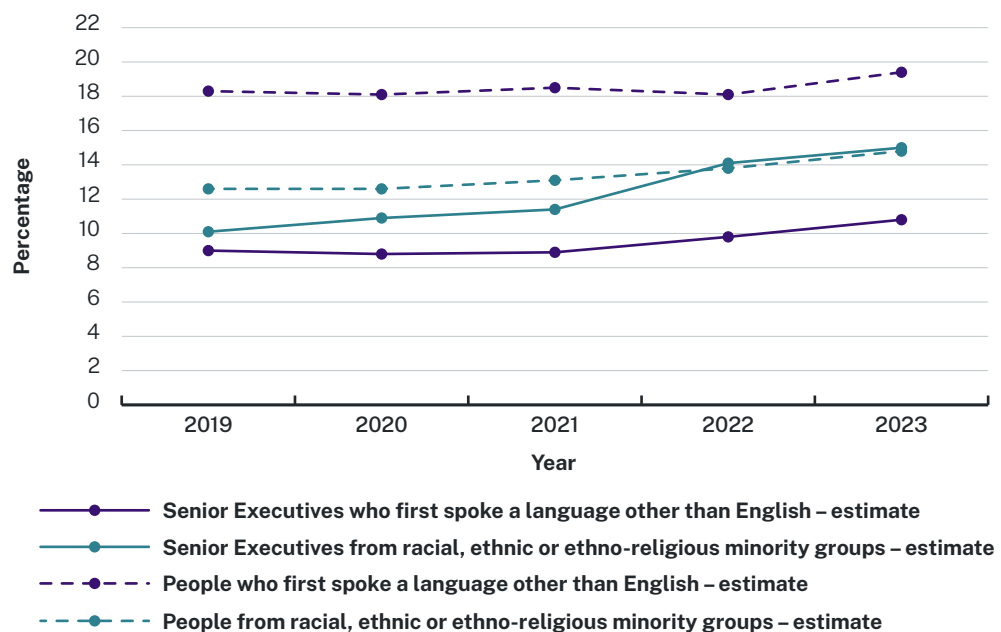
Senior leaders

Senior leaders[3] is a broader group than senior executives and includes people in other senior leadership roles such as school principals. Increasing the representation of women and Aboriginal and Torres Strait Islander peoples in senior leader roles has been an area of focus for the government sector.

Figure 3.3

Percentage of senior leaders who are female, census headcount, 2014 to 2023
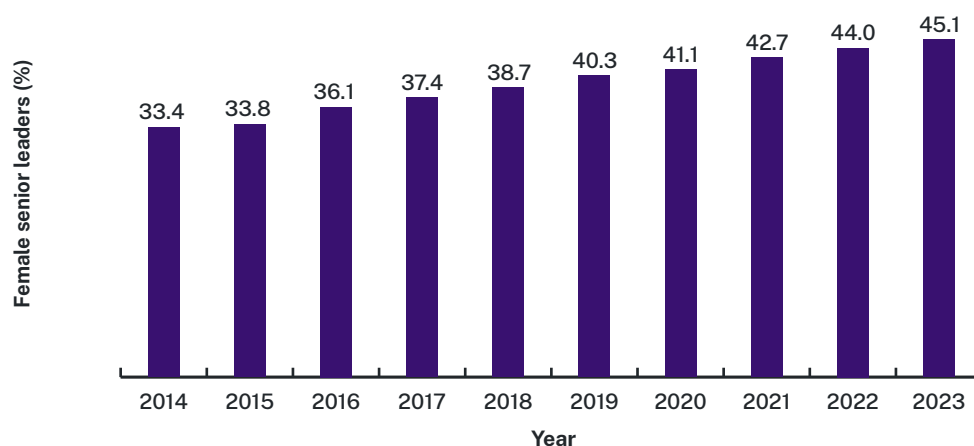
The proportion of female senior leaders continued to grow in 2023, increasing by 1.1pp to 45.1%. Over the past 10 years, female representation has increased 11.7 percentage points and representation has increased in all equivalent senior executive bands. Representation of women in equivalent Band 3–4 roles has nearly doubled in 10 years, from 22.2% in 2014 to 40.5% in 2023.

Figure 3.4   Aboriginal and Torres Strait Islander senior leaders, census headcount, 2014 to 2023
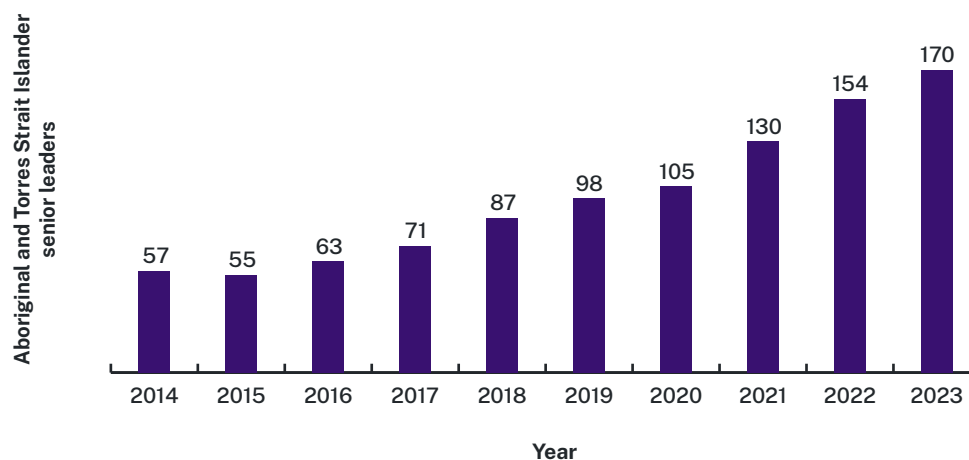
The number of Aboriginal and Torres Strait Islander senior leaders increased from 154 to 170 in 2023, mostly due to increases in the Transport (+6) and Health (+4) portfolios. The number of Aboriginal and Torres Strait Islander senior leaders has tripled in the past 10 years, with nearly 60% of this growth occurring in the last 3 years. There has also been significant growth in the number of Aboriginal and Torres Strait Islander peoples in roles equivalent to senior executive bands 2–3, with four times the number in 2023 compared to 10 years ago (20 vs 5).

Endnotes

1 See *Increasing cultural diversity in the NSW government sector senior executive cohort*
   https://www.psc.nsw.gov.au/assets/psc/documents/psc-2023-increasing-CALD-representation-senior-leadership.pdf

2 Ibid,1.

3 Refer to the Glossary in Chapter 12 for senior leader definition

04 Types of work

Key occupation groups census period FTE 2023

School Teachers
70,442
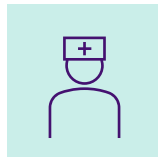
Nurses
53,417

Clerical and Admin.
52,188
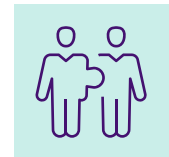
School Support Staff
28,585

Police Officers
16,286

Medical Practitioners
14,013
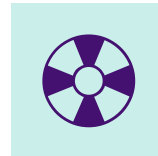
Social and Welfare Professionals
7,923

Ambulance Officers
5,702

Cleaners and Laundry Workers
5,253

Prison Officers
4,520

Labourers
4,314

Firefighters
4,208

Train Drivers
2,168

Food Preparation Assistants
2,069

Employment category, annual FTE, 2023
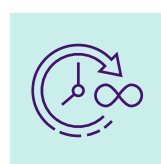
Ongoing
75.0%
+0.2pp vs 2022
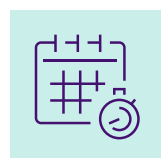
Temporary
17.2%
−0.2pp vs 2022

Casual
4.6%
−0.2pp vs 2022

Other
3.1%
+0.2pp vs 2022

Note: 'pp' stands for percentage points.

Part-time employees, census headcount, 2023

26.7%
in 2023
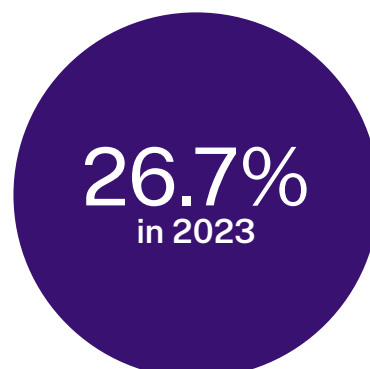
Changes in full-time equivalent – sector, services and key occupations

The census period provides a snapshot in June each year that can be used to compare the size and composition of the sector. Census period full-time equivalent (FTE) employees increased by 4.7% (+17,265) compared to 2022. Key occupations with notable increases in FTE were Clerical and Administrative Workers (+3,274 or 6.7%), School Support Staff (+2,324 or 8.9%), Nurses (+1,538 or 3.0%), School Teachers (+611 or 0.9%), Prison Officers (+553 or 13.9%), Ambulance Officers (+538 or 10.4%) and Medical Practitioners (+339 or 2.5%).

The increase in Clerical and Administrative Workers FTE mainly relates to increases in Program or Project Administrators (+1,596) across the public sector, largely in Environment and Planning (+378), Education (+231) and Regional NSW (+221).

Annual FTE provides a better measure than total headcount of the balance between ongoing, temporary, and casual employees due to seasonal variations in resourcing requirements.

Table 4.1

Comparison of public sector employment categories, annual FTE, 2022 to 2023

Employment category	2022	2023	Change	Change (%)
Ongoing	270,419	276,775	6,356	2.4
Temporary	63,019	63,509	490	0.8
Casual	17,360	17,110	−251	−1.4
Other[1]	10,584	11,570	986	9.3

The balance between these employment arrangements shifted in 2023, with ongoing employee FTE increasing 0.2pp to 75% while both temporary and casual employee FTE decreased 0.2pp to 17.2% and 4.6% respectively.

Annual FTE for ongoing employees increased by 6,356 across the public sector in 2023 and temporary employees increased by 490. Together these two categories account for more than 9 in 10 public sector employees.

The most significant growth in ongoing employees was in the Public Service and NSW Health Service, with increases of 4,541 (8.0%) and 2,168 (2.2%), respectively, noting these increases were partly offset by decreases in some areas.

The shift in the balance between ongoing and temporary employees in 2023 was driven by changes in the balance of employment arrangements in the Teaching Service and the NSW Health Service. There was a combined increase of 1,434 FTE ongoing nurses and school teachers (+850 and +584 respectively) in 2023 while there was a combined decrease of 1,616 FTE temporary nurses and school teachers (−731 and −885 respectively).

Annual FTE for casual employees decreased in 2023 (−251 FTE, −1.4%). The largest decrease in casual employees was in other Crown services (−617 FTE, −15.6%), mainly among Teachers' Aides (−464 FTE, −33.0%).

Table 4.2

Employment categories by service, annual FTE, 2023

Service	Ongoing	Temporary	Casual	Other[2]
Public Service	61,216	9,132	2,100	4,636
NSW Health Service	102,114	20,181	7,727	267
NSW Police Force	18,884	257	0	65
Teaching Service	47,225	19,517	3,565	0
Transport Service	9,576	1,638	300	3,103
Other Crown services	30,444	12,358	3,351	1,021
Total government sector	**269,459**	**63,083**	**17,044**	**9,091**
State owned corporations	6,723	328	60	1,995
External to government sector	593	98	6	484
Total public sector	**276,775**	**63,509**	**17,110**	**11,570**

Employment arrangements

The proportion of non-casual NSW public sector employees working part time increased 0.2pp to 26.7% in 2023.

Figure 4.1 shows the highest proportion of part-time employees were in other Crown services in 2023 (57.3%, 29,851 employees). These employees were mainly School Administrative and Support Workers, including 17,330 Education Aides and 11,050 General Clerks. The NSW Health Service had the second-highest proportion of part-time employees (36.8% or 54,521 employees). The largest groups were Midwifery and Nursing Professionals (21,773) and Medical Practitioners (5,411).

The services with the highest proportions of full-time employees were the Transport Service (96.2%), State owned corporations (96.2%) and the NSW Police Force (93.5%) (see Figure 4.1).

Figure 4.1   ## Employment arrangement by service, non-casual census headcount, 2023
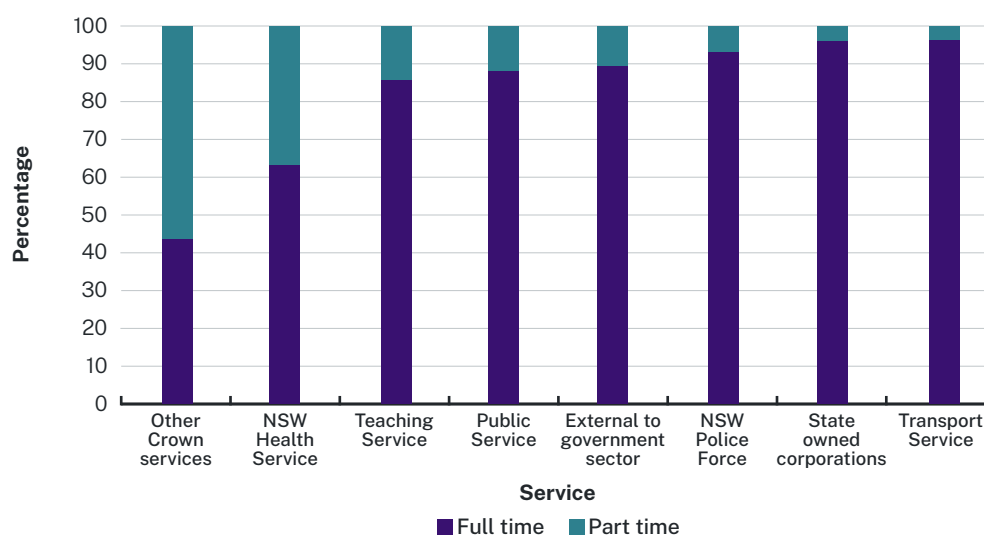
The contingent workforce

Contingent labour forms part of the overall public sector workforce, with workers typically employed to meet a short-term need or address a capability gap.

NSW Procurement within NSW Treasury maintains data on contingent labour use and spend. Around two-thirds of the 2023 data was recorded on Contractor Central, the NSW Government's vendor management system. Records from outside Contractor Central are not included in this analysis.

In 2023, Contractor Central recorded 17,477 contingent workers in the government sector, a 15% decrease from 2022. An average of 8,080 contingent workers were active at any given time[3], a decrease of 7% from 2022. Of these, 58% had a tenure of less than a year (see Figure 4.2).[4]

Figure 4.2

Tenure by average active contractors, 2023
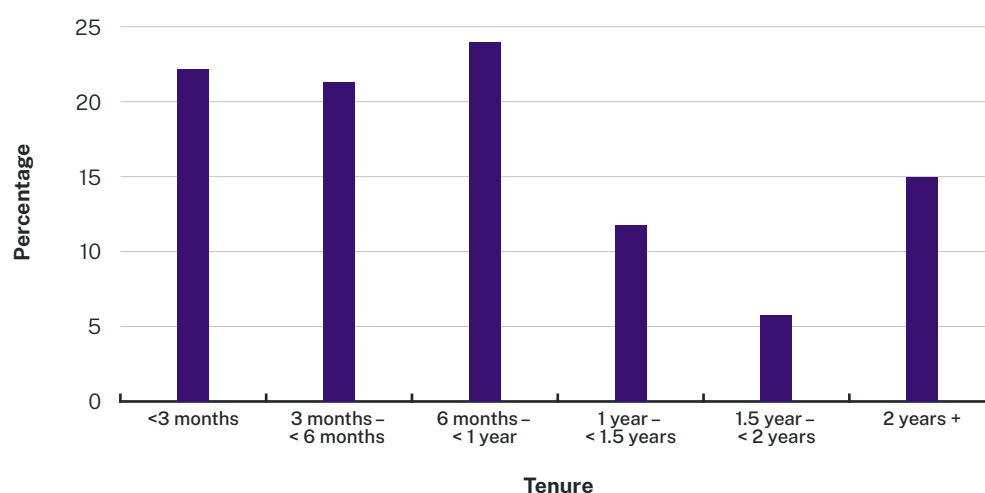
Endnotes

1   The 'Other' category includes employees whose employment category is Contract Executive, Contract Non Executive, Statutory Appointee, Transport Senior Manager or Other.

2   Ibid, 1.

3   NSW Procurement calculates contingent worker engagements using monthly timesheet data from Contractor Central. This analysis excludes all records captured outside the Contractor Central system.

4   NSW Procurement calculates tenure as the duration from the contingent worker's earliest work order start date to the end date of the contingent worker's latest submitted timesheet. It does not consider movement between agencies. NSW Procurement analysis indicates the tenure profile of records captured outside Contractor Central is broadly consistent with this profile.

05 Diversity

Diversity response rate
77.7% in 2023
−0.8pp vs 2022

Employees reporting disability – estimate
2.6% in 2023
+0.1pp vs 2022
6.7% in the 2023 *People Matter Employee Survey*
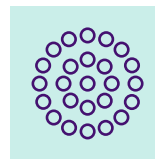
Aboriginal and Torres Strait Islander peoples – estimate
3.9% in 2023
+0.1pp vs 2014

People whose language first spoken as a child was not English – estimate
19.4% in 2023
+1.3pp vs 2022

People from racial, ethnic and ethno-religious minority groups – estimate
14.8% in 2023
+1.0pp vs 2022

Note: 'pp' stands for percentage points.

Diversity response rates

Diversity data in the Workforce Profile is subject to several factors, including public sector employees self-identifying their diversity characteristics when their agency collects this data. This is facilitated by a culture of inclusion within agencies, and employees being encouraged to update their data. Higher diversity response rates increase the accuracy of diversity data.

The public sector's diversity response rate was 77.7% in 2023, a 0.8pp drop from 2022. Despite this slight decrease, the response rates for most portfolios increased, reflecting efforts to improve visibility of their workforce diversity (see Figure 5.1).

Figure 5.1

Diversity response rate by portfolio, 2022 to 2023[1]

NSW Public Service Commission   **Workforce Profile Report 2023**   26
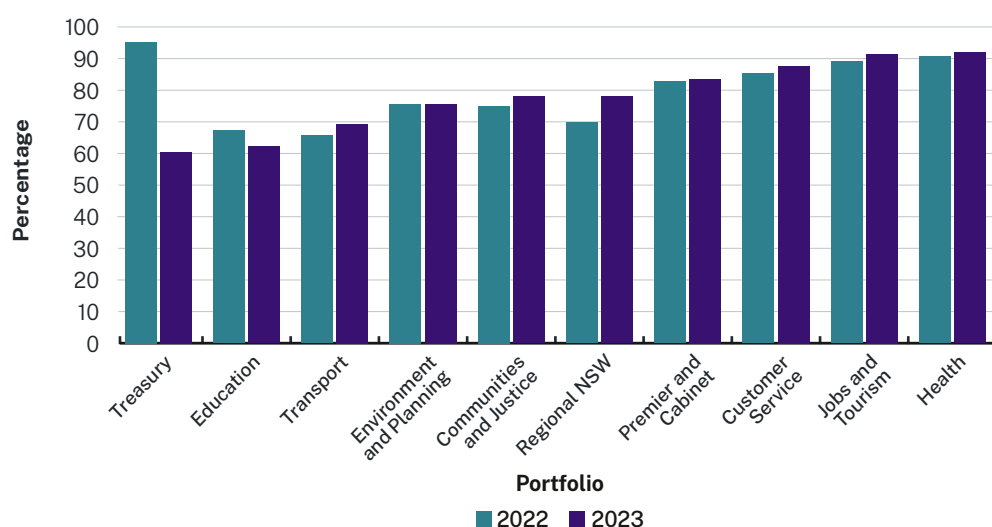
People with disability

Figure 5.2

Percentage of people with disability (estimate), 2014 to 2023[2]
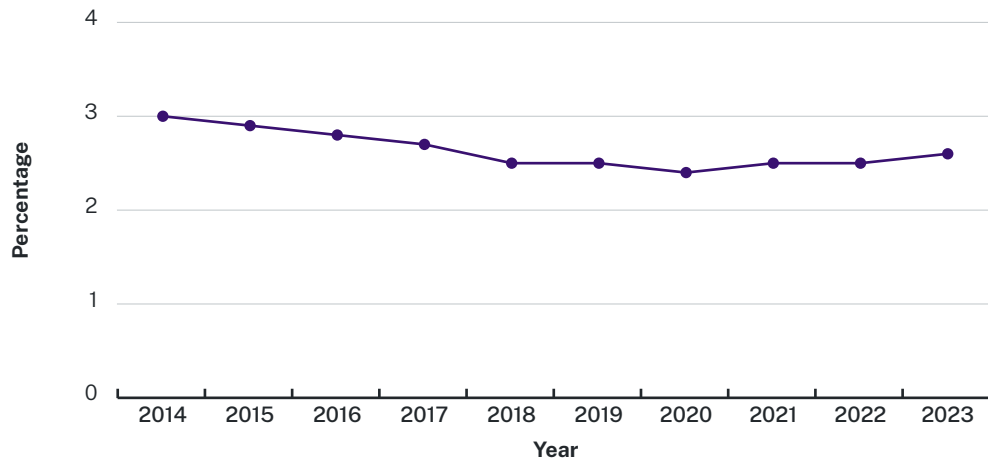
Despite the decreased diversity response rate this year, the estimated proportion of employees with disability increased by 0.1pp from 2.5% in 2022 to 2.6% in 2023. In comparison, 6.7% of respondents to the 2023 *People Matter Employee Survey* identified as having disability, which is 1.2pp higher than in 2022 (noting that this is an anonymous survey).[3]

Figure 5.3

Representation of disability, and disability requiring adjustment (estimate), 2014 to 2023[4]

■ Disability   ■ Disability requiring adjustment
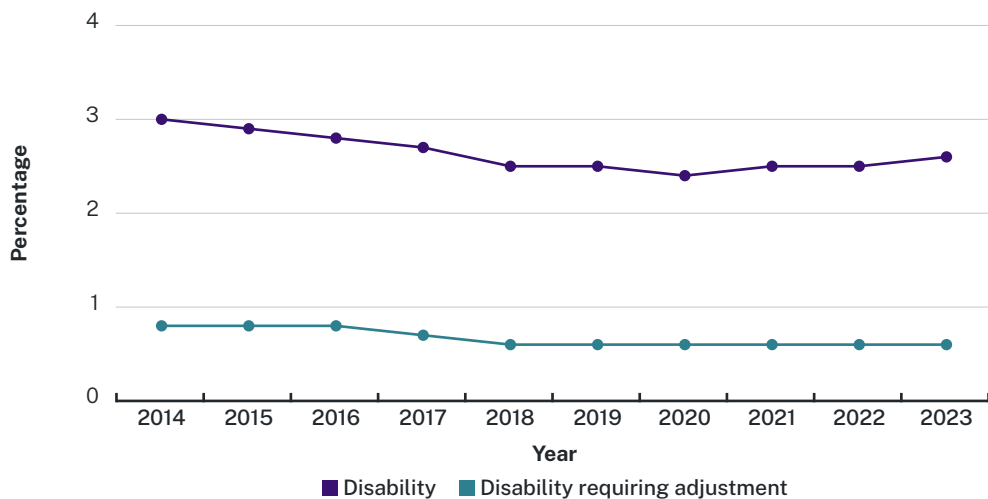
The small increase in the proportion of employees with disability relates to increases in the Public Service (+0.4pp), Transport Service (+0.2pp) and NSW Health Service (+0.1pp) (see Table 5.1). The Public Service continues to have the highest representation of people with disability, at an estimated 4.6%.

Table 5.1

Representation of people with disability by service (estimate), 2022 to 2023[5]

Service	2022 (%)	2023 (%)
Public Service	4.2	4.6
NSW Health Service	1.7	1.8
NSW Police Force	0.6	0.6
Teaching Service	2.7	2.6
Transport Service	2.8	3.0
Other Crown services	3.2	3.2
Total government sector	**2.5**	**2.6**
State owned corporations	3.2	4.5
External to government sector	2.1	2.3
Total public sector	**2.5**	**2.6**

Figure 5.4

NSW public sector non-casual commencements and separations of employees with disability compared to public sector, percentage point gap, 2014 to 2023[6]
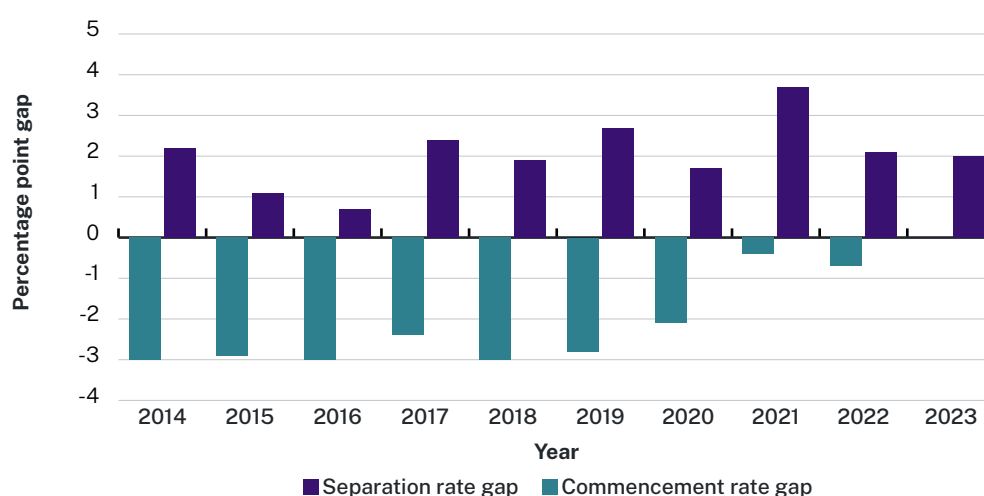
While the rate of commencement of people with disability has increased to be similar to the broader public sector, the rate of separation remains higher than for the public sector.

Figure 5.4 shows the gap has closed between the commencement rate of people with disability and the public sector over the past 3 years. In 2023, the rate of people with disability commencing in public sector agencies was 0.04pp higher than the broader public sector.

The separation rate of people with disability remains higher than that of the broader public sector (2.0pp gap in 2023). This is impacted by the age profile of people with disability as a higher proportion of people with disability are aged 55 and over (+13.1pp compared to people without disability, see Figure 5.5).

Figure 5.5

Age profile of public sector non-casual employees at census date by disability status, 2023

People with disability   **People without disability**
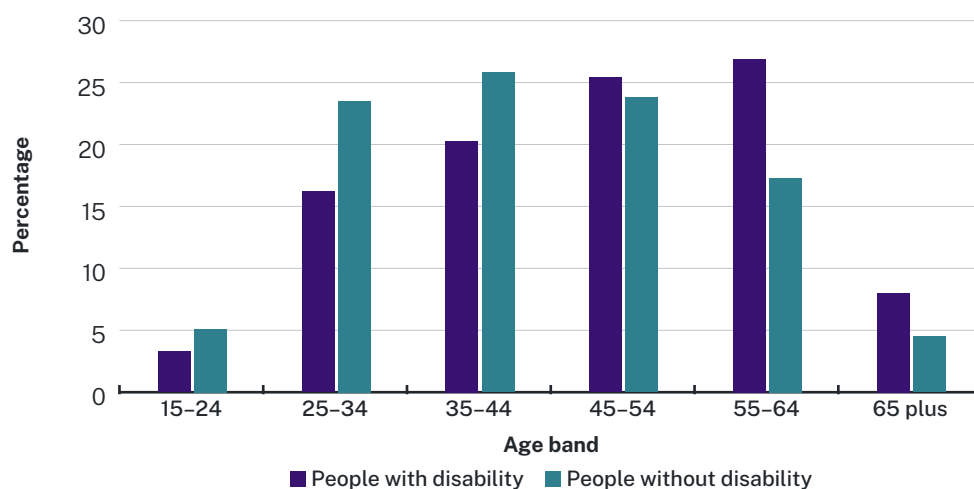
Aboriginal and Torres Strait Islander peoples

The representation of employees who identify as Aboriginal or Torres Strait Islander peoples has progressively increased over the past decade. In 2023, the representation of Aboriginal and Torres Strait Islander peoples increased by 1.0pp compared to 2014, to an estimated 3.9% of non-casual employees in the NSW public sector (see Figure 5.6).

Figure 5.6

Representation of Aboriginal and Torres Strait Islander employees (estimate), 2014 to 2023[7]
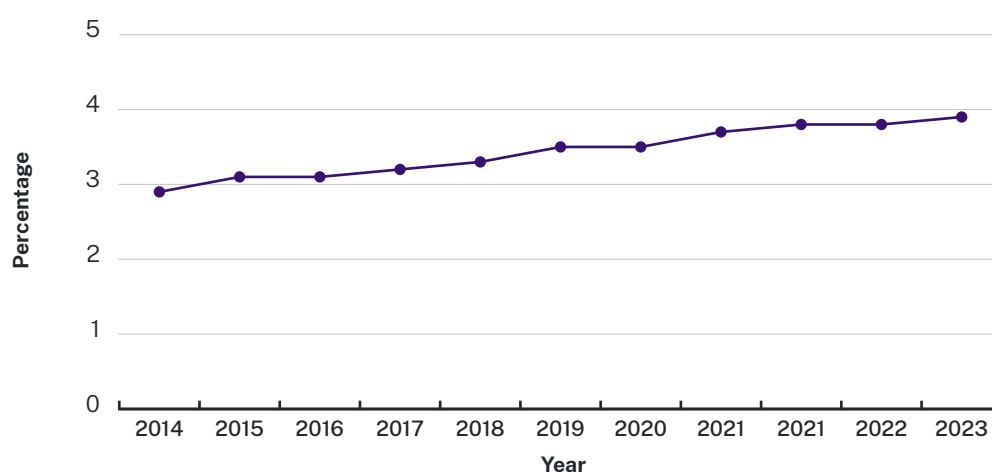
This trend is also reflected in salary bands. From 2014 to 2023, the estimated proportion of Aboriginal and Torres Strait Islander employees increased by 0.8pp or more in all salary bands below the level of Senior Executive (see Figure 5.7).

The Public Service Commission refreshed the NSW Public Sector Aboriginal Employment Strategy (AES) in 2022, maintaining Aboriginal employment targets including the aim to achieve 3% Aboriginal representation at all non-executive salary levels by 2025. The AES is closely aligned with the NSW Closing the Gap Implementation Plan.

Progress towards the target continues, with increased representation in 2023 in the three salary bands that have not yet reached the target. The largest improvement in these occurred in the Grade 5/6 band, which had an increase of 0.3pp compared to 2022.

Figure 5.7   NSW government sector Aboriginal and Torres Strait Islander employment – representation by salary band (estimate), 2014 to 2023[8]
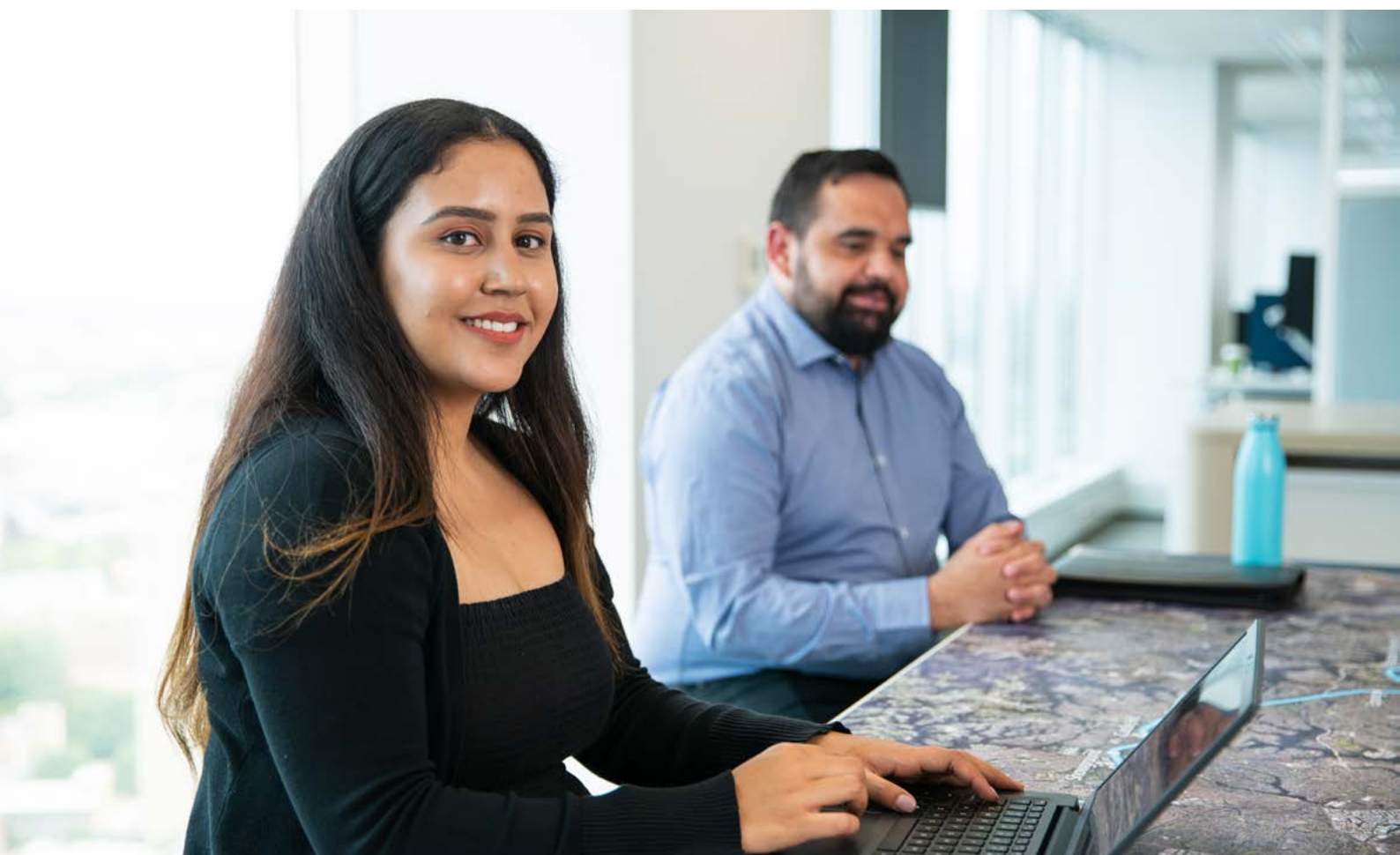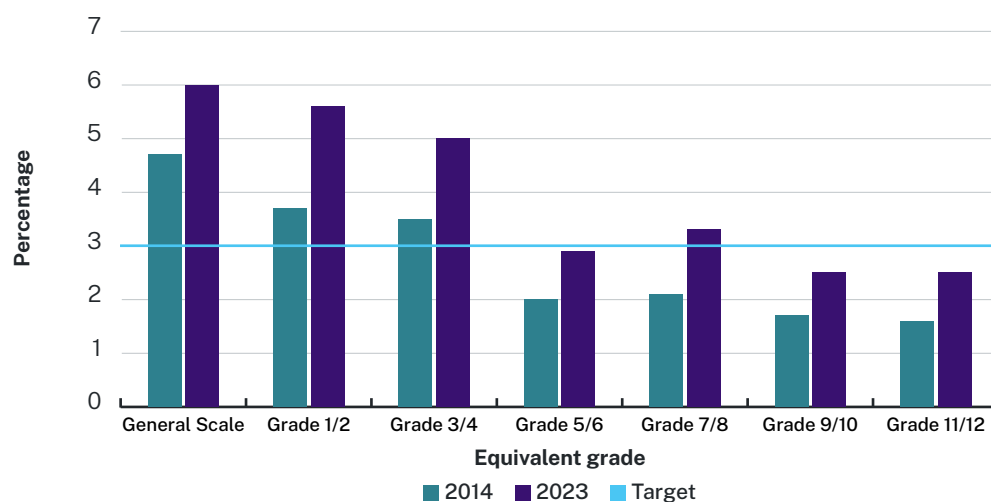
Cultural diversity

The estimated proportion of employees in the sector who first spoke a language other than English (LOTE) increased from 18.1% in 2022 to 19.4% in 2023, driven by increases in the NSW Health Service (+3,262, 1.4pp) and the Public Service (+2,231, 1.5pp). Nearly half (44.5%) of all employees in this diversity group also identified as being from a racial, ethnic or ethno-religious minority group.

There was a 1.0pp increase in the proportion of employees in the sector who identified as being from a racial, ethnic or ethno-religious minority group, from an estimated 13.8% in 2022 to an estimated 14.8% in 2023 (see Figure 5.8). The largest proportional increases were in the Transport Service (+2.6pp) and State owned corporations (+5.8pp). In contrast, representation in the NSW Police Force decreased slightly (−0.1pp).

Figure 5.8

Representation of people from a racial, ethnic or ethno-religious minority group (estimate) and people who first spoke a language other than English (estimate), 2014 to 2023[9]

People who first spoke a language other than English – estimate

People from racial, ethnic or ethno-religious minority groups – estimate
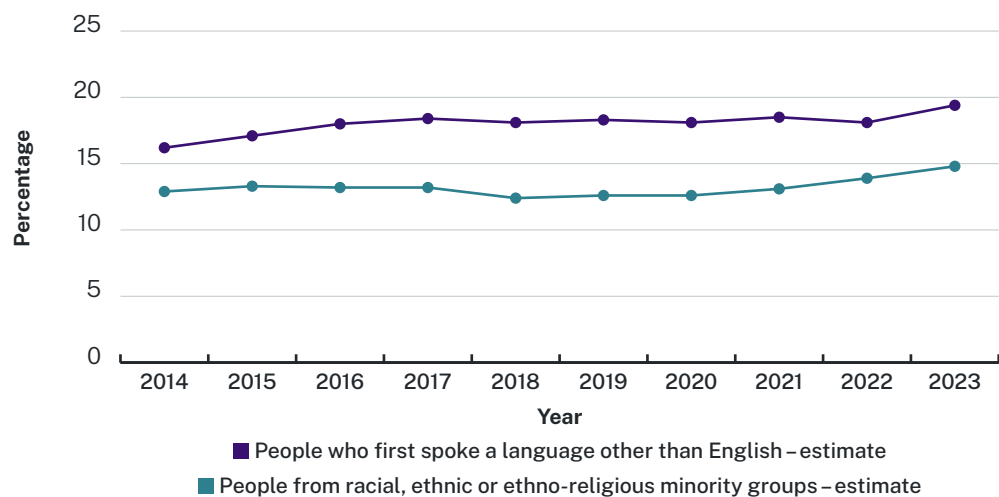
Figure 5.9 shows the representation of LOTE and non-LOTE employees across salary bands, with the largest difference in the proportion of LOTE employees in Grade 5/6 (+4.3pp) and Grade 7/8 (−3.5pp).

Figure 5.9

Employees in the NSW government sector who first spoke a language other than English – distribution by salary band, 2023

■ People whose first spoken language as a child was English – estimate
■ People whose first spoken language as a child was not English – estimate
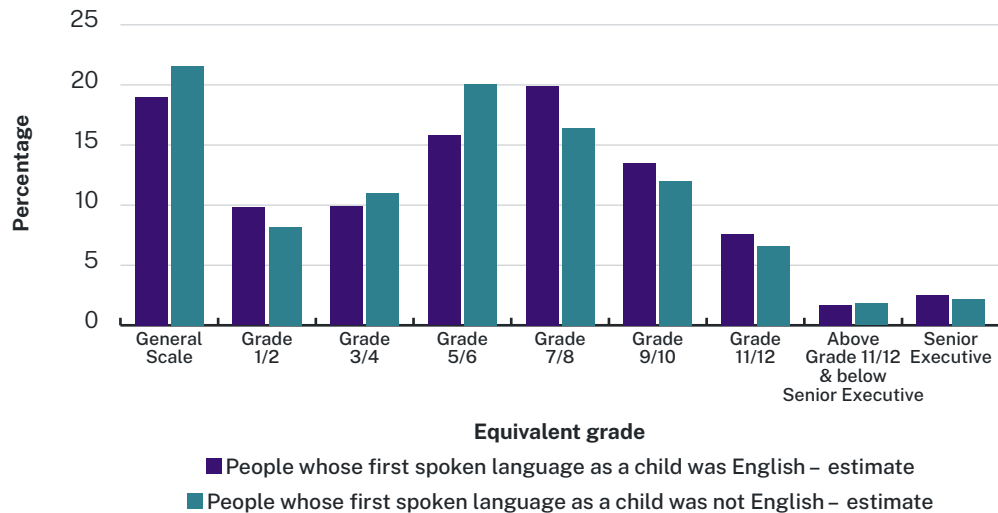
Figure 5.10 shows the gap between minority and non-minority group employees in these middle salary bands is much narrower (both <1 pp), however, the gap in the upper and lower salary ranges are much wider, with a relatively large proportional difference in General Scale (−6.7pp) and Grade 11/12 (**2.3**pp).

Figure 5.10

Employees in the NSW government sector from a racial, ethnic or ethno-religious minority group – distribution by salary band, 2023

■ People not from a racial, ethnic or ethno-religious minority group – estimate
■ People from racial, ethnic or ethno-religious minority groups – estimate
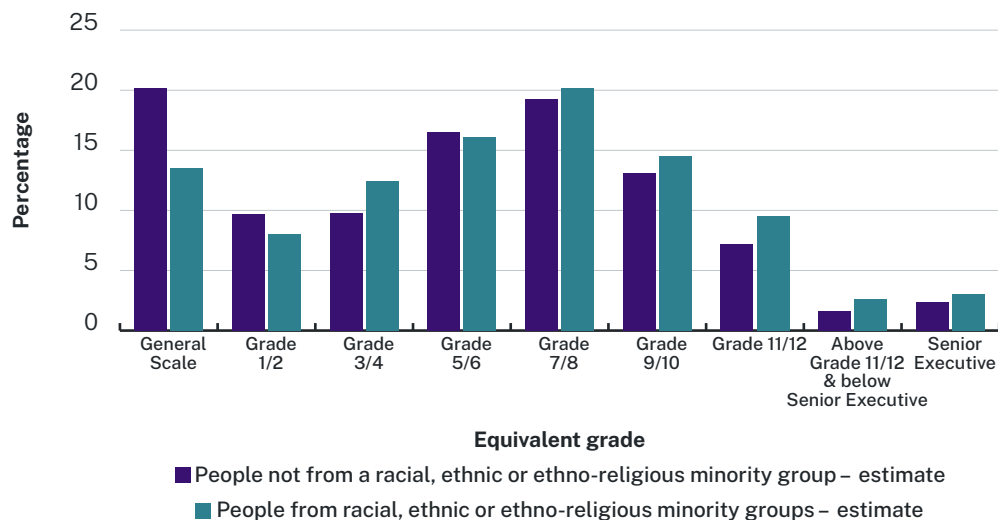
Noting these are not distinct groups as nearly half of LOTE employees also identify as being from a minority group, LOTE employees generally have higher representation in the lower salary ranges than employees from a minority group. Conversely, employees from a minority group generally have higher representation in the upper salary ranges. This suggests that language may be a greater barrier to employment in higher-paid roles than identifying as belonging to a minority group.

Endnotes

1 The decrease in the Treasury portfolio relates to a change in Essential Energy's diversity data.

2 See the Glossary for the diversity estimation method used.

3 The *People Matter Employee Survey* is a sample rather than a census.

4 Ibid, 2.

5 Ibid, 2.

6 The percentage point gap is calculated by subtracting the rate for people without disability from the rate for people with disability.

7 Ibid, 2.

8 Ibid, 2.

9 Ibid, 2.

06   Gender

Women
66.5% in 2023
+0.2pp vs 2022

Men
33.4% in 2023
−0.2pp vs 2022

Non-binary
369 in 2023
+192 vs 2022

Note: 'pp' stands for percentage points.

Representation overview

The proportion of women in the NSW public sector has been trending upwards for more than a decade, and the NSW public sector continues to employ a much higher proportion of women than the broader NSW labour market[1]. Women made up 46.0% of the total NSW workforce in 2014, and 47.3% in 2023. In contrast, 66.5% of NSW public sector employees were women in 2023, up from 62.4% in 2014.

Figure 6.1   ### Percentage of women in the public sector workforce, 2014 to 2023
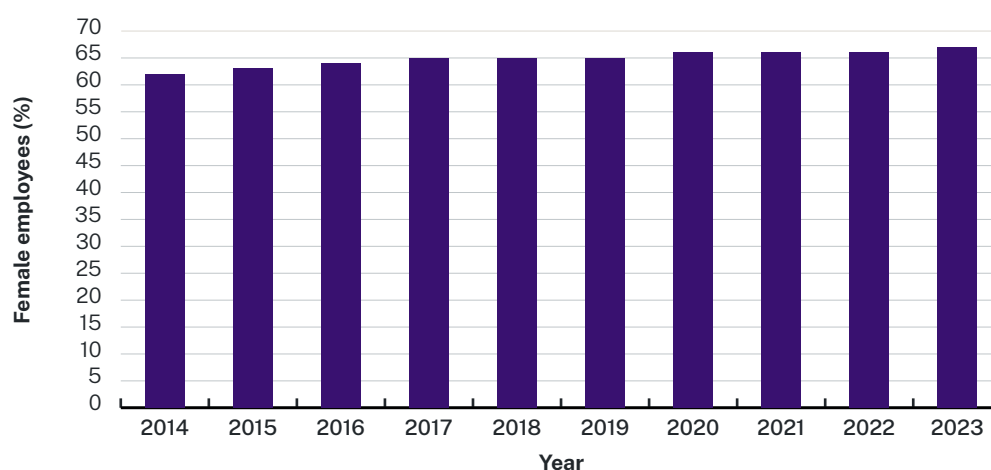
Table 6.1 shows the two biggest contributors to female employment in the public sector are from the two largest portfolios: Education (76.7% female) and Health (74.5% female). Together they represented just over 50% of the total headcount in the sector in 2023. In contrast, Transport had the lowest female representation of all portfolios (35.2%).

Table 6.1

Public sector representation of women by portfolio, census headcount, 2023

Portfolio	Census headcount	(%)
Communities and Justice	28,003	46.5
Customer Service	8,221	63.3
Education	113,806	76.7
Enterprise, Investment and Trade	2,403	60.4
Environment and Planning	8,145	49.0
Health	122,584	74.5
Premier and Cabinet	1,254	63.0
Regional NSW	2,996	50.2
Transport	10,819	35.2
Treasury	2,733	40.1
Total public sector	**301,212**	**66.5**

In 2023, the occupations with the highest number of female employees were Nurses (86.7%), School Support Staff (83.7%), Social and Welfare Professionals (84.0%), School Teachers (77.8%), and Clerical and Administrative Workers (75.4%). Together, these occupations accounted for more than half of female employees in the sector (68.9%).

While there is a high representation of women in the sector, they have historically been under-represented at higher salary levels. Figure 6.2 shows while there is a higher proportion of women in lower-paid roles and a lower proportion of women in higher-paid roles, the gap between men and women is narrowing in the higher-paid roles. In 2014, women held less than a third of roles paid at the senior executive level (30.6%). In 2023, 43.2% of these roles were held by women, an increase of 12.6pp since 2014 and an increase of 1pp from 2022.

Figure 6.2

Gender distribution by equivalent salary band (non-casual), census headcount, 2014 to 2023
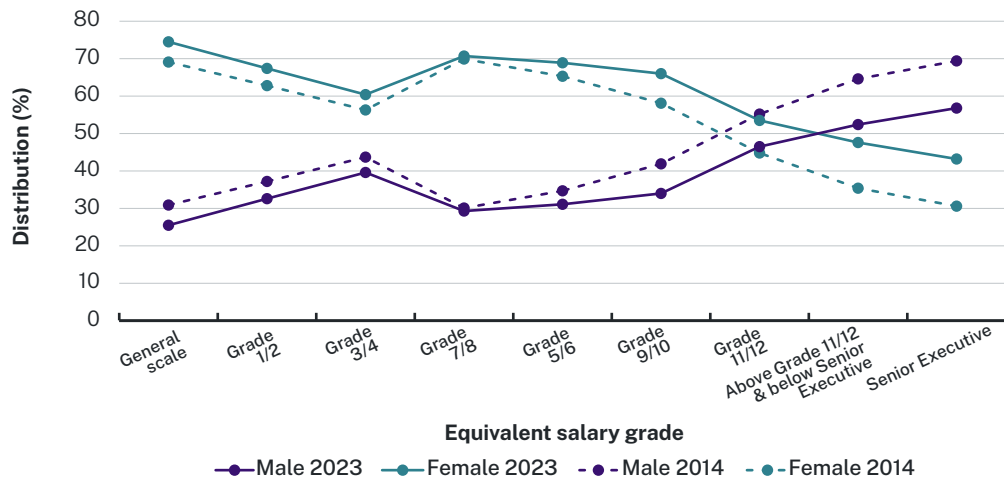
Figure 6.3

Proportion of appointments by gender and salary band, 2023
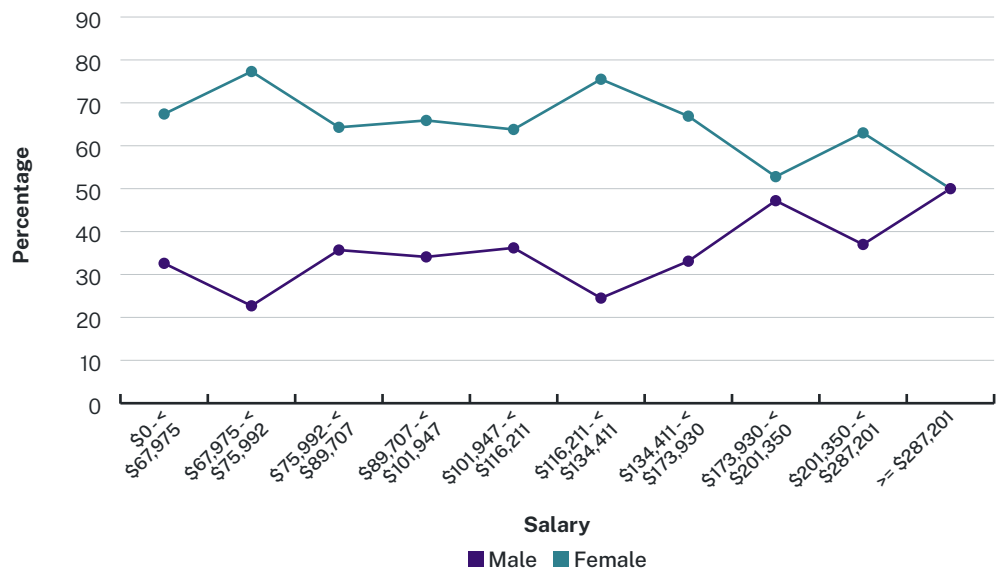
The available 2023 recruitment data showed that most appointments were female across most salary ranges. Female appointments were higher across lower salary ranges. Also, a higher proportion of females than males were appointed to roles with a salary of $173,930 or higher, noting that senior executive roles are included in this range. Women were appointed to 50% of the roles with a salary greater than $287,201, an increase of 6pp from 2022. A continuation of this trend will further narrow the gap in the gender split in the higher paid roles.

Gender pay gap
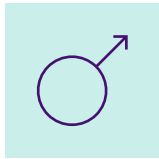
Median remuneration, men

$100,773

(+4.4% vs 2022)
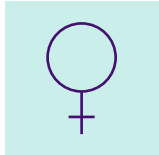
Median remuneration, women

$94,568

(+2.5% vs 2022)

Gender pay gap

6.2%

(+1.7pp vs 2022)

In 2023, the gap in median remuneration between men and women in the NSW public sector was 6.2% ($6,205), compared to 4.5% ($4,304) in 2022. For the third year in a row, the gender pay gap has increased. This represents the highest gender pay gap in the last decade[2] (see Figure 6.4).

Figure 6.4

Gender pay gap, 2014 to 2023
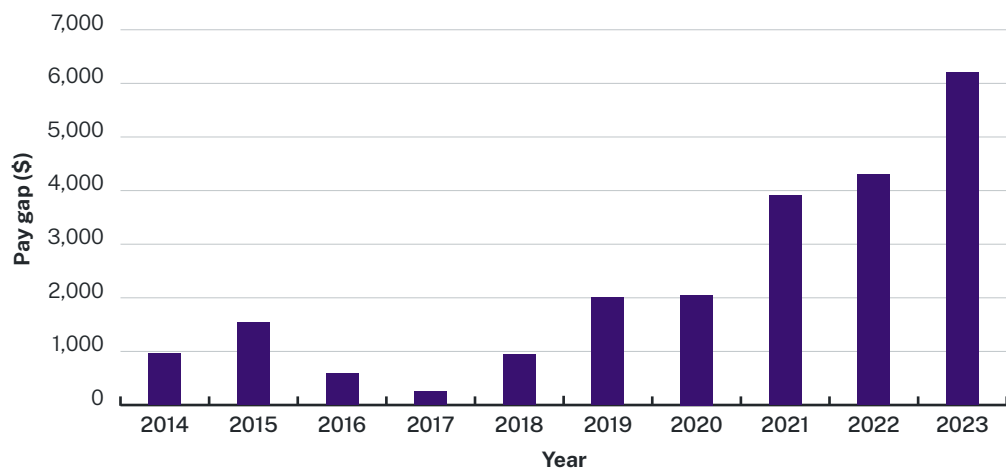
When describing a set of data, the median is less sensitive to extreme values in the upper and lower ranges compared to the mean. However, it is affected by large groups around the middle remuneration value. For women, the median remuneration applies to Nurses, and the large size of this cohort means the pay gap is being driven by any changes in the distribution of the remuneration of men. While there were larger increases in the number of women than men in 2023 across all higher salary ranges, this did not reduce the pay gap (see Figure 6.5).

Figure 6.5   ## Change in non-casual headcount by salary band at census date, 2022 to 2023
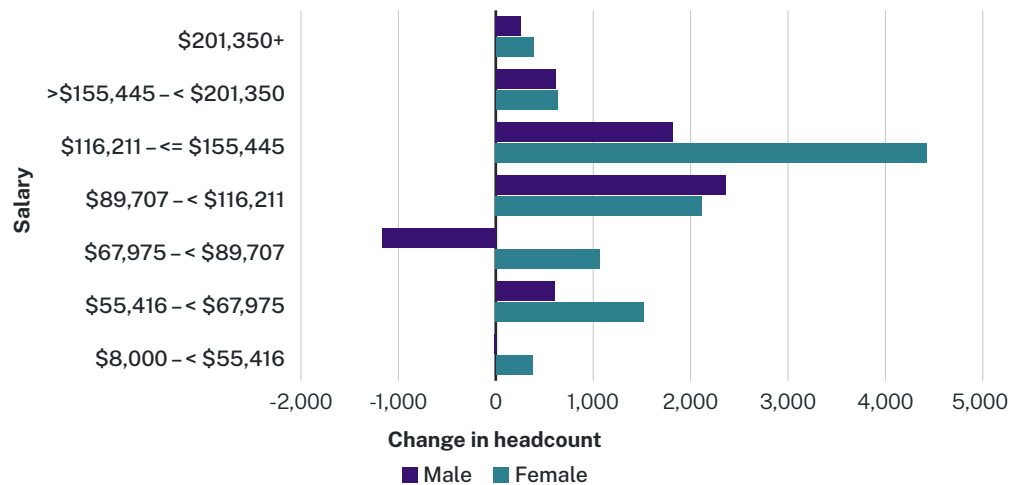
The median remuneration for women increased in alignment with the 2.5% salary increase and remained equal to the median remuneration for Nurses from $92,236 in 2022 to $94,568 in 2023.

The median remuneration for men increased 4.4%, which was a result of a range of changes in the composition and remuneration of the male cohort rather than key driving factors.

Figure 6.6   ## Median non-casual remuneration by gender and service, 2023
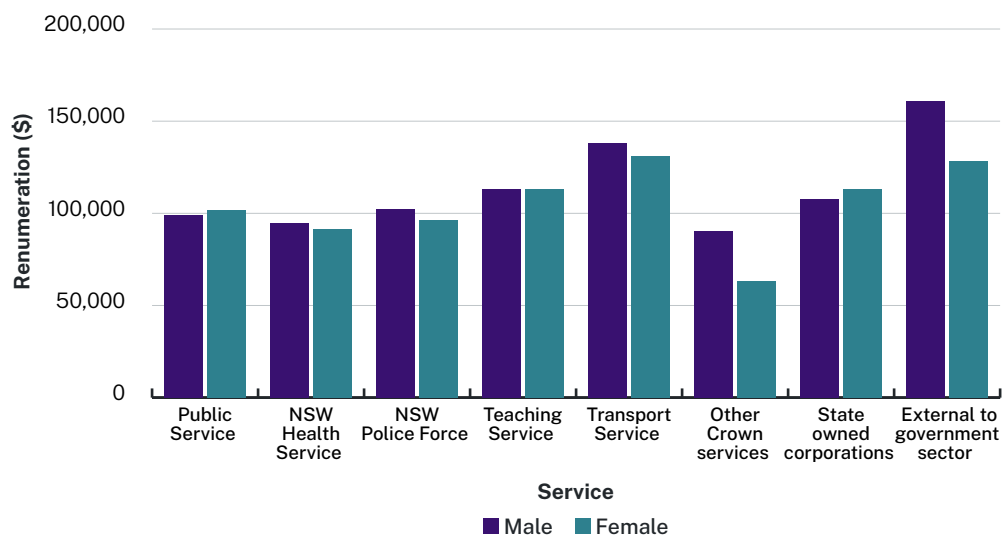
In the government sector, other Crown services had the largest pay gap in 2023. This mainly related to School Support Staff, which made up 54.4% of other Crown services. These employees had a lower median remuneration of $59,280, and 90.6% were women.

The median remuneration for the Transport Service increased by 5.4% from 2022 to 2023. In the Transport Service, the median remuneration for women increased (4.1%), from $125,712 in 2022 to $130,877 in 2023. For men, median remuneration increased (5.9%), from $130,623 in 2022 to $138,284 in 2023.

The only service in the government sector with a positive pay gap was the Public Service where the median remuneration of women ($101,947) was more than men ($98,982). Overall, 57.4% of employees in the Public Service and 52.5% of senior executives were women.

Figure 6.7

Public Service and aligned services senior executive gender pay gap by band, 2022 to 2023[3]
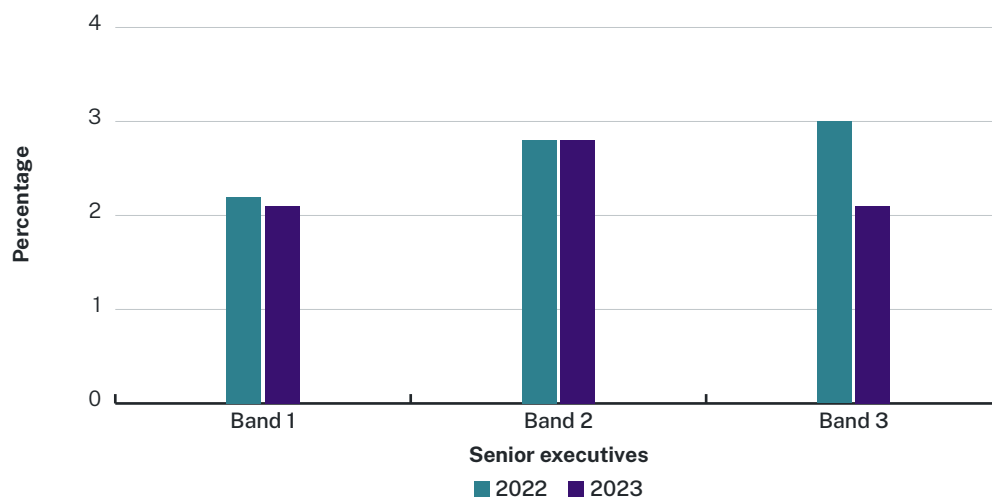
The gender pay gap in 2023 for Senior Executive bands 1–3 was 2.6%, notably lower than that of the broader workforce. Across the bands, the largest change in gender pay gap was in Band 3, which decreased 0.9pp in 2023. Bands 1 and 3 had the lowest pay gap, each at 2.1%.

Only 44.9% of senior executives paid above the median salary were women across the 3 bands. This is a 0.6pp increase from last year (44.3%). Band 1 had the lowest representation of women paid above the median salary for the band (42.4%), in line with the wide pay gap in this band. The representation of women paid above the median salary in bands 1 and 3 was 48.1% and 49.7%, respectively.

Employment arrangements

Employment arrangements varied between genders, with more women working part time than men (see Table 6.2).

Table 6.2

Employment arrangement by gender, non-casual census headcount, 2023

Employment arrangement	Male	Male (%)	Female	Female (%)
Full time	121,300	40.5	178,370	59.5
Part time	15,066	13.8	93,923	86.2

In 2023, 34.5% of non-casual female employees in the NSW public sector worked part time, compared to 11.0% of male non-casual employees.

Of the 102 public sector departments and agencies that employed people on a part-time basis in 2023, 92 agencies had at least 75% female part-time employee representation.

Figure 6.8 shows the proportion of part-time employees by gender for each service. In 2023, the NSW Health Service continued to have the highest proportion of men in part-time employment (20.4%) and the second-highest proportion of women working part time (42.4%). The highest proportion of women working part time were in other Crown services (75.4%). This was due to the part-time employment arrangement in School Administrative and Support roles where 9 in 10 employees were women.

Figure 6.8

Proportion of employees working part time in each service by gender, 2023

Male 2023   Female 2023
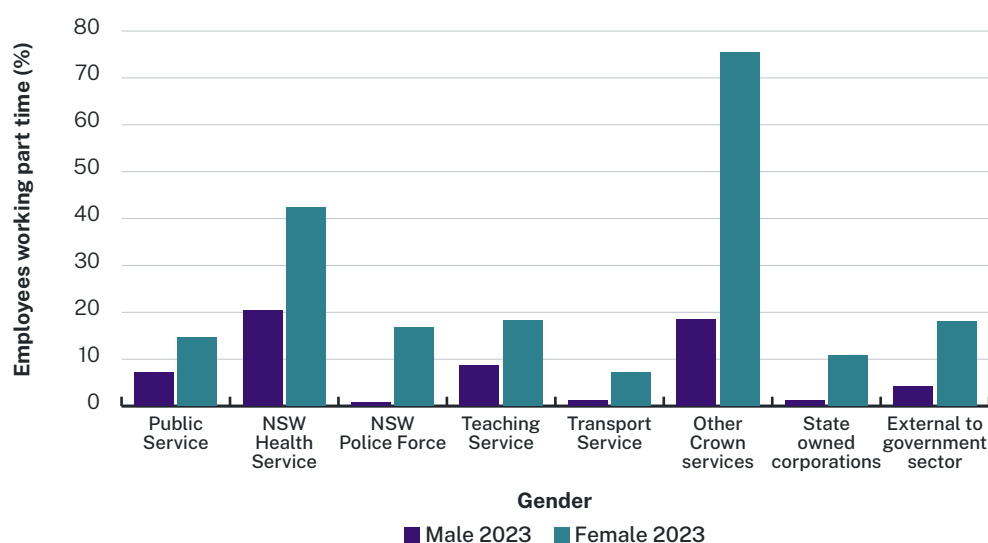
Endnotes

1 Australian Bureau of Statistics (June 2023), 'Table 4. Labour force status by sex, New South Wales - trend, seasonally adjusted and original', [time series spreadsheet], 6202.0 Labour Force, Australia, Detailed, accessed 26 September 2023.

2 Pay gap is calculated using the Organisation for Economic Co-operation and Development method which is not comparable to the Workplace Gender Equality Agency methods and published national figures

3 Scope: senior executives in bands 1–3 in the NSW government sector; includes Public Service senior executives and aligned executive services (Health Service, Transport Service and NSW Police Force).

07 Age

Median age in 2023

43 years
same as 2022

Average retirement age

65 in 2023
vs **62** in 2014

Employees under 35

35↓ **28.5%** in 2023
+4.0pp vs 2014

Employees 55 and over

55↑ **22.0%** in 2023
–1.9pp vs 2014

Note: 'pp' stands for percentage points.

The median age of NSW public sector non-casual employees stayed at 43 years in 2023. Consistent with all years since 2016, the median age of women in the sector was one year less than for men (43 for men and 42 for women).

The median age of the NSW public sector non-casual workforce remained higher than the median age of the NSW working population.[1] In the NSW public sector workforce, 66.9% of employees were in the 35 to 64 age group in 2023, compared to 56% of the NSW working population (see Figure 7.1). In addition, fewer NSW public sector employees were aged under 35 or over 65.

Figure 7.1

Age profile of the NSW public sector and NSW employed persons, 2023
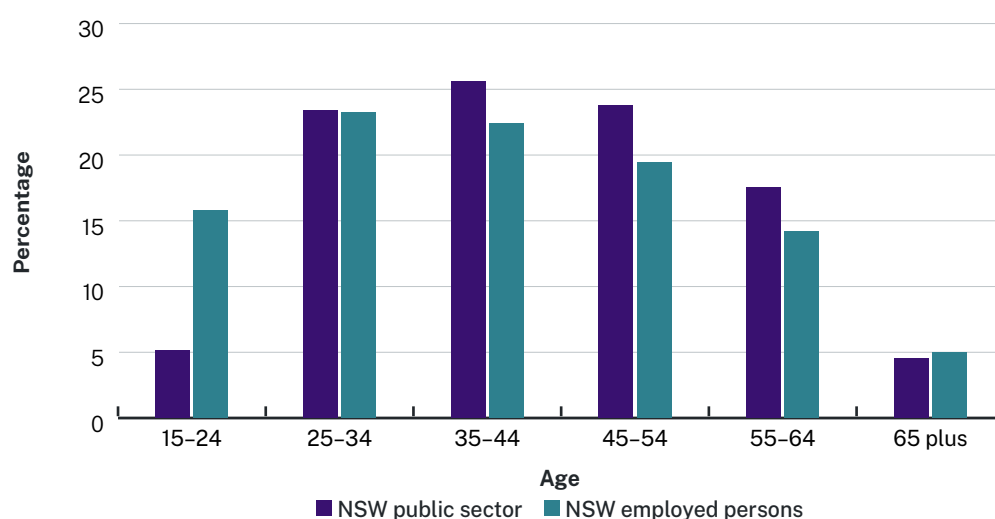
Having age diversity in the workforce provides a range of perspectives, experiences, and knowledge sharing. Table 7.1 shows that the median age ranged from 39 to 48 across NSW Government services in 2023. The NSW Police Force had the lowest median age in the sector, at 39 (-1 year from 2022). It also had the highest proportion of employees below the median age for the sector, at 61.1% of total employees. Over 50% of employees in the NSW Health Service, the Teaching Service, the Public Service, and the Transport Service were also under the median age for the sector. In contrast, other Crown services had the highest median age (48) in the government sector.

Table 7.1

Median age and proportion of non-casual employees aged over 43 by service, at census date, 2023

Service	Median age	Employees aged >43 years (%)
Public Service	43	49.1
NSW Health Service	41	45.2
NSW Police Force	39	38.9
Teaching Service	42	45.2
Transport Service	42	46.0
Other Crown services	48	62.8
Total government sector	**43**	**48.0**
State owned corporations	45	53.7
External to government sector	49	61.4
Total public sector	**43**	**48.2**

The non-casual age profile of the public sector workforce varied across services (see Figure 7.2). Within the government sector, other Crown services had the highest proportion of employees aged 65 and over (6.3%), and 54.1% were aged between 45 and 64. Conversely, the NSW Police Force, the Teaching Service, the NSW Health Service and the Transport Service had more than 50% of all non-casual employees in the 25 to 44 age group (56.2%, 53.7%, 50.5% and 53.3%, respectively).

Figure 7.2

Age profile of NSW public sector, non-casual census headcount, by service, 2023
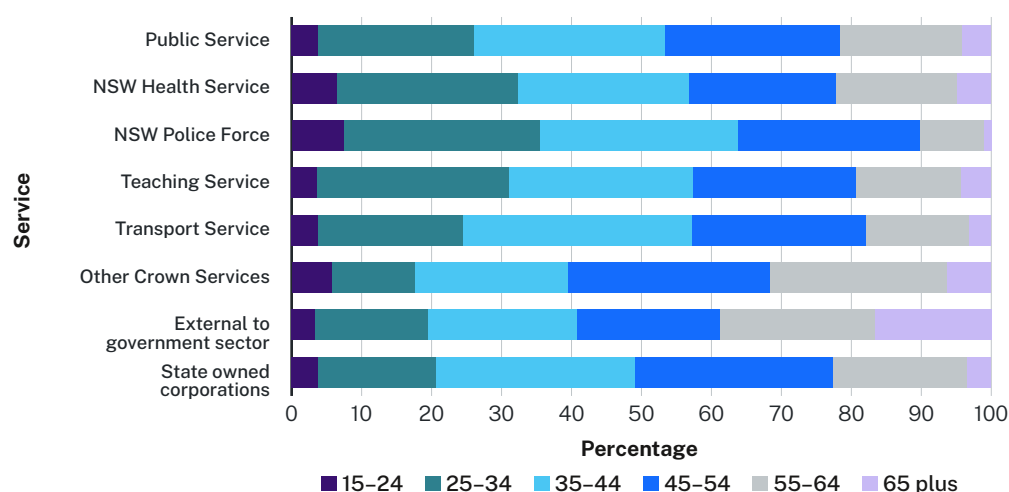
Retirement age

The average retirement age of public sector employees has steadily risen from 62 in 2014 to 65 in 2023. The proportion of employees retiring at age 65 or over has risen in the past 10 years, from 33.9% (1,354 employees) in 2014 to 55.8% (2,199 employees) in 2023. In 2014, 20.4% of retirees were 60 years old (815 employees), and this decreased to 8.1% (316 employees) in 2023 (see Figure 7.3). In 2023 the most common retirement age was 67 (421 employees), compared to 60 in 2014.

Figure 7.3

Distribution of retirees aged 55 and over among non-casual employees, 2014 and 2023
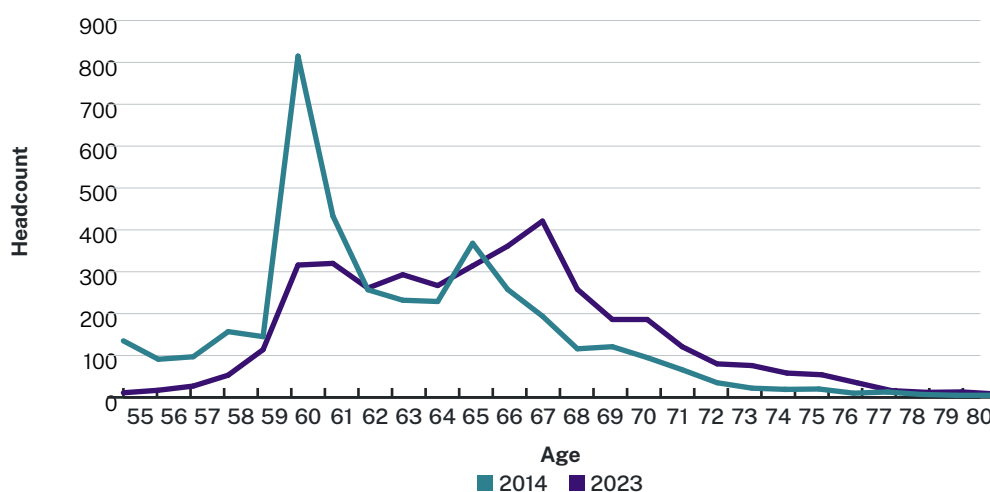
Figure 7.4

Public sector employee commencement rate vs separation rate by age, non-casual headcount, 2023[2]
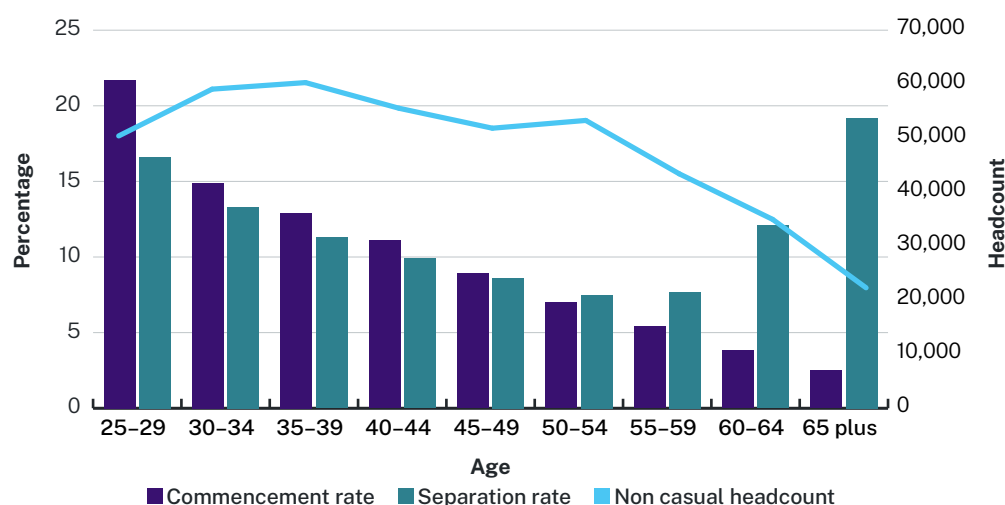
Commencements and separations vary widely by age, and trend lower as age increases, until the 50 to 54 age range and older where separations increase (see Figure 7.4). Commencements include where employees move between public sector agencies, and separations include moves to other agencies and exits from the sector, including retirements.

The rate of commencement in 2023 for those aged 50 or over was around a third of the level of commencements for those aged under 50 (5.2% compared to 16.1%). There has been a 1.5pp increase in the commencement rate of employees aged 50 or over in the past 5 years, from 3.6% (4,928 employees) in 2019 to 5.2% (7,429 employees) in 2023.

Employees aged 50 to 54 had the lowest separation rate in 2023 (7.5%) and comprised 11.7% of the NSW public sector. In contrast, employees aged 65 or over accounted for just 4.9% of the NSW public sector workforce and had the highest separation rate and lowest commencement rate in 2023, at 19.2% and 2.5% respectively.

Endnotes

1 Australian Bureau of Statistics (2021), 'New South Wales (STE) (state/territory), Age of population single year, labour force status' [Census Table Builder], accessed 22 September 2023.

2 Commencement and separation rates include movements across agencies as well as exits from the public sector. Totals exclude those whose age is unknown.

08 Mobility

Number of openings

47,729

+12.9% vs 2022

Average time to hire

33.2 days

-5.5 days vs 2022

Note: 'pp' stands for percentage points.

Number of advertisements and openings

Recruitment data from NSW public sector departments and agencies provides valuable insights into recruitment processes and trends across the sector.[1]

In 2023, 33,375 job advertisements were posted on *I work for NSW*, a 16.6% increase from the previous year. Over the same period, the number of job openings increased by 12.9% to 47,729 (see Figure 8.1).

Figure 8.1

Number of job advertisements and openings, 2019 to 2023
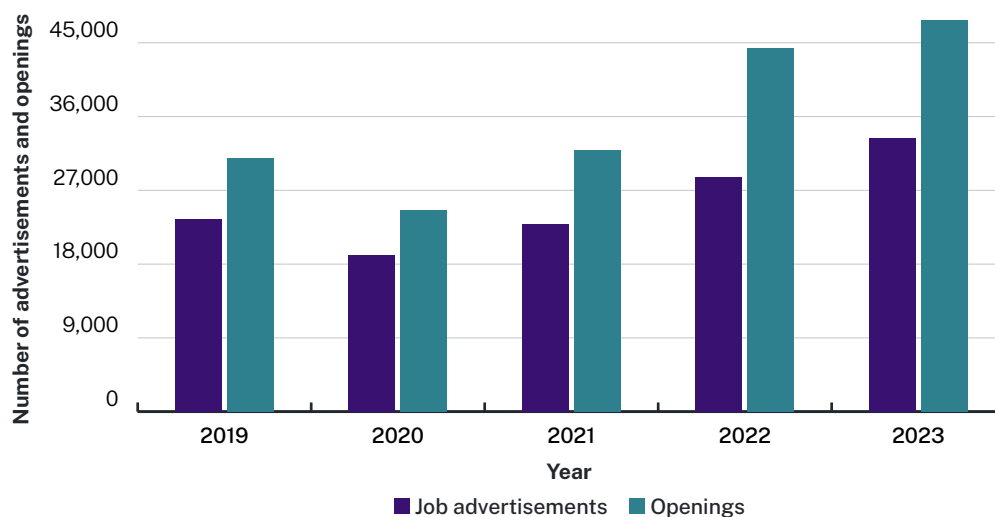
The highest number of openings in 2023 were in the job categories of Schools (10,880), Education and/or Training (6,791), Administration and Clerical (4,868), and Emergency Services (2,239).

Average time to hire[2]
33.2 days

Filling of roles

The average time to hire continues a downward trend, decreasing by 5.5 days to 33.2 days in 2023 (see Figure 8.2). While this data can be influenced by factors such as the completeness and accuracy of the digital record of all recruitment actions, this decrease may also reflect the need for faster recruitment action in a tightening labour market.

Figure 8.2

Average time to hire, 2019 to 2023[3]
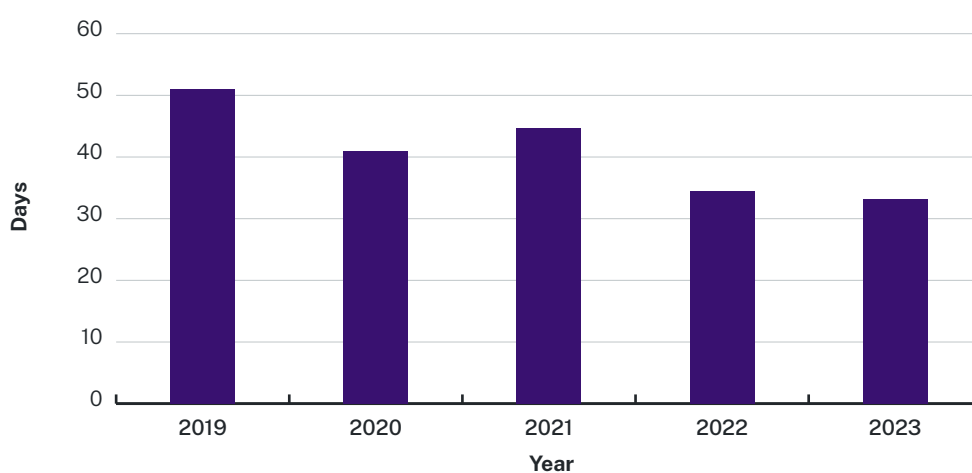
Movements

The commencement rate of non-casual public sector employees increased to 12.2% in 2023 (+1.2pp). This is the highest rate of employee commencements in agencies since 2007 (12.5%).

While the separation and exit rates of non-casual public sector employees remain higher than in earlier years, there was a decrease in these rates from 2022 to 2023. The rate of employee separations from agencies decreased from 13.4% to 11.5%, and the rate of employee exits from the public sector decreased from 11.1% in 2022 to 9.2% in 2023.

Rates decreased across all services in 2023. The highest decrease in separation and exit rates was in the Transport Service (see Table 8.1), contrasting with the heightened level of separations and exits in 2022 due to the privatisation of the State Transit Authority and the large-scale reform in Transport for NSW.

Table 8.1

Separations, exits and movement of non-casual public sector employees by service, 2023

Service	Separation from agency (%)	Exit from public sector (%)	Movement within public sector (%)
Public Service	13.9	9.8	4.1
NSW Health Service	13.2	9.9	3.4
NSW Police Force	9.7	8.3	1.3
Teaching Service	7.3	7.3	0.0
Transport Service	12.5	8.4	4.0
Other Crown services	10.2	9.5	0.7
Total government sector	**11.6**	**9.2**	**2.4**
State owned corporations	9.9	9.8	0.1
External to government sector	10.6	8.9	1.7
Total public sector	**11.5**	**9.2**	**2.4**

Employees aged 65 and over accounted for 8.2% of overall separations, with a separation rate of 19.2% and an exit rate of 18.7%, which was mainly due to retirement (9.8%).

In 2023, movements within the sector continued to display the same pattern as in 2022, with the highest rate being in the 25 to 29 age group and then progressively decreasing across the higher age ranges.

Agency tenure

All employees
7.0 years
−1.9 years vs 2014

School Teachers
10.9 years
−2.5 years vs 2014

Males
7.4 years
−1.7 years vs 2014

Nurses
8.0 years
+0.7 years vs 2014

Females
6.9 years
−1.9 years vs 2014

Police Officers
12.6 years
+1.8 years vs 2014
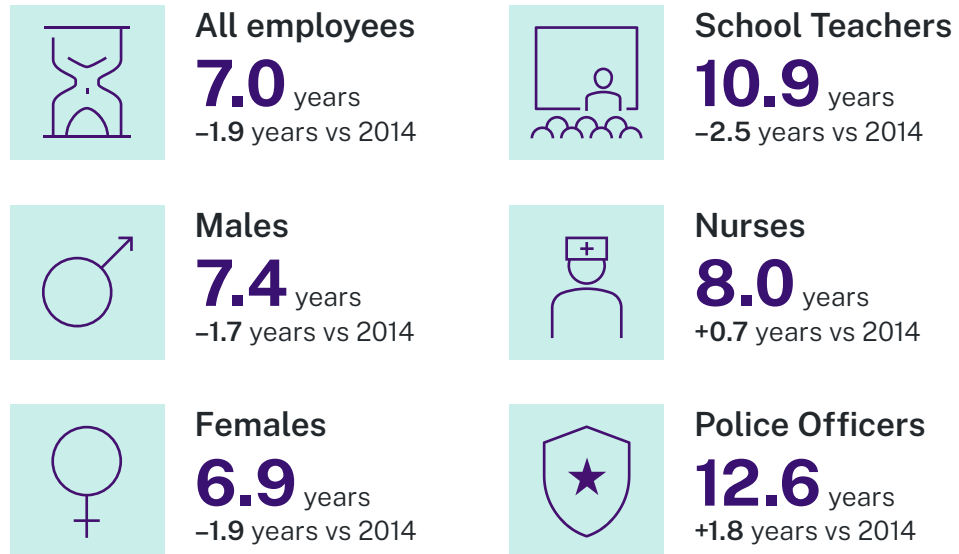
Note: Median tenure

In 2023, the median agency tenure of non-casual employees in the public sector decreased to its lowest level in the last decade. Median tenure has trended down to 7.0 years in 2023 (see Figure 8.3), a decrease of 0.4 years from 2022. This reflects the continuing high level of separations and exits across the sector relative to earlier years. The gap between male and female tenure was 0.5 years, a reduction of 0.2 years from 2022. The tenure for men reduced by 0.6 years to 7.4 years in 2023, and female tenure dropped by 0.4 years to 6.9 years.

Figure 8.3

Median tenure (years) of non-casual public sector employees, 2014 to 2023[4]
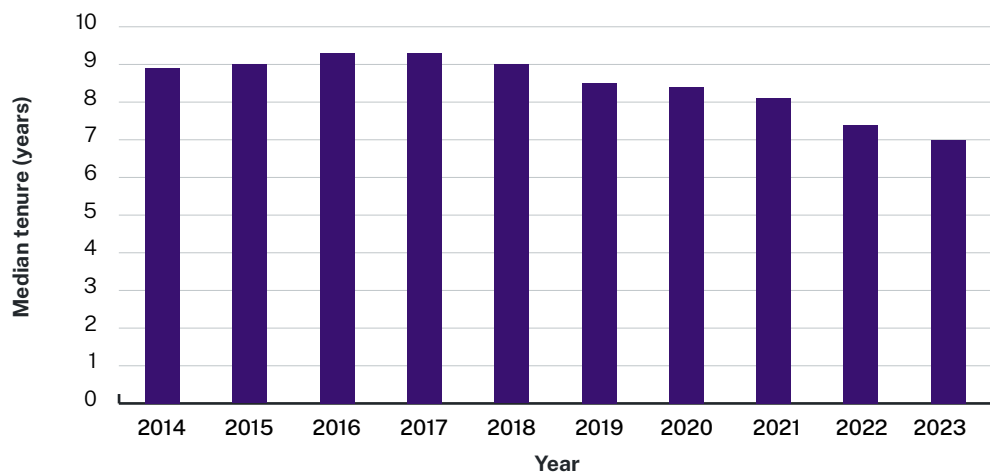
As in previous years, the services in the government sector with the longest median tenure were the NSW Police Force (12.4 years), the Teaching Service (11.2 years) and the NSW Health Service (7.4 years) (see Table 8.2). Tenure is measured within the agency and is therefore generally longer in agencies with more specialist roles.

The Transport Service had the shortest median tenure in 2023 within the sector, decreasing from 3.4 years in 2022 to 3.2 years in 2023.

Table 8.2

Median tenure (years) for non-casual public sector employees by service, 2023

Service	2022	2023	Change
Public Service	5.0	4.7	−0.3
NSW Health Service	7.4	7.4	0.0
NSW Police Force	12.1	12.4	0.3
Teaching Service	11.4	11.2	−0.2
Transport Service	3.4	3.2	−0.3
Other Crown services	5.6	5.4	−0.3
Total government sector	**7.4**	**7.0**	**−0.4**
State owned corporations	10.6	8.7	−1.9
External to government sector	6.0	5.4	−0.5
Total public sector	**7.4**	**7.0**	**−0.4**

Endnotes

1 Recruitment data is collected from public sector agencies' source systems where available. The main exclusions are the Health portfolio, most of the former Industry portfolio in 2019, and most of the Transport portfolio.

2 The average number of weeks from date of application to the date of hiring. Excludes requisitions with multiple openings, which can have extended advertisement periods.

3 Ibid, 2.

4 Only includes occupations with more than 100 employees.

09 Remuneration

More than 300 industrial instruments determine remuneration in the NSW public sector. Remuneration data is reported as the total annual base full-time salary, and excludes other payments such as allowances, penalty rates and superannuation. Many employees in the NSW public sector are paid within a salary band or range that includes an annual increment, subject to meeting certain performance standards.

Median remuneration all employees

All employees
95,984
+4.1% vs 2022

Median remuneration for non-casual employees in the NSW public sector was $95,984 in 2023, an increase of 4.1% from 2022.[1] The NSW Government wages policy provided for annual increases of up to 2.53% effective 1 July 2022. This was below the increase in Sydney's Consumer Price Index (6.6%)[2], and was lower than the growth in average full-time weekly earnings in Australia (3.9%).[3] Figure 9.1 shows that the median salary in the public sector increased steadily over the past decade, in accordance with wages policy. Notably this figure is similar to the increase in male median remuneration noted in Chapter 6 (4.4%).

Figure 9.1   Median remuneration of non-casual public sector employees, 2014 to 2023
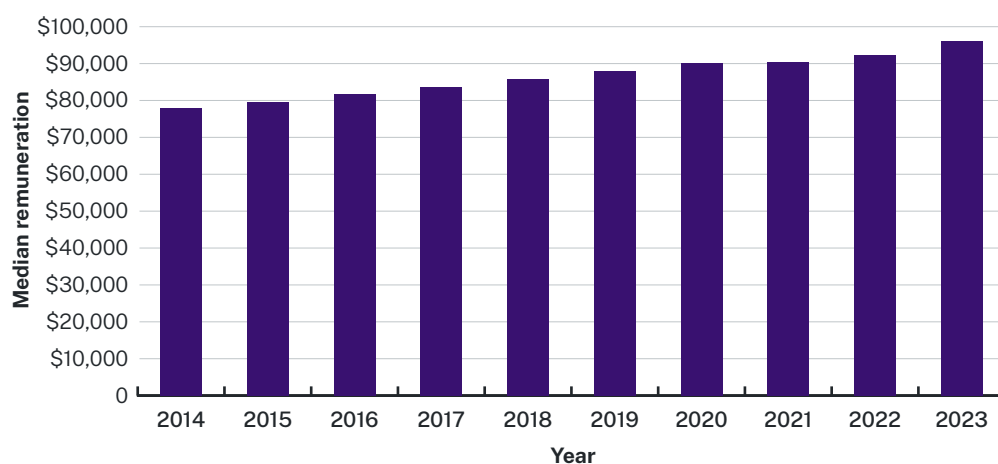
Within the government sector, the Transport Service had the highest median remuneration in 2023 (see Table 9.1). In contrast, other Crown services had the lowest median remuneration, consistent with previous years. This largely relates to School Support Staff, which constituted 54.4% of other Crown services in 2023 and had a median salary of $59,280. Most of these employees were Education Aides (58.7%) or General Clerks (38.9%).

Table 9.1

Median remuneration of non-casual employees at census date, by service, 2022 to 2023

Service	2022 ($)	2023 ($)	Change (%)
Public Service	96,540	99,220	2.8
NSW Health Service	91,899	94,224	2.5
NSW Police Force	98,287	100,773	2.5
Teaching Service	109,978	113,042	2.8
Transport Service	127,648	134,580	5.4
Other Crown services	62,078	63,665	2.6
Total government sector	**92,236**	**94,654**	**2.6**
State owned corporations	105,215	109,385	4.0
External to government sector	131,653	134,698	2.3
Total public sector	**92,236**	**95,984**	**4.1**

In 2023, the Transport Service had the largest increase in median remuneration, at 5.4%. Contributing to this change were salary award negotiations at Sydney Trains and NSW Trains during 2022–23, which saw employees receive a one-off payment of $4,500 and a pay increase of 4.03% (plus super).

Endnotes

1   Department of Premier and Cabinet (2022), 'C2022-05 Crown Employees (Public Sector- Salaries 2022) Award', accessed 26 September 2023, https://arp.nsw.gov.au/c2022-05-crown-employees-public-sector-salaries-2022-award/

2   Australian Bureau of Statistics (June 2023), *Consumer Price Index*, Australia, accessed 26 September 2023.

3   Based on full-time adult average weekly ordinary time earnings in Australia; Australian Bureau of Statistics (May 2023), *Average Weekly Earnings, Australia*, 'Table 1. Average weekly earnings', key statistics accessed 26 September 2023.

10 Leave
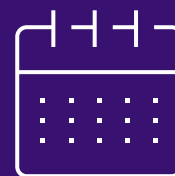
Leave

Sick leave (paid)
66.1 hours
per FTE in 2023
+1.5 vs 2022

Carer's leave
7.0 hours
per FTE in 2023
+0.8 vs 2022
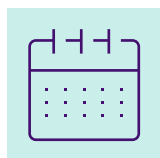
Special leave
2.4 hours
per FTE in 2023
−8.8 vs 2022

Recreation leave
161.0 hours
per FTE in 2023
+15.3 vs 2022
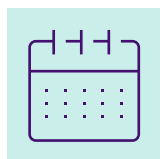
Parental leave (paid) – females
44 days
average days taken in 2023
same as 2022
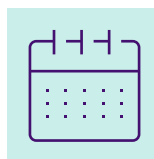
Parental leave (paid) – males
28 days
average days taken in 2023
+16 vs 2022

In 2023, patterns of leave continued to differ from the levels generally experienced before the COVID-19 pandemic, however, the use of recreation leave returned to a level more consistent with that of earlier years.

Table 10.1

Average hours of leave taken per full-time equivalent, public sector, 2019 to 2023

Leave	2019	2020	2021	2022	2023
Sick leave (paid)	57.7	56.3	58.0	64.6	66.1
Carer's leave	6.4	7.1	7.2	6.2	7.0
Special leave	1.0	3.7	2.2	11.2	2.4
Recreation leave	159.9	149.3	148.5	145.7	161.0

Sick leave increased by 1.5 hours to 66.1 hours per full-time equivalent (FTE) in 2023 (see Table 10.1). The use of special leave decreased to 2.4 hours per FTE (−8.8 hours per FTE from 2022). Carer's leave increased by 0.8 hours per FTE compared to 2022. Recreation leave taken increased by 15.3 hours per FTE compared to 2022. In 2023, 23.3% of employees had accrued a recreation leave balance of 30 days or more, a decrease of 2.4pp from 2022 (25.7%).

Sick leave

Overall, the changes in average sick leave hours per FTE were mixed across all services (see Table 10.2). The Teaching Service reported the largest increase (+11.1 hours per FTE), whereas the NSW Police Force showed the largest decline (−4.5 hours per FTE). The Teaching Service had the highest sick leave hours per FTE (77.7), followed by other Crown services (74.2 hours per FTE).

Table 10.2

Average sick leave taken by service, hours per FTE, 2022 to 2023

Service	2022	2023	Change
Public Service	57.1	58.4	1.4
NSW Health Service	67.1	64.3	−2.9
NSW Police Force	73.1	68.5	−4.5
Teaching Service	66.5	77.7	11.1
Transport Service	51.8	50.3	−1.5
Other Crown services	69.7	74.2	4.5
Total government sector	**65.0**	**66.6**	**1.6**
Total public sector	**64.6**	**66.1**	**1.5**

Carer's leave

All services reported an increase in average carer's leave per FTE in 2023, with the Transport Service and the Teaching Service contributing to the largest shifts (+2.9 and +1.7 hours per FTE respectively).

Table 10.3

Average carer's leave taken by service, hours per FTE, 2022 to 2023

Service	2022	2023	Change
Public Service	7.4	8.2	0.9
NSW Health Service	5.8	6.1	0.3
NSW Police Force	6.3	6.2	0
Teaching Service	6	7.7	1.7
Transport Service	1.7	4.6	2.9
Other Crown services	6.6	7.7	1.1
Total government sector	**6.1**	**7.0**	**0.9**
Total public sector	**6.2**	**7.0**	**0.8**

Special leave

Average special leave hours per FTE in 2023 decreased across all public sector services. Of these, the NSW Health Service and NSW Police Force reported the highest decreases (−12.2 and −13.2 hours per FTE respectively). Special leave usage was heightened in 2022 due to its application in particular circumstances relating to the pandemic and severe flooding.

Table 10.4

Average special leave taken by service, hours per FTE, 2022 to 2023

Service	2022	2023	Change
Public Service	10.9	2.5	−8.4
NSW Health Service	14.4	2.4	−12.0
NSW Police Force	14.9	1.7	−13.2
Teaching Service	6.7	1.5	−5.1
Transport Service	6.1	3.5	−2.6
Other Crown services	10.2	3.5	−6.8
Total government sector	**11.3**	**2.4**	**−8.9**
Total public sector	**11.2**	**2.4**	**−8.8**

Recreation leave

Average recreation leave hours taken per FTE increased by 15.3 hours in 2023 in the NSW public sector. Across the government sector, services reported increases between 9.7 and 20.5 hours. Most notably, other Crown services had the highest increase of +20.5 hours per FTE, while the NSW Health Service and the Transport Service also had large increases, at +18.4 hours and +17.8 hours per FTE, respectively.

Table 10.5

Average recreation leave taken by service, hours per FTE, 2022 to 2023

Service	2022	2023	Change
Public Service	130.7	144.4	13.7
NSW Health Service	155.6	174.0	18.4
NSW Police Force	199.6	209.3	9.7
Transport Service	117.9	129.0	11.1
Other Crown services	115.4	136.0	20.5
Total government sector	**149.6**	**162.1**	**15.7**
Total public sector	**148.8**	**161.0**	**15.3**

Parental Leave

Table 10.6

Percentage of employees taking paid parental leave and average days taken by gender, government sector, 2019 to 2023

Year	2019	2020	2021	2022	2023
Male – average days taken	5	5	5	12	28
Female – average days taken	42	44	43	44	44
Male – % taking leave	2.8	2.9	3.0	3.5	3.9
Female – % taking leave	4.8	5.3	5.5	5.9	5.4

The NSW Government introduced a series of enhancements to the parental leave entitlements for NSW public sector employees to better balance work and family life, enable both parents to be involved in raising children, and support women to return to the workforce. The enhancements, effective 1 October 2022, include providing equal entitlements regardless of gender or parental role, with up to 14 weeks paid parental leave available. In addition, 2 weeks bonus paid parental leave is available when parents 'more equally share' paid parental leave entitlements and the period when all paid parental leave can be taken has been extended from 12 to 24 months[1].

The change in policy settings is potentially shifting the balance of leave arrangements, with the percentage of males taking paid parental leave increasing in 2023 while there was a small decrease in the percentage of females taking paid parental leave. Table 10.6 shows that the percentage of female government sector employees taking paid parental leave incrementally increased from 4.8% in 2019 to 5.9% in 2022 and dropped by 0.5pp in 2023 to 5.4%. In comparison, the percentage of males taking paid parental leave increased each year, with a 0.4pp increase to 3.9% in 2023.

There has been a notable increase in the average number of paid parental leave days taken by males, while for females this has remained stable. The average number of paid parental leave days taken by males in 2023 was more than 5 times the number in 2019 (28 vs 5) while females using paid parental leave took an average of 44 days in 2023[2].

Paid unscheduled absence – sick leave and carer's leave

Paid unscheduled absence (PUA) is a combination of paid sick leave and carer's leave that can be used as an indicator of workforce availability to assist with workforce planning.
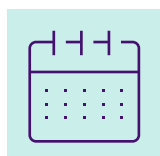
73.1 hours
per FTE in 2023

There is an established relationship between PUA and age, with hours of leave generally increasing with age (Figure 10.1). Every age group experienced an increase in PUA hours per FTE between 2022 and 2023, except for the 15–19 and 20–24 age groups, which saw comparably large decreases of 8.8 and 4.7 hours respectively. The 55–59 and 60–64 age groups experienced the largest increases in PUA per FTE, increasing by 5.9 hours and 7.8 hours respectively.

Figure 10.1

Paid unscheduled absence by age band, 2019 to 2023[3]
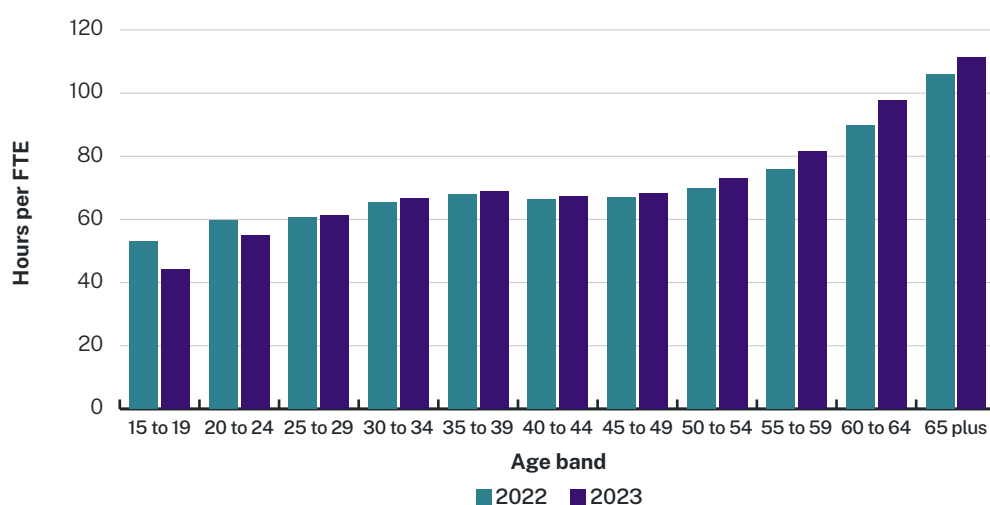
Endnotes

1   *Paid Parental Leave – Parent with responsibility for care associated with the birth, adoption, altruistic surrogacy or permanent out-of-home care placement of a child,* https://arp.nsw.gov.au/m2022-08-paid-parental-leave-parent-with-responsibility-for-care-associated-with-the-birth-adoption-altruistic-surrogacy-or-permanent-out-of-home-care-placement-of-a-child/

2   Parental leave is expressed as days taken at full pay to more closely align with parental leave entitlements. Leave taken at half pay is converted to the equivalent number of days at full pay.

3   Where the employee age is unknown, the data is included in total sector figures. These accounted for 0.03% of total FTE in 2022 and 0.03% in 2023.

11 Regional profile of the public sector
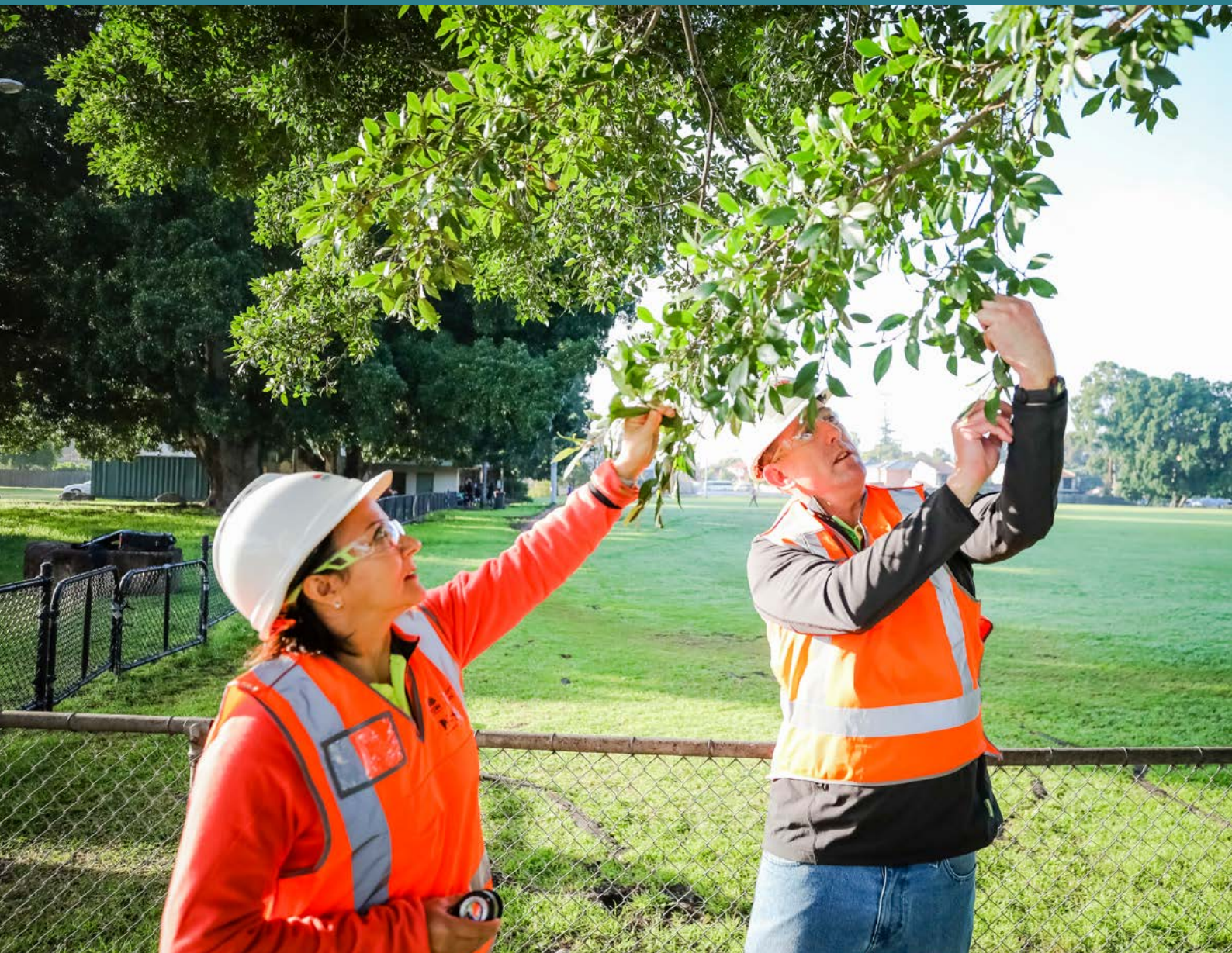
34% of employees were located in
regional areas at census date
-0.4pp vs 2022

40.7% of employees were located
outside Sydney at census date
-0.4pp vs 2022

Note: 'pp' stands for percentage points.

The NSW public sector is the largest employer in Australia, accounting for more than 10% of employment in the state. While a majority of roles are located in metropolitan areas, the NSW public sector provides a significant proportion of all employment in regional NSW.[1]

This analysis is based on employees' work locations in the Workforce Profile data submitted by departments and agencies. It does not reflect any work-from-home arrangements.

In 2023, 34% (+4,968 headcount) of public sector employees worked in regional areas. All Sydney local government areas (LGAs) as well as the Newcastle and Wollongong LGAs are classified as metropolitan.

Comparing Sydney with the rest of the state[2], 59.3% of NSW public sector employees worked in Sydney (see Figure 11.1, Sydney East and Sydney West combined), an increase of 0.4pp in 2023 (from 59% in 2022). While most of the public sector workforce was located in Sydney, the proportion of public sector employees working outside Sydney was higher than the proportion of the resident population in these areas (40.7% compared to 37.3%) and has decreased since 2022 (−0.4pp from 41% in 2022).[3]

Figure 11.1   NSW public sector employees by region, census headcount, 2023

Richmond – Tweed
13,627
3.0%

New England and North West
11,752
2.6%

Coffs Harbour – Grafton
9,246
2.1%

Far West and Orana
11,061
2.5%

Mid North Coast
12,252
2.7%

Hunter Valley excl. Newcastle
12,192
2.7%

Central West
16,061
3.6%

Sydney Regions

Murray
6,123
1.4%

Riverina
10,865
2.4%

Capital Region
12,210
2.7%
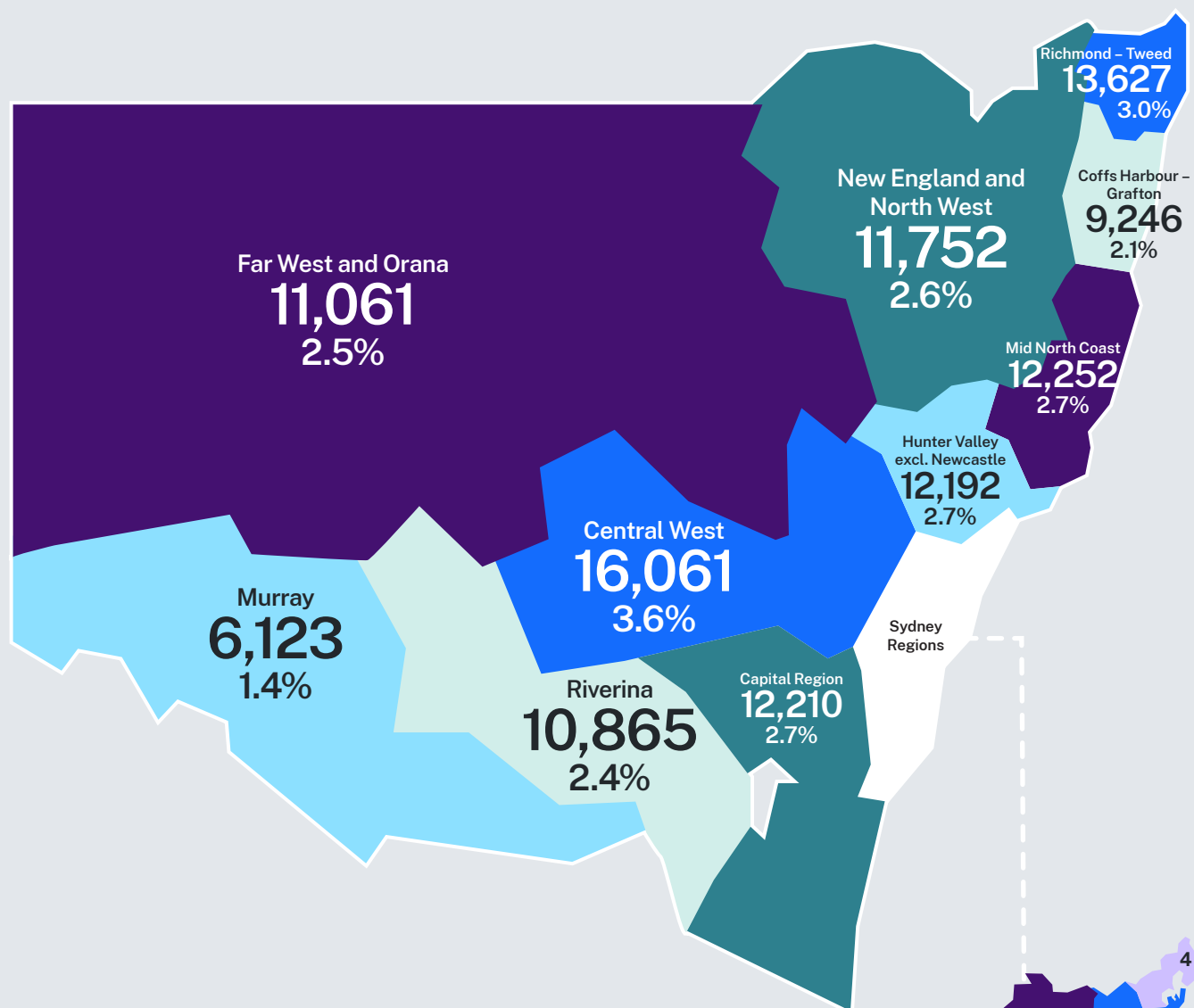
Sydney regions

Region		Public sector employees, census headcount	Representation by region (%)
1	Sydney East	143,632	31.9
2	Sydney West	123,694	27.5
3	Central Coast	17,738	3.9
4	Newcastle and Lake Macquarie	26,133	5.8
5	Illawarra	17,277	3.8
6	Southern Highlands and Shoalhaven	6,733	1.5
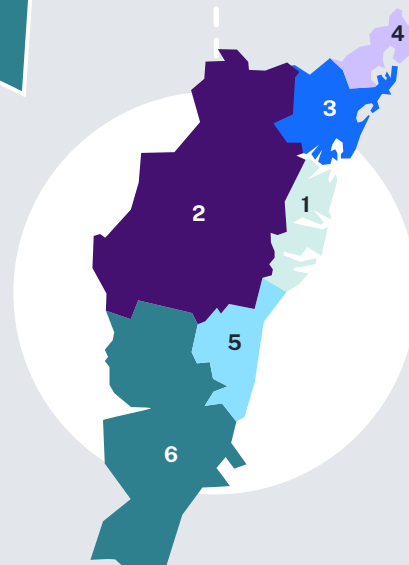
Regional profiles

The distribution of government sector census period full-time equivalent (FTE) by service and region is shown in Table 11.1. Regions outside Sydney accounted for 39.3%, while Sydney East and Sydney West together accounted for 60.7%. In line with previous years, the highest proportion of employees in the government sector working outside Sydney were in the Teaching Service (44.3%) and the NSW Health Service (42%), followed by other Crown services (39.7%), NSW Police Force (35.4%), Public Service (33.9%) and the Transport Service (24.6%).

Table 11.1

Census period FTE by service and region (government sector), 2023[4]

Work region	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service	Other Crown services	Total government sector
Capital Region	2,149	3,134	647	2,260	209	1,093	9,491
Central Coast	2,503	6,401	743	3,192	130	1,653	14,624
Central West	3,639	4,288	547	2,357	333	1,712	12,875
Coffs Harbour - Grafton	1,334	2,772	279	1,455	511	906	7,258
Far West and Orana	2,292	2,974	550	1,740	281	1,249	9,085
Hunter Valley exc Newcastle	2,693	2,488	472	2,651	85	1,403	9,791
Illawarra	1,846	5,713	640	3,110	546	2,138	13,993
Mid North Coast	1,391	3,576	400	2,200	85	1,431	9,082
Murray	753	1,546	290	1,168	110	759	4,627
New England and North West	1,757	3,205	546	2,164	177	1,470	9,319
Newcastle and Lake Macquarie	3,002	9,900	784	3,857	748	2,492	20,782
Richmond - Tweed	1,264	4,923	556	2,376	149	1,357	10,625
Riverina	1,506	3,314	398	1,739	334	1,214	8,506
Southern Highlands and Shoalhaven	1,005	1,816	236	1,439	53	783	5,332

NSW public sector relative to the NSW workforce

The NSW public sector accounted for 10.3% of the approximately 4.4 million people employed in NSW at June 2023.[5]

Analysis of the geographic distribution of NSW public sector employees (including casuals) relative to the overall workforce[6] shows where government employment contributed the most to local and regional economies. Figure 11.2 shows that the percentage of employed persons who were NSW public sector employees ranged from 7.8% to 18.8% across the regions in 2023.

Endnotes

1   Regional boundaries are based on the Australian Statistical Geography Standard developed by the Australian Bureau of Statistics. The work locations of 2,614 NSW public sector employees were unknown due to Workforce Profile data collection records missing a postcode and/or suburb name, or employees working outside NSW. These employees have not been included in denominators when calculating percentages.

2   Statistical Area Level 4, Sydney SA4s grouped, excludes 'Unknowns' and 'Outside NSW'. See Regional reference table in Chapter 12 for more detail.

3   Australian Bureau of Statistics (2022) '2022 Locality to 2021 SA2 Coding Index' Data by Statistical Area 4, ABS, accessed 4 October 2022.

4   0.8% of census period FTE is not mapped to any Australian Bureau of Statistics' Statistical Area Level 4 (SA4) for NSW because of postcode and/or suburb data that is missing or outside NSW.

5   Australian Bureau of Statistics (August 2022), 'Table 1: RM1 – Labour force status by age, labour market region (ASGS) and sex, October 1998 onwards', [time series spreadsheet], *Labour Force, Australia, Detailed*, accessed 29 September 2022.

6   Including casual employees gives a complete picture of the number of people contributing to the NSW economy and travelling between regions for work.

Figure 11.2 Public sector employees as a proportion of NSW employed persons by region, 2023

Richmond – Tweed
10.7%

Coffs Harbour – Grafton
14.1%

New England and North West
11.3%

Far West and Orana
18.8%

Mid North Coast
13.4%

Hunter Valley excl. Newcastle
7.8%

Central West
14.9%

Murray
8.9%

Sydney Regions

Riverina
12.5%

Capital Region
9.8%

Sydney regions

Region		Representation by region (%)
1	Sydney East	9.5
2	Sydney West	9.9
3	Central Coast	10.2
4	Newcastle and Lake Macquarie	11.4
5	Illawarra	10.6
6	Southern Highlands and Shoalhaven	8.7

12 Data sources, conventions and limitations

About this report

This report contains analysis of NSW public sector Workforce Profile data; contingent labour data collected by NSW Procurement; and recruitment data collected from public sector agencies' source systems where available.

The Workforce Profile is a census of NSW public sector employees conducted by the Public Service Commission. Various data items used to inform workforce management and planning are collected, including the size, composition, location, and demographics of the workforce. Participation is mandatory for all NSW government sector agencies and State owned corporations, and optional for NSW public sector agencies that are external to the government.

Relevant dates

- The 2023 Workforce Profile census date was 22 June 2023.
- Workforce Profile data reported was sourced on 26 September 2023.
- Recruitment data (*I work for NSW* data) was sourced on 1 November 2023.
- Contingent labour was sourced from NSW Procurement for the 2022–23 financial year on 29 September 2023.

Data conventions

Numbers have been rounded to zero decimal places, and percentages to one decimal place. Consequently, percentages less than 0.04% will be reported as 0.0% after rounding. Rounding may also mean that individual items within a table do not sum to the corresponding total.

Data limitations

The following data limitations are noted:

- All data represents a point-in-time snapshot and is subject to revision. Figures for prior years may not match previously published figures due to later revisions to the workforce profile data and Australian Bureau of Statistics data.
- Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing departments and agencies.
- Differences may occur in totals presented in tables due to rounding or missing, withdrawn or invalid data.
- Variations between the data in this document and that published by individual agencies may be due to differences in timing, data definitions and methodologies used.
- NSW Procurement calculates contingent worker engagements using monthly timesheet data from Contractor Central.
- Recruitment data was not available in the following portfolios and is not included in reported figures:
  - Health and a majority of Transport
  - Industry data for the period of 2019

Regional reference table

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

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

Glossary

This section defines the terminology used in this report.

Term	Business definition
Aboriginal and Torres Strait Islander employees	Employees who identify as being of Aboriginal or Torres Strait Islander descent and who are accepted as such by the community in which they live.
Annual reference period	The annual reference period starts on the day following the last pay date of the previous financial year and ends on the last pay date of the current financial year.
ANZSCO	Australian and New Zealand Standard Classification of Occupations (Australian Bureau of Statistics, catalogue number 1220.0). ANZSCO is a skill-based classification used to classify all occupations and jobs in the Australian and New Zealand labour markets. ANZSCO has 5 hierarchical levels, which are as follows from high to low: major group, sub-major group, minor group, unit group and occupation. This report uses ANZSCO major group, ANZSCO minor group and occupation when analysing occupations in the workforce profile data.
ANZSCO major group	ANZSCO organises occupations into progressively larger groups based on their similarities in terms of skill level and specialisation. The 'major group' level provides only a broad indication of skill. Major groups are: • the broadest level of ANZSCO • formed using a combination of skill level and specialisation to create groups that are meaningful and useful for most (statistical and administrative) purposes.
ANZSCO minor group	ANZSCO minor groups are: • subdivisions of the 'sub-major group' classification • mainly distinguished from other minor groups in the same sub-major group based on skill specialisation.
Census date	The last pay date of the annual reference period.
Census period	The last pay fortnight of the annual reference period.
Completed applications	The number of applications for 'open' or 'filled' *I work for NSW* requisitions for which the latest application completion date is in the reference period.
Diversity	Workforce diversity initiatives in the government sector aim to build a workforce that reflects the diversity of the wider community. Under the *Government Sector Employment Act 2013 (NSW)*, diversity groups include Aboriginal and Torres Strait Islander peoples, women, people from culturally and linguistically diverse backgrounds, and people with disability. The Act also provides for a broader definition of diversity, including mature workers, young people and carers.

Term	Business definition
Diversity estimate	Diversity estimates are calculated if the diversity response rate threshold of 65% is met. Where response rates are below the threshold, actual rates are reported. The estimate is calculated by taking the number of diversity group members divided by the number of respondents to at least one diversity question in any given year and then multiplying by the total number of employees. For this reason, estimates are always higher than actual rates.
Diversity response rate	This is calculated by taking the number of employees who identify as belonging to any combination of diversity group classification, including 'English not first language spoken', 'racial, ethnic, ethno-religious minority group', 'disability' and 'Aboriginal and/or Torres Strait Islander people', and dividing by the total number of employees.
Employment arrangement	A non-casual employee's work arrangement, classified as either full time or part time.
Employment categories	Based on a worker's employment contract with an agency. Categories include: • ongoing – employed on a continuing basis to perform ongoing functions • temporary – non-casual employees who do not have ongoing conditions of employment or individual employment contracts, and who are employed for a specific period • casual – employees engaged to perform work 'as required' and who are paid at an hourly rate equal to the relevant classification of the position, with a loading • executive – includes Public Service senior executives employed under contracts starting before the implementation of the *Government Sector Employment Act 201*3 *(NSW)* (GSE Act); senior executives employed under Division 4 of Part 4 of the GSE Act; and other public sector senior executives under contract arrangements, including Health, Transport and Police executives. • contract – employees (non-executive) who are employed via a fixed-term individual contract. Excludes contractors and consultants engaged on a fee-for-service basis • other – all other employment categories including cadets, trainees, apprentices, retained staff, sessional workers, seasonal workers and statutory appointees.
External to government sector	These are a small number of entities or groups that are excluded from the definition of 'government sector' by section 5 of the *Government Sector Employment Act 2013* (NSW). In 2022 the exclusions were: • Audit Office • Independent Commission Against Corruption • Judicial Commission • Judicial Officers • Parliament of NSW.
Full-time employees	Employees who usually work 35 hours or more a week. See ABS, *Labour statistics: Concepts, sources and methods*, cat. no. 6102.0.55.001.

Term	Business definition
Full-time equivalent (FTE) workforce	A standardised way of describing the size of the workforce based on the total number of ordinary time paid hours worked (excluding overtime and unpaid work). 'FTE workforce' describes the total number of full-time employees required to account for all ordinary time paid hours worked. It is not a count of the number of employees. For example, 2 employees who both work half the standard number of full-time hours will together be counted as one FTE employee. The FTE workforce can be measured during a period, such as the last pay period of the financial year (census period). Since the same method of counting can be applied to each agency, FTE staffing figures provide the most accurate indication of resource levels within the NSW public sector.
Gender pay gap	Defined by the Organisation for Economic Co-operation and Development as the difference between the median salary of males and females relative to the median salary of males. Employee salary is the full-time base remuneration for the role, regardless of whether the employee is working part time or full time.
Government sector	The government sector, as defined by the *Government Sector Employment Act 2013* (NSW), includes the Public Service, the Teaching Service, the NSW Health Service, the Transport Service, the NSW Police Force, and other Crown services.
Headcount	Total number of employees at a given time. Employees with multiple periods of employment in a single agency during the year are counted only once by most agencies. However, the payroll systems used by some agencies do not link employment periods, so these agencies report each period of employment as a separate employee. Employees with periods of employment in different agencies during the year are counted as separate employees in each agency. In the Health Service, this also applies to employees working in more than one Local Health District. Headcount includes all employees who worked during a period, even if they only worked for one day. Total employees (headcount) figures and full-time equivalent (FTE) figures are both reported because they provide different perspectives on the workforce. FTE translates the headcount figures into a proportion of the hours worked by an FTE staff member. For example, a person working one day per week would be counted as 1.0 under the headcount and 0.2 under FTE (that is, they work 20% of the time that a full-time employee works). Headcount figures therefore provide a picture of how many people were employed during the period, whereas FTE is a more accurate indicator of resource levels.
Job advertisements	The number of 'open' and 'filled' *I work for NSW* requisitions where the latest application completion date is in the reference period.
Job mobility	Changes in the employment status of an employee, including commencement in an agency, promotion to a higher level, transfer from one agency to another, and exit from the agency or public sector.
Language first spoken as a child	The language the person first spoke as a child, as distinct from the preferred language or language usually spoken at home.

Term	Business definition
Median	The middle value of a distribution, where half of the values are above and half are below. The median is often preferred over the mean in calculating the middle ground in a set of values as it is less sensitive to extreme values than the mean.
Non-casual employees	All persons engaged to work in a NSW Government agency and paid through the agency's payroll system, excluding employees working for an hourly rate (casual, sessional, seasonal and retained staff).

NSW employed persons	The ABS defines employed persons as those aged 15 or over who, during the reference week, met one or more of the following conditions:
	
	• 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)
	• worked for one hour or more without pay in a family business or on a farm (that is, contributing family workers)
	• were employees who had a job but were not at work and were:
	
	   – away from work for less than 4 weeks up to the end of the reference week
	   – away from work for more than 4 weeks up to the end of the reference week and received pay for some or all of the 4-week period to the end of the reference week
	   – away from work as a standard work or shift arrangement
	   – on strike or locked out
	   – on workers' compensation and expected to return to their job
	   – employers or own account workers, who had a job, business or farm, but were not at work.

NSW Health Service	The NSW Health Service consists of those persons who are employed under Chapter 9 Part 1 of the *Health Services Act 1997* (NSW) by the NSW Government in the service of the Crown.
NSW Police Force	The NSW Police Force comprises the Police Commissioner, NSW Police Force senior executives, and all other police officers or non-executive administrative employees employed under the *Police Act 1990* (NSW).
Ongoing employees	Those employed on a continuing basis to perform ongoing functions.
Openings	The number of available positions for 'open' and 'filled' requisitions where the latest application completion date is in the reference period and the number of openings was less than 99. This calculation excludes requisitions that were recorded as having unlimited openings.
Other Crown services	Other NSW government sector entities that do not fall into one of the other listed services of the government sector.
Paid unscheduled absence	Sum of hours of paid sick leave and paid carers leave taken during the reference period. This includes employees with a valid sick leave entitlement and annual full-time equivalent not missing.
Part-time employees	Employed persons who usually work fewer than 35 hours a week. (See ABS, *Labour statistics: Concepts, sources and methods*, cat. no. 6102.0.55.001.)

Term	Business definition
Person with disability	A person who identifies as having a disability. Disability includes long-term physical, mental health, intellectual, neurological, or sensory differences which, in interaction with various attitudinal and environmental barriers, may hinder full and effective participation in society on an equal basis with others.
Public sector	The public sector incorporates the government sector and other government agencies, including the Independent Commission Against Corruption, the Audit Office of New South Wales, the Parliament of NSW, the Judicial Commission, and State owned corporations such as water and energy companies.
Public sector exit rate	The number of employees who left the public sector during the year as a proportion of the average number of people employed during the year.
Public Service	The Public Service includes those employed under Part 4 of the *Government Sector Employment Act 2013* (NSW) in the service of the Crown.
Regional	Regional and metropolitan areas are defined using local government areas (LGAs), with all Sydney LGAs as well as Newcastle and Wollongong LGAs classified as metropolitan.
Remuneration	The annual salary or salary package that an employee would receive if they worked full time. It excludes overtime, allowances and lump sum payments. It is different to actual earnings, which are affected by factors such as part-time work, overtime, allowances and lump sum payments.
Senior executive cohort	Public Service senior executives employed under Division 4 of Part 4 of the *Government Sector Employment Act 2013* (NSW), the aligned executive service (Health Police and Transport), Special Executive Service, Senior Executive Service equivalents, and award-based senior executives (senior officers and their equivalents).
Senior leader	Senior leaders are non-casual government sector employees with a salary equal to or higher than $173, 930 at 1 July 2022, excluding Health roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles with a statutory or institutional character (such as judge, magistrate or barrister).
Separation rate	The number of employees who left an agency during the year as a proportion of the average number of people employed during the year.
State owned corporations	A company for the time being specified in Schedule 1 or a corporation for the time being specified in Schedule 5 of the *State Owned Corporations Act 1989* (NSW).
Statistical Area Level 4 (SA4)	Geographical areas within an Australian Bureau of Statistics (ABS) geographical framework for the collection, analysis and release of regional data. They are the largest sub-state regions in the Australian Statistical Geography Standard, designed for the output of such data as the ABS Labour Force Survey data, which reflects labour markets within each state or territory.
Successful applications	The number of applications that have a hired date for 'open' or 'filled' requisitions, where the latest application completion date is in the reference period.
Teaching Service	The Teaching Service of NSW consists of the persons who are for the time being employed under Part 4, Division 2 of the *Teaching Service Act 1980* (NSW), or who are otherwise employed in the Teaching Service.

Term	Business definition
Temporary employees	Non-casual employees who do not have ongoing conditions of employment, do not have individual employment contracts and who are employed for a specific period.
Tenure	The length of employment within an agency.
Time to hire	The average number of weeks from the application date to date of hiring. Excludes requisitions with multiple openings, which can have extended periods for advertisement.
Trainees, cadets and apprentices	Staff members whose employment conditions require them to undergo a designated training program as part of their vocational development.
Transport Service	The Transport Service consists of those persons employed under Part 7A of the *Transport Administration Act 1988* (NSW), by the NSW Government in the Service of the Crown. Persons employed in the Transport Service are not employed in the NSW Public Service.

12   Data sources, conventions and limitations

Workforce Profile Report 2023

Access this report online at:
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