Workforce Profile Report

2022

Public Service Commission

NSW GOVERNMENT

Workforce Profile Report 2022

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www.psc.nsw.gov.au/workforce-profile-report-2022

The Public Service Commission acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal and Torres Strait Islander peoples, and their ongoing cultures and connections to the lands and waters of NSW. We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people who contributed to the development of this report. We advise this resource may contain images, voices or names of deceased persons in photographs, film, audio recordings or historical content.

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Foreword

The first Workforce Profile collection was conducted in 1999, making this the 24th annual Workforce Profile Report. This companion report to the *State of the NSW Public Sector Report 2022* provides details about the characteristics of, and trends within, the NSW public sector workforce, the largest workforce in Australia.

The *Workforce Profile Report 2022* includes the following highlights:

- The NSW public sector **full-time equivalent (FTE) workforce** increased by 1.0% in 2022. Growth in the public sector workforce was smaller than growth in the broader NSW workforce, with the census headcount increasing by 0.6% compared to 2.8% in the broader NSW workforce.

- **Machinery of government** changes resulted in the creation of the new Enterprise, Investment and Trade cluster, mainly comprising of agencies that deliver services relating to investment and tourism, including cultural institutions such as the Sydney Opera House and the State Library of NSW.

- There were more **movements** across the sector with commencements, separations and exits all increasing from 2021.

- The use of **contingent workers** increased in 2022. Contractor Central, the NSW Government's vendor management system, recorded an average of 8,877 contingent workers active in the NSW public sector at any given time, a 27% increase on 2021.

- Increased employee movements led to the lowest median employee **tenure** in a decade, dropping 0.7 years to 7.4 years in 2022. At the same time, the median age dropped from 44 years to 43 years.

- There were mixed results in progress towards the **Premier's Priority targets** for workforce diversity.

- Representation of **people with disability** remained at 2.5%, well below the Premier's Priority target of 5.6% by 2025.

- The government sector further exceeded the Premier's Priority target of doubling the number of **Aboriginal and Torres Strait Islander senior leaders** by 2025, with 154 senior leaders in 2022.

- **Female senior leader** representation increased to 44.0% in 2022. Projections indicate the 2025 target of 50% will only be reached if 6 in 10 senior leader appointments are women.

- The number of **senior executives** in the government sector increased by 10.3% in 2022.

- The **gender pay gap** – difference between the median remuneration of men and women in the NSW public sector – widened to 4.5%. This was mainly due to the privatisation of the State Transit Authority, and the subsequent exit of its large male workforce with lower remuneration. The gap for senior executives was lower than that of the broader workforce (2.3% in 2022 for Public Service and aligned services' bands 1–3).

- The COVID-19 pandemic and NSW flood emergency had notable impacts on **leave** patterns. Sick leave was 4.8 hours more per FTE than the average rate for the previous 10 years. Special leave was 4 times the level of the previous year, most likely because this leave could be used in certain circumstances relating to the pandemic and the NSW floods. Recreation leave was at the lowest level since 2013, and around a quarter of the workforce had a recreation leave balance of 30 days or more.

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 2022

01 Executive summary

Size of the sector 2021

Census period FTE
363,617
+1.0% vs 2021

10.1% of all people employed in NSW are **NSW public sector employees**

Employee headcount at census
433,890
+0.6% vs 2021
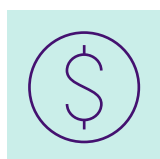
Public sector employment

Metro vs regional
34.3% of census date headcount was based in **regional areas**

Median tenure
7.4 years
74.8% of roles are ongoing

Median salary
$92,236
+2.0% vs 2021
Australian full-time adult average weekly earnings **increased by 1.9%**

Public sector diversity
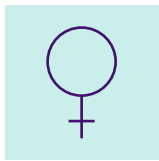
Women
66.3% of employees
+0.6pp vs 2021

People with disability
2.5% of employees
Same as 2021
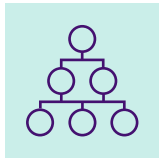
Female senior leaders
44.0% of government sector
+1.3pp vs 2021

English as a second language
18.1%
-0.3pp vs 2021
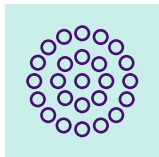
Aboriginal and Torres Strait Islander peoples
3.8% of employees
+0.1pp vs 2021

Median age
43 years
-1 year from 2021.
28.5% aged under 35.
23.3% aged 55 and over
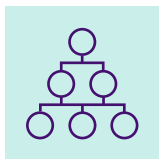
Aboriginal and Torres Strait Islander senior leaders
154 **+24** vs 2021

Note: 'pp' stands for percentage points.

02 Size and composition

Size of the sector 2021

NSW employed persons

10.1% of all people employed in NSW are NSW public sector employees **-0.3pp** vs 2021

Increase in NSW employed persons

+2.8%

Increase in NSW public sector

+0.6% census headcount, **up by 2,540** from 2021

Note: 'pp' stands for percentage points.

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 2022 the number of full-time equivalent (FTE) employees in the census period increased by 1.0% (+3,427) compared to 2021, and the census headcount increased by 0.6% (+2,540). This rate of growth is notably lower compared to the prior 3 years.

Figure 2.1

Public sector census headcount and census period FTE, 1999 to 2022
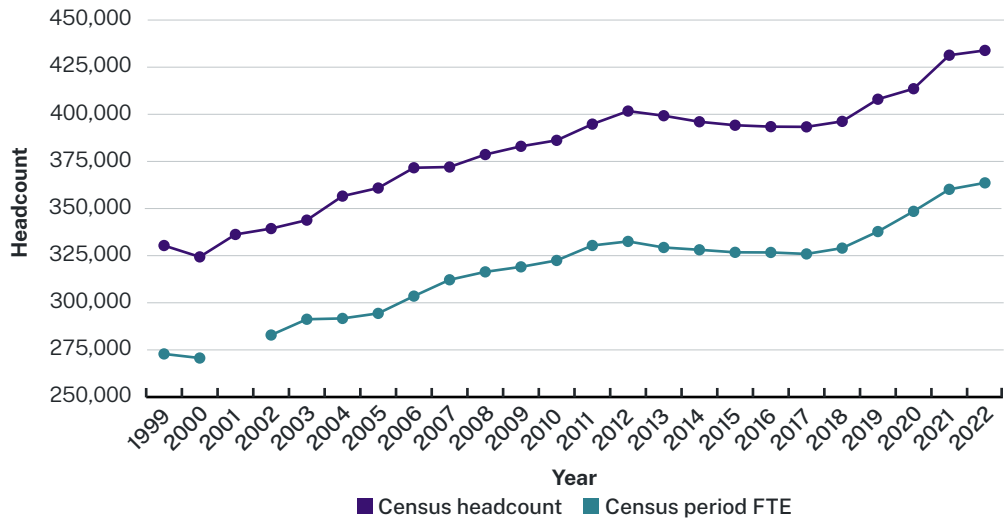
Table 2.1

Public sector census headcount and census period FTE, 2013 to 2022

Year	Census headcount	Change from previous year (%)	Census period FTE	Change from previous year (%)
2013	399,243	-0.6	329,336	-1.0
2014	396,036	-0.8	328,111	-0.4
2015	394,194	-0.5	326,765	-0.4
2016	393,442	-0.2	326,706	0.0
2017	393,333	0.0	325,917	-0.2
2018	396,243	0.7	329,005	0.9
2019	407,999	3.0	337,787	2.7
2020	413,567	1.4	348,508	3.2
2021	431,350	4.3	360,190	3.4
2022	433,890	0.6	363,617	1.0

Figure 2.2

Annual percentage change in the size of the public sector workforce (census headcount) and NSW employed persons, 2013 to 2022[1]

Public sector ■   NSW employed persons ■
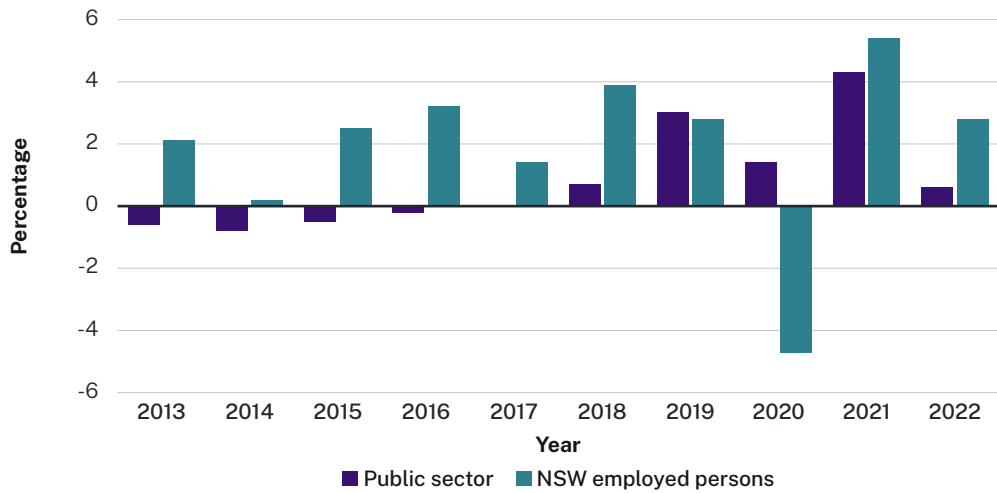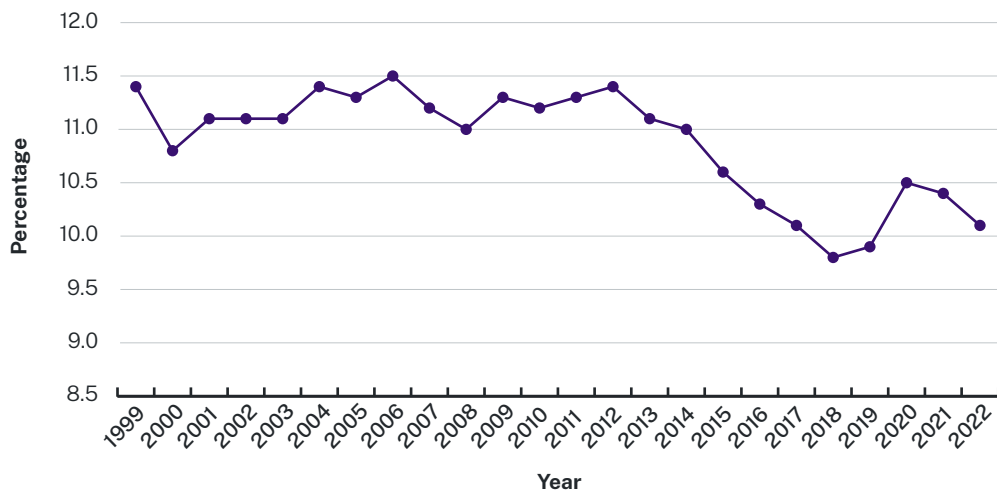
Figure 2.2 shows there was notably lower growth in the NSW public sector workforce, at 0.6%, than in the broader NSW workforce in 2022, at 2.8%. The proportion of NSW employed persons who worked for the NSW public sector decreased 0.3pp from 2021 to 10.1% in 2022 (see Figure 2.3).

Figure 2.3

Public sector census headcount as a percentage of NSW employed persons, 1999 to 2022

Composition of the NSW public sector

The number of FTE employees provides a better measure of the level of resources than headcount.

In 2022, the census period FTE increased by 3,427 and the census headcount rose by 2,540. The key contributors to the increase in FTE were the Public Service (+3,200 FTE) and the NSW Health Service (+1,912 FTE).

Table 2.2

Composition of the public sector by service, census period FTE, 2021 to 2022[2]

Service	2021	2022	Change	Change (%)
Public Service	69,484	72,684	3,200	4.6%
NSW Health Service	127,521	129,434	1,912	1.5%
NSW Police Force	21,041	20,736	-305	-1.5%
Teaching Service	71,415	70,968	-447	-0.6%
Transport Service	14,562	13,328	-1,235	-8.5%
Other Crown services	46,737	46,886	149	0.3%
Total government sector	**350,759**	**354,034**	**3,275**	**0.9%**
State owned corporations	8,321	8,461	140	1.7%
External to government sector	1,110	1,122	12	1.1%
Total public sector	**360,190**	**363,617**	**3,427**	**1.0%**

Table 2.2 shows that while there was an overall increase in census period FTE from 2021 to 2022, decreases occurred in some services. The Public Service and NSW Health Service both experienced growth, while FTE decreased in the NSW Police Force, Teaching Service and Transport Service.

The Public Service grew by 3,200 FTE (+4.6%) in 2022. The increase was primarily in the Customer Service cluster, which grew by 1,758 FTE (+19.7%). Service NSW (+899 FTE or +24.7%) and the Department of Customer Service (+840 FTE or +16.6%) were key contributors to this increase. These increases largely relate to the need for additional resources to help respond to the COVID-19 pandemic and the floods. The Department of Education was another key contributor to the increase, with an additional 617 FTE (+7.2%) in 2022.

The increase in the NSW Health Service of 1,912 (+1.5%) FTE reflects the key role they played in the pandemic response. There were an additional 467 (+3.5%) FTE Medical Practitioners, 438 (+0.9%) FTE Nurses and 419 (+8.8%) FTE Ambulance Officers.

The decrease in Transport Service employees (-1,235 FTE, -8.5%) was due to the privatisation of the State Transit Authority (-3,106 FTE). This was partly offset by an increase in Transport for NSW (+1,632 FTE, 15.3%) reflecting the large transport infrastructure projects. The largest growth was in Sydney Metro (+240 FTE, +33.0%).

The NSW Police Force decreased by 305 FTE (-1.5%) due to a higher number of separations, including medical retirements, and a lower number of commencements. While there were fewer commencements in 2022 than 2021, the number was higher than in previous years.

The Teaching Service decreased 447 FTE (-0.6%) compared to last year. Teacher staffing allocations are predominantly driven by student enrolments. In 2022, student enrolments in NSW Public Schools decreased, resulting in a corresponding decrease in teaching FTE. Student-to-staff ratios remain steady.

Machinery of government changes

Machinery of government (MOG) changes were introduced over the 2022 financial year. The creation of the new Department of Enterprise, Investment and Trade led to an increase in the total number of clusters, from 9 to 10. Table 2.3 shows the distribution of FTE by new clusters.

Table 2.3

## Cluster composition of the public sector, census period FTE, 2021 to 2022[3]

Cluster	2021	2022	Change	Change (%)
Customer Service	9,216	10,665	1,450	15.7
Education	112,929	113,372	444	0.4
Enterprise, Investment and Trade	–	3,714	–	–
Health	128,738	130,676	1,938	1.5
Planning and Environment	17,222	13,923	-3,299	-19.2
Premier and Cabinet	4,420	1,597	-2,823	-63.9
Regional NSW	4,646	4,432	-215	-4.6
Stronger Communities	52,782	52,102	-680	-1.3
Transport	27,616	27,024	-592	-2.1
Treasury	2,312	5,771	3,459	149.6
Total	**360,190**	**363,617**	**3,427**	**1.0**

One of the largest movements across the NSW Public Sector related to the formation of the new cluster, with 2,509 FTE moving from Premier and Cabinet, 585 FTE from Stronger Communities and 307.9 FTE from Customer Service to Enterprise, Investment and Trade. The new cluster comprises agencies delivering services in investment and tourism, including cultural institutions. The 3 largest agencies that moved to the new cluster were the Sydney Opera House (+500 FTE, 14.7%), Investment NSW (+399 FTE, 11.7%) and the Office of Sport (+383 FTE, 11.3%).

Other agency moves under MOG changes were to the Planning and Environment, Stronger Communities, Treasury, and Transport clusters. Energy and climate change agencies moved from Planning and Environment (3,404.8 FTE) to Treasury, while the Small Business Commission (53.9 FTE) moved from Treasury to the Customer Service cluster. The Transport cluster absorbed

infrastructure-based agencies and public parks trusts (541 FTE), with 67.3% from Planning and Environment and the rest from the Premier and Cabinet cluster. The largest agency moves to the Transport cluster were from the Royal Botanic Gardens
(225 FTE) and Infrastructure NSW (141 FTE). Resilience NSW moved from the Premier and Cabinet cluster to Stronger Communities (95.5 FTE).

Figure 2.4   ## Machinery of government cluster changes, census period FTE, 2022
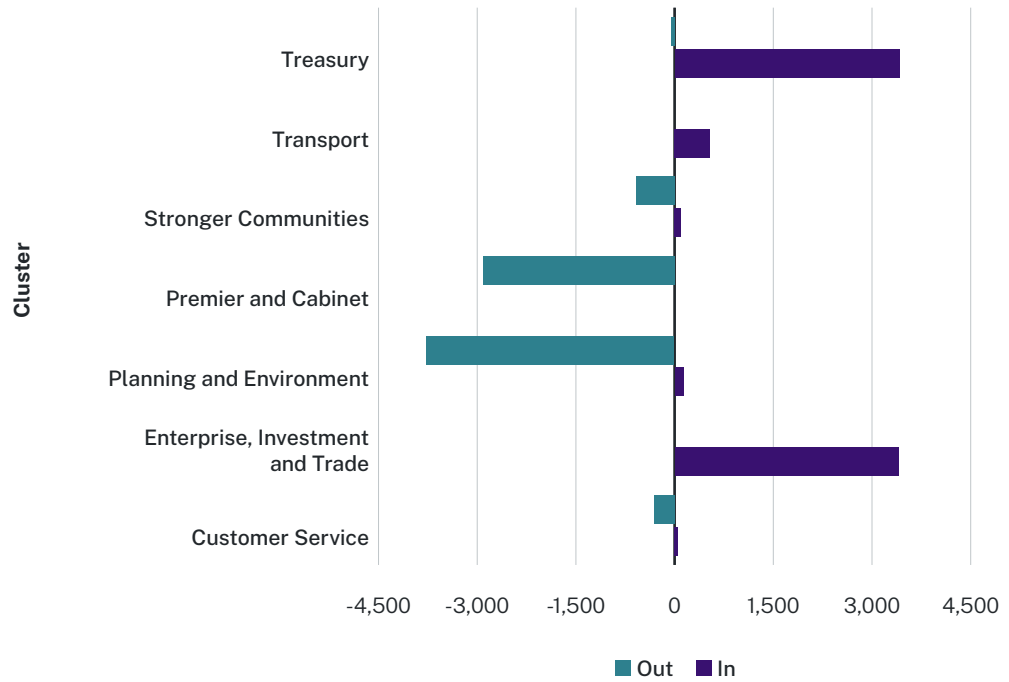
Endnotes

1 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.

2 Refer to the Glossary in Chapter 12 for the definitions of components of the public sector.

3 Some public sector entities do not align to a cluster, so the public sector total differs from the total of the clusters.

03 Leaders
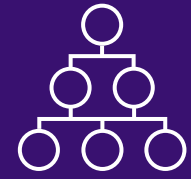
4,059 senior executives in the government sector
+10.3pp vs 2021

Note: 'pp' stands for percentage points.

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 headcount, 2021 to 2022

Service	2021	2022	Change (%)
Public Service	2,280	2,484	8.9
NSW Health Service	200	198	-1.0
NSW Police Force	74	67	-9.5
Teaching Service	0	0	0.0
Transport Service	854	1,083	26.8
Other Crown services	272	227	-16.5
Total government sector	**3,680**	**4,059**	**10.3**
State owned corporations[1]	281	402	43.1
External to government sector	58	62	6.9
Total public sector	**4,019**	**4,523**	**12.5**

At June 2022, there were 4,523 senior executives in the public sector. Of these, 4,059 were in the government sector, which was a 10.3% increase compared to the previous year.

The largest increases in the government sector occurred in the Transport Service (+229, 26.8%) and the Public Service (+204, 8.9%). The number of senior executives increased by 168 at Transport for NSW and 66 at Sydney Metro, compared to 2021.

There were 2,484 senior executives in the Public Service in 2022, an increase of 204 compared to 2021 (see Figure 3.1).

Figure 3.1

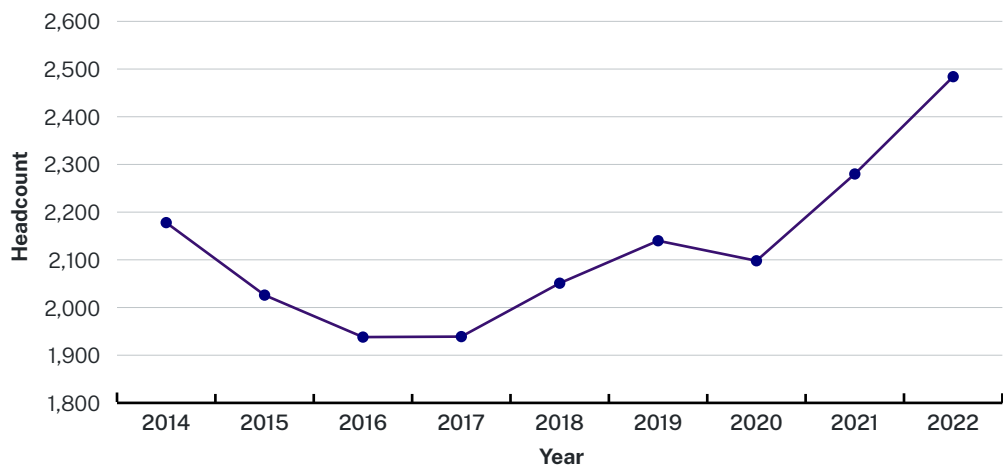## Senior executives in the Public Service, census headcount, 2014 to 2022

Table 3.2

Senior executives in the Public Service by cluster, census headcount, 2021 to 2022

| Cluster	2021	2022	Change
Customer Service	258	294	36
Education	416	445	29
Enterprise, Investment and Trade	–	229	–
Health	114	119	5
Planning, Industry and Environment	489	466	-23
Premier and Cabinet	315	109	-206
Regional NSW	166	176	10
Stronger Communities	409	419	10
Transport	1	94	93
Treasury	112	133	21
Total Public Service	**2,280**	**2,484**	**204**

The number of senior executives increased across most clusters in the Public Service, as shown in Table 3.2. The Premier and Cabinet cluster had the largest decrease in senior executives in 2022 due to movements to the Enterprise, Investment and Trade cluster under the 2022 machinery of government (MOG) changes.

The largest increase occurred in the Transport cluster (+93) due to the MOG changes. While most Transport senior executives are not part of the Public Service, the movement of Infrastructure NSW and the Greater Cities Commission from the Premier and Cabinet cluster to Transport produced this significant increase.

When MOG changes are taken into account, numbers increased across all clusters except Planning and Environment.

Figure 3.2

Distribution of Public Service senior executives across Senior Executive bands 1–3, census headcount, 2022
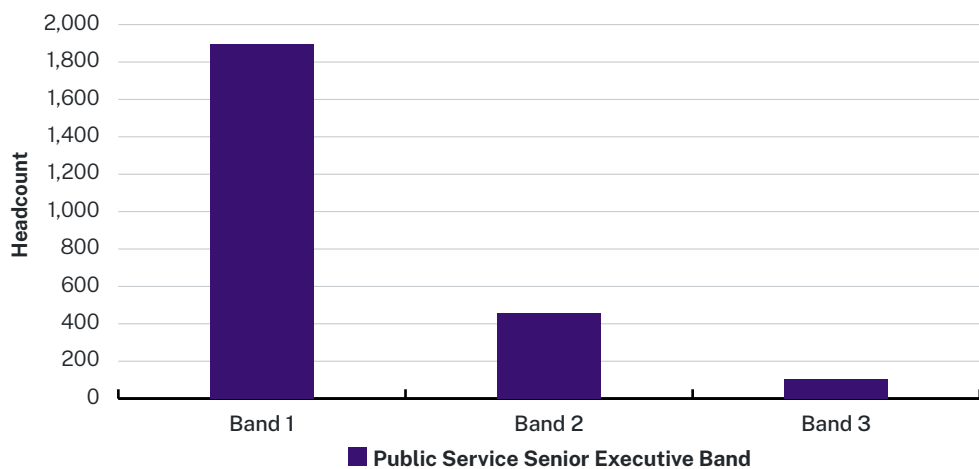

In 2022, 76.2% of Public Service senior executives (PSSEs) were classified as Senior Executive Band 1, while 18.4% were in Band 2 and 4.1% were in Band 3.

Premier's Priority for diversity in the senior leader cohort

One component of the Premier's Priority for a world class public service is driving senior leader diversity.[2] The priority includes targets to achieve gender equity among senior leaders and increase the number of Aboriginal and Torres Strait Islander people in senior leadership roles by 2025.

Percentage of female senior leaders
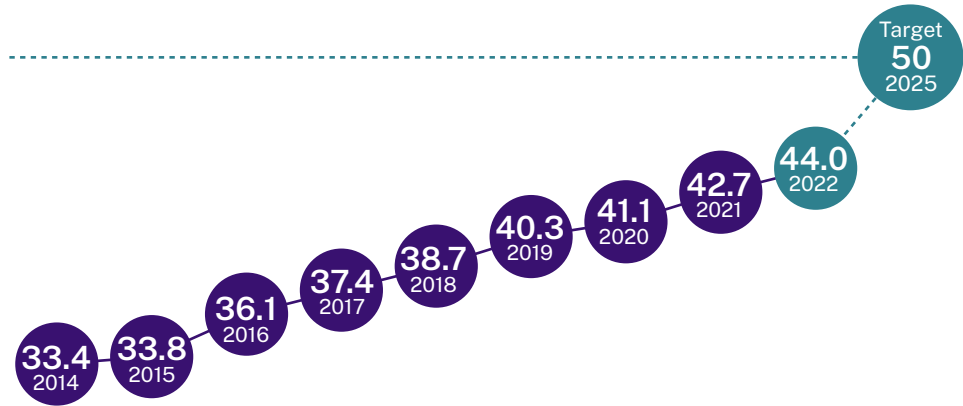
There has been steady progress towards achieving the female senior leader target since the Premier's Priority was announced in 2014. The proportion of female senior leaders increased by 1.3pp to 44.0% in 2022.

Comparing 2022 with 2014, female representation has increased 10.2pp for Band 1 senior leaders, 14.9pp for Band 2, and 15.4pp for bands 3 and 4. Representation of women increased in senior leader Band 1 roles (1.3pp) and Band 2 roles (2.7pp) in 2022, while there was a slight decrease in representation in bands 3 and 4 (-1.3pp).

Figure 3.3

Female senior leaders by equivalent band, 2014 to 2022[3]
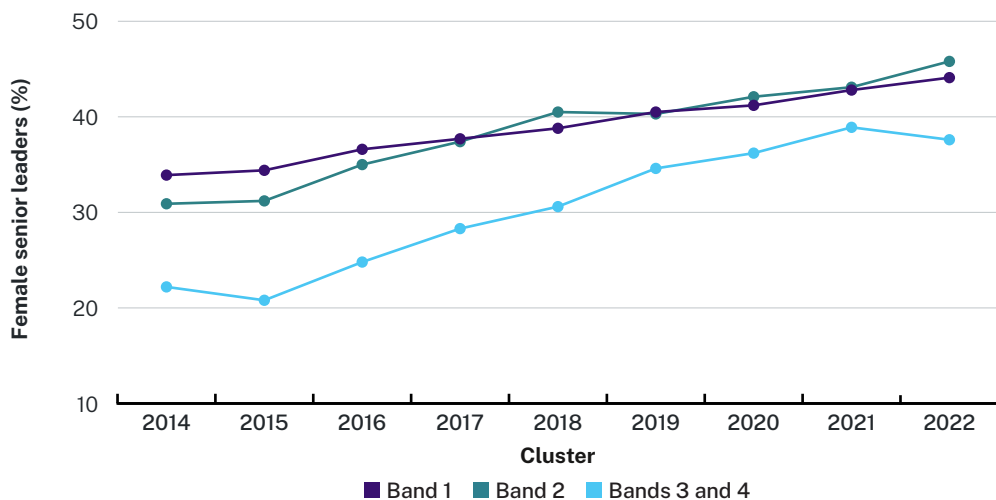
Table 3.3

Female senior leaders by equivalent band, 2014 to 2022[4]

	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)
Band 1	33.9	34.4	36.6	37.7	38.8	40.5	41.2	42.8	44.1
Band 2	30.9	31.2	35.0	37.4	40.5	40.3	42.1	43.1	45.8
Bands 3 and 4	22.2	20.8	24.8	28.3	30.6	34.6	36.2	38.9	37.6
Total	**33.4**	**33.8**	**36.1**	**37.4**	**38.7**	**40.3**	**41.1**	**42.7**	**44.0**

Table 3.4

Female senior leaders by cluster, 2021 to 2022[5]

Cluster	2021 (%)	2022 (%)
Customer Service	52.1	50.8
Education	56.0	57.5
Enterprise, Investment and Trade		46.8
Health	44.1	45.1
Planning, Industry and Environment	47.5	48.5
Premier and Cabinet	55.7	61.6
Regional NSW	27.4	30.8
Stronger Communities	31.5	34.0
Transport	35.9	38.1
Treasury	42.3	43.3
Total government sector	**42.7**	**44.0**

Female senior leader representation varies across clusters (see Table 3.4). The Premier and Cabinet, Education, and Customer Service clusters had more than 50% female representation (61.6%, 57.5% and 50.8%, respectively). The Regional NSW, Stronger Communities, and Transport clusters had some of the lowest rates, but they improved representation by 3.4pp, 2.4pp and 2.2pp, respectively, in 2022 when accounting for MOG changes.

More improvements are needed if the sector is to reach the Premier's Priority target in 2025. Forecasting based on turnover and gender ratios indicates that the sector will fall 4.4% short of the target if the current trend continues. Modelling indicates that the NSW Government could reach the target by 2025 if 6 in every 10 senior leader appointments are women.

Number of Aboriginal and Torres Strait Islander senior leaders
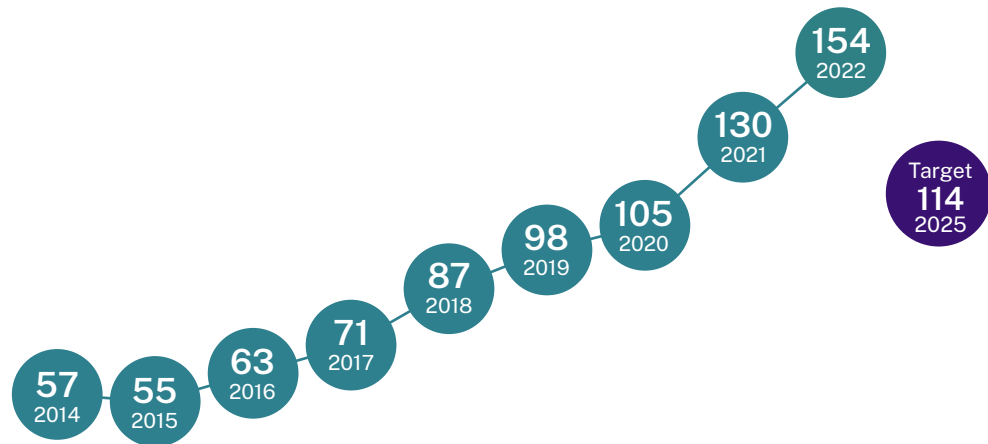
The number of Aboriginal and Torres Strait Islander senior leaders increased from 130 to 154 in 2022, further exceeding the Premier's Priority target of 114 by 2025. This is an exceptional result for the sector, achieving 170% growth compared to 2014. Two clusters accounted for most of the 2022 increase: Transport (+11) and Planning and Environment (+4).

Apart from a slight decrease in 2015, the number of Aboriginal and Torres Strait Islander senior leaders has increased each year since 2014. The target aimed to double the number of Aboriginal and Torres Strait Islander senior leaders. If the sector achieves the same growth in 2023 as in 2022, the sector will have tripled the 2014 baseline number.

Table 3.5

Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014 to 2022[6]

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Band 1	52	51	57	63	78	88	97	118	136
Bands 2, 3 and 4	5	4	6	8	9	10	8	12	18
Total	**57**	**55**	**63**	**71**	**87**	**98**	**105**	**130**	**154**

Figure 3.4

Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014 to 2022[7]
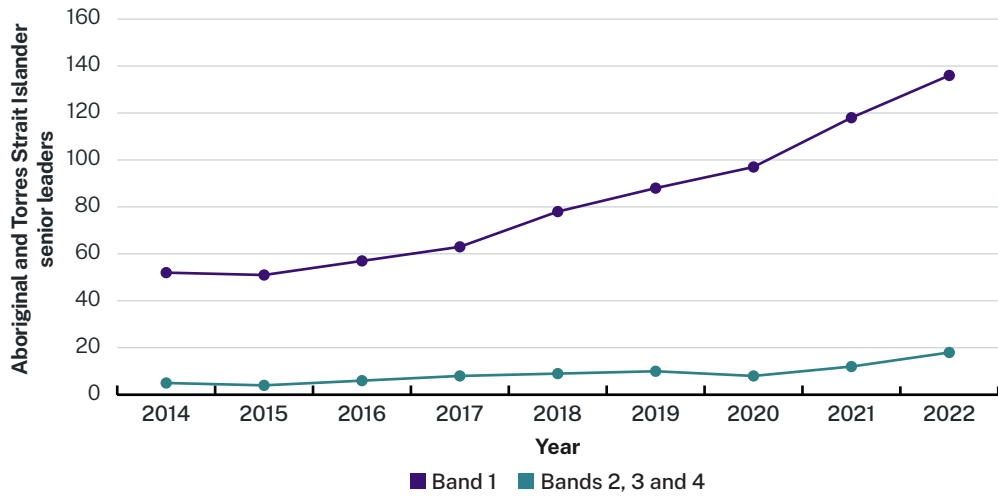

Figure 3.4 highlights that while most of the increase in the Aboriginal and Torres Strait Islander cohort occurred in the Band 1 range (84 appointments), the number of Aboriginal and Torres Strait Islander senior leaders in Senior Executive bands 2–4 has increased by 13 since 2014.

Endnotes

1   The 2022 increase is inflated due to State owned corporation Senior Executive numbers being understated in 2021. Taking this into account, the size of the increase would be 12.8%.

2   Senior leaders are non-casual government sector employees earning $169,638 or more (adjusted annually with wages policy), excluding Health Service roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles of a statutory or institutional character (judges, magistrates and barristers). When displayed in bands, these are aligned to the salary ranges of PSSEs. Band 1 includes non-executives paid below the minimum PSSE salary level.

3   Ibid, 2.

4   Ibid, 2.

5   Data is presented in the 2022 cluster structure, and 2021 data should be considered indicative only except for the Health, Education and Regional NSW clusters. For the other clusters, some parts of departments and agencies that moved under the MOG changes cannot be identified in 2021 data.

6   Ibid, 2.

7   Ibid, 2.

04 Types of work

Key occupation groups

School Teachers
69,830

Nurses
51,880

Clerical and Admin.
48,701

School Support Staff
26,261

Police Officers
17,033

Medical Practitioners
13,674

Social and Welfare Professionals
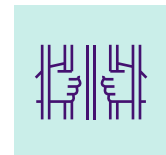**7,834**

Ambulance Officers
5,164

Cleaners and Laundry Workers
5,151

Firefighters
4,452

Labourers
4,246
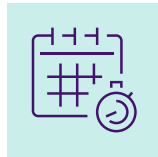
Prison Officers
3,967

Train Drivers
2,217

Food Prep Assistants
1,983

Employment category, annual full-time equivalent, 2022

Ongoing
74.8%
-0.5pp vs 2021

Temporary
17.4%
+0.3pp vs 2021

Casual
4.8%
Same as 2021

Other
2.9%
+0.2pp vs 2021

Part-time employees, census headcount, 2022

26.4%
in 2022
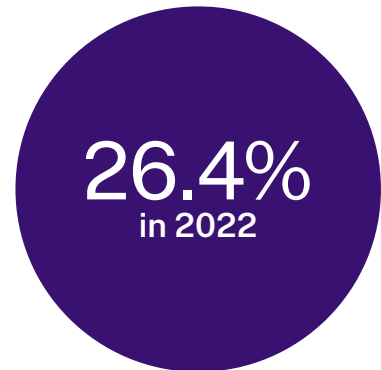
Note: 'pp' stands for percentage points.

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 1.0% (+3,427) in 2022, compared to 2021.

The occupations that contributed the most to the increase were Clerical and Administrative Workers (+1,295 FTE, 2.7%), Medical Practitioners (+484 FTE, 3.7%), School Support Staff (+458 FTE, 1.8%), Nurses (+438 FTE, 0.9%) and Ambulance Officers (+419 FTE, 8.8%).

The FTE increase in Clerical and Administrative Workers is mainly due to increases in Call or Contact Centre Operators (+990), primarily in Customer Service (+415). This reflects Services NSW's role in the government's response to the pandemic and floods. In Education, the apparent increase in Call or Contact Centre Operators in TAFE (+502 FTE) was a result of a restructure and updates to occupation coding[1] for some roles.

There were notable increases in occupations directly responding to the COVID-19 pandemic. The FTE increase in Medical Practitioners is mainly due to increases in Specialist Physicians (General Medicine) (+122 FTE) and various practitioners across the Health cluster. Similarly, the number of FTE nurses increased (+438 FTE) and Ambulance Officers increased (+419 FTE).

The increase in School Support Staff is mainly for Teachers' Aides (+486 FTE) and Youth Workers (+167 FTE). The increase in School Support staff is largely due to an increase in temporary School Learning Support Officers, including Student Health roles, Youth Workers and Business Managers, in line with service delivery needs for NSW schools.

While bus drivers have been a key occupation in the public sector, with more than 2,600 FTE in 2021, the State Transit Authority was privatised in 2022, removing this cohort from the NSW Government workforce.

Table 4.1

Employment categories by service, annual FTE, 2022

Service	Ongoing	Temporary	Casual	Other[2]
Public Service	56,365	8,849	1,946	4,248
NSW Health Service	99,945	21,391	8,128	260
NSW Police Force	19,596	228	0	73
Teaching Service	46,499	20,354	2,975	0
Transport Services	10,344	1,146	290	2,769
Other Crown Services	30,528	10,605	3,969	1,122
Total government sector	**263,277**	**62,573**	**17,309**	**8,472**
State owned corporations	6,280	317	46	1,654
External to government sector	552	85	5	445
Total public sector	**270,110**	**62,975**	**17,360**	**10,571**

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

The largest proportion of public sector employees in 2022 were ongoing employees (74.8%). Temporary employees accounted for 17.4% of the public sector workforce, an increase of 0.3pp from the previous year. These 2 categories account for more than 9 in 10 public sector employees.

Annual FTE for ongoing employees increased by 5,429 across the public sector in 2022. The most significant growth was in the Public Service and NSW Health Service, with increases of 2,719 (5.1%) and 1,847 (1.9%), respectively.

Table 4.2

Comparison of public sector employment categories, annual FTE, 2021 to 2022

Employment category	2021	2022	Change	Change (%)
Ongoing	264,681	270,110	5,428	2.1
Temporary	60,243	62,975	2,732	4.5
Casual	17,003	17,360	357	2.1
Other[3]	9,567	10,571	1,004	10.5

The annual FTE also increased for employees who were temporary (+2,732 FTE, 4.5%) and casual (+357 FTE, 2.1%) in 2022.

The largest increases were in the Health Service, with the number of temporary employees rising by 1,568 FTE (7.9%), including 913 additional Nursing Professionals and Medical Practitioners. The increase in their casual employees (+735 FTE, 9.9%) was mainly among General Clerks (+190 FTE, 25.9.%), and Midwifery and Nursing Professionals (+113 FTE, 15.4%).

Other contributors to the increase in temporary employment were an increase in temporary Education Aides in schools (+672 FTE, 94.1%) and an increase in temporary School Teachers (+257, 62.1%).

Employment arrangements

The proportion of non-casual NSW public sector employees working part time decreased 0.6pp to 26.4% in 2022.

Figure 4.1 shows other Crown services had the highest proportion of non-casual part-time employees in 2022, at 56.4% (27,843 employees). These employees were mainly School Administrative and Support Workers (including 15,715 Education Aides and 10,719 General Clerks). The NSW Health Service had the second-highest proportion of part-time employees (36.9% or 52,587 employees). The largest groups were Midwifery and Nursing Professionals (20,790), Medical Practitioners (5,070), Health and Welfare Support Workers (3,776) and Health Diagnostic and Promotion Professionals (2,615).

The highest proportions of full-time employees were in the Transport Service (96.1%), State owned corporations (96.0%) and the NSW Police Force (92.9%) (see Figure 4.1).

Figure 4.1

Employment arrangement by service, non-casual census headcount, 2022

Part time   Full time
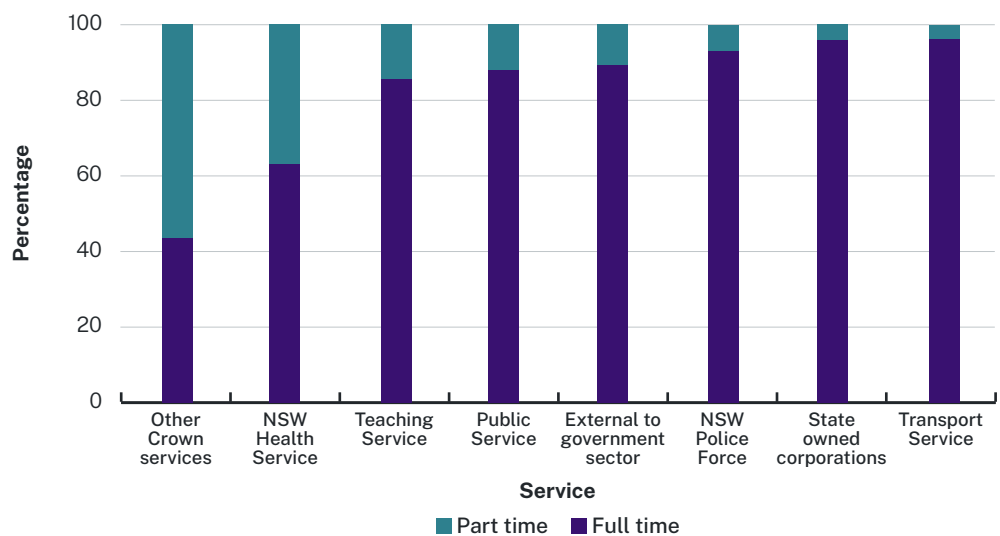
The contingent workforce

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 maintains data on contingent labour use and spend. Around two-thirds of the 2022 data was recorded on Contractor Central, the NSW Government's vendor management system. Records captured outside Contractor Central are not included in this analysis.

In 2022, Contractor Central recorded 20,531 contingent workers, a 36% increase from 2021. An average of 8,877 contingent workers were active at any given time[4], an increase of 27% from 2021. Of these, 68% had a tenure of less than a year (see Figure 4.2).[5]

Figure 4.2

Tenure by average active contractors, 2022
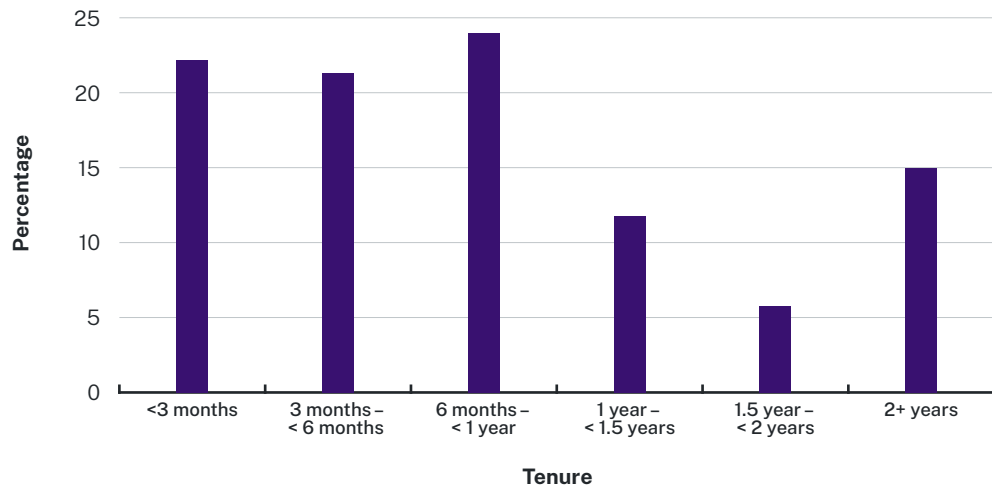
Endnotes

1   Australian and New Zealand Standard Classification of Occupations.

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

3   Ibid.

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

5   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
78.3% in 2022
+0.2pp vs 2021

People whose language first spoken as a child was not English – estimate
18.1% in 2022
-0.4pp vs 2021

Employees reporting disability – estimate
2.5% in 2022
same as 2021

People from racial, ethnic and ethno-religious minority groups – estimate
13.9% in 2022
+0.8pp vs 2021
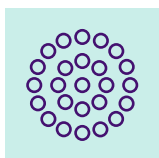
Aboriginal and Torres Strait Islander peoples – estimate
3.8% in 2022
+0.9pp vs 2014

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 response rates increase the accuracy of the diversity data. The public sector's diversity response rate was 78.3% in 2022, a 0.2pp increase from 78.1% in 2021. Most clusters experienced an increase in the response rate, reflecting efforts to improve visibility of their workforce diversity (see Figure 5.1). Machinery of government (MOG) changes produced a decrease in Premier and Cabinet's historically very high response rate, as divisions with higher response rates moved to Enterprise, Investment and Trade.

Figure 5.1

Diversity response rate by cluster, 2021 to 2022
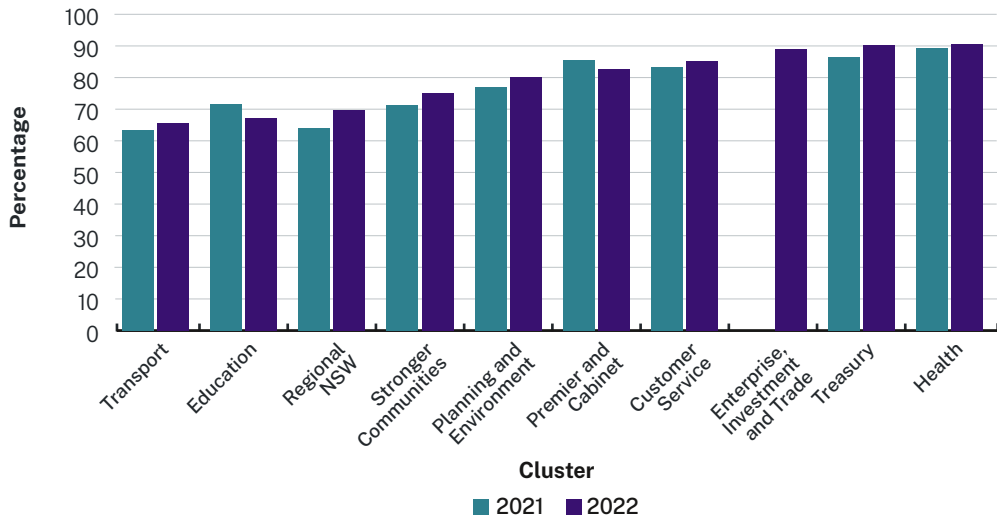
People with disability

Premier's Priority – percentage of people with disability (estimate)[1]
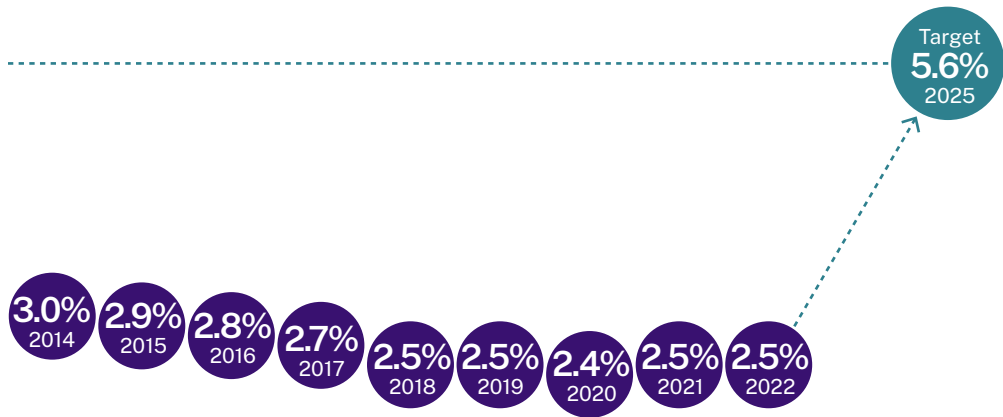
Increasing the proportion of employees with disability in the NSW public sector is a Premier's Priority target for a world class public service.[2] The priority aims to increase the representation of people with disability in the NSW public sector to 5.6% by 2025. Despite the increased diversity response rate this year, the proportion of employees with disability remained the same as last year (2.5%). In comparison, 5.5% of respondents to the *People Matter Employee Survey* identified as having disability, which is 0.9% higher than in 2021 (noting that this is an anonymous survey and uses a different definition of disability).[3]

Figure 5.2   ## Representation of disability, and disability requiring adjustment (estimate), 2013 to 2022[4]

Figure 5.2 shows that the representation of NSW public sector employees with disability remained the same in 2022 compared to 2021. This continues to follow a longer-term trend of decreasing representation of people with disability in the NSW public sector workforce.
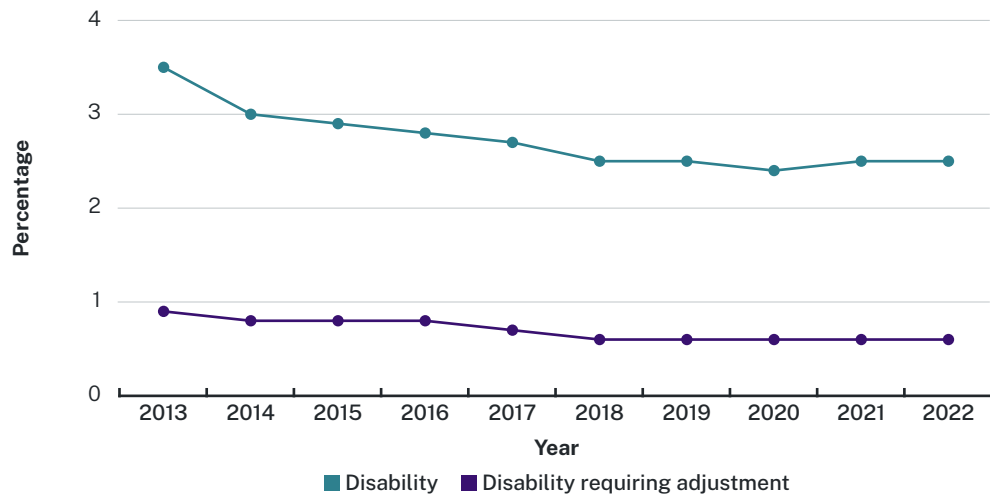
There was again little change in representation across NSW government sector services in 2022 compared to 2021 (see Table 5.1). The Public Service continues to have the highest proportion of people with disability, at an estimated 4.2%, noting a 0.2pp increase compared to 2021.

Table 5.1   ## Representation of people with disability by service (estimate), 2021 to 2022[5]

Service	2021 (%)	2022 (%)
Public Service	4.0	4.2
NSW Health Service	1.8	1.7
NSW Police Force	0.8	0.6
Teaching Service	2.7	2.7
Transport Service	2.7	2.8
Other Crown services	3.2	3.2
Total government sector	**2.5**	**2.5**
State owned corporations	3.1	3.2
External to government sector	1.9	2.1
Total public sector	**2.5**	**2.5**

There continues to be a notable difference in the pattern of commencements and separations of employees with disability compared to those without disability. There is a higher rate of separation and a lower rate of commencement for people with disability than for people without disability (see Figure 5.3).

Figure 5.3

NSW public sector non-casual commencements and separations of employees with disability compared to non-disabled cohort, pp gap, 2014 to 2022[6]
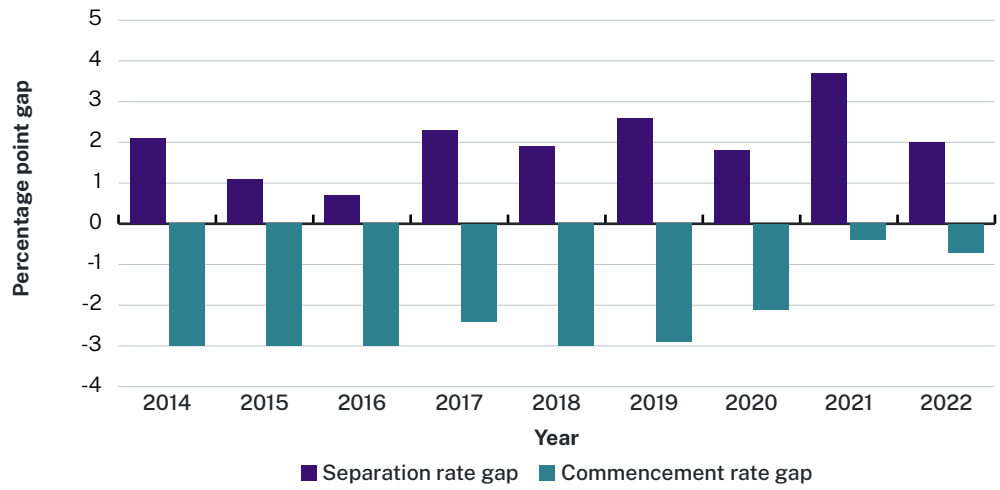
In 2022, the rate of people with disability commencing in public sector agencies was 0.7pp lower than for people without disability. At the same time, the rate of people with disability separating from public sector agencies was 2.0pp higher than for people without disability. The gap in commencement rate widened, while the gap in the separation rate narrowed, compared to 2021. This occurred during a period when there was an increase in separations across the sector.

Improving the representation of people with disability requires higher rates of commencement and lower rates of separation for people with disability compared to people without disability. There is an additional challenge in retaining people with disability in the sector due to the age profile of this group.

The representation of people with disability in the sector markedly increases with age (see Figure 5.4). For employees with disability, 35.7% are aged 55 and above, compared to only 22.3% of those without disability in the same age range. In contrast, the representation of people without disability is 8.2pp higher than those with disability in the 25 to 34 age range.

The age profile of the sector's employees with disability means they will continue to exit the sector at higher rates than employees without disability. The median tenure for people without disability was 7.4 years in 2022 and 10.4 years for those with disability. Tenure was longer for those with disability requiring an adjustment at work, with a median tenure of 14.0 years compared to 9.1 years for those not requiring an adjustment.

Figure 5.4

Age profile of NSW government sector non-casual employees at census date by disability status, 2022
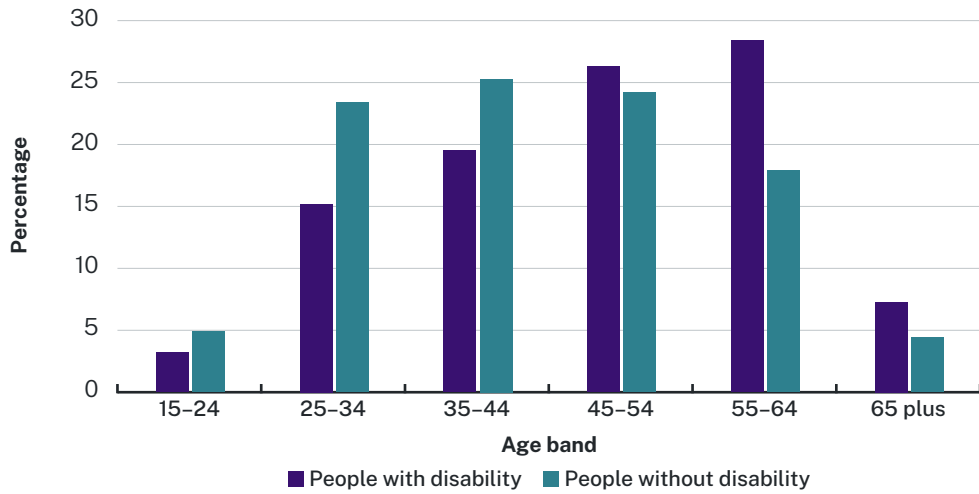
Looking at the reasons for separation for people with and without disability in 2022, a higher proportion of the comparatively older cohort of employees with disability retired (+6.6pp), or accepted voluntary redundancy (+2.0pp) or medical retirement (+1.8pp) than employees without disability. In contrast, the rate of employees without disability transferring to another public sector agency was 3.0pp higher than for employees with disability. This may be due to the younger cohort, and possibly the ease of transferring compared to employees with disability, who may have to consider workplace adjustments or commuting restrictions.[7]

Figure 5.5

NSW government sector non-casual separation rates by disability status, 2022[8]
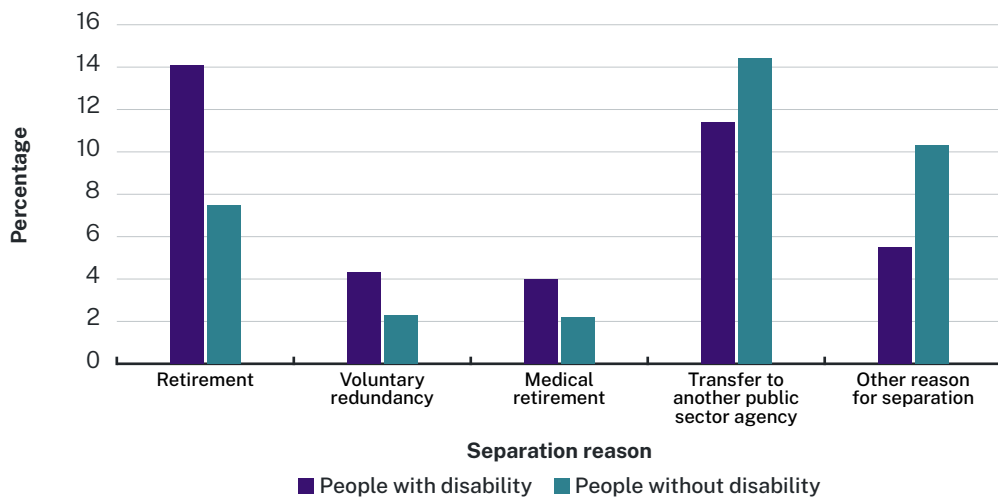
Aboriginal and Torres Strait Islander peoples

The representation of employees who identify as Aboriginal or Torres Strait Islander people has progressively increased over the past decade. In 2022, the representation of Aboriginal and Torres Strait Islander peoples increased by 0.1pp to an estimated 3.8% of non-casual employees in the NSW public sector.

Figure 5.6

Representation of Aboriginal and Torres Strait Islander employees (estimate), 2013 to 2022
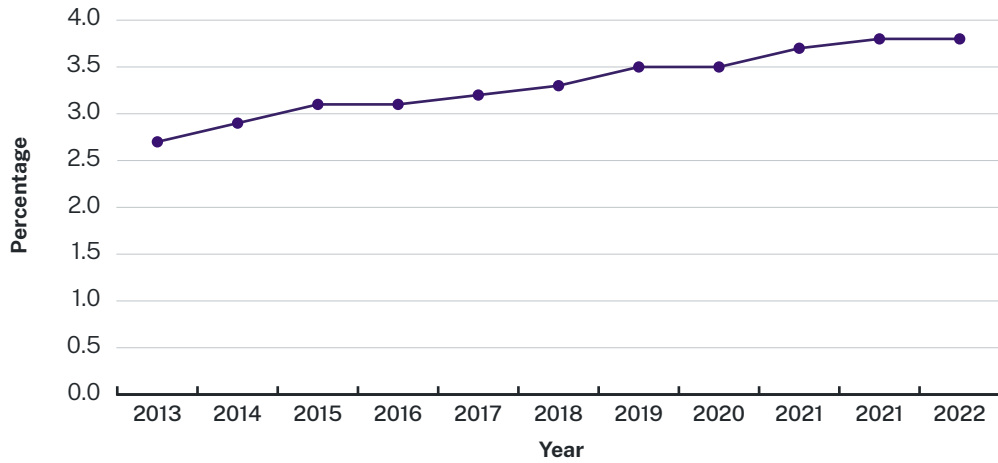
From 2014 to 2022, the estimated proportion of Aboriginal and Torres Strait Islander employees increased by 0.6pp or more in all salary bands below the level of Senior Executive (see Figure 5.7). The highest increase was in the Grade 1/2 range, which has seen a total increase of 1.7pp since 2014.

Figure 5.7

NSW government sector Aboriginal and Torres Strait Islander employment – representation by salary band (estimate), 2014 to 2022[9]
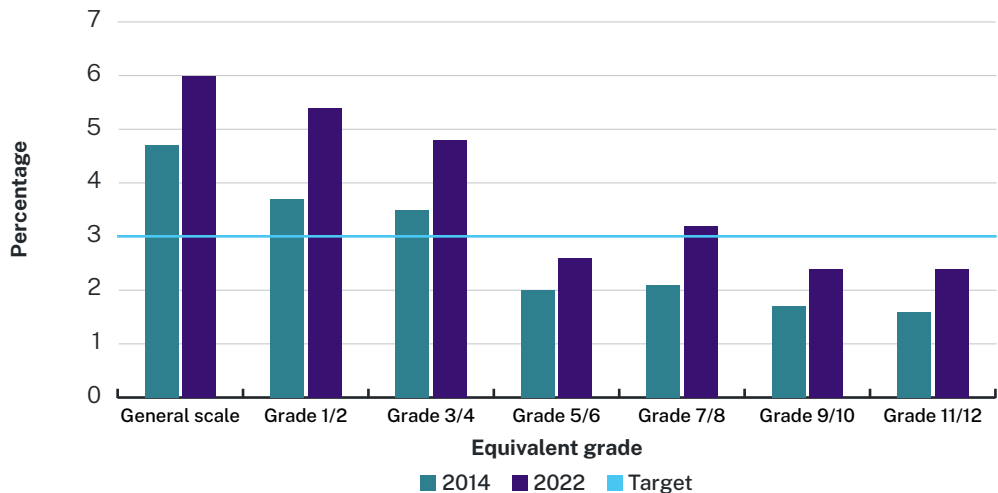
In 2021, the sector achieved the Premier's Priority of having 114 Aboriginal and Torres Strait Islander people in senior leadership roles by 2025, with 130 senior leaders in the NSW government sector. In 2022, that number continued to increase with an additional 24 senior leaders, totalling 154 Aboriginal and Torres Strait Islander people in senior leadership roles. This marked an 18.5% increase from 2021. Since 2014, the largest increases occurred in the Public Service (+40) and the Teaching Service (+28), accounting for 70.1% of the total increase.

Cultural diversity

The proportion of employees in the sector who first spoke a language other than English (LOTE) has decreased to 2020 estimated levels of 18.1% of the total non-casual workforce, down from 18.5% in 2021. While the Public Service saw an increase of 1.0% (+1,508), the NSW Health Service (-1.1%, -907) and the Transport Service (-7.5%, -877) saw declines that affected the sector representation. Nearly half (43.8%) of all employees in this diversity group also identified as being from a racial, ethnic or ethno-religious minority group.

In 2022, there was a 0.8pp increase in the proportion of employees in the sector who identified as being from a racial, ethnic or ethno-religious minority group. Reaching an estimated 13.9%, this is the highest estimate in the past decade (see Figure 5.8). Most services experienced an increase in representation of employees from this group in 2022, with the largest growth in the Public Service, up 4.7pp to 21.3%. The only services to decrease were the NSW Health Service and the external to government sector, down by 1.0pp and 1.5pp, respectively.

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), 2013 to 2022

■ People who first spoke a language other than English – estimate
■ People from racial, ethnic or ethno-religious minority groups – estimate
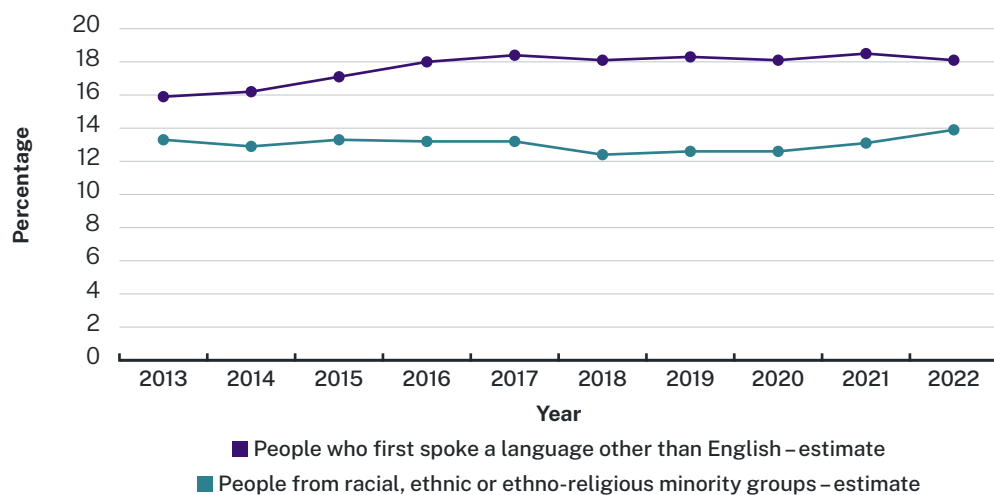
Figure 5.9 shows the employee distribution across salary bands, comparing employees in the LOTE diversity group to the non-LOTE group. The largest difference between groups was in the lower and middle salary ranges. There was a higher percentage of employees from the LOTE diversity group in the salary ranges General Scale (+2.2pp) and Grade 5/6 (+4.8pp), and lower percentage in Grade 1/2 (-2.6pp) and Grade 7/8 (-3.7pp).

Figure 5.9   **Employees in the NSW government sector who first spoke a language other than English – distribution by salary band, 2022**

Legend:
■ People whose first spoken language as a child was English
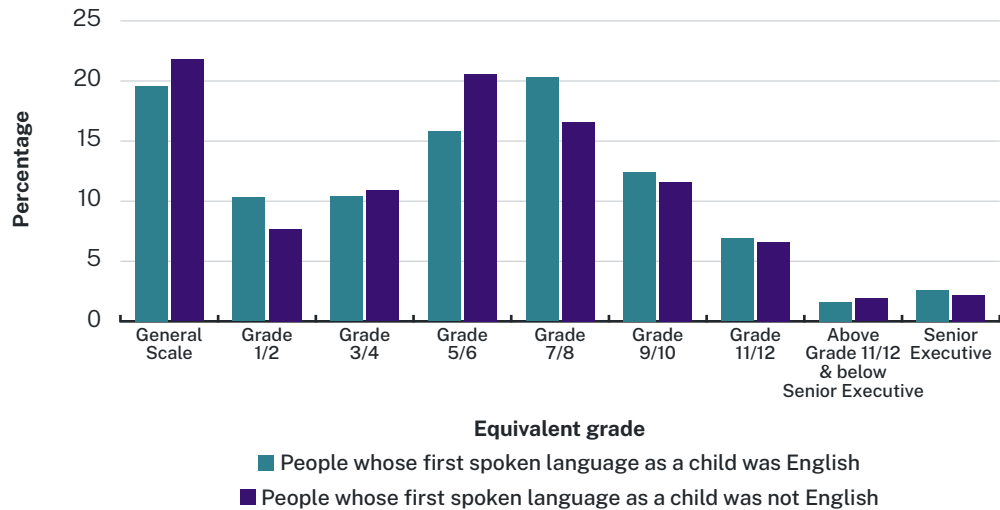■ People whose first spoken language as a child was not English

Figure 5.10 shows the employee distribution across salary bands, comparing employees who identified as being from a racial, ethnic or ethno-religious minority group with those who did not identify as being from a minority group. There is a higher percentage of employees who identify as being from a minority group in the middle and upper salary ranges and a lower percentage in the bottom 2 salary ranges. In 2022, 49.1% of employees in the sector who identified as being from a racial, ethnic or ethno-religious minority group were in salary bands Grade 7/8 and above (see Figure 5.10). In comparison, 42.5% of employees who did not identify as being from a minority group were in these salary bands (6.6% fewer).

Figure 5.10   **Employees in the NSW government sector from a racial, ethnic or ethno-religious minority group – distribution by salary band, 2022**

- People not from a racial, ethnic or ethno-religious minority group
- People from racial, ethnic or ethno-religious minority groups

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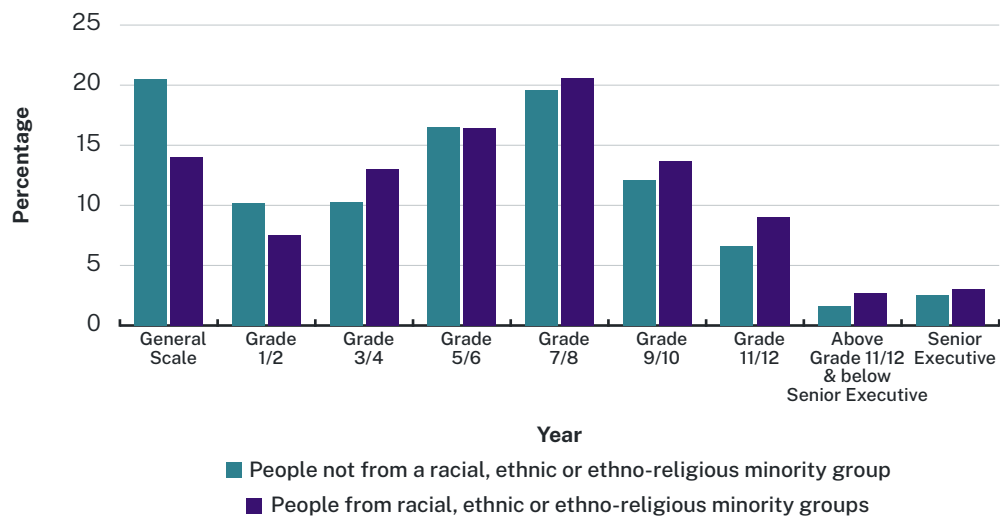
Endnotes

1   See the Glossary for the diversity estimation method used.

2   NSW Government, Premier's Priorities, World class public service.

3   The *People Matter Employee Survey* uses a different, social model of disability as its definition, and the population is a sample rather than a census.

4   Ibid, 1.

5   Ibid, 1.

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

7   Australian Human Rights Commission, *The Rights of People with Disabilities: Areas of Need for Increased Protection: Chapter 2: Employment*, accessed 26 October 2022, humanrights. gov.au/our-work/rights-people-disabilities-areas-need-increased-protection-chapter-2-employment#barriers; Australian Institute of Health and Welfare 2019, *People with disability in Australia*, accessed 26 October 2022, aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/employment/employment-participation-needs-and-challenges.

8   Where the difference between people with and without disability was greater than 1.0pp and the group size was greater than 10.

9   Ibid, 1.

06   Gender
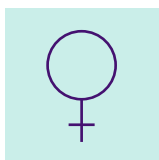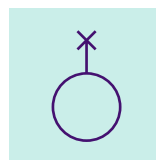
	Women			Non-binary
	66.3% in 2022			**177** in 2022
	+0.6pp vs 2021			**+118** vs 2021
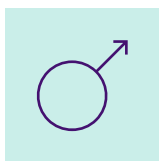
	Men
	33.7% in 2022
	-0.6 pp vs 2021

Note: 'pp' stands for percentage points.

Representation overview

The proportion of women in the NSW public sector has been increasing for more than a decade. Workforce Profile data shows that 66.3% of employees in 2022 were women, compared to 61.9% in 2013.

Figure 6.1

Percentage of women in the public sector workforce, 2013 to 2022
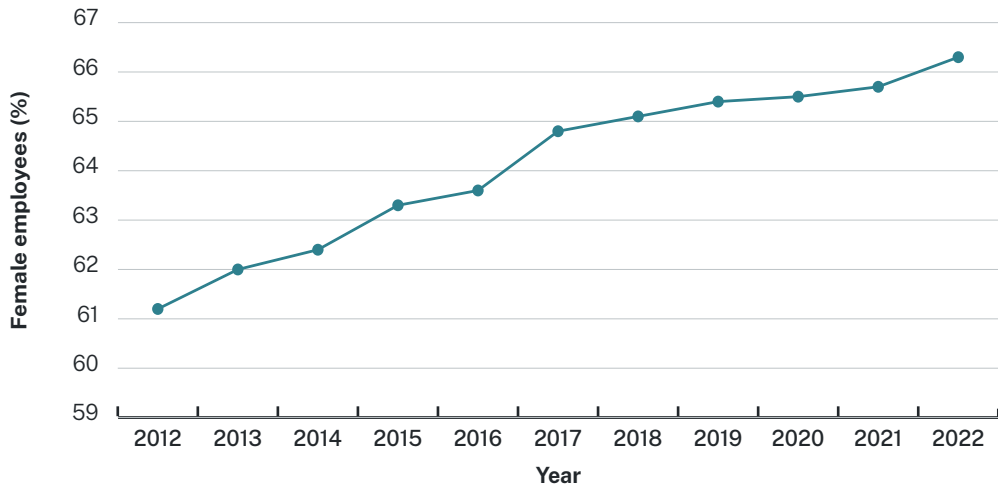
The NSW public sector continues to employ a higher proportion of women than the broader NSW labour market.[1] Women made up 45.6% of the total NSW workforce in 2013, and 47.7% in 2022. The 2 biggest contributors to female employment in the public sector are from the 2 largest clusters: Education (76.8%) and Health (74.4%). Together, they represent 52.4% of total headcount in the sector. Table 6.1 shows that the lowest female representation in 2022 was in the Transport cluster (34.1%). The movement of Essential Energy, a majority male agency, from Planning, Industry and Environment to Treasury has resulted in a large drop in female representation.

Table 6.1

Public sector representation of women by cluster, census headcount, 2022

Cluster	Women employed in cluster	Percentage of women in cluster
Customer Service	7,295	63.1
Education	109,508	76.8
Enterprise, Investment and Trade	2,631	56.1
Health	117,667	74.4
Planning, Industry and Environment	7,116	47.4
Premier and Cabinet	1,076	63.2
Regional NSW	2,536	48.7
Stronger Communities	26,809	45.8
Transport	10,093	34.1
Treasury	2,324	38.5
Total public sector[2]	**287,283**	**66.3**

In 2022, the occupations with the highest number of female employees were Nurses (86.7%), School Teachers (77.8%), and Clerical and Administrative Workers (75.7%). Together, these occupations accounted for more than half of female employees in the sector (51.8%).

Despite the high level of representation across the sector, women remained under-represented at higher salary levels.

Figure 6.2

Gender distribution by salary band (non-casual), census headcount, 2014 to 2022
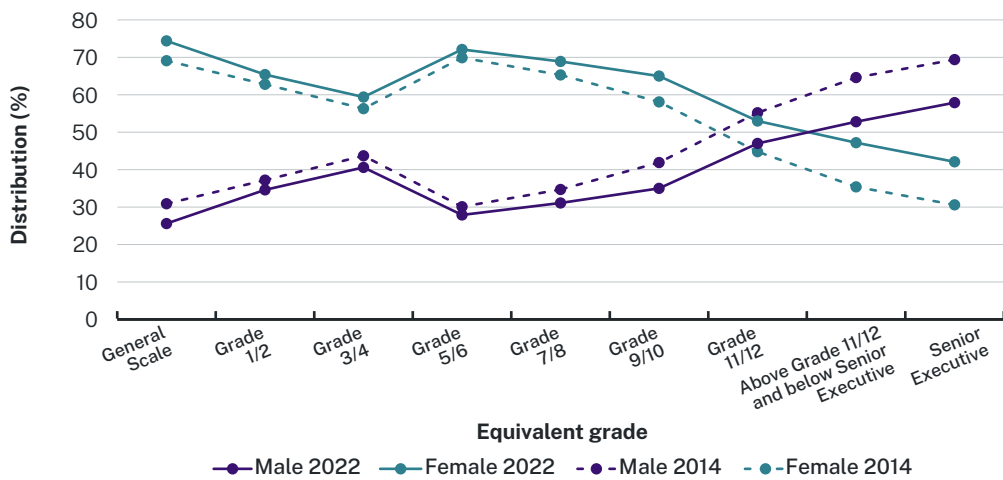
Figure 6.2 shows there was a trend towards a higher proportion of women in lower-paid roles and a lower proportion of women in higher-paid roles, although the gap between men and women is slowly narrowing. In 2014, women held less than a third of roles paid at the senior executive level (30.6%). In 2022, 42.1% of these roles are held by women, an increase of 11.5pp since 2014 and an increase of 1.4pp from 2021. This was the largest year-on-year increase since 2016 (2.6pp).

Recruitment

Analysis of gender balance in NSW public sector recruitment data can provide insights into the ability to shift the gender imbalance in higher-paid roles.[3]

Figure 6.3

Proportion of appointments by gender and salary band, 2022
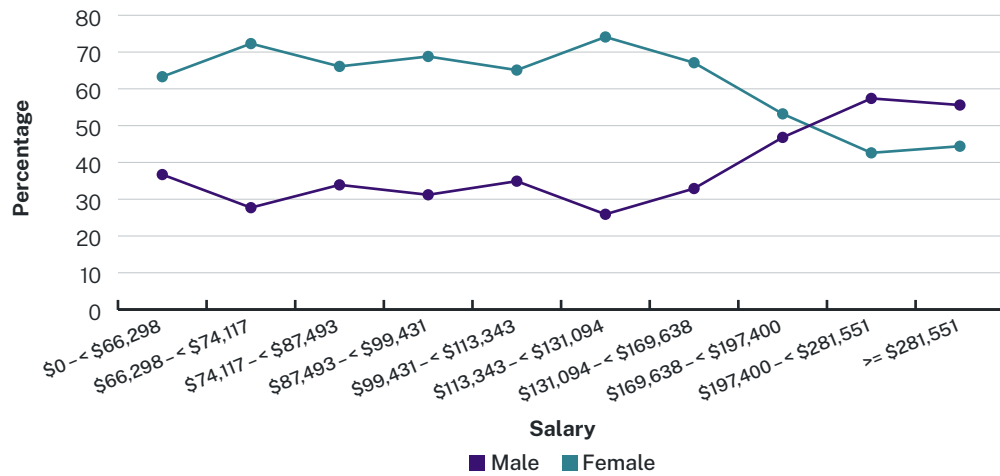
In 2022, a higher proportion of males than females were appointed to roles with a salary of $169,638 or higher, noting that senior executive roles are included in this range. Female appointments were higher across lower salary ranges. Women were appointed to 44.0% of roles with a salary greater than $281,551.

Senior leader gender equity

The proportion of women in senior leadership roles varied across clusters and has been increasing since the introduction of the gender parity target. Figure 6.4 shows the progress towards achieving the Premier's Priority target of women holding 50% of senior leadership roles across the sector.

Figure 6.4

Representation of women in senior leadership roles in the government sector by service, 2014 and 2022
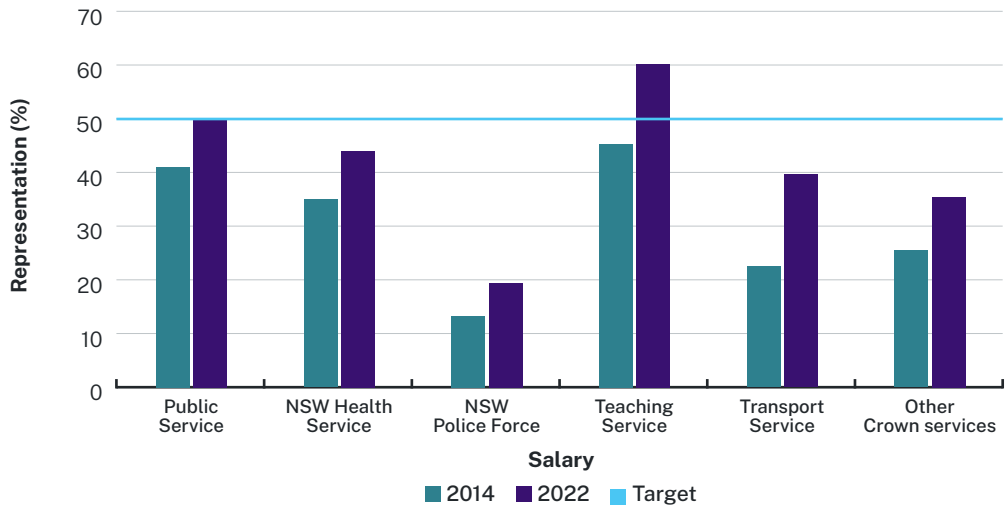
One challenge in increasing the proportion of female appointments in higher-paid roles is that fewer women apply for the roles than men. In 2022, 45.4% of the people appointed to senior leader roles were women. Modelling has confirmed that 6 female appointments are required for every 10 roles to achieve gender equity in this cohort.

Gender pay gap
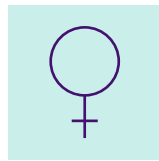
Median remuneration, **women**
$92,236
(+2.0% vs 2021)
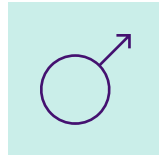
Median remuneration, **men**
$96,540
(+2.4% vs 2021)

Gender pay gap
4.5%
(+0.3pp vs 2021)[4*]
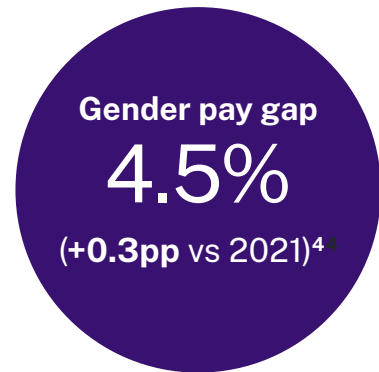
In 2022, the gap in median remuneration between men and women in the NSW public sector was 4.5% ($4,304), compared to 4.1% ($3,905) in 2021. For a second year in a row, this represents the highest gender pay gap in the last decade (see Figure 6.5; pay gap is calculated using the Organisation for Economic Co-operation and Development method which is not comparable to the Workplace Gender Equality Agency methods and published national figures).

Figure 6.5

Gender pay gap, 2013 to 2022
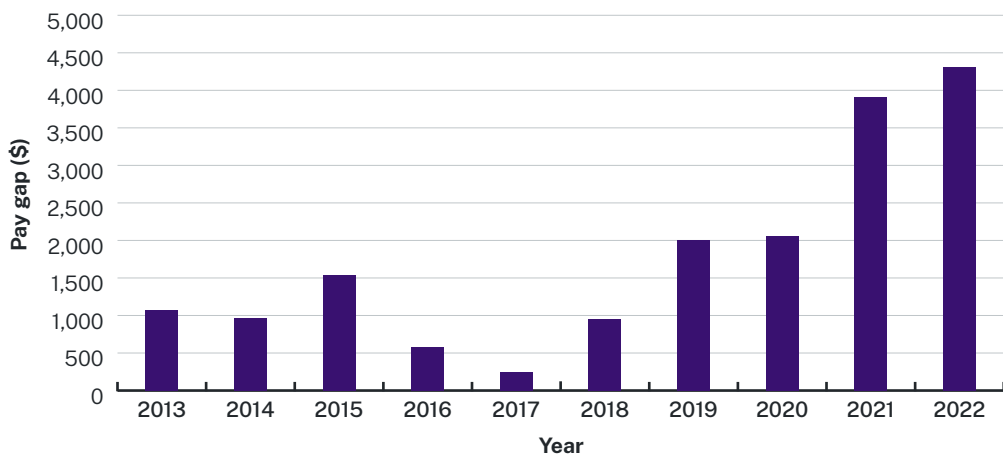
When describing a set of data, the median is less sensitive to extreme values in the upper and lower ranges compared to the mean. However, it is affected by large groups around the middle remuneration value. For women, the median remuneration applies to Nurses, and the large size of this cohort means 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 2022 across all higher salary ranges, this did not reduce the pay gap (see Figure 6.6).

The increase in the median remuneration of men was mainly due to the decrease in the number of men paid below the median. Figure 6.6 shows that there were over 2,000 fewer men in the lower salary ranges in 2022 than 2021. This is mainly due to the privatisation of the State Transit Authority, where remuneration for bus drivers was below the median. Without this cohort exiting the sector, the pay gap would have been unchanged from the level of 2021 (4.1%).

Figure 6.6

Change in non-casual headcount by salary band at census date, 2021 to 2022
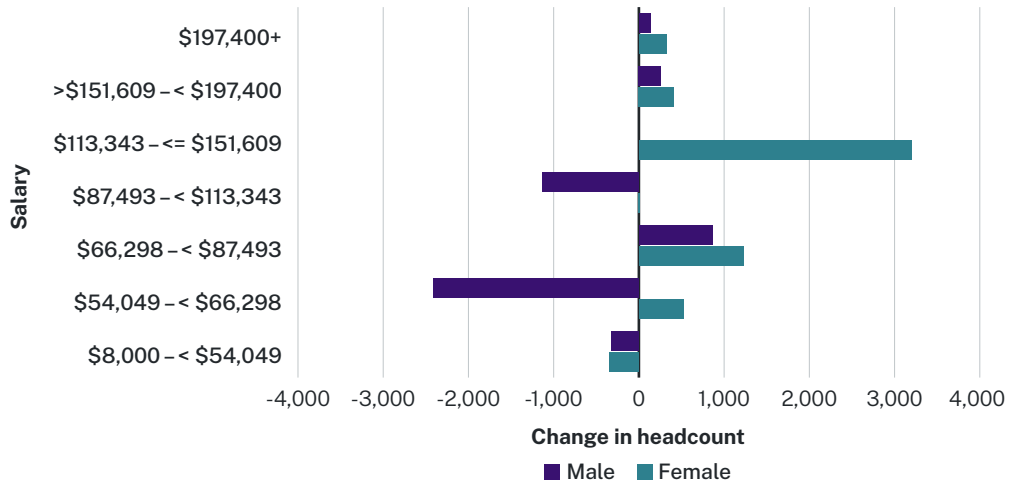
Figure 6.7

Median non-casual remuneration by gender and service, 2022
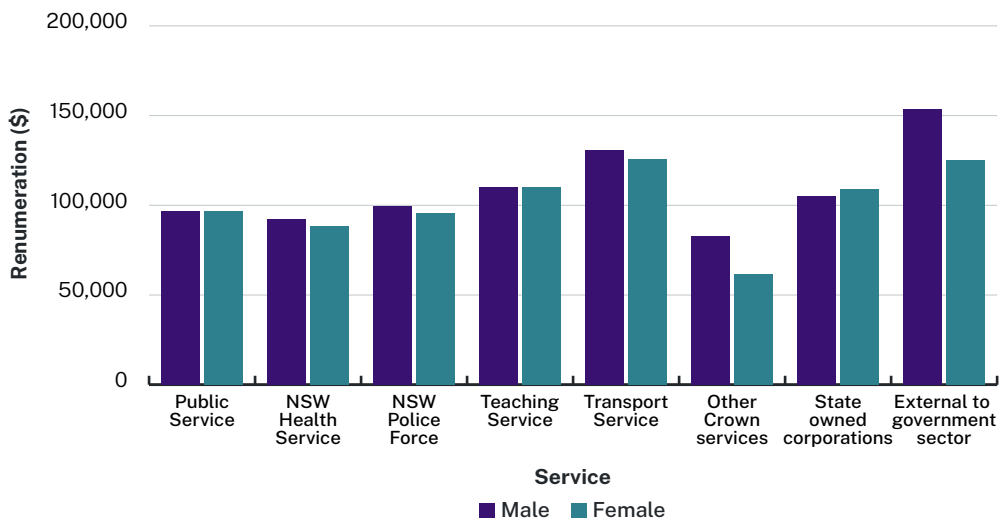
Within the government sector, other Crown services had the largest pay gap in 2022. This mainly related to School Support Staff, who made up 53.4% of other Crown services. These employees had a lower median remuneration of $57,818, and 91.2% were women.

The median remuneration for Transport Service increased by 25.0%. In the Transport Service, the median remuneration for women increased (10.9%), from $113,322 in 2021 to $125,712 in 2022. For men, median remuneration increased (43.6%), from $90,949 in 2021 to $130,623 in 2022. This mainly stems from the privatisation of the State Transit Authority, where 2,660 bus drivers with a median remuneration of $61,157 left the public sector, of which 95.2% were men.

The Public Service was the only service where the median remuneration of women was equal to that of men. Overall, 56.7% of employees in the Public Service and 51.2% of senior executives were women.

Figure 6.8

Public Service and aligned services senior executive gender pay gap by band, 2021 to 2022[5]
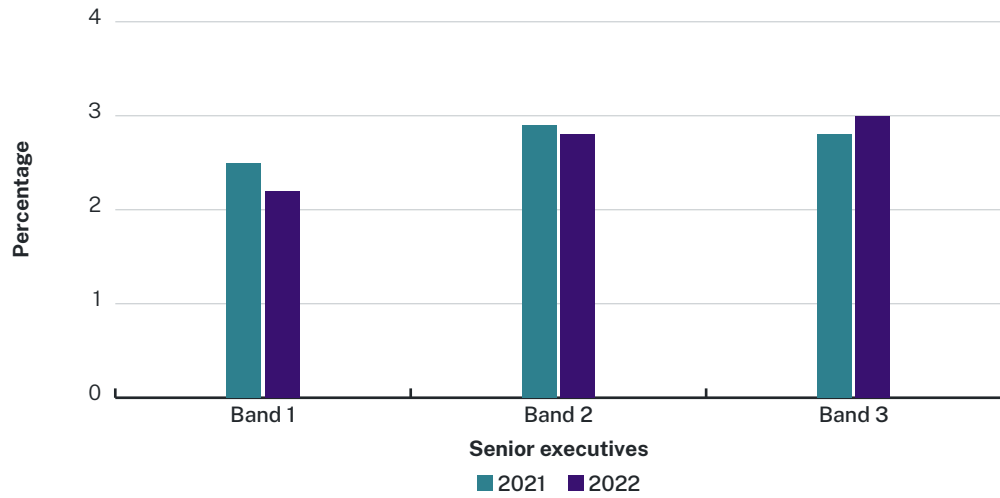
The gender pay gap in 2021 for Senior Executive bands 1–3 was 2.3%. Across the bands, the gender pay gap decreased 0.2pp in Band 1, decreased 0.1pp in Band 2 and increased 0.2pp in Band 3.

Only 44.3% of senior executives paid above the median salary were women across the 3 bands. This is a 3.2pp increase from last year (40.9%). Band 1 had the lowest representation of women paid above the median salary for the band (41.6%), in line with the wide pay gap in this band. The representation of women paid above the median salary in bands 2 and 3 was 48.7% and 45.1%, respectively.

Employment arrangements

Employment arrangements varied between genders, with more women working part time than men (see Table 6.2). In 2022, 34.3% of non-casual female employees in the NSW public sector worked part time, compared to 10.7% of male non-casual employees.

Table 6.2

Employment arrangement by gender, non-casual census headcount, 2022

Employment arrangement	Male	Male (%)	Female	Female (%)
Full time	117,621	40.8	170,831	59.2
Part time	14,022	13.6	89,295	86.4

Of the 108 public sector departments and agencies that employed people on a part-time basis in 2022, 90 agencies had at least 75% female part-time employee representation.

Figure 6.9 shows the proportion of part-time employees by gender for each service. In 2022, the NSW Health Service continued to have the highest proportion of men in part-time employment (20.0%) and the second-highest proportion of women working part time (42.7%).

Figure 6.9

Proportion of employees working part time in each service by gender, 2022
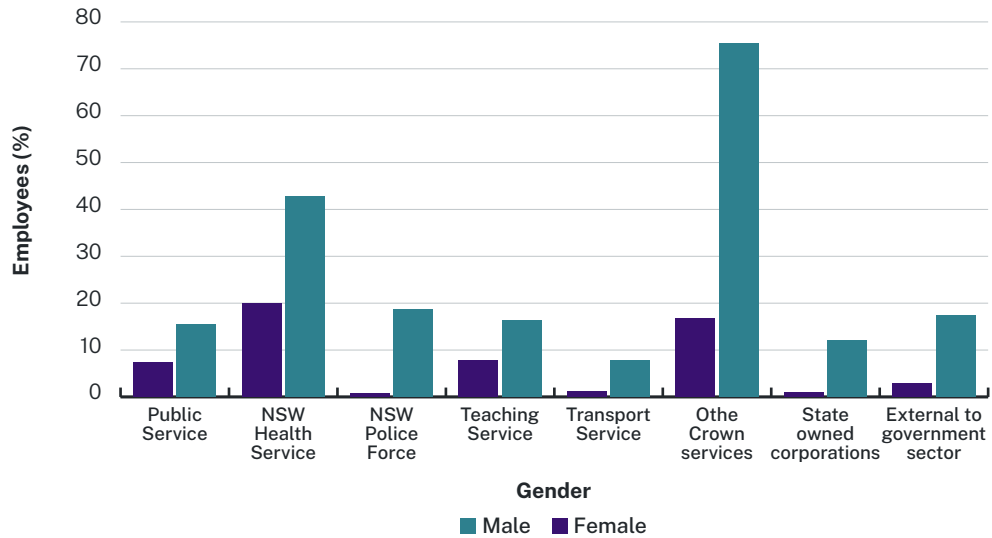
Endnotes

1   Australian Bureau of Statistics (June 2022), '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 29 September 2022.

2   Some public sector entities do not align to a cluster, so the public sector total differs from the total of the clusters.

3   Recruitment data is collected from public sector agencies' source systems where available. The main exclusions are the Health cluster and most of the Transport cluster in 2021.

4   Rounding error.

5   In scope: senior executives in Bands 1–3 in the NSW government sector, specifically Public Service senior executives and aligned executive services (Health Service, Transport Service and NSW Police Force). Excluded: any executives not reported under the band structure in the Work-force Profile collection; Senior Executive Band 4; contractors; and non-executive employees with salaries between $169,638 and $197,400 in 2021–22 and whose position falls between Grade 11/12 and the Executive Band.

07 Age

Non-casual median age in 2022

43 years

-1.0 years vs 2021

Non-casual employees under 35

28.0% in 2022

+3.5pp vs 2013

35↓

Non-casual employees 55 and over

22.5% in 2022

-0.9pp vs 2013

55↑

Non-casual average retirement age

65.0 in 2022

vs **62.0** in 2013

Note: 'pp' stands for percentage points.

The median age of NSW public sector non-casual employees reduced to 43 years in 2022, after remaining at 44 years since 2018. This was mainly due to the privatisation of the State Transit Authority, with a median age of 51 in 2021. The median age of women has been one year less than men since 2016 (44 for men and 43 for women in 2022). 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, 67.5% of employees were in the 35 to 64 age group in 2022, compared to 57.2% of the NSW working population (see Figure 7.1). In addition, fewer NSW public sector employees were aged under 35 or over 65. Those aged under 35 accounted for 28.0% of public sector employees, compared to 37.9% of the entire NSW workforce. Those aged 65 and over accounted for 4.4% of public sector employees and 4.9% of the total workforce in NSW.

Figure 7.1

Age profile of the NSW public sector and NSW employed persons, 2022
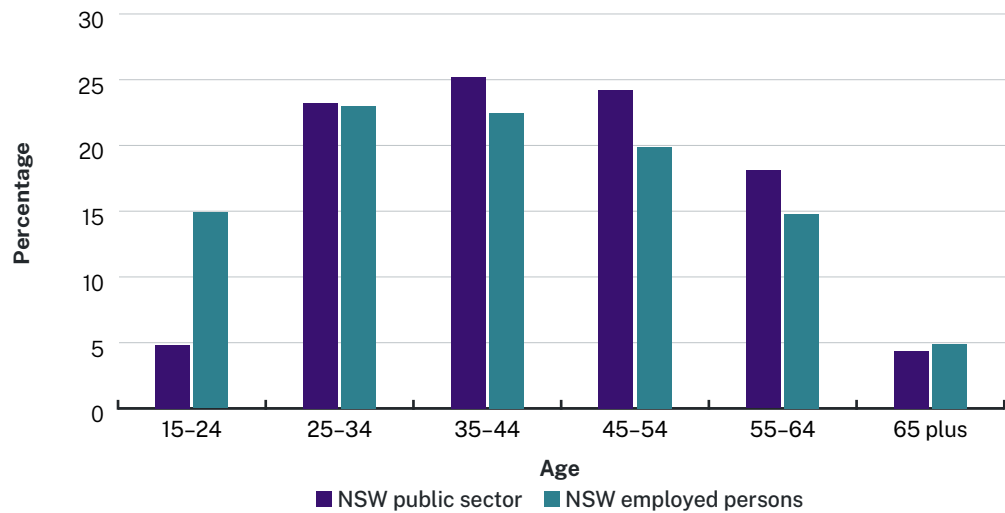
Table 7.1 shows that the median age ranged from 40 to 49 across NSW Government services in 2022. The NSW Police Force had the lowest median age in the sector, at 40 (unchanged from 2021). It also had the highest proportion of employees aged under 43, at 60.6% of total employees. Over 50% of employees in NSW Health, Teaching and Transport services were also under 43.

In contrast, other Crown services had the highest median age (49) in the government sector at the census date. Within other Crown services, Clerical and Administrative Workers median age is 52 and Managers median age is 51.

Having age diversity in the workforce provides a range of perspectives, experiences, talents and knowledge sharing. The proportion of public sector employees aged up to 43 grew from 46.6% in 2013 to 50.9% in 2022.

Table 7.1

Median age and proportion of non-casual employees aged over 43 by service, at census date, 2022

Service	Median age	Employees aged >43 years (%)
Public Service	44	50.3
NSW Health Service	42	46.3
NSW Police Force	40	39.4
Teaching Service	42	45.1
Transport Service	43	46.8
Other Crown services	49	64.8
Total government sector	**43**	**48.9**
State owned corporations	45	55.1
External to government sector	50	62.7
Total public sector	**43**	**49.1**

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 (6.2%). Employees of the NSW Police Force, Teaching Service and Transport Services had more than 50% of all their non-casual employees in the 25 to 44 age group (with 56.3%, 53.5% and 52.1%, respectively). Nearly half of employees of the NSW Health Service were in this age bracket, whereas 56.1% of all non-casual employees in other Crown services were aged between 45 and 64.

Figure 7.2

Age profile of NSW public sector, non-casual census headcount, by service, 2022
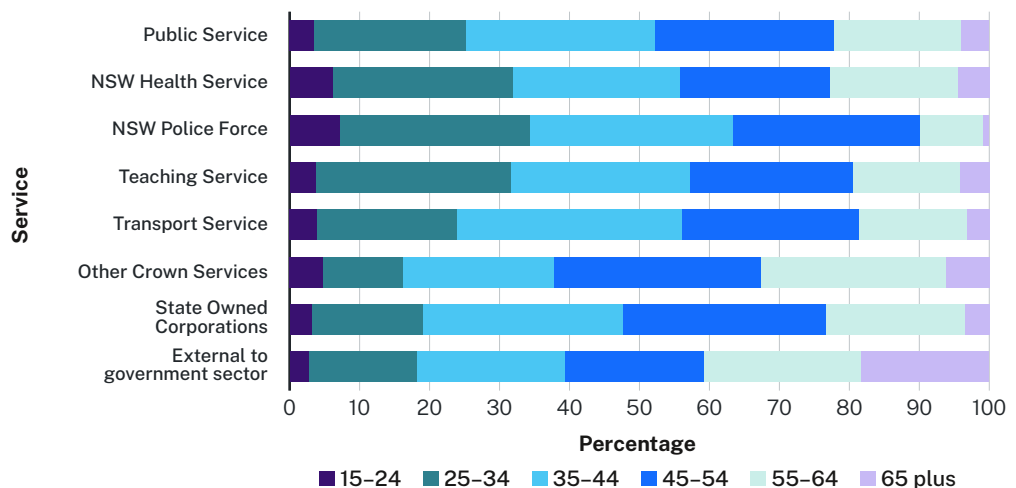
Retirement age

The average retirement age of public sector employees has steadily risen from 62.0 in 2013 to 65.0 in 2022. The proportion of employees retiring at age 65 or over has nearly doubled since 2013, from 28.2% (970 employees) in 2013 to 53.0% (2,223 employees) in 2022. In 2013, 24.5% of retirees were aged 60 (843 employees), and this decreased to 8.4% (352 employees) in 2022 (see Figure 7.3). In 2022 the most common retirement age was 66 (395 employees), while before 2021 it was 60.

Figure 7.3

Distribution of retirees aged 55 and over among non-casual employees, 2013 and 2022
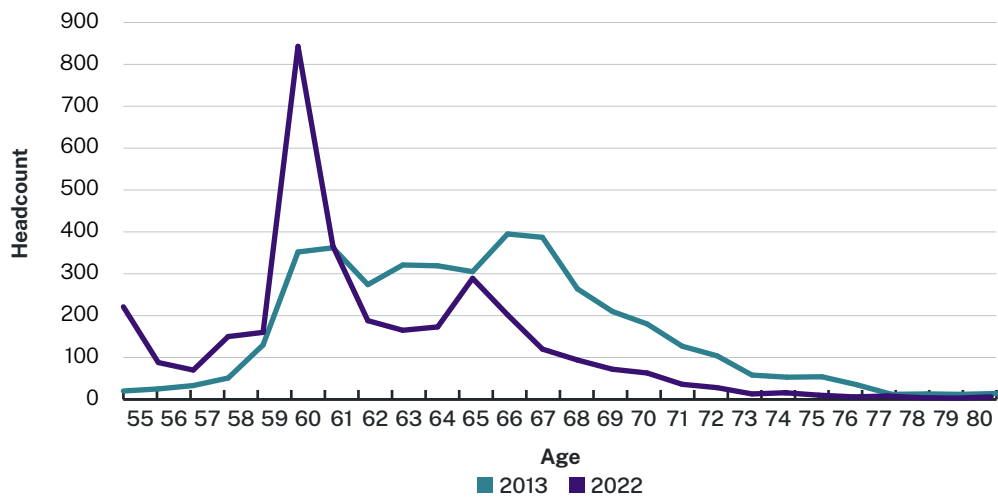
Figure 7.4   Public sector employee commencement rate vs separation rate by age, non-casual headcount, 2022[2]
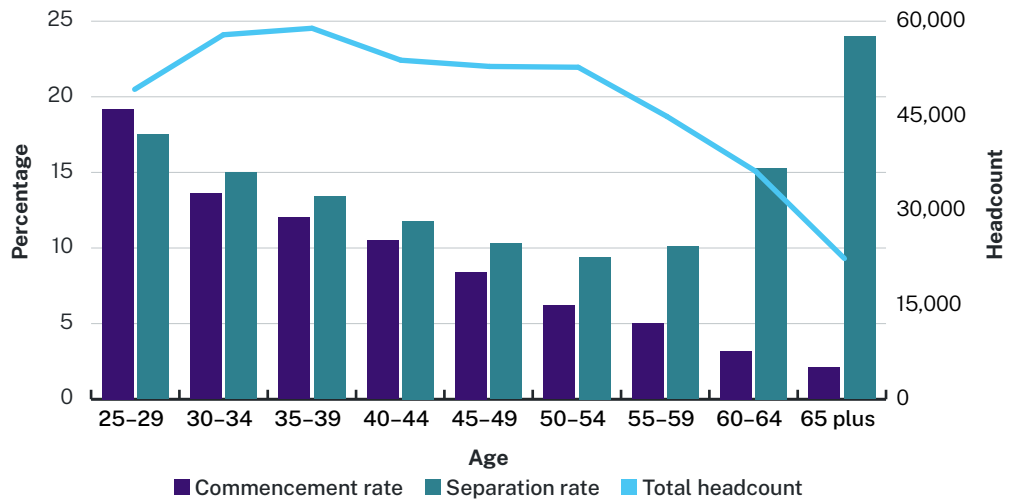
Commencements and separations vary widely by age, and trend lower with increasing age until the 50 to 54 age range and older, where separations increase (see Figure 7.4). Commencements include where employees move between public sector agencies, and separations include moves to other agencies and exits from the sector, including retirements.

The rate of commencement in 2022 for those aged 50 or over was around a third of the level of commencements for those aged under 50 (4.6% compared to 14.8%). Overall, 34.6% of NSW public sector employees are over 50, and 4.4% are 65 or over. There has been 1.4pp increase in the commencement rate of employees aged 50 or over in the past 5 years, from 3.2% (4,272 employees) in 2018 to 4.6% (6,524 employees) in 2022.

Employees aged 50 to 54 had the lowest separation rate in 2022 (9.4%) and comprise up to 10.3% of the NSW public sector. In contrast, employees aged 65 or over account for just 4.4% of the NSW public sector workforce and had the highest separation rate and lowest commencement rate, at 24.0% and 2.1% respectively.

The top 5 key occupations with the highest commencement rate for people aged 50 or over were Clerical and Administrative Workers, Food Preparation Assistants, Cleaners and Laundry Workers, Social and Welfare Professionals, and Labourers. These occupations accounted for 21.3% of employees in this age group.

Endnotes

1   Australian Bureau of Statistics (2021a), 'Age of population single year, labour force status', [Census TableBuilder], New South Wales (STE) (State/Territory), accessed 13 October 2022.

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
44,397
+39.4% vs 2021

Average time to hire
34.4 days
-10.3 days vs 2021

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 2022, 28,597 job advertisements were posted on *I Work for NSW*, a 24.7% increase from the previous year. Over the same period, the number of job openings increased by 39.4% (see Figure 8.1).

Figure 8.1

Number of job advertisements and openings, 2018 to 2022
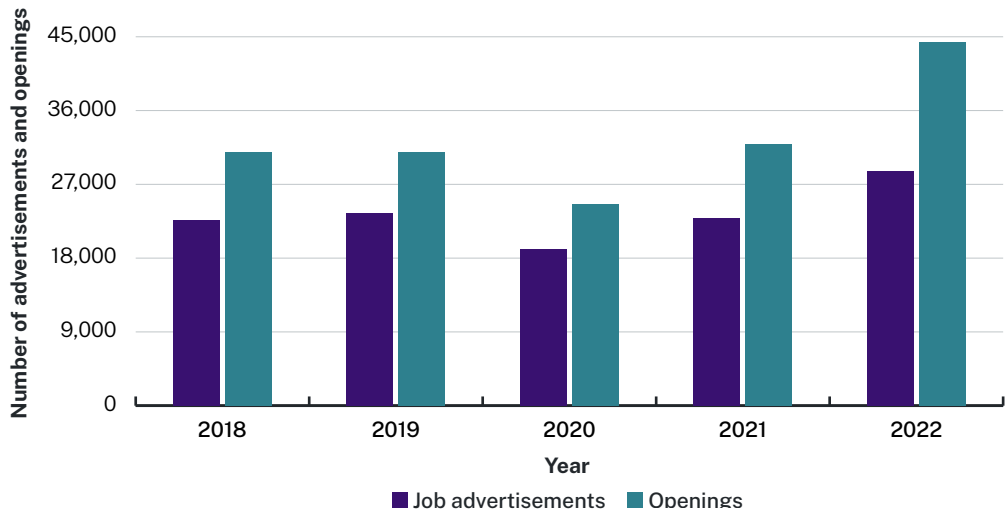
The highest number of openings in 2022 were in the job categories of Schools (8,632), Education and/or Training (5,413), Administration and Clerical (4,607), and Emergency Services (3,376).

Average time to hire[2]

34.4 days

Filling of roles

The average time to hire continues a downward trend, decreasing by 10 days from 2021 rates to 34.4 days (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, 2018 to 2022[3]
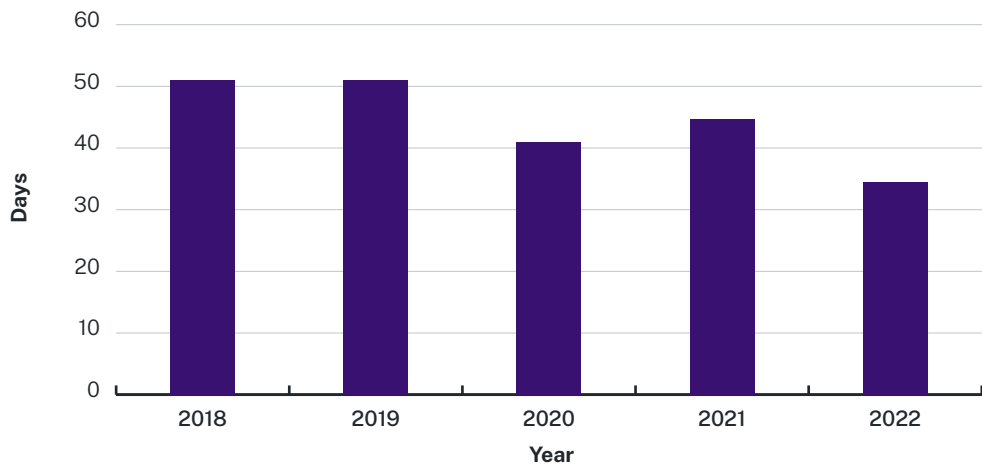
Movements

There was an increase in the separation and exit rates of non-casual public sector employees in 2022. The rate of employee separations from agencies increased from 8.7% to 13.5%, and the rate of employee exits from the public sector increased from 6.9% in 2021 to 11.2% in 2022.

Rates increased across all services in 2022, in part due to machinery of government (MOG) changes and restructures. The highest increases in separation and exit rates was in the Transport Service (see Table 8.1). Its separation rate was 34.4%, up from 9.0% in 2021, and the exit rate was 31.7%, up from 7.8% in 2021. This increase was largely due to the privatisation of State Transit Authority and higher separations due to a large-scale reform in Transport for NSW.

Table 8.1

Separations, exits and moves for non-casual public sector employees, by service, 2022

Service	Separation from agency (%)	Exit from public sector (%)	Movement within public sector (%)
Public Service	15.3	11.1	4.2
NSW Health Service	14.2	10.9	3.3
NSW Police Force	9.4	8.4	1.0
Teaching Service	8.9	8.9	0.0
Transport Services	34.4	31.7	2.7
Other Crown Services	12.5	11.2	1.3
Total government sector	**13.6**	**11.2**	**2.4**
State owned corporations	10.1	10.0	0.1
External to government sector	11.8	9.6	2.2
Total public sector	**13.5**	**11.2**	**2.3**

Employees aged 65 and over accounted for 8.7% of overall separations, with a separation rate of 24.0% and an exit rate of 23.7%, which was were mainly due to retirement (10.1%).

Employees aged 25 to 29 had the highest rate of movement within the sector (4.3%), mainly due to Medical Practitioners moving between Local Health Districts (15.7%). In 2022, the rate of movements within the sector continued to display the same pattern as 2021, with the highest rate being in the 25 to 29 age group and then progressively decreasing across the higher age ranges.

Agency tenure

Tenure, total sector (median)
7.4 years
-1.5 years vs 2013

Teachers' tenure (median)
11.4 years

Male tenure (median)
8.0 years
-1.3 years vs 2013

Police Officers' tenure (median)
12.8 years

Female tenure (median)
7.3 years
-1.4 years vs 2013

Nurses' tenure (median)
8.3 years
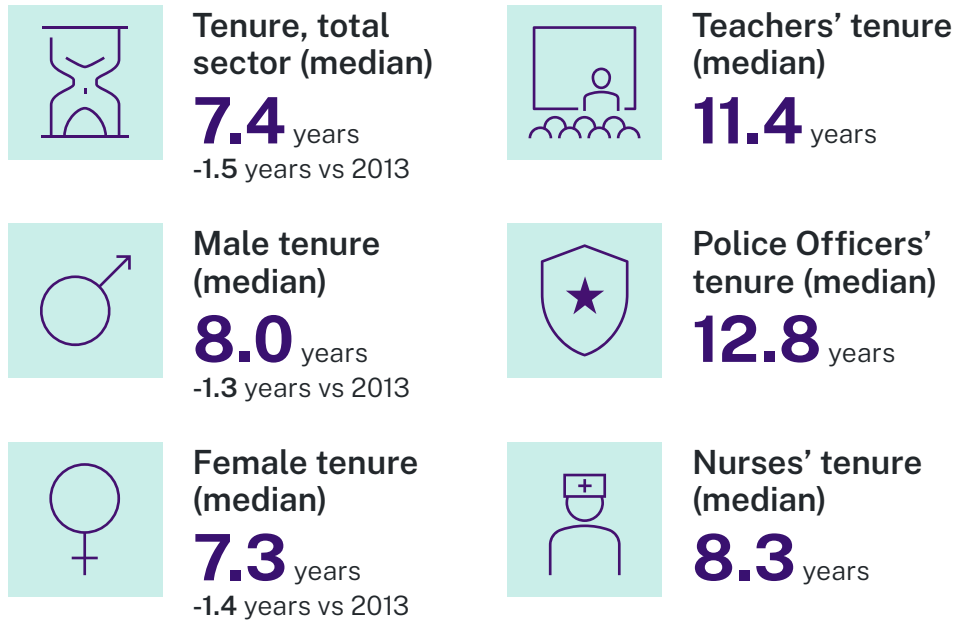
In 2022, the median agency tenure of non-casual employees in the public sector decreased to its lowest level in the last decade. Median tenure peaked at 9.3 years in 2016 and 2017 and has trended down to 7.4 years in 2022 (see Figure 8.3). Median tenure decreased 0.7 years in 2022, the largest drop in median tenure in the past decade. This reflects the increased movements across the sector, with higher rates of separation and exit. The gap between male and female tenure was unchanged in 2022, with tenure for both women and men falling by 0.5 years, to 7.3 years and 8.0 years, respectively.

Figure 8.3

Median tenure (years) of non-casual public sector employees, 2013 to 2022[4]
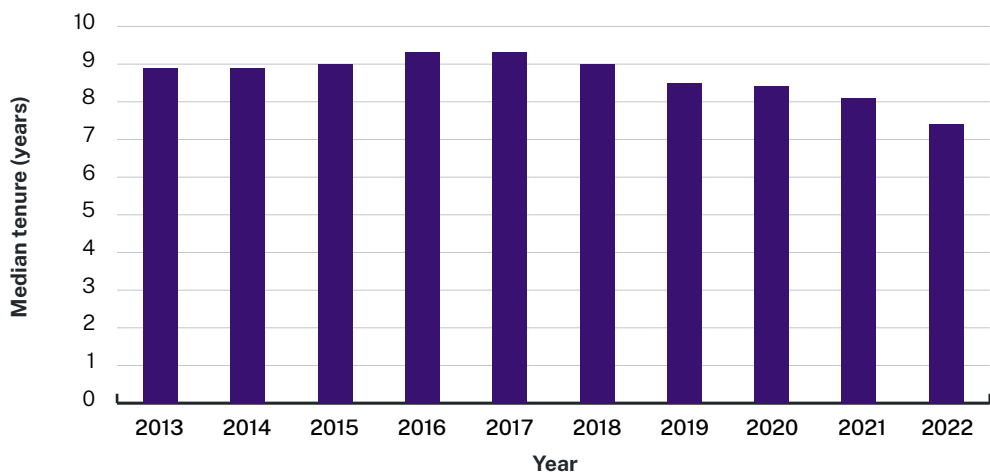
As in previous years, the services in the government sector with the longest median tenure were NSW Police Force (12.1 years), the Teaching Service (11.4 years) and NSW Health Service (7.4 years) (see Table 8.1). Tenure is measured within the agency and is therefore generally longer in agencies with more specialist roles.

The Transport Service had the shortest median tenure in 2022, with the largest decrease of 1.8 years, from 5.2 years in 2021 to 3.4 years. This is mainly driven by the privatisation of the State Transit Authority where employees had higher tenure, and increased commencements in Transport for NSW with the new cohort reducing tenure to 3.7 years.

In other Crown services, median tenure decreased by 0.8 years, from 6.4 years in 2021 to 5.6 years in 2022. School Administrative and Support Staff was a leading contributor to this trend, with their median tenure decreasing 0.5 years to 4.5 years.

Table 8.2

Median tenure (years) of non-casual public sector employees, by service, 2022

Service	Median tenure 2022 2022 (years)	Median tenure 2021 2021 (years)	Change in median tenure from 2022 (years)
Public Service	5.0	5.3	-0.3
NSW Health Service	7.4	7.9	-0.5
NSW Police Force	12.1	12.5	-0.4
Teaching Service	11.4	11.4	0.0
Transport Services	3.4	5.2	-1.8
Other Crown Services	5.6	6.4	-0.8
Total government sector	**7.4**	**8.0**	**-0.6**
State owned corporations	10.6	10.8	-0.2
External to government sector	6.0	6.4	-0.4
Total public sector	**7.4**	**8.1**	**-0.7**

Endnotes

1 Recruitment data is collected from public sector agencies' source systems where available. The main exclusions are the Health cluster, most of the former Industry cluster from 2018 to 2019, and most of the Transport cluster in 2021.

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.

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
$92,236
+2.0% vs 2021

Men
$96,540
+2.4% vs 2021

Women
$92,236
+2.0% vs 2021
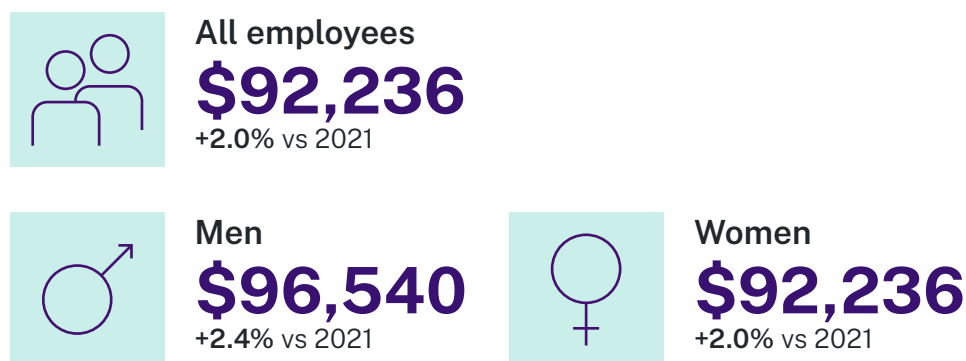
Median remuneration for non-casual employees in the NSW public sector was $92,236 in 2022, an increase of 2.0% from 2021. The NSW Government wages policy provided for annual increases of up to 2.04% in 2022.[1] This was below the increase in Sydney's Consumer Price Index (5.3%)[2], but was slightly higher than the growth in average full-time weekly earnings in Australia (1.9%).[3] Figure 9.1 shows that the median salary in the public sector increased steadily over the past decade, in accordance with wages policy.

Figure 9.1   ## Median remuneration of non-casual public sector employees, 2013 to 2022
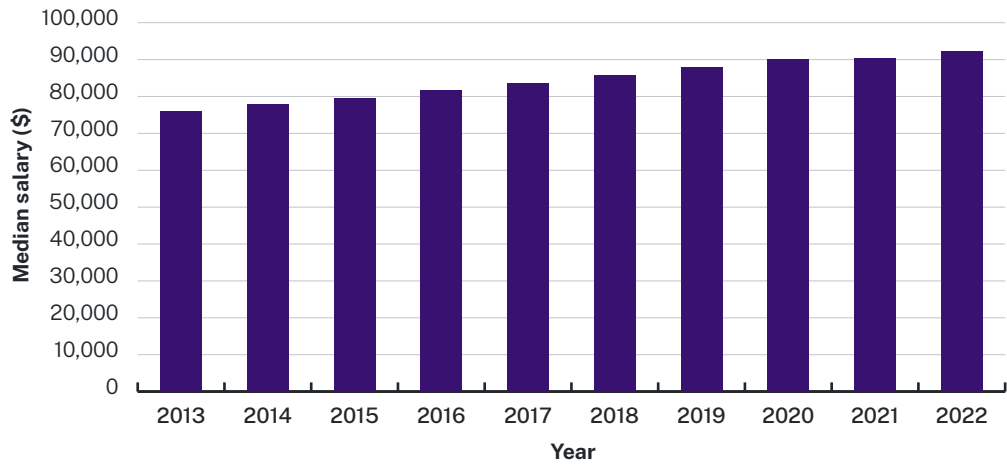
Within the government sector, the Transport Service had the highest median remuneration in 2022 (see Table 9.1). In contrast, other Crown services had the lowest median remuneration, consistent with previous years. This largely relates to School Support Staff, which constituted 53.4.% of other Crown services in 2022 and had a median salary of $57,818. Most of these employees were Education Aides (59.6%) or General Clerks (40.4%).

Table 9.1

Median remuneration of non-casual employees at census date, by service, 2021 to 2022

Service	2021 ($)	2022 ($)	Change (%)
Public Service	94,610	96,540	2.0
NSW Health Service	90,062	91,899	2.0
NSW Police Force	96,322	98,287	2.0
Teaching Service	107,779	109,978	2.0
Transport Service	102,098	127,648	25.0
Other Crown services	62,079	62,078	0.0
Total government sector	**90,394**	**92,236**	**2.0**
State owned corporations	104,443	105,215	0.7
External to government sector	125,537	131,653	4.9
Total public sector	**90,394**	**92,236**	**2.0**

In 2022, the Transport Service had the largest increase in median remuneration, at 25.0%. One factor contributing to this change was the privatisation of the State Transit Authority, where 2,659 bus drivers separated with a median remuneration of $61,157. Another factor was the increase in employees paid in the upper salary ranges, with 312 employees who commenced in Sydney Metro in 2022 being paid above the Transport Service median.

Endnotes

1   Department of Premier and Cabinet (2021), 'C2021-15 Crown Employees (Public Sector- Salaries 2021) Award', accessed 12 October 2022, https://arp.nsw.gov.au/c2021-15-crown-employees-public-sector-salaries-2021-award/.

2   Australian Bureau of Statistics (June 2022), *Consumer Price Index, Australia*, cat. No. 6302.0, accessed 5 October 2022.

3   Based on full-time adult average weekly ordinary time earnings in Australia; Australian Bureau of Statistics (May 2022), *Average Weekly Earnings, Australia*, 'Table 1. Average weekly earnings, key statistics', cat. no. 6302.0, accessed 5 October 2022.

10   Leave
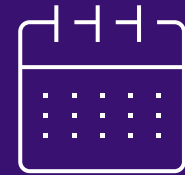
Sick leave (paid)
64.7 hours
per FTE in 2022
+6.7 vs 2021
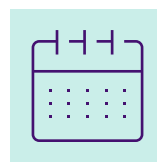
Special leave
11.2 hours
per FTE in 2022
+9.0 vs 2021

Carer's leave
6.2 hours
per FTE in 2022
-1.0 vs 2021

Recreation leave
146.0 hours
per FTE in 2022
-2.5 vs 2021

The impact of the COVID-19 pandemic and NSW flood emergency is evident in the changing patterns of employee leave in 2022.

Table 10.1

Average hours of leave taken per full-time equivalent, public sector, 2018 to 2022

Leave	2018 hours per FTE	2019 hours per FTE	2020 hours per FTE	2021 hours per FTE	2022 hours per FTE
Sick leave (paid)	59.7	57.7	56.3	58.0	64.7
Carer's leave	5.5	6.4	7.1	7.2	6.2
Special leave	0.8	1.0	3.7	2.2	11.2
Recreation leave[1]	162.7	159.9	149.3	148.5	146.0

Sick leave increased by 6.7 hours to 64.7 hours per full-time equivalent (FTE) in 2022 (see Table 10.1). This is 4.8 hours per FTE higher than the average rate for the last 10 years, reflecting the impact of the COVID-19 pandemic.

In 2022, the use of special leave increased to 11.2 hours per FTE (+9.0 hours per FTE), the largest amount ever reported. From 2014 through to 2019, special leave ranged between 0.8 and 1.4 hours per FTE. From 2020 to 2022, special leave usage increased due to its application in particular circumstances relating to the COVID-19 pandemic, the severe bushfires in 2020 and the severe flooding in 2022.

Carer's leave decreased by 0.9 hours per FTE compared to 2021. This is the first year this category of leave has decreased after consistent increases since 2017. This may have been impacted by a number of factors related to the pandemic. There were unique leave arrangements available through special leave to care for close contacts with COVID-19 and the increase in working from home arrangements and extended core hours for many employees may have enabled them to balance some care arrangements with their work.

Recreation leave taken decreased by 2.5 hours per FTE compared to 2021. This decline is consistent across the sector. Recreation leave usage was at the lowest point since 2013, reflecting the impact of pandemic-related travel restrictions and increased rates of sickness hindering planned recreation leave. At the same time, 25.8% of employees had a recreation leave balance of 30 days or more, an increase of 5.8pp since 2019.

Sick leave

Overall, average sick leave hours per FTE increased across all services except for the Teaching Service (see Table 10.2). The main increases were in NSW Police Force (+16.9 hours per FTE), NSW Health Service (+9.3 hours per FTE) and other Crown services (+6.9 hours per FTE). The main increases in other Crown services were in Sydney Trains (+23.6 hours per FTE) and NSW Trains (+24.8 hours per FTE).

The Teaching Service had a decrease of 1.7 hours per FTE in sick leave in 2022. The rate of leave reduced significantly while remote learning was implemented as a strategy to enable continued safe learning during the COVID-19 Delta variant lockdown.

Table 10.2

Average sick leave hours by service, 2021 to 2022

Service	2021 hours per FTE	2022 hours per FTE	Change (hours)
Public Service	50.2	57.4	7.2
NSW Health Service	57.9	67.2	9.3
NSW Police Force	56.2	73.1	16.9
Teaching Service	68.3	66.5	-1.7
Transport Services	45.5	51.8	6.2
Other Crown Services	62.9	69.7	6.9
Total government sector	**58.4**	**65.1**	**6.7**
Total public sector	**58.0**	**64.7**	**6.7**

Carer's leave

All services saw a decrease in average carer's leave per FTE in 2022, with the Transport Service and other Crown services contributing to the largest shifts (-3.7 and -3.6 hours per FTE respectively).

Table 10.3   ### Average carer's leave hours by service, 2021 to 2022

Service	2021 hours per FTE	2022 hours per FTE	Change (hours)
Public Service	7.7	7.4	-0.3
NSW Health Service	6.0	5.8	-0.2
NSW Police Force	6.8	6.3	-0.6
Teaching Service	7.0	6.0	-1.0
Transport Services	5.4	1.7	-3.7
Other Crown Services	10.2	6.6	-3.6
Total government sector	**7.1**	**6.1**	**-1.0**
Total public sector	**7.2**	**6.2**	**-1.0**

Special leave

Average special leave hours per FTE in 2022 increased across all public sector services. Of these, the NSW Health Service and NSW Police Force reported the highest increases (+12.1 and +10.8 hours per FTE respectively). The application of special leave in particular circumstances relating to the pandemic and the severe flooding in 2022 is evident in the increases across the services that had key roles in these emergency responses.

Table 10.4   ### Average special leave hours by service, 2020 to 2022

Service	2020 hours per FTE	2021 hours per FTE	2022 hours per FTE	Change (hours) 2022 vs 2021
Public Service	5.0	2.8	11.0	8.1
NSW Health Service	3.5	2.3	14.4	12.1
NSW Police Force	3.8	4.1	14.9	10.8
Teaching Service	2.3	1.1	6.7	5.6
Transport Services	3.3	2.4	6.1	3.7
Other Crown Services	4.8	2.3	10.2	7.9
Total government sector	**3.7**	**2.3**	**11.3**	**9.0**
Total public sector	**3.7**	**2.2**	**11.2**	**9.0**

Recreation leave

The impact of the pandemic and severe floods is reflected in changes to recreation leave patterns across the NSW Public Sector. Average recreation leave hours taken per FTE decreased by 2.5 hours in 2022. The largest contributors to this decrease were other Crown services (-8.7 hours per FTE) and the Public Service (-4.0 hours per FTE).

Other Crown services reported decreases across most of its agencies, with the largest contributors being the TAFE Commission (-8.8 hours) and NSW Trains (-17.7 hours). The largest contributor to the decrease in the Public Service are the Office of the NSW Rural Fire Service (-18.0 hours per FTE) and the Department of Premier and Cabinet (-15.6 hours per FTE).

Table 10.5

Average recreation leave hours by service, 2020 to 2022

Service	2020 hours per FTE	2021 hours per FTE	2022 hours per FTE	Change (hours) 2022 vs 2021
Public Service	130.8	135.5	131.4	-4.0
NSW Health Service	163.6	156.2	155.7	-0.5
NSW Police Force	195.3	201.3	199.6	-1.7
Transport Services	116.8	119.6	117.9	-1.7
Other Crown services	119.4	124.2	115.5	-8.7
Total government sector	**150.7**	**149.3**	**146.7**	**-2.6**
Total public sector	**149.3**	**148.5**	**146.0**	**-2.5**

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.
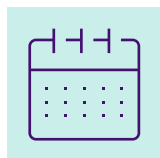
70.9 hours
per FTE in 2022

By age

Aged <=50 **65.2 hours**
per FTE in 2022

Aged 50+ **80.7 hours**
per FTE in 2022

Age

There is an established link between the age of employees and the rate of PUA, with employees aged 50 or over taking higher amounts of PUA leave than those under 50. While this trend continued in 2022 (80.7 hours vs 65.2 hours), the gap between the groups narrowed to 15.5 hours per FTE. This decrease has occurred over the pandemic period, decreasing 5.5 hours per FTE since 2020.

Every age group experienced an increase in PUA between 2021 and 2022, except for those aged over 65, which saw a slight decrease. The 20–24 and 15–19 age groups experienced the largest increases in PUA per FTE, increasing 12.2 hours and 11.3 hours, respectively.

Figure 10.1

Paid unscheduled absence by age, 2018 to 2022[2]
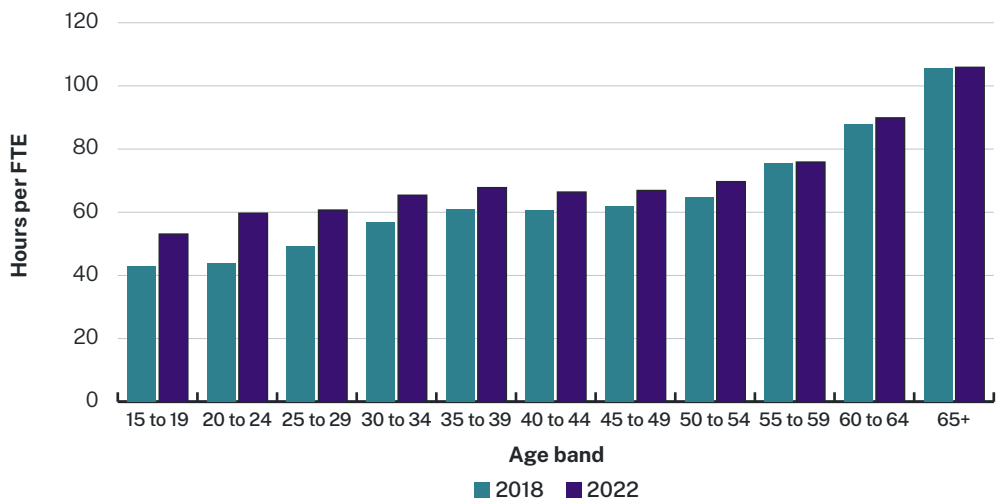
Endnotes

1   Due to the unique leave arrangements in schools, data for the recreation leave taken for the Teaching Service and the School Administrative and Support Agency is excluded from all recreation leave figures.

2   Where the employee age is unknown, the data is included in total sector figures. These accounted for 0.04% of total FTE in 2021 and 0.03% in 2022

11 Regional profile of the public sector

34.3% (**same** as 2021)
of employees were located in
regional areas at census date

40.9%
of employees were located
outside Sydney at census date

The NSW public sector is the largest employer in Australia, accounting for more than 10% of employment in the state. While most roles are 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 that were part of the response to the pandemic.

In 2022, 34.3% (+249 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], 59.1% of NSW public sector employees worked in Sydney (see Figure 11.1, Sydney East and Sydney West combined), a decrease of 0.1PP in 2022 (59.2% in 2021). 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 (40.9% compared to 39.3%) and has increased since 2021 (+0.8PP from 38.5% in 2021).[3]

Figure 11.1   NSW public sector employees by region, census headcount, 2022

Richmond – Tweed
13,117
3.1%

New England and North West
11,414
2.7%

Coffs Harbour – Grafton
8,732
2.0%

Far West and Orana
10,712
2.5%

Mid North Coast
11,713
2.7%

Hunter Valley excl. Newcastle
11,726
2.7%

Central West
15,421
3.6%

Murray
5,984
1.4%

Riverina
10,553
2.5%

Capital Region
11,760
2.7%
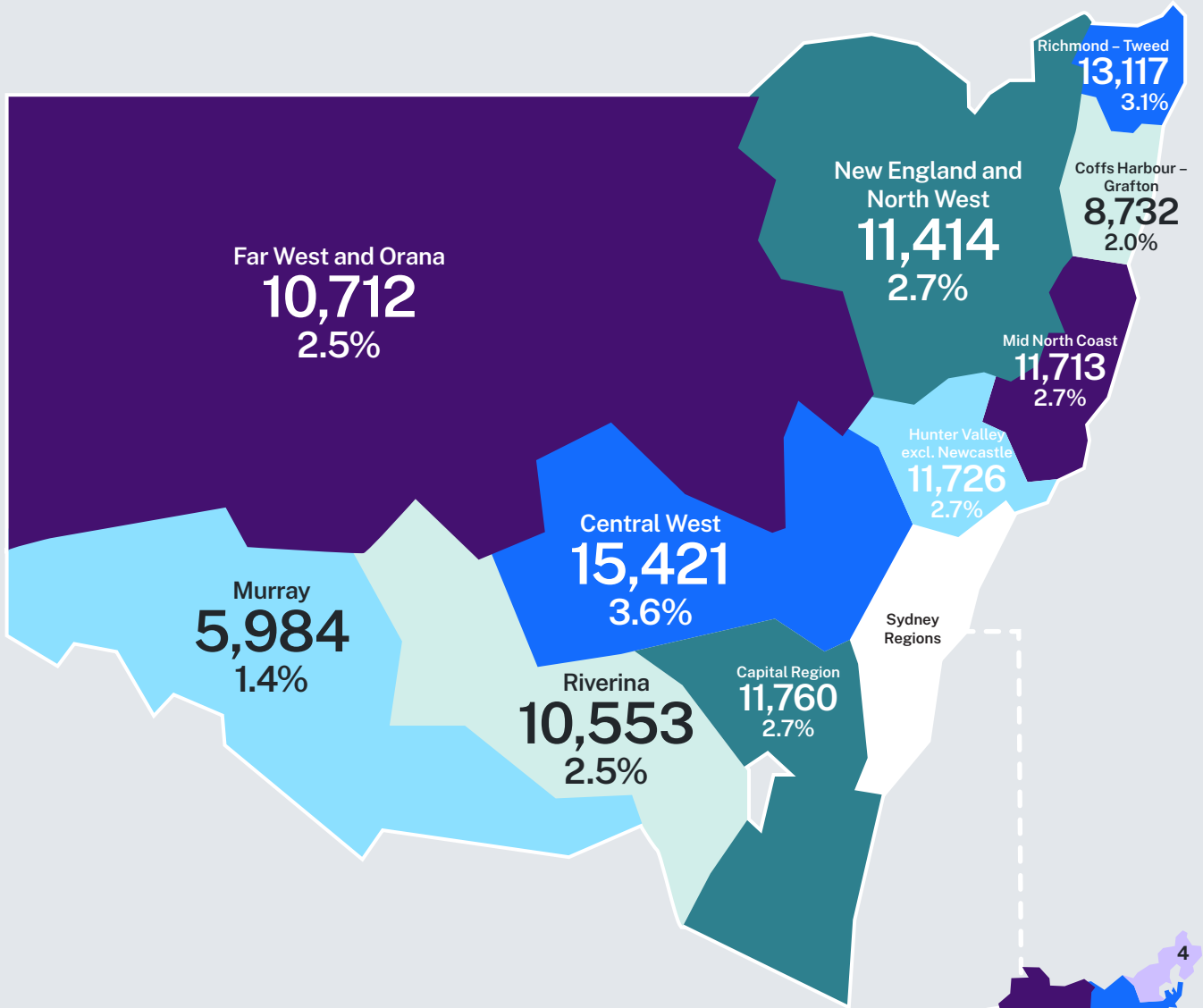
Sydney Regions

Sydney regions

	Region	Public sector employees, census headcount	Representation by region (%)
1	Sydney East	139,141	32.4
2	Sydney West	114,540	26.7
3	Central Coast	17,044	4.0
4	Newcastle and Lake Macquarie	24,649	5.7
5	Illawarra	16,480	3.8
6	Southern Highlands and Shoalhaven	6,485	1.5
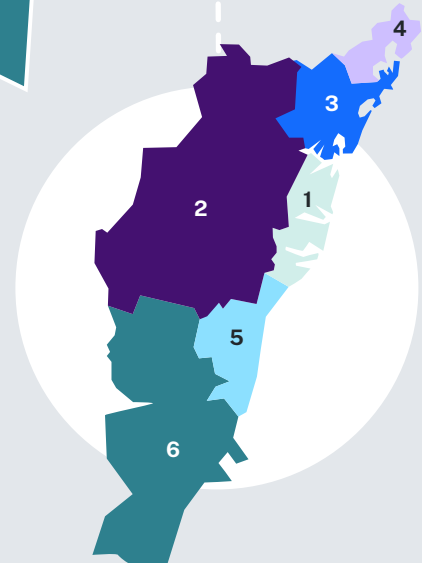
Regional profiles

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 39.7%, while Sydney East and Sydney West together accounted for 60.3%. In line with previous years, the highest proportion of employees in the government sector working outside Sydney were in the Teaching Service (44.2%) and the NSW Health Service (42.4%), followed by other Crown services (39.7%), NSW Police Force (35.3%), Public Service (34.7%) and the Transport Service (22.5%).

Table 11.1   **Census period FTE by service and region (government sector), 2022[4]**

Work region	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service	Other Crown services	Total government Sector
Capital Region	2,026	3,100	663	2,203	179	983	9,154
Central Coast	2,206	6,207	759	3,227	146	1,562	14,107
Central West	3,297	4,246	560	2,348	273	1,601	12,325
Coffs Harbour – Grafton	1,190	2,689	279	1,448	420	838	6,864
Far West and Orana	2,098	2,933	582	1,648	271	1,160	8,691
Hunter Valley exc. Newcastle	2,475	2,324	504	2,735	57	1,315	9,409
Illawarra	1,687	5,579	647	2,982	360	2,035	13,289
Mid North Coast	1,260	3,490	395	2,144	62	1,338	8,689
Murray	674	1,522	291	1,172	118	722	4,499
New England and North West	1,669	3,226	551	2,184	156	1,373	9,158
Newcastle and Lake Macquarie	2,784	9,669	775	3,712	301	2,326	19,565
Richmond – Tweed	1,136	4,832	537	2,322	120	1,281	10,228
Riverina	1,430	3,285	396	1,748	321	1,127	8,306
Southern Highlands and Shoalhaven	949	1,804	240	1,437	46	730	5,206

NSW public sector relative to the NSW workforce

The NSW public sector accounted for 10.1% of the approximately 4.3 million people employed in NSW at June 2022.[5] This is a 0.3pp decrease from 10.4% last year and reflects the larger rate of growth in employed persons in NSW following its contraction in the earlier stages of the pandemic. In 2022, there were 134,448 more employed persons than in 2021, and 349,309 more employed persons than in 2020.

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 8.5% to 18.6% across the regions in 2022.

Figure 11.2

Public sector employees as a proportion of NSW employed persons, 2022
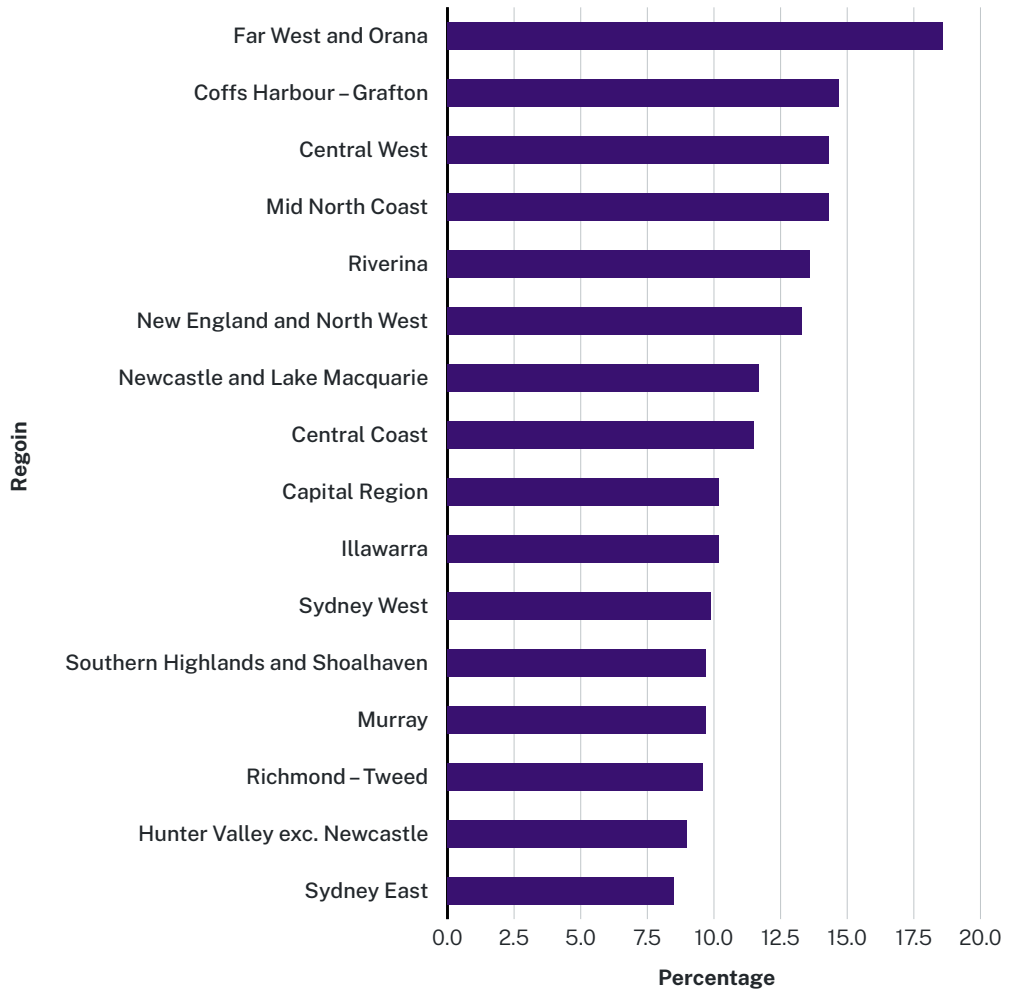
Figure 11.3   Public sector employees as a proportion of NSW employed persons by region, 2022

Richmond – Tweed
9.6%

New England and North West
13.3%

Coffs Harbour – Grafton
14.7%

Far West and Orana
18.6%

Mid North Coast
14.3%

Hunter Valley excl. Newcastle
9.0%

Central West
14.3%

Murray
9.7%

Sydney Regions

Riverina
13.6%

Capital Region
10.2%
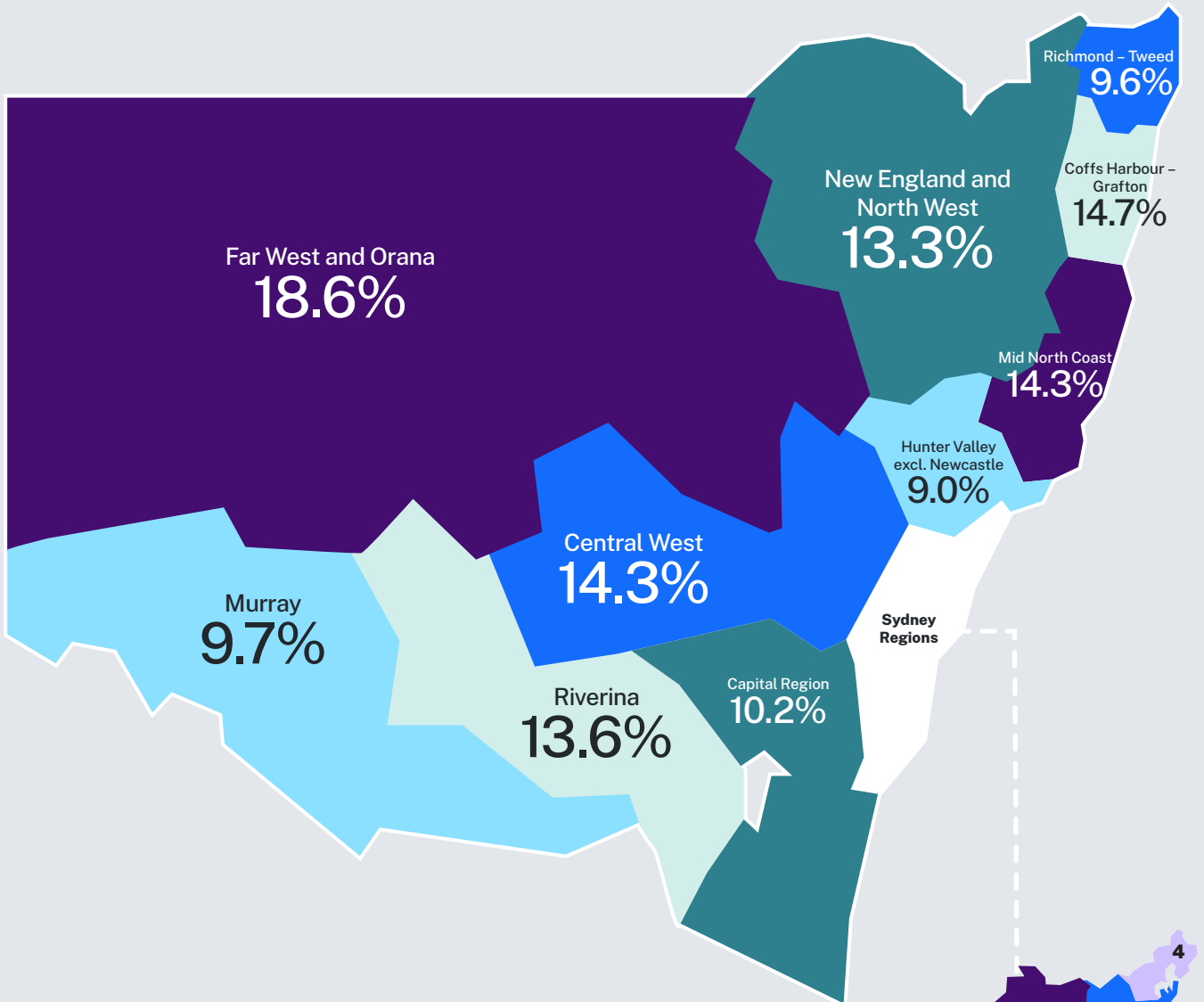
Sydney regions

Region	Representation by region (%)
1 Sydney East	8.5
2 Sydney West	9.9
3 Central Coast	11.5
4 Newcastle and Lake Macquarie	11.7
5 Illawarra	10.2
6 Southern Highlands and Shoalhaven	9.7
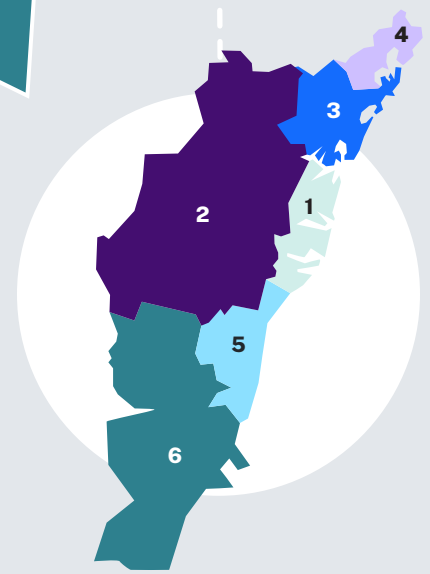
Employees

Table 11.2

Impact on regions if all Public Service employees work from home, census headcount, 2022

Region (ABS Statistical Areas 4)	Employees living in region	Employees working in region	Change if all employees work from home, 2022
Capital Region	2,704	2,524	180
Central Coast	4,019	2,584	1,435
Central West	4,120	4,021	99
Coffs Harbour – Grafton	1,632	1,471	161
Far West and Orana	2,469	2,553	-84
Hunter Valley exc. Newcastle	2,987	3,033	-46
Illawarra	3,623	2,057	1,566
Mid North Coast	1,878	1,600	278
Murray	786	957	-171
New England and North West	2,234	2,045	189
Newcastle and Lake Macquarie	4,228	3,310	918
Richmond – Tweed	1,598	1,498	100
Riverina	1,861	1,840	21
Southern Highlands and Shoalhaven	1,488	1,168	320
Sydney – Baulkham Hills and Hawkesbury	2,516	323	2,193
Sydney – Blacktown	3,905	1,247	2,658
Sydney – City and Inner South	5,007	18,893	-13,886
Sydney – Eastern Suburbs	2,472	1,705	767
Sydney – Inner South West	4,757	1,851	2,906
Sydney – Inner West	3,876	2,191	1,685
Sydney – North Sydney and Hornsby	3,613	2,095	1,518
Sydney – Northern Beaches	1,821	411	1,410
Sydney – Outer South West	3,309	1,428	1,881
Sydney – Outer West and Blue Mountains	4,676	2,925	1,751
Sydney – Parramatta	4,305	15,933	-11,628
Sydney – Ryde	1,722	732	990
Sydney – South West	3,555	2,231	1,324
Sydney – Sutherland	2,713	564	2,149

In 2021, Public Health Orders designed to limit the spread of COVID-19 led to a large proportion of NSW public sector employees working from home. Increased levels of working from home continued into 2022, both in the public and private sector. There is insufficient detail available to accurately determine how many employees worked from home full time. However, Table 11.2 demonstrates the location shift if all Public Service employees were working from home. The Public Service was used for this analysis because it has the highest number of office-based employees who may be able to work remotely.

In this scenario, the regions with the largest decreases are Sydney City and Inner South (-13,886) and Parramatta (-11,628), which are the main employment hubs in Sydney. The regions outside Sydney with the highest increases are Illawarra (+1,566), Central Coast (+1,435), and Newcastle and Lake Macquarie (+918).

Endnotes

1 Regional boundaries are based on the Australian Statistical Geography Standard developed by the Australian Bureau of Statistics. The work locations of 4,419 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 (2021) 'ERP by SA2 and above (ASGS 2021), 2001 onwards' Data by Statistical Area 4 , [ABS. Stat Explorer], accessed 29 September 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.

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. The census collects various data items used to inform workforce management and planning, including the size, composition and location of the workforce. Participation is mandatory for all NSW government sector agencies and State owned corporations, and optional for NSW public sector agencies that are external to the government.

Data conventions

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

Census date

The census date was 23 June 2022.

Data limitations

Readers should note the following data limitations.

Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing agencies.

Differences in totals in some tables, compared to summary figures, may occur due to rounding, or missing, withdrawn or invalid data. Variations between the data in this document and that published by individual agencies may be due to differences in timing, data definitions and methodologies used.

All data represents a 'snapshot' at slightly different points in time and is subject to revision. Workforce Profile data includes all data submitted and verified as at 29 September 2022. Recruitment data (I work for NSW data) was extracted on 19 September 2022. Contingent labour was supplied by NSW Procurement for the 2021–22 financial year. Health and a majority of Transport activity is not captured in the recruitment dataset. Industry data for the period of 2018 to 2019 is also excluded.

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*, 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', 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 (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 feeforservice 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 that are excluded from the definition of 'government sector' by section 5 of the *Government Sector Employment Act 2013*. 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*, 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 – were 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* 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*.
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 hours 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 Australian Bureau of Statistics, *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 – that is, having one or more of the following limitations or restrictions: • a long-term medical condition or ailment • speech difficulties in their native language • a disfigurement or deformity • a psychiatric condition • a head injury, stroke or any other brain damage • loss of sight or hearing • incomplete use of any part of their body • blackouts, fits or loss of consciousness • restriction in physical activities or physical work • slowness at learning or understanding • any other condition resulting in a restriction.
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* 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*, 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	Government sector employees with a salary equal to or higher than $166,247 who lead people and/or services. Excludes Health Service roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles of a statutory or institutional character (judges, magistrates and barristers).
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*.

Term	Business definition
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 persons employed under Part 4, Division 2 of the *Teaching Service Act 1980*, and persons employed by the NSW Government in the service of the Crown, except as provided by section 12 of the *Teaching Service Act 1980*.
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 hired date. 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*, by the NSW Government in the Service of the Crown. Persons employed in the Transport Service are not employed in the NSW Public Service.

Workforce Profile Report 2022

Access this report online at:
www.psc.nsw.gov.au/workforce-profile-report-2022

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NSW
GOVERNMENT