

# 20 21

## Workforce Profile Report

NSW Public Service Commission



## Workforce Profile Report 2021

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(Public Service Commission)

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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advise this resource may contain images, voices or names of deceased persons in photographs, film, audio recordings or historical content.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

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The *Workforce Profile* was launched in 1999, making this the 23rd annual *Workforce Profile Report*. This companion report to the *State of the NSW Public Sector Report* provides details about characteristics and trends in the NSW public sector workforce, the largest workforce in Australia.

The 2021 Workforce Profile includes the following highlights:

- The NSW public sector recorded its largest increase in size since the Workforce Profile collection was started in 1999. The number of full-time equivalent (FTE) employees rose by 3.4% in 2021. Headcount grew by 4.3%, compared to 2020; however, the increase in the broader NSW workforce was greater, at 5.4%.
- The public sector remains an important **regional employer**, accounting for between 8.6% and 20% of employed persons across the regions.
- The number of **key frontline** roles continued to grow, and the number of FTE nurses, teachers and police increased by 2.3% in 2021. Just over half of this growth was in nurses.
- The number of **senior executives** in the public sector increased by 10.4% in 2021, with much of this rise relating to transport infrastructure projects and the response to the COVID-19 pandemic, including the economic and social recovery plan.
- The results in relation to achieving **diversity** in the NSW public sector workforce and meeting **Premier's Priority targets** were mixed.
- **Disability** representation slightly increased, by 0.1 percentage points (pp) to 2.5%, and remains well below the Premier's Priority target of 5.6% by 2025.
- The public sector has exceeded the Premier's Priority target of doubling the number of **Aboriginal and Torres Strait Islander senior leaders** by 2025, with 130 senior leaders in 2021.
- **Female senior leader** representation increased to 42.7% in 2021. Projections show it will fall short of the 2025 target of 50%, which will only be met if six in 10 senior leader appointments are women.
- The gender gap in the number of applications for higher paid roles decreased in 2021, with a higher proportion of female applicants compared to previous years.
- The NSW public sector **gender pay gap** widened to 4.1%. The gap for senior executives was lower than that of the broader workforce (2.5% in 2021 for Public Service and aligned services' Bands 1–3).
- 2021 is the first year the most common **retirement age** was 66, surpassing 60 as the most common age of retirement.

The NSW Public Service Commission would like to thank the departments and agencies across the NSW Government for their continued contribution and commitment to the Workforce Profile collection. Sector-wide analysis and reports would not be possible without this support.

**Kathrina Lo**  
NSW Public Service Commissioner

December 2021

# 01 Executive summary



## Size of the sector 2021



Census period FTE  
**360,190**  
+3.4% vs 2020



Employee headcount at census  
**431,350**  
+4.3% vs 2020

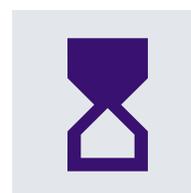


**10.4%**  
of all NSW employed person are  
NSW public sector employees

## Public sector employment



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

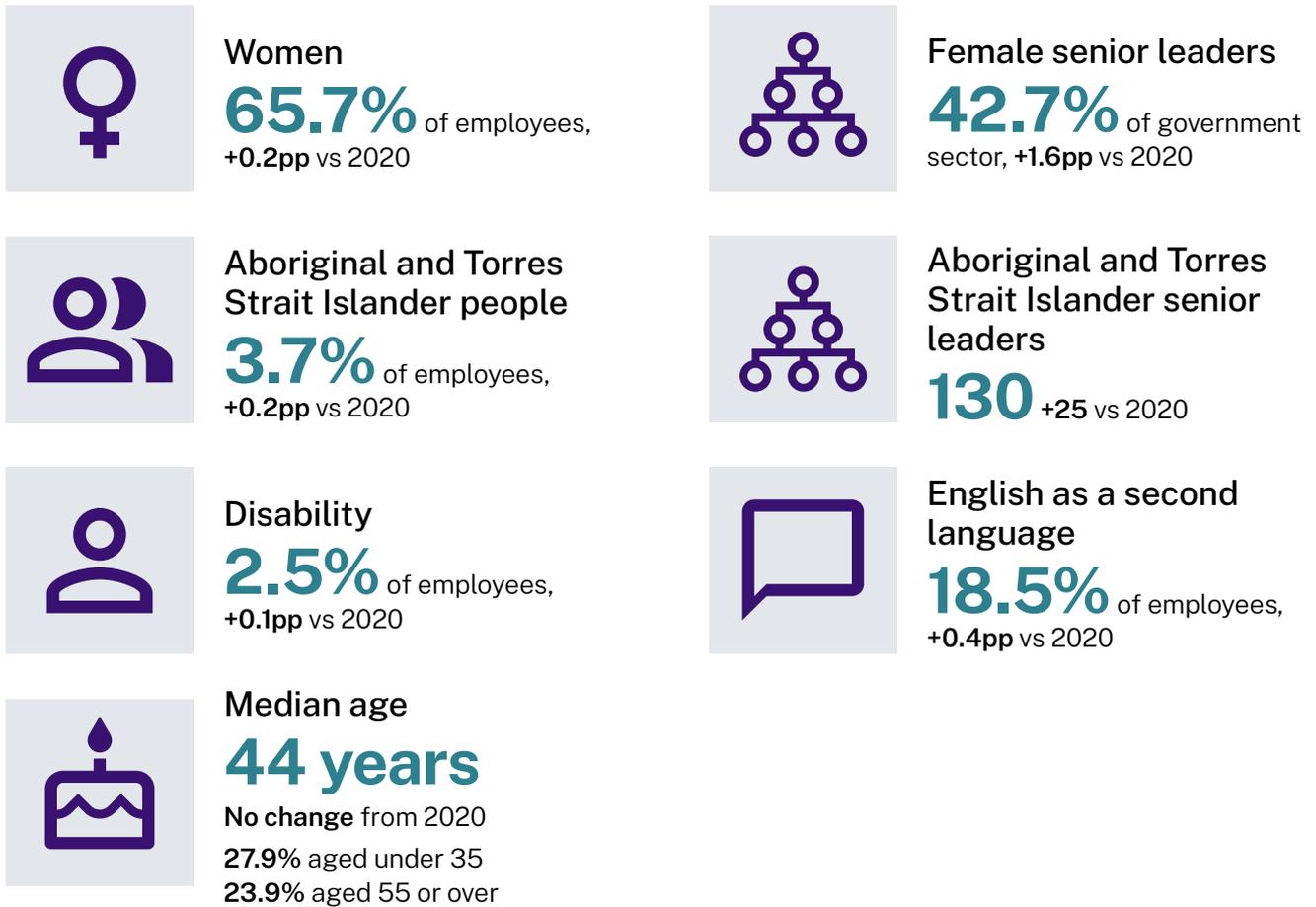


Median tenure  
**8.1 years**  
75.3% of roles are ongoing



Median salary  
**\$90,394**  
+0.3% vs 2020  
Australian full-time adult average  
weekly earnings **increased by 1.6%**

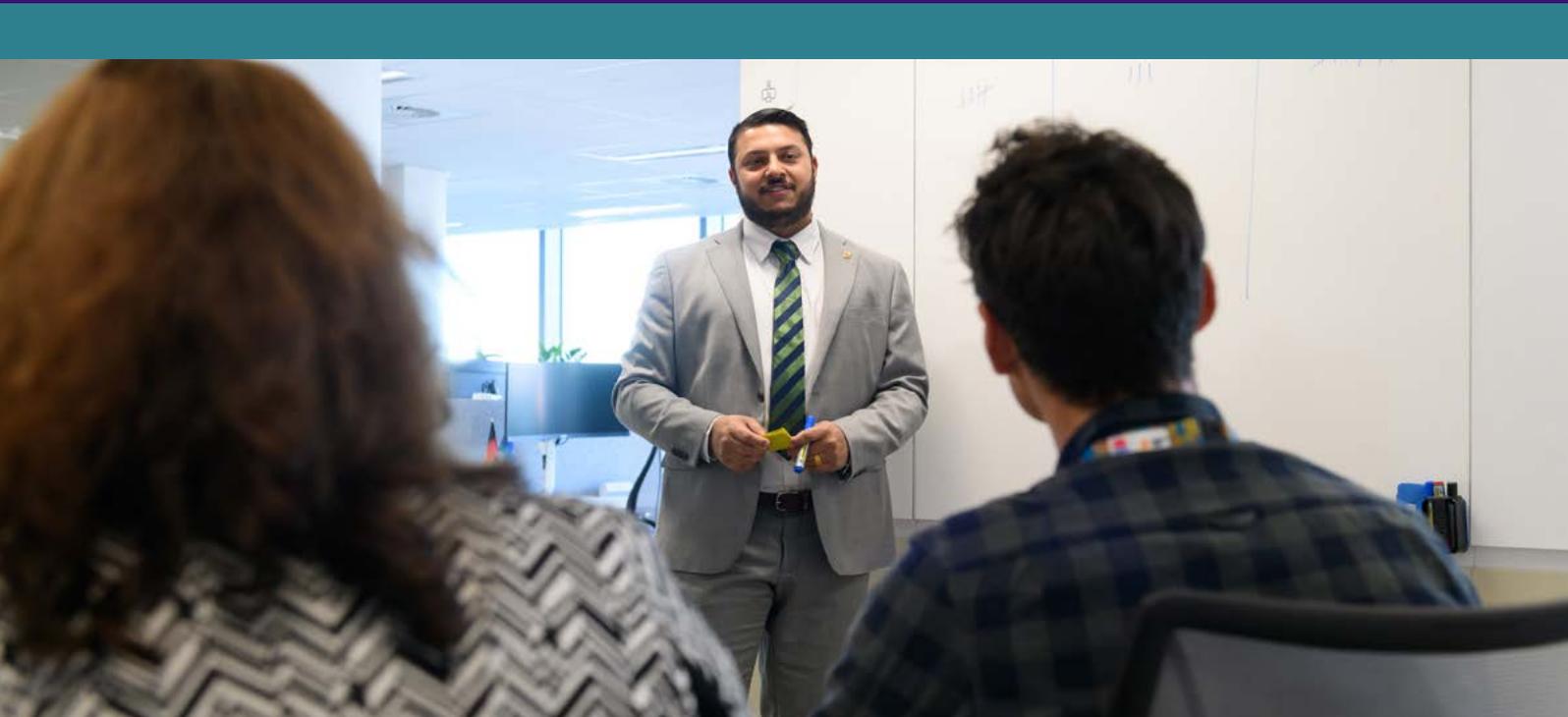
## Public sector diversity



Note: pp stands for percentage points.



# 02 Size and composition



NSW employed persons

**10.4%** of all NSW employed persons are NSW public sector employees  
-0.1pp vs 2020



Increase in NSW employed persons

**+5.4%**



Increase in NSW public sector

**+4.3%** census headcount, up by 17,783 from 2020

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 2021 the number of full-time equivalent (FTE) employees in the census period increased by 3.4% (+11,682) compared to 2020, and the census headcount increased by 4.3% (+17,783). This is the largest increase since the launch of the Workforce Profile collection.

Figure 2.1

### Public sector census headcount and census period FTE, 1999–2021

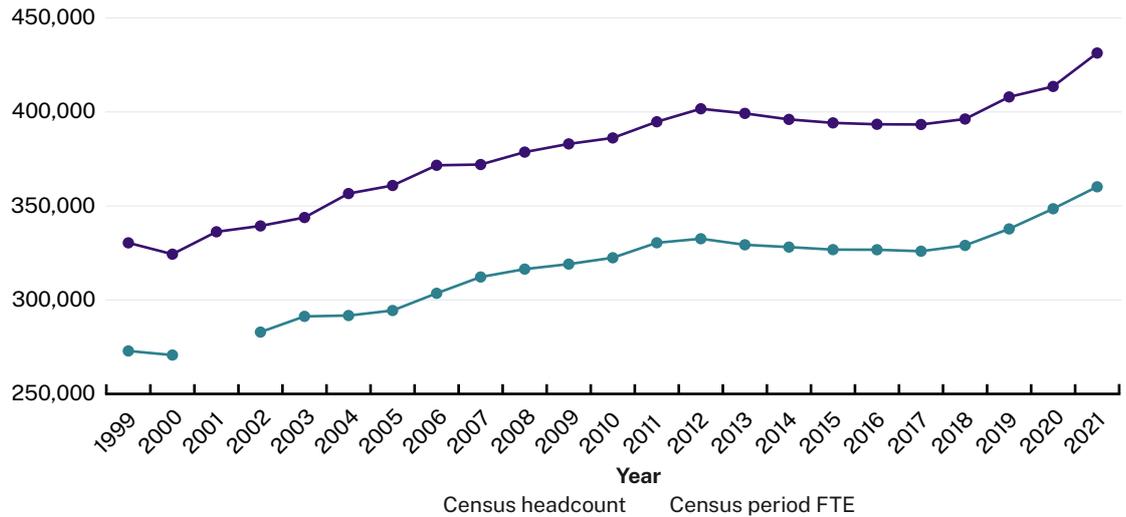


Table 2.1

### Public sector census headcount and census period FTE, 2012–21

Year	Census headcount	Change from previous year (%)	Census period FTE	Change from previous year (%)
2012	401,703	1.8	332,555	0.7
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

**Figure 2.2** Annual percentage change in the size of the public sector workforce (census headcount) and NSW employed persons, 2012–21<sup>1</sup>

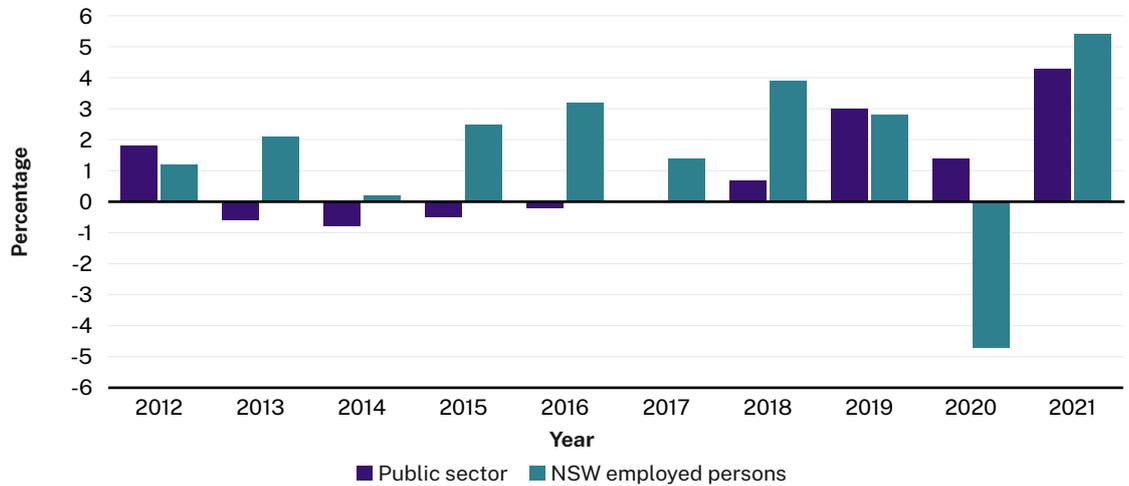
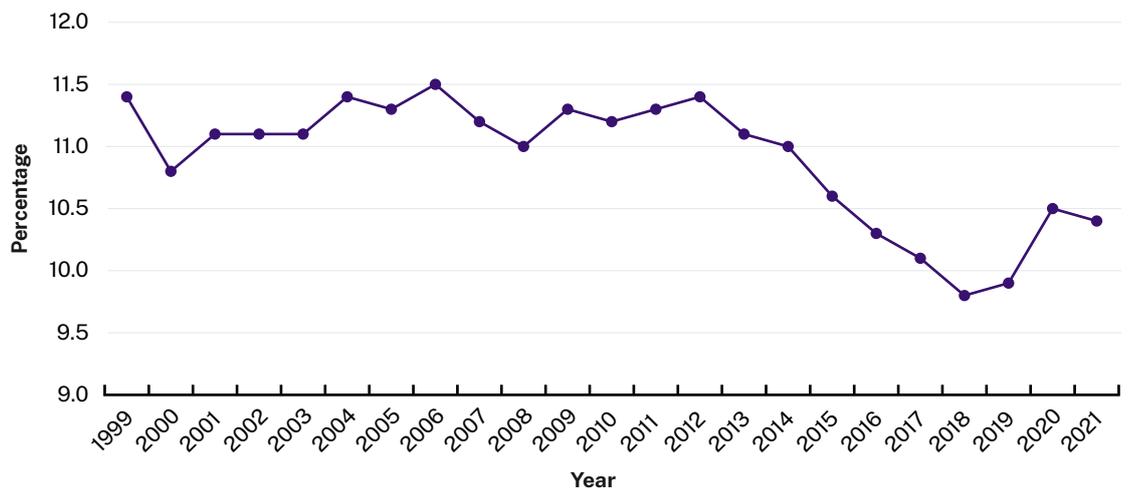


Figure 2.2 shows that the NSW public sector has continued to grow since 2018. While the NSW public sector workforce grew by 4.3% in 2021, the increase in the broader NSW workforce was larger. NSW employed persons increased by 5.4% in 2021, following the 4.7% contraction in 2020. The proportion of NSW employed persons who worked for the NSW public sector decreased 0.1pp from 2020 to 10.4% in 2021 (see Figure 2.3).

**Figure 2.3** Public sector census headcount as a percentage of NSW employed persons, 1999–2021<sup>1</sup>



## Composition of the NSW public sector

While headcount is an important measure of the size of the workforce, FTE provides a better indication of the level of resources.

In 2021, the census period FTE increased by 11,682 and the census headcount rose by 17,783. The key contributors to this increase in FTE were the NSW Health Service (4,600), the Public Service (2,853) and Other Crown services (1,426).

Table 2.2

### Composition of the public sector by service, census period FTE, 2020–21

Service	2020	2021	Change	Change (%)
Public Service	66,631	69,484	2,853	4.3
NSW Health Service	122,921	127,521	4,600	3.7
NSW Police Force	20,613	21,041	427	2.1
Teaching Service	70,261	71,415	1,154	1.6
Transport Service	13,645	14,562	917	6.7
Other Crown services	45,310	46,737	1,426	3.1
<b>Total government sector</b>	<b>339,382</b>	<b>352,780</b>	<b>11,377</b>	<b>3.9</b>
State owned corporations	8,129	8,321	192	2.4
External to government sector	997	1,110	113	11.4
<b>Total public sector</b>	<b>348,508</b>	<b>360,190</b>	<b>11,682</b>	<b>3.4</b>

Table 2.2 shows that all services experienced increases in census period FTE from 2020 to 2021.

The increase in the NSW Health Service of 4,600 FTE (+3.7%) included an additional 1,839 (+3.7%) FTE Nurses and 1,163 (+7.3%) FTE Clerical and Administrative Workers. These increases reflect the additional resources required to respond to the COVID-19 pandemic.

The Public Service grew by 2,853 FTE (+4.3%) in 2021. The main contribution to this growth was the Customer Service cluster, which grew by 1,005 FTE (+12.2%). The largest increases in the cluster were in Service NSW (+664 FTE or 22.3%) and Digital NSW (+108 FTE or 24.1%). These increases reflect the role of the Service NSW app and call centre in the management of the pandemic. The Planning, Industry and Environment cluster increased by 993 FTE (+10.5%), with most of the increase in the Department of Planning, Industry and Environment (+792 FTE or 9.6%). This increase largely relates to additional resourcing required for projects and programs aligned with the NSW economic and social recovery plan, including planning reform initiatives and establishing new functional areas.

The increase in Other Crown services (+1,426 FTE or +3.1%) was mainly due to the increase in School Administrative and Support Workers (+1,066 FTE or 5.1%). The Teaching Service also grew, by 1,154 FTE (+1.6%). Increases in the Teaching Service and School Administrative and Support Workers were largely due to engaging additional teachers under the COVID Intensive Learning Support Program, recruiting new business managers to support schools, and growth in Training Services NSW.

The largest proportional increase in the government sector occurred in the Transport Service, which grew 6.7%, compared to 2020. This was due to the effect of major transport infrastructure projects on NSW employment. Transport for NSW had an FTE increase of 779 (+7.9%) and Sydney Metro was up 274 (+60.7%).

All clusters in the public sector recorded growth in 2021 (see Table 2.3). The Health, Education and Transport clusters account for 70% of the increase. The Premier and Cabinet cluster FTE also rose (+585 or 15.2%), mostly due to the establishment of Investment NSW (399).

Table 2.3

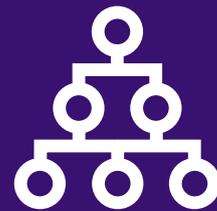
### Composition of the public sector by cluster, census period FTE, 2020–21<sup>2</sup>

Cluster	2020	2021	Change	Change (%)
Customer Service	8,210	9,216	1,005	12.2
Education	110,507	112,929	2,421	2.2
Health	124,086	128,738	4,652	3.7
Planning, Industry and Environment	16,103	17,222	1,118	6.9
Premier and Cabinet	3,835	4,420	585	15.2
Regional NSW	4,428	4,646	219	4.9
Stronger Communities	52,342	52,782	440	0.8
Transport	26,454	27,616	1,162	4.4
Treasury	2,293	2,312	19	0.8
<b>Total public sector</b>	<b>348,508</b>	<b>360,190</b>	<b>11,682</b>	<b>3.4</b>

#### Notes

- 1 Australian Bureau of Statistics (August 2021) 'Table 1: RM1 – Labour force status by age, labour market region (ASGS) and sex, October 1998 onwards', [time series spreadsheet], *Labour force status*, accessed 28 September 2021.
- 2 Other has been excluded from the clusters list but included in the public sector totals.

# 03 Leaders



**3,680**

senior executives in the government sector  
+10.4pp vs 2020

A key objective of the *Government Sector Employment Act 2013* (NSW) was to create a simpler executive structure that gives this cohort greater mobility across the sector. The *Government Sector Employment Legislation Amendment Act 2016* (NSW) 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.

Note: pp stands for percentage points.

Table 3.1

## Senior executives in the public sector, census headcount, 2020–21

Service	2020	2021	Change (%)
Public Service	2,098	2,280	8.7
NSW Health Service	188	200	6.4
NSW Police Force	74	74	0.0
Transport Service	675	854	26.5
Other Crown services	298	272	-8.7
<b>Total government sector</b>	<b>3,333</b>	<b>3,680</b>	<b>10.4</b>
State owned corporations	243	281	15.6
External to government sector	61	58	-4.9
<b>Total public sector</b>	<b>3,637</b>	<b>4,019</b>	<b>10.5</b>

At June 2021, there were 4,019 senior executives in the public sector. Of these, 3,680 were in the government sector, which was a 10.4% increase, compared to the previous year.

Across services in the government sector, the largest growth occurred in the Transport Service (+179 or 26.5%) and the Public Service (+182 or 8.7%). The number of senior executives increased by 125 at Transport for NSW and 55 at Sydney Metro, compared to 2020. These increases reflect the growing portfolio of major infrastructure projects in NSW.

There were 2,280 senior executives in the Public Service in 2021, an increase of 182 compared to 2020 (see Figure 3.1).

Figure 3.1

## Senior executives in the Public Service, census headcount, 2014–21

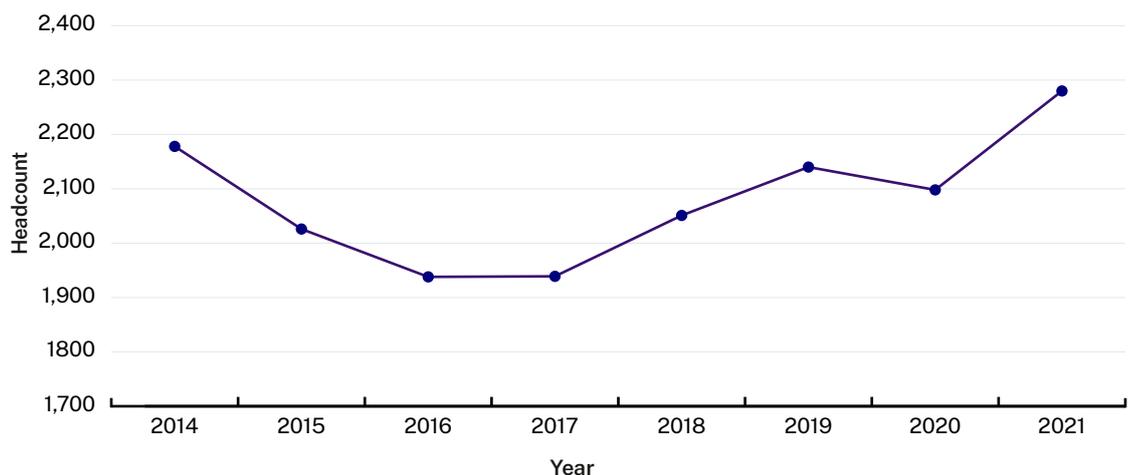


Table 3.2

### Senior executives in the Public Service by cluster, census headcount, 2020–21

Cluster	2020	2021	Change	Change (%)
Customer Service	254	258	4	1.6
Education	372	416	44	11.8
Health	116	114	-2	-1.7
Planning, Industry and Environment	436	489	53	12.2
Premier and Cabinet	240	315	75	31.3
Regional NSW	143	166	23	16.1
Stronger Communities	388	409	21	5.4
Transport	1	1	0	0.0
Treasury	148	112	-36	-24.3
<b>Total</b>	<b>2,098</b>	<b>2,280</b>	<b>182</b>	<b>8.7</b>

The number of senior executives increased across most clusters in the Public Service, as shown in Table 3.2. The largest increase occurred in the Premier and Cabinet cluster (+75 or 31.3%), which was largely due to the establishment of Investment NSW. Destination NSW, and Jobs, Investment and Tourism moved from the Treasury cluster to Investment NSW, leading to the decrease in Treasury. Also, the Western Parkland City Authority moved from the Treasury cluster to the Premier and Cabinet cluster.

The Planning, Industry and Environment cluster also had an increase in senior executives (+53 or 12.2%). More than 80% of this increase (43) was in the Department of Planning, Industry and Environment. This reflects the project and program requirements of the NSW economic and social recovery plan, as well as the establishment of Water Infrastructure NSW and the Energy Corporation of NSW.

The increase in Education was partly due to 26 TAFE Commission Senior Executives becoming classified as Public Service senior executives due to a change in their employment arrangements.

Figure 3.2

### Distribution of Public Service senior executives and aligned services executives across Senior Executive Bands 1–3, census headcount, 2021

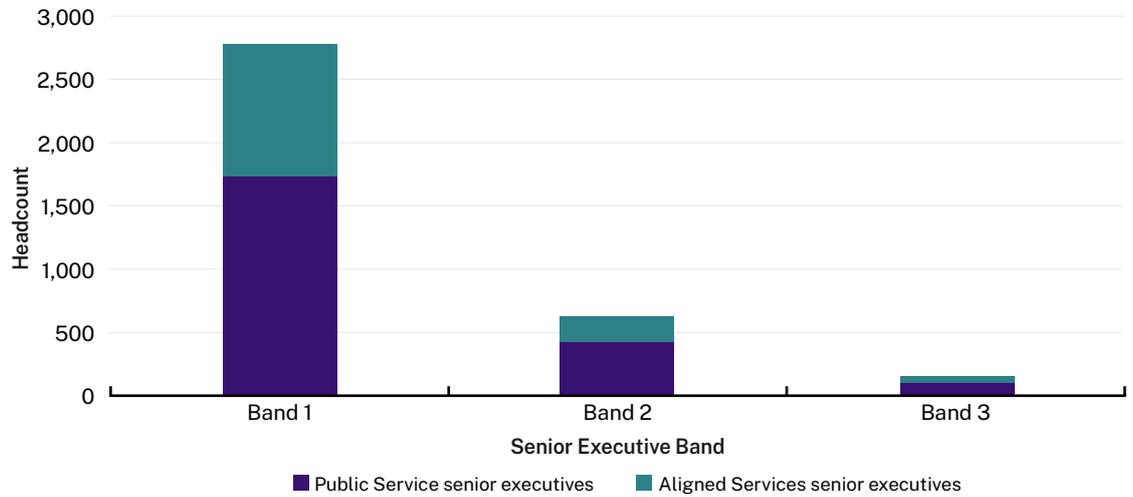
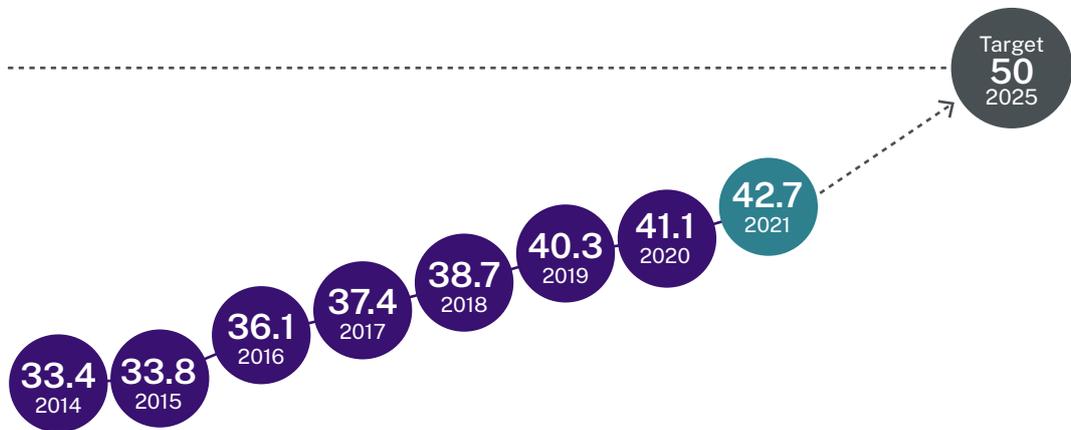


Figure 3.2 shows that in 2021, 78.1% of Public Service senior executives (PSSEs) and aligned services executives were classified as Senior Executive Band 1, while 17.7% were in Band 2 and only 4.2% were in Band 3. The distribution of PSSEs and aligned services senior executives between bands is similar, with 77.0% of PSSEs and 80.0% of aligned services senior executives at Band 1, 18.6% and 16.3% at Band 2, and 4.5% and 3.7% at Band 3, respectively.

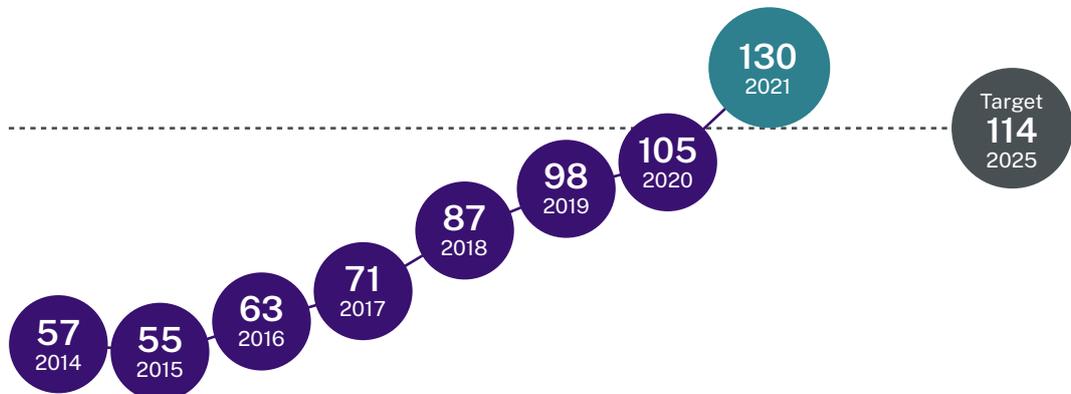


## Premier's Priority for diversity in the senior leader cohort

### Percentage of female senior leaders



### Number of Aboriginal and Torres Strait Islander senior leaders



One component of the Premier's Priority for a world class public service is driving senior leader diversity.<sup>1</sup> The priority includes targets to achieve gender equity in senior leaders and increase the number of Aboriginal and Torres Strait Islander people in senior leadership roles by 2025.

There has been steady progress towards achieving these targets since the Premier’s Priority was announced in 2014. The proportion of female senior leaders increased by 1.6pp to 42.7% in 2021. Since 2014, female representation in each band has largely increased each year, and cumulatively is up 8.9pp for Band 1 senior leaders, 12.2pp for Band 2 and 16.7pp for Bands 3 and 4. Higher salary bands had fewer women than men, but the gap has narrowed since the target was introduced. Since 2016, the proportion of female leaders in Bands 3 and 4 combined has increased at around double the rate for Band 1 roles.

Figure 3.3

### Female senior leaders by equivalent band, 2014–21<sup>1</sup>

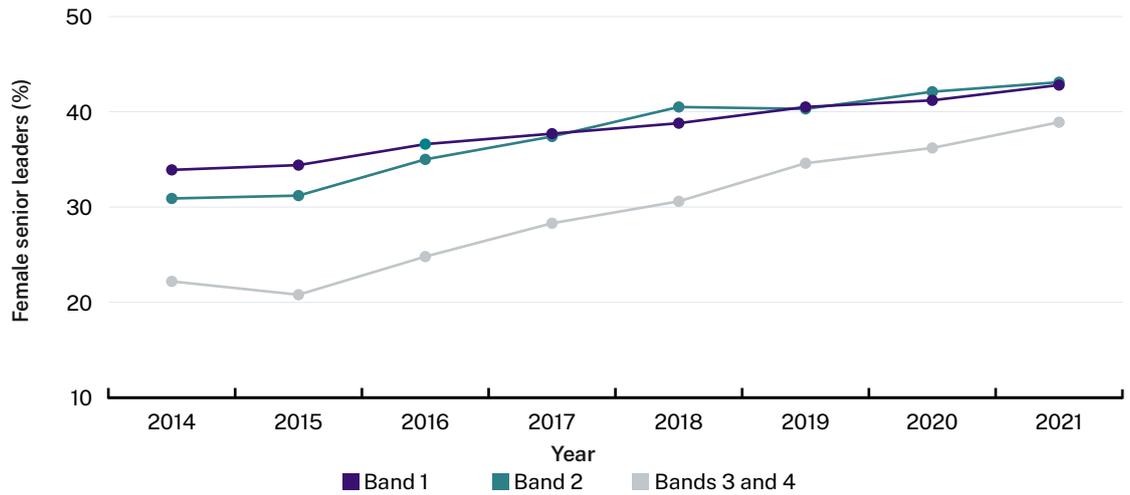


Table 3.3

### Female senior leaders by equivalent band, 2014–21<sup>1</sup>

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

Table 3.4

## Female senior leaders by cluster, 2020–21

Cluster	2020 (%)	2021 (%)
Customer Service	49.9	51.1
Education	56.0	56.0
Health	43.1	44.1
Planning, Industry and Environment	46.5	47.7
Premier and Cabinet	52.9	52.6
Regional NSW	27.7	27.4
Stronger Communities	29.5	31.5
Transport	32.2	35.7
Treasury	45.4	42.3
<b>Total public sector</b>	<b>41.1</b>	<b>42.7</b>

Female senior leader representation varies across clusters (see Table 3.4).

The Education, Premier and Cabinet, and Customer Service clusters had more than 50% female representation (56.0%, 52.6% and 51.1%, respectively). While the Transport cluster had one of the lowest rates, it improved representation by close to 3.5pp in 2021.

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 5% short of the target if the current trend continues. Modelling indicates that the NSW Government could reach the target by 2025 if six in every 10 senior leader appointments go to women.

The number of Aboriginal and Torres Strait Islander senior leaders increased from 105 to 130 in 2021, exceeding the Premier's Priority target for 2025 of 114. This is an exceptional result for the sector. Three clusters accounted for most of the increase: Education (+12), Planning, Industry and Environment (+5) and Premier and Cabinet (+4). The Customer Service, Transport and Treasury clusters also increased their number of senior leaders (+2 each).

Apart from a slight decrease in 2015, the number of Aboriginal and Torres Strait Islander senior leaders has increased each year since 2014, bringing a total increase of 128.1%.

Table 3.5

**Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014–21<sup>1</sup>**

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

Figure 3.4

**Aboriginal and Torres Strait Islander senior leaders by band, census headcount, 2014–21<sup>1</sup>**

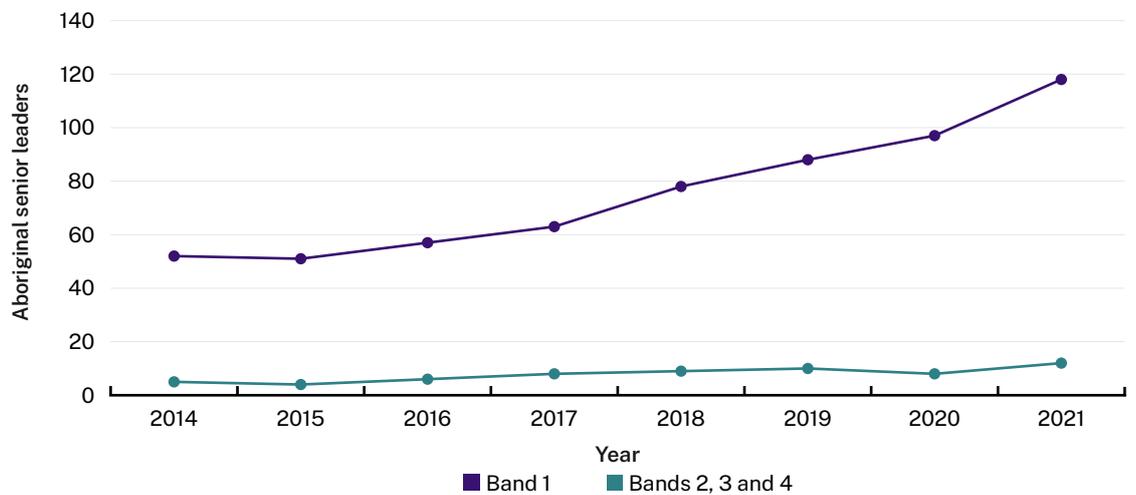


Figure 3.4 highlights that while most of the increase in the Aboriginal and Torres Strait Islander cohort occurred in the lower salary range (66 appointments), the number of Aboriginal and Torres Strait Islander senior leaders in Senior Executive Bands 2–4 has increased by 7 since 2014.

**Notes**

1. Senior leaders are non-casual government sector employees earning \$166,247 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 Public Service senior executives. Band 1 includes non executives paid below the minimum PSSE salary level.

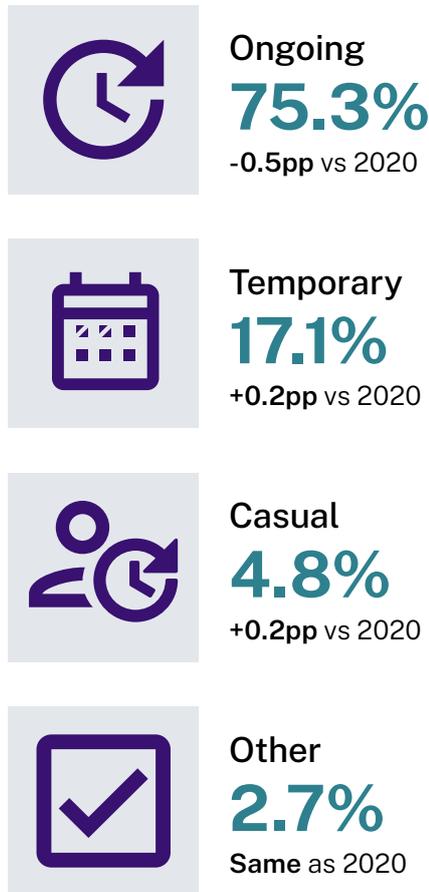
# 04 Types of work



## Key occupation groups, census period FTE, 2021



### Employment category, annual FTE, 2021



### Part-time employees, census headcount



Note: pp stands for percentage points.

## Changes in FTE – sector, services and key occupations

The census period provides a snapshot in June each year to compare the size and composition of the sector. Census period full-time equivalent (FTE) employees increased by 3.4% (+11,682) in 2021, compared to 2020. The occupations that contributed the most to the increase were Nurses (+1,839 FTE or 3.7%), Clerical and Administrative Workers (+1,179 FTE or 2.6%), School Support Staff (+1,076 FTE or 4.4%) and School Teachers (+940 FTE or 1.4%).

The rise in the number of Nurses accounts for 15.7% of the overall census period FTE increase in the public sector. This reflects the response to the pandemic, including the mobilisation of staff for COVID-19 testing sites and vaccination hubs.

The FTE increase in Clerical and Administrative Workers is mainly due to increases in General Clerks (+564) and Clerical and Administrative Workers (+302) across the Health cluster, noting their role at testing sites and vaccination hubs. The increase in School Support Staff is mainly for Teachers’ Aides (+815 FTE) and Youth Workers (+143 FTE). The increase in School Teachers is in line with the engagement of additional teachers under the COVID Intensive Learning Support Program.

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

Table 4.1

## Employment categories by service, annual FTE, 2021

Service	Ongoing	Temporary	Casual	Other <sup>1</sup>
Public Service	53,646	8,692	2,134	3,864
NSW Health Service	98,098	19,824	7,393	367
NSW Police Force	19,730	215	0	74
Teaching Service	45,807	19,940	3,124	0
Transport Service	10,358	1,299	34	2,459
Other Crown services	30,134	9,891	4,229	855
<b>Total government sector</b>	<b>257,772</b>	<b>59,861</b>	<b>16,915</b>	<b>7,619</b>
State owned corporations	6,386	312	85	1,497
External to government sector	523	70	3	451
<b>Total public sector</b>	<b>264,681</b>	<b>60,243</b>	<b>17,003</b>	<b>9,567</b>

More than three-quarters of public sector employees in 2021 were ongoing employees (75.3%). Temporary employees accounted for 17.1% of the public sector workforce, an increase of 0.2pp from the previous year. These two categories account for more than 9 in 10 public sector employees.

Annual FTE for ongoing employees increased by 7,150 across the public sector in 2021. All services in the government sector had increases in ongoing annual FTE. The most significant growth was in the Public Service and NSW Health Service, with increases of 2,493 (4.9%) and 1,505 (1.6%), respectively.

Table 4.2

## Comparison of public sector employment categories, annual FTE, 2020–21

Employment category	2020	2021	Change	Change (%)
Ongoing	257,531	264,681	7,150	2.8
Temporary	57,397	60,243	2,846	5.0
Casual	15,693	17,003	1,310	8.3
Other <sup>2</sup>	9,221	9,567	346	3.8

The annual FTE also increased for employees who were temporary (+2,846 FTE or 5.0%) and casual (+1,310 FTE or 8.3%) in 2021.

The largest increases were in the Health Service, with the number of temporary employees rising by 2,021 FTE (11.4%), including 1,000 additional Nursing Professionals and Medical Practitioners. The increase in their casual employees (+1,106 FTE or 17.6%) was mainly among Personal Carers and Assistants (+285 FTE or 28.1%) and Midwifery and Nursing Professionals (+249 FTE or 9.7%).

The second-highest contributor to an increase in temporary employment was the Teaching Service (+1,001 or 5.3%), largely due to the COVID Intensive Learning Support Program. There was also an increase in casual Education Aids in schools (+551 FTE or 60%) in Other Crown Services.

## Employment arrangements

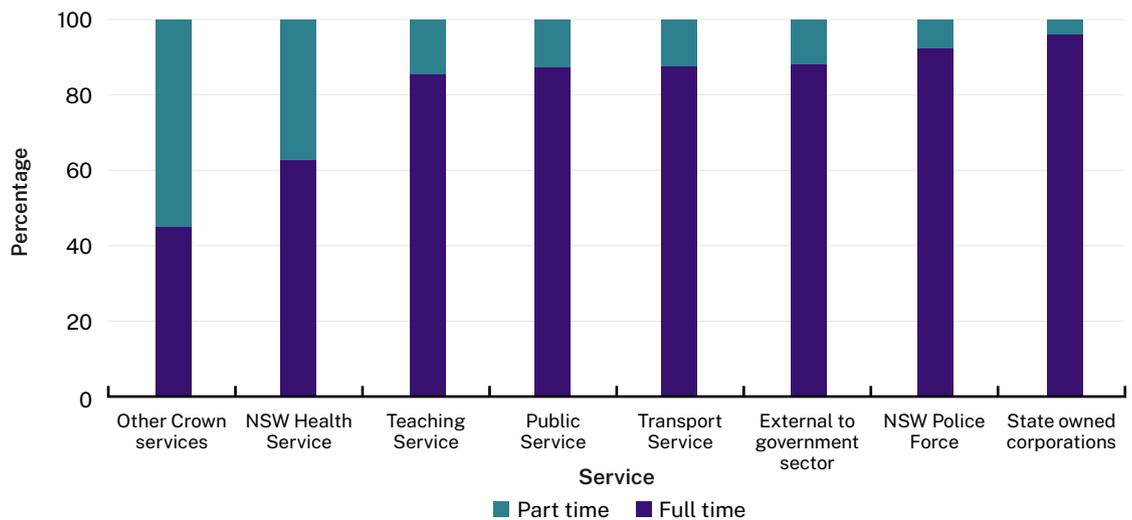
The proportion of non-casual NSW public sector employees working part time increased 0.4pp to 27.0% in 2021. The level remains higher than in 2011 when 24.9% of public sector employees worked part time.

Figure 4.1 shows Other Crown services had the highest proportion of non-casual part-time employees in 2021, at 55.0% (26,853 employees). These employees were mainly School Administrative and Support Workers (including 14,775 Education Aides and 10,763 General Clerks). The NSW Health Service had the second-highest proportion of part-time employees (37.3% or 53,036 employees). The largest groups were Midwifery and Nursing Professionals (21,129), Medical Practitioners (4,557), Health and Welfare Support Workers (3,830) and Health Therapy Professionals (2,670).

The highest proportions of full-time employees were in State owned corporations (95.9%), the NSW Police Force (92.3%) and agencies external to the government sector (88.1%) (see Figure 4.1).

Figure 4.1

### Employment arrangement by service, non-casual census headcount, 2021



## The contingent workforce

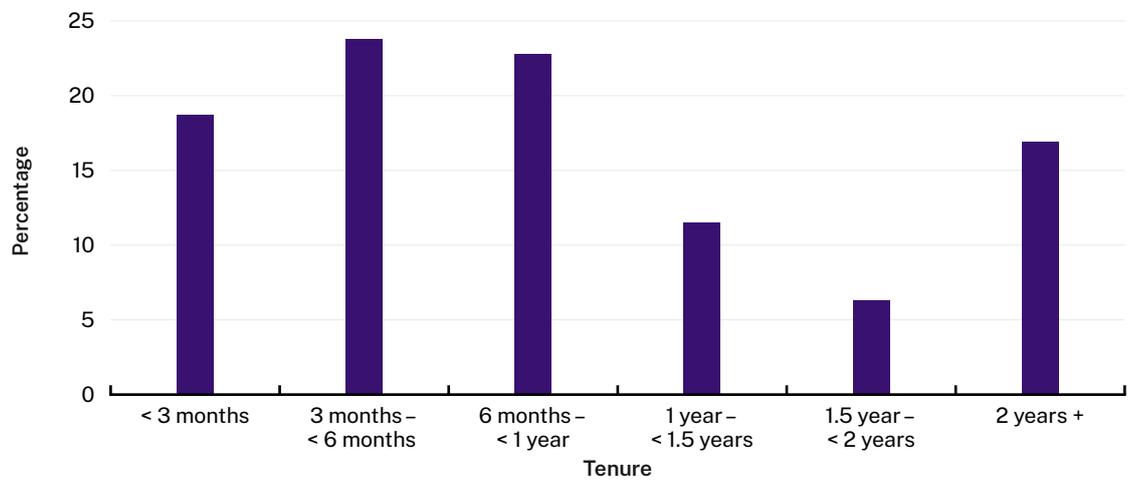
Contingent labour forms part of the overall public sector workforce, with workers typically employed to meet a short-term need or address a capability gap.

NSW Procurement maintains data on contingent labour use and spend. Around two-thirds of the 2021 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 2020–21, Contractor Central recorded 14,913 contractor engagements, with an average of 6,958 contractors active at any given time.<sup>3</sup> Of these, 65% had tenure of less than a year (see Figure 4.2).<sup>4</sup>

Figure 4.2

### Tenure by average active contractors, 2021



#### Notes

1. The ‘Other’ category includes employees whose employment category is Contract Executive, Contract Non Executive, Statutory Appointee, Transport Senior Manager or Other.
2. Ibid.
3. NSW Procurement calculates contractor engagements using monthly timesheet data from Contractor Central. This analysis excludes all records captured outside the Contractor Central system. Note, a methodological change in how contractors are uniquely identified means the figures can’t be compared to previous reported figures.
4. NSW Procurement calculates tenure as the duration from the contractor’s earliest work order start date to the end date of the contractor’s latest submitted timesheet. It does not consider movement between agencies. NSW Procurement analysis indicates the tenure profile of contractor records captured outside Contractor Central is broadly consistent with this profile.

# 05 Diversity



Diversity response rate

**78.1%** in 2021  
(-1.7pp vs 2020)



Aboriginal and Torres Strait Islander people – estimate

**3.7%** in 2021  
(+0.8pp vs 2014)



Employees reporting disability – estimate

**2.5%** in 2021  
(+0.1pp vs 2020)



People whose language first spoken as a child was not English – estimate

**18.5%** in 2021  
(+0.4pp vs 2020)



Employees reporting disability requiring adjustment – estimate

**0.6%** in 2021  
(same as 2020)



People from racial, ethnic, and ethno-religious minority groups – estimate

**13.1%** in 2021  
(+0.5pp vs 2020)

Note: pp stands for percentage points.

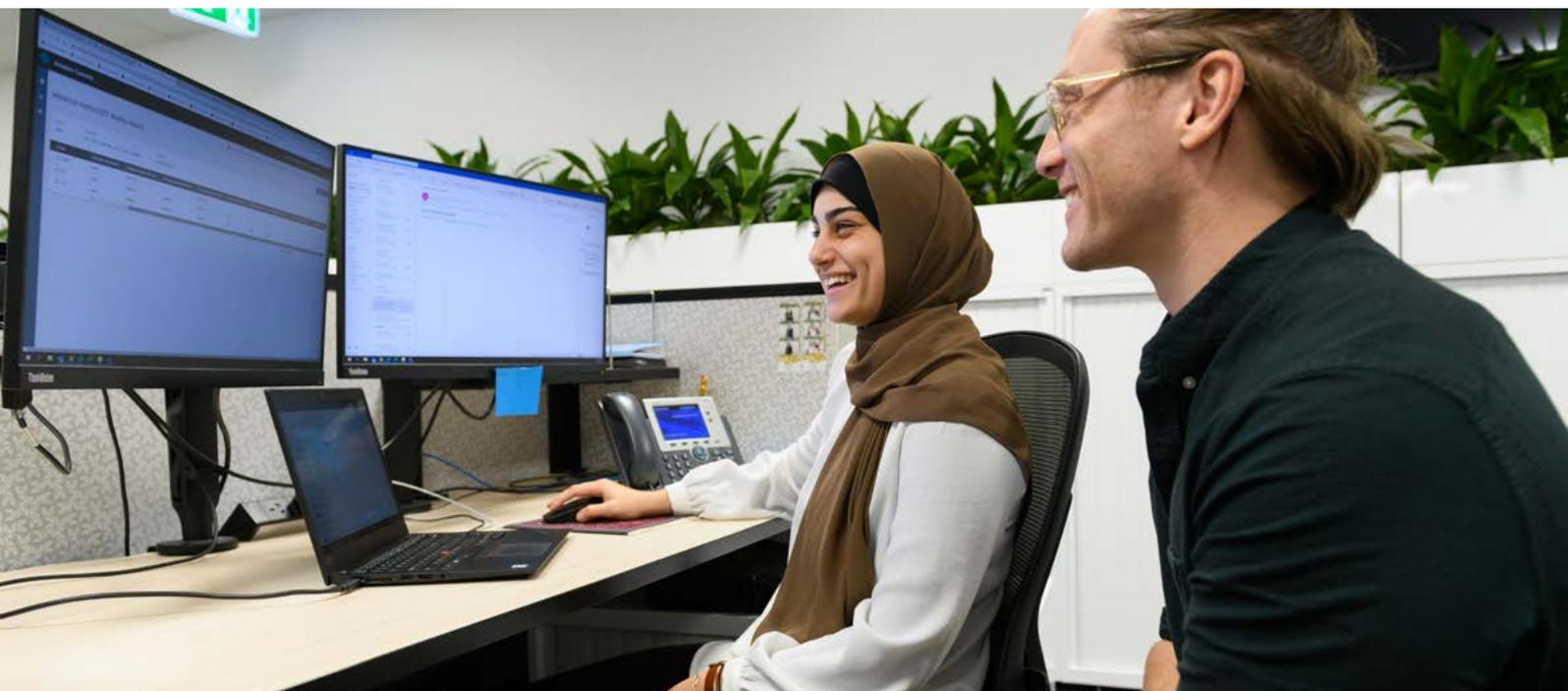
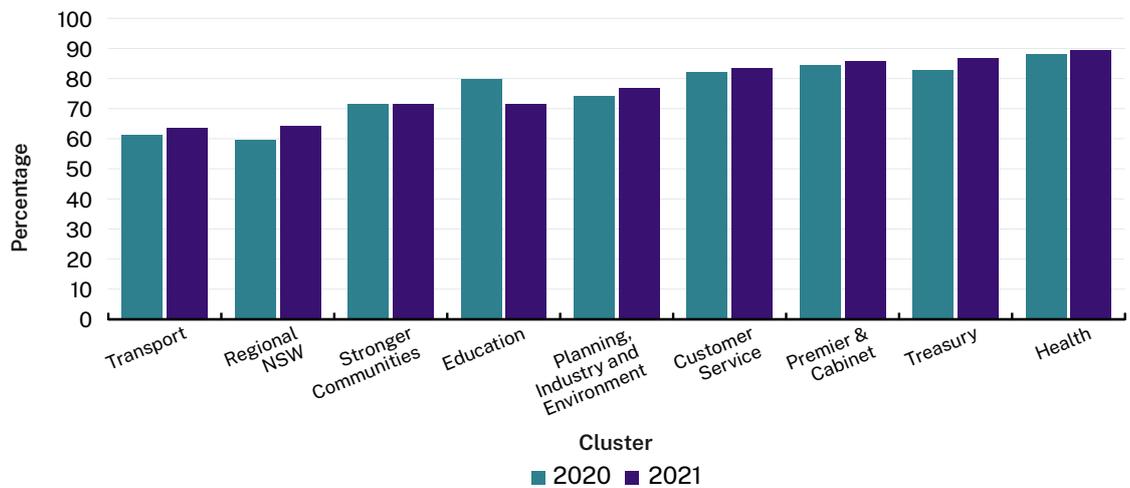
## Diversity response rates

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 78.1% in 2021, a 1.7pp decrease from 79.8% in 2020. This overall change is largely due to a correction in the Education cluster's diversity response rate (see Figure 5.1).

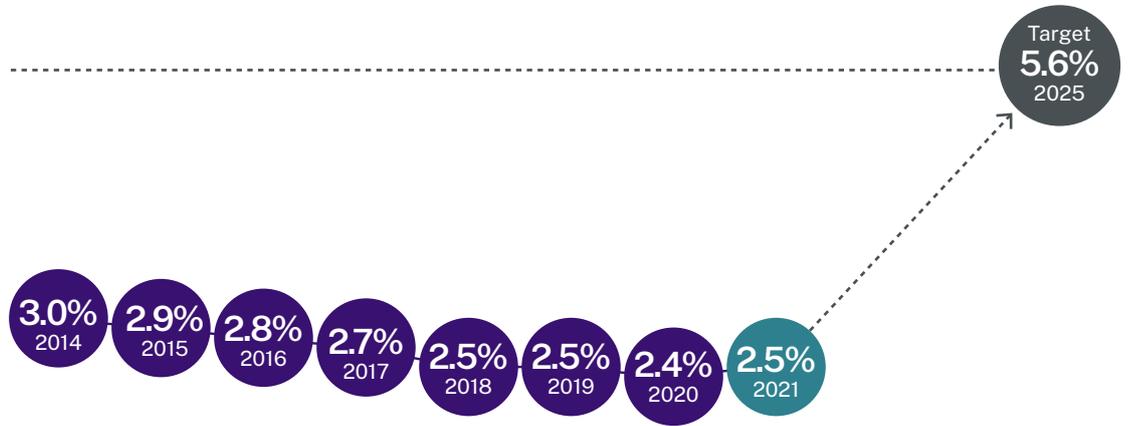
Figure 5.1

### Diversity response rate by cluster, 2020–21



## People with disability

### Premier’s Priority – percentage of people with disability (estimate)<sup>1</sup>



Increasing the proportion of employees with disability in the NSW public sector is a target in the Premier’s Priority for a world class public service.<sup>2</sup> The priority aims to increase the representation of people with disability in the NSW public sector to 5.6% by 2025. Despite the decreased diversity response rate this year, the proportion of employees with disability was 2.5% in 2021, an increase of 0.1pp from the 2.4% reported in 2020.

Figure 5.2

### Representation of disability and disability requiring adjustment (estimate), 2012–21<sup>1</sup>

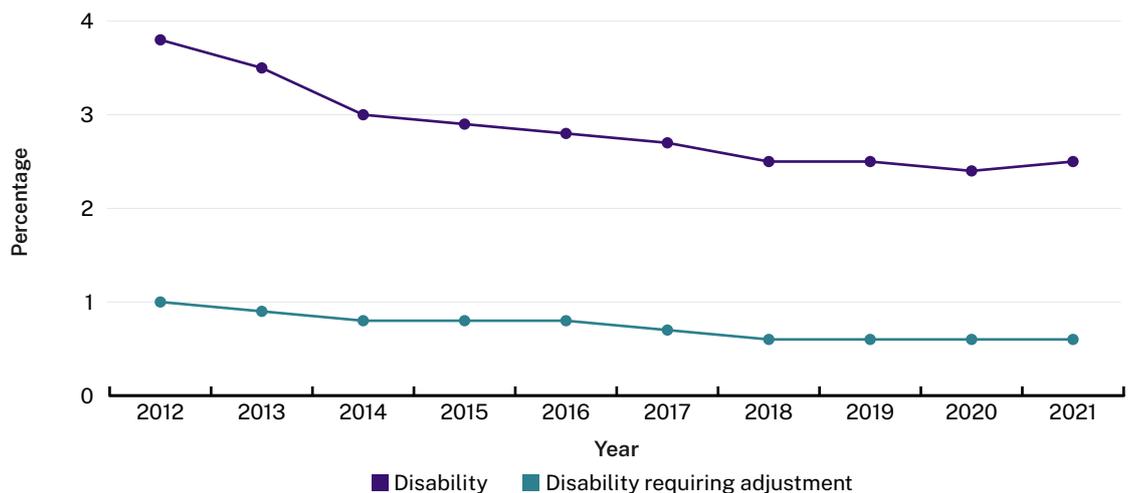


Figure 5.2 shows that while there was a small increase in 2021, this followed a longer-term trend of decreasing representation of people with disability in the NSW public sector workforce.

The Australian Public Service reported the same percentage point increase as the NSW public sector in 2021 (+0.1pp), with the number of people with disability increasing to 4.1%.<sup>3</sup>

There was little change in representation across NSW government sector services in 2021 compared to 2020 (see Table 5.1). The Public Service continued to have the highest proportion of people with disability, at an estimated 4.0%, noting a small increase compared to 2020.

Table 5.1

### Representation of people with disability by service (estimate), 2020–21<sup>1</sup>

Service	2020 (%)	2021 (%)
Public Service	3.9	4.0
NSW Health Service	1.8	1.8
NSW Police Force	0.8	0.8
Teaching Service	2.4	2.7
Transport Service	2.4	2.7
Other Crown services	3.1	3.2
<b>Total government sector</b>	<b>2.4</b>	<b>2.5</b>
State owned corporations	3.1	3.1
External to government sector	2.3	1.9
<b>Total public sector</b>	<b>2.4</b>	<b>2.5</b>

There is a notable difference in the pattern of commencements and separations of employees with disability compared to the total sector. While the level of commencements in agencies is similar to the level of separations for the public sector workforce, separations outweigh commencements for employees with disability and the rate of exit from the public sector is higher (see Table 5.2).

Table 5.2

### Commencements, exits and moves, people with disability vs the public sector, 2021

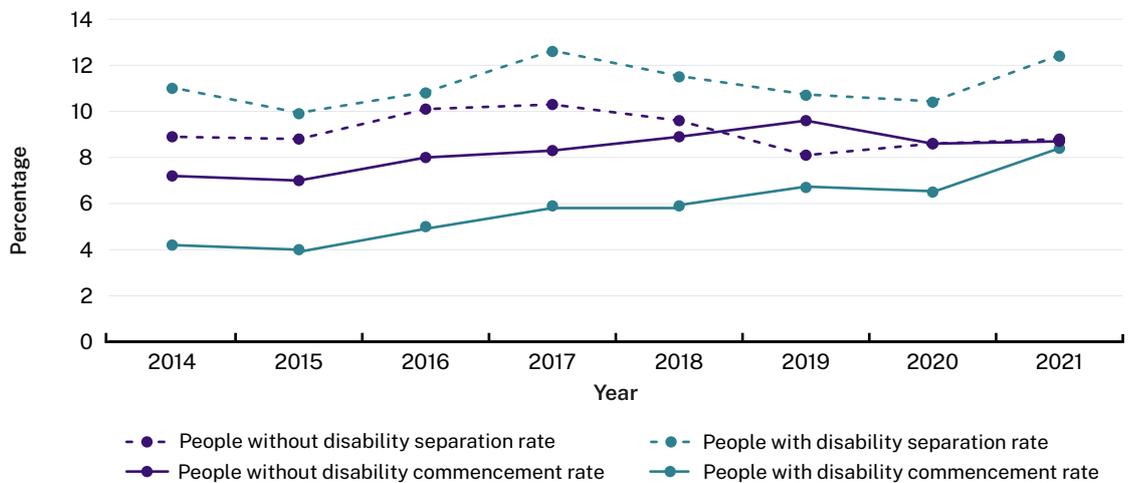
	Commencement rate (%)	Separation rate (%)	Exit rate (%)	Movement rate within public sector (%)
People with disability	8.4	12.4	10.9	1.5
Total public sector	8.8	8.7	6.9	1.8

The rate of people with disability commencing in public sector agencies was 4.0pp lower than their rate of separation, and slightly lower than the public sector average (-0.4pp). The separation rate of employees with disability was much higher than the sector average (+3.7pp). Compared to the broader public sector workforce, there is a higher rate of exit from the sector for employees with disability (+4.0pp) and a lower level of movement to other public sector agencies (-0.3pp).

In 2021, the gap between the commencement and separation rates for public sector employees with and without disability remained similar to the 2020 gap (see Figure 5.3). The separation rate for people with disability increased by 2.0pp, while there was little change in the rate of separation for employees without disability (-0.1pp). The commencement rates for people with and without disability increased in 2021; however, there was a larger increase for those with disability (1.9pp compared to 0.2pp for people without disability). While the staff turnover rate for people without disability has been at the replacement level for the past two years, for people with disability, separations continue to outstrip commencements. For every 100 employees with disability who commence, 104 separate; however, commencements for people without disability are 0.1pp higher than the rate of separations.

Figure 5.3

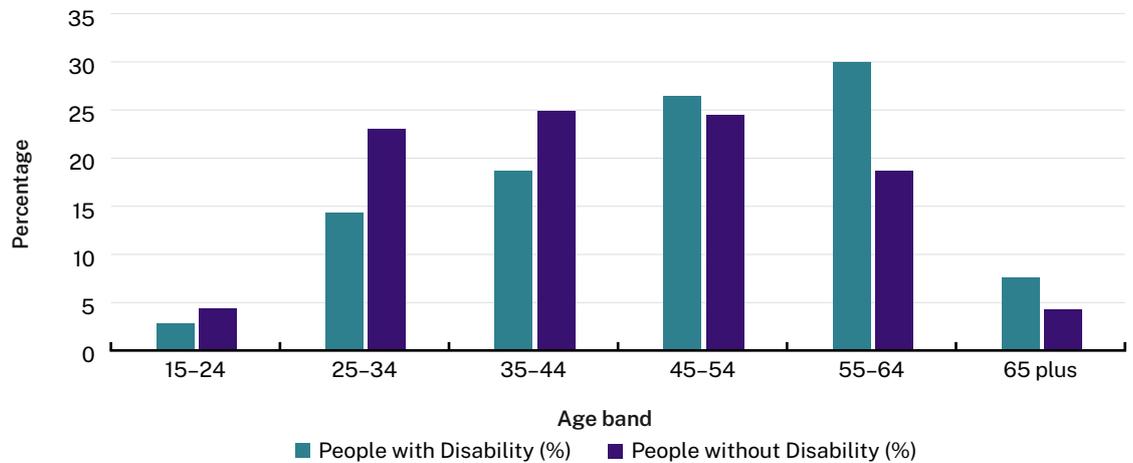
### NSW government sector non-casual commencements and separations by disability status, 2014–21



When age groups are compared between the populations with and without disability, the representation of people with disability in the sector markedly increases with age (see Figure 5.4). In the first three age bands, there is a higher representation of employees without disability. In the 25 to 34 age range, the representation of people without disability is 8.8pp higher than those with disability. In contrast, the representation of people with disability is higher in the three older age bands. Most notably, 37.6% of all employees with disability are aged 55 and above, compared to only 23.0% of those without disability in the same 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. This will further hamper progress towards achieving the Premier’s Priority target by 2025. In the public sector, the median tenure for those without disability was 8 years, and for those with disability it was 11.4 years. Tenure was longer for those with disability requiring an adjustment at work, with a median tenure of 15.8 years compared to 9.9 years for those not requiring an adjustment.

Figure 5.4

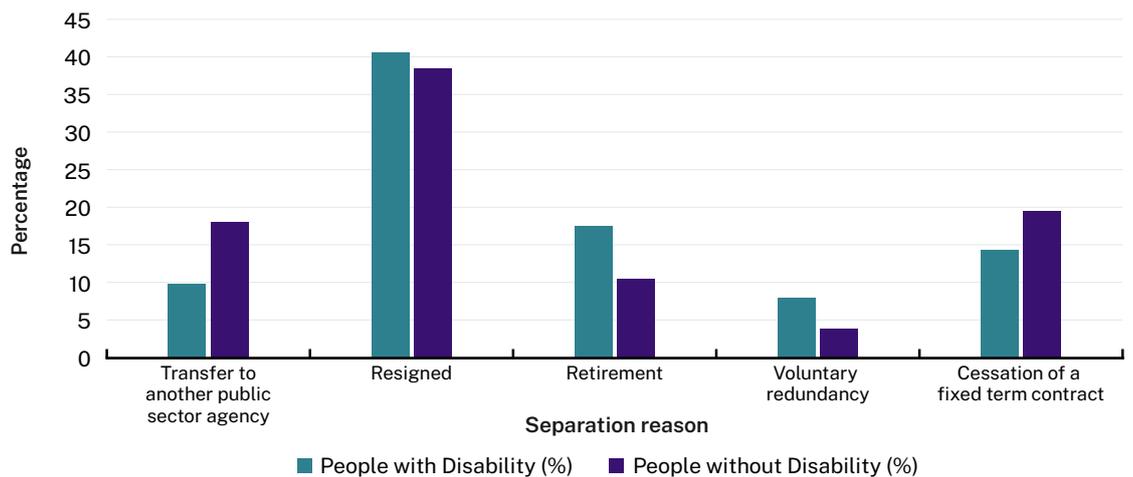
### Age profile of NSW government sector non-casual employees at census date by disability status, 2021



Looking into the reasons for separation for people with and without disability, it is apparent that the comparatively older cohort of employees with disability retired (+7.1pp), resigned (+2.2pp) or accepted voluntary redundancy (+4.1pp) at higher rates than employees without disability in the past year. In contrast, the rate of employees transferring to another public sector agency was 8.2pp higher for people without disability 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.<sup>4</sup>

Figure 5.5

### NSW government sector non-casual separation rates by disability status, 2021<sup>5</sup>

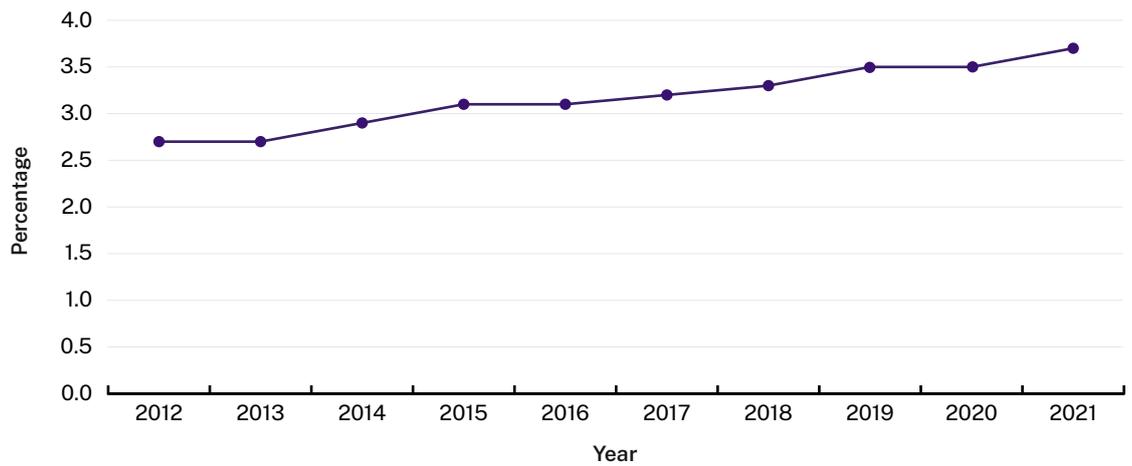


## Aboriginal and Torres Strait Islander people

The representation of employees who identify as Aboriginal or Torres Strait Islander people has progressively increased over the past decade. In 2021, the representation of Aboriginal and Torres Strait Islander people increased by 0.2pp to an estimated 3.7% of non-casual employees in the sector. In the Australian Public Service, representation has been static, remaining at 3.5% since 2019.<sup>3</sup>

Figure 5.6

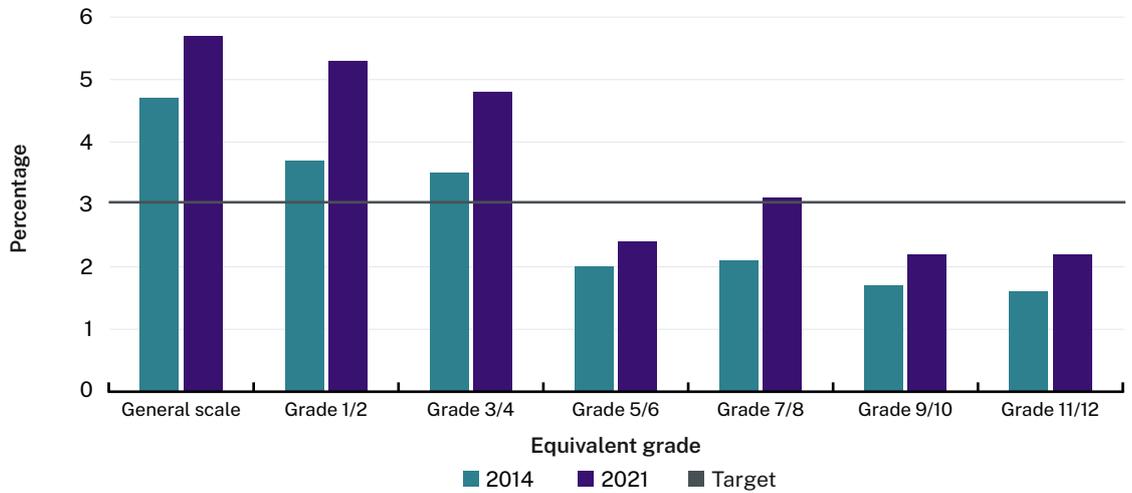
### Representation of Aboriginal and Torres Strait Islander people (estimate), 2012–21



From 2014 to 2021, the estimated proportion of Aboriginal and Torres Strait Islander employees increased by 0.4pp 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 1.6pp since 2014. In 2021, the number of Grade 7/8 Aboriginal and Torres Strait Islander employees exceeded the 3.0% target for the first time. The largest increases were in the Department of Planning, Industry and Environment (+1.3pp), the Teaching Service (+0.6pp) and the NSW Police Force (+0.4pp).

Figure 5.7

### NSW government sector Aboriginal and Torres Strait Islander employment – representation by salary band (estimate), 2014 and 2021<sup>1</sup>



In 2021, the Premier’s Priority of doubling the number of Aboriginal and Torres Strait Islander people in senior leadership roles from 57 in 2014 to 114 by 2025 was achieved, with 130 senior leaders in the NSW government sector. This marked a 23.8% increase from 2020 (+25). Since 2014, the largest increases occurred in the Public Service (+28) and the Teaching Service (+24), accounting for 71% of the total increase.

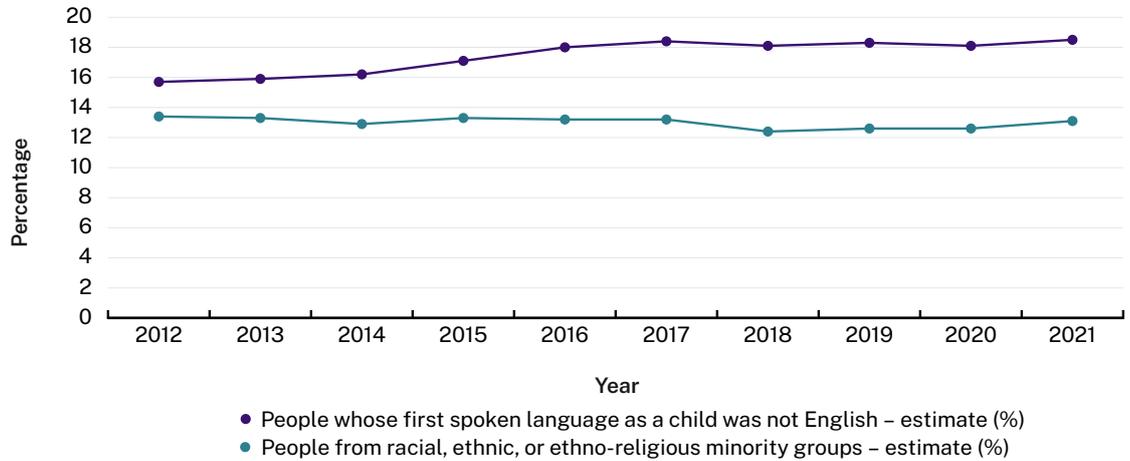
### People who first spoke a language other than English, and racial, ethnic and ethno-religious minority groups

The proportion of employees in the sector in the language other than English (LOTE) diversity group increased from an estimated 18.1% of the total non-casual workforce in 2020 to 18.5% in 2021. This was the highest estimate in the past decade (see Figure 5.8). The biggest contributors to the increase were the NSW Health Service (+737) and the Public Service (+708). Nearly half (43.2%) of all employees in this diversity group also identified as being from a racial, ethnic or ethno-religious minority group.

In 2021, there was a 0.5pp 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 13.1%, representation has returned to the levels seen in 2015 to 2017 (see Figure 5.8). Most services experienced an increase in representation of employees from this group in 2021, with the largest growth in the Transport Service, up 0.9pp to 18.6%. The only services to experience a decrease were the External to government sector and NSW Police Force, down by 0.9pp and 0.5pp, respectively.

Figure 5.8

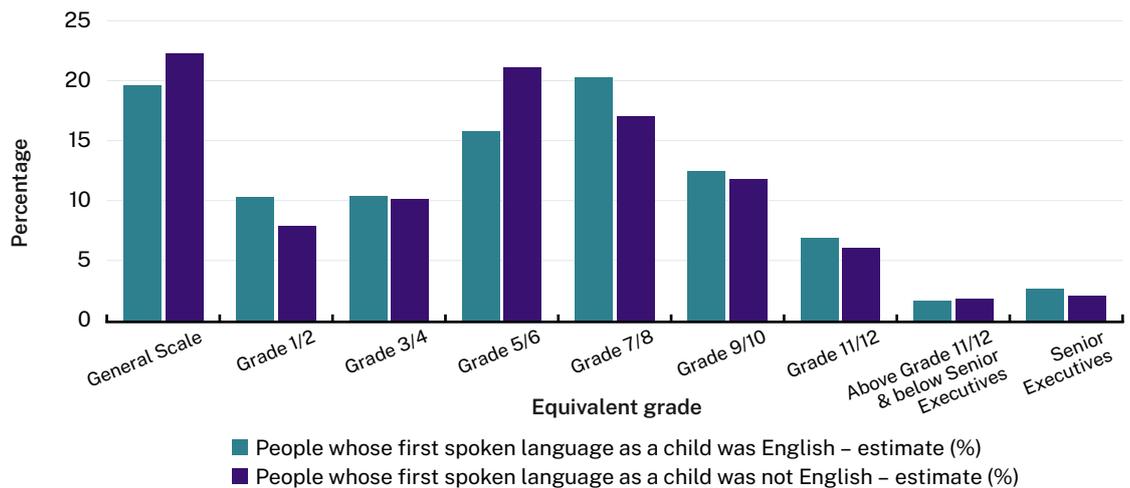
### Representation of people from a racial, ethnic or ethno-religious minority group (estimate) and people who first spoke a language other than English (estimate), 2012–21



The proportion of employees in the LOTE diversity group compared to the non-LOTE group is shown across salary grades in Figure 5.9. Employees in the LOTE diversity group were in higher percentages in the salary grades for General Scale (+2.7pp), Grade 5/6 (+5.3pp), above Grade 11/12 and below Senior Executive (+0.2pp). The largest disparity was in Grade 7/8, with a -3.3pp difference in favour of non-LOTE employees. The median age of employees in this diversity group was 42, compared to 44 for the overall sector. The median tenure was 7.3 years, compared to sector median of 8.1.

Figure 5.9

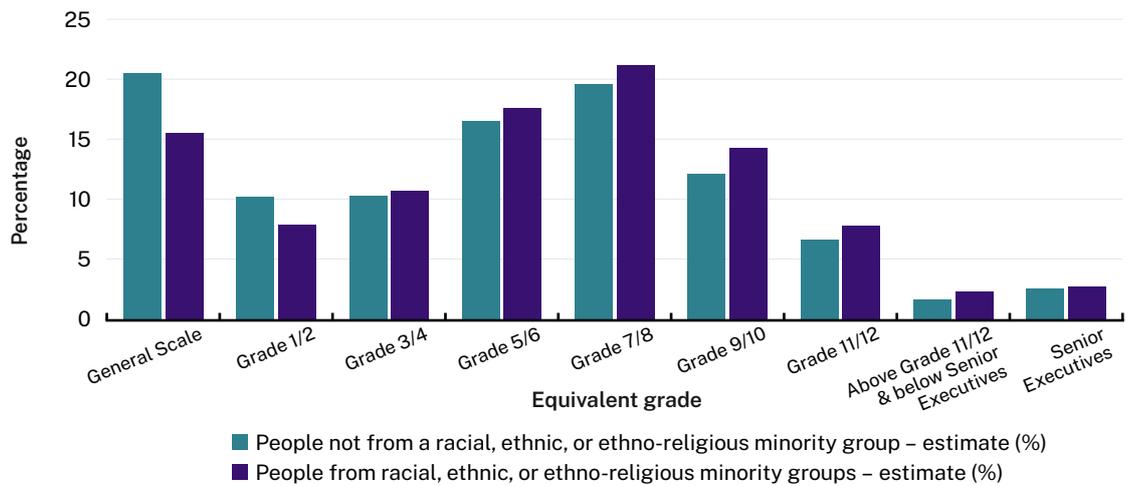
### Employees in the NSW government sector who first spoke a language other than English – distribution by salary band (estimate), 2021



In 2021, 53.1% of employees in the sector who identified as being from a racial, ethnic or ethno-religious minority group were in Grade 5/6, Grade 7/8 or Grade 9/10, a 1.4pp increase from 51.7% in 2020 (see Figure 5.10). In comparison, 48.2% of employees who did not identify as being from a minority group were in these grades in 2021 (4.9% fewer). There was a higher representation of employees who identify as being from a minority group in salary Grade 5/6 (+1.1pp), Grade 7/8 (+1.6pp), Grade 9/10 (+2.2pp), Grade 11/12 (+1.2pp) and in the senior executive pay range (+0.2pp) compared to employees who did not.

Figure 5.10

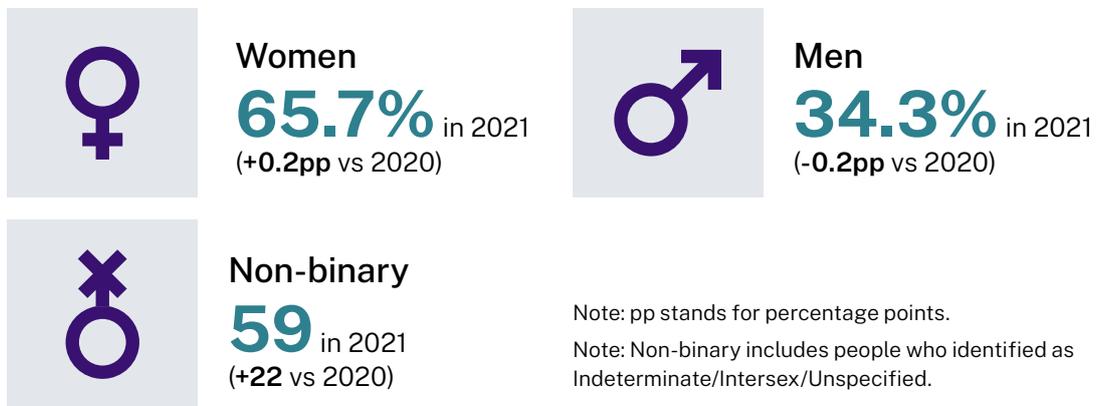
### Employees in the NSW government sector from a racial, ethnic or ethno-religious minority group – distribution by salary band (estimate), 2021



**Notes**

1. See the Glossary for the diversity estimation method used.
2. NSW Government, Premier’s Priorities, [World class public service](#).
3. Australian Public Service Commission (2021) *APS Employment Data 30 June 2021*, Australian Public Service Commission, viewed 19 October 2021, <http://www.apsc.gov.au/employment-data/aps-employment-data-30-june-2021>.
4. Australian Human Rights Commission, *The rights of people with disabilities: Areas of need for increased protection*, ‘Chapter 2: Employment’, accessed 18 October 2021; Australian Institute of Health and Welfare (2019), *People with disability in Australia, employment participation needs and challenges*, accessed 19 October 2021.
5. Where the difference between people with and without disability was greater than 1.0pp and the group size was greater than 10.

# 06 Gender

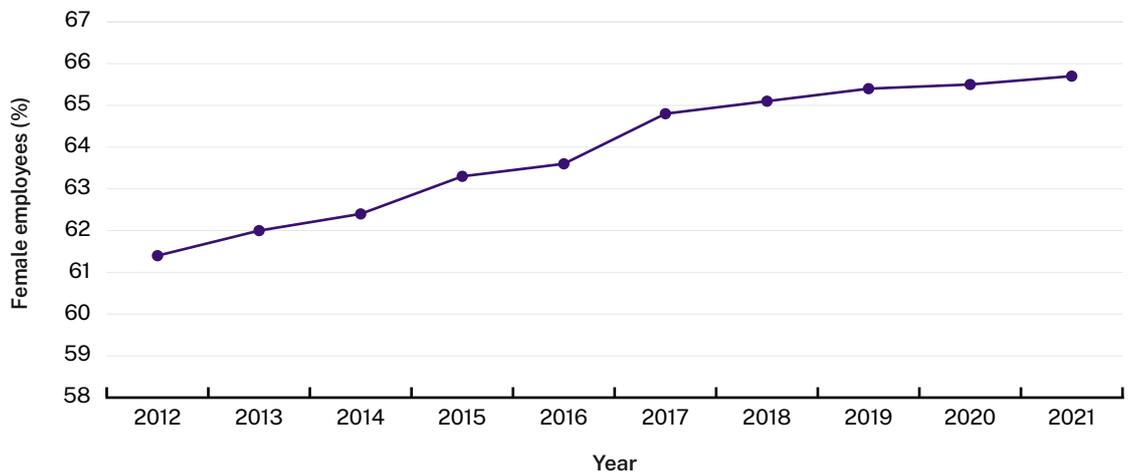


## Representation overview

The proportion of women in the NSW public sector has been increasing for more than a decade. Workforce Profile data shows that 65.7% of employees in 2021 were female, compared to 61.2% in 2012.

Figure 6.1

### Percentage of women in the public sector workforce, 2012-21



The NSW public sector continues to employ a higher proportion of women than the broader NSW labour market.<sup>1</sup> Women made up 45.6% of the total NSW workforce in 2012, and 48.0% in 2021. The two biggest contributors to female employment in the public sector are the two largest clusters: Education (76.2%) and Health (74.7%). Together, they represent 54.8% of total headcount in the sector. The lowest female representation in 2021 was in the Transport cluster (28.9%) (see Table 6.1).

Table 6.1

### Public sector representation of women by cluster, census headcount, 2021

Cluster	Women employed in cluster	Percentage of women in cluster
Customer Service	6,253	62.5
Education	108,480	76.2
Health	118,143	74.7
Planning, Industry and Environment	7,801	42.5
Premier & Cabinet	3,082	61.3
Regional NSW	2,349	46.4
Stronger Communities	26,865	45.2
Transport	8,654	28.9
Treasury	1,443	59.8
<b>Total public sector<sup>2</sup></b>	<b>283,277</b>	<b>65.7</b>

In 2021, the occupations with the highest number of female employees were Nurses (86.6%), School Teachers (76.8%) and Clerical and Administrative Workers (76.3%). Together, these occupations accounted for more than half of female employees in the sector (57.5%).

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, 2014–21

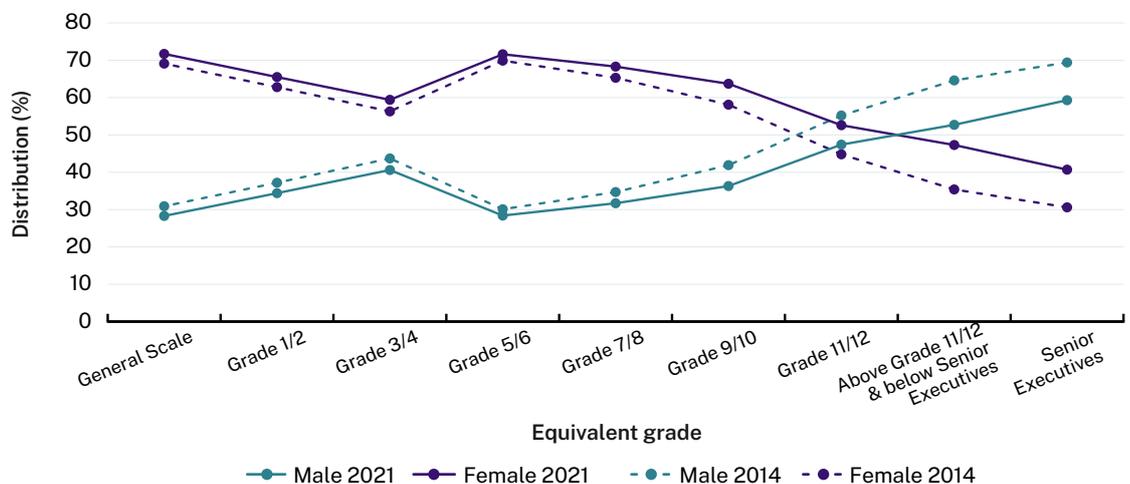


Figure 6.2 shows there was a trend toward a higher proportion of women in lower paid roles and a lower proportion of women in higher paid roles, although the gap between males and females is slowly narrowing. In 2014, women held less than a third of roles paid at the senior executive level (30.6%). In 2021, 40.7% of these roles are held by women, an increase of 10.1pp.

## Recruitment

Analysis of gender balance in NSW public sector recruitment data<sup>3</sup> can provide insights into the ability to shift the gender imbalance in higher paid roles.

Figure 6.3

### Average numbers of completed applications by gender and salary band, 2021

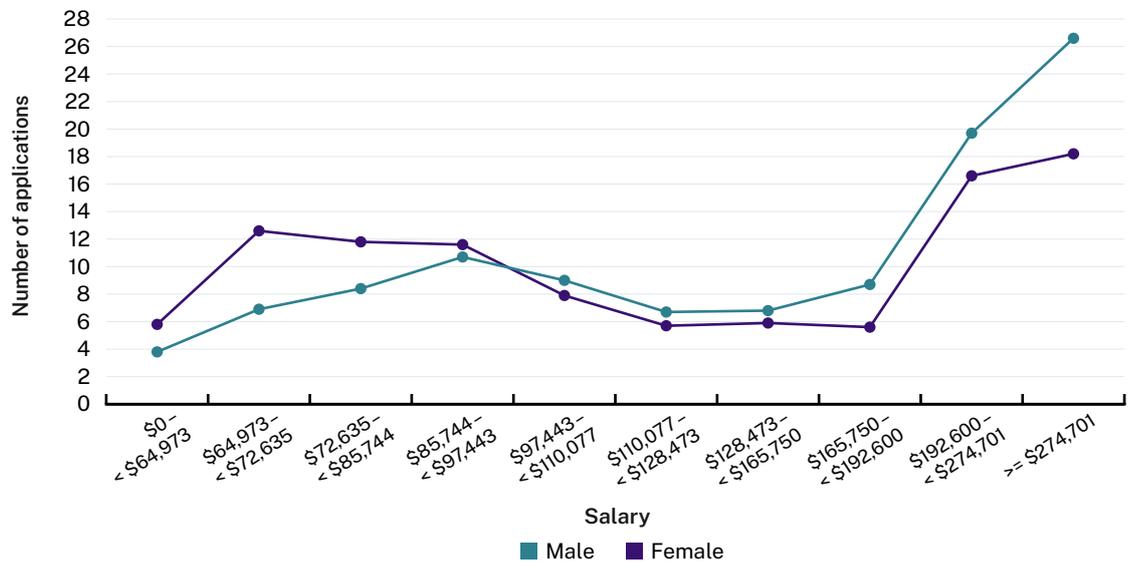
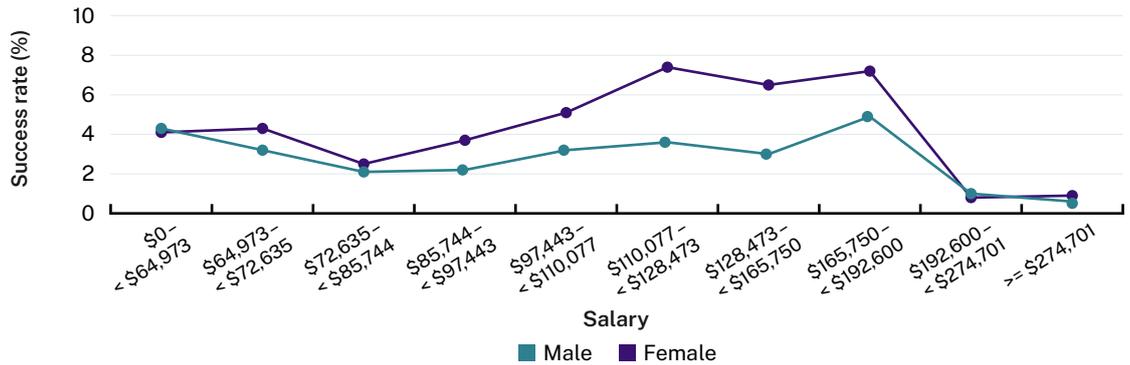


Figure 6.3 highlights that fewer women applied for higher paid roles in 2021. The gap between the number of applications from men and women widened as remuneration increased. Although the gap was widest for roles paid more than \$274,701, the size of the gap has markedly decreased compared to 2020. In 2021, there were 1.5 applications from men for every application from a woman for roles paid more than \$274,701, compared to 2.6 in 2020.

In the lower salary ranges, this trend is reversed. More women than men applied for roles with salaries of less than \$97,443. There were close to 1.8 applications from women for every application from a man for roles in the \$64,973 to \$72,635 salary range.

Figure 6.4

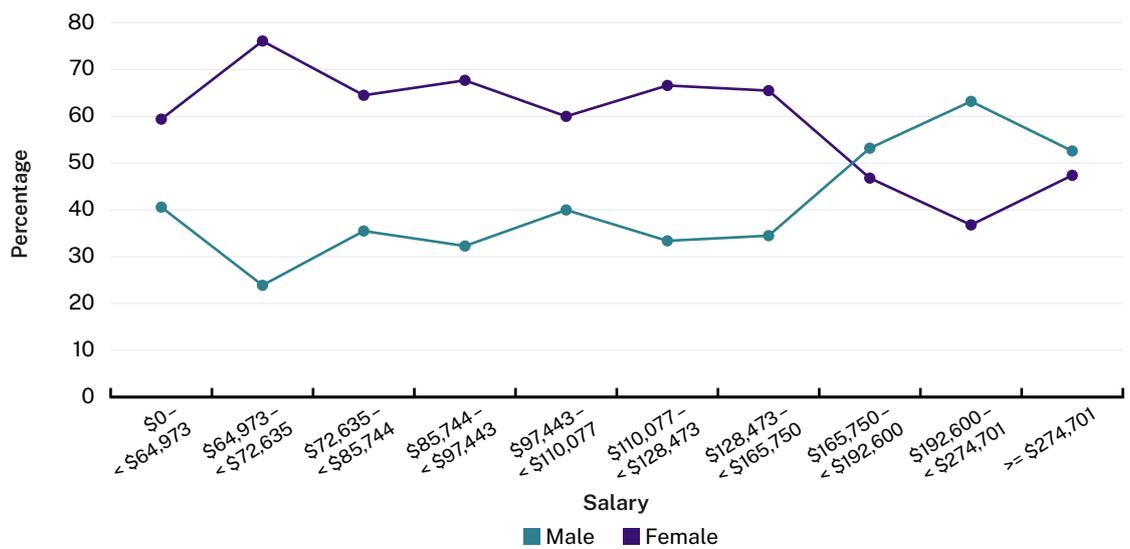
### Application success rate by gender and salary band, 2021



While the gender gap has narrowed in the number of applicants for roles paid more than \$274,701, the success rate for women fell slightly below that for men (0.8% compared to 1.0% for men). Figure 6.4 shows that the success rate for women was on average higher than for men across most salary bands, and that it converges for roles in the Senior Executive salary range.

Figure 6.5

### Proportion of appointments by gender and salary band, 2021



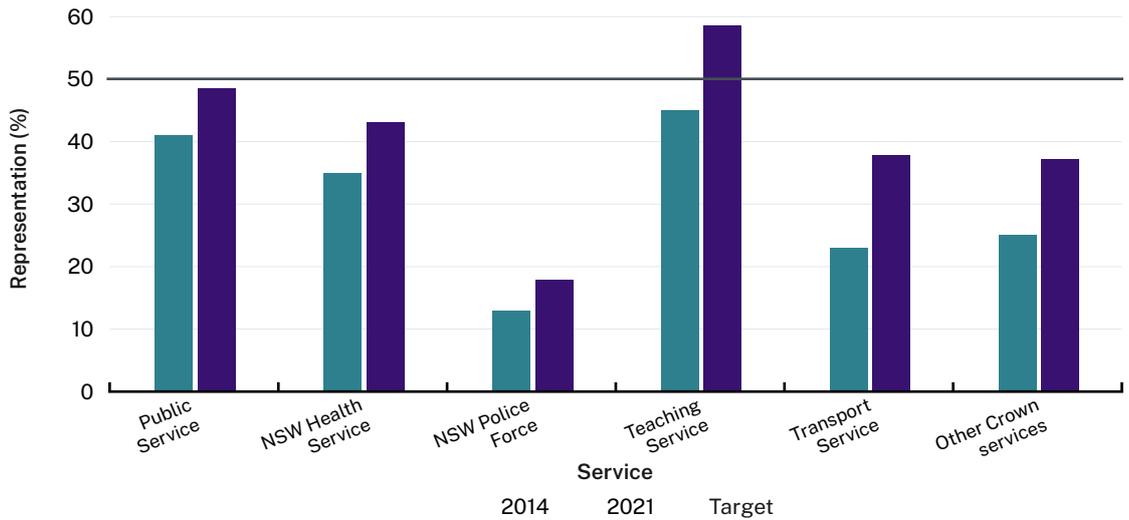
In 2021, a higher proportion of males than females were appointed to roles with a salary of \$165,750 or higher, noting senior executive roles are included in this range. Female appointments were higher across lower salary ranges. Women were appointed to 47.4% of recruited roles with a salary greater than \$274,701.

## 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 6.6 shows the progress towards achieving the Premier’s Priority target of women holding 50% of senior leadership roles across the sector.

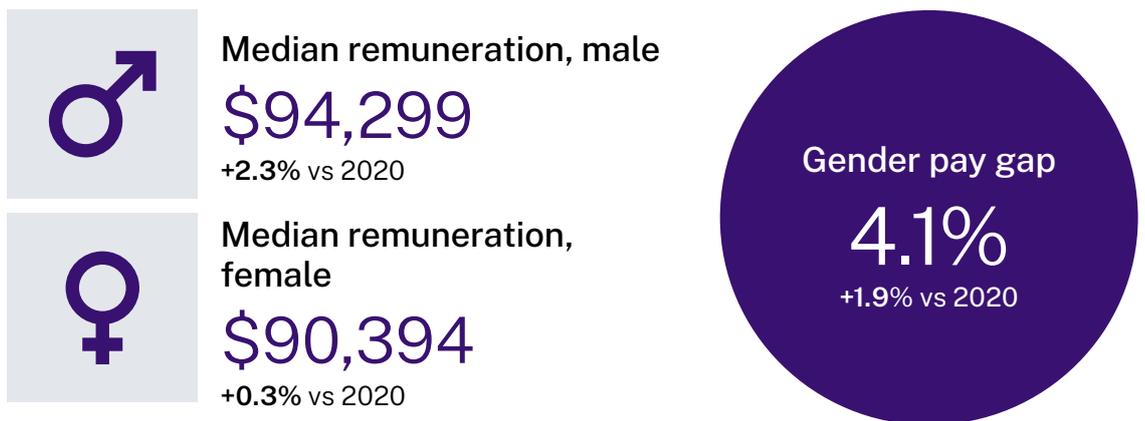
Figure 6.6

### Representation of women in senior leadership roles in the government sector by service, 2014 and 2021



One challenge in increasing the proportion of female appointments in higher-paid roles is that fewer women apply for the roles than men. In 2021, roughly equal numbers of men and women were appointed to senior leader roles. Modelling has confirmed that six female appointments are required for every 10 roles to achieve gender equity in this cohort.

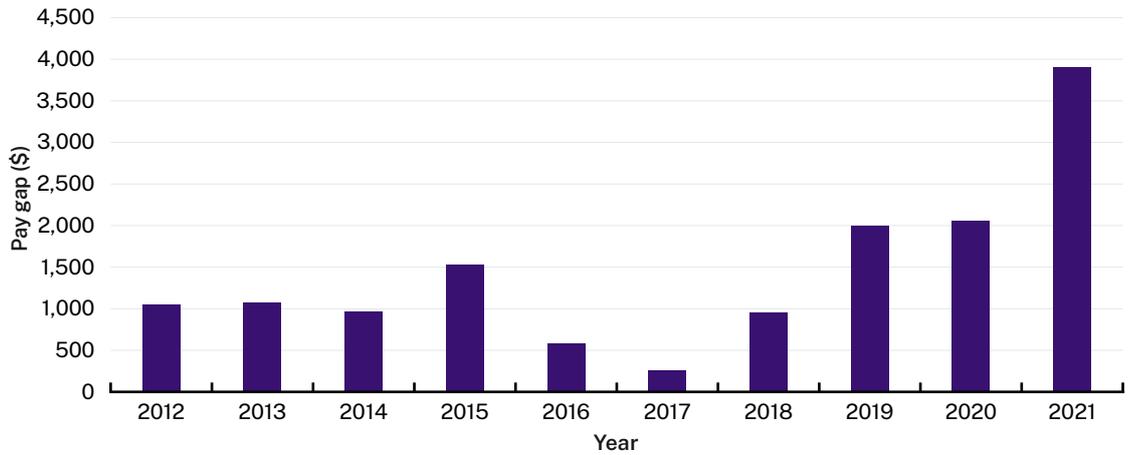
## Gender pay gap



In 2021, the gap in median remuneration between men and women in the NSW public sector was 4.1% (\$3,905), compared to 2.2% (\$2,053) in 2020. This represents the highest gender pay gap in 10 years (see Figure 6.7).

Figure 6.7

### Gender pay gap (\$), 2012–21



The median is less sensitive to extreme values in the upper and lower ranges; however, it is affected by large groups around the middle remuneration value. For females, 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 male remuneration.

While the gap widened between male and female median remuneration, the gap narrowed for average remuneration. The average remuneration of females increased 1.8% in 2021, compared to a 1.4% increase for males. Figure 6.8 shows there were larger increases in the number of females than males in 2021 across all higher salary ranges.

Figure 6.8

### Change in non-casual headcount by salary band at census date, 2020–21

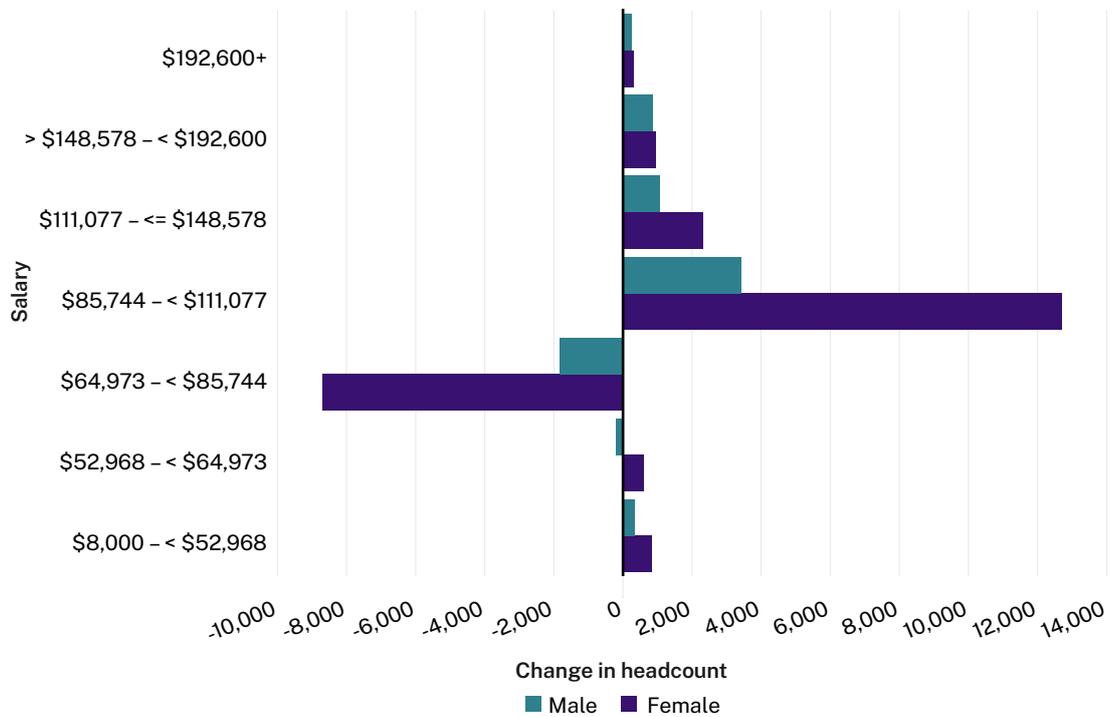
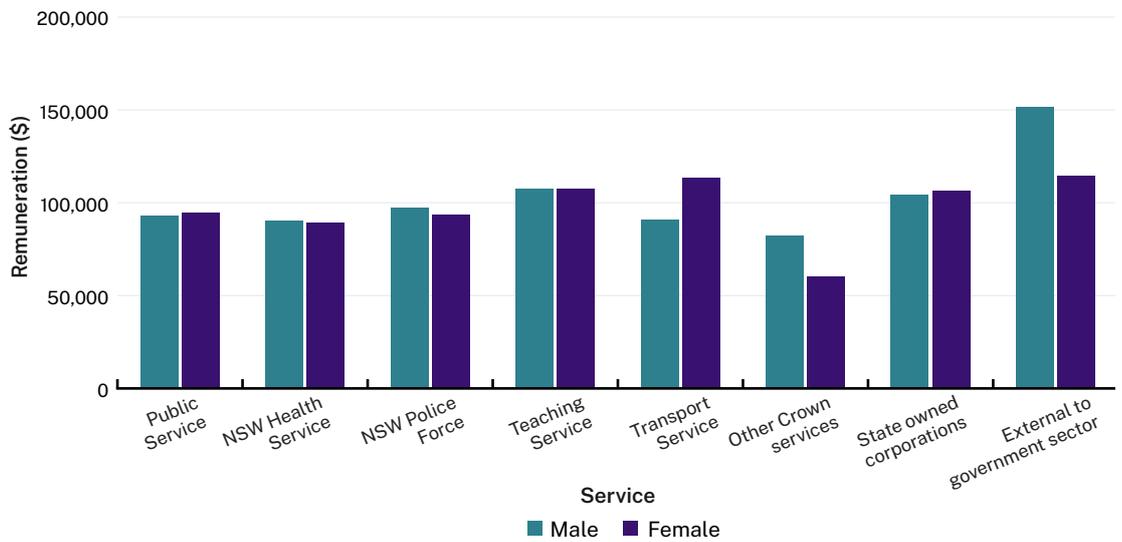


Figure 6.9

## Median non-casual remuneration by gender and service, 2021



Within the government sector, Other Crown services had the largest pay gap in 2021. This mainly related to School Support Staff, who made up 52.0% of Other Crown services. These employees had a lower median remuneration of \$56,664, and 91.5% were female.

In contrast, the median remuneration of women in the Transport Service was 24.6% higher than that of men. This was due to the high proportion of male Bus Drivers (2,561 headcount), with a lower median remuneration of \$59,932.

The Public Service was the only other service where the median remuneration of women was higher than that of men. Overall, 55.7% of employees in the Public Service and 50.0% of senior executives were women.

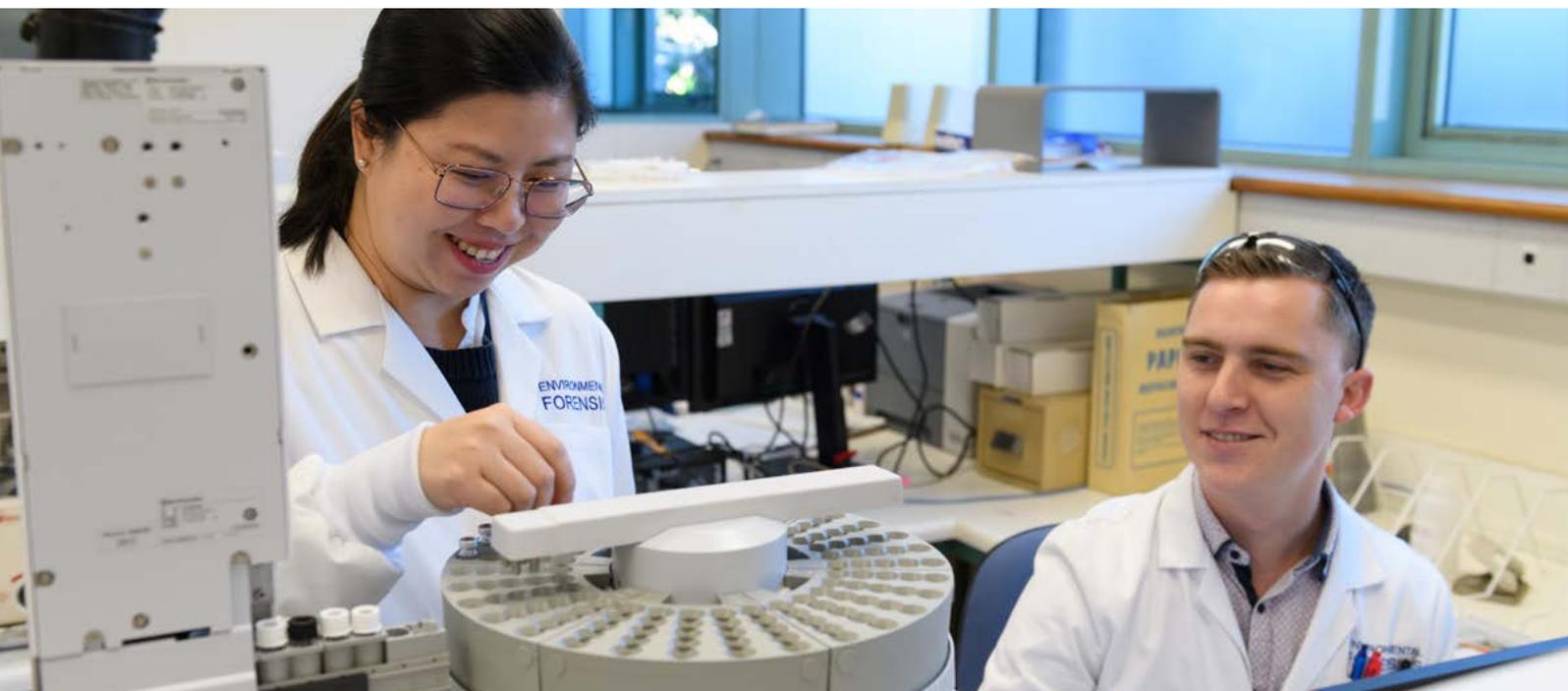
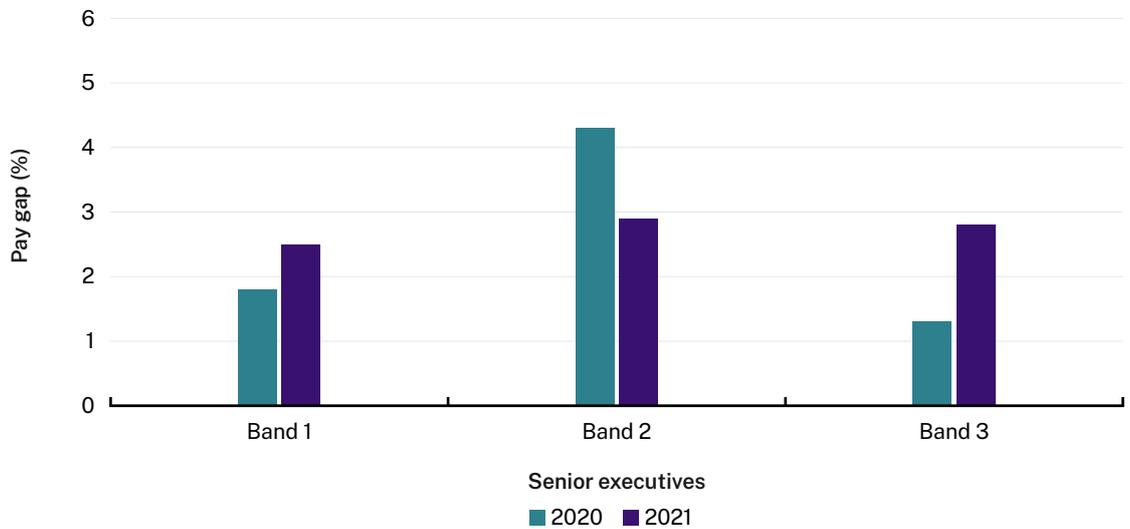


Figure 6.10

### Public Service and aligned services senior executive gender pay gap by band, 2020–21<sup>4</sup>



The gender pay gap in 2021 for Senior Executive Bands 1–3 was 2.5%. Across the bands, the gender pay gap increased 0.7pp in Band 1, decreased 1.4pp in Band 2 and increased 1.5pp in Band 3.

Only 43.1% of senior executives paid above the median salary were female across the three bands. Band 1 had the lowest representation of females paid above the median salary for the band (39.3%), in line with the wide pay gap in this band. The representation of females paid above the median salary in Bands 2 and 3 is 47.8% and 49.7%, respectively.

## Employment arrangements

Employment arrangements varied between genders, with more women working part time than men (see Table 6.2). However, in 2021 the proportion of men working part time increased slightly, by 0.2%. In 2021, 35.3% of non-casual female employees in the NSW public sector worked part time, compared to 11.0% of male non-casual employees.

Table 6.2

### Employment arrangement by gender, non-casual census headcount, 2021

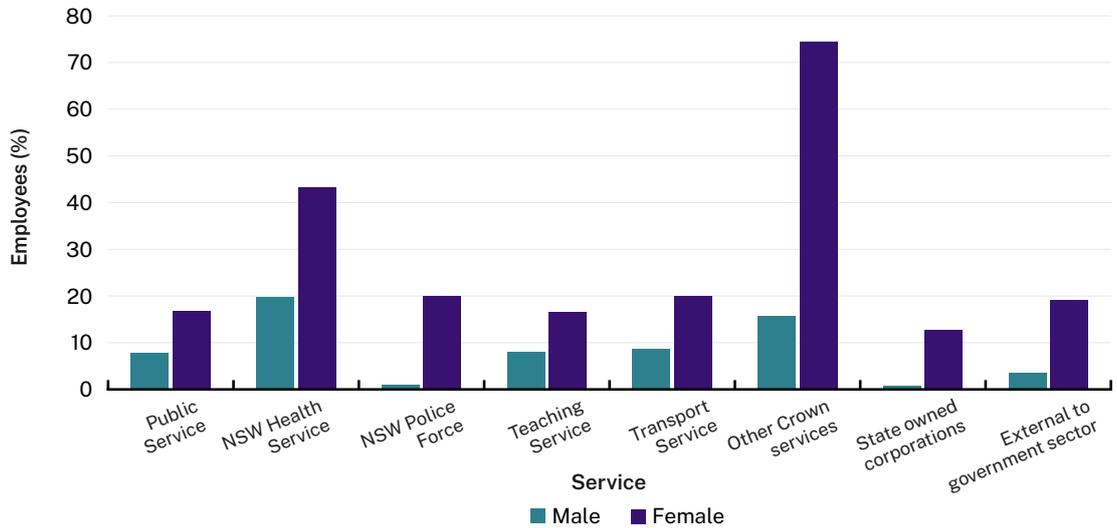
Employment arrangement	Male	Male (%)	Female	Female (%)
Full time	118,477	41.8	164,874	58.2
Part time	14,649	14.0	89,937	86.0

Of the 101 public sector departments and agencies that employed people on a part-time basis in 2021, 85 agencies had at least 75% female part-time employee representation.

Figure 6.11 shows the proportion of part-time employees by gender for each service. In 2021, the NSW Health Service continued to have the highest proportion of men in part-time employment (19.7%) and the second-highest proportion of women working part time (43.2%).

Figure 6.11

### Proportion of employees working part time in each service by gender, 2021



#### Notes

1. Australian Bureau of Statistics (July 2021) 'Table 4. Labour force status by Sex, New South Wales – Trend, Seasonally adjusted and Original', 6202.0 Labour Force, Australia, *Labour force status*, accessed 14 September 2021.
2. Public sector total includes headcount that doesn't fall under any 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. **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 Workforce Profile collection, Senior Executive Band 4, contractors, and non-executive employees with salaries (in 2020–21) between \$166,247 and \$192,600 (whose position falls between Grade 11/12 and the Executive Band).

# 07 Age



Non-casual median age in 2021

**44** years  
(same as 2020)



Non-casual employees under 35

**27.3%** in 2021  
(+3.1pp vs 2012)



Non-casual employees 55 or over

**23.3%** in 2021  
(+0.7pp vs 2012)



Non-casual average retirement age

**64.8** in 2021  
vs **61.7** in 2012

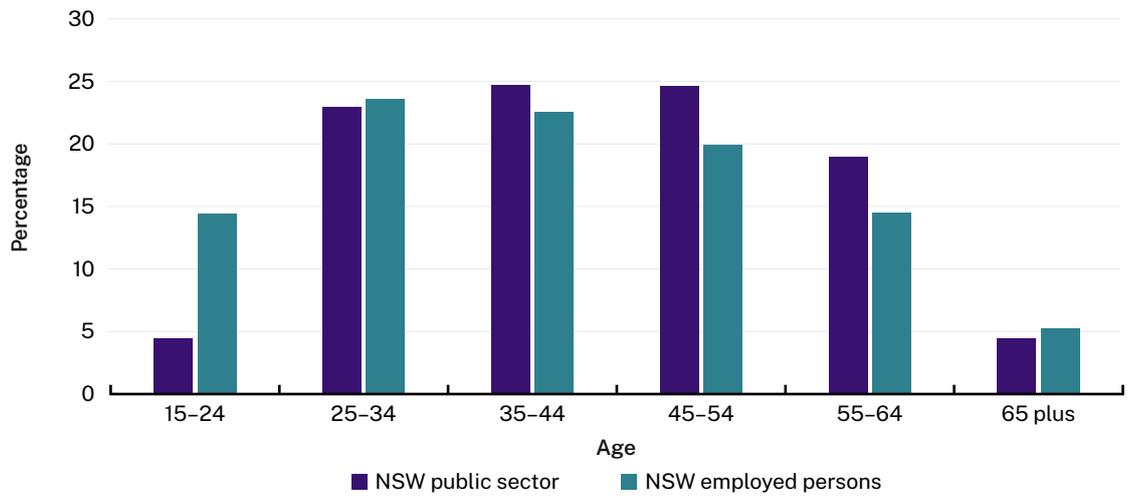
Note: pp stands for percentage points.

The median age of NSW public sector non-casual employees in 2021 was 44 (unchanged since 2018), with only a minor difference between genders (44 for men and 43 for women). The median age of the NSW public sector non-casual workforce remained higher than the median age of the NSW working population.<sup>1</sup>

In the NSW public sector workforce, 68.2% of employees were in the 35 to 64 age group in 2021. In comparison, 56.9% of the NSW working population were in the same age bracket (see Figure 7.1). In addition, fewer NSW public sector employees were aged under 35 or over 65. Those aged under 35 accounted for 27.3% 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 5.2% of the total workforce in NSW.

Figure 7.1

### Age profile of the NSW public sector and NSW employed persons, 2021



A comparison of 2020 figures for the NSW and Victorian public sectors<sup>2</sup> reveals a similar age distribution. The greatest difference between the two jurisdictions was in the 25 to 34 age range, with 22.9% in NSW and 26.3% in Victoria. Workers aged up to 34 accounted for 27.1% of NSW public sector employees and 31.2% in the Victorian public sector.

Figure 7.2

### Age profile of NSW public sector and Victorian public sector, 2020

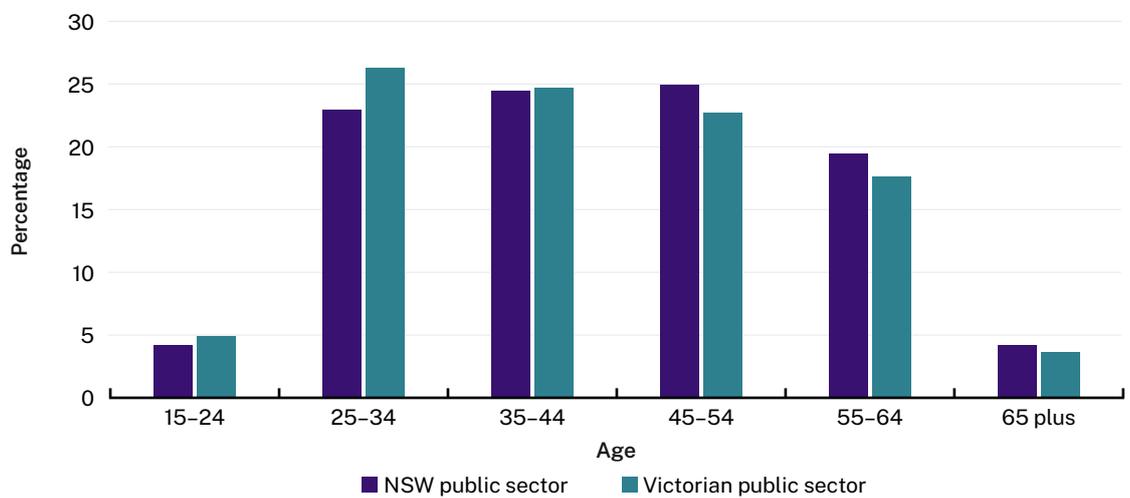


Table 7.1

## Median age, and proportion of non-casual employees aged over 44 by service, at census date, 2021

Service	Median age	Employees aged > 44 plus (%)
Public Service	44	49.1
NSW Health Service	42	45.3
NSW Police Force	40	37.3
Teaching Service	42	43.1
Transport Service	46	54.3
Other Crown services	49	63.3
<b>Total government sector</b>	<b>44</b>	<b>47.8</b>
State owned corporations	45	51.7
External to government sector	49	59.1
<b>Total public sector</b>	<b>44</b>	<b>47.9</b>

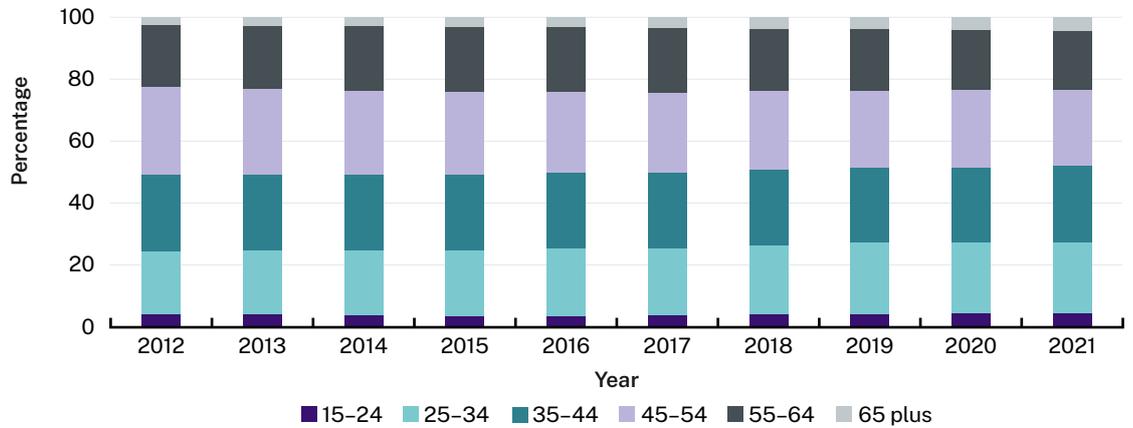
Table 7.1 shows that the median age ranged from 40 to 49 across NSW Government services in 2021. The NSW Police Force had the lowest median age in the sector of 40, which is unchanged from 2020. It had the highest proportion of employees aged under 35 (33.0%, compared to 27.3% across the sector) and the lowest proportion of employees aged 55 or over (10.1%, compared to 23.3% across the sector).

In contrast, Other Crown services had the highest median age in the sector of 49, at the census date. Within Other Crown services, 72.9% of Clerical and Administrative Workers were 45 or older, with a median age of 52. Among Managers, 69.5% were aged 45 or older, with a median age of 50.

Having age diversity in the workforce provides a range of perspectives, experience, talents and knowledge sharing. The proportion of public sector employees aged up to 44 grew marginally, from 48.9% in 2012 to 52.0% in 2021. Figure 7.3 highlights that the biggest change in the proportion of the workforce over this period occurred in the 45 to 54 years category. In 2012, 28.1% of employees were in this category, compared to 24.6% in 2021. The largest increase occurred in the 25 to 34 age group, with the proportion of employees rising by 2.8pp (from 20.1% in 2012 to 22.9% in 2021). At the same time, the proportion of employees aged 55 to 64 marginally decreased, by 1.2pp, while the proportion of employees aged 65 or over increased by 1.9pp.

Figure 7.3

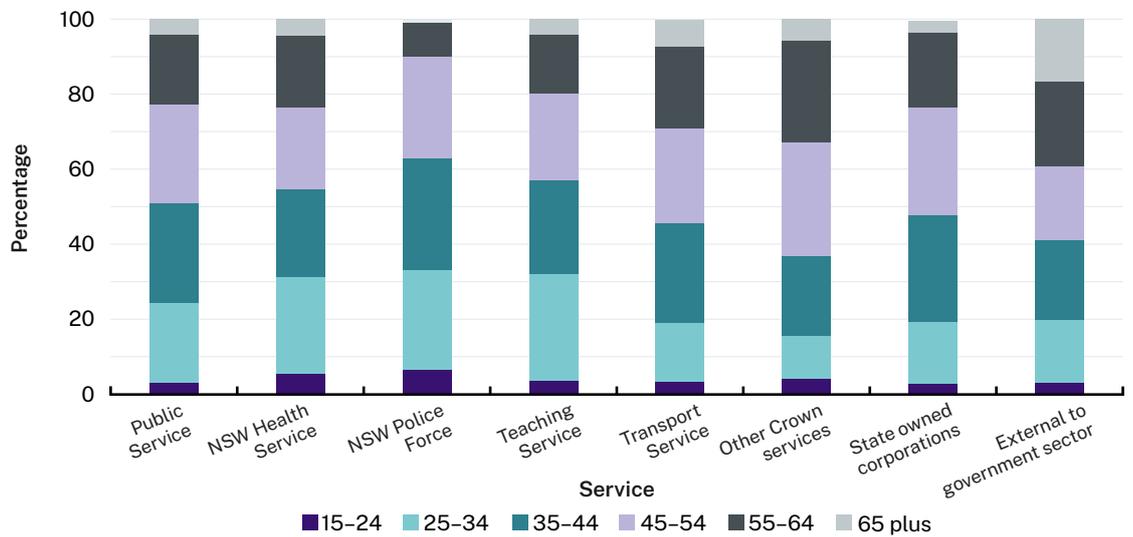
### Age profile of NSW public sector, non-casual census headcount, 2012–21



The non-casual age profile of the public sector workforce varied across services (see Figure 7.4). Within the government sector, the Transport Service had the highest proportion of employees aged 65 and over (7.3%). Employees of the NSW Police Force and Teaching Service were highly concentrated in the 25 to 44 age group, and accounted for more than 50% of all non-casual employees in each of the two services. Nearly 50% of employees of the NSW Health Service were in this age bracket, whereas 57.4% of all non-casual employees in Other Crown services were between 45 and 64.

Figure 7.4

### Age profile of NSW public sector, non-casual census headcount, by service, 2021



## Retirement age

The average retirement age of public sector employees has steadily risen from 61.7 in 2012 to 64.8 in 2021. The proportion of employees retiring at age 65 or over has doubled since 2012, from 25.2% (806 employees) in 2012 to 51.7% (1,859 employees) in 2021. In 2012, 24.9% of retirees were aged 60 (797 employees), and this decreased to 10.9% (391 employees) in 2021.

The year 2021 marks the first time the most common retirement age has been 66 years, surpassing 60 years as the most common age of retirement (see Figure 7.5).

Figure 7.5

### Distribution of retirees aged 55 and over among non-casual employees, 2012 and 2021

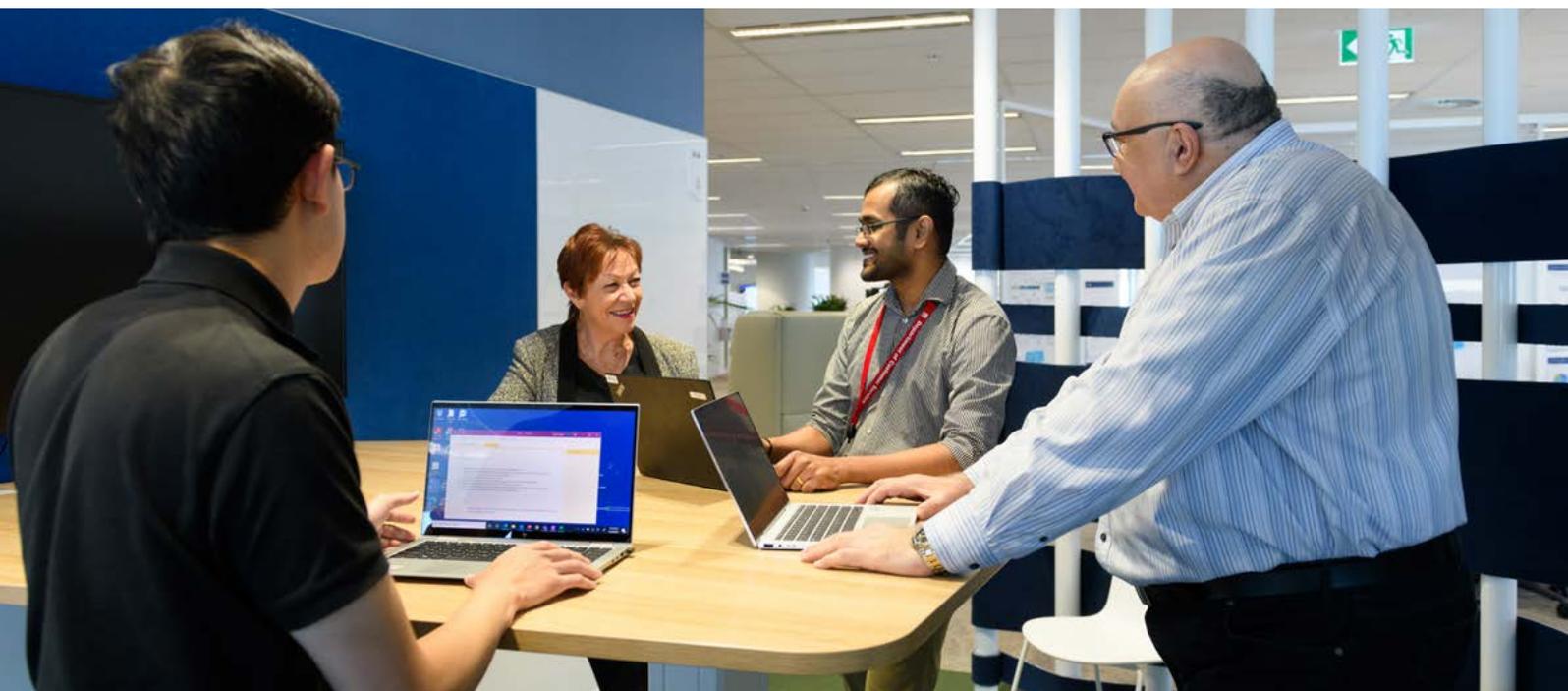
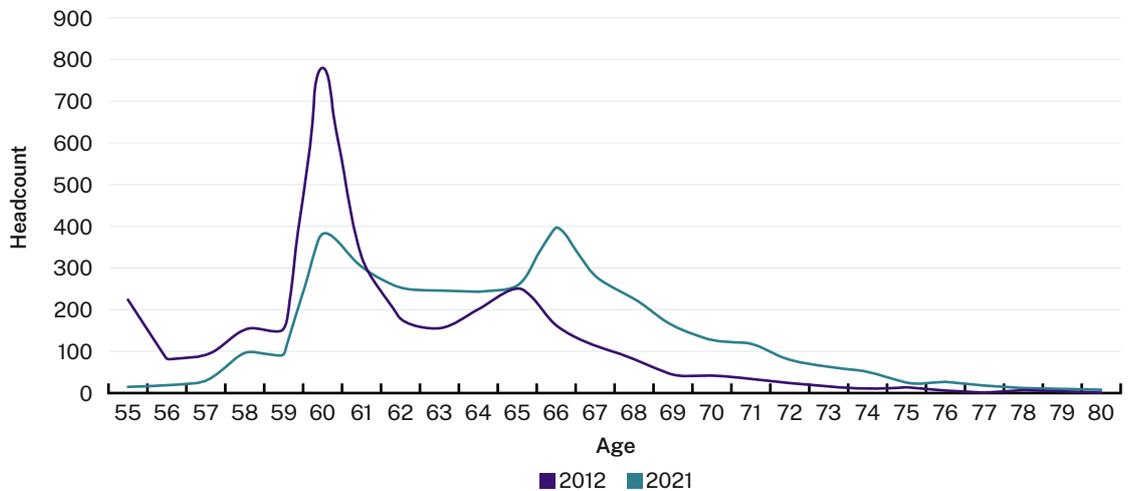
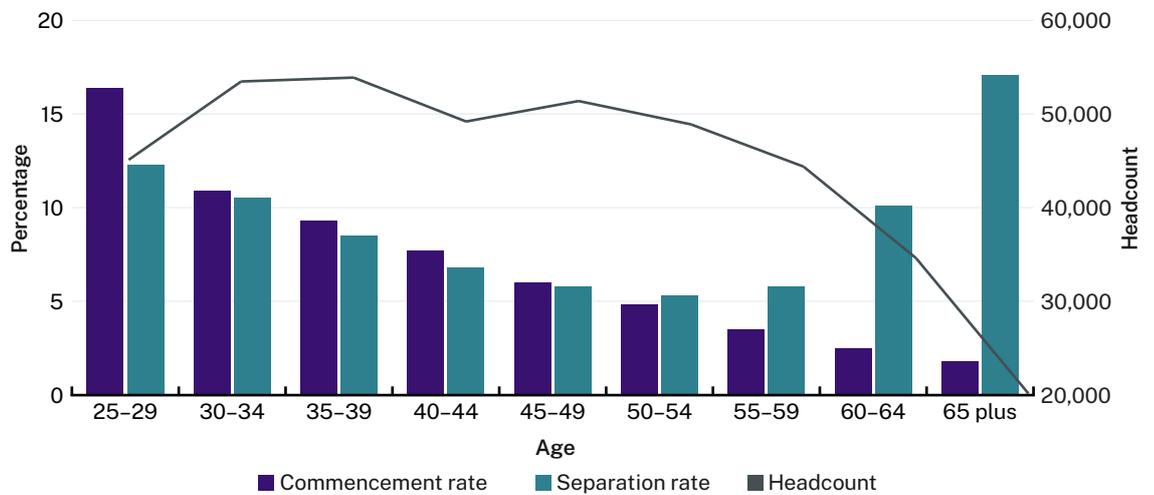


Figure 7.6

### Public sector employee commencement rate vs separation rate by age, non-casual headcount, 2021<sup>3</sup>



Commencements and separations vary widely by age, and trend lower with increasing age, until the 50 to 54 age range and older (see Figure 7.6). Commencements include where employees move between public sector agencies, and separations include both moves to other agencies and exits from the sector, including retirements.

The rate of commencement in 2021 for those aged 50 or over was around a quarter of the level of commencements for those aged under 50 (3.5% compared to 11.9%). Overall, 35.3% of NSW public sector employees are over 50, and 4.4% are over 65. There has been a small increase in the commencement rate of employees aged 50 or over in the past five years, from 2.9% in 2017 to 3.5% in 2021.

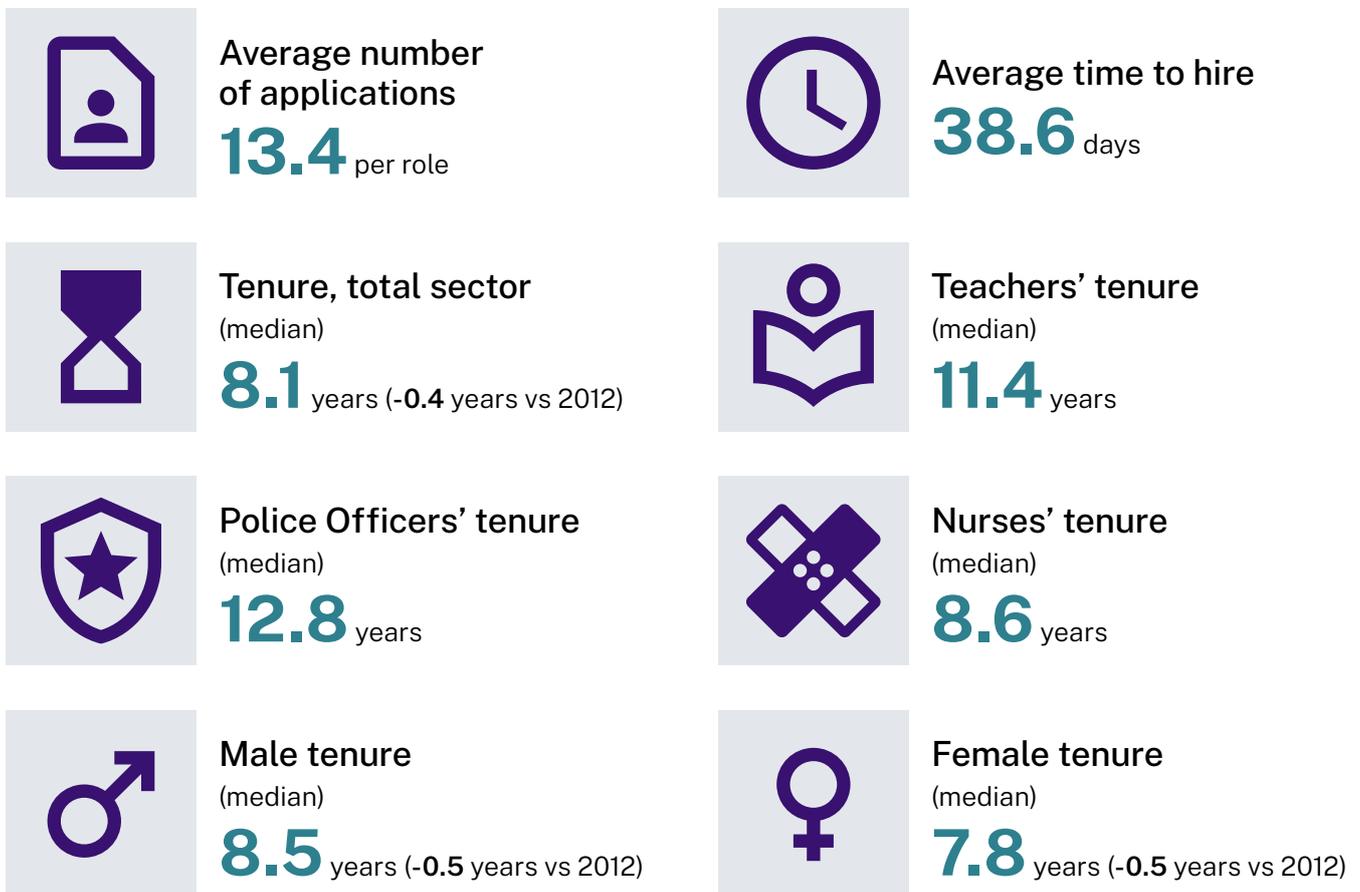
Employees aged 50 to 54 had the lowest separation rate in 2021, at 5.3%, and comprise up to 12.0% of the NSW public sector. In contrast, employees aged 65 or over account for just 4.4% of the NSW public sector workforce and had the highest separation rate and lowest commencement rate, at 17.1% and 1.8%, respectively.

The top three key occupations with the highest commencement rate for people aged 50 or over were Clerical and Administrative Workers, Social and Welfare Professionals, and Bus Drivers. These occupations accounted for 18.1% of employees in this age group.

#### Notes

1. Australian Bureau of Statistics (2020) *Twenty years of population change – Statistics about the population and components of change (births, deaths, migration) for Australia and its states and territories*, released 17 December 2020, <https://www.abs.gov.au/articles/twenty-years-population-change>, accessed 29 October 2021.
2. Victorian Public Sector Commission, 'Workforce data, facts and visuals (state of the public sector) – Employee work status, gender and age', <https://vpvc.vic.gov.au/data-and-research/data-facts-visuals-state-of-the-sector/employee-work-status-gender-and-age/>, accessed 29 October 2021.
3. 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



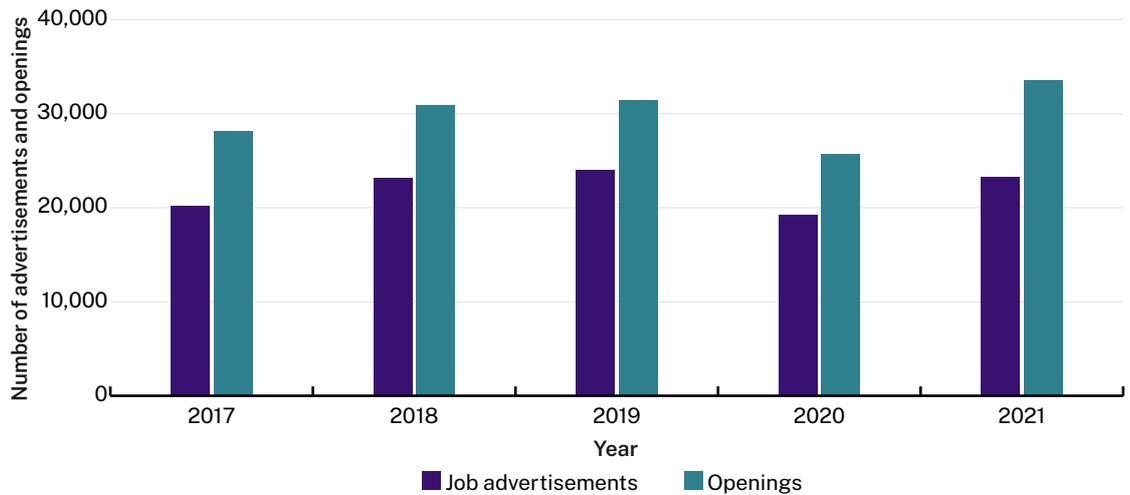
## Number of advertisements, openings and applications

Recruitment data from NSW public sector departments and agencies provides valuable insights into recruitment processes and trends across the sector.<sup>1</sup>

In 2021, 23,289 job advertisements were created on *I Work for NSW*, an increase of 21.5% from the previous year. Over the same period, the number of job openings increased by 32.5% (see Figure 8.1).

Figure 8.1

### Number of job advertisements and openings, 2017–21

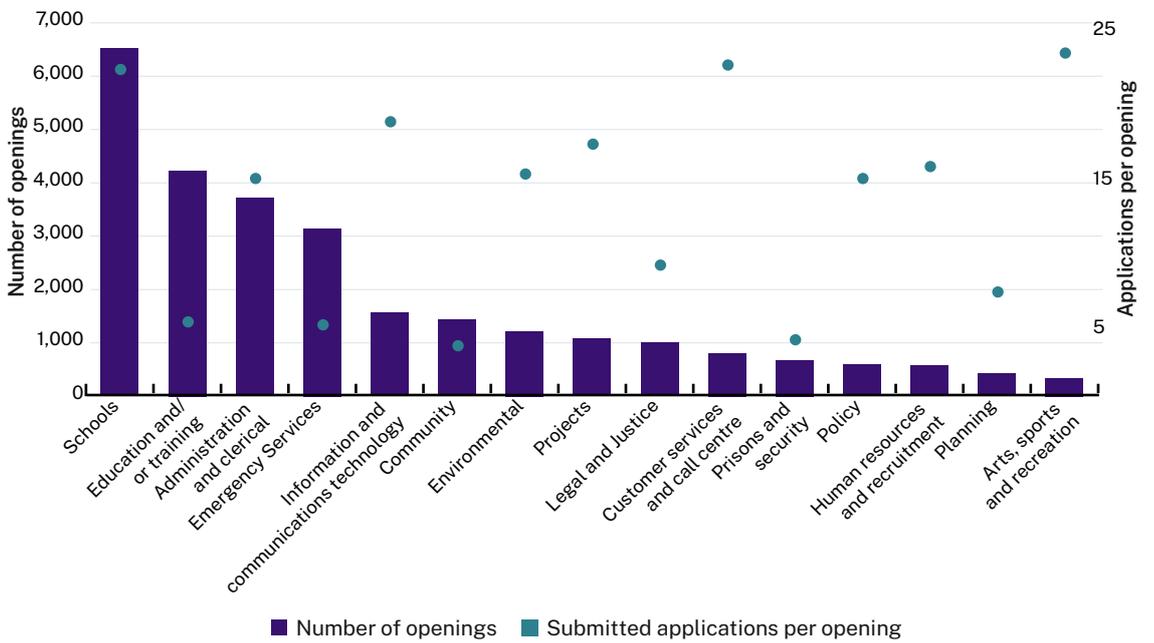


Similarly, the number of job applications increased by 10.6% over 2020, to 517,929, with 49.3% of applications from women.

The average number of completed applications per job opening was 13.4,<sup>2</sup> a decrease of 12.1% in 2020. This number varied across different job categories, with the highest application rates for advertised roles for Senior Executive; Marketing; Media and Communications; Information Technology; Accounting and Financial positions.

Figure 8.2

### Top 15 job categories, number of openings and average applications per opening, 2021<sup>2</sup>

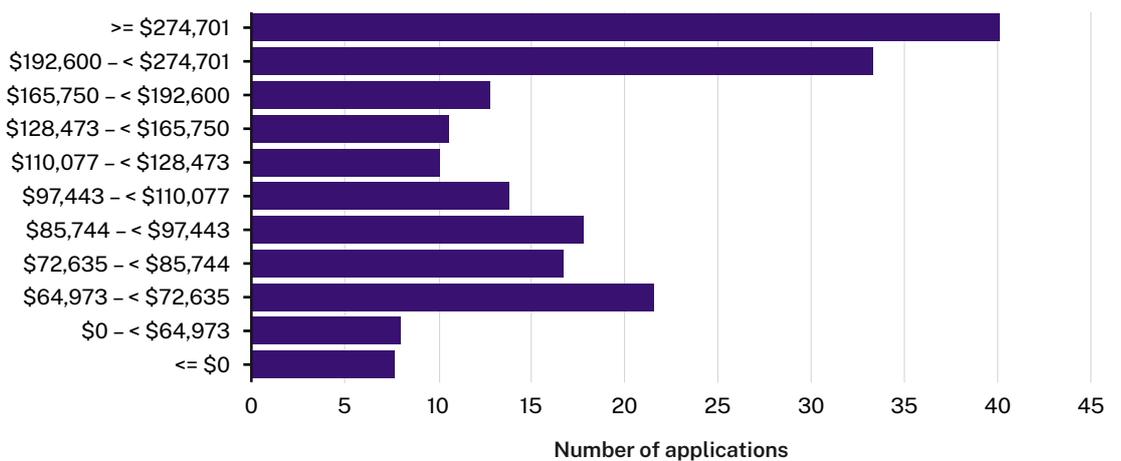


The highest number of openings in 2021 were in the job categories of Schools (6,522), Education or Training (4,228), Administration and Clerical (3,713) and Emergency Services (3,144).

The average number of completed job applications per opening was highest for roles paid at the executive level and above (see Figure 8.3).

Figure 8.3

### Average number of completed applications per opening by salary band, 2021<sup>2</sup>



## Successful applicants

Of the 517,929 completed applications, 24,894 were successful, a decrease of 1.6% from the previous financial year. This equates to a success rate of 3.8%, with females being more successful than males (4.2% compared to 3.1%).

More detailed analysis of differences in the number of applications and the success rate between men and women can be found in the [Gender chapter](#) of this report.

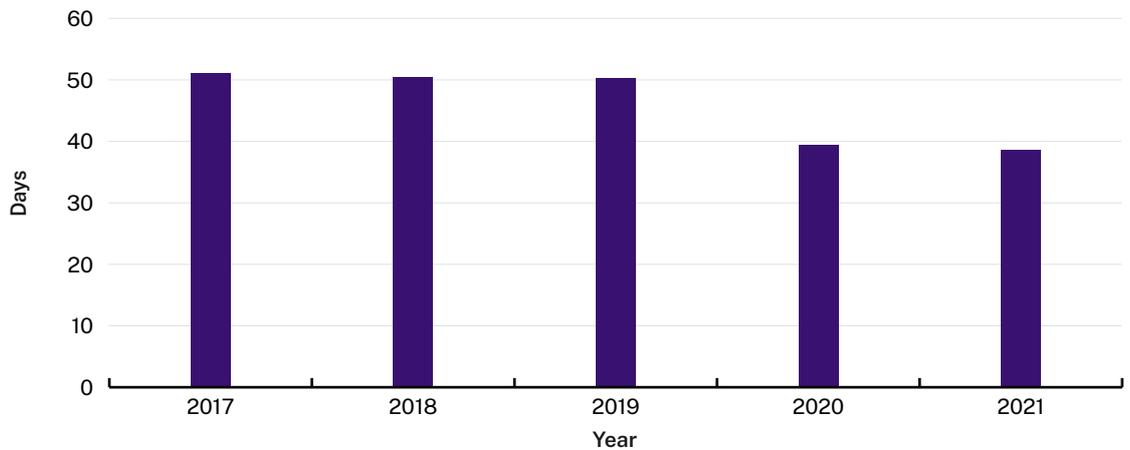


## Filling of roles

The average time to hire continues a downward trend, decreasing by one day from 2020, to 38.6 days (see Figure 8.4). Note that this data can be influenced by factors such as the completeness and accuracy of the digital record of all recruitment actions.

Figure 8.4

### Average time to hire, 2017–21<sup>3</sup>

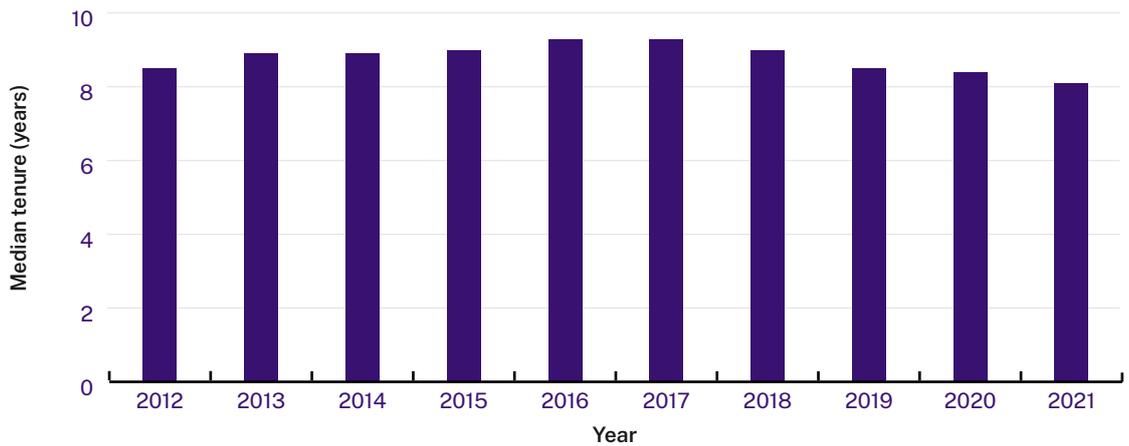


## Agency tenure and movements

The median tenure of non-casual employees in the public sector has continued to decrease since 2016, falling from 8.4 years in 2020 to 8.1 years in 2021 (see Figure 8.5). The gap between male and female tenure grew to 0.7 years in 2021, an increase of 0.1 years from 2020. Female tenure fell by 0.4 years in 2021 to 7.8 years, compared to 8.2 years in 2020, while male tenure decreased by 0.3 years to 8.5 years in 2021.

Figure 8.5

### Median tenure (years) for non-casual public sector employees, 2012–21<sup>4</sup>



As in previous years, the services in the government sector with the longest median tenure in 2021 were NSW Police Force (12.5 years), the Teaching Service (11.4 years) and NSW Health Service (7.9 years) (see Table 8.1). Tenure is measured within the agency and is therefore generally longer in agencies with more specialist roles.

In Other Crown services, median tenure decreased by 1.8 years, from 8.2 years to 6.4 years in 2021, mainly due to a 2.4-year fall in median tenure for School Administrative and Support Workers.

The Transport Service had the shortest median tenure in 2021, with a slight decrease of 0.3 years to 5.2 years. The separation rate for the Transport Service was 9.0%, up from 8.8% in 2020.

Table 8.1

## Median tenure (years) for non-casual public sector employees by service, 2021

Service	Median tenure (years)
Public Service	5.3
NSW Health Service	7.9
NSW Police Force	12.5
Teaching Service	11.4
Transport Service	5.2
Other Crown services	6.4
<b>Total government sector</b>	<b>8.0</b>
State owned corporations	10.8
External to government sector	6.4
<b>Total public sector</b>	<b>8.1</b>



Table 8.2

## Separations, exits and moves; non-casual public sector employees by service, 2021

Service	Separation from agency (%)	Exit from public sector (%)	Movement within public sector (%)
Public Service	11.8	9.3	2.5
NSW Health Service	10.2	7.1	3.1
NSW Police Force	5.8	5.2	0.6
Teaching Service	5.2	5.2	0.0
Transport Service	9.0	7.8	1.3
Other Crown services	6.7	6.3	0.3
<b>Total government sector</b>	<b>8.7</b>	<b>6.9</b>	<b>1.8</b>
State owned corporations	6.3	6.2	0.1
External to government sector	8.4	7.3	1.0
<b>Total public sector</b>	<b>8.7</b>	<b>6.9</b>	<b>1.8</b>

Employees aged 15 to 19 had the highest separation and exit rates of all age groups (21.5% and 21.0%, respectively). However, these employees only account for 0.5% of total separations. Employees aged 65 and over accounted for 9.4% of overall separations, with a separation rate of 17.1% and an exit rate of 16.9%. The exits were mainly due to retirement. Employees aged 25 to 29 had the highest rate of movement within the sector (3.9%), mainly due to Medical Practitioners moving between Local Health Districts (17.0%).

In 2020, the rate of movements within the sector continued to display the same pattern as 2020: highest in the 25 to 29 age group and then progressively decreasing across the higher age ranges.

### Notes

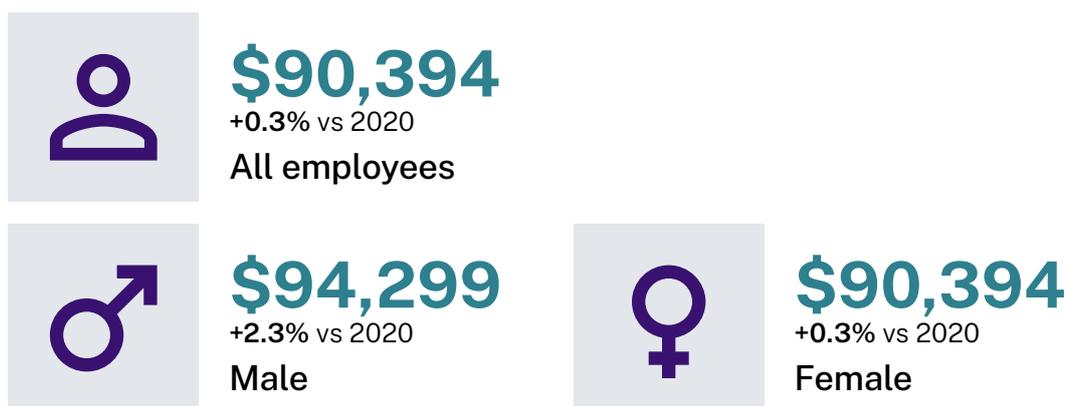
1. Recruitment data is collected from public sector agencies' source systems where available. The main exclusions are the Health cluster, most of the former Industry cluster from 2017 to 2019, and most of the Transport cluster in 2021.
2. Only includes applications with a specified number of openings.
3. 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.
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.

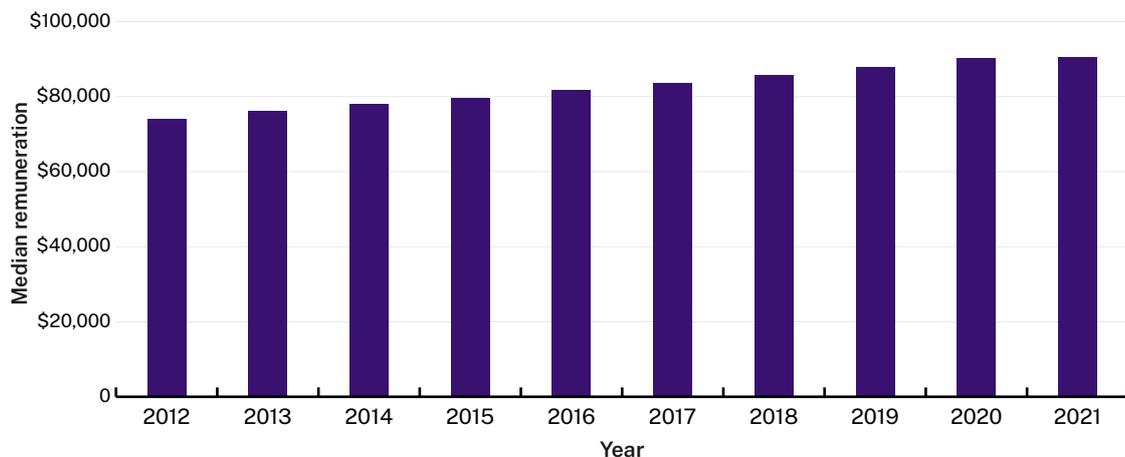
## Median remuneration



Median remuneration for non-casual employees in the NSW public sector was \$90,394 in 2021, an increase of 0.3% from 2020. While NSW Government wages policy provided for annual increases up to 2.5%,<sup>1</sup> a 0.3% increase was awarded to much of the sector for 2020/21, noting the impact of the pandemic on the NSW economy. This was below both the increase in Sydney's Consumer Price Index (4.1%)<sup>2</sup> and the growth in average full-time weekly earnings in Australia (1.4%).<sup>3</sup> 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, non-casual public sector employees, 2012–21



Within the government sector, the Teaching Service had the highest median remuneration in 2021 (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 52.8% of Other Crown services in 2021 and had a median salary of \$56,664. Most of these employees were Teachers’ Aides (55.8%) or General Clerks (41.8%).



**Table 9.1** Median remuneration by service, non-casual employees at census date, 2020–21

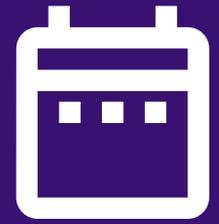
Service	2020 (\$)	2021 (\$)	Change (%)
Public Service	94,327	94,610	0.3
NSW Health Service	89,793	90,062	0.3
NSW Police Force	94,665	96,322	1.8
Teaching Service	105,376	107,779	2.3
Transport Service	93,861	102,098	8.8
Other Crown services	62,079	62,079	0.0
<b>Total government sector</b>	<b>90,123</b>	<b>90,394</b>	<b>0.3</b>
State owned corporations	101,856	104,443	2.5
External to government sector	133,558	125,537	-6.0
<b>Total public sector</b>	<b>90,123</b>	<b>90,394</b>	<b>0.3</b>

In 2021, the Transport Service had the largest increase in median remuneration, at 8.8%. One factor contributing to this change was the number of employees with higher remuneration commencing in 2021, reflecting the expansion of large-scale infrastructure projects. Within the Transport Service, the largest contributor was Sydney Metro, with 293 employees who commenced in 2021 and were paid above the Transport Service median.

## Notes

1. NSW Public Sector Wages Policy 2011.
2. Australian Bureau of Statistics (ABS) (June 2021) *Consumer Price Index, Australia*, cat. no. 6401.0, accessed 1 October 2021.
3. Based on full-time adult average weekly ordinary time earnings in Australia; ABS (May 2021) *Average Weekly Earnings, Australia*, Table 2. cat. no. 6302.0, accessed 1 October 2021.

# 10 Leave



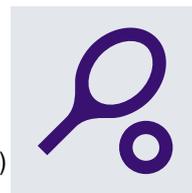
**58.0 hours**  
Sick leave (paid)  
per FTE in 2021 (+1.7 vs 2020)



**2.2 hours**  
Special leave  
per FTE in 2021 (-1.5 vs 2020)



**7.2 hours**  
Carer's leave  
per FTE in 2021 (+0.1 vs 2020)



**148.5 hours**  
Recreation leave  
per FTE in 2021 (-0.8 vs 2020)

The COVID-19 pandemic continued to affect workforce availability in 2021.

Table 10.1

## Average hours of leave taken per FTE, public sector, 2017–21

Leave	2017 hours per FTE	2018 hours per FTE	2019 hours per FTE	2020 hours per FTE	2021 hours per FTE
Sick leave (paid)	59	59.7	57.7	56.3	58
Carer's leave	5.1	5.5	6.4	7.1	7.2
Special leave	0.9	0.8	1	3.7	2.2
Recreation leave <sup>1</sup>	163.2	162.7	159.9	149.3	148.5

Sick leave increased by 1.7 hours per FTE compared to 2020. This was the first increase since 2018. Analysis indicates this largely relates to leave requirements applicable to the Teaching Service during the pandemic.

Carer's leave increased 0.1 hours per FTE compared to 2020. This follows a longer-term trend of increases in this category of leave.

Special leave dropped by 1.5 hours per FTE compared to 2020; however, it is still more than double the level of earlier years. As this leave could be used in certain circumstances related to COVID-19, this trend appears to reflect the lower case numbers over this period.

Recreation leave decreased 0.8 hours per FTE compared to 2020. This decrease largely relates to reduced levels of leave in the NSW Health Service. While the levels of leave increased in other parts of the sector compared to 2020, they remained below earlier years, reflecting the impact of pandemic-related travel restrictions.

## Sick leave

Overall, average sick leave hours per FTE increased moderately, by 1.7 hours, in 2021. This was mainly driven by an increase in the Teaching Service (+9 hours per FTE). Education reported that School Teachers were directed to take leave if they were unwell, as a part of the management of the pandemic.

Within Other Crown services, NSW Trains and Sydney Trains also reported large increases in sick leave (4 hours and 1.1 hours, respectively).

The Public Service and Transport Service experienced a reduction in average sick leave hours per FTE in 2021. Around 80% of all agencies in the Public Service had a decreased level of sick leave, which could reflect higher numbers of office-based employees working from home.

Table 10.2

## Average sick leave hours by service, 2020–21

Service	2020 hours per FTE	2021 hours per FTE	Change (hours)
Public Service	55.0	50.2	-4.9
NSW Health Service	56.1	57.9	1.7
NSW Police Force	55.5	56.2	0.7
Teaching Service	59.3	68.3	9.0
Transport Service	49.7	45.5	-4.2
Other Crown services	59.1	62.9	3.7
<b>Total government sector</b>	<b>56.6</b>	<b>58.4</b>	<b>1.8</b>
<b>Total public sector</b>	<b>56.3</b>	<b>58.0</b>	<b>1.7</b>

## Carer's leave

Carer's leave has remained relatively consistent, only increasing by 0.1 hours per FTE compared to 2020. The Teaching Service recorded the largest increase (+1.1 hours per FTE), while the Transport Service experienced the largest decrease (-0.8 hours per FTE).

Table 10.3

## Average carer's leave hours by service, 2020–21

Service	2020 hours per FTE	2021 hours per FTE	Change (hours)
Public Service	8.2	7.7	-0.5
NSW Health Service	5.9	6.0	0.1
NSW Police Force	7.3	6.8	-0.5
Teaching Service	5.9	7.0	1.1
Transport Service	6.2	5.4	-0.8
Other Crown services	10.4	10.2	-0.2
<b>Total government sector</b>	<b>7.0</b>	<b>7.1</b>	<b>0.1</b>
<b>Total public sector</b>	<b>7.1</b>	<b>7.2</b>	<b>0.1</b>

## Special leave

All services had a reduction in average special leave hours per FTE in 2021, except the NSW Police Force, which had the highest level of special leave (4.1 hours per FTE). The Police Force attributes this to the requirement to self-isolate during the pandemic, as well as workplace closures and transport disruptions. The Teaching Service reported the lowest average special leave hours (1.1 hour per FTE) in 2021. Other Crown services experienced the sharpest decline in special leave hours (-2.5 hours per FTE). Within Other Crown services, the largest contributors to the reduction in special leave hours were NSW Trains (-5.6 hours) and School Administrative and Support Workers (-3.7 hours).

**Table 10.4** Average special leave hours by service, 2019–21

Service	2019 hours per FTE	2020 hours per FTE	2021 hours per FTE	Change (hours) 2021 vs 2020
Public Service	1.7	5.0	2.8	-2.2
NSW Health Service	0.5	3.5	2.3	-1.2
NSW Police Force	1.8	3.8	4.1	0.3
Teaching Service	0.5	2.3	1.1	-1.2
Transport Service	0.9	3.3	2.4	-0.9
Other Crown services	0.7	4.8	2.3	-2.5
<b>Total government sector</b>	<b>0.9</b>	<b>3.7</b>	<b>2.3</b>	<b>-1.4</b>
<b>Total public sector</b>	<b>1.0</b>	<b>3.7</b>	<b>2.2</b>	<b>-1.5</b>

## Recreation leave

Average recreation leave hours taken per FTE decreased by 0.8 hours in 2021. This was largely driven by reduced leave in the NSW Health Service (-7.3 hours to 156.2 hours per FTE). Decreases occurred across most Local Health Districts and large Health agencies, highlighting the impact of the pandemic on this service.

All other public sector services had an increase in average recreation leave hours taken per FTE in 2021, compared to decreases in 2020, although levels remain below those seen in earlier years. The NSW Police Force experienced the largest increase, at 6.1 hours per FTE (up from 195.3 hours in 2020), due to the active management of excess recreation leave balances.

In the Public Service, average recreation leave taken per FTE increased by 4.7 hours. More than 60% of agencies within the Public Service had an increase.

The increase in Other Crown services occurred across the majority of agencies, with the largest contributors being the Treasury Corporation (+28.2 hours) and NSW Trains (+10.5 hours).

Table 10.5

## Average recreation leave hours by service, 2019–21

Service	2019 hours per FTE	2020 hours per FTE	2021 hours per FTE	Change (hours) 2021 vs 2020
Public Service	141.6	130.8	135.5	4.7
NSW Health Service	170.6	163.6	156.2	-7.3
NSW Police Force	212.1	195.3	201.3	6.1
Transport Service	138.8	116.8	119.6	2.8
Other Crown services	130.4	119.4	124.2	4.8
<b>Total government sector</b>	<b>160.9</b>	<b>150.7</b>	<b>149.3</b>	<b>-1.4</b>
<b>Total public sector</b>	<b>159.9</b>	<b>149.3</b>	<b>148.5</b>	<b>-0.8</b>

## 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 is generally used as an indicator of the productivity and health of a workforce, to assist workforce planning.



## 65.1 hours

per FTE in 2021

## By age

**<= 50  
years**

## 57.8 hours

per FTE of PUA in 2021

**50+  
years**

## 77.6 hours

per FTE of PUA in 2021

## By salary

**< \$100K**

## 68.8 hours

per FTE of PUA in 2021

**+ \$100K**

## 59.6 hours

per FTE of PUA in 2021

## Age

The established link between the age of employees and the rate of PUA continued this year. In 2021, the gap in average hours per FTE for those aged 50 or over (77.6 hours) and those aged under 50 (57.8 hours) narrowed slightly to 19.8 hours. Every age group experienced an increase in PUA between 2020 and 2021. The 20 to 24 and 25 to 29 age groups experienced the largest increases in PUA per FTE, averaging 4.0 hours and 3.7 hours, respectively.

Figure 10.1

### Paid unscheduled absence by age, 2021<sup>2</sup>

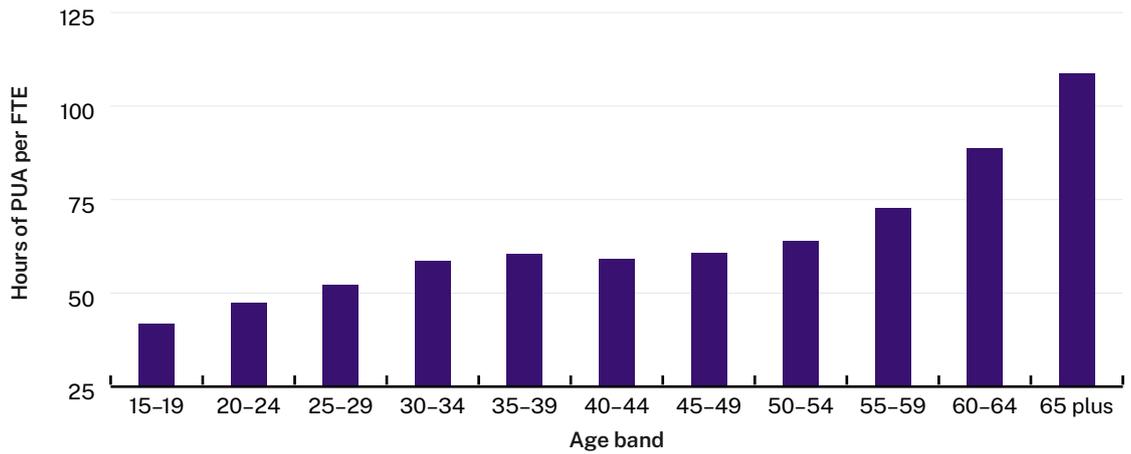


Table 10.6 Paid unscheduled absence by age, 2020–21<sup>2</sup>

Age	2020 hours per FTE	2021 hours per FTE	Change (hours)
15–19	38.5	41.8	3.3
20–24	43.5	47.5	4.0
25–29	48.5	52.2	3.7
30–34	55.7	58.7	3.0
35–39	59.3	60.5	1.2
40–44	58.4	59.0	0.6
45–49	59.0	60.6	1.7
50–54	62.8	63.8	1.0
55–59	72.0	72.6	0.6
60–64	88.3	88.8	0.5
65 plus	107.9	108.6	0.7
<b>Total public sector</b>	<b>63.5</b>	<b>65.1</b>	<b>1.7</b>

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## Notes

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 2020 and 0.04% in 2021.

# 11 Regional profile of the public sector



**34.3%**

of employees were located in  
**regional areas at census date**



**40.9%**

of employees were located  
**outside Sydney at census date**

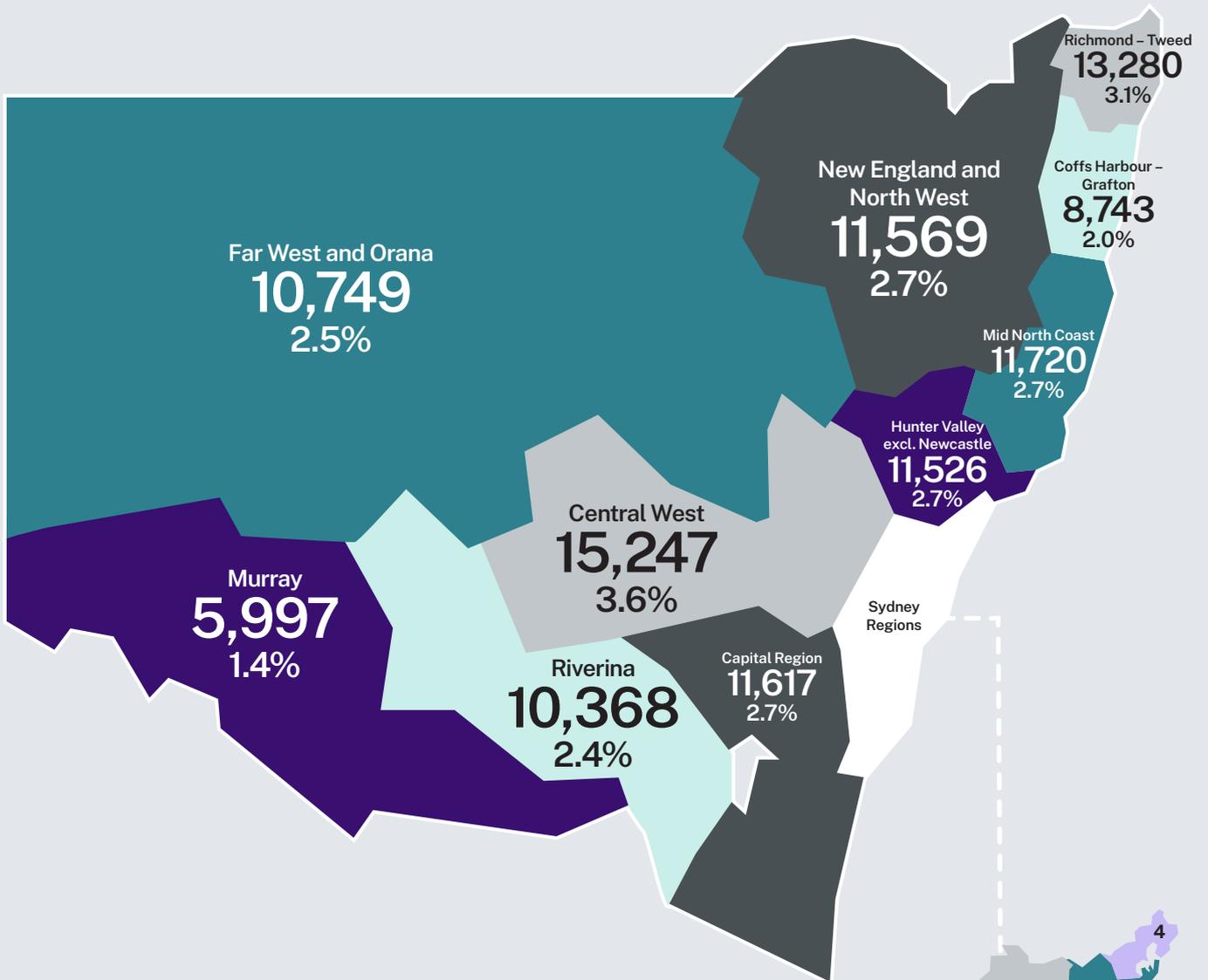
The NSW public sector is the largest employer in Australia, accounting for more than 10% of employment in the state. As such, it has a large impact on the NSW workforce. While most roles are in metropolitan areas, the NSW public sector provides a significant proportion of all employment in regional NSW.<sup>1</sup>

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 COVID-19 pandemic.

In 2021, 34.3% of public sector employees worked in regional areas, with all Sydney local government areas (LGAs) as well as Newcastle and Wollongong LGAs classified as metropolitan.

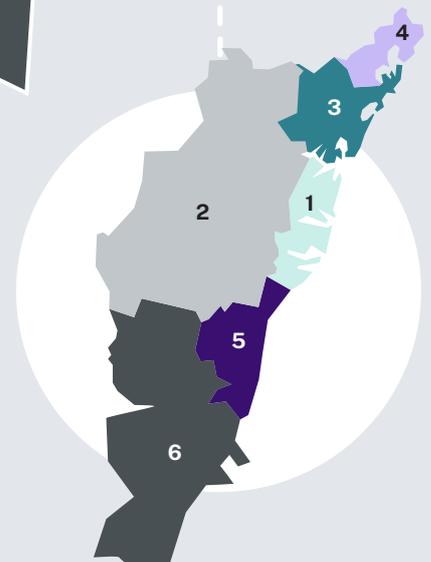
Comparing Sydney with the rest of the state,<sup>2</sup> 59.1% of NSW public sector employees worked in Sydney (see Figure 11.1, Sydney East and Sydney West combined). While most of the public sector workforce was located in Sydney, the proportion of public sector employees working outside Sydney was higher than the proportion of the resident population in these areas<sup>3</sup> (40.9% compared to 38.5%).

Figure 11.1 NSW public sector employees by region, census headcount, 2021



Sydney regions

Region	Public sector employees, census headcount	Representation by region (%)
1 Sydney East	140,934	32.9
2 Sydney West	112,688	26.3
3 Central Coast	17,075	4.0
4 Newcastle and Lake Macquarie	24,602	5.7
5 Illawarra	16,323	3.8
6 Southern Highlands and Shoalhaven	6,491	1.5



## Regional profiles

Key statistics for each region are displayed in Table 11.1, which compares 2021 with 2020. The distribution of census FTE by region and service is shown in Table 11.2.

In 2021, regions outside Sydney accounted for 39.7% of FTE, 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 Teaching Service (44.2%) and the NSW Health Service (41.9%), followed by Other Crown services (38.8%), the Public Service (35.7%), the NSW Police Force (35.3%) and the Transport Service (21.9%).

Table 11.1

### Key statistics by region, public sector, 2020–21<sup>3</sup>

Work region	Estimated resident population	Census period FTE* 2020	Census period FTE 2021	Change census period FTE 2020 to 2021 (%)	Median age (years)	Median salary non-casual (\$)	Median tenure non-casual (years in agency)	Part-time non-casual (%)
Capital Region	232,799	9,082	9,341	2.86	47	\$88,449	8.8	34.19
Central Coast	345,857	13,715	14,008	2.14	44	\$90,394	9.4	33.51
Central West	213,714	12,243	12,571	2.68	45	\$87,157	8.8	30.66
Coffs Harbour – Grafton	142,570	6,966	7,120	2.20	47	\$90,394	9.2	37.23
Far West and Orana	116,440	8,968	9,036	0.76	43	\$82,573	7.4	26.11
Hunter Valley excl. Newcastle	285,141	9,140	9,381	2.64	44	\$87,157	9.2	33.27
Illawarra	317,988	12,914	13,209	2.29	44	\$90,394	9.7	33.55
Mid North Coast	224,808	9,285	9,658	4.01	47	\$90,394	9.7	34.63
Murray	122,056	4,581	4,694	2.47	46	\$88,416	8.5	39.05
New England and North West	186,312	9,339	9,460	1.29	45	\$86,862	8.6	34.81
Newcastle and Lake Macquarie	382,537	19,633	19,855	1.13	44	\$90,394	9.4	35.83
Richmond – Tweed	255,304	10,214	10,492	2.72	47	\$90,394	9.4	42.51
Riverina	161,929	8,337	8,502	1.97	44	\$87,157	7.9	32.88
Southern Highlands and Shoalhaven	158,728	5,080	5,196	2.28	46	\$87,157	9.1	37.13
Sydney East	2,782,668	116,053	119,834	3.26	43	\$94,601	6.8	21.55
Sydney West	2,238,681	91,549	96,386	5.28	42	\$91,111	8.2	22.54

\* 0.4% 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.

Table 11.2 Census period FTE by service and region, public sector, 2021

Work region	Public Service	NSW Health Service	NSW Police Force	Teaching Service	Transport Service	Other Crown services	External to government sector	State owned corporations
Capital Region	1,964	2,994	685	2,198	201	960	0	340
Central Coast	2,108	6,191	781	3,225	140	1,562	0	0
Central West	3,214	4,140	576	2,397	237	1,596	0	412
Coffs Harbour – Grafton	1,141	2,659	289	1,469	414	845	0	303
Far West and Orana	2,134	2,815	580	1,723	273	1,124	4	382
Hunter Valley excl. Newcastle	2,506	2,177	503	2,708	62	1,276	0	149
Illawarra	1,636	5,409	647	2,983	466	1,989	0	80
Mid North Coast	1,242	3,360	388	2,207	69	1,329	1	1,061
Murray	668	1,531	287	1,180	108	693	0	227
New England and North West	1,671	3,148	563	2,220	166	1,327	2	362
Newcastle and Lake Macquarie	2,688	9,312	799	3,669	597	2,348	1	441
Richmond – Tweed	1,160	4,813	558	2,321	118	1,270	0	253
Riverina	1,409	3,141	397	1,772	302	1,097	3	382
Southern Highlands and Shoalhaven	972	1,795	249	1,432	40	689	0	19
Sydney East	24,516	41,192	6,767	18,320	9,516	17,065	1,096	1,361
Sydney West	19,675	32,821	6,613	21,476	1,849	11,474	3	2,476

## NSW public sector relative to the NSW workforce

The NSW public sector accounted for 10.4% of the approximately 4,161,993 people employed in NSW at June 2021.<sup>4</sup> This is a slight decrease from 10.5% last year and is likely due to a return to the number of employed persons in NSW before the COVID-19 pandemic (214,861 more employed persons than in 2020 and 10,031 more employed persons than in 2019).

Analysis of the geographic distribution of NSW public sector employees (including casuals) relative to the overall workforce<sup>5</sup> shows where government employment contributed the most to local and regional economies. Figure 11.2 shows the percentage of employed persons who were NSW public sector employees ranged from 8.6% to 20% across the regions in 2021. In most regions, 10% to 15% of employed persons worked for the NSW public sector, with notable exceptions being Far West and Orana (20.0%) and Coffs Harbour – Grafton (15.6%).

Figure 11.2

### Public sector employees as a proportion of NSW employed persons, 2021

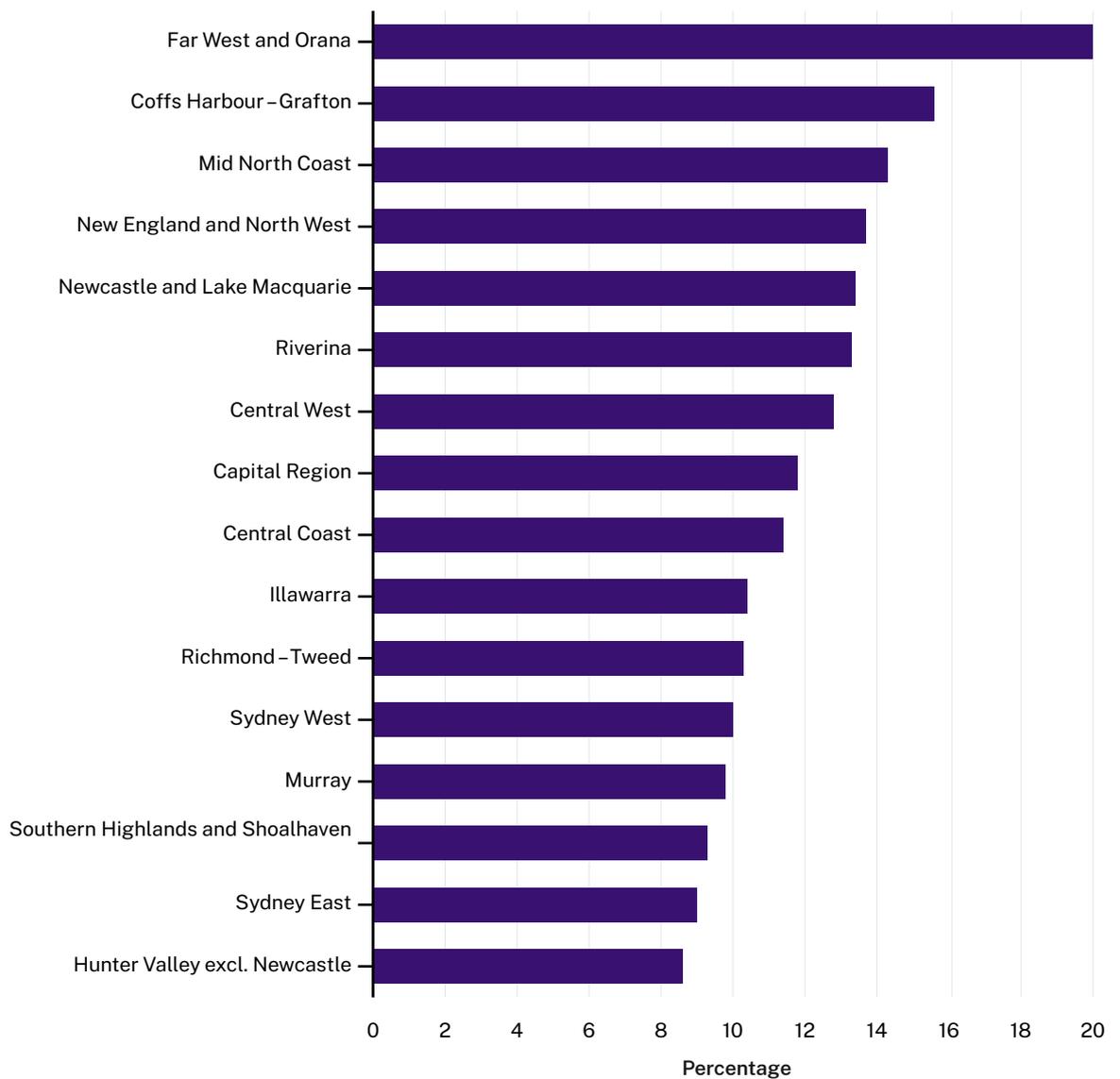
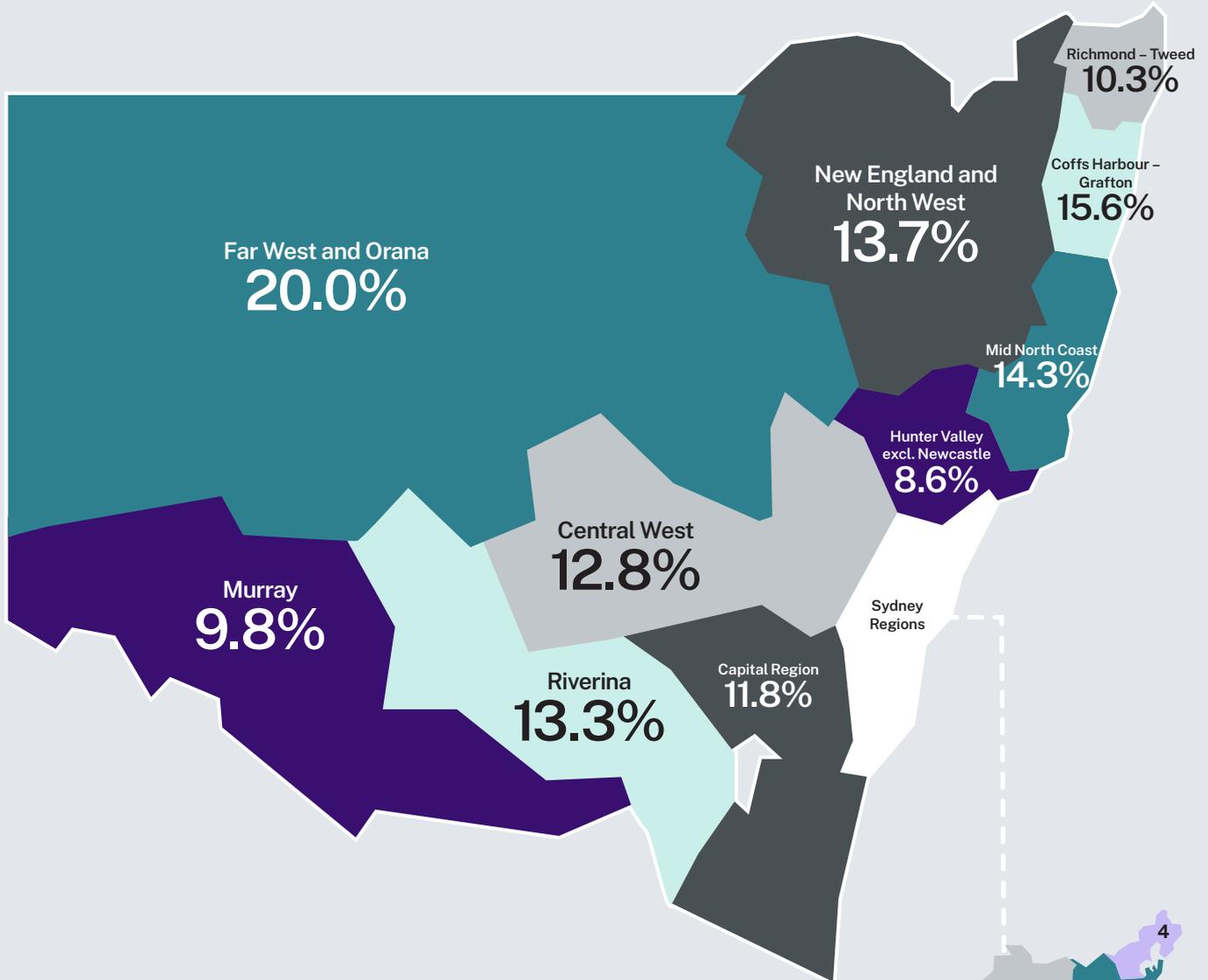
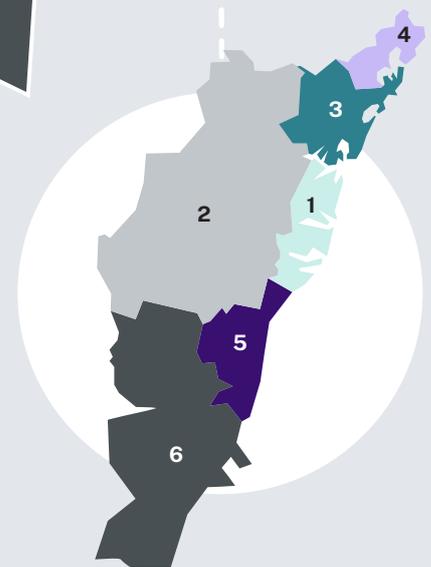


Figure 11.3 Public sector employees as a proportion of NSW employed persons by region, 2021



Sydney regions

Region	Representation by region (%)
1 Sydney East	9.0
2 Sydney West	10.0
3 Central Coast	11.4
4 Newcastle and Lake Macquarie	13.4
5 Illawarra	10.4
6 Southern Highlands and Shoalhaven	9.3

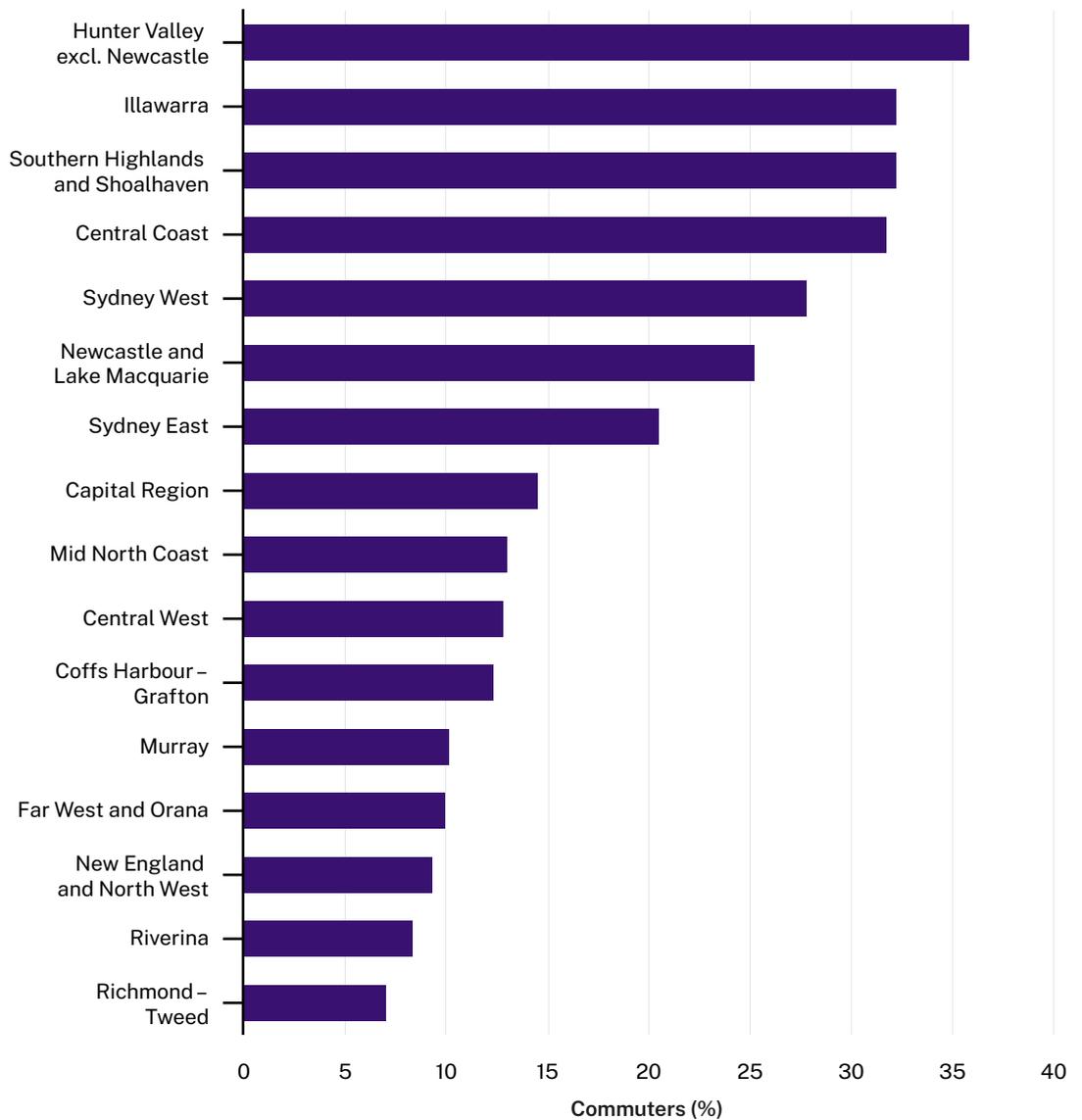


## Employees

The percentage of NSW public sector employees who work in a region other than where they live varies across regions (see Figure 11.4). In the Hunter Valley (excluding Newcastle), Illawarra, Central Coast, and Southern Highlands and Shoalhaven regions, between 30% and 40% of public sector employees generally work in a different region to their home location. In most cases, the normal work location is Sydney West or Sydney East. This reflects these regions' relative proximity to Sydney, where 59.1% of NSW public sector employees were located on the census date. In contrast, in the Far West and Orana, Murray, Riverina, and Richmond – Tweed regions, less than 10% of NSW public sector employees normally work outside their home region. This is likely to be due to the size of these regions.

Figure 11.4

### Percentage of NSW public sector employees who normally work in another region, by home region, 2021

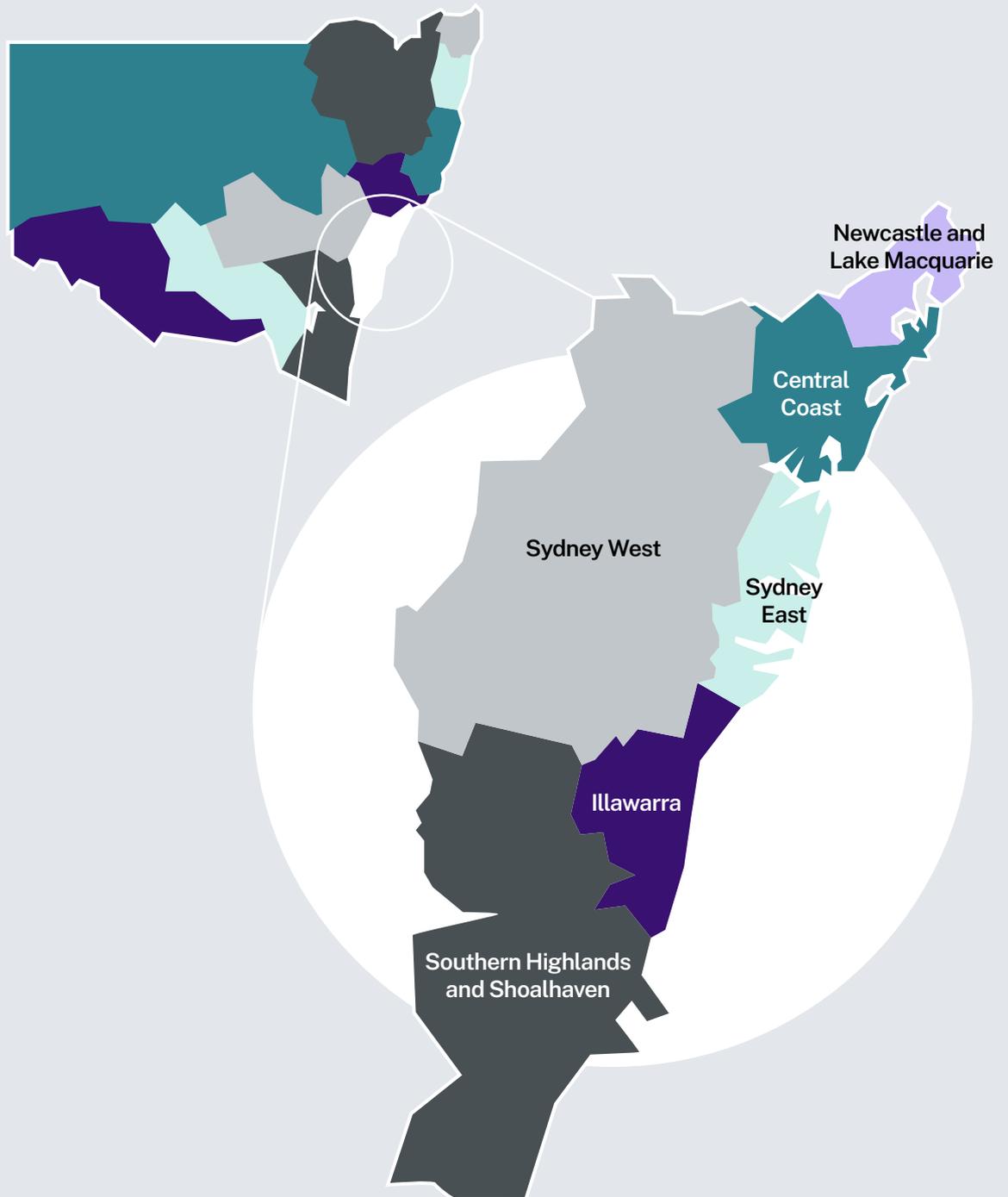


## Normal commuting profile of Sydney and surrounding regions

The employment catchment area of Greater Sydney (see Figure 11.5) has expanded over recent decades, with large numbers of employees normally commuting to and from the surrounding regions. Understanding commuting patterns can provide insight into the impact of work-from-home arrangements on regions and transport services.

Figure 11.5

### Greater Sydney area



**Table 11.3 Usual commuting profile of Sydney and surrounding regions, 2021**

Work region	Home region					
	Sydney West	Sydney East	Central Coast	Newcastle and Lake Macquarie	Illawarra	Southern Highlands and Shoalhaven
Sydney West	83,322	22,432	1,198	627	1,857	692
Sydney East	29,156	99,304	3,733	1,077	3,576	499
Central Coast	271	555	14,301	1,403	*	*
Newcastle and Lake Macquarie	377	403	1,055	18,638	28	*
Illawarra	416	633	20	*	14,267	631
Southern Highlands and Shoalhaven	330	131	*	*	951	4,839

\* Asterisks indicate data that was redacted due to a data quality issue.

Table 11.3 illustrates the number of NSW public sector employees (including casuals<sup>5</sup>) who generally travel between regions in and around Sydney for work. The largest proportion of commuting occurs between Sydney West and Sydney East. Around 21.2% of NSW public sector employees in Sydney East normally travel from Sydney West, and 20.4% in Sydney West travel from Sydney East. In total, just over 50,000 NSW public sector employees generally travel between these two regions for work.

Just over 10,000 employees normally commute from either the Central Coast or Illawarra regions to Sydney East or Sydney West. This constitutes around 25.3% of employees living in these regions. Far fewer employees travel from Sydney East or Sydney West to work in the surrounding regions (1,722 and 1,394, respectively). This is consistent with the high concentration of NSW public sector employment in Sydney.

Table 11.4

## Impact on regions if all Public Service employees were working from home, census headcount, 2020–21

Region (ABS SA4)	Employees living in region	Employees working in region	Change if all employees work from home, 2021	Change if all employees work from home, 2020
Capital Region	2,721	2,392	329	495
Central Coast	3,732	2,464	1,268	1,081
Central West	3,964	3,842	122	156
Coffs Harbour – Grafton	1,534	1,392	142	50
Far West and Orana	2,464	2,602	-138	-105
Hunter Valley excl. Newcastle	2,597	2,977	-380	-268
Illawarra	3,378	1,968	1,410	1,334
Mid North Coast	1,762	1,537	225	207
Murray	760	947	-187	-147
New England and North West	2,144	2,080	64	69
Newcastle and Lake Macquarie	3,925	3,142	783	598
Richmond – Tweed	1,532	1,512	20	-4
Riverina	1,810	1,801	9	-52
Southern Highlands and Shoalhaven	1,379	1,170	209	126
Sydney – Baulkham Hills and Hawkesbury	2,344	338	2,006	1,669
Sydney – Blacktown	3,631	1,280	2,351	2,144
Sydney – City and Inner South	4,747	17,982	-13,235	-13,212
Sydney – Eastern Suburbs	2,432	1,757	675	1,084
Sydney – Inner South West	4,584	1,807	2,777	2,299
Sydney – Inner West	3,756	2,136	1,620	1,260
Sydney – North Sydney and Hornsby	3,544	2,097	1,447	1,259
Sydney – Northern Beaches	1,838	482	1,356	1,271
Sydney – Outer South West	3,170	1,416	1,754	1,627
Sydney – Outer West and Blue Mountains	4,513	2,785	1,728	1,588
Sydney – Parramatta	4,083	14,112	-10,029	-7,776
Sydney – Ryde	1,688	620	1,068	957
Sydney – South West	3,300	2,268	1,032	794
Sydney – Sutherland	2,610	536	2,074	1,899

In 2021, measures designed to limit the spread of COVID-19 led to a large proportion of NSW public sector employees working from home. There is insufficient detail available to accurately determine how many employees worked from home full time; however, Table 11.4 demonstrates the location shift if all Public Service employees were working from home. The Public Service was used for this analysis as 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 (-13,235) and Parramatta (-10,029), which are the two main employment hubs in Sydney. The regions outside Sydney with the highest increases are Illawarra (+1,410), Central Coast (+1,268), and Newcastle and Lake Macquarie (+783). Within Sydney, the largest increases are in Inner South West (+2,777), Blacktown (+2,351) and Sutherland (+2,074).

More regions had a higher number of people living there than working there (23) than vice versa (5).

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## Notes

1. Regional boundaries are based on the Australian Statistical Geography Standard developed by the Australian Bureau of Statistics (ABS). The work locations of 2,421 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. ABS (2018) 'Table 1: Population estimates by age and sex, regions of Australia (ASGS 2016)', accessed 1 November 2021.
4. ABS (August 2021) 'Table 1: RM1 – Labour force status by age, labour market region (ASGS) and sex, October 1998 onwards' [time series spreadsheet], [Labour force status](#), accessed 1 November 2021.
5. Including casual employees gives a better sense 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. Various data items used to inform workforce management and planning are collected, including the size, composition, location and demographics of the workforce. Participation is mandatory for all NSW government sector agencies and State-Owned Corporations, and optional for NSW public sector agencies that are external to the government.

## 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 24 June 2021.

## Data limitations

The following data limitations are noted:

1. Data accuracy may be affected by omissions, inaccuracies or miscoded data provided by contributing agencies.
2. Differences in totals in some tables, compared to summary figures, may occur due to rounding, 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.
3. 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 17 September 2021. Recruitment data (*I work for NSW* data) was extracted on 10 October 2021. Contingent labour was that supplied by NSW Procurement for the 2020–21 financial year. Health and a majority of Transport activity is not captured in the recruitment dataset. Industry data for the period of 2017 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 Areas Level 4
<b>Sydney</b>	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
<b>Non-Sydney</b>	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

The glossary 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.
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.
ANZSCO	<p>Australian and New Zealand Standard Classification of Occupations (Australian Bureau of Statistics (ABS), 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.</p> <p>ANZSCO has five 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.</p>
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</i> 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 <i>Government Sector Employment Act 2013 NSW</i> , diversity groups include Aboriginal and Torres Strait Islander people, 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.
Diversity estimate	<p>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.</p> <p>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.</p>
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.

Term	Business definition
Employment arrangement	A non-casual employee's work arrangement, classified as either full time or part time.
Employment categories	<p>Based on a worker's employment contract with an agency. Categories include:</p> <ul style="list-style-type: none"> <li>• ongoing – employed on a continuing basis to perform ongoing functions</li> <li>• temporary – non-casual employees who do not have ongoing conditions of employment or individual employment contracts, and who are employed for a specific period</li> <li>• 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</li> <li>• executive – includes Public Service senior executives employed under contracts starting before the implementation of the <i>Government Sector Employment Act 2013</i> (NSW) (GSE Act); senior executives employed under Division 4 of Part 4 of the GSE Act; and other public sector senior executives under contract arrangements, including Health, Transport and Police executives.</li> <li>• contract – employees (non-executive) who are employed via a fixed-term individual contract. Excludes contractors and consultants engaged on a fee for service basis</li> <li>• other – all other employment categories including cadets, trainees, apprentices, retained staff, sessional workers, seasonal workers and statutory appointees.</li> </ul>
Full-time employees	Employees who usually work 35 hours or more a week. See ABS, <a href="#">Labour statistics: Concepts, sources and methods</a> , cat. no. 6102.0.55.001.
Full-time equivalent (FTE) workforce	<p>A standardised way of describing the size of the workforce based on the total number of ordinary time paid hours worked (excluding overtime and unpaid work). '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, two employees who both work half the standard number of full-time hours will together be counted as one FTE employee.</p> <p>The FTE workforce can be measured during a period, such as the last pay period of the financial year (census period).</p> <p>Since the same method of counting can be applied to each agency, FTE staffing figures provide the most accurate indication of resource levels within the NSW public sector.</p>
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.

Term	Business definition
Headcount	<p>Total number of employees at a given time.</p> <p>Employees with multiple periods of employment in a single agency during the year are counted only once by most agencies. However, the payroll systems used by some agencies do not link employment periods, 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.</p> <p>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.</p>
Job advertisements	<p>The number of 'open' and 'filled' <i>I work for NSW</i> requisitions where the latest application completion date is in the reference period.</p>
Job mobility	<p>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.</p>
Language first spoken as a child	<p>The language the person first spoke as a child, as distinct from the preferred language or language usually spoken at home.</p>
Median	<p>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.</p>
Non-casual employees	<p>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).</p>

Term	Business definition
NSW employed persons	<p>The ABS defines employed persons as those aged 15 or over who, during the reference week:</p> <ul style="list-style-type: none"> <li>• worked for one hour or more for pay, profit, commission or payment in kind in a job or business, or on a farm (comprising employees, employers and own account workers); or</li> <li>• worked for one hour or more without pay in a family business or on a farm (i.e. contributing family workers); or</li> <li>• were employees who had a job but were not at work and were: <ul style="list-style-type: none"> <li>– away from work for less than 4 weeks up to the end of the reference week; or</li> <li>– 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; or</li> <li>– away from work as a standard work or shift arrangement; or</li> <li>– on strike or locked out; or</li> <li>– on workers' compensation and expected to return to their job; or</li> <li>– were employers or own account workers, who had a job, business or farm, but were not at work.</li> </ul> </li> </ul>
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.
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 FTE not missing.
Part-time employees	Employed persons who usually work fewer than 35 hours a week. (See ABS, <a href="#">Labour statistics: Concepts, sources and methods</a> , cat. no. 6102.0.55.001)

Term	Business definition
Person with disability	<p>A person who identifies as having a disability – that is, having one or more of the following limitations or restrictions:</p> <ul style="list-style-type: none"> <li>• a long-term medical condition or ailment</li> <li>• speech difficulties in their native language</li> <li>• a disfigurement or deformity</li> <li>• a psychiatric condition</li> <li>• a head injury, stroke or any other brain damage</li> <li>• loss of sight or hearing</li> <li>• incomplete use of any part of their body</li> <li>• blackouts, fits or loss of consciousness</li> <li>• restriction in physical activities or physical work</li> <li>• slowness at learning or understanding</li> <li>• any other condition resulting in a restriction.</li> </ul>
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.
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.
Senior Executive cohort	Public Service senior executives employed under Division 4 of Part 4 of the <i>Government Sector Employment Act 2013</i> (NSW), the aligned executive service (Health Police and Transport), Special Executive Service, Senior Executive Service equivalents, and award-based senior executives (senior officers and their equivalents).
Senior leader	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.
Statistical Areas Level 4 (SA4)	Geographical areas within an 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.
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.

## Glossary

Term	Business definition
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.

# Workforce Profile Report 2021

Access this report online at:

[www.psc.nsw.gov.au/workforce-profile-report-2021](http://www.psc.nsw.gov.au/workforce-profile-report-2021)

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