



Premier's Department



Workforce Skills Profile 2023



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1. About the Workforce Skills Profile



About the Workforce Skills Profile

The Workforce Skills Profile is the first report of a new annual series focusing on the skills of the NSW public sector workforce.

The Workforce Skills Profile applies the Australian Skills Classification (ASC) from Jobs and Skills Australia (JSA) to the Workforce Profile public sector employee data to profile the level and range of skills of public sector employees and the tasks they perform.

The ASC breaks down typical tasks performed for every occupation in the Australian and New Zealand Standard Classification of Occupations (ANZSCO), which is maintained by the Australian Bureau of Statistics. It includes 1,686 unique specialist tasks, which are spread across 271 skill clusters and 30 skill families.

The Workforce Skills Profile report complements the annual NSW Workforce Profile Report, which summarises the size and characteristics of the public sector workforce, including the types of work performed and demographic profile of employees.





Key measures and data

Occupations are represented by ANZSCO codes, which are a key dimension of this report as they are used to connect Workforce Profile data with the ASC. ANZSCO codes have been collected as a part of the Workforce Profile for over 10 years.

Each occupation typically involves multiple specialised tasks that belong to different skill families. Most analyses in this report are based on a breakdown of time public sector employees spent working on a specialist task or using skills from a skill cluster or skill family. Time spent is aggregated to full-time equivalent (FTE), with some parts of the report (for example, 'Mobility between occupations') using headcount rather than FTE. The ASC provides a time component for each task a role performs, which allows a breakdown of time spent in each family for each role. For FTE, this time component is used to determine the proportion of the role's time spent on tasks from each family, whereas for headcount, only the most prominent family for a role is considered (that is, the family in which the role spends most of its time).

The employee headcount for a given period is 1 for each employee regardless of hours worked, whereas FTE for each employee is based on hours worked as a proportion of those worked by a full-time employee. On this basis, a part-time employee working 50% of full-time hours and one working full-time would both be reported as 1 for employee headcount, whereas for FTE the full-time employee would be reported as 1.0 and the part-time employee as 0.5.

The Government Employee Number (GEN) is an identifier code that each NSW government employee retains during their employment in the sector. It has been collected since 2014 and is designed to allow visibility of employee movements within the sector. Mobility analyses based on GEN rely on the quality of data provided by agencies.

This report is an important resource for understanding the skills and occupations in the NSW public sector, aiding evidence-based decision making. At the same time, it is indicative because:

- it is based on JSA's assessment of time typically spent performing tasks in occupations
- it depends on the accurate assignment of occupation and GEN codes within the Workforce Profile data
- approximately 3.7% of occupations in the latest Workforce Profile did not map to an occupation in the latest version of the ASC.

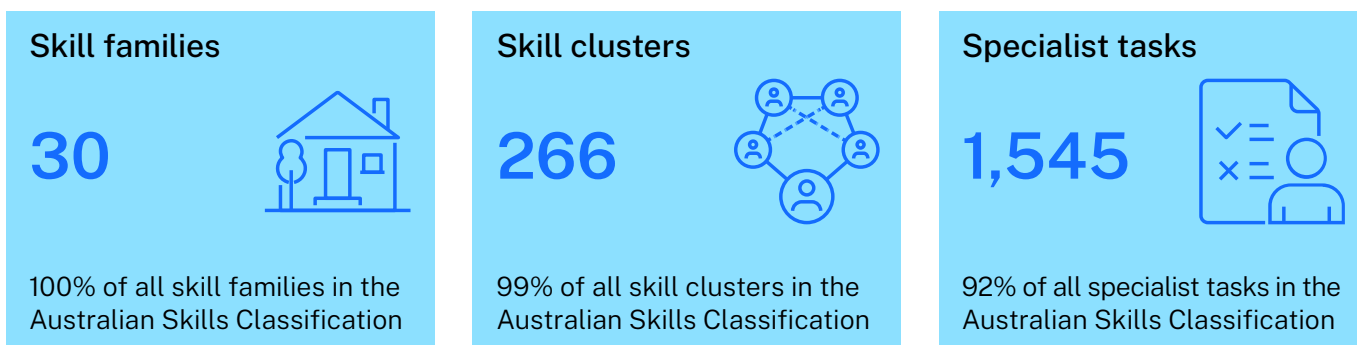
Full details of all definitions are included in the Glossary.

2. Executive summary

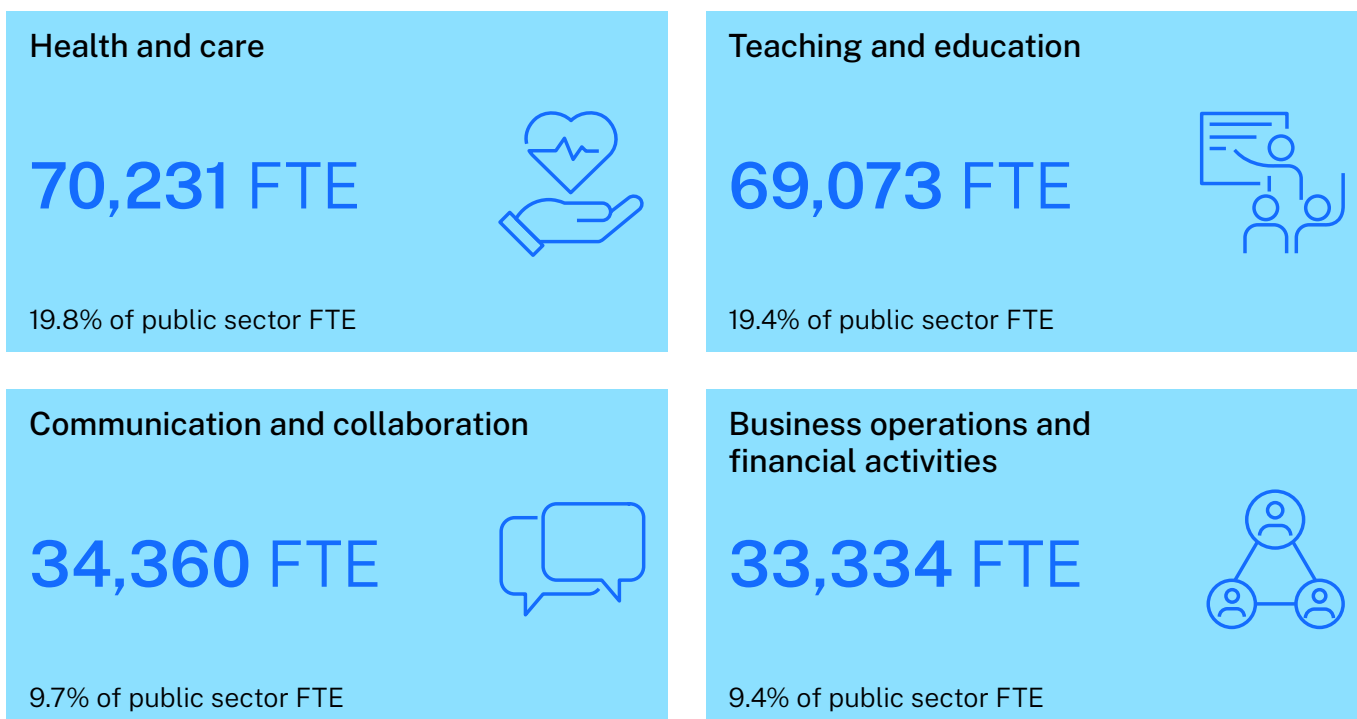
Key facts

Skills in the NSW public sector

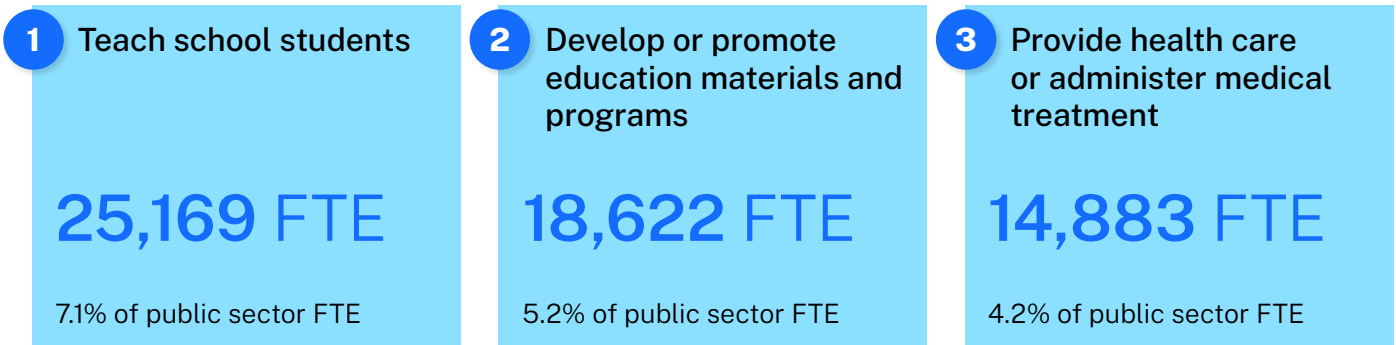
Skills represented in the NSW public sector, 2023



Most common skill families, 2023

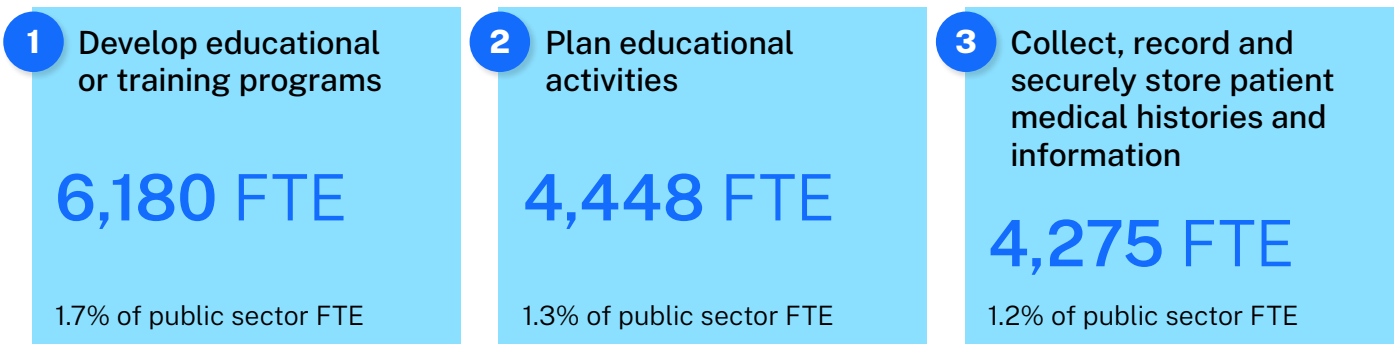


Most common skill clusters, 2023

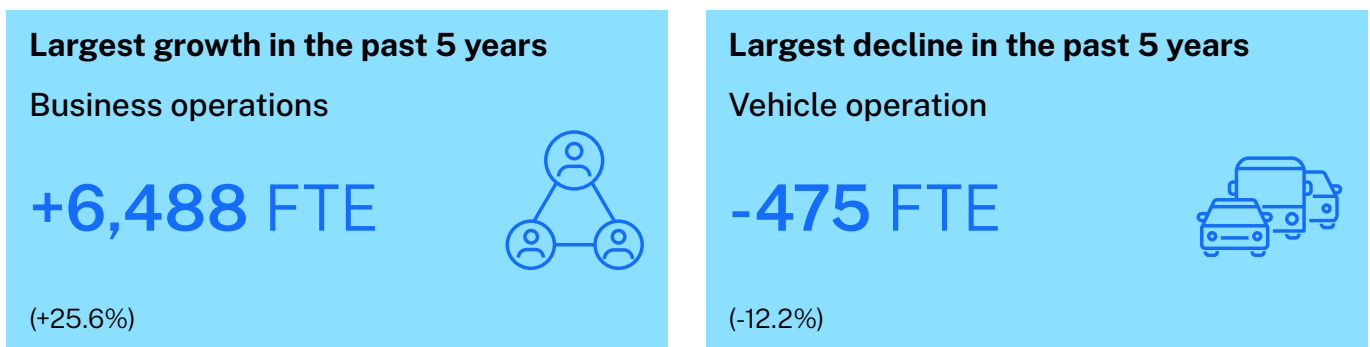


Specialist skills and occupations in the NSW public sector

Most common specialist tasks, 2023



Skill families with the largest growth and decline, 2023



Specialist tasks with largest growth and decline, 2023

Largest growth in the past 5 years
Assist other educational professionals with projects or research

+817 FTE


(+40.4%)



Largest decline in the past 5 years
Drive vehicles to transport individuals, items or equipment

-543 FTE

(-59.9%)



Occupations with largest growth and decline, 2023

Largest growth in the past 5 years
Teachers' Aide

+4,610 FTE


(+54.2%)



Largest decline in the past 5 years
Bus Driver

-3,699 FTE*

(-99.1%)




* Due to the privatisation of State Transit Authority in 2022.

Task automatability

High automatability


42,808 FTE



13.2% of public sector FTE

Medium automatability


208,279 FTE



64.3% of public sector FTE

Low automatability

72,718 FTE



22.5% of public sector FTE

Generalists and specialists

Specialists

203,225 FTE*



(57% of the public sector)

Generalists

152,209 FTE



(43% of the public sector)

* Specialists spend 50% or more of their time in one skill family.



Key insights



NSW public sector employees performed 1,545 (92%) of the 1,686 tasks in the ASC in 2023.

The 111 most common tasks each account for 1,000 FTE or more of sector work (totalling 55.8% of FTE). Of all tasks performed, 620 are uncommon, each accounting for less than 20 FTE of annual work (totalling 1.0% of FTE).



More than half of all tasks performed roll up into 4 skill families: **'Health and care'** (70,232 FTE, 19.8%), **'Teaching and education'** (69,073 FTE, 19.4%), **'Communication and collaboration'** (34,360 FTE, 9.7%) and **'Business operations and financial activities'** (33,334 FTE, 9.4%).



The skills profile of the NSW public sector is dynamic and changes over time depending on workforce composition and services being delivered. **'Business operations and financial activities'** is the skill family showing the highest growth in FTE over the 5 years to 2023 (+6,707 FTE, +25.7%). **'Vehicle operation'** showed the largest decline (-491 FTE, -13.1%).



Over the past 10 years, the **'Business operations'** skill family has increased by 43.1% (+9,600 FTE) in the government sector and 62.1% (+5,071 FTE) in the Public Service.



NSW public sector employees are in roles that perform an average of **22 different specialist tasks**.



Tasks from 4 skill families are included in more than half of all occupations: **'Communication and collaboration'** (77.9%), **'Business operations and financial activities'** (64.4%), **'Human resources'** (63.2%) and **'Records, documentation, reports and research'** (61%).



The **‘Communication and collaboration’** skill family is very important for sector mobility. It has the highest level of association with 14 other families and involves skills required in 77.9% of NSW public sector occupations.



From 2018 to 2023, **58.5% of employee movements** were between occupations with the same primary skill family.



Approximately 57% of public sector employees are specialists spending more than half of their time performing tasks from a single skill family (as opposed to 43% in generalist roles).



The ASC has rated each occupation according to its proficiency in each of the 10 core competencies required to perform them successfully. Based on the occupation mix of the NSW public sector in 2023, the 3 competencies with the highest average score are **‘Planning and organising’**, **‘Teamwork’**, and **‘Initiative and innovation’**.



Approximately 13.2% of tasks being performed in the public sector have a high level of automatability. These are tasks that can be performed by machines or computers with reduced human assistance.



Approximately 8.5% of employees spend 80% or more of their time performing **highly automatable tasks**.

Future opportunities

1



Workforce planning can benefit from this new task and skills view of our workforce to:

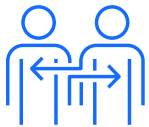
- address the efficiency and effectiveness of tasks performed and skills used within agencies, departments or portfolios
- provide a line of sight across the sector to better review the performance of similar tasks and the use of similar skill sets.

Leaders can manage skills and tasks within organisational areas and potentially across the sector.

Data on tasks, skills and occupations can be used to create richer, qualitative discussions about benchmarks, best practice and effectiveness.

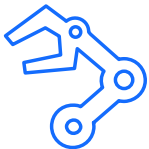
Importantly, underlying data can drill down to individual agency and even specialised task level.

2



The data on **mobility** between occupations can be used to support evidence-based conversations about career pathways, training needs and the use of human resources. It also provides insight into skill families that enable such transitions.

3



A focus on new technologies, including using AI to **augment and automate** work effort, is more readily actioned at a task level (that is, in certain parts of jobs) than at occupation level. Initiatives that automate a task across the sector can free up time and capacity across many occupations and help shape and augment occupations for the future.

4



Valuing quality data about public sector occupations is critical for attracting and retaining talent and providing quality services to NSW residents. Existing occupation and GEN data has been validated but the extent to which coding is accurate and up to date is uncertain. A campaign to ensure the quality of data collected from across the sector can help to ensure the right decisions are made in a complex labour market.

5



The new line of sight for reviewing how skills are distributed across the sector allows those responsible for key services and outcomes to bring together **communities of practice** related to particular skills in a targeted and informed manner.

6



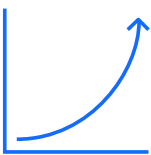
Further investigation is needed to better understand and **manage the proportion of time spent on tasks that provide enabling or internal support services.**

7



This inaugural Workforce Skills Profile does not focus on the analysis of diversity cohorts, but evidence of skills progression will be a future priority to facilitate discussions about **supporting the skills of under-represented and marginalised groups.**

8



Unplanned growth in time spent performing tasks that do not align with service priorities can be proactively managed. Trend data can be analysed and integrated into strategic discussions about workforce effectiveness. This can help ensure recruitment and other human resources initiatives rectify creep in time spent performing tasks that do not align with service priorities.

9



Investigating the differences in skill sets and occupation pathways between metropolitan and regional areas can **strengthen career support for employees in regional NSW.**

10



Expanding this report to include recruitment data can help **ensure recruitment focuses on the right mix of skills and talent that is future-facing and robust.** This analysis could include the use of large language models and generative AI to interpret capabilities and/or skills sought in role descriptions and advertisements.

11



Incorporating the non-payroll work effort in the NSW public sector would help to create a holistic **skills profile that encompasses payroll and non-payroll work.**

12



Planning vocational and higher education priorities and learning requirements will address skill gaps and support tasks being performed by the workforce.

Some of these opportunities are readily available with the release of this report and associated data. Others will require time and resources to implement.

3 2023 snapshot

This snapshot is focused on the NSW public sector's skills and occupations. In 2023, the public sector reported 368,963 annual FTE, and a census headcount of 453,210. For more information about the workforce, refer to the annual Workforce Profile Report or the State of the NSW Public Sector Report.



Occupation view

The public sector comprises 648 distinct occupations (based on ANZSCO codes). **Table 3.1** shows the top 10 occupations by FTE and the 3 specialist tasks on which most time is spent on average within each occupation. These 10 occupations accounted for 41.3% of public sector FTE in 2023.

Table 3.1: Top 10 public sector occupations, annual FTE, 2023

Occupation ¹	FTE	Top 3 specialist tasks for occupation ²
Primary School Teacher	36,332 (10.2%)	<ol style="list-style-type: none"> 1. Develop educational or training programs 2. Plan educational activities 3. Set up classroom materials or equipment
Secondary School Teacher	28,196 (7.9%)	<ol style="list-style-type: none"> 1. Develop educational or training programs 2. Develop instructional objectives 3. Plan educational activities
General Clerk	22,554 (6.3%)	<ol style="list-style-type: none"> 1. Answer telephones to direct calls or provide information 2. Operate office equipment 3. Review and edit documents
Teachers' Aide	13,111 (3.7%)	<ol style="list-style-type: none"> 1. Assist other educational professionals with projects or research 2. Distribute instructional or library materials 3. Collaborate with other teaching professionals to develop educational programs
Police Officer	12,514 (3.5%)	<ol style="list-style-type: none"> 1. Investigate accidents to determine causes 2. Respond to emergencies to provide assistance 3. Determine operational methods or procedures
Program or Project Administrator	9,728 (2.7%)	<ol style="list-style-type: none"> 1. Manage administrative, clerical or support services 2. Monitor facilities or operational systems 3. Prepare operational or project budgets
Registered Nurse (Critical Care and Emergency)	7,785 (2.2%)	<ol style="list-style-type: none"> 1. Monitor patient or client outcomes, progress or response to treatments 2. Administer intravenous, intramuscular or intra-articular medications 3. Analyse patient data to determine patient needs or treatment goals
Registered Nurse (Medical)	7,423 (2.1%)	<ol style="list-style-type: none"> 1. Monitor organisational or operational compliance with regulations, standards or procedures 2. Monitor patient or client outcomes, progress or response to treatments 3. Administer intravenous, intramuscular or intra-articular medications
Specialist Managers NEC	4,724 (1.3%)	<ol style="list-style-type: none"> 1. Implement organisational processes or policy changes 2. Direct or supervise staff 3. Direct department or organisational activities
Enrolled Nurse	4,302 (1.2%)	<ol style="list-style-type: none"> 1. Assist patients with hygiene or daily living activities 2. Record vital statistics or other health information 3. Position patients for treatment, procedures or examination
Other occupations	208,766 (58.7%)	Not applicable

Notes:

¹ Based on ANZSCO

² Based on ASC proportional allocation of time in specialist tasks for each ANZSCO

Table 3.2 shows a breakdown of government sector FTE by portfolio, and the occupation accounting for the highest proportion of FTE in each portfolio. Notably, 'Program or Project Administrator' is the most common occupation in 3 portfolios: Enterprise, Investment and Trade; Environment and Planning; and Regional NSW.

Table 3.2: Government sector portfolio FTE, annual FTE, 2023

Portfolio	FTE	Most common occupation in portfolio [^]	FTE	%
Communities and Justice	51,176	Police Officer	12,504	24.4
Customer Service	11,364	Call or Contact Centre Operator	1,731	15.2
Education	114,274	Primary School Teacher	36,331	31.8
Enterprise, Investment and Trade	3,237	Program or Project Administrator	239	7.4
Environment and Planning	10,156	Program or Project Administrator	1,612	15.9
Health	131,642	Registered Nurse (Critical Care and Emergency)	7,785	5.9
Premier & Cabinet	1,370	Policy Analyst	249	18.2
Regional NSW	4,608	Program or Project Administrator	744	16.1
Transport	27,613	Train Driver	2,180	8.0
Treasury	3,237	Policy Analyst*	478	15.0

[^] Occupation based on ANZSCO code. Proportion based on FTE for the occupation as a percentage of all FTE in the portfolio.

* Essential Energy is excluded from the analysis to determine most common occupations in the Treasury portfolio.

Skill family view

The 4 largest skill families in the public sector in 2023 were 'Health and care' (70,232 FTE, 19.5%), 'Teaching and education' (69,073 FTE, 19.2%), 'Communication and collaboration' (34,360 FTE, 9.6%) and 'Business operations and financial activities' (34,303 FTE, 9.5%). More than half of all tasks performed in the sector are from these families.

Figure 3.1: Four largest skill families in the NSW public sector, annual FTE, 2023

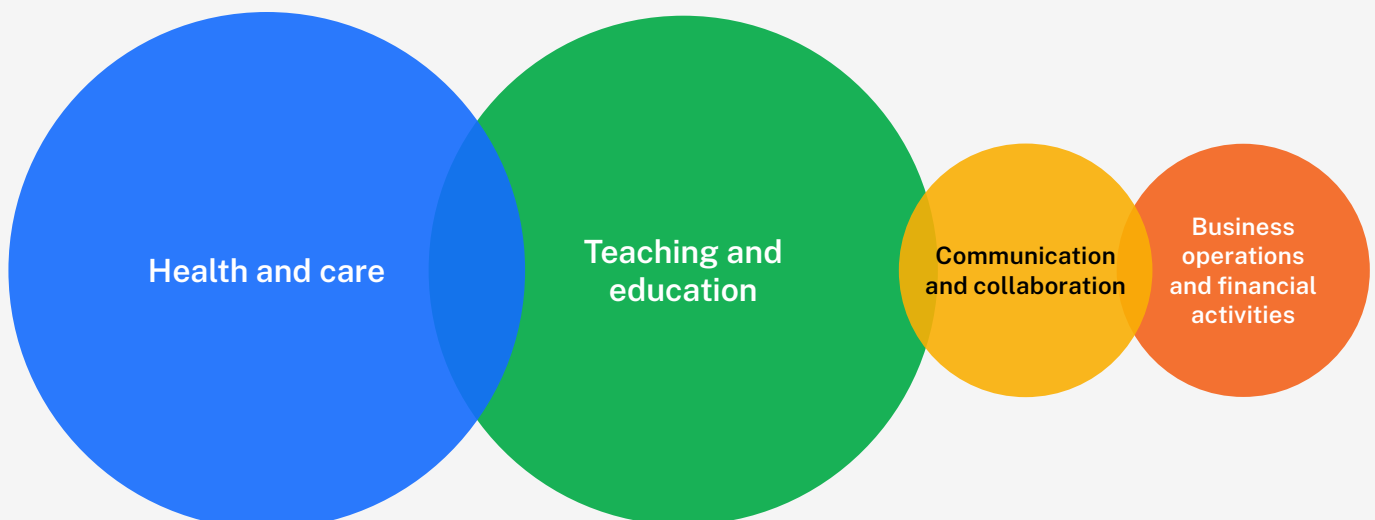


Table 3.3 shows FTE by time spent on tasks for all 30 skill families and the ratio of FTE to employee headcount. The top 6 families combined account for over two-thirds (69.2%) of annual FTE across the public sector. The bottom 15 skill families each account for 1% or less of FTE.

Table 3.3: Public sector by skill family, annual FTE, 2023

Skill family	FTE	%
Health and care	70,232	19.8
Teaching and education	69,073	19.4
Communication and collaboration	34,360	9.7
Business operations and financial activities	33,334	9.4
Records, documentation, reports and research	20,708	5.8
Human resources	20,072	5.6
Security and emergency services	16,064	4.5
Safety and hazard management	10,198	2.9
Customer service	8,994	2.5
Operating procedures and processes	8,738	2.5
Cleaning and maintenance	8,377	2.4
Digital technologies and electronics	7,427	2.1
Data, analytics, and databases	7,216	2.0
Quality control and inspections	5,942	1.7
Science and mathematics	4,199	1.2
Vehicle operation	3,692	1.0
Work activities preparation	3,389	1.0
Environmental management	3,175	0.9
Production processes and machinery	2,954	0.8
Recreation and sporting events	2,919	0.8
Material transportation	2,915	0.8
Construction	2,779	0.8
Sales and marketing	2,628	0.7
Food services	1,709	0.5
Legal matters	1,622	0.5
Performance evaluation and efficiency improvement	1,066	0.3
Agriculture and animals	878	0.2
Archiving, recording, and translating	527	0.1
Art and entertainment	237	0.1

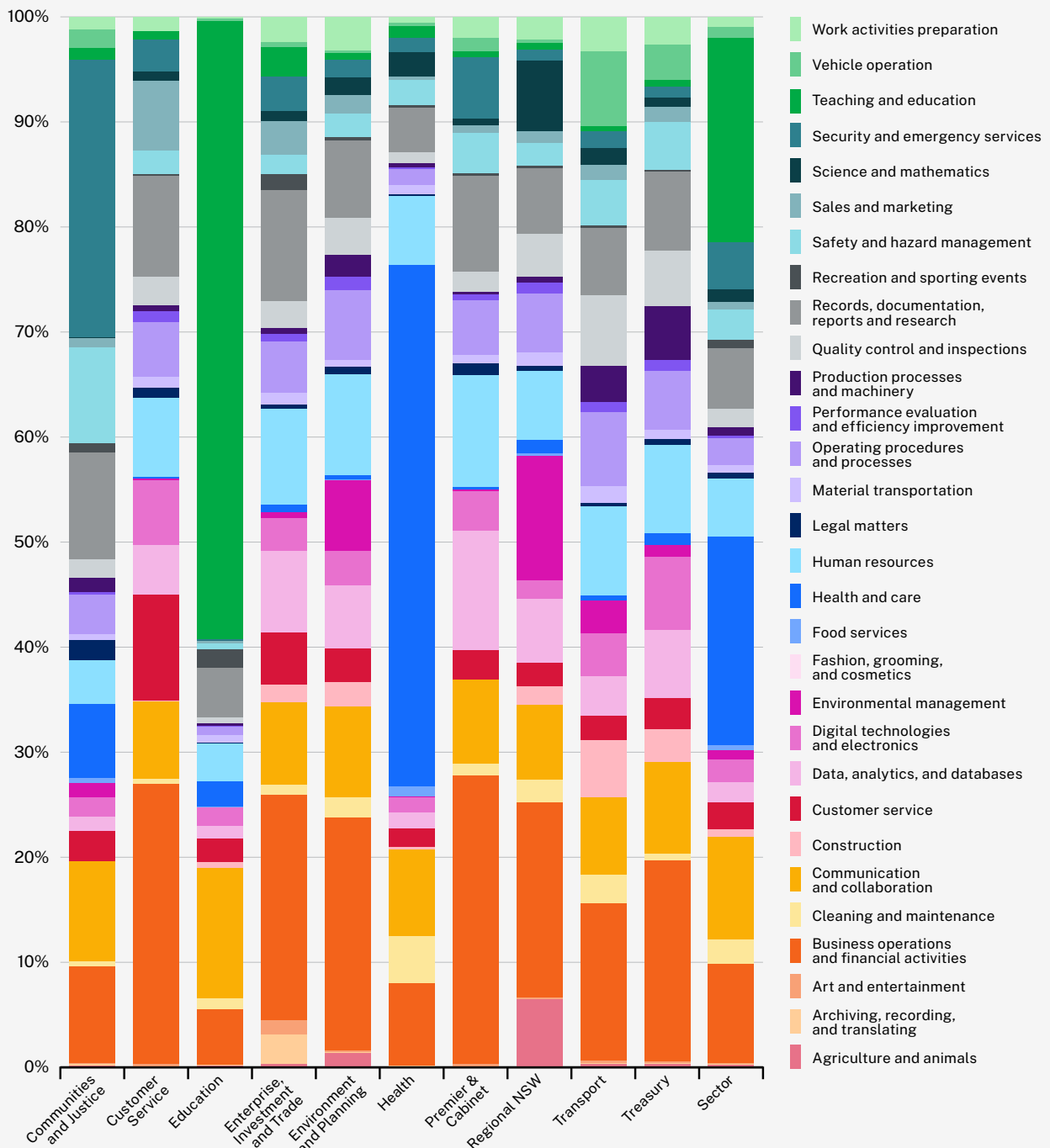
Note: 'Fashion, grooming, and cosmetics' has been omitted as it had only 11 FTE in the sector.

Skill families – organisational view

Figure 3.2 shows a breakdown of FTE by skill family and portfolio for the NSW public sector. It can be used to consider the:

- time the workforce spends performing tasks from different skill families within an individual portfolio
- similarities and differences in the proportion of time each portfolio spends performing tasks from each skill family.

Figure 3.2: Public sector by portfolio and skill family, annual FTE, 2023



Notably, the data supporting this report is more detailed and this analysis can be broken down into individual agencies and/or specialised tasks.

The capacity to view tasks performed within and across organisations provides a significant opportunity to:

- see where similar tasks and functions are performed across the sector
- benchmark the skills used and tasks performed across different agencies and departments
- be a catalyst and resource for rich, qualitative discussions about best practice and the effectiveness and efficiency of skills, effort, outcomes and services within and across organisational areas.

In several portfolios, many of the tasks performed come from a single skill family. For example, the 'Teaching and education' skill family accounts for 58.9% of FTE in the Education portfolio, 'Health and care' for 49.5% of FTE in the Health portfolio, and 'Security and emergency services' for 26.4% of FTE in the Communities and Justice portfolio. This reflects the concentration of professionals and/or skilled workers together delivering significant volumes of particular services from assigned agencies and departments.

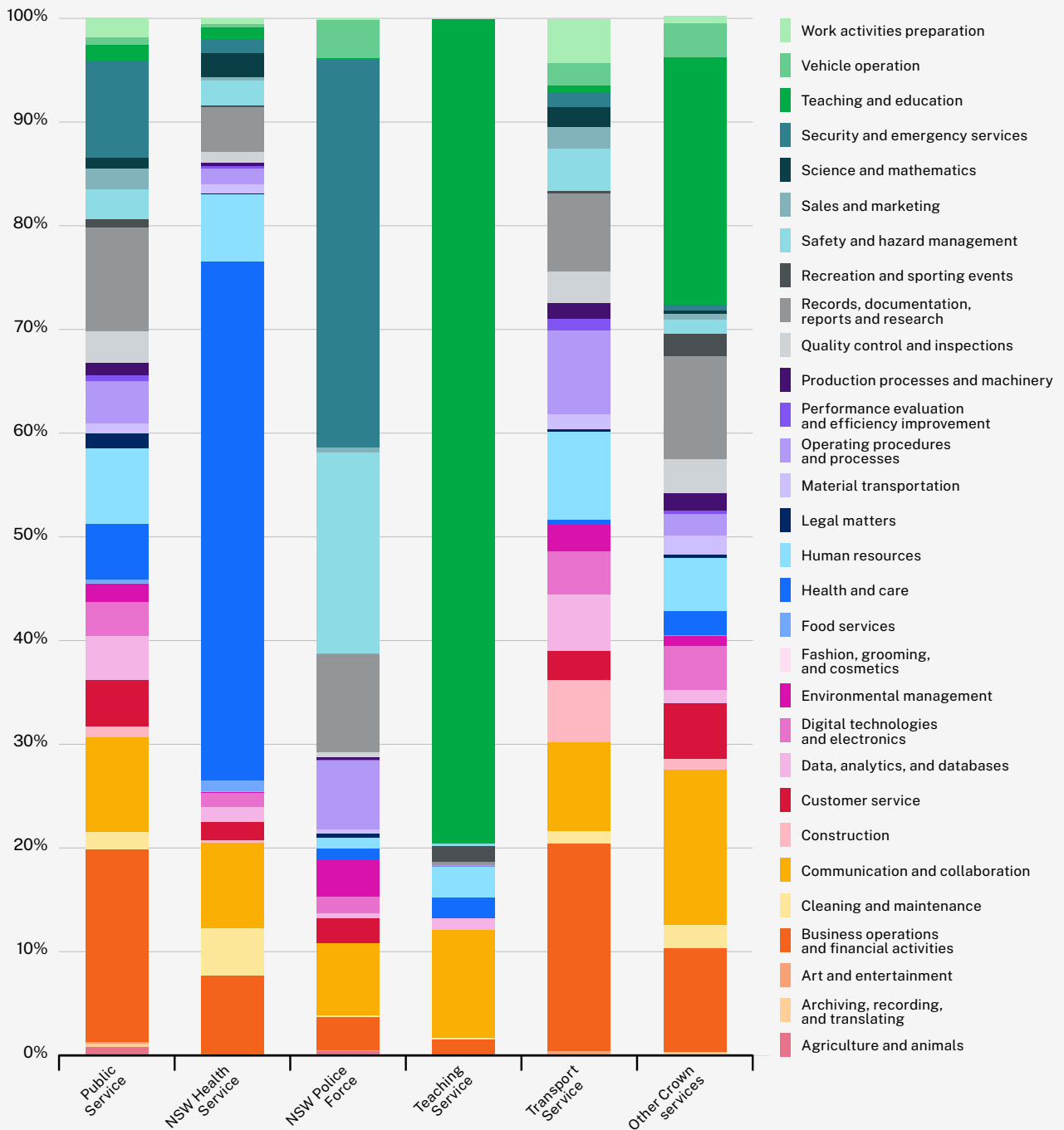
Several skill families also have a significant presence across all portfolios. These include 'Business operations and financial activities' (an average of 17.3% across all portfolios), 'Communication and collaboration' (8.5%) and 'Records, documentation, reports and research' (7.6%).



Skill families – services view

Figure 3.3 shows the percentage breakdown of NSW Government services FTE by skill family. Services represent groups of employees working in similar functions, such as health care and teaching. As the figure shows, a large amount of skills classified as belonging to the ‘Teaching and education’, ‘Health and care’, and ‘Security and emergency services’ skill families are used by employees of the most relevant services. For example, ‘Teaching and education’ accounts for a large amount of work done in the Teaching Service. Smaller but consistent segments of ‘Business operations and financial activities’, ‘Communication and collaboration’, and ‘Records, documentation, reports and research’ are spread across services.

Figure 3.3: Government sector by service and skill family, annual FTE, 2023



Of note, the 'Teaching and care' skill family accounts for a larger proportion of work in the Teaching Service (79.5%) than in the Education portfolio overall (58.9%). This is because the Teaching Service only includes teachers, whereas other Public Service staff are in the Public Service Education portfolio (for example, at the Department of Education).

Work done by Public Service employees covers numerous smaller skill families, such as 'Business operations' (18.5%), 'Records and documentation' (10%), 'Security and emergency services' (9.4%), 'Communication and collaboration' (9.2%), and 'Human resources' (7.3%). Note that the inclusion of the 'Security and emergency services' family is due to Fire and Rescue NSW being an agency in the Public Service.

Skill clusters and specialist tasks

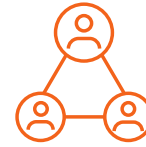
Analysing the workforce at the skill family level provides a useful strategic perspective. However, benchmarking and best practice initiatives may also benefit from skills evidence at the more detailed skill cluster and task levels.

Table 3.4 shows the top 6 skill families and their top 10 skill clusters.

Table 3.4: Top 6 skill families in the public sector and their top 10 skill clusters per family, annual FTE, 2023



Health and care (19.8% of sector)	Teaching and education (19.4% of sector)
Provide health care or administer medical treatment (14,882 FTE)	Teach school students (25,169 FTE)
Monitor and evaluate patient treatment (9,574 FTE)	Develop or promote educational materials and programs (18,622 FTE)
Care for patients and clients (5,974 FTE)	Develop, implement and monitor educational policies, standards or programs (12,474 FTE)
Perform medical tests and physical examinations of patients (5,881 FTE)	Source and distribute educational materials (8,143 FTE)
Collect, document and communicate medical information (5,107 FTE)	Teach others to use computer technology (1,795 FTE)
Maintain medical equipment (2,878 FTE)	Discuss child learning or development with parents or guardians (1,177 FTE)
Explain medical information and procedures (2,689 FTE)	Teach classes in area of specialisation (687 FTE)
Operate medical equipment (2,554 FTE)	Teach life skills (590 FTE)
Assist and support clients (2,539 FTE)	Teach tertiary and vocational courses (373 FTE)
Assist individuals with accessibility needs (2,377 FTE)	Teach health management or hygiene practices (42 FTE)



Communication and collaboration (9.7% of sector)
Collaborate and advise on educational issues (7,490 FTE)
Communicate or collaborate with others (6,462 FTE)
Support diversity and inclusion (5,812 FTE)
Collaborate with healthcare professionals (5,162 FTE)
Communicate with others to coordinate work (4,353 FTE)
Collaborate with stakeholders (1,580 FTE)
Present information to others (740 FTE)
Collaborate and advise on technical issues (685 FTE)
Collect information from people (518 FTE)
Operate audio-visual equipment (467 FTE)

Business operations and financial activities (9.4% of sector)
Perform administrative or clerical tasks (5,029 FTE)
Manage services, staff or activities (4,995 FTE)
Maintain inventory or stock (4,612 FTE)
Establish organisational policies or programs (4,460 FTE)
Conduct financial transactions or processes (2,195 FTE)
Manage operational budgets (2,030 FTE)
Verify and maintain financial records (2,017 FTE)
Manage, monitor and undertake financial activities (1,891 FTE)
Undertake financial reporting, documentation and analysis (1,600 FTE)
Procure materials, supplies or stock (1,394 FTE)



Records, documentation, reports and research (5.8% of sector)
Distribute, write, edit or compile documents (4,815 FTE)
Maintain records, documents or other files (3,137 FTE)
Maintain operational and production records (2,864 FTE)
Prepare reports or evaluations (2,476 FTE)
Gather and analyse information (1,825 FTE)
Prepare or manage compliance documentation (1,774 FTE)
Verify personal information and maintain records (892 FTE)
Present information and news to the public (538 FTE)
Research or write in area of expertise (341 FTE)

Human resources (5.6% of sector)
Supervise staff (6,340 FTE)
Undertake or provide professional skill and knowledge development (5,666 FTE)
Train staff (2,364 FTE)
Schedule staff or assign work (2,130 FTE)
Undertake recruitment activities (1,827 FTE)
Undertake human resources activities (1,744 FTE)

We can drill down even further to specialist task level. In 2023, the NSW public sector performed 1,545 (92%) of the 1,686 specialist tasks in the ASC. Of tasks performed, 111 are common in that each individually accounts for 1,000 or more FTE of annual work effort (totalling 55.8% of FTE). A further 620 tasks are uncommon in that each accounts for less than 20 FTE of annual work effort (totalling 1.0% of FTE).

Table 3.5 shows the top 10 specialist tasks in the public sector by annual FTE. Similar to the breakdown by family and cluster, most of the specialist tasks performed in the sector are from the 'Teaching and education' (5 of 10) and 'Health and care' (2 of 10) families.

It is important to remember that data quality and coding assignments become increasingly relevant when drilling down to specialist tasks in the NSW public sector.

Table 3.5: Top 10 specialist tasks in the public sector, annual FTE, 2023

Skill family	Specialist task	FTE
Teaching and education	Develop educational or training programs	6,180
Teaching and education	Plan educational activities	4,448
Health and care	Collect, record and securely store patient medical histories and information	4,275
Teaching and education	Develop instructional objectives	3,679
Customer service	Answer telephones to direct calls or provide information	3,512
Health and care	Monitor patient or client outcomes, progress or response to treatments	3,489
Teaching and education	Set up classroom materials or equipment	3,420
Teaching and education	Establish rules or policies governing student behaviour	3,403
Communication and collaboration	Collaborate with healthcare professionals to plan or provide treatment	2,919
Digital technologies and electronics	Operate office equipment	2,889

Core competencies

In addition to the tasks, clusters and families, the ASC includes core competencies for each occupation. Each occupation is assigned a score from 1 to 10 in 10 broad areas, such as 'Problem solving', 'Reading' and 'Teamwork'. The higher the value, the higher the level of proficiency needed to perform that job.

Table 3.6 shows the average core competency in each service. The highest average proficiencies are in 'Planning and organising' (7.9), 'Teamwork' (7.7) and 'Initiative and innovation' (7.5).

Compared to other services, the Teaching Service scores the highest or equal highest in 8 of the 10 competencies. This may reflect the similarity between roles within the Teaching Service, rather than the competencies themselves (that is, all employees in the Teaching Service are teachers, whereas other services include administrative staff, higher-paid specialist staff, etc.).

Table 3.6: Core competency scores of the government sector by service, 2023

Core competency*	NSW Health Service	NSW Police Force	Other Crown services	Public Service	Teaching Service	Transport Service
Digital engagement	5.6	6.7	5.1	5.9	6.0	6.3
Initiative and innovation	7.5	7.2	7.1	7.4	8.0	7.6
Learning	6.0	5.2	5.3	5.8	6.1	6.0
Numeracy	4.7	4.1	4.4	4.5	5.0	5.3
Oral communication	6.5	6.9	6.1	6.6	6.5	6.7
Planning and organising	7.7	7.9	7.1	7.9	8.6	8.2
Problem solving	5.7	6.0	5.0	5.6	6.0	6.1
Reading	6.7	6.9	5.8	6.6	7.0	6.7
Teamwork	7.8	7.8	7.5	7.1	8.5	6.6
Writing	6.1	6.0	5.4	6.1	7.0	6.3

* All competency scores have a maximum of 10.

Public sector – top 3 proficiency levels

- 1 Planning and organising (7.9)
- 2 Teamwork (7.7)
- 3 Initiative and innovation (7.5)



4

Skills insights and trends

This section provides insights into skills trends in the NSW public sector, including:

- relationships between skill families in the context of the sector
- changes in the proportion of work effort across skill families over time
- prominent skill families as well as skill clusters and tasks across the sector
- the relationship between skill families and occupations over time
- core competencies across the sector.

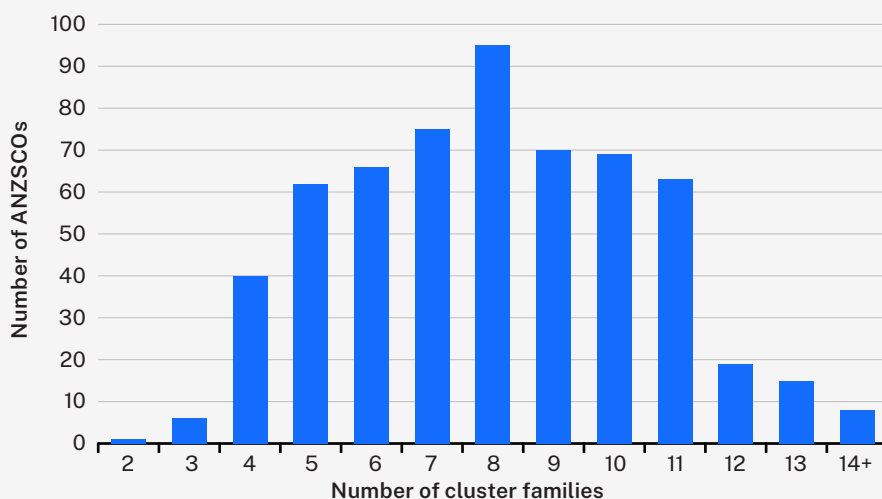
Skill families insights

Figure 4.1 shows the distribution of occupations in the NSW government sector by the number of distinct skill families to which the occupation's specialised tasks belong.

Almost all occupations use skills from 4 or more skill families. The most common number of skill families for an occupation is 8 (that is, work in 95 occupations encompasses elements of 8 different skill families).

Many occupations – including frontline workers such as teachers, nurses and police officers – require a mix of specific technical or professional skills, and more general or transferable skills.

Figure 4.1: Total number of unique occupations by number of skill families in the government sector, 2023



Note: Occupation is based on ANZSCO code

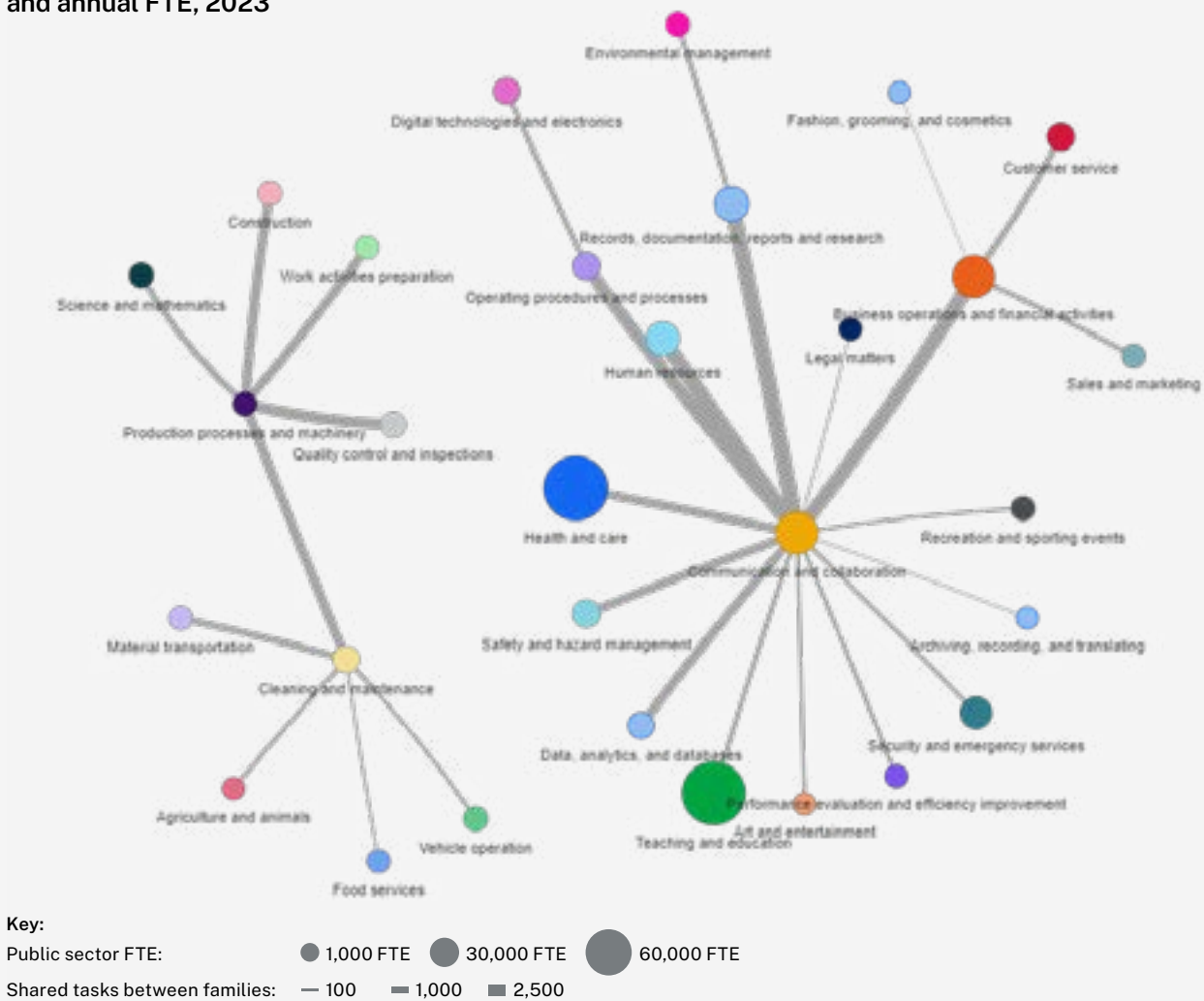
Figure 4.2 shows each skill family and the single other skill family it is most often associated with across the set of occupations in the NSW public sector. This analysis is based on JSA’s role similarity index, which provides the top 10 most similar roles for each ANZSCO.

Interestingly, the graph splits into 2 disconnected groups of skills. The group on the left includes families such as ‘Agriculture and animals’, ‘Food services’, ‘Cleaning and maintenance’ and ‘Construction’, while the group on the right includes the majority of skill families.

Four skill families are most frequently paired with more than one other family. Of these, ‘Communication and collaboration’ connects to 14 other families, underlining its importance across all roles and its value for mobility across occupations. It may not be the most prominent skill family for many roles, but it routinely underpins many roles in the sector.

This analysis is indicative as it excludes all but the most prominent connection between 2 families for any occupation. It does not consider the importance of skill family connections outside of the most prominent association.

Figure 4.2: Skill families in the public sector by most common association, based on ANZSCO and annual FTE, 2023



Note: This analysis involves summing the unique tasks performed for each possible pair of skill families within an occupation. For example, if an occupation involves performing 3 specialist tasks from the ‘Teaching and education’ skill family and 5 specialist tasks from the ‘Health and care’ skill family, the association score for that combination of families will be 8 for the occupation. The association score, compared to all other association scores, determines the width of lines connecting skill families.

Skill families trend

Figure 4.3 shows the changes in skill families from 2018 to 2023, with the absolute difference in FTE along the X-axis and the percentage difference along the Y-axis. The size of the nodes represents the total FTE of the skill family in 2023.

The 3 skill families showing the largest increase in FTE between 2018 and 2023 are ‘Business operations and financial activities’ (+6,489 FTE, +25.6%), ‘Teaching and education’ (+6,445 FTE, +10.3%) and ‘Health and care’ (+6,408 FTE, +10%). The 3 skill families showing the largest decrease in FTE in the same period were ‘Vehicle operation’ (-475 FTE, -12.2%), ‘Material transportation’ (-43 FTE, -1.5%) and ‘Food services’ (-20 FTE, -1.2%).

Figure 4.3: Change in annual FTE by skill family in the government sector, 2018 to 2023

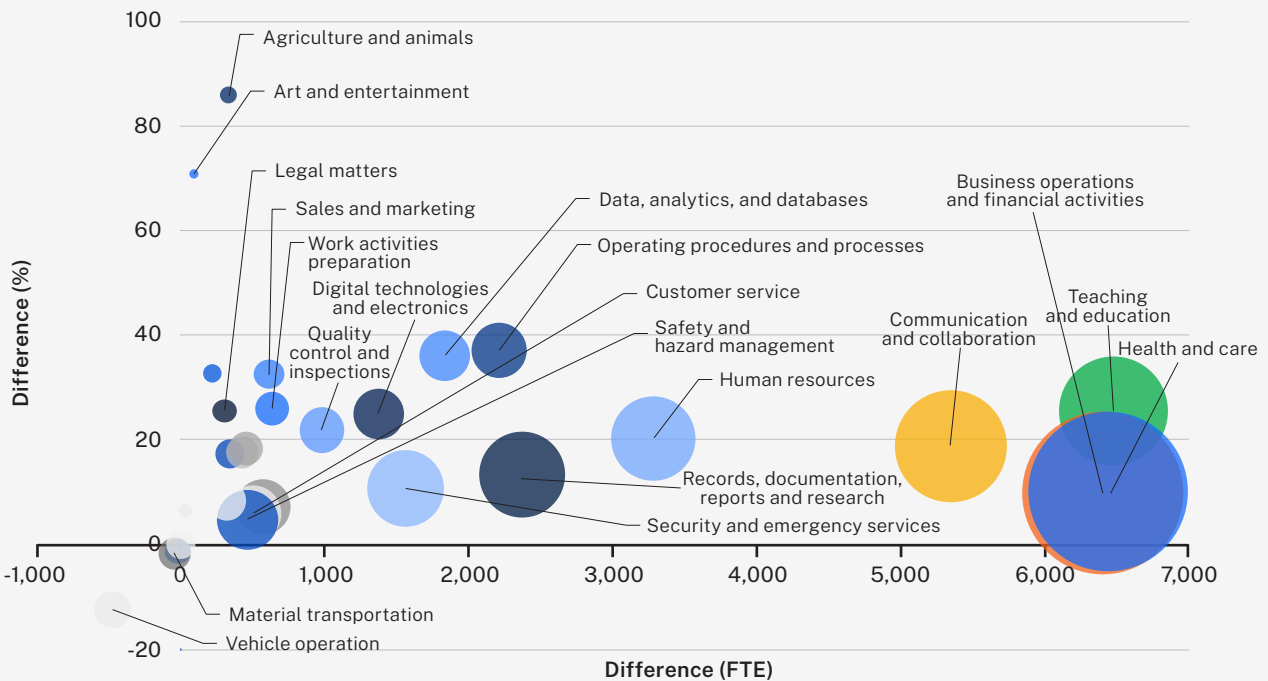


Figure 4.4 shows the trend in skill family growth in the sector from 2014 to 2023. This 10-year skills trend shows similarities with the 5-year timeframe. The largest increases were in the ‘Business operations’ (+9,600 FTE, +43.1%), ‘Teaching and education’ (+8,387 FTE, 13.8%) and ‘Health and care’ (+8,183 FTE, +13.2%) skill families.

Figure 4.4: Government sector skill families, annual FTE, 2014 to 2023

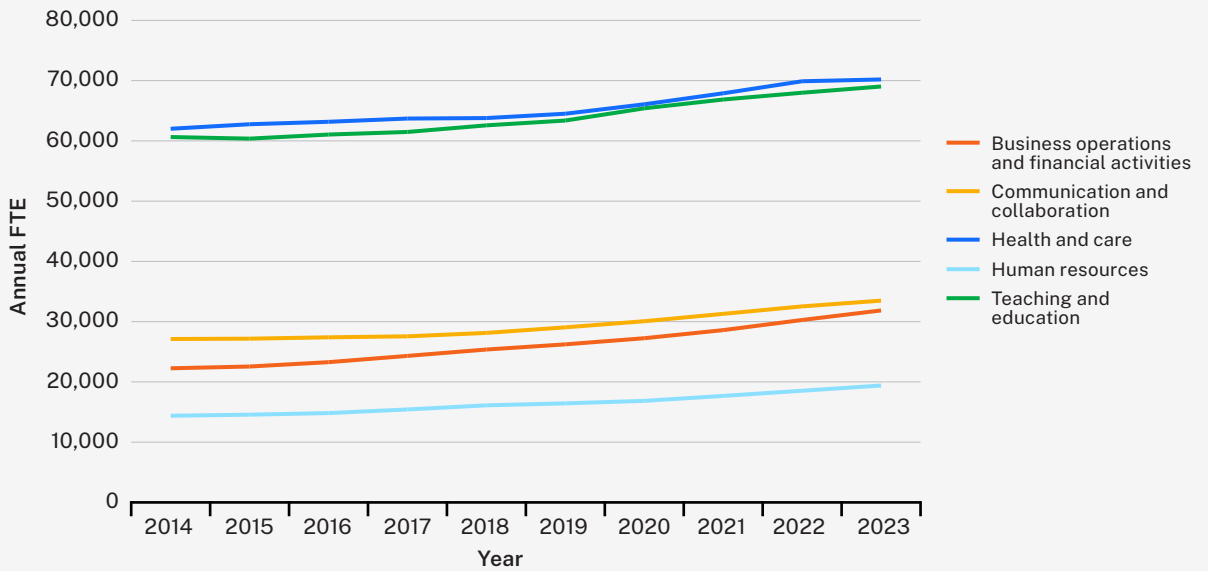
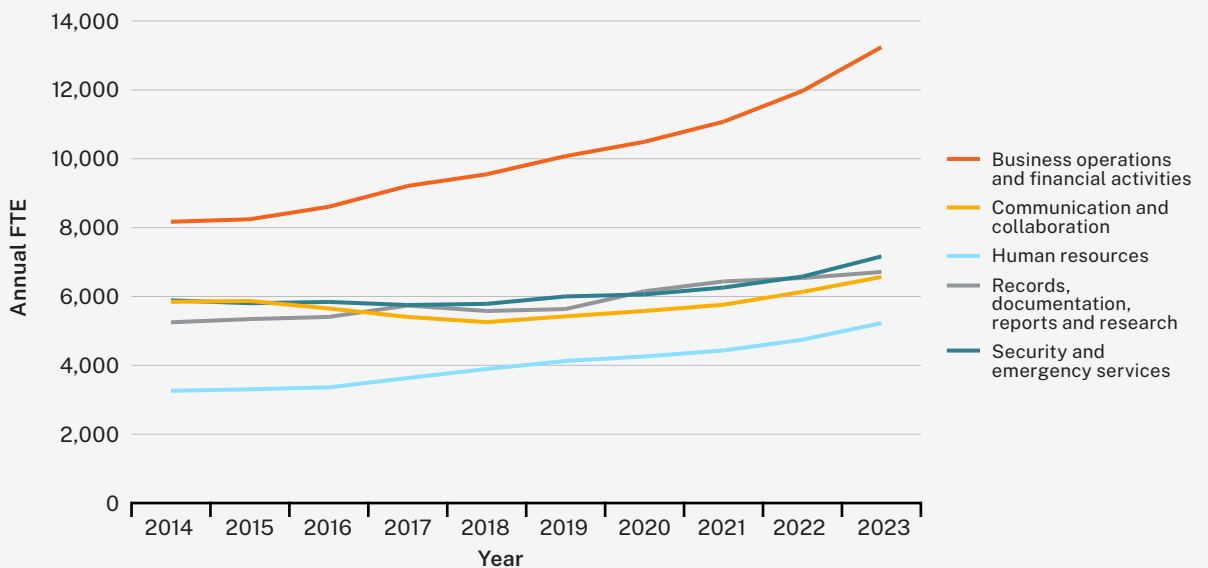


Figure 4.5 shows the skill family trends for the Public Service. The 3 largest absolute increases were in ‘Business operations’ (+5,071 FTE, +62.1%), ‘Human resources’ (+1,965 FTE, +60.3%) and ‘Security and emergency services’ (+1,462 FTE, +27.9%). Fire and Rescue forms part of the Public Service and is contributing to the growth in ‘Security and emergency services’. ‘Business operations and financial activities’ has made a significant contribution to overall growth over 10 years, representing 16% of the growth in the government sector and 25% in the Public Service.

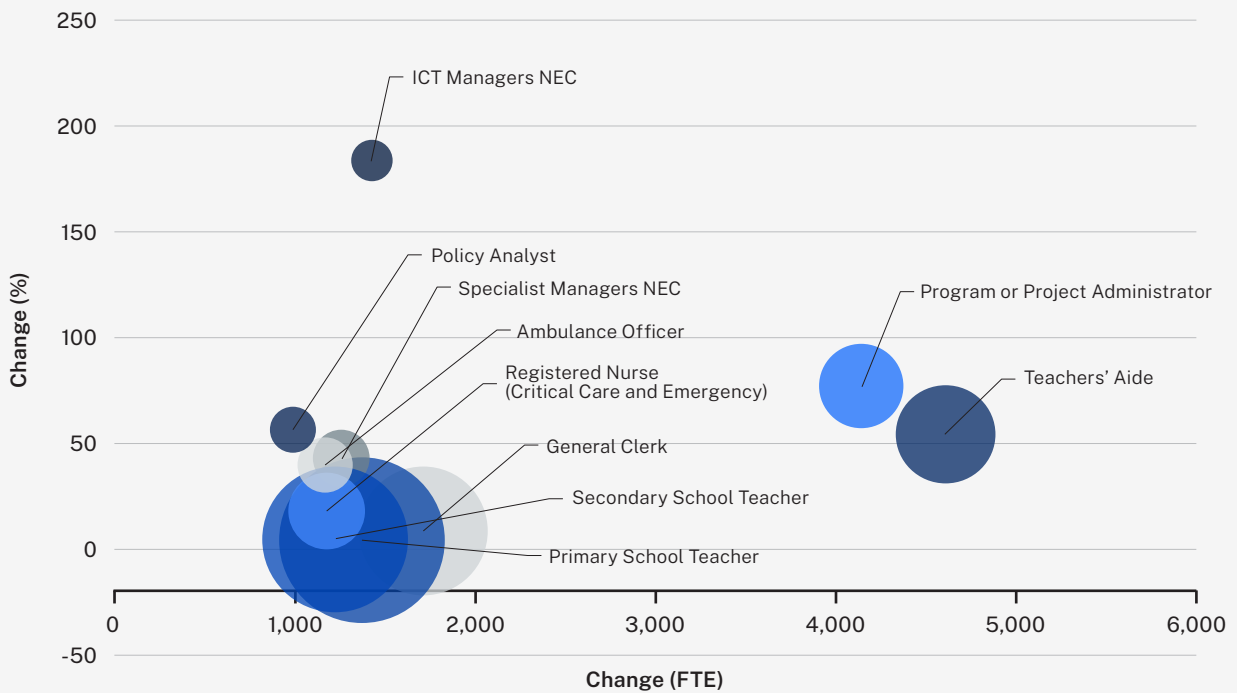
Figure 4.5: Public service skill families, annual FTE, 2014 to 2023



Occupation trends

Figure 4.6 shows the trend in occupations from 2018 to 2023 for the top 10 occupations in 2023. The absolute difference in FTE is shown along the X-axis and the percentage difference along the Y-axis. The size of the node represents the total FTE of the occupation in 2023. The largest increase by FTE was in ‘Teachers’ Aides’ (+4,610 FTE) followed by ‘Program and Project Administrators’ (+4,141 FTE).

Figure 4.6: Top 10 changes in annual FTE of government sector occupations, 2018 to 2023¹



¹ The ‘Special Education Teacher NEC’ occupation is excluded due to data quality issues.

In looking at occupations and the ASC, we can explore the prevalence of each skill family across roles in the sector. **Table 4.1** compares skill families with tasks and shows the number and proportion of occupations with at least one task from a certain family. Employees in more than half of all occupations undertake tasks from all 4 of the following skill families: 'Communication and collaboration' (77.7%), 'Business operations and financial activities' (64.5%), 'Human resources' (63.1%) and 'Records, documentation, reports and research' (60.5%).

Almost two-thirds of roles in the sector involve some aspect of 'Business operations and financial activities'. Additionally, while the proportion of tasks from that skill family has increased over time, this may reflect greater workforce mobility as these tasks form part of many different roles.

Table 4.1: Occupations with one or more tasks from each skill family in the government sector, 2023

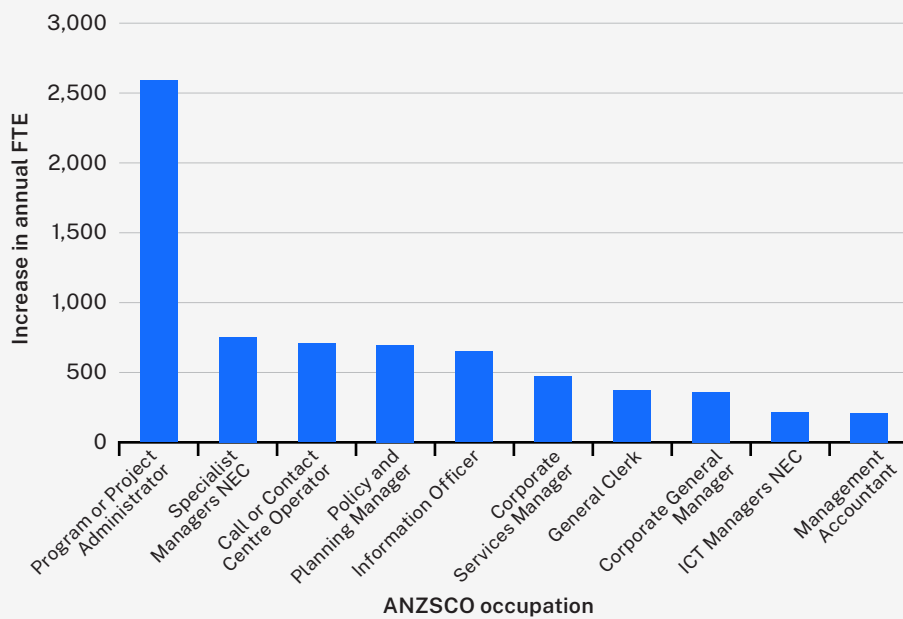
Skill family	Number of occupations	Proportion of occupations (%)
Communication and collaboration	457	77.9
Business operations and financial activities	378	64.4
Human resources	371	63.2
Records, documentation, reports and research	356	61.0
Operating procedures and processes	275	46.9
Data, analytics, and databases	234	39.9
Safety and hazard management	220	37.5
Quality control and inspections	206	35.1
Health and care	190	32.4
Work activities preparation	181	30.8
Customer service	170	29.0
Production processes and machinery	169	28.8
Cleaning and maintenance	162	27.6
Science and mathematics	140	23.9
Digital technologies and electronics	119	20.3
Construction	117	19.9
Security and emergency services	117	19.9
Teaching and education	109	18.6
Sales and marketing	106	18.1
Environmental management	103	17.6
Material transportation	95	16.2
Performance evaluation and efficiency improvement	94	16.0
Vehicle operation	75	12.8
Recreation and sporting events	74	12.6
Art and entertainment	45	7.7
Legal matters	44	7.5
Agriculture and animals	43	7.3
Archiving, recording, and translating	25	4.3
Food services	21	3.6

Note: Based on the count of distinct ANZSCO codes. 'Fashion, grooming, and cosmetics' has been removed as it represented 11 FTE across the sector in 2023.

Specific occupations have caused this increase in the ‘Business operations and financial activities’ skill family. **Figure 4.7** shows that of the top 10 occupations that have contributed to the increase, half are managerial roles: Specialist Managers NEC, Policy and Planning Manager, Corporate Services Manager, ICT Managers NEC, and Corporate General Managers.

When all 5 management occupations are combined, their FTE increase over the past 10 years (+2,397 FTE) is approaching the level of the single largest contributing occupation: ‘Program or Project Administrators’ (+2,591 FTE).

Figure 4.7: Top 10 contributing occupations to increase in ‘Business operations and financial activities’ in the government sector, annual FTE, 2014 to 2023



In the case of Program or Project Administrators, it is difficult to pinpoint the source and reason for this increase. **Figure 4.7** shows the increase from 2014 to 2023 specifically relating to the ‘Business operations and financial activities’ skill family. Table 4.2 shows the total FTE increase in this occupation by service.

All services have seen significant growth in this occupation, with most growing by 200% in 10 years. Interestingly, the Public Service’s growth is only around 100%; however, the Public Service increase is far larger than that of other services (+3,329 FTE).

Tasks performed by this role include ‘developing, reviewing and negotiating variations to contracts, programs, projects or services’; ‘overseeing work by contractors and reporting on variations to work orders’; and ‘collecting and analysing data associated with projects undertaken, and reporting on project outcomes’. Managing outsourced projects could be a major driver of this growth.

Table 4.2: Change in annual FTE of Program and Project Administrators in the government sector by service, 2014 to 2023

Service	2014	2023	Difference	Difference %
NSW Health Service	627	1,701	1,074	171.2
Other Crown services	140	450	310	221.3
Public Service	3,099	6,428	3,329	107.4
Transport Service	292	878	586	200.7

Note: Teaching Service and NSW Police Force excluded as they had <100 FTE in this occupation in 2023.



5 Skill pathways and mobility

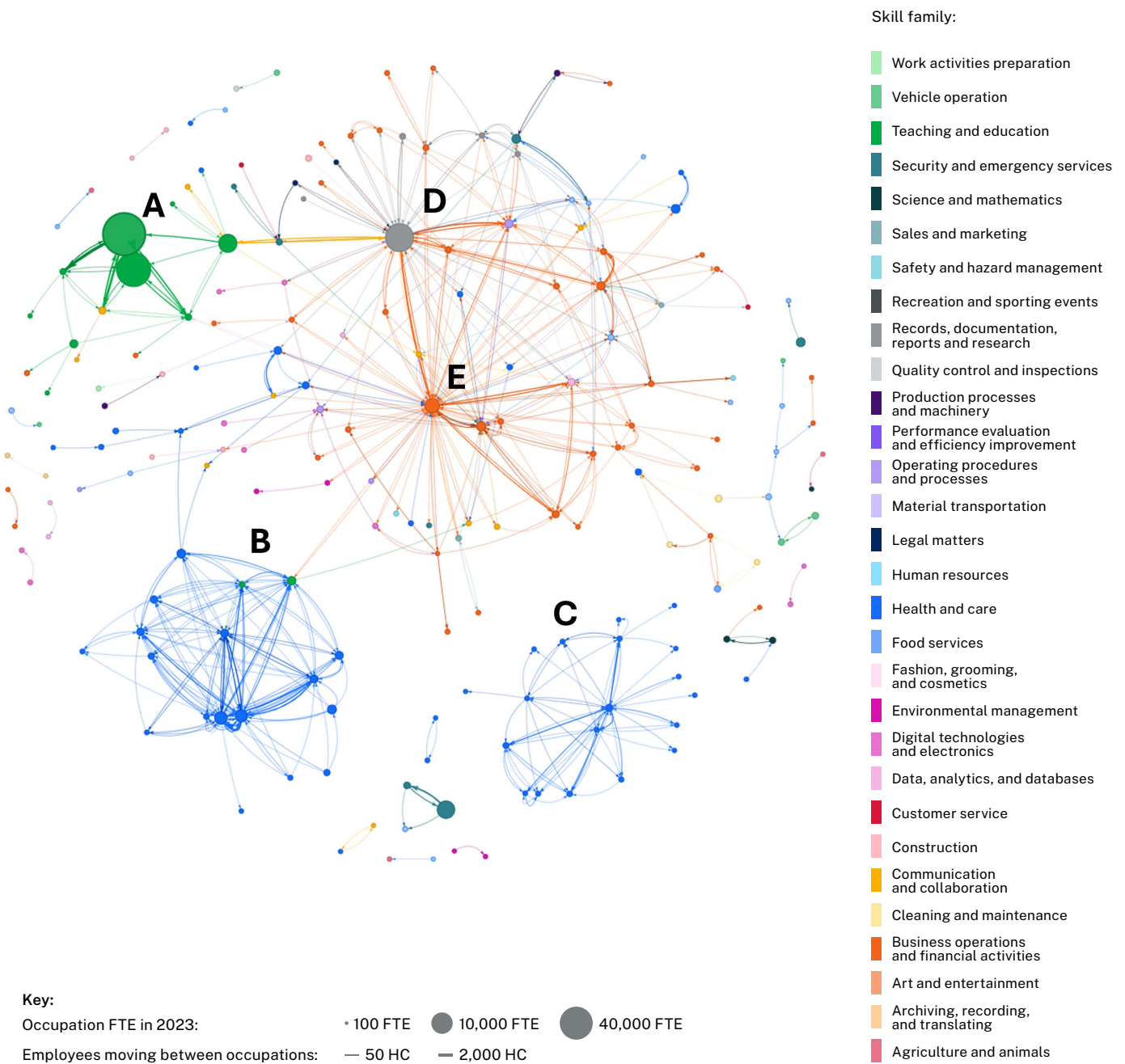
This chapter summarises employee mobility – that is, movement between roles – in the NSW public sector, particularly between and within skill families. It also analyses the mobility of specific occupation groups and prominent skill families across the sector. This chapter focuses on movements of 50 or more employees from one occupation to another over 5 years.



Mobility between occupations

Figure 5.1 is a visualisation of occupations in the sector that were the source or destination of movements of at least 50 employees between 2018 and 2023. In the figure, the nodes are occupations and the lines represent 50 or more employees moving from one occupation to another. The node colour shows the predominant skill family for that occupation, and the line colour represents the largest skill family that 2 occupations have in common. The size of the node represents the size of that occupation in the sector in 2023 by FTE.

Figure 5.1: Total employee movements between different occupations in the public sector, census headcount non-casual, 2018 to 2023



The purpose of this figure is to provide an overall sense of the scale and range of movements between occupations within the sector over the period. As such, the image is intentionally not very granular and does not show details of occupations or movements that are available from drilling further into the data. It highlights that:

- mobility can be analysed in terms of the skill families (and underlying tasks) occupations have in common
- there is substantial variety in the scale and connectedness of occupations in terms of the overall mobility of the workforce.

Five key areas of interest in the graph have been annotated with the letters **A** to **E**:

A – The 2 large green nodes at A represent Primary and Secondary School Teachers, which indicate high mobility between them and other related roles in the **‘Teaching and education’** skill family, such as Education Advisers, Special Education Teachers, Teachers’ Aides and School Principals. School Principals are more defined by the **‘Human Resources’** skill family than **‘Teaching and education’**.

B – This large cluster is primarily made up of different nursing occupations, such as Registered Nurse (Critical Care and Emergency) and Registered Nurse (Medical). The strength of the connections in this community reflects the interconnectedness of the various nursing roles and the opportunities for career mobility within each profession in this large segment of the NSW public sector workforce.

C – Similar to the nursing cluster at B, the other health occupations cluster at C has a noteworthy level of mobility and interconnectedness. It includes specialist roles such as Anaesthetists and Pathologists and broader roles such as Resident Medical Officers and General Medical Practitioners.

B and **C** – These 2 communities predominantly use skills in the **‘Health and care’** skill family. However, there is very little movement between areas B and C, which represent nursing and other health occupations, respectively.

D – The large grey node is General Clerks, the third largest occupation in the sector. There is a lot of mobility between General Clerks and other Clerk occupations, including Admissions Clerk, Law Clerk, Human Resource Clerk, Payroll Clerk and Accounts Clerk. A total of 13,246 General Clerks moved to 309 other occupations over 5 years. Over the same period, 10,536 employees moved from other occupations to become General Clerks. This demonstrates the transferable skills between these roles; however, this should be interpreted with caution given that some employees may have been inaccurately categorised into this occupation.

E – The larger orange node is the Program or Project Administrator occupation. Over 5 years, 5,282 Program or Project Administrators moved to a total of 36 other occupations. Over the same period, 6,646 employees from 40 other occupations became Program or Project Administrators. The prevalence of the **‘Business operations and financial activities’** skill family in the graph reflects movements into and out of the **‘Program or Project Administrator’** and **‘General Clerk’** occupations.

Of total movements of employees to and from a role over the 5-year period, 58.5% were between occupations carrying out tasks from the same primary skill family, the largest of which were 'Health and care' (approximately 21,000 movements, 32%) and 'Teaching and education' (approximately 7,000 movements, 11%).

Table 5.1 shows the occupations with the highest total movements of employees to and from a role over the 5-year period.

Table 5.1: Top 10 occupations for total movements in the public sector, non-casual reference headcount, 2018 to 2023

Occupation	Movement headcount		Top occupations	
	In	Out	From	To
Program or Project Administrator	6,646	5,282	General Clerk (16.5%)	Policy Analyst (12.6%)
Registered Nurse (Critical Care or Emergency)	4,965	3,499	Registered Nurse (Medical) (31.0%)	Registered Nurse (Medical) (17.6%)
General Clerk	4,813	7,397	Teachers' Aide (18.8%)	Program or Project Administrator (14.8%)
Registered Nurse (Medical)	4,179	5,496	Registered Nurse (Surgical) (17.7%)	Registered Nurse (Critical Care and Emergency) (28.0%)
Primary School Teacher	3,601	5,780	Secondary School Teacher (50.9%)	Secondary School Teacher (37.0%)
Secondary School Teacher	3,254	3,190	Primary School Teacher (65.7%)	Primary School Teacher (57.4%)
Nurse Manager	2,934	1,343	Registered Nurse (Critical Care or Emergency) (20.7%)	Registered Nurse (Medical) (17.0%)
Specialist Managers NEC	2,722	1,870	Program or Project Administrator (23.0%)	Program or Project Administrators (23.7%)
Registered Nurse (Mixed Medical/Surgical)	2,446	2,853	Registered Nurse (Medical) (27.4%)	Registered Nurse (Critical Care or Emergency) (22.2%)
Clerical and Administrative Workers NEC*	2,229	2,079	General Clerk (40.2%)	General Clerk (29.5%)

* Clerical and Administrative Workers NEC and General Clerks are very similar, noting this may be due to ANZSCO coding in different agencies.

Table 5.2 shows the movements to teaching and nursing from other roles, and the largest skill family those roles have in common. Apart from their own skill families, the largest for nurses is ‘Human resources’ (with the largest movement to nursing roles being from Human Resource Advisors, with 96 movements) and for teachers it is ‘Business operations and financial activities’ (with the largest movements being from General Clerks, with 296 movements).

Table 5.2: Movements to nursing or teaching professions in the public sector by predominant skill family, non-casual reference headcount, 2018 to 2023

Skill family	Nurses		Teachers	
	Count of movements	Percentage (%)	Count of movements	Percentage (%)
Business operations and financial activities	496	1.9	603	7.0
Communication and collaboration	404	1.6	338	3.9
Health and care	24,249	94.2	242	2.8
Human resources	601	2.3	-	-
Teaching and education	-	-	7,425	86.3

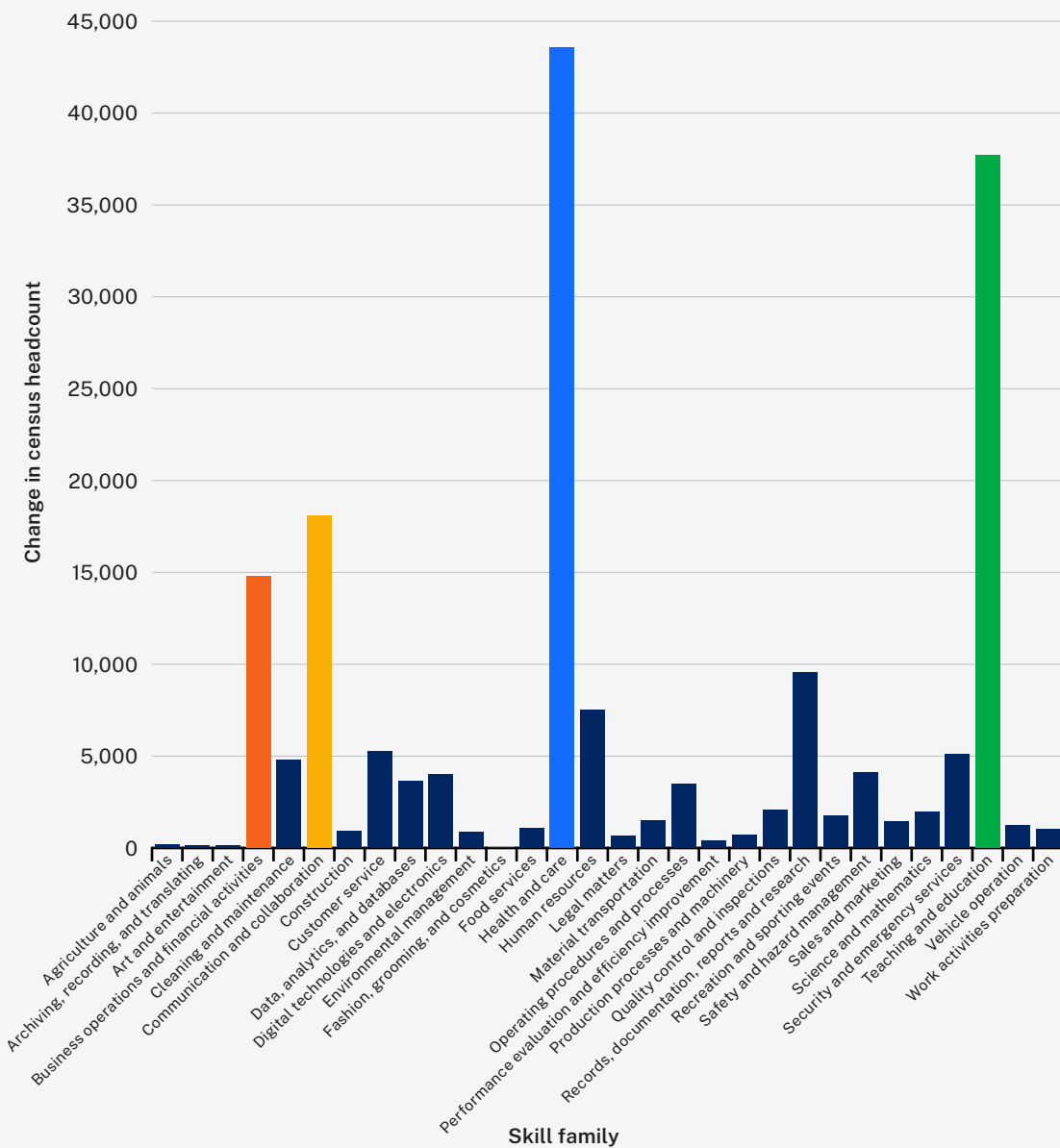
Table 5.3 shows the total number of employees who moved in and out of roles, by primary skill family. The top 4 families are consistent with the theme throughout this report: ‘Health and care’ and ‘Teaching and education’ represent the 2 largest skill families in the sector, and ‘Business operations and financial activities’ and ‘Communication and collaboration’ are the most common across occupations and services. This makes these skill families important enablers of workforce mobility.

Table 5.3: Total movements in the public sector by skill family, non-casual census headcount, 2018 to 2023

Skill family	Out	In
Health and care	27,512	25,008
Business operations and financial activities	12,016	14,458
Teaching and education	11,859	11,117
Human resources	3,087	5,657
Records, documentation, reports and research	7,070	4,743
Security and emergency services	1,863	1,840
Communication and collaboration	964	1,800
Data, analytics, and databases	1,285	1,291
Sales and marketing	856	769
Science and mathematics	582	545
Construction	390	243
Digital technologies and electronics	183	203
Food services	203	187
Environmental management	145	126
Archiving, recording, and translating	84	84
Cleaning and maintenance	172	77
Work activities preparation	-	74
Customer service	61	55
Safety and hazard management	-	55

Skills can be used to highlight priorities and trends in the sector over time. **Figure 5.2** shows the net inflow of skills in the sector based on GEN data, accounting for entries into and exits from the sector. The largest net inflows are ‘Health and care’ and ‘Teaching and education’, followed by ‘Communication and collaboration’ and ‘Business operations and financial activities’. The fifth largest is ‘Records, documentation, reports and research’, followed by ‘Human Resources’, then ‘Security and emergency services’. Notably, all skill families have grown over the past 5 years due to a 15.9% increase in sector size.

Figure 5.2: Total movement of skills based on entries into and exits from the public sector, census headcount non-casual, 2018 to 2023

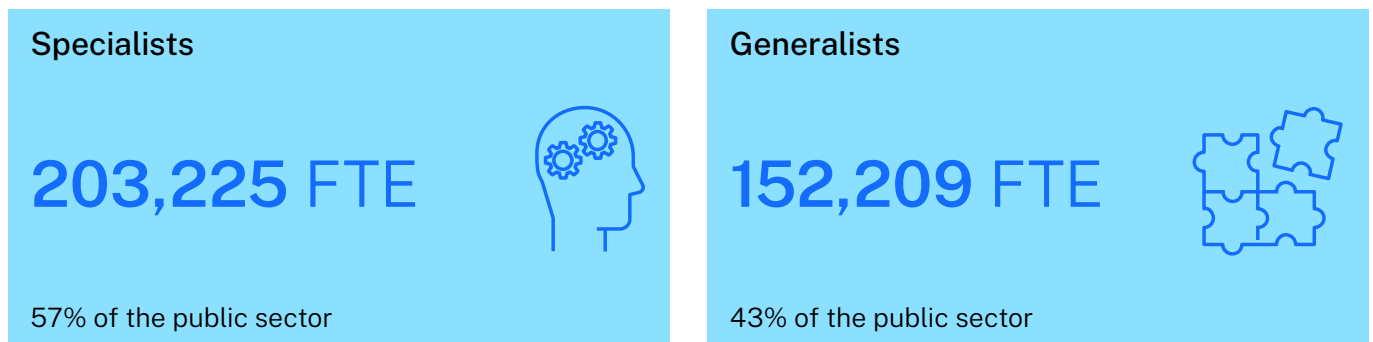


6 Jobs view

This section analyses the types of work and skills in the NSW public sector, including:

- how specialists and generalists are distributed across skill families
- insight into time spent on specialist and generalist tasks
- digital and technical skills.

Specialists and generalists



Public sector roles can be broadly grouped into specialist or generalist categories, depending on the skills required. In this report, we define 'specialists' as employees who spend more than 50% of their time performing tasks relating to a single skill family, and 'generalists' as all other employees.

Approximately 57% of public sector employees are specialists. The proportion of specialists varies across families (see **Table 6.1**).

In 9 skill families, specialists account for more than half of FTE. The most highly specialised family is 'Teaching and education', with 96.1% of work performed by specialists. 'Health and care' (88.1%), 'Recreation and sporting events' (78.4%) and 'Food services' (72.7%) are also highly specialised. Results differ for the 2 large 'support' families in the sector, 'Communication and collaboration' and 'Business operations and financial activities'. While 60.1% of 'Communication and collaboration' work is performed by specialists, 'Business operations and financial activities' is more broadly distributed across the workforce with only 28.8% of this work performed by specialists.

Table 6.1: Specialists and generalists in the public sector by skill family, annual FTE, 2023

Skill family	Generalist	Specialist	Proportion specialist (%)
Teaching and education	2,720	66,353	96.1
Health and care	8,376	61,856	88.1
Recreation and sporting events	631	2,287	78.4
Food services	466	1,243	72.7
Cleaning and maintenance	2,468	5,910	70.5
Agriculture and animals	331	547	62.3
Communication and collaboration	13,705	20,655	60.1
Security and emergency services	7,501	8,562	53.3
Science and mathematics	2,011	2,188	52.1
Archiving, recording, and translating	306	221	41.9
Human resources	12,001	8,071	40.2
Environmental management	2,160	1,015	32.0
Production processes and machinery	2,022	931	31.5
Performance evaluation and efficiency improvement	745	321	30.1
Business operations and financial activities	23,718	9,616	28.8
Safety and hazard management	7,324	2,875	28.2
Construction	1,997	782	28.1
Material transportation	2,304	612	21.0
Data, analytics, and databases	5,753	1,463	20.3
Digital technologies and electronics	5,944	1,483	20.0
Records, documentation, reports and research	17,663	3,045	14.7
Quality control and inspections	5,088	854	14.4
Art and entertainment	203	34	14.3
Sales and marketing	2,263	364	13.9
Vehicle operation	3,308	384	10.4
Operating procedures and processes	7,927	811	9.3
Legal matters	1,521	101	6.2
Work activities preparation	3,181	208	6.2
Customer service	8,571	423	4.7

Note: 'Fashion, grooming and cosmetics' has been excluded as its total FTE is less than 15.

More than 80% of employees performing tasks from the 2 ‘core’ families of ‘Teaching and education’ and ‘Health and care’ are specialists. That is, of all roles with at least one task in either of those families, 80% spend more than half their time on ‘Teaching and education’ or ‘Health and care’ tasks. However, even these specialists use skills from other skill families. **Table 6.2** shows the total FTE by family for specialist roles with their specific specialist family omitted (that is, removing ‘Teaching and education’ from teaching roles and ‘Health and care’ from health roles). Interestingly, ‘Communication and collaboration’ makes up a third (36.3%) of the total non-specialised FTE (and 9.6% of total FTE for specialists when their specialist family is included), followed by ‘Human resources’ and ‘Business operations and financial activities’. This suggests that while the majority of sector employees are specialists and they spend the majority of their time on tasks from their specialised skill family, the ‘support’ families of ‘Communication and collaboration’ and ‘Business operations and financial activities’ are still important to the work they perform.

Table 6.2: Non-specialised FTE of specialists in the public sector by skill family, excluding specialised skill family, 2023

Skill family	Non-specialised FTE	Percentage of non-specialised FTE (%)
Communication and collaboration	19,554	36.3
Human resources	6,642	12.3
Business operations and financial activities	4,340	8.1
Safety and hazard management	2,875	5.3
Health and care	2,723	5.1
Cleaning and maintenance	2,683	5.0
Records, documentation, reports and research	2,444	4.5
Recreation and sporting events	2,287	4.2
Science and mathematics	1,902	3.5
Data, analytics, and databases	1,463	2.7
Security and emergency services	1,044	1.9
Production processes and machinery	916	1.7
Quality control and inspections	854	1.6
Operating procedures and processes	811	1.5
Material transportation	530	1.0
Sales and marketing	358	0.7
Customer service	370	0.7
Teaching and education	356	0.7
Vehicle operation	383	0.7
Performance evaluation and efficiency improvement	321	0.6
Digital technologies and electronics	258	0.5
Work activities preparation	208	0.4
Agriculture and animals	179	0.3
Environmental management	143	0.3
Construction	88	0.2
Legal matters	101	0.2
Archiving, recording, and translating	21	0
Food services	8	0
Fashion, grooming, and cosmetics	5	0
Art and entertainment	5	0

Digital skills

Digital skills are critical, and initiatives across the sector are focused on understanding how government can attract and retain employees with these skills. The workforce skills dataset can provide a whole-of-sector view of the government workforce in 2 skill families: ‘Digital technologies and electronics’ (7,427 FTE, 2.1% of the public sector), and ‘Data, analytics, and databases’ (7,216 FTE, 2% of the public sector).

Table 6.3 shows that only 20% of roles in both these families are specialists. The majority of this, however, is made up of roles that specialise in families other than ‘Digital technologies and electronics’ or ‘Data, analytics, and databases’. Only 7 roles in the sector are considered ‘specialists’ who specialise in digital technologies: Computer Network and Systems Engineer, Cyber Security Engineer, Developer Programmer, ICT Support Engineer, Network Administrator, Software Engineer and Systems Administrator.

It is important to note that the ‘Data, analytics, and databases’ family is quite diverse, with tasks such as ‘conduct market research’, ‘create a data warehouse’, and ‘advise others on matters of historical, cultural, or aesthetic significance’. This may explain the spread of this skill family across the sector as well as the lack of specialists in this family as, for example, 45% of Policy Analysts’ time is spent on tasks from this family.

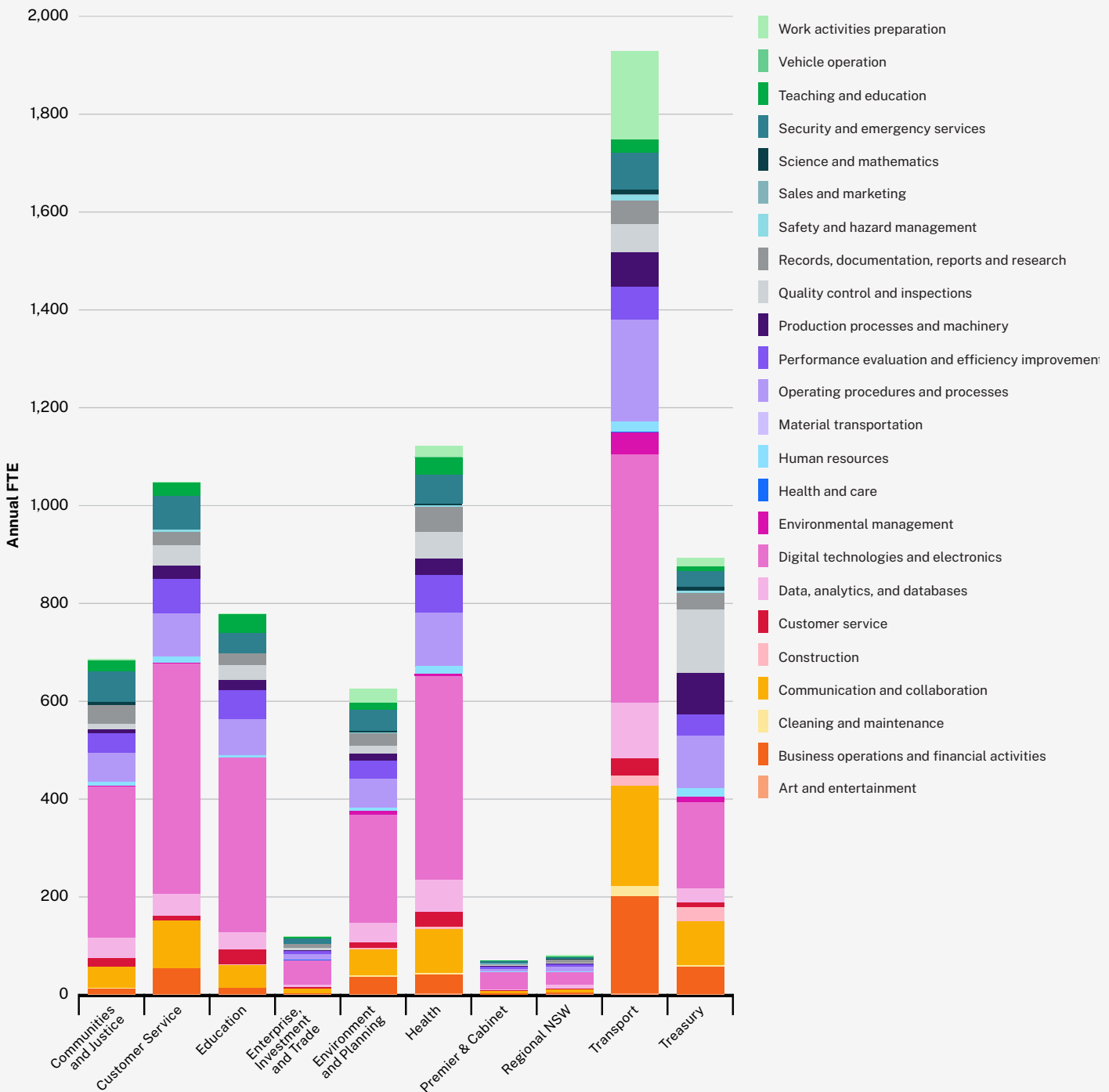
Table 6.3: Public sector digital generalists and specialists, annual FTE, 2023

Skill family	Generalist	Specialist	Proportion of specialists (%)
Data, analytics, and databases	5,753	1,463	20.3
Digital technologies and electronics	5,944	1,483	20.0



There has been in-depth research into this area of the government workforce. The [‘NSW Digital Skills and Workforce Compact 2023-30’](#) is a NSW Government initiative designed to attract and retain digital skills in the sector, referencing Accenture’s [2023 ICT Industry Landscape report](#). In this report, Accenture identifies specific ANZSCO codes that are in scope, grouping ICT roles into ‘Technical’ and ‘Non-Technical’. **Figure 6.1** shows the total FTE that are ‘Technical’ roles in each skill family, by portfolio. The largest concentration of these roles is in the Transport portfolio, with almost 2,000 FTE, followed by the Health and Customer Service portfolios, each with just over 1,000 FTE. This aligns closely with the types of services delivered by these portfolios and shows that highly specialised technical roles exist predominantly within these 3 portfolios.

Figure 6.1: Technical roles across the public sector by portfolio and skill family, annual FTE, 2023



7 Automatability

This section provides insight into automatability in the NSW public sector in 2023. It includes:

- a summary of role automatability across the sector
- an overview of the relationship between skill families and automatability
- analysis of roles with high automatability.

Automatability

It is important to emphasise that the focus of this report is on ‘augmentation’ rather than ‘automation’. Automation refers to the use of technology to perform tasks with reduced human assistance whereas augmentation refers to increasing the capacity for non-automatable tasks. Automatability data is provided by JSA at a specialised task level (see ‘Automatability’ in the ASC Classification section of the glossary for more detail on methodology). This allows consideration of individual tasks that can be automated or rolled up into an overall automatability score for an occupation.

Figure 7.1 shows the distribution of sector FTE based on the proportion of each role that is highly automatable. Approximately 59.8% of the sector (or 212,356 FTE) are in roles in which between 0% and 10% of time is spent performing highly automatable tasks. A further 12.8% (45,589 FTE) spend 10% to <20% of their time performing highly automatable tasks. Notably, the next largest group (7.8% of the sector, 27,790 FTE) spend between 80% and 90% of their time on highly automatable tasks. Furthermore, 80% of this group’s total FTE (22,500 of 27,790) are ‘General Clerks’, who predominantly work in school administration.

Figure 7.1: Proportion of public sector roles that are highly automatable, annual FTE, 2023

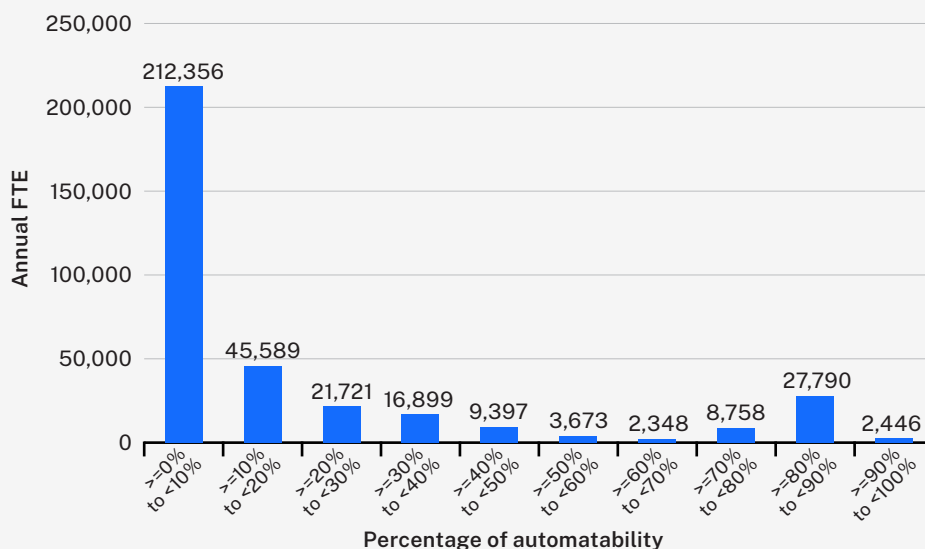


Table 7.1 shows the occupations with the highest total hours spent performing highly automatable tasks. A total of 19,167 FTE General Clerks performed highly automatable tasks, primarily in school administration. Primary and Secondary School Teachers are on the list predominantly due to the large number of sector employees who work in these occupations, but this also reflects the opportunity for augmentation as automating these components of teachers' roles would free up more time for non-automatable tasks.

Table 7.1: Occupations with the highest total FTE automatable, annual FTE, 2023

Occupation	FTE highly automatable	Total FTE	%
General Clerk	19,167	22,554	85.0
Call or Contact Centre Operator	2,922	3,803	76.8
Primary School Teacher	2,124	36,332	5.8
Program or Project Administrator	1,916	9,728	19.7
Information Officer	1,521	1,748	87.0
Mobile Plant Operators NEC	1,427	1,788	79.9
Accounts Clerk	1,340	1,559	85.9
Secondary School Teacher	1,282	28,196	4.5
Admissions Clerk	1,089	1,519	71.7
Personal Assistant	1,028	1,818	56.6



Highly automatable tasks are not evenly distributed across all skill families. **Table 7.2** shows the breakdown of highly automatable tasks as a proportion of total tasks for each skill family. More than half of the tasks in the top 3 families are highly automatable. It is important to note that this is not necessarily a reflection of time spent on these tasks, but rather the number of actual tasks. The top 3 skill families account for around 10,000 total FTE in the sector (3,389 in 'Work activities preparation', 2,954 in 'Production processes and machinery' and 2,915 in 'Material transportation').

Table 7.2: Proportion of tasks in the public sector that are highly automatable by skill family, 2023

Skill family	Highly automatable tasks	Total tasks	Automatable (%)
Material transportation	30	45	66.8
Work activities preparation	26	46	56.5
Production processes and machinery	70	138	50.7
Cleaning and maintenance	18	40	45.0
Quality control and inspections	27	61	44.3
Customer service	16	37	43.2
Construction	40	103	38.8
Agriculture and animals	24	67	35.8
Records, documentation, reports and research	20	58	34.5
Business operations and financial activities	38	117	32.5
Science and mathematics	18	57	31.6
Archiving, recording, and translating	2	7	28.6
Fashion, grooming, and cosmetics	4	15	26.7
Sales and marketing	6	29	20.7
Vehicle operation	6	29	20.7
Operating procedures and processes	13	68	19.1
Art and entertainment	5	27	18.5
Data, analytics, and databases	8	46	17.4
Digital technologies and electronics	10	61	16.4
Communication and collaboration	16	107	15.0
Health and care	17	145	11.7
Legal matters	1	9	11.1
Food services	3	31	9.7
Safety and hazard management	3	41	7.3
Human resources	4	59	6.8
Performance evaluation and efficiency improvement	1	16	6.3
Recreation and sporting events	1	16	6.3
Security and emergency services	3	69	4.4
Teaching and education	2	58	3.5
Environmental management	1	50	2.0

8

Data sources, glossaries and appendix

Data sources and notes

Methodology

Workforce Profile data has been linked to the ASC using ANZSCO codes. The ASC is current as at December 2023 and does not incorporate changes to ANZSCO definitions over time. Where a role does not exist in the ASC at the 6-digit ANZSCO level (or has been included in the ASC as a specialisation without a time component), it has been matched at the 4-digit level. Note that 13,529 FTE (3.7% of the public sector) has been excluded from this profile as they cannot be mapped to the ASC, at either the 4-digit or 6-digit ANZSCO level.

The automatability scores presented in this report are indicative and conservative. The scores were generated by JSA in November 2022 based on research published in 2019. As a result, the growth in quality and accessibility of large language models over the past 5 years has not been reflected in the automatability scores. See the 'Automatability' entry in the Australian Skills Classification glossary for more information.

Australian Skills Classification glossary

Term	Source	Description
ANZSCO	ASC	Australian and New Zealand Standard Classification of Occupations (ANZSCO) produced by the Australian Bureau of Statistics. All Australian Skills Classification profiles are based on an ANZSCO occupation and ANZSCO code.
Australian Skills Classification (ASC)	ASC	The Australian Skills Classification (the Classification) sets out the key core competencies, specialist tasks and technology tools required for occupations in Australia. The Classification offers a common language of skills, enabling stakeholders to identify and articulate skills using a comprehensive and universal taxonomy.
Automatability	ASC	The methodology used by JSA to measure the automatability of ASC specialist tasks is based on the Work Task Automatability Model developed by Duckworth et al., described in 'Inferring Work Task Automatability from AI Expert Evidence' (2019). The estimated automatability score is between 1 and 4 (1 = not at all automatable, 2 = mostly not automatable, 3 = mostly automatable, 4 = completely automatable). The Work Task Automatability model used a probabilistic machine learning model to estimate the automatability score for over 10,000 detailed work activities (DWAs) specified by O*NET. From this dataset, automatability scores of O*NET DWAs were used to derive the automatability scores of specialist tasks for each occupation in the ASC using a data match of their equivalent pairs. For the latest update, JSA applied machine learning and natural language processing to estimate the scores of ASC specialist tasks that did not have an equivalent pairing to O*NET DWAs. The estimated automatability scores are probabilistic and indicate the overall likelihood of a skill being automated. Therefore, caution must be used when applying the estimated automatability scores for occupational and labour market analysis. For the purposes of this report, low, medium and high automatability refer to tasks/families/occupations whose average automatability is between 1 and 2, between 2 and 3, and between 3 and 4, respectively. Where there are multiple automatability scores for a particular task, the higher score is used.

Term	Source	Description
Skill families	ASC	Groupings of similar skill clusters.
Core competency	ASC	Core competencies are common to all jobs. Currently there are different terms for core competencies, including employability skills, foundational skills and transferable skills. Our classification identifies 10 core competencies common to every occupation in Australia. These core competencies align to the definitions of foundation skills typically used in the Australian VET system, specifically the Employability Skills Framework developed by the Australian Skills Quality Authority, with minor differences recommended by education system experts.
Core competency descriptions and values	ASC	Different occupations can require different levels of core competencies. The Classification provides a consistent language and a way to compare the level of competency rather than proxies like education levels or occupation classifications. The Classification uses a 10-point scale to describe the complexity of each core competency for each occupation. Anchor values show the importance of each competency to the occupation, and the definition gives context to the number value relative to the other values. These definitions are general and not specific to occupations.
NEC occupation	ASC	NEC is an acronym for 'Not elsewhere classified'. NEC occupation groups are groupings of small occupations that are not captured in another part of ANZSCO. They share a similar skill level, and sometimes a similar skill set. For example, the NEC occupation group 139999 Specialist Managers NEC contains 7 occupations – Airport Manager, Ambassador, Ambulance Services Manager, Archbishop, Bishop, Harbour Master and Security Manager (Non-ICT). Skills data for NEC occupations is not as comprehensive as for other profiles. It includes specialist tasks and technology tools, but not core competencies or the time that is generally spent by the occupation on each specialist task.
Skill clusters	ASC	Skill clusters show clusters of similar specialist tasks. These tasks are broadly transferable – if you can do one task in the cluster, you can likely do the others. While these tasks are broadly transferable, this should not be taken as a measure of overall similarity or direct transferability between the occupations that utilise these skills.
Specialist task	ASC	Specialist tasks describe day-to-day work within an occupation. While specialist tasks can be transferable across occupations and sectors, unlike core competencies they are not universal. Specialist tasks are useful for differentiating occupations. The Classification can show where another occupation utilises the same specialist task; however, this should not be taken as a measure of overall similarity or direct transferability between those roles.

Workforce Profile glossary

Term	Source	Description
Annual FTE	WFP	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.
Full-time equivalent (FTE) workforce	WFP	<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, 2 employees who work half the standard number of full-time hours will together count 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>
Government sector	WFP	The government sector, as defined by the <i>Government Sector Employment Act 2013 (NSW)</i> , includes the Public Service, the Teaching Service, the NSW Health Service, the Transport Service, the NSW Police Force, and other Crown services.
Non-casual employees	WFP	All persons engaged to work in a NSW Government agency and paid through the agency's payroll system, excluding employees working for an hourly rate (casual, sessional, seasonal and retained staff).
NSW Health Service	WFP	The NSW Health Service consists of those persons who are employed under Chapter 9 Part 1 of the <i>Health Services Act 1997 (NSW)</i> by the NSW Government in the service of the Crown.
NSW Police Force	WFP	The NSW Police Force comprises the Police Commissioner, NSW Police Force senior executives, and all other police officers or non-executive administrative employees employed under the <i>Police Act 1990 (NSW)</i> .
Other Crown services	WFP	Other NSW government sector entities that do not fall into one of the other listed services of the government sector.
Public sector	WFP	The public sector comprises the government sector and other government agencies, including the Independent Commission Against Corruption, the Audit Office of New South Wales, the Parliament of NSW, the Judicial Commission, and State owned corporations such as water and energy companies.
Public Service	WFP	The Public Service includes those employed under Part 4 of the <i>Government Sector Employment Act 2013 (NSW)</i> in the service of the Crown.
State owned corporations	WFP	A company for the time being specified in Schedule 1 or a corporation for the time being specified in Schedule 5 of the <i>State Owned Corporations Act 1989 (NSW)</i> .
Teaching Service	WFP	The Teaching Service consists of those persons who are for the time being employed under Part 4, Division 2 of the <i>Teaching Service Act 1980 (NSW)</i> , or who are otherwise employed in the Teaching Service.
Transport Service	WFP	The Transport Service consists of those persons employed under Part 7A of the <i>Transport Administration Act 1988 (NSW)</i> , by the NSW Government in the service of the Crown. Persons employed in the Transport Service are not employed in the NSW Public Service.

Appendix

Table 1: FTE by portfolio and skill family, 2023

Portfolio	Skill family	FTE
Communities and Justice	Agriculture and animals	67
Communities and Justice	Archiving, recording, and translating	90
Communities and Justice	Art and entertainment	45
Communities and Justice	Business operations and financial activities	4,485
Communities and Justice	Cleaning and maintenance	265
Communities and Justice	Communication and collaboration	4,625
Communities and Justice	Construction	9
Communities and Justice	Customer service	1,423
Communities and Justice	Data, analytics, and databases	613
Communities and Justice	Digital technologies and electronics	927
Communities and Justice	Environmental management	652
Communities and Justice	Fashion, grooming, and cosmetics	0
Communities and Justice	Food services	236
Communities and Justice	Health and care	3,485
Communities and Justice	Human resources	1,998
Communities and Justice	Legal matters	957
Communities and Justice	Material transportation	253
Communities and Justice	Operating procedures and processes	1,873
Communities and Justice	Performance evaluation and efficiency improvement	95
Communities and Justice	Production processes and machinery	663
Communities and Justice	Quality control and inspections	826
Communities and Justice	Records, documentation, reports and research	4,963
Communities and Justice	Recreation and sporting events	426
Communities and Justice	Safety and hazard management	4,445
Communities and Justice	Sales and marketing	439
Communities and Justice	Science and mathematics	26
Communities and Justice	Security and emergency services	12,850
Communities and Justice	Teaching and education	530
Communities and Justice	Vehicle operation	886
Communities and Justice	Work activities preparation	586
Customer Service	Archiving, recording, and translating	0
Customer Service	Art and entertainment	34
Customer Service	Business operations and financial activities	2,750
Customer Service	Cleaning and maintenance	55
Customer Service	Communication and collaboration	752
Customer Service	Construction	12
Customer Service	Customer service	1,039
Customer Service	Data, analytics, and databases	488
Customer Service	Digital technologies and electronics	643

Portfolio	Skill family	FTE
Customer Service	Environmental management	8
Customer Service	Food services	0
Customer Service	Health and care	18
Customer Service	Human resources	771
Customer Service	Legal matters	93
Customer Service	Material transportation	114
Customer Service	Operating procedures and processes	539
Customer Service	Performance evaluation and efficiency improvement	107
Customer Service	Production processes and machinery	57
Customer Service	Quality control and inspections	277
Customer Service	Records, documentation, reports and research	996
Customer Service	Recreation and sporting events	12
Customer Service	Safety and hazard management	233
Customer Service	Sales and marketing	685
Customer Service	Science and mathematics	95
Customer Service	Security and emergency services	312
Customer Service	Teaching and education	86
Customer Service	Vehicle operation	0
Customer Service	Work activities preparation	145
Education	Agriculture and animals	153
Education	Archiving, recording, and translating	135
Education	Art and entertainment	20
Education	Business operations and financial activities	6,019
Education	Cleaning and maintenance	1,199
Education	Communication and collaboration	14,012
Education	Construction	529
Education	Customer service	2,640
Education	Data, analytics, and databases	1,353
Education	Digital technologies and electronics	1,912
Education	Environmental management	26
Education	Fashion, grooming, and cosmetics	2
Education	Food services	81
Education	Health and care	2,694
Education	Human resources	4,068
Education	Legal matters	142
Education	Material transportation	776
Education	Operating procedures and processes	854
Education	Performance evaluation and efficiency improvement	86
Education	Production processes and machinery	201
Education	Quality control and inspections	712
Education	Records, documentation, reports and research	5,311
Education	Recreation and sporting events	2,041
Education	Safety and hazard management	557

Portfolio	Skill family	FTE
Education	Sales and marketing	304
Education	Science and mathematics	22
Education	Security and emergency services	140
Education	Teaching and education	66,628
Education	Vehicle operation	268
Education	Work activities preparation	208
Enterprise, Investment and Trade	Agriculture and animals	9
Enterprise, Investment and Trade	Archiving, recording, and translating	84
Enterprise, Investment and Trade	Art and entertainment	41
Enterprise, Investment and Trade	Business operations and financial activities	641
Enterprise, Investment and Trade	Cleaning and maintenance	29
Enterprise, Investment and Trade	Communication and collaboration	234
Enterprise, Investment and Trade	Construction	50
Enterprise, Investment and Trade	Customer service	151
Enterprise, Investment and Trade	Data, analytics, and databases	229
Enterprise, Investment and Trade	Digital technologies and electronics	95
Enterprise, Investment and Trade	Environmental management	15
Enterprise, Investment and Trade	Fashion, grooming, and cosmetics	0
Enterprise, Investment and Trade	Health and care	24
Enterprise, Investment and Trade	Human resources	273
Enterprise, Investment and Trade	Legal matters	12
Enterprise, Investment and Trade	Material transportation	33
Enterprise, Investment and Trade	Operating procedures and processes	147
Enterprise, Investment and Trade	Performance evaluation and efficiency improvement	21
Enterprise, Investment and Trade	Production processes and machinery	19
Enterprise, Investment and Trade	Quality control and inspections	75
Enterprise, Investment and Trade	Records, documentation, reports and research	319
Enterprise, Investment and Trade	Recreation and sporting events	46
Enterprise, Investment and Trade	Safety and hazard management	57
Enterprise, Investment and Trade	Sales and marketing	97
Enterprise, Investment and Trade	Science and mathematics	26
Enterprise, Investment and Trade	Security and emergency services	99
Enterprise, Investment and Trade	Teaching and education	84
Enterprise, Investment and Trade	Vehicle operation	14
Enterprise, Investment and Trade	Work activities preparation	70
Environment and Planning	Agriculture and animals	170
Environment and Planning	Archiving, recording, and translating	9
Environment and Planning	Art and entertainment	19
Environment and Planning	Business operations and financial activities	2,831
Environment and Planning	Cleaning and maintenance	248
Environment and Planning	Communication and collaboration	1,114
Environment and Planning	Construction	288
Environment and Planning	Customer service	409

Portfolio	Skill family	FTE
Environment and Planning	Data, analytics, and databases	764
Environment and Planning	Digital technologies and electronics	419
Environment and Planning	Environmental management	854
Environment and Planning	Fashion, grooming, and cosmetics	0
Environment and Planning	Food services	18
Environment and Planning	Health and care	48
Environment and Planning	Human resources	1,231
Environment and Planning	Legal matters	102
Environment and Planning	Material transportation	72
Environment and Planning	Operating procedures and processes	839
Environment and Planning	Performance evaluation and efficiency improvement	163
Environment and Planning	Production processes and machinery	263
Environment and Planning	Quality control and inspections	441
Environment and Planning	Records, documentation, reports and research	945
Environment and Planning	Recreation and sporting events	44
Environment and Planning	Safety and hazard management	295
Environment and Planning	Sales and marketing	221
Environment and Planning	Science and mathematics	213
Environment and Planning	Security and emergency services	216
Environment and Planning	Teaching and education	81
Environment and Planning	Vehicle operation	39
Environment and Planning	Work activities preparation	410
Health	Agriculture and animals	63
Health	Archiving, recording, and translating	184
Health	Art and entertainment	13
Health	Business operations and financial activities	10,116
Health	Cleaning and maintenance	5,711
Health	Communication and collaboration	10,655
Health	Construction	226
Health	Customer service	2,369
Health	Data, analytics, and databases	1,887
Health	Digital technologies and electronics	1,749
Health	Environmental management	181
Health	Fashion, grooming, and cosmetics	5
Health	Food services	1,347
Health	Health and care	63,695
Health	Human resources	8,506
Health	Legal matters	158
Health	Material transportation	1,127
Health	Operating procedures and processes	1,943
Health	Performance evaluation and efficiency improvement	216
Health	Production processes and machinery	495
Health	Quality control and inspections	1,331

Portfolio	Skill family	FTE
Health	Records, documentation, reports and research	5,559
Health	Recreation and sporting events	289
Health	Safety and hazard management	3,034
Health	Sales and marketing	364
Health	Science and mathematics	2,996
Health	Security and emergency services	1,808
Health	Teaching and education	1,448
Health	Vehicle operation	432
Health	Work activities preparation	807
Premier & Cabinet	Agriculture and animals	0
Premier & Cabinet	Archiving, recording, and translating	1
Premier & Cabinet	Art and entertainment	4
Premier & Cabinet	Business operations and financial activities	437
Premier & Cabinet	Cleaning and maintenance	18
Premier & Cabinet	Communication and collaboration	127
Premier & Cabinet	Construction	0
Premier & Cabinet	Customer service	45
Premier & Cabinet	Data, analytics, and databases	181
Premier & Cabinet	Digital technologies and electronics	59
Premier & Cabinet	Environmental management	3
Premier & Cabinet	Food services	0
Premier & Cabinet	Health and care	4
Premier & Cabinet	Human resources	171
Premier & Cabinet	Legal matters	18
Premier & Cabinet	Material transportation	12
Premier & Cabinet	Operating procedures and processes	83
Premier & Cabinet	Performance evaluation and efficiency improvement	9
Premier & Cabinet	Production processes and machinery	3
Premier & Cabinet	Quality control and inspections	30
Premier & Cabinet	Records, documentation, reports and research	145
Premier & Cabinet	Recreation and sporting events	3
Premier & Cabinet	Safety and hazard management	60
Premier & Cabinet	Sales and marketing	13
Premier & Cabinet	Science and mathematics	9
Premier & Cabinet	Security and emergency services	92
Premier & Cabinet	Teaching and education	9
Premier & Cabinet	Vehicle operation	21
Premier & Cabinet	Work activities preparation	32
Regional NSW	Agriculture and animals	324
Regional NSW	Archiving, recording, and translating	0
Regional NSW	Art and entertainment	5
Regional NSW	Business operations and financial activities	928
Regional NSW	Cleaning and maintenance	110

Portfolio	Skill family	FTE
Regional NSW	Communication and collaboration	355
Regional NSW	Construction	89
Regional NSW	Customer service	109
Regional NSW	Data, analytics, and databases	303
Regional NSW	Digital technologies and electronics	89
Regional NSW	Environmental management	588
Regional NSW	Food services	14
Regional NSW	Health and care	66
Regional NSW	Human resources	324
Regional NSW	Legal matters	24
Regional NSW	Material transportation	67
Regional NSW	Operating procedures and processes	280
Regional NSW	Performance evaluation and efficiency improvement	53
Regional NSW	Production processes and machinery	25
Regional NSW	Quality control and inspections	203
Regional NSW	Records, documentation, reports and research	316
Regional NSW	Recreation and sporting events	8
Regional NSW	Safety and hazard management	109
Regional NSW	Sales and marketing	53
Regional NSW	Science and mathematics	336
Regional NSW	Security and emergency services	57
Regional NSW	Teaching and education	32
Regional NSW	Vehicle operation	13
Regional NSW	Work activities preparation	111
Transport	Agriculture and animals	70
Transport	Archiving, recording, and translating	13
Transport	Art and entertainment	48
Transport	Business operations and financial activities	3,776
Transport	Cleaning and maintenance	684
Transport	Communication and collaboration	1,872
Transport	Construction	1,369
Transport	Customer service	593
Transport	Data, analytics, and databases	945
Transport	Digital technologies and electronics	1,029
Transport	Environmental management	773
Transport	Fashion, grooming, and cosmetics	4
Transport	Food services	0
Transport	Health and care	123
Transport	Human resources	2,139
Transport	Legal matters	72
Transport	Material transportation	402
Transport	Operating procedures and processes	1,791
Transport	Performance evaluation and efficiency improvement	237

Portfolio	Skill family	FTE
Transport	Production processes and machinery	885
Transport	Quality control and inspections	1,685
Transport	Records, documentation, reports and research	1,601
Transport	Recreation and sporting events	42
Transport	Safety and hazard management	1,101
Transport	Sales and marketing	358
Transport	Science and mathematics	411
Transport	Security and emergency services	410
Transport	Teaching and education	127
Transport	Vehicle operation	1,800
Transport	Work activities preparation	838
Treasury	Agriculture and animals	20
Treasury	Archiving, recording, and translating	6
Treasury	Art and entertainment	7
Treasury	Business operations and financial activities	1,278
Treasury	Cleaning and maintenance	46
Treasury	Communication and collaboration	582
Treasury	Construction	207
Treasury	Customer service	199
Treasury	Data, analytics, and databases	431
Treasury	Digital technologies and electronics	471
Treasury	Environmental management	75
Treasury	Food services	1
Treasury	Health and care	75
Treasury	Human resources	564
Treasury	Legal matters	38
Treasury	Material transportation	56
Treasury	Operating procedures and processes	374
Treasury	Performance evaluation and efficiency improvement	76
Treasury	Production processes and machinery	340
Treasury	Quality control and inspections	354
Treasury	Records, documentation, reports and research	503
Treasury	Recreation and sporting events	6
Treasury	Safety and hazard management	304
Treasury	Sales and marketing	92
Treasury	Science and mathematics	63
Treasury	Security and emergency services	76
Treasury	Teaching and education	43
Treasury	Vehicle operation	219
Treasury	Work activities preparation	178

Table 2: FTE by service and skill family, 2023

Service	Skill family	FTE
Public Service	Agriculture and animals	579
Public Service	Archiving, recording, and translating	192
Public Service	Art and entertainment	134
Public Service	Business operations and financial activities	13,241
Public Service	Cleaning and maintenance	1,208
Public Service	Communication and collaboration	6,566
Public Service	Construction	692
Public Service	Customer service	3,248
Public Service	Data, analytics, and databases	3,011
Public Service	Digital technologies and electronics	2,355
Public Service	Environmental management	1,298
Public Service	Fashion, grooming, and cosmetics	4
Public Service	Food services	309
Public Service	Health and care	3,781
Public Service	Human resources	5,226
Public Service	Legal matters	1,093
Public Service	Material transportation	623
Public Service	Operating procedures and processes	2,931
Public Service	Performance evaluation and efficiency improvement	397
Public Service	Production processes and machinery	892
Public Service	Quality control and inspections	2,153
Public Service	Records, documentation, reports and research	7,162
Public Service	Recreation and sporting events	559
Public Service	Safety and hazard management	2,044
Public Service	Sales and marketing	1,440
Public Service	Science and mathematics	692
Public Service	Security and emergency services	6,712
Public Service	Teaching and education	1,105
Public Service	Vehicle operation	555
Public Service	Work activities preparation	1,324
NSW Health Service	Agriculture and animals	63
NSW Health Service	Archiving, recording, and translating	183
NSW Health Service	Art and entertainment	10
NSW Health Service	Business operations and financial activities	9,734
NSW Health Service	Cleaning and maintenance	5,691
NSW Health Service	Communication and collaboration	10,545
NSW Health Service	Construction	226
NSW Health Service	Customer service	2,343
NSW Health Service	Data, analytics, and databases	1,725
NSW Health Service	Digital technologies and electronics	1,723
NSW Health Service	Environmental management	179
NSW Health Service	Fashion, grooming, and cosmetics	5

Service	Skill family	FTE
NSW Health Service	Food services	1,346
NSW Health Service	Health and care	63,675
NSW Health Service	Human resources	8,332
NSW Health Service	Legal matters	146
NSW Health Service	Material transportation	1,120
NSW Health Service	Operating procedures and processes	1,859
NSW Health Service	Performance evaluation and efficiency improvement	209
NSW Health Service	Production processes and machinery	494
NSW Health Service	Quality control and inspections	1,293
NSW Health Service	Records, documentation, reports and research	5,455
NSW Health Service	Recreation and sporting events	286
NSW Health Service	Safety and hazard management	3,003
NSW Health Service	Sales and marketing	351
NSW Health Service	Science and mathematics	2,986
NSW Health Service	Security and emergency services	1,779
NSW Health Service	Teaching and education	1,444
NSW Health Service	Vehicle operation	431
NSW Health Service	Work activities preparation	771
NSW Police Force	Agriculture and animals	67
NSW Police Force	Archiving, recording, and translating	4
NSW Police Force	Art and entertainment	26
NSW Police Force	Business operations and financial activities	584
NSW Police Force	Cleaning and maintenance	13
NSW Police Force	Communication and collaboration	1,266
NSW Police Force	Construction	3
NSW Police Force	Customer service	429
NSW Police Force	Data, analytics, and databases	90
NSW Police Force	Digital technologies and electronics	282
NSW Police Force	Environmental management	626
NSW Police Force	Health and care	207
NSW Police Force	Human resources	204
NSW Police Force	Legal matters	66
NSW Police Force	Material transportation	67
NSW Police Force	Operating procedures and processes	1,205
NSW Police Force	Performance evaluation and efficiency improvement	20
NSW Police Force	Production processes and machinery	40
NSW Police Force	Quality control and inspections	85
NSW Police Force	Records, documentation, reports and research	1,731
NSW Police Force	Recreation and sporting events	7
NSW Police Force	Safety and hazard management	3,512
NSW Police Force	Sales and marketing	99
NSW Police Force	Science and mathematics	6
NSW Police Force	Security and emergency services	6,778

Service	Skill family	FTE
NSW Police Force	Teaching and education	27
NSW Police Force	Vehicle operation	672
NSW Police Force	Work activities preparation	30
Teaching Service	Business operations and financial activities	1,027
Teaching Service	Cleaning and maintenance	159
Teaching Service	Communication and collaboration	7,304
Teaching Service	Customer service	0
Teaching Service	Data, analytics, and databases	747
Teaching Service	Digital technologies and electronics	1
Teaching Service	Health and care	1,440
Teaching Service	Human resources	2,120
Teaching Service	Legal matters	0
Teaching Service	Operating procedures and processes	100
Teaching Service	Performance evaluation and efficiency improvement	0
Teaching Service	Production processes and machinery	0
Teaching Service	Quality control and inspections	3
Teaching Service	Records, documentation, reports and research	247
Teaching Service	Recreation and sporting events	1,076
Teaching Service	Safety and hazard management	128
Teaching Service	Sales and marketing	20
Teaching Service	Security and emergency services	33
Teaching Service	Teaching and education	55,864
Teaching Service	Work activities preparation	2
Transport Service	Agriculture and animals	5
Transport Service	Archiving, recording, and translating	9
Transport Service	Art and entertainment	41
Transport Service	Business operations and financial activities	2,869
Transport Service	Cleaning and maintenance	172
Transport Service	Communication and collaboration	1,231
Transport Service	Construction	866
Transport Service	Customer service	404
Transport Service	Data, analytics, and databases	774
Transport Service	Digital technologies and electronics	597
Transport Service	Environmental management	364
Transport Service	Health and care	69
Transport Service	Human resources	1,225
Transport Service	Legal matters	49
Transport Service	Material transportation	198
Transport Service	Operating procedures and processes	1,162
Transport Service	Performance evaluation and efficiency improvement	152
Transport Service	Production processes and machinery	208
Transport Service	Quality control and inspections	448
Transport Service	Records, documentation, reports and research	1,078

Service	Skill family	FTE
Transport Service	Recreation and sporting events	26
Transport Service	Safety and hazard management	585
Transport Service	Sales and marketing	304
Transport Service	Science and mathematics	277
Transport Service	Security and emergency services	218
Transport Service	Teaching and education	88
Transport Service	Vehicle operation	314
Transport Service	Work activities preparation	610
Other Crown services	Agriculture and animals	4
Other Crown services	Archiving, recording, and translating	129
Other Crown services	Art and entertainment	17
Other Crown services	Business operations and financial activities	4,406
Other Crown services	Cleaning and maintenance	1,031
Other Crown services	Communication and collaboration	6,574
Other Crown services	Construction	496
Other Crown services	Customer service	2,326
Other Crown services	Data, analytics, and databases	555
Other Crown services	Digital technologies and electronics	1,880
Other Crown services	Environmental management	380
Other Crown services	Fashion, grooming, and cosmetics	2
Other Crown services	Food services	43
Other Crown services	Health and care	1,024
Other Crown services	Human resources	2,291
Other Crown services	Legal matters	143
Other Crown services	Material transportation	777
Other Crown services	Operating procedures and processes	918
Other Crown services	Performance evaluation and efficiency improvement	122
Other Crown services	Production processes and machinery	730
Other Crown services	Quality control and inspections	1,441
Other Crown services	Records, documentation, reports and research	4,369
Other Crown services	Recreation and sporting events	955
Other Crown services	Safety and hazard management	572
Other Crown services	Sales and marketing	281
Other Crown services	Science and mathematics	131
Other Crown services	Security and emergency services	268
Other Crown services	Teaching and education	10,497
Other Crown services	Vehicle operation	1,442
Other Crown services	Work activities preparation	328



Workforce Skills Profile 2023

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