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Australian Public Service Commission

APS Employment Data

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Contents

The Australian Public Service at a glance	2
Chapter 1: Introduction.....	3
Chapter 2: Size and shape of the APS.....	6
Chapter 3: Diversity.....	13
Chapter 4: Movement of Employees.....	23
Chapter 5: Job Families.....	29
Appendixes	34
Appendix 1: Online table index.....	34
Appendix 2: Machinery of Government changes	39

The Australian Public Service at a glance 31 December 2020

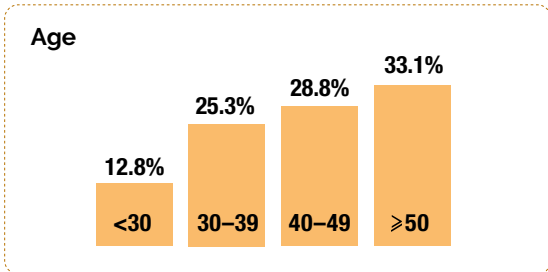
Employee headcount

148,736 ▲ **+2.9%** from December 2019

Ongoing **88.4%** ▼ -1.4% from December 2019
 Non-ongoing **11.6%** ▲ +1.4% from December 2019

Ongoing engagements
2020 **9,262** ▲
+553 from December 2019

Ongoing separations
2020 **7,541** ▼
-3730 from December 2019

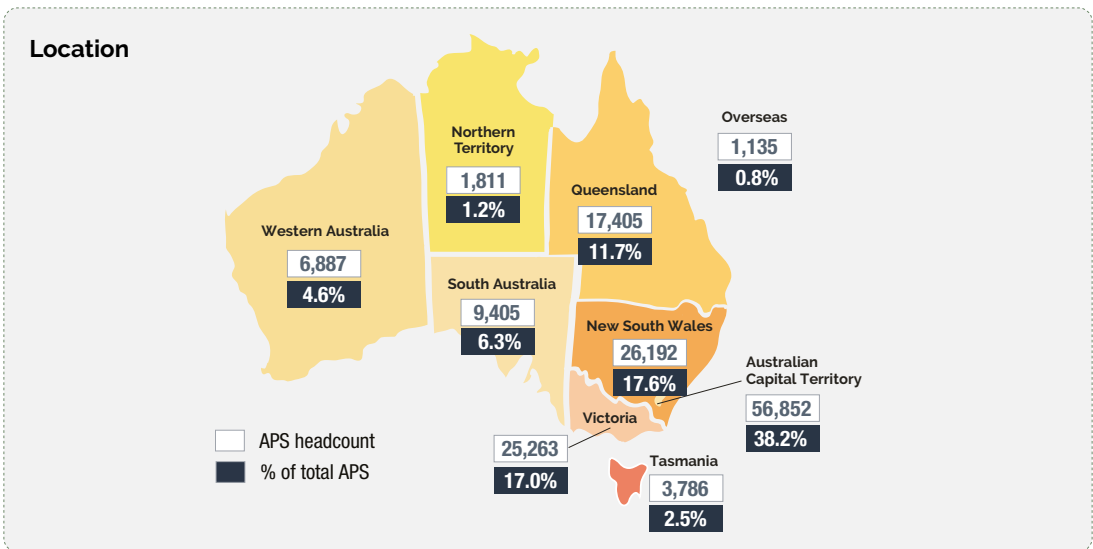
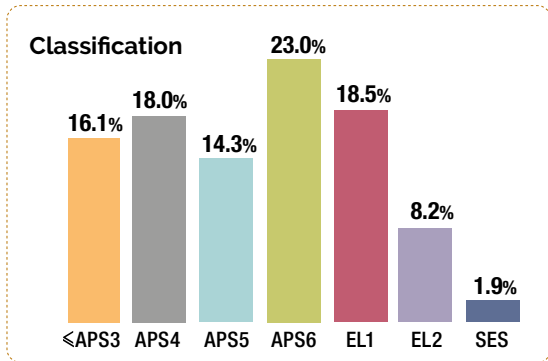


Diversity

- Aboriginal & Torres Strait Islander: **3.4%** (-0.2% from Dec 2019)
- Disability: **4.0%** (0% from Dec 2019)
- Female: **59.9%** (+0.2% from Dec 2019)
- Born overseas: **22.2%** (0% from Dec 2019)

Patterns of work

- Full-time: **80.2%** (+0.1% from Dec 2019)
- Part-time: **13.9%** (-0.7% from Dec 2019)
- Casual: **5.9%** (+0.6% from Dec 2019)



Introduction

This release of the Australian Public Service (APS) employment data presents a statistical outline of the APS workforce employed under the *Public Service Act 1999*.

It provides key workforce metrics as at 31 December 2020 and trends from 2001.

A full set of data tables are available in Appendix 1.

This data release complements the Australian Public Service Commissioner's annual [State of the Service Report](#), which draws on a range of information sources including the biannual December data release.

This current APS employment data release covers 98 agencies. Any agencies without APS staff at 31 December 2020 are excluded from reporting.

The Australian Public Service Employment Database

Each year a snapshot of data concerning all APS employees as at 30 June and 31 December is released by the Australian Public Service Commission. The data is provided by agencies and is drawn from the Australian Public Service Employment Database.

APS employment data includes:

- Demographic variables including age, gender and work location
- Classification level of APS employees, from trainee to Senior Executive Service
- Diversity data including voluntary items self-reported by APS staff such as disability status, Aboriginal and/or Torres Strait Islander status, and cultural diversity
- Staff movements including engagements, promotions, transfers between agencies and separations

The reported size of the APS workforce is a headcount of all people employed at the time of the snapshot. This figure does not adjust for hours worked and it includes any employees who are on extended leave (for 3 months or more), including those on maternity leave and leave without pay.

This figure is different to Average Staffing Level (ASL) data provided in the Federal Budget papers. The ASL counts staff for the time they work. For example, a full time employee is counted as one ASL, while a part time employee who works three days per week contributes 0.6 of an ASL. The ASL averages staffing over an annual period. It is not a point in time calculation.

The Government places a cap on ASL. This is applied across the General Government Sector (which incorporates all of the APS and a range of other government agencies). ASL caps are published in the Federal Budget Papers each year, <https://budget.gov.au/index.htm>.

Another measure of employee numbers used by both private and public sector organisations is Full Time Equivalent (FTE). This is a count of all hours worked at a point in time and then converted to the number of full time staff. For example, two staff each working three days per week would be counted as 1.2 FTE.

For further details on the APS employment database, including its scope, see the Australian Public Service Commission's [APSED page](#).

Interactive data—APSEDii

APSED data is also available via a series of interactive dashboards called the APSED interactive interface (APSEDii).

You can access current APS workforce data, including [trend data](#). If you would like to request any other workforce metrics, please contact us at APSED@apsc.gov.au.

Feedback

The APSC is committed to providing readers with the information they require in the most useful format, and feedback is welcome. Please e-mail APSED@apsc.gov.au if you would like to provide any comments.

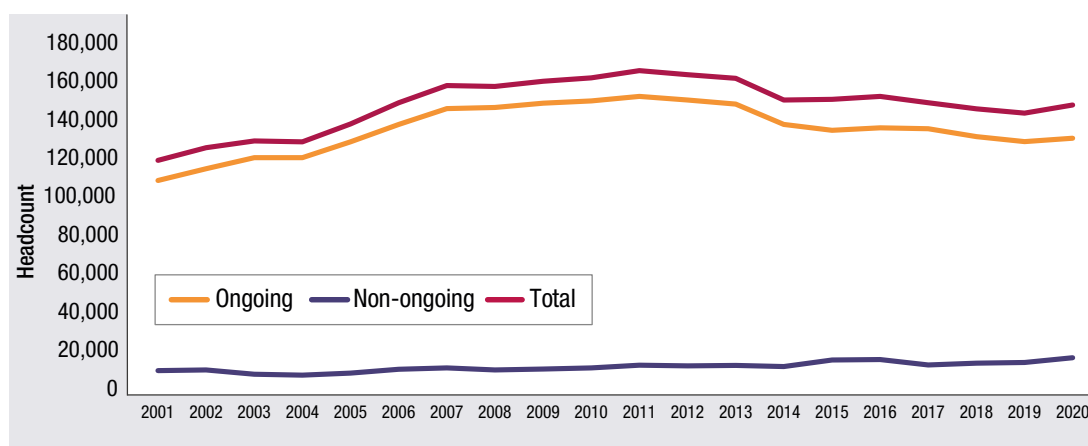
Size and shape of the APS

At 31 December 2020, there were 148,736 employees in the Australian Public Service (APS). This was an increase of 4,188 employees (2.9%) from the same time in 2019.

In the first six months of 2020, there was an increase of 5,926 (4.1%) APS employees, including 3,547 non-ongoing employees, when the APS was responding to the bushfire emergency and the outbreak of COVID-19. From 30 June 2020 to 31 December 2020, there was a decrease of 1,738 (1.2%) employees.

APS employee numbers have fallen by 11.1% from their peak of 167,339 in June 2012.

Figure 2.1: APS employee headcounts, December 2001–December 2020



Source: APSED December 2020 Table 1

At 31 December 2020, the APS included:

- 131,443 ongoing employees (88.4%)
- 17,293 non-ongoing employees (11.6%), of which:
 - 8,570 were employed for a specified term or task
 - 8,723 were employed on an irregular or intermittent basis, known as 'casual' employees.

Fluctuations in the overall headcount occur for many reasons including seasonal patterns, business and government requirements and demand. The largest increases (excluding Machinery of Government changes) over the 2020 calendar year were:

- The Australian Taxation Office had a total increase of 2,378. This figure includes an increase of 704 ongoing and 1,674 non-ongoing employees
- Services Australia had an overall increase of 471 staff, driven by an increase of 1,228 non-ongoing employees
- The Department of Defence had a total increase of 358, of which 301 were ongoing and 57 were non-ongoing.

The largest decreases (excluding Machinery of Government changes) over the 2020 calendar year were from two agencies:

- The Australian Electoral Commission had a total reduction of 413. This figure included a decrease of 32 ongoing and 381 non-ongoing employees
- The Department of Agriculture, Water and the Environment had a total reduction of 347. This figure included a decrease of 37 ongoing and 310 non-ongoing employees.

At 31 December 2020, the largest four agencies in the APS accounted for 55.8% (82,985 employees) of the total APS workforce. This includes Services Australia (20.7%), the Australian Taxation Office (14.0%), the Department of Defence (11.6%) and the Department of Home Affairs (9.5%) (**APSED December 2020 Table 5**).

During the 2020 calendar year, there were 39,299 employee movements between APS agencies due to Machinery of Government changes (**Appendix 2**). The majority of these transfers were into:

- Services Australia from the Department of Human Services (30,209)
- The Department of Agriculture, Water and the Environment from the Department of Agriculture (5,053)

Size and shape of the APS

- The Department of Education, Skills and Employment from the Department of Employment, Skills, Small and Family Business (2,188)
- The Department of Infrastructure, Transport, Regional Development and Communications from the Department of Communications and the Arts (568)
- The Department of Industry, Science, Energy and Resources from the Department of Environment and Energy (523).

Sport Integrity Australia (established on 1 July 2020) replaced the Australian Sports Anti-Doping Authority. A total of 309 employees moved to the Sport Integrity Australia of which 297 came from Australian Sports Anti-Doping Authority and 12 from the Department of Health.

During the 2020 calendar year, a number of other changes occurred to the APS structure that had an effect on the spread of headcounts across the APS. See **Appendix 2** for details of these coverage changes, along with a historical breakdown of employee numbers moving in and out of coverage of the *Public Service Act 1999* from 2001.

Ongoing

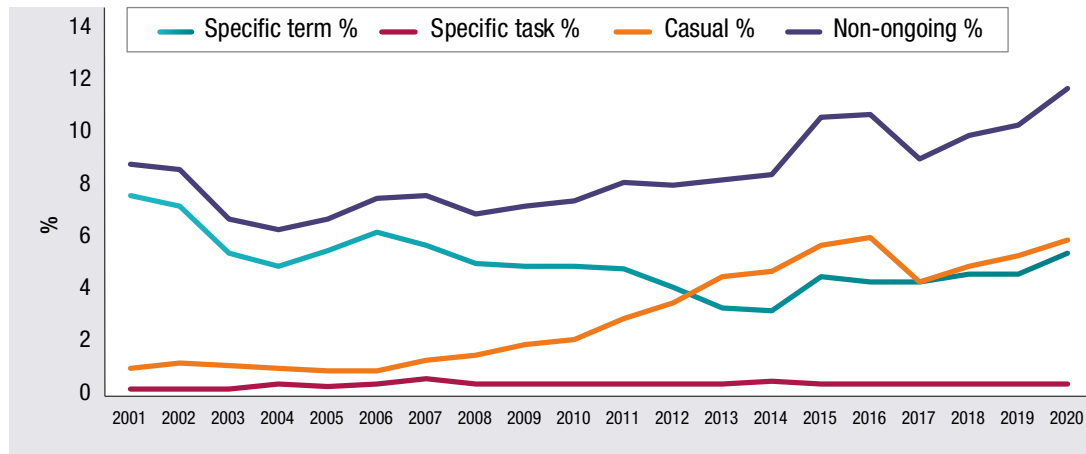
The number of ongoing employees has increased by 1,721 since 31 December 2019. Ongoing employees make up 88.4% of the APS workforce, down from 89.7% in 2019. The proportion of ongoing employees has changed little over the last 20 years, hovering around 90%.

Non-ongoing

The number of non-ongoing employees has increased by 2,467 over the 2020 calendar year and as at 31 December 2020 equated to 11.6% of the APS. The majority of this increase occurred in the first half of 2020. Non-ongoing employment consists of three distinct sub-groups: specific term, specific task, and irregular or intermittent (casuals). Of the non-ongoing employees, casuals represented 50.4%, while specified term employees made up 46.2% at 31 December 2020.

The proportion of casuals as part of the whole APS workforce has risen since 2006 (Figure 2.2). As at 31 December 2020, the proportion of casual employees was 5.9%, up from 5.3% in December 2019. Agencies that employed a high number of casuals as at 31 December 2020 were Services Australia (2,953, 33.9%), the Australian Taxation Office (2,693, 30.9%), the Australian Electoral Commission (731, 8.4%) and the Department of Agriculture, Water and the Environment (426, 4.9%). Almost all casual employees (96.8%) are engaged at the APS 1–4 classifications.

Figure 2.2: Composition of non-ongoing employees, December 2001–December 2020



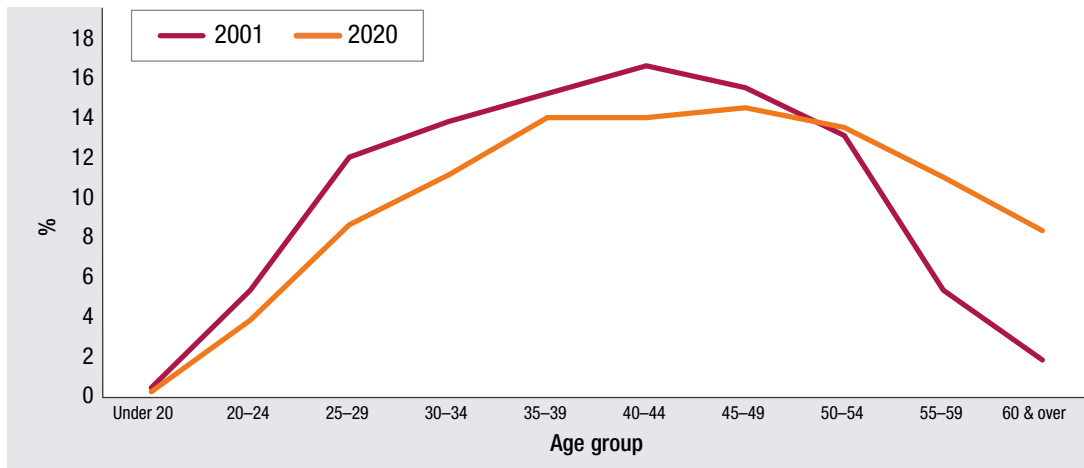
Source: APSED

APS Characteristics

Age Profile

The average age of APS employees was 43.6 years as at 31 December 2020 (APSED December 2020 Table 86). Average age has increased steadily from 40.1 years in 2001. This is in line with the trends in ageing across the general Australian workforce (ABS 3101.0—Australian Demographic Statistics, June 2020). The proportion of the APS population that are 50 years or older has increased from 20.5% in 2001 to 33.1% in 2020 (Figure 2.3). At 31 December 2020, there were 8.4% of APS employees aged 60 years and above. In 2001, there was a higher proportion of employees under the age of 50 years compared to 2020 (Figure 2.3). The number of employees under the age of 30 has declined from 18.0% in 2001 to 12.8% in 2020 (APSED December 2020 Table 26).

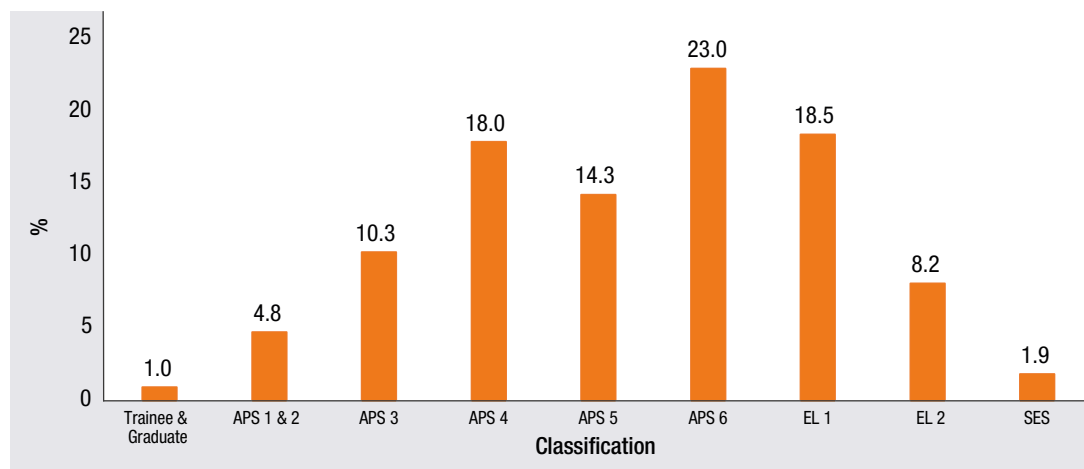
Figure 2.3: Proportion of age groups between 2001 and 2020



Classification Structure

At 31 December 2020, the most common classification across the APS was APS 6 (Figure 2.4). The proportion of APS 6 employees has increased from 18.1% in 2001 to 23.0% in 2020. In 2001, the most common classification was APS 4 (24.4%) and in 2020 this classification represented only 18.0% of employees. In December 2020, the number of employees at the APS 4 classification fell behind the EL 1 classification (18.5%) for the first recorded time (**APSED December 2020 Table 11**).

Figure 2.4: Proportion of APS employees by classification, at 31 December 2020

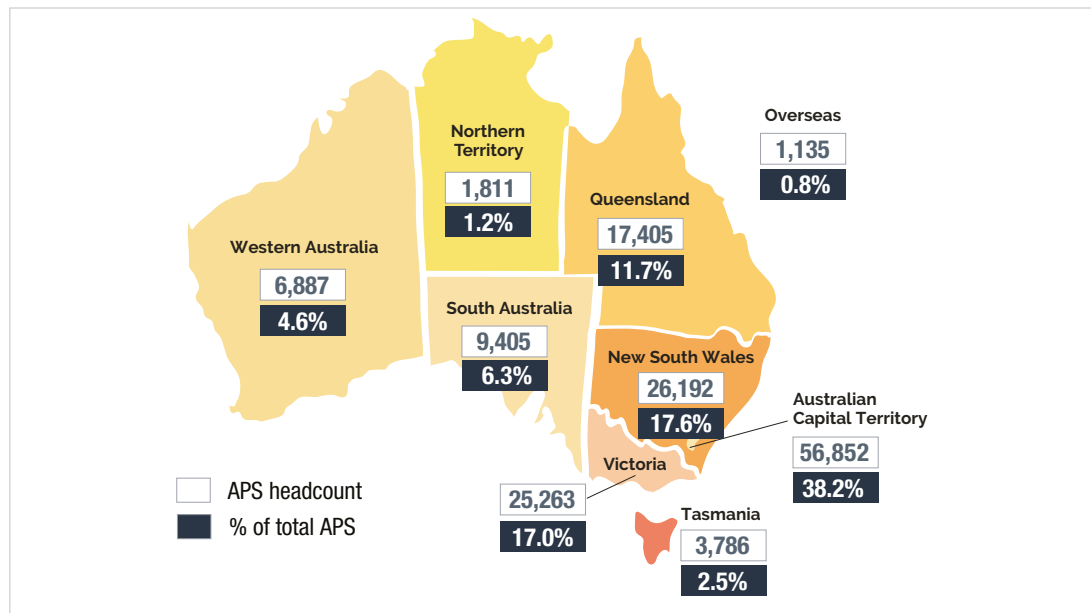


Source: APSED December 2020 Table 11

Geographic distribution of the APS

At 31 December 2020, the largest number of APS employees were located in the Australian Capital Territory (56,852), which represented 38.2% of the whole APS (Figure 2.5). Collectively, the three largest states by population (New South Wales, Victoria and Queensland) made up just over 46% of the APS workforce with a total of 68,860 employees.

Figure 2.5: APS employee headcounts and proportion by States and Territories at 31 December 2020



Source: APSED December 2020 Table 15

Regional distribution of APS

As at 31 December 2020, almost one in seven (20,186) or 13.6% of APS employees were located in regional areas outside capital cities. This is a drop from 14.0% from December 2019, which represents 80 fewer employees. The proportional drop in employees from the regions is mostly due to the increase in employees in the Australian Capital Territory (+1,423) and other cities (+3,081). The growth in employee numbers outside of capital cities has predominantly occurred in Victoria (**APSED December 2020 Table 16**).

Size and shape of the APS

In regional areas, New South Wales had the highest proportion of employees at 42.2%, followed by Queensland (25.0%) and Victoria (21.5%). The proportion of the APS working in the capital cities (other than Canberra) has declined from 52.8% in 2003 to 47.4% in 2020 (**APSED December 2020 Table 16**).

International service

A total of 1,135 APS employees were located overseas at the end of the 2020 calendar year. This is a drop of 236 (17.2%) from the previous year. Agencies that employed large proportions of overseas staff included 802 employees in the Department of Foreign Affairs and Trade (70.7%), 127 in the Department of Defence (11.2%), 122 in the Department of Home Affairs (10.8%) and 54 in the Australian Trade and Investment Commission (4.8%) (**APSED December 2020 Table 13**).

Diversity

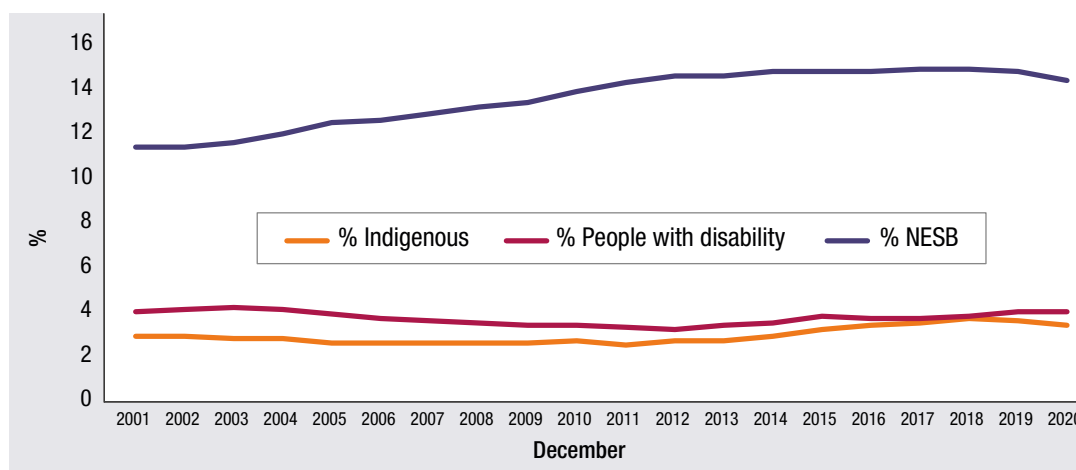
The APS employment database records diversity information in relation to gender, Aboriginal and/or Torres Strait Islander (Indigenous) status, disability status and employees from a culturally diverse background.

Culturally diverse background in this chapter is mostly measured through data on non-English speaking background (NESB). With the exception of gender, the provision of diversity data is voluntary; therefore, not all APS employees have provided a response to each field. As a result, diversity rates represent the proportion of employees who identify as belonging to that diversity group, and actual diversity rates may be underestimated.

The annual APS employee census, which is voluntary and confidential, tracks diversity information as the APS employment database. Additionally the census captures the number of employees who respond and identify as Lesbian, Gay, Bisexual, Transgender and/or Intersex. Diversity metrics, captured throughout APS workforce datasets are reported in the Commissioner's [State of the Service Report](#).

Employment data from the APS employment database shows that employee diversity has either plateaued or reduced slightly in 2020. This can mostly be explained by the large increase in casuals during 2020 in response to the bushfire emergency and COVID-19. Casuals have much higher missing data for diversity (60% or more) than other employees, and in some cases this has caused a proportional decrease despite actual diversity numbers not having dropped. For example, the number of employees from a non-English speaking background (NESB) increased by 113 in 2020 yet the proportional representation dropped from 14.8% to 14.4%.

Figure 3.1: Diversity proportions of all APS employees from December 2001 to December 2020



Source: APSED December 2020 Table 77

Aboriginal and/or Torres Strait Islander (Indigenous)

At 31 December 2020, there were 5,117 employees (3.4% of the APS) who identified as Indigenous. Over the last 10 years, Indigenous representation has increased steadily from 2.5% in December 2011, which was the lowest recorded proportion (Figure 3.1).

At the end of the 2020 calendar year, Indigenous employees were concentrated in Services Australia (33.3% of total Indigenous employees), the Australian Taxation Office (9.3%), the Department of Defence (8.0%) and the National Indigenous Australians Agency (6.0%).

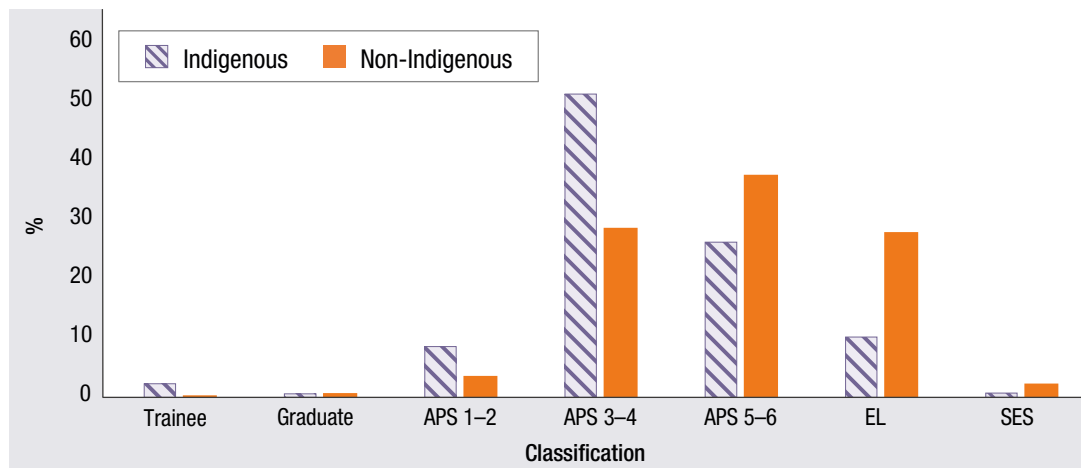
Agencies that employed a high proportion of Indigenous employees amongst their staff were the Torres Strait Regional Authority (74.4%), Aboriginal Hostels Ltd. (51.5%), the Australian Institute of Aboriginal and Torres Strait Islander Studies (31.9%) and the National Indigenous Australians Agency (24.2%).

Of the 5,117 Indigenous employees at 31 December 2020, 80% (4,086) have job family data recorded. Of these, 1,710 (41.9%) worked in Service Delivery with 1,136 specifically employed in the Call or Contact Centre role.

At 31 December 2020, Indigenous employees were mostly located in Queensland (26.0%), the Australian Capital Territory (25.7%), New South Wales (17.4%) and the Northern Territory (10.4%). A high proportion of Indigenous employees were located in regional Australia (35.0%) in comparison to the total proportion of APS located in regional Australia (13.6%).

Indigenous employees are concentrated at lower classifications with almost half working at the APS 3-4 classification levels (Figure 3.2).

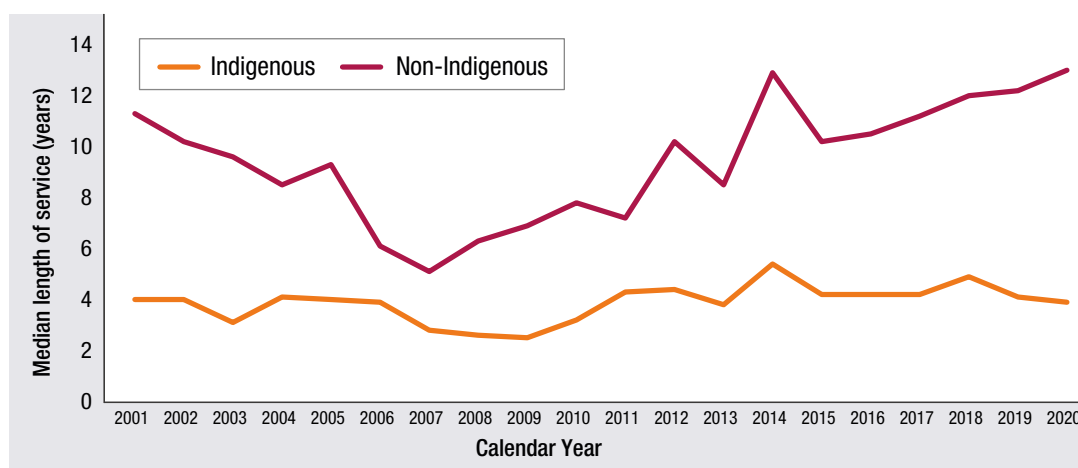
Figure 3.2: Classification breakdown by Indigenous status, 31 December 2020



Source: APSED December 2020 Table 82

Indigenous employees on average have much shorter careers in the APS compared to non-Indigenous employees. This has been a consistent trend over the last 20 years with the difference widening in recent years (Figure 3.3). In 2020, the median length of service at separation for Indigenous employees was 4.0 years compared to 13.1 years for non-Indigenous employees. This is the largest gap in this metric over the last 20 years (Figure 3.3).

Figure 3.3: Median length of service at separation, Indigenous and non-Indigenous employees (2001 to 2020).



Disability

At 31 December 2020, there were 5,929 employees who identified as having a disability¹, an increase of 179 employees (or 3.1%) from December 2019. The proportion of employees who identified as having a disability was 4.0%, which is no change from 2019. The proportion of APS employees with a disability has increased from 3.2% in December 2012 (Figure 3.1).

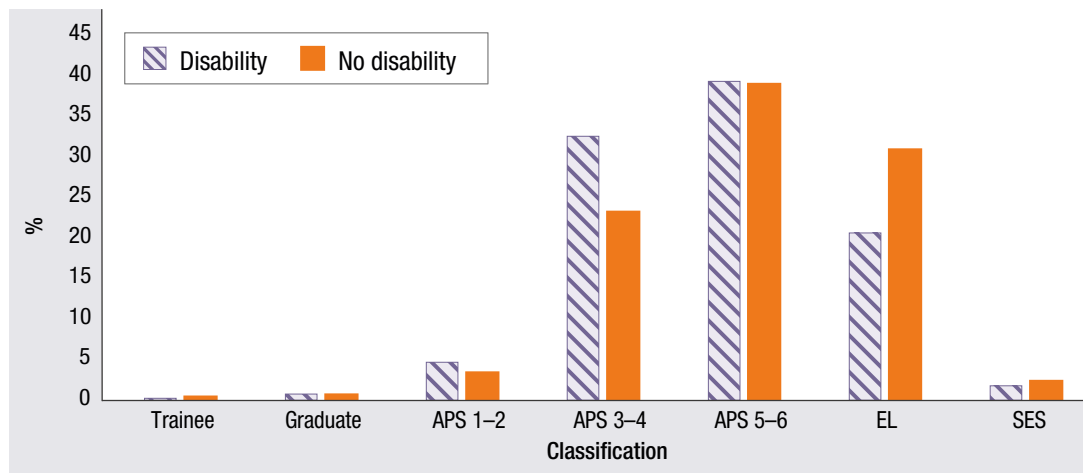
Agencies that employ a high proportion of employees with a disability at 31 December 2020 were the National Disability Insurance Agency (12.9%), the Australian Public Service Commission (8.0%), the Australian Institute of Aboriginal and Torres Strait Islander Studies (8.0%) and the NDIS Quality and Safeguards Commission (7.7%).

Of the 5,929 employees with a disability at 31 December 2020, 87% (5,172) have job family data recorded. Of these, 1,916 (37%) worked in Service Delivery. In comparison, only 21.3% of employees without a disability were employed in the same job family. In particular, 19% of employees with a disability worked in the Call or Contact Centre role, which is double that of employees without a disability (9.4%).

¹ For data collection purposes, all APS agencies use the Australian Bureau of Statistics Disability, Ageing and Carers: Summary of Findings 2003 definition, according to which "... a person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least 6 months and restricts everyday activities.

At 31 December 2020, the classification distribution of employees with a disability largely mirrored that of employees without a disability, with the exception of APS 3-4 and EL classifications (Figure 3.4). At the APS 3-4 classifications, employees with a disability were in greater relative proportion than employees without a disability, while at the EL level the reverse is true. This difference may be explained by the high proportion of employees with a disability working in Service Delivery where most roles in this job family are at the APS 3-4 classifications.

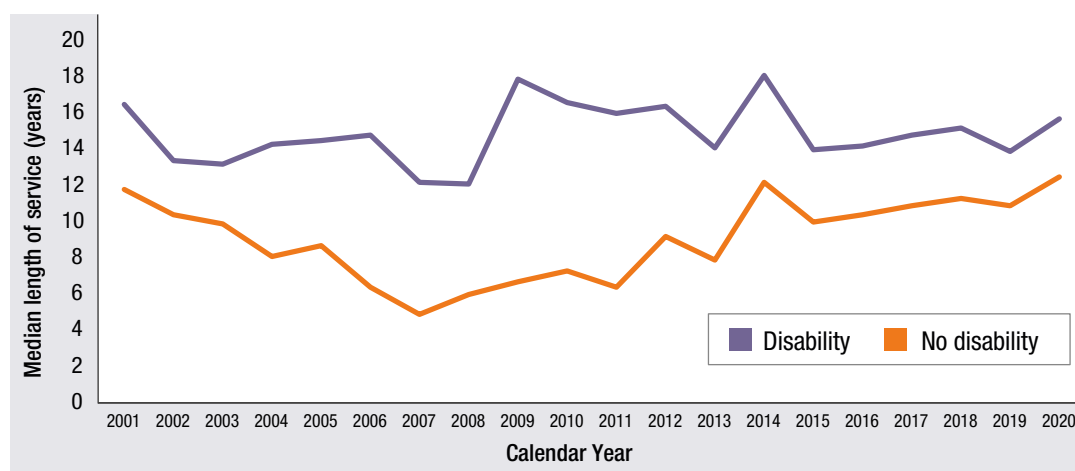
Figure 3.4: Classification breakdown by disability status, 31 December 2020



Source: APSED December 2020 Table 82

Employees with a disability on average, have longer careers in the APS than employees without a disability. This has been a consistent trend over the last twenty years (Figure 3.5).

Figure 3.5: Median length of service at separation, employees with and without a disability (2001 to 2020)



Cultural and linguistic diversity

APS employment data has historically been collected to inform metrics labelled 'Non-English speaking background (NESB)'. These metrics are split into two components: NESB 1 refers to people born overseas who arrived in Australia after the age of five and whose first language was not English; NESB 2 refers to children of migrants. At 31 December 2020, 5.3% of the APS identified as NESB 1, while 9.1% were NESB 2.

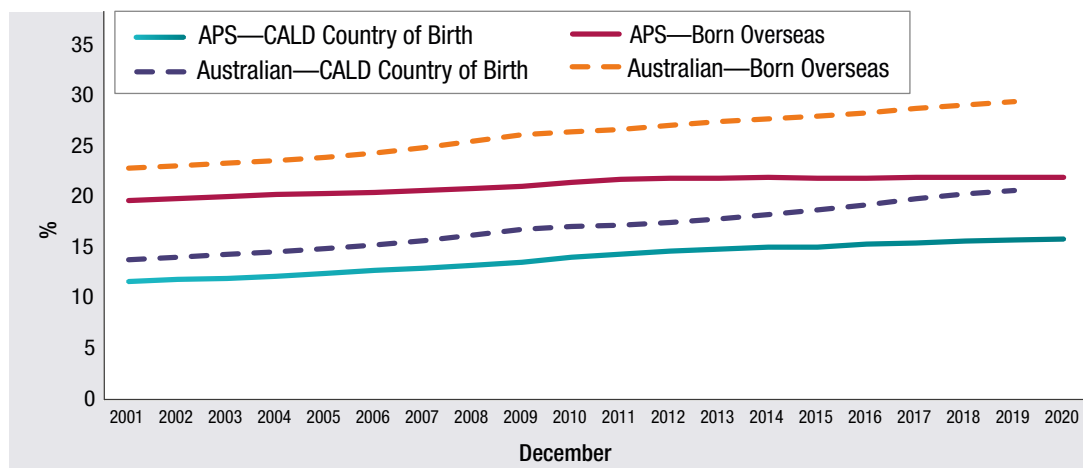
The combined proportion of NESB 1 and NESB 2 employees has increased from 11.4% in 2001 to 14.8% in 2019. However, the combined proportion of employees with a NESB status have dropped to 14.4% in 2020 (Figure 3.1). This proportional decrease is mostly due to the significant increase in casual staff in 2020 who commonly do not report diversity data. The number of employees with a NESB status has actually increased by 113.

Australia's population includes many people who were born overseas, have a parent born overseas or speak a variety of languages. Together, these groups of people are known as culturally and linguistically diverse (CALD) populations. The Australian Bureau of Statistics defines the CALD population mainly by country of birth, language spoken at

home, self-reported English proficiency, or other characteristics including year of arrival in Australia, parents' country of birth and religious affiliation ([ABS Standard for Statistics on Cultural and Language Diversity \(ABS cat. No. 1289.0\) 1999](#)). Country of birth, first language spoken, mother's and father's first language, language spoken at home and year of arrival in Australia data elements are collected in the APS employment database. The APSC is currently reviewing its data collection to move towards metrics that more closely align with the CALD metrics used by the Australian Bureau of Statistics.

At 31 December 2020, 22.2% of APS employees were born overseas with 16.1% from a culturally and linguistic diverse country (non-English speaking). Since 2001, there has been an increase in the proportion of APS employees born overseas, especially those coming from non-English speaking countries (Figure 3.6). These trends mirror that of the Australian population with 29.7% of Australians being born overseas and 20.9% of Australians are from a culturally and linguistic diverse country ([ABS Migration, Australia, 2018–19 \(ABS cat. No. 3412.0\) 2020](#)). The proportion of APS employees born overseas is consistently lower than that of the Australian population (Figure 3.6).

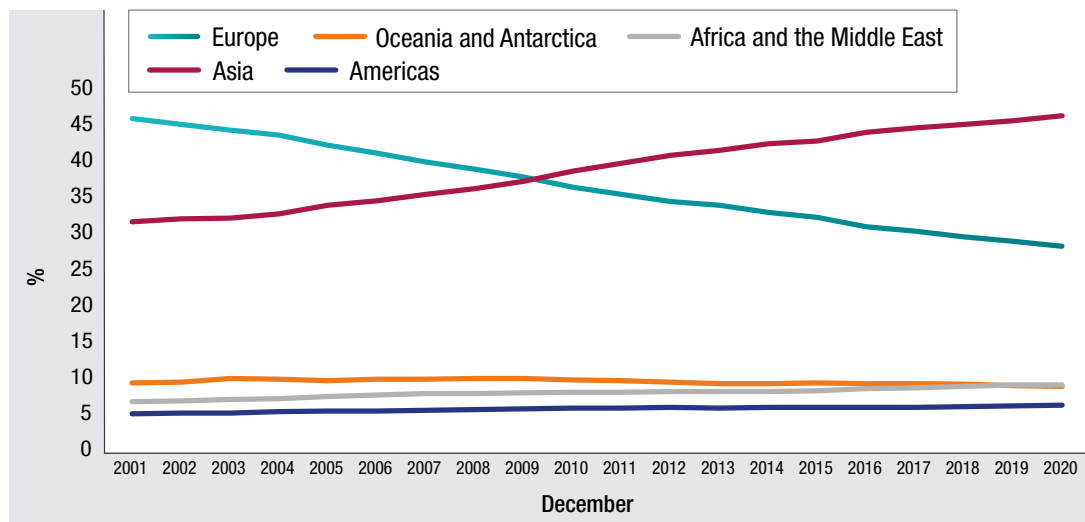
Figure 3.6: Proportion of culturally and linguistically diverse employees December 2001–December 2020



Source: 31 December 2020 APSED and ABS Migration survey

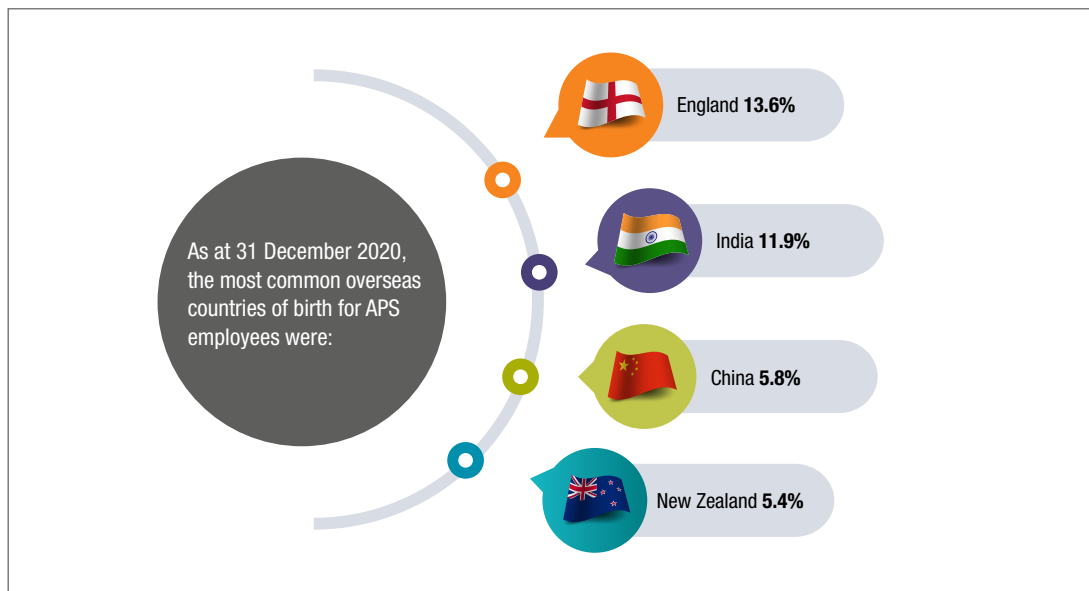
Excluding APS employees born in Australia, as at 31 December 2020, most other employees were born in either Asia (46.6%) or Europe (28.5%). Since 2001, there has been a significant increase in employees from Asia and a corresponding decrease from Europe (Figure 3.7). In 2010, the number of APS employees born in Asia outnumbered those born in Europe for the first time. Other country of birth regions make up less than 10% each and have only changed marginally over the last two decades. Compared to the Australian population, the proportion of APS employees born in Asia is relatively high while all other regions have a slightly lower representation.

Figure 3.7: Proportion of APS employees born overseas at December 2001–December 2020



The most common overseas country of birth as at 31 December 2020 was England (13.6%) although their proportional representation has declined from 24.3% in 2001. At 31 December 2020, seven of the top ten country of births were from the Asian region (**APSED December 2020 Table 78**). In particular, the proportion of employees born in India and China has increased over the last two decades.

Figure 3.8: Most common overseas countries of birth



Source: APSED

Gender

The APS employment database classifies data into three categories of gender; Male, Female and X. 'X' represents individuals who are indeterminate, unspecified or intersex. The overall proportion of women in the APS was 59.9% at 31 December 2020. This is an increase from 59.7% in 2019. The proportion of women in the APS has increased steadily from 52.6% in December 2001 (**APSED December 2020 Table 77**). Women make up an even higher proportion of non-ongoing employees (63.4% in 2020) but unlike ongoing employees, this proportion has changed little over the last 20 years (**APSED December 2020 Table 77**).

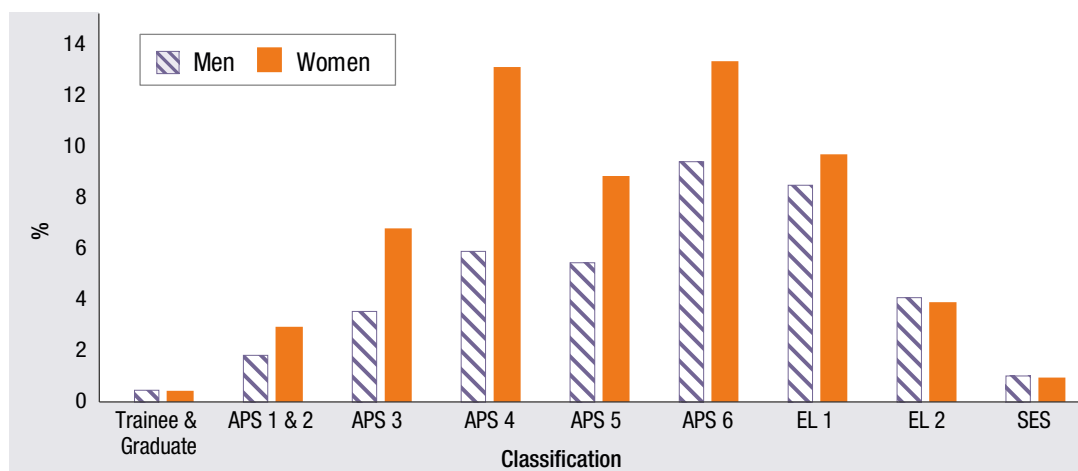
Women have reached, and in most cases exceeded parity with men at every level up to and including EL1 (Figure 3.9). For the first time, women have also achieved parity at the SES Band 1 classification although there was a lower proportion of women at the EL 2 (49.2%), SES Band 2 (44.1%) and SES Band 3 (46.2%). The proportion of women is greater than 60% for all APS classifications up to APS 5 and 58.6% at the APS 6 level. The proportion of women at the EL 2 level has continued to rise from 29.3% in December 2001 to 49.2% as at 31 December 2020.

The proportion of women in the SES continued to rise, increasing from 47.0% to 48.9% over the last calendar year. In 2001, women only made up 26.8% of the SES.

During the 2020 calendar year, 58.7% of employees joining the SES were women. The 2014 calendar year was the first time that the number of women (26) entering the SES cohort outnumbered men (25). This trend has continued, except for 2017 when the proportion of women was 48.2%. The proportion of women joining the SES in 2020 was the highest ever recorded.

Women represent just 39.8% of the SES over the age of 55 (**APSED December 2020 Table 27**) and only 42.2% of ongoing separations during 2020.

Figure 3.9: Proportion of APS employees by classification and gender, 31 December 2020



Source: APSED December 2020 Table 11

Movement of Employees

Each year a large number of employees move into and within the APS. These movements are calculated over a full calendar year rather than at a point in time.

During the 2020 calendar year there were 25,397 movements consisting:

- 9,262 people engaged as ongoing employees
- 11,606 current employees promoted within their agency
- 976 current employees promoted to another APS agency
- 2,649 employees transferred permanently to another APS agency
- 904 employees temporarily transferred to another APS agency.

These movements equate to 19.4% of ongoing staff taking up initial employment, changing jobs or being promoted within the APS in the year to 31 December 2020. The true mobility of the APS is however higher and includes internal moves within each agency. APSED data does not include movements at-level within agencies, or secondments among agencies.

Movement of Employees

Engagements of ongoing employees into the APS increased by 6.3% (9,262 new employees) in 2020, compared to December 2019, which saw 8,709 new employees. Since 2001, trends in engagements have fluctuated from 2,704 during the recruitment freeze in 2014–2015 to a peak of 19,446 in the 2007 calendar year (**APSED December 2020 Table 50**).

Most engagements during the 2020 calendar year were at the APS 6 (17.7%), APS 3 (16.0%), APS 4 (14.5%), and APS 5 (14.2%) levels (**APSED December 2020 Table 51**).

Approximately 42.4% of people engaged as ongoing employees were under the age of 30 years compared to just 10.1% of the ongoing APS workforce (**APSED December 2020 Table 41 and APSED December 2020 Table 50**).

Movements between agencies and temporary transfers

As a whole, permanent and temporary transfer movements between agencies are normally a relatively small part of the mobility picture across the APS. In the 2020 calendar year, a total of 4,529 or 3.5% of ongoing employees moved to another agency within the APS either by a permanent move, as a promotion, or as a temporary transfer. Over the past 20 years, this rate has remained steady, fluctuating between 1.5% and 3.9%.

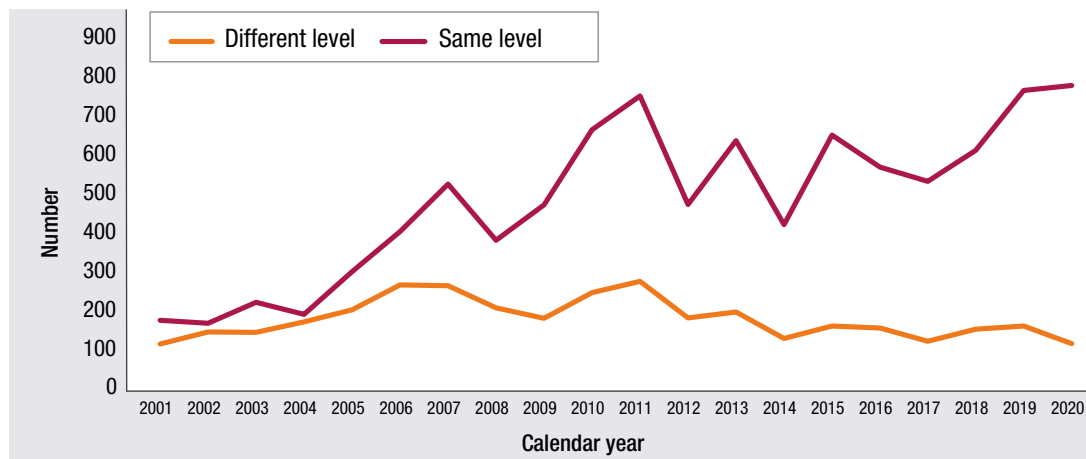
Over the 2020 calendar year, the APS mobilised to support priority areas in response to the bushfire and the COVID-19 pandemic. The 2020 employee census reports over 2500 employees were deployed to other agencies to support service delivery and other priority functions. These deployments occurred predominantly through secondment arrangements between agencies, whereby employees continue to operate under their home agency enterprise agreements. These secondments are not captured in APSED.

During the 2020 calendar year, there were 904 temporary transfers across the APS, which represented 3.6% of all movements recorded through APSED, which was a decrease of 32 from the 2019 calendar year (Figure 4.1).

A temporary transfer is the movement of an APS employee to another APS agency, at any level, for a specified period with the intention that the employee will return to their home agency.

A majority of temporary transfers to another APS agency were at the same classification level. Since the 2009 calendar year, the proportion of temporary transfers at the same classification level ranged from 72.1% to 86.7%. In contrast, between the 2001 and 2004 calendar years there was little difference in the number of temporary transfers at level and higher duties.

Figure 4.1: Temporary transfer at level or with higher duties, 2001 to 2020



Length of temporary transfer

The median length of time employees go on temporary transfer to another agency is approximately six months. This is a consistent trend over the last 15 years. Since 2000, around 37% of employees who went on temporary transfer ended up moving permanently to that agency within six months of the temporary transfer ending.

Multi-agency experience

The majority of ongoing APS employees have only worked in one agency. At 31 December 2020, 69.2% of ongoing APS employees had only worked in one agency, 19.0% in two agencies and 11.8% in three or more agencies (**APSED December 2020 Table 45**).

The proportion of APS employees with multi-agency experience varied based on some key demographics. For example, ongoing employees who have worked in multiple agencies are:

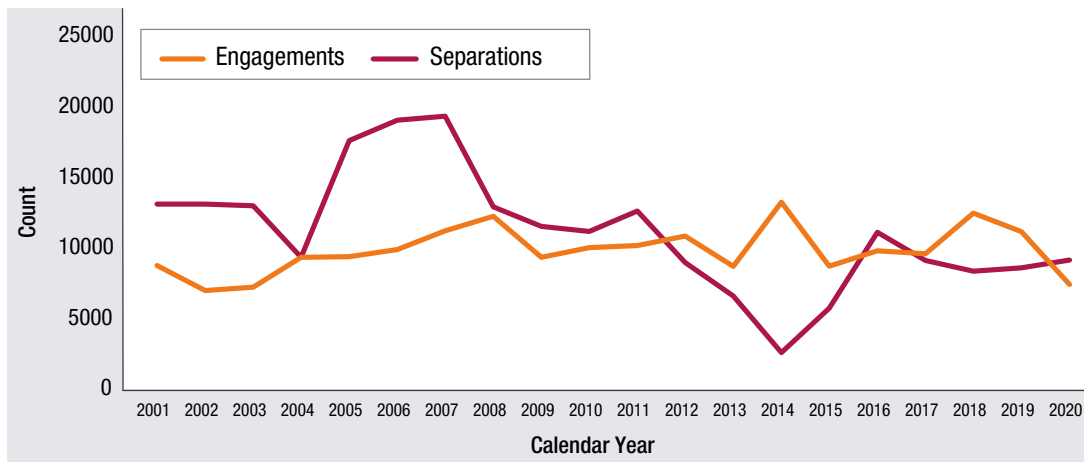
- In relatively senior roles, including 64.0% of SES and 44.3% of EL
- Located in the Australian Capital Territory — 47.1%
- Working in micro agencies of 20 staff or fewer — 75.4%
- Working in policy agencies — 53.8%.

The drivers behind these variables are likely related. Most policy agencies are located within the Australian Capital Territory, which affects the mobility rates behind both location and agency type. Seniority is linked to tenure in the APS. The median length of service of SES is 18.9 years, affording them a greater opportunity to work across multiple agencies.

Separations

Employees separate from the APS through a number of mechanisms including resignations, termination of employment, retrenchment, age retirement, physical or mental incapacity, death or compulsory movement to a non-APS agency. During the 2020 calendar year, there were 7,541 separations of ongoing employees, a drop of 3,730 (or 33.1%) from 2019. This is the lowest number of separations since 2003. Compared to the previous year, there were 1052 fewer resignations and 867 fewer redundancies during 2020. Unlike engagements, separations have remained relatively stable over time, fluctuating between approximately 7,000 and 13,000 employees per year (Figure 4.2). It must also be noted that the number of separations in 2019 included 1,685 employees from the Australian Securities and Investments Commission who left coverage of the APS on the 1st July 2019.

Figure 4.2: Comparison of Engagements and Separations, 31 December 2001–31 December 2020



Source: APSED December 2020 Table 51 and Table 65

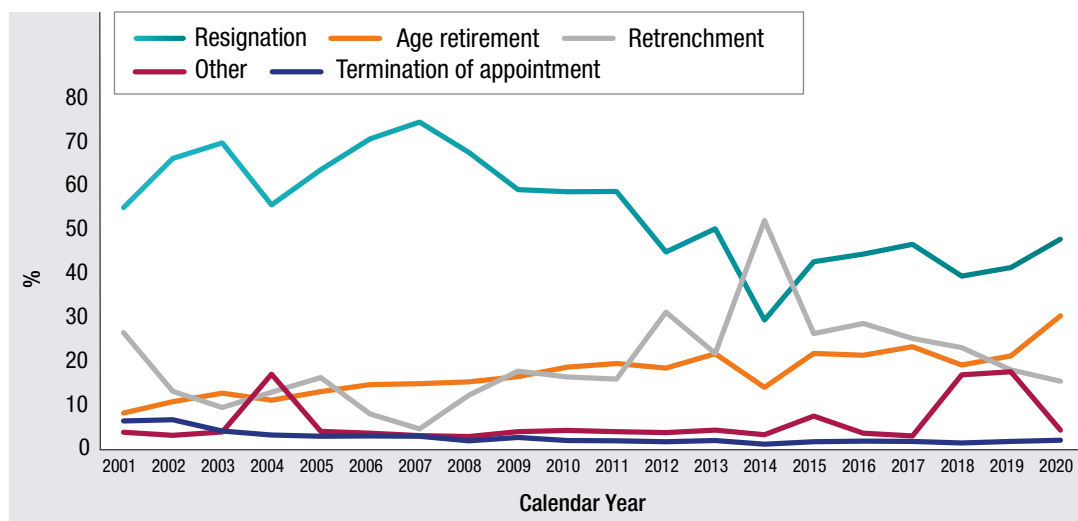
Resignations are consistently the most common separation type, and comprised 47.9% of all separations over the 2020 calendar year. Age retirements were the second highest separation type across the APS making up 30.4%. Age retirements have continued to increase as a proportion of all separations since 2001. The proportion of age retirements during 2020 was the highest over the last twenty years and is indicative of an ageing APS population.

Movement of Employees

Trend data indicates the close relationship between the numbers of resignations and retrenchments. Generally, resignations fall as the number of retrenchments rise. The exception to this trend can be seen in the 2018 and 2019 calendar years where some agencies compulsorily transferred to non-APS agencies, reflected as 'other' in Figure 4.3. This had an impact on the proportional representation of resignations and retrenchments.

Retrenchments are the third most common separation type with 15.4% over the 2020 calendar year. This has declined from 18.0% in the 2019 calendar year and is the lowest proportion of separations since the 2008 calendar year (**APSED December 2020 Table 65**).

Figure 4.3: Separations by type, 31 December 2001–31 December 2020



Source: APSED December 2020 Table 65

Job Families

The Australian Public Service Commission 'job family' model groups functionally similar jobs that perform related tasks and require similar or related skills and knowledge.

The model classifies jobs at three levels; by Family, Function and Role. There are twenty job families, which are broken down into clusters of job functions and further into job roles. In this chapter, the analysis has focused at the job family and job role. For more information on the job family model, please refer to <https://www.apsc.gov.au/job-family-model>.

As at 31 December 2020, 35 agencies supplied job family data relating to 125,860 (85%) of APS employees. The high number of roles mapped to the job family model to date provides a reliable dataset for statistical modelling and forecasting.

More than a quarter of the APS work in the Service Delivery job family (27.2%). Other job families that employ significant numbers of APS staff are Compliance and Regulation (12.1%), Administration (8.0%) and ICT (6.5%) (**APSED December 2020 Table 29**).

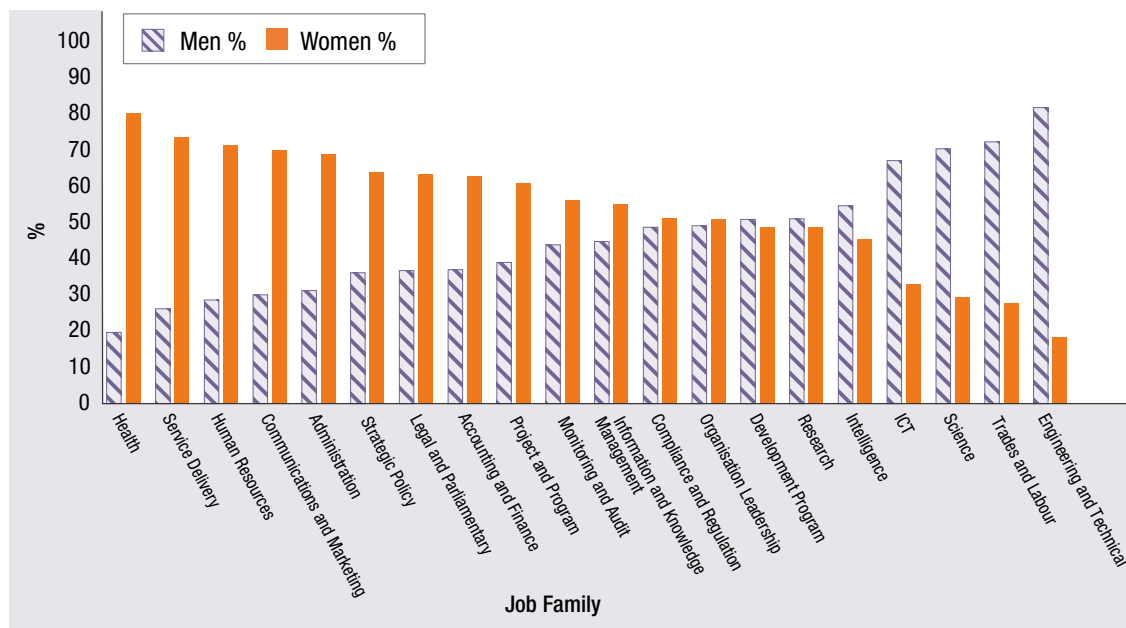
Job Roles

There were 376 distinct job roles in the APS at 31 December 2020. The Call or Contact Centre role remains the most common type of work in the APS (16,730 or 13.3%). Staff working in Call or Contact Centre roles are mostly employed by Services Australia (97.9% of Call or Contact Centre roles), although the Department of Agriculture, Water and the Environment; the Department of Education, Skills and Employment; the Department of Veterans' Affairs and the Department of Home Affairs also have a small number of jobs in this role. Other common APS job roles include Compliance Case Management (5,910 or 4.7%), Strategic Policy Advice and Development (5,770 or 4.6%) and Customer Support (5,649 or 4.5%).

Gender

Many job families have an uneven gender representation (Figure 5.1). There are a high proportion of females employed in a number of job families including Health (79.8%), Service Delivery (73.0%), Human Resources (71.3%) and Communications and Marketing (69.9%). In contrast, males are more highly represented in technical job families such as Engineering and Technical (83.0%), Trades and Labour (73.4%), Science (69.6%) and ICT (66.0%).

Figure 5.1. Proportion of men and women by job family

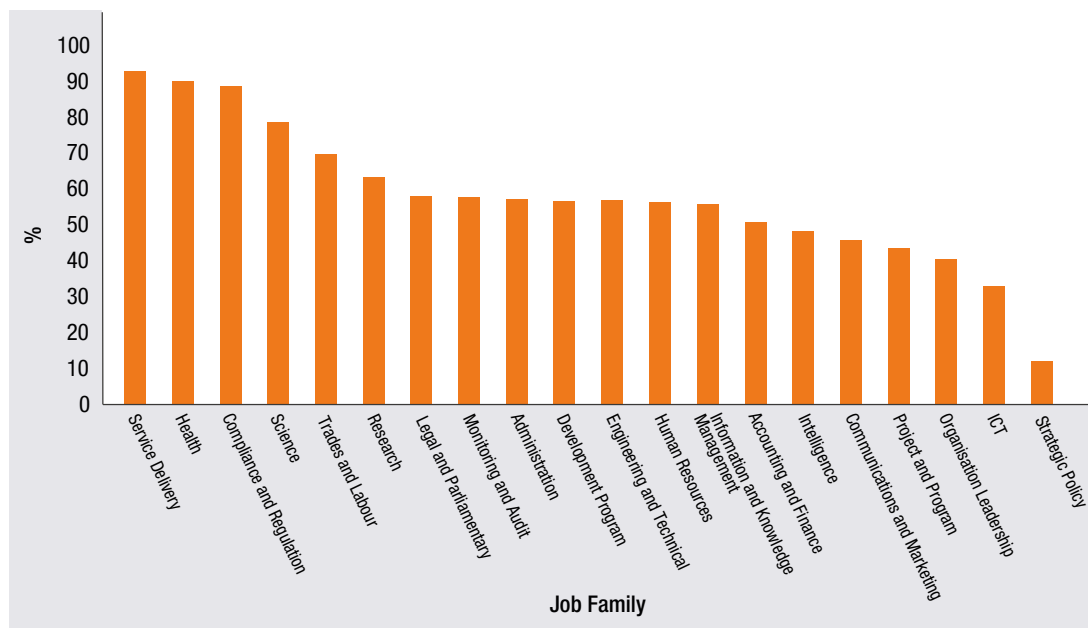


Source: APSED December 2020 Table 29

Location

The geographic distribution of job families across Australia reflects a focus on service delivery to citizens. Figure 5.2 shows the Service Delivery job family has higher proportion of employees located outside the Australian Capital Territory. For example, 91.8% of employees working in Service Delivery work outside the Australian Capital Territory. Other job families that are concentrated outside the Australian Capital Territory include Health (90.0%), Compliance and Regulation (88.0%) and Science (79.4%). Job families commonly represented in the Australian Capital Territory are Strategic Policy (89.0%), ICT (68.3%), Organisational Leadership (64.1%) and Communications and Marketing (57.4%).

Figure 5.2: Proportion of job families located outside the Australian Capital Territory



Source: APSED December 2020 Table 31

Classification

Employees at the APS 1 to 4 levels are mostly clustered in the Administration, Compliance and Regulation, and Service Delivery job families. Despite dropping by nearly 10% over the course of 2020, the bulk of APS 1 employees work in Administration (63.1%), with 61.5% in the Administrative Support role. The proportion of APS 1 staff working in Customer Support positions increased from 12.6% to 21.1%, driven by the response of the government to COVID-19. More than half (53.4%) of APS 2 to 4 staff work in Service Delivery while a further 17.7% are employed in Compliance and Regulation. There is a much greater spread across job families for APS 5 and APS 6 classifications, although a significant proportion are still employed in Service Delivery (18.5%) and Compliance and Regulation (11.2%). Staff at the EL 1 and EL 2 classifications are employed across most job families with a significant proportion working in Strategic Policy (12.5%), ICT (11.0%), Project and Program (10.5%) and Organisational Leadership (9.6%). The vast majority of SES work in Organisational Leadership (92.0%) (**APSED December 2020 Table 32**).

Non-ongoing Employees

Most non-ongoing employees work in three job families: Service Delivery (54.4%), Compliance and Regulation (10.9%) and Administration (9.9%). Casual employees are even more concentrated within the Service Delivery (69.9%) and Compliance and Regulation (8.2%) job families. The proportion of casual staff in Service Delivery increased from 60.0% to 69.9% during 2020, whereas the Administration job family saw a decline in same from 20.7% to 11.3%. The Call, Contact or Smart Centre role remains the most represented type of work for casual employees at 37.1%, despite the sharp increase in Customer Support numbers from 18.8% to 31.4% over 2020. Casual staff in Administrative Support has almost halved from 20.2% to 11.1% over 2020.

Movement between agencies

During the 2020 calendar year, 2,595 ongoing employees have moved agencies (including temporary movements) out of the 102,664 ongoing employees with recorded job family details at December 2019. Analysis shows that more specialised technical roles tend to have lower external mobility than generalist job family roles (Figure 5.3). The Strategic Policy (7.9%) job family had the highest level of mobility, followed by Organisational Leadership (5.4%). The job families with the lowest mobility of less than 1% are Trade and Labour, Science, Service Delivery and Health. Note that not all employees have moved to the same job family in their new agency.

Figure 5.3: Proportion of employees by job family that have moved agencies



Appendixes

Appendix 1

Online table index

The tables listed below represent the data available from the Australian Public Service Employment Database (APSED). Employment data concerning all current and former APS employees is stored in APSED, which is drawn from the human resources systems of all APS agencies.

Table 1: All employees: gender by employment category, 31 December 2001 to 31 December 2020

Table 2: All employees: agency by employment category, 31 December 2019 and 31 December 2020

Table 3: Ongoing employees: agency by hours and gender, 31 December 2020

Table 4: Non-ongoing employees: agency by hours and gender, 31 December 2020

Table 5: All employees: agency by hours and gender, 31 December 2020

Table 6: Ongoing employees: agency by base classification, 31 December 2020

Table 7: Non-ongoing employees: agency by base classification, 31 December 2020

Table 8: All employees: permanency by year, 31 December 2001 to 31 December 2020

Table 9: All employees: agency by base classification, 31 December 2020

Table 10: All employees: agency by gender and classification level, 31 December 2020

Table 11: All employees: base classification by gender, 31 December 2001 to 31 December 2020

Table 12: All employees: paid classification by gender, 31 December 2011 to 31 December 2020

Table 13: All employees: agency by location, 31 December 2020

Table 14: All employees: location by base classification and employment category, 31 December 2020

Table 15: All employees: state by year, 31 December 2003 to 31 December 2020

Table 16: All employees: location by year, 31 December 2003 to 31 December 2020

Table 17: All employees: location (statistical area four) by year, 31 December 2003 to 31 December 2020

Table 18: All employees: location by base classification and gender, 31 December 2020

- Table 19: All employees: hours by base classification and gender, 31 December 2020
- Table 20: All employees, hours by base classification and employment category, 31 December 2020
- Table 21: All employees: agency by base classification group, 31 December 2019 and 2020*
- Table 22: All employees: agency by median length of service (years) and base classification, 31 December 2020
- Table 23: All employees: agency by age group, 31 December 2020
- Table 24: All employees: age group by base classification and employment category, 31 December 2020
- Table 25: Ongoing employees: age group by base classification and gender, 31 December 2020
- Table 26: All employees: age group by gender, 31 December 2001 to 31 December 2020
- Table 27: All employees: age group by base classification and gender, 31 December 2020
- Table 28: All employees: highest educational qualification by base classification and gender, 31 December 2020
- Table 29: All employees: Job family by gender, 31 December 2020
- Table 30: All employees: job family by permanency status, 31 December 2020
- Table 31: All employees: job family by location, 31 December 2020
- Table 32: All employees: job family by classification level, 31 December 2020
- Table 33: Agency type by headcount, December 2020
- Table 34: Agency metrics, 31 December 2020 and the 2020 calendar year
- Table 35: Agency metrics broken down by Category E agencies and other APS bodies, 31 December 2020 and the 2020 calendar year
- Table 36: Ongoing employees: agency by paid classification, 31 December 2020
- Table 37: Non-ongoing employees: agency by non-ongoing category and gender, 31 December 2020
- Table 38: Non-ongoing employees: age group by base classification and gender, 31 December 2020
- Table 39: Ongoing employees: length of service by gender, 31 December 2001 to 31 December 2020
- Table 40: Ongoing employees: age group by gender, 31 December 2001 to 31 December 2020
- Table 41: All employees: age group by employment category, 31 December 2001 to 31 December 2020
- Table 42: Ongoing employees: agency retention, 31 December 2019 to 31 December 2020**
- Table 43: Ongoing employees: agency by temporary assignment classification, 31 December 2020



Appendix 1

Table 44: All employees: agency by highest educational qualification, 31 December 2020

Table 45: Ongoing employees: agency by number of agencies worked in and base classification group, 31 December 2020

Table 46: Ongoing employees: base classification by paid classification and gender, 31 December 2020

Table 47: All employees: mean age (years) by location, base classification and gender, 31 December 2020

Table 48: All employees: median length of service (years) by location, base classification and gender, 31 December 2020

Table 49: Ongoing employees: agency by operative status (including maternity related leave) and gender, 31 December 2020***

Table 50: Engagements of ongoing employees: age group by gender, 2001 to 2020

Table 51: Engagements of ongoing employees: classification by gender, 2001 to 2020

Table 52: Engagements of ongoing employees: agency by major classification group, 2019 and 2020*

Table 53: Engagements of ongoing employees: age group by classification and gender, 2020

Table 54: Engagements of ongoing employees: prior service in APS by classification and gender, 2020

Table 55: Engagements of ongoing employees: highest educational qualification by classification and gender, 2020

Table 56: Engagements of ongoing employees: previous employment by classification and gender, 2020

Table 57: Engagements of ongoing employees: location by classification and gender, 2020

Table 58: Engagements of ongoing employees: mean age (years) by location, classification and gender, 2020

Table 59: Promotions of ongoing employees: classification promoted from and to by gender, 2020

Table 60: Promotions of ongoing employees: mean age (years) by location, classification and gender, 2020

Table 61: Promotions of ongoing employees: agency by classification, 2020

Table 62: Promotions of ongoing employees: within, from and to other agencies, 2020

Table 63: Transfers and temporary transfers of ongoing employees: from and to other agencies, 2020

Table 64: Movement of ongoing employees: location from and to by gender, 2020

Table 65: Separations of ongoing employees: type of separation by gender, 2001 to 2020

Table 66: Separations of ongoing employees: base classification by gender, 2001 to 2020

Table 67: Separations of ongoing employees: age group by gender, 2001 to 2020

Table 68: Separations of ongoing employees: resignations by age group and gender, 2001 to 2020

Table 69: Separations of ongoing employees: age retirements by age group and gender, 2001 to 2020

Table 70: Separations of ongoing employees: retrenchments by age group and gender, 2001 to 2020

Table 71: Separations of ongoing employees: separation type by base classification and gender, 2020

Table 72: Separations of ongoing employees: agency by type of separation, 2019 and 2020

Table 73: Separations of ongoing employees: agency by type of termination, 2020

Table 74: Separations of ongoing employees: agency by base classification, 2020

Table 75: Separations of ongoing employees: length of service by base classification and gender, 2020

Table 76: Separations of ongoing employees: length of service by type of separation and gender, 2020

Table 77: All employees: diversity group, 2001 to 2020

Table 78: All employees by country of birth, December 2020

Table 79: Ongoing employees: agency by diversity group, 31 December 2020

Table 80: Non-ongoing employees: agency by diversity group, 31 December 2020

Table 81: All employees: agency by diversity group, 31 December 2020

Table 82: All employees: base classification by diversity group and gender, 31 December 2020

Table 83: All employees: diversity group by highest educational qualification and gender, 31 December 2020

Table 84: Engagements of ongoing employees: classification by diversity group and gender, 2020

Table 85: Separations of ongoing employees: base classification by diversity group and gender, 2020

Table 86: All employees: Average age by year, 2001 to 2020

*A number of agencies were affected by Administrative Arrangements Order changes during 2020. Appendix 2 should be noted when making comparisons between the two years' data.

**Employees affected by machinery-of-government (MoG) changes during 2020 are not included in this table.

***For definitions of operative status and maternity-related leave, please refer to the APSED [specifications](#).



Appendix 1

Employee headcounts for agencies are listed under their portfolio department. All Departments, Statutory agencies and Executive agencies are included (see <https://www.apsc.gov.au/aps-agency-listing-agencies-covered-public-service-act-1999>). Apart from Table 35, staff of the following indented entities are reported in the staff numbers of their related portfolios.

Attorney-General's:

- Australian Government Solicitor

Health:

- Therapeutic Goods Administration
- Office of the Gene Technology Regulator (OGTR) & Australian Industrial Chemicals Introduction Scheme (AICIS)

Industry:

- Geoscience Australia
- IP Australia
- Questacon—National Science and Technology Centre

Treasury:

- Australian Office of Financial Management
- Commonwealth Grants Commission
- Royal Australian Mint

Appendix 2

Machinery of Government changes

Table A1: Movements between APS agencies, 2020

Date	Agency employees moved from	Agency employees moved to	Number of ongoing staff	Number of non-ongoing staff
1/01/2020	Department of Health	Aged Care Quality and Safety Commission	63	4
23/01/2020	Department of Environment and Energy	Department of Industry, Science, Energy and Resources	505	18
23/01/2020	Department of Employment, Skills, Small and Family Business	Department of the Prime Minister and Cabinet	3	–
23/01/2020	Department of Employment, Skills, Small and Family Business	Department of Industry, Science, Energy and Resources	78	8
1/02/2020	Department of Agriculture	Department of Agriculture, Water and the Environment	4526	527
1/02/2020	Department of Human Services	Services Australia	27429	2780
1/02/2020	Department of Communications and the Arts	Department of Infrastructure, Transport, Regional Development and Communications	543	25
1/02/2020	Department of Employment, Skills, Small and Family Business	Department of Education, Skills and Employment	2149	39
6/02/2020	Department of Social Services	Services Australia	204	–
6/02/2020	Services Australia	Department of Social Services	47	–
14/05/2020	Department of the Prime Minister and Cabinet	National Drought and North Queensland Flood Response and Recovery Agency	24	12
1/07/2020	Department of Health	Sport Integrity Australia	12	–
1/07/2020	Australian Sports Anti-Doping Authority	Sport Integrity Australia	64	233
9/07/2020	Department of Education, Skills and Employment	Attorney-General's Department	6	–

Table A2: Machinery of Government engagements from Non-APS agencies, 2020

Date	Agency	Ongoing	Non-ongoing
20/01/2020	National Disability Insurance Agency	1	–
14/04/2020	National Disability Insurance Agency	1	–
11/05/2020	National Disability Insurance Agency	1	–

Table A3: Total Machinery of Government movements into and out of the APS, 2001 to 2020

Year	Additions			Reductions		
	Ongoing	Non-ongoing	Total	Ongoing	Non-ongoing	Total
2001	–	–	–	1	–	1
2002	5	–	5	–	–	–
2003	263	2	265	1	–	1
2004	121	5	126	1309	100	1409
2005	5046	250	5296	52	1	53
2006	527	40	567	3	1	4
2007	150	424	574	–	–	–
2008	360	65	425	–	466	466
2009	20	.	20	–	–	–
2010	158	36	194	–	–	–
2011	210	35	245	4	–	4
2012	64	2	66	–	–	–
2013	7	.	7	2	–	2
2014	262	2	264	–	–	–
2015	631	49	680	299	87	386
2016	164	1	165	–	–	–
2017	84	–	84	–	–	–
2018	33	–	33	1808	24	1832
2019	207	–	207	1685	288	1973
2020	3	–	3	–	–	–

Table A4: Changes to agency names and portfolios, 2020

Date	Change	Entity Name	Portfolio	Change Details
1/02/2020	Remove	Department of Agriculture		The Department of Agriculture was abolished, and its functions transferred to the Department of Agriculture, Water and the Environment
1/02/2020	Amend	Department of the Environment and Energy	Agriculture, Water and the Environment	The Department of the Environment and Energy was renamed the Department of Agriculture, Water and the Environment. Its energy functions transferred to the Department of Industry, Science, Energy and Resources
1/02/2020	Amend	Australian Pesticides and Veterinary Medicines Authority	Agriculture, Water and the Environment	Entity moved from Agriculture to Agriculture, Water and the Environment
1/02/2020	Amend	Murray-Darling Basin Authority	Agriculture, Water and the Environment	Entity moved from Agriculture to Agriculture, Water and the Environment
1/02/2020	Remove	Department of Communications and the Arts		The Department of Communications and the Arts was abolished, and its functions transferred to the Department of Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	Department of Education	Education, Skills and Employment	The Department of Education was renamed the Department of Education, Skills and Employment
1/02/2020	Remove	Department of Employment, Skills, Small and Family Business		The Department of Employment, Skills, Small and Family Business was abolished. Its small business function transferred to the Department of Industry, Science, Energy and Resources, and the remaining functions to the Department of Education, Skills and Employment
1/02/2020	Amend	Australian Skills Quality Authority	Education, Skills and Employment	Entity moved from Employment, Skills, Small and Family Business to Education, Skills and Employment
1/02/2020	Amend	Department of Industry, Innovation and Science	Industry, Science, Energy and Resources	The Department of Industry, Innovation and Science was renamed the Department of Industry, Science, Energy and Resources
1/02/2020	Amend	Clean Energy Regulator	Industry, Science, Energy and Resources	Entity moved from Environment and Energy to Industry, Science, Energy and Resources
1/02/2020	Amend	Climate Change Authority	Industry, Science, Energy and Resources	Entity moved from Environment and Energy to Industry, Science, Energy and Resources
1/02/2020	Amend	Department of Infrastructure, Transport, Cities and Regional Development	Infrastructure, Transport, Regional Development and Communications	The Department of Infrastructure, Transport, Cities and Regional Development was renamed the Department of Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	Australian Communications and Media Authority	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications

Date	Change	Entity Name	Portfolio	Change Details
1/02/2020	Amend	Australian National Maritime Museum	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	National Film and Sound Archive of Australia	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	National Library of Australia	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	National Museum of Australia	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	National Portrait Gallery of Australia	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	Screen Australia	Infrastructure, Transport, Regional Development and Communications	Entity moved from Communications and the Arts to Infrastructure, Transport, Regional Development and Communications
1/02/2020	Amend	North Queensland Livestock Industry Recovery Agency	Prime Minister and Cabinet	The North Queensland Livestock Industry Recovery Agency was renamed the National Drought and North Queensland Flood Response and Recovery Agency
1/02/2020	Amend	Services Australia	Social Services	The Department named Services Australia was abolished. A new non-corporate Commonwealth entity (listed entity) also named Services Australia was established in Social Services
1/07/2020	Add	Sport Integrity Australia	Health	A new non-corporate Commonwealth entity established on 1 July 2020. Sport Integrity Australia brings together functions of the Australian Sports Anti-Doping Authority, the National Integrity of Sport Unit within the Department of Health and the sports integrity functions of Sport Australia.
1/07/2020	Remove	Australian Sports Anti-Doping Authority (ASADA)	Health	ASADA abolished by the <i>Australian Sports Anti-Doping Authority Amendment (Sport Integrity Australia) Act 2020</i> , on 1 July 2020

