TE TAUNAKI
Public Service Census

3 - 21 March 2025

Te Kāwanatanga o Aotearoa
New Zealand Government
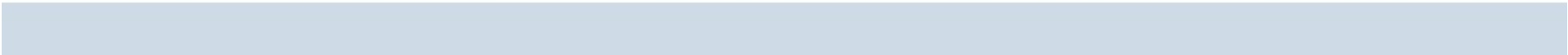
Public Service - System Report

Responses:	Response Rate:
44,737 of 65,356	**68.5%**

Contents

Exploring your results

	Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.
	Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.
▲	Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.
▼	Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.
ⓘ	Generally a difference of -/+ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable. A result that appears as 0% or blank may either represent a true 0% result, or a situation where a small count means the result has been suppressed to protect employee privacy.

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Delivering outcomes

- % Agree
- % Neither agree nor disagree
- % Disagree

	Response scale	% positive 2025
The work I do contributes to better outcomes for New Zealand.	87% / 11%	87%
The work that I do provides value for taxpayers.	80% / 15% / 5%	80%
It is important to me that my agency is careful in how it uses taxpayer money.	90% / 9%	90%
My manager cares about delivering good value for taxpayers.	79% / 15% / 6%	79%

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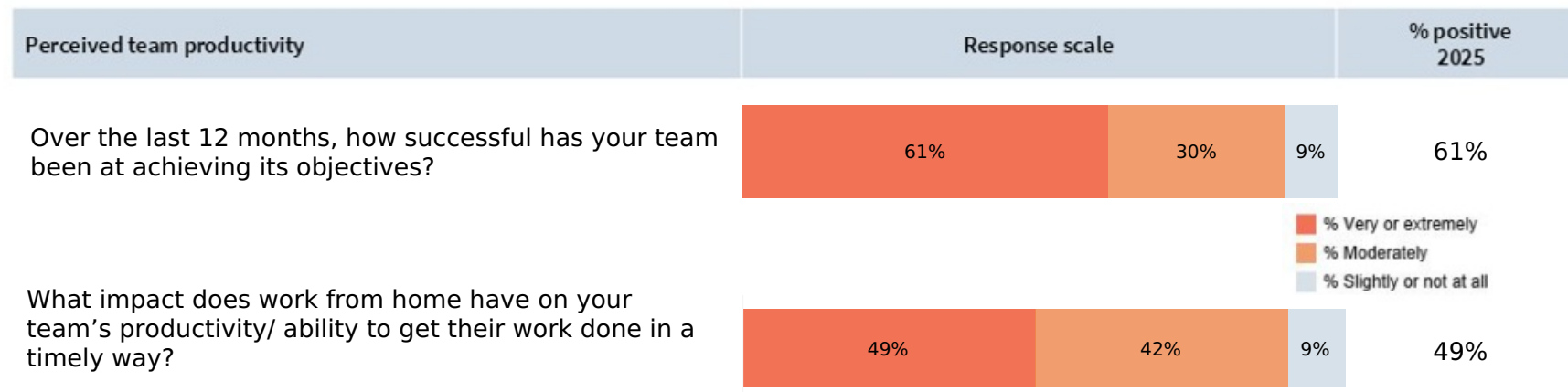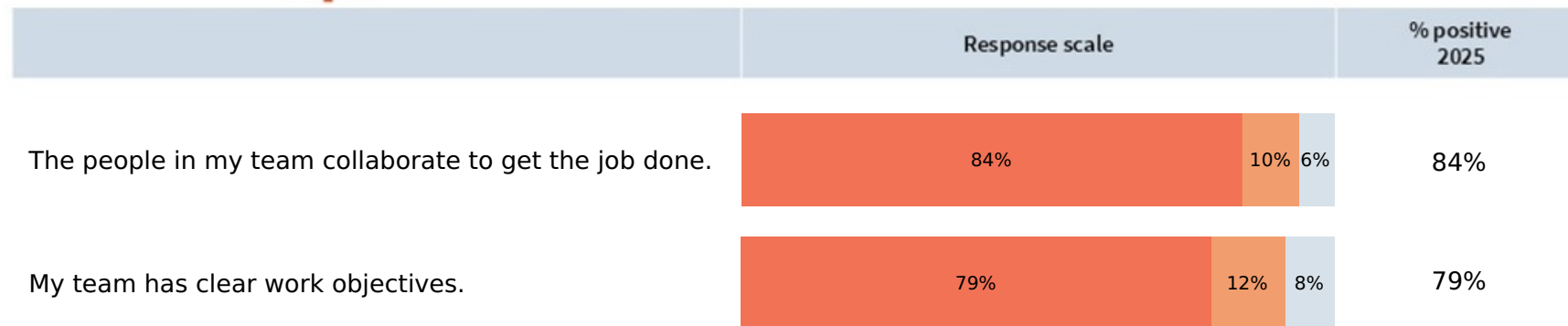New Zealand Government
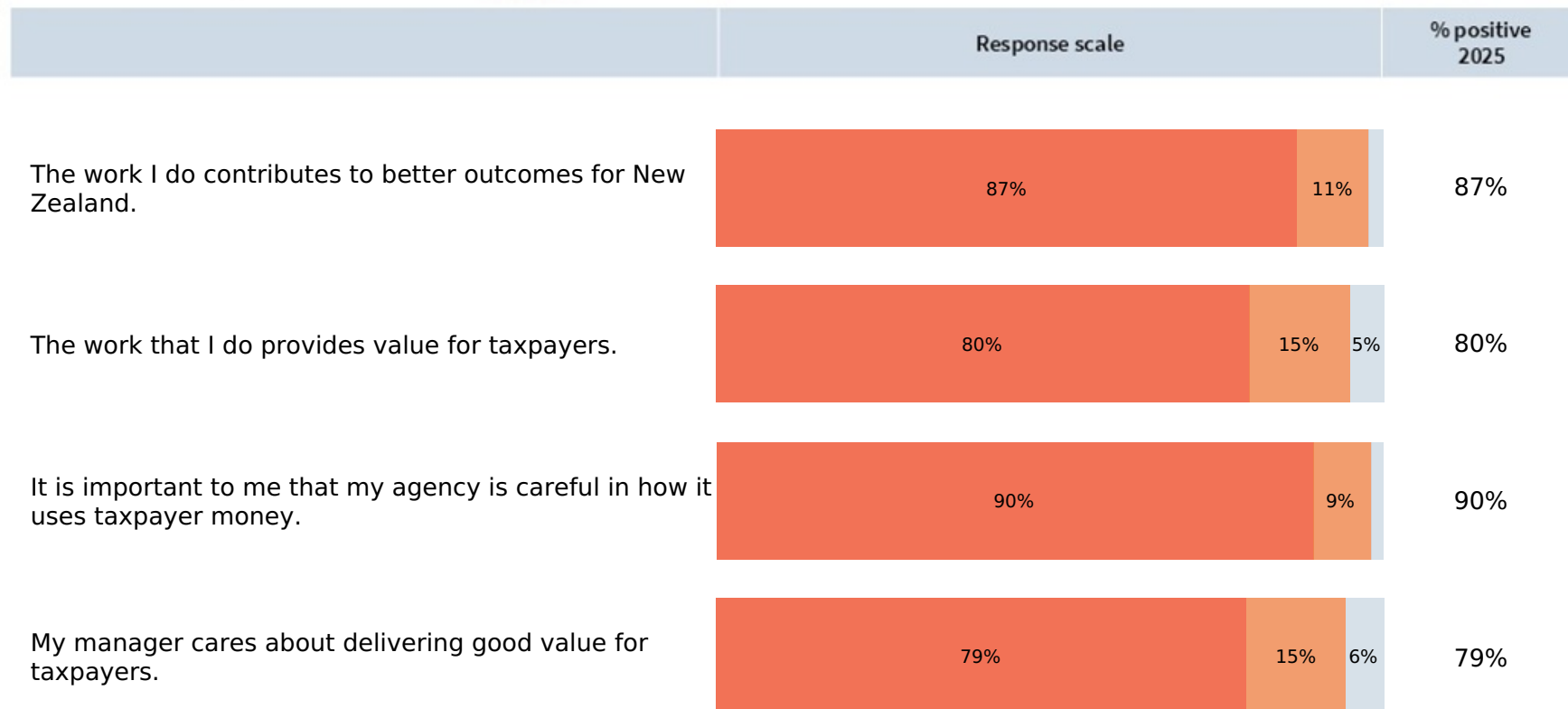
Enablers of productivity

- █ % Agree
- █ % Neither agree nor disagree
- █ % Disagree

	Response scale	% positive 2025
My manager supports my team to deliver on our responsibilities in a timely manner.	73% 15% 12%	73%
My manager provides me with helpful feedback to improve my performance.	66% 18% 16%	66%
I have access to the evidence I need to make good decisions.	64% 21% 15%	64%
In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk.	58% 21% 20%	58%
Senior leaders clearly articulate the direction and priorities for our organisation.	57% 23% 20%	57%
I feel that change is managed well within my organisation.	30% 28% 42%	30%
I have the support I need from my organisation to manage or improve staff performance that is not meeting expectations. [MANAGERS ONLY]	60% 19% 21%	60%

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Teamwork

	Response scale	% positive 2025
The people in my team collaborate to get the job done.	84%　　　　10%　6%	84%
My team has clear work objectives.	79%　　　　12%　8%	79%

Perceived team productivity	Response scale	% positive 2025
Over the last 12 months, how successful has your team been at achieving its objectives?	61%　　30%　9%	61%

What impact does work from home have on your team's productivity/ ability to get their work done in a timely way?	49%　　42%　9%	49%

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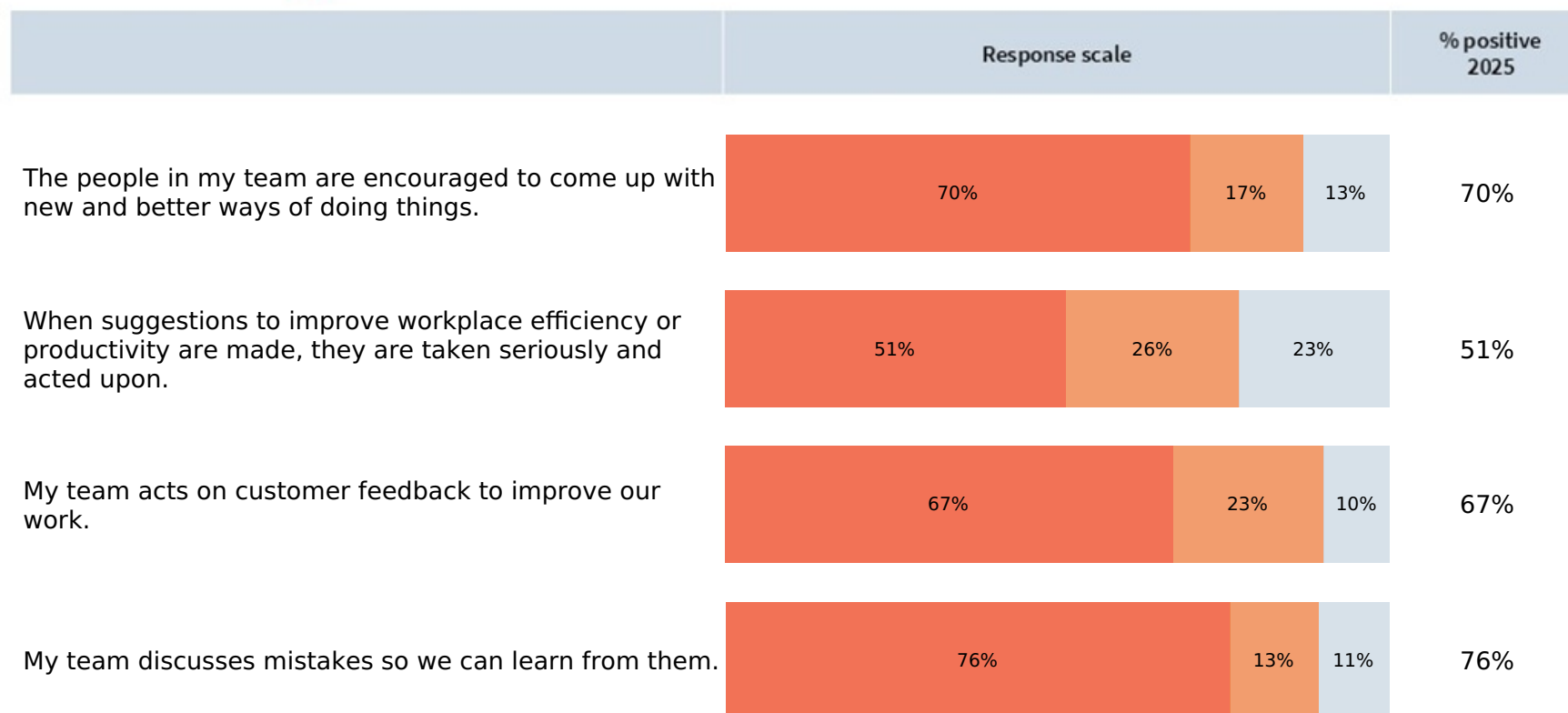
Barriers within agencies

- ■ % To a great or very great extent
- ■ % Somewhat
- ☐ % Very little or not at all

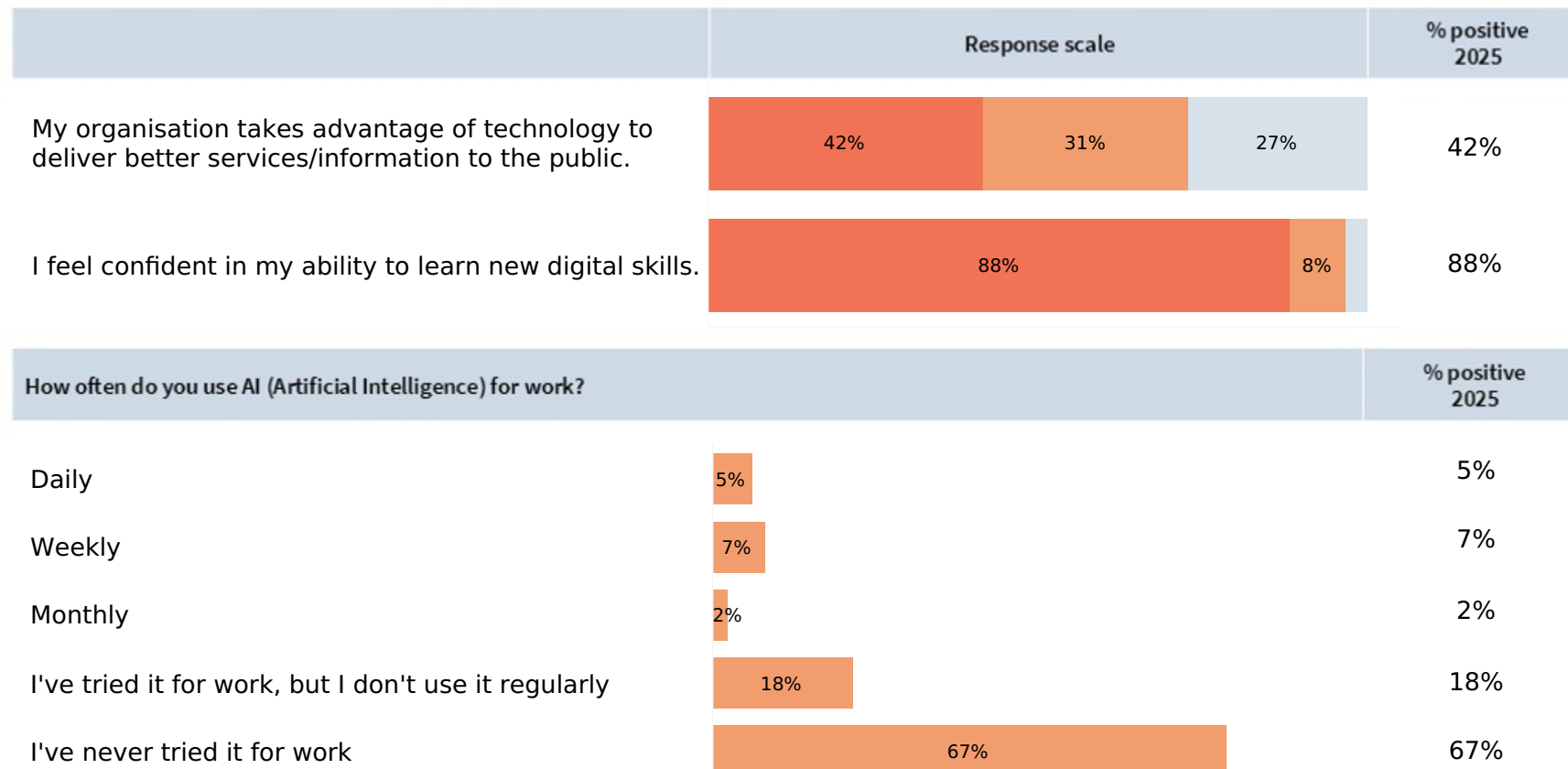| How much do these issues below prevent you and your team performing at your best?	Response scale			% to a great or very great extent 2025
Staffing level/work volumes	49%	33%	19%	49%
Complicated or unnecessary business processes	37%	36%	27%	37%
Inefficient decision making (e.g. slow timelines, senior leader involvement in small decisions, unclear governance processes)	34%	41%	25%	34%
Poor communication between teams/silos	32%	37%	31%	32%
Lack of access to appropriate tools, technology, and information (e.g. unreliable/old IT systems/software/hardware, limited use of AI)	29%	33%	39%	29%
Appetite for risk/innovation in my agency	27%	41%	32%	27%
Some colleagues/direct reports don't have required skills/motivation	25%	32%	42%	25%
Physical environment (e.g. lack of quiet spaces, meeting spaces, security, accessibility)	23%	26%	51%	23%
Too many meetings	18%	30%	52%	18%

Barriers between agencies

57% of Public Service staff said they work regularly with other government agencies.*

These people were asked how much do these interagency challenges impact your ability to get work done?

Legend:
- % To a great or very great extent
- % Somewhat
- % Very little or not at all

	Response scale	% to a great or very great extent 2025
Problems getting timely information from other agencies	24% / 43% / 33%	24%
Risk aversion in other agencies	22% / 33% / 45%	22%
Difficulty getting people with the right level of decision-making authority at the table	20% / 30% / 50%	20%
Lack of accountability	20% / 28% / 52%	20%
Need to consult with too many agencies	13% / 30% / 57%	13%
Interagency groups with regular meetings but no clear mandate/objective/authority	13% / 26% / 61%	13%
Difficulty reaching consensus	11% / 29% / 59%	11%
Personality conflicts/trust	10% / 20% / 70%	10%

Use of technology 🖥️

Legend:
- 🟧 % Agree
- 🟧 % Neither agree nor disagree
- ⬜ % Disagree

	Response scale			% positive 2025
My organisation takes advantage of technology to deliver better services/information to the public.	42%	31%	27%	42%
I feel confident in my ability to learn new digital skills.	88%	8%		88%

How often do you use AI (Artificial Intelligence) for work?		% positive 2025
Daily	5%	5%
Weekly	7%	7%
Monthly	2%	2%
I've tried it for work, but I don't use it regularly	18%	18%
I've never tried it for work	67%	67%

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Māori Crown capability

- 🟧 % Agree
- 🟧 % Neither agree nor disagree
- ⬜ % Disagree

	Response scale			% positive 2025	% positive 2021
I understand how my agency's Te Tiriti o Waitangi / Treaty of Waitangi responsibilities apply to its work.	77%	16%	6%	77%	69%
I am comfortable supporting tikanga Māori - Māori cultural values and practice - in my agency (e.g. by using te reo Māori, participating in karakia, hui, mihi whakatau).	72%	19%	9%	72%	69%
I am encouraged and supported to engage with Māori and to understand Māori perspectives.	71%	21%	7%	71%	65%
I feel that leaders in my agency show a commitment to strengthening the relationships between Māori and the Crown	68%	23%	9%	68%	67%
I feel confident in my ability to identify aspects of my agency's work that may disadvantage Māori.	62%	29%	9%	62%	58%

Te Reo Māori

Legend:
- % Agree
- % Neither agree nor disagree
- % Disagree

	Response scale			% positive 2025	% positive 2021
Staff are encouraged to use te reo Māori.	66%	25%	9%	66%	65%
Staff are supported to improve our te reo Māori (e.g. through on-the-job learning, in-house courses, etc).	64%	23%	13%	64%	59%

How well are you able to speak Te Reo Māori in day-to-day conversation?		% positive 2025	% positive 2021
Well or very well - I can talk about many things / almost anything in te reo Māori	3%	3%	2%
Fairly well - I can talk about some things in te reo Māori	8%	8%	7%
Not very well - I can only talk about simple/basic things in te reo Māori	40%	40%	35%
No more than a few words or phrases (including none at all)	48%	48%	56%

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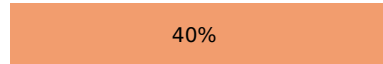Te Kāwanatanga o Aotearoa
New Zealand Government

Principles

- 🟧 % Agree
- 🟧 % Neither agree nor disagree
- ⬜ % Disagree

	Response scale	% positive 2025
I am confident that my organisation is free and frank in our advice to Ministers.	71% 16% 13%	71%

The above question was only asked of the **23%** of Public Service staff who said they were involved in preparing advice for a Minister.

I am confident that in my organisation people get jobs based on merit.	44% 26% 30%	44%
I have a good understanding of what it means to be a politically neutral public servant.	95%	95%
It's important to me that my organisation is open and transparent with the public.	91% 8%	91%
My organisation is working for the long-term good of New Zealand.	87% 9%	87%

ⓘ New Zealand's Public Service principles are central to the way we deliver services and outcomes for New Zealanders. They help to preserve public trust and confidence in our ability to serve current and future governments. The 5 principles are political neutrality, free and frank advice, merit-based appointments, open government and stewardship.

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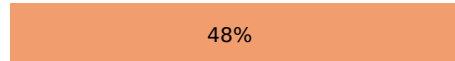## Integrity Culture ⚖️

Te Kāwanatanga o Aotearoa
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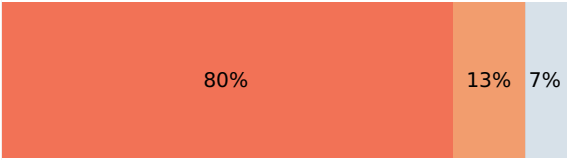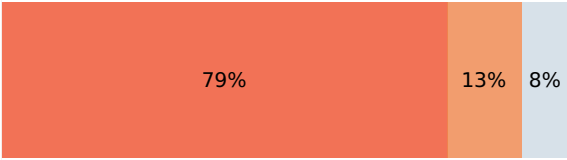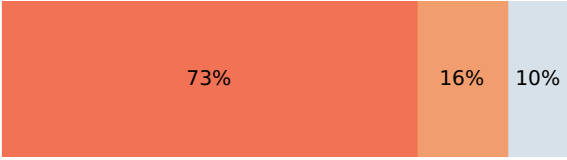
- 🟧 % Agree
- 🟧 % Neither agree nor disagree
- ⬜ % Disagree

	Response scale	% positive 2025	% positive 2021
I know what to do if I experience or witness wrongdoing or inappropriate behaviour in the workplace.	90% 7%	90%	
My manager leads by example in ethical behaviour.	83% 10% 7%	83%	
My work colleagues can be trusted to do what is right.	82% 13%	82%	78%
The culture in my organisation supports people to act with integrity.	74% 16% 10%	74%	
I feel safe to speak up about wrongdoing or inappropriate behaviour in the workplace.	70% 15% 15%	70%	

Respectful workplace

	Response scale	% positive 2025	% positive 2021
I feel comfortable being myself at work /with my colleagues.	80% 13% 7%	80%	82%
I feel accepted as a valued member of the team.	79% 13% 8%	79%	79%
The agency I work for supports and actively promotes a workplace where people are respectful towards one another.	73% 16% 10%	73%	78%

Legend:
- % Agree
- % Neither agree nor disagree
- % Disagree

Unacceptable behaviour

In the last 12 months **12.1%** of Public Service staff said they experienced harassment or bullying.

Of the people who experienced bullying or harrassment, **52% have reported** the behaviour.

Type of harassment or bullying experienced	Public Service 2025
Sexual Harassment — 0.8%	0.8%
Racial Harassment — 1.6%	1.6%
Bullying — 9.2%	9.2%
Other harassment or bullying — 0.9%	0.9%

Source(s) of bullying or harassment	Public Service 2025
A current or previous manager/superior — 6.3%	6.3%
A direct report or colleague in my agency — 5.7%	5.7%
Another professional outside my agency — 0.6%	0.6%
A member of public, client, or person in our care — 1.6%	1.6%

Reporting unacceptable behaviour

The people who had not (yet) reported the bullying or harassment were asked why they had not done so:	Public Service
I did not think action would be taken	52.0%
I was worried about possible retaliation or reprisals	48.4%
It could affect my career	44.2%
I didn't want to upset relationships in the workplace	41.9%
It was not worth the hassle of going through the reporting proce..	33.6%
Managers accepted the behaviour	25.9%
I didn't think the behaviour was serious enough to report it	13.8%
I did not have any evidence	12.6%
The issue was resolved informally	7.6%
I didn't know how to report	5.0%
Someone else reported the behaviour so I didn't have to	3.7%
Other	7.7%

	Subjected to bullying or harassment	Response scale			% Satisfied 2025
I am satisfied with how matters related to bullying/harassment are resolved in my organisation.	Yes	14%	27%	59%	14%
	No	46%	36%	18%	46%

■ % Agree
■ % Neither agree nor disag..
■ % Disagree

Perceived discrimination ✋

In the last 12 months 14% of Public Service staff felt they had experienced some form of discrimination.

I believe I have been treated unfairly because of my:	
Ethnicity, national origin, race or colour	5.4%
Age	4.3%
Gender or sex	4.0%
Don't know	2.8%
Employment status	1.8%
Disability	1.4%
Ethical belief	1.0%
Marital or family status	0.9%
Religious belief	0.6%
Political opinion	0.5%
Sexual orientation	0.4%
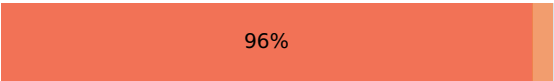
Percentage totals can exceed the overall figure for the agency because respondents could select as many reasons as applied.

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Employee Engagement ❤️

- 🟧 % Agree
- 🟧 % Neither agree nor disagree
- ⬜ % Disagree

Your employee engagement index score	**0.77**	Response scale	% positive 2025	% positive 2021

I am enthusiastic about my job.

72%	19%	9%

% positive 2025: 72%

I would recommend my organisation as a good place to work.

57%	25%	18%

% positive 2025: 57%

The work I do gives me a sense of accomplishment.

78%	15%	7%

% positive 2025: 78%

It is important to me that my work contributes to the common good.

96%

% positive 2025: 96%

- 🟧 % Satisfied
- 🟧 % Neither satisfied nor dissatisfied
- ⬜ % Dissatisfied

Thinking now about all aspects of your job, overall, how do you feel about your work?

62%	23%	15%

% positive 2025: 62% | % positive 2021: 69%

ℹ️ **How is the index made?**
Each person's score is calculated based on the questions they answered, and then these individual scores are combined to get a measure of overall engagement for the group.

Satisfaction with pay $

Legend:
- % Satisfied
- % Neither satisfied nor dissatisfied
- % Dissatisfied

	Response scale			% positive 2025
How satisfied are you with your pay	34%	26%	39%	34%
How satisfied are you with your other employment conditions (e.g. leave, flexible work arrangements, other benefits).	61%	22%	17%	61%
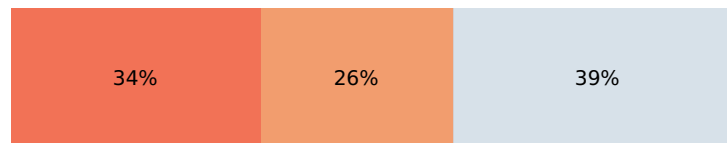
Legend:
- % Agree
- % Neither agree nor disagree
- % Disagree

	Response scale			% positive 2025
I feel that my pay adequately reflects my performance.	30%	22%	48%	30%
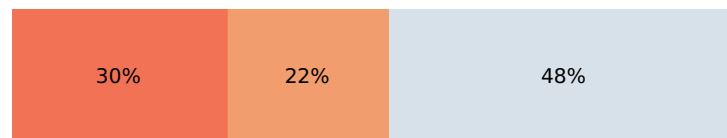
Wellbeing

In the last 12 months, how often would you say you have experienced work stress?	% Public Service 2025	
Never or hardly ever	13%	
Sometimes	42%	
Often or always	44%	

What best describes your current workload?	% Public Service 2025	
Well below capacity - not enough work	1%	
Slightly below capacity - available for more work	4%	
At capacity - about the right amount of work...	30%	
Slightly above capacity - lots of work to do	42%	
Well above capacity - too much work	23%	

How do you feel about the balance between your working life and your life outside of work?	% Public Service 2025	2021
Satisfied	55%	52%
Neither satisfied nor dissatisfied	23%	25%
Dissatisfied	22%	23%

Career and skills development

Legend:
- % Agree
- % Neither agree nor disagree
- % Disagree

	Response scale			% positive 2025	% positive 2021
I am encouraged and supported to apply for developmental opportunities (e.g. other roles, secondments, senior positions)	51%	28%	21%	51%	51%
I have access to the learning and development I need to do my job well.	63%	22%	14%	63%	62%

Thinking about your current role, which of the following best describes how you feel about your skills?		% 2025	% 2021
I have the skills to cope with more demanding work	29%	29%	33%
My skills match well with the work I do	56%	56%	51%
I need further training to do the job well	15%	15%	17%

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Intention to leave

Which of the following statements best describes your current situation?	Public Service 2025	2021
No plans to leave my current position — 54%	54%	59%
I am actively applying for other role(s) — 10%	10%	14%
In the next 12 months I want/expect to apply for a different role (and secondments) — 26%	26%	20%
I would like to change jobs but do not believe I can — 6%	6%	4%
I expect to leave the NZ workforce within the next 12 months — 4%	4%	3%

Reasons to consider leaving

Anyone who said they wanted to leave permanently or temporarily was asked why. Their reasons for considering leaving are shown below.	Public Service Overall
Lack of career progression opportunities	42.4%
Unsatisfied with pay/remuneration	39.4%
More interesting work	32.7%
Quality of leadership/management	27.8%
Lack of professional development / training opportunities	26.3%
Workload too high	21.6%
Job impacted by change process/restructuring	16.1%
Quality of workplace relationships/ social environment at work	14.2%
Work not aligned with my job skills, experience or training	13.7%
Unsatisfied with flexible work arrangements	12.8%
Bullying or other negative workplace behaviour	11.5%
Lack of job security	8.8%
Fixed term job ending	7.4%
Work location	6.7%
Unable to balance caring responsibilities	4.8%
Organisation is not accommodating of my disability	1.2%
Other	18.0%

Percentage totals can exceed 100% because respondents could select as many reasons as applied.

Health and safety support ➕

Legend:
- 🟧 % Agree
- 🟧 % Neither agree nor disagree
- ⬜ % Disagree

	Response scale			% positive 2025
My manager cares about my health and wellbeing.	81%	12%	7%	81%
Leaders in my organisation demonstrate a commitment to continuously improving health and safety.	67%	23%	9%	67%
Leaders in my organisation demonstrate a commitment to addressing work factors that impact mental health (e.g. workload, workplace relationships, traumatic or distressing work events).	53%	23%	24%	53%
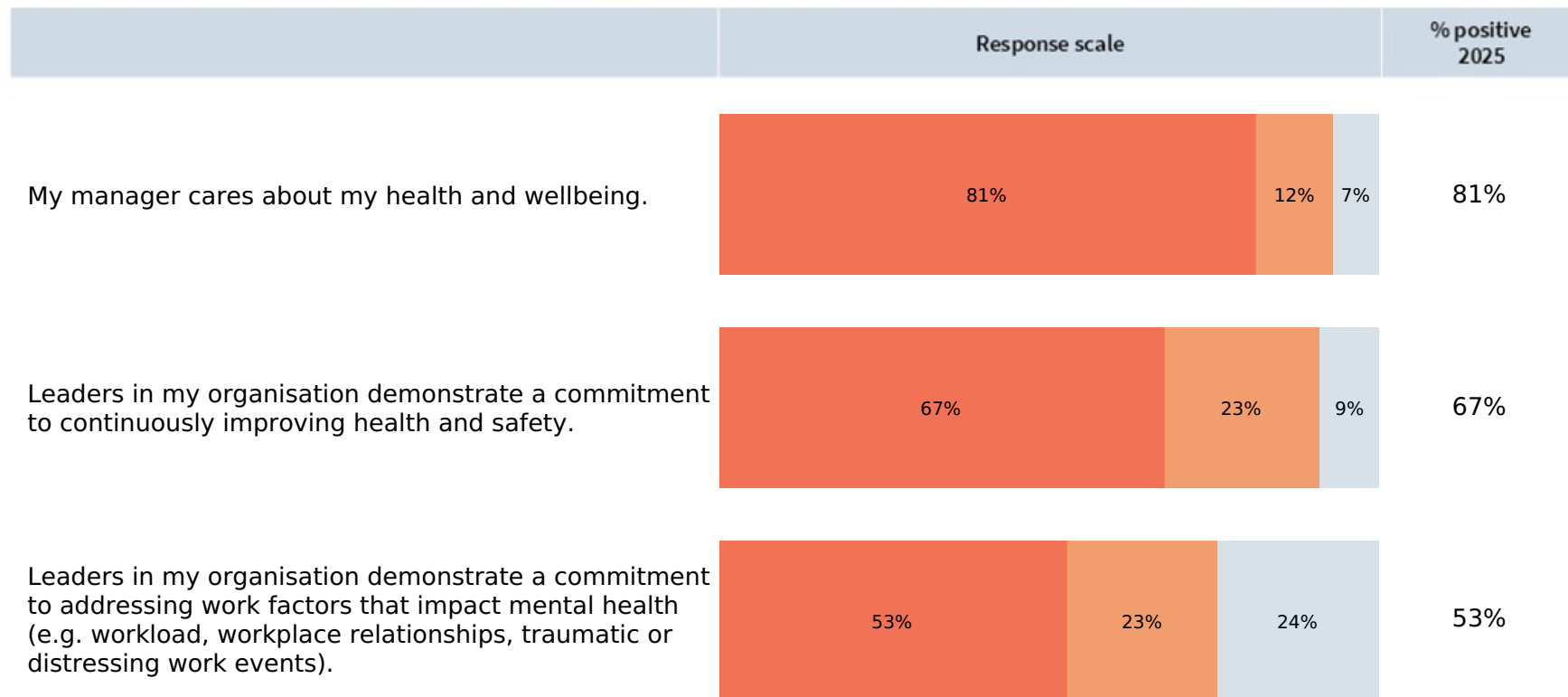
Employee Demographics 2025

Ethnicity

European	61.7%
Maori	16.6%
Asian	16.3%
Pacific	11.3%
MELAA	2.5%
Other Ethnicity	6.7%
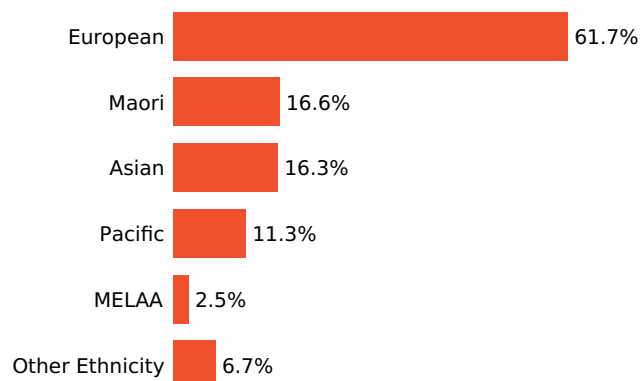
Source: Public Service Workforce Data
MELAA: Middle Eastern, Latin American and African

Age

15-24	4.4%
25-34	24.1%
35-44	24.4%
45-54	23.0%
55-64	18.9%
65+	5.2%
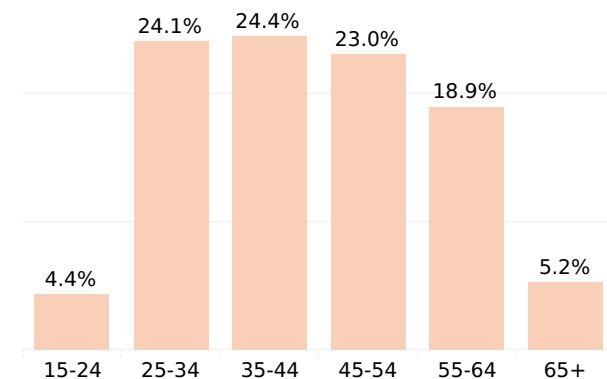
Source: Public Service Workforce Data

Religion

No Religion	58.2%
Christian	31.7%
Hinduism	3.0%
Spiritualism and New Age Religions	1.4%
Maori Religions, Beliefs and Philosophies	1.2%
Islam	1.2%
Buddhism	0.9%
Judaism	0.2%
Other Religions, Beliefs and Philosop..	2.2%

Gender

Female	65.2%
Male	34.2%
Another or multiple genders	0.6%

Languages Spoken

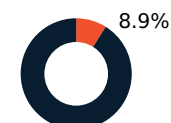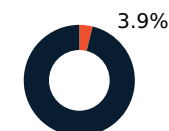|	
Te Reo Māori	7.1%
Samoan	2.6%
Sign Language	1.1%
Other	16.1%
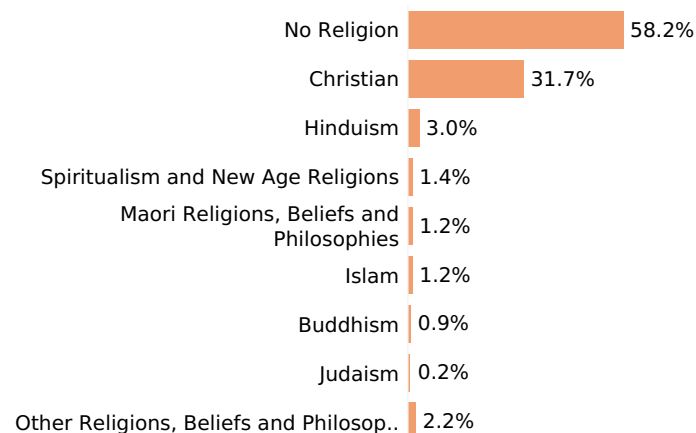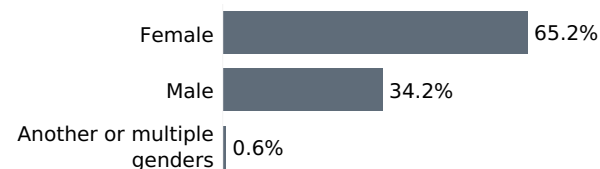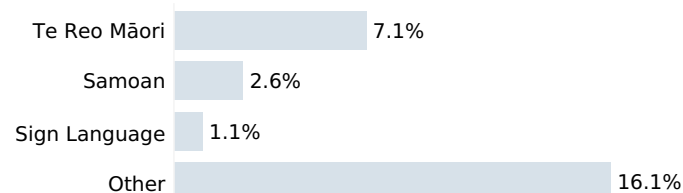
Identify as Rainbow
(or LGBTQIA+ / MVPFAFF+ / SOGIESC)

8.9%

Identify as Disabled
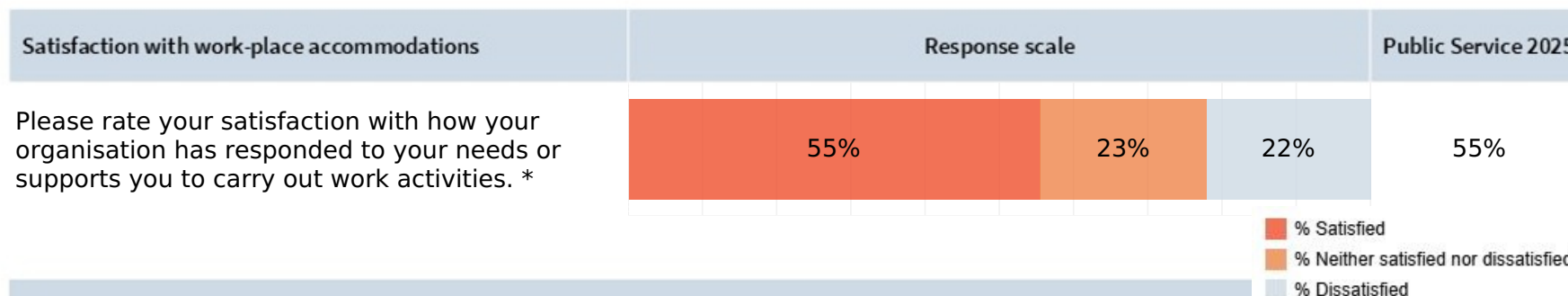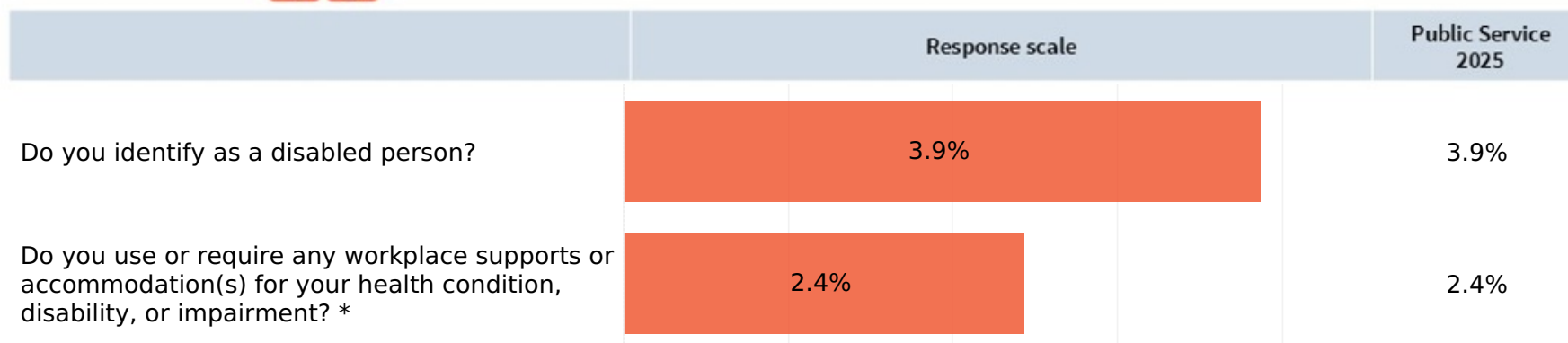
3.9%

Self-reported Neurodivergent

13.6%
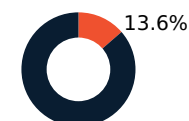
Self-reported Mental Health

19.4%

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Disability

	Response scale	Public Service 2025
Do you identify as a disabled person?	3.9%	3.9%
Do you use or require any workplace supports or accommodation(s) for your health condition, disability, or impairment? *	2.4%	2.4%

Satisfaction with work-place accommodations	Response scale			Public Service 2025
Please rate your satisfaction with how your organisation has responded to your needs or supports you to carry out work activities. *	55%	23%	22%	55%

■ % Satisfied
■ % Neither satisfied nor dissatisfied
■ % Dissatisfied

* These questions were asked of those who either identified as being disabled, or chose *prefer not to answer* or *don't know* to that question and said *yes* to having either a neurodivergent or mental heath condition. This was **4.6%** of Public Service staff.

These results likely underestimate the prevalence of disability in the workforce.

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