TE TAUNAKI
Public Service Census

3 - 21 March 2025

Te Kāwanatanga o Aotearoa
New Zealand Government

Public Service Commission Summary Report

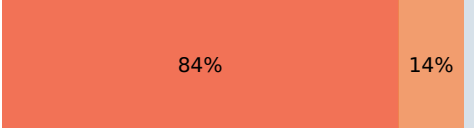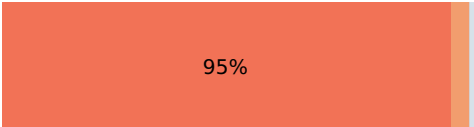| Responses:	Response Rate:
195 of 211	**92.4%**

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	Public Service overall
The work I do contributes to better outcomes for New Zealand.	84%	14%	84%	87%
The work that I do provides value for taxpayers.	78%	14% 8%	78%	80%
It is important to me that my agency is careful in how it uses taxpayer money.	95%		95%	90%
My manager cares about delivering good value for taxpayers.	85%	10%	85%	79%

Enablers of productivity

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

	Response scale	% positive 2025	Public Service overall
My manager supports my team to deliver on our responsibilities in a timely manner.	74% / 11% / 14%	74%	73%
My manager provides me with helpful feedback to improve my performance.	61% / 18% / 21%	61%	66%
In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk.	61% / 20% / 19%	61%	58%
Senior leaders clearly articulate the direction and priorities for our organisation.	58% / 22% / 20%	58%	57%
I have access to the evidence I need to make good decisions.	56% / 26% / 17%	56%	64%
I feel that change is managed well within my organisation.	38% / 28% / 34%	38%	30%
I have the support I need from my organisation to manage or improve staff performance that is not meeting expectations. [MANAGERS ONLY]	50% / 27% / 23%	50%	60%

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Teamwork

% Agree
% Neither agree nor disagree
% Disagree
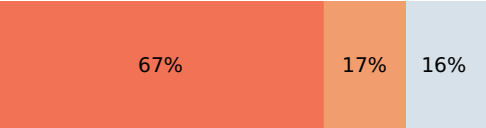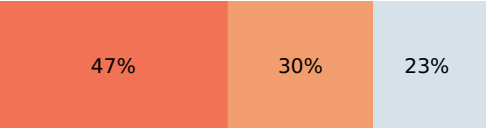
	Response scale	% positive 2025	Public Service overall
The people in my team collaborate to get the job done.	82% / 9% / 9%	82%	84%
My team has clear work objectives.	72% / 11% / 18%	72%	79%

Perceived team productivity	Response scale	% positive 2025	Public Service overall
Over the last 12 months, how successful has your team been at achieving its objectives?	70% / 22% / 8%	70%	61%
What impact does work from home have on your team's productivity/ ability to get their work done in a timely way? [MANAGERS ONLY - with teams *able* to work from home]	39% / 57%	39%	49%

% Very or extremely
% Moderately
% Slightly or not at all

Increases productivity
No impact
Decreases productivity

Missing data indicates no data or privacy rules have been applied

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Innovation

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

	Response scale			% positive 2025	Public Service overall
The people in my team are encouraged to come up with new and better ways of doing things.	67%	17%	16%	67%	70%
When suggestions to improve workplace efficiency or productivity are made, they are taken seriously and acted upon.	47%	30%	23%	47%	51%
My team acts on customer feedback to improve our work.	73%	17%	10%	73%	67%
My team discusses mistakes so we can learn from them.	66%	18%	17%	66%	76%

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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	Public Service overall
Inefficient decision making (e.g. slow timelines, senior leader involvement in small decisions, unclear governance processes)	42%	41%	17%	42%	34%
Staffing level/work volumes	35%	41%	23%	35%	49%
Appetite for risk/innovation in my agency	34%	43%	23%	34%	27%
Poor communication between teams/silos	28%	44%	28%	28%	32%
Physical environment (e.g. lack of quiet spaces, meeting spaces, security, accessibility)	28%	34%	38%	28%	23%
Complicated or unnecessary business processes	24%	41%	35%	24%	37%
Some colleagues/direct reports don't have required skills/motivation	22%	32%	46%	22%	25%
Lack of access to appropriate tools, technology, and information (e.g. unreliable/old IT systems/software/hardware, limited use of AI)	19%	34%	47%	19%	29%
Too many meetings	16%	35%	49%	16%	18%

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Barriers between agencies

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

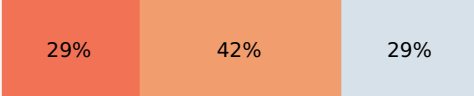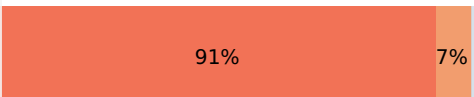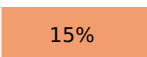|	Response scale	% to a great or very great extent 2025	Public Service overall
79% of staff at *Public Service Commission* said they work regularly with other government agencies.* These people were asked how much do these <u>interagency</u> challenges impact your ability to get work done?			
Risk aversion in other agencies	25% / 39% / 36%	25%	22%
Difficulty getting people with the right level of decision-making authority at the table	22% / 32% / 46%	22%	20%
Problems getting timely information from other agencies	20% / 44% / 36%	20%	24%
Lack of accountability	18% / 27% / 55%	18%	20%
Difficulty reaching consensus	13% / 34% / 53%	13%	11%
Interagency groups with regular meetings but no clear mandate/objective/authority	9% / 28% / 63%	9%	13%
Need to consult with too many agencies	9% / 31% / 60%	9%	13%
Personality conflicts/trust	8% / 22% / 70%	8%	10%
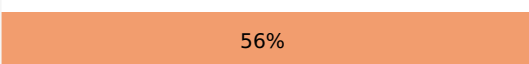
* This compares with **57%** of the **Public Service** overall who said they work regularly with other government agencies.

Use of technology

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

	Response scale			% positive 2025	Public Service overall 2025
My organisation takes advantage of technology to deliver better services/information to the public.	29%	42%	29%	29%	42%
I feel confident in my ability to learn new digital skills.	91%		7%	91%	88%
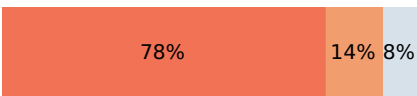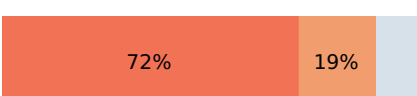
How often do you use AI (Artificial Intelligence) for work?	% positive 2025	Public Service overall 2025
Daily	4%	4%	5% (Daily)
Weekly	15%	15%	7% (Weekly)
Monthly	2%	2%	2% (Monthly)
I've tried it for work, but I don't use it regularly	23%	23%	18% (I've tried it for work, but I don't use it regularly)
I've never tried it for work	56%	56%	67% (I've never tried it for work)

Missing data indicates no data or privacy rules have been applied

Māori Crown capability

	Response scale	% positive 2025	% positive 2021	Public Service overall 2025
I understand how my agency's Te Tiriti o Waitangi / Treaty of Waitangi responsibilities apply to its work.	78% 14% 8%	78%	71%	77%
I am encouraged and supported to engage with Māori and to understand Māori perspectives.	57% 33%	57%	53%	71%
I feel that leaders in my agency show a commitment to strengthening the relationships between Māori and the Crown	59% 30% 11%	59%	67%	68%
I feel confident in my ability to identify aspects of my agency's work that may disadvantage Māori.	67% 23% 9%	67%	58%	62%
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 ..	72% 19%	72%	64%	72%
Staff are encouraged to use te reo Māori.	63% 28%	63%	80%	66%
Staff are supported to improve our te reo Māori (e.g. through on-the-job learning, in-house courses, etc).	58% 23% 19%	58%	63%	64%

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Principles

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

	Response scale	% positive 2025	Public Service overall
I am confident that my organisation is free and frank in our advice to Ministers.	73% 18% 9%	73%	71%

*The above question was only asked of the **63%** of staff at Public Service Commission who said they were involved in preparing advice for a Minister.*

	Response scale	% positive 2025	Public Service overall
I am confident that in my organisation people get jobs based on merit.	63% 20% 17%	63%	44%
I have a good understanding of what it means to be a politically neutral public servant.	99%	99%	95%
It's important to me that my organisation is open and transparent with the public.	96%	96%	91%
My organisation is working for the long-term good of New Zealand.	83% 13%	83%	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.
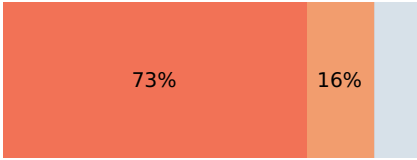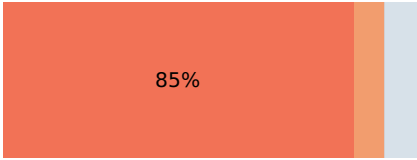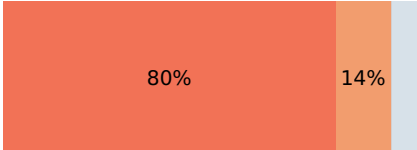
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Integrity Culture

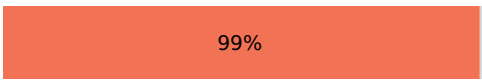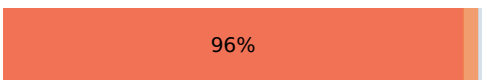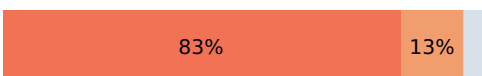■ % Agree
■ % Neither agree nor disagree
■ % Disagree

	Response scale	% positive 2025	% positive 2021	Public Service overall 2025
The culture in my organisation supports people to act with integrity.	76% 16% 8%	76%		74%
My work colleagues can be trusted to do what is right.	87%	87%	85%	82%
My manager leads by example in ethical behaviour.	83% 9%	83%		83%
I know what to do if I experience or witness wrongdoing or inappropriate behaviour in the workplace.	83%	83%		90%
I feel safe to speak up about wrongdoing or inappropriate behaviour in the workplace.	65% 18% 17%	65%		70%

Respectful workplace

	Response scale	% positive 2025	% positive 2021	Public Service overall 2025
The agency I work for supports and actively promotes a workplace where people are respectful towards one another.	73% 16%	73%	82%	73%
I feel accepted as a valued member of the team.	85%	85%	79%	79%
I feel comfortable being myself at work /with my colleagues.	80% 14%	80%	81%	80%

Unacceptable behaviour

In the last 12 months **10.4%** of PSC staff said they experienced harassment or bullying.

This compares to **12.1%** in the Public Service overall.

Of the people at PSC who experienced bullying or harassment, **42% have reported** the behaviour.

Type of harassment or bullying experienced *Public Service Commission*		Public Service overall
Sexual Harassment	0.0%	0.8%
Racial Harassment	0.0%	1.6%
Bullying	8.3%	9.2%
Other Harassment or Bullying	0.0%	0.9%

Source(s) of bullying or harassment *Public Service Commission*		Public Service overall
A current or previous manager/superior	7.8%	6.3%
A direct report or colleague in my agency	3.6%	5.7%
Another professional outside my agency	0.0%	0.6%
A member of public, client, or person in our care	0.0%	1.6%

Missing data indicates no data or privacy rules have been applied

Reporting unacceptable behaviour

The people who had not (yet) reported the bullying or harassment were asked why they had not done so:	Agency level	Public Service overall
I did not think action would be taken	83.3%	52.0%
I was worried about possible retaliation or reprisals	75.0%	48.4%
It could affect my career	66.7%	44.2%
I didn't want to upset relationships in the workplace	33.3%	41.9%
It was not worth the hassle of going through the reporting pr..	41.7%	33.6%
Managers accepted the behaviour	33.3%	25.9%
I didn't think the behaviour was serious enough to report it	0.0%	13.8%
I did not have any evidence	0.0%	12.6%
The issue was resolved informally	0.0%	7.6%
I didn't know how to report	0.0%	5.0%
Someone else reported the behaviour so I didn't have to	0.0%	3.7%
Other	0.0%	7.7%

	Subjected to bullying or harassment	Response scale			% Satisfied Agency level	Public Service overall
I am satisfied with how matters related to bullying/harassment are resolved in my organisation.	Yes	21%		74%	5%	14% (Yes)
	No	39%	35%	27%	39%	46% (No)

■ % Agree
■ % Neither agree nor disagree
■ % Disagree

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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	Public Service overall 2025
I am enthusiastic about my job.		76% / 17%	76%		72%
I would recommend my organisation as a good place to work.		58% / 20% / 22%	58%		57%
The work I do gives me a sense of accomplishment.		84% / 9% / 7%	84%		78%
It is important to me that my work contributes to the common good.		96%	96%		96%
Thinking now about all aspects of your job, overall, how do you feel about your work?		70% / 12% / 18%	70%	71%	62%

- 🟧 % Satisfied
- 🟧 % Neither satisfied nor dissatisfied
- ⬜ % Dissatisfied
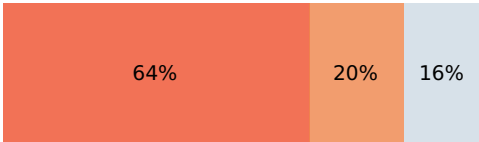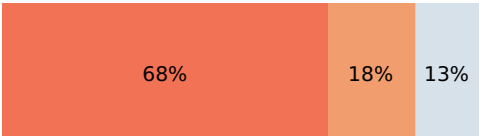
ℹ️ **How is the index made?**
Each person's score is calculated based on the questions they answered, and then these individual scores are combined to get a measure of overall engagement for the group.

Satisfaction with pay 💲

	Response scale			% positive 2025	Public Service overall
How satisfied are you with your pay	64%	20%	16%	64%	34%
How satisfied are you with your other employment conditions (e.g. leave, flexible work arrangements, other benefits).	68%	18%	13%	68%	61%

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

	Response scale			% positive 2025	Public Service overall
I feel that my pay adequately reflects my performance.	59%	16%	25%	59%	30%

Wellbeing

In the last 12 months, how often would you say you have experienced work stress?	% agency 2025		Public Service overall 2025
Never or hardly ever	13%		13%
Sometimes	43%		42%
Often or always	44%		44%

What best describes your current workload?	% agency 2025		Public Service overall 2025
Well above capacity - too much work	14%		23%
Slightly above capacity - lots of work to do	41%		42%
At capacity - about the right amount of work to do	29%		30%
Slightly below capacity - available for more work	12%		4%
Well below capacity - not enough work	4%		1%

How do you feel about the balance between your working life and your life outside of work?	% agency 2025	% agency 2021	Public Service overall 2025
Satisfied	59%	46%	55%
Neither satisfied nor dissatisfied	24%	26%	23%
Dissatisfied	16%	28%	22%

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Career and skills development

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

	Response scale			% positive 2025	% positive 2021	Public Service overall 2025
I am encouraged and supported to apply for developmental opportunities (e.g. other roles, secondments, senior positions)	38%	27%	35%	38%	40%	51%
I have access to the learning and development I need to do my job well.	52%	28%	20%	52%	42%	63%

Thinking about your current role, which of the following best describes how you feel about your skills?		% positive 2025	% positive 2021	Public Service overall 2025
I have the skills to cope with more demanding work	38%	38%	34%	29%
My skills match well with the work I do	53%	53%	56%	56%
I need further training to do the job well	9%	9%	10%	15%

Reasons to consider leaving

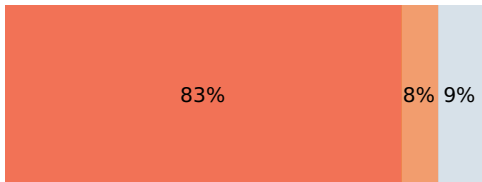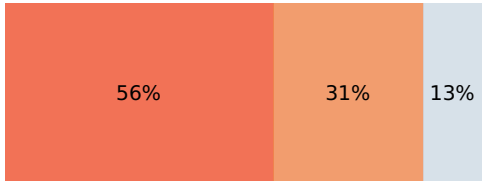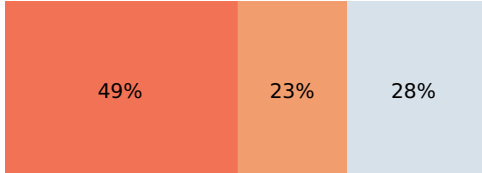|	Your agency	Public Service overall
40% said they intend to leave their role permanently in the next 12 months. Anyone who said they wanted to leave permanently or temporarily was asked why. Their reasons for considering leaving are shown below.		
Lack of career progression opportunities	43.2%	42.4%
Unsatisfied with pay/remuneration	23.9%	39.4%
More interesting work	35.2%	32.7%
Quality of leadership/management	34.1%	27.8%
Lack of professional development / training opportunities	23.9%	26.3%
Workload too high	19.3%	21.6%
Job impacted by change process/restructuring	18.2%	16.1%
Quality of workplace relationships/ social environment at..	19.3%	14.2%
Work not aligned with my job skills, experience or traini..	20.5%	13.7%
Unsatisfied with flexible work arrangements	12.5%	12.8%
Bullying or other negative workplace behaviour	14.8%	11.5%
Lack of job security	13.6%	8.8%
Fixed term job ending	18.2%	7.4%
Work location	6.8%	6.7%
Unable to balance caring responsibilities	0.0%	4.8%
Organisation is not accommodating of my disability	0.0%	1.2%
Other	15.9%	18.0%

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

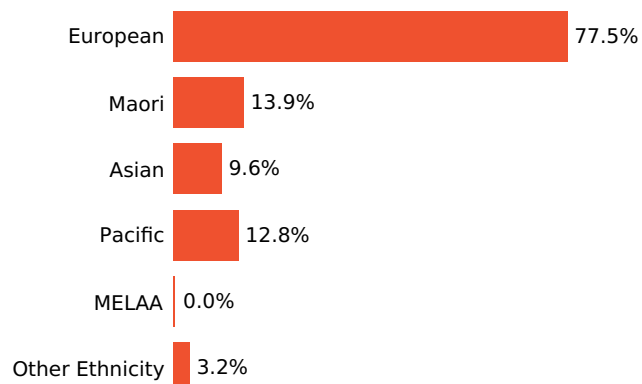**Missing data indicates no data or privacy rules have been applied**

Health and safety support ✚

% Agree
% Neither agree nor disagree
% Disagree

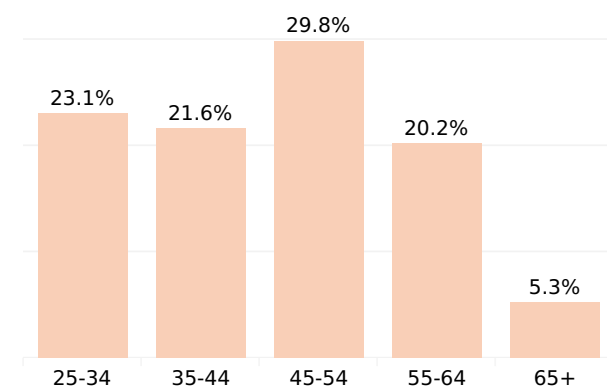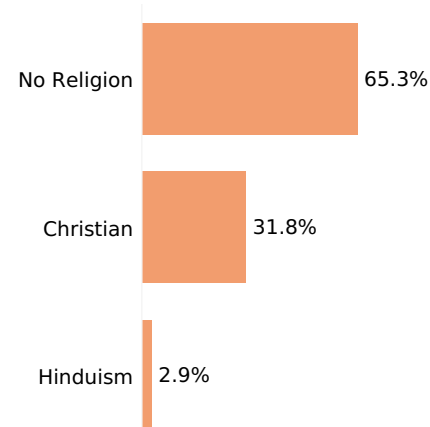|	Response scale	% positive 2025	Public Service overall
My manager cares about my health and wellbeing.	83% 8% 9%	83%	81%
Leaders in my organisation demonstrate a commitment to continuously improving health and safety.	56% 31% 13%	56%	67%
Leaders in my organisation demonstrate a commitment to addressing work factors that impact mental health (e.g. workload, workplace relationships, traumatic or distressing work events).	49% 23% 28%	49%	53%

Employee Demographics 2025

Ethnicity

- European — 77.5%
- Maori — 13.9%
- Asian — 9.6%
- Pacific — 12.8%
- MELAA — 0.0%
- Other Ethnicity — 3.2%

Source: Public Service Workforce Data
MELAA: Middle Eastern, Latin American and African

Age

- 25-34 — 23.1%
- 35-44 — 21.6%
- 45-54 — 29.8%
- 55-64 — 20.2%
- 65+ — 5.3%

Source: Public Service Workforce Data

Religion

- No Religion — 65.3%
- Christian — 31.8%
- Hinduism — 2.9%

Gender

- Female — 69.0%
- Male — 31.0%

Languages Spoken

- Te Reo Māori — 9.6%
- Samoan — 3.2%
- Sign Language — 0.0%
- Other — 14.4%
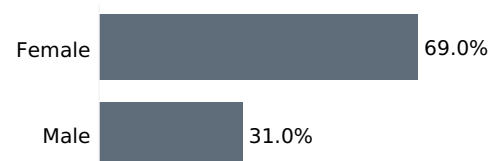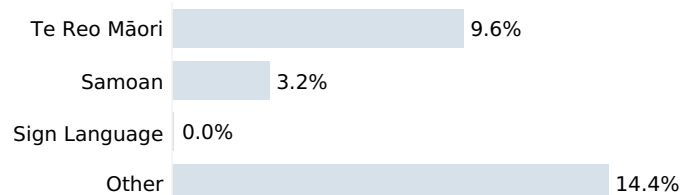
Identify as Rainbow
(or LGBTQIA+ / MVPFAFF+ / SOGIESC)

8.0%
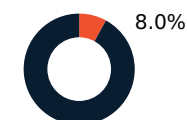
Identify as Disabled

3.2%
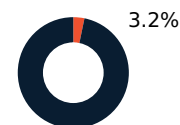
Self-reported Neurodivergent

14.5%
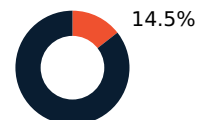
Self-reported Mental Health

18.1%

Missing data indicates no data or privacy rules have been applied

TE TAUNAKI
Public Service Census

Te Kāwanatanga o Aotearoa
New Zealand Government
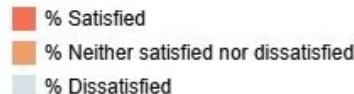
Disability

	Response scale	% agency 2025	Public Service overall 2025
Do you identify as a disabled person?	3.2%	3.2%	3.9%
Do you use or require any workplace supports or accommodation(s) for your health condition, disability, or impairment? *	3.6%	3.6%	2.4%

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

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

ℹ * 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 **4.7%** of staff at your agency.

These results likely understimate the prevalence of disability in the workforce. A different method was used to measure disability in 2021, so results are not comparable between time periods.

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