

**TE TAUNAKI**  
Public Service Census

3 - 21 March 2025



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

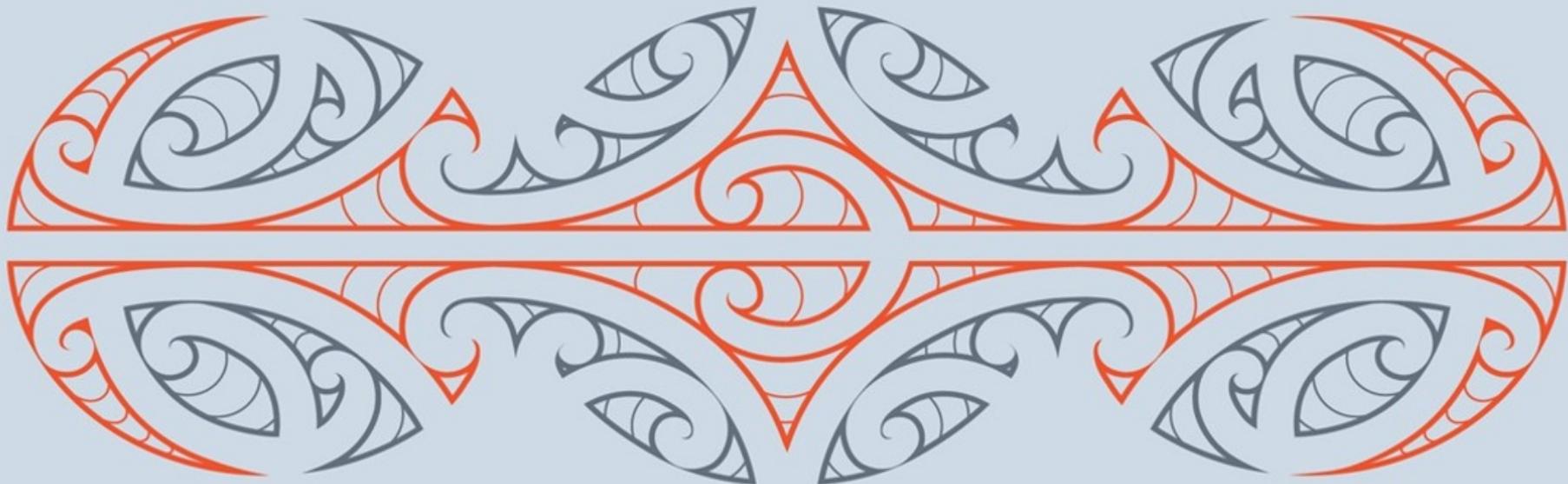
## Older public servants - 50+ years

Only Public Service Departments and Departmental agencies took part in Te Taunaki | Public Service Census 2025

**Responses:**

**14,142**

For more information, please contact: [census@publicservice.govt.nz](mailto:census@publicservice.govt.nz)





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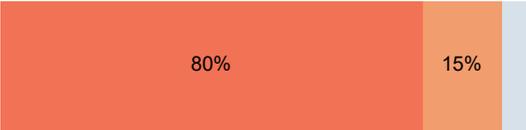
## Exploring your results

	Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.
<b>No data?</b>	Depending on the size of the group this report is about, some data may be missing. This is because either there <i>are</i> no responses or they have been withheld to protect confidentiality.
<b>2021/25</b>	Some questions were also asked in 2021 – if the identifier used to create this report was also collected in 2021, slides will include this comparison.
	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.

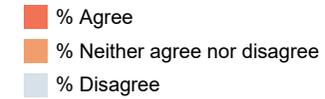


## Delivering outcomes

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

	Response scale	% positive 2025	% Public Service overall
The work I do contributes to better outcomes for New Zealand.		88%	87%
The work that I do provides value for taxpayers.		80%	80%
It is important to me that my agency is careful in how it uses taxpayer money.		92%	90%
My manager cares about delivering good value for taxpayers.		79%	79%

## Enablers of productivity

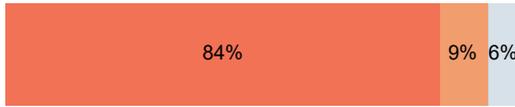


	Response scale			% positive 2025	% Public Service overall
My manager supports my team to deliver on our responsibilities in a timely manner.	71%	16%	13%	71%	73%
I have access to the evidence I need to make good decisions.	67%	20%	14%	67%	64%
My manager provides me with helpful feedback to improve my performance.	63%	20%	17%	63%	66%
Senior leaders clearly articulate the direction and priorities for our organisation.	58%	23%	19%	58%	57%
In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk.	56%	21%	22%	56%	58%
I feel that change is managed well within my organisation.	29%	29%	42%	29%	30%
I have the support I need from my organisation to manage or improve staff performance that is not meeting expectations. [MANAGERS ONLY]	64%	18%	18%	64%	60%

## 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.		84%	84%
My team has clear work objectives.		80%	79%

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



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

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

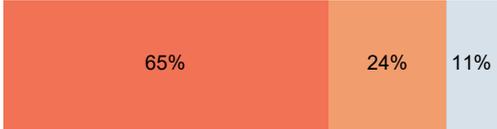
[MANAGERS ONLY - with teams *able* to work from home]



■ Increase productivity  
■ No impact  
■ Decrease productivity

# Innovation

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

	Response scale	% positive	% Public Service overall
The people in my team are encouraged to come up with new and better ways of doing things.		70%	70%
When suggestions to improve workplace efficiency or productivity are made, they are taken seriously and acted upon.		52%	51%
My team acts on customer feedback to improve our work.		65%	67%
My team discusses mistakes so we can learn from them.		75%	76%



## 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	Public Service overall
Staffing level/work volumes	45%	35%	20%	45%	49%
Complicated or unnecessary business processes	38%	37%	25%	38%	37%
Inefficient decision making (e.g. slow timelines, senior leader involvement in small decisions, unclear governance processes)	32%	43%	25%	32%	34%
Poor communication between teams/silos	29%	39%	31%	29%	32%
Appetite for risk/innovation in my agency	26%	42%	32%	26%	27%
Lack of access to appropriate tools, technology, and information (e.g. unreliable/old IT systems/software/hardware, limited use of AI)	25%	34%	40%	25%	29%
Physical environment (e.g. lack of quiet spaces, meeting spaces, security, accessibility)	23%	26%	50%	23%	23%
Some colleagues/direct reports don't have required skills/motivation	23%	34%	44%	23%	25%
Too many meetings	19%	32%	48%	19%	18%

## Barriers between agencies

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

<p><b>56%</b> of staff said they work regularly with other government agencies.*</p> <p>These people were asked how much do these <u>interagency</u> challenges impact your ability to get work done?</p>	Response scale			% to a great or very great extent	Public Service overall
Problems getting timely information from other agencies	21%	42%	37%	21%	24%
Risk aversion in other agencies	20%	34%	46%	20%	22%
Difficulty getting people with the right level of decision-making authority at the table	18%	31%	51%	18%	20%
Lack of accountability	17%	27%	56%	17%	20%
Need to consult with too many agencies	11%	29%	61%	11%	13%
Interagency groups with regular meetings but no clear mandate/objective/authority	11%	26%	63%	11%	13%
Difficulty reaching consensus	9%	27%	64%	9%	11%
Personality conflicts/trust	8%	19%	73%	8%	10%

## Use of technology

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

	Response scale	% positive	% Public Service overall
My organisation takes advantage of technology to deliver better services/information to the public.		44%	42%
I feel confident in my ability to learn new digital skills.		83%	88%

How often do you use AI (Artificial Intelligence) for work?		% positive	% Public Service overall
Daily		5%	5% (Daily)
Weekly		6%	7% (Weekly)
Monthly		2%	2% (Monthly)
I've tried it for work, but I don't use it regularly		17%	18% (I've tried it for work, but I don't use it regularly)
I've never tried it for work		71%	67% (I've never tried it for work)

## Māori Crown capability



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

	Response scale	% positive	% positive 2021	% Public Service overall
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).	69% 21% 10%	69%	69%	72%
I am encouraged and supported to engage with Māori and to understand Māori perspectives.	73% 21% 6%	73%	65%	71%
I feel confident in my ability to identify aspects of my agency's work that may disadvantage Māori.	60% 32% 8%	60%	58%	62%
I feel that leaders in my agency show a commitment to strengthening the relationships between Māori and the Crown	72% 22% 6%	72%	71%	68%
I understand how my agency's Te Tiriti o Waitangi / Treaty of Waitangi responsibilities apply to its work.	79% 17%	79%	74%	77%
Staff are encouraged to use te reo Māori.	67% 25% 8%	67%	66%	66%
Staff are supported to improve our te reo Māori (e.g. through on-the-job learning, in-house courses, etc).	67% 23% 10%	67%	62%	64%

## Principles

 % Agree  
 % Neither agree nor disagree  
 % Disagree

	Response scale			% positive	% Public Service overall
I am confident that my organisation is free and frank in our advice to Ministers.	74%	16%	10%	74%	71%
The above question was only asked of the <b>20%</b> of 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.	40%	28%	32%	40%	44%
I have a good understanding of what it means to be a politically neutral public servant.	96%			96%	95%
It's important to me that my organisation is open and transparent with the public.	93%			93%	91%
My organisation is working for the long-term good of New Zealand.	87%	9%		87%	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.

## Integrity Culture



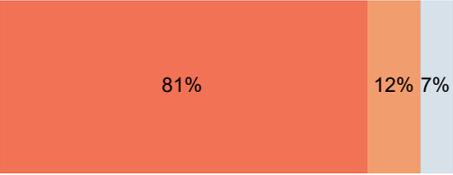
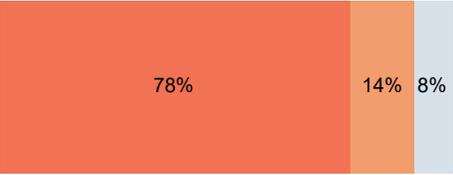
■ % Agree  
■ % Neither agree nor disagree  
■ % Disagree

	Response scale	% positive	% positive 2021	% Public Service overall
I know what to do if I experience or witness wrongdoing or inappropriate behaviour in the workplace.		93%		90%
My manager leads by example in ethical behaviour.		82%		83%
My work colleagues can be trusted to do what is right.		81%	78%	82%
The culture in my organisation supports people to act with integrity.		72%		74%
I feel safe to speak up about wrongdoing or inappropriate behaviour in the workplace.		70%		70%

## Respectful workplace



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

	Response scale	% positive	% positive 2021	% Public Service overall
I feel comfortable being myself at work /with my colleagues.		81%	84%	80%
I feel accepted as a valued member of the team.		78%	77%	79%
The agency I work for supports and actively promotes a workplace where people are respectful towards one another.		72%	77%	73%

## Unacceptable behaviour



In the last 12 months **12.8%** of staff said they experienced harassment or bullying.

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

In the last 12 months **14.9%** felt they had experienced some form of discrimination.

This compares to **14.4%** in the Public Service.

Missing data indicates no data or privacy rules have been applied

# Employee Engagement

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

Your employee engagement index score	0.79	Response scale	% positive	% positive 2021	% Public Service overall
I am enthusiastic about my job.			77%		72%
I would recommend my organisation as a good place to work.			55%		57%
The work I do gives me a sense of accomplishment.			82%		78%
It is important to me that my work contributes to the common good.			97%		96%
Thinking now about all aspects of your job, overall, how do you feel about your work?			68%	71%	62%

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



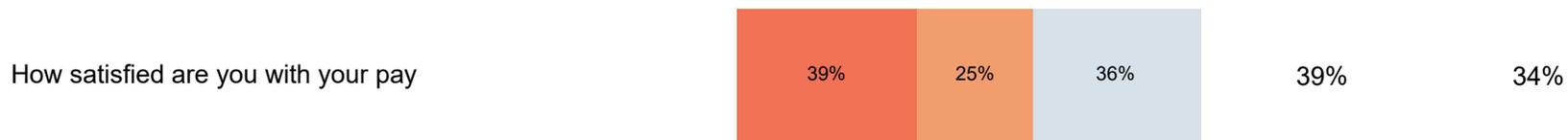
**How is the index made?**

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.

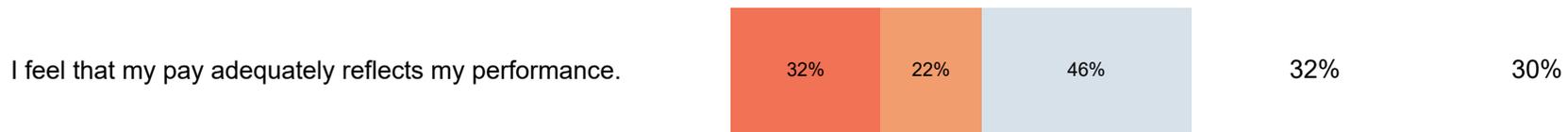
## Satisfaction with pay \$

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

	Response scale	% positive	% Public Service overall
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■ % Agree  
■ % Neither agree nor disagree  
■ % Disagree



## Wellbeing

In the last 12 months, how often would you say you have experienced work stress?		% 2025		% Public Service
Never or hardly ever	16%	16%		13% (Never or hardly ever)
Sometimes	46%	46%		42% (Sometimes)
Often or always	38%	38%		44% (Often or always)
What best describes your current workload?		% 2025		% Public Service
Slightly below & Well below capacity - available for more work/not enough work	5%	5%		5% (Well & Slightly below)
At capacity - about the right amount of work to do	28%	28%		30% (At capacity)
Slightly above capacity - lots of work to do	43%	43%		42% (Slightly above)
Well above capacity - too much work	24%	24%		23% (Well above)
How do you feel about the balance between your working life and your life outside of v		% 2025	2021	% Public Service
Satisfied	58%	58%	55%	55% (Satisfied)
Neither satisfied nor dissatisfied	22%	22%	25%	23% (Neither)
Dissatisfied	19%	19%	21%	22% (Dissatisfied)

## Career and skills development



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

	Response scale	% positive	% positive 2021	% Public Service overall
I am encouraged and supported to apply for developmental opportunities (e.g. other roles, secondments, senior positions)		44%	45%	51%
I have access to the learning and development I need to do my job well.		64%	62%	63%
Thinking about your current role, which of the following best describes how you feel about your skills?		% 2025	% 2021	% Public Service 2025
I have the skills to cope with more demanding work		27%	32%	29% (I have the skills to cope with more demanding work)
My skills match well with the work I do		59%	55%	56% (My skills match well with the work I do)
I need further training to do the job well		14%	14%	15% (I need further training to do the job well)

## Intention to leave



Which of the following statements best describes your current situation	% 2025	% 2021	% Public Service 2025
No plans to leave my current position	64%	68%	54%
I am actively applying for other role(s)	7%	9%	10%
In the next 12 months I want/expect to apply for a different role (and secondments)	17%	12%	26%
I would like to change jobs but do not believe I can	7%	5%	6%
I expect to leave the NZ workforce within the next 12 months	5%	6%	4%

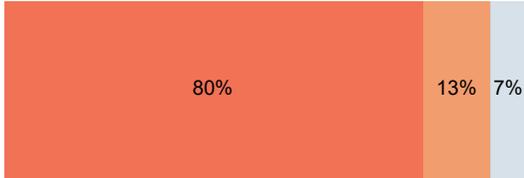
## Reasons to consider leaving

Anyone who said they wanted to leave their <b>role</b> permanently or temporarily was asked why. Their reasons for considering leaving are shown below.	% 2025	Public Service Overall
Lack of career progression opportunities	34.8%	42.4%
Unsatisfied with pay/remuneration	33.1%	39.4%
More interesting work	27.2%	32.7%
Quality of leadership/management	30.5%	27.8%
Lack of professional development / training opportunities	22.0%	26.3%
Workload too high	21.6%	21.6%
Job impacted by change process/restructuring	21.7%	16.1%
Quality of workplace relationships/ social environment at work	14.4%	14.2%
Work not aligned with my job skills, experience or training	14.1%	13.7%
Unsatisfied with flexible work arrangements	10.3%	12.8%
Bullying or other negative workplace behaviour	13.1%	11.5%
Lack of job security	9.6%	8.8%
Fixed term job ending	7.8%	7.4%
Work location	6.6%	6.7%
Unable to balance caring responsibilities	3.1%	4.8%
Organisation is not accommodating of my disability	1.0%	1.2%
Other	17.4%	18.0%

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

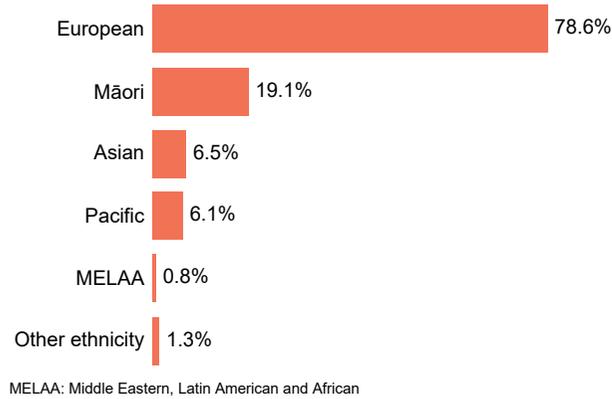
## Health and safety support

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

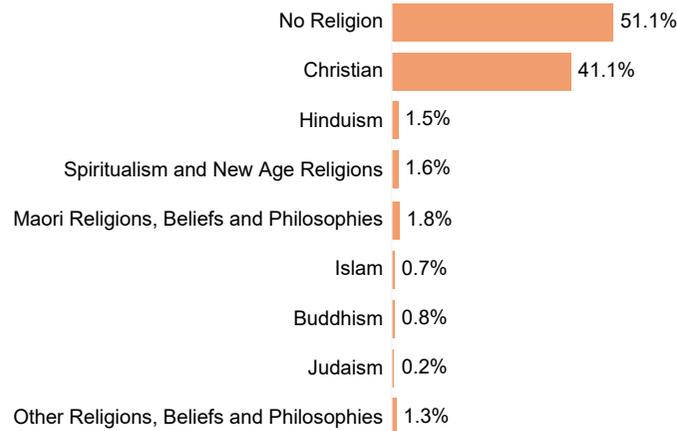
	Response scale	% positive	% Public Service overall
My manager cares about my health and wellbeing.		80%	81%
Leaders in my organisation demonstrate a commitment to continuously improving health and safety.		71%	67%
Leaders in my organisation demonstrate a commitment to addressing work factors that impact mental health (e.g. workload, workplace relationships, traumatic or distressing work events).		54%	53%

# Employee Demographics 2025

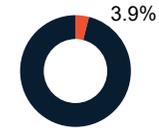
## Ethnicity



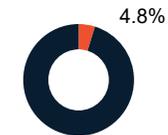
## Religion



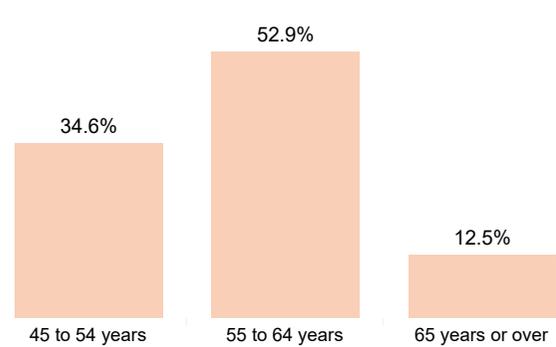
## Identify as Rainbow (or LGBTQIA+ / MVPFAFF+ / SOGIESC)



## Identify as Disabled



## Age



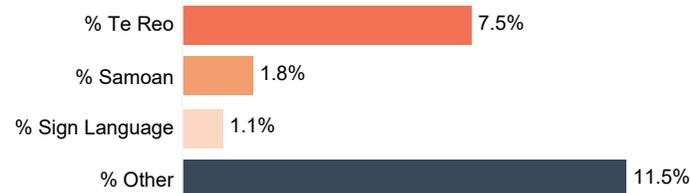
## Gender



## Self-reported Neurodivergent



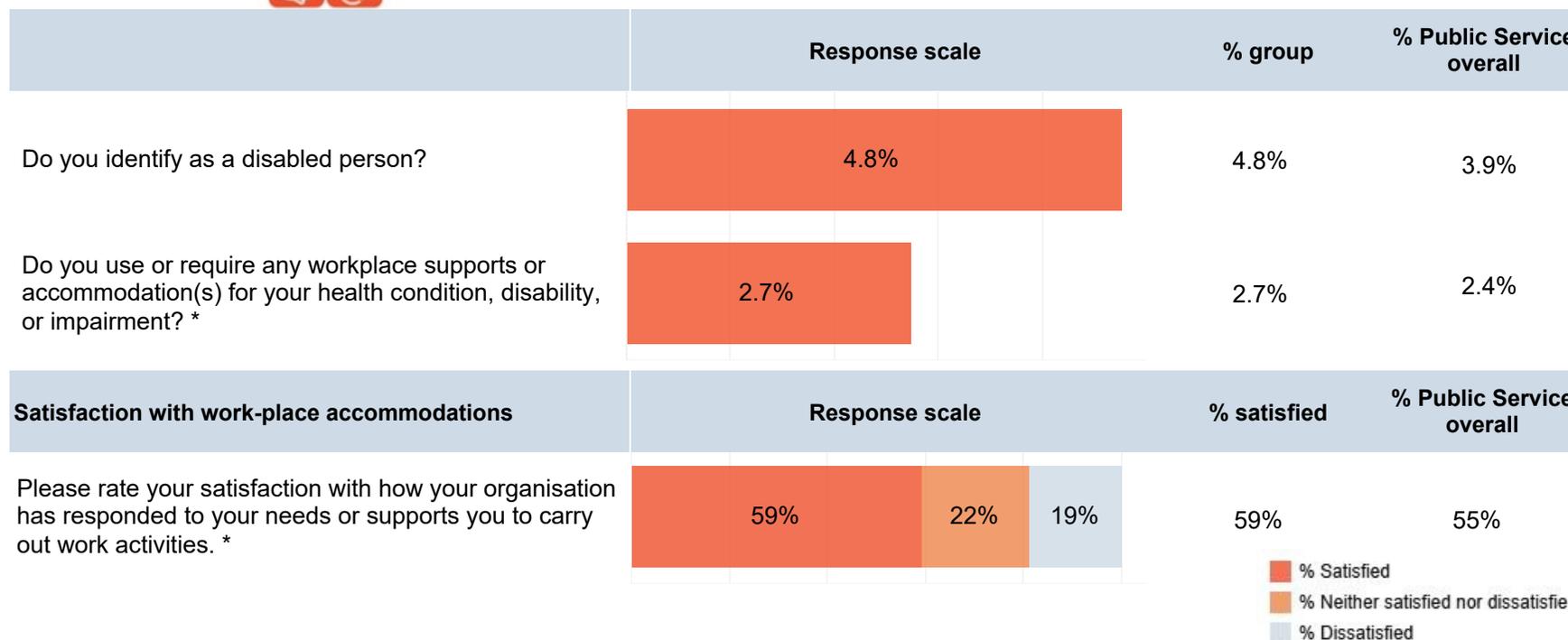
## Languages Spoken



## Self-reported Mental Health



## Disability



\* 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 health condition. This was **5.1%** of staff.

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