



An overview of the shape and size of the Public Service over the last five years

Date: 31 May 2022

Security Level: IN CONFIDENCE

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Actions Sought	Due Date
Hon Chris Hipkins, Minister for the Public Service Noting and agree to release	NA

Enclosure: *Appendix A – Public Service Workforce Composition Summary April 2022*

Minister's Office Comments

Comments:	
	Date returned to Te Kawa Mataaho:

Executive Summary

- 1 This briefing informs you of growth of Public Service full time equivalent (FTE) by 13,845 FTE, or 29.3%, between 2017 and 2021. It notes that growth continued in the last year (2020 to 2021) when the Public Service grew by 3,948 FTE, or 6.9%.
- 2 There are challenges associated with continued future growth of the Public Service. We note that:
 - ongoing growth will be explained by reference to service or legislative programme delivery, requiring agencies to be more fine-grained in their analysis and reporting regarding workforce recruitment and deployment;
 - existing workforce pressures may create ongoing challenges in employing the right people, with the demand for FTE in certain occupations currently outstripping the ability of the labour market to meet that demand; and
 - the Public Service should not appear to be out of step, or competing, with the broader New Zealand economy or labour market, the perception of which may negatively affect public trust and confidence in the Public Service.
- 3 The longer-term pattern of growth of the Public Service between 2017 and 2021 can be explained by a combination of the:
 - need to grow frontline FTE to deliver services to a growing population;
 - need to deliver the Government's COVID-19 response;
 - need to deliver the Government's ambitious reform programme; and
 - reduction in reliance on consultants and contractors in the Public Service.
- 4 Te Kawa Mataaho (the Commission)'s analysis suggests that growth in the period 2020 to 2021 is largely attributable to three factors:
 - approximately 50% of the growth can be attributed to the Public Service's role in delivering the Government's response to COVID-19;
 - approximately 40% of the growth can be attributed to putting resources into delivering other Government priorities; and
 - approximately 10% can be attributed to 'resource flex', including rebalancing the workforce between contracted and employed staff, as well as establishing new agencies.
- 5 We present new information on actual and forecast FTE size. As of 28 February 2022, FTE size stood at nearly 62,000, a growth of 1.4% since June last year.
- 6 Agencies are currently forecasting more restrained growth than the previous five-year period potentially leading to annual growth in the Public Service of closer to 1% – 2%, by 30 June 2022. However, we note this is the first time the Commission has collected forecasts in this way, and it is less reliable than our annual collection. Any further growth into 2023 will largely be determined by Government Budget decisions.

7 The Commission is working to ensure it is well placed to more frequently monitor and forecast Public Service workforce size, provide this information to decision-makers to inform decisions that affect demand on the Public Service, and promote efficiencies across the Public Service. To this end we are:

- working to ensure more regular and sophisticated data collection and analysis of FTE numbers, together with identification of ways this information can be used to better manage the size of the Public Service;
- working to better include consideration of workforce in Budget advice and decision-making and are planning to work with Treasury to identify further, improved ways to support better workforce information for Budget 2023;
- working to ensure greater effectiveness and efficiency, including identifying new opportunities for System Leaders as well as continuing to make use of the Workforce Mobility Hub that was successfully deployed during the COVID-19 pandemic response; and
- working to better understand FTE needs as the COVID-19 response develops.

Recommended Action

We recommend that you:

- a **Note** that the Public Service has grown by 13,845 FTE or 29.3%, between 2017 and 2021.
- b **Note** that the Commission considers the growth between 2017 and 2021 can be explained by the:
 - need to grow frontline FTE to deliver services to a growing population
 - need to deliver the Government's COVID-19 response
 - need to deliver the Government's ambitious reform programme
 - reduction in reliance on consultants and contractors in the Public Service.
- c **Note** that growth was particularly high in the last year (2020 to 2021) when the Public Service grew by 3,948 FTE, or 6.9%, and that the Commission's analysis suggests that 50% of this growth can be attributed to the Public Service's role in delivering the Government's response to COVID-19.
- d **Note** that recent survey results indicate that by February 2022, the Public Service stood at nearly 62,000, a growth of 1.4% since June last year.
- e **Note** that agencies are currently forecasting more restrained growth, potentially leading to annual growth in the Public Service of closer to 1% – 2% by June 2022, and that any further growth into 2023 will largely be determined by Government Budget decisions.
- f **Note** that ongoing growth will create challenges for the Public Service including the need to explain the growth in terms of specific differences in service or reform delivery, challenges in accessing the workforce to fill roles in a tight labour market, and a risk of the Public Service seeming to be out of step with the broader New Zealand economy.

g **Note** that the Commission is working to ensure it is well placed to more frequently monitor and forecast Public Service workforce size, provide this information to decision-makers to inform decisions that affect demand on the Public Service, and promote efficiencies across the Public Service.

h **agree** that Te Kawa Mataaho release this briefing in full once it has been considered by you.

Agree/disagree



Hon Chris Hipkins
Minister for the Public Service

Te Kawa Mataaho Report: An overview of the shape and size of the Public Service over the last five years

Purpose of Report

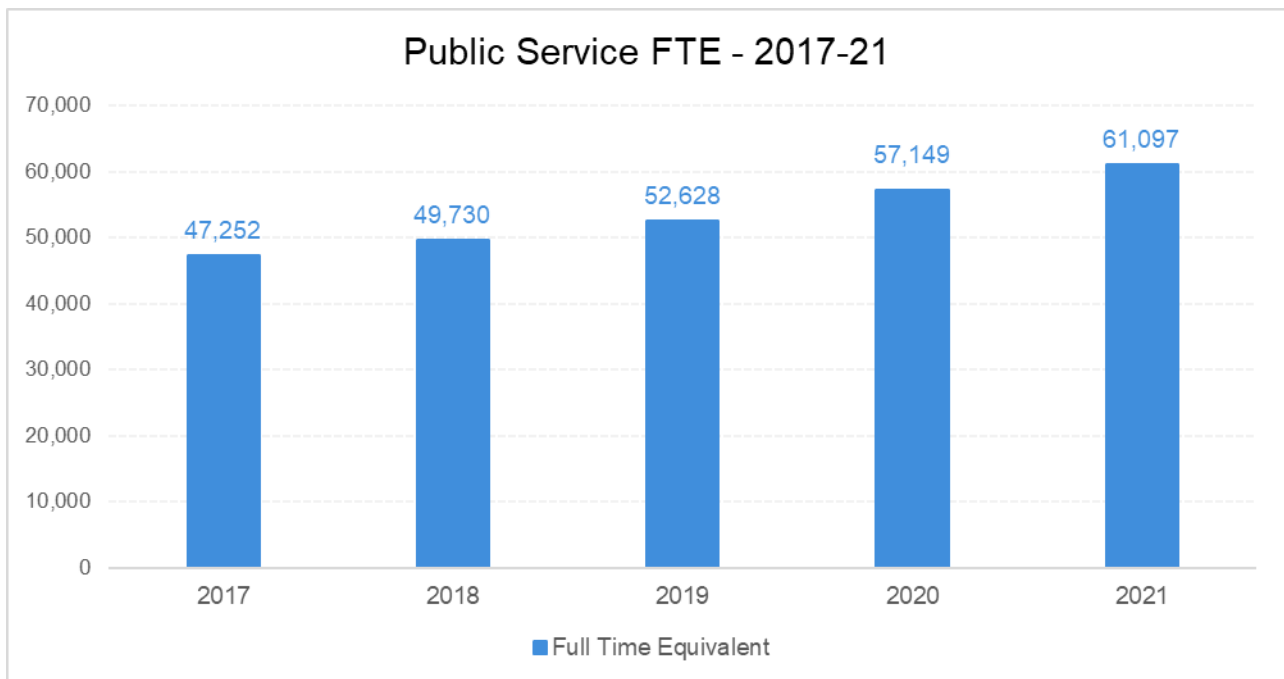
- 8 This paper informs you of growth of Public Service full time equivalent (FTE) between 2017 and 2021 and Te Kawa Mataaho (the Commission)'s analysis of the causes of that growth. It presents new information on the FTE size as of 28 February 2022 and a forecast of the likely size of the Public Service on 30 June 2022. It notes that decisions being taken as part of Budget 2022 will affect the size, and growth rate, of the Public Service by 30 June 2023.
- 9 This paper outlines anticipated challenges associated with significant future growth of the Public Service. It outlines steps the Commission is taking to improve workforce data, information and tracking to promote better decision-making regarding FTE staff.

The Public Service has undergone significant growth

Since 2017 the Public Service has grown by 29.3%, largely in six agencies

- 10 As of 30 June 2021, the size of the Public Service stood at 61,097 FTE. This represents an increase of nearly 14,000, or growth of 29.3%, from 2017. The year-on-year increase from 2017 to 2021 is outlined in *Graph 1*, below.

Graph 1



- 11 New Zealand's Public Service is made up of a small number of large, operational agencies, and a larger number of smaller agencies. During the period 2017-2021, the majority of public service agencies and departmental agencies grew by 20% or more.
- 12 Six large operational agencies make up 60% of the Public Service (with 36,620 FTE as at June 2021). It is therefore not surprising that just over two thirds of FTE growth between 2017 and 2021 occurred in these six agencies. These are:

- Ministry for Social Development (MSD)
- Ministry for Business, Innovation and Employment (MBIE)
- Oranga Tamariki (OT)
- Ministry for Education (MOE)
- Department of Corrections (Corrections)
- Ministry for Primary Industries (MPI)

- 13 The largest proportion of the Public Service workforce (44.9%) is in the Wellington region, which comprises both regional and head office-based staff. The share of the workforce in Wellington has gradually increased since 2017, when it was 42%. Likely contributing to this increase is the growing importance of digital services.
- 14 A more detailed overview of changes in the size of the Public Service workforce can be found at *Appendix A*.

The data for last year shows continued growth

- 15 In the most recent full reporting period, 2020/21, there was an increase of 3,948 FTE. This represents growth of 6.9% from the previous year. This year continued the theme of most of the growth coming from a few, large agencies, especially those playing a large role in the COVID-19 response.
- 16 Our analysis suggests that the growth of the Public Service in this period is largely attributable to three factors:
- Approximately 50% of the growth can be attributed to the Public Service’s role in delivering the Government’s response to COVID-19, such as 440 FTE Work and Income case managers, 235 FTE Customs officers, and 260 FTE running MIQ operations
 - Approximately 40% of the growth can be attributed to putting resources into delivering other Government priorities, such as 330 FTE in Oranga Tamariki, 135 education advisors supporting schools and teachers, 150 FTE advising on climate change and Resource Management Act reform, and 100 FTE to support improvements in cyber-security
 - Approximately 10% can be attributed to ‘resource flex’. This includes rebalancing the workforce between contracted and employed staff, as well as the establishment of new agencies such as the National Emergency Management Agency and the Cancer Control Agency.

Public Service growth can be explained by meeting demand and building capacity

- 17 The growth of the Public Service between 2017 and 2021 can be explained by responses to changes in demand in Government priorities, changes in the demography and size of the population being served, and unexpected external events such as the COVID-19 pandemic.

Most of the growth in FTE has been in frontline jobs, providing services to a growing population

- 18 Most of the growth in FTE over this period has been in frontline jobs. These are often the jobs that deliver services that improve the wellbeing of New Zealanders. For example, between 2017 and 2021,

there was an increase of 795 WINZ case workers, 580 WINZ customer service representatives, 510 social workers and 325 Corrections Officers.

- 19 There may be a perception that the Public Service is dominated by back-office workers. In fact, the largest occupational groups in the Public Service are the frontline roles of social, health and education workers, which comprise approximately 18% of FTE, and inspectors and regulatory officers, which comprise approximately 19% of FTE.
- 20 These are the kind of roles that will help meet the demand for services of a growing population and a changing society. Between 2014 and 2019 the population increased by 400,000, or 11%, the largest ever growth for a five-year period. From 2011 to 2021 the population grew by 734,00, or 17%.
- 21 They are also the kind of roles that have been crucial in responding to the COVID-19 pandemic and other unexpected events, including two Royal Commissions of Inquiry and the M. Bovis biosecurity incursion.
- 22 Conversely the number of FTE in management roles has increased only in line with the rest of the workforce, remaining stable at approximately 12% of FTE. Policy analysts have consistently comprised approximately 6% of total FTE since 2017.

The Public Service grew to deliver the Government's COVID-19 response

- 23 The COVID-19 pandemic has presented significant, and unique, challenges to New Zealand. The Public Service has been at the forefront of the Government's response, and this has stretched resources. Since the start of the pandemic, more FTE have been employed because they have been needed to deliver the Government's COVID-19 response and recovery.
- 24 As noted above, in the last year, the public service response to COVID-19 has accounted for approximately 50% of the growth of the Public Service. Nearly 2,000 FTE were added in a single year as part of the Public Service response to the COVID-19 pandemic.
- 25 There was significant growth among agencies with major COVID-19 functions. For example, MSD, with responsibility for supporting income, housing and employment needs, grew by 1,199 FTE in that year. MBIE, with responsibility for the MIQ system, grew by 519 FTE, and Ministry of Health (MoH), with responsibility for the COVID-19 Response Directorate and the COVID-19 Vaccination and Immunisation programmes, among other areas, grew by 445 FTE.
- 26 Other agencies that both grew and took on significant COVID-19 functions include the New Zealand Customs Service (an additional 235 FTE), Department of the Prime Minister and Cabinet (an additional 69 FTE) and Department of Conservation (an additional 122 FTE).

The Public Service grew in response to the demands of the Government's reform programme

- 27 In addition to the demands of COVID-19, there has also been investment across the five-year period in the Public Service to deliver the Government's reform programme in areas such as affordable housing, addressing child poverty, climate change and resource management reforms, as well as significant reform of the public health system. The Government has also made specific policy choices about growth of services and capability in selected areas.
- 28 Many of these areas of work pre-dated the COVID-19 pandemic and did not come to an end as a result of resources being reprioritised to respond to COVID-19. For example, the FTE at Ministry for the Environment (MfE) has led significant work to repeal the Resource Management Act and replace it with

legislation better placed to address the many new challenges facing New Zealand's environment and communities, among other areas. MfE grew from 349 FTE in 2017 to 648 FTE in 2021. Likewise, the growth at Oranga Tamariki from 3,310 FTE in 2017 to 4,988 FTE in 2021 represents a Government choice to grow this agency to provide enhanced services to children.

FTE grew as reliance on contractors and consultants diminished and Public Service capability increased

- 29 Part of the increase in FTE has been offset by a decrease in reliance on contractors and consultants, expenditure on which had doubled between 2009 and 2017. As a result, the Public Service has re-built its internal capability and invested in permanent and long-term staff. In so doing, the Public Service has sought to strike the right balance between the number of full-time public servants and the number of contractors and consultants.
- 30 The operating expenditure on contractors and consultants as a share of total public service expenditure has been declining consistently since more transparent reporting was introduced in 2018. It has dropped from 13.4% of operating expenditure in 2017/18 to 10.3% of operating expenditure in 2020/21. We expect that 2020/21 would have shown a more marked decrease without the need for certain agencies to scale capacity rapidly to respond to COVID-19.

Agency forecasting suggests a lower rate of growth over this current year

- 31 To better understand and forecast trends in Public Service size, the Commission recently conducted a survey asking public service and departmental agencies to provide their current FTE (as of 28 February 2022) and an estimate of their FTE as of 30 June 2022.
- 32 As of 28 February 2022, the size of the Public Service stood at 61,944 FTE. This represents an increase of 877 FTE (or 1.4%) from 30 June 2021.
- 33 Based on agency forecasts, we currently estimate that there will be approximately 61,600 FTE as of 30 June 2022. This would represent an increase of approximately 500 FTE (or just under 1%) from June 2021.
- 34 Part of the reason for this relatively low rate of growth is the machinery of government changes pending for the health system. Some MoH functions, and staff, will move to Health New Zealand and the Māori Health Authority when these are formally established on 1 July 2022. Some FTE have already started to move and, for this reason, are not counted in the forecast for 30 June 2022. Without this reallocation, total estimated FTE growth would be approximately 2.2%.

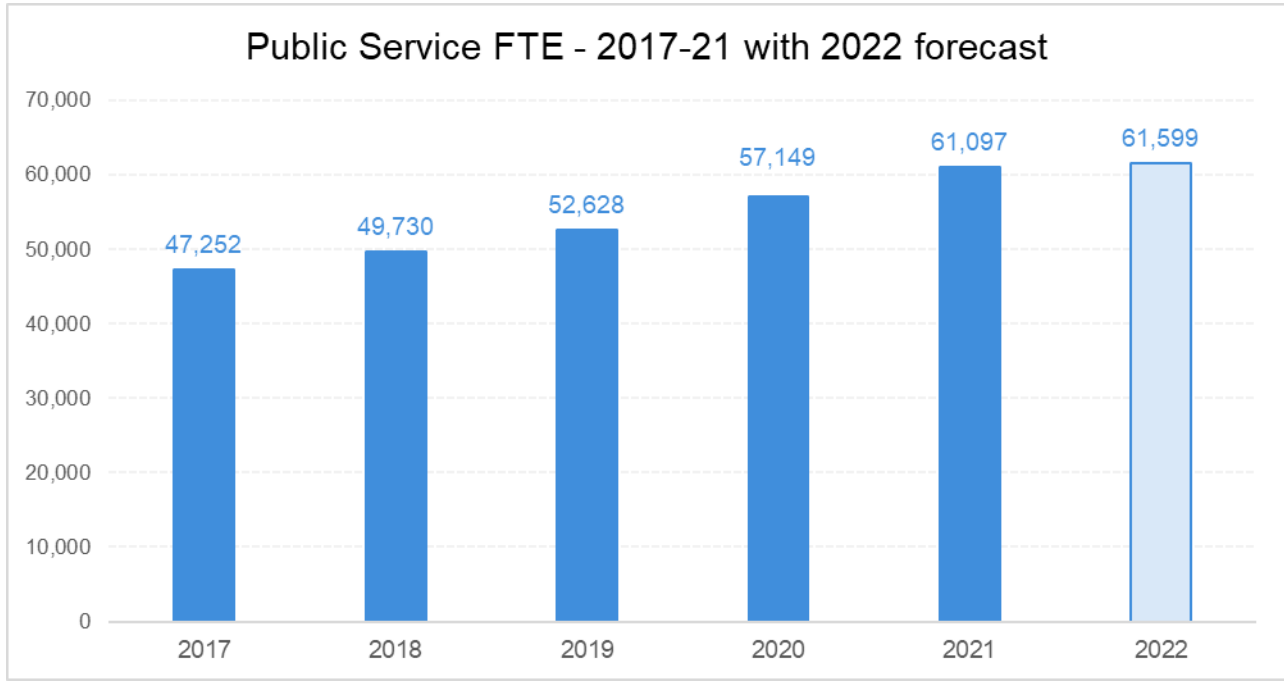
This is the first time the Commission has collected such a forecast

- 35 This is the first time that the Commission has collected forecasts in this way, and it is less reliable than our annual collection. We have not controlled the methodologies employed by agencies to calculate their forecast FTE and are unable to independently check the accuracy of these forecasts.
- 36 Four agencies were unable to provide a forecast of FTE as of 30 June 2022. For these agencies we have assumed that FTE on 30 June 2022 will be identical to reported FTE on 28 February 2022. These agencies may have more (or less) FTE than currently forecast, and this could affect the rate of actual growth in the Public Service when this is reported in June 2022.
- 37 Nevertheless, this forecast FTE represents a slower rate of FTE growth than at any point since prior to 2017. This is illustrated in *Graph 2*, below.

This forecast does not identify longer-term trends

38 This is not a long-term forecast. It cannot tell us much about the likely size, or growth, of the Public Service by June 2023 or beyond. This will depend on decisions taken by Ministers as part of the Budget 2022 process.

Graph 2



Ongoing growth may challenge the effectiveness and efficiency of the New Zealand Public Service

39 It is difficult to say what the right size of the Public Service should be. The Public Service is not a static entity. Its size is a response to changes in demand whether this comes from government priorities, changes in the demography and size of the population being served, or unexpected external events, such as COVID-19.

40 New Zealand’s Public Service performs well in most domestic and international measures of effectiveness, productivity, and public trust. For example:

- In 2021, the OECD reported New Zealand’s “general government expenditure” to be around US \$18,000 per capita, lower than many other high performing jurisdictions such as Denmark, Australia and the UK, suggesting a productive workforce
- In 2019 New Zealand ranked second in the International Civil Service Effectiveness Index from the Blavatnik School of Government at Oxford University
- In a special report on the road to recovery from COVID-19, in 2020, the World Economic Forum ranked New Zealand third for ensuring public institutions embed strong governance principles

- Trust in the Public Service, as measured by the Kiwis Count Survey, remains high, at 62% as of December 2021, when compared with the private sector (49%), although this has fallen from a high of 69% in December 2020.

41 However, there are some indications that the rate of growth seen between 2017 and 2021, if left unchecked, has the potential to create ongoing challenges in ensuring the Public Service continues to be seen as effective and efficient and has available the right skill sets to deliver.

Ongoing growth will be explained by reference to service or legislative programme delivery

42 To maintain trust in the operation of the Public Service, the specific outcomes and services being delivered as a result of additional resources invested in the Public Service will be explained. Agencies will need to be more fine-grained in their analysis, and reporting, regarding workforce recruitment and deployment.

Existing workforce pressures may create ongoing challenges in getting the right people

43 Most agencies are reporting moderate or severe difficulty recruiting staff, across all occupation types surveyed. The demand for FTE in certain occupations appears to be outstripping the ability of the labour market to meet that demand, or to push it into a more costly operating model with an increase in the use of contractors and consultants. For example, recruitment difficulties are particularly acute with respect to recruiting policy and other advisors, with 97% of agencies reporting severe or moderate difficulty, and ICT professionals, with 96% of agencies reporting severe or moderate difficulty.

44 Even if Government provides the resourcing to deliver new functions or work programmes, workforce pressures may create ongoing challenges in ensuring that the Public Service has the right people, and skill sets, available to do the work required of it.

The Public Service should not appear to be out of step with the broader labour market

45 The Public Service should not appear to be out of step, or competing, with the wider New Zealand economy or labour market. The recruitment difficulties noted above should be placed in the context of an overall strong labour market. This makes it more difficult for employers to find the skills they want across the whole workforce. In this sense, Public Service demand competes with the private sector.

46 The perception that the Public Service is out of step with the broader New Zealand economy may negatively affect public trust and confidence in the Public Service.

Next steps: we will work to improve workforce data, information and tracking

47 Given the considerations outlined in the previous section, we want to ensure the Commission is well placed to more frequently monitor and forecast Public Service workforce size, provide this information to decision-makers to inform decisions that affect demand on the Public Service, and track those decisions that affect workforce demand overtime. In this way we can better promote public confidence in the effective and efficient use of resources.

We are working to ensure more regular and sophisticated data collection

48 New Zealand's Public Service has been run through separate, siloed agencies since the reforms of the 1990s. This means that detailed information on the workforce has only been held at agency level, and the Commission has only collected snapshot data once a year (since 2000). This is insufficient to provide the information that Ministers now expect on the workforce as a whole.

- 49 To this end, the Commission is taking steps to ensure more regular and sophisticated data collection and analysis of FTE numbers. We are also working to identify ways that this information can be used to better manage the size of the Public Service.
- 50 We have already begun to do this. The snapshot of FTE size as of 28 February, as well as the forecasting out to 30 June, outlined in the paper is the result of a biannual survey of workforce numbers and other matters the Commission will continue to run. This will give us a more accurate, and up-to-date, picture of the size of the Public Service.

We are working to better include consideration of workforce in Budget advice and decision-making

- 51 A key input that governs future workforce growth is the annual Budget. We have worked with Treasury to ensure that workforce implications were included in Budget 2022 advice to Ministers. In this way, the relationship between Government priorities and their effect on FTE has been more clearly drawn, allowing for more informed decision-making.
- 52 We intend to work with Treasury to identify further, improved ways to support better workforce information for Budget 2023. We will you brief you separately on this work as it progresses.

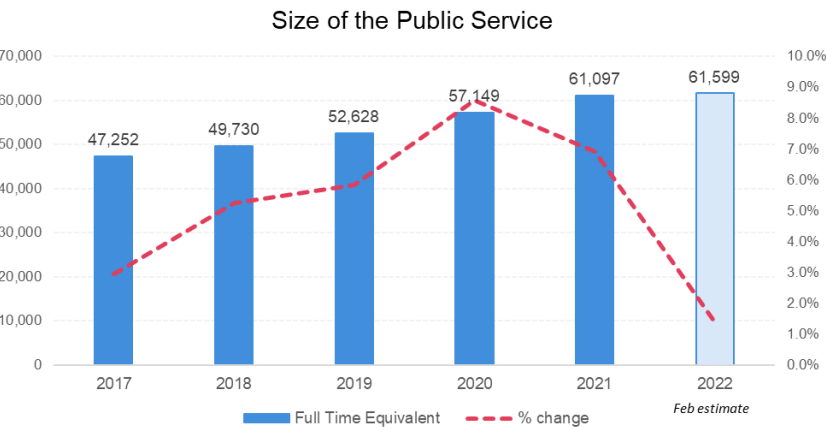
We are working to ensure greater efficiency and effectiveness

- 53 To continue to improve system efficiency and effectiveness across the Public Service the Commission will continue to exploit its position to ensure cross system workforce connections are made to help ensure that public servants are working where they are most needed to deliver government priorities or respond to external events.
- 54 For example, the Commission will continue to make use of the Workforce Mobility Hub that was successfully deployed during the COVID-19 pandemic to facilitate 785 deployments, in a mixture of roles, from administrative to senior leadership positions.
- 55 The Commission will also continue to identify opportunities for System Leaders, those able to lead and coordinate best practice in a particular subject-matter area across the Public Service, to be in place and well utilised. System Leaders will help to address siloes, secure efficiencies across departments, develop expertise and help ensure system-wide perspectives on key challenges facing the Public Service.

We are working to better understand FTE needs as the COVID-19 response develops

- 56 We are also aware that the new phase of the COVID-19 pandemic into which New Zealand is entering will create new challenges, uncertainties, and opportunities for many agencies, and these may affect FTE numbers. In some instances, for example, the need for a COVID-19 focused workforce, and funding for COVID-19 related work, is coming to an end in 2023.
- 57 We have started working with those agencies that received significant COVID-19 related funding or grew significantly in order to respond to COVID-19, to identify what the 'post-COVID-19' environment may look like for them, with regard to their FTE.

The narrative so far



2021

- Increase of 3,950FTE (6.9 %) to 61,100 .
- 50 percent, was directly attributable to the Government’s response to COVID-19.
- About 40 percent of the growth was to support other government priorities.

2020

- Increase of 4,521FTE (8.6%) to 57,149.
- Key drivers of this growth were:
 - government priorities
 - COVID-19 pandemic
 - strong population growth
 - other unexpected events, including two Royal Commissions of Inquiry and the MBOVIS biosecurity incursion.

2019

- Increase 2898FTE (5.8%) to 52,628.
- Strong population growth and a corresponding increase in demand for services.
- Work on designing and supporting digital services with the largest occupational increase in ‘information professionals’ 714 FTE or 12.4% growth

2018

- Increase of 2,478FTE (5.2%) to 49,730.
- The increase in FTEs was driven by Oranga Tamariki-Ministry for Children (up 559), Department of Corrections (up 435) and Ministry of Justice (up 392).
- Inclusion of New Zealand Security Intelligence Service (326) into the Public Service.

2017

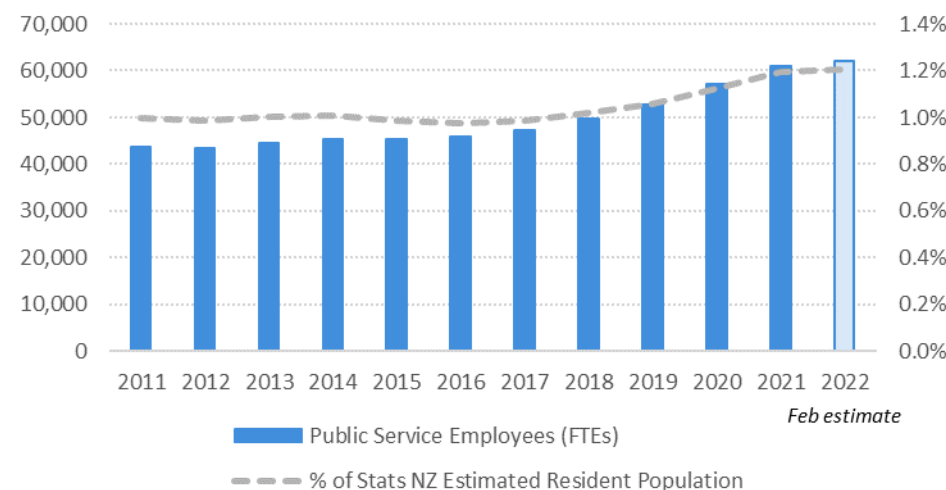
- Increase of 1,357FTE (3%) to 47,252.
- Largely due to operation of Mount Eden Prison returning to the Department of Corrections (it was previously run by private provider Serco).



Te Kawa Mataaho
Public Service Commission

Agency	FTEs 2017	FTEs 2021	% Increase	Net Increase	Interim increase to Feb 2022
Ministry of Social Development	6,799	9,172	35%	2,373	-135
MBIE	3,366	5,195	54%	1,830	634
Oranga Tamariki	3,310	4,988	51%	1,678	-163
Department of Corrections	8,555	9,915	16%	1,360	-370
Ministry of Education	2,632	3,900	48%	1,268	164
Ministry for Primary Industries	2,455	3,450	41%	994	61
Ministry of Justice	3,388	4,124	22%	736	70
Ministry of Health	1,056	1,631	54%	575	114
Department of Conservation	1,993	2,536	27%	543	150
Statistics New Zealand	921	1,385	50%	464	82
NZSIS		397	New	397	-2
Department of Internal Affairs	2,066	2,423	17%	357	139
New Zealand Customs Service	1,165	1,512	30%	346	62
Ministry of Foreign Affairs and Trade	867	1,185	37%	318	-44
MHUD		303	New	303	18
Ministry for the Environment	349	648	86%	299	157
Land Information New Zealand	576	799	39%	224	-15
Te Arawhiti		176	New	176	15
GCSB	391	544	39%	153	-15
NEMA		104	New	104	17
Ministry for Pacific Peoples	37	113	207%	76	15
The Treasury	482	551	14%	69	-6
Ministry of Transport	120	187	56%	67	53
Public Service Commission	115	176	53%	61	-2
Te Puni Kōkiri	301	352	17%	51	39
Cancer Control Agency		47	New	47	11
DPMC	213	255	20%	42	45
Ministry of Defence	116	158	36%	42	2
Ministry for Culture and Heritage	108	150	38%	41	16
Crown Law Office	175	208	19%	33	7
Education Review Office	199	230	16%	31	-4
Social Wellbeing Agency		30	New	30	3
Pike River Recovery Agency		20	New	20	-8
Serious Fraud Office	50	65	31%	15	6
Ministry for Women	24	34	42%	10	0
Ministry for Ethnic Communities			New	-	79
Inland Revenue Department	5,401	4,106	-24%	- 1,294	-317
Grand Total - Public Service	47,252	61,097	29.3%	13,845	847

Public Service FTEs and share of population



Growth in the Public Service over the last decade has been alongside unprecedented population growth.

- Over the last decade the Public Service (departments and departmental agencies) full-time equivalent (FTE) workforce increased by 40% to 61,100 FTEs.
- Between 2014 and 2019, population increased by 460,000 the largest ever growth for a five-year period. From 2011 to 2021 the population grew 17%.

A small number of large, operational agencies make up the majority of growth in the last 4 years.

- New Zealand's Public Service is made up of a small number of large, operational agencies, and a larger number of smaller agencies.
- 69% of FTE growth over this time occurred in 6 large operational agencies; MSD, MBIE, OT, MOE, Corrections and MPI.
- This includes:
 - Investment in front line social development (MSD & OT) including 975 case managers, 550 customer services and 330 social workers.
 - Increased capacity across a number of correctional facilities and the Serco contract at Mt Eden not being renewed in 2017.
- 17 Public Service agencies and departmental agencies have grown by 35% or more (out of 29 agencies that existed in 2017).

Recent growth has also been driven by COVID and other one-off events, and should be short-term in nature

- The Governments response to COVID has accounted for approximately 50% of the growth in 2020/21, or around 1,950 FTEs. In 2019/20 there were minimal numbers of new resource for COVID flowing through workforce data as most of the initial COVID response was from redeployed staff.
- Fixed term staff have also increased over this period, in part due to the response to COVID, but also to other one-off events such as biosecurity incursions.
- Fixed-term staff may be employed as backfill for permanent staff seconded into Covid work.
- Other Government reform priorities have driven growth in some agencies, and could be reduced over time e.g. Pike River Recovery, Resource Management Act reform

Occupation analysis points to the ongoing expansion of frontline services, together with the impact of technological change and greater focus on the collection and management of data.

- The largest occupational groups are the frontline roles of Social, Health and Education workers (18% of the PS workforce) and Inspectors and Regulatory Officers (19% of the workforce)
- Managers have increased in line with the rest of the workforce, stable at 12% of the workforce
- Policy analysts have consistently been at 6% of the overall workforce over the past decade
- The Information Professional group has grown more than any other group and represents a third of the growth in FTEs over the past decade. This group are non-policy advisor/analyst roles (e.g., operational, technical, planning, service design, data analysis, information management).
- The slowest growing occupational groups were Contact Centre, Clerical and Administrative workers and Inspectors and Regulatory Officers.

Notes

- “% Increase” shows the growth at each agency from 2017 to 2021.
- Net increase shows the increase at each agency from 2017 to 2021 in absolute terms.
- Estimated additional increase to February 2022 shows the estimated change from June 2021, sourced from a recent survey of agencies.