

Strong and capable public service leadership drives change and the delivery of services and outcomes for New Zealanders. This collection of indicators and data presents a snapshot of our leadership cohort and offers insight to inform priorities and decision making.

Questions? Contact us at:  
leadershipandtalent@publicservice.govt.nz

Source data in this document are from the latest available as indicated using the following symbols:   Workforce data   Te Taunaki Public Service Census   Talent Exchange   Other (i.e. data held by the Commission)

## October 2022

**↑ 18%**  

of Public Service Chief Executives are Māori

**1/2**  

of all Chief Executives and Public Service Leaders Group (PSLG) are female

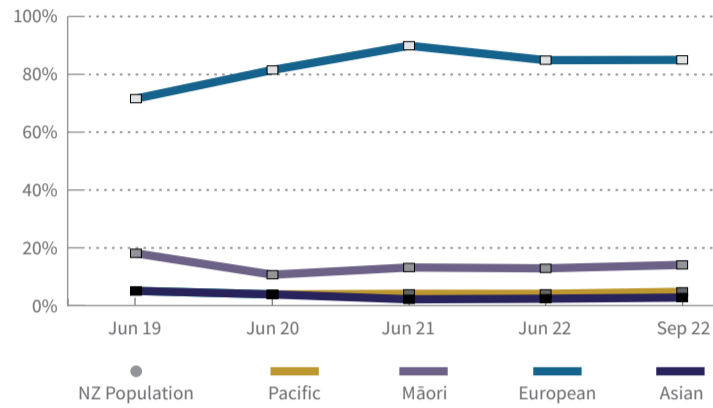
**89%**  

Ethnicity disclosure from PSLG members

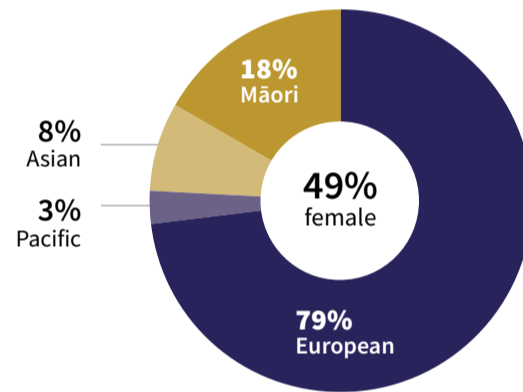
up from 85% March 2022

**!** Pacific and Asian managers are still underrepresented  

### Te Pae Turuki | PSLG Ethnicity



### Public Service Chief Executives: \*   Ethnicity and gender (Sept 2022)



\* roles includes Public Service Commissioner, Deputy Public Service Commissioners, the Solicitor-General and acting Chief Executives.

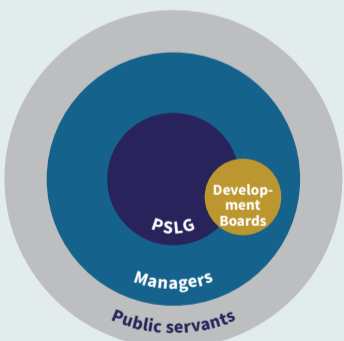
## Insights

- Māori now hold 14.5% of T1-3 leadership roles, with the actual number having doubled since 2016. 18% of Chief Executives (CE) identify as Māori (Sept 22).
- Women now hold 55.8% of senior management roles (Jun 22), up from 38.9% in (Jun 10). Half of CE roles are filled by women.
- Pacific representation in our workforce and leadership roles continues to increase. For the first time, we have more Pacific people in our workforce than NZ population. The number of Pacific managers has doubled (Jun 17 to Jun 22), and is now at 6.9%.
- Asian representation in our workforce and leadership roles is increasing, though we have some way to go to reach NZ population levels. We've seen a recent increase in Asian representation at CE level, now at 8%.
- Work to better understand the needs of Asian, Rainbow and Disabled public servants (including leaders) is underway.
- The overall size of Te Pae Turuki|PSLG remains at 2% of the public service workforce (Mar to Sept 22).
- More than 600 leaders have been through common core development run in agencies or through the Leadership Development Centre. These common approaches and programmes enabling leadership development and talent management are growing the capability of our leaders.
- Public service efforts to close pay gaps are reducing the gender pay gap (T1-3 leaders) over time.

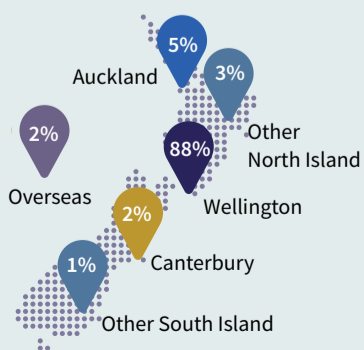
## Our people

### NZ Population:

Female – 50.6% | European – 70.2% | Māori – 16.5% | Pacific – 8.1% | Asian – 15.1% | MELAA – 1.5%



### Location   of senior leaders



### 62,043 Public Servants

|          | 2017  | 2022  |                 |
|----------|-------|-------|-----------------|
| European | 69.1% | 64.9% | 2017 61% female |
| Māori    | 16.0% | 16.7% |                 |
| Pacific  | 8.7%  | 10.6% | 2022 62% female |
| Asian    | 9.4%  | 13.4% |                 |
| MELAA    | 1.3%  | 2.1%  |                 |

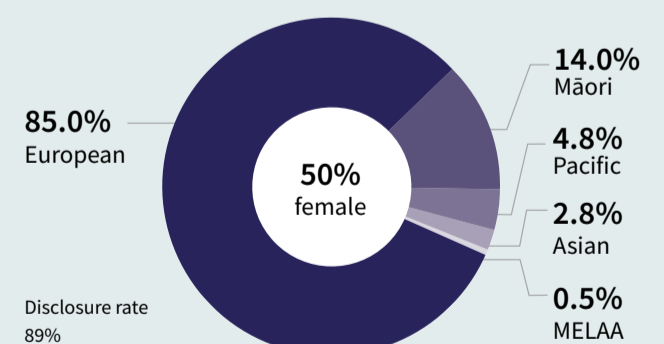
Disclosure rate 92.8%

### 7,704 Managers

|          | 2017  | 2022  |                   |
|----------|-------|-------|-------------------|
| European | 78.4% | 75.9% | 2017 53% female   |
| Māori    | 14.8% | 16.3% |                   |
| Pacific  | 4.5%  | 6.9%  | 2022 57.2% female |
| Asian    | 3.7%  | 5.9%  |                   |
| MELAA    | 0.6%  | 1.2%  |                   |

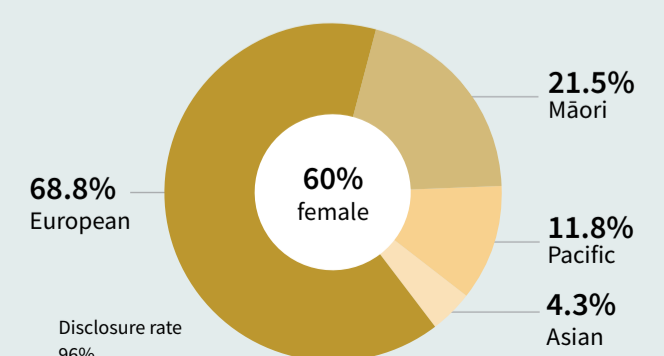
Disclosure rate 95%

### 1,175 Te Pae Turuki   Public Service Leaders Group



Disclosure rate 89%

### 99 Te Pae Aramahi   Development Board – Active Cohort



Disclosure rate 96%

Some ethnicity data totals over 100% as up to 3 ethnicity values may be selected. MELAA - Middle Eastern/Latin American/African

Source data in this document are from the latest available as indicated using the following symbols: □ Workforce data ○ Te Taunaki Public Service Census △ Talent Exchange ⊕ Other (i.e. data held by the Commission)

## Our focus

### Māori Crown capability



The Government is committed to improving services and outcomes for Māori and we have an important role in supporting the Crown in its relationships with Māori under te Tiriti o Waitangi | the Treaty of Waitangi. We work closely with Te Arawhiti and Te Puni Kōkiri to ensure we are making progress on achieving these goals.

# 100%

All core public service agencies have a Te Arawhiti endorsed Whāinga Amorangi plan.

**65%** of public servants feel **encouraged and supported** to engage with Māori to ensure Māori views and perspectives are considered.

**72%** of Māori public servants agree that the agency they work for supports and actively promotes an inclusive workplace.

**73%** of staff **value their knowledge** of te reo Māori and/or wish to grow it.

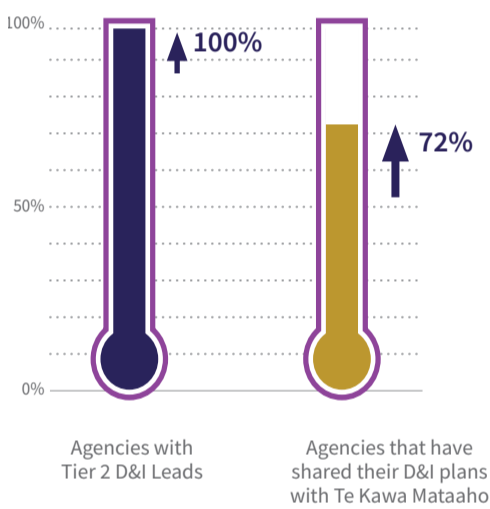
**67%** of public servants agree that **leaders in their agency show a commitment** to strengthening relationships between Māori and the Crown.

### Diverse and inclusive leadership and workplaces

We are redoubling our efforts to meet our goals and aspirations of a Public Service that will be unified, reflective of, and responsive to our communities, now and into the future.

Our Public Service legislation strengthens and supports our diversity and inclusion commitments. The legislation explicitly requires chief executives to pursue fairness and diversity and to foster a workplace that is inclusive for all.

### Diversity & Inclusion leadership and planning



\*for 39 core public service agencies

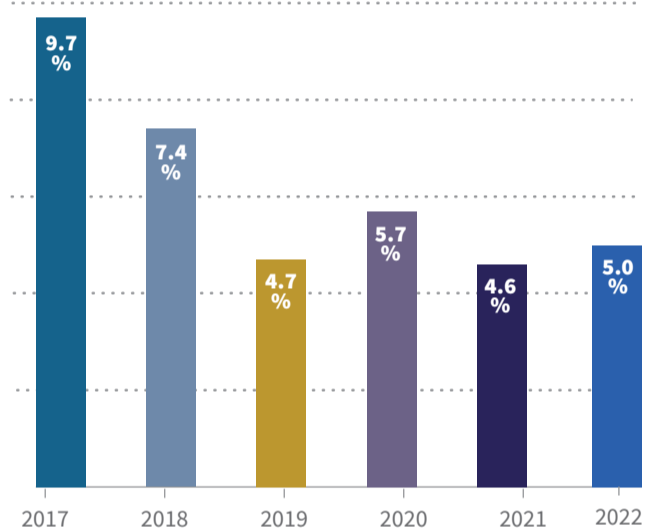
# ↑ 53%

We have **increased** Māori leaders in the top three tiers of leadership (since 2017).

# 3%

Asians make up 3% of our leaders. There is more work to do to support Asian as well as Rainbow and Disabled leaders.

### Senior leader gender pay gap (Tiers 1-3)



The **senior leader** GPG is nearly half of what it was 5 years ago. We continue to work, through Kia Toipoto, to close gender, Māori, Pacific and ethnic pay gaps at all levels.

**7** cross agency **Employee Led Networks** across the Public Service.

**72%** of our people **feel they have access** to employee-led networks relevant to them.

**7%** of our people disagree or strongly disagree that **they can be themselves at work**. 10% neither agree nor disagree.

### Development and deployment of system leaders

The challenges and opportunities facing the Public Service require a diverse, responsive and unified group of senior public service leaders stewarding the system across agency boundaries to better serve Aotearoa NZ and its people.

A common approach to leadership development and talent management builds the bench strength of our Public Service leaders, enabling stronger leadership of the public service.

### Senior leader mobility

Moves across agencies are a rich source of development for leaders and enable a responsive public service.

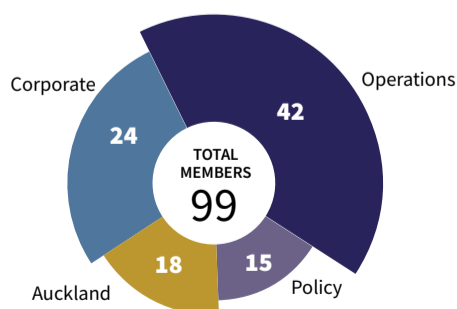
| Year     | Non-permanent | Permanent | Total |
|----------|---------------|-----------|-------|
| FY 21/22 | 117           | 136       | 253   |
| FY 20/22 | 105           | 115       | 220   |
| Year     | Cross-agency  | Internal  | Total |
| FY 21/22 | 55            | 198       | 253   |
| FY 20/21 | 43            | 177       | 220   |

# Over 40

PSLG leaders have **changed roles** in the last 2 years.

### Te Pae Aramahi – Development Boards

Providing cross-system development for the active cohort of senior leaders nominated by Chief Executives.



\*2 members in both Auckland and a functional Career Board

# ↑ 618

The number of senior leaders who have **completed a Leadership Insight assessment** since its inception.

### Common and Core Development

**600+**

leaders have now taken part in core leadership development as they transition into a new leadership role.

**14**

agencies have run Te Kaihautū for their new people leaders.

**9**

Te Kaihautū have been run for the system by LDC.

**4**

agencies have run Te Kaitaki for their, and other agencies, new leaders of leaders.

**7**

Te Kaitaki have been run for the system by LDC.

**30**

new senior system leaders are undertaking Te Manutaki, in three cohorts. The programme has been refreshed. Each cohort has a Chief Executive sponsor and development coaching is now embedded in the programme.