

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)

March 2023

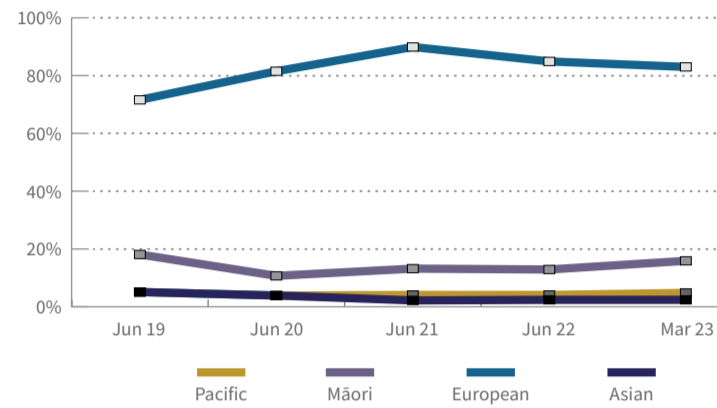
15.9%
of Public Service
Leaders Group (PSLG)
members are Māori

1/2
of all Chief Executives
and PSLG are female

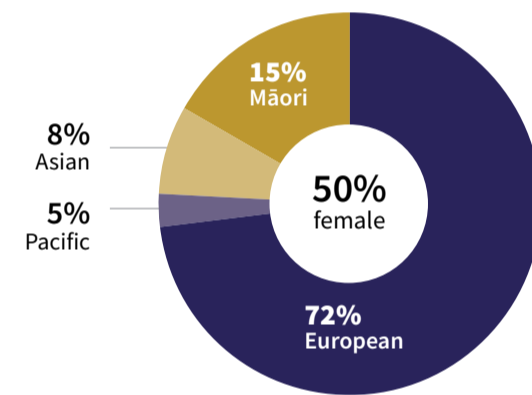
89.5%
Ethnicity disclosure
from PSLG members
up from 89% October 2022

! Pacific and Asian
managers are still
underrepresented

Te Pae Turuki | PSLG Ethnicity



Public Service Chief Executives: * Ethnicity and gender (March 2023)



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

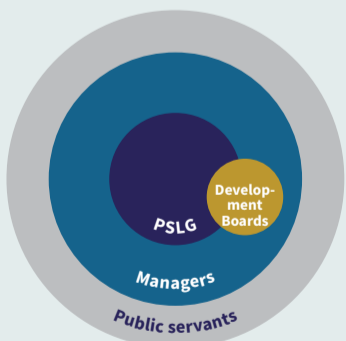
Insights

- With ethnic representation in our workforce above or close to population levels, emphasis is now on developing the pipeline to ensure the senior leadership of the Public Service is representative of the communities we serve.
- Diversity of the Public Service Leadership has increased overall, as new Chief Executives have been appointed and new positions created in response to national priorities. Increases in Pacific, MELAA and disabled leaders are of note.
- Māori now hold 15.9% of the 1142 most influential senior leadership roles in the Public Service i.e. Te Pae Turuki | Public Service Leaders Group (PSLG). Actual numbers have doubled since 2016. As at March 2023, 15% of CEs identify as Māori.
- Women continue to hold half of CE roles and make up 51% of PSLG roles.
- The number of Pacific managers has increased since June 2017 and is now at 6.9%.
- Asian representation is increasing in our workforce with efforts to achieve similar increases in our management levels under way. Representation at CE level recently increased to 8%.
- Middle Eastern, Latin American and African (MELAA) have higher representation in our workforce than in the population, with further progress needed in management.
- Public service efforts have almost halved the gender, Pacific and MELAA pay gaps for T1-3 leaders since 2017, with significant reductions also for Māori.
- Work to better understand the needs of Asian, Rainbow, tangata whaikaha Māori (disabled public servants) is underway.

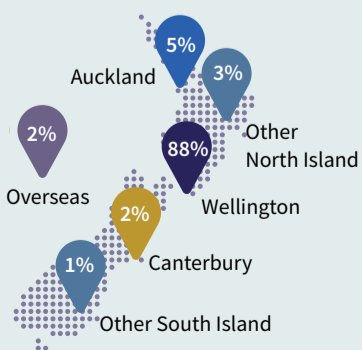
Our people

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%
Māori	16.0%	▲	16.7%
Pacific	8.7%	▲	10.6%
Asian	9.4%	▲	13.4%
MELAA	1.3%	▲	2.1%

2017 female: 61%
2022 female: 62%

Disclosure rate 92.8%

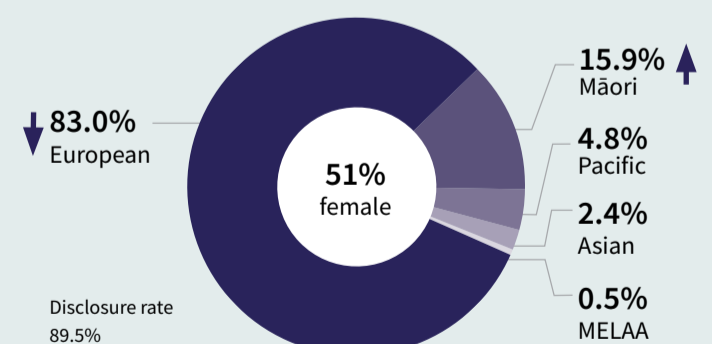
7,704 Managers

	2017		2022
European	78.4%	▼	75.9%
Māori	14.8%	▲	16.3%
Pacific	4.5%	▲	6.9%
Asian	3.7%	▲	5.9%
MELAA	0.6%	▲	1.2%

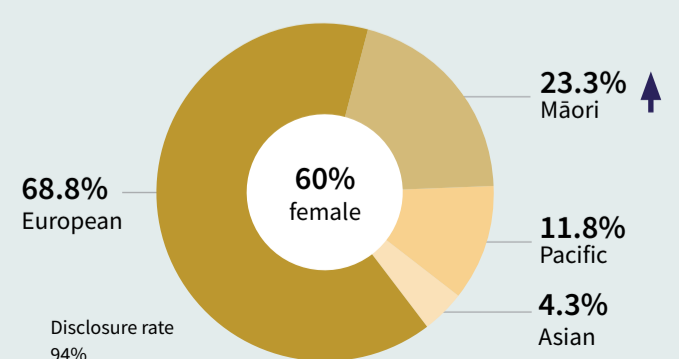
2017 female: 53%
2022 female: 57.2%

Disclosure rate 95%

1,142 Te Pae Turuki Public Service Leaders Group



90 Te Pae Aramahi Development Board – Active Cohort



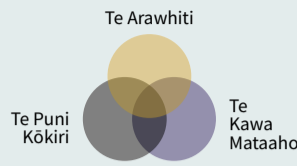
Percentages do not add up to 100% due to rounding of figures.

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

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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.

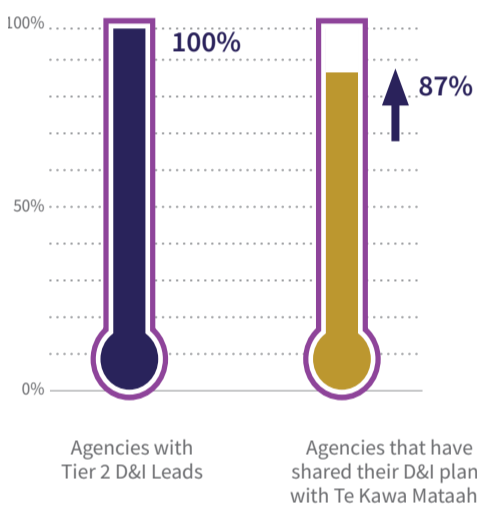
67% of public servants agree that **leaders in their agency show a commitment** to strengthening relationships between Māori and the Crown.

Diverse and inclusive leadership and workplaces

The Public Service Act 2020 requires Public Service leaders to work together to create a workforce that reflects the communities we serve. We must ensure our employment policies and practices help to create a working environment that is inclusive to all groups.

Public Service agencies are at different stages of their diversity and inclusion journeys. It is important to have a clear and unifying area of focus across the system. Together these programmes of work are developing our Public Service of the future.

Diversity & Inclusion leadership and planning



*for 34 core public service agencies

Focussing on Disability

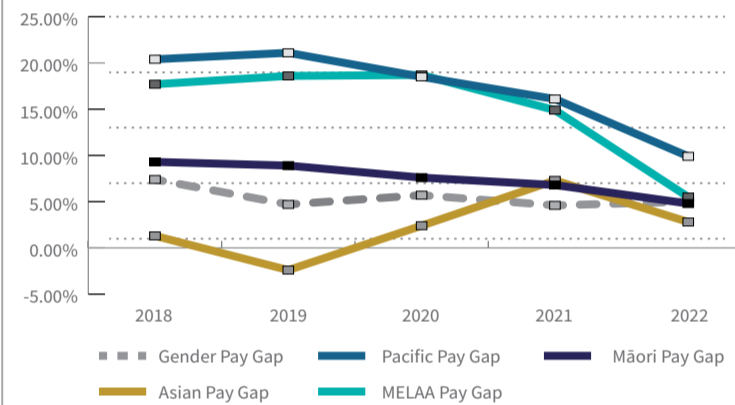
5.5%

of public servants are disabled.

2.9%

of Public Service leaders (T1-3) are disabled.

Leader gender and ethnic pay gaps (Tiers 1-3)



Pay gaps for Pacific and MELAA T1-3 leaders have seen significant falls since 2018, and gender and Māori pay gaps are trending down. Through Kia Toipoto, action is being taken to close gender, Māori, Pacific and ethnic pay gaps at all levels.

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

2 new cross agency **Employee Led Networks** under development.

29% of agencies reported an increase in the number and visibility of **Employee Led Networks** in 2022.

37% of agencies reported their **Employee Led Networks** provided advice and input on agency people initiatives and policy development.

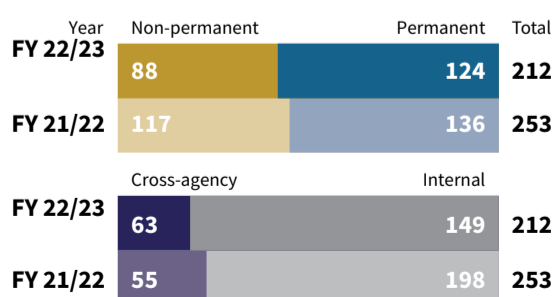
Development and deployment of system leaders

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.

Leader mobility

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



Over 50

PSLG leaders have had a change in role type in the last 2 years.

Developing diverse leaders

Public Service Pacific mentoring Programme

20 Pacific participants, supported by.....

20 Mentors..... completed their programme in March 2023.

Te Ara ki Matangireia | Māori Emerging Leaders Programme

35 Māori staff completed in 2022.

33 Māori staff have just commenced in 2023.

60 Mentors supported participants across the two groups.

Te Pae Aramahi | Development Boards

25% of leaders being supported by Development Boards are not yet at PSLG level, and of these.....

70% are from under-represented ethnic groups.