



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: □ Human Resource Capability data ○ Te Taunaki Public Service Census △ Talent Exchange ☒ Other (i.e. data held by the Commission)

Our progress: Q3 2021/22

85%

Ethnicity disclosure from PSLG members

Focussed effort in increasing ethnicity disclosure from PSLG members, up from 55.4% in June 2020

The Public Service Leaders Group (PSLG) makes up

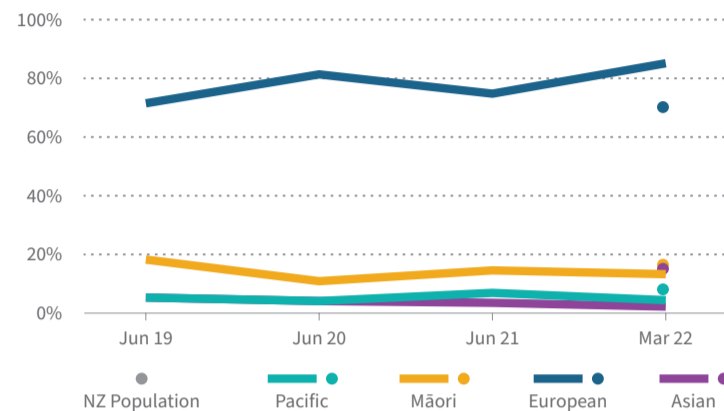
2%

of the Public Service workforce

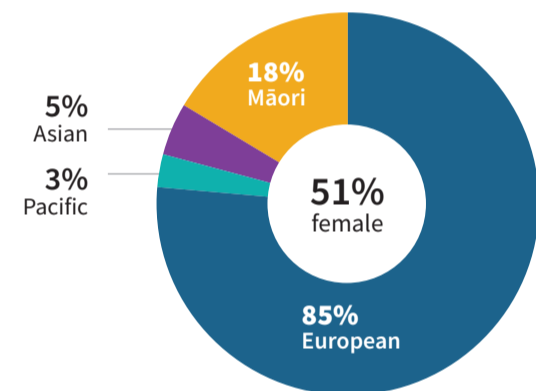
↑44%

Increase in Pacific managers since 2017 (from 4.5% to 6.5%)

Te Pae Turuki | PSLG Ethnicity[△]



Public Service chief executives: *[☒] Ethnicity and gender



*39 statutory roles – Public Service Commissioner, Deputy Public Service Commissioners and the Solicitor-General. The total exceeds 100% as some CEs have declared more than one ethnicity.

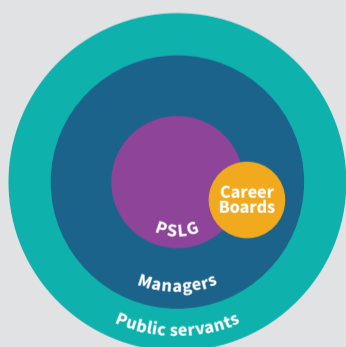
Insights

- The Public Service is becoming more ethnically diverse – across our workforce, in management and in senior leadership roles. There is more to do to increase ethnic diversity in senior roles, to reflect the makeup of society.
- We've achieved, and maintained, gender diversity in CE and senior roles. The senior leader gender pay gap has been halved in the past five years.
- Māori now hold 13.5% of T1-3 leadership roles, while the actual number has almost doubled since 2016. 18% of Chief Executives identify as Māori.
- Initiatives to attract and retain diversity in the public service, and our pipeline of future leaders, are showing some impact. 14.9% of new recruits identify as Asian. Both Māori (16.4%) and Pacific (10.2%) representation in the Public Service workforce increased over the past year and remain high compared with the overall New Zealand working-age population.
- We now know most public servants feel they work in an inclusive environment and have access to employee-led networks relevant to them. Insights from the inaugural Public Service Census | Te Taunaki held last year will help guide our efforts to improve inclusion in our workplaces.
- All core public service agencies have a Te Arawhiti endorsed Whaingā Amorangi plan to improve their Maori-Crown capability. We now know that 65% of public servants feel encouraged and supported to use Te Reo Māori at work and ensure Māori views and perspectives are considered.
- We've made significant gains with our aim for common approaches to leadership development and talent management across the Public Service. Most agencies are supporting their leaders through transition and promotion – New People Leader and Leader of Leaders.

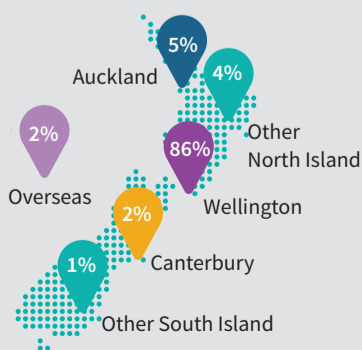
Our people

NZ Population: [☒]

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



Location [□] of senior leaders



Some ethnicity data totals over 100% as up to 3 ethnicity values may be selected

62,853 Public Servants [□]

	2017		2021
European	69.1%	▼	66.1%
Māori	16.0%	▲	16.4%
Pacific	8.7%	▲	10.2%
Asian	9.4%	▲	12.5%
MELAA	1.3%	▲	1.8%

2017 female: 61%
2021 female: 62%

Disclosure rate 92.7%

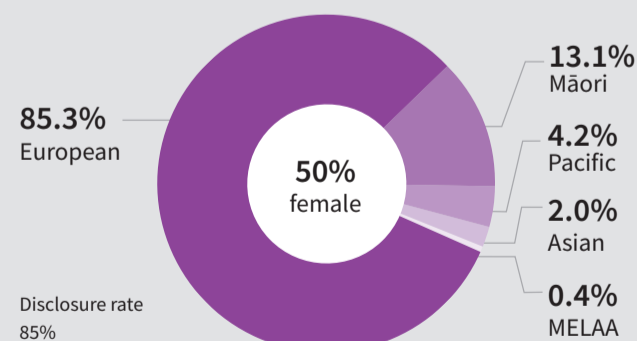
7,135 Managers [□]

	2017		2021
European	78.4%	▼	77.4%
Māori	14.8%	▲	15.8%
Pacific	4.5%	▲	6.5%
Asian	3.7%	▲	5.5%
MELAA	0.6%	▲	1.0%

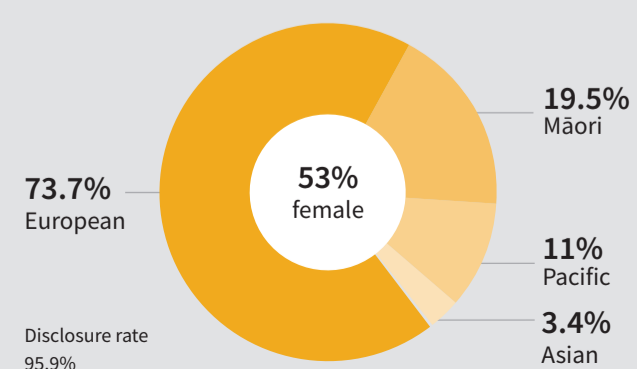
2017 female: 53%
2021 female: 57%

Disclosure rate 95%

1,188 Te Pae Turuki [△] Public Service Leaders Group



123 Te Pae Aramahi [△] Career Board – Active Cohort

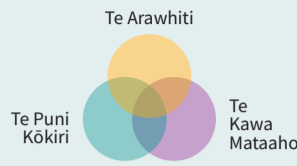




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Our focus

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

69% of all public servants **understand** their agency's Treaty responsibilities

65% of staff **are encouraged** to use te reo Māori at work

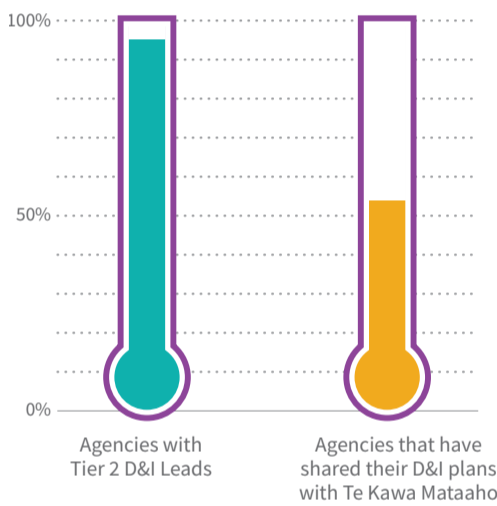
67% of public servants agree that **leaders in their agency show a commitment** to strengthening relationships between Māori and the Crown

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

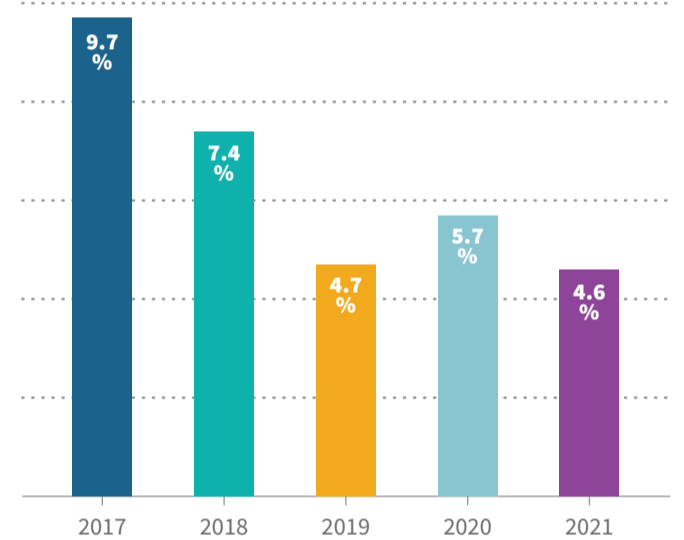
↑ 88%

Since 2016, we've **almost doubled** the number of Māori leaders in the top three tiers of leadership.

↑ 20%

Asian people hold 2.9 percent of leadership roles, **up 0.4 percentage points** in the last year, which is also double the total number in 2016.

Senior leader gender pay gap (Tiers 1–3)



6 Cross-agency employee-led networks now have **top-tier leaders as sponsors**.

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

7% 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. Building more interoperability into our systems and processes supports greater agility in our leaders.

Year	Non-permanent	Permanent	Total
FY 21/22 (to date)	89	81	170
FY 20/21	68	121	189

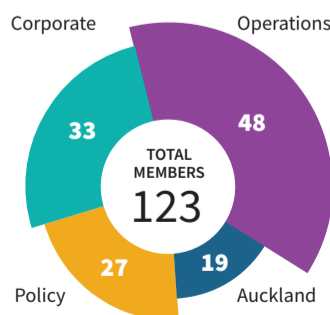
	Cross-agency	Internal	Total
FY 21/22 (to date)	31	139	170
FY 20/21	44	145	189

3 in 10

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

Te Pae Aramahi – Active Career Boards

Providing cross-system development for senior leaders nominated by chief executives.



*4 members in both Auckland and a functional Career Board

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

Common and Core Development New Senior System Leader (NSSL)

6 agencies participated in the pilot

39 agencies in the Public Service Leadership Team

14 core public service agencies actively participating in New Senior System Leader development

39 senior system leaders have participated in two structured conversations with an LDC coach

12 senior system leaders registered for the first themed Action Learning Group