

## FACT SHEET - HR metrics by department

The following tables are a summary of department HR metrics. The interactive data can be found in the Data Drilldown cube under [Workforce Data](#) on the State Services Commission website.

### FTE employees by department

	2014	2015	2016	2017	2018	2019
Crown Law Office	148	152	169	175	179	176
Department of Conservation	1,952	1,942	1,928	1,993	2,124	2,283
Department of Corrections	7,555	7,571	7,570	8,555	8,990	9,452
Department of Internal Affairs	1,982	2,030	1,985	2,066	2,095	2,226
Department of the Prime Minister and Cabinet	141	154	224	213	247	253
Education Review Office	208	206	201	199	198	187
Government Communications Security Bureau	316	301	353	391	432	476
Inland Revenue Department	5,641	5,681	5,662	5,401	5,135	4,888
Land Information New Zealand	469	487	552	576	602	689
Ministry for Culture and Heritage	105	101	98	108	114	138
Ministry for Pacific Peoples	35	34	37	37	40	49
Ministry for Primary Industries	2,176	2,277	2,413	2,455	2,625	3,030
Ministry for the Environment	300	302	329	349	359	372
Ministry for Women	23	24	22	24	33	23
Ministry of Business, Innovation and Employment	2,806	2,822	3,124	3,366	3,629	4,142
Ministry of Defence	61	60	93	116	123	145
Ministry of Education	2,664	2,517	2,607	2,632	2,904	3,253
Ministry of Foreign Affairs and Trade	798	821	855	867	905	1,039
Ministry of Health	1,131	1,120	1,095	1,056	1,085	1,163
Ministry of Housing and Urban Development						244
Ministry of Justice	3,540	3,383	3,327	3,388	3,780	3,454
Ministry of Māori Development	287	267	283	301	307	314
Ministry of Social Development	9,931	10,078	10,214	6,799	6,567	6,912
Ministry of Transport	149	134	123	120	152	161
New Zealand Customs Service	1,070	1,067	1,077	1,165	1,230	1,257
New Zealand Security Intelligence Service					326	328
Oranga Tamariki-Ministry for Children				3,310	3,870	4,048
Pike River Recovery Agency					13	24
Serious Fraud Office	45	44	47	50	45	47
Social Investment Agency					17	33
State Services Commission	110	114	112	115	128	138
Statistics New Zealand	864	848	891	921	960	1,008
Te Arawhiti: Māori Crown Relations						138
The Treasury	426	456	480	482	489	513
<b>Public Service<sup>(1)</sup></b>	<b>45,280</b>	<b>45,348</b>	<b>45,895</b>	<b>47,252</b>	<b>49,730</b>	<b>52,628</b>

(1) The Public Service total includes chief executives who are not part of the departmental figures. These figures include staff who are seconded out to another agency, and excludes staff seconded in from another agency.

## Department diversity information – 30 June 2019

	% European	% Maori	% Pacific	% Asian	Average age	% Fixed term	% Women	% Women in snr mgt <sup>(1)</sup>
Crown Law Office	70.1%	8.2%	2.2%	7.6%	38.4	10.3%	68.5%	45.0%
Department of Conservation	70.5%	13.2%	1.2%	3.2%	45.1	21.1%	48.1%	36.8%
Department of Corrections	71.0%	21.3%	11.8%	8.6%	46.4	2.5%	47.9%	41.8%
Department of Internal Affairs	73.8%	10.8%	10.4%	11.2%	42.7	21.1%	62.3%	56.4%
Department of the Prime Minister and Cabinet	90.0%	7.7%	2.7%	3.6%	44.5	21.6%	65.2%	57.6%
Education Review Office	66.0%	21.5%	5.8%	4.7%	55.5	4.1%	78.2%	62.5%
Inland Revenue Department	64.3%	12.3%	8.2%	16.0%	44.6	12.6%	64.5%	42.4%
Land Information New Zealand	69.4%	9.2%	3.2%	6.2%	43.8	5.7%	54.7%	53.7%
Ministry for Culture and Heritage	84.1%	12.4%	3.4%	6.2%	43.0	25.5%	65.5%	50.0%
Ministry for Pacific Peoples	10.0%	10.0%	88.0%	4.0%	40.4	12.0%	66.0%	66.7%
Ministry for Primary Industries	70.2%	5.7%	3.1%	10.7%	43.8	11.8%	53.3%	34.0%
Ministry for the Environment	72.3%	5.9%	1.4%	4.5%	39.8	9.6%	64.5%	57.9%
Ministry for Women	61.5%	19.2%	3.8%	15.4%	44.1	11.5%	80.8%	100.0%
Ministry of Business, Innovation and Employment	49.8%	6.5%	7.7%	16.4%	41.2	6.6%	61.1%	47.2%
Ministry of Defence	64.6%	5.6%	2.8%	10.4%	43.7	12.9%	53.1%	38.9%
Ministry of Education	73.5%	12.8%	3.7%	8.3%	46.5	9.1%	75.7%	58.9%
Ministry of Foreign Affairs and Trade	75.7%	11.5%	5.1%	8.1%	42.7	9.9%	58.2%	44.8%
Ministry of Health	83.2%	7.6%	4.6%	13.5%	45.3	10.5%	68.4%	61.2%
Ministry of Housing and Urban Development	61.1%	22.2%	5.6%	11.1%	40.3	24.4%	54.8%	52.6%
Ministry of Justice	68.5%	12.9%	9.7%	12.9%	42.8	7.4%	68.8%	51.5%
Ministry of Māori Development	26.6%	74.3%	7.2%	3.4%	47.1	16.0%	65.8%	72.4%
Ministry of Social Development	61.1%	23.5%	16.3%	14.0%	44.0	4.3%	70.4%	51.6%
Ministry of Transport	85.9%	3.7%	0.0%	9.2%	41.5	5.5%	50.3%	47.8%
New Zealand Customs Service	70.7%	9.9%	10.2%	15.4%	44.6	1.1%	47.9%	29.4%
Oranga Tamariki	63.6%	26.5%	15.1%	8.5%	45.8	5.6%	75.4%	62.9%
Pike River Recovery Agency	84.6%	3.8%	0.0%	0.0%	52.4	100.0%	23.1%	50.0%
Serious Fraud Office	78.0%	2.0%	4.0%	10.0%	43.2	6.0%	48.0%	33.3%
Social Investment Agency	85.2%	14.8%	3.7%	7.4%	43.8	5.9%	44.1%	38.5%
State Services Commission	88.8%	10.4%	3.7%	5.2%	45.3	11.3%	64.1%	50.0%
Statistics New Zealand	74.9%	4.4%	4.2%	19.6%	44.8	12.0%	55.4%	47.6%
Te Arawhiti: Māori Crown Relations	77.5%	18.3%	1.4%	2.8%	42.3	8.5%	60.6%	66.7%
The Treasury	81.5%	6.2%	1.4%	11.6%	40.6	6.4%	48.6%	30.4%
<b>Public Service<sup>(2)</sup></b>	<b>67.3%</b>	<b>15.5%</b>	<b>9.2%</b>	<b>11.1%</b>	<b>44.4</b>	<b>8.3%</b>	<b>61.1%</b>	<b>49.6%</b>

<sup>(1)</sup> Senior management figures for individual departments include tier 2 and 3 senior managers only.

<sup>(2)</sup> The Public Service total includes chief executives who are not part of the departmental figures.

## HR metrics by department – 30 June 2019

	Ave. leave balance (# of days)	% Staff with AL balance > 5 Weeks	Average Tenure (years) <sup>(1)</sup>	Average Sick/Dom Leave taken (days) <sup>(1)</sup>	Unplanned Turnover <sup>(1)</sup>	Average Salary (\$) <sup>(2)</sup>	Gender pay gap <sup>(2)</sup>
Crown Law Office	14	16%	5.7	6	16.6%	\$102,000	25.3%
Department of Conservation	13	12%	10.0	6	9.4%	\$74,500	2.6%
Department of Corrections	22	41%	8.3	7	9.4%	\$71,000	1.1%
Department of Internal Affairs	13	9%	6.6	7	13.9%	\$85,600	14.3%
Department of the Prime Minister and Cabinet	13	13%	5.4	5	19.0%	\$111,000	7.6%
Education Review Office	14	14%	8.5	8	15.3%	\$93,600	14.1%
Inland Revenue Department	16	20%	14.5	10	9.0%	\$77,200	18.6%
Land Information New Zealand	13	16%	8.2	7	10.9%	\$96,200	10.1%
Ministry for Culture and Heritage	10	9%	5.9	5	10.2%	\$93,500	9.4%
Ministry for Pacific Peoples	13	7%	4.1	3	19.5%	\$92,500	-
Ministry for Primary Industries	15	17%	8.8	7	9.1%	\$90,200	10.2%
Ministry for the Environment	13	12%	3.8	4	25.8%	\$105,800	8.2%
Ministry for Women	8	4%	3.3	8	51.0%	\$102,700	-
Ministry of Business, Innovation and Employment	13	14%	5.6	7	15.3%	\$85,600	15.6%
Ministry of Defence	13	12%	3.4	5	16.9%	\$134,100	32.8%
Ministry of Education	12	11%	6.7	5	14.3%	\$88,800	21.0%
Ministry of Foreign Affairs and Trade	16	21%	8.8	4	7.0%	\$118,300	14.3%
Ministry of Health	13	13%	7.4	7	16.4%	\$100,400	11.3%
Ministry of Housing & Urban Development <sup>(3)(4)</sup>	10	5%	3.9	3	-	\$116,700	10.7%
Ministry of Justice	11	7%	7.5	8	17.9%	\$68,800	12.4%
Ministry of Māori Development	13	10%	8.6	8	15.0%	\$99,400	9.6%
Ministry of Social Development	14	15%	11.1	12	9.2%	\$71,600	13.1%
Ministry of Transport	10	15%	4.7	4	19.7%	\$113,500	5.9%
New Zealand Customs Service	15	15%	12.3	9	7.7%	\$77,100	13.9%
Oranga Tamariki <sup>(4)</sup>	18	30%	8.3	9	11.9%	\$78,700	-2.2%
Pike River Recovery Agency <sup>(5)</sup>	-	-	-	-	-	\$136,300	-
Serious Fraud Office	5	0%	1.8	6	15.6%	\$115,700	11.7%
Social Investment Agency	7	7%	1.3	3	10.5%	\$158,100	-
State Services Commission	9	4%	3.8	5	15.1%	\$136,000	14.4%
Statistics New Zealand	13	12%	9.4	7	17.1%	\$79,700	13.6%
Te Arawhiti: Māori Crown Relations <sup>(3)(4)</sup>	10	6%	5.4	5	-	\$96,900	10.5%
The Treasury	12	12%	5.3	4	18.8%	\$118,300	18.9%
<b>Public Service<sup>(6)</sup></b>	<b>15</b>	<b>20%</b>	<b>8.8</b>	<b>8</b>	<b>11.8%</b>	<b>\$81,300</b>	<b>10.5%</b>

<sup>(1)</sup> Refers to permanent staff (excluding fixed term staff)

<sup>(2)</sup> Chief executives are excluded from average salaries for individual departments but not from the overall Public Service average. Agencies with small numbers of employees have not had their gender pay gaps reported due to the impact this may have on confidentiality or data quality. This follows guidance from Stats NZ on measuring organisational gender pay gaps. More information on analysing the gender pay gap within organisations can be found on the Ministry for Women website, including how it manages its own pay gap as a small agency

<sup>(3)</sup> No Unplanned turnover figure for Ministry of Housing & Urban Development and Te Arawhiti: Māori Crown Relations as it has only one year of data

<sup>(4)</sup> For the recently established agencies: Oranga Tamariki-Ministry for Children (April 2017); Ministry of Housing and Urban Development (Oct 2018); and Te Arawhiti: Māori Crown Relations (Dec 2018) – a large number of their staff had been transferred from the source agencies. These interdepartmental staff transfers mean that information on start date, and annual and sick leave balances, are carried over from their previous agencies to their current agencies.

<sup>(5)</sup> Pike River Recovery Agency employees are on fixed-term contracts therefore data for average tenure, turnover and sick/domestic leave does not apply.

<sup>(6)</sup> The Public Service total includes chief executives who are not included in the departmental figures.