

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 Te Kawa Mataaho Public Service Commission's website.

FTE employees by department					
	2016	2017	2018	2019	2020
Cancer Control Agency					15
Crown Law Office	169	175	179	176	199
Department of Conservation	1,928	1,993	2,124	2,283	2,413
Department of Corrections	7,570	8,555	8,990	9,452	9,803
Department of Internal Affairs	1,985	2,066	2,095	2,226	2,381
Department of the Prime Minister and Cabinet	224	213	247	253	186
Education Review Office	201	199	198	187	208
Government Communications Security Bureau	353	391	432	476	480
Inland Revenue Department	5,662	5,401	5,135	4,888	4,724
Land Information New Zealand	552	576	602	689	723
Ministry for Culture and Heritage	98	108	114	138	131
Ministry for Pacific Peoples	37	37	40	49	67
Ministry for Primary Industries	2,413	2,455	2,625	3,030	3,357
Ministry for Women	22	24	33	23	35
Ministry for the Environment	329	349	359	372	492
Ministry of Business, Innovation and Employment	3,124	3,366	3,629	4,142	4,676
Ministry of Defence	93	116	123	145	157
Ministry of Education	2,607	2,632	2,904	3,253	3,486
Ministry of Foreign Affairs and Trade	855	867	905	1,039	1,133
Ministry of Health	1,095	1,056	1,085	1,163	1,187
Ministry of Housing and Urban Development				244	302
Ministry of Justice	3,327	3,388	3,780	3,454	3,964
Ministry of Māori Development	283	301	307	314	343
Ministry of Social Development	10,214	6,799	6,567	6,912	7,973
Ministry of Transport	123	120	152	161	169
National Emergency Management Agency					64
New Zealand Customs Service	1,077	1,165	1,230	1,257	1,277
New Zealand Security Intelligence Service			326	328	363
Office for Māori Crown Relations – Te Arawhiti				138	168
Oranga Tamariki-Ministry for Children		3,310	3,870	4,048	4,658
Pike River Recovery Agency			13	24	36
Public Service Commission	112	115	128	138	164
Serious Fraud Office	47	50	45	47	45
Social Wellbeing Agency			17	33	34
Statistics New Zealand	891	921	960	1,008	1,130
The Treasury	480	482	489	513	574
Public Service⁽¹⁾	45,895	47,252	49,730	52,628	57,149

(1) The Public Service total includes chief executives but are **not included** in 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 – as at 30 June 2020

	% European	% Maori	% Pacific	% Asian	Average age	% Fixed term	% Women	% Women in senior mgmt ⁽¹⁾
Cancer Control Agency	71.4%	21.4%	0.0%	14.3%	43.6	26.7%	80.0%	66.7%
Crown Law Office	70.4%	7.8%	3.9%	7.8%	38.6	7.7%	70.2%	50.0%
Department of Conservation	71.5%	11.8%	0.9%	3.4%	44.9	18.3%	50.0%	37.3%
Department of Corrections	69.7%	21.3%	12.5%	10.0%	46.4	2.4%	48.7%	41.8%
Department of Internal Affairs	73.5%	11.5%	10.1%	11.7%	42.7	25.0%	62.3%	59.6%
Department of the Prime Minister and Cabinet	89.3%	7.5%	3.1%	4.4%	44.5	12.4%	63.7%	57.9%
Education Review Office	66.7%	18.8%	5.6%	6.1%	53.8	2.8%	79.0%	64.3%
Inland Revenue Department	62.3%	12.1%	8.3%	16.4%	44.8	15.9%	64.6%	45.9%
Land Information New Zealand	67.8%	9.4%	3.3%	8.0%	44.0	8.0%	53.6%	50.0%
Ministry for Culture and Heritage	84.2%	10.8%	5.0%	5.8%	42.6	9.4%	63.3%	62.5%
Ministry for Pacific Peoples	11.8%	8.8%	80.9%	1.5%	42.8	16.2%	64.7%	60.0%
Ministry for Primary Industries	64.9%	5.3%	3.2%	11.2%	43.7	11.6%	55.3%	43.3%
Ministry for Women	61.5%	17.9%	5.1%	20.5%	43.9	7.7%	82.1%	77.8%
Ministry for the Environment	77.2%	7.4%	1.6%	6.2%	38.7	7.6%	62.3%	57.1%
Ministry of Business, Innovation and Employment	49.0%	6.5%	7.5%	17.3%	41.4	6.2%	61.5%	47.4%
Ministry of Defence	63.5%	5.1%	3.2%	8.3%	43.4	18.9%	57.9%	44.4%
Ministry of Education	69.3%	11.9%	3.7%	8.3%	46.2	8.5%	76.1%	64.0%
Ministry of Foreign Affairs and Trade	75.3%	11.5%	5.7%	8.9%	42.9	11.4%	57.2%	47.9%
Ministry of Health	76.7%	8.9%	5.4%	12.7%	45.2	9.9%	68.0%	62.7%
Ministry of Housing and Urban Development	84.4%	13.2%	3.5%	7.0%	40.7	11.8%	63.7%	60.0%
Ministry of Justice	74.0%	17.1%	12.3%	11.0%	42.4	6.5%	68.8%	58.2%
Ministry of Māori Development	28.5%	73.2%	9.2%	2.9%	45.9	22.6%	66.6%	60.0%
Ministry of Social Development	60.4%	24.1%	16.9%	14.9%	43.0	5.6%	70.5%	54.2%
Ministry of Transport	85.4%	3.5%	1.2%	9.4%	41.2	6.4%	51.5%	48.0%
National Emergency Management Agency	90.3%	4.8%	0.0%	1.6%	45.2	26.2%	56.9%	40.0%
New Zealand Customs Service	69.9%	10.1%	10.4%	16.4%	45.2	0.7%	47.5%	30.8%
Office for Māori Crown Relations—Te Arawhiti	81.7%	25.6%	4.3%	3.7%	41.5	7.0%	61.0%	70.6%
Oranga Tamariki-Ministry for Children	63.6%	26.7%	15.7%	9.1%	45.3	7.2%	74.7%	69.1%
Pike River Recovery Agency	77.8%	11.1%	0.0%	0.0%	51.3	100.0%	11.1%	50.0%
Public Service Commission	86.3%	7.5%	6.8%	6.2%	44.4	15.4%	68.0%	73.9%
Serious Fraud Office	73.5%	0.0%	2.0%	14.3%	43.1	10.2%	49.0%	25.0%
Social Wellbeing Agency	86.7%	23.3%	0.0%	6.7%	42.2	8.6%	60.0%	50.0%
Statistics New Zealand	68.4%	8.0%	5.0%	20.9%	44.4	7.7%	55.5%	47.8%
The Treasury	83.9%	5.6%	1.2%	10.8%	40.0	4.8%	47.4%	54.2%
Public Service⁽²⁾	66.3%	15.9%	9.7%	11.6%	44.2	8.6%	61.7%	53.2%

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

⁽²⁾ The Public Service total includes chief executives but are **not included** in the departmental figures.

HR metrics by department – as at 30 June 2020

	Ave. leave balance (# of days)	% Staff with AL balance > 5 Weeks	Average Tenure (years) ⁽¹⁾	Average Sick/Dom Leave taken (days) ⁽¹⁾	Unplanned Turnover ⁽¹⁾	Average Salary (\$) ⁽²⁾	Gender pay gap ⁽²⁾
Cancer Control Agency ⁽³⁾	14	21%	5.2	3	-	\$121,400	-
Crown Law Office	16	20%	5.1	4	17.9%	\$103,300	15.5%
Department of Conservation	16	17%	9.5	6	8.3%	\$78,300	3.7%
Department of Corrections	25	47%	8.4	7	9.1%	\$73,700	0.8%
Department of Internal Affairs	15	14%	6.9	8	11.6%	\$88,700	13.9%
Department of the Prime Minister and Cabinet	16	15%	5.3	6	12.8%	\$116,600	13.7%
Education Review Office	16	13%	7.5	6	12.7%	\$95,000	9.4%
Inland Revenue Department	18	28%	15.4	9	8.2%	\$80,400	17.6%
Land Information New Zealand	17	24%	8.2	6	10.3%	\$98,400	9.9%
Ministry for Culture and Heritage	13	18%	5.4	3	13.7%	\$98,300	4.8%
Ministry for Pacific Peoples	6	3%	3.8	5	17.8%	\$106,900	7.9%
Ministry for Primary Industries	17	21%	8.3	6	8.7%	\$93,000	9.8%
Ministry for the Environment	9	8%	3.2	5	16.3%	\$108,900	6.7%
Ministry for Women	8	-	3.0	7	10.2%	\$109,000	-
Ministry of Business, Innovation and Employment	16	20%	5.5	7	11.9%	\$90,600	14.0%
Ministry of Defence	18	23%	4.1	5	13.2%	\$131,800	32.3%
Ministry of Education	14	15%	6.7	6	12.5%	\$91,300	18.9%
Ministry of Foreign Affairs and Trade	20	29%	9.0	5	6.3%	\$120,200	11.5%
Ministry of Health	16	18%	7.2	6	13.4%	\$105,000	14.1%
Ministry of Housing and Urban Development	12	7%	2.8	3	15.0%	\$119,600	7.1%
Ministry of Justice	7	5%	7.5	7	12.2%	\$74,100	11.4%
Ministry of Māori Development—Te Puni Kōkiri	15	13%	8.5	8	16.7%	\$103,300	12.4%
Ministry of Social Development	15	18%	10.2	11	8.4%	\$72,800	12.1%
Ministry of Transport	16	13%	4.9	4	23.6%	\$117,500	8.5%
National Emergency Management Agency ⁽³⁾	15	9%	5.9	5	-	\$114,200	9.6%
New Zealand Customs Service	17	19%	12.4	9	6.6%	\$79,000	12.4%
Oranga Tamariki-Ministry for Children	20	31%	7.8	8	8.8%	\$84,000	-2.9%
Office for Māori Crown Relations—Te Arawhiti	6	4%	5.3	4	17.9%	\$108,400	10.3%
Pike River Recovery Agency ⁽⁴⁾	-	-	-	-	-	\$131,800	-
Public Service Commission	9		3.9	6	14.9%	\$137,700	8.7%
Serious Fraud Office	7	8%	5.7	4	15.4%	\$113,000	14.6%
Social Wellbeing Agency	11	7%	2.2	9	15.6%	\$151,700	-
Statistics New Zealand	16	18%	8.3	7	12.0%	\$83,000	12.3%
The Treasury	15	17%	5.0	4	14.7%	\$118,000	13.8%
Public Service⁽⁵⁾	17	24%	8.5	8	10.1%	\$84,500	9.6%

⁽¹⁾ Refers to permanent staff (excluding fixed term staff)

⁽²⁾ 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

⁽³⁾ No Unplanned turnover figure the Cancer Control Agency and the National Emergency Management Agency as it has only a part year of data. A large number of staff in these agencies 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.

⁽⁴⁾ Pike River Recovery Agency employees are on fixed-term contracts therefore data for average tenure, turnover and sick/domestic leave does not apply.

⁽⁵⁾ The Public Service total includes chief executives but are **not included** in the departmental figures.