

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 △ Agency Supplied ⊕ Other (i.e. data held by the Commission)

September 2023

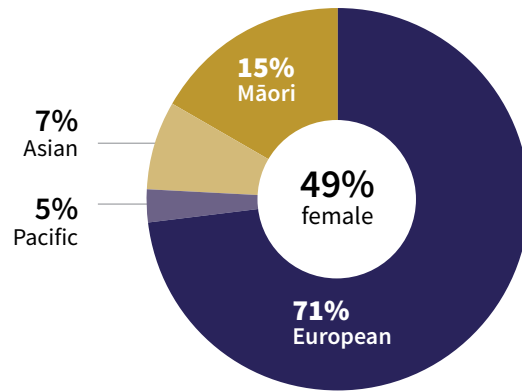
Cross-agency moves ⊕
more than
DOUBLE
the rate of the last
financial year

1/2 △
of PSLG are female
(since October 2021)

91% ↑
Ethnicity disclosure
from PSLG members
(up from 89.5% October 2022)

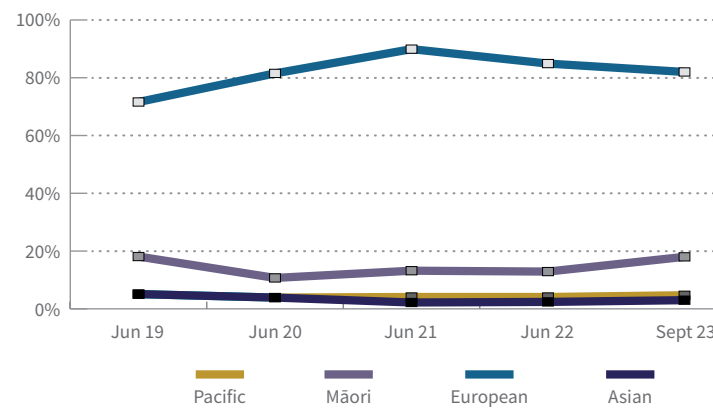
! Pacific, Asian and MELAA managers are still underrepresented □

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



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

Te Pae Turuki | PSLG Ethnicity △



Insights

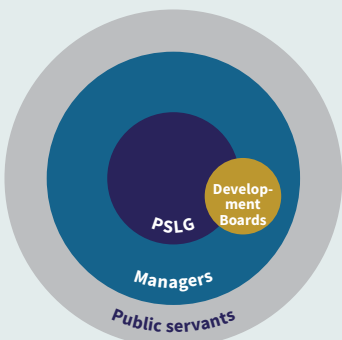
- Higher proportions of senior leader movements were reported for the 2022/2023 financial year: 300 total movements (vs 253 the prior year), 74% into permanent roles (vs 53.8%) and 46.7% across agencies (vs 21.7%). 100% return rate from agencies is likely to mean more complete figures have been included this time.
- Common and core leader development uptake is increasing across and within agencies and has been reviewed to better support key system priorities.
- Small increases in gender and ethnicity representation continue for the groups: public servants, managers and PSLG, except for a small decrease for Pacific PSLG leaders.
- With ethnic representation for all public servants above or close to population levels, efforts are focused on developing the pipeline to ensure the senior leadership of the future reflects and is more responsive to the communities we serve.
- Agencies are being encouraged to directly support cross-agency development for their leaders who need this development. This is so that Development Boards can focus on leaders from under-represented groups within PSLG or within 1-2 steps of a PSLG role. This Reset in focus is reflected in a significant shift in Development Board cohort numbers and representation in this report.
- Continued focus is needed to retain progress in reducing gender and ethnic pay gaps - note a bounce up again in pay gaps for MELAA and Asian.
- PSLG makes up 1.75% of the Public Service, which is below the international benchmark of 2%.
- Employee Led Networks are increasingly being used to inform relevant agency and system policies and initiatives (used in 44% of agencies vs 37% in the last report).

Our people

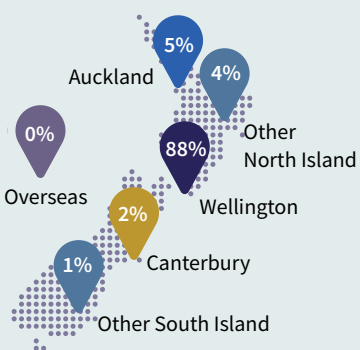
To achieve better outcomes for all New Zealanders, the Public Service Act 2020 requires that Public Service leaders work together to create a work force that reflects and is responsive to the communities we serve.

NZ Population: ⊕

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



Location □ of senior leaders (Tier 1-3)



64,771 Public Servants □

	2018	2023
European	69.2%	63.7%
Māori	16.0%	16.8%
Pacific	9.1%	10.7%
Asian	10.1%	14.5%
MELAA	1.4%	2.2%

2018
60.9% female

2023
62.2% female

Disclosure rate 92.1%

8,126 Managers □

	2018	2023
European	80.1%	74.2%
Māori	14.0%	16.8%
Pacific	4.5%	7.4%
Asian	4.1%	6.5%
MELAA	0.6%	1.4%

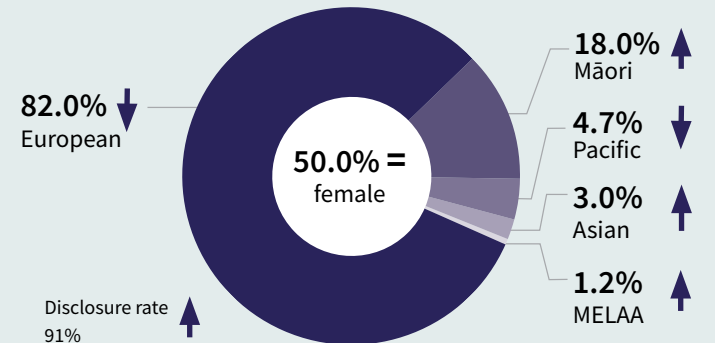
2018
53.5% female

2023
57.3% female

Disclosure rate 92.7%

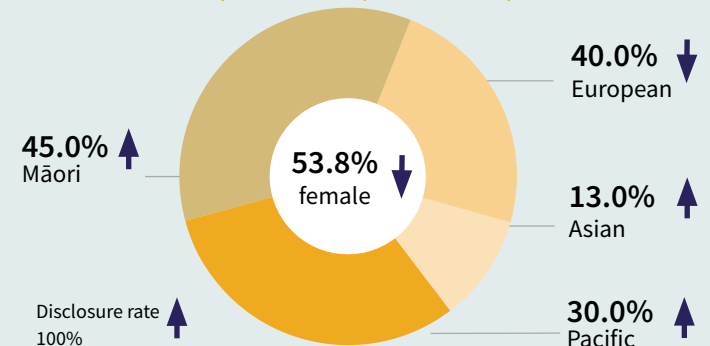
1,136 Te Pae Turuki △

Public Service Leaders Group
(down from 1175, October 2022)



39 Te Pae Aramahi △

Development Board – Active Cohort
(down from 99, October 2022)



Percentages may 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

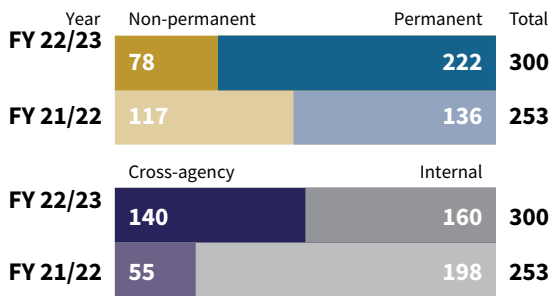
Development and deployment of system leaders

The challenges and opportunities facing the Public Service require a responsive, inclusive, and unified team of leaders collectively stewarding public services across agency and sector boundaries to better serve Aotearoa NZ and its people.

We want to create one Te Pae Turuki | Public Service leaders group, unified by a common mission and spirit of service, leading together on system priorities and modelling exemplary Public Service leadership.

Leader mobility [△]

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



In the last two years

39 ↓

PSLG leaders have had a **change in role type** e.g. from a corporate to an operational role (down from 50, March 2023)

Developing leaders [⊕]

Common and Core Development from July 2022 to June 2023

Targeted Programmes

Te Kaihautū for new People Leaders

LDC delivered to:
97 leaders through **7** cohorts

16 agencies delivered to:
29 cohorts

Te Kaitaki for new Leader of Leaders

LDC delivered to:
49 leaders through **4** cohorts

3 agencies delivered to:
4 cohorts

Te Manutaki for new Senior System Leaders

LDC delivered to:
68 leaders through **6** cohorts with **75** cohort development conversations

Resulting in **1,000+**

leaders have now taken part in **common and core leadership development** since 2019 as they transition into a new leadership role

Te Ara ki Matangireia
Māori Emerging Leaders Programme
33 rangatahi participating

Pacific Mentoring Programme
20 mentees supported by **20** mentors

Te Putanga
Leadership in Practice

LDC delivered to:
76 leaders through **5** cohorts
One cohort targeted digital leaders to lift capability in this priority area

Māori Crown capability



The Public Service Act 2020 sets out the role the public service plays in supporting the Crown in its relationships with Māori under te Tiriti o Waitangi | the Treaty of Waitangi. This includes developing and maintaining the capability of the public service to engage with Māori and understand Māori perspectives.

18% ↑

of Public Service Leaders Group (PSLG) members are Māori

(up from 15.9% March 2023)

100%

*agencies are building Māori cultural capability through their **MCR/Whāinga Amorangi** plans.

100%

of *agencies are providing a broader range of Māori cultural capability development options, with **over 60%** at higher capability levels than the previous year.

* for 31 core Public Service agencies

Increasing inclusion in our workplaces

We know that Public Service agencies are progressing their commitment to develop working environments that are inclusive to all groups through their annual reporting and planned actions for diversity, equity and inclusion.

“Fostering Diverse Leadership” is now specified as one of the five priority areas for agencies in their diversity and inclusion planning. From 2023, agencies will include in developing leaders from under-represented communities in their annual reporting.

Diversity & Inclusion [△] leadership and planning

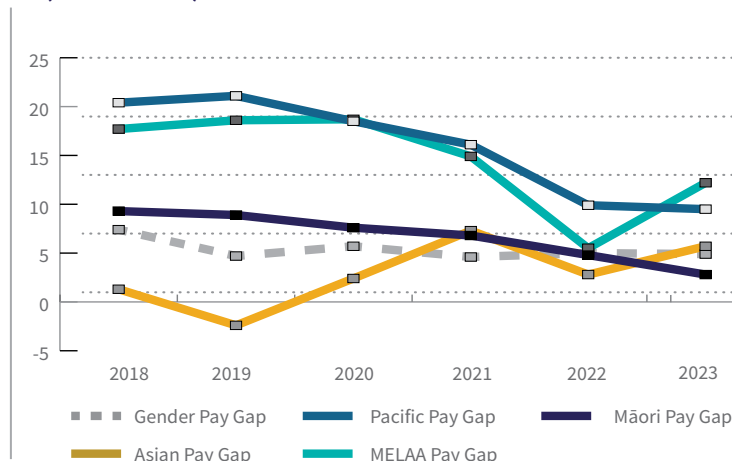
31

Agencies reported progress against their 2022/23 Diversity and Inclusion plans

2

New **Four-Point Plans for 2023-25** have been agreed. Agencies will apply these to help progress opportunities for **Rainbow** and **Disabled people** in the Public Service.

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



Through Kia Toipoto - Public Service Pay Gaps Action Plan 2021-24, action is being taken to close gender, Māori, Pacific and ethnic pay gaps at all levels.

Continued efforts are needed to sustain reductions in Asian and MELAA leader pay gaps over time.

Employee Led Networks

200+ [△] Employee Led Networks across core Public Service agencies supported by 7 cross-agency networks.

44% [△] of agencies engaged Employee Led Networks in formation of initiatives and policies.

24 [△] cross-agency Employee Led Networks leads supported through leadership coaching.

11 [△] agencies have formed or are forming new networks.