



Human Resource Capability

Survey of Public Service Departments as at
30 June 2001



This, and other, reports on Public Service employment are available through the State Services Commission's website: <http://www.ssc.govt.nz>

The State Services Commission welcomes any comments and suggestions you have about this report. If you require further information please let us know. In both instances please contact:

Derek Gill, Branch Manager, Strategic Development Branch, State Services Commission, Email: derek.gill@ssc.govt.nz, Facsimile: +64 4 495 6699

Note: Information contained in this report may be reproduced for personal or in-house use without formal permission or charge. However, it **must not** be used in a commercial context unless written permission has been given by the State Services Commission. Where any material from this report is quoted in context, it must be sourced – preferably to the Commission's website.

© *Crown copyright reserved 2001*

ISBN 0-478-24414-2

November 2001

Contents

Executive Summary	1
Introduction	2
Staff Numbers	2
Collective Bargaining	3
Fixed-Term Employment.....	4
Occupational Structure.....	4
Redundancy	4
Turnover.....	5
Recruitment Difficulties and Skill Shortages.....	7
Region	8
Tenure.....	9
Diversity of Staff.....	10
Salary distribution by EEO group.....	12
Gender Pay Gaps.....	13
Part-time/Full-time.....	14
Age Profile.....	14
Senior Management	14
Appendix 1: Public Service: Full Time Equivalent (FTEs) As At 30 June 2001	16

Figures

Figure 1: Public Service Employment – 1995-2001.....	2
Figure 2: Redundancy Payments in the Public Service 1993-2001.....	5
Figure 3: Employment by Region – June 2001.....	8
Figure 4: Employment Term by Tenure – June 2001.....	10
Figure 5: Employment of Māori by Occupation Group – June 2001.....	11
Figure 6: Employment of Pacific Peoples by Occupation Group – June 2001.....	11
Figure 7: Average Salary for Māori and Pacific Peoples by Occupation Group – June 2001.....	12
Figure 8: Age Structure of the Workforce – June 2001.....	14

Tables

Table 1: Number of Staff by Occupation Group - June 2001.....	4
Table 2: Public Service Turnover Rates (%) 1997 - 2001.....	6
Table 3: Occupations with High Turnover – June 2001.....	6
Table 4: Core Unplanned Turnover by Tenure – June 2001.....	7
Table 5: Average Salary by Occupation and Urban Regions – June 2001.....	9
Table 6: Core Unplanned Turnover by Occupation and Region – June 2001.....	9
Table 7: Representation of EEO Groups - 1997-2001.....	10
Table 8: Gender Pay Gap by Occupation – June 2001.....	13

Executive Summary

Core staff numbers in the Public Service have increased for the first time since the late 1980s. The number of open-term staff increased 8.3% or 2,160 FTE employees. Fixed-term staff comprised 7% of Public Service FTE staff, the lowest proportion since contract term data started being collected in 1993. The total number of Full-Time Equivalent (FTE) employees in the Public Service increased by 1,296 (4.5%) to 30,357 over the year to 30 June 2001. Around a quarter of this increase was due to machinery of government changes.

Collective bargaining in the Public Service has increased over the past year. As at June 2001, 52% of Public Service (FTE) staff were employed on collective employment agreements, up from 47% in 2000. This was largely due to a fall in the proportion on expired collective employment agreements (from 9% to 3%). The proportion on individual employment agreements also increased slightly, from 43% to 45%.

Redundancies in the Public Service were at a very low level, with 282 staff receiving severance payments, down from 780 last year. The redundancies were spread across 23 departments.

Turnover was at similar moderate levels to the past few years. Core unplanned turnover (covering only open-term staff) was 13%. Information and Communication Technology occupations featured prominently in the groups with high turnover. Turnover in Wellington was markedly higher than the Public Service average.

The Public Service employs a diverse workforce. The Public Service employs a much higher proportion of Māori staff than are employed in the wider labour force, for all the occupation groups reported. This proportion has increased over the past year in the professional, managerial and technical occupation groups. The Public Service also employs a relatively high proportion of staff who are Pacific peoples in almost all occupation groups. On average, Māori staff received salaries 4% lower than non-Māori, and Pacific peoples' salaries were 6% lower than non-Pacific peoples, when differences in age and occupation are taken into account. There has been an unexplained drop in the number of staff with a disability who were employed in the Public Service.

The gender pay gap in the Public Service has narrowed over the past year from 8% to 6% (when differences in age and occupation are taken into account). The figure for the labour force (based on June 2000 data) was 15%, which had also been adjusted for age and occupation differences. The State Services Commission has carried out more rigorous modelling of gender pay gaps in the Public Service, incorporating a wider range of variables such as ethnicity and region, but still found an unexplained pay gap of around 5%.

Introduction

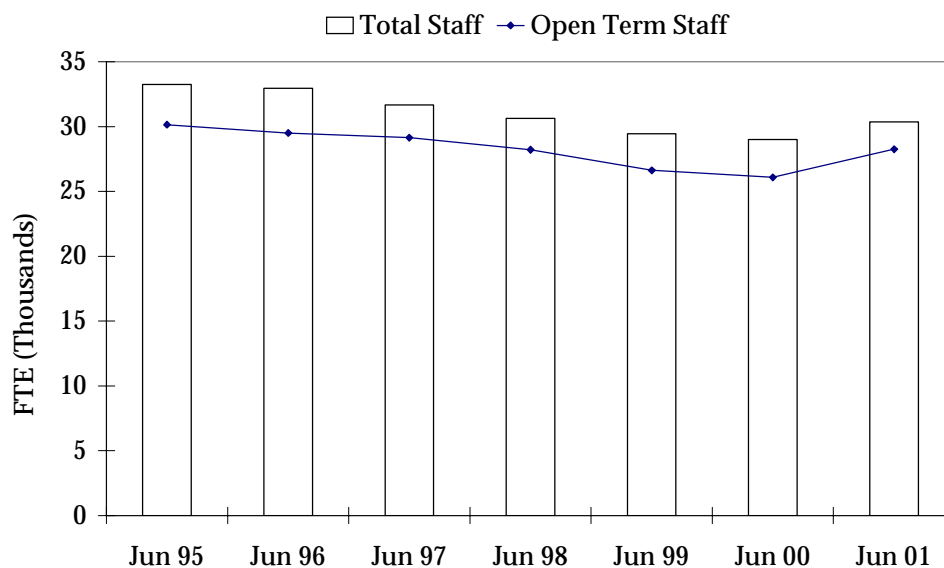
This paper presents staffing information (as at 30 June 2001) provided to the State Services Commission (SSC) by Public Service departments. The information comes from the Human Resource Capability (HRC) survey, which gathers anonymous unit record data on all staff in Public Service departments. The report includes a wide range of information relevant to Human Resource (HR) management and Equal Employment Opportunities (EEO). Information on union membership is included for the first time.

In May of this year, the Minister of State Services agreed to discontinue the previous collection of summary employment information from other selected State sector organisations. Given the partial and incomplete coverage of this survey, he decided that the compliance costs of the survey could no longer be justified.

Staff Numbers

Core staff numbers in the Public Service have increased for the first time since the late 1980s. The number of open-term staff increased 8.3% or 2,160 FTE employees. This year the number of staff in the Public Service has risen by 1,296 (4.5%) to 30,357 FTEs¹. Around a quarter of this increase was due to machinery of government changes (the movement of the Health Funding Authority into the Ministry of Health). Figure 1 below shows the trend in Public Service employment over the past seven years. This year 23 departments had an increase in overall staff numbers. The increase covered a large number of occupations. Some of the core professional groups in the Public Service, such as policy analysts had among the largest staff increases.

Figure 1: Public Service Employment – 1995-2001



¹ Details on overall employment, changes from previous years and contract type and contract term information for individual organisations are provided in Appendix 1.

By way of comparison, there were 32,948 FTE staff in the Public Service in 1996 and 45,499 in 1991. The Public Service comprised 1.7% of the New Zealand employed labour force² in 2001, compared with 2.0% in 1996 and 3.4% in 1991. The number of staff in each department is shown in Appendix 1.

Since last year's survey the only major machinery of government change affecting the overall employment level in the Public Service was the movement of the Health Funding Authority and Health Benefits Limited³ to the Ministry of Health. Movements of functions between Public Service departments included the Crime Prevention Unit from DPMC to the Ministry of Justice and the Community Employment Group from the Department of Work and Income back to the Department of Labour.

Collective Bargaining

The most notable change in collective bargaining to show up in the data was the fall in the number of staff covered by expired collective employment agreements⁴. This year only 3.4% of Public Service staff were on expired collective employment agreements compared with 9.4% last year. One of the effects of this fall was to increase both the proportions of staff on individual employment agreements and those on collective employment agreements. There were 45% of Public Service employees on individual agreements compared with 43% in 2000 and 25% in 1996.

Newer and younger staff were much more likely to be on individual agreements than previous cohorts of public servants. The proportion of employees on individual agreements fell, as age increased, from 72% of 15-19 year olds to 34% of 60-64 year olds. In general, the shorter the tenure, the more likely staff were to be on individual agreements. Of staff who have been with their department for less than one year, 66% (71% in 2000) are on individual agreements. For each subsequent tenure group this proportion falls. Only 25% of staff who have been with their department for 10 years or more are on individual agreements.

Changes in these trends over the next few years will depend heavily on patterns in union membership. The survey found that at least 82% of staff on collective agreements, and at least 15% of staff on individual agreements, were union members⁵.

² Source: Statistics NZ's Household Labour Force Survey (HLFS) for June 2001.

³ Information on Health Benefits, however, has not been reported to SSC because they run an independent payroll and are currently not set up to meet the reporting requirements (they have 184 FTEs).

⁴ Throughout this report reference is made to employment agreements, although some staff were still covered by employment contracts negotiated under the Employment Contracts Act

⁵ Data have been collected on union membership in cases where departments process union fee deductions for their employees. While this has yielded reliable data for members of the Public Service Association (PSA), it is not clear how many members of other unions were missed in the collection.

Fixed-Term Employment

As at 30 June 2001, 7.4% of current Public Service employees were on fixed-term employment agreements, down from 10.1% in 2000, the lowest proportion since contract term data started being collected in 1993. There had been a steady long-term trend for fixed-term employment to comprise around 10% of total Public Service employment. Fixed-term employment was more heavily concentrated in staff aged under 30, compared to open-term employment. There was no particular variation by occupation.

Occupational Structure

Table 1 provides a breakdown of Public Service staff by occupation⁶. The number of staff increased in all of the occupation groups. The largest numerical increase occurred within the Associate Professional occupation group, which rose by over 400 staff (4.3%). The increase is largely attributable to increases in front-line and administrative occupations. Within the Professional occupation group the largest numerical growth (168 staff or a 9% increase) was for policy analysts.

Table 1: Number of Staff by Occupation Group - June 2001

	Female		Male		Total Number
	Number	%	Number	%	
Associate Professionals	6,909	65	3,726	35	10,638
Professionals	3,213	52	2,940	48	6,153
Office Clerks	4,008	77	1,170	23	5,175
Personal & Protective Services Workers	621	24	1,944	76	2,565
Managers	1,167	41	1,704	59	2,871
Customer Services Clerks	933	72	357	28	1,293
Science/Technical	768	34	1,467	66	2,238
Trades & Production Workers	45	14	267	86	312
Total	17,757	56	13,683	44	31,440

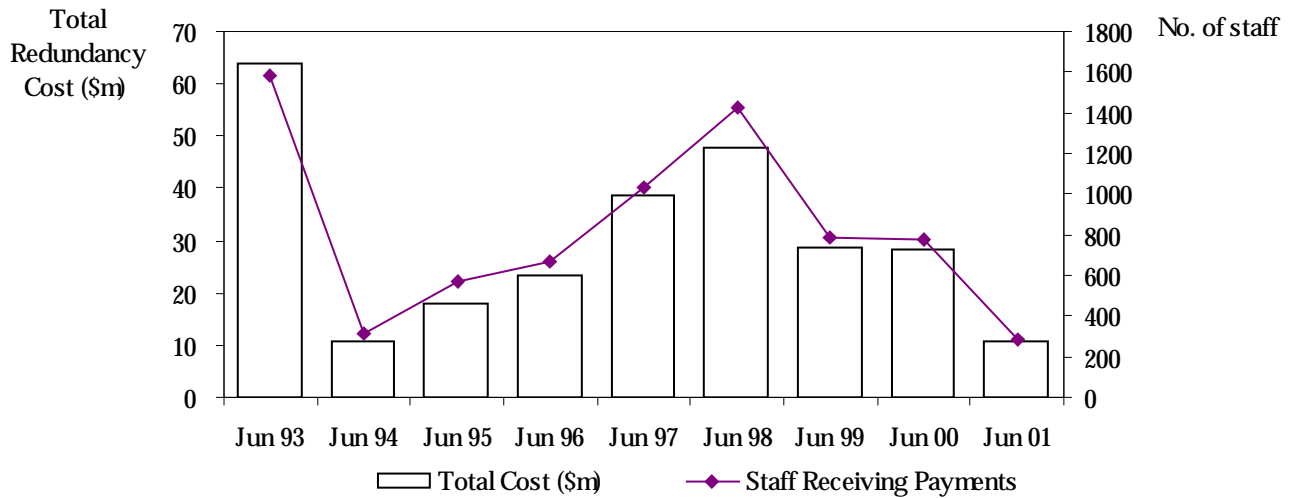
Redundancy

For the year to June 2001, the number of staff receiving redundancy payments⁷ was at its lowest since SSC began collecting this information in 1993. This year 282 staff received these payments. This is much less than the 780 payments found in last year's survey, the bulk of which were due to a large number of redundancies in one department. The average amount of the payments (\$37,267) has varied little over the past five years. The trend in redundancies is shown in Figure 2 below.

⁶ Occupations have been classified using the NZ Standard Classification of Occupations (NZSCO). Detailed occupation codes have been grouped together by SSC in the structure shown in Table 1. The *Associate Professionals* group includes case-workers and front line staff at the departments of Work and Income and Inland Revenue as well as the NZ Customs Service. Most staff in the *Personal and Protective Services* group are prison officers.

⁷ Including severance payments and enhanced early retirement.

Figure 2: Redundancy Payments in the Public Service 1993-2001



Turnover

Turnover for the Public Service as a whole has been fairly consistent over the past five years. However this overall figure masks considerable variation between departments and between occupations.

The calculation of turnover is complicated by the need to distinguish between planned and unplanned turnover. As a general rule, the tenure of fixed-term employees is planned and their cessations are anticipated. As a result they do not form part of the department's ongoing core capability. The costs of planned turnover, which include both staff on fixed-term contracts and cessations due to restructuring, can be anticipated and weighed up against other HR management options. Unplanned turnover, primarily resignations of open-term employees, is both difficult to anticipate and may include the loss of key staff who are critical to the ongoing operation of departments.

Table 2 below shows three measures of turnover. *Gross turnover* measures all cessations (both fixed and open-term) as a proportion of all staff. This is an indicator of the total amount of churn in retention and the total costs of this activity. *Core unplanned turnover* (which is available for 2000 and 2001 only) shows the number of unplanned cessations of open-term staff as a proportion of total open-term employment⁸. *Gross turnover, excluding terminations due to the end of fixed-term contracts*, is also shown to provide a link to the measures used in past reports.

The core unplanned turnover rate across all Public Service departments was 12.6% (14.1% for women, 10.6% for men) for the year to 30 June 2001. The figure for the previous year was 10.7%. It is unclear how much of this turnover represents a capability loss to the Public Service, because departments do not hold reliable data on movement between Public Service departments.

⁸ Both these measures differ from those shown in reports from previous years, where cessations due to the end of fixed-term contracts were excluded from gross turnover. This is because the new unit record survey has revealed considerable difficulty in distinguishing between cessations of fixed-term staff due the end of their contract and other reasons, such as resignations shortly before the end of their term. As a result many cessations of fixed-term staff were included in unplanned turnover.

Over the next year the State Services Commission will review the collection of data on the mobility of staff *between* departments to see if there are cost-effective techniques that could provide reliable information. This would provide a much better understanding of career progression and labour market dynamics within the Public Service and assist in the early identification of capability risks.

The Public Service turnover rates for the last five years are presented in Table 2.

Table 2: Public Service Turnover Rates (%) 1997 - 2001

Year ended 30 June	Gross Turnover Rate %	Gross Turnover Rate excluding end of contract	Core Unplanned Turnover Rate
2001	22	15.5	12.6
2000	22	15.2	10.7
1999	22	13.3	-
1998	23	15.9	-
1997	21	14.5	-

Occupations⁹ with high core unplanned turnover rates are shown in Table 3 below. Many of these occupation groups are in the corporate and Information and Communication Technology (ICT) areas. While many of these occupation groups are found in large numbers outside the Public Service, they tend to be only found in small numbers within each department. Social workers had core unplanned turnover of 13% and gross turnover of 21%.

Table 3: Occupations with High¹⁰ Turnover – June 2001

Occupation	Number of Open-Term Terminations*	Average Number of Open-Term Staff**	Core Unplanned Turnover Rate
Computer Applications Engineer	15	40	35%
Data Entry Operator	45	147	31%
Public Relations Officer	33	106	30%
Psychologist	24	77	30%
Careers, Transition, Employment Adviser	117	416	28%
Technical Representative ¹¹	243	985	25%
Sales Representative	24	112	23%
Human Resources Officer	54	230	23%
Advertising and Public Relations Manager	9	48	21%
Computer Support Technician	45	218	21%
All Occupations	3,654	28,902	13%

* Excludes terminations due to redundancy and enhanced early retirement

** Based on the average of the number of open-term employees in each group in 2000 and in 2001.

⁹ The descriptions used in this section are the terms used by Statistics NZ in their most detailed classification of occupations (5 digit level).

¹⁰ All occupations with turnover above 20% have been included.

¹¹ Call-centre staff make up most of the technical representatives occupation.

Table 4 below shows that turnover rates also varied by length of service. Only 14% of turnover was amongst staff with tenure of ten or more years, who make up 32% of all Public Service staff. In contrast, 41% of turnover was amongst staff with less than two years completed service, who make up 26% of all Public Service open-term staff, although it is unclear how much of this is movement between departments.

Table 4: Core Unplanned Turnover by Tenure – June 2001

Completed Years of Service within the Department	Core Unplanned Turnover Rate %
Less than 1 yr	17
1yr	24
2 yrs	18
3 yrs	20
4 yrs	14
5 to 9 yrs	9
10 yrs & up	5
Total	13

Recruitment Difficulties and Skill Shortages¹²

Twenty-two departments reported difficulty attracting suitable applicants for positions, during the year to 30 June 2001, due to remuneration levels, working conditions and/or reputation. Many of these departments reported difficulty in attracting applicants in their core professional and associate professional occupation groups. Nine departments reported difficulty recruiting policy analysts, especially at the senior and more experienced level.

The most common cause of recruitment difficulty was remuneration, followed by the reputation of the department and/or the Public Service. Around half of all departments felt that their ability to remunerate staff compared to other departments and/or the private sector would continue to affect the supply of skills for their organisation over the next five years.

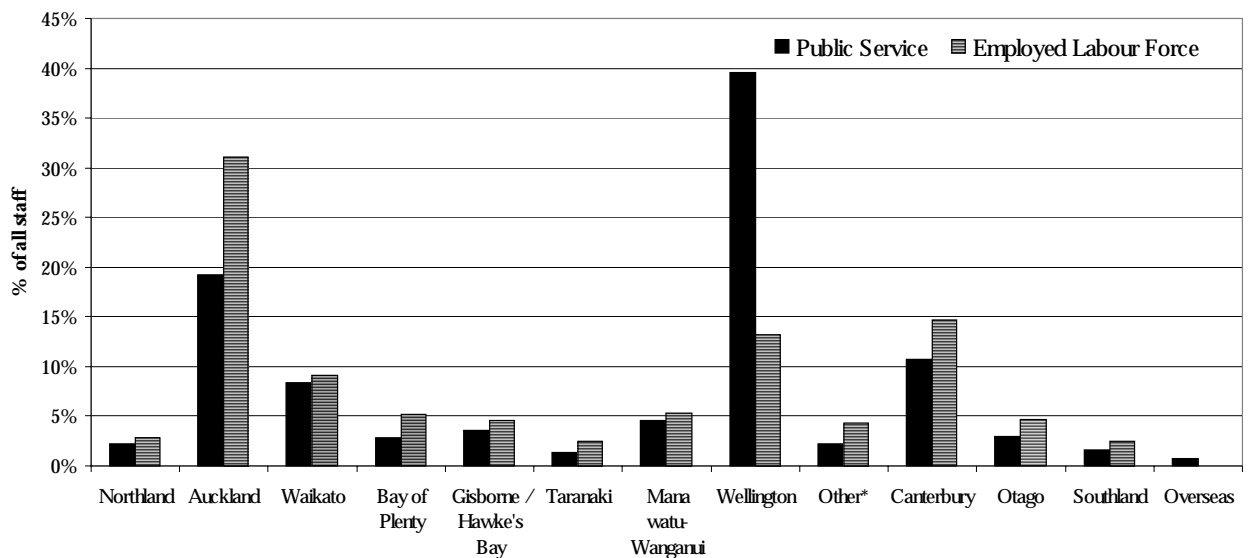
Twenty-three departments reported that they had been unable to fill some positions due to a lack of suitably qualified candidates in the labour market. Experienced policy analysts (particularly with other specialist skills) were identified as the major shortage across departments, with 14 departments reporting a shortage of that skill in the labour market. The most common techniques for managing skill shortages were to fill the position from within, to appoint a lower-skilled applicant with subsequent training investment, or to use temporary staff or contractors.

¹² Data on recruitment difficulties replaces the previous Skill Shortage Survey. The latter survey had not proved successful in identifying key areas of labour market shortage and, following a review of the survey, has been replaced with a more broadly based instrument.

Skill gaps were reported by 19 departments. A skill gap occurs when the mix of staff does not match the mix of organisational functions. Many of these departments identified gaps in their professional disciplines (both in terms of specialist knowledge and experience). Other common skill gaps reported were Māori language and Treaty-related skills, communication skills, strategic analysis/planning skills, and analytical skills (statistical, research, economic).

Region

Figure 3: Employment by Region – June 2001



* Other includes Nelson, Tasman, Marlborough and the West Coast.

Figure 3 above shows the distribution of public servants by Regional Council area. The key features of this distribution are:

- Public Service staff were concentrated in Wellington, with nearly 40% of Public Service employees working in this area;
- the proportion of staff in the Auckland region was relatively low compared with the employed labour force; and
- the proportions of public servants in Waikato, Manawatu/Wanganui, Gisborne/Hawke's Bay and Canterbury were slightly less than the proportions of the employed labour force found in those areas. This may reflect a concentration of district offices in Hamilton, Palmerston North, Napier/Hastings and Christchurch, which in turn service wider geographical areas.

Table 5 below shows that salaries in Auckland and Canterbury are similar to those for the Public Service as a whole. Professional and managerial (including both senior managers and other managers) salaries are noticeably higher in Wellington, the latter reflecting the high proportion of senior managers in Wellington.

Table 5: Average Salary by Occupation and Urban Regions – June 2001

	Number	Associate Professionals	Professionals	Office Clerks	Personal & Protective Services	Managers	Customer Services	Science/ Technical	Trades & Production
Public Service	31,440	\$35,920	\$53,737	\$34,466	\$39,207	\$73,799	\$32,151	\$50,154	\$40,026
Auckland	6,048	\$35,724	\$47,983	\$33,385	\$39,779	\$59,216	\$32,456	\$47,074	\$38,895
Wellington	12,453	\$37,943	\$56,793	\$36,281	\$37,902	\$86,798	\$32,266	\$52,892	\$37,148
Canterbury	3,375	\$35,636	\$47,493	\$32,454	\$39,390	\$57,424	\$32,307	\$48,523	\$42,707
Other Regions	9,564	\$35,074	\$47,254	\$32,412	\$39,368	\$59,799	\$31,769	\$47,314	\$41,715

Turnover rates in Auckland were similar to those for the Public Service as a whole and tended to be below those in Wellington. Table 6 below shows that for Professionals, Managers and Science/Technical occupation groups, turnover rates in Auckland were below the Public Service average. Wellington had above average turnover rates for most occupations. Canterbury had noticeably lower turnover rates than the other main urban centres.

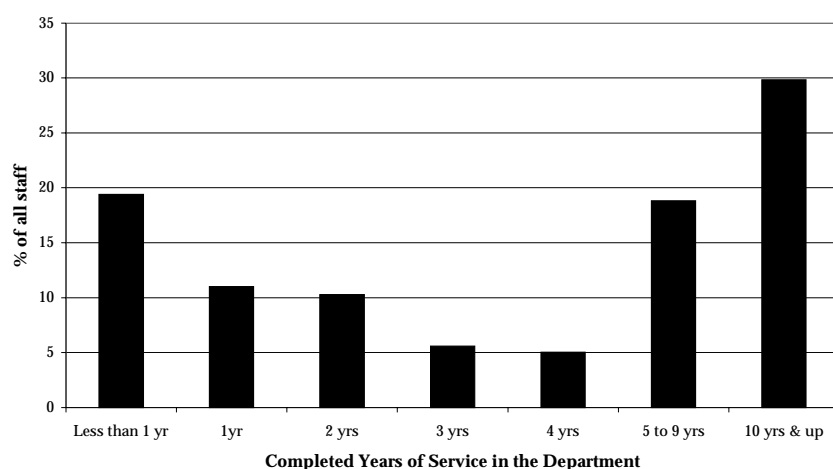
Table 6: Core Unplanned Turnover by Occupation and Region – June 2001

Occupation	Public Service	Auckland	Wellington	Canterbury	Other Regions
Associate Professionals	13%	13%	17%	12%	12%
Professionals	15%	12%	17%	11%	9%
Office Clerks	11%	15%	12%	7%	8%
Personal & Protective Services Workers	6%	7%	6%	4%	7%
Managers	9%	6%	12%	5%	4%
Customer Services Clerks	16%	18%	21%	14%	11%
Science/Technical	12%	10%	16%	11%	6%
Trades & Production Workers	7%	-	-	-	-
Total	13%	13%	15%	10%	10%

Tenure

Figure 4 below shows the distribution of staff by length of service in their current department. This varied considerably by occupation group. Almost half (43%) of the Managers have 10 years service or more with their department but there is considerable variation in this between departments. A high proportion of Personal and Protective Services Workers also have more than 10 years service (40%). The Associate Professionals group has the most even distribution by tenure group with relatively similar proportions of staff in each of the tenure categories.

Figure 4: Employment Term by Tenure – June 2001



Diversity of Staff

The proportion of people from EEO groups in the Public Service continues to be above the respective proportions in the employed labour force¹³. The rise in the proportion of the Public Service who are Māori is consistent with a significant increase in the proportion of the employed workforce who are Māori. Table 7 below shows the overall representation of EEO groups over the past six years.

Table 7: Representation of EEO Groups - 1997-2001

EEO Groups			1997	1998	1999	2000	2001
			%	%	%	%	%
Ethnicity ¹	Māori	Public Service	14.7	15.5	16.1	16.9	17.0
		Employed Labour Force	7.9	8.1	7.6	8.9	8.8
	Pacific Peoples	Public Service	5.6	5.9	6.2	6.6	6.6
		Employed Labour Force	3.7	3.6	4.0	4.0	4.0
Disability ²	People with Disabilities			10.6	10.1	9.7	8.1
Gender	Women	Public Service	54.8	54.5	56.3	56.2	56.5
		Employed Labour Force	44.9	44.9	45.4	45.1	45.7

Notes to Table 7:

- Public Service ethnicity data double-counts people with more than one ethnicity, so that a person who is Māori and Samoan will be counted in **both** Māori **and** Pacific peoples. The labour force figures shown, which are sourced from the HLFS, use a priority system that has the effect of slightly reducing the figure for Pacific peoples.
- In 1998 a new definition of disability was introduced, based on the World Health Organisation standard. Data collected under the previous definition are not comparable to the data currently collected.

¹³ Comparable labour force figures on people with disabilities are not currently available but Statistics NZ will be producing figures that will be included in next year's survey report.

Figure 5 and Figure 6 show the representation of Māori and Pacific peoples by occupation. The pattern of the Public Service employing higher proportions of Māori than the labour force as a whole is reflected across all occupation groups. The Public Service also tends to employ higher proportions of staff who are Pacific peoples than does the employed labour force.

Figure 5: Employment of Māori by Occupation Group – June 2001

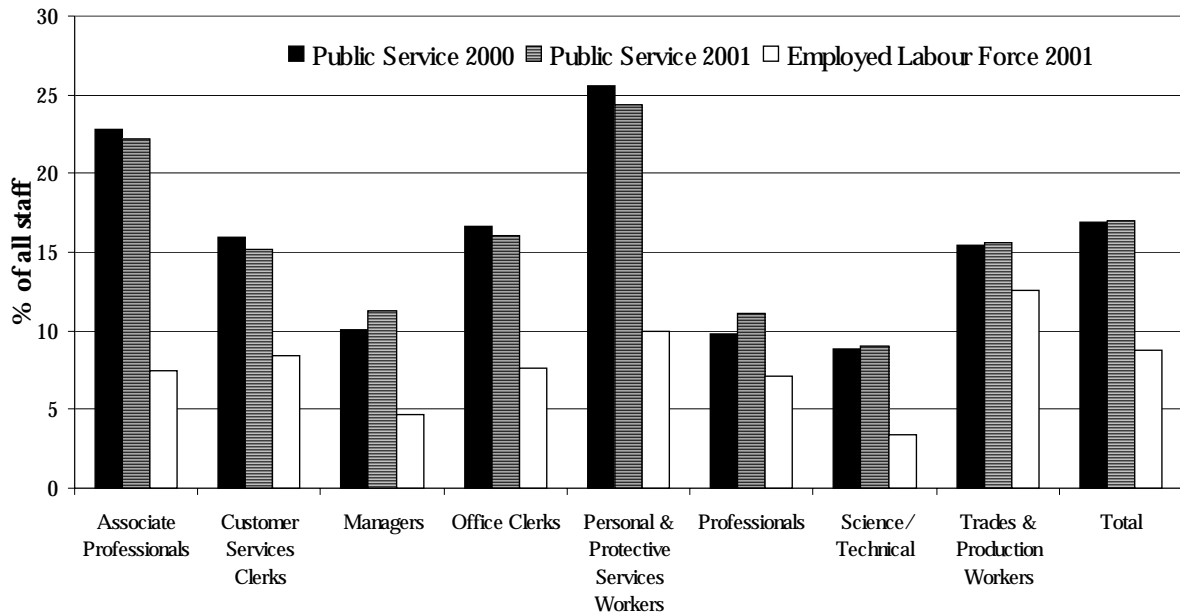
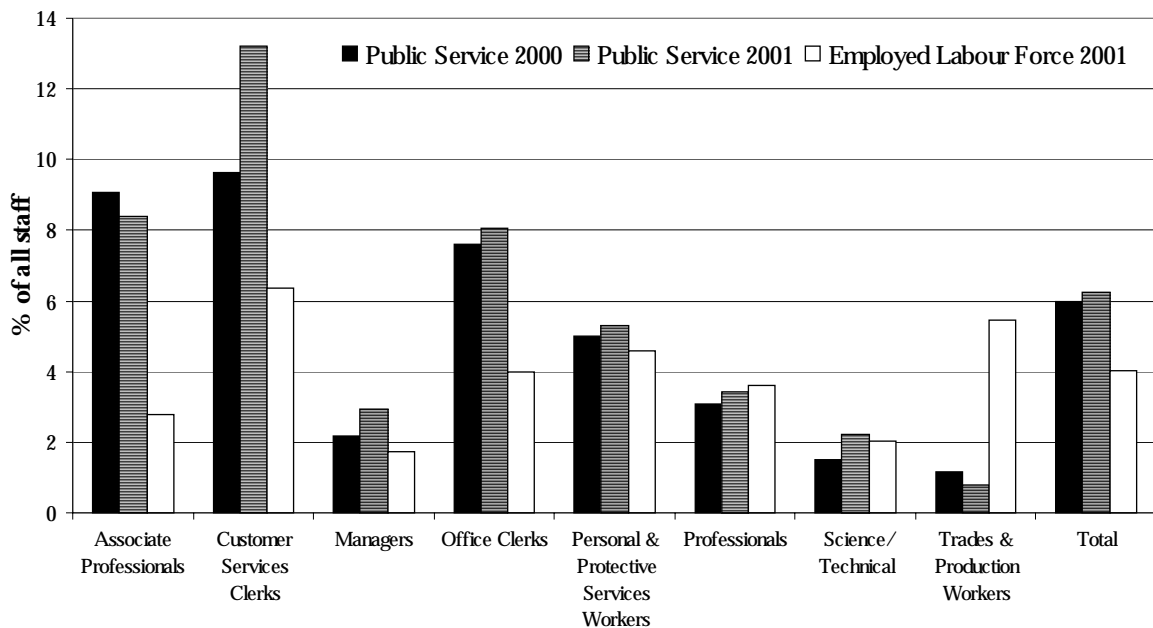


Figure 6: Employment of Pacific Peoples by Occupation Group – June 2001



Māori and Pacific peoples are found in relatively low proportions in the Managers, Professionals and Science/Technical occupation groups in both the employed labour force and the Public Service. In contrast, Māori form a relatively high proportion of the Associate Professionals group in the Public Service, but not in the employed labour force. Pacific peoples form a relatively large proportion of the Office Clerks occupation group.

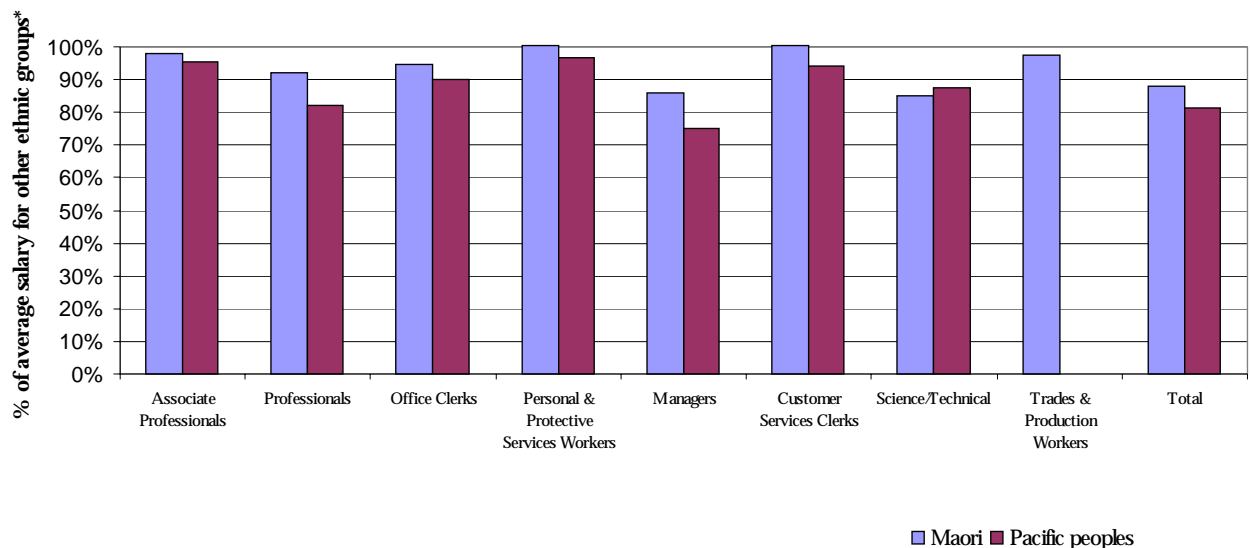
There has been drop in both the proportion and the absolute number of staff who have a disability. A fall in the number of staff who identified having a disability was found in 17 departments.

Salary distribution by EEO group

Some EEO groups are heavily concentrated in the lower salary bands. For Pacific peoples, 78% earned salaries less than \$40,000 compared with 65% of Māori and 51% of NZ European/Pakeha. 66% of women earned less than \$40,000 (compared with 43% of men) and only 3% earned over \$80,000 (compared with 8% of men). People with a disability have a relatively similar salary distribution to those without a disability.

The average salary for Māori staff is 12% less than the average salary for non-Māori staff. The average salary for Pacific peoples is 19% less than the average salary for non-Pacific peoples. Figure 7 below shows the gap in average salaries for Māori and Pacific peoples by occupation group. Pay gaps for these groups narrow somewhat when the salaries are analysed by occupation group, with the notable exception of Managers for whom the gap widens.

Figure 7: Average Salary for Māori and Pacific Peoples by Occupation Group – June 2001



* The average salary for Māori staff is compared with non-Māori and for Pacific peoples with non-Pacific peoples. The trades and production group employed too few Pacific peoples to display an average salary.

The pay gaps for both Māori and Pacific peoples are heavily affected by the younger age distributions of these groups compared with the population overall. When the effect of both occupation group and age are taken into account¹⁴ the pay gaps fall to 4% for Māori and 6% for Pacific peoples.

Gender Pay Gaps

Table 8: Gender Pay Gap by Occupation – June 2001

Occupation	% who are women	Average Salary			Women's salary as a % of men's
		Female	Male	Total	
Associate Professionals	65%	\$35,220	\$37,219	\$35,920	95%
Professionals	52%	\$50,848	\$56,897	\$53,738	89%
Office Clerks	77%	\$33,690	\$37,129	\$34,466	91%
Personal & Protective Services Workers	24%	\$37,513	\$39,748	\$39,207	94%
Managers	41%	\$66,158	\$79,043	\$73,799	84%
Customer Services Clerks	72%	\$31,530	\$33,767	\$32,151	93%
Science/Technical	34%	\$47,159	\$51,720	\$50,154	91%
Trades & Production Workers	14%	\$39,707	\$40,078	\$40,026	99%
Total	56%	\$40,206	\$48,644	\$43,879	83%

For the Public Service as a whole, the average salary of women was 17% less than that of men. This gap has narrowed slightly over the past year. The comparable figure for the employed labour force was 16%¹⁵. Table 8 above shows that, for the Public Service, occupation group noticeably affected the gender pay gap. For most occupation groups, the gender pay gap was approximately halved, bringing the average salaries for women to around 10% less than those for men. However the gender pay gap remained virtually unchanged for Managers (at 16%).

Adjusting for occupation group and the younger age distribution of women in the Public Service reduced the unexplained gender pay gap from 17% to 6%. A similar analysis of data on the employed labour force (based on June 2000 data) **increased** the gender pay gap from 13% to 15%.

The SSC has recently carried out more rigorous modelling of gender pay gaps in the Public Service. In addition to including the effect of occupation on pay for men and women, this modelling also included age, ethnicity, region, department, length of service with the department, collective bargaining and employment term (fixed/open). The modelling found an unexplained pay gap of 5% between men and women.

¹⁴ These figures were derived by taking the pay gaps for each age group within each occupation group and weighting the pay gap by the total number of staff in each cell.

¹⁵ Source: Statistics NZ, Quarterly Employment Survey, May 2001, average ordinary time hourly pay rate.

Part-time/Full-time

Proportionately far fewer people worked part-time¹⁶ (5.9%) in the Public Service than in the employed labour force (23%). The Public Service had much smaller proportions of people working part-time than in the employed labour force across all occupation groups.

Age Profile

Figure 8: Age Structure of the Workforce – June 2001

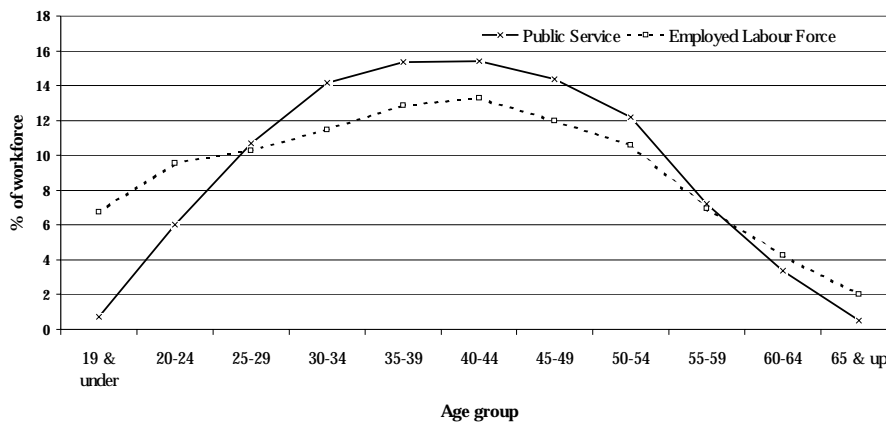


Figure 8 shows that the Public Service age distribution varied noticeably from that of the employed labour force as a whole, with relatively fewer staff younger than 25 years or older than 54 years. Only 6.7% of Public Service employees were aged less than 25 years compared with 16.3% of the employed labour force. The median age of Public Service staff at June 2001 was 41.0 years. In general, male staff (median age 42.8 years) tended to be older than female staff (median age of 39.3 years). The median age of open-term staff exiting from departments was 34.9 years (34.0 years for women and 36.7 years for men) while the median age of open-term staff entering departments since June 2000 was 33.7 years (32.7 years for women and 35.1 years for men).

Senior Management

As at 30 June 2001, there were 1193 positions in the Public Service in the top three levels of management. Women filled 33% of these senior management positions and 23% (8) of chief executive positions.

Māori made up 7.6% of those for whom ethnicity was known in this senior management group, compared to 17% of the Public Service as a whole. For Pacific peoples the proportions were 1.9% of the senior managers compared to 6.6% of the Public Service. They comprised over 4% of second tier managers but only 1.2% of third tier managers.

¹⁶ Part-time is defined as those employees working less than 30 hours per week.

Almost all managers in tiers one and two are located in Wellington as well as 72% of tier three managers. For the regions where there are sufficient tier three managers to draw conclusions (Auckland, Waikato, Canterbury and Otago) there appears to be around a 10% salary premium for Wellington managers. While this may reflect a regional variation, it may be due to a premium paid to policy managers over operational managers. Policy managers are heavily concentrated in Wellington.

Strategic Development Branch
State Services Commission
November 2001

APPENDIX 1: PUBLIC SERVICE: FULL TIME EQUIVALENTS (FTES) AS AT 30 JUNE 2001

	Total FTE Staff - June 2001			Comparison With Previous Periods				Employment Type			Employment Term	
	Women	Men	Total	2000	% Change to 2001	1999	% change to 2001	% IEA	% CEA	% Expired CEA	% Open-Term	% Fixed-Term
Agriculture & Forestry	463	729	1,192	1,019	16.9	991	20.3	52.8	31.1	16.0	97.8	2.2
Archives	48	46	94	-	-	-	-	24.9	75.1	0.0	96.9	*
Audit Department	130	121	251	279	-10.0	285	-11.9	100.0	0.0	0.0	100.0	0.0
Chief Executives	8	27	35	35	0.0	-	-	100.0	0.0	0.0	0.0	100.0
Child, Youth & Family Services	1,525	571	2,096	2,005	4.6	-	-	5.6	94.1	*	89.7	10.3
Conservation	497	1,121	1,618	1,522	6.3	1,659	-2.5	38.2	61.8	0.0	88.3	11.7
Corrections	1,376	2,712	4,088	3,819	7.1	3,786	8.0	18.3	81.7	0.0	96.1	3.9
Courts	1,254	634	1,888	1,824	3.5	1,815	4.0	41.7	58.3	0.0	92.0	8.0
Crown Law Office	89	37	126	125	0.9	121	4.1	73.8	0.0	26.2	51.1	48.9
Culture and Heritage	25	26	51	15	240.0	10	410.0	86.0	0.0	*	66.1	33.9
Customs	247	477	724	716	1.2	682	6.2	15.2	84.8	0.0	98.5	1.5
Defence	22	28	50	58	-13.4	60	-16.7	94.0	0.0	*	83.9	*
Economic Development	335	343	678	689	-1.6	738	-8.1	56.2	43.8	0.0	96.2	3.8
Education	375	274	649	599	8.4	581	11.7	64.1	35.9	0.0	84.4	15.6
Education Review Office	111	57	168	156	7.7	155	8.4	54.1	0.0	45.9	92.1	7.9
Environment	69	53	122	100	22.3	100	22.0	63.6	36.4	0.0	89.9	10.1
Fisheries	95	203	298	276	8.1	322	-7.5	75.8	24.2	0.0	94.6	5.4
Foreign Affairs & Trade	283	322	605	588	3.0	602	0.5	28.8	71.2	0.0	93.6	6.4
Health	503	278	781	444	75.9	459	70.2	89.3	0.0	10.7	89.0	11.0
Housing	76	45	121	121	0.0	121	0.0	50.7	49.3	0.0	97.5	*
Inland Revenue Department	2,761	1,612	4,373	4,245	3.0	4,578	-4.5	44.5	55.5	0.0	96.6	3.4
Internal Affairs	477	409	886	1,004	-11.7	1,002	-11.6	75.7	0.0	24.3	81.7	18.3
Justice	121	63	184	170	8.4	152	21.1	78.4	*	17.4	91.1	8.9
Labour ¹⁷	596	496	1,092	841	29.9	783	39.5	74.7	25.3	0.0	86.4	13.6
Land Information New Zealand	278	367	645	682	-5.4	678	-4.9	43.6	56.4	0.0	85.0	15.0
Maori Development	159	135	294	300	-2.1	333	-11.7	100.0	0.0	0.0	99.3	*
National Library	264	95	359	359	-0.1	385	-6.8	33.8	66.2	0.0	86.8	13.2
Pacific Island Affairs	19	16	35	29	20.7	29	20.7	100.0	0.0	0.0	82.9	*
Prime Minister & Cabinet	52	43	95	112	-15.0	109	-12.8	72.7	0.0	27.3	77.8	22.2
Public Trust Office	227	193	420	449	-6.5	434	-3.2	63.4	31.0	5.6	96.6	3.4
Research, Science & Technology	31	20	51	40	26.2	38	34.2	100.0	0.0	0.0	92.5	*
Serious Fraud Office	15	19	34	37	-8.1	37	-8.1	100.0	0.0	0.0	97.0	*
Social Policy	110	73	183	181	1.0	-	-	62.5	37.5	0.0	88.6	11.4
State Services Commission	78	64	142	123	15.8	134	6.0	89.5	10.5	0.0	87.4	12.6
Statistics New Zealand	323	319	642	616	4.2	734	-12.5	49.4	50.2	*	94.3	5.7
Transport	34	29	63	59	6.1	59	6.8	100.0	0.0	0.0	95.2	*
Treasury	139	174	313	345	-9.4	344	-9.0	100.0	0.0	0.0	93.0	7.0
Women's Affairs	27	1	28	29	-2.8	37	-24.3	48.8	38.2	*	100.0	0.0
Work and Income	3,570	1,289	4,859	5,025	-3.3	4,924	-1.3	54.4	45.6	0.0	96.7	3.3
Youth Affairs	14	8	22	22	-0.5	22	0.0	*	0.0	58.0	91.1	*
Total	16,826	13,529	30,355	29,057	4.5	29,463	3.0	46.0	51.7	2.4	93.1	6.9

Note 1. Figures are randomly rounded (to base 3) to protect confidentiality and therefore may not add precisely. Percentages based on less than 10 staff have been suppressed and are indicated by *.

2. Figures for the previous periods may have been corrected where necessary and may not precisely match those in previous reports

¹⁷ The Department of Labour figure does not include 199 locally employed overseas staff in the NZ Immigration Service