

STATE SERVICES COMMISSION
TE KAWA MATAAHO



OUR PEOPLE

Public Service
Workforce Data

2018

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Foreword

This information release offers a snapshot of trends in the Public Service workforce. It uses employee payroll data from all 32 Public Service departments.

This document is a useful tool for shining a light on trends and areas that need to improve and informing public debate about important issues such as the representation of women, the number of women in senior leadership and chief executive roles, progress on gender pay, ethnic pay and health and safety in the workplace. It is organised around five main areas of the Public Service: workforce, diversity, career, workplace, inclusion, remuneration and workplace.

This year's information release shows the Public Service has made significant progress towards increased representation of women in senior management and chief executive roles. It also shows progress in other priority areas including closing the gender pay gap, gender equity for chief executives, pay equity and diversity. For the first time, information is presented on the Rainbow community and workplace injuries. The Public Service is becoming more diverse, with increased representation of Pacific and Asian ethnicities in the workforce.

More women are represented in the top three tiers of leadership, now occupying 44% of chief executive positions, up 22% from five years ago (2013). However, there is more work to be done on equity in remuneration in senior leadership positions and the State Services Commission (SSC) has an increased focus in addressing this issue.

Although the gender pay gap is decreasing, ethnic pay gaps are not. Closing ethnic pay gaps is now receiving the same attention as the work that has been done to close the gender pay gap. This work is being led by a group of State services chief executives with support from the SSC and agencies. This will take time but a deliberate effort is underway to understand the drivers behind these gaps.

The Public Service is committed to supporting all employees and building workforces and workplaces that better reflect the diverse and inclusive communities we live in. It's the right thing to do and it makes business sense.

The SSC has identified a gap in diversity information on the Rainbow community in the Public Service and work is underway in the Diversity and Inclusion work programme to address the lack of data and measurement in this area.

This document also sets out a range of information on wage and salary movements in public agencies. Wage growth in the Public Service continues to be more moderate than seen in the private sector.

Please note this document does not present all the information contained in the web-based version of the Public Service Workforce Data. It has selected visualisations to fit and is condensed for printing purposes. For the full information release please go to <http://ssc.govt.nz/public-service-workforce-data>.



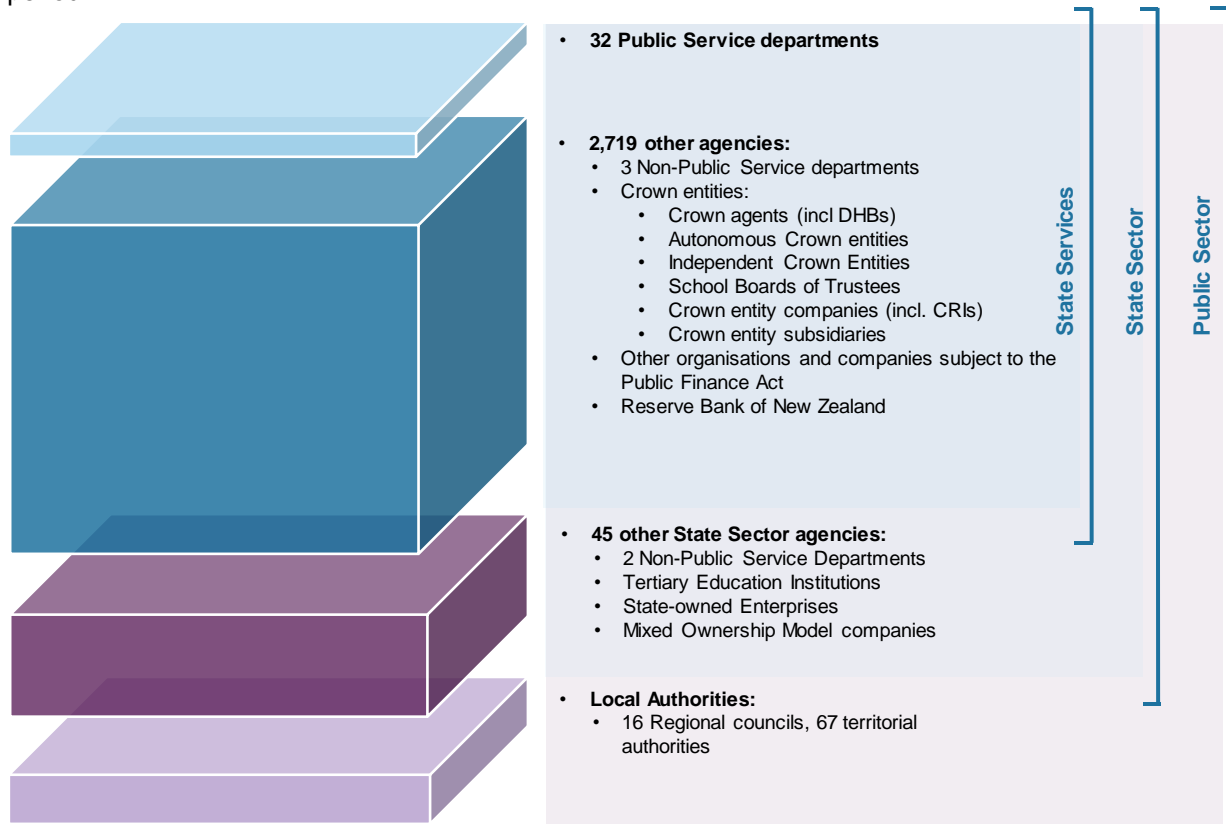
1 Workforce

Workforce size

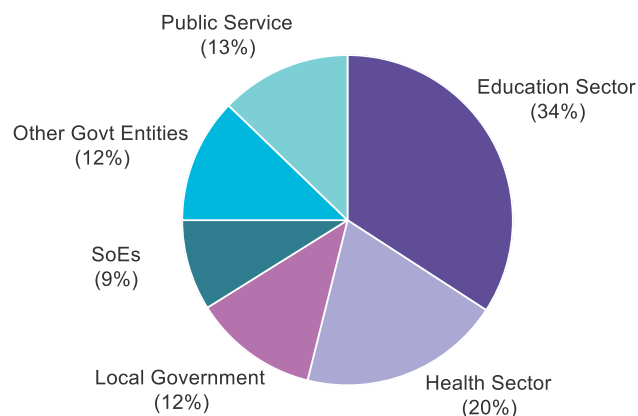
The composition of the wider public sector

The public sector employed around 403,000 people (headcount) in 2018, 18% of New Zealand's total workforce (2,238,000), as measured by Stats NZ's Business Demography data. The majority (88%) work in the State sector (354,000) and 12% in local government (49,200).

Over the last five years, the overall public sector workforce increased by 8% (with the State sector up 7% and local government up 11%). This compares with a 16% growth in the private sector over the same period.



The diagram above shows the legal structure of the public sector. The pie graph below shows how the overall public sector workforce is broken down by function. The Health and Education sectors employ the most people with the Public Service being the third largest group.



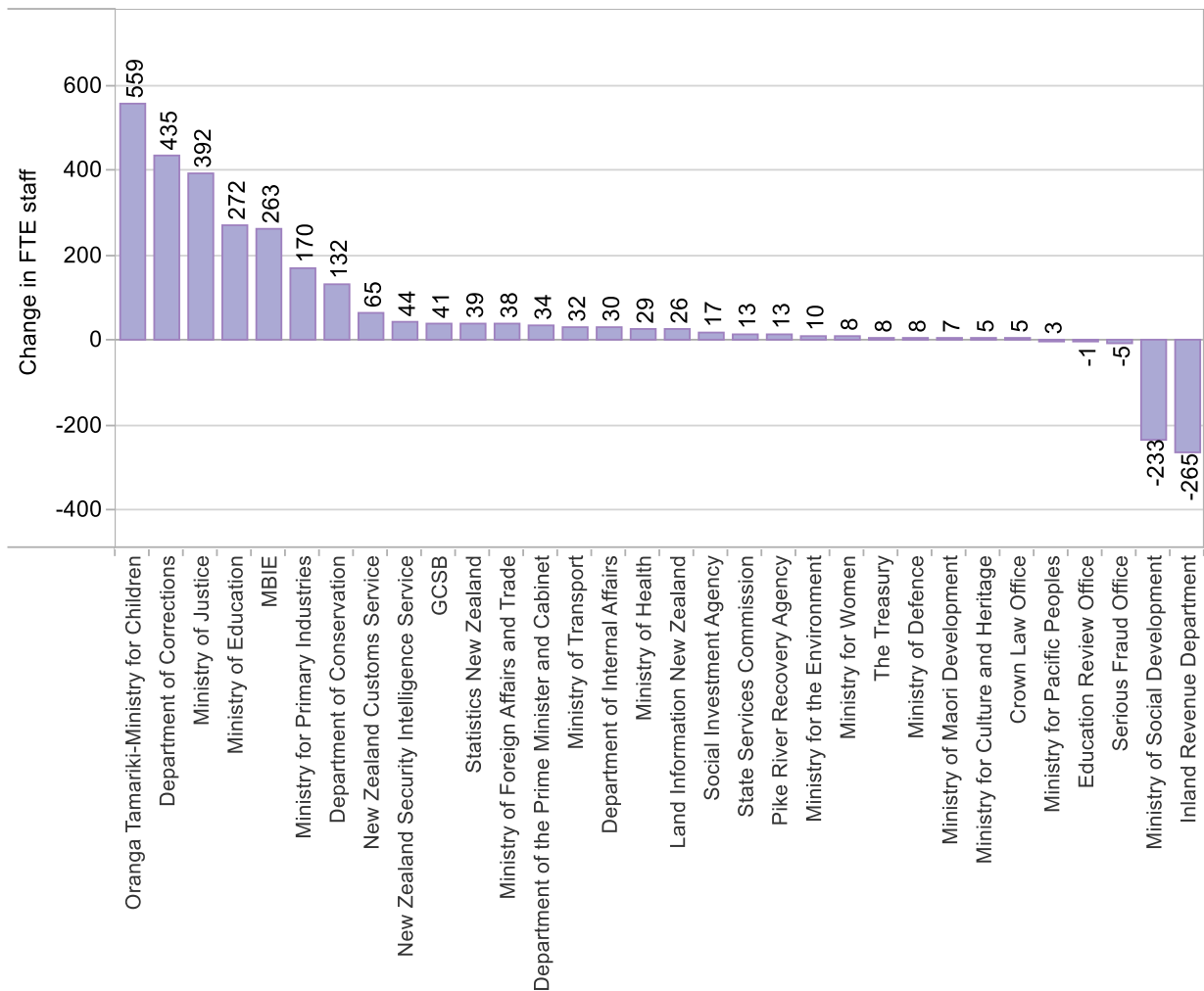
Public Service workforce composition

Change in staff numbers by department

During the year to June 2018, the Public Service workforce increased by 5.2% (or 2,478 Full-time Equivalent (FTE) staff) to 49,730 FTE employees. Of the 32 Public Service departments, 28 of them increased their FTE employees while four agencies reported a decrease. The biggest increases in FTEs was driven by Oranga Tamariki-Ministry for Children (up 559), Department of Corrections (up 435), and Ministry of Justice (up 392). In contrast, the two largest decreases were Inland Revenue (IR) (down 265), and Ministry of Social Development (MSD) (down 233).

The Department of Corrections remains the largest Public Service department (with 8,990 FTEs), followed by MSD (6,567) and IR (5,136). These top three agencies make up 42% of the Public Service workforce. In 2018, three new agencies were added in to the Public Service – Pike River Recovery Agency, Social Investment Agency, and the New Zealand Security Intelligence Service (NZSIS). NZSIS was previously a non-Public Service department.

Changes in department FTE staff numbers between 2017 and 2018



Source: SSC - HRC data

Employees and proportion on permanent and fixed-term agreements

	2013	2014	2015	2016	2017	2018
Permanent employees	42,661	43,181	43,837	44,000	45,213	47,514
Fixed-term employees	3,885	3,939	3,322	3,570	3,658	3,844
Total Employees (Headcount)	46,546	47,120	47,159	47,570	48,871	51,358
Proportion of current employees on fixed term agreements	8.3%	8.4%	7.0%	7.5%	7.5%	7.5%
Total Employees (Full Time Equivalent)	44,500	45,280	45,348	45,895	47,252	49,730

Source: SSC - HRC data

Permanent and fixed-term employment

At 30 June 2018, 92.5% of Public Service employees were on permanent employment contracts with the remaining 7.5% of employees on fixed-term contracts. However, there are a number of agencies with a high proportion of staff on fixed-term employment contracts, including: Pike River Recovery Agency (100%), Social Investment Agency (66.7%), Ministry for Culture and Heritage (27.3%), Ministry for Women (20%) and the Department of Conservation (18.9%). Fixed-term employees are employed on a full-time or part-time basis for a specified period of a project or event. The proportion of fixed-term employees has remained stable over the last three years.

Occupation

Public Service employees are engaged in a wide range of jobs spread across 252 different occupations in 2018. These can be aggregated into ten broad occupation groups as shown in the following table. The two largest groups are 'Inspectors and Regulatory Officers' and 'Social, Health and Education Workers' accounting for 39% of the Public Service workforce.

Between 2017 and 2018 the Public Service workforce (FTEs) increased by 2,478 or 5.2%. Amongst the occupation groups, 'Contact Centre Workers' had the largest increase (up 774 or 18.3%), followed by 'Managers' (up 397 or 7.4%) and 'Social, Health and Education Workers' (up 353 or 4.1%). The increase in 'Contact Centre Workers' was largely due to IR's reclassification of their 'Collections Officer' role from 'Inspectors and Regulatory Officers' to 'Contact Centre Workers'. As part of IR's transformation programme, these roles became broader in scope to provide more seamless end-to-end services.

Public Service department occupational profile trend table

	2013	2014	2015	2016	2017	2018
Managers	5,120	5,281	5,290	5,352	5,333	5,730
Policy Analysts	2,760	2,514	2,535	2,501	2,633	2,737
Information Professionals	3,956	4,327	5,230	5,169	5,437	5,777
ICT Professionals and Technicians	1,794	1,807	1,737	1,754	1,772	1,882
Legal, HR and Finance Professionals	2,202	2,111	2,077	2,154	2,190	2,295
Other Professionals not elsewhere included	1,938	2,282	2,256	2,291	2,265	2,309
Inspectors and Regulatory Officers	9,480	9,688	9,456	9,511	10,468	10,485
Social, Health and Education Workers	8,330	8,502	8,399	8,530	8,568	8,921
Clerical and Administrative Workers	4,395	4,193	3,973	3,954	3,946	4,203
Contact Centre Workers	4,152	4,215	4,068	4,327	4,240	5,014
Other Occupations	373	361	327	350	399	378
Total	44,500	45,280	45,348	45,895	47,252	49,730

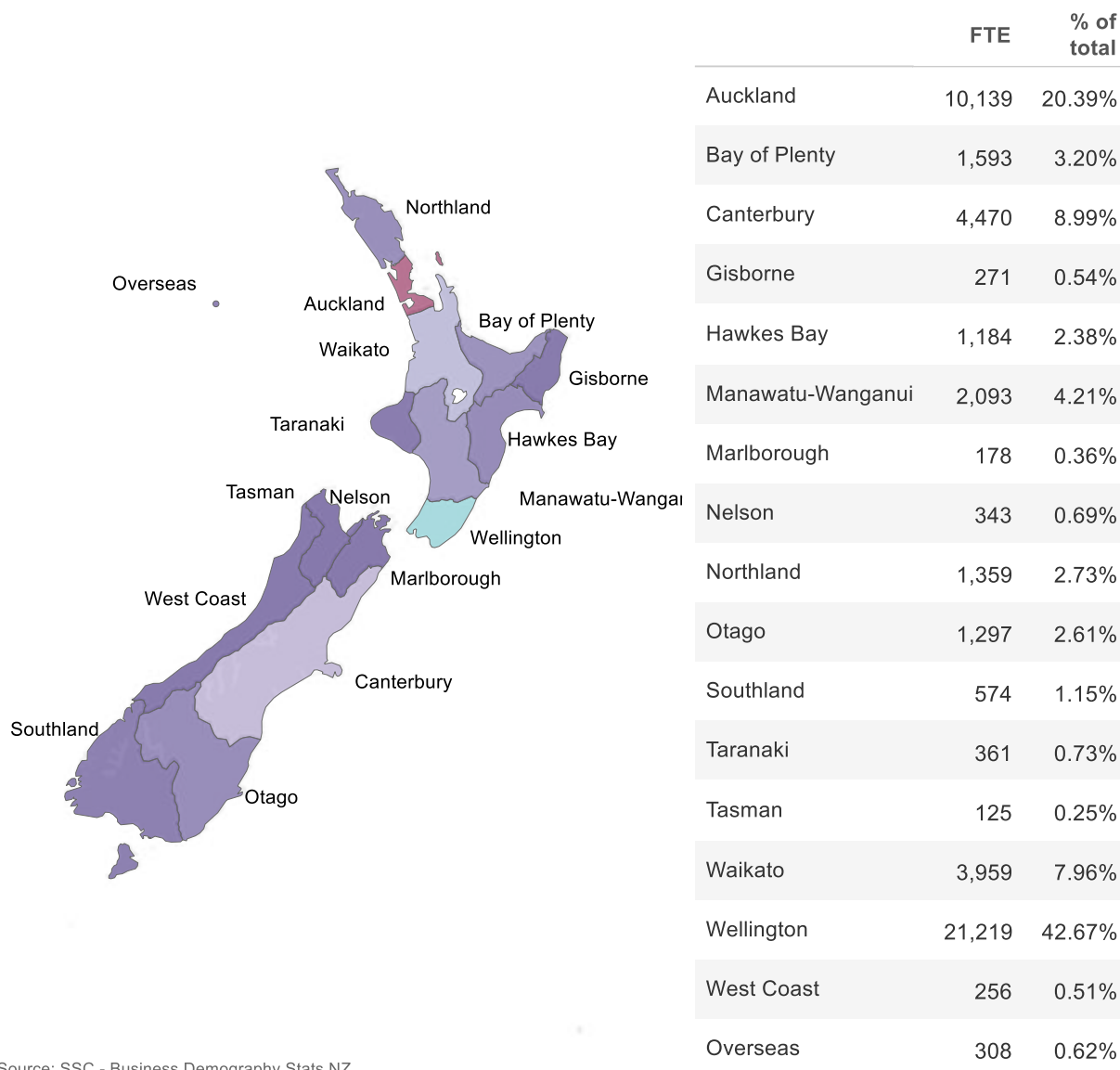
Source: SSC - HRC data

Region

The largest proportion of the Public Service workforce (42.7%) is located in the Wellington region which comprises both regional and head office based staff. Other regions have 57.3% of the workforce, led by Auckland (20.4%), Canterbury (9.0%) and Waikato (8.0%). The regional distribution of Public Service employees has been relatively stable in recent years. The slight increase in Wellington's share of the workforce in 2018 is driven by the New Zealand Security Intelligence Service changing from a non-Public Service to a Public Service department.

When you look at the wider State sector, which includes education and health, the largest proportion of the workforce is in Auckland. Around 108,000 (30.5%) of 354,000 State sector employees are in Auckland.

Regional staff (FTEs) in the Public Service, 30 June 2018



Source: SSC - Business Demography Stats NZ

Notes:

[1] For further information on State sector organisations please refer to the following link on the SSC website: http://www.ssc.govt.nz/state_sector_organisations

2 Remuneration

Remuneration is a key element of the employment relationship between employers and employees. Employers set remuneration levels to attract and retain the people they need, while staying within their financial means. In the State sector, annual remuneration adjustments are made through a combination of collective bargaining and internal organisational remuneration processes. These are influenced by Government's expectations for pay and conditions in the State sector, the organisation's delivery needs, wider labour market conditions and the department's budget. However, wage growth in the Public Service continues to be more moderate than seen in the private sector.

Wage trends

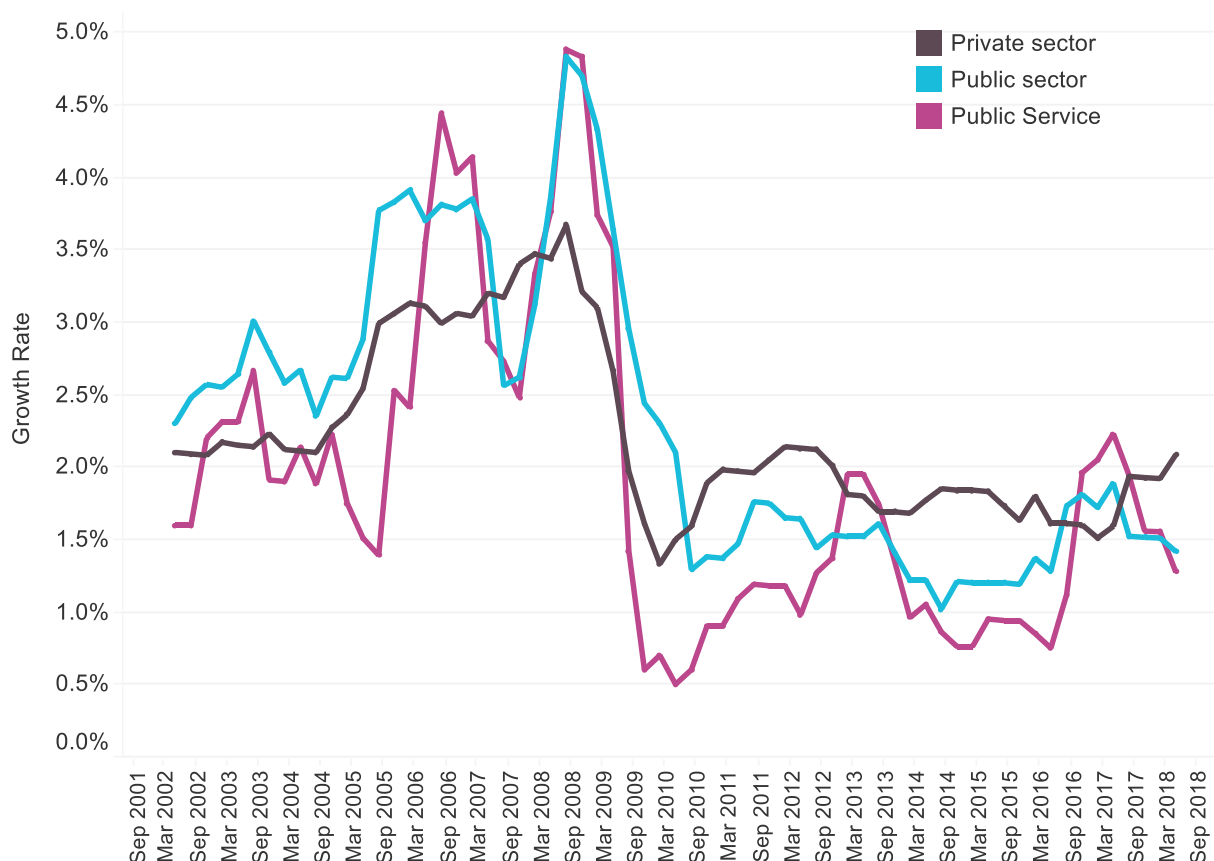
Sector comparison of wage movements

Wage movements across the economy have been slower since the global financial crisis in 2008/09, as indicated by movements in the Labour Cost Index (LCI)^[1] produced by Stats NZ (see the chart below).

Public sector annual wage movements tracked below the private sector over the six-year period, Sept-2010 to June 2016. In the following year to June 2017, annual wage growth in the public sector exceeded the private sector. Thereafter the results for the last four quarters reverted to the previous pattern.

Across the Public Service (core government departments), wage growth has been lower still since September 2009 apart from the spikes in 2013 and 2017 where the annual wage growth exceeded the private sector. Over the last eight years, June 2010 to June 2018, the Public Service wage rates grew at an average pace of 1.3% per year, compared with the annual average of 1.5% in the public sector and 1.8% in the private sector.

Annual wage growth rates by sector

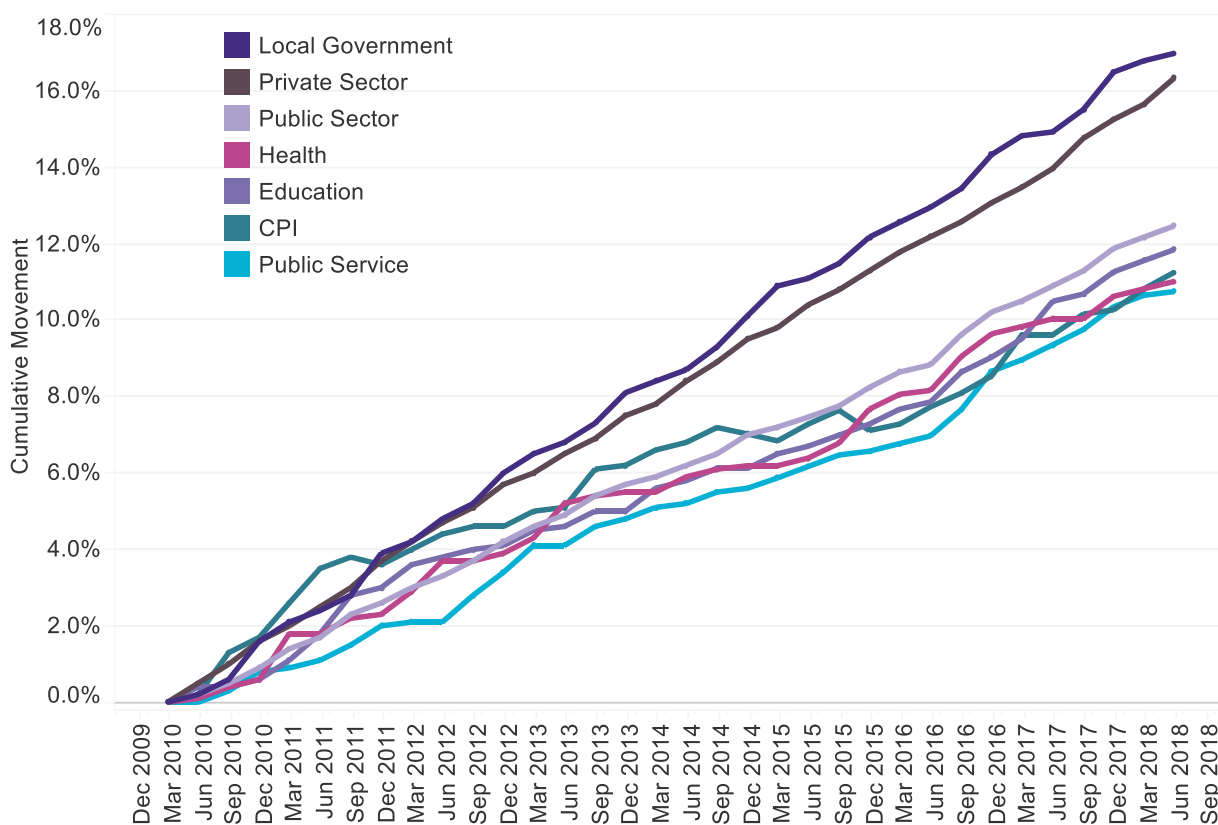


Source: Stats NZ - Labour Cost Index

In the year to June 2018, the LCI measured an increase in wages and salaries of 1.4% in the public sector and 2.1% in the private sector. Within the public sector wage movement in sub-sectors varied: Public Service (up 1.3%), education sector (up 1.2%), health sector (up 0.9%) and local government (up 1.8%). By comparison, general inflation as measured by the Consumer Price Index (CPI) increased by 1.5%.

The graph below shows the LCI trend in salary and wage movements of selected sectors since March 2010, on a quarterly cumulative basis. Generally, the gap in wage increases widened between the public and private sectors. By 30 June 2018 (eight years and one quarter later), the public sector wages had increased by 12.5% compared with 16.3% in the private sector. The CPI increased by 11.3% over the same period (excluding the effect of the GST increase on 1 October 2010 from 12.5% to 15%). Within the public sector overall, Public Service wages increased by 10.7%, compared with 11.8% in the education sector, 11.0% in the health sector and 17.0% in local government.

Cumulative sector wage and CPI movements since March 2010



Source: Stats NZ - Labour Cost Index

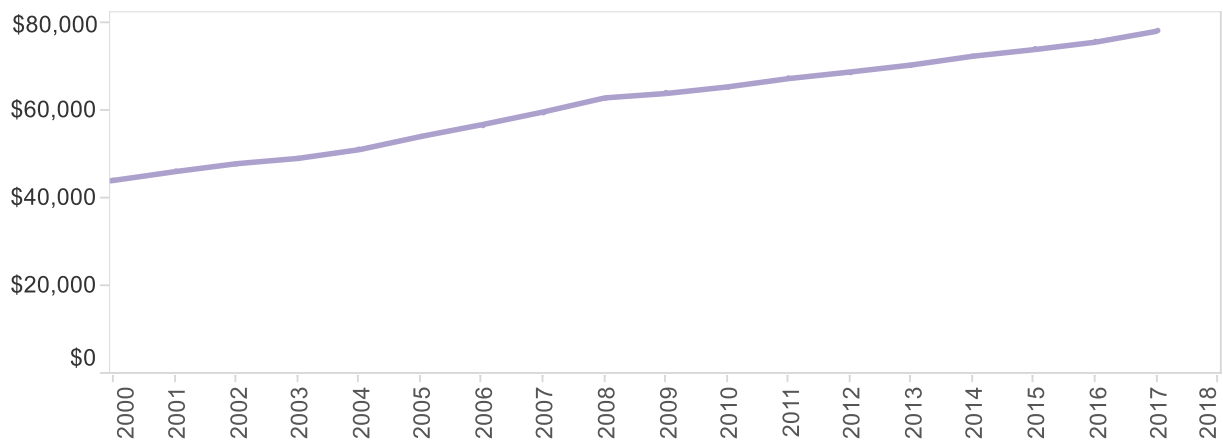
Average annual salary in the Public Service

The collection of Public Service workforce data provides information on the full-time equivalent base salaries of staff in the Public Service as at 30 June each year. In 2018, the average annual salary was \$77,900, an increase of 3.3% from the previous year. Private sector average earnings increased at a similar rate (3.4%) over the same period [1]. These increases are affected by changes in the occupational composition of the workforce, movement in staff pay, service increments, merit promotions, performance-related increases, and salary differences between new and departing staff. The LCI results, discussed in the previous section, control for these issues and are therefore a better measure of changes in earnings over time [2].

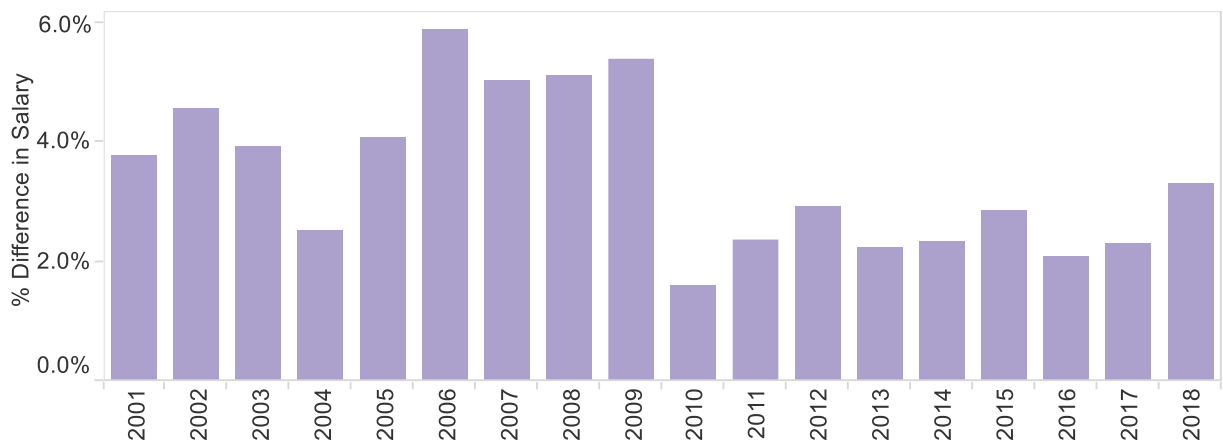
The trend since 2000 is shown in the next graph. Since the global financial crisis in 2008/09 Public Service annual salary growth rate has averaged around 2.4%, about half the average growth rate in the previous nine years.

Average salaries in the Public Service

Average annual salary



Average annual salary change (%)



Source: SSC - HRC data

Median salary in the Public Service

Median salaries measure the mid-point of the salary distribution (half of the employees are below or above this salary level). It is less affected than average salaries by a small number of employees with very high salaries. The median salary for Public Service employees was \$67,000. The growth pattern is similar to that for average salaries, as discussed previously.

Public Service average salary by seniority

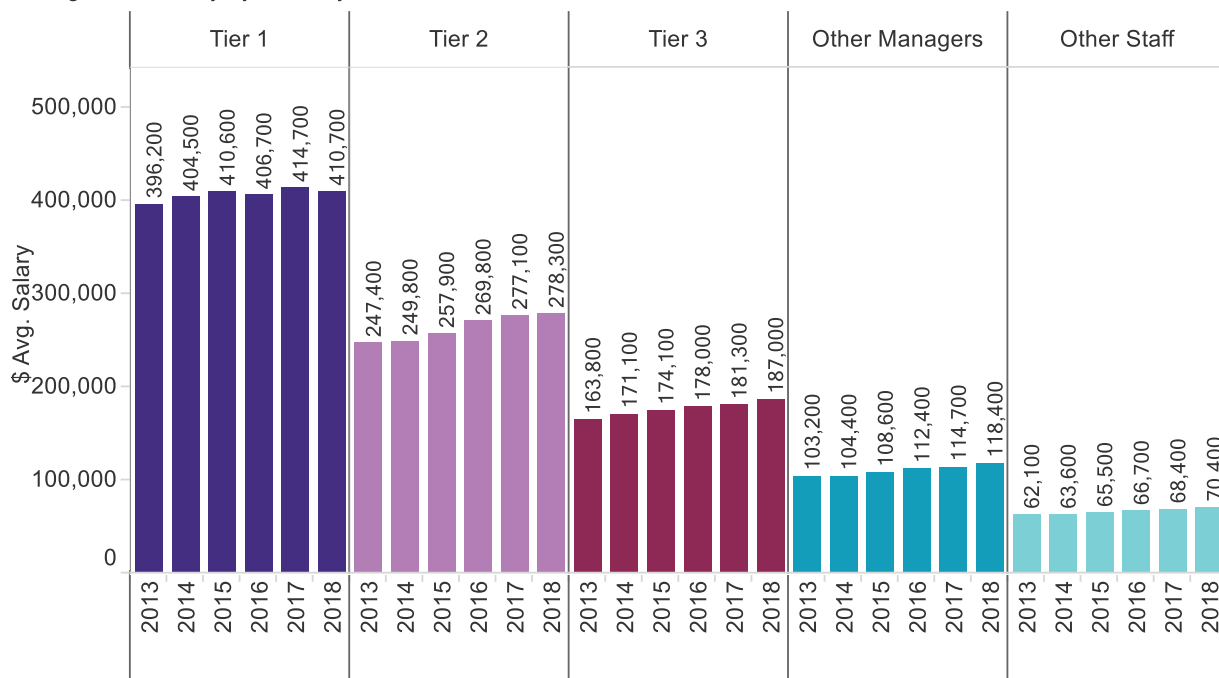
As at 30 June 2018, 11% of the Public Service workforce were management staff, comprising 30 chief executives (excluding two vacancies), 1,103 tier 2 and 3 managers and 4,656 other managers. The remaining 89% (45,569) were non-management staff.

In 2018, the average base salary for the Public Service workforce as a group increased by 3.3%. The increase for non-management staff was 2.9% compared with 3.4% for management staff. The salary movement varied at different management levels as shown in the table below. Some caution is needed on the interpretation of annual average salary movement for the chief executive group. They tended to be volatile because of the small number in the group and are also impacted by the impact of compositional changes from arrivals and departures each year. Also, chief executive salaries are generally reviewed only once in the mid-term of a 5-year or 3-year contract rather than annually. In contrast, other employees normally have an annual salary review or part of their employment collective agreements. SSC's Senior Pay report has more accurate measures of how chief executive remuneration changes over time.

Base salary is used for general comparison because data for individual employees' superannuation and performance pay are not collected in the HRC data collection prior to 2018.

Public Service average salary by level of seniority

Average base salary by seniority



Annual change in average base salary by seniority (%)

Management Profile	2014	2015	2016	2017	2018
Tier 1	2.1%	1.5%	-0.9%	2.0%	-1.0%
Tier 2	1.0%	3.2%	4.6%	2.7%	0.4%
Tier 3	4.5%	1.8%	2.2%	1.9%	3.1%
Other Managers	1.2%	4.0%	3.5%	2.0%	3.2%
Other Staff	2.4%	3.0%	1.8%	2.5%	2.9%

Source: SSC - HRC data

Average Public Service salary ratios between management and other staff

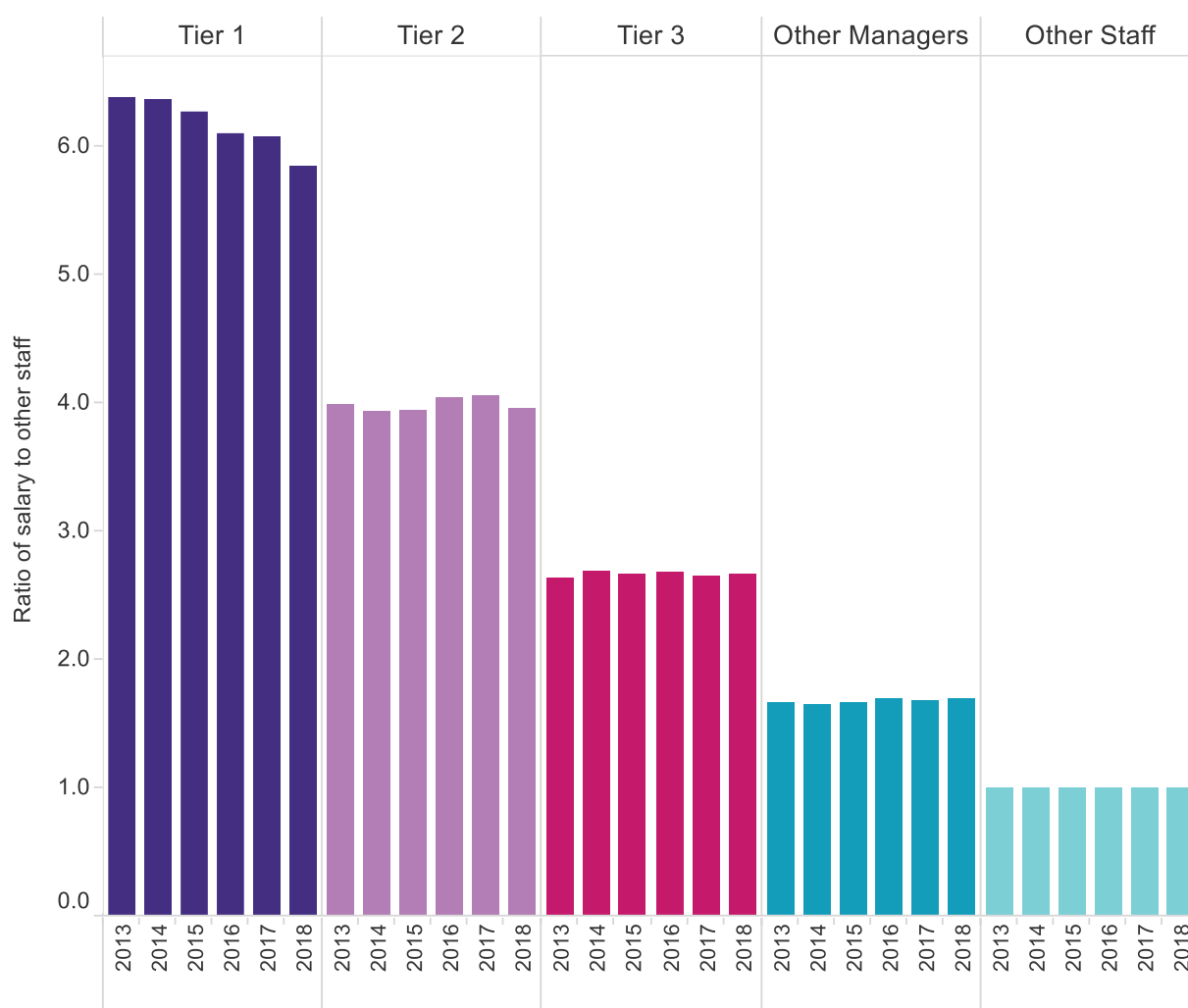
The following graph shows the ratios of average base salary for the four management levels compared to non-management staff. These ratios have been quite stable over the last six years except for the chief executive group. In 2018, the average base salary of chief executives in the Public Service was 5.8 times that of non-management staff (down from 6.4 times in 2013). The ratios for other management levels were: tier-2 manager at 4.0, tier-3 manager at 2.7 and other manager at 1.7 times relative to non-management staff.

When comparing the average base salary of chief executives to the rest of the staff (including managers) the ratio was 5.3. This ratio has been decreasing slowly from 5.8 in 2013).

These Public Service chief executive/staff pay ratios are modest compared to the market ratios of publicly listed New Zealand firms, where CEOs has been estimated to be paid 30 to 50 times more than the average wage of workers, according to a research on New Zealand pay ratios by Dr Helen Roberts at the Business School of Otago University.

<http://www.otago.ac.nz/business/research/department/otago119826.html>

Public Service average salary ratio of management to other staff



Source: SSC - HRC data

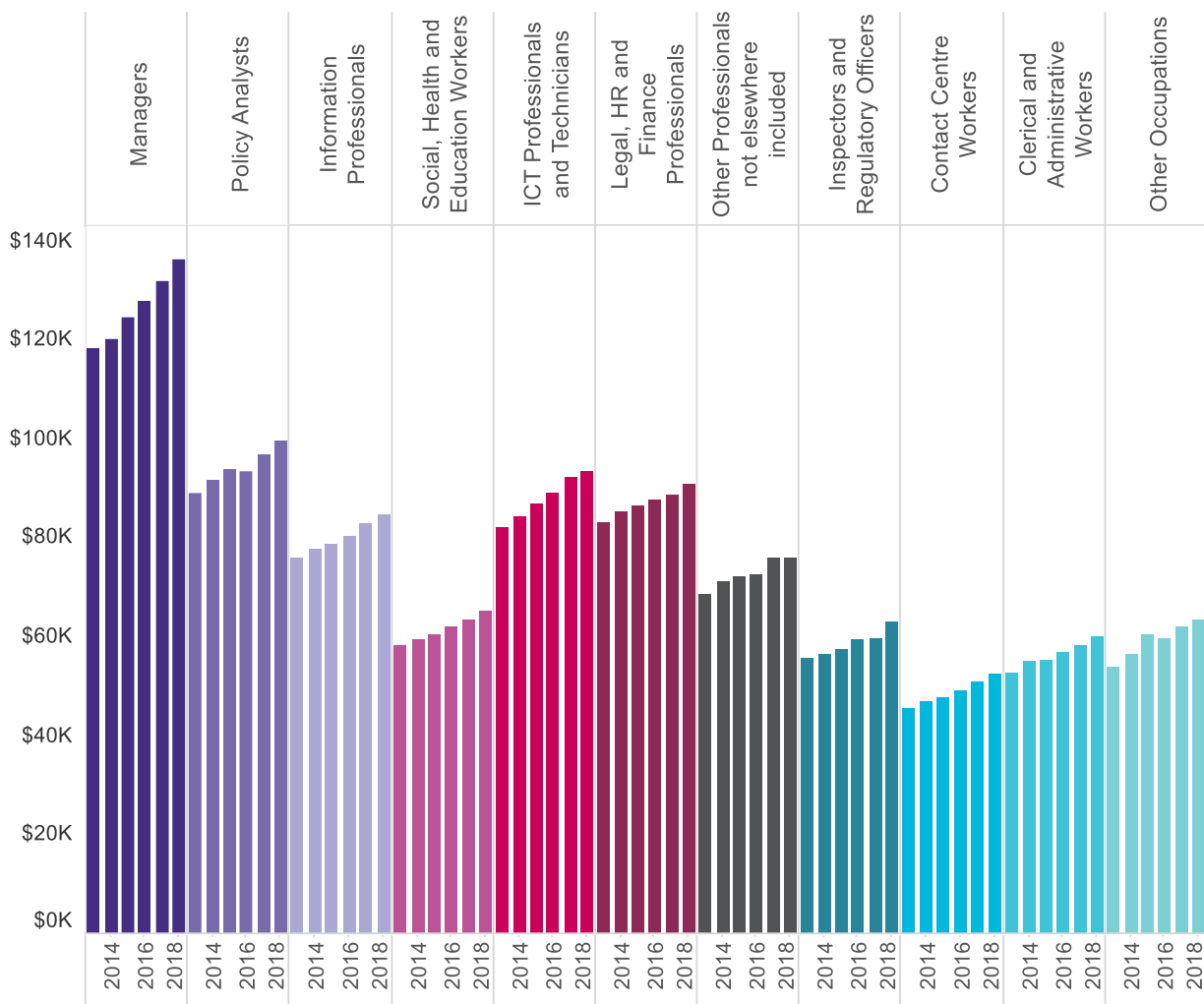
Average salary by occupation

How much an employee is paid can be influenced by the job size and responsibility of the role. Occupation type is a key factor that influences employee salaries.

Average salary varies widely amongst different occupations in the Public Service as shown in the following graph. In June 2018, the average salary was highest for Managers (\$136,300), followed by Policy Analysts (\$99,400), ICT Professionals and Technicians (\$93,400), Legal, HR and Finance Professionals (\$90,600) and Information Professionals (\$84,600). By contrast, Social, Health and Education Workers (\$65,200), Inspectors and Regulatory Officers (\$62,900), Clerical and Administrative Workers (\$60,000) and Contact Centre Workers (\$52,500) had the lowest average salaries.

Some of the lower and higher paid occupations are more prevalent amongst certain gender or ethnic groups. The different occupational composition within the gender and ethnic groups will have an impact on their pay gaps, which are discussed separately in the Diversity and Inclusion chapter.

Average salary by occupation



Source: SSC - HRC data

Average salary by Public Service department

The average salary varies widely among departments. As at 30 June 2018, the average salary (excluding chief executives) ranged from \$67,800 (Ministry of Justice) to \$141,200 (Pike River Recovery Agency).

Departments that have a higher proportion of staff in operational and service delivery jobs tend to have a lower average salary, e.g. Ministry of Justice, Ministry of Social Development, Department of Corrections, Department of Conservation and Oranga Tamariki-Ministry for Children.

In contrast, agencies that have a larger proportion of staff in leadership and policy roles tend to have a higher average salary (e.g. SSC, Ministry of Defence, The Treasury, Ministry of Transport and Department of the Prime Minister and Cabinet). The Pike River Recovery Agency comprises a small team of 15, mainly professionals in specialist roles.

Average salary by department

	2017	2018
Pike River		\$141,200
State Services Commission	\$134,700	\$138,200
Social Investment Agency		\$130,800
Ministry of Defence	\$124,900	\$130,400
The Treasury	\$114,400	\$116,200
Foreign Affairs and Trade	\$111,500	\$113,900
Serious Fraud Office	\$111,500	\$113,200
Ministry of Transport	\$107,900	\$110,100
Prime Minister and Cabinet	\$104,300	\$109,000
Ministry for Women	\$104,100	\$107,300
Ministry for the Environment	\$92,400	\$101,200
Crown Law	\$98,500	\$99,600
Ministry of Health	\$95,800	\$98,200
Maori Development	\$95,700	\$98,200
Government Communications Security Bureau	\$92,700	\$93,400
Land Information NZ	\$88,100	\$92,600
Culture and Heritage	\$88,600	\$92,400
Ministry for Pacific Peoples	\$87,900	\$91,400
Education Review Office	\$88,200	\$90,600
NZ Security Intelligence Service		\$88,600
Ministry for Primary Industries	\$85,600	\$88,400
Ministry of Education	\$82,600	\$84,900
Business Innovation Employment	\$81,600	\$84,100
Department of Internal Affairs	\$80,500	\$82,800
Statistics NZ	\$80,500	\$80,400
NZ Customs Service	\$72,100	\$74,300
Inland Revenue	\$72,900	\$73,100
Oranga Tamariki	\$69,800	\$71,800
Department of Conservation	\$69,600	\$71,300
Department of Corrections	\$66,000	\$69,300
Social Development	\$65,700	\$68,500
Ministry of Justice	\$66,900	\$67,800

Source: SSC - HRC data

Employees who earned over \$100,000

In addition to the HRC data collection, SSC also conducts an annual survey on remuneration of Public Service and State sector chief executives, as well as the number of staff who received total remuneration of \$100,000 or more.

Cabinet agreed that remuneration paid to Public Service and State sector senior staff should be disclosed annually in one location. This provides transparency for the taxpaying public around the level of remuneration received by senior State servants. The total remuneration of individual chief executives in 2018 is to be published in the Senior Pay Report on the SSC's website later in the year.

The numbers of staff (excluding chief executives) who received \$100,000 or more in total remuneration (including base salary plus any superannuation, performance and redundancy payments) are shown in two tables below, one for tertiary education institutions and the other for Public Service departments and selected Crown agencies^[3]. As salaries increase each year, more and more employees are moving into the \$100,000+ income bracket.

The number in the Public Service and selected Crown entities group increased by 1,144 or 12.2% in the year to 30 June 2018. This increase was partly due to the impact of redundancies and structural changes within agencies, as well as the addition of the Pike River Recovery Agency. The number of employees in the tertiary education institutions group increased by 517 or 7.8% in the academic year to 31 December 2017. Wage inflation will increase the number of staff receiving more than \$100,000 each year as people move up the salary scale.

Employees who received total remuneration of \$100,000 or more

Total Remuneration Band *	Public Service and selected Crown Entities		Tertiary Education Institutions	
	2016/2017 (financial year)	2017/2018 (financial year)	2017 (calendar year)	2016 (calendar year)
\$100,000 - \$109,999	2,297	2,677	1,453	1,436
\$110,000 - \$119,999	1,677	1,815	1,285	1,212
\$120,000 - \$129,999	1,224	1,371	986	900
\$130,000 - \$139,999	943	1,014	805	754
\$140,000 - \$149,999	648	728	630	530
\$150,000 - \$159,999	587	611	419	388
\$160,000 - \$169,999	419	465	335	285
\$170,000 - \$179,999	308	363	233	219
\$180,000 - \$189,999	251	269	180	193
\$190,000 - \$199,999	193	222	149	116
\$200,000 - \$209,999	144	208	127	122
\$210,000 - \$219,999	128	118	94	88
\$220,000 - \$229,999	87	114	78	53
\$230,000 - \$239,999	74	96	65	62
\$240,000 - \$249,999	71	75	50	33
\$250,000 - \$259,999	52	61	34	36
\$260,000 - \$269,999	50	39	31	25
\$270,000 - \$279,999	23	29	21	31
\$280,000 - \$289,999	23	28	29	28
\$290,000 - \$299,999	23	33	16	17
\$300,000 - \$309,999	20	22	12	16
\$310,000 - \$319,999	17	23	22	7
\$320,000 - \$329,999	24	22	5	5
\$330,000 - \$339,999	23	20	13	13
\$340,000 - \$349,999	10	22	10	7
\$350,000 - \$359,999	15	13	6	5
\$360,000 - \$369,999	10	15	7	5
\$370,000 - \$379,999	4	8	5	4
\$380,000 - \$389,999	5	9	4	1
\$390,000 - \$399,999	4	6	0	2
\$400,000+	21	23	14	8
Total	9,375	10,519	7,118	6,601

*Total remuneration received by employees include - base salary and any superannuation, performance and redundancy payments.

Workforce costs

Personnel expenditure in Crown agencies

The Treasury publishes annual Financial Statements of the Government of New Zealand each year. These statements include personnel expenditure, which covers total remuneration paid to employees. It includes payments such as salaries, employer contributions to superannuation, long service leave entitlements, performance and severance. Personnel expenses for core government agencies increased by 5.2% to \$7,249 million in the 2018 June year, while the total Crown personnel expenditure increased by 4.8% to \$23,690 million, as shown in the table below.

Personnel expenditure in core Crown and total Crown, June year 2013-2018

	2013	2014	2015	2016	2017	2018
Core Crown* personnel expenditure (\$m)	\$6,037	\$6,232	\$6,552	\$6,666	\$6,890	\$7,249
Annual Change (%)	2.1%	3.2%	5.1%	1.7%	3.4%	5.2%
Total Crown** personnel expenditure (\$m)	\$19,935	\$20,484	\$21,124	\$21,952	\$22,599	\$23,690
Annual Change (%)	2.4%	2.8%	3.1%	3.9%	2.9%	4.8%

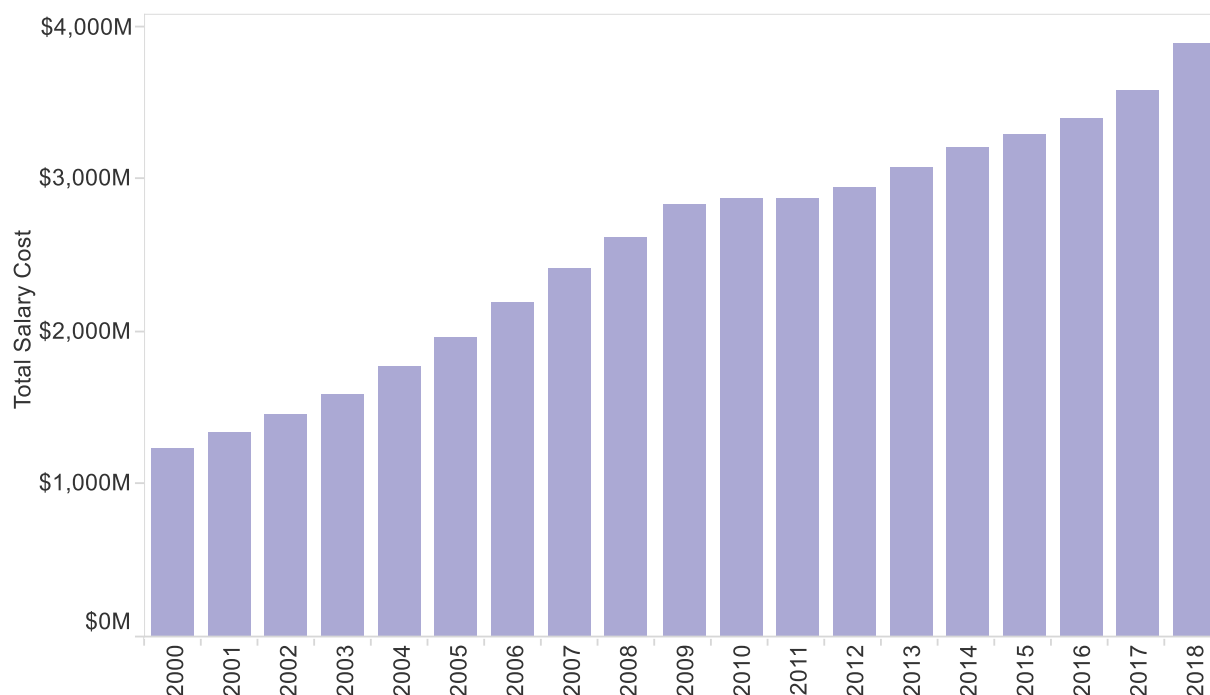
*Core Crown - includes Ministers, government departments, Offices of Parliament, the NZS Fund and the Reserve Bank of NZ.

**Total Crown - includes the core Crown plus Crown entities and State owned Enterprises.

Salary cost in the Public Service

Expenditure on base salaries is the single largest component of personnel expenditure (others include superannuation, performance payments, redundancy costs, etc). The total salary cost shown in the chart below is calculated by multiplying each employee's annualised salary by the FTE employed for the year, and then summed over all employees in the Public Service. These are approximate annual salary costs and do not represent total personnel expenditure. The total base salary cost in the Public Service increased by 8.6% (\$307 million) to \$3,885 million in 2018, up from \$3,578 million in 2017. This was driven by a 5.2% increase in FTE staff numbers and a 3.3% increase in average salary.

Total salary cost in Public Service, 2000-2018



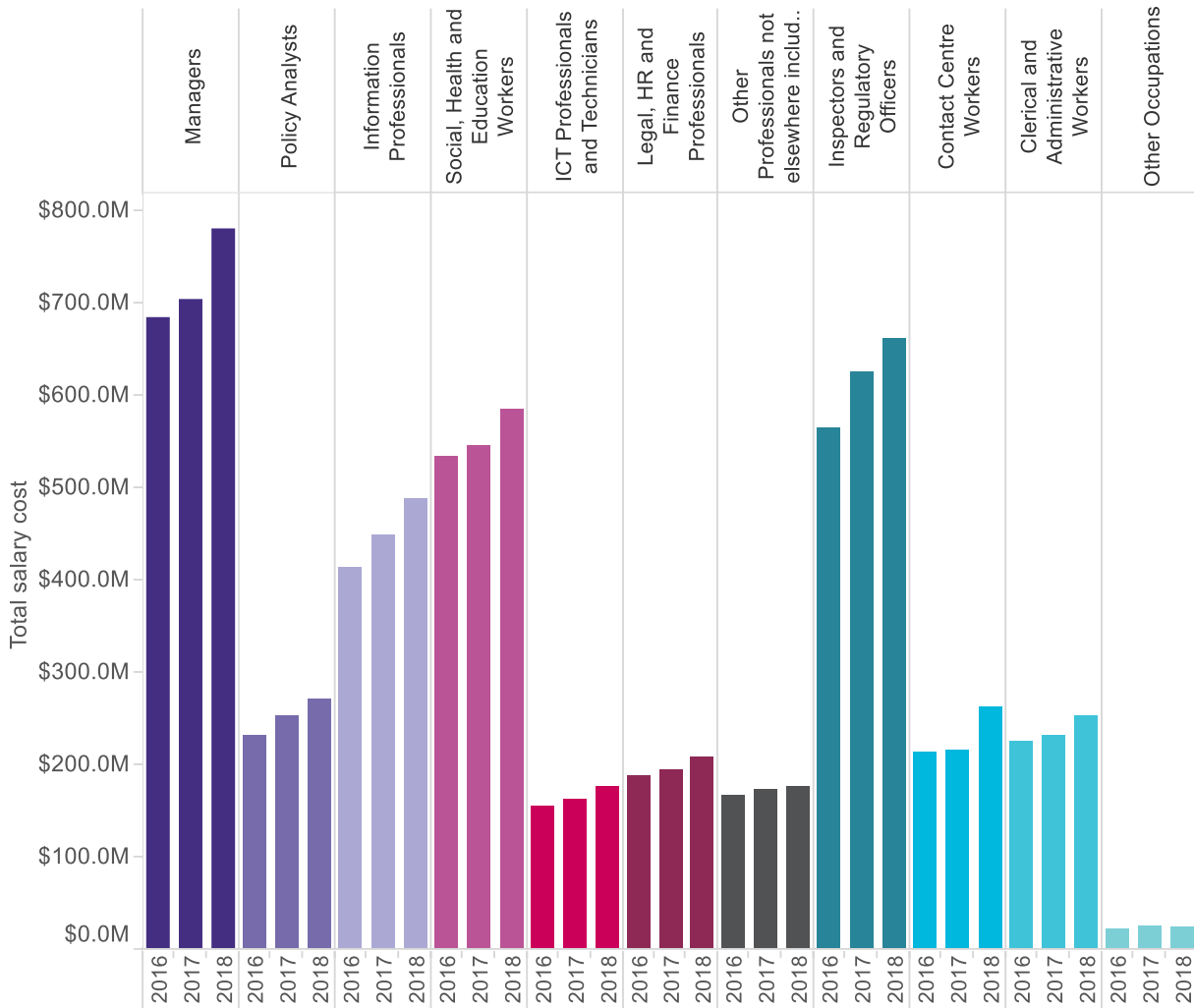
Source: SSC - HRC data

Salary cost by occupation

Total salary cost by occupation group is calculated by multiplying each employee's annualised salary by the FTE employed for the year, and then summed over all employees in that occupation group. The Manager group had the largest cost at \$781 million in the year to 30 June 2018. The second largest cost was for the Inspectors and Regulatory Officers group at \$661 million, followed by the Social, Health and Education Workers at \$585 million. These three groups accounted for over half of Public Service employee salary costs.

The largest increase in salary cost by occupation group was for Managers (up \$78m or 11.0%), followed by Contact Centre Workers (up \$48 million or 22.4%) and Social, Health and Education Workers (up \$39 million or 7.2%). They accounted for over half of the increase in total base salary costs.

Total salary cost by occupation



Source: SSC - HRC data

Performance pay

Performance payment is defined as a one-off payment to staff in recognition of exceptional effort and results in a current job or additional effort beyond current job requirements.

In the year to 30 June 2018, 2.8% or 1,398 Public Service employees (excluding chief executives) received a performance payment with the average value of \$3,000 (refer to table below). Senior staff are more likely to receive a performance pay and a larger amount.

Twenty departments (out of 32) made performance payments in 2018. Over half (55%) of employees who received performance pay were from three departments (MBIE, MFAT and DIA).

The large decrease in the number of performance payments in 2014 reflected a change in the remuneration system at the Ministry of Social Development.

The Government's expectation is that performance pay will be removed over time. This will be reflected in future reporting.

Performance pay

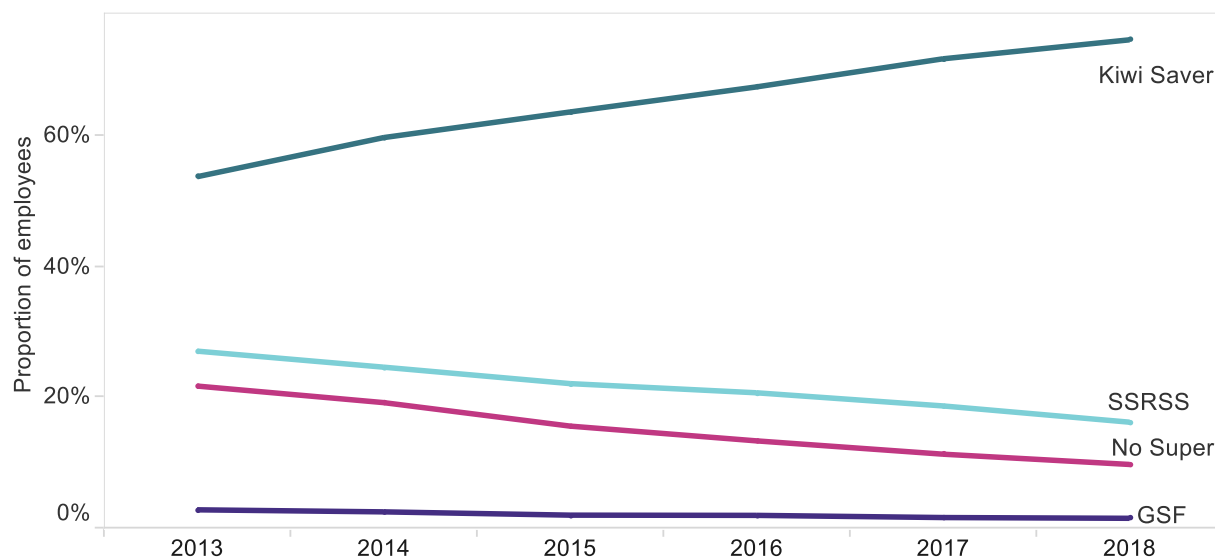
	Number of employees receiving performance pay	Percentage of employees receiving performance pay	Average value of performance payment
2013	6,092	13.1%	\$1,600
2014	1,634	3.5%	\$2,700
2015	1,308	2.8%	\$3,100
2016	1,437	3.0%	\$2,700
2017	1,539	3.1%	\$2,600
2018	1,398	2.8%	\$3,000

Source: SSC - HRC data

Superannuation

As at 30 June 2018, 90.3% of Public Service employees were members of at least one employer-subsidised superannuation scheme (up from 88.8% in 2017). The majority of staff (74.7%) belonged to KiwiSaver, with 16.1% in the State Sector Retirement Savings Scheme (SSRSS). Membership of KiwiSaver has increased steadily as new employees join the Public Service and are auto-enrolled to the scheme. SSRSS and the Government Superannuation Fund (GSF) schemes were closed to new members in 2008 and 1992 respectively and the number of employees in those schemes is decreasing gradually as members leave the Public Service. The following graph shows the trend of Public Service participation in superannuation schemes over the last six years (2013-2018).

Proportion of employees in subsidised superannuation schemes



Source: SSC - HRC data

Redundancies

In the year to 30 June 2018, 380 employees in the Public Service were made redundant (down from 395 in 2017). The average redundancy payment was \$79,000 (up from \$49,000 in 2017). This increase is mainly due to the number of redundancies in Inland Revenue (164) resulting from their large transformation programme.

The total cost of redundancy increased by 55% to \$30 million (from \$19.4 million in 2017). Twenty three departments reported redundancies, with 67% occurring in four departments: Inland Revenue, Ministry of Business, Innovation and Employment, Ministry of Social Development and Ministry of Health.

Redundancy

	Number	Average Redundancy Amount	Total Redundancy Cost
2013	696	\$47,700	\$33.2M
2014	440	\$55,800	\$24.6M
2015	380	\$49,400	\$18.8M
2016	375	\$52,200	\$19.6M
2017	395	\$49,000	\$19.4M
2018	380	\$79,000	\$30.0M

Notes:

[1] Calculated using average total hourly earnings for the private sector from Stats NZ's Quarterly Employment Survey.

[2] The LCI is an official measure of wage inflation. It measures changes in salary and wage rates that employers pay for the same job done at the same standard. The LCI does not reflect compositional change in the workforce, service increments, merit promotions and increases relating to performance.

[3] Data covers Public Service departments (29 in 2017 and 32 in 2018), as well as seven selected Crown entities whose chief executives are under Remuneration Authority jurisdiction, including the Audit Office, Office of the Clerk, Office of the Ombudsmen, Parliamentary Service, Parliamentary Counsel Office, and Parliamentary Commissioner for the Environment. Data also covers tertiary education institutions (28 in 2016 and 2017).

3 Workplace

Workplace flexibility

The Ministry of Business, Innovation and Employment describes flexible work as “the opportunity for people to make changes to: the hours they work, the times and days they work, and where they work”. Workplace flexibility also affects how careers are organised, how transitions in and out of work are managed, and how work is managed in the workplace for the benefit of both employees and businesses. Examples of workplace flexibility include: working part-time; having school holidays off; job-sharing; flexi-time; compressed hours; annual hours; working from home and career breaks.

Workplace flexibility is increasingly sought by employees to pursue greater work-life balance and different career models ^[1]. Organisations that have encouraged workplace flexibility are typically high-performing, with a stronger ability to attract and retain staff. Engagement amongst staff who take advantage of workplace flexibility is typically higher too ^[2].

There is strong evidence that greater workplace flexibility is a key solution in addressing the ‘leaky career pipeline’ of female talent, where women leave organisations long before reaching the ‘glass ceiling’ ^[1]. This leaky pipeline is partly due to competing demands on employees’ time (for example, caring responsibilities) and work environments that do not accommodate the need for work-life balance.

Similarly, flexible work can make the workplace more suited to disabled people. Workbridge, a New Zealand employment agency for disabled people, promotes workplace flexibility for this reason. Workplace flexibility enables people to work with hours and environments that are best suited to their abilities, enabling more effective work and longer tenure.

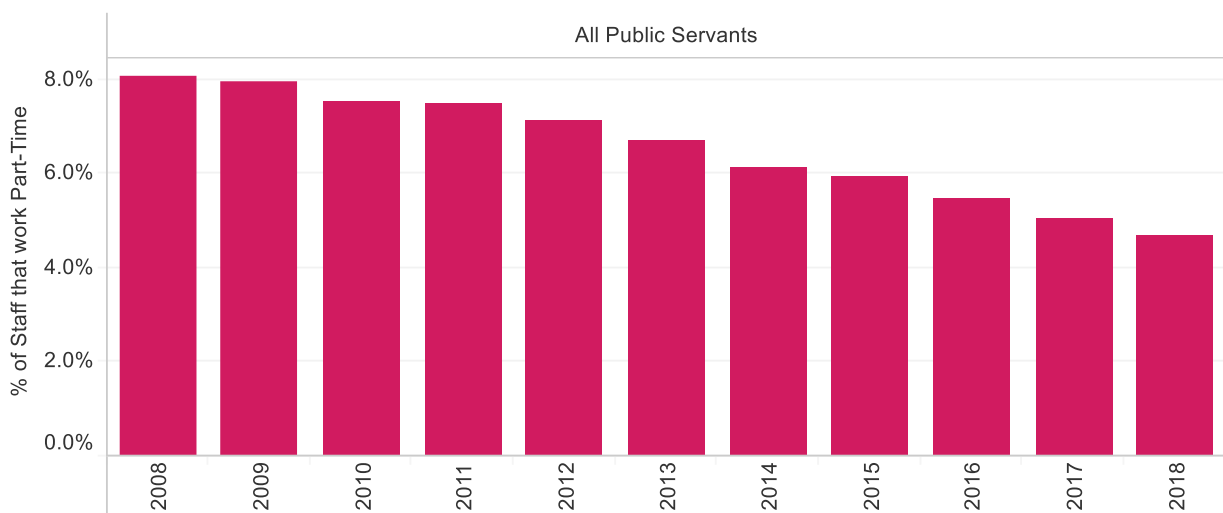
It is apparent that providing options and a culture of workplace flexibility is a key part of a modern organisation's employee value proposition. Furthermore, as ‘millennials’ make up more of the workforce, the demand for workplace flexibility is increasing. Other generations are also increasingly interested in greater work-life balance. Digital advances and globalisation also mean that ‘9 to 5’ days at the office are becoming less common.

Trends in working part-time

The graph below shows the percentage of Public Service staff in part-time work between 2008 and 2018. Over this 11 year period, despite legislative reforms that widened access to flexible working arrangements, the percentage of part-time workers has been trending downwards. On average, part-time workers are paid 13% less than full-time workers on a full-time equivalent basis (as at 30 June 2018).

The use of part-time employment as a flexible working option can be better understood by analysing the demographic profile of people who work part-time, as well as other factors such as their occupation and the type of employment agreement.

Part-time employees in the Public Service



Source: SSC - HRC data

Part-time by age and gender

An age profile analysis of part-time workers shows that part-time work is related to life stages. Part-time work is high in early career (probably in conjunction with study), during the ages when caring for children is more likely, and near retirement age.

Part-time work is considerably more likely to be taken up by females than males. This is likely due to social norms around women's role as carers.

Part-time by occupation and contract term

Part-time work is more prevalent in some occupational groups: Social, Health and Education Workers; Clerical and Administrative Workers; and Contact Centre Workers⁽⁶⁾. These are also the occupations most held by women. Occupations that are male dominated, such as ICT Professionals and Technicians, are less likely to be worked part-time.

A higher proportion of fixed-term employment agreements are for part-time work compared to permanent employment agreements.

Paid parental leave

Leave taken for caring responsibilities varies significantly by gender. As at 30 June 2018, there were 567 employees on parental leave (1.1% of the Public Service workforce) made up of 555 females and 12 males.

Workplace health

Workplace health can be looked at through multiple lenses:

- That the risks associated with workplace physical environments are managed and minimised, and
- The culture of the workplace is inclusive. Staff value, reflect and understand the communities they serve. This means people feel valued, supported and respected. Inclusion enables people to bring their whole selves to work, maximising capability and talent utilisation for the organisation.

Human resource indicators such as health and safety metrics, staff engagement, turnover and sick leave provide some insight into aspects of organisational culture such as inclusion. Used in conjunction with other contextual information, these indicators can improve understanding of organisational performance.

Staff engagement

Staff engagement is seen as important because the more engaged an employee is, the more likely they are to apply the extra 'discretionary effort' that leads to high performance. A number of studies provide evidence for this, with findings of a positive relationship between staff engagement and organisational performance in both the public and private sectors ^[4].

Agencies regularly survey their staff to gauge the level of engagement and where to focus to lift engagement. Aggregate results from these staff engagement surveys are collected as part of the HRC data collection and these are published in our online report. The goal is to better understand how engagement results vary across agencies over time and how these results relate to improved departmental performance.

There are complications in comparing staff engagement results across the Public Service. First, agencies use different providers to survey staff engagement and results are not easily comparable across the different methodologies. Second, agencies survey staff engagement with differing levels of frequency. Two-fifths of Public Service agencies have carried out engagement surveys over the last year. Many agencies conduct engagement surveys every two or three years.

Workplace injuries

The SSC has worked with the new health and safety functional lead, ACC and Stats NZ to produce two new Health and Safety metrics:

- All ACC claims in the Public Service (43 per 1,000 FTEs), and
- Entitlement ACC claims in the Public Service (7.6 per 1,000 FTEs). These are serious claims that involve additional payments beyond medical fees.

The incidence of such claims in the Public Service workforce is around half that in the wider New Zealand workforce. Since 2007 the rate of workplace injuries resulting in an ACC work-related claim or entitlement payment has, on average, declined across New Zealand. In the Public Service, this rate has remained relatively unchanged although it was up slightly in 2017. The health and safety functional lead was established in August 2017 within the Public Service to work with agencies and the sector generally.

Here is a link to the latest official workplace injury statistics: <https://www.stats.govt.nz/information-releases/injury-statistics-work-related-claims-2017>.

Turnover, sick and domestic leave and tenure

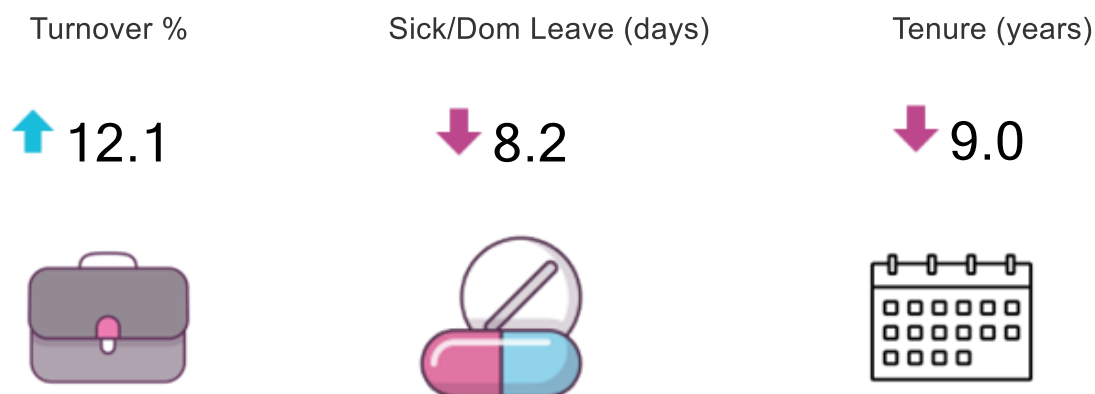
Turnover measures the rate that staff change in an organisation. Turnover increases when departments are restructuring or merging and when significant change is occurring in the wider labour market. Some turnover is healthy as new staff bring fresh ideas and the employer has the opportunity to adapt to changing capability needs^[5]. However, turnover also comes at a cost: the loss of institutional knowledge; some short-term impact on productivity; recruitment and training costs for new staff.

Unplanned turnover rates in the Public Service have been fairly stable in recent years. Unplanned turnover measures the rate that organisations lose permanent staff due to reasons the organisation has not planned for, such as resignations, retirements and dismissals. The 2018 figure is 12.1%, which is up by 0.6% from last year.

Sick and domestic leave taken can be used as one indicator of organisational health. High levels can indicate staff disengagement or intention to leave. However, there are many other factors that influence sick and domestic leave use, such as age, gender and occupation. In the year to 30 June 2018, Public Service employees took, on average, 8.2 days of sick and domestic leave, down from 8.4 days in 2017.

The 2018 data shows that the average length of service of Public Service employees decreased by 0.3 of a year to 9.0 years. This figure is based on tenure within a single agency, not the Public Service as a whole and excludes those on fixed-term employment agreements.

Workplace health measures 2018



Source: SSC- HRC data

Notes:

^[1] Cabrera, Elizabeth F. "Fixing the leaky pipeline: Five ways to retain female talent." *People and Strategy* 32.1 (2009): 40. More information is available in the Ministry for Women's Inspiring Action report (2014).

^[2] Coffman, Julie, and Russ Hagey. "Flexible work models: How to bring sustainability to a 24/7 world." Bain (2010).

^[3] Plimmer, Geoff, et al. "Workplace dynamics in New Zealand public services." *Wellington: Industrial Relations Centre, Victoria University of Wellington* (2013): 56-60.

^[4] MacLeod, David, and Nita Clarke. *Engaging for success: enhancing performance through employee engagement: a report to government*. London: Department for Business, Innovation and Skills (2009). Good summaries of the relationship between staff engagement and organisational performance can be found in chapter two of *Engaging for Success*.

^[5] Lee, Shinwoo "Employee Turnover and Organisational Performance in U.S. Federal Agencies" *American Review of Public Administration* (2017): 1-13. This recent research found that some turnover, specifically employees transferring to other agencies and dismissals, could be beneficial to public sector agency performance. In addition, it did not find that unplanned turnover due to resignations was detrimental to agency performance, suggesting that this may be due to resignations being most common in employees with low tenure.

4 Career

The State sector needs to grow its leadership talent to deliver great services and results for New Zealanders. Understanding current talent within the sector is key to helping build a deeper and more diverse pipeline of strong leaders for the future. The Leadership Capability Development and Deployment Programme within the SSC is developing system-wide initiatives to reduce the risk of talent gaps affecting the delivery of services to New Zealanders. A common approach to talent management is being implemented. This focuses on cross-agency deployments to build system leadership capability. The SSC undertakes data analytics to further inform this work and measure progress over time.

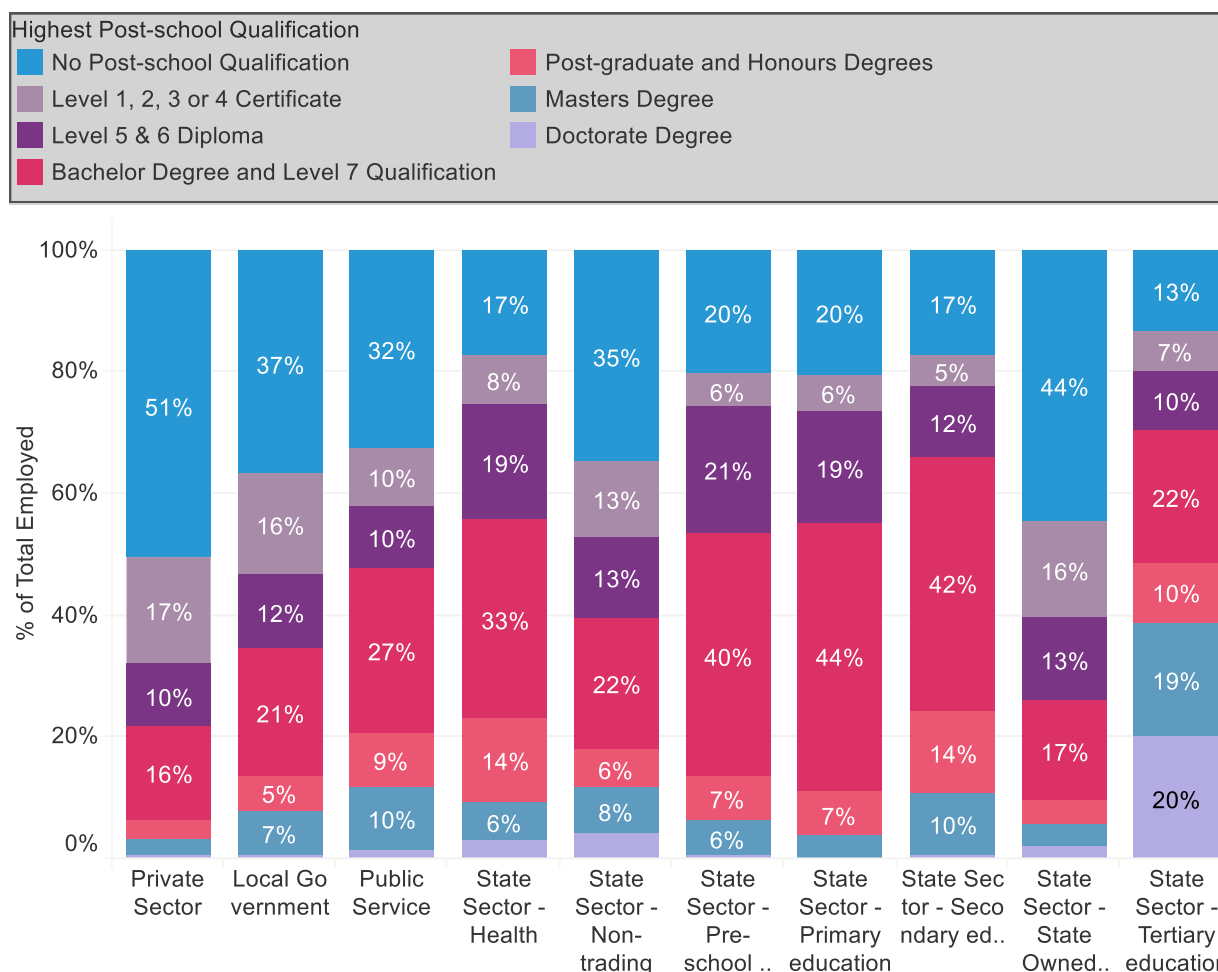
Early in career

The SSC is investing in attracting, developing and retaining new talent for future system leadership with the Early in Careers work programme. Previous research is available in earlier information releases (2016 and 2017). The SSC plans to update this research next year.

Qualification levels

The 2013 Census results show that Public Service employees are more qualified than those in the private sector, State-owned enterprises, and local government. However, they are less qualified than employees in the state health and education sectors.

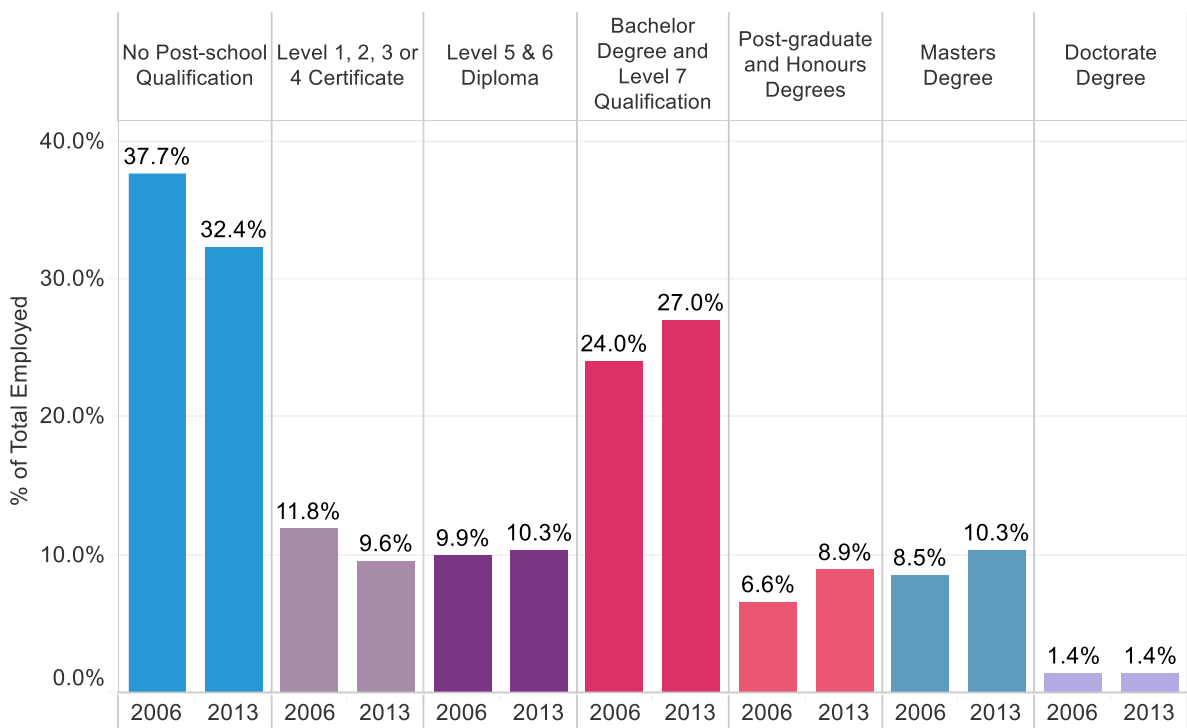
Highest post-school qualification, by sector of employment and occupation - 2013



Source: Stats NZ - Census 2013

Public servants are becoming more qualified over time. The proportion with no post-school qualifications decreased from 37.7% in 2006 to 32.4% in 2013. The proportion with a degree or higher qualification increased from 40.5% to 47.7% over the same period. Social, Health and Education Workers in the Public Service in particular, had a strong improvement in qualification levels, though there were improvements in all occupational groups.

Highest post-school qualification for Public Service employees



Source: Stats NZ - Census 2013

Secondments

The SSC has been encouraging government agencies to sponsor secondments of talented staff as part of their professional development. Secondments offer experiential learning opportunities that the home agency may not be able to provide. There were 264 Public Service employees on secondment as at 30 June 2018. This is an increase on the 244 secondments in 2017 and is the highest number since the HRC survey started in 2000. Note: that secondments within departments are not included in these figures.

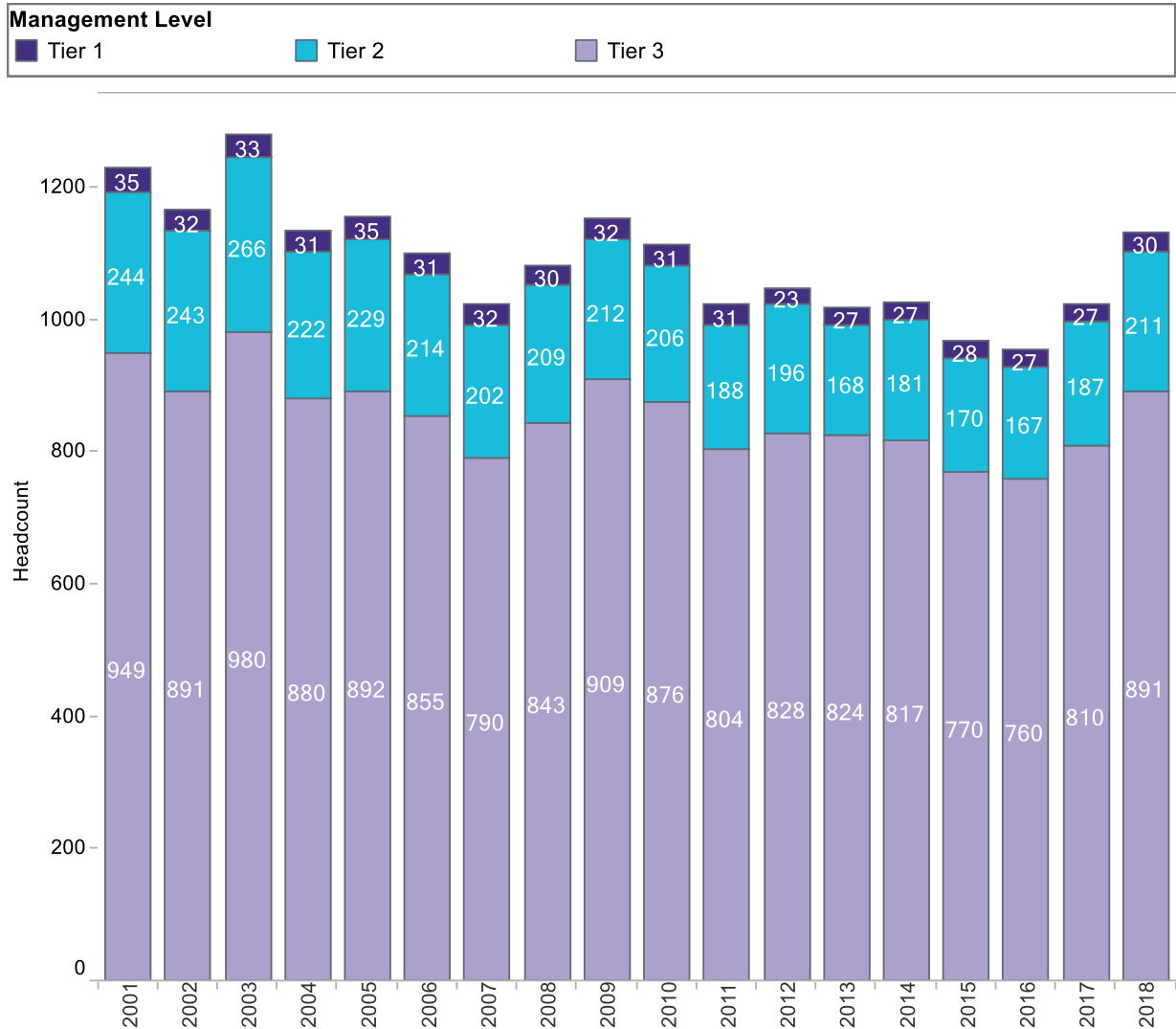
These opportunities are particularly useful for aspiring leaders to gain valuable experience in a broader range of contexts across the State Services and beyond. Secondments also support better cross-agency collaboration by creating new relationships and a better understanding of the operational challenges and opportunities across the sector. Collaboration improves decision-making by incorporating more diverse perspectives.

Senior leaders

Senior leader stocktake

As at 30 June 2018, there were 1,133 senior leaders in the Public Service (defined as the top three tiers of managers with chief executives being tier one). This compares to 1,025 senior leaders last year. Contributing to this increase were the addition of three new agencies Public Service – Pike River Recovery Agency, Social Investment Agency, and the New Zealand Security Intelligence Service (NZSIS). NZSIS was previously a non-Public Service department.

Senior leader trends



Source: SSC - HRC data

Within agencies the average length of service for tier two leaders, excluding those on fixed-term contracts, was 7.2 years in 2018, down from a peak of 12.1 years in 2007. The average length of service for tier three leaders in 2018 was 11 years and has remained relatively unchanged for the past ten years.

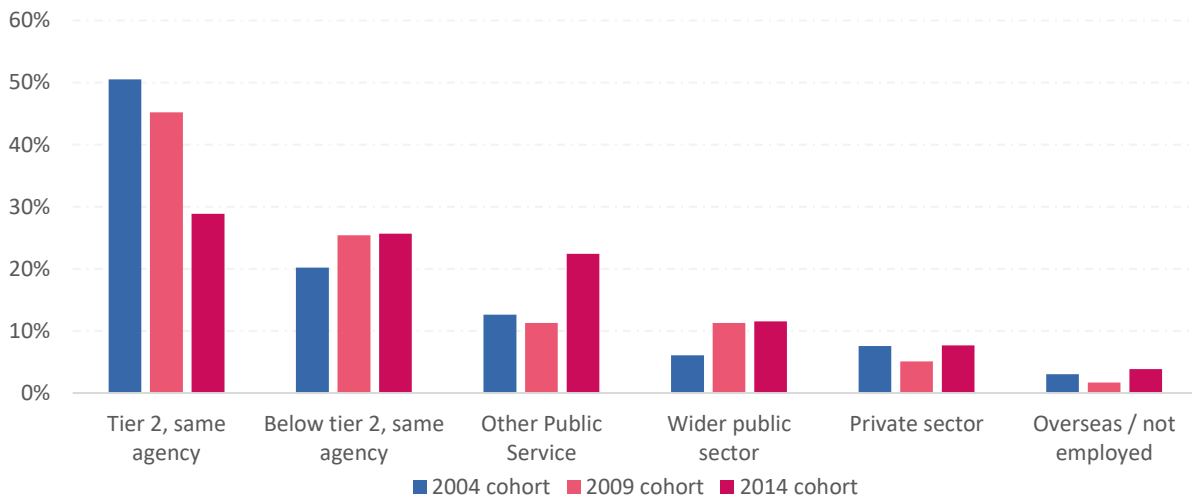
Annual sick leave usage for senior leadership is very low, at 4.3 days in 2018. This compares with 6.3 days for the 'all managers' group and 8.2 days, on average, for all Public Service employees.

Senior leaders are moving around the system

Effective senior leaders are expected to have experience in a range of contexts. Secondments are a good way of building this experience. The number of secondments in leadership and management positions has grown over the past decade. As at the end of June 2018, 53 Public Service managers were on secondment, around three times higher than at June 2007. A new indicator of mobility around the system is the number of senior leader deployments facilitated through Career Boards ^[1]. There were 44 such deployments in the year to June 2018, up from 27 the year before.

Increased mobility can also be seen in 2015 research using the linking of the HRC into Stats NZ's IDI. The graph below shows there was an increase in the number of Public Service tier two leaders who were not in the same role three years earlier, with a higher proportion of roles being filled by recruitment from other Public Service departments. Note: Wellington-based senior leaders were more likely to come from within the public sector, while Auckland-based senior leaders were more likely to come from the private sector.

Where tier two leaders were three years earlier?



Source: SSC HRC data, Stats NZ IDI

Notes:

^[1] Career boards are made up of chief executives from across the State Services. Chief executives use career boards to bring talented people together with opportunities. This involves matching talent to roles, either to meet specific system needs, or where individual development can be offered through on the job training and support.

5 Diversity & Inclusion

Workforce diversity

Public Service chief executives have committed to a collective vision of State Services that reflect, understand and value the communities they serve. The Public Service workforce needs to have the diversity and cultural competence to design and deliver customer-centred services to an increasingly diverse New Zealand.

Chief Executives in collaboration with the SSC continue to demonstrate commitment by embedding their system-wide Diversity and Inclusion work programme to gain improvements in their agencies as well as in the system. While there is current focus on sharing statistical and best practice information, growing professional networks and communities of practice, and identifying opportunities for co-ordination and collaboration, further areas of work include taking a deeper dive into drivers of ethnic pay gaps, rainbow workforce information issues and exploring new approaches to addressing bias that reflect the latest evidence and design thinking. The SSC expects to report on this work and the results achieved over time.

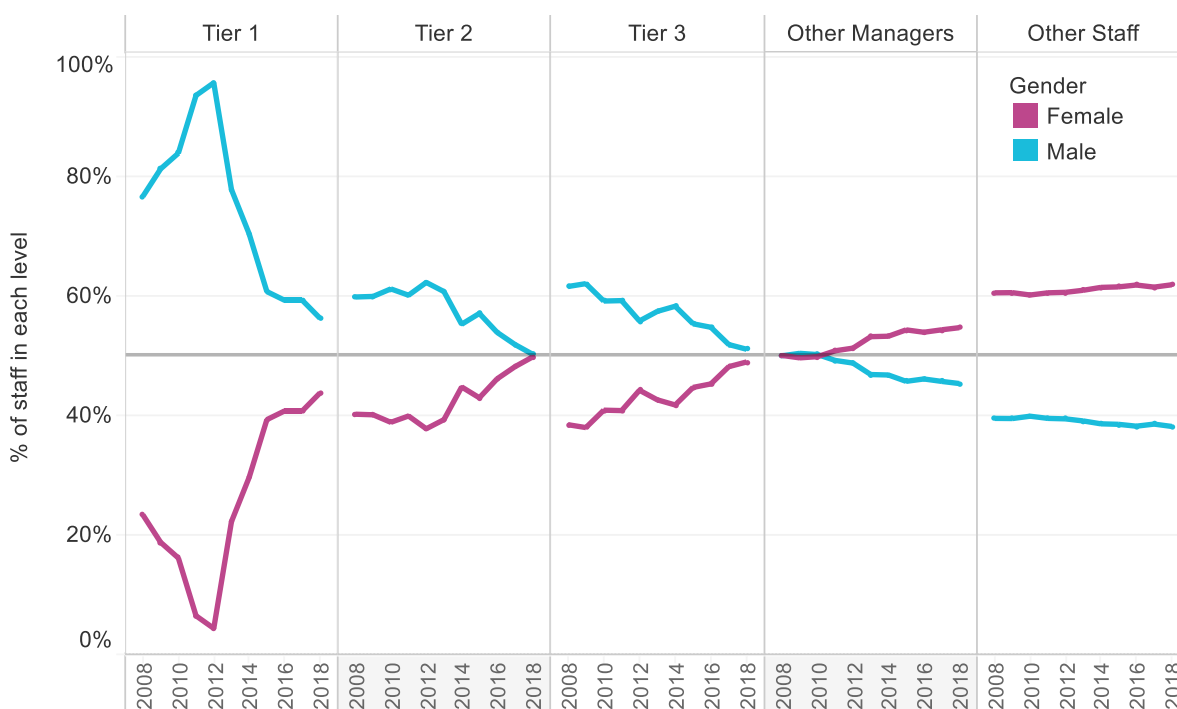
The Public Service is committed to supporting all employees and building workforces and workplaces that better reflect the diverse community we live in and recognises the strategic imperative of inclusion and diversity, as not just a 'right thing to do' for equal opportunity or social justice, but because it also makes great business sense. To best serve our customers - the New Zealand public, our Public sector workforce also need to understand, value and reflect it.

Women participating at all levels in the Public Service

The representation of women in the Public Service workforce continues at a high level, with 60.9% of employees being female at 30 June 2018. This is the highest level since first measured in 2000 (56.2%). This compares with only 47.5% in the overall New Zealand labour force in the year to June 2018 (from Stats New Zealand's Household Labour Force Survey). The type of work in the Public Service may partly explain this high representation as many Public Service occupations such as 'Social Workers', 'Case Workers' and 'Clerical and Administration Workers' also have a high representation of women in the wider labour market.

Female representation at the senior leadership level is lower than the proportion of women in the Public Service, but has increased strongly over the past decade. As at 30 June 2018, the percentage of women in the top three tiers of senior management was 48.8%, up from 38.4% in 2008 (see following graph on page 26).

Public Service gender diversity by management level



Source: SSC - HRC data

Building diversity in Public Service chief executives

Of the 32 Public Service Chief Executives (CEs) at 30 June 2018, 14 were women (including two in acting roles). As at 30 June, women account for 44% of CE's, up from 41% in 2017 and 22% five years ago in 2013.

Unlike in the past where female CE's tended to occupy smaller roles, more of them are now appointed to larger jobs. Their average job size increased by 15% between 2016 and 2018, with the job size gap below their male colleagues narrowing to an average gap of 6% across 2018, compared to a 27% gap in 2016.

At as 30 June 2018, ethnic diversity amongst the CE's comprises 93.1% European, 17.2% Maori and 3.4% Pacific Peoples (these add to more than 100% as it includes those with multiple ethnicities).

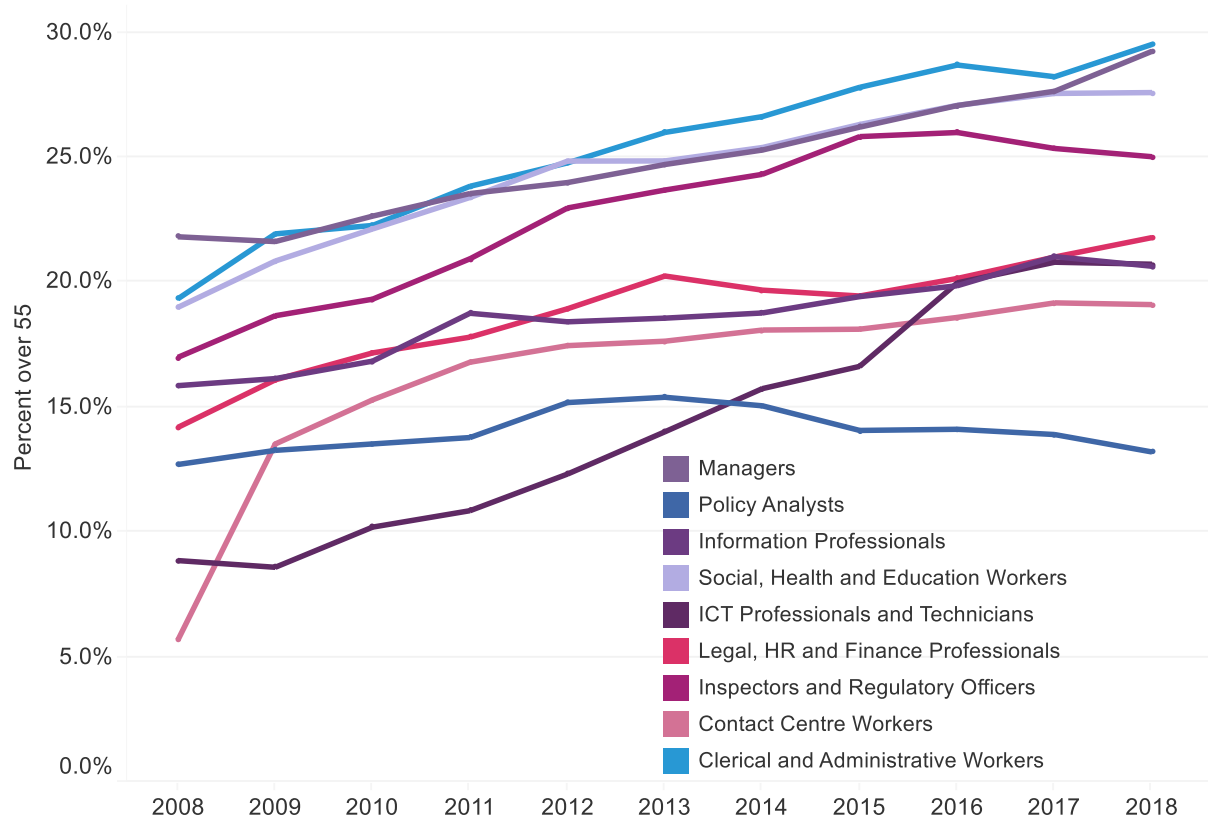
The Public Service is ageing

The proportion of the Public Service workforce that is 55 years or older has increased over the last 18 years, from 10.3% in 2000 to 24.2% in 2018. This broadly reflects what happened in the overall New Zealand labour force where the proportion of workers aged 55 years and over went from around 12% to 23% over the same period.

However, the proportion of the Public Service workforce that is 55 years or older is slightly lower than last year, suggesting that the ageing of the workforce has slowed. Contributing to this is the relatively large increase in in the Public Service workforce over the past year. New recruits are generally younger than the existing workforce. The average age of those recruited into Public Service departments in the year to 30 June 2018 was 37 years, compared to 46 years for the existing workforce.

The graph on page 27 shows that for most occupational groups the average age has increased over the past decade. However, the rate of the increase has slowed over the past few years, with Policy Analysts and Inspectors and Regulatory Officers actually getting younger on average. Pacific and Asian employees have a younger age profile than European staff and this may contribute to greater diversity in the Public Service in coming years.

% Aged 55 years and over by occupation



Source: SSC - HRC data

Increasing ethnic diversity

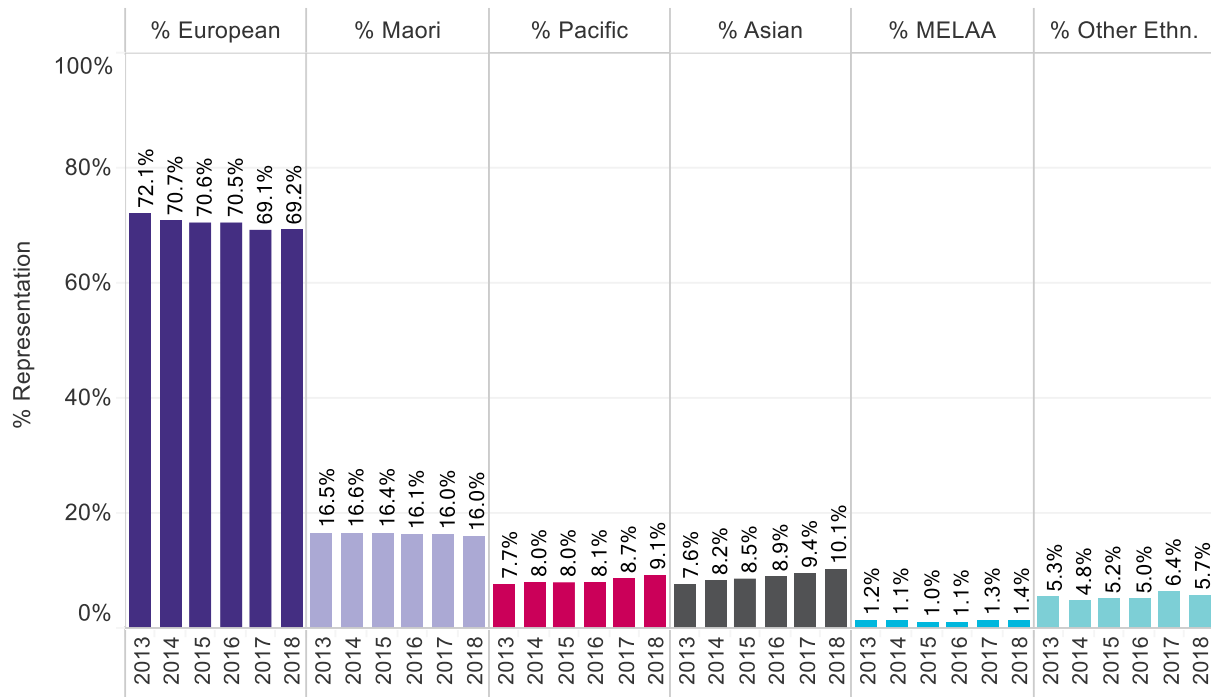
There is increasing ethnic diversity in the Public Service. Although Europeans still made up the highest proportion (69.2%) in 2018, this has decreased steadily over the past 18 years. Māori representation (16.0% (same as 2017)) in the Public Service workforce continued at high levels compared to the overall New Zealand labour force (12.8% in the year to June 2018). There was a strong increase in the representation of Asian (10.1% up from 9.4% last year) and Pacific (9.1% up from 8.7% last year) staff. Contributing to this is likely to have been the relatively large increase in in the Public Service workforce over the past year. New recruits tend to be more ethnically diverse than the existing workforce, and the share of those recruited into Public Service departments in the year to 30 June 2018 that were Asian or Pacific (12.4% and 9.6% respectively) was more than for the existing workforce.

The increase in Asian and Pacific staff is particularly pronounced in Auckland where they comprised 21.6% and 22.5% of Auckland Public Service employees in 2018 respectively. However, while Pacific staff are well represented compared to the overall labour force (where they make up 6.1% of the labour force), Asians continue to be under-represented (they make up 14.1% of the overall labour force).

Māori, Pacific and Asian ethnicities are still under-represented in the top three tiers of Public Service management. This will take time and deliberate effort to increase as non-European ethnicities are also under-represented at lower levels of management. The lack of ethnic diversity in management is a key challenge.

There are other ethnic differences in terms of Public Service occupations. European staff are over-represented as Managers and Policy Analysts. Māori and Pacific staff are well represented as Inspectors and Regulatory Officers, and as Social, Health and Education Workers but less so in other professions. Pacific and Asian staff are highly represented as Contact Centre Workers and Asian staff as ICT Professionals and Technicians.

Trends in the ethnic composition of the Public Service workforce



Source : SSC - HRC data. MELAA stands for Middle Eastern, Latin American and African.

The SSC obtained customised 2006 and 2013 census data from Stats NZ to get a better picture of migrant flow into the Public Service. Around 25% of Public Service employees in 2013 were born overseas, up from around 22% in 2006. This compares to 27.6% of all employed New Zealanders in 2013, 27.4% of those working in the private sector and 36%-38% of those working in health and State Sector tertiary education. Around 38% of Public Service employees in Auckland were born overseas.

Migrants who became New Zealand Public Service employees have come from over 50 countries. Commonwealth countries have provided the largest proportion of overseas-born public servants, led by the United Kingdom, Australia and South Africa, followed by India, Fiji and Samoa. By comparison, in the private sector a higher proportion of overseas-born employees have migrated from countries such as China, South Korea and the Philippines.

Proportion of employed New Zealanders born overseas, by sector and region



Source: Stats NZ - Census 2013

Disability in the Public Service

The HRC does not collect any data on disability in the Public Service. Instead, the SSC sources customised information on the Public Service from Stats NZ. Information from Stats NZ's 2013 Disability Survey estimates the rate of disability in the Public Service to be 16%, lower than that for the overall workforce (19%), although this difference is not statistically significant. The Public Service has similar rates of sensory and physical disability, but much lower rates of psychiatric or psychological disability. The rate for disabilities caused by accident is low in the Public Service, which may be related to risk of injury being lower in a predominantly white collar context. The disability rate for managers and professionals is less in the Public Service compared to similar roles in the overall workforce. However, for other lower paid Public Service occupations, the disability rate is similar.

The SSC is working with Stats NZ and other relevant agencies to investigate developing practical guidance for employers around disability information.

Workforce information for the Rainbow communities

Rainbow is an umbrella term to describe people who are lesbian, gay, bisexual, transgender, takatāpui and intersex.

Earlier this year the Public Service rainbow network identified a key issue being the lack of information about the rainbow communities within the public service.

Findings from the Workplace Dynamics Survey 2016^[2] indicate that around 7% of public servants identify as having a non-heterosexual sexual orientation, although this may be under-reported. Measuring the rainbow communities is important because we want our workforce to reflect, understand and value the diversity of the communities we serve.

Research shows some LGBTIQ+ people do not feel safe enough to be themselves at work because of their sexual or gender identity. A US study in 2014 identified that 53% LGBT employees are closeted at work and 35% feel compelled to lie about their personal lives while at work.^[3]

Understanding if our people feel comfortable or safe bringing their whole selves to work is important as research shows working in a 'gay friendly' environment has a positive impact on job satisfaction and can lead to greater happiness, openness, confidence, work productivity and a feeling of loyalty and pride in the organisation.^[4]

The SSC is addressing this lack of information by:

- Improving agencies ability to collect this information by producing standards and guidance on workforce information.
 - This year SSC released a new standard, and accompanying guidance, on workforce information. This sets an expectation that Public Service agencies shift to collecting information on what gender their employees identify with. Gender identity is how a person identifies their gender (Female, Male or Gender Diverse).
 - Stats NZ is finalising a Standard on collecting sexual identity/orientation data. Once completed, the SSC will issue guidance to support implementation of this Standard by the Public Service. This will help the Public Service collect this information in a standardised manner.
- SSC are also working with the Rainbow communities on developing a survey to measure gender and sexual diversity in the public service, and to measure aspects of inclusiveness within the Public Service for the Rainbow communities. This survey will be conducted in the first half of 2019.

Notes:

^[1] Stats NZ (2014). Measuring the gender pay gap. Available from www.stats.govt.nz.

^[2] Jones, D., Blumenfeld, S., and Plimmer, G. (2018, June) LGBTIQ+ experiences in the New Zealand Public Service (including some NGO and local government data). Presentation to State Service Commission, with PSA (Public Service Association, 26 June 2018. Work in progress. Deborah Jones, Stephen Blumenfeld and Geoff Plimmer, Centre for Labour, Employment and Work, Victoria Business School, Victoria University of Wellington.

^[3] Human Rights Campaign Foundation (2014) The Cost of the Closet and The Rewards of Inclusion, <https://www.hrc.org/resources/the-cost-of-the-closet-and-the-rewards-of-inclusion>

^[4] Colgan, F., Creegan, C., McKearney, A. and Wright, T. (2006) Lesbian, gay and bisexual workers: equality, diversity and inclusion in the workplace? London: Comparative Organization and Equality Research Centre. Retrieved from http://hr.fhda.edu/downloads/Lesbian_Gay_and_Bisexual_Workers_Equalit.pdf

Pay gaps

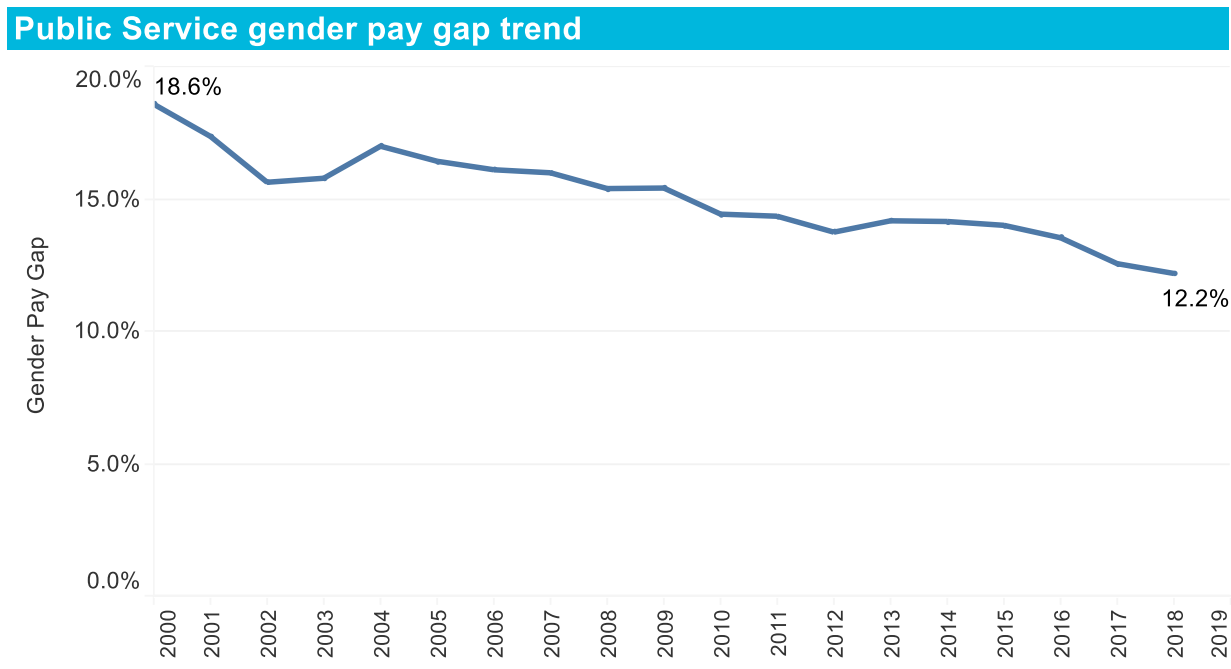
Gender pay gap decreasing

The gender pay gap in the Public Service has decreased for the third year in a row. As at 30 June 2018, the average salary was \$84,100 for men and \$73,900 for women, up 3.0% for men since 30 June 2017 and up 3.4% for women. This means the gender pay gap decreased by 0.3 percentage point to 12.2%. This decrease is calculated using data from all Public Servants, so there is no sample error around this result. This is the lowest gender pay gap in the Public Service since measurement began in 2000. However, the rate of decrease over the latest year is the slowest since 2015.

The factors contributing to the gender pay gap are complex and can be difficult to disentangle. A key factor contributing to the fall in the gender pay gap over the past year is the increasing numbers of women in senior leadership roles. This is shown both by the record high female share of senior leaders (48.8%), and the fall in the gender pay gap for senior leaders (down from 9.7% in 2017 to 7.4% in 2018). At the chief executive level, female chief executives are now leading larger roles than previously.

A factor that prevented the overall gender pay gap from falling further was that around 60% of the increase in female employment in the Public Service over the past year was in contact centre, social work and clerical roles. These roles tend to pay lower salaries.

Note that the gender pay gap is measured as at 30 June 2018. This means that it does not include the impact of the 1 July pay round. It also does not reflect Cabinet's requirement that all employees in the core Public Service will receive an hourly rate of at least \$20.55 by 1 September 2018, which will likely cause a small downward shift to the gender pay gap.



Source: SSC - HRC data

Analysis of the HRC data has generated the following insights:

- Gender pay gaps tend to increase with age, with a particular jump between the 40 to 44-year age group (7.9% in 2018) and the 45 to 49-year age group (14.0%). There is evidence of structurally lower gender pay gaps for those currently aged below 45 years of age - the gender pay gap for the 40 to 44-year age group had been at a similarly high level five years ago, and the gap for the 35 to 39 year age group (now 8.1%) had also been much higher ten years previously. A key driver for this cohort effect is that women aged 40-44 years are more likely to hold senior managerial roles in 2018 than in 2013. This cohort effect should contribute to further falls in the overall gender pay gap as older cohorts with higher gender pay gaps retire from the Public Service.
- Gender pay gaps vary greatly among departments, ranging from 36.6% in the Ministry of Defence to 0% in Oranga Tamariki (where there was no gender pay gap) in 2018. Differences in the gender pay gap across departments are generally driven by the extent to which departments have gender imbalances in their workforces. For example, women make up 82.1% of clerical and administrative

roles in the Public Service, but only 60.9% of the total workforce. This occupational segregation - women being more likely to be working in lower-paid occupations - is a key driver of the gender pay gap for many departments, especially for small departments with a narrow range of occupations.

- Even within the same occupational groups there are compositional differences between the genders in terms of seniority and experience. For example, women make up 53.5% of managers in the Public Service in 2018, but only 48.8% of senior managers (although this is up from 38.4% in 2008).
- We estimate that differences in occupational group, seniority and experience (through age) between men and women explains around 58% of the overall gender pay gap of 12.2%.

One factor that has not been adjusted for in this analysis is the impact of caring responsibilities on career progression and pay. Anecdotally this is another key driver affecting the gender pay gap. Caring responsibilities vary significantly across genders. As at 30 June 2018, there were 567 employees on parental leave (1.1% of the Public Service workforce) made up of 555 females and 12 males (i.e. 98% of people on parental leave at 30 June 2018 were women).

While data analysis can help to highlight some of the factors that contribute to pay gaps, it does not negate them as factors that need to be addressed in order to reduce the gender pay gap further.

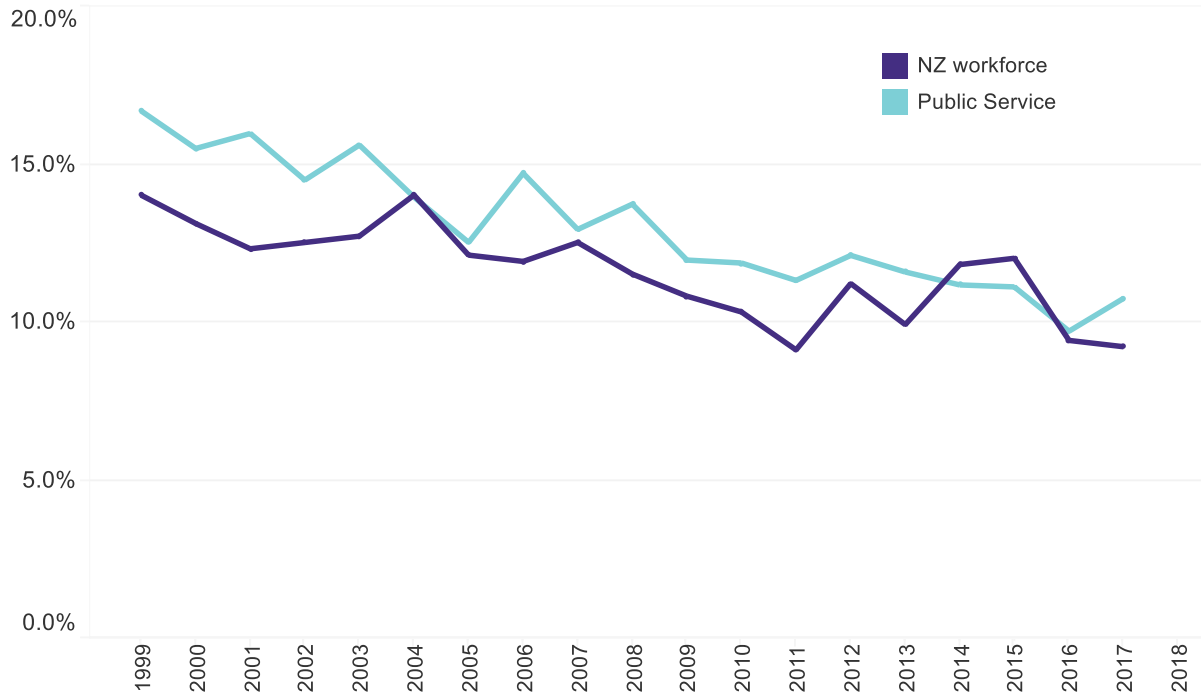
Median gender pay gap

The SSC has reported the Public Service gender pay gap using average (mean) pay since 2000. This differs to Stats NZ's approach^[1] of using median pay when reporting the gender pay gap for the entire workforce. Median pay is the middle amount of pay earned - half of employees earn less and half earn more. Median pay better reflects the pay a typical employee receives. On the other hand, mean pay better reflects the effect of employees with very low or very high pay.

In 2018, the Public Service gender pay gap using median pay was 10.7%, up from 9.7% in 2017. This follows a large decrease last year from 11.1% in 2016. The gender pay gap using median pay is more volatile over time than that using mean pay. This is the sixth time since 2000 that the gender pay gap using median pay has increased after decreasing the previous year. This has only happened twice over the same period for the gender pay gap using mean pay. The structured nature of pay for many parts of the Public Service workforce, with large numbers of employees receiving the same pay, are driving this volatility in gender pay gaps using median pay. In 2018, female median pay was in an area of the pay distribution where there are a large number of employees receiving the same pay. This has had the impact of slowing the increase in female median pay since 2017 and widening the gender pay gap using median pay.

The gender pay gap using median pay for the entire workforce, as reported by Stats NZ, was 9.2% (down from 9.4% in 2017). The graph on page 32 shows how the gender pay gap measured using median salaries, has declined over time for both Public Service (down from 16.7% in 2000) and the overall New Zealand workforce (down from 14.0% in 2000).

Trend in Gender Pay Gaps Using Median Salaries

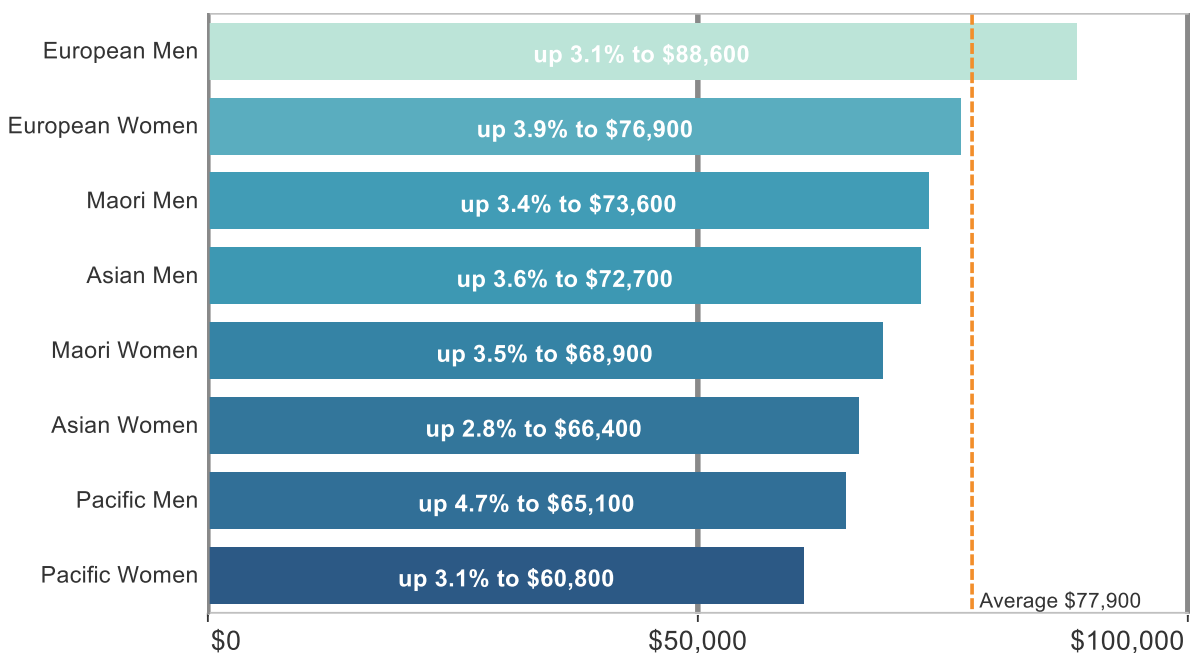


Source: SSC - HRC data

Ethnic pay gaps not improving

Unlike the gender pay gap, ethnic pay gaps have not shown improvement over time. Like the gender pay gap, ethnic pay gaps can relate to occupational segregation or the occupation profile of a particular ethnic group. Māori, Pacific and Asian public servants are over-represented in occupation groups that are lower paid. The graph below shows that in the Public Service men tend to be paid more than women, and Europeans tend to be paid more than other ethnicities. Although Pacific men had the largest increase in average salaries in 2018, Pacific women had one of the lowest increases.

2018 Public Service average salaries by gender and ethnicity and % increase since 2017



Source: SSC - HRC data

Māori, Asian and Pacific ethnicities are also underrepresented in the top three tiers of management in the Public Service.

Chief executives are committed to ensuring that ethnic pay gaps have the same scrutiny afforded to them as gender pay gaps. Work to address ethnic pay gaps is led by a group of State Services chief executives with support from the SSC and agencies. The current priority is to explore the drivers of ethnic pay gaps and identifying ways to address them. This will take time and a deliberate effort to address drivers of these gaps as non-European ethnicities are also under-represented at lower levels of management. A first step in addressing ethnic pay gaps is increasing ethnic representation in the overall workforce, and this is happening.

Trend in Public Service ethnic pay gaps

	Māori Pay Gap	Pacific Pay Gap	Asian Pay Gap
2008	11.7%	19.8%	9.8%
2009	11.3%	19.7%	10.3%
2010	11.4%	19.2%	10.9%
2011	11.5%	19.3%	10.6%
2012	11.3%	19.0%	11.7%
2013	11.2%	19.4%	11.2%
2014	10.4%	19.6%	11.6%
2015	11.0%	20.5%	12.1%
2016	11.0%	20.6%	11.6%
2017	11.3%	21.7%	12.1%
2018	11.2%	21.6%	12.6%

Source: SSC - HRC data

6 Department HR Metrics and Definitions

For the full department HR metrics refer to the Data drill-down cubes in the web-based report 'Public Service Workforce Data' on the SSC website (Chapter 6 – Data-drill Down).

FTE employees by department

	2013	2014	2015	2016	2017	2018
Crown Law Office	164	148	152	169	175	179
Department of Conservation	1,880	1,952	1,942	1,928	1,993	2,124
Department of Corrections	7,593	7,555	7,571	7,570	8,555	8,990
Department of Internal Affairs	2,013	1,982	2,030	1,985	2,066	2,095
Department of the Prime Minister and Cabinet	102	141	154	224	213	247
Education Review Office	211	208	206	201	199	198
Government Communications Security Bureau	305	316	301	353	391	432
Inland Revenue Department	5,475	5,641	5,681	5,662	5,401	5,135
Land Information New Zealand	473	469	487	552	576	602
Ministry for Culture and Heritage	118	105	101	98	108	114
Ministry for Pacific Peoples	35	35	34	37	37	40
Ministry for Primary Industries	2,070	2,176	2,277	2,413	2,455	2,625
Ministry for the Environment	270	300	302	329	349	359
Ministry for Women	24	23	24	22	24	33
Ministry of Business, Innovation and Employment	2,859	2,806	2,822	3,124	3,366	3,629
Ministry of Defence	62	61	60	93	116	123
Ministry of Education	2,570	2,664	2,517	2,607	2,632	2,904
Ministry of Foreign Affairs and Trade	761	798	821	855	867	905
Ministry of Health	1,089	1,131	1,120	1,095	1,056	1,085
Ministry of Justice	3,450	3,540	3,383	3,327	3,388	3,780
Ministry of Māori Development	306	287	267	283	301	307
Ministry of Social Development	9,567	9,931	10,078	10,214	6,799	6,567
Ministry of Transport	142	149	134	123	120	152
New Zealand Customs Service	1,118	1,070	1,067	1,077	1,165	1,230
New Zealand Security Intelligence Service						326
Oranga Tamariki-Ministry for Children					3,310	3,870
Pike River Recovery Agency						13
Serious Fraud Office	50	45	44	47	50	45
Social Investment Agency						17
State Services Commission	112	110	114	112	115	128
Statistics New Zealand	1,074	864	848	891	921	960
The Treasury	401	426	456	480	482	490
Public Service⁽¹⁾	44,500	45,280	45,348	45,895	47,252	49,730

(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 2018

	% European	% Maori	% Pacific	% Asian	Average age	% Fixed term	% Women	% Women in snr mgt ⁽¹⁾
Crown Law Office	71.3%	7.4%	1.6%	6.9%	38.1	8.0%	69.7%	44.4%
Department of Conservation	83.7%	12.1%	0.9%	2.1%	45.6	18.9%	46.2%	30.6%
Department of Corrections	71.2%	21.4%	11.4%	8.1%	46.8	3.1%	46.9%	43.3%
Department of Internal Affairs	74.4%	10.6%	9.8%	10.3%	42.9	16.7%	62.0%	42.6%
DPMC	89.5%	9.0%	2.4%	2.4%	44.2	16.4%	62.1%	55.6%
Education Review Office	66.7%	21.4%	5.0%	4.5%	56.0	4.4%	79.3%	75.0%
GCSB	67.6%	7.8%	2.8%	4.9%	42.7	0.7%	37.6%	57.1%
Inland Revenue Department	71.4%	12.6%	7.8%	16.0%	43.8	10.8%	64.3%	32.8%
Land Information New Zealand	86.5%	8.3%	2.1%	5.9%	44.2	8.5%	53.9%	41.0%
Ministry for Culture and Heritage	89.3%	9.9%	0.8%	5.0%	43.5	27.3%	66.1%	52.9%
Ministry for Pacific Peoples	12.5%	10.0%	85.0%	0.0%	42.9	5.0%	72.5%	75.0%
Ministry for Primary Industries	70.0%	5.8%	2.9%	10.0%	44.5	6.5%	52.4%	38.3%
Ministry for the Environment	66.4%	7.0%	1.2%	4.9%	40.3	10.2%	65.1%	60.9%
Ministry for Women	71.4%	8.6%	5.7%	8.6%	44.7	20.0%	88.6%	100.0%
MBIE	52.7%	6.6%	7.2%	14.0%	41.6	4.9%	60.5%	42.9%
Ministry of Defence	64.8%	5.7%	1.6%	8.2%	43.1	4.0%	53.6%	35.3%
Ministry of Education	74.9%	12.3%	3.5%	8.1%	47.1	10.1%	76.8%	62.0%
MFAT	85.1%	9.6%	3.3%	7.3%	42.8	8.2%	55.6%	46.0%
Ministry of Health	76.2%	8.2%	5.6%	13.1%	45.6	6.7%	68.3%	58.7%
Ministry of Justice	68.9%	17.5%	12.3%	10.8%	42.8	4.9%	68.3%	54.9%
Ministry of Maori Development	26.9%	72.4%	7.4%	3.5%	47.5	10.6%	65.4%	69.0%
Ministry of Social Development	61.7%	23.5%	15.6%	13.0%	44.3	5.8%	70.2%	48.4%
Ministry of Transport	87.7%	3.9%	0.0%	7.8%	41.6	1.9%	52.6%	52.2%
New Zealand Customs Service	71.7%	9.8%	10.1%	14.0%	44.0	2.0%	47.7%	28.6%
NZ Security Intelligence Service	65.0%	6.5%	2.6%	6.5%	40.5	6.7%	42.4%	33.3%
Oranga Tamariki	64.1%	26.5%	14.9%	7.7%	45.7	7.1%	75.7%	64.1%
Pike River Recovery Agency	86.7%	0.0%	0.0%	0.0%	55.0	100.0%	26.7%	33.3%
Serious Fraud Office	81.3%	2.1%	2.1%	10.4%	43.2	10.4%	47.9%	40.0%
Social Investment Agency	100.0%	0.0%	0.0%	0.0%	43.9	66.7%	61.1%	50.0%
State Services Commission	86.6%	7.6%	3.4%	5.0%	45.5	15.0%	66.9%	63.2%
Statistics New Zealand	76.5%	6.4%	4.6%	18.1%	44.6	10.3%	54.6%	47.8%
The Treasury	84.3%	6.4%	1.9%	8.3%	40.9	6.7%	49.5%	23.5%
Public Service⁽²⁾	69.2%	16.0%	9.1%	10.1%	44.6	7.5%	60.9%	48.8%

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

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

HR metrics by department – 30 June 2018

	Ave. leave balance (# of days)	% Staff with AL balance > 5 Weeks	Average Tenure (years) ⁽¹⁾	Average Sick/Domestic Leave taken (days) ⁽¹⁾	Unplanned Turnover ⁽¹⁾	Average Salary (\$) ⁽²⁾	Gender pay gap ⁽²⁾
Crown Law Office	15	19%	5.1	6	22.3%	\$99,600	31.5%
Department of Conservation	14	13%	10.4	7	9.6%	\$71,300	4.3%
Department of Corrections	22	39%	8.4	8	9.2%	\$69,300	1.7%
Department of Internal Affairs	13	8%	6.3	8	14.4%	\$82,800	16.0%
DPMC	13	8%	5.0	3	15.6%	\$109,000	10.2%
Education Review Office	16	21%	8.5	7	14.1%	\$90,600	10.4%
GCSB	14	17%	6.9	7	7.1%	\$93,400	7.4%
Inland Revenue Department	14	18%	13.6	11	11.9%	\$73,100	19.3%
Land Information New Zealand	15	18%	9.3	6	13.8%	\$92,600	11.9%
Ministry for Culture and Heritage	12	12%	6.3	5	14.4%	\$92,400	11.1%
Ministry for Pacific Peoples	14	11%	5.0	4	16.9%	\$91,400	7.2%
Ministry for Primary Industries	16	20%	9.4	7	9.8%	\$88,400	10.5%
Ministry for the Environment	13	16%	3.9	3	21.0%	\$101,200	9.6%
Ministry for Women	9	6%	3.8	9	12.0%	\$107,300	-
MBIE	14	1%	6.0	7	15.0%	\$84,100	17.5%
Ministry of Defence	14	18%	3.2	4	19.9%	\$130,400	36.6%
Ministry of Education	13	12%	7.3	6	15.4%	\$84,900	22.9%
MFAT	18	26%	9.5	4	6.8%	\$113,900	16.4%
Ministry of Health	13	9%	7.5	7	13.3%	\$98,200	15.8%
Ministry of Justice	11	9%	7.4	8	15.1%	\$67,800	13.2%
Ministry of Māori Development	13	12%	8.4	8	12.0%	\$98,200	6.6%
Ministry of Social Development	14	16%	11.7	12	11.7%	\$68,500	15.2%
Ministry of Transport	13	10%	4.6	5	15.7%	\$110,100	9.7%
New Zealand Customs Service	15	16%	12.3	8	7.8%	\$74,300	14.6%
NZ Security Intelligence Service	12	13%	5.4	5	10.5%	\$88,600	12.2%
Oranga Tamariki ⁽³⁾	19	31%	8.5	9	11.9%	\$71,800	0.0%
Pike River Recovery Agency ⁽⁴⁾	4	0%	-	-	-	\$141,200	-
Serious Fraud Office	6	12%	5.4	3	23.4%	\$113,200	8.2%
Social Investment Agency ⁽⁵⁾	11	23%	7.3	6	-	\$130,800	-
State Services Commission	11	9%	4.2	5	29.6%	\$138,200	13.4%
Statistics New Zealand	15	17%	9.4	7	13.7%	\$80,400	13.5%
The Treasury	13	11%	5.8	5	18.7%	\$116,200	20.0%
Public Service⁽⁶⁾	16	19%	9.0	8	12.1%	\$77,900	12.2%

⁽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⁾ Oranga Tamariki-Ministry for Children (OT), was established on 1 April 2017 with staff transferring from the Ministry of Social Development (MSD), mainly from its former Child, Youth and Family business unit. In this interdepartmental transfer arrangement, staff annual leave balances and sick/domestic leave were carried over from MSD to OT, therefore treated as covering the full year ended 30 June 2017. The figure for tenure (length of service) includes their previous tenure in MSD. This interdepartmental transfer had an effect of overstating the turnover figure for MSD in 2017

⁽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⁾ No average turnover figure for Social Investment Agency as it has only one year of data.

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

Definitions

Core Crown & Total Crown

Core Crown is a reporting term used in the *Financial Statement of the Government of NZ* (The Treasury) consisting of departments, Offices of Parliament, the NZS Fund and the Reserve Bank of New Zealand. Total crown includes the core Crown (defined above) plus Crown entities and State-owned Enterprises.

Ethnic pay gap

Ethnic pay gaps are defined as the difference between the average salary for an ethnic group and the average salary of those not in that ethnic group, and are expressed as a percentage of the average salary of those not in the ethnic group.

Ethnic representation

These metrics cover the number of employees who identify themselves as having a certain ethnicity. They are calculated by taking the number of people who identify themselves as being in the ethnic group divided by the number of people who have provided an ethnicity. A person may identify with up to three ethnicities in the HRC data collection.

Full time equivalent (FTE) and headcount

For the full time equivalent metric, an employee is assigned a FTE value between 0 and 1 depending on the proportion of full-time hours (however defined by each department) worked. For example, an employee working full-time equals 1 FTE while an employee working 60% of full time hours equals 0.6 of an FTE. The FTE values of all employees are added up to give the total number of FTE employees in an organisation. For the headcount metric, each employee is counted as one.

Gender pay gap

The gender pay gap used in the Public Service Workforce Data (PSWD) information is defined as the difference between the average salary for women and the average salary for men, and is expressed as a percentage of the average salary for men. Gender pay gap may also be calculated using median salaries. 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.

Integrated Data Infrastructure (IDI)

The results in this report that have been derived from data sourced from the IDI, managed by Stats NZ, are not official statistics, they have been created for research purposes. The opinions, findings, recommendations, and conclusions expressed in relation to these results are those of the SSC, not Stats NZ.

Access to the anonymised data from the IDI used in this report was provided by Stats NZ in accordance with security and confidentiality provisions of the Statistics Act 1975. Only people authorised by the Statistics Act 1975 are allowed to see data about a particular person, household, business, or organisation, and the results in this report have been confidentialised to protect these groups from identification.

Careful consideration has been given to the privacy, security, and confidentiality issues associated with using administrative and survey data in the IDI. Further detail can be found in the Privacy impact assessment for the Integrated Data Infrastructure available from www.stats.govt.nz.

The results are based in part on tax data supplied by Inland Revenue to Stats NZ under the Tax Administration Act 1994. This tax data must be used only for statistical purposes, and no individual information may be published or disclosed in any other form, or provided to Inland Revenue for administrative or regulatory purposes.

Any person who has had access to the unit record data has certified that they have been shown, have read, and have understood section 81 of the Tax Administration Act 1994, which relates to secrecy. Any discussion of data limitations or weaknesses is in the context of using the IDI for statistical purposes, and is not related to the data's ability to support Inland Revenue's core operational requirements.

Occupational groups

Occupational groups used in the PSWD have been defined from detailed occupational ANZSCO codes (Australian and New Zealand Standard Classification of Occupations) supplied for each employee by departments. They have been designed to reflect key occupational groups for the Public Service.

Public Service

Public Service departments are defined in section 27 of the State Sector Act 1988 as comprising the departments specified in Schedule 1 of the State Sector Act. As at 30 June 2018 there were 32 Public Service departments.

Redundancy

The total number of staff whose employment ended owing to 'restructuring/severance' or 'redundancy' reason within the last 12 months.

Senior leaders

A Senior Leader is defined as an employee who is either a tier one, two or three manager in their department.

Sick / Domestic leave

The average number of days sick and domestic leave taken per employee metric includes permanent staff (i.e. excludes fixed term staff), and only includes staff that are eligible for sick leave.

Sickness absence includes absence for:

- Injury covered by ACC, paid sick leave and unpaid sick leave; and
- Dependant leave where a staff member is absent to care for a sick family member.

Sickness absence excludes long-term sick leave where staff have been moved from sick leave onto another arrangement such as Leave without Pay, and also excludes maternity/paternity leave.

The PSWD definition of sick leave was expanded in 2013 to align with Benchmarking Administration and Support Services (BASS) definitions. This had the effect of slightly increasing the Sick and Domestic leave balance.

State services

The State services comprises the agencies that operate as instruments of the Crown in respect of the Government of New Zealand (i.e. the Executive Branch of Government). This includes the Public Service, most Crown entities, the Reserve Bank, a range of agencies listed on the 4th Schedule of the Public Finance Act 1989, companies listed on Schedule 4A of the Public Finance Act, and a small number of departments that are not part of the Public Service.

For further explanation on this, see the [State sector organisations](#) on SSC's website.

Tenure

The average length of time that an employee has worked in a single department (years). The metric includes permanent staff only.

Turnover

Turnover rates for the Public Service are derived from the exits of staff from departments. As a result, turnover includes movements between departments and so the actual level of 'loss' to the Public Service is below the figures reported in this report. Two turnover measures are used:

Core unplanned turnover – primarily due to resignations of permanent (open-term) employees, but also includes retirements, dismissals and deaths. Core turnover rate is calculated as follows:

Core turnover = (terminated permanent staff, who left due to resignation, retirement, dismissal, death or unknown reasons) / [(current year's permanent headcount + previous year's permanent headcount) / 2] x 100, (excludes fixed-term employees).

Gross turnover – includes both core unplanned and planned turnover. Planned turnover includes cessations of staff on fixed-term employment agreements and cessations due to restructuring. Gross turnover rate is calculated as follows:

Gross turnover = (terminated staff on permanent and fixed-term contracts who left for any reason) / [(current year's headcount + previous year's headcount) / 2] x 100.

Workplace injuries

The workplace injuries section has two indicators that have been calculated using administrative data sourced from ACC:

- **All ACC claims per 1,000 FTEs** – All work-related ACC claims over the calendar year that occurred in New Zealand; divided by total FTEs as at 30 June from the HRC data. Results with a small number of claims in a year have been suppressed.
- **Entitlement ACC claims per 1,000 FTEs** – Entitlement work-related ACC claims over the calendar year that occurred in New Zealand; divided by total FTEs as at 30 June from the HRC data. Entitlement claims are more serious claims that involve additional payments beyond medical fees (e.g. loss of earning payments, rehabilitation payments, lump sums, and death benefits). Results with a small number of claims in a year have been suppressed.

Year

The year of the survey. The HRC data collection is a snapshot of information as at 30 June of each year.

Occupations in the HRC customised occupation groups

HRC customised reporting group	Description	Common occupations
Managers	All managers in the Public Service.	Chief Executive
		Corporate Services Manager
		Finance Manager
		ICT Manager
		Office Manager
		Policy and Planning Manager
Policy Analysts	The code Policy Analyst is also used for employees in advisory roles.	Advisor
		Policy Analyst
ICT Professionals and Technicians	Covers all ICT staff at the Professional and Technical Level	Business Analyst
		Customer Support Officer
		Programmer
		Systems Administrator
		Systems Analyst
Social, Health and Education Workers	Professionals who work in the Social, Health and Education sectors.	Careers Counsellor
		Education Adviser
		Residential Care Officer
		Teacher Aide
		Welfare and Social Worker
Information Professionals	Professionals who analyse and manage information and data. Also included are professionals who provide advice on business and organisational methods.	Intelligence Officer
		Liaison Officer
		Librarian
		Management Consultant
		Statistician
Inspectors and Regulatory Officers	Staff who administer and enforce government and corporate regulations and standards.	Court Registry Officer
		Customs Officer
		Parole or Probation Officer
		Prison Officer
		Quarantine Officer
		Taxation Inspector
Legal, Human Resources and Finance Professionals	Professionals who provide services in legal, financial accounting and human resource matters.	Accountant
		Auditor
		Human Resource Adviser
		Solicitor
		Training and Development Professional
Other Occupations	All occupations not classified elsewhere	All occupations not classified elsewhere
Other Professionals not elsewhere included[2]	All other Professionals not covered elsewhere.	Conservation Officer
		Environmental Consultant
		Park Ranger
		Public Relations Professional
		Veterinarian
Contact Centre Workers	Contact and Call Centre workers, Inquiry Clerks, and their immediate supervisors.	Call or Contact Centre Operator
		Call or Contact Centre Team Leader
		Inquiry Clerk
Clerical and Administrative Workers	General Administrative and Office Support staff at the clerical level.	Accounts Clerk
		Clerk of Court
		Filing or Registry Clerk
		General Clerk
		Personal Assistant
		Program or Project Administrator
		Receptionist (General)