



29 January 2026

Tēnā koe

Official Information Act request

Thank you for your email of 7 January 2026, requesting information about the Ministry of Social Development's (the Ministry's) organisational chart, copies of job descriptions and guidelines for processing information requests.

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on your request set out below.

- 1. An organisational chart showing the positions from the Chief Executive down to at least the level of those who report directly to the Group General Manager (GGM) positions. Thus, the chart should show, for example, such positions as CE, Deputy CEs, GGMs, Group Managers, Directors; and/or their equivalent. All reporting lines should be clearly denoted.*

Please see attached **Appendix one**, containing the position organisational chart as at 1 January 2026.

We note that this chart is not the same as a people organisational chart. A position organisational chart shows the reporting line between position and parent positions. If a position is empty the position organisational chart will continue to show the reporting relationship.

- 2. The job description and person specification for the roles of GGM Client Service Support and GGM Enablement Service Delivery. I am aware your titles change periodically so please ensure you provide me with the relevant description and specification should they be re-titled in the interim.*

Please see attached **Appendix two** and **Appendix three**, containing the position description for the Group General Manager Client Service Support from June 2017 and the position description of the Group General Manager Enablement from May 2025.

- 3. The internal policy and guidelines in your intranet or equivalent governing/instructing as to how any staff are to receive and process all requests for information, and their responsibilities therein. This particularly pertains to how staff are to recognise that requestors do NOT have to*

specifically denote the request is being made under such as the OIA and the Privacy Act.

Please see the following pages from the Ministry's Doogle page:

- **Appendix Four** – MaES Guidance – OIA Processes
- **Appendix Five** – Managing requests for information from Ministry staff
- **Appendix Six** – How to handle requests for personal information
- **Appendix Seven** – Responding to requests for personal information

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

pp.



Anna Graham
General Manager
Ministerial and Executive Services

Legal Entity (Legal Entity)

Incumbent(s) Emf (All)

Incumbent(s) Emf (All)

As_at_Date

1/01/2026

effectiveStatus A

Source POSITION extract - D_ChangeReports-Page1-Component2 Exported to CSV on 01 January 2026

Source Hierarchy extract - WIPPositionHierarchyDetails Exported to CSV on 26 January 2026 but as at date was 1 Jan 26

Ref:A17559918

Technical Notes

1. The POSITION org chart is not the same as a PEOPLE org chart. The POSITION chart shows the reporting line between position and parent positions.

If a position is empty the POSITION org chart continues to show that reporting relationship.

In a PEOPLE org chart the reporting lines will roll-up or across to another manager if there is an empty POSITION (this ensures workflow requirements in the system are maintained)

2. The POSITION org chart DOES NOT include contingent workers (who are made up of Contractors or Vendors/Service providers) as they do not have a POSITION in the org structure.

3. The POSITION org chart includes permanent and fixed term employees as well as positions that are occupied by casual employees and committee fee members.

4. The POSITION org chart will include empty positions. Empty positions may remain on the system because they have not been removed after structural changes. And an empty position by

L1

L2

L3

L4

Chief Executive 605581 DCE Policy

609073 Senior Executive Assistant
625370 General Manager

605944 Executive Assistant
607372 Policy Manager

607374 Policy Manager

617352 Principal Analyst
622824 Principal Analyst
623083 Policy Manager

630286 Principal Analyst

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625371 General Manager

641985 Principal Analyst
644593 Principal Advisor Engagement
645288 Principal Analyst

607373 Policy Manager

607489 Principal Analyst
617031 Policy Manager

624313 Executive Assistant
633844 Principal Analyst
640956 Manager Policy Office

641277 Policy Manager

625372 General Manager

642135 Poumatua Tatari Kaupapa Here Maori - Ci
644963 Principal Analyst
645543 Principal Analyst

605942 Executive Assistant
607499 Principal Analyst
621989 Principal Analyst
622723 Policy Manager

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622724 Policy Manager

624777 Policy Manager

625373 General Manager

633843 Principal Analyst
633847 Principal Analyst

605635 Director Office for Seniors

605943 Executive Assistant
607378 Policy Manager

607379 Policy Manager

621991 Principal Analyst
622231 Policy Manager

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624776 Principal Analyst
633848 Principal Analyst

633849 Principal Analyst
634419 Policy Manager

644636 Principal Policy Analyst
644986 Principal Analyst

646510 Director, Transformation Policy
644278 Chief Advisor, Economics and Policy
643494 Director, Child Wellbeing and Poverty Reduction

643495 Chief Advisor
643496 Principal Analyst
643497 Principal Advisor, Engagement
643498 Senior Policy Analyst
643499 Team Administrator and Programme Support
643501 Principal Analyst
643503 Senior Policy Analyst
643504 Principal Analyst
643505 Senior Policy Analyst
643506 Senior Policy Analyst
643842 Policy Analyst
645502 Contractor

605582 Deputy Chief Executive Service Delivery

605624 Director DCE's Office

607167 National Manager Emergency Management

607203 Office Administrator

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617660 Principal Advisor Risk
624966 Principal Advisor Strategic Analysis
626373 Lead DCE Advisor

626905 Manager Issue Resolution

609072 Senior Executive Assistant
617650 Group General Manager Client Service Delivery

645046 Director Emergency Management and BC

607812 Regional Commissioner for Social Develop

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607813 Regional Commissioner for Social Develop

607814 Regional Commissioner for Social Develop

607815 Regional Commissioner for Social Develop

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607816 Regional Commissioner for Social Develop

607817 Regional Commissioner for Social Develop

607818 Regional Commissioner for Social Develop

607819 Regional Commissioner for Social Develop

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607820 Regional Commissioner for Social Develop

607821 Regional Commissioner for Social Develop

607823 Regional Commissioner for Social Develop

617657 Executive Assistant to Group General Man
620997 Director Industry Partnerships

623904 General Manager Client Service Delivery

629821 Principal Advisor
634335 Regional Commissioner for Social Develop

634336 Regional Commissioner for Social Develop

617653 Group General Manager Client Service Support

642114 Director Client Service Delivery
617669 Executive Assistant to Group General Man
617670 General Manager Integrity and Debt

617680 National Director Youth Services

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OFFICIAL INFORMATION ACT

621101 General Manager Contact Centre and Digi

623183 General Manager Centralised Services

636496 Programme Manager

640192 Director Client Service Support

623302 Group General Manager Employment

645735 Programme Manager

628811 Executive Assistant to Group General Man

628915 Principal Advisor

628916 Principal Analyst

631070 Principal Advisor

635136 Director Employment Programmes

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

636828 Director
636848 Director

636849 Director

636851 Director

636862 Portfolio Manager
636864 People Lead
637825 People Lead
644916 Principal Advisor

637163 Group General Manager Income

625302 Director Change Implementation

626351 Director Digital Channel Strategy and Impl

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636828 Director

636829 Director Business Enterprise

637250 Director

637494 Director

637495 Director

637496 Director

637497 Director

637498 Director

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637834 People Lead
637835 People Lead
637845 Executive Assistant to Group General Man
637846 Portfolio Manager
637854 Principal Advisor
646428 Director
646610

638995 General Manager Service Delivery Communica

617658 Manager Change Communications

617659 Manager Digital Communications

617688 Lead Internal Communications Advisor
620017 Communications Advisor
622221 Manager Campaigns

638440 Senior Communications Advisor
638925 Team Leader Online Content

641585 Director

637879 People Lead

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644872 Public Service Lead
645311 Group General Manager Enablement

639289 Principal Advisor
639338 Delivery Lead
641569 Principal Advisor
641586 Delivery Lead
641597 Principal Advisor
643631 Delivery Lead
644571 Principal Advisor
646414 Principal Advisor

617663 Director Client Experience

620809 General Manager Planning and Analysis

623379 Principal Advisor
634031 Manager System Improvement

636827 GM Business Enterprise Support Services

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637498 Director
637864 Portfolio Manager
637866 People Lead
637867 Executive Assistant to Group General Man
638603 Director Housing

644687 Director Learning and Continuous Improve

615629 Director Office of the Chief Executive

630389 Principal Chief Executive Advisor
630390 Senior Executive Assistant
630393 Chief Executive Advisor
630394 Chief Executive Advisor
630395 Chief Executive Advisor
641439 Executive Manager
645172 Chief Executive Advisor

624999 DCE People and Capability

621664 General Manager Historic Claims

621665 Director Strategy

621668 Executive Assistant
641484 Manager Historic Claims

641485 Manager Historic Claims

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625030 Group General Manager People

646429 Director Strategy

615410 Director HR Operations

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626390 Director ER, Advisory and Remuneration

626661 Director Organisational Development and I

644424 Executive Assistant

644425 Programme Advisor

645328 Director Workforce Design and Partnering

625038 Senior Executive Assistant

629040 Group GM Improvement Systems and Technol

630021 Executive Assistant to Group General Man

631097 General Manager Technology Strategy an

631103 General Manager Technology Shared Ser

638928 Director Technology Delivery

641467 General Manager Technology Supplier Re

642232 General Manager Platform Delivery

642353 General Manager Practice and Capability I

643202 Director Emerging Technology

644379 Director Technology Policy, Performance &

646336 Lead Advisor IST

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OFFICIAL INFORMATION ACT

629079 Group GM Commercial Operations

606351 General Manager Workplace Services

630201 Executive Assistant to Group General Man
636408 GM Procurement and Commercial Service

636823 Principal Advisor
638690 Portfolio Manager Corporate Portfolio

641913 Manager Commercial Operations

636974 Establishment Director
640971 Director Office of the Deputy Chief Executive

630018 DCE Advisor

625032 DCE Organisational Assurance and Communication

603184 Chief Legal Advisor

605929 Executive Assistant
643371 Deputy Chief Legal Advisor

643372 Deputy Chief Legal Advisor

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644649 Deputy Chief Legal Advisor

606342 General Manager Health Safety and Security

607002 Manager HSS Operations

607004 Manager HSS Technical Advisory

621431 Manager HSS Strategy and Risk

642629 Manager Workplace Wellbeing

606359 General Manager Ministerial & Executive Servic

605668 Executive Assistant

606979 Manager Client Advocacy and Review

627163 Principal Advisor

638158 Principal Advisor

640107 Manager Correspondence

640108 Manager Official Information

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OFFICIAL INFORMATION ACT

641945 Principal Advisor
645665 Manager Governance and Ministerial Serv

620361 General Manager Te Kahui Kahu

623541 National Accreditation Manager

623542 National Manager Maori

624338 Lead Advisor
641654 National Manager Data and Digital

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OFFICIAL INFORMATION ACT

641655 National Manager Strategy and Projects

625037 GM Communications and Engagement

609024 Senior Corporate Advisor

613460 Executive Assistant

623219 Manager Corporate Communications

623783 Manager Media and Social Media

639662 Manager Events

640027 Manager Change

640968 Lead Advisor Communications

625039 Senior Executive Assistant

630404 General Manager Workplace Integrity

631211 Principal Advisor Organisational Integrity

631213 Team Manager Risk Services

631214 Manager Internal Integrity

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OFFICIAL INFORMATION ACT

631319 Regional Integrity Specialist
631406 Regional Integrity Specialist
631407 Regional Integrity Specialist
634601 Principal Advisor Assurance

641734 Regional Integrity Specialist
645931 Risk Specialist
646492 Principal Programme Advisor

646427 General Manager OAC
644279 Programme Director
621843 General Manager Information Privacy & Security

605940 Executive Assistant
642679 Director Technology Security and Identity

645774 Director Information Policy Capability and Impact

645775 Director Information Strategy Performance

625033 DCE Strategy and Insights

643041 Director Office of the Deputy Chief Executive

603186 Chief Science Advisor
625248 Senior Executive Assistant

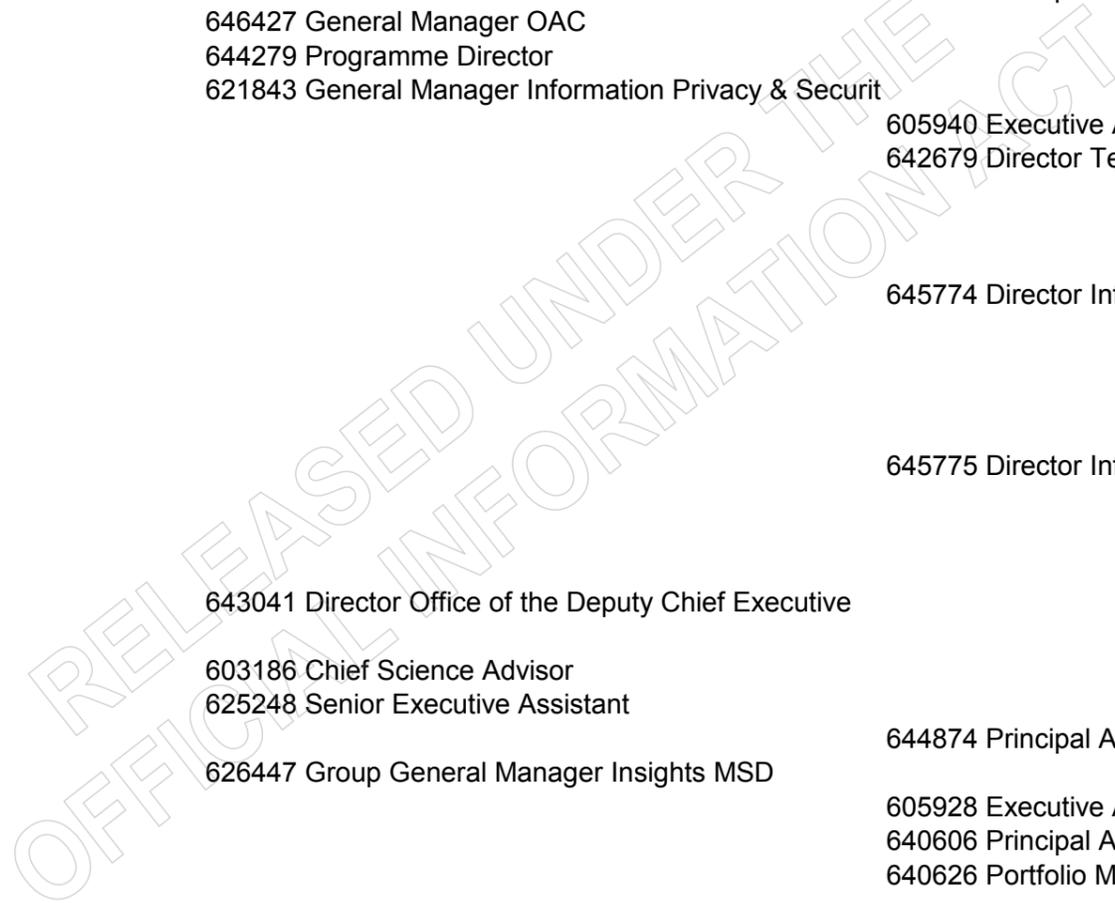
626447 Group General Manager Insights MSD

644874 Principal Advisor Leadership Development

605928 Executive Assistant to Group General Manager
640606 Principal Advisor
640626 Portfolio Manager

644241 General Manager Performance and Reporting

644242 General Manager Data Strategy and Operations



644371 General Manager Evidence and Effectiveness

626449 General Manager Data Management and Information

622027 Programme Manager

626655 Manager Data Management and Information

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626663 Manager Data Management and Information

626664 Manager Data Management and Information

634754 Manager Data Management and Informati

629495 Group GM Finance and Chief Financial Officer

635646 Programme Coordinator
635825 Data Architect
638634 Senior Project Manager
646273 Executive Assistant

630020 Executive Assistant to Group General Man
644355 Director Business Partnering

644361 Director Financial Controls, Reporting and

644362 Director Strategic Finance

645414 Lead Advisor Finance
645907 Deputy Chief Financial Officer

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OFFICIAL INFORMATION ACT

635419 Director Office of the Deputy Chief Executive

607469 Principal Advisor Budget
622197 Advisor Budget
635771 DCE Advisor
638917 Senior Advisor Budget
642128 Principal DCE Advisor
644377 Principal Advisor Social Sector Commissio
645873 Principal Advisor

644378 General Manager Strategy, Investment and Orc

607459 Principal Advisor
607460 Principal Advisor
607461 Principal Advisor
607462 Principal Advisor
620899 Principal Advisor
632596 Executive Assistant
636146 Manager Strategy, Performance and Crow

645946 Director Social Sector Integration

640994 Principal Advisor
642414 Principal Advisor
645155 Principal Advisor

625035 DCE Maori Communities and Partnerships

646169 Principal Advisor

606333 General Manager Service and Contracts Manag

622806 Executive Assistant
623061 Principal Advisor
638126 Principal Advisor
638127 Principal Advisor
638376 Principal Advisor
638909 Principal Advisor
640781 Director

641728 Principal Analyst
641729 Principal Analyst
642568 Principal Advisor Kotahitanga
642688 Manager Portfolio and Programme

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642690 Manager Sourcing Commissioning and Co

642692 Manager Contract Administration and Man

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642729 Manager Disability and OSCAR

644816 Principal Advisor Kotahitanga
644925 Director Social Outcomes Contracting
644926 Director Service and Contracts Manageme
646367 Director Business and System Support

618387 General Manager Safe Strong Families & Comr

606959 Manager Family and Community Services

607027 Manager Operational Policy and Planning

618395 Programme Manager

625319 Executive Assistant
636487 Manager BFC and Community Support

622250 General Manager Youth

605924 Executive Assistant
625856 Principal Advisor

627979 Director Youth

642892 Director

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623905 Director DCE's Office

623144 Principal Advisor
631015 DCE Advisor
631111 Programme Coordinator
631420 DCE Advisor
643977 Lead DCE Advisor
644238 Business Advisor
645486 DCE Advisor

625137 Senior Executive Assistant

625832 General Manager Maori, Partnerships and Prog

606978 Manager E Tu Whanau

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618394 Principal Advisor Maori
621423 Senior Policy Analyst
621424 Senior Policy Analyst
625317 Executive Assistant
625833 Director Maori

630628 Programme Manager

632315 General Manager Advisor
634161 Senior Advisor
635559 Policy Analyst
638842 Director Kaupapa Inquiries

639705 Senior Advisor
639706 Principal Advisor Partnering with Iwi and M
640068 Pouarahi
644941 Principal Advisor

625883 General Manager Pacific and Community Capa

622127 Committee Fee Member
622128 Committee Fee Member
622129 Committee Fee Member
622130 Committee Fee Member
622131 Committee Fee Member
622132 Committee Fee Member
622134 Committee Fee Member
622135 Committee Fee Member
622136 Committee Fee Member
622137 Committee Fee Member
626418 Director Pacific

628744 Senior Contracts Advisor
628900 Programme Manager

632932 Portfolio Manager

636519 Principal Advisor Community Capability
636520 Principal Advisor Community Capability
638612 Principal Advisor Community Capability
639076 Principal Advisor
643651 Committee Fee Member
644598 Principal Advisor Community Capability
645173 Principal Advisor

640973 Director, Partnerships

639057 DCE Transformation

639765 Senior Executive Assistant
644422 General Manager, Enterprise Design

640787 Director
643042 Director, Service Experience Design

643204 Director, System Improvement

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643336 Principal Advisor
644917 Chief Architect
645680 Domain Design Lead - Business Analysis

645681 Domain Design Lead - Business Process

645682 Domain Design Lead - Business Rules

646487 Director Enterprise Design
646488 Director Enterprise Design
646489 Principal Advisor

645153 General Manager, Transformation Integrated D

643597 Director

645161 Transition State Delivery Lead

645690 Director, Business Readiness and Change

645162 Director, Office of the Deputy Chief Executive T
645229 General Manager, Strategic Programmes

639182 Communications and Engagement Lead

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639644 Executive Assistant
640702 Director, Enterprise Portfolio Office

642346 Transformation Planning Lead

642932 Principal Advisor Finance
642973 Principal Advisor Finance
643311 Principal Advisor
644991 Supplier Relationship Manager
645669 Director, Transformation Programme Office

645670 Director, Programme Strategy & Performance

645676 Finance Business Partner
645677 Senior Management Accountant
646373 Director, Finance

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/ itself is not an indication of funding or ability to recruit.

L5

607353 Policy Analyst
607368 Senior Policy Analyst
617643 Senior Policy Analyst
629479 Policy Analyst
632657 Policy Analyst
633831 Senior Policy Analyst
643845 Policy Analyst

609168 Senior Policy Analyst
609172 Senior Policy Analyst
629483 Policy Analyst
633693 Senior Policy Analyst
633832 Senior Policy Analyst
633833 Policy Analyst
641652 Senior Policy Analyst
643846 Policy Analyst
643847 Policy Analyst

607355 Senior Policy Analyst
618606 Senior Policy Analyst
623084 Senior Policy Analyst
623086 Senior Policy Analyst
623087 Policy Analyst
626595 Policy Analyst
632283 Policy Analyst
633692 Senior Policy Analyst
643858 Policy Analyst
643859 Policy Analyst

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607356 Policy Analyst
621126 Senior Policy Analyst
624687 Senior Policy Analyst
624774 Senior Policy Analyst
631315 Policy Analyst
633835 Policy Analyst
633836 Senior Policy Analyst

607360 Policy Analyst
622083 Senior Policy Analyst
622085 Policy Analyst
630386 Senior Policy Analyst
632354 Senior Policy Analyst
632355 Policy Analyst
643844 Policy Analyst

621605 Senior Advisor
629490 Senior Policy Analyst
636050 Senior Programme Advisor
640163 Advisor
641030 Senior Advisor
641422 Project Coordinator
641637 Project Coordinator
641871 Advisor
643021 Senior Advisor
644495 Senior Advisor

636616 Policy Analyst
641626 Senior Policy Analyst
642638 Senior Policy Analyst
642884 Policy Analyst
642885 Senior Policy Analyst
643838 Policy Analyst
645291 Senior Policy Analyst

611399 Senior Policy Analyst
626598 Policy Analyst
632653 Senior Policy Analyst

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636047 Senior Policy Analyst
636048 Senior Policy Analyst
636049 Senior Policy Analyst
643839 Policy Analyst

609165 Senior Policy Analyst
617150 Senior Policy Analyst
617644 Senior Policy Analyst
626529 Senior Policy Analyst
632654 Policy Analyst
633840 Policy Analyst
643052 Senior Policy Analyst
643840 Policy Analyst

607358 Policy Analyst
609171 Policy Analyst
621127 Senior Policy Analyst
632658 Policy Analyst
642075 Senior Policy Analyst
644611 Senior Policy Analyst

621172 Senior Communications Advisor
624072 Communications Advisor
629201 Principal Advisor
635886 Manager Office for Seniors
639048 Team Coordinator
639223 Programme Lead
645148 Principal Advisor

608770 Senior Advisor International
609158 Senior Policy Analyst
638085 Policy Analyst
642277 Senior Policy Analyst
643837 Policy Analyst
646025 Senior Policy Analyst

607367 Policy Analyst
609153 Senior Policy Analyst
609160 Senior Policy Analyst
623531 Senior Policy Analyst
626596 Policy Analyst
632660 Policy Analyst
638087 Policy Analyst

609154 Senior Policy Analyst
609173 Senior Policy Analyst
623930 Senior Policy Analyst
626599 Policy Analyst

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632652 Policy Analyst
633826 Policy Analyst
633828 Senior Policy Analyst
633829 Senior Policy Analyst
644630 Policy Analyst
644635 Senior Policy Analyst
644637 Senior Policy Analyst
644785 Policy Analyst
645045 Senior Policy Analyst

645130 Committee Fee Member
645149 Committee Fee Member
645150 Committee Fee Member
645151 Committee Fee Member
645152 Committee Fee Member

609151 Senior Policy Analyst
609157 Senior Policy Analyst
633825 Policy Analyst
638086 Policy Analyst
643841 Policy Analyst
646317 Senior Policy Analyst

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600666 Business Continuity Advisor
608723 Senior Advisor Business Continuity
608758 Senior Advisor Emergency Management
628819 Senior Advisor Emergency Management
630528 Programme Manager
630541 Senior Advisor Emergency Management
639779 Senior Advisor Emergency Management
643305 Senior Advisor Emergency Management

605574 DCE Advisor
605575 DCE Advisor
612916 DCE Advisor
621515 DCE Advisor
638830 DCE Advisor

600289 Advisor
600290 Advisor
600291 Advisor
608679 Senior Advisor
608680 Senior Advisor
615227 Advisor
615229 Advisor

603791 Community Liaison Advisor
605952 Executive Assistant to Regional Commissioner
607799 Regional Commissioner Advisor
607842 Regional Contracts Manager
607855 Regional Director
607929 Regional Labour Market Manager
624656 Regional Housing Advisor
629410 Regional Commissioner Advisor
629466 Social Development Manager
633088 Regional Commissioner Advisor
634281 Committee Fee Member
634439 Committee Fee Member
634440 Committee Fee Member
634442 Committee Fee Member
634443 Committee Fee Member
637888 Director Regional Public Service
642779 Relationship Manager
643708 Lead Advisor Regional Public Service

603792 Community Liaison Advisor
607843 Regional Contracts Manager
607856 Regional Director
607930 Regional Labour Market Manager
612837 Executive Assistant to Regional Commissioner
629415 Regional Commissioner Advisor
637922 Director Regional Public Service
642303 Principal Advisor
643777 Lead Advisor Regional Public Service

605954 Executive Assistant to Regional Commissioner
607801 Regional Commissioner Advisor
607844 Regional Contracts Manager
607857 Regional Director

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607931 Regional Labour Market Manager
613874 Community Liaison Advisor
624663 Regional Housing Advisor
629932 Regional Commissioner Advisor
636817 Principal Advisor
637860 Director Regional Public Service
642421 Senior Advisor Regional Public Service
642946 Advisor Regional Public Service
643516 Senior Advisor Regional Public Service
643760 Lead Advisor Regional Public Service

603793 Community Liaison Advisor
605955 Executive Assistant to Regional Commissioner
607802 Regional Commissioner Advisor
607845 Regional Contracts Manager
607858 Regional Director
607933 Regional Labour Market Manager
629586 Regional Housing Advisor
632890 Regional Social Development Manager
637252 Director Regional Public Service
643688 Lead Advisor Regional Public Service

603471 Committee Fee Member
603794 Community Liaison Advisor
605956 Executive Assistant to Regional Commissioner
607803 Regional Commissioner Advisor
607846 Regional Contracts Manager
607859 Regional Director
607934 Regional Labour Market Manager
637982 Director Regional Public Service
637983 Advisor Regional Public Service
637984 Lead Advisor Regional Public Service
637985 Advisor Regional Public Service
643767 Recovery Lead Advisor
643899 Lead Advisor Regional Public Service

603476 Committee Fee Member
603795 Community Liaison Advisor
605957 Executive Assistant to Regional Commissioner
607804 Regional Commissioner Advisor
607847 Regional Contracts Manager
607860 Regional Director
607941 Regional Labour Market Manager
624655 Regional Housing Advisor
638092 Director Regional Public Service
638133 Director Regional Public Service
643187 Senior Business Analyst Regional Public Service
643711 Lead Advisor Regional Public Service

603483 Committee Fee Member
603485 Committee Fee Member
603486 Committee Fee Member
605958 Executive Assistant to Regional Commissioner

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607805 Regional Commissioner Advisor
607848 Regional Contracts Manager
607861 Regional Director
607935 Regional Labour Market Manager
614316 Community Liaison Advisor
617571 Committee Fee Member
624657 Regional Housing Advisor
637902 Director Regional Public Service
642571 Committee Fee Member
642572 Committee Fee Member
643691 Lead Advisor Regional Public Service

603796 Community Liaison Advisor
605959 Executive Assistant to Regional Commissioner
607806 Regional Commissioner Advisor
607849 Regional Contracts Manager
607862 Regional Director
612777 Regional Labour Market Manager
624660 Regional Housing Advisor
629553 Regional Commissioner Advisor
640398 Director Regional Public Service
643679 Lead Advisor Regional Public Service
645620 Lead Advisor Regional Public Service
646237 Advisor Regional Public Service
646238 Advisor Regional Public Service

603797 Community Liaison Advisor
605960 Executive Assistant to Regional Commissioner
607807 Regional Commissioner Advisor
607850 Regional Contracts Manager
607863 Regional Director
607937 Regional Labour Market Manager
624661 Regional Housing Advisor
629416 Regional Commissioner Advisor
638071 Director Regional Public Service
643685 Lead Advisor Regional Public Service

603802 Community Liaison Advisor
605962 Executive Assistant to Regional Commissioner
607811 Regional Commissioner Advisor
607854 Regional Contracts Manager
607864 Regional Director
607940 Regional Labour Market Manager
624662 Regional Housing Advisor
637952 Director Regional Public Service
643508 Regional Commissioner Advisor

605961 Executive Assistant to Regional Commissioner
607046 Manager Regional Business Support
607058 Manager Regional Services
607938 Regional Labour Market Manager
609018 Senior Contracts Manager
615179 Manager Regional Services

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622612 Regional Director Auckland East and Central
624085 Regional Commissioner Lead Advisor

600002 Account Manager Corporate
600003 Account Manager Corporate
600004 Account Manager Corporate
600007 Account Manager Corporate
606834 Key Account Manager Corporate
606836 Key Account Manager Corporate
606837 Key Account Manager Corporate
612714 Account Manager Corporate
628690 Account Manager Corporate
629858 Principal Advisor
630048 Key Account Manager Corporate
635210 Industry Partnerships Contracts Assistant
639980 Account Manager Corporate
644601 Account Manager Corporate

617656 Director Client Service Delivery Support
617681 Senior Advisor Client Service Delivery
620976 Senior Advisor Client Service Delivery
627013 Principal Advisor
632873 Regional Manager Client Service Delivery
643608 Senior Advisor Client Service Delivery
645538 Advisor Client Service Delivery
645703 Director Workforce and Performance

622613 Regional Director Auckland North and West
628782 Executive Assistant to Regional Commissioner

622614 Regional Director
628780 Executive Assistant to Regional Commissioner
638540 Director Pacific
638541 Director Regional Public Service
638542 Director Maori
645874 Regional Labour Market Manager
645954 Manager Regional Employment
646342 Director Place-Based Initiatives

606971 National Manager Integrity Intervention Centre
617717 National Manager Client Service Integrity
626849 Manager Intelligence & Integrity Insights Unit
635924 Team Manager Information and Advice

608831 Senior Advisor
626746 Senior Advisor
630785 Programme Manager
631771 Senior Advisor

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636563 Service Manager Youth Service
636564 Service Manager Youth Service
640990 Senior Advisor Provider Relations and Capability Development

607092 Manager Workforce Management Planning & Analysis
607100 Manager Contact Centre Services
607101 Manager Contact Centre Services
607102 Manager Contact Centre Services
607104 Manager Contact Centre Services
607105 Manager Contact Centre Services
607106 Manager Contact Centre Services
607107 Manager Contact Centre Services
607109 Manager Contact Centre Services
621092 Principal Advisor Client Service Support
629028 Manager Contact Centre Services
639037 Manager Contact Centre Services
641983 Manager Contact Centre Services
642413 Principal Advisor

606968 Manager Centralised Services
606972 Manager Centralised Services
606973 Manager Centralised Services
606974 Manager Centralised Services
606975 Manager Centralised Services
607091 Manager Workforce Management Planning & Analysis
634869 Manager Centralised Services
640503 Principal Advisor
641784 Manager Centralised Services

645727 Product Owner
646165 Product Owner

600008 Accountant Financial Determination
600009 Accountant Financial Determination
608652 Senior Accountant Financial Determination
617724 Advisor Client Service Support
617725 Advisor Client Service Support
623051 Principal Advisor Client Service Support
627967 Senior Advisor
629706 Advisor Client Service Support
640706 Advisor Client Service Support
642655 Senior Advisor

635141 Manager Employment Programmes
635142 Manager Jobs and Skills Hubs
635882 Operations Analyst
636006 Manager Jobs and Skills Hubs

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

636227 Administration Officer
638125 Principal Advisor
639109 Senior Advisor
639170 Senior Advisor
641032 Intern

636860 Delivery Lead
636861 Delivery Lead
637859 Scrum Lead
640215 Committee Fee Member
640216 Committee Fee Member

636854 Delivery Lead
636858 Delivery Lead
637858 Scrum Lead
643326 Agile Delivery Lead
643672 Delivery Lead
643673 Delivery Lead
643710 Lead Data Analyst
643893 Delivery Lead
645053 Data Scientist
645119 Lead Engagement Advisor

636855 Delivery Lead
636856 Delivery Lead
637857 Scrum Lead
646493 Advisor

640415 Change Lead
641943 Practice Lead
641944 Team Manager Change Implementation
641946 Change Implementation Coordinator
641947 Change Lead
641948 Change Lead

617774 Business Analyst
619524 Business Analyst
619527 Senior Business Analyst
621248 Business Analyst
626940 Digital Channel Product Owner
628960 Business Analyst
628963 Senior Business Analyst
629895 Manager Digital Channel Strategy
635336 Digital Channel Product Owner
637036 Digital Channel Product Owner
637037 Digital Channel Product Owner
637038 Digital Channel Product Owner
642170 Portfolio Manager

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

636852 Delivery Lead
636853 Delivery Lead
636863 Scrum Lead

626589 Product Manager
636850 Manager Business Enterprise Analysis
636865 Practice Lead
637042 Practice Lead
637043 Practice Lead
641951 Practice Lead
643045 Practice Lead
644272 Business Analyst
645326 Senior Process Analyst
645327 Senior Process Analyst
646398 Business Rules Lead

637850 Scrum Lead
637853 Delivery Lead

637836 Delivery Lead
637837 Delivery Lead
637848 Scrum Lead

637838 Delivery Lead
637839 Delivery Lead
637851 Scrum Lead
645164 Programme Manager
646384 Delivery Lead

637840 Delivery Lead

637841 Delivery Lead
637842 Delivery Lead
637852 Scrum Lead
637937 Delivery Lead
641782 Delivery Lead
646476 Senior Advisor
608990 Senior Business Analyst
617743 Process Improvement Analyst
617746 Process Improvement Analyst
617761 Process Improvement Analyst
617762 Process Improvement Analyst
617775 Business Analyst
623797 Senior Advisor
637870 Delivery Lead
637872 Delivery Lead
637873 Delivery Lead
637875 Delivery Lead
637876 Scrum Lead
637877 Scrum Lead
638006 Senior Advisor
638045 Business Analyst
638762 Senior Business Analyst

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

642956 Business Analyst

636862 Portfolio Manager
636864 People Lead
637825 People Lead
637834 People Lead
637835 People Lead
637846 Portfolio Manager
637864 Portfolio Manager

617687 Senior Communications Advisor
617690 Communications Advisor
633989 Communications Advisor
634027 Lead Communications Advisor
637173 Lead Communications Advisor
638433 Senior Communications Advisor
638434 Senior Communications Advisor

605615 Digital Advisor
605616 Digital Advisor
606531 Information Support Advisor
612263 Technical Editor
621784 Senior Advisor Online Content
624476 Advisor Online Content
630409 Lead Digital Communications Advisor
633990 Senior Advisor Online Content
645982 Content Designer
645983 Content Designer

606876 Lead Campaigns Advisor
607565 Production Advisor
617692 Video Production Advisor
617693 Communications Advisor

632485 Senior Advisor Online Content
640782 Lead Digital Communications Advisor

635346 Senior Advisor
638050 Service Designer
638051 Service Designer
638053 Senior Advisor
638872 Service Designer
638875 Service Designer

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

641588 Senior Service Designer
641590 Service Designer
641592 Senior Advisor
641593 Advisor
641594 Advisor
641941 Senior Advisor
642399 Senior Advisor
642968 Senior Advisor
643366 Senior Service Designer
643894 Subject Matter Expert
643898 Senior Advisor Disability
645029 Subject Matter Expert
645030 Subject Matter Expert
645031 Subject Matter Expert
645032 Subject Matter Expert
645033 Subject Matter Expert
645034 Subject Matter Expert

617701 Client Experience Analyst
617703 Client Experience Analyst
620816 Senior Client Experience Analyst
625829 Senior Client Experience Analyst
628947 Manager Service Response
642233 Senior Client Experience Analyst

608819 Senior Advisor Planning & Analysis
608820 Senior Advisor Planning & Analysis
608821 Senior Advisor Planning & Analysis
620469 Manager Planning and Analysis
620470 Manager Planning and Analysis
620545 Manager Planning and Analysis
627583 Principal Analyst
641932 Principal Analyst

612247 Team Manager Helpline
617740 Team Leader Quality
641336 Advisor

607174 Director Operational Policy
607177 Director Service Delivery Partnerships and Programmes
607507 Principal Disability Advisor
607508 Principal Health Advisor

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

625302 Director Change Implementation

631237 Housing Manager
637874 Delivery Lead
638004 Senior Advisor
642821 Senior Advisor

626987 Manager Capability
627005 Manager Capability National Office
628337 Manager Capability
628338 Manager Capability
628339 Manager Capability
628340 Manager Capability
634431 Principal Advisor
642271 Learning & Continuous Improvement Advisor

621669 Lead Claims Advisor
621680 Lead Partnerships Advisor
621682 Senior Advisor Strategy Planning and Reporting
621689 Claims Administrator
621696 Senior Claims Advisor
621697 Senior Claims Advisor
630215 Lead Strategic Advisor
638635 Senior Advisor Strategy Planning and Reporting
644674 Lead Strategic Advisor

641488 Team Leader Claims Management
641489 Team Leader Claims Management
641490 Team Leader Claims Management
641493 Team Leader Claims Management
644831 Team Leader Claims Management
646393 Team Leader Claims Management
646394 Team Leader Claims Management
646395 Team Leader Claims Management

621671 Team Leader Information Coordination
641491 Team Leader Information Coordination
641492 Team Leader Claims Management

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

641495 Team Leader Information Coordination
644297 Team Leader Information Coordination
645035 Team Leader Claims Management
646396 Team Leader Information Coordination
646397 Team Leader Information Coordination

646475 Lead Strategic Advisor

606504 Manager HR Reporting and Analysis
607045 Manager Recruitment
618069 Manager HRMS Administrators
620444 Senior Advisor
621421 Manager Payroll Systems
626829 Manager Payroll
635340 Senior HR Advisor
644249 Manager AskHR
645359 Senior HR Advisor
645749 Data Entry Assistant
645750 Data Entry Assistant
645751 Data Entry Assistant
645752 Data Entry Assistant

607000 Manager ER Consultancy
615718 PSALT Convenor
624887 High Performance High Engagement Lead
627002 Manager Remuneration
627698 Senior Advisor Employment Relations
639691 Principal Advisor Employment Relations
643972 Manager HR Advisory

607017 Manager Learning & Capability Development
625744 Senior Capability Advisor Maori
636914 Principal Capability Advisor Maori
640489 Manager Leadership and Professional Development
641787 Manager People Experience
642874 Learning Architect

642528 Senior HR Advisor
642959 Senior HR Advisor
644940 Principal HR Advisor
644948 Principal HR Advisor
644949 Principal HR Advisor
644957 Principal HR Advisor
645308 Manager Business Partnering

641649 Principal Architect
643949 Practice Manager

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

645888 Lead Enterprise Architect
645948 Lead Enterprise Architect
646168 Lead Enterprise Architect

641583 Manager Service Support
641601 Manager Network Services
642488 Platform Manager M365
642490 Platform Manager Cloud
644410 Manager Infrastructure
644420 Manager Workplace Logistics

606799 IT Programme Manager
614059 IT Programme Manager
644409 Practice Manager
645691 Transition to Service Lead

642249 Contract and License Specialist (IST)
642250 Contract and License Specialist (IST)
643822 Supplier Relationship Manager
643823 Supplier Relationship Manager
643825 Supplier Relationship Specialist
643827 Supplier Relationship Manager

643297 Principal Advisor IST Platform Delivery
643472 Director Portfolio Engagement
644380 Platform Manager - Client Management
644386 Platform Manager - Corporate Platform
644389 Platform Manager - Delivery Assurance Platform
644394 Platform Manager - Digital Channels Platform
644397 Platform Manager - Integration and Data Management Platform
644793 Manager Payments Transformation
645689 Enablement Lead

643140 Practice Manager - Quality Assurance
643143 Practice Manager - People & Admin
643271 Principal Advisor IST - Practice and Capability
643480 Practice Manager - Software Engineering
643481 Practice Manager - Analysis and Design
645887 Practice Manager - Capability and Coordination

645178 Innovation Engineer
645179 Innovation Analyst
645180 Innovation Specialist

606528 Information Manager
625040 Technical Specialist Systems Design
633883 Senior IT Risk Advisor
643378 Manager Resilience
646076 Technology Policy and Governance Lead
646077 Senior Technology Monitoring and Reporting Specialist
646078 Senior Technology Risk Management Analyst
646124 Senior Technology Asset Management Analyst

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

642684 Programme Manager
643716 Project Manager Workplace Services
643958 National Manager Property Projects
643961 Workplace Portfolio Lead
643963 National Manager Property
644247 National Manager Facilities
644353 Travel and Transport Lead
644987 Workplace Services Practice Manager

636445 People and Capability Lead
636447 Commercial Portfolio Manager
636448 Commercial Portfolio Manager
636449 Commercial Portfolio Manager
636794 Capability and Practice Manager
644350 Manager Commercial Oversight and Performance

612148 Manager Financial Systems
644268 Programme Lead
644269 Change Lead
644270 Portfolio Coordinator
644271 Senior Business Analyst
644274 Value Stream Lead
645384 Programme Lead FMIS Weka
645879 Intern
646337 Senior Business Analyst
646338 Senior Business Analyst
646339 Senior Business Analyst

637939 Team Manager Purchasing Services
638674 Operations Support Coordinator
639350 Senior Business Analyst
641436 Team Manager Financial Services
646268 Team Manager Financial Services

631137 Team Manager MSD Legal
631153 Team Manager MSD Legal
631154 Team Manager MSD Legal
643374 Principal Legislative Counsel
646434 Principal Counsel Historic Claims
646435 Principal Counsel Operational Policy

631127 Team Manager MSD Legal
631132 Team Manager MSD Legal

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

644349 Practice Manager

644654 Senior Lawyer
644655 Senior Lawyer
644961 Senior Lawyer

600365 Advisor National HSS Accounts
608833 Senior Advisor Regional HSS
608834 Senior Advisor Regional HSS
614792 Senior Advisor Regional HSS
614793 Senior Advisor Regional HSS
631431 Senior Advisor Regional HSS

600354 Advisor Health and Safety
608909 Senior Analyst HSS Business Processes
625147 Lead Advisor Security
625149 Lead Advisor Health and Safety
642944 Senior Advisor Security
644663 Senior Advisor Wellbeing Health and Safety
644979 Senior Advisor HSS Injury Management
646491 Senior Analyst HSS Business Processes

600432 Analyst HSS Data and Information
608769 Senior Advisor HSS Training and Engagement
617973 Lead Advisor HSS Policy
623595 Senior Analyst HSS Risk and Reporting
641342 Senior Analyst HSS Data and Intelligence

633680 Senior Advisor Workplace Wellbeing

603689 Committee Fee Member
612103 Team Administrator
640129 Senior Ministerial & Executive Services Advisor
640130 Ministerial & Executive Services Advisor
640131 Ministerial & Executive Services Advisor
640132 Ministerial & Executive Services Advisor
640133 Ministerial & Executive Services Advisor
640140 Senior Ministerial & Executive Services Advisor

607127 Ministerial & Executive Services Advisor
607131 Ministerial & Executive Services Advisor
607132 Ministerial & Executive Services Advisor
609128 Senior Ministerial & Executive Services Advisor
622627 Senior Ministerial & Executive Services Advisor
625255 Team Administrator
644646 Senior Advisor Ministerial and Executive Services
644647 Senior Advisor Ministerial and Executive Services

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

607126 Ministerial & Executive Services Advisor
607129 Ministerial & Executive Services Advisor
607134 Ministerial & Executive Services Advisor
613317 Ministerial & Executive Services Advisor
613788 Ministerial & Executive Services Advisor
613825 Ministerial & Executive Services Advisor
620843 Senior Ministerial & Executive Services Advisor
625254 Senior Ministerial & Executive Services Advisor
625706 Team Administrator
638613 Ministerial & Executive Services Advisor
638790 Senior Ministerial & Executive Services Advisor
638797 Senior Ministerial & Executive Services Advisor
644575 Lead Advisor Official Information
644596 Lead Advisor Official Information
644784 Ministerial & Executive Services Advisor

607525 Private Secretary
607531 Private Secretary
607532 Private Secretary
607533 Private Secretary
607534 Private Secretary
608765 Senior Advisor Governance
613577 Private Secretary
618932 Private Secretary
618933 Private Secretary
625001 Committee Fee Member
625002 Committee Fee Member
625003 Committee Fee Member
625253 Senior Ministerial & Executive Services Advisor
638341 Senior Advisor Governance
638342 Senior Advisor Governance
640143 Senior Ministerial & Executive Services Advisor
644615 Committee Fee Member
644640 Private Secretary

623684 Accreditation Manager
623685 Accreditation Manager
623687 Accreditation Manager
624350 Senior Advisor, Operational Policy and Practice
624351 Senior Advisor Accreditation
630913 Team Coordinator
632622 Lead Trainer
636180 Accreditation Manager
640798 Accreditation Manager
640830 Senior Advisor Accreditation
643470 Accreditation Manager

643178 Senior Advisor Maori

624337 Senior Analyst

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

628008 Senior Business Analyst
632567 Senior Business Analyst
638808 Senior Analyst
641740 System Administrator
641914 System Administrator

615898 Senior Advisor Core Worker Exemption
638049 Senior Compliance Officer
638676 Senior Advisor Specialist Services
641228 Senior Advisor - Strategy and Projects
643309 Senior Project Manager
644903 Senior Advisor - Strategy and Projects
645215 Senior Advisor Core Worker Exemption
645383 Senior Advisor - Strategy and Projects

605591 Designer and Illustrator
607564 Production Advisor
609023 Senior Corporate Advisor
623222 Lead Advisor Communications MCP
625280 Lead Advisor Design and Production
625896 Lead Advisor Corporate Affairs
626555 Senior Designer
633411 Lead Advisor Communications
634125 Lead Advisor Communications
637246 Senior Corporate Advisor
642860 Senior Designer

622078 Lead Advisor Social Media
623220 Lead Advisor Communications
623239 Communications Advisor
633889 Lead Advisor Media
635319 Lead Advisor Media
642581 Senior Advisor Media

625882 Advisor Events
634130 Advisor Events

608614 Risk Specialist
616977 Risk Specialist
618988 Risk Specialist

612261 Technical Advisor
612262 Technical Advisor
631405 Senior Investigator Internal Integrity
631430 Senior Investigator Internal Integrity

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

631432 Senior Investigator Internal Integrity
631458 Technical Advisor
642418 Technical Advisor
645171 Technical Advisor

643054 Assurance Specialist
645932 Assurance Specialist

643988 Practice Manager Security Operations
643989 Practice Manager Technology Security
644282 Practice Manager Identity and Access

639097 Manager Information and Privacy Operations
639329 Manager Information Capability and Practice
641230 Principal Advisor
644931 Principal Advisor to Chief Information Security Officer

639096 Manager Strategy and Risk
639284 Manager Assurance and Risk
645776 Senior Programme Advisor

644291 Portfolio Coordinator
644292 Portfolio Coordinator

611382 Manager Forecasting & Costing
626653 Manager Monitoring and Analysis
626683 Manager Business Intelligence
641292 Principal Advisor
644290 Operations Analyst
644375 Principal Advisor
644376 Lead Information Designer
644573 Survey Delivery Lead

631577 Executive Assistant
634734 Principal Analyst

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

642876 Senior Domain Architect
643510 Principal Advisor
644289 Manager Operational Products and Support
644370 Manager Data Strategy and Design
645767 Senior Information Governance Advisor
645768 Senior Information Governance Advisor
646372 Domain Architect, Data

607486 Principal Analyst
620398 Executive Assistant
633555 Principal Analyst
633557 Principal Analyst
640604 Principal Advisor
640605 Principal Advisor
641168 Evaluation Practice Lead
644372 Manager Employment Insights
644373 Manager Income and Housing Insights
644374 Manager Community Insights

621835 Intern
622145 Data Engineer
622153 Lead Data Engineer
622174 Data Engineer
622179 Lead Data Engineer
627886 Lead Data Engineer
633291 Data Engineer
633951 Senior Data Engineer
633955 Senior Data Engineer
633958 Senior Data Engineer
633959 Senior Data Engineer
634136 Scrum Lead
634139 Scrum Lead
638845 Senior Data Engineer
638846 Senior Data Engineer
641430 Data Engineer

622175 Data Engineer
623389 Data Engineer
629997 Senior Data Engineer
633797 Senior Data Engineer
633799 Senior Data Engineer
633800 Senior Data Engineer
634140 Scrum Lead
634585 Lead Data Platform Engineer
636005 Business Analyst
640408 Senior Business Analyst
645765 Data Engineer

622154 Lead Data Engineer
622158 Lead Data Engineer
622176 Data Engineer

RELEASED UNDER THE
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622504 Lead Data Engineer
625262 Data Engineer
633297 Data Engineer
633683 Senior Data Engineer
633790 Senior Data Engineer
634033 Senior Data Engineer
634141 Scrum Lead
634204 Senior Data Engineer
634205 Senior Data Engineer
634329 Business Analyst
636004 Business Analyst
636756 Data Engineer

627883 Data Engineer
628941 Data Engineer
633293 Data Engineer
633912 Data Engineer
634331 Business Analyst
636754 Data Engineer
638801 Lead Data Platform Engineer
640406 Data Engineer
641431 Data Engineer
642809 Data Engineer

606270 Manager Finance
606275 Finance Business Partner
606277 Finance Business Partner
609127 Finance Business Partner
640821 Finance Business Partner

609781 Specialist Strategic Accountant
612136 Team Leader Crown Revenue & Reconciliation
612137 Team Leader Crown Revenue & Reconciliation
644360 Manager Financial Accounting and Reporting

606949 Management Accountant
630189 Principal Advisor
631240 Principal Advisor
634879 Project Accountant
634880 Project Accountant
638423 Principal Advisor
644900 Senior Management Accountant

644656 Principal Finance Business Partner
644657 Finance Business Partner
644658 Management Accountant

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

644664 Principal Advisor Strategic Finance
644879 Principal Advisor Strategic Finance
645480 Principal Analyst
645906 Finance Business Partner

617217 Senior Advisor Strategy & Performance
620536 Advisor Strategy & Performance
627992 Principal Advisor Strategy and Performance
634183 Senior Advisor Strategy & Performance
636400 Senior Advisor Crown Entities
641915 Principal Advisor Strategy and Performance
642272 Senior Advisor Strategy & Performance
642617 Intern
642806 Advisor Crown Entities
644594 Principal Advisor Crown Entities

640630 Delivery Lead
641359 Senior Project Manager
642401 Operating Model Lead
643208 Delivery Lead
643401 Programme Manager

RELEASED UNDER THE
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642700 Lead Advisor
642701 Lead Advisor
642702 Lead Advisor
642703 Lead Advisor

635925 Procurement Specialist
639984 Procurement Specialist
642705 Team Manager Contracting
642727 Procurement Specialist
644446 Principal Advisor
644877 Procurement Specialist

642696 Team Manager Provider Payments
642775 Relationship Manager
642776 Relationship Manager
642777 Relationship Manager
642778 Relationship Manager
642780 Relationship Manager
642781 Relationship Manager
642782 Relationship Manager
642783 Relationship Manager
642784 Relationship Manager
642785 Relationship Manager
642786 Relationship Manager
642787 Relationship Manager
642788 Relationship Manager

634306 Principal Analyst
635832 Team Administrator
640825 Senior Advisor
642731 Disability Lead
642798 Team Manager Support Funds
643247 Senior Advisor
643602 Lead Advisor
643902 Senior Advisor
643903 Senior Advisor
643907 Senior Project Manager
644791 Advisor
644792 Advisor
644930 Project Coordinator
645154 Support Officer
646079 Support Officer
646080 Support Officer

632317 General Manager Advisor
642694 Team Manager Reporting and Information
646368 Product Manager

612208 Team Leader Social Action

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OFFICIAL INFORMATION ACT

620175 Team Leader
620992 Team Leader
627982 Team Leader

607502 Principal Analyst
608886 Senior Analyst
608887 Senior Analyst
608888 Senior Analyst
608891 Senior Analyst
615319 Principal Analyst
619933 Senior Analyst
620187 Senior Analyst
627048 Analyst
638802 Senior Analyst
645848 Senior Analyst

607672 Project Coordinator
612092 Team Administrator
624736 Project Coordinator
625660 Project Coordinator
628281 Senior Project Manager
628282 Senior Project Manager
629422 Senior Project Manager

620991 Team Leader
638794 Team Leader

640571 Committee Fee Member
640574 Committee Fee Member
640575 Committee Fee Member
640581 Committee Fee Member
640582 Committee Fee Member
640583 Committee Fee Member
640584 Committee Fee Member
643849 Committee Fee Member
643850 Committee Fee Member
643851 Committee Fee Member
643852 Committee Fee Member
643853 Committee Fee Member
643854 Committee Fee Member
643855 Committee Fee Member

614566 Senior Advisor
620865 Principal Advisor
625860 Senior Advisor
638394 Senior Advisor
638598 Principal Advisor
639663 Senior Advisor

603766 Regional Relationship Manager

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603777 Regional Relationship Manager
615710 Regional Relationship Manager
615714 Regional Relationship Manager
630264 Programme Manager
630265 Principal Advisor
633873 Senior Advisor
637102 Principal Advisor
638178 Senior Advisor
645280 Advisor

603426 Committee Fee Member
603615 Committee Fee Member
603616 Committee Fee Member
603718 Committee Fee Member
618426 Team Leader Community Partnerships and Programmes
624975 Principal Advisor
627058 Team Leader
627059 Team Leader
630246 Office Administrator
640959 Business Advisor
641647 Team Leader
645732 Committee Fee Member
645733 Committee Fee Member

640386 Principal Advisor
643517 Principal Advisor

615979 Team Administrator
623118 Senior Project Manager
635196 Senior Advisor
640749 Project Coordinator

636317 Principal Advisor Kaupapa Inquiries
640992 Senior Advisor Kaupapa Inquiries
640993 Senior Advisor Kaupapa Inquiries
643047 Senior Advisor Kaupapa Inquiries

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606858 Lead Advisor
624779 Senior Advisor
630008 Senior Advisor
630009 Senior Advisor
631008 Principal Advisor Pacific
634530 Principal Advisor Pacific
640384 Senior Advisor

638632 Senior Project Manager
639164 Senior Advisor
639165 Senior Advisor
641741 Senior Project Manager

640476 Portfolio Coordinator

638873 Service Designer
639732 Senior Service Designer
643576 Senior Advisor
643586 Advisor
643694 Delivery Lead
645683 Senior Advisor
645684 Service Designer
645685 Senior Service Designer

RELEASED UNDER THE
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620481 Business Coach
620482 Business Coach
620895 Business Coach
620929 Business Coach
620930 Business Coach
620931 Business Coach
628010 Business Coach
633796 Agile Coach
638169 Agile Coach
642279 Agile Coach

646430 Senior Business Analyst
646431 Senior Business Analyst
646432 Senior Business Analyst
646433 Senior Business Analyst

645686 Senior Process Analyst

645687 Senior Business Rules Analyst

641454 Delivery Lead
643575 Principal Advisor
643659 Senior Advisor
643881 Programme Manager
645049 Senior Process Analyst
645050 Senior Process Analyst
645124 Senior Data Engineer
645125 Senior Data Engineer
645126 Senior Data Engineer
645127 Senior Data Engineer
645128 Senior Data Engineer
645129 Senior Data Engineer
645688 Integrated Delivery Planning Lead
645896 Programme Coordinator

643877 Director
646171 Manager, Release and Environments

639607 Principal Advisor Business Readiness and Change Implementation
643323 Lead Advisor Change

640247 Lead Advisor Communications
641236 Engagement Advisor
641613 Senior Communications Advisor
642473 Senior Visual Designer

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643064 Principal Advisor Engagement
645360 Lead Advisor Communications

639181 Enterprise Portfolio Office Lead
639812 Enterprise Portfolio Office Lead

643333 Senior Project Manager
644437 Principal Programme Advisor
645147 Senior Project Manager

645671 Contracts and Relationships Lead

643520 Senior Project Manager
643521 Senior Project Manager
645103 Programme Coordinator
645672 Resourcing Lead
645674 Principal Programme Advisor
645675 Senior Programme Advisor
646454 Senior Project Manager
646467 Resourcing Advisor
646485 Senior Project Manager
646486 Senior Project Manager

641968 Business Case Architect and Lead
645131 Transformation Benefits Lead
645678 Performance & Analysis Lead

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position description



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Position:	Group GM Client Service Support
Children's Worker	No
Location:	National Office, Wellington
Business Unit:	Service Delivery
Group:	Client Service Support
Reporting to:	Deputy Chief Executive Service Delivery
Issue Date:	June 2017
Delegated Authority:	Human Resources/Financial
Staff Responsibility:	Yes

Our Role

The Ministry of Social Development (MSD) is the lead agency for the social sector. We help the Government to set priorities across the sector, co-ordinate the actions of other social sector agencies and track changes in the social wellbeing of New Zealanders.

The Ministry provides policy advice, and delivers social services and assistance to young people, working age people, older people, and families, whānau and communities. We work directly with New Zealanders of all ages to improve their social wellbeing.

We serve over a million people, working out of more than 250 centres around the country. It is likely that every New Zealander will come into contact with the Ministry at some point in their life.

Our work, together with our social sector partners, is essential to achieving a sustainable and prosperous future, where all New Zealanders are able to take responsibility for themselves, be successful in their lives and participate in their communities.

Our Purpose

We help New Zealanders to help themselves to be safe, strong and independent.
Ko ta mātou he whakamana tangata kia tū haumarū, kia tū kaha, kia tū motuhake.

Our Principles

MSD people: All own what we all do | Take responsibility for what we do | Understand our role in the big picture, who can help us and who we can help | Navigate through ambiguity and the opportunity it brings to create better ways of doing things | Act with integrity, courage and transparency | Celebrate our achievements and those of our clients

Position Description Approved By:

Deputy Chief Executive, Service Delivery

Date:/...../.....

Service Delivery:

We work together to make a difference for New Zealanders. Whether that's helping someone get sorted financially so they can study, supporting someone into work, ensuring support is there for someone who can't work, helping one of our seniors by granting their entitlement to New Zealand Superannuation, or giving New Zealanders confidence that the system they fund is being used by people in genuine need.

We do this through five key groups: Client Experience and Service Design, Client Service Delivery, Client Service Support, Community Partnerships & Programmes, and Strategy & Change. Whatever part of Service Delivery we work in, we have a role in delivering services and making a difference for more than a million clients.

Business Unit:

Client Service Support is responsible for 'back office' transactional processing; debt and fraud; channel and system management; operational policy; workforce planning and management; performance monitoring and reporting; and operational support to the frontline.

Purpose of the Position:

- To lead the group of over 1200 staff who collectively provide non client facing service delivery support functions which are integral to the efficient and effective delivery of end to end client experience. This includes the centre of excellence business processes and process improvement activities.
- Responsible for management of debt owed to the Ministry through its collection, integrity and fraud teams.
- Provide high quality services to all parts of Service Delivery.

Major Challenges

- Creating clarity from ambiguity to enable a diverse group of people to create an shared identity and strong client service ethos with relentless focus on improving performance
- Maintain a strong connection to the client and front-line service delivery staff to ensure end to end processes and support activity enables the delivery of high quality client services
- Previous structures have been characterised by vertical silos, and behaviours that have led to sub-optimal outcomes. A major challenge for this role will be to ensure changes to behaviours lead to a more integrated view of shared goals and better collaboration and cooperation across the whole of the Ministry.

Decisions expected

- Resource allocation across the Group to optimise national outcomes.

Working Relationships

Internal:

- Leadership colleagues in Service Delivery
- Senior Executives in the Ministry
- MSD Corporate Solutions

External:

- Other government agencies
- Ministers and staff in Ministers' offices

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Key Accountabilities:

Key Result Area	Accountabilities
	<ul style="list-style-type: none"> Ensure all client service processing activity is optimised for efficiency and effectiveness. Business technology channels and systems remain fit for purpose and operational support to the front line meets or exceeds expectations.
	<ul style="list-style-type: none"> Ensure effective fraud identification, prevention and debt collection services to minimise debt levels and losses to the Ministry and the crown
	<ul style="list-style-type: none"> Ensure on going optimisation of current business processes and systems supporting the activities of Service Delivery and its workforce through end to end process management and improvement and business systems development both internally and through technology suppliers
	<ul style="list-style-type: none"> Develop and maintain service quality measurement and management systems, including client complaint processes to support the learning organisation concept and provide feedback and training to enhance capabilities and service quality to clients
	<ul style="list-style-type: none"> Develop accurate and useful reporting on business performance and uses outputs to drive performance improvement
	<ul style="list-style-type: none"> Create a sense of vision and whole of organisation perspective that supports a collective view of shared goals, national objectives and an open collaborative environment with high levels of interdependency.
	<ul style="list-style-type: none"> Apply sound general management practices so that Client Service Support operates effectively and efficiently, and delivers agreed outputs to support achievement of the Ministry's outcomes.
	<ul style="list-style-type: none"> Build and maintain a high-performing team that engages and motivates others to succeed and develop and is capable of developing and delivering innovative advice and services to support the Ministry's strategic direction.
	<ul style="list-style-type: none"> Manage constructive working relationships with work colleagues and external stakeholders to enhance the understanding and interdependency needed to achieve desired results.
Health, Safety and Security	<ul style="list-style-type: none"> Understand and implement your manager accountabilities. Ensure health, safety and security policies and procedures are understood, followed, implemented by all employees.

Attributes/Success Factors

- Senior leadership and a track record of delivering successful outcomes and building capability
- Demonstrated strength in leading high volume transactional teams and providing support services clients (internal and external)
- Business transformation leadership
- Extensive experience in process improvement methodologies such as lean 6th sigma
- Skilled in managing complex internal and external relationships and networks
- Capacity to handle complex issues that have a wide range of impacts on social, business and political environments
- Excellent communication and influencing skills and ability to build highly engaged workforces which are widely distributed
- Strong strategic thinking to assess organisational, political and reputational risks.

Other Requirements

- Willing to travel to fulfil job requirements
- Holds current drivers licence and is prepared to drive the Ministry's vehicles if required.



Group General Manager Enablement Service Delivery

Our purpose

Manaaki tangata, Manaaki whānau

We help New Zealanders to be safe, strong and independent

Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

Our strategic direction

Mana manaaki

A positive experience
every time



Kotahitanga

Partnering for greater impact



Kia takatū tātou

Supporting long-term social
and economic development



Our Values

Manaaki

We care about the
wellbeing of people

Whānau

We are inclusive
and build belonging

Mahi tahi

We work together,
making a difference
for communities

Tika me te pono

We do the right
thing, with integrity

Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianeī, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou haporī, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

The outcomes we want to achieve

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
 - Community partnerships, programmes and campaigns
 - Advocacy for seniors, disabled people and youth
 - Public Housing assistance and emergency housing
 - Resolving claims of abuse and neglect in state care
 - Student allowances and loans
-

He whakataukī*

Unuhia te rito o te harakeke

Kei hea te kōmako e kō?

Whakatairangitia, rere ki uta, rere ki tai;

Ui mai ki ahau,

He aha te mea nui o te ao?

Māku e kī atu,

He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush

Where will the bellbird find rest?

Will it fly inland, fly out to sea, or fly aimlessly;

If you were to ask me,

What is the most important thing in the world?

I will tell you,

It is people, it is people, it is people

* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

Position detail

Overview of position

The Group General Manager (GGM) Enablement is responsible for leading, influencing, and enhancing housing and system performance outcomes within Service Delivery and the wider Ministry. This role ensures that informed investment decisions are made to secure and grow the right partnerships, targeting potential opportunities to improve client outcomes.

As Group General Manager you will:

- Lead and influence housing and system performance initiatives within Service Delivery and the Ministry.
- Make informed investment decisions to secure and grow partnerships, targeting potential opportunities for better client outcomes.
- Maintain a strong connection and influence with Client Service Delivery leadership to ensure the effective delivery of strategies and programmes that achieve optimal client outcomes.
- Develop and sustain strong relationships with key external agencies, including Kainga Ora, the Ministry of Housing and Urban Development (HUD), and other parts of the housing sector.
- Provide the business with insights and learnings to enable client-facing staff to offer the necessary help and support to clients.
- Influence perceptions and challenge the status quo to enhance delivery outcomes.
- Lead and deliver all strategic capability and continuous improvement initiatives for Service Delivery, fostering a learning organisation within the Ministry.
- Ensure clarity on the effectiveness of system performance in helping clients and the impact of changes on performance outcomes.

Location

National Office, Wellington

Reports to

Deputy Chief Executive, Service Delivery

Key responsibilities

Strategic Planning and Development

- Lead and develop key strategic relationships with Kainga Ora, the Ministry of Housing and Urban Development (HUD), and other parts of the housing sector to ensure effective delivery of housing services to New Zealanders, enhancing client outcomes.
- Collaborate with the Service Delivery Leadership Team (SDLT) and other senior leaders to develop long-range strategies and plans for Service Delivery.
- Lead the design and development of the operating model for the Housing portfolio.
- Design, develop, and deliver a national strategy for housing outcomes.
- Work with the GGM Client Service Support and GGM Client Service Delivery to develop strategic and operational regional housing plans.
- Ensure alignment of housing services with MSD's strategic direction.
- Design and develop new services and products, strengthening core services including operational processes and practices.

- Align programmes to investment strategies and funding.
- Lead the design and development of operating models for Employment, Income, and Housing portfolios through insights from frontline work.
- Work with the GGM Client Service Delivery and GGM Client Service Support to enhance and enable the development of strategic and operational engagement plans.
- Influence the design and development of new services and products, strengthening core services including operational processes and practices.
- Lead the development and ongoing improvement of measures of the MSD system and its effectiveness on performance for clients.
- Ensure clarity on the effectiveness of system performance in helping clients and the impact of changes on performance outcomes.
- Accountable for the desired vision and strategic objectives for Learning and Continuous Improvement to align and support delivery of organisational priorities and objectives. It is essential that they drive a learning culture, focused on building capability and improving the systems and quality of service provided to Ministry of Social Development clients.

Reporting and Analysis

- Direct and analyse market and housing information from internal and external sources to identify risks, trends, and strategic opportunities, ensuring relevant staff are informed.
- Ensure this analysis influences national and regional strategic planning for housing objectives.
- Inform national decision-making to align client skill development, product development, and purchasing with current and future labour market needs, and match housing needs (public, emergency, and transitional).
- Coordinate effective market and housing reporting throughout the organisation.
- Provide timely, accurate, and actionable advice and reports on key deliverables, enhanced practices, and housing services, ensuring systems thinking supports client outcomes and keeping SDLT informed about achievements, risks, and proposed solutions.
- Identify and manage organisational risks, ensuring rigorous standards of analysis and risk assessment.
- Manage and report on team finances, budgets, and resource utilisation, addressing any financial and budgetary issues.

Relationship Management

- Develop, maintain, and manage strong working relationships with high-level internal stakeholders (Senior Managers, DCEs, and the CE) and external stakeholders, including key government agencies, non-government organizations, iwi providers, and housing providers, to support a collective view of shared goals needed to achieve desired results for New Zealanders.
- Implement new housing initiatives across all channels.

People Leadership

- Create a sense of vision and a whole-of-organization perspective that supports shared goals, national objectives, and an open, collaborative environment with high levels of interdependency.
- Build and maintain a high-performing team that is engaged, motivated, and capable of developing and delivering innovative advice and services to support the Ministry's strategic direction.

- Work closely with wider teams and use influence to achieve the goals of the Systems and Housing portfolios.

Risk Management

- Identify any organisational risks and takes action to manage their impact on employment ensuring rigorous standards of analysis and risk assessment and appropriate outcomes are achieved.
- Manage and regularly report on the team finances, budgets (including variances) and resources utilisation.
- Identify and address financial and budgetary issues.

Embedding te ao Māori

- Embedding and building on Te Ao Māori within their leadership role.
- Create the conditions for Te Ao Māori and Te Tiriti o Waitangi in all decisions to ensure Te Pae Tata is delivered and embedded in your business group.

Health, safety and security

- Understand and implement your manager accountabilities as outlined in the HSS Accountability Framework.
- Ensure health, safety, security and wellbeing policies and procedures are understood, followed and implemented by all employees.

Emergency management and business continuity

- Take responsibility for emergency management and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
- Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed and implemented by employees.

Know-how

- Extensive knowledge of housing work within Service Delivery and the wider Ministry.
- Strong experience managing inter-agency relationships.
- Experience in the management and leadership of a high performing team.
- Senior management experience and experience leading in large organisations.
- Strong knowledge of Government and State Sector processes and systems.
- Sound knowledge of Government direction and policy priorities.
- Strong experience in strategic planning.
- Knowledge about the support and implementation of cross-sector key strategic approaches.
- An understanding of equity issues and the Treaty of Waitangi, and the implications of these for the work of MSD.
- Experience of working in partnership with whānau, hapū and Iwi.

Attributes

- Proven senior leadership skills.
- Strong relationship management and networking skills.
- Ability to relate both verbally and written across all levels of an organisation.
- Strong partnership builder.
- Environmental and organisational awareness coupled with political savvy.
- Strong ability to influence others.
- Ability to build trust with colleagues, staff and external clients.
- Exercises sound judgement and political sensitivity.
- Highly effective communication skills.
- Flexible, adaptable and pragmatic.
- Strong client focus.
- Establishes a high-performing culture.
- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected.
- Strong understanding of housing sector and relationships with stakeholders.

Key relationships

Internal

- Leadership colleagues in Service Delivery
- Senior Executives in MSD
- Policy group
- Strategy and Insights group
- Communications and Media teams
- DCE Advisors
- Ministerial and Executive Services

External

- Employers
- Industry Associations
- Other government agencies
- Ministers and staff in Ministers' offices
- Housing sector
- Partnering Service Providers
- Community groups
- Iwi and Regional Community Leaders

Other

Delegations

- Financial – Yes, Level 3
- Human Resources – Yes, Level 3

Direct reports - No

Security clearance - No

Children's worker - No

Limited adhoc travel may be required

May require after hours work

Position Description Updated: May 2025

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OFFICIAL INFORMATION ACT

Home » Business groups » Ministerial and Executive Services » **OI-team**

The Official Information (OI) Team

The Official Information team is part of Ministerial and Executive Services (MaES). It manages all of the Ministry's Official Information Act requests.

On this Page:

What we do

The Official Information Team is responsible for managing all the Ministry's OIA requests.

Official Information Act requests can be made by anyone that lives in New Zealand. Official information is any information held by the Ministry. This information can be in many forms such as reports, memorandum, briefings, meeting minutes, emails, phone call transcripts and policy advice.

The Ministry is committed to the principles of [The Official Information Act 1982](http://www.legislation.govt.nz/act/public/1982/0156/latest/DLM64785.html) (<http://www.legislation.govt.nz/act/public/1982/0156/latest/DLM64785.html>), (OIA), and seeks to make information readily available to the public through proactive release.

If you receive a request for information or are unsure about whether an information request should be managed as an OIA, contact the Official Information team at OIA_Requests@msd.govt.nz (mailto:OIA_Requests@msd.govt.nz).

Management of OIAs

We must respond to an OIA request as soon as reasonably practicable, and within 20 working days unless we can extend the timeframe for one of the limited reasons in the OIA. The aim is to get information out to the requestor as soon as possible.

The three key steps in responding to a request are set out below. We will advise you how much time is available at each step when commissioning this work.

Step 1: Scope

The Official Information team will contact the relevant business units to refine the request if necessary; identify and bring together the information; and complete a [risk assessment template](http://doogle/documents/business-groups/people-culture-strategy/maes/01-business-unit-risk-assessment.docx) (<http://doogle/documents/business-groups/people-culture-strategy/maes/01-business-unit-risk-assessment.docx>).

Step 2: Assess

Once the information has been collated, the Official Information team will assess the information for release against the tests set out in the OIA. The Official Information team will then put together the record of decision and response letter, which will be checked by Manager Official Information.

Step 3: Endorse

The relevant business units will be asked to endorse the response letter in line with the MaES authorisation framework. This step is to ensure that the decision letter is accurate and appropriate (see decision letter content below), that all relevant risks are identified, and any suitable mitigations are in place. It is generally not intended that significant changes are made to the response letter at this step.

Step 4: Approve

Once steps 1 to 3 have been completed, the Manager Official Information or General Manager MaES will finalise the decision-record and make and communicate the decision to the requestor, along with communicating the decision as needed on an FYI basis.

[Authorisations Framework](https://doogle.ssi.govt.nz/business-groups/people-culture-strategy/maes/maes-authorisations-framework.html) (<https://doogle.ssi.govt.nz/business-groups/people-culture-strategy/maes/maes-authorisations-framework.html>)

[Official Information Act requests - FAQs](https://doogle.ssi.govt.nz/helping-you/information-hub/managing-ministry-information/releasing-information.html) (<https://doogle.ssi.govt.nz/helping-you/information-hub/managing-ministry-information/releasing-information.html>)

[Process for managing information requests from current or former Ministry staff](https://doogle.ssi.govt.nz/business-groups/people-culture-strategy/maes/staff-information-requests.html) (<https://doogle.ssi.govt.nz/business-groups/people-culture-strategy/maes/staff-information-requests.html>)

[Public Service Commission guidance on OIA](https://www.publicservice.govt.nz/guidance/official-information/) (<https://www.publicservice.govt.nz/guidance/official-information/>)

Consultations

Consultation with other agencies (incoming) are led by MaES

As part of the process of responding to an OIA request, agencies may consult with third parties on the information they are intending to release. Consultations are not required under the OIA, however it may be necessary consult because:

The information to be released is about the third party
The information was supplied by the third party, and/or
The release of the information could adversely affect the third party.

MSD consults with other agencies on information we are intending to release (outgoing consultations), and other agencies consult with us on information they are intending to release (incoming consultations).

All incoming consultations should be dealt with by MaES, via the Official Information team. We will liaise with the responsible Business Unit(s) and DCE office(s) as needed and will collate and coordinate feedback. This is important, so we can make sure that the Ministry takes a consistent and coordinated approach when providing feedback, including ensuring that any feedback is framed in the context of withholding grounds under the OIA.

Any issues can generally be resolved by MaES through our relationships with our counterparts in other agencies, and escalations up to DCEs should be treated as a last resort.

What does this mean for me?

If you receive a consultation on an OIA from another agency, please forward it to OIA_requests@msd.govt.nz, and we will conduct the consultation on behalf of the Ministry. You can of course raise any concerns or comments you may have about the release and advise us if you feel any other part of the Ministry should be consulted with too.

If you are contacted by MaES about a consultation on an OIA from another agency, please review the information and let us know if you have any concerns about the information being released (and what those concerns are). Consultations typically have short turnarounds (five working days, sometimes less), so please ensure you prioritise this work.

[Consultation with other agencies \(Word 54.94KB\)](http://doogle/documents/business-groups/organisational-assurance-and-communications/ministerial-and-executive-services/230320-incoming-consultation-process.docx) [<http://doogle/documents/business-groups/organisational-assurance-and-communications/ministerial-and-executive-services/230320-incoming-consultation-process.docx>]

Decision letter content

The purpose of a decision letter is to tell the requestor whether their request has been granted or refused, and if applicable, the reasons for the refusal along with explaining their right of complaint to the Ombudsman.

Generally, additional content or information in decision letters will not be included unless:

The subject of the request is technical or complex, and further explanation would assist with understanding the information being released.

The information being released is inaccurate or incomplete, and further explanation is necessary to prevent misunderstanding.

There is a clearly identified risk in the decision-record, and further explanation is necessary to mitigate that risk.

The Official Information team otherwise consider it necessary.

Where additional content of information is considered necessary to include in a decision-letter, then information which is publicly available will be utilised.

[Contact the Official Information team](mailto:OIA_requests@msd.govt.nz) [mailto:OIA_requests@msd.govt.nz]

[Template - Decision Record \(PDF 203.51KB\)](http://doogle/documents/business-groups/people-culture-strategy/maes/draft-oia-decision-record.pdf) [<http://doogle/documents/business-groups/people-culture-strategy/maes/draft-oia-decision-record.pdf>]

[Template - Decision Letter \(PDF 110.52KB\)](http://doogle/documents/business-groups/people-culture-strategy/maes/draft-decision-letter-template.pdf) [<http://doogle/documents/business-groups/people-culture-strategy/maes/draft-decision-letter-template.pdf>]

Official Information Act Workshops

MaES delivers an Official Information Act workshop that is open to all staff. The workshop covers the main aspects of the Official Information Act and how we apply these to our work at the Ministry. If you are interested in attending a workshop, please register for either our *Introduction to MaES* or *A deep dive into the OIA* session (or both!) at the following link: [Upcoming training: MaES](https://doogle.ssi.govt.nz/business-groups/people-culture-strategy/maes/maes-training.html) [<https://doogle.ssi.govt.nz/business-groups/people-culture-strategy/maes/maes-training.html>].

Resources for Official Information Act requests

Below are some resources and tools relating to the processing and assessment of Official Information Act requests within the Ministry. We'll continue to post updates on this page for any new or improved tools relating to the assessment and processing of OIAs.

[OIA one-pager \(PDF 580.48KB\)](http://doogle/documents/business-groups/people-culture-strategy/maes/oia-regional-a3.pdf) [<http://doogle/documents/business-groups/people-culture-strategy/maes/oia-regional-a3.pdf>]

[Guideline - Framework for managing complex or frequent official information requests](https://doogle.ssi.govt.nz/documents/resources/helping-staff/procedures-manuals/ministerial-parliament-government/framework-for-) [<https://doogle.ssi.govt.nz/documents/resources/helping-staff/procedures-manuals/ministerial-parliament-government/framework-for->

[managing-complex-and-frequent-official-information-requests-sept2023.pdf](#)

[Ombudsman Guide: Common withholding grounds \[pp 28-30\]. \[https://www.ombudsman.parliament.nz/sites/default/files/2019-08/The%20OIA%20for%20agencies%20August%202019.pdf\]](https://www.ombudsman.parliament.nz/sites/default/files/2019-08/The%20OIA%20for%20agencies%20August%202019.pdf)

[OIA - Business Unit Risk Assessment \[template\]. \(Word 56.58KB\). \[http://doogle/documents/business-groups/people-culture-strategy/maes/01-business-unit-risk-assessment.docx\]](http://doogle/documents/business-groups/people-culture-strategy/maes/01-business-unit-risk-assessment.docx)

Content owner: [Ministerial and Executive Services](#) **Last updated:** 26 September 2024

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Managing requests for information from Ministry staff

This page provides an overview of the Ministry's process for managing information requests from current or former staff. This can be in circumstances where they want information related to their employment, as well as other Ministry information that they wish to access in a personal capacity (e.g. for external study or research purposes).

Roles and responsibilities

Ministerial and Executive Services (Official Information Team)

Will act as a common gateway for all requests from staff members

To coordinate responses to the requests irrespective of whether requests engage the Official Information Act or Privacy Act. General Manager Ministerial and Executive Services (MaES) will be final signatory on all responses (with content approved through People Group - Director Employment Relations)

People Group (Director Employment Relations)

To provide relevant information to MaES for requests.

If further information required / not held by People Group, Director Employment Relations will coordinate with the relevant manager and provide to MaES.

Information Privacy and Sharing (Information Group)

To provide advice to MaES on Privacy Act concerns.

Useful information

See one-pager below showing the workflow of managing a request for information from a staff member.

[One-pager: Managing staff requests](#) (PDF 200.14KB) [<http://doogie/documents/business-groups/organisational-assurance-and-communications/ministerial-and-executive-services/workflow-staff-information-requests.pdf>]

Stage	Steps	Tools & Forms
Request received	<p>1. You receive a request for information from a staff member.</p> <p>Action: Forward the request immediately to uia_requests@msd.govt.nz [mailto:uia_requests@msd.govt.nz].</p>	
Assess and commission	<p>2. <i>[Responsibility: Official Information Team]</i></p> <p>Actions:</p> <ul style="list-style-type: none"> • Acknowledgement sent to requester from oia inbox • Advisor allocated • Request assessed • Use 'SENSITIVE - staff request' in the subject line <p>3. If the request is for Official information only:</p> <ul style="list-style-type: none"> • Official Information Team to process under existing business as usual procedures. <p>4. If the request is a mix of official and privacy related components:</p> <ul style="list-style-type: none"> • Official Information Team to pull official information elements • Privacy Act elements identified and referred to Director Employment Relations <ul style="list-style-type: none"> ◦ Email request to Director Employment Relations ◦ Refer to next stage (step 5) 	
Coordinating information from	<p>5. <i>[Responsibility: Director Employment Relations]</i></p>	

Stage	Steps	Tools & Forms
staff files	<p>Actions:</p> <ul style="list-style-type: none"> To provide relevant information to MaES for inclusion in the request If information not held, to coordinate directly with relevant manager and provide the information to MaES Flag with MaES any concerns with the information. <p>6. [Responsibility: Official Information]</p> <ul style="list-style-type: none"> Official Information Team Advisor to discuss any concerns regarding privacy with the Information Group 	
Draft response and sign-out	<p>7. [Responsibility: Official Information Team]</p> <p>Response contains OIA only</p> <ul style="list-style-type: none"> Response drafted Send to Manager Official Information (or General Manager MaES) Response sent to requestor. <p>8. [Responsibility: Official Information Team]</p> <p>Mix of OIA and Privacy Act information</p> <ul style="list-style-type: none"> Response drafted Send to Director Employment Relations for consult on final response and report Then to Manager Official Information (or General Manager MaES) for final sign-out. 	
Complaints process for staff requests	<p>9. Any complaints about decisions or the process should be referred to the General Manager Ministerial and Executive Services.</p>	

Content owner: [Ministerial and Executive Services](#) Last updated: 23 November 2023

How to handle requests for personal information

This page explains what 'personal information' is, people's rights to access their personal information, and the process for handling access requests. You can find templates to help you manage requests under 'Related links'.

On this Page:

What is 'personal information' about someone?

Personal information is information which tells us something about a specific individual. The information doesn't need to name the person if they're identifiable in other ways.

At te Manatū Whakahiato Ora (MSD) we hold many different kinds of personal information, such as: people's names, addresses and other contact details, birthdates, etc. We may also hold clients' medical, financial, and employment information, and information about their families and living situation.

This information is held in documents, emails, notes, and reports, and is stored in many places including CMS, EDRMS (Objective), physical files, and core systems like SWIFTT, TRIM, and HIYA.

A person doesn't need to be named for the information to be 'personal information'. If the information tells us something about them, and our systems can link it back to them, then it is personal information.

Official information is all information held by MSD.

People have a right to ask for their own personal information

Under the Privacy Act 2020, people are entitled to ask us:

whether MSD has personal information about them, and
for access to any personal information that we hold about them.

We call these 'access requests'.

Where MSD staff are requesting access to their personal information (or official information in a personal capacity), please see [this page \[http://doogle/business-groups/people-culture-strategy/maes/staff-information-requests.html\]](http://doogle/business-groups/people-culture-strategy/maes/staff-information-requests.html) for information on how to handle these requests.

Timing

Under the Privacy Act we have 20 working days to respond to access requests. The Office of the Privacy Commissioner's website has a [Response Calendar \[https://www.privacy.org.nz/your-rights/your-privacy-rights/\]](https://www.privacy.org.nz/your-rights/your-privacy-rights/) to help you work out the response due date on Privacy Act Requests.

There's a limited range of reasons for refusing an access request. For example, some of the information may not be provided if the information would endanger the life or health of the requester or another person. If we refuse an access request, we must still respond to them within 20 working days and let them know we are refusing their request. If you don't know whether the information can be released, or if you think there is a risk that the information might negatively affect the health or safety of the requestor or another person if we release it, whakapā mai at [PrivacyOfficer@msd.govt.nz \[mailto:PrivacyOfficer@msd.govt.nz\]](mailto:PrivacyOfficer@msd.govt.nz) for a kōrero (chat) and some advice.

It doesn't matter why they want it

People don't have to give us a reason for asking for access to their information. If it's about them, they're entitled to get it, unless the law allows us to say no.

They don't have to spell out what they want

People often ask for "all the information you have about me".

The Privacy Act doesn't require them to be more specific and people often can't be more specific because they don't know what we hold – that's why they're asking.

Talk to the requester

It's fine to have a kōrero with the person about what they need – that might be helpful for them. They may ask for all the information we hold about them, but in actual fact, they only want to know how we've calculated their benefit, or what records we have about their medical history.

By having a kōrero with them you might be able to narrow down the search parameters, which will make it quicker and easier for you to respond to them. But, if they want everything, we must consider their request.

They don't have to mention the Privacy Act

Requesters don't always mention the Privacy Act when they ask for their information. Sometimes they get it wrong and talk about the Official Information Act instead.

It doesn't matter. It's up to us to know that if they ask for information about themselves, then the Privacy Act applies.

Helpful links when responding to Privacy Act Requests

Requesting Call Recordings

To request call recordings (except when it's for NZ Police evidential purposes or security incidents), fill in the [Business Request for Call Recordings form](http://doogle/helping-you/msd-service-desk/forms-and-requests/business-request-for-call-recordings.html) [http://doogle/helping-you/msd-service-desk/forms-and-requests/business-request-for-call-recordings.html] on Doogle.

An analyst then burns the specified recordings onto a CD and courier it to the appropriate office/staff member to include with their reply.

You won't necessarily know the specific dates of the calls or the IDs/staff the requestor wants. In this case, just write the date range and any of the client's known phone number(s).

Requesting Emails

There's two parts to this process, depending on what we know about how the individual has been interacting with MSD:

When we know every staff member who would have sent or received emails about the client, we can reach out to the Windows Team in IT, who can carry out searches for relevant emails; or

When we don't know every staff member who has sent or received emails about the client, we can reach out to the Internal Integrity Team in Workplace Integrity, who can use the RAFT system to search for relevant emails.

When you need to know what members have accessed a client's record, use the [Audit Request Form](https://doogle.ssi.govt.nz/helping-you/msd-service-desk/forms-and-requests/audit-request-form.html) [https://doogle.ssi.govt.nz/helping-you/msd-service-desk/forms-and-requests/audit-request-form.html].

Templates for responding to requests for personal information

Some helpful templates for responding to an access request are linked on the right-hand side of this page.

Kia mahi tahi tātou ki te tiaki i te mōhiohio o ngā iwi o Aotearoa!

Let's work together to steward the information of New Zealanders!

Responding to requests for personal information

Client Service Integrity staff should use the following procedure when responding to requests for personal information.

Stage	Steps	Tools & Forms
<p>Request for personal information received</p>	<p>1. You have received a request for access to personal information under the Privacy Act 2020 when an individual asks:</p> <ul style="list-style-type: none"> • for a "copy of their file" • for "all/some of the information held about me" • to "look at all/some of my information". <p>Note: If a person asks for information about someone other than themselves, or asks for information from the Ministry that is not about an identifiable individual, it is an Official Information Act request. For more information see Official Information Act 1982 - legal compliance [https://dooggle.ssi.govt.nz/helping-you/policy-advice/key-policy-papers/official-information-act-requests-policy-guidance.html].</p>	<p>Guidelines to the Privacy Act 2020 [https://dooggle.ssi.govt.nz/map/legislation/guidelines/privacy-act-2020-guidelines/privacy-act-2020-guidelines.html]</p> <p>Responding to a request for personal information [https://dooggle.ssi.govt.nz/map/legislation/guidelines/privacy-act-2020-guidelines/responding-to-a-request-for-personal-information.html]</p>
<p>Verify the requester's identity</p>	<p>2. It is unacceptable for clients' personal information to be disclosed without knowing that the requester is allowed to receive the information. Make sure you always check who the requester is.</p> <p>The individual</p> <p>Ask a minimum of three identifying questions, eg ask them to confirm their:</p> <ul style="list-style-type: none"> • date of birth • middle name • address • children's names, etc <p>An agent</p> <p>Check to see if they are an agent already, if they are not recorded as an agent ask them to provide the authority by which they can receive another person's information.</p> <p>A solicitor</p> <p>A solicitor is able to receive information about a person if they state that they are acting for that person. No further proof is needed.</p>	<p>Creating a Must View Note for Agents [http://dooggle/resources/helping-clients/procedures-manuals/work-and-income/core-procedures/agents/creating-a-must-view-note-for-agents.html]</p>
<p>Advise your manager</p>	<p>3. As soon as you have received a request for information you must make your manager aware.</p> <p>Your manager will record that the request has been received.</p>	
<p>Review request and establish timeframe for response</p>	<p>4. The Ministry have a maximum of 20 working days in which to respond to a request for information. However, we must respond as soon as is reasonably practicable.</p> <p>If we don't respond within 20 working days it is said to be 'a refusal to make the information available'. So, don't delay!</p> <p>Review the information request and assess the likely time frame to retrieve the information.</p> <ul style="list-style-type: none"> • The person who receives the request should clarify, if unclear, how wide the client intends their request to be, and just what information they require. If the client wants it all, you should release it all, unless there are grounds for withholding. • If the information requested is held by more than one area or service line (eg information is held by both Integrity Services and Work and Income), the request should be passed onto the manager of the other area promptly and no later than 5 working days. • All information which the client is entitled to receive should be provided as soon as possible. Do not wait to send everything together, as this will inevitably result in delay. Keep other units updated as to progress if information is in more than one place. Any problems should be discussed between the managers involved. <p>If you think that it may take more than 20 working days for the Ministry to respond to the request, refer to the guidelines in MAP [https://dooggle.ssi.govt.nz/map/legislation/guidelines/privacy-act-2020-guidelines/time-limits-relating-to-requests-for-personal-information.html] around extension of the 20-day period.</p>	<p>Guidelines around extension of the 20-day period [https://dooggle.ssi.govt.nz/map/legislation/guidelines/privacy-act-2020-guidelines/time-limits-relating-to-requests-for-personal-information.html]</p>

Stage	Steps	Tools & Forms
Retrieve documents	<p>5. Undertake a thorough search across all relevant business units for all information requested.</p> <p>Once all of the information requested has been located and compiled, it must be checked (for instance we must ensure that information about other people is not included).</p>	
Check information and determine what to withhold and release	<p>6. Check the information to make sure it is only about the requester.</p> <p>Requesters (or agents/solicitors acting for them) are only entitled to information about themselves personally. Information about other people can, and generally should, be deleted.</p> <p>Determining whether information should be withheld</p> <p>Section 53 of the Privacy Act [https://www.legislation.govt.nz/act/public/2020/0031/latest/LMS23398.html?search=sw_096be8ed81d8a69d_withheld_25_se&p=1&sr=0] allows us to do this where:</p> <ul style="list-style-type: none"> • the disclosure is about the affairs of another individual • that disclosure is unwarranted in the circumstances. 	
Before releasing information	<p>7. Care needs to be taken every time that information is released.</p> <ul style="list-style-type: none"> • All information must be checked by your manager to ensure that all details can be released, before it is released to an individual, agent or solicitor. 	
Release information	<p>8. When releasing the information requested we must advise the requester:</p> <ul style="list-style-type: none"> • if any information has been withheld • the reasons for it being withheld • the legislative provision that allows that information to be withheld. • Where possible files should be hand delivered, clients can be met at their closest Work and Income site. • Under no circumstances may files be sent by regular mail. Only approved couriers may be used; these are PostHaste, Courier Post or Recall Records couriers. For urgent deliveries Sub60 must be used. All files must require a signature upon delivery. When sending files, they must be sealed in a plastic courier bag. • Release the information using the CSI letter template in CMS. • Once the information has been released, a full copy of what has been disclosed must be held at the site. • For further clarification regarding any request for information, discuss with your solicitor or manager, particularly if there is any doubt as to what to release. 	