



4 October 2021

Tēnā koe

On 16 September 2021, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

- *Please release a complete Organisational Structure Chart (Org Chart) of the MSD for each of the years: 2017, 2018, 2019, 2020 and 2021.*
 - *For the purpose of this request, please consider these definitions:*
 - *Org Chart: A document that shows the detailed structure of all directorates, business units and teams. It denotes reporting lines and role titles. It often denotes the nature of roles and FTE's (e.g. permanent, fixed-term, contract, secondment).*
 - *Timing: please release one chart for each year. They would preferably capture the organisational structure of a similar period each year. For example, captured at the beginning or end of each new financial year.*

On 29 September 2021, the Ministry contacted you to refine your request, otherwise it would likely be refused under section 18(f) of the Act as substantial manual collation would be required to provide the information requested.

As discussed, some of the information is publicly available. Please find the Ministry's March 2021 organisational structure online at the following link: www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/official-information-responses/2021/april/20210427-request-a-copy-of-the-organisation-structure-chart-with-the-names-and-positions-down-to-tier-5.pdf.

On 1 October 2021, you confirmed that you would like to proceed with the following refinement:

- *Provide me with a comparable org chart/list of tiers and reporting lines for the time around March 2020. Any snapshot between January 2020 and June 2020 would do for me to be able to compare the data over time.*

The Ministry is one of New Zealand's larger government departments employing people in over 200 locations around the country and providing a diverse range of services to New Zealanders. The Ministry is divided into the following business groups:

- Service Delivery
- Policy
- Strategy and Insights
- People and Capability

- Māori, Communities and Partnerships
- Business Integration
- Organisational Assurance and Communication
- Office of the Chief Executive

For the sake of clarity, the Ministry refers to job tiers as Reporting Lines. The following Reporting Lines correlate to the following tiers:

- Reporting Line 1 – Tier 1
- Reporting Line 2 – Tier 2
- Reporting Line 3 – Tier 3
- Reporting Line 4 – Tier 4
- Reporting Line 5 – Tier 5

Please find enclosed at the end of this response, as **Appendix A**, an organisational structure chart with the positions down to Reporting Line 5 as at 31 March 2020.

Furthermore, the organisational structure chart includes only permanent and fixed-term employees. The information excludes casual staff members, Committee fee members and staff on parental leave or leave without pay.

Additionally, because of the different size of different business groups, you will see that similar roles, such as General Managers, might be dispersed across the reporting lines as some report to Deputy Chief Executives, while some report to Group General Managers who report to Deputy Chief Executives.

The Ministry has included staff and specialist positions without people leadership/management responsibilities in this organisation structure chart. For example, Lead Advisors, Principal Advisors, specialist roles and Executive Assistants. Note that these roles have been excluded from similar published requests we have referred you to. More information about the Ministry's organisational structure can be found at the following links:

- www.msd.govt.nz/about-msd-and-our-work/about-msd/leadership-team/index.html.
- www.msd.govt.nz/about-msd-and-our-work/about-msd/our-structure/index.html.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter available to the wider public. The Ministry will do this by publishing this letter on the Ministry of Social Development's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

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 this response to your request for the Ministry's organisational chart down to tier 5, 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



Penny Rounthwaite
Group General Manager
People & Capability

Appendix A

Reporting Line 1 (as at 31 March 2020)	
Position title	Number of positions
Chief Executive	1

Reporting Line 2 (as at 31 March 2020)		
Reporting to	Position title	Number of positions
Chief Executive	DCE Māori Communities and Partnerships	1
	DCE Organisational Assurance and Communication	1
	DCE People and Capability	1
	DCE Policy	1
	DCE Strategy and Insights	1
	Deputy Chief Executive Service Delivery	1
	Director Office of the Chief Executive	1
	Executive Manager Office of the Chief Executive	1

Reporting Line 3 (as at 31 March 2020)		
Reporting to	Position title	Number of positions
DCE Māori Communities and Partnerships	Director DCE's Office	1
	General Manager Māori, Partnerships and Programmes	1
	General Manager Pacific and Programme Delivery	1
	General Manager Safe Strong Families and Communities	1
	General Manager Service and Contracts Management	1
	General Manager Youth	1
	Senior EA to DCE Māori Communities and Partnerships	1
DCE Organisational Assurance and Communication	Chief Legal Advisor	1
	General Manager Health Safety and Security	1
	General Manager Information	1
	General Manager Ministerial and Executive Services	1
	General Manager Risk and Assurance	1
	GM Communications and Engagement	1
	Senior EA to DCE Org Assurance and Communication	1
DCE People and Capability	Business Coach	7
	Chief Financial Officer	1
	Chief Information Officer	1

	Chief Monitor	1
	DCE Advisor Corporate Solutions	1
	Director EPMO	1
	Executive Director Independent Children's Monitor Unit	1
	General Manager Historic Claims	1
	General Manager Property and Facilities	1
	General Manager Social Services Accreditation	1
	Group General Manager People	1
	Lead DCE Advisor Corporate Solutions	1
	Principal Advisor	1
	Programme Administrator	1
	Programme Director	1
	Programme Manager	1
	Senior EA to DCE People and Capability	1
DCE Policy	Chief Advisor	1
	DCE Advisor	1
	Director DCE Office	1
	General Manager	4
	Senior EA to DCE Policy	1
DCE Strategy and Insights	Chief Economist	1
	Chief Science Advisor	1
	Director Strategic Issues and Investment	1
	General Manager OPPG	1
	General Manager System Performance	1
	Group General Manager Insights MSD	1
	Secondment to External Agency from MSD	1
	Senior EA to DCE Strategy and Insights	1
Deputy Chief Executive Service Delivery	Associate DCE Service Delivery	1
	Director DCE's Office	1
	General Manager Client and Internal Communications	1
	Group General Manager Client Service Delivery	1
	Group General Manager Client Service Support	1
	Group General Manager Employment	1
	Senior EA to DCE Service Delivery	1
	Value Stream Executive Leader Income Support	1
Director Office of the Chief Executive	Chief Executive Advisor	5
	Office Manager and EA to the GM Office of the CE	1
	Principal Advisor	1

Reporting Line 4 (as at 31 March 2020)				
Business group	Reporting to	Position title	Number of positions	
Māori Communities and Partnerships	General Manager Service and Contracts Management	Executive Assistant	1	
		National Manager Contracts	1	
		Principal Advisor	1	
		Senior Advisor Provider Services	1	
		Senior Contracts Advisor	3	
	General Manager Safe Strong Families and Communities	Manager Family and Community Services	1	
		Manager Operational Policy and Planning	1	
		Team Administrator	1	
	General Manager Youth	Executive Assistant	1	
		Manager Youth Development	1	
		National Manager Youth Services	1	
		Principal Advisor	2	
		Senior Advisor	1	
	Director DCE's Office	Principal Advisor	2	
		Senior Advisor	1	
		General Manager Māori, Partnerships and Programmes	Director Māori	1
			Executive Assistant	1
			Manager Community Partnerships and Programmes	1
			Manager Partnering with Iwi and Māori	1
			Manager Partnerships and Services	1
Principal Advisor Partnering with Iwi and Māori			1	
Principal Disability Advisor			1	
Principal Health Advisor			1	
Senior Analyst			1	
Team Administrator			1	
Team Leader Social Action		1		
General Manager Pacific and Programme Delivery	Director Pacific	1		
	Principal Advisor Pacific	1		
	Project Coordinator	2		
	Project Manager	2		
	Senior Project Manager	2		
Organisational Assurance and Communication	Chief Legal Advisor	Business Manager Legal Services	1	
		Executive Assistant	1	
		Secondment to External Agency from MSD	1	
		Team Manager Legal Services	5	
		Executive Assistant	1	

	General Manager Health Safety and Security	Manager HSS Operations	2
		Manager HSS Strategy and Risk	1
		Manager HSS Technical Advisory	1
	General Manager Risk and Assurance	Executive Assistant	1
		Manager Assurance Services	1
		Manager Workplace Integrity	1
		Principal Risk Advisor	1
		Risk and Assurance Regional Consultant	3
		Risk Specialist	2
	General Manager Ministerial and Executive Services	EA to GM Ministerial and Executive Services	1
		Manager Complaints Management Insights and Improvement	1
		Manager Correspondence	1
		Manager Official and Parliamentary Information	1
		Private Secretary	9
	General Manager Information	Executive Assistant	1
		General Manager Advisor	1
		Manager Information Management	1
		Manager Information Privacy and Sharing	1
		Manager Information Security	1
		Programme Implementation Manager	1
		GM Communications and Engagement	Executive Assistant
	Lead Advisor Change and Engagement	1	
	Manager Corporate Communications	1	
	Manager Media and Social Media	1	
	Senior Corporate Writer	1	
	Team Leader Events	1	
People and Capability	Chief Financial Officer	Deputy Chief Financial Officer	1
	Chief Information Officer	Business Relationship Manager	1
		Chief Technology Officer	1
		Lead Enterprise Architect	1
		Programme Advisor	1
		Senior Enterprise Architect	1
	General Manager Property and Facilities	Executive Assistant GM Property and Facilities	1
		General Manager Advisor	1
		Manager National Office Facilities	1

		Manager Property Development SD	1
		Manager Property Operations	1
		Manager Property Planning and Development OT	1
		Manager Property Strategy and Planning	1
	General Manager Social Services Accreditation	Executive Assistant	1
		Lead Advisor	1
		National Accreditation Manager	1
		National Manager Māori	1
		Policy and Practice Manager	1
		Senior Analyst	1
	Programme Director	Manager Strategic Change	1
		Programme Coordinator	1
		Senior Advisor	1
	General Manager Historic Claims	Director Strategy	1
		Executive Assistant	1
		Manager Claimant Support and Assessment	2
		Manager Information Coordination and Administration	1
	Programme Manager	Engagement Manager	1
		Principal Advisor Māori	1
		Principal Advisor Strategic Workforce Planning	1
		Programme Administrator	1
		Project Manager Deployment	1
	Group General Manager People	Director Business Partner	1
		Director Employee Relations and Remuneration	1
		Director HR Operations	1
		Director Learning and Capability	1
		Director People Culture and Inclusion	1
		Executive Assistant	1
		Group GM Advisor People	2
		Programme Director People	1
	Chief Monitor	Principal Advisor	2
		Principal Analyst	1
		Senior Advisor	1
Policy		Lead Advisor	1
	Chief Advisor	Programme Coordinator	1
	Director DCE Office	Senior Business Advisor	2
		Executive Assistant	1
	General Manager	Policy Manager	3
	General Manager	Executive Assistant	1

		Policy Manager	2	
		Principal Analyst	2	
	General Manager		Executive Assistant	1
			Policy Manager	3
			Principal Analyst	2
			Secondment to External Agency from MSD	1
	General Manager		Demonstration Director EGL	1
			Director Office for Disability Issues	1
			Director Office for Seniors	1
			Executive Assistant	1
			Manager Office for Disability Issues	1
			Policy Manager	2
	General Manager		Principal Analyst	2
			Advisor	6
	Service Delivery	Director DCE's Office	Lead DCE Advisor	1
			Manager Issue Resolution	1
			National Manager Emergency Management	2
			Office Administrator	1
			Principal Advisor	1
			Principal Advisor Risk	1
Principal Advisor Strategic Analysis			1	
Senior Advisor			2	
Group General Manager Client Service Delivery			Director Industry Partnerships	1
			Executive Assistant	1
		General Manager Housing	1	
		Manager Client Service Delivery Support	1	
		Principal Advisor	1	
		Regional Commissioner for Social Development	11	
		Regional Commissioner for Social Development Auckland	1	
Group General Manager Client Service Support		Executive Assistant	1	
		General Manager Contact Centre and Digital Services	1	
		General Manager Integrity and Debt	1	
		General Manager Planning and Analysis	1	
		Manager Centralised Services	5	
	Manager Client Service Support	1		
	Manager Report Writing	2		
Manager Workforce Management Planning and Analysis	1			

		Team Leader Assurance	1
		Team Leader Quality	1
		Team Manager Helpline	1
	General Manager Client and Internal Communications	Manager Campaigns	1
		Manager Change Communications	1
		Manager Digital Communications	1
	Associate DCE Service Delivery	Executive Assistant	1
		General Manager Planning and Change	1
		Group GM Client Experience and Service Design	1
		Programme Director Better Every Day	1
	Group General Manager Employment	Change Implementation Manager	1
		Director Employment	1
		Director Employment Implementation	1
	Group General Manager Employment	Executive Assistant	1
		Principal Advisor	1
		Principal Analyst	1
Strategy and Insights	General Manager OPPG	Business Administrator	1
		Manager Strategy and Performance	2
		Principal Advisor Budget	2
	Director Strategic Issues and Investment	Secondment to External Agency from MSD	1
		Business Support Lead	1
		Principal Advisor	5
		Secondment to External Agency	1
	Group General Manager Insights MSD	Secondment to External Agency from MSD	1
		Senior Advisor	1
		Chief Analytics Officer	1
		Executive Assistant	1
		General Manager Client and Business Intelligence	1
		General Manager Data Management and Information Delivery	1
		Lead Information Architect	1
		Manager Research and Evaluation	2
		Principal Analyst	5
		Project Coordinator iMSD	1
	Senior Advisor	1	
	Team Administrator	1	
			Lead Business Partner

	General Manager System Performance	Manager Forecasting and Costing	1
		Manager Monitoring and Analysis	1
		Principal Analyst	2

Reporting Line 5 (as at 31 March 2020)			
Business group	Reporting to	Position title	Number of positions
Māori Communities and Partnerships	Manager Family and Community Services	Relationship Manager	1
		Team Leader	3
	Manager Community Partnerships and Programmes	Coordinator	1
		Lead Advisor	3
		Principal Advisor	1
		Senior Advisor	12
		Senior Analyst	1
		Team Leader Community Partnerships and Programmes	1
	Manager Operational Policy and Planning	Analyst	1
		Principal Analyst	1
		Senior Analyst	7
	National Manager Contracts	National Contracts Advisor	7
		National Contracts Assistant	1
		Senior Advisor National Contracts	1
		Team Manager Contracts	1
	Manager Partnerships and Services	Team Leader Information System	1
		Team Leader Partnerships and Services	1
	Team Leader Social Action	Senior Advisor	4
	Manager Partnering with Iwi and Māori	Policy Analyst	1
		Principal Advisor Partnering with Iwi and Māori	2
Senior Policy Analyst		1	
Principal Advisor	Senior Contracts Advisor	1	
Director Māori	Principal Advisor Māori	1	
Organisational Assurance and Communication	Manager Complaints Management Insights and Improvement	Review and Client Representative Advisor	4
		Senior Advisor Review and Client Representation	1
		Senior Analyst Complaints Management	1
		Team Administrator	1
	Manager HSS Operations	Advisor National HSS Accounts	1
		Senior Advisor Regional HSS	3
	Manager HSS Technical Advisory	Advisor Health and Safety	1
		Advisor Security	1
		Analyst Client Risk Assessment	1
		HSS System Administrator	1
		Lead Advisor Health and Safety	1
		Senior Advisor Security	1

		Senior Analyst HSS Business Processes	1
Manager Workplace Integrity		Forensic Analyst	1
		Information Analyst	1
		Senior Investigator Internal Fraud	3
		Technical Advisor	2
Manager Assurance Services		Assurance Specialist	1
Manager Information Privacy and Sharing		Lead Advisor Information Sharing	1
		Lead Advisor Privacy	1
		Senior Advisor Information Privacy and Sharing	4
Business Manager Legal Services		Business Administrator	3
Team Manager Legal Services		Appeals Officer	5
		Graduate Lawyer	2
		Lawyer	2
		Senior Lawyer	3
Team Manager Legal Services		Graduate Lawyer	4
		Lawyer	1
		Senior Lawyer	4
Team Manager Legal Services		Graduate Lawyer	1
		Lawyer	3
		Legal Executive	3
Team Manager Legal Services		Appeals Officer	4
		Lawyer	5
		Senior Appeals Officer	1
		Senior Lawyer	3
Team Manager Legal Services		Lawyer	4
		Legal Intern	1
		Senior Lawyer	3
Programme Implementation Manager		Senior Advisor Information Privacy and Sharing	1
		Senior Programme Advisor	1
Manager HSS Strategy and Risk		Analyst HSS Data and Information	1
		Lead Wellbeing Advisor	1
		Senior Advisor HSS Training and Engagement	1
		Senior Analyst HSS Intelligence	1
		Senior Analyst HSS Strategy and Risk	1
Manager Information Security		Senior Information Security Advisor	1
		Senior Programme Advisor	1
		Information Management Advisor	4

	Manager Information Management	Lead Advisor Information Management	1
		Product Owner	1
		Senior Information Management Advisor	7
	Manager Corporate Communications	Communications Advisor	2
		Lead Advisor Communications	1
		Lead Advisor Communications CPP	1
		Lead Advisor Communications MCP	1
		Lead Advisor Corporate Affairs	2
		Lead Advisor Design and Production	1
		Production Advisor	1
		Secondment to External Agency from MSD	1
		Senior Corporate Advisor	2
		Senior Designer	1
	Manager Media and Social Media	Advisor Content Social Media	1
		Lead Advisor Content and Social Media	1
		Senior Advisor Media	3
	Team Leader Events	Advisor Events	1
	Manager Correspondence	Ministerial and Executive Services Advisor	6
		Ministerial and Executive Services Assistant	1
		Senior Ministerial and Executive Services Advisor	1
Senior Ministerial and Executive Services Advisor		1	
People and Capability	Chief Technology Officer	Change Manager	1
		Communication and Engagement Manager	1
		Executive Assistant to Chief Technology Officer	1
		IT Testing Services Manager	1
		Manager Change Realisation	1
		Manager Core Software Products	1
		Manager Digital Software Products	1
		Manager Infrastructure Products	1
		Manager IT Customer Services	1
		Manager IT Performance and Risk	1
		Manager IT Security	1
		Service Desk Analyst	1

	Director People Culture and Inclusion	Lead Advisor People Culture and Inclusion	1
		Manager People Culture and Inclusion	1
		Programme Office Advisor	1
	Manager National Office Facilities	Assistant National Office Facilities Advisor	1
		Project Administrator	1
		Project Manager Workspace	1
		Senior Advisor National Office Facilities	1
		Senior Advisor Workspace	1
		Senior Facilities Specialist	1
		Team Leader Office Services	1
		Team Leader Reception Services	1
		Workspace Coordinator	1
		Manager Property Operations	Property Coordinator
	Senior Property Manager		5
	Manager Property Strategy and Planning	Senior Property Manager	1
	Manager Forecasting and Costing	Analyst Forecasting and Costing	2
		Graduate Analyst	1
		Lead Analyst Forecasting and Costing	1
		Senior Analyst Forecasting and Costing	1
	Lead Enterprise Architect	Senior Enterprise Architect	7
	Director HR Operations	HR Business Advisory Manager	1
		HR Reporting and Analysis Manager	1
		Manager HRIS Applications and Payroll	1
		Manager Recruitment	1
		Senior Advisor	1
	Director Strategy	Advisor Strategy Planning and Reporting	1
		Lead Partnerships Advisor	1
Lead Strategic Advisor		1	
Principal Analyst		1	
Programme Manager		1	
Senior Advisor		1	
Senior Advisor Strategy Planning and Reporting		1	
Manager Information Coordination and Administration	Team Leader Administration	1	
	Team Leader Information Coordination	2	

	Manager Claimant Support and Assessment	Lead Claims Advisor	1
		Team Leader Claimant Support	1
		Team Leader Claims Assessment	2
	Manager Property Planning and Development OT	Advisor Property Services	1
		Senior Property Manager	1
	Manager Property Development SD	Senior Project Advisor	1
		Site Project Manager	2
		Tranche Coordinator	1
		Tranche Manager	1
	Manager Claimant Support and Assessment	Team Leader Claimant Support	1
		Team Leader Claims Assessment	2
	National Accreditation Manager	Accreditation Manager	4
		Junior Accreditation Assessor	4
		Senior Advisor National Providers	1
		Senior Trainer	1
	Policy and Practice Manager	Advisor Accreditation	1
		Assistant Administration Officer	1
		Core Worker Exemption Advisor	1
		Senior Advisor Accreditation	4
		Senior Advisor Core Worker Exemption	1
		Senior Reporting Analyst	1
Director Employee Relations and Remuneration	High Performance High Engagement Lead	1	
	Lead Advisor Employee Relations	1	
	Manager HR Consultancy	1	
	Performance and Remuneration Practitioner	1	
	Principal Advisor Rewards and Recognition	1	
	PSALT Convenor	1	
	Senior Advisor Performance and Remuneration	1	
Director Business Partner	HR Business Partner	1	
	HRBP Coordinator	1	
	Principal HR Business Partner	6	
	Senior HR Project Advisor	3	
Programme Director People	HR Project Advisor	1	
Director Learning and Capability	Instructional Designer Strategist	1	
	Lead Capability Advisor	1	
	Manager Curriculum Design	1	

		Manager Learning and Capability Development	1
		Principal Advisor Leadership Development	1
		Principal Advisor Talent Development	1
		Qualifications Manager	1
		Senior Advisor	2
		Senior Capability Advisor Māori	1
		Team Lead Learning and Capability Development	1
	Deputy Chief Financial Officer	Director Finance	1
		Director Finance Corporate Solutions	1
		Executive Assistant to Chief Financial Officer	1
		Manager Finance Information and Systems	1
		Manager Financial Accounting	1
		Manager Financial Operations	1
		Manager Procurement Practice	1
		Manager Strategic Finance	1
Policy		Demonstration Director EGL	Administration and Communications Coordinator
	Business Manager Enabling Good Lives		1
	Financial Administrator		1
	Practice Supervisor Enabling Good Lives		1
	Project Leader		1
	Worker Enabling Good Lives		7
	Director Office for Disability Issues		Intern
	Director Office for Seniors	Advisor Office for Seniors	1
		Communications Advisor	1
		Senior Advisor Office for Seniors	1
		Senior Communications Advisor	1
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	1
		Senior Policy Analyst	4
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	4
		Senior Policy Analyst	4
	Policy Manager	Graduate Policy Analyst	1
		Senior Policy Analyst	1
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	1
		Senior Advisor International	1
		Senior Policy Analyst	6

	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	2
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	2
		Secondment to External Agency from MSD	1
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	4
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	3
		Senior Policy Analyst	3
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	2
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
		Policy Analyst	2
		Senior Policy Analyst	3
	Manager Office for Disability Issues	Advisor Office for Disability Issues	3
		Group Administrator	1
Intern		1	
Senior Advisor Office for Disability Issues		3	
Service Delivery Strategy and Insights	Manager Centralised Services	Executive Administrator	1
		Manager Training and Quality CPU	1
		Service Manager Centralised Services	14
	Manager Centralised Services	Executive Administrator	1
		Service Manager Centralised Services	9
		Service Manager Operations	1
		Service Manager Relationships	1
		Trainer CPU	1
	Manager Centralised Services	Executive Administrator	1
		Service Manager Centralised Services	6
	Manager Centralised Services	Executive Administrator	1
		Manager Tertiary Sector Support	1
		Service Manager Centralised Services	4
	Manager Centralised Services	Executive Administrator	1
		Secondment to External Agency	1
		Senior Advisor Specialised Processing Services	1

		Service Manager Centralised Services	13
		Team Leader Assurance	1
		Team Leader Training	1
	Manager Report Writing	Report Writer	9
		Team Coach Report Writing Team	1
	Manager Workforce Management Planning and Analysis	Operations Analyst	12
		Operations Analyst Collections	1
	National Manager Emergency Management	Programme Analyst National Resilience	1
		Senior Advisor Business Continuity	1
		Senior Advisor Emergency Management	1
	Regional Commissioner for Social Development	Advisor	1
		Canterbury Earthquake Service Manager	1
		Community Liaison Advisor	1
		Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Contracts Manager	1
		Regional Director	1
		Regional Housing Advisor	1
		Regional Labour Market Manager	1
		Secondment to External Agency from MSD	1
		Service Centre Manager	1
	Regional Commissioner for Social Development	Community Liaison Advisor	1
		Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Commissioner Economic Advisor	1
		Regional Contracts Assistant	1
		Regional Contracts Manager	1
		Regional Director	1
	Regional Housing Advisor	1	
	Regional Labour Market Manager	1	
	Regional Commissioner for Social Development	Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Contracts Manager	1
		Regional Director	1

		Regional Labour Market Manager	1
	Regional Commissioner for Social Development	Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Contracts Manager	1
		Regional Director	1
		Regional Labour Market Manager	1
		Service Centre Manager	1
	Regional Commissioner for Social Development	Community Liaison Advisor	1
		Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Contracts Manager	1
		Regional Director	1
		Regional Labour Market Advisor	1
		Regional Labour Market Manager	1
	Regional Commissioner for Social Development	Community Liaison Advisor	1
		Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Contracts Manager	1
		Regional Director	1
		Regional Housing Advisor	1
		Regional Labour Market Manager	1
		Service Centre Manager	1
	Regional Commissioner for Social Development	Community Liaison Advisor	1
		Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	1
		Regional Contracts Manager	1
		Regional Director	1
		Regional Housing Advisor	1
		Regional Labour Market Manager	1
	Regional Commissioner for Social Development	Executive Assistant to Regional Commissioner	1
		Regional Commissioner Advisor	2
		Regional Contracts Manager	1
		Regional Director	1
		Regional Housing Advisor	1
	Regional Commissioner for Social Development	Regional Labour Market Manager	1
		Community Liaison Advisor	1
	Regional Commissioner for Social Development	Executive Assistant to Regional Commissioner	1
		Project Advisor	1
		Regional Commissioner Advisor	1

		Regional Contracts Manager	1
		Regional Director	1
		Regional Labour Market Manager	1
	Regional Commissioner for Social Development	Advisor Housing	1
		Community Liaison Advisor	1
		Executive Assistant to Regional Commissioner	1
		Housing Broker	2
		Regional Commissioner Advisor	1
		Regional Contracts Assistant	1
		Regional Contracts Manager	1
		Regional Director	1
		Regional Labour Market Manager	1
		Service Centre Manager	1
	Regional Commissioner for Social Development Auckland	Executive Assistant to Regional Commissioner	1
		Manager Regional Business Support	1
		Regional Commissioner Lead Advisor	2
		Regional Director Auckland East and Central	1
		Regional Director Auckland North and West	1
		Regional Director Auckland South	1
		Regional Labour Market Manager	1
		Senior Contracts Manager	1
	Manager Report Writing	Benefit Review Committee Coordinator	1
		Report Writer	9
		Secondment to External Agency from MSD	1
	Team Manager Helpline	Data Integrity Analyst	3
		Helpline Advisor	11
		Helpline Training and Quality Advisor	1
	Group GM Client Experience and Service Design	Director Alignment	1
		Director of Service Design and Development	3
		Executive Assistant	1
		General Manager Business Process Management	2
		Head of Client and Channel Experience	2
		Manager Client Service Prioritisation	1

		Manager Trial Design and Evaluation	1
		National Manager Operational Policy and Practice	1
		Principal Analyst	1
	Manager Client Service Delivery Support	Advisor Client Service Delivery	4
		Case Manager RCS	1
		Case Manager Remote Client Services	1
		Project Advisor	1
		Project Lead	2
		Senior Advisor Client Service Delivery	3
		Senior Advisor Signage and Property	1
	Manager Change Communications	Communications Advisor	1
		Lead Communications Advisor Employment and Regional Support	1
		Senior Communications Advisor	4
	Manager Digital Communications	Digital Advisor	2
		Digital Content Writer	1
		Publications Advisor Online Resources	1
		Senior Digital Advisor	1
		Team Leader Online Content	1
	Principal Advisor Risk	Advisor Risk	1
	General Manager Integrity and Debt	Manager Intelligence Unit	1
		National Manager Collections	1
		National Manager Fraud Services	1
		National Manager Integrity Intervention Centre	1
		Programme Manager	1
		Senior Advisor Integrity and Debt	2
	Manager Client Service Support	Accountant Financial Determination	2
		Advisor Client Service Support	3
		Senior Accountant Financial Determination	1
		Senior Advisor Client Service Support	1
	National Manager Youth Services	Advisor	1
		Senior Advisor	2
		Team Leader Youth Services	2
	Team Leader Quality	Quality Advisor	6
		Manager Planning and Analysis	3

General Manager Planning and Analysis	Senior Advisor Planning and Analysis	3
	Workforce Forecasting Specialist	1
Director Industry Partnerships	Account Manager Corporate	7
	Key Account Manager Corporate	6
General Manager Contact Centre and Digital Services	Manager Contact Centre Services	8
	Manager Workforce Management Planning and Analysis	1
Programme Director Better Every Day	Service Manager Contact Centre Services	1
General Manager Housing	Advisor	1
	General Manager Advisor	1
	Operational Support Advisor	1
	Principal Advisor	1
	Principal Analyst	1
	Programme Manager	1
	Project Manager	1
Senior Advisor	4	
Manager Campaigns	Communications Advisor	1
	Lead Campaigns Advisor	1
	Production Advisor	2
	Senior Communications Advisor	1
Director Employment	Advisor	1
	Senior Advisor	5
	Service Designer	1
General Manager Planning and Change	Director Change Implementation	1
	Director of Portfolio Management Office	1
	Head of Digital Channel Strategy and Implementation	1
	Head of Project Delivery	1
	Head of Systems and Channel Support	1
	Principal Advisor	1
Lead DCE Advisor	DCE Advisor	3
Manager Strategy and Performance	Advisor Governance	2
	Advisor Strategy and Performance	2
	Senior Advisor Governance	1
	Senior Advisor Strategy and Performance	3
	Analyst Forecasting and Costing	2
Manager Forecasting and Costing	Lead Analyst Forecasting and Costing	1

		Senior Analyst Forecasting and Costing	3
	Manager Strategy and Performance	Advisor Strategy and Performance	2
		Senior Advisor Strategy and Performance	2
		Senior Advisor Strategy and Performance	2
		Senior Advisor Strategy and Performance	2
	General Manager Data Management and Information Delivery	Manager Data Management and Information Delivery	4
		Programme Manager	1
		Project Coordinator	1
		Team Administrator	1
	General Manager Client and Business Intelligence	Intern	1
		Lead Business Intelligence Analyst	1
		Manager Business Intelligence	1
		Manager Data Science and Products	1
		Principal Analyst	1
	Manager Monitoring and Analysis	Product Delivery Lead	1
		Team Administrator	1
	Manager Research and Evaluation	Analyst Reporting	4
		Senior Analyst Reporting	1
		Analyst Research and Evaluation	5
	Manager Research and Evaluation	Graduate Analyst	2
		Senior Analyst Research and Evaluation	3
		Analyst Research and Evaluation	2
	Manager Research and Evaluation	Graduate Analyst	1
		Secondment to External Agency from MSD	1
		Senior Analyst Research and Evaluation	4

Notes:

- The results only include staff with employee status = active (i.e. excludes staff who at this time were on Leave Without Pay or Parental Leave).
- These results include staff who were recorded as seconded to an external agency.
- The data includes staff in permanent and fixed-term arrangements.
- Contractors and casuals have been excluded, except for those in a Manager position as at 31 March 2020 (the included contractors held the positions of Director EPMD, Manager Official and Parliamentary Information, and Manager Youth Development).
- The reporting relationships shown here are based on "people" relationships as opposed to "positions" relationships (in most cases these will be the same).
- If a position is vacant then the people relationship will show these direct reports rolling up to the next person. E.g. if the Director ER/Rem position was vacant then these people would be showing with reporting lines through to Group GM People.