

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.
 - o 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).
 - o Timing: please release one chart for each year. They would preferable 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: https://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/leadershipteam/index.html.
- www.msd.govt.nz/about-msd-and-our-work/about-msd/ourstructure/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	Number of positions		
Chief Executive	DCE Māori Communities and Partnerships	1	
	DCE Organisational Assurance and 1 Communication		
	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	Director DCE's Office	1		
Communities and Partnerships	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	Chief Legal Advisor	1		
Assurance and Communication	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	Business Coach	7		
Capability	Chief Financial Officer	1		
	Chief Information Officer	1		

		T
	Chief Monitor	1
	DCE Advisor Corporate Solutions	1
	Director EPMO	1
	Executive Director Independent Children's	1
	Monitor Unit	
	General Manager Historic Claims	1
	General Manager Property and Facilities	1
	General Manager Social Services	1
	Accreditation	
	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	Chief Economist	1
Insights	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	Associate DCE Service Delivery	1
Executive Service	Director DCE's Office	1
Delivery	General Manager Client and Internal	1
,	Communications	_
	Group General Manager Client Service	1
	Delivery	*
	Group General Manager Client Service	1
	Support	_
	Group General Manager Employment	1
	Senior EA to DCE Service Delivery	1
	Value Stream Executive Leader Income	1
	Support	-
Director Office of	Chief Executive Advisor	5
the Chief Executive	Office Manager and EA to the GM Office of	1
the office Executive	the CE	-
	Principal Advisor	1
	L FITTICIPAL AUVISOR	1

		4 (as at 31 March 2020)	
Business	Reporting to	Position title	Number of
group	Conoral Manager	Evecutive Assistant	positions
Māori Communities	General Manager Service and	Executive Assistant	1
and	Contracts	National Manager Contracts	1
Partnerships	Management	Principal Advisor	1
raitherships	Management	Senior Advisor Provider Services	1
	-12	Senior Contracts Advisor	3
	General Manager Safe Strong	Manager Family and Community Services	1
	Families and Communities	Manager Operational Policy and Planning	1
		Team Administrator	1
	General Manager	Executive Assistant	1
	Youth	Manager Youth Development	1
		National Manager Youth Services	1
		Principal Advisor	2
		Senior Advisor	1
	Director DCE's	Principal Advisor	2
	Office	Senior Advisor	1
	General Manager	Director Māori	1
	Māori, Partnerships and Programmes	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	Director Pacific	1
	Pacific and	Principal Advisor Pacific	1
	Programme	Project Coordinator	2
	Delivery	Project Manager	2
		Senior Project Manager	2
Organisational Assurance and	Chief Legal Advisor	Business Manager Legal Services	1
Communication		Executive Assistant	1
		Secondment to External Agency from MSD	1
	3	Team Manager Legal Services	5
		Executive Assistant	1

	I Caracal Manager	M	
	General Manager	Manager HSS Operations	2
	Health Safety and	Manager HSS Strategy and	1
	Security	Risk	
		Manager HSS Technical	1
	Consuel Manager	Advisory	1
	General Manager	Executive Assistant	1
	Risk and	Manager Assurance Services	1
	Assurance	Manager Workplace Integrity	1
		Principal Risk Advisor	1
		Risk and Assurance Regional	3
		Consultant	
	Constitution	Risk Specialist	2
	General Manager	EA to GM Ministerial and	1
	Ministerial and	Executive Services	
	Executive	Manager Complaints	1
	Services	Management Insights and	
		Improvement	1
		Manager Correspondence	1
		Manager Official and	1
		Parliamentary Information	
	Conordina	Private Secretary	9
	General Manager	Executive Assistant	1
	Information	General Manager Advisor	1
		Manager Information	1
		Management	
		Manager Information Privacy	1
		and Sharing	
		Manager Information Security	1
		Programme Implementation Manager	1
	GM	Executive Assistant	1
	Communications and Engagement	Lead Advisor Change and Engagement	1
		Manager Corporate	1
		Communications	
		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
- M	Chief Information	Business Relationship Manager	1
	Officer	Chief Technology Officer	1
	6.40-0000000000000	Lead Enterprise Architect	1
		Programme Advisor	1
		Senior Enterprise Architect	1
	General Manager	Executive Assistant GM	1
	Property and	Property and Facilities	
	Facilities	General Manager Advisor	1
		Manager National Office	1
		Facilities	1 -

The second secon			
		Manager Property	1
		Development SD	1.
		Manager Property Operations	1
		Manager Property Planning and Development OT	1
		Manager Property Strategy	1
		and Planning	
	General Manager	Executive Assistant	1
	Social Services	Lead Advisor	1
	Accreditation	National Accreditation	1
		Manager	1
		National Manager Māori	1
		Policy and Practice Manager	1
	Due 2 112 112 112 112	Senior Analyst	
	Programme	Manager Strategic Change	1
	Director	Programme Coordinator	1
	Conougl Manager	Senior Advisor	1
	General Manager	Director Strategy	1
	Historic Claims	Executive Assistant	1
		Manager Claimant Support and Assessment	2
		Manager Information	1
		Coordination and	
		Administration	
		Engagement Manager	1
		Principal Advisor Māori	1
		Principal Advisor Strategic	1
		Workforce Planning	
	Programme	Programme Administrator	1
	Manager	Project Manager Deployment	1
		Director Business Partner	1
		Director Employee Relations and Remuneration	1
		Director HR Operations	1
		Director Learning and	1
		Capability	1
		Director People Culture and Inclusion	1
		Executive Assistant	1
	Group General	Group GM Advisor People	2
	Manager People	Programme Director People	1
		Principal Advisor	2
		Principal Analyst	1
	Chief Monitor	Senior Advisor	1
olicy		Lead Advisor	1
/	Chief Advisor	Programme Coordinator	1
5 1	Director DCE		2
	Office	Senior Business Advisor	
		Executive Assistant	1
	General Manager	Policy Manager	3
	General Manager	Executive Assistant	1

		Policy Manager	2
		Principal Analyst	2
		Executive Assistant	1
		Policy Manager	3
			2
		Principal Analyst	
	Conoral Manager	Secondment to External	1
	General Manager	Agency from MSD Demonstration Director EGL	1
			1
		Director Office for Disability Issues	1
		Director Office for Seniors	1
		Executive Assistant	1
		Manager Office for Disability	1
		Issues	1
		Policy Manager	2
	General Manager	Principal Analyst	2
Service	General Manager	Advisor	6
Delivery		Lead DCE Advisor	1
Delivery			1
		Manager Issue Resolution	2
		National Manager Emergency Management	2
		Office Administrator	1
			1
		Principal Advisor	1
		Principal Advisor Risk	1
	Director DCFIc	Principal Advisor Strategic	1
	Director DCE's	Analysis	2
	Office	Senior Advisor	2
		Director Industry Partnerships	1
		Executive Assistant	1
		General Manager Housing	1
		Manager Client Service	1
		Delivery Support	1
		Principal Advisor	1
	6	Regional Commissioner for	11
	Group General	Social Development	4
	Manager Client	Regional Commissioner for	1
	Service Delivery	Social Development Auckland	4
		Executive Assistant	1
		General Manager Contact	1
		Centre and Digital Services	1
		General Manager Integrity and	1
		Debt General Manager Planning and	1
			1
		Analysis Manager Centralised Services	5
		Manager Client Services	
		Manager Client Service	1
		Support Weiting	2
	Cuarin Cananal	Manager Report Writing	2
*	Group General	Manager Workforce	1
	Manager Client	Management Planning and	
	Service Support	Analysis	

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

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

Business	Reporting to	5 (as at 31 March 2020) Position title	Number of
group	Reporting to	Position title	positions
Māori	Manager Family	Relationship Manager	1
Communities and	and Community Services	Team Leader	3
Partnerships	Manager	Coordinator	1
	Community	Lead Advisor	3
	Partnerships and	Principal Advisor	1
	Programmes	Senior Advisor	12
		Senior Analyst	1
		Team Leader Community Partnerships and Programmes	1
	Manager	Analyst	1
	Operational Policy	Principal Analyst	1
	and Planning	Senior Analyst	7
	National Manager	National Contracts Advisor	7
	Contracts	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	Manager Complaints	Review and Client Representative Advisor	4
Communicatio n	Management Insights and	Senior Advisor Review and Client Representation	1
	Improvement	Senior Analyst Complaints Management	1
		Team Administrator	1
	Manager HSS	Advisor National HSS Accounts	1
	Operations	Senior Advisor Regional HSS	3
	Manager HSS	Advisor Health and Safety	1
	Technical Advisory	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	Lead Advisor Information Sharing	1
	Privacy and	Lead Advisor Privacy	1
	Sharing	Senior Advisor Information Privacy and Sharing	4
	Business Manager Legal Services	Business Administrator	3
	Team Manager	Appeals Officer	5
	Legal Services	Graduate Lawyer	2
		Lawyer	2
		Senior Lawyer	3
	Team Manager	Graduate Lawyer	4
	Legal Services	Lawyer	1
		Senior Lawyer	4
	Team Manager	Graduate Lawyer	1
	Legal Services	Lawyer	3
		Legal Executive	3
	Team Manager Legal Services	Appeals Officer	4
		Lawyer	5
		Senior Appeals Officer	1
		Senior Lawyer	3
	Team Manager	Lawyer	4
	Legal Services	Legal Intern	1
		Senior Lawyer	3
	Programme Implementation	Senior Advisor Information Privacy and Sharing	1
	Manager	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	Senior Information Security Advisor	1
	Security	Senior Programme Advisor	1
		Information Management Advisor	4

	Manager	Lead Advisor Information	1
	Information	Management	
	Management	Product Owner	1
		Senior Information	7
		Management Advisor	
	Manager	Communications Advisor	2
	Corporate	Lead Advisor Communications	1
	Communications	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	Advisor Content Social Media	1
	and Social Media	Lead Advisor Content and	1
	AND CONTRACTOR OF THE PROPERTY OF	Social Media	-
		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	Chief Technology	Change Manager	1
Capability	Officer	Communication and Engagement Manager	1
	7-3	Executive Assistant to Chief Technology Officer	1
		IT Testing Services Manager	1
		Manager Change Realisation	1
	- 57	Manager Core Software Products	1
	La June F. F.	Manager Digital Software Products	1
		Manager Infrastructure Products	1
	Manager IT Customer Services	1	
	y	Manager IT Performance and Risk	1
	v.	Manager IT Performance and	1

Divoctor Doonle	Lood Advisor Doonle Culture	4
Director People Culture and	Lead Advisor People Culture	1
Inclusion	and Inclusion Manager People Culture and	1
Triciasion	Inclusion	-
	Programme Office Advisor	1
Manager National	Assistant National Office	1
Office Facilities	Facilities Advisor	
	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	1
	Services	
	Workspace Coordinator	1
Manager Property	Property Coordinator	1
Operations	Senior Property Manager	5
Manager Property Strategy and Planning	Senior Property Manager	1
Manager Forecasting and	Analyst Forecasting and Costing	2
Costing	Graduate Analyst	1
	Lead Analyst Forecasting and Costing	1
	Senior Analyst Forecasting and Costing	1
Lead Enterprise Architect	Senior Enterprise Architect	7
Director HR	HR Business Advisory Manager	1
Operations	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	Team Leader Administration	1
Information Coordination and	Team Leader Information Coordination	2
 Administration		

Manager Claimant	Lead Claims Advisor	1
Support and	Team Leader Claimant Support	1
Assessment	Team Leader Claims	2
	Assessment	
Manager Property	Advisor Property Services	1
Planning and Development OT	Senior Property Manager	1
Manager Property	Senior Project Advisor	1
Development SD	Site Project Manager	2
	Tranche Coordinator	1
	Tranche Manager	1
Manager Claimant	Team Leader Claimant Support	1
Support and	Team Leader Claims	2
Assessment	Assessment	
National	Accreditation Manager	4
Accreditation	Junior Accreditation Assessor	4
Manager	Senior Advisor National	1
	Providers	
	Senior Trainer	1
Policy and	Advisor Accreditation	1
Practice Manager	Assistant Administration Officer	1
	Core Worker Exemption Advisor	1
	Senior Advisor Accreditation	4
	Senior Advisor Core Worker	1
	Exemption Analyst	
Discolar Francisco	Senior Reporting Analyst	1
Director Employee Relations and	High Performance High Engagement Lead	1
Remuneration	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	1
	and Remuneration	
Director Business	HR Business Partner	1
Partner	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	1
		Capability Development	1
		Principal Advisor Leadership	1
		Development Principal Advisor Talent	1
		Principal Advisor Talent	1
		Development Ouglifications Manager	1
		Qualifications Manager	
		Senior Advisor	2
		Senior Capability Advisor Māori	1
		Team Lead Learning and Capability Development	1
	Deputy Chief	Director Finance	1
	Financial Officer	Director Finance Corporate Solutions	1
		Executive Assistant to Chief Financial Officer	1
		Manager Finance Information	1
		and Systems	
		Manager Financial Accounting	1
		Manager Financial Operations	1
		Manager Procurement Practice	1
		Manager Strategic Finance	1
Policy	Demonstration Director EGL	Administration and Communications Coordinator	1
		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	Intern	1
	Disability Issues		
	Director Office for	Advisor Office for Seniors	1
	Seniors	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
	, s.i.s, rianagei	Policy Analyst	4
		Senior Policy Analyst	4
	Policy Manager	Graduate Policy Analyst	1
	rolley Mallager		
	Delieu Managar	Senior Policy Analyst	1
	Policy Manager	Graduate Policy Analyst	1
	18	Policy Analyst	1
		Senior Advisor International	1
		Senior Policy Analyst	6

	Policy Manager	Graduate Policy Analyst	1
	l oney manager	Policy Analyst	2
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
	Toney Hanager	Policy Analyst	2
		Secondment to External	1
		Agency from MSD	-
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
	Toney Hanager	Policy Analyst	4
		Senior Policy Analyst	2
	Policy Manager	Graduate Policy Analyst	1
	Tolley Manager	Policy Analyst	3
		Senior Policy Analyst	3
	Policy Manager	Graduate Policy Analyst	1
	Policy Manager		2
		Policy Analyst	
	Delieu Managar	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
Service Delivery Strategy and		Senior Advisor Office for Disability Issues	3
		Executive Administrator	1
	Manager	Manager Training and Quality CPU	1
Insights	Centralised	Service Manager Centralised	1
	Services	Services	14
		Executive Administrator	1
		Service Manager Centralised	
		Services	9
	Manager	Service Manager Operations	1
	Centralised	Service Manager Relationships	1
	Services	Trainer CPU	1
	Manager	Executive Administrator	1
	Centralised	Service Manager Centralised	
	Services	Services	6
		Executive Administrator	1
	Manager Centralised Services	Manager Tertiary Sector	7.0
		Support	1
		Service Manager Centralised	
		Services	4
		Executive Administrator	1
		Secondment to External	
+	Manager	Agency	1
	Centralised	Senior Advisor Specialised	
400	Services	Processing Services	1

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

	Regional Labour Market	
	Manager	1
	Executive Assistant to Regional	1
	Commissioner	1
	Regional Commissioner Advisor	1
	Regional Contracts Manager	1
Regional	Regional Director	1
Commissioner for	Regional Labour Market	
Social	Manager	1
Development	Service Centre Manager	1
	Community Liaison Advisor	1
	Executive Assistant to Regional	
	Commissioner	1
	Regional Commissioner Advisor	1
	Regional Contracts Manager	1
Designal	Regional Director	1
Regional		1
Commissioner for	Regional Labour Market Advisor	1
Social	Regional Labour Market	_
Development	Manager	1
	Community Liaison Advisor	1
	Executive Assistant to Regional	
	Commissioner	1
	Regional Commissioner Advisor	1
	Regional Contracts Manager	1
	Regional Director	1
Regional	Regional Housing Advisor	1
Commissioner for	Regional Labour Market	
Social	Manager	1
Development	Service Centre Manager	1
	Community Liaison Advisor	1
	Executive Assistant to Regional	
	Commissioner	1
	Regional Commissioner Advisor	1
	Regional Contracts Manager	1
Dogional	Regional Director	1
Regional Commissioner for	Regional Housing Advisor	1
		1
Social Development	Regional Labour Market	1
Development	Manager	1
	Executive Assistant to Regional	
	Commissioner	1
	Regional Commissioner Advisor	2
	Regional Contracts Manager	1
Regional	Regional Director	1
Commissioner for	Regional Housing Advisor	1
Social	Regional Labour Market	
Development	Manager	1
	Community Liaison Advisor	1
Regional	Executive Assistant to Regional	321101
Commissioner for	Commissioner	1
Social	Project Advisor	1
Development	Regional Commissioner Advisor	1

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

	Manager Trial Design and	1
	Evaluation	1
	National Manager Operational	
	Policy and Practice	1
	Principal Analyst	_
	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	_
Manager Client	Delivery	3
Service Delivery	Senior Advisor Signage and	្ន
Support	Property	1
	Communications Advisor	1
	Lead Communications Advisor	
M	Employment and Regional	
Manager Change	Support	1
Communications	Senior Communications Advisor	4
	Digital Advisor	2
	Digital Content Writer	1
	Publications Advisor Online	
M	Resources	1
Manager Digital	Senior Digital Advisor	1
Communications	Team Leader Online Content	1
Principal Advisor	Advisor Biols	
Risk	Advisor Risk	1
	Manager Intelligence Unit	1
	National Manager Collections	1
	National Manager Fraud	1
	Services	1
	National Manager Integrity	1
	Intervention Centre	1
Coneral Manager	Programme Manager	T
General Manager	Senior Advisor Integrity and Debt	2
Integrity and Debt	Accountant Financial	
	Determination	2
	Advisor Client Service Support	3
	Senior Accountant Financial	5
	Determination	1
Manager Client	Senior Advisor Client Service	1
Service Support	Support	1
Jei vice Jupport	Advisor	1
National Manager	Senior Advisor	2
National Manager Youth Services	Team Leader Youth Services	2
	ream Leauer Touch Services	2
Team Leader	Quality Advisor	6
Quality	Quality Advisor	6
	Manager Planning and Analysis	3

General Manager Planning and Analysis Specialist 1 Account Manager Corporate 7 Director Industry Partnerships Corporate 6 General Manager Corporate 6 General Manager Corporate 6 General Manager Contact Centre Services 8 Manager Contact Centre Services 1 Programme Director Better Every Day Centre Services 1 General Manager Contact Centre Services 1 General Manager Manager Contact Centre Services 1 General Manager Manager Contact Centre Services 1 Advisor 1 General Manager Advisor 1 Principal Advisor 1 Principal Advisor 1 Principal Analyst 1 Programme Manager 1 General Manager Project Manager 1 General Manager 1 General Manager 1 General Manager 1 Froject Manager 1 Senior Advisor 2 Campaigns Senior Communications Advisor 1 Lead Campaigns Advisor 1 Director Senior Advisor 5 Employment Service Designer 1 Director Change Implementation 1 Director Change Implementation 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 Head of Systems and Channel Support 1 Principal Advisor 1 Designer 1 Director Strategy and Implementation 1 Principal Advisor 1 Designer 1 Director Strategy and Periormance 2 Senior Advisor Governance 1		·	Y	
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Analysis Specialist 1 Account Manager Corporate 7 Director Industry Rey Account Manager 6 General Manager Corporate 6 General Manager Corporate 6 Manager Contact Centre 8 Services 8 Manager Workforce Manager Planning and Analysis 1 Programme Director Better Every Day Centre Services 1 General Manager Manager Advisor 1 General Manager Manager Advisor 1 Principal Advisor 1 Principal Advisor 1 Principal Analyst 1 Programme Manager 1 General Manager Programme Manager 1 General Manager Programme Manager 1 Frogramme Manager 1 General Manager Programme Manager 1 Frogramme Manager 1 Senior Advisor 2 Communications Advisor 1 Lead Campaigns Advisor 1 Production Advisor 2 Campaigns Senior Communications Advisor 1 Director Senior Advisor 5 Employment Service Designer 1 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 Lead DCE Advisor 3 Advisor Strategy and Performance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				3
Director Industry Partnerships Corporate General Manager Contact Centre and Digital Services Programme Director Better Every Day Compational Support Advisor Principal Analyst Principal Analyst Programme Manager General Manager Director Better Every Day Centre Services Frogramme Director Better Every Day Centre Services I Advisor General Manager Advisor I Principal Advisor I Principal Analyst I Programme Manager Housing Communications Advisor Manager Communications Advisor I Lead Campaigns Advisor I Advisor Senior Communications Advisor I Director Senior Advisor Employment Centre Services I Advisor I Principal Advisor I Principal Analyst I Programme Manager I Senior Advisor I Senior Advisor I Director Senior Communications Advisor I Director Change Implementation I Director Change Implementation I Director Of Portfolio Management Office I Head of Digital Channel Strategy and Implementation I Head of Project Delivery I Head of Systems and Channel Support I Head of Systems and Channel Support I Lead DCE Advisor I DCE Advisor Senior Advisor Governance I DCE Advisor Governance I Senior Advisor Governance I Senior Advisor Governance I Senior Advisor Governance				1
Director Industry Partnerships Rey Account Manager Corporate General Manager Contact Centre and Digital Services Analysis Programme Director Better Every Day Service Manager Contact Every Day Service Manager Contact Centre Services 1 Advisor General Manager Housing General Manager Housing Manager Mavisor Mavisor Manager Mavisor Mavisor Mavisor Manager Manager Mavisor Manager Mavisor Mavi		Analysis		
Partnerships Corporate 6 General Manager Contact Centre Services 8 Manager Workforce Management Planning and Analysis 1 Programme Director Better Every Day Services 1 General Manager Services 1 Advisor 1 General Manager Advisor 1 Principal Advisor 1 Principal Advisor 1 Principal Analyst 1 Programme Manager 1 Programme Manager 1 Frogramme Manager 1 Programme Manager 1 Programme Manager 1 Frogramme Manager 1 General Manager Project Manager 1 Benior Advisor 2 Campaigns Senior Advisor 1 Lead Campaigns Advisor 1 Advisor 2 Campaigns Senior Communications Advisor 1 Advisor 5 Employment Service Designer 1 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 2 Senior Advisor 3 Advisor Governance 2 Advisor Governance 2 Senior Advisor Governance 1		D		/
General Manager Contact Centre and Digital Services Analysis Programme Director Better Every Day Services General Manager Contact Every Day Services Advisor General Manager General Manager Housing General Manager Manager Manager Morkforce Management Planning and Analysis Service Manager Contact Centre Services 1 Advisor I General Manager Advisor I Principal Advisor I Principal Analyst Programme Manager I Project Manager I Project Manager I Project Manager I Programme Manager I Project Manager I Director Advisor I Director Communications Advisor I Advisor Service Designer I Director Change Implementation I Director of Portfolio Management Office I Head of Digital Channel Strategy and Implementation I Head of Project Delivery I Head of Systems and Channel Support I Lead DCE Advisor I DCE Advisor I Advisor Governance I Advisor Governance I Advisor Governance I I Dorector Strategy and Performance Senior Advisor Governance I				
General Manager Contact Centre and Digital Services Analysis Programme Director Better Every Day Service Manager Contact Centre Services Advisor General Manager Housing General Manager Housing Manager Service Manager Housing General Manager Housing Manager Communications Advisor Director Employment Service Manager Housing Service Manager Contact Centre Services 1 Advisor Intervices In		Partnerships		6
Contact Centre and Digital Management Planning and Services Analysis 1 Programme Director Better Every Day Service Manager Contact Centre Services 1 Advisor 1 General Manager Morkforce 1 Principal Advisor 1 Principal Analyst 1 Programme Manager 1 Programme Manager 1 General Manager Morkforce Manager Contact Centre Services 1 Advisor 1 Principal Manager Advisor 1 Principal Analyst 1 Programme Manager 1 Project Manager 1 Communications Advisor 2 Ead Campaigns Advisor 1 Lead Campaigns Advisor 1 Advisor 2 Senior Advisor 5 Employment Service Designer 1 Director Senior Advisor 5 Employment 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 2 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
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Director Better Every Day Service Manager Contact Centre Services Advisor 1 General Manager Advisor 1 Operational Support Advisor 1 Principal Advisor 1 Principal Analyst Programme Manager 1 Project Manager 1 Project Manager 1 Senior Advisor 1 Lead Campaigns Advisor 1 Production Advisor 2 Campaigns Senior Communications Advisor Director Senior Advisor Senior Advisor 5 Employment Service Designer Director Change Implementation Director Change Implementation Director Of Portfolio Management Office Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 Head of Project Delivery 1 Head of Systems and Channel Support Planning and Change Principal Advisor 1 DCE Advisor Senior Advisor 3 Advisor Strategy and Performance 2 Senior Advisor Governance		Services	Analysis	1
Every Day Centre Services				
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Operational Support Advisor Principal Advisor Principal Advisor Principal Analyst Programme Manager Housing Project Manager Housing Project Manager Senior Advisor Lead Campaigns Advisor Lead Campaigns Advisor Production Advisor Senior Communications Advisor Director Senior Communications Advisor Employment Production Advisor Service Designer Director Change Implementation Director of Portfolio Management Office Head of Digital Channel Strategy and Implementation Head of Project Delivery Head of Systems and Channel Support Change Principal Advisor DCE Advisor Advisor Governance Advisor Strategy and Performance Senior Advisor Governance Paning and Performance Senior Advisor Governance Paning Advisor Governance			Advisor	1
Operational Support Advisor Principal Advisor Principal Advisor Principal Analyst Programme Manager Housing Project Manager Housing Project Manager Senior Advisor Lead Campaigns Advisor Lead Campaigns Advisor Production Advisor Senior Communications Advisor Director Senior Advisor Employment Service Designer Director Change Implementation Director of Portfolio Management Office Head of Digital Channel Strategy and Implementation Head of Project Delivery Head of Systems and Channel Support Lead DCE Advisor DCE Advisor Advisor Governance Advisor Strategy and Performance Senior Advisor Governance Planning and Change Principal Advisor Service Designer Director Change Implementation Implement			General Manager Advisor	1
Principal Advisor 1 Principal Analyst 1 Programme Manager 1 Project Manager 1 Senior Advisor 4 Communications Advisor 1 Lead Campaigns Advisor 1 Production Advisor 2 Campaigns Senior Communications Advisor 1 Advisor 5 Employment Service Designer 1 Director Employment Service Designer 1 Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 General Manager Planning and Change Principal Advisor 1 Lead DCE Advisor 2 Campaigns Advisor 5 Employment Senior Communications Advisor 1 Director Change Implementation 1 Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Systems and Channel Support 1 Change Principal Advisor 1 DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Principal Analyst 1 Programme Manager 1 Programme Manager 1 Project Manager 1				
General Manager Housing Project Manager Froject Manager Froje				
General Manager Housing Project Manager Senior Advisor Communications Advisor 1 Lead Campaigns Advisor 1 Production Advisor 2 Campaigns Senior Communications Advisor 1 Advisor Director Senior Advisor Senior Advisor 5 Employment Director Change Implementation Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 General Manager Planning and Change Principal Advisor Lead DCE Advisor Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Housing Senior Advisor 4 Communications Advisor 1 Lead Campaigns Advisor 1 Production Advisor 2 Senior Communications Advisor 1 Advisor 1 Director Senior Advisor 5 Employment Service Designer 1 Director Change Implementation 1 Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 General Manager Planning and Change Implementation 1 Head of Systems and Channel Support 1 Change Principal Advisor 1 Lead DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1		General Manager		
Communications Advisor 1 Lead Campaigns Advisor 1 Lead Campaigns Advisor 2 Senior Communications Advisor 1 Advisor 1 Advisor 1 Advisor 1 Senior Advisor 5 Senior Advisor 5 Senior Advisor 1 Director Service Designer 1 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 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Lead Campaigns Advisor 1		Housing		
Manager Campaigns Senior Communications Advisor 1 Advisor Director Employment Service Designer Director Change Implementation Director of Portfolio Management Office Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 Head of Systems and Channel Support Lead DCE Advisor DCE Advisor Advisor Governance 2 Senior Advisor Governance 1 Advisor 1 Advisor 1 Advisor Governance 2 Senior Advisor Governance 1				
Campaigns Senior Communications Advisor Advisor Senior Advisor Senior Advisor Service Designer Director Change Implementation Director of Portfolio Management Office Head of Digital Channel Strategy and Implementation Head of Project Delivery General Manager Planning and Change Principal Advisor Lead DCE Advisor DCE Advisor Advisor Governance Advisor Governance Senior Advisor Governance 2 Senior Advisor Governance		Managan		
Advisor 5 Employment Service Designer 1 Director Change Implementation 1 Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 General Manager Planning and Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Director Employment Service Designer Director Change Implementation Director of Portfolio Management Office Head of Digital Channel Strategy and Implementation Head of Project Delivery General Manager Planning and Change Principal Advisor Lead DCE Advisor Advisor Governance Advisor Governance Senior Advisor Governance Service Designer 1 1 Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Systems and Channel Support 1 Advisor Advisor Advisor Advisor Senior Advisor 2 Senior Advisor Governance 1		Campaigns		
Employment Service Designer 1 Director Change Implementation 1 Director of Portfolio Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 General Manager Planning and Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
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 Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1		NOT 11 ET 21 STATE OF	Senior Advisor	
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 Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1		Employment	Service Designer	1
Director of Portfolio Management Office Head of Digital Channel Strategy and Implementation Head of Project Delivery Head of Systems and Channel Support Change Principal Advisor Lead DCE Advisor Advisor Governance Advisor Strategy and Performance Senior Advisor Governance 2 Senior Advisor Governance				
Management Office 1 Head of Digital Channel Strategy and Implementation 1 Head of Project Delivery 1 General Manager Planning and Support 1 Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				1
Head of Digital Channel Strategy and Implementation Head of Project Delivery Head of Systems and Channel Support Change Principal Advisor Lead DCE Advisor DCE Advisor Advisor Governance Advisor Governance Senior Advisor Governance Support Support 1 Principal Advisor 2 Advisor Governance 2 Senior Advisor Governance 1			Director of Portfolio	
Strategy and Implementation 1 Head of Project Delivery 1 Head of Systems and Channel Support 1 Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1			Management Office	1
Strategy and Implementation 1 Head of Project Delivery 1 Head of Systems and Channel Support 1 Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Head of Project Delivery 1 General Manager Planning and Support 1 Change Principal Advisor 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				1
General Manager Planning and Change Principal Advisor Lead DCE Advisor Advisor Governance Advisor Strategy and Performance Support 1 DCE Advisor 3 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Planning and Change Support 1 Lead DCE Advisor DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1		General Manager		
Change Principal Advisor 1 Lead DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				1
Lead DCE Advisor 3 Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Advisor Governance 2 Advisor Strategy and Performance 2 Senior Advisor Governance 1				
Advisor Strategy and Performance 2 Senior Advisor Governance 1		Ecad DCL Advisor		
Performance 2 Senior Advisor Governance 1				
Senior Advisor Governance 1				2
Manager Chrotegy Conjer Advisor Chrotegy and		Managor Charles		Т.
Manager Strategy Senior Advisor Strategy and				2
and Performance Performance 3		and Performance		3
Analyst Forecasting and				
Manager Costing 2				2
Forecasting and Lead Analyst Forecasting and				
Costing Costing		Costing	Costing	1

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