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8 December 2022

s 9(2)(a)

Email: s 9(2)(a)
Ref: H2022016638

Tēnā koe s 9(2)(a)

Response to your request for official information

Thank you for your request under the Official Information Act 1982 (the Act) to Manatū Hauora (the Ministry of Health) on 10 November 2022 for an update on the information released to you under reference: H202105523 and H202105838. This information was regarding the number of COVID-19 related positions at Manatū Hauora at the time of your request. Your request is responded to below in turn:

- *How many of the roles listed in the attached OIA are still in existence, and which are they?*

The following functions were transferred from Manatū Hauora to Te Whatu Ora on 30 June 2022

- National Public Health Operations
- Office of the Deputy Chief Executive Covid-19 Health Response
- COVID-19 Response
- COVID-19 Strategic Operations
- COVID-19 Testing and Supply
- COVID-19 Contact Tracing
- COVID-19 Border and Managed Isolation

Each of the above functions included fixed term or seconded employees which either ended on 30 June 2022 or were extended beyond that date.

The following function was transferred to the Public Health Agency on 10 June 2022.

- Science Surveillance and Insights
- *How many of the roles have been dissolved, and which are they?*

No roles were disestablished. Under the Pae Ora (Healthy Futures) legislation, the COVID-19 functions were transferred under the health reforms to new entities Te Whatu Ora (Health New Zealand) and the Public Health Agency.

- *When were the majority of these roles dissolved?*

As per bullet point two, no roles were disestablished.

- *Were those employed in these Covid-19 workforce roles usually let go, or moved into other roles within the Government?*

Please refer to the above bullet points. How Manatū Hauora responded to the Government's response to the global COVID-19 pandemic, the delivery of the COVID-19 National Immunisation Programme and the Health Reforms is reported in our Annual Report 2021/22 which is publicly available here: Refer to page 7 onwards:

www.health.govt.nz/publication/ministry-health-annual-report-year-ended-30-june-2022.

- *How much was spent on redundancy payments for those roles that were dissolved?*

No redundancies payments were made as no roles were disestablished.

- *Are there any ongoing employment disputes relating to any of these roles?*

There were no employment disputes related to the transfer of functions.

Under section 28(3) of the Act, you have the right to ask the Ombudsman to review any decisions made under this request. The Ombudsman may be contacted by email at:

info@ombudsman.parliament.nz or by calling 0800 802 602.

Please note that this response, with your personal details removed, may be published on the Manatū Hauora website at: www.health.govt.nz/about-ministry/information-releases/responses-official-information-act-requests.

Nāku noa, nā



Celia Wellington
Deputy Director-General
Corporate Services | Te Pou Tiaki

8 June 2021

s 9(2)(a)

By email: s 9(2)(a)
Ref: H202105523 and H202105838

Dear s 9(2)(a)

Response to your request for official information

Thank you for your requests under the Official Information Act 1982 (the Act) on 3 May 2021 on the roles and wage bands that exist within the COVID-19 surge workforce. You requested:

“A rundown of the positions created as part of the Covid-19 response workforce and their functions”

“A rundown of the pay brackets for each of these roles - I am happy for this to be a range, but I will require a dollar amount, and if you can provide a rough average pay figure for the various roles that would be appreciated”

“Finally, can you provide a rough estimate for the number of staff hired in each role since Covid-19 struck? (It would be great to know if we have needed more data analysts and contact tracers, or more front-line staff, etc.)”

“For each role, can you also tell me the main duties and whether it's classed as a contact or non-contact role”

Separately on 3 May 2021 you asked for:

“The three most common non-contact Covid-19 related roles that the Ministry of Health directly employs and the average wages of these roles? What are the three most common non-contact Covid-19-related roles employed by the Ministry, what are they paid, and what are their main duties.”

The Ministry has answered both requests in one response. Information pertaining to your request is outlined in the table attached.

Please note the following:

- Due to the intricacies of managing a pandemic response, the Ministry has often required people with technical and project expertise outside normal Ministry requirements.
- We have provided information on staff directly employed by the Ministry in the COVID-19 response directorate. New Zealand's response to COVID-19 has been a national effort and this requires staff across many other agencies, District Health Board's and other organizations to support this effort.
- The number of roles identified are relative to the task at hand and the salary is aligned with the required skills.
- Many roles require staff to be on call outside normal working hours to provide support.

- To ensure staff privacy, we have consolidated the list where possible under section 9(2)(a) of the Act. For this reason, the roles and responsibilities may differ slightly. For example, the Lead position carries several similar role descriptions. Therefore, we have provided you with the Surveillance Lead description.
- As there are limited number of staff in specific roles, we have omitted the average salary numbers. This is to ensure under section 9(2)(a) that individuals are not identifiable through role descriptions.

The three most common non-contact Covid-19 related roles are: Principal/Clinical Advisor, Senior/Analyst and Senior/Advisor.

Under section 28(3) of the Act you have the right to ask the Ombudsman to review any decisions made under this request. The Ombudsman may be contacted by email at: info@ombudsman.parliament.nz or by calling 0800 802 602.

Please note that this response, with your personal details removed, may be published on the Ministry website at: www.health.govt.nz/about-ministry/information-releases/responses-official-information-act-requests.

Yours sincerely



Dom Harris
Office of the Deputy Chief Executive
COVID-19 Health System Response

Table 1. Roles created in the COVID-19 directorate at the Ministry of Health

Please note that all roles are required to ensure work reflects the Ministry’s responsibilities to the priority of equity and meeting Treaty of Waitangi obligations, and to help maintain a safe working environment by complying with and supporting all health and safety policies, guidelines and initiatives.

Role	Salary Band	Salary Range	Total Number of Roles and Roles Filled	Contact/Non-Contact	Main duties for role
Administrator	12SU	\$46,094-\$63,081	4/5	Non-Contact	<ul style="list-style-type: none"> • Set up meetings, book meeting rooms, circulate material and take meeting minutes • Manage written material processes for the team including set up, formatting, collation and distribution of documents • Reconcile invoices, arrange accommodation, travel and expenses • Contribute to the improvement and development of administrative processes, procedures and systems • Manage diaries and email, responding to triaging and/or escalating emails as required • Provide administrative support to the team as required
Business Advisor	15G	\$54,245-\$81,368	2/2	Non-Contact	<ul style="list-style-type: none"> • Provide contract advice and support to the Directorate • Demonstrates understanding and contributes to the work programme assigned to and provide quality research analysis, advice and support • Contribute to the implementation of projects and programmes • Contribute to the development and continuous improvement of processes, tools and frameworks within the team • Deliver work to the agreed standards, manage time effectively and ensure all work is completed by the required timeframes • Build collaborative and positive relationships with team members and other Ministry staff

Chief Advisor	19G/21G/21D	\$99,355- \$217,318	8/14	Non-Contact	<ul style="list-style-type: none"> • Be a subject matter expert to support the Directorate’s work programme • Provide senior expertise and strategic advice to inform immediate and future decision-making that best supports the delivery of the Government’s and Ministry priorities and objectives • Provide policy advice and guidance on the COVID-19 response programme nationally, incorporating previous lessons learned • Provide leadership for projects and areas, working with others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results through high quality advice • Represent the Ministry at government agency meetings and other agreed forums • In collaboration with others, ensure Directorate delivery is based on sound principles • Provide oversight and assurance around key risks to the leadership team • Communicate strategic messaging to leadership, ensuring appropriate stakeholders are kept informed • Problem solve and find new solutions and ways of working that can then be shared • Build collaborative and positive working relationships within the COVID-19 Directorate, lead other staff across the wider Ministry as well as all key internal and external stakeholders to understand and influence workstream thinking, planning and progress • Apply a broad range of skills, knowledge, cultural intelligence, and an understanding of the Treaty of Waitangi in action • Create trusting relationships that will be essential to engage internal and external stakeholders in making maximum impact on addressing health inequities
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Coordinator	14SU/14G/15G	\$48,291- \$81,368	7/10	Non-Contact	<ul style="list-style-type: none"> • Develop, update and maintain work programme plan • Assist to manage workflow, allocate and/or respond to correspondence • Provide reporting, ensuring accuracy and update systems as required • Coordinate (project) resources, set up meetings, events, prepare agendas and take minutes • Produce team documentation; prepare reports, responses and presentations; manage filing and correspondence • Contribute to the delivery of the work programme • Partner and collaborate with the other team members, wherever possible providing support to others when required • Manage own work and peer review the work of others • Contribute to the improvement and development of processes, procedures and systems within the team • Follow standard/routine policies and processes • Contribute to the improvement and development of administrative process, procedures and systems within the Group and Directorate • Build collaborative and positive working relationships with staff across the wider Ministry as well as all key stakeholders, internally and externally • Manage written material processes for the team including set up, formatting, collation and distribution of documents. • Reconcile invoices, arrange accommodation, travel and expenses. • Manage diaries and email, responding to, triaging and/or escalating emails as required. • Provide administrative support to the team as required.
Group Manager	22G	\$164,772- \$247,158	6/6	Non-Contact	<ul style="list-style-type: none"> • Take a leadership role in the COVID-19 Directorate Senior Leadership Team, the wider Ministry, the Institute for Environmental and Science Research, the All of Government response organisations and the wider health sector by

					<p>collaborating, participating and influencing in the development of priorities for the COVID-19 response</p> <ul style="list-style-type: none"> • Lead the strategic direction and planning of the Group and support the Deputy Chief Executive to achieve the vision of the Directorate • Lead programmes of work within the Directorate and Ministry to deliver on the Government's and Ministry priorities and objectives related to the COVID-19 health system response • Lead and support the pastoral and development needs of the Group, ensuring the appropriate capacity and capability for the group as a whole to contribute to the Directorates work programme and priorities • Work across the Ministry to lead and ensure strong and appropriate linkages with and between projects, programme development, implementation, planning, funding and monitoring • Build collaborative and positive relationships across the Directorate, Ministry, the wider health sector, government and other external stakeholders • Role model and lead the implementation of the Ministry's desired culture and values within the group • Provide senior leadership for the group, working with direct reports and others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results through high quality advice • Lead the successful delivery of the teams work and other priorities as agreed
Lead	17G/18G/19G	\$72,971-\$149,032	12/18	Non-Contact	<ul style="list-style-type: none"> • Lead the development, implementation, revision and updating of the Group Strategy Plan, ensuring engagement and input from relevant parties. • Undertake data analysis and modelling that informs the Surveillance and Intelligence plan. • Development and refinement of surveillance products working with key stakeholders.

					<ul style="list-style-type: none"> • Streamline data flows, improving data quality and developing new data and information requirements. • Refinement of surveillance process and development of novel surveillance approaches.
Manager	19G/20G	\$99,355- \$176,342	15/17	Non-Contact	<ul style="list-style-type: none"> • Lead the development, planning and implementation of specific strategies that relate to the resurgence plan, report on progress and ensure objectives are achieved • Lead programmes of work and provide a strategic focus for the activation/deactivation of the IMT within the Directorate that will deliver on the Government's and Ministry priorities and objectives • Provide leadership and management for projects and areas, working with direct reports and others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results • Manage the timely development and approval of high standard operational guidelines distributed to the IMT team for implementation • Build and maintain collaborative, cooperative and positive relationships across the Directorate, Ministry, wider health sector, government and other external stakeholders • Lead and support the pastoral and development needs of the team, overseeing work allocation and ensuring the appropriate capacity and capability for the team as a whole contributes to the Directorates work programme and priorities • Develop and implement a plan to support the engagement, training and rostering of a number of suitably qualified and experienced people who will be required for the IMT during long periods of activation phases • Support the Group Manager in delivering the group's work plan and influence outcomes where appropriate, ensuring they are kept informed of any emerging risks and pressures

Operations Support	13G	\$49,297- \$65,329	0/3	Non-Contact	<ul style="list-style-type: none"> • Ensure the efficient and timely delivery of projects/ functions • Monitor Close Contact call timeframes to ensure deadlines are met • Maintain high quality record keeping and data accuracy • Monitor failsafe reporting • Run monitoring reports, identifying opportunities for quality improvements in a timely and effective manner • Support the effective implementation of key pieces of work in a collaborative way across the team/Directorate/Ministry • Maintain positive working relationships partner and collaborate with the other team members and external providers/stakeholders • Improve the quality of service delivery through the development of continuous improvements, guidelines, standards, tools, policies and processes • Provide timely and accurate advice and guidance to key stakeholders • Provide advice and up-date information to lead or assist in meeting all Ministerial obligations including Ministerial, parliamentary questions, briefing of the Minister where required, and Official Information Act requests • Enhance the capability of the team through guiding and mentoring of other team members during their day to day work • Contribute to the elimination of any health inequalities within the service
Principal/Clinical Advisor	19G	\$99,335- \$149,032	20/24	Non-Contact	<ul style="list-style-type: none"> • Be a subject matter expert to support the team’s programme of work • Provide senior technical expertise and advice to inform immediate and future decision making for work programmes that best support the delivery of the Government’s and Ministry priorities and objectives • Provide policy, advice and guidance on the work programme nationally, learning from the COVID-19 experience

					<ul style="list-style-type: none"> • Lead and support Ministry wide/sector wide approaches and ensure delivery and alignment of key work programmes by formulating, writing and documenting advice, policies and papers as required • Develop and maintain excellent working relationships across the health sector that will enable effective collaboration with internal and external stakeholders • Provide leadership for projects and areas, working with others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results through high quality advice • Enhance the capability of the team through providing coaching and mentoring and quality improvement advice to team members during their day to day work • Build collaborative and positive relationships across the Directorate, Ministry, the wider health sector, government and other external stakeholders
Project/Programme Manager	17G/19G	\$72,971-\$149,032	4/9	Non-Contact	<ul style="list-style-type: none"> • Provide high quality advice and support, oversight and direction as required on policies, standards and guidelines • Provide leadership for priority projects as requested, working with others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results through high quality advice • Provide programme and project management that best supports the delivery of the Government's and Ministry's priorities and objectives • Develop and lead the monitoring, and evaluation frameworks of projects and initiatives for key work programmes and continuous improvement of programmes management life cycle • Identify and manage risks for the successful implementation of the programmes or projects

					<ul style="list-style-type: none"> • Lead the development and management of contractual arrangements in compliance with the Ministry’s procurement policies and processes • Identify and communicate risks, issues and possible mitigation to the manager during negotiation and contract development • Provide advice and up-date information to lead or assist in meeting all Ministerial obligations including ministerials, parliamentary questions, briefing to the Minister where required, and Official Information Act requests. • Enhance the capability of the team through guiding and mentoring of other team members during their day to day work • Build collaborative and positive relationships across the team, group Directorate, Ministry, the wider health sector, government and other external stakeholders •
Responder	16G	\$62,754-\$94,131	3/4	Non-Contact	<ul style="list-style-type: none"> • Monitor incoming queries and coordinate the flow of information to ensure outgoing responses are accurate and appropriate • Provide advice and up-to-date information to ensure responses are aligned to current Ministry policy and guidelines • Provide advice and support as required in a collaborative way across the team • Assist the Advisors with the flow of information required in meeting all Ministerial obligations including ministerials, parliamentary questions, briefing to the Minister where required, and Official Information Act requests • Build collaborative and positive relationships across the team, Group, Directorate, Ministry and the health sector as required • Contribute to the development and continuous improvement of processes, tools and frameworks within the team • Deliver work to the agreed standards, manage time effectively and ensure all work is completed by the required timeframes • Support the development and continuous improvement of processes, tools and frameworks within the wider team

Senior/Advisor	15G/17G	\$54,245- \$109,456	55/69	Non-Contact	<ul style="list-style-type: none"> • Manage a portfolio of sector relationships that ensure the sector is well informed of the health activities that may impact the implementation of public health controls • Engage closely with our Policy teams to understand future changes and ensure these are designed in a way to enable effective operational implementation • Lead the development of high-quality analysis, advice and support on the implementation of border operations operational policies, standards and guidelines, processes and protocols • Lead the responses required by gathering information in a collaborative way across the team, Directorate, Ministry and health sector • Engage consistently with all relevant internal and external stakeholders from across the Ministry, government, border organisations and health sector to provide accurate and responsive answers to queries and exemption requests, and escalate appropriately • Lead the development and continuous improvement of processes, tools and frameworks within the wider team • Engage with all parties to have input into and support the development and enhancement of policies and processes that will support the border operations programme
Senior/Analyst	14G/15G/16G/17G	\$48,291- \$109,456	25/41	Non-Contact	<ul style="list-style-type: none"> • Provide consistent and high-quality analytics, advice, oversight and direction to the teams work programme • Extract, summarise and provide insights to data from the various databases and data sources • Produce and review programming scripts for regular data requests • Report on programme performance against national indicators and targets • Identify and implement new methods to investigate specific programme performance questions

					<ul style="list-style-type: none"> • Collect, analyse, identify options and present relevant quantitative and qualitative information to support a range of decision-making within the programmes. • Contribute to the elimination of health inequalities within the programme • Provide technical input into the review of national indicators and targets for the programmes • Document processes and procedures used to obtain information • Provide peer review across National Screening and Contact Tracing Unit monitoring and reporting activities • Support the development and implementation of robust data quality improvement strategies • Lead development and continuous improvement of processes, tools and quality frameworks across the monitoring process • Lead effective implementation of key pieces of work in a collaborative way across both internal and external stakeholders • Provide leadership for projects and areas, working with others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results through high quality advice • Identify risks and issues and consider mitigations to manage the risk or issue
Senior/Executive Assistant	13SU/14SU	\$49,297-\$79,449	7/7	Non-Contact	<ul style="list-style-type: none"> • Manage the diary and email of the Group Manager, scheduling meetings and responding to emails • Act on behalf of the Group Manager to pass on messages and respond to queries • Prepare reports, responses and presentations, manage filing and correspondence • Production of and management of invoicing • Contribute to the improvement and development of administrative processes, procedures and systems • Contribute to the delivery of the work programme

					<ul style="list-style-type: none"> • Partner and collaborate with the other SLT support team members, providing support to other Group Managers/Managers or Directors wherever possible • Manage own work and peer review the work of others • Contribute to the improvement and development of administrative process, procedures and systems within the Group and Directorate often • Follow standard/routine policies and processes often • Build collaborative and positive working relationships with staff across the wider Ministry as well as all key stakeholders, internal and external • Provide advanced diary management with a strong focus on forward planning and time management ensuring the Deputy Director General achieves their key priorities • Manage Deputy Chief Executive correspondence in a way that ensures they are investing their time on the right outcomes and deliverables • Make good decisions about what information is needed by whom for effective administration of the business unit • Partner and collaborate with the other ELT support team members, providing support to other Deputy Directors General wherever possible • Be a role model and mentor to the wider admin support in the Ministry • Respond effectively to the public, Ministers, Ministers' Office, Chief Executives from other government organisations and other executive managers on behalf of the DCE as necessary • Prepare, proofread and process documentation on behalf of the DCE
Senior Principal HR Consultant	18G/19G	\$83,281-\$149,032	1/2	Non-Contact	<ul style="list-style-type: none"> • Provide targeted, customised advice and recommendations to managers on all operational HR matters, including complex employment relation issues and advising on the risks and potential impact on people in operation decisions

					<ul style="list-style-type: none"> • Work collaboratively with the wider group to ensure the right support, information and guidance is delivered to managers across a broad range of topics such as employment relations, talent management, staff development, performance and reward to build leadership capability • Proactively identify emerging issues or trends to inform the development of fit for purpose HR services and products • Deliver HR services and products into business groups, providing advice and support to ensure effective implementation • Lead and manage the development and implementation of key work programmes within the team • Develop high trust and confidence with senior stakeholders across the business • Assist with the resolution of ongoing/complex relationship issues including preparing for and attending mediation, Authority, Court hearings and facilitated negotiations between parties as require • Enhance the capability of the team through providing coaching and mentoring and quality improvement advice to team members during their day to day work
Team Leader/Business Owner	19G	\$99,355-\$149,032	6/6	Non-Contact	<ul style="list-style-type: none"> • Ensure Mana whakahaere (effective and appropriate stewardship or kaitiakitanga) by working collaboratively with Māori and aligning the principles of He Korowai Oranga (The Maori Health Strategy) • Lead by example, model positive behaviour and inspire staff in a way that gets commitment and motivates them to achieve high performance and excellence in delivery of services • Lead, manage, mentor, coach and support direct reports to build people capability, create a high performing team and deliver quality results/outcomes • Coordinate the flow of information, provide advice and up-date information to assist in meeting Ministerial obligations including ministerial requests, parliamentary questions, briefings to the Minister where required, and Official Information Act requests

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| | | | | <ul style="list-style-type: none">• Lead and provide clarity and line of sight to team members so they understand how their work contributes to the success of the wider response and the Ministry's priorities and objectives• Deliver work to the agreed standards, manage time effectively and ensure all work is completed by the required timeframes• Continually think ahead to meet changes in capacity and capability• Monitor and manage workflow to meet key performance indicators• Identify workflow and quality issues and risks, and report to the Manager, Intelligence and Surveillance• Build collaborative and positive relationships with team members, Ministry staff, internal and external stakeholders across Government and the wider health sector• Contribute to the development and continuous improvement of processes, tools and frameworks within the operations function and the wider Directorate |
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