



Te Kawa Mataaho

Public Service Commission

7 March 2025

9(2)(a) privacy

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Official Information Request

Our Ref: PSCR 2025-0132

I refer to your official information request received on 10 February 2025 for:

“Before the re-structure process in 2024, the Public Service Commission issued guidelines on defining front line and back-office roles, and the Government said that they did not want front line roles cut.

Does the public service commission hold information on which roles were eliminated and whether they were front or back line?

Does the PSC know if anyone else does hold this information? Including if it is held by individual organisations?

Are you aware of if these guidelines were used by organisations while eliminating and removing roles?”

Information does not exist

Te Kawa Mataaho Public Service Commission (the Commission) does not hold information on which roles were disestablished during the Fiscal Sustainability Programme or whether they were “frontline or backline roles”. Each agency interpreted the Government’s expectations individually and may categorise their roles as either “frontline or backline” as appropriate.

If you want this information from agencies, you will need to make the request to them directly. Contact details for all government departments can be found here: [Government A-Z | New Zealand Government](#)

No guidelines were issued by the Commission defining “frontline and backline roles”. I am therefore refusing your request under section 18(e) of the Official Information Act 1982 on the grounds that the information does not exist.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission