



20 August 2018

Dear [REDACTED]

Official Information Request

Our Ref: SSCOAI2018/0120

I refer to your official information request received on 23 July 2018 for:

1. *How many Tier 1 – Tier 4 managers are employed by your agency as at 30 June 2018?*
2. *Does your Ministry complete any learning and/or development programmes for your Tier 1 – 4 managers that includes how to lead through a crisis situation (or of similar type)*
3. *If so, what are the names of those training programmes, and*
4. *How many of your Tier 1 – 4 managers have completed these training programmes in the period 1 July 2017 – 30 June 2018.*
5. *Have any of Tier 1 - 4 managers received external training in areas of development or training for leading through crisis situations that has been paid for by your Ministry during the period 1 July 2017 – 30 June 2018.*
6. *The name and contact details of a person in the Learning and Development area (or equivalent) I can contact if I have any further questions in regards to the information provided.*

Please note for clarification of Tier 1 – 4 management level, I am referring to Tier 1 being the Chief Executive (or equivalent role) and then the next three layers of management reporting from that position.

As at 30 June 2018, the State Services Commission (SSC) has one manager at Tier 1, seven managers at Tier 2 (however, please note the Head of State Services has delegated the chief executive functions to the Deputy State Services Commissioner), nine managers at Tier 3, and eleven managers at Tier 4.

We have not run internally, or accessed externally, any learning and/or development programmes that include how to lead through a crisis situation.

Crisis management is covered by the SSC's Business Continuity Plan (BCP), last updated in May 2018. While no formal programmes on leading through a crisis are run, training has been provided on the BCP, and all managers are expected to be familiar with its provisions.

The BCP's objectives are to:

- Provide guidance on managing a situation and maintaining staff safety,
- Identify and provide a rapid return to operational status for SSC's critical functions, and support the transition to normal operations when facilities are restored,

- Assign responsibilities for the direction of all phases of preparedness, response, and recovery stages, both during and after the incident, and
- Provide that appropriate communication strategies are in place to ensure key stakeholders including staff are informed of progress during each stage of the incident. This is from the time the primary site and/or business unit functions are unavailable until full recovery or alternative strategies are fully operational.

The BCP's framework covers the following situations:

- disaster/emergency – a major national emergency where SSC is unable to operate in Wellington
- a crisis – the CBD is closed
- business interruption – SSC loss of service occurs.

Should you have any questions regarding this response, you should contact Rachel Bruce, Deputy Commissioner Corporate Services. She can be contacted on 021 721 187, or rachel.bruce@ssc.govt.nz.

If you wish to discuss this response with us, please feel free to contact Ministerial.Services@ssc.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this response. 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 State Services Commission's website.

Yours sincerely,



Stephen Moore
Managing Principal
State Services Commission