



27 September 2018

Dear [REDACTED]

**Official Information Act Request: SSC Reference 2018/0161**

On 20 September 2018, you emailed the State Services Commission and requested the below information in relation to policy analysts:

*Average age*

*Average length of tenure (years)*

*By:*

*Public sector agency*

*For the longest time series possible (?-2017)*

Please find attached an excel spreadsheet containing the data you requested. The data is from 2007, which is when the ANZSCO coding was introduced, to 2017.

We have defined 'policy analysts' as Principals, Senior Analysts and Analysts. Managers have been excluded from this data.

You will note a number of information fields remain empty. This is because some Departments were either newly established, incorporated into other Departments or renamed during the data capture period. There is also no tenure data for CERA as their staff were on fixed term contracts and tenure is calculated on permanent staff only. You can find this information in the notes tab at the bottom of the spreadsheet.

If you wish to discuss this decision with us, please feel free to contact [Ministerial.Services@ssc.govt.nz](mailto:Ministerial.Services@ssc.govt.nz).

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

Yours sincerely

A handwritten signature in blue ink, appearing to read 'J Masson'.

Josh Masson  
Manager Strategic Information  
State Services Commission

## Policy Analysts by Average Age and Tenure 2007-2017

Public Service Department	2007		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		
	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	Age	Tenure	
Archives New Zealand	49	3.4	50	4.4	45	4.8	52	6.4															
Canterbury Earthquake Recovery Authority											35		39		37		37						
Department of Building and Housing	42	3.8	42	4.3	38	4.0	39	4.1	41	3.9	41	4.5											
Department of Conservation	41	6.6	44	8.0	42	7.8	43	7.8	42	8.3	44	9.1	45	8.4	46	9.1	46	9.7	50	9.7	46	8.9	
Department of Corrections	41	5.0	41	5.2	42	5.9	42	5.5	43	5.2	41	4.9	45	5.0	44	8.3	41	6.5	42	7.3	40	5.5	
Department of Internal Affairs	41	6.6	42	6.9	40	6.3	40	6.4	41	5.5	40	6.2	41	5.2	40	5.2	40	5.2	41	4.8	41	5.6	
Department of Labour	40	4.6	40	4.4	41	4.0	41	4.8	42	5.5	42	5.4											
Department of the Prime Minister and Cabinet	47	6.2	51	6.9	50	9.3	49	10.0	46	10.6	45	8.3	42	7.8	45	6.9	44	5.0	42	4.2	42	4.2	
Education Review Office	44	4.3	45	5.3	45	3.5	50	8.9	51	9.9	52	10.9	49	10.5	50	11.5	43	7.1	22		24	1.1	
Inland Revenue Department	42	11.2	42	10.0	38	9.6	39	8.4	38	10.0	39	10.7	40	10.0	40	10.2	39	9.8	41	10.5	41	10.1	
Land Information New Zealand	47	13.4	46	17.4	50	15.8	42	6.5	45	9.8	46	8.9	44	3.3	47	4.4	43	7.1	40	2.9	38	1.4	
Oranga Tamariki - Ministry for Children																						37	8.2
Ministry for Culture and Heritage	43	3.4	42	2.9	46	4.8	44	4.7	46	5.8	49	6.3	49	6.4	48	7.5	48	7.7	46	5.8	44	7.4	
Ministry for Pacific Peoples	36	4.1	35	3.5	35	3.7	39	4.5	40	4.9	41	5.3	42	7.5	43	8.5	39	3.4	40	3.2	40	3.9	
Ministry for Primary Industries	40	6.4	41	6.3	40	6.4	42	7.1	42	7.3	43	8.3	43	8.2	41	6.2	41	7.0	42	6.5	42	7.0	
Ministry for the Environment	37	3.5	37	3.5	38	3.9	38	4.4	36	3.9	37	3.9	37	3.6	37	3.4	37	3.4	38	3.3	38	3.4	
Ministry for Women	31	2.1	32	1.5	36	1.4	41	2.1	47	1.8	45	2.4	45	3.0	51	3.2	46	4.0	45	4.1	43	3.1	
Ministry of Business, Innovation and Employment													41	5.4	40	5.7	40	5.3	38	4.9	38	4.7	
Ministry of Defence	39	6.1	39	6.5	40	5.7	42	7.0	44	8.3	44	7.4	42	6.2	39	3.5	36	2.8	36	3.4	37	2.7	
Ministry of Economic Development	37	4.9	38	4.8	39	5.0	39	6.1	40	6.0	39	5.6											
Ministry of Education	40	5.7	41	6.5	38	3.8	38	4.4	38	4.2	38	3.4	36	2.9	37	3.3	39	3.9	38	3.3	37	3.7	
Ministry of Fisheries	41	8.4	38	6.7	41	6.8	39	6.2	38	7.0													
Ministry of Foreign Affairs and Trade	35	6.0	34	5.2	35	5.4	37	6.0	37	7.6	36	8.0	35	6.9	35	5.8	36	5.7	36	6.2	36	6.7	
Ministry of Health	42	3.9	42	4.8	43	5.3	44	6.1	46	6.7	45	6.5	45	6.2	44	6.0	45	6.2	45	6.3	40	6.4	
Ministry of Justice	38	4.4	38	4.2	39	4.6	36	3.7	37	4.1	38	4.8	38	5.0	36	5.1	38	4.0	38	3.9	37	4.6	
Ministry of Maori Development	38	2.8	42	3.5	44	3.2	40	4.0	40	4.4	42	5.1	44	6.3	44	7.8	42	6.3	45	7.2	47	7.9	
Ministry of Science and Innovation	38	3.8	39	3.7	41	4.1	41	4.3	46	5.9	40	4.5											
Ministry of Social Development	42	7.5	42	7.8	43	7.0	44	7.6	44	8.2	44	7.8	43	8.1	42	7.3	40	7.5	41	7.1	40	5.9	
Ministry of Transport	40	4.0	41	4.2	39	4.5	41	5.4	41	6.5	40	6.3	39	4.9	39	5.0	39	6.2	40	6.5	38	5.4	
National Library of New Zealand	42	1.7	35	1.9	44	4.5	49	0.8															
New Zealand Customs Service	44	10.6	44	12.3	45	9.4	46	11.2	46	11.3	46	11.2	46	11.5	47	12.7	46	14.1	49	13.6	48	11.8	
New Zealand Food Safety Authority			41	5.4	40	4.6	40	5.7															
State Services Commission	40	3.8	37	2.8	40	3.1	46	5.0	43	5.0	45	4.6	42	2.9	41	3.2	44	3.5	43	3.9	43	3.8	
Statistics New Zealand	37	10.1	44	3.8	40	3.3	52	7.3	52	7.4	50	6.5	45	2.6	50	4.0	53	8.7	51	4.8	45	2.3	
The Treasury	38	6.2	38	5.9	37	5.9	38	6.1	37	6.4	38	6.0	38	6.0	38	5.8	38	5.7	38	5.6	39	5.3	

## Additional information

Ministry of Agriculture and Forestry renamed to Ministry for Primary Industries from July 2011
The Ministry of Fisheries was combined with the Ministry of Agriculture and Forestry on 1 July 2011 to form the Ministry for Primary Industries.
Archives New Zealand was established on 1 October 2000 and absorbed into the Department of Internal Affairs on 1 February 2011.
The Ministry of Housing was renamed the Department of Building and Housing (DBH) on 1 November 2004 and additional functions were added.
The Canterbury Earthquake Recovery Authority (CERA) was established on 18 April 2011, as a departmental agency CERA staff were employed by the Department of the Prime Minister and Cabinet (DPMC). There is no tenure data for CERA staff as their staff were on fixed term contracts and tenure is calculated on permanent staff only.
The Department of Internal Affairs incorporated the functions of Archives and National Library on 1 February 2011.
The Department of Labour figures do not include locally employed overseas staff in the NZ Immigration Service.
The National library was absorbed into the Department of Internal Affairs on 1 February 2011.
The Ministry of Science and Innovation was established on 1 February 2011, by merging the Ministry of Research, Science and Technology with the Foundation for Research Science and Technology.
The Ministry of Social Development includes the Ministry of Social Policy and the Department of Work and Income from 2002, the Ministry of Youth Affairs from 2004 and the Department of Child, Youth and Family Services from 2007.
The Department of Work and Income was combined with the Ministry of Social Policy on 1 October 2001 to form the Ministry of Social Development. In 2017, Oranga Tamariki - Ministry for Children, was established on 1 April 2017.
The Ministry of Business, Innovation and Employment was established on 1 July 2012 through the merger of four former agencies - Ministry of Economic Development, Ministry of Science and Innovation, Department of Labour, and Department of Building and Housing.
Women's Affairs changed their name to Ministry for Women in December 2014.