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| **Restructuring/Reviews**  |
| 1 | What restructuring occurred during 2015/16 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring, and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy. | None. As part of the Commission’s establishment phase, a structure was adopted that differed from that identified by officials before the Commission was up-and-running. This was not a restructuring but an establishment process that was required for any newly instituted entity. |
| 2 | Was any work conducted around mergers with other agencies in the 2015/16 year? If so, for each such project, what agencies were being considered for mergers? | None. |
| 3 | Was any rebranding undertaken in the 2015/16 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous four financial years? | The Commission designed and implemented its corporate branding during its establishment phase and has undertaken no re-branding since. |
| 4 | Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details: The body conducting the inquiry/investigation; The reason for the inquiry/investigation; The expected completion date. | None that the Commission is aware of. |
| **Budget initiatives** |
| 5 | For each new spending initiative introduced over the last seven Budgets (i.e. Budget 2009, Budget 2010, Budget 2011, Budget 2012, Budget 2013, Budget 2014, and Budget 2015), what evaluation has been undertaken of its effectiveness during 2015/16 and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?  | Not applicable. |

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| **Cost and service charges** |
| 6 | What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost. | None. |
| 7 | What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving. | None.  |
| 8 | What programmes or projects, if any, were delayed in the 2015/16 financial year and what was the reason for any delay in delivery or implementation? | None. |
| 9 | How much funding for specific projects, policies or programmes has been carried forward from the 2015/16 financial year to the current financial year? For each, please provide the following details: Name of project, policy or programme; Amount of funding brought forward; Amount of funding already spent; Amount of funding originally budgeted for the project; Estimated completion date. | None. |
| 10 | How many projects or contracts that were due to be completed in 2015/16 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2015/16? | None. |
| **User charges** |
| 11 | What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous financial year? | None (Commission does not collect user charges). |

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| **Property/Capital works** |
| 12 | How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years? | The Commission cannot fully update the Committee in regard to capital expenditure for the 2015/16, 2014/15, and 2013/14 financial years at this time. Our financial services provider (Inland Revenue Department) holds this information and is unable to complete the update at this time due to Asteron House being temporarily closed for safety reasons following the recent earthquake and aftershocks. We will forward this information as soon as we are able.The Commission did not allocate or spend any funds on capitals works in 2012/13. In 2011/12 the allocation was $150,000 and actual expenditure actual was $226,000. |
| 13 | What land, building, and other assets were sold in 2015/16? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years? | None. |
| 14 | How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years? | The Commission leases 527m2 of floor space for its office premises at a cost of $298.72 per m2 and a total annual cost of $157,425. |
| 15 | Were any of your offices relocated in 2015/16? In each case please provide where did the office moved from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years. | None. |
| 16 | How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than $5,000 in the 2015/16 financial year? For each, please provide the following details: A description of the renovation carried out; Location of the project; Name of provider(s) or manufacturer(s); Type of product or service generally provided by the above; Cost of the project; Completion date; Whether tenders were invited, if so, how many were received; List separately any single item of furniture or fixture worth more than $2,500 with its cost. | None. |
| 17 | What offices were closed in 2015/16 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years? | None. |
| 18 | What offices did your department, agency or organisation open in 2015/16 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years? | None. |
| 19 | How many regional offices, other than your department, agency or organisation’s head office, reduced their opening hours during the 2015/16 financial year listed by new and former opening hours, date of change, and location? | None. |
| 20 | How many vehicles did your department, agency or organisation own during the 2015/16 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model? | None. |
| 21 | What was the total amount spent on purchasing vehicles during the 2015/16 financial year and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model? | None. |
| 22 | Were any labour and/or contractor costs been capitalised into capital project costs during the 2015/16 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs? | None. |

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| **ICT** |
| 23 | Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years? | The Commission’s policy and procedural approach for the use of its information systems emphasises ‘appropriate use’ of email, internet usage, remote access and the connection of mobile devices, including those not owned by the Commission. Processes and support arrangements are designed to enable user flexibility, efficiency, ease of use, and include provision for monitoring and review. There were no breaches to policies and procedures for the use of Commission information systems in 2015/16 or in the previous four financial years. |
| 24 | What IT projects, if any, were shelved or curtailed in the 2015/16 year and how much will have been spent on each project before it is shelved or curtailed? | None. |
| 25 | What IT projects, if any, were completed or under way in the 2015/16 year?For each, please provide the following details:* Name of project
* Initial estimated budget
* Initial estimated time frame
* Start date
* Completion date or estimated completion date
* Total cost at completion or estimated total cost at completion
 | None. |
| 26 | How much was spent for software licensing fees in the 2015/16 financial year and how does this compare with spending in each of the previous four financial years? | 2015/16: $14,314; 2014/15: $14,359; 2013/14: $5,382; 2012/13: $23,733; and, 2011/12: $16,615.39. |
| 27 | How many websites did your department, agency or organisation run in 2015/16 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it? | The Commission ran one website in 2015/16 – [www.productivity.govt.nz](http://www.productivity.govt.nz). The website was established soon after the Commission’s inception. The website provides access to the Commission and its information and cost $3,780 to operate in 2015/16. |
| 28 | How many data security issues were identified in 2015/16 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they and what are the titles of any reports into them? | None. |
| 29 | How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2015/16 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years? | None. |
| **Reports, planning and evaluation** |
| 30 | Please provide a list of all reports that were prepared in 2015/16 relating to:* baseline update (if applicable)
* value for money
* savings identified
 | None. |
| 31 | Please provide copies of the current work plan. | For an overview of our strategic objectives, functions, and outputs the Committee is referred to the following Commission documents:* *2014-2018* *Statement of Intent* - <http://www.productivity.govt.nz/sites/default/files/corporate-soi-2014-18.pdf>
* *2016/17 Statement of Performance Expectations -* <http://www.productivity.govt.nz/sites/default/files/corporate-spe-2016-17.pdf>

The Commission would be happy to discuss any aspect of its work programme further. |
| 32 | Please list projects and major policy initiatives progressed in 2015/16. | The Commission interprets this question to relate to its major function to undertake inquiries into productivity-related matters. In regard to this work during 2015/16 the Commission progressed the following:* Completion of the *More Effective Social Services* (September 2015)and *Land for Housing* (October 2015)inquiries; and,
* Release of issues papers for the two current inquiries into *Better Urban Planning* (December 2015)and *New Models of Tertiary Education* (February 2016).
 |
| 33 | Please provide copies of any reports made to the Minister in 2015/16 about performance against the agency or organisation’s Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan. | The Commission provides performance reports to the Minister of Finance during each financial year. These reports, called tri-annual reports, are provided in November and March with the final report for the year being the Commission’s Annual Report for that year. Copies of these reports are attached.  |
| 34 | How many evaluations of policies or programmes were completed in 2015/16? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings. | None. |
| 35 | What reviews of capability were started or completed in 2015/16? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed? | None. |
| 36 | Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2015/16 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner). | Please see the Commission’s *2015/16 Annual Report* for a report on its performance during the 2015/16 year - [<http://www.productivity.govt.nz/sites/default/files/Annual%20Report%202015-16%20final%20web.pdf>] |

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| **Gifts and external relationships** |
| 37 | What polices were in place in 2015/16 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2015/16 financial year with the following details: Gift or hospitality accepted; Position of staff member who accepted; Estimated value; Date received; Name of the organisation or individual who paid for/gave the gift or hospitality. | In the time it has been in operation the Commission has a policy on ‘Accepting Gifts and Hospitality’. A copy of the Commission’s Register for Gifts and Hospitality related to 2015/16 is attached to the Questions for Written Answer. |
| 38 | What polices were in place in 2015/16 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2015/16 financial year. For each, please provide the following details: Gift given; Name of external organisation or individuals; Reason given; Estimated value; Date given. | The Commission doesn’t have a specific policy on gift giving, however, our policy on ‘Accepting Gifts and Hospitality’ provides some related guidance in areas such as the cultural giving and receiving of gifts.The Commission gave a gift of a spiral wooden box (valued at $35.00 each) to four speakers from our December 2015 Productivity Hub Symposium |
| 39 | What polices were in place in 2015/16 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding $100 in value in the 2015/16 financial year. For each, please provide the following details: Gift given; Position of staff member; Reason given; Estimated value; Date given. | None. |
| 40 | What potential conflicts of interest were identified regarding the board, management or senior staff in 2015/16? For each, please provide the following details:* Conflict identified
* Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years
* Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years
* Steps taken to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years
 | The Commission’s process for managing conflicts of interest is for information to be disclosed by board members (Commissioners), management and staff and maintained in a register. The register is updated annually and formally reviewed by the Board. No information gathered through this process has raised any concerns in regard to unacceptable or potential conflicts of interest. |
| 41 | What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2015/16? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years? | The Commission was a member of the following non-government organisations, associations or bodies in 2015/16 and the previous four financial years:

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| Membership | Cost: 15/16 | Cost: 14/15 | Cost: 13/14 | Cost: 12/13 | Cost: 11/12 |
| Leadership Development Centre | $2,995 | $2,995 | $2,995 | $1,337 | $1,337 |
| NZ Association of Economists | $2,100 | $2,100 | $2,100 | $2,100 | N/A |
| Institute of Public Administration | $385 | $385 | $385 | $350 | N/A |
| Bernard Hickey’s Journalism (‘Hive News’) | $319 | $319 | N/A | N/A | N/A |
| Total: | $5,799 | $5,799 | $5,480 | $3,787 | $1,337 |

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| **Invoices and procurement** |
| 42 | How many penalties for late payment of an invoice were incurred in the 2015/16 year and what was the total cost of that. How does this compare to each of the previous four financial years? | None. |
| 43 | How many and what proportion of invoices and bills received in the 2015/16 financial year were not paid on time, and how does this compare to each of the previous four financial years? | The Commission has not carried out this specific assessment. The Commission endeavours to pay all invoices in advance of their due dates. |

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| **Advertising, polling and public relations** |
| 44 | What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details: Who conducted the work; When the work commenced; When it was completed (or due to be completed); Estimated total cost; and Whether tenders were invited; if so, how many were received | To assist in assessing its effectiveness the Commission undertakes surveys of participants involved in our inquiries or research work and seeks their feedback in areas such as whether our work increased understanding, the relevance and materiality of reports, satisfaction with processes, quality of analysis and findings, sufficient opportunity to participate, and delivering messages with clarity.The survey is designed in-house using an online survey tool. The annual subscription for which is $35.00 per month. The Committee is referred to pages 28-41 of the Commission *2015/16 Annual Report* for the 2015/16 survey results – [<http://www.productivity.govt.nz/sites/default/files/Annual%20Report%202015-16%20final%20web.pdf>] |
| 45 | How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years? | The Commission did not incur expenditure on advertising or public relations campaigns in 2015/16 or in the previous four financial years. The Commission did incur expenditure on publications (largely related to the cost of producing inquiry reports) in 2015/16 and these were $97,965. Publications costs in the previous four financial years were: 2014/15 - $95,142; 2013/14 - $81,017; 2012/13 - $88,876; and, 2011/12 - $287,765. |
| 46 | For each advertising or public relations campaign or publication conducted or commissioned in the 2015/16 financial year, please provide the following: 1. Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
2. Who conducted the project
3. Type of product or service generally provided by the above
4. Date the work commenced
5. Estimated completion date
6. Total cost
7. Whether the campaign was shown to the Controller and Auditor-General
8. Whether tenders were or are to be invited; if so, how many were or will be received.
 | The Commission did not undertake any advertising or public relations campaigns during 2015/16. The Commission did undertake publication processes for its inquiry reports in 2015/16 and the costs for this were $97,965. |
| 47 | How many public relations and/or communications staff and contractors/consultants were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? How does that compare with each of the previous four financial years? | One permanent staff member carried out communications functions in 2015/16, 2014/15, and 2013/14. In the years prior to this the Commission employed staff on various fixed-term contracts to cover a range of communications duties. The salary information for the communications role pertains to specific, and easily identifiable, individuals. As a result we have not provided the cost in this written document but would be happy to discuss this with the Committee. |
| 48 | How much was spent in 2015/16 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, polices or marketing? How did this compare to each of the previous four financial years? For each invoice over $1,000 in 2015/16 please provide the item purchased, the amount purchased, costs and the intended use. | None. |
| 49 | How many press releases, if any, were released in the 2015/16 financial year? How many were released in each of the previous four financial years? | The Commission does not keep specific statistics related to press releases. Generally, however, press releases will accompany the release of major inquiry milestones – roughly two-three per year. The Committee is referred to the Commission’s website ([www.productivity.govt.nz](http://www.productivity.govt.nz)’) and particularly the inquiry sub-pages of the website where copies of communications material accompanying inquiry documents is located. |
| **Official information and privacy** |
| 50 | In 2015/16, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years?  | None. |
| 51 | What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2015/16? What were these numbers for each of the previous four financial years? | The Commission’s experience to date is that it does not receive many OIA requests. The number of OIA requests received and response times for 2015/16 and the previous four financial years are below:

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| Year | Number of OIA requests received | Average response times |
| 2015/16 | Two (2) | 20 working days |
| 2014/15 | Two (2) | 15 working days |
| 2013/14 | One (1) | 21 working days |
| 2012/13 | Three (2) | 20 working days |
| 2011/12 | Three (3) | 13 working days |

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| 52 | What was the average response time for Official Information Act Requests during 2015/16? What was this number for each of the previous four financial years? | Please see the response to Question 51 above. |
| 53 | How many complaints were received under the Privacy Act or Official Information Act during 2015/16 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years? | None. |
| 54 | What policies are in place for Official Information requests to be cleared by or viewed by the Minister’s office?  | None. As part of a ‘no surprises’ approach the Commission proactively appraises the Minister’s office of any significant releases of information that could possibly generate significant publicity and/or have an adverse reputational effect for the Minister or the Commission. |
| 55 | Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed ‘high risk’ which differ to those for regular requests; if so, please provide full details of those policies? | None. |
| 56 | What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2015/16? | None. |
| 57 | Were any privacy issues been identified in the 2015/16 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them? | None. |
| **Permanent staff/general staffing breakdowns** |
| 58 | How many staff positions in the policy areawere left unfilled in the 2015/16 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions? | The Commission does not have specific policy positions. Staff positions relate to our functions to undertake inquiry and research while also having a small number of corporate/administrative support staff. |
| 59 | How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by: Role (e.g. policy/admin/operational); Classification (full and part-time); Office (e.g. geographical location). Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%. | The Commission interprets this question as relating to new people employed. The Commission is still a relatively new organisation and has built its staffing levels since being established. On this basis a meaningful comparison across years is not possible. The Commission’s permanent headcount – in terms of *roles* – all Wellington-based, is comprised of: 1 x General Manager; 2 x Inquiry Directors; 1 x Research Director; 10 x Advisor roles (with a mix of seniority from ‘Principal’ to ‘Senior’ to ‘Advisor’); and, 3 x Support roles (Office Manager, Executive Assistant, Communications Advisor). |
| 60 | Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation’s staff numbers in 2015/16 and each of the previous four financial years, by age and gender. | Please see the response to Question 59 above. |
| 61 | If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2015/16, what was the figure at which it was capped? How many FTEs were employed in 2015/16, and how does this compare to each of the previous four financial years? | Not applicable. |
| 62 | How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years? | The Commission does not define ‘front line staff’ as a definition of this type is not relevant to its circumstances. |
| **Contractors/temporary contracts** |
| 63 | How many contractors and consultants, including those providing services, were engaged or employed in 2015/16 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:* Name of consultant or contractor
* Type of service generally provided by the consultant or contractor
* Details of the specific consultancy or contract
* Budgeted and/or actual cost
* Maximum hourly and daily rates charged
* Date of the contract
* Date the work commenced
* Completion date
* Whether tenders were invited; if so, how many were received
* Whether there are proposals for further or following work from the original consultancy; if so, the details of this work?
 | Please see the attached table that substantively responds to the question. The Commission makes use of external contractors as an integral part of its work. Alongside the use of fixed-term contractors and secondees, this gives us access to skills and experience across the broad range of subjects and topics that we could not sustain within our regular staffing group. |
| 64 | Were any contracts awarded in the last financial year which were valued at $1 million or more? If so, please list by name of company contracted and total value of contract. How did this at compare with each of the previous four financial years? | None. |
| 65 | What is the policy of your department, agency or organisation on the use of consultants and contractors as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how? | The Commission is a relatively small organisation, and given the breadth of our inquiry topics, we need to employ people, at least in terms of most roles, who can turn their hand to a wide range of topics and add value. Under this resourcing approach, we will always require the use of consultants and contractors (including secondees) with specific skills and experience to supplement those of our permanent staff. The Commission does not have a prescriptive policy that defines an appropriate split, but has policies related to effective recruitment and procurement. |
| 66 | How many consultants or contractors contracted in 2015/16 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years? | None. |
| 67 | Were any consultants or agencies contracted to provide communications, media or public relations advice or services in the 2015/16 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years? | None. |
| 68 | How many temporary staff were contracted by your department, agency or organisation in the 2015/16 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff’s service, hourly rate of payment and total cost of contract? | Please refer to the answer to Question 63 above. |
| 69 | How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2015/16 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years? | Please refer to the answer to Question 63 above. |
| 70 | How many staff were employed on a fixed term contract in total in 2015/16? How does this compare to each of previous four financial years? | Please refer to the answer to Question 63 above. |

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| **Collective bargaining and employment issues** |
| 71 | How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role. | None. |
| 72 | Please provide a summary of any collective employment agreement negotiations completed in the 2015/16 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2015/16? | None. |
| 73 | How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years? | All Commission staff were on individual employment agreements in 2015/16 and in the previous four financial years. |
| 74 | Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2015/16 financial year? If so, please provide details. | The Chair of the Commission consults with the State Services Commission regarding the terms and conditions of the General Manager’s employment, including with respect to any remuneration adjustment. |

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| **Leave and EAP** |
| 75 | How many days of annual leave did employees have accrued on average during 2015/16? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances? | 2015/16: 14.50; 2014/15: 15; 2013/14: 10; 2012/13: 10; and, 2011/12: 10The Commission places an emphasis on a healthy work-life balance, to maintain personal wellness, and prevent and manage stress. One means of assisting staff in these areas is to ensure that annual leave balances are actively managed.  |
| 76 | How many annual leave applications did the agency or organisation cancel or refuse during 2015/16? How does this compare to each of the previous four financial years? | None. |
| 77 | How many employees sold their fourth week of annual leave in the 2015/16 financial year? How does this compare to each of the previous financial years since this policy came into effect? | One staff member in 2015/16; one staff member in 2013/14; and, one staff member in 2011/12. |
| 78 | How many days of sick leave did employees take on average during 2015/16? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take? | 2015/16: 3.75; 2014/15: 3.80; and, 2013/14: 3.50. Information for 2012/13 & 2011/12 is not available at this time because our financial services provider (Inland Revenue Department) is unable to complete the update due to Asteron House being temporarily closed for safety reasons following the recent earthquake and aftershocks. We will forward this information as soon as we are able.The Commission supports employees taking reasonable time off work for their own sickness or injury and for domestic leave to attend to the sickness or injury of a member of their family. In addition, the Commission also operates a Wellness Policy providing a range of initiatives that are designed to maintain a healthy work-life balance, personal wellness, and prevent & manage stress. |
| 79 | How much was spent on EAP or workplace counselling in the 2015/16 financial year and how did that compare to each of the previous four financial years? | The Commission spent $296.00 on EAP in 2015/16. In the previous four financial years expenditure on EAP was $300.00 in 2014/15, $1,075.00 in 2013/14, $1092.50 in 2012/13; and $402.50 in 2011/12. [NB: figures include an annual contract renewal fee] |

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| **Seconded staff** |
| 80 | What was the number and cost of staff seconded to Ministerial offices during 2015/16 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? | None. |
| 81 | What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2015/16 and what was it for each of the previous four financial years? | None. |
| 82 | How many staff members were seconded in 2015/16 and how does this compare to the previous three financial years? For each staff member seconded, please provide the following details: How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more); The role they were seconded to; The reason for the secondment; The remuneration they have received over and above the remuneration they are contracted for in the role they have come from. | None. |
| 83 | Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2015/16; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years? | None. |
| **Staff turnover/termination of employment** |
| 84 | What was the staff turnover for 2015/16 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2015/16? | 2015/16: two staff members resigned to pursue career development opportunities; 2014/15: no turnover; 2013/14: two staff members resigned to pursue career development opportunities; 2012/13: one staff member resigned to pursue a career development opportunity; and, 2011/12: two staff members resigned – one of these related to a family moving overseas and the other resigned to pursue a career development opportunity. The Commission has no concerns regarding turnover. |
| 85 | What was the average length of service in your department, agency or organisation in the 2015/16 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender. | As noted above the Commission has had relatively low turnover levels since establishment. Given our small size we do not keep specific length of service statistics, nor do we maintain formal staff workplace profile statistics broken down by age and gender. The Commission is still a relatively new organisation that has built its staffing levels since being established and a meaningful comparison of length of service statistics across years is not yet possible. |
| 86 | How many staff resigned during 2015/16, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender. |  Please see the answers to Questions 84 and 85 above. |
| 87 | How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2015/16 financial year? How does that compare to the number and amount spent in each of the previous four financial years? | None. |
| 88 | How much, in $10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2015/16 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years? | None. |
| **Salaries and bonuses** |
| 89 | How much was spent on performance bonuses, incentive payments or additional leave in 2015/16 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2015/16 in $5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since November 2008; if so, what specific changes and why? | Commission expenditure on performance bonuses or salary ‘at-risk’ payments in 2015/16 and in the previous four financial years is as follows:* 2015/16: 1 x ‘At-Risk’ salary - $12,500; 3 x $5,000; 1 x $3,000
* 2014/15: 1 x ‘At-Risk’ salary - $12,500; 1 x $10,000; 2 x $5,000
* 2013/14: 1 x ‘At-Risk’ salary - $5,833; 3 x $5,000
* 2012/13: 1 x ‘At-Risk’ salary - $26,000; 3 x $2,000
* 2011/12: 1 x ‘At-Risk’ salary - $26,000; 2 ‘Special Leave’ days granted to all employees to recognise the extensive workload of Commission staff during its establishment phase

‘At-Risk’/performance bonus payment criteria are based on the Board’s assessment of performance against targets in performance agreements. |
| 90 | In $10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender. | Staff salary levels, in $10,000 bands, are included in the Commission’s annual reports for 2015/16 and the previous four financial years as follows: *2015/16 Annual Report* - page 55 [<http://www.productivity.govt.nz/sites/default/files/Annual%20Report%202015-16%20final%20web.pdf>];*2014/15 Annual Report* - see page 49 [<http://www.productivity.govt.nz/sites/default/files/corporate-annual-report-2014-15_3.pdf>];*2013/14 Annual Report* - see page 55 [<http://www.productivity.govt.nz/sites/default/files/annual-report-2013-14-final.pdf>];*2012/13 Annual Report* - see page 51 [<http://www.productivity.govt.nz/sites/default/files/Annual%20Report-2012-13-final-web.pdf>]; and*2011/12 Annual Report* - see page 48 [<http://www.productivity.govt.nz/sites/default/files/AnnRep-Proof%20final%20with%20covers%20corr.pdf>].Given the Commission’s small size we do not maintain staff remuneration statistics broken down by age and gender. |
| **Training, travel and other expenses** |
| 91 | How much was spent on catering in the 2015/16 financial year? What policies were in place for the use of catering and were there any changes to these? | The Commission spent $2,796 on catering in 2015/16 and does not have a dedicated policy for the use of catering. |
| 92 | How much was spent on domestic travel in the 2015/16 financial year and how does this compare to each of the previous four financial years? Please provide a list of the positions of the top twenty spenders on domestic travel for 2015/16 including the amount spent. | The Commission’s expenditure on domestic travel in 2015/16 and the previous four financial years was: 2015/16: $33,300; 2014/15: $48,773; 2013/14: $12,734; 2012/13: $34,268; and, 2011/12: $53,765. Given the Commission’s small size we have not provided an itemised list of positions but would be happy to discuss this further with the Committee if required. |
| 93 | How much was spent on international travel in the 2015/16 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2015/16, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than $15,000 please provide details of what this was. | The Commission’s expenditure on international travel in 2015/16 and the previous four financial years was:* 2015/16: $70,491 (1.42% of operating expenditure)
* 2014/15: $47,878 (0.96% of operating expenditure)
* 2013/14: $44,545 (0.92% of operating expenditure)
* 2012/13: $75,893.20 (1.60% of operating expenditure)
* 2011/12: $53,765.96 (0.70% of operating expenditure)

Given the Commission’s small size we have not provided an itemised list of positions but would be happy to discuss this further with the Committee if required. |
| 94 | How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? | The Commission paid an Air New Zealand Koru Club membership for one staff member in 2015/16, 2014/15, 2013/14, 2012/13, and 2011/12. |
| 95 | How many staff had the use of vehicles paid for by your department, agency or organisation in 2015/16; what are the estimated costs; how do these numbers compare to each of the previous four financial years? | None. |
| 96 | How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2015/16? How does this compare to each of the previous four financial years? For each year please include: Purpose; Venue; Cost (including travel and accommodation costs); Activities undertaken. | In the time it has been in operation the Commission has not held internal conferences, seminars, etc. |
| 97 | What are the measures used to evaluate the success or effectiveness for internal conferences or seminars? | None. |
| 98 | How much was spent on staff training in 2015/16; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years? | The Commission spent $72,000 on training & development in 2015/16 representing 1.43% of the Commission’s annual appropriation. In the previous four financial years the figures are as follows: 2014/15 - $52,000 (1.03%); 2013/14 - $96,000 (1.90%); 2012/13 - $68,000 (1.35%); and, 2011/12 - $99,000 (1.96%). |
| 99 | What specific activities or events were conducted that contributed towards staff morale in the last financial year? | The Commission contributed an allowance of $50.00 per-person towards the 2015/16 staff Christmas function. |
| 100 | How much was spent on pay television in the last financial year? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year? | The Commission did not spend anything on pay television in 2015/16 or in the previous four financial years. |
| 101 | What is the total amount spent, if any, on speakers fees and/or speaker honorariums for year of the last seven financial years by event, event date, speaker and amount received? | None. |
| 102 | Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last seven financial years by speaker and event spoken at? | 2015/16: a contribution to speaker/panellist costs (to attend the Commission’s Dec 2015 Productivity Symposium in Wellington) for Professor Eric Bartelsman ($3,003); Professor Bronwyn Hall ($2,929); Professor Beth Webster ($339); Professor Shaun Hendy (95.00); Sir David Ramsden ($575); and, Professor Kaj Storbaka ($44.00).2014/15: $1,000 contribution to costs for Professor Julian Le Grand a recognised international expert on social policy so that he could speak with our *More effective social services* inquiry team; 2013/14: a contribution to speaker/panellist costs (to attend the Commission’s July 2013 Productivity Symposium in Wellington) for Geoff Mason (1,466); Alain de Serres (2,822); Hayden Glass ($116); and David Gruen (96.00); and, a $5,000 contribution to the travel costs of Diego Restuccia an internationally renowned economist so that he could meet with the Commission’s research team to discuss its reallocation and productivity work-stream. |