

Reference: 20180562



**THE TREASURY**  
Kaitohutohu Kaupapa Rawa

7 February 2019

Ms Sarah Jane  
fyi-request-8794-659a3a21@requests.fyi.org.nz

Dear Sarah Jane

Thank you for your Official Information Act request, received on 18 December 2018.  
You requested the following:

*I request all information held in any form by the Treasury that shows or relates to:  
1. your decision to extend the time to respond to this request by 250% of the standard statutory maxima; and 2. any draft full or partial drafts of this response and any feedback on or amendments to those drafts; and 3. any comments about the level of detail to provide me with in this request; and 4. any decision(s) to exclude or omit any information relating to this request; and 5. any other comments or views about this request or the requestor.*

### Information Being Released

Please find enclosed the following documents:

Item	Date	Document Description	Decision
1.	4 October 2018	Emails: Re grounds for extending	Release in part
2.	24 October 2018	Emails: RE TOIA extension	Release in part
3.	5 October 2018	TOIA extension letter	Release in full
4.	5 October 2018	Email: Sarah Jane extension	Release in full
5.	14 November 2018	Email: TOIA 20180404	Release in full
6.	22 November 2018	Email: Applications Data for Graduate Analyst, Analyst and Senior Analyst positions 2015–2018	Release in part
7.	28 November 2018	Email: Re review of draft response	Release in full
8.	28 November 2018	Email attachment: Draft response with feedback	Release in full
9.	29 November 2018	Emails: Re Sarah Jane phone conversation	Release in part
10.	3 December 2018	Email: Official Information Act Info_ Sarah Jane	Release in full
11.	3 December 2018	Email attachment: Draft response Sarah Jane	Release in full
12.	3 December 2018	Emails: Re response to Sarah Jane	Release in full

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PO Box 3724  
Wellington  
New Zealand

tel. 64-4-472 2733  
fax. 64-4-473 0982  
www.treasury.govt.nz

13.	6 December 2018	Email: FW: Emailing: TOIA 20180404 Treasury Graduate Analyst Training Programme Ms Sarah Jane	Release in part
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I have decided to release the relevant parts of the documents listed above, subject to information being withheld under one or more of the following sections of the Official Information Act, as applicable:

personal contact details of officials, under section 9(2)(a) – to protect the privacy of natural persons, including that of deceased natural persons,

names and contact details of junior officials and certain sensitive advice, under section 9(2)(g)(i) – to maintain the effective conduct of public affairs through the free and frank expression of opinions,

- direct dial phone numbers of officials, under section 9(2)(k) – to prevent the disclosure of information for improper gain or improper advantage.

Some information has been redacted because it is not covered by the scope of your request. This is because the documents include matters outside your specific request.

Direct dial phone numbers of officials have been redacted under section 9(2)(k) in order to reduce the possibility of staff being exposed to phishing and other scams. This is because information released under the OIA may end up in the public domain, for example, on websites including Treasury's website.

Items 1 and 2 relate to the decision to extend the timeframe for a response to your previous request. Unfortunately, because of an administrative error (a typo in the 'fyi' email address) you did not receive the email and the attached letter informing you of the extension of time for replying to your request, sent from the Treasury on 5 November 2018 (Item 4). Had we received a non-delivery notification we would have re-sent the extension letter to you. I apologise for this error and for any inconvenience it may have caused.

Regarding points 3 and 4 of your request, Treasury officials sourced the information and spent some considerable time processing it and converting it into the form sent to you for ease of understanding (see Items 6, 7, 8, 10 and 11). The information about training for graduate analysts held by the Treasury at the time of your request was not broken down into the specific categories you requested, which is why it took some time to compile. The table included in the response was created specifically to ensure the information you asked for was able to be supplied. No requested information was withheld.

You also ask for comments or views about the request or the requestor. The request was processed in accordance with the Official Information Act 1982 and in line with guidance supplied by the Ombudsman. Internal consultation took place to source the information, process it, and check that the information was correct. No comments or views were expressed other than the professional conversations required to complete the response to the request (see all attached email conversations between Treasury officials).

In making my decision, I have considered the public interest considerations in section 9(1) of the Official Information Act.

Please note that this letter (with your personal details removed) and enclosed documents may be published on the Treasury website.

This reply addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my decision.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Fiona Foster', written in a cursive style.

Fiona Foster  
**Chief People Officer**



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Deleted - Not Relevant to Request

**From:** Laura Baird [CASS]  
**Sent:** Thursday, 4 October 2018 12:47 PM  
**To:** Apurva Mahire [TSY]  
**Subject:** RE: [moto - Assigned] TOIA (20180404): Treasury Graduate Analyst Training Programme

Hi Apurva

Reason one would suffice as I need time in the office to work with others on getting the information.

Thanks for your help.

Laura

**Laura Baird** | Treasury Programme Advisor | **The Treasury - Kaitohutohu Kaupapa Rawa**  
[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



(I work Mondays, Wednesdays and Fridays)

**From:** Apurva Mahire [TSY]  
**Sent:** Thursday, October 4, 2018 12:45 PM  
**To:** Laura Baird [CASS] <Laura.Baird@cass.govt.nz>  
**Subject:** RE: [moto - Assigned] TOIA (20180404): Treasury Graduate Analyst Training Programme

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there are a few reasons why we would extend such as below:

I have decided under section 15A of the Official Information Act to extend the time limit for deciding on your request by an additional 30 working days. The new due date for responding to your request is XXX.

[Reason: **Consultation** (delete if not applicable)]

The extension is required because of the consultations needed to make a decision on your request.

[Reason: **Quantity of Information** (delete if not applicable)]

The extension is required because your request necessitates a search through a large quantity of information before a decision can be made on your request.

[Reason: **Consultation & Quantity of Information** (delete if not applicable)]

The extension is required because your request necessitates a search through a large quantity of information, and consultations are needed before a decision can be made on your request.

This extension will also apply to the time limit for transferring your request, should this become relevant.

This should be in the template already for the extension letter.

Thank you.

**Warm Regards,**

**Apurva Mahire | Ministerial Advisor | The Treasury- Kaitohutohu Kaupapa Rawa**

s9(2)(k) | [apurva.mahire@Treasury.govt.nz](mailto:apurva.mahire@Treasury.govt.nz)

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[IN-CONFIDENCE]

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**From:** Laura Baird [CASS]

**Sent:** Thursday, 4 October 2018 12:40 p.m.

**To:** Apurva Mahire [TSY] <[Apurva.Mahire@treasury.govt.nz](mailto:Apurva.Mahire@treasury.govt.nz)>

**Subject:** RE: [moto - Assigned] TOIA (20180404): Treasury Graduate Analyst Training Programme

Hi Apurva

s9(2)(k) Deleted - Not Relevant to Request  
Deleted - Not Relevant to Request  
Is there a list I need to choose from?

Cheers,  
Laura

**Laura Baird | Treasury Programme Advisor | The Treasury - Kaitohutohu Kaupapa Rawa**

[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



(I work Mondays, Wednesdays and Fridays)

---

**From:** Apurva Mahire [TSY]

**Sent:** Thursday, October 4, 2018 12:38 PM

**To:** Laura Baird [CASS] <[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)>

**Subject:** RE: [moto - Assigned] TOIA (20180404): Treasury Graduate Analyst Training Programme

Hi Laura

Thanks for getting in touch, just to confirm, what would be the grounds for the extension?

Thank you.

**Warm Regards,**

**Apurva Mahire | Ministerial Advisor | The Treasury- Kaitohutohu Kaupapa Rawa**

s9(2)(k) | [apurva.mahire@Treasury.govt.nz](mailto:apurva.mahire@Treasury.govt.nz)

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[IN-CONFIDENCE]

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**From:** Laura Baird [CASS]

**Sent:** Thursday, 4 October 2018 12:25 p.m.

**To:** Apurva Mahire [TSY] <[Apurva.Mahire@treasury.govt.nz](mailto:Apurva.Mahire@treasury.govt.nz)>

**Subject:** RE: [moto - Assigned] TOIA (20180404): Treasury Graduate Analyst Training Programme

[UNCLASSIFIED]

Hi Apurva

Thanks for this.

Candy recommended that I push for a 30 day extension Deleted - Not Relevant to Request

Deleted - Not Relevant to Request

Thanks

Laura

**Laura Baird** | Treasury Programme Advisor | **The Treasury - Kaitohutohu Kaupapa Rawa**

[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



(I work Mondays, Wednesdays and Fridays)

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Deleted - Not Relevant to Request

**From:** Apurva Mahire [TSY]  
**Sent:** Wednesday, October 24, 2018 9:38 AM  
**To:** Laura Baird [CASS] <Laura.Baird@cass.govt.nz>  
**Subject:** RE: [Moto - QA Required] TOIA EXTN None 20180404 None Treasury Graduate Analyst Training Programme

Hi Laura

Yes it's been extended, the due date is now 04 December for the Inform (going to the Minister's office) and 12 December for the requestor.

You can see these in MOTO

<http://cass-moto/Workflow/Edit/Index/44587>

Any questions please let me know ☺

Thank you.

**Warm Regards,**

**Apurva Mahire** | Ministerial Advisor | **The Treasury- Kaitohutohu Kaupapa Rawa**  
s9(2)(k) [apurva.mahire@Treasury.govt.nz](mailto:apurva.mahire@Treasury.govt.nz)

*Please note I work from home on Tuesdays.*

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[IN-CONFIDENCE]

**From:** Laura Baird [CASS]  
**Sent:** Wednesday, 24 October 2018 9:32 a.m.  
**To:** 'Moto' <MotoDoNotReply@cass.govt.nz>  
**Cc:** Apurva Mahire [TSY] <Apurva.Mahire@treasury.govt.nz>  
**Subject:** RE: [Moto - QA Required] TOIA EXTN None 20180404 None Treasury Graduate Analyst Training Programme

[UNCLASSIFIED]

Hi Apruva

Can you please let me know what the deadline is for this TOIA? Deleted - Not Relevant to Request not sure if an extension has been approved or not.

Cheers,  
Laura

**Laura Baird** | Treasury Programme Advisor | **The Treasury - Kaitohutohu Kaupapa Rawa**  
[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



(I work Mondays, Wednesdays and Fridays)

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THE TREASURY  
Kaitohutohu Kaupapa Rawa

Reference: 20180404

5 October 2018

Sarah Jane  
fyi-request-8794-659a3a21@requests.fyi.org.nz

Dear Sarah Jane

Thank you for your request made under the Official Information Act, received on 2 October 2018. You requested:

*"In the OIA dated 6 March 2018 (Reference: 20180037) on Treasury's website you state "Graduate Analysts go through a comprehensive technical and non-technical training programme and Analysts also have access to a wide range of training courses."*

*Please provide full information about each component of "the comprehensive technical and non-technical training programme for Graduate Analysts", including a complete break-down of the differences in how this programme is structured for:*

- Graduate Analysts with Honours or a PhD in Economics*
- Graduate Analysts with a Bachelors Degree in Economics*
- Graduate Analysts with a Honours or a PhD in Accounting/Finance*
- Graduate Analysts with a Bachelors Degree in Accounting/Finance*
- Graduate Analysts who do not have a qualification in Economics, Accounting or Finance.*

*Please also provide:*

- Full details of the process and criteria for Graduate Analysts to be appointed to Analyst roles*
- Information about the level of knowledge Graduate Analysts must demonstrate in Economics to be appointed to an Analyst role, and the objective measures and assessment criteria used to determine whether such knowledge has been gained.*
- The level of knowledge Graduate Analysts must demonstrate in Accounting/Finance to be appointed to an Analyst role and the objective measures and assessment criteria used to determine whether such knowledge has been gained*
- The average length of time it has taken on average for:*

1 The Terrace  
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Wellington  
New Zealand  
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fax. 64-4-473 0982  
www.treasury.govt.nz

- a) Graduate Analysts with Honours or a PhD in Economics
- b) Graduate Analysts with a Bachelors Degree in Economics
- c) Graduate Analysts with a Honours or a PhD in Accounting/Finance
- d) Graduate Analysts with a Bachelors Degree in Accounting/Finance
- e) Graduate Analysts without a qualification in Economics, Accounting or Finance to develop the required knowledge to be appointed to an Analyst role in the last 6 years."

I have decided under section 15A of the Official Information Act to extend the time limit for deciding on your request by an additional 30 working days. The new due date for responding to your request is 13 December 2018.

The extension is required because your request necessitates a search through a large quantity of information, and consultations are needed before a decision can be made on your request.

This extension will also apply to the time limit for transferring your request, should this become relevant.

Notwithstanding this extension, I undertake to make a decision on your request as soon as reasonably practicable.

You have the right to ask the Ombudsman to investigate and review this decision.

Yours sincerely

  
Fiona Foster  
Chief People Officer

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**From:** Ministerial Services Inbox [TSY]  
**Sent:** Friday, 5 October 2018 1:03 PM  
**To:** 'fyi-request-8794-659a3a21@requests.fyi.nz'  
**Subject:** Your OIA request  
**Attachments:** Sarah Jane signed extension.pdf

[IN-CONFIDENCE]

Good Afternoon  
Correspondence about your OIA request is attached

Regards

Jean McDowall | Ministerial Advisor | Ministerial Advisory Service | The Treasury - Te Kaitohutohu Kaupapa Rawa |

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Deleted - Not Relevant to Request

**From:** Laura Baird [CASS]  
**Sent:** Wednesday, 14 November 2018 3:32 PM  
**To:** Claire Keenan [TSY]  
**Cc:** Apurva Mahire [TSY]  
**Subject:** TOIA: 20180404: Treasury Graduate Analyst Training Programme  
**Attachments:** Official Information Act Info\_ Sarah Jane Nov 2018.nrl; [moto - Assigned] TOIA (20180404): Treasury Graduate Analyst Training Programme

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

[IN-CONFIDENCE]

Hi Claire

Please see TOIA response attached.

Can you please let me know your thoughts before I work with Apurva on formalising?

Thanks  
Laura

Laura Baird | Treasury Programme Advisor | The Treasury - Kaitiaki Takekōwhiri  
[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



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**Jean McDowall [TSY]**

---

**From:** Claire Keenan [TSY]  
**Sent:** Thursday, 22 November 2018 10:30 AM  
**To:** Apurva Mahire [TSY]  
**Subject:** Applications Data for Graduate Analyst, Analyst and Senior Analyst positions 2015-2018

[Applications Data for Graduate Analyst, Analyst and Senior Analyst positions 2015-2018 \(Treasury:4039362v1\)](#) [Add to worklist](#)

[Interview data for Graduate Analyst, Analyst and Senior Analyst positions 2015-2018 \(Treasury:4039373v1\)](#) [Add to worklist](#)

[Hire Data for Treasury Graduate Analyst, Analyst and Senior Analyst positions 2015-8 \(Treasury:4039375v1\)](#) [Add to worklist](#)

Kia ora Apurva

Here are the related documents to upload to the system – thanks for doing this and can you please advise once done?

Also, FYI I've spoken to Comms who are happy to look over this afternoon and turn around by CoP today. I'm meeting with Gwen shortly to discuss further. Fiona will QA tomorrow morning.

Kind regards

Claire

Claire Keenan | Principal Advisor, Organisation Development | The Treasury - Kaitohutohu Kaupapa Rawa  
[Claire.Keenan@treasury.govt.nz](mailto:Claire.Keenan@treasury.govt.nz) <sup>s9(2)(k)</sup> or <sup>s9(2)(a)</sup>

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**From:** Candy Gray [CASS]  
**Sent:** Wednesday, 28 November 2018 9:03 AM  
**To:** Laura Baird [CASS] <Laura.Baird@cass.govt.nz>; Claire Keenan [TSY] <Claire.Keenan@treasury.govt.nz>  
**Subject:** 4036456\_Official Information Act Info\_ Sarah Jane Nov 2018.DOCX

[UNCLASSIFIED]

Hi Laura and Claire  
I have reviewed this.  
Unfortunately I had typed all my bits in before realising that it was only read only.  
So I have attached it here  
Candy

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Official Information Act, received on 2 October 2018. Sarah Jane requested:

In the OIA dated 6 March 2018 (Reference: 20180037) on Treasury's website you state "Graduate Analysts go through a comprehensive technical and non-technical training programme and Analysts also have access to a wide range of training courses." Please provide full information about each component of "the comprehensive technical and non-technical training programme for Graduate Analysts", including a complete break-down of the differences in how this programme is structured for:

- Graduate Analysts with Honours or a PhD in Economics
- Graduate Analysts with a Bachelors Degree in Economics
- Graduate Analysts with a Honours or a PhD in Accounting/Finance
- Graduate Analysts with a Bachelors Degree in Accounting/Finance
- Graduate Analysts who do not have a qualification in Economics, Accounting or Finance.

The following training is provided as part of the graduate programme (in the first 18 months of employment) unless stated as 'Optional but encouraged'

Formal Training	Duration	Type	Facilitator	Who Attends
Orientation	x2 half days	Induction	Internal	All graduates
Introduction to Government (3 part programme)	X3 days	Induction	External	All graduates
Powhiri		Cultural	Internal	All graduates
Te Reo (3 levels)	X6 1 hour sessions	Cultural	External	Optional but encouraged
Crown Māori Relations	X1 half day	Cultural	External	Optional but encouraged
Te Aronuku - Developing Cultural Intelligence	X1 day	Cultural	External	Optional but encouraged
Professional Meetings	X1 quarter day	Work Practice	External	Optional but encouraged
Professional Presentations	X1 quarter day	Work Practice	External	Optional but encouraged
Resilience	X1 day	Work Practice	External	Optional but encouraged
Performance, Development and Growth Conversations	X2 quarter days	Work Practice	Internal and External	All graduates
Coaching	X1 quarter day	Work Practice	Internal	All graduates

DRAFT FOR INFORMATION ACT

Personal Efficiency	X2 days	Work Practice	External	All graduates
Briefing Skills	X1 day	Work Practice	External	All graduates
Influencing Skills	X1 day	Work Practice	External	All graduates
Finance Training	X2 days	Technical	External	All graduates by default however exceptions can be made for those with degrees majoring in Finance at manager discretion.
Policy Advice	X2 half days	Technical	Internal	All graduates
Regulation Training	X1 half day	Technical	Internal	All graduates
Introduction Microeconomics for Policy Analysis	X4 half days	Technical	External	All graduates by default however exceptions can be made for those with degrees majoring in economics at manager discretion.
Introductory to Macroeconomics for Policy Analysis	X6 half days	Technical	External	All graduates by default however exceptions can be made for those with degrees majoring in economics at manager discretion.
State Sector Finance	X1 half day	Technical	Internal	All graduates
Official Information Act	X1 quarter day	Technical	Internal	All graduates
Public Finance Act	X1 half day	Technical	Internal	All graduates
Budget Cycle	X1 half day	Technical	Internal	All graduates
Crown Financial and Information System	X1 half day	Technical	Internal	Only graduates where it relates to their job.
Fiscal Responsibility/Strategy	X1 day	Technical	Internal	All graduates
Cost Benefit Analysis	X1 half day	Technical	Internal	All graduates

Network encouragement is also a part of the graduate programme and includes support in:

- MOTO Economic Network Events
- SSC Events e.g. Government Newcomers Network
- IPANZ Events.

Please also provide:

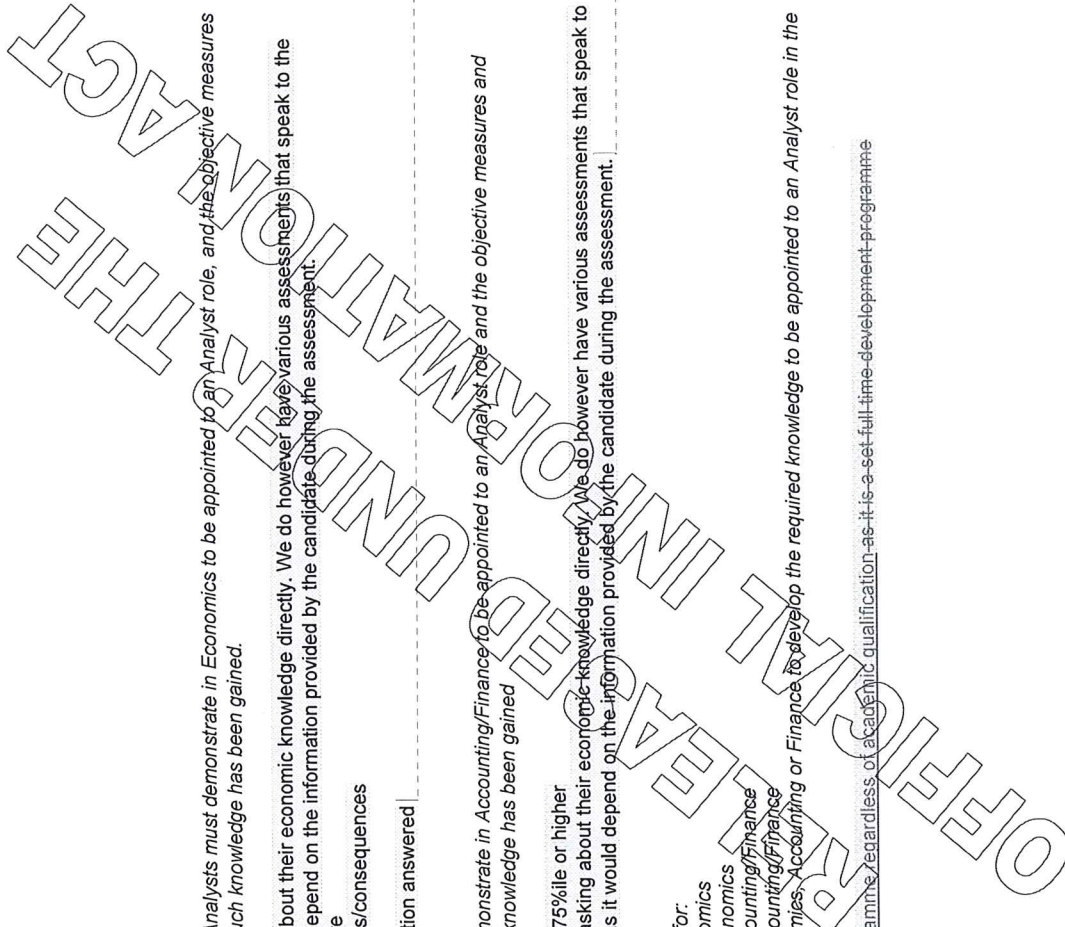
- Full details of the process and criteria for Graduate Analysis to be appointed to Analyst roles

Refer to OIA 20180223 online

Treasury/4036456v1

Commented [CK1]: Hi Laura, I have looked at this OIA and it doesn't appear to answer the "promotion" question asked?

Commented [CG2]: I agree. Can we add a bit more detail about GA to A process?



- Information about the level of knowledge Graduate Analysts must demonstrate in Economics to be appointed to an Analyst role, and the objective measures and assessment criteria used to determine whether such knowledge has been gained.

We do not have a question/assessment area asking about their economic knowledge directly. We do however have various assessments that speak to the points below. There are no set questions as it would depend on the information provided by the candidate during the assessment.

- Identified and understood the problem/objective
- Identified the pros/cons of the proposal/impacts/consequences
- Discussed alternatives and recommendations
- Logically structured and communicated / question answered

- The level of knowledge Graduate Analysts must demonstrate in Accounting/Finance to be appointed to an Analyst role and the objective measures and assessment criteria used to determine whether such knowledge has been gained

1. Psychometric Testing – Numerical Literacy of 75%ile or higher
2. We do not have a question/assessment area asking about their economic knowledge directly. We do however have various assessments that speak to the points below. There are no set questions as it would depend on the information provided by the candidate during the assessment.

- The average length of time it has taken on average for:

- a) Graduate Analysts with Honours or a PhD in Economics
- b) Graduate Analysts with a Bachelors Degree in Economics
- c) Graduate Analysts with a Honours or a PhD in Accounting/Finance
- d) Graduate Analysts with a Bachelors Degree in Accounting/Finance
- e) Graduate Analysts without a qualification in Economics, Accounting or Finance to develop the required knowledge to be appointed to an Analyst role in the last 6 years."

All Graduates undertake the 18 months fulltime programme regardless of academic qualification as it is a set full time development programme

**Commented [CKJ3]:** I wonder if we could frame this differently? i.e. Regular performance and development conversations are integral to the graduate development programme to ensure that graduates demonstrate the degree of technical knowledge expected at their level, including but not limited to economic, financial and accounting knowledge. In addition, various assessments invite the graduate analyst candidates to demonstrate their ability to apply technical and non-technical learning on the job specifically:

- problem/objective identification
- ability to identify the pros/cons of the proposal/impacts/consequences
- articulation of alternatives and recommendations
- ability to communicate responses in a structured and relevant way

**Commented [CGG4]:** I agree with the reframing of this response into the positive. Would also add that Graduates are supported by Coaches, buddy, their manager who all monitor Graduates day to day work to ensure they have the skills required to be promoted to Analyst.

Don't we have the document that the Grad has to fill out Laura? Can we provide this?

**Commented [CKJ5]:** As per question above?

**Commented [CGG6]:** I don't think we should include the Psychometric testing detail here as this question is asking about being appointed to Analyst from Grad and we don't retest at that point. We only do testing at the initial hiring stage.

If you write we have 'various assessments...' then you will need to provide them. I suggest we reframe to indicate more how the process works. Eg something like 'Graduates are exposed to a range of different work on the job during their 18month programme that includes Accounting/Finance. The coach and manager closely monitor their work to ensure they have the requisite ability to competently undertake the work.'

s9(2)(k)

**From:** Laura Baird [CASS]  
**Sent:** Thursday, 29 November 2018 2:35 PM  
**To:** Apurva Mahire [TSY]; Candy Gray [CASS]; Claire Keenan [TSY]; Fiona Foster [CASS]  
**Subject:** RE: Official Information Act Request Acknowledgement

Hi All

I have not spoken to Sarah-Jane either. The OIA is nearly complete and I intend to finalise on Monday. It was screened by Claire last week and as a result I have some minor updates needed at my end.

Thanks  
Laura

Laura Baird | Treasury Programme Advisor | The Treasury - Kaitohutohu Kaupapa Rawa Laura.Baird@cass.govt.nz

(I work Mondays, Wednesdays and Fridays)

-----Original Message-----

**From:** Apurva Mahire [TSY]  
**Sent:** Thursday, November 29, 2018 9:39 AM  
**To:** Candy Gray [CASS] <Candy.Gray@cass.govt.nz>; Laura Baird [CASS] <Laura.Baird@cass.govt.nz>; Claire Keenan [TSY] <Claire.Keenan@treasury.govt.nz>; Fiona Foster [CASS] <Fiona.Foster@cass.govt.nz>  
**Subject:** RE: Official Information Act Request Acknowledgement

Thanks Candy, I've just had a chat to Claire but it doesn't look like Sarah spoke with her so I am still trying to figure out who she might have spoken with on the phone - it's possible it was another agency.

I don't really think we're trying to figure out who Sarah is at this point, more about what information she's been given regarding her request and by whom.

A response is due out on the 12th and Laura is supposed to get back to me with the final content before the inform is due out on the 4th.

I can go back to Sarah in the meantime with a response to her recent email.

Thank you.

Warm Regards,

Apurva Mahire | Ministerial Advisor | The Treasury- Kaitohutohu Kaupapa Rawa

s9(2)(k)

| apurva.mahire@Treasury.govt.nz Please note I work from home on Tuesdays.

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a. please immediately delete this email and notify the Treasury by return email or telephone (64 4 472 2733); b. any use, dissemination or copying of this email is strictly prohibited and may be unlawful.

[IN-CONFIDENCE]

-----Original Message-----

From: Candy Gray [CASS]  
Sent: Thursday, 29 November 2018 9:28 a.m.  
To: Apurva Mahire [TSY] <Apurva.Mahire@treasury.govt.nz>; Laura Baird [CASS] <Laura.Baird@cass.govt.nz>; Claire Keenan [TSY] <Claire.Keenan@treasury.govt.nz>; Fiona Foster [CASS] <Fiona.Foster@cass.govt.nz>  
Subject: RE: Official Information Act Request Acknowledgement

Hi Apurva

As far as we know, we don't know who Sarah-Jane is. There was no last name and all I recall is that an extension letter was sent regarding her OIA.

We are almost finished the OIA response now as it is due on 4 Dec I think.

Regards  
Candy

-----Original Message-----

From: Apurva Mahire [TSY]  
Sent: Thursday, 29 November 2018 9:18 AM  
To: Candy Gray [CASS] <Candy.Gray@cass.govt.nz>; Laura Baird [CASS] <Laura.Baird@cass.govt.nz>; Claire Keenan [TSY] <Claire.Keenan@treasury.govt.nz>; Fiona Foster [CASS] <Fiona.Foster@cass.govt.nz>  
Subject: FW: Official Information Act Request Acknowledgement

Morena team

Does anyone have any record/recollection of having spoken with Sarah Jane? I did not have a conversation with her over the phone.

Please let me know so I can go back to her with an appropriate response, also we extended this request so it is not due till the 12th of December.

Thank you.

Warm Regards,

Apurva Mahire | Ministerial Advisor | The Treasury- Kaitohutohu Kaupapa Rawa  
s9(2)(k) | apurva.mahire@Treasury.govt.nz Please note I work from home on Tuesdays.

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a. please immediately delete this email and notify the Treasury by return email or telephone (64 4 472 2733); b. any use, dissemination or copying of this email is strictly prohibited and may be unlawful.

[IN-CONFIDENCE]

-----Original Message-----

From: sarahjanenz [mailto:fyi-request-8794-659a3a21@requests.fyi.org.nz]  
Sent: Thursday, 29 November 2018 7:32 a.m.  
To: Apurva Mahire [TSY] <Apurva.Mahire@treasury.govt.nz>  
Subject: Re: Official Information Act Request Acknowledgement

Dear Apurva Mahire [TSY],

Further to your response and our subsequent phone discussion where I advised you of my personal details, I note that this request is now long overdue. Please respond as required by law. Please also provide the reason for your very long delay.

Yours sincerely,  
Sarah Jane

-----Original Message-----

Dear Sarah

Please find attached acknowledgement to your OIA request.

Thank you.

Warm Regards,

Apurva Mahire | Ministerial Advisor | The Treasury - Kaitiaki Take Kōwhiri

| [1][email address]

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- b. any use, dissemination or copying of this email is strictly prohibited and may be unlawful.

[IN-CONFIDENCE]

#### References

##### Visible links

1. [mailto:\[email address\]](mailto:[email address])

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Please use this email address for all replies to this request:  
[fyi-request-8794-659a3a21@requests.fyi.org.nz](mailto:fyi-request-8794-659a3a21@requests.fyi.org.nz)

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<https://fyi.org.nz/help/officers>

If you find this service useful as an Official Information officer, please ask your web manager to link to us from your organisation's OIA or LGOIMA page.

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**From:** Laura Baird [CASS]  
**Sent:** Monday, 3 December 2018 3:34 PM  
**To:** Claire Keenan [TSY]; Candy Gray [CASS]  
**Cc:** Apurva Mahire [TSY]  
**Subject:** Official Information Act Info\_ Sarah Jane Nov 2018.nrl  
**Attachments:** Official Information Act Info\_ Sarah Jane Nov 2018.nrl

**Importance:** High

Hi Claire and Candy

I have made the recommended updates and also re-read the question re promotions (sorry I didn't interpret it the right way when I first answered this).  
Please see new content in Red.

Let me know your thoughts and if this is ready for Apurva.

Thanks  
Laura

**Laura Baird** | Treasury Programme Advisor | **The Treasury - Kaitiaki Take Kōwhiri**  
[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



(I work Mondays, Wednesdays and Fridays)

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THE INFORMATION ACT

Official Information Act, received on 2 October 2018. Sarah Jane requested:

In the OIA dated 6 March 2018 (Reference: 20180037) on Treasury's website you state "Graduate Analysts go through a comprehensive technical and non-technical training programme and Analysts also have access to a wide range of training courses." Please provide full information about each component of "the comprehensive technical and non-technical training programme for Graduate Analysts", including a complete break-down of the differences in how this programme is structured for:

- Graduate Analysts with Honours or a PhD in Economics
- Graduate Analysts with a Bachelors Degree in Economics
- Graduate Analysts with a Honours or a PhD in Accounting/Finance
- Graduate Analysts with a Bachelors Degree in Accounting/Finance
- Graduate Analysts who do not have a qualification in Economics, Accounting or Finance.

The following training is provided as part of the graduate programme (in the first 18 months of employment) unless stated as 'Optional but encouraged'

Formal Training	Duration	Type	Facilitator	Who Attends
Orientation	x2 half days	Induction	Internal	All graduates
Introduction to Government (3 part programme)	X3 days	Induction	External	All graduates
Powhiri		Cultural	Internal	All graduates
Te Reo (3 levels)	X6 1 hour sessions	Cultural	External	Optional but encouraged
Crown Māori Relations	X1 half day	Cultural	External	Optional but encouraged
Te Aronuku - Developing Cultural Intelligence	X1 day	Cultural	External	Optional but encouraged
Professional Meetings	X1 quarter day	Work Practice	External	Optional but encouraged
Professional Presentations	X1 quarter day	Work Practice	External	Optional but encouraged
Resilience	X1 day	Work Practice	External	Optional but encouraged
Performance, Development and Growth Conversations	X2 quarter days	Work Practice	Internal and External	All graduates
Coaching	X1 quarter day	Work Practice	Internal	All graduates
Personal Efficiency	X2 days	Work Practice	External	All graduates

Briefing Skills	X1 day	Work Practice	External	All graduates
Influencing Skills	X1 day	Work Practice	External	All graduates
Finance Training	X2 days	Technical	External	All graduates by default however exceptions can be made for those with degrees majoring in Finance at manager discretion.
Policy Advice	X2 half days	Technical	Internal	All graduates
Regulation Training	X1 half day	Technical	Internal	All graduates
Introduction Microeconomics for Policy Analysis	X4 half days	Technical	External	All graduates by default however exceptions can be made for those with degrees majoring in economics at manager discretion.
Introductory to Macroeconomics for Policy Analysis	X6 half days	Technical	External	All graduates by default however exceptions can be made for those with degrees majoring in economics at manager discretion.
State Sector Finance	X1 half day	Technical	Internal	All graduates
Official Information Act	X1 quarter day	Technical	Internal	All graduates
Public Finance Act	X1 half day	Technical	Internal	All graduates
Budget Cycle	X1 half day	Technical	Internal	All graduates
Crown Financial and Information System	X1 half day	Technical	Internal	Only graduates where it relates to their job.
Fiscal Responsibility/Strategy	X1 day	Technical	Internal	All graduates
Cost Benefit Analysis	X1 half day	Technical	Internal	All graduates

Network encouragement is also a part of the graduate programme and includes support in:

- MOTO Economic Network Events
- SSC Events e.g. Government Newcomers Network
- IPANZ Events.

Please also provide:

- Full details of the process and criteria for Graduate Analysts to be appointed to Analyst roles

Reviews occur at two points throughout the 18 month graduate programme. The first review occurs at the end of the first 9 months where we would expect to see graduates move from a Graduate Analyst 1 to a Graduate Analyst 2. The second review occurs at the end of 18 months. We expect to see Grads transition from Graduate Analyst 2 to Analyst. In order to graduate from the programme, graduates will be expected to show to their manager and coach an understanding and application of the 11 different competencies. The ability to apply each competency may differ for each graduate, given their role variations, however, the

expectation is all graduates should be able to show an understanding of each competency and an ability to demonstrate the majority. There are four technical competencies (analyst specific knowledge and skills) and seven behavioural competencies (addressing professionalism, conduct and character).

#### Technical Competencies

1. Demonstrate an understanding of the financial management system and State sector environment and the Treasury's role in the system
2. Be financially and economically literate
3. Draft and contribute to policy and regulatory advice
4. Confidently and effectively use the Treasury's IT systems

#### Behavioural Competencies

1. Take responsibility for meeting personal goals and progressing work
2. Drive to ensure that goals are achieved
3. Understand the work environment and initiate and contribute to team goals, strategies and work plans
4. Be a team player
5. Communicate effectively
6. Demonstrate learning agility
7. Demonstrate effective work relationships

- Information about the level of knowledge Graduate Analysts must demonstrate in Economics to be appointed to an Analyst role, and the objective measures and assessment criteria used to determine whether such knowledge has been gained.

- The level of knowledge Graduate Analysts must demonstrate in Accounting/Finance to be appointed to an Analyst role and the objective measures and assessment criteria used to determine whether such knowledge has been gained

Regular performance and development conversations are integral to the graduate development programme to ensure that graduates demonstrate the degree of technical knowledge expected at their level, including but not limited to economic, financial and accounting knowledge. Throughout this, graduates are supported by coaches, buddies and their manager who all monitor the graduate's day to day work to ensure they have developed the skills required to do their job. In addition, various assessments invite the graduate analyst candidates to demonstrate their ability to apply their technical and non-technical learning on the job, specifically:

- problem/objective identification
- ability to identify the pros/cons of the proposal/impacts/consequences
- articulation of alternatives and recommendations
- ability to communicate responses in a structured and relevant way

- The average length of time it has taken on average for:

- a) Graduate Analysts with Honours or a PhD in Economics
- b) Graduate Analysts with a Bachelors Degree in Economics
- c) Graduate Analysts with a Honours or a PhD in Accounting/Finance

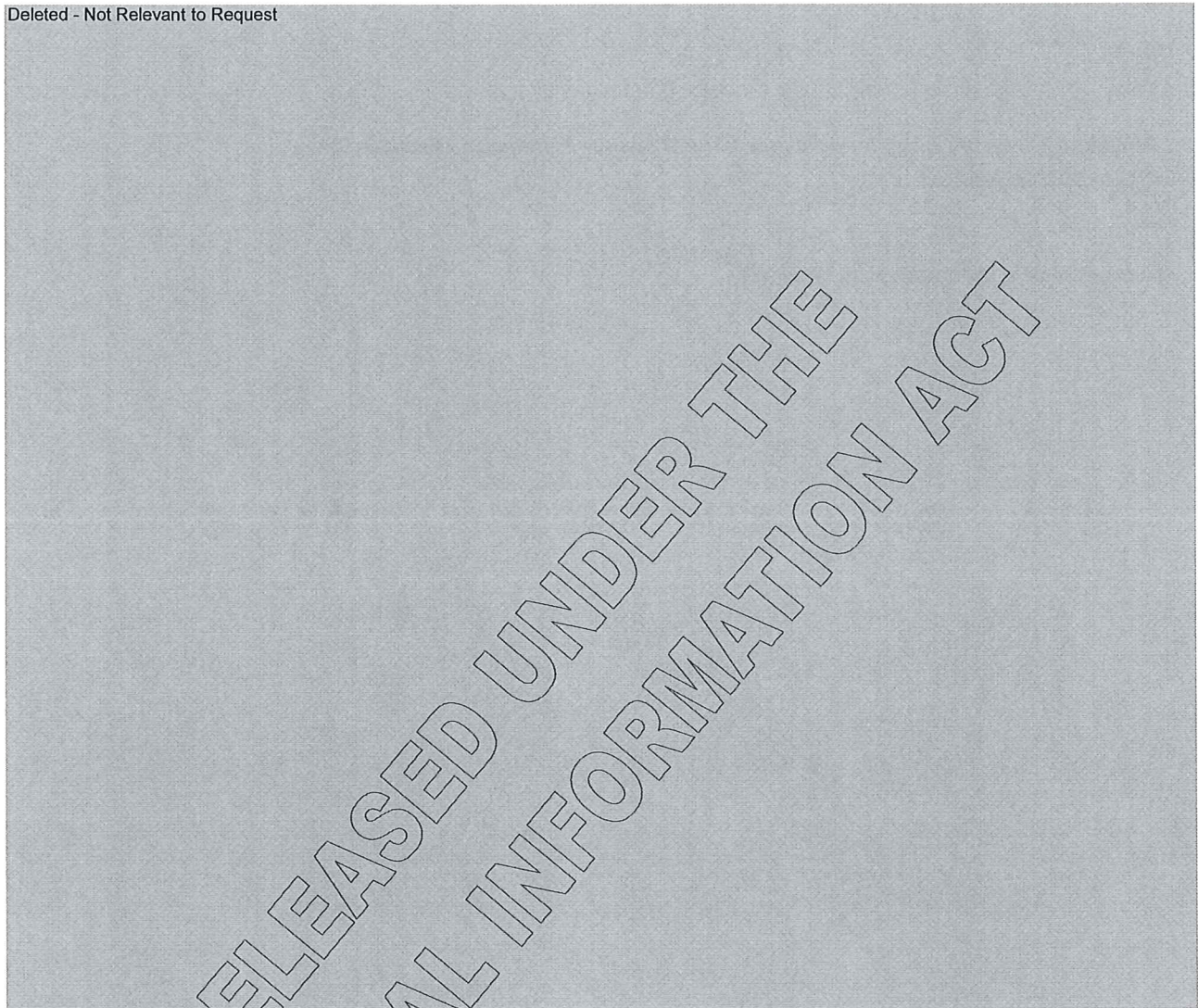
Treasury:4036456v1

- d) Graduate Analysts with a Bachelors Degree in Accounting/Finance
- e) Graduate Analysts without a qualification in Economics, Accounting or Finance to develop the required knowledge to be appointed to an Analystrole in the last 6 years."

All graduates undertake the 18 month full time programme regardless of academic qualification.

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**From:** Claire Keenan [TSY]  
**Sent:** Monday, 3 December 2018 5:06 PM  
**To:** Candy Gray [CASS] <[Candy.Gray@cass.govt.nz](mailto:Candy.Gray@cass.govt.nz)>  
**Subject:** FW: Official Information Act Info\_ Sarah Jane Nov 2018.nrl  
**Importance:** High

Have made a couple of tweaks.

---

**From:** Laura Baird [CASS]  
**Sent:** Monday, 3 December 2018 3:34 PM  
**To:** Claire Keenan [TSY] <[Claire.Keenan@treasury.govt.nz](mailto:Claire.Keenan@treasury.govt.nz)>; Candy Gray [CASS] <[Candy.Gray@cass.govt.nz](mailto:Candy.Gray@cass.govt.nz)>  
**Cc:** Apurva Mahire [TSY] <[Apurva.Mahire@treasury.govt.nz](mailto:Apurva.Mahire@treasury.govt.nz)>  
**Subject:** Official Information Act Info\_ Sarah Jane Nov 2018.nrl  
**Importance:** High

Hi Claire and Candy

I have made the recommended updates and also re-read the question re promotions (sorry I didn't interpret it the right way when I first answered this).  
Please see new content in Red.

Let me know your thoughts and if this is ready for Apurva.

Thanks  
Laura

**Laura Baird** | Treasury Programme Advisor | **The Treasury - Kaitohutohu Kaupapa Rawa**  
[Laura.Baird@cass.govt.nz](mailto:Laura.Baird@cass.govt.nz)



(I work Mondays, Wednesdays and Fridays)

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**From:** s9(2)(g)(i)  
**Sent:** Thursday, 6 December 2018 2:39 PM  
**To:** Laura Baird [CASS]; Apurva Mahire [TSY]  
**Subject:** s9(2)(g)(i) FW: Emailing: TOIA Inform 20180404 Treasury Graduate Analyst Training Programme Ms Sarah Jane.pdf  
**Attachments:** TOIA Inform 20180404 Treasury Graduate Analyst Training Programme Ms Sarah Jane.pdf

Hi there

It's been suggested that you add the macron to powhiri on the first page 2 of the response (we seem to have 2 pages numbered 2 somehow) and on page 3 (which would actually be page 4) the para starting 'Regional performance and development conversations are integral' it's been suggested that this doesn't respond to the request.

Appreciate your thoughts.

Thanks

s9(2)(g)(i)

s9(2)(a)

Private Secretary to Hon Grant Robertson Minister of Finance Minister for Sport and Recreation Associate Minister for Arts, Culture and Heritage MP for Wellington Central  
Ph: s9(2)(k)

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-----Original Message-----

From: Ministerial Services Inbox [TSY] [mailto:Ministerial.Services@treasury.govt.nz]

Sent: Wednesday, 5 December 2018 1:34 PM

To: s9(2)(g)(i)

Subject: FW: Emailing: TOIA Inform 20180404 Treasury Graduate Analyst Training Programme Ms Sarah Jane.pdf

[UNCLASSIFIED]

Hi s9(2)(g)(i)

Please find attached a TOIA Inform that will be in the afternoon bag.

Kind regards  
Cheryl

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