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OIA-2024-5066

16 September 2024

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Dear [Redacted]

I refer to your email of 26 June 2024 requesting, under the Official Information Act 1982 (OIA), information to assist parties negotiating the collective agreements. In that context, responses to the various parts of your request are provided below.

1. *What is the total budget NZDF has assigned to the bargaining process for the renewal of collective agreements between NZDF and unions in 2024.*

This information is withheld in accordance with section 9(2)(j) of the OIA to enable the New Zealand Defence Force (NZDF) to undertake negotiations without prejudice or disadvantage.

2. *When did NZDF present their bargaining brief related to this bargaining process, to TKM PSC for sign off by them.*

9 July 2024.

2. What are the comparable median pay rates by pay range and steps, with:
 - a. 'All organisations'
 - b. 'Public Service'.

The following tables provide median salary information. The general market and public sector figures are from a Strategic Pay Remuneration Report March 2024. The general market is the equivalent of all organisations. NZDF grades 00-08 are combined. And PSA Part C BEGRD figures have been included in the relevant NZDF grade (e.g. BEGRD11 is included in NZDF Grade 11).

| NZDF Grade | Base Salary Median (\$) | | | | | | | |
|------------|-------------------------|---------------|------------|--------------|------------|------------|-------------|-------------|
| | General Market | Public Sector | NZDF | NZDF Premium | PSA Part B | PSA Part C | NUPE Part B | NUPE Part C |
| 00 | 59,170.50 | 58,390.75 | 61,307.69 | - | 62,508.65 | 57,021.15 | 62,508.65 | 56,971.15 |
| 09 | 52,850.95 | 62,294.08 | 62,508.65 | 63,746.15 | - | - | - | - |
| 10 | 66,851.46 | 66,536.83 | 64,948.08 | 67,163.46 | 64,948.08 | - | 64,948.08 | 58,160.58 |
| 11 | 71,011.98 | 70,949.29 | 67,870.19 | 71,534.62 | 67,870.19 | 58,145.19 | 67,870.19 | 59,544.23 |
| 12 | 76,201.92 | 76,087.72 | 70,822.12 | 77,603.85 | 70,822.12 | 61,382.69 | 70,822.12 | 62,896.15 |
| 13 | 81,441.42 | 81,263.47 | 74,856.73 | 83,693.27 | 74,856.73 | 64,833.65 | 74,856.73 | 66,401.92 |
| 14 | 87,728.82 | 87,474.37 | 79,688.46 | 90,921.15 | 79,688.46 | 69,097.12 | 79,688.46 | 70,771.15 |
| 15 | 94,091.98 | 93,485.41 | 83,962.50 | 98,211.54 | 83,962.50 | 72,806.73 | 83,962.50 | 73,331.73 |
| 16 | 102,509.32 | 100,851.94 | 90,778.85 | 106,571.15 | 90,778.85 | 77,856.73 | 90,778.85 | 78,629.81 |
| 17 | 111,522.94 | 108,693.73 | 98,143.27 | 115,470.19 | 98,143.27 | 83,495.19 | 98,143.27 | - |
| 18 | 120,305.60 | 116,341.39 | 105,196.15 | 124,273.08 | 105,196.15 | 89,420.19 | 105,196.15 | - |
| 19 | 129,783.20 | 124,661.68 | 111,647.12 | 135,092.31 | 111,647.12 | 96,013.46 | 111,647.12 | - |
| 20 | 140,122.40 | 133,738.36 | 118,750.96 | 146,895.19 | 118,750.96 | 101,382.69 | 118,750.96 | - |

| NZDF Grade | Base Salary Median plus 4% superannuation contribution (\$) | | | | | | | |
|------------|---|---------------|------------|--------------|------------|------------|-------------|-------------|
| | General Market | Public Sector | NZDF | NZDF Premium | PSA Part B | PSA Part C | NUPE Part B | NUPE Part C |
| 00 | 61,537.32 | 60,726.38 | 63,760.00 | - | 65,009.00 | 59,302.00 | 65,009.00 | 59,250.00 |
| 09 | 65,365.00 | 64,785.84 | 65,009.00 | 66,296.00 | - | - | - | - |
| 10 | 69,525.52 | 69,198.30 | 67,546.00 | 69,850.00 | 67,546.00 | - | 67,546.00 | 60,487.00 |
| 11 | 73,852.46 | 73,787.26 | 70,585.00 | 74,396.00 | 70,585.00 | 60,471.00 | 70,585.00 | 61,926.00 |
| 12 | 79,250.00 | 79,131.23 | 73,655.00 | 80,708.00 | 73,655.00 | 63,838.00 | 73,655.00 | 65,412.00 |
| 13 | 84,699.08 | 84,514.01 | 77,851.00 | 87,041.00 | 77,851.00 | 67,427.00 | 77,851.00 | 69,058.00 |
| 14 | 91,237.97 | 90,973.34 | 82,876.00 | 94,558.00 | 82,876.00 | 71,861.00 | 82,876.00 | 73,602.00 |
| 15 | 97,855.66 | 97,224.83 | 87,321.00 | 102,140.00 | 87,321.00 | 75,719.00 | 87,321.00 | 76,265.00 |
| 16 | 106,609.69 | 104,886.02 | 94,410.00 | 110,834.00 | 94,410.00 | 80,971.00 | 94,410.00 | 81,775.00 |
| 17 | 115,983.86 | 113,041.48 | 102,069.00 | 120,089.00 | 102,069.00 | 86,835.00 | 102,069.00 | - |
| 18 | 125,117.82 | 120,995.05 | 109,404.00 | 129,244.00 | 109,404.00 | 92,997.00 | 109,404.00 | - |
| 19 | 134,974.53 | 129,648.15 | 116,113.00 | 140,496.00 | 116,113.00 | 99,854.00 | 116,113.00 | - |
| 20 | 145,727.30 | 139,087.89 | 123,501.00 | 152,771.00 | 123,501.00 | 105,438.00 | 123,501.00 | - |

3. *How are these determined?*

The NZDF uses the Strategic Pay median base salary data to inform its midpoint step value for each grade. The NZDF Premium grades are available when recruiting employees into roles where the market is commanding a premium above public sector rates.

4. *What are the main external comparators used?*

Data from Strategic Pay, Korn Ferry, the New Zealand Nurses Organisation, and the PSA.

5. *What are the current pay ranges for each pay range?*

The current remuneration tables are enclosed.

6. *How many staff are in each pay range (total and by gender, ethnicity and disability)*

The following tables provide the number of employees in relevant salary grades as at 30 June 2024, by total and gender. Where numbers are less than five they are recorded as such to protect privacy. A breakdown by ethnicity is withheld in full to protect privacy in accordance with section 9(2)(a) of the OIA. With respect to data for those employees with disabilities, 19 employees have volunteered to disclose their disability status. A breakdown by salary grade is also withheld to protect privacy in accordance with section 9(2)(a) of the OIA.

| Grade | Female | Male | Total |
|---------|--------|------|-------|
| CHS | 33 | <5 | >33 |
| CVPRM12 | 12 | 7 | 19 |
| CVPRM14 | <5 | <5 | <5 |
| CVPRM15 | 5 | 6 | 11 |
| CVPRM16 | 10 | 17 | 27 |
| CVPRM17 | <5 | <5 | <5 |
| CVPRM18 | 6 | 11 | 17 |
| CVPRM19 | <5 | <5 | 5 |
| CVPRM20 | 6 | 15 | 21 |
| 00 | 109 | 122 | 231 |
| 09 | 56 | 19 | 75 |
| 10 | 130 | 54 | 184 |
| 11 | 53 | 73 | 126 |
| 12 | 171 | 107 | 278 |
| 13 | 49 | 80 | 129 |
| 14 | 130 | 104 | 234 |
| 15 | 104 | 196 | 300 |

| | | | |
|---------|-------|-------|-------|
| 16 | 106 | 140 | 246 |
| 17 | 101 | 148 | 249 |
| 18 | 110 | 142 | 252 |
| 19 | 55 | 128 | 183 |
| 20 | 68 | 108 | 176 |
| ITC16PS | <5 | <5 | <5 |
| ITD16AO | <5 | <5 | <5 |
| Total | 1,316 | 1,488 | 2,804 |

7. *How many PSA members are in each pay range?*

| Grade | PSA members |
|---------|-------------|
| CHS | 10 |
| CVPRM12 | 0 |
| CVPRM14 | 0 |
| CVPRM15 | 0 |
| CVPRM16 | 0 |
| CVPRM17 | 0 |
| CVPRM18 | 0 |
| CVPRM19 | 0 |
| CVPRM20 | 0 |
| 00 | 206 |
| 09 | 0 |
| 10 | 63 |
| 11 | 54 |
| 12 | 106 |
| 13 | 48 |
| 14 | 74 |
| 15 | 89 |
| 16 | 66 |
| 17 | 91 |
| 18 | 52 |
| 19 | 47 |
| 20 | 31 |
| ITC16PS | 1 |
| ITD16AO | 1 |
| Total | 939 |

8. *What is the median and spread of starting salaries for each pay range for 2022/23 and 2023/24? (total and by gender, ethnicity and disability)*

The following tables provide the median and spread of starting salaries by total remuneration for those fixed term and permanent employees who commenced employment during the respective financial years. Breakdowns by gender, ethnicity, and disability are withheld to protect privacy in accordance with section 9(2)(a) of the OIA. PSA Part C BEGRD figures have been included in the relevant NZDF grade (e.g. BEGRD11 is included in NZDF Grade 11). With respect to the Health (CHS) starting salaries, this is for steps 1-15.

Financial Year 2022/23

| Pay Grade | Minimum | Maximum | Median |
|-----------|----------|----------|----------|
| CHS | \$81,833 | \$84,856 | \$81,833 |
| CVPRM12 | \$70,033 | \$75,711 | \$75,711 |
| CVPRM14 | \$87,388 | \$87,388 | \$87,388 |

| | | | |
|---------|-----------|-----------|-----------|
| CVPRM15 | \$92,674 | \$99,802 | \$96,238 |
| CVPRM16 | \$101,004 | \$103,529 | \$102,266 |
| CVPRM18 | \$115,285 | \$115,285 | \$115,285 |
| CVPRM19 | \$121,662 | \$121,662 | \$121,662 |
| GRADE00 | \$50,303 | \$58,451 | \$54,034 |
| GRADE09 | \$52,749 | \$59,877 | \$55,600 |
| GRADE10 | \$56,321 | \$60,309 | \$58,801 |
| GRADE11 | \$56,720 | \$64,598 | \$59,871 |
| GRADE12 | \$58,589 | \$70,307 | \$63,918 |
| GRADE13 | \$63,474 | \$75,340 | \$69,958 |
| GRADE14 | \$67,269 | \$78,801 | \$74,957 |
| GRADE15 | \$70,156 | \$86,664 | \$78,410 |
| GRADE16 | \$76,182 | \$94,107 | \$87,385 |
| GRADE17 | \$84,033 | \$102,149 | \$94,853 |
| GRADE18 | \$88,043 | \$109,960 | \$99,488 |
| GRADE19 | \$100,290 | \$117,005 | \$111,433 |
| GRADE20 | \$103,968 | \$124,762 | \$118,821 |

Financial Year 2023/24

| Pay Grade | Minimum | Maximum | Median |
|-----------|-----------|-----------|-----------|
| CHS | \$94,503 | \$102,326 | \$97,306 |
| CVPRM12 | \$78,690 | \$78,690 | \$78,690 |
| CVPRM15 | \$99,586 | \$107,247 | \$102,140 |
| CVPRM16 | \$99,750 | \$105,292 | \$102,521 |
| CVPRM17 | \$108,080 | \$108,080 | \$108,080 |
| CVPRM18 | \$122,782 | \$142,169 | \$129,244 |
| CVPRM19 | \$147,521 | \$147,521 | \$147,521 |
| CVPRM20 | \$137,494 | \$160,410 | \$148,952 |
| GRADE00 | \$51,180 | \$66,948 | \$60,133 |
| GRADE09 | \$58,508 | \$66,634 | \$63,383 |
| GRADE10 | \$60,791 | \$70,923 | \$64,169 |
| GRADE11 | \$65,291 | \$74,114 | \$67,055 |
| GRADE12 | \$66,289 | \$75,496 | \$71,814 |
| GRADE13 | \$70,296 | \$81,743 | \$75,905 |
| GRADE14 | \$74,588 | \$87,019 | \$80,804 |
| GRADE15 | \$79,067 | \$91,448 | \$85,258 |
| GRADE16 | \$85,447 | \$98,891 | \$92,169 |
| GRADE17 | \$92,341 | \$106,933 | \$99,637 |
| GRADE18 | \$98,932 | \$121,685 | \$109,404 |
| GRADE19 | \$104,067 | \$121,685 | \$116,113 |
| GRADE20 | \$114,589 | \$129,442 | \$122,015 |

9. *How many employees are paid the current living wage of \$26.00 and will be paid the new living wage rate of \$27.80 per hour? (1/9/24)*

As at 1 July 2024, 2,861 civilian staff (100%) on Grades 1-20 are paid the current living wage of \$26.00 or higher. As at 1 September 2024, 2,822 civilian staff (98.6%) on Grades 1-20 will be paid the 1 September 2024 living wage of \$27.80 per hour or higher.

10. *What is the average and median length of service, in each pay range?*

The average and median period of employment, per grade and in years, for civilian employees is provided in the table below.

| Grade | Average | Median |
|---------|---------|--------|
| CHS | 4.25 | 3.26 |
| CVPRM12 | 5.41 | 3.32 |
| CVPRM14 | 1.42 | 1.42 |
| CVPRM15 | 3.36 | 1.18 |
| CVPRM16 | 5.73 | 1.95 |
| CVPRM17 | 2.54 | 2.54 |
| CVPRM18 | 7.93 | 4.41 |
| CVPRM19 | 4.79 | 2.76 |
| CVPRM20 | 5.59 | 2.89 |
| 00 | 8.14 | 3.16 |
| 09 | 8.95 | 6.88 |
| 10 | 9.79 | 4.97 |
| 11 | 10.10 | 6.46 |
| 12 | 7.66 | 4.84 |
| 13 | 12.98 | 10.89 |
| 14 | 9.45 | 5.86 |
| 15 | 10.29 | 6.57 |
| 16 | 10.34 | 6.06 |
| 17 | 7.65 | 4.44 |
| 18 | 8.59 | 4.79 |
| 19 | 11.68 | 6.72 |
| 20 | 9.03 | 6.04 |
| ITC16PS | 19.20 | 19.20 |
| ITD16AO | 17.98 | 17.98 |

11. *Do the same pay rates and pay system that apply to PSA members under the collective agreement, apply to staff in individual agreements who work within the same range of roles?*

The formulation of total remuneration levels in the PSA Part B table and the NZDF civilian table (that applies to staff covered by an individual employment agreement) is fundamentally the same. The values and grades of the PSA Part B table may differ from time to time as a result of collective bargaining. PSA Part C members operate on a grandparented base salary remuneration system. Any employer KiwiSaver or superannuation contributions are added to base salary. Civilian staff on an individual employment agreement do not have this provision. Part C progression criteria are the same as PSA Part B and the individual employment agreement criteria.

12. *How are starting salaries determined?*

These are determined by: the level of experience and skills of the preferred candidate; the directly transferrable experience they have; and, consideration to any additional training, coaching, and development is required to become fully effective in the role.

13. *How many people were recruited above each pay range in 2022/23 and 2023/24 (total and by gender, ethnicity and disability)?*

For the 2022/23 financial year, no-one was recruited above the respective salary grade. As at 3 July 2024, only two individuals were recruited in the 2023/24 financial year above 110% of the respective salary grade. Personal information (i.e. ethnicity, gender or disability) is withheld to protect privacy in accordance with section 9(2)(a) of the OIA.

14. *Where people have been recruited above each pay range, which pay ranges have these applied to?*
15. *Where people have been recruited above each pay range what are the proportions that are permanent and fixed term contracts?*

The two instances for the 2023/24 financial year were at Grade 18 and Grade 19 respectively. Both were fixed-term contracts.

16. *Please advise the current number of vacancies.*

As at 30 June 2024 there were 698 vacant civilian positions. There is no intent to fill 512 of these during the 2024/25 financial year.

17. *Are some roles harder to fill? If so, which?*

Health and other technical roles such as logistics and information technology.

18. *What was the total number and percentage new staff starting in 2022/23 and 2023/24 (by gender, ethnicity and disability)?*

The requested data for new staff for financial years 2022/23 and 2023/24 are provided in the table below. The percentage is calculated from the civilian staff headcount as at 30 June of the respective financial year.

| Financial Year | New staff hires | Percentage |
|----------------|-----------------|------------|
| 2022/23 | 493 | 16% |
| 2023/24 | 559 | 17% |

The following table provides a breakdown by ethnicity and gender for the respective financial years requested. N provides the headcount, followed by the respective percentage.

| | European | | Other | | Māori | | Asian | | MELAA | | Pacific Peoples | | Not stated | | Total |
|---------|----------|------|-------|-----|-------|-----|-------|-----|-------|-----|-----------------|-----|------------|------|-------|
| | N | % | N | % | N | % | N | % | N | % | N | % | N | % | |
| 2022/23 | 157 | 31.8 | 6 | 1.2 | 19 | 3.9 | 32 | 6.5 | 2 | 0.4 | 8 | 1.6 | 290 | 58.8 | 493 |
| F | 86 | 34.1 | 1 | 0.4 | 9 | 3.6 | 15 | 6.0 | 1 | 0.4 | 6 | 2.4 | 147 | 58.3 | 252 |
| M | 71 | 29.5 | 5 | 2.1 | 10 | 4.1 | 17 | 7.1 | 1 | 0.4 | 2 | 0.8 | 143 | 59.3 | 241 |
| 2023/24 | 253 | 45.3 | 9 | 1.6 | 34 | 6.1 | 25 | 4.5 | 5 | 0.9 | 21 | 3.8 | 249 | 44.5 | 559 |
| F | 137 | 48.9 | 3 | 1.1 | 18 | 6.4 | 10 | 3.6 | 2 | 0.7 | 10 | 3.6 | 113 | 40.4 | 280 |
| M | 116 | 41.6 | 6 | 2.2 | 16 | 5.7 | 15 | 5.4 | 3 | 1.1 | 11 | 3.9 | 136 | 48.7 | 279 |

19. *What was the planned and unplanned turnover in each pay range in 2022/23 and 2023/24 (by gender, ethnicity and disability)?*

The New Zealand Defence Force records attrition as either voluntary (resignations for instance) or involuntary (redundancy for instance). The following tables provide the 12-month rolling voluntary and involuntary attrition rates for the relevant pay grades as at 30 June for the relevant financial year. Pay grades that are not listed had no attrition across the respective financial year.

Voluntary

| Grade | FY 2022/23 | FY 2023/24 |
|---------|------------|------------|
| CHS08 | 29.6% | - |
| CVPRM12 | 22.6% | 16.9% |
| CVPRM15 | 39.3% | 12.9% |
| CVPRM16 | 100% | - |
| 00 | 12.2% | 13.6% |
| 10 | 7.1% | 9.6% |
| 11 | 11.2% | 8.5% |
| 12 | 8.8% | 11.8% |
| 13 | 9.9% | 6.5% |
| 14 | 21.9% | 8.7% |

| | | |
|----|-------|-------|
| 15 | 6.3% | 9.8% |
| 16 | 13.5% | 16.4% |
| 17 | 9.1% | 12.3% |
| 18 | 9.5% | 14.7% |
| 19 | 10.9% | 4.7% |
| 20 | 3.9% | 9.3% |

Involuntary

| Grade | FY 2022/23 | FY 2023/24 |
|---------|------------|------------|
| CVPRM16 | - | 27.3% |
| 00 | 1.8% | 0.6% |
| 10 | - | 1.9% |
| 12 | - | 1.3% |
| 14 | - | 1.4% |
| 20 | - | 3.7% |

The below tables provide the same data broken down by gender.

Voluntary

| Grade | FY 2022/23 | | FY 2023/24 | |
|---------|------------|-------|------------|-------|
| | F | M | F | M |
| CHS08 | 29.6% | - | - | - |
| CVPRM12 | 30.8% | - | 33.3% | - |
| CVPRM15 | 92.3% | 25.0% | 30.8% | - |
| CVPRM16 | - | 100% | - | - |
| 00 | 10.8% | 13.4% | 14.4% | 13.0% |
| 10 | 6.5% | 8.6% | 13.7% | - |
| 11 | 22.9% | 3.7% | 11.5% | 6.7% |
| 12 | 14.1% | - | 13.8% | 10.0% |
| 13 | 4.8% | 13.6% | 11.4% | 3.5% |
| 14 | 26.2% | 16.9% | 5.5% | 12.1% |
| 15 | 13.0% | 2.1% | 11.9% | 8.4% |
| 16 | 12.4% | 14.3% | 17.8% | 15.4% |
| 17 | 9.7% | 8.8% | 19.4% | 6.7% |
| 18 | 6.7% | 10.7% | 4.5% | 21.6% |
| 19 | 10.4% | 11.1% | 9.6% | 3.1% |
| 20 | 6.1% | 2.9% | - | 13.5% |

Involuntary

| Grade | FY 2022/23 | | FY 2023/24 | |
|---------|------------|---|------------|------|
| | F | M | F | M |
| CVPRM16 | - | - | 75.0% | - |
| 00 | 4.0% | - | - | 1.2% |
| 10 | - | - | 2.7% | - |
| 12 | - | - | - | 2.5% |
| 14 | - | - | - | 3.0% |
| 20 | - | - | 6.1% | 2.7% |

The below tables provide the same data broken down by ethnicity. Provision of ethnicity information is voluntary and may not be available in all instances.

Voluntary FY 2022/23

| Grade | European | Other | Māori | Asian | MELAA | Pacific Peoples | Not stated |
|---------|----------|-------|-------|-------|-------|-----------------|------------|
| CHS08 | 54.4% | - | - | - | - | - | 29.3% |
| CVPRM12 | - | - | - | 100% | - | - | - |
| CVPRM15 | 80.0% | 26.1% | - | - | - | - | - |

| | | | | | | | |
|---------|-------|-------|-------|-------|------|-------|-------|
| CVPRM16 | - | 100% | - | - | - | - | - |
| 00 | 12.4% | 11.8% | 12.2% | - | - | 11.6% | 16.8% |
| 10 | 10.0% | 8.3% | - | - | - | - | - |
| 11 | 17.9% | 14.4% | - | 20.3% | - | 63.2% | - |
| 12 | 13.7% | 16.4% | 15.2% | 27.3% | - | 42.9% | - |
| 13 | 8.7% | 13.6% | - | 18.8% | 100% | - | 16.0% |
| 14 | 25.1% | 10.0% | 30.0% | - | - | - | 42.6% |
| 15 | 3.4% | 6.5% | - | - | - | - | 13.6% |
| 16 | 5.7% | 11.4% | 29.3% | 21.8% | - | - | 25.8% |
| 17 | 7.0% | - | - | 35.3% | 100% | - | 9.6% |
| 18 | 5.9% | - | - | - | - | - | 22.7% |
| 19 | 13.3% | - | - | - | - | 82.8% | 10.0% |
| 20 | 7.9% | - | - | - | - | - | - |

Involuntary FY 2022/23

| Grade | European | Other | Māori | Asian | MELAA | Pacific Peoples | Not stated |
|-------|----------|-------|-------|-------|-------|-----------------|------------|
| 00 | 4.1% | 2.9% | - | 13.2% | - | 3.9% | - |

Voluntary FY 2023/24

| Grade | European | Other | Māori | Asian | MELAA | Pacific Peoples | Not stated |
|---------|----------|-------|-------|-------|-------|-----------------|------------|
| CVPRM12 | - | - | - | - | - | 100% | - |
| CVPRM15 | - | - | - | - | - | - | 80.0% |
| 00 | 14.8% | 13.4% | 8.9% | - | - | - | 18.9% |
| 10 | 11.8% | 8.1% | - | - | - | - | - |
| 11 | - | 6.6% | - | - | - | - | 14.1% |
| 12 | 10.5% | 12.7% | 9.8% | 22.6% | - | - | 22.1% |
| 13 | 8.5% | - | - | - | - | - | 15.8% |
| 14 | 7.3% | - | - | 77.4% | - | - | 14.4% |
| 15 | 8.6% | 11.4% | - | - | - | - | 13.7% |
| 16 | 23.0% | 5.9% | - | - | - | - | 6.2% |
| 17 | 18.8% | - | 14.5% | - | - | - | 14.0% |
| 18 | 12.2% | 8.0% | - | 23.5% | 100% | - | 7.9% |
| 19 | 5.7% | - | - | 29.3% | - | - | 8.8% |
| 20 | - | 14.3% | - | 15.2% | - | - | 9.1% |

Involuntary FY 2023/24

| Grade | European | Other | Māori | Asian | MELAA | Pacific Peoples | Not stated |
|---------|----------|-------|-------|-------|-------|-----------------|------------|
| CVPRM16 | 63.2% | - | - | - | - | - | - |
| 00 | - | - | - | - | - | 5.1% | - |
| 10 | - | - | - | - | - | - | 15.6% |
| 12 | 3.5% | - | - | - | - | - | - |
| 14 | - | 4.7% | - | - | - | - | - |
| 20 | 3.6% | - | - | - | - | - | 9.1% |

20. What is the total number and percentage of staff turnover in each 2022/23 and 2023/24?

The requested data for financial years 2022/23 and 2023/24 are provided in the table below. The attrition rate is the 12-month rolling rate as at 30 June of the respective financial year.

| Financial Year | Separations | Rolling attrition rate |
|----------------|-------------|------------------------|
| 2022/23 | 394 | 13.1% |
| 2023/24 | 342 | 10.7% |

21. *Across tier 2 and tier 3 management positions, what proportion are: female, Māori, Pacific and disabled?*

The below table provides the percentages based on declarations for the relevant tier 2 and tier 3 civilian managers as at 30 June 2024. Data for those who have disclosed their disability status is withheld in accordance with section 9(2)(a) of the OIA to protect privacy.

| | |
|-----------------|-------|
| Female | 38.1% |
| Māori | 4.8% |
| Pacific Peoples | 0% |

22. *How many staff are on fixed-term employment agreements (total and by gender, ethnicity and disability)?*

As at 30 June 2024, there were 82 civilian staff (42 female, and 40 male) on fixed-term employment agreements. The following table provides a breakdown by gender and ethnicity (an individual may identify with up to three ethnicities). Where numbers are less than five they are recorded as such to protect privacy. A breakdown by disability is not provided to protect privacy in accordance with section 9(2)(a) of the OIA.

| | European | Other | Māori | Asian | MELAA | Pacific Peoples | Not stated |
|--------|----------|-------|-------|-------|-------|-----------------|------------|
| Female | 23 | <5 | <5 | <5 | <5 | <5 | 13 |
| Male | 15 | <5 | <5 | <5 | <5 | <5 | 18 |
| Total | 38 | 5 | 5 | <5 | <5 | 5 | 31 |

23. *What are the main reasons staff are on fixed-term agreements (total and by gender, ethnicity and disability)?*
24. *How many staff are captured under each of the reasons above?*

The table below provides the main reasons why staff the 82 civilian staff are on fixed-term agreements, the number in each category, and breakdowns by gender and ethnicity (an individual may identify with up to three ethnicities). For ethnicity, where numbers are less than five they are recorded as such to protect privacy. A breakdown by disability is not provided to protect privacy in accordance with section 9(2)(a) of the OIA.

| Reason | Total | F | M | European | Other | Māori | Asian | MELAA | Pacific Peoples | Not stated |
|-----------------------------|-------|----|----|----------|-------|-------|-------|-------|-----------------|------------|
| Backfill LWOP | 1 | 1 | - | - | - | - | - | - | - | 1 |
| Backfill parental leave | 9 | 6 | 3 | 5 | <5 | <5 | <5 | <5 | <5 | 3 |
| Backfill secondment | 6 | 3 | 3 | <5 | <5 | <5 | <5 | <5 | <5 | 2 |
| Backfill vacant (mil) role | 15 | 3 | 12 | 5 | <5 | <5 | <5 | <5 | <5 | 7 |
| Garrison & Training Support | 1 | - | 1 | - | - | - | - | - | - | 1 |
| Special project | 32 | 18 | 14 | 17 | <5 | <5 | <5 | <5 | <5 | 8 |
| Surge in work | 17 | 11 | 6 | 7 | <5 | <5 | <5 | <5 | <5 | 9 |
| Training | 1 | - | 1 | <5 | <5 | <5 | <5 | <5 | <5 | - |

25. *Have any fixed term roles been rolled over, if so, how many?*

The table below provides the number of times a fixed-term agreement has been extended.

| 0 | 1 | 2 | 3 | 4+ |
|------|------|---|---|----|
| 57.7 | 14.8 | 4 | 2 | 2 |

26. *What amount has been spent on contractors in the past 18 months? How does that compare to the previous 18 months?*

This is reported regularly to the Foreign Affairs, Defence and Trade Select Committee, and is publicly available¹. These are provided in the Annual Review and Estimates answers for Vote Defence Force. This part of your request is therefore declined in accordance with section 18(d) of the OIA.

¹ <https://www.parliament.nz/en/pb/sc/scl/foreign-affairs-defence-and-trade/tab/submissionsandadvice>

27. *What work is carried out by these contactors? What work could be carried out by permanent employees?*

A summary of the publicly available contractor information that is provided to the Foreign Affairs, Defence and Trade Select Committee is provided at enclosures two and three. Your request for *what work could be carried out by permanent employees* is declined in accordance with section 18(f) of the OIA as it will require a substantial research and collation effort to generate the requested information.

28. *What is the average length of these contracts (total and by gender, ethnicity and disability)?*
 9. *How many requests from staff were made for professional development funding?*

These parts of your request are also declined in accordance with section 18(f) of the OIA for the reason explained above.

10. *What is the annual spend for 2022/23 and 2023/24 on professional development (any training courses, conferences or other development opportunity) spend total and by gender, ethnicity, Group and disability.*

Education and training expenditure across the New Zealand Defence Force (including military personnel) was \$24,069,000 for the 2022/23 financial year, and \$25,859,000 for the 2023/24 financial year. A breakdown as requested is declined in accordance with section 18(f) of the OIA for the reason explained above.

With respect to your requests for the average and median percentage for each pay grade, tables providing this information are at enclosure 4.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

AJ WOODS
 Air Commodore
 Chief of Staff HQNZDF

Enclosures:

1. Remuneration tables
2. Contractor details as at 30 June 2023
3. Contractor details as at 30 June 2024
4. Pay grade averages and medians

NZDF Civilian Total Remuneration Table

Effective from 1 July 2023*

* This table applies to the following employment agreements - 2010 IEA | 2006 IEA and IMA | 2020 DSA CEA

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|---------|---------|---------|----------------|---------|---------|---------|---------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| 00 | 57,384 | 58,978 | 60,572 | 62,166 | 63,760 | 65,354 | 66,948 | 68,542 | 70,136 | 5-8 |
| 09 | 58,508 | 60,133 | 61,758 | 63,383 | 65,009 | 66,634 | 68,259 | 69,884 | 71,509 | 09 |
| 10 | 60,791 | 62,480 | 64,169 | 65,857 | 67,546 | 69,235 | 70,923 | 72,612 | 74,301 | 10 |
| 11 | 63,526 | 65,291 | 67,055 | 68,820 | 70,585 | 72,349 | 74,114 | 75,878 | 77,643 | 11 |
| 12 | 66,289 | 68,131 | 69,972 | 71,814 | 73,655 | 75,496 | 77,338 | 79,179 | 81,020 | 12 |
| 13 | 70,066 | 72,012 | 73,958 | 75,905 | 77,851 | 79,797 | 81,743 | 83,690 | 85,636 | 13 |
| 14 | 74,588 | 76,660 | 78,732 | 80,804 | 82,876 | 84,947 | 87,019 | 89,091 | 91,163 | 14 |
| 15 | 79,067 | 81,131 | 83,194 | 85,258 | 87,321 | 89,384 | 91,448 | 93,511 | 95,575 | 15 |
| 16 | 85,447 | 87,688 | 89,929 | 92,169 | 94,410 | 96,651 | 98,891 | 101,132 | 103,373 | 16 |
| 17 | 92,341 | 94,773 | 97,205 | 99,637 | 102,069 | 104,501 | 106,933 | 109,365 | 111,798 | 17 |
| 18 | 98,932 | 101,550 | 104,168 | 106,786 | 109,404 | 112,022 | 114,640 | 117,258 | 119,876 | 18 |
| 19 | 104,970 | 107,756 | 110,541 | 113,327 | 116,113 | 118,899 | 121,685 | 124,470 | 127,256 | 19 |
| 20 | 111,619 | 114,589 | 117,560 | 120,530 | 123,501 | 126,472 | 129,442 | 132,413 | 135,383 | 20 |

High Performance Zone -
Business Case Required

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1 July 2023 Tables

NZDF / PSA Total Remuneration Tables

158 From 1 July 2023 the Total Remuneration Tables that apply to Part B Members are below. The total remuneration tables are the salary or wages for a position and relevant employer superannuation contributions:

NZDF PSA Part B Total Remuneration Table

Effective from 1 July 2023*

* This table applies to the following employment agreements - PSA Part B

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| 00 | 58,508 | 60,133 | 61,759 | 63,384 | 65,009 | 66,634 | 68,259 | 69,885 | 71,510 | 5-9 |
| 10 | 60,791 | 62,480 | 64,169 | 65,857 | 67,546 | 69,235 | 70,923 | 72,612 | 74,301 | 10 |
| 11 | 63,526 | 65,291 | 67,055 | 68,820 | 70,585 | 72,349 | 74,114 | 75,878 | 77,643 | 11 |
| 12 | 66,289 | 68,131 | 69,972 | 71,814 | 73,655 | 75,496 | 77,338 | 79,179 | 81,020 | 12 |
| 13 | 70,066 | 72,012 | 73,958 | 75,905 | 77,851 | 79,797 | 81,743 | 83,690 | 85,636 | 13 |
| 14 | 74,588 | 76,660 | 78,732 | 80,804 | 82,876 | 84,947 | 87,019 | 89,091 | 91,163 | 14 |
| 15 | 79,067 | 81,131 | 83,194 | 85,258 | 87,321 | 89,384 | 91,448 | 93,511 | 95,575 | 15 |
| 16 | 85,447 | 87,688 | 89,929 | 92,169 | 94,410 | 96,651 | 98,891 | 101,132 | 103,373 | 16 |
| 17 | 92,341 | 94,773 | 97,205 | 99,637 | 102,069 | 104,501 | 106,933 | 109,365 | 111,798 | 17 |
| 18 | 98,932 | 101,550 | 104,168 | 106,786 | 109,404 | 112,022 | 114,640 | 117,258 | 119,876 | 18 |
| 19 | 105,936 | 108,747 | 110,541 | 113,327 | 116,113 | 118,899 | 121,685 | 124,470 | 127,256 | 19 |
| 20 | 111,619 | 114,589 | 117,560 | 120,530 | 123,501 | 126,472 | 129,442 | 132,413 | 135,383 | 20 |

NZDF PSA Part B CIS Total Remuneration Table

Effective from 1 July 2023*

* This table applies to the following employment agreements - PSA Part B CIS

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|--------|--------|---------|---------|---------|---------|---------|---------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| ITC16PS | 92,314 | 94,748 | 97,182 | 99,617 | 102,051 | 104,485 | 106,920 | 109,354 | 111,788 | ITC16PS |
| ITD16AO | 93,628 | 96,099 | 98,569 | 101,040 | 103,511 | 105,982 | 108,453 | 110,923 | 113,394 | ITD16AO |

NZDF PSA Health Total Remuneration Table

Effective from 1 July 2023*

* This table applies to the following employment agreements - PSA Part B

| Step | Civilian |
|------|----------|
| 1 | 62,258 |
| 2 | 69,233 |
| 3 | 74,065 |
| 4 | 79,616 |
| 5 | 85,158 |
| 6 | 91,512 |
| 7 | 94,503 |
| 8 | 97,306 |
| 9 | 99,154 |
| 10 | 102,326 |
| 11 | 103,912 |
| 12 | 105,498 |
| 13 | 107,084 |
| 14 | 108,670 |
| 15 | 110,257 |

Kauri Point (Part B) - Total Remuneration Table Explosive Ordnance Technicians

Effective from 1 July 2023*

*This table applies to PSA CEA Part B employment agreement for the Defence Ammunition Depot - Logistics Command (Shared Services) at Kauri Point (DADLC(SS) Kauri Point)

| EOT | Level | Performance Step | | | | | | | | | | | Level | EOT |
|-----|-------|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|-----|
| | | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | | |
| 3 | 3 | 88,861 | 89,189 | 89,517 | 89,845 | 90,173 | 90,501 | 90,829 | 91,157 | 91,448 | 91,776 | 92,104 | 3 | 3 |
| | 2 | 86,237 | 86,565 | 86,893 | 87,221 | 87,549 | 87,877 | 88,205 | 88,533 | 88,861 | 89,189 | 89,517 | 2 | |
| | 1 | 83,613 | 83,941 | 84,269 | 84,597 | 84,925 | 85,253 | 85,581 | 85,909 | 86,237 | 86,565 | 86,893 | 1 | |
| 2 | 3 | 80,989 | 81,317 | 81,645 | 81,973 | 82,301 | 82,629 | 82,957 | 83,285 | 83,613 | 83,941 | 84,269 | 3 | 2 |
| | 2 | 78,365 | 78,693 | 79,021 | 79,349 | 79,677 | 80,005 | 80,333 | 80,661 | 80,989 | 81,317 | 81,645 | 2 | |
| | 1 | 75,741 | 76,069 | 76,397 | 76,725 | 77,053 | 77,381 | 77,709 | 78,037 | 78,365 | 78,693 | 79,021 | 1 | |
| 1 | 6 | 73,117 | 73,445 | 73,773 | 74,101 | 74,429 | 74,757 | 75,085 | 75,413 | 75,741 | 76,069 | 76,397 | 6 | 1 |
| | 5 | 70,493 | 70,821 | 71,149 | 71,477 | 71,805 | 72,133 | 72,461 | 72,789 | 73,117 | 73,445 | 73,773 | 5 | |
| | 4 | 67,869 | 68,197 | 68,525 | 68,853 | 69,181 | 69,509 | 69,837 | 70,165 | 70,493 | 70,821 | 71,149 | 4 | |
| | 3 | 65,245 | 65,573 | 65,901 | 66,229 | 66,557 | 66,885 | 67,213 | 67,541 | 67,869 | 68,197 | 68,525 | 3 | |
| | 2 | 62,621 | 62,949 | 63,277 | 63,605 | 63,933 | 64,261 | 64,589 | 64,917 | 65,245 | 65,573 | 65,901 | 2 | |
| | 1 | 59,997 | 60,325 | 60,653 | 60,981 | 61,309 | 61,637 | 61,965 | 62,293 | 62,621 | 62,949 | 63,277 | 1 | |

85% EOT 1 Level 1= 85% NZDF PSA Part B TR Table Grade 11 | 105% EOT 3 Level 3 = 105% NZDF PSA Part B TR Table Grade 15

NZDF Civilian Premium Total Remuneration Table

Effective from 1 July 2023

* This table applies to the following employment agreements - 2010 IEA | 2006 IEA and IMA | PSA CEA Part B | NUPE CEA Part B | 2020 DSA CEA

Access to this TR table is managed in accordance with DFO 3, Part 7, Chapter 4

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| 9 | 59,666 | 61,324 | 62,981 | 64,638 | 66,296 | 67,953 | 69,610 | 71,268 | 72,925 | 9 |
| 10 | 62,865 | 64,611 | 66,357 | 68,103 | 69,850 | 71,596 | 73,342 | 75,088 | 76,835 | 10 |
| 11 | 66,956 | 68,816 | 70,676 | 72,536 | 74,396 | 76,256 | 78,116 | 79,976 | 81,836 | 11 |
| 12 | 72,637 | 74,655 | 76,673 | 78,690 | 80,708 | 82,726 | 84,743 | 86,761 | 88,779 | 12 |
| 13 | 78,337 | 80,513 | 82,689 | 84,865 | 87,041 | 89,217 | 91,393 | 93,569 | 95,745 | 13 |
| 14 | 85,102 | 87,466 | 89,830 | 92,194 | 94,558 | 96,921 | 99,285 | 101,649 | 104,013 | 14 |
| 15 | 91,926 | 94,479 | 97,033 | 99,586 | 102,140 | 104,693 | 107,247 | 109,800 | 112,354 | 15 |
| 16 | 99,750 | 102,521 | 105,292 | 108,063 | 110,834 | 113,604 | 116,375 | 119,146 | 121,917 | 16 |
| 17 | 108,080 | 111,082 | 114,084 | 117,086 | 120,089 | 123,091 | 126,093 | 129,095 | 132,097 | 17 |
| 18 | 116,320 | 119,551 | 122,782 | 126,013 | 129,244 | 132,476 | 135,707 | 138,938 | 142,169 | 18 |
| 19 | 126,447 | 129,959 | 133,471 | 136,984 | 140,496 | 144,009 | 147,521 | 151,034 | 154,546 | 19 |
| 20 | 137,494 | 141,313 | 145,132 | 148,952 | 152,771 | 156,590 | 160,410 | 164,229 | 168,048 | 20 |

Employees are entitled to access to the NZDF Premium Remuneration Table in accordance with DFO 3 Part 7 Chapter 4.

CIS Total Remuneration Table

Effective from 1 July 2023

| NZDF Grade | Performance Step | | | | | | | | | Korn Ferry Grade |
|------------|------------------|--------|---------|---------|---------|---------|---------|---------|---------|------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| ITC16AO | 95,240 | 97,755 | 100,271 | 102,786 | 105,302 | 107,818 | 110,333 | 112,849 | 115,364 | ITC16AO |

High Performance Zone -
Business Case Required

1 July 2023 Table

2.5 From 1 July 2023 the Salary Table that applies to Part C Members is below.

NZDF PSA Part C Salary Table

Effective from 1 July 2023*

* This table applies to the following employment agreements - PSA Part C

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| 00 | 53,792 | 54,854 | 56,337 | 57,819 | 59,302 | 60,785 | 62,266 | 63,749 | 65,232 | 5-10 |
| 11 | 54,424 | 55,937 | 57,448 | 58,960 | 60,471 | 61,984 | 63,495 | 65,007 | 66,518 | 11 |
| 12 | 57,455 | 59,050 | 60,646 | 62,242 | 63,838 | 65,435 | 67,030 | 68,626 | 70,222 | 12 |
| 13 | 60,685 | 62,370 | 64,056 | 65,741 | 67,427 | 69,113 | 70,799 | 72,485 | 74,170 | 13 |
| 14 | 64,675 | 66,471 | 68,268 | 70,064 | 71,861 | 73,658 | 75,454 | 77,250 | 79,047 | 14 |
| 15 | 68,607 | 70,385 | 72,163 | 73,941 | 75,719 | 77,497 | 79,275 | 81,053 | 82,831 | 15 |
| 16 | 73,335 | 75,243 | 77,153 | 79,063 | 80,971 | 82,881 | 84,790 | 86,699 | 88,609 | 16 |
| 17 | 78,612 | 80,667 | 82,723 | 84,779 | 86,835 | 88,890 | 90,947 | 93,003 | 95,059 | 17 |
| 18 | 84,147 | 86,360 | 88,572 | 90,785 | 92,997 | 95,210 | 97,421 | 99,634 | 101,846 | 18 |
| 19 | 90,318 | 92,702 | 95,087 | 97,470 | 99,854 | 102,238 | 104,621 | 107,006 | 109,389 | 19 |
| 20 | 95,450 | 97,976 | 100,503 | 103,028 | 105,438 | 107,962 | 110,486 | 113,009 | 115,533 | 20 |

NZDF / NUPE Total Remuneration Tables

The Total Remuneration Table that applies to Part B Members is effective from **4 October 2023**. The Total Remuneration Tables are the salary or wages for a position and relevant employer superannuation contributions:

NZDF NUPE Part B Total Remuneration Table

* This table applies to the following employment agreements - NUPE Part B

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| 00 | 58,508 | 60,133 | 61,758 | 63,383 | 65,009 | 66,634 | 68,259 | 69,884 | 71,509 | 5-9 |
| 10 | 60,791 | 62,480 | 64,169 | 65,857 | 67,546 | 69,235 | 70,923 | 72,612 | 74,301 | 10 |
| 11 | 63,526 | 65,291 | 67,055 | 68,820 | 70,585 | 72,349 | 74,114 | 75,878 | 77,643 | 11 |
| 12 | 66,289 | 68,131 | 69,972 | 71,814 | 73,655 | 75,496 | 77,338 | 79,179 | 81,020 | 12 |
| 13 | 70,066 | 72,012 | 73,958 | 75,905 | 77,851 | 79,797 | 81,743 | 83,690 | 85,636 | 13 |
| 14 | 74,588 | 76,660 | 78,732 | 80,804 | 82,876 | 84,947 | 87,019 | 89,091 | 91,163 | 14 |
| 15 | 79,067 | 81,131 | 83,194 | 85,258 | 87,321 | 89,384 | 91,448 | 93,511 | 95,575 | 15 |
| 16 | 85,447 | 87,688 | 89,929 | 92,169 | 94,410 | 96,651 | 98,891 | 101,132 | 103,373 | 16 |
| 17 | 92,340 | 94,773 | 97,205 | 99,637 | 102,069 | 104,501 | 106,933 | 109,365 | 111,797 | 17 |
| 18 | 98,932 | 101,550 | 104,168 | 106,786 | 109,404 | 112,022 | 114,640 | 117,258 | 119,876 | 18 |
| 19 | 105,936 | 108,747 | 110,541 | 113,327 | 116,113 | 118,899 | 121,685 | 124,470 | 127,256 | 19 |
| 20 | 111,619 | 114,589 | 117,560 | 120,530 | 123,501 | 126,472 | 129,442 | 132,413 | 135,383 | 20 |

The NUPE CEA (Part C) salary table below is effective from **4 October 2023**:

NZDF NUPE Part C Salary Table

* This table applies to the following employment agreements - NUPE Part C

| NZDF Grade | Performance Step | | | | | | | | | Strategic Pay Grade |
|------------|------------------|--------|--------|--------|--------|--------|--------|--------|--------|---------------------|
| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | |
| 00 | 54,081 | 54,807 | 56,288 | 57,769 | 59,250 | 60,732 | 62,213 | 63,694 | 65,175 | 5-9 |
| 10 | 54,438 | 55,950 | 57,463 | 58,975 | 60,487 | 61,999 | 63,511 | 65,023 | 66,536 | 10 |
| 11 | 55,734 | 57,282 | 58,830 | 60,378 | 61,926 | 63,474 | 65,022 | 66,570 | 68,118 | 11 |
| 12 | 58,870 | 60,506 | 62,141 | 63,776 | 65,412 | 67,047 | 68,682 | 70,317 | 71,953 | 12 |
| 13 | 62,152 | 63,879 | 65,605 | 67,332 | 69,058 | 70,785 | 72,511 | 74,238 | 75,963 | 13 |
| 14 | 66,241 | 68,082 | 69,921 | 71,762 | 73,602 | 75,441 | 77,282 | 79,122 | 80,962 | 14 |
| 15 | 69,749 | 71,503 | 73,257 | 74,511 | 76,265 | 78,019 | 79,773 | 81,544 | 84,049 | 15 |
| 16 | 74,189 | 76,080 | 77,971 | 79,863 | 81,775 | 83,703 | 85,633 | 87,562 | 90,264 | 16 |

High Performance Zone -
Business Case Required

Annex 1 - Contractor details year ended 30 June 2023

| Vendor | Service Provided | Details of Contract | Total Spend |
|------------------------------------|--------------------------|---|--------------------|
| ABSOLUTEIT LTD | Business Support | Service Management Analysis Support | 39,519 |
| ACCENTURE NZ LIMITED | Spatial Architect | Spatial Architect | 6,009 |
| ACCENTURE NZ LIMITED | Business Support | Project Coordinator for Communications and Information Systems (DDG). | 48,706 |
| AGILIENT INTERNATIONAL LTD | Software Services | METIS Time Box Development | 200,818 |
| ALPHA CONTRACTOR MANAGEMENT | Business Support | Innovation Leadership Support Specialist | 86,658 |
| AWF GROUP | Stock takers | Provision of 2 stock takers | 10,303 |
| AWF GROUP | Stock takers | Provision of Stock takers | 47,977 |
| AZIMUTH CONSULTING LIMITED | Senior Business Analyst | Provision of Business Analyst services | 249,246 |
| BEYOND RECRUITMENT LTD | Finance Business Partner | Finance Business Partner backfill in the Business Partnering team | 90,371 |
| BEYOND RECRUITMENT LTD | Senior Costing Analyst | Senior Costing Analyst in the Finance team | 115,113 |
| BEYOND RECRUITMENT LTD | Finance Business Partner | Finance Business Partner backfilling in the Business Partnering team | 127,328 |
| BEYOND RECRUITMENT LTD | Project Administration | Project Administration Services for Defence Digital Group (DDG) - EPS Establishment | 106,822 |
| BEYOND RECRUITMENT LTD | Project Coordinator | Project Coordinator Productivity | 99,489 |

Released under the Official Information Act 1982

| Vendor | Service Provided | Details of Contract | Total Spend |
|------------------------|----------------------------|---|-------------|
| BEYOND RECRUITMENT LTD | Senior Business Analyst | Business Analyst for Enterprise Cloud Implementation | 174,050 |
| BEYOND RECRUITMENT LTD | Project Director | Provision of Project Director services to the DIP Program | 29,942 |
| BEYOND RECRUITMENT LTD | Project Director | Project Director - CISCTP Enterprise Products and Systems | 40,726 |
| BEYOND RECRUITMENT LTD | Scrum Master | Scrum master services to the Payroll team | 213,237 |
| BEYOND RECRUITMENT LTD | Project Director | Project Director - CISCTP Enterprise Products and Systems | 284,878 |
| BEYOND RECRUITMENT LTD | Project Manager | Project Manager DIP CTP | 250,240 |
| BEYOND RECRUITMENT LTD | Project Manager | Project Manager – DIP Programme – Enterprise Productivity | 136,464 |
| BEYOND RECRUITMENT LTD | Project Coordinator | Project Coordinator Productivity | 102,676 |
| BEYOND RECRUITMENT LTD | Business Analyst | Business Analyst support in the Payroll team | 86,033 |
| BEYOND RECRUITMENT LTD | Scrum Master | Scrum Master- Enterprise Productivity | 60,203 |
| BEYOND RECRUITMENT LTD | Senior Automation Engineer | Provision of a Senior Automation Engineer services | 173,346 |
| BEYOND RECRUITMENT LTD | Agile Coach | Defence Digital Coach | 176,955 |
| BEYOND RECRUITMENT LTD | Team Administrator | Team Administrator EPS | 91,496 |
| BEYOND RECRUITMENT LTD | Business Analyst | Business Analyst for the Enterprise Analytics Project | 19,323 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|-------------------------------------|---------------------------|--|-------------|
| BEYOND RECRUITMENT LTD | Senior Business Analyst | Provision of Senior Business Analyst services | 192,657 |
| BEYOND RECRUITMENT LTD | Finance Business Partner | Finance Business Partner backfill role | 23,939 |
| BEYOND RECRUITMENT LTD | VIP Direct Team | Support to the VIP Direct Team | 31,193 |
| BEYOND RECRUITMENT LTD | Application Support Admin | Application Support Admin | 110,653 |
| BEYOND RECRUITMENT LTD | Project Administration | Project Administration Services for Defence Digital Group (DDG) - EPS Establishment | 7,815 |
| BEYOND RECRUITMENT LTD | Business Analyst | Provision of Business Analyst services | 79,858 |
| BEYOND RECRUITMENT LTD | IT Engineer | Provision of Citrix Engineer for ICT Services | 45,386 |
| BEYOND RECRUITMENT LTD | Maintenance Planner | Maintenance planning to support the MRO Uplift Project | 70,411 |
| BEYOND RECRUITMENT LTD | Maintenance Planner | Maintenance planning to support the MRO Uplift Project | 145,625 |
| BEYOND RECRUITMENT LTD | Maintenance Planner | Maintenance planning to support the MRO Uplift Project | 76,554 |
| BEYOND RECRUITMENT LTD | Business Analyst | Provision of services to support the MRO Uplift Project | 52,285 |
| BEYOND RECRUITMENT LTD | Business Analyst | Provision of services to support the MRO Uplift Project | 37,521 |
| BLUEPRINT BUSINESS CONSULTING LIMIT | Design Services | Cyber Security and Support | 199,999 |
| COMPLETE LEARNING SOLUTIONS LTD | Learning Systems Designer | Deliver the Learning System for the Learning Needs relating to Information Warfare and | 135,049 |

Released under the Official Information Act 1982

| Vendor | Service Provided | Details of Contract | Total Spend |
|------------------------------|-----------------------------------|---|-------------|
| COMPUTER CONCEPTS LTD | IT Engineers | Microsoft 365 Engineers | 131,785 |
| CRATOS LTD | Business Support | Boresight Contractor Support for Planned Activities | 1,780 |
| DATAKOM SYSTEMS LTD | Scrum master - Staff Augmentation | MISO - EPS Scrum Masters | 280,699 |
| DATAKOM SYSTEMS LTD | SAP Support Services | SAP Functional Specialist | 27,416 |
| DELOITTE | SAP Support Services | Backfill of SAP applications support to Communication Information Systems (DDG) | |
| DELOITTE | SAP Support Services | Backfill of SAP applications support to Communication Information Systems (DDG) | 496,687 |
| DXC TECHNOLOGY NZ LIMITED | Business Support | SAP Functional Specialists | 505,239 |
| DXC TECHNOLOGY NZ LIMITED | Business Support | BAU Support PYHR, SAP HCM Enhancements | 453,156 |
| ENVIROWASTE SERVICES LTD | Professional Services | Chem-waste Haz-Sub Collection | 19,744 |
| EXPERT 360 PTY LIMITED | Back-fill resource | Project Manager, Test lead Analysts, Test Engineer, application Developer | 1,716,774 |
| EXPERT PROCUREMENT SOLUTIONS | Contracts Specialist | Senior Contracts Management Specialist | 156,750 |
| FINITE GROUP NZ LIMITED | Professional Fees | Delivery Enabler - Information Management for Operations | 358,523 |
| FINITE GROUP NZ LIMITED | Change Manager | MRO Uplift Change Manager | 114,997 |
| FINITE GROUP NZ LIMITED | Business Support | Business support services to the Equipment Accountability Transfer Project | 369,948 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|-----------------------|-----------------------|--|-------------|
| FRANK IT LIMITED | Agile Coach | Agile Coach services | 22,500 |
| GEMTECH SOLUTIONS LTD | Solutions Architect | Solutions Architect on Business Futures Group Project | 153,850 |
| GEMTECH SOLUTIONS LTD | Project Coordinator | Project Coordinator for DDG Branch Transformation Programme services | 18,357 |
| GEMTECH SOLUTIONS LTD | Project Manager | Project Manager for DDG | 208,706 |
| GEMTECH SOLUTIONS LTD | Project Coordinator | Project Coordinator for DDG Branch Transformation Programme services | 43,324 |
| GEMTECH SOLUTIONS LTD | Test Manager Services | DIP Test Manager - MSOW | 130,631 |
| GEMTECH SOLUTIONS LTD | Support Services | Support requirement services | 17,970 |
| GEMTECH SOLUTIONS LTD | Project Coordinator | Strategic Programmes Coordinator - Defence Strategy Management | 167,795 |
| GEMTECH SOLUTIONS LTD | Solutions Architect | Solutions Architect on Business Futures Group Project | 26,520 |
| GEMTECH SOLUTIONS LTD | Project Manager | Organisational Change Project Management services to Project Alexander 2 | 14,083 |
| GEMTECH SOLUTIONS LTD | Policy Writer | Defence Fuels Authority (DFA) Policy Review/Rewrite Service | 80,355 |
| GEMTECH SOLUTIONS LTD | Training services | LMNZ Training Specialist | 104,717 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Business Analyst work on Project Alexander II | 65,125 |
| GEMTECH SOLUTIONS LTD | Programme Advisor | Programme Advisor for Logistics Transformation Project | 101,366 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|-----------------------------------|------------------------|--|-------------|
| GEMTECH SOLUTIONS LTD | Assurance Advisor | LMIS Work Programme Independent Assurance Advisor | 21,331 |
| GEMTECH SOLUTIONS LTD | Business Support | Contractor Support to RSA(A) alignment | 13,415 |
| GEMTECH SOLUTIONS LTD | Programme Advisor | Programme Advisor for Defence Aviation Rules (DARs) | 214,786 |
| GEMTECH SOLUTIONS LTD | Policy Analyst | DEI Construction Health Environment and Safety Specification (CHESS) Project | 36,000 |
| GEMTECH SOLUTIONS LTD | Policy Writer | Defence Fuels Authority (DFA)Policy Review/Rewrite Service. | 15,588 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Business Analyst for Project Alexander Sustainment | 19,235 |
| GEMTECH SOLUTIONS LTD | Project manager | Engaged to complete the deliverables for the Project Alexander II (PA2) | 244,155 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Engaged to complete the deliverables for the Project Alexander II (PA2) | 200,429 |
| H2R TECHNOLOGY LIMITED | Product Owner | Product Owner Information Lifecycle Management | 134,890 |
| H2R TECHNOLOGY LIMITED | Data Engineer | Data Engineer EPS | 56,307 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Communications Advisor | Digital Communications Advisor to DDG | 62,155 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Procurement Advisor | Software Procurement Advisor to DDG | 8,969 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Business Support | Business support services | 8,197 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Business Support | Provision of Business Support coordinator services | 52,302 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|-----------------------------------|-------------------------|--|-------------|
| HAYS RECRUITING EXPERTS WORLDWIDE | Business Support | Business support administrator | 224,536 |
| HEIGHT PROJECT MANAGEMENT LTD | Consultancy Services | Support to the DEI team with development of the next generation Facilities | 24,188 |
| HUDSON GLOBAL RESOURCES (NZ) LTD | Contracting services | Contamination Data Manager backfill | 80,800 |
| HUDSON GLOBAL RESOURCES (NZ) LTD | Business Analyst | Provision of Business Analyst services to the Information Security team | 71,599 |
| INDE TECHNOLOGY LIMITED | Senior Citrix Engineers | MSO Senior Citrix Engineers | 408,386 |
| INDE TECHNOLOGY LIMITED | Senior Citrix Engineers | Device management engagement | 216,472 |
| INDE TECHNOLOGY LIMITED | Business Support | Modern Desktop Citrix Engineering Support | 348,587 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Business Analyst | Operating Model Business Analyst, Cyber Security & Support Capability (CSSC) project | 140,380 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Project Coordinator | Provision of Coordination Services to the Defence Digital Group (DDG) | 11,664 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Change Manager | Provision of Change Manager services to the Defence Digital Group (DDG) Change and | 24,422 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Senior Business Analyst | Senior Business Analyst - Operating model for Cyber IPT | 15,339 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Change Manager | Provision of Change Manager services to the Defence Digital Group (DDG) Change and | 37,962 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Change Manager | Change Manager - Enterprise Cloud, DIP Programme | 373,922 |
| JACKSONSTONE and PARTNERS LTD | Consultancy Services | Internal Audit Co-Sourcing Partner | 8,198 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|----------------------------------|-------------------------|--|-------------|
| LAB3 NZ LTD | Senior Business Analyst | Provision of Senior Business Analyst for Defence Logistics Command | 76,300 |
| LIKEMIND LIMITED | Business Analyst | Provision of Business Analyst services to the MRO Uplift Project | 42,600 |
| LIKEMIND LIMITED | Project Director | Project Director for the Logistics Transformation Project | 234,625 |
| LIKEMIND LIMITED | Business Analyst | LMIS Business Analyst | 93,623 |
| LIKEMIND LIMITED | SAP Developer | SAP ABAP Developer | 38,440 |
| LIKEMIND LIMITED | Business Analyst | SAP Principal Consultant - MRO | 27,432 |
| LIKEMIND LIMITED | Project Manager | MRO Project Manager | 26,584 |
| LIKEMIND LIMITED | Project Director | Logistics Transformation Program | 16,800 |
| LIKEMIND LIMITED | Project manager | Provision of services to support the MRO Uplift Project | 112,590 |
| LIKEMIND LIMITED | Business Analyst | Provision of Business Analyst services to the MRO Uplift Project | 48,425 |
| LIKEMIND LIMITED | SAP Functional Analyst | Provision of services to support the MRO Uplift Project | 223,706 |
| LIKEMIND LIMITED | Senior Business Analyst | Provision of services to support the MRO Uplift Project | 35,910 |
| LIKEMIND LIMITED | Design Specialist | PA2 Culture Transformation Programme | 36,657 |
| MINISTRY OF BUSINESS, INNOVATION | Professional Services | LAND MRO Contract Review | 170,623 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|---------------------------------------|-------------------------------|---|-------------|
| MOMENTUM CONSULTING GROUP LTD | Business Support | Finance consultant backfill | 24,880 |
| MOMENTUM CONSULTING GROUP LTD | Project Coordinator | Project Coordinating Services | 16,480 |
| NICHE CONSULTING GROUP LIMITED | Change Manager | Change Manager for Department of Estate and Infrastructure (DEI) Transformation | 166,373 |
| NSPIRE TECHNOLOGIES LIMITED | Professional Services | Technical Engineering support | 57,954 |
| OCG CONSULTING LTD | Communications Advisor | Senior Communications Advisor CISCTP | 7,399 |
| OCG CONSULTING LTD | Senior Communications Advisor | Senior Communications Advisor CISCTP | 183,795 |
| OCG CONSULTING LTD | Business Analyst | BFG - Business Analyst | 2,439 |
| OXYGEN BUSINESS SOLUTIONS LTD | Business Support | Business Support for SAP and HR Systems | 84,577 |
| PEOPLEANDCO. | Product Owner | Individual - Product Owner | 20,710 |
| PEOPLEANDCO. | Project Coordinator DDG | Project Coordinator for Communications and Information Systems (DDG). | 12,333 |
| PEOPLEANDCO. | Migration Specialist | PKI Migration Specialist for Communications and Information Systems (DDG). | 23,351 |
| PEOPLEANDCO. | Data Analyst | Resource support to the Enterprise Resource Planning (ERP) upgrade. | 19,820 |
| PEOPLEandCOMPANY 2022 LIMITED | Data Analyst | ERP Data Analyst | 204,013 |
| PEOPLEandCOMPANY 2022 LIMITED | Business Analyst | Business Analyst - Discovery deployment of Cherwell onto Mobile devices | 43,357 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|-------------------------------|-------------------------|---|-------------|
| PEOPLEandCOMPANY 2022 LIMITED | Senior Business Analyst | Senior Business Analysts for Discovery for Deployment of Cherwell | 93,121 |
| PEOPLEandCOMPANY 2022 LIMITED | Project Coordinator | Project Coordinator-CIS-EPS | 169,504 |
| PEOPLEandCOMPANY 2022 LIMITED | Product Owner | Product Owner - Communications and Information Systems Branch | 186,611 |
| PEOPLEandCOMPANY 2022 LIMITED | Migration Specialist | DDG EPS - PKI Migration Specialist | 260,909 |
| PEOPLEandCOMPANY 2022 LIMITED | Senior Data Analyst | Senior Analyst Data, Analytics and Information Management (DAIM) Policy | 54,199 |
| PEOPLEandCOMPANY 2022 LIMITED | Project Manager | MRO Uplift - Project Manager | 100,548 |
| PEOPLEandCOMPANY 2022 LIMITED | Business Analyst | Provision of services to support the MRO Uplift Project | 19,145 |
| PETE SMITHIES MEDIA | Project management | Refreshed Leadership Framework | 20,483 |
| PROJECT PLUS LTD | Property Coordinator | Support to the Consolidated Logistics Programme (CLP). | 2,163 |
| PROJECT PLUS LTD | Coordinator | MRT Support Role - Maintenance Planning | 4,011 |
| PROJECT PLUS LTD | Business Support | Provision of services to support the MRO Uplift Project | 48,035 |
| RANDSTAD LIMITED NZ | Business Support | Provision of Purchasing coordinator services | 50,046 |
| RANDSTAD LIMITED NZ | Contractor services | Baseline Initiatives Review | 134,946 |
| RANDSTAD LIMITED NZ | Information Coordinator | Provision of Coordination Services to Chief Joint Defence Services. | 5,175 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|--------------------------------|------------------------|--|-------------|
| RANDSTAD LIMITED NZ | Business Support | Enquiry Line Call Centre Operator for Veteran's affairs | 1,628 |
| RICE CONSULTING LIMITED | Business Analyst | LTP - Business Analyst | 61,438 |
| ROBERT WALTERS NZ LTD | Business Support | Provision of Programme Coordinator services to the Knowledge and Information | 64,032 |
| ROBERT WALTERS NZ LTD | Data Analyst | Data Analyst Security Hub | 15,482 |
| ROBERT WALTERS NZ LTD | Communications Advisor | Communications Advisor | 125,168 |
| ROBERT WALTERS NZ LTD | Change Manager | Change Manager Learning and Development | 134,364 |
| ROBERT WALTERS NZ LTD | Contractor services | Smart Procure Data Validation Project | 21,285 |
| ROBERT WALTERS NZ LTD | Commercial Specialist | Contractor in support of Defence Logistics Command (DLC) Project Warrior. | 8,973 |
| ROBERT WALTERS NZ LTD | Contractor services | Clothing Programme Team on Wearables Improvement Project (Project Warrior). | 654 |
| ROBERT WALTERS NZ LTD | Contractor services | LMIS Project Manager/ Scrum Master | 182,757 |
| ROBERT WALTERS NZ LTD | Project Coordinator | Provision of services to the Logistic Management Information System (LMIS) | 55,209 |
| ROV NZ LIMITED | Consultancy Services | Provision of Bridge Supervisor services | 54,676 |
| SERCO NEW ZEALAND TRAINING LTD | Training services | Bridge Warfare Officer Training Services for Navy | 379,304 |
| SHILOH DOBIE DESIGN | Design services | Design services for the Defence Employer Support Council | 36,045 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|--------------------------------|-------------------------|---|-------------|
| SIMON AND ASSOCIATES | Software developer | JARS software development | 21,000 |
| STARFISH CONSULTING LTD | Programme Manager | Provision of Programme manager for Health Programme | 252,352 |
| STARFISH CONSULTING LTD | Business Analyst | Provision of Business Analyst Services to Estate and Infrastructure | 103,543 |
| STARFISH CONSULTING LTD | Maintenance Planner | Provision of services to support the MRO Uplift Project | 11,753 |
| STARFISH CONSULTING LTD | Programme Manager | Provision of Programme manager for Health Programme | 22,734 |
| STARFISH CONSULTING LTD | Business Analyst | Provision of Business Analyst Services to Estate and Infrastructure | 118,667 |
| STARFISH CONSULTING LTD | Test Analyst | Provision of services to support the MRO Uplift Project | 99,084 |
| STARFISH CONSULTING LTD | Senior Business Analyst | Provision of Senior Business Analyst Services to the Communications and Information | 77,646 |
| STARFISH CONSULTING LTD | Test Manager | Provision of Test manager for the Communications and Information Systems | 135,530 |
| STARFISH CONSULTING LTD | Project Manager | Organisation Development Advisor - LTP | 238,311 |
| STARFISH CONSULTING LTD | Change Manager | Provision of Change Manager services to the Log Command (Air) team | 121,681 |
| STARFISH CONSULTING LTD | Business Analyst | Provision of Business Analyst Services to Chief of Defence Strategy Management | 14,512 |
| STILLWATER FISHING LIMITED | Professional Services | The provision of explosive ordnance technical analyst and policy support. | 75,903 |
| STRATEGIC SOURCING CONSULTANCY | Training Services | Design, Build and Test a Suite of FMS and Controlled Technology Courses (Phase 2) | 58,519 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|--------------------------------------|---------------------------|---|-------------|
| SUPERSTAFF | Contracting Services | Stocktake support to Devonport Navy Supply Depot. | 2,498 |
| SYSDOC LTD | Project Management | Defence Estate and Infrastructure (DEI) template refresh project. | 22,361 |
| TALENT INTERNATIONAL (NZ) LTD | Business Analyst | Business Analyst DDG EPS | 9,579 |
| TALENT INTERNATIONAL (NZ) LTD | Automation Engineer | EPS Deployed Automation Engineer | 130,527 |
| TALENT INTERNATIONAL (NZ) LTD | Data Architect | SAP Data Architect | 15,680 |
| TALENT INTERNATIONAL (NZ) LTD | Property Coordinator | Support staff | 2,684 |
| TALENT INTERNATIONAL (NZ) LTD | Business Support | Provision of services to support the MRO Uplift Project | 99,555 |
| TALENT INTERNATIONAL (NZ) LTD | Finance Specialist | Future ERP Project, Information Domain | 188,354 |
| TALENT INTERNATIONAL (NZ) LTD | Senior Commercial Manager | Provision of services to the Business Services team | 44,359 |
| TALENT INTERNATIONAL (NZ) LTD | Project Director | Provision of Project Directors Services to Defence Digital Group (DDG) | 26,068 |
| TALENT INTERNATIONAL (NZ) LTD | Solution Architect | Provision Technical Solutions Architect to Communication Information Service Change | 31,207 |
| TALENT INTERNATIONAL (NZ) LTD | Project Director | Provision of services to the Enterprise Products & Systems | 269,604 |
| TALENT INTERNATIONAL (NZ) LTD | Business Analyst | Business Analyst-CIS-EPS | 188,920 |
| TALENT INTERNATIONAL (NZ) LTD | Solution Architect | EPS Technical Solution Architect | 322,048 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|-------------------------------|----------------------------|--|-------------|
| TALENT INTERNATIONAL (NZ) LTD | Business Analyst | Business Analyst - Policy Change Development Support | 48,440 |
| TALENT INTERNATIONAL (NZ) LTD | XIE Developer | Software Development Services | 10,908 |
| TALENT INTERNATIONAL (NZ) LTD | Product Owner | Backfill Product Owner role | 182,260 |
| TALENT INTERNATIONAL (NZ) LTD | Product Manager | Backfill Product Manager role | 54,665 |
| TALENT INTERNATIONAL (NZ) LTD | PKI Specialist | Provision of PKI Services to Defence Digital Group (DDG) | 81,593 |
| TALENT INTERNATIONAL (NZ) LTD | Project Advisor | Project Advisor - Logistics Transformation Project (LTP) | 140,005 |
| TASKA | Security Assurance Advisor | Provision of services to the Information Security team | 27,083 |
| TASKA | Release Engineer | Release Engineer - Individual | 28,786 |
| TASKA | Assurance Advisor | Individual - CISO Security Assurance Advisor | 143,225 |
| TASKA | Assurance Advisor | Individual - Information Assurance Advisor | 128,131 |
| TASKA | Financial Analyst | Individual - Financial Analyst | 87,092 |
| TASKA | Business Analyst | DDG EPS Business Analyst | 174,821 |
| TASKA | Business Analyst | Provision of Business Analyst Services to Communication and Information Services | 19,323 |
| TASKA | Test Engineer | DIP Test Engineer | - |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|------------------------------|------------------------|---|-------------|
| TASKA | Scrum Master | Scrum Master - EPS | 163,574 |
| TASKA | Agile Coach | Agile Coach/ Scrum Practice Lead | 214,644 |
| TASKA | Business Analyst | Business Analyst EPS | 164,532 |
| TASKA | Scrum Master | Scrum Master - EPS | 178,444 |
| TASKA | Business Analyst | EPS Business Analyst | 107,603 |
| TASKA | Business Analyst | Business Analyst EPS | 22,361 |
| TASKA | Business Analyst | DDG EPS Business Analyst | 145,593 |
| VENTURE CONSULTING GROUP LTD | Data Analyst | Business Futures Group Data Analyst | 24,261 |
| VENTURE CONSULTING GROUP LTD | Project Coordinator | Individual - project coordinator BFG | 97,200 |
| VENTURE CONSULTING GROUP LTD | Data Analyst | Enterprise Resourcing Planning (ERP) Data Analysis Services | 61,200 |
| VENTURE CONSULTING GROUP LTD | Business Support | Individual - Business Future Group Portfolio Finance Lead | 350,798 |
| VENTURE CONSULTING GROUP LTD | Business Support | Individual - Business Futures Group Test Lead | |
| VENTURE CONSULTING GROUP LTD | Business Support | Transition Lead - BFG | 507,559 |
| VENTURE CONSULTING GROUP LTD | Data Analysis Services | Enterprise Resourcing Planning (ERP) Data Analysis Services | 80,495 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|------------------------------|---------------------------|--|-------------|
| VENTURE CONSULTING GROUP LTD | Migration Specialist | Provision of services for the SEMT project | 105,600 |
| VENTURE CONSULTING GROUP LTD | Business Support | Business Future Group Portfolio Finance Lead | 106,966 |
| VENTURE CONSULTING GROUP LTD | Project Coordinator | Project Coordinator for the Business Futures Group (BFG) | 78,509 |
| VENTURE CONSULTING GROUP LTD | Business Support | Technical Consultant | 97,200 |
| VENTURE CONSULTING GROUP LTD | Business Support | Project Administrator for the FERP project | 115,750 |
| VENTURE CONSULTING GROUP LTD | Business Support | Transition Lead - BFG | |
| VENTURE CONSULTING GROUP LTD | Business Support | Business Future Group Process and Procedures Specialist | 13,913 |
| VENTURE CONSULTING GROUP LTD | Business Support | Business Futures Group Process and Procedures Lead | 25,675 |
| VENTURE CONSULTING GROUP LTD | Data Migration Specialist | Data Migration Lead Specialist for Business Futures Group Programmes and Projects. | 20,400 |
| VENTURE CONSULTING GROUP LTD | Business Support | Business Future Group Portfolio Manager | 34,000 |
| VENTURE CONSULTING GROUP LTD | Business Support | Resource to provide assistance to the Business Innovation and Integration Group | 21,600 |
| VENTURE CONSULTING GROUP LTD | Business Analyst | Provision of Business Analyst services for the Business Futures Group | 15,658 |
| VENTURE CONSULTING GROUP LTD | Programme Manager | Logistic Management Information Systems Work Programme - Programme Manager | 164,775 |
| VENTURE CONSULTING GROUP LTD | Change Analyst | LMIS Change Analyst | 42,800 |

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| Vendor | Service Provided | Details of Contract | Total Spend |
|------------------------------|----------------------|--|-------------------|
| VENTURE CONSULTING GROUP LTD | Business Analyst | LMIS Work Programme Business Analyst | 69,940 |
| VENTURE CONSULTING GROUP LTD | Technical Analyst | LMIS Work Programme Business / Technical Analyst | 20,180 |
| VENTURE CONSULTING GROUP LTD | Project Manager | LMIS Work Programme Project Manager | 3,727 |
| VENTURE CONSULTING GROUP LTD | Integration Lead | LMIS Work Programme Capability Integration Lead | 5,404 |
| VENTURE CONSULTING GROUP LTD | Technical Consultant | Technical Consultant | 91,125 |
| N/A | Contracts under 5k | | 466,301 |
| Total | | | 24,930,389 |

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Annex 2 - Contractor details year ended 30 June 2024

| Vendor | Service Provided | Details of Contract | Actual Cost |
|--------------------------------|------------------------|--|-------------|
| ALEXANDER JAMES WELLINGTON LTD | Project Coordinator | Senior project coordinator for the Capability Branch | 172,508 |
| ALPHA CONTRACTOR MANAGEMENT | Business Support | Innovation Leadership Support Specialist | 19,394 |
| ALPHA CONTRACTOR MANAGEMENT | Innovation Expert | Support DX Advisor | 16,287 |
| ANNA TAVOI | Programme Lead | Pay Gap Programme Lead | 85,415 |
| ASSURITY CONSULTING LTD | Test Practice Manager | Provision of testing services to DDG | 115,947 |
| AVEC AOTEAROA LIMITED | Data Analyst | LMIS Data Analyst | 197,472 |
| AWF GROUP | Stocktaker | Stocktake support to the Air Support team | 122,394 |
| AXENIC LTD | IT Security Services | Microsoft Azure Cloud Security Assurance | 92,432 |
| AXENIC LTD | IT Security Consultant | DIP Interim Virtual Security Team - Security Consulting and Project Coordination | 86,232 |
| AXENIC LTD | Professional Services | GNZ ArcGIS AWS Environment Certification and Accreditation | 20,258 |
| AXENIC LTD | IT Security Services | Pexip VC solutions certification and accreditation | 19,022 |
| AZIMUTH CONSULTING LIMITED | Business Analyst | Senior Business Analyst for the LMIS Work Programme | 410,744 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------|---------------------------------|---|-------------|
| BEYOND RECRUITMENT LTD | Business Support | Senior Financial Advisor backfill role in the Performance Reporting team | 146,860 |
| BEYOND RECRUITMENT LTD | Finance Business Partner | Finance Business Partner backfilling in the Business Partnering team | 265,266 |
| BEYOND RECRUITMENT LTD | Senior Costing Analyst | Senior Costing Analyst in the Finance team | 221,536 |
| BEYOND RECRUITMENT LTD | Maintenance Planner | Maintenance planning to support the MRO Uplift Project | 6,714 |
| BEYOND RECRUITMENT LTD | Business Support | Research and Entitlement advisor in the CPO team | 32,205 |
| BEYOND RECRUITMENT LTD | Project Administration | Project Administration Services for Defence Digital Group (DDG) - EPS Establishment project admin | 126,582 |
| BEYOND RECRUITMENT LTD | Programme Governance Consultant | Support for Governance Improvement - Defence Estate and Infrastructure (DEI) | 24,088 |
| BEYOND RECRUITMENT LTD | Application Support Admin | Application Support Admin | 11,165 |
| BEYOND RECRUITMENT LTD | Scrum Master | Scrum master services to the Payroll team | 16,742 |
| BEYOND RECRUITMENT LTD | Scrum Master | Scrum master services to the Payroll team | 111,102 |
| BEYOND RECRUITMENT LTD | Senior Automation Engineer | Provision of a Senior Automation Engineer services | 241,869 |
| BEYOND RECRUITMENT LTD | Senior Business Analyst | Provision of Senior Business Analyst services | 26,102 |
| BEYOND RECRUITMENT LTD | Business Analyst | Enterprise Business Analyst | 248,777 |
| BEYOND RECRUITMENT LTD | Practice Manager | Practice Manager in the DDG team | 267,273 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------|---------------------------------|--|-------------|
| BEYOND RECRUITMENT LTD | Administrator | Staff / Team Administrator EPS | 13,811 |
| BEYOND RECRUITMENT LTD | Team Administrator | Team Administrator EPS | 146,442 |
| BEYOND RECRUITMENT LTD | Project Coordinator | Project Coordinator Productivity | 199,434 |
| BEYOND RECRUITMENT LTD | Consultancy Services | Data and Information Lifecycle Management Consultant | 270,734 |
| BEYOND RECRUITMENT LTD | Scrum Master | Scrum Master- Enterprise Productivity | 249,305 |
| BEYOND RECRUITMENT LTD | Business Analyst | Provision of Business Analyst services | 247,752 |
| BEYOND RECRUITMENT LTD | Business Analyst | Air Logistics Transformation Project | 39,108 |
| BEYOND RECRUITMENT LTD | Project Manager | Project Manager for the Defence Information Platform (DIP) | 170,694 |
| BEYOND RECRUITMENT LTD | Business Analyst | Business Analyst - Content Services, Modern Desktop | 212,290 |
| BEYOND RECRUITMENT LTD | Change Manager | MDMI MVP Project Change Manager | 153,066 |
| BEYOND RECRUITMENT LTD | MDMI MVP Project Change Manager | extension 1 - 01/02/2024 to 30/06/2024 \$132449.37 | 23,663 |
| BEYOND RECRUITMENT LTD | Business Analyst | IMP Business Analyst | 107,693 |
| BEYOND RECRUITMENT LTD | Change Lead | Policy Change Lead | 123,207 |
| BEYOND RECRUITMENT LTD | Policy advice | MDMI Policy Change Lead | 45,601 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------|--------------------------|---|-------------|
| BEYOND RECRUITMENT LTD | Technical Writer | Technical Writer in the DDG team | 148,210 |
| BEYOND RECRUITMENT LTD | Project manager | Modern Desktop project manager | 131,841 |
| BEYOND RECRUITMENT LTD | Business Analyst | Business Analyst - IMP | 102,302 |
| BEYOND RECRUITMENT LTD | Project Lead | Air MRO/SC Project Lead | 194,655 |
| BEYOND RECRUITMENT LTD | Coordinator | Project Support | 10,321 |
| BEYOND RECRUITMENT LTD | Business Support | Archives and Records advisor in the CPO team | 44,052 |
| BEYOND RECRUITMENT LTD | Business Support | Information Release and Entitlement Advisor in the CPO team | 93,799 |
| BEYOND RECRUITMENT LTD | Data Analyst | Data Analyst - VANZ | 36,439 |
| BEYOND RECRUITMENT LTD | Project support | MRO Uplift project support - maintenance planning | 354,024 |
| BRETT RANKIN | Programme Manager | Programme Manager - Interim Workforce Plan | 142,650 |
| CAREERING OPTIONS LTD | Project manager | VANZ Project Manager | 56,458 |
| CLAIRE GOVIER | Project Management | Individual - Integrated Project Team Lead - Future SAP ERP | 442,800 |
| DATACOM SYSTEMS LTD | Infrastructure Architect | MSO - Infrastructure Architect | 128,284 |
| DATACOM SYSTEMS LTD | Scrum Master | MSO - EPS Scrum Master Staff Augmentation Project | 258,503 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|----------------------------------|-----------------------|---|-------------|
| DATACOM SYSTEMS LTD | Professional Services | SAP Functional Specialist | 104,055 |
| DATACOM SYSTEMS LTD | Cloud Engineer | 2x Cloud Engineers - Azure Cloud Capability | 453,843 |
| DATACOM SYSTEMS LTD | Developer | Staff Augmentation for Full Stack Developer Support | 134,735 |
| DATACOM SYSTEMS LTD | Business Analyst | BA number 1 - Staff Augmentation for Business Analysis Support | 78,241 |
| DATACOM SYSTEMS LTD | Business Analyst | BA number 2 - Staff Augmentation for Business Analysis Support | 80,536 |
| DEFEND LTD | Professional Services | Information Security Professional Services Support | 307,582 |
| DRAKE NZ LTD | Professional Services | Immunisation nurse | 81,987 |
| DXC TECHNOLOGY NZ LIMITED | Solution Architect | Provision of Solution Architect services to the DDG team | 160,581 |
| DXC TECHNOLOGY NZ LIMITED | Business Analyst | DDG Log product/business analyst | 144,261 |
| EXPERT 360 PTY LIMITED | Business Analyst | Senior Business Analyst services to the Modern Desktop Implementation Project | 19,198 |
| EXPERT 360 PTY LIMITED | Business Analyst | Provision of Business Analyst Services to DIP | 253,187 |
| EXPERT 360 PTY LIMITED | Network Engineer | MSO - Network Engineer | 203,118 |
| EXPERT 360 PTY LIMITED | Business Analyst | Provision of Business Analyst services to DDG EPS team | 16,921 |
| EXPERT 360 PTY LIMITED | Project Manager | Project Manager to DDG EPS | 28,182 |

Released under the Official Information Act 1982

| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------|-----------------------|--|-------------|
| EXPERT 360 PTY LIMITED | Project manager | DDG EPS - Project Manager | 327,526 |
| EXPERT 360 PTY LIMITED | Software Developer | Application developer | 227,852 |
| EXPERT 360 PTY LIMITED | Test Engineer | DIP Test Engineer to DDG EPS team | 25,452 |
| EXPERT 360 PTY LIMITED | Test Engineer | DIP Test Engineer to DDG EPS team | 219,511 |
| EXPERT 360 PTY LIMITED | Data Analyst | Data Analyst to the Business Data and Systems Improvement programme | 34,609 |
| EXPERT 360 PTY LIMITED | Test Lead | Test lead for VANZ - MSO | 112,696 |
| EXPERT 360 PTY LIMITED | Professional Fees | ET Break/Fix Developer | 298,595 |
| EXPERT 360 PTY LIMITED | Business Analyst | Provision of Business Analyst services to the Defence Shared Services Group (DSSG) | 218,299 |
| EXPERT 360 PTY LIMITED | Business Analyst | Business Analyst - Cherwell Project | 56,375 |
| EXPERT 360 PTY LIMITED | Business Analyst | Business Analyst to the DSSG Strategic Direction project | 63,863 |
| EXPERT 360 PTY LIMITED | Programme Manager | Programme Manager to the DSSG Strategic Direction project | 236,985 |
| EXPERT 360 PTY LIMITED | Systems Analyst | SQL services to support Plainview - Business Data and Systems Improvement | 107,789 |
| EXPERT 360 PTY LIMITED | Professional Services | Application Support Specialist in the DDG team | 32,155 |
| EXPERT 360 PTY LIMITED | Developer | Application Support Developer | 87,072 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------------|-------------------------|--|-------------|
| EXPERT 360 PTY LIMITED | Test Engineer | DIP Test Engineer to DDG team | 201,237 |
| EXPERT 360 PTY LIMITED | Engineer | MSO EUC EPS Engineer in DDG team | 99,267 |
| EXPERT 360 PTY LIMITED | Test Analyst | Test Analyst - Modern Desktop, Web Apps | 67,636 |
| EXPERT 360 PTY LIMITED | SAP Analyst | SAP Functional Analyst in DDG | 284,289 |
| EXPERT 360 PTY LIMITED | Project Manager | Applications Project Manager | 46,349 |
| EXPERT 360 PTY LIMITED | Test Lead | Test Lead in the DSSG team | 69,857 |
| EXPERT 360 PTY LIMITED | Business Analyst | Business Analyst - DSSG Strategy project | 107,372 |
| EXPERT 360 PTY LIMITED | Focus Group Facilitator | Project Support | 34,033 |
| EXPERT 360 PTY LIMITED | Test Manager | Project Support | 55,067 |
| EXPERT 360 PTY LIMITED | Communications Advisor | Project Support | 15,660 |
| EXPERT 360 PTY LIMITED | Business Analyst | Business Analyst - Cherwell Project | 11,335 |
| EXPERT PROCUREMENT SOLUTIONS | Contracts Specialist | Senior Contracts Management Specialist | 31,500 |
| EXPERT PROCUREMENT SOLUTIONS | Contracts Specialist | Senior Contracts Management Specialist | 248,040 |
| EXPERT PROCUREMENT SOLUTIONS | Professional Services | Veteran Affairs Claims business process review | 53,116 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------------|-----------------------|--|-------------|
| EXPERT PROCUREMENT SOLUTIONS | Programme Manager | Business Improvement Programme - Veterans' Affairs | 60,840 |
| FINITE GROUP NZ LIMITED | Professional Services | DEMO Transition Support Manager | 242,074 |
| FINITE GROUP NZ LIMITED | Delivery Enabler | Delivery Enabler - Information Management for Operations | 253,464 |
| FINITE GROUP NZ LIMITED | Business Support | Business support services to the Equipment Accountability Transfer Project | 12,225 |
| FINITE GROUP NZ LIMITED | Document Specialist | Equipment Accountability Transfer Project | 147,088 |
| FINITE GROUP NZ LIMITED | Change Manager | Provision of services to the MRO Uplift | 257,805 |
| GBL PERSONNEL LTD | Business Support | Veteran Affairs business support - data quality | 136,917 |
| GEMTECH SOLUTIONS LTD | Business Analyst | User Requirement for a Cyber Security and Support Capability (CSSC) | 17,985 |
| GEMTECH SOLUTIONS LTD | Programme Advisor | Programme Advisor for Defence Aviation Rules (DARs) | 326,245 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Business Analyst for Project Alexander Sustainment | 212,301 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Engaged to complete the deliverables for the Project Alexander II (PA2) | 21,993 |
| GEMTECH SOLUTIONS LTD | Business Support | Contractor Support to RSA(A) alignment | 208,187 |
| GEMTECH SOLUTIONS LTD | Project manager | Engaged to complete the deliverables for the Project Alexander II (PA2) | 24,296 |
| GEMTECH SOLUTIONS LTD | Project Coordinator | Strategic Programmes Coordinator - Defence Strategy Management | 13,574 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-----------------------|-----------------------|---|-------------|
| GEMTECH SOLUTIONS LTD | Project Manager | Project Manager - DIP - Enterprise Cloud | 276,417 |
| GEMTECH SOLUTIONS LTD | Test Manager Services | DIP Test Manager - MSOW | 21,081 |
| GEMTECH SOLUTIONS LTD | Training services | LMNZ Training Specialist | 229,749 |
| GEMTECH SOLUTIONS LTD | Support Services | Support requirement services | 110,208 |
| GEMTECH SOLUTIONS LTD | Assurance Advisor | LMIS Work Programme Independent Assurance Advisor | 45,235 |
| GEMTECH SOLUTIONS LTD | Business Analyst | LMIS Work Programme Independent Assurance Advisor | 16,285 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Business Analyst work on Project Alexander II | 46,864 |
| GEMTECH SOLUTIONS LTD | IT Consultancy | Defence Information Platform Independent Quality Assurance | 10,000 |
| GEMTECH SOLUTIONS LTD | Professional Services | SAP and Solman Enhancements | 162,943 |
| GEMTECH SOLUTIONS LTD | Change Analyst | Change Analyst LMIS Work Programme | 36,441 |
| GEMTECH SOLUTIONS LTD | Cyber Advisor | Cyber Security and Support Capability - Cyber advisor services | 121,485 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Technical Business Cyber Analyst - CSSC | 110,520 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Information Domain Shared Functional Specialists - senior business analyst services | 33,491 |
| GEMTECH SOLUTIONS LTD | Policy Writer | Policy Writer services for Defence Fuels Authority (DLC) | 54,075 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|------------------------|--------------------------|---|-------------|
| GEMTECH SOLUTIONS LTD | Integration Lead | LMIS Capability Integration Lead and Deputy Programme Manager | 150,214 |
| GEMTECH SOLUTIONS LTD | Senior Business Analyst | Information Domain Shared Functional Specialists | 42,024 |
| GEMTECH SOLUTIONS LTD | Business Analyst | LMIS - Programme Business/Technical Analyst services | 158,972 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Business Analyst - Enterprise Change Impact Assessment services | 94,607 |
| GEMTECH SOLUTIONS LTD | Professional Services | Strategic FM Practitioner in the Estate Delivery team | 105,761 |
| GEMTECH SOLUTIONS LTD | Project Manager | Commercial and Procurement Project Manager in the Estate Delivery team | 80,022 |
| GEMTECH SOLUTIONS LTD | Professional services | Updating DEI CHES Health and Safety volumes 1-4 | 53,998 |
| GEMTECH SOLUTIONS LTD | Business Analyst | Information Domain Shared Functional Specialists - senior business analyst services | 64,385 |
| GEMTECH SOLUTIONS LTD | Facilities Management | Facilities Maintenance Programmes for 9 Base Camps | 63,638 |
| H2R LTD | Programme Manager | Strategy and Programme Manager for Operation Stand (OP STAND) | 132,290 |
| H2R LTD | Business Advisor/Analyst | Business Advisor for Security Hub | 51,234 |
| H2R LTD | Business Support | Contracted Support- Defence Recruiting | 131,014 |
| H2R TECHNOLOGY LIMITED | Product Owner | Product Owner Information Lifecycle Management | 228,696 |
| H2R TECHNOLOGY LIMITED | Data Engineer | Data Engineer EPS | 271,934 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-----------------------------------|--------------------------|--|-------------|
| HAYLEY BROWNE | Policy advisor | Policy advisor to the Strategy and Engagement team | 5,601 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Business Analyst | Provision of Senior Business Analyst | 260,976 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Communications Advisor | Digital Communications Advisor to DDG | 124,208 |
| HAYS RECRUITING EXPERTS WORLDWIDE | Business Support | Provision of Business Support Administrator services | 16,960 |
| HUDSON GLOBAL RESOURCES (NZ) LTD | Professional Services | Provision of services | 90,164 |
| INSIDE EXECUTIVE RECRUITMENT LTD | Change Manager | Change Manager - Enterprise Cloud, DIP Programme | 96,310 |
| JACKSONSTONE and PARTNERS LTD | Finance Business Partner | Finance Business Partner backfilling in the Business Partnering team | 168,506 |
| JACKSONSTONE and PARTNERS LTD | Professional Services | Non-Public Funds - Service Lead | 130,930 |
| JACKSONSTONE and PARTNERS LTD | Senior Costing Analyst | Senior Costing Analyst in the Finance team | 168,598 |
| JACKSONSTONE and PARTNERS LTD | Senior Project Analyst | Senior Project Analyst in the Finance team | 208,829 |
| JACKSONSTONE and PARTNERS LTD | Financial Controller | Financial Controller backfill | 116,025 |
| LAB3 NZ LTD | Senior Business Analyst | Provision of Senior Business Analyst for Defence Logistics Command | 296,940 |
| LIKEMIND LIMITED | SAP Functional Analyst | Provision of services to support the MRO Uplift Project | 31,388 |
| LIKEMIND LIMITED | Professional Services | MRO/Plant Maintenance Expert | 300,623 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-------------------------------|-----------------------|--|-------------|
| LIKEMIND LIMITED | Project Director | Project Director for the Logistics Transformation Project | 102,786 |
| LIKEMIND LIMITED | Professional Services | SAP Developer | 13,545 |
| LIKEMIND LIMITED | Business Analyst | LMIS Business Analyst | 234,630 |
| LIKEMIND LIMITED | Consultancy Services | PA2 Org Design Specialist | 44,112 |
| LIKEMIND LIMITED | Programme Manager | Programme Manager to the Capability Branch | 145,891 |
| LIKEMIND LIMITED | Project Lead | NZDF Electric Vehicles Project | 213,960 |
| LIKEMIND LIMITED | Business Analyst | Ammunition System Remediation Project | 84,394 |
| LIKEMIND LIMITED | Project Manager | Project Manager, Project Athena | 123,113 |
| LIKEMIND LIMITED | Programme Manager | Programme Manager - Future Enterprise Resource Planning (FERP) | 137,966 |
| LIKEMIND LIMITED | Change Lead | Change Lead - Future Enterprise Resource Planning (FERP) | 118,718 |
| LIKEMIND LIMITED | Business Analyst | Business Analyst - Project Athena | 48,187 |
| LIKEMIND LIMITED | Project Manager | Project Manager - LMIS | 52,019 |
| MAZE MANAGEMENT LTD | Professional Services | Senior Procurement Specialist/Commercial Lead | 163,248 |
| MOMENTUM CONSULTING GROUP LTD | Business Support | Finance consultant backfill | 140,124 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|---------------------------------------|--|--|-------------|
| MOMENTUM CONSULTING GROUP LTD | Professional Services | Project Alexander 2 Senior Lines of Effort (LOE) Lead | 250,092 |
| MOMENTUM CONSULTING GROUP LTD | Project Manager | Project Manager, Pre-Employment Security Risk Screening Pilot | 91,086 |
| MOMENTUM CONSULTING GROUP LTD | Business Support | Finance consultant backfill | 33,509 |
| NGA WAIHUA O PAERANGI TRUST | Professional Services | Management of Project Online Hui, and other services e.g. OIA responses | 12,761 |
| NICHE CONSULTING GROUP LIMITED | Change Manager | Change Manager for Department of Estate and Infrastructure (DEI) Transformation Programme | 281,620 |
| OCG CONSULTING LTD | Senior Communications Advisor | Senior Communications Advisor CISCTP | 40,828 |
| PRESTO RESOURCING OPTIONS LTD | Technical Business Analyst - CSSC | MOD contract. Please contact Info Domain commercial lead (terrence.o'donnell@defence.govt.nz) for further details. | 18,574 |
| PRESTO RESOURCING OPTIONS LTD | Business Analyst | Technical Business Analyst - CSSC | 48,021 |
| PROJECT PLUS LTD | Project support | MRT Support to the MRO Uplift Project | 40,134 |
| RANDSTAD DIGITAL NZ LTD | Delivery Enabler - Information Management for Operations | Under 10k | 18,919 |
| RANDSTAD LIMITED NZ | Business Support | Provision of Purchasing coordinator services | 21,141 |
| RANDSTAD LIMITED NZ | Business Support | Senior IT Purchasing Coordinator | 90,872 |
| RANDSTAD LIMITED NZ | Business Analyst | MDMI Project Business Analyst | 92,184 |
| RANDSTAD LIMITED NZ | Software Developer | Salesforce Developer | 60,264 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-------------------------|------------------------|---|-------------|
| RANDSTAD LIMITED NZ | Business Support | Enquiry Line Call Centre Operator | 29,312 |
| RANDSTAD LIMITED NZ | Business Analyst | Project Business Analyst. IMP - Tranche Zero | 35,376 |
| RICE CONSULTING LIMITED | Business Analyst | LTP - Business Analyst | 20,150 |
| ROBERT WALTERS NZ LTD | Project Coordinator | Provision of services to the Logistic Management Information System (LMIS) work programme | 73,216 |
| ROBERT WALTERS NZ LTD | Change Manager | Change Manager Learning and Development | 38,679 |
| ROBERT WALTERS NZ LTD | Communications Advisor | Communications Advisor | 237,551 |
| ROBERT WALTERS NZ LTD | Business Support | Provision of Programme Coordinator services to the Knowledge and Information Management Directorate | 151,928 |
| ROBERT WALTERS NZ LTD | Project Coordinator | IMP Project Coordinator | 49,146 |
| ROBERT WALTERS NZ LTD | Contractor services | LMIS Project Manager/ Scrum Master | 195,009 |
| ROBERT WALTERS NZ LTD | Project Manager | LMIS Project Manager/ Scrum Master | 78,920 |
| ROBERT WALTERS NZ LTD | Change Manager | Change Manager - Mobility and Connectivity | 293,590 |
| ROBERT WALTERS NZ LTD | Data Analyst | Data Analyst Security Hub | 50,828 |
| ROBERT WALTERS NZ LTD | Project Coordinator | Senior Project Coordinator to the Future ERP project | 162,839 |
| ROBERT WALTERS NZ LTD | Project Coordinator | Senior Project Coordinator - the future ERP project | 55,375 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-----------------------|-------------------------|---|-------------|
| ROBERT WALTERS NZ LTD | Change Manager | Change Manager - Defence Information Platform (DIP) | 348,100 |
| ROBERT WALTERS NZ LTD | Project Coordinator | Project Coordinator, LMIS Work Programme | 99,445 |
| ROBERT WALTERS NZ LTD | Administrator | Project Administrator | 89,866 |
| ROBERT WALTERS NZ LTD | Business Analyst | Senior Business Analyst for the Equipment Accountability Transfer (EAT) project | 184,495 |
| ROBERT WALTERS NZ LTD | Business Support | Change Analyst LMIS Work Programme | 211,939 |
| ROBERT WALTERS NZ LTD | Project Coordinator | Senior project coordinator to support the Project Lead for the Air MRO project | 193,808 |
| ROBERT WALTERS NZ LTD | Business Support | MDMI DDMS Support role | 238,138 |
| ROBERT WALTERS NZ LTD | Programme Manager | IMP Programme Manager | 227,595 |
| ROBERT WALTERS NZ LTD | Programme Manager | Programme Manager Workforce Optimisation | 179,208 |
| ROBERT WALTERS NZ LTD | Engagement Lead | LMIS Stakeholder Engagement and Communications Lead | 123,105 |
| ROBERT WALTERS NZ LTD | Business Analyst | Senior Business Analyst - DMMG Ammunition project | 127,738 |
| ROBERT WALTERS NZ LTD | Programme Coordinator | Programme Coordinator - IMP | 44,843 |
| ROBERT WALTERS NZ LTD | Programme Administrator | Future ERP Project (FERP) | 11,175 |
| ROBERT WALTERS NZ LTD | Business Support | Data entry and file uploading within the DEMO Knowledge Team. | 38,999 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|--|----------------------------|---|-------------|
| SERVICE DYNAMICS LIMITED | Senior Business Consultant | Security Hub additional updates | 29,007 |
| SERVICE DYNAMICS LIMITED | Software Developer | Cyber Incident management | 130,703 |
| SERVICE DYNAMICS LIMITED | Software Developer | Cherwell Solution Designer | 91,306 |
| SERVICE DYNAMICS LIMITED | Solution Designer | Senior Cherwell Solution Designer for the Continuous Security Assurance Framework (CSAF Phase 4a) | 101,750 |
| SERVICE DYNAMICS LIMITED | Senior Solutions Designer | DSSG Workflow Solution Bronze | 67,406 |
| SERVICE DYNAMICS LIMITED | Project resources | Project resources to the Secure Case Management Learning project | 152,117 |
| SKILLS CONSULTING GROUP LIMITED | Professional Services | Converting PDF versions of Syllabi into SOLO | 36,000 |
| SOLAR SAILOR ENGINEERING | Professional Services | Contract for lease and training on BB Un-crewed Surface Vessel (USV) | 20,661 |
| SPARK DIGITAL | Project Manager | Project Manager to DDG - Enterprise Products Systems | 109,897 |
| SPARK DIGITAL | Senior Consultant | Senior Consultant - Oracle Database | 156,138 |
| STARFISH CONSULTING LTD | Programme Manager | Provision of Programme manager for Health Programme | 163,119 |
| STARFISH CONSULTING LTD | Business Analyst | Provision of Business Analyst Services to Estate and Infrastructure | 20,020 |
| STARFISH CONSULTING LTD | Test Analyst | Provision of services to support the MRO Uplift Project | 18,321 |
| STARFISH CONSULTING LTD | Business Analyst | Senior Business Analyst to support the Pegasus project | 53,328 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-------------------------|-------------------------|--|-------------|
| STARFISH CONSULTING LTD | Senior Business Analyst | Provision of Senior Business Analyst Services to the Communications and Information Systems Branch | 284,245 |
| STARFISH CONSULTING LTD | Project Manager | Organisation Development Advisor - LTP | 21,438 |
| STARFISH CONSULTING LTD | Professional Services | Organisation Development Advisor - LTP | 79,685 |
| STARFISH CONSULTING LTD | Business Analyst | Provision of Senior Business Analyst services to the MRO Uplift project | 184,767 |
| STARFISH CONSULTING LTD | Change Manager | Provision of Change Manager services to the Log Command (Air) team | 26,241 |
| STARFISH CONSULTING LTD | Professional Services | Change and Communications Manager to DLC | 24,321 |
| STARFISH CONSULTING LTD | Programme Coordinator | DIP Programme Coordinator | 98,550 |
| STARFISH CONSULTING LTD | Manager Support | DARs Change & Coms Manager Support | 254,536 |
| STARFISH CONSULTING LTD | Product Analyst | EPS EUC - Product Analyst | 213,235 |
| STARFISH CONSULTING LTD | Project Manager | Project Manager for the Ammunition System Remediation Project | 214,834 |
| STARFISH CONSULTING LTD | Project Coordinator | DIP Project coordinator - Modern Desktop and Mobility | 91,804 |
| STARFISH CONSULTING LTD | Business Analyst | Provision of Business Product Analyst services | 245,834 |
| STARFISH CONSULTING LTD | HR Advisor | HR Advisor for DEI | 16,000 |
| STARFISH CONSULTING LTD | Professional Services | Engaged to support the Knowledge Portal Population (KP2) project | 199,480 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|--------------------------------|-----------------------------------|---|-------------|
| STARFISH CONSULTING LTD | Advisor | Portfolio Advisor - DEI Portfolio Management Office | 79,860 |
| STARFISH CONSULTING LTD | Change Manager | Programme Change Manager for Future FM Contracts, DEI | 13,230 |
| STARFISH CONSULTING LTD | Portfolio Analyst | Senior Portfolio Analyst - DEI Portfolio Management | 57,291 |
| STARFISH CONSULTING LTD | SAP Developer | SAP ABAP Developer | 107,032 |
| STRATEGIC SOURCING CONSULTANCY | Professional Services | NEA program scheduler -NEA | 19,140 |
| TALENT AOTEAROA LTD | Business Analyst | Provision of services to support the MRO Uplift Project | 217,316 |
| TALENT AOTEAROA LTD | Migration Specialist | DDG EPS - PKI Migration Specialist | 16,079 |
| TALENT AOTEAROA LTD | Information Management Consultant | DDMS Information Management Consultant | 12,634 |
| TALENT AOTEAROA LTD | Data Analyst | ERP Data Analyst | 21,622 |
| TALENT AOTEAROA LTD | Migration Specialist | DDG EPS - PKI Migration Specialist | 266,551 |
| TALENT AOTEAROA LTD | Consultancy Services | DDMS Information Management Consultant | 170,017 |
| TALENT AOTEAROA LTD | Project Manager | MRO Uplift - Project Manager | 263,018 |
| TALENT AOTEAROA LTD | Senior Business Analyst | Senior Business Analysts for Discovery for Deployment of Cherwell | 164,333 |
| TALENT AOTEAROA LTD | Business Analyst | Business Analyst - Discovery deployment of Cherwell onto Mobile devices | 74,889 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-------------------------------|-------------------------|---|-------------|
| TALENT AOTEAROA LTD | Business Analyst | Provision of Business Analyst services to the DDG team | 155,871 |
| TALENT AOTEAROA LTD | Business Analyst | Business Analyst - Marine Deployed team | 29,505 |
| TALENT AOTEAROA LTD | Business Analyst | Business Analyst - Cyber Security Team | 34,344 |
| TALENT AOTEAROA LTD | Business Analyst | Provision of services to the DSSG Strategic Direction project | 152,385 |
| TALENT AOTEAROA LTD | Data Analyst | Data Analyst, LMIS | 20,909 |
| TALENT AOTEAROA LTD | Senior Business Analyst | Senior Business Analyst in DDG | 107,104 |
| TALENT AOTEAROA LTD | Programme Coordinator | DIP Programme Coordinator | 126,816 |
| TALENT AOTEAROA LTD | Technical Analyst | Technical Analyst, Data Migration | 69,963 |
| TALENT AOTEAROA LTD | Business Analyst | Senior Technical Business Analyst in DDG | 98,217 |
| TALENT AOTEAROA LTD | Business Analyst | Senior Business Analyst in DDG | 73,704 |
| TALENT AOTEAROA LTD | Project Manager | IT Service costing | 43,340 |
| TALENT AOTEAROA LTD | Project support | Project support services to the MRO Uplift | 69,065 |
| TALENT ARMY LIMITED | Professional Services | | 31,658 |
| TALENT INTERNATIONAL (NZ) LTD | Project Director | Provision of services to the Enterprise Products & Systems | 13,740 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|--------------------------------------|-----------------------|---|-------------|
| TALENT INTERNATIONAL (NZ) LTD | Professional Services | Developer and Test Services/CTP Cloud Engineers | 137,861 |
| TALENT INTERNATIONAL (NZ) LTD | Solution Architect | EPS Technical Solution Architect | 130,283 |
| TALENT INTERNATIONAL (NZ) LTD | Business Analyst | Business Analyst-CIS-EPS | 49,447 |
| TALENT INTERNATIONAL (NZ) LTD | Business Analyst | Business Analyst DDG EPS | 179,730 |
| TALENT INTERNATIONAL (NZ) LTD | Project Director | Project Director services to the CISCTP Enterprise Products and Systems | 300,616 |
| TALENT INTERNATIONAL (NZ) LTD | Professional Services | NZ National Lead - Pegasus Project | 36,419 |
| TALENT INTERNATIONAL (NZ) LTD | Professional Services | A PKI Specialist is required to support the NZDF's CIS Branch Secure Information Environment (SIE) Public Key | 228,568 |
| TALENT INTERNATIONAL (NZ) LTD | Product Owner | Backfill Product Owner role | 18,243 |
| TALENT INTERNATIONAL (NZ) LTD | Automation Engineer | EPS Deployed Automation Engineer | 12,199 |
| TALENT INTERNATIONAL (NZ) LTD | Project Advisor | Project Advisor - Logistics Transformation Project (LTP) | 5,101 |
| TALENT INTERNATIONAL (NZ) LTD | Finance Specialist | Future ERP Project, Information Domain | 195,291 |
| TALENT INTERNATIONAL (NZ) LTD | Change Manager | Change Manager Adoption and Training | 119,470 |
| TALENT INTERNATIONAL (NZ) LTD | Project Manager | Project Manager - DIP | 331,435 |
| TALENT INTERNATIONAL (NZ) LTD | Professional Services | Health and Safety Management and Compliance Specialist | 192,010 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|--------------------------------------|----------------------------|---|-------------|
| TALENT INTERNATIONAL (NZ) LTD | Maintenance Planner | Support role to maintenance planning for the MRO Uplift project | 69,782 |
| TASKA | Assurance Advisor | Individual - Information Assurance Advisor | 24,821 |
| TASKA | Security Assurance Advisor | Provision of services to the Information Security team | 156,138 |
| TASKA | Business Analyst | DDG EPS Business Analyst | 231,068 |
| TASKA | Agile Coach | Agile Coach/ Scrum Practice Lead | 307,254 |
| TASKA | Financial Analyst | Individual - Financial Analyst | 150,138 |
| TASKA | Business Analyst | Business Analyst EPS | 269,836 |
| TASKA | Scrum Master | Scrum Master - EPS | 487,870 |
| TASKA | Business Analyst | EPS Business Analyst | 450,782 |
| TEKSYSTEMS | Change Lead | Project Athena Change Lead | 80,006 |
| THE JOHNSON GROUP LTD | Change Lead | IMP Change Lead | 203,823 |
| TREGASKIS BROWN LTD | Project support | Provision of project management services to the Operationalising Capability Definition Documents (CDDs) | 116,900 |
| TREGASKIS BROWN LTD | Consultancy Services | Review of taxation allowances, Military factor | 58,896 |
| VENTURE CONSULTING GROUP LTD | Professional Services | Project - DACM Business Case | 29,972 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-------------------------------------|-------------------------|--|--------------------|
| VENTURE CONSULTING GROUP LTD | Business Support | Transition Lead - BFG | 27,133 |
| VENTURE CONSULTING GROUP LTD | Programme Manager | Provision of services to the Logistic Management Information Systems (LMIS) Work Programme | 130,650 |
| VENTURE CONSULTING GROUP LTD | Programme Manager | Logistic Management Information Systems Work Programme - Programme Manager | 27,300 |
| VENTURE CONSULTING GROUP LTD | Business Support | Project Administrator for the FERP project | 24,575 |
| VENTURE CONSULTING GROUP LTD | Project Manager | Project Horizon - Project Manager | 38,781 |
| VENTURE CONSULTING GROUP LTD | Migration Lead | Data Migration Lead | 17,400 |
| VENTURE CONSULTING GROUP LTD | Professional Services | Project Horizon - Process and Procedures Lead | 42,966 |
| VENTURE CONSULTING GROUP LTD | Test Lead | Project Horizon - Test Lead | 31,900 |
| VENTURE CONSULTING GROUP LTD | Business Analyst | LMIS Work Programme Business Analyst | 246,480 |
| VENTURE CONSULTING GROUP LTD | Integration Lead | LMIS Work Programme Capability Integration Lead | 21,539 |
| VENTURE CONSULTING GROUP LTD | Technical Analyst | LMIS Work Programme Business / Technical Analyst | 22,422 |
| VENTURE CONSULTING GROUP LTD | Project Manager | LMIS Work Programme Project Manager | 289,798 |
| VENTURE CONSULTING GROUP LTD | Project Manager | LMIS Programme Project Manager | 232,979 |
| VENTURE CONSULTING GROUP LTD | Project support | LMIS Work Programme Support Lead | 217,650 |

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| Vendor | Service Provided | Details of Contract | Actual Cost |
|-------------------------------------|--------------------------------------|---|--------------------|
| VENTURE CONSULTING GROUP LTD | Professional Services | Provision of Marketing And Communications Analyst services to the Capability Branch | 125,517 |
| VENTURE CONSULTING GROUP LTD | Professional Services | Stakeholder and Engagement Lead to the Capability Branch | 313,825 |
| VENTURE CONSULTING GROUP LTD | Software Developer | Software Enhancement/ Automatic Pay Progression | 305,384 |
| VENTURE CONSULTING GROUP LTD | Developer | SAP ABAP Developer | 206,523 |
| VENTURE CONSULTING GROUP LTD | Delivery Lead | Delivery Lead LMIS Work Programme | 200,100 |
| VENTURE CONSULTING GROUP LTD | Business Analyst | Business Analyst LMIS Work Programme | 186,048 |
| VENTURE CONSULTING GROUP LTD | Business Analyst | Business Analyst LMIS | 121,460 |
| VENTURE CONSULTING GROUP LTD | Project Manager | LMIS Work Programme Project Manager | 171,311 |
| VENTURE CONSULTING GROUP LTD | Test Analyst | LMIS Senior Test Analyst | 99,603 |
| VOCO LTD | Programme Management | DIP Programme Delivery Manager | 430,950 |
| VOCO LTD | Change Analyst | Digital Change Management Services - digital adoption | 49,868 |
| N/A | Various Contracts \$10,000 and Under | | 166,304 |
| Total * | | | 39,804,886 |

*Results are prior to Audit and Publishing of Annual Report and subject to change.

1. What is the average and median per centage of each pay range, for employees with less than 1 years' service?

| All | | |
|--------------|----------------|---------------|
| Grade | Average | Median |
| CHS | 100.46% | 100.00% |
| CVPRM12 | 97.50% | 97.50% |
| CVPRM15 | 101.25% | 100.00% |
| CVPRM16 | 92.50% | 92.50% |
| CVPRM17 | 90.00% | 90.00% |
| CVPRM18 | 101.50% | 100.00% |
| CVPRM19 | 105.00% | 105.00% |
| CVPRM20 | 97.50% | 97.50% |
| GRADE00 | 96.39% | 94.31% |
| GRADE09 | 97.92% | 97.50% |
| GRADE10 | 95.96% | 95.00% |
| GRADE11 | 96.00% | 95.00% |
| GRADE12 | 96.74% | 97.50% |
| GRADE13 | 98.75% | 97.50% |
| GRADE14 | 97.44% | 97.50% |
| GRADE15 | 97.64% | 97.64% |
| GRADE16 | 98.24% | 97.63% |
| GRADE17 | 96.65% | 97.62% |
| GRADE18 | 100.12% | 100.00% |
| GRADE19 | 99.96% | 100.00% |
| GRADE20 | 99.44% | 97.59% |

| PSA | | |
|--------------|----------------|---------------|
| Grade | Average | Median |
| CHS | 99.28% | 100.00% |
| CVPRM12 | 97.50% | 97.50% |
| CVPRM15 | 101.67% | 100.00% |
| CVPRM16 | 95.00% | 95.00% |
| CVPRM18 | 102.50% | 102.50% |
| CVPRM19 | 105.00% | 105.00% |
| CVPRM20 | 100.00% | 100.00% |
| GRADE00 | 94.78% | 94.31% |
| GRADE10 | 95.28% | 95.00% |
| GRADE11 | 96.25% | 96.25% |
| GRADE12 | 96.80% | 97.50% |
| GRADE13 | 100.00% | 97.50% |
| GRADE14 | 97.17% | 97.50% |
| GRADE15 | 96.53% | 97.64% |
| GRADE16 | 99.14% | 100.00% |
| GRADE17 | 95.23% | 95.23% |
| GRADE18 | 101.75% | 102.39% |
| GRADE19 | 97.45% | 100.00% |
| GRADE20 | 100.60% | 100.00% |

2. What is the average and median percentage of each pay range, for employees with 1 to 2 years' service?

| All | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 100.54% | 100.00% |
| CVPRM12 | 99.38% | 100.00% |
| CVPRM15 | 97.50% | 97.50% |
| CVPRM16 | 101.25% | 101.25% |
| CVPRM17 | 100.25% | 100.00% |
| CVPRM18 | 100.00% | 100.00% |
| CVPRM19 | 95.00% | 95.00% |
| CVPRM20 | 103.33% | 102.50% |
| GRADE00 | 99.90% | 100.00% |
| GRADE09 | 100.19% | 102.50% |
| GRADE10 | 98.94% | 100.00% |
| GRADE11 | 96.69% | 97.50% |
| GRADE12 | 97.22% | 97.50% |
| GRADE13 | 98.54% | 98.75% |
| GRADE14 | 97.75% | 100.00% |
| GRADE15 | 97.01% | 97.64% |
| GRADE16 | 98.86% | 100.00% |
| GRADE17 | 98.33% | 98.81% |
| GRADE18 | 96.77% | 96.41% |
| GRADE19 | 97.66% | 100.00% |
| GRADE20 | 98.27% | 100.00% |

| PSA | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 100.95% | 100.95% |
| CVPRM15 | 101.25% | 101.25% |
| CVPRM16 | 100.00% | 100.00% |
| GRADE00 | 100.30% | 99.41% |
| GRADE10 | 100.75% | 101.25% |
| GRADE11 | 95.41% | 95.00% |
| GRADE12 | 93.33% | 92.50% |
| GRADE13 | 97.50% | 95.00% |
| GRADE14 | 95.91% | 95.00% |
| GRADE15 | 96.26% | 95.27% |
| GRADE16 | 98.22% | 100.00% |
| GRADE17 | 97.74% | 100.00% |
| GRADE18 | 95.81% | 96.41% |
| GRADE19 | 94.65% | 93.66% |
| GRADE20 | 98.23% | 100.00% |

3. What is the average and median percentage of each pay range, for employees with 2 to 3 years' service?

| All | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 100.76% | 100.00% |
| CVPRM12 | 98.33% | 97.50% |
| CVPRM15 | 95.00% | 95.00% |
| CVPRM16 | 98.00% | 100.00% |
| CVPRM17 | 100.00% | 100.00% |
| CVPRM18 | 92.50% | 92.50% |
| CVPRM19 | 101.87% | 102.50% |
| CVPRM20 | 101.68% | 100.98% |
| GRADE00 | 99.17% | 100.00% |
| GRADE09 | 100.53% | 100.00% |
| GRADE10 | 100.91% | 100.00% |
| GRADE11 | 98.48% | 97.50% |
| GRADE12 | 96.67% | 95.00% |
| GRADE13 | 99.12% | 100.00% |
| GRADE14 | 99.25% | 100.00% |
| GRADE15 | 100.09% | 101.19% |
| GRADE16 | 98.59% | 100.00% |
| GRADE17 | 97.61% | 97.61% |
| GRADE18 | 98.34% | 97.60% |
| GRADE19 | 100.56% | 102.41% |
| GRADE20 | 100.76% | 100.00% |

| PSA | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 100.95% | 100.95% |
| CVPRM12 | 97.50% | 97.50% |
| CVPRM15 | 95.00% | 95.00% |
| CVPRM16 | 102.50% | 102.50% |
| CVPRM20 | 100.00% | 100.00% |
| GRADE00 | 101.96% | 101.96% |
| GRADE10 | 102.50% | 102.50% |
| GRADE11 | 102.50% | 102.50% |
| GRADE12 | 95.62% | 95.00% |
| GRADE13 | 95.00% | 95.00% |
| GRADE14 | 100.00% | 101.25% |
| GRADE15 | 98.71% | 100.00% |
| GRADE16 | 100.00% | 102.37% |
| GRADE17 | 99.11% | 101.19% |
| GRADE18 | 96.81% | 97.61% |
| GRADE19 | 94.17% | 93.66% |
| GRADE20 | 98.20% | 98.80% |

4. What is the average and median percentage of each pay range, for employees with 3 to 4 years' service?

| All | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 102.82% | 101.90% |
| CVPRM12 | 102.50% | 102.50% |
| CVPRM18 | 100.00% | 100.00% |
| CVPRM20 | 90.00% | 90.00% |
| GRADE00 | 102.35% | 101.96% |
| GRADE09 | 100.83% | 100.00% |
| GRADE10 | 102.50% | 102.50% |
| GRADE11 | 111.65% | 105.00% |
| GRADE12 | 99.38% | 98.75% |
| GRADE13 | 97.50% | 97.50% |
| GRADE14 | 102.08% | 102.50% |
| GRADE15 | 100.39% | 100.00% |
| GRADE16 | 99.41% | 98.81% |
| GRADE17 | 99.60% | 100.00% |
| GRADE18 | 99.98% | 100.00% |
| GRADE19 | 102.07% | 102.40% |
| GRADE20 | 99.85% | 100.00% |

| PSA | | |
|---------|---------|---------|
| Grade | Average | Median |
| CVPRM18 | 100.00% | 100.00% |
| CVPRM20 | 90.00% | 90.00% |
| GRADE00 | 102.38% | 101.96% |
| GRADE10 | 101.25% | 101.25% |
| GRADE11 | 124.96% | 124.96% |
| GRADE12 | 97.50% | 97.50% |
| GRADE13 | 97.50% | 97.50% |
| GRADE14 | 103.33% | 105.00% |
| GRADE15 | 102.36% | 102.36% |
| GRADE16 | 97.63% | 97.63% |
| GRADE17 | 99.27% | 100.00% |
| GRADE18 | 102.39% | 102.39% |
| GRADE19 | 97.09% | 95.20% |
| GRADE20 | 96.63% | 95.19% |

5. What is the average and median percentage of each pay range, for employees with 4 to 5 years' service?

| All | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 102.81% | 100.00% |
| CVPRM12 | 101.25% | 101.25% |
| CVPRM15 | 105.00% | 105.00% |
| CVPRM17 | 95.00% | 95.00% |
| CVPRM18 | 105.00% | 105.00% |
| CVPRM20 | 105.00% | 105.00% |
| GRADE00 | 103.19% | 104.75% |
| GRADE09 | 101.79% | 102.50% |
| GRADE10 | 101.91% | 102.50% |
| GRADE11 | 101.77% | 102.50% |
| GRADE12 | 99.00% | 98.75% |
| GRADE13 | 99.50% | 97.50% |
| GRADE14 | 102.00% | 102.50% |
| GRADE15 | 98.62% | 97.64% |
| GRADE16 | 99.44% | 102.37% |
| GRADE17 | 99.43% | 100.00% |
| GRADE18 | 101.35% | 102.39% |
| GRADE19 | 102.40% | 102.40% |
| GRADE20 | 99.85% | 100.00% |

| PSA | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 104.21% | 104.21% |
| CVPRM12 | 100.00% | 100.00% |
| CVPRM15 | 105.00% | 105.00% |
| GRADE00 | 102.81% | 103.23% |
| GRADE10 | 105.00% | 105.00% |
| GRADE11 | 100.46% | 100.00% |
| GRADE12 | 97.00% | 95.00% |
| GRADE13 | 98.75% | 98.75% |
| GRADE14 | 103.75% | 103.75% |
| GRADE15 | 100.00% | 102.36% |
| GRADE16 | 98.81% | 100.00% |
| GRADE17 | 101.67% | 102.38% |
| GRADE18 | 105.98% | 105.98% |
| GRADE20 | 97.59% | 97.59% |

6. What is the average and median percentage of each pay range, for employees with 5 to 6 years' service?

| All | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 103.53% | 103.53% |
| CVPRM20 | 105.00% | 105.00% |
| GRADE00 | 100.96% | 100.96% |
| GRADE09 | 100.00% | 100.00% |
| GRADE10 | 102.50% | 102.50% |
| GRADE11 | 102.50% | 102.50% |
| GRADE12 | 102.14% | 102.50% |
| GRADE13 | 100.50% | 100.00% |
| GRADE14 | 101.67% | 102.50% |
| GRADE15 | 104.25% | 104.73% |
| GRADE16 | 101.19% | 101.19% |
| GRADE17 | 100.53% | 102.38% |
| GRADE18 | 94.97% | 95.21% |
| GRADE19 | 98.03% | 97.60% |
| GRADE20 | 101.20% | 102.41% |

| PSA | | |
|---------|---------|---------|
| Grade | Average | Median |
| GRADE00 | 99.41% | 99.41% |
| GRADE10 | 102.50% | 102.50% |
| GRADE11 | 102.50% | 102.50% |
| GRADE12 | 101.67% | 105.00% |
| GRADE13 | 100.00% | 100.00% |
| GRADE15 | 100.00% | 100.00% |
| GRADE16 | 97.63% | 97.63% |
| GRADE17 | 97.62% | 97.62% |
| GRADE18 | 93.62% | 95.21% |
| GRADE19 | 93.22% | 93.22% |
| GRADE20 | 100.00% | 100.00% |

7. What is the average and median percentage of each pay range, for employees with 6 or more years' service?

| All | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 102.14% | 101.90% |
| CVPRM12 | 100.00% | 102.50% |
| CVPRM15 | 102.50% | 102.50% |
| CVPRM16 | 103.57% | 105.00% |
| CVPRM18 | 98.75% | 97.50% |
| CVPRM19 | 102.50% | 102.50% |
| CVPRM20 | 96.25% | 97.50% |
| GRADE00 | 103.07% | 101.96% |
| GRADE09 | 104.45% | 105.00% |
| GRADE10 | 102.84% | 105.00% |
| GRADE11 | 103.85% | 105.00% |
| GRADE12 | 101.39% | 102.50% |
| GRADE13 | 102.54% | 102.50% |
| GRADE14 | 102.98% | 105.00% |
| GRADE15 | 103.17% | 104.73% |
| GRADE16 | 102.00% | 103.56% |
| GRADE17 | 100.90% | 101.19% |
| GRADE18 | 101.96% | 104.79% |
| GRADE19 | 100.70% | 100.00% |
| GRADE20 | 100.98% | 102.41% |
| ITC16PS | 92.84% | 92.84% |
| ITD16AO | 102.39% | 102.39% |

| PSA | | |
|---------|---------|---------|
| Grade | Average | Median |
| CHS | 106.79% | 106.79% |
| CVPRM12 | 100.83% | 102.50% |
| CVPRM15 | 102.50% | 102.50% |
| CVPRM16 | 105.00% | 105.00% |
| CVPRM18 | 92.50% | 92.50% |
| GRADE00 | 100.87% | 101.96% |
| GRADE10 | 102.29% | 102.50% |
| GRADE11 | 103.05% | 103.75% |
| GRADE12 | 99.11% | 97.50% |
| GRADE13 | 102.31% | 103.75% |
| GRADE14 | 102.60% | 105.00% |
| GRADE15 | 102.71% | 102.36% |
| GRADE16 | 101.48% | 104.75% |
| GRADE17 | 100.11% | 100.00% |
| GRADE18 | 100.53% | 100.00% |
| GRADE19 | 98.40% | 97.60% |
| GRADE20 | 101.14% | 100.00% |
| ITC16PS | 92.84% | 92.84% |
| ITD16AO | 102.39% | 102.39% |