

s9(2)(a)

[REDACTED]

[REDACTED]

Our ref: OIA 2425-1163

Tēnā koe s9(2)(a)

### Response to your Official Information Act request

Thank you for your email of 30 May 2025 to the Ministry for Ethnic Communities (the Ministry), requesting the following information under the Official Information Act 1982 (the Act):

- 1) *... the agency's current work from home policy, including the date it was last updated and any accompanying documentation outlining the rationale for the most recent changes.*
- 2) *Copies of any previous versions of the work from home policy within the specified timeframe, including the dates each version was in effect (to and from) and any documentation explaining the reasons for changes made.*
- 3) *...all documents (including but not limited to briefings, memos, internal advice, and reports) provided to or from the Chief Executive or Executive Leadership Team relating to proposed or actual changes to the work from home policy.*

Following the Ministry's establishment in July 2021, our first Flexible Working Framework was published in May 2022. This framework remained in effect until January 2025 when it was updated following the PSC's Flexible (Working from Home) Guidelines which can be found at [Guidance-Flexible-Working-Work-from-Home.pdf](#).

In response to your request, 11 documents have been identified within scope and are summarised in the document schedule below. Please note that emails of an administrative nature have been deemed as out of scope and, as such, are not included in this response.

The documents are being released to you with some information within the documents withheld under section 9(2)(a) of the Act, to protect the privacy of natural persons. This includes the withholding of details of each staff member's flexible working arrangements. However, summary data of individual staff flexible working arrangements is included.

As is required by section 9(1) of the OIA, I have considered whether the grounds for withholding information under section 9 of the OIA are outweighed by other considerations which would make it desirable, in the public interest, to make that information available. In this instance, I do not consider that to be the case.

Under section 28 of the Act, you have the right to seek an investigation and review by the Office of the Ombudsman of my response relating to this request. The relevant details can be found on their website at: [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz).

Please note, due to the public interest in our work, the Ministry may publish responses to requests for official information on our website, shortly after the response has been sent. If you have any queries about this, please feel free to contact our Ministerial Services team: [Ministerial@ethniccommunities.govt.nz](mailto:Ministerial@ethniccommunities.govt.nz).

Ngā mihi



Edward Firth  
**Director of Ministerial Services**

Document Schedule

No.	Date	Title	Comments
1	24/09/24	Flexible Working Framework – May 2022	Released in full.
2	04/02/25	Flexible Working Framework – January 2025	Released in full.
3	24/09/24	Email - Government announcements on flexible working	Released in full.
4	23/09/24	Letter from Te Kawa Mataaho	Released in full.
5	25/09/24	Letter – Remote working at Ministry for Ethnic Communities	Released in full.
6	31/01/25	Email – WFH answers	Some information withheld under section 9(2)(a).
7	31/01/25	Email – Herald: WFH data	Some information out of scope; and withheld under section 9(2)(a).
8	04/02/25	Email –Flexible Working, working from home Update	Some information withheld under section 9(2)(a).
9	04/02/25	Request for Flexible Working	Released in full.
10	20/02/25	Email – Staff WFH Master	Released in full.
11	21/02/25	Email – Staff WFH	Some information withheld under section 9(2)(a).



*Released under the Official Information Act 1982*

**Flexible Working Framework – May 2022**



## 1. Flexible Working Framework overview

At the Ministry we want people to have a real choice about how they undertake their mahi in balance with their personal and family life. We want to ensure that in making things better for our ethnic communities in Aotearoa, we are also supporting the wellbeing and inclusion of the people leading that mahi.

The Ministry wants to be an employer who exemplars inclusion, attracting and retaining a talented diverse team and a robust flexible working framework is integral to achieving this.

Flexible working is a broad term which covers the ways, places, times and how much a person may work in delivering the agreed outcomes of their role within the Ministry. Developing a flexible working arrangement is not about making changes to your employment contract but more about considering the way you might best work in delivering your role while taking into account a number of work and personal factors.

Not everyone will have the same way of working depending on their role and own personal circumstances, and that's ok. So long as the guidelines and expectations are clear, including good transparent communication and a trusted relationship between individuals, their leader, team and wider Ministry, flexibility can work.

The following is a framework intended to guide the development of flexible working arrangements which support the individual, team and the outcome of the work. It is not exhaustive or prescriptive and is open to interpretation. Its important to note that this framework is a high trust model between employees and leaders.

## 2. Application

This framework is intended to guide all MEC employees (including fixed term). Options will be considered for contractors at the recruitment stage via agency's.

## 3. Flexible Working principles

At the Ministry, we have principles to guide any decision making associated with the development of a Flexible Working arrangement. These principles are;

### ***Flexibility is the norm***

We adopt proactive, thoughtful and sustainable practises around all forms of flexible working. Our default is to consider how not if we can enable flexibility.

### ***Leadership by example***

MEC Leaders should be a positive role model in managing and supporting flexible working arrangements for both their team members and themselves.

### ***We are inclusive - not one size fits all***

We recognise that we are all diverse individuals and flexible ways of working will look different for each MEC staff member because of this, our role and the type of work we do. Flexible working arrangements are agreed to on a case by case basis between the leader and the individual and do not need to necessarily replicate any other working arrangement.

### **Needs to work for everyone**

We balance the needs of our staff as individuals with the Ministry's ability to deliver outcomes for the stakeholders and ethnic communities that we serve.

We work to ensure we are available for our leader, teams and stakeholders. This may take the form of a charter or agreement on ways of working together as a team or business unit, based on navigating multiple working arrangements across the Ministry.

### **Transparency and Trust**

We are accountable for outcomes and once agreed, we trust that individuals will manage their flexible working arrangement within the guidelines. There is no judgement of differing working arrangements.

We communicate regularly to track progress and we freely share our availability or working arrangement with our team and where appropriate, stakeholders.

## **4. Flexible Working options**

There are many different flexible working arrangements to consider across time, leave, place and role. The following is not an exhaustive list but more an example of working arrangements.

It is also possible that flexible working arrangements for an individual may be made up of more than one of these types. For example, you may work four days per week, two of those days in the office and two working at home.

<b>Flexi-time</b>		
Types	Description	Management considerations
Compressed time	Could be across a week e.g. 4-day week, or 9- day fortnight	Could also consider Flexi-leave options
Reduced hours	E.g. 5 hours per day	Consider the minimum number of hours required to fulfil the role.
Reduced days/part time	E.g. 3 days per week	Consider the minimum number of days required to fulfil the role.
Flexi-time	E.g. <ul style="list-style-type: none"><li>Start early and finish early,</li><li>Start late and finish late,</li><li>Take an extended break in middle of day</li></ul>	Would need to be well communicated and contact expectations set with internal and external colleagues/communities/stakeholders

## Flexi-leave

Types	Description	Management considerations
Leave without pay (LWOP)	Taking short or long-term leave without being paid	Please check Leave Policy for conditions that may impact leave without pay options.
Buying Annual Leave	Buy up to two weeks additional annual leave with a reduction in salary	Managed via DIA – payroll (an annual option)
Term – time working	Work during the school term and taking paid or unpaid leave during school holidays	Formal arrangement

## Flexi-place

Types	Description	Management considerations
Working from home	Part of the week and in the office other days or full-time (all week, every week)	
Working outside the workplace region	Working from home in another region of New Zealand	On a case by case basis Consider period of absence from base.
Working from another MEC location	Such as a DIA office for a fixed period	On a case by case basis
Working from outside NZ and/or combined with extended leave	As a temporary or short-term arrangement for example while visiting family	(Still tbc – end May) Likely on a case by case basis for a max period (tbc)  <i>Please note as there are some complexities to this option such as IT, security, time zones and we are working with DIA to ensure we could support this option.</i>

## Flexi-role

Types	Description	Management considerations
Job sharing	Two people share the same job working part of the week each.	Formal arrangement
Reduced hours	Working less than full-time (40 hours per week) e.g. to study	Formal arrangement

<b>Secondments</b>	Taking on a different role (in MEC or PS agency) for development (short or long term).	Formal arrangement
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## 5. Making a Flexible Working request at MEC

Flexible working arrangements can be approached both in an informal or formal way. The difference is really about the impact the arrangement has on an individual's terms and conditions of employment. Both formal and informal arrangements require cooperation, communication and flexibility by all parties.

At MEC, we expect the most common form of flexible working arrangement will be informal and will not form part of your employment contract but will compliment it. However, the agreement will still need to be documented and signed by both parties and will form part of our Flexible Working reporting data.

### Informal flexible working

Informal arrangements:

- Are for flexibility that doesn't involve changes to pay or employment agreements
- May be established at the request of an individual
- May involve ad hoc arrangements which are agreed between leaders and individuals on an as-needs basis, such as variable start and finish times and/or working remotely on some days
- May also involve regular arrangements such as specific start and finish times on particular days, or regular days an employee will work remotely
- Should involve give and take on the part of the employee, manager and team, to ensure team delivery is maintained.
- Leader and employee discuss the request and/or alternative options in the context of the role and the team's responsibilities and deliverables

### Making a request

- Meet with your leader to discuss your request. Be clear about the type(s) of arrangement you would like considered, impacts, timeframes etc.
- Complete a [MEC Flexible Working Request](#)
- Allow the leader time to consider the request. Ideally, this should be no more than two working weeks.
- A further discussion arranged by the leader to respond to the request.
- An agreed and signed MEC Flexible Working Request form should be emailed to [debra.davis@ethniccommunities.govt.nz](mailto:debra.davis@ethniccommunities.govt.nz) for recording purposes.
- Where agreement has not been able to be reached, you can request a review of the decision by your DCE.

## **Formal flexible working**

Formal flexible working arrangements are generally a longer-term or ongoing change of working arrangements which may change an employee's terms and conditions of employment. The agreement will need to be documented and signed by both parties and will form part of our Flexible Working reporting data.

Formal flexible arrangements may be:

- requested for a defined period e.g. someone wants to work shorter hours to enable them to complete a study programme then return to working full-time
- a progression of short-term arrangements e.g. when someone is returning from parental leave, they may choose to come back on shorter hours or work less days but eventually work up to full-time hours
- an ongoing arrangement e.g. regular part-time, job sharing.

## **Making a request**

- Meet with your leader to discuss your request. Be clear about the type(s) of arrangement you would like considered, impacts, timeframes etc.
- Complete a [MEC Flexible Working Request](#)
- Allow the leader time to consider the request. Ideally, this should be no more than two working weeks.
- A further discussion arranged by the leader to respond to the request.
- Formal flexible arrangements require a formal letter confirming the arrangement and any changes to terms and conditions of employment. This should be done four weeks prior to the start of the arrangement (to allow time for changes to payroll and contracts). An agreed and signed MEC Flexible Working Request form should be emailed to [debra.davis@ethniccommunities.govt.nz](mailto:debra.davis@ethniccommunities.govt.nz) to generate the formal letter.
- A decline of a request must also be in writing and should state the clear rationale for the decision.
- Where agreement has not been able to be reached, you can request a review of the decision by your DCE.

## **Responding to any request**

Consider;

- Alignment with principles
- Workflow and impact on role deliverable (including stakeholders)
- Impacts on team (direct and Ministry)
- Mutual expectations and norms of behaviour within the team

- What mitigations may need to be put in place to enable this arrangement to be successfully undertaken.
- Health and Safety
- Information security and privacy
- IT/Tools and support
- Any other support needed
- Communication of arrangement to MEC/Community (where appropriate)
- Timeframe for the arrangement

#### **Monitoring and reviewing the arrangement**

- Check in during regular one to ones with leader and individual.
- Escalate any concerns immediately
- Have a more formal review period every 6months and document the outcome in an email.

## **6. Related policies, procedures, standards, guidelines, legislation, and/or websites**

The following documents are relevant to this framework:

- Flexible Working Request [MEC Flexible Working Request](#)
- Leave Policy [Leave Policy](#)
- PSC Guidance [Flexible-Work-by-Default Guidance and Resources | Te Kawa Mataaho Public Service Commission](#)
- The Employment Relations Act 2000 (ERA) [Legislation » Employment New Zealand](#)



Ministry for  
**Ethnic  
Communities**  
Te Tari Mātāwaka



## Flexible Working Framework – January 2025



**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government

## 1. Flexible Working Framework overview

The Ministry wants to be an employer which exemplars inclusion and attracts and retains a talented diverse team. We believe a robust flexible working framework is integral to achieving this.

The Ministry recognises the benefits of flexible working including allowing the Ministry and staff to;

- Balance work with other parts of life;
- Work at different times or locations;
- Improve health and wellbeing;
- Attract and retain talent; and
- Support diversity.

We want people to have a real choice about how they undertake their work in balance with their personal and family commitments. But we also need to ensure that we deliver for Ethnic Communities. This requires ensuring that our work practices are productive, and the delivery of our work objectives is front of mind.

Flexible working is a broad term which covers the ways, places, times and how much a person may work in delivering the agreed outcomes of their role within the Ministry. Developing a flexible working arrangement is not about making changes to your employment contract but more about considering the way you might best work in delivering your role while considering work requirements and personal factors.

## 2. Application

This framework covers all MEC employees and contractors.

## 3. Flexible Working principles

The following principles guide decisions associated with flexible working arrangements.

### ***Flexibility is actively encouraged but not an entitlement***

The benefits of flexible working arrangements, including working from home, are recognised and supported by the Ministry, but flexible working is not an entitlement. Any flexible working arrangement must be by explicit agreement between you and your leader and will be subject to monitoring and oversight. Arrangements will be reviewed on a regular basis to ensure they continue to work for the Ministry and employee.

Unless an arrangement has been agreed under Section 6AA of the Employment Relations Act 2000, it does not alter terms and conditions of employment and can be revoked on reasonable notice.

### ***Performance of employees, teams and the Ministry must not be compromised.***

Any request for a flexible working arrangement must carefully consider the benefits of the arrangement for you and the benefit from you being physically present for work. This includes the cumulative impact of widespread working from home arrangements and performance in its widest sense, including potential impacts on learning and development, productivity, team culture and engagement.

***Not one size fits all***

Whilst we actively encourage flexibility, we have many different roles and different individual circumstances. Flexible ways of working will look different for each MEC staff member because of this. Flexible working arrangements are agreed to on a case-by-case basis between the leader and the individual. Because an arrangement can be agreed for an individual employee, it does not necessarily mean an identical arrangement is suitable for others.

***Flexible working arrangements need to work for everyone***

The Ministry's ability to deliver outcomes for our stakeholders and the Ethnic Communities that we serve is balanced with the needs of our staff as individuals.

Any flexible working arrangements need to ensure that you are available for your leader, team and stakeholders on a reasonable basis that is understood by all and ensures your productivity and that of your team.

***Use of tools and communication***

When working flexibly, you need to actively engage through the tools provided by the Ministry and must maintain active and open communication with your leader and team members. Communication is critical when working flexibly and we commit to communicating regularly and openly, including freely sharing your availability or working arrangement with your team and where appropriate, stakeholders

## Transparency and Trust

We are all accountable for outcomes and for delivering the responsibilities of our roles. We trust that individuals will manage their flexible working arrangements to ensure that outcomes are delivered. Where flexible working arrangements are in place, there is a general understanding that there will be “give and take” on the part of the employee, leader and team, to ensure team delivery and outputs are maintained.

## Recording and reporting

We are required to actively monitor and report the prevalence of flexible working arrangements, including working from home. All arrangements must be documented in writing.

## 4. Flexible Working options

There are many different flexible working arrangements possible, and the table below does not represent an exhaustive list.

It is also possible that flexible working arrangements for an individual may be made up of more than one of these types. For example, you may work four days per week, two of those in the office and two working at home.

Flexi-time		
Types	Description	Management considerations
Compressed time	Could be across a week e.g. 4-day week, or 9- day fortnight	Could also consider Flexi-leave options
Reduced hours	E.g. 5 hours per day	Consider the minimum number of hours required to fulfil the role.
Reduced days/part time	E.g. 3 days per week	Consider the minimum number of days required to fulfil the role.
Flexitime	E.g. <ul style="list-style-type: none"><li>Start early and finish early,</li><li>Start late and finish late,</li><li>Take an extended break in middle of day</li></ul>	Would need to be well communicated and contact expectations set with internal and external colleagues/communities/stakeholders

Flexi-leave		
Types	Description	Management considerations
Leave without pay (LWOP)	Taking short or long-term leave without being paid	Please check Leave Policy for conditions that may impact leave without pay options.

Buying Annual Leave	Buy up to two weeks additional annual leave with a reduction in salary	Managed via DIA – payroll (an annual option)
Term – time working	Work during the school term and taking paid or unpaid leave during school holidays	Formal arrangement

## Flexi-place

Types	Description	Management considerations
Working from home	Part of the week and in the office other days or full-time (all week, every week)	Agreed through discussion with your leader. Team/MEC anchor days may be a factor. Must be in writing and will be reported on regularly
Working outside the workplace region	Working from home in another region of New Zealand	On a case-by-case basis Consider period of absence from base.
Working from another MEC location	Such as a DIA office for a fixed period	On a case-by-case basis
Working from outside NZ and/or combined with extended leave	As a temporary or short-term arrangement for example while visiting family	(Still tbc – end May) Likely on a case-by-case basis for a max period (tbc)  <i>Please note as there are some complexities to this option such as IT, security, time zones and we are working with DIA to ensure we could support this option.</i>

## Flexi-role

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Job sharing	Two people share the same job working part of the week each.	Formal arrangement
Reduced hours	Working less than full-time (40 hours per week) e.g. to study	Formal arrangement
Secondments	Taking on a different role (in MEC or PS agency) for development (short or long term).	Formal arrangement

## 5. Flexible Working Charters

When teams are working flexibly, it is critical that there are clear expectations around how this will work and agreement around addressing challenges.

Team charters or agreements regarding how this engagement will be managed on a team or business unit level are critical to enable multiple working arrangements across the Ministry and ensure we remain productive and engaged.

These charters include agreeing how;

- Team member's work locations will be communicated, and how they can be reached;
- Regular and urgent communications will be managed;
- Unexpected or urgent work will be shared;
- Good team dynamics will be built and maintained; and
- Communication about work deliverables, quality standards and timeliness will be managed.

## 6. Making a Flexible Working request at MEC

Flexible working arrangements are generally informal and do not result in changes to terms and conditions of employment. They can be revoked if they no longer suit MEC or the employee. This allows the employee and the Ministry maximum levels of flexibility whilst not binding the parties into formal agreements which may be hard to change.

The Employment Relations Act allows for formal flexible working requests under section 6AA. Arrangements agreed under Section 6AA are binding and change terms of the employment agreement. Arrangements under Section 6AA need to be carefully considered because of this. They may not be the best approach as informal arrangements allow leaders the ability to trial or provide for arrangements that they may not feel it would be appropriate to make permanent.

### Process for making a request

Where you want a flexible working arrangement that is not permanent and does not affect the terms and conditions of your employment;

- Meet with your leader and discuss your request. Be clear about the type(s) of arrangement you would like considered, impacts, timeframes etc.
- Complete a [MEC Flexible Working Request](#)
- Allow your leader time to consider the request. Ideally, this should be no more than two working weeks.
- A further discussion may need to be arranged by your leader to respond to the request.
- An agreed and signed MEC Flexible Working Request form should be emailed to [human.resources@ethniccommunities.govt.nz](mailto:human.resources@ethniccommunities.govt.nz) for recording purposes.
- Where agreement has not been able to be reached, you can request a review of the decision by your DCE.

## **Permanent flexible working arrangements**

If you wish to ask for a formal flexible working arrangements, you may do so under Section 6AA of the Employment Relations Act 2000. If the Ministry agrees, it will lead to a permanent change of working arrangements. This changes your terms and conditions of employment. The agreement will need to be documented and signed by you and your leader.

Formal flexible working arrangements may be requested at any time and must;

- Be in writing;
- Include your name;
- Include the date the request is made;
- Specify that the request is made under section 6AA;
- Specify the variation of the working arrangements requested and whether the variation is permanent or for a period;
- Specify the date on which you propose that the variation take effect and, if the variation is for a period, the date on which the variation is to end; and
- Explain, in your view, what changes, if any, you may need to make to your work arrangements if your request is approved.

The Ministry must provide an answer to your request within a month of receiving it. It may only be denied on limited grounds, specified in the Act, including;

- An inability to reorganise work among existing staff;
- An inability to recruit additional staff;
- A detrimental impact on quality;
- A detrimental impact on performance;
- An insufficiency of work during the periods the employee proposes to work;
- Planned structural changes;
- Burden of additional costs;
- Detrimental effect on ability to meet customer demand.

**From:** [Mervin Singham](#)  
**To:** [MEC All Staff](#)  
**Subject:** Government announcements on flexible working  
**Date:** Tuesday, September 24, 2024 12:00:09  
**Attachments:** [image001.png](#)

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Tēnā koutou katoa

You may have seen the Government's [announcement](#) regarding working from home arrangements. The Government's expectations are that:

- Working from home agreements must be by explicit agreement between employee and employer
- Working from home arrangements should not compromise the performance of employees, their teams, or their agencies
- Agencies must actively monitor working from home arrangements and regularly report to PSC.

The Ministry already has a Flexible Working framework that is designed to ensure the work of the Ministry is enabled while providing a degree of flexibility in peoples working arrangements.

[Flexible Working framework 050522.docx \(cohesion.net.nz\)](#)

We are committed to continuing with working in a flexible way, but this recent announcement provides a timely opportunity to review our existing arrangements to ensure that they remain fit for purpose and also align with the Governments expectations.

**Next Steps:**

The Public Service Commission is reviewing their Hybrid working and Flexible-by-default guidance and will provide this to agencies when it is ready.

Once we fully understand the guidance and these new expectations, ELT will consider what that means for the Ministry's Flexible Working framework and will communicate any adjustments that may be required to align our flexible working practices. Your current agreed work arrangements will stay the same during this process.

Meanwhile please continue working with the focus and dedication that I can see every day and which is propelling our Ministry to ensure that we are delivering impactful, evidence-based advice that will improve the lives of Ethnic Communities and benefit New Zealand.

Ngā mihi nui

Mervin



**Mervin Singham (him/he)**

**Chief Executive**

**Ministry for Ethnic Communities | Te Tari Mātāwaka**

Radio NZ House, 155 The Terrace, Wellington 6140, New Zealand

[www.ethniccommunities.govt.nz](http://www.ethniccommunities.govt.nz) [Facebook](#) | [LinkedIn](#)



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23 September 2024

Mr Mervin Singham  
Chief Executive  
Ministry for Ethnic Communities

By email: [mervin.singham@ethniccommunities.govt.nz](mailto:mervin.singham@ethniccommunities.govt.nz)

Dear Mervin

Today at post Cabinet the Minister for the Public Service is going to announce the Government's expectations on working from home arrangements for the Public Service.

She acknowledges that many public servants make use of working from home arrangements in good faith and are able to maintain levels of productivity without compromise. However, the Minister believes that if the pendulum swings too far in favour of work-from-home, there can be major downsides for both employers and employees. The Minister has raised concerns about the adequacy of oversight arrangements. Working from home can also impact on CBD businesses.

The government's expectations are:

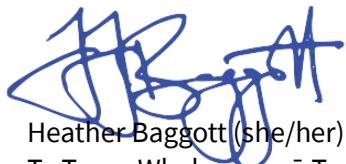
1. Working from home arrangements in the Public Service are not an entitlement and must be by explicit agreement between an employee and their employer. Chief Executives and managers must ensure that where any arrangements are made, they are subject to consistent monitoring and oversight.
2. Working from home arrangements should only be agreed to where they will not compromise the performance of employees, their teams or their agencies. This requires agencies to adequately weigh the benefits of employees being physically present for work, the cumulative impact of widespread working from home arrangements, and to consider performance in its widest sense: including potential impacts on learning and development, productivity, team culture and engagement.
3. Agencies must actively monitor working from home arrangements and be able to regularly report to the Public Service Commission about the number and nature of the agreements they have in place, including having a clear understanding of the impact these agreements will have on particular days of the week.

The Minister has asked the Public Service Commission to review the Hybrid Working and Flexible-By-Default Guidance to ensure it reinforces the government's expectations. This is a re-look at our guidance to ensure it aligns with the new Government Workforce Policy Statement and the government's clarified expectations. This will require you to review your agency's policies and arrangements to ensure alignment with the updated guidance, and I will be asking you to provide assurance to me that your arrangements reflect these expectations.

The work updating the guidance has begun, and we will consult you on the new guidance shortly. In the interim, I encourage you to look at your current policies and approaches to working from home and ensure they meet the Government's expectations.

In addition, the Minister has asked that we centrally collect information about working from home arrangements across agencies and so we will also be writing to you shortly with guidance on how to provide this information to us.

Yours sincerely



Heather Baggott (she/her)  
Te Tumu Whakarae mō Te Kawa Mataaho  
Acting Public Service Commissioner | Head of Service

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25 September 2024

Mervin Singham  
Chief Executive  
Ministry for Ethnic Communities  
info@ethniccommunities.govt.nz

**Wellington Office**

Level 12, Fujitsu Tower  
141 The Terrace  
PO Box 3817

Tēnā koe Mervin Singham

**Remote working at Ministry for Ethnic Communities**

We write in relation to the announcement from the Minister for the Public Service yesterday regarding working-from-home guidance for the public service.

We understand that the Minister for the Public Service has asked Te Kawa Mataaho Public Service Commissioner to review its guidance on flexible working; however, we also understand that the Acting Public Service Commissioner has already written to you encouraging you to look at your current policies and approaches to working from home in the interim to ensure they meet the Government's expectations.

We request that you discuss this issue with the PSA urgently, and that you take no steps to review or change your organisation's approach to flexible working in the interim.

As you are aware individual flexible working agreements are agreed in good faith between workers and their employers and are binding and should not be interfered with. Agency-level flexible working systems and practices that have been put in place which are consistent with good employer obligations of the Public Service Act 2020. Many are contained in policies, in collective employment agreements and agreements with individual employees. Such agreements cannot be lawfully altered because of a ministerial announcement. Our expectation is that:

- Where flexible-by-default or other flexible work models have been included in collective agreements, chief executives are required to give effect to those agreements;
- Chief executives are required to comply with their good employer obligations under the Public service Act 2000 and working from home agreements are accepted as necessary for the fair and proper treatment of women, employees with disabilities and other groups of employees;
- Where flexible agreements are in place for individual employees, chief executives are obliged to give effect to those agreements;
- Chief executives are bound by the requirements of section 6AA of the Employment Relations Act, which provides employees with a statutory right to make a request for a variation of their working arrangements, and requires that an employer may refuse a request only if they

determine that the request cannot be accommodated on one or more of the grounds specified in the Act;

- Agencies should not be making any changes to their flexible working policies, processes or practices without first consulting with the union.

Please contact your PSA organiser to arrange a time to discuss this further with you at your earliest opportunity.

Ngā mihi



Kerry Davies  
National Secretary



Duane Leo  
National Secretary

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**From:** Fleur Murray <Fleur.Murray@ethniccommunities.govt.nz>  
**Sent:** Friday, January 31, 2025 08:16  
**To:** Mervin Singham <Mervin.Singham@ethniccommunities.govt.nz>; Berlinda Chin <Berlinda.Chin@ethniccommunities.govt.nz>; Paul Tryon <Paul.Tryon2@ethniccommunities.govt.nz>; Christine Hogg <Christine.Hogg2@ethniccommunities.govt.nz>; Pratima Namasivayam <Pratima.Namasivayam@ethniccommunities.govt.nz>  
**Subject:** FW: WFH answers - confidential

Hi all

Keeping you all in the loop with the interaction between myself and **s9(2)(a)**  
Some of these emails are also related to texts between us, which indicate he is satisfied with the information he's received.

Just to confirm I will be working now until midday Ish so we can ensure this is all sorted before I drive up to the Bay, so any questions feel free to give me a call, I'll also be available when driving, important we get any responses we need to do right! – Have a good day  
cheers Fleur

---

**From:** Fleur Murray  
**Sent:** Friday, January 31, 2025 8:08 AM  
**To:** **s9(2)(a)** ; Edward Firth ; Mui Ngah Lee (Parliament) ; **s9(2)(a)**  
**Subject:** FW: WFH answers - confidential

Hi **s9(2)(a)**

Thanks for that. I also have sent you our generic response to any media requests around our flexible working data being released today, these may be helpful for any questions that Minister gets.

We've crafted a generic one which should suit most requests, however, have we have also included more detailed bullet points should we require them, additional holding statements. Any media responses will come from myself, so we are not getting our CEO to respond, we are treating this as an operational matter.

Any questions let me know

Cheers Fleur

-----

Kia ora [Name],

Thank you for reaching out.

Please find our response below. You can attribute it to Fleur Murray, Deputy Chief Executive, Corporate Services.

The Ministry's response:

The Ministry for Ethnic Communities is a small, agile agency of 62 full-time equivalent (FTE) employees.

We are committed to delivering high-quality outcomes for the government and New Zealand's Ethnic Communities.

Our working-from-home (WFH) data needs to be seen in the context of our scale and how we work with communities to achieve results.

- Direct engagement with Ethnic Communities is central to our work. Many staff attend evening and weekend events, requiring flexible work arrangements to balance their responsibilities.
- Our hybrid model has enhanced productivity, supported staff well-being, and attracted and retained high-calibre talent to our small agency.
- We consistently meet performance targets, ensuring remote work does not compromise productivity or deliverables.

We are reviewing our practices to align with updated guidelines from the PSC and will report on this as required.

We remain dedicated to fulfilling our mandate, supporting the Ministry's priorities, and meeting the needs of the communities we serve.

Ngā mihi,  
The Ministry's media team

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More detailed points depending on the received query:

- It's important that the Ministry's WFH data is seen in context of its scale and the way it works with communities to get results.
  - For example: 35% (working from home for 3 days) of our staff equates to 21 people out of a team of 62.1 FTE.
  - We are a small population agency working across three locations (Auckland, Wellington, and Christchurch) with Wellington the largest of the three.
  - This is a very small number of staff in the context of the public service.
- The way the Ministry operates requires a high degree of direct engagement with ethnic communities and other stakeholders.
  - A significant number of our staff across functions engage with communities to varying degrees.
  - Engagements, include many meetings and attendance at events that often occur during the weekends or evenings.
  - This means a bigger number of Ministry staff are necessarily managed within a flexible framework, including working from home.
- Our hybrid working conditions have worked well.
  - It has enhanced our productivity and attracted calibre staff to work in a Ministry where development opportunities and career progression within our organisation is more limited due to our small size .
  - We have proven that flexibility for staff gets results, and our organisation has delivered our key priorities while being flexible.

- Current staff feedback, including from exit interviews indicates that flexible working is highly valued by staff and is an important part of our employee value proposition.

---

**From:** s9(2)(a) @parliament.govt.nz>

**Sent:** Thursday, January 30, 2025 7:25 PM

**To:** Fleur Murray <[Fleur.Murray@ethniccommunities.govt.nz](mailto:Fleur.Murray@ethniccommunities.govt.nz)>; Mui Ngah Lee (Parliament)

<[MuiNgah.Lee@parliament.govt.nz](mailto:MuiNgah.Lee@parliament.govt.nz)>; s9(2)(a) @parliament.govt.nz>;

Edward Firth <[Edward.Firth@ethniccommunities.govt.nz](mailto:Edward.Firth@ethniccommunities.govt.nz)>

**Subject:** Re: WFH answers - confidential

Thanks Fleur.

That is helpful - the Minister will probably end up being asked so there is some good back pocket for him to talk to here.

Cheers

s9(2)(a)

s9(2)(a)

Ministerial Advisor

Hon Mark Mitchell

s9(2)(a) @parliament.govt.nz

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**From:** Fleur Murray <[Fleur.Murray@ethniccommunities.govt.nz](mailto:Fleur.Murray@ethniccommunities.govt.nz)>

**Sent:** Thursday, January 30, 2025 5:55:27 PM

**To:** s9(2)(a) @parliament.govt.nz>; Mui Ngah Lee

<[MuiNgah.Lee@parliament.govt.nz](mailto:MuiNgah.Lee@parliament.govt.nz)>; s9(2)(a) @parliament.govt.nz>;

Edward Firth <[Edward.Firth@ethniccommunities.govt.nz](mailto:Edward.Firth@ethniccommunities.govt.nz)>

**Subject:** WFH answers - confidential

Hi s9(2)(a)

I hope you are well. As per my text here are the answers to the questions you have around flexible working and WFH in blue below. If you have any questions or need further information please don't hesitate to get in touch. Look forward to meeting you in person soon.

- in terms of working on weekends/evenings, does the Ministry track this in terms of "trading" that for working from home during weekdays and what data do they keep on this? i.e. what percentage of people worked on a weekend day, or outside of normal working hours, what percentage do that regularly and what percentage do that more than once a week,

If the Ministry requires staff to work away from their normal locations and in evenings and weekends, it is by mutual agreement, we do not currently require staff to complete timesheets to track engagements.

What is the flexible framework policy and how does it align with the PSC guidelines, Since 2021, the Ministry has been following the PSC "Flexible by Default" flexible working guidelines and these have worked well. Because we are employed by DIA, we also share our flexible working arrangements with them, given our collective agreement is the same, and we undertake bargaining with them. Half of our staff at the Ministry are unionised and so its important we work closely with them.

All agencies were required to provide data on the prevalence of working from home arrangements in November 2024. The new Flexible Working (Work from Home) guidance was provided by the PSC in December 2024 and agencies have been asked to align

current practices with this new guidance. We are currently in the process of doing this and will be ensuring our practice aligns with the new advice, and that all arrangements are documented and regularly reviewed. We will also be producing regular reporting internally and to the PSC.

- For how long has it differed from the PSC guidelines and what feedback has the Ministry had from PSC to date, and when?

The Ministry's practices in relation to flexible working and WFH have always aligned with PSC guidance since we commenced in 2021.

The new WFH guidance was issued in December and is attached for your information. The Ministry is currently reviewing our flexible working framework to ensure our practice aligns with the new guidance. The new advice is not prescriptive, providing advice on principles to be applied. The PSC has not provided the Ministry with any feedback on our practice but reached out yesterday for additional context given the pending release of the data.

The guidance includes principles such as:

- Working from home arrangements only being agreed to where they will not compromise the performance of employees, their teams or their agencies.
- Agencies actively monitoring the prevalence and impact of working from home arrangements and regularly reporting to the Public Service Commission about the number and nature of agreements.

The Ministry's view is that our current arrangements do not compromise performance. We will now work closely with teams and individuals within the Ministry to review practices and explicitly agree any flexible working arrangements, which will then be documented and reported on. Ongoing monitoring of performance, both informally and formally will ensure that any working from home arrangements for staff or teams does not negatively impact performance or expected outcomes.

Also FYI the PSC have confirmed not long ago that the data will be published in the morning.

I hope that helps, and again any questions please let me know

Regards

Fleur

**Fleur Murray**

**Deputy Chief Executive, Corporate Services**  
**Ministry for Ethnic Communities**  
**Level 7 (Reception),**  
**155 The Terrace (RNZ Building)**  
**Wellington**

s9(2)(a) [REDACTED]

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**From:** MEC Ministerial <[Ministerial@ethniccommunities.govt.nz](mailto:Ministerial@ethniccommunities.govt.nz)>  
**Sent:** Friday, January 31, 2025 3:24:17 PM  
**To:** Mui Ngah Lee <[MuiNgah.Lee@parliament.govt.nz](mailto:MuiNgah.Lee@parliament.govt.nz)>  
**Cc:** MEC Ministerial <[Ministerial@ethniccommunities.govt.nz](mailto:Ministerial@ethniccommunities.govt.nz)>  
**Subject:** FW: URGENT: FW: Herald: WFH data

Hi Mui Ngah,

Please see below for the Office. **out of scope**

Ngā mihi,

**Felicity Cunliffe** (*she/her*)

Ministerial Advisor

Ministerial Services

---

**From:** Amal Alsheemy <[Amal.Alsheemy@ethniccommunities.govt.nz](mailto:Amal.Alsheemy@ethniccommunities.govt.nz)>  
**Sent:** 31 January 2025 15:21  
**To:** Edward Firth <[Edward.Firth@ethniccommunities.govt.nz](mailto:Edward.Firth@ethniccommunities.govt.nz)>  
**Cc:** MEC Ministerial <[Ministerial@ethniccommunities.govt.nz](mailto:Ministerial@ethniccommunities.govt.nz)>  
**Subject:** URGENT: FW: Herald: WFH data  
**Importance:** High

Hi Ed and team,

Could you please shared the response below with the Minister's Office?

Thanks,

Amal

---

**From:** Amal Alsheemy  
**Sent:** Friday, January 31, 2025 3:20 PM  
**To:** Mervin Singham <[Mervin.Singham@ethniccommunities.govt.nz](mailto:Mervin.Singham@ethniccommunities.govt.nz)>  
**Cc:** MEC ELT <[MECELT@dia.govt.nz](mailto:MECELT@dia.govt.nz)>; Paul Tryon <[Paul.Tryon2@ethniccommunities.govt.nz](mailto:Paul.Tryon2@ethniccommunities.govt.nz)>; Christine Hogg <[Christine.Hogg2@ethniccommunities.govt.nz](mailto:Christine.Hogg2@ethniccommunities.govt.nz)>  
**Subject:** RE: FW: Herald: WFH data

Kia ora koutou,

I'm sharing the response signed off by Mervin.

Kia ora Jamie,

Thank you for reaching out.

Please find our response below. You can attribute it to Fleur Murray, Deputy Chief Executive, Corporate Services.

The Ministry's response:

The Ministry for Ethnic Communities is a small, agile agency of 62 full time equivalent (FTE) employees.

We are committed to delivering high-quality outcomes for the government and New Zealand's Ethnic Communities.

Our working-from-home (WFH) data needs to be seen in the context of our scale and how we work with communities to achieve results.

- 35% of our staff working from home for 3 days equates to 21 people out of a team of 62 FTE.
- The way the Ministry operates requires a high degree of direct engagement with Ethnic Communities and other stakeholders. These engagements are essential to our work and to deliver on our priorities.
  - A significant number of our staff across functions engage with communities to varying degrees.
  - Engagements include many meetings and attendance at events that often occur during the weekends or evenings.

We had hundreds of engagements with various government, business, and community organisations last year.

These engagements were instrumental in achieving significant milestones, including the inaugural Ethnic Exchange Business Symposium and the first-ever Ethnic Evidence report.

- This means a bigger number of Ministry staff are necessarily managed within a flexible framework, including working from home.
- We consistently meet our performance targets. Our hybrid working conditions have worked well. It has enhanced our productivity and attracted calibre staff.

We have always complied with the Public Service Commission guidelines. We are reviewing our practices to align with updated guidelines and will report on this as required.

Ngā mihi,

The Ministry's media team

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I'll share it now with the Ministerial team to share it with the MO, and send our response to the journalist.

Thanks,

Amal

---

**From:** Jamie Ensor <[jamie.ensor@nzme.co.nz](mailto:jamie.ensor@nzme.co.nz)>  
**Sent:** Friday, January 31, 2025 12:12 PM  
**To:** Media Ethnic Communities <[media@ethniccommunities.govt.nz](mailto:media@ethniccommunities.govt.nz)>  
**Subject:** Herald: WFH data

You don't often get email from [jamie.ensor@nzme.co.nz](mailto:jamie.ensor@nzme.co.nz). [Learn why this is important](#)

Kia ora,

I'm looking through the new working from home data released today. It shows 93.5% of the Ministry for Ethnic Communities' workforce work from home between 1 and 5 days a week. That's the highest of any of the departments surveyed. More than 40% work at home between 3 and 5 days a week.

Wondering if the ministry wishes to make any comment on this, including whether it is making changes to reflect the guidance issued by the Government on WFH last year? Also, is there any particular reason why this ministry may have higher WFH rates than others?

I will be putting up a story on the breakdown of data shortly, and can add in any response you may have.

Cheers

JAMIE ENSOR

Political Journalist | NZ Herald Parliamentary Press  
Gallery

s9(2)(a)

E: [jamie.ensor@nzme.co.nz](mailto:jamie.ensor@nzme.co.nz)

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**The New Zealand Herald**

**NZME.** NEW ZEALAND  
MEDIA AND  
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**From:** [Fleur Murray](#)  
**To:** [MEC All Staff](#)  
**Subject:** Flexible Working, working from home Update  
**Date:** 04 February 2025 17:13:37  
**Attachments:** [Flexible Working framework Dec 24.docx](#)  
[Request for Flexible Working form.docx](#)  
[Flexible Working \(Work from Home\) Guidance PSC 12 24.pdf](#)

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Hi everyone

I hope you all had a great day!

Further to Mervin's all of staff meeting on Thursday, around working from home and the data the PSC released on Friday the Ministry has had multiple requests from the media to explain why our working from home numbers are higher than other agencies. We felt it was important to share with you all relevant media links around WFH that have been published. In some we are mentioned and in some we have been asked to comment, and there are others which highlight how important WFH is, for example comments from the PSA. If we receive anymore I will also share them with you all.

Thanks Amal for arranging this so promptly for us.

Here are the links:

- [Working from home data for public service released - how do ministries perform? - NZ Herald](#) – Some of the Ministry's numbers are mentioned in the article, with a comment from our Fleur Murray putting those numbers in context.
- [Full Show Podcast: 31 January 2025 - Heather du Plessis-Allan Drive - Omny.fm](#) – Interview with PSA's Acting National Secretary, Fleur Fitzsimons, on PSC's released WfH data (almost from 00:03:15 till 00:06:00). It doesn't mention the Ministry specifically.
- [Fleur Fitzsimons: PSA Secretary on public service workers working from home on Fridays](#)
- [One third of public servants working from home at least once a week | Stuff –](#) Our Ministry is mentioned, and PSA's Fleur is quoted.

As a Ministry we ended up having the highest tally of WFH across government, which we have been questioned about, there were also queries around why so many of our staff are not in the office on a Friday, and so its timely now that we review and formalise those arrangements.

Now that we know what the guidelines are from the PSC, (attached) and that staff

who choose to utilise flexible working arrangements must have agreements in place, next steps are to action that piece of work. This is so we can report to the PSC on our WFH arrangements which are mandatory. Therefore, it's important that we re-set in this space and ensure that everyone has agreements in place that suit the staff member, the team they work alongside as well as the organisation.

Based on the above and the guidance received from the PSC, we have developed the Ministry's flexible working framework and guidelines. I have attached a copy for your reference. I have also attached the form for you to fill out if you would like to request any flexible working arrangement whilst working at the Ministry. Please note too, that even if your flexible working, WFH arrangements may not change you still need to fill out the form and discuss it with your leader so we can report as required.

Here

It's important to note that the Ministry recognises the benefits of flexible working including allowing the Ministry and staff to;

- Balance work with other parts of life;
- Work at different times or locations;
- Improve health and wellbeing;
- Attract and retain talent; and
- Support diversity.

With the PSC guidelines it's important to understand that we want people to have a real choice about how they undertake their work in balance with their personal and family commitments. But we also need to ensure that we deliver for our Ethnic Communities. This requires ensuring that our work practices are productive, and the delivery of our work objectives is front of mind, and that you are also regularly interacting at times with your colleagues' face to face.

This means that all staff and their respective leaders are obligated to discuss their preferred flexible working options together and agree on what's best for both. From there the arrangements will be written up and placed on people's files. It's important that regular discussions are had between you both to ensure its working well, and every 6 months they will be formally reviewed.

SLT have met today to discuss the options available and will be then speaking to their teams and individuals.

- Flexible working and working from home remain important to MEC and will continue to be an element of our employee value proposition.
- We need to be cognitive of Government expectations and the considerations outlined in the PSC guidance on working from home.
- ELT do not want to mandate a position and SLT need to consider what is right for their teams and the organisation, balanced with the needs of individual staff

members.

- Average working from home days and day of the week distribution the most important statistics, not the percentage of staff who can access WFH.

There is a very tight turnaround to get this completed, so we ask that you make this a priority please. We would like all agreements signed and agreed to by 21 February.

I hope that clarifies where we are with flexible working and what the next steps are,  
have a nice evening

Cheers Fleur

**Fleur Murray**  
**Deputy Chief Executive, Corporate Services**  
**Ministry for Ethnic Communities**  
**Level 7 (Reception),**  
**155 The Terrace (RNZ Building)**  
**Wellington**

**s9(2)(a)** [REDACTED]

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## Request for flexible working

This form is to document informal flexible working arrangements that do not alter terms and conditions of employment. It should be completed following a discussion with your leader. Please allow two weeks before the date you would like the change of working arrangements to begin for consideration.

Please note, all flexible working arrangements are reviewed every 6 months.

*Only complete the parts relevant to your working arrangement.*

Employee Name	Business Group
Leader	

### Request type

A change in hours of work	<input type="checkbox"/>	Temporary change <input type="checkbox"/>
A change in days of work	<input type="checkbox"/>	Note – you may select more than one option
A change in place of work	<input type="checkbox"/>	
Other change – please explain:	<input type="checkbox"/>	

### Working arrangement

Days of work	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Hours of work							
Place of work							

### Additional details:

Arrangement	Details
Compressed working week etc.	

Challenges and proposed management plan

Start date		Review date <i>(arrangements are reviewed every 6 months)</i>	
------------	--	--	--

I acknowledge that:

- Any approved arrangement will be reviewed periodically to ensure that it continues to meet not only my needs but also those of my team, customers and stakeholders
- (For remote work) I am responsible for ensuring that my work environment poses no risks to security or to my health and safety, and for following all guidance provided by the Department
- Any approved arrangement may be revoked with reasonable notice and does not form a term or condition of my employment.

Employee signature:

Date:

## Leader's decision

(Delete those not applicable)

### Approved

I have approved your request for a flexible working arrangement as set out in this form with effect from **enter date**

We will review this arrangement on a regular basis with the first review on **enter date**

### Approved with changes

I have approved the following flexible working arrangement:

**Set out changes to the working arrangements approved**

with effect from **enter date**

We will review this arrangement on a regular basis with the first review on **enter date**

**Declined - You must discuss with your DCE and Director, and Director Corporate Services before proceeding**

I have considered your request for a flexible working arrangement, but your request cannot be accommodated under the following grounds. (*Tick relevant box/boxes*):

Inability to reorganise work among existing staff	<input type="checkbox"/>	Inability to recruit additional staff	<input type="checkbox"/>
Detrimental impact on quality	<input type="checkbox"/>	Detrimental impact on performance	<input type="checkbox"/>
Planned structural changes	<input type="checkbox"/>	Burden of additional costs	<input type="checkbox"/>
Insufficiency of work during the periods you propose to work	<input type="checkbox"/>	Detrimental effect on ability to meet customer demand	<input type="checkbox"/>

These business grounds apply because:

Leader's signature:

Date:

Email completed forms to [human.resources@ethniccommunities.govt.nz](mailto:human.resources@ethniccommunities.govt.nz)

**From:** Fleur Murray <Fleur.Murray@ethniccommunities.govt.nz>  
**Sent:** Thursday, February 20, 2025 16:33  
**To:** MEC ELT <MECELT@dia.govt.nz>  
**Cc:** Paul Tryon <Paul.Tryon2@ethniccommunities.govt.nz>; Christine Hogg <Christine.Hogg2@ethniccommunities.govt.nz>  
**Subject:** FW: Staff WFH Master.xlsx

Hi team

Thanks for your time today, to discuss the WFH challenges, its appreciated.

PT has kindly run the numbers again, thanks PT, and the number has decreased from an overall average of 1.5 to 1.36 of staff WFH weekly, remembering our initial figure was 2.2 days.

Those staff that WFH on a Friday is now 53%, so just over half, which is a large increase from the initial number.

I'm recommending we leave as is at the moment, as we discussed today, there is still risk as we don't know where that yet leaves us, we may still land at the top of the bunch again, given others may move downwards too.

Given the advice from the PSC yesterday, and the formal communication we have given in the media, plus our stable relationship with the PSA, I'm proposing the following:

- Leave the data as is, report at the end of March and regroup then if the data is still high.
- I will advise SLT tonight via email of the above.
- Give another 2 weeks for staff and leaders to discuss in more detail – there may still be changes given I still need to discuss this with our PSA members next Thursday.

Can you all please via return email let me know if you agree with the approach?

Thanks Fleur

---

**From:** Paul Tryon  
**Sent:** Thursday, February 20, 2025 2:54 PM  
**To:** Fleur Murray  
**Cc:** Christine Hogg  
**Subject:** Staff WFH Master.xlsx

Hi Fleur

Attached is the wfh data now that Malcolm has provided updates. A summary is in the table below.

	Average WFH days	% of staff using WFH	WFH on Friday
AMM	1.64	92%	68%
SESI	.88	69%	13%
Corporate	1.53	87%	73%
Office CE	.67	33%	33%
Overall	1.36	83%	53%

Thanks PT

**From:** Fleur Murray <Fleur.Murray@ethniccommunities.govt.nz>  
**Sent:** Friday, February 21, 2025 14:54  
**To:** MEC All Staff <allstaff@ethniccommunities.govt.nz>  
**Cc:** Jamie Devine <Jamie.Devine@dia.govt.nz>; **s9(2)(a)** @psa.org.nz>  
**Subject:** Staff WFH

Hello lovely MEC people

I hope you are all having a lovely Friday.

Further to your discussions recently around WFH and flexible working, we have decided to extend the deadline of applications for flexible working and WFH until Friday 7 March so 2 more weeks to discuss agreements with your leader.

PT and I are presenting the flexible working guidelines to PSA members later next week, so this will give everyone more time to think about what's best for them. If you have already sent your application in and wish to revisit it, or discuss this with your leader in more detail, you are more than welcome to do so.

Have a lovely weekend

Fleur

**Fleur Murray**

**Deputy Chief Executive, Corporate Services**

**Ministry for Ethnic Communities**

**Level 7 (Reception),**

**155 The Terrace (RNZ Building)**

**Wellington**

**s9(2)(a)**

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