



Briefing for the Minister of State Services

October 2007

To the Minister of State Services

This briefing provides an introduction to the State Services portfolio.

The briefing is in two parts. The first, “A system of world class professional State Services”, is my view of the issues and challenges facing the State Services, and the role I see the State Services Commission playing in achieving the goal of “A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders”.

The second part of this briefing provides an overview of the State Services Commission and the work programme it will be pursuing to lead the achievement of the Development Goals for the State Services.

This briefing will be supplemented by further information and briefings as you may require.

Mark Prebble
State Services Commissioner

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Part one: A system of world class professional State Services

Section one: A high-performing State Sector

What are the State Services?

High performing State Services make a huge difference to New Zealand's success as a country, and to the people who make up our society. New Zealanders have high expectations of the government system and its many agencies. These expectations relate both to the quality and range of services provided, and to the way in which those services are delivered. People need to trust that the system will deliver the services needed in order to go about their lives. New Zealand's State Services currently perform well.

The role of the State Services is to serve the government of the day by carrying out its business. It does so in a wide range of institutions, carrying out a huge variety of work and employing around 215,000 State servants (10 per cent of the country's employee labour force). See appendix one for a guide to New Zealand's State Services.

The State Services Commission (SSC) has two roles in improving the effectiveness of the State Services. First, the SSC has a leadership role in making the State Services more effective for the Government and New Zealanders within the modern context. Second, the SSC uses performance management of Public Service Chief Executives to acknowledge and reward good performance, where necessary to enquire into and report upon poor behaviour or performance, and to encourage learning from experience.

Your role

The Minister of State Services is ideally placed to support and improve the performance needed in the State Services in two ways: by impressing upon all Ministers the importance of ensuring that the Government's priorities are clear to Chief Executives; and by encouraging other Ministers to support a whole-of-State Services approach and strong sectoral leadership. Clearer expectations from Ministers about their main priorities for Chief Executives and about results required from agencies will enable the SSC to do a better job in assessing the performance of Chief Executives.

Where we have come from?

Over the past couple of decades New Zealand has tackled most of the straightforward ways to improve performance, getting results from increased transparency, accountability, and efficiency. More recently we have focussed on some of the more complex areas: clarifying and reinforcing standards of conduct for State servants; better coordination across a very complex State sector; and more emphasis on outcomes as well as outputs. Our performance management of Public Service Chief Executives has been reviewed and strengthened. We have worked with other central agencies to design and roll out the Managing for Outcomes Programme and we are leading the development of E-government.

By focusing on these areas, we now have a State Services that currently performs well. However, these gains are not enough to ensure that in the future we will meet the "high-performing" benchmark that New Zealanders rightly expect. Without fresh initiatives, momentum will slow, and the gains we have made will erode, as the world continues to move forward ahead of us. Moreover, ongoing concerns and questions about the potential for improving the value obtained from the expenditure of public money merit serious and effective

responses. The State Services therefore need leadership to adapt to the changing context and expectations. State sector legislation provides the platform for the State Services Commissioner to provide this leadership.

The changing context

The population of New Zealand is becoming more ethnically diverse, older and more educated. The size of the working age populations relative to the total population is predicted to decline, a similar trend to that in many developed countries. At the same time, lower skilled jobs have increasingly been automated, and skilled work has increased in complexity, creating an international demand for skilled workers. The problems with which government has to deal are often complex, with multiple causes and no simple, quick solutions. In the private sector the harnessing of technology to provide faster, more integrated and more individualised services also sets out expectations of service from government. The expectations of open government in a healthy democracy mean that there is constant scrutiny of the probity and integrity of the actions and judgements of State servants. In addition to these conditions, there has been considerable investment in State Services capability over the past few years and the Government and the public rightly expect to see results from this investment.

SSC's leadership response

In order to respond to these challenges, the State Services as a whole need to be able to attract the best people, and to develop them to the fullest extent of their potential to equip them to lead and deliver high performance in a complex environment. We need to make the best use of technology to improve the delivery of services and co-ordinate more effectively among ourselves to ensure that our resources and powers are efficient, appropriate and effective. We must better understand the diverse needs of the New Zealanders to whom we deliver services and the most effective ways to deliver to them, and ensure that we do this in a way that earns trust. Trust remains a critical and intensifying issue for us.

We also need better ways to understand what results we are getting from these endeavours. Assessments at individual output or individual agency level are their own do not tell a rich enough story, even when aggregated up, both because of the wide variety of business for which the State Services is responsible and because the performance challenges we face are increasingly at a whole-of-State Services level.

Achieving this requires leadership of the Development Goals for the State Services that have been designed to address these issues and challenges.

Section two: The Development Goals for the State Services

The Development Goals for the State Services

In March 2005 the Government agreed an ambitious set of Development Goals for the State Services. In October 2007, Government agreed a revised set of Goals and Milestones out to 2015. The ideas behind these goals are not new, but by making them clear and visible, and by setting timelines for progress, a clear agenda has been set for the State Services. See appendix two for goals with their 2010 and 2015 milestones.

The overall goal for the State Services is:

“A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders”

For New Zealanders to lead healthy and satisfying lives, they need quality services delivered by highly professional government agencies. For government agencies to be world class, they need the best possible systems and the best possible staff, operating with high levels of integrity.

The State Services will work towards this overall goal through the achievement of six Development Goals:

Employer of Choice – Ensure the State Services is an employer of choice attractive to high performers, who are committed to service and the achievement of results.

Networked State Services – Use technology to transform the provision of services for New Zealanders

Value-for-Money State Services – Use resources and powers in a efficient, appropriate and effective way

Coordinated State Agencies – Ensure the total contribution of government agencies is greater than the sum of its parts

Accessible State Services – Enhance access, responsiveness and effectiveness, and improve New Zealanders’ experience of State Services

Trusted State Services – Strengthen trust in the State Services, and reinforce the spirit of service

The Development Goals are not intended to outline what outcomes the State Services will achieve, as that is a matter for government policy. Rather, the six Development Goals reflect judgements about the key things that need to change at a system-wide level if we are to advance towards the overall goal, and therefore are aspirations for how the State Services will be configured and perform.

The first goal relates to the need to develop the people capability of the State Services. The State is a major employer and, while it should not be an over-generous employer, it must be a good employer if it is to attract and retain the people it needs to deliver quality services. We also need to recognise the dynamic nature of skills and knowledge in today’s workplace.

The second and fourth goals address the quality of the organisational systems within which people work. These stress the need for the State Services to adopt and use information and communication technologies, and to ensure a stronger focus on results in organisational planning and management. This requires more of a focus on coordination between agencies than has been the case in the past.

The third goal reinforces the long held commitment to the State Sector being both effective and efficient in the use of resources provided by taxpayers.

The fifth goal focuses on the ways in which New Zealanders access the State Services and the responsiveness of these services. This reinforces the need for the agencies of the State Services to take an “outside in” perspective in shaping services. This goal also emphasises the need to focus directly on standards of conduct in the State Services.

The Development Goals and their associated milestones for 2010 and 2015 are set out in Appendix two. Information about the SSC’s work programmes associated with leadership and management of the Development Goals is included in section seven of this briefing.

Working together to achieve the Development Goals

The State Services Commissioner will lead the work to achieve the Development Goals, but the SSC cannot get these results working in isolation. The State Services Commissioner is already working closely with the Chief Executives of the other two central agencies (the Treasury and the Department of the Prime Minister and Cabinet) to define and lead the associated work programme.

Central Agencies

The Treasury, the Department of the Prime Minister and Cabinet and the SSC have a shared interest in a higher performing, trusted and accessible State sector, delivering the right things in the right way and at the right price. In some areas the central agencies can best support higher performance by working together, in other areas their best contribution will be to carry out their own core business excellently.

The Government, through an EXG review of Central Agencies, sought closer collaboration across the three Central Agencies. The three Central Agency Ministers have reinforced this, and the three Central Agency Chief Executives are committed to both a shared programme of work and to closer ongoing cooperation.

Part two: The State Services Commission

Section three: Introduction

Part two of this briefing contains information relating to the State Services Commissioner, as a statutory officer, and the SSC, as an organisation, and includes:

- roles and responsibilities
- organisational structure and branch functions
- budget and financial management
- the work programme of the SSC
- decisions and actions required during the next six months

The appendices contain:

- a guide to New Zealand's State Services (appendix one)
- a brochure about the Development Goals for the State Services (appendix two)
- a list of legislation administered by the SSC (appendix three)

The following documents are provided to augment this briefing:

- Vote State Services (extract from the Estimates of Appropriation for 2007/08)
- the SSC's Statement of Intent (SOI) 2007

Section four: The role and responsibilities of the State Services Commissioner and the State Services Commission

The State Services Commissioner's role in the State Services

The office of State Services Commissioner is central to New Zealand's politically neutral, and professional and permanent Public Service. The Commissioner has two separate roles:

- as the holder of a statutory office, the Commissioner acts independently in a range of matters concerning the operation of the Public Service, the State Services and the wider State
- as Chief Executive of the SSC, the department that supports the Commissioner in the performance of this role, the Commissioner is responsible to the Minister of State Services for the Commission's capability and performance

The current office of State Services Commissioner descends directly from that of the Public Service Commission. The Public Service Commission was established in 1912 to employ all public servants, so protecting the Public Service from political interference and enabling the preservation of the political neutrality of the Public Service. The Commissioner no longer employs all public servants, but in his employment of the Chief Executives of Public Service departments, he continues to act as a intermediary or interface between Ministers and the Public Service.

The State Sector Act 1998 sets out the roles and responsibilities of the State Services Commissioner. In summary, the State Services Commissioner:

- appoints and employs Public Service Chief Executives on behalf of the Crown
- reviews the performance of Public Service Chief Executives on behalf of their Responsible ministers
- investigates and reports on matters relating to departmental performance

These roles relate primarily to individual departments and their Chief Executives, and are those most likely to involve the exercise of statutory powers.

The Commissioner has other responsibilities that relate to the operations of the Public Service as a whole, the State Services or the wider State sector. These are:

- to promote and develop policies and standards for personnel administration and equal employment opportunities for the Public Service
- to promote and develop senior leadership and management capability for the Public Service
- to provide advice on management systems, structures and organisations in the Public Service and Crown entities
- to issue advice and guidance to State servants on matters affecting their integrity and conduct, and the discretionary power to set minimum standards of integrity and conduct for Crown entities, the Parliamentary Service, and the Parliamentary Counsel Office
- to advise the Government on the structure of the State sector, including the allocation of functions between agencies

The Commissioner is responsible for negotiating collective employment agreements applicable to employees of government departments and to employees of the Education Service. These responsibilities have been delegated by the Commissioner to departmental Chief Executives, and the Chief Executive of the Ministry of Education, respectively.

The Commissioner also has responsibilities for the State Services that arise in four other ways:

- at the direction of the Prime Minister the State Services Commissioner will perform, in the relevant part of the State Services, any of the functions and powers that apply to the Public Service (namely, sections 6 to 10 of the State Sector Act)
- at the direction of a Minister responsible for any part of the State Services, the State Services Commissioner will perform, in the relevant part of the State Services, some of the functions and powers that apply to the Public Service (namely, sections 6 to 8 of the State Sector Act)
- the head of a particular agency in the State Services can request the State Services Commissioner to exercise some of the functions and powers that apply to the Public Service (namely, sections 6 to 8 of the State Sector Act). In this case the State Services Commissioner has the discretion to decline the request
- various statutes provide a role for the State Services Commissioner in relation to agencies in the State Services. This typically involves consultation on, or concurrence in, the terms and conditions of employment of a Chief Executive.

Much of the day-to-day work to enable the Commissioner to discharge the responsibilities described above is carried out by the SSC on the Commissioner's behalf.

There is a Deputy State Services Commissioner who has all the functions, duties and power of the Commissioner, subject to the Commissioner's control.

The powers of the State Services Commissioner

In the State Services

The State Sector Act 1988 (as amended in 2004) and the Crown Entities Act 2004 give the State Services Commissioner the following responsibilities for the State Services:

- the State Services Commissioner has the ability to provide advice and guidance on integrity and conduct to employees across the State Services (apart from Crown Research Institutes and their subsidiaries), and to set minimum standards of integrity and conduct for a defined range of agencies in the State Services (predominantly most Crown entities). This includes the power to issue a code of conduct that can be varied to reflect an agency's circumstances
- the State Services Commissioner's ability to provide advice on management systems, structures and organisations extends to most Crown entities
- the State Services Commissioner also has the ability to promote senior leadership and management development in the State Services by communicating the strategies and initiatives in the Public Service to the wider State Services, and by inviting their participation in the Public Service development activities.

In the State Sector

The “State Sector” is broader than that “State Services”. It is the common term for the organisations whose financial situation and performance are reported in the annual financial statements of the Government. The State sector includes:

- all the State Services
- some departments that are not part of the State Services
- tertiary education institutions
- offices of Parliament
- state-owned enterprises

Some of the State Services Commissioner’s responsibilities extend beyond the State Services to the wider State sector.

- The State Services Commissioner has a statutory function advising the Government on the structure of the State sector, including the allocation of functions between agencies. In performing this function the Commissioner needs to form a view on whether certain activities of the State should best be conducted in a government department or in an organisation with a different statutory basis and form. By extension, this responsibility also includes giving more general advice to the Government about the structural, governance and accountability arrangements within the State sector as a whole
- The Commissioner is responsible for administering the fees framework for the remuneration of board members of most Crown entities and a range of other agencies and committees in the State sector
- The Commissioner’s role also involves consultation on, or concurrence in, the terms and conditions of employment of a Chief Executive. This includes the majority of the State Services as well as tertiary education institutions, which must also consult on collective employment agreements for employees. State-owned enterprises can also request the Commissioner’s assistance on collective employment agreements.

The role of SSC

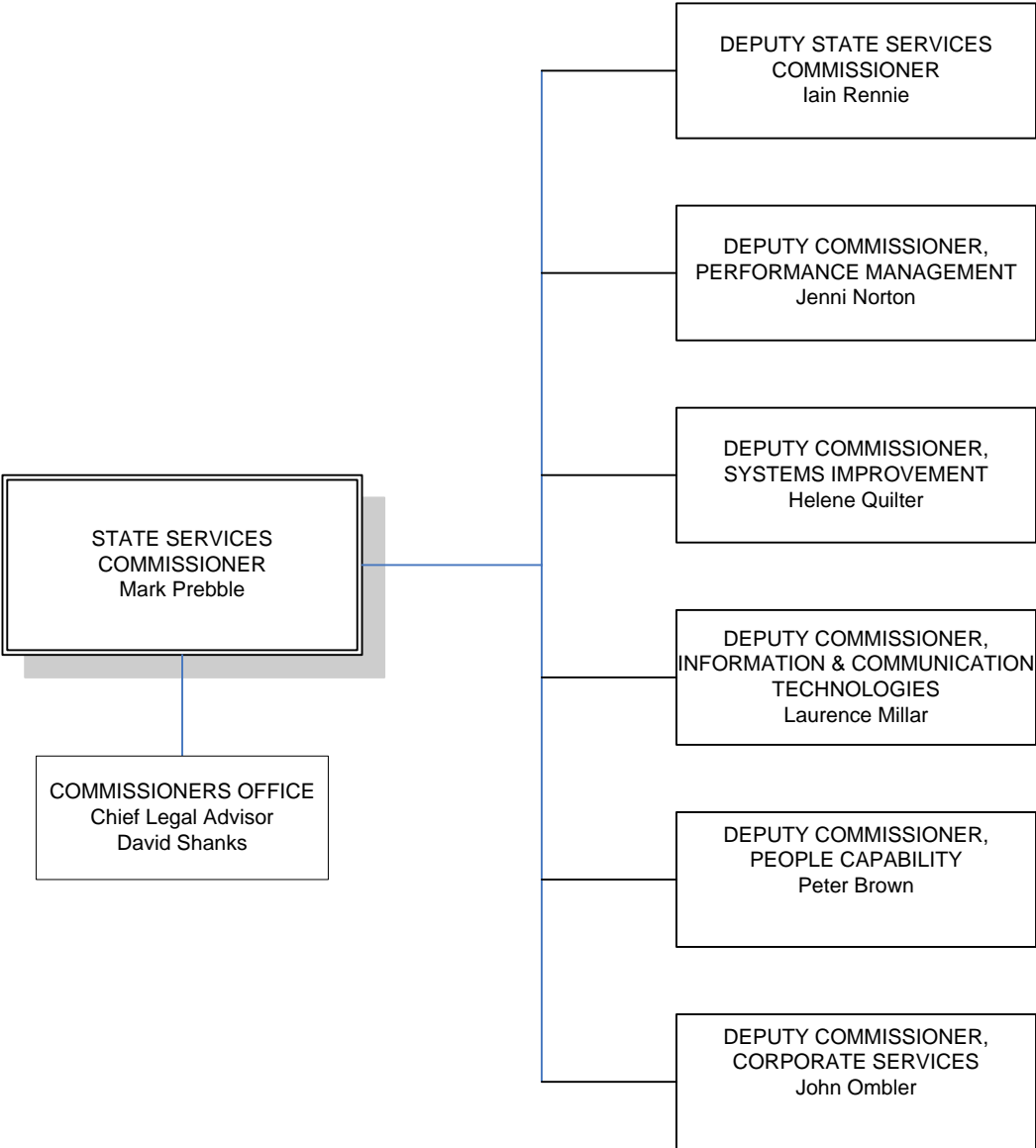
The SSC is a department of the Public Service whose main function is to support the State Services Commissioner in the discharge of his statutory responsibilities. The way in which these responsibilities are translated into the work programme of the SSC is described in its three key accountability documents:

- the Statement of Intent sets out the outcomes that the SSC will achieve, the actions that will be taken to achieve those outcomes, the way results will be measured, the capability needed to achieve them and the budgets for the year
- the Output Plan sets out the outputs, and their associated products and services and performance measures, to be delivered by the SSC for the year
- the Annual Report reflects the two roles of the State Services Commissioner as the holder of a statutory office and Chief Executive of the SSC, covering matters of importance in the State Sector as well as the performance of the SSC during the previous year.

Information about the SSC’s work programme for 2007/08 is set out in Section eight of this briefing.

Section five: Organisational structure of the SSC

SSC Management Structure



Branch responsibilities

Performance Management Branch

The Performance Management Branch is responsible for providing leadership in relation to all aspects of Public Service Chief Executive appointment and performance management.

The Branch is also responsible for:

- developing and maintaining, in conjunction with the Department of the Prime Minister and Cabinet and the Treasury, a set of shared outcomes for the three central agencies
- relationship and performance management of allocated agencies

System Improvement Branch

The System Improvement Branch has primary responsibility for working towards the “Co-ordinated State Agencies”, “Accessible State Services” and “Trusted State Services” Development Goals. The branch is responsible for helping agencies achieve world class performance by improving public management practices and systems, promoting New Zealanders' experience of the State Services and strengthening the spirit of service.

The branch also has responsibility for:

- overview of the state of the State Services and advising on future development priorities
- design and implementation of programmes and guidelines supporting the SSC's leadership role on integrity and conduct issues
- development and application of the Cabinet Fees framework
- advice on the machinery of government (allocation and coordination of functions to and between agencies)
- liaison with international organisations
- relationship and performance management of allocated and agencies.

Information Communication Technologies Branch

The Information and Communication Technologies Branch has primary responsibility for leading work to achieve the “Networked State Services” Development Goal. The work programme to support this is outlined in “Enabling Transformation” – a strategy for E-Government, endorsed by Cabinet in 2006.

The Branch is responsible for:

- providing leadership to the State Services in the use of information and communications technology (ICT)
- providing advice and monitoring of government investments in ICT
- managing and maintaining the E-government Strategy, and supporting work programme
- developing and operating all-of-government ICT infrastructure and services
- relationship and performance management of allocated agencies

People Capability Branch

The People Capability Branch has primary responsibility for working towards the “Employer of Choice” Development Goal. The branch is responsible for ensuring the State sector has world-class practices in matters related to the employment and development of public servants and State servants.

This includes:

- equal employment opportunities
- pay and employment equity
- advice on employment relations and bargaining parameters
- supporting the development of partnerships (including the Tripartite Forum and the Partnership for Quality)

The Branch is also responsible for the:

- senior leadership and management development strategy
- State Sector Retirement Savings Scheme (SSRSS)
- Mainstream Supported Employment Programme
- activities of Learning State (formerly the Public Sector Training Organisation)*
- relationship and performance management of allocated agencies

*Learning State has a board that is accountable to Chief Executives of member organisations for policy and funding decisions for Learning State. The board is chaired currently by the State Services Commissioner. The board advises the SSC, as its host organisation, on Learning State’s strategic and policy directions and develops a business plan.

Corporate Services Branch

The role of the Corporate Services Branch is to ensure that the SSC has the capability necessary to support and facilitate the achievement of the Development Goals. This includes ensuring that the SSC develops the right organisational culture, has the necessary resources, and has appropriate systems and processes in place, so that it can deliver the right things at the right time, while meeting its statutory obligations as an employer and Public Service department. The Corporate Services Branch employs people with specialist expertise in:

- Finance and Planning
- People and Organisation Development
- Knowledge and Information Services
- Facilities Management
- Communications
- Relationship and Performance Management of allocated agencies

Commissioner's Office

There is a small office attached to the State Services Commissioner to support him in his functions.

The Legal section is also attached to the Commissioner's Office. This ensures that the powers of the State Services Commissioner are used appropriately, and that legal advice is available across all branches of the SSC.

Leadership Development Centre

The State Services portfolio includes responsibility for monitoring one agency in the State Services, the LDC (formerly the Management Development Centre). Following the enactment of the Public Finance Amendment Act 2004, the LDC is now listed in Schedule 4 to the Public Finance Act 1989, and is covered by some of the provisions of the Crown Entities Act 2004. The LDC is a trust funded by the Crown and contributes from member departments for the delivery of the Executive Leadership Programme. The State Services Commissioner is a member of the board of the LDC.

The LDC is an educational centre for the development of excellence in Senior Public Service leadership and management. The LDC provides a development advisory service for Chief Executives and Senior Managers.

Section six: Budget and Financial Management

Overview of Vote State Services for 2007/08

The SSC administers one Vote, State Services for which the Minister of State Services is the Vote Minister. A copy of Vote State Services, extracted from the Estimates of Appropriations for the year ending 30 June 2008, is provided as a supporting document (see appendix four)

Departmental appropriations

The departmental appropriation for Vote State Services in 2007/08 totals \$67.877 million. Forecast expenses for each output class are as follows:

Output Class	Expense (\$ million)	Percentage of departmental appropriation
State Services people Capability	13.690	20%
E-government development And operations	26.998	40%
State Services development Governance and performance	12.538	18%
Government Shared Network	14.651	22%

Non-departmental appropriations

Non-departmental appropriations for Vote State Services 2007/08 total \$119.69 million. This is intended to be spent as follows:

Appropriation	\$ million
Payment of employers' contributions to the SSRSS	102.093
Payment of salaries and costs relating to the employment of Public Service Chief Executives and for the settlement of legal Liabilities incurred by now-disestablished Public Service departments	12.718
Payment of benefits and other unrequited expenses	4.566
Statement of legal liability	.196
Non-departmental outputs	.116

Crown revenue and receipts

The SSC expects to collect \$11,938 million in Crown revenue from government departments relating to the reimbursement of the costs of Chief Executives' salaries.

Output Class Descriptions

Output Class 1:

STATE SERVICES PEOPLE CAPABILITY

Output Class Description

This output class provides for the SSC's leadership role in enhancing productivity in the State Services through improved people management practices.

Activities to be delivered within this output class will contribute to the Employer of Choice and the Excellent State Servants Development Goals.

Output Class 2:

E-GOVERNMENT DEVELOPMENT AND OPERATIONS

Output Class Description

This output class provides for the development, operations and evaluation of E-government services, infrastructure and initiatives for the Government, including:

- Developing the E-government Strategy and provision of policy advice
- Developing and operations all-of-government ICT standards and infrastructure
- Initial implementation of the all-of-government authentication of identity solution

Activities within this output class contribute to all of the Development Goals with a major contribution to the Networked State Services Development Goal.

Output Class 3:

STATE SERVICES DEVELOPMENT, GOVERNANCE AND PERFORMANCE

Output Class Description

This output class provides for the SSC's role in the development, governance and performance management of the State Services.

This output class will include the development and leadership of programmes designed to:

- enhance access, responsiveness and effectiveness, and improve New Zealander's experience of the State Services
- strengthen trust in the State Services, and reinforce the spirit of service, and
- ensure the total contribution of government agencies is greater than the sum of its parts

Activities to be delivered within this output class will contribute to the achievement of the Coordinated State Agencies, Accessible State Services and Trusted State Services Development Goals.

Output Class 5:

GOVERNMENT SHARED NETWORK

Output Class Description

The Government Shared Network (GSN):

- integrates a dedicated, high speed, secure, nationwide telecommunications network infrastructure for government agencies
- brings advanced telecommunications capabilities available in the New Zealand market within the reach of all agencies
- encourages collaboration between agencies and will enable the realisation of commercial and operational benefits by consolidating network infrastructure
- delivers a portfolio of common services that will be available to participating agencies including:
 - high-speed interconnection of agencies with adherence to a 'restricted' level standard
 - a secure remote access
 - a secure Internet Gateway with security features including, virus and SPAM filtering
 - internet telephony
 - a disaster recovery site connection and the associated billing systems

The GSN contributes to the Networked State Services Development Goal, is one of the core components of the Government's Digital Strategy and is an important element of the E-government programme.

Section seven: Work Programme

Statement of Intent

The SOI 2007 is included with this briefing and provides information on the SSC's future operating intentions. It was produced pursuant to section 39 of the Public Finance Act

It is important to note that the Development Goals for the State Services are a multi-year opportunity, and the size of the challenge this entails for the SSC, mean that the SOI is, in significant respects a work-in-progress plan.

The SOI contributes to detailed work programmes being developed in the context of the Output Plan (see below) by:

- setting out the ways in which the SSC intends to develop capability to achieve the State Services Development Goals
- continuing the evaluation of which areas of SSC actions will need most development and change, as a prelude to further work
- analysing the risks that need to be managed

Statement of Prospective Service Performance

The Statement of Intent 2007-2010 included with this briefing contains the SSC's annual work programme negotiated and agreed with the Minister of State Services (please see pages 46-61).

The Statement of Prospective Service Performance (SPSP) sets out the outputs, and their associated products and services, and performance measures, to be delivered by the SSC in 2007/08.

Highlights of the work programme

The highlights of the Statement of Prospective Service Performance Plan 2007/08 include:

- re-launch the updated New Zealand Government Jobs Online website (www.jobs.govt.nz)
- provide implementation support to a target of five State Services agencies that commit to using a suitable employee engagement tool in 2007/08
- complete the annual Human Resource Capability survey and report its findings to the Minister of State Services by 31 October 2007
- provide support to a target group of 25 State Services agencies implementing the common competency model in 2007/08
- provide support to a target group of 10 agencies, implementing the State Services learning and development framework
- finalise design and development of the State Services career development framework
- undertake and complete a review of the Policy Framework for Government-Held Information in consultation with State Services agencies by June 2008
- develop and complete draft guidelines for managing intellectual property for ICT applications and data holdings by December 2007

- develop and implement the E-government Interoperability Framework strategy to focus efforts on business benefit, productivity and reuse of information assets by 30 June 2008
- the Government Logon Service will be implemented by up to six agencies
- there is a 100% increase in access to the Public Sector Intranet by 30 June 2008
- recruit and appoint Public Service Chief Executives to fill all vacancies that arise. All appointments and reappointments will comply with the provisions and spirit of the State Sector Act
- integrate the common competency framework into the performance management process including:
 - Chief Executive Appointments
 - assessment
 - performance and remuneration reviews, and
 - professional development. Complete project, implement changes, revise, effect, fine-tune by December 2007
- conduct performance reviews for Public Service Chief Executives within agreed timeframes
- provide advice to 110 Crown entity board chairs during their annual Chief Executive remuneration review and to approximately 40 boards as they undertake an appointment or reappointment process. Provide advice on performance management matters as requested.
- complete a New Zealand-wide public satisfaction quantitative survey of the quality of, and trust in, government services. Research report to be received from the contracted provider by 24 December 2007.
- prepare the 2007 State of the Development Goals Report, and any supplementary paper-based or electronic communications. The report will be publication-ready by 31 October 2007 and will be launched in November 2007 Work with 120 agencies in the State Services on implementation of the new Code of Conduct
- the Government Shared Network will provide high-speed, secure telecommunications services to 18 State Services agencies by 30 June 2008. The services to be provided will include:
 - data services
 - internet services
 - email services, and
 - backbone IT data transmission facilities
 - additional services, such as videoconferencing will be introduced dependent on demand from participating agencies and funding.

Continuing business

Much of the SSC's work programme carries on from year to year. The main areas are:

- operation of the SSRSS (Output 1.2).
- Mainstream Programme (Output 1.3).
- Senior Leadership and Management Development Strategy (Output 1.5).
- monitoring of major public sector information technology projects (Output 2.2).
- operation, maintenance and enhancement of all-of-government services, including the all-of-government web portal (newzealand.govt.nz), the metadata collection, the secure electronic environment and shared workspaces (Output 2.3).
- promotion of opportunities for syndicated procurement across government (Output 2.4).
- Chief executive appointments and human resource services (Output 3.1).
- leadership of integrity and conduct and advice to boards of Crown entities (Output 3.6).
- ad hoc review (Output 3.7).

Section eight: Decisions or actions required in the next six months

Decisions

There are four Public Service Chief Executive or other senior level appointments that are currently being managed by the State Services Commission. In addition, there are four Public Service Chief Executive reappointment processes that will need to be undertaken over the next six months or so. There is a long-standing convention that governments do not make significant appointments in the months immediately prior to a general election. For planning purposes, the SSC is seeking to complete all outstanding appointments or reappointments by June 2008.

Legislative priorities

The current legislative priority is the Protected Disclosures Amendment Bill - this is a short Bill to amend the Protected Disclosures Act 2000 in order to improve the operation of the Act. The Bill gives effect to many of the recommendations made in the review of the operation of the Act under s 24, which was tabled in the House in December 2003. The Bill was introduced on 12 September 2007, had its first reading on 23 October 2007 and has been referred to the Government Administration Select Committee. Submissions on the Bill are due by 25 January 2008.

The Department of Internal Affairs is leading the legislative programme concerning the Identity Verification Service (IVS) and will proceed in consultation with SSC as to the nature and content of such legislation. A limited IVS can be developed and implemented in parallel with the development of legislation, however the full service IVS will require enabling legislation to be enacted.

State of the Development Goals

The State of the Development Goals report is scheduled to be released on Tuesday 13 November at 4.00pm by you. Included in the event will be the launch of the revised Development Goals (see section 2, page 7 for further details). Also, the State of the Development Goals report is attached as appendix five.

Form of the State Services Commission

The Senior Management Team of the Commission has been developing a longer term strategy for the SSC, which calls into question the extent to which the Commission engages in operational delivery activities. It is likely that some changes to the form of the Commission will be proposed.

Select Committee

The State Services Commission will appear at the Government Administration Select Committee on 14 November 2007. This appearance relates to the Select Committees role in reviewing the 2006/07 Annual Report. Your attendance is not required.

Release of the Report into Employment Matter in the Public Service

The State Services Commissioner is currently enquiring into matters relating to the employment of a staff member (Madeleine Setchell) in the Public Service. The enquiry is being conducted by a previous Commissioner, Mr Don Hunn, who is due to present his report to the Commissioner soon. After receipt of Mr Hunn's report, the Commissioner will draw his

conclusions and the lessons for the Public Service, and the report will be published as soon as possible. A copy of the terms of reference regarding Mr Hunn's inquiry is attached as appendix six.

Appendix one: A guide to New Zealand's State Services

Appendix two: Development Goals for the State Services

The overall goal for the State Services is:

“A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders.”

Six, more specific, Development Goals for the State Services, supports the overarching

Development Goals	Milestones 2010	By June 2015
<p>Goal 1: Employer of Choice Ensure the State Services is an employer of choice attractive to high performers, who are committed to service and the achievement of results</p>	<p>The State Services is increasingly recognised as a professionally rewarding and desirable place to work, where high performing state servants are committed to achieving results</p>	<p>State Services agencies are positive inclusive workplaces populated by engaged high performing staff focused on current and future results</p>
<p>Goal 2: Networked State Services Use technology to transform the provision of services for New Zealanders</p>	<p>Government shared infrastructure is used to deliver user-centred services, and support joint results</p>	<p>New Zealanders confirm that their experience of State Services has been transformed through technology</p>
<p>Goal 3: Value-for-Money State Services Use resources and powers in an efficient, appropriate and effective way</p>	<p>Agencies demonstrate continued gains in the efficient and effective use of their resources and powers, consistent with government priorities</p>	<p>New Zealanders see increased efficiency and effectiveness throughout the State Services</p>
<p>Goal 4: Coordinated State Agencies Ensure that total contribution of government agencies is greater than the sum of its parts</p>	<p>Agencies work together towards jointly-defined outcomes in response to government priorities and increasingly achieve measurable results by sharing capabilities and using effective networks</p>	<p>New Zealanders gain real benefits from high performing and effectively coordinated State Agencies</p>
<p>Goal 5: Accessible State Services Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State Services</p>	<p>New Zealanders say agencies are increasingly working with them to design and deliver services to meet their diverse needs</p>	<p>New Zealanders experience of State Services is characterised by practice and personalised service delivery that meet their diverse circumstances</p>
<p>Goal 6: Trusted State Services Strengthen trust in the State Services and reinforce the spirit of service.</p>	<p>Agencies have in place the elements essential to support state servants' trustworthy behaviour</p>	<p>New Zealanders increasingly trust state servants to act with integrity</p>

Appendix three: Legal responsibilities

The SSC administers the following acts and regulations:

- Crown Entities Act 2004 (with the Treasury)
- Fees and Travelling Allowance Act 1951
- Fees and Travelling Allowances Regulations 1952
- Government Service Equal Pay Act 1960
- Ministry of Works and Development Abolition Act 1988
- Protected Disclosures Act 2000
- State Sector Act 1988
- Terralink NZ Limited (Transfer of Employees) Act 1996.