

## What will achievement of the Development Goals look like?

When the Development Goals are achieved, the State Services will be experienced differently:

You will be attracted to the State Services as an employer of choice. You have been drawn to the State Services by its reputation for integrity and professionalism, and for its spirit of service. People who work for the State Services are well regarded in your community and by your peers.

Once you become a State servant, working for a State Services agency, you see that you and your peers are led, managed and developed well - you share a positive work environment with your colleagues, where you are all committed to advancing New Zealand's interests and to making a difference in the lives of your fellow New Zealanders. There are multiple career development and on-the-job training options for you, and New Zealand's reputation for world class State Services means that there are opportunities to work in other jurisdictions and in organisations like the United Nations and the OECD.

Mentors and senior State servants give you guidance and advice as your career in the State Services progresses. You are able to move between State Services agencies and projects, pursuing interesting and challenging assignments. Whatever your role, you will have opportunities for learning and development. If you aspire to more complex and senior roles, you are supported and guided on that path. Like the rest of your colleagues, you perceive the State Services as a unified field of endeavour, with shared values and goals, and committed to delivering excellence for New Zealanders.

To achieve this, you work as part of a vast network, connected by the advanced use of information and communications technologies. These technologies give you superb support to work in an integrated and collaborative way with colleagues from across the full range of agencies.

All New Zealanders benefit from this progress and you, as a State servant, contribute to New Zealanders experiencing State Services differently. Service users who prefer electronic channels are able to access government information and services 24 hours a day, 365 days a year. As a service user, there is 'no wrong door' to your requests for information and services. You can complete complex transactions involving multiple agencies and are able to do it with as much personalisation, or as little, as you choose. You can do this with absolute certainty that your privacy is protected and that your transactions are secured.

Similarly, when New Zealanders approach you, or any other part of the State Services, they are confident that they will be treated fairly and in a spirit of service, and provided with, or guided to, the information and services appropriate to their needs. You collaborate with your colleagues across the State Services to ensure that where New Zealanders' needs require service from different parts of one agency, or from more than one agency, these needs are met efficiently and effectively.

And throughout all of this, you continually see that your colleagues and peers in the State Services are known for their commitment to, and active promotion of, integrity in the way they operate. State servants are, and are seen to be, responsible stewards of the State's powers and resources in their service to the community. You are proud to be part of a trusted State Services. New Zealanders trust you because they have confidence in the State Services' people, systems and processes, and the way New Zealand's State Services are delivered.

## State Sector Agencies

(Listed by legal title)

### PUBLIC SERVICE DEPARTMENTS

- 1 Ministry of Agriculture and Forestry
- 2 Archives New Zealand (Te Rua Mahara o te Kāwanatanga)
- 3 Department of Building and Housing
- 4 Department of Conservation
- 5 Department of Corrections
- 6 Crown Law Office
- 7 Ministry for Culture and Heritage
- 8 Ministry of Defence
- 9 Ministry of Economic Development
- 10 Ministry of Education
- 11 Education Review Office
- 12 Ministry for the Environment
- 13 Ministry of Fisheries
- 14 Ministry of Foreign Affairs and Trade
- 15 Government Communications Security Bureau
- 16 Ministry of Health
- 17 Inland Revenue Department
- 18 Department of Internal Affairs
- 19 Ministry of Justice
- 20 Department of Labour
- 21 Land Information New Zealand
- 22 Ministry of Māori Development
- 23 National Library of New Zealand Te Puna Mātauranga o Aotearoa
- 24 New Zealand Customs Service
- 25 Ministry of Pacific Island Affairs
- 26 Department of the Prime Minister and Cabinet
- 27 Ministry of Research, Science, and Technology
- 28 Serious Fraud Office
- 29 Ministry of Social Development
- 30 State Services Commission
- 31 Statistics New Zealand
- 32 Ministry of Transport
- 33 The Treasury
- 34 Ministry of Women's Affairs

### NON-PUBLIC SERVICE DEPARTMENTS

- 1 Office of the Clerk of the House of Representatives
- 2 New Zealand Defence Force
- 3 New Zealand Security Intelligence Service
- 4 Parliamentary Counsel Office
- 5 Parliamentary Service
- 6 Police, The

### CROWN ENTITIES

#### Statutory Entities

#### Crown Agents

- 1 Accident Compensation Corporation
- 2 Career Services
- 3 Civil Aviation Authority of New Zealand
- 4 Crown Health Financing Agency
- 5 District Health Boards
- 6 Earthquake Commission
- 7 Electricity Commission
- 8 Energy Efficiency and Conservation Authority
- 9 Foundation for Research, Science, and Technology
- 10 Health Research Council of New Zealand
- 11 Health Sponsorship Council
- 12 Housing New Zealand Corporation
- 13 Land Transport New Zealand
- 14 Legal Services Agency
- 15 Maritime New Zealand
- 16 New Zealand Antarctic Institute
- 17 New Zealand Blood Service
- 18 New Zealand Fire Service Commission
- 19 New Zealand Qualifications Authority
- 20 New Zealand Tourism Board
- 21 New Zealand Trade and Enterprise
- 22 Pharmaceutical Management Agency
- 23 Social Workers Registration Board
- 24 Sport and Recreation New Zealand
- 25 Tertiary Education Commission
- 26 Transit New Zealand

#### Autonomous Crown Entities (ACEs)

- 1 Alcohol Advisory Council of New Zealand
- 2 Arts Council of New Zealand Toi Aotearoa
- 3 Broadcasting Commission
- 4 Charities Commission
- 5 Environmental Risk Management Authority
- 6 Families Commission
- 7 Government Superannuation Fund Authority
- 8 Guardians of New Zealand Superannuation
- 9 Mental Health Commission
- 10 Museum of New Zealand Te Papa Tongarewa Board
- 11 New Zealand Artificial Limb Board
- 12 New Zealand Film Commission
- 13 New Zealand Historic Places Trust (Pouhere Taonga)
- 14 New Zealand Lotteries Commission
- 15 New Zealand Symphony Orchestra
- 16 New Zealand Teachers Council
- 17 Public Trust
- 18 Retirement Commissioner

- 19 Standards Council
- 20 Te Reo Whakapuaki Irirangi (Māori Broadcasting Funding Agency)
- 21 Te Taura Whiri I Te Reo Māori (Māori Language Commission)
- 22 Testing Laboratory Registration Council

#### Independent Crown Entities (ICEs)

- 1 Accounting Standards Review Board
- 2 Broadcasting Standards Authority
- 3 Children's Commissioner
- 4 Commerce Commission
- 5 Electoral Commission
- 6 Health and Disability Commissioner
- 7 Human Rights Commission
- 8 Law Commission
- 9 New Zealand Sports Drug Agency
- 10 Office of Film and Literature Classification
- 11 Police Complaints Authority
- 12 Privacy Commissioner
- 13 Securities Commission
- 14 Takeovers Panel
- 15 Transport Accident Investigation Commission

#### Crown entity companies

#### Crown Research Institutes (CRIs)

- 1 AgResearch Limited
- 2 Industrial Research Limited
- 3 Institute of Environmental Science and Research Limited
- 4 Institute of Geological and Nuclear Sciences Limited
- 5 Landcare Research New Zealand Limited
- 6 National Institute of Water and Atmospheric Research Limited
- 7 New Zealand Forest Research Institute Limited
- 8 New Zealand Institute for Crop and Food Research Limited
- 9 Horticulture and Food Research Institute of New Zealand Limited

#### Other companies

- 10 New Zealand Venture Investment Fund Limited
- 11 Radio New Zealand Limited
- 12 Television New Zealand Limited

#### Crown entity subsidiaries

#### School Boards of Trustees

#### Tertiary Education Institutions

- Universities
- Polytechnics/Institutes of Technology
- Colleges of Education
- Wananga

#### PUBLIC FINANCE ACT SCHEDULE 4 ORGANISATIONS

- Agricultural and Marketing Research and Development Trust
- Asia New Zealand Foundation
- Leadership Development Centre Trust
- Ngai Tahu Ancillary Claims Trust
- Pacific Co-operation Foundation
- Pacific Island Business Development Trust
- Road Safety Trust
- Fish and Game Councils
- New Zealand Fish and Game Council
- New Zealand Game Bird Habitat Trust Board
- Reserve Boards (26)
- New Zealand Government Property Corporation
- New Zealand Lottery Grants Board
- Research and Education Advanced Network New Zealand Limited

#### RESERVE BANK OF NEW ZEALAND

#### OFFICES OF PARLIAMENT

- Office of the Controller and Auditor-General
- Office of the Ombudsmen
- Office of the Parliamentary Commissioner for the Environment

#### STATE-OWNED ENTERPRISES

- 1 Agriquality New Zealand Limited
- 2 Airways Corporation of New Zealand Limited
- 3 Animal Control Products Limited
- 4 Asure New Zealand Limited
- 5 Electricity Corporation of New Zealand Limited
- 6 Genesis Power Limited
- 7 Landcorp Farming Limited
- 8 Learning Media Limited
- 9 Meridian Energy Limited
- 10 Meteorological Service of New Zealand
- 11 Mighty River Power Limited
- 12 New Zealand Post Limited
- 13 New Zealand Railways Corporation
- 14 Quotable Value Limited
- 15 Solid Energy New Zealand Limited
- 16 Timberlands West Coast Limited
- 17 Transmission Holdings Limited
- 18 Transpower New Zealand Limited

■ Non-State Services, but wider State sector

DEVELOPMENT GOALS



STATE SERVICES COMMISSION  
Te Komihana O Ngā Tari Kāwanatanga



# Achieving the Development Goals

The Development Goals programme aims to lift the performance of the State Services to deliver better results for all New Zealanders and government.

The first State of the Development Goals report provides a platform for understanding performance across the State Services and challenges us collectively to make the Development Goals a reality.

The full report, which is available on [www.ssc.govt.nz](http://www.ssc.govt.nz), contains more information on the current situation, good practice and measuring progress towards the goals.

This document outlines the questions we need to answer for ourselves in order to achieve the goals.

## Development Goals for the State Services

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

### Goal 1: Employer of Choice

Ensure the State Services is an employer of choice attractive to high achievers with a commitment to service.

### Goal 2: Excellent State servants

Develop a strong culture of constant learning in the pursuit of excellence.

### Goal 3: Networked State Services

Use technology to transform the provision of services for New Zealanders.

### Goal 4: Coordinated State agencies

Ensure the total contribution of government agencies is greater than the sum of its parts.

### Goal 5: Accessible State Services

Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State Services.

### Goal 6: Trusted State Services

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

## How do we measure up?

### Employer of Choice

What do New Zealanders really think about the State Services as a place to work? Why? And what might we do about it?  
How committed are your staff and colleagues? Are they motivated to do their very best every day?

### Excellent State servants

Are you developing your staff to their maximum potential and do they see it the same way?  
Are you explicit about the range of skills and behaviours required today and needed tomorrow?  
Are you drawing on the best examples of learning and development opportunities across the State Services?

### Networked State Services

Are New Zealanders able to achieve the results they need, without searching across many agencies?  
Can New Zealanders get consistent service (no breaks, same quality) whichever combination of channels they use?  
Can New Zealanders provide information to government just once, or do they have to provide the same information many times to different (or even the same) agencies?

### Coordinated State agencies

Do you work together with colleagues across the State Services, putting results for New Zealanders ahead of individual agency interests, at national and regional levels?  
Do you contribute to developing mechanisms for working together and sharing information and research?  
Do you think that infrastructure and systems support your working together with colleagues across the State Services or do you have to adjust these things to achieve collective results?

### Accessible State Services

Are New Zealanders using the services your agency provides for them? Do you know who is not accessing your services? How can we reduce the barriers to access for them?  
Do you refer New Zealanders on to other agencies in a manner that provides a good experience for them and helps them to use the services intended for them?  
How much does your agency know about the experience of service users and how well is this knowledge applied to the way services are provided in your agency and across the State Services?

### Trusted State Services

Are you confident in the integrity of your peers and colleagues, and do you see these values modelled around you?  
Do New Zealanders have confidence in our integrity, and are we doing everything we can to honour and enhance that trust?