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Preparing for the future

This section sets out how agencies need to prepare for the future, what the 2015 working environment will look like and the shifts needed to lift the performance of the State Services to deliver well in 2015. It introduces the new Value-for-Money State Services goal and new and refreshed milestones. It also outlines the changes that have been made to some goals and their measures so that the Development Goals platform is positioned for these future challenges.

Working environment in 2015

State servants need to prepare for the challenges and changes they will face in their future working environment. Powerful trends and influences are impacting on the State Services, demanding change both within individual agencies and across the whole sector.

These include international influences, new technologies, diverse interests, demographic changes and a tight fiscal climate. Such factors must be considered in order to meet our Overall Goal of a world class, professional State Services that serves the government of the day and meets the needs of New Zealanders.

The international environment that will influence all agencies, includes the following factors:

- increasing labour market fluidity, including more overseas recruitment
- global and regional security
- climate change
- New Zealand's changing relationships with Australia, Pacific Island nations and Asia
- domestic policies needing to be framed within an international context
- a drive to develop stronger policy links with countries where New Zealand has not traditionally had strong relationships.

New technologies are transforming the way the State Services interact with New Zealanders by shifting authority, power and control from the centre towards

individuals and communities. New technologies are increasing the speed and ability of different communities to emerge and organise themselves.

New technologies also offer the State Services an increased ability to deliver differentiated services to New Zealanders more efficiently and effectively. As technologies expand, the way information is collected, stored and made accessible creates opportunities for more open engagement and participation between the public and the State Services. Networked technical systems will allow for government information re-use and sharing in a way that observes New Zealand's privacy law.

The State Services will need to be more responsive to the diverse interests of different communities. Addressing the needs, aspirations and capabilities of diverse communities of interests will require intensive engagement with different stakeholders. For example, we will need to attract both older and younger employees. This means work opportunities will need to be personalised to meet their different expectations, attitudes and capabilities.

Auckland, as the major population and commercial centre, will require greater understanding and attention from the State Services.

Finally, a more demanding future should not necessarily assume the need for a larger State Services. Greater emphasis on increased efficiency and effectiveness can be expected and achieved in part through working more closely with non-government agencies and partners.

Meeting the challenges

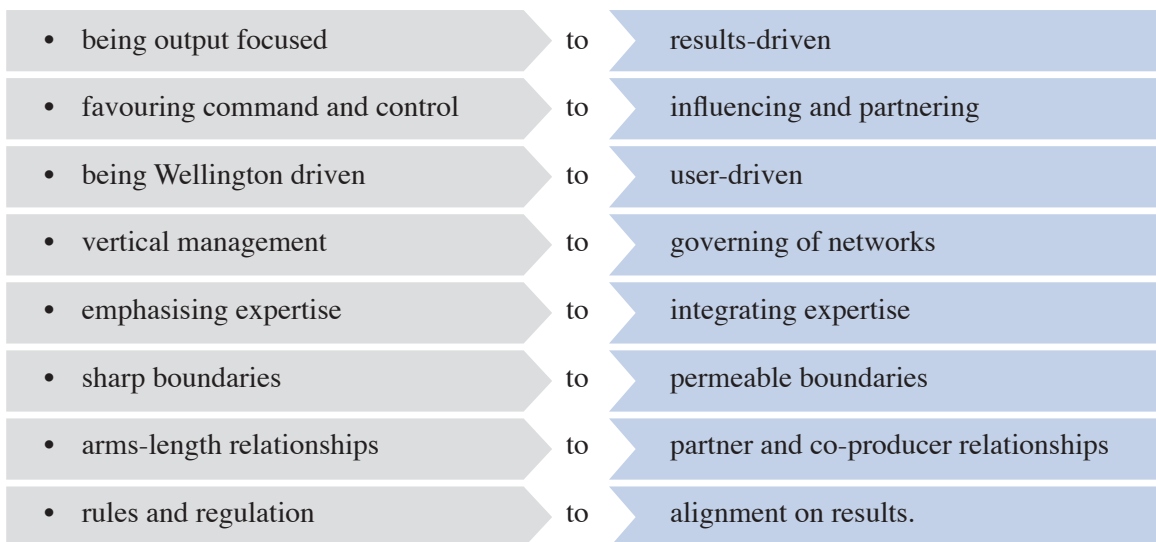
The State Services will need to change the way it operates to meet future challenges. We will need to:

- Clearly define the outcomes we are managing towards. The agreed outcomes need to underpin cross-agency coordination and alignment on key issues
- Shift from a system that is deeply embedded with vertical hierarchies, processes and cultures to a system that networks flexibly and effectively across organisational boundaries
- Ensure results are the focus of policy and services and allow individuals, families, communities and businesses to contribute to their development
- Tailor, and in some instances personalise, policies and services. This will require working with communities on policy and service design, development and delivery

- Emphasise key skills and behaviours to support effective networks and coordination. These include relationship and change management and the ability to connect concepts and people across different work areas
- Allow managers to focus on leadership and people development, as opposed to task management.

Agencies will continue building on existing strengths while these shifts in direction occur. For example, while increasing capability to work effectively in networks it will also be important to maintain expertise in individual agencies. Similarly, while innovation in design and delivery will be essential to increased effectiveness, there will be areas where rules and standards remain paramount.

In summary, the shifts involved include moving from:



The three central agencies: the SSC, the Treasury and the Department of the Prime Minister and Cabinet will jointly lead the Development Goals for the future. This is part of a more proactive and coordinated approach to

improving the performance of the State Services. The goals have been refreshed to ensure they align with this approach. One new goal has been added and the two ‘people’ goals have been merged.

The new Value-for-Money State Services goal

The new goal is Value-for-Money State Services: *Use resources and powers in an efficient, appropriate and effective way.* This goal highlights the connection between working towards results that meet government expectations and the resources and powers that State agencies use to achieve this. It is essential that agencies demonstrate value for money, both to government and to New Zealanders, as they develop policy, deliver services and run business operations.

It is also important that, in demonstrating value for money, agencies meet common standards for

efficiency and cost-effectiveness. This needs to be made transparent through greater use of measurement techniques and tools. Regular publication of indicator and benchmarking reports will help agencies become more evidence-based in their policy advice and service design and delivery.

The Value-for-Money State Services goal is described in more detail later in this section.

Other changes to the Development Goals

The following changes also position the Development Goals framework to support State Services agencies

in meeting the challenges of the 2015 working environment.

Overall Goal

The Overall Goal for the State Services remains:

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

The description of the Overall Goal has been extended to include reference to the new Development Goal – Value-for-Money State Services:

For New Zealanders to lead healthy and satisfying lives, they need quality services delivered by highly professional government agencies. This requires a world class,

professional State Services that is high-performing, trusted and accessible, delivering the right things, in the right way, at the right price. To get there, government agencies need to have the best possible systems and best possible staff, and they must strive to provide increased value for money.

This goal cannot be achieved by agencies working in isolation. For the State Services to work well for New Zealanders, then agencies must work closely together.

The new Employer of Choice goal

The inter-connection of the two ‘people’ goals – Employer of Choice and Excellent State Servants – presented the opportunity to merge the goals under the banner ‘Employer of Choice’. The original sets of

indicators of progress for both goals are retained. There is no intention of lessening the State Services agencies’ focus on ‘developing a strong culture of constant learning in pursuit of excellence’.

Milestones and indicators

New milestones for 2015 and refreshed 2010 milestones have been developed after extensive consultation with over 100 State Services chief executives and others, including the Public Service Association. These were approved by Cabinet in October 2007.

Each goal milestone represents a key signpost that, if achieved, signals that the State Services is on track to

achieve the goal. The 2010 milestones are largely a platform for the transformational change required to meet the 2015 milestones.

Many progress indicators have also changed.

Refreshed Development Goals, milestones and indicators

The refreshed Development Goals, milestones and indicators are described on the following pages.

Employer of Choice

Goal

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

The changing workforce, combined with a tight labour market and increasing service expectations, requires a

focus on how State servants are attracted, managed and developed.

Job seekers will be attracted to the State Services by its reputation for high achievement, integrity and service. Those who become State servants will see that they and their colleagues are led, managed and developed well.

2010 milestone

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

By 2010, the reputation of the State Services as an employer that provides positive workplaces and challenging, interesting work will have improved

from the 2007 baseline, drawing on the employment brand research findings.

State servants and their managers will use research-based competencies that will clearly set out the behaviours required for delivering quality services and will be committed to demonstrating these behaviours.

2015 milestone

State Services agencies are positive, inclusive workplaces populated by engaged, high performing staff focused on current and future results

By 2015, State agencies will be viewed as employers of choice in the market place. Staff and managers will use engagement survey results to develop highly engaged,

high performing workplaces delivering excellent services to government and New Zealanders. They will demonstrate the behaviours needed to achieve the Development Goals so that the State Services are coordinated, accessible and trusted, while delivering value for money.

Indicators

- 1 Reputation:** Perceptions of the State Services as a place to work
- 2 Staff engagement:** Engagement levels of staff in State Services agencies, including perceptions about the effectiveness of development plans, processes and opportunities
- 3 Chief executive/agency:** The extent to which agencies are specifying the competencies they require of their people to meet current and future organisational needs
- 4 Sector:** The extent to which a learning and development framework is used across the sector to improve agencies' performance.

Networked State Services

Goal

Use technology to transform the provision of services for New Zealanders

Continuing use of the Internet in their daily lives means that New Zealanders increasingly expect to interact

and transact with government online. An ongoing trusted relationship between government, business and New Zealanders is necessary to maintain interactions successfully and respect New Zealanders' privacy.

2010 milestone

Government shared infrastructure is used to deliver user-centred services, and support joint results

By 2010, government agencies will have an enhanced ability to cooperate, integrate common services,

and share data and information across the shared infrastructure, leading to improved results for New Zealanders.

2015 milestone

New Zealanders confirm that their experience of State Services has been transformed through technology

The measure of the success of our efforts by 2015 will be determined by New Zealanders and the way a transformed State Services meets their expectations.

Indicators

The three indicators to measure progress towards the goal are:

- 1 Grouping of services/transactions that apply technology to allow an individual – from one place at the same time – to access multiple programmes
- 2 Channel synchronisation of government transactions – within an agency or across government
- 3 The extent to which technology supports a user having to give the same information to government only once.

Value-for-Money State Services

Goal

Use resources and powers in an efficient, appropriate and effective way

What does achievement of this Development Goal mean?

State servants are entrusted with the use of resources and powers that impact significantly on the everyday lives of New Zealanders.

State Services agencies and sectors will show that their use of resources (provided by taxpayers or service users) is efficient and generates the maximum possible benefit for a given level of expenditure. Similarly, their use of powers, when developing and implementing regulations or performing statutory tasks, will also

be shown to be achieving government priorities.

State servants will also strive to continually improve the value for money of the activities undertaken and proposed.

In demonstrating value for money, it will be clear that the State Services is contributing to economic growth and the achievement of higher living standards for New Zealanders.

2010 milestone

Agencies demonstrate continued gains in the efficient and effective use of their resources and powers, consistent with government priorities

Decision makers¹³ need to have high quality information on the impacts of activities to ensure that they will contribute to economic growth and the achievement of higher living standards for New Zealanders. To provide this information, agencies will need to:

- ensure activities gain the most benefit from the resources and powers applied

- improve their ability to measure performance
- advise Ministers about how to achieve better results.

A two-phased approach will be applied. The initial focus will be for those agencies and sectors of the State Services that have the most significant impact on the long-term fiscal position and those that contribute the most to economic growth. Later, to ensure that the State Services as a whole demonstrates value for money, every agency and sector will need to be able to provide this information for decision making.

13. 'Decision makers' includes Ministers and, once budgets have been approved by Parliament, those people within agencies charged with making spending decisions to implement policy.

2015 milestone

New Zealanders see increased efficiency and effectiveness throughout the State Services

New Zealanders, whether service users, taxpayers, or those who are required to comply with regulations, have a right to know that State agencies and sectors are using resources and powers efficiently, appropriately and effectively. This means that information about how agencies are delivering value for money needs

to be provided in a way that is accessible and easy to understand.

The two-phased approach applies again. The initial focus will be on those agencies and sectors of the State Services that have the most significant impact on the long-term fiscal position and those that contribute the most to economic growth. All agencies should aim to develop and publish this information by 2015.

Indicators

Two indicators will measure progress towards this goal:

1 The extent to which decision makers are taking account of longer-term economic and fiscal impacts of government activities

2 The extent to which agencies use and publish value-for-money indicators and benchmarks.

How will progress be measured?

The first indicator will measure the extent to which spending is fiscally sustainable over the longer-term for State agencies and sectors. Progress will depend on the quality of information about fiscal impacts provided to decision makers by agencies. By 2010, those agencies and sectors that are key to achieving government priorities are expected to be on a sustainable spending path and will be providing high quality information to decision makers on the impact of activities. By 2015, all agencies will be expected to be on a sustainable spending path and providing high quality information.

The key sectors are the Education, Health, Justice and Transport sectors. Also key are the agencies within the Benefit System.

Information sources used to measure progress will include the Treasury forecasts (economic and fiscal updates), New Zealand's long-term fiscal position, information from central agency engagement¹⁴ with

agencies, agencies' formal accountability documents, in particular, annual reports, as well as analysis of advice provided by agencies to Ministers and information used for internal decision making.

The second indicator will be an assessment of the number of State agencies that have value-for-money indicators and benchmarks publicly available, including information used by agencies to meet the requirements for reporting on cost-effectiveness in section 40D of the Public Finance Act 1989. Further, by 2010 the key agencies and sectors listed above are expected to have published additional activity-appropriate value-for-money information. By 2015, it is expected that all agencies will be publishing both sets of information.

Information sources will include central agency engagement with State agencies and their formal accountability documents, in particular, annual reports.

14. Central agency 'engagement' with agencies includes scheduled formal meetings with chief executives and members of the senior management team, and other planned interactions.

Priority actions

To achieve this goal and the 2010 milestone, agencies need to ensure:

- Information on the cost-effectiveness of activities is in line with the legislative requirements (section 40D of the Public Finance Act 1989)
- Policy processes adequately include economic and fiscal impact information, with this advice clearly set out in options available to decision makers
- There is effective engagement with Ministers and communities of interest to identify activity-appropriate indicators and benchmarks, demonstrating the value for money being achieved
- Future drivers for spending in their area are identified, and approaches developed to confirm that projected spending is sustainable
- They focus on developing capabilities that allow for continual improvement in efficiency and cost-effectiveness.

Coordinated State Agencies

Goal

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

The milestones associated with the Coordinated State Agencies goal focus on aligning the collective capabilities of the State Services to achieve results for the benefit of New Zealanders.

2010 milestone

Agencies work together towards jointly-defined outcomes in response to government priorities and increasingly achieve measurable results by sharing capabilities and using effective networks

By 2010, agencies will have made observable advances in turning into action their commitment to working together to achieve results for New Zealanders. They will have jointly identified and articulated the

results that matter for New Zealanders, agreed the performance measures that enable this progress to be demonstrated and established baseline information for that performance.

Having determined their shared outcomes, agencies will need to develop the capabilities and networks that enable truly effective shared work to occur.

2015 milestone

New Zealanders gain real benefits from high performing and effectively-coordinated State agencies

By 2015, State agencies must be delivering clear and tangible benefits for New Zealanders through their coordinated efforts. Performance measurement, developed as part of progress towards 2015, will provide a foundation for tracking improvements in the performance of State agencies.

New Zealanders will continue to challenge State agencies to improve their performance. By 2015, New Zealanders will clearly see that public resources are being used in effective and efficient ways to achieve results for their benefit.

Indicator

A new single indicator has been developed to measure progress towards this goal:

- 1 The extent to which the three dimensions of successful coordination – mandate, systems and behaviours – are present and their use is impacting on results.

Accessible State Services

Goal

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

The milestones associated with this goal reflect that there is considerable diversity in the population and

a need for policies and services to be tailored and personalised to meet different circumstances. Policies and service delivery are more effective when end users have been involved in the design process.

2010 milestone

New Zealanders say agencies are increasingly working with them to design and deliver services to meet their diverse needs

By 2010, New Zealanders will see agencies working with different interest groups to develop new

approaches that provide more personalised services, rather than simply delivering services based on agency perspectives, convenience or structure.

2015 milestone

New Zealanders' experience of State Services is characterised by practice and personalised service delivery that meet their diverse circumstances

By 2015, approaches to designing, developing and delivering services will have changed substantially. Service delivery and practice will be personalised

and tailored to reflect the diverse interests, needs and capabilities of New Zealanders. Delivery will occur in many different ways, often through non-government agencies, reflecting the involvement of different communities in the development of services.

Indicators

There are three indicators to measure progress towards the goal. The wording of indicator one – target group uptake of services – has been altered to avoid confusion about what is understood by 'target group'. The second original indicator – appropriateness of referrals – provided an assessment of the 2007 milestone. As this milestone has passed, the indicator has been replaced and focuses on the responsiveness aspect of personalised service delivery. The new indicator set is:

- 1 Accessible State Services:** Uptake of services
- 2 Responsive State Services:** Service users' individual circumstances are taken into account
- 3 Effective State Services:** Users' experience and expectations inform service design and improvement.

Trusted State Services

Goal

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

The milestones for the Trusted State Services goal focus on the importance of acting with integrity in everything we do and ensuring that State servants' behaviour does not undermine New Zealanders' trust in us.

2010 milestone

Agencies have in place the elements essential to support State servants' trustworthy behaviour

The refreshed 2010 milestone for the Trusted State Services goal reinforces the importance of comprehensive integrity programmes by stating that agencies will have in place the six elements (outlined in

the 'Goal progress report' section for the Trusted State Services goal) that are essential to support State servants' trustworthy behaviour.

The 2010 milestone is the next logical step on from the 2007 milestone which focused on setting standards by way of a code of conduct – the first of the six elements.

2015 milestone

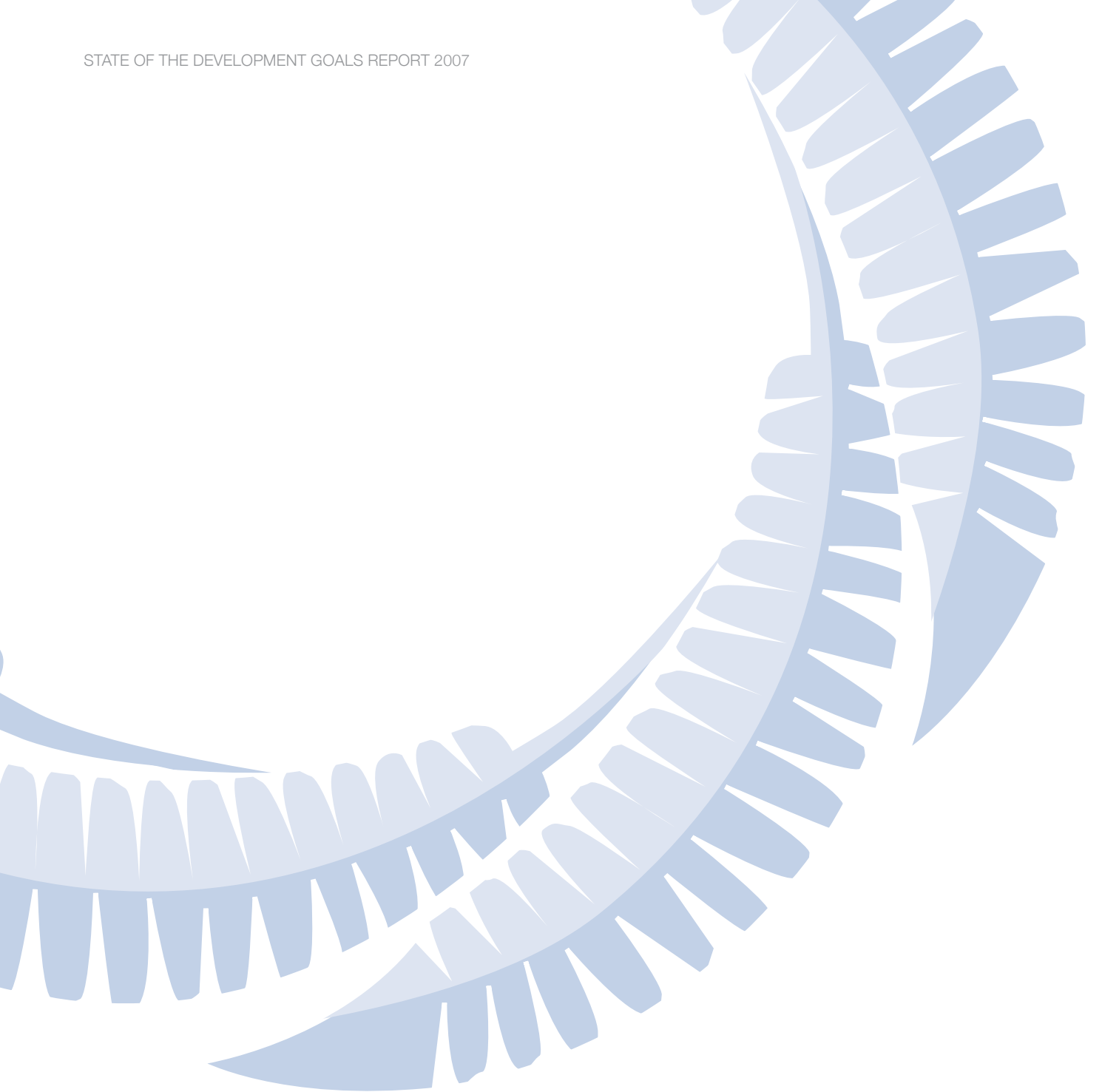
New Zealanders increasingly trust State servants to act with integrity

The next logical progression, reflected in the milestone for 2015, is that New Zealanders increasingly trust State servants to behave appropriately. By 2015,

State Services agencies will have implemented comprehensive integrity programmes and New Zealanders will increasingly trust the people, systems and processes of the State Services and the way services are delivered.

Indicators

- 1 Trustworthiness exhibited by State servants
- 2 The extent of New Zealanders' confidence in the integrity of State servants when delivering services.



Summary of the Development Goals, milestones and indicators

Overall Goal: A system of world class professional State Services serving the government of the



Day and meeting the needs of New Zealanders



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Leadership of the Development Goals programme

This section sets out the future priority actions for the State Services Commission, the Treasury and the Department of the Prime Minister and Cabinet and gives information on how to provide feedback on the report.

Goal and milestone leadership

When the Development Goals were launched by the State Services Commissioner in 2005 with the support of the Government, they were intended to provide a framework for delivering the next generation of State Services. The milestones set for 2007 and 2010 were the signposts towards a transformed State Services. Work to date suggests that realising the vision for transformation is not only possible, but is well under way. Work to progress the goals is no longer just experimental but real, through the research and tools designed to facilitate this transformation.

The SSC has further refined the Development Goals framework by adding the Value-for-Money State Services goal and extended the signposts for progress out to 2015. It is also timely to broaden the leadership for implementation of the goals and milestones to the three central agencies: the SSC, the Treasury and the Department of the Prime Minister and Cabinet.

During the last year the three central agencies, with the full support of their respective Ministers, have adopted a more coordinated and cohesive approach to State sector leadership. The purpose is to promote better performance across the State Services that is responsive to Government priorities. Joint leadership of the Development Goals framework and the actions to achieve the milestones are part of this emerging approach to leadership of the State Services. Each central agency will determine the best way to support achievement of the Development Goal milestones consistent with its core business.

The central agencies are working to create an all-of-government culture or ethos to promote and support the delivery of the Development Goals. A high level of innovation to achieve the milestones will be important. Central agencies will work with leaders across the State Services to identify opportunities to promote 'whole system' improvement within the Development Goals framework. As part of implementation central agencies will also support State agencies in their engagement with Ministers.

Specifically, over the next three years central agencies will promote and facilitate:

- **Agency uptake of the employment brand research and tools, the Gallup Q12 engagement survey, the Lominger competency model and the opportunities to share implementation of the Learning and Development Framework. [Employer of Choice]**
- **Implementation of the E-government Strategy, agency uptake of all-of-government shared infrastructure and services, and innovative use by agencies of technology to deliver user-centred services. [Networked State Services]**
- **Agencies and sectors demonstrating efficient, cost-effective and appropriate use of resources and powers through the publication of indicators and benchmarks. [Value-for-Money State Services]**
- **Agency awareness and understanding of the critical success factors for coordination and assist groups of agencies to adopt mechanisms and systems for that coordination. [Coordinated State Agencies]**
- **The 'outside-in' research findings, including the Kiwis Count public survey, and agency uptake of the all-of-government client satisfaction survey: the Common Measurements Tool. [Accessible State Services]**
- **Agency implementation of the new *Standards of Integrity and Conduct*. [Trusted State Services]**

The SSC will also assess how well Public Service chief executives are using the Development Goals to improve agency and sector performance, as part of chief executive annual performance reviews.

While milestones for 2015 have been established at this time, central agencies will undertake another review exercise in 2010 to refresh the milestones. In particular, they will test for sufficient 'stretch' in the 2015 milestones, to assess whether it is possible to set the bar higher on the basis of new knowledge and experience.

Feedback

Feedback on this report is welcomed and will be taken into consideration for the State of the Development Goals Report 2008.

Comments can be:

Emailed to: devgoals@ssc.govt.nz

Forwarded online:

This report is published online at

<http://www.ssc.govt.nz/sdg-report07>. The website feedback form can be used for comment.

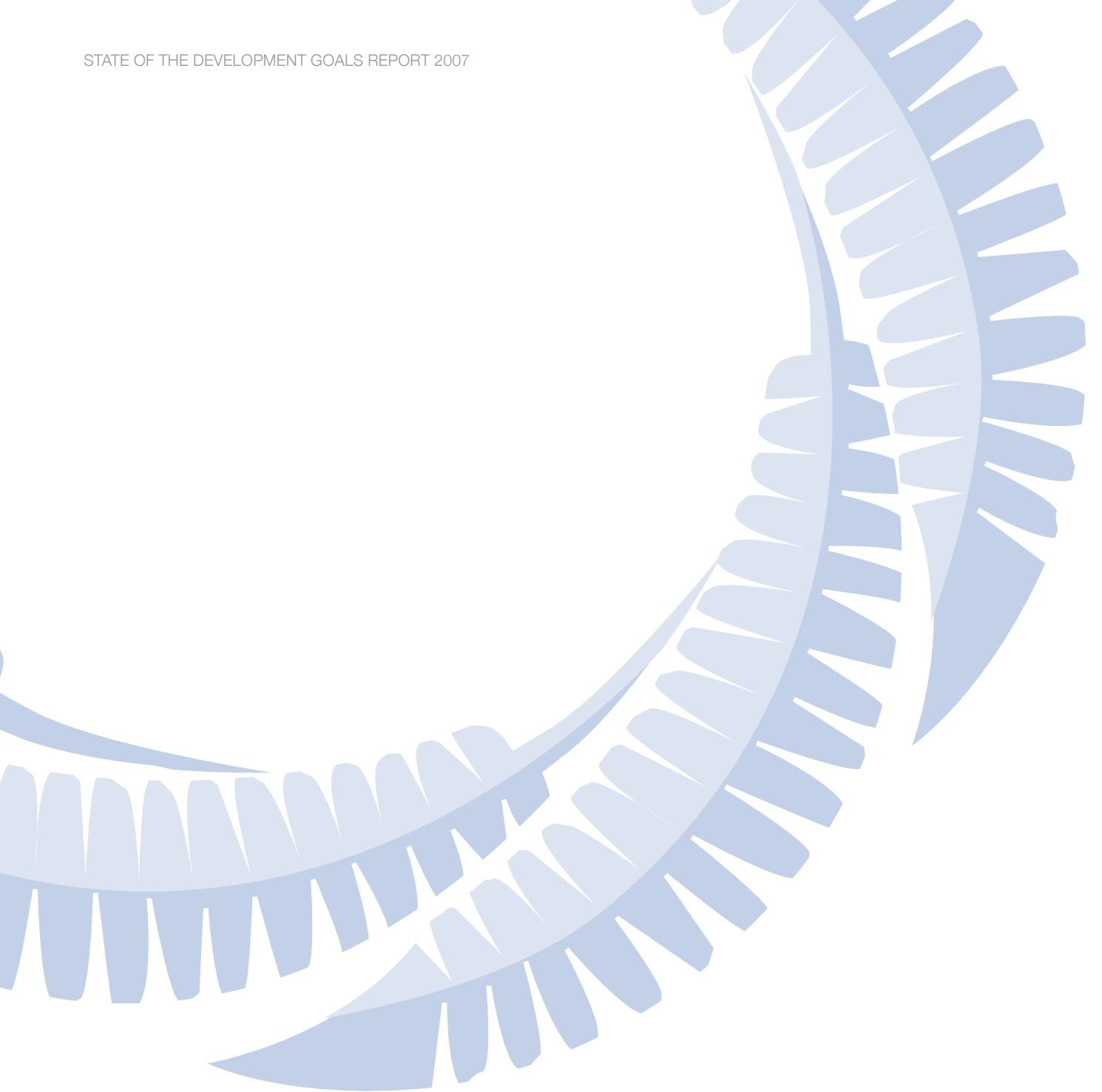
Posted to:

State of the Development Goals

State Services Commission

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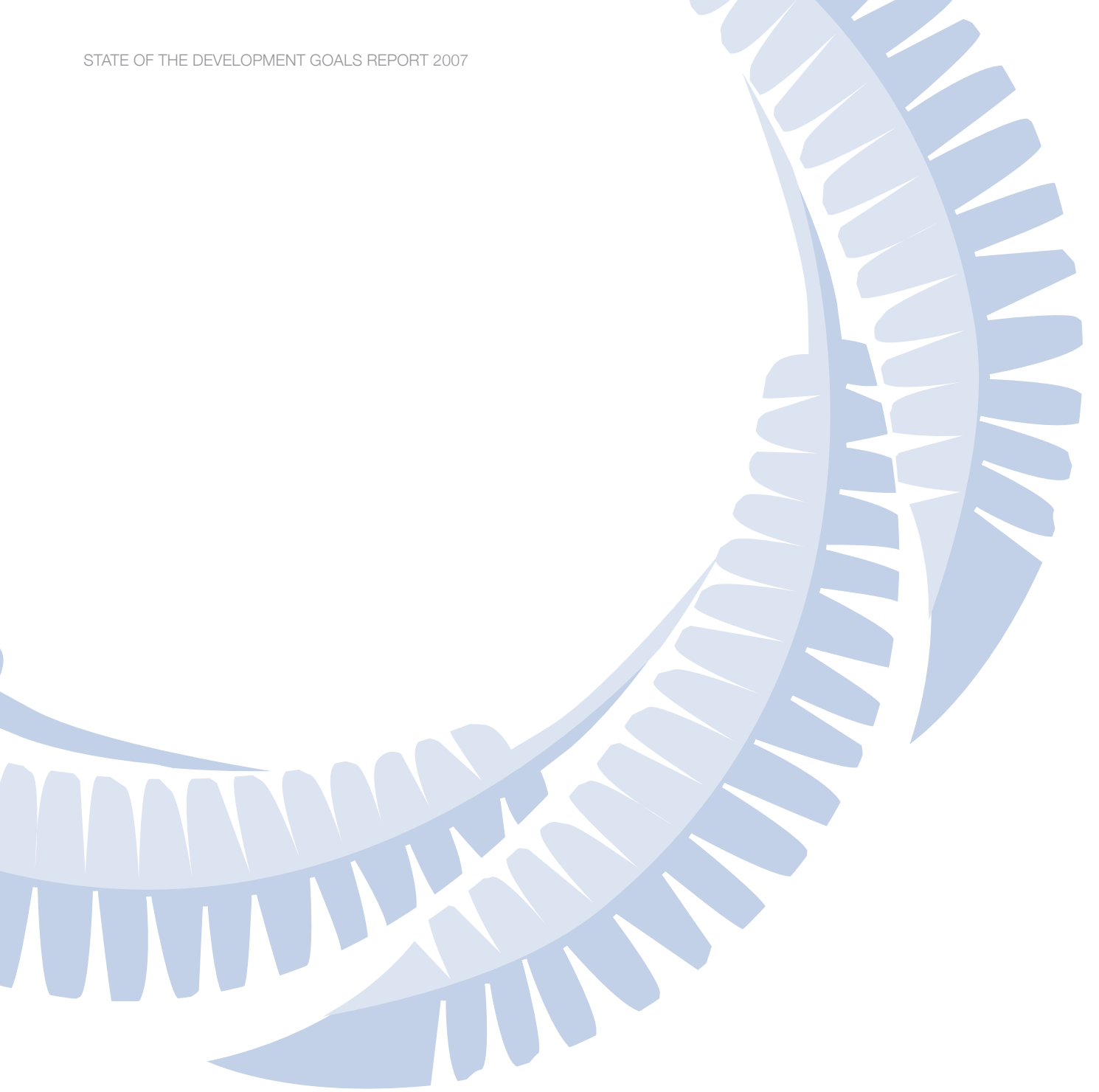
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Appendix 1: Agencies to which the Development Goals apply

The Development Goals are focused on the State Services – essentially defined in the State Sector Act 1988 as ‘all instruments of the Crown in respect of the Government of New Zealand’, that is, those agencies that directly operate as instruments of executive government¹⁵. It is the range of agencies through which the Government directly affects the lives of New Zealanders.

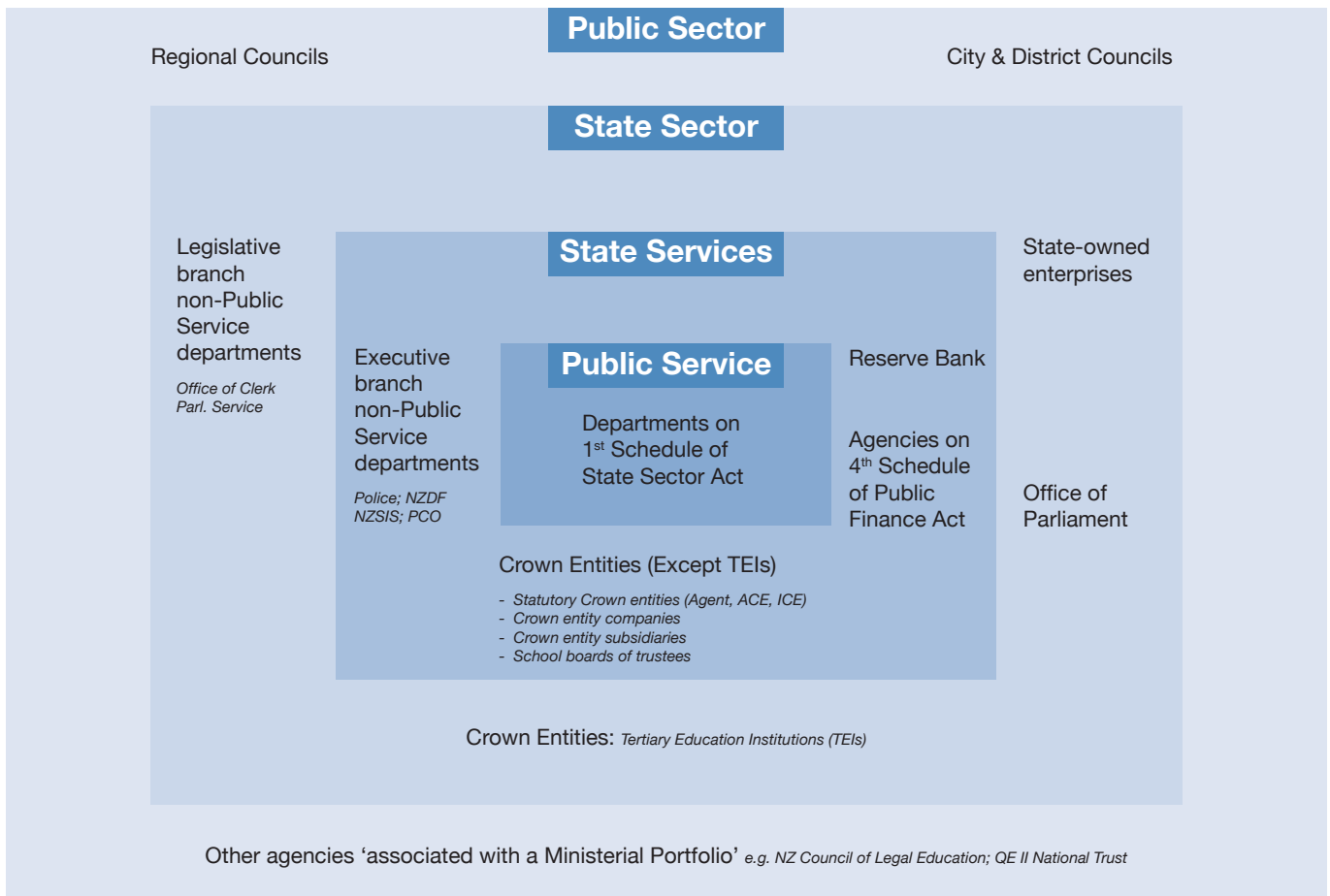
The State Services consists of:

- all Public Service departments

- other departments in the executive branch of government that are not part of the Public Service
- all Crown entities (except tertiary education institutions)
- a variety of agencies included in the Government’s annual financial statements by virtue of being listed on the Fourth Schedule of the Public Finance Act 1989
- the Reserve Bank of New Zealand.

The State Services does not include the agencies depicted in the wider State sector and public sector.

Components of the public sector



15. Refer to the State Sector Act 1988 section 2 for the full definition of 'State Services'.

Appendix 2: Research undertaken to inform the report

The report is informed by information obtained **through engagements with Public Service chief executives and senior managers** [all goals]. In addition, the SSC's programme of research over 2006/07 included:

- **New Zealand State Services integrity and conduct survey** to establish a benchmark to enable the state of integrity and conduct of State servants to be identified and monitored. The SSC contracted the Ethics Resource Center, a Washington DC-based non-profit organisation and recognised leader in measuring integrity and conduct to undertake a survey of State servants. A total of 4642 State servants (60% response rate) from 38 agencies took part in the self-completion survey. [Trusted State Services goal]
- **Employment brand research** to gain a better understanding of the State Services as a collective 'employment brand'. An independent brand research organisation was contracted to undertake a postal self-completion survey of 1000 people using the BrandAsset Valuator methodology. [Employer of Choice goal]
- **Qualitative research** conducted in Waitakere, South Taranaki and Christchurch, involving individual in-depth interviews with State Services agencies, intermediaries or community organisations and New Zealanders who had used State Services. UMR Research was contracted to undertake 24 case studies with New Zealanders. Staff from the SSC undertook in-depth interviews with staff in 23 State Services agencies and 18 social and business intermediaries or community organisations. [Accessible State Services and Networked State Services goals]
- **The Drivers Survey** to determine what drives New Zealanders' satisfaction and trust in the State Services and the relationship between the two factors. Colmar Brunton was contracted to undertake a telephone survey of 1200 New Zealanders. [Accessible State Services and Trusted State Services goals]

Appendix 3: Glossary

Agency	An organisation in the public sector (central or local government).
Authentication	The process of establishing, to the required level of satisfaction, the identity of one (or more) of the parties of the transaction. In more common terms, it is verifying that you are who you say you are.
biz services	A specialist business information and referral service for individuals and small and medium sized businesses offered by New Zealand Trade and Enterprise.
Central agency engagement	Central agency 'engagement' with agencies includes scheduled formal meetings with chief executives and members of the senior management team, and other planned interactions.
Channel synchronisation	People can use a range of methods to interact with agencies (such as email, phone, in person, text, paper, web and any combination of these) without any break in service. New information to any one channel should be immediately reflected in all. If channel synchronisation is in place, people who interact with government receive the same level of service and are recognised every step of the way, regardless of the channel they use. There should be no inconvenience to users if they shift channels.
Community of interest	A community of interest is a community of people who share a common interest or aspiration. Examples include families, iwi, hapū and whānau, local communities, sector groups, non-government organisations and businesses.
Decision makers	Decision makers include Ministers and, once budgets have been approved by Parliament, those people within agencies charged with making spending decisions to implement policy.
Development Goal	Each Development Goal is the desired state that the State Services is aiming to achieve.
Drivers	Factors such as values and motivations that strongly influence people's attitudes.
Employee engagement	A heightened emotional connection that employees feel for their organisation, which influences them to exert greater discretionary effort in their work.
Employment brand	The image of an employing organisation, influenced by both the perceived image of the organisation (organisation brand image) and the perception of what it is like as a workplace (workplace brand).
Expenditure Review of Government ICT Spending	The <i>Expenditure Review: Government ICT Spending</i> (September 2006) found that there is opportunity to achieve productivity improvements from government expenditure in ICT, through strengthened support for chief executives and increased leadership and facilitation of ICT investment on a system-wide basis. Better directed ICT expenditure can result in reduced operating costs, and may also deliver benefits through customer service improvement, reduction of compliance costs for businesses and the public, and increased systems flexibility to respond to policy drivers.
Gallup Q12 Engagement Survey tool	A research-based engagement survey to deliver benchmark data that relates to State servants' organisational commitment, performance and retention. This is the preferred engagement survey for use by State Services agencies.

Government Logon Service (GLS)	An all-of-government shared service to manage the logon process for online services of participating agencies. It provides people with a single logon, such as a username and password or token, to access online services provided by participating agencies. This is done in a way that enhances security and protection of the person's privacy. People can use the GLS to access online services for themselves or on behalf of a business, organisation, employer, etc.
Government Shared Network (GSN)	A networking platform designed to meet the needs of the State Services. It enables inter-agency collaboration and facilitates easier and more efficient access to information across a dedicated infrastructure secured to government standards.
Heartlands	Heartlands centres provide 'one-stop shops' largely in rural areas where the local population may access a range of government and other related services. The aim of Heartlands Services is to ensure that government services are accessible to residents in those areas and to provide more support for local volunteer groups.
Identity Verification Service (IVS)	The Identity Verification Service being developed by the Department of Internal Affairs will provide government agencies with a high level of confidence regarding the identity of an online user, while placing people in control of this transaction and protecting their privacy. This is the online approximation of a person presenting a passport or other proof of identity document in person to an agency.
Indicators (of progress)	An indicator of progress provides an indication or description of conditions that support achievement of a Development Goal. They are the points of interest for measurement and show whether progress is being made in the desired direction.
Information and communication technologies (ICT)	The use of electronic devices and applications to convert, store, protect, process, transmit, share and retrieve information.
Inside-out/ outside-in	An inside-out perspective is agencies' views of how they make their services available to New Zealanders (or the supply side) and the State Services and its employees exhibiting trustworthy behaviour to New Zealanders. An outside-in perspective is New Zealanders' perceptions and experiences of State Services (or the demand side).
Intermediary	An organisation that acts between an individual or business and an agency (for example, the Citizens Advice Bureau or a chartered accountant).
Liberty Alliance	Liberty Alliance is a global identity consortium working to build a more trusted Internet for consumers, governments and businesses worldwide.
Lominger competency model	A research-based behavioural competency model. A licence has been purchased to use the Lominger competency material and associated tools across the New Zealand State Services.
Milestone	A milestone is an intermediate point or a signpost on the way towards achieving a Development Goal.
Needs (of New Zealanders)	In this report, this refers to 'needs' as defined by current legislation, regulation and government policy.

Appendix 3: Glossary continued

New Zealander	New Zealand citizens and residents as well as any individual wishing to access information or a service provided by a New Zealand State Services agency (for example, those seeking to immigrate to New Zealand).
Psychographic profiling	Psychographic profiling uses a research-based model that categorises people into one of a series of seven unique groups, based on their values, attitudes and lifestyles. There are seven groups in the BrandAsset Valuator model: Succeeder, Reformer, Explorer, Mainstreamer, Aspirer, Struggler, and Resigned. Knowing the psychographic profile of people the State Services wants to attract into employment will allow it to develop a work environment that attracts these people to work and stay working with it. Such information allows the State sector to develop communication and recruitment strategies that effectively target the people it is more likely to want to employ.
RSS	RSS is a family of Web feed formats used to publish frequently updated content such as blog entries, news headlines or podcasts. An RSS document, called a 'feed', 'web feed' or 'channel', contains either a summary of content from an associated web site or the full text. RSS makes it possible for people to keep up with their favourite web sites in an automated manner rather than checking them manually. The initials 'RSS' are used to refer to the following formats: Really Simple Syndication, RDF Site Summary, or Rich Site Summary.
Social networking tools	A category of Internet applications that help connect friends, business partners or other individuals using a variety of Web 2.0 services and tools available on the World Wide Web. Examples are MySpace, YouTube and Facebook.
Syndicated procurement	Agencies collaborating on a voluntary basis for the purchase of goods and services, with tenders and contracts managed by a lead agency.
Wiki	A type of website that allows users to add, remove, edit and change most content quickly and easily, sometimes without needing to register. This ease of interaction and operation makes a wiki an effective tool for collaborative writing. The term wiki can also refer to the collaborative software itself (wiki engine) that underpins the operation of such a website, or to certain specific wiki sites including the computer science site (and original wiki), WikiWikiWeb and online encyclopaedias such as Wikipedia. 'Wiki-wiki' means fast in Hawaiian.

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