

## What will transformation of the State Services look like?

As State servants, we have a reputation for integrity, spirit of service and the ability to achieve results for New Zealanders. Whatever our role – front line, service design or policy development – we are guided, encouraged and supported to achieve excellence by State Services managers and leaders. Career progression and development opportunities enable us to pursue interesting and challenging assignments and to move between agencies.

We are part of a single, user-centred enterprise that has many points of delivery and interaction with the people we serve. Our agencies regularly use effective networks and Internet technologies to deliver government information and services. New Zealanders are able to interact and transact with government in ways that support their needs.

Our agencies are committed to demonstrating value for money to government and to New Zealanders through the efficient, appropriate and effective use of resources and powers. Common standards for efficiency and effectiveness are established and met, demonstrated by benchmarks and indicators.

We have common values and goals and are dedicated to making a difference to the lives of New Zealanders. We coordinate our efforts, using our expertise as appropriate, and are committed to shared outcomes where these will help achieve the right results. We recognise that we need to work closely with partners, whether individuals, families, community groups or businesses, to achieve these results.

When New Zealanders approach us, we listen to their concerns and understand their circumstances. We also ask them about their experience and expectations of services so that their views can be reflected in policy and service design and improvements. This gives them confidence that they will be treated fairly and receive information and services that better meet their needs.

We are proud of what we have achieved but appreciate that New Zealanders' trust in our services is easily lost and difficult to re-establish. We recognise the value of integrity and are seen as responsible stewards of State powers and resources. We see the State Services as a unified field of endeavour, with shared values and goals, committed to delivering excellent services to New Zealanders.

## State Sector Agencies (Listed by legal title as at November 2007)

### 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 New Zealand Food Safety Authority
- 26 Ministry of Pacific Island Affairs
- 27 Department of the Prime Minister and Cabinet
- 28 Ministry of Research, Science, and Technology
- 29 Serious Fraud Office
- 30 Ministry of Social Development
- 31 State Services Commission
- 32 Statistics New Zealand
- 33 Ministry of Transport
- 34 The Treasury
- 35 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 (21)
- 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 Drug Free Sport New Zealand
- 6 Electoral Commission
- 7 Health and Disability Commissioner
- 8 Human Rights Commission
- 9 Law Commission
- 10 Office of Film and Literature Classification
- 11 Independent 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
- 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 (12)
- New Zealand Fish and Game Council
- New Zealand Game Bird Habitat Trust Board
- Reserve Boards (24)
- 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 Kordia Group Limited
- 8 Landcorp Farming Limited
- 9 Learning Media Limited
- 10 Meridian Energy Limited
- 11 Meteorological Service of New Zealand
- 12 Mighty River Power Limited
- 13 New Zealand Post Limited
- 14 New Zealand Railways Corporation
- 15 Quotable Value Limited
- 16 Solid Energy New Zealand Limited
- 17 Timberlands West Coast Limited
- 18 Transpower New Zealand Limited

- Non-State Services, but wider State sector

## STATE OF THE DEVELOPMENT GOALS 2007

# Transforming the State Services

The Development Goals programme is designed to transform the State Services in a way that is aligned with government priorities and delivers better results for all New Zealanders.

The *State of the Development Goals Report 2007 – Transforming the State Services* describes progress to June 2007 and introduces some changes to the framework. These changes are a new Development Goal, Value-for-Money State Services, refreshed 2010 milestones, new milestones for 2015 and a set of priority actions for agencies to achieve the milestones. The report also outlines the leadership role for central agencies in the Development Goals programme.

This leaflet describes a transformed State Services and poses challenging questions we, as State servants, need to ask ourselves to prepare for this future.

## Development Goals for the State Services

## How are we preparing for the future? *Some questions for all State servants to consider*

## Resources and tools

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

### 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

- What am I doing to improve perceptions of the State Services as a place to work?
- Do I know what is expected of me to achieve my agency's business results?
- Do I receive feedback on my progress and am I encouraged to develop further?

- Gallup Q12 Engagement Survey
  - Lominger Competency Model
  - Learning & Development Framework
  - Career Development Framework
  - Targeted Recruitment Advertising Guidebook
- (All published on Public Sector Intranet, <https://psi.govt.nz/>)

### Networked State Services

Use technology to transform the provision of services for New Zealanders

- How is my agency helping New Zealanders access services without needing to search across many agencies?
- Does my agency provide New Zealanders with information and service delivery channel options that meet their expectations and needs?
- How is my agency using technology to reduce barriers to sharing information with other agencies?

- E-government Strategy
  - Government Shared Network (GSN)
  - Government Logon Service (GLS)
  - e-GIF – policies, standards, guidelines
- (All published on [www.e.govt.nz](http://www.e.govt.nz))

### Value-for-Money State Services

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

- Does my agency include information about economic and fiscal impacts in its policy advice to decision makers?
- How is my agency engaging with Ministers and communities of interest to identify value-for-money indicators and benchmarks?
- How is my agency meeting New Zealanders' expectations for value for money for taxpayer dollars spent?

- Guidance on cost-effectiveness measures
  - Managing for Outcomes/Results Framework
- (Published on [www.ssc.govt.nz](http://www.ssc.govt.nz))
- Cost benefit analysis primer
- (Published on [www.treasury.govt.nz](http://www.treasury.govt.nz))

### Coordinated State Agencies

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

- Do I work across agencies, putting government priorities and results for New Zealanders ahead of my agency's interests?
- Do my colleagues and I have a shared understanding of our joint outcomes, and who is responsible for what? Can we measure our progress?
- Which skills and competencies am I demonstrating to support coordination with colleagues across the State Services?

- Critical success factors for coordination diagram
  - Managing for Outcomes/Results Framework
  - Machinery of Government guidance
- (Published on [www.ssc.govt.nz](http://www.ssc.govt.nz))
- Shared workspaces
  - Public Sector Intranet (<https://psi.govt.nz/>)

### Accessible State Services

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

- Do I know who is not accessing my agency's services? How are barriers to using these services being addressed?
- How does my agency personalise and tailor services to meet New Zealanders' needs, aspirations and capabilities?
- What does my agency know about New Zealanders' experience and expectations of service delivery, and how is this information being used to inform improvements?

- Kiwis Count public survey
  - Common Measurements Tool client satisfaction survey
- (All published on [www.ssc.govt.nz](http://www.ssc.govt.nz))

### Trusted State Services

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

- Am I confident in the integrity of other State servants?
- How is my agency implementing the six elements that support the trustworthy behaviour of State servants?
- Are New Zealanders confident that my agency does a good job?

- Standards of Integrity & Conduct
  - Elements of trustworthy behaviour
  - Code of Conduct: Resources for Organisations; Guidance for State Servants
- (All published on [www.ssc.govt.nz](http://www.ssc.govt.nz))