

FACTORS FOR SUCCESSFUL COORDINATION

DEVELOPMENT GOALS FOR THE STATE SERVICES

The Development Goals aim to transform the State Services in a way that is aligned with government priorities and delivers better results for all New Zealanders. There are six goals: Employer of Choice; Networked State Services; Value-for-Money State Services; Coordinated State Agencies; Accessible State Services; and Trusted State Services. Together they support the overall goal 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.

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, agencies must work closely together.

COORDINATED STATE AGENCIES

The Coordinated State Agencies Development Goal is:

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

The vision behind this goal is that agencies coordinate their efforts using their expertise as appropriate, and are committed to joint outcomes where these will help achieve the right results. Agencies recognise that they need to work closely with partners to achieve these results. State servants have common values and goals and are dedicated to making a difference to the lives of New Zealanders.

For further information:

<http://www.ssc.govt.nz/development-goals>

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DEVELOPMENT GOALS



STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



newzealand.govt.nz

EMPLOYER OF CHOICE

NETWORKED

VALUE-FOR-MONEY

COORDINATED

ACCESSIBLE

TRUSTED

DEVELOPMENT GOALS FOR THE STATE SERVICES

FACTORS FOR SUCCESSFUL COORDINATION

Helping State Agencies Coordinate Effectively

WHAT IS COORDINATION?

Coordination is the sharing of information, resources and responsibilities to achieve a particular outcome.

- | Agencies can... | in order to... |
|--|--|
| <ul style="list-style-type: none">• share information, knowledge and expertise• pool resources• use networks | <ul style="list-style-type: none">• develop policies• design and deliver services• evaluate programmes |

WHY COORDINATE?

Because:

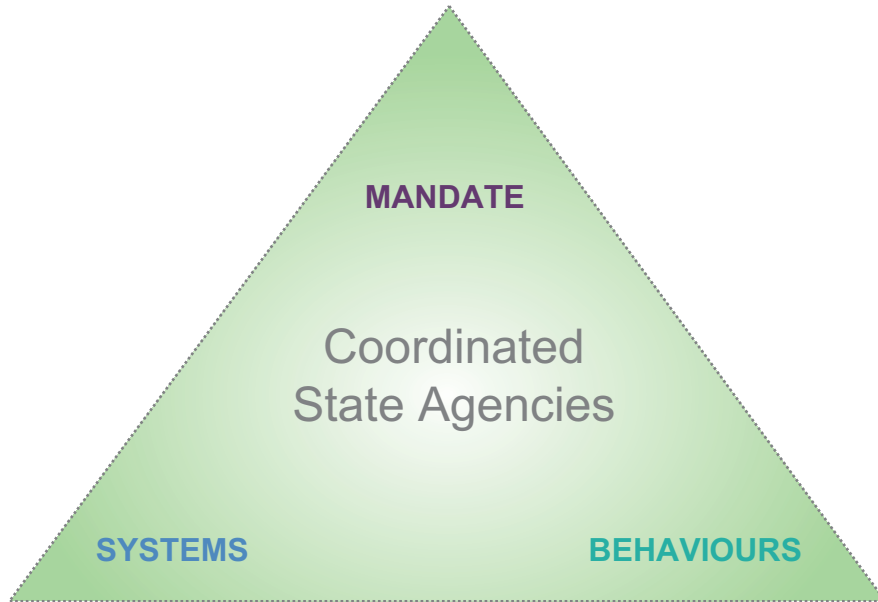
- the challenges facing New Zealand are bigger than one agency can solve alone
- by pooling the best of their resources agencies provide better solutions
- it helps to reduce duplication and ensure New Zealanders access the best service at the right cost
- it targets government effort at priority areas
- New Zealanders expect it

WHEN IS COORDINATION NECESSARY?

There are times when coordination is vital to achieving the right result for New Zealanders. Coordination is the right way to go when an outcome can only be improved or attained through coordinated government action, and when the benefits to New Zealanders outweigh the costs. That's when State servants from different agencies need to work together. But coordination takes time, resources and energy, so it needs to be carefully planned and focused to be effective.

FACTORS FOR SUCCESSFUL COORDINATION

- Leadership commitment
- Ministers' and stakeholders' buy-in
- Defined and agreed joint outcomes



- Appropriate and documented governance and accountability framework
- Sufficient and appropriate resources
- Process to measure performance from established baselines

- Right representation, skills and competencies
- Organisational cultures that support coordination
- Shared culture, language and values

The Factors for Successful Coordination Framework can help agencies plan coordinated activity. It groups nine factors for successful coordination according to the three dimensions of mandate, systems and behaviours. By ensuring these factors are in place, agencies will coordinate more effectively and achieve success together.

MANDATE: for successful coordination, leaders must emphasise the importance of effective coordination and commit to making it work by prioritising the coordinated activity within an all-of-government context; Ministers and other stakeholders need to buy into the coordinated approach; and State servants must agree on clearly-defined joint outcomes to focus effort.

SYSTEMS: for successful coordination, appropriate governance and accountability frameworks must be in place and the roles, responsibilities and contributions of each agency documented – for instance through a memorandum of understanding; sufficient and appropriate resources must be available to deliver the required tasks; and an effective process to measure performance from established baselines must be in place, with remedial action being taken when necessary.

BEHAVIOURS: for successful coordination, the right agencies must be represented by State servants with the appropriate authority, and the right skills and competencies to work collaboratively; there must be clear leadership among the group; and each agency's organisational culture must support coordination so that, over time, those State servants involved in the coordinated activity come to share common culture, language and values.

