



**SSC Report:** Delivering Better Public Services  
**Date:** 20 November 2008 **SSC Register no:** 11/08-MoSS/895  
**Author:** Iain Rennie **Contact DDI:** +64 4 495 6693

To:	Action Sought	Deadline, date, reason
Hon Tony Ryall Minister of State Services	<input checked="" type="checkbox"/> Note <input type="checkbox"/> Agree to recommendations <input type="checkbox"/> Sign and forward to other Minister(s) <input type="checkbox"/> Sign and lodge for _____ Cabinet Committee meeting on: _____	

### Purpose

This briefing aims to provide you with an overview of the State Services portfolio and the role of the SSC. This note is not intended to be a comprehensive record of the State Services Commission's work programme and functions. This document is intended to serve as the starting point for a number of briefings and conversations that will provide more detail.

I will arrange more detailed briefings for you on any other matters raised here that you believe require further attention.

### Context

New Zealand's State Services comprise 31 percent of Gross Domestic Product. State Services agencies are of various forms including Public Service Departments, Non-Public Service Departments, Crown Entities, and State Owned Enterprises. In addition to the 35 core public service departments, there are another 200 agencies in the wider State Services (see Appendix B).

State servants play a critical role in delivering frontline services to New Zealanders and play an important role in delivering sustainable social and economic benefits to the long term future of the country. How well these agencies perform, and how well the State Services as a whole perform, is determined by how well we address a range of challenges.

Probably the most important challenge that we face is the high and rising level, and increasing complexity, of citizens' expectations of service access and delivery. This poses a major challenge at the best of times but it will be even more of a challenge as we move through a period of financial stringency.

Ensuring that the quality of public services continues to meet public expectations, within the resources made available to the public sector, will require a broad-ranging and sustained commitment to raise state sector performance.

There are a number of dimensions of performance that can be improved. This briefing outlines how I see the State Services Commission can support government in this respect and briefly canvasses the major areas where the SSC can take a leadership role. Our central agency partners from the Treasury and the Department of the Prime Minister and Cabinet bring their own distinct and valuable perspectives around state sector performance. Stronger state sector performance will be assisted if all three central agencies ensure that there is a high degree of alignment of our work. This is a high priority for all three central agency chief executives.

### **The role of the State Services Commission**

The State Services Commission performs a leadership role across the State Services. Overall, the role is concerned with building the performance of agencies, of groupings of agencies ('sectors'), and with the performance of the public management system as a whole. Some aspects of the SSC's role remain the same over time, for example, the State Services Commissioner's responsibility for appointing Public Service chief executives. But many of the specific things the Commission does, and the emphasis it places on them, change over time as the performance challenges facing the system change.

We have been, or are in the process of, shedding a range of operational functions in order to concentrate on better developing the State Services Commissioner's leadership role across the system. The major operational function which is planned to depart from the SSC is Government Technology Services which will transfer to the Department of Internal Affairs next year. Another operational function, which has already been transferred to the Ministry of Social Development, is the Mainstream supported employment programme. While the public sector's industry training organisation, Learning State, continues to be hosted within the Commission, we are developing a set of governance and organisational arrangements that will allow it to operate on a stand-alone basis.

As a result of these changes, the State Services Commission will be a significantly smaller government department by the middle of 2009. Our ability to have a positive impact on state sector performance will heavily rely on our ability to focus on a few areas that matter and on our ability to build a series of coalitions among state sector agencies that can mobilise a broad-based effort to raise performance around these priorities.

The balance of the briefing outlines the areas of activity which we envisage will be developed as part of the SSC role over the next few years.

The State Services Commissioner acts on behalf of the Crown as the employer of the chief executives of Public Service Departments. This is the core statutory responsibility of the State Services Commissioner. Consequently, the State Services Commission's role is mainly focused on the performance of the departments of the core Public Service. Beyond this the State Services Commissioner performs more limited roles in respect of the State Services generally. Some of these roles are very broad and ongoing – such as the responsibility to set standards of conduct and integrity across the State Services. Other roles are more *ad hoc*, such as the assistance sometimes provided to Ministers around chief executive appointment processes outside of the core Public Service (for example, Commissioner of Police, and senior Defence appointments). The common thread in how we perform all our roles is the aim of increased performance.

For the SSC the concept of performance has several facets. Performance is about:

- Achieving the results that Ministers have decided they want to achieve
- Building the capability of the Public Service so that we are able to continue delivering on government priorities in the future in an effective and efficient manner
- Serving the community and being worthy of the trust and confidence of the public.

These different aspects of performance come together in the State Services Development Goals which include, as the Overall Goal for the State Services, the objective of being: “A system of world class professional State Services serving the government of the day and meeting the needs of New Zealanders”.

When the Development Goals were launched in 2005 they were the Commission's goals. Now, each of the six Development Goals focuses on an area of improvement which the Central Agency chief executives see as a priority for lifting the performance of the State Services overall:

- Being an Employer of Choice – making sure we, to the maximum extent we can, attract, retain, and develop the talent and skills needed for providing quality services
- Having Networked State Services which acquire developing information technologies and use them to improve services to New Zealanders
- Ensuring Value for Money services which make best and most economical use of taxpayers' money
- Having Coordinated Agencies so that the total contribution of government agencies is greater than the sum of the parts
- Being Accessible and Trusted so that the State Services are effective from the point of view of the public and worthy of the trust of the community.

These high-level goals resonate with many chief executives. The challenge over the next few years is to prioritise the areas of improvement and to translate them into the context of individual agencies or sectors.

One of my responsibilities under section 6 of the State Sector Act 1988 is “to appoint chief executives of departments and negotiate their conditions of employment”. Doing this well is the major contribution which the State Services Commission can make to the performance of the Public Service.

Under section 43 of the State Sector Act, the State Services Commissioner reviews the performance of Public Service chief executives. The performance review provides information for Responsible Ministers about how well the chief executive is delivering on Ministers’ expectations, the overall performance of the department and how well it is positioned to succeed in the future. Currently the SSC is focusing on ensuring that chief executives operate with expectations which are in some respects clearer and sharper than has been the case formerly, as a basis for enhanced accountability. Overall, improved performance requires clear expectations from the Government about outcomes, strong governance and enduring support.

As well as appointing and managing the performance of the chief executives of the Public Service departments, SSC has a view about the capability and the current performance of those departments, both as a stand alone agency and also as part of a sector. Our capability to do this in depth is developing and is a priority for me as State Services Commissioner. To this end SSC is working with the Treasury and the Office of the Auditor General (OAG) to engage agencies on the quality of their performance information. Currently, performance information and reporting is of variable quality. This is of concern to central agencies and the OAG, because better quality information collection and analysis frameworks will lead to more informed decision making and greater achievement of Government outcomes. Consequently OAG and central agencies have agreed to work together to maximise the impact of initiatives aimed at improving performance information. This agreement has resulted in a joint work programme.

Aside from its work in the field of chief executive appointment and performance management the SSC undertakes a range of functions targeted towards raising priority aspects of performance and achieving the Development Goals. The major elements are set out below.

\* \* \*

## Empowering New Zealanders to shape public services

A major priority in improving performance is to understand better what New Zealanders think of their public services and what drives this. This has led SSC to institute a research programme, *New Zealanders' Experience*, which is designed to measure, and keep on measuring, the changing level of public satisfaction with public services. This performance feedback is intended to be used to identify what departments and agencies need to do to better meet public expectations.

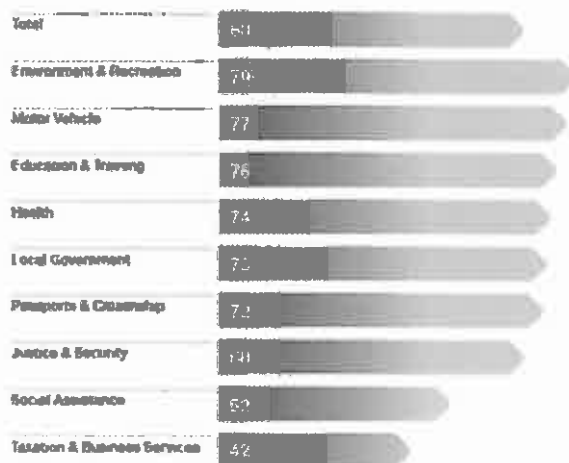
*Kiwis Count* was the first national survey to ask New Zealanders about their experiences and perceptions of public services.

Satisfaction with services was 68%. While this was a very good result, we are looking to improve on that in 2009.

Citizens increasingly expect more of their State Services, and the *Kiwis Count* research showed us that the most important driver for satisfaction with State Services is that the service experience meets their expectations. In order to improve levels of satisfaction, we need to deliver more personalized services and on terms that better suit the service users.

Our current performance, as the graph (below) indicates, is variable. Services were categorized into nine service groupings in order to provide results for similar services and to identify broad areas for improvements. Results were deliberately not broken down into individual services and agencies because, in many cases, New Zealanders are not necessarily aware of which agency provides which service. We need to understand better the reasons for differing satisfaction levels.

### SATISFACTION LEVELS WITH MOST RECENT EXPERIENCE BY SERVICE GROUPINGS (%)



Source: *Kiwis Count*, 2007

The challenge for agencies is to take this benchmark data and use it to make the management adjustments necessary to deliver an improved frontline service experience for New Zealanders before the next survey in 2009.

These surveys are an important feedback tool, they channel New Zealanders' experiences (and expectations about those services) back to agencies to drive choices about how people can interact with their State agencies.

We are now rolling out the Common Measurements Tool, a common set of questions that agencies can use when they survey New Zealanders about their services, effectively drawing *Kiwis Count* down to an agency level view. Using this tool we can benchmark results across agencies and sectors and share lessons to improve the delivery of front line services. New Zealand Police piloted the Tool this year and I expect more agencies to pick it up in 2009.

We see considerable potential to broaden this aspect of public sector reform in coming years. A number of jurisdictions overseas are making more use of approaches such as providing clear information about service quality to service users, building partnerships between users and professionals around the delivery of services and introducing greater choice for citizens around the delivery of government services. There is scope to consider experimenting with similar innovative approaches in New Zealand over the next few years.

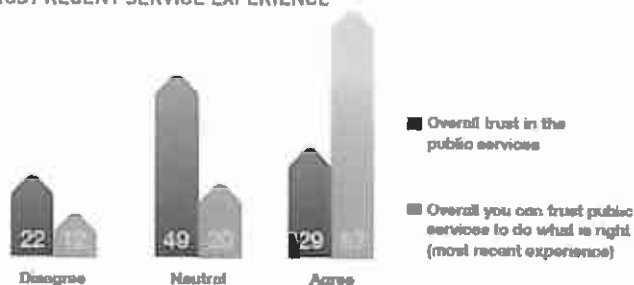
### Strengthening trust

There are more than 220,000 State servants. By independent assessment, we have the most corruption-free public sector in the world. Transparency International's *Corruption Perceptions Index* and the Gallup *Worldwide Corruption Index* consistently rank New Zealand at either first or second in their annual surveys. We haven't arrived at this position by accident, and we are unlikely to remain there without investing significant effort in a Trusted State Services. High levels of trust in State Servants by the public are critical given the significant powers that they exercise on behalf of the community.

Changes to the State Sector Act in 2005 broadened the powers of the State Services Commissioner in relation to standards of integrity and conduct. The Commissioner is now able to set the minimum *Standards of Integrity and Conduct* (replacing the Public Service Code of Conduct) across the State Services. This has now been applied to most of the State Services, with the rollout expected to be completed over the next 2-3 years.

In addition to setting the standards, the SSC measures our performance against them. As part of the New Zealanders Experience Research programme we ran the *Kiwis Count* survey in 2007 we asked them how much they trusted their State Services. Only 29 percent of New Zealanders agree that they trust public

TRUST IN PUBLIC SERVICES: OVERALL TRUST COMPARED WITH TRUST ON MOST RECENT SERVICE EXPERIENCE



Source: *Kiwis Count* 2007

services, and just under half (49 percent) are neutral about their trust in public services. Interestingly, New Zealanders trust individual public servants and services more highly than public services overall with 67 percent indicating that in their last service experience the public service could be trusted to do what is right.

In 2007 we also surveyed State servants about their experience of integrity and conduct in their workplaces. The results showed us that we have high understanding, that we have good training but that it can be improved, and that we need to do more work in terms of our reporting of questionable behaviour, follow up, leadership, and communication. The Integrity and Conduct survey will be repeated in the first half of 2010 so we can measure our progress.

Also in 2007, there were judgement or integrity lapses at the senior level in parts of the state sector that demonstrated how inappropriate behaviour by senior managers can have a disproportionate effect on the trust New Zealanders have in their State Services. The early months of a new administration will be a useful opportunity to ensure that there is a clear and shared view of the appropriate relationships between Ministers, ministerial staff, and public servants. Similarly, I believe that there is considerable potential to systematise the release of government information and to improve the operation of the Official Information Act, to increase the accountability and transparency of government, and in building the trust of citizens that they have appropriate access to the information that is held by government.

My predecessor made considerable progress in extending the Code of Conduct across many of the State Services. I intend to complete this work over the next few years. This includes the development of a Code of Conduct for Ministerial advisors, that recognises the particular nature of these roles while establishing strong standards of integrity for how these positions are discharged, in order to increase the confidence the public has in the political neutrality of public servants.

Boards of Crown entities oversee the delivery of many important public services. Ensuring that the public retains confidence in the quality of governance of these bodies is important. There is scope for greater assistance to boards of Crown Entities around integrity issues. Some overseas jurisdictions are moving towards more transparent processes around nominations and appointments for similar bodies. There is scope to consider whether New Zealand should make similar moves in this direction.

Revitalising the Trust agenda is a key priority for SSC. We will continue our work with agencies to emphasise the importance of integrity and conduct and of maintaining a politically neutral State Services.

From time to time, Ministers or Chief Executives may ask the State Services Commissioner to inquire into some aspect of the performance of State Services agencies. Over the last eighteen months, this has included high-profile inquiries into the Ministry for the Environment and the Department of Labour. The events that led to these inquiries have had an adverse impact on the trust that New Zealanders have in their State Services. The process of inquiry, and subsequent public disclosure of findings, are important for providing the basis for a restoration of public trust in these cases.

### **Better People Leadership and Higher Productivity**

SSC is leading work on developing our people capability. This involves work on several fronts, the first of which is our work on Employee Engagement. Employee

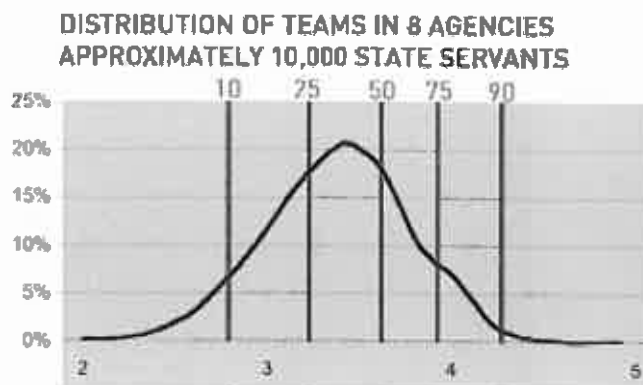
engagement is the level of commitment demonstrated by an employee to their job and employing organisation. This is exemplified by an excellent work ethic, superior levels of productivity, and a highly positive and cooperative approach to others in the workplace.

One of the drivers for improved productivity and better service delivery to New Zealanders is an engaged and committed workforce. Literature, based on private sector evidence overseas, suggests that higher levels of employee engagement fuels performance, and it also helps us to manage costs such as the costs associated with staff turnover. We estimate that the 1 percent increase in turnover in the Public Service from 2007 (up to 15 percent) resulted in \$13m in direct costs. So, reducing average turnover across the system, through higher employee engagement, could lead to significant savings.

The SSC is encouraging agencies to adopt a common employee engagement tool which measures the level of engagement within an agency. The results of these surveys can be used for benchmarking across the State Services, and as a guide of to effecting change within each agency.

Current performance is patchy (see graph). Use of the Gallup Q12 Engagement Survey has shown that there are highly variable engagement scores, with many teams being located in the bottom quartile of worldwide scores. Though the best managers in the State Sector are as good as their world-wide counterparts, there is a disproportionate number at the bottom. Measuring engagement provides an opportunity to build the capability of managers, and subsequently lift productivity, efficiency and customer satisfaction.

The 2008 Gallup results show that 20% of agency teams across the State sector sit between the 25<sup>th</sup> and 50<sup>th</sup> percentile for engagement. Only around 10% of State sector managers are currently leading highly engaged teams (those in the 75<sup>th</sup> and 90<sup>th</sup> world wide percentile bands).



Source: Gallup

Levels of employee engagement provide some insight into the level of management capability and it is the development of leadership capability which is a second focus of our activity around people and productivity. Another indicator that suggests we are not fully drawing on the leadership talent available is the relatively low proportion of women, Maori, Pacific and Asian senior managers when compared to their representation in the Public Service workforce. The State Services depend on the people who work in them and the availability of talented and skilled people is always

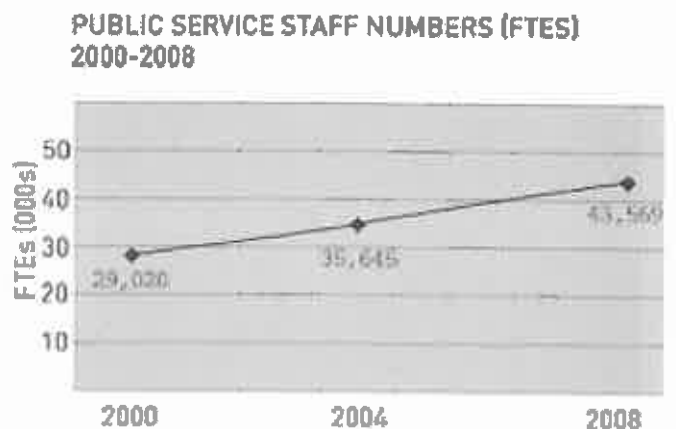


limited. Leadership development is always a pressing priority as departments and agencies will not perform well if they are poorly led. The SSC is reviewing the current Senior Leadership Development Strategy to ensure that high potential leaders are developed to enable effective management and leadership in critical roles. SSC is also working with the Leadership Development Centre to identify new opportunities for the development of high performing, high potential individuals across the State Services.

Thirdly, the quality of the relationship between management and staff is an important foundation for employee engagement and organisational performance. The SSC's work in the field of employment relations targets ways of maintaining and building this relationship, particularly but not exclusively in relation to unionised workplaces. Tightened financial circumstances mean that good relationships may be more difficult to maintain in future than it has been for the past few years. It will be critical that there is a common understanding between employers and unions of the fiscal context within which wage bargaining is occurring and a shared commitment to more productive workplaces as a means of delivering better services and funding wage settlements. My current priorities in workplace relations are to provide enhanced support for Ministers, and to facilitate a co-ordinated approach to State sector wage bargaining and the anticipation and management of critical risks. This will include providing advice and options for Ministerial oversight and coordination of the critical negotiations, the role of central agencies in managing risk, and the role of the State Services Commission in monitoring bargaining and endorsing settlements.

The single biggest cost to agencies is their people, comprising an estimated 55 percent of State sector operating costs. Over the last eight years, the size of the public sector workforce (in headcount terms) has grown by 21 percent, the same growth rate as the private sector labour force. The core Public Service (around 14% of the total public sector labour force) has grown much faster, by 53% (or 50% in full-time equivalent terms), reflecting the introduction of new activities (e.g. Kiwisaver) or significant expansion of

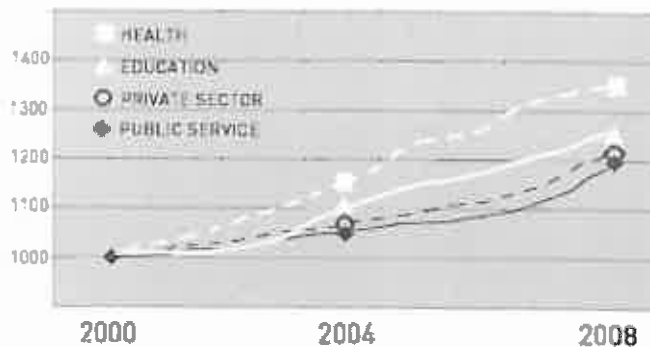
existing activities (e.g. additional prison facilities) delivered by the Public Service.



Source HRC 2008

In terms of wage movements, overall Public Service wages and salaries have moved in line with movements in the private sector. Wage movements in the wider state sector, where the vast majority of State Servants work, have tended to move faster than the private sector, especially in the health sector. Looking ahead, we are likely to see moderation in wage movements in the private

LABOUR COST INDEX - WAGES & SALARIES



Source: HRC 2008

sector given the slowdown in economic activity. It will be important to ensure that wage increases also moderate in the State sector in a timely fashion so that overall employment levels can be maintained and to reduce the risks to maintaining a sound fiscal position.

### Refreshing Public Sector Structures and Systems

Performance of agencies is also affected by the structural arrangements (the number and configuration of distinct departments) and by the systems that are used both within organisations and between organisations.

SSC acts as the government's principal advisor on the machinery of government. Section 6(a) of the State Sector Act sets out my responsibilities in this regard, which are to review the machinery of government across all areas of government, including:

- the allocation of functions to and between Departments and other agencies;
- the desirability of, or need for, the creation of new Departments and other agencies and the amalgamation or abolition of existing Departments and other agencies; and
- the co-ordination of the activities of Departments and other agencies.

In some areas, better results for government priorities require existing government agencies to align some of the activities (e.g. planned investment programmes) much more closely. In other cases, structural change, particularly to reduce the fragmentation of the state sector, may support better results.

The pace of technological change is an opportunity for the State Services. Information and Communications Technology (ICT) is now an important part in providing State servants with the tools they need to do their work and as a means of delivering efficiency gains without cost increase. Ensuring that we do this involves meeting a range of challenges both at the level of individual agencies and across the whole system.

Four out of five New Zealanders now use the Internet. This is shaping their expectations of 'anytime, anywhere' access to information and services from

government online. The State Services now need to deliver more personalised transactions online and engage with citizens more deeply in developing policy.

The Government currently spends approximately \$2.0 billion per annum on ICT which is an opportunity for increased value for money. The Internet provides a channel for self-service where increased levels of service delivery are possible without proportionate increase in costs. In Australia, reviews of ICT spending have suggested across-the-board cuts in agency ICT expenditure and increased whole of government initiatives. These are expected to reduce costs in ICT operations to free up resources to invest in higher priority areas, as well as delivering an overall reduction in expenditure.

Together with the Treasury, SSC is developing more robust quality assurance programmes around ICT investment. Capital Asset Management (CAM) is managed by the Treasury and its overall aim is to improve the quality of asset management across key agencies and to create value for money gains.

Part of this approach to asset management is the Gateway programme run by SSC. Gateway is a formal two stage Cabinet approval process which will apply to all new capital investment proposals with an expected whole-of-life cost greater than \$25 million that require Cabinet approval or are assessed as high risk by the Responsible Minister. SSC also monitors major ICT capital projects, in conjunction with agency commissioned Independent Quality Assurance. Currently monitored projects have a total value of over \$1.5 billion. In addition to quality assurance, there are significant opportunities with emerging technologies, continuous innovation, standards and procurement strategies to further improve value for money from government investment.



Iain Rennie  
State Services Commissioner

**MINISTER'S COMMENTS:**



**MINISTER'S SIGNATURE:**

**DATE:** 21 / 11 / 08

<input type="checkbox"/> Not seen by Minister, listed on 'Notings' file	<input type="checkbox"/> Referred to.....
---	---

## Appendix A: The State Services Commission

The State Services Commission (SSC) is the Government's lead advisor on New Zealand's public management system and works with government agencies to serve the Government of the day and to support the delivery of quality services to New Zealanders.

SSC's role is broad and varied. It works with Public Service departments, Crown entities and other State Services organisations to ensure the New Zealand State sector operates efficiently and effectively. See Appendix B for a diagram of New Zealand's State Sector.

As one of the three **Central Agencies**, together with the Department of the Prime Minister and Cabinet and the Treasury, we share a leadership, coordination and monitoring role across the State Services. The vision for this role is:

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

Supporting this vision are the **Development Goals for the State Services**, six goals that set out aspirations for how the sector will be arranged and perform. Essentially, these goals describe how we will implement your Government's agenda.

As well as delivering the agenda of the Government, the State Services Commission's *Statement of Intent* (included in this briefing pack) outlines the three objectives for the SSC over the next three years:

1. Lead and Coordinate the Development Goals programme
2. Develop and manage the performance of Public Service chief executives
3. Set, promote and monitor standards and expectations within the State Services

### **Portfolio overview**

<b>Ministers</b>	Minister of State Services
<b>Department</b>	State Services Commission
<b>Crown Entities</b>	None
<b>Other Orgs</b>	Leadership Development Centre Trust
<b>Vote</b>	Vote State Services
<b>Legislation</b>	State Sector Act 1988 Crown Entities Act 2004 (Parts 1, 2, 3 and 5) Fees and Travelling Allowances Act 1951 Government Service Equal Pay Act 1960 Ministry of Works and Development Abolition Act 1988 Terralink NZ Limited (Transfer of Employees) Act 1996 Protected Disclosures Act 2000* * Protected Disclosures Amendment Bill at 3 <sup>rd</sup> reading before the House with whole House support to date.

## **State Services Commissioner**

The State Sector Act 1988 sets out the roles and responsibilities of the State Services Commissioner. In summary, in addition to Machinery of Government described on p5, 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; and
- investigates and reports on matters relating to the Commissioner's functions, including departmental performance.

The State Services Commissioner also has other responsibilities which relate to the operation of the Public Service as a whole, the State Services or wider State sector.

- 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 set minimum Standards of Integrity and Conduct that are to apply in the Public Service, most Crown entities and some other agencies;
- the Commissioner is responsible for negotiating conditions of employment for employees in the Public Service and 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 two other ways:

- at the direction of the Prime Minister or request 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 any of the functions and exercise the powers that apply to the Public Service; and
- 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 State Services Commission 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. John Ombler was appointed earlier this year and his term expires on 31 March 2009. I am currently recruiting for a new Deputy State Services Commissioner and I will come to Ministers with a nomination early in the New Year.

Both the State Services Commissioner and Deputy State Services Commissioner are appointed by the Governor-General in Council on the recommendation of the Prime Minister.

### ***The Development Goals***

The Development Goals programme provides a framework for improving the performance of the New Zealand's State Services. The Goals are jointly led by the State Services Commission, the Treasury and the Department of the Prime Minister and Cabinet.

- Employer of Choice
- Networked State Services
- Value-for-Money State Services
- Coordinated State Agencies
- Accessible State Services
- Trusted State Services

The Development Goals for the State Services, which were launched in 2005, provide a framework, now looking out eight years, for a transformed State Services. The framework sets goals and milestones for all State servants to achieve this transformation through actions and innovation to improve our overall performance.

It is also important that we measure progress and tell the story of how well we are doing and identify areas where we can continue to improve. Increasingly, I will expect agencies to publish indicators and benchmarks that show regular progress towards achieving the Development Goals across the State Services and where we need to focus our efforts.

## Organizational Chart

**STATE SERVICES  
COMMISSIONER  
Iain Rennie**

<b>SYSTEM IMPROVEMENT BRANCH</b> Deputy Commissioner <b>Helene Quilter</b>
<b>PERFORMANCE BRANCH</b> Deputy Commissioner <b>Jenni Norton</b>
<b>INFORMATION and COMMUNICATION TECHNOLOGIES BRANCH</b> Deputy Commissioner and Government CIO <b>Laurence Millar</b>
<b>PEOPLE CAPABILITY BRANCH</b> Deputy Commissioner <b>Peter Brown</b>
<b>CORPORATE SERVICES BRANCH</b> Deputy State Services Commissioner <b>John Ombler</b>
<b>COMMISSIONER'S OFFICE</b> Chief Legal Advisor <b>David Shanks</b>

### Performance Branch

The Performance Branch is responsible for providing leadership in relation to all aspects of 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.

Employees: 26

Budget: \$4.5m

### System Improvement Branch

The System Improvement Branch comprises four teams: the Strategy and Results team with responsibility for the Coordinated Development Goal, the Strategic Information team with responsibility for the Accessible Development Goal, the Trust and Values team with responsibility for the Trust Development Goal and a performance specialist team contributing to agency management and the SSC's performance management strategy.

Employees: 25

Budget: \$3.7m

### **Information and Communication Technologies Branch**

The Information and Communication Technologies Branch has primary responsibility for working towards the Networked State Services Development Goal. The branch is responsible for:

- delivering the Government's vision for e-government
- strategy and innovation
- providing advice and monitoring of government investments in IT systems and associated knowledge management matters
- relationship and performance management of allocated agencies.

Employees: 38 (excluding GTS)

Budget: \$12.1m (excluding GTS and GSN)

### **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. The branch is also responsible for the:

- Senior Leadership and Development Strategy
- Equality and Diversity policy development, promotion and monitoring
- Employment relations strategy and advice
- Superannuation for the State sector including the State Sector Retirement Savings Scheme and the implementation of KiwiSaver in the State sector
- activities of the Public Sector Training Organisation
- relationship and performance management of allocated agencies.

Employees: 22

Budget: \$5.6m

### **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.

Employees: 46

Budget: \$12.4m

### **Commissioner's Office**

The Commissioner's Office is attached to the State Services Commissioner to support him in his functions. The Legal section is part of the Commissioner's Office. This ensures that the State Services Commissioner has ready access to legal advice concerning the exercise of his/her statutory powers, and that legal advice is available across all branches of the SSC. Occasional ad hoc functions will also be added to this Office.

Employees: 8

Budget: 0

**TOTAL FTEs: 161 (excluding Learning State and GTS)**

**TOTAL BUDGET: \$39.2m**

## Appendix B: New Zealand's Public Sector

