

Agency Capability Model on a Page

Future Excellence Horizon

What contribution will New Zealanders need from the agency in the medium term?

Delivery

1	How does the agency respond to Government Priorities?
2	For each core function, how does the agency deliver value and make a positive impact for New Zealanders?
3	For each core function, how does the agency demonstrate increased value and impact over time?
4	How does the agency meet its system stewardship responsibilities (including regulatory stewardship)?
5	How does the agency provide advice and services to Ministers?

Capability

	Element	Lead question
Leadership, Culture, and Direction	Purpose, vision, and strategy	6 What is the agency’s capability to develop and articulate a relevant and aligned purpose, vision, and strategy to staff and stakeholders?
		7 What is the agency’s capability to consider and plan for possible changes in its purpose or role in the foreseeable future?
	Leadership and governance	8 What is the agency’s capability to exercise relevant system and sector leadership roles?
		9 What is the agency’s capability to implement and adapt governance arrangements to support effective organisational performance and delivery?
		10 What is the capability of the agency’s senior leadership team to provide collective leadership and direction and to implement change?
	Values, behaviour and culture	11 What is the agency’s capability to develop and promote the Public Service and organisational behaviours, values and culture needed for it to succeed?
		12 What is the agency’s capability to encourage, use, and learn from evaluative activity?
	Continuous improvement	13 What is the agency’s capability to report, monitor and use performance information?
Collaboration and delivery	Customers, clients, and citizens	14 What is the agency’s capability to understand customers, clients and citizens’ medium and long-term needs, and use these to innovate and drive better experiences?
		15 What is the agency’s capability to employ service design, continuous improvement and innovation in developing its services?
		16 What is the agency’s capability to be open, transparent and accessible in actively engaging with stakeholders and citizens?
	Māori-Crown Relationship	17 What is the agency’s capability to develop and maintain its engagement with Māori and to understand and incorporate Māori perspectives?
	Operating model	18 What is the agency’s capability to develop and adapt an operating model to support delivery of Government priorities and its core functions?
		19 What is the agency’s capability to evaluate service delivery options?
	Partnerships and engagement	20 What is the agency’s capability to contribute to the success of its wider operating system(s), including collaborating with partners and providers?
		21 What is the agency’s capability to manage its context with external stakeholders and the public?
Workforce	Workforce development	22 What is the agency’s capability to develop its people (including its diversity and leadership)?
		23 What is the agency’s capability to anticipate and respond to future capacity and capability requirements, and how are they organised to meet demand?
	Performance focus	24 What is the agency’s capability to promote and develop a high performing workforce?
		25 What is the agency’s capability to manage or improve performance that is not meeting expectations?
	Workforce engagement	26 What is the agency’s capability to maintain positive and effective relationships with its employees, employee networks, and unions and other groups?
		27 What is the agency’s capability to develop and maintain a safe, inclusive, and engaged culture and workforce?
Public Finance and Resource Management	Investment and asset management	28 What is the agency’s capability to manage investment and assets to support service delivery and drive performance improvement?
	Data and technology	29 What is the agency’s capability to manage and use information as a strategic asset?
		30 What is the agency’s capability to leverage data and technology to drive improvements in service delivery and outcomes?
	Public finance	31 What is the agency’s capability to understand, plan, direct and control financial resources to deliver sustainable value-for-money?
	Risk and assurance	32 What is the agency’s capability to identify and manage agency, Crown and system-wide risk?
		33 What is the agency’s capability to provide assurance that organisational risks are effectively managed and internal control environment improvements are appropriately prioritised?