

The Performance Improvement Framework

Four-year Excellence Horizon

What is the agency's performance challenge?



Delivery of Government Priorities

How well is the agency responding to Government Priorities?



Delivery of Core Business

In each Core Business area, how well does the agency deliver value to its customers and New Zealanders?
In each Core Business area, how well does the agency demonstrate increased value over time?
How well does the agency exercise its stewardship role over regulation?



Organisational Management

How well is the agency positioned to deliver now and in the future?

Leadership and Direction	Delivery for Customers and New Zealanders	Relationships	People Development	Financial and Resource Management
<ul style="list-style-type: none">Purpose, Vision and StrategyLeadership and GovernanceValues, Behaviour and CultureReview	<ul style="list-style-type: none">CustomersOperating ModelCollaboration and PartnershipsExperiences of the Public	<ul style="list-style-type: none">Engagement with MinistersSector Contribution	<ul style="list-style-type: none">Leadership and Workforce DevelopmentManagement of People PerformanceEngagement with Staff	<ul style="list-style-type: none">Asset ManagementInformation ManagementFinancial ManagementRisk Management

Lead Questions

Four-year Excellence Horizon

What is the agency's performance challenge?

Results

Critical area	Lead Questions
Government Priorities	1. How well is the agency responding to Government Priorities?
Core Business	2. In each Core Business area, how well does the agency deliver value to its customers and New Zealanders? 3. In each Core Business area, how well does the agency demonstrate increased value over time? 4. How well does the agency exercise its stewardship role over regulation?

Organisational Management

Critical area	Element	Lead Questions
Leadership and Direction	Purpose, Vision and Strategy	5. How well do the staff and stakeholders understand the agency's purpose, vision and strategy? 6. How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?
	Leadership and Governance	7. How well does the senior team provide collective leadership and direction to the agency and how well does it implement change? 8. How effectively does the Board lead the Crown entity? (For Crown entities only)
	Values, Behaviour and Culture	9. How well does the agency develop and promote the organisational values, behaviours and culture it needs to support its strategic direction and ensure customer value?
	Review	10. How well does the agency encourage and use evaluative activity?
Delivery for Customers and New Zealanders	Customers	11. How well does the agency understand who its customers are and their short- and longer-term needs and impact? 12. How clear is the agency's value proposition (the 'what')?
	Operating Model	13. How well does the agency's operating model (the 'how') support delivery of Government Priorities and Core Business? 14. How well does the agency evaluate service delivery options?
	Collaboration and Partnerships	15. How well does the agency generate common ownership and genuine collaboration on strategy and service delivery with partners and providers? 16. How well do the agency and its strategic partners integrate services to deliver value to customers?
	Experiences of the Public	17. How well does the agency employ service design, continuous improvement and innovation to ensure outstanding customer experiences? 18. How well does the agency continuously seek to understand customers' and New Zealanders' satisfaction and take action accordingly?
Relationships	Engagement with Ministers	19. How well does the agency provide advice and services to Ministers?
	Sector Contribution	20. How effectively does the agency contribute to improvements in public sector performance?
People Development	Leadership and Workforce Development	21. How well does the agency develop its workforce (including its leadership)? 22. How well does the agency anticipate and respond to future capacity and capability requirements?
	Management of People Performance	23. How well does the agency encourage high performance and continuous improvement amongst its workforce? 24. How well does the agency deal with poor or inadequate performance?
	Engagement with Staff	25. How well does the agency manage its employee relations? 26. How well does the agency develop and maintain a diverse, highly committed and engaged workforce?
Financial and Resource Management	Asset Management	27. How well does the agency manage agency and Crown assets, and the agency's balance sheet, to support service delivery and drive performance improvement?
	Information Management	28. How well does the agency manage and use information as a strategic asset?
	Financial Management	29. How well does the agency plan, direct and control financial resources to drive efficient and effective output delivery?
	Risk Management	30. How well does the agency identify and manage agency and Crown risk?