



13 November 2019

Dear [REDACTED]

Official Information Request
Our Ref: SSCOIA2019-0249

I refer to your Official Information Act (OIA) request received on 17 October 2019. Please find below our responses to each of your questions.

What is your vision?

The State Services Commission (SSC) has a unique role in the system – SSC is both an agency within, and a leader of, the Public Service. Our strategic vision encapsulates our role in leading the Public Service.

In response to your questions, we have provided you with a copy of SSC's Strategic Priorities Roadmap 2019. This roadmap includes SSC's vision, strategic outcomes and key focus areas over the next 18 months.

What value is it to your organisation?

The roadmap identifies the direction we're heading with the Public Service and helps our people see how what they do every-day connects to our vision for the system.

How is it used in your organisation?

The roadmap is used by our Leadership Team and each business group to provide a framework for planning their work programmes. It is complimented by a Kawa that sets out how we behave and do our work.

How does it help you achieve the results you are seeking?

It provides clarity and helps guide teams ensure they are working on the right pieces of work to achieve the strategic outcomes. We have identified seven priority focus areas and every staff member should be able to see their work reflected across at least one of these focus areas.

How was it developed?

Our Strategic Vision was developed through an all of Commission approach. It involved:

- Our Leadership Team developing the framework
- Testing the proposed framework with SSC staff and incorporating changes
- Final approval of the collectively developed vision by our Leadership Team.

What are the key elements of an effective vision?

We consider the key elements of an effective vision are that it is ambitious but achievable and provides a clear roadmap for employees.

Also, deciding a timeframe is important and we consider it should be between 5 and 10 years. Far enough into the future to be ambitious while still being close enough to be achievable by current staff. For SSC, it provides clarity for staff on:

- *Where we are heading:* What the future public service will look like.
- *The organisation's purpose:* Why we exist and what our role is in helping the system achieve the vision.
- *What work needs to be done:* the key focus areas that must be delivered in order for SSC to do our part in achieving the vision.

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@ssc.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed on the State Services Commission's website).

Yours sincerely



Nicky Dirks
Managing Principal – Ministerial Services
State Services Commission



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