
PERFORMANCE IMPROVEMENT FRAMEWORK

Follow Up Review of the Ministry of Pacific Island Affairs (MPIA)

JUNE 2012

State Services Commission, the Treasury and the Department of the Prime Minister and Cabinet

Lead Reviewers' Acknowledgement

The assistance and cooperation extended by the Chief Executive of the Ministry of Pacific Island Affairs, his staff and a range of stakeholders are appreciated. Paula Rebstock also provided invaluable comment and guidance for which the author is grateful.

**Performance Improvement Framework
Follow Up Review: Ministry of Pacific Island Affairs**

**State Services Commission, the Treasury, and the Department of the Prime Minister and Cabinet
Wellington, New Zealand**

**Published: June 2012
ISBN: 978-0-478-36171-1
Web address: www.mpia.govt.nz and also available at www.ssc.govt.nz/pif**

Crown copyright 2012

Copyright / terms of use



This work is licensed under the Creative Commons Attribution-Noncommercial-No Derivative Works 3.0 New Zealand licence. [In essence, you are free to copy and distribute the work (including in other media and formats) for non-commercial purposes, as long as you attribute the work to the Crown, do not adapt the work and abide by the other licence terms.] To view a copy of this licence, visit <http://creativecommons.org/licenses/by-nc-nd/3.0/nz/>. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

PIF FOLLOW UP REVIEW

It is important to understand the context within which the Performance Improvement Framework (PIF) is being delivered. There are three developments driving change at the moment. The first one is that everywhere across the world people are under some fiscal constraint of one sort or another, some more severe than others. This means there isn't a lot of money around to fund services, so people have to look really hard at how they get the best value from the money they've got. The second big development is people's and citizens' expectations are rising. People want to interact with government in a different way. People's expectations of the sorts of services they can get from government are changing. It's partially a generational thing and there is a huge change in the way individuals want to access services. But, more critically, people expect more from their tax dollar. These two things in particular are driving the need for the State services to do things differently. The changes we made in the late 80s and early 90s were world leading. They had lots of strengths but also lots of weaknesses.

While PIF builds on the strengths of those early reforms, the stated aspiration is to take New Zealand from having a good public service, which it has today, to a great public service in the future. The New Zealand public service is already number one in the world for the absence of corruption. Senior leaders in the State services want to lift performance in a number of other areas to make sure we have the best public service in the world. PIF is a key tool to enable public servants to do just that. At its heart a PIF is a review of an agency's fitness-for-purpose as it prepares for the future challenges. It looks at the current state of an agency, then how well placed the agency is to deal with the issues confronting it in the near future. It looks at the areas where the agency needs to do the most work to make it fit-for-purpose and fit-for-the-future. And, because change does not happen overnight, PIF is evolving to assist chief executives beyond their first reports.

The PIF Follow Up Review is a stocktake of the progress the agency has made since its initial PIF report. It is another example of the public service taking ownership of its own continuous improvement and using PIF to do its job better. As with the first reports, these reports are published. That way the public can have confidence that the public sector is continuing to improve its performance year-in and year-out.

TABLE OF CONTENTS

PIF Follow Up Review	1
Introduction.....	3
Executive Summary	4
Action Taken Following the 2011 PIF Review	5
Conclusion	13
Future Challenges	13
Appendix A	14
List of Interviews	14
Appendix B	15
List of Documents	15
Appendix C	16
The Ministry of Pacific Island Affairs – Organisation Chart May 2012	16
Appendix D	17
Overview of the PIF Model.....	17
Lead Questions	18

INTRODUCTION

A Performance Improvement Framework (PIF) review of the Ministry of Pacific Island Affairs was conducted in mid-2011. While the report noted the Ministry's achievements and recognised the particular challenges facing small agencies, it also identified a number of areas for improvement. Following discussions with and within the Ministry, a plan was drawn up to guide action on the Lead Reviewers' recommendations.

This Follow Up Review was undertaken between 7–21 May 2012. This Report summarises the actions taken on the PIF recommendations and comments on the Ministry's current situation and future outlook. A list of interviews undertaken during the follow-up review is in the attachment to this report, together with a list of key documents and the Ministry's May 2012 organisation chart.

Neil Walter

Lead Reviewer

EXECUTIVE SUMMARY

The Ministry of Pacific Island Affairs has made solid progress in implementing the 2011 PIF Report recommendations. It has raised its standards of professionalism and lifted its overall performance. Some of the changes are still progressing and in some areas it will take time to anchor the results. Nevertheless, the Chief Executive and his staff may take satisfaction from what has been achieved.

As a result of actions taken since the PIF review, the Ministry now:

- has a clearer focus on its objectives and priorities
- has strengthened its links with the Minister's office
- has developed a work programme which is more closely aligned to the Government's priorities
- has taken steps to ensure that both staff and stakeholders understand and support its approach
- has a senior leadership team (SLT) that is putting more effort into strategic planning and evaluation
- has a cleaner and tighter organisational structure; is achieving greater coherence and better coordination internally
- is producing and using management information to better monitor its performance
- has made improvements in areas of its operations, which were holding it back.

This is not to say the Ministry has completed action on all of the recommendations or there is no room or need for further improvement. Some of the corrections will take longer to complete. While morale has improved, and most staff see the benefits of the changes, there remains some unevenness in Unit and individual performance. Engagement with external stakeholders – and in particular the large, growing and diverse Pasifika community – requires constant attention and it will be important for the incoming Chief Executive to consolidate and build on the Ministry's recent improvements. The final section of this report identifies particular areas that will need close attention in the coming months.

ACTION TAKEN FOLLOWING THE 2011 PIF REVIEW

For ease of reference, this section deals separately with each of the major PIF recommendations. It is important to recognise, however, that many of the actions are inter-related and that developments in the Ministry over the past few months range right across, and in some cases go beyond, the priority areas for action identified by the PIF Lead Reviewers. It is also important to acknowledge that action was already under way on some of these issues at the time of the 2011 PIF Review.

Recommendation 1:

Consider ways of improving communication with the Minister's Office and strengthening relationships with senior Ministers, key agencies and Pacific communities.

The past few months have seen a noticeable improvement in the relationship between the Ministry and its Minister. Levels of trust and confidence have risen perceptibly and a shared sense of purpose is evident between the Chief Executive and the Minister. The *Statement of Intent for the period 2012-15* shows closer alignment between the Ministry's and the Government's objectives. The Ministry has placed a senior and experienced staff member in the Minister's office to ensure strong and clear lines of communication.

I was not able to assess the state of the Ministry's relationship with other Ministers and this is something the incoming Chief Executive should pay attention to. It is, however, clear that the Minister is taking action to ensure the Ministry's work is properly understood and supported by her colleagues.

There is a stronger sense of engagement between the Minister and SLT, with regular planning and evaluation meetings now occurring. The Ministry's restructured Communications Unit appears to be working constructively with the Minister's Office. But although some improvement has taken place in the quality of policy advice given to the Minister, the latest New Zealand Institute of Economic Research (NZIER) assessment indicates standards are not yet where they need to be in areas such as targeting the Minister's needs, analysing rather than just describing the issues and teasing out the pros and cons of options for the Government to consider. A programme (Policy Quality Improvement Project) has recently been launched in the Ministry to address these issues.

contd...

The Minister commented positively on the Ministry's linkages with its external stakeholders and the support it is giving to the Government's broader efforts to engage with New Zealand's Pasifika communities. Advance information on the 2012 stakeholder survey of Pasifika communities bears out that progress is being made. For example, 82.5% of the respondents (77.5% in 2011) considered their dealings with the Ministry added value to themselves or their organisation. Although I gained the impression that the Ministerial Advisory Council and other key groups and institutions could still be better informed of the Ministry's work, the recently introduced weekly email bulletin and weekly radio broadcasts in seven Pasifika languages are making a good general impact. The Ministry's recently completed Strategic Communications Plan is also a major step forward. Pasifika stakeholders I interviewed all spoke positively about the Ministry's performance in this area. The fact the Ministry's objectives and priorities are now spelled out more clearly has helped the Chief Executive and his staff not just to explain what they are doing but to secure understanding of the limitations on the Ministry's ability to do everything asked of them.

The Chief Executive and his staff have maintained good relations with their counterparts in other agencies. Good progress has been made in bringing the Ministry of Education and Ministry of Pacific Island Affairs together in a joint approach to Pasifika participation in education, particularly in early childhood education and at National Certificate of Educational Achievement (NCEA) Level 2. The Minister has set clear targets and is insisting on joint planning and joint accountability from the two agencies. An MPIA officer has been seconded to the Ministry of Education to help with this programme. This approach could well become a model for other sectors where the Ministry has been finding it hard to influence outcomes for Pasifika communities. Relationships with key partners, such as the Ministries of Health and Social Development, seem in generally good repair and recent months have seen some real progress made on social housing in Auckland through the Ministry's partnership with the Department of Building and Housing.

To maintain progress and continue to lift performance in this area it will be important to:

- lift the standard of the Ministry's policy advice to its Minister
- build relationships with other key Ministers
- increase the flow of information on the Ministry's activities to bodies such as the Ministerial Advisory Committee on Pacific Island Affairs.

Recommendation 2:

SLT to play a collective leadership role in setting the Ministry's goals and priorities, allocating resources, directing organisational development, evaluating performance and communicating the Ministry's Vision and SLT expectations to staff.

The 2011 PIF Review noted the (relatively new) SLT had not yet settled into its work and that much more was required of it in the areas noted above. As the list of key documents indicates, a great deal of effort has been put into this recommendation in the past few months.

The membership of SLT has been changed and all four members are now located in Head Office. Some important changes have been made in the responsibilities allocated to each member and a consultancy firm has been engaged to assist SLT to play a stronger leadership role. A new reporting framework has been developed and sample SLT minutes show it is taking more of a collective approach to its responsibilities, as well as a more strategic approach to its decision-making. Dynamics around the SLT table show a marked improvement on the situation a year ago.

SLT now devotes much more of its time to strategic planning, results monitoring and major organisational and capability development issues. To drive the results of this work through the Ministry, it has established 'coordinating groups' (at management level) and Ministry-wide 'theme teams' (now renamed 'priority teams') for each of its major policy areas. Ministry-wide meetings (Ministry Days) are occurring six-monthly. The benefits of SLT's stronger focus on strategic planning and evaluation are evident in the Ministry's Statement of Intent for 2012-15.

Discussions with staff confirm SLT is also doing much better at communicating the Ministry's vision and goals. There is now a clearer understanding of what the Ministry needs to focus on, as well as a greater degree of staff buy-in to the new strategic direction. The narrowing of focus to areas where the need is greatest (and where the Ministry can make the most impact) is seen as a positive move. In the Minister's words, "...we will reduce the breadth of work to provide more depth and focus in key areas where the Ministry can make most difference". (Or, as one staff member put it, "The Ministry is no longer over a mile wide and just an inch thick".) The Ministry is concentrating on its core policy advisory responsibilities – as the 2011 PIF review recommended – and spending correspondingly less time on community-based project work.

contd...

Performance monitoring and results evaluation are now easier for SLT – and their importance better understood by staff – because the Ministry’s strategic direction has been set more precisely and explained more clearly. The allocation of resources is linked more closely to key priorities, as recent staff deployment decisions and shifts in the Ministry’s direction of effort show. The recruitment of specialist staff in planning and evaluation and performance monitoring and reporting is yielding good results. Workshops on reporting have been held around the Ministry and comprehensive guidelines (The Ministry’s Reporting Framework) have been issued to all staff. Samples of recent quarterly reports to the Minister reflect the progress made in this area.

Organisational development has received more attention from SLT as the current organisation chart (Appendix C) shows. Staff feel they now have a clearer understanding of their place in the overall scheme of things and managers say they are finding the tasking of staff considerably easier now there is a clear blueprint to work off. Accountability lines are cleaner and the sense of looseness that struck the Lead Reviewers a year ago has lessened. The major, and much needed, change of closer collaboration is now occurring between regional Units and policy areas. This has benefited the work of staff in regional offices, as well as improved the standard of the Ministry’s policy work.

SLT is making better use of the Ministry’s Audit and Risk Committee. It is drawing on Committee members’ experience to consider the Ministry’s overall direction of effort and to discuss strategic options, as opposed to simply reviewing the adequacy of its compliance reporting. Earlier this year the Committee helped run a workshop for staff on risk management.

To maintain progress and continue to lift performance in this area it will be important to:

- maintain a strong focus on the Ministry’s core policy advisory role and avoid being drawn into a scattering of small projects that are better handled by community groups or operational agencies, such as the Pacific Business Trust
- consider whether the joint planning and accountability model developed with the Ministry of Education should be applied in other areas where the Ministry needs to pursue its goals with and through other agencies
- position the Ministry against the likelihood of future capped or reduced appropriations
- continue work on the Ministry’s engagement with Pasifika communities, driving home its message about focus and resource limitations
- continue to emphasise the importance of monitoring, and reporting performance against the Ministry’s agreed goals, maintaining the pressure on performance management and measurement.

Recommendation 3:

Regularise and rationalise the Ministry's management structure in order to ensure clear lines of accountability and management responsibility and close alignment of unit business plans, staff tasking and training development focus to the Ministry's agreed priorities.

The Ministry's nominations service needs to be reassessed.

As shown in the attached organisation chart, the Ministry's structure has been substantially reworked along the lines recommended in the PIF report: fewer direct reports to the Chief Executive (four compared with nine a year ago); all but one Chief Adviser position disbanded; closer ties between policy priorities and research activities (which in turn has strengthened alignment between the Auckland office and Head Office); SLT members all located in Wellington; governance unit disestablished; the communications unit reporting to the Strategic Communications Manager (and placed in the Regional Partnerships Directorate); and clearer lines of management responsibility and accountability introduced. Two full-time equivalent (FTE) positions have been moved from back office to the front line.

Moreover, my discussions with managers and staff confirm the new structure is being worked in a less personalised way and managers are being encouraged to take full responsibility for their work areas. Tasking staff is being done more systematically, in accordance with the Ministry's agreed priorities. Formal guidelines have been published on managing poor performance and the Ministry's dismissal and disciplinary policy to help manage poor performance are being used more rigorously. Training and staff development effort is being directed to areas of key importance to the Ministry, as shown in the May 2012 SLT paper on the Ministry's Learning and Development Framework.

The Ministry's May 2012 Gallup engagement poll (which secured a 100% response rate from staff) showed a significant and encouraging rise in engagement levels since the previous poll conducted in 2009 – from the 27th to the 72nd percentile for the New Zealand State sector and from the 19th to the 52nd percentile worldwide. (The engagement level for Auckland staff, however, lagged behind, which is a concern.) This is an unusually large shift in survey results over a relatively short timeframe. Future years' results will be necessary to confirm this trend and ensure sustainability of the reported improvements.

A reassessment of the Ministry's nominations service has been conducted and discussions held with other agencies involved in this work. Decisions are expected shortly on how this work will be handled in the future. It is planned that the Ministry will phase out its work on honours and awards and seek to work more closely with other agencies involved in nominations work targeting Crown Boards.

Recommendation 4:

Put more emphasis on the need for managers and staff to constantly evaluate the impact and efficiency of their work and review the Ministry's direction of effort.

Start to consider how MPIA should position itself to meet future demands with reduced funding.

The past few months have seen an intensification of the Ministry's work on reviewing its strategic direction and developing a consistent reporting framework as a first step in strengthening its performance monitoring. External consultants have been engaged to help SLT with this. Workshops have been run by newly-recruited specialist staff on tracking the Ministry's achievements against its agreed goals. Ministry-wide staff meetings help to ensure alignment with the Government's objectives, to assess how things are going and to reinforce a shared sense of direction.

The findings of a review of the Ministry's reporting framework have been implemented and SLT now devotes more time to assessing the success of its interventions on the basis of the baseline management information it now receives. Quarterly reports to the Minister assess the impact and efficiency of each area of Ministry activity.

It is planned to produce biennial statistics and indicators showing the situation of New Zealand's Pasifika communities in education, housing, health and social development. This should set a comprehensive baseline against which to track developments, as well as raise awareness among both the public and relevant agencies of the nature and seriousness of problems requiring addressing.

The work done by the Ministry on a framework agreement for supporting Pasifika languages is widely praised by other agencies and stakeholders. While it is not something the Ministry will devote a major part of its own resources to (the communities concerned and other partner agencies will carry most of the work) it is a good example of how the Ministry can play a useful catalytic and coordinating role.

The Ministry has just begun to focus on how to position itself for a fast-changing public sector environment and in particular future challenges such as capped or reduced funding levels. This necessarily has had to take second place to the more immediate challenge of the change management activities described above. It will be an important task for the incoming Chief Executive.

To maintain progress and continue to lift performance in this area it will be important to:

- launch the proposed biennial statistics and indicators showing the overall situation of New Zealand's Pasifika communities.

Recommendation 5:

Review the options for contracting out the management of Pacific Employment Support Services (PESS) and Pacific Business Trust (PBT) contracts.

Explore options for shared services that will reduce corporate overheads and produce better levels of service.

The Ministry has consulted widely about the possibility of contracting out the management work involved with the PESS and PBT contracts. The PIF Lead Reviewers were concerned this work was yet another drain on the Ministry's scarce time and that it might not have appropriate skills or capability to manage the contracts properly. It seems the Ministry of Economic Development is not in a position to help out - although it did provide MPIA with some useful advice when the PESS contract was first drawn up - and The Treasury has no alternative to suggest at this time.

For the present, therefore, the Ministry is continuing to manage the PESS contract, which by all accounts is producing promising results in skills training and employment. Our interviews with two of the major service providers under the PESS scheme indicated the Ministry was handling its responsibilities well. It was given credit for bringing together a number of service providers in a collaborative arrangement, for its research into subject choices and employment opportunities for Pasifika students and for taking the results achieved out to agencies, such as the Tertiary Education Commission and the Ministry of Social Development.

The Ministry itself is confident it can continue to manage these two major contracts, with specialist advice sought from other agencies when needed. A first independent evaluation of the PESS scheme is now getting under way. It should review the adequacy of performance targets and outcome measurements, as well as the standards of contract management being achieved by the Ministry. The question of future funding will also need to be addressed.

The PBT contract has been reassessed by external consultants (Tuia International) and a new contract is being introduced. From discussions with the Chair of PBT I am satisfied the relationship with the Ministry is now back on-track and being given more attention by the Ministry. While the Trust has a degree of autonomy in determining its work programme, the Ministry will be putting more effort into ensuring the alignment of PBT activities with the Government's priorities. It has been agreed that regular meetings will take place at Chair and Chief Executive level to monitor developments.

contd...

The Ministry has looked into the possibility of shared services particularly in nominations and corporate services. There is the possibility of sharing accommodation with another similar agency later this year. If this happens, it may well produce some useful shared services in corporate management.

Meantime, the Ministry is benefiting from the all-of-government bulk purchasing schemes being introduced in information technology (ICT broadband and multifunctional devices) and print management.

On the basis of a comprehensive review of the Ministry's corporate services conducted late last year by MartinJenkins, a range of business improvements are being pursued. Increased attention is being paid to information technology and document management following a review late in 2011 by Government Technology Services. A new Information Systems Strategic Plan is now in place and the strengthening of the Ministry's human resources (HR) capacity in mid 2011 is producing good results: the Ministry's 2011-12 HR Business Plan is an impressive piece of work. The Ministry's financial management systems continue to perform well (the 2011 Audit New Zealand rating was 'Very Good') and are being put to better use by SLT and line managers.

To maintain progress and continue to lift performance in this area it will be important to:

- keep a watchful eye on the PESS and PBT contracts and relationships
- give priority to exploring sharing office accommodation with another similar agency, with the possibility of cost savings and some sharing of services.

CONCLUSION

Considerable thought and effort has gone into improving the Ministry of Pacific Island Affairs' performance since the 2011 PIF Review. Good progress has been made in resolving many of the problems that were holding it back from delivering on its priority responsibilities and fulfilling its mandate. While it still has some way to go, the Ministry has built a solid platform for its future work. The Chief Executive and his staff may take considerable satisfaction from their achievements in the 2011-12 year.

FUTURE CHALLENGES

Pasifika people are one of New Zealand's fastest growing populations. Already one in every four babies born in Auckland is of Pasifika descent. By 2026 it is estimated New Zealand's Pasifika population will have reached half a million or some 10% of the country's total population. Yet the diverse communities that make up this sector are lagging well behind the norm in areas such as participation in education, employment levels, housing standards and health. The Government's strong commitment to raising New Zealand's economic performance, along with considerations of social equity and coherence, require significant improvement in the situation of our Pasifika communities in the years ahead.

New Zealand stands to have a tight fiscal situation for the next few years. Funding levels of most agencies will be either capped or reduced. MPIA's funding for the PESS programme is due to run out in 2014. In a situation of rising expectations (the Pasifika communities are increasingly politically active, as the election of two Pasifika people to the Auckland City Council and increasing representation in Parliament show) and static or declining funding levels, the Ministry will need to maintain sharp focus on its goals and priorities, run a highly professional and innovative operation and ensure its engagement with the Pasifika communities is of the highest standard.

The Ministry will need to take a deliberate leadership role with its partner agencies, promoting joint planning and strategies to improve the outcomes for Pasifika communities and their people in early childhood education, attainments at NCEA Level 2, employment levels, housing standards and health and crime statistics. Improvements will need to be evidenced through the publication of biennial statistics and indicators for Pasifika communities that set baselines for success.

A successful Ministry will be held in high regard both by partner agencies and its Pasifika communities. It will be seen as a leader of positive initiatives to promote the wellbeing and development of the greater Pasifika community and be regarded as the centre of excellence for advice and guidance on Pasifika issues. Success will have been achieved when the Minister and the Government feel able to rely not just on the Ministry's policy advice (which must be an accurate and authentic representation of the situation and needs of Pasifika peoples) but also on its capacity to facilitate broad government engagement with Pasifika.

The main task of the incoming Chief Executive will be to maintain the momentum of continual improvement. New processes and structures need to be bedded in and made secure. In some cases, new platforms and approaches are still being developed. It will be a matter of both consolidating what has been done and of taking the changes forward. Strategy must continue to shape structure and structure must determine staffing.

APPENDIX A

List of Interviews

In addition to input provided by a number of Ministry staff and the relevant Minister, this Follow Up Review was informed by representatives from the following communities, businesses, organisations and agencies.

AGENCY/ORGANISATION
Mentoring Foundation Trust
In-Work New Zealand Pacific Business Trust Human Rights Commission
Ministry of Education
Department of Building and Housing
National Pacific Radio Trust
Pacific Business Trust
Advisory Panel to Auckland City Council
Ministerial Advisory Council
CIDANZ
RAISE PASIFIKA
Audit New Zealand
National Commission for UNESCO
Matanikolo Housing Project
Ministry of Culture and Heritage

APPENDIX B

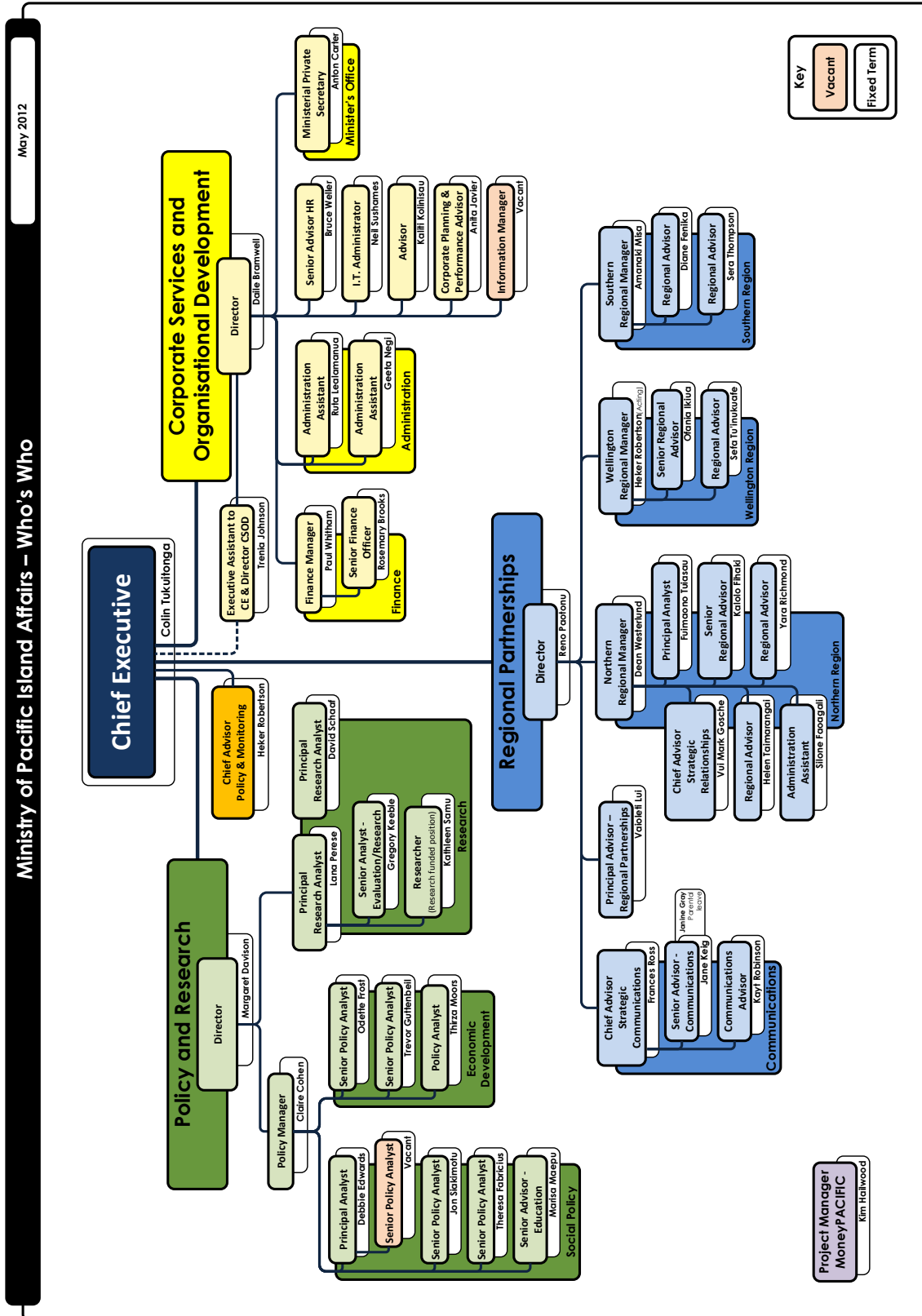
List of Documents

This Follow Up Review was informed by a desk top review of the following documents.

KEY DOCUMENTS
PIF report on MPIA, October 2011
MPIA Structure
Annual Report 2011
Statement of Intent 2012-2015
First report to Minister on Organisational Matters, December 2011
Minister's letter to Prime Minister on priorities, February 2012
NZIER Reviews of Quality of MPIA Policy Advice, June 2011 and May 2012
Memo on Policy Quality Improvement Programme , November 2011
Two latest Audit & Risk Committee minutes
MPIA Strategic Communications Plan for 2011-2012
February 2012 progress report on strategic communications
Notes for SLT Strategic Planning Day, November 2011
Winsborough Training Programme for MPIA Leadership Team, March 2012
Sample monthly reports to SLT
Sample SLT minutes
SLT Paper on Learning and Development Framework in MPIA, May 2012
Martin Jenkins' review of MPIA Corporate Services, September 2011
Report to Minister on Martin Jenkins Review, February 2012
Internal Memo on Performance Management, May 2012
MPIA's Disciplinary and Dismissal Policy
GTS' MPIA Information Systems Strategic Plan, May 2012
Value for Money report to Minister, February 2012
Pacific Languages Framework Plan, 2011-2012
MPIA Progress Report on PIF Action Plan, December 2011
PIF Implementation Programme,
PIF Update: Message to staff, November 2011
Audit New Zealand management report on MPIA, 2010/2011
Report of Government Administration Committee on MPIA's 2011.12 Estimates
MPIA Community Engagement Framework and questionnaire, 2012
Gallup Staff Engagement Survey, May 2012
Stakeholders survey, May 2012
MPIA Reporting Framework, 2012
Ministry Day programme, December 2011
Recent quarterly reports to Minister
MPIA Four Year Budget Plan, February 2012
MPIA 2012/13 Budget Papers
Tuia International's Review of Pacific Business Trust, March 2012
Project Report on Young Enterprise Scheme, April 2012
Report on outsourcing PESS contract work, February 2012

APPENDIX C

The Ministry of Pacific Island Affairs – Organisation Chart May 2012



APPENDIX D

Overview of the PIF Model



Lead Questions

Results

Critical Area	Lead Questions
Government Priorities	1. How well has the agency identified and responded to current government priorities?
Core Business	2. How effectively is the agency delivering this core business area? 3. How efficiently is the agency delivering this core business area? 4. How well does the agency's regulatory work achieve its required impact?

Organisational Management

Critical Area	Element	Lead Questions
Leadership, Direction and Delivery	Vision, Strategy & Purpose	5. How well has the agency articulated its purpose, vision and strategy to its staff and stakeholders? 6. How well does the agency consider and plan for possible changes in its purpose or role in the foreseeable future?
	Leadership & Governance	7. How well does the senior team provide collective leadership and direction to the agency? 8. How well does the board lead the Crown Entity? (<i>For Crown Entities only</i>)?
	Culture & Values	9. How well does the agency develop and promote the organisational culture, behaviours and values it needs to support its strategic direction?
	Structure, Roles & Responsibilities	10. How well does the agency ensure that its organisational planning, systems, structures and practices support delivery of government priorities and core business? 11. How well does the agency ensure that it has clear roles, responsibilities and accountabilities throughout the agency and sector?
	Review	12. How well does the agency monitor, measure, and review its policies, programmes and services to make sure that it is delivering its intended results?
External Relationships	Engagement with the Minister(s)	13. How well does the agency provide advice and services to its Minister(s)?
	Sector Contribution	14. How well does the agency provide leadership to, and / or support the leadership of other agencies in the sector?
	Collaboration & Partnerships with Stakeholders	15. How well does the agency generate common ownership and genuine collaboration on strategy and service delivery with stakeholders and the public?
	Experiences of the Public	16. How well does the agency meet the public's expectations of service quality and trust?
People Development	Leadership & Workforce Development	17. How well does the agency develop its workforce (including its leadership)? 18. How well does the agency anticipate and respond to future capability requirements?
	Management of People Performance	19. How well does the agency encourage high performance and continuous improvement among its workforce? 20. How well does the agency deal with poor or inadequate performance?
	Engagement with Staff	21. How well does the agency manage its employee relations? 22. How well does the agency develop and maintain a diverse, highly committed and engaged workforce?
Financial and Resource Management	Asset Management	23. How well does the agency manage agency and Crown assets, and the agency balance sheet, to support delivery?
	Information Management	24. How well does the agency utilise information & communications technologies to improve service delivery?
	Efficiency	25. How robust are the processes in place to test for efficiency and make efficiency improvements? 26. How well does the agency balance cost and quality when considering service delivery options?
	Financial Management	27. How well does the agency manage its financial information and ensure financial probity across the business?
	Risk Management	28. How well does the agency manage agency risks and risks to the Crown?