Machinery of Government

PROCESS OVERVIEW

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga

Consultation

The degree of consultation will depend on the context and confidentiality agreements, but at the least stakeholders and affected parties for consultation should be identified

Due Diligence

- Initial due diligence should be carried out as a desk-top exercise to be aware of the implications of the proposed change(s)
- Due diligence should be considered throughout, increasing in depth as options are developed and assessed

Context & Problem Definition

- Careful consideration of the context can help you to understand the nature of the issue and will inform early decisions about the scope of the review
- As with any policy problem, it is important to have a clear definition of the problem and the functions and roles that are involved
- Without pre-empting the solution, consider what the desired end-state may be

Prompt questions to define context and problem →

Defining the Scope

Planning the Project

- A project plan should be developed and appropriate governance and management arrangements determined at an early stage
- Confidentiality requirements and expectations should be agreed and communicated – these should be reviewed as the project progresses
- For significant reviews a Terms of Reference should be prepared and agreed by the *project sponsor

Key project planning considerations and Terms of Reference guide →

Initial Briefing

- At this stage in the process briefing the individual or group responsible is likely to be appropriate – this may be a minister, chief executive, or senior public official
- It is an opportunity to test the proposed scope, purpose and any initial thinking and to decide whether or not to proceed
- Where a review has been initiated by a Minister, an early briefing helps to clarify and ensure a shared understanding of what is proposed

Develop Options

- Depending on the nature of the problem you have identified and the scope of the review there are a range of system-design options:

System Design Toolkit for organising around shared problems →

Organisational forms and structures →

Non-structural solutions for misc. problems →

Assess Options

- The scope of a Machinery of Government review can vary widely – from a specific agency or function to multiple agencies in a sector or across sectors to the public management system as a whole
- The scope should detail which agencies and/or functions you are reviewing
- It should be restricted to the problem that you have identified

- Assessment of options should consider how each potential solution will address the problem you have defined and what the trade-offs between them are
- Machinery of Government options should be considered from a number of different perspectives including wider system and sector, governance and accountability, performance and implementation

Key questions to consider →