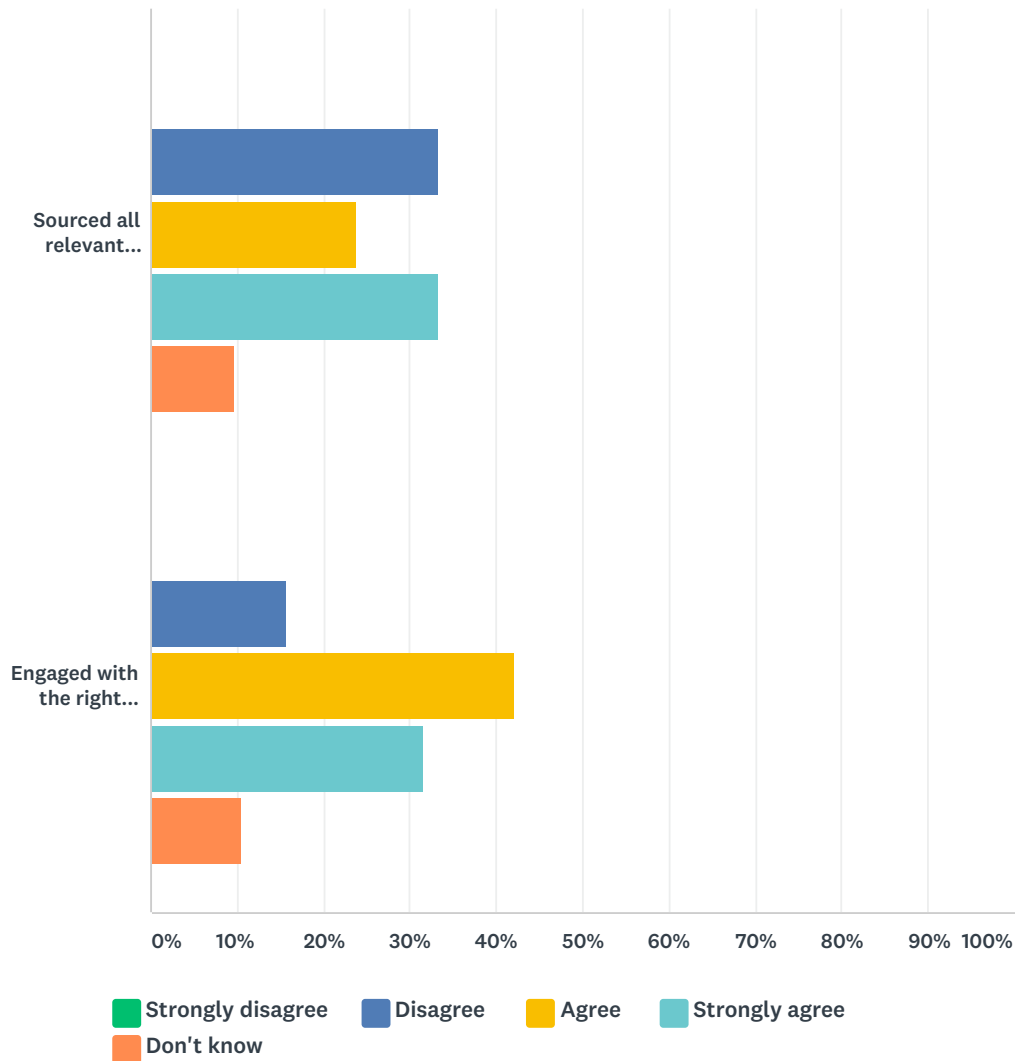


Q1 When undertaking the inquiry, the Commission:

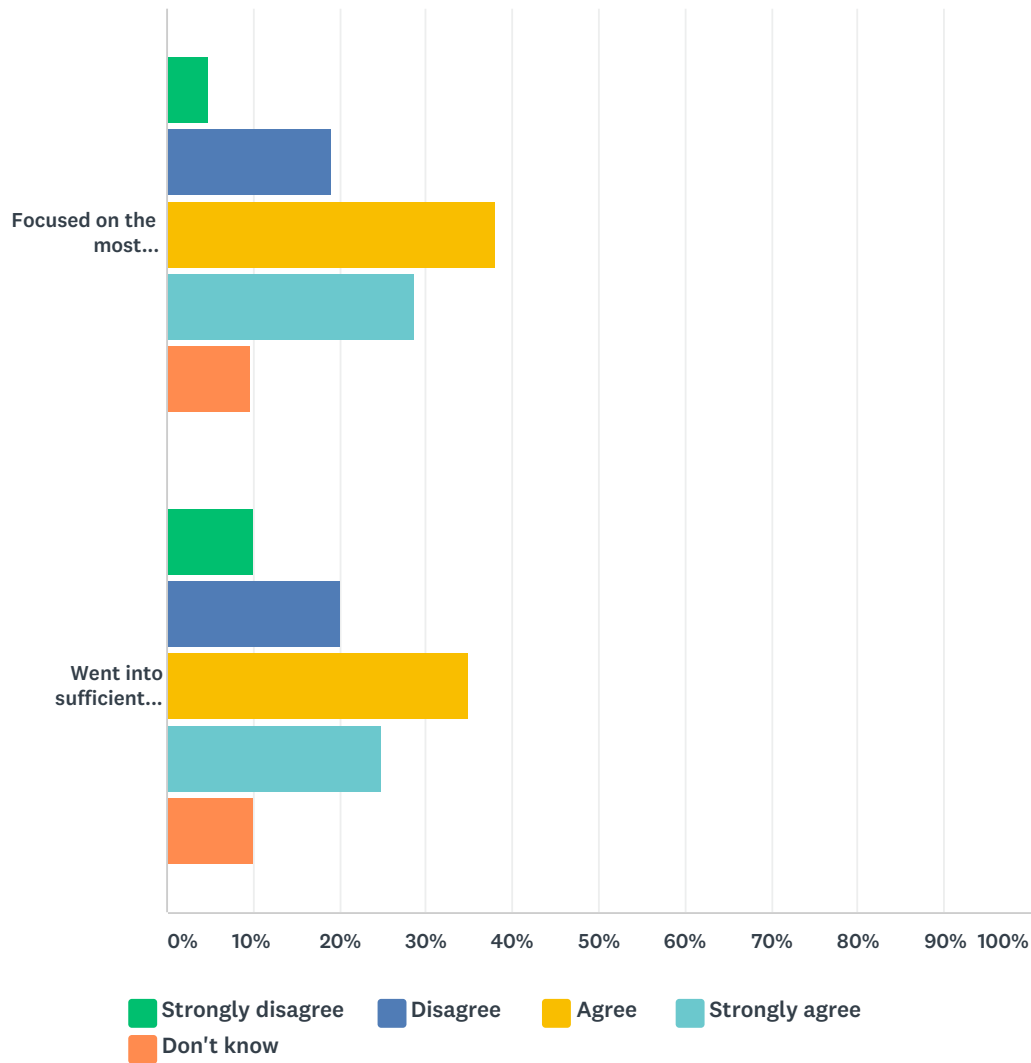
Answered: 21 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Sourced all relevant research and information	0.00% 0	33.33% 7	23.81% 5	33.33% 7	9.52% 2	21
Engaged with the right people	0.00% 0	15.79% 3	42.11% 8	31.58% 6	10.53% 2	19

Q2 The inquiry reports:

Answered: 21 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Focused on the most significant issues	4.76% 1	19.05% 4	38.10% 8	28.57% 6	9.52% 2	21
Went into sufficient depth on the issues it covered	10.00% 2	20.00% 4	35.00% 7	25.00% 5	10.00% 2	20

Q3 How could the focus of the inquiry or the impact of the inquiry reports have been improved?

Answered: 14 Skipped: 7

#	RESPONSES	DATE
1	The understanding of productivity in the Public Sector is still very old-fashioned and there is too much focus on financial performance and an expectation that accountants have the productivity answer. Value has many aspects and doing more for less is not necessarily a productivity improvement if we are doing the wrong thing.	8/26/2018 2:41 PM
2	The Report could have canvassed a review of the NZ and Australian extant literature on the current state of 'How to undertake Efficiency and Productivity modelling' in both the School Education, Health Services (including Hospitals and Primary Health Networks) and Court systems using micro level data bases. This would have counterbalanced the heavy emphasis on the aggregate level Quality Adjustment Productivity methodologies outlined in the Reports.	8/26/2018 12:43 PM
3	too much focus on measurement	8/22/2018 3:20 PM
4	It's a great report and I hope it can be used as a baseline from which improvements can be monitored	8/20/2018 10:31 PM
5	a clear pathway to provide consistent data from cross sector to enable a clearer picture of the social economy.	8/20/2018 8:26 PM
6	Would have like to see more empirics	8/20/2018 2:24 PM
7	Greater focus on practical solutions, the problem is well understood.	8/20/2018 1:21 PM
8	segmentations around different sectors	8/20/2018 12:31 PM
9	The inquiry was in my opinion right on the mark. The only other element I would have looked at was considering how you shift public servants focus. The current focus has been very politically motivated to performance motivated and outcomes based. Its unreasonable to expect our MP's to provide all the thought leadership.	8/20/2018 12:13 PM
10	Talk much much more with external parties and groups who are the recipients of service from the state system.	8/20/2018 11:58 AM
11	It did not go into the effect of NZ Market Structures on 'contracting out' - which has some signifiant implications on productivity. Foreword made statements such as the impact of ICT procurement on innovation with no supporting evidence.	8/20/2018 11:55 AM
12	I imagine that it is really difficult to get people to engage when there are 19 different documents to potentially look through (although I see some are state specific). The section on pay for results, not inputs definitely reverberates in my sector (CRI). We are not really measuring productivity properly.	8/20/2018 11:42 AM
13	Focus - report acknowledges many of the challenges with using narrow productivity measures, but not a) the mechanisms for mitigating these risks, or b) indications of the context where the recommendations might be more or less applicable. Impact - descriptions of the public service as hostile is likely to result in the public service being less open to using the content of the report.	8/20/2018 11:41 AM
14	More seriously tackling the concerns about focussing on productivity (distraction from outcomes focus, poor buy in from front line staff), and a discussion of what that may look like in practice. Stronger distinction between use of productivity at the front line vs from the centre.	8/20/2018 11:40 AM

Q4 Considering the improving state sector productivity report, how would you rate the:

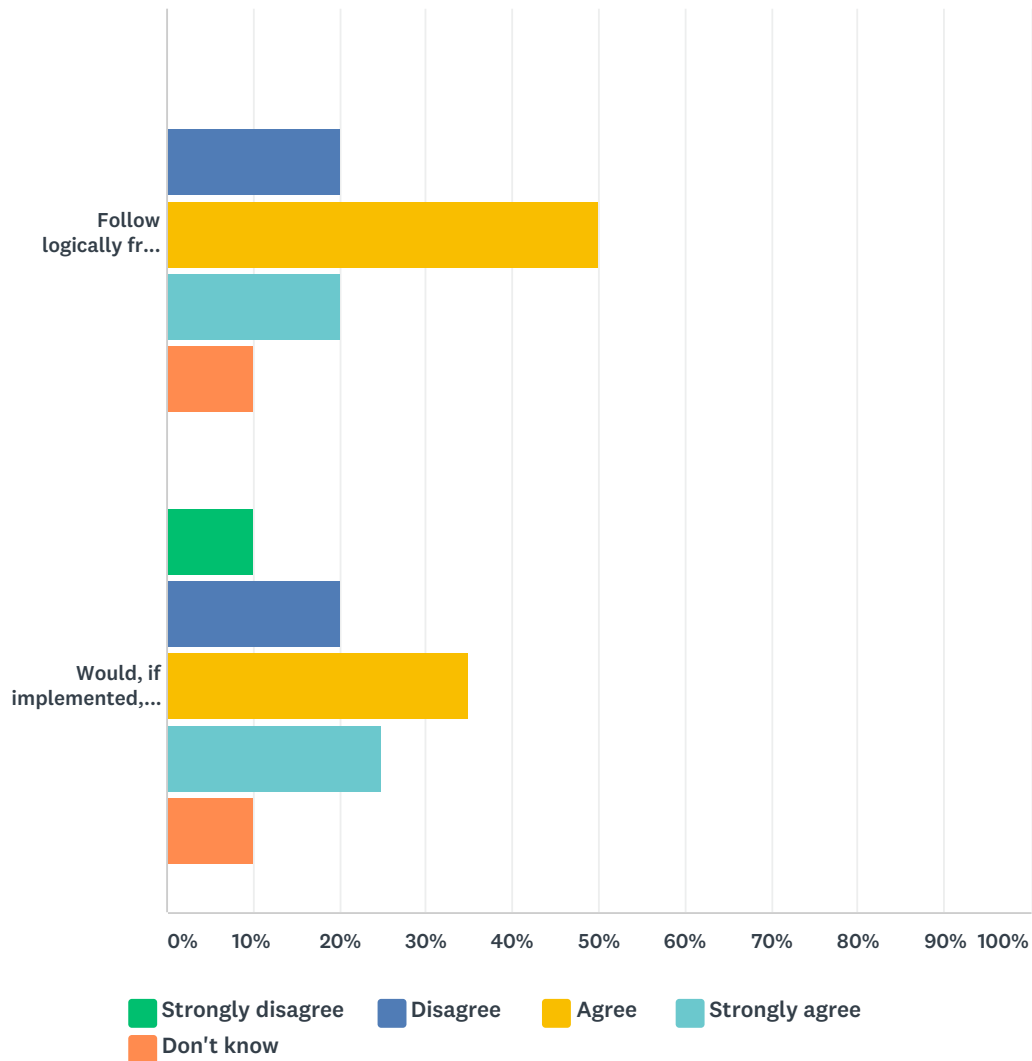
Answered: 20 Skipped: 1



	VERY POOR	POOR	GOOD	EXCELLENT	DON'T KNOW	TOTAL
Analysis of information	0.00%	21.05%	47.37%	31.58%	0.00%	19
Findings and recommendations	0.00%	10.53%	63.16%	26.32%	0.00%	19

Q5 The inquiry's recommendations:

Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Follow logically from the analysis and findings	0.00% 0	20.00% 4	50.00% 10	20.00% 4	10.00% 2	20
Would, if implemented, materially improve state sector productivity and the ability to measure productivity	10.00% 2	20.00% 4	35.00% 7	25.00% 5	10.00% 2	20

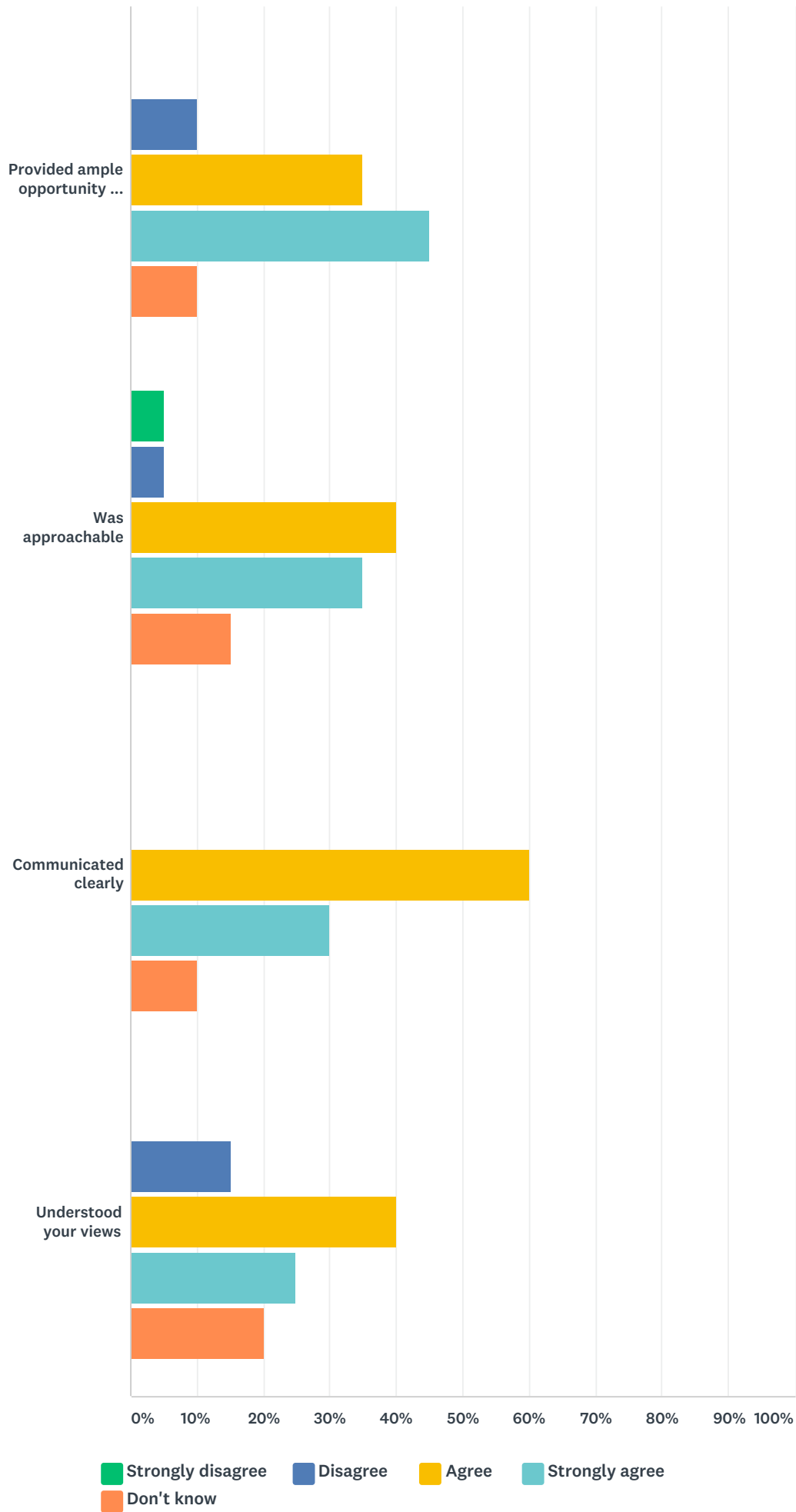
Q6 How could the inquiry's analysis have been improved?

Answered: 11 Skipped: 10

#	RESPONSES	DATE
1	As discussed more focus could have been given to the voluminous International Government Sector Applied Micro Economic analytical literature-- as providing signposts and tools in assessing the 'Value for Money' and other elements of the 4E's of 'Good Public Sector' Governance theoretical and applied literature, viz Efficiency, Effectiveness, Equity and Economy dimensions.	8/26/2018 12:50 PM
2	The inquiry's analysis missed out on significant work underway and so was out of date	8/22/2018 3:21 PM
3	cross functional team to challenge adverse culture or resistance to encouraging change.	8/20/2018 8:28 PM
4	Disconnect for me from the obvious measurement issues through to policy recommendations	8/20/2018 2:26 PM
5	I think there is still some way to go in terms of connecting the Prod Comm's report and what might/could be done in agencies.	8/20/2018 1:22 PM
6	The ability to disseminate between projected performance (the talker) versus actual performance (the performer), will not only require measurements but evidence based performance assessments by Managers of their staff.	8/20/2018 12:16 PM
7	Talk more to external users of the state system.	8/20/2018 12:00 PM
8	Most of the report rests on the premise that state sector productivity is poor and slowly growing. The report provides weak evidence of this from Stats NZ's productivity series. However, this is primarily driven by the education measure of productivity, and I think is not adjusted for quality changes. A more nuanced analysis could have looked at private vs public schools or hospitals, or comparisons with public sectors overseas. The Report also had an excessive focus on the Budget process. The Budget is a political process - it is about politicians deciding what they want to 'buy' for NZers. It is important that advice from departments are high-quality and evidence base, but we must be realistic that final decisions are made by politicians on political criteria. For example, the 2018 Budget was purely focussed on manifesto commitments and coalition agreements. Finally, the Report only weakly tackles criticisms of measuring productivity, such as perverse incentives, distraction from outcomes focus. The Report has a good recommendation on using productivity measures for accountability. But it provides no example of productivity measures that would satisfy that recommendations criteria. In many sectors there may not be one, or it may be that outcome measures are better at meeting those criteria than productivity measures. The comment that productivity measures should be part of balanced accountability frameworks is a good one. However, accountability frameworks have to do a lot of different things already. It is not clear, and the report does not analyse whether, using productivity measures overcomes the opportunity cost of not measuring something else, or having a more focussed framework. Also, no evidence was put forward that agencies / entities are excessively focussed on outcomes, and shifting to a balance between outcomes and outputs would improve the situation.	8/20/2018 11:59 AM
9	The inquiry could have example of value-for-money failures in decision making. It is all about providing people a learning opportunity to improve and think more deeply about the opportunity cost of sub-optimal decisions and how that effects productivity and therefore the wellbeing of New Zealanders. The cases could be anonymised to protect individuals.	8/20/2018 11:58 AM
10	I am not sure about whether measuring productivity is a good focus. Why not quality outputs, entrepreneurship, fostering good relationships. Also, productivity could be the symptom of organisational barriers.	8/20/2018 11:44 AM
11	Consider the broad literature on performance measurement and management - this is well traversed in the public administration literature over the past 30-40 years, and yet not well explored in the report.	8/20/2018 11:42 AM

Q7 During the inquiry, the Commission:

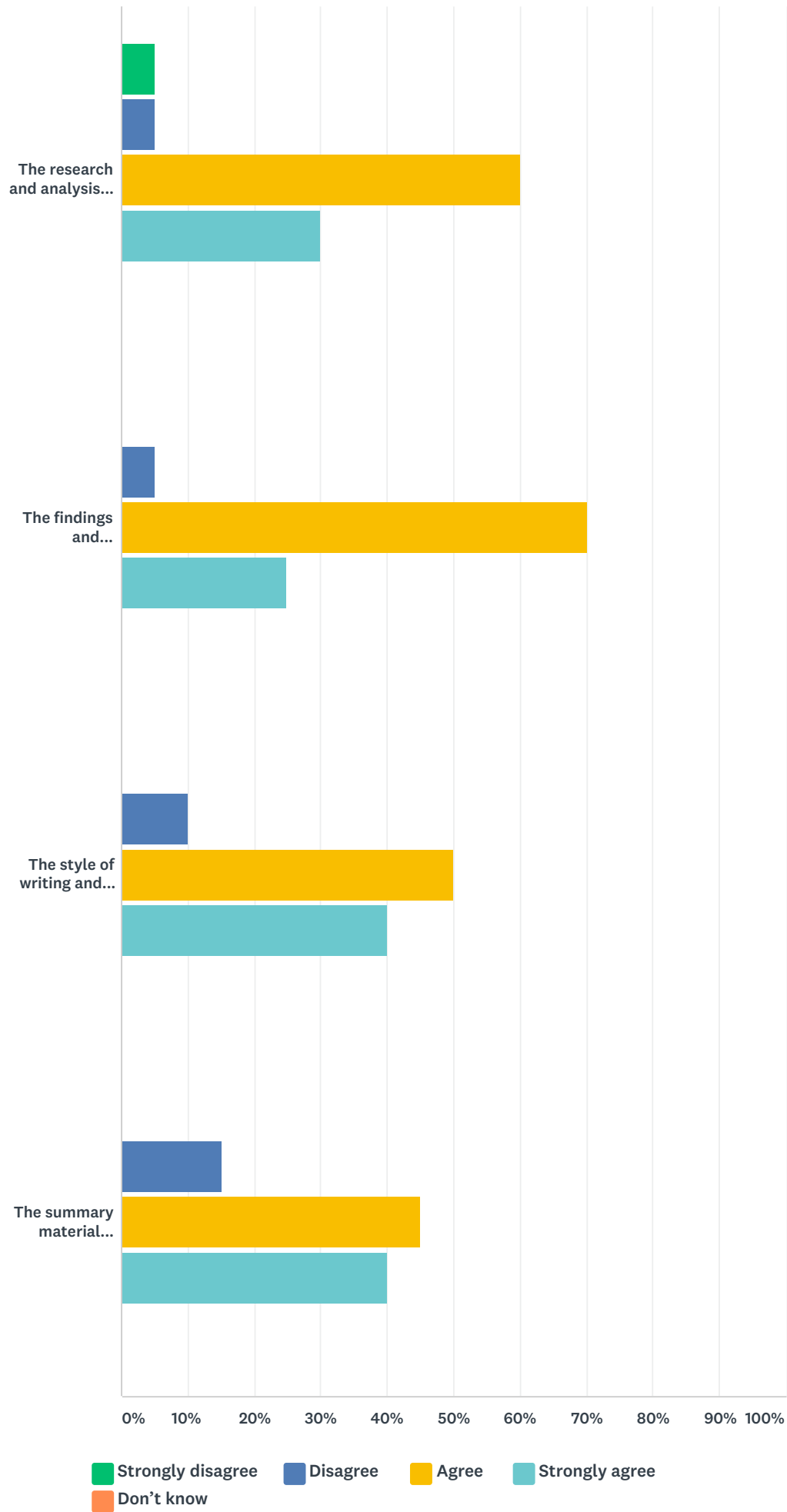
Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Provided ample opportunity to participate	0.00% 0	10.00% 2	35.00% 7	45.00% 9	10.00% 2	20
Was approachable	5.00% 1	5.00% 1	40.00% 8	35.00% 7	15.00% 3	20
Communicated clearly	0.00% 0	0.00% 0	60.00% 12	30.00% 6	10.00% 2	20
Understood your views	0.00% 0	15.00% 3	40.00% 8	25.00% 5	20.00% 4	20

Q8 In the inquiry reports:

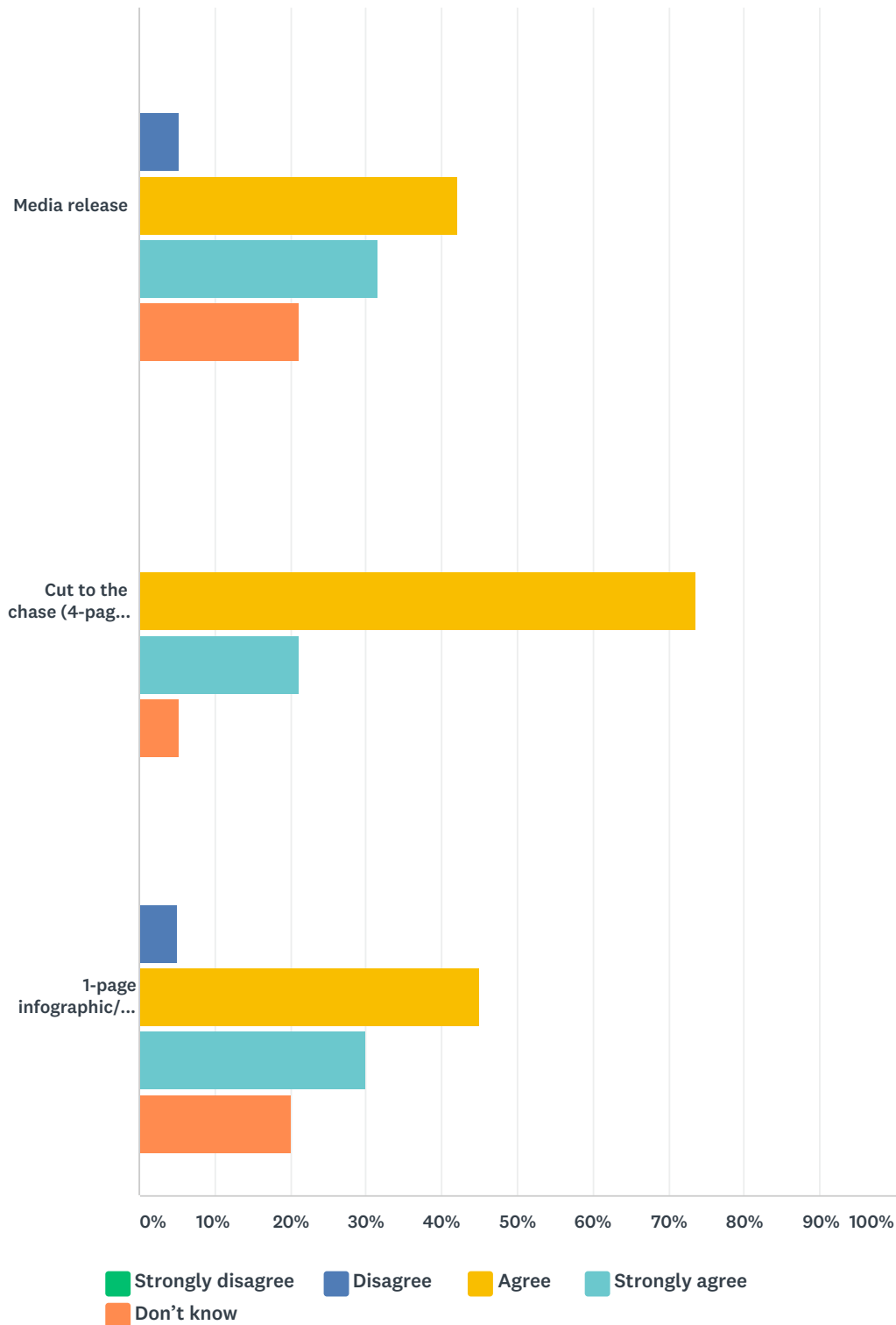
Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
The research and analysis were clear	5.00% 1	5.00% 1	60.00% 12	30.00% 6	0.00% 0	20
The findings and recommendations were clear	0.00% 0	5.00% 1	70.00% 14	25.00% 5	0.00% 0	20
The style of writing and language used were accessible and clear	0.00% 0	10.00% 2	50.00% 10	40.00% 8	0.00% 0	20
The summary material provided was useful	0.00% 0	15.00% 3	45.00% 9	40.00% 8	0.00% 0	20

Q9 The communications materials were clear and easy to understand:

Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Media release	0.00% 0	5.26% 1	42.11% 8	31.58% 6	21.05% 4	19
Cut to the chase (4-page summary)	0.00% 0	0.00% 0	73.68% 14	21.05% 4	5.26% 1	19
1-page infographic/A3 on the website	0.00% 0	5.00% 1	45.00% 9	30.00% 6	20.00% 4	20

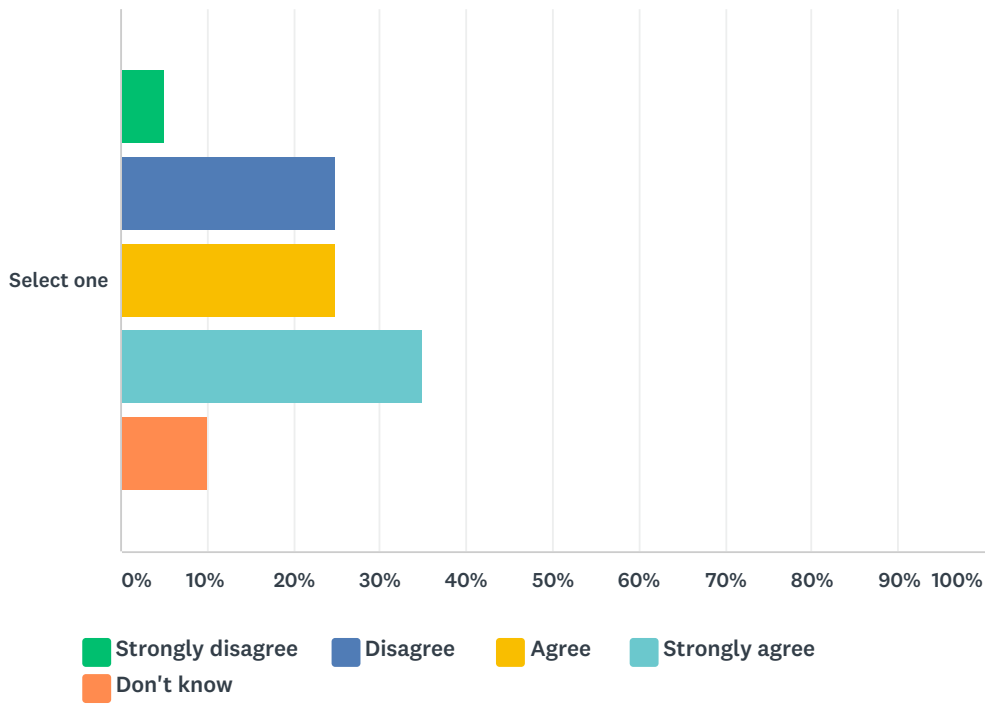
Q10 How could communication have been improved?

Answered: 7 Skipped: 14

#	RESPONSES	DATE
1	Providing a 'Route Map' to follow up future concrete empirical modelling in this Public Sector Efficiency and Productivity space.	8/26/2018 12:53 PM
2	communication was good but would be keen to educate the general people through TV advertising stories or social sectors	8/20/2018 8:31 PM
3	Variety of levels in the working document. Some parts are more of a primer; others require quite sophisticated economic knowledge	8/20/2018 2:27 PM
4	Start earlier and more emphasis on talking to external user groups.	8/20/2018 12:02 PM
5	The full reports need to be much shorter. This significantly limits the Commission's influence.	8/20/2018 12:01 PM
6	Main report structure was strange - lots of asides that didn't seem to relate to the core inquiry. Tone was unhelpful - seems antagonistic and playing to the crowd (not sure who - Ministers will find the tone unhelpful as well) rather than interested in providing useful support to the public service. In places, tone comes across as petulant, particularly when describing interactions with the public service.	8/20/2018 11:45 AM
7	I would have preferred more one to one organisational workshop type consultations.	8/20/2018 11:44 AM

Q11 Overall, I was satisfied with the Commission’s process for running the inquiry:

Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Select one	5.00%	25.00%	25.00%	35.00%	10.00%	20
	1	5	5	7	2	

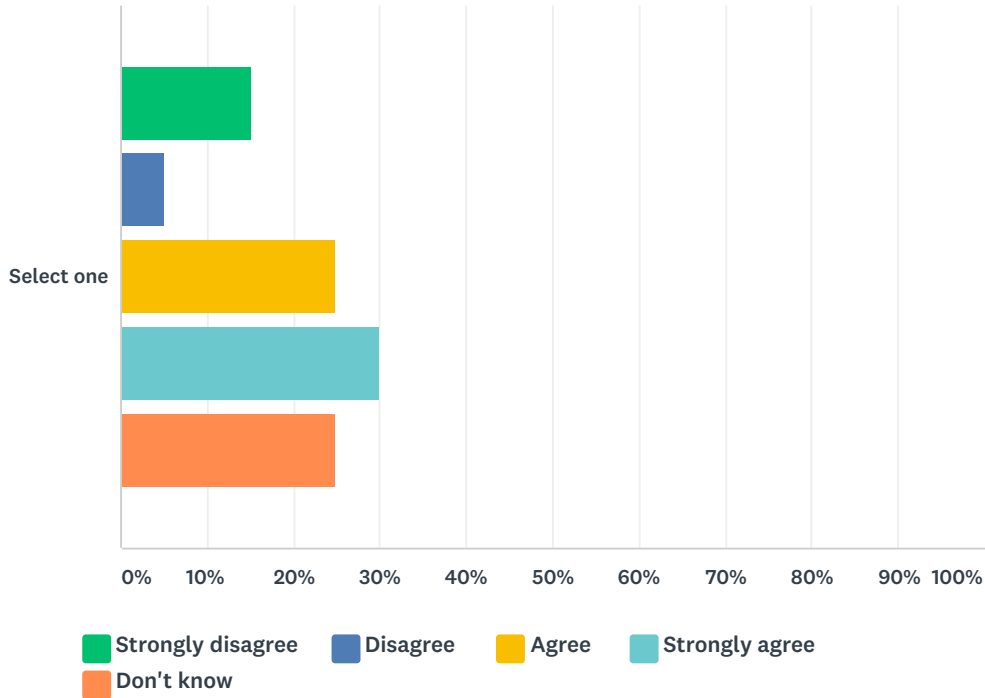
Q12 How could the inquiry process be improved?

Answered: 7 Skipped: 14

#	RESPONSES	DATE
1	More engagement with the large International Empirical 4E Public Sector Governance literature.	8/26/2018 12:56 PM
2	I don't feel Individual's Productivity was addressed at all - the behaviors of the people and the impact of technology on their behaviors. yes it covered lack of accountability by management - but nothing at the next level and that is where we can get huge gains in how they work and what they are actually working on in a 40 hour week!	8/21/2018 7:57 AM
3	Keep monitoring this topic over time	8/20/2018 10:34 PM
4	would like to understand who exactly from what levels of operations provided feedback.	8/20/2018 8:32 PM
5	Clarity of purpose	8/20/2018 12:05 PM
6	The Commission could be more clear about its consultation objectives and the advice it was seeking.	8/20/2018 12:00 PM
7	You asked for input. Input was provided with the intent to steer the inquiry to where it might have provided useful guidance to help the public service. You ignored the input and described those who provided it as hostile.	8/20/2018 11:46 AM

Q13 The inquiry has helped set or lift the standard in New Zealand for high quality analysis and advice on measuring and improving state sector productivity:

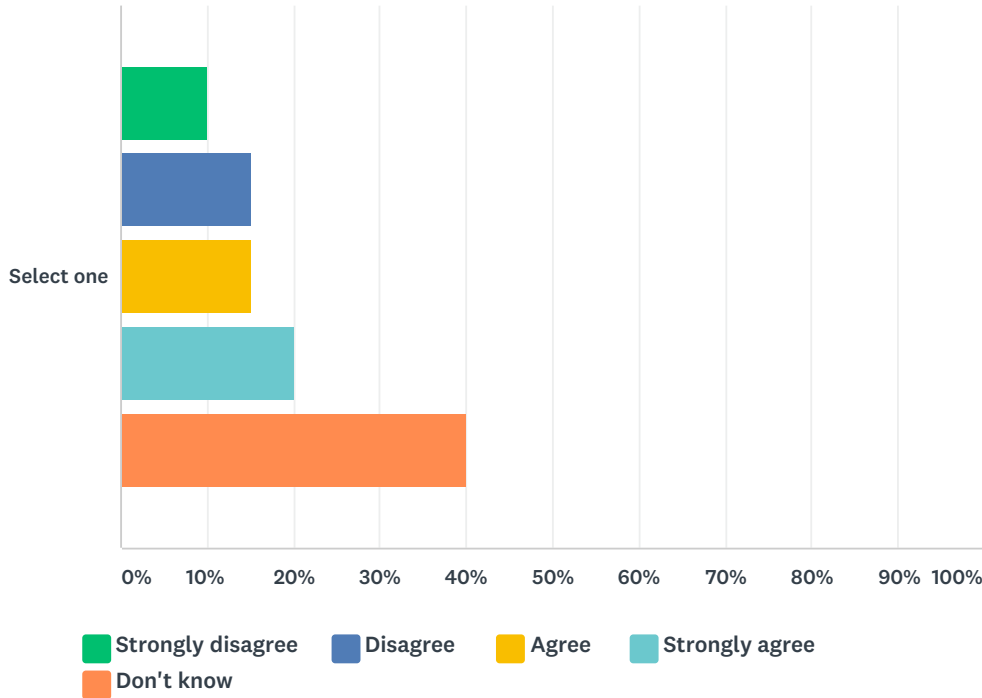
Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Select one	15.00% 3	5.00% 1	25.00% 5	30.00% 6	25.00% 5	20

Q14 As a result of the inquiry, the measurement of state sector productivity, and the resulting analysis and advice about state sector productivity, will be of a higher standard:

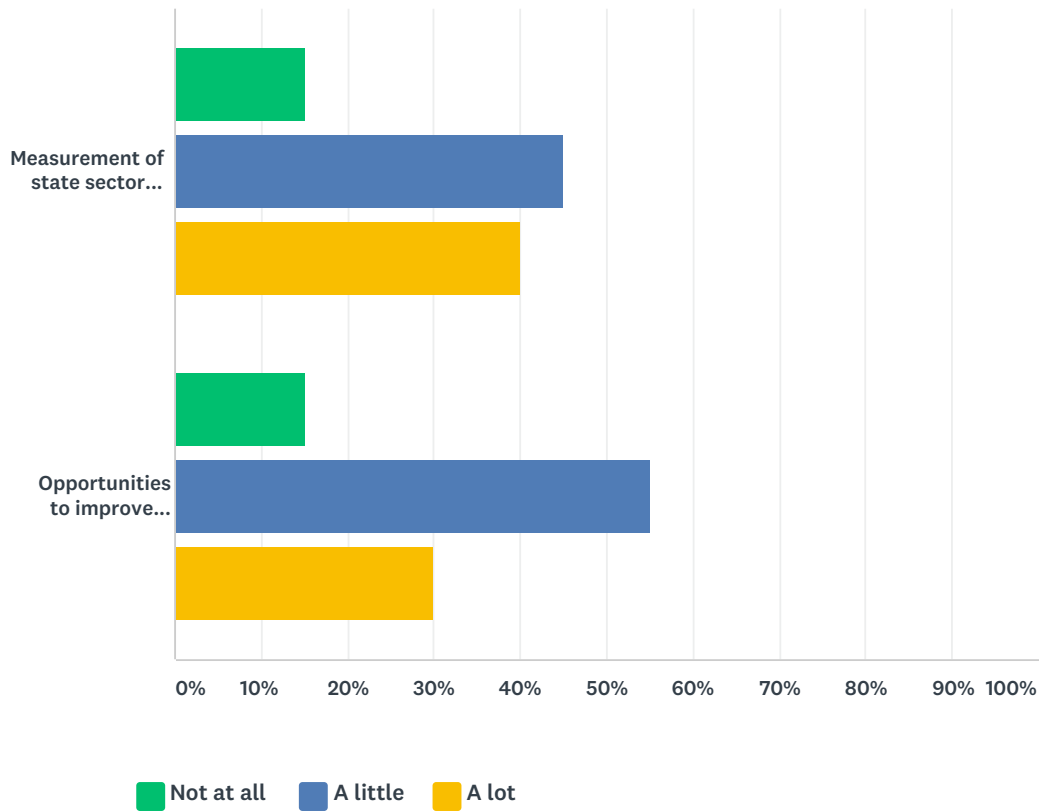
Answered: 20 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Select one	10.00% 2	15.00% 3	15.00% 3	20.00% 4	40.00% 8	20

Q15 The inquiry increased my understanding of:

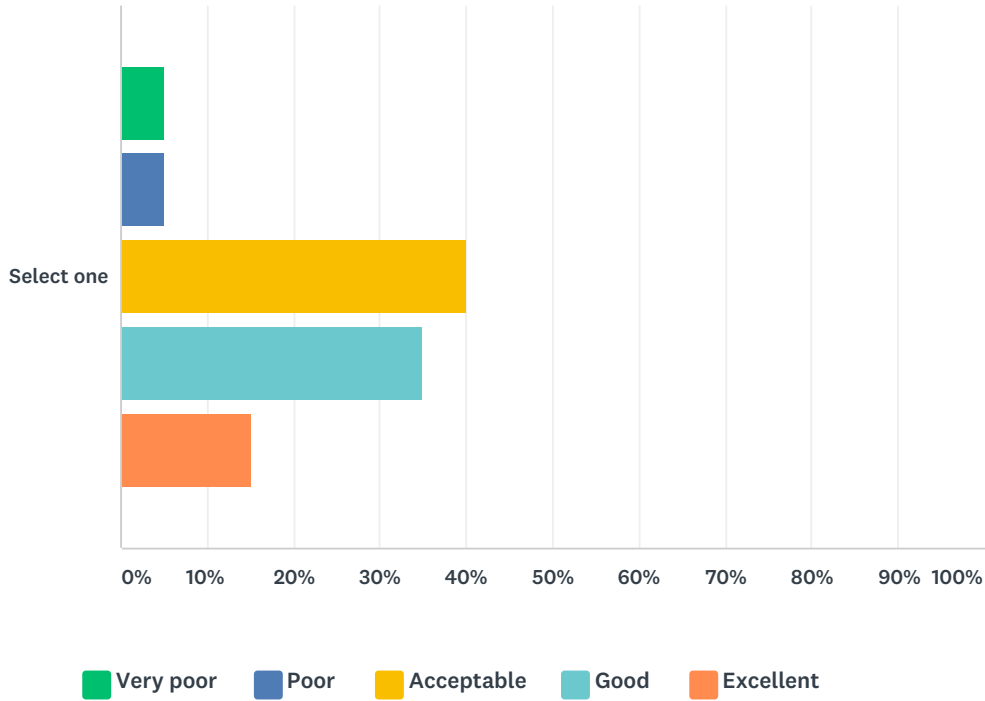
Answered: 20 Skipped: 1



	NOT AT ALL	A LITTLE	A LOT	TOTAL
Measurement of state sector productivity	15.00% 3	45.00% 9	40.00% 8	20
Opportunities to improve state sector productivity	15.00% 3	55.00% 11	30.00% 6	20

Q16 Please rate the overall quality of the inquiry, taking into account the focus of the report, quality of analysis, engagement, delivery of message and process:

Answered: 20 Skipped: 1



	VERY POOR	POOR	ACCEPTABLE	GOOD	EXCELLENT	TOTAL
Select one	5.00% 1	5.00% 1	40.00% 8	35.00% 7	15.00% 3	20

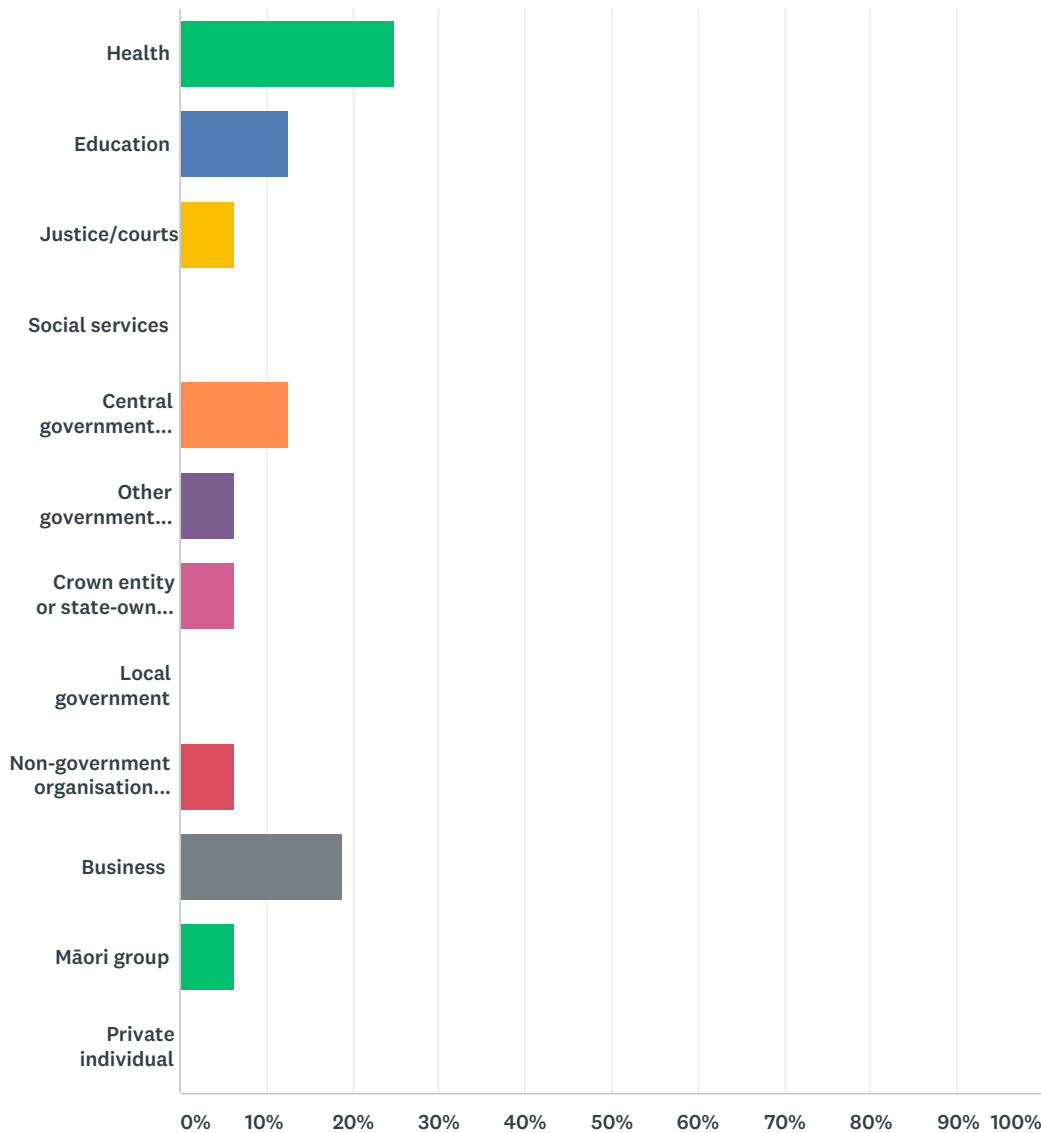
Q17 Are there any other comments you would like to make about the inquiry?

Answered: 6 Skipped: 15

#	RESPONSES	DATE
1	A range of possible follow up studies could be proposed once all these comments on the study are evaluated and the NZ Government's future policy directions are available.	8/26/2018 1:01 PM
2	There are many state sector employees that are not working effectively or productively as they have no idea. where are the basic standards/base levels of acceptable productivity for the state sector?	8/21/2018 7:59 AM
3	Would be good to see this analysis turn into an actual action plan and change implemented. I'm keen to know who in government will take responsibility for these findings and set in place an action plan of interventions to proactively make the government more productive. I know under the previous government productivity of the state sector was a priority and I have noticed the current PM referring to productively a lot too. I hope the new government wants to also progress with an action plan.	8/20/2018 10:39 PM
4	just would like to continue to be involved and know how to process feedback when policy and legislation creates barriers. If you are under 16 years old currently people who are on drugs via needles are unable to exchange their needles without a doctors certificate, which is a barrier and a cost. so we increase health risks for youth. there is a few policies like this that have created systemic barriers due to age restrictions.	8/20/2018 8:35 PM
5	Its possible to see how New Zealanders lives could be dramatically improved through a more efficient State Services Commission. Its possible to also see that those shared improvements could benefits millions of people outside of New Zealand. I think there is also a warning in this report and that is the effects of complacency and stagnancy in an ever changing world.	8/20/2018 12:22 PM
6	Started with a difficult (narrowly defined) topic, which wasn't the Prod Comms fault. Needs to find a way to engage productively with the public service otherwise I don't see it providing any value.	8/20/2018 11:48 AM

Q18 What type of organisation do you primarily represent?

Answered: 16 Skipped: 5



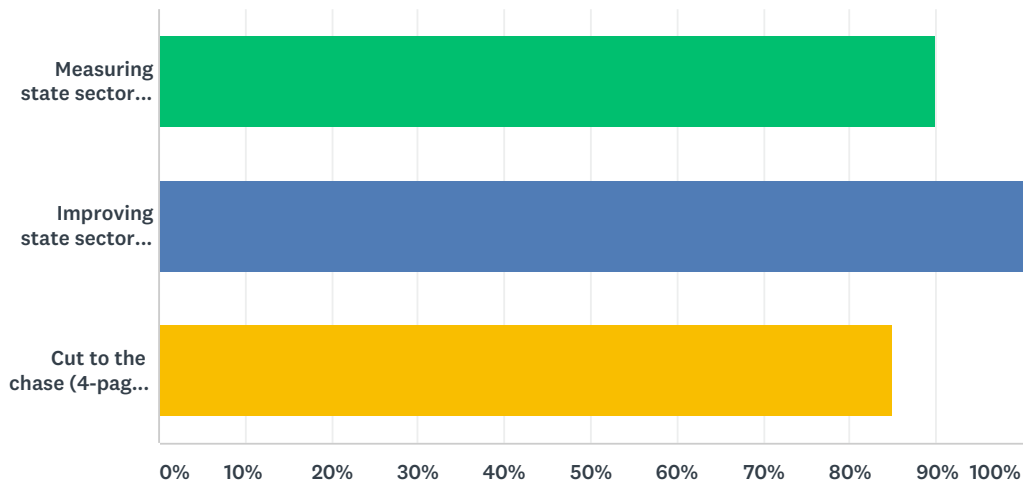
ANSWER CHOICES	RESPONSES	
Health	25.00%	4
Education	12.50%	2
Justice/courts	6.25%	1
Social services	0.00%	0
Central government agency	12.50%	2
Other government department (not covered by above)	6.25%	1
Crown entity or state-owned enterprise	6.25%	1
Local government	0.00%	0
Non-government organisation or community group	6.25%	1
Business	18.75%	3

Māori group	6.25%	1
Private individual	0.00%	0
TOTAL		16

#	OTHER (PLEASE SPECIFY)	DATE
1	Social entity being set up www.navigateyourway.co.nz to	8/20/2018 8:36 PM
2	Don't trust the Prod Comm to use this information productively and not for retribution against agencies involved.	8/20/2018 11:49 AM

Q19 Which versions of the inquiry report have you read (select as many responses as apply)?

Answered: 20 Skipped: 1



ANSWER CHOICES	RESPONSES	
Measuring state sector productivity	90.00%	18
Improving state sector productivity	100.00%	20
Cut to the chase (4-page summary)	85.00%	17
Total Respondents: 20		