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|  | **Lead question** | **Element** | **Key question** | **What good looks like** |
| **Customer focus** | *How well do we understand the information needs of New Zealanders and provide accessible and responsive services?* | Understanding customer needs | How well does the agency understand its customers and their information needs? | *Official information is provided to the public and stakeholder groups based on understanding of their information needs.* |
| Engaging with customers | How well does the agency engage with customers to meet their information needs? | *The agency has procedures in place for contacting requesters and these are reflected in practice.* |
| Proactive release | How well does the agency proactively release information? | *An active programme of proactive release of official information is in place, including publication of OIA responses.* |
| **Leadership and direction** | *How well do we respond to and advance government’s commitment to the principles of openness and transparency?* | Senior leadership commitment | How well does the senior team demonstrate its commitment to openness and meeting official information obligations? | *The senior leadership team provides a clear statement of expectations regarding the agency’s commitment to openness and meeting official information obligations.* |
| Senior leadership oversight | How well does the senior team provide collective leadership and direction to ensure official information performance? | *Demand and performance information is actively used to inform planning, resourcing and capability building decisions.* |
| Working with Ministers | How well does the agency engage with Ministers in relation to OIA requests, responses and information releases? | *There is clear understanding about respective roles and decision making responsibilities under the OIA, and how the ‘no surprises’ approach will be managed.*  |
| **People and development** | *How well do we ensure we have the right people with the right skills in the right place at the right time?* | Investing in capability | How well do leaders build official information capability within the agency and across the system? | *There is investment in people to build knowledge and skills, and minimise key person risk.* |
| Culture | How well does the agency develop and sustain a culture that embodies openness and transparency? | *All levels of staff and management act consistently with the letter and spirit of the OIA.* |
| Training and development | How well does the workforce understand the OIA and their role in the agency’s approach to official information? | *OIA training and professional development is planned, organised and undertaken on a regular basis.* |
| **Structure, policies and systems** | *How well do our structure, policies and systems support effective and consistent official information practices?* | Organisation design | How well does the agency’s organisational structure support official information performance? | *Formal structure exists with clearly defined roles and responsibilities, and the delegations for making decisions on OIA requests sit at an appropriate level.* |
| Policies, processes and practices | How well do the OIA and information management policies, processes and practices promote efficient, effective and consistent practice? | *Effective OIA and IM policies, procedures and systems are in place, are well understood and are reflected in current practice.* |
| Tools | How well does the agency deploy systems and tools to support its official information practices? | *Appropriate tools and technologies are in place to effectively process and track OIA requests.* |
| **Performance** | *How well do we monitor and continually improve our official information performance?* | Monitoring and reporting | How well does the agency monitor and evaluate its OIA performance? | *Performance standards are in place and are regularly reported on and reviewed by the senior team.*  |
| Continuous improvement | How well does the agency encourage and demonstrate continuous improvement of its official information practices and performance? | *Performance information, including complaints data, is used to continually improve OIA policies and procedures.* |