



DTK
AND ASSOCIATES

PERFORMANCE IMPROVEMENT FRAMEWORK



DESIGNED AND IMPLEMENTED THE PERFORMANCE IMPROVEMENT FRAMEWORK (PIF), THE CENTRAL INSTRUMENT FOR TESTING HOW WELL NEW ZEALAND PUBLIC AGENCIES PERFORM AGAINST THEIR STATUTORY PURPOSE.

THE WORK SPANNED THE DESIGN OF THE FRAMEWORK ITSELF, THE BUILD OF THE LEAD REVIEWER CADRE, THE CONDUCT OF AGENCY REVIEWS, AND THE INTEGRATION OF FINDINGS INTO THE WIDER PERFORMANCE SYSTEM.

THE PIF NOW UNDERPINS MUCH OF THE ASSURANCE PRACTICE THAT THE PRINCIPAL CONTINUES TO LEAD THROUGH GATEWAY, INDEPENDENT QUALITY ASSESSMENT AND TARGETED INVESTMENT REVIEW WORK.

GATEWAY AND INDEPENDENT ASSURANCE REVIEWS ACROSS AUSTRALIA AND AOTEAROA



OUR PRACTICE PORTFOLIO OF MORE THAN EIGHTY GATEWAY AND INDEPENDENT ASSURANCE REVIEWS UNDERTAKEN ACROSS BOTH JURISDICTIONS, AT EVERY GATE, IN BOTH TEAM-MEMBER AND TEAM-LEADER ROLES.

OUR PORTFOLIO SPANS INFRASTRUCTURE PROJECTS, INFORMATION-TECHNOLOGY PROGRAMMES, AND REGULATORY SYSTEMS REQUIRING INTEGRATION, AND INCLUDES THE CROSS-CUTTING REFORMS THAT BRING JURISDICTIONS TOGETHER: INCLUDING REGULATORY SANDBOXING.

REVIEWS ARE UNDERTAKEN UNDER THE FORMAL REGIMES OF THE TREASURY GATEWAY UNIT IN AOTEAROA AND THE EQUIVALENT ASSURANCE AUTHORITIES IN AUSTRALIA, WITH FINDINGS PROVIDED TO SPONSORING AGENCIES AND TO THE CENTRAL ASSURANCE BODIES THAT COMMISSION THEM.

THE DEPTH AND BREADTH OF THE PORTFOLIO IS WHAT ALLOWS THE PRACTICE TO CALL PATTERNS ACROSS INVESTMENTS, SECTORS AND JURISDICTIONS RATHER THAN FROM A SINGLE REVIEW.

TRAINING GATEWAY REVIEWERS ACROSS AUSTRALIA AND AOTEAROA



DELIVERY OF THE TRAINING THAT BRINGS NEW GATEWAY AND INDEPENDENT ASSURANCE REVIEWERS UP TO THE STANDARD REQUIRED TO UNDERTAKE REVIEWS AT SCALE, IN BOTH AUSTRALIA AND AOTEAROA NEW ZEALAND.

THE TRAINING IS BUILT TO PROVIDE A GROUNDING IN THE FORMAL REVIEW FRAMEWORK AND THE QUESTION SET, SO THAT TRAINEES UNDERSTAND WHAT EACH GATE IS FOR AND WHAT EVIDENCE THE FRAMEWORK EXPECTS OF THEM. THE TRAINING ALSO TAKES A STRUCTURED PASS THROUGH REAL REVIEW EXAMPLES, DRAWN FROM ANONYMISED CASES THAT SHOW BOTH WHAT GOOD REVIEWS LOOK LIKE AND WHERE REVIEWS GO WRONG.

THE THIRD IS AN APPRENTICESHIP MODEL WHERE OUR PRACTICE HAS BEEN ASKED TO OBSERVE IQAS IN ACTION AND PROVIDE SUPERVISION.

UNDERNEATH THE WORK SITS THE INTERPERSONAL CRAFT OF SENIOR REVIEW WORK: HOW TO ASK HARD QUESTIONS KINDLY, HOW TO DELIVER A FINDING THE AGENCY CAN ACT ON RATHER THAN DISMISS, HOW TO CHAIR A REVIEW MEETING WITH AUTHORITY AND WITH GRACE, AND HOW TO HOLD A RED RATING WHEN THE EVIDENCE REQUIRES IT.

