

Based in Wellington with 400 talented and highly skilled people, the Treasury is New Zealand's lead advisor to the government on economic, financial and regulatory policy. The organisation provides policy advice on matters relating to the economy, government finances, public services, performance monitoring, and directly manages a number of commercial and financial activities for the Crown.

The organisation's [vision](#) is to be a world class Treasury working for higher living standards for all New Zealanders.

To help achieve its vision, over the last year the Treasury has introduced continuous improvement tools to become more efficient, more productive, and enhance work quality. The Treasury wants to meet customer needs better and to enable people who work at the Treasury to be more inclusive in their thinking and behaviours.

The Treasury's continuous improvement story is one of culture change. It is about how leaders have led continuous improvement, how capability was developed and is being sustained, and how openly people are being engaged for their ideas. The Treasury also talked about how visual management has become a way of managing work and improving strategic alignment throughout the organisation.

The Lean Six Sigma toolkit lent itself well to improving various processes in the Treasury. Those processes include economic forecasting, how the Treasury reports on New Zealand's finances, and various corporate administrative services.

The Treasury found that creating curiosity and excitement has been a great way to get people involved in organisational change. They did this by conducting improvement project events in common areas, using process maps to engage people, storytelling, and getting leaders to be active and visible with using new and better ways of working.

By getting people involved and using good practice continuous improvement techniques, the Treasury has delivered higher service levels and achieved efficiencies across various processes. The deeper and longer lasting impact will be that staff find the Treasury an even more satisfying and inclusive place to work, and external stakeholders see it as a genuinely collaborative and influential organisation.