DEPARTMENT OF CORRECTIONS
ARA POUTAMA AOTEAROA

10 February 2021 C128883

s9(2)(a) [redacted]

Tēnā koe s9(2)(a) [redacted]

Thank you for your email of 23 November 2020, requesting information about Corrections' corruption policy and contract with Decmil. Your request has been considered under the Official Information Act 1982 (OIA).

You requested:

- *Does the Department of Corrections have a corruption strategy or a policy that is similar to a corruption strategy, and if so, when was it designed*

Corrections takes matters of fraud, corruption and dishonesty very seriously. The overwhelming majority of our people act with integrity, honesty and professionalism. Those who don't place their colleagues' safety at risk, damage trust in their profession and undermine the integrity of the Corrections' system. When discovered, people engaging in this conduct are held to account for their actions, either via internal disciplinary processes or through charges from the appropriate law enforcement agencies.

Staff who want to seek support for integrity issues are encouraged to contact the department's Integrity Assurance Team, speak with their manager or another manager, talk to their HR adviser, or contact anonymous crime reporting line Crimestoppers. Our top priority is safety, and we will always work to support the person's safety, even if they have acted inappropriately.

Corrections' central policy in this area is called *Addressing Fraud, Corruption, Dishonesty and Other Criminal Activity*. Please find a copy of this policy attached as Appendix One. It replaces earlier iterations.

A number of other policies also contain reference to matters of staff corruption, and are referenced in Appendix One as related policies and listed below:

- Responding to Staff Conduct and Behaviour Policy
- Protected Disclosures – Serious Wrongdoing (Whistleblowing) Policy
- Conflicts of Interest Policy
- Preventing Bullying, Harassment and/or Discrimination Policy
- Code of Conduct (attached as Appendix Two)

These include reference to the Public Service Commission's Standards of Integrity and Conduct, which can be found on the Public Service Commission website at www.publicservice.govt.nz/our-work/integrityandconduct/.

As you will be aware, COVID-19 has caused delays to planned work in agencies, organisations and communities across New Zealand, including within Corrections. As a result of these delays, some of these policy documents were not reviewed at the scheduled time, meaning some aspects may be out of date. Corrections is currently in the process of establishing work to update these policies.

- and what measures are used to determine whether the strategy is successful in detecting corruption and holding those who involved in corruption to account?

Each policy has an assurance and monitoring section which sets out how policy compliance will be assessed. Policy owners are asked to report this information to the General Manager, Audit, Integrity and Risk on a quarterly basis.

In support of these policies and the intent to provide a safe place for people to raise issues, there is both a Speak Up Oversight Group, and Chief Executive Advisory Group (CEAG) Risk and Assurance. These ensure that Protected Disclosure procedures are tracked, and the appropriate people are briefed.

We also have an Audit and Risk Committee which acts in an advisory capacity to the Chief Executive and Executive Leadership Team, who discuss any high risk matters where appropriate.

Additionally, the Integrity Assurance team works closely with Human Resources and managers to ensure an appropriate and early response to any notifications. This process is set out in the Responding to Staff Conduct and Behaviour Policy and Procedure policy. Corrections has strong relationships with external agencies such as the New Zealand Police and Serious Fraud Office to enable quick responses to any urgent matters. We have active representatives in sector interest groups which deal with fraud and corruption. This team is also responsible for education and training to help staff make safe decisions.

- How much money has been spent to date on the Decmil contract and how many cells have been completed and are any in current operation? What is the total cost of completion and what is the expected date of completion?

Corrections is delivering eight modular prison units and associated infrastructure across five prisons as part of a programme of work that will add 976 beds to the prison network.

Decmil Construction NZ Ltd was engaged under a design and build contract to deliver the modular prison units. As you are aware, Corrections terminated its contract with Decmil in February 2020 due to Decmil's failure to meet schedule and quality requirements.

Corrections has since engaged replacement contractors to complete the modular units and work is progressing at all five sites. The first units are expected to be ready for service in early 2021, with the other units progressively rolled out by the end of 2021. We expect to deliver all 976 beds and associated infrastructure within the approved funding of $436 million.

While the Decmil contract has been terminated, it remains subject to an arbitration process and therefore the public release of commercial information could impact matters relating to this formal dispute.

Therefore, your request for how much money has been spent to date on the Decmil contract is declined in accordance with the following sections of the OIA:

- 9(2)(b)(ii), to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or is the subject of the information;
- 9(2)(i), to enable a Minister of the Crown or any department or organisation holding the information to carry out, without prejudice or disadvantage, commercial activities; and
- 6(c), as the making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation and detection of offences, and the right to a fair trial.

As per section 9(1) of the OIA, we have also considered whether there are countervailing public interest considerations favouring the release of the requested information. We do not believe such considerations are present in this case.

I trust the information provided is of assistance. Should you have any concerns with this response, I would encourage you to raise these with Corrections. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Contact details are: Office of the Ombudsman,
PO Box 10152, Wellington 6143.

Please note that this response may be published on Corrections' website. Typically, responses are published quarterly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Ng –mihi nui

Andrew Robertson
Deputy Chief Executive
Infrastructure and Digital Assets

Addressing Fraud, Corruption, Dishonesty and Other Criminal Activity Policy

Last Review Date:	March 2019
Next Review Date	March 2020
Endorsed by:	Third Tier Leadership Group, February 2019
Approved by:	Executive Leadership Team, March 2019
Sponsor:	Deputy Chief Executive, Corporate Services
Owner:	National Manager, Audit, Integrity and Risk

Purpose

This policy outlines how the Department will address incidents or allegations of staff fraud, corruption, dishonesty and other criminal activity. It covers:

- what fraud, corruption, dishonesty and other criminal activity is
- how incidents or allegations will be considered and assessed
- the process that will be followed when investigating incidents or allegations.

This policy aligns with the Department's values and guiding principles of:

- Rangatira – Leadership; Manaaki – Respect; Wairua – Spirituality; Kaitiaki – Guardianship; and Whānāu – Relationships
- complying with the law and legislation
- ensuring a healthy, safe and secure environment
- being a good employer and
- acting in the Spirit of Service.

Scope

This policy applies to all staff (permanent, fixed-term, and casual) and to secondees, consultants, contractors, and volunteers covered by the Code of Conduct. The term 'staff' refers to all of those people.

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Definitions

Fraud	The deliberate practice of deception in order to receive unfair, unjustified or unlawful gain. For the purposes of the policy this includes all forms of dishonesty.
Examples of Fraud	x Entering and making up notes and reports without seeing the person x Falsely recording the hours of work on your timesheet x Misuse of Purchasing card or fuel card x Falsely altering the recording of hours worked by an offender doing community work x Providing false work references and qualifications when applying for a role.
Corruption	The lack of integrity or honesty (especially susceptibility to bribery) or the use of a position of trust for dishonest gain. It includes foreign and domestic bribery, coercion, destruction, removal or inappropriate use or disclosure of records, data, materials, intellectual property or assets, or any similar or related inappropriate conduct.
Examples of Corruption	x Improperly using, or trying to improperly use, the knowledge, power or resources of your position for personal gain or the advantage of others x Asking for or accepting or offering a gift, bribe or benefit or payment or other favours (kickbacks) from staff, contractors, vendors, or persons providing services or materials to the Department x Giving preferential treatment to any person in return for benefits x Receiving extravagant corporate hospitality or gifts x Knowingly providing, assisting or validating in providing false, misleading, incomplete or fictitious information to circumvent or manipulate procurement processes and procedures to avoid further scrutiny or reporting.
Specific Dishonesty matters considered by the Integrity Support Team	x Undeclared conflicts of interests that could adversely impact on the Department x Inappropriate relationships with persons serving custodial or community sentences x Disclosing private, confidential or proprietary information to outside parties without implied or expressed consent x Criminal activity. Please note there are other dishonesty matters considered under the Responding to Staff Conduct and Behaviour Policy and procedure.

Other Criminal activity	Any activity that has the potential to be prosecuted under a statute. For instance the Crimes Act 1961, Misuse of Drugs Act 1975, Summary Offences Act 1981 or a Section 141 offence under the Corrections Act which includes the unauthorised deliveries, communications, recordings, and possession of unauthorised items. For example drugs, alcohol, tobacco, electronic communication devices, offensive weapons and disabling substances.

Key Principles

1. The Department expects high standards of conduct and behaviour of all staff consistent with the Code of Conduct. Deliberate fraud or acts of corruption, dishonesty and other criminal activity behaviour by staff at any level or in any form are seen as serious breaches of the Code of Conduct and will not be tolerated.
2. The Department is committed to providing a supportive environment so that staff are able to raise and report concerns of fraud, corruption, dishonesty and other criminal activity without fear of reprisal. This includes providing opportunities for staff to discuss and clarify integrity issues and/or identify fraud, corruption, dishonesty and other criminal risks that they may come across, inside or outside of their work.
3. The Department develops, implements and maintains appropriate measures to prevent and detect and respond to fraud, corruption, dishonesty and other criminal activity. This includes the development and regular review of fraud, corruption and other risk profiles, internal fraud controls, staff integrity education, training and support.
4. Incidents or allegations relating to staff fraud, corruption, dishonesty and other criminal activity can come from a range of different channels, but all must be referred for initial assessment and potential investigation as soon as possible to the Integrity Support Team (IST) because of their nature and the potential risks they pose to the Department. In this context, dishonesty refers to the specific dishonesty matters noted in the definitions section of the policy, as distinct from the dishonesty matters considered under the Responding to Staff Conduct and Behaviour Policy and procedure.
5. Led by IST, representatives from management, HR and IST (Oversight Group) will conduct an initial assessment as to whether an incident or allegation meets the fraud, corruption, dishonesty and other criminal activity definitions/threshold under this policy. IST and HR will then assist the Manager in determining whether an investigation is required under this policy or for management and/or investigation under other relevant policies. This includes any potential referral to law enforcement agencies. For example, managing a bullying concern may be best dealt with under the Preventing Bullying, Harassment and/or Discrimination Policy and procedure.
6. All assessments and investigations will be conducted in accordance with the principles of natural justice, procedural fairness and all relevant statutory obligations. When investigating, full access to all Departmental assets, information repositories and facilities are provided.
7. All confirmed fraudulent or corrupt activities will be treated as serious misconduct in D F F R U G D Q F H Z L W K Responding to Staff Conduct and Behaviour Policy and

procedure and will be referred to the New Zealand Police, Serious Fraud Office or other appropriate enforcement agency where statutes may have been breached, or loss suffered, for prosecution consideration.

8. The Department will take all appropriate measures to recover any loss or expenditure attributable to fraudulent or corrupt behaviour. This includes, but is not limited to recovery of, intellectual property, physical assets, money, third party expenses incurred and investigation costs.

9. The Department will seek to identify and learn from wider issues identified in investigations to strengthen business controls and practices and improve staff awareness, understanding and support.

Associated Procedure

Refer to *Procedure on How to raise a concern about fraud, corruption, dishonesty and other criminal activity*.

Key Accountabilities and Responsibilities

Person / Party	Responsibilities
Staff	• Ensure they are familiar with this policy and any obligations they have under it • Comply with this policy and its related policies and procedures • Seek clarification and/or advice from their Manager on any activity they are exposed to or believe may be fraud, corruption, dishonesty and other criminal activity. This includes being threatened, or being coerced to carry out fraud, corruption, dishonesty and other criminal activity. • Be alert to the potential for fraud, corruption, dishonesty and other criminal activity and report any such incidents or allegations as soon as they become aware of them using one of the reporting options listed in the procedures. • Understand their role in minimising, reporting and combating fraud, corruption, dishonesty and other criminal activity.
Chief Executive	• Lead and promote the Department's commitment to the investigation and resolution of any fraud, corruption, dishonesty and other criminal activity • Responsible for the Department meeting its obligations under this policy • Act in accordance with this policy and procedures where any instances arise including their own. • Ensure there is an appropriate, consistent and well understood risk culture in place across the Department.

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Deputy Chief Executives (DCEs) National Commissioner (NC) Regional Commissioners (RC)	x /HDG DQG SURPRWH WKH HSDUWPHQW commitment to the investigation and resolution of any fraud, corruption, dishonesty and other criminal activity x Act in accordance with this policy and procedures where any instances arise including their own x Ensure teams are aware of and comply with this policy and procedures.
Executive Leadership Team (ELT)	x Lead and promote the DHSDUWPHQW¶V commitment to the investigation and resolution of any fraud, corruption, dishonesty and other criminal activity x Act in accordance with this policy and procedures where any instances arise including their own x Approve this policy and any subsequent major amendments to it.
Oversight Group s (within each region) consisting of: x representatives from management, HR and IST	Provide advice to investigators and make considered decisions to ensure the successful undertaking and conclusion of an investigation. This includes: x Ensuring that incidents or allegations meet the threshold for investigation x Assisting the Manager in determining whether an investigation is required x Ensuring that incidents or DOOHJDWLRQV WKDW G threshold under this policy are reviewed and considered against other relevant policies x Making recommendations relating to the scope and approach of the nvestigation that will maximise the realisation of investigation outcomes x Oversight of an investigatio Q¶V SURJUHVV WR HQ investigation is concluded quickly, i.e. wherever possible within the timeliness standard, to a high quality and that the approved final recommendations are implemented by business unit(s)/group(s) x Recommending and ratifying a referral to a law enforcement agency if relevant x Approving the final decision or outcome of an investigation.
Chief Legal Adviser	x Provide specialist legal advice to the Deputy Chief Executive, Corporate Services and Oversight Groups as and when required.

National Manager, HR Operations and teams	x Provide specialist ER advice to the Deputy Chief Executive, Corporate Services and Oversight Groups as and when required x Provide specialist employment and HR advice and support throughout the investigation process through the Oversight Groups and to the relevant line Manager as appropriate x Refer all incidents or allegations of fraud, corruption, dishonesty and other criminal activity to Integrity Support Team x Provide regular communication and updates to the Integrity Support Team throughout the course of any related employment processes resulting from investigations.
Integrity Support Team	x Investigate incidents or allegations of fraud, corruption, dishonesty and other criminal activity in a timely manner and in accordance with this policy and its associated procedure x Manage and support the Oversight Groups and investigations process and monitor the progress of the investigations underway x Provide regular communication and updates on the investigation to the relevant management and HR throughout the course of the investigation x Act in good faith x Where relevant, refer matter to HR where evidence has been gathered such that relevant obligations under the Employment Relations Act 2000 and the Responding to Staff Conduct and Behaviour Policy and procedure apply x Refer and manage instances of fraud and corruption and any other criminal offending to the relevant law enforcement agencies which have been approved for referral x Delivery of prevention, education, and detection initiatives to raise awareness of and address fraud, corruption, dishonesty and other criminal risks across the Department x Analyse data in relation to fraud, corruption, dishonesty and other criminal activity to identify trends, causal factors or emerging risks for reporting purposes and to inform risk mitigation strategies x Report trends to the Executive Leadership Team and the Audit and Risk Committee as and when required.

Managers	x Ensure their staff are aware of the policy and act in accordance with it x Ensure their staff are given appropriate information and training about this policy and providing support where appropriate x Ensure a culture of honesty and openness exists with their staff and actively demonstrate visible leadership, model desired values and behaviours, act within delegated authorities at all times and ensure compliance with policies, procedures, legislation, and quality standards x Ensure that internal controls and quality assurance mechanisms are applied consistently and correctly within their workgroup x Be vigilant for possible control weaknesses in the systems and processes for which they are responsible x Actively encourage staff to provide input into ways in which existing controls could be enhanced x Ensure any incidents or allegations of fraud, corruption, dishonesty and other criminal activity are managed appropriately consistent with relevant Departmental policies and procedures.
Investigators (including IST) (Any staff member or other person/external agency appointed to investigate fraud, corruption, dishonesty and other criminal activity)	Undertake an investigation in accordance with this policy and associated procedure. They will also need to: x Ensure the principles of natural justice and procedural fairness are complied with throughout the investigation for all parties; and x Interview anyone considered appropriate to provide relevant information; x Call for and examine additional information where this will clarify the validity of the allegation, and x Update and seek decisions from the Oversight Groups x Reach a view, on the basis of the original information obtained during the investigation, as to whether the claims of dishonesty are valid and x Complete a report on the findings of the investigation and forward it to the DCE CoS and Oversight Groups.
Policy Owner (National Manager, Audit Integrity and Risk)	x Ensure the policy is working effectively through regular monitoring and reporting of compliance to the policy x Review this policy in accordance with the next stated review date x Recommend any amendments required to the policy x Ensure the production and maintenance of any supporting procedures required x Promote awareness of this policy.

Monitoring and Assurance

Audit Integrity & Risk will monitor the effectiveness of this policy through measuring and reporting on a quarterly basis on:

- Incidents or allegations of fraud, corruption, dishonesty and other criminal activity referred to the Integrity Support Team
- The time taken to undertake investigations into incidents or allegations of fraud, corruption, dishonesty and other criminal activity recognising that time frames may vary depending on the nature of the incident or allegation to be investigated
- The referral of all instances of fraud and corruption and any other criminal offending to the relevant law enforcement agencies which have been approved for referral
- Where relevant, effective changes that are made to business practices as a result of lessons learned.

Training and Communication

Learning about this policy and procedure will form part of the induction programme for all staff and Managers when joining Corrections (permanently or contracted)

Learning material for all existing staff and Managers will available to access on the Learning Hub.

The policy will be posted on T ~~to~~u, along with the How to Guide (procedures) and any other supporting documentation.

The policy will be promoted in news articles on Tatou, Staff Updates and FrontLine News.

Communications will be issued (at least once annually) to remind staff of their obligations under this policy.

Relevant legislation

Employment Relations Act 2000

Protected Disclosures Act 2000

Crimes Act 1961

Corrections Act 2004.

Other Related Policies and Procedures

State Services Standards of Integrity and Conduct

Code of Conduct

Responding to Staff Conduct and Behaviour Policy and Procedure

Protected Disclosure Policy and Procedure

Conflicts of Interest Policy and Procedure

Preventing Bullying, Harassment and/or Discrimination Policy and Procedure.

DEPARTMENT OF CORRECTIONS
ARA POUTAMA AOTEAROA

DEPARTMENT OF CORRECTIONS

CODE OF CONDUCT

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CHIEF EXECUTIVE'S FOREWORD

Every week, 8,000 people get up and come to work at the Department of Corrections, in an environment of high risk and high reward. We are privileged to have the opportunity to make a positive difference for offenders, prisoners and the New Zealand public.

This Code of Conduct describes the principles we operate by – the principles that enable us to make that positive difference. These principles are based on Our Way, and are supported by examples of the behaviours that we all must demonstrate if we want to succeed at reducing re-offending and maintaining public safety.

Working at Corrections can be a challenge, but it is also incredibly rewarding to create lasting change by having a positive impact on the lives of offenders. This Code of Conduct will help you contribute to our success.

Ray Smith

Kia kaha, kia maia, kia ū
Be strong, be brave, be steadfast.
Not just when it is easy, but also when it is a challenge to do so.

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THE PURPOSE OF OUR CODE OF CONDUCT

Our Code of Conduct outlines the high standards of behaviour we expect of all people who work at Corrections.

This Code is a tool to help you understand the principles that support our success and to assist you apply them to your job at Corrections and to your private life when it may affect your job. We are accountable for our behaviour living up to the expectations that this Code outlines. This Code also provides examples of behaviours that conflict with those principles and are not acceptable at Corrections.

This Code applies to you if you are a Corrections employee or if you are accepting employment with Corrections. It also applies to you if you are a contractor, consultant or volunteer who works on our premises or is involved in our business. For the purpose of this Code only, all such persons are referred to as 'employees'. You will also need to take Corrections' policies, procedures and operating standards into account when you apply this Code.

You can refer to this Code if you find yourself in a situation where you are not sure what to do, or if you feel under pressure to act in a way that does not meet the expected standards of behaviour. You can also seek advice from your manager or another manager.

Managers, leaders and senior staff should use this Code to help employees understand and apply the principles to their work.

Corrections can be a challenging place to work, particularly for new employees. However, understanding and applying the principles of this Code will help us all rise to meet these challenges and contribute to achieving lasting change.

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WHAT WE EXPECT OF OUR EMPLOYEES

TO ACHIEVE OUR VISION AT CORRECTIONS, WE EXPECT OUR EMPLOYEES TO:

> behave in a way that reflects the principles and behaviours described in this Code

> encourage others to behave in a way that is consistent with this Code

> report behaviour that is inconsistent with this Code.

AT CORRECTIONS, WE EXPECT OUR MANAGERS TO:

> act as a good employer and work with employees in good faith

> model the standards of behaviour described in this Code

> treat all employees fairly and provide a safe work environment

> address any behaviour that is inconsistent with this Code and manage it objectively.

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STATE SERVICES STANDARDS AND PRINCIPLES

The State Services Commissioner has issued a set of 'Standards of Integrity and Conduct'.

These set out the principles and minimum standards of behaviour the Commissioner expects of all people working within the State Sector. The standards apply to Corrections employees, contractors and volunteers.

Like all employees within the State Services, we are expected to act with a spirit of service to the community – making a difference for all New Zealanders. We are also expected to apply high standards of integrity to all that we do and to maintain political neutrality in our work so that we are able to serve the current and future Governments of New Zealand.

The State Services principles require us to be fair, impartial, responsible and trustworthy. Our Code of Conduct incorporates these principles into our culture statements and applies them to our work at Corrections. You can find the State Services *Standards of Integrity and Conduct* on Corrnet. Hard copies are available from Human Resources or your manager.

Under the State Sector Act 1988, public servants who act in good faith and are following the standards, principles and processes of their employing Department will be indemnified for any personal liability that may happen because of their actions. If employees act outside these established standards, they may not be indemnified.

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KA NOHO HAEPAPA TĀTOU >

WE ARE ACCOUNTABLE

Each of us is accountable for our organisation achieving its goals.

Being accountable means we have the confidence of the public and Government. We do what is expected of us and act with transparency and integrity. We exercise self management at work and in our private lives.

We all understand how our role contributes to achieving our priorities – improving public safety, reducing re-offending, providing better public value and demonstrating leadership.

We constantly strive to meet or exceed the standards of performance for our work – particularly where this relates to our safety and the safety of our colleagues, the public and offenders.

We advise our manager of any changes in our personal circumstances that could impact on the safe and efficient completion of our duties, or that may impact on the perception of our integrity and professionalism.

Te toka tū moana

As the boulder standing in the ocean

As the rock is seen to remain steadfast amidst the forces of nature, we too will have the public's confidence when we hold ourselves accountable for delivering what is expected of us, each and every time.

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TO BE ACCOUNTABLE, AT CORRECTIONS YOU MUST:

- comply with the law at all times
- uphold the policies, procedures and standards of Corrections
- use public funds responsibly and with prudence
- have clear objectives and measures, and monitor your progress in achieving these
- be honest and truthful and do the right thing, even when no-one is looking
- address your behaviour or anyone else's behaviour if it falls below these standards
- uphold and implement Corrections and Government policy, whether you agree with it or not
- perform the duties and obligations of your position to the best of your ability
- act with political neutrality in your work, or where you are identified as a Corrections employee
- remain calm and professional in challenging situations
- own your actions and behaviours and acknowledge your mistakes
- use approved intervention models and standards of practice when required
- maintain appropriate professional boundaries and relationships with offenders
- avoid situations and behaviour that may be considered a conflict of interest, or that conflicts with this Code or with Corrections' objectives and obligations, or that may be considered unethical
- use resources, equipment, information and IT systems for approved purposes
- make sure you respect privacy, keep secure all information you have contact with, and handle information appropriately
- advise your manager as soon as possible if you are unable to report for work or to complete work assigned to you
- advise your manager of any criminal charge laid against you under any law, statute or regulation.

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KA WHAI HUA Ā TĀTOU MAHI >

WE MAKE A DIFFERENCE

What each of us does really matters.

To make a genuine difference, our decisions and actions support positive changes in the lives of offenders and our community. We make changes that last – encouraging lawful choices that support public safety and reduce re-offending.

When we interact with offenders and our colleagues, we model behaviour that helps offenders to become better members of society.

We are self disciplined and fair, and use good judgement. The way we communicate sets the standards of acceptable behaviour for offenders to follow.

Ma te hua o te maara, te mana ka tupu
It is only the fruits of the harvest that give rise to prestige

Our success is measured by the positive difference that we make.

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AT CORRECTIONS, TO MAKE A DIFFERENCE, YOU MUST:

- maintain and role model high standards of integrity, presenting yourself in a way that enhances your credibility and supports our success
- behave in a way that reflects well on your position at Corrections, both in and out of the workplace
- challenge behaviour that is inappropriate
- act in a way that has a positive impact on the lives and behaviours of offenders
- use our policies, practices and principles to deliver the best outcome
- support people to make lawful choices
- use Corrections' resources lawfully, responsibly, appropriately, effectively and efficiently to provide better public value
- defuse tension or minimise risk using your training and skills
- respond promptly to requests and follow through on commitments you make
- comply with all reasonable instructions, work within your delegated authority and complete tasks and responsibilities on time
- show you are committed to your health and safety and the health and safety of others.

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KA MAHI TAHI KIA TUTUKI Ā TĀTOU MAHI NUI >

WE ACHIEVE MORE BY WORKING TOGETHER

Acting as one team increases our ability to achieve our objectives.

We are an organisation of many parts, relationships and partnerships. Each part of Corrections contributes its particular expertise, perspectives and resources.

We work effectively with our colleagues because we make communication a priority. No matter what our role is, by working well with our colleagues we enhance our efforts and improve our results.

Our partnerships with Māori, community groups, private sector partners and the state sector are successful. Our partners support us and we benefit from this.

He rakau tawhito, e mau ana te taitea i waho ra, e tū te kohiwi

For it is certain in a very old tree the sapwood is on the outside and the heartwood stands firm

With each of us playing our parts; solid advice and support from the centre, and the energy and contribution of front line staff, we can really make a difference with offenders.

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TO WORK AS PART OF THE CORRECTIONS TEAM, YOU MUST:

- recognise that you are part of one team working for the whole of Corrections
- behave in a way that supports your colleagues and contributes to Corrections creating lasting change
- work effectively and respectfully with a range of people and groups across the community
- communicate appropriately and effectively with your colleagues, the community and offenders
- respect people's rights, including their culture and perspectives, even if they are different from yours
- act fairly and without prejudice by having an impartial view of people and situations and by making judgements based on facts
- share your knowledge and experience in a way that supports people to succeed
- involve other people so you make informed decisions that achieve positive outcomes and meet Corrections' objectives
- identify the strengths of individuals and ways they can maximise their contribution to the success of the organisation
- support the Crown's commitments under the Treaty of Waitangi, the Human Rights Act 1993 and the State Sector Act 1988.

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KA PARA HUARAHI HOU TĀTOU, KIA PAI AKE NGĀ PUTANGA >

WE TAKE NEW APPROACHES TO GET BETTER OUTCOMES

To get better outcomes, we find better ways of doing things.

We continuously improve our performance and we are open to change and innovation.

We take considered risks and try new approaches to old problems within our delegated authority.

We learn what works by reflecting on our actions and their outcomes and by honestly examining what has not worked. We are open to the lessons we can learn from our mistakes.

Ki nga whakaeke haumi

Join those who join the sections of a canoe

As a canoe can be modified into a better canoe by adding and rearranging sections, we too can achieve better outcomes by taking new approaches and by learning from what has and has not worked in what we are currently doing.

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TO TAKE NEW APPROACHES AND DELIVER BETTER OUTCOMES, YOU MUST:

- commit to personal and professional learning to develop and improve your own performance and the performance of your colleagues
- listen to feedback and act on it
- reconsider the ways 'we have always done things' and explore other ways with an open mind
- suggest new ways of doing things, while following established process and policy until change is approved
- seek advice from managers or specialists to test your ideas and help make the right decisions
- maintain the training, certification, registration and security requirements of your role
- accept opportunities to change or improve processes to deliver better results.

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