



State Services Commission
Integrity and Conduct Survey 2010

August 2010

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Executive Summary

This report provides an overall assessment of standards of integrity and conduct among New Zealand State servants. The findings are drawn from a survey of 8,238 employees in 41 State Services agencies. The survey was implemented by Research New Zealand in March and April 2010 on behalf of the State Services Commission, using a question set licensed from the Ethics Resource Center.

The survey contributes to achieving the Government's goal of strengthening trust in the State Services. It measures the trustworthiness of State servants by asking State Services employees about integrity-related behaviour they are observing in the workplace.

Aggregated results from the survey are presented in this report for the State Services as a whole, and by agency type (Public Service Departments, Crown Entities, District Health Boards, and 'other Crown Entities'¹). The 2010 findings are compared with the 2007 benchmark, and recommendations are made for improvement.

Survey findings are positive

The 2010 results are largely positive, supporting New Zealand's rating as the least corrupt public sector on the Transparency International Corruption Perceptions Index². Awareness of standards of integrity and conduct is very high at 97 percent. Levels of observed misconduct remain similar to 2007 with 29 percent of State servants seeing misconduct in the past 12 months. This compares with 33 percent in 2007, which suggests movement in a positive direction but is not a statistically significant change. Sixty-three percent of those who observed misconduct reported it.

Levels of corruption remain very low (e.g. theft at five percent and falsification of records at four percent). The vast majority of misconduct is unacceptable social behaviour (e.g. abusive or intimidating behaviour towards other staff at 38 percent, improper use of the internet at 24 percent, and lying to other employees at 20 percent). The majority of State servants agree that managers at all levels are communicating the importance of behaving ethically in the work that State servants do.

Indications of a strengthening in integrity

Since the benchmark survey in 2007, behaviour in most areas has remained largely the same or has slightly improved. While the number of statistically significant changes is small, the majority indicate a strengthening culture of integrity across the State Services, including:

- increased awareness of the provisions in the Protected Disclosures Act 2000 (although still only approximately one-third of State servants are aware of the Act's provisions)

¹ The term 'other Crown Entities' includes Autonomous Crown Entities, Independent Crown Entities, Crown Entity Companies, and Crown Entity Subsidiaries.

² Corruption Perceptions Index 2009, Transparency International, www.transparency.org.



- u fewer State servants have observed sexual harassment, than in 2007
- u more State servants are reporting misconduct when they see it, than in 2007
- u more State servants agree their colleagues consider standards of integrity and conduct when making work-related decisions, than in 2007
- u more “strongly agree” their colleagues talk about the importance of integrity and conduct and doing the right thing in the work they do, than in 2007
- u more State servants report their managers are acting on employees’ breaches of integrity standards, than in 2007
- u more State servants report their managers are evaluating integrity and conduct as part of regular performance appraisals, than in 2007.

Room for improvement remains

There is still significant room for improvement in several areas. Many areas of weakness identified in the 2007 survey have not improved. Of particular note is that there is no greater awareness of training on integrity matters than in 2007, suggesting that agencies are not placing sufficient emphasis on training as a way to integrate standards into all aspects of work. Only 56 percent of State servants are aware of integrity training provided by their agency, and only 51 percent say their agency has a point of contact for advice on integrity issues.

There remains a serious lack of awareness about the Protected Disclosures Act 2000, which provides for confidential disclosures about “serious wrongdoing”. Although improvements have been made since 2007, still only 35 percent of State servants are aware of the provisions in the Act. This is despite a statutory requirement that agencies have a protected disclosures policy that is published widely in the organisation and re-published at regular intervals.

The type of misconduct witnessed, and the extent to which it is occurring, is largely unchanged from 2007. When asked whether or not they had observed misconduct, 29 percent of State servants say they have. However, when prompted with a list of unethical behaviours, 65 percent acknowledge witnessing one or more types of the behaviour. State servants continue to observe high rates of abusive or intimidating behaviour towards other staff (38 percent), improper use of the internet or email (24 percent) and lying to other employees (20 percent).

Some aspects of senior managers’ behaviour are perceived poorly. More State servants in 2010 disagree that they trust middle and senior management to keep promises and commitments, than in 2007. The survey indicates a relationship between levels of trust in management and whether the agency has recently experienced a restructure. The findings also suggest that good communication with staff during times of organisational change is essential to maintaining high levels of trust.



Findings by Agency Type

Public Service Departments

Almost all public servants are familiar with the code of conduct (98 percent), but their awareness of the Protected Disclosures Act 2000 remains low (38 percent). Just 51 percent of public servants say they know how to confidentially report misconduct. Of the 65 percent of public servants who are aware of integrity training provided by their organisation, 89 percent find it useful. Fifty-four percent of public servants say their department has a contact point for getting integrity advice.

Public servants feel better prepared to handle situations that invite misconduct than other State servants. They also report more support from colleagues in following integrity standards than in 2007 (29 percent strongly agreeing, compared with 24 percent in 2007).

Other significant improvements since 2007 are the number of public servants who strongly agree their manager disciplines employees who breach standards (22 percent compared with 15 percent), and the number who report their manager evaluates integrity and conduct as part of regular performance appraisals (67 percent compared with 59 percent in 2007).

Crown Agents (excluding DHBs)

Crown Agent employees have a high awareness of the code of conduct (98 percent), and 84 percent believe their colleagues set a good example of integrity. Although misconduct is seen at similar levels to other State servants, those Crown Agent employees who do see misconduct are less inclined to report it (46 percent), than are all State servants (63 percent). Many respondents are not aware they can report in confidence (59 percent compared with 50 percent of all State servants). Where Crown Agent staff report misconduct but are dissatisfied with the outcome, a high proportion (53 percent) say it was because they feel “there was a cover up”.

District Health Boards

Ninety-five percent of DHB staff are aware of their agency’s integrity standards. There has been a significant increase in awareness among DHB staff of the provisions in the Protected Disclosures Act 2000 (33 percent compared with 23 percent in 2007). There has been a significant decrease in the number who say their DHB does not provide integrity training (20 percent compared with 29 percent in 2007). Sixty-eight percent of DHB staff report their managers evaluate integrity as part of regular performance appraisals.

More misconduct is seen by DHB staff than by other State servants, in particular abusive or intimidating behaviour towards other staff (45 percent compared with 38 percent). Where DHB staff report misconduct but are dissatisfied with the result, substantially more than in 2007 say it was because corrective action was not severe or complete enough (93 percent compared with 50 percent in 2007).



Other Crown Entities (Independent Crown Entities, Autonomous Crown Entities, Crown Entity Companies, and Crown Entity Subsidiaries)

Other Crown Entities staff have a good awareness of the code (96 percent). However, 65 percent say either their agency doesn't provide integrity training or they don't know about it (compared with 44 percent of all State servants). Significantly more other Crown Entities staff report their manager evaluates integrity and conduct as part of regular performance appraisals than did in 2007 (67 percent compared with 42 percent in 2007).

Fewer staff in other Crown Entities report seeing misconduct than do all State servants. In particular, other Crown Entities staff saw less abusive or intimidating behaviour towards other staff, and less discrimination. Fewer other Crown Entities staff than all State servants believe their environment invites misconduct (20 percent compared with 35 percent of all State servants).

Recommendations

Recommendations for targeting areas of weakness appear at the end of each chapter in the report. It is recommended that agencies:

1. Publish and promote to staff their protected disclosures policy, and re-publish it at regular intervals, as required by the Protected Disclosures Act 2000.
2. Provide staff with training on standards of integrity and conduct when they join the agency and periodically refresh their understanding.
3. Promote information to staff on how to access integrity advice and support.
4. Target the most frequently observed breaches of misconduct:
 - a. Abusive or intimidating behaviour towards other staff – this may involve workshops to raise awareness of behaviour that is unacceptable.
 - b. Improper use of the internet or email – publicise agency policies and act on breaches.
5. Train managers to model ethical behaviour.
6. Communicate fully and frequently with staff about what is going on in the organisation, especially when undergoing organisational change.
7. Require managers to evaluate employees' integrity and conduct as part of their performance appraisals.
8. Have procedures for handling reports of misconduct that ensure the staff member who makes the disclosure is regularly informed of their agency's response.



Introduction

Under the State Sector Act 1988, the State Services Commissioner has set standards of integrity and conduct and applied them in a code of conduct to most State Services agencies. The code currently applies to Public Service departments, to statutory Crown Entities (including District Health Boards), to Crown Entity Companies (excluding Crown Research Institutes), and to a number of subsidiary companies of Crown Entities.

In addition to complying with the code of conduct for the State Services, agencies are required under the Protected Disclosures Act 2000 (PDA) to have mechanisms in place for State servants to make confidential disclosures of “serious wrongdoing”.

In November 2007, the code of conduct for the State Services – *Standards of Integrity and Conduct* – came into effect. In order to give full effect to the code, agencies are encouraged to put in place six key elements that support trustworthy behaviour. These six ‘trust elements’ are:

- *Agencies of the State Services have standards of integrity and conduct that meet the State Services Commissioner’s minimum standards.*
- *Agencies of the State Services promote their standards of integrity and conduct.*
- *Standards of integrity and conduct are integrated into the behaviour of State servants.*
- *Managers model the standards of integrity and conduct in their behaviour.*
- *Consequences for behaviour that breaches the standards of integrity and conduct are known by State servants.*
- *Agencies act decisively when breaches occur.*

The Ethics Resource Center (ERC)³ in the USA was commissioned by the State Services Commission in 2007 to undertake a benchmark Integrity and Conduct Survey of State servants across State Services agencies in New Zealand. The question set was developed by ERC. The questions used in the survey are the property of ERC and are subject to copyright restrictions.

A follow-up survey was conducted by Research New Zealand in March and April 2010 using the ERC question set.

³ See www.ethics.org



Objectives and Methodology

Objectives

The Government's strategic direction for the State Services is "Delivering better, smarter public services for less". A key objective for the State Services Commission in contributing to this direction is ensuring that New Zealand has State Services that are trusted by the public. High levels of trust enable State servants to work effectively with the public. Institutional integrity influences public trust and confidence, and in turn, good government.

Research objectives

The Integrity and Conduct Survey measures the levels of trustworthiness exhibited by State servants. The specific objectives of the survey are to:

- u Support the State Services Commissioner in his statutory responsibility to set standards, and provide advice and guidance on matters of integrity and conduct.
- u Inform the Minister of State Services, State Services agencies, and the general public about integrity and conduct in State Services agencies.
- u Provide an overall assessment of the trustworthiness of State servants under the six 'trust elements'.
- u Identify trends in the trustworthiness of State servants by comparing the 2010 findings with those from 2007.
- u Examine the differences that may exist between State servants, based on the type of State Services agency they work in.
- u Identify any areas for improvement and make recommendations.

Methodology

For a detailed description of the methodology used in the 2010 Integrity and Conduct Survey, please refer to the supplementary Methodology Report on the State Services Commission website.

The 2010 survey questionnaire was the same as that used in 2007. It comprises 55 questions licensed from the Ethics Resource Centre in the USA. The questions used in the survey are the property of the Ethics Resource Center and are subject to copyright restrictions.

The survey was undertaken as a hybrid methodology (online and postal survey) during March and April 2010. A randomly selected sample of 13,102 State servants from 41 randomly selected agencies were sent an invitation to take part in the Integrity and Conduct Survey and 8,238 completed the survey by the close-off date (a participation rate of 65.3 percent compared with 60 percent in 2007).



Selected State servants were sent either an email (if they had internet access as part of their role) or a letter inviting them to take part in the survey. The email provided a unique link to the survey website, and the letter included a paper copy of the questionnaire with a return freepost envelope, as well as instructions on how to access the survey online.

Results for the total sample have a maximum margin of error of plus or minus 2.5 percent at the 95 percent confidence level. Results have been weighted to take into account the likelihood of a respondent being selected, the overall size of each agency relative to the State Services as a whole and the response rates for each agency.

The Report's Organisation and Presentation of Results

The remaining chapters of this report are ordered according to the six trust elements outlined above, and have been organised in the following manner:

- v General findings in relation to each element, with comparisons to findings of the 2007 survey (Sections X.1).
- v Comparative findings between the four high-level agency types, with comparisons to findings of the 2007 survey (Sections X.2).
- v Recommendations for improvements (Sections X.3).

The four high-level agency types are:

- v Public Service Departments
- v Crown Agents (excluding District Health Boards)
- v District Health Boards (DHBs)
- v Other Crown Entities, i.e. Autonomous Crown Entities (ACEs), Independent Crown Entities (ICEs), Crown Entity Companies (CE Companies), and Crown Entity Subsidiaries (CE Subsidiaries).

When reading the report please note:

- v Commentary on specific sub-groups of respondents, e.g. State servants who work in Public Service Departments, or Crown Agents, *are only made where the result is significantly different* to those for the total sample, at the 95 percent confidence level.
- v Similarly, *only statistically significant differences* between the 2007 and 2010 survey results are commented on.



This means that we are 95 percent confident that the difference we have noted is an actual difference between two types of respondents or when compared to the 2007 survey, rather than a random result due to sampling error.

When interpreting the tables at the end of chapters in this report, please be aware that:

- ⋮ Reading from left to right, the tables provide the overall findings of the 2007 survey, the overall findings of the 2010 survey and a breakdown of the 2010 results by agency type.
- ⋮ The ↑ symbol indicates a result is significantly higher than was found in the 2007 survey, and ↓ indicates a result is significantly lower. Where there has been a significant change from the findings in 2007, the corresponding 2007 survey figure has been provided in brackets, e.g. ↑96 (79).
- ⋮ The margins of error are larger the closer a finding is to 50 percent, and smaller the closer a result is to zero percent or 100 percent. This means that a small difference such as a change from two percent in 2007 to four percent in 2010 can be statistically significant, whereas a change from 50 percent to 55 percent in the same table may not be.
- ⋮ Similarly, larger sub-samples of respondents, such as Public Service Departments or Crown Agents, have much smaller margins of error, whereas DHBs and other Crown Entities have relatively larger margins of error. This means that a small difference between Public Service Department respondents and Crown Agents can be statistically significant, whereas the same or even a larger difference between DHBs and other Crown Entities may not be.



1.0 Element 1 – Standards of Integrity and Conduct

The first element that supports integrity, ethical conduct and trustworthiness in the State Services is: *Agencies of the State Services have standards of integrity and conduct that meet the State Services Commissioner's minimum standards.*

The code of conduct for the State Services, *Standards of Integrity and Conduct*, has been applied across the State Services since 2007. Agencies are required to have policies and procedures that are consistent with the code's standards.

The purpose of the standards is to promote the trustworthiness of agencies and the people who work in them. For the standards to be effective, State servants must know about those standards.

In addition to implementing the *Standards of Integrity and Conduct*, agencies are required under the Protected Disclosures Act 2000 (PDA) to have mechanisms in place for confidential disclosures of "serious wrongdoing".

To assess State servants' levels of awareness, the Integrity and Conduct Survey asked respondents whether their agency has written standards of integrity and conduct and whether they are aware of the provisions outlined in the PDA.

Key findings

Ninety-seven percent of State servants are aware their agency has written standards of integrity and conduct.

- Levels of awareness among State servants working for ACE, ICE, CE Companies and CE Subsidiaries have increased since 2007.

Levels of awareness of the provisions outlined in the Protected Disclosures Act 2000 among State servants are higher in 2010 than in 2007.

- Thirty-five percent of State servants report being aware of the provisions in the Act. However, 58 percent of State servants report they are unaware of the provisions.
- The levels of awareness of the PDA among State servants working in DHBs have increased since 2007.



1.1 General Findings

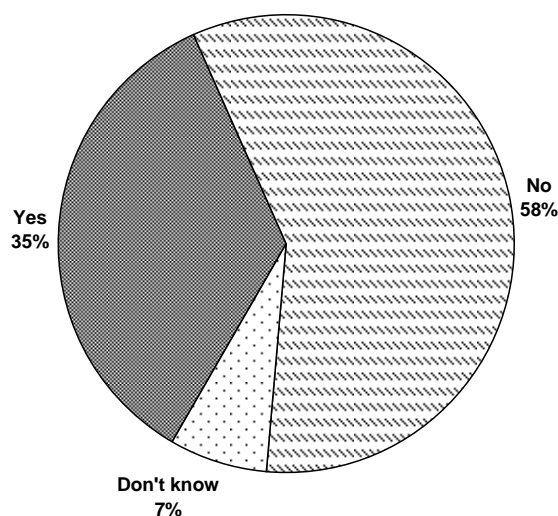
Awareness of written standards of integrity and conduct

The survey found 97 percent of State servants are aware their organisation has written standards of integrity and conduct, while three percent are unsure whether this is the case. Just 24 respondents (less than three-tenths of one percent) report their organisation does not have written standards (Table 1).

Awareness of provisions in the Protected Disclosures Act and mechanisms for reporting breaches of integrity and conduct anonymously or confidentially

In contrast with the high levels of awareness of written standards of integrity and conduct, only 35 percent of State servants are aware of the provisions in the Protected Disclosures Act 2000 (PDA), which provide for confidential disclosures about “serious wrongdoing” (Table 2). This is despite the statutory requirement that agencies have a protected disclosures policy.

Figure 1: Awareness of the provisions in the PDA (n=8238)



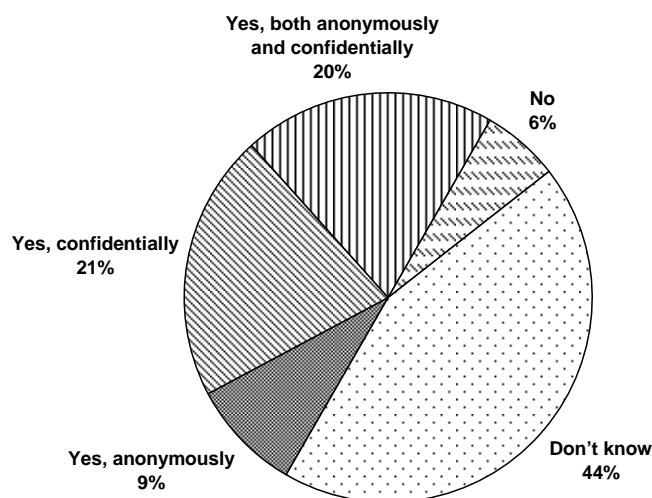
Total may not sum to 100% due to rounding.



Despite the relatively low numbers of State servants who report they are aware of the provisions in the PDA, half of State servants say their organisation has mechanisms in place to report breaches of integrity and conduct, either anonymously (nine percent), confidentially (21 percent), or both (20 percent).

The remainder either say their organisation does not have a way to report breaches (six percent), or they do not know (44 percent).

Figure 2: Mechanisms for reporting breaches of integrity and conduct anonymously or confidentially (n=8238)



Total may not sum to 100% due to rounding.

Comparative results with the 2007 Integrity and Conduct Survey

Compared with the results of the 2007 survey, the 2010 results show an increase in the proportion of State servants who are aware of the provisions in the PDA (35 percent of State servants report being aware of the provisions in 2010, compared with 31 percent in 2007). Levels of awareness of mechanisms available to State servants for reporting breaches have not changed since 2007.



1.2 Four Agency Type Findings

While there are no significant differences between the four agency types in State servants' awareness that their organisation has written standards on integrity and conduct, Public Service Department employees have higher levels of awareness of the provisions on confidential disclosures about "serious wrongdoing" in the PDA (38 percent), than do Crown Agent employees (30 percent).

Public Service Department employees are also more likely to report their organisation has mechanisms in place so staff can report breaches of integrity and conduct anonymously (10 percent), than are Crown Agent employees (six percent). Public Service Department staff are also more likely to report their organisation has mechanisms to report breaches both anonymously and confidentially (21 percent), than Crown Agent employees (17 percent).

In comparison, Crown Agent employees are more likely to report their agency has no such mechanism (11 percent), than Public Service Department employees (five percent) and DHB employees (five percent).

Comparative results with the 2007 Integrity and Conduct Survey

When the 2010 agency type findings are compared with those of the 2007 survey, a number of significant improvements in awareness can be seen:

- The proportion of ACE, ICE, CE Company and CE Subsidiary (other Crown Entities) employees who are aware their agency has written standards of integrity and conduct has increased from 79 percent in 2007 to 96 percent in 2010, bringing these agencies into line with the rest of the State Services.
- Among DHB employees, awareness of the provisions on confidential disclosures about "serious wrongdoing" in the PDA has significantly increased from 23 percent in 2007 to 33 percent in 2010. This has been the primary driver behind increased levels of awareness at the State Services-wide level.



1.3 Recommendations

There is a serious lack of awareness about the Protected Disclosures Act 2000, which provides for confidential disclosures of “serious wrongdoing”. Although improvements have been made since 2007, still only 35 percent of State servants are aware of the provisions in the Act. This is despite a statutory requirement that agencies have a protected disclosures policy that is published widely in the organisation and re-published at regular intervals.

It is recommended that agencies:

- Publish and promote to staff their protected disclosures policy, and re-publish it at regular intervals, as required by the Protected Disclosures Act 2000.



1.4 Element 1 Tables

Table 1:

Q1. Does your organisation have any written standards of integrity and conduct, for example, a code of conduct, policies or guidelines for behaviour in the workplace?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Yes	96	97	98	98	95	↑96 (79)
No	0	0	0	0	0	↓0 (8)
Don't know	4	3	2	2	5	4
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 2:

Q6. The Protected Disclosures Act enables you to make a complaint about "serious wrongdoing". Are you aware of the provisions outlined in the Protected Disclosures Act?

	2007 State Services Total Base = 4641 %	Total 8236 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	31	↑35 (31)	38	30	↑33 (23)	32
No	63	↓58 (63)	54	65	↓60 (71)	64
Don't know	6	7	8	5	6	4
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 3:

Q7. Does your organisation have a way to report breaches of integrity and conduct anonymously or confidentially?

	2007 State Services Total Base = 4641 %	Total 8237 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes, anonymously	8	9	10	6	9	6
Yes, confidentially	21	21	20	18	23	27
Both anonymously and confidentially	19	20	21	17	20	13
No	7	6	5	11	5	7
Don't know	44	44	45	48	42	47
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



2.0 Element 2 – Promoting Standards

The second element that supports integrity, ethical conduct and trustworthiness in the State Services is: *Agencies of the State Services promote their standards of integrity and conduct.*

Standards of integrity and conduct are more likely to be effective if they are adequately communicated to staff. Employees need to know what those standards are and what they mean. Agencies need to provide training and keep awareness of the standards alive if integrity expectations are to be met.

The following section examines State servants' awareness of integrity and conduct training in their organisation, and their perceptions of the quality of that training.

Key findings

Levels of awareness about integrity and conduct training, and how to get advice about integrity and conduct issues, remain unchanged from 2007.

- v Fifty-six percent of State servants are aware their agency provides training on integrity and conduct, although this awareness varies considerably by agency group.
- v Half of State servants report their agency has a specific person, telephone line, email address or website where they can get advice about integrity and conduct issues.

Most State servants who are aware their agency provides training on integrity and conduct report they found it to be useful.



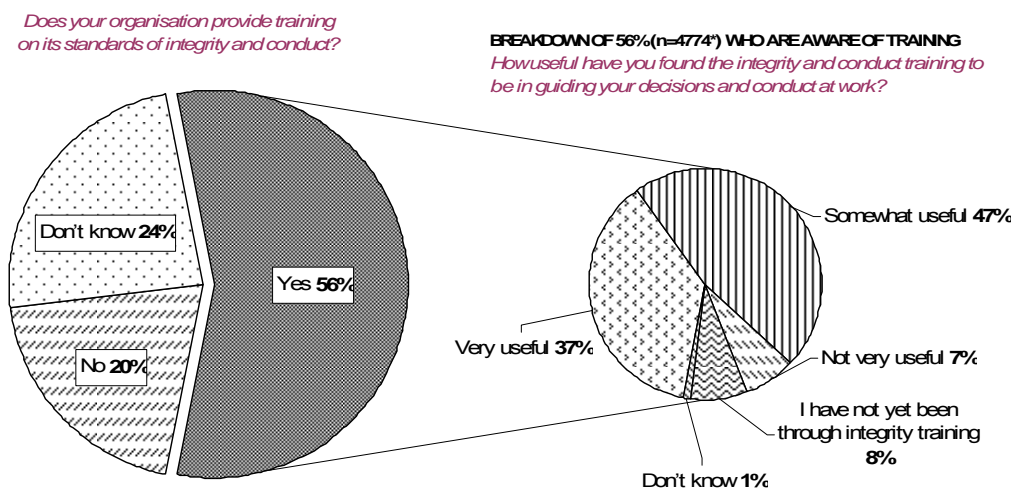
2.1 General Findings

Awareness of training

Fifty-six percent of State servants are aware their agency provides training on integrity and conduct. Where employees are aware of integrity training, 84 percent indicate they find it to be “somewhat useful” or “very useful” (Figure 3).

This leaves 44 percent of State servants who say their agency does not provide training on integrity and conduct, or they do not know whether or not their agency does so.

Figure 3: Awareness of training on standards of integrity and conduct and perceptions of training’s usefulness (n=8238)



Total may not sum to 100% due to rounding.

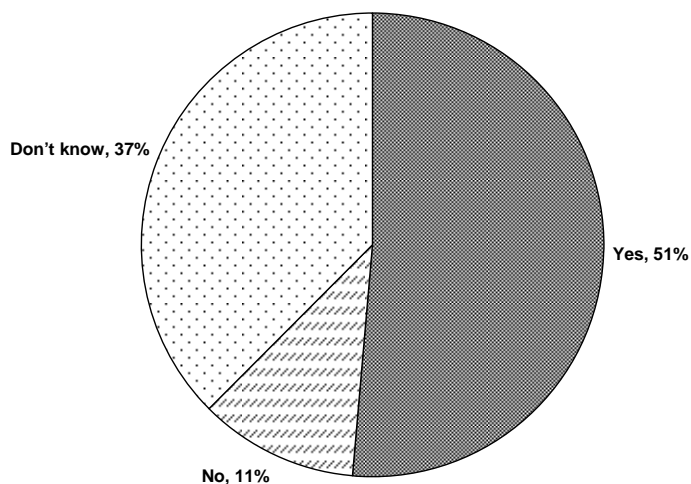
*Sub-sample based on those State servants who are aware their organisation provides training on its standards of integrity and conduct.



Awareness of how to get advice on integrity and conduct

Half of State servants are aware of how to get advice about integrity and conduct issues. Fifty-one percent report their agency has a specific person, telephone line, email address or website where they can get such advice.

Figure 4: Awareness of how to get advice about integrity and conduct issues (n=8238)



Total may not sum to 100% due to rounding.

Comparative results with the 2007 Integrity and Conduct Survey

The percentage of respondents who are aware of integrity and conduct training, and their perceptions of its usefulness, are unchanged from 2007 (Table 4 and Table 5).

Similarly, the 2010 survey shows levels of awareness of how to access advice about integrity and conduct issues are also unchanged (Table 6).



2.2 Four Agency Group Findings

As in 2007, awareness of integrity and conduct training in State Service organisations varies considerably by agency group (Figure 5).

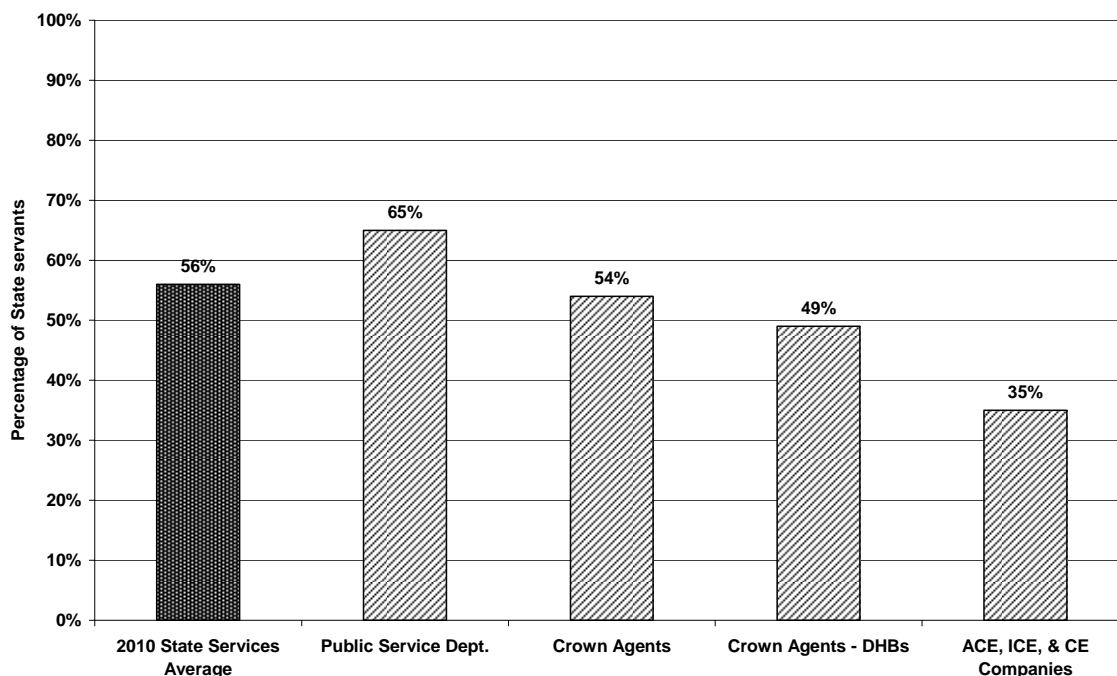
State servants working in Public Service Departments have the highest levels of awareness of integrity and conduct training, while those working in ACE, ICE, CE Companies and CE Subsidiaries (other Crown Entities) have the lowest.

In addition to having higher levels of awareness of integrity and conduct training than other agency groups, Public Service Department employees are more likely to rate that training as being “very useful” (46 percent), than Crown Agent staff (33 percent), and DHB employees (26 percent, Table 5).

In contrast, Crown Agent staff are more likely to report the training was “somewhat useful” (55 percent), than Public Service Department employees (43 percent).

Crown Agent employees are also more likely to report their organisation does not have a specific person, telephone line, email address or website where they can get advice about integrity and conduct issues (16 percent), than Public Service Department staff (nine percent, Table 6).

Figure 5: Awareness of training on standards of integrity and conduct by agency group





Comparative results with the 2007 Integrity and Conduct Survey

The only significant difference between the 2007 and 2010 agency type findings is the smaller percentage of DHB employees reporting their agency does not provide integrity and conduct training (20 percent in 2010 compared with 29 percent in 2007). However, this does not necessarily mean more DHB employees know there *is* training in their agency (as there is no corresponding increase in the percentage of DHB employees reporting their agency does provide training), but rather there are simply fewer who “don’t know” whether or not training is provided (Table 4).

2.3 Recommendations

Agencies do not appear to be placing sufficient emphasis on integrity training and the promotion of information about standards. Only 56 percent of State servants are aware of integrity training provided by their agency and only 51 percent say their agency has a point of contact for advice on integrity issues.

Training is critical if employees are to understand the behaviour required of them, and feel equipped to manage ethical challenges. Training is also integral in shaping the integrity leadership of managers, who need to be comfortable talking about ethical issues if they are to model expected behaviours and strengthen confidence among staff that integrity matters. In addition to training, staff must know where to go if they are in need of support to resolve an integrity issue.

It is recommended that agencies:

- Provide staff with training on standards of integrity and conduct when they join the agency and periodically refresh their understanding⁴.
- Promote information to staff on how to access integrity advice and support.

⁴ The State Services Commission has produced a training DVD and facilitators’ guide for agency use. It can be ordered from the State Services Commission or accessed on the Public Sector Intranet at <https://psi.govt.nz/home/standards-integrity-conduct/a-matter-of-trust.aspx>



2.4 Element 2 Tables

Table 4:

Q2. Does your organisation provide training on its standards of integrity and conduct?

	2007 State Services Total Base = %	2010 State Services Total %	Public Service Dept. %	Crown Agents %	Crown Agents - DHBs %	Other Crown Entities %
Yes	55	56	65	54	49	35
No	22	20	18	26	↓20 (29)	36
Don't know	22	24	18	19	31	29
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 5:

Q3. How useful have you found the integrity and conduct training to be in guiding your decisions and conduct at work?

	2007 State Services Total Base = %	2010 State Services Total %	Public Service Dept. %	Crown Agents %	Crown Agents - DHBs %	Other Crown Entities %
Very useful	36	37	46	33	26	39
Somewhat useful	49	47	43	55	50	48
Not very useful	6	7	6	8	7	10
I have not yet been through integrity training	9	8	4	4	15	2
Don't know	1	1	1	0	2	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who are aware their organisation provides training on its standards of integrity and conduct.



Table 6:

Q5. Does your organisation have a specific person, telephone line, email address or website where you can get advice about integrity and conduct issues?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	50	51	54	50	48	56
No	13	11	↓9 (13)	16	12	17
Don't know	37	37	36	34	41	27
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



3.0 Element 3 – Behaviour of State Servants

The third element that supports integrity, ethical conduct, and trustworthiness in the State Services is: *Standards of integrity and conduct are integrated into the behaviour of State servants.*

It is critical for an agency to have standards of integrity and conduct and to promote them, but the measure of whether this has any impact on the trustworthiness of the agency is the degree to which the standards are integrated into the behaviour of their employees.

The following section examines the behaviour of State servants when they encounter instances of misconduct, including:

- The proportion that witnessed conduct that was unlawful or breached their organisation's standards.
- What specific types of behaviour they observed over the last 12 months.
- What they did about the questionable behaviour they observed and their reasons for reporting or not reporting it.
- Their exposure to situations that lead to misconduct, and the sources of pressure on them to compromise their agency's standards.
- Their general satisfaction with the organisation they work for.



Key findings

In 2010, 29 percent of State servants have observed misconduct in the past year, indicating no statistically significant change from 2007. Of the 29 percent who have seen misconduct:

- ⌵ Eighty percent believe it broke their organisation's standards of integrity and conduct, but not the law.
- ⌵ Fifteen percent say that it broke either the law, or both the law and their organisation's standards.

As in 2007, the three most frequently observed breaches are:

- ⌵ Abusive or intimidating behaviour towards other staff.
- ⌵ Improper use of internet or email.
- ⌵ Lying to other employees.

Fewer State servants have observed sexual harassment in the last 12 months.

- ⌵ In 2010, fewer State servants report they have observed sexual harassment (five percent), than in 2007 (seven percent).

More State servants are reporting misconduct when they see it, however many instances of misconduct go unreported.

- ⌵ In 2010, more State servants are reporting misconduct when they see it (63 percent), than in 2007 (55 percent).
- ⌵ Twenty-nine percent of State servants who observed misconduct did not report what they saw to management or to another appropriate person.
- ⌵ The main reason for not reporting misconduct is a belief that nothing would be done about it (cited by 70 percent of those who did not report). Other common reasons are the belief they cannot report anonymously (60 percent), and a fear of retaliation (58 percent).

More than one-third feel that there are situations that invite misconduct in their workplace, but only 10 percent feel pressure to compromise their standards.

- ⌵ Pressure to compromise standards comes equally from senior managers, middle managers and colleagues.
- ⌵ A small minority of State servants feel poorly prepared to deal with situations that invite misconduct.

State servants are generally satisfied with the organisation they work for.



3.1 General Findings

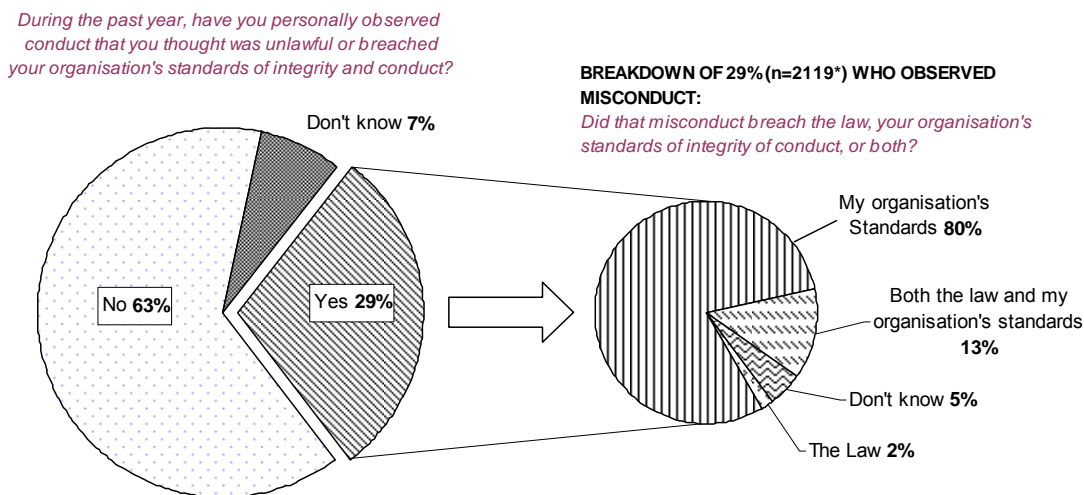
Observed misconduct

Sixty-three percent of State servants say they have not observed any instances of unlawful behaviour or behaviour that breached their organisation’s standards of integrity and conduct. Of the 29 percent of State servants who observed misconduct, the vast majority (80 percent) believe this breached their organisation’s standards, but the misconduct was not against the law.

Another 13 percent think the misconduct breached both the law and their organisation’s standards, and two percent think it breached the law only.

These responses indicate most misconduct reflects unacceptable social behaviour (bullying or lying) rather than corruption (theft or fraud).

Figure 6: Observed misconduct (n=8238)



Totals may not sum to 100% due to rounding.

*Sub-sample based on those State servants who personally observed conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Types of unethical behaviour observed

Regardless of whether they said they had observed misconduct, all respondents were presented with a list of unethical behaviours and asked to indicate whether they had personally witnessed any of them in the past year.

The behaviours most frequently observed include abusive or intimidating behaviour towards other staff (38 percent), improper use of the internet or email (24 percent) and lying to other employees (20 percent).

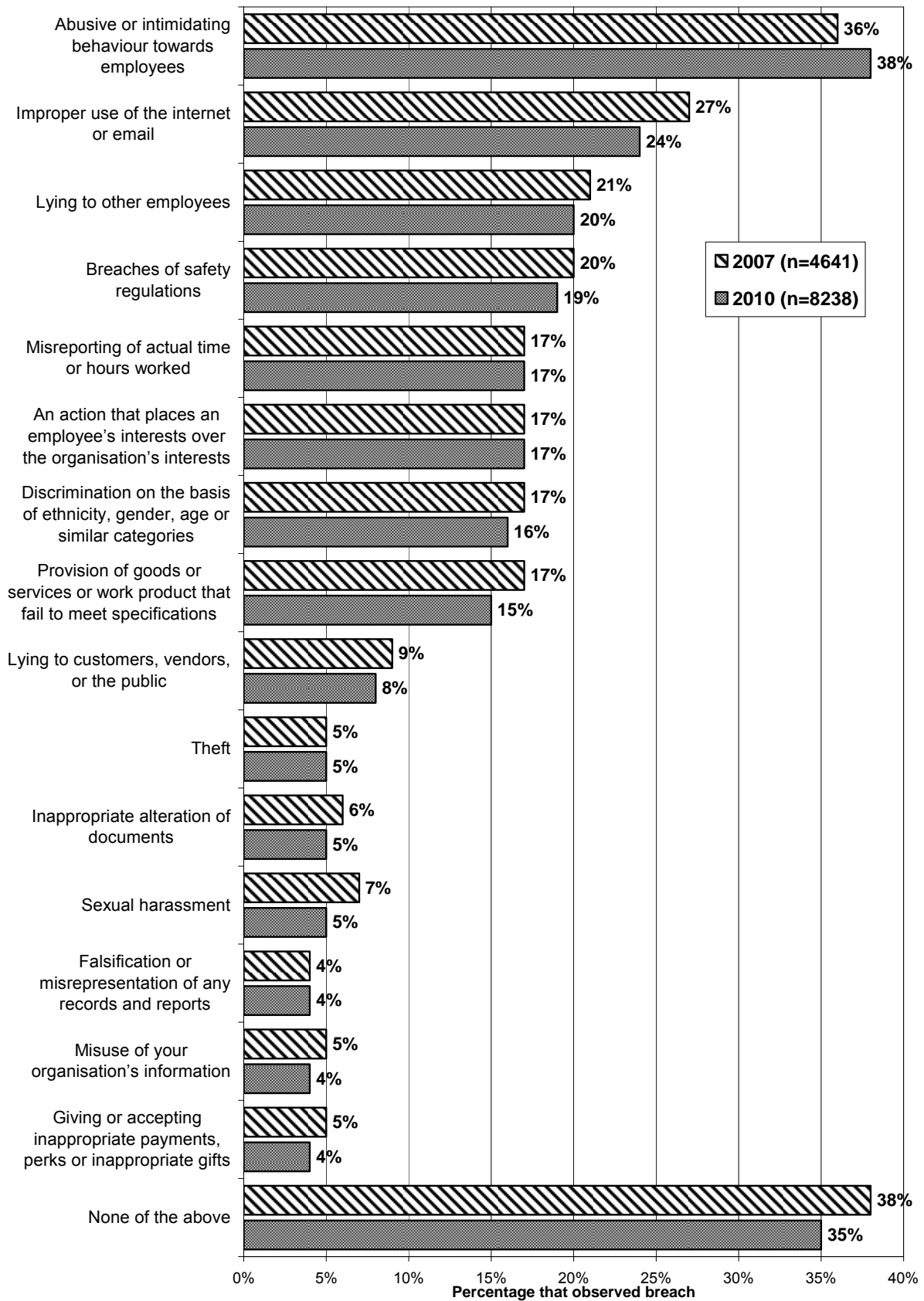
It is interesting to note 65 percent of State servants indicated witnessing at least one of the listed behaviours in the last year. This contrasts with only 29 percent of State servants reporting they had seen misconduct.

These results could indicate State servants do not consider some of the behaviours covered by the survey to be breaches of their agency's standards, or State servants do not focus on these behaviours when witnessed, and recall them only when prompted.

The types of behaviours they had observed are shown in Figure 7. Statistics are provided from both the 2007 and 2010 surveys. The only statistically significant change relates to observed sexual harassment.



Figure 7: Types of behaviours observed





Special Report #1 – Who is more likely to observe certain breaches of standards of integrity and conduct

While differences in relation to the four agency type groups are discussed later in this chapter, when viewed by their other demographic characteristics, the following groups of State servants are more or less likely to have observed certain types of breaches in the last 12 months than other groups of State servants.

- State servants who have been with their organisation for *less than one year*, are much more likely to report they have not observed any of the behaviours that were covered by the survey (52 percent), than all State servants (35 percent). They are also much less likely to have seen:
 - Abusive or intimidating behaviour towards other staff (26 percent), than all State servants (38 percent).
 - Improper use of the internet or email (12 percent), than all State servants (24 percent).
 - Misreporting of actual time or hours worked (nine percent), than all State servants (17 percent).
 - Discrimination on the basis of ethnicity, gender, age or similar categories (seven percent), than all State servants (16 percent).
- State servants who *do not have any contact* with the general public are much less likely to have observed breaches of safety regulations (12 percent), than all State servants (19 percent), and less likely to have observed falsification or misrepresentation of any records and reports (one percent), than all State servants (four percent).
- State servants who *indicated they are Union members or covered by a collective agreement*, are more likely to have observed:⁵
 - Abusive or intimidating behaviour towards other staff (41 percent), than non-union members (30 percent).
 - Breaches of safety regulations (21 percent), than non-union members (13 percent).

⁵ In relation to the above findings regarding union members, it should be noted 80 percent of DHB staff report belonging to a union or collective agreement, and as noted in a later section of this report, many of the noted behaviours are more likely to be observed by DHB employees, than other types of State servants. As such, these findings may not necessarily correlate with union membership, but rather the environment(s) that many union members work in.



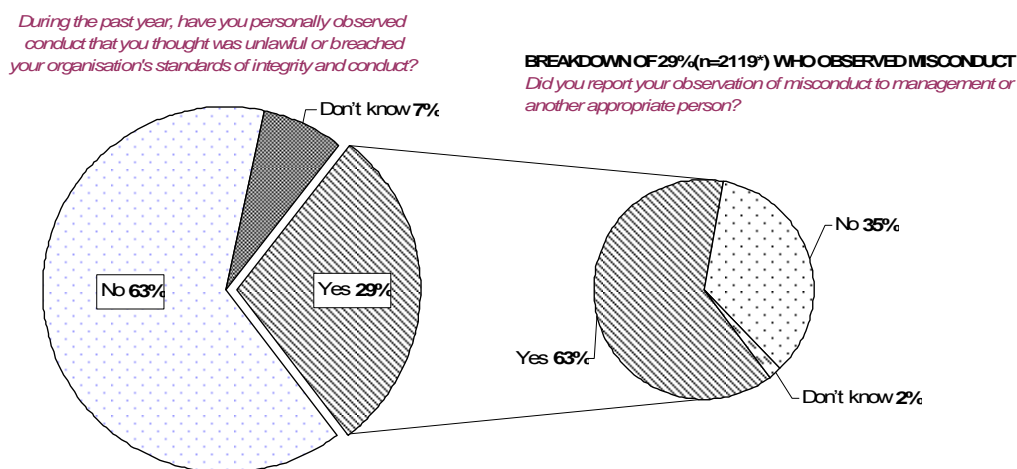
Special Report #1 – Who is more likely to observe certain breaches of standards of integrity and conduct (cont.)

- Discrimination on the basis of ethnicity, gender, age or similar categories (18 percent), than non-union members (11 percent).
- Theft (seven percent), than non-union members (two percent).
- Forty percent of female State servants report they have observed abusive or intimidating behaviour towards other staff, compared with 33 percent of males.

Reporting misconduct

Of the 29 percent of State servants who observed misconduct, less than two-thirds reported what they saw to management or to another appropriate person (Figure 8).

Figure 8: Reporting of misconduct (n=8238)



Totals may not sum to 100% due to rounding.

*Sub-sample based on those State servants who personally observed conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



The most common reasons for not reporting misconduct are shown in Figure 9, with the top three being:

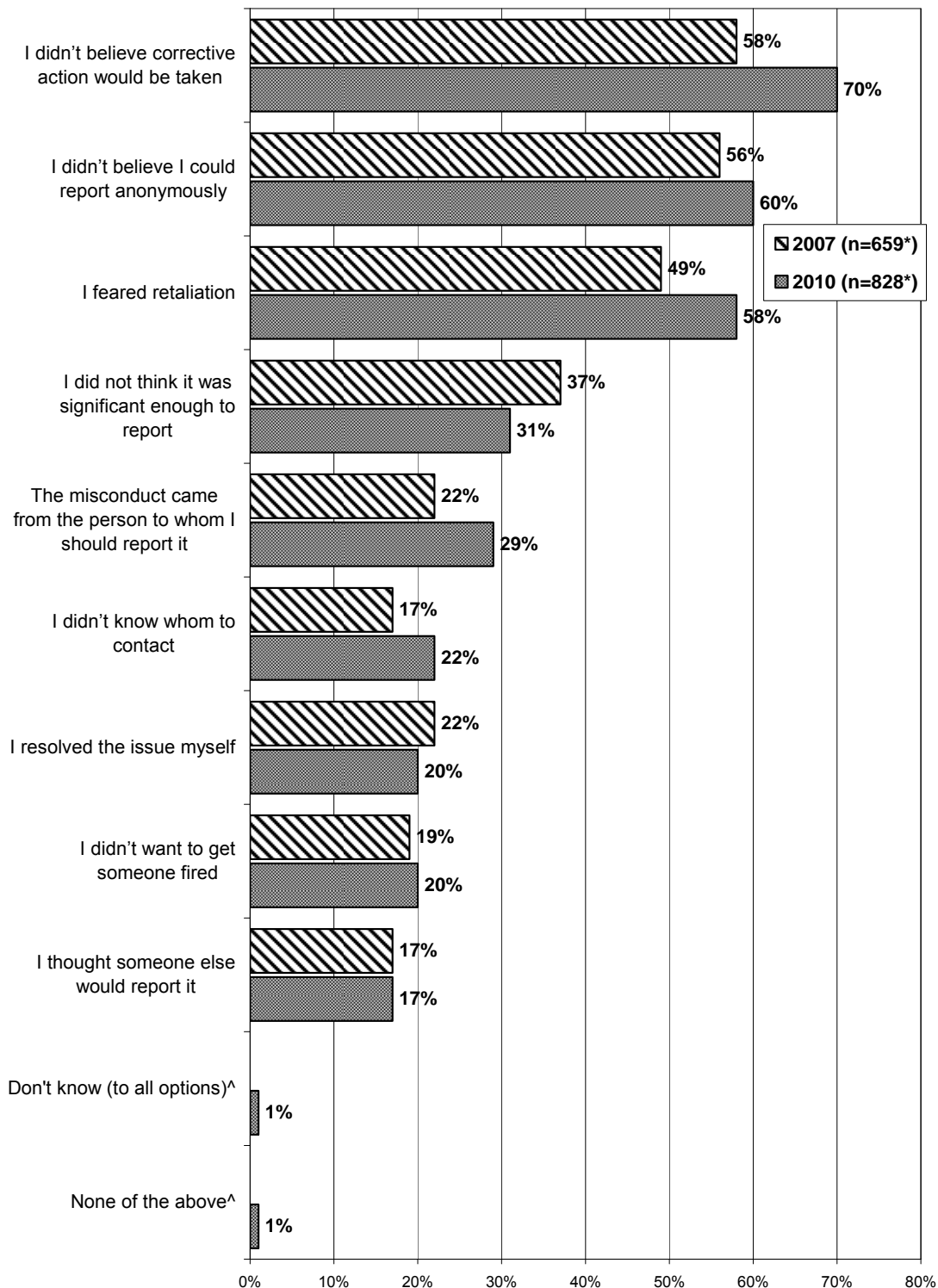
- ⋮ *I didn't believe corrective action would be taken* (70 percent).
- ⋮ *I didn't believe I could report anonymously* (60 percent).
- ⋮ *I feared retaliation* (58 percent).

Of those who did report the misconduct, the four most common reasons given were (Figure 10):

- ⋮ *I believed it was the right thing to do* (98 percent).
- ⋮ *I felt I could count on the support of my colleagues* (75 percent).
- ⋮ *I believed corrective action would be taken* (74 percent).
- ⋮ *I felt I could count on the support of my immediate manager* (73 percent).



Figure 9: Reasons for not reporting misconduct



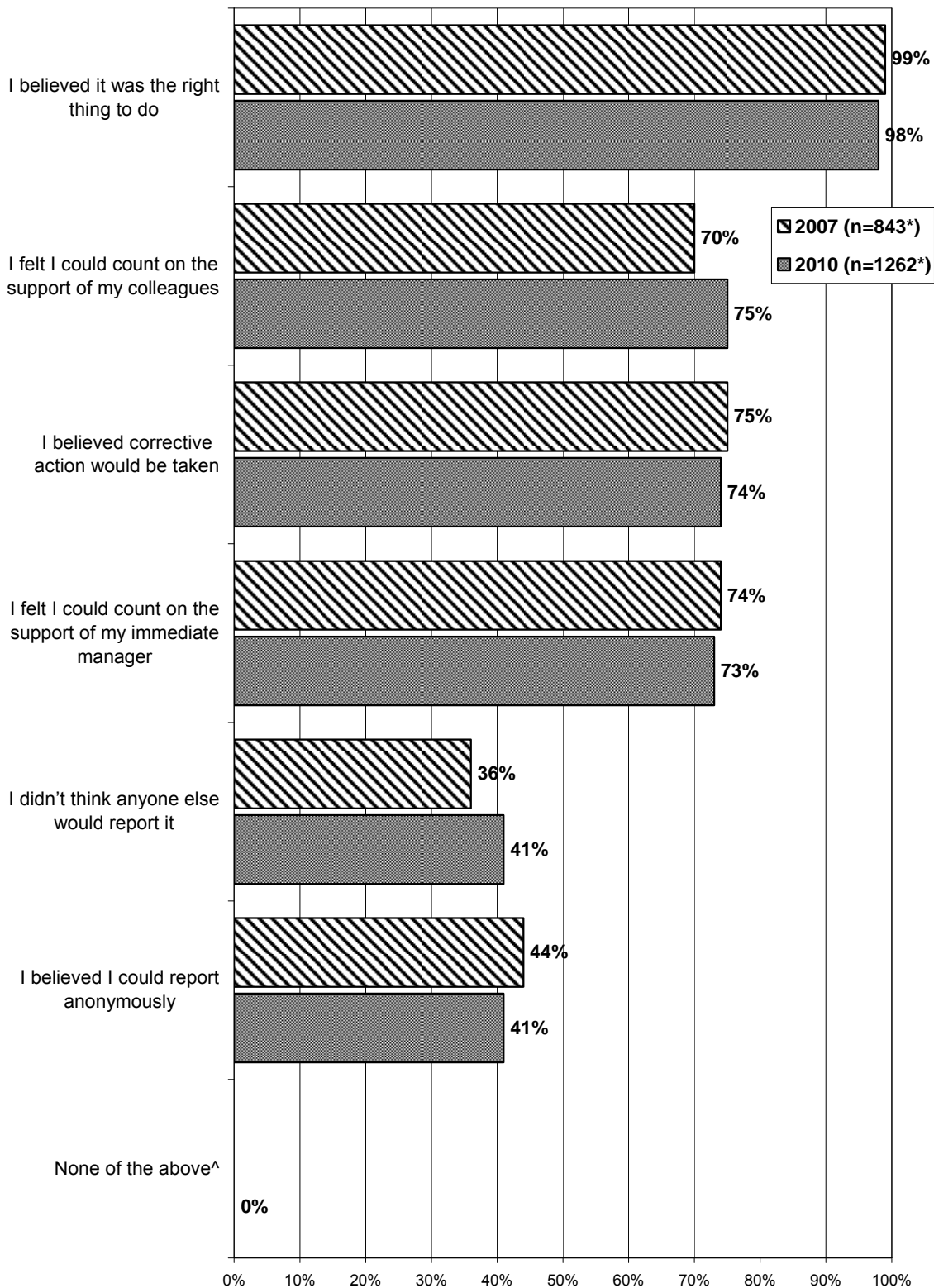
Total may exceed 100% because of multiple responses.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

^ Not available from 2007 survey.



Figure 10: Reasons for reporting misconduct



Total may exceed 100% because of multiple responses.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

^ Not available from 2007 survey.



Special Report #2 – Relationship of training, confidential reporting mechanisms and management level to whether State servants are more likely to report observed breaches

- Notably, there are very few demographic differences in relation to those State servants who reported a breach they observed and those who did not (e.g. age, gender, length of employment or whether the State servant works in a national, regional or satellite office).
- The survey found that senior and middle managers are much more likely than other staff to report breaches when they occur (85 percent and 77 percent respectively).
- In contrast, non-management staff are much less likely than other staff to report observed breaches (only 58 percent of non-management staff reported their observation to management or to another appropriate person in the organisation).
- State servants who are aware their organisation provides training on its standards of integrity and conduct are also more likely to report a breach when it occurs (68 percent), than those who reported their organisation does not provide training (57 percent).
- While the survey data also suggests those who find their integrity and conduct training to be “very useful” or “somewhat useful” are more likely to report a breach when it occurs than are staff who did *not* find their training to be “very useful” or “somewhat useful”, the relatively small sub-sample of State servants who did find it “very useful” means this result is indicative only.

Exposure to situations and pressures that lead to misconduct

Most State servants feel their colleagues:

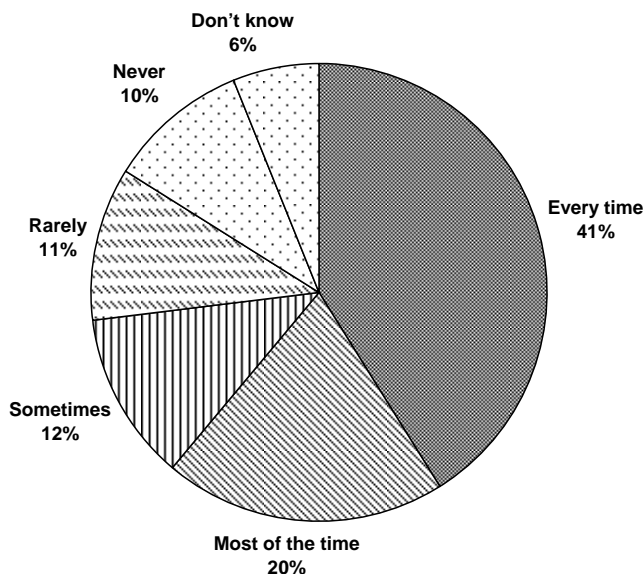
- Support them in following their organisation's standards of integrity and conduct (83 percent agree, Table 52).
- Set a good example of integrity and conduct (83 percent agree, Table 49).
- Carefully consider standards of integrity and conduct when making work-related decisions (81 percent agree, Table 50).

Ten percent of State servants never consult their organisation's code of conduct, and 11 percent do so rarely (Figure 11).

Thirty-five percent of State servants experience situations in their work environment that invite misconduct. Sixteen percent of these State servants say they are “poorly” or “very poorly” prepared to handle these situations (Figure 12).



Figure 11: How frequently State servants consult their code of conduct when unsure of the correct course of action (n=8238)



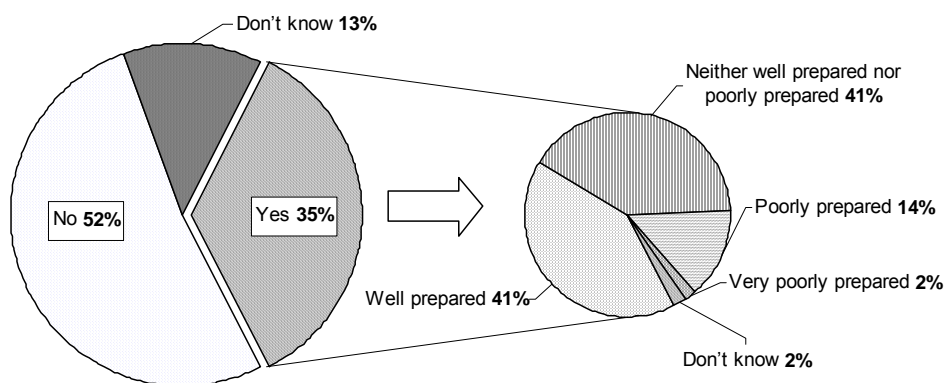
Total may not sum to 100% due to rounding.

Figure 12: Exposure to situations and pressures that lead to misconduct (n=8238)

Do you feel that in your current work environment there are situations that invite misconduct?

BREAKDOWN OF 35% (n=2663*) WHO EXPERIENCED SITUATIONS THAT INVITE MISCONDUCT

How prepared do you feel to handle these situations?



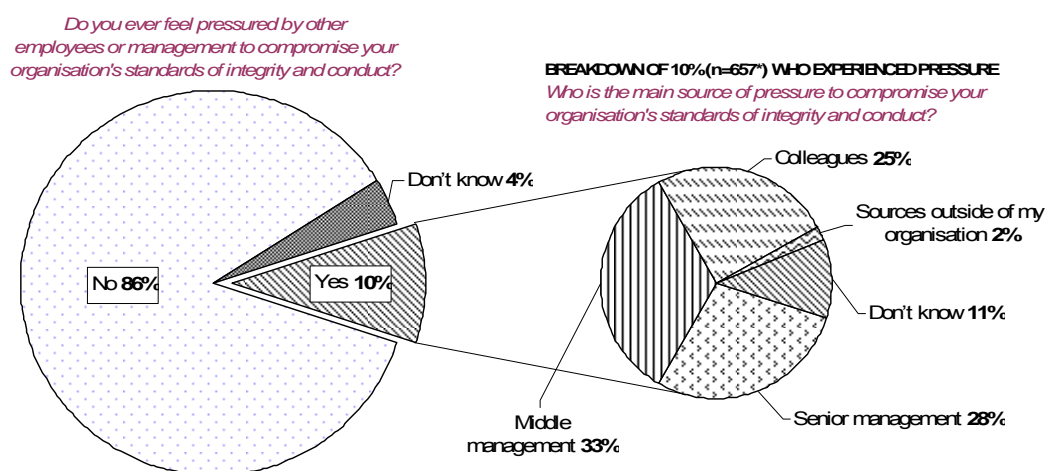
Totals may not sum to 100% due to rounding.

*Sub-sample based on those State servants who feel there are situations in their current work environment that invite misconduct.



Ten percent of State servants feel pressured to compromise their organisation's standards. Most of these State servants feel under pressure only "periodically" (46 percent) or "very rarely" (25 percent, see Table 29). The source of the pressure to compromise their organisation's standards is split between senior management (28 percent), middle management (33 percent) and co-workers (25 percent).

Figure 13: Pressure to compromise standards of integrity and conduct (n=8238)



Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who feel pressured by other employees or management to compromise their organisation's standards of integrity and conduct.



Special Report #3 – Relationship between integrity and conduct training and preparedness for dealing with situations that invite misconduct

As noted above, 10 percent of State servants report there are situations in their current work environment that invite misconduct. Of those who report this, 41 percent feel they are “well prepared” for such situations.

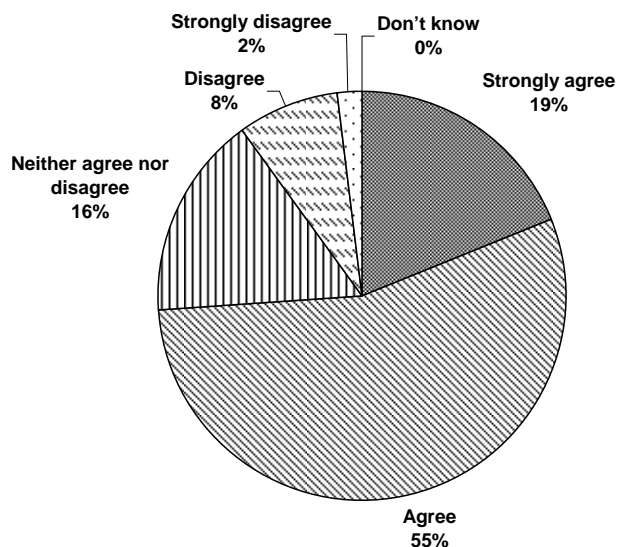
- When faced with these situations, 52 percent of those State servants who are aware their organisation provides training on its standards of integrity and conduct also report feeling “very well prepared” to handle them, whereas only 29 percent of those State servants who are not aware of training report feeling “well prepared”.
- Similarly, when viewed by whether they feel the training received is useful in guiding their decisions and conduct at work:
 - Sixty-eight percent of State servants who feel their integrity and conduct training is “very useful”, also report feeling “very well prepared” when faced with situations in their work environment that invite misconduct.
 - Forty-six percent who feel their training is “somewhat useful”, also report being “very well prepared”.
 - In comparison, only 30 percent who feel their training is “not very useful” feel they are “very well prepared” to deal with situations in their work environment that invite misconduct.



Overall satisfaction with their organisation

State servants are, by and large, satisfied with the organisation they work for. Seventy-four percent “agree” or “strongly agree” that they are satisfied, in general, with their organisation (Figure 14).

Figure 14: Agreement with the statement, “I am satisfied, in general, with the organisation I work for” (n=8238)



Total may not sum to 100% due to rounding.

Comparative results with the 2007 Integrity and Conduct survey

The 2010 survey shows similar patterns of behaviour among State servants to those observed in 2007, with these exceptions:

- In 2010, fewer State servants report they have observed sexual harassment (five percent), than in 2007 (seven percent).
- More State servants in 2010 are reporting misconduct when they see it (63 percent), than in 2007 (55 percent).
- In 2010, more State servants who did not report the misconduct or breach they observed say this was due to their not believing that corrective action would be taken (70 percent), than in 2007 (58 percent of those who did not report observed conduct).
- In 2010, more State servants “agree” or “strongly agree” that their colleagues consider standards of integrity and conduct when making work-related decisions (81 percent), than in 2007 (76 percent).
- Similarly, more State servants in 2010 “strongly agree” that their colleagues talk about the importance of integrity and conduct and doing the right thing in the work they do (23 percent), than in 2007 (19 percent).



3.2 Four Agency Type Findings

There are significant differences between types of State Services agencies in the reporting of behaviour that breaches agency standards.

State servants working in a DHB are more likely to have observed conduct they thought was unlawful or breached their organisation's standards (33 percent), than are staff working for other Crown Entities, i.e. ACE, ICE, CE Companies or CE Subsidiaries (20 percent, Table 7).

Similarly, State servants working in a DHB are less likely to report they have not observed any of the types of misconduct discussed in the survey (28 percent), than staff in other Crown Entities (47 percent), Public Service Department employees (41 percent) and Crown Agent staff (39 percent, Table 9).

State servants working in a DHB are more likely to have observed:

- Abusive or intimidating behaviour towards other staff (45 percent), than Public Service Department employees (32 percent) and employees of other Crown Entities (26 percent).
- Breaches of safety regulations (22 percent) than employees of other Crown Entities (11 percent).

In contrast, Public Service Department employees are more likely than:

- State servants working in an ACE, ICE or CE Company, to report they have observed discrimination on the basis of ethnicity, gender, age or similar categories (16 percent and nine percent, respectively).
- State servants working in a DHB, to report they have observed sexual harassment (seven percent and three percent respectively).

State servants working for other Crown Entities are much less likely to feel there are situations in their current work environment that invite misconduct (20 percent), than Public Service Department and DHB employees (36 percent), and Crown Agency employees (32 percent, Table 25).

However, Public Service Department staff are more likely to feel "well prepared" to handle such situations when they encounter them (51 percent), than Crown Agent employees (35 percent) and DHB employees (32 percent, Table 26).

Public Service Department employees who report they feel pressure to compromise their organisation's standards of integrity and conduct are more likely to also report the main source of such pressure is from outside their organisation (six percent) than are Crown Agent or DHB employees (none of whom reported the source as outside of their organisation, Table 30).



When faced with a breach of standards, Public Service Department employees are more likely to report the misconduct to management or another appropriate person (62 percent), than are Crown Agent employees (46 percent, Table 31).

DHB employees are much less likely to “strongly agree” that they are satisfied in general with their organisation (14 percent) than staff in the other three agency groupings.

Comparative results with the 2007 Integrity and Conduct survey

When the findings by agency type are compared with the equivalent results in 2007, the only significant changes relate to Public Service Department staff for the following areas:

- In 2010, more Public Service Department employees “strongly agree” that their colleagues support them in following their organisation’s standards of integrity and conduct (29 percent) than in 2007 (24 percent, Table 52).
- In 2010, when Public Service Department employees were asked why they did not report an observed breach, they were more likely to say they *did not think it was significant enough to report* (62 percent), than they were in 2007 (46 percent, Table 39).
- In contrast, Public Service Department employees who reported observed misconduct were more likely in 2010 to say the following were not reasons they reported a breach:
 - *I believed corrective action would be taken* (19 percent), than in 2007 (8 percent, Table 43).
 - *I felt I could count on the support of my immediate manager* (22 percent), than in 2007 (13 percent, Table 44).



3.3 Recommendations

The type of misconduct witnessed, and the extent to which it is occurring, is largely unchanged from 2007, suggesting that agencies have not effectively targeted problem areas. Twenty-nine percent of State servants say they have witnessed misconduct. However, when prompted with a list of unethical behaviours, 65 percent acknowledge witnessing one or more types of the behaviour. Corrupt behaviour remains infrequent but poor social interaction among State servants continues, with high rates of abusive or intimidating behaviour towards other staff and lying to other employees. Misconduct of this kind is reported more frequently by staff in agencies that have been involved in a merger or restructure in the last two years.

It is recommended that agencies:

- Target the most frequently observed breaches of misconduct:
 - Abusive or intimidating behaviour towards other staff – this may involve workshops to foster understanding of what is acceptable behaviour.
 - Improper use of the internet or email – publicise agency policies and act on breaches.



3.4 Element 3 Tables

Table 7:

Q18. During the past year, have you personally observed conduct that you thought was unlawful or breached your organisation's standards of integrity and conduct?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	33	29	27	30	33	20
No	62	63	67	62	59	73
Don't know	5	7	7	8	8	8
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 8:

Q19. Did that misconduct breach the law, your organisation's standards of integrity of conduct or both?

	2007 State Services Total Base = 1337*	2010 State Services Total 2119*	Public Service Dept. 1511*	Crown Agents 349*	Crown Agents - DHBs 173*	Other Crown Entities 86*
	%	%	%	%	%	%
The law	2	2	2	3	1	1
My organisation's standards of integrity and conduct	75	80	80	80	79	85
Both	16	13	15	11	13	8
Don't know	8	5	4	6	6	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who personally observed conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 9:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months...?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Sexual harassment	7	↓5	7	7	3	3
Giving or accepting inappropriate payments, perks or inappropriate gifts	5	4	4	6	3	4
Abusive or intimidating behaviour towards employees	36	38	32	34	45	26
Discrimination on the basis of ethnicity, gender, age or similar categories	17	16	16	15	17	9
Breaches of safety regulations	20	19	17	15	22	11
An action that places an employee's interests over the organisation's interests	17	17	16	18	17	14
Provision of goods or services or work product that fail to meet specifications	17	15	14	14	18	9
Inappropriate alteration of documents	6	5	5	4	6	4
Improper use of the internet or email	27	24	22	23	27	16
Misuse of your organisation's information	5	4	4	4	4	4
Falsification or misrepresentation of any records and reports	4	4	4	5	4	4
Lying to other employees	21	20	19	20	20	16
Lying to customers, vendors, or the public	9	8	7	9	8	6
Misreporting of actual time or hours worked	17	17	15	12	20	11
Theft	5	5	4	3	8	2
None of the above	38	35	41	39	28	47
Don't know (to all options)	^	0	0	1	0	0
No Response	^	0	0	0	0	0

Total may exceed 100% because of multiple responses. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

^ Not available from 2007 survey.



Table 10:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Sexual harassment?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	7	↓5	7	7	3	3
No	91	93	92	91	95	96
Don't know	2	2	2	2	2	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 11:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Giving or accepting inappropriate payments, perks or inappropriate gifts?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	5	4	4	6	3	4
No	93	95	95	92	95	93
Don't know	2	2	1	2	1	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 12:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Abusive or intimidating behaviour towards employees?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	36	38	32	34	45	26
No	62	61	66	64	53	72
Don't know	2	2	2	2	2	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 13:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Discrimination on the basis of ethnicity, gender, age or similar categories?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	17	16	16	15	17	9
No	80	82	82	83	81	89
Don't know	3	2	3	2	2	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 14:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Breaches of safety regulations?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	20	19	17	15	22	11
No	75	78	80	82	75	86
Don't know	8	↓3	3	3	3	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 15:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – An action that places an employee's interests over the organisation's interests?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8234 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 516 %	Other Crown Entities 401 %
Yes	17	17	16	18	17	14
No	75	77	78	77	76	81
Don't know	8	6	6	5	6	5
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 16:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Provision of goods or services or work product that fail to meet specifications?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8234 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 516 %	Other Crown Entities 401 %
Yes	17	15	14	14	18	9
No	75	79	79	79	77	88
Don't know	7	6	7	7	5	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 17:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Inappropriate alteration of documents?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	6	5	5	4	6	4
No	91	92	93	92	91	93
Don't know	3	3	3	4	3	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 18:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Improper use of the internet or email?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	27	24	22	23	27	16
No	68	71	72	72	69	78
Don't know	5	5	6	5	4	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 19:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Misuse of your organisation's information?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	5	4	4	4	4	4
No	91	92	92	92	91	93
Don't know	5	4	4	4	5	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 20:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Falsification or misrepresentation of any records or reports?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	4	4	4	5	4	4
No	91	92	93	91	92	94
Don't know	4	3	3	3	4	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 21:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Lying to other employees?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8234 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 516 %	Other Crown Entities 401 %
Yes	21	20	19	20	20	16
No	72	74	75	72	74	79
Don't know	7	6	6	8	6	5
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 22:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Lying to customers, vendors, or the public?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8234 %	Public Service Dept. 5925 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	9	8	7	9	8	6
No	84	87	87	84	87	91
Don't know	7	6	6	6	6	4
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 23:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Misreporting of actual time or hours worked?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8235 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	17	17	15	12	20	11
No	78	78	80	81	76	83
Don't know	5	5	5	6	4	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 24:

Q27. Please indicate whether you have personally observed this behaviour among employees within your organisation during the past 12 months – Theft?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8234 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 516 %	Other Crown Entities 401 %
Yes	5	5	4	3	8	2
No	91	91	93	92	88	96
Don't know	4	4	3	4	4	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 25:

Q44. Do you feel that in your current work environment there are situations that invite misconduct?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Yes	32	35	36	32	36	20
No	57	52	51	55	51	69
Don't know	11	13	12	13	13	11
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 26:

Q45. How prepared do you feel to handle these situations?

	2007 State Services Total Base = 1322* %	2010 State Services Total 2663* %	Public Service Dept. 1945* %	Crown Agents 461* %	Crown Agents - DHBs 183* %	Other Crown Entities 74* %
Well prepared	44	41	51	35	32	30
Neither well prepared nor poorly prepared	39	41	35	42	47	50
Poorly prepared	10	14	9	16	19	19
Very poorly prepared	2	2	2	3	1	1
Don't know	4	2	2	4	1	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who feel that there are situations in their current work environment that invite misconduct.

Table 27:

Q8. When faced with a situation where you are unsure of the appropriate legal or ethical course of action to take, how often do you seek guidance from your organisation's code of conduct, a person within the organisation or another organisational resource?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Every time	41	41	43	38	41	40
Most of the time	22	20	20	17	21	13
Sometimes	11	12	12	11	11	10
Rarely	11	11	11	11	11	15
Never	9	10	8	17	10	14
Don't know	6	6	5	6	6	9
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 28:

Q28. Do you ever feel pressured by other employees or management to compromise your organisation's standards of integrity and conduct?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	12	10	9	9	12	7
No	85	86	87	87	84	90
Don't know	3	4	4	4	4	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 29:

Q29. How often do you feel pressured by other employees or management to compromise your organisation's standards of integrity and conduct?

	2007 State Services Total Base = 451* %	2010 State Services Total 657* %	Public Service Dept. 459* %	Crown Agents 108* %	Crown Agents - DHBs 61* %	Other Crown Entities 29** %
All the time	2	4	5	6	4	0
Fairly often	11	23	18	16	29	11
Periodically	46	46	45	36	47	67
Very rarely	37	25	30	42	19	22
Don't know	3	2	2	1	2	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding

*Sub-sample based on those State servants who feel pressured by other employees or management to compromise their organisation's standards of integrity and conduct.

**Caution: small sub-sample of respondents – results are indicative only.

Table 30:

Q30. Who is the main source of pressure to compromise your organisation's standards of integrity and conduct?

	2007 State Services Total Base = 447* %	2010 State Services Total 656* %	Public Service Dept. 458* %	Crown Agents 108* %	Crown Agents - DHBs 61* %	Other Crown Entities 29** %
Senior management	21	28	30	25	26	43
Middle management	34	33	38	33	29	33
Colleagues	31	25	21	33	28	17
Sources outside of my organisation	7	2	6	0	0	7
Don't know	7	11	6	10	17	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. *Sub-sample based on those State servants who feel pressured by other employees or management to compromise their organisation's standards of integrity and conduct.

**Caution: low base number of respondents – results are indicative only.



Table 31:

Q20. Did you report your observation of misconduct to management or another appropriate person?

	2007 State Services Total Base = 1332* %	2010 State Services Total 2119* %	Public Service Dept. 1511* %	Crown Agents 349* %	Crown Agents - DHBs 173* %	Other Crown Entities 86* %
Yes	55	↑63	62	46	69	52
No	43	↓35	37	51	30	48
Don't know	2	2	1	4	1	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who personally observed conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 32:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision...?

	2007 State Services Total 567* to Base = 580* %	2010 State Services Total 822* to 825* %	Public Service Dept. 566* to 568* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
I didn't believe corrective action would be taken	58	↑70	69	72	70	78
I didn't know whom to contact	17	22	21	17	24	24
I feared retaliation	49	58	54	52	64	54
I didn't believe I could report anonymously	56	60	61	68	56	56
I thought someone else would report it	17	17	13	19	21	11
I resolved the issue myself	22	20	21	13	21	21
I did not think it was significant enough to report	37	31	31	31	32	31
I didn't want to get someone fired	19	20	18	18	22	17
The misconduct came from the person to whom I should report it	22	29	26	32	33	26
None of the above	^	1	2	2	0	0
Don't know (to all options)	^	1	0	0	2	0

Total may exceed 100% because of multiple responses. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

^ Not available from 2007 survey.



Table 33:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I didn't believe corrective action would be taken?

	2007 State Services Total Base = 580* %	2010 State Services Total 823* %	Public Service Dept. 567* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	58	↑70	69	72	70	78
No	25	19	20	23	16	13
Don't know	16	11	10	5	14	9
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 34:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I didn't know whom to contact?

	2007 State Services Total Base = 567* %	2010 State Services Total 822* %	Public Service Dept. 566* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	17	22	21	17	24	24
No	71	72	73	75	69	70
Don't know	12	6	6	8	7	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 35:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I feared retaliation?

	2007 State Services Total Base = 577* %	2010 State Services Total 823* %	Public Service Dept. 567* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	49	58	54	52	64	54
No	43	35	41	41	27	38
Don't know	8	7	5	7	9	8
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 36:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I didn't believe I could report anonymously?

	2007 State Services Total Base = 574* %	2010 State Services Total 825* %	Public Service Dept. 569* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	56	60	61	68	56	56
No	34	32	34	25	31	35
Don't know	9	8	↓5 (14)	7	13	9
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 37:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I thought someone else would report it?

	2007 State Services Total Base = 567* %	2010 State Services Total 823* %	Public Service Dept. 567* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	17	17	13	19	21	11
No	68	68	72	66	63	81
Don't know	15	15	15	15	16	8
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 38:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I resolved the issue myself?

	2007 State Services Total Base = 567* %	2010 State Services Total 824* %	Public Service Dept. 568* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	22	20	21	13	21	21
No	70	73	74	81	69	74
Don't know	8	7	5	6	9	5
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 39:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I did not think it was significant enough to report?

	2007 State Services Total Base = 570* %	2010 State Services Total 824* %	Public Service Dept. 568* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	37	31	31	31	32	31
No	51	58	↑62 (46)	59	54	61
Don't know	12	11	7	10	15	8
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 40:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – I didn't want to get someone fired?

	2007 State Services Total Base = 568* %	2010 State Services Total 822* %	Public Service Dept. 566* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	19	20	18	18	22	17
No	67	68	73	68	63	73
Don't know	14	12	10	14	15	10
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 41:

Q21. If you decided not to report the misconduct you observed please tell us if any of the following influenced your decision – The misconduct came from the person to whom I should report it?

	2007 State Services Total Base = 575* %	2010 State Services Total 824* %	Public Service Dept. 568* %	Crown Agents 165* %	Crown Agents - DHBs 51* %	Other Crown Entities 40* %
Yes	22	29	26	32	33	26
No	68	64	68	62	61	68
Don't know	10	6	6	6	6	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did not report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 42:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision...?

	2007 State Services Total 708* to 720* Base = %	2010 State Services Total 1254* to 1259* %	Public Service Dept. 916* to 917* %	Crown Agents 165* to 177* %	Crown Agents - DHBs 115* to 119* %	Other Crown Entities 46* %
I believed corrective action would be taken	75	74	72	68	76	71
I felt I could count on the support of my immediate manager	74	73	72	74	73	74
I felt I could count on the support of my colleagues	70	75	75	78	75	74
I believed I could report anonymously	44	41	42	39	40	45
I believed it was the right thing to do	99	98	98	97	97	100
I didn't think anyone else would report it	36	41	41	37	40	55
None of the above	^	0	0	0	0	0

Total may exceed 100% because of multiple responses.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

^ Not available from 2007 survey.

Table 43:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision – I believed corrective action would be taken?

	2007 State Services Total 716* Base = %	2010 State Services Total 1259* %	Public Service Dept. 917* %	Crown Agents 177* %	Crown Agents - DHBs 119* %	Other Crown Entities 46* %
Yes	75	74	72	68	76	71
No	11	16	↑19 (8)	26	13	12
Don't know	14	10	8	5	11	16
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 44:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision – I felt I could count on the support of my immediate manager?

	2007 State Services Total Base = 715* %	2010 State Services Total 1257* %	Public Service Dept. 917* %	Crown Agents 177* %	Crown Agents - DHBs 117* %	Other Crown Entities 46* %
Yes	74	73	72	74	73	74
No	17	18	↑22 (13)	19	16	10
Don't know	9	9	6	7	11	16
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 45:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision – I felt I could count on the support of my colleagues?

	2007 State Services Total Base = 715* %	2010 State Services Total 1257* %	Public Service Dept. 917* %	Crown Agents 177* %	Crown Agents - DHBs 115* %	Other Crown Entities 46* %
Yes	70	75	75	78	75	74
No	14	13	13	13	13	16
Don't know	7	12	12	9	12	10
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 46:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision – I believed I could report anonymously?

	2007 State Services Total Base = 708* %	2010 State Services Total 1255* %	Public Service Dept. 917* %	Crown Agents 177* %	Crown Agents - DHBs 115* %	Other Crown Entities 46* %
Yes	44	41	42	39	40	45
No	44	47	45	47	48	44
Don't know	12	12	14	14	11	11
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 47:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision – I believed that it was the right thing to do?

	2007 State Services Total Base = 720* %	2010 State Services Total 1259* %	Public Service Dept. 917* %	Crown Agents 177* %	Crown Agents - DHBs 119* %	Other Crown Entities 46* %
Yes	99	98	98	97	97	100
No	0	1	1	0	2	0
Don't know	1	1	1	3	1	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 48:

Q22. If you decided to report the misconduct you observed please tell us if any of the following influenced your decision – I didn't think anyone else would report it?

	2007 State Services Total Base = 708* %	2010 State Services Total 1254* %	Public Service Dept. 916* %	Crown Agents 177* %	Crown Agents - DHBs 115* %	Other Crown Entities 46* %
Yes	36	41	41	37	40	55
No	34	37	37	38	37	36
Don't know	30	22	22	25	22	9
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who did report conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 49:

Q39. Overall, my colleagues set a good example of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	24	24	28	24	21	24
Agree	60	59	57	60	61	63
Neither agree nor disagree	12	13	12	12	14	11
Disagree	2	3	2	3	4	1
Strongly disagree	0	0	0	0	0	0
Don't know	1	1	1	1	1	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 50:

Q9. My colleagues carefully consider standards of integrity and conduct when making work-related decisions.

	2007 State Services Total 401Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	29	29	30	28	28	29
Agree	47	↑52	51	50	55	49
Neither agree nor disagree	14	↓11	12	13	10	15
Disagree	5	4	4	5	4	4
Strongly disagree	1	1	1	1	1	1
Don't know	4	3	3	3	3	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 51:

Q17. My colleagues talk about the importance of integrity and conduct and doing the right thing in the work we do.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	19	↑23	23	19	25	17
Agree	50	49	48	45	51	44
Neither agree nor disagree	21	19	20	24	16	25
Disagree	8	6	7	8	5	11
Strongly disagree	1	2	2	2	2	2
Don't know	1	1	1	1	1	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



Table 52:

Q41. My colleagues support me in following my organisation's standards of integrity and conduct.

	2007 State Services Total Base = %	2010 State Services Total %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	24	26	↑29 (24)	25	23	23
Agree	56	57	54	56	60	58
Neither agree nor disagree	16	14	14	15	13	15
Disagree	2	2	2	2	2	3
Strongly disagree	0	0	0	1	0	0
Don't know	2	1	1	1	1	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 53:

Q43. Please indicate the extent to which you agree or disagree with the statement – I am satisfied in general, with the organisation I work for?

	2007 State Services Total Base = %	2010 State Services Total %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	21	19	22	21	14	28
Agree	56	55	53	50	57	50
Neither agree nor disagree	14	16	14	14	18	14
Disagree	7	8	8	12	8	6
Strongly disagree	2	2	3	2	1	2
Don't know	0	0	0	1	0	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



4.0 Element 4 – Behaviour of Managers

The fourth element that supports integrity, ethical conduct and trustworthiness in the State Services is: *Managers model the standards of integrity and conduct in their behaviour.*

For standards of integrity and conduct to ‘take hold’ in an agency, managers must not only behave ethically, but it is critical that employees see their managers demonstrating ethical behaviour.

The integrity and conduct survey examines State servants’ perceptions of what managers in their organisation say and do about promoting and demonstrating ethical behaviour.

The real value of the findings in this chapter is the insights they provide to managers about how they can contribute to a strong ethical culture in their organisation.

Key findings

The majority of State Services managers are communicating the importance of ethical behaviour.

- The majority of State servants agree managers at all levels of their organisation communicate the importance of behaving ethically in the work that State servants do.
- Roughly one in 10 State servants do not feel managers in their organisation are doing well in this area.
- Eighty percent of State servants feel their immediate manager supports them in following their organisation’s standards of integrity and conduct.



Key findings (cont.)

- There is a strong relationship between whether State servants are satisfied with the information they receive from senior managers about what is happening in their organisation, and whether or not they trust senior managers will keep their promises and commitments.
 - State servants who are satisfied with the information they get from senior managers are more likely than other State servants to also report they trust senior managers in their organisation to keep their promises and commitments.
 - Conversely, State servants who are dissatisfied with the information they receive from senior managers about what is happening in their organisation are much more likely than other State servants to report they do not trust senior managers to keep their promises and commitments.

State servants assign more credibility to management levels nearer to them.

- State servants have less positive perceptions about what higher managers say and do in relation to integrity and conduct, than they do about their immediate managers.
 - They are more likely to agree that their immediate manager communicates the importance of integrity and conduct, sets a good example and keeps their promises and commitments, than other managers do.

Levels of trust that senior and middle managers will keep promises and commitments have dropped since 2007.



4.1 General Findings

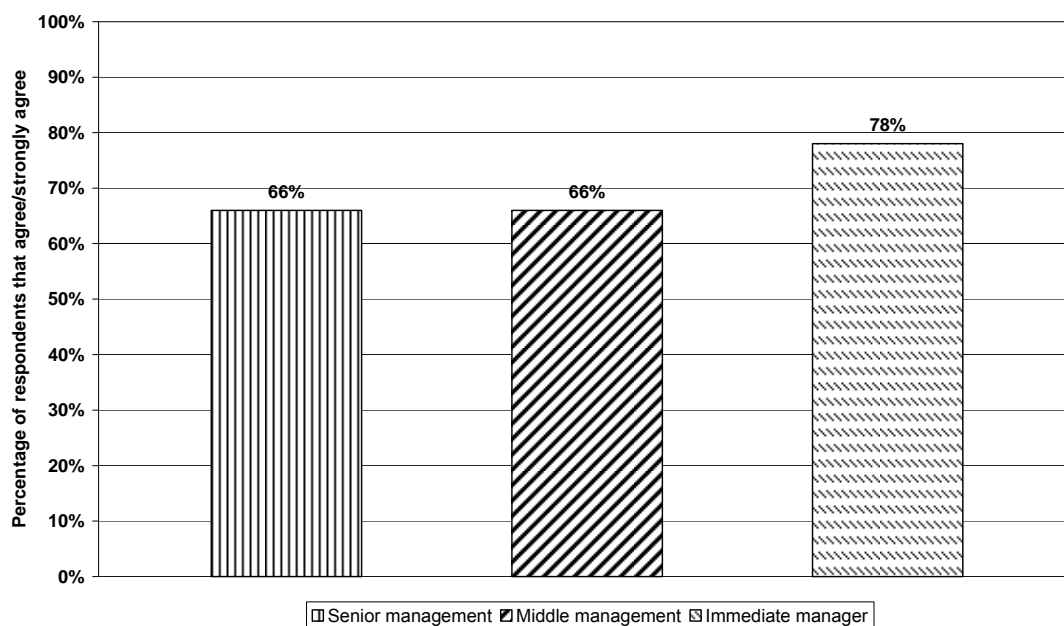
Satisfaction with communication and support from management

Most State servants agree that senior and middle managers in their organisation communicate the importance of integrity and conduct and doing the right thing in the work they do. However, significantly more State servants agree that their immediate manager communicates the importance of integrity and conduct and doing the right thing in the work they do (Figure 15), than other managers do.

Fifty-eight percent of State servants “agree” or “strongly agree” that they are satisfied with the information they get from senior managers about what is going on in the organisation, while 23 percent “disagree” or “strongly disagree” this is the case (Table 54).

When asked whether their immediate manager supports them in following their organisation's standards of integrity and conduct, 80 percent of State servants agree this is the case (Table 64).

Figure 15: Agreement that management communicates the importance of doing the right thing (n=8238)



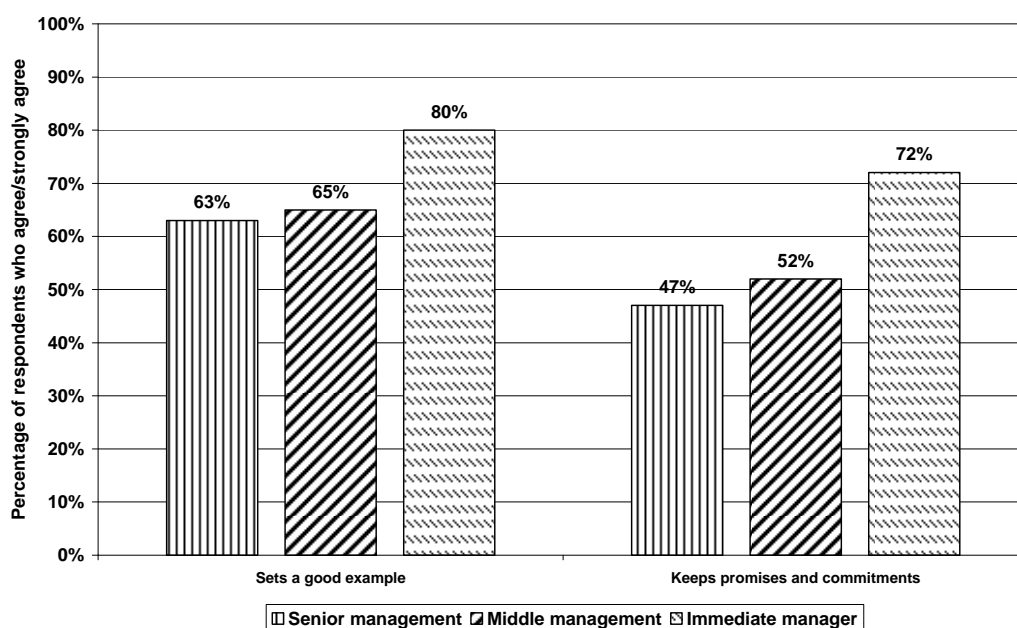


Perceptions of the integrity and conduct of management

As illustrated in Figure 16, roughly two-thirds of State servants agree that senior and middle managers set a good example of integrity and conduct, while an even greater proportion report this about their immediate manager.

Around half of State servants agree that they trust senior or middle managers will keep their promises and commitments, while a greater proportion of State servants trust their immediate manager will do so (72 percent).

Figure 16: State servants' perceptions of their managers' actions (n=8238)





Special Report #4 – Trust that senior managers will keep promises and commitments

- u The survey found there are a number of differences, demographically, between those who do and those who do not have trust and confidence that senior managers will keep their promises and commitments:
 - u State servants who have been with their organisation for three or fewer years are more likely to “agree” or “strongly agree” that they trust senior managers (52 percent), than do State servants who have worked for their organisation for six or more years (43 percent).
 - u As might be expected, senior managers themselves have higher levels of trust that they will keep their promises and commitments (77 percent), than do middle managers (54 percent of whom “agree” or “strongly agree” that senior managers will keep their promises and commitments) and non-management staff (43 percent of whom “agree” or “strongly agree” that senior managers will keep their promises and commitments).
 - u State servants who have very frequent contact with the general public have significantly lower levels of trust that senior managers will keep their promises and commitments (42 percent), than do those who have regular (53 percent), infrequent (54 percent) or no contact (50 percent).
 - u State servants who indicate they are Union members or covered by a collective agreement have lower levels of trust in senior managers (43 percent), than do non-union members (54 percent).
 - u Females have lower levels of trust in senior managers (45 percent), than do males (52 percent).
- u One key finding from the 2010 survey is there is also a very strong relationship between whether State servants are satisfied with the information they receive from senior managers about what is happening in their organisation, and whether or not they trust that senior managers will keep their promises and commitments.
 - u Sixty-nine percent of State servants who are satisfied with the information they get from senior managers, also “agree” or “strongly agree” that they trust senior managers in their organisation will keep their promises and commitments.
 - u In contrast, of those State servants who are dissatisfied with the information they receive from senior managers about what is happening in their organisation, only 10 percent “agree” or “strongly agree” that they trust senior managers will keep their promises and commitments.
 - u Similarly, 66 percent of State servants who are dissatisfied with the information they receive about what is happening in their organisation, “disagree” or “strongly disagree” that they trust senior managers will keep their promises and commitments.



Special Report #5 – Relationship between perceptions of senior and middle managers and beliefs that managers will not take corrective action on reported breaches

- As noted in Chapter 3, 35 percent of State servants who observed behaviour they believed breached their organisation’s integrity and conduct standards and/or the law, did not report the misconduct to management or to another appropriate person.
- Analysis of the results for these respondents found there is a significant relationship between employees’ perceptions of senior and middle managers and whether they did not report an observed breach because they did not believe that corrective action would be taken.
- Only half of the respondents who did not report observed misconduct “agree” or “strongly agree” that *senior* managers communicate the importance of integrity and conduct (compared with 66 percent of all State servants). Similarly, only 49 percent who did not report an observed breach “agree” or “strongly agree” that *middle* managers communicate the importance of integrity and conduct (compared with 66 percent of all State servants).
- In addition, only 47 percent of the respondents who did not report observed misconduct “agree” or “strongly agree” that senior managers set a good example of integrity and conduct (compared with 63 percent of all State servants), while only 49 percent “agree” or “strongly agree” that middle managers do so (compared with 65 percent of all State servants).

Comparative results with the 2007 Integrity and Conduct Survey

When these findings are compared with those of the 2007 survey, fewer State servants feel they can trust their middle and senior managers to keep promises and commitments:

- In 2010, more State servants “disagree” or “strongly disagree” that they trust senior managers to keep their promises and commitments (26 percent) than in 2007 (22 percent).
- More State servants in 2010 also “disagree” or “strongly disagree” that they trust middle managers to keep their promises and commitments (20 percent) than in 2007 (16 percent).



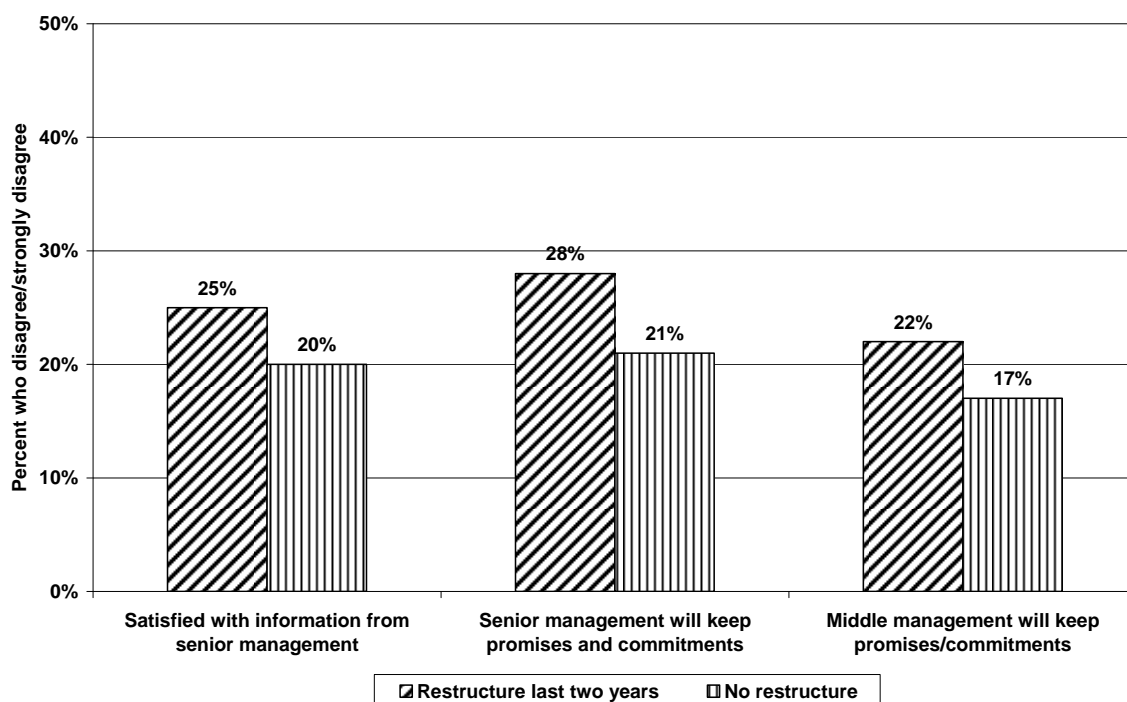
Special Report #6 – Potential impact of recent restructures on State servants’ perceptions of management

In 2010, 65 percent of State servants report their organisation has been through a restructure in the last two years, compared with 55 percent of State servants in 2007.

State servants who report their organisation has been through a restructure have higher levels of disagreement that:

- They are satisfied with the information they get from senior managers about what is going in their organisation.
- They trust senior managers in their organisation will keep their promises and commitments.
- They trust middle managers in their organisation will keep their promises and commitments.

Figure 17: Impact of restructures on State servants’ perceptions of management (n=8238)





4.2 Four Agency Type Findings

This section sets out significant differences between types of State Service agencies, in how State servants perceive their managers' behaviour.

- State servants working in ACEs, ICEs, CE Companies or CE Subsidiaries (other Crown Entities) are:
 - Significantly more likely than employees of other agency types to “agree” or “strongly agree” that *senior managers* will keep their promises and commitments (64 percent, compared with 51 percent of Public Service Department employees, 46 percent of employees of Crown Agents and 42 percent of employees working in a DHB, Table 55).
 - Significantly less likely to “strongly disagree” this is the case (five percent) than DHB employees (nine percent of whom “strongly disagree” that *senior managers* will keep their promises and commitments) or Crown Agents (12 percent).
 - Significantly less likely to “strongly disagree” that *middle managers* will keep their promises and commitments (one percent), than Public Service Department employees (six percent) and State servants working in a Crown Agent or DHB (both seven percent, Table 56).
- Public Service Department employees are:
 - More likely to “strongly agree” that *senior managers* communicate the importance of integrity and conduct and doing the right thing in the work they do (25 percent), than employees of Crown Agents (17 percent) or DHBs (10 percent, Table 58).
 - Less likely to “disagree” or “strongly disagree” that this is the case (seven percent), when compared with Crown Agents and DHB employees (both at 15 percent); they are also less likely to be neutral than staff of Crown Agents and DHBs.
 - More likely to “strongly agree” that *middle managers* in their organisation communicate the importance of integrity and conduct and doing the right thing in the work they do (21 percent), than employees of Crown Agents (14 percent) or DHBs (10 percent); they are also less likely to be neutral than staff of Crown Agents and DHBs (Table 59).
 - More likely to “strongly agree” that *their immediate manager* communicates the importance of integrity and conduct and doing the right thing in the work they do (33 percent), than employees of Crown Agents (26 percent); and they are less likely to “disagree” or “strongly disagree” that this is the case (six percent) than Crown Agent employees (12 percent, Table).
 - More likely to “agree” or “strongly agree” that *senior managers* in their organisation set a good example of integrity and conduct (69 percent), than employees of Crown Agents (60 percent) or DHBs (57 percent, Table 61).
 - More likely to “agree” or “strongly agree” that *middle managers* in their organisation set a good example of integrity and conduct (70 percent), than DHB employees (59 percent, Table 62).



Comparative results with the 2007 Integrity and Conduct Survey

Despite the findings that, for the most part, State servants working in Public Service Departments have more positive views of management in their organisation than their peers in other types of State service agencies, Public Service Department employees' trust in senior management has declined slightly since 2007.

- Fewer agree in 2010 that senior managers will keep their promises and commitments (39 percent) than in 2007 (44 percent).
- In 2010, more Public Service Department employees “strongly disagree” that:
 - Middle managers will keep their promises and commitments (six percent) than in 2007 (three percent).
 - Their immediate manager will keep his or her promises and commitments (four percent) than in 2007 (two percent).
 - Senior managers set a good example of integrity and conduct (three percent) than in 2007 (one percent).

Crown Agent employees are also more likely to “strongly disagree” that senior managers will keep their promises and commitments in 2010 (12 percent) than in 2007 (six percent).

4.3 Recommendations

Integrity leadership and communication needs to be a top priority for agencies. Too many State servants have poor perceptions of their managers, particularly the most senior. Good leadership creates the integrity culture needed to strengthen public trust and deliver the quality services New Zealanders expect. Two-thirds of State servants agree that their managers set a good example, communicate the importance of doing the right thing and support them to behave with integrity. However, a negative trend has emerged around employees' trust that senior and middle managers will keep promises and commitments.

The survey finds a relationship between State servants' satisfaction with the information received from senior managers about what is happening in their organisation, their levels of trust that senior managers will keep their promises and commitments, and whether their agency has been recently re-structured. It is clear that more communication engenders more trust, and that this is particularly so during times of organisational change.

It is recommended that agencies:

- Train their managers to model ethical behaviour.
- Communicate fully and frequently with staff about what is going on in the organisation, especially when undergoing organisational change.



4.4 Element 4 Tables

Table 54:

Q10. I am satisfied with the information I get from senior management about what's going on in my organisation.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Strongly agree	13	14	15	12	12	19
Agree	46	44	45	48	42	47
Neither agree nor disagree	18	19	19	17	19	14
Disagree	16	15	14	14	17	16
Strongly disagree	6	8	7	8	9	5
Don't know	0	1	1	0	1	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 55:

Q11. I trust that senior management in my organisation will keep their promises and commitments.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	10	10	12	10	8	14
Agree	39	37	↓39 (44)	36	34	50
Neither agree nor disagree	26	25	24	23	26	16
Disagree	15	17	14	18	19	14
Strongly disagree	7	9	8	↑12 (6)	9	5
Don't know	3	3	2	2	3	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



Table 56:

Q12. I trust that middle management in my organisation will keep their promises and commitments.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	11	10	12	11	8	13
Agree	44	42	44	43	40	49
Neither agree nor disagree	26	25	24	23	27	22
Disagree	12	14	12	14	15	12
Strongly disagree	4	↑6	↑6 (3)	7	7	1
Don't know	2	2	2	2	3	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 57:

Q13. I trust that my immediate manager will keep his or her promises and commitments.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	28	29	32	30	27	29
Agree	46	43	42	43	45	39
Neither agree nor disagree	14	14	14	12	14	18
Disagree	7	8	7	8	8	8
Strongly disagree	3	4	↑4 (2)	5	4	4
Don't know	1	1	1	1	2	1
Not applicable – I don't have an immediate manager	1	1	0	0	1	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



Table 58:

Q14. Senior management in my organisation communicate the importance of integrity and conduct and doing the right thing in the work we do.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	20	18	25	17	10	19
Agree	47	48	51	47	46	52
Neither agree nor disagree	21	20	15	20	27	19
Disagree	7	8	5	9	12	9
Strongly disagree	3	3	2	6	3	1
Don't know	2	2	1	1	3	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 59:

Q15. Middle management in my organisation communicate the importance of integrity and conduct and doing the right thing in the work we do.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	16	16	21	14	10	18
Agree	49	50	53	49	47	52
Neither agree nor disagree	23	22	17	23	26	20
Disagree	8	8	5	9	11	7
Strongly disagree	2	2	2	3	2	1
Don't know	3	2	1	1	3	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 60:

Q16. My immediate manager communicates the importance of integrity and conduct and doing the right thing in the work we do.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	28	29	33	26	26	27
Agree	51	49	49	48	50	47
Neither agree nor disagree	13	13	11	14	14	15
Disagree	4	5	4	9	5	6
Strongly disagree	2	2	2	3	2	1
Don't know	1	1	1	1	1	1
Not applicable – I don't have an immediate manager	1	1	1	0	2	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

Table 61:

Q36. Overall, senior management sets a good example of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	19	17	22	16	11	21
Agree	44	47	47	44	46	48
Neither agree nor disagree	23	23	18	21	28	21
Disagree	8	7	7	9	7	7
Strongly disagree	2	3	↑3 (1)	6	3	1
Don't know	5	4	3	3	5	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



Table 62:

Q37. Overall, middle management sets a good example of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	17	16	21	15	11	20
Agree	49	49	49	51	48	53
Neither agree nor disagree	22	23	19	20	28	20
Disagree	7	7	7	9	6	5
Strongly disagree	1	↑2	2	3	3	1
Don't know	4	3	2	2	5	1
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 63:

Q38. Overall, my immediate manager sets a good example of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	31	30	35	29	26	32
Agree	48	49	47	52	50	42
Neither agree nor disagree	12	12	11	11	13	16
Disagree	4	5	4	6	6	6
Strongly disagree	2	2	2	2	2	1
Don't know	1	1	1	0	1	0
Not applicable – I don't have an immediate manager	1	1	1	0	2	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



Table 64:

Q40. My immediate manager supports me in following my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	30	31	35	31	26	32
Agree	51	49	48	49	51	48
Neither agree nor disagree	13	13	12	14	14	16
Disagree	2	4	3	3	6	2
Strongly disagree	1	1	1	1	1	0
Don't know	1	1	1	2	1	0
Not applicable – I don't have an immediate manager	1	1	0	0	2	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.



5.0 Element 5 – Consequences are Known

The fifth element that supports integrity, ethical conduct and trustworthiness in the State Services is: *Consequences for behaviour that breaches the standards of integrity and conduct are known by State servants.*

There will be instances where employees breach the standards of integrity and conduct set by their organisations. Agencies need to take action when that misconduct occurs. If employees are to be aware of the consequences of such behaviour, they must be able to see what happens when breaches occur.

This section looks at levels of awareness among State servants that their immediate manager disciplines employees for breaching standards. It also examines whether managers are evaluating integrity and conduct as part of their employee performance appraisals.

Key findings

Three in five State servants report their immediate manager disciplines breaches of integrity and conduct.

- In 2010, more State servants agree or strongly agree that their immediate manager disciplines employees who breach their organisation's standards of integrity and conduct (59 percent), than in 2007 (52 percent).

Two-thirds of State servants report their immediate manager evaluates integrity and conduct as part of regular employment appraisals.

- In 2010, more Public Service Department and 'other Crown Entity' staff report having their integrity and conduct assessed as part of the regular employment appraisal process, than in 2007.
- Fewer Crown Agent staff report their integrity and conduct is assessed during employment appraisals, than do Public Service Department or 'other Crown Entity' staff.

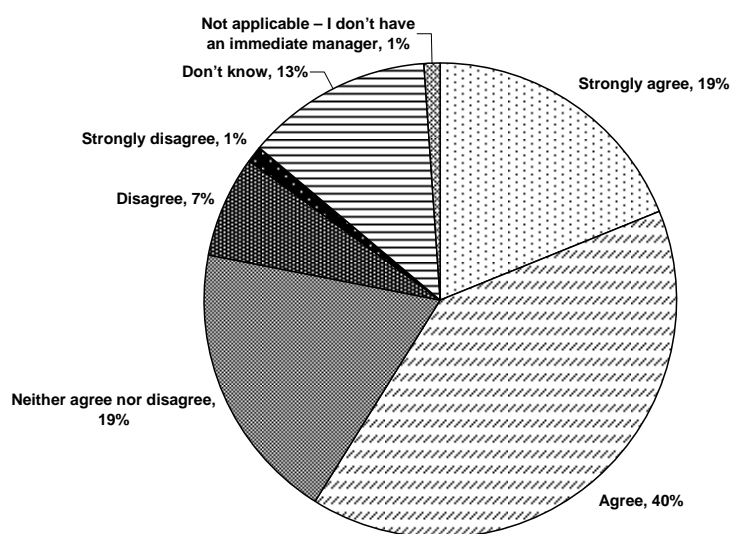


5.1 General Findings

Disciplinary action taken when employees breach standards of integrity and conduct

On average, 59 percent of State servants report their immediate manager disciplines employees for misconduct, while only eight percent “disagree” or “strongly disagree” that this happens.

Figure 18: Agreement that immediate manager disciplines employees who breach standards of integrity and conduct (n=8238)



Total may not sum to 100% due to rounding.

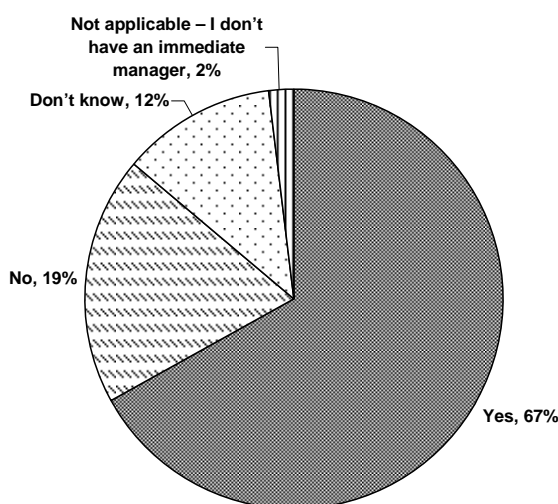


Evaluation of integrity and conduct as part of employment appraisals

Two-thirds of State servants (67 percent) report their immediate manager evaluates integrity and conduct as part of their regular employment appraisal; however, 19 percent say this is not the case. A further 12 percent of State servants report they do not know if this happens.

Of note is that 29 percent of staff who have worked for their organisation for less than one year report they do not know if integrity and conduct are evaluated during employment appraisals. This suggests many State servants are not receiving this information as part of their induction or integrity training.

Figure 19: Immediate manager evaluates integrity and conduct as part of regular employment appraisal (n=8238)



Total may not sum to 100% due to rounding.

Comparative results with the 2007 Integrity and Conduct Survey

When the 2010 results are compared with those from the 2007 survey, the following differences are of note:

- More State servants report their immediate manager disciplines employees who breach their organisation's standards of integrity and conduct (19 percent "strongly agree" that this is happening), than in 2007 (14 percent). And fewer report they do not know whether or not this is happening (13 percent), than in 2007 (21 percent).
- More State servants report their immediate manager evaluates their integrity and conduct as part of their regular employment appraisal (67 percent), than in 2007 (63 percent).
- Related to this, fewer State servants report they did not know whether their immediate manager evaluates their integrity and conduct as part of their regular employment appraisal (12 percent), than in 2007 (15 percent).



5.2 Four Agency Group Findings

The only significant difference between agency types in relation to managers disciplining breaches of integrity and conduct is that Public Service Department employees are more likely to “strongly agree” that their immediate manager does this (22 percent), than Crown Agent employees (16 percent).

More Crown Agent staff also report their integrity and conduct is not assessed during employment appraisals (26 percent), than do Public Service Department employees (18 percent) or ACE, ICE, CE Company and CE Subsidiary (other Crown Entity) staff (16 percent).

Comparative results with the 2007 Integrity and Conduct Survey

As noted in the previous section, more State servants “strongly agree” in 2010 (59 percent) that their immediate manager disciplines employees who breach their organisation’s standards of integrity and conduct, than in the 2007 survey (52 percent)

This increase appears to be driven primarily by an increase in the number of Public Service Department employees strongly agreeing that this happens (22 percent, compared with 15 percent in 2007).

Similarly, in 2010 significantly more Public Service Department and other Crown Entity staff report their immediate manager assesses integrity and conduct as part of the regular employment appraisal process (both 67 percent), than in 2007 (Public Service Department employees up from 59 percent, and other Crown Entity employees up from 42 percent, Table 66).

5.3 Recommendations

An agency’s culture is strengthened when staff believe ethical actions are recognised, and colleagues are held to account for misconduct. Improvements have been made in this area since 2007, with nearly 60 percent of State servants confirming their immediate manager disciplines employees who breach their agency standards, and 67 percent of State servants reporting their manager evaluates integrity and conduct as part of their performance appraisals.

It is recommended that agencies:

- Require managers to evaluate employees’ integrity and conduct as part of their performance appraisals.



5.4 Element 5 Tables

Table 65:

Q42. My immediate manager disciplines employees who breach my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	14	↑19	↑22 (15)	16	16	19
Agree	38	40	37	41	44	37
Neither agree nor disagree	18	19	18	19	20	22
Disagree	6	7	5	6	8	8
Strongly disagree	1	1	1	2	1	1
Don't know	21	↓13	↓16 (24)	14	↓9 (19)	10
Not applicable – I don't have an immediate manager	1	1	1	1	2	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 66:

Q4. Does your immediate manager evaluate your integrity and conduct as part of your regular performance appraisals?

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 517 %	Other Crown Entities 401 %
Yes	63	↑67	↑67 (59)	62	68	↑67 (42)
No	21	19	↓18 (21)	26	18	↓16 (38)
Don't know	15	↓12	↓13 (15)	11	11	15
Not applicable – I don't have an immediate manager	1	2	1	1	3	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



6.0 Element 6 – Action when Breaches Occur

The sixth element that supports integrity, ethical conduct and trustworthiness in the State Services is: *Agencies act decisively when breaches occur.*

Standards of integrity and conduct designed to promote trustworthy behaviour are more likely to be effective if an agency makes meaningful responses and takes decisive action when its standards are breached.

This section examines State servants' satisfaction with their organisation's response to reported breaches of integrity and conduct, and their perceptions of the accountability of various levels of staff within their organisation.

Key findings

Forty percent of State servants are “satisfied” or “very satisfied” with their organisation’s response to a reported breach, while one in three say they are “dissatisfied” or “very dissatisfied”.

Most frequently, State servants are dissatisfied with their organisation’s response when the corrective action is perceived to have been not severe or complete enough.

- Almost half of those State servants who are dissatisfied with their organisation’s response report their organisation did not respond to their complaint.
- Thirty-seven percent feel there had been a cover-up of some sort.

One in six State servants who report misconduct experience retaliation as a result.

- State servants who experienced retaliation as a result of reporting a breach or misconduct are more likely to be dissatisfied with their organisation’s response.

Thirty-seven percent of State servants who reported a breach received positive feedback as a result.

- State servants who received positive feedback as a result of reporting a breach or misconduct are more likely to be satisfied with their organisation’s response.



Key findings (cont.)

More State servants “agree” or “strongly agree” that their colleagues, and non-management staff, would be held accountable if they were caught breaching their organisation’s standards, than “agree” or “strongly agree” that management in their organisation would be held accountable.

- In 2010 there is also a small, but statistically significant, increase in the number of State servants who “strongly disagree” that staff of varying levels of authority would be held accountable if caught breaching their organisation’s standards.



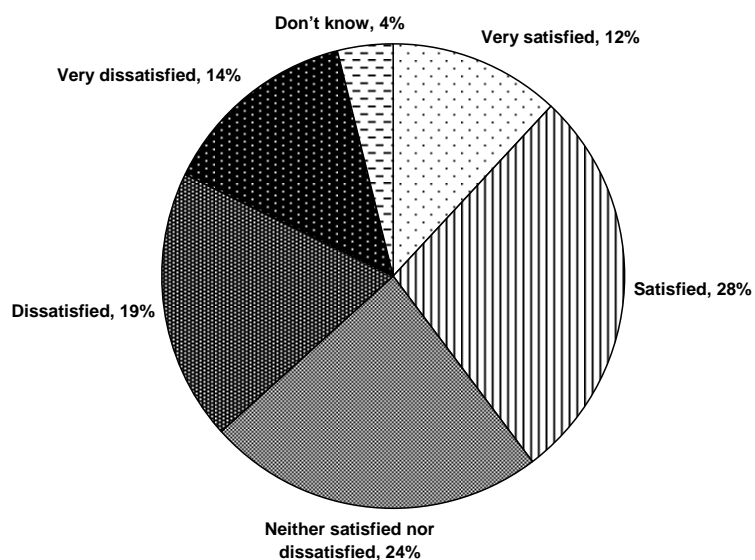
6.1 General Findings

Satisfaction with response to reports of misconduct

As noted in Chapter 3, 29 percent of State servants personally observed conduct they thought was unlawful, or breached their organisation's standards of integrity and conduct. Of those who observed such conduct, just under two-thirds (63 percent) reported it to a manager, or to another appropriate person.

When asked how satisfied they are with their organisation's response, 40 percent report being "satisfied" or "very satisfied", while one in three say they are "dissatisfied" or "very dissatisfied".

Figure 20: Satisfaction with response to report of misconduct (n=1262*)



Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who reported conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



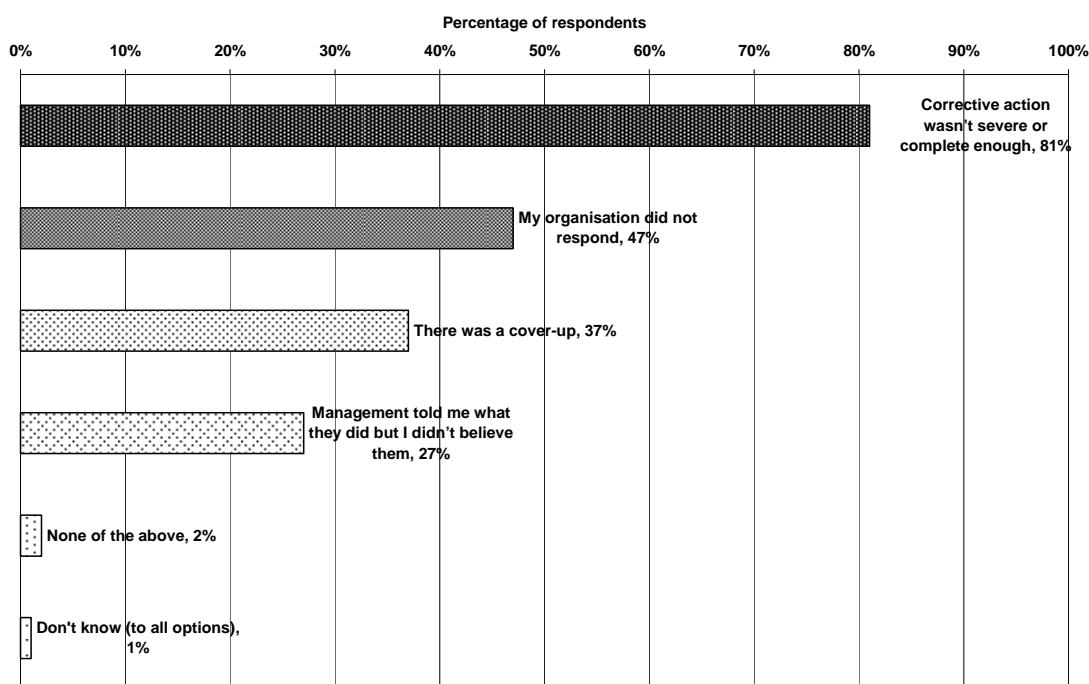
Reasons for dissatisfaction with organisations' responses

Most frequently, State servants are dissatisfied with their organisation's response when the corrective action is perceived to have been not severe or complete enough.

The second most frequently cited reason for dissatisfaction with their organisation's response, is their organisation did not respond to their complaint. Thirty-seven percent also feel there had been a cover-up of some sort.

As noted in Chapter 3, if State servants do not believe any corrective action will be taken by management, they are unlikely to report misconduct. This highlights the importance of responding to State servants when complaints are made, if organisations are to encourage more reporting of misconduct.

Figure 21: Reasons for dissatisfaction with organisations' responses to reports of misconduct (n=399*)



Total may exceed 100% due to multiple responses.

*Sub-sample based on those State servants who were dissatisfied with their organisation's response.

Due to the relatively small sub-sample of State servants who are dissatisfied with their organisation's response to their notification of a breach, further analysis by the survey respondents' demographics is not possible.



Retaliation as a result of reporting breaches

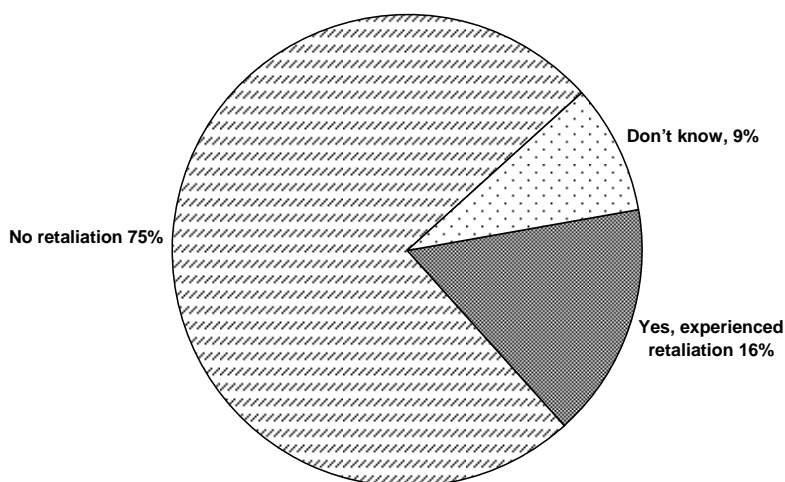
Other reasons frequently cited by State servants for not reporting an observed breach or misconduct include fearing retaliation and not believing they can report the breach anonymously.

The survey found 16 percent of State servants who reported a breach or misconduct experienced retaliation as a result.

Interestingly, 73 percent of those who experienced retaliation also report they are unaware of the provisions outlined in the Protected Disclosures Act 2000, compared to 57 percent of those who did not experience retaliation.

As might be expected, there is also a strong relationship between whether an employee experienced retaliation as a result of reporting a breach and their reported satisfaction with their organisation's response. Fifty-nine percent of those who experienced retaliation also report being "dissatisfied" or "very dissatisfied" with their organisation's response, compared with 25 percent of those who did not experience retaliation.

Figure 22: Experiencing retaliation as a result of reporting misconduct (n=1262*)



Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who reported conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



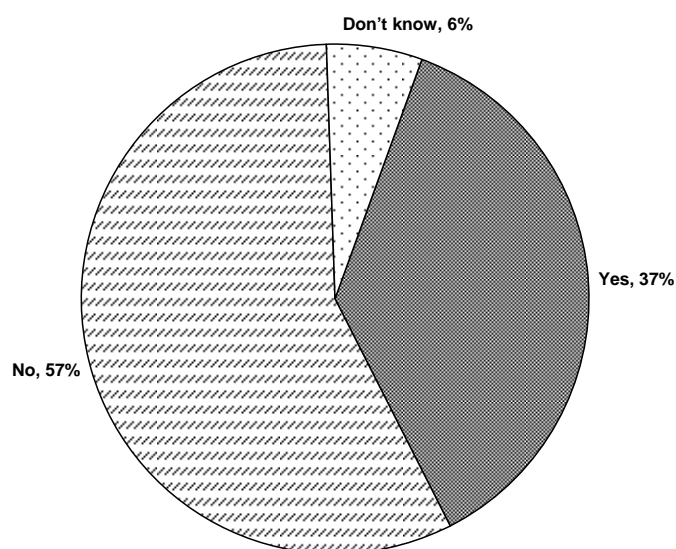
Positive feedback as a result of reporting breaches

Thirty-seven percent of State servants who reported a breach received positive feedback as a result.

As might be expected, there is also a strong relationship between whether an employee received positive feedback as a result of reporting a breach and their reported satisfaction with their organisation's response.

Seventy percent of those who received positive feedback also report being "satisfied" or "very satisfied" with their organisation's response, whereas only 19 percent of those who did not receive positive feedback are satisfied with their organisation's response.

Figure 23: Receipt of positive feedback as a result of reporting misconduct (n=1262*)



Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who reported conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



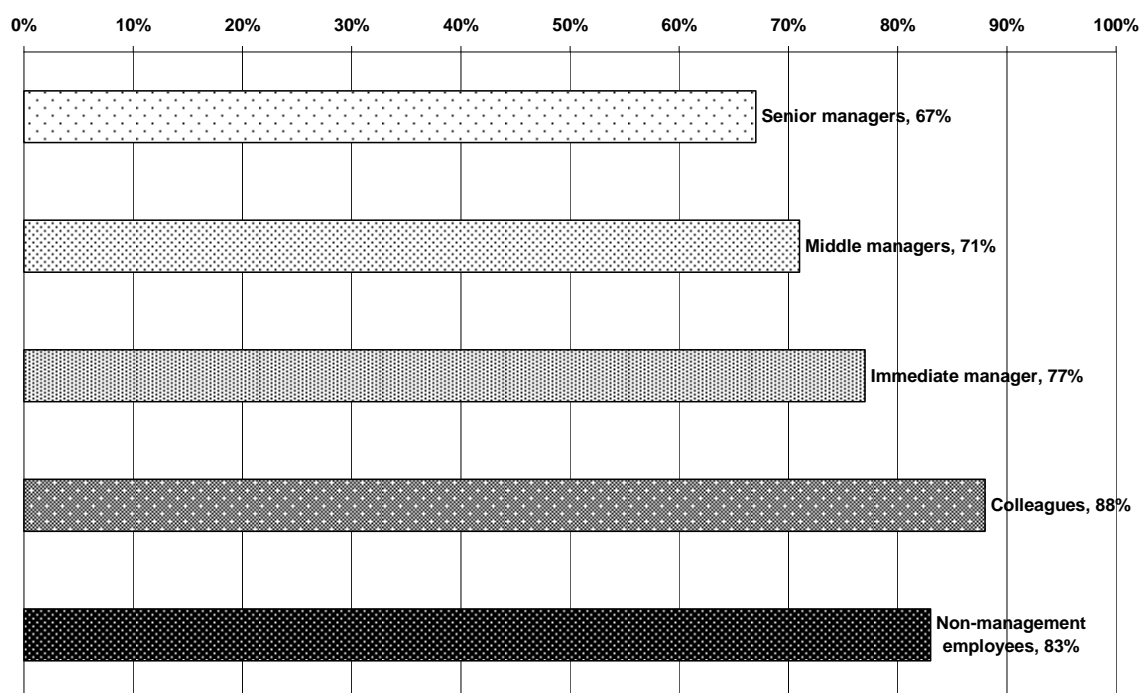
Perceptions of accountability

As noted in Chapter 4, State servants have more favourable perceptions of what their immediate manager says and does in relation to integrity and conduct, than of senior and middle managers.

They are also more likely to “agree” or “strongly agree” that their colleagues, and non-management staff, would be held accountable if they were caught breaching their organisation’s standards, than management would be.

This perceived disparity in managers’ accountability is most marked when comparing the percentage of State servants who “agree” or “strongly” agree that senior managers would be held accountable for breaches (67 percent), with the percentage who “agree” or “strongly agree” that their colleagues would be held accountable (88 percent, Figure 24).

Figure 24: Percentage that “agree” or “strongly agree” that a group would be held accountable (n=8237)





Special Report #7 – Relationship between perceptions that managers set a good example of integrity and conduct, and perceptions of accountability

There is a significant relationship between perceptions that managers are setting a good example and whether managers would be held accountable for breaches.

- ⋮ Seventy-eight percent of State servants who “agree” or “strongly agree” that *senior managers* set a good example of integrity and conduct also “agree” or “strongly agree” that senior managers would be held accountable if caught breaching their organisation’s standards of integrity and conduct.
- ⋮ In contrast only 30 percent of State servants who “disagree” or “strongly disagree” that senior managers set a good example “agree” or “strongly agree” that they would be held accountable for breaches.
- ⋮ Similarly, 81 percent of State servants who “agree” or “strongly agree” that *middle managers* set a good example of integrity and conduct also “agree” or “strongly agree” that middle managers would be held accountable if caught breaching their organisation’s standards of integrity and conduct.
- ⋮ In contrast only 35 percent of State servants who “disagree” or “strongly disagree” that middle managers set a good example “agree” or “strongly agree” that middle managers would be held accountable for breaches.
- ⋮ In line with the above findings, 85 percent of State servants who “agree” or “strongly agree” that *their immediate manager sets a good example* of integrity and conduct also “agree” or “strongly agree” that their immediate manager would be held accountable if caught breaching their organisation’s standards of integrity and conduct.
- ⋮ And only 41 percent of State servants who “disagree” or “strongly disagree” that *their immediate manager sets a good example* “agree” or “strongly agree” that their immediate manager would be held accountable for breaches.



Comparative results with the 2007 Integrity and Conduct Survey

When the 2010 results are compared with those from 2007, three changes emerge:

- In 2010, more State servants are dissatisfied with their organisation's response to a reported breach because they feel the corrective action was not severe or complete enough (81 percent), than in 2007 (62 percent).
- More State servants in 2010 "strongly disagree" that senior managers in their organisation would be held accountable for breaching the organisation's standards of integrity and conduct (four percent), than in 2007 (two percent).
- More State servants in 2010 "strongly disagree" that their immediate manager would be held accountable for breaching the organisation's standards of integrity and conduct (two percent), than in 2007 (one percent).

6.2 Four Agency Type Findings

Due to the relatively small sub-samples across the four agency types of State servants who reported an observed breach of conduct, it is not possible to discern if there are many significant differences relating to satisfaction with the organisation's response, whether staff who reported a breach experienced retaliation, or whether they received positive feedback.

However, DHB employees who are dissatisfied with their organisation's response are much more likely than Public Service Department employees to report the corrective action taken was not severe or complete enough (93 percent of DHB staff and 66 percent of Public Service Department staff respectively, Table 72).

When examining perceptions of the levels of accountability within their organisation by agency type, the following significant differences are of note in relation to Public Service Department employees and staff of other agencies:

- More Public Service Department employees "strongly agree" that:
 - Senior managers would be held accountable for breaching their organisation's standards of integrity and conduct (32 percent), than do Crown Agent employees (24 percent) or DHB employees (23 percent, Table 75).
 - Middle managers would be held accountable for breaching their organisation's standards of integrity and conduct (32 percent), than do Crown Agent employees (26 percent).
 - Their immediate manager would be held accountable for breaching their organisation's standards of integrity and conduct (35 percent), than do Crown Agent employees (28 percent).
 - Their colleagues would be held accountable for breaching their organisation's standards of integrity and conduct (44 percent), than do Crown Agent employees (35 percent) or employees of an ACE, ICE, CE Company or CE Subsidiary (32 percent).



- Non-management staff would be held accountable for breaching their organisation's standards of integrity and conduct (42 percent), than do Crown Agent employees (33 percent) or employees of an ACE, ICE, CE Company or CE Subsidiary (30 percent).

Comparative results with the 2007 Integrity and Conduct Survey

There has been a small, but statistically significant, increase in the number of Public Service Department employees who "strongly disagree" that staff of varying levels of authority would be held accountable if caught breaching their organisation's standards:

- In 2010, more Public Service Department employees "strongly disagree" that senior managers in their organisation would be held accountable for breaching the organisation's standards of integrity and conduct (four percent), than in 2007 (two percent).
- More Public Service Department employees in 2010 "strongly disagree" that middle managers in their organisation would be held accountable for breaching the organisation's standards of integrity and conduct (three percent), than in 2007 (one percent).
- In 2010, more Public Service Department employees "strongly disagree" that their colleagues would be held accountable for breaching the organisation's standards of integrity and conduct (one percent), than in 2007 (0.3 percent).
- More Public Service Department employees in 2010 "strongly disagree" that non-management staff would be held accountable for breaching their organisation's standards of integrity and conduct (one percent), than in 2007 (0.3 percent).

A similar shift has occurred in Crown Agent employees' perceptions of the accountability of senior and middle managers:

- In 2010, more Crown Agent employees "strongly disagree" that senior managers in their organisation would be held accountable for breaching the organisation's standards of integrity and conduct (five percent), than in 2007 (two percent).
- More Crown Agent employees in 2010 "disagree" or "strongly disagree" that middle managers in their organisation would be held accountable for breaching the organisation's standards of integrity and conduct (17 percent), than in 2007 (nine percent).



6.3 Recommendations

To be effective, standards must be enforced. Staff must be confident that their agency will take appropriate, timely and non-discriminatory action when a breach is reported. Forty percent of those staff who said they had witnessed and reported misconduct, were satisfied with their agency's response. One-third was not. The most frequently cited reasons for dissatisfaction suggest insufficient information was communicated by the agency to the person who had reported the misconduct.

It is recommended that agencies:

- Have procedures for handling reports of misconduct that ensure the complainant is regularly informed of the agency's response.



6.4 Element 6 Tables

Table 67:

Q23. How satisfied were you with your organisation's response to your report of misconduct?

	2007 State Services Total Base = 724* %	2010 State Services Total 1262* %	Public Service Dept. 919* %	Crown Agents 177* %	Crown Agents - DHBs 120* %	Other Crown Entities 46* %
Very satisfied	15	12	14	11	11	9
Satisfied	35	28	30	31	26	21
Neither satisfied nor dissatisfied	20	24	23	21	25	28
Dissatisfied	17	19	16	19	21	26
Very dissatisfied	11	14	15	17	12	8
Don't know	2	4	2	1	6	8
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who reported conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 68:

Q24. Reason dissatisfied with organisation's response.

	2007 State Services Total 211* to Base = 216* %	2010 State Services Total 399 to 398* %	Public Service Dept. 280* %	Crown Agents 64* %	Crown Agents - DHBs 39* to 38* %	Other Crown Entities 16** %
My organisation did not respond	43	47	51	47	47	51
There was a cover-up	32	37	35	53	36	38
Management told me what they did but I didn't believe them	21	27	23	30	29	41
Corrective action wasn't severe or complete enough	62	↑81	66	85	↑93 (50)	46
None of the above	^	2	5	0	0	0
Don't know (to all options)	^	1	3	0	0	0

Total may exceed 100% because of multiple responses. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who were dissatisfied with their organisation's response.

**Caution: small sub-sample of respondents – results are indicative only.

^ Not available from the 2007 survey.



Table 69:

Q24. Reason dissatisfied with organisation's response – My organisation did not respond.

	2007 State Services Total Base = 216* %	2010 State Services Total 398* %	Public Service Dept. 280* %	Crown Agents 64* %	Crown Agents - DHBs 38* %	Other Crown Entities 16** %
Yes	43	47	51	47	47	51
No	38	41	36	39	45	33
Don't know	20	10	13	14	8	16
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who were dissatisfied with their organisation's response to their report of conduct they thought was unlawful or breached their organisation's standards of integrity.

**Caution: small sub-sample of respondents – results are indicative only.

Table 70:

Q24. Reason dissatisfied with organisation's response – There was a cover-up.

	2007 State Services Total Base = 214* %	2010 State Services Total 398* %	Public Service Dept. 280* %	Crown Agents 64* %	Crown Agents - DHBs 38* %	Other Crown Entities 16** %
Yes	32	37	35	53	36	38
No	34	35	35	23	36	58
Don't know	34	27	30	24	28	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who were dissatisfied with their organisation's response to their report of conduct they thought was unlawful or breached their organisation's standards of integrity.

**Caution: small sub-sample of respondents – results are indicative only.

Table 71:

Q24. Reason dissatisfied with organisation's response – Management told me what they did but I didn't believe them.

	2007 State Services Total Base = 211* %	2010 State Services Total 398* %	Public Service Dept. 280* %	Crown Agents 64* %	Crown Agents - DHBs 38* %	Other Crown Entities 16** %
Yes	21	27	23	30	29	41
No	61	59	58	56	61	59
Don't know	19	13	19	13	9	0
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who were dissatisfied with their organisation's response to their report of conduct they thought was unlawful or breached their organisation's standards of integrity.

**Caution: small sub-sample of respondents – results are indicative only.



Table 72:

Q24. Reason dissatisfied with organisation's response – Corrective action wasn't severe or complete enough.

	2007 State Services Total	2010 State Services Total	Public Service Dept.	Crown Agents	Crown Agents - DHBs	Other Crown Entities
Base =	215*	399*	280*	64*	39*	16**
	%	%	%	%	%	%
Yes	62	↑81	66	85	↑93 (50)	46
No	17	9	13	8	4	44
Don't know	21	10	21	7	3	11
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

*Sub-sample based on those State servants who were dissatisfied with their organisation's response to their report of conduct they thought was unlawful or breached their organisation's standards of integrity.

**Caution: small sub-sample of respondents – results are indicative only.

Table 73:

Q25. Did you experience retaliation as a result of your report of misconduct?

	2007 State Services Total	2010 State Services Total	Public Service Dept.	Crown Agents	Crown Agents - DHBs	Other Crown Entities
Base =	720*	1262*	919*	177*	120*	46*
	%	%	%	%	%	%
Yes	21	16	16	16	17	11
No	72	75	74	74	76	76
Don't know	7	9	10	10	8	13
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who reported conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.

Table 74:

Q26. Did you receive any positive feedback as a result of your report of misconduct?

	2007 State Services Total	2010 State Services Total	Public Service Dept.	Crown Agents	Crown Agents - DHBs	Other Crown Entities
Base =	719*	1262*	919*	177*	120*	46*
	%	%	%	%	%	%
Yes	40	37	39	31	37	30
No	55	57	55	67	56	63
Don't know	5	6	6	2	7	7
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those State servants who reported conduct they thought was unlawful or breached their organisation's standards of integrity and conduct.



Table 75:

Q31. Senior managers would be held accountable if they were caught breaching my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	30	27	32	24	23	27
Agree	37	40	39	39	40	42
Neither agree nor disagree	14	13	11	12	15	15
Disagree	9	9	8	↑12 (7)	9	7
Strongly disagree	2	↑4	↑4 (2)	↑5 (2)	3	3
Don't know	8	7	6	7	9	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 76:

Q32. Middle managers would be held accountable if they were caught breaching my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	29	28	32	26	24	26
Agree	41	43	42	44	43	49
Neither agree nor disagree	13	13	11	12	15	15
Disagree	7	7	7	9	8	4
Strongly disagree	2	2	↑3 (1)	3	2	1
Don't know	8	7	5	6	8	6
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



Table 77:

Q33. My immediate manager would be held accountable if caught breaching my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8237 %	Public Service Dept. 5927 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	32	31	35	28	28	27
Agree	45	46	44	48	48	51
Neither agree nor disagree	11	10	9	10	11	11
Disagree	5	5	5	6	4	3
Strongly disagree	1	↑2	2	2	1	1
Don't know	6	5	4	5	6	5
Not applicable – I don't have an immediate manager	1	1	1	0	2	3
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

Table 78:

Q34. My colleagues would be held accountable if they were caught breaching my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	40	39	44	35	35	32
Agree	48	49	44	50	53	56
Neither agree nor disagree	7	7	6	7	7	7
Disagree	2	2	3	4	2	2
Strongly disagree	0	↑1	↑1 (0)	1	0	1
Don't know	3	3	3	3	3	2
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



Table 79:

Q35. Non-management employees would be held accountable if they were caught breaching my organisation's standards of integrity and conduct.

	2007 State Services Total Base = 4641 %	2010 State Services Total 8236 %	Public Service Dept. 5926 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Strongly agree	34	37	42	33	34	30
Agree	49	46	43	47	48	53
Neither agree nor disagree	8	9	8	8	10	9
Disagree	2	2	2	4	1	1
Strongly disagree	0	↑1	↑1 (0)	2	1	1
Don't know	6	5	5	5	6	5
Total	100	100	100	100	100	100

Total may not sum to 100% due to rounding. ↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.



7.0 Respondent Demographics

This section describes the characteristics of the sample of State servants.

7.1 General Findings

Table 80 provides a demographic overview of respondents to the 2010 Integrity and Conduct Survey. Notably there have been a few significant changes in relation to the State Services as a whole:

- u More State service organisations have been involved in a merger or restructure in the last two years, than in 2007.
- u Fewer State servants have been working for their agency for less than one year, than in 2007.
- u Fewer State servants earn less than \$50,000 per annum, while more are earning \$60,000 or greater, than in 2007.
- u Fewer State servants are aged under 29 years, than in 2007.
- u Fewer State servants identify as being New Zealand European or Pākehā than in 2007, although this appears to relate primarily to six percent reporting they prefer not to identify their ethnicity in 2010, which was not an option in the 2007 survey.

When viewed by the four agency groupings, the following significant differences are of note:

- u As might be expected due to the nature of their organisation, State servants working in a DHB are much more likely than State servants working in the other three agency groups to have very regular contact or interaction with the general public.
- u State servants working for a DHB are much more likely to be a member of a union or collective agreement, than are State servants working in the other three agency groups.
- u State servants working for a DHB are much more likely to be female, than are State servants working in the other three agency groups.
- u Public Service Department employees are less likely than ACE, ICE, CE Company or CE Subsidiary employees to identify as being New Zealand European or Pākehā.
- u Public Service Department employees are more likely to identify as being Māori, than are employees working in the other three agency groups.
- u Public Service Department employees are also more likely to identify as being Samoan, than are employees working in a DHB or for an ACE, ICE, CE Company or CE Subsidiary.



7.2 Demographic Tables

Table 80:

	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Organisation has been involved in a merger or restructure in the last two years						
Yes	55	↑65	↑64 (57)	↑66 (35)	↑66 (60)	↑64 (48)
No	33	↓27	28	↓30 (55)	24	33
Don't know	12	↓8	↓7 (11)	↓4 (11)	9	3
Years working for organisation						
Less than one year	13	↓6	↓6 (14)	↓8 (14)	6	7
At least one year but less than 3 years	21	23	23	26	↑22 (14)	28
At least 3 years but less than 6 years	19	22	↑23 (18)	24	21	19
At least 6 years but less than 11 years	15	18	↑19 (15)	18	17	15
At least 11 years but less than 16 years	9	10	8	7	12	7
16 years or more	22	21	20	17	22	24
Management LEVEL						
Senior management	5	5	4	5	6	9
Middle management	18	19	20	22	16	17
Non-management	72	73	72	70	75	72
Don't know	5	↓3	4	3	3	1
Frequency of interaction or contact with the general public						
Very regular contact	49	49	36	43	65	31
Regular contact	22	21	24	21	17	24
Infrequent contact	21	22	28	25	14	34
No contact	8	8	12	11	4	11
Approximate annual salary						
\$25,000 or less	4	↓2	2	1	↓3 (7)	3
\$25,001–\$30,000	4	↓2	1	1	4	0
\$30,001–\$40,000	15	↓11	↓9 (16)	9	14	7
\$40,001–\$50,000	24	↓20	24	↓15 (23)	16	18
\$50,001–\$60,000	20	17	20	15	↓16 (25)	18
\$60,001–\$70,000	10	↑16	↑14 (11)	19	↑18 (6)	16
\$70,001–\$100,000	14	↑20	↑19 (17)	↑27 (16)	↑19 (9)	21
More than \$100,000	6	↑10	↑11 (7)	↑10 (8)	8	14
Don't know	1	1	1	1	1	3
Where currently work						
National office	22	51	32	38	72	54
Regional office	19	14	13	16	14	21
Local branch office	27	23	35	31	9	12
Satellite office	4	2	4	4	0	3
Other	25	9	15	11	4	8
Don't know	3	0	1	0	0	2



	2007 State Services Total Base = 4641 %	2010 State Services Total 8238 %	Public Service Dept. 5928 %	Crown Agents 1391 %	Crown Agents - DHBs 518 %	Other Crown Entities 401 %
Member of union or collective agreement						
Yes	66	68	64	46	81	33
No	33	31	↓35 (40)	53	18	65
Don't know	1	1	1	1	0	2
Age						
29 years or less	14	↓11	14	15	8	17
30 – less than 40 years	21	21	23	23	18	31
40 – less than 50 years	31	30	29	27	32	23
50 – less than 60 years	25	26	25	24	29	22
60 years or more	9	10	7	↑9 (4)	13	6
Prefer not to answer	1	2	2	3	1	2
Gender						
Male	32	33	39	46	22	43
Female	66	64	57	49	76	54
Prefer not to answer	2	3	3	5	2	3
Ethnicity						
New Zealand European or Pākehā	78	↓72	↓68 (75)	72	↓75 (84)	81
Māori	13	12	14	10	10	6
Samoa	2	2	4	2	1	1
Cook Islands Māori	1	1	1	1	0	0
Tongan	1	1	1	1	0	0
Niuean	0	0	↑1 (0)	0	1	0
Chinese	1	2	2	1	1	1
Indian	2	2	2	2	1	2
Other ethnic group	11	11	9	9	13	8
Don't know	1	0	0	0	0	0
Prefer not to answer	^	6	7	9	5	6

Totals may not sum to 100 percent due to rounding. Ethnicity totals may exceed 100% because of multiple responses.

↑ symbol indicates that a result is significantly higher, and ↓ that a result is significantly lower, than was found in the 2007 survey.

^Note: 'Prefer not to answer' option not available in 2007 survey.