



9 November 2021

File Ref: OIA 44095

9(2)(a)

Tēnā koe 9(2)(a)

Official Information Act request

Thank you for your information request dated 11 October 2021. You asked for the following information:

- 1) *The total number of formal complaints made by employees to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*
- 2) *An explanation of how you code complaints (i.e. is it broken down by 'bullying', 'sexual harassment').*
- 3) *The number of bullying-related complaints made to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*
- 4) *The number of sexual harassment-related complaints made to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*
- 5) *The number of investigations undertaken into complaints made to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*
- 6) *The number of settlements your organisation has paid to past or current employees for personal grievance complaints in the past five years, broken down by year (2016 to 2021 to-date).*
- 7) *The number of settlements your organisation has paid to past or current employees for unjustified dismissal complaints in the past five years, broken down by year (2016 to 2021 to-date).*
- 8) *The value of all settlements paid by your organisation for personal grievance or unjustified dismissal claims in the past five years, broken down by year (2016 to 2021 to-date).*

9) *The number of employee resignations from your organisation in the past five years, broken down by year (2016 to 2021 to-date).*

10) *A copy of your organisation's most recent staff satisfaction/experience survey.*

Your request has been considered in accordance with the Official Information Act 1982 (the Act).

One document has been identified in scope of your request. The document and my decisions with regard to the release of the information are set out in the table attached as Appendix A.

We have responded to each of your questions in turn below:

1) *The total number of formal complaints made by employees to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*

Table One: Number of Formal Complaints lodged, by reason and financial year 2016-2021

Financial year	Number of Formal Complaints Lodged	Reasons
2020/21	2	1) Bullying & Sexual Harassment 2) Bullying
2019/20	1	1) Termination of Employment due to redundancy
2018/19	0	n/a
2017/18	2	1) Termination of Employment due to redundancy 2) Bullying
2016/17	2	1) Termination of Employment due to redundancy 2) Bullying
TOTAL	7	

Please note you have asked about 'formal complaints', which is a wider category that includes 'personal grievances' as a subset. As a result the answer is not identical to our response to the Māori Affairs Select Committee, which asked about 'personal grievances'.

2) *An explanation of how you code complaints (i.e. is it broken down by 'bullying', 'sexual harassment').*

We do not code complaints, as there are so few received. Each complaint is able to be managed individually.

3) *The number of bullying-related complaints made to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*

Four (see Table One).

4) *The number of sexual harassment-related complaints made to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*

One (see Table One).

5) *The number of investigations undertaken into complaints made to your HR department in the past five years, broken down by year (2016 to 2021 to-date).*

All formal complaints and personal grievances have been investigated (seven in total).

6) *The number of settlements your organisation has paid to past or current employees for personal grievance complaints in the past five years, broken down by year (2016 to 2021 to-date).*

Table Two: Number of settlements paid for personal grievance complaints, by financial year 2016-2021

Financial year	Number of settlements for Personal Grievances
2020/21	1
2019/20	1
2018/19	0
2017/18	1
2016/17	1
TOTAL	4

7) *The number of settlements your organisation has paid to past or current employees for unjustified dismissal complaints in the past five years, broken down by year (2016 to 2021 to-date).*

No settlements have been paid for unjustified dismissal complaints in the past 5 years. There were no complaints of this type during this period.

8) *The value of all settlements paid by your organisation for personal grievance or unjustified dismissal claims in the past five years, broken down by year (2016 to 2021 to-date).*

Due to the small number of settlements made, we cannot provide information on the value of settlements, as it would be a breach under section 9(2)(a) of the Act, which protects the privacy of natural persons.

9) *The number of employee resignations from your organisation in the past five years, broken down by year (2016 to 2021 to-date).*

Table Three: Number of employee resignations from Te Puni Kōkiri by financial year 2016-2021

Financial Year	Number of resignations
2021/22*	29
2020/21	76
2019/20	46
2018/19	40
2017/18	36
2016/17	21
TOTAL	248

*As at 21 October 2021

10) *A copy of your organisation's most recent staff satisfaction/experience survey.*

Please find attached as Appendix A.

I trust my response satisfies your request.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that Te Puni Kōkiri publishes some of its OIA responses on its website, after the response is sent to the requester. The responses published are those that are considered to have a high level of public interest. We will not publish your name, address or contact details.

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact oja@tpk.govt.nz.

Ngā mihi



Grace Smit

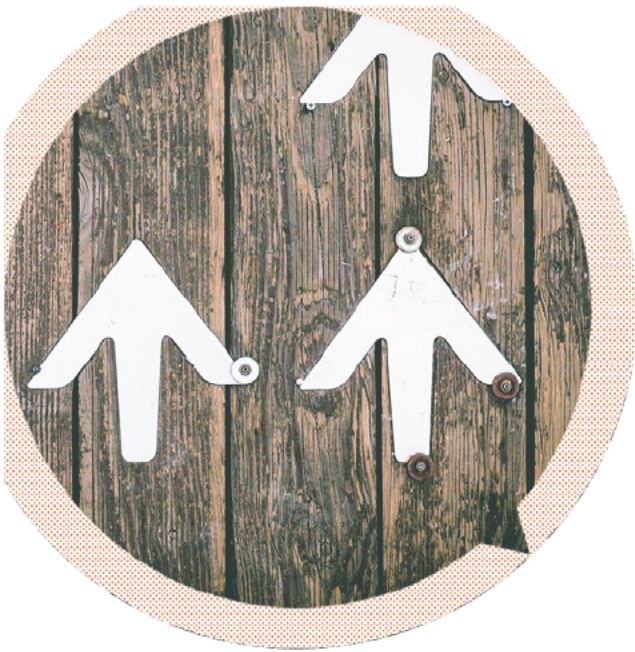
Deputy Secretary Organisational Support | Hautū Tautoko Whakahaere



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Appendix A – documents OIA request from Oli Lewis dated 21 October 2021

Item	Date	Document description	Decision
1.	27 November 2021	Te Patapatai Whai Oranga	Release in full



Te Patapatai Whai Oranga 2020

State Sector

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Official Information Act 1982

Report Summary

Survey name: Te Patapata Wha Oranga 2020

Start date: 20:00pm, 10 November 2020

End date: 04:00am, 27 November 2020

Overall survey score: 60%*

Participation: 59%

Participants: 212 completed of 361 invited

Created by:

Filters applied to this report

Te Puni: Office of the Secretary, Organisations Support, Policy Partnerships, Regional Partnerships & Operations, Strategy, Governance & Public Sector Performance

*Note: The overall survey score is calculated from the AskYourTeam Agree-Disagree questions

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Categories summary

Overall
60%

Results of the survey are grouped by category to provide an overall summary. The overall score includes AskYourTeam questions.

	Average Score	Lowest Score	Highest Score
Leadership	68%	61%	74%
Culture	67%	51%	80%
Performance Development	54%	39%	69%
Strategy	58%	50%	69%
Project Processes	53%	49%	60%
Implementation	52%	48%	54%
Review	49%	45%	52%
Internal Communication	62%	56%	69%
Operational Processes	62%	51%	77%
Organization Performance	60%	53%	80%
Technology	60%	48%	68%
Stakeholder Relationships	65%	62%	67%
External Providers	61%	60%	63%
Client Focus	59%	54%	63%
Custom	68%	58%	75%

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Questions summary

The question summary reports show the 10 highest and 10 lowest scores for the survey. The highest scores can identify areas to celebrate success. The lowest scores can identify areas to focus follow-up action plans.

Top 10

#	Categories	Questions	Score
1	Organisation Performance	I am proud of the beneficial impact Te Puni Kākiriri has for iwi/hapu/whanau/maori	80%
2	Culture	I enjoy working for Te Puni Kākiriri	80%
3	Culture	Te Puni Kākiriri is a great place to work	78%
4	Operational Processes	I understand clearly how the things I do affect the ability of others in my team to do their job	77%
5	Custom	I understand the 7 strategic shifts for Te Puni Kākiriri outlined in the 2019 Cabinet Paper	75%
6	Leadership	The actions of my manager are consistent with Te Puni Kākiriri values	74%
7	Leadership	My manager treats people the way they ask us to treat others	74%
8	Custom	Te Puni Kākiriri values diversity	71%
9	Leadership	My manager handles stressful situations well	71%
10	Custom	I understand Te Puni Kākiriri's new operating model and the impact it has on me and my mahi	70%

Bottom 10

#	Categories	Questions	Score
1	Performance Development	Poor performance is managed effectively at Te Puni Kākiriri	39%
2	Review	Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome	45%
3	Technology	We can quickly obtain customised reports from our information systems	48%
4	Implementation	We use effective project management techniques for implementing projects	48%
5	Project Processes	There are effective planning processes at Te Puni Kākiriri	49%
6	Performance Development	Te Puni Kākiriri has a culture of empowerment that maximises the performance of staff	50%
7	Strategy	All teams have objectives that are aligned with those of other teams	50%
8	Project Processes	Effective consultation occurs before changes are made that affect others	50%
9	Review	Information and results from projects are analysed and effectively acted upon	50%
10	Culture	We have clear and effective systems for dealing with intimidating behaviour and workplace bullying which are applied equally to everyone	51%

All AskYourTeam Questions summary

Categories	Questions	Score
Leadership	My manager treats people the way they ask us to treat others	74%
Leadership	The actions of my manager are consistent with Te Puni Kākiri values	74%
Leadership	My manager handles stressful situations well	71%
Leadership	The purpose, vision and values for Te Puni Kākiri are clearly understood	69%
Leadership	People are confident that our executive leadership team will implement our purpose, vision and values successfully	66%
Leadership	Our leaders make and deliver hard decisions in an effective way	66%
Leadership	I feel safe to tell the truth even when it is unpopular	61%
Culture	I enjoy working for Te Puni Kākiri	80%
Culture	Te Puni Kākiri is a great place to work	78%
Culture	There is a strong focus on how we can work together better as a team	68%
Culture	We celebrate achievements as a team	67%
Culture	The contributions of individuals are recognised in my team	67%
Culture	Honesty and directness are valued at Te Puni Kākiri	57%
Culture	We have clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied equally to everyone	51%
Performance Development	My own performance targets are aligned with the priorities of Te Puni Kākiri	69%
Performance Development	Te Puni Kākiri provides opportunities for me to develop my skills and competencies and actively encourages career development	63%
Performance Development	We have effective training that enhances the performance and development of individuals	55%
Performance Development	Each person at Te Puni Kākiri has clearly defined roles and responsibilities, which they understand	53%
Performance Development	We have regular and effective feedback and performance reviews	53%
Performance Development	Our remuneration structure is appropriate relative to the market	52%
Performance Development	Te Puni Kākiri has a culture of empowerment that maximises the performance of staff	50%
Performance Development	Poor performance is managed effectively at Te Puni Kākiri	39%
Strategy	Social responsibility is appropriately reflected in Te Puni Kākiri purpose, vision and values	69%
Strategy	Everything we do is consistent with the organisation's purpose, vision and values	58%
Strategy	The impact on the environment is appropriately reflected in Te Puni Kākiri purpose, vision and values	57%
Strategy	Te Puni Kākiri is good at looking at future demands and opportunities	55%
Strategy	All teams have objectives that are aligned with those of other teams	50%
Project Processes	There is effective communication to inform what is required of me	60%
Project Processes	Initiatives and projects are researched and planned effectively	53%
Project Processes	Effective consultation occurs before changes are made that affect others	50%
Project Processes	There are effective planning processes at Te Puni Kākiri	49%
Implementation	Changes to plans or deadlines are effectively communicated to all those affected	54%
Implementation	Everyone involved in implementing a project understands what needs to be done and by whom	54%
Implementation	People are held accountable for hitting their deadlines	53%
Implementation	We use effective project management techniques for implementing projects	48%
Review	The measurements we use show clearly whether or not we are on target with our strategy and projects	52%
Review	Information and results from projects are analysed and effectively acted upon	50%

Review	Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome	45%
Internal Communication	My manager shares information with me that enables me to do my job effectively	69%
Internal Communication	I am motivated by the effective way my manager communicates	65%
Internal Communication	Te Puni Kāiri ensures I understand why workplace changes are made	63%
Internal Communication	Te Puni Kāiri results are provided in a clear understandable way	59%
Internal Communication	We are provided with meaningful updates on how Te Puni Kāiri is performing	56%
Operational Processes	I understand clearly how the things I do affect the ability of others in my team to do their job	77%
Operational Processes	The health safety and wellbeing of people at Te Puni Kāiri is appropriately reflected in our systems processes and work environment	68%
Operational Processes	I have the autonomy to make decisions with matters I am responsible for	68%
Operational Processes	Meetings are generally an effective use of time	60%
Operational Processes	When I receive work from other teams it is fit for purpose	56%
Operational Processes	We effectively identify and realise opportunities to reduce costs	55%
Operational Processes	We regularly review processes and identify possible improvements	51%
Organisation Performance	I am proud of the beneficial impact Te Puni Kāiri has for iwi/hapu/whanau/maori	80%
Organisation Performance	The performance of our organisation is better than that of similar organisations	58%
Organisation Performance	Te Puni Kāiri supports people who come forward with new ideas	56%
Organisation Performance	People are regularly asked for feedback on how to improve Te Puni Kāiri	56%
Organisation Performance	We keep up with best practice in other relevant organisations	56%
Organisation Performance	Responding quickly to changes in Te Puni Kāiri policy is one of our strengths	53%
Technology	We have the technology to effectively support our processes	68%
Technology	I have access to the right information which enables me to make effective decisions	62%
Technology	I have the information I need to do my job as effectively as possible	61%
Technology	We can quickly obtain customised reports from our information systems	48%
Stakeholder Relationships	We operate effectively in delivering value in our sector	67%
Stakeholder Relationships	Te Puni Kāiri has a good reputation for providing quality advice and services to Ministers	65%
Stakeholder Relationships	We collaborate effectively with other relevant organisations	65%
Stakeholder Relationships	We consult effectively with stakeholders	62%
External Providers	We have external providers who are responsive to our feedback	63%
External Providers	Our external providers make a positive contribution to Te Puni Kāiri performance	62%
External Providers	Our external providers provide excellent value	60%
Client Focus	We place enough emphasis on the importance of our customer's needs in how we work	63%
Client Focus	Everyone at Te Puni Kāiri is clear on the role they play to deliver to our customers	59%
Client Focus	We gather feedback actively from customers and use this to improve our services to them	54%
Custom	I understand the 7 strategic shifts for Te Puni Kāiri outlined in the 2019 Cabinet Paper	75%
Custom	Te Puni Kāiri values diversity	71%
Custom	I understand Te Puni Kāiri's new operating model and the impact it has on me and my mahi	70%
Custom	Te Puni Kāiri's new operating model was well communicated to me	68%
Custom	Leaders within Te Puni Kāiri are visible and accessible	58%

Alignment report

The Alignment report helps you check how aligned your Executive team are with everyone else in the organisation

#	Categories	Questions	Non-executive	Executive	Difference
1	Review	Information and results from projects are analysed and effectively acted upon	50%	80%	30%
2	Project Processes	Effective consultation occurs before changes are made that affect others	50%	80%	30%
3	Operational Processes	We regularly review processes and identify possible improvements	51%	80%	29%
4	Implementation	Everyone involved in implementing a project understands what needs to be done and by whom	53%	80%	27%
5	Performance Development	Everyone has regular and effective feedback and performance reviews	53%	80%	27%
6	Strategy	Te Puni Kāiri is good at looking at future demands and opportunities	54%	80%	26%
7	Organisation Performance	Te Puni Kāiri supports people who come forward with new ideas	56%	80%	24%
8	Organisation Performance	People are regularly asked for feedback on how to improve Te Puni Kāiri	56%	80%	24%
9	Internal Communication	We are provided with meaningful updates on how Te Puni Kāiri is performing	56%	80%	24%
10	Culture	There is a strong focus on how we can work together better as a team	68%	90%	22%
11	Implementation	We use effective project management techniques for implementing projects	48%	70%	22%
12	Custom	Leaders within Te Puni Kāiri are visible and accessible	58%	80%	22%
13	Internal Communication	Te Puni Kāiri results are provided in a clear, understandable way	59%	80%	21%
14	Operational Processes	Meetings are generally an effective use of time	60%	80%	20%
15	Project Processes	There is effective communication to inform what is required of me	60%	80%	20%
16	Leadership	Everyone feels safe to tell the truth, even when it is unpopular	61%	80%	19%
17	Performance Development	Our remuneration structure is appropriate relative to the market	52%	70%	18%
18	Leadership	People are confident that our executive leadership team will implement our purpose, vision and values successfully	62%	80%	18%
19	External Providers	Our external providers make a positive contribution to Te Puni Kāiri performance	62%	80%	18%
20	Leadership	My manager treats people the way they ask us to treat others	73%	90%	17%
21	Internal Communication	Te Puni Kāiri ensures everyone understands why workplace changes are made	63%	80%	17%
22	Internal Communication	I am motivated by the effective way my manager communicates	64%	80%	16%
23	Implementation	Changes to plans or deadlines are effectively communicated to all those affected	54%	70%	16%
24	Culture	Te Puni Kāiri is a great place to work	77%	90%	13%
25	Culture	The contributions of individuals are recognised in my team	67%	80%	13%
26	Strategy	Everything we do is consistent with the organisation's purpose, vision and values	58%	70%	12%
27	Custom	Te Puni Kāiri's new operating model was well communicated to me	68%	80%	12%
28	External Providers	Our external providers provide excellent value	59%	70%	11%
29	Leadership	The purpose, vision and values for Te Puni Kāiri are clearly understood	69%	80%	11%

30	Internal Communication	My manager shares information with me that enables me to do my job effectively	69%	80%	11%
31	Strategy	Social responsibility is appropriately reflected in Te Puni Kākiri purpose vision and values	69%	80%	11%
32	Performance Development	My own performance targets are aligned with the priorities of Te Puni Kākiri	69%	80%	11%
33	Project Processes	There are effective planning processes at Te Puni Kākiri	49%	60%	11%
34	Performance Development	Te Puni Kākiri has a culture of empowerment that maximises the performance of staff	50%	60%	10%
35	Custom	understand Te Puni Kākiri's new operating model and the impact it has on me and my mahi	70%	80%	10%
36	Leadership	Our leaders make and deliver hard decisions in an effective way	61%	70%	9%
37	Custom	Te Puni Kākiri values diversity	71%	80%	9%
38	Leadership	My manager handles stressful situations well	71%	80%	9%
39	Stakeholder Relationships	We consult effectively with stakeholders	62%	70%	8%
40	Client Focus	We place enough emphasis on the importance of our customer's needs in how we work	63%	70%	7%
41	Performance Development	Each person at Te Puni Kākiri has clearly defined roles and responsibilities which they understand	53%	60%	7%
42	External Providers	We have external providers who are responsive to our feedback	63%	70%	7%
43	Leadership	The actions of my manager are consistent with Te Puni Kākiri values	74%	80%	6%
44	Client Focus	We gather feedback actively from customers and use this to improve our services to them	64%	60%	6%
45	Custom	understand the 7 strategic shifts for Te Puni Kākiri outlined in the 2019 Cabinet Paper	75%	80%	5%
46	Stakeholder Relationships	We collaborate effectively with other relevant organisations	65%	70%	5%
47	Operational Processes	When we receive work from other teams it is fit for purpose	56%	60%	4%
48	Culture	We celebrate achievements as a team	67%	70%	3%
49	Operational Processes	understand clearly how the things we do affect the ability of others in my team to do their job	77%	80%	3%
50	Operational Processes	have the autonomy to make decisions with matters I am responsible for	68%	70%	2%
51	Operational Processes	The health, safety and wellbeing of people at Te Puni Kākiri is appropriately reflected in our systems processes and work environment	68%	70%	2%
52	Organisation Performance	I am proud of the beneficial impact Te Puni Kākiri has for iwi/hapu/whanau/maori	80%	80%	0%
53	Culture	I enjoy working for Te Puni Kākiri	80%	80%	0%
54	Culture	We have clear and effective systems for dealing with intimidating behaviour and workplace bullying which are applied equally to everyone	51%	50%	1%
55	Performance Development	Te Puni Kākiri provides opportunities for me to develop my skills and competencies and actively encourages career development	63%	60%	3%
56	Culture	Honesty and directness are valued at Te Puni Kākiri	57%	50%	7%
57	Strategy	The impact on the environment is appropriately reflected in Te Puni Kākiri purpose vision and values	57%	50%	7%
58	Stakeholder Relationships	We operate effectively in delivering value in our sector	67%	60%	7%
59	Organisation Performance	The performance of our organisation is better than that of similar organisations	59%	50%	9%
60	Review	The measurements we use show clearly whether or not we are on target with our strategy and projects	52%	40%	12%
61	Implementation	People are held accountable for hitting their deadlines	53%	40%	13%
62	Organisation Performance	Responding quickly to changes in Te Puni Kākiri policy is one of our strengths	53%	40%	13%
63	Performance Development	We have effective training that enhances the performance and development of individuals	55%	40%	15%

64	Organisation Performance	We keep up with best practice in other relevant organisations	56%	40%	16%
65	Performance Development	Poor performance is managed effectively at Te Puni Kākiri	39%	20%	19%
66	Client Focus	Everyone at Te Puni Kākiri is clear on the role they play to deliver to our customers	59%	40%	19%
67	Technology	have the information need to do my job as effectively as possible	61%	40%	21%
68	Technology	have access to the right information which enables me to make effective decisions	62%	40%	22%
69	Stakeholder Relationships	Te Puni Kākiri has a good reputation for providing quality advice and services to Ministers	65%	40%	25%
70	Technology	We can quickly obtain customised reports from our information systems	48%	20%	28%
71	Technology	We have the technology to effectively support our processes	68%	40%	28%

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