

## All Staff Day – Workshop Results - 25 November 2019

	1. What do I like about the way the primary activity is described?	2. What do I not like / will be challenging to implement?	3. How can we overcome that challenge?
<p><b>Strategy &amp; Insights</b></p> <p>Second statement changed to:</p> <p><i>The Office monitors trends, develop insights, conduct research and report back on it.</i></p>	<p><b><i>Our mission is clear, and our decisions informed.</i></b></p> <ul style="list-style-type: none"> <li>• Like it because we need it</li> <li>• Good and broad</li> <li>• Future focussed</li> <li>• Enabling, factual (decisions in the dark)</li> <li>• Info will give us direction</li> <li>• Looks beyond silos=pan office</li> <li>• Better data = better decisions – objectively and data driven</li> <li>• Consistent decision making</li> <li>• Clear mission</li> <li>• Prioritisation</li> <li>• Proactive with our data</li> <li>• Follow through/evaluation</li> <li>• Evidence base e.g. budgets – accountability – Public confidence</li> <li>• Evidence base back to Central Government</li> <li>• Clear expectations on how we operate</li> <li>• Looking for improvements</li> <li>• Recognises risk</li> <li>• Evaluation process</li> <li>• Opportunity to go beyond normal</li> <li>• Encourages pragmatism</li> <li>• Anticipating trends/risks</li> <li>• Allows out of box thinking</li> <li>• Not just focussed on the Act – public benefit focus</li> </ul>	<ul style="list-style-type: none"> <li>• How do we collect useful data and not over-collect?</li> <li>• How do we measure our effectiveness?</li> <li>• How do we measure success?</li> <li>• Tools/capacity</li> <li>• Echo chamber risk / diversity of thought</li> <li>• Data accessibility / structure</li> <li>• Competing priorities</li> <li>• Admin overhead</li> <li>• Implementation / resourcing</li> <li>• Need an objective way to assess outcomes</li> <li>• Doesn't mention discretion</li> <li>• Trend analysis is really new for us</li> <li>• Do we have the capacity and expertise?</li> <li>• Know when to stop</li> <li>• What are our strategic aims?</li> </ul>	<ul style="list-style-type: none"> <li>• Road testing ideas</li> <li>• Remember OPC has staff with huge industry knowledge, finds way to use it</li> <li>• Knowledge sharing initiatives</li> <li>• Decision logs</li> <li>• Tech &amp; expertise</li> <li>• Reducing focus on low value activities, efficiency</li> <li>• Be proactive not just reactive</li> <li>• Build in evaluation at the start</li> <li>• Be flexible</li> <li>• Pool knowledge</li> <li>• Contract specialists</li> <li>• More cross-functional work</li> <li>• \$\$\$</li> </ul>
<p><b>Dispute Resolution</b></p>	<p><b><i>Our process is efficient, effective and enabling.</i></b></p> <ul style="list-style-type: none"> <li>• Keep in mind: cases different</li> <li>• Innovative outcomes and methods</li> <li>• Add fair and unbiased</li> <li>• People centric</li> <li>• Range of processes</li> <li>• Innovation, using different tools</li> <li>• Empower staff, flexible</li> <li>• Recognise that not everything will be investigated, manages expectations</li> <li>• Responsive</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria consistently applied</li> <li>• Meetings/discussions</li> <li>• Reports</li> <li>• Easy way to navigate past decisions</li> <li>• Communicate – personal/individual/public</li> <li>• Have people that process complaints</li> <li>• Skilled triaging to make decisions early</li> <li>• Data to feed to individual and strategic decisions</li> <li>• Manage staff expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Technology filter out complaints at the start</li> <li>• Capture all data (even if it does not meet threshold)</li> <li>• Support staff</li> <li>• Remain human</li> <li>• Technology: redirect and divert – focus groups</li> <li>• Establish business reporting</li> <li>• Clarify investigations</li> </ul>

<b>Communication and Education</b>	<p><b><i>Our communications promote privacy and empower individuals.</i></b></p> <ul style="list-style-type: none"> <li>• Like all of it, makes everything else easier</li> <li>• “privacy positive” – better than negative</li> <li>• Like that we have broad scope in the language we use</li> <li>• “Audience” rather than stakeholders”</li> <li>• Reducing the need for enforcement</li> <li>• “friendly enforcement”</li> <li>• Empowering individuals</li> <li>• Concise – good graphics</li> <li>• Efficiency, greater knowledge</li> <li>• Proactive engagement</li> <li>• Fostering good privacy culture</li> </ul>	<ul style="list-style-type: none"> <li>• The phrase “stakeholder engagement”</li> <li>• “influencing behaviour” isn’t expanded; “give them a nudge”</li> <li>• No focus on smaller agencies, (even 1-2 people)</li> <li>• Engaging with the right demographic including different cultures</li> <li>• Promoting privacy friendly technology difficult in NZ</li> <li>• Servicing different culture</li> <li>• Targeted and tailor-made materials for different audience/channels for right people</li> <li>• Money/resources – build agencies’ confidence on their own analysis</li> <li>• Reach – how to hit groups we don’t usually</li> <li>• \$\$\$ - we need more!</li> <li>• How to get to more people</li> <li>• Literacy? How do we hit groups with disabilities?</li> <li>• Different levels of knowledge – engaging with</li> <li>• Other languages?</li> <li>• Know what the most effective channels to get to groups we don’t currently reach</li> </ul>	<ul style="list-style-type: none"> <li>• More language resources – greater use of plain English</li> <li>• More graphics – illustrations/diagrams – intelligence led</li> <li>• Doing things across-office – more resource, targeted resources e.g. for smaller agencies</li> <li>• Pick your battles e.g. radio is effective</li> <li>• Evaluation</li> <li>• Priorities</li> <li>• Managing expectations</li> <li>• Keep ourselves in a bigger picture</li> <li>• Partnering with agencies</li> <li>• Leveraging their tools and expertise</li> <li>• Partners – amplify our messaging – use our resources more effectively</li> <li>• Make the website clearer, more user-friendly</li> <li>• Strategic agreements, work programmes</li> <li>• Gathering better info or insights</li> <li>• Tools that enable us to gather better data / make process faster</li> </ul>
<b>Advice and Advocacy</b>	<p><b><i>Our advice is engaging, persuasive and pragmatic.</i></b></p> <ul style="list-style-type: none"> <li>• Emphasis on engagement and advocacy to recognise independence</li> <li>• Emphasis on research and analysis</li> <li>• Pragmatism of advice</li> <li>• Diverse perspectives recognised</li> <li>• Inclusiveness of private sector with model – recognises future of technology and youth</li> <li>• Future looking/encouraging to continuous improvement e.g. Codes</li> <li>• OPC leader in Privacy space</li> <li>• Positive wording /outcomes</li> <li>• Simple key messages</li> </ul>	<ul style="list-style-type: none"> <li>• Not diverse ourselves</li> <li>• Evaluation/monitoring of effectiveness of advice</li> <li>• Not just “a role” but “the role” experts in privacy</li> <li>• Change Privacy by Design to privacy positive behaviour</li> <li>• Last sentence not active</li> <li>• Doesn’t recognise early intervention role in advice</li> <li>• Resourcing/time</li> <li>• Codes not reflected in high developed – OPC setting direction</li> <li>• Regulatory stewardship not reflected</li> <li>• Not sure changes to Act should be included in function</li> <li>• Challenge of finding a balance of when to go hard / advocate on issue</li> <li>• Challenge of having more work than we can handle</li> <li>• “Informed” should be in headline summary</li> <li>• Struggle to keep up with all topics and best practices</li> <li>• Communicate across sectors and departments</li> <li>• Measuring effectiveness</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse hiring practices</li> <li>• Advice available in variety of languages</li> <li>• Cross Government /agency work to get advice/engagement with wider groups / get insights/tools</li> <li>• Current audit doesn’t reflect effectiveness</li> <li>• Legislation changes – report in annual report</li> <li>• Third party research to survey effectiveness</li> <li>• Cross functional measurement and reporting e.g. advice – not implantation - complaints</li> <li>• Surveying affected individuals</li> <li>• Good advice reporting/ monitoring means more effective interventions</li> <li>• Know when something is working and when it is not – intelligence / strategy</li> <li>• Good relationships</li> <li>• 10/20% getting out of your box</li> <li>• Resource allocation influenced by public and political opinion as well as harm</li> <li>• Using external agencies to work with and leverage</li> <li>• SLT/strategy priorities to assist triage</li> <li>• Strategic about which tool to use whether advocacy is right one</li> <li>• Leverage relationships and resource</li> <li>• External / internal monitoring evaluation of effectiveness – beginning and end</li> </ul>

<b>Enforcement and Compliance</b>	<p><b><i>Our interventions are effective and investigations rigorous.</i></b></p> <ul style="list-style-type: none"> <li>• Like element of independence</li> <li>• Dispute resolution not always appropriate</li> <li>• Unfair burden – maybe nothing done wrong</li> <li>• First obligation is to conciliate- investigate need to find out if appropriate</li> <li>• Multi-functional – mindful of BAU language – need to clarify</li> <li>• Like all the powers the Commissioner could get, existing and new</li> <li>• Identifying the systemic issues</li> <li>• Cross team – identify assessment of systemic issues of privacy outcomes of NZ'ers, not just individuals</li> <li>• Covers the range – calls out several – assumes logic</li> <li>• Gives options- allows to analyse best- flexible- compliance</li> <li>• Good way to express</li> <li>• Using right tools to get best privacy outcomes</li> <li>• Suggest support first port of call, enforcement – good phrasing</li> <li>• Not just about complaints driven, proactive regulator of compliance</li> <li>• Focus on systemic issues</li> <li>• “Is this something that can be resolved quickly?”- not automatically investigated</li> </ul>	<ul style="list-style-type: none"> <li>• How to capture broad themes in dispute resolution and feedback?</li> <li>• Language issue</li> <li>• Miss strategy – what's appropriate? contextual</li> <li>• Tacked on – needs resource</li> <li>• What conditions if split works?</li> <li>• System issues – should be led in, investigating complaints after</li> <li>• Principals stressed, not emphasis on Codes</li> <li>• Fear we may not be consistent</li> <li>• Prescriptive – overarching why in a specific – may help to clear inconsistencies – common goals</li> <li>• Triage not always investigating</li> <li>• Reference to have discretion on which to investigate</li> <li>• Objective, impartial – rigorous not necessarily impartial</li> <li>• Investigation not appropriate – investigate than can resolve – we should investigate</li> <li>• Not “have a role” have an obligation – also use more active language in middle section of poster</li> <li>• We are only agency in relation to Privacy Act</li> </ul>	<ul style="list-style-type: none"> <li>• Potential layered result? Bubble up to other systems to solve.</li> <li>• Monitoring programme needed</li> <li>• Identify good search systems – better meta data</li> <li>• Know what we are looking for</li> <li>• Flag – work with other regulators (piggy back- share skills as suggested by Commerce Commission speaker</li> <li>• Dispute Resolution – structure – just to conciliate – could move to a different team – could be mindset</li> <li>• Streamline approach – triage massive</li> <li>• Continuous improvement</li> <li>• Need to be consistent with compliance enforcement powers – balancing act</li> <li>• Decision tree – enforcement managed centrally?</li> <li>• Access</li> <li>• Risk to manage – monitor compliance – intelligence</li> <li>• Will take effort and resource to maintain</li> <li>• Clear guidelines, decision trees</li> <li>• Resourcing – intelligence analyst</li> <li>• Inter office comms</li> <li>• Strategy should drive</li> <li>• Flow of work</li> <li>• Is this a problem adhoc task force? Or just leave in investigator who will ask for help?</li> <li>• Triage panel so important – weekly meeting-decision log</li> <li>• Art not science</li> <li>• Stay linked in with other agencies</li> <li>• Clarify language with Dispute Resolution and Investigator – either / or</li> </ul>
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