

## Privacy expectations for government agencies

New Zealanders need to have trust and confidence in the way the Government manages their personal information.

### What do agencies need to do?

The Government Chief Privacy Officer has issued core expectations of government agencies that represent good practice for privacy management and governance. Agencies are expected to implement the good practice outlined in the expectations in a way that reflects their information holdings and systems.

#### EXPECTATION

Set a privacy strategy that:

- ▶ is aligned with organisational strategy and the Privacy Act
- ▶ promotes a privacy culture and "privacy by design"
- ▶ is owned by a member of the Executive Team.



Agree a "roadmap" (programme of improvement) to deliver on the privacy strategy.



Put governance arrangements in place to deliver the strategy, aligned with broader organisational governance arrangements and supporting the accountability of the Chief Executive.



Understand the personal information the organisation holds (for example, by conducting an inventory of personal information and maintaining it on an ongoing basis).



#### EXPECTATION

Put risk management processes in place to identify risks to the agency and to individuals, aligned with broader organisational risk management processes.



Put resources in place to deliver the roadmap, matching the size/complexity of the agency's information holdings, taking into consideration:

- ▶ management structures
- ▶ defined roles and responsibilities (including the Privacy Officer)
- ▶ FTEs, budget and assets.



Put policies in place aligned to the privacy strategy and roadmap that address the full information life cycle from collection to retention/destruction.



Put processes and procedures in place to support the policies, for example:

- ▶ incident management – aligned with wider incident management procedures
- ▶ privacy impact assessments
- ▶ setting expectations or requirements for third parties.



Put in place methods to build privacy awareness throughout the organisation (for example, by implementing a training and awareness programme for all staff).



Ensure organisational audit and assurance processes include the privacy strategy, roadmap and incident and risk analysis to measure improved privacy performance.

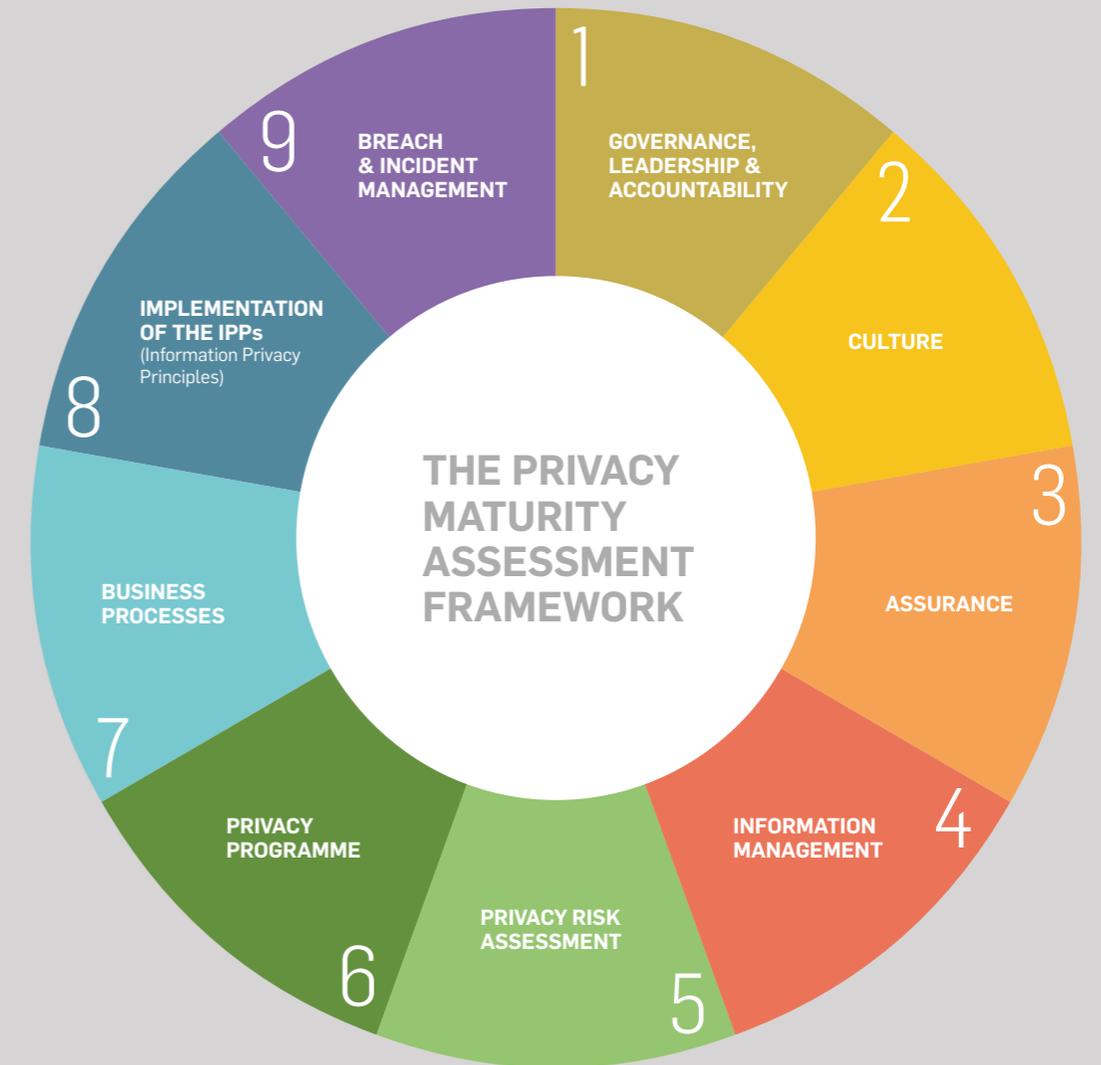


## Privacy Maturity Assessment Framework

A Privacy Maturity Assessment Framework has been developed to help agencies meet core expectations of government in privacy management and governance. The Framework is made up of nine elements, each of which contributes to an agency's overall privacy environment. Each of these elements relates to a core expectation.

This tool enables agencies to understand their current level of capability maturity in managing privacy and identify where they can improve in order to meet the core expectations.

Both the core expectations and the Framework are available to government agencies online at <https://psi.govt.nz/privacyleadership>



## The Privacy Maturity Assessment Framework

Each element consists of a number of attributes that provide criteria against which privacy maturity can be assessed.

Maturity is assessed through a continuum of five possible maturity levels:

AD HOC	DEVELOPING	DEFINED	EMBEDDED	OPTIMISED
Unstructured approach where privacy policies, processes and practices are not sufficiently defined or documented. Privacy management is mostly dependent on initiatives by individuals rather than processes.	Privacy management is viewed as a compliance exercise and the overall approach is largely reactive with some documented guidelines. There is limited central oversight of the privacy policies, processes and practices with siloed approaches within business units.	Privacy policies, processes and practices are defined and comprehensive to meet the operating needs of the agency and are consistently implemented throughout. The business has a holistic and proactive approach with widespread awareness of privacy management.	Privacy management is embedded into the design and functionality of business processes and systems and is consistent across the agency. Well-defined governance and oversight structures exist.	Privacy management is viewed as a strategic initiative with a clear agency culture of continual improvement. The agency is viewed by stakeholders and the public as a leader in privacy management, introducing innovative initiatives to meet their needs.

Each maturity level builds on the previous level(s) within each attribute (i.e. all the criteria of one maturity level must be achieved before an organisation can move on to achieving the next level of maturity). The attributes are not mutually exclusive and there will be an interconnection between the evidence and ratings provided for the various attributes.

# PRIVACY MANAGEMENT IN GOVERNMENT

## Where to get help

The Government Chief Privacy Officer will support agencies to implement the core expectations and can provide advice on how to use the Privacy Maturity Assessment Framework.

If you would like to talk to a member of the team email [GCPO@dia.govt.nz](mailto:GCPO@dia.govt.nz)

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