



Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority

NZQA

Code of Conduct

Message from the Chief Executive

Thank you for being part of NZQA. Your mahi supports qualifications, assessment, and quality assurance in Aotearoa New Zealand, and through that, improves learning journeys and life outcomes for students and learners. I appreciate the commitment and professionalism you bring to this work.

NZQA expects all employees and others carrying out work for, or on behalf of, NZQA to act with the highest standards of integrity and conduct (noting conduct includes, without limitation, behaviour). These standards are set out in Te Tauākī Whanonga mō te Rāngai Tūmatanui | The Code of Conduct for the Public Sector (the Code), issued by the Public Service Commissioner under section 17 of the Public Service Act 2020. The standards in the Code apply to all NZQA personnel and establish the minimum standards of integrity and conduct required across the Public Service (NZQA is part of the Public Service).

This NZQA Code of Conduct applies those minimum standards and adds additional NZQA-specific standards, as is permitted under section 18(4) of the Public Service Act, to reflect NZQA's organisational context and specific expectations, including Ngā Mātāpono (our values) and examples of conduct that may constitute misconduct or serious misconduct.

Together with NZQA's policies and processes, this NZQA Code of Conduct forms the framework that guides how we conduct ourselves at work.

Underpinning all that we do at NZQA are Ngā Mātāpono:

- Mana – respect
- Rangatiratanga – empowering and leading others
- Kotahitanga – collaboration and unity
- Ngaioitanga – doing our work to the highest standard
- Kaitiakitanga – stewardship and guardianship
- Whakaponu – openness and transparency
- Manaakitanga – caring for and valuing others

As a Crown entity, NZQA has a responsibility to honour Te Tiriti o Waitangi and to support Māori–Crown relationships. NZQA also has a deliberate and ongoing focus on achieving equitable outcomes for ākonga Māori, Pacific learners and disabled learners. I encourage you to speak with your manager or a member of the Equity Champions Network if you would like to understand how you can contribute to this work.

By acting in accordance with this Code of Conduct we strengthen trust and confidence in NZQA and in the Public Service as a whole.

This Code of Conduct is effective from 26 June 2026 and all NZQA personnel are required to comply with it.



Grant Klinkum

Pou Whakahaere | Chief Executive

Mana Tohu Mātauranga o Aotearoa | NZQA

Part 1

Public Service minimum standards of integrity and conduct

The minimum standards of integrity and conduct set and published by the Public Service Commissioner under section 17 of the Public Service Act 2020 form Part 1 of this Code.

They can be found here within the Code of Conduct for the Public Sector:

<https://www.publicservice.govt.nz/guidance/the-code-of-conduct-for-the-public-sector>

Part 2

NZQA additional standards

The following additional standards apply to NZQA personnel under section 18(4) of the Public Service Act 2020.

Coverage

This Code of Conduct is effective from 26 June 2026 and all NZQA personnel are required to comply with it.

NZQA personnel include:

- NZQA Employees, including exam centre staff
- NZQA contractors and consultants
- exam developers, markers and moderators
- any other person engaged by NZQA

Ngā Mātāpono – our Values

In addition to the Public Service values of Trustworthy, Respectful, Impartial, Accountable and Responsive, NZQA personnel are expected to uphold Ngā Mātāpono, which guide how we work with each other and with learners, providers, iwi and communities.

NZQA's Ngā Mātāpono are:

- Mana – respect
- Rangatiratanga – empowering and leading others
- Kotahitanga – collaboration and unity
- Ngaioitanga – doing our work to the highest standard
- Kaitiakitanga – stewardship and guardianship
- Whakaponono – openness and transparency
- Manaakitanga – caring for and valuing others

These values reflect NZQA's responsibilities as a Crown entity, including our honouring Te Tiriti o Waitangi and our commitment to equitable outcomes for ākonga Māori, Pacific learners and disabled learners.

Expectations of Behaviour

NZQA personnel must:

- act consistently with this Code at all times
- avoid conduct that is classed as misconduct or serious misconduct (see Appendix A below)
- maintain trust and confidence in NZQA as an independent, politically neutral regulator
- raise concerns where behaviour may breach this Code.

Failure to meet these requirements may result in disciplinary or other action.

Breaches

Breaches of this Code will be managed in accordance with:

- NZQA employment policies and procedures (for employees)
- Contractual or engagement terms (for non-employees).

NZQA will assess matters on a case-by-case basis, having regard to fairness, natural justice and proportionality.

Review

Part 2 of this Code will be reviewed periodically to ensure continued alignment with Part 1 and NZQA's operating environment.

Speaking Up

NZQA personnel are expected to speak up if they become aware of behaviour that may breach this Code. Concerns can be raised with:

- a manager
- NZQA's Integrity Champion
- the Chief People Officer
- the Chief Executive
- through protected disclosure channels where appropriate

Appendix A: Misconduct and Serious Misconduct (NZQA)

The examples below are indicative only.

Behaviours and conduct, including breaches of this Code, may be treated as misconduct or serious misconduct depending on the level of seriousness. In determining whether conduct constitutes misconduct or serious misconduct, NZQA will consider all relevant factors, including the context, frequency, impact of the behaviour, the employee's role and responsibilities, and will act in accordance with the principles of fairness, natural justice, and proportionality.

Serious misconduct is conduct that is sufficiently serious that it undermines, or is likely to undermine, the relationship of trust and confidence between the employee and NZQA to such an extent that continued employment may not be tenable.

Serious misconduct may result in disciplinary action, up to and including dismissal or termination of engagement, following a fair and lawful disciplinary process.

Misconduct

Examples of misconduct may include:

- Failing to report that you are unable to commence work at the expected time.
- Failure to perform work to the required standard.
- Failure to follow NZQA workplace policies or procedures, or to comply with lawful and reasonable instructions.
- Unreasonable, inappropriate, or disrespectful behaviour toward colleagues or stakeholders.
- Possession, use, or removal of property belonging to NZQA or NZQA personnel without proper authorisation.
- Failure to disclose or appropriately manage conflicts of interest.
- Irresponsible or unsafe conduct that could impact the health and safety of others.
- Damaging, misusing, or irresponsibly using NZQA supplies, property, or equipment, including fire protection or safety equipment.

Serious Misconduct

Examples of serious misconduct may include:

- Serious or repeated misconduct, including frequent, repetitive, or more serious instances of misconduct.
- Bullying, harassment, discrimination, or sexual harassment.
- Use of abusive, obscene, threatening, or intimidating language or behaviour toward colleagues, other NZQA personnel, or customers.
- Misuse, abuse, or improper use of position, authority, statutory powers, or delegated authority.
- Breach of confidentiality or misuse or unauthorised disclosure of sensitive or confidential information relating to providers, NZQA personnel, or NZQA business.
- Fraud, dishonesty, or fraudulent activity, including falsification of records or timesheets.
- Serious health and safety breaches.

- Refusal to comply with reasonable and lawful instructions, NZQA policies, or to perform assigned duties.
- Bringing illegal drugs or unauthorised alcohol onto NZQA premises, or using illegal drugs or unauthorised alcohol on the premises.
- Reporting for work in a condition of intoxication that impairs the ability to perform duties safely and effectively.
- Conduct that brings NZQA or the Public Service into serious disrepute