



Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou

Your Voice Should be Heard

Your Voice is Important

Ministry of Agriculture

Pae Tanu

Leadership in the Public Sector

2022

The *Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou, Your Voice Should be Heard, Your Voice is important Leadership in the Public Sector* survey is the second one conducted in 2022 by the Office of the Public Service Commissioner (OPSC). This survey focused on leadership and management skills and was launched on Thursday 27th October. The survey was open to all employees from 28 Public Sector Agencies for three weeks, closing at 8am on Monday 21st November. The survey was conducted through Survey Monkey and was made available to all Public Sector employees through an email link and print versions. The survey was run for an additional week due to some IT issues.

This survey followed the same design as the Health & Wellbeing 2022 survey, having been developed to be more user friendly, more focused, shorter and to encourage participation across the sector. Participation rates in the Health & Wellbeing Survey totaled 471, which included 59 employees from the Pa Enua who completed a shorter version. Employee participation rates were considerably higher for this survey with a total of 663 employees participating, including 82 employees from the Pa Enua who completed the shorter version. Eleven employees from the Pa Enua completed the full version survey. This number is not included in the 82 figure.

This survey has only two 'identifiers', Ministry and Division, meaning that demographic information is not able to be produced for this report. The addition of Ministry and Division will allow larger Agencies the option to identify and provide a more targeted approach to training and development initiatives at a management level. For demographic information, employees can access the Demographic Dashboard that was launched in August, and is available on the OPSC website.

It is envisioned that the individual Agency results and information provided from this survey can be used to provide an insight into how management are performing in key management areas and give them opportunities to learn, change behaviours and develop skills that will help all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments.

In our endeavours to be more transparent and for the purposes of improving performance, accountability and the service delivery to the public, this report is available to all Public Sector employees and the Public on the OPSC website.

About the Report

The *Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou, Your Voice Should be Heard, Your Voice is important* survey has been designed to provide feedback to Public Sector agencies and management staff on the decision making, communication, planning and creativity integrity and trust, managing change and decision making and performance management skills of Public Sector management.

Leadership & Management skills require ongoing development by individuals through training and development both formal and on the job/informal, gaining experiences and assuming increased responsibilities.

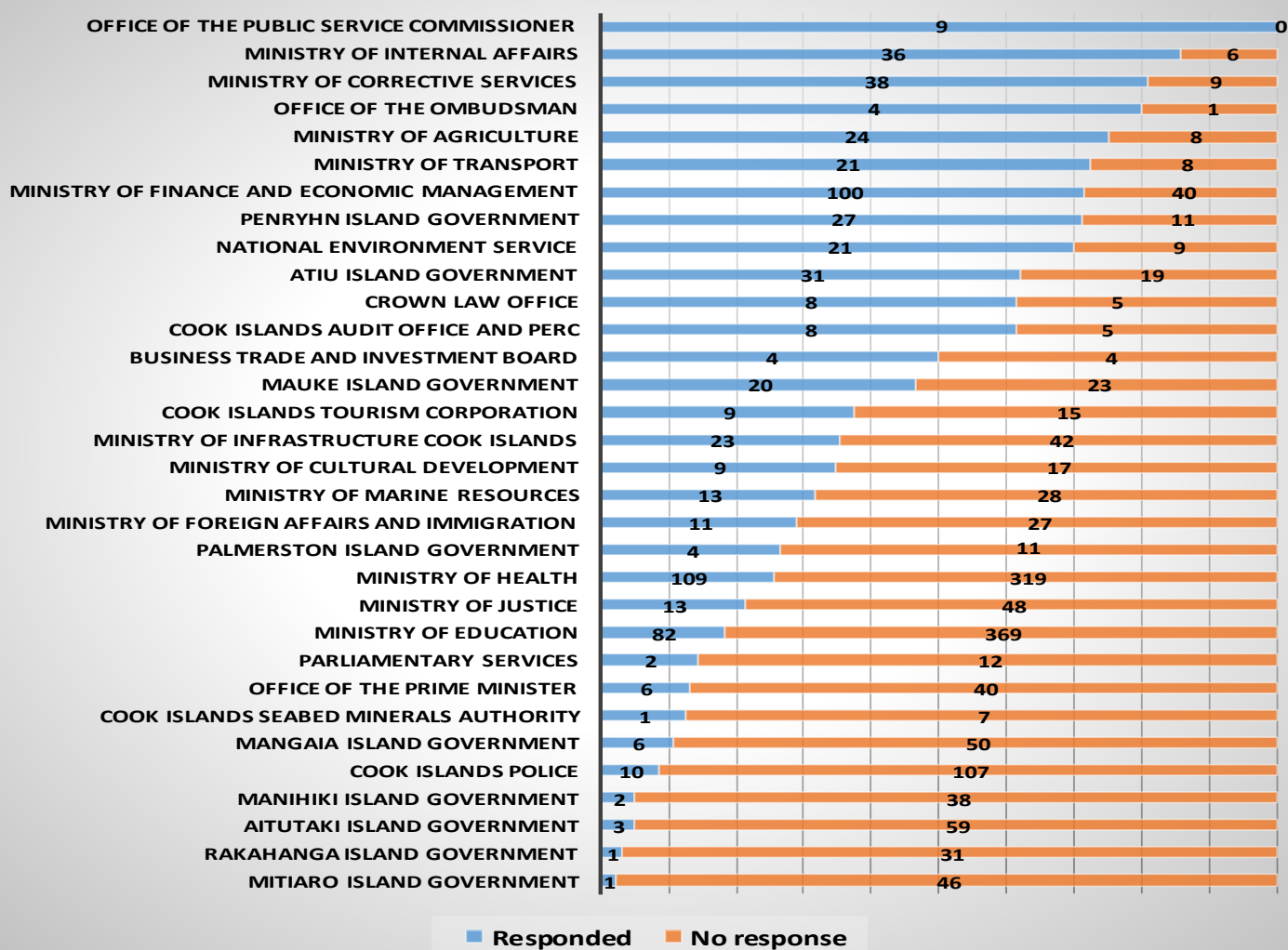
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged that empowered and engaged employees will be more motivated to provide responsive and high quality services to the general public.

The Leadership Survey Response Rate graph below includes participation data from both the full version and short version surveys. Number of employees was sourced from HRMIS as at November 2022.

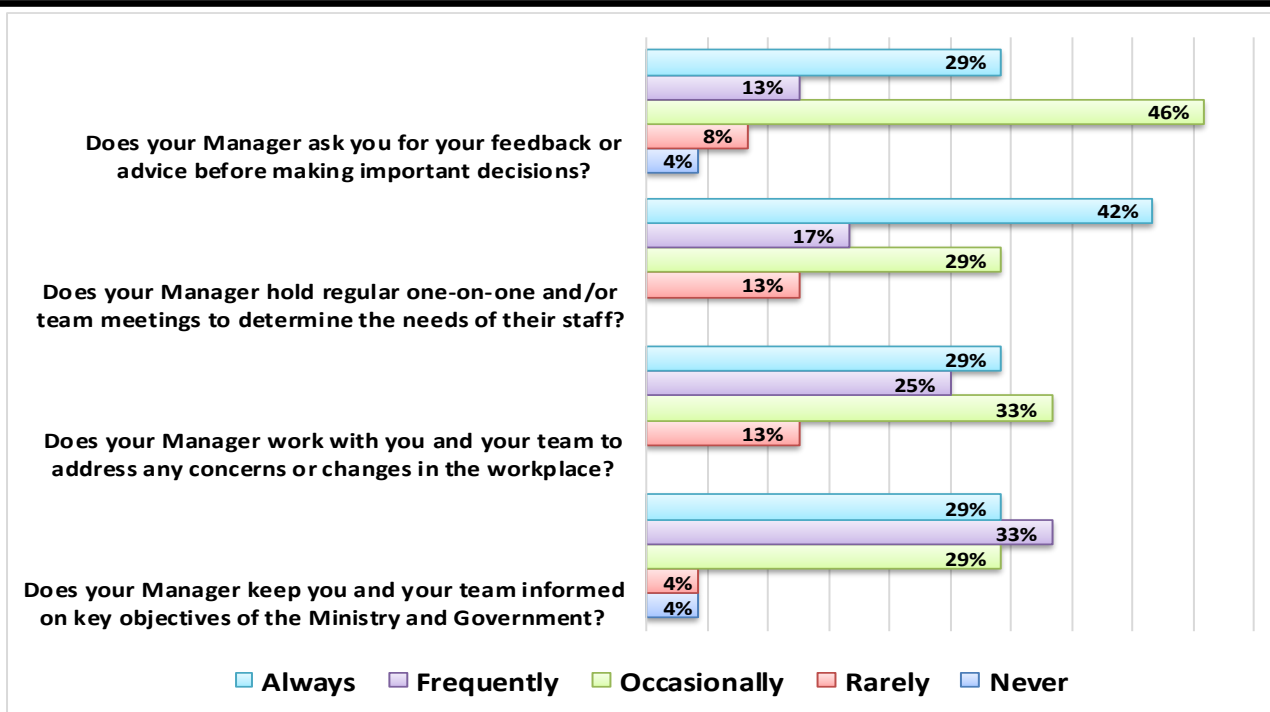
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Agriculture was 72% of the total number of employees and the results in the report represent the ratings and feedback provided from those employees not from the total number.

Leadership Survey Response Rate



Communication, Managing Change and Decision Making



Summary of Results:

The results in this section were quite mixed. For the first question regarding feedback and advice, only 42% of participants selected Always or Frequently, with 46% selecting Occasionally. For the next question the ratings were much higher with 59% selecting Always or Frequently when asked if management held regular meetings with staff and 54% selected the same ratings for the next question in the graph. The highest percentage was from the last question, asking staff if they were kept informed on key objectives, with 62% selecting Always or Frequently.

This section did however have a significant percentage of participants selecting from the lower three ratings, between 37% to 58%. These results would indicate that communication and managing change are areas that management would benefit in training and upskilling in.

Commentary and Feedback:

Does your Manager ask you for your feedback or advice before making important decisions?

Comments provided from participants ranged from management seeking advice from staff, particularly for dealing with complaints or the need for support; occasionally seeking feedback; or when feedback is asked for the advice is rarely considered or taken.

Does your Manager hold regular one-on-one and/or team meetings to determine the needs of their staff?

Several comments mentioned that regular staff meetings are held where workload and concerns were addressed, though not all participants felt they were productive.

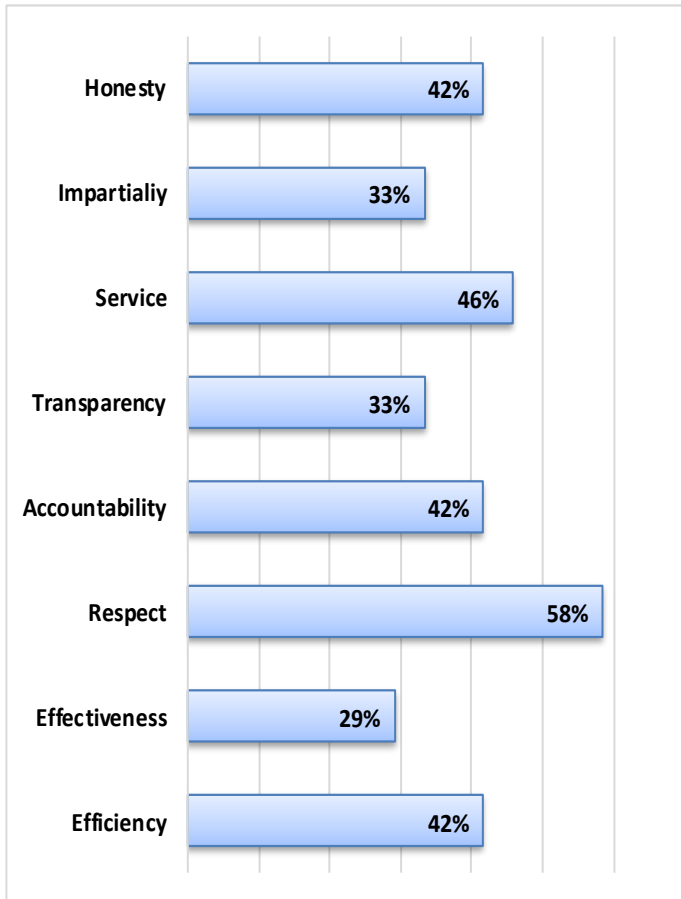
Does your Manager work with you and your team to address any concerns or changes in the workplace?

Staff meetings were again raised in the feedback given for this question with participants stating that staff meetings were used to address concerns or changes. Participants also raised concerns over the delays in dealing with issues and micromanaging by some management staff.

Does your Manager keep you and your team informed on key objectives of the Ministry and Government?

Staff are kept informed through the regular staff meetings held and email, though some comments indicated that the information was not always shared in a timely manner.

Integrity and Trust



Summary of Results:

Respect was the highest rated value at 58%, while at the other end of the scale, Effectiveness rated just 29%. As a comparison, the following results below are from the Full Sector Survey Report and show that for each value, MOA management are rated below the sector average. Training in Public Sector values could be beneficial for all staff, not just management.

Honesty	67%
Impartiality	46%
Service	67%
Transparency	56%
Accountability	61%
Respect	71%
Effectiveness	53%
Efficiency	55%

63% of MOA participants selected Always or Frequently when asked whether management took responsibility for their actions, while 54% selected the same when asked if they trust their manager enough to talk to them about a problem. This left 38% and 46% selecting Occasionally or less for each question respectively. Given the feedback that was also provided these results would indicate that management would benefit in some training.

Commentary and Feedback:

Select the Public Sector values that align with your Managers actions and behaviours.

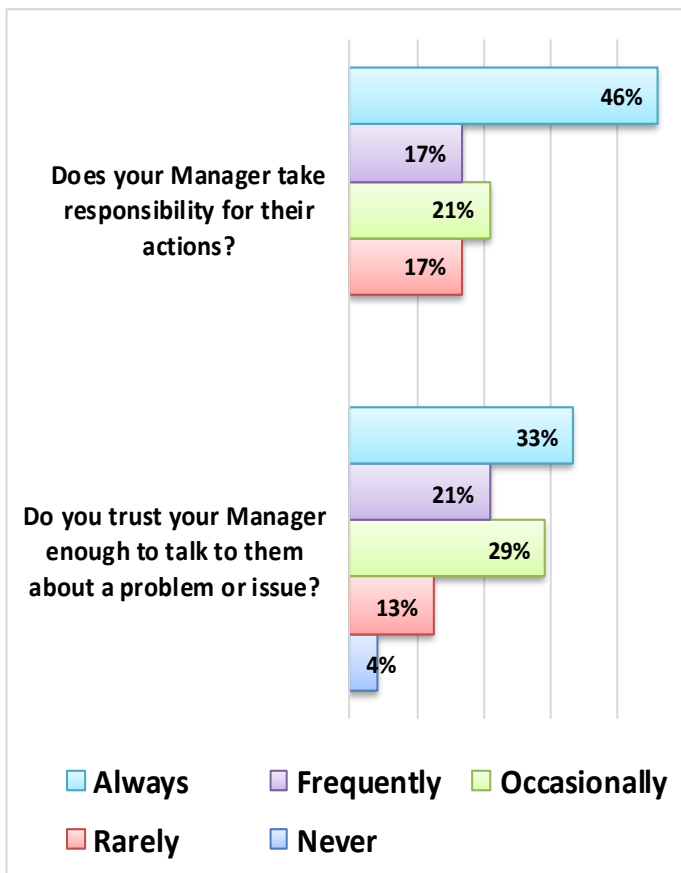
Comments provided by participants included employees noting that management is honest and respectful as well as helpful, while other feedback indicated that there was a lack of impartiality to how staff are treated.

Does your Manager take responsibility for their actions?

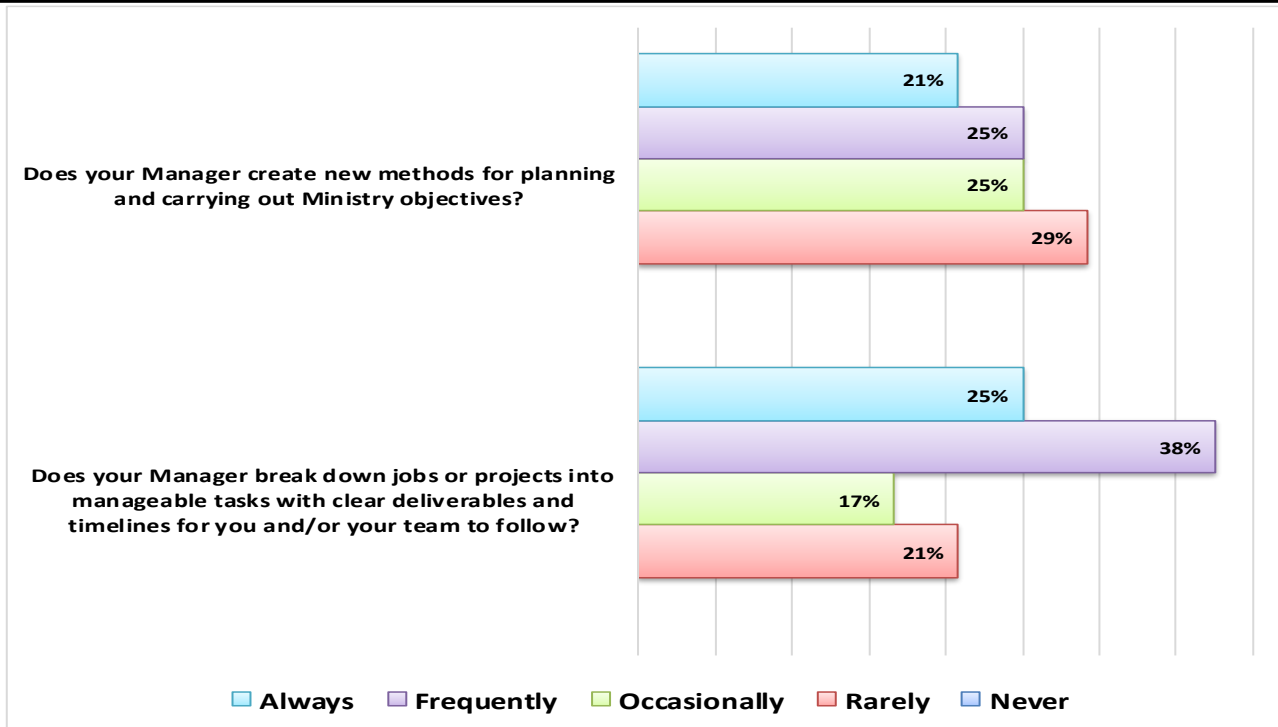
Like the previous question, the comments were varied, ranging from some that said management takes responsibility to opposing comments where management did not take responsibility at all.

Do you trust your Manager enough to talk to them about a problem or issue?

Feedback provided showed that some employees are happy to talk and discuss issues or problems, while others felt that management taking action concerning problems raised was more of the issue. Others stated that they would only discuss with management if it was a work related problem or issue.



Planning and Creativity



Summary of Results:

46% of participants selected Always or Frequently for the first question in the graph, which is lower than the 54% who selected Occasionally and Rarely. Creativity and thinking 'outside the box' is one of the harder skills to learn but management may benefit from undertaking training in this area. Coursera runs an online course called Creative Thinking and USP offers Problem Solving and Decision Making which is also online.

A higher rating was achieved for the second question with 63% selecting Always or Frequently, which indicates that some management staff do have the skills. Upskilling or development in this area may help some management staff, given that 38% of participants selected Occasionally or Rarely.

Commentary and Feedback:

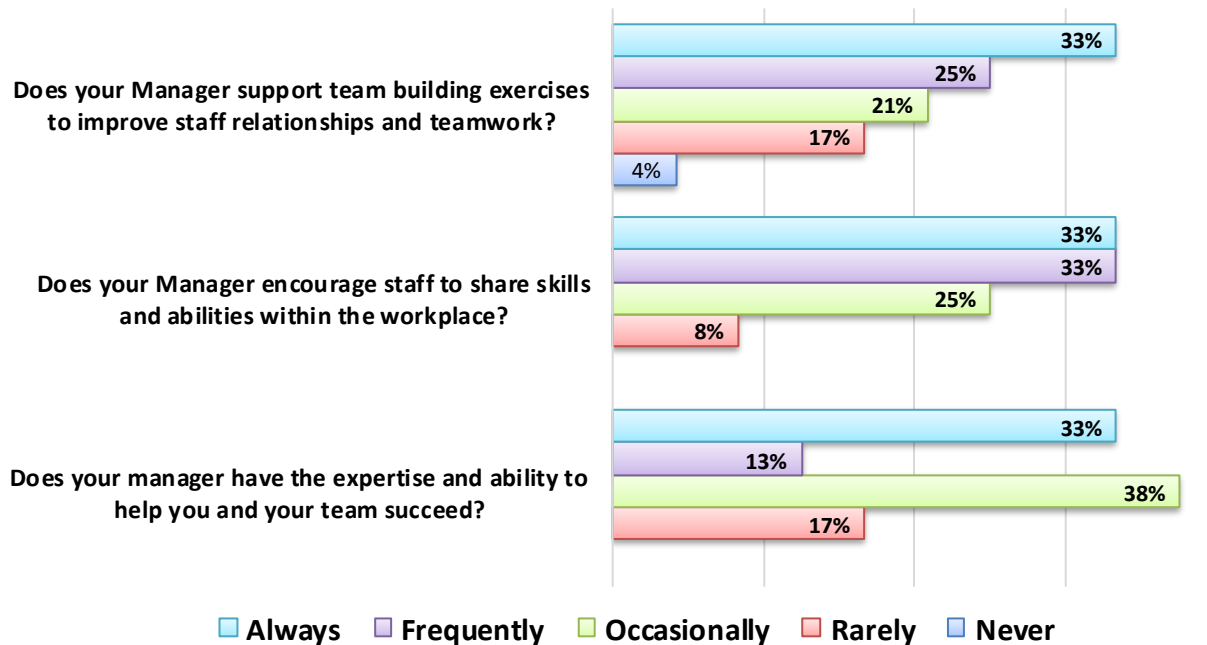
Does your Manager create new methods for planning and carrying out Ministry objectives?

Comments provided indicated that creative thinking was not a strong managerial skill for some management, and they would benefit from upskilling. Employees felt that they often created and implemented new methods themselves to carry out objectives to fill the gap left by management.

Does your Manager breakdown jobs or projects into manageable tasks with clear deliverables and timelines for you and/or your team to follow?

Overall comments for this question supported the rating of 63%, with work plans allocated to staff. Comments would indicate that this occurs annually. If this is the case, management may want to look at how work plans need to be regularly reviewed and new tasks or projects are included and managed.

Teamwork and Collaboration



Summary of Results:

Team building exercises is obviously practiced with 58% of participants selecting Always or Frequently to this question. That does leave 42%, however, that selected a rating of Occasionally or less. The next question concerning skill sharing, has a much higher percentage of staff selecting the two highest rankings, with 66% selecting Always or Frequently. The next question does raise a 'red flag' in that less participants selected Always or Frequently, 46%, then the 55% that selected Occasionally or Rarely. Management should consider looking at skill gaps to identify training and development opportunities for management to ensure that they have the breadth of skills and knowledge to effectively carry out their roles.

Commentary and Feedback:

Does your Manager support team building exercises to improve staff relationships and teamwork?

Feedback received supported the ratings with comments ranging from, team building is encouraged, team building happens sometimes through to, it is not inclusive.

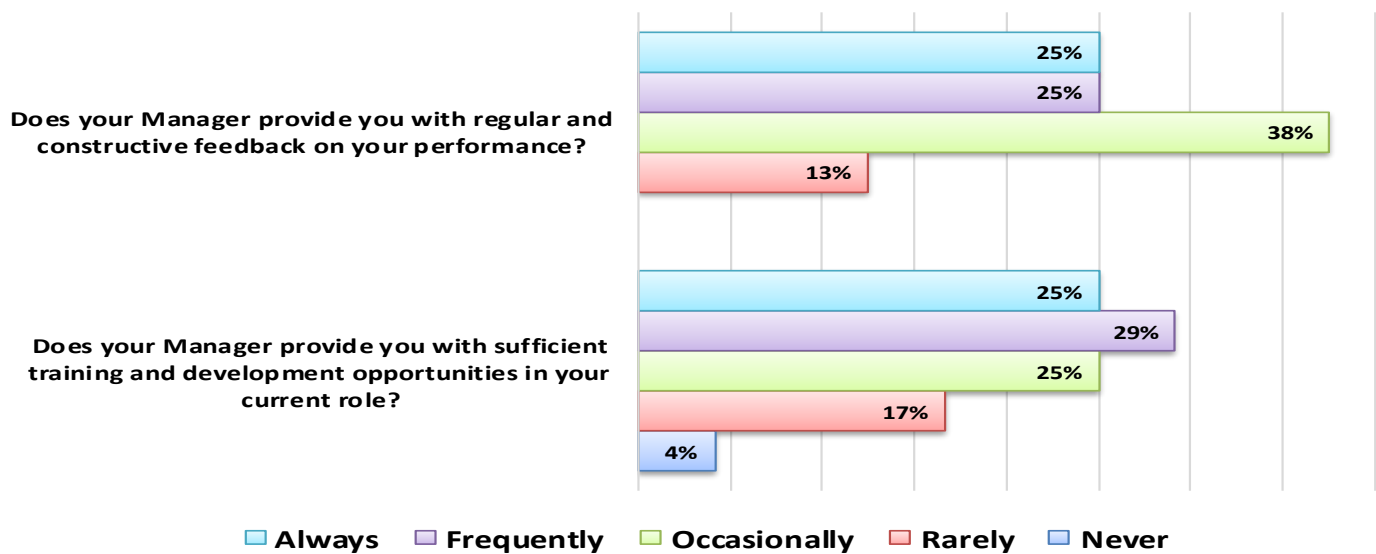
Does your Manager encourage staff to share skills and abilities within the workplace?

Feedback from participants showed that, skill sharing is encouraged, particularly utilizing the knowledge and experience of staff to provide training to newer or less experienced staff.

Does your Manager have the expertise and ability to help you and your team succeed?

Once again, the comments reflect the ratings, with some employees comments noting that management is capable and has the necessary skills, but there is also a need for upskilling in some management areas and an independent perspective needed to identify skill gaps and how to close those gaps.

Performance Management



Summary of Results:

It was 50/50 for the first question, with 50% of participants selecting Always or Frequently and the other 50% selecting Occasionally and Rarely. These results would indicate an inconsistency in management skill set and an opportunity to provide training and development to improve in this area. Feedback on work performance should be regular and constructive, and could be considered by management at MOA on how to improve in this area.

Commentary and Feedback:

Does your Manager provide you with regular and constructive feedback on your performance?

Participants commented that this happens during performance appraisals. There were no other comments left regarding feedback being provided at any other time, which could be indicative of the rating results received for this question.

Does your Manager provide you with sufficient training and development opportunities in your current role?

Comments from participants indicate that training is inconsistently offered or there is no consultation regarding availability to attend. It was felt that a staff member needs to be employed, or added to an existing HR role, to facilitate the training and development of management and staff.

Do you understand how your performance is measured?

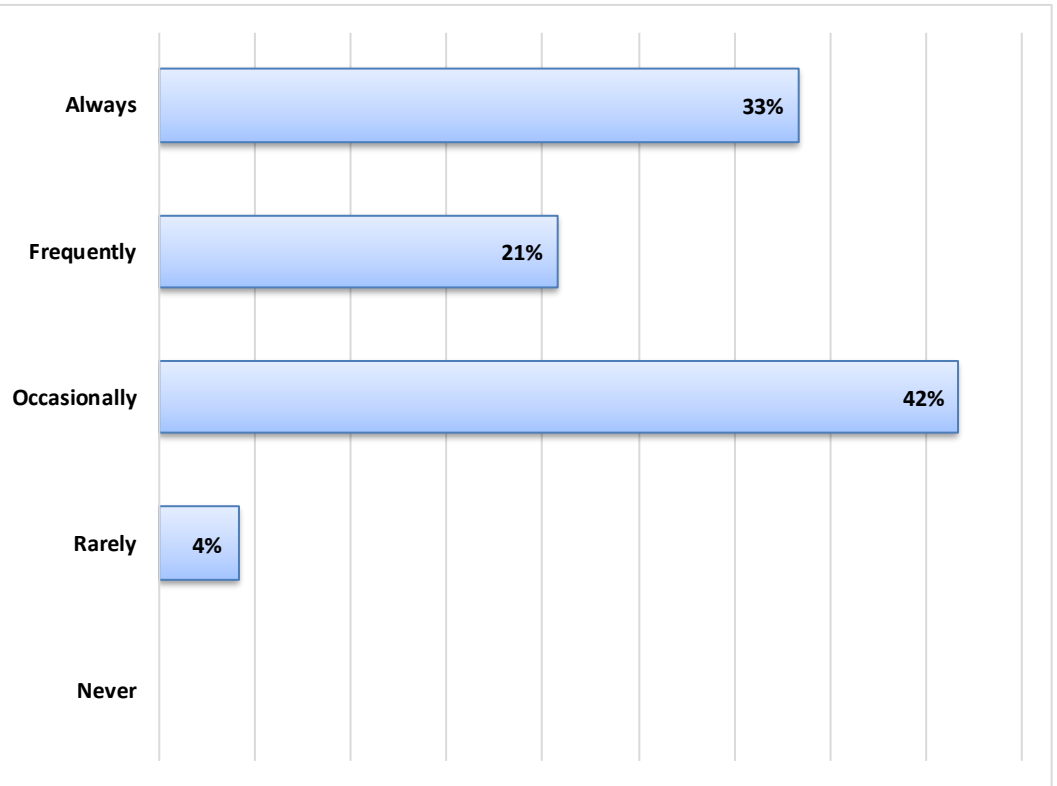
92% responded Yes, though comments would indicate that Job Descriptions need to be reviewed so that they are aligned with the role and responsibilities to ensure staff are being assessed correctly. The point to consider here is how does this link to the question about receiving regular constructive feedback from management. This question and the results show that staff understand how their performance is measured but for some staff are they only receiving this feedback and guidance twice a year as part of the appraisal process or are they receiving additional support and feedback throughout the year?

Have you received a performance appraisal in the last 12 months?

For this question, 71% selected Yes, 29% selected No. Comments were not provided but given that nearly 30% have not received a performance appraisal in the last 12 months that would be an indicator that management needs to review the current performance appraisal system to ensure all staff are being captured, unless they are all staff that are newly employed within the last 12 months.

Engagement

How likely are you to recommend your Agency as a place of work to others?



Summary of Results:

The average number of employees from across the public sector who participated and selected Always for this question was 37%, MOA employees selected below that rating by 4%, at 33%. A total of 46% selected Occasionally or Rarely. This should be a 'red flag' for management. Whether an employee will give a recommendation to apply for a role in an organisation is a good gauge of organisational, team, and work engagement levels. Management would be recommended to look at the other indicators from this survey for where improvements could be made to increase a more positive response for this statement.

Commentary and Feedback:

Comments included that MOA is a good place for interns to learn about agriculture and the job is rewarding and enjoyable. On a more critical note, feedback included a lack of direction, communication and support with some 'red flag' comments concerning a toxic work environment.

The results for this question need to take into account that a percentage of participants may be selecting the lower ratings not because of the existence of poor organisational culture but rather, due to MOA's relatively high requirements in terms of skills, qualifications, experience and abilities, as people are less likely to know someone who possesses these required attributes and may be selecting a lower rating as a result.

Improvements

Comments highlighted the following areas for improvement:

- More team discussions and communication with staff
- Working together as a team
- More team building exercises
- Improvement in planning
- Seek feedback from employees
- More transparency
- Set clear direction and allocation of responsibilities
- More engagement with the public and schools
- Less micromanagement
- Succession planning and career pathways needed
- Improved Human Resource procedures
- Increased pay

Training Resources

Coursera is an online learning website that partners with more than 200 leading universities and companies to bring flexible, job-relevant online learning to individuals and organizations worldwide. Coursera offers free online training courses as well as those with a fee. www.coursera.org.

The Manager's Toolkit: A Practical Guide to Managing People at Work—The aim of this course is to give you a practical guide to managing people at work. It does not matter whether you are a first time manager in a shop or a middle manager in an office environment; the same skills apply to every work place. In the course you will engage with some HR theories and then see how they translate into every day working life. At the end of the course we hope you will be better equipped to choose a suitable employee, to motivate and appraise your team, to manage conflict in the work place and to lead and make decision on a day to day basis.

Leading Diverse Teams & Organizations—In this new course, you'll gain evidence-based knowledge and practical tools to help you design and lead diverse, equitable, and inclusive (DEI) teams and organizations. In the course, you'll learn to better understand yourself and your personal identity in the workplace and gain new skills to identify privilege, implicit bias, and micro-aggressions in your organization and to take action as an active ally and change advocate.

Leadership in 21st Century Organizations—In this course, you'll travel with Jim as he takes on leadership challenges ranging from strategy execution, to inspiring people, to maintaining an ethical approach. Experts agree that twentieth-century leadership practices are inadequate for the stormy twenty-first-century present. This provocative course equips you with the insights you'll need to rise with the occasion of a rapidly shifting business landscape.

Creative Thinking: Techniques and Tools for Success—In today's ever-growing and changing world, being able to think creatively and innovatively are essential skills. It can sometimes be challenging to step back and reflect in an environment which is fast paced or when you are required to assimilate large amounts of information. Making sense of or communicating new ideas in an innovative and engaging way, approaching problems from fresh angles, and producing novel solutions are all traits which are highly sought after by employers.

Conflict Transformation—This course introduces you to the concept of conflict transformation and how it differs from conflict resolution, management, and prevention. We'll see how conflict offers opportunities for constructive change, and we'll explore different tools and methods for engaging conflict constructively.

edX Open Courses offers online learning from world-class academic institutions and corporate partners, self-paced individual courses or multi-course programs to earn a certificate and typically take 2 to 6 weeks to complete. www.edx.org/

Introduction to Human Resources (HR) leadership and HR management strategies—This introductory course will introduce the learner to 'strategic HR' as a key, value-adding function in the organization – helping it to achieve its business objectives. It will unpack key concepts from a strategic HR point of view, such as 'ethics and governance', 'HR risk management' and a 'digital HR strategy'. Finally, it will consider the future of work and what a global HR strategy entails.

People Management—Learn to be a better manager by developing leadership and communication skills designed to turn first time managers into great team leaders.

USP offers a range of online courses including Business Administration, Business Communication, Finance, Human Resources, Leadership, Quality Management and Work Health and Safety.

Pacific Fale—FaleOnline is an online learning management system that enables Pacific public servants and the Public Service Fale to connect, share and learn. Fale Online is easily accessible, enables online learning, and facilitates connection between all Fale Public Service jurisdictions across the Pacific region. These include policies, case studies, Leadership Development, Strengthening Governance, and Digital Connectivity developed both in NZ and across the region. FaleOnline also provides access to learning, in particular our flagship programmes: the Integrity and Ethics Programme, Management Toolkit, Foundations of Leadership Programme, and our webinar series. <https://www.publicservice.govt.nz/system/pacific/fale-programmes/>