



**Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou**  
**Your Voice Should be Heard**  
**Your Voice is Important**

**Cook Islands Investment Corporation**  
**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.

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 though training and development both formal and on the job/informal, gaining experiences and assuming increased responsibilities.

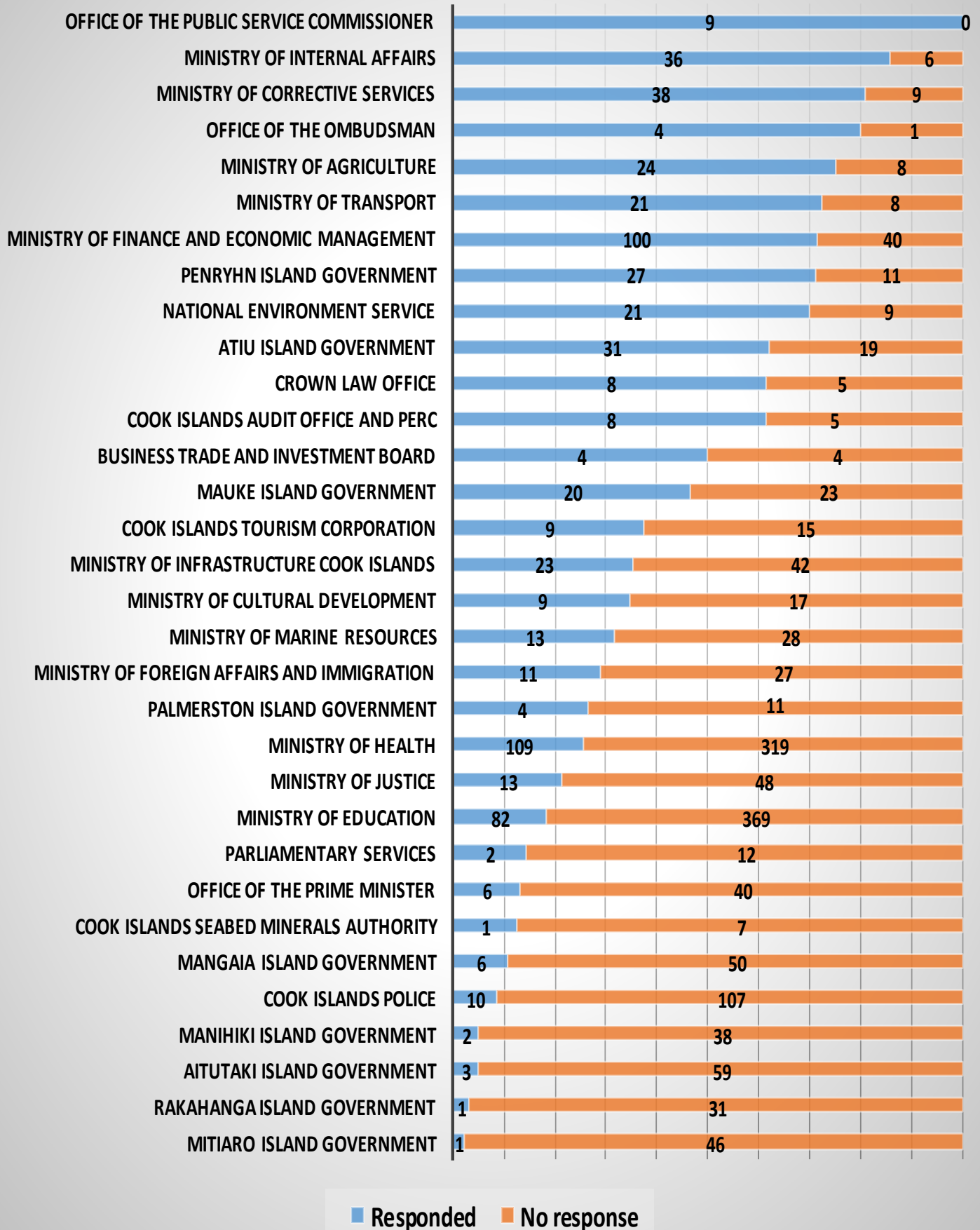
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged 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.

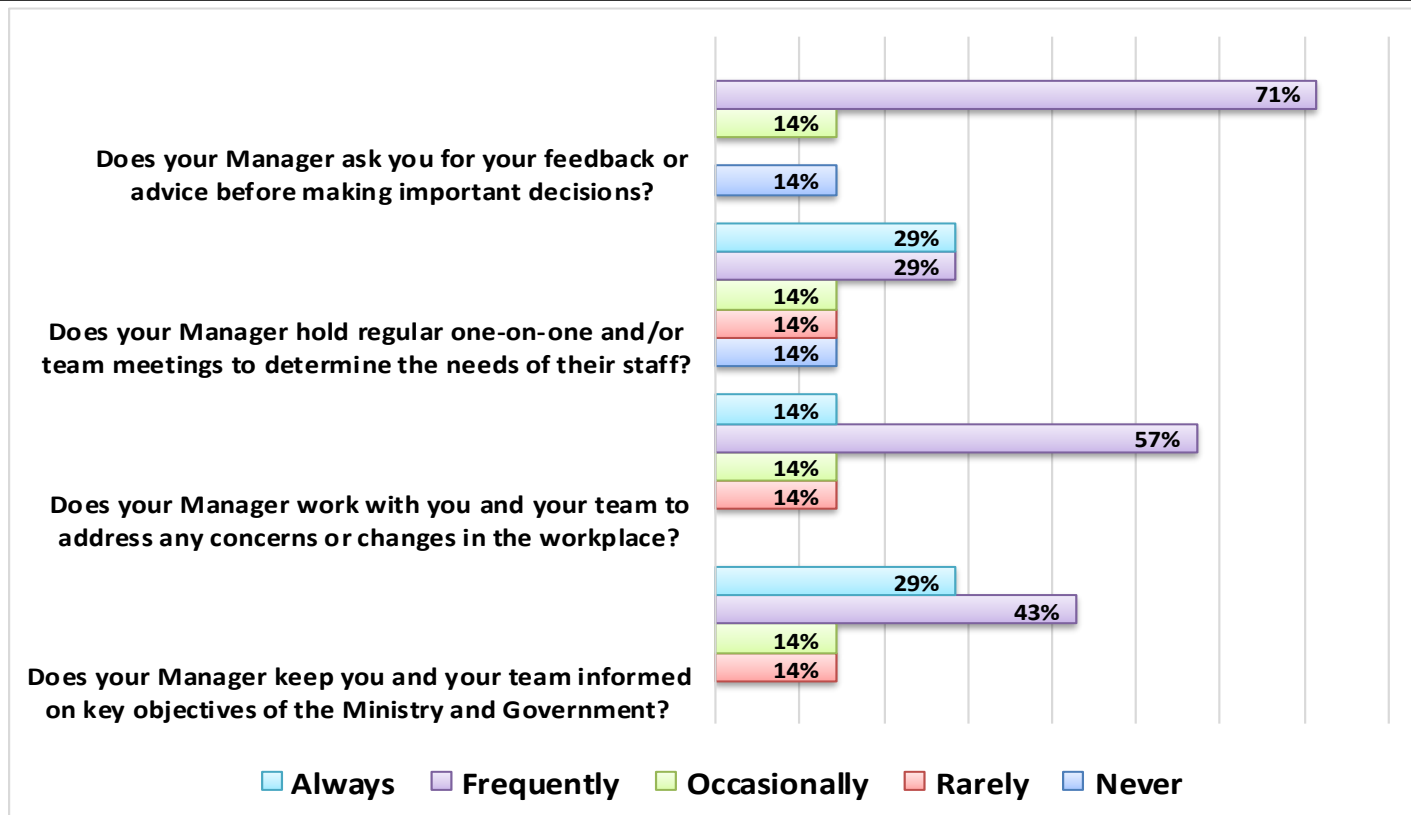
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Cook Islands Investment Corporation (CIIC) were seven participants and the results in the report represent the ratings and feedback provided from those employees not from the total number of employees.

# Leadership Survey Response Rate



## Communication, Managing Change and Decision Making



### Summary of Results:

71% of Participants selected Frequently for the first question, with the remaining 29% selecting either Occasionally or Never. For the next question regarding meetings, 58% selected Always or Frequently, but 42% then selected Occasionally, Rarely or Never. This number would indicate that management needs to be looking at how they are communicating with staff, as the results show that some staff do not attend regular meetings with management, which in turn, will lead to communication and information sharing opportunities with staff being missed.

71% selected Always or Frequently for the third question and 72% selected the same for the last question. Both of these questions show that there is about 28% of staff who selected Occasionally or Rarely. This indicates that management should look at how change, addressing concerns and keeping staff informed is being managed and identify gaps for training and development.

### Commentary and Feedback:

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

Comments noted that management will ask for feedback when it is in the staff field of expertise.

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

No comments were provided.

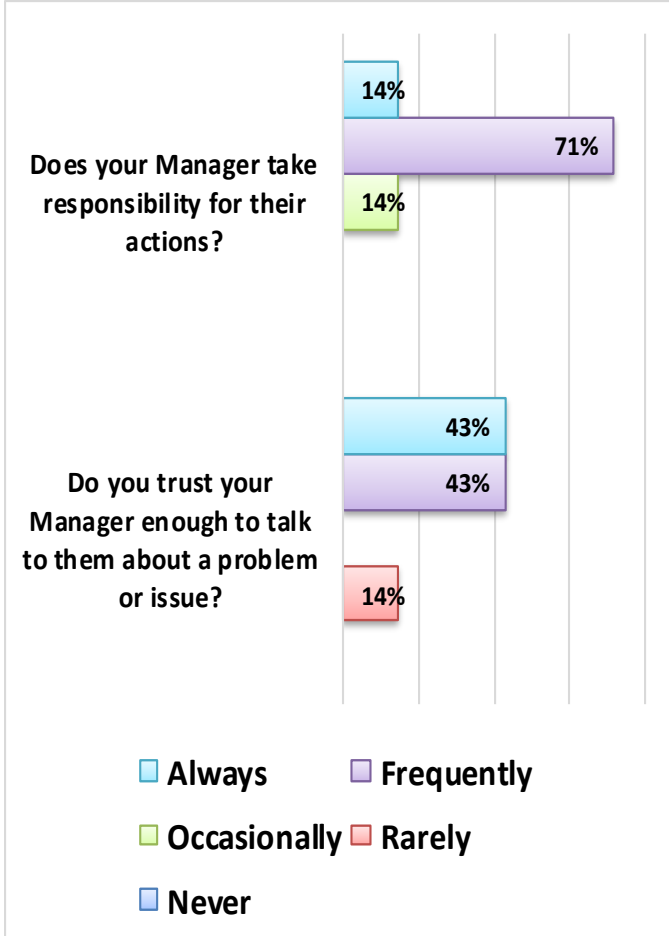
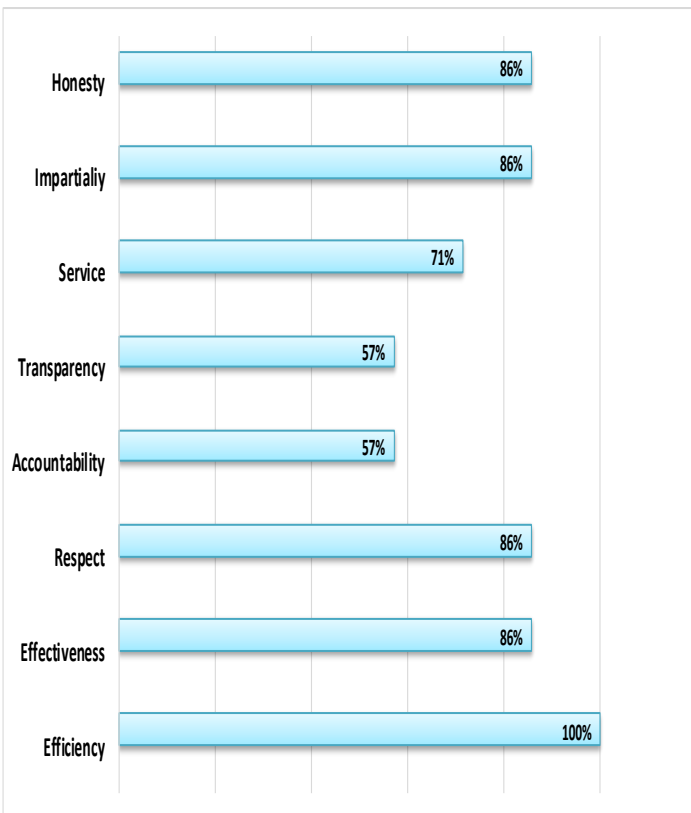
#### Does your Manager work with you and your team to address any concerns or changes in the workplace?

No comments were provided.

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

Comments noted that staff often do this themselves, rather than management.

## Integrity and Trust



### Summary of Results:

Efficiency was the highest rated value at 100%, while at the other end of the scale, Transparency and Accountability rated 57%. As a comparison, the results below are from the Full Sector Survey Report and show that for each value, CIIC management rated above the sector average, except for Accountability which was below. 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%

85% of CIIC participants selected Always or Frequently when asked whether management took responsibility for their actions, while 86% selected the same when asked if they trust their manager enough to talk to them about a problem. This leaves 15% of staff who selected Occasionally or Rarely. Overall a good result.

### Commentary and Feedback:

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

No Comments provided.

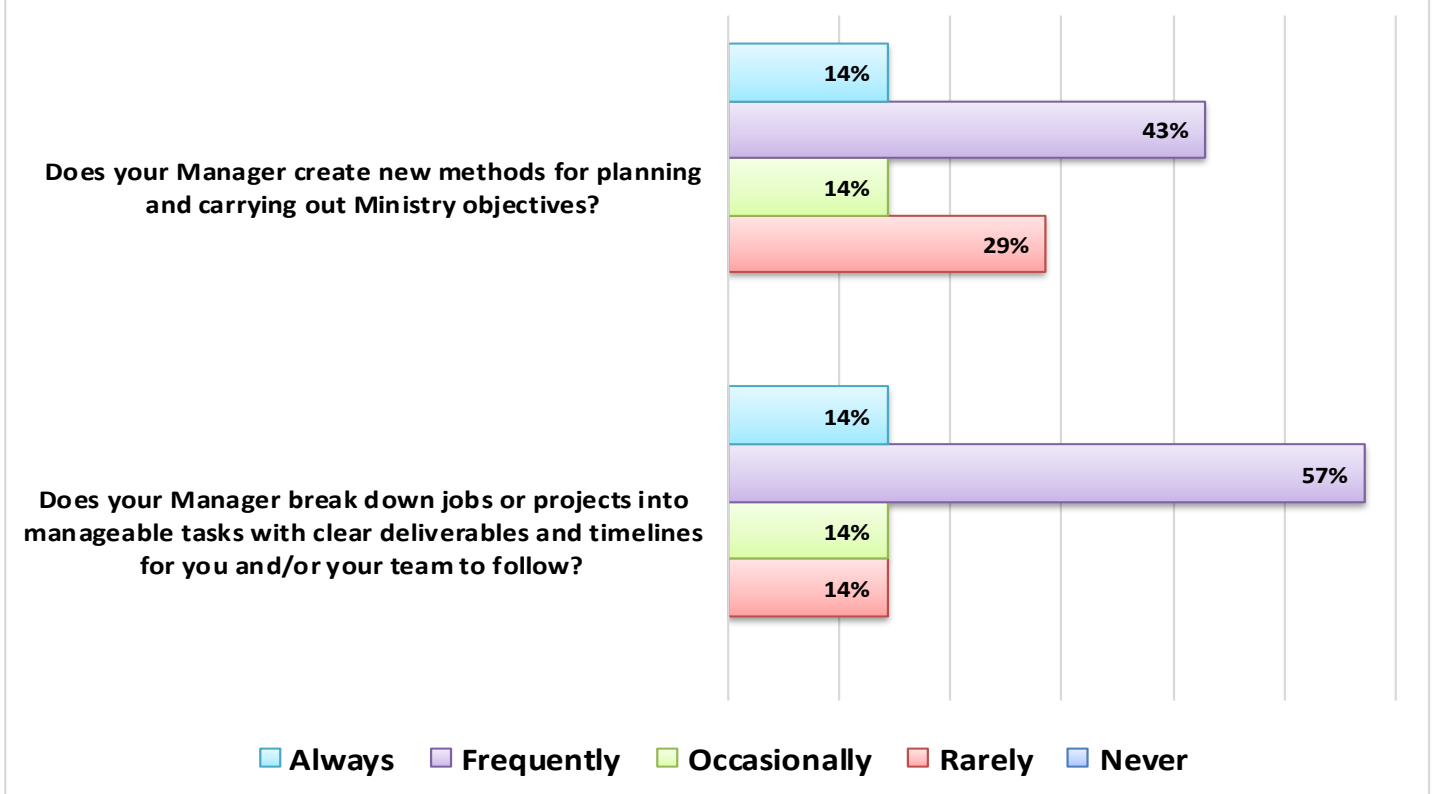
**Does your Manager take responsibility for their actions?**

No Comments provided.

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

No Comments provided.

## Planning and Creativity



### Summary of Results:

57% of participants selected Always or Frequently for the first question in the graph, leaving 43% who selected Occasionally and Rarely. Creativity and thinking 'outside the box' is one of the harder skills to learn so 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 71% selecting Always or Frequently, which indicates that management staff do have the skills. Upskilling or development in this area may help some management staff though, given that 28% of participants selected Occasionally or Rarely for this question.

### Commentary and Feedback:

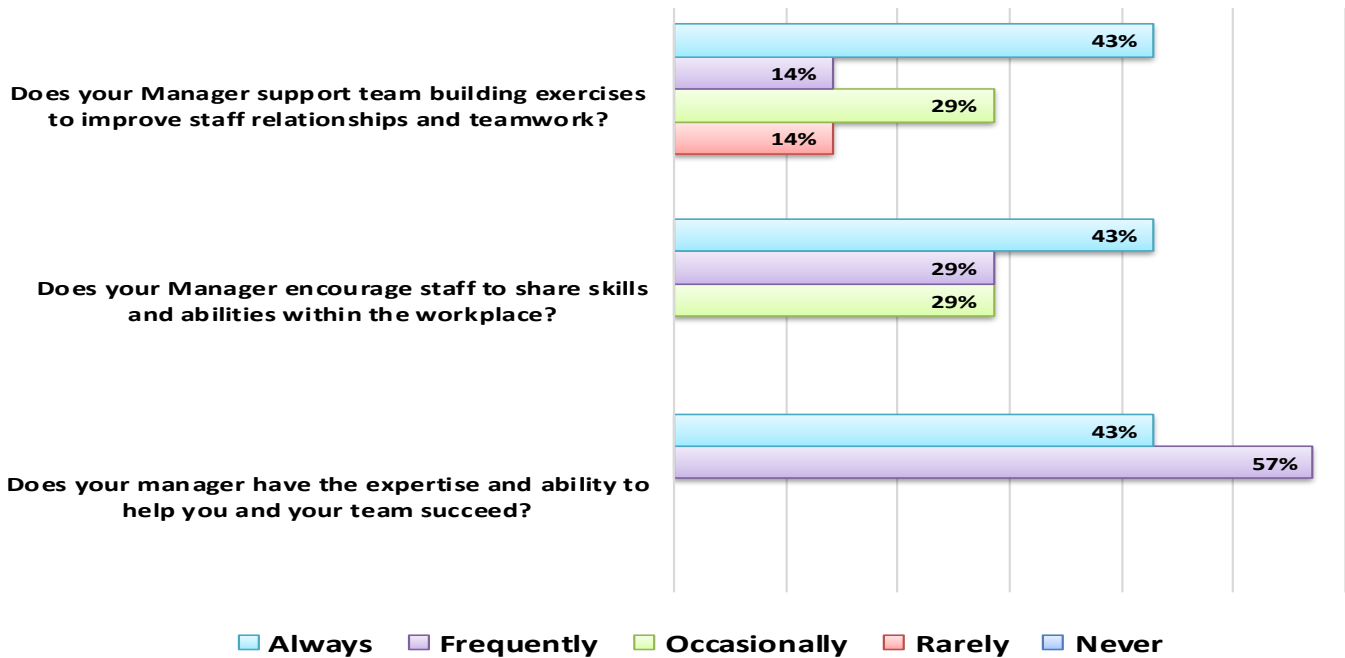
#### Does your Manager create new methods for planning and carrying out Ministry objectives?

Participants noted that some management staff were not expected to do this at their level, indicating that only more senior level management staff do.

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

Participants commented that this was done on the more operational tasks and often from a timeline perspective and that it depended on the individual staff roles as to whether this was an expectation of the job.

## Teamwork and Collaboration



### Summary of Results:

Team building exercises are obviously practiced with 57% of participants selecting Always or Frequently to this question. This leaves 43%, however, that selected a rating of Occasionally or Rarely.

The next question concerning skill sharing, received a much higher percentage of staff selecting Always or Frequently. The next question 100% of participants selected Always or Frequently. A great result.

Management should consider looking at skill gaps to identify training and development opportunities for all staff, including management, to ensure that they have the breadth of skills and knowledge to effectively carry out their roles, particularly in team building and skill sharing.

### Commentary and Feedback:

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

No comments provided.

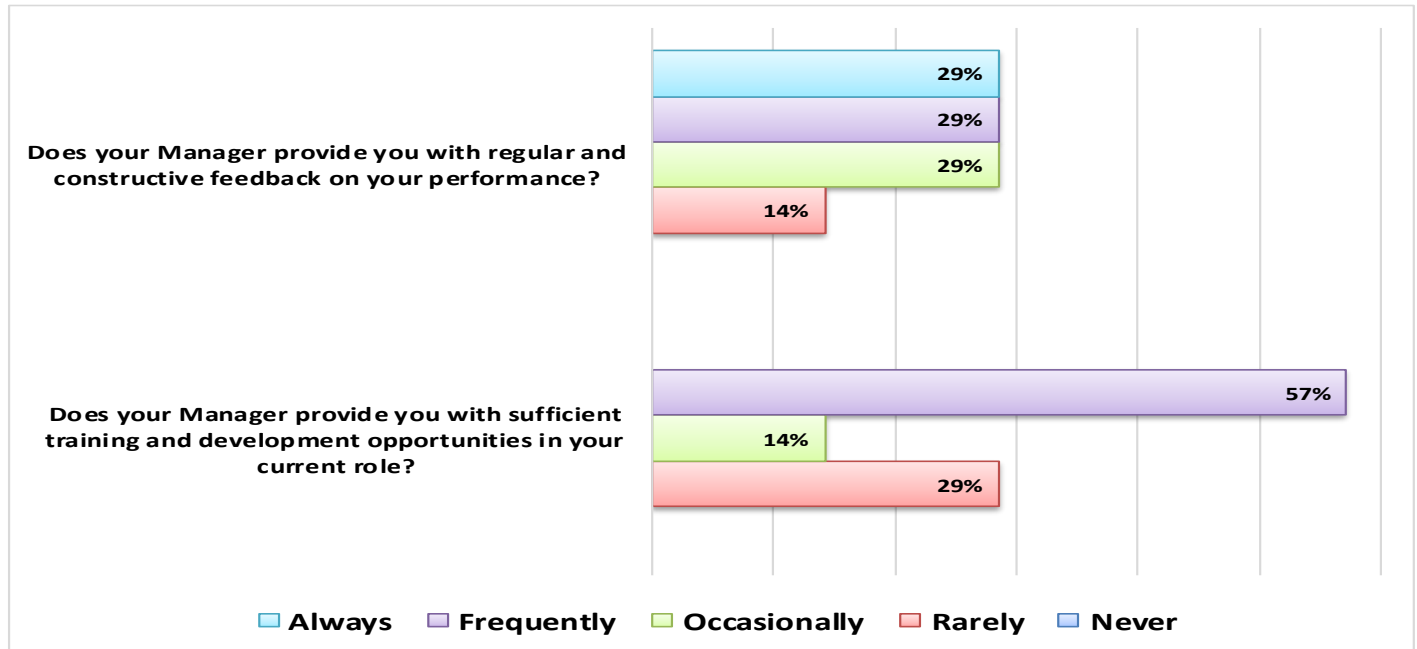
**Does your Manager encourage staff to share skills and abilities within the workplace?**

No comments provided.

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

No comments provided.

## Performance Management



### Summary of Results:

58% of participants selected Always or Frequently and the other 42% 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 would benefit both management and staff. Feedback on work performance should be regular and constructive and for at least 42% of participants this is not happening.

57% of participants selected Frequently for the next question, leaving 43% selecting either Occasionally or Rarely. This should be a 'red flag' and an opportunity for management to identify gaps in the training and development management system at CIIC.

86% of participants selected Yes when asked if they understood how their performance is measured, leaving 14% who selected No.

When asked if they have received a performance appraisal in the last 12 months 72% selected Yes, while 28% 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 receiving regular and constructive performance appraisals.

### Commentary and Feedback:

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

Comments provided note that often feedback is provided but is targeted more towards meeting management KPI's rather than the staff.

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

No comments provided.

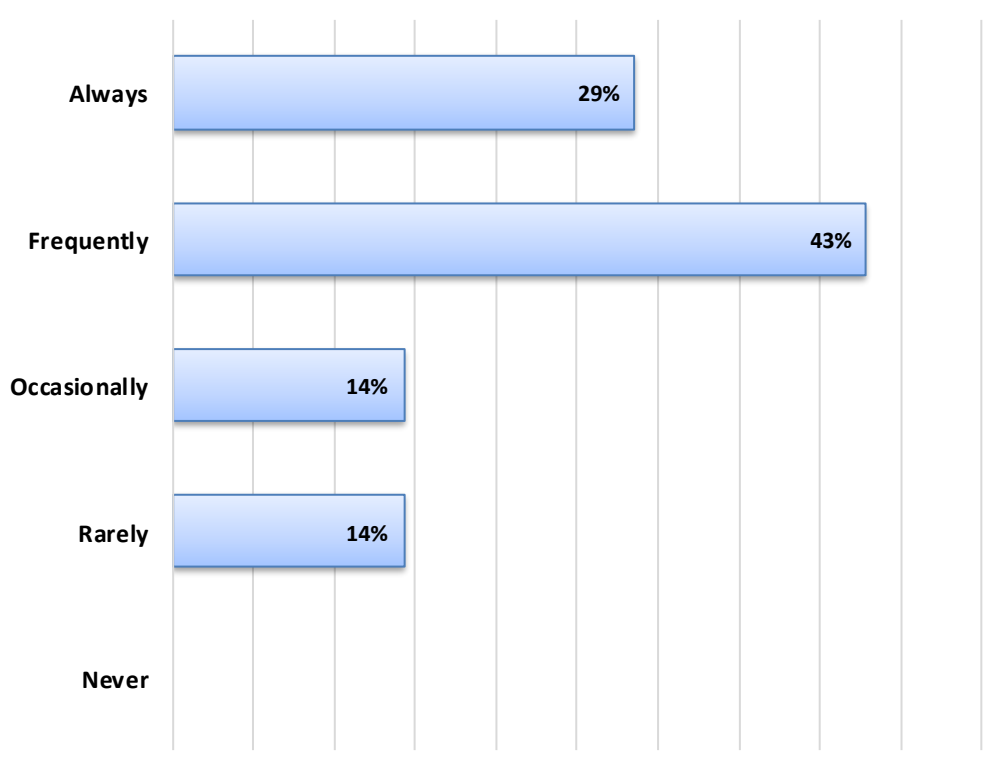
#### Do you understand how your performance is measured?

No comments provided.



## 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%, CIIC employees selected below that rating, at 29%. A total of 28% selected Occasionally or Rarely. 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 receive an even more positive response for this statement.

### Commentary and Feedback:

Comments included that CIIC has a strong work culture and achieving results but it was also noted there was a high turnover of staff.

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:

- Talk more with staff
- Set clear goals for the division
- Undertake personal growth development
- Be transparency and accountable
- Follow the values of the Public Sector
- More involvement in team building and team meetings

## 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](http://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/](http://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/>