

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

**Your Voice is Important**

**Ministry of Education**

**Maraurau o te Pae Api'i**

**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 Enea 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 Enea who completed the shorter version. Eleven employees from the Pa Enea 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 though training and development both formal and on the job/informal, gaining experiences and assuming increased responsibilities.

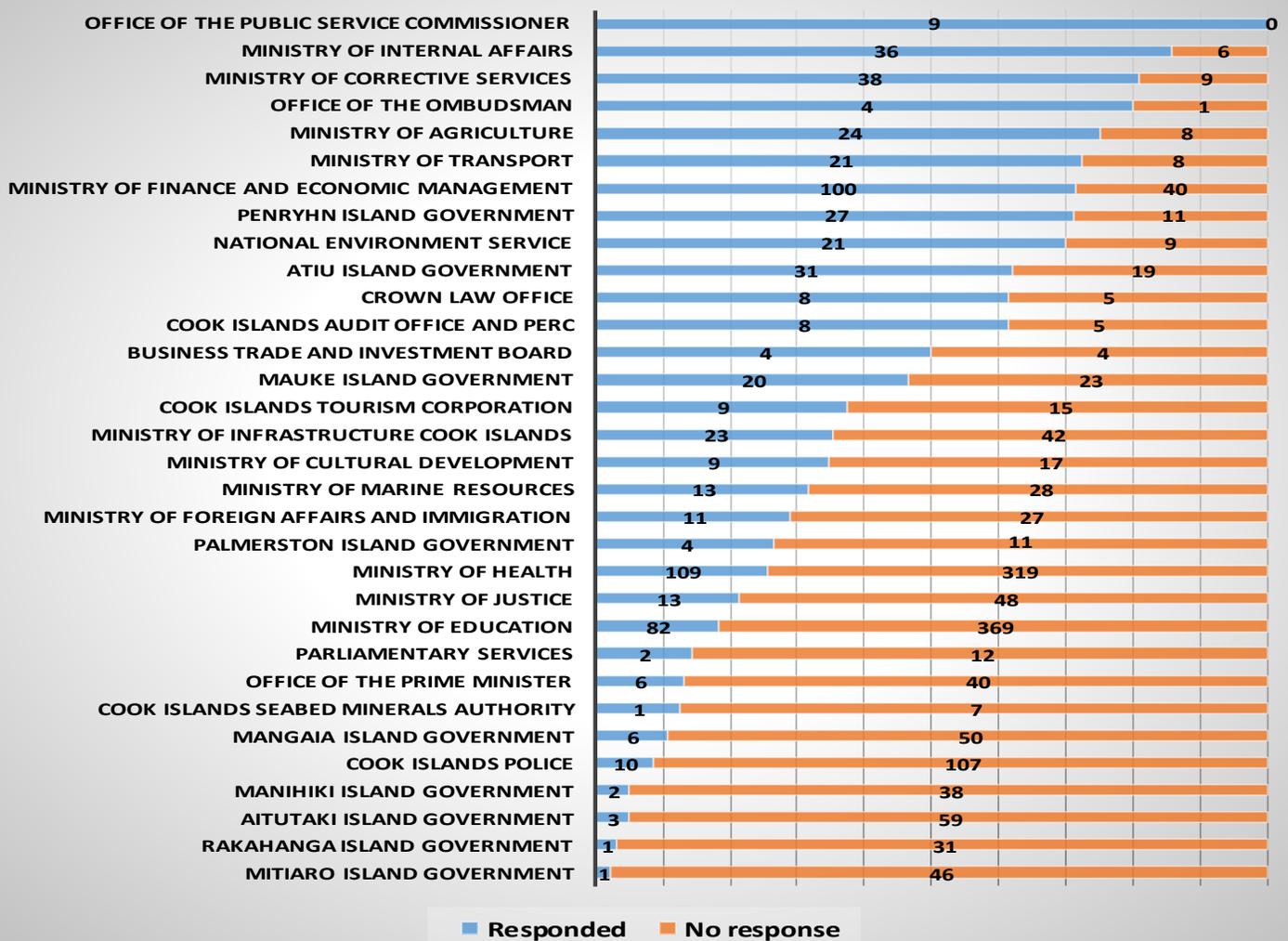
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

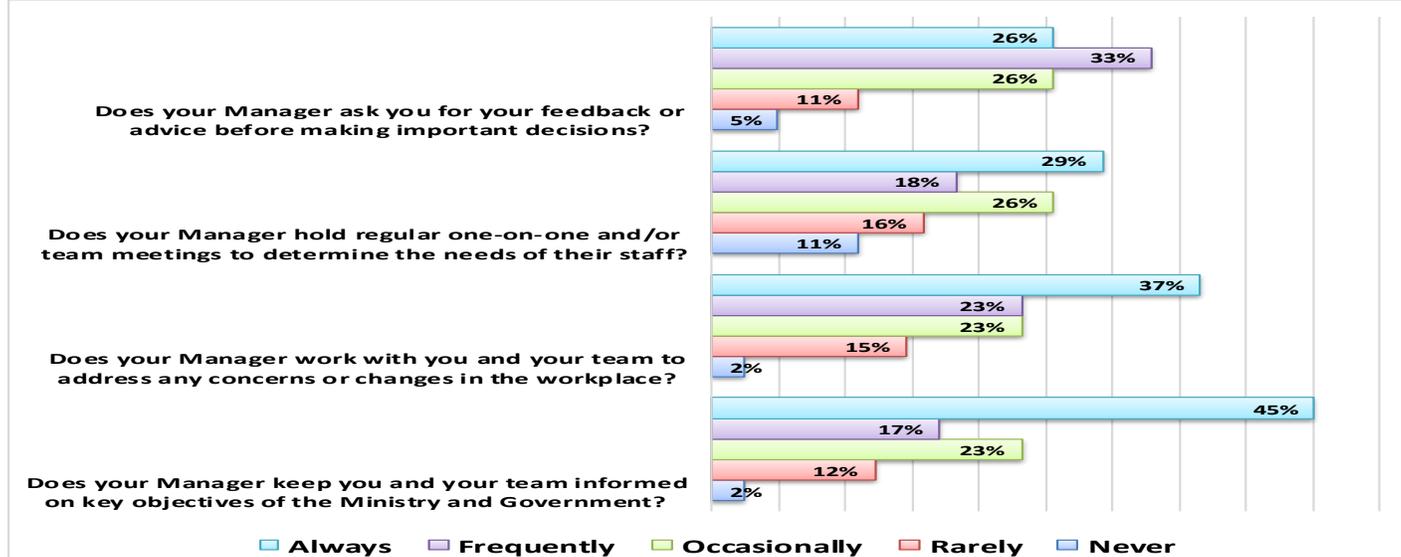
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Education was 18% 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:

59% selected Always or Frequently for the first question in this section, which leaves 41% selecting Occasionally or less. When this result is looked at in connection with the next question concerning regular one-on-one and team meetings, the two sets of results are a 'red flag' for management. 53% selected Occasionally or less for the second question, meaning that over half of the participants do not have regular one-on-one meetings with management or attend team meetings. 60% felt that their management works with them and their team to address concerns or changes, while 62% selected Always or Frequently when asked if they were kept informed on key objectives, so a much better result for the last two questions. However there is still room for improvement given that 40% of respondents selected Occasionally or less.

### Commentary and Feedback:

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

The most positive comments reflect the 55% that selected Always or Frequently for this question. Those comments include references to regular staff meetings, consultations with staff and feedback sought in a professional manner. The remaining comments focused on staff occasionally asked to provide feedback, the need to make sure everyone has a voice, management making decisions with no consultation even if the staff are directly affected, and never being asked to provide feedback.

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

There was a lot of positive comments provided for this question that show that, regular staff meetings are held by some management staff and many also practice an 'open door' policy. At the other end, and less positive was comments that there were no, or very irregular, team meetings and staff feeling they are not being listened to.

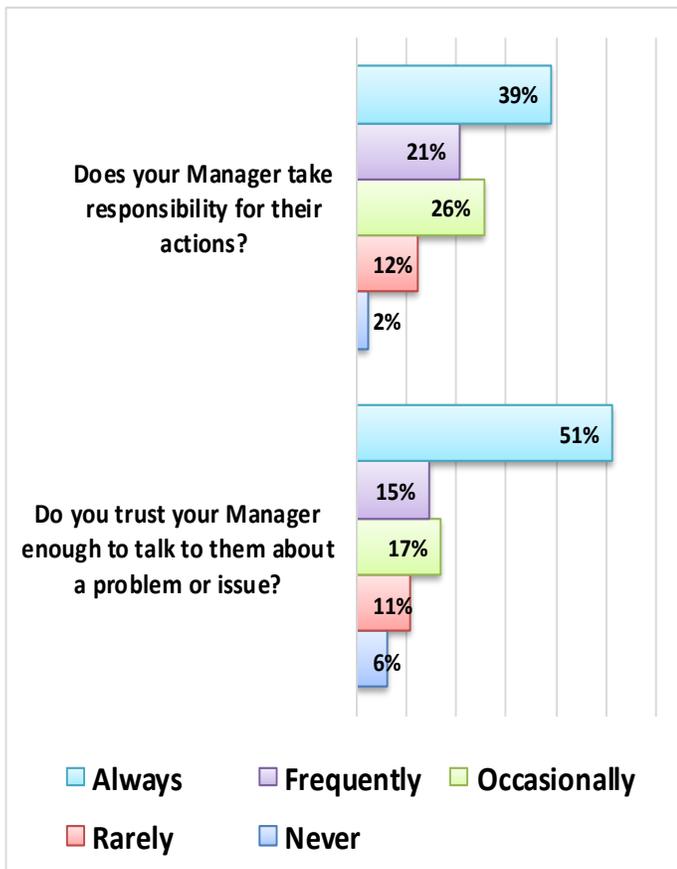
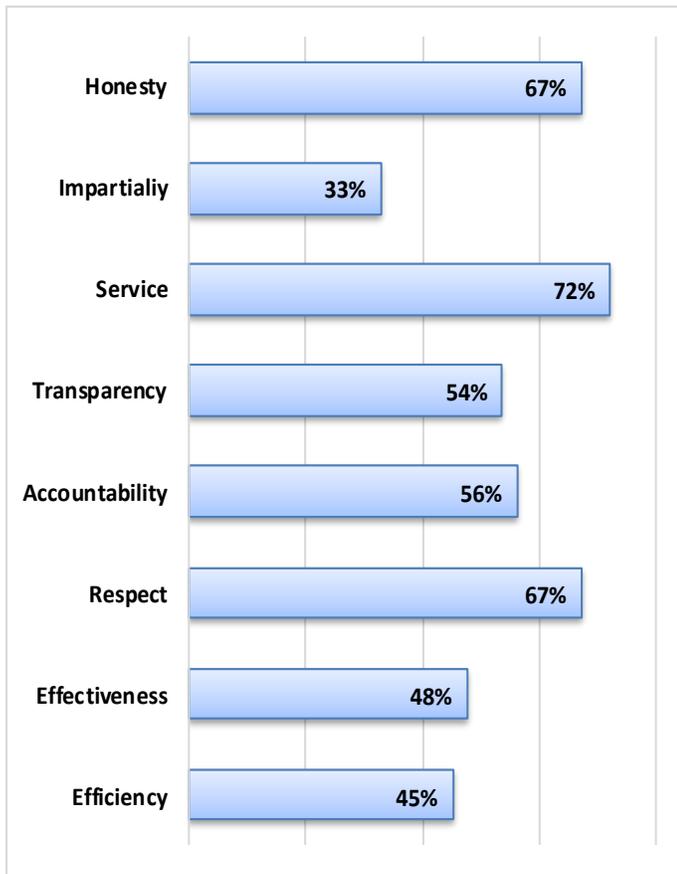
#### Does your manager work with you and your team to address any concerns or changes in the workplace?

Feedback provided, included comments stating that staff are involved in anything that affects their workplace, management working with staff to problem solve concerns, and regular meetings held. However, several mentioned concerns not being addressed, including issues of Health & Safety, staff needing to follow up in order to receive a response, or when conflicts arise.

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

This question received similar feedback to the others in this section with many participants feeling informed, kept updated and very clear on the objectives of Government, while others stated they rarely received information, particularly those staff working in the Pa Enua.

# Integrity and Trust



## Summary of Results:

Service was the highest rated value at 72%, while at the other end of the scale, Impartiality rated just 33%. As a comparison, the results below are from the Full Sector Survey Report and show that Honesty rated equal, Service rated higher and the remaining values 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%

60% of MOE participants selected Always or Frequently when asked whether management took responsibility for their actions, while 66% selected the same when asked if they trust their manager enough to talk to them about a problem. This left 40% and 34% selecting Occasionally or less for each question respectively. Given the feedback that was also provided, these results would indicate that management being accountable for their actions.

## Commentary and Feedback:

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

Comments ranged from management who exemplify the Public Sector values, through to those who only display some and then those who hold none of those values.

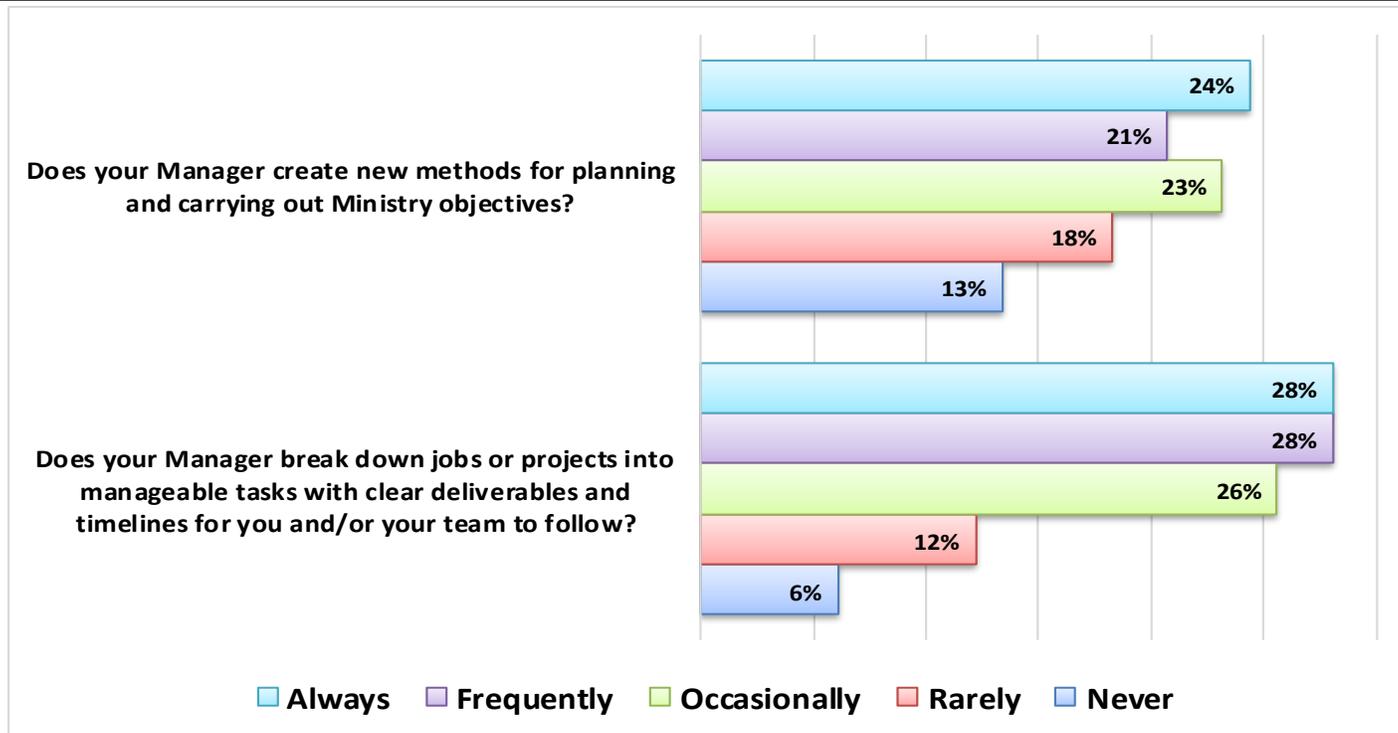
### Does your Manager take responsibility for their actions?

Many participants felt that management takes full responsibility for their actions and mistakes. Other participants felt that this was very much lacking with some management staff and that the blame was sometimes passed on to staff by management.

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

Again a mixed bag of opinions and feedback provided. Some staff trust management to approach with problems and know that confidentiality will be maintained, while others have experienced the opposite and there is little or no trust and some would only discuss an issue depending what it was.

## Planning and Creativity



### Summary of Results:

45% of participants selected Always or Frequently for the first question in the graph, which is lower than the 55% who selected Occasionally or less. 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 56% selecting Always or Frequently, which indicates that some management staff do have the skills, but upskilling or development in this area may help given that 34% of participants selected Occasionally, Rarely or Never.

### Commentary and Feedback:

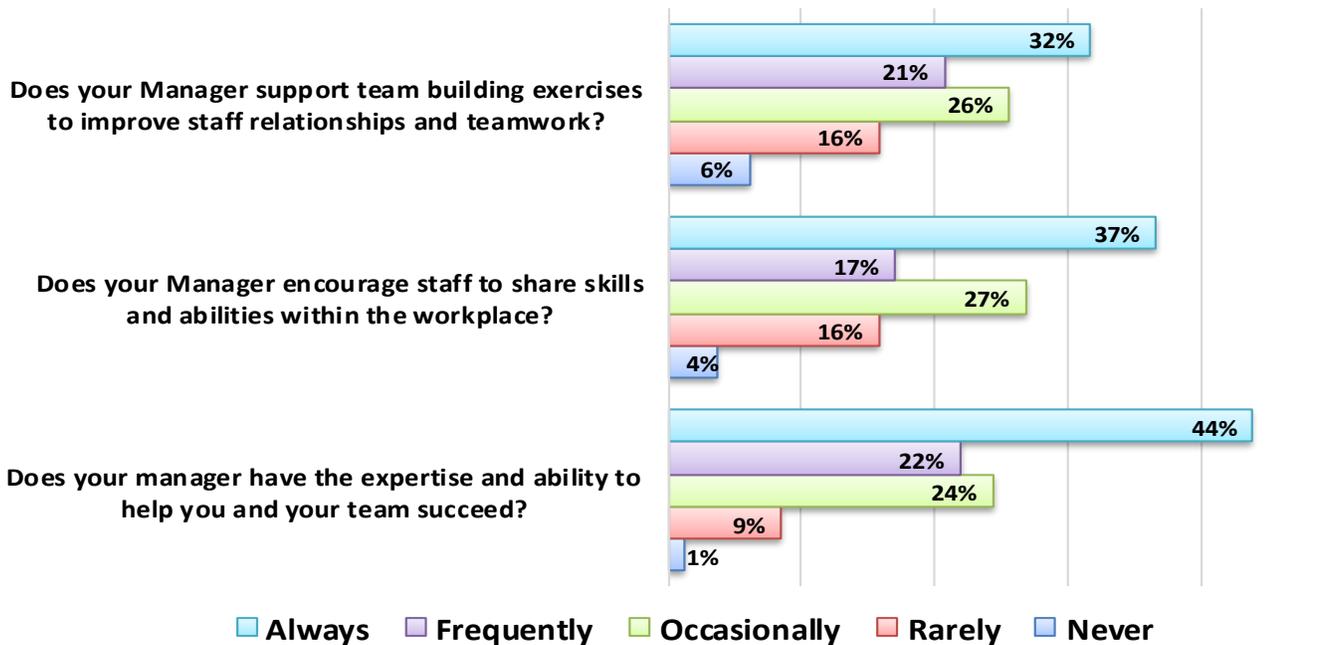
#### Does your manager create new methods for planning and carrying out Ministry objectives?

The comments provided reflect the graph results, with some participants stating that management is often exploring new and more efficient ways of doing things and that new initiatives are discussed with staff input. Others felt that planning and creating new methods was either beyond the skill level of management or was quicker to be carried out by staff themselves.

#### Does your manager break down jobs or projects into manageable tasks with clear deliverables and timelines for you and your team to follow?

Most of the comments for this question were positive, with participants noting that planning is a key component of school deliverables and management practice it with discussion and input from staff. Team planners to assist with planning in some areas (not specified) were mentioned and the need to stick to timelines being important.

## Teamwork and Collaboration



### Summary of Results:

This section has again some mixed results. Team building exercises showed participants selecting Always or Frequently 53%, leaving a significant amount, at 47% selecting from amongst the lowest three rankings. A similar result was given for the next question concerning skill sharing in the workplace. The last question had a much higher result with 66% selecting Always or Frequently. These results would indicate that some improvements or initiatives could be introduced by management to increase these ratings through team building and skill sharing.

### Commentary and Feedback:

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

Comments provided reflected the ratings selected by participants for this question. Some employees noted that team building exercises occur regularly, while others felt that while it does happen, it was not as frequent as it could be. Other comments indicated that staff organize their own team building sessions or that it has never been a priority for management.

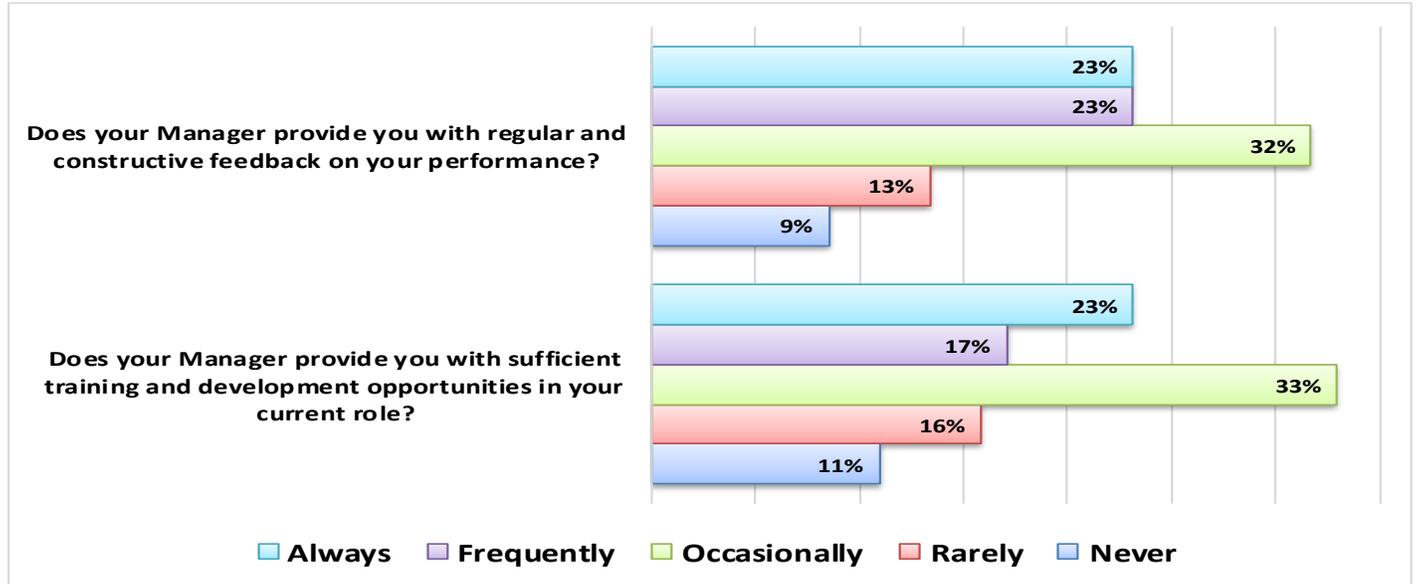
#### Does your manager encourage staff to share skills and abilities within the workplace?

Several participants commented on management encouraging skill sharing, both formally and informally. Others mentioned that it was more driven by staff themselves than initiated by management.

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

There was lots of positive comments about the expertise and skills of management for this question, including management that is supportive, forward thinking, capable, and providing career path opportunities. Some participants felt that management needed more support, particularly those working in the Pa Eua. While others felt that there was not enough consultation and support given to staff by management.

## Performance Management



### Summary of Results:

Only 46% of participants selected Always or Frequently when asked if they receive regular and constructive feedback. The second question in this section was less, with only 40% selecting the same. This is a definite 'red flag' for management and some training in providing constructive feedback in the workplace should be considered.

### Commentary and Feedback:

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

There was a good spread of comments provided for this question. Comments include staff receiving regular and constructive feedback and management practicing an 'open door' policy. There were several comments where employees stated they received feedback, but it was not always constructive, or was only received through the appraisal process. Other comments noted that they never received feedback or only when there was a problem.

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

There were several comments noting that no training and development was offered or that training was undertaken at the staff's own initiative. Others felt that there were not many training opportunities available, while some stated that management encouraged staff in their professional development. The conflicting comments reflect the results shown in the graph and could be an area for management to look in to further.

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

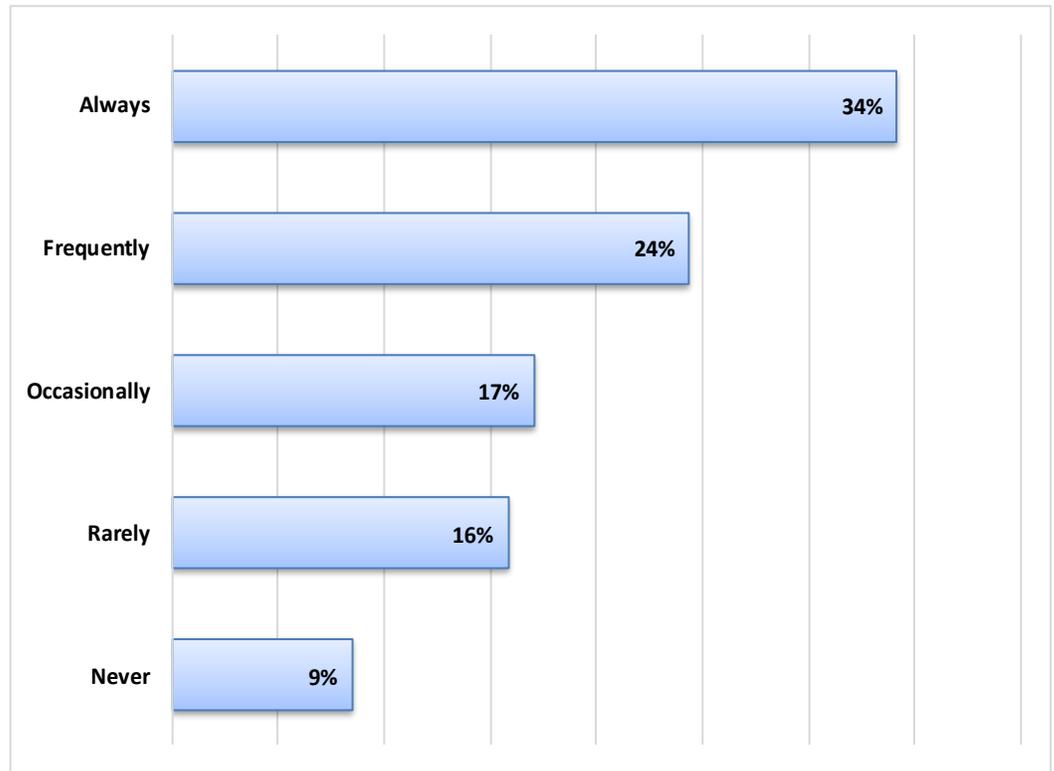
80% responded Yes to this question. Most of the comments would indicate that this understanding comes from the annual performance appraisal and not necessarily from any feedback or input in to progress throughout the year. The point to consider here is how does this link to the question about receiving regular constructive feedback from management. This question and the results show that staff understand how their performance is measured but 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?

This question had 66% of participants selecting Yes to this question, which should lead to management investigating the different reasons as to why staff have not received a performance appraisal. One reason could be that staff have not been in their role long enough to have yet received one or that they are contract staff. Comments showed that some staff have not received one, while others commented on the process of the performance appraisal being too long, delays in getting feedback or that the feedback was not helpful and focused too much on the negative.

## 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%, MOE employees selected below that rating at 34%. A total of 42% selected Occasionally, Rarely or Never. 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 participants would recommend MOE as a place of employment because there is good management staff, the role of a teacher is a rewarding job and there is great staff to work with. Other comments were not so positive and reflected the low pay, high workload and stress of the job, a lack of qualified employees or lack of strong, competent leadership as reasons not to recommend.

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 MOE'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:

- Ongoing development and training for staff and management
- Provide regular and constructive feedback
- Be more non judgmental
- More team building initiatives
- More regular staff meetings
- Consult with staff and seek their input and feedback
- Be accountable
- Keep staff informed
- Be honest and transparent
- More resources provided
- Stop micromanaging
- Make the time to step out of the office and in to the classroom
- Delegate and trust in staffs abilities
- Maintain confidentiality
- Be fair to all staff
- Address issues or problems immediately
- Be consistent
- Be a role model of the Public Sector values
- Provide leadership and management training

## 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/>