



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

Your Voice Should be Heard

Your Voice is Important

Ministry of Infrastructure

Te Tango Angaanga o te Kuki Airani

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.

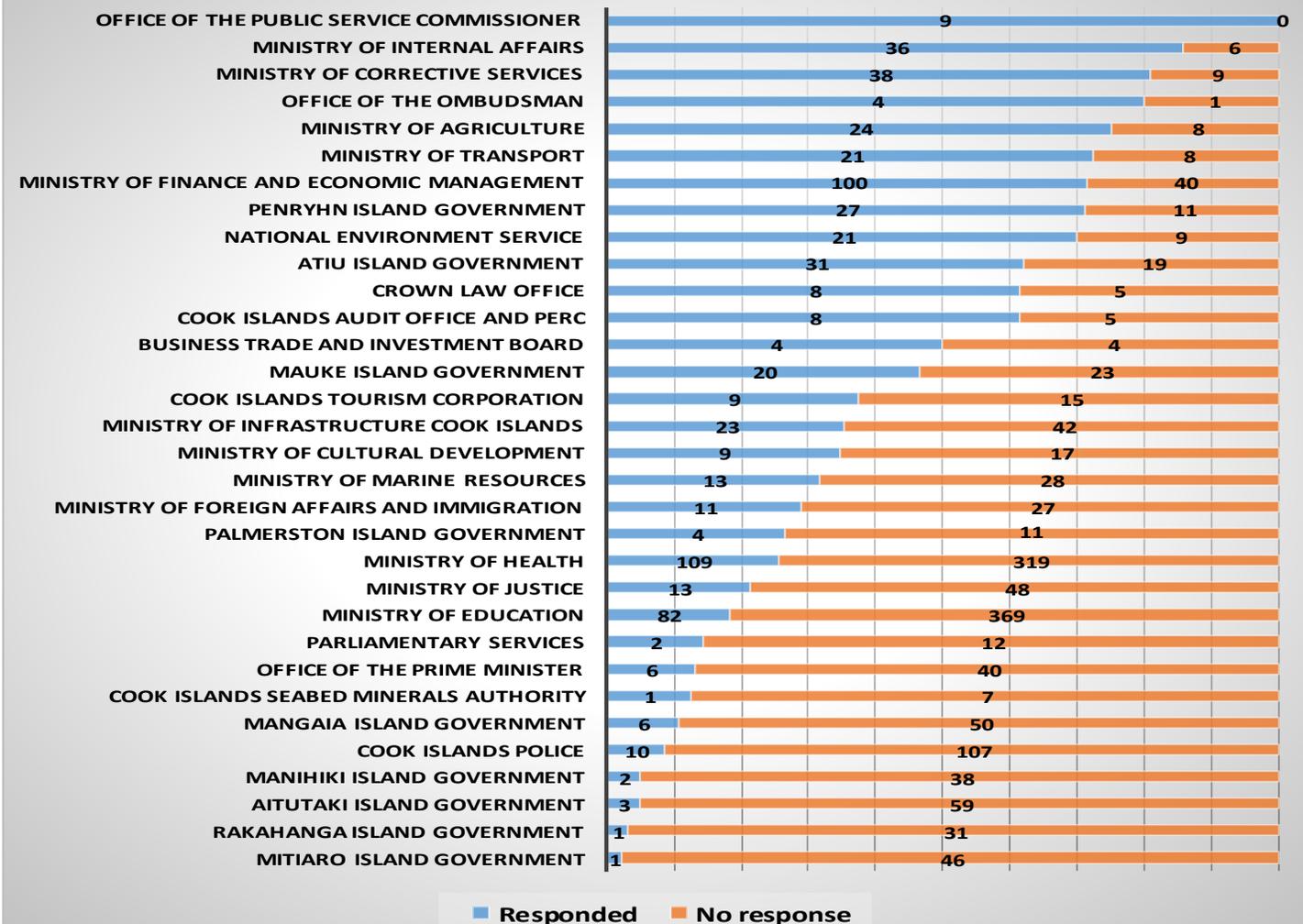
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

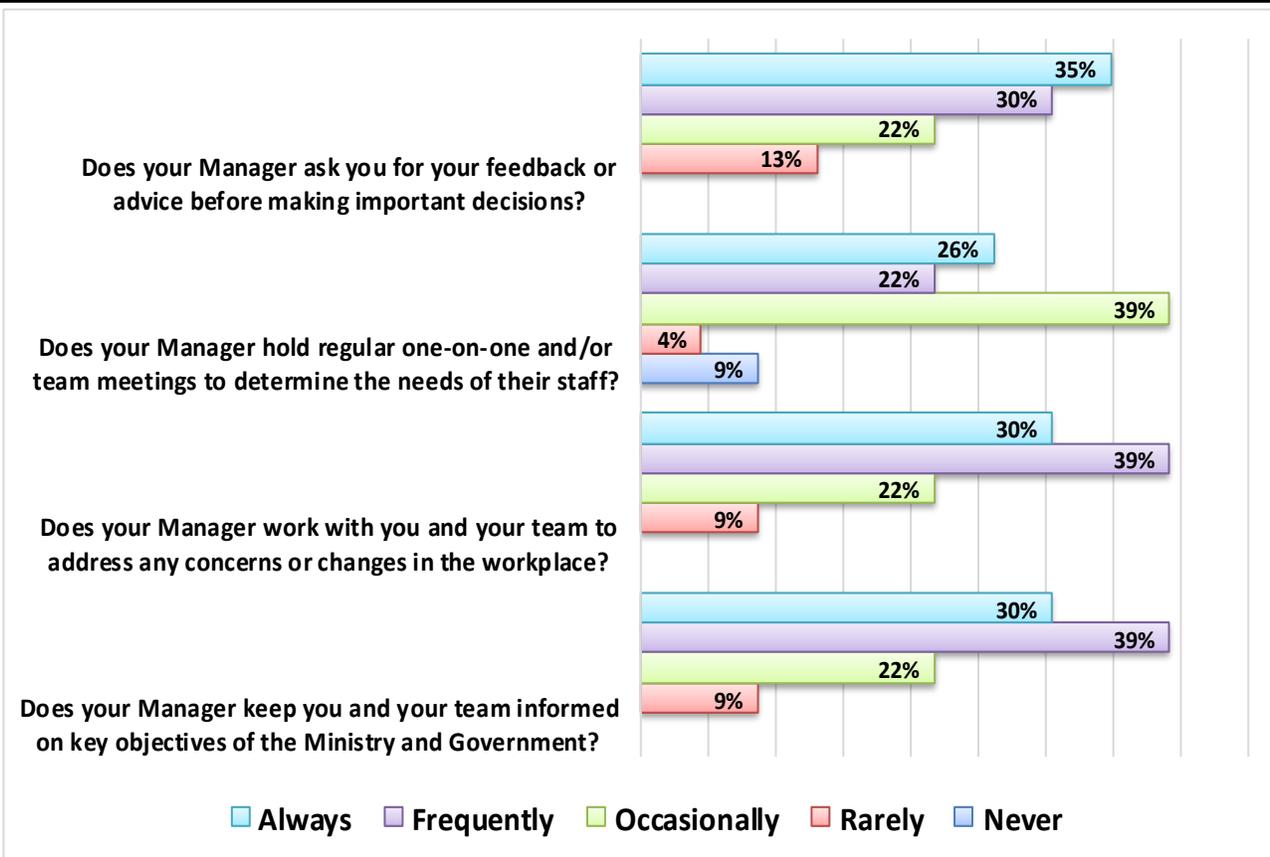
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Infrastructure (ICI) at 35% 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:

Results show that 65% of participants are asked by management Always or Frequently for their advice. The next question, however, received the lowest rating for this section with 48% of participants selecting Always or Frequently. This means that over half of the participants do not have regular one-on-one meetings with management or attend team/staff meetings. This should be a 'red flag' for management and further investigation to enable management to make the necessary changes. The last two questions rated the same with 69% selecting from the top two ratings.

Commentary and Feedback:

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

Comments from participants noted that some staff feel their opinion matters and they are consulted on work related matters. Others stated that this rarely happens or that only when management has the time.

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

Comments reflected the rating results with most comments left stating that one-on-one or team meetings do not happen, they are not regular, or only when time permits.

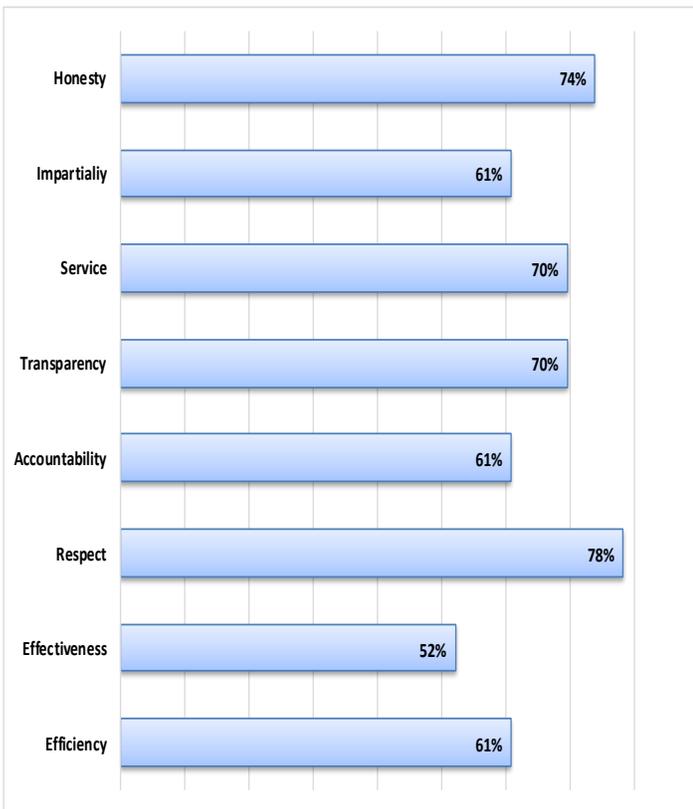
Does your manager work with your and your team to address any concerns or changes in the workplace?

Comments provided by participants included that at times staff are not consulted before changes are made.

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

Participants commented that information was shared during or after meetings or that it depended on the issue as to whether it was shared or not.

Integrity and Trust



Summary of Results:

Respect was the highest rated value at 78%, while at the other end of the scale, Effectiveness rated at 52%. As a comparison, the results below are from the Full Sector Survey Report and show that for each value, except Effectiveness, ICI management are rated above the sector average.

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

69% of ICI participants selected Always or Frequently when asked whether management took responsibility for their actions, while 73% selected the same when asked if they trust their manager enough to talk to them about a problem.

Commentary and Feedback:

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

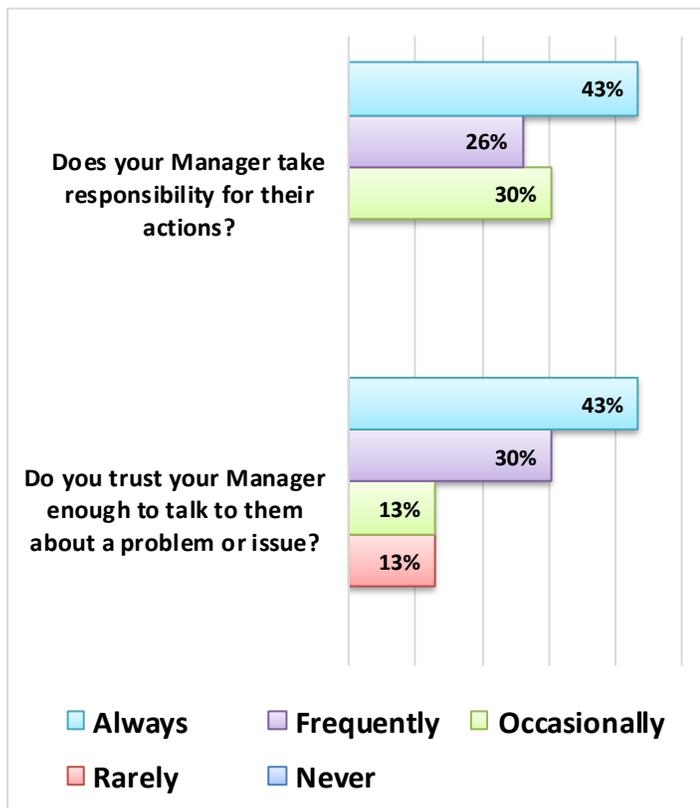
Comments included that management understand their responsibilities and care for the teams well being.

Does your Manager take responsibility for their actions?

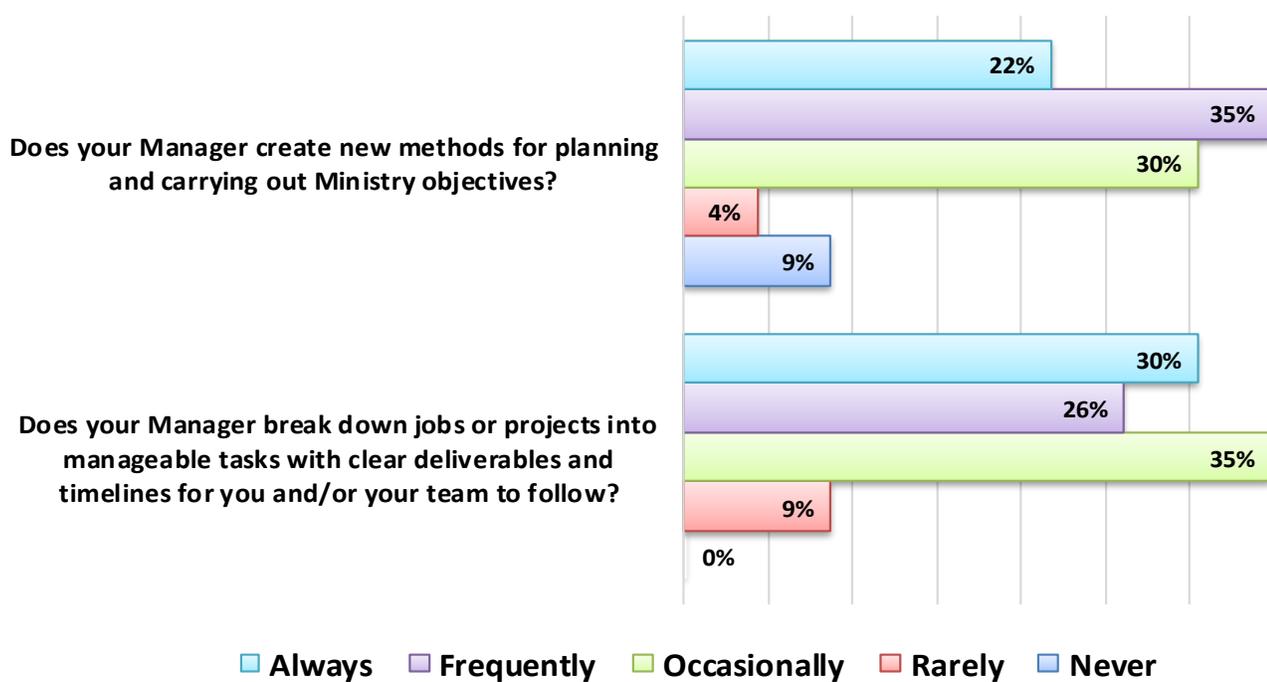
Many participants felt that management takes responsibility for their actions and mistakes.

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

Sometimes participants felt that management did not think the problem or issue was relevant to be discussed or that they did not have the capacity to help.



Planning and Creativity



Summary of Results:

57% of participants selected Always or Frequently for the first question in the graph. 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 slightly lower rating was achieved for the second question with 56% selecting Always or Frequently, which indicates that some management staff do have the skills, upskilling or development in project planning, time management and delegation skills, may help given that 44% of participants selected Occasionally or Rarely.

Commentary and Feedback:

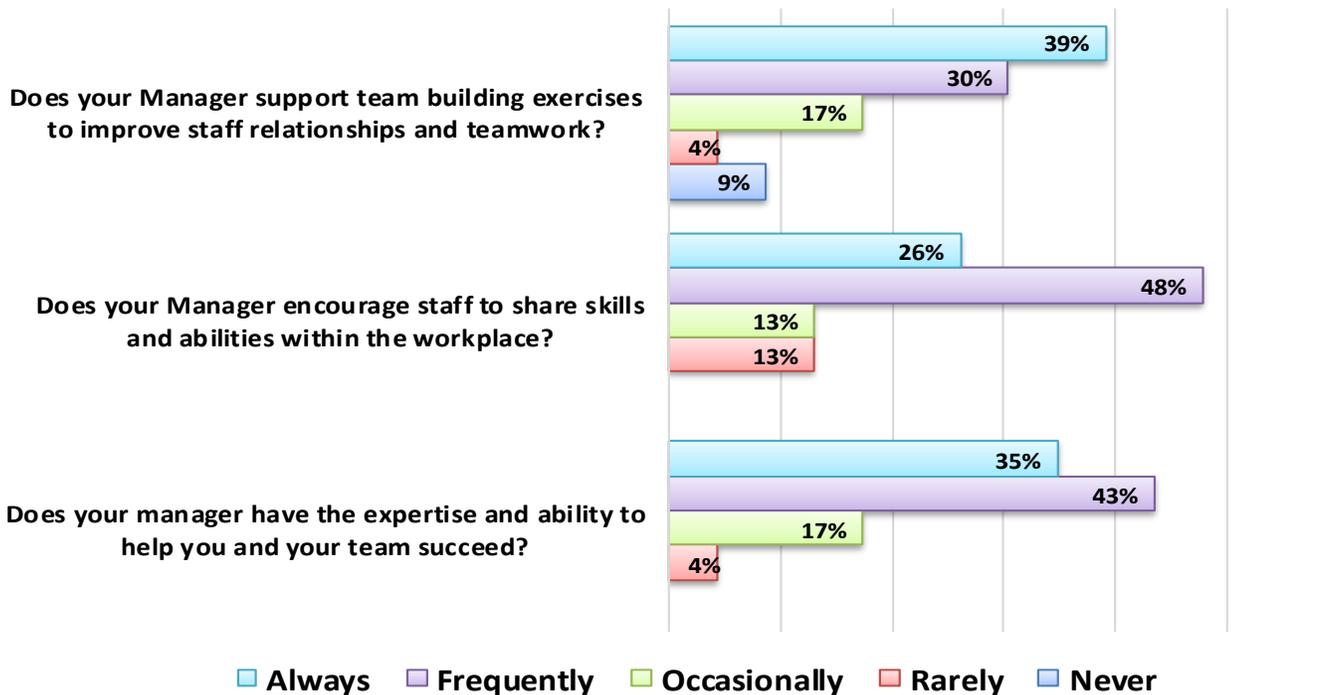
Does your Manager create new methods for planning and carrying out Ministry objectives?

Mixed comments with some agreeing that this happens at a management level, while others think it is inconsistent with priorities changing regularly.

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

Another set of mixed feedback provided ranging from this happens, especially on the bigger projects and includes staff support, through to, it depending on the skill levels of the staff or that it is sometimes delegated by management to staff.

Teamwork and Collaboration



Summary of Results:

A good set of results for this section with all questions rating between 69% and 78%. This would indicate that team work and skill sharing are key in this Ministry.

Commentary and Feedback:

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

The comments reflect the ratings given by participants with all feedback stating that team building exercises were regular and helped work moral.

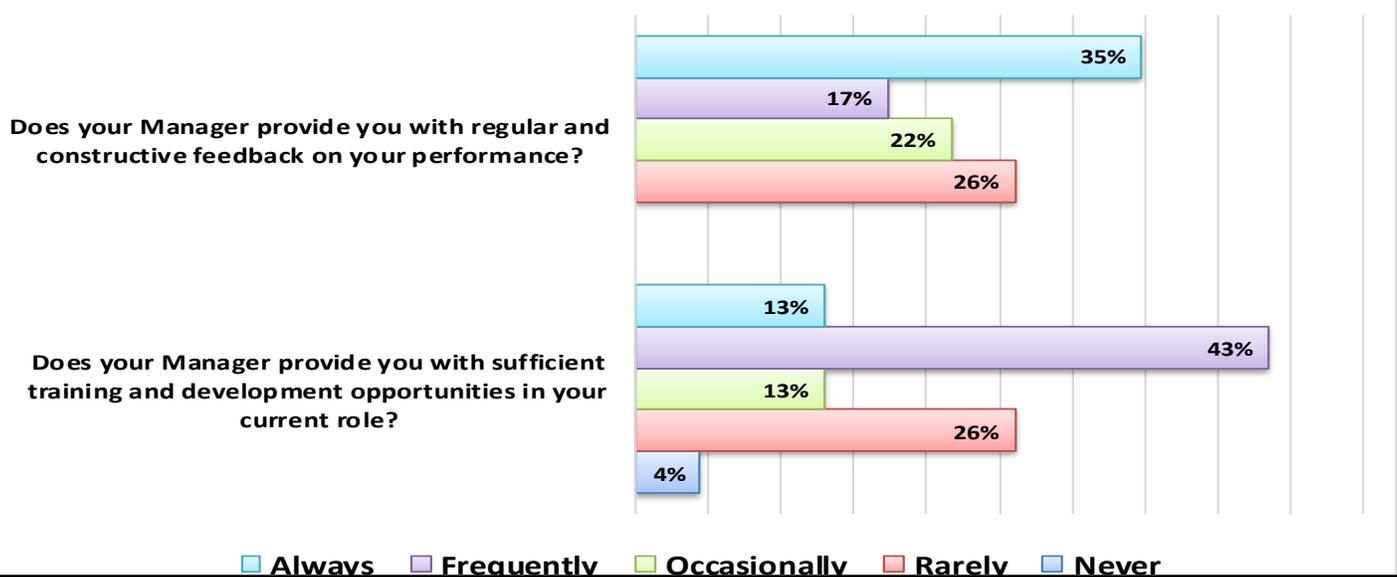
Does your Manager encourage staff to share skills and abilities within the workplace?

Succession planning was comment on and the importance of mentoring young staff. Some felt that communication from management at times was limited to certain staff and was not filtered down to other staff as it should be.

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

Comments supported the rating results but also touched on management having the technical skills and relevant management experience and that sometimes external influences limited team success.

Performance Management



Summary of Results:

Just over 50% of participants selected Always or Frequently when asked if they received regular and constructive feedback from management. With 48% selecting Occasionally or Rarely this is a definite 'red flag' for management and training in how to provide constructive feedback in the workplace should be considered.

The next question had 56% of participants selecting Always or Frequently, though it had a reasonable amount who selected Rarely at 26% and this may be something that management should look in to further.

Commentary and Feedback:

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

Comments reflected the results from the ratings with most stating that they only receive feedback through the performance appraisal process or that they are provided with informal feedback. Some commented that they did not receive any feedback at all.

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

Comments provided noted that performance development is lacking and is an area that needs improvement. However, others felt that the on the job training was beneficial

Do you understand how your performance is measured?

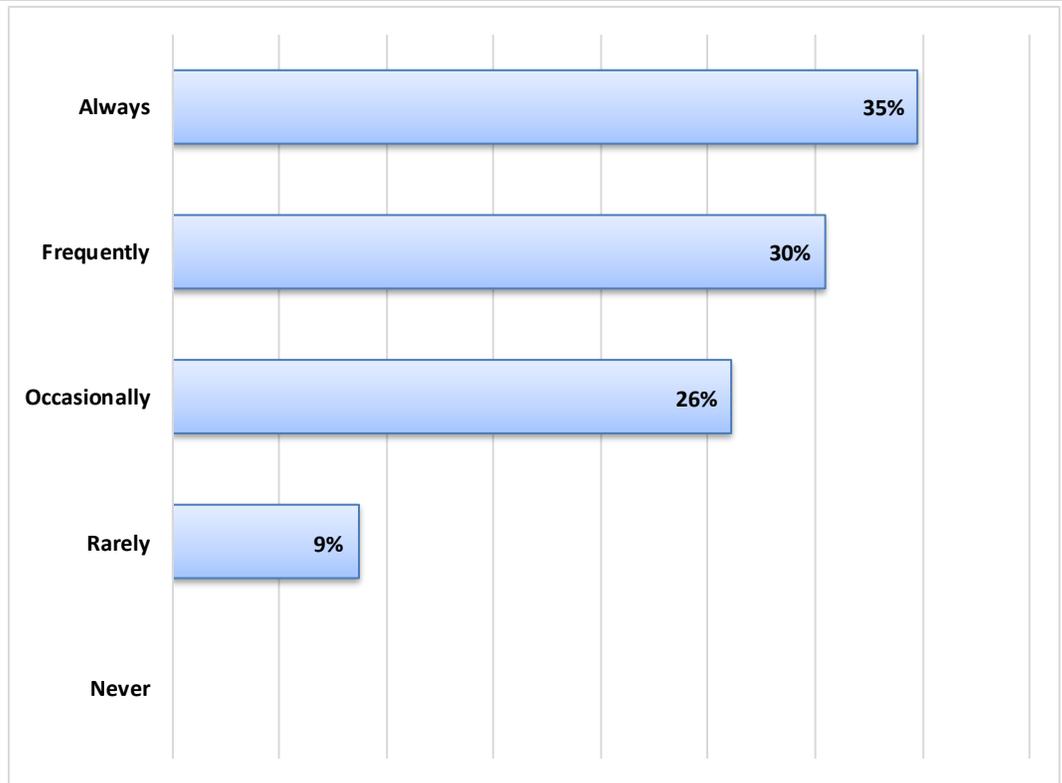
74% responded Yes, though comments included consistent feedback being provided by management, successful completion of work objectives was a measure of performance and feedback was provided through the annual appraisals. Some stated that no consistent feedback was provided. The point to consider here is how does these results link to the question about receiving regular constructive feedback from management? The results and comments show that many staff do understand how their performance is measured but for some staff, management needs to consider are they only receiving feedback as part of the appraisal process, and is that enough?

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

78% selected Yes. Feedback included a lack of follow up with progress from the performance appraisal, Job Descriptions not correctly aligned with the actual roles and several staff who were too new to have yet received an appraisal.

Engagement

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



Summary of Results:

65% of participants would Always or Frequently recommend the Ministry as a place of employment, leaving 35% who selected Occasionally or Rarely. The sector average was 63%. 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 question.

Commentary and Feedback:

Comments included that team work was an important aspect of working at ICI, while others reflected they would recommend because of the diverse nature of the work undertaken, with staff that have a lot of knowledge and skills to share.

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 ICI'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 staff vacancies filled
- Be more proactive
- More sites visits
- Keep staff informed with regular updates
- Be inclusive
- Better time management
- Leadership and management training/upskilling needed
- Be consistent
- Communicate clearly requirements and requests
- Be organised

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/>