



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

Leadership in the Public Sector
Full Sector Report
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.

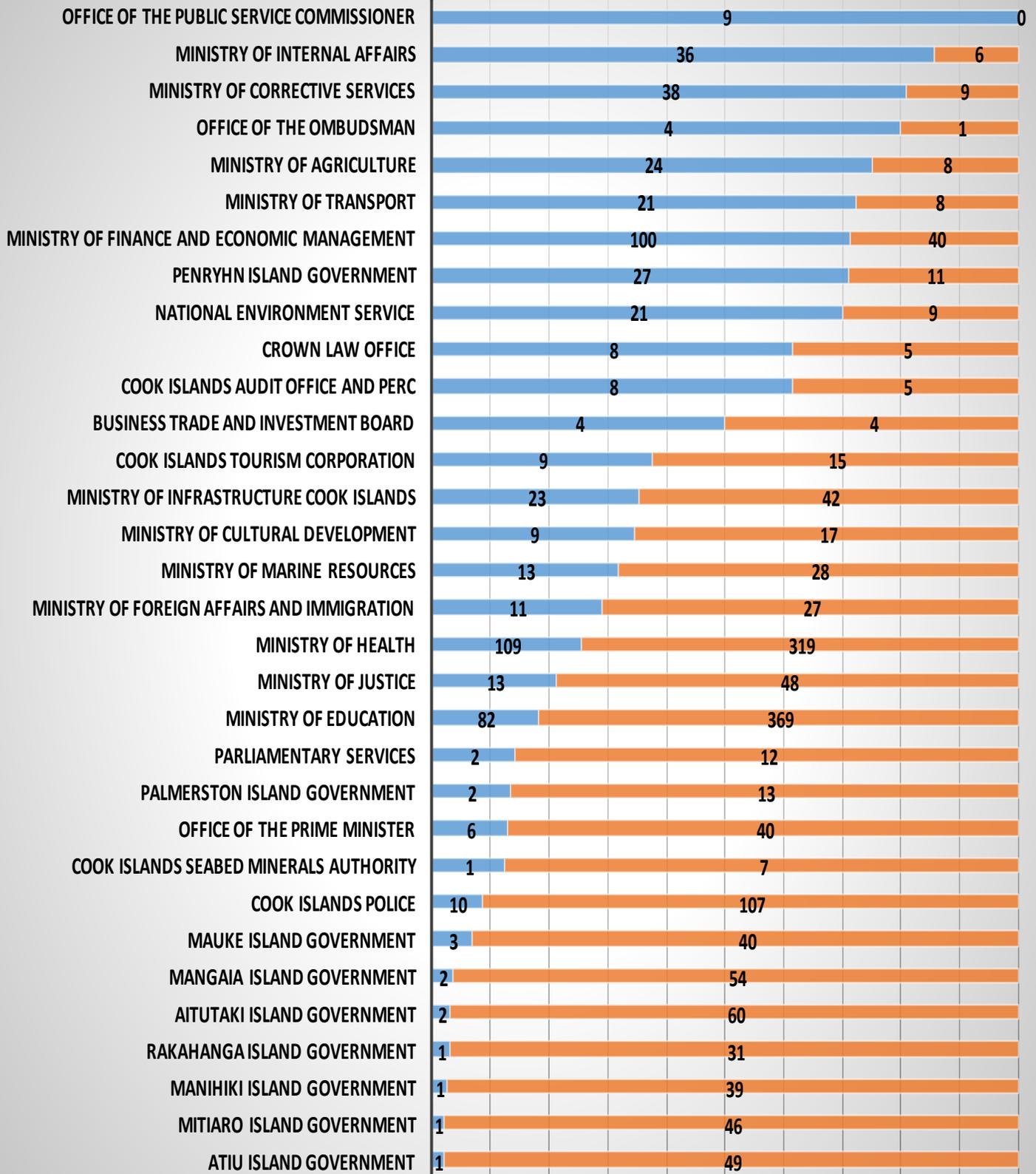
The ***Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou, Your Voice Should be Heard, Your Voice is important*** survey has been designed to provide feedback to Public Sector agencies and management staff into the decision making, planning, integrity, innovation and performance management skills of Public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

Leadership & Management skills require ongoing development by individuals through training and development, gaining experiences and assuming increased responsibilities.

The survey will provide feedback to Public Sector management 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.

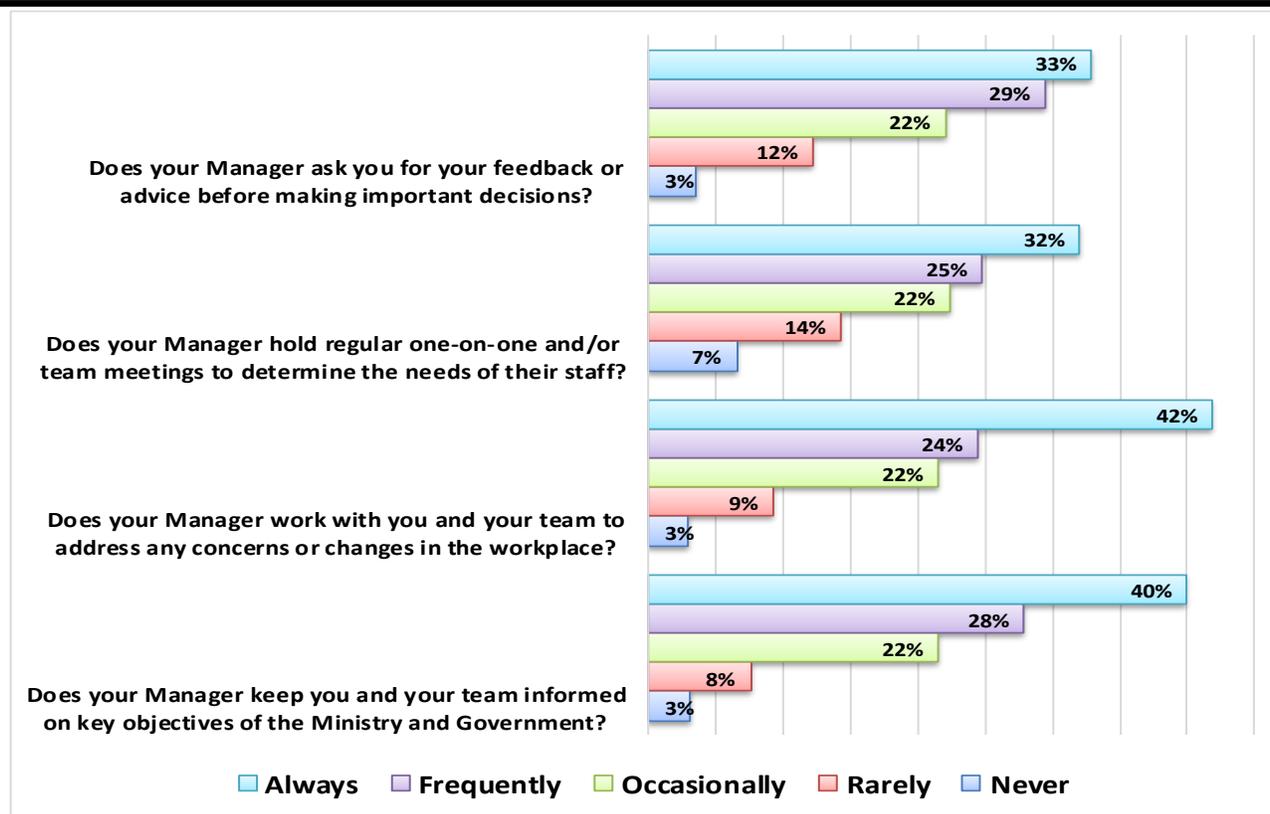
It should be noted that the participation rates for the Public Sector was 30% total number of employees and the results in the report represent the ratings and feedback provided from those employees not from the total number.

Leadership Survey Response Rate



■ Responded ■ Non- response

Communication, Managing Change and Decision Making



Summary of Results:

Rating results for this section were overall good with all questions receiving over 57%, meaning that between 32% and 43% of participants that selected Occasionally, Rarely or Never.

Summary of Comments from Participants

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

- Management consistently asks for feedback, advice is sought from employees who have expertise or skill in a particular field, team work is important, regular staff meetings are held and staff feel they are trusted and valued by management and their opinions matter and some management staff have an open door policy.
- Some participants noted that occasionally they will be asked by management for advice or feedback or they have to ask. Participants also commented that this was an area that management could look to improve in.
- Other comments highlight that some staff are not consulted, their advice is ignored. Staff feel confused and frustrated as they are not kept up to date with decisions. Changes are made that directly affect staff with no consultation and there was a lack of transparency.

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

- Some participants noted that regular meetings were held, some due to the nature of their work on a daily basis while for others it was weekly, fortnightly or monthly. Meetings were an opportunity to address any concerns, issues or changes, update on work progress, updates from other Agencies.
- Other participants commented that meetings were held on an 'as needs' basis and were not regular or that there is no follow through from the meetings with decisions made, meetings were often not productive.

Summary of Comments from Participants

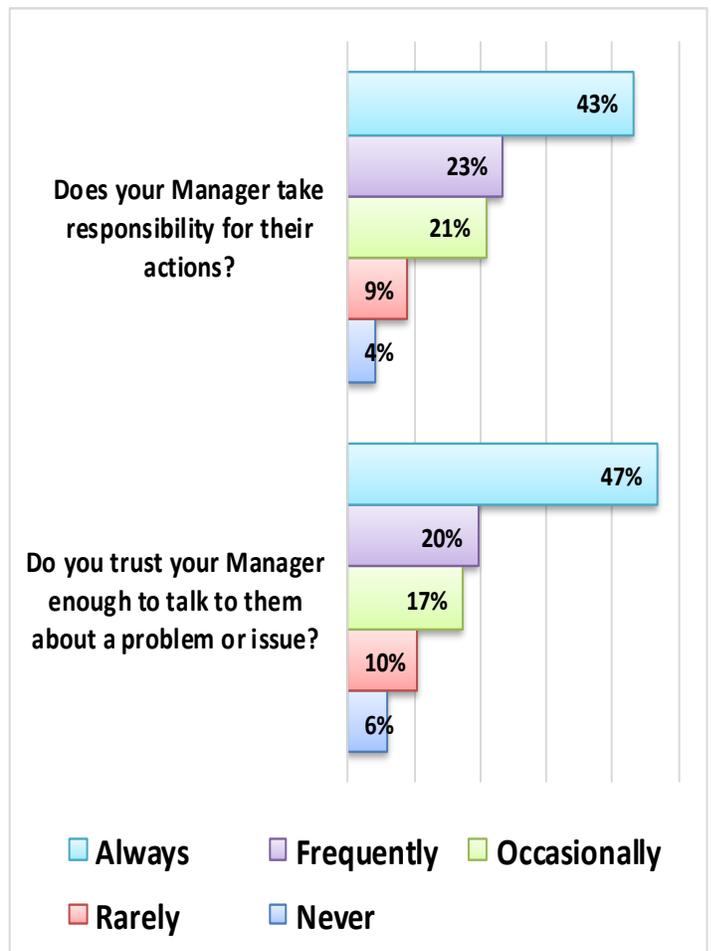
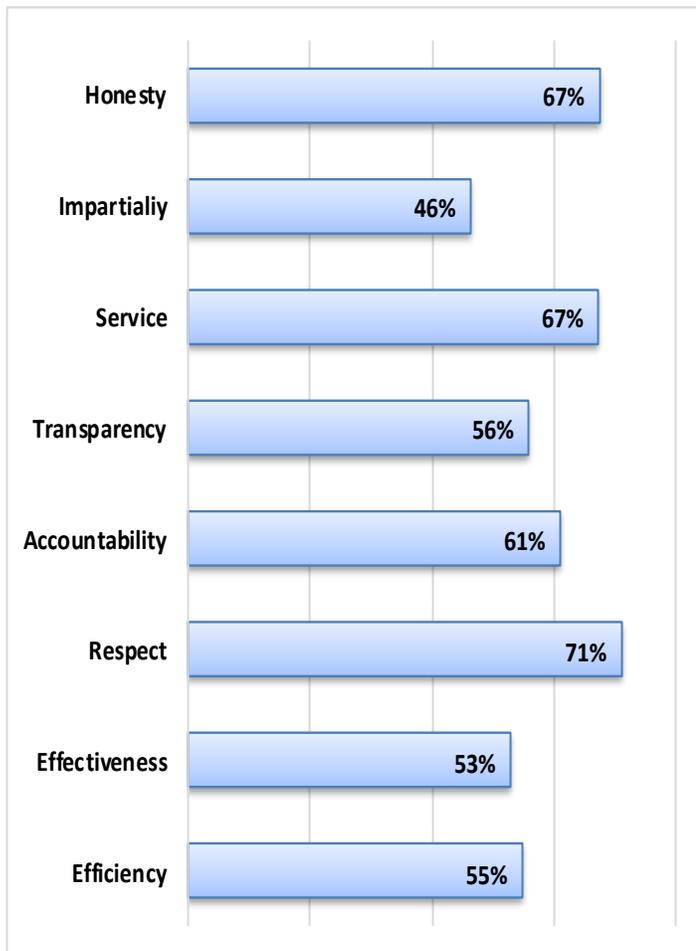
Does your Manager work with you and your team to address any concerns or changes in the workplace ?

- Comments included: management works closely with staff, management addresses concerns professionally and promotes teamwork. Management understands the value in working in a team environment and the benefits of keeping staff informed and consulted with in regards to concerns or changes.
- Participants that concerns are only addressed with constant follow up from staff or there is no follow through and long delays in response times. Staff are expected to address issues themselves or changes are made without consultation and the impact on staff is not considered.
- Other comments included: management is too busy to deal with staff directly, when management is forced to deal with an issue they will, staff concerns being ignored, no consultation with staff, concerns of management who micro-manage and bullying in the workplace not being addressed.

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

- Feedback included; consistent updates provided, staff are informed through email and meetings, ministry and divisional objectives are shared.
- Some participants noted they are only informed on matters that directly affect their area of work or they receive emails from other Ministries or are told by colleagues.
- Others noted they are not informed at all, or it is on a 'need to know' basis only.

Integrity and Trust



Summary of Results:

Respect rated the highest at 71%, while Impartiality received 46%. Training in Public Sector values would be beneficial to all sector employees, not just management.

66% of participants selected Always or Frequently when asked if their manager takes responsibility for their actions, while 637% selected the same for the last question in this section.

Summary of Comments from Participants:**Select the Public Sector values that align with you managers actions and behaviour.**

- Feedback shows that many staff view management having values that align with their actions and behaviours. Some comments went further stating that their manager was approachable, humble, professional, considerate and have high level skills.
- There were numerous comments that noted that some management have some values that align with their actions and behaviour, but not all.
- More critical comments stated that there was a lack of all, or most of the values displayed by some management staff.

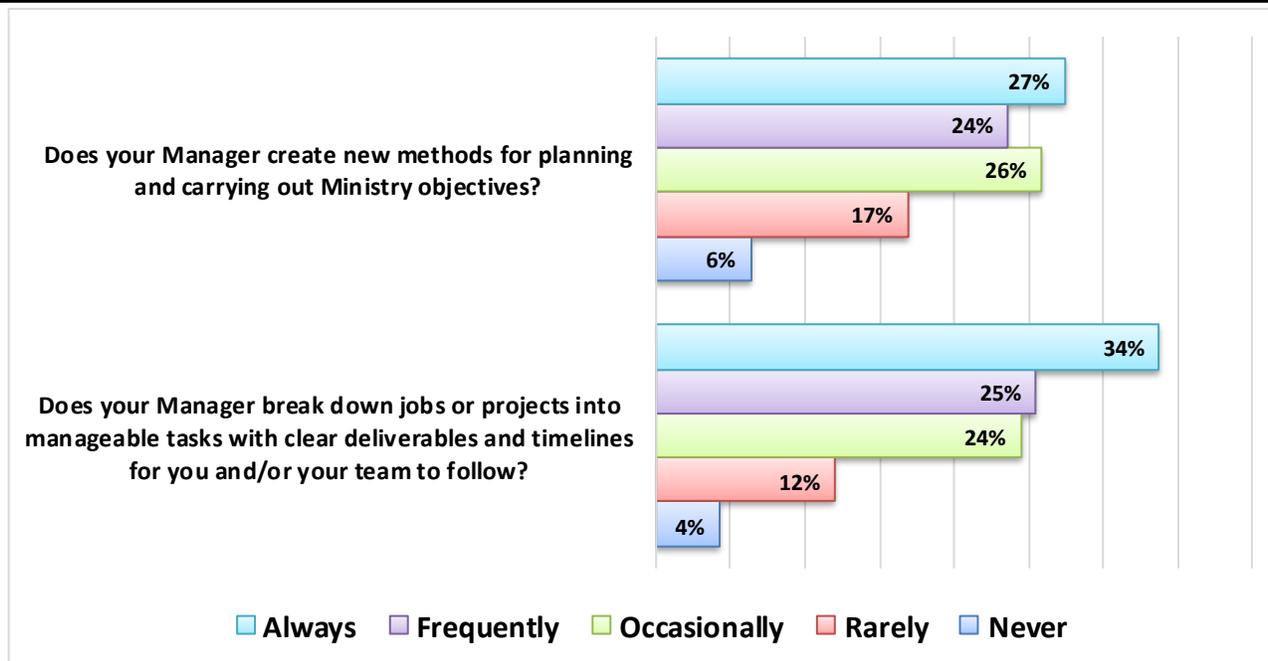
Does your manager take responsibility for their actions?

- Comments provided noted that some management staff take responsibility for their actions, with some going further and taking responsibility for their staff as well. Situations are dealt with professionally, transparently and makes amends or apologies where applicable.
- Some participants commented that management takes responsibility sometimes and that more development was required by management in this area.
- Others noted that no responsibility was taken by management and at times the blame is placed on staff.

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

- management maintaining an 'open door' policy was mentioned many times by participants, as well as confidentiality being maintained and being comfortable to talk to management about work and personal related issues.
- Other participants noted that they were comfortable to talk to management about work related issues or problems but not personal. Others commented it was not that they did not trust management to talk to them, but management did not either have the ability, drive or authority to make any effective change.
- Others commented that they did not trust management to discuss any kind of issue or problem, confidentiality was not maintained, staff do not feel safe sharing issues, management are unapproachable or never available, or problems go unresolved and often escalate.

Planning and Creativity



Summary of Results:

51% of participants selected Always and Frequently for the first question, leaving the remaining 49% selecting Occasionally, Rarely and Never.

Creativity and thinking 'outside the box' is one of the harder skills to learn and management may benefit from undertaking training in this area.

For the second question a better result was achieved with 59% of participants selecting Always or Frequently.

Summary of Comments from Participants:

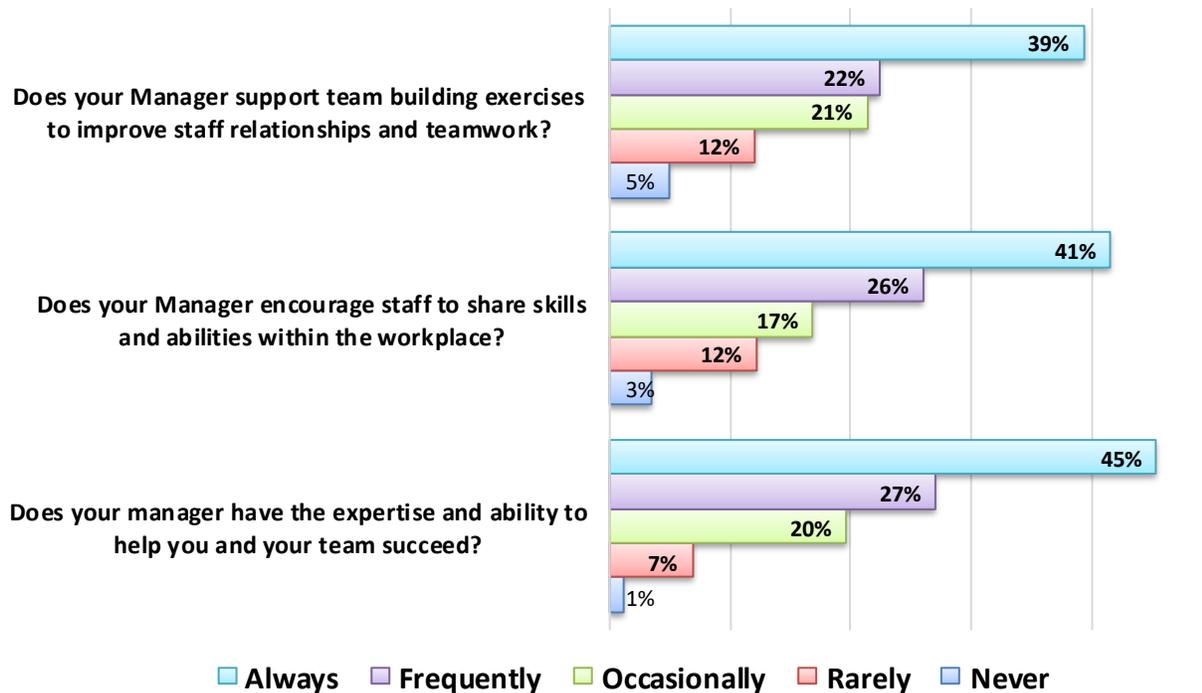
Does your manager create new methods for planning and carrying out Ministry objectives?

- Participants commented that management reviews systems and processes regularly to ensure work and objectives are being met efficiently and effectively. Team work and consultation was also commented on, as well as exploring new and innovative ways of doing the job.
- Some participants noted that management was at time limited by resources and budget, not ideas or new methods. Creating new methods also depended on what the changes were that needed to be made as to who management consulted with.
- Participants also commented that management did not have the skills necessary to plan effectively, ministry objectives were unclear, staff were not consulted in planning, and management lacked direction

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

- Comments provided included; management is good at delegating work and distributing fairly; Staff use the annual plans as a guide and team work plays an important role in this, timelines can be flexible with agreement, expectations and outcomes are clearly communicated.
- Some participants noted that this was only applicable for certain projects or jobs, and difficulties and challenges of implementing this are sometimes harder in the Pa Enuu.
- Some participants commented that this was undertaken by staff themselves, rather than management, management micro-managed the process, and there is a lack of guidance and support provided.

Teamwork and Collaboration



Summary of Results:

61% of participants selected Always or Frequently when asked about team building exercises in the first question. The next result increased to 67% and the highest percentage was for the last question at 72%. This does leave 28% to 39% that selected Occasionally and lower, so some Agencies will need to look at their individual results to identify gaps and how they can build a team working environment.

Summary of Comments from Participants:

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

- Team building exercises were held regularly at some Agencies, participants commented and these included both social and work related events. Participants commented that team building exercises facilitates improved staff relationships, promote teamwork and encourage professional development.
- Other participants noted that staff building exercises were irregular, not inclusive as the type of exercises organised are not suitable for all staff to participate.
- Some participants also commented that no team building exercise were held at their Agency. Some attributed this to a lack of understanding or skills by management. Others noted that the team building exercises are more information sessions with the information flowing one way, from management to staff.

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

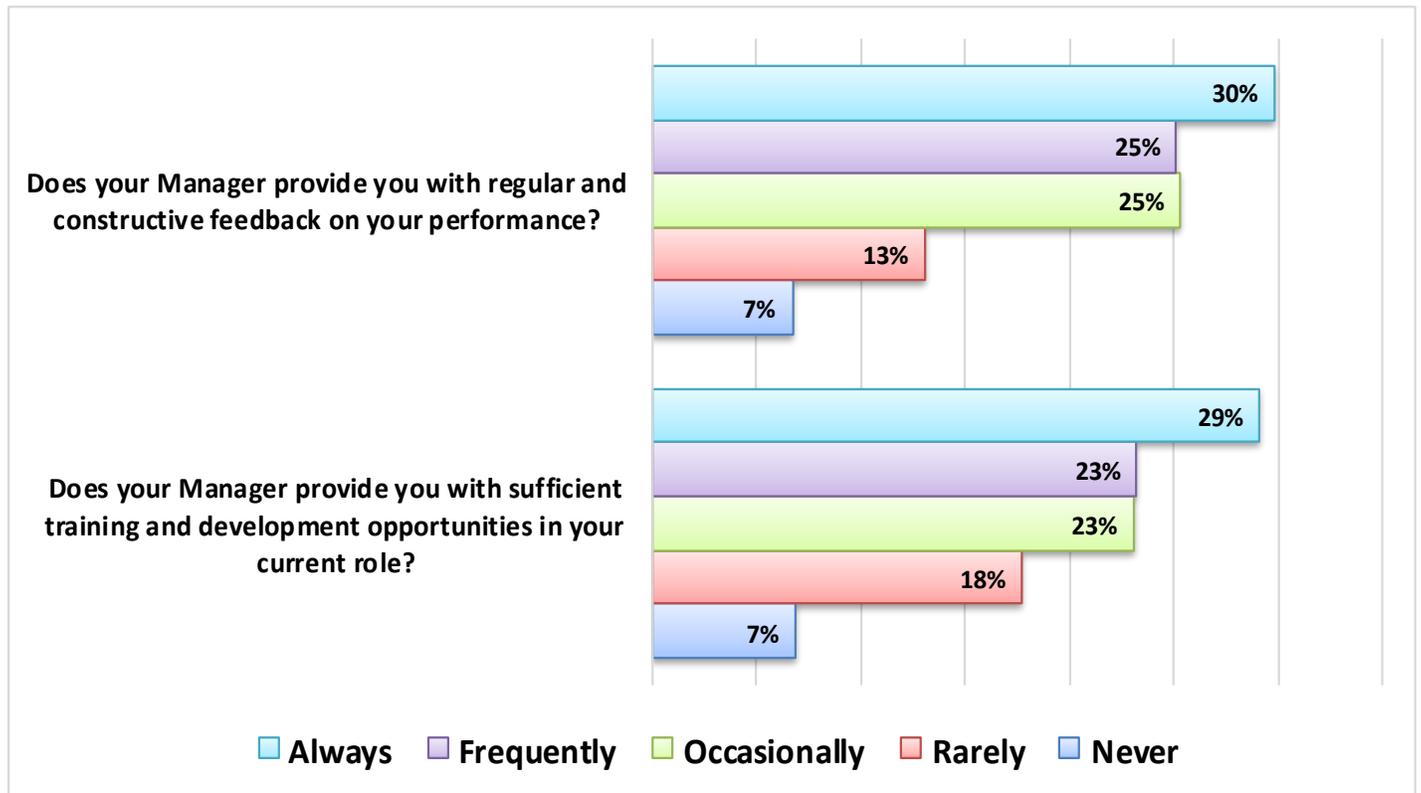
- Comments included; staff are encouraged to skill share to enhance knowledge and skills, management ensures processes are recorded to provide a guide for staff to follow and some plan skill sharing sessions throughout the year as part of their annual planning.
- Others commented that not all management encourage skill sharing, communication from management to staff was limited to certain staff or management do not take advantage of the skills their staff have.

Summary of Comments from Participants:

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

- Participants noted that management are supportive to staff, they provide guidance and direction, open communication or practice an 'open door' policy and keep current in industry best practices.
- Others commented that management need training and support in some areas, including managing staff, time management, delegation and project management. Participants also noted that external influences, including a lack of funding or resources hindered managements ability to lead.
- Participants also noted that management did not have the technical expertise to effectively carry out their role and understand how to support staff to succeed and lacked many of the skills required of a manager.

Performance Management



Summary of Results:

55% of participants selected Always or Frequently when asked if they receive regular and constructive feedback on their performance. 25% selected Occasionally, while the remaining 20% selected Rarely or Never. This would be an indicator that some Agencies need to consider their individual reports to identify any gaps in this area.

For the second question 52% selected Always or Frequently, leaving the remaining 48% selecting from the lower three ratings. Again, Agencies will need to look at their individual results as overall this is not a great result for the sector, indicating that nearly half of those that participated do not receive regular feedback or the opportunity to develop in their role.

Summary of Comments from Participants:

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

- Some participants commented that management compliments work well done and provides advice on areas that need improvement, meetings are held frequently and management provides feedback to work progress
- Others noted that feedback from management was not always constructive, helpful or supportive and was not regular. Participants also commented that they received feedback through the performance appraisal process either 6 monthly or annually.
- More critical comments included management who only ever focus on the negative, provide no feedback at all and there is no performance appraisal system in place, or not one that is working.

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

- Participants provided feedback noting that many staff have management that encourage and support training and development opportunities both internally and externally.
- Others noted that some staff did not take up the opportunities offered to them, or staff identified training opportunities themselves but still were encouraged by management. While others felt that while there were opportunities offered they were not regular or enough.
- Some participants noted that they have no training or development plans in place, and management was not proactive in this area. While others commented that there is no budget for training and development in their Agency.

Do you understand how your performance is measured?

83% of participants selected Yes. Many commented that their performance is measured through the performance appraisals conducted either every 6 months or annually. For some this process was helpful and constructive, while others thought the system needed improvement, management lacked understanding of the process and there was a lack of follow through and providing feedback.

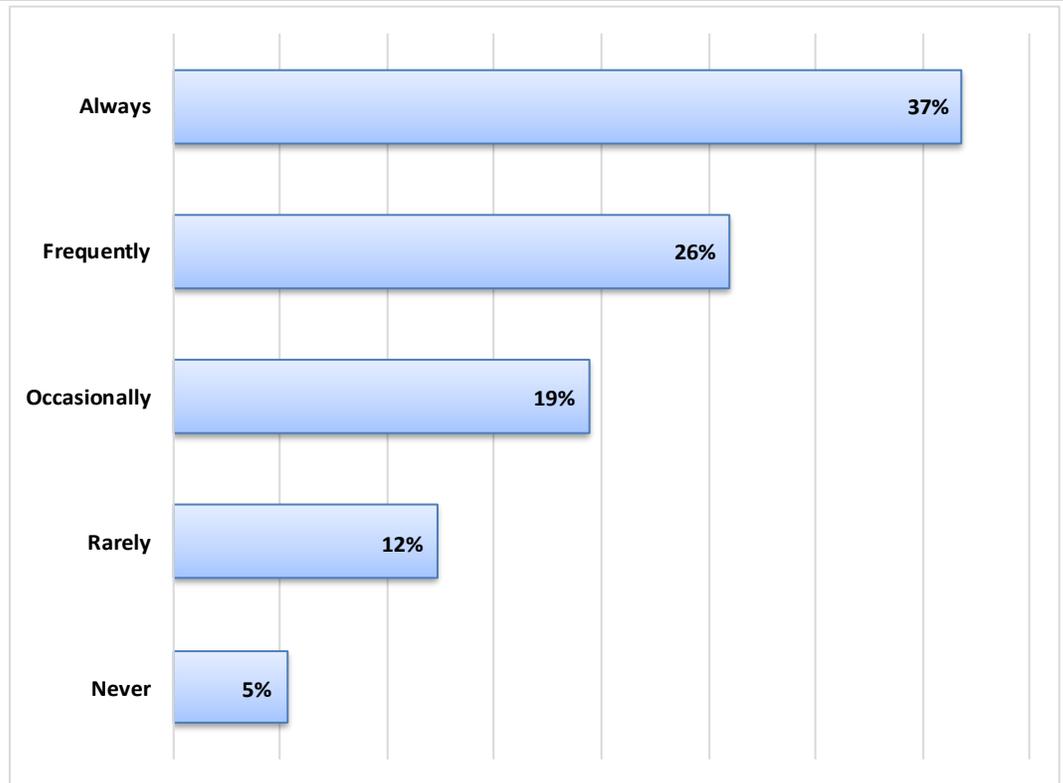
Some commented that performance was also measured against job descriptions and the expected outputs of their role.

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

76% selected Yes. Many comments indicated that participants found the performance appraisal rewarding, especially if they received a monetary bonus. Others, like the previous question felt that system was not working as it should, feedback was often focused on the negative and a lack of follow through from management. Others had not received one, some because they have not been in the role long enough, others because they were not in place and seen as a priority by management.

Engagement

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



Summary of Results:

Combined 63% of participants selected Always or Frequently for this question. 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 their individual Agency reports and identify the indicators for where improvements could be made to increase a more positive response for this statement.

Summary of Comments from Participants:

Reasons for why participants would recommend included; career opportunities, a good work environment that is positive and inclusive, transparency, rewarding job, team work and support, great leadership, challenges of the role and the culture of the Agency.

Participants commented that they would not recommend because of poor systems and processes, low pay, high workload, lack of direction and support from management, poor leadership and a negative work environment.

Improvements

Comments highlighted the following areas for improvement:

- Be innovative
- Show respect and practice the values of the Public Sector
- Pay rises
- More training and development opportunities
- Treat all staff fairly and inclusively
- Provide leadership
- Be a strategic thinker
- Don't micro manage and delegate more
- Improve communication with staff
- Understand staff roles and responsibilities
- Improved staff management and people skills
- Provide regular and constructive feedback
- Provide the resources to do our jobs
- More team building exercises
- More direction and planning
- Motivate and encourage
- Be more consultative
- Behave professionally at all times
- Address staff issues and concerns
- Build relationships with staff, show an interest
- Improved problem solving skills
- Be accountable, but also hold others accountable for their actions
- Regular staff and one-on-one meetings
- Be receptive to feedback from staff
- Be approachable
- Be consistent
- Listen
- Be more responsive
- Set clear goals and objectives
- Be organised and on time
- Provide more opportunities for career development
- Be a team player