

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

Crown Law Office
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 through training and development both formal and on the job/informal, gaining experiences and assuming increased responsibilities.

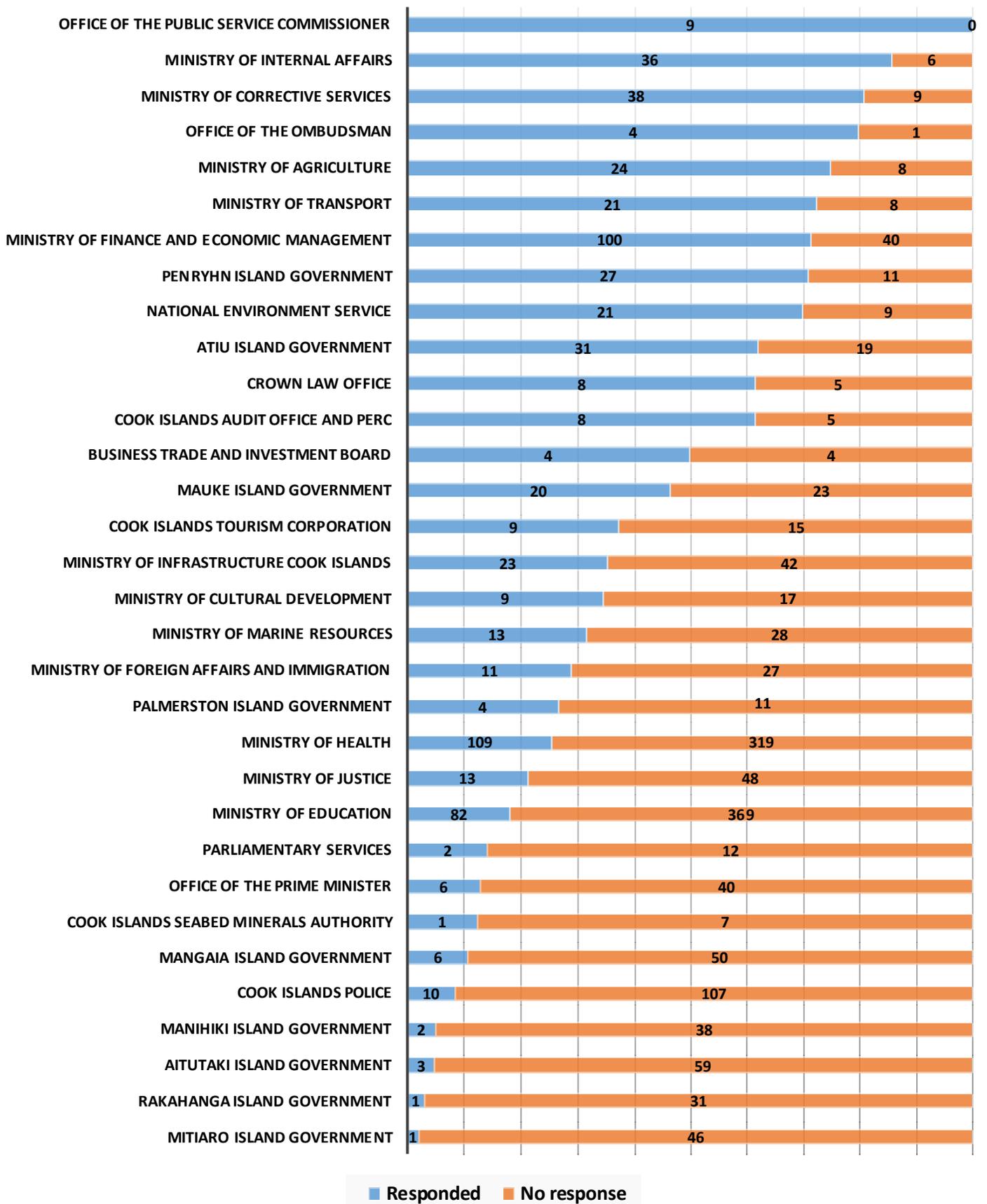
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

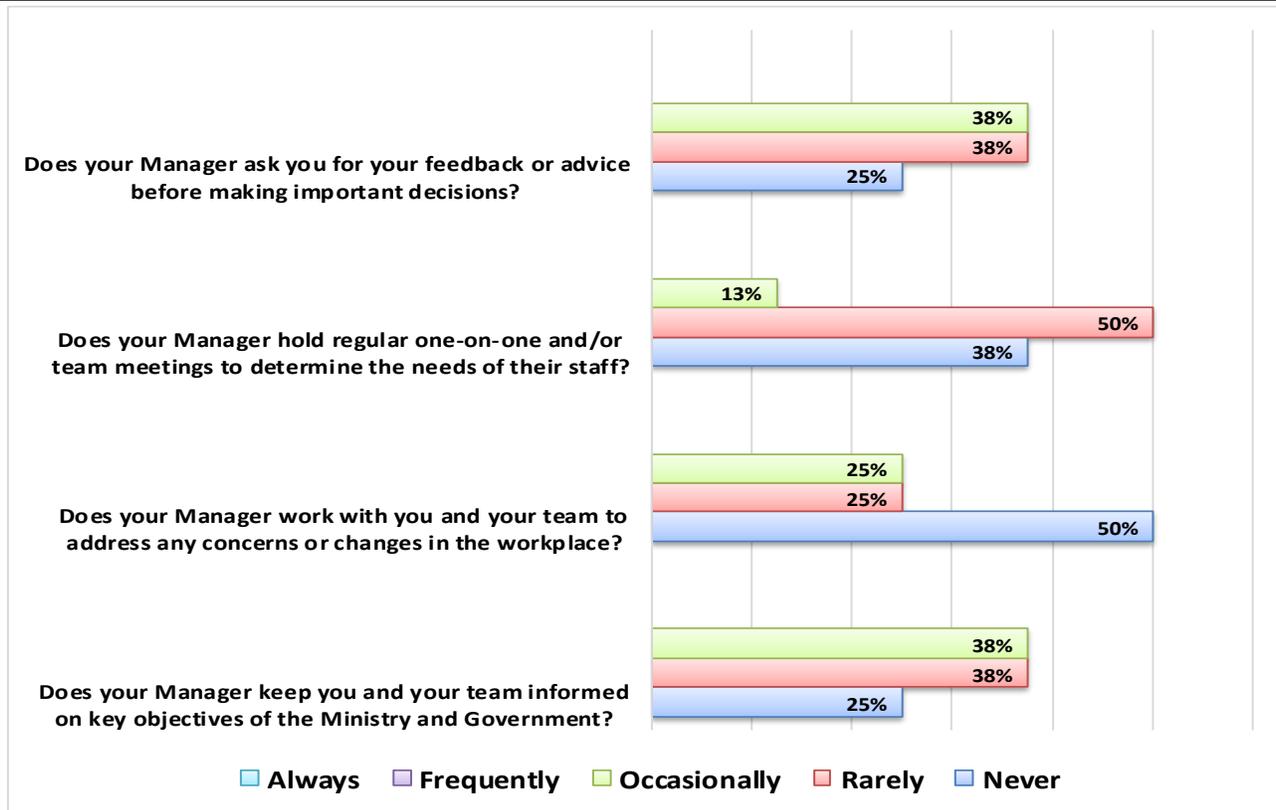
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Crown Law Office was 61.5% 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:

For all of the questions in this section, 100% of participants selected Occasionally, Rarely or Never. 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 stated that feedback is sought inconsistently or never and often advice is disregarded. Staff commented that they are not kept up to date on the decision making process creating confusion, frustration and mistrust.

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

Several comments mentioned that team meetings were not regular and meetings held are often one way in their communication, from management to staff, there is no set agenda and the meetings do not feel like a safe space to voice concerns .

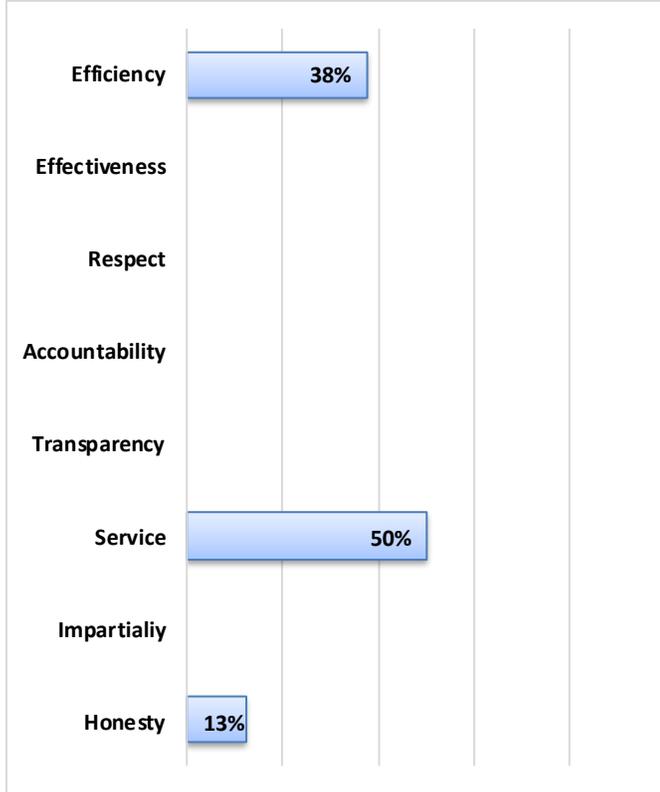
Does your Manager work with you and your team to address any concerns or changes in the workplace?

Participants noted that management makes no attempt to address any concerns or changes with staff, that bullying is creating serious issues in the office and staff morale is low as a result.

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

Comments stated that mixed messages were given by management as to key objectives, and management is selective in the information shared.

Integrity and Trust

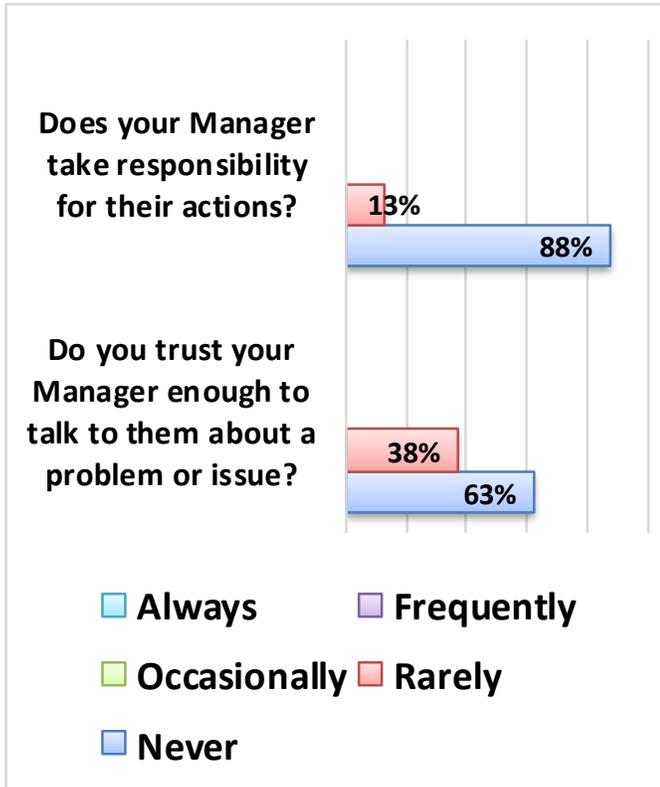


Summary of Results:

Service was the highest rated value at 50%, while at the other end of the scale, values were either not selected or rated as low as 13% for Honesty. As a comparison, the results below are from the Full Sector Survey Report and show that for each value, CLO 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%

100% of participants selected Rarely and Never when asked whether management took responsibility for their actions, and the same when asked if they trust their manager enough to talk to them about a problem. Given the feedback that was also provided these results would indicate that management would benefit in some training in accountability and building trust with staff.



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 does not exhibit any of the Public Sector values to the level expected.

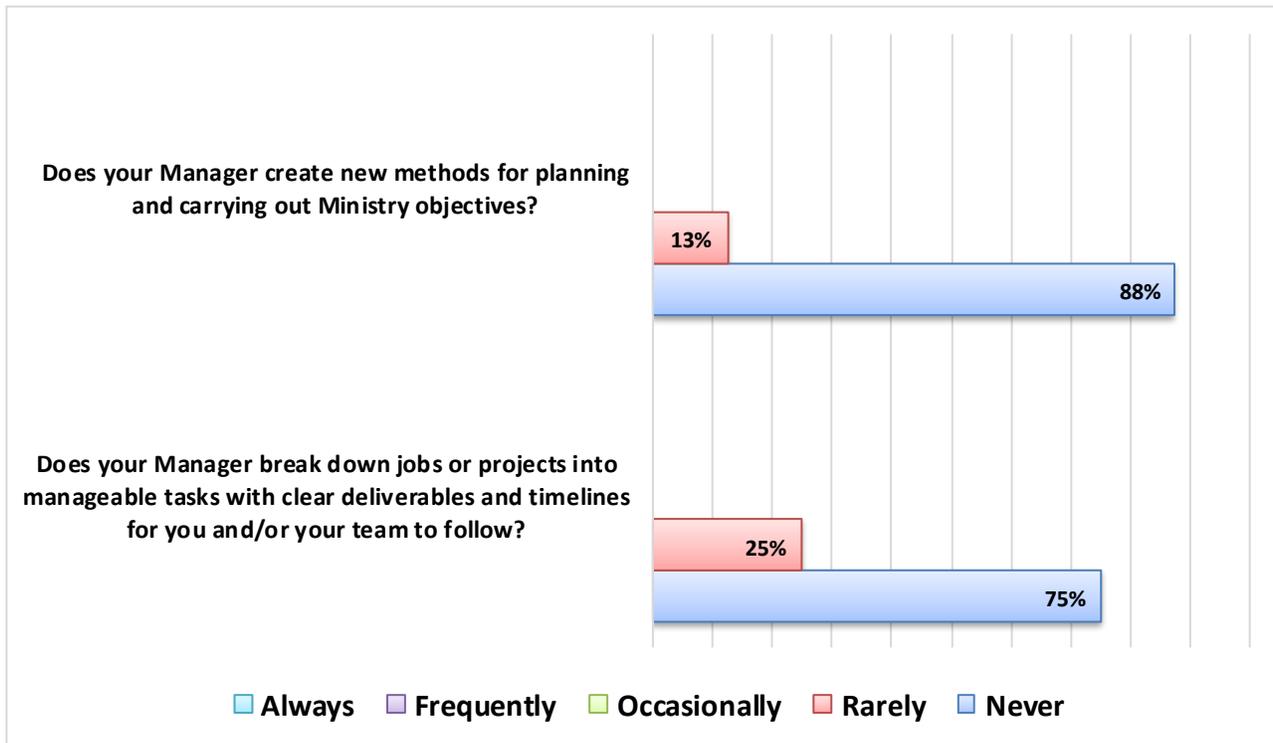
Does your Manager take responsibility for their actions?

The comments stated that management takes no responsibility for mistakes and often blames others or staff instead.

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

Feedback provided showed that some staff do feel they can discuss work related issues but not significant problems. Others commented that they do not trust management enough to talk to them about issues or only for simple problems, instead prefer to talk to colleagues.

Planning and Creativity



Summary of Results:

Again in this section 100% of participants selected Rarely or Never. 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.

Upskilling or development in project management, time management, managing work loads and delegation may help management staff, given the ratings for this section.

Commentary and Feedback:

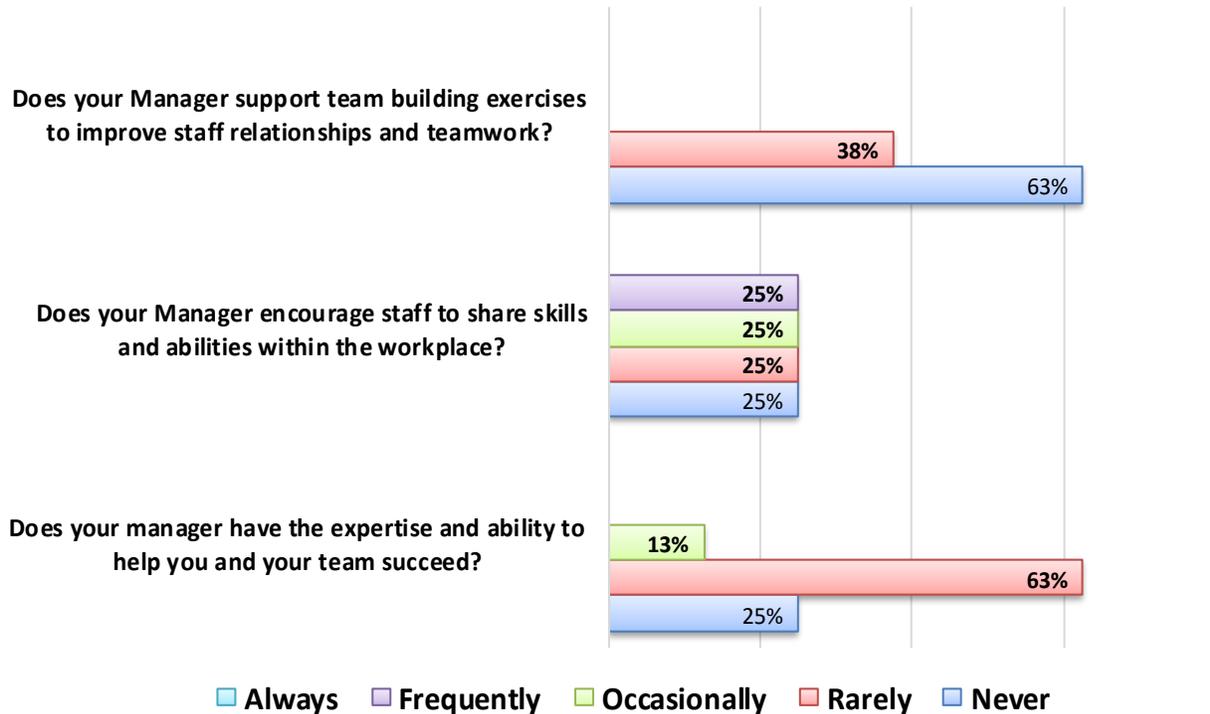
Does your Manager create new methods for planning and carrying out Ministry objectives?

Comments provided indicate that creative thinking is not a strong managerial skill, and management would benefit from upskilling. Staff felt they are actively discouraged from questioning decisions made and no guidance on the agencies objectives is provided.

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 with staff noting that there is very little allocation of work from management and this area is left for staff to do. When work is allocated, it is done with very little structure or support.

Teamwork and Collaboration



Summary of Results:

Team building exercises is obviously not practiced with 100% of participants selecting Rarely or Never to this question. The next question concerning skill sharing had 25% of staff selecting Frequently, with the remaining 75% selecting from the lower ratings.

For the last question 13% selected Occasionally and the remaining selected Rarely or Never.

These results are a 'red flag' and 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, build a team culture strong in communication, skill sharing and high staff morale.

Commentary and Feedback:

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

Feedback received supported the ratings with comments noting that no team building exercises have been initiated by management, while others stated that while some events and training have been organised by management they have not been well received by staff.

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

Feedback from participants showed that skill sharing is happening but not at the encouragement or support from management, while others noted that management will get insight from members or staff when required.

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

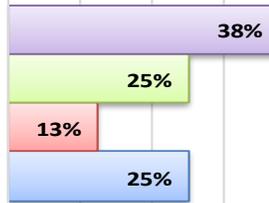
Once again, the comments reflect the ratings, with staff commenting that management may have the technical skills but people skills are lacking, priorities and values do not align with the team, there is a lack of interest and understanding in staff work or workloads and team work is not valued.

Performance Management

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



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



Always Frequently Occasionally Rarely Never

Summary of Results:

100% of participants selected Rarely or Never indicating 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 CLO on how to improve in this area.

For the next question in this section 38% selected Frequently, with the remaining selecting from the lower three ratings.

Commentary and Feedback:

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

Participants commented that staff have not received any feedback on their performance from management.

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

Comments from participants indicate that training is offered and encouraged.

Do you understand how your performance is measured?

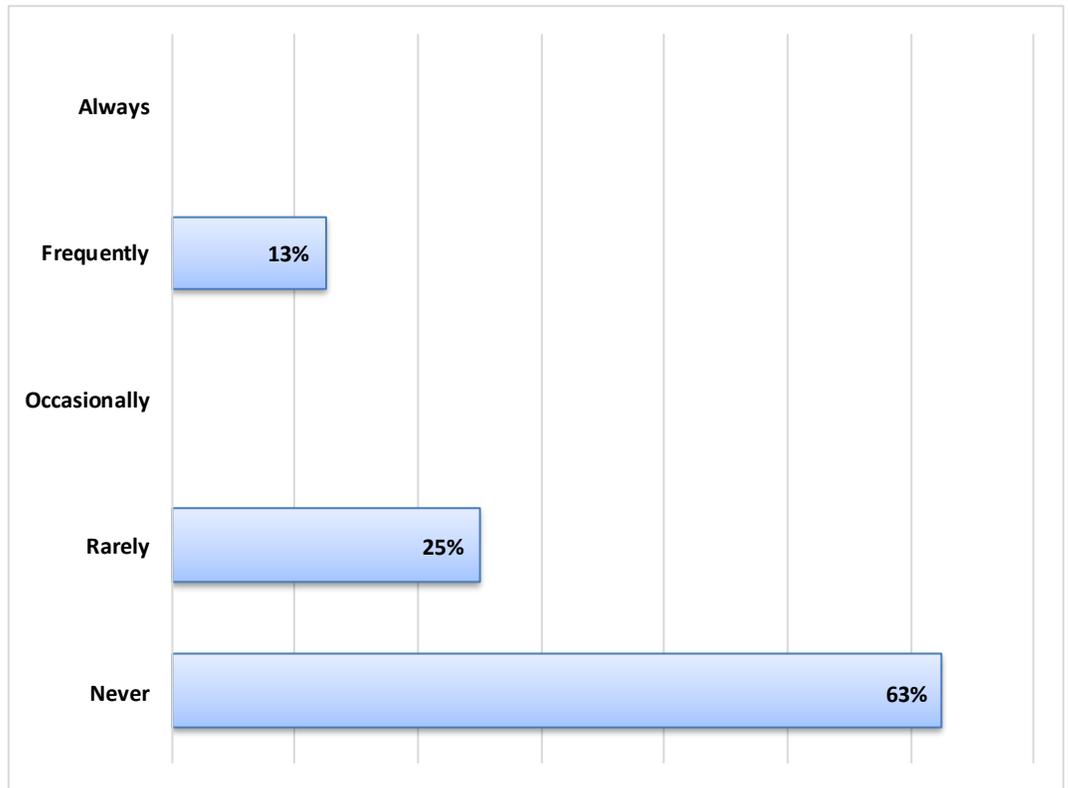
0% responded Yes with all 100% of participants selecting No. Comments state that there is no clear guidelines about how performance is measured and there is no performance appraisal system in place.

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

For this question, 75% selected No, 25% selected Yes. Comments noted were similar to the first question on how performance is measured and given that 75% have not received a performance appraisal in the last 12 months this is a strong indicator that management needs to review the current performance appraisal system, or based on comments one needs to be implemented one. There is a CIGOV Performance Management Policy available that will provide direction and guidelines to implement and maintain a performance appraisal system..

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%, CLO participants selected below that rating, at 13%. A total of 87% selected Rarely or Never. This is another '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 receive a more positive response for this statement.

Commentary and Feedback:

No comments of feedback were provided.

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 CLO'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:

- Demonstrate leadership
- Focus on work related issues
- Promote and display impartiality and equality
- Be honest
- Trust staff
- Be respectful
- Be a team player
- Improvement in office internal systems
- Be transparent in decision making
- Be responsible fiscally
- Improved oversight of staff work and workload
- Consult with staff on issues that affect them
- Build and promote a team environment

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/>