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

Your Voice Should be Heard

Your Voice is Important

Ministry of Transport

Te Mana Tumutu ō 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 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.

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.
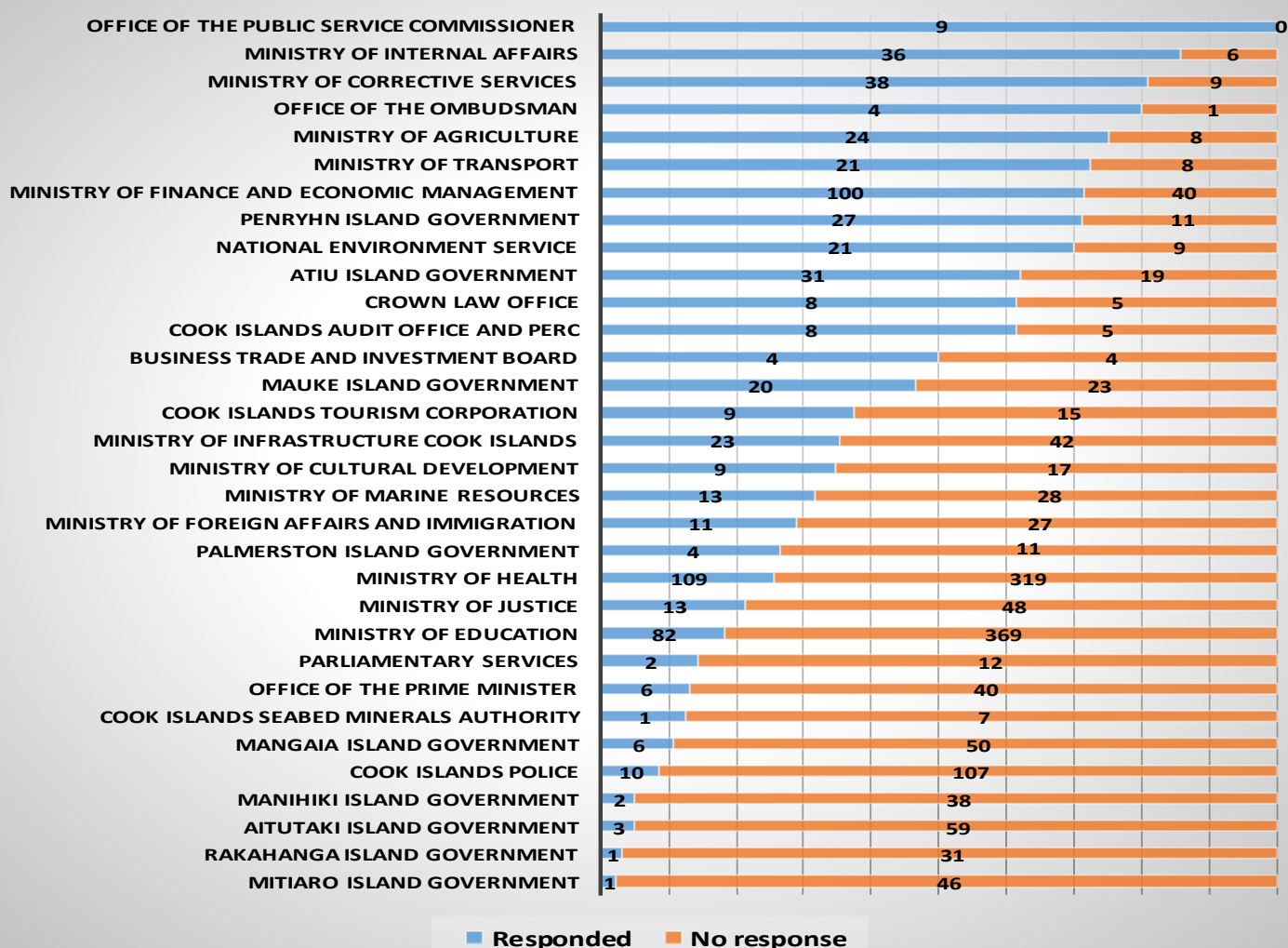
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged 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.
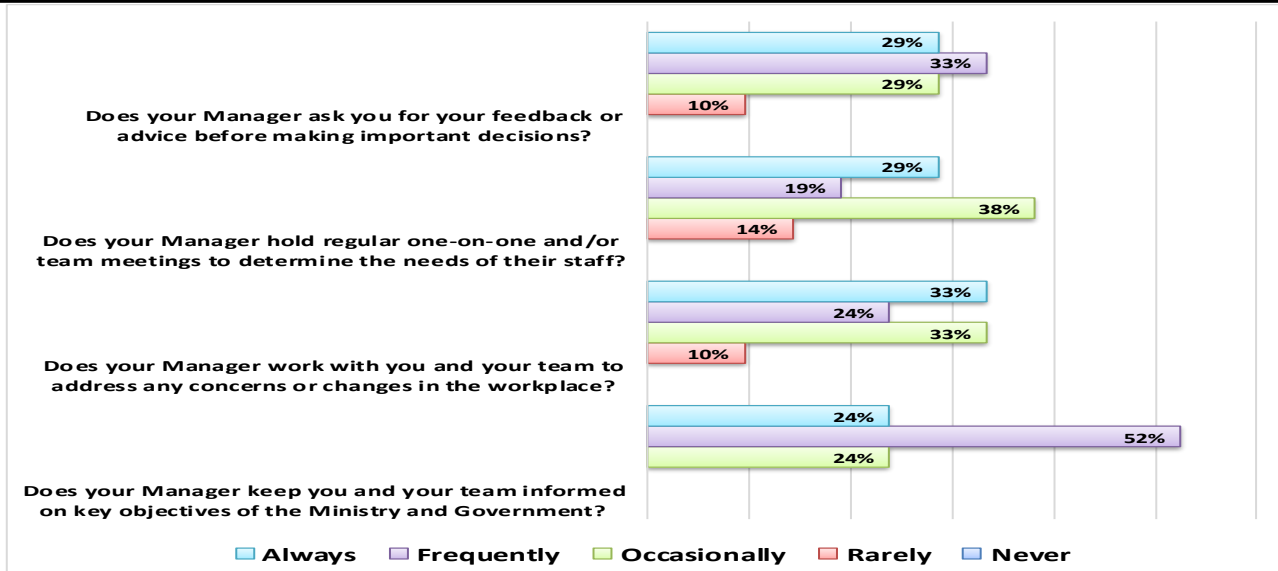
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Transport (MOT) was 72% 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

Agency	Responded	No response
OFFICE OF THE PUBLIC SERVICE COMMISSIONER	9	0
MINISTRY OF INTERNAL AFFAIRS	36	6
MINISTRY OF CORRECTIVE SERVICES	38	9
OFFICE OF THE OMBUDSMAN	4	1
MINISTRY OF AGRICULTURE	24	8
MINISTRY OF TRANSPORT	21	8
MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT	100	40
PENRYHN ISLAND GOVERNMENT	27	11
NATIONAL ENVIRONMENT SERVICE	21	9
ATIU ISLAND GOVERNMENT	31	19
CROWN LAW OFFICE	8	5
COOK ISLANDS AUDIT OFFICE AND PERC	8	5
BUSINESS TRADE AND INVESTMENT BOARD	4	4
MAUKE ISLAND GOVERNMENT	20	23
COOK ISLANDS TOURISM CORPORATION	9	15
MINISTRY OF INFRASTRUCTURE COOK ISLANDS	23	42
MINISTRY OF CULTURAL DEVELOPMENT	9	17
MINISTRY OF MARINE RESOURCES	13	28
MINISTRY OF FOREIGN AFFAIRS AND IMMIGRATION	11	27
PALMERSTON ISLAND GOVERNMENT	4	11
MINISTRY OF HEALTH	109	319
MINISTRY OF JUSTICE	13	48
MINISTRY OF EDUCATION	82	369
PARLIAMENTARY SERVICES	2	12
OFFICE OF THE PRIME MINISTER	6	40
COOK ISLANDS SEABED MINERALS AUTHORITY	1	7
MANGAIA ISLAND GOVERNMENT	6	50
COOK ISLANDS POLICE	10	107
MANIHIKI ISLAND GOVERNMENT	2	38
AITUTAKI ISLAND GOVERNMENT	3	59
RAKAHANGA ISLAND GOVERNMENT	1	31
MITIARO ISLAND GOVERNMENT	1	46

■ Responded ■ No response

Communication, Managing Change and Decision Making

Does your Manager ask you for your feedback or advice before making important decisions?
- Always: 29%
- Frequently: 33%
- Occasionally: 29%
- Rarely: 10%

Does your Manager hold regular one-on-one and/or team meetings to determine the needs of their staff?
- Always: 29%
- Frequently: 19%
- Occasionally: 38%
- Rarely: 14%

Does your Manager work with you and your team to address any concerns or changes in the workplace?
- Always: 33%
- Frequently: 24%
- Occasionally: 33%
- Rarely: 10%

Does your Manager keep you and your team informed on key objectives of the Ministry and Government?
- Always: 24%
- Frequently: 52%
- Occasionally: 24%

Legend: ☐ Always ☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never

Summary of Results:

62% selected Always or Frequently for the first question in this section, which leaves 38% selecting Occasionally or less. When this result is looked at in conjunction with the next question, where 52% selecting Occasionally or less, the results should be an area management looks in to further. 57% felt that their management works with them and their team to address concerns or changes, while 76% selected Always or Frequently when asked if they were kept informed on key objectives, so a much better result for the last question, though the results overall still leave room for improvement.

Commentary and Feedback:

Does your manager ask for your feedback or advice before making important decisions?
The most positive comments reflect the 62% that selected Always or Frequently for this question. Those comments include references to consultations with staff, feedback and advice sought and management consistently following up with staff.

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 morning meetings are held by but there were also comments that would support the lower ratings selected noting that meetings were held as needs arised or only occasionally.

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 updated through a group chat and the importance of addressing concerns and challenges as soon as they occur, particularly in anything that affects their workplace. Several mentioned concerns not always being addressed.

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.

Integrity and Trust
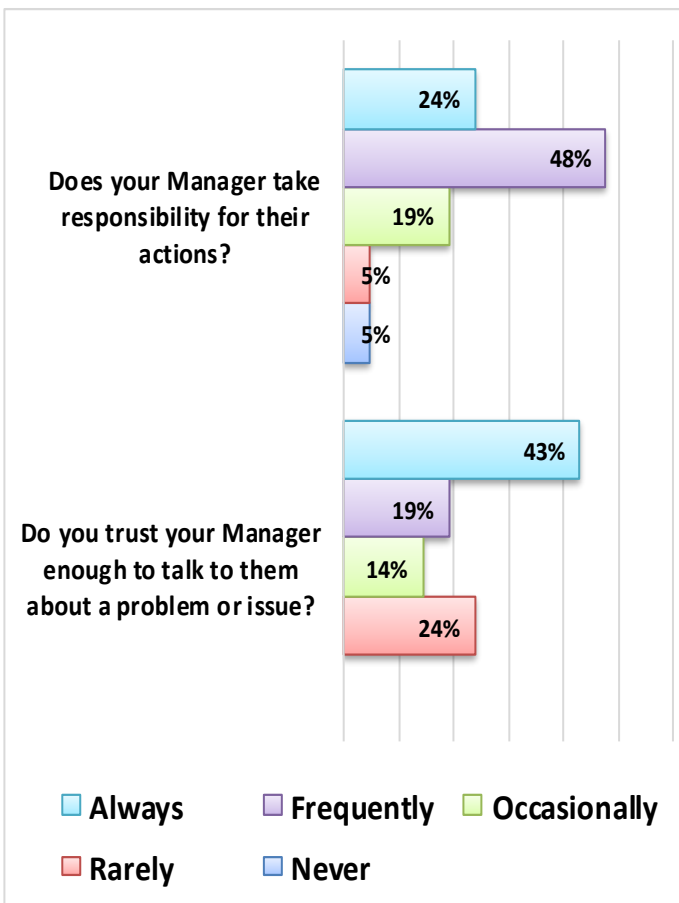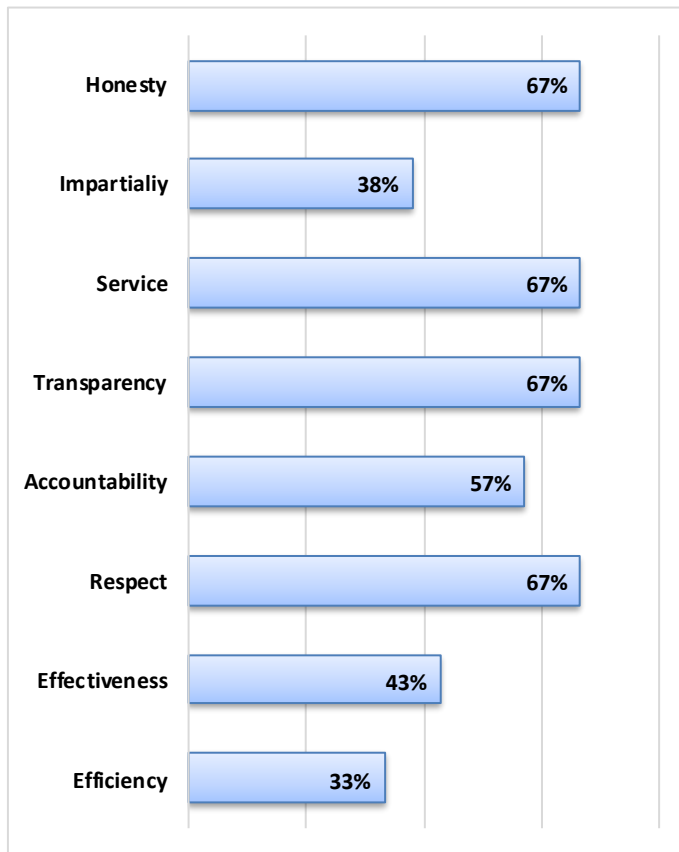
Summary of Results:

Honesty, Service, Transparency and Respect were rated at 67%, while at the other end of the scale, Efficiency rated at 33%, followed closely by Impartiality at 38%. As a comparison, the results below are from the Full Sector Survey Report and show that for Honesty and Service rated equal, while 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%

72% of MOT participants selected Always or Frequently when asked whether management took responsibility for their actions, while 62% selected the same when asked if they trust their manager enough to talk to them about a problem. This leaves 28% and 38% selecting Occasionally or less for each question respectively. Given the feedback that was also provided, these results would indicate that management should be looking at initiatives to build trust with their staff and being accountable for their actions.

Commentary and Feedback:

Select the Public Sector values that align with your Managers actions and behaviours.
Comments showed that some staff feel that management exemplify the Public Sector values and they continue to strive for excellence.
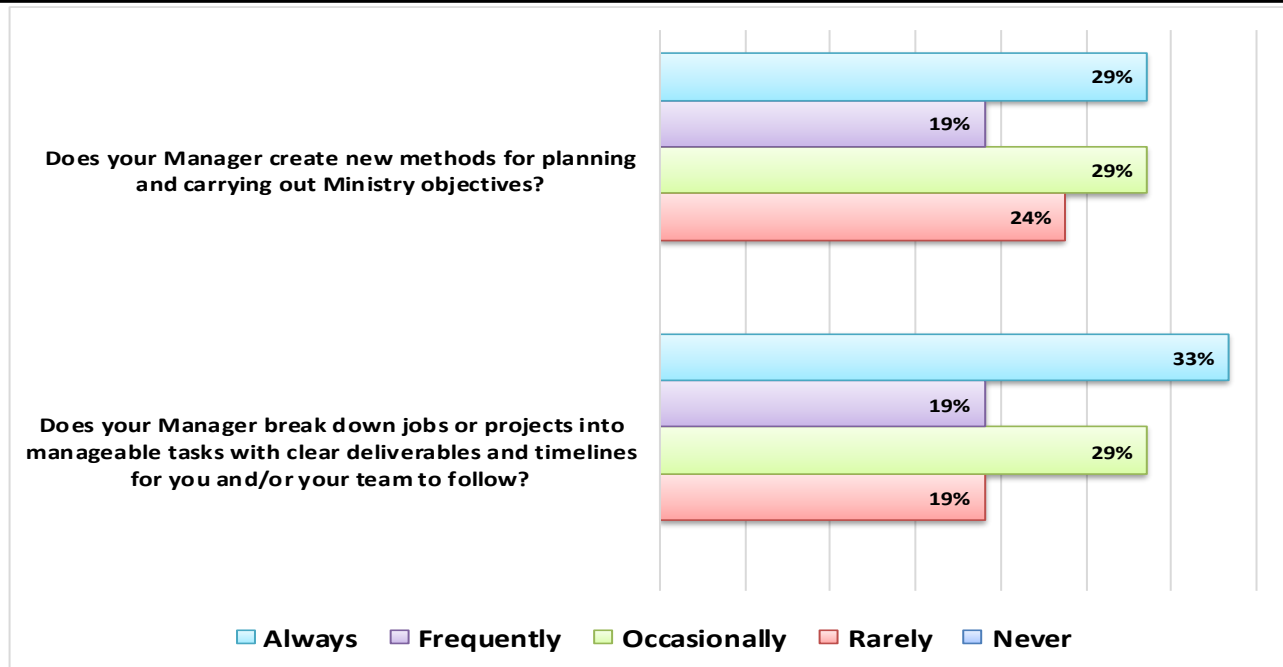
Does your Manager take responsibility for their actions?
Many participants felt that management takes full responsibility for their actions and mistakes and Accountability and Transparency are important managerial traits.

Do you trust your manager enough to talk to them about a problem or issue?
Feedback provided noted that some staff trust management to approach with problems and know that confidentiality will be maintained.

Planning and Creativity

Does your Manager create new methods for planning and carrying out Ministry objectives?
- 29%
- 19%
- 29%
- 24%

Does your Manager break down jobs or projects into manageable tasks with clear deliverables and timelines for you and/or your team to follow?
- 33%
- 19%
- 29%
- 19%

☐ Always ☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never

Summary of Results:

48% of participants selected Always or Frequently for the first question in the graph, which is lower than the 52% 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 slightly higher rating was achieved for the second question with 52% selecting Always or Frequently, which indicates that some management staff do have the project management skills, so upskilling or development in this area will help, given that 48% of participants selected Occasionally or Rarely.
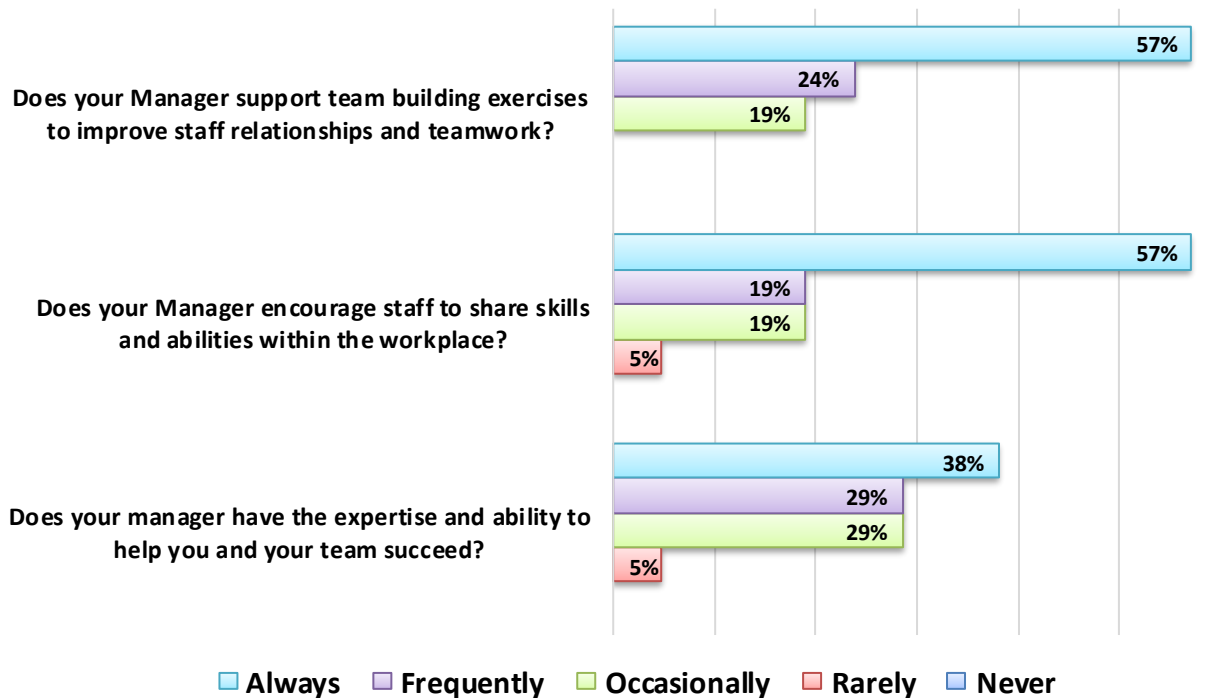
Commentary and Feedback:

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 practices forward planning and flexibility. Others felt that planning and creating new methods was an area that management needed more support in.

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 deliverables and management practice it with discussion and input from staff.

Teamwork and Collaboration

Does your Manager support team building exercises to improve staff relationships and teamwork?
- Always: 57%
- Frequently: 24%
- Occasionally: 19%

Does your Manager encourage staff to share skills and abilities within the workplace?
- Always: 57%
- Frequently: 19%
- Occasionally: 19%
- Rarely: 5%

Does your manager have the expertise and ability to help you and your team succeed?
- Always: 38%
- Frequently: 29%
- Occasionally: 29%
- Rarely: 5%

Legend: □ Always □ Frequently □ Occasionally □ Rarely □ Never

Summary of Results:

This section has good results. Team building exercises showed 81% of participants selected Always or Frequently, leaving just 19% selecting Occasionally. A similar result was given for the next question concerning skill sharing in the workplace, with 76 % selecting Always or Frequently. The last questions result had 67% 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, but overall a good result.

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, and a new social club initiative was working well. Fitness was mentioned several times with staff allocated one hour per week to participate in an activity.
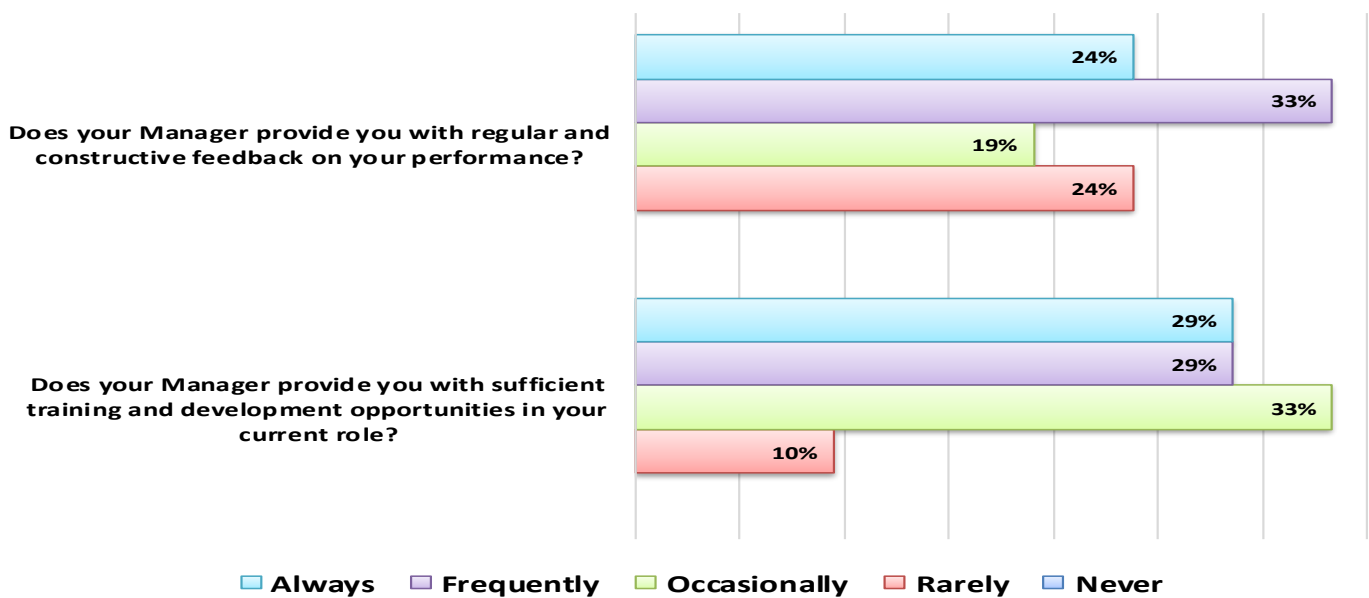
Does your manager encourage staff to share skills and abilities within the workplace?
Several participants commented on management encouraging skill sharing, both formally and informally. Others mentioned that it was sometimes difficult to achieve due to a lack of resources.

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 open to suggestions and working with staff to problem solve and that team work is important. Some participants felt that management needed more support.

Performance Management

Does your Manager provide you with regular and constructive feedback on your performance?
- 24%
- 33%
- 19%
- 24%

Does your Manager provide you with sufficient training and development opportunities in your current role?
- 29%
- 29%
- 33%
- 10%

☐ **Always** ☐ **Frequently** ☐ **Occasionally** ☐ **Rarely** ☐ **Never**

Summary of Results:

57% of participants selected Always or Frequently when asked if they receive regular and constructive feedback. The second question in this section received 58% selecting the same. This is a 'red flag' for management and some training in providing constructive feedback in the workplace and how to better provide training and development opportunities for staff 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, as well as comments where staff stated they received feedback largely through the appraisal process and occasionally more informally.

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

There were several comments noting that training and development opportunities were limited due to funding restrictions. Others felt that there were opportunities regularly communicated to staff and staff had participated both locally and overseas in training.

Do you understand how your performance is measured?

86% 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? The ratings and comments show that staff understand how their performance is measured but management should consider are they only receiving this feedback as part of the formal appraisal process or are they receiving additional support and feedback throughout the year? There was also some concerns around some management staff were not always responsible for conducting the appraisals of their staff and this impacted on the overall results due to a lack of connection and understanding of work performance by the appraising manager.

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

This question had 90% of participants selecting Yes to this question, leaving only 10% who had not. One reason could be that staff have not been in their role long enough to have yet received one. Comments reflected staff feeling positive with the appraisal process and understood its importance to them and their understanding of areas for improvement and to celebrate successes.

Engagement

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

Always	38%
Frequently	24%
Occasionally	14%
Rarely	24%
Never	
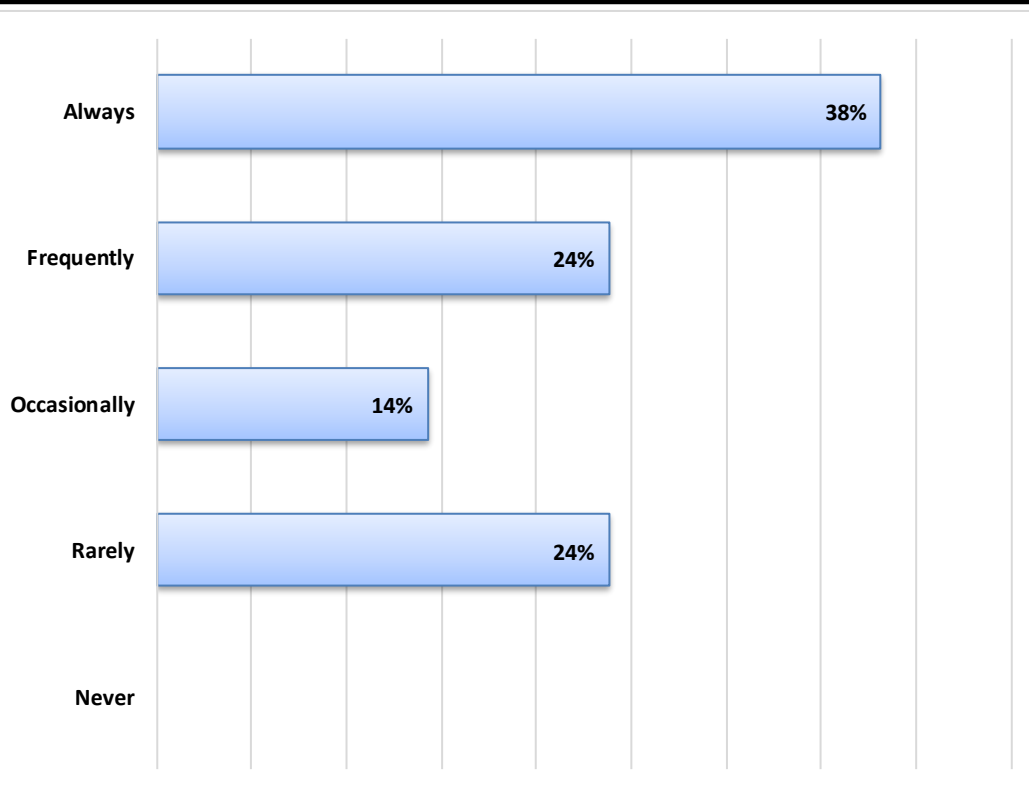
Summary of Results:

The average number of employees from across the public sector who participated and selected Always for this question was 37%, MOT employees selected just above that, at 38%. A total of 38% also selected Occasionally or Rarely. 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 receive a more positive response for this statement.

Commentary and Feedback:

Comments included that participants would recommend MOT as a place of employment because there is positive work environment, with great staff. Poor systems and processes as well as a lack of finances and resources were reasons given for not recommending.

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 MOT'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:

- Practice strategic thinking

- Don't micro-manage

- Provide constructive feedback

- Provide more training opportunities

- Be consistent

- Motivate

- More effective planning on replacing redundant systems

- Maximize efficiencies

- Listen

- Share the load

- Fill vacancies and skill gaps

- Pay rise

- Robust and compliant HR processes needed

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/