



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

**Your Voice Should be Heard**

**Your Voice is Important**

**Ministry of Marine Resources**

**Tu'anga ō te Pae Moana**

**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.

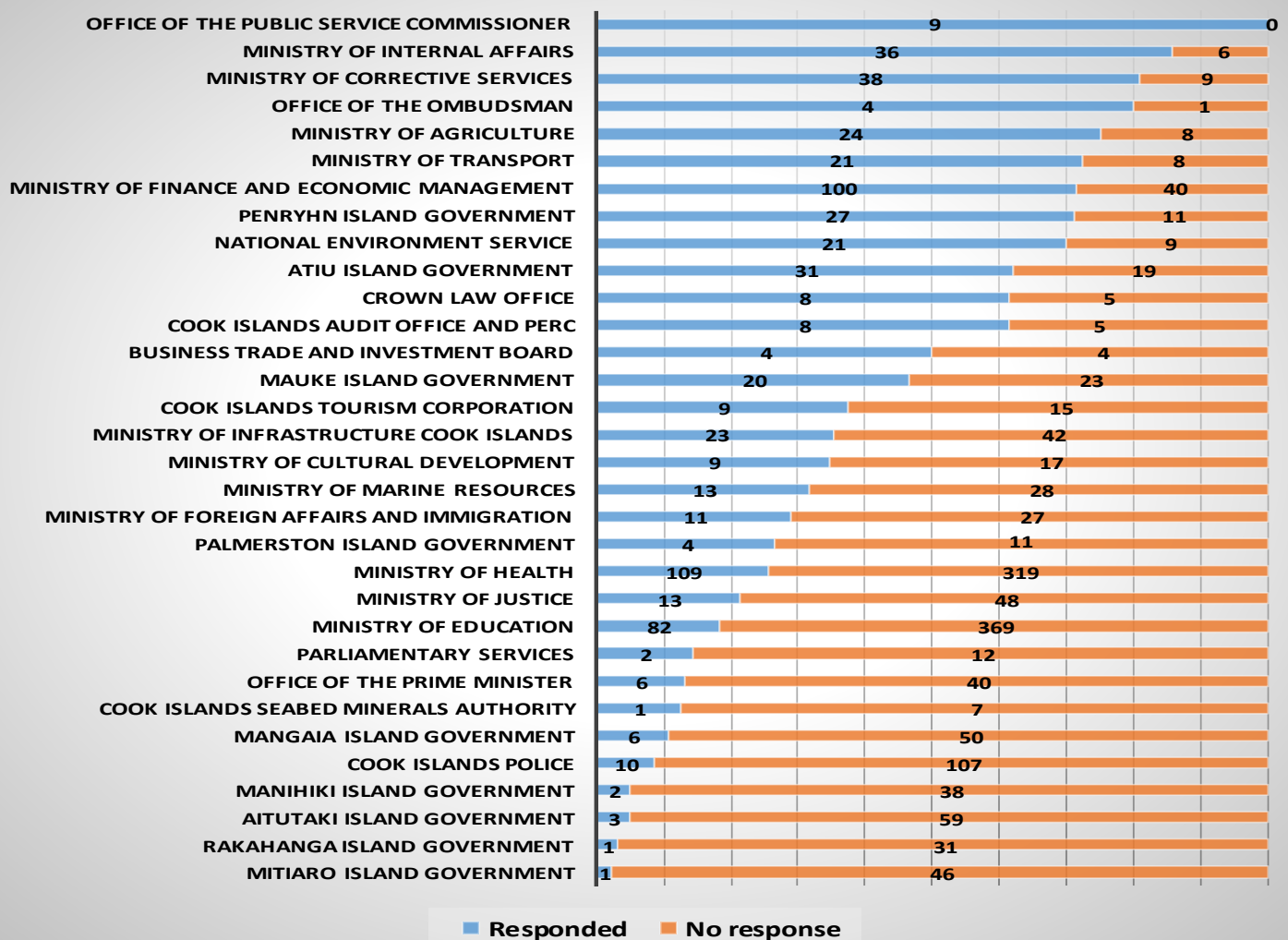
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

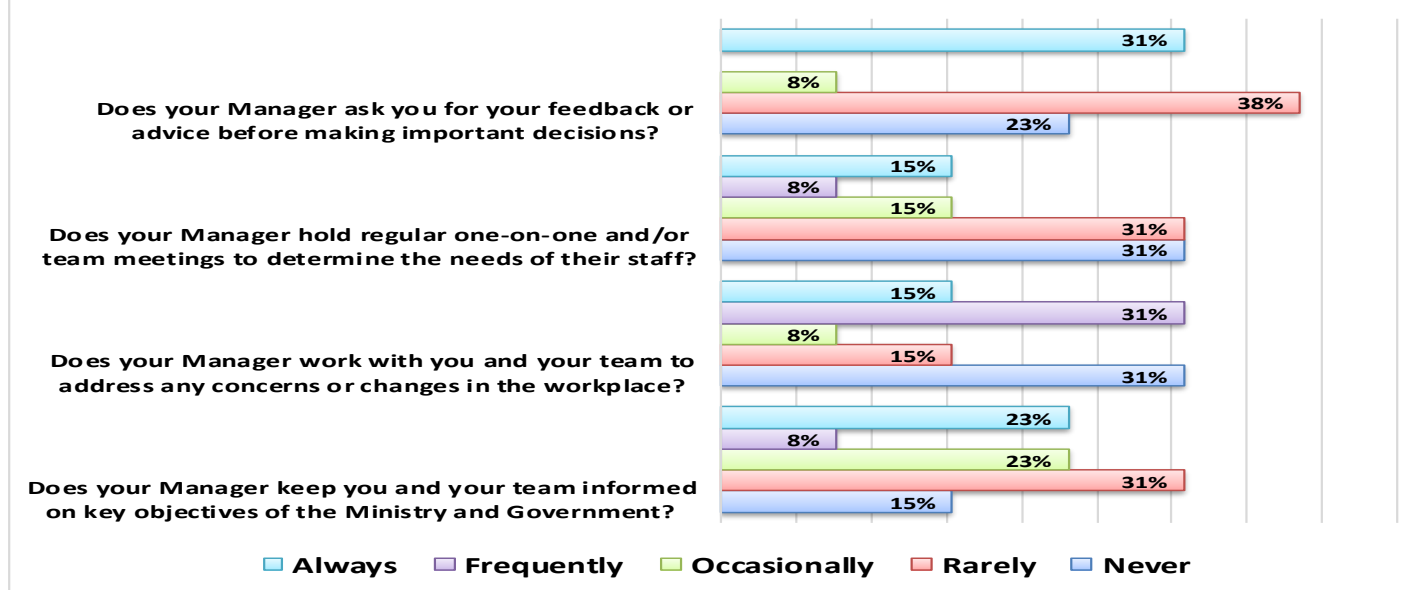
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Marine Resources (MMR) was 32% 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 the first question regarding feedback and advice, only 31% of participants selected Always, with 69% selecting Occasionally, Rarely and Never. For the next question the ratings were lower again, with 23% selecting Always or Frequently when asked if management held regular meetings with staff and 77% selected from the lower three ratings. A higher percentage, 46%, selected Always or Frequently for the next question, but for the last question those participants that selected from the top two ratings dropped back down to 31% when asked if they were kept informed on key objectives.

This section did have a significant percentage of participants selecting from the lower three ratings, between 54% to 69%. These results would indicate that communication with staff, holding regular staff meetings and managing change are all 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 supported the ratings selected with participants noting that there is very little or no consultation around decision making and often when advice is sought staff input is then either ignored or are not privy to the final decisions made.

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

Several comments mentioned that regular staff meetings are not held or they are very rare. Those meetings that have been held are largely seen as unproductive and the communication flow is often one way, from management to staff.

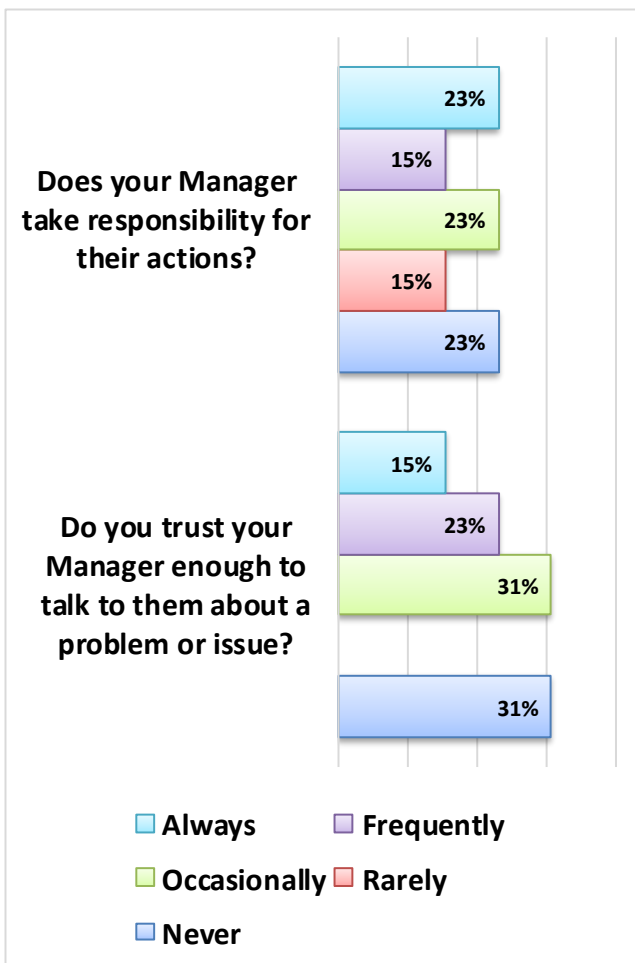
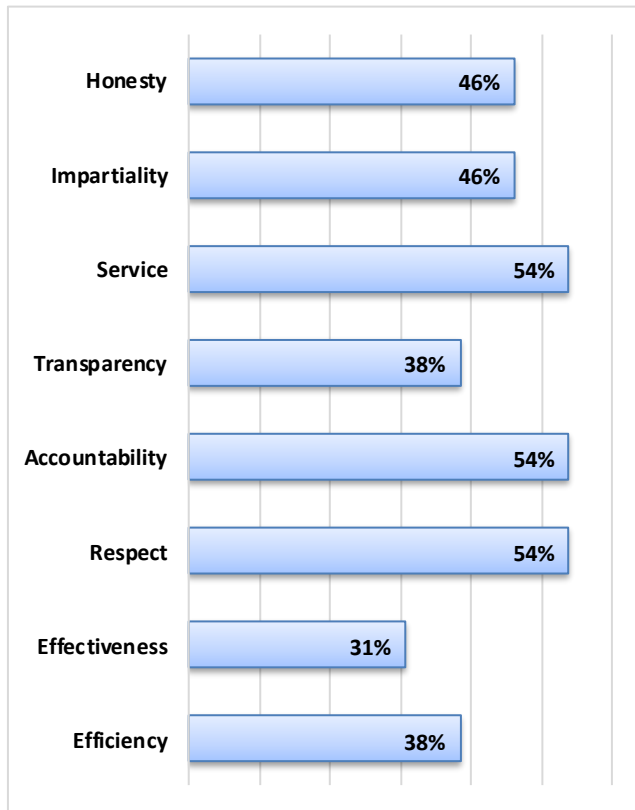
#### Does your Manager work with you and your team to address any concerns or changes in the workplace?

Again participants comments reflected the ratings they selected with very little or no communication between management and staff, staff feeling like management is too busy and unresponsive to concerns raised.

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

Some staff commented they are kept informed through division meetings held and email, though some comments indicated that the information was not always shared with staff or not in a timely manner and that often staff are informed of the work outputs expected and then left to figure out how with no guidance from management.

## Integrity and Trust



### Summary of Results:

Respect, Accountability and Service were the highest rated values at 54%, while at the other end of the scale, Effectiveness rated at 31%. As a comparison, the results below are from the Full Sector Survey Report and show that for each value, MMR management are rated below the sector average, except for Impartiality which rated equal to the sector results. 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%

38% of MMR participants selected Always or Frequently when asked whether management took responsibility for their actions, or when asked if they trust their manager enough to talk to them about a problem. This leaves 72% that selected Occasionally or less for each question. Given the feedback that was also provided these results indicate that management would benefit in some training and should be looking at initiatives to build trust with their staff and taking responsibility for their actions.

### Commentary and Feedback:

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

Comments provided by participants included staff noting that management is trustworthy and respectful, while other feedback indicated that there was a lack of impartiality, efficiency and transparency at a management level.

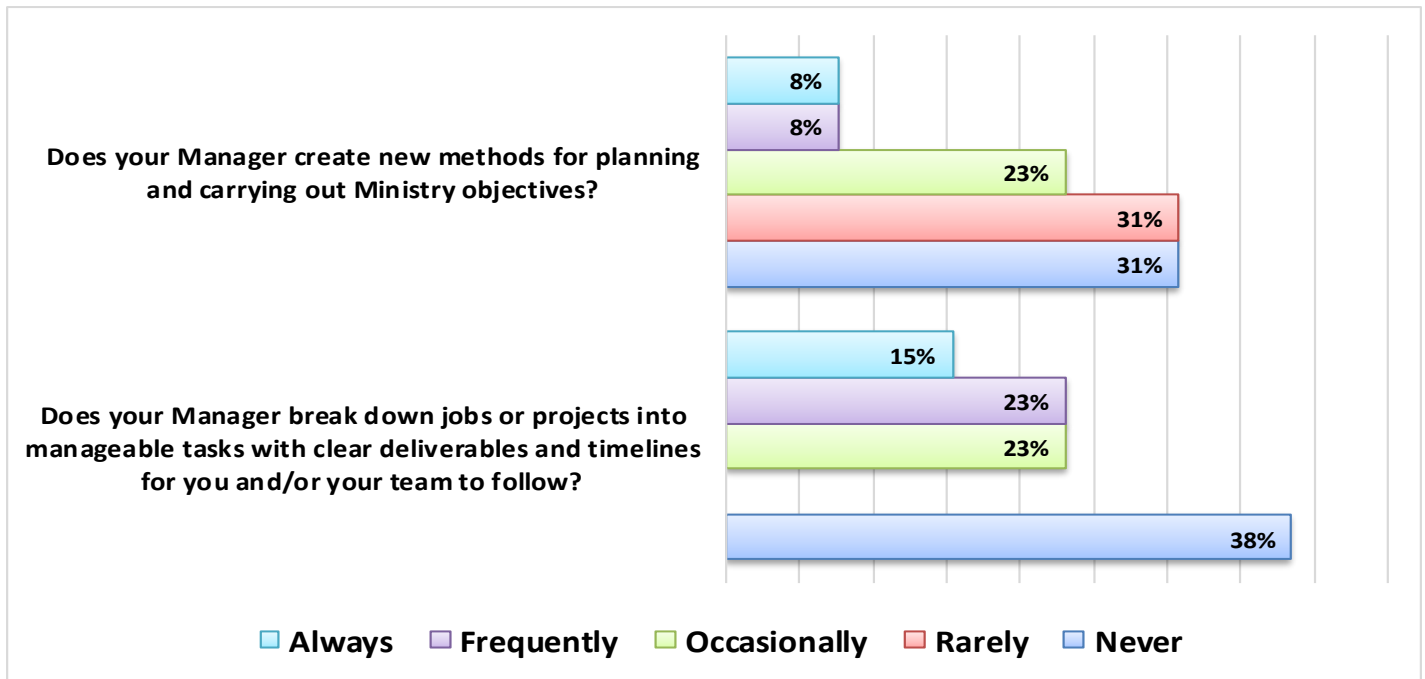
**Does your Manager take responsibility for their actions?**

Like the previous question, the comments were varied, ranging from some that said management takes responsibility to opposing comments where management did not take responsibility at all.

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

Feedback provided showed that some employees are happy to talk and discuss issues or problems, while others felt that management taking action concerning problems raised was more of the issue.

## Planning and Creativity



### Summary of Results:

Only 16% 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 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 38% selecting Always or Frequently, which indicates that some management staff do have the skills. Upskilling and development in project management, planning, time management and organisation will help some management staff, given the remaining 62% of participants that selected Occasionally or Never.

### Commentary and Feedback:

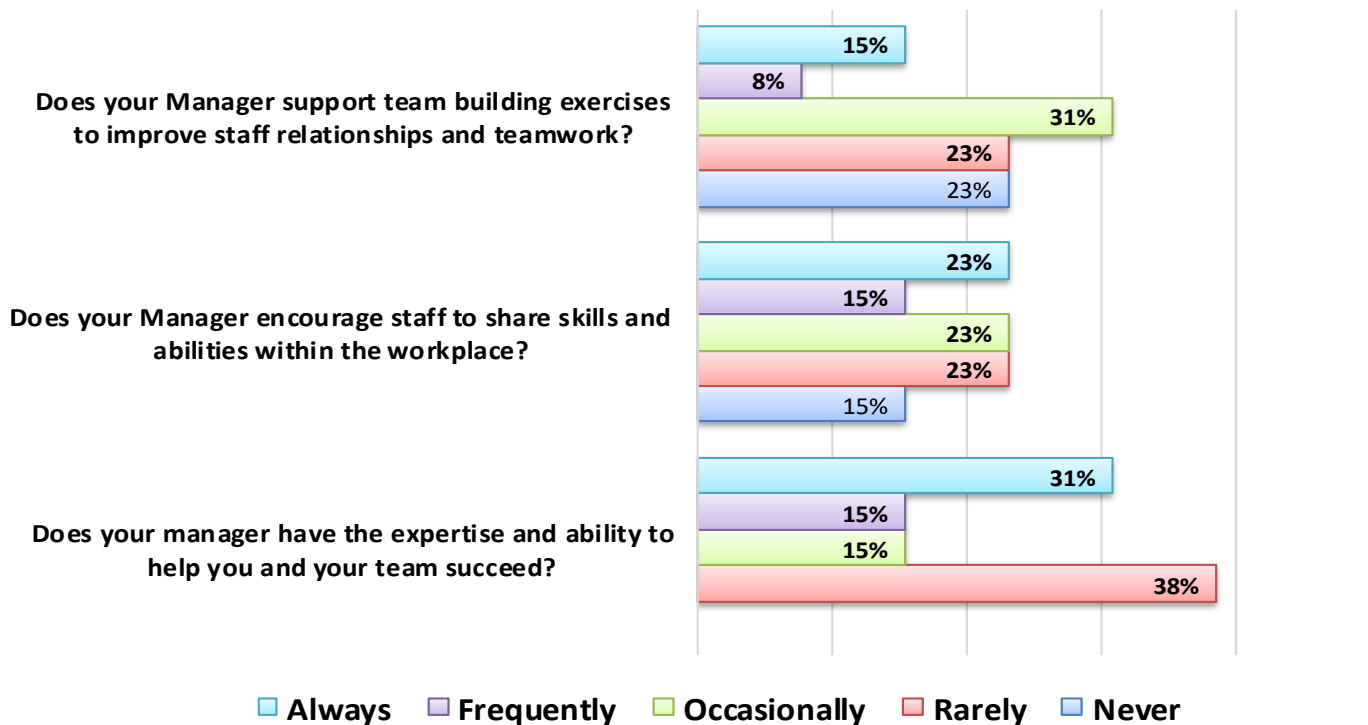
#### Does your Manager create new methods for planning and carrying out Ministry objectives?

Comments provided indicated that creative thinking was not a strong managerial skill for some management, and they would benefit from upskilling. Some staff felt that their own skills in planning are largely ignored by management and consultants used instead.

#### 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 ratings, with work and business planning conducted by staff themselves with little input from management. A lack of communication between management and staff was mentioned, with changing priorities and micromanagement by some managers.

## Teamwork and Collaboration



### Summary of Results:

23% of participants selecting Always or Frequently to the first question. That leaves 77%, however, that selected a rating of Occasionally or less. The next question concerning skill sharing, had a higher percentage of staff selecting the two highest rankings, with 38% selecting Always or Frequently. The next question received the highest rating of participants selecting Always or Frequently, at 46%. The results from this section should raise a 'red flag' for management and they 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.

### Commentary and Feedback:

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

Feedback received supported the ratings with comments noting a lack of team building exercises are encouraged or held and others noted that some team building exercises are held but they are seen more as information sharing sessions with communication largely flowing from management to staff.

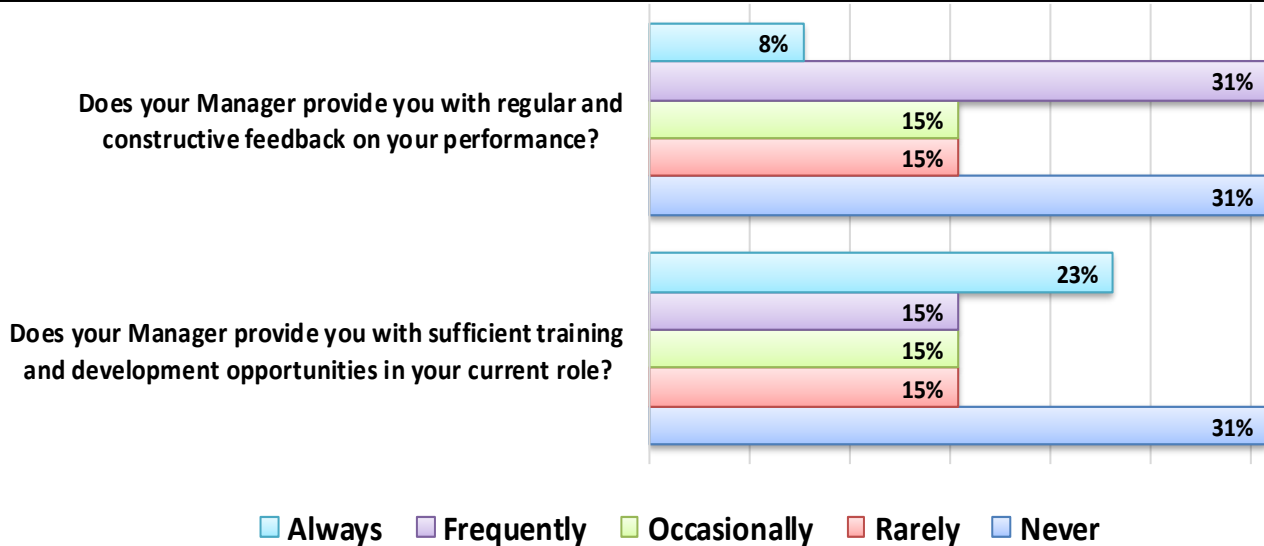
#### Does your Manager encourage staff to share skills and abilities within the workplace?

Feedback from participants showed that, some skill sharing is encouraged, but most comments expressed concerns that staff are overworked due to vacancy numbers and skill sharing is not commonplace.

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

Once again, the comments reflect the ratings, with some staff comments noting that some management staff are capable and have the necessary skills, but there is also a big need for upskilling in some management areas, particularly mentioned were communication, leading staff productively and how to motivate, staff engagement and providing constructive feedback.

## Performance Management



### Summary of Results:

39% of participants selected Always or Frequently for the first question, leaving 61% selecting Occasionally or less. Feedback on work performance should be regular and constructive and these results would indicate an inconsistency in managements skill set and is an opportunity for management to participate in training and development to improve in this area. For the second question in this section participants selected Always or Frequently 38%, with the remaining 62% selecting from the lower three options, indicating a lack of training and development opportunities made available to staff.

### Commentary and Feedback:

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

Participants commented that this happens during performance appraisals. Other comments touched on feedback provided was often negative, unhelpful or positive feedback is given rarely.

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

Comments from participants indicate that training is inconsistently offered or staff have to seek out their own opportunities, though some management staff it was noted are supportive of training and development for staff.

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

62% responded Yes. Comments would indicate that some participants feel that Job Descriptions need to be reviewed so that they are correctly aligned with their actual role and responsibilities and to ensure staff are being assessed correctly. Participants also commented on not receiving feedback from their appraisal and that the process was viewed as unfair or did not correctly represent the contributions of staff in their roles. The results show that some staff understand how their performance is measured, but 38% do not know. This would highlight gaps in the appraisal system and it would be advisable that management identify the gap/s and strengthen processes so all employees not only receive a mid-year and annual appraisal , but understand the process as well

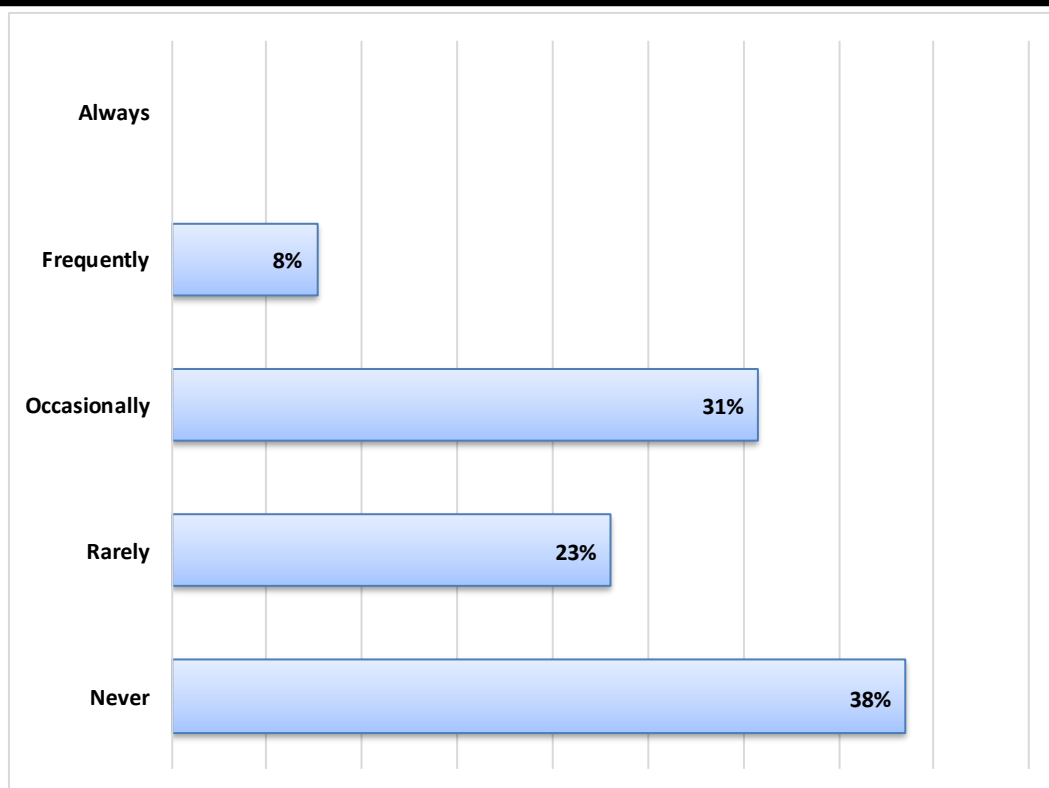
#### Have you received a performance appraisal in the last 12 months?

For this question, 77% selected Yes, 23% selected No. Comments provided stated that some staff have been assessed against a Job Description that needs updating or they are not provided feedback after they have received their appraisal. Given that 23% have not received a performance appraisal in the last 12 months that would be an indicator that management needs to review the current performance appraisal system to ensure all staff are being captured. Ideally if the CIGOV Performance Management Policy is being followed staff should receive a mid year and annual performance appraisal so, unless they are all staff that are newly employed within the last 6 months all staff should have been captured and received at least one appraisal.



## 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%, MMR employees selected 0%, with only 8% selecting Frequently. A total of 92% 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 MMR as a place of employment because the work can be interesting and challenging and a good starting point for those entering the workforce. Other comments were not so positive and reflected the low pay, high workload, and stress, a lack of transparency, lack of direction and communication with staff and a lack of competent leadership. Low morale and high staff turnover were also mentioned 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 MMR'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 team discussions and communication with staff
- More onsite visits to understand the work and the challenges
- More constructive and timely feedback provided to staff
- Address the issue of low pay
- Be motivational
- Seek management training opportunities, particularly in 'soft skills' and how to manage staff effectively
- Provide better guidance and direction
- Take responsibility
- Support staff to achieve work goals
- More one-on-one discussions with staff
- Criticise less
- Be committed to improvement, both for staff and management
- Delegate

## 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/>