



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

**Your Voice Should be Heard**

**Your Voice is Important**

**Ministry of Foreign Affairs & Immigration**

**Te Kauono Tutara ē te Mana Tiaki**

**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.

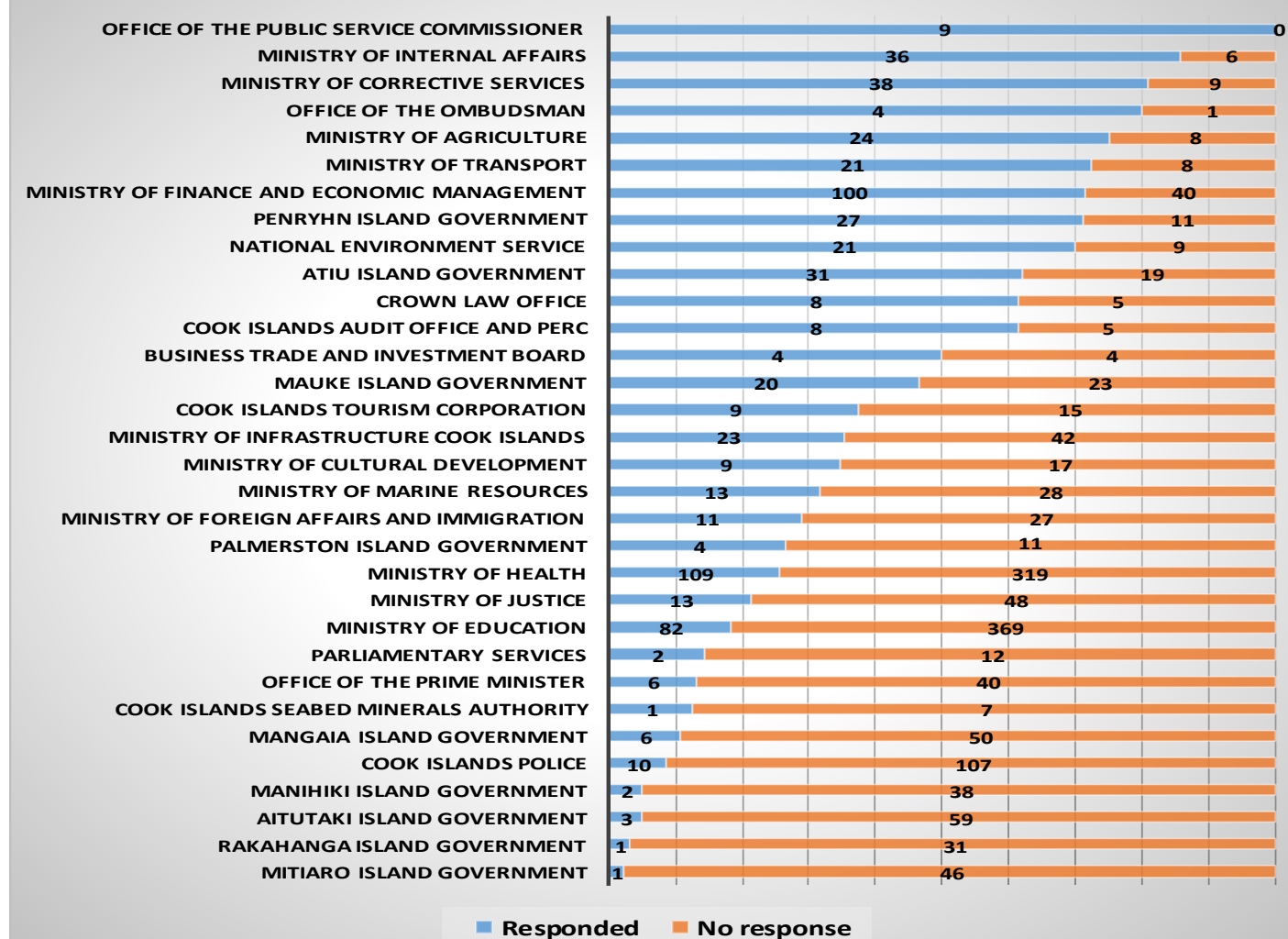
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

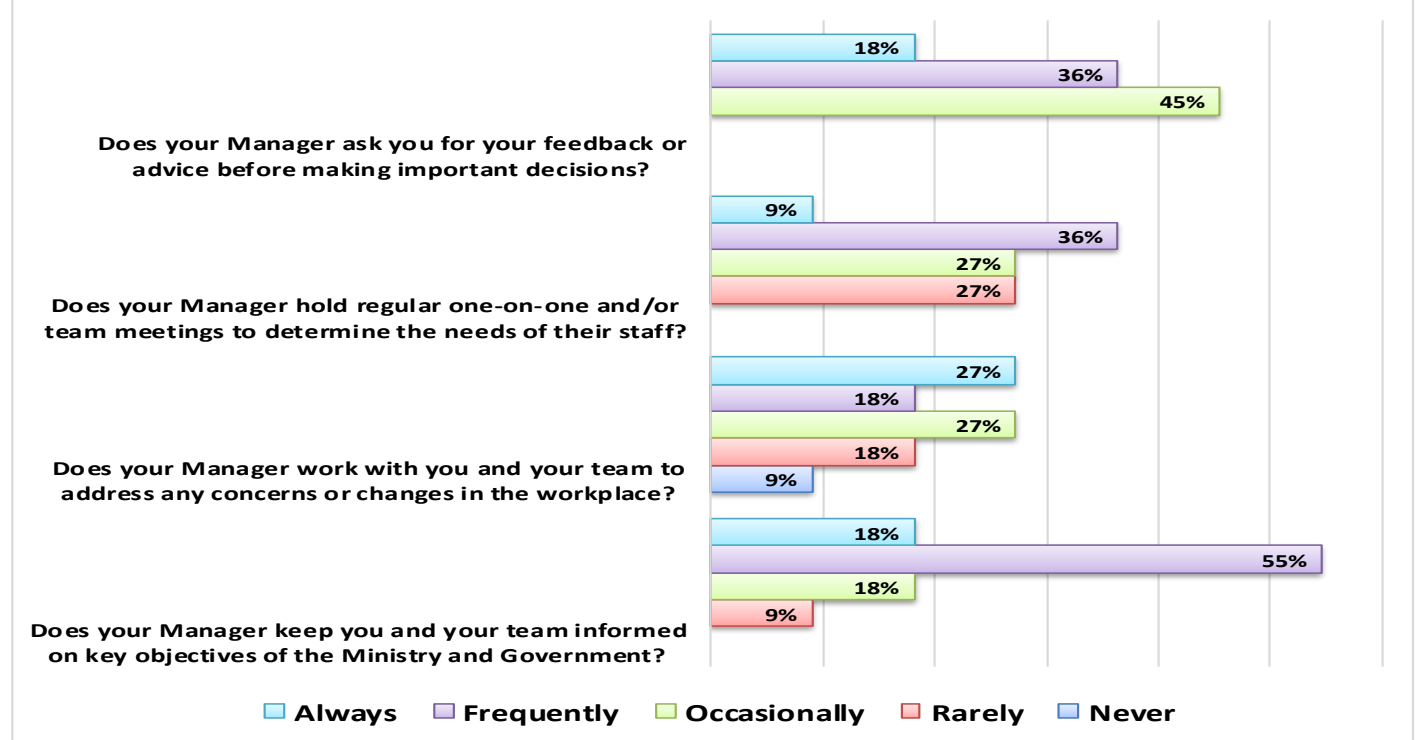
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Foreign Affairs & Immigration (MFAI) was 30% 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:

Just 54% of participants selected Always or Frequently for the first question in this section, with an even lower result for the next two questions regarding regular meetings and addressing concerns or changes, with only 45% selecting from the two top ratings. That means that 45% to 54% of participants for these questions selected Occasionally or less. These results should act as a 'red flag' to management and work to creating a more inclusive workplace where staff are kept informed, issues are addressed and regular meetings are held with staff. The last question had much better results with 73% of participants selecting Always or Frequently.

### Commentary and Feedback:

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

Comments reflect the results of the graph, with participants noting that this only happens occasionally, or when management thinks staff have an understanding of the matter. It was also noted that staff try to work collaboratively.

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

Feedback provided, commented that with a small team one-on-one meetings were easy to hold. It was also noted that, meetings were held on an as needs basis, indicating a more informal way of meeting rather than formally is practiced. This is reflected in the graph results and may be an area that management could look to improve in by holding regular, more structured meetings.

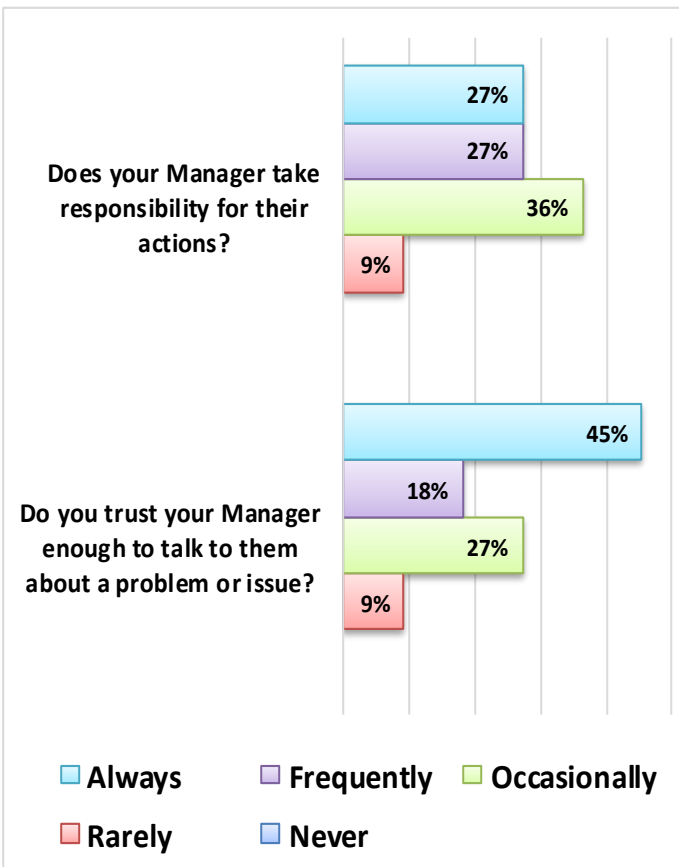
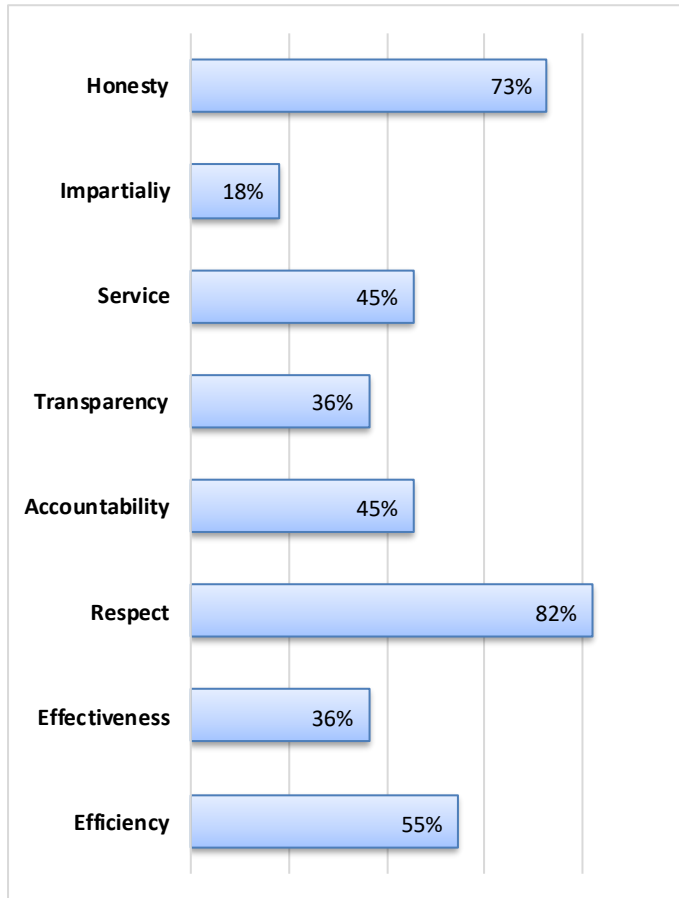
#### Does your manager work with you and your team to address any concerns or changes in the workplace?

Comments showed that some staff feel their concerns or changes are addressed.

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

Comments provided indicate that information is passed to staff through meetings.

## Integrity and Trust



### Summary of Results:

Respect was the highest rated value at 82%, while at the other end of the scale, Impartiality rated just 18%.

As a comparison, the results below are from the Full Sector Survey Report and show that for Honesty and Respect, MFAI rated above the sector average, with Efficiency being equal. The remaining values rated below the sector average.

Training in Public Sector values could be beneficial for all staff, not just management, particularly in Impartiality, Transparency and Effectiveness..

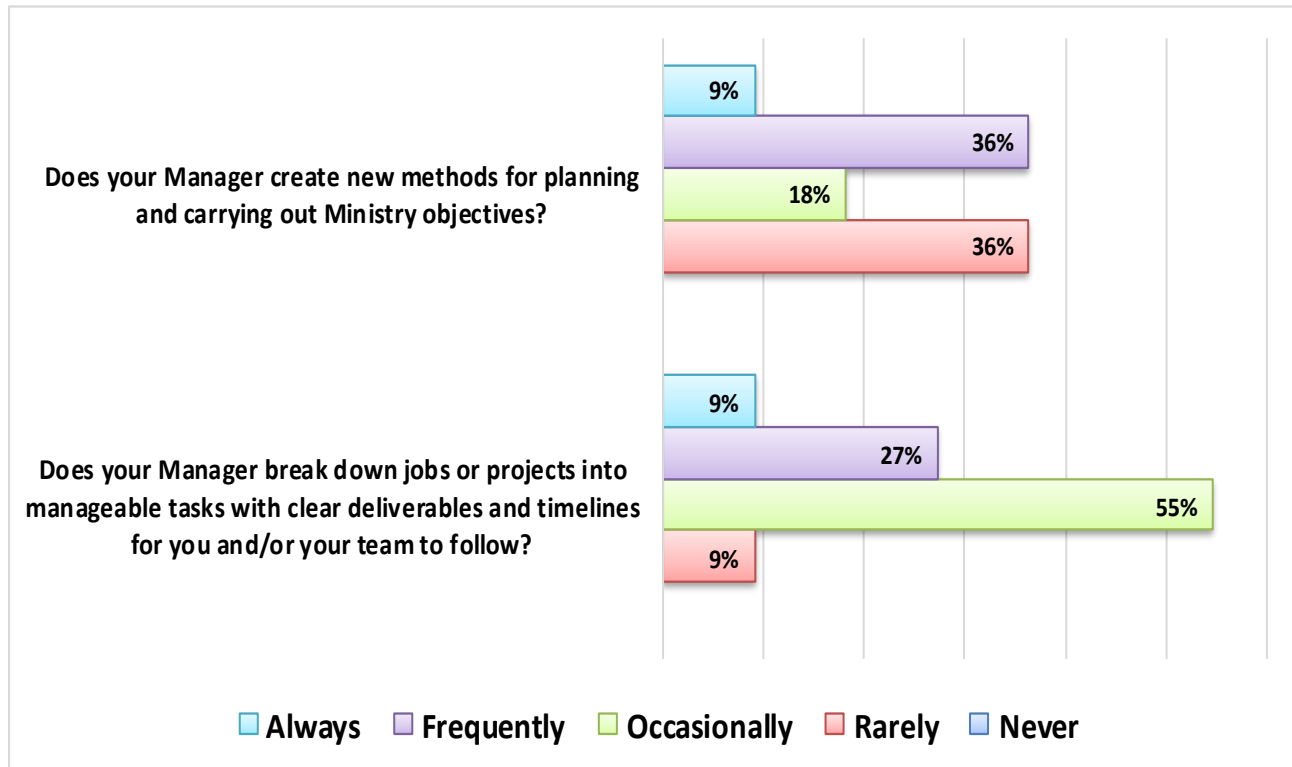
Honesty	67%
Impartiality	46%
Service	67%
Transparency	56%
Accountability	61%
Respect	71%
Effectiveness	53%
Efficiency	55%

63% of MFAI participants selected Always or Frequently when asked whether management took responsibility for their actions, while 54% selected the same when asked if they trust their manager enough to talk to them about a problem. This left 38% and 46% selecting Occasionally or less for each question respectively. Given the feedback that was also provided, these results would indicate that management would benefit in some training in these areas.

Both questions would indicate that there is some room for improvement and training could be incorporated in to values training.

No comments were provided by participants for both questions.

## Planning and Creativity



### Summary of Results:

45% of participants selected Always or Frequently for the first question in the graph, which is lower than the 55% who selected Occasionally and Rarely. 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 lower rating was achieved for the second question, with just 36% selecting Always or Frequently, which indicates upskilling or development in planning, delegation and organisation may help, particularly as 64% of participants selected Occasionally or Rarely.

### Comments and Feedback:

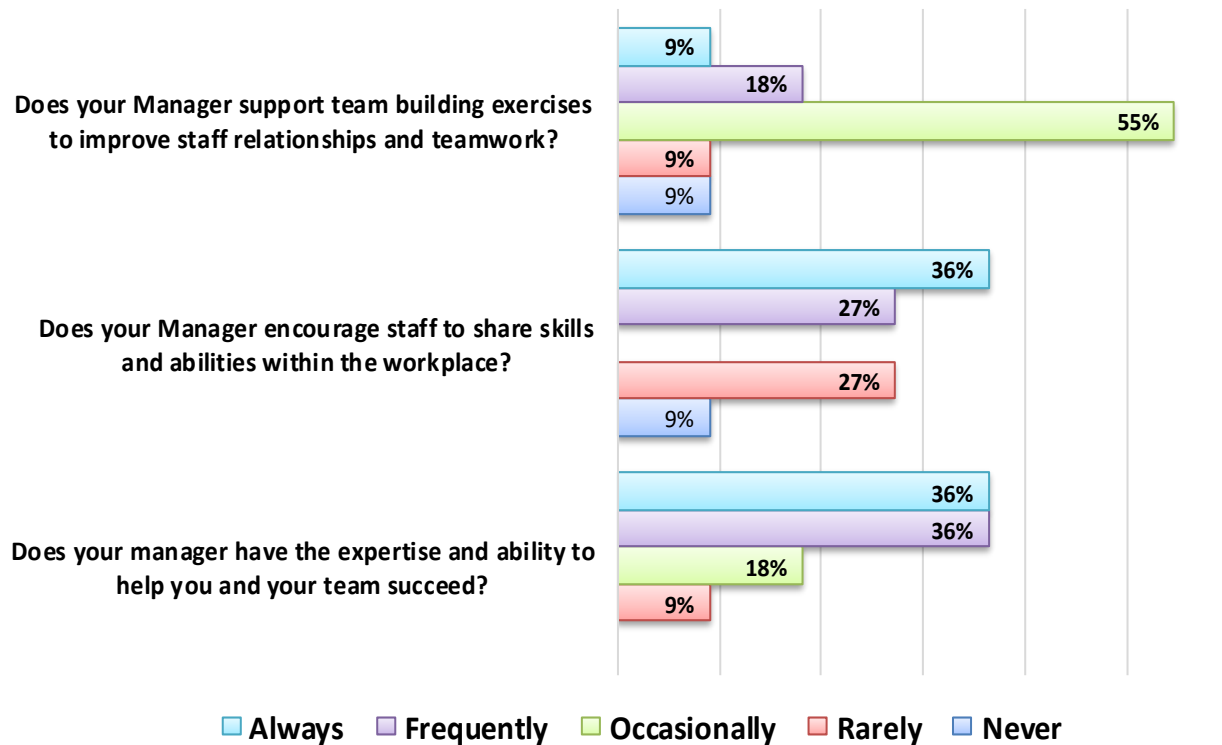
#### Does your manager create new methods for planning and carrying out Ministry objectives?

Comments provided, noted that, some management staff have the skills to create new and innovative methods to solve problems, especially when short-staffed.

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

Comments reflected the graph results, with this happening sometimes and the need for timelines to be flexible to deal with unforeseen circumstances.

## Teamwork and Collaboration



### Summary of Results:

This section has some mixed results. Team building exercises showed participants selecting Always or Frequently was only 27%, leaving a significant amount, at 73% selecting from amongst the lowest three rankings. A better result was given for the next question concerning skill sharing in the workplace, with 63% selecting Always or Frequently. The last question had a much higher result, with 72% 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.

### Commentary and Feedback:

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

Participants responses support the graph results with very little team building exercises being organized by management.

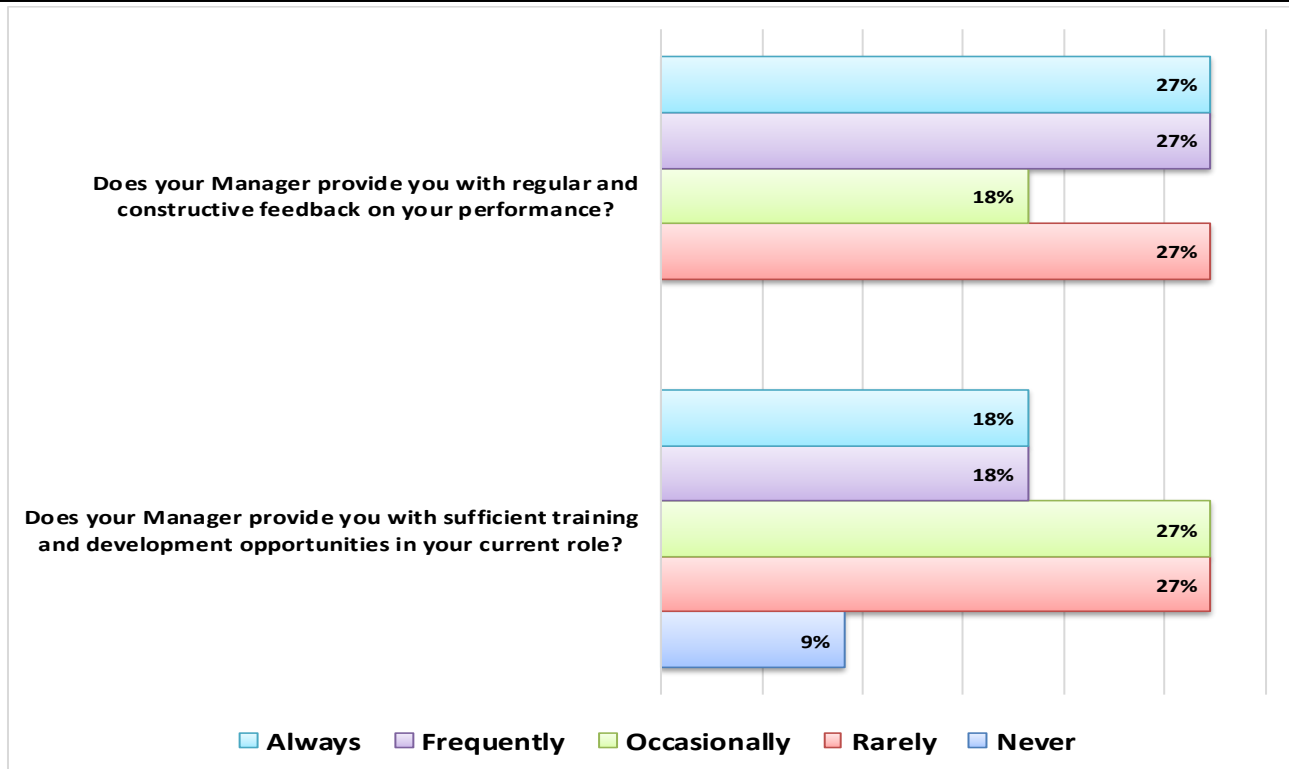
#### Does your manager encourage staff to share skills and abilities within the workplace?

Again the comments reflect the rating results with comments stating that, it is an integral part of the workplace culture, sharing skills and utilizing those skills whenever possible.

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

Participants commented that they had every confidence in managements abilities to lead the team, but at times there was a lack of direction due to competing priorities.

## Performance Management



### Summary of Results:

54% of participants selected Always or Frequently when asked if they are provided with regular and constructive feedback by their manager. The 'red flag' for management on this question is the 27% that selected Rarely and that some upskilling for management in this area could prove to be beneficial. A worrying result is for the next question, where 63% selected Occasionally or less when asked if they are provided with sufficient training and development opportunities and again is an area that management should be considering on how to improve in.

### Commentary and Feedback:

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

Some participants commented that they were provided with feedback on their performance regularly.

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

Participants indicated that more formal training would be beneficial rather than always learning on the job. It was also noted that in a small team juggling work priorities and training needs was a struggle.

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

64% of participants selected Yes, while the remaining 36% selected No. This result and the comments left show that there are a percentage of employees who do understand how their performance is measured. There were unfortunately no comments provided from those who selected No, and it is this group management would want to work with to lift this result and ensure all staff understand.

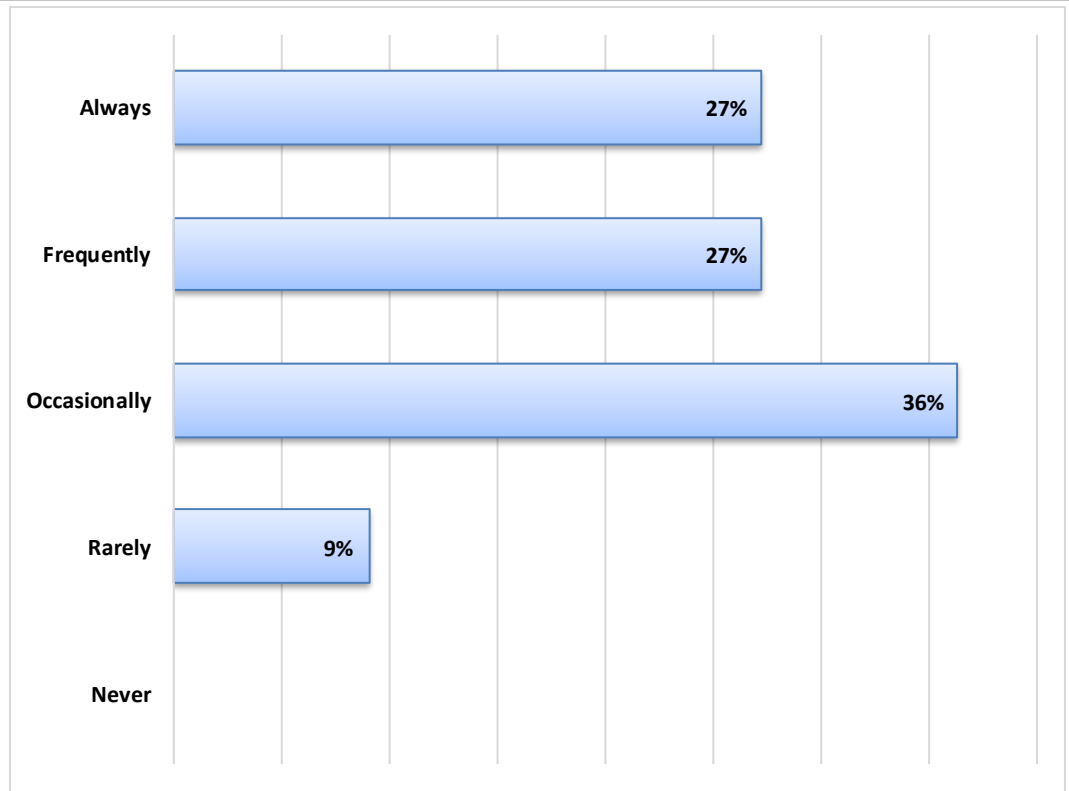
#### Have you received a performance appraisal in the last 12 months?

This question had 73% of participants selecting Yes to this question, which would lead management to investigate the different reasons as to why staff have not received a performance appraisal. Comments showed that some staff have not received one, while others commented on delays in getting feedback from their appraisal. If there are gaps in the system that are leading to staff not receiving an appraisal then it would be recommended for management to identify the gap/s and strengthen processes so all employees receive an annual 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%, MFAI employees selected below that rating by 10% at 27%. A total of 45% 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 increase a more positive response for this statement.

Comments mentioned MFAI as a dynamic place to work, with room to help and have an impact the in the development of the country in a positive way.

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 MFAI'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 interaction, including with junior members of staff
- Develop management social and interpersonal skills
- Employ an HR Manager
- More regular staff meetings
- More resources to assist leadership in their roles
- Be more understanding
- Be fair in working conditions regarding flexibility and working from home
- Be accountable
- Take the lead on projects

## 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/>