



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

Your Voice Should be Heard

Your Voice is Important

Ministry of Health

Te Marae Ora

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

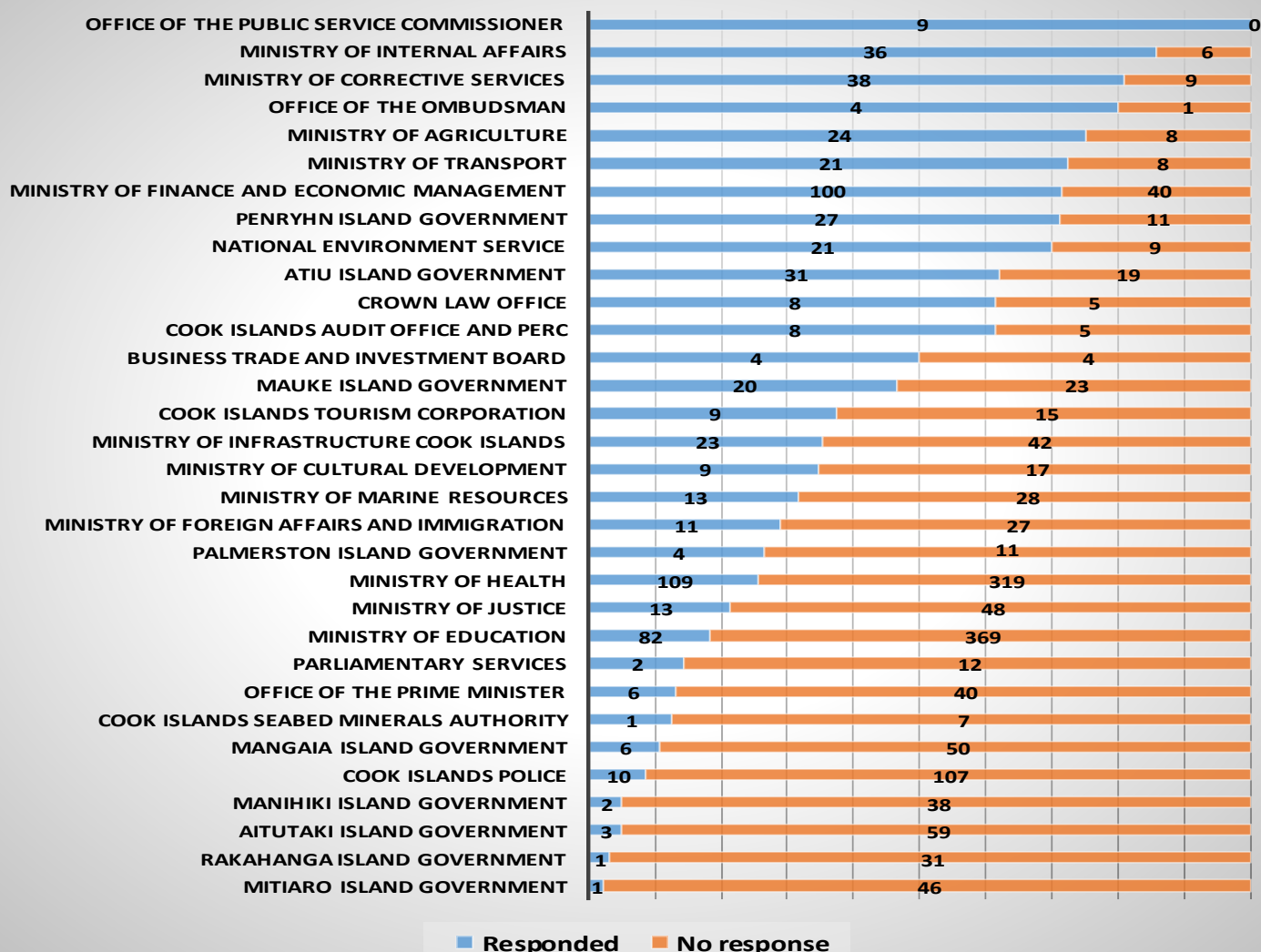
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

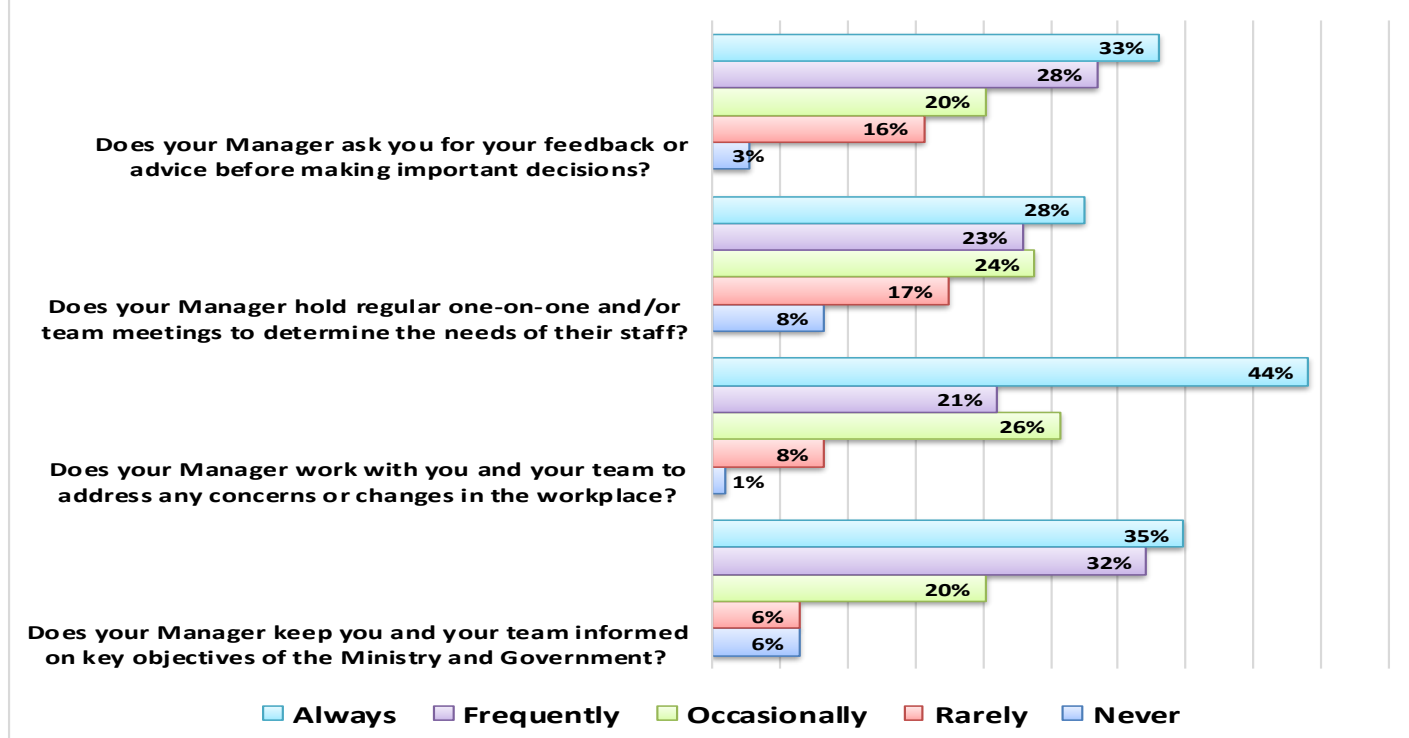
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Health (TMO) was 25% 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:

Results for this first section are overall good. Participants selecting Always or Frequently for all questions was above 50%. Management would still be advised to look at the remaining ratings where participants selected Occasionally, Rarely or Never as for some questions they were rated highly. The question concerning team meetings, for example, 49% of participants selected from the three lowest ratings. When you look at the feedback provided for this section in conjunction with the graph it would indicate that communication with staff is a key area to be addressed by management. 60% felt that their management works with them and their team to address concerns or changes, while 62% selected Always or Frequently when asked if they were kept informed on key objectives.

Commentary and Feedback:

Does your manager ask you for your feedback and advice before making important decisions?

Comments support the 61% that selected Always or Frequently for this question. Participants noted that management asked for advice, called meetings to discuss issues and collect feedback and management are inclusive and considerate. Some comments were not as positive and reflected the need for more inclusion through meetings and discussions.

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

Participants commented that regular meetings were held, with discussions around issues and problems. Other comments included that there were no regular meetings held, or they were infrequent and it would be helpful if these were implemented to give staff a forum to air their concerns.

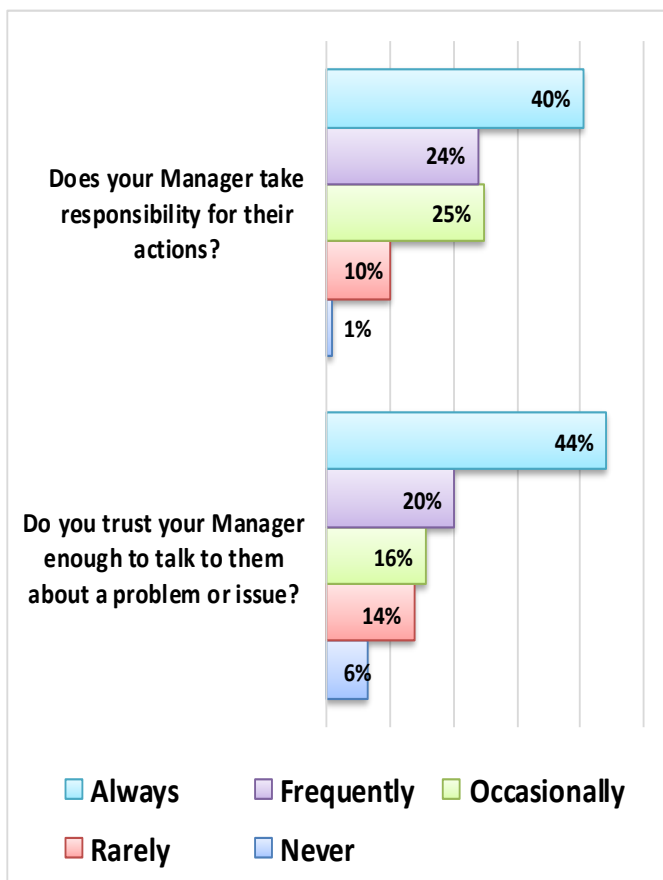
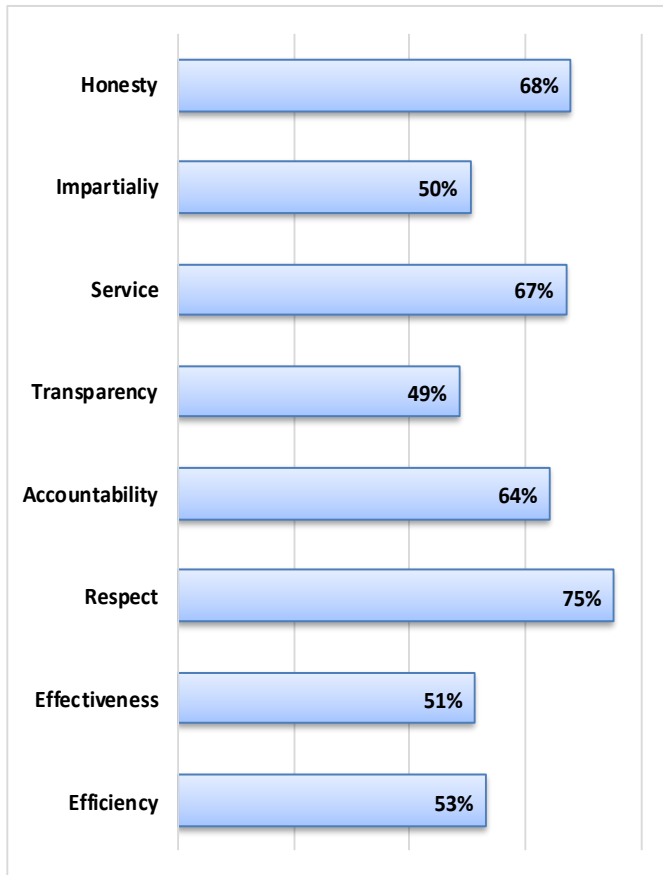
Does your manager work with you and your team to address any concerns or changes in the workplace?

Participants left some very positive comments for this question that show that some staff feel very included and involved, that issues raised were dealt with appropriately and regular meetings helped.

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

For the most part, the majority of participants who provided comments felt that management kept them informed. Some however did not and instead received most of their information from colleagues or on a need to know basis.

Integrity and Trust



Summary of Results:

Respect was the highest rated value at 75%, while at the other end of the scale, Transparency rated at 49%. As a comparison, the results below are from the Full Sector Survey Report and show that for Honesty, Impartiality, Service, Accountability and Respect all rated equal or above, 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%

64% of TMO participants selected Always or Frequently when asked whether management took responsibility for their actions, and when asked if they trust their manager enough to talk to them about a problem. This left 36% selecting Occasionally or less for each question. Given the feedback that was also provided these results would indicate that management should be looking at initiative to build trust with staff and take more responsibility for their actions.

Commentary and Feedback:

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

Comments ranged from management who exemplify the Public Sector values, through to those who only display some of these values consistently.

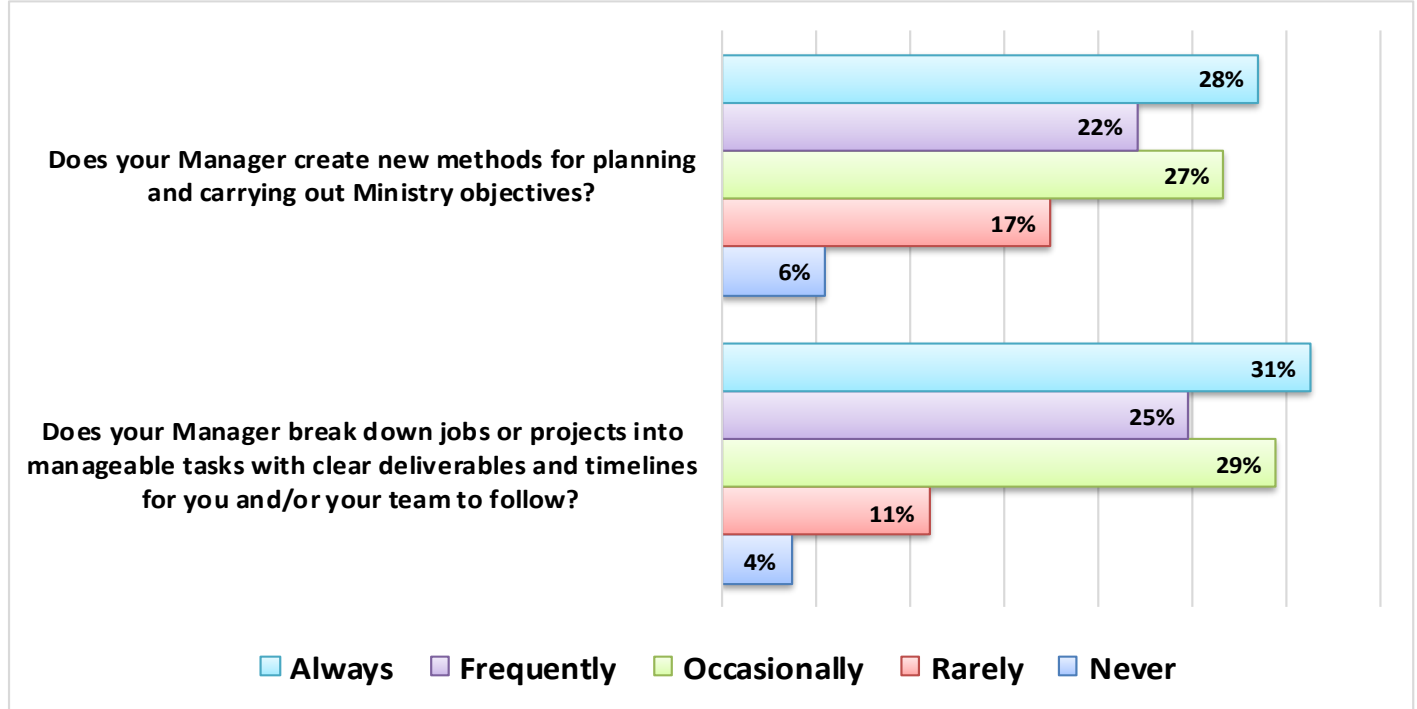
Does your Manager take responsibility for their actions?

Many participants commented that management takes full responsibility for their actions and mistakes.

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

Feedback provided showed that some staff are happy to talk and discuss issues or problems, while others felt that they could not trust management enough to discuss or they would only discuss if it was a work related problem or issue.

Planning and Creativity



Summary of Results:

50% of participants selected Always or Frequently for the first question in the graph, leaving 50% who selected Occasionally, 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.

For the next question participants selected Always or Frequently 56%, with 44% selecting from amongst the remaining three ratings and this would indicate some training in project management, planning, time management and organisation skills would benefit some management staff.

Commentary and Feedback:

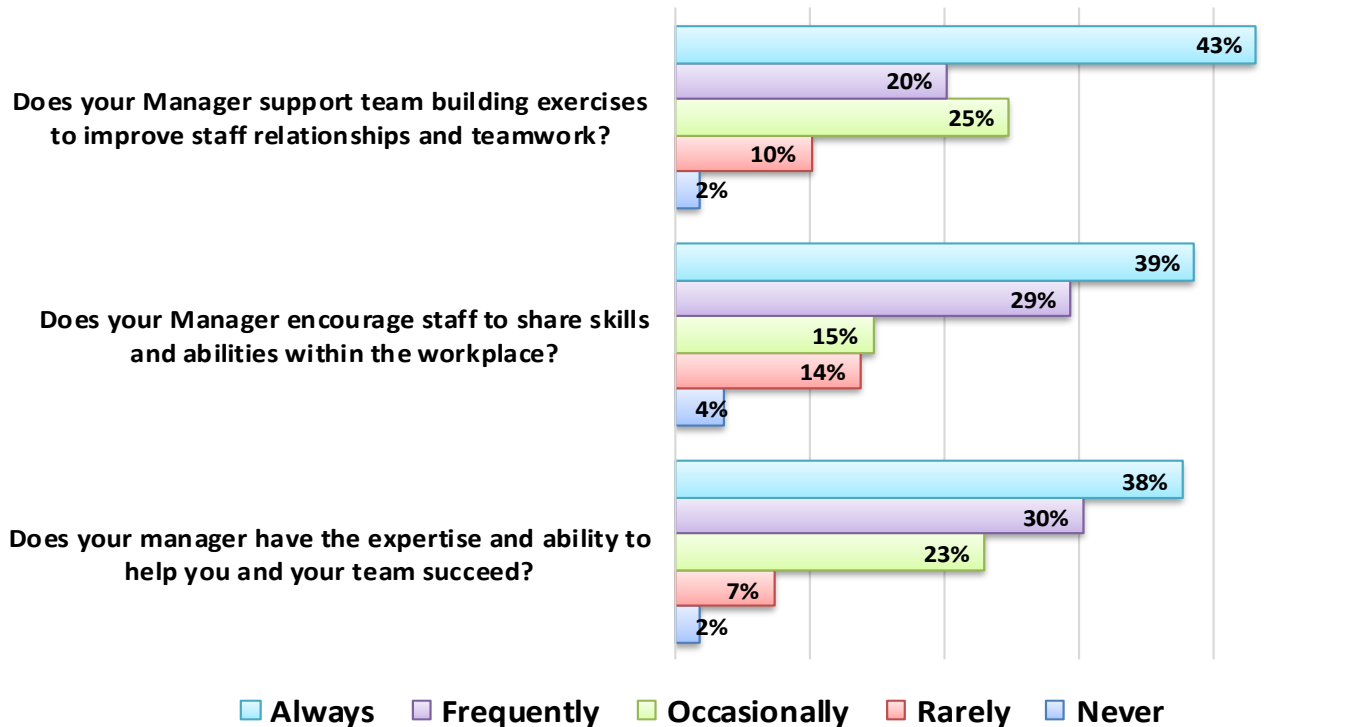
Does your manager create new methods for planning and carrying out Ministry objectives?

Comments were a bit light for this question with most responding simply in the affirmative. Several commented though that this does not happen or that it is left to staff.

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

Feedback included comments that tasks are allocated and meetings used to communicate and discuss with staff. Several comments mentioned that staff are left to manage this area themselves.

Teamwork and Collaboration



Summary of Results:

This section has some good results with 63% of participants selecting Always or Frequently for the team building question, 68% for the skill sharing question and the expertise and abilities of their manager. These results would indicate there is still room for improvement with 32% to 37% of participants selecting from the lower three ratings. With initiatives or training for management to increase these ratings through team building and skill sharing should be considered.

Commentary and Feedback:

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

Participants commented that team building exercises or professional development programs were held regularly. Others commented that staff were often too busy.

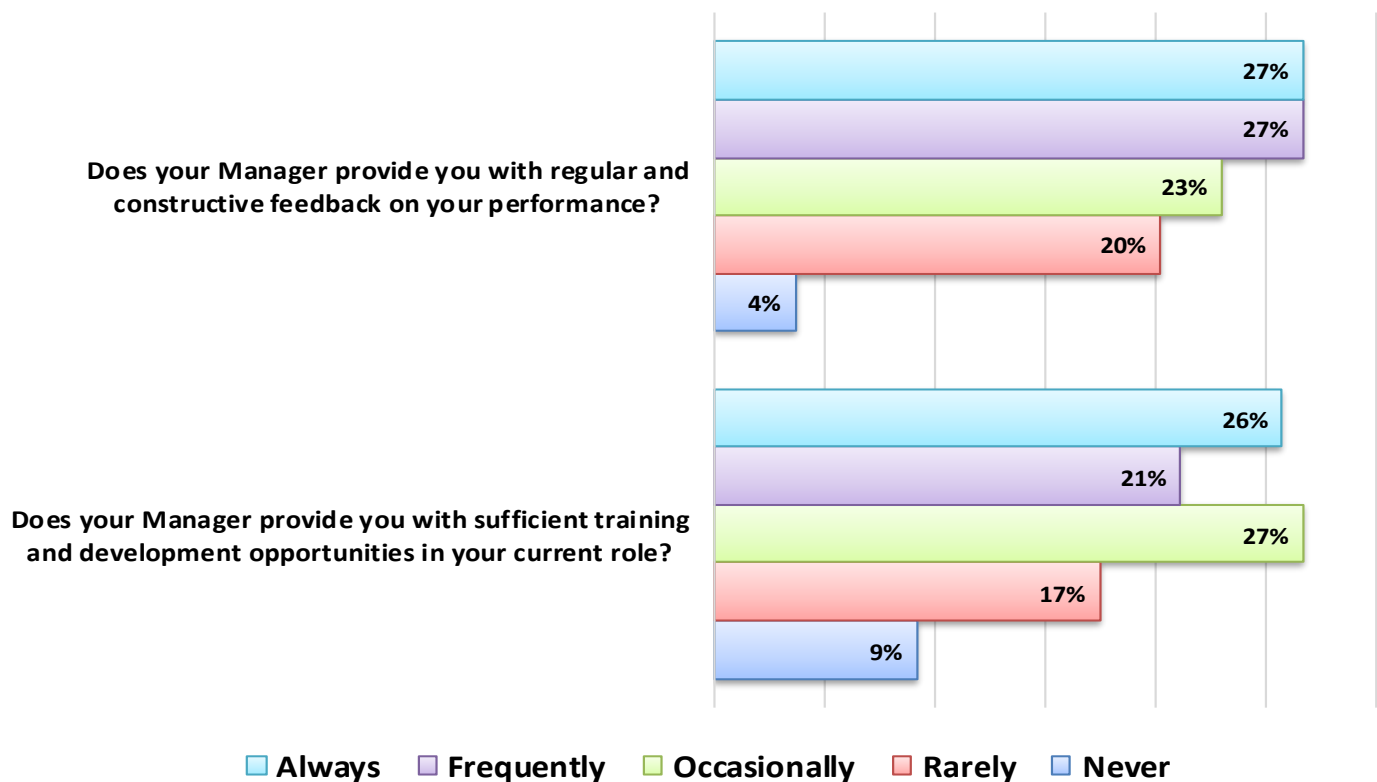
Does your manager encourage staff to share skills and abilities within the workplace?

Mostly positive comments provided for this question, with participants noting that their manager encourages skill sharing.

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

More of a mix of comments for this question with some participants noting that management have huge experience and knowledge, and guidance and support is provided to staff. Others felt that some management staff were missing skills that are required for them to manage staff effectively or that they did not have the skills or expertise to be in the role, lacking in planning, setting goals and objectives, and communication.

Performance Management



Summary of Results:

54% of participants Selected Always or Frequently to receiving regular and constructive feedback from their manager. While 46% felt that they were Always or Frequently provided sufficient training and development opportunities. This leaves 46% and 54% for each question that selected from the lower three ratings. These are definite 'red flags' for management and some training in providing constructive feedback outside of the performance appraisal process should be considered, as well as identifying training and development opportunities for staff.

Commentary and Feedback:

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

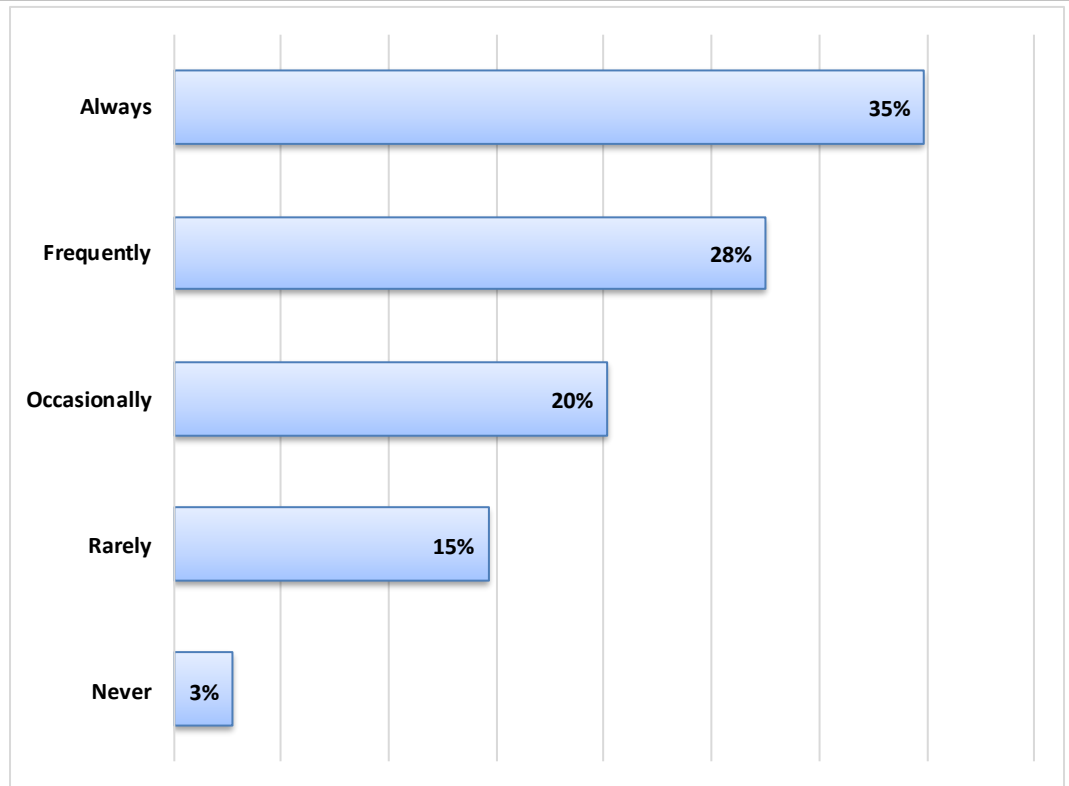
Mixed set of comments from participants for this question. Some noted that they receive feedback on work achievements and good performance regularly, while others commented that they received feedback through the performance appraisal process. Some comments mentioned that the focus from management is often on the negative, communication is not always direct but through emails or staff have to ask to be provided feedback on their performance.

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

Participants commented that not all training was available or funding was limited. Others noted that management shares information about training opportunities and encourages upskilling.

Engagement

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



Summary of Results:

63% of participants would recommend TMO as a place of employment Always or Frequently. 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:

Participants provided varied reasons as to why they would or would not recommend TMO. Comments ranged from; It has a team environment, it is an exciting place to work, and it has good career pathways available, to those that would not recommend because of a lack of resources, low pay, lack of skilled management staff, high stress levels and a lack of support

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 TMO'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:

- Improved lines of inclusive communication
- Support and maintain staff rights
- More staff training
- Fair distribution of work loads
- Fairness and equality
- Acknowledging staff accomplishments
- Model the values of the Public Sector
- Leadership and management training provided
- Foster a team work environment
- Regular team building/bonding exercises
- More involvement of staff in the decision making process
- More one-on-one meetings with manager and staff
- Regular team meetings
- Display professional behaviour in the workplace
- Show empathy as a manager
- Provide constructive feedback
- Provide clear performance development plans to assist staff in upskilling and training
- Lead by example
- Consult with staff in strategic planning

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/>