



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

Your Voice is Important

Ministry of Internal Affairs
Te Tango Akarangatira Ora'anga
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.

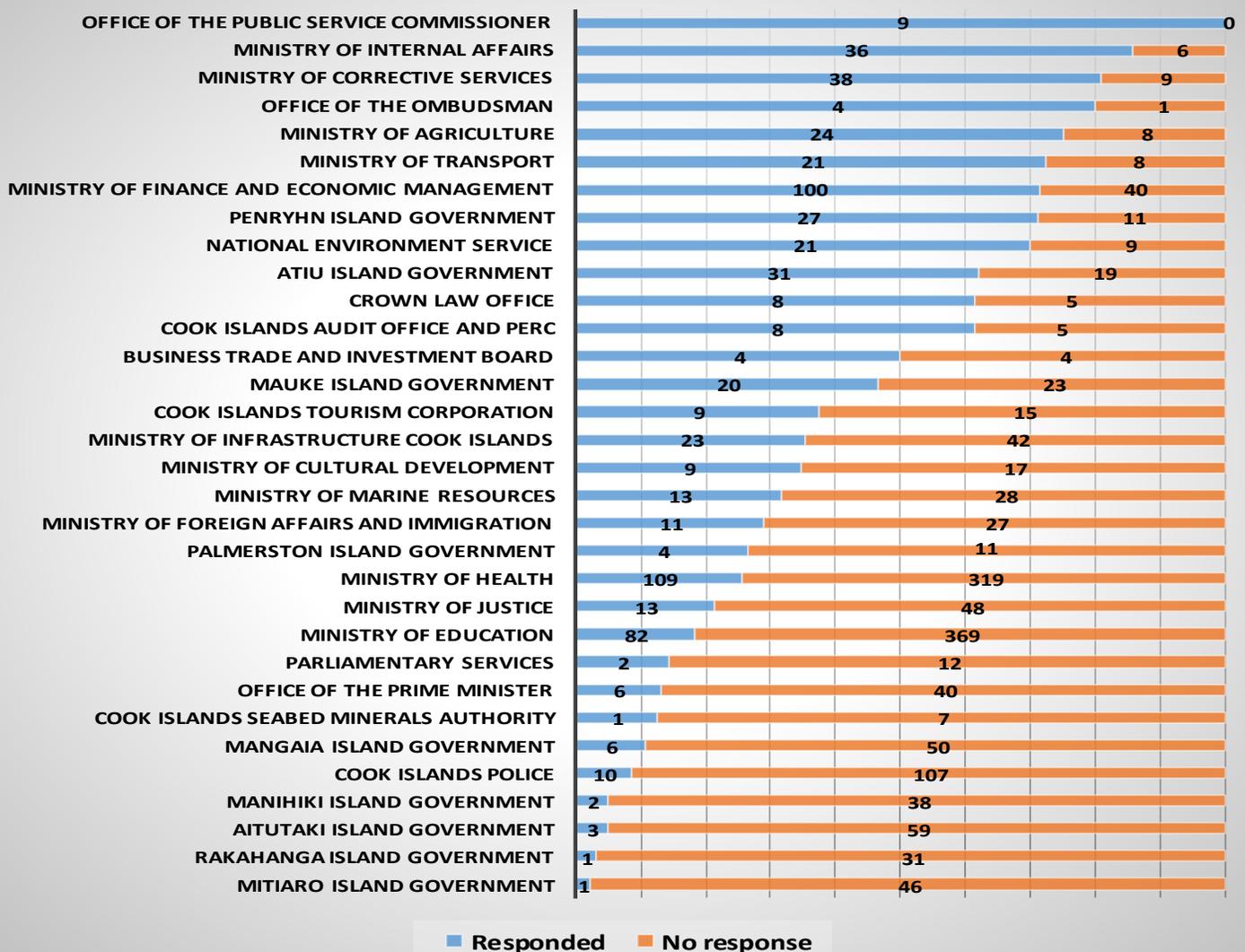
Leadership & Management skills require ongoing development by individuals though training and development both formal and on the job/informal, gaining experiences and assuming increased responsibilities.

The survey will provide feedback to Public Sector management 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.

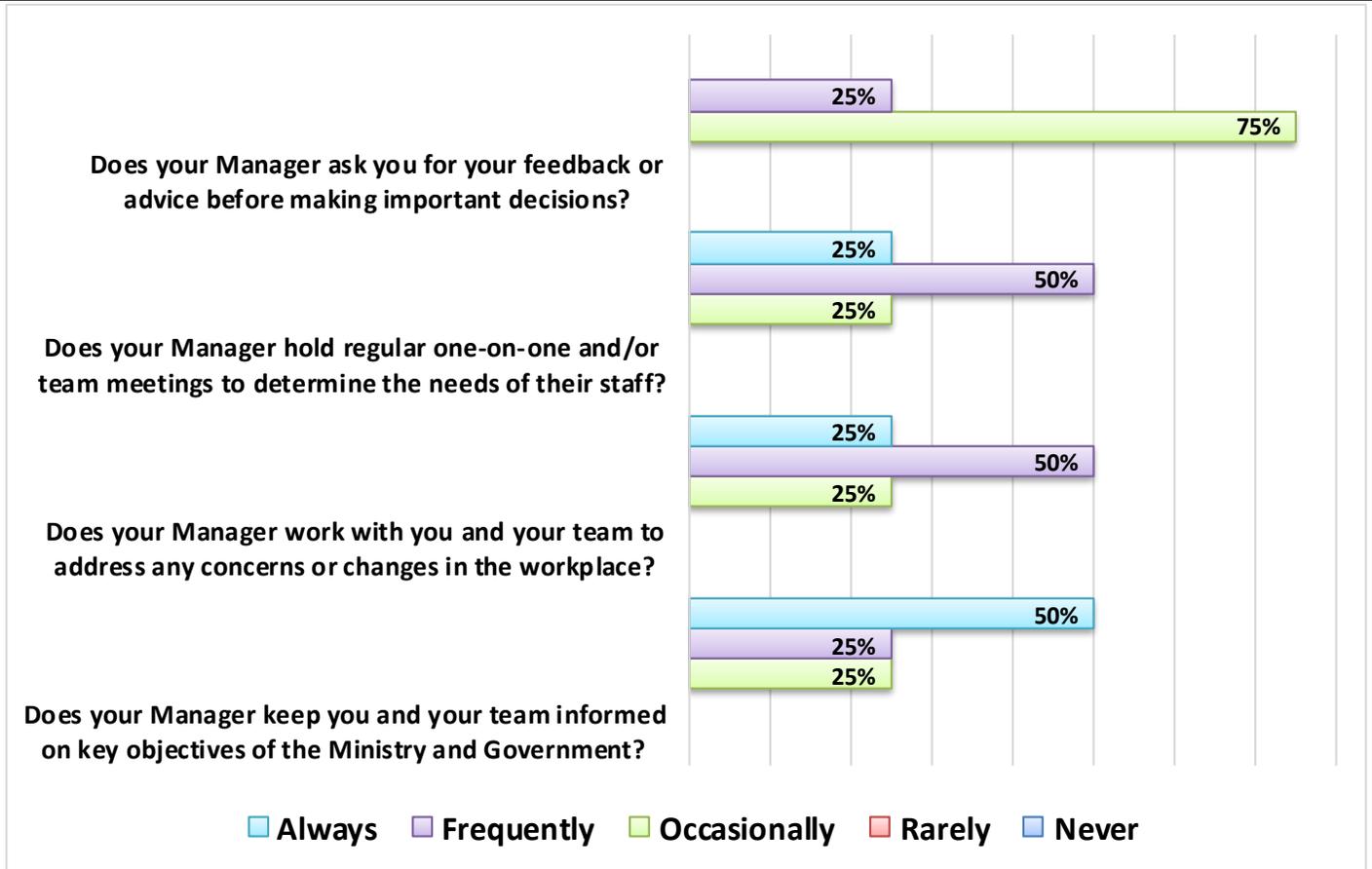
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Internal Affairs (INTAFF) were 86% 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:

Participants responding to the first question overwhelmingly selected Occasionally, at 75%. For the remaining questions in this section 75% selected Always or Frequently with the remaining 25% selecting Occasionally.

Commentary and Feedback:

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

Feedback from participants included some who noted that management involves staff in the decision making process, while some commented that this happens sometimes and is an area that needs improving.

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

Comments provided by participants reflect the results from the ratings with staff indicating that monthly meetings are held, including staff in the Pa Enua who meet online or phone. One-on-one meetings, it was noted by participants, occur as required to address performance issues.

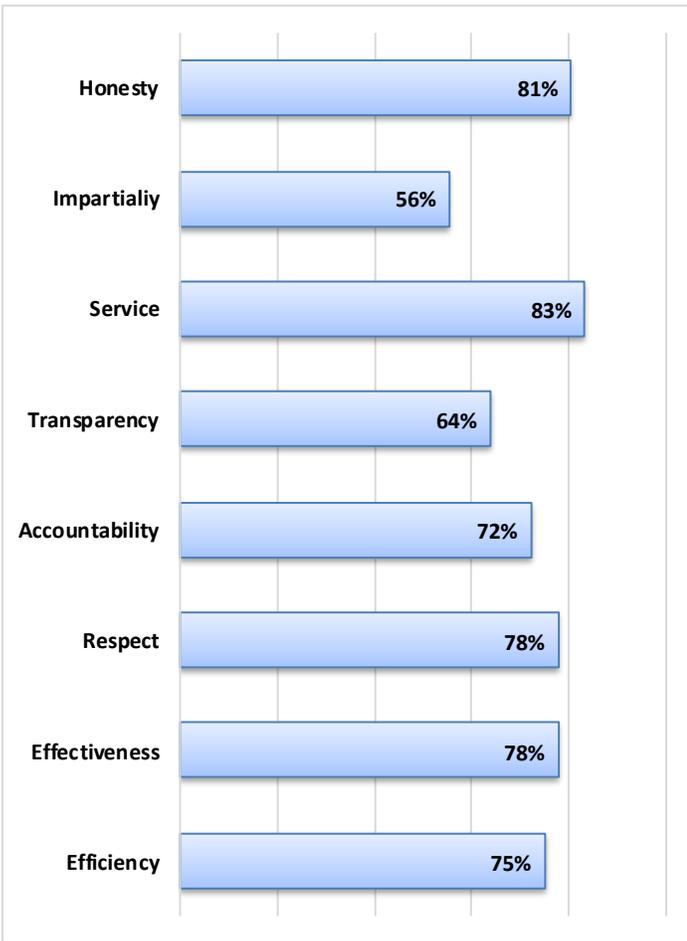
Does your manager work with you and your team to address concerns or changes in the workplace?

Comments included, most of the time or sometimes this happens, while others noted that issues are addressed promptly and in an inclusive manner.

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

Regular and consistent communication was commented on, as well as keeping the team informed using email, group chats and staff meetings.

Integrity and Trust



Summary of Results:

Service was the highest rated value at 83%, followed by Honesty at 81%. The lowest rating was given to Impartiality with 56%.

As a comparison, the results below are from the Full Sector Survey Report and show that for all of the values INTAFF rated higher, and in some cases by a significant amount.

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

25% of INTAFF participants selected Always or Frequently when asked whether management took responsibility for their actions, while 75% selected Occasionally or Rarely. This would indicate that this is an area that management could look in to further. The same would apply for the results of the next questions where staff are asked if they trust their manager enough to talk to them about a problem. 50% selected Always or Frequently while the other 50% selected Occasionally.

Commentary and Feedback:

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

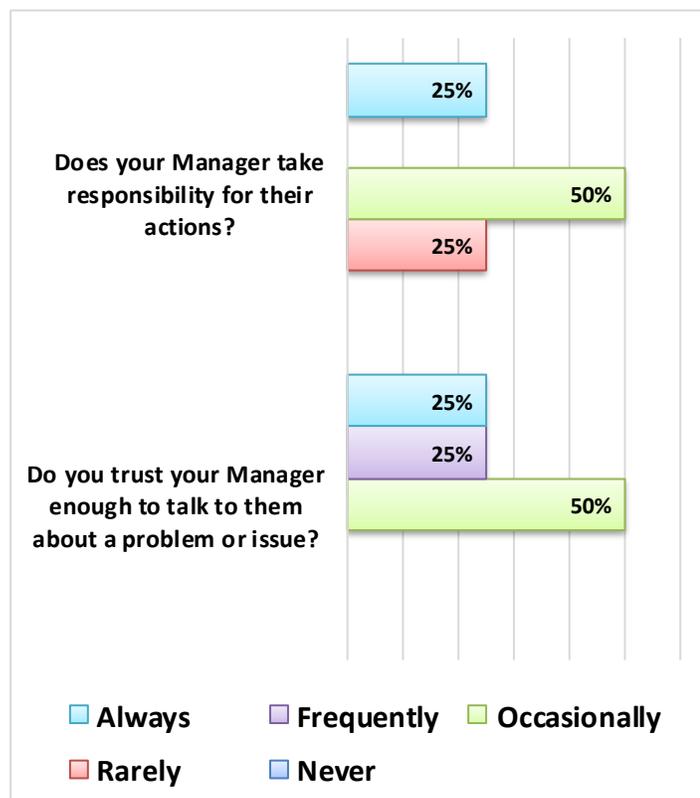
Comments left by participants mainly focused on the positive with comments reflecting management who model the values of the Public Sector and their service to the community.

Does your Manager take responsibility for their actions?

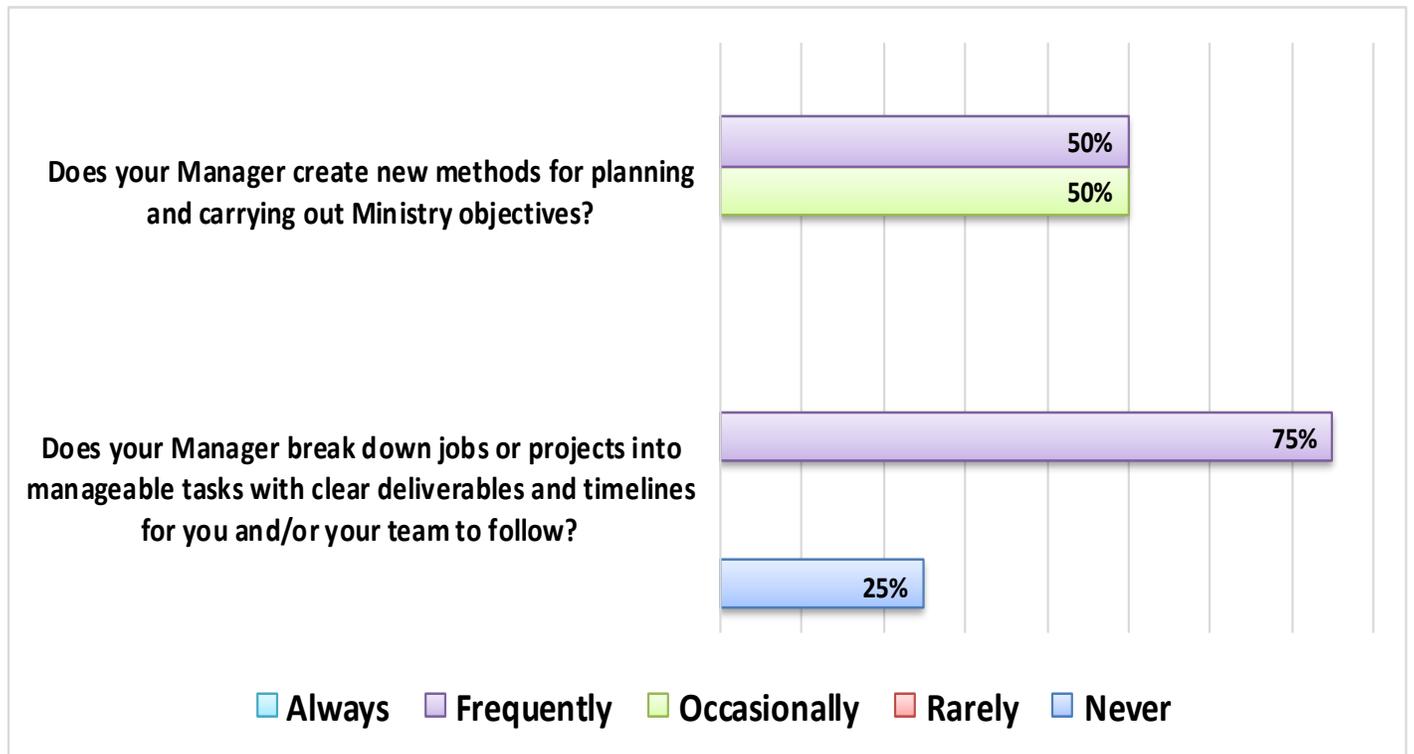
Again feedback was positive with staff commenting that management takes responsibility for themselves and staff, while others felt that there was room for improvement and agreed actions followed through with.

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

Participants felt that could freely discuss work related issues with management. In addition, management had an 'open door' policy and most felt that confidentiality was maintained, though not always.



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. 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.

For the next question participants selected Always or Frequently 75%, but 25% selected Never which would indicate that management need to look in to that area and what improvements can be made.

Commentary and Feedback:

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

Participants commented that staff are encouraged to be creative as well as management, while others felt that this is an area that improvements could be made.

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

Some comments noted that work plans are developed and used to guide staff to achieve goals and objectives, while others commented that there was no expectation from staff for management to do this, rather staff do it with management providing input when required. Some participants felt this was an area that could be improved on and plans need to be consistently followed.

Teamwork and Collaboration



Summary of Results:

50% selected Always, while the remaining selected Occasionally or Rarely. This result could indicate that more team building exercises could be beneficial for staff and management. Sharing skills and abilities rated at 50% selecting Always or Frequently, but the concerning result would be the 50% that selected Rarely. 100% of participants selected Always or Frequently for the last question, which is a great result.

Commentary and Feedback:

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

The comments provided were all very positive and included comments that team bonding was held quarterly and teams were encouraged to set time aside for this and online meetings are used to stay connected with staff in the Pa Enuu. No comments were provided to explain the 50% who selected Occasionally or Rarely for this question.

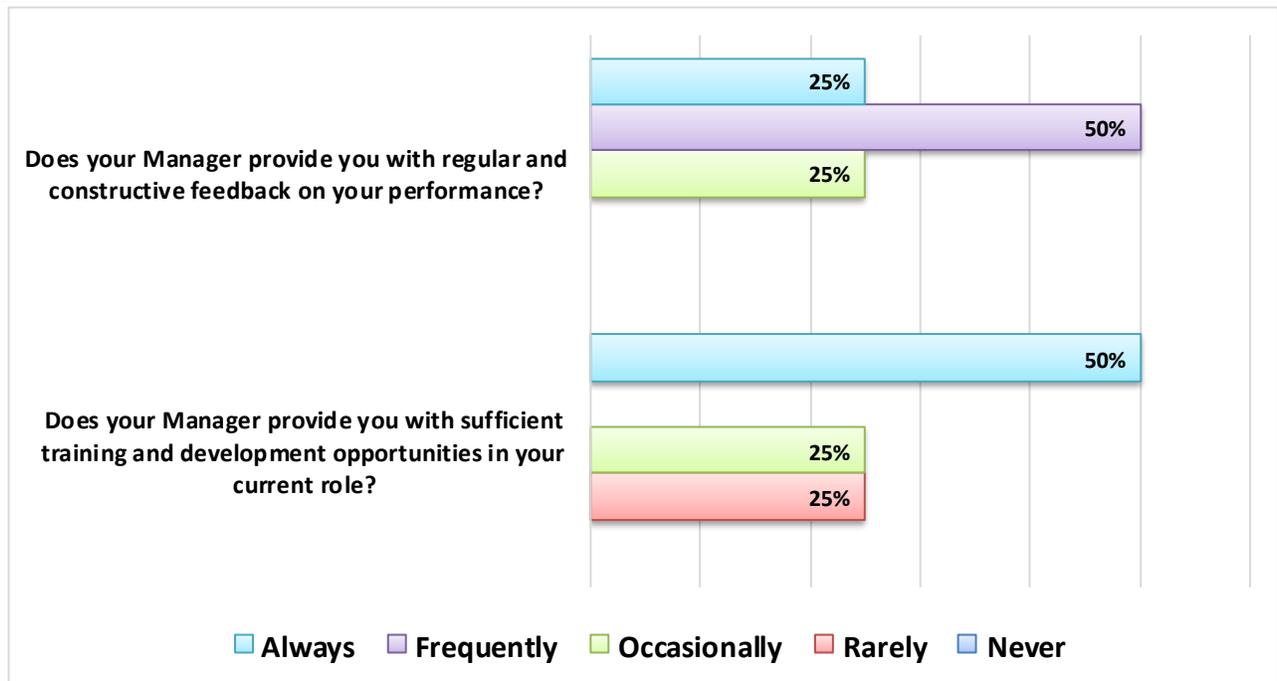
Does your manager encourage staff to share skills and abilities within the workplace?

Comments were provided that noted management encouraged skill sharing between staff, self-development and provided opportunities to all staff.

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

Comments provided by participants stated that management would benefit from more support and training to improve their managerial skills, and that some management are always willing to assist and provide support to staff.

Performance Management



Summary of Results:

75% selected Always or Frequently for the first question, but with the second question 50% of participants selected Occasionally or Rarely. Both questions would indicate that there may be gaps in the performance appraisal and performance management systems that are causing staff to not receive an appraisal. It would be recommended for management to identify the gap/s and strengthen processes so all employees receive an annual appraisal, as well as regular and constructive feedback throughout the year.

Commentary and Feedback:

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

The comments provided for this question were all positive with participants commenting that they receive regular and honest feedback. Some comments mentioned mid-year and annual performance appraisals as being the time when they receive feedback. When those comments are connected to the rating selections this could explain the 25% that selected Occasionally for this question and management may want to consider how to provide regular feedback to all staff.

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

Some comments noted that training was often limited by budget restraints, while others commented that training and development opportunities were identified by staff rather than management, and others mentioned management encouraging and alerting staff to training.

Do you understand how your performance is measured?

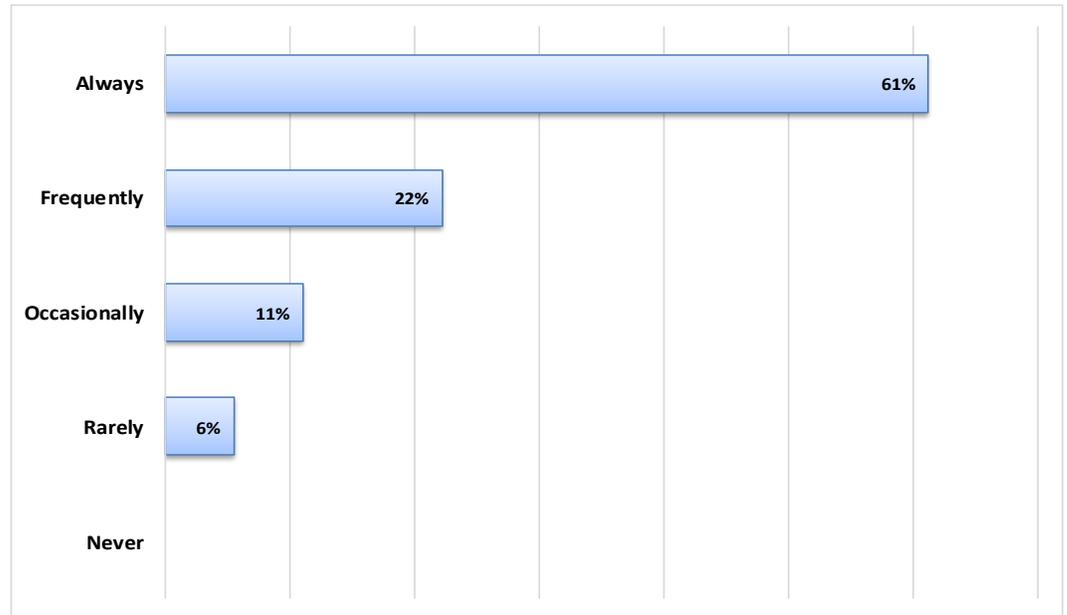
92% of participants selected Yes and largely commented on their Job Description being the main document that they used to measure their performance against, as well as feedback received through the appraisal process.

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

94% selected Yes, with participants noting that performance appraisals occurred every six months

Engagement

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



Summary of Results:

84% of staff selected Always or Frequently. In comparison the percentage of employees from across the public sector who participated and selected the same two rating for this question was 63%, so INTAFF rated much higher. 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.

Commentary and Feedback:

Comments reflected the rating results and reasons for recommending included; a great team environment, family friendly, great development opportunities, service to the community, diverse and challenging work and an open minded leadership style.

Improvements

Comments highlighted the following areas for improvement:

- Improved communication skills
- Prioritise work
- Firm decision making process
- Consider the 'bigger picture' when making decisions
- More resources
- Be impartial and honest
- Provide regular and constructive feedback
- Consider staff opinions and input when making decisions
- Improved people skills
- Practice 'Self Care'
- Pay more attention to HR matters
- Delegate
- Annual 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/>