



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

Ministry of Finance and Economic Management
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.

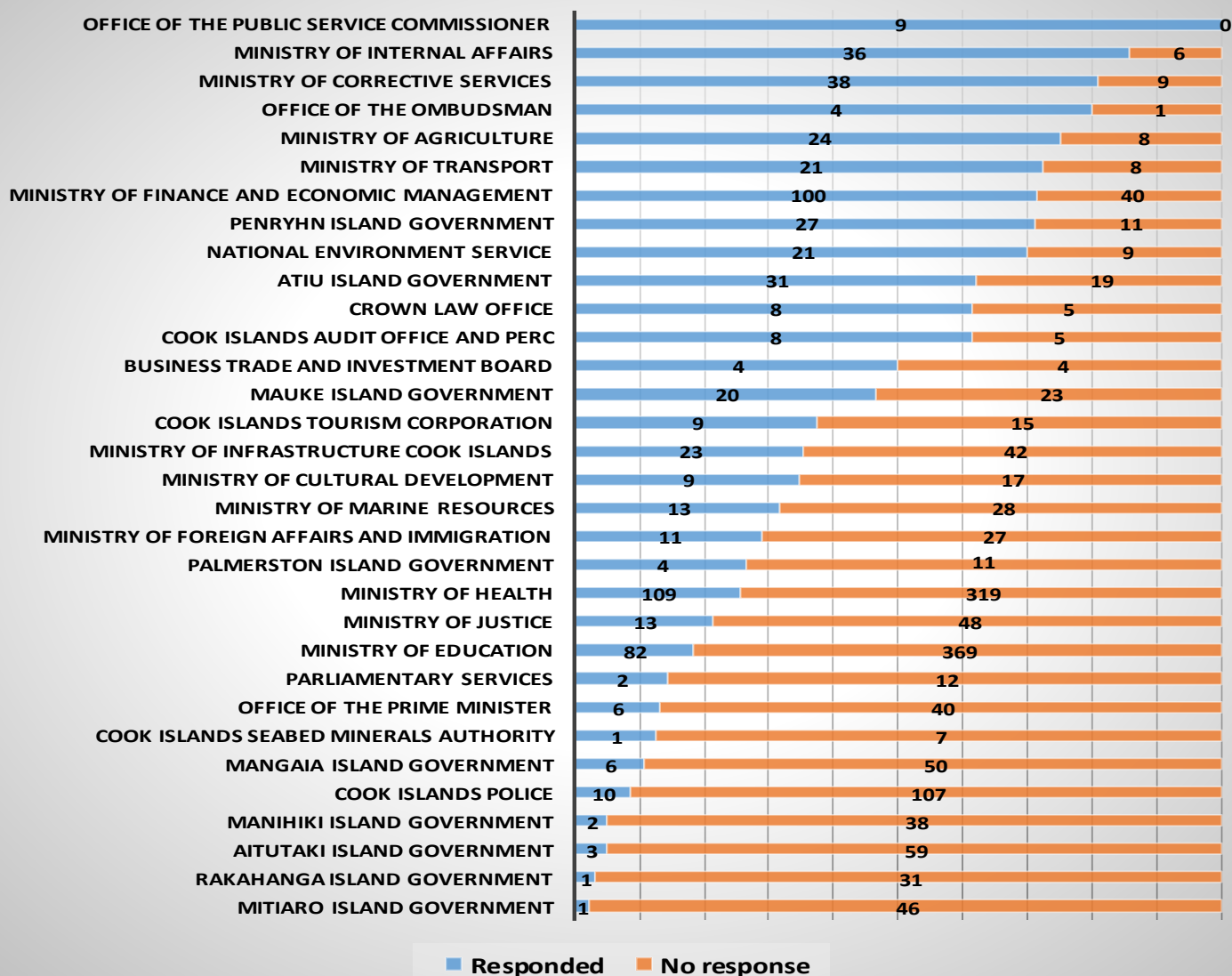
Leadership & Management skills require ongoing development by individuals though training and development both formal and on the job/informal, gaining experiences and assuming increased responsibilities.

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.

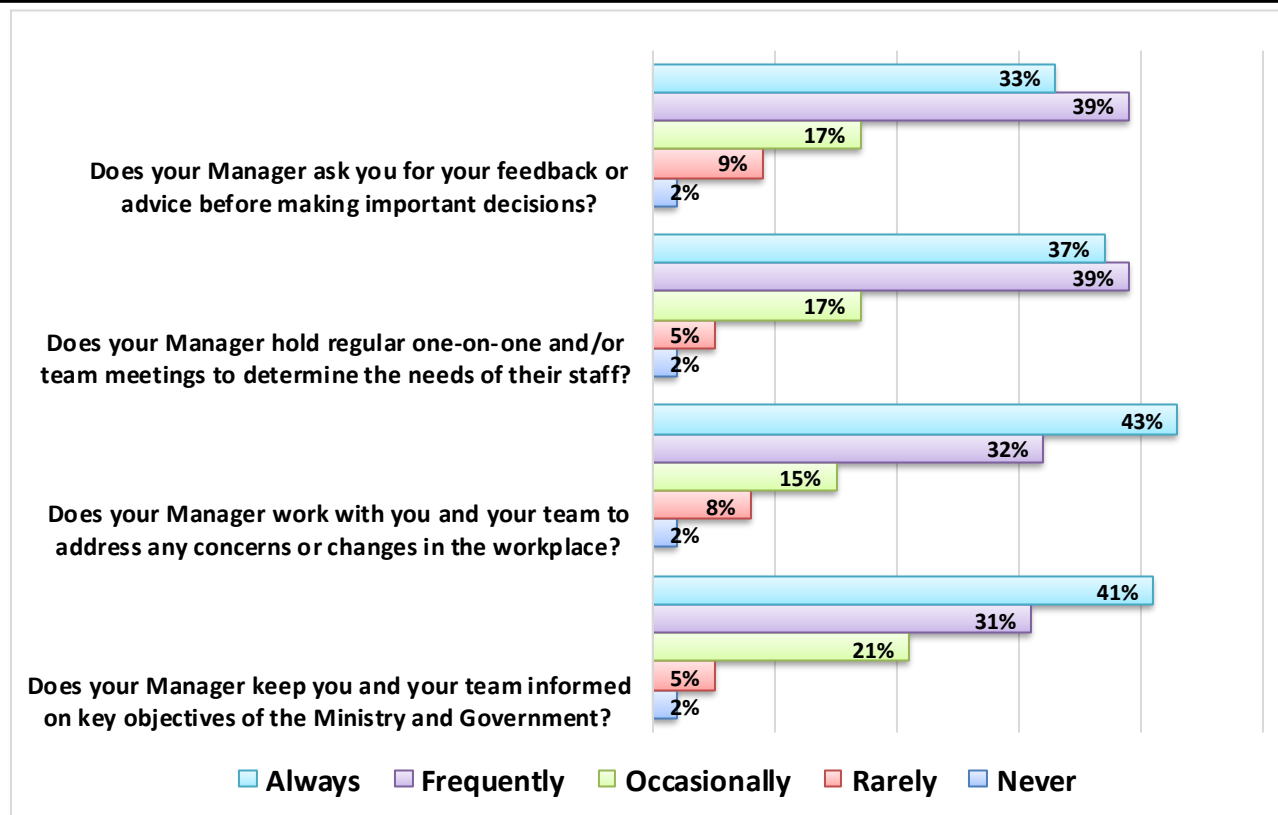
The Leadership Survey Response Rate graph below includes participation data from both the full version and short version surveys. Number of employees was sourced from HRMIS as at November 2022.

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.

Leadership Survey Response Rate



Communication, Managing Change and Decision Making



Summary of Results:

The results in this section would indicate a high level of engagement by management with their staff. Every question rated 72% or higher, with participants selecting Always or Frequently, leaving between 24% and 28% that selected Occasionally or below. Looking at the separate divisional results will provide a clearer picture as to where training and upskilling would be beneficial in the area of communication, decision making or managing change.

Commentary and Feedback:

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

Feedback provided for this question was largely positive with employees commenting on the 'open door' approach and management valuing employees opinions, and input. More critical comments shows that some employees do not feel that management values or seeks their opinions.

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

Again, feedback provided for this question was very positive, with comments noting regular one on one meetings or team meetings being held, employees feeling included and up to date with deadlines and work distribution.

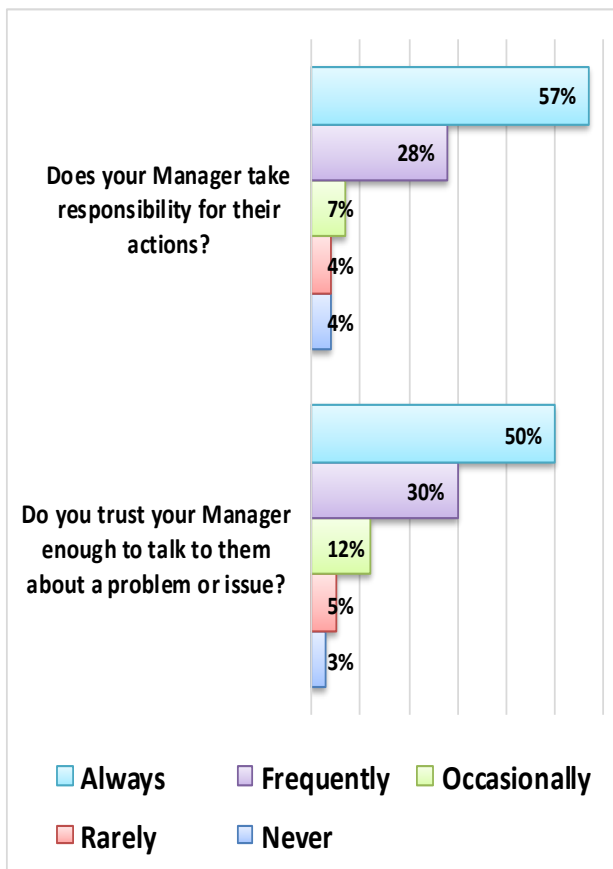
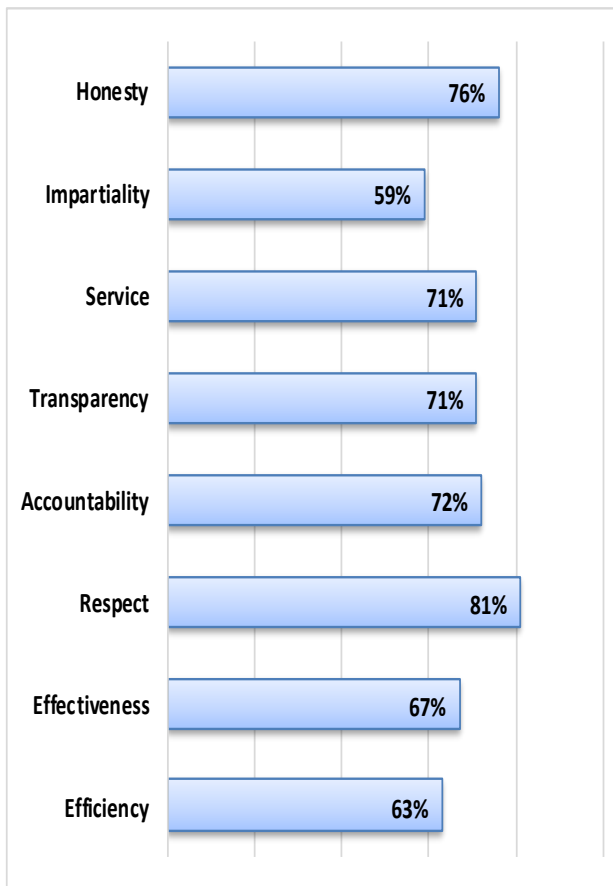
Does your Manager work with you and your team to address any concerns or changes in the workplace?

Some of the comments for this question would line up with the graph in that not all employees feel fully informed or busy schedules and time delays can lead to concerns or changes not being dealt with as well as they could. Overall though the feedback was very positive with management ensuring that they keep employees informed.

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

Comments again would indicate that, along with the data, that employees are largely kept informed of key objectives, but some comments, like in other questions, show that not all employees feel they are kept informed or that it is infrequent.

Integrity and Trust



Summary of Results:

The results in this section shows that management displays all the public sector values, albeit at varying degrees. The data collected, shows that impartiality was the lowest rated value at 59%. When compared with the other ratings, it could be considered to be quite low and an area that could be a focus of in training and development. Impartiality can also be mitigated by ensuring that policies and processes are followed rigorously and should be included in any training provided.

As a comparison, the following results below are from the Full Sector Survey Report and show that for each value, MFEM management are rated above the sector average.

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

The questions covered in the second graph have positive results, with 80% or more of participants selecting Always or Frequently.

Commentary and Feedback:

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

The majority of comments for this question were positive, with employees commenting that management display the Public Sector values with some managers having individual traits that support employees and act as good role models. However, some participants did not share these views and observed that there is favouritism and a lack of respect, as well as inconsistency in behaviour.

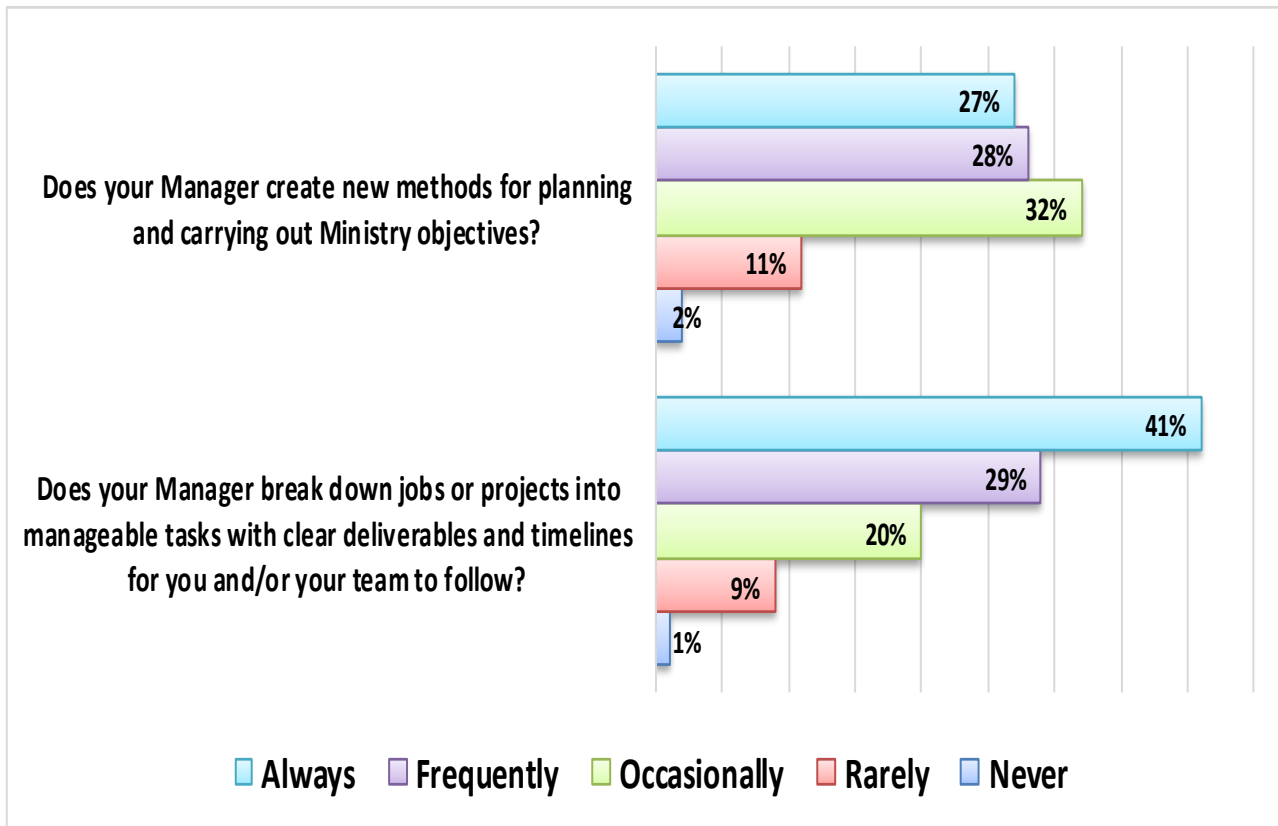
Does your Manager take responsibility for their actions?

85% of participants selected Always or Frequently for this question and the comments provided support this high rating. Though only 15% selected Occasionally or less, management could consider looking at the divisional results to identify any training or development to be taken in this area.

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

Once again, a good result with 80% or participants selecting Always or Frequently for this question. Most of the commentary given reflected that result. There was a distinction made in some comments regarding work vs personal problems or issues and the need to separate them when in discussions with management, this would have influenced the result.

Planning and Creativity



Summary of Results:

Combined 55% of participants selected Always or Frequently for the first question in this graph. 32% selected Occasionally and when added to the remaining ratings, at 45%, innovative thinking and creativity could be an area of focus for management development and training.

The second question in the graph had a much better result with 70% selecting Always or Frequently and this was supported by the comments that are summarised below.

Commentary and Feedback:

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

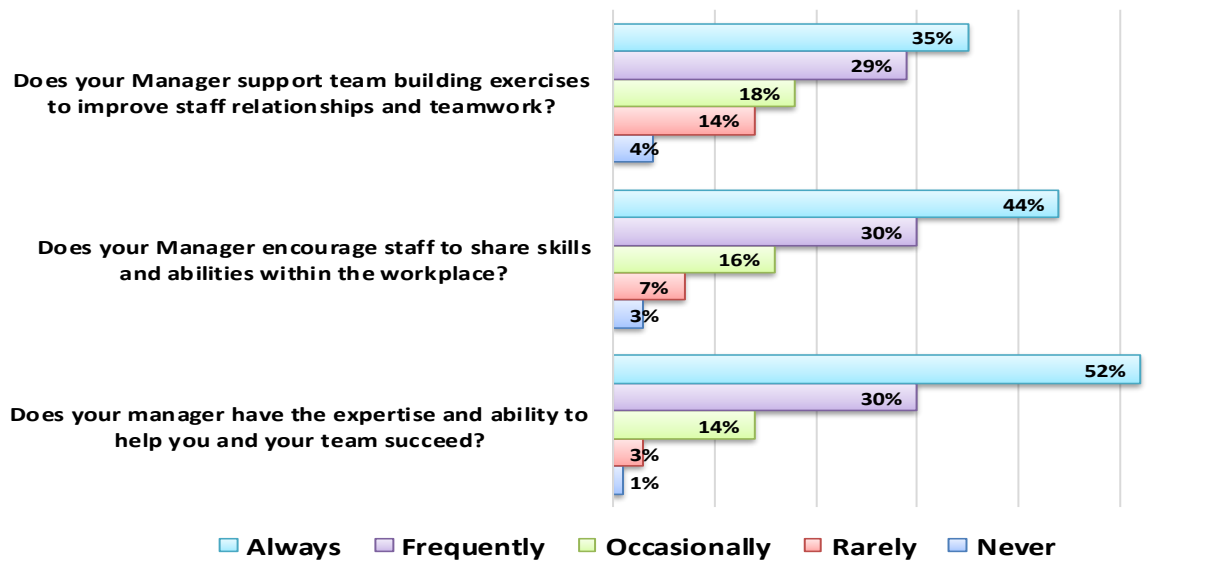
Comments for this question included several that felt that a team approach and working with management is often taken to create new methods to achieve objectives. Participants also commented that they were not aware or informed of new methods being created or that if ideas were put forward they were not picked up.

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

Many of the comments mentioned the support employees receive from management to meet deadlines through scheduling, clear timelines and work allocation.

Some participants felt that it was their individual responsibility, not management, to manage their tasks, or that it was not required at the level they worked at. This is likely to have influenced the rating those employees selected.

Teamwork and Collaboration



Summary of Results:

Does your Manager support team building exercises? The response to this question was that 36% of participants selected Occasionally, Rarely or Never for this question. This indicates that there might be some work in this area that could be undertaken to lift this result. Team building exercises promote productivity, creativity, communication and morale, to mention a few benefits. They also do not need to be big or expensive, there is a huge amount of ideas on the internet that are no or low cost and the rewards back to the team can be huge.

The next question asking about skills and ability sharing within the workplace had a good result with 74% selecting Always or Frequently. Like the last question though this still leaves 26% that selected from the bottom three rating options, and was reflected in some of the feedback provided.

A huge 82% of participants selected Always or Frequently for the last question and much of the feedback provided supports this rating (see below).

Commentary and Feedback:

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

The comments left mentioned how team building exercises create strong staff relationships, supports team bonding, positivity and feeling valued.

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

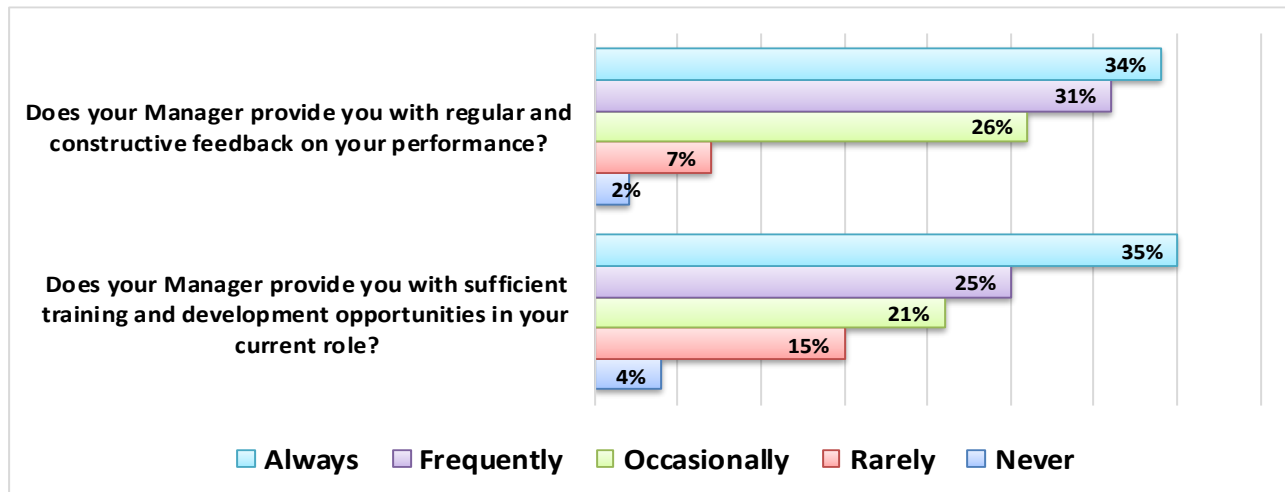
Comments provided by participants support the 74% rating of Always or Frequently for this question and it is not just management that see the benefits of skill sharing, but the employees see them as well. Comments show that management promotes and facilitates shared learning. Like the previous questions, skill sharing builds and strengthens employee and team relationships. It also assists employees to increase their skills and the likelihood of promotion/career pathways.

Several comments alluded that skill sharing was not practiced, so this might be something to look into at a divisional level.

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

Comments reflected the high level of skills of management, good communication skills, professionalism and promoting teamwork. There was also feedback where participants felt that while some management had the technical skills they lacked leadership skills to manage staff, this could warrant looking at the divisional results with the view to provide targeted support in leadership and people management skills.

Performance Management



Summary of Results:

For both questions, 60% of participants selected either Always or Frequently. That leaves 40% of employees selecting Occasionally, Rarely or Never, and while the Rarely and Never percentages were low for the constructive feedback question, at 9%, there was still 26% of participants who selected Occasionally.

With regards to the question about training and development, combined 36% of participants selected Occasionally or Rarely. These results would show that Performance Management is a key area that needs developing within the management team.

Commentary and Feedback:

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

Comments provided would indicate that employees are often acknowledged during the Performance Appraisal process but not that often outside that time, or only when deadlines are either due or overdue. Management could benefit from some training and development in this area to learn the value of providing regular and constructive feedback to employees rather than waiting for the performance appraisal. Additional feedback noted positively that management provide support, acknowledgement and practice an open door policy. 35% of employees selected Occasionally or less as a rating and this is supported by feedback provided which included employees stating they receive none or little feedback on their performance, or as previously mentioned, only during the performance appraisal process.

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

Comments and feedback included that there was little or no training or development opportunities, or that training was offered to senior management only, through to management was very supportive, encouraging and provided opportunities regularly or when they became available.

Do you understand how your performance is measured?

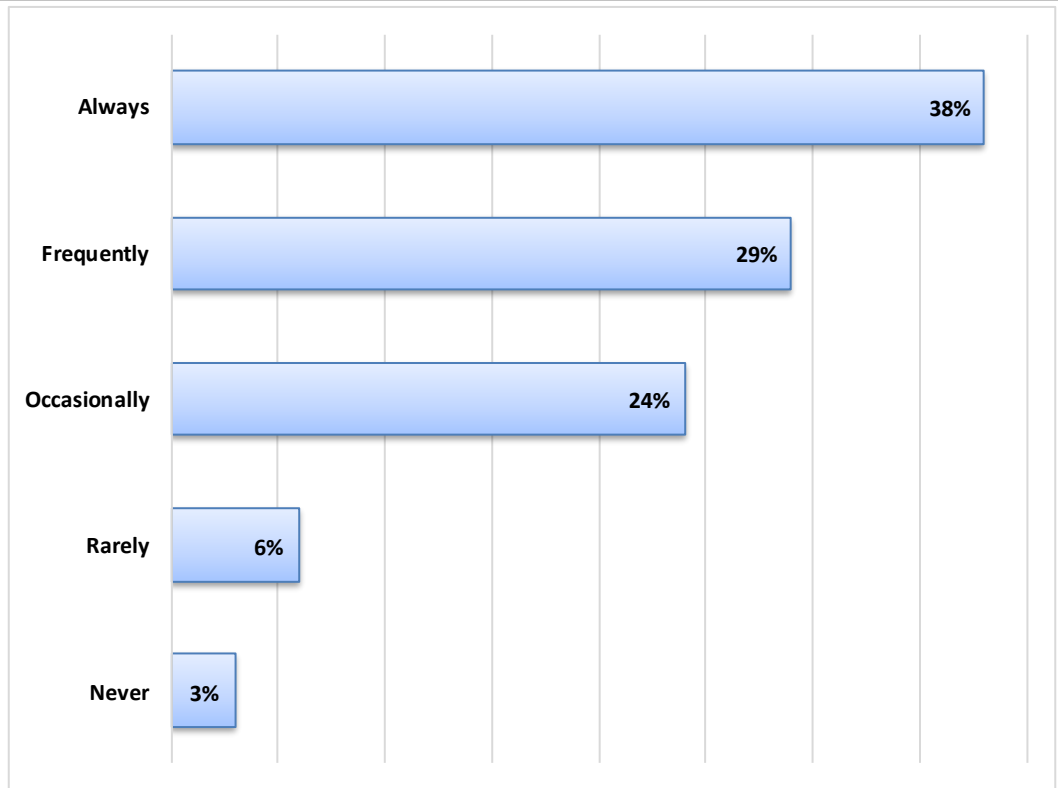
A great result in that 90% of participants understood how their performance was measured. Comments included the Annual Performance Appraisals as being the most common way of how employees understand how their performance is being measured. Some participants expanded on that theme by commenting on regular meetings and discussions also helped them understand. The point to consider here is how does this link to the question about receiving regular constructive feedback from management. This question and the results show that staff understand how their performance is measured but are they only receiving this feedback and guidance twice a year as part of the appraisal process or are they receiving additional support and feedback throughout the year?

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

82% responded yes to this question, and for the remaining 18% some indicated that they had not been in their role long enough to have received one. There was however comments concerning the length of time it took for some employees to receive their appraisal and/or feedback. There was also commentary about the need for Job Descriptions to be reviewed and this is part of the appraisal process, should be already happening. Other comments reflected the benefits employees receive from an appraisal through feedback provided and feeling appreciated.

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%, MFEM employees selected below that rating by 1% at 38%. 67% selected Always or Frequently, which was 4% higher than the average rating from across the public sector. It does however leave 33% selecting Occasionally or less as a rating.

Commentary and Feedback:

Comments of a positive note included that MFEM is a great place to work, professional, an excellent work environment, career opportunities, provides a good work/life balance and great leadership. On a more critical note feedback included lack of training and career opportunities, high turnover, low pay and high workloads.

The results for this question need to take into account the fact that a percentage of the participants selecting the lower ratings are not necessarily doing so because of the existence of poor organisational culture but rather, due to MFEM's relatively high requirements in terms of skills, qualifications, experience and abilities, people are less likely to know someone who possesses these required attributes and are selecting a lower rating as a result.

Improvements

Comments highlighted the following areas for improvement:

- Management training and development, particularly in soft skills/staff management
- Delegation
- Holding employees accountable for actions, including incomplete work
- Improved communication
- More impartiality and fairness
- Listening
- Managing employees workloads, particularly when short staffed
- More transparency
- Understanding employees roles and responsibilities at all levels
- More individual and team meetings
- Being a mentor and a role model
- Providing constructive regular feedback

Other Comments, Questions or Concerns

Additional comments or feedback provided were:

- There is strong leadership with a supportive working environment
- Low salary
- The need for fairness for all employees
- Management maintaining an 'open door' policy
- Inclusion of Pa Enea in communications
- Inclusion of Pa Enea in training and development
- Staff vacancies filled to alleviate staff shortages

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. FaleOnline 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/>