



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

Your Voice Should be Heard

Your Voice is Important

Office of the Ombudsman

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.

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.

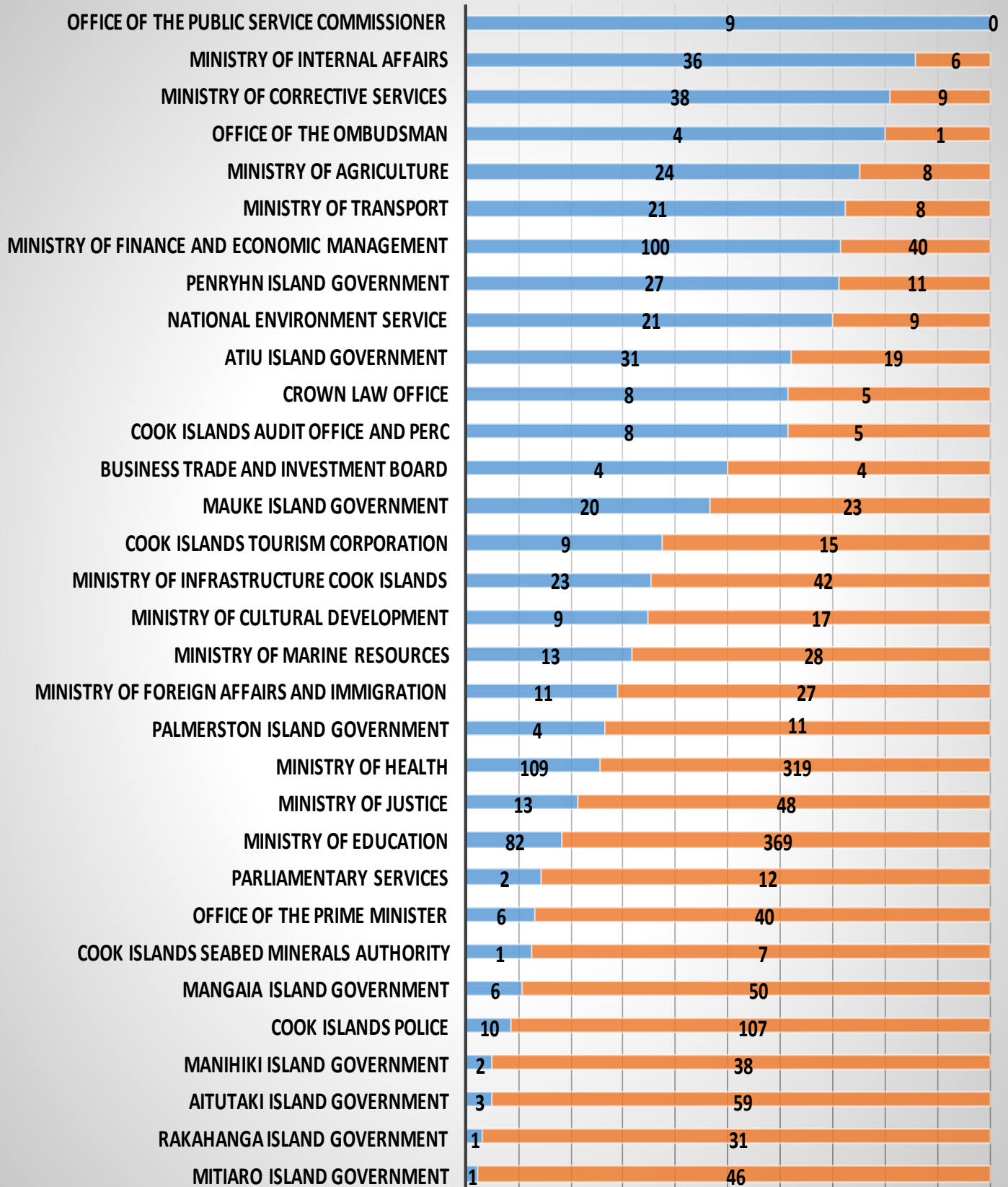
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

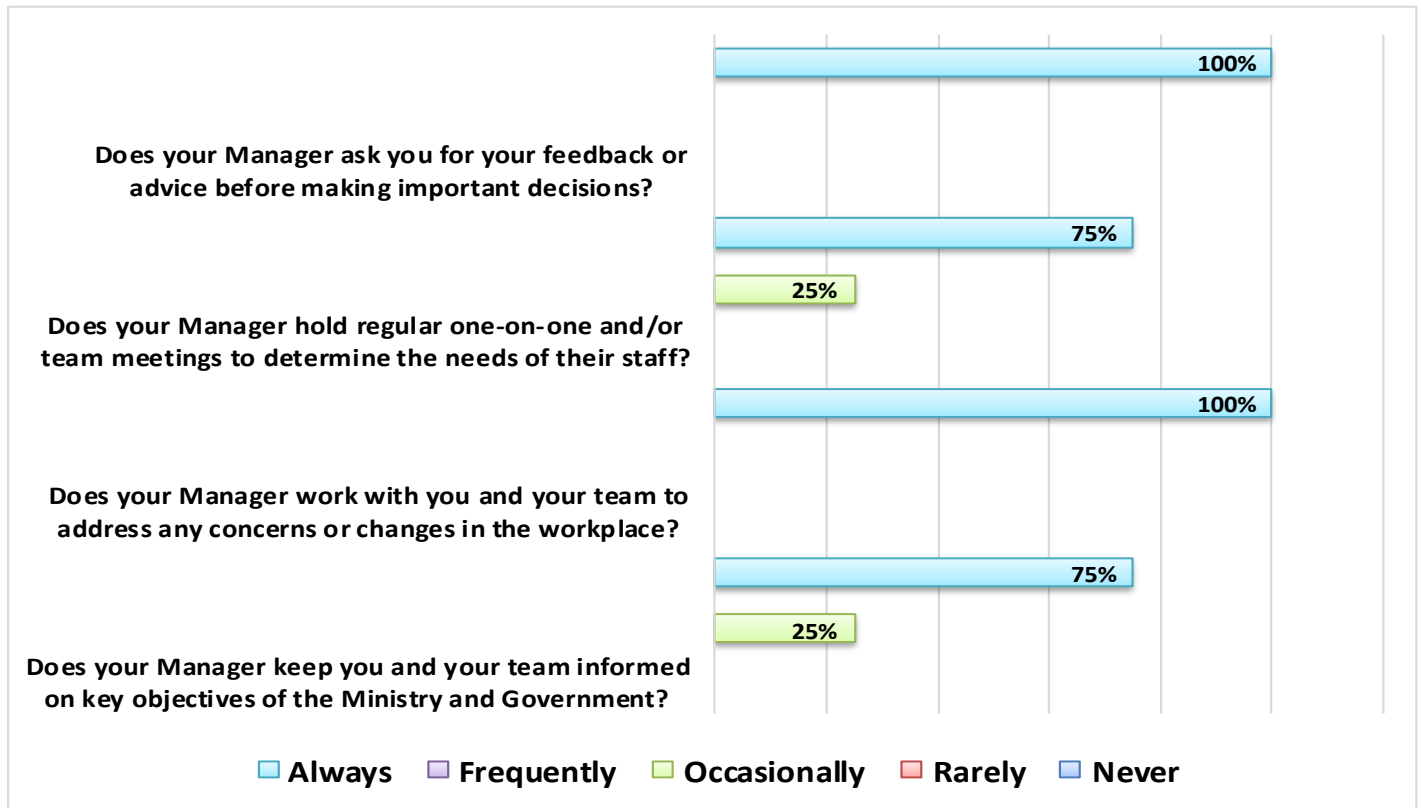
It should be noted that the participation rates for the Office of the Ombudsman was 80% of the total number of employees and the results in the report represent the ratings and feedback provided from those employees not from the total number.

Leadership Survey Response Rate



■ Responded ■ No response

Communication, Managing Change and Decision Making



Summary of Results:

The results in this section were excellent with 100% of participants selecting Always for the first and third questions. For the second and last question, 75% of participants selected Always, while 25% selected Occasionally.

Commentary and Feedback:

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

Comments provided from participants noted that feedback was sought when it was directly related to their area of work.

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

No comments or feedback provided.

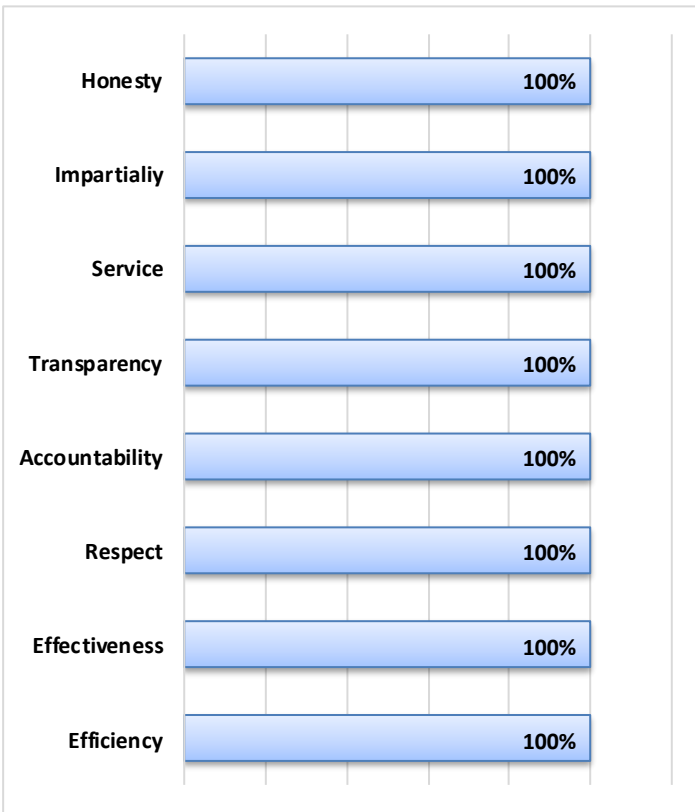
Does your Manager work with you and your team to address any concerns or changes in the workplace?

Comments provided indicate that this is done on a 'as needs' basis and often initiated by staff.

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

Staff noted that they saw this as their responsibility, but updates were circulated to staff.

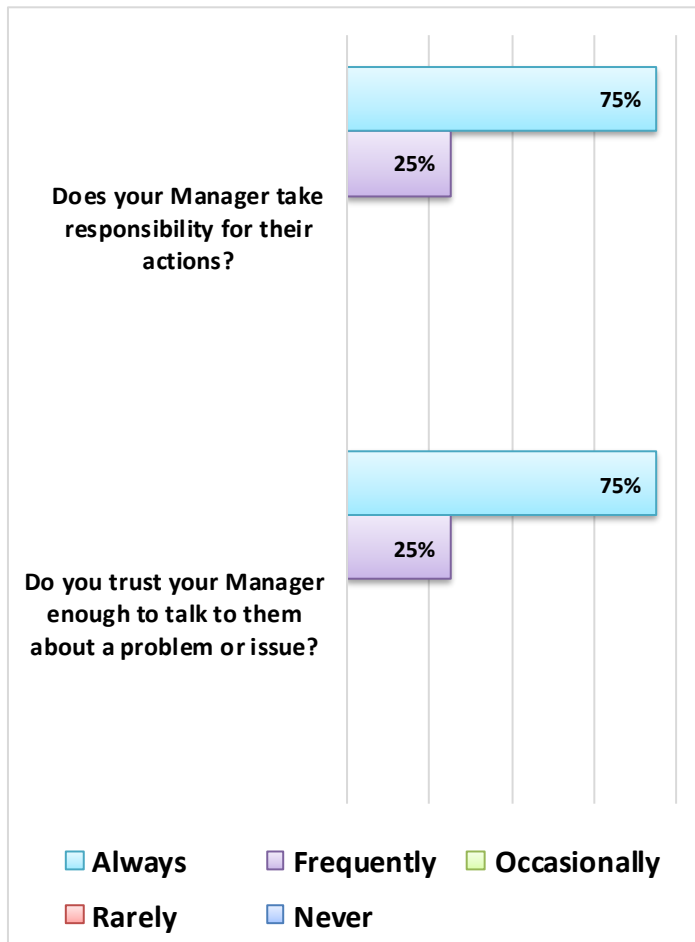
Integrity and Trust



Summary of Results:

All of the values rated 100%. This is a great result. As a comparison, the results below are from the Full Sector Survey Report.

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



100% of 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. Another great result.

Commentary and Feedback:

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

Comments provided that a managers should always have these traits, and management at the Ombudsman's Office certainly do.

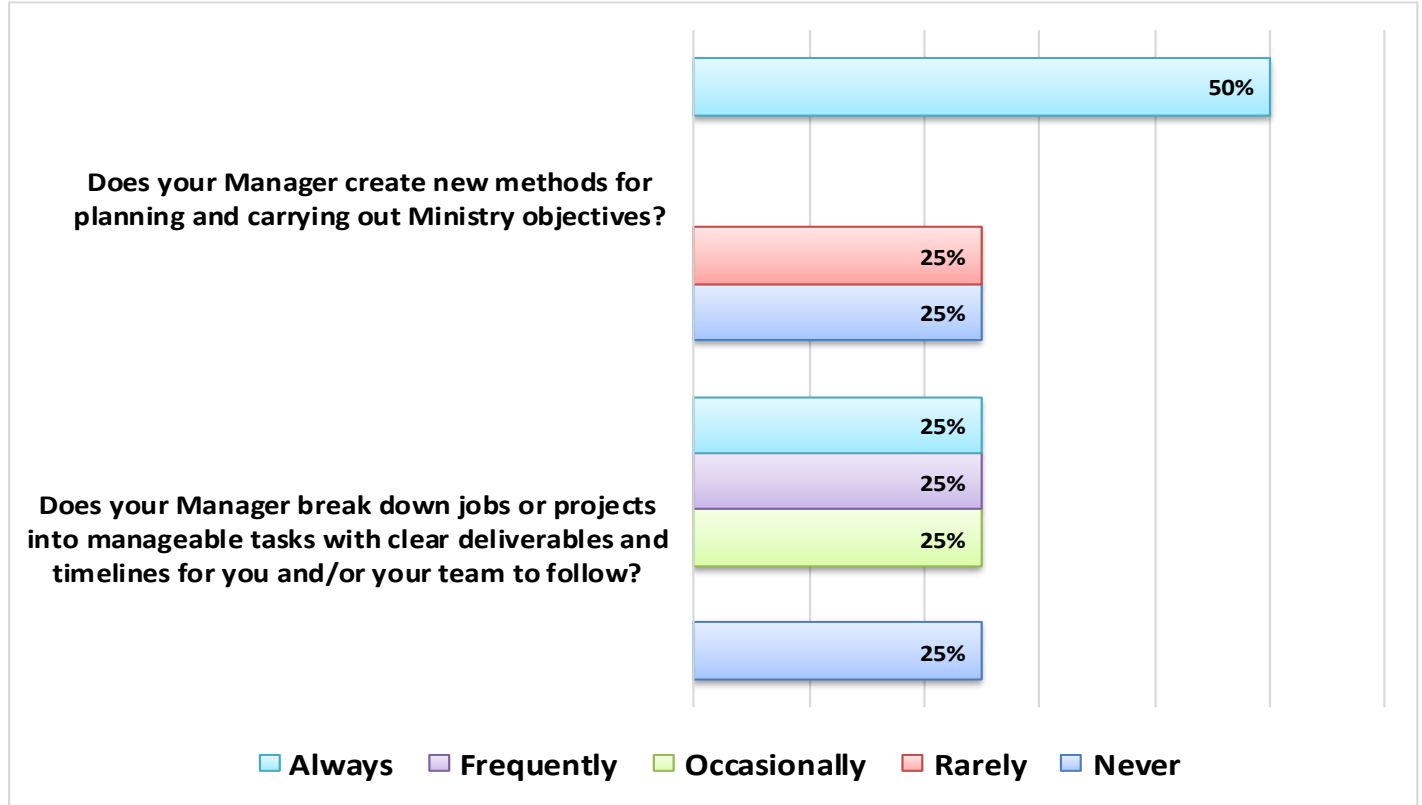
Does your Manager take responsibility for their actions?

Comments noted that this happens always, actions are taken to amend or apologise and mistakes are seen as learning opportunities.

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

No comments provided.

Planning and Creativity



Summary of Results:

50% of participants selected Always, with the remaining selecting Rarely or Never. 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 higher rating was achieved for the second question with 50% selecting Always or Frequently, and the remaining selecting Occasionally or Never. Upskilling or development in project management, time management and delegation may help management, given the ratings provided

Commentary and Feedback:

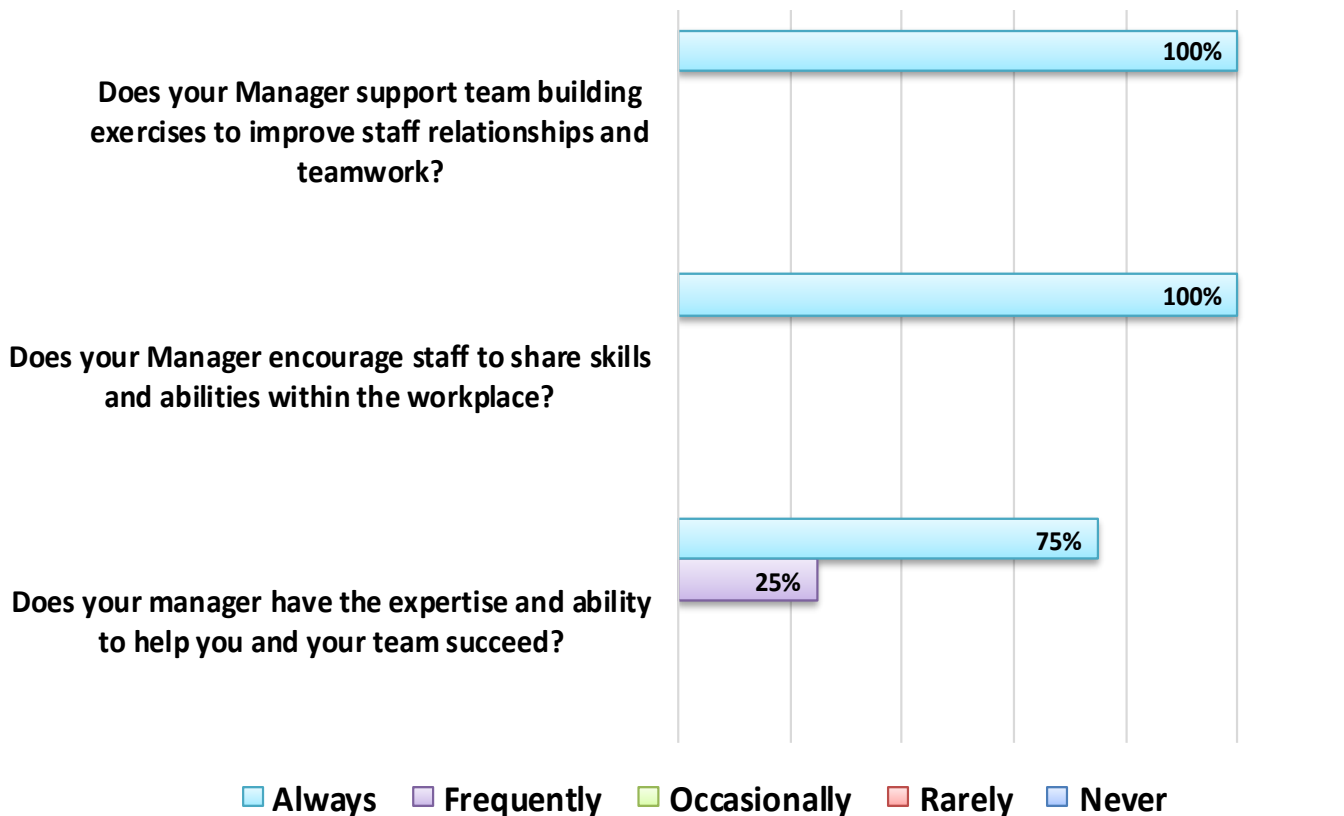
Does your Manager create new methods for planning and carrying out Ministry objectives?

Comments provided indicated that creative thinking was not something observed yet, as management had not been in the role long enough and that planning was a staff role output and management provided support to this output.

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 noted that this was not necessary as staff followed their job descriptions and business plans and translated this in to tasks and deliverables. Managements role is seen to review, approve and monitor.

Teamwork and Collaboration



Summary of Results:

Team building exercises is obviously practiced with 100% of participants selecting Always to this question and the next question concerning skill sharing. For the next question, 75% of participants selected Always or Frequently.

Commentary and Feedback:

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

Feedback received, supported the ratings with comments noting that team building was regular and strongly encouraged and supported by management and an office culture that promotes professional and personal growth.

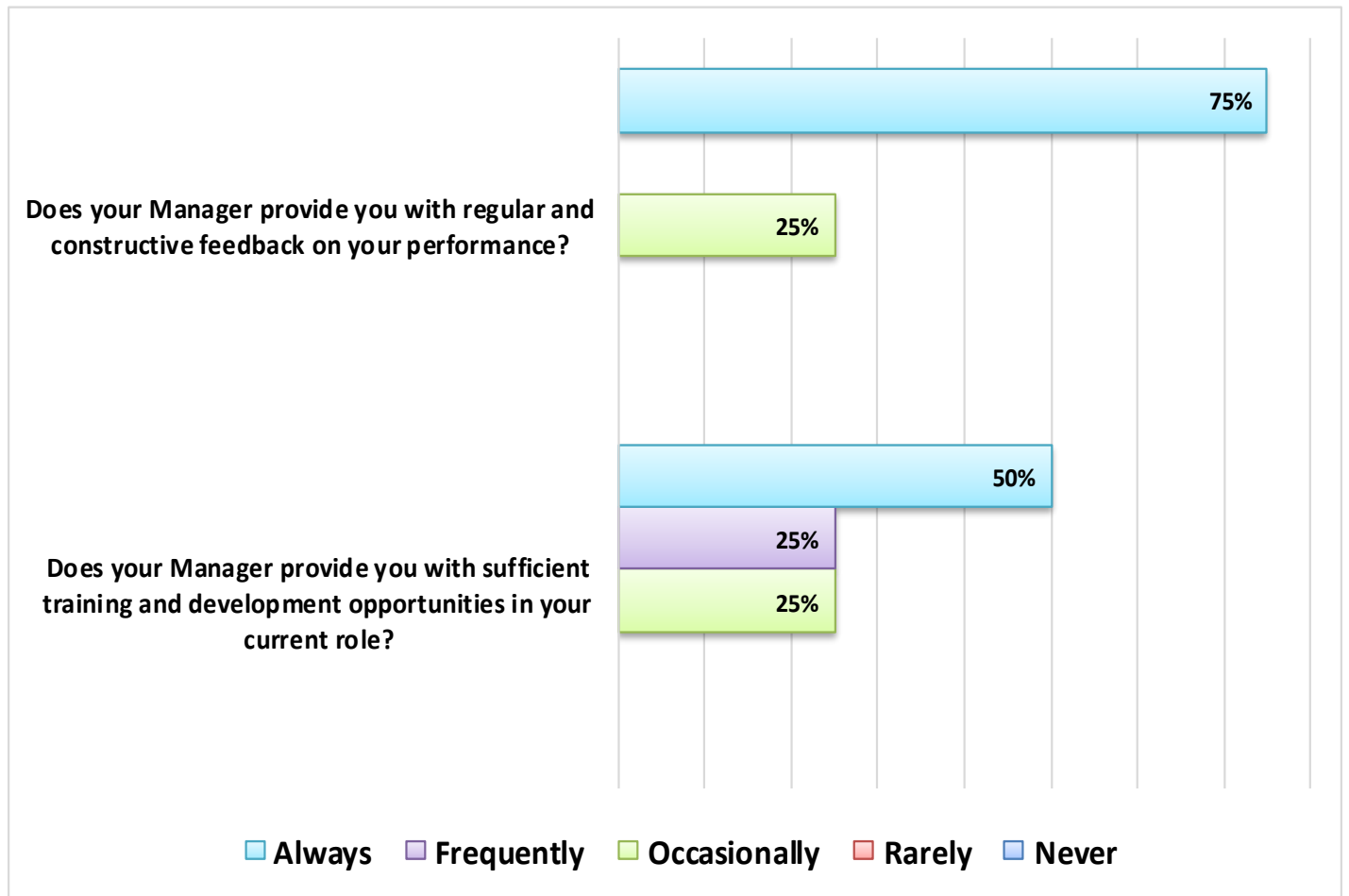
Does your Manager encourage staff to share skills and abilities within the workplace?

Feedback from participants showed that, skill sharing is encouraged, and the staff structure of the office promotes skill sharing.

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 noting that management is highly skilled, but acknowledges when there are gaps in their knowledge. Management is solution orientated, cooperative and collaborative.

Performance Management



Summary of Results:

For the first question 75% of participants selected Always and 25% selected Occasionally. Feedback on work performance should be regular and constructive so these results could indicate an opportunity management to review this area.

The similar result was achieved for the next question with 75% selecting Always or Frequently.

Commentary and Feedback:

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

Participants commented that management provides feedback unprompted but staff also can seek feedback.

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

Comments from participants indicate that training is often initiated by staff rather than management.

Do you understand how your performance is measured?

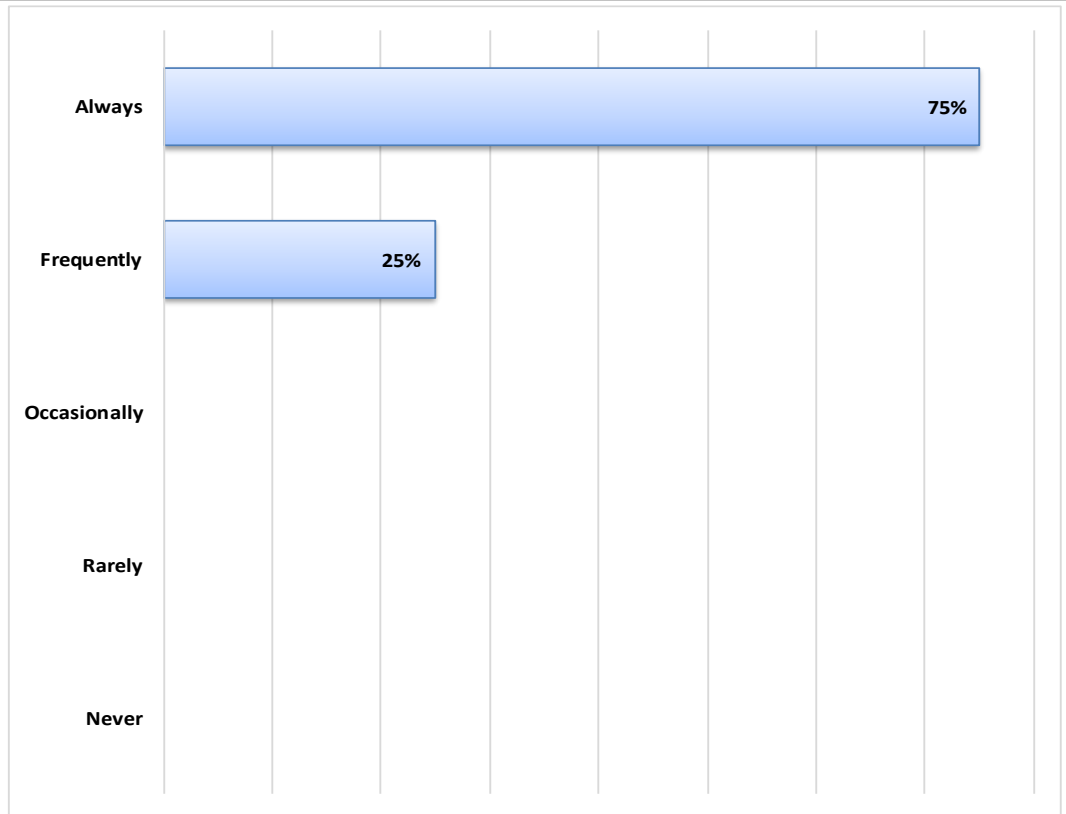
100% responded Yes.

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

For this question, 75% selected Yes, 25% selected No. This could indicate the need for management to review the current performance appraisal system to ensure all staff receive regular and constructive performance appraisals.

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%, Ombudsman participants selected well above that rating at 75% and 25% selecting 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, so a very good result.

Commentary and Feedback:

Comments included that the Ombudsman office is a good place to work where staff feel supported and safe to share. Contributions are valued and staff are committed to working hard for the people of the Cook Islands.

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/>