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

Your Voice Should be Heard

Your Voice is Important

Office of the Public Service Commissioner

Paepae Ropi'anga ō te Kavamani

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.
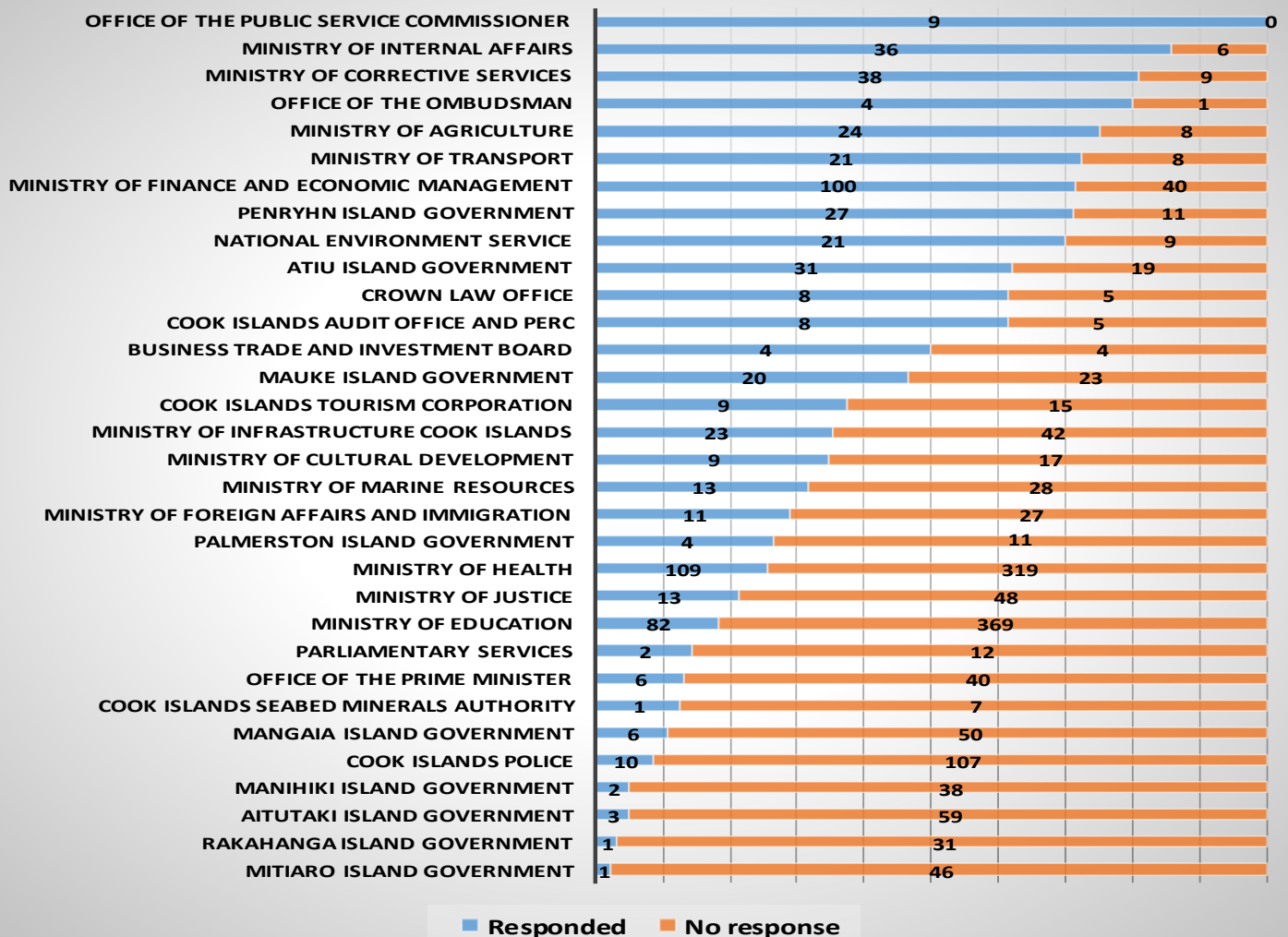
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged 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.
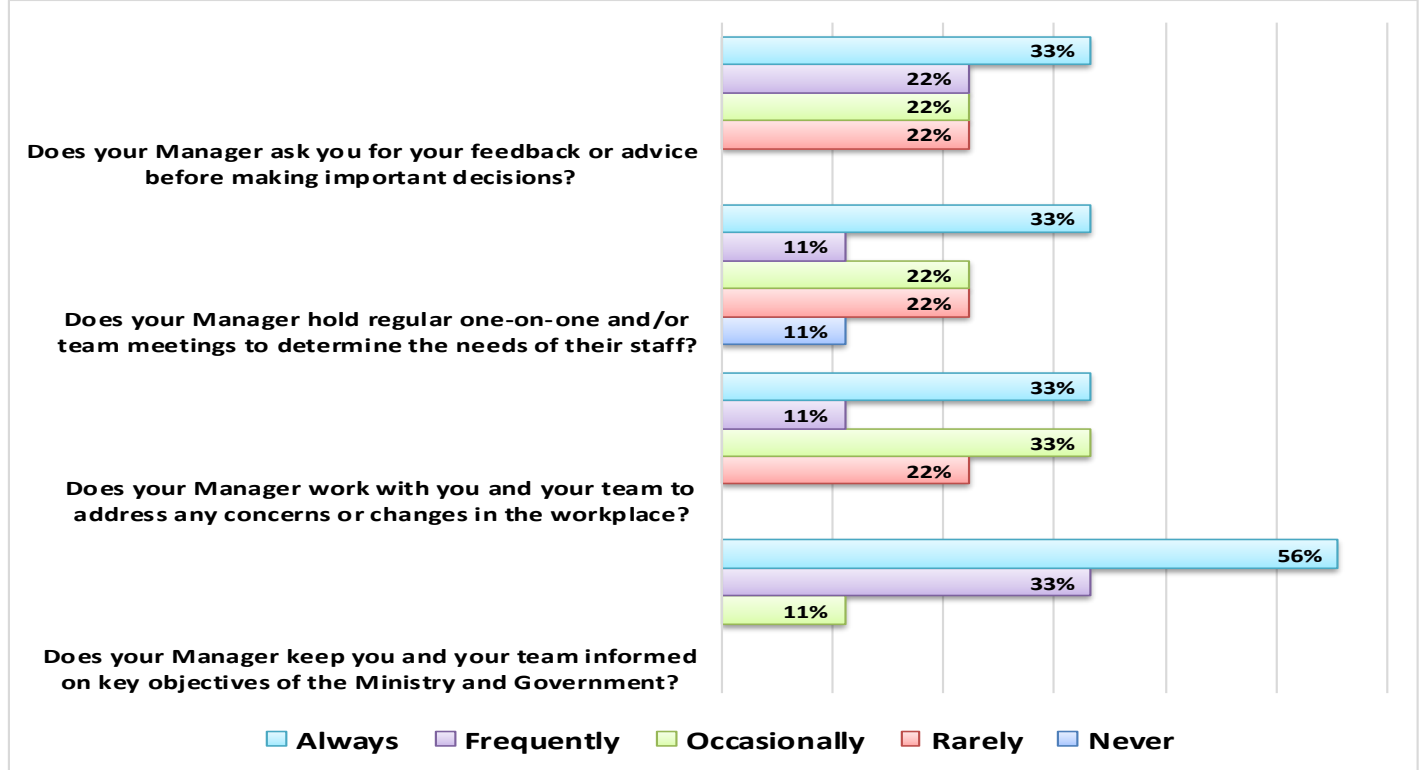
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Office of the Public Service Commissioner (OPSC) was 100% 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

Agency	Responded	No response
OFFICE OF THE PUBLIC SERVICE COMMISSIONER	9	0
MINISTRY OF INTERNAL AFFAIRS	36	6
MINISTRY OF CORRECTIVE SERVICES	38	9
OFFICE OF THE OMBUDSMAN	4	1
MINISTRY OF AGRICULTURE	24	8
MINISTRY OF TRANSPORT	21	8
MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT	100	40
PENRYHN ISLAND GOVERNMENT	27	11
NATIONAL ENVIRONMENT SERVICE	21	9
ATIU ISLAND GOVERNMENT	31	19
CROWN LAW OFFICE	8	5
COOK ISLANDS AUDIT OFFICE AND PERC	8	5
BUSINESS TRADE AND INVESTMENT BOARD	4	4
MAUKE ISLAND GOVERNMENT	20	23
COOK ISLANDS TOURISM CORPORATION	9	15
MINISTRY OF INFRASTRUCTURE COOK ISLANDS	23	42
MINISTRY OF CULTURAL DEVELOPMENT	9	17
MINISTRY OF MARINE RESOURCES	13	28
MINISTRY OF FOREIGN AFFAIRS AND IMMIGRATION	11	27
PALMERSTON ISLAND GOVERNMENT	4	11
MINISTRY OF HEALTH	109	319
MINISTRY OF JUSTICE	13	48
MINISTRY OF EDUCATION	82	369
PARLIAMENTARY SERVICES	2	12
OFFICE OF THE PRIME MINISTER	6	40
COOK ISLANDS SEABED MINERALS AUTHORITY	1	7
MANGAIA ISLAND GOVERNMENT	6	50
COOK ISLANDS POLICE	10	107
MANIHIKI ISLAND GOVERNMENT	2	38
AITUTAKI ISLAND GOVERNMENT	3	59
RAKAHANGA ISLAND GOVERNMENT	1	31
MITIARO ISLAND GOVERNMENT	1	46

■ Responded ■ No response

Communication, Managing Change and Decision Making

Does your Manager ask you for your feedback or advice before making important decisions?
- Always: 33%
- Frequently: 22%
- Occasionally: 22%
- Rarely: 22%

Does your Manager hold regular one-on-one and/or team meetings to determine the needs of their staff?
- Always: 33%
- Frequently: 11%
- Occasionally: 22%
- Rarely: 22%
- Never: 11%

Does your Manager work with you and your team to address any concerns or changes in the workplace?
- Always: 33%
- Frequently: 11%
- Occasionally: 33%
- Rarely: 22%

Does your Manager keep you and your team informed on key objectives of the Ministry and Government?
- Always: 56%
- Frequently: 33%
- Occasionally: 11%

Legend: ☐ Always ☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never

Summary of Results:

For the first question regarding feedback and advice, 55% of participants selected Always or Frequently, with 45% selecting Occasionally or Rarely. For the next question the ratings were lower with 44% selecting Always or Frequently and 56% selecting from the lower three ratings. The same ratings were given for the next question in the graph, though Never was not selected. The highest percentage was from the last question, asking staff if they were kept informed on key objectives, with 89% selecting Always or Frequently.

This section did have a significant percentage of participants selecting from the lower three ratings, between 45% to 55%. These results would indicate that communication and managing change are areas that management would benefit in developing and improving processes that enhance communication, change management and decision making.

Commentary and Feedback:

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

Comments provided from participants noted that management regularly seek advise from staff through different means of communication, including meetings and email. It was felt that management seeking advise demonstrated trust in staff judgment and it provides a more balanced perspective to the decision making process.

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

Several comments mentioned the regularity of staff meetings, but comments were made that these meeting were often used more as a reporting mechanism rather that determining needs of staff, or problem solving.
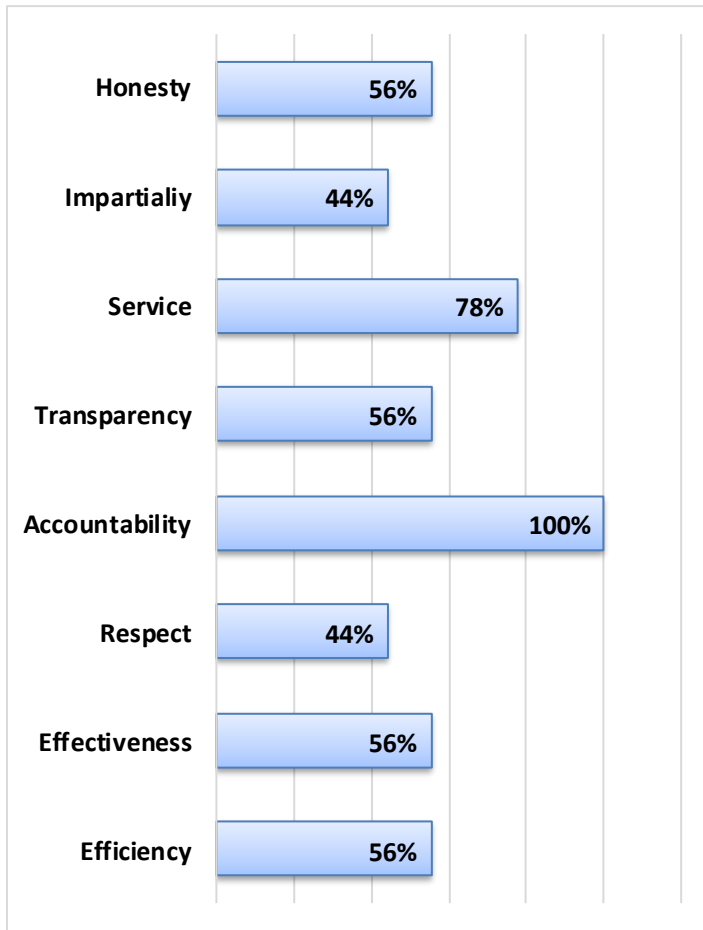
Does your Manager work with you and your team to address any concerns or changes in the workplace?

Issues and concerns, it was noted, are discussed openly with management, often leading to system and processes being created to resolve the situation. It was also noted that management does not always take the time to consider the ramifications of decisions made or there is inadequate resources to implement efficiently.

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

It was noted in comments that staff are kept informed through regular staff meetings and sharing announcement emails from other Ministries.

Integrity and Trust

Chart: Public Sector Values

- Honesty: 56%
- Impartialiy: 44%
- Service: 78%
- Transparency: 56%
- Accountability: 100%
- Respect: 44%
- Effectiveness: 56%
- Efficiency: 56%

Chart: Manager Questions

Does your Manager take responsibility for their actions?
- 22%
- 22%
- 22%
- 33%

Do you trust your Manager enough to talk to them about a problem or issue?
- 44%
- 44%
- 11%

Legend:
- ☐ Always
- ☐ Frequently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

Summary of Results:

Accountability was the highest rated value at 100%, while at the other end of the scale, Impartiality and Respect rated at 44%. As a comparison, the results below are from the Full Sector Survey Report and show that Honesty, Impartiality and Respect rated below the sector average. Transparency was equal, while Service, Accountability, Effectiveness and Efficiency rated higher. Training in Public Sector values could still be beneficial for all staff, not just management.

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

44% of OPSC participants selected Always or Frequently for both questions in this section. This leaves 56% who selected Occasionally or less for each question. Given the feedback that was also provided these results would indicate that management would benefit in some training.

Commentary and Feedback:

Select the Public Sector values that align with your Managers actions and behaviours.
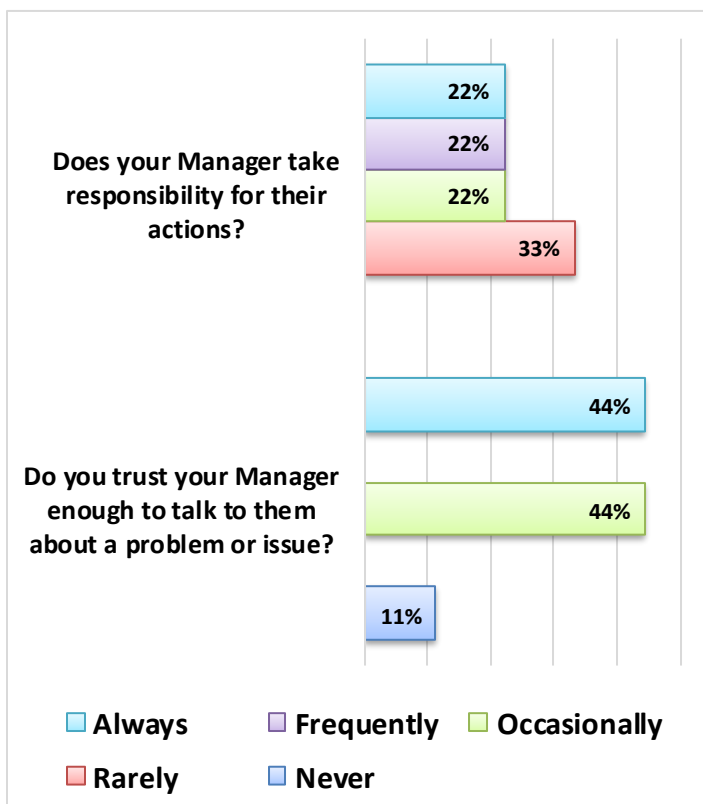Comments provided by participants included staff noting that management strives to embody the Public Sector values but that duplication of work across outputs, overreaching by management to the work taken on within a specific division, a lack of resources and clear guidelines that are applied to all staff were all issues raised by participants.

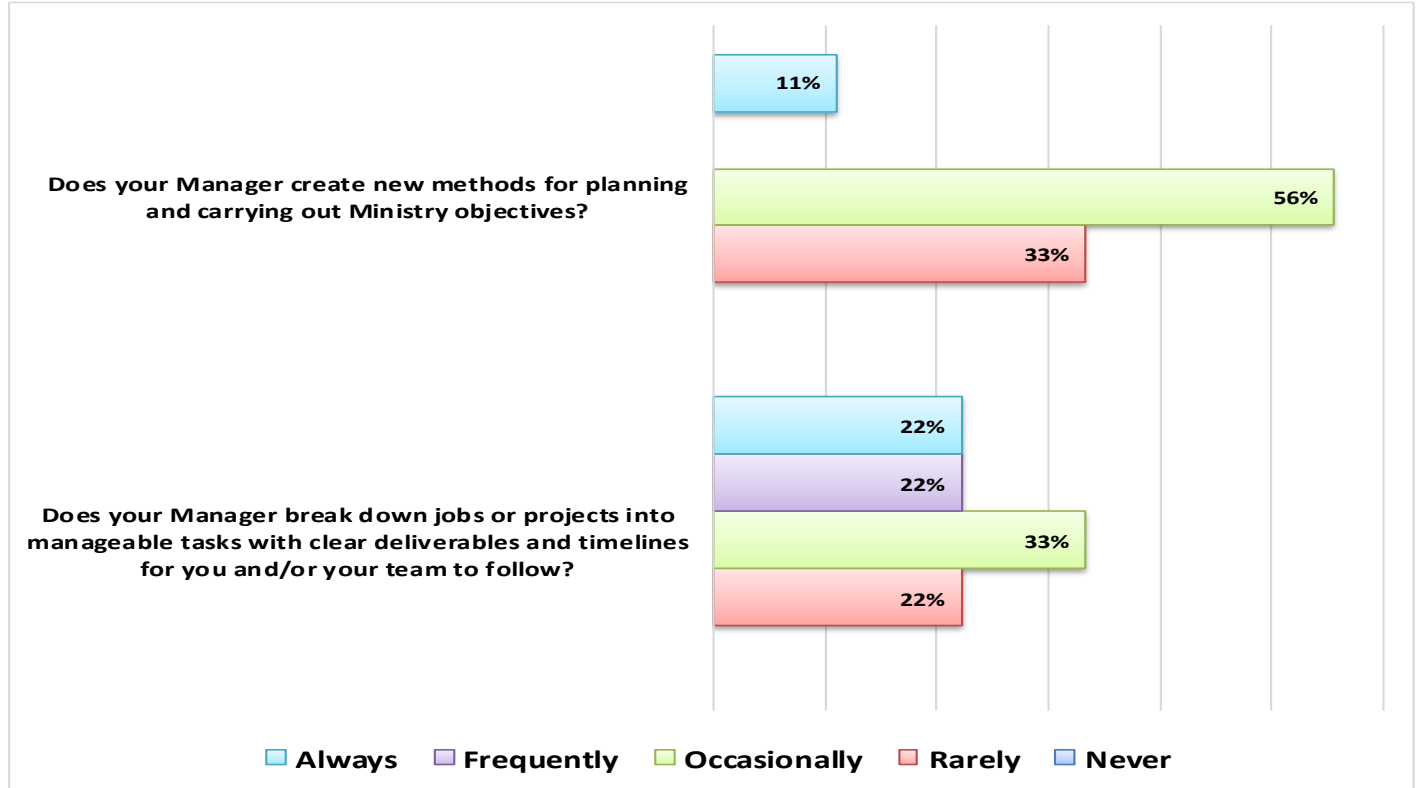**Does your Manager take responsibility for their actions?**
Comments included, management taking full responsibility, including for any poor decisions made by staff.

Do you trust your Manager enough to talk to them about a problem or issue?
Feedback provided showed that some employees are happy to talk and discuss issues or problems, while others felt that confidentiality, especially in a small office, was not always maintained.

Planning and Creativity

Does your Manager create new methods for planning and carrying out Ministry objectives?
- 11%
- 56%
- 33%

Does your Manager break down jobs or projects into manageable tasks with clear deliverables and timelines for you and/or your team to follow?
- 22%
- 22%
- 33%
- 22%

☐ **Always**   ☐ **Frequently**   ☐ **Occasionally**   ☐ **Rarely**   ☐ **Never**

Summary of Results:

Only 11% of participants selected Always for the first question in the graph, which is very much lower than the 89% who selected Occasionally and Rarely. 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.

A higher rating was achieved for the second question with 44% selecting Always or Frequently, which indicates that some management staff do have the skills. Upskilling or development in this area may help some management staff, given that 56% of participants selected Occasionally or Rarely.
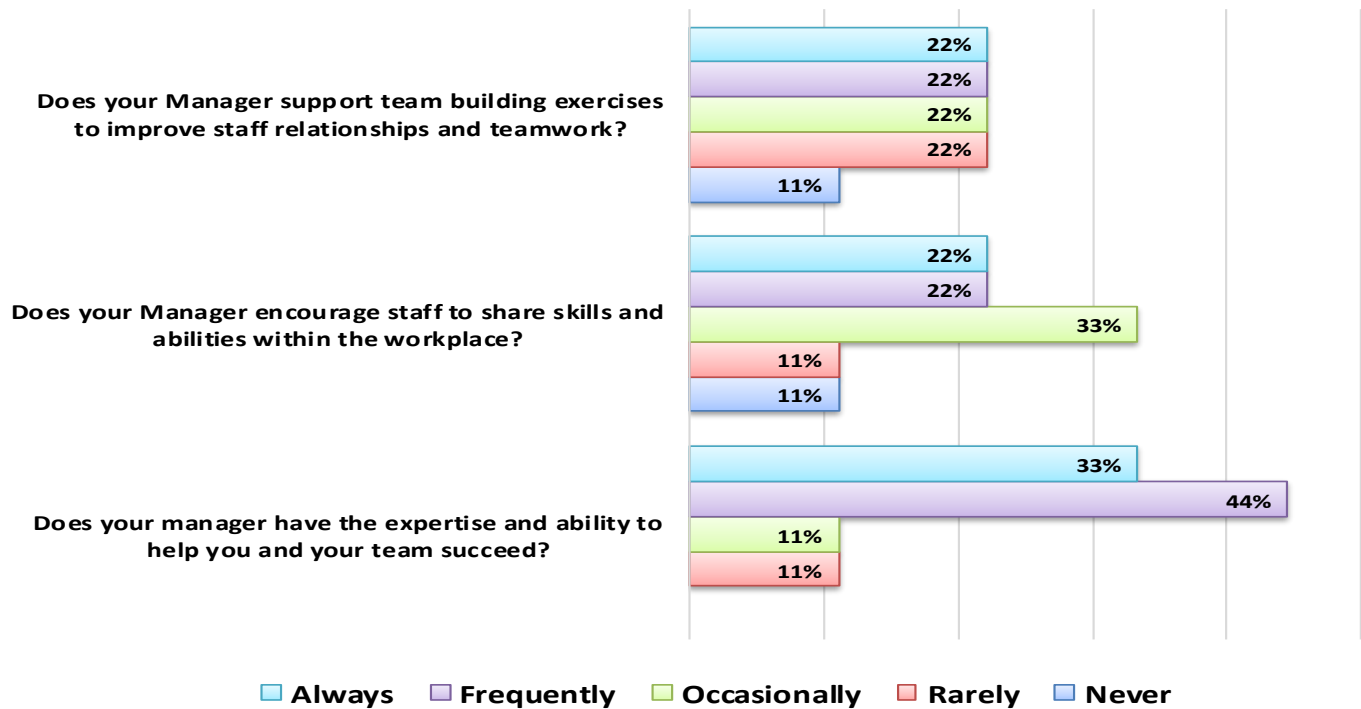
Commentary and Feedback:

Does your Manager create new methods for planning and carrying out Ministry objectives?
Comments provided indicated that creative thinking was not a strong managerial skill for some management staff, and they would benefit from upskilling. But staff did comment that they were encouraged to find new ways to be more efficient and streamline processes and find alternative ways of doing things.

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 some staff were unsure of managements ability in this area and that the focus was often on the end result and not necessarily on how to get there. Others stated that some management allocated tasks weekly through email and follow up was regular and consistent.

Teamwork and Collaboration

Does your Manager support team building exercises to improve staff relationships and teamwork?
- 22% (Always)
- 22% (Frequently)
- 22% (Occasionally)
- 22% (Rarely)
- 11% (Never)

Does your Manager encourage staff to share skills and abilities within the workplace?
- 22% (Always)
- 22% (Frequently)
- 33% (Occasionally)
- 11% (Rarely)
- 11% (Never)

Does your manager have the expertise and ability to help you and your team succeed?
- 33% (Always)
- 44% (Frequently)
- 11% (Occasionally)
- 11% (Rarely)

Legend: ☐ Always ☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never

Summary of Results:

Team building exercises is practiced with 44% of participants selecting Always or Frequently to this question. That does leave 56%, however, that selected a rating of Occasionally or less. The next question concerning skill sharing, has a much higher percentage of staff selecting from the two highest rankings, with 77% selecting Always or Frequently. Management should consider looking at more team building exercises and identify skill gaps for training and development opportunities for management to ensure that they have the breadth of skills and knowledge to effectively carry out their roles.

Commentary and Feedback:

Does you Manager support team building exercises to improve staff relationships and teamwork?
Feedback received supported the ratings with comments ranging from, team building is encouraged through the office set up, regular morning teas and dinners. Others felt that staff engagement or enthusiasm was low for team building exercises.
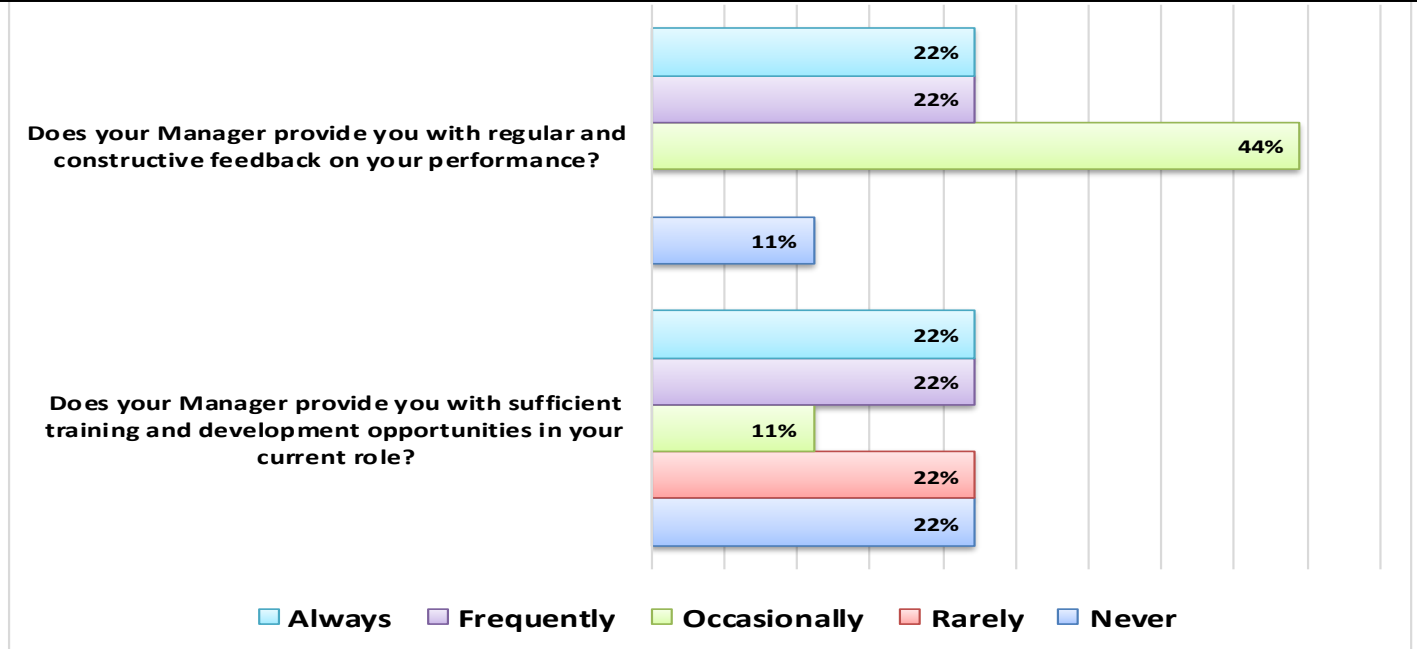
Does your Manager encourage staff to share skills and abilities within the workplace?
Feedback from participants showed that, skill sharing is encouraged, particularly in such a small team. It was also noted that often email queries are sent to all staff, regardless of the division they work in or their skill set. This can lead to multiple responses, a duplication of efforts and responses that sometimes conflicts and causes confusion.

Does your Manger have the expertise and ability to help you and your team succeed?
Once again, the comments reflect the ratings, with some comments noting that management is highly capable, has extensive knowledge in working in the Public Sector, demonstrates trust in their staff and is passionate about their role. Several comments noted that some technical expertise was lacking in some management staff and there is room for improved communication, and delegation of work.

Performance Management

Does your Manager provide you with regular and constructive feedback on your performance?
- 22%
- 22%
- 44%
- 11%

Does your Manager provide you with sufficient training and development opportunities in your current role?
- 22%
- 22%
- 11%
- 22%
- 22%

☐ **Always** ☐ **Frequently** ☐ **Occasionally** ☐ **Rarely** ☐ **Never**

Summary of Results:

44% of participants selected Always or Frequently with the remaining 56% selecting Occasionally and Never. These results would indicate an inconsistency in management skill set and an opportunity to provide training and development to improve in this area. Feedback on work performance should be regular and constructive, and should be   a consideration by management on how to improve in this area.

A similar result was provided for the nest question, with more participants, 55% selecting Occasionally, Rarely or Never. Again, this would be an area that management should focus on to ensure sufficient training opportunities are made available to all staff.

Commentary and Feedback:

Does your Manager provide you with regular and constructive feedback on your performance?
Participants commented that this happens during performance appraisals as well as through other communication, such as emails and in meetings.

Does your Manager provide you with sufficient training and development opportunities in your current role?
Comments from participants indicate that training, mentoring and capacity building is encouraged though not always actively sought out by management for staff, rather staff often find opportunities on their own.

**Do you understand how your performance is measured?**
89% responded Yes, and comments would indicate that staff are measured through their achievements, the quality of the work and meeting deadlines. In addition, some staff noted that the appropriate performance management documents were provided. The point to consider here is how does this link to the question about receiving regular constructive feedback from management? The results show that while staff understand how their performance is measured, for some staff they are only receiving feedback and guidance Occasionally or Never, with 55% selecting these two ratings. This is an area that management should look to make improvements.

Have you received a performance appraisal in the last 12 months?
For this question, 56% selected Yes, 44% selected No. Comments referred to a lack of incremental salary increases and that some staff have not received a performance appraisal in the last 12 months as they are newly employed.

Engagement

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

Rating	Percentage
Always	67%
Frequently	11%
Occasionally	11%
Rarely	11%
Never	
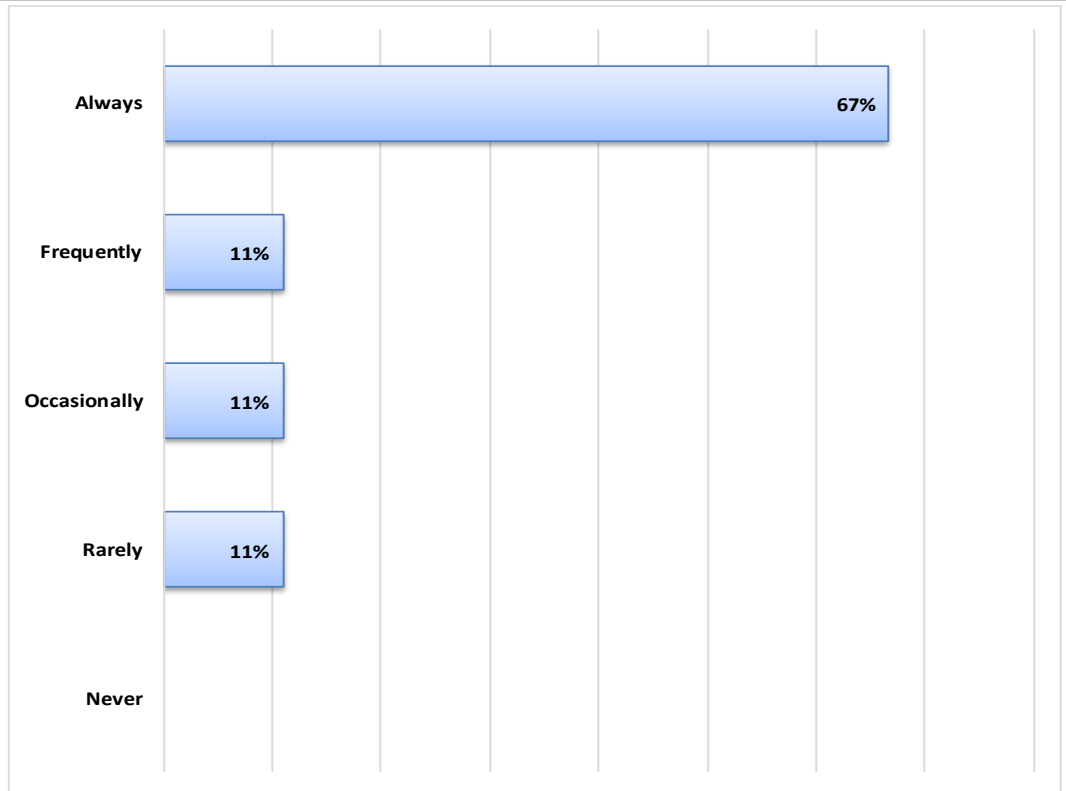
Summary of Results:

The average number of employees from across the public sector who participated and selected Always for this question was 37%, OPSC employees selected well above that rating, at 67%, leaving a total of 33% selecting Occasionally or less. 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 the selection of Always even more.

Commentary and Feedback:

Comments included that OPSC is a good place to learn as it is a very 'multi-tasking' office, good staff to work with and a nice work environment is provided. Other feedback included a lack of staff as one of the biggest issues facing the office.

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 OPSC'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:

- Demonstrate an understanding of roles and responsibilities

- Be proactive in addressing when the lines of responsibility are blurred

- Proactively listen

- Hold regular one-on-one meetings

- Be familiar with relevant legislation, policies and procedures

- Be transparent

- Follow policy and procedures, including in disciplinary matters

- Delegate more

- Provide targeted training—for example, bullying in the workplace, time management

- Promote positivity in the workplace

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/