



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

National Environment Services
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.

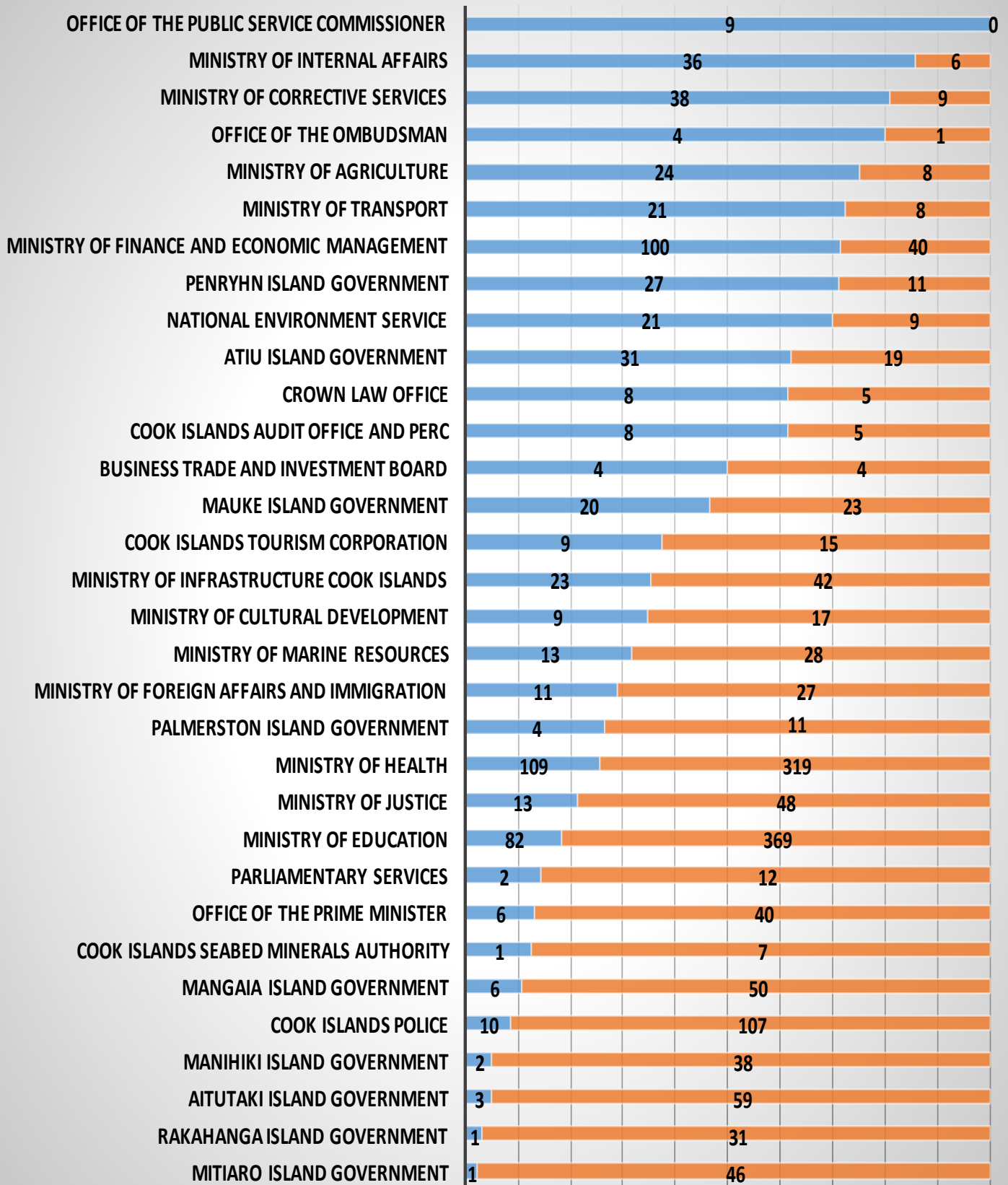
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

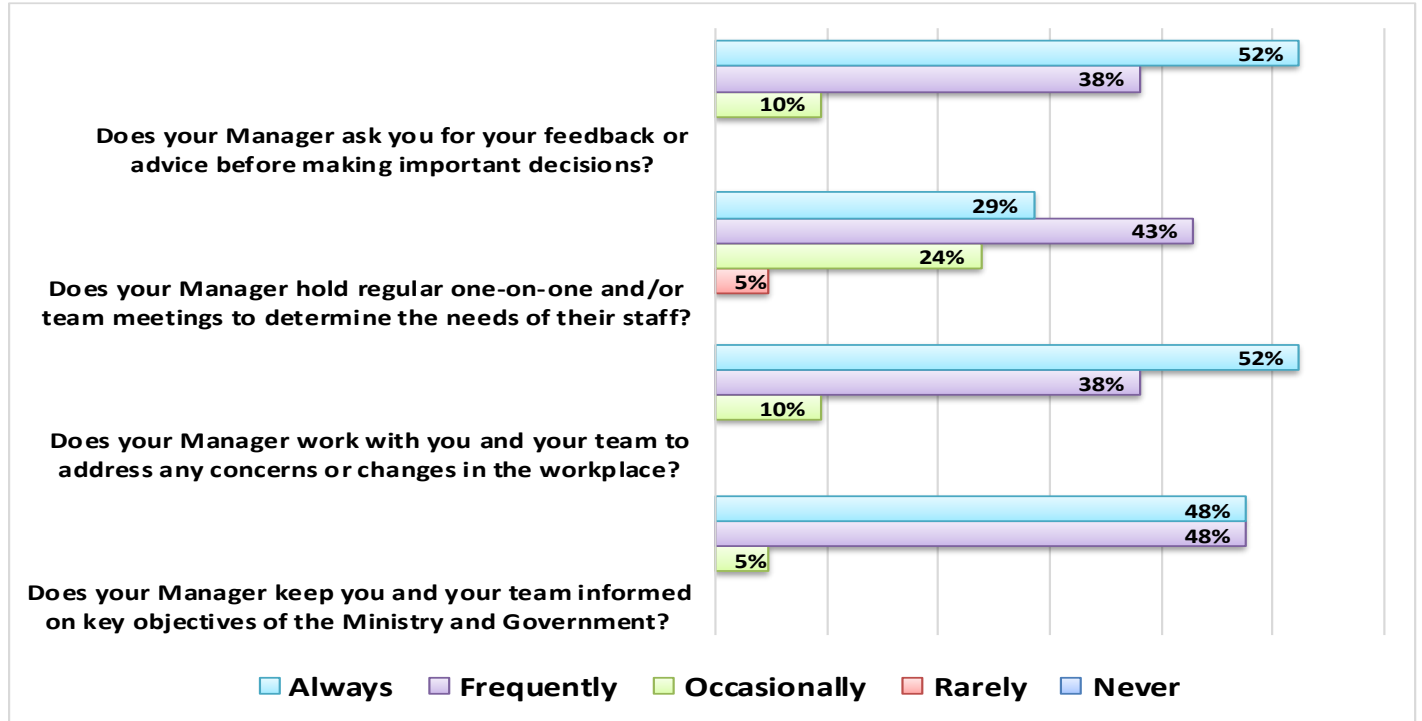
It should be noted that the participation rates for the National Environment Services (NES) was 70% of the total number of employees and the results in the report represent the ratings and feedback provided from those employees not from the total number.

Leadership Survey Response Rate



■ Responded ■ No response

Communication, Managing Change and Decision Making



Summary of Results:

For the first question regarding feedback and advice, 90% of participants selected Always or Frequently, with the remaining 10% selecting Occasionally. For the next question the ratings were lower with 72% selecting Always or Frequently, leaving 29% who selected Occasionally or Rarely. Again, 90% of participants selected Always or Frequently for the third question and the highest percentage was from the last question, asking staff if they were kept informed on key objectives, with 96% selecting Always or Frequently.

These are all great results with the only area that management would be recommended to investigate further being the 29% of participants who selected Occasionally and Rarely when asked if their manager holds regular meetings as this would indicate some staff are not aware or attending meetings.

Commentary and Feedback:

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

Comments provided from participants stated that management always seeks advice from staff, and make sure that staff understand the situation before decisions are made.

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

Several participants mentioned that regular staff meetings are held, where workload and concerns were addressed, though some participants stated that meetings were held on an as needed basis, and when delays or changes affected deadlines.

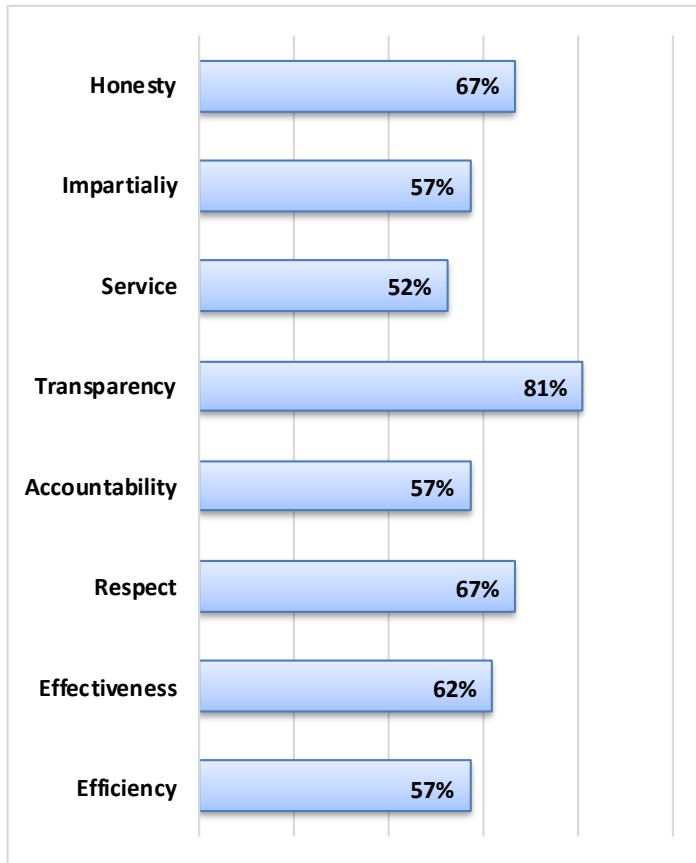
Does your Manager work with you and your team to address any concerns or changes in the workplace?

Participants noted that management will address issues or concerns firstly in a one-on-one meeting and then with staff as a whole and staff felt that they were consulted by management regarding any changes.

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

Comments included that staff are kept informed on the key objectives and goals of the Agency by management to help them grow and achieve results.

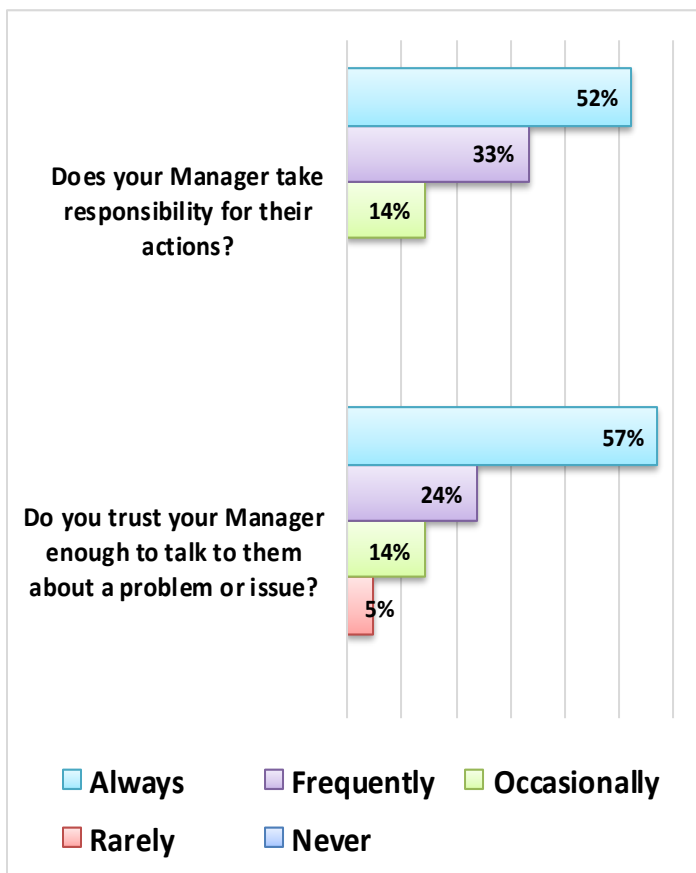
Integrity and Trust



Summary of Results:

Transparency was the highest rated value at 81%, while at the other end of the scale, Service rated 52%. As a comparison, the results below are from the Full Sector Survey Report and show that for Service, Accountability and Respect, NES management rated below the sector average. Honesty was equal while Impartiality, Transparency, Effectiveness and Efficiency rated higher. 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%



85% of NES participants selected Always or Frequently when asked whether management took responsibility for their actions, while 81% selected the same when asked if they trust their manager enough to talk to them about a problem. This left between 14% and 19% who selected Occasionally or Rarely for both questions.

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 at NES show great leadership skills, are open minded, accountable, transparent and honest.

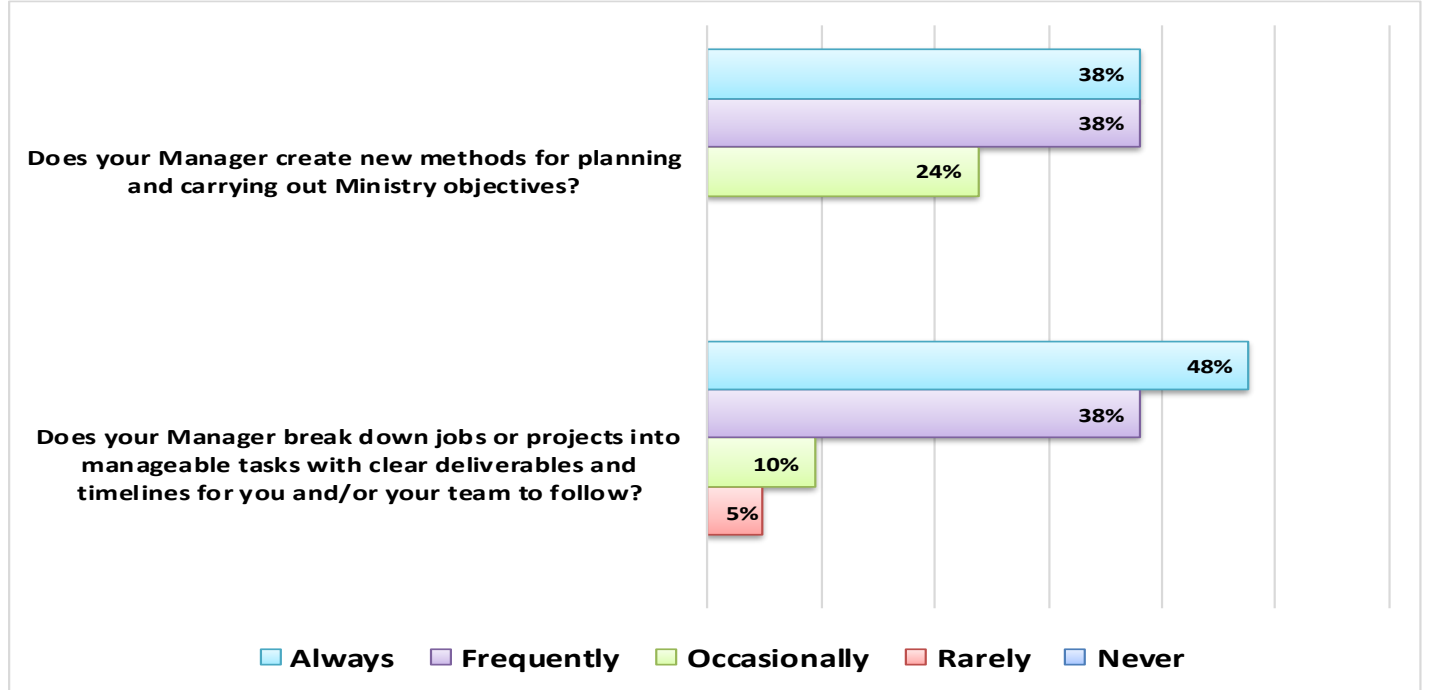
Does your Manager take responsibility for their actions?

Participants stated that most of the time management sort out issues and ensures responsibility is taken by staff and management alike.

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

Feedback provided showed that staff trust management and have confidence in them to talk to them about a problem or issue. Others noted that they felt confidentiality was not always easy to maintain in a small office.

Planning and Creativity



Summary of Results:

76% of participants selected Always or Frequently for the first question in the graph, leaving 24% 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.

A higher rating was achieved for the second question with 86% selecting Always or Frequently, which indicates that management staff do have the skills in this area. Upskilling or development in time management, delegation or project management may help some management staff, as 15% of participants selected Occasionally or Rarely.

Commentary and Feedback:

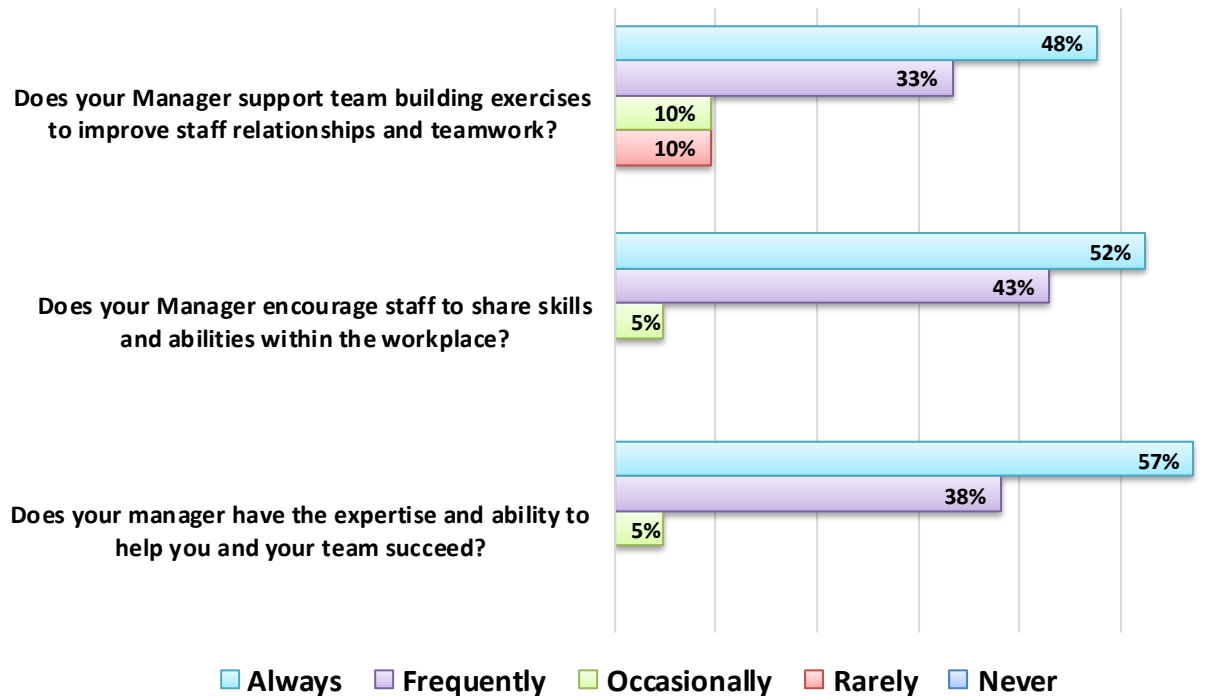
Does your Manager create new methods for planning and carrying out Ministry objectives?

Comments provided indicated that creative thinking is a skill that management has and uses to meet deliverables and goals.

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 supported the rating of 86%, with management allocating staff to work on projects and where projects can not be broken down management assists staff to meet deliverables and problem solve.

Teamwork and Collaboration



Summary of Results:

Team building exercises are obviously practiced with 81% of participants selecting Always or Frequently to this question. That leaves 20%, however, that selected a rating of Occasionally or less. The next two questions, had a higher percentage of staff selecting the two highest rankings, with 95% selecting Always or Frequently. A great result.

Commentary and Feedback:

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

Feedback received supported the ratings with comments noting the team building skills improved relationships and team work.

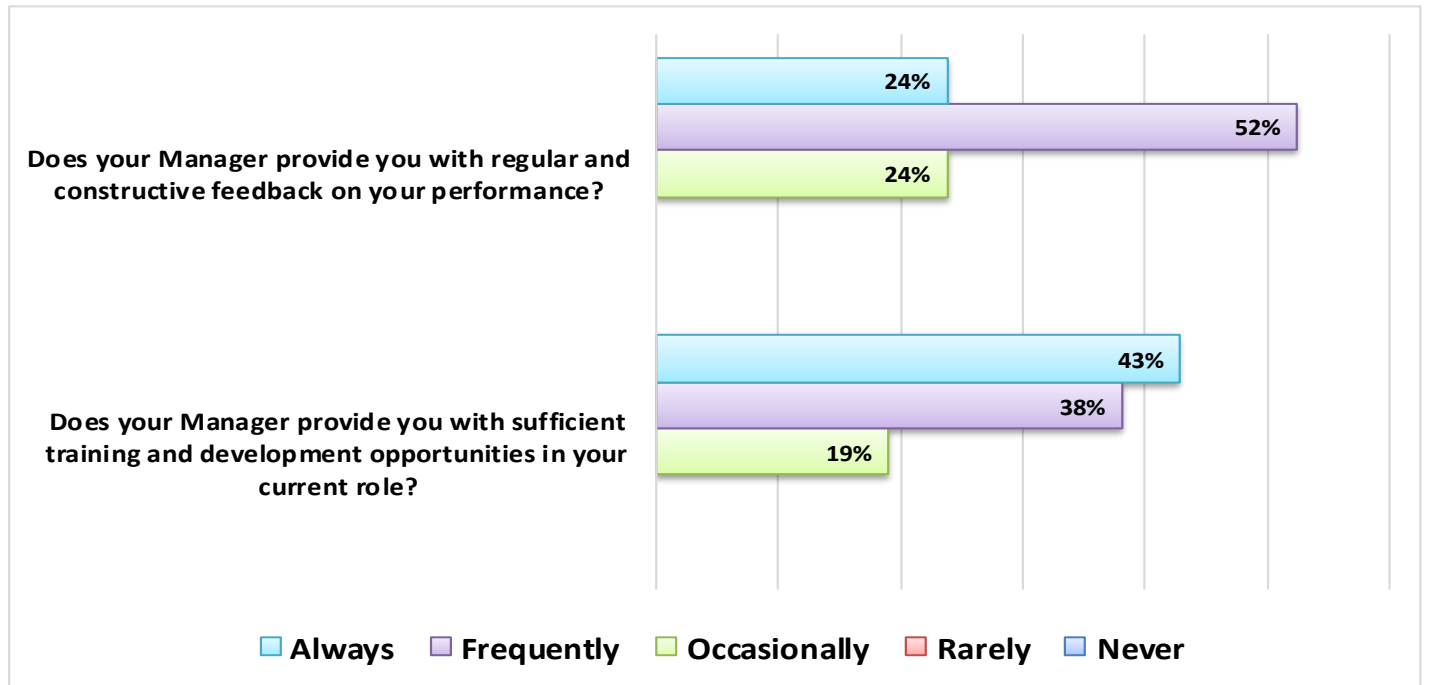
Does your Manager encourage staff to share skills and abilities within the workplace?

Feedback from participants showed that, skill sharing is encouraged, and practices to help staff carry out their duties and meet key objectives.

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

Once again, the comments reflect the ratings, with some employees comments noting that management is always available to assist or help with problems, provides guidelines and promotes information sharing, training and development is encouraged and implemented regularly and management push staff to do their best.

Performance Management



Summary of Results:

76% of participants selected Always or Frequently, and the other 24% selected Occasionally. While a good result, feedback on work performance should be regular and constructive, and results could indicate management consider on how to improve in this area.

A slightly higher rating was achieved for the second question, with 81% selecting Always or Frequently, leaving 19% who selected occasionally. Again, this could be an area that management looks into further to understand why staff selected occasionally and how that could be changed.

Commentary and Feedback:

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

Participants commented that feedback is provided on Back to Office reports and staff presentations and management is transparent with staff regarding their performance.

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

Comments from participants indicate that training is offered through local and online training.

Do you understand how your performance is measured?

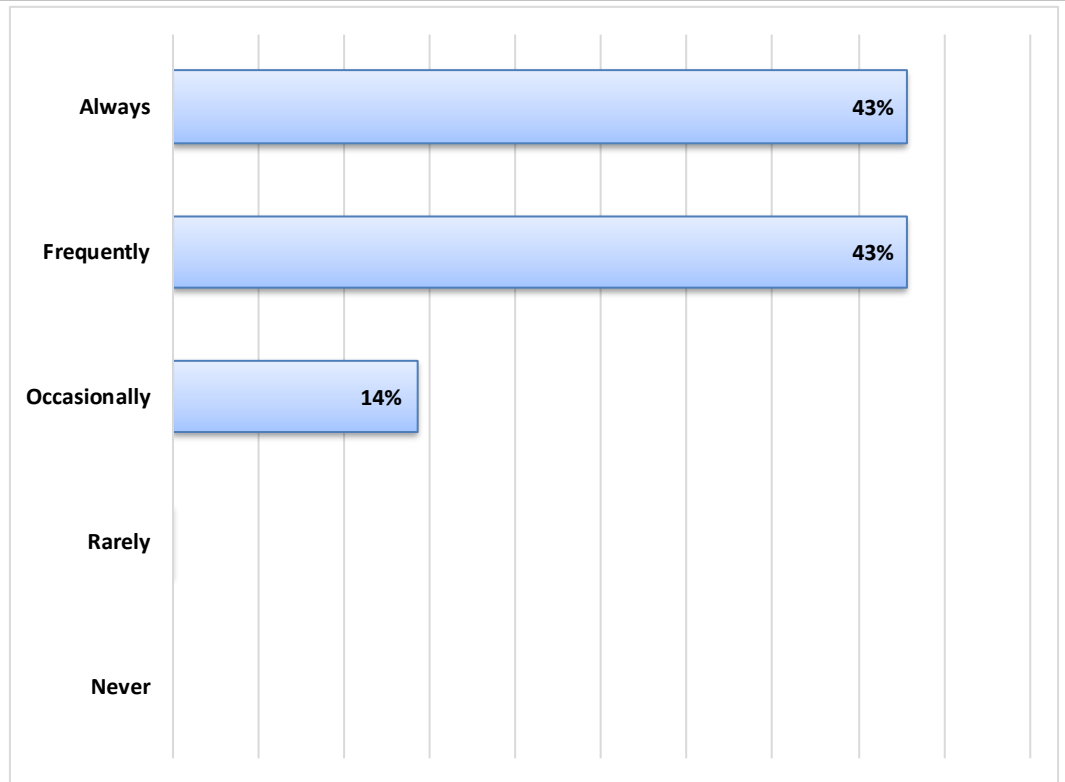
90% responded Yes.

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

For this question, 76% selected Yes, 24% selected No. Comments provided noted that staff had not been in the role long enough or Covid had interfered as reasons why they had not received one. However given that 24% have not received a performance appraisal in the last 12 months it could be an indicator that management needs to review the current performance appraisal system to ensure all staff are provided with regular and constructive 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%, NES staff selected above that rating, at 43%. A total of 43% selected Frequently leaving 14% who selected Occasionally. This is a great result as 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 included that NES has many opportunities to learn and travel, is a great place to work and is a work place with staff that are passionate about the environment.

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 NES'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:

- More weekly updates on teams progress
- Keep encouraging, educating and developing staff
- Set clear timelines and work plans
- More social events
- Visit the Pa Enea more often
- Spend more time with staff, especially new staff
- Share tasks and delegate more

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/>