



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

**Your Voice Should be Heard**

**Your Voice is Important**

**Ministry of Justice**

**Te Tango Tutara ō te Ture**

**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.

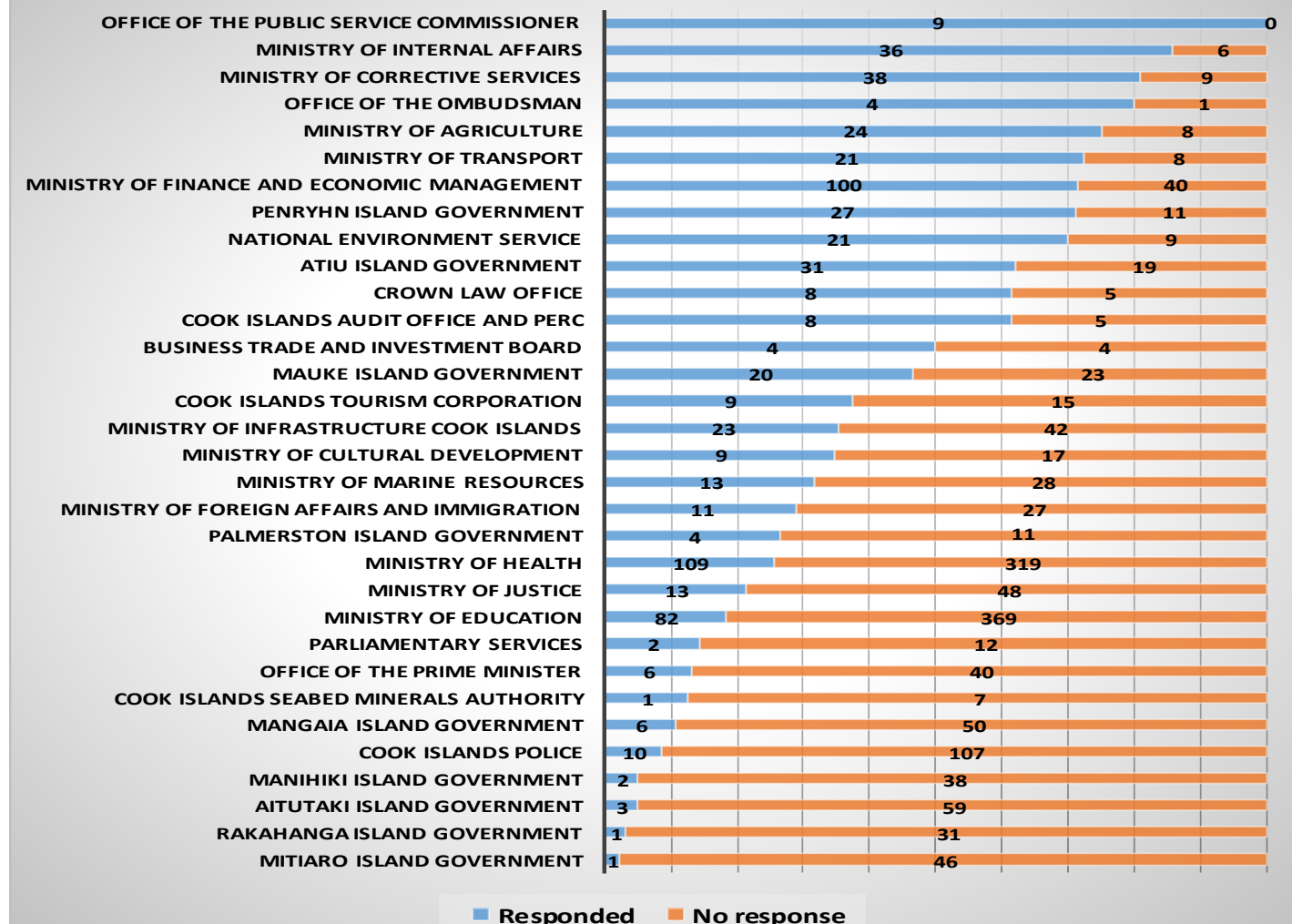
The survey will provide feedback to Public Sector management staff and assist them with opportunities to learn, adjust behaviours and develop skills that will enable all employees in the Public Sector to excel in their jobs and foster positive, supporting work environments. Ultimately it is envisaged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

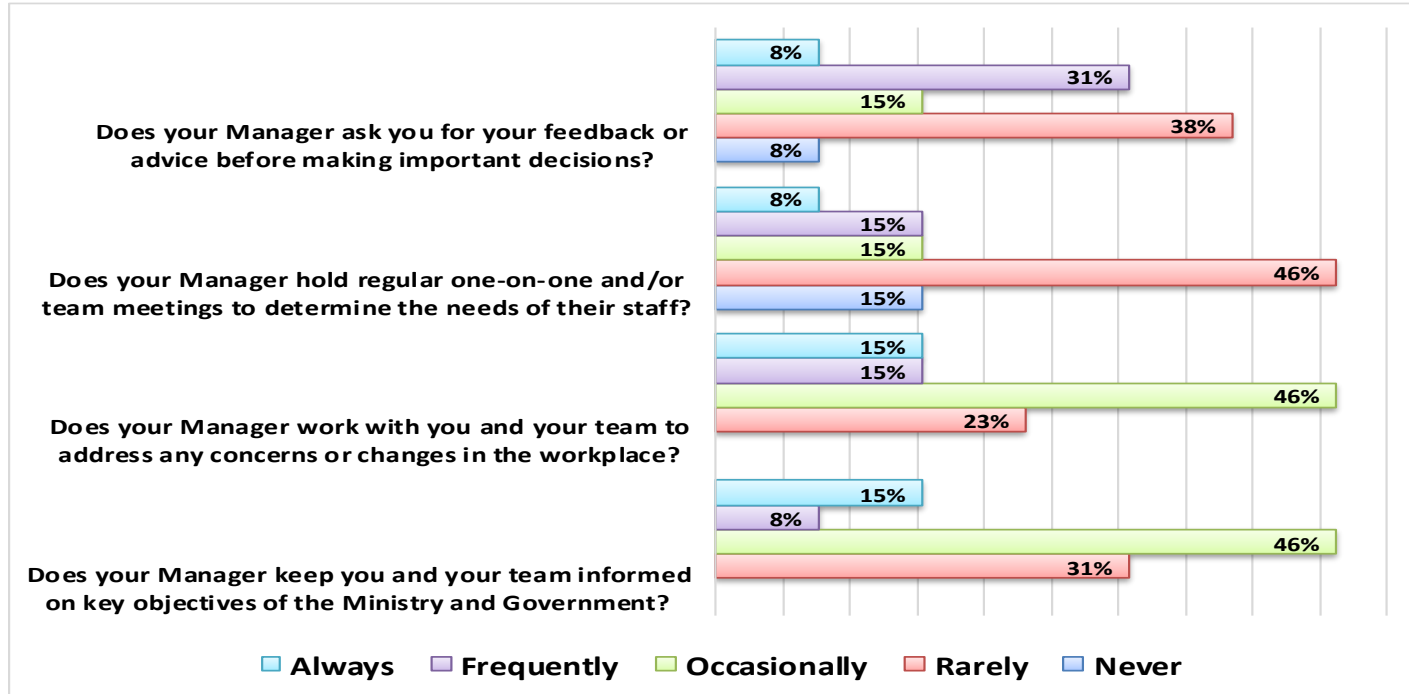
It is important to remember when reading this report that the use of 'management' has been used for all the feedback received by participants regardless of their managers official position title.

It should be noted that the participation rates for the Ministry of Justice (MOJ) was 21% 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:

39% selected Always or Frequently for the first question in this section, which leaves 61% selecting Occasionally or less. When this result is looked at in connection with the next question concerning regular one-on-one and team meetings, the two sets of results are a 'red flag' for management. 61% also selected Occasionally or less for the second question, meaning that over half of the participants do not have regular one-on-one meetings with management or attend team meetings. When you look at the feedback provided for this section with the results from the graph it would indicate that some areas of how and when staff are being communicated with needs to be addressed by management. 69% felt that their management either Occasionally or Rarely works with them and their team to address concerns or changes, while 77% selected the same, when asked if they were kept informed on key objectives, so like the first two questions management should be focusing on their level of engagement and communication with their staff.

### Commentary and Feedback:

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

Comments focused on staff occasionally or rarely being asked to provide feedback, including times when it would directly impact a staff member, but none or little consultation was undertaken. It was also noted that this was an area that management needed to work on to create a more inclusive and team environment.

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

Comments provided for this question show that regular staff meetings need to be held by management and not only when issues or problems arise.

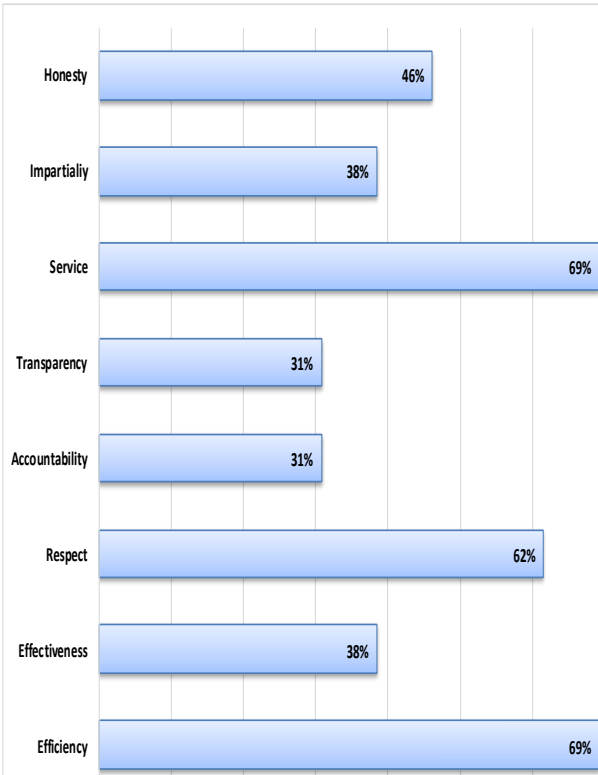
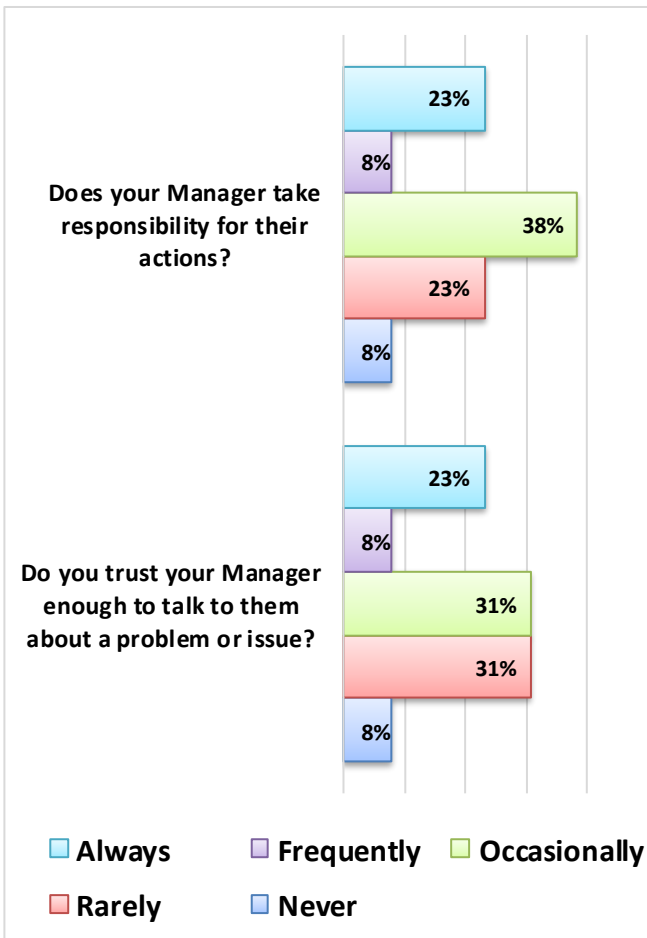
#### Does your manager work with you and your team to address any concerns or changes in the workplace?

Feedback provided, included comments stating that staff are not always involved in changes or concerns that affect their workplace, and that decisions made can sometimes be contradictory to advice given and causes confusion.

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

This question received similar feedback to the others in this section with many participants feeling they are not kept informed regularly or only communicated with when a deadline has passed.

## Integrity and Trust



### Summary of Results:

Service and Efficiency were the highest rated values at 69%, while at the other end of the scale, Transparency and Accountability rated at 31%. As a comparison, the results below are from the Full Sector Survey Report and show that the two highest rated values exceeded the sector average, while all the rest were below.

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% |

Just 31% of MOJ participants selected Always or Frequently when asked whether management took responsibility for their actions, or if they trust their manager enough to talk to them about a problem. This leaves 69% for both questions where participants selected Occasionally or less. Given the feedback that was also provided, these results would indicate that management should be looking at initiatives to build trust with their staff and taking more responsibility for their actions.

### Commentary and Feedback:

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

Comments ranged from management who are inconsistent the decision making, a lack of inclusiveness and delegation skills and a lack of trust from staff concerning management.

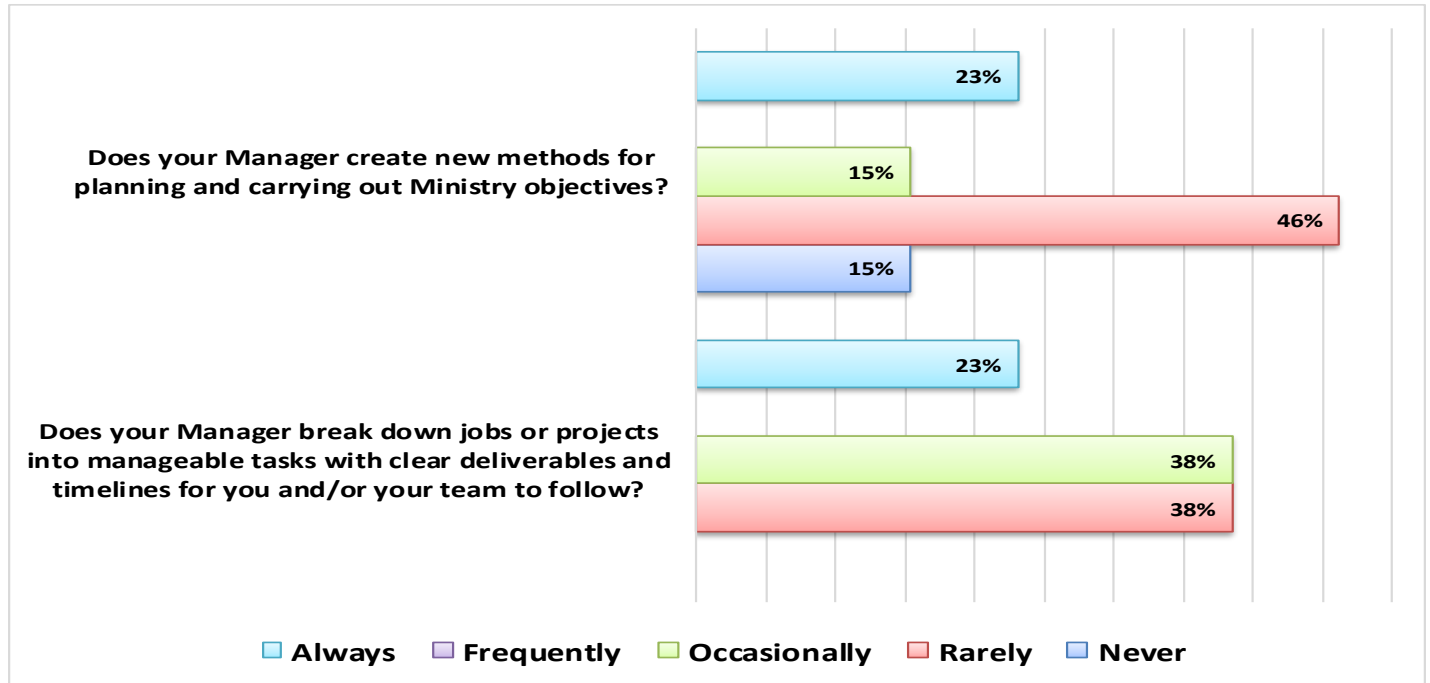
**Does your Manager take responsibility for their actions?**

Many participants felt that management does not take full responsibility for their actions and mistakes and that the blame was sometimes passed on to staff by management.

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

Comments generally reflected a lack of trust of management to approach with problems.

## Planning and Creativity



### Summary of Results:

76% of participants selected Occasionally or less for the first question in the graph, with 15% selecting Never. 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 similar result was achieved for the second question with 76% selecting Occasionally or Rarely. Both of these results indicate that very few management staff have the skills to manage workloads productively, plan, organise and delegate, so upskilling and development in this area will help improve managements skill set and in turn the ratings will improves

### Commentary and Feedback:

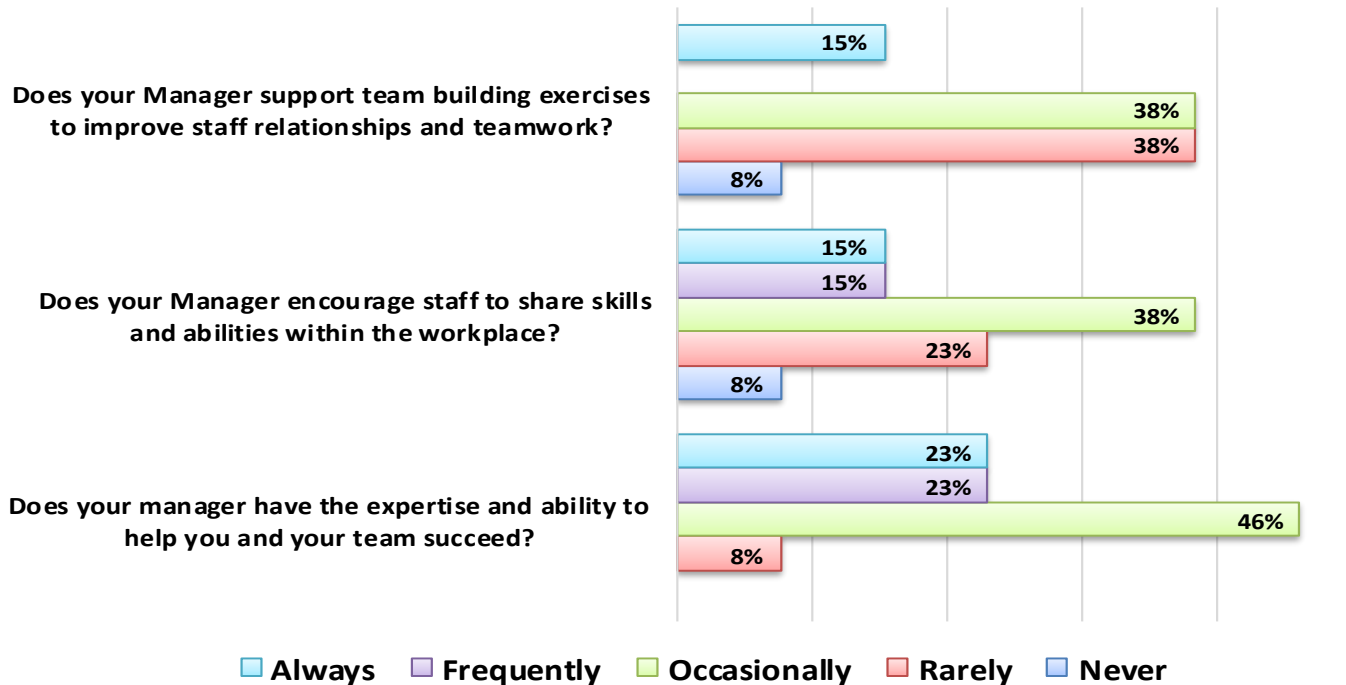
#### Does your manager create new methods for planning and carrying out Ministry objectives?

The comments provided reflect the graph results, with participants responding that this does not happen. There was, however, a comment that would indicate that some management possess the skills asked of in this question.

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

Most of the comments for this question, again reflected the graph results, with participants noting that this happens rarely .

## Teamwork and Collaboration



### Summary of Results:

Team building exercises showed only 15% of participants selecting Always, leaving a significant amount, at 85% selecting from amongst the lowest three rankings. A better result was given for the next question concerning skill sharing in the workplace, with 30% selecting Always or Frequently, leaving the remaining 70% selecting from the lower three ranks. The last question had a much higher result with 46% selecting Always or Frequently. These results are a 'red flag' to management and would indicate that some improvements or initiatives need to be introduced to increase these ratings and improve team moral, team building and skill sharing.

### Commentary and Feedback:

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

Comments provided reflected the ratings selected by participants for this question. Some employees noted that team building exercises occur sometimes, while others felt that while it does happen, it was not as frequent or effective as it could be.

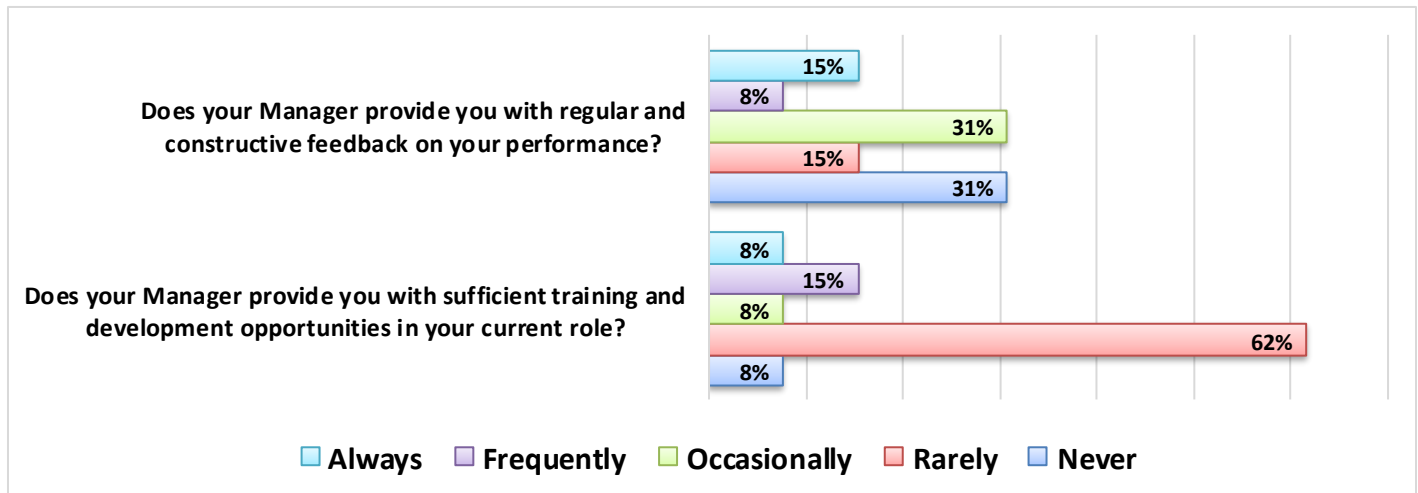
#### Does your manager encourage staff to share skills and abilities within the workplace?

Several participants commented on management encouraging skill sharing, both formally and informally. Others mentioned that this was an area that could be improved on.

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

There were positive comments about the expertise and skills of management for this question, but absences from the workplace often caused delays. Some participants felt that management needed more support and training to effectively carry out their role.

## Performance Management



### Summary of Results:

Only 23% of participants selected Always or Frequently when asked if they receive regular and constructive feedback, with the second question receiving the same result. Both these results are a 'red flag' for management and some training in providing constructive feedback and engagement with staff in the workplace should be considered.

### Commentary and Feedback:

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

Comments reflected the graph results with staff stating that while they often receive feedback it is not often constructive. While others stated that they have never received any constructive feedback and it was felt that there is favouritism in the workplace influencing who receives feedback from management.

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

There were several comments noting that none or very little training and development was offered and that staff should be encouraged to provide training sessions to other staff to pass on knowledge and share skills. The comments reflect the results shown in the graph and could be an area for management to look in to further.

#### Do you understand how your performance is measured?

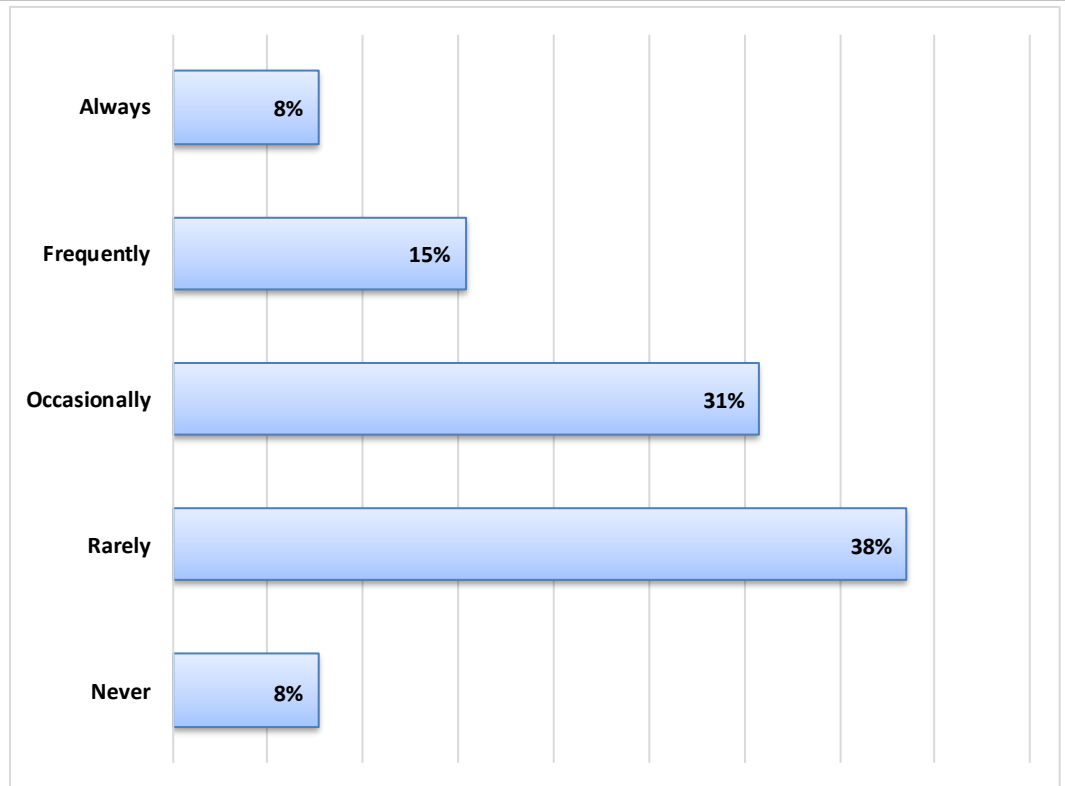
62% responded Yes to this question, with participants noting the KRA's act as a measure. The point to consider here is how does the ratings and comments link to the question about receiving regular constructive feedback from management? The results show that some staff understand how their performance is measured, but management should consider are staff only receiving feedback as part of the formal appraisal process or are they receiving an appropriate level of feedback throughout the year? The fact that 38% selected No to this question should be cause enough for management to investigate further.

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

This question had 62% of participants selecting Yes to this question, which should lead to management to investigate the different reasons as to why staff have not received a performance appraisal. One reason could be that staff have not been in their role long enough to have yet received one or that they are contract staff. Comments showed that some staff have not received one, and not all because they had not been in their role long enough, while others commented on the process of the performance appraisal being unsupportive or they have not received any feedback from the appraisal they did have.

## Engagement

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



### Summary of Results:

The average number of staff from across the public sector who participated and selected Always for this question was 37%, MOJ employees selected well below that rating, at 8%. A total of 77% selected Occasionally, Rarely or Never. This should be a 'red flag' for management. 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 receive a more positive response for this statement.

### Commentary and Feedback:

Comments included that participants would recommend MOJ as a place of employment for an internship because there is the ability to gain experience in a wide variety of roles within the Ministry. Other comments were not so positive and reflected the lack of career opportunities or promotion, favouritism and micromanagement as reasons not to recommend.

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 MOJ'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:

- Build better relationships with staff
- Be more approachable
- Listen
- Be fair/no favouritism
- Take responsibility for actions
- Promote impartiality
- Open to change
- Delegate more/micromanage less
- Improve learning and development opportunities
- Pay equity

## 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](http://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/](http://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/>