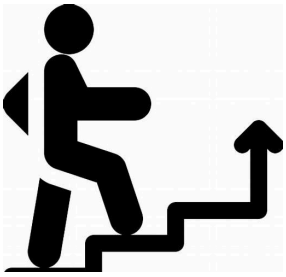
Leadership in the Public Service

EMPLOYEE ENGAGEMENT

Survey Results

Survey Purpose

Measure employee perception on Leadership within their Agencies



Identify areas of strength and opportunities for improvement

Survey Areas

- Communication
- Integrity and Trust
- Planning
- Teamwork/Collaboration
- Performance Management
- Engagement

Participation

Employees from the Cook Islands Government

25%

Employees from Business Trade & Investment Board

54%

- *This is 549 out of 2345. 2% decrease from 2023.*
- *This is 4 out of 7. Last year, BTIB did not meet the participation threshold of 25%.*

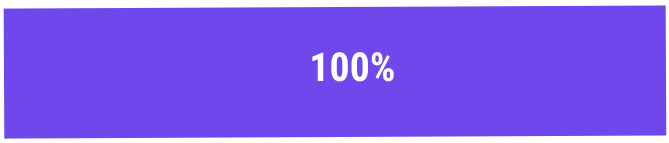
Legends

Always/Frequently	Occasionally	Never/Rarely
2024	2024	2024

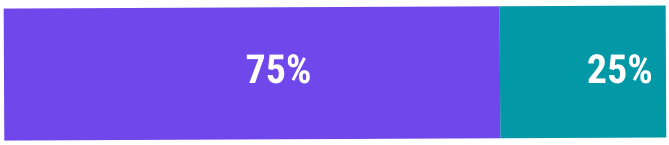
Regrettably, there are no results available from the previous year from BTIB to facilitate comparisons. This report solely offers a concise overview of the Leadership landscape within this Agency over the past 12 months.

Communication

Managers ask for feedback/advice

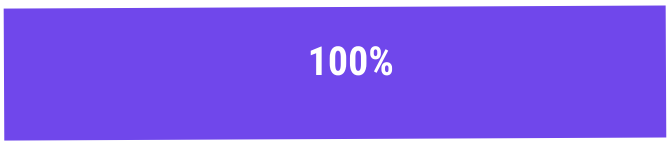


Managers hold regular one-on-one and team meetings



Managers work with the team to address concerns

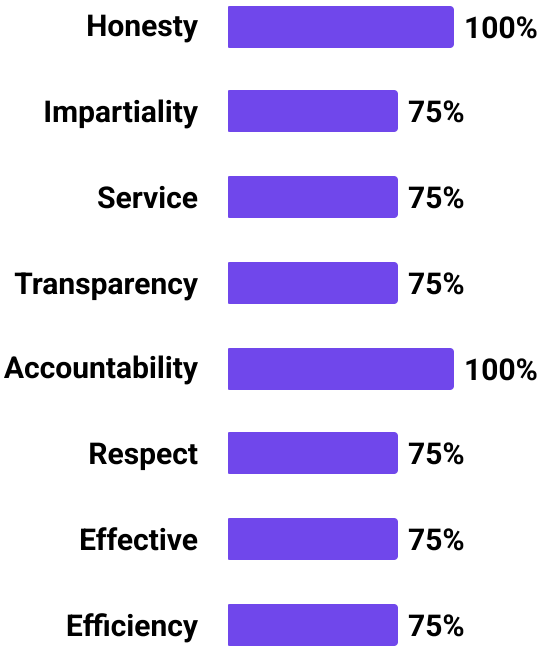
Managers keep team informed on key objectives



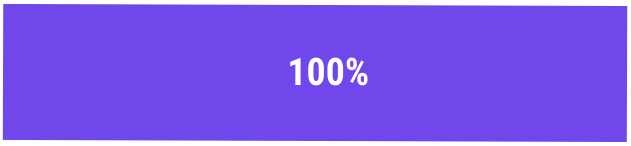
The insights indicate that managers are highly engaged in seeking feedback, addressing concerns, and keeping their teams informed about key objectives, demonstrating strong communication and leadership practices. However, the slightly lower rating (75% frequently/always) for holding regular one-on-one and team meetings suggests an opportunity to enhance direct engagement and structured communication with employees.

Integrity and Trust

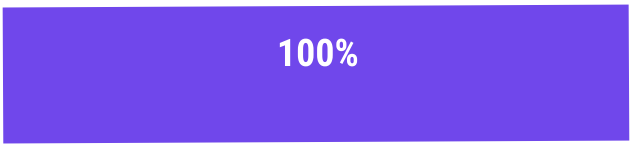
Values that align with Managers behaviors



Managers are responsible for their actions



I trust my Manager and am able to talk to them about concerns/issues



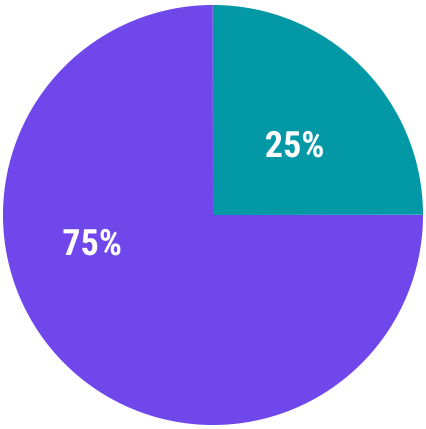
The insights show that managers are highly trusted and take full responsibility for their actions, fostering an environment of integrity. However, while they align strongly with Public Service Values like Honesty and Accountability (100%), there is room for improvement in areas such as Impartiality, Service, Transparency, Respect, and Efficiency (each at 75%) to ensure more consistent adherence across all values.

Legends

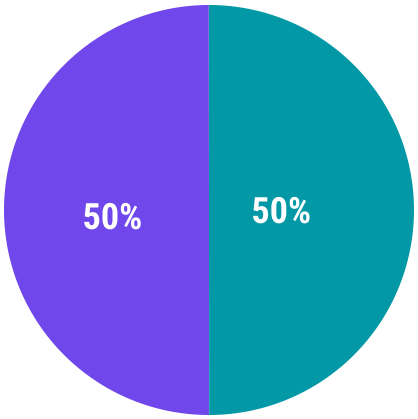
Always/Frequently	Occasionally	Never/Rarely
2024	2024	2024

Planning

Managers create new methods for planning



Managers break down jobs into manageable tasks

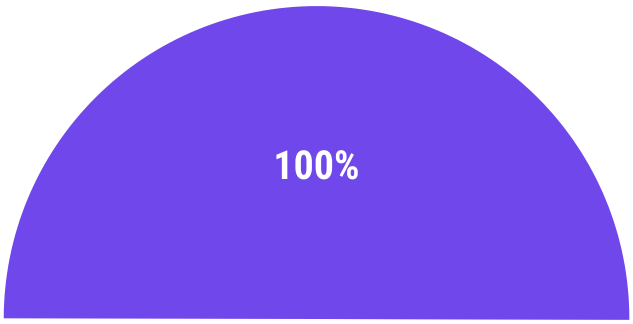


The insights suggest that while most managers (75%) actively develop new planning methods, there is still some inconsistency in innovation. Additionally, the lower rating (50% frequently/always) for breaking down jobs into manageable tasks indicates an opportunity for managers to improve task organization and workload distribution.

Scan Me!

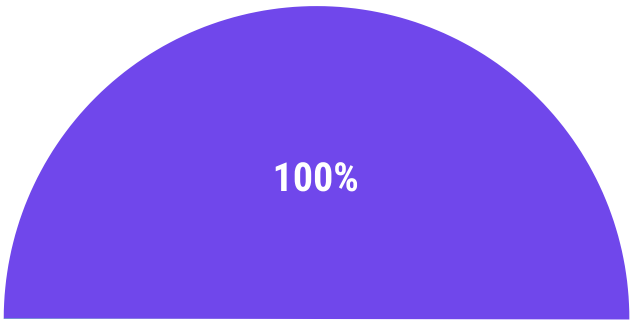
Teamwork/Collaboration

Managers support team building exercises



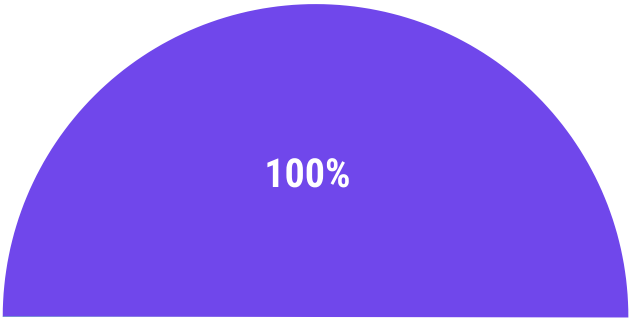
The insights highlight that managers strongly support teamwork and collaboration, consistently fostering skill-sharing, team-building, and providing the necessary expertise to help their teams succeed. This indicates a highly supportive and capable leadership approach that prioritizes team development and cohesion.

Managers encourage staff to share skills and abilities



Scan Me!

Manager has the expertise and ability to help our team succeed



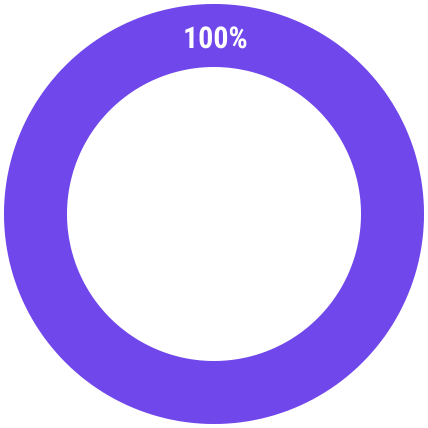
Legends

Always/Frequently	Occasionally	Never/Rarely
2024	2024	2024

Performance Management

Managers provide regular constructive feedback

Managers provide sufficient training and development opportunities



The insights indicate that managers are highly committed to employee growth, consistently providing regular constructive feedback and ample training and development opportunities. This reflects a strong learning culture and a focus on continuous improvement within the organization.

Scan Me!

Do you understand how your performance is measured?

100% of employees said yes

The insights show that BTIB has a well-established and effective performance management system, ensuring all staff clearly understand how their performance is measured. The 100% completion rate for performance appraisals in the past 12 months reflects strong managerial commitment to accountability and employee development.

100% of employees said yes

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

Engagement

100%

of Employees are Always/Frequently likely to recommend their Agency as a place of work to others

Scan Me!

The insights suggest that BTIB has a highly positive work environment, with employees feeling satisfied and engaged enough to confidently recommend it to others. This strong endorsement reflects effective leadership, good workplace culture, and high employee morale.

Legends

Always/Frequently	Occasionally	Never/Rarely
2024	2024	2024

Overall Comments

Lack of clarity on how data is used

larger budget

work together

Effort Information Feedback

long run Understanding rely

benefit Planning organise

Communication

Integrity & Trust

Engagement building

covering each other

getting work done

newcomers (don't realise role)

Need for more structured support

This word cloud represents key themes in Communication, Integrity & Trust, Planning, Teamwork, Performance Management, and Engagement. Each theme is represented by a combination of positive and negative behaviors, with larger fonts indicating positive behaviors and smaller fonts indicating negative behaviors.

The words are presented randomized, but the font size helps to distinguish the general sentiment within each theme. This word cloud serves as a visual indicator of workplace dynamics, highlighting strengths and areas for improvement. It does not reflect the frequency or weighting of these terms, and further analysis would be needed to fully understand the prominence of each behaviour within the workplace.

If you have any questions or require further clarification regarding the survey, please feel free to contact us at opschr@cookislands.gov.ck.