



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%



- This is 594 out of 2345. 2% decrease from 2023.

Employees from Cook Islands Audit Office

73%



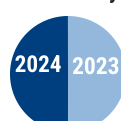
- This is 10 out of 15
In 2023, 11 out of 15 completed the survey.

Color Legends

Always/Frequently

Occasionally

Never/Rarely



Dark shades = results from 2024

Light shades = results from 2023

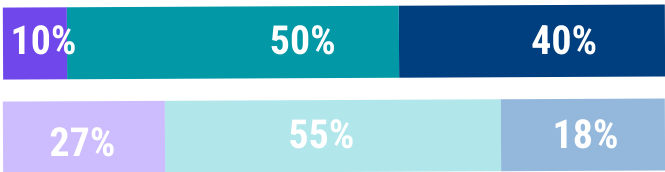
This allows us to make comparisons between results from both years.

Has your Ministry made improvements over the last 12 months?

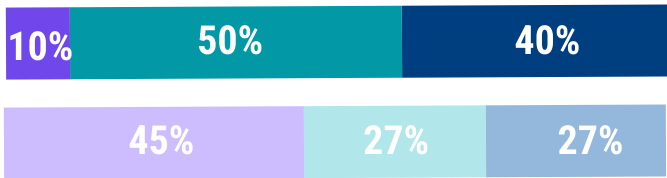


Communication

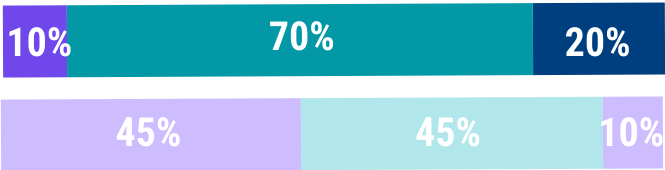
Managers ask for feedback/advice



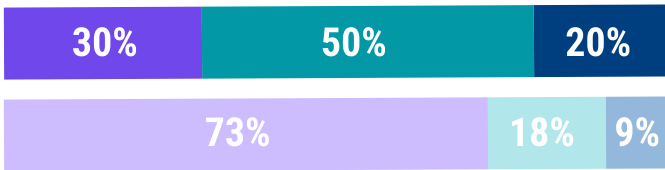
Managers hold regular one-on-one and team meetings



Managers work with the team to address concerns



Managers keep team informed on key objectives

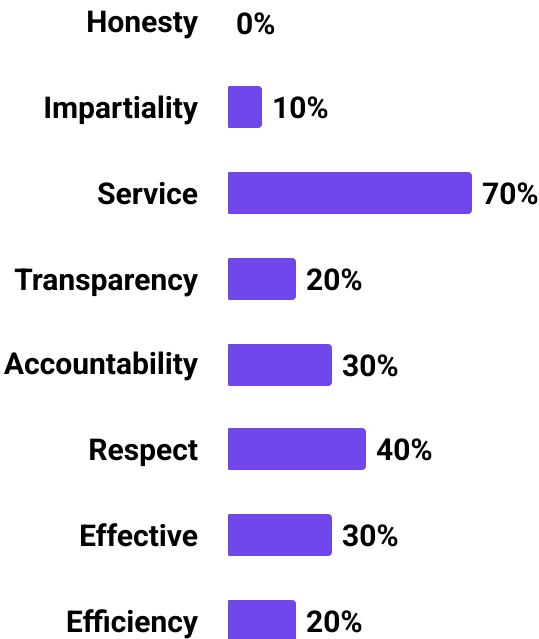


From 2023 to 2024, the Audit Office saw a significant decline in managerial communication, with fewer managers frequently asking for feedback, holding one-on-one meetings, working with teams to address concerns, and keeping teams informed on key objectives. The sharp increase in occasional or rare/never occurrences across all areas highlights a concerning drop in engagement between managers and employees.

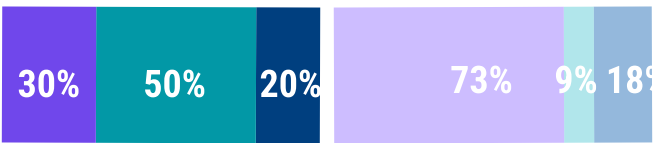


Integrity and Trust

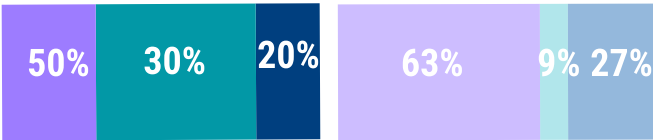
Values that align with Managers behaviors



Managers are responsible for their actions



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



From 2023 to 2024, Audit Office experienced a significant decline in managers aligning their behaviors with PS values, with notable drops across all key areas, including honesty, accountability, and transparency. Additionally, fewer managers are seen as responsible for their actions, and while trust in managers to discuss concerns has slightly declined, the overall trend indicates a weakening of integrity and trust within leadership.



Legends

Always/Frequently

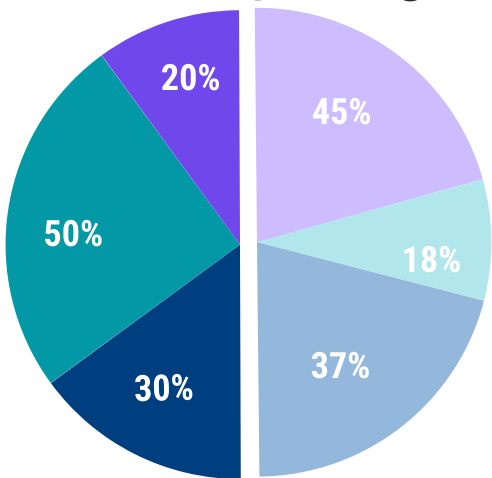
Occasionally

Never/Rarely

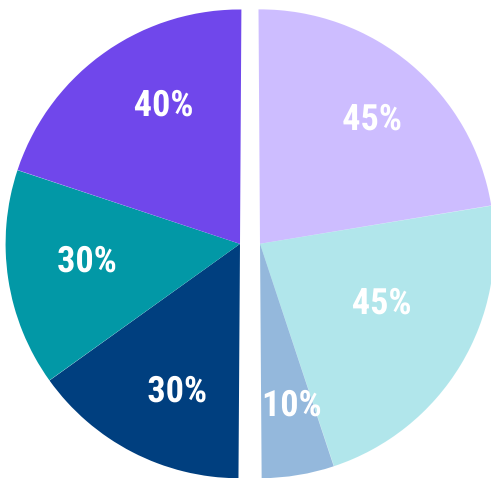


Planning

Managers create new methods for planning



Managers break down jobs into manageable tasks



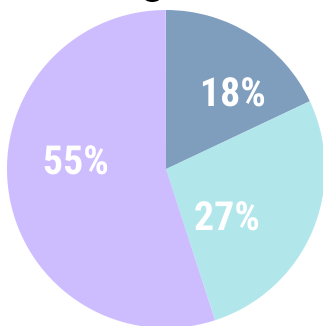
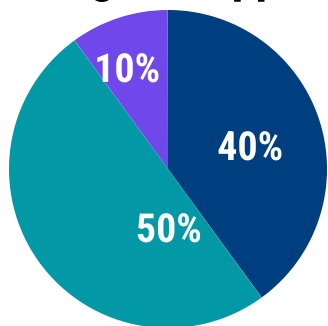
From 2023 to 2024, there was a significant decline in managers creating new planning methods, with frequent occurrences dropping and occasional instances rising sharply. Additionally, fewer managers are breaking down jobs into manageable tasks, with an increase in those rarely or never doing so, raising concerns about reduced efficiency and support for employees.

Scan Me!



Teamwork/Collaboration

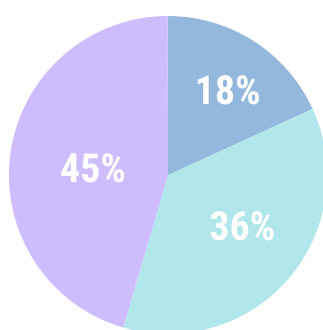
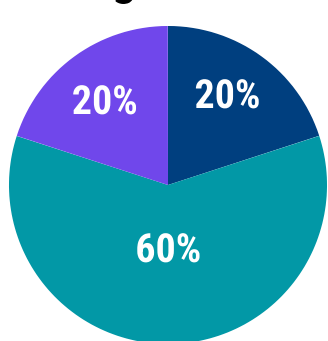
Managers support team building exercises



From 2023 to 2024, there was a sharp decline in managers supporting team-building exercises, encouraging skill-sharing, and demonstrating expertise in helping teams succeed, with frequent engagement dropping significantly across all areas. The increase in occasional and rarely/never responses raises concerns about weakened collaboration, reduced innovation, and declining team cohesion.



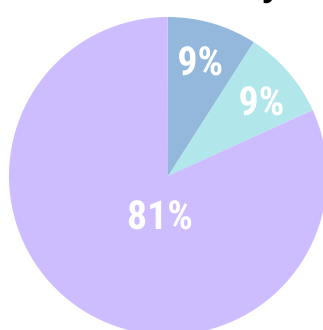
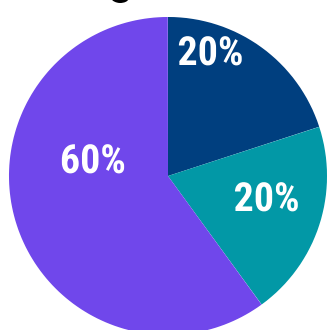
Managers encourage staff to share skills and abilities



Scan Me!



Manager has the expertise and ability to help our team succeed



Legends

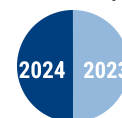
Always/Frequently



Occasionally

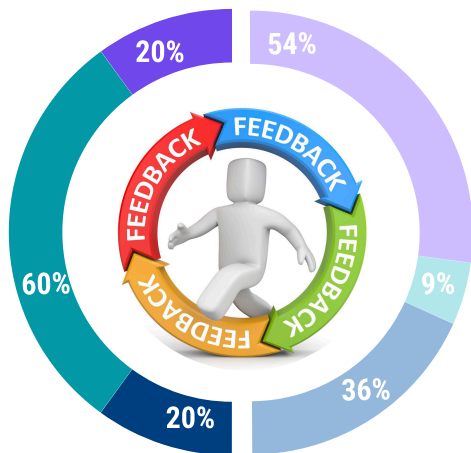


Never/Rarely

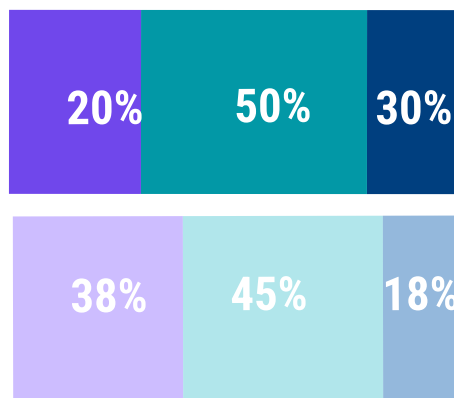


Performance Management

Managers provide regular constructive feedback

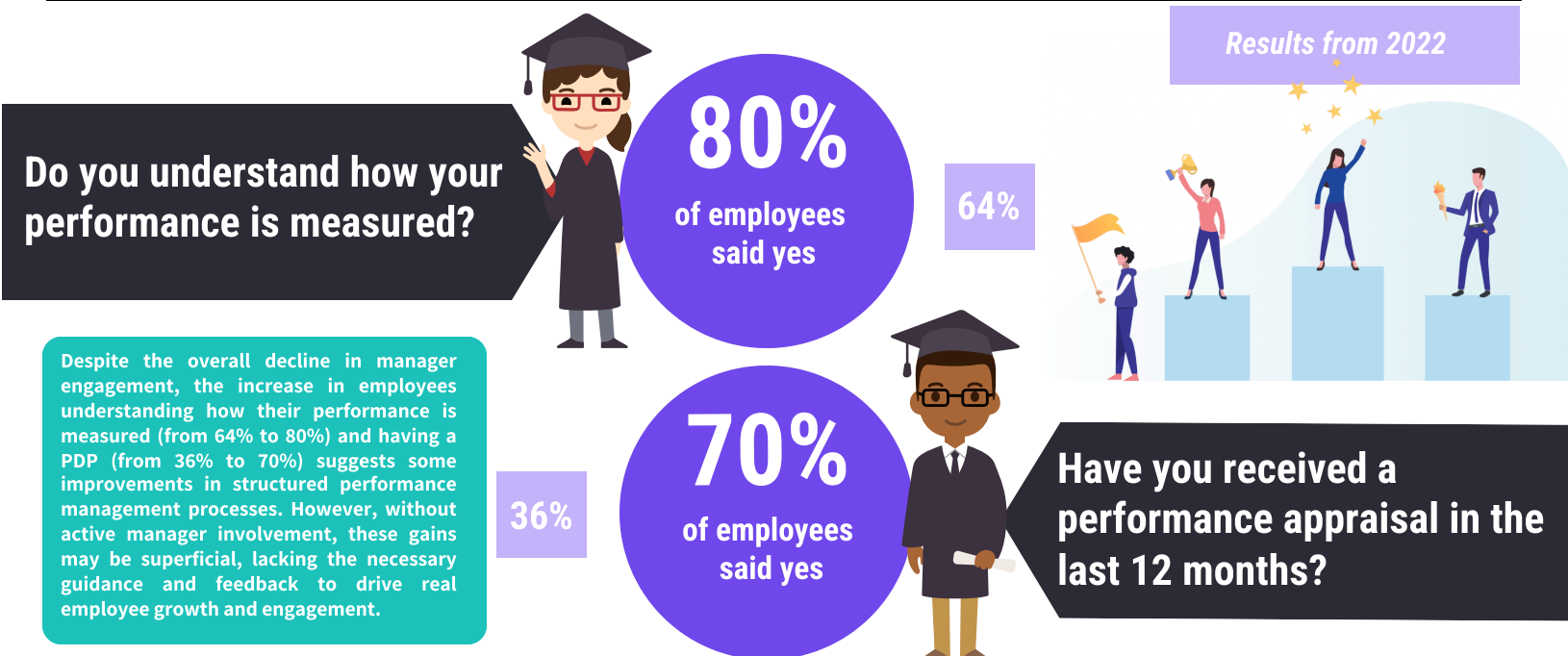


Managers provide sufficient training and development opportunities



From 2023 to 2024, there was a significant decline in managers providing regular constructive feedback and sufficient training opportunities, with frequent engagement dropping sharply and occasional responses rising considerably. This trend suggests a weakening learning culture, which could negatively impact employee development, engagement, and overall productivity.

Scan Me!



Engagement

20%



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

Scan Me!



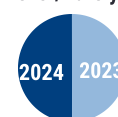
The significant drop in employees likely to recommend their agency as a workplace (from 63% to 20%) highlights a concerning decline in overall engagement and satisfaction. This suggests growing dissatisfaction, potentially driven by reduced managerial support, lack of communication, and decreased opportunities for collaboration and development.

Legends

Always/Frequently

Occasionally

Never/Rarely



Overall Comments



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

Kaveinga Arangatu | Public Service Excellence

Honesty | Impartiality | Service | Transparency | Accountability | Respect | Efficiency | Effectiveness

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