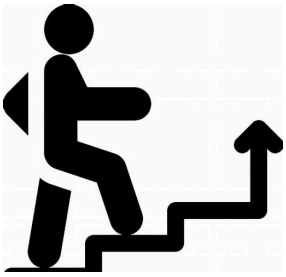
Leadership in the Public Service

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 Tourism Corporation

100%

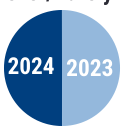
- *This is 27 out of 27 In 2024, 26 out of 26 completed the survey*

Color Legends

Always/Frequently

Occasionally

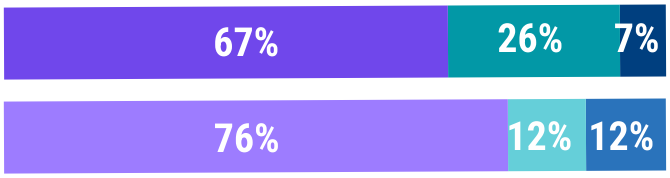
Never/Rarely



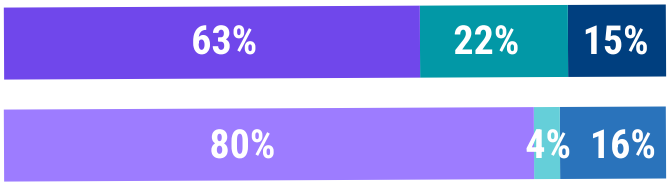
Dark shades = results from 2024
Light shades = results from 2023
This allows us to make comparisons between results from both years.
Has your Ministry made improvements over the last 12 months?

Communication

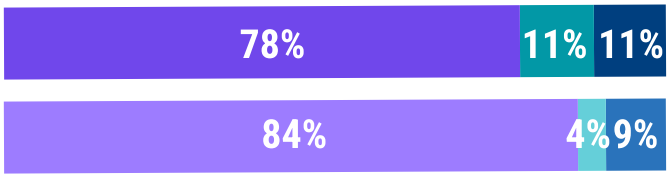
Managers ask for feedback/advice



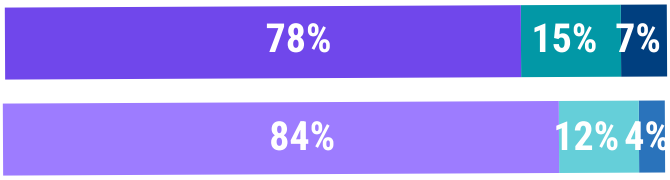
Managers hold regular one-on-one and team meetings



Managers work with the team to address concerns



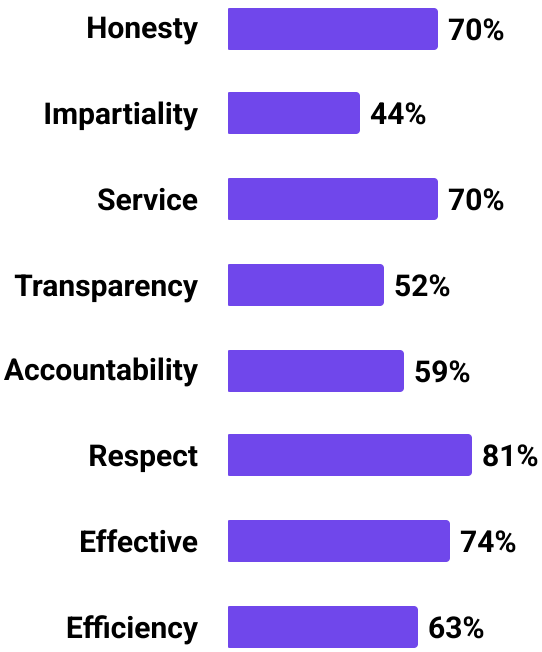
Managers keep team informed on key objectives



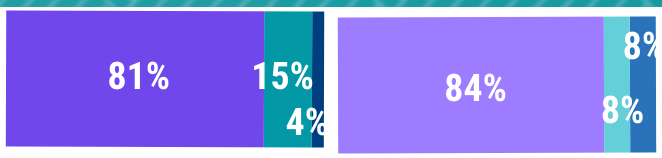
There have been generally positive outcomes this year, though there has been a minor dip in the frequency of positive outcomes. This trend indicates a potential decrease in managerial communication with employees over the past year.

Integrity and Trust

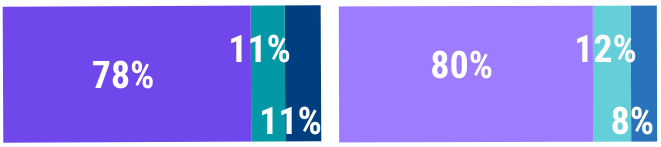
Values that align with Managers behaviors



Managers are responsible for their actions



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

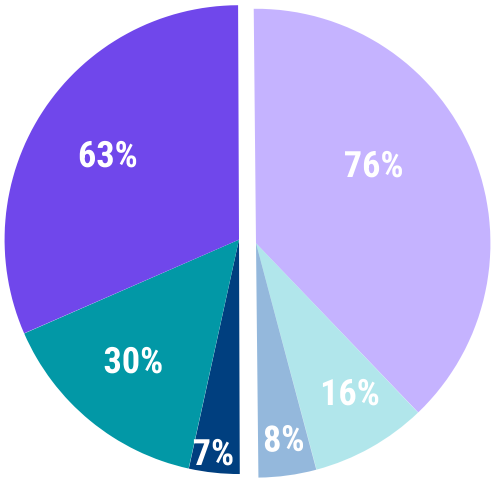


There has been a modest decline in favorable outcomes in this area; nevertheless, managers have demonstrated that they are perceived as reliable, accountable, and trustworthy by their staff.

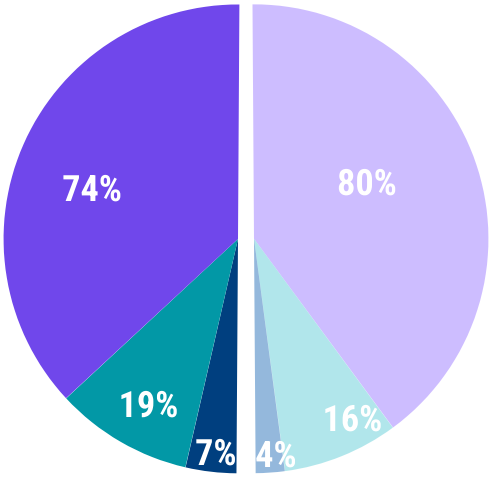
Legends

Planning

Managers create new methods for planning



Managers break down jobs into manageable tasks

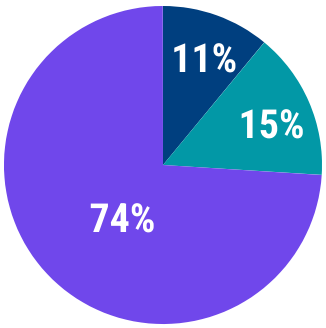


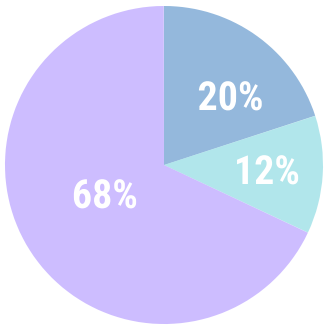
Operational workforce planning focuses on individual planning in an effort to streamline daily employee operations. It's often beneficial in helping managers develop daily work schedules for employees and assisting employees in understanding their responsibilities and maintaining productivity throughout the workday.

Scan Me!

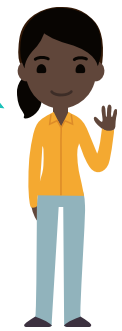
Teamwork/Collaboration

Managers support team building exercises

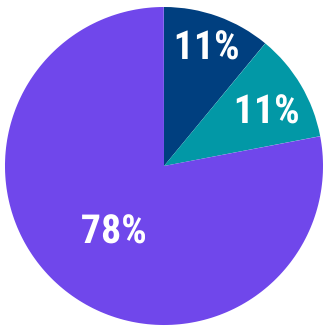


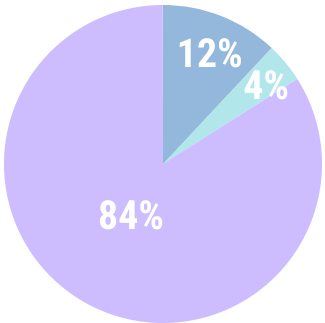


There have been modest improvements in this area compared to the previous year. Despite a slight decrease in positive results, the overall outcome is still considered favorable. Managers have demonstrated exceptional team building and collaboration skills within their respective teams.



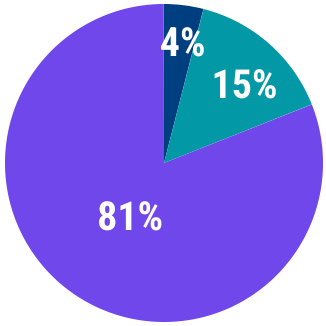
Managers encourage staff to share skills and abilities





Scan Me!

Manager has the expertise and ability to help our team succeed

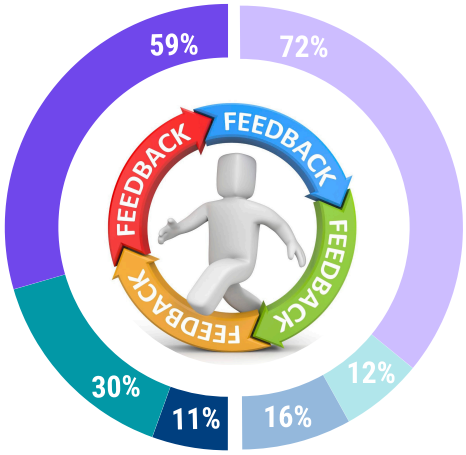


Legends

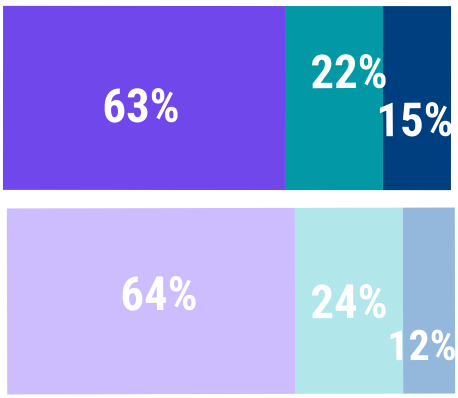
Always/Frequently	Occasionally	Never/Rarely
2023 2022	2023 2022	2023 2022

Performance Management

Managers provide regular constructive feedback



Managers provide sufficient training and development opportunities



The findings indicate a slight decline in the frequency of managers delivering regular constructive feedback to their employees over the past 12 months. However, there have been no notable fluctuations in the results regarding managers providing adequate training and development opportunities for their staff.

Scan Me!

Results from 2024

Do you understand how your performance is measured?

96% of employees said yes

84%

Findings in this area indicate that an increased number of employees have gained a better understanding on how their performance is evaluated, and there is a higher rate of employees who have undergone performance appraisals in comparison to the previous year. These observations imply that managers have diligently monitored their employees' performance over the past year.

56%

78% of employees said yes

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

Engagement

81%

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

Scan Me!

A significant proportion of employees expressed their willingness to endorse their workplace, indicating that they perceive the work environment as one that prioritizes employee well-being.

Legends

Always/Frequently	Occasionally	Never/Rarely
2024 2023	2024 2023	2024 2023

Overall Comments

Collaborative
Satisfied Infrequent Supportive
Efficient Transparent Motivated
Trsuting Regular Strategic
Clear Clear Open Honest Overburdened
Disengaged Integrity & Trust
Communication
Inconsistent Limited Micromanaging
Structured Planning Active Overloaded
Unmeasured
Fragmented
Inspired Engagement Positive
Overloaded

Supportive Reliable Constructive
Team-orientated Inclusive
Empowering

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.