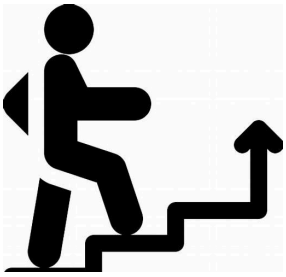
Leadership in the Public Service

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 the Ministry of Cultural Development

25%

- *This is 7 out of 24 In 2023, 9 out of 22 completed the survey.*

Color Legends

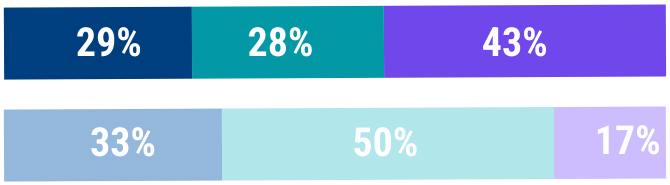
Always/Frequently	Occasionally	Never/Rarely
2024 2023	2024 2023	2024 2023

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?

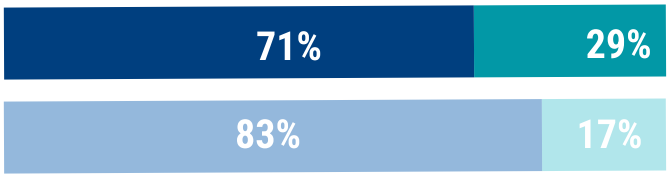
Communication

Managers ask for feedback/advice

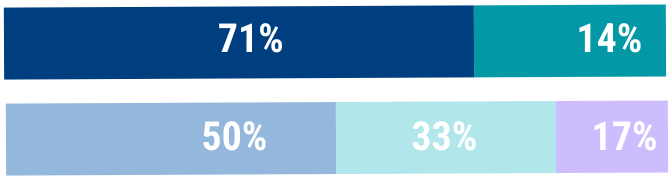
Managers hold regular one-on-one and team meetings



Managers work with the team to address concerns



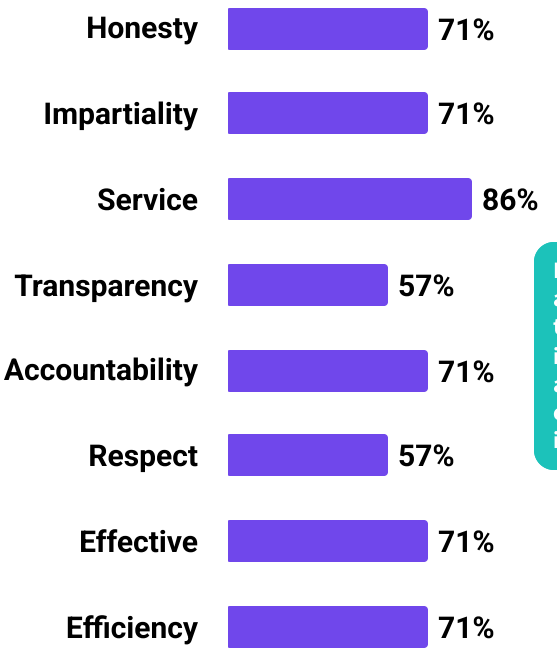
Managers keep team informed on key objectives



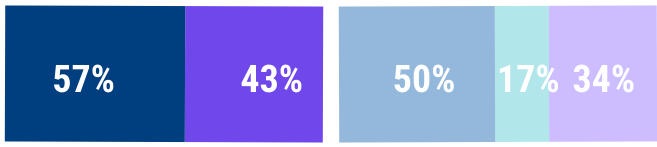
From 2023 to 2024, managers have significantly improved in keeping teams informed of key objectives and are seeking feedback more frequently, indicating a stronger focus on transparency and collaboration. However, the decline in regular one-on-one meetings and structured efforts to address team concerns suggests a need to reinforce direct engagement and support.

Integrity and Trust

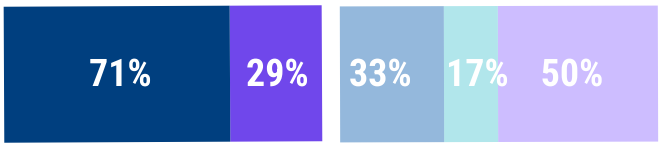
Values that align with Managers behaviors



Managers are responsible for their actions



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

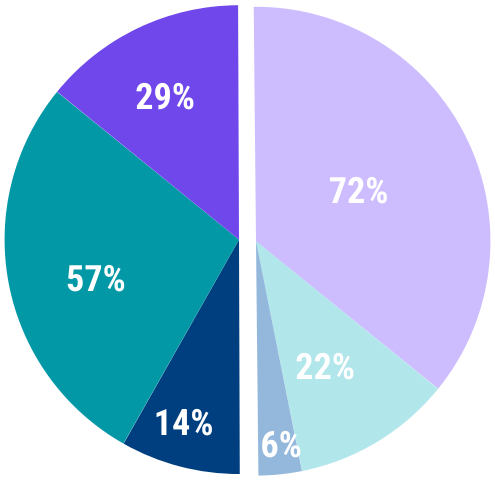


From 2023 to 2024, managers have made significant progress in aligning their behaviors with the PSC values, including honesty, transparency, and accountability. However, while there was a slight increase in managers taking responsibility for their actions, there was also a rise in instances where this occurred rarely or never, while employee trust in managers to discuss concerns has notably improved.

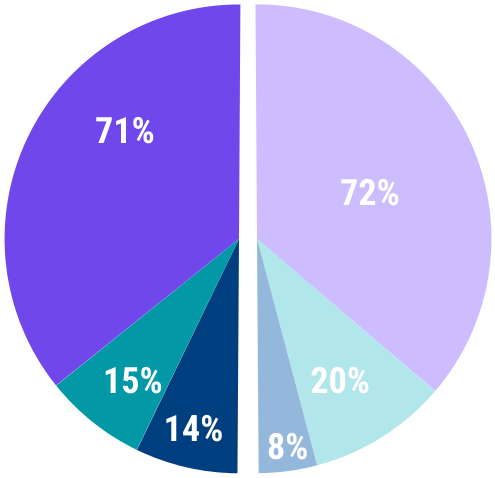
Legends

Planning

Managers create new methods for planning



Managers break down jobs into manageable tasks



From 2023 to 2024, managers have decreased their frequency of creating new methods of planning, with an increase in the occasional or rare occurrence of this behaviour. However, there has been a slight increase in the frequency of managers breaking down jobs into manageable tasks, indicating some improvement in task delegation.

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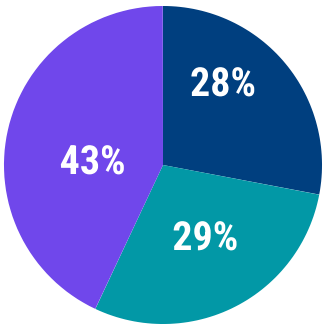
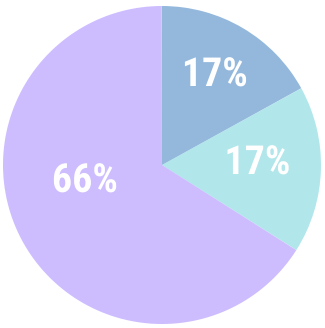
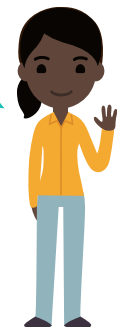
Teamwork/Collaboration

Managers support team building exercises

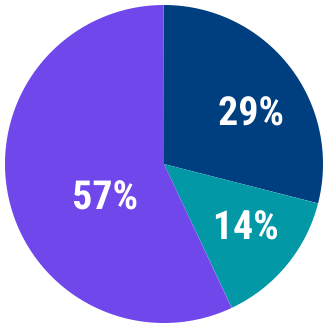




From 2023 to 2024, there was a significant decrease in the frequency of managers supporting team-building exercises, with more occasional instances and an increase in rare occurrences. Additionally, managers showed a decrease in encouraging staff to share skills and abilities, and in their expertise to help teams succeed, with more occasional responses and a notable rise in rare/never occurrences.



Managers encourage staff to share skills and abilities



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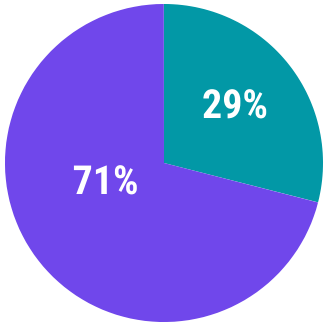
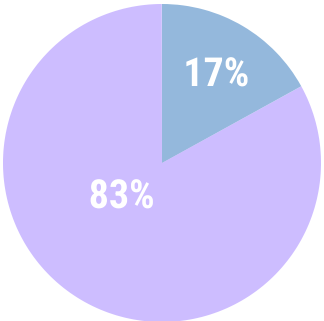
Manager has the expertise and ability to help our team succeed



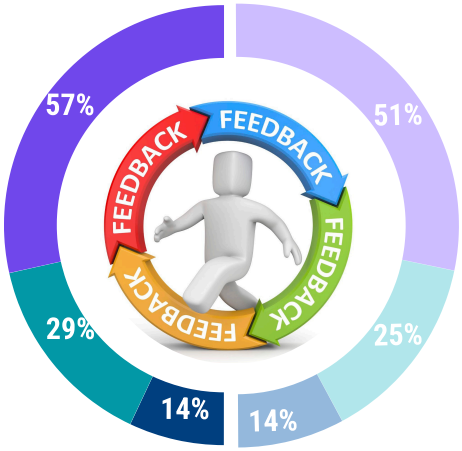


Legends

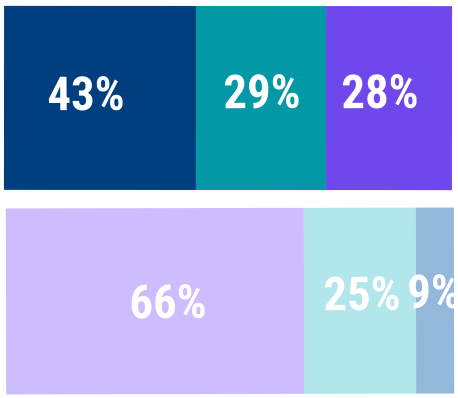
Always/Frequently	Occasionally	Never/Rarely
2023 2022	2023 2022	2023 2022

Performance Management

Managers provide regular constructive feedback



Managers provide sufficient training and development opportunities



From 2023 to 2024, managers slightly increased the frequency of providing feedback, with occasional instances also rising, while rare/never occurrences remained unchanged. However, there was a significant decrease in managers offering sufficient training and development opportunities, with a notable increase in occasional and rarely/never responses.

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*Note: number in the box indicates the difference of results from 2022.

Do you understand how your performance is measured?

86% of employees said yes

100%

From 2023 to 2024, the percentage of employees understanding how their performance was measured decreased from 100% to 86%, indicating a slight reduction in clarity. However, the frequency of employees receiving a performance appraisal remained consistent at 100%.

100%

100% of employees said yes

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

Engagement

29%

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

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From 2023 to 2024, employee engagement decreased slightly, dropping from 33% to 29%, indicating a decline in overall employee connection to the workplace.

Legends

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

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.