



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 Justice

64%



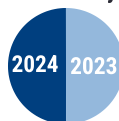
- This is 38 out of 59
Last Year MoJ did not meet the participation threshold of 25%

Color Legends

Always/Frequently

Occasionally

Never/Rarely



Regrettably, there are no results available from the previous year from MoJ 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

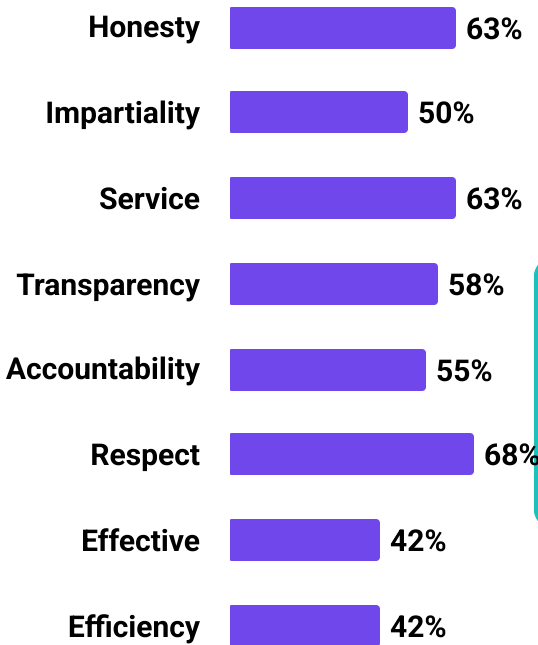


The majority of staff believe managers communicate effectively, with 39-50% stating it happens frequently/always, while 13-18% feel it occurs never/rarely. However, around 39% report that communication happens occasionally.

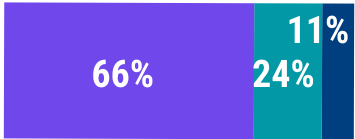


Integrity and Trust

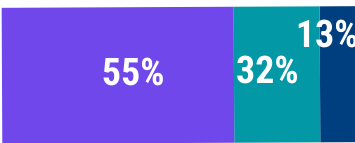
Values that align with Managers behaviors



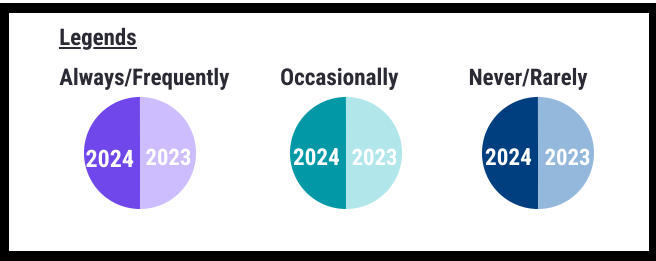
Managers are responsible for their actions



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

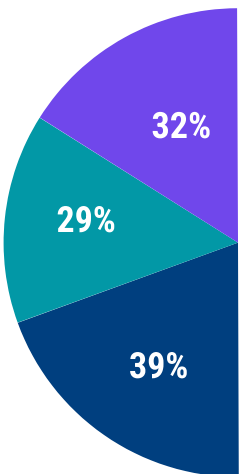


Most employees believe managers demonstrate integrity and are trustworthy, with 55-66% stating this happens frequently/always. However, 11-13% feel this occurs never/rarely, while 24-32% report it happening occasionally. Employees perceive managers as strong in values like respect (68%), service (63%), and honesty (63%), with good alignment overall. However, areas like effective and efficient management (42%) and impartiality (50%) show room for improvement.

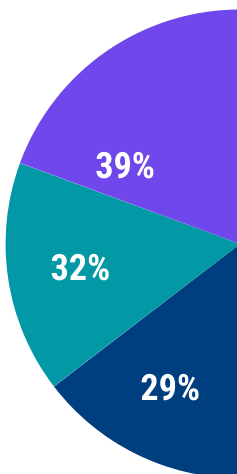


Planning

Managers create new methods for planning



Managers break down jobs into manageable tasks



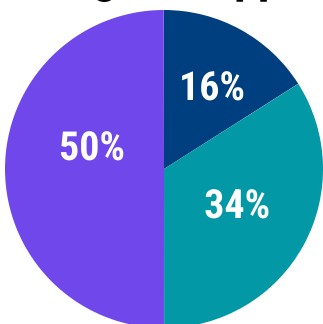
The responses suggest a mixed perception of managers' ability to create new methods for planning and break down tasks. While 32-39% of employees feel this happens frequently/always, a similar percentage (32-39%) feel it occurs never/rarely, indicating inconsistency in how these management practices are applied.

Scan Me!



Teamwork/Collaboration

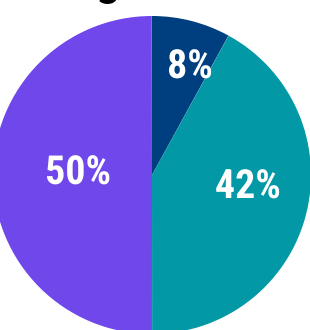
Managers support team building exercises



The results indicate that managers are generally viewed as competent in supporting teamwork and collaboration, with 50% of employees believing these skills are applied frequently/always. However, there is still room for improvement, as 34-42% report it happening occasionally, and 8-16% feel it happens never/rarely, suggesting some inconsistency in how effectively managers foster teamwork and utilize team-building opportunities.



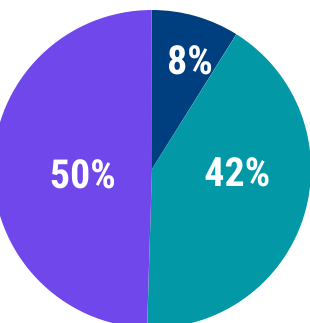
Managers encourage staff to share skills and abilities



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Manager has the expertise and ability to help our team succeed

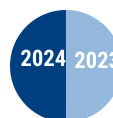


Legends

Always/Frequently

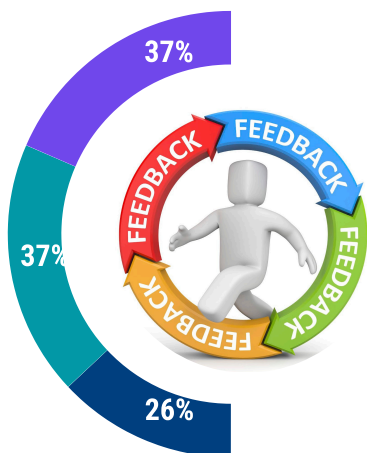
Occasionally

Never/Rarely



Performance Management

Managers provide regular constructive feedback



Managers provide sufficient training and development opportunities



The responses suggest that there is a notable gap in how managers approach performance management, with only 25-37% of employees reporting regular constructive feedback and sufficient training opportunities. A significant portion, 26-42%, feel that feedback and development opportunities are provided rarely or never, indicating a need for improvement in consistent and proactive performance management practices.

Scan Me!



Do you understand how your performance is measured?



82%
of employees
said yes

While most employees understand how their performance is measured (82%) and have received an appraisal in the last 12 months (89%), there may be gaps in the effectiveness of these appraisals. The earlier responses suggest that managers might not consistently provide ongoing feedback or development support, focusing more on formal evaluations.



89%
of employees
said yes

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



Engagement

53%

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



A 53% willingness to recommend the workplace suggests that while some employees feel a sense of belonging, there is room for improvement in fostering a more engaging and positive work environment.

Scan Me!

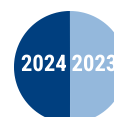


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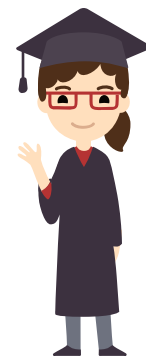
Never/Rarely





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.

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