



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 Transport

70%



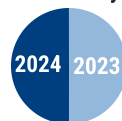
- This is 21 out of 30
In 2023, 28 out of 28 completed the survey

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?

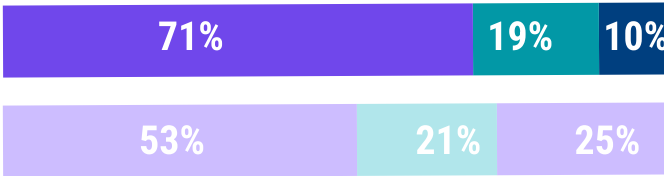


Communication

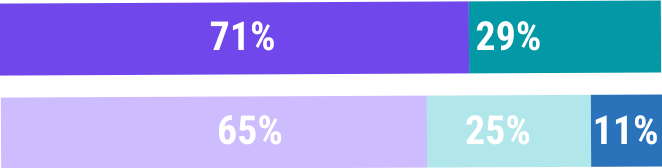
Managers ask for feedback/advice



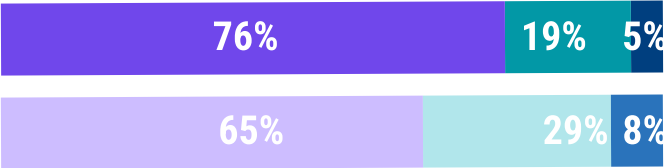
Managers hold regular one-on-one and team meetings



Managers work with the team to address concerns



Managers keep team informed on key objectives

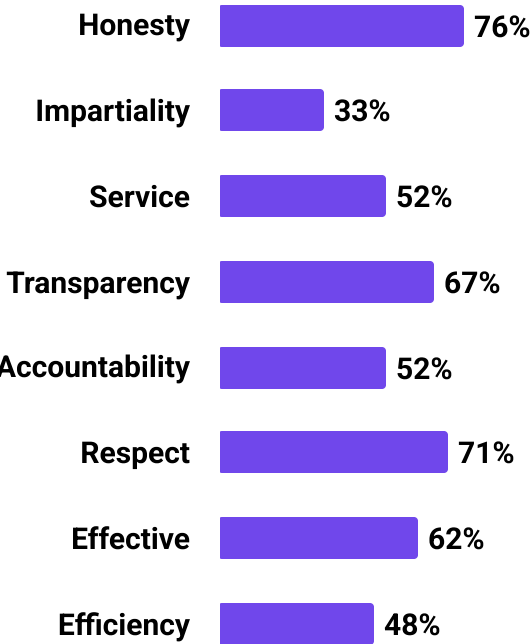


The survey results indicate a shift in managerial communication, with more structured updates and one-on-one meetings but less frequent solicitation of feedback, alongside a 30% drop in participation. This decline could suggest reduced engagement, survey fatigue, or a perception that feedback is less valued, highlighting the need to ensure communication remains both informative and relationship-focused.

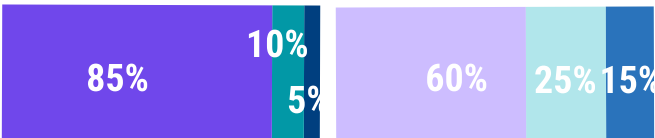


Integrity and Trust

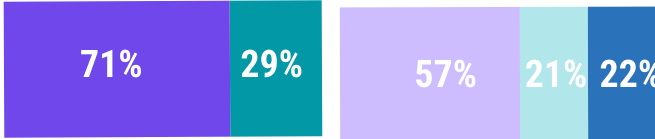
Values that align with Managers behaviors



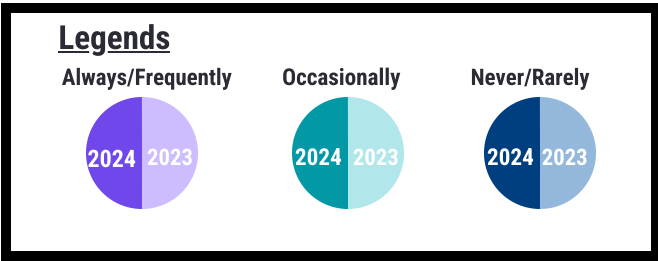
Managers are responsible for their actions



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

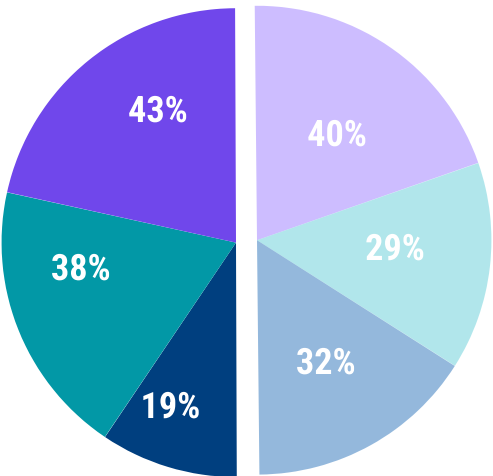


The results show an overall increase in the demonstration of core values—honesty, transparency, respect, and effectiveness—reflecting a stronger commitment to integrity by doing the right thing in the right way. Notably, there was a significant rise in managers taking responsibility for their actions and earning greater trust to address concerns, reinforcing the belief that trust is built through honesty, intent, competence, and results.

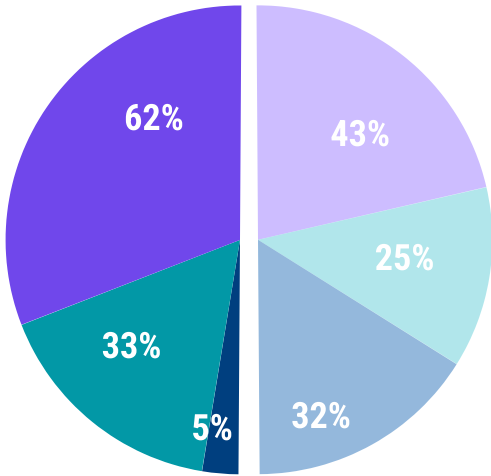


Planning

Managers create new methods for planning



Managers break down jobs into manageable tasks



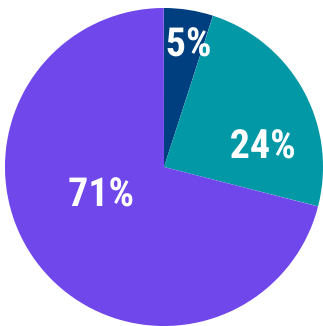
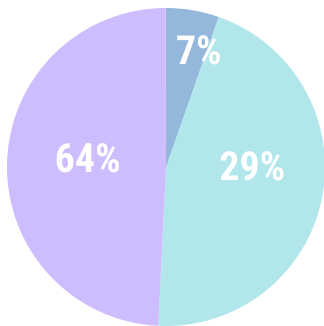
Operational workforce planning has improved, with a slight increase in managers developing new planning methods and a significant rise in breaking down jobs into manageable tasks. These improvements help streamline daily operations, enabling managers to create effective work schedules while ensuring employees clearly understand their responsibilities and maintain productivity.

Scan Me!



Teamwork/Collaboration

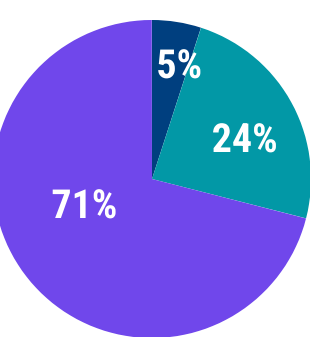
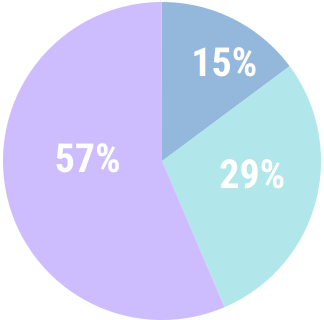
Managers support team building exercises



Teamwork and collaboration have strengthened, with an increase in managers supporting team-building exercises and encouraging staff to share their skills and abilities. As managers' expertise and ability to help teams succeed have significantly improved, this fosters a positive work culture that promotes innovation, job satisfaction, problem-solving, and the development of strong soft skills.



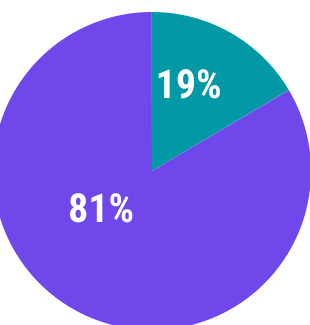
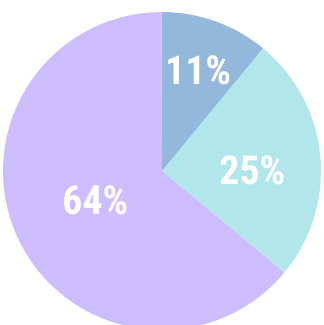
Managers encourage staff to share skills and abilities



Scan Me!



Manager has the expertise and ability to help our team succeed



Legends

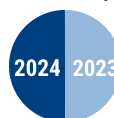
Always/Frequently



Occasionally

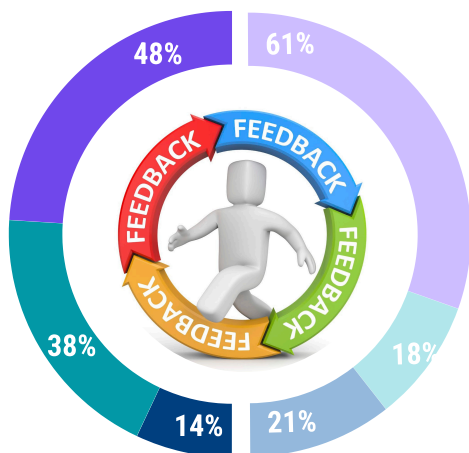


Never/Rarely

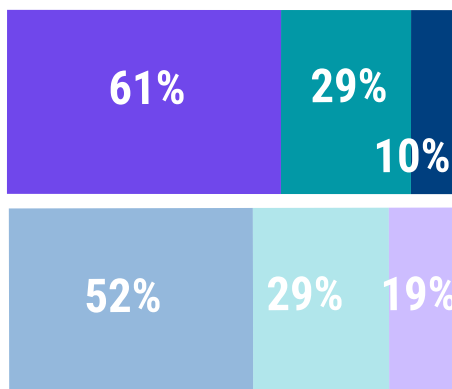


Performance Management

Managers provide regular constructive feedback

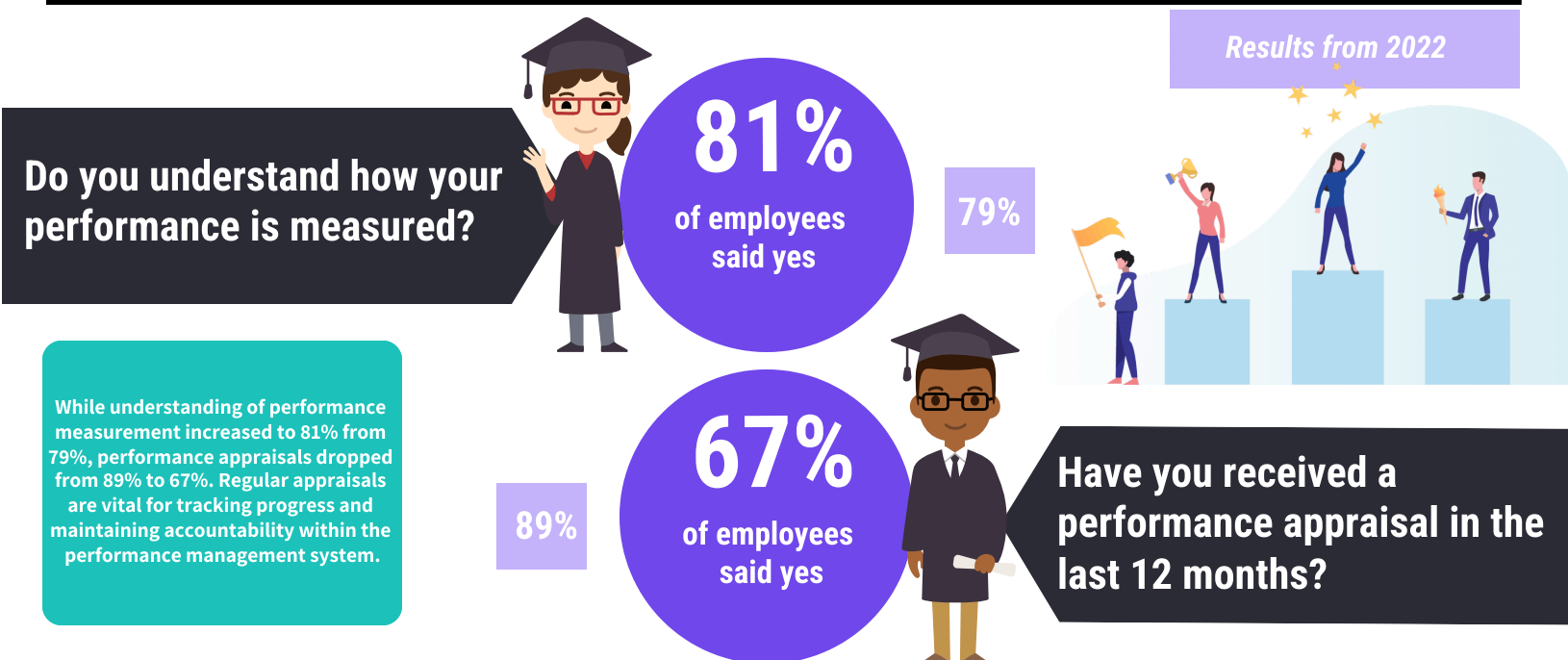


Managers provide sufficient training and development opportunities



While managers have increased efforts to provide training and development opportunities, there has been a significant decline in the frequency of regular constructive feedback. Building a strong learning culture through training helps employees develop skills and advance their careers, but balancing this with consistent feedback is essential to maintaining engagement and productivity.

Scan Me!



Engagement

52%



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

Scan Me!



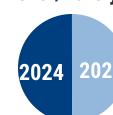
For organizations, it can be good for employee retention and employer branding. Online data shows that people who feel that they belong in a workplace have 34% higher intent to stay at their organization and are 67% more likely to recommend their company as a place for others to work.

Legends

Always/Frequently

Occasionally

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.

Kaveinga Arangatu | Public Service Excellence

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