



Cook Islands Police

Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou

Your Voice Should be Heard, Your Voice is Important

Health & Wellbeing Survey of the Public Sector

2022

The *Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou, Your Voice Should be Heard, Your Voice is important* survey is the 2022 Cook Islands Public Sector's employee engagement survey focusing on the Health & Wellbeing of Public Sector employees and was launched on Tuesday 7th June. The survey was open to all employees from 28 Public Sector Agencies for two weeks, closing at 12am on Monday 20th June. The survey was conducted through Survey Monkey and was made available to all Public Sector employees through an email link.

It is envisioned that the individual Agency results and information provided from this survey can be used to drive policy change, make improvements to workplace culture and give Public Sector leaders a better understanding of the health & wellbeing of their employees. The survey results provide agencies with a snapshot of how employees see their workplaces, including views on: Employee engagement and job satisfaction, Public Sector ethics and culture, Communication, Inclusion, Workload and Motivation, Fairness and respect and Job demands, Resources and support.

This is a 'new look' survey and was redeveloped to be more user friendly, more focused, shorter and to encourage participation across the sector. Participation rates in previous years in the Employee Engagement Survey have been consistently low compared to the number of employees. After some research, and in consultation with a statistician it was determined that there were a number of changes that could be made to help increase participation numbers and provide the sector with a more concentrated set of data and reporting mechanism. The first change was eliminating a large number of questions required to be answered and focus on one area, and for this survey "Health & Wellbeing" was selected, unlike the previous survey that had a number of areas that it covered. This shortened the survey significantly and in turn the time it took to complete. Another change was to improve the level of confidentiality in the survey, so many of the 'identifier' questions were removed, leaving only the Agency an employee worked for, which improved the level of privacy and confidentiality significantly. Finally, another consideration was the reporting of the data collected. With the previous surveys, reports were downloaded straight from the survey platform website, Survey Monkey, and were very large and not very user friendly due to the amount of questions and the limited formatting options available. It was very time consuming to provide any kind of analytical report but with a more focused approach it allows for a report to be produced that is more succinct and should assist management to easily identify issues.

The lack of 'identifiers' means that demographic information is not able to be produced for this report. It is recognised that it is important for agencies to understand the demographics of their employees and this information will be available in the individual agency survey reports and under development is a sector wide demographic dashboard that will be launched on the OPSC website in August and updated at regular intervals.

A total of 412 employees participated in the survey. Of those who participated, 41 did not select which Agency they were employed with. The 412 respondents number does not include the 59 employees from the Pa Enea who participated in a shorter, mobile friendly version of the survey in an effort to make the survey more accessible. A separate report will be produced for the Pa Enea results. Work is underway at OPSC to develop a second survey which will seek feedback from employees on the management and leadership of the Public Sector. This is due to be launched in October 2022 and will contribute towards the Mid Year Review process for the 14 Government Ministry's. The response rates were too low overall to infer the result to the entire Public Sector population and is a snapshot of the opinions of the 412 that responded. In order to get a more accurate picture of the realities of working in the Public Sector and be able to track trends over time a higher participation rate is needed for future surveys.

In our endeavours to be more transparent for the purposes of improving performance, accountability and the service delivery to the public this report will be made available to all Public Sector employees .

About the Report

The *Tō'ou reo, kia 'akarongo' ia, ei puapinga nō'ou, Your Voice Should be Heard, Your Voice is important* survey has been designed to support Public Sector agencies to build positive workplace cultures with integrity and that reflect the Public Sector values of Honesty, Impartiality, Service, Transparency, Accountability, Respect, Effectiveness and Efficiency.

The survey results provide agencies with a snap-shot of how employees see their workplaces, including views on:

- Employee engagement and job satisfaction
- Employee wellbeing
- Public Sector ethics and culture
- Communication
- Diversity and inclusion
- Workload and Motivation
- Fairness and respect

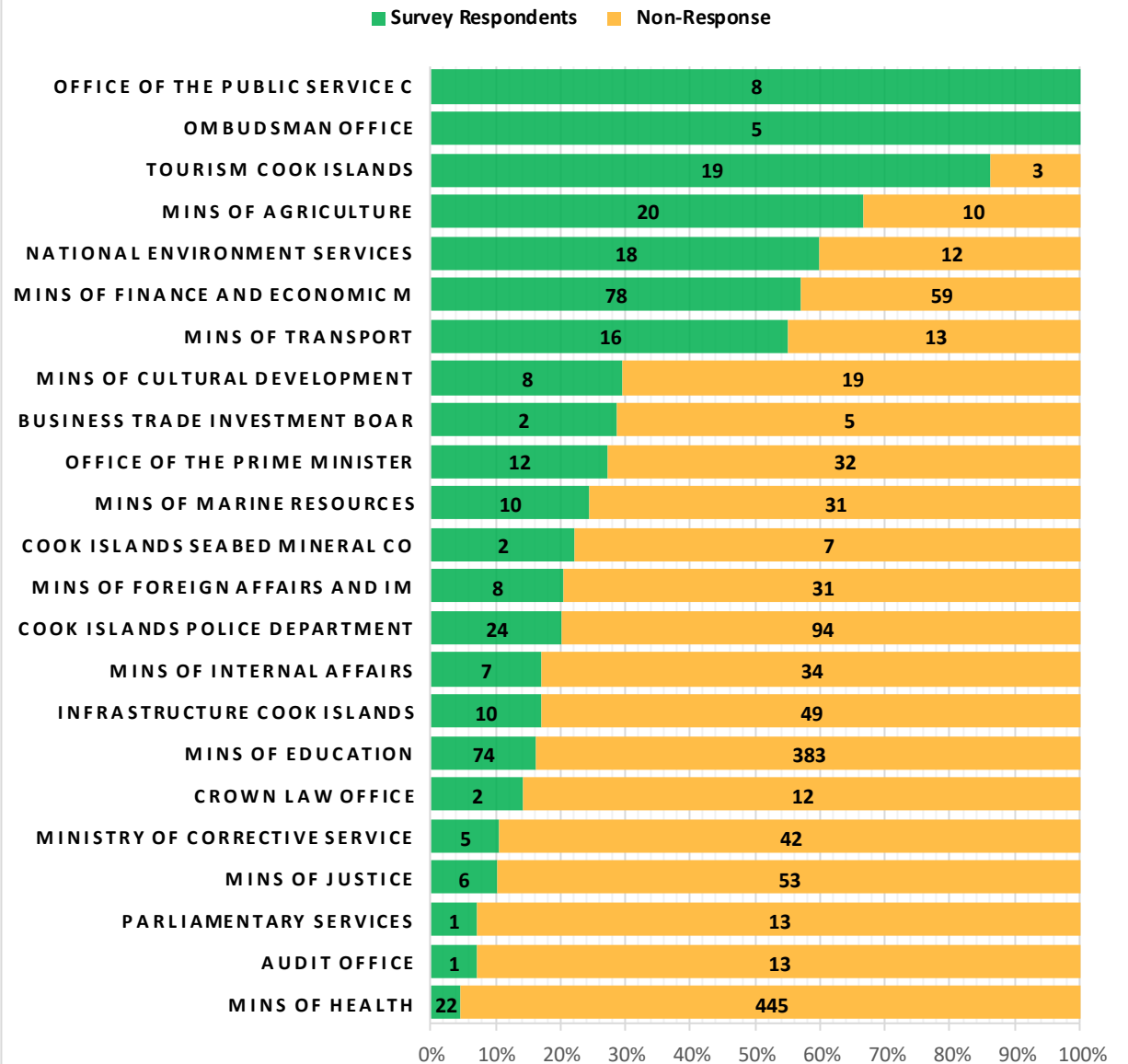
Agencies can use the results to determine how to improve the workplace for their employees.

Each report contains a summary of the data results and a summary of the participants comments. If the report contains no summary of comments it is because no comments were given.

This year you will also see:

- Public release of the 'Survey Snapshot Report', which provides data results from all of the agency employees who participated.
- Demographic and survey information made available on the OPSC website, and
- A second employment engagement survey launched in October focusing on leadership and management.

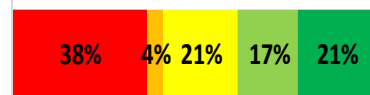
PROPORTION OF AGENCY RESPONDENTS



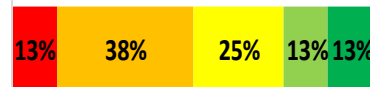
ETHICS AND CULTURE

■ Never ■ Rarely ■ Occasionally ■ Frequently ■ Always

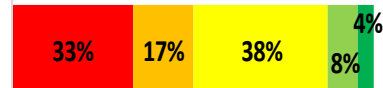
AS A PLACE OF EMPLOYMENT I WOULD RECOMMEND MY WORKPLACE TO CLOSE FRIENDS OR FAMILY.



THE CULTURE OF MY WORKPLACE IS POSITIVE AND MOTIVATING.



IN MY WORKPLACE ALL PEOPLE ARE TREATED FAIRLY.



MY AGENCY'S ACTIONS ALIGN WITH THE PUBLIC SECTOR VALUES OF HONESTY, ACCOUNTABILITY, IMPARTIALITY, RESPECT, SERVICE,...



The ratings selected for the statement, 'as a place of employment I would recommend my workplace to family and friends', shows that 42% of respondents would Never or Rarely recommend with a lesser number, 38% selecting the opposite of Always or Frequently. The comments provided also showed a mixed response with some who would highly recommend, to those who felt that the unhealthy culture would not prompt them to recommend.

Whether an employee will give recommendations to friends and family to apply for a role in an organisation is a good gauge of organisational, team, and work engagement levels. Management would be recommended to look at the other indicators from this survey for where improvements could be made to increase a more positive response for both these statements.

The next two statements are looking at employees thoughts and perceptions on fairness, positivity and motivation. The results showed a lower number of respondents selecting from the higher end of the ratings of Always or Frequently. This could indicate high levels of dissatisfaction and disengagement.

In addition, management should be concerned with the large amount of employees who chose at the lower end of the rating scale and look to ways to promote a more positive and motivating environment.

Feeling valued at work increases more than just an employee's job satisfaction. The influence of recognition and appreciation has a profound impact on the entire organisation.

The first step to improving positivity in the workplace is to identify any glaring negatives such as employees feeling undervalued, unacknowledged, or a lack of connectivity and being part of a team. Using the results of this survey to help identify negatives and then developing and implementing strategies to reduce those negatives will help with staff motivation and engagement in their work.

Just 30% of participants felt that the Agency's actions aligned with Public Sector values, while 38% chose that this happened Occasionally. The remaining 33% selected Never or Rarely. These results would indicate a need for training in Public Sector values and how that corresponds to the work and personal life of Cook Islands Police management and employees. If employees are feeling they are not always treated fairly or working in a positive and motivated environment they are much less likely to feel that their employer or Agency reflects the values that it promotes.

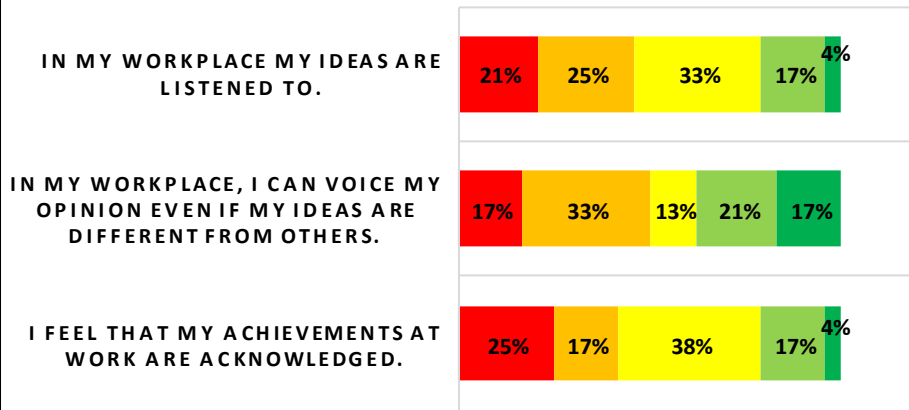
Some tips for motivating staff are:

- Say "Thank You"
- Communicate the big picture
- Show trust in your staff
- Give staff a voice
- Provide opportunities to upskill
- Offer a clear progression path
- Create a welcoming work environment
- Be aware of your management style
- Refresh your performance reviews
- Ask employees for feedback

For further information go to <https://www.hays.net.nz/employer-insights/management-issues/how-to-motivate-employees>

COMMUNICATIONS

■ Never ■ Rarely ■ Occasionally ■ Frequently ■ Always



Appreciation in the workplace:

- Improves employee engagement. When leaders fail to recognize and appreciate their people, employees are 42% less likely to be engaged.
- Boosts productivity. There is an 18x increase in the probability of great work when employees are recognized at work.
- Strengthens company culture. Employee recognition has a tremendous impact on the six essential elements of a thriving organizational culture.
- Helps to retain employees. Consistent appreciation and recognition can add 3.5 years to an employee's tenure.
- Impacts bottom line results. Organisations that practice recognition effectively are 12x more likely to have strong business results like increases in shareholder return. Reference www.octanner.com/insights/articles

The results in this section show that a significant number of employees are feeling they are not being listened to, combined 79% selected Never, Rarely or Occasionally and in addition 80% selected the same ratings, when asked if their achievements at work are acknowledged, add to this the comments for these provided for these two statements, which reflected a lack of acknowledgement, team work, and a level of favouritism, would all indicate a need for change within the culture and management styles to improve the work environment for employees. Some did comment that efforts were being made to improve and work on implementing new initiatives.

Other comments for these statements showed that there are some employees who feel that employees only have a voice if you are in management, and can give opinions and feel listened to, but if you are not management, the feeling is that you can not, or should not give opinions. This was either because of the culture of the Police, where you should follow instructions always without question, or they do not feel comfortable or safe to do so. An element of favouritism was mentioned where it depended on who you are as to whether you were able to give an opinion or feel listened to. Others felt the opposite and felt listened to and acknowledged by their Manager.

Not all ideas are able to be implemented and management should be open to the sharing of ideas but also to explaining and providing feedback to an employee/s as to why the idea has not been adopted.

Some ideas on how to show your employees you are listening:

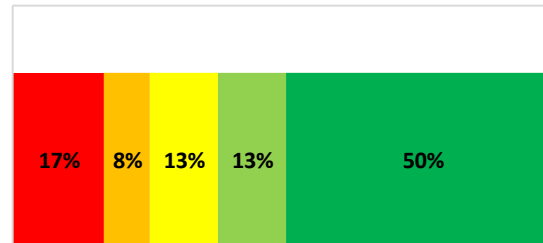
- Let employees speak
- Make listening a priority
- Prepare for the good and the bad ideas
- Make engagement part of the process
- Take action
- Follow-up is vital

Reference www.achievers.com/blog/how-to-show-your-workforce-that-youre-really-listening/

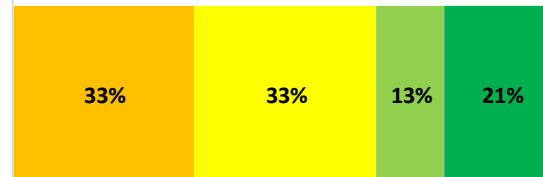
WORKLOAD AND MOTIVATION

■ Never ■ Rarely ■ Occasionally ■ Frequently ■ Always

I LOOK FORWARD TO COMING INTO WORK EACH DAY.



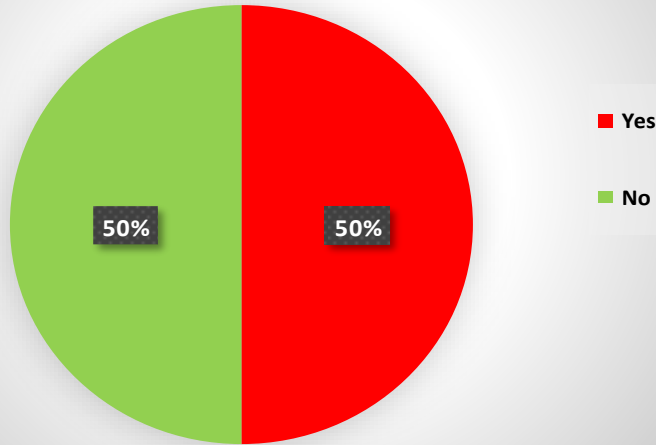
I AM ABLE TO CARRY OUT MY ROLE WHILE MAINTAINING A HEALTHY WORK/LIFE BALANCE.



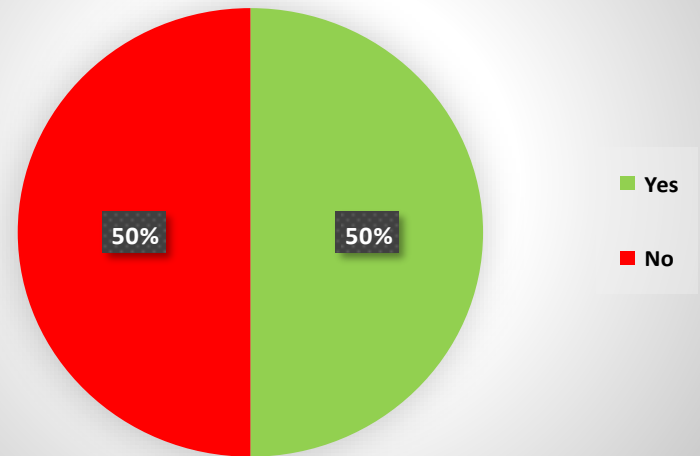
Respondents when asked whether they looked forward to coming to work each day responded with 63% selected Always or Frequently and a much smaller number, 25% selected Never or Rarely. Comments again mentioned a unhealthy culture work pressures and overtime as reasons for not looking forward to work, while others mentioned their love for the job, loyalty and a good support system in place.

Maintaining a healthy work/life balance is an important factor in our modern day lives and respondents selections showed that 66% felt this was achieved for them Rarely or Occasionally. Comments reflected those from the previous statements of work pressures and overtime, though it was felt that there was work being done in this area to help employees achieve a better work/life balance.

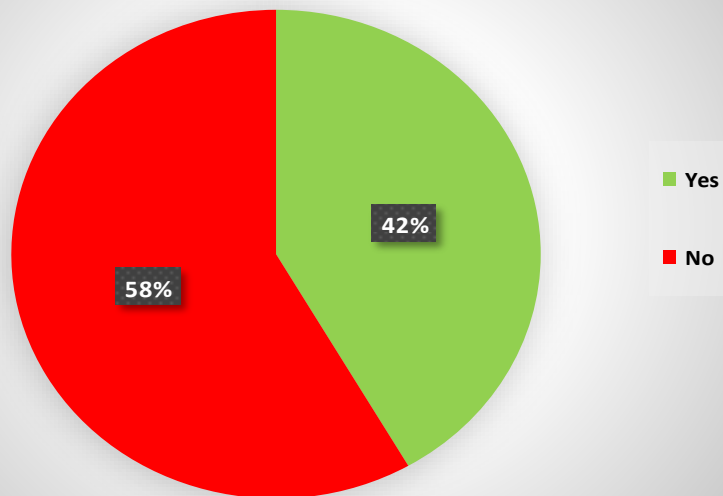
In the last 12 months have you experienced a dispute or conflict in your workplace?



Was your dispute or conflict resolved within one month?



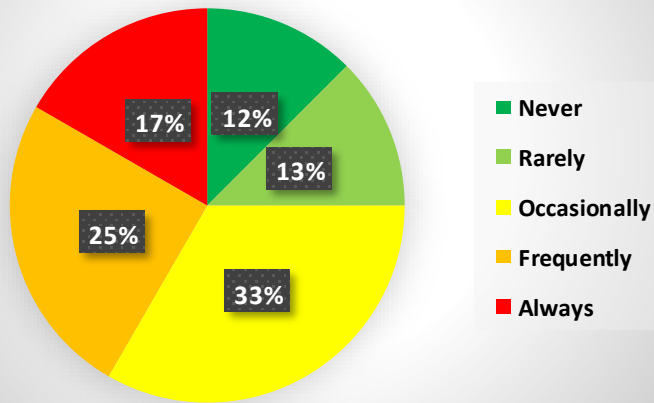
Was the dispute or conflict resolved fairly?



Summary of Results

While 50% of respondents said that they had experienced a dispute or conflict in the last 12 months, half of those felt that it had been resolved within one month and 42% felt it was resolved fairly. So the results would indicate that some work needs to be done in the area of conflict resolution by management. Disputes and Conflicts in the work environment are difficult to eliminate completely and the results would indicate that some management staff do have skills in conflict resolution. There is still a gap though and management might benefit from training. There is a list of free online training websites which have a wide selection of courses provided, including conflict resolution and management in the conclusion section of this report.

In the last 12 months I have you thought about leaving my workplace



Summary of Results

The ratings of Never, Rarely and Occasionally combined was given by 58% of respondents with the remaining selecting Frequently and Always. The reasons for why employees choose to leave is not always negative, it can be for retirement, personal or family reasons, travel and training. Similarly the reasons employees choose to stay is not always clear and does not always reflect that they are happy and engaged employees. These results need to be considered in conjunction with the report results as a whole.

The comments given for this question encompassed poor leadership, favouritism, lack of team work and low salary.

Conclusion

Cook Islands Police had 24 employees participate in the survey, which equates to 20% of CIP employees. A relatively low number and as a result this report provides a small 'snapshot' of the Health & Wellbeing of its employees. For results that more accurately reflect the level of employee engagement, management should be promoting the importance of engagement surveys that are asking questions and seeking comments from employees regarding the health and wellbeing of not only them as an individual, but also the Agency as a whole. Management needs to show that they are interested in what employees have to say, are motivated to drive change and provide a healthy and productive workplace culture.

Non-participation in employee surveys is often an indicator of dissatisfied and unengaged employees who do not see any benefit from completing a survey.

The results highlighted in the report should be considered as 'points of action' and where management work together to identify how and what can be done to increase the number of employees participating and selecting Always or Frequently in the future.

Improving the wellbeing of employees leads to higher level of engagement and productivity, which again leads to better health, wellbeing and satisfaction with work.

Research suggests that employees who report high levels of wellbeing are more likely to:

- Be more creative
- Be more productive
- Provide better customer service
- Report more positive interactions with their managers
- Be more confident to speak up
- Be more satisfied with their job, career development and work-life balance
- Be more engaged.

Training Resources

Coursera is an online learning website that partners with more than 200 leading universities and companies to bring flexible, affordable, job-relevant online learning to individuals and organizations worldwide. They offer a range of learning opportunities—from hands-on projects and courses to job-ready certificates and degree programs. Coursera offers free online training courses as well as those with a fee. Coursera for Business provides courses for transformative skill development solutions for empowering teams with the high-impact skills that drive innovation, competitiveness, and growth. They also offer Coursera for Government which helps governments and organizations provide in-demand skills and learning paths to new jobs for the entire workforce, and implements national-scale learning programs. www.coursera.org

edX Open Courses offers online learning from world-class academic institutions and corporate partners, self-paced individual courses or multi-course programs to earn a certificate and typically take 2 to 6 weeks to complete. They are low cost, so organisations can affordably provision learning for teams or the entire organisation. www.edx.org/

Cook Islands Tertiary Training Institute offer two NZ Certificates in Business and Management. www.citti.edu.ck/courses/