



# 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

27%



• This is 618 out of 2308. 7% decrease from 2022.

Employees from the Office of the Public Service Commissioner

100%



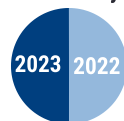
• This is 9 out of 9  
In 2022, 9 out of 9 completed the survey

#### Color Legends

Always/Frequently

Occasionally

Never/Rarely

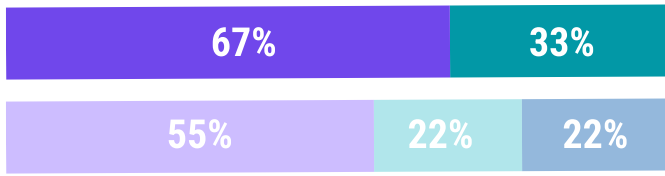


Dark shades = results from 2023  
Light shades = results from 2022  
This allows us to make comparisons between results from both years.  
Has your Ministry made improvements over the last 12 months?

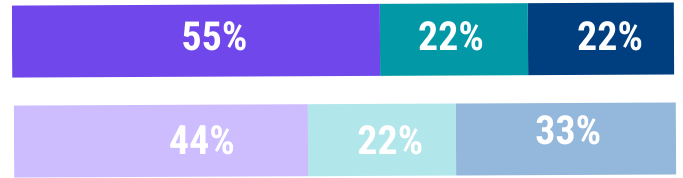


# Communication

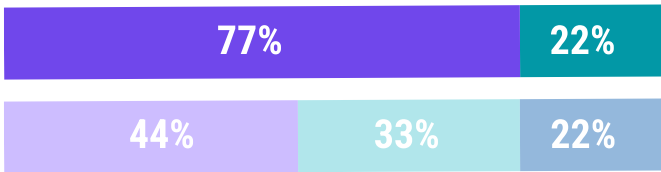
## Managers ask for feedback/advice



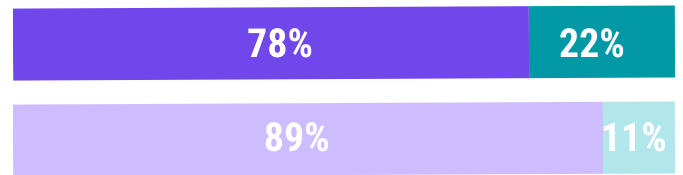
## Managers hold regular one-on-one and team meetings



## Managers work with the team to address concerns



## Managers keep team informed on key objectives

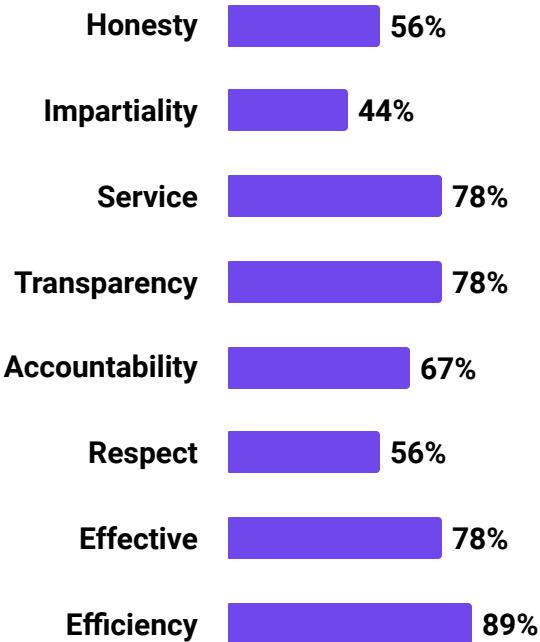


Good communication in the workplace ensures employees have the information they need to perform well, builds a positive work environment, and eliminates inefficiencies. Effective communication should accurately convey information while maintaining or improving human relationships.

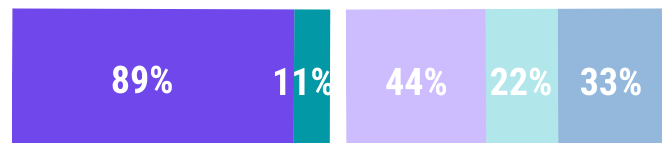


# Integrity and Trust

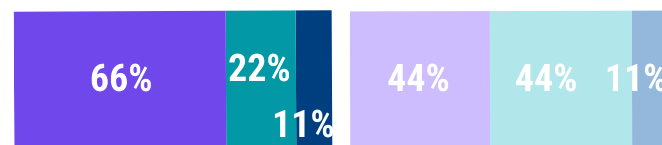
## Values that align with Managers behaviors



## Managers are responsible for their actions



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



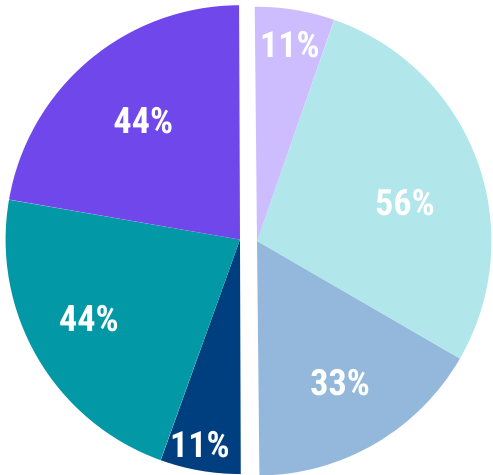
Integrity means doing the right thing in the right way; it means adhering to values strongly held. Trust is a belief that someone is honest and credible; trust is earned by being honest, having a positive intent, having strong competencies, and a track record of results.

**Legends**

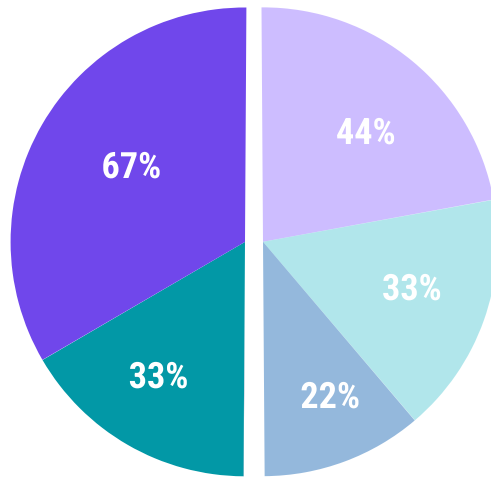
Always/Frequently	Occasionally	Never/Rarely

# Planning

## Managers create new methods for planning



## Managers break down jobs into manageable tasks



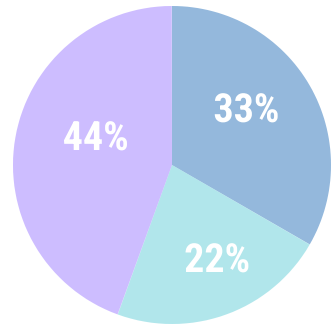
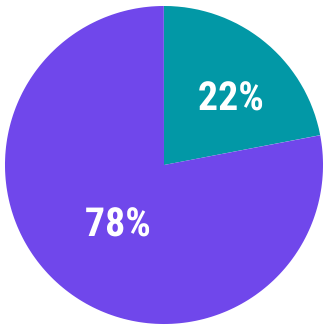
Operational workforce planning focuses on individual planning in an effort to streamline daily employee operations. It's often beneficial in helping managers develop daily work schedules for employees and assisting employees in understanding their responsibilities and maintaining productivity throughout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

Scan Me!



# Teamwork/Collaboration

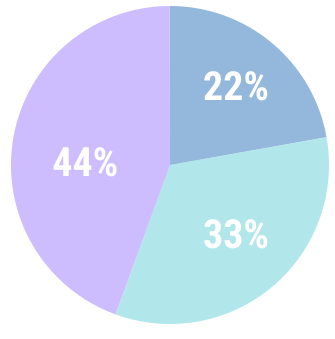
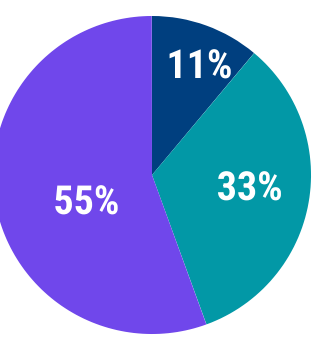
## Managers support team building exercises



Combined, teamwork and collaboration can foster a healthy work culture and environment where teams of individuals can achieve goals through powerful skills and effective work. Collaborative teamwork can promote innovation, increase job satisfaction, find solutions to resolve problems and develop excellent soft skills



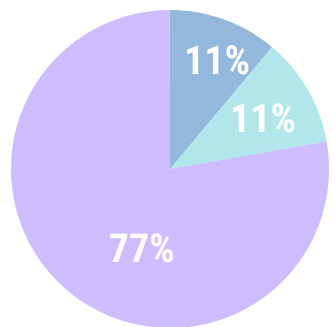
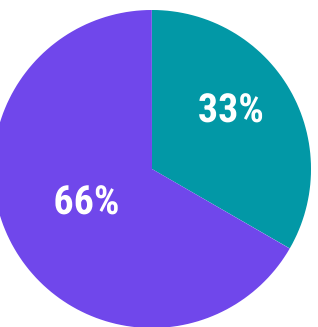
## Managers encourage staff to share skills and abilities



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## Manager has the expertise and ability to help our team succeed

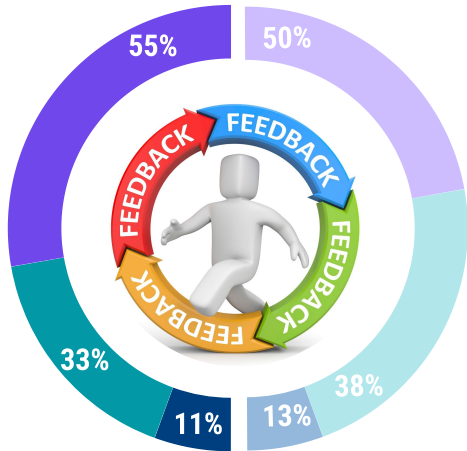


**Legends**

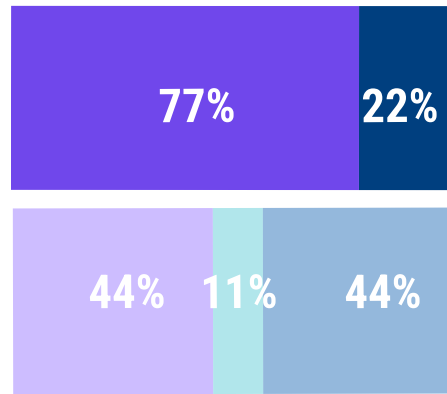
Always/Frequently	Occasionally	Never/Rarely
2023 2022	2023 2022	2023 2022

# Performance Management

## Managers provide regular constructive feedback



## Managers provide sufficient training and development opportunities



When you offer employees training opportunities for personal and professional development, you build a learning culture that benefits the entire organization. Workers can develop a range of skills to achieve their career goals while you benefit from increased employee engagement and productivity.

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## Do you understand how your performance is measured?



89%  
of employees  
said yes

89%

Results from 2022



66%

100%  
of employees  
said yes



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

Performance appraisal is a process for evaluating and documenting how well an employee is carrying out his or her job. It is part of a company's performance management system. Performance appraisals are based on the employee's progress against goals set once a year with his or her manager

# Engagement

66%



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

