

EMPLOYEE HEALTH AND WELLBEING SURVEY

Te Marae Ora - Overview Report

PRESENTED TO

Te Marae Ora

PRESENTED BY

Office of the Public Service
Commissioner

Te Puna Vai Mārama

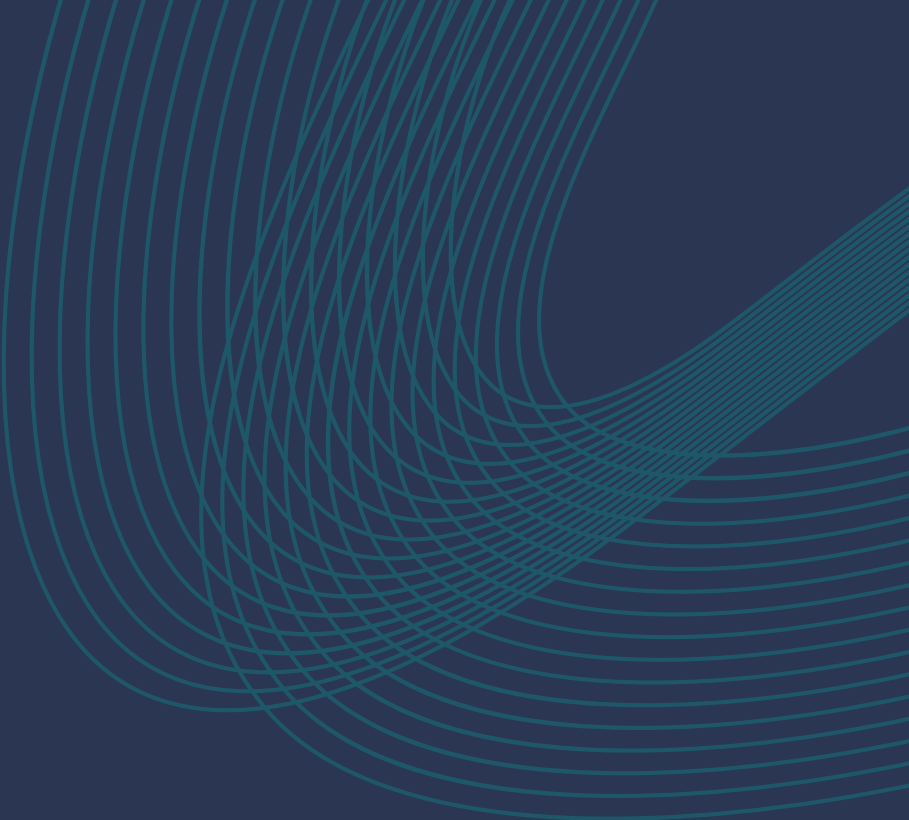


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SUMMARY

The Health & Wellbeing Employee Engagement Survey is designed to support Public Sector agencies to build positive workplace cultures that reflect the Public Sector values of Honesty, Impartiality, Service, Transparency, Accountability, Respect, Effectiveness and Efficiency.

The first survey was launched on 7 June 2022 and this year it was launched on 14 May 2025. The survey results provide Agencies with a snapshot on employee satisfaction and workplace culture. In total, including the Pa Enea, 835 employees participated.

Only agencies that have a response rate of 25% or higher receive individual reports. In survey reporting particularly for workplace health and wellbeing a minimum of 5-10 respondents are typically considered necessary to preserve confidentiality and avoid deductive disclosure (i.e., being able to guess who said what). In line with internationally recognized confidentiality standards (e.g. U.S. Office of Personnel Management, Australian Bureau of Statistics, NZ Ministry of Education), individual agency reports are also only provided for agencies that have both a response rate greater than or equal to 25% and have at least 10 respondents per agency to avoid any risk of identifying individuals.

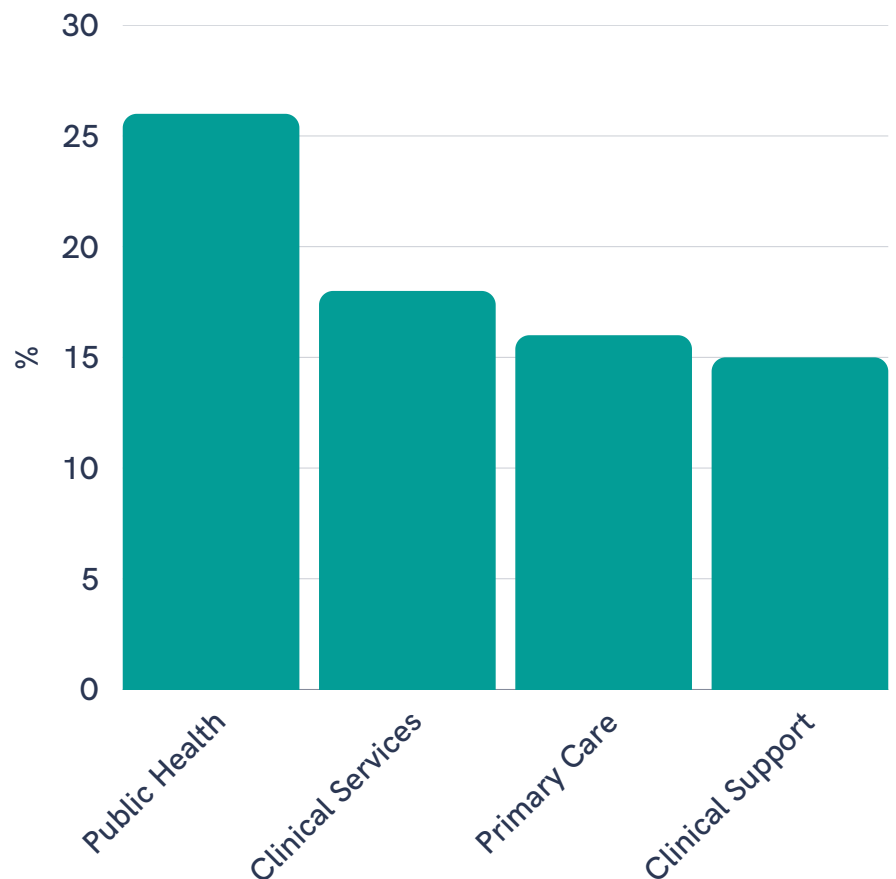
KEY DEMOGRAPHICS

Total staff: 356

Respondents: 96 (27%) response rate

Largest divisions represented

While these proportions show the share of responses per division, they do not reflect the actual size of each division. The proportions relate to the level of survey engagement (larger proportions = higher engagement with the survey) it does not reflect the number staff in each division.



WORKPLACE VALUES AND CULTURE

Values and Culture	Always	Frequently	Occasionally	Rarely
Reflection of Public Sector Values ¹	16%	42%	40%	2%
Work-life balance ²	20%	39%	31%	10%
Idea Acceptance ³	2%	41%	40%	17%

¹Reflection of Public Sector Values: How well do your agency's actions reflect the core Public Sector values of honesty, accountability, impartiality, respect, service, transparency, effectiveness and efficiency?

²Work-life balance: To what extent are you able to carry out your role while maintaining a healthy work/life balance.

³Idea Acceptance: How often do you feel that your ideas are accepted in the workplace?

WHAT SUPPORTS WORK-LIFE BALANCE?

Top strategies used by staff:

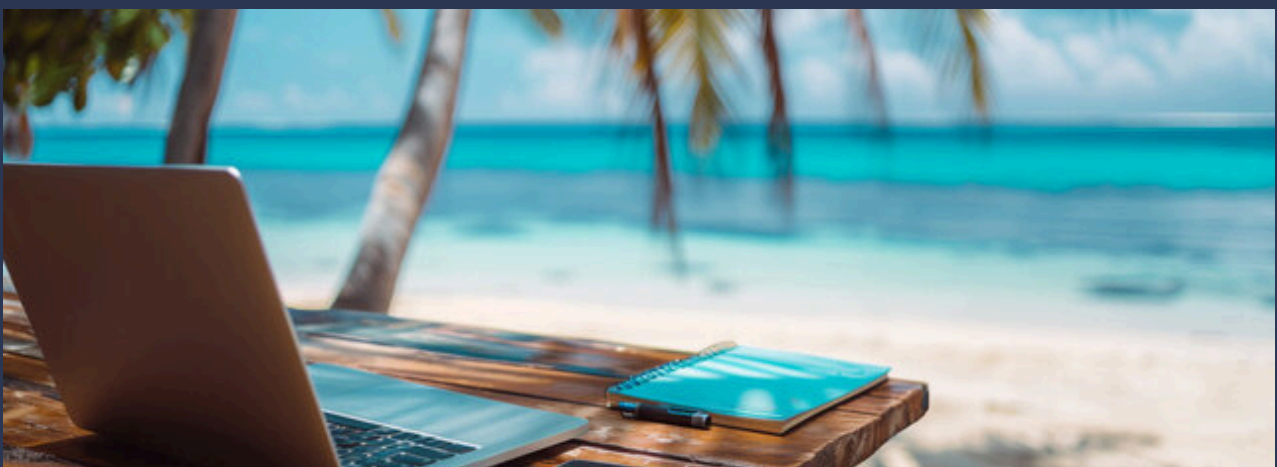
- Time management, exercise, family time, clear work hours, communication, and spiritual practices.

Agency initiatives mentioned:

- Flexible work arrangements (e.g., rostering, remote work)
- CPD and wellness activities (e.g., sports, retreats)
- Paid overtime
- Support for leave and cultural obligations
- Health resources (e.g., gym, counselling, healthy food)

Gaps identified:

- Inconsistent access to wellness programs
- Limited communication and recognition
- Some staff unaware of available support
- Heavy workload. Often have to take work home to meet deadlines.
- The lack of human resources



BARRIERS TO WORK-LIFE BALANCE

Top Challenges

- 01 Heavy Workload
- 02 Lack of resources
- 03 Unclear roles
- 04 Limited manager admin work
- 05 Long hours

SUGGESTED IMPROVEMENTS

The most commonly desired supports
for improving work-life balance are:

01

**Better
workload
management**

Having other staff members to share/delegate responsibilities to; working jointly on projects. Staff to have clear roles and not dual responsibilities

02

**More support
from
management**

MOH Personnel Policies and Procedures Manual

03

**Flexible
working
hours**

Being flexible with start and finishing times. If work is complete be more lenient with staff without a paycut

04

**Mental health
and well-
being
initiatives**

Have a mental health leave/day off, staff retreats

Additionally, several respondents offered unique suggestions under "Other," including better remuneration, remote work options, team bonding activities, improved communication, and access to proper tools and staffing. A few individuals noted that they already have a good work-life balance or had no suggestions for improvement. Studies have shown that flexible work arrangements can improve job satisfaction and reduce burnout (Allen et al., 2013), but only when combined with management support and equal access across teams. Recognition and team cohesion are consistently linked to higher employee engagement (Deci & Ryan, 2000), but tokenistic efforts without authentic action may backfire or be seen as insincere.

WORKPLACE SENTIMENT

	How often would you recommend your workplace to others	How often have you thought about leaving your workplace
Always	28%	22%
Occasionally	44%	43%
Rarely	28%	20%

Disputes

28%

Of the employees that took part in the survey have experienced an Employment dispute in the past 12 months.

Grievances

27%

Of the employees that took part in the survey have experienced a Grievance in the past 12 months.

54%

Of disputes were resolved within 1 month

78%

Of grievances were resolved within 1 month

FINAL COMMENTS

Mental Health: Need for mental health leave and holistic care

“It will be nice if the government can implement a mental health leave or day off”

Staffing: Concerns about burnout and recruitment delays

“Recruitment process is too lengthy. The current staff are overloaded and burnt out. Too many responsibilities are given to every staff.”

Leadership: Mixed feedback on management support and fairness

“Fair treatment between managers and staff. There is political interference in the workplace.”

Pay & Recognition: Calls for salary reviews and fair recognition

“Be paid higher for the amount of work we do especially with less staff members on the team. Adjust tax for overtime work. Cost of living is becoming too high.”

Communication: Desire for clearer grievance and reporting systems

“We need a better system to address grievances in the workplace. TMO channel of communication/reporting is confusing and frustrating.”

Other suggestions:

“Review the organizational structure, conduct refresher ethics training, promote healthy food policies at government functions.”

DISCLAIMER FOR INCLUSION IN REPORT

This report is based on responses from 96 staff from Te Marae Ora, representing approximately 27% of the Ministry's total workforce. While this meets the thresholds for confidentiality and reporting, it is important to note that the results may not fully reflect the views and experiences of all staff across the Ministry. Caution is advised when generalising these findings to the entire agency, and results should be interpreted as indicative rather than definitive.

