

EMPLOYEE HEALTH AND WELLBEING SURVEY

Infrastructure Cook Islands -
Overview Report

PRESENTED TO

Infrastructure Cook Islands

PRESENTED BY

Office of the Public Service
Commissioner

Te Puna Vai Mārama

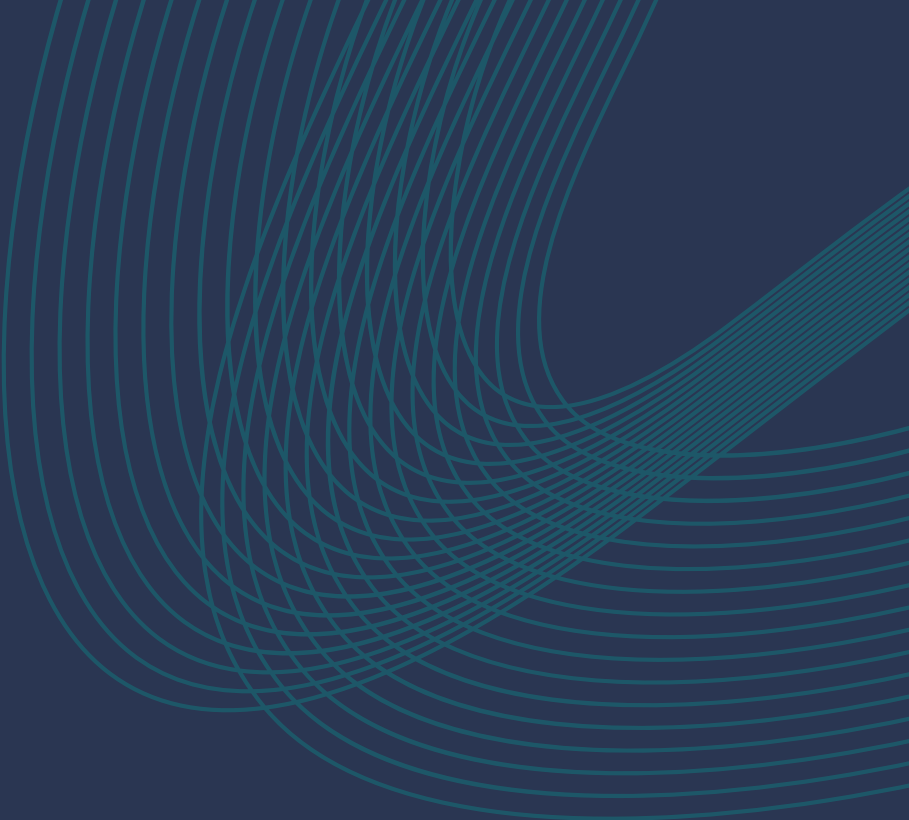


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SUMMARY

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 Enua, 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.

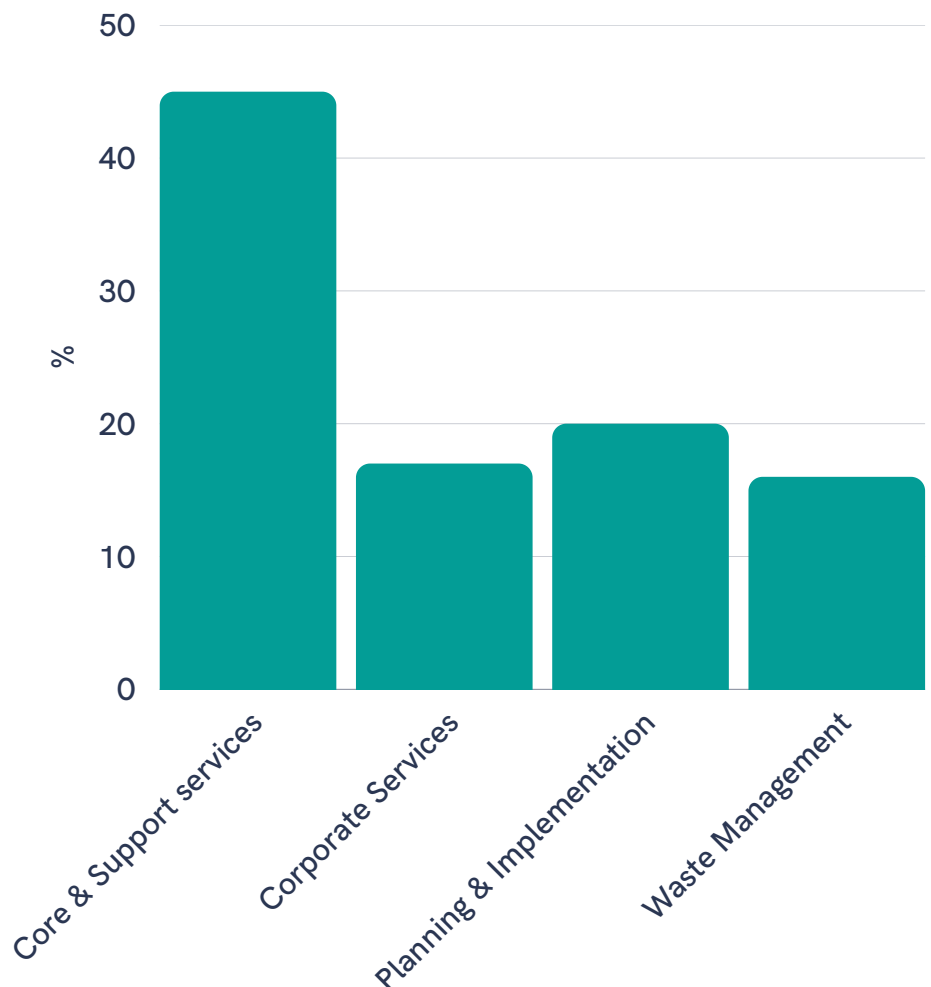
KEY DEMOGRAPHICS

Total staff: 70

Respondents: 57 (81%) 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	23%	54%	19%	4%
Work-life balance ²	22%	46%	29%	3%
Idea Acceptance ³	22%	45%	28%	5%

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:

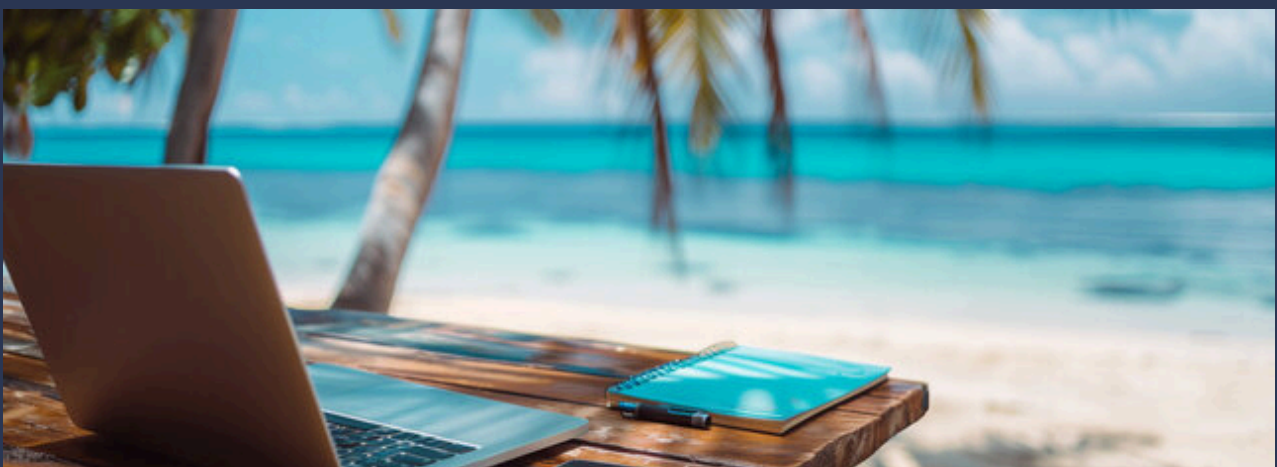
Taking breaks, sleep early, stick with 8 - 4 hours, leave laptop at home, play sports, attend fitness classes, use work gym, stay on top of work, enjoy the work you do.

Gaps identified:

Heavy workloads, feeling like work has to be taken home sometimes, frustrations with payment getting processed, too much emphasis on checks, ability to switch off when not at work.

Agency initiatives mentioned:

Time in lieu, allows time off when requested, respects time off, flexible work hours, team bondings, monthly catch ups, encourages breaks, bringing in health staff to monitor health status, provide showers for after exercises, if still at work after 4pm boss tells staff to go home.



BARRIERS TO WORK-LIFE BALANCE

Top Challenges

- 01 Heavy Workload
- 02 Family or personal responsibilities
- 03 High job demands
- 04 Financial compensation for knowledgeable staff
- 05 Long hours

SUGGESTED IMPROVEMENTS

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

01

**Flexible
working
arrangements**

*Work from home
policy, trial a 4
day work week,
ability to leave 1
hour earlier on
Fridays, strict 8 -
4 hours*

02

**More support
from
management**

*Childcare
subsidies, being
acknowledged
for productivity,
more support for
parents in the
workplace*

03

**Staffing
workload
distribution**

*Succession
planning, have
staff only do
what they are
hired to do*

04

**Improved
administrative
and financial
processes**

*Improving
payment
processing
timelines, SOPs
for procurement,
financial
requirements and
contract/project
management*

Several respondents mentioned the importance of wellness and structured break activities to improve work-life balance, staff suggesting initiatives such as weekly fitness exercises (either with work mates or subsidized classes), regular team events like bowling or group activities, and access to wellness resources and family support. However, despite the existence of relevant policies, a major concern is the lack of visibility and enforcement, with many staff reporting that these policies are not easily found/accessible, clearly communicated or actively applied within the agency.

WORKPLACE SENTIMENT

	How often would you recommend your workplace to others	How often have you thought about leaving your workplace
Always	70%	15%
Occasionally	13%	12%
Rarely	7%	83%

Disputes

27%

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

Grievances

37%

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

70% Of disputes were resolved within 1 month

55% Of grievances were resolved within 1 month

FINAL COMMENTS

Overall satisfied and happy employees

“I LOVE MY JOB, it is a great place to work”

Staff retention and turnover concerns

“Concern for the retention of good staff in a general sense but especially in technical roles. We have such a high turnover.”

Pay recognition issues

“I am not satisfied with my pay rate. I am at the top of the band however, the amount of work I do, my qualification level and natural ability deserves a higher rate”

Workplace health and safety

“Work place health and safety should be looked in to more”

Personal wellbeing and work-life balance

“Occasionally thinking of leaving the workplace to focus and prioritize improving my health.”

DISCLAIMER FOR INCLUSION IN REPORT

This report is based on responses from 57 staff from Infrastructure Cook Islands, representing approximately 81% 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.

