

Defence House
34 Bowen Street
Wellington, New Zealand

PO Box 12703
Molesworth Street
Wellington 6144, New Zealand

P +64 (04) 496 0999
E info@defence.govt.nz

www.defence.govt.nz



**MANATŪ KAUPAPA
WAONGA**
NEW ZEALAND
MINISTRY OF DEFENCE

12 June 2026

Dear

RESPONSE TO YOUR OFFICIAL INFORMATION ACT REQUEST

Thank you for your email of 20 May 2026, in which you requested, pursuant to the Official Information Act 1982 (the Act), information that the Ministry of Defence provided to the *Royal Commission of Inquiry into COVID-19 Lessons Learned (Te Tira Ārai Urutā)*.

Three documents have been identified as within scope of your request. Please see the below table which lists the enclosures that are relevant to your request.

| No | Title | Document type | Date |
|----|--|--|---------------|
| 1. | <i>Lessons Learned – Operating During COVID-19 Survey</i> | Memorandum to Leadership Team | June 2020 |
| 2. | <i>Results of the Wellbeing Survey</i> | Memorandum to Leadership Team | November 2021 |
| 3. | <i>MoD Response to Royal Commission of Inquiry into COVID-19</i> | Initial information response to the Royal Commission | April 2023 |

You will note that question 12 and 13 of the wellbeing survey were left blank as this information was not provided to the Royal Commission.

It has been necessary to withhold some portions of the enclosed documents, under the following sections of the Act:

- section 9(2)(a) in order to protect the privacy of natural persons,
- section 6(a) where information would be likely to prejudice the security or defence of New Zealand, and
- section 9(2)(g)(i) to maintain free and frank expression.

In addition to the documents previously provided, the Royal Commission requested "information on any forthcoming project closure reports you deem relevant to the Inquiry." The following information was provided at the time of that request (April 2023):

Impacted by COVID-19 - High

- Maritime Sustainment Capability www.defence.govt.nz/our-work/equip/capability-projects/maritime-sustainment-capability/ Project Closure report due June 2023.
- Dive and Hydrographic Vessel www.defence.govt.nz/our-work/equip/capability-projects/dive-and-hydrographic-vessel-hmnzs-manawanui/ Project Closure report due June 2023.
- NH90 Flight Training Device. Project Closure June 2023.
- Protected Mobility Capability Project www.defence.govt.nz/what-we-do/delivering-defence-capability/defence-capability-projects/protected-mobility/. Project Closure August 2024.

Impacted by COVID-19 – Medium

- Strategic Bearer Network www.defence.govt.nz/what-we-do/delivering-defence-capability/defence-capability-projects/strategic-bearer-network-sbn-wideband-global-satellite-communications-wgs/. Project Closure August 2023.

Impacted by COVID-19 – Low

- Individual Weapon Replacement Project www.defence.govt.nz/what-we-do/delivering-defence-capability/defence-capability-projects/individual-weapons-replacement/. Project Closure June 2023.
- Special Operations Vehicle www.defence.govt.nz/what-we-do/delivering-defence-capability/defence-capability-projects/special-operations-vehicles-sov/. Project Closure June 2023.

Under section 28(3) of the Act you have the right to request the Ombudsman to investigate and review this response.

Yours sincerely

Anton Youngman
Deputy Secretary, Strategy Management and Assessment



ROYAL COMMISSION OF INQUIRY INTO COVID-19 LESSONS

The Ministry of Defence's initial information response to the RCOI request, April 2023

The Ministry of Defence's initial information response to the RCOI request, April 2023

1. **'Lessons learned' exercises:** Please identify any internal or external reviews, investigations, or other exercises setting out lessons learned from the COVID-19 response, that your agency or groups have undertaken or commissioned. Please categorise your list as follows:
 - those publicly available – for these, please provide up-to-date website links;
 - those completed but not publicly available – for these, please provide the title, time period covered, purpose, scope and timeframe for public release (if applicable);
 - any forthcoming reviews, investigations or other exercises underway to identify lessons learned – for these, please also provide the title, time period covered, purpose and scope, timeframe for completion and likely timeframe for public release (if applicable).

Response:

Publicly available review

The Ministry of Defence is a small agency made up of 175 staff. The Ministry is responsible for providing advice to help Government make well-informed decisions about the defence of New Zealand and its interests, purchasing major equipment to meet the New Zealand Defence Force's capability needs, and assessing the Defence Force's functions, duties and projects, and how we deliver capability.

The largest part of the Ministry's work (over half our staff and most of the Ministry's spend) relates to the capability development and procurement phases of purchasing major defence equipment. This is delivered through the joint Ministry of Defence and New Zealand Defence Force Capability Management System.

In 2021, as part of a wider programme of Capability Management System reviews, Sir Brian Roche conducted a 'Review of Defence Procurement Policies and Practices 2021' (<https://www.defence.govt.nz/publications/publication/review-of-defence-procurement-policies-and-practices-2021>).

This review looked at how the Capability Management System coped during COVID-19, how COVID-19 effected supply chains, and the impact of a more constrained funding environment going forward due to COVID-19. These findings are listed throughout the review but specifically on pages 10-11 and page 17.

Completed lessons learned reviews that are not publicly available

In May 2020, the Ministry of Defence's Leadership Team commissioned a 'Lessons Learned Survey' relating to COVID-19 that was sent to all staff. This survey covered the period from the first COVID-19 'lockdown' in March 2020 through to May 2020. The

purpose of this survey was to inform a discussion about lessons learned and how the Ministry might operate going forward. The memorandum provided to the Leadership Team outlined the results and key themes, along with the full set of survey responses; these can be provided if requested.

Further to the above, the Ministry of Defence also conducted a staff wellbeing survey in late 2021. While this was a wider wellbeing survey, COVID-19 and the Ministry's response to it was a key theme in the results. Again, the memorandum provided to the Leadership Team that outlined the results and key themes, along with the full set of survey responses, can be provided if requested.

Forthcoming reviews

All Defence capability projects led by the Ministry of Defence are required to complete a project closure report. These reports have a dedicated section on the project's lessons learned which are then fed back into the Capability Management System. However, as project closure reports are generally completed a few years after the equipment has been introduced into service, there have not yet been any closure reports completed where the related project was impacted by COVID-19.

Project closure reports to be produced over the coming years are likely to have project-related lessons learned due to COVID-19. A list of those projects, and when their project closure reports are due, can be provided if requested.

- 2. Timeline of activities:** If your agency's and group's key activities during COVID-19 are clearly covered in a timeline/chronology that is already publicly available, please send us a website link to that information. We would also be grateful to receive any unpublished timeline/chronology of your key COVID-19 related activities that you may have prepared.

Response:

The Ministry of Defence's COVID-19 timeline of key decisions

February 2020

- Temporary Travel Policy deferred or cancelled all travel in order to mitigate COVID-19 risk to staff.

March 2020

- Organisation confirmed Business Continuity plans, critical work prioritisation and health and safety responsibilities.
- Communication to staff provided detailing guidance, support to the wider AoG effort, and Ministry operations and priorities.
- COVID-19 specific Leadership meetings established, focusing on strategic governance and decision-making.
- Sub-working group established to ensure:
 - Staff Communication
 - Health and Safety
 - Business Continuity planning
 - National Security Response efforts
 - Partner organisation liaison
 - Support to wider system

- A third-tier managers' group established to identify issues for Leadership, in order to ensure effective communication with staff, and monitor and report on staff welfare.
- Working-from-home arrangements put in place for those who wanted to utilise it.
- Technology solutions for staff working from home began to be processed (including provision of devices like iPads and laptops and/or setting up virtual remote access to the Ministry's systems). Given the nature of the Ministry's work, security settings and policies had to be rigorously followed before access could be provided.

21 March 2020 – Government introduced 4-tiered COVID-19 Alert Level System

- Ministry shifted to working from home in tranches from Monday 23 March.

25 March 2020 – NZ moved to COVID-19 Alert Level 4

- All staff told to work from home.
- Daily Leadership Team and sub-working group meetings put in place.

April 2020

- Wellbeing Survey conducted to check how staff were doing.
- Planning for potential return-to-work scenarios began. Also began to prepare for the transition, including principles for staff working arrangements during this phase and establishment of Health and Safety plans.

28 April 2020 – NZ moved to COVID-19 Alert Level 3

May 2020

13 May 2020 – NZ moved to COVID-19 Alert level 2

- The regularity of Strategic Team and sub-working group meetings reduced.
- Health and Safety plan for working back at office issued.
- The gradual phasing of staff returning to the office to work began.

June 2020

8 June 2020 – NZ moved to Alert Level 1

- Lessons learned produced:
 - Existing Ministry COVID-19 operating structure worked well and could be reverted to again, including the regular Leadership meeting and established sub-working groups.
 - Lessons learned survey conducted of staff.
- Ministry staff returned to Defence House as their usual place of work.
- Leadership Team returned to their normal, weekly meeting rhythm.

August to October 2020

12 August 2020 – Auckland moved to COVID-19 Alert Level 3, rest of NZ moved to COVID-19 Alert Level 2

- Ministry's Health and Safety Plan for COVID-19 Alert Level 2 updated, circulated to the Health and Safety Committee, and posted on the Ministry's Intranet.
- Lessons learned survey findings shared with staff.
- Flexible-working by-default guidance developed for managers and the Flexible Working Policy refreshed.

August 2021

17 August 2021 – All of NZ moved to COVID-19 Alert Level 4

- All staff told to work from home and work projects were prioritised.
- All previous COVID-19 Alert Level 4 support mechanisms that had worked well for the Ministry were amended slightly from previous lessons learned and re-established.
- All previous Alert Level 4 guidance amended and re-issued to managers and staff.

September 2021

7 September 2021 – All of NZ moved to COVID-19 Alert Level 2

- The gradual phasing of staff returning to the office began.
- Ministry staff returned to Defence House as their usual place of work, however the Flexible Working Policy was used generously to ensure the balance between business continuity and safety of staff.

December 2021

2 December 2021 – All of NZ moved to the Covid-19 Protection Framework

- Draft COVID-19 Vaccination Policy sent out to staff for consultation.
- Feedback received was communicated to staff and final COVID-19 Vaccination Policy (which required vaccination) issued.

January 2022

- Flexible working by default guidance reiterated for managers and staff in light of growing Omicron concerns.

23 January - All of NZ moved to RED setting of Covid-19 Protection Framework

26 January - Omicron phases introduced

February 2022

24 February – All of NZ moved to Phase 3 of RED Omicron

- The Ministry began working under a split (work from home/work from office) system to minimise the number of staff in the office.

March 2022

- The Ministry concluded split system working arrangements and staff returned to Defence House as their usual place of work. The Flexible Working Policy was used generously to ensure the balance between business continuity and safety of staff.

June 2022

- The Ministry's COVID-19 Vaccination policy was suspended, consistent with other agencies.

12 September – COVID-19 Protection Framework ended

The Strategic Leadership Team ensured a constant (often daily) stream of communications to staff throughout all three waves of COVID-19. This was usually via the Secretary of Defence, the Deputy Secretary Governance, People and Executive Service, or the Chief People Advisor. Examples of these messages can be provided if requested.

- 3. Core information from your agency:** Within the large volume of publicly available information that your agency and group have produced or co-produced on COVID-19 related matters, please provide an up-to-date list of, and website links to, the core information that you consider central to the Inquiry gaining an initial understanding of key issues, decisions made and lessons learned. Please determine those which are crucial to our task and provide a good overall picture. This will support our early consideration of key information, help inform our future conversations with you, and help us identify further information we may need to request as the Inquiry progresses. You may wish to map the information you have selected against your timeline to support our understanding of the context in which this information was developed.

Response:

The impact of COVID-19 on the Ministry's people and work has been significant over the past few years. Key insights related to the impact of COVID-19 can be found throughout our corporate publications:

- Statements of Intent
 - <https://www.defence.govt.nz/publications/publication/statement-of-intent-2020-2024>
 - <https://www.defence.govt.nz/publications/publication/statement-of-intent-2021-2025>
- Annual reports
 - <https://www.defence.govt.nz/publications/publication/annual-report-2019-2020>
 - <https://www.defence.govt.nz/publications/publication/annual-report-2021>
 - <https://www.defence.govt.nz/publications/publication/te-purongo-a-tau-annual-report-2022>
- Major Projects Reports
 - <https://www.defence.govt.nz/publications/publication/major-projects-report-2019>
 - <https://www.defence.govt.nz/publications/publication/major-projects-report-2020>
 - <https://www.defence.govt.nz/publications/publication/major-projects-report-2021>
- Ministerial priorities
 - <https://www.defence.govt.nz/publications/publication/ministerial-priorities-for-defence-2021>
- Defence Assessments
 - <https://www.defence.govt.nz/publications/publication/defence-assessment-2021>

Embedded within these documents are key elements of the Ministry of Defence's COVID-19 response relating to our people (e.g. page 65 of the Annual Report 2020), our projects (e.g. page 13 of the Major Projects Report 2020), our international engagement (e.g. page 27 of the Statement of Intent 2020-2024) and the effect COVID-19 is likely to have on New Zealand's security and defence environment (e.g. page 19 of the Defence Assessment 2021).

Finally, the Biodefence Assessment completed in 2020, 'Preparing for a new era of biological hazards and threats', may be of specific interest:

<https://www.defence.govt.nz/publications/publication/biodefence>.

COVID-19 is a powerful example of a biological hazard and the impact it can have globally and on New Zealand. This defence assessment analyses changes in the strategic environment as they relate biological hazards to New Zealand's security and the wider security of the Pacific region. It also outlines potential Defence contributions as part of an All-of-Government response using the 4Rs (Reduction, Readiness, Response, and Recovery) framework.

- 4. Overarching narrative:** Some agencies have undertaken to support the Inquiry by developing an overarching narrative which provides key contextual information and reflections on their response. If you are intending to undertake a similar exercise to support the Inquiry, we would be grateful to receive an indication of the broad scope of this work and the expected timeframe for its completion.

Response:

The Ministry of Defence is not planning on providing an overarching narrative at this time. All of the information relating to the Ministry's COVID-19 response is provided in responses to questions 1-3 above. However, if the Royal Commission of Inquiry into COVID-19 Lessons would like to receive an overarching narrative from the Ministry of Defence, this can be provided within a matter of weeks.

- 5.** Could you please provide us with a senior contact point in your agency for all matters relating to the Inquiry?

Response:

Anton Youngman, Deputy Secretary Strategy Management and Assessment, will be the Ministry of Defence's senior contact point for this work. Anton can be contacted on

s9(2)(a)

- 6.** Could you please advise us if there are other key staff you suggest we engage with soon in order to ensure their availability?

Response:

Depending on questions that the Royal Commission of Inquiry into COVID-19 Lessons ask, there may be a number of key staff that should be engaged with directly. Anton Youngman will be able to facilitate that depending on the request and will ensure their availability.



MEMORANDUM

| | | | |
|-----------------|---|---------------------|-----|
| To: | Leadership Team | | |
| From: | Deputy Secretary, Governance, People and Executive Services | | |
| Date: | 15 June 2020 | File number: | N/A |
| Subject: | Lessons Learned – Operating During COVID-19 Survey | | |

Background

The Leadership Team requested a Lessons Learned survey relating to the COVID-19 pandemic be sent to all staff to inform a discussion about lessons learned and how the Ministry might operate going forward.

The survey was sent out to all Ministry employees on 27 May and remained open until 5 June.

A total of 93 responses were received out of a possible 165 (including staff and secondees to the Ministry).

The survey questions were open-text only. In this document the key themes have been grouped.

This document, along with the full set of responses (attached as an appendix), are provided. All responses are anonymous.

Results

Question 1: What did you find most useful when working from home and why?

Answered 93

Skipped 0

Key themes:

- The ability to focus on pieces of work without interruption
- Having more time in the day as they had no commute
- The ability to work more efficiently
- The flexibility
- Being able to stay connected to colleagues
- The different forms of technology

s6(a)

s9(2)(g)(i)

a.

s9(2)(g)(i)

b.

c.

d.

e.
f.

g.
h.

i.
j.

k.

s9(2)(g)(i)

Question 2: What did you find the most challenging and why?

Answered 93

Skipped 0

Key themes:

- Balancing childcare or family obligations while working
- Security restrictions in parts of work
- The lack of face-to-face interaction with colleagues
- The s6(a) fatigue that set in
- Difficulty switching off at the end of the day
- Not having s6(a)
- Too busy/ Not feeling busy enough
- Not having an adequate equipment or workstation set up at home

a.

b.

c.

d.

e.

f.

s9(2)(g)(i)

s9(2)(g)(i)

s9(2)(g)(i)

- g.
- h.
- i.
- j.
- k.
- l.

Question 3: Did you find anything surprising about your experience of working during this period? What was it?

Answered 92

Skipped 1

Key themes:

- How quickly and easily people were able to adapt
- Ease of being able to do meaningful work at home
- How easy it was to maintain connection with teams and colleagues
- How much they missed face-to-face interactions
- How much more time they had in the day (no commute, better work-life balance)
- The maintained/increased amount of productivity
- How well the technology s6(a) worked
- Nothing surprising
- How much they enjoyed it

s9(2)(g)(i)

s9(2)(g)(i)

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.

k.
l.
m.

s9(2)(g)(i)

Question 4: What have found helpful in returning to work in Defence House and what was challenging?

Answered 91

Skipped 2

Key themes for what has been helpful:

- s6(a)
- Guidance and signage around the office
- Face-to-face interaction with colleagues
- Having a gradual return and rostering system for who/when people will be in the office
- Having two screens, a proper desk set up, printers
- Having hand sanitiser and desk cleaning supplies around the floor

a.
b.
c.
d.
e.
f.
g.
h.

s9(2)(g)(i)

s9(2)(g)(i)

Key themes for what has been challenging:

- Readjusting to the commute to work
- Physical distancing requirements and people not complying with these
- The amount of noise and interruptions
- Public transport running at half-capacity
- Not having videoconferencing facilities in meeting rooms

a.

s9(2)(g)(i)

s9(2)(g)(i)

s9(2)(g)(i)

b.

c.

d.

Question 5: What aspects of the way we have operated during COVID-19 should we incorporate into business as usual for the future?

Answered 93

Skipped 0

Themes

- Encourage and support working from home
- Encourage flexible working
- Continue to use videoconferencing

s9(2)(g)(i)

s9(2)(g)(i)

a.

b.

c.

d.

e.

f.

g.

h.

- i.
- j.
- k.
- l.



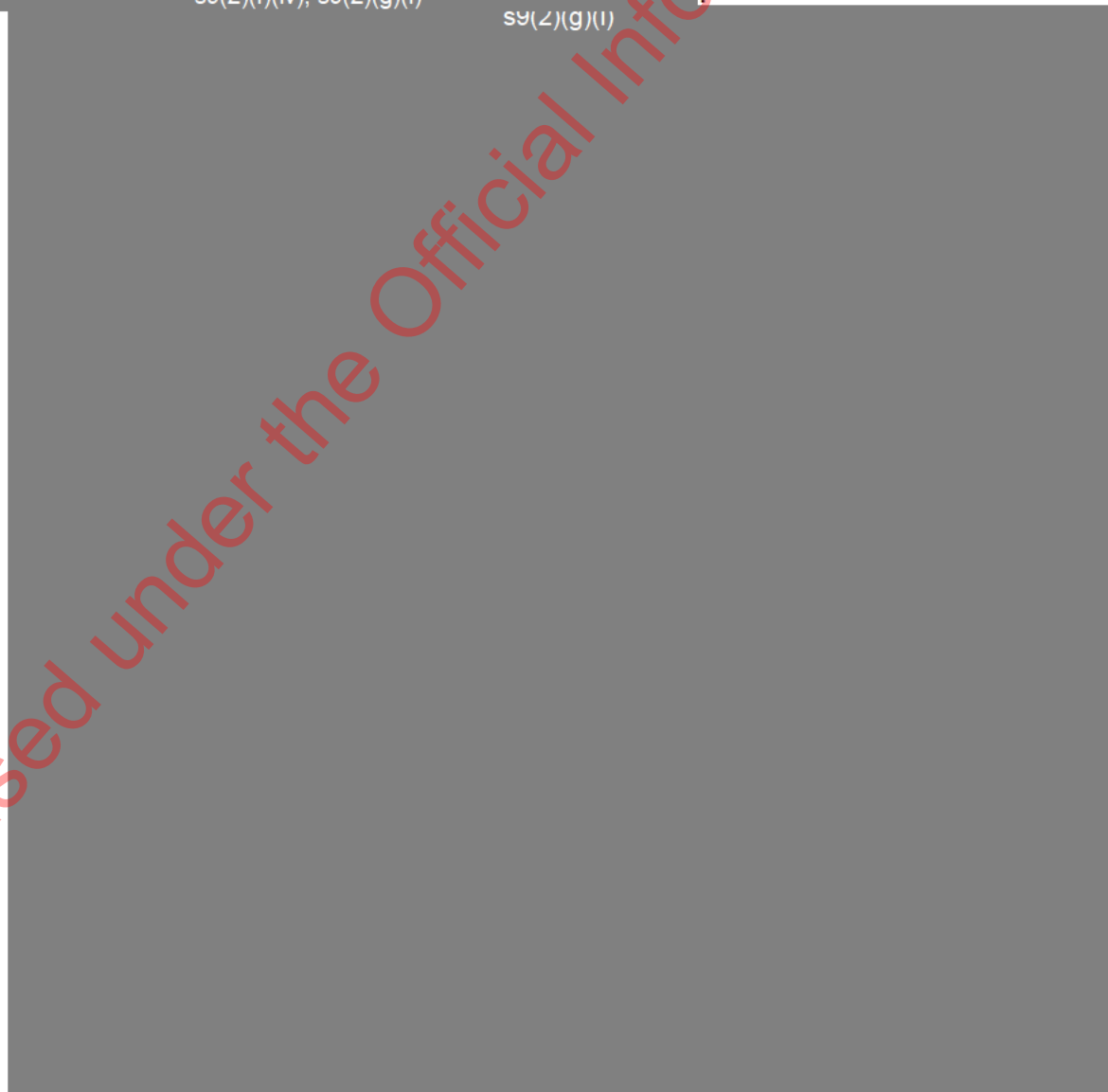
Question 6: What do you think the Ministry could look at doing differently in our business continuity planning should this or a similar type of event occur again?

Answered 89
Skipped 4

Themes

- Allow people to take equipment home, or provide equipment for staff, make sure people have a good set-up at home
- Upgrade our technology and related processes – make s6(a) available for everyone, provide s6(a), make sure everyone can work effectively from home

- a.
- b.
- c.
- d.
- e.
- f.



Released under the Official Information Act 1982

g.

s9(2)(g)(i)



Released under the Official Information Act 1982

MEMORANDUM

| | | | |
|-----------------|--|---------------------|--|
| To: | Leadership Team | | |
| From: | Deputy Secretary Governance, People and Executive Services | | |
| Date: | 8 November 2021 | File number: | |
| Subject: | Results of the Wellbeing Survey | | |

Me mahi tahi tātou mo te oranga o te katoa

Working together for the wellbeing of all

Purpose

1. To provide LT with a summary of results from the Wellbeing Survey and gain agreement to share the high level results and themes with staff.

Context

2. The Health and Safety Committee and Human Resources (HR) jointly issued a Wellbeing survey to determine whether the key policies and practices in place to support wellbeing are valued by staff.
3. The results from the survey will also be used to inform activities in the People work stream of the Ministry's new strategy, including development of the people leader's programme.
4. The survey was sent out to all Ministry employees on Monday 18 October 2021, and responses were received from 18 October to 29 October. This was during a period of level 2 lockdown and about four weeks after most staff started to come back into the office following approximately four weeks of being required to work from home under level 4 and 3.
5. A total of 123 responses were received out of a possible 174, which is a response rate of 71%.
6. All questions were optional, however most staff answered all questions.

Results

7. Overall the results from the survey were heartening with the large majority of our staff strongly agreeing or agreeing with the first nine rateable questions.
8. Staff were also asked to identify how they support their own and others wellbeing, as well as the things the Ministry provides to do this that they use or value. Two opportunities were provided to comment on other things the Ministry could do or that they wanted to tell us about in regards to wellbeing. See Appendix A for a copy of the survey questions and quantitative results.

9. Attached at Appendix B is a summary of the results that have been discussed with the Health and Safety Committee at its meeting on 4 November.
10. The Health and Safety Committee's overall comment was that from their perspective this is a good report, particularly taking into account the context of when the survey was conducted, with all indicators of wellbeing being positive and there are no health and safety issues. One specific comment from the Committee is noted in the summary.

Recommendations

11. It is recommended that LT:
 - a. **Note** the results of the Wellbeing Survey and that these results will inform activities in the People workstream of the Ministry's new strategy, including development of the people leaders' programme.
 - b. **Agree** that a summary of results and key themes from comments be collated and communicated to staff.

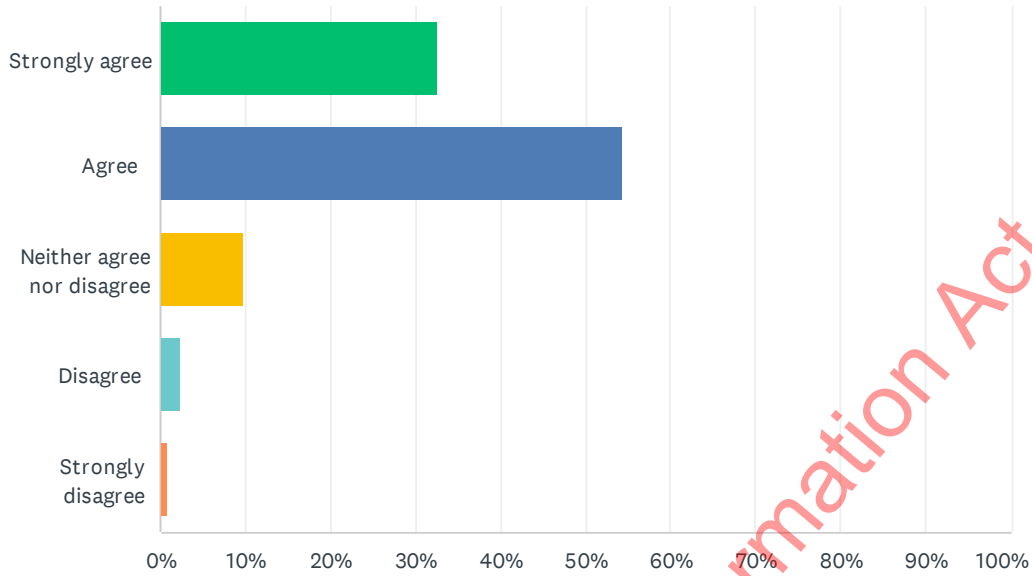
Carol Douglass
Deputy Secretary, Governance People and Executive Services

Appendix A: Survey questions (a copy of the survey questions and quantitative results)

Appendix B: Survey results (highlights shared with H&S committee including key themes from the comments)

Q1 I feel connected to my team

Answered: 123 Skipped: 0

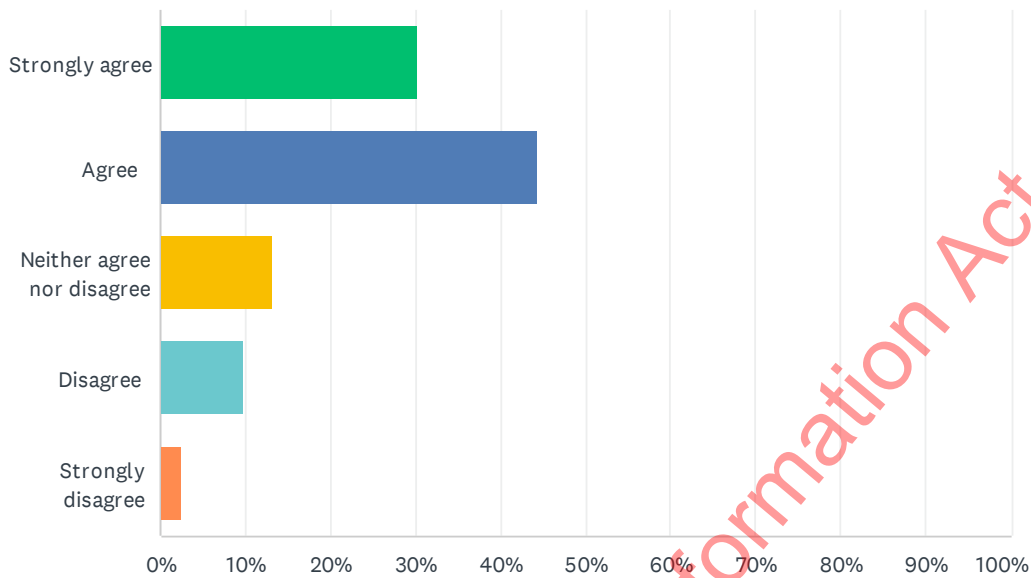


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 32.52% | 40 |
| Agree | 54.47% | 67 |
| Neither agree nor disagree | 9.76% | 12 |
| Disagree | 2.44% | 3 |
| Strongly disagree | 0.81% | 1 |
| TOTAL | | 123 |

Released under the Official Information Act 1982

Q2 I have regular conversations with my manager about my work and how I'm doing

Answered: 122 Skipped: 1

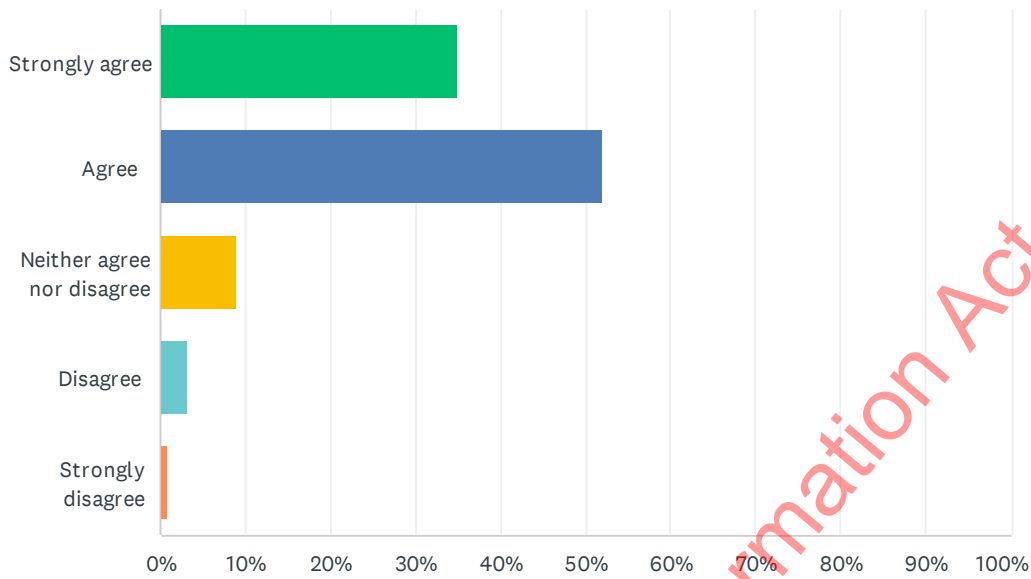


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 30.33% | 37 |
| Agree | 44.26% | 54 |
| Neither agree nor disagree | 13.11% | 16 |
| Disagree | 9.84% | 12 |
| Strongly disagree | 2.46% | 3 |
| TOTAL | | 122 |

Released under the Official Information Act 1982

Q3 I feel comfortable talking to my manager about my workload

Answered: 123 Skipped: 0

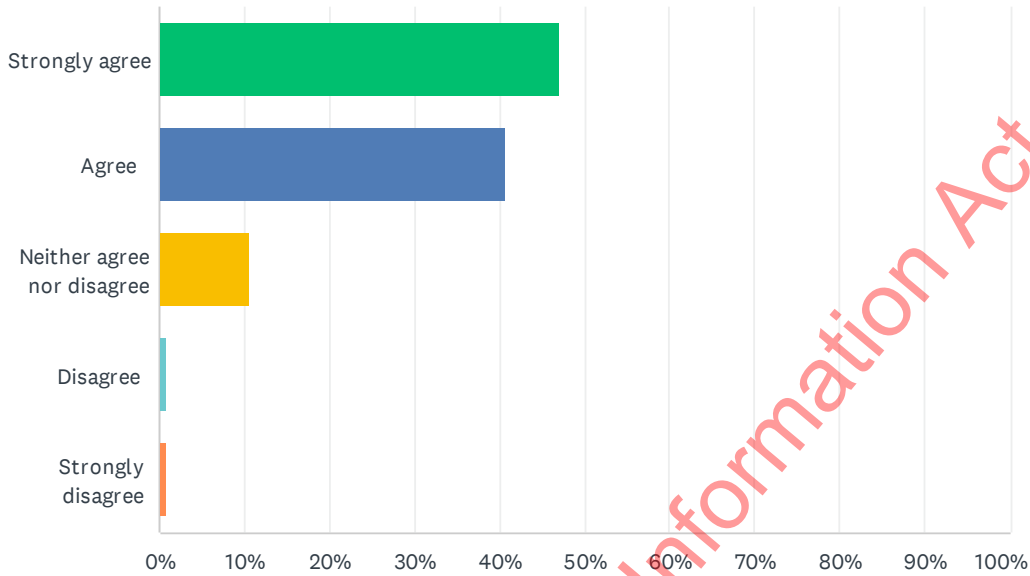


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 34.96% | 43 |
| Agree | 52.03% | 64 |
| Neither agree nor disagree | 8.94% | 11 |
| Disagree | 3.25% | 4 |
| Strongly disagree | 0.81% | 1 |
| TOTAL | | 123 |

Released under the Official Information Act 1982

Q4 My manager supports me to work flexibly (remember flexible working includes things like working different hours, shorter hours, working from different locations including working from home)

Answered: 123 Skipped: 0

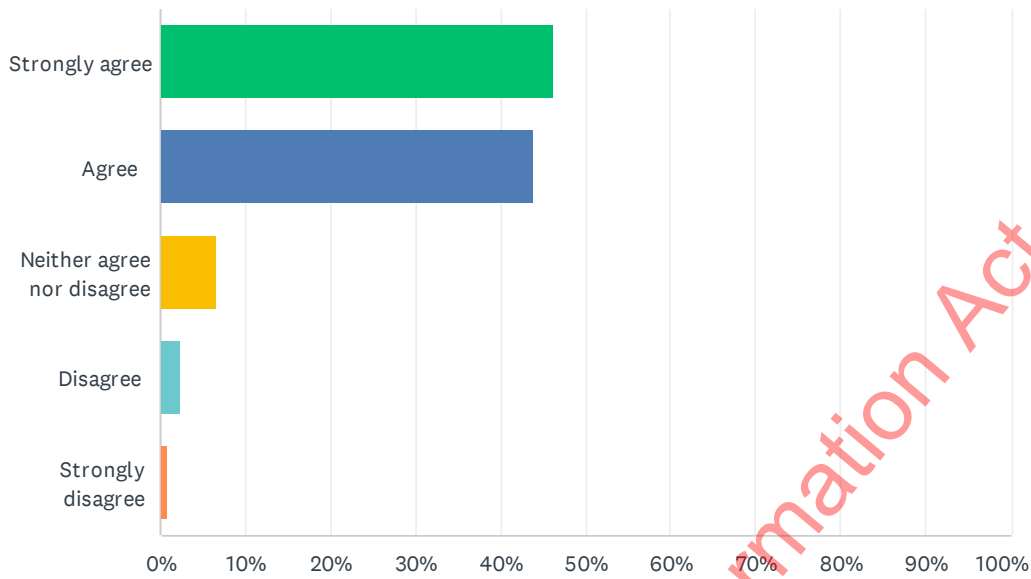


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 47.15% | 58 |
| Agree | 40.65% | 50 |
| Neither agree nor disagree | 10.57% | 13 |
| Disagree | 0.81% | 1 |
| Strongly disagree | 0.81% | 1 |
| TOTAL | | 123 |

Released under the Official Information Act 1982

Q5 I feel able to take sick or domestic leave when I need to

Answered: 123 Skipped: 0

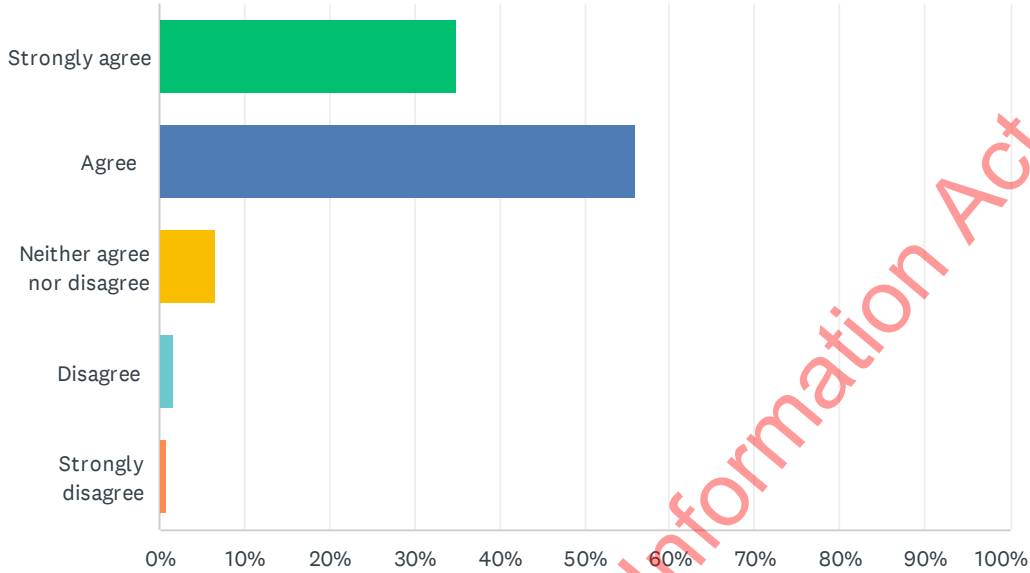


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|------------|
| Strongly agree | 46.34% | 57 |
| Agree | 43.90% | 54 |
| Neither agree nor disagree | 6.50% | 8 |
| Disagree | 2.44% | 3 |
| Strongly disagree | 0.81% | 1 |
| TOTAL | | 123 |

Released under the Official Information Act 1982

Q6 I know what to do, and will act, if I experience or witness unacceptable behaviour e.g. below the line behaviour, bullying, harassment, discrimination, victimisation

Answered: 123 Skipped: 0

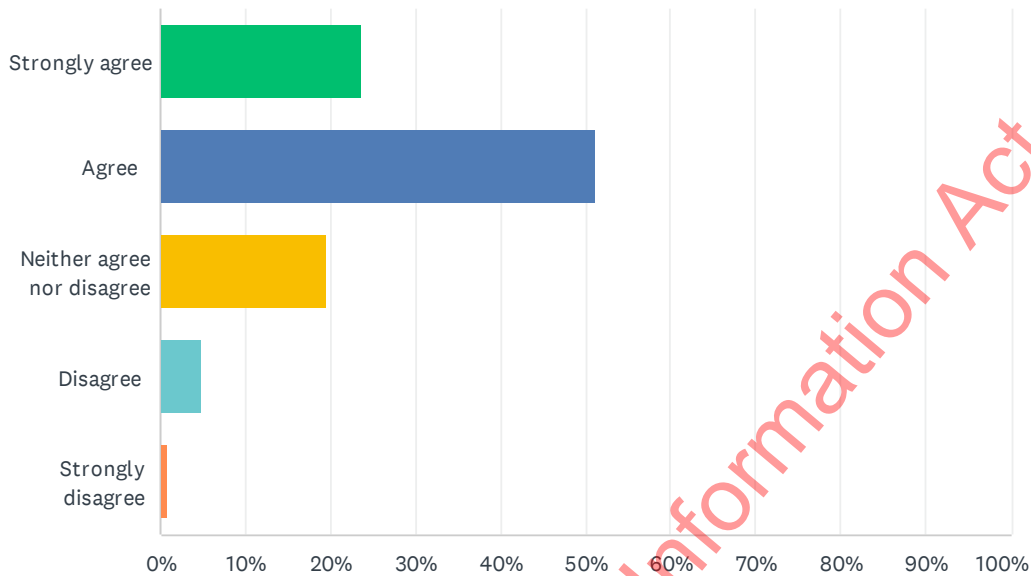


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 34.96% | 43 |
| Agree | 56.10% | 69 |
| Neither agree nor disagree | 6.50% | 8 |
| Disagree | 1.63% | 2 |
| Strongly disagree | 0.81% | 1 |
| TOTAL | | 123 |

Released under the Official Information Act 1982

Q7 I feel supported by the Ministry to manage my physical and mental wellbeing (if you answer strongly disagree or disagree you should talk to someone or Vitae on 0508 664981)

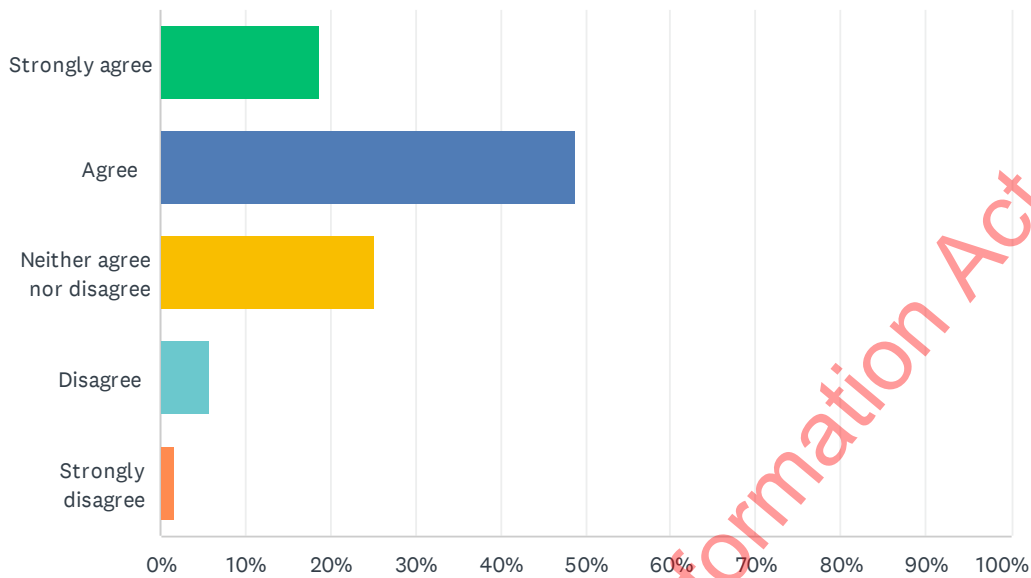
Answered: 123 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 23.58% | 29 |
| Agree | 51.22% | 63 |
| Neither agree nor disagree | 19.51% | 24 |
| Disagree | 4.88% | 6 |
| Strongly disagree | 0.81% | 1 |
| TOTAL | | 123 |

Q8 I feel that the Ministry has supported my wellbeing during the recent COVID alert levels 2 and 3

Answered: 123 Skipped: 0

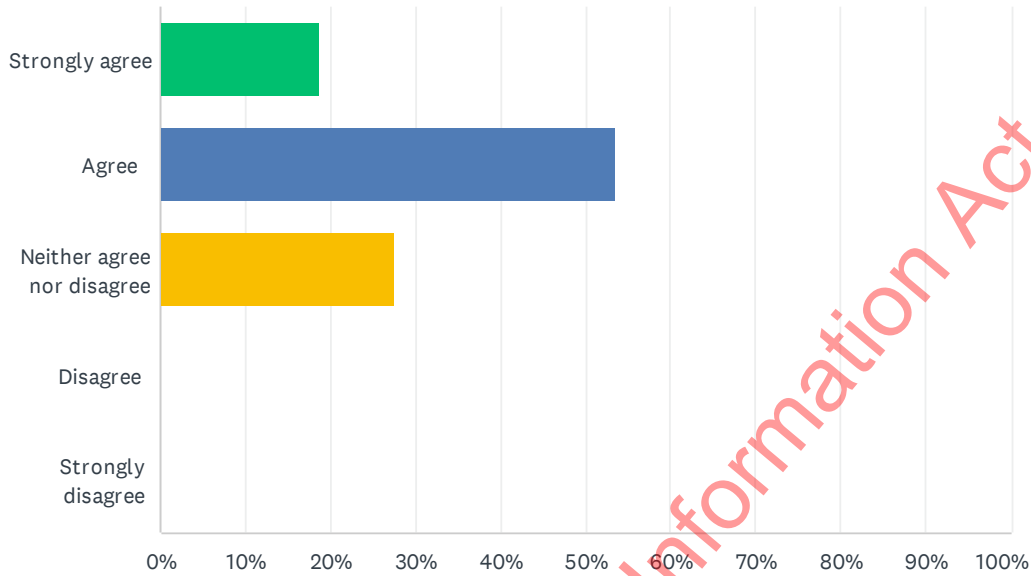


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----|
| Strongly agree | 18.70% | 23 |
| Agree | 48.78% | 60 |
| Neither agree nor disagree | 25.20% | 31 |
| Disagree | 5.69% | 7 |
| Strongly disagree | 1.63% | 2 |
| TOTAL | | 123 |

Released under the Official Information Act 1982

Q9 I feel the safety briefings I receive when visiting various NZDF and contractor sites are adequate (only answer if this question is applicable to you).

Answered: 69 Skipped: 54

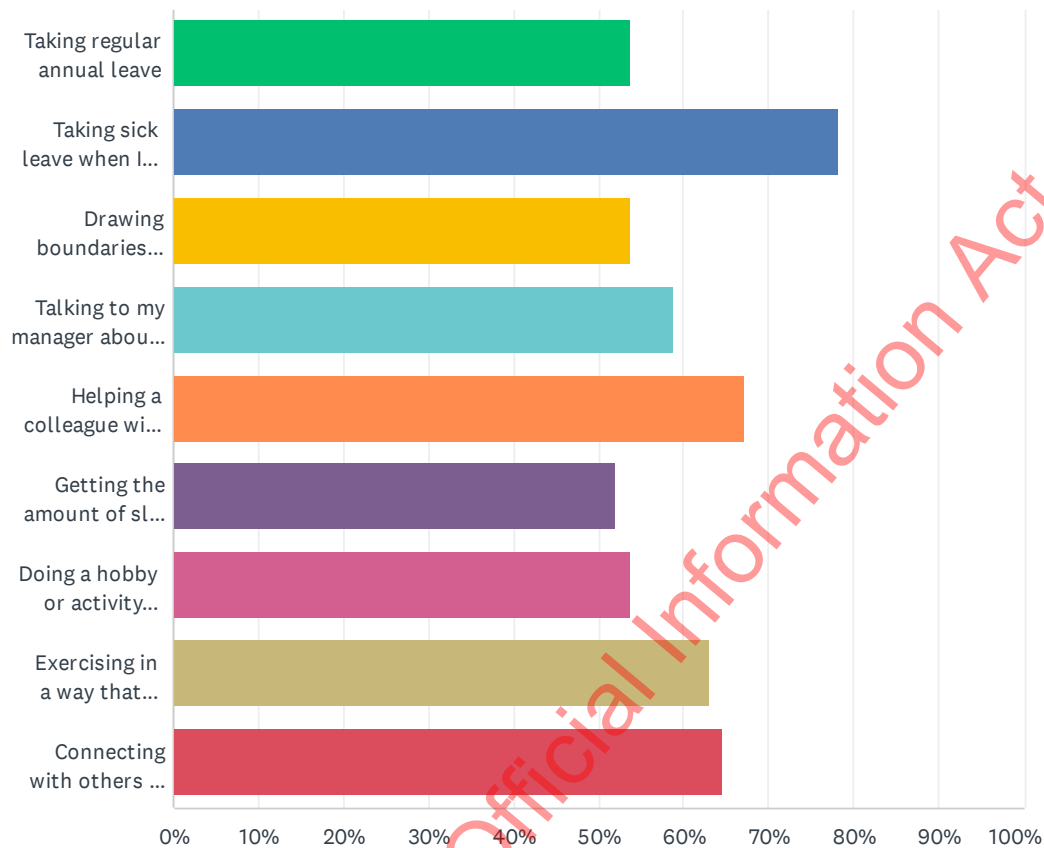


| ANSWER CHOICES | RESPONSES | |
|----------------------------|-----------|-----------|
| Strongly agree | 18.84% | 13 |
| Agree | 53.62% | 37 |
| Neither agree nor disagree | 27.54% | 19 |
| Disagree | 0.00% | 0 |
| Strongly disagree | 0.00% | 0 |
| TOTAL | | 69 |

Released under the Official Information Act 1982

Q10 In 2021 I have been able to support wellbeing in the Ministry doing the following for myself or my colleagues (please tick all that apply):

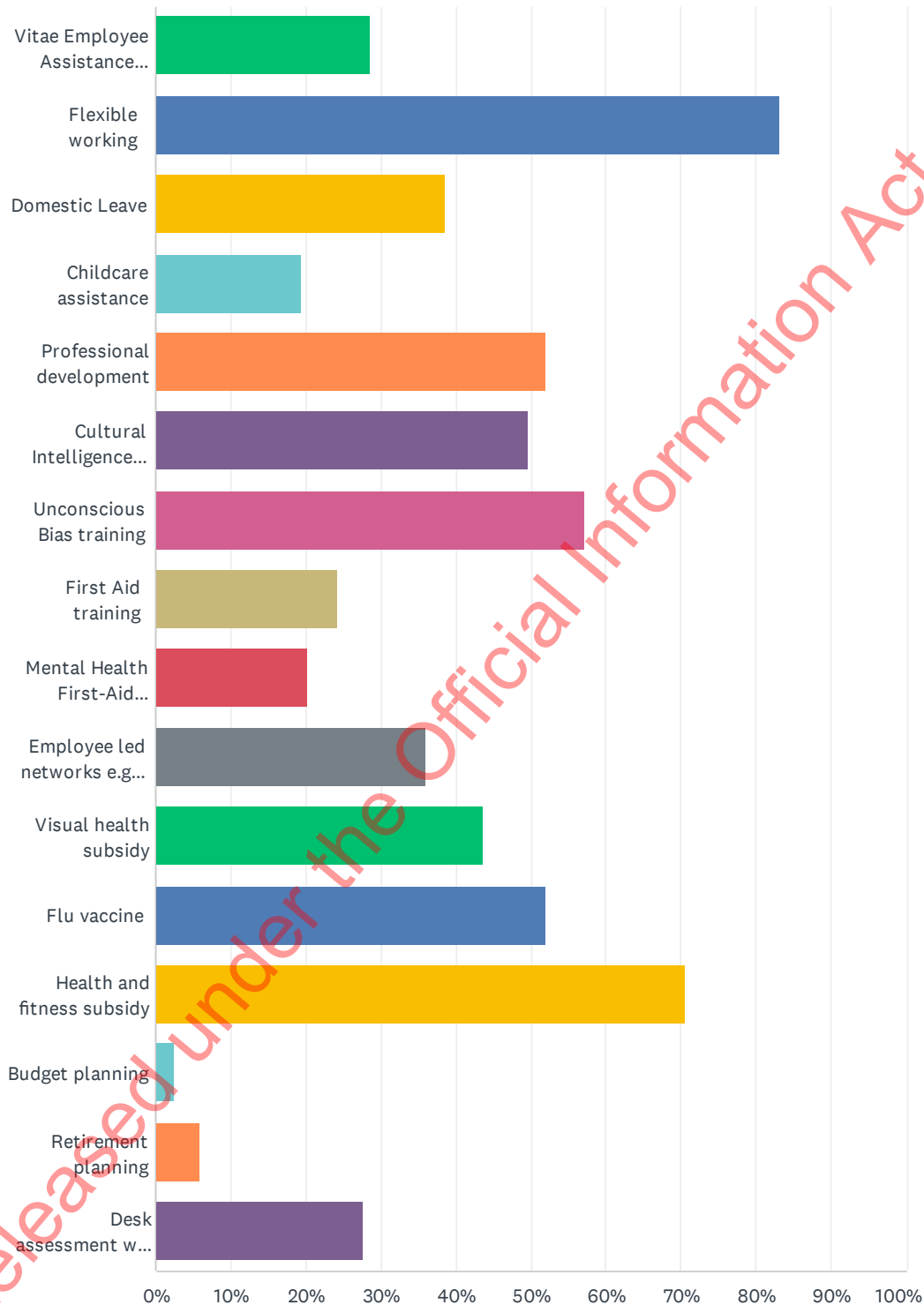
Answered: 119 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| Taking regular annual leave | 53.78% | 64 |
| Taking sick leave when I need it | 78.15% | 93 |
| Drawing boundaries between work and home time | 53.78% | 64 |
| Talking to my manager about any issues I am facing with my work | 58.82% | 70 |
| Helping a colleague with a problem they are facing | 67.23% | 80 |
| Getting the amount of sleep that's right for me | 52.10% | 62 |
| Doing a hobby or activity that I enjoy or learning something new | 53.78% | 64 |
| Exercising in a way that works for me | 63.03% | 75 |
| Connecting with others (at work or socially) | 64.71% | 77 |
| Total Respondents: 119 | | |

Q11 Please select from the list below things the Ministry provides that you have used or value (select as many as are relevant):

Answered: 119 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|--|-----------|----|
| Vitae Employee Assistance Programme (EAP) | 28.57% | 34 |
| Flexible working | 83.19% | 99 |
| Domestic Leave | 38.66% | 46 |
| Childcare assistance | 19.33% | 23 |
| Professional development | 52.10% | 62 |
| Cultural Intelligence training | 49.58% | 59 |
| Unconscious Bias training | 57.14% | 68 |
| First Aid training | 24.37% | 29 |
| Mental Health First-Aid training | 20.17% | 24 |
| Employee led networks e.g. women's network, pride network, social club | 36.13% | 43 |
| Visual health subsidy | 43.70% | 52 |
| Flu vaccine | 52.10% | 62 |
| Health and fitness subsidy | 70.59% | 84 |
| Budget planning | 2.52% | 3 |
| Retirement planning | 5.88% | 7 |
| Desk assessment with an occupational therapist | 27.73% | 33 |
| Total Respondents: 119 | | |

Released under the Official Information Act 1982

Q12 Is there anything else the Ministry could do to support you?

Answered: 67 Skipped: 56

Released under the Official Information Act 1982

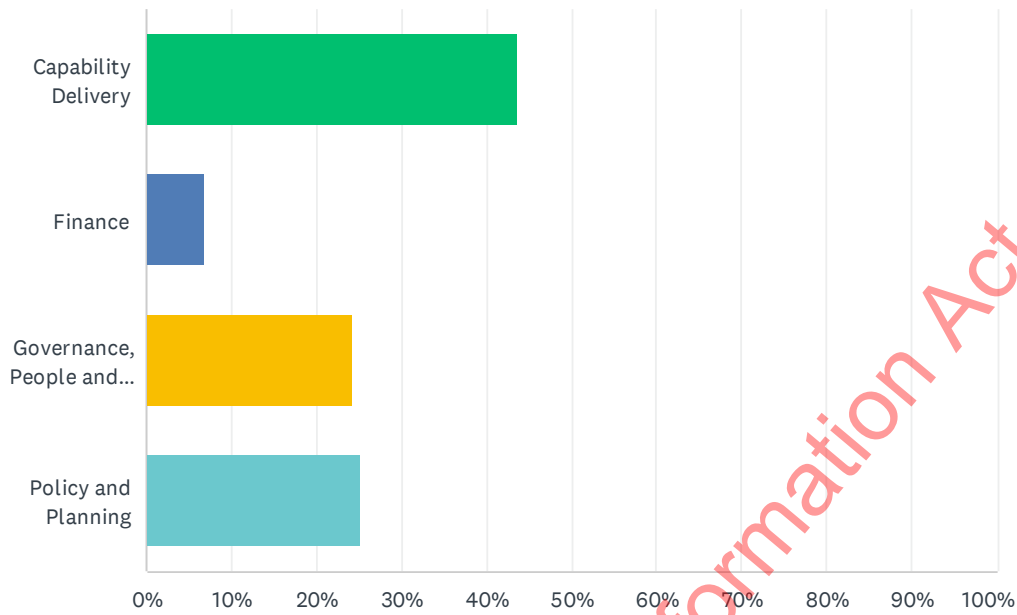
Q13 Is there anything else about wellbeing in the Ministry that you would like to tell us about?

Answered: 55 Skipped: 68

Released under the Official Information Act 1982

Q14 The Division I work in is:

Answered: 119 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|---|-----------|-----|
| Capability Delivery | 43.70% | 52 |
| Finance | 6.72% | 8 |
| Governance, People and Executive Services | 24.37% | 29 |
| Policy and Planning | 25.21% | 30 |
| TOTAL | | 119 |

Released under the Official Information Act 1982

Appendix B – Wellbeing survey results

shared with the Health and Safety Committee

Purpose

The survey was developed to find out whether staff are aware of, and using, Ministry policies and practices that support wellbeing, and whether these are valued. The results will also inform activities in the People workstream of the Ministry's new strategy, including development of the people leaders' programme.

Participant numbers

- 123 of 174 responded to the survey
- 71% response rate
- Responses by division
 - 52 - Capability Delivery
 - 08 - Finance
 - 29 - Governance, People and Executive Service
 - 30 - Policy and Planning

High level results

- Overall the results are heartening with the large majority of our staff strongly agreeing or agreeing with the first 9 questions. This is particularly good given the ongoing uncertainty created by Covid.
- Most respondents, 87%, feel they can talk to their manager about their workload and flexible working and take up opportunities to look after their wellbeing. 59% reported being able to talk to their manager about issues that they are facing at work.
- Support to manage own physical and mental wellbeing is on a par with having regular conversations with managers at 75% of respondents who strongly agree or agree.
- Some concern was expressed about support over Covid Level 2 and 3, our lowest scoring question, which still had 67% of respondents strongly agreeing or agreeing that the Ministry had supported them. This concern was mainly linked to having to provide own hardware, issues with IT access and workload.



- NZDF safety briefings are achieving what they need for the most part with no one disagreeing that they were adequate.

- Most respondents, 78% take good care of themselves and feel they can take sick leave when they need it.
- Taking care of each other is also common with 67% of respondents helping a colleague with a problem and 87% strongly agreeing or agreeing with feeling connected to their team.

Psychological bowtie – policies and processes

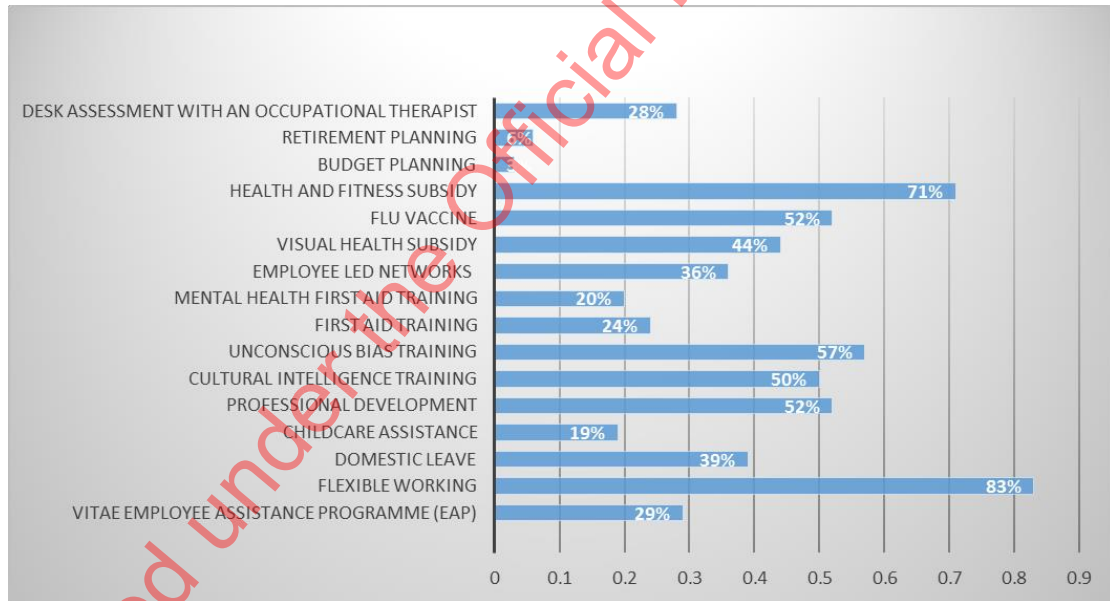
Question 11 asked two questions in one. They were whether the staff member had:

1. used OR
2. valued

the specified policies and processes. Anecdotally people have suggested they selected things they have personally used and not necessarily included the things they value for their colleagues e.g. childcare assistance

- Flexible working was used and/or valued by 83% of respondents, with the health and fitness subsidy the next most highly used or valued support at 71%

Q11. Things the Ministry provides that you have used or value



Released under the Official Information Act 1982

Suggestions for improvements from the comments

- People highly value the ability to **work from home**:
 - There were mixed responses about this with a number of survey respondents stating how valued it was and how it could be improved from manager attitudes (5) to provision of hardware (11) and software (11).
- **Workloads and timeframes**:
 - A number of people (9) talked about the need to revisit these, especially over lockdown where some people perceived that the workload increased.
- **Transparency**:
 - This was in regard to HR/people processes e.g. remuneration and promotion, and eligibility for benefits (17), and addressing the difference between permanent and fixed term staff (5).

s9(2)(g)(i)

- **Lack of consistency from managers**
 - This was a recurring theme (7) about people processes and how managers applying them well resulted in people feeling better about their wellbeing at the Ministry.

Positive comments from respondents when asked about what else they would like to tell us about wellbeing

Amongst the comments, some people (7) took the opportunity to share positive sentiments to say that they love not working weekends (1), feel well supported (2), looked after and cared about (2), that it's a great place to work (1) and has done well with wellbeing (1) so far.

Table of results

| Questions | Strongly Agree and Agree |
|---|--------------------------|
| 1. I feel connected to my team | 87% |
| 2. I have regular conversations with my manager about my work and how I'm doing | 75% |
| 3. I feel comfortable talking to my manager about my workload | 87% |
| 4. My manager supports me to work flexibly | 88% |
| 5. I feel able to take sick or domestic leave when I need to | 90% |
| 6. I know what to do and will act if I experience or witness unacceptable behaviour | 91% |
| 7. I feel supported by the Ministry to manage my physical and mental wellbeing | 75% |
| 8. I feel that the Ministry has supported my wellbeing during the recent Covid alert levels 2 and 3 | 67% |
| 9. I feel the safety briefings I receive when visiting various NZDF and contractor sites are adequate | 72% |

Released under the Official Information Act 1982