

Workplace wellbeing in Christchurch 2017- report of research findings.

This research has been carried out to better understand the challenges people are facing in Canterbury workplaces seven years on from the earthquakes, and to identify how they their wellbeing can be better supported.

Opinions Market Research was engaged by Canterbury District Health Board to undertake exploratory qualitative research.

Disclaimer: The Company's liability in relation to any error caused by the negligence or otherwise of the Company in any reports or tabulations supplied to the Client is limited solely to the Company using its best endeavours to correct the error at its own expense. The Company will not be liable for the consequences of the error beyond the provision of the corrected reports and tabulations.

Table of Contents

Executive Summary	0
Methodology	2
Key Findings and Recommendations.....	3
Environment	3
Recommendations.....	4
Organisation.....	4
Recommendations.....	7
Management	8
Recommendations.....	8
Workforce	9
Recommendations.....	12
Usefulness of All Right? Messaging and Resources.....	13
Feedback about specific resources.....	13
Appendix – Quotes from research participants	15

Executive Summary

This research has been carried out to better understand the challenges people are facing in workplaces, and to identify how their wellbeing can be better supported – especially in our post-earthquake environment.

“Here things are quite different...Rattles people to think of what is going to be true for the day... Starting to not see an end for this. Digging up road, being disrupted, moving places. You have got to have something in your day that is concrete. There is too much to deal with consistently.”

36 participants took part in exploratory discussion groups and interviews. They were selected from a range of Government agencies based in Greater Christchurch. The application of additional criteria ensured a cross section of people took part.

Often the determinant of what was identified as important in a workplace came down to individual’s exceptionally good or poor workplace experiences.

Aspects of workplaces considered important varied for this reason, however some **key themes** were identified;

Key Themes	
Vision of why we are here/ sense of purpose/ values/ integrity	<ul style="list-style-type: none"> • Provides clear direction • Clarity of role and its relationship to organisational goals • Instils trust, feelings of connectedness and a sense of pride. • Provides understanding of others roles • Opportunities to celebrate success are facilitated
Good work environment	<ul style="list-style-type: none"> • Physical conditions are pleasant • Parking is accessible
Managers/ management that connect	<ul style="list-style-type: none"> • People with people skills as managers • Managers listen and are supportive • Staff contributions are recognised and appreciated • Staff are included in decision making • Support is provided when things go wrong • Managers are responsive to feedback • Problems are sorted out early • Regular workforce planning occurs
Feeling valued	<ul style="list-style-type: none"> • Being acknowledged • High level of respect • Job security • Pay, conditions, terms of leave etc.
Leaders that walk the talk	<ul style="list-style-type: none"> • Clear leadership, good communication, transparency, trust
Enjoyment	<ul style="list-style-type: none"> • Meaningful work • Achieving something/ feeling useful • Ability to have fun, making time to have fun • Balanced workload
Being part of a team	<ul style="list-style-type: none"> • Collegiality

Key Themes	
	<ul style="list-style-type: none"> • Mutual support • Dynamic team & good staff relationships • Team work/ friendly atmosphere • Co-ordination/ communication between staff members • People focused • People's privacy is respected
Personal safety	<ul style="list-style-type: none"> • Safe work environment • Workplace based on trust
Flexibility/enabling work life balance	<ul style="list-style-type: none"> • Genuine support for people's wellbeing • Being treated as an individual • Understanding other commitments and needs • Kindness/ empathy
High standard of patient/ client/ customer care	<ul style="list-style-type: none"> • Patient/ client/ customer focus • Continually showing you are adding value
Right tools for the job, good systems and the availability of technology	<ul style="list-style-type: none"> • Logical processes (not IT driven) • Being innovative • Effective systems that provide effective support for the team
Opportunity to increase skills	<ul style="list-style-type: none"> • Provide quality training and advancement opportunities

This report details the research methodology, followed by the key findings from the focus groups. These findings are grouped into four areas, Environment, Organisation, Management, and the Workforce. The report concludes with recommendations for each of these areas, in addition to feedback on the All Right? campaign resources.

Methodology

The objective of this research was to identify how people’s wellbeing can be better supported in Canterbury workplaces, seven years on from the earthquakes.

A total of 36 people participated in this exploratory research. They either took part in one of five discussion groups or one of three face to face exploratory interviews.

Participants were identified and invited to take part in this research by the All Right? Team at Community and Public Health, Canterbury District Health Board. All participants were from Government agencies including MSD, Corrections, IRD, DOC, MBIE, Stats NZ, ACC, CDHB, CYF, Police, MOE, MPP, NZTA, NZ Customs, Christchurch City Council, Environment Canterbury, Waimakariri District Council, CDEM Canterbury among others

A range of criteria were applied to ensure a cross section of people took part. Overall, there was a bias towards female participants although two of the face to face interviews were with males and one discussion group was pre-dominantly male.

Criteria included	Criteria details
Organisation	Mix of Government agencies
Position	Administration
	Community and Personal Services
	Team Leaders/Middle Management
Length of time in current role or an equivalent role	More than 20 years
	10 – 19 years
	7 – 9 years
	6 or less years
Moved into CBD post-quake	Some to have moved
Working status	Work full time
	Work part time
Length of time living in Christchurch	All of life
	More than 20 years
	10 – 19 years
	7 – 9 years
Ethnicity	6 or less years
	European
	Maori
	Pacific
Gender	Migrant/ Refugee
	Male
	Female
Age	Other
	18 - 29
	30 – 50
	50+

Key Findings and Recommendations

This research identified four areas that have an impact on wellbeing in the workplace, including the Environment, Organisation, Management, and Workforce. Key findings and recommendations are discussed below;

Environment

It was identified that people are sensitive to the space they work in from many perspectives;

- Having a sense of belonging, safety, and security was important to employees
- From a sensory perspective, employees valued working environments that had comfortable room temperatures, minimal noise disruptions, and low volumes of walking traffic passed desks.
- Moving offices was an issue for most participants, especially as they lacked control over many factors in the physical environment, including those mentioned above
- Hot desks, in practice, were found not to serve the majority of peoples' needs well. People found them exhausting and distracting, and, for frontline workers in particular, hot desks made it difficult for them to protect client confidentiality when making phone calls. Participants also expressed a desire to be able to place personal items in their workspace.

“One of the issues was we moved from offices to no offices. Everyone has hot desks....There is no one space where you can ground yourself... knowing in the back of your head you can't put family things, photos up. That's been really uncomfortable and difficult. I spend a lot of time on the phone and a lot of it is very emotionally involving. It is difficult to not have a facility where you can do your work properly.”

- Having opportunities to connect with nature through the workday was valued by many, including having natural light and plants in the office, and going outside on breaks or for walking meetings.

“There are bits where you have no windows, I have no idea what's happening outside. It makes such a difference. A bit of daylight makes such a difference”

Among people whose organisations had moved back into the central city post-earthquake, several additional challenges were raised that have appeared to prohibit a normal working environment. These included;

- A lack of car parking provisions
- Issues with road closures and accessibility
- Anxiety about being back in the central city
- A lack of facilities and activities for employees to do during lunchbreaks

“Commuting and parking in town is stressful. Public transport is just not feasible. Parking creates anguish and stress as it is not available. Some people pay for a park and then the road is closed so they can't get there. It changes each day. People are stressed out by it. People who used to be calm and collected are now angry and frustrated on a daily basis. They end up late for work or meetings and if they are a parent arriving later they can't park.”

Recommendations

The environment is a key area that participants highlighted as having an impact on their wellbeing – from having a sense of belonging, safety and security, through to sensory benefits. Meeting these needs is paramount to putting people’s wellbeing at the forefront, and thus it is recommended that;

- The physical office environment is managed for room temperature, has minimal interruptions (including noise and traffic flow past desks), and includes opportunities for people to connect with nature (e.g. having indoor plants, and people being encouraged to go outside on breaks and/or for walking meetings).
- The hot desk style work environment is reviewed.
- Office moves involve consultation with people around their needs and wants, including car parking, commuting etc. Where possible, road closures that may affect people’s commutes should be communicated, and extra time should be allowed for travel.
- For workplaces that have moved into the central city, that city centre activities and services are promoted to staff to explore on their breaks.
- Additional earthquake related stressors should be acknowledged by those in government organisations outside of Christchurch.

Organisation

Overall the extent to which people’s wellbeing is considered in workplaces, and its acceptability as a concept varies between and within organisations, teams or departments. Although people are often reluctant to talk about their personal wellbeing in the workplace (further explored in the [workforce section](#) below), it was perceived that wellbeing should be the foundation from which workplaces operate – ultimately supporting people to have a sense of belonging, being valued, being respected, and a real sense of purpose.

“Wellbeing should be an integral part of an organisation and not an add-on or airy fairy or fluffy.”

Wellbeing centric workplaces were identified as having aligned organisational principles and values to those that raise the emotional capital in workplaces, in addition to ensuring leadership with clear goals and visions. Above all, it was stressed that such principles, values, goals and visions need to be understood and embraced by employees, rather than imposed.

“There needs to be a sense of purpose, you know what you’re doing and why. Heading for the same sorts of goals and knowing why. Connectedness, is one of the reasons we come to work, we could all stay at home with our laptops doing work from home, and it is for that sense of connectedness and relationships with people.”

The earthquakes and the subsequent secondary stressors appear to have created a unique opportunity to facilitate the adoption and development of wellbeing as the foundation of workplaces. Participants expressed gratitude to workplaces that provided employees with flexible hours and leave to help them manage insurance settlements and other earthquake related matters. **Participants agreed however that a fundamental paradigm shift is required in workplaces in order to effectively embrace wellbeing as a concept**, and identified the following issues as necessary to address;

→ Internal siloes which create barriers to wellbeing

A gap between leadership, management and others was often evident when it came to understanding and embracing wellbeing, and had the potential to create siloes resulting in a lack of cohesion, understanding and common purpose. Such gaps were identified as existing even within teams, impacting relationships and, for some people, making them feel isolated.

“There is a gap between what the executive understand and what teams or workers are seeing as the situation. There is a series of mixed messages. There are real commitments for the organisation for health and wellbeing. Honest commitment by managers. The gap is in things that need to occur for people to get that sense. Despite numerous surveys, feedback, I still don’t see that message being understood. Good intentions are undermined by behaviours not reflecting what is being said.”

→ Support for people’s wellbeing in the workplace is often limited

Wellbeing is often covered in induction programmes, however the format used is considered to be of a tick box nature and pays lip service to people’s wellbeing. Where the concept of wellbeing has been acknowledged within an organisation there was evidence of limited knowledge and understanding as to how to go about introducing initiatives. The delivery of workplace wellbeing initiatives often appeared to be facilitated by a small group or individuals passionate about ensuring a consistent emphasis on wellbeing.

“[Wellbeing] it needs to be explicitly communicated by the organisation. You need to say when you are not all right. People need to take time out and you need to support it. When we give people permission to not be ok, they feel ok because they are supported... and the stigma is gone. It’s then ok to say hey I’m not coping here. I’m stressed out, overwhelmed.”

Participants identified a range of wellbeing initiatives that had taken place in their workplace (e.g. exercise programmes, learning Te Reo Māori, and having workshop sessions introducing wellbeing as a concept), however it was identified that these initiatives are often poorly attended. Identified barriers to participating included the stigma around mental health and being seen as weak for attending, in addition to having a lack of awareness of the benefits of such initiatives to people’s wellbeing. Shift workers reported that the timing of workplace initiatives often did not fit with their schedules.

Even among people who frequented workplace wellbeing activities, it was reported that the intermittent, fragmented approach to workplace wellbeing initiatives, in addition to poor attendance, made it difficult to feel the organisation as a whole had embraced wellbeing.

→ Financial budgets rule many workplaces

Wellbeing is considered to need a financial budget in order to become a focus within the workplace. Budgets were considered a significant driver of what can and cannot be achieved or delivered, and there appeared to be limited if any awareness that wellbeing does not have to be expensive. It was also identified that Government sector wellbeing initiatives can be scorned by members of the public as they are seen as unnecessary and wasting tax payers money.

“[Our organisation] did do some good stuff to support staff they gave people a day off a month as they were dealing with their own stresses as well as dealing with the public. But they faced great criticism for doing so.”

→ Workplace support when issues arise

Participants felt existing support resources did not always fit their needs;

The role of Human Resources was not considered by many to be conducive to wellbeing, and was described as primarily being for managers and to protect management rather than the workers. This appears to lead to a fundamental lack of trust, in addition to a sense of not being valued nor respected. A common perception was that Unions are a protector of wellbeing, and Human Resources are a protector of employers. Encouragingly, there does appear to be a shift in some organisations Human Resource Departments in this respect.

Participants also reflected that many organisations lacked good mechanisms for effective issue resolution. Some popular mechanisms were discussed (e.g. being made aware of varying personality types), however frequent communication, open discussion, and joint decision making were considered essential to effective issue resolution.

“Most people get on very well, but when things go wrong there are no good mechanisms to resolve issues.”

Employment Assistant Programmes [EAP] were also discussed. While these programmes were considered effective in providing support and solutions by some participants who had used it, it was considered by many to be limited in the following ways;

- It is seen as being reactive, and not proactive nor preventative in nature
- It has limited accessibility – people don't want their colleagues to know they are using the service, there is a stigma associated with mental illness, people worry they might lose their job. To this end, it was considered by many that having workplace support people circulating in workplaces were not appropriate.
- It has a tendency to take the problem out of the workplace and place it with the individual, even if it is a workplace specific problem. It was also reported that this approach can cause people anxiety.

- EAP’s success for individuals depended on a number of factors aligning, including being able to connect with their EAP provider. It was reported that some people needed to try several EAPs to find one that suited them.

“The EAP [workplace support person] walks around and approaches you in front of others and asks you if you are all right [it is not the right place].”

Recommendations

An overarching theme in this research was a desire for organisations to be wellbeing centric and for this to be the foundation from which they operate. Workplaces do have an impact on people’s wellbeing and can foster a culture that is positive for workers by:

- Putting people’s wellbeing at the forefront which normalises mental health and provides a platform for people to deliver the goods i.e. Services to customers.
- Making a paradigm shift to wellbeing as the foundation for workplace functioning and e.g. KPI’s to sit as a platform on top of this foundation.
- Ensuring organisational principles and values are aligned to those that raise people’s emotional capital in workplaces – including having a sense of belonging, being valued, being respected, and having a purpose or passion.
- Providing a safe, secure, trusted, non-judgemental environment for people to talk about their own wellbeing.
- Providing workplace wellbeing initiatives that encourage connectivity between staff, an understanding of each other’s roles across the organisation
- Facilitating conversations and empowering experimentation around wellbeing initiatives making them fun and healthy.
- Building knowledge about and acceptance of the concept of wellbeing in the workplace
- Empowering individuals to take responsibility for their own wellbeing, and that of others, and to consciously be aware of wellbeing in the workplace.
- Showing an appreciation of the additional tiredness and stress that many Canterbury workers are under in post-earthquake Canterbury. This includes providing staff with flexible working hours or leave to sort insurance settlements etc.
- Ensuring team leaders and managers are trained to support their staff
- Having mechanisms in place for the effective resolution of issues in workplaces
- Considering how the EAP system can be developed to more effectively deal with broader workplace issues and be proactive rather than reactive based.

Management

Characteristics of a good manager were identified as follows;

- Being a people person
- Showing empathy
- Setting clear goals
- Communicating effectively
- Being inclusive
- Making favourable wellbeing decisions for the team.

“The organisation I work for is a good place to work. The CE is good and has a genuine focus on making it a better place to work. Good senior leadership is important. They do have to make unpopular decisions but they still need to be compassionate and humane and communicate. We need ‘human’ management and leaders. Having a people personality is a big component.”

Managers were perceived as pivotal in terms of firstly, the teams embracing of theirs and others wellbeing, and secondly, the amount of support provided around a person or team’s wellbeing. It was reported however that managers are sometimes blamed for poor workplace wellbeing, and that it is the manager who has to look after workplace wellbeing, and not employees themselves. Further related to this was a common expectation that managers know everything about wellbeing, and have a full set of developed skills, knowledge, and experience with this concept.

“People blame others for bad things happening to them and they are not taking responsibility themselves.”

Among managers themselves however, several reported being ill equipped to support people – and that this had potential to cause considerable frustration and friction within their teams. Managers reported being overloaded with work, and some felt controlled or instructed to hold to a particular requirement or protocol. Some managers described how they felt alone and isolated rather than empowered, and reported that collegial support often reduced as they became more senior. Thus, having someone to talk to/ a mentor, a support network, a forum to share ideas and resources was identified as important to a manager’s wellbeing, and being able to support others.

“Some people have got stuck in the role [of manager]. And now they can’t ask for support for it. How they deal with something is not always in character but they feel they have to behave in that way.”

Recommendations

- Ensure leaders have the ability to lead, foster and support the organisational goals and vision.
- Ensure managers have the ability to support and facilitate people to achieve the organisational goals and vision of why we are here.
- Ensure leaders have the support and resources they need to achieve organisational goals and vision as well as deliver the goods to customers.

Workforce

As has been discussed elsewhere in this report, it was evident in this research that the earthquakes and their secondary stressors are still impacting people's wellbeing, and, in some cases, their work. Some of the key stressors identified included frustration at needing extra time off work to deal with insurance settlements, and others are dealing with mental health issues themselves, and/or with their children.

"People's home lives are definitely affecting their work. My house is still not fixed. I have to take time off to deal with home stuff. My manager says go, my higher manager in Wellington thinks Christchurch is fixed."

In the workplace, people had experienced frequent restructures, increased workloads, and extra stress.

"We are in the middle of another restructure. The bollocks going on is unbelievable. Plans have been made by people who don't have a clue. I spoke to a guy planning the restructure and asked him to explain why he changed what we do. I have no idea what he meant or said for that matter. It was nonsensical words. I have no faith that they will listen. They are so fixed in the way they are doing it. They have already decided what track they are doing so they will go ahead and do it. We have been through 5 or 6 restructures. Now I've got to a point where it all goes over my head. I get on and do it. I will get to the point where I'll be able to retire, so if the worst gets to the worst I will get to the point where I can just go."

Despite such stressors, wellbeing is typically considered as something for individuals to look after outside of work. It was observed that many people attempt to bury or ignore their wellbeing needs in the workplace until feelings 'spill or slip out' – especially for those still dealing with earthquake related stressors.

It was also identified that some groups did not typically acknowledge or engage with wellbeing as a concept (especially men, and older workers), however it appeared that younger workers were more open to conversations about wellbeing.

"There is a direct relationship between work and home. If the stress level gets high in either one there is a point at which it bleeds across."

Few people were aware that they were the best gauge of their wellbeing, or that there were steps they could take to manage it in the workplace. However, when asked what people would do if they were totally responsible for their own wellbeing at work, they identified a range of actions, including; going outside for breaks often, decorating the workplace, keeping their workload manageable, and having more meaningful conversations with people in their workplace.

"It is so easy to get in the cycle of work, work, work. It is about having the permission to stop and think about yourself."

→ Empowering individuals is key to wellbeing

It was identified that an important part of workplace wellbeing for people is to be empowered to take responsibility for their own wellbeing, and that of others, and to consciously be aware of and think about wellbeing in the workplace.

Being able to 'be yourself' without being judged was identified as a key to wellbeing in the workplace, however participants stated that work requirements or expectations do not always align with the person themselves. People expressed how they can be guarded or have to be careful, double thinking their attitudes and behaviour or portray a specific persona. Examples of adaptive behaviour were having to take time out, having to dress or speak in a certain way, watch the topics of conversation and put up with situations. Some people also described how they are not prepared to speak up for fear of adverse repercussions e.g. they may lose their job, it might impact their performance review.

Other key aspects identified to empower and equip individuals to be responsible for theirs and others wellbeing in the workplace are:

- For there to be greater acceptance of the concept of wellbeing in the workplace.
- A shift away from blaming those in managerial roles for poor workplace wellbeing
- To be made aware of their wellbeing and that of others.
- The provision of more tools to understand wellbeing.
- The opportunity to build knowledge around wellbeing in the workplace.
- Celebrating diversity – being open to accepting and celebrating people's opinions, behaviours, habits, cultures and views.
- Building trust so that people feel they can express issues and be able to be themselves in a workplace.

Some who have had significant wellbeing related issues are now more cognisant of their wellbeing in the workplace. For these people, their wellbeing has come to the foreground and once they 'let it out for all to know', there was often a significant improvement in how they felt.

“[What strategies do we have to deal with this ongoing impact of the earthquakes you describe?] Exercise...book a time in my diary to go to the gym. Doesn't always work. It is visible to others that I am prioritising my wellbeing. I feel better once I've done it. I could have used that hour to do something else. Flexible work hours per week...Key thing for me would be the flexibility to work so long as I have the knowledge that I have work to get done... Mindfulness. Whether it's painting or walking. We get very little time to be introverted and be conscious of how we are actual feeling.”

→ Work provides people with a sense of fulfilment

When asked if they would give up work if they won Lotto, many participants said that they wouldn't. The reasons given indicate a number of primary benefits that work provides to a person's self-fulfilment:

- A sense of belonging
- A sense of being valued
- A purpose/passion
- Friendships

“One of the reasons I got this job was I felt like I could speak for the consumers who couldn't speak for themselves. There is a whole lot of people out in the community who couldn't do what I do. I am not doing it for the money.”

→ Relationships are a significant factor in peoples' wellbeing

Work colleagues and peers are often considered key to people's wellbeing in the workplace. Sharing, supporting, mentoring, creating links with others and encouraging and facilitating interaction were identified as important to building relationships.

"[Having social and work relationships] makes me feel safe to be open. When you have bad days you don't have to have a day off and cry about it. It helps you move through."

It was identified that work based friendships offer different things to each person, from having them help each other with their work, to having them as a key part of their support and/or social network.

"Colleagues...offloading. The here's how it really is conversations. Am I off track? What am I missing? I don't know how to handle this. Getting a perspective across teams."

→ People are not aware how they can support others

Many participants reported being more sensitive to changes in the emotional states of their colleagues. However, even though colleagues were identified as the main support network for most employees, it was reported that many people did not feel they were well equipped in terms of resources, skills, experience to deal with theirs or other people's wellbeing in the workplace.

"At a superficial level people are ok but they still grab the table with an aftershock. Those who weren't here just think it's a little shake. Those who were here might breakdown - people who you think wouldn't struggle. People have a lot more anxiety problems."

A particular area that people struggled to deal with was managing people they described as 'toxic', 'deadwood' or 'bullies' in the workplace. These types of people were described as having embedded or entrenched themselves in the organisation, and are often inflexible in their ways. These people were described as difficult to deal with, especially when having open and honest conversation or discussion on the topic of wellbeing.

"Circumstances have improved in Christchurch but some people are still battling away and are angry on a daily basis. There are still real issues for people day to day... The earthquakes exacerbated life's stresses and introduced quake stresses too...I have a lot of sympathy for my co-workers. On occasions though their toxicity boils over and they go beyond the pale and their behaviour affects other workers. The stresses can lead to inappropriate bullying behaviours and attitudes towards work."

It was also identified that many frontline workers perceived a lack of effective organisational support structures, and instead had to form their own structure for caring and sharing with colleagues who had a mutual understanding of their experience.

"There should be formal supervision in health care, but we don't get that... we're expected to just go on and on. It gets harder as I get older."

Recommendations

- Build knowledge and acceptance of the concept of wellbeing in the workplace
- Equip people with tools to understand wellbeing, and to be aware of their own wellbeing and that of others – including how to ask people if they are okay.

“Are you prepared to have that conversation with the person you are talking about?
Knowing that you are allowed to have conversations. Doesn't have to be managers down.
Can be employee to employee.”

- Equip staff, especially frontline staff, with the resources to support one another through stressful tasks
- Facilitate good relationships amongst staff by creating opportunities for sharing, supporting, mentoring, and creating links/interactions with others
- Celebrate diversity – accepting and celebrating other people's opinions, behaviours, habits, cultures, and views.

Usefulness of All Right? Messaging and Resources

A key recommendation of this research is to provide an intuitive wellbeing tool box so that people know what tools are available and are empowered to use them.

The All Right? Campaign materials were highly regarded and considered relevant in the workplace. They were identified as being particularly effective in terms of encouraging people to self-reflect, raise their awareness and empower them to think about their wellbeing and that of their colleagues. They were also very effective in encouraging colleagues to engage and connect with each other.

Key to raising awareness of wellbeing was identified as increasing interaction between people which increases understanding and with this, knowledge of each other's roles and needs.

"It's about investing in wellbeing. Taking the time and understanding the need. Organisations understand that, you need a workforce to work. My team has been going through change, we have been given the tools to learn to navigate."

Feedback about specific resources

- **Presentations and Workshops:** are good as they kick start conversations.
- The existing **All Right? App** was seen as a useful tool.
- **The Roller Coaster resource** is good for those foreign to considering theirs and others wellbeing as it acts as an expression of feeling and a way of communicating this to others so that they can pick up the cue and start a conversation. A recommendation was for more people pieces for team members in the workplace. It was well liked across a number of different workplaces.

"Airy fairy-ness around wellbeing comes from older people. They don't want to be seen as being soft going to the wellbeing meetings. The All Right? Train [Roller Coaster] really brought everyone to the same level."

- **The All Right? Compliments** were highly valued and reported as having a long lasting impact on the relationships between colleagues and the way people interact with each other. Many people still had their compliment slip stuck somewhere around their desk. This also indicates the importance of people having individual working spaces.

"Popping these on my desk, it was lovely."

- **Finding your Hidden Strengths** (a 15 minute quiz All Right? promoted to help people find their top strengths) was well liked in general and the concept fully embraced by some with others feeling vulnerable and exposed by the idea. It was described by some as the type of initiative a manager may ask a team to complete and that this would be helpful. Respondents could see the benefits of this and how it could be used for team building and development.

- **An adult version of Tiny Adventures** activities for in the workplace were requested. They were seen as a fun way to build relationships, understand and connect with others. This concept has potential value.
- **Phase 1 (the first phase of the All Right? campaign that aimed to normalise how people were feeling)** was considered generically valuable as it is thought provoking, but a poster on a wall alone in the workplace whilst welcomed by some, was viewed by others as a bit meaningless. It was agreed that the messages facilitate self-reflection but do not actively facilitate connection with others. These messages on their own do not address the underlying issues in the workplace or the acceptability of wellbeing as a central foundation of the workplace.
- **The Walking Poster Generator was well liked and the concept of walking meetings and getting to know other colleagues through walking was popular.** For the participants, looking after their wellbeing was often associated with being able to go outside and get fresh air, being in nature, and attending wellbeing forums.
- **Workplace Wellbeing Toolkit:** a website providing a hub for articles and activities that people can implement in their workplace. This concept was highly valued by participants who liked the idea of an easy 'go to' place for help around issues such as; 'Help I am losing my cool!', 'How can I feel better?', 'How can I work more effectively...in an open plan environment etc.?', 'How do I collaborate better with others?', 'What do I do to manage interacting with a bully?'

Significant opportunities and benefits were identified with expanding and developing the All Right? materials for the workplace. These tools have the innate ability to increase people's awareness of wellbeing, and facilitate conversations and interactions around wellbeing with colleagues in a healthy way, that could positively result improved relationships and general wellbeing.

To have a greater presence in the workplace there is a need for more workplaces to first be aware of the All Right? resources, secondly to understand them and how they are useful and thirdly to be empowered and have the confidence to experiment or apply them.

In addition to these tools, fundamental to the greater presence and acceptability of wellbeing as a concept in the workplace, there is a requirement to place people's wellbeing at the centre of the workplace ethos. The All Right? Tools were described as helpful for starting conversations but not for dealing with big issues.

Appendix – Quotes from research participants

Working in Christchurch in the last six years

“It is cutting edge. Change is significant, how do we help people to cope with that?”

“People are tired, having to take a different way to work every day because roads are closed. Restructures etc.”

“At a superficial level people are ok but they still grab the table with an aftershock. Those who weren’t here just think it’s a little shake. Those who were here might breakdown - people who you think wouldn’t struggle. People have a lot more anxiety problems.”

“I know of different children who would have been 5, who are now exhibiting signs of anxiety. They are having learning issues that they weren’t having, having gone through that trauma.”

“People living alone are terrified. They come in with fake problems because they don’t want to be at home alone. We give them a cup of tea, have a chat. Send them home in the morning. It is a well-recognised thing. This is a community network issue isn’t it? We need to establish the support. Who do you refer them onto? There are no neighbourhood networks. Family and friends is what people need.”

“Before the earthquakes counselling was for other people but it has been really helpful [for me]. We worked it out together...since I put my hand up they [work] have been supportive. They are not mind readers – you need to put your hand up. You have to put your hand up, but for many people they are almost about to jump of the cliff before they ask for help or help is offered.....Anxiety we need to normalise it...I realised that I was no different to others. You see other people and you think they are a really together person and then they say they are not...We need to normalise anxiety so we can talk about it and seek help.”

“For us we moved out of our house and we have a rebuild. We have a nicer house than before but we are still dealing with challenges with working with EQC. It is something that occurred in the past but there’s always a part of you that will always will be there. We have transitioned into a new phase that wasn’t there. Basically going from one environment to another, with multiple factors changing. It is part of the imprint of our culture now.”

“I have been able to detach to deal with things I just need space. EQC have put in a request for something. It takes 20 days. EQC delivered it in 6 months. Eventually something happens. For me I needed the time to deal with it. I guess I did take it into work and they were very supportive of that. Not everyone has that luxury. I was fortunate in that respect.”

The workplace environment has a significant impact on people’s wellbeing

“Our new building is nice but is difficult to work in.”

“I like having my own workspace, I had a hot desk which was quite exhausting.”

“When we came in to this building we were told we were not allowed to put things on the walls.”

“There are bits where you have no windows, I have no idea what’s happening outside. It makes such a difference. A bit of daylight makes such a difference. Teamwork, the atmosphere is important.”

“There are too many distractions, I haven’t got a separate private space. It’s open plan, you can get interrupted when you’re trying to get work done. Its stop start, stop start. It interrupts the flow of work. I find that challenging.”

“Prior to earthquake we were in a private office where we could work comfortably. Every different aspect of the agency was there. Now we have moved into all aspects of government building and you don’t know who is working through the same workplace. I have confidential information and no way to store that securely which is a problem.”

“I got all of these [All Right?] Resources off the website, but we are not able to put anything on the walls. We take little cards, pick which one you want to do and come back with one having been done. But we have no non-agency specific things on walls. People not being able to have personal space impacts people a lot.”

“One of the requirements is that if we are not at our desk someone else can work at it. If you leave your desk for a day you don’t leave anything.”

“Doesn’t concern me as much ([hot desks] as I don’t have to deal with legal issues. Also, the telephones are headsets. You know everyone around you can hear it. You’re going to be on a telephone call that involves aggravation or confidentially you need to take to quiet room. That’s challenging... Especially when you have a booming voice like mine. You impose some stuff on those around us... and the people around us are exposed to that.”

“One of the areas I’m supposed to be attached to is [in a different building]. I don’t feel comfortable going and using a desk. I don’t feel comfortable going and using one of the hot desks. They are generally personalised for the person who uses it most. I’m not comfortable so I don’t use it. There are issues for the staff with this hot desk environment. You have only got a desk and a chair if you work 40 hours per week. Sometimes people only come in for some hours per week so they don’t know what desk they will use. For our team they put us where they can. So we are between two locked doors. People don’t know where we are so we are not part of the teams we are supposed to be with.”

“[It makes us feel] not really wanted.”

“One of the issues was we moved from offices to no offices. Everyone has hot desks....There is no one space where you can ground yourself, you can’t put family things, photos up. That’s been really uncomfortable and difficult. I spend a lot of time on the phone and a lot of it is very emotionally involving. It is difficult to not have a facility where you can to do your work properly.”

“They’re [management] missing the point entirely. I don’t see huge advantages. You’re there to do a role. It might have better social dynamics but they’re paid and employed to do a set job that they can’t do. I have struggled a bit with the open plan. I use headphones and ignore everything or everyone. I am a lot more introverted. People will tap you on the shoulder and you’ll be woo.”

“It is not teaching [young ones] good work habits. I do have my own space with painting and pictures up. It is clear about each other’s space within the office. I would struggle if I didn’t have that. They don’t teach young ones good habits of ownerships of the job. Need to make sure important documents aren’t left about and private jobs are private. It is not teaching them that some of things that are important like confidentially and taking ownership of the job.”

“It depends on the manager and whether they have time for wellbeing. Some don’t acknowledge it and give the space to do it. But it is not their fault as they face great pressure in their roles.”

“The EAP system has worked well for a lot of our staff. I have used it.”

“It [EAP system] is good for some people. Not for me.”

“We have two options EAP or workplace support. Whilst we might have a brochure. People only know about it as much as their manager will promote it.”

“The EAP walks around and approaches you in front of others and asks you if you are all right [it is not the right place].”

“They [the organisation] offer you a lot of things for example counselling but then you have to do it all yourself. They just say here is the phone number.”

“EAP is good but the connection in is not. I can call an EAP myself but I had never thought that I needed counselling. It was only when I got to breaking point that it was offered as an option.”

“There is the EAP, and I don’t want that. Is there something else? Toolkits... What are the toolkits available? We have an earthquake in the new building and I feel safe but a couple of people don’t as we are back in the CBD. The building moved and it was fine for me, it just had that sense of elevation. Is there a webpage or a Service people who are not coping with it can go to?”

“If I sense anyone has something they need to deal with I encourage people to use it [EAP] before it becomes an issue”

Workplace wellbeing support is perceived to primarily occur in the induction

“I googled the five ways to wellbeing. No government agency offer it as an induction. Where do we engage with them to say ‘your safety and wellbeing is important to us’? Shift workers are known to have a poor diet. Where do we say this to them...?”

“It’s [wellbeing in the workplace] hugely important. We’ve got an exercise challenge. 100 day exercise. It helps build team spirit. You get points per team. The spinoff has been, go for a walk. You get chatting with someone you’ve never before talked to. You learn about them, their name. The whole atmosphere in the department changes. It’s fantastic. It’s amazing. It adds a whole new dimension, you treat people differently that you know... Go for a walk. Speak with others learn their name. It really works. There is a new level of camaraderie.”

“We have open and honest conversations and discussions and we only saying what we are prepared to say to someone’s face.”

When government agencies are proactive with promoting workers wellbeing, issues can arise

“[Our organisation] did do some good stuff to support staff they gave people a day off a month as they were dealing with their own stresses as well as dealing with the public. But they faced great criticism for doing so.”

The wellbeing centric workplace

“Wellbeing should be an integral part of an organisation and not an add-on or airy fairy or fluffy.”

“[Wellbeing] it needs to be explicitly communicated by the organisation. You need to say when you are not all right. People need to take time out and you need to support it. When we give people permission

to not be ok, they feel ok because they are supported. Having that permission and the stigma is gone. It's then ok to say hey I'm not coping here. I'm stressed out, overwhelmed."

"Understanding your workforce - we've had a situation that a lot of our workforce are starting to age, should we look at this to adjust their hours? Could we work it to suit them?"

"[If wellbeing is the foundation of your workplace, what does it look like?] Happy... people are calm, no frustration. Productive, enjoy their day at work...i think of people looking out for each other. The small things, grabbing someone a drink when they're busy...or the acknowledgement you are a whole person, not just someone who comes into work. The work environment will help your wellbeing, but you need to care for each other's and support each other's. It's also a workplace, you need to be productive but you are... talking face to face instead of emails... everyone feels comfortable, emails can be overused. Some of the more stressful issues can be improved by dropping by someone's desk or clarifying or offering support... breakrooms can be a nice space."

"[WHO IS SUPPORTING YOU?] Other colleagues, your manager, give us training in the art of delivering success. Look at wellness, work life balance. Look at wellbeing of the whole individual. Recognising you have more to you than what you bring to the job outside of the job... Go for a walk outside at lunchtime to promote wellness."

"Now we have Wellbeing Managers to define it more in work we are getting down to where and what. It needs a significant organisational framework. It is really exciting for us. I don't know sometimes that the work life balances acknowledge the 24/7 commitments of some areas."

"[IF STAFF WELLBEING WAS AT THE CENTRE OF YOUR WORKPLACE, IF IT WAS THE WHOLE FOUNDATION AND EVERYTHING WAS BUILT OFF IT, WHAT WOULD IT LOOK LIKE?] My work environment would be different looking... Personalisation of it. We have gone into the corporate office and we are not allowed to put anything on the walls...Some of it's about choice and negotiation. We've granted a small amount of discretionary leave. Given them a bit of choice. We've said ok we can offer you this. You can choose how you want to receive this, those little things people are going to appreciate. You all know your balance. How do you want to do that? Some of it is us evolving and arranging of the environment that suits. It's nice to kind of be a little bit more alongside. A lot of things are a conversation. Have a few more brain storming's. I know this is a much different way of involving people."...If it's at the heart of everything you do, your procedures, the way you approach people the feeling of a sense of wellbeing will continue to build."

Ensure leadership with goals and a vision of why we are here that is understood and embraced by all in a relevant and meaningful way

"[HOW IMPORTANT IS IT THAT YOUR VALUES AND THAT OF THE ORGANISATION ALIGN] Huge. If your philosophy isn't in alignment, in a macro or micro level that is when I hand in my resignation if they don't align with my moral codes."

Wellbeing in the workplace requires a paradigm shift in order to be embraced

"We had a work group around reward and recognition, usually the first thought is more pay. It was we just want you to say thank you. We want to know we are on the right track. It is just the acknowledgement."

“We have a programme where if you exercise you get so many points. The more people you exercise with the more points you get. The cleaner said she was working here five years and knowing no one, and that they now know people’s names. It has had a fantastic effect. It’s about mixing the groups.”

“If you have good relationships, you will work hard.”

“Being passionate about values is good for your wellbeing.”

“Learning about Te Reo Māori is something that everyone can gain on. It makes you feel like you’re a part of the organisation.”

“[Our organisation] is very much about wellbeing. But it seems more uniform, umbrella wise. Less about roles. More about overall wellbeing. They are doing support for retirement not what you can do for a person in their role actually doing their job.”

Mechanisms for effective resolution of issues in workplaces are often missing

“[Connection to others means you] can understand and be a part of it. You don’t feel marginalised anymore and you have a doorway to speak and understand and be understood.”

“Most people get on very well, but when things go wrong there is no good mechanisms to resolve issues.”

“A person can be toxic, they can have a large level of influence and there is not a lot people can do about it. You have to be seen as good employer.”

“We always look over manager’s performance. You can see the people who have been there for 10 – 15 years are the people that are difficult to manage... Not really everyone [who has been there 10 or 15 years].”

“The employment environment makes it difficult to nudge people out.”

“People, if anything, be toxic to themselves. People need to have more confidence in themselves as an employee. Making people feel more confident [is important].”

“80% of people who upset others don’t know that they upset them.”

There were, however, some popular mechanisms discussed:

“We have an open policy to be prepared to say things to the person who you are talking about. It is ‘would you be happy to say that to the person?’... but with bad behaviours it is hard to do anything about them. It can lead to people being almost too nice and too careful.”

“It is difficult to make people self-aware of problems... This is why we need skill for personal dynamic stuff. Know their 4 personalities, are they more forceful.”

“At a conference we got split up into personalities. It was interesting to see and shine a light on why it’s so different to manage. It has helped me understand my manager better.”

“We have a similar thing called get dotted with four colours. It changes the way you deal with people. If you understand their personality you can communicate with them better...”

“We are very fortunate to have lots of that type of thing at my workplace. We get encouraged to do courses, Te Kanga Maori Treaty of Waitangi course was mind blowing, it was so good. Goals for Maori become embedded for a reason, not just saying it. In 36 years someone said to me that is the first time I have been greeted in Samoan. I appreciate a working environment to be able to deal with this.”

“Some managers had been on courses which are aware of their own strengths and characteristics using different mechanisms and tools to do this. Helping them to understand how their behaviour affected others and enabling them to have a better understanding of other people’s behaviours.”

“With teams you need to meet with them individually. They are all individuals. There is not one size fits all. They need to be treated individually. What they say to one or another is different.”

Workplace culture is important to fostering wellbeing and, connection and communication are key too

“Relationships at work need a lot of give and take. All workplaces have personalities all mixed up and some there is a lot of laughing and chatting and in others it is like a morgue. It is like at school.”

“Personality wise, if someone is subdued or frosty, it makes a huge impact. It makes a big difference in the mood. There is not that many just a few who come to work in a bad mood.”

“There needs to be a sense of purpose, any job is important, you know what you’re doing and why. Heading for the same sorts of goals and knowing why. Knowing where you fit in. Connectedness, is one of the reasons we come to work, we could all stay at home with our laptops doing work from home, and it is for that sense of connectedness and relationships with people.”

“People don’t communicate properly. We are aware, as people become more senior it creates an issue for juniors.”

“I would like flexibility about where I work. I don’t need someone to tell me what to do. He’s an old style where he like to physically be there with you. Driving can be a mare some days.”

Larger workplaces often have siloes, and some have siloes within siloes

“Between different work groups you may not know much about other groups or socialise with them.”

“We haven’t really worked well together. In my peer team it is competitive environment for resources. People looking after their team that they are looking after... How do you share resources across the hospital? There seems to be so many layers of management. Area management. Just seems so much management.”

“[Organisation] is quite siloed. It has created barriers for things that need to be done and implemented. Even in your own team there can be silos. That creates a lot of barriers. Staff struggle with the constant change. It is really hard to deal with for a lot of people. There’s a lot of turnover. You can see how that impacts people with the workload management.”

There are gaps between overall organisational leadership, managers and service providers

“There is a gap between what the executive understand and what teams or workers are seeing as the situation. There is a series of mixed messages. There are real commitments for the organisation for health and wellbeing. Honest commitment by managers. The gap is in things that need to occur for

people to get that sense. Despite numerous surveys, feedback, I still don't see that message being understood. Good intentions undermined by behaviours not reflect what is being said."

"Our team takes time to try once a month to get together after work. What I have found is it works. Though we don't agree with management or the political side. We offer help to other staff."

"...I worry about my team. The trust is gone between them and management. They have lost belief in the system that it can deliver what it should."

"Also you are trying to manage staff but you don't get support we you need it for medical, consultant level. Nurses are just nurses. Somehow they seem to have lost ability to stand up and say patient care is compromised by management as they say this is required of our nurses. I feel like they [nurses] have lost their willingness to be a voice sometimes, because they are managed with waiting lists requirements because they have to meet this. They are managed. It must be very demoralising. At the end of the day they feel like they are churning through numbers."

"The management structure, they have to answer to the ministry. We have been asking for money since the earthquake. One day five members of the ministry got up at the end of the day, and said we want to thank you for your hard work. And that was it, fabulous. No recognition that we actually had an earthquake. They said in the beginning they wanted evidence. Major PhD reports done saying how high the mental high usage was post-earthquake. We have been tracking exactly the same but we haven't got an extra dollar."

The role of Human Resources is not conducive to wellbeing and can be divisive

"I have been in HR coming up 5 years. It is changing and it is good in the respect that people are more willing to go to someone. It relies on who is in the HR role and that they are there for everyone."

"In HR we have had bad eggs. We have gone through and put in very good guidelines and code of conduct. Being more transparent has increased the public view. Core things, such as integrity will continue, accepting diversity."

Management

"People blame others for bad things happening to them and they are not taking responsibility themselves."

"I said to my boss I'm going to take lunch breaks. Five minutes out the drive and he rings me, can you email out the execs?"

The manager is a facilitator and catalyst to wellbeing being at the forefront in workplaces

"A fantastic manager, makes a big difference. Businesses need to take time out to do this [wellbeing]."

"Our regional director is passionate about wellbeing. Managers are supposed to be the representative, some pretend they are."

"My boss is amazing. He lets me cry on his shoulder."

"If you don't get support [for wellbeing] from the top staff it's very difficult."

“The organisation I work for is a good place to work. The CE is good and has a genuine focus on making it a better place to work. Good senior leadership is important. They do have to make unpopular decisions but they still need to be compassionate and humane and communicate. We need ‘human’ management and leaders. Having a people personality is a big component.”

“As you get higher up there is no support. That’s where people struggle.”

“Generally you are the only one who does what you do. I need to be across the legislation, out there working out the risks. It can be quite lonely and isolating. You need someone to talk to. Nothing is black and white. It’s relatively unclear in legislation. Having the support networks is key. Being able to bounce ideas off someone and share resources.”

“Managers are not chosen because of their quality as a manager. Often they lack the personal interaction and quality to lead people. People leadership ability is not considered in making people leaders.”

“There needs to be greater consideration of a person’s suitability for a role and their ability to cope with different stressors.”

“Some people have got stuck in the role [of manager]. And now they can’t ask for support for it. How they deal with something is not in character but they feel they have to behave in that way.”

“The team leader, checks your team is ok. The next level up, no one looks up to you. That’s the level when people start to struggle.”

“You can have a good working environment and staff, but there is so many personalities. When it comes to the point where you need to have a chat everyone is different.”

“Often middle management felt they had nowhere to go. They just sit there, get out of the sandwich. Look at it from all perspectives.”

“Our team now has our own manger. Previously we shared a manager who didn’t have the time.”

“The specialist mental health division has been given a challenge to change the way they do things, but there is no money to do that. Every conversation starts with you need to do ABC but there is no money to do that. Every time we have a quality initiative that would benefit the customer there is no money.”

Individuals/Teams

Wellbeing is holistic there is no difference between wellbeing by location or task whether this be in home or work life

“There is a direct relationship between work and home. If the stress level gets high in either one there is a point at which it bleeds across.”

Workplace wellbeing touch points are limited

“It is so easy to get in the cycle of work, work, work. It is about having the permission to stop and think about yourself.”

“So long as the perception is there that it is going along nicely [nothing happens]. I don’t take morning tea, lunch or afternoon tea break. We are working 78 hour weeks every week. I took the opportunity to

come to this forum today because health and safety don't listen to us. On five separate occasions we were polled about things for the new building. We got none of them."

"Health and safety have to work on wellbeing in general. They are not modifying your workload in any form. You look after yourself and by the way you have to do your 80 hour week. The Manager is the one who should be looking at your workload and saying we will move this deadline back."

Limited awareness of individuals' wellbeing in the workplace

"[IF YOU WERE AT WORK AND YOU FOUND YOU WERE TOTALLY RESPONSIBLE FOR YOUR OWN Wellbeing WHAT ARE YOU GOING TO DO] Reduce work hours... take breaks... go outside in lunch breaks and get fresh air... not get hungry... get better coffee... get myself organised... be responsible for your own workload... have more fun... have a roster for the person who wants to organise fun quizzes and play dough... have fun police who organise things... Decorate things up once a month. Birthdays in that month celebrated on that day..."

Being able to 'be yourself' without being judged is key to wellbeing in the workplace

"I am myself at work, but not as black and white. I am trying to be a bit different at work."

"I have core values and beliefs but there is an expectation to have an image that instils trust and confidence. I take great pride in how I present. With staff it is more difficult as some people do not present that image. It can be hard to influence that... I feel HR process falls down a bit. If you have to go from local to national level, it can be difficult."

"Trust starts with you, if you are trustworthy hopefully it spreads."

Some people are too scared to ask are you ok? In case you are not

"I feel uncomfortable as it is not my job but I can tell that they are not right. I try to support them. You have to be careful as it can be taken by them in different ways."

"A Counsellor or mentor is needed. You need to have the time and energy to do it. It is not part of my role. I will try and help but if I don't feel comfortable I will say so and I have a folder of contacts and phone numbers which I give to them."

"Are you prepared to have that conversation with the person you are talking about? Knowing that you are allowed to have conversations. Doesn't have to be managers down. Can be employee to employee."

Trust and being valued and respected in the workplace is important to a person's wellbeing

"Employers have mixed reactions to mental health days."

"Flexibility, I hate the work [having been restructured in to the role] but it works for me because I can do it part time."

"We are in the middle of another restructure. The bollocks going on is unbelievable. Plans have been made by people who don't have a clue. I spoke to a guy planning the restructure and asked him to explain why he changed what we do. I have no idea what he meant or said for that matter. It was nonsensical words. I have no faith that they will listen. They are so fixed in the way they are doing it. They have already decided what track they are doing so they will go ahead and do it. We have been through 5 or 6 restructures. Now I've got to a point where it all goes over my head. I get on and do it. I

will get to the point where I'll be able to retire, so if the worst gets to the worst I will get to the point where I can just go."

"Don't know if I feel the safety for the whole team [WITH THE OUTCOME OF THE RESTRUCTURE]. I can see the stress taking its toll as a team. Don't know if it is a lack of security in your role. I am unsure what the proposal will look like. It is difficult to hold your head up. I can't lie to the team and it's really hard to keep face and stay professional in those circumstances."

"We are concerned that the [position] is going to be wiped. It is always a concern. It is always about money. It is seen as a superfluous role..."

"Security comes in the form of the nursing registration. I don't find nurses get made redundant. That's money in the bank. At the moment I feel very valued in the role. I feel well invested and supported in that role. I'm ok."... I think that is a dangerous thought. In my opinion I think [person] added incredible value to the organisation. She was disestablished. It is scary that that can happen."

"My sense of insecurity is more intrinsically driven. Where the form fits my moral code something I can sustain and be comfortable with."

"The objectification of the workplace. I have a Turkish eye on my desk."

"[You want] good relationships at work with peers and people you have to interact with daily. Modern technology. Good work environment free of distraction."

"No one wants to spend their day with grief. No one wants poor relationships. Working as a team, not against each other."

"Communication. And actually having open communication. Clear lines of leadership. It is useful to know who you are responsible to. And who is responsible to you. Knowing where everybody sits in the organisation. Who is there to support you? To answer questions for you."

Relationships are a significant factor in peoples' wellbeing

"[IF I WON LOTTO I WOULD STILL COME TO WORK] I love the team I work in. I would miss the people, I have more of a life at work than at home."

"[IF I WON LOTTO] I would totally leave – work isn't meaningful. I got restructured into role I'm in now."

"[IF I WON LOTTO] is a bizarre concept, I'm destined to work all my life. It would be foreign not to work. I can't imagine not having work."

"One of the reasons I got this job was I felt like I could speak for the consumers who couldn't speak for themselves. There is a whole lot of people out in the community who couldn't do what I do. I am not doing it for the money."

Work colleagues and peers are often considered key to people's wellbeing in the workplace

"The skill mix is important. There are always new youngsters coming through. Trying to keep the balance so people can bring the best out of each other."

"[WHAT GIVES YOU SUPPORT IN THE WORKPLACE?] Colleagues...offloading. The here's how it really is conversations. Am I off track? What am I missing? I don't know how to handle this. Getting a perspective

not just in the team but across teams. Someone organised a cooking roster. That is a nice supportive environment to be in."

"I think the employees of [our organisation] are fortunate to have support services available. Can't beat a workmate to just hear you out. Have workplace support. Provided opportunities for that support. Post-earthquake lots of workshops. Very positive for the staff to get support. Might not get your house done faster but it is an opportunity to reach out."

"[WHAT WOULD IT TAKE YOU TO REACH OUT?] Bringing in the human stuff in a day to day environment. And what that means about the pace that people have to work. It is quite an exposed position. Coming back to the immediate colleagues because they can spiral themselves down rather than up...Trigger events. Awareness of events that can trigger that downward spiral. It is an informal thing."

Friendships are important but they take many forms

"Being part of a team is important to me, it's like a work family."

"I don't have an appropriate manager, I have had half dozen in the last few years, it's a big turnover. I don't bother talking to my manager. I was fortunate in my last role, we became our own support network. It was important to have a friend in the role when things like earthquakes, housing, coming to work 'and shit' went down, but I can't talk to anyone anymore. It is good to have someone to talk to about things and feel that support... when you have already packed four lunches, before you get to work, had an argument with your partner and you can say to someone we had a crap morning. It is have someone to talk to... it's about having a bit of a laugh. Every day someone had a drama."

"[Colleagues] Gaining knowledge of each other and encouraging you in your role is good."

"Having your own role is good. There is a lot of mentoring into your role. We feed of each other. It is good."

"Social interaction outside of work helps relationships inside of work. You have a more personable relationship."

"[HAVING SOCIAL AND WORK RELATIONSHIPS] makes me feel safe to be open. When you have bad days you don't have to have a day off and cry about it. It helps you move through."

Empowering individuals is key to wellbeing

"[WHAT IS THE IDEAL WORK RELATIONSHIP LIKE?] The individual listens to you, works with you to find common ground... You reciprocate, if you have them, they have you... Acceptance of others opinions. Put at the length you want it, so things don't escalate. People you can trust to tell you if you're not doing things right. Colleagues you value most are those you know will give you all sorts of feedback...If they accept mistakes and can talk and work through it. If it gets defensive and denial... Have to compromise to have reasonable working relationship."

"A cultural of being open about it. If you make a mistake you tell the patient. It can quickly go to HR process which is blame process. It's horrible having gone through it with a senior medical officer it was a horrendous process. Lots of trauma."

"I work with 17 staff and every single one is different and I have to deal with all of them. So long as they know they can come and talk to me if something goes wrong is all I ask for. So long as dialogue goes on I am happy."

"Having the team respect each other. Have space, but open enough to have good banter. So the area feels nice."

"[WHAT STRATEGIES DO WE HAVE TO DEAL WITH THIS ONGOING IMPACT OF THE EARTHQUAKES YOU DESCRIBE?] Exercise...book a time in my diary to go to the gym. Doesn't always work. It is visible to others that I am prioritising my wellbeing. I feel better once I've done it. I could have used that hour to do something else. Flexible work hours per week...Key thing for me would be the flexibility to work so long as I have the knowledge that I have work to get done... Mindfulness. Whether it's painting or walking. We get very little time to be introverted and be conscious of how we are actual feeling."

"You have to look after yourself and your colleagues. I was in a presentation for [specific role] talking about mental health and the recovery. It was said it is not ok to ring in and say I need a mental health day. It is very difficult to deal with someone who is having a psychotic breakdown and be with a group of people who aren't well."

"When I first joined [organisation] we used to try to have a point of having morning tea together once a week. At least it allows us all to get together to talk about work or home stuff. It was a useful time, but the way the office is set up now you can't even go heat your lunch up without going down two floors."

There is a significant relationship between work and home life and wellbeing

"At work I am a professional and I take pride in what I do and I am committed. I have a strong desire to serve the public and to see law enforced. In my private life I am a quiet person in temperament and personality. I keep my private and work life separate."

"Having a job helped [after the earthquakes] it gave me a reason to get up each day and concentrate on something else. At work I was with people I liked and not by myself. It was a hard time and being at work was massively helpful."

"Work definitely helps me with my wellbeing at home. It balances out the stress at home. You get to meet people and enjoy people. I am happy at home in my own company, you have to live with yourself. I am proud of my job and work and it gives me self-esteem, it is good to make a difference and to help people. There are definitely people at work who have influenced me a lot, they have a way with people and are good role models."

"Sometimes you can have a good job but not haven't time to enjoy it."

"Sometimes I go home feeling like I have failed because there is so much still to do. We need to focus on what we have done well."

"Chillax...just an hour and a half of work."

"I have regular check-ups with colleagues. It is good to be able to leave work at work. I don't live to work, I work to live."

“You have to think about what you take home and what you don’t particularly in mental health. I was talking to a lady this morning – I wanted to take her and give her a roast dinner but I can’t. You are doing your best to know they are in the best place and leaving them there. It does take some practice.”

“We do get involved in afterhours emergencies. It requires one person so we can roster that around. But there are always niggling issues that you are worrying about at home, in the back of your mind. There is always the customer that wants something yesterday. Trying to help them through that and it not becoming part of your life. Tough calls some people have to make.”

“Home doesn’t affect my work more. The two don’t really interact. Some of the things I do outside of work benefit my work experience. Different organisations I’m involved with and volunteer with help work. They complement each other.”

Toxic behaviour does not support wellbeing in workplace

“Circumstances have improved in Christchurch but some people are still battling away and are angry on a daily basis. There are still real issues for people day to day... The earthquakes exasperated life’s stresses and introduced quake stresses to...I have a lot of sympathy for my co-workers. On occasions though their toxicity boils over and they go beyond the pale and their behaviour affects other workers. The stresses can lead to inappropriate bullying behaviours and attitudes towards work.”

“Fairness is a huge thing. People don’t mind things if they think it is all fair.”

Canterbury versus other places

“There is a growing awareness of how much stress takes a toll on people. More people at all levels are now saying that. You can’t deal with this crap every day and be ok. It’s more acceptable to admit you are struggling. More awareness about protecting yourself. More literature on it. Burnout happens to the occasional person.”

“...We are not time rich because so much is going on externally and internally. We don’t get FTE’s for that, it’s all absorption. Because we are on the back foot because of earthquakes. We still have 40 buildings to come down. We are not working in the best environment. A lot of people don’t cope with the change.”

“[WE’VE HAD AN EARTHQUAKE SERIES, IN WHAT WAYS ARE WE STILL IMPACTED?] Here things are quite different...Rattles people to think of what is going to be true for the day. Affects routine. Starting to not see an end for this. Digging up road, being disrupted, moving places. You have got to have something in your day that is concrete. There is too much to deal with consistently.”

“We used some of the same strategies for people affected by the fires and those by the earthquakes. How unlucky can Christchurch be?”

“It is a world that’s changing. That is creating a lot of uncertainty. A world that is no longer predictable. From politicians to financial. We thought we lived in a safe certain environment.”

“I worry about time. I don’t have the hours in the day to see the people that I need to. I have to be strict with my time as there is life outside of work that I want too. It is hard to walk out of a meeting when people are literally in tears. There are no more hours in the day.”

Moving in to town

“Commuting and parking in town is stressful. Public transport is just not feasible. Parking creates anguish and stress as it is not available. Some people pay for a park and then the road is closed so they can’t get there. It changes each day. People are stressed out by it. People who used to be calm and collected are now angry and frustrated on a daily basis. They end up late for work or meetings and if they are a parent arriving later they can’t park.”

“The physical move was an issue. There was no planning with people in mind. People were breaking down in tears e.g. They found themselves having to do four hour stints standing. Changes were made but only after sobbing, crying and distress. The plan and vision didn’t take people in to account. There was consultation but it was not listened to. They were playing with people’s lives not in a compassionate, controlled manner. There was a massive degree of change for example a different desk each day which we nick named ‘shit desking’ not hot desking.”

“Staff can’t download the Wilson car park app on their phones, staff need to park. It has been escalated to national office. It seems minor but it is significant.”

“When I worked in Papanui, I had no need to go to the CBD. I had no awareness of earthquake stuff. I want the earthquake stuff to be over, and it’s not. I hate the roading situation and parking situation, I love the building, I see the future and that’s what I hold onto. I walk every day, there is always something going on.”

“There was anxiety about shifting for a handful of people. It’s forced the bus thing for travelling in to the city. I used to start at 8:30, now I’m in at 7:30.”

“You want people around you who recognise what you are doing. To be able to socialise with other parts of the agency. When I talk about privacy we are constantly talking about evidence. A quiet environment is a must. It a stressful the way we are working now.”

“I concur. We have senior management around and you can’t not hear hiring and firing. Open plan has its place but it has gone too far.”

Frontline staff

“After an incident there is a common understanding, you can spend 20 to 30 minutes talking to each other, other people would not get it. Some things can go unsaid. There is a lot of dark humour. The culture there has been bad in the past but it is better now.”

Dealing with personal matters

“People’s home lives are definitely affecting their work. My house is still not fixed. I have to take time off to deal with home stuff. My manager says go, my higher manager in Wellington thinks Christchurch is fixed.”

Workplace initiatives

“We had a work group around reward and recognition, usually the first thought is more pay. It was we just want you to say thank you. We want to know we are on the right track. It is just the acknowledgement.”

"I have been trying to be mother duck, I learnt I can give tools to others. I say do what you want with them. It is quite powerful, as individuals need to own it; what's the bigger picture and how they own it."

"We have a programme where if you exercise you get so many points. The more people you exercise with the more points you get. The cleaner said she was working here five years and knowing no one, and that they now know people's names. It has had a fantastic effect. It's about mixing the groups."

"If you have good relationships, you will work hard."

"Being passionate about values is good for your wellbeing."

"Learning about Te Reo Māori is something that everyone can gain on. It makes you feel like you're a part of the organisation."

"[Our organisation] is very much about wellbeing. But it seems more uniform, umbrella wise. Less about roles. More about overall wellbeing. They are doing support for retirement not what you can do for a person in their role actually doing their job."

Effective Issue Resolution

"We have an open policy to be prepared to say things to the person who you are talking about. It is 'would you be happy to say that to the person?'... but with bad behaviours it is hard to do anything about them. It can lead to people being almost too nice and too careful."

"It is difficult to make people self-aware of problems...This is why we need skill for personal dynamic stuff."

"At a conference we got split up into personalities. It was interesting to see and shine a light on why it's so different to manage. It has helped me understand my manager better."

"With teams you need to meet with them individually. They are all individuals. There is not one size fits all. They need to be treated individually."

Other

"It's really positive and fantastic the job they've [the All Right? Team] done."

"It would be great to have people come into your workplace and talk about the All Right? Campaign. It helps staff understand the positives that can be done. We've all been through the earthquakes."

"[All Right?] They should ask things like are you taking care of yourself? Are you investing in your wellbeing? What is it that you are doing to make you feel good?"

"I like to see them as a resource. As part of that great wider tool kit. I would just like to see them being a little better tailored and specific for our environment."

"[Hidden Strengths] Learn from others, just because I'm a manager doesn't mean I can't learn from my team. Good chance of earning trust and rapport."

"A tool kit has options, you can see that ability to stop and go blank and refocus... Get in the groove with things... A great opportunity, growing by trying."

"All Right? Is a fantastic tool. It is open and accepted by a large number of people."

"There is a billboard that has the All Right? Messages. It doesn't matter how you're feeling, you have the permission to not feel ok. The resources are there to find help. If you've had a crappy day, it's ok as the messages are there. The All Right? Posters that had the tear off things are good we still have those stickie's taped to our computers. It was really nice! The ones that were out of context but really nice. It makes a difference."

"I like the ones where you get reminded of the things that do bring wellness to me. Breathe deeply, enjoy sunshine. It makes you think that's right, am I doing those things? I found them quite encouraging. Having someone physically there telling you that stuff. The universe cares."

"Are you ok messaging? People are still afraid of asking. Does it happen in every workplace? Every department? Potentially no. It takes someone noticing you are not ok for you to feel better. I've gone to a couple of health and safety briefings that were around preventing suicide. Health and Safety in the workplace; workplaces kills 55 people a year. Over 500 will commit suicide. That fundamental first question is Are you ok? Where can I direct you for help? Is there anything you want to talk about? People are afraid to ask."

"A tool kit is a really good idea."

"The poster saying strengths is good."

"In my admin team we got one of these. Buzz to get it."

"Everyone wants to feel important and that is good for that."

"I may not put enough time into my family unit, it is relevant to have the reminders."

"Ones you can link to home; fun packs you can share at home, the give a gift one. Not just at work."

"I did the bus [Roller Coaster] one. Having one you can give out to people would be good."

"If you get the message enough it starts to sink in. Promote it."

"We have some of these around our building. We started doing team stuff. It's called the huddle it's once a week... These things are really good, recognizing people's strengths and weaknesses."

"The give a compliment things are fun, they make you smile."

"Those things [All Right? Materials] clearly they have their place. Give me the place and facilities to be comfortable at work I would prefer that first, give me the facilities to do my job comfortably. What my management think makes good managers isn't right."

"I could see my wife use them in school."

"Would use it if it's not cartoons."

"Really nice idea and I can see how it applies to home. It is ironic as it is not what applies to the workplace."

“If you had a manager that would give this man a private office it would tick a lot of those things [five ways to wellbeing].”

“I never take morning tea, or lunch. Most people only take 15 minutes for lunch. They wouldn’t be about to connect. It is not set up to have breaks to meet with your colleagues.”

“There needs to be more of an environment to facilitate that not the manager saying you have that 12 minute, 30-minute break. Then you will do connecting. Having that space for people to do what they need to do. Having that space to allow people to be what they want to be rather than a formalised thing.”