



Te Kawa Mataaho

Public Service Commission

6 June 2025

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Official Information Request Our Ref: PSCR 2025-0589

I refer to your official information request received on 29 May 2025:

"I understand that Te Kawa Mataaho has issued guidance (dated 12 December 2024) for flexible working policies in the public sector. I request a bibliography/list of the research publications that were consulted or cited by Te Kawa Mataaho in producing the guidance..."

Information being released

The 2024 Flexible Working (Work from Home) Guidance is a procedural update to the previous 2022 Hybrid Working Guidance. Listed in the table below is the bibliography of publications considered in the development of the 2022 Hybrid Working Guidance including links to the websites where the information can be found.

Item	Author	Date	Link
1	Australian Government Productivity Commission	September 2021	Working from Home — Australian Government Productivity Commission
2	Brecheisen, J., Truscott-Smith, A., & Wigert, B	March 2022	The Four Essential Dynamics of Hybrid Work — Gallup Workplace Note: the original link no longer connects, but the article can be accessed here: The Four Essential Dynamic of Hybrid Work — Gallup News on the Corporate Learning Network
3	Business Leaders' Health and Safety Forum and Leading Safety	July 2022	Effectiveness-of-wellbeing-interventions — Business Leaders' Health and Safety Forum
4	Department of Enterprise, Trade and Employment, Republic of Ireland	May 2022	An Evaluation of the Impacts of Remote Working — Department of Enterprise, Trade and Employment

5	Fuenzalida, J., Gómez, M., Arcain Riccetto, P., & Iocco Barías, P	June 2022	Addressing challenges to remote and hybrid working in public organisations — Blavatnik School of Government
6	Gratton, L	May–June 2021	How to Do Hybrid Right — Harvard Business Review
7	New Zealand Institute of Economic Research	March 2022	Zooming into better work-life balance? Gender and equity insights from New Zealanders’ experiences with working from home — NZIER
8	NSW Innovation and Productivity Council, NSW Productivity Commission	November 2020 and November 2021	NSW Remote Working Insights — Investment New South Wales
9	Organisation for Economic Cooperation and Development	December 2021	The role of telework for productivity during and post-COVID-19 : Results from an OECD survey among managers and workers — OECD
10	Ringel, R	July 2021	When Do We Actually Need to Meet in Person? — Harvard Business Review
11	Williamson, S., Pearce, A., Dickinson, H., Weeratunga, V., & Bucknall, F	September 2021	Future of Work Literature Review — University of New South Wales

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) on the Te Kawa Mataaho Public Service Commission’s website.

Yours sincerely



Nicky Dirks

Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission