Joining the dots between people, performance and places; tales from the sharp end

Dr Bridget Juniper, PhD, MSc, CPsychol
Agenda

• About Us
• Employee Well-Being
• Linking Employee Well-Being and the Workplace
• Case Study
We measure and manage employees' health and well-being
Our approach is independent and is based on an established, scientific method that has won industry and academic awards
Employee Well-Being

- Employee well-being is subjective and dynamic
- It is employees’ interpretation of an event rather than the event itself
- It captures what’s important to employees themselves
- It is multi-dimensional
- It varies between sectors, organisations and roles
Employee Well-Being

- Warning: Harmful chemicals
- Work or Home?
Employee Well-Being

Maslow's hierarchy of needs

- **Self-actualisation**
  - Personal growth and fulfilment

- **Esteem needs**
  - Status, responsibility, reputation, respect and confidence

- **Social needs**
  - Belonging to a group, trust and acceptance

- **Safety needs**
  - Security, structure and stability

- **Physical needs**
  - Shelter, warmth, food and drink
Importance of Employee Well-Being

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased productivity from top quartile healthy employees</td>
<td>18%</td>
</tr>
<tr>
<td>Employees experiencing excessive pressure at work</td>
<td>40%</td>
</tr>
<tr>
<td>Employers reporting an increase in stress-related absence</td>
<td>37%</td>
</tr>
<tr>
<td>Proportion of work-related illness linked to stress</td>
<td>41%</td>
</tr>
<tr>
<td>Rise in UK managers reporting presenteeism</td>
<td>60%</td>
</tr>
</tbody>
</table>

‘Conservative estimates show that the cost of impaired health equates to 15% of salary costs.’

Ashridge Business School, 2011
Importance of Workplace

• Workplace responsible for 24% of job satisfaction – affects performance by 5% for individuals and 11% for teams (Commission for Architecture and the Built Environment)
• 85% of respondents say workplace wellness is critical (CBRE, 2014)
• 60% of HR professionals believe workplace has a large or very large impact on productivity (Spaceworks, 2006)

• Why is workplace so neglected in discussions on leveraging staff costs (90%) and performance?
  • Rarely featured in HR manual
  • Not picked up in most staff surveys
  • HR and FM unusual bed fellows
The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup’s pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.
Our Assessments

• Enable systematic measurement of employee well-being
• Identify and rank most important factors using Impact Analysis
• Based on robust clinical measurement practices
• Link to business outcomes

Standard  Sector  Specific

Employee Well-Being Assessments
Case Study

- Call Centre
- 600 agents
- 7% sickness absence
- 35% attrition
- £3.4m cost per year

How does call agents’ work impact on their well-being and performance?
The Assessment

Assessment constructed systematically using Impact Analysis methodology (Juniper et al., 2010)

<table>
<thead>
<tr>
<th>YES - I agree</th>
<th>NO - I disagree and this is how much of an impact it has had on my overall health and well-being over the last six months:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No Impact</td>
</tr>
<tr>
<td>Being able to recover from a difficult call before answering another</td>
<td></td>
</tr>
<tr>
<td>It is easy to carry over holiday that you haven't yet taken</td>
<td></td>
</tr>
<tr>
<td>Maintaining a healthy weight</td>
<td></td>
</tr>
<tr>
<td>Being satisfied with how your adherence metric is monitored</td>
<td></td>
</tr>
<tr>
<td>It is easy to book holiday far in advance</td>
<td></td>
</tr>
<tr>
<td>Being able to bank the extra time that you work</td>
<td></td>
</tr>
</tbody>
</table>
## Well-Being Domains (33Q)

<table>
<thead>
<tr>
<th>Domain</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Banked Time (BNK)</td>
<td>Impact of banked time issues on well-being</td>
</tr>
<tr>
<td>2. Development (DVL)</td>
<td>Impact of career development on well-being</td>
</tr>
<tr>
<td>3. Facilities (FAC)</td>
<td>Impact of facilities on well-being</td>
</tr>
<tr>
<td>4. Food &amp; Beverage (F&amp;B)</td>
<td>Impact of F&amp;B provision on well-being</td>
</tr>
<tr>
<td>5. Physical (PHY)</td>
<td>Impact of physical health issues on well-being</td>
</tr>
<tr>
<td>6. Psychological Health (PSY)</td>
<td>Impact of psychological health issues on well-being</td>
</tr>
<tr>
<td>7. Management (MGT)</td>
<td>Impact of management on well-being</td>
</tr>
<tr>
<td>8. Work Home Interface (WHI)</td>
<td>Impact of WHI on well-being</td>
</tr>
</tbody>
</table>
## Customer Services (2.52)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Question</th>
<th>Domain</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Vending machines are convenient to your floor</td>
<td>F&amp;B</td>
<td>3.17</td>
</tr>
<tr>
<td>2</td>
<td>Shift patterns are family friendly</td>
<td>WHI</td>
<td>3.14</td>
</tr>
<tr>
<td>3</td>
<td>It is easy to carry over holiday that you haven't yet taken</td>
<td>BNK</td>
<td>3.09</td>
</tr>
<tr>
<td>4</td>
<td>It is easy to book a day's holiday at short notice eg within one week</td>
<td>WHI</td>
<td>3.07</td>
</tr>
<tr>
<td>5</td>
<td>Car parking provision is satisfactory</td>
<td>FAC</td>
<td>2.99</td>
</tr>
<tr>
<td>6</td>
<td>Work stations are kept clean</td>
<td>FAC</td>
<td>2.91</td>
</tr>
<tr>
<td>7</td>
<td>Air conditioning on your floor is well regulated</td>
<td>FAC</td>
<td>2.76</td>
</tr>
<tr>
<td>8</td>
<td>Feeling motivated by opportunities for promotion</td>
<td>DVL</td>
<td>2.75</td>
</tr>
<tr>
<td>9</td>
<td>Looking at your screen for a long periods without developing eye strain</td>
<td>PHY</td>
<td>2.70</td>
</tr>
<tr>
<td>10</td>
<td>The break-out/rest areas are relaxing and restorative</td>
<td>FAC</td>
<td>2.65</td>
</tr>
</tbody>
</table>
Facilities
Food and Beverage
Linking Absence with Well-Being

Those in FAC Low Well-Being Quartile are over twice more likely to take 4 or more days absence compared to colleagues in the High Well-Being Quartile.
Linking Attrition with Well-Being

People in FAC Low Well-Being Quartile are 11.5 times more likely to leave compared to colleagues in the High Well-Being Quartile.
Linking Absence with Well-Being

Physical Health, Facilities and Psychological Health factors are most closely linked to sickness absence.
Well-Being Priorities

• Facilities: canteen provision, car parking, vending machines, hygiene etiquette, more lockers, refresh rest areas
• Physical health: shifts, eye strain, breaks, tea trolley
• Psychological health: resilience, sign posting, manager awareness
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