

# TOOLKIT

## EMPLOYEE WELLBEING MEASUREMENT AND METRICS GUIDE 2 | DEEPENING YOUR INSIGHTS

### CONTENTS

	PAGE
INTRODUCTION: WHY MEASURE EMPLOYEE WELLBEING?	2
MEASURING SUBJECTIVE WELLBEING	3
<ul style="list-style-type: none"> <li>• ONS National Wellbeing Survey questions</li> <li>• UK Workplace Employment Relations Study 2011 survey questions</li> </ul>	
THE LINK BETWEEN EMPLOYEE WELLBEING AND ENGAGEMENT	5
<ul style="list-style-type: none"> <li>• The Responsible Business Tracker®</li> <li>• Gallup's 12 Questions on Engagement</li> </ul>	
EMPLOYEE ENGAGEMENT – DEEPER INSIGHTS	6
<ul style="list-style-type: none"> <li>• Department of Work and Pensions Workplace Wellbeing Tool</li> <li>• Civil Service Staff Engagement Survey</li> <li>• Examples of key metrics and KPIs used by Business in the Community Wellbeing members and Champions</li> </ul>	
BEYOND ANNUAL SURVEYS, THE VALUE OF PULSE SURVEYS	7
LEADING AND LAGGING MEASURES	8
<ul style="list-style-type: none"> <li>• Leading indicators</li> <li>• Lagging indicators</li> </ul>	
MEASURING PRESENTEEISM	8
<ul style="list-style-type: none"> <li>• Survey questions about presenteeism</li> <li>• World Health Organisation Health and Work Performance Questionnaire</li> </ul>	
MEASURING ORGANISATIONAL RISK FACTORS FOR STRESS	9
<ul style="list-style-type: none"> <li>• Shaw Trust / Tackle Mental Health manager and employee questionnaires</li> <li>• The Health and Safety Executive Management Standards for work related stress</li> </ul>	

- PRIMA-EF Guidance on monitoring psychosocial risks at work
- British Standard Institute frameworks

CONCLUSION

11

## INTRODUCTION

Why measure employee wellbeing?

Measuring employee wellbeing is essential for any organisation seeking to understand the impact of its approach.

Measurement will help you to:

- Identify whether there are any issues that you need to address
- Identify what the issues are
- Identify who is particularly affected by them (e.g. a particular demographic group, particular job roles)
- Identify whether there are any hot spots in the organisation (e.g. particular teams or divisions affected)
- Conversely, identify whether there are any areas of good practice, e.g. lower incidence rates
- Demonstrate possible impacts of these issues such as costs in human terms and reputational terms as well as financial terms
- Put together the business case to challenge and inform your board or exec team
- Inform your health and wellbeing strategy
- Identify key stakeholders
- Target interventions and key areas for improvement
- Establish baselines that you can use to measure progress This guide is part of a three part series, intended to support organisations seeking to improve their approach to measurement of employee health, wellbeing and engagement.

**Guide 2: Deepening Your Insights** aims to provide organisations that are already measuring their activity to bring this together in a more strategic approach. It includes an approach for measuring employee engagement, leading and lagging measures and other key areas. Example metrics used by Wellbeing Champions are provided. Please refer to the other guides in this series for additional content on each of these topics.

### MEASURING SUBJECTIVE WELLBEING

#### ONS National Wellbeing Survey questions

The ONS (Office of National Statistics) has developed [four subjective wellbeing questions](#) to measure national subjective wellbeing. They were developed as part of the [Measuring National Wellbeing Programme](#) and sought advice from expert academics and represent a balanced approach to the measurement of subjective wellbeing, drawing on three main approaches.

- The evaluative approach asks individuals to step back and reflect on their life.
- The eudemonic approach measures individuals' sense of meaning and purpose in life.
- The experience approach seeks to measure people's positive and negative experiences over a short timeframe to capture people's wellbeing on a day-to-day basis.

The four questions are included in the Annual Population Survey each year since 2011 and are as follows:

1. Overall, how satisfied are you with your life nowadays? (evaluative)
2. Overall, to what extent do you feel the things you do in your life are worthwhile? (eudemonic)
3. Overall, how happy did you feel yesterday? (experience)
4. Overall, how anxious did you feel yesterday? (experience)

The questions are not workplace specific, so are equally applicable to a private sector employer, whether large or small. The Civil Service has incorporated these questions in their People Survey to measure staff attitudes and experiences of work. Through including these ONS measures of wellbeing, the Civil Service was able to

establish employee engagement levels as a key people management metric across government, demonstrate engagement levels to line managers, embed employee engagement as a boardroom issue and were able to understand the drivers of employee engagement.

One particular advantage of using these questions is that it enables employers to benchmark and compare employees' overall wellbeing against the population as a whole, or on a regional or sector basis.

Questions three and four may be used as proxies for aspects of mental health, but they are not direct indicators of overall mental health or the incidence of mental health problems. This means that someone who is unhappy on a particular day does not necessarily have poor mental health. Even so, taking a happiness 'snapshot' of the organisation on a particular day is still a good general indicator of employees' overall mood on that day.

#### UK Workplace Employment Relations Study 2011 survey questions

Although not specifically a wellbeing survey, the [Workplace Employment Relations Study 2011](#) carried out amongst employees across the UK on behalf of the Department for Business, Innovation and Skills, included many questions which asked directly about wellbeing (including mental wellbeing). It also asked about many of the organisational factors that drive wellbeing, such as the degree of influence that people have over the nature of their role and pace at which they work, development opportunities, work-life balance, employee involvement, organisational fairness, and the quality of line management. These factors align well with the different sections of the Business in the Community [Workwell Model](#), so the survey could help to give

a holistic view of wellbeing. The survey also asked about indicators of employee engagement such as loyalty and pride in the organisation.

- It provides a ready-made, validated questionnaire which covers a broad range of questions it could be useful to ask
- You can download the data tables that enable you to compare the responses in your organisation with sector averages

The advantages of using this questionnaire are that:

### THE LINK BETWEEN EMPLOYEE WELLBEING AND ENGAGEMENT

Physical and mental health cannot be separated; when measuring wellbeing in the workplace a whole person, holistic, approach needs to be used. Employee engagement combined with wellbeing leads to sustained employee performance and employees feel trusted and that their work is valued. [Engage for Success](#) has freely published their people indicators showing the connection between wellbeing and engagement, and its link to sustained performance. Measures of engagement include:

- **Turnover, retention and motivation levels:** Highly engaged organisations can reduce staff turnover by 87%. Those who feel demotivated or disengaged are more likely to resign. Additionally, 48% of those who state that their employer does not care about their wellbeing also say they feel less motivated and considered looking for a new job
- **Absence rates:** Companies with highly engaged staff report employees taking half the number of annual absence days compared to low engagement companies
- **Safety:** The Health and Safety Executive state there are one million workplace injuries caused by accidents each year, poor health and wellbeing, such as fatigue, is a significant contributor to this figure

#### The Responsible Business Tracker®

The Responsible Business Tracker® is a measurement tool available to all Business in the Community (BITC) members. It enables an assessment of performance as a responsible business by tracking progress against BITC's Responsible Business Map, which Health and Wellbeing is a key component of.

The questions ask whether employers are taking a preventative, whole person, whole organisation approach, where senior leadership is held

accountable. A strategy owned and driven by senior leadership is essential to success. The tracker, therefore, asks how the business is doing to make health and wellbeing strategic boardroom issues.

The Tracker offers gap analysis, benchmarking against sector peers and the overall cohort. Scoring data can be leveraged internally to create traction for change.

#### Gallup's 12 Questions on Engagement

[Gallup's Q12 survey](#) comprises of 12 questions that measure elements of employee engagement. The following questions were rigorously tested and formed with expert researchers.

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

# EMPLOYEE WELLBEING MEASUREMENT AND METRICS

## GUIDE 1 | GETTING STARTED

Scores are on a one to five scale and each organisation receives an online dashboard for easy reporting. This allows for benchmarking

against the Gallup database. [To buy the survey, visit here.](#)

## EMPLOYEE ENGAGEMENT – DEEPER INSIGHTS

### Department of Work and Pensions Workplace Wellbeing Tool

The DWP developed the free [Workplace Wellbeing Tool](#) to help employers to work out the costs of poor employee health to their organisation and create a business case for taking action.

Employers can use this tool to:

- Calculate the annual cost of employee ill health, absence from work and staff turnover
- Create business cases for workplace health and wellbeing initiatives
- Estimate the return on investment of setting up a health and wellbeing programme

### Civil Service Staff Engagement Survey

The Civil Service People Survey consists of 71 questions.

Five of these are used to calculate (through a weighted average) the [Employee Engagement Index score](#):

- I am proud when I tell others I am part of [my organisation]
- I would recommend [my organisation] as a great place to work
- I feel a strong personal attachment to [my organisation]
- [My organisation] inspires me to do the best in my job
- [My organisation] motivates me to help it achieve its objectives

These questions are not sector-specific so could be used by a private sector business to measure their own employees' engagement. As there are only five questions, they could also be used on a more regular basis to measure employee engagement. The results from 2016 can be freely found [here](#).

# EMPLOYEE WELLBEING MEASUREMENT AND METRICS

## GUIDE 1 | GETTING STARTED

### GSK

GSK has several measures of wellbeing through their KPIs, shown in its [Annual Report](#), including:

- Sickness absence rates
- Access to healthcare services
- Incidents per hour worked Employee wellness

### BT

#### M&S

M&S reports on the following people-related metrics in their Plan A report:

- Employee engagement score
- Employee development days per employ
- Progress against targets for:
  - Employee wellness
  - Employee access to health information
  - Employee access to health services
  - Employee skills development
- Number of managers who received resilience training
- Employee engagement index

More detail can be found in the free [BT Better Future Report](#)

### ANGLIAN WATER GROUP

Anglian Water Group reports on wellbeing measures in their [Annual Integrated Report](#), focussing on the Business in the Community Workwell model:

- Sickness absence rates
- Accident frequency rate
- Access to healthcare services

## BEYOND ANNUAL SURVEYS, THE VALUE OF PULSE SURVEYS

- **Initiative check** — To measure employee reactions to large-scale company events such as a merger or acquisition, or reorganisation •
- **Progress check** — To measure how well you've succeeded in addressing priority areas identified in a previous employee engagement survey

Benefits of Pulse surveys:

- Intermittent measurement of employee engagement and satisfaction

An employee Pulse survey is a fast and frequent survey method (usually containing 5-10 questions); it is intended to be carried out weekly or every few weeks. The results give intermittent insights into the health of a company.

According to Towers Watson, Pulse surveys can be used for:

- **Sentiment check** — To gauge employee mood or sentiment on a periodic basis, i.e., employees' most recent experiences at work

## EMPLOYEE WELLBEING MEASUREMENT AND METRICS

### GUIDE 1 | GETTING STARTED

- Asking your team for regular feedback improves employee engagement
- Allows for analysis of improvements over time
- Frequent reminder that management values employee feedback
- Reduced time in completion compared to longer annual surveys
- Tend to receive higher response rates than annual employee surveys
- Encourages open communication and an open culture
- Encourages employee happiness by consistently measuring engagement
- Helps direct future employee engagement activities



### LEADING AND LAGGING MEASURES

According to [HSE](#), leading indicators provide information that helps the organisation respond to changing circumstances and take action to achieve improved employee wellbeing and engagement in the workplace. They predict future events, they are hard to measure and easy to influence. For leading indicators to be effective, there needs to be an association with the lagging outputs. Lagging indicators are outcomes that follow events, they are easy to measure but hard to improve or influence.

#### Leading indicators

These may include:

- Physical activity
- Weight
- KPI management, e.g. health risk assessment
- Substance abuse
- Mental health
- Reduction of Musculoskeletal risk factors
- Worker surveys of awareness of mental health and engagement

Leading indicators are used to measure activities carried out to prevent work-related wellbeing issues. They should:

- Allow you to see small improvements in performance
- Measure the positive
- Enable frequent feedback
- Be predictive
- Increase constructive problem solving around wellbeing
- Make it clear what needs to be done to get better

#### Lagging indicators

These may include:

- Financial statements, i.e. Return on Investment
- Lost workdays due to work-related stress
- Injury frequency and severity

Lagging indicators are the traditional metrics used to show effectiveness of your wellbeing programmes. They are the bottom-line numbers that evaluate the overall effectiveness of the organisation. However, they do not show you how good your organisation is at preventing issues related to wellbeing.

### MEASURING PRESENTEEISM

The problem with low or declining rates of absenteeism is that they can mask high or increasing levels of presenteeism, where people attend work without feeling completely well, especially in terms of their mental health and wellbeing. Consequently, they work at less than their optimal performance, as well as suffering on a personal level.

It is difficult to measure presenteeism, however there are some questions that could be included

in a staff survey which can help to identify presenteeism.

#### Survey questions about presenteeism

Professor Sir Cary Cooper, CBE, Manchester University Business School, describes how [presenteeism](#) can be inferred by asking people about how many absences they have had in a given period, and asking them separately whether their health is 'good' or 'not good'. Where people

# EMPLOYEE WELLBEING MEASUREMENT AND METRICS

## GUIDE 1 | GETTING STARTED

have low or no absences but have 'not good' health, it probably indicates presenteeism.

There are two validated and publicly available surveys which your organisation could use if you want to carry out a detailed survey of possible presenteeism in your organisation:

- The Stanford Presenteeism Scale: [The Stanford Presenteeism Scale](#) is suitable for use with knowledge workers and production workers. It is free to use. The scale has proven [validity](#).
- World Health Organisation (WHO) Health and Work Performance Questionnaire: There is a free, shorter version of the HPQ which includes only the questions relating to [absenteeism and presenteeism](#).

### World Health Organisation Health and Work Performance Questionnaire

The freely available [WHO Health and Work Performance Questionnaire \(HPQ\)](#) enables employers to collect self-reported data from employees about their health problems, rates of treatment for these problems, and self-reported work performance. There is a shorter version of

the HPQ which includes only the questions relating to absenteeism and presenteeism, see above.

The WHO HPQ enables business to answer three key questions:

1. How many of my employees have health problems of various sorts?
2. How many of these conditions are being treated?
3. What are the costs to me, the employer, of these health problems in terms of reduced employee performance, increased sickness absence, and increased disability?

If an intervention is put into place to help improve the treatment of one of these conditions, changes in the tracking results obtained from annual replications of the surveys can be used to answer two more questions:

1. How effective is the intervention in reducing the bad outcomes that are costly to the business?
2. What is the Return on Investment (ROI) on the intervention?

## MEASURING ORGANISATIONAL RISK FACTORS FOR STRESS

### Shaw Trust / Tackle Mental Health manager and employee questionnaires

The Shaw Trust / Tackle Mental Health have produced two freely available checklists, one for [managers](#) and one for [employees](#) to help identify factors in the working environment that may increase the risk of excessive pressure and stress, potentially leading to mental ill health. They incorporate the Health and Safety Executive's (HSE) six stress factors around the areas of demands, control, support, relationships, roles and change.

The manager questionnaire enables managers to consider the extent to which the various risk factors are present in their team in a systematic way.

The employee questionnaire is designed to give managers insights into their employee's perspective on these – challenges and pressures their team members are under.

These combined insights should then form the basis for an open conversation with about how to

address the issues and how the line manager can better support team members.

### The Health and Safety Executive Management Standards for work related stress

The freely available [HSE Management Standards](#) define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled. The Standards cover six areas of work design, that can be associated with poor health and wellbeing, lower productivity and increased sickness absence, if not managed properly. These are the primary sources of stress at work:

- [Demands](#) – this includes issues such as workload, work patterns and the work environment.
- [Control](#) – how much say the person has in the way they do their work.
- [Support](#) – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- [Relationships](#) – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- [Role](#) – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- [Change](#) – how organisational change (large or small) is managed and communicated in the organisation.

The HSE has also launched its freely available Health and Work [strategy and plans](#) focussing on work-related stress, musculoskeletal disorders and occupational lung disease.

- [Work-related stress](#): According to the HSE's latest statistics, stress (together with mental ill health conditions like anxiety and depression)

is the second most commonly reported cause of occupational ill health in Great Britain, accounting for 37% of all work-related ill-health cases, and 45% of all working days lost due to ill health.

- [Musculoskeletal disorders](#): The same statistics suggest Musculoskeletal Disorders (MSDs), such as upper limb disorders and back pain, are the most commonly reported cause of occupational ill health in Great Britain, accounting for 41% of all work-related ill-health cases and 34% of all working days lost due to ill health.
- [Occupational lung disease](#): Occupational lung diseases, including asbestos related conditions, continue to lead to an estimated 12000 deaths each year, in Great Britain.

### PRIMA-EF Guidance on monitoring psychosocial risks at work

[PRIMA-EF](#) is an EU consortium which aims to define and promote a strong European agenda to address psychosocial risks at work.

In reviewing indicators available in existing monitoring instruments on quality of work and more specifically on psychosocial risks at work, the consortium identified a gap: they found that indicators on exposure and risks as well as indicators on outcomes are readily available in many monitoring instruments, but indicators on preventive action and intervention are lacking. They present a summary review of indicators that can be used in relation to exposure, outcomes and preventive action. These could be used to form the basis of an audit of psychosocial risk management which encompasses possible preventive actions.

### British Standard Institute frameworks

The British Standards Institute (BSI) describes their standards as, “codes of best practice that

improve safety, efficiency, interoperability and facilitate trade”.

Implementing BSI standards helps organisations ensure that they are working to the same standards of best practice as other organisations in their industry, and that they can improve their systems and processes in order to achieve excellence.

These may be particularly useful for organisations that have already adopted BSI standards in other aspects of their organisation, as adopting the new standard can be positioned as a natural extension of an existing commitment to best practice rather than a completely new initiative, which may make it easier to secure senior buy in.

The most relevant current standard is:

PAS 1010 (Guidance on the management of psychosocial risks in the workplace): Guidance and good practice on assessing and managing psychosocial risks at work and implementing a risk assessment and policy for dealing with stress. This standard was published in 2011, it is not freely available but can be [purchased](#).

## CONCLUSION

This measurement guide is for those organisations that have more developed measurements for employee wellbeing. This three piece suite of measurement guides supports organisations at all stages of the journey, see the following two guides for a beginner and mature approach:

- Guide 1: Getting Started
- Guide 3: Wellbeing Charters, Frameworks, Standards, and Benchmarks

More guidance on measurement, is available from your dedicated adviser, who can offer ongoing support and will help you to deliver a whole person approach to wellbeing, ensuring it is aligned to the Workwell Model and that wellbeing is fully integrated into your organisation.

We would also like to invite you to contribute a case study for the Wellbeing Campaign, more details are available from your adviser.

### ENJOYED THIS CONTENT?

You might also like to :

- [find out more about our wellbeing work](#)
- [learn more about our advisory services](#)
- [join us at one of our upcoming events](#)



change.

[Talk to one of our expert team today](#) to learn how membership of BITC can help you take your responsible business journey further, and drive lasting global