

Health and Wellbeing Award

The Framework

A great place to work

Since 1991 Investors in People has set the standard for better people management. Our standard defines what it takes to lead, support and manage people well for sustainable results. With a community of over 15,000 organisations across 75 countries worldwide, successful accreditation against the Investors in People standard is the sign of a great employer, an outperforming place to work and a clear commitment to sustainability.

The Investors in People Health and Wellbeing Good Practice Award offers focus and stretch beyond the Investors in People standard. Building on the underpinning maturity model, and grouped around three themes, the award introduces an optional indicator to the full standard. Developed in partnership with leading experts, high performing organisations and employees, the award reflects the very latest workplace trends.

Physical wellbeing, psychological wellbeing and social wellbeing are at the heart of the award. Each is a building block towards sustainable performance for any organisation. Assessment against each theme will provide a comprehensive picture of how embedded wellbeing practices are within any organisation.

To achieve the award, organisations must also meet the "Leading" indicator requirements of the core framework shown on pages 4 and 5. This requirement reflects the fact that effective leadership and management skills are essential ingredients for investing in the health and wellbeing of employees.

The Framework

Starting with sound practices and clear policies, the framework builds to a culture of high performance, with everyone actively involved.

Themes	<i>Developed</i> In place and understood	<i>Established</i> Engaging and activating	<i>Advanced</i> Creating positive outcomes	<i>High Performing</i> Embedded and always Improving
Supporting physical wellbeing	The organisation has practices in place which focus on promoting healthy living	People participate in the organisation's practices and initiatives to improve their physical health	The organisation offers tailored programmes and practices that motivate people to live healthy lives	Leaders act as role models and create a culture of health in the organisation
Supporting psychological wellbeing	The organisation promotes psychological wellbeing through preventative and responsive policies and practices	People know the risk factors associated with psychological wellbeing and are capable of providing the right support	The psychological wellbeing of employees is actively monitored and data is used to identify potential areas of concern or people at risk	Leaders create a strong culture which supports psychological wellbeing, equipping people with tools and techniques for everyday life
Supporting social wellbeing	The organisation has practices in place which promote social relationships at work	People have good, positive relationships at work	There is a supportive culture in the organisation where people feel comfortable talking about personal issues affecting their work without fear of reprisals	People actively contribute to making the organisation a supportive, friendly and inclusive place to work

*organisations undertaking assessment against the full Investors in People framework can take the opportunity to bank evidence for a period of 6 months.

1 Leading and inspiring people

Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.



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Creating transparency and trust	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
Motivating people to deliver the organisation's objectives	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
Developing leadership capability	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

2 Living the organisation's values and behaviours

People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.



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Operating in line with the values	Leaders clearly communicate the organisation's core values and how they should be applied	People are led, managed and developed in line with the organisation's values	Leaders consciously consider and act in line with the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
Adopting the values	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
Living the values	People understand how to behave in line with the organisation's values	People are encouraged to demonstrate the organisation's values in the way they behave	Leaders create a culture of openness and trust where people consistently behave in line with the organisation's values	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account

3 Empowering and involving people

There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.



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Empowering people	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
Participating and collaborating	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
Making decisions	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making, in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance

Guiding Evidence

	Criteria	Guiding Evidence
High Performing	Leaders act as role models and create a culture of health in the organisation	<p>Leaders can demonstrate how they are role models in promoting health in the organisation</p> <p>Leaders can show how they monitor and evaluate physical wellbeing strategies to determine the return on investment</p> <p>People can confirm that there is a culture of health in the organisation and can give examples of why this is the case</p> <p>People can describe how their leaders visibly support a healthy work environment</p>
	Leaders create a strong culture which supports psychological wellbeing, equipping people with tools and techniques for everyday life	<p>Leaders can demonstrate how they have created a culture where discrimination and stigma associated with mental health issues is reduced and people feel confident talking about their psychological wellbeing</p> <p>Leaders can show how they equip people with the appropriate tools and techniques for dealing with psychological wellbeing issues (e.g. meditation classes, building resilience, breathing techniques)</p> <p>Leaders can show how they monitor and evaluate psychological wellbeing strategies to determine the return on investment</p> <p>People can describe how their leaders are role models in promoting psychological wellbeing and take a genuine interest in the wellbeing of the workforce</p> <p>People can describe how conversations around psychological wellbeing are a normal part of their working days</p> <p>People can confirm that the organisation is proactive and effective in supporting their psychological wellbeing</p>
	People actively contribute to making the organisation a supportive, friendly and inclusive place to work	<p>Leaders can show how they encourage people to create a supportive, friendly and inclusive environment</p> <p>Leaders can demonstrate how they ensure there is strong engagement within the workplace</p> <p>People can confirm that the organisation is a supportive, friendly, engaging and inclusive place to work</p> <p>People can give examples to when they have contributed to ensuring the working environment is supportive, friendly and inclusive</p>
Advanced	The organisation offers tailored programmes and practices that motivate people to live healthy lives	<p>Leaders can show how they conduct regular physical wellbeing audits in the workplace</p> <p>Leaders can show how they use employee data to create tailored programmes to support healthy living</p> <p>People can give examples of how healthy living initiatives are tailored to their needs</p> <p>People can confirm that they are motivated by the organisation's healthy living approach</p>
	The psychological wellbeing of employees is actively monitored and data is used to identify potential areas of concern or people at risk	<p>Leaders can show how they conduct regular wellbeing or stress audits in the workplace</p> <p>Leaders can show how they use employee data (e.g. attitude surveys, absence rates, staff turnover, focus groups) to identify collective and individual areas of concern and follow up with preventative measures</p> <p>Leaders can demonstrate how wellbeing activities are aligned to the demographic and health characteristics of the workforce.</p> <p>People can confirm that leaders engage with them in open communication about their psychological wellbeing (e.g. stress levels, workload issues, work-life balance)</p> <p>People can confirm that their leaders are aware when they are experiencing problems with their psychological wellbeing (e.g. stress)</p>
	There is a supportive culture in the organisation where people feel comfortable talking about personal issues affecting their work without fear of reprisals	<p>Leaders can show how they have created a supportive culture in the organisation</p> <p>Leaders can show how they have created an environment where people feel encouraged to share personal issues which could impact on their performance at work</p> <p>People can confirm that they feel comfortable talking about personal issues with leaders and peers and feel supported through this</p>
Established	People participate in the organisation's practices and initiatives to improve their physical health	<p>Leaders can demonstrate how they plan physical wellbeing initiatives that will engage employees (e.g. how they make them fun, social or competitive)</p> <p>People can confirm that they are engaged in the organisation's physical wellbeing initiatives</p>
	People know the risk factors associated with psychological wellbeing and are capable of providing the right support	<p>Leaders can demonstrate the training they have in place to educate people on psychological wellbeing issues and the support options available</p> <p>Leaders can demonstrate their approach to understanding the main risk factors contributing to the psychological wellbeing of the workforce (e.g. take regular risk assessments)</p> <p>People can confirm that their leaders understand the main risk factors which could influence their psychological wellbeing in the workplace</p> <p>People can give examples of when their leaders have identified arising wellbeing issues and provided support to them (e.g. stress management, workload, work-life balance)</p>
	People have good, positive relationships at work	<p>Leaders can describe how they ensure people have positive relationships at work</p> <p>People can confirm that they have good, positive relationships at work</p>
Developed	The organisation has practices in place which focus on promoting healthy living	<p>Leaders can show the internal practices in place which focus on promoting healthy living (e.g. Occupational Health, help to stop smoking)</p> <p>People can give examples of initiatives/ practices within the organisation which promote healthy living</p>
	The organisation promotes psychological wellbeing through preventative and responsive policies and practices	<p>Leaders can demonstrate their approach to preventing and responding to psychological wellbeing issues (e.g. counselling, stress management training, flexible working policies, promoting work-life balance)</p> <p>Leaders can show the frameworks used in the organisation such as Health and Safety Executive management standards for work related stress</p> <p>Leaders can show how their approach to psychological wellbeing focuses on the whole workforce and not just on those already experiencing problems</p> <p>People can confirm that they understand what support is available to aid their psychological wellbeing</p> <p>People can confirm that leaders are committed to ensuring they have a healthy work-life balance</p>
	The organisation has practices in place which promote social relationships at work	<p>Leaders can show the internal practices in place which promote social relationships at work</p> <p>People can give examples of how their leaders promote social relationships at work</p>



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