

UNIVERSITY OF BIRMINGHAM HUMAN RESOURCES

BHSEA Birmingham Health, Safety & Environment Association

Wellbeing: what, why, and how?

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Wellbeing: what, why, and how?

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My proposition is that health, safety, and wellbeing in organisations can be well served by the synthesis of two complimentary professional disciplines.

- Occupational health, safety and wellbeing (OHSW), and
- Organisational Development (OD)

Occupational Health, Safety and Wellbeing (including Occupational Health)

Organisational Development (OD, including change-agency)

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What is wellbeing?

Don't expect a simple answer because there are different perspectives around the same idea.

- Whenever we are seeking to influence an aspect of organisational life, we need to understand things are seen differently from different positions.
- There are rarely single shared realities.
- Individuals (and social groups) take a position in relation to what is "known or understood".
- More likely, multiple co-existing realities.
- Meanings are influenced by individual factors (see Classic HSE human factors models).
- Meanings can be socially constructed. We can deliberately construct shared meanings for safety and wellbeing.

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Consider how an organisation can embrace the idea of wellbeing.

- There is a relationship with **health and safety**.
- But there is more to wellbeing than keeping people safe.
- There is less emphasis on **legal obligations and rules**.
- More emphasis on employers supporting individuals to make **better life-style choices**.
- Definitions of wellbeing vary (and are being *socially constructed*)
- The **positive psychology movement** is an influence
- The concept of the increasing value of having **"good work"**.
- Wellbeing linked to **engagement and productivity**

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What is wellbeing?

CIPD models of wellbeing

Figure 2: CIPD work wellbeing model – the five domains of well-being

Figure 3: The CIPD wellbeing pyramid

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What is wellbeing?

A model proposing the contribution wellbeing makes to organisational success.

Engagement and Wellbeing Framework (Hanson, 2014)

Burnard Model (Burnard et al. 1995): REWARD, FAIRNESS, VALUES

Stress Model (Waters et al. 2006): ROLE, RELATIONSHIP, CHANGE

Demands, CONTROL, SUPPORT

Engagement

Psychological Wellbeing

Legend: Organizational Control (blue), Job Control (grey), Job Content (red)

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Five ways to wellbeing

□ Reinforcing the range of relevant issues as advice for individuals.

NEW ECONOMICS FOUNDATION

Five Ways to Wellbeing: How to flourish in the new age of biology

Connect...
Be active...
Take notice...
Keep learning...
Give...

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Definition of individual wellbeing

Dodge et al 2012

RESOURCES: Psychological, Social, Physical

Wellbeing

CHALLENGES: Psychological, Social, Physical

A definition of wellbeing as a **balance point** in individuals between resources and challenges faced.

See **dynamic equilibrium theory**, ideas of **flourishing**, and other theories around **positive psychology** (its not enough just to avoid unhappiness or dysfunction but to go into positive conditions).

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HOW? Achieving Successful Health and Wellbeing Outcomes

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    graph LR
      A[Respond to external environment] --> B[Understand internal environment]
      B --> C[Create an organisational response]
  
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- Respond to external environment:**
 - Social & political expectations.
 - Research evidence.
 - Legal obligations.
 - Good practice from relevant networks.
- Understand internal environment:**
 - Organisational strategy & objectives.
 - Capabilities & resources.
 - Values & beliefs.
 - Context & change landscape.
- Create an organisational response:**
 - Leadership.
 - Risk assessments.
 - Systems & processes.
 - Culture and values.
 - Engagement & positive behaviour.

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How Workplace Wellbeing is supported at the University.

- UoB has a Workplace Wellbeing department within **Human Resources**.
- Multi-disciplinary professional service in support of safety and wellbeing.
- Operating as an internal consultancy.
 - Services to support staff and students.
 - Commissioned to provide advice support of managers and others making decisions.
 - Services to assist duty holders comply with legal obligations.
 - Occupational health advice and support.
 - Employee advisory services.
 - Promoting positive engagement.
 - Making a positive contribution to UoB.

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Wellbeing Services

- Develop policy and guidance.
- Assist with health assessments.
- Provide occupational health service.
- Fitness to work medicals.
- Provide training.
- Participate in committees and groups.
- Provide confidential employee support services.
- Disabilities support.
- Provide input into UG and PG courses.

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How? Other contributions to wellbeing.

- Considering diet and nutrition in the food outlets.
- Ethical trading.
- Wellbeing impacts in the built environment.
- Comprehensive sports offering.
- Staff satisfaction surveys.
- Staff benefits schemes.
- Citizens Advice Bureau service.
- Sustainability policy and strategies are complimentary.



try sport
give it a go



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SPORT



Safety and Wellbeing Practitioners as change-agents

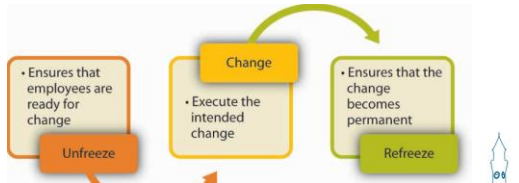
- Effective practitioners use **change-agency** awareness and skills
- Process consultancy** (see Schien)
- Increasing influence on "soft skills"
- See **coaching-based safety** see- Michael Emery (*Securus/IOSH*)
- Forthcoming IOSH Competency framework

The GROW model for peer coaching and mentoring



How? Achieving safety and wellbeing outcomes through change processes

- Lewin model- (1) Unfreeze-(2) change-(3) refreeze



Any questions?