

A New Approach to Assessing the Causes of Stress Within Your Organisation

Taking you from distress to de-stress







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Overview of the Wellbeing Insights Audit

Why?	Overview of the Wellbeing Insights Audit (WIA)
	Reduce the cultural and commercial costs of stress to your business
Who?	Decide on specific demographics such as management/non-management, tenure length or department
	Internal management Data such as absenteeism rates and previous employee surveys, to show areas that already have challenges
What?	Identify the causes of stress among your employees
	Based on the UK Health and Safety Executive (HSE) Standards and process
How?	Quantitative Data, e.g. Surveys
	Qualitative Data, e.g. Focus Groups
	Compare your results to the HSE Standards
What next?	Create an Action Plan
	Implement short, medium, long-term changes
	We create and distribute surveys, monito the process and analyse your data
How we can help?	We facilitate Focus Groups (optional)
	We write a comprehensive Report and make suggestions in an Action Plan

What is a Wellbeing Insights Audit?

A Wellbeing Insights Audit (WIA) is a process with the following aims:

- Understand the causes of stress within your organisation;
- Locate the issues that need most attention so that you can invest more wisely in Stress Management and Wellbeing activities;
- Tackle these issues to improve morale, boost your organisation's productivity, efficiency and in turn profitability.

A Wellbeing Insights Audit allows you to identify the causes of stress among your employees. From a Health and Safety perspective, it allows you to identify what might cause harm to your employees so you can clarify whether you're doing enough to protect your employees, or whether you need to take further steps. Health and Safety law does not expect employers to eliminate all risks; however, employers are required to do what is reasonably practicable to protect employees. Reasonably practicable means balancing the risk against costs such as trouble, time and money needed to control stress.

The Health & Safety Executive (HSE) describes work related stress in the following way: "Well-designed, organised and managed work is good for us but when insufficient attention to job design, work organisation and management has taken place, it can result in Work related stress. Work related stress develops because a person is unable to cope with the demands being placed on them. Stress, including work related stress, can be a significant cause of illness and is known to be linked with high levels of sickness absence, staff turnover and other issues such as more errors. (http://www.hse.gov.uk/stress/furtheradvice/wrs.htm)

HSE's Management Standards list 6 factors that are known to contribute to stress at work:

- 1. Demands (workload, work patterns and the working environment) In practice, we need to find out whether workload pressures are excessive and whether work patterns and the working environment are enabling employees to perform well whilst not putting their health at risk.
- 4. Relationships this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour) In practice, this is about identifying negative and potentially damaging behaviours that cause stress such as bullying and harassment.
- 2. Control (how much say the person has in the way they do their work) In practice, this looks at issues such as flexibility, having some choice or influence about, for example, the way work is done or when to take a break.
- **5. Role** (whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles)
- **3. Support** (this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues) In practice, this is broken down into peer support and management support.
- **6. Change** (how organisational change, large or small, is managed and communicated in the organisation)

(http://www.hse.gov.uk/stress/standards/index.htm)

These are the factors we should be assessing, and where possible, we should be benchmarking our management performance against others' to establish whether we are doing enough to prevent harm (stress related illness), which has an impact on productivity at work and the business as a whole.

What is stress and how does it affect the workplace? The facts

Statistics from the Health & Safety Executive give us an indication of the consequences of ignoring work-related stress:

- 15.4 million working days were lost in 2017/18, an average of 25.9 days lost for every case of stress, depression or anxiety.¹
- The average cost of 'sick days' costing £522 per day, workplace stress costs the UK economy a total of £8 billion in 2018^2
- 44% of all work related illnesses and 57% of all working days lost are a result of stress, depression or anxiety in 2018³
- For an organisation with 1000 employees, the annual cost of mental ill health was estimated at \$£835,000
- Employees spend 2.5 weeks a year working when ill costing businesses £4,000 per employee in lost productivity, costing organisations with 1,000 employees £4 million per annum⁴

In our general survey with 1,000 people in London, Manchester and Birmingham, 78% of people stated that stress is affecting their mood, health and sleep. According to the NHS, workplace stress is directly responsible for 25% of sickness absence, 70% of visits to the doctor and for 85% of serious illnesses. However, of the 78% who claimed stress was affecting their health, mood and sleep, 61% have not done anything about their symptoms. The NHS reported that the annual direct cost of sickness absence is £1.7 billion, 25% of absence is related to 'stress, depression and anxiety, which indicates that the cost of stress-related absenteeism is approximately \$425 million a year (Boormans, 2009)⁵.



¹ For further statistics for these categories please follow the link to the HSE webpage: http://www.hse.gov.uk/statistics/caus-dis/stress.pdf

² https://www.cipd.co.uk/Images/health-and-well-being-at-work-2019_tcm18-55881.pdf

³ For further statistics on stress, depression or anxiety as a work related problem:http://www.hse.gov.uk/statistics/causdis/stress.pdf

⁴ For more information: https://www.ntu.ac.uk/about-us/news/news-articles/2017/10/emp-

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⁵ For more information regarding the Boormans review: http://webarchive.nationalarchives.gov.uk/

^{20130107105354/}http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_108799

1 in 5 people in the UK suffer from chronic stress, which has been linked to many serious illnesses including: heart disease, diabetes, several forms of cancer and many other serious health conditions. Stress has resulted in increased absenteeism over the last five years, according to the Labour Force Survey (LFS), losing the UK 15.4 million working days (2018).

Work-related stress cases have been compared by age and gender, country and region of residence, size of workplace, industry and occupation. This highlights how extensive the problem is across the UK. New Research has found:

- 93% of UK employees come into work despite being ill
- 36% of UK employees are so worried about taking sick leave, they would rather use their annual holiday allowance than suffer a poor sickness record

Research carried out by Vitality in the **Britain's Healthiest Workplace Study 2018** found that the total loss to business as a result of mental ill health presenteeism and absence equated to £81bn – an increase of £4bn compared with 2017.

- The results indicate that UK employees lost 13.6% of their working hours due to absence (1.2%), and presenteeism* (12.5%)
- This figure translates into an average loss of 35.6 days of productive time per employee per year
- Productivity loss in the UK has been worsening over time, with employees losing, on average,
 23.0 days of productive time in 2014, compared to 35.6 days in 2018

in 2018 our own studies across client Wellbeing Insights Audits found that:

Presenteeism occurred due to the following reasons

- 38.05% of employees said it was due to pressure from workload
- 36.06% said it was primarily their own choice to go to work whilst unfit
- 14.84% of employees stated it was down to company culture
- 11.55% went to work for financial reasons
- 7.55% still went to work due to pressure from management
- 2.46% of employees went to wrok due to pressure from their peers

As the following statistics show, presenteeism accounts for significantly more working days lost than absenteeism.

Cost of absenteeism (CIPD Survey 2018)		
Workforce Size	1,000	
Average number of sick days per employee (all causes)	5.9	
Estimated total sick days	5,900	
Estimated proportion of sick days attributable to mental health	59%	
Estimated annual number of sick days attributable to mental ill health	3,481	
Average cost per day per employee:	£522	
Annual estimated cost for workforce of 1,000:	£1,817,082	
Estimated cost of presenteeism (Vitality Centre Health at Work 2018)		
Workforce Size	1,000	
Estimated every day cost lost through presenteeism	£522	
Days lost to presenteeism annually	35.6	
Annual estimated cost for workforce of 1,000	£18,583,200	

According to the CIPD 2019 Health and Wellbeing at Work Report, 83% in 2019 of respondents, across all sectors and sizes of organisation, report they have observed 'presenteeism' in their organisation over the past 12 months . Moreover, a quarter of these organsiations report that presenteeism has increased over this period, while just 6% report a decrease. Just under a third of organisations that have observed 'presenteeism' among employees have taken steps to discourage it over the last 12 months, yet organisations that have taken action are much more likely to report that presenteeism has decreased over the last year (26%) compared with those that haven't made any efforts to address it. ¹

Employers also listed considerable organisational change/restructuring (31%) and management style (36%) as top causes for stress, suggesting that employers could be doing more to reduce stress in the workplace.²

¹ https://www.cipd.co.uk/Images/health-and-well-being-at-work-2019_tcm18-55881.pdf

² http://www.workplacelaw.net/human-reources/news/43889/staff-absence-reduces-as-presentee-sm-and-stress-increase

When demand exceeds resource

is a risk hazard just like any other health and safety risk hazard.

As the statistics show, stress is one of the biggest issues facing the modern working environment. Stress can impact morale, reduce productivity, efficiency and creativity, it is a primary reason for absenteeism (when someone is not fit to work and stays at home) and presenteeism (when someone is not fit to work and goes to work anyway). It can damage the reputation of a company, have a negative impact on relationships within a company and is likely to increase staff turnover. When staff are suffering from stress, judgement diminishes which can lead to mistakes being made – in turn causing accidents, injuries or even death. Stress

Recognising and tackling stress is not just ethical – it is crucial to the effective functioning of any organisation. It is also part of the duty of care responsibilities for all employers.

Before we take steps to address it we must understand what stress is and how it impacts our workforce. The Stress Management Society's definition of stress is "When demand on an individual exceeds that person's resources or ability to cope."

Our bridge analogy is an easy way to visualise the impact of stress to an individual, a team, or a company. A bridge that is overloaded will eventually collapse under that load.

However, before the bridge collapses it will give us signs that it is not copying well. It will begin to bow, buckle, groan and creak. Just like the bridge, an individual, team or company that is overloaded with demand and pressure will face the same consequences. It is essential for employers to take preventative action, to recognise the signs and symptoms when somone is not coping with stress. Symptoms could include; changes in mood, increased conflict in the working environment and tardiness before the individual goes on to collapse (which could be a breakdown, burnout, heart attack or even suicide).



Why conduct a Wellbeing Insights Audit? Long-term benefits

There are many reasons for carrying out a Wellbeing Insights Audit, however, the most important ones concern commercial, cultural and legal aspects that bring long-term benefits for your organisation.

Employers are key

Employers are one of the key factors that will enable employees to accept support and talk to their managers about their concerns. According to research 29% of respondents said a rehabilitation programme in the event of a long-term illness would provide peace of mind. If employers provide their staff with the tools and necessary methods to prevent workplace-stress related issues, the return in terms of performance, productivity, staff morale and investment will be far greater long-term.

Senior Managers can sometimes be apprehensive about the Wellbeing Insights Audit process; many managers fear the consequences of carrying out a survey on stress. Usually this is because of misconceptions about what stress is, how it is managed and irrational fears about what will happen if stress problems are made public.

For any organisation considering conducting a Wellbeing Insights Audit, it is vital to confront these fears and misconceptions and to gain management commitment. The Wellbeing Insights Audit process has to be supported by managers, especially senior managers. Managers manage risks on a daily basis and explaining stress in terms of risk management clarifies the commercial advantages and reduced costs that will result from seeing the process through.

Commercial advantages/return on investment

The process of a Wellbeing Insights Audit will help identify stress problems, which can be addressed before they become costly disasters for the employer.

Taking action can minimise the risk of long-term stress related illness and other serious consequences of stress such as poor performance, lower productivity, presenteeism and negative behaviour.



Business Case Somerset Council 2005



Once you have understood your stress management requirements through a Wellbeing Insights Audit, you can invest in your people and support resources more wisely. A HSE case study of Somerset County Council in 2005 found that it saved £1.9 million on stress-related work issues through an investment of only £390,000 on a training development programme. This was based on the outcomes of a Stress Risk Assessment, generating a return of nearly £5 for every £1 spent.

The Council's rationale for conducting an HSE's Stress Risk Assessment was based on their current cost of sickness absence, which amounted to approximately £3.7million in 2001/2002. They were also dealing with an increase in stress litigation and a change in employees' working conditions.

Consequently, the Council conducted an HSE Stress Risk Assessment at a cost of £30,000, which allowed them to identify the sources, locations and severity of stress levels across different staff groups. The results of the survey were used to create an Action Plan, which formed the basis of a comprehensive training and development programme to tackle the stress- related issues identified. The interventions that were implemented at a cost of £360,000 included:

- 'Listeners Service' (confidential and independent internal support for staff)
- 'Managing Pressure and Stress at Work: Guidelines for Managers' (20-page document for managers)
- 'Managing Stress in Yourself and Your Staff' Training (Comprehensive 2-day course)
- 'Performance Review and Development: Guidance for Managers and Jobholders' (21-page document for staff)
- Independent and Confidential Counselling Service (24-hour helpline)
- 'Sickness Absence Management' Training (1/2 day awareness training course)
- 'Pressure and Stress at Work Information for Employees (Information leaflet for staff)
- 'Understanding and Preventing Harmful Episodes (Conflict and Risk Management)' Training (2-day course for staff)

The outcomes from the investment in a Stress Risk Assessment and the interventions that followed were remarkable. Sickness absence levels fell from 10.75 days in 2001/02 to 8.29 days in 2003/04. This reduction represented a total saving of approximately £1.9million over two years.

⁷HSE research (2005): Research Report 295 – Case study: Establishing the business case for investing in stress prevention activities and evaluating their impact on sickness absence levels

Cultural reasons

Good employers are also caring employers. They understand that, especially in the knowledge economy, work should be more than just a way of earning money. Work provides structure, meaning and purposeful activity. For some lucky people, work also provides a sense of vocation. Yes, work can sometimes be stressful, but equally work can provide satisfaction, a sense of achievement, and enjoyment. The Wellbeing Insights Audit, by identifying the nature, location and extent of stress problems, can help employers focus resources on where they are most needed to make the experience of work rewarding and engaging, so promoting wellbeing at work. The Wellbeing Insights Audit demonstrates a commitment to the wellbeing of employees, which is normally reciprocated and manifested in higher morale in the workforce.

Good sources for tools, evidence and documentation about the rationale for carrying out a Wellbeing Insights Audit are the National Institute for Clinical Excellence (NICE), Business in the Community (BITC), and Mindful Employer.

Legal aspects

Risk assessment is a statutory obligation under Health and Safety law. Stress should be seen in the same way as any other health hazard. Therefore employers should be assessing stress risks in some logical and coherent way. The risk assessment should be suitable and sufficient (see http://www.hse.gov.uk/stress/standards/index.htm) in order to do what's reasonably practicable to prevent harm to employee health and wellbeing.

The EU also has also set guidance for work related stress in 2000 (see here: http://bookshop.europa.eu/is-bin/INTERSHOP.enfinity/WFS/EU-Bookshop-Site/en_GB/-/EUR/ViewPubl ication-Start?PublicationKey=CE2599851)

It's also an employer's duty to identify foreseeable risks to employee health. Conducting a Wellbeing Insights Audit not only helps identify foreseeable risks, it also demonstrates to HSE that you have done so. As an employer you have legal obligations under the Management of Health and Safety at Work Regulations 1999: To assess the risk of stress-related ill health arising from work activities.

Under the Health and Safety at Work Act 1974: You are also responsible for taking measures to control that risk. There is much legislation focusing on how employers; HR & Health and Safety Managers and Line Managers should consider recognising, managing and understanding work-related stress amongst staff.

Risk assessment is a statutory obligation under the Health and Safety Law, stating that stress should be seen as any other hazard within an organisation. Due to this, employers should be addressing stress risks in a logical way using a clear and concise method.

Long-term benefits

According to legislation and the HSE's Stress Management Standards, conducting a Wellbeing Insights Audit is a suitable and sufficient method of understanding and gaining focus on key areas of stress within your organisation. Long-term, the Wellbeing Insights Audit can prevent negative consequences associated with work-related stress such as, high staff turnover, presenteeism, absenteeism, long-term on-going illness and low productivity.

It is important to recognise that the Wellbeing Insights Audit is a process, which involves the five areas mentioned above. It requires time, dedication and a good team to follow the steps. At The Stress Management Society we provide a complete and tailored Wellbeing Insights Audit process to all of our customers.

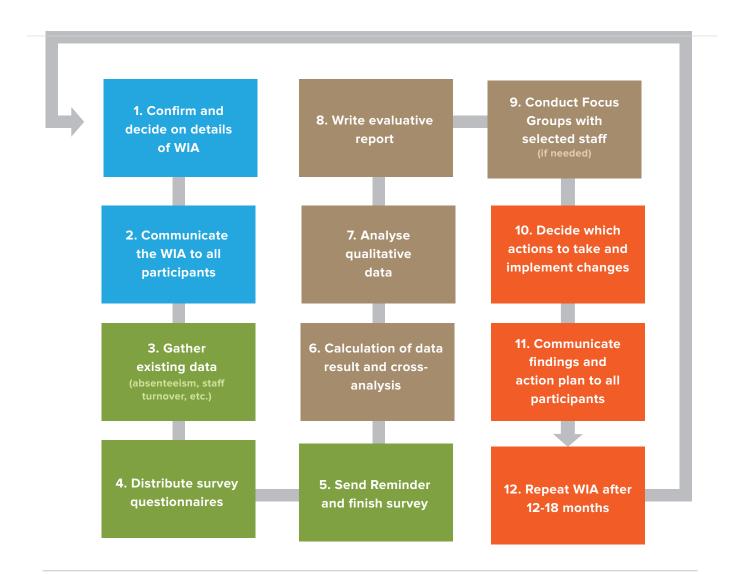
We have recently created a Wellbeing Insights Audit Tool, which will enable all staff within your organisation to simply, quickly and effectively complete a stress survey questionnaire online at any time and from any location. The WIA tool will be used to ensure that the interventions can be tailored to specifically target any key challenges that your personnel are experiencing.

How to conduct a Wellbeing Insights Audit? The process

The process of a WIA is simple and works for all types of businesses and organisations. It is, however, important to underline that the WIA is a process, so there isn't just one type of activity but several. The overall process consists of 4 stages. Each stage in itself is process-driven.

Typical life-cycle of a Wellbeing Insights Audit

Stage 1: The Planning Process Stage 2: Data Collection Stage 3: Analysis Stage 4: Taking Action



Stage 1 - The planning process

Once you have decided to conduct a WIA you have several options with regard to the data you collect and the way you collect it. There are different kinds of data that are useful when assessing your employees' levels of stress. They include any existing documents you may have on absenteeism statistics and staff turnover. A core element of a WIA is, however, an employee survey that aims to uncover the causes of stress among your employees. In addition to this, qualitative assessments will allow staff to express their concerns at a deeper level. At the planning stage, it is important to look at your options and decide on a process that best suits your specific needs.

Having decided on the data you will collect and ways of gathering it, you should set up a timeframe for the entire process. This is particularly important for the survey as you need to think about how long you will give participants to complete it.

As soon as all details, processes and timeframes have been agreed and decided upon, we strongly recommend communicating the objectives, process and timeframe of the WIA to all participants in advance of any data collection. This has several advantages: It will demonstrate your commitment to the health and wellbeing of your staff; it will engage your staff in the process; and it will inform your staff of any upcoming surveys that need to be completed, especially when these are carried out by an external consultant.

Stage 2 - Data collection

In order to conduct a comprehensive Wellbeing Insights Audit, we suggest incorporating your organisation's existing documents into the analysis along with survey-based data including demographic analytics and an open-format question, and possibly any insights gained in Focus Groups.

In terms of existing documents, you could start by looking at your business's data on absenteeism among employees. Are there high levels of stress-related absence among employees? Are there repeated short term absences that even though are not directly attributed to stress; it could be a contributing factor? Have numbers increased or decreased in recent years? What changes have your business gone through that may affect this data? What about staff turnover? Has there been any staff turnover due to stress? You could also compare this data across departments and identify who is affected the most. Is there already a wellbeing policy in place in your organisation? If you have an EAP or Occupational Health programme, you may also want to review the statistics on their usage.

If you decide to conduct an audit, the HSE website is a good starting point. The survey questionnaire provided by the HSE (see http://www.hse.gov.uk/stress/standards/downloads.htm) is free to download and easy to use. It incorporates 35 multiple choice questions that cover the five different HSE areas. This may be suitable for small organisations. However, the larger the business is the more complex its organisational structure may be. In that case, it may be wise to differentiate between departments, locations, job roles, or even age-range. We suggest selecting up to five subgroups among survey participants, which can then be analysed in themselves and compared to each other. These subgroups may be based on departments, locations, or even age-range if it is relevant.

Although conducting a survey is easy and cost-effective, a comprehensive WIA should not only entail a survey with multiple choice questions as this will limit the employee in expressing their concerns and raising important issues. One way of further engaging your staff could be to include an open-format question in the survey questionnaire in which the employee can add comments.

In order to differentiate even further you could also include demographic questions in the survey, assessing participants' age-ranges, how long they have been working for the company and even their perceived days of stress-based absence. This will provide valuable background information for the analysis.

Another way to assess the causes of stress among your staff at a qualitative level is to conduct Focus Groups. These are beneficial especially when it is known that a particular department or grouping of staff is dealing with specific issues (for example bullying). In order to ensure anonymity and confidentiality Focus Groups should be facilitated by consultants. This will allow participants to talk about their experiences and express their concerns more freely and at a deeper level than in the surveys.

Stage 3 - Analysis

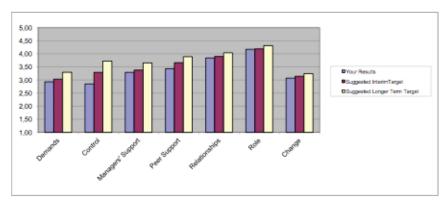
Change

After completion of all surveys and the collation of qualitative data, the next step is to analyse the data at hand. The HSE analysis tool (see http://www.hse.gov.uk/ stress/standards/downloads.htm) allows you to manually input your survey data into a spread sheet. It will then automatically compare it to HSE benchmark data by using a traffic light system. If you have chosen to create subgroups you should use the tool to calculate the results for each subgroup separately. If you want to calculate the results for all subgroups together you can input all data manually or add up the survey data for each question and input their averages into the spread sheet. An overview of results using the tool will look like this:

Your Suggested Suggested Data Set: Organisational Averages Results Longer Term Target Target Doing very well - need to maintain perform Demands Represents those at, above or close to the 80th percentile Control Managers' Support 3,38 3.29 Represents those better than average but not yet at, above or close to the 80th percentile. Peer Support Clear need for improvement Relationships 3.84 Represents those likely to be below average but not below the 20th percentile[†] Urgent action needed

Represents those below the 20th percentile

Summary of Results



† Compared with results from 'Organisational Averages' (see the HSE MS Analysis Tool User Manual for more information and for caveats regarding interpretation of results)

While the HSE analysis tool will allow you to analyse the results of your survey you also need to analyse the qualitative data assessed in Focus Groups, for example. To make all data comparable, you can use the six areas identified in the HSE Management Standards (control, demand, support, relationships, change, role) to categorise your data. If any of your data falls outside these categorise you could add more factors.

If you have chosen to include demographic questions in the survey this would be the stage where you relate the demographic data you have assessed with the survey results. How have the people in each age-range responded differently? Do new staff show different causes of stress than those who have been working in your company for a long time? If you are conducting the WIA with a large number of staff then relating this kind of data to the survey results is a difficult process. It may be easier to seek the assistance of external consultants for this.

We then suggest creating an evaluative report that summarises your findings and analysis, providing an overview and making the results accessible to those who did not take part in every step of the process.

Stage 4 - Taking action

This last stage is the most important part of the WIA process as it is where you decide how to take action based on your findings and then start implementing changes.

You could distribute the report among senior management and then arrange a meeting to discuss how you could best tackle the issues raised. It is vital that management not only recognises and acknowledges the findings but also buys into an action plan with feasible timeframes. Remember that one of the objectives of a WIA is not only to identify the causes of stress among employees but also to invest more wisely by being able to prioritise areas that need most urgent action over those that are performing well.

Another crucial part of stage four is to communicate the findings and agreed action plan to those who took part in the WIA. This will prove to your staff that the WIA was not just a 'tick-box' exercise but was meant to take their concerns seriously and support them in becoming a more resilient workforce. By presenting what changes you are going to implement you also engage employees in the process and development of your organisation.

We strongly recommend your action plan to include a re-assessment of your staff's health and wellbeing after approximately 12 to 18 months. This will allow you to assess how your performance has improved and how the changes you have implemented have impacted your workforce. From a commercial perspective you will be able to learn how much you have saved by investing more wisely.

About The Stress Management Society

The Stress Management Society is a non-profit organisation that is dedicated to helping individuals and organisations tackle stress. Our support is complimented by our extensive knowledge of stress and cutting edge interventions with an added impartial view of stress management products and services.

We pride ourselves in providing a valuable, user-friendly support network to offer stress management and well-being advice, news and guidance. We provide this in an accessible and understandable format so that organisations and individuals can utilise this support and apply our advised solutions effectively.

Our unique comprehensive Wellbeing Insights Audit

Our Wellbeing Insights Audit is not merely a questionnaire based Stress Risk Assessment. It incorporates a survey that is compliant with the Health and Safety Executive's Management Standards as one element of the process. In addition to this, The Stress Management Society will also facilitate qualitative assessments as well as demographic analytics. Our newly developed approach provides a more comprehensive review of your performance on stress-related work issues.

Survey subgroups for demographic analytics

In addition to the original HSE questions we can also incorporate demographic aspects into the survey such as age-range of staff, their length of service, and whether they have line managers responsibility or not. We will create specific subgroups among survey participants based on your own criteria. This will allow you to further differentiate, for example, whether staff in a certain age-range perceives stress differently from other age ranges, or whether the causes of stress among new staff are different from those of longer-serving staff

Qualitative Data

We can assess qualitative data by:

- Incorporating open-format questions in the survey
- As an optional extra we can conduct Focus Groups with selected groups of staff

Creation, distribution and monitoring of surveys

We can provide you with templates of surveys for your organisation and adjust the questionnaires according to your needs. We will also support you with the distribution of the survey questionnaires. This can be done via our online tool – participants will receive a secure URL.

If you choose to conduct a manual survey, we will email the survey questionnaire to your staff, asking them to print the attached form and leave a completed copy in a designated area. Over the entire survey period we will monitor the process and number of completed surveys, and troubleshoot wherever necessary.

After approximately half the survey timeframe (or any date confirmed by you) we will send a reminder email to all participants asking those who have not completed the survey to do so by the specified closing date.

Anonymity and confidentiality

A concern when conducting a Wellbeing Insights Audit in-house is anonymity and confidentiality – whether you are a large or small organisation this can still pose a problem amongst staff and employers/management. Our online tool allows staff to complete the survey questionnaire truthfully and anonymously and all other processes involved have been designed to maintain a high level of anonymity and confidentiality. If you choose to distribute manual survey forms then we suggest each participant to put their completed form in a sealed envelope, which may then be collected in a box/area/space before sending all forms back to us.

Analysis Comprehensive Reports

When all data has been collected and collated we will analyse all qualitative and quantitative data. The online system we developed allows us to calculate survey results fast and easy and compare these to HSE benchmark data. We will then create a comprehensive Wellbeing Insights Audit Report, providing a detailed overview of your performance and identify the areas that require action when compared to HSE benchmark data. In addition to analysing the survey results, however, the Report will also take into account all qualitative data you have opted to assess. This may include:

- Additional issues raised by participants in the survey through the open-format question;
- The insight we gained from the Focus Groups with your employees;
- Provided we have received the relevant information from you directly or through the survey questionnaires we can also:
- Correlate demographic data with survey results;
- Assess the cost of Absenteeism and/or Presenteeism to your organisation.

Action Planning

The detailed Report will then lead to an Action Plan, in which we make specific suggestions on how to tackle the issues raised in the Report. This could include modifying your existing support resources or conducting additional training. Any subsequent training will therefore be tailored to individual stress triggers and specifically address your needs. The Action Plan is not a 'tick box' exercise; it should be an enabler for business and process improvement within the environment of human resources and organisational management.

It is important to clarify that our Wellbeing Insights Audit is a process. It is not simply a survey or Focus Group. The first stages in the process identify who might be harmed and how they might be

Overview How we can support you

To ensure an effective management of the WIA, The Stress Management Society can support you in every step of the process. In doing so, we will not only follow our basic standardised and well-proven procedure but also tailor each step to your individual needs.

All you need to do is:

- Provide us with any relevant business data;
- Decide on your subgroups for the survey and send us a participants list;
- Communicate the WIA to your staff in advance of the survey and/or Focus Groups;
- Review the data results together with the Report and Action Plan;
- Discuss and implement all necessary changes.

We can support you with:

- Creating your specific subgroups within the overall survey;
- Distributing online and/or manual questionnaires via email;
- Monitoring the process and providing technical support to participants;
- Sending reminder emails;
- Facilitating Focus Groups;
- Collating the data and producing feedback on the data results;
- Analysing the quantitative and qualitative data;
- Producing detailed reports on your results;
- Action planning and design of interventions, evaluation and review of actions.

For further information on our Wellbeing Insights Audit or any of our other corporate training and consultancy services please call our Corporate Team on +44 (0)203 142 8650 or email training@stress.org.uk.



FREE Business Stress Consultation

We provide a range of services across the UK and internationally. We are always happy to discuss how we can support you. Please get in touch today and take the first step in reducing the impact of stress in your organisation.

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We have supported many organisations, including



















