

PES

Wellbeing  
case study



Wellbeing audit:  
What makes your  
employees happy?

# How do you know what makes your employees happy?

## A wellbeing audit case study

Do you know what affects your employees' wellbeing? If you're not sure, it's worth doing some digging so you don't waste precious time and resources on things that don't really strike a chord. And you might find that you can boost employee happiness with some simple changes.

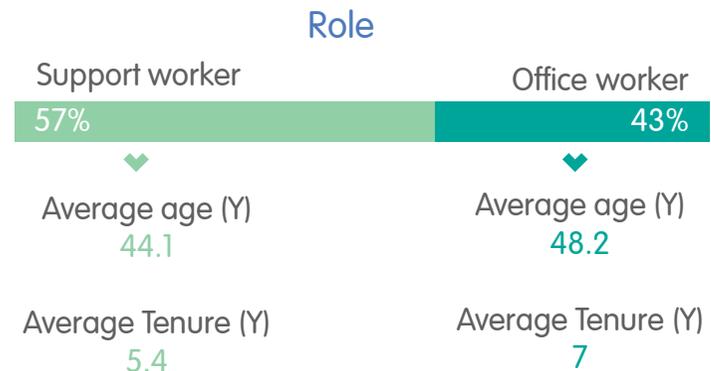
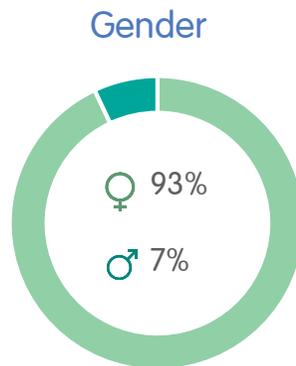
For one social care charity, absence was an issue, both long- and short-term, and they were keen to find out what the underlying reasons might be.

PES Wellbeing set out to discover which areas of work might be causing problems for the charity's staff. As a result of our analysis, the HR team gained some valuable qualitative and statistical insights, and a clear sense of what would create happier, more engaged employees.

## What did we do?

We emailed the charity's 95 employees and invited them to take part in our research. Around 15% took part in the focus groups, which gave us a healthy sample.

We conducted three focus groups and two telephone interviews, covering a wide-ranging list of work areas.

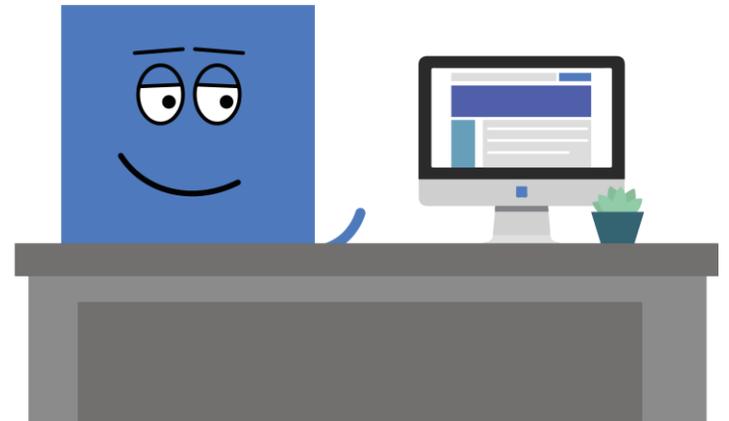


## What did we discover?

During our analysis of the data, a number of clear themes emerged, including workload, line management, flexible working, the office environment and communication. Most of these are known to have a negative impact on employee wellbeing if not managed well.

### Satisfaction

- The majority of people enjoy their jobs
- Colleagues work closely together to help and support one another
- Line managers are usually available and approachable, communication from higher management has improved
- Flexible working is a positive part of my job and can make things easier
- The office environment is good and improvements have a positive impact
- Communication and being kept informed can have a positive influence on staff



## What issues emerged?

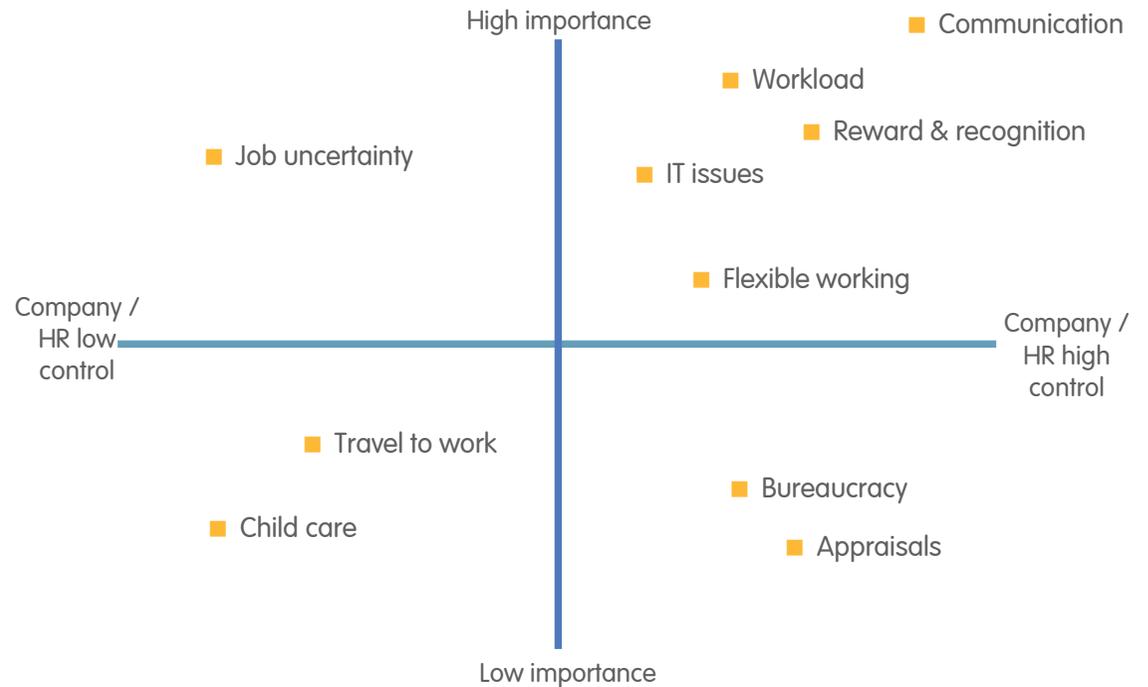
- Workload, pressure and stress have a negative impact on job satisfaction
- Support is often localised by department or region leading to feelings of 'isolation'
- Line managers are sometimes involved in too much bureaucracy, higher management may not be aware of day to day issues
- Flexible working is inconsistent and can depend on the manager or job role
- Noise, poor breakout facilities and remote locations can negatively impact wellbeing
- Communications need to be consistent and share positivity as well as issues
- Frustrations with IT can have an immediate detrimental effect on employees
- Uncertainty across all roles and locations which may reflect the nature of a workplace that depends upon charitable donations
- Things seen as outside of the employee's control to do with workload can affect their wellbeing
- An employee's home life can have an impact on their work-life, especially those with young children or travelling greater distances



# Analysis: what could HR control?

Our analysis showed that HR could have a strong influence over many important issues affecting employee wellbeing.

- Regular and consistent **communication** emerged as a key factor, especially as it impacted other issues like workload, job uncertainty, and reward and recognition.
- **Reward and recognition** went beyond pay. Employees wanted the amount of pressure they were under to be recognised, and some spoke positively about employee benefits they knew were being offered to friends and family members.
- **Flexible working** was seen as a positive, but those who didn't have access were frustrated as it seemed unfair. Introducing flexible working to more staff could reduce some other negative factors such as travel or childcare.
- **IT issues** caused stress, especially for employees 'in the field' and in more remote locations.
- Some thought that managers were required to do too much **paperwork**, which impacted on how much time they had to do their job.



Importance based on number of responses, perceived prominence and likelihood of impact

## What did employees say?

I think deadlines can affect your health and wellbeing

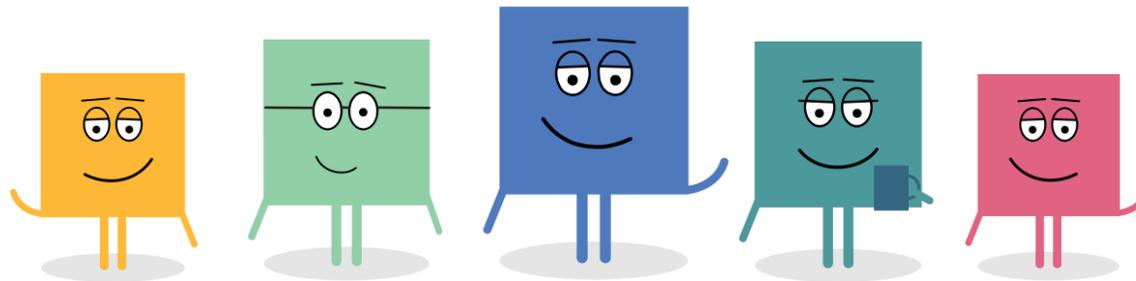
Travelling to work and to other offices, the traffic, I know the end focus is getting to work but it is becoming so stressful

Sometimes trying to get the information required from various sources to be able to fulfil your job is difficult and it is very frustrating

Just having a space where you are able to switch off sometimes and you think actually I am going to take my whole lunch break today

The job is not my problem, I love my job, I love working with clients, I love doing groups and sessions

Being kept informed makes a huge difference to how you feel



# What did the employer learn?

1. Many things can have a negative effect on wellbeing in the workplace, including:

- Job security
- Workload
- Lack of recognition
- Poor lines of communication
- Information technology

2. **Home life** can create stress at work - children not sleeping, long commutes, and even knowing you're returning to a messy house can affect wellbeing!

3. A modern **office environment** can help people to be happy at work. Things like lack of space and noise can have an instant negative influence.

4. Having a good **breakout area** and making time for breaks is important.

5. A **high workload** can cause stress at work and potentially lead to absence.

6. Managers need to **communicate** with staff, recognise the issues they face and **reward** them well.



## How can we help you?

Would you like to take a wellbeing temperature check in your organisation? We can help. Our research is tailored to every client and we'll use our findings to make detailed, specific recommendations suited to your needs and your budget. We can help you implement changes if necessary, but there may be many you can introduce yourself at little or no cost. Why not contact us to find out?

## Contact us

We'd love to hear from you. You can reach us by telephone on 01454 808658, email us at: [hello@wearePES.co.uk](mailto:hello@wearePES.co.uk) or visit [wearePES.co.uk](http://wearePES.co.uk).