

Employee Well-being Model

for

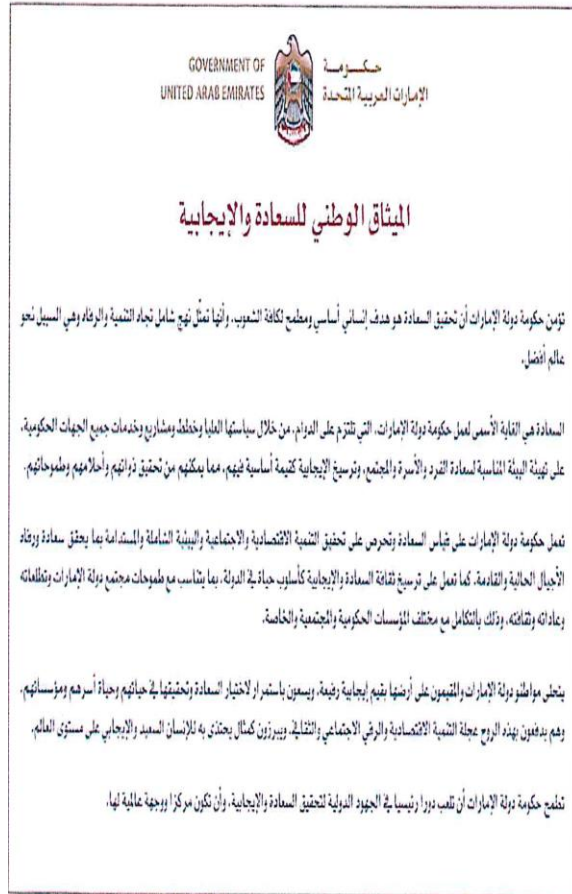
Creating Positive Workplaces & Happy Employees

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His Highness Sheikh Mohammed bin Rashid said “happiness and positivity in the UAE are a lifestyle, a government commitment and a spirit uniting the UAE community. The government system is evolving to realize the goals that every human seeks: happiness for him and his family.”

The National Happiness and Positivity Charter



The UAE Cabinet endorsed The National Happiness and Positivity Charter which stipulates the UAE Government's commitment, through its higher policies, plans, projects and services, to provide a nurturing environment for the happiness of the person, family and community, instill positivity as a core value in them so that they are able to achieve their goals and ambitions.

The National Program includes setup happiness and positivity councils in all entities. It also includes allocating hours for happiness programs and activities in federal government as well as setup happy and positive offices. The National Happiness and Positivity Program also includes transferring customer service centers to customer happiness centers as well as culture-change programs for customer service to make customers happy.

Employee Well-being

Can be defined as "a set of programs, initiatives and services aimed at enhancing and improving the mental, physical and mental health of employees, as they are important in the development of their behavior and performance and productivity, and improve their motivation to work, which reflects positively on their happiness and loyalty and their institutional affiliation" Happy and positive.

The benefits of well-being programs

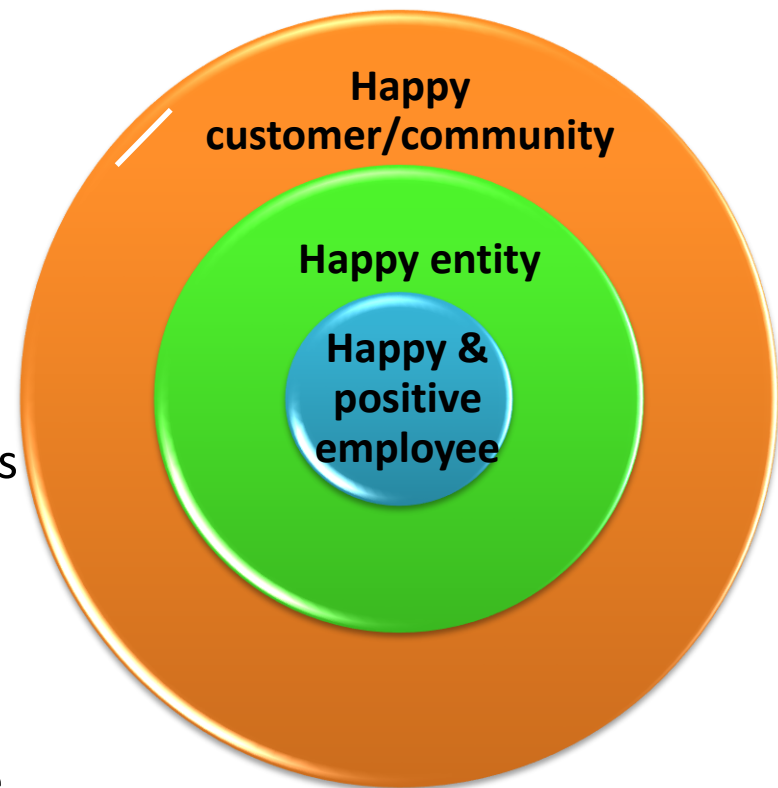
The Employee- wellbeing programs adopted by the organization have a profound and direct impact on enhancing the positive feelings of the employees and reflect on their performance, their human relations and their professional and personal development in the work environment, as well as their mental and mental health. Well-being programs ensure improved performance and increased productivity through reduced absenteeism, increased employability, employee retention and institutional loyalty.

The institutional model of happiness and positivity

The first level is the happy and positive employee who is harmonious in the institutional work environment and has personal strengths

The second level is a happy and positive entity based on the standards of institutional culture, policies and practices in the organization

The third level is the customer /community and the positive and positive, which is the engine of all national policies at different levels



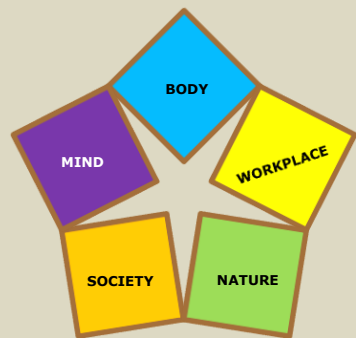
How to Influence Happiness ?



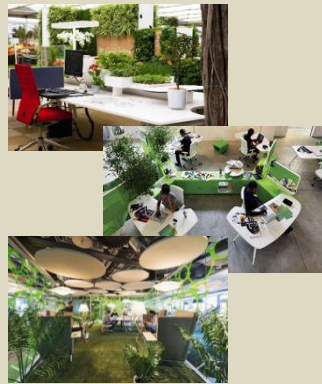
- Every person is the **steward** of his/her Happiness, **external** factors can only **influence** their little world to **certain extent**
- Happiness of employees can be **influenced** actively by the organization, considering the **magnitude of time** an average employee spends at workplace
- **Employee Well-being** refers to any **workplace sponsored programs** whose implications run very deeply indeed - mind, body and soul.

How to Influence Happiness ?

Positive Emotions → Conducive Culture → Customer Delight



**Employee
Well-being**



**Positive
Workplace**



**Happy
Employees**



**Happy
Citizens**

- Employee **Well-being** programs can generate **positive emotions** among employees.
- Such collective positivity creates **conducive workplace culture** resulting in **Happy Employees**.
- This will help in delivering exceptional **customer service** eventually leading to **Delighted citizens**

Global Priorities of Employee Well-being

- Well-being plays a major factor in employee delivery w.r.t. **quality, performance, productivity** and in turn business effectiveness and profit.
- Employee well-being is an increasingly **relevant** and necessary **consideration** in the **modern** workplace.
- **Well-being agenda** is being pursued globally with **varying outcome** focus –
 - **USA** – *Healthcare cost*
 - **Asia** – *Absenteeism*
 - **Singapore** – *Social capital*
 - **Europe** – *High Morale*
 - **UK** – *Productivity*

What is the cost of NOT supporting employees' well-being?

- ✓ UK annual cost of reduced productivity from mental ill-health - £15.1 billion
- ✓ Average cost of sickness absence each year - £1,500 per employee.
- ✓ UK annual cost of sickness from mental ill-health - £8.1 billion
- ✓ Average cost of replacing staff who have left owing to impaired well-being - Salary x 3
- ✓ Average number of days lost to stress, anxiety or depression - 24 days per case

UAE Federal Government focus is on Employee Happiness

Common Myths about Employee Well-being

Myth	Truth
Well-being programs should be done when you have excess funds	Research Suggests that every dollar invested in Well-being intervention yielded \$6 in health care savings- HBR Survey in 2014
Well-being and wellness are the same things	These two terms cannot be used interchangeably . Well-being refers to a more holistic, whole of life experience , where as wellness refers just to physical health .
Well-being programs should not be done in bad economic climate	It is even more important in difficult economic times that workplaces make smart decisions and invest wisely —and this includes investing in employee Well-being
You need to invest heavily to actually benefit from Well-being program	NO, Evidence suggests that holistic low-cost programs result in significant benefits, such as improved staff retention and engagement , and lower absenteeism .
Well-being is a personal responsibility – not employers liability	Poor Well-being significantly impacts on workplaces, including higher absenteeism rates and lower productivity. It is a win-win opportunity for business to invest in employee Well-being and reap the benefits .

Critical Success Factor for Employee Well-being

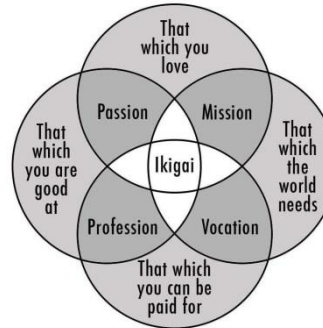
- No matter how sophisticated the Employee Well-being Program is or how costly the Well-being Interventions are, the **ultimate success** of every initiative depends on **APT factors**

Appeal



*Customizable agility of
Well-being program*

Purpose



*Reason for employee's
existence*

Trust

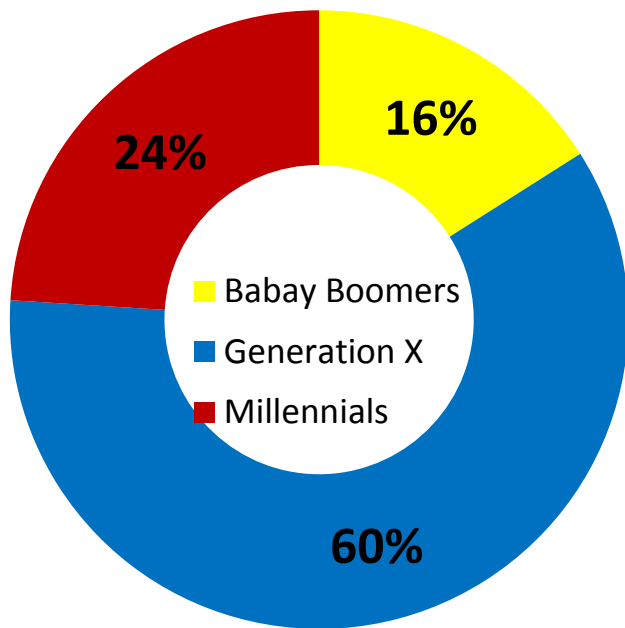


*Personal filter through
which things are perceived*

- It is very **critical** to make every Well-being Initiative **APT**. These are kind of **pre-requisite** factors to ensure **success**

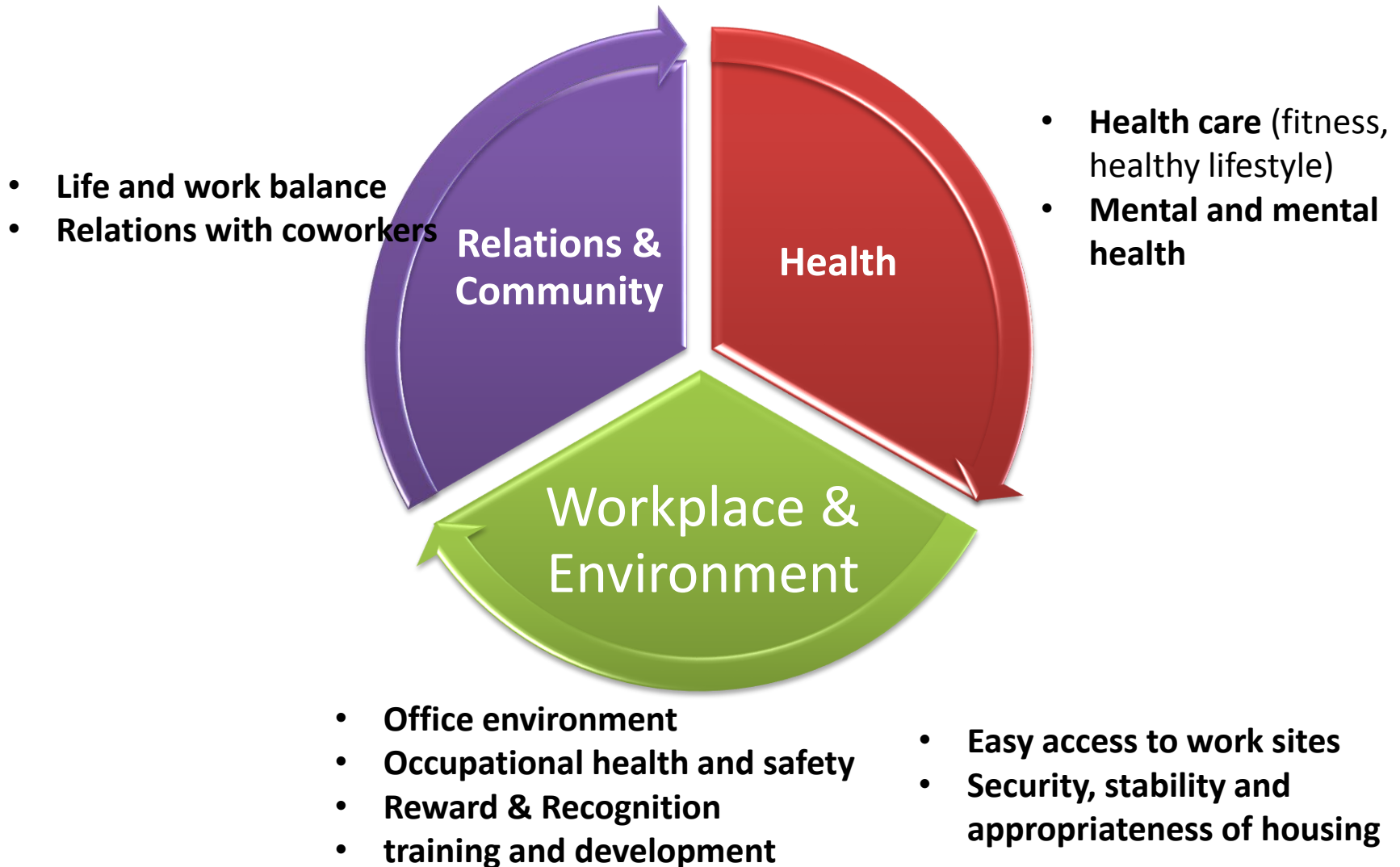
Appeal for Employees

Employee Distribution

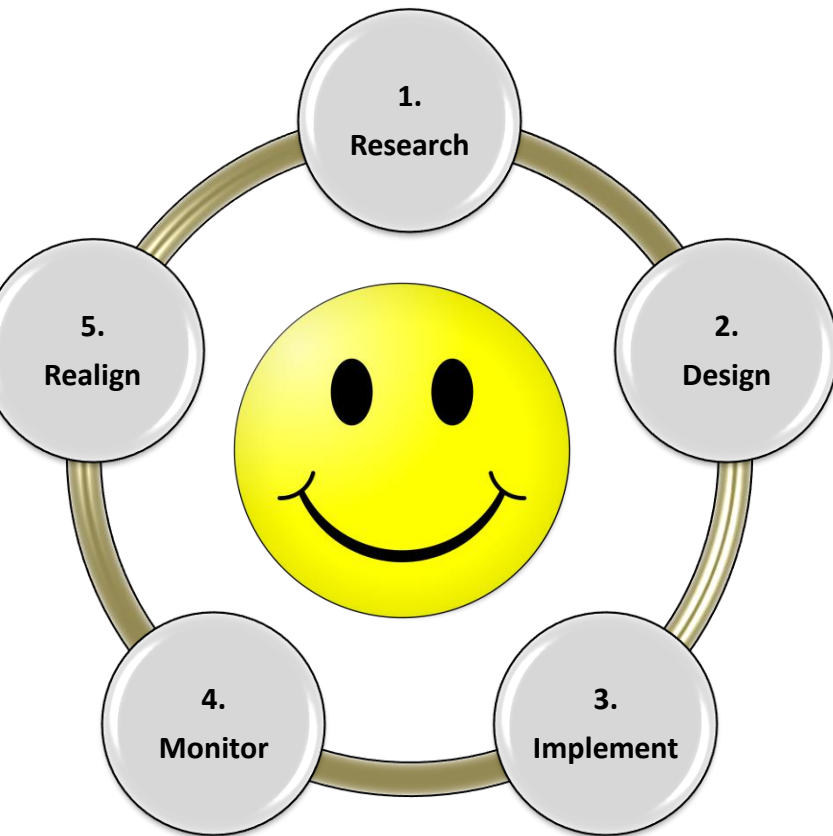


- **Generational Appeal** of Well-being Initiative is very critical
- **‘One size fits all’** never works when it comes to Employee Well-being program
- Every generation has its broad system of –
 - **Values / Beliefs** (Concepts of Life)
 - **Expectations** (Flexibility / Protocol)
 - **Motivators** (Short benefits / Long term)
 - **De-Motivators** (Supervision / Independence)
 - **Skill set** (Social / Academics / Experience)
- **Agility** of any Well-being initiative **to customize** for a given generation or **set of employees** will defines its overall **success** in attaining intended **outcomes**

Proposed model of wellbeing in the federal government



Guidelines to Develop Well-being Initiative



- Earlier listed Well-being initiatives are just for **illustrative** purpose
- Many more innovative programs can be **developed** for each Employee Well-being **domain**
- Structured **methodology** should be followed to develop any Well-being program
- The **sustainability** of any initiative will depend on **depth** of research and amount of **efforts** invested while during design phase

Guidelines to Develop Well-being Initiative

1.

Research

- Identify the potential well-being domain/ areas to focus on
- Analyze the statistical data, Survey, feedback
- Assessment of current state, Audit root cause
- Validate and benchmark the best practices

2.

Design

- Define objective of Well-being initiatives and Success factors
- Conduct a **APT** test of design
- Develop detail roadmap for execution
- Engage appropriate service partners and establish delivery schedule
- Create communication and awareness plan
- Determine and agree budget

Guidelines to Develop Well-being Initiative

3.

Implement

- Empower project champion to drive the change
- Deploy the well-being program features and orient the beneficiaries with wider objectives
- Ensure smooth functioning of program
- Liaise with all stakeholders for sustainable growth of well-being initiative

4.

Monitor

- Monitor employee participation
- Monitor the quality of interaction with service providers
- Report the obstacles & identify resolution of issues
- Management reporting on qualitative and quantitative indicators

5.

Realign

- Understand the Happiness survey trends and evaluate the need to fine tune the well-being initiatives
- Reassess the ROI and well-being objective fulfillment
- Approve modification to existing program or starting of new program

Role	Responsibility
Council for Employee Wellbeing (within each entity)	<ul style="list-style-type: none">• Comply with Employee Well-being Framework guidelines requirements and Ensure unified approach for wide range of well-being initiatives is followed aligned to National Happiness Program• Approve employee well-being programs / activities & Conduct Management Review Process• Review the employee well-being status of the entity based on Annual Happiness survey reports and strategic indicators
Chief Happiness Officer	<ul style="list-style-type: none">• Overall manage the development of new well-being initiatives with internal stakeholders viz. HR / Finance / Communications / Strategy / Operations etc...• Monitor employee well-being initiatives implementation within the ministry• Liaise with PMO / Ministry of Happiness regarding happiness survey reports• Monitor the well-being program effectiveness using strategic indicators and annual happiness survey report

Role	Responsibility
Managers / Supervisors	<ul style="list-style-type: none">• Act as a role model by following individual well-being practices• Live the values and drive positive change where needed in the day-to-day interactions with employees
Human Resources	<ul style="list-style-type: none">• Assist Chief Happiness Officer to conduct research to identify the potential areas to focus on while designing employee well-being initiatives• Ensure all levels have the resources and programs in place to communicate, provide feedback, and drive cultural change• Support leadership in Management Review of Employee Well-being Program
Individual Contributor / Employees	<ul style="list-style-type: none">• Recognize individual's role by participating in all well-being related engaging activities and supporting behaviors so change can occur thru well-being initiatives• Provide feedback on existing well-being initiatives and suggest ideas to further enhance happiness among workforce

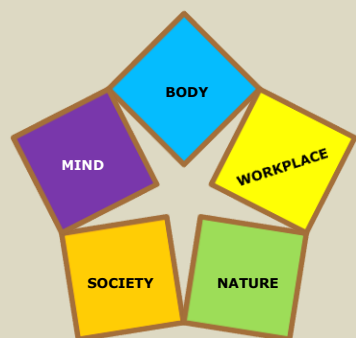
Role	Responsibility
Federal Authority for Govt. Human Resources	<ul style="list-style-type: none">• Design Employee Well-being Framework for federal government in collaboration with PMO/Ministry of Happiness• Advise the Ministries & Federal Entities on Employee Well-being initiatives @ workplace, as and when necessary• Introduce Happiness parameters scoring as part of Emirates HR Awards scheme• Partner with PMO/Ministry of Happiness to monitor the strategic indicators for employee well-being program

Strategic indicators to gauge success of Employee Well-being Program –

1. % change in employee well-being based on various Happiness surveys done by PMO
2. % change in customer happiness considering improved service delivery by happy employees
3. # of initiatives for every Well-being domain
4. % Change in Absenteeism, Turnover, Disciplinary actions etc.

Each Employee Well-being program should address above indicators as well as develop more specific measurements based on the nature of activities and targeted focus area by the given well-being initiative

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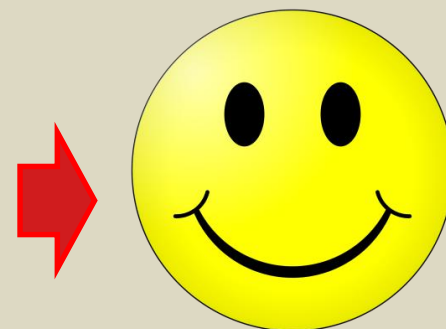
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Thank You !