Supporting Employee Health and Well-being as a Strategy for Managing an Age-diverse Workforce. Greater London Authority Case Study

Summary

This case study analysis aims to present an example of good practice in managing employee health and well-being, as implemented by a government organisation operating in the heart of London. The case study builds on leading academic concepts related to job crafting, job enlargement, and job enrichment. We show how these concepts can be linked to some organisational tools used to support well-being, as framed within the Self Determination Theory. As voice of business practice, we discuss the recommendations from the Chartered Institute of Personnel and Development for managing age-diverse workforce, and, in particular, the focus on staff well-being regardless of age. Next, we present a detailed analysis of the case study organisation’s policies supporting health and well-being of its age-diverse workforce, as well as their impact. The detailed examples will be helpful for other organisations considering adoption of similar practices in Poland. We aim to show the impact of introducing a wide range of effective strategies in terms of improving employee well-being and health.

Key words: job crafting, job enlargement, job enrichment, well-being support, age-diverse workforce, effective strategies.

JEL codes: I31

Introduction

Case study aims and the report structure

This case study analysis aims to present an example of good practice in managing employee health and well-being, as implemented by a government organisation aiming to provide strategic leadership for London. We present the organisational policies supporting an age-diverse workforce in some breadth, followed by detail around highlight initiatives, which may be helpful for other organisations considering adopting similar practices in Poland. Some of the presented initiatives are already being implemented by leading Polish businesses. We aim to show how introducing a holistic strategy for managing employee health and well-being can be even more effective.
The case study is preceded by a review of leading academic concepts related to job crafting, job enlargement and job enrichment. Next, we show how these concepts can be linked to some practical organisational tools used to support well-being, framed within the Self Determination Theory. The theoretical part of the analysis ends with a short introduction of the recent age-diversity research.

The practical part of this report begins with analysis of recommendations made by the Chartered Institute of Personnel and Development in the report published in June 2015: Avoiding Demographic Crunch (CIPD 2015). Next, we present a detailed analysis of the case study organisation’s policies supporting health and well-being of its age-diverse workforce, as well as their impact.

**Demographic changes affecting organisations in 21st century**

In the past century, human life expectancy has been increasing by two and half years every ten years in developing countries. We can also expect to enjoy good health for longer. It is therefore not a surprise that older people are more and more likely to be working beyond what used to be the retirement age in many European countries: the number of over-65s increased nearly 6% in the year to October 2014, and will continue to do so. In 2014, nearly a million more over 50s have gained jobs, which is the largest increase compared to other age groups. As quoted by the Business in the Community in their report “The Missing Million, Recommendations for Action” published in April 2015 (Business in the Community 2015), making sure the older workers are able to continue performing and contributing to the economy, could provide an economic boost equivalent to 5.6% GDP in the United Kingdom. This is a positive trend for those employers willing to support and develop their age-diverse workforce, who are already preparing themselves to manage expected future skills shortages and devising strategies to retain skills and experience of older workers. In the next 20 years, most of the 9 million 50+ in employment (30% of all UK employees) will leave their roles. Chartered Institute of Personnel and Development (2015) in its policy report “Avoiding the demographic crunch: labour supply and the ageing workforce” predicts this trend will have a substantial effect on recruitment, talent management and operations in all sectors, but particularly those which have substantial proportion of older workers. In some sectors, such as agriculture, over 50% employees are over 50. In public administration and defence, there are 33.1% over 50s, which implies reliance on older staff, their skills and knowledge.

Given the significance of those changes, it is of high importance to examine ways in which older employees together with the rest of staff can enhance their work experience. It seems to be more and more important for the companies’ stable development to introduce policies enabling employees to attain a greater sense of purpose, meaning and, ultimately, well-being.
Replacing older staff, often in senior position, presents a significant cost. Equally, managing an age-diverse workforce is not without its challenges, and employers need to raise awareness of older workers’ needs to continue contributing to the business. However, current research and practice pointed out an ineffective way of thinking that it would be possible to find solutions that fit all in different age groups. It is already established that organisations can no longer target different employees assuming certain needs or life stages based on age and old theories from the second half of previous century (Gratton 2011). As Gratton (2011) points out in her management practice studies at Future of Work Consortium, it is expected that successful organisations implement more individually tailored people initiatives to enhance staff well-being and performance.

Job crafting, job enlargement, and job enrichment

The promising, yet relatively unexplored concept in literature is combining the formal and informal ways of physical and psychological alternations and adjustments in the work environment. The three processes that can be effectively combined are: job crafting, (Wrzesniewski, Dutton 2001), job enlargement, and job enrichment (Slemp, Vella-Brodrick 2014).

This is an important assumption stating that the combination of two formal and one informal processes, as mentioned above can increase the effectiveness of all the three. Based on the self-determination theory (Deci and Ryan 2008), a case study is proposed that examines the solutions introduced to combine job crafting (on the employee side) and formal process (on the management side) to support age-diverse employees in the work environment of the one of the most prominent and dynamic governmental organisations in London, UK.

Job enlargement, and job enrichment are described as the two processes that are focused on formal work design and the structural characteristics of work environment.

Job enlargement involves expanding jobs ‘horizontally’ and therefore increasing the breadth of activities one performs at work (Slemp, Vella-Brodrick 2014).

Job enrichment involves expanding jobs ‘vertically’ to increase one’s responsibility to make decisions (Slemp, Vella-Brodrick 2014).

There is an extensive academic literature on both concepts mentioned above, however those processes are rarely explored in context of the third one – job crafting. According to the job crafting model, apart from following, or adjusting to changes in the structural and formal characteristics of the working conditions – as suggested by the management – employees are encouraged to participate in an informal process, in which they can suggest and introduce positive changes to their roles. These changes can relate to specific tasks, the relationship aspects of the role, or its cognitive features. These informal changes, combined with supporting formal processes, are supposed to shape the work practice according to the individual
needs and interests of employees, their value system as well as to enhance the meaning and satisfaction attained from the work (Grant and Ashford 2008).

As stated before, job enrichment, and job enlargement are two formal organisational processes well established in literature and practice (see: Slemp, Vella-Brodrick 2014, CIPD 2015).

Job crafting as the most recently described concept needs further explanation based on its application to organisational environment.

Wrzesniewski and Dutton (2001) identify three ways in which employees can work in partnership with their organisation to use job crafting in their daily work.

i. **Task crafting** refers to changes in the number or type of activities one completes in everyday work. This may mean introducing new tasks which better match employee’s skills or interests. Task crafting means that the employees, as well as the organisation, are engaged in the process of skills and talent diagnosis and management.

ii. **Relational crafting** describes building and maintaining interactions with people at work. This may mean creating opportunities to make friends with people who possess similar skills or interests.

iii. **Cognitive crafting** is distinct from task and relational crafting since it involves affecting how an employee ‘sees’ their job, especially in terms of perceiving it as more personally meaningful. Here, the organisation may be helping the employees see how their work contributes to wider business goals or how it benefits the community.

All three types of job crafting represent processes in which employees initiate changes in organisation and cooperate with the organisation to redefine their roles. This in turn enhances their work related well-being, which will now be defined as presented in literature.

**The conceptualisation of well-being**

Well-being is defined as the optimal psychological functioning, and the literature identifies two distinct approaches to well-being research (Deci and Ryan 2008).

1. **The hedonic approach**, which is captured by the concept of subjective well-being – SWB (Diener 2000). SWB is the scientific term attributed to happiness or ‘the good life’, and consists of two components:
   - the **cognitive component** describing one’s satisfaction with their life as a whole,
   - the **affective component** referring to the high level of positive affect (PA) and the relatively low negative affect (NA).

2. **The eudaemonic approach**, which can be defined as embracing the existential challenges of life (Linley et al. 2009; Keyes et al. 2002), or the actualisation of human potential (Deci and Ryan 2008). It refers to the fact that not all human beings exist in optimal well-being, despite the fact that they can have life experiences described as pleasurable
or positive. The eudaemonic approach is captured by the concept of psychological well-being (PWB), and defined by Ryff’s (1989) six factors of positive functioning:

a. self-acceptance,
b. purpose in life,
c. autonomy,
d. personal growth,
e. environmental mastery,
f. positive relationships with others.

These factors provide broader definition and sense of the eudaemonic living.

Linley et al. (2009) found both SWB and PWB to load on two distinct, yet related components of a higher order well-being construct. Such conceptualisation captures a more comprehensive well-being definition, which helps to clarify what it truly means to be psychologically healthy.

Self Determination Theory and well-being enhanced by job crafting concept

Self-determination theory (SDT; Deci and Ryan 2008) is based on the assumption of the existence of three universal psychological needs, that when satisfied, lead to optimal psychological functioning:

1. Autonomy requires the experience of choice and being the initiator of one’s own behaviour.
2. Competence requires succeeding at challenging tasks and ultimately attaining desired outcomes.
3. Relatedness requires a sense of caring, mutual respect, and mutual reliance with others.

The extent to which the three SDT needs are satisfied in the workplace determines the level of well-being experienced by the employees. Indeed several studies have supported this assumption: autonomy, competence and relatedness needs being satisfied are all important factors of well-being (see: Slemp, Vella-Brodrick 2014).

Wrzesniewski and Dutton (2001) argued that individuals who craft their job do so to:
1. maintain control over their work,
2. create a positive self-image for themselves in their work,
3. connect with others in the workplace.

This motivation to engage in job crafting aligns closely with the three SDT needs for autonomy, competence, and relatedness, respectively (Slemp, Vella-Brodrick 2014):

1. Task crafting requires a sense of control over one’s work and will also enhance the perception of personal control one has over their work. Such experiences will facilitate the satisfaction of the need for autonomy.
2. **Cognitive crafting** allows employees to reframe their work perception to create a more constructive self-concept at work. In turn, this experience will likely lead to a sense of competence.

3. **Relational crafting** will influence the degree to which employees connect with others at work and therefore their ability to create positive, sustainable relationships. Hence, relational crafting aligns with the need for **relatedness**.

Based on the conceptual alignment between job crafting and SDT need satisfaction detailed here, we can assume that all three forms of job crafting are elements of employee job satisfaction (Slemp, Vella-Brodrick 2014).

**Supporting employees well-being through job crafting**

As Slemp and Vella-Brodrick (2014) show in their research, combining the process of job crafting with job enrichment and enlargement is a solution that enhances employees in recognising their work as meaningful, and in so doing, optimise their well-being. In work environment allowing such practice to occur, employees are enhanced to align their work with their individual needs and values. Job crafting introduced together with job enrichment and enlargement results in work environment that is more fulfilling, offers better opportunity to establish relationships, and also supports the individual purpose, meaning, and value that employees attain from the daily work activities. It can also shift the motivation to work beyond the material or financial benefits only, toward a state where the motivation to work comes from the enjoyment and satisfaction it provides. Hence, in such organisational environment employees can turn their ordinary jobs into an occupational calling.

Occupational calling as defined by Wrzesniewski et al. (1997) is an occupation that an individual is drawn to, finds intrinsically enjoyable and meaningful, and perceives as a central part to their identity.

Employees who work in an occupational environment supporting their well-being by job crafting tend to see their work as one of the most important factors of their ‘self’ concept. They derive a great sense of satisfaction from their daily activities, and intrinsically enjoy their job (Wrzesniewski et al. 1997). All such experiences make employees feel good about their work because they think it will make ‘the world a better place’. This results in enhanced meaning, purpose, and fulfilment – all of which are associated with eudaemonic living, and hence, PWB (Slemp, Vella-Brodrick 2014).

Employees working in an occupational well-being are also likely to experience an enhanced level of pleasure and enjoyment from their work, and thus SWB (Slemp, Vella-Brodrick 2014).

Supporting these relationships, Wrzesniewski et al. (1997) showed that employees perceiving their work as ‘calling’, with higher level of SWB and PWB reported higher job
satisfaction and miss fewer days of work on average than employees who viewed their occupation as a mean to earn money (a 'job'), or as a way to earn promotions into roles of greater status and seniority (a 'career').

Most of the research on job crafting to date has been qualitative or theoretical (e.g., Berg et al. 2010; Fried et al. 2007; Lyons 2008; Wrzesniewski and Dutton 2001). Slemp and Vella-Brodrick (2014) have made an attempt to operationalise job crafting (since job enrichment and enlargement are organisational procedures already operationalised in organisations) and employees well-being. Their research shows empirically that the extent to which employees craft their jobs predicts indices of well-being. However the job crafting measure used in their analysis is in the early stages of development and needs further testing. Should this methodology be fully established and tested, researchers and management practitioners will have preliminary grounds upon which they can design job crafting interventions and develop best practices in enhancing employee wellness.

It is therefore important not only to explain the 'why' part of the research – answer the question: why is job crafting important. An exploration of the ‘how’ is equally important to extending theory and research. Describing how to introduce job crafting to enhance employee well-being will provide direction for further targeted and creative interventions. Due to the lack of empirical research on job crafting activities at work until recently (Slemp, Vella-Brodrick 2014), there is no fully established theory and applied practice that guides how to enhance work outcomes. One possible answer to this gap lies in exploring existing best practices in organisations focused on formal and informal procedures of supporting workforce in their well-being.

In the presented case study, we analyse the solutions introduced to combine job crafting (initiated by the employees) and formal processes (as introduced by management) to support employees’ health and well-being of an age-diverse workforce.

Age-diversity research

Diversity research has mainly been guided by two psychological traditions:
1. the social categorisation perspective (Tajfel, Turner 1986) – build on main idea that people classify themselves and others into social categories using salient characteristics that are relevant in a specific context. The process is called self-categorisation. It is the basis for diversity that may lead to cognitive biases, discrimination, and emotional conflict between different teams.
2. the information processing perspective (Williams, O’Reilly 1998) – more optimistic one. Based on cognitive theories of information processing, it is assumed that more diverse groups hold a broader range of task-relevant knowledge, skills, and abilities. Thus, diversity may enhance group functioning in tasks that require innovation and complex decision-making
Wegge et al. (2012) have suggested that these theoretical frames are not conflicting, they simply address different aspects of the same psychological processes based on which age diversity influence work unit outcomes.

According to the Wegge’s research (2012) age diversity in work groups will have:
1. **negative effects** on group performance, motivation and health of group members because objective age diversity in teams increases the salience of age diversity. In other words: when age-diversity is indeed noticed and underlined by group members – the salience of age diversity is high – team conflict increases and team effectiveness is getting low.
2. **beneficial effects** on group performance, motivation and health of group members under favourable conditions of appreciation of age diversity. In other words: positive judgments regarding the value of age diversity in team work, a positive team climate and high team task complexity (novelty) are considered as favourable moderating variables.

To develop the practice of age-diversity management several strategies was tested. As a final result Wegge et al. (2012) list:
1. Offering complex tasks without time pressure. Age-related deficits may be reduced by high task variety that requires complex and creative decision making (see: War 1997)
2. Reducing age diversity salience. It is recommended to establish a balanced age distribution and introduce leadership training (see: Wegge, 2012).
3. Promote high appreciation of age diversity. High appreciation of age diversity yields higher job satisfaction, lower conflicts, and higher innovation (see: Wegge, 2012)
4. Promote a positive team climate. In managing age diversity, team leaders should enhance team climate by giving clear definitions of objectives and vision, supporting innovation and focusing on refinement of team outcomes (see: Anderson et al. 1998)
5. Reduce age-discrimination (ageism) at work. In age-discriminative environment both younger and older employees will be more affected by working in age-diverse teams than middle-aged employees (see: Wegge, 2012).
6. Improve ergonomic design for teamwork. Team diversity and ergonomic workplace design may reduce age-related productivity risks in manufacturing by maintaining the work ability of older employees and improving production quality (see: Wegge, 2012).
7. Promote age-differentiated leadership of supervisors. The managerial training reduces age stereotypes, team conflicts, and enhances innovation (see: Ries et al. 2011).

**The business practice perspective – “Avoiding Demographic Crunch”**

**report recommendations**

The CIPD policy report “Avoiding Demographic Crunch” (Chartered Institute of Personnel and Development, 2015) makes a number of recommendations as to how to de-
SUPPORTING EMPLOYEE HEALTH AND WELL-BEING AS A STRATEGY...

Develop a long term strategy to deal with the demographic challenge, and urges to take a holistic approach. These recommendations are: inclusive recruitment, improving the capability of line managers, investing in training, development and performance management, supporting employee health and well-being, and, finally, moving towards more flexible working.

Making sure that recruitment practices are inclusive, employers should, for example, review person specifications and remove unnecessary qualifications that discriminate against young or older candidates. Equally, job adverts that seek ‘energetic graduates’ may discourage older applicants. Training managers in how to be aware and counteract own unconscious bias is also helpful.

Decision to leave an organisation is often dictated by individual relationship with a line manager. Therefore it is important to invest in training for managers to equip them with knowledge and competencies of how to understand and meet the needs of diverse teams they are responsible for.

Regardless of age, focus on developing skills and careers of all employees, is important not just for employee satisfaction and job motivation, but also to keep skills up to date within the organisation. Options for older workers to retrain and potentially refocus their career means they will be able to continue contributing to company performance and retain their knowledge in the organisation.

Older workers are more likely to suffer from ill health or be caring for an elderly relative. Providing flexible working can help juggle work and caring commitment and working part time may be a good alternative for someone considering leaving work due to poor health.

The CIPD recommendations described above correspond well with the combination of three processes described above in the academic literature review. The presented case study provides an example of good practice in combining job crafting with job enlargement and enrichment to meet the needs and develop potential of an age-diverse workforce. It is also an example of a holistic well-being strategy which does not single of specific demographic group, but offers diverse solutions to focus on the individual. It ensures that regardless of their age, staff members’ needs can be met to enhance well-being and work to their full range of potential and talents.

Supporting employee health and wellbeing – case study

The aim of the Case Study

This case study analysis aims to present an example of good practice, as implemented by a government organisation operating in the heart of London. We present a detailed analysis of the case study organisation’s policies supporting health and well-being of its age-diverse workforce, as well as their impact. The detailed examples will be helpful for other organi-
sations considering adopting similar practices in Poland. We aim to show the impact of introducing a wide range of effective strategies in terms of employee well-being and performance.

The Case Study Subject – Organisation

The Greater London Authority is the regional governmental body for London. It is made up of a directly elected Mayor (the Mayor of London) and a separately elected Assembly (the London Assembly). GLA staff work to support both the Mayor in delivering his priorities and the Assembly in examining their effectiveness. The GLA employs approximately 725 staff. The GLA is part of a wider group of organisations overseen by the Mayor that are together known as the GLA Group (GLA 2015).

The Greater London Authority aims to provide a best practice example in supporting its age-diverse staff’s health and well-being. With poor health, both mental and physical, being one of the most important reasons for why older workers give up work, this holistic strategy focusing on well-being is benefitting staff of all ages employed by the authority.

The GLA has a well being framework which sets out the organisation’s commitment to employee health and wellbeing. It covers “the range of support available for the maintenance of health and wellbeing, the responsibilities of staff, managers and others for maintaining physical and psychological health, health promotion initiatives and communicating and training on wellbeing” (…) (GLA 2013, p.1). It aims to “describe the GLA’s commitment to the health and wellbeing of employees in its broadest, holistic sense, setting out how the GLA fulfils its legal obligations, the responsibilities of different functions and specialists and the range of services available to help employees maintain health and wellbeing. The GLA recognises that wellbeing and performance are linked. Improving employees’ ability to maintain their health and wellbeing, handle pressure and balance work and home life will ultimately lead to improved individual and organisational performance (GLA 2013, p. 1).

Assessing well-being needs and priorities

The GLA carries out cyclical health screening of employees the outcomes of which are reported and reviewed by HR&OD Executive Directors and the Wellbeing Network. The organisation also carries out cyclical sickness absence monitoring. This is reviewed and reported to the GLA Oversight Committee, which is a public scrutiny panel of the London Assembly, through a biennial workforce report. This committee is made up of Executive Directors, and Assembly members.

In February 2013 the GLA has carried out a health priorities survey of staff. This together with the review of Staff Health Checks screening data, and 2011 staff survey data led to the
development of network priorities for 2013-14. Activity is planned and coordinated through the Action plan and Wellbeing Network Calendar (GLA 2015).

The GLA carries out an employee engagement survey every two years which covers wellbeing. The latest survey was carried out in November 2013 and the teams have carried out action planning on the results. The 2013 results show a 10% improvement in staff belief in the organisation’s commitment to Employee Wellbeing since 2011 (GLA 2013a). The next survey is being carried out in December 2015 and is expected to show further improvement across the well-being indicators.

Table 1

<table>
<thead>
<tr>
<th>GLA Employee engagement survey questions directly related to well-being</th>
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<tbody>
<tr>
<td>Well-being at work</td>
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<tr>
<td>55. I am comfortable with the pressure placed upon me in my job</td>
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<td>56. I achieve the right balance between my work and home lives</td>
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<td>57. I have the equipment and tools I need to do my job effectively</td>
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<td>58. The GLA is committed to encouraging the well-being of staff</td>
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<td>59. I am comfortable with my physical work environment</td>
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<td>60. If I wanted to I believe the GLA would enable me to work flexibly</td>
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<tr>
<td>61. I can meet the requirements of my job without regularly working excessive hours</td>
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Source: GLA internal materials.

Support from the top for the well-being agenda

The GLA has a multidisciplinary Wellbeing Network working group with representatives of different departments, HR, and a recognised Trade Union. The Wellbeing Network reports to the Executive team (consisting of Executive Directors and Head of Paid Service, equivalent of Chief Executive) and to the Health & Safety Committee. The GLA’s 2013-14 action plan and campaigns calendar based on the survey priorities. This has been approved and progress reported to the GLA Health and Safety Committee and Corporate Management Team. The Corporate management team sign off the Wellbeing Network action plan, priorities and activities. The wellbeing group informally reports to the Head of Paid Service (HOPS) and provides twice yearly updates. The HOPS also attends the group annually. The wellbeing group formally reports to the H&S Management Committee which reports to the Executive Director of Resources.

Employee wellbeing is an objective within GLA Business Plan. One of the priorities for 2013-16 is to promote a healthier and happier workforce through various initiatives and ac-
tivities. Underpinning these initiatives and activities is the Network’s drive to support staff health and wellbeing as well as empower staff to care for their own health.

The organisation’s values as set out in our staff charter include the wellbeing of staff. For example:
- Respecting and considering the diverse needs of all staff and ensuring their wellbeing
-Treating everyone with professional and personal respect, promoting fairness and recognising the value of diversity
-Showing integrity through honesty, ethical behaviour and open communication.

Table 2
GLA staff charter which outlines the organisation’s values and how they translate into organisation and staff commitments

<table>
<thead>
<tr>
<th>The GLA commits to:</th>
<th>Staff commit to:</th>
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<tr>
<td><strong>Leadership and accountability:</strong></td>
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<tr>
<td>- Providing a clear strategic vision and priorities sup-</td>
<td>- Focusing on delivering the best possible outcomes and value for money for Londoners at all times.</td>
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<td>ported by a strong, inspiring leadership team.</td>
<td>- Striving to improve their own performance and suggesting improvements for team and organisational performance.</td>
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<tr>
<td>- Being an organisation that empowers and develops</td>
<td>- Giving constructive feedback, engaging fully with organisational development and taking responsibility for their actions.</td>
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<td>staff, maximising talent, skills and experience.</td>
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<td>- Managers leading by example, celebrating successes,</td>
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<td>recognising everybody’s roles and contributions, and</td>
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<td>addressing underperformance.</td>
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<td><strong>Collaboration</strong></td>
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<tr>
<td>- Consulting and informing staff, Londoners and oth-</td>
<td>- Collaborating with colleagues, working efficiently and flexibly to cut out duplication and share knowledge.</td>
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<td>er stakeholders about GLA priorities and plans, with</td>
<td>- Being open to giving and receiving constructive feedback and thanking colleagues for their contribution.</td>
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<tr>
<td>clarity about what is expected of staff in delivering</td>
<td>- Being responsive, efficient and polite when dealing with colleagues, partners and stakeholders to build trust in the organisation and with elected Assembly Members</td>
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<tr>
<td>them.</td>
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<tr>
<td>- Clear lines of accountability and responsibility.</td>
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<td>- An open and constructive joint working relationship</td>
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<td>with elected politicians and political appointees.</td>
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<tr>
<td><strong>Fairness and integrity</strong></td>
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<tr>
<td>- Working to build trust both internally and with the</td>
<td>- Treating everyone with professional and personal respect, promoting fairness and recognising the value of diversity.</td>
</tr>
<tr>
<td>GLA group, partners and stakeholders.</td>
<td>- Showing integrity through honesty, ethical behaviour and open communication.</td>
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<tr>
<td>- Communicating in an open, transparent and honest way</td>
<td>- Challenging inefficient processes and inappropriate behaviours which act as barriers to improvement.</td>
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<tr>
<td>with staff, partners and stakeholders.</td>
<td></td>
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<tr>
<td>- Respecting and considering the diverse needs of all</td>
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<tr>
<td>staff and ensuring their wellbeing.</td>
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Source: GLA internal materials.
The GLA works to deliver the Mayor’s priorities for London, and health and wellbeing is one of his priorities.

Wellbeing is also embedded into the GLA competency framework, which the organisation uses to guide the behaviours and performance of staff and managers. It is also used to recruit new staff.

Example behavioural indicators include:
- Maintains personal well-being and achieves a balance between work and home life (individuals),
- Manages team’s well-being, supporting them to cope with pressure and change (managers).

**Employees taking responsibility for health and wellbeing**

The GLA has a multidisciplinary Wellbeing Network working group with staff representatives from different departments, as well as reps from HR, and Unison, our recognised Trade Union. This staff group shares responsibility for planning and delivering GLA workplace health initiatives.

The GLA has a number of examples of activities initiated or led by staff or staff groups. These include, a weekly lunchtime walks programme, in which walks are led by different departments, zumba classes, yoga, and the GLA running club which are all led by staff instructors. An annual health fair involves a wide range of staff hosting stalls alongside external partners. In May/June 2014, the GLA ran the GLA eight-week wellbeing launched by the Mayor to encourage staff to make personal wellbeing pledges. Over 150 staff took part. Staff members of the network initiated a wide range of activity, including weekly mindfulness podcasts and healthy recipes, nutrition talks, exercise classes, and taster sessions for tai chi, yoga and Nordic walking. A new staff-led GLA running club was launched which meets weekly for group lunchtime runs in the local area (GLA Wellbeing Network intranet pages, accessed on 10.12.2015).

**Highlight initiatives – health screenings and employee assistance programme**

The GLA provides a comprehensive health screening programme for all its employees who have completed their probationary period. It is also extended to Assembly Members on the same basis as staff. Under the current scheme, eligibility for a GLA funded health screen is based on an employee’s age on 1 April each year. Screenings are offered on a one, two or three year rolling programme as follows: Employees aged 50 or over – Annual screenings; employees aged 41-49 – 2 yearly screenings; employees aged 40 and below – 3 yearly screenings.
Employee Assistance Programmes are commonly referred to as EAP. They form part of the GLA employee benefit package and enable employees and their household members to help manage issues in their personal and work lives. EAP services typically provide information, assessment, support and referrals to additional resources such as counsellors or debt advisors. EAP services are confidential and free to the employee and their household members, having been pre-paid by the employer.

The service is available on a confidential basis 24/7 to all GLA employees and their family members who reside at the same address. It offers high quality information, support and counselling for all aspects of life.

Table 3

<table>
<thead>
<tr>
<th>Three areas of GLA EAP service</th>
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<tbody>
<tr>
<td>Life Management</td>
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<tr>
<td>EAP advisors can provide impartial guidance and information on a range of areas including consumer, finance, education, family care, legal and housing issues. All the advisors are highly experienced and have access to the most up to date information.</td>
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<tr>
<td>Health at Hand</td>
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<tr>
<td>This service is designed to help reduce the stress of medical worries. Employees can speak directly to nurses, midwives and pharmacists for information and support. Qualified nurses are available 24/7. These professionals are not able to diagnose or prescribe, but can provide valuable information which may reduce the stress of medical worries. Areas of expertise include men's and women’s health issues, travel health, pills &amp; prescription advice, healthy living advice and first aid.</td>
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<tr>
<td>Personal Support</td>
</tr>
<tr>
<td>Qualified professionals are available to talk through personal difficulties and help better manage them. The counsellors are available via the telephone or intranet 24/7 and free local face-to-face short-term counselling can be arranged subject to suitability assessment</td>
</tr>
</tbody>
</table>

Source: GLA internal materials.

While the above examples concentrate on physical and mental health, the GLA’s approach to career and talent development is a direct example of job crafting to enhance well-being, as well as develop staff and their performance.

GLA’s approach to career development – task crafting in practice

“When you’re really enjoying a piece of work, time flies, and you feel completely absorbed and in flow, at the end you’ll look back and think ‘I feel great’….Chances are you’ve been using your strengths” (GLA internal website, accessed 10.12.2015). The organisation believes that staff can achieve more for themselves and for the organisation if they understand and use their strengths (Linley 2008, Linley, Willars, Biswas-Diener 2010). Strengths can help to find roles where individuals will perform at our best, and help to get the most out
of others. People using their strengths deliver their best work: “when we use our strengths, we feel good and achieve more” (GLA internal website, accessed 10.12.2015).

The GLA uses Realise2 which is an online strengths assessment and development tool developed by CAPP (Centre for Applied Positive Psychology). It takes around 20 minutes to complete the questionnaire which assesses individuals against 60 strengths according to three dimensions energy, performance and use. Staff then get a personal report identifying where their strengths lie across the four categories of realised strengths, unrealised strengths, learned behaviours.

The GLA encourages staff to take personal responsibility for their careers. It provides support in form of workshops and individual coaching, with a view that staff, provided with the right tools and support, will auto-reflect, identify their skills and strengths gained at work and beyond and, subsequently, make good career decisions and progress their careers.

If an immediate career move to align better with own strengths is not possible, staff are encourage to think about their current role and how it can be developed to involve them using their strengths more frequently. As such, it is a direct example of task crafting (Wrzesniewski and Dutton 2001), where managers, together with their team, think about team strengths and how best to distribute tasks and projects.

**Well-being strategy and Job Crafting at the GLA – impact**

To measure the impact of well-being initiatives at the Greater London Authority, several areas have been looked at for an indication of progress.

The GLA has noted a marked decline in sickness absence over the years, in line with increased focus on well-being.

Anecdotal evidence suggest that the organisational culture has been seen as much more supportive and nurturing, since the well-being network been active. The staff survey results available in January 2016 will show how staff perceptions of organisational support for well-being and career development have changed over the years.

Organisational interest in utilising full range of staff strengths and availability of a range of career development support options has led to an increase in GLA internal progression numbers. There were 172 promotions and secondments in the period April 2014 – March 2015, which constitutes 20% of the GLA workforce (GLA 2013).

In late 2014, The GLA has been successful in achieving ‘Excellence’ in the Mayor’s London Healthy Workplace Charter. Launched in 2012, the Mayor’s London Healthy Workplace Charter is a voluntary scheme which encourages employers to invest in the well-being of their staff by supporting them to become more active and take healthier life choices. The assessors for the award said they were impressed with how well embedded wellbeing is within the GLA, and with the clear focus on work life balance within the GLA and the
Conclusions

The presented Case Study shows an example of good practice implemented by an organisation aiming to support the well-being and health of its age-diverse workforce. Both the broad description of tools and techniques used by the organisation, as well as their success measures, indicate benefits of the presented approach. The case study also describes in detail why and how to introduce elements of described models into organisations, to strengthen their development and build a balanced and supportive organisational culture.

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Wspieranie zdrowia i dobrostanu pracowników jako strategia zarządzania zróżnicowaną wiekowo kadrą pracowniczą.
Studium przypadku administracji wielkiego Londynu

Streszczenie

Analiza studium przypadku ma na celu przedstawienie przykładu dobrej praktyki w zarządzaniu zdrowiem i dobrostanem pracowników, wdrażanej przez organizację rządową działającą w sercu Londynu. Studium przypadku opiera się na wiodących koncepcjach akademickich odnoszących się do projektowania miejsc pracy, poszerzania zakresu pracy i jej wzbogacania. Autorki pokazują, jak te koncepcje można powiązać z niektórymi narzędziami organizacyjnymi wykorzystywanymi do wspierania dobrostanu, jak to zostało przedstawione w teorii samookreślania. W charakterze głosu praktyki biznesowej autorki omawiają zalecenia płynące z Chartered Institute of Personnel and Development (Zarejestrowanego Instytutu Personelu i Rozwoju) w odniesieniu do zarządzania zróżnicowanymi wiekowo kadrami pracowniczymi, w szczególności zaś do skoncentrowania się na dobrostanie personelu niezależnie od wieku. Następnie przedstawiają szczegółową analizę studium przypadku polityki organizacji wspierającej zdrowie i dobrostan swych wiekowo zróżnicowanych kadr pracowniczych, jak również jej oddziaływania. Szczegółowe przykłady będą pomocne dla innych organizacji rozwijających przyjęcie podobnych praktyk w Polsce. Autorki mają na celu wskazanie wpływu wprowadzenia szerokiego wachlarza efektywnych strategii z punktu widzenia poprawy dobrostanu i zdrowia pracowników.

Słowa kluczowe: projektowanie miejsce pracy, poszerzanie zakresu pracy, wzbogacanie pracy, wspieranie dobrostanu, zróżnicowana wiekowo kadra pracownicza, efektywne strategie.

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SUPPORTING EMPLOYEE HEALTH AND WELL-BEING AS A STRATEGY...

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