

Establishing an engaged and healthy workforce in practice:

Analysis as fuel for action

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attentia
feeling good works great

Attentia: A brief introduction

“Healthy and engaged people are the driving source behind a successful organisation”





Establishing an Engaged and Healthy workforce...

01



**Analysis as Fuel for
Action: Detecting Stress
and Engagement Sources**

02



**Positive Framing of
interventions:
Emphasizing
Resourcefulness**

03



**An Integrated HR- & WB
policy as Key to
Sustainability**

The upcoming 30 minutes

1. Introduction: Facing actual challenges
2. Analysis as fuel for action: SENSOR and preliminary results (data 2016-2017)
3. And...action! A positive intervention framework
4. Towards an integrated HR- and Well-being policy
5. Wrapping up: To be continued...

1. Introduction: Facing actual challenges

Continue working...



Rapid changes...

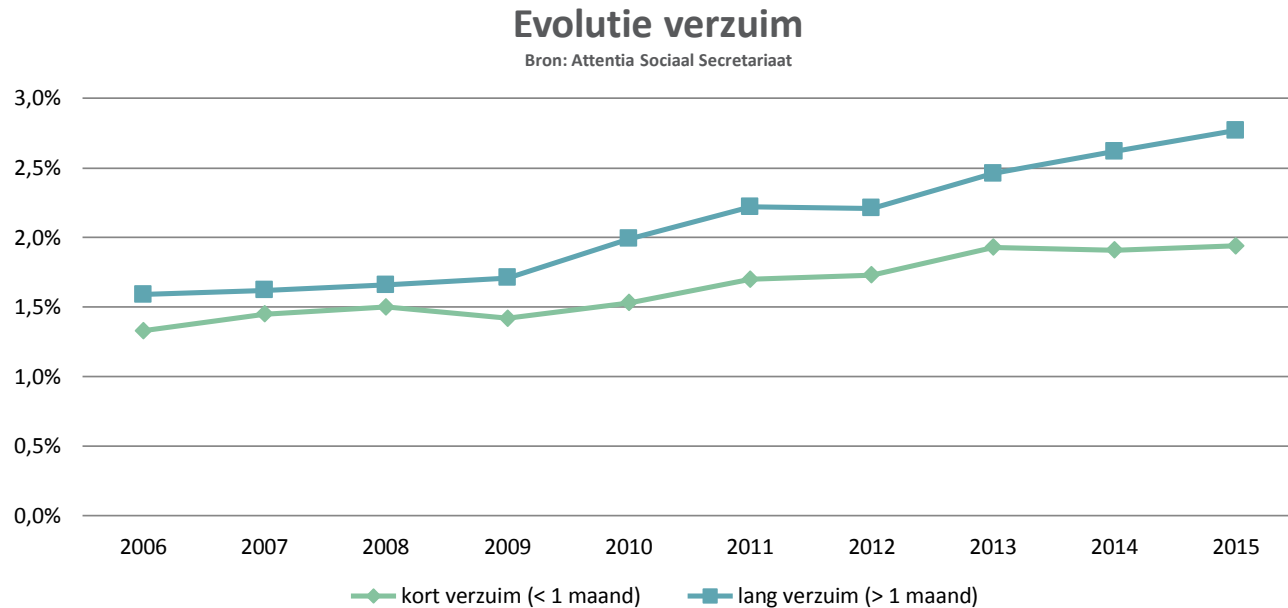


Challenging balance...



1. Introduction: Facing actual challenges

Evolution Absenteeism Rates – Belgian Private sector



1. Introduction: Facing actual challenges

“CHALLENGING TO KEEP IN BALANCE” = ↓HEALTH & ↓MOTIVATION

↓WILLINGNESS &
ABILITY TO
CONTINUE
WORKING

↑BURN-OUT
↑BORE-OUT
...

↑ABSENTEEISM
(↑TURNOVER)

WE’LL HAVE TO DO THINGS DIFFERENTLY...
TAKING CARE OF OURSELVES AND EACH OTHER

2. Analysis as fuel for action

SENSOR: Analysing Stress and Engagement Sources in the ORganisation

Preliminary Results

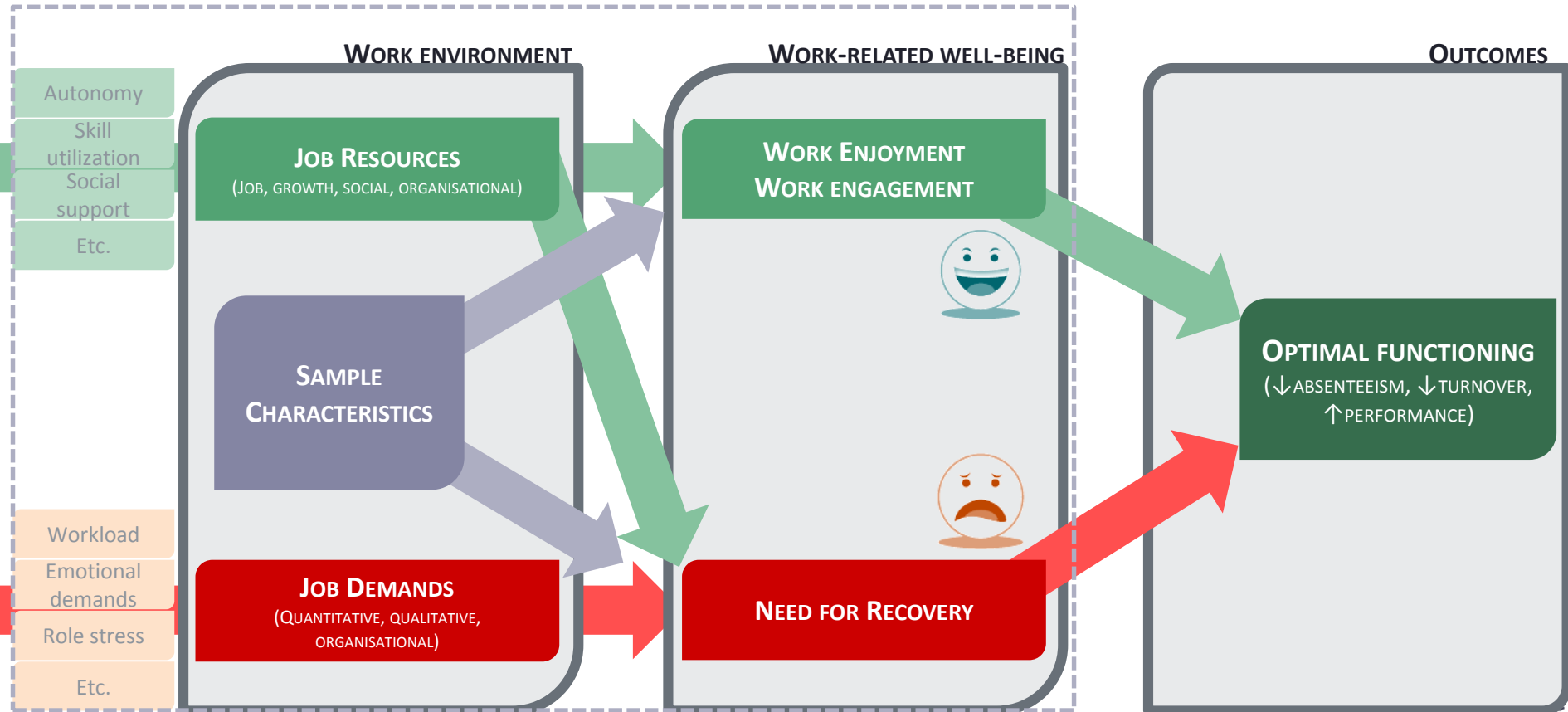
2016-2017: 19.508 respondents
i.s.m. Monstarecon (Prof. Guy Notelaers)

-SIMP
(Notelaers et al., 2007)
-UWES
(Schaufeli et al., 2006)

2. Analysis as fuel for action

SENSOR: Analysing Stress and Engagement Sources in the ORganisation

JD-R model

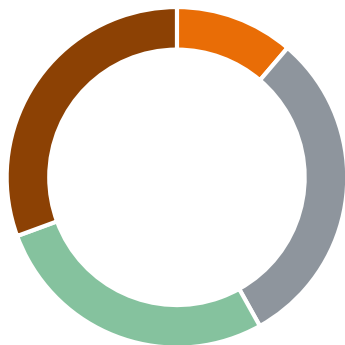


2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)

Sample Statistics

Educational level



- Laaggeschoold
- Hoger secundair onderwijs
- Bachelor - Hoger onderwijs vh korte type
- Master - Hoger onderwijs vh lange type

Age



- <25 jaar
- 25-34 jaar
- 35-44 jaar
- 45-54 jaar
- 55 jaar en ouder

Gender



- Man
- Vrouw

N ranging between 12.650 – 19.508

2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)

Sample Statistics

Supervisory function



- Leidinggevend
- Niet leidinggevend

Tenure in the organisation



- < 5 jaar
- 5-9 jaar
- 10-19 jaar
- > 20 jaar

Sector



- Bouw
- Dienstverlening
- Gezondheidszorg
- Industrie
- Onderwijs
- Overheid
- Voeding en textiel

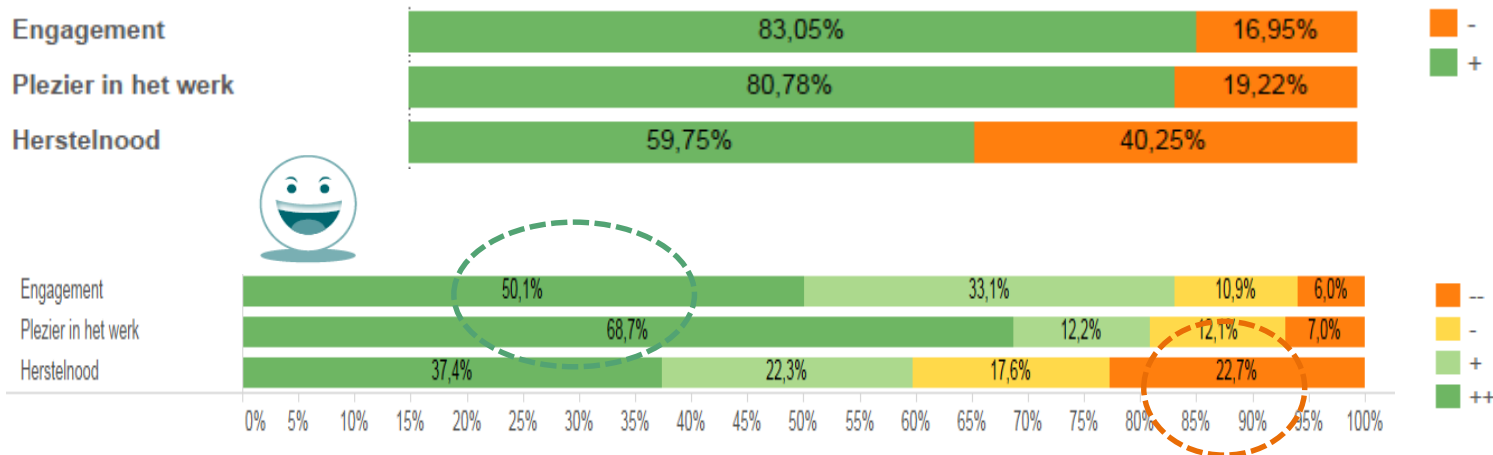
2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)



Well-being indicators

Welzijnsscores Algemeen



What is the role of...?

SAMPLE CHARACTERISTICS

(AGE, SUPERVISORY STATUS,
EDUCATIONAL LEVEL)

JOB RESOURCES

(JOB, GROWTH, SOCIAL,
ORGANISATIONAL)

JOB DEMANDS

(QUANTITATIVE, QUALITATIVE,
ORGANISATIONAL)



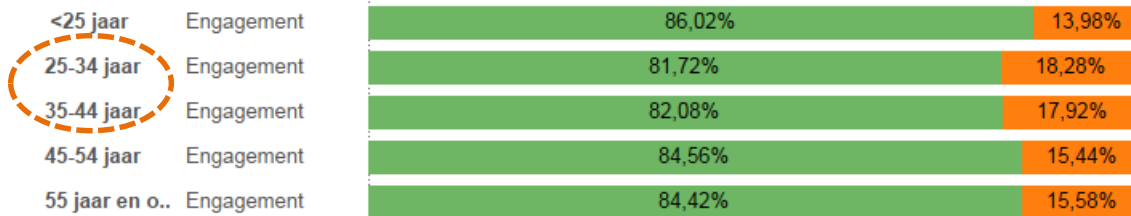
attentia

2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)



Welzijnsscores Gefilterd

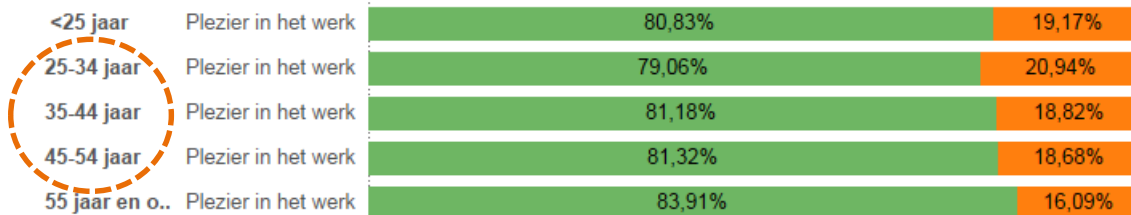


Role of Age?

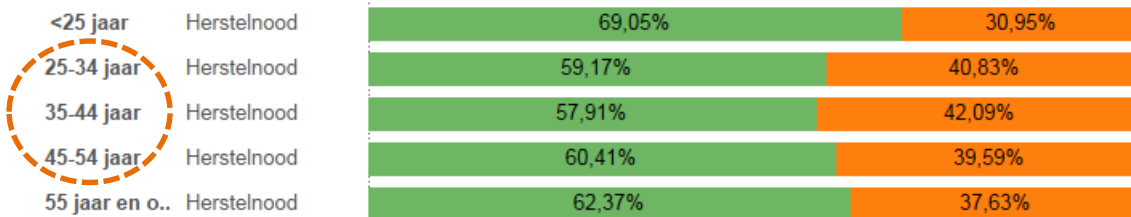
25-54 years old:

- ↓ Work engagement
- ↓ Enjoyment
- ↑ Need for recovery

Welzijnsscores Gefilterd



Welzijnsscores Gefilterd



High risk

13%

22%

24%

24%

22%

2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)



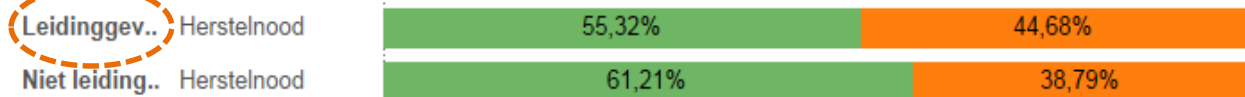
Welzijnsscores Gefilterd



Welzijnsscores Gefilterd



Welzijnsscores Gefilterd



Role of supervisory status?

-
+

Supervisors:

- ↑ Work engagement
- ↑ Enjoyment
- ↑ Need for recovery

-
+

High risk

-
+

25%

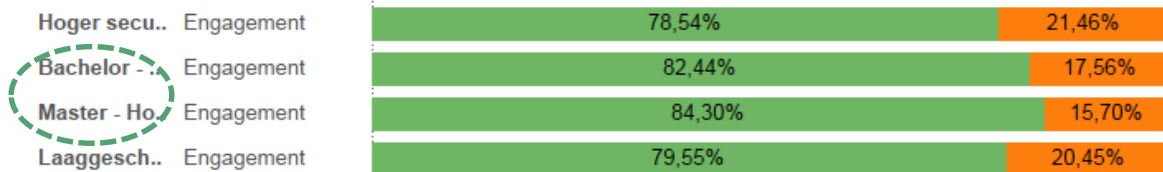
22%

2. Analysis as fuel for action

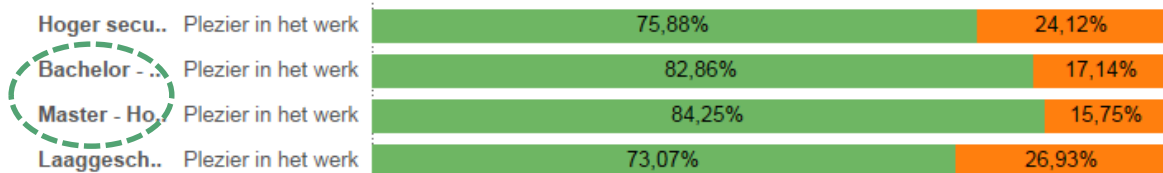
Preliminary results: 2016-2017 SENSOR-data (N=19.508)



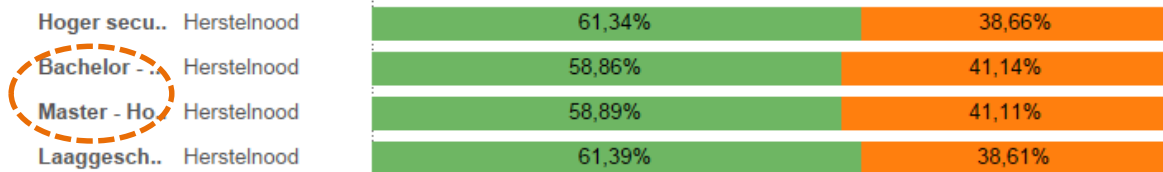
Welzijnsscores Gefilterd



Welzijnsscores Gefilterd



Welzijnsscores Gefilterd



Role of educational level?

↑ Educational level:

- ↑ Work engagement
- ↑ Enjoyment
- ↑ Need for recovery

High risk

22%

23%

21%

23%

2. Analysis as fuel for action

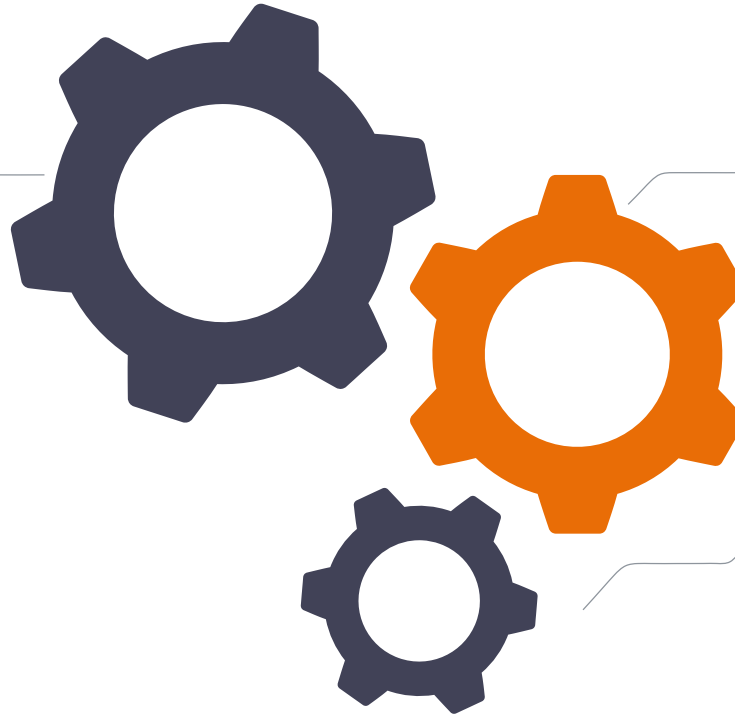
Preliminary results: 2016-2017 SENSOR-data (N=19.508)



Fostering optimal functioning

Stimulating work engagement

Reducing the need for recovery



Quality of work

Job resources
Job demands

Sample characteristics

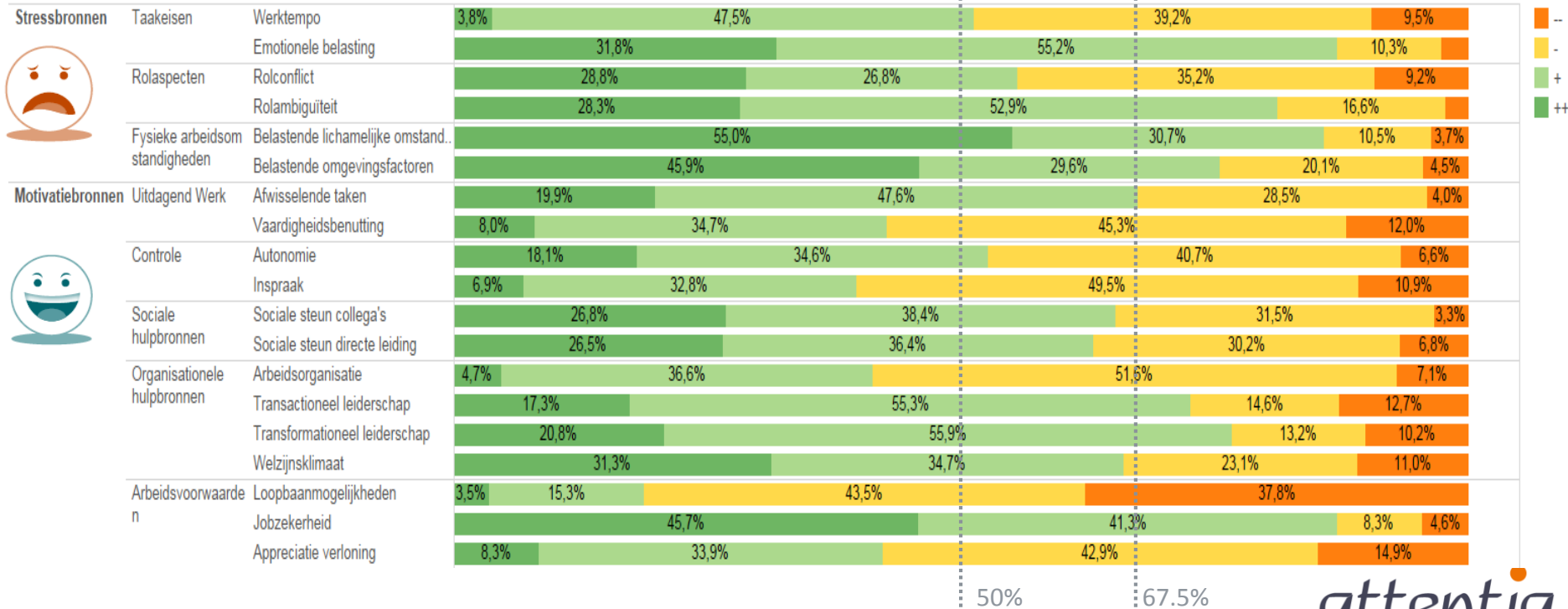
Age
Supervisory Status
Educational level

2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)

Job demands & resources

Werkaspecten en welzijnsindicatoren

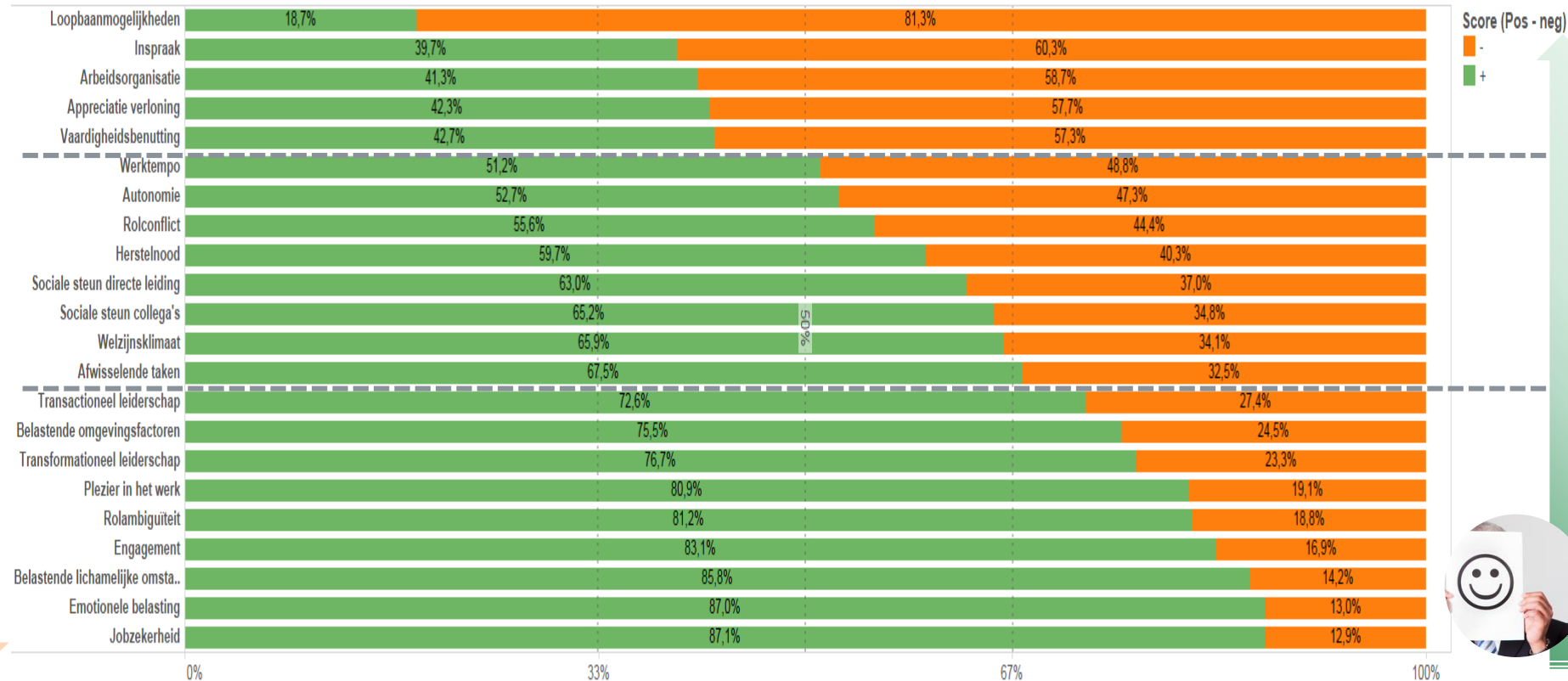


2. Analysis as fuel for action

Preliminary results: 2016-2017 SENSOR-data (N=19.508)

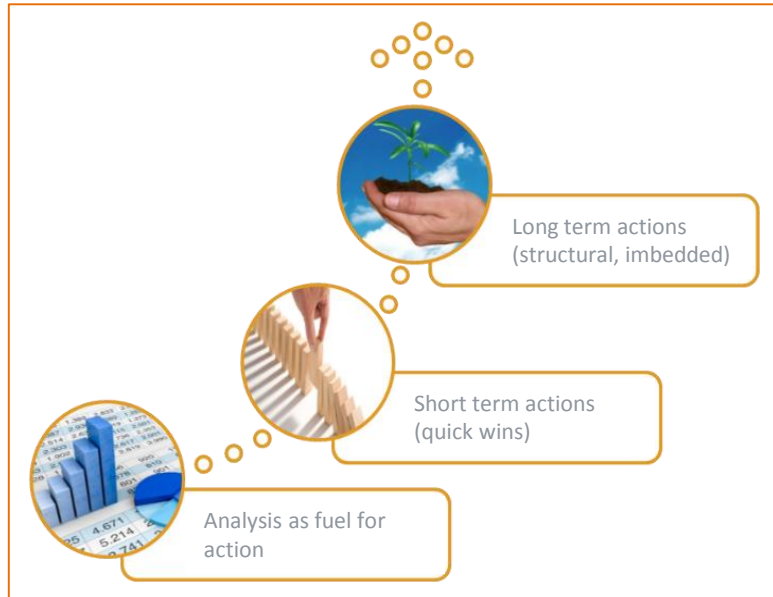
Job demands & resources

Risicoanalyse



3. And...action! Towards a positive intervention framework

SOME BASIC PRINCIPLES



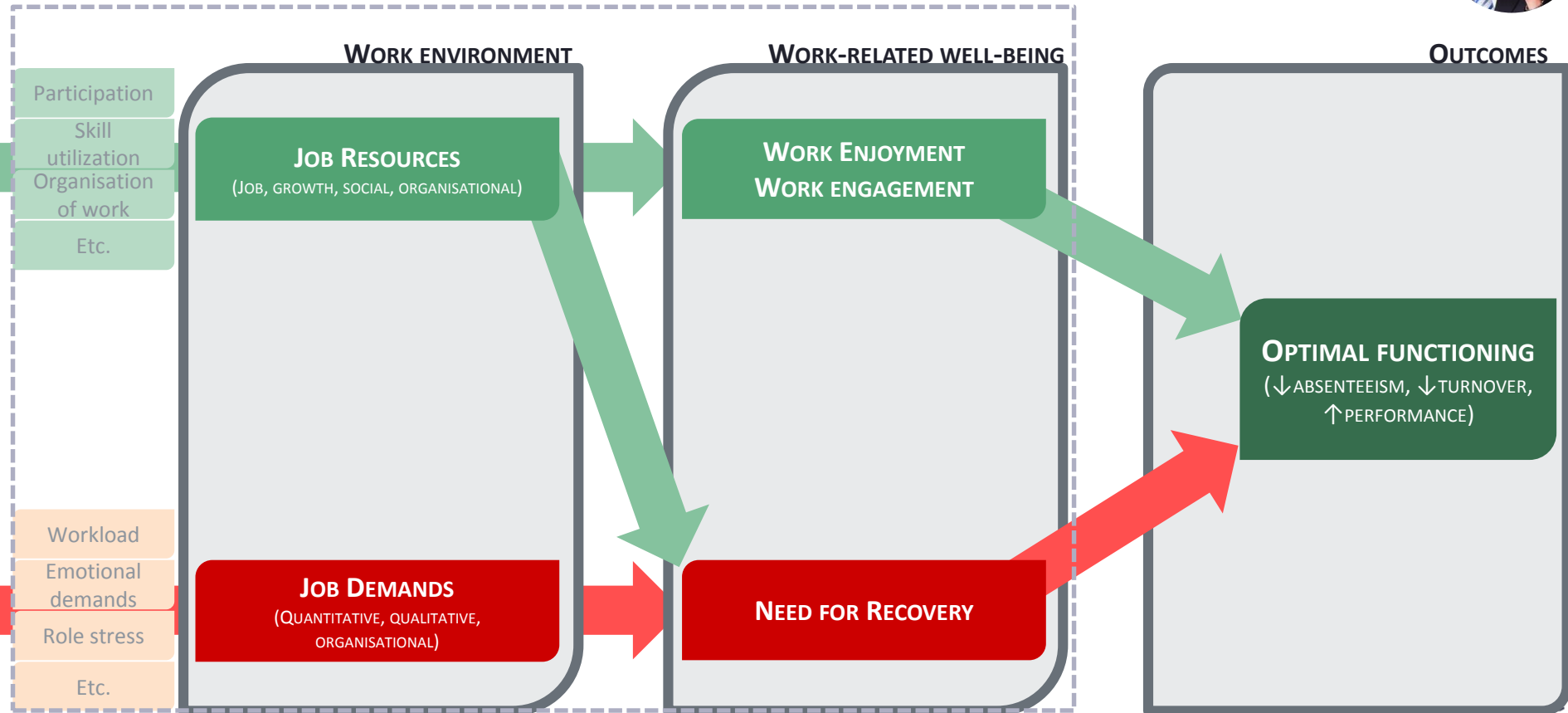
Focused (priorities),
Emphasizing resourcefulness

Tailored at specific organisation

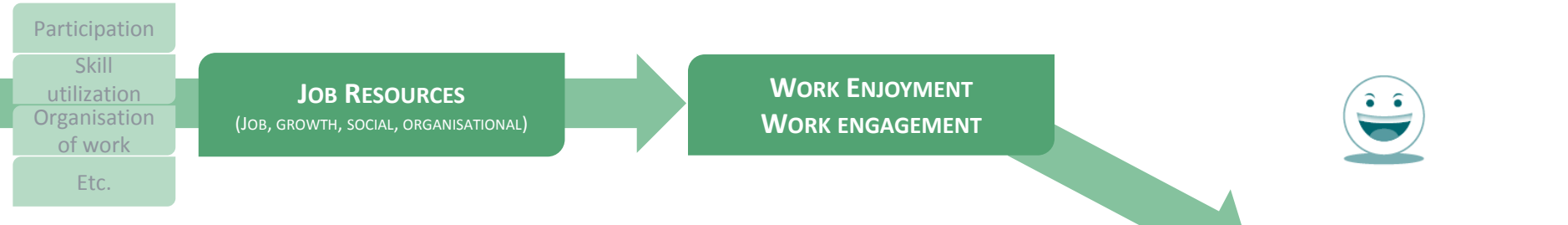
Participative

Integrated (in line with values,
incorporated in HR-&Well-being systems)

3. And...action! Towards a positive intervention framework



3. And...action! Towards a positive intervention framework



Action domains	Tips and tricks
Efficient organisation of work	Analysing organising principles, macro- and micro-structure of the organisation, team crafting, HR- and WB systems
Participation	Involving employees in decision making concerning their tasks and activities, projectteams, installing one-to-ones, communication
Autonomy	Outcome-focused working, vital leadership, flexible working, empowering and inspiring employees, projectteams with clear goals
Skill utilisation & variety	Strength-based working, training and development, task enrichment and enlargement, task rotation, mentorship
Social support	Teambuilding, installing breaks, informal meetings, mentorship...
Energy	Energy management, resilience, healthy lifestyle, job crafting

3. And...action! Towards a positive intervention framework

Action domains	Tips and tricks
Efficient organisation of work	Analysing the macro- and micro-structure of the organisation, HR- and WB systems, Strategic reward policy
Balancing workload	Analyse underlying mechanisms, flexible working policy (activity-based working), reduce overload, increase resources, email policy
Role stress	Role of supervisors in clarifying role expectations, output-focus
Emotional demands	Providing a social network or intervision moments, provide sufficient autonomy to deal with demanding aspects
Need for recovery	Stress & energy management, individual coaching, confidential counsellors, leadership development, positive presenteeism policy, re-integration policy, job crafting, role of the external service of prevention and protection at work (occupational physician)

OPTIMAL FUNCTIONING
 (↓ ABSENTEEISM, ↓ TURNOVER,
 ↑ PERFORMANCE)

- Workload
- Emotional demands
- Role stress
- Etc.



4. Towards an integrated HR- and Well-being policy



1. **It's all connected:** Increase collaboration and co-creation between HR and well-being departments in your organisation
2. **Analysis as fuel for action:** Analyze and link psychological indicators of well-being, job demands and resources, as well as harder indicators such as absenteeism and turnover rates
3. **Inbed** both quick wins & long-term, more structural interventions in a **broader positive well-being policy** in a participative way
4. **Resourcefulness:** Create opportunities for personal growth, development and task variety
5. Invest in vital leadership (the right mix between self-care, regulation, stimulating self-regulation and coaching)
6. Explore the added value of flexible working and create WLB
7. Introduce a flexible reward system to satisfy needs of different age categories
8. Introduce a positive policy on absenteeism and re-integration: focus on strengths, capabilities and personal needs
9. Plan, do, check, act...

4. Towards an integrated HR- and Well-being policy



Increase resourcefulness

- Personal development plan
- Job crafting
- Job rotation
- Mentorship
- Stimulate personal initiative



“Om de dromen van onze klanten waar te maken, moeten ook onze medewerkers zich goed voelen.”

Ivo Pareyns, HRM Director, ING België



Invest in corporate vitality

Vitality programs tapping into general well-being aspects (mental, physical, social..)

Vital leadership



“Investeren in gezondheid renderen omdat onze mensen onze drijvende kracht zijn.”

Marc Van Breda, Vice President Health, Safety, Environment & Energy Policy, BASF Antwerpen



4. Towards an integrated HR- and Well-being policy



Develop a positive policy on presenteeism and re-integration

- Informing employees on the dynamics and consequences of absenteeism
- Developing a positive policy taking into account personal needs and capabilities
- Workshop for supervisors: Detecting stress-signals and dealing with absenteeism

“Attentia hielp bij ons positief aanwezigheidsbeleid met opleidingen voor onze leidinggevenden.”

Aeke Van Den Broeke, HR-Manager van de plant Eeklo bij Ontex



5. Wrapping up: To be continued...



- **SENSOR+** (since November 2017)
 - Basic well-being plan: From an “as is”-file to concrete steps forward
- **Analysing our data in-depth,**
- **Collecting and analyzing longitudinal data**
- **Amplifying our added value by linking HR and Well-being services more thoroughly**

5. Wrapping up: To be continued...

“Healthy and engaged people are the driving source behind a successful organisation”



5. Wrapping up: To be continued...

Establishing an Engaged and Healthy workforce...



01



**Analysis as Fuel for Action:
Detecting Stress and
Engagement Sources**

02



**Positive Framing:
Emphasizing Resourcefulness**

03



**An Integrated HR- & WB
policy as Key to Sustainability**

Thank you!



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feeling good works great