

# Investors in People Health and Wellbeing Award



**Since 1991 Investors in People has set the standard for better people management.** Our standard defines what it takes to lead, support and manage people well for sustainable results. With a community of over 15,000 organisations across 75 countries worldwide, successful accreditation against the Investors in People standard is the sign of a great employer, an outperforming place to work and a clear commitment to sustainability.

The Investors in People Health and Wellbeing Good Practice Award offers focus and stretch beyond the Investors in People standard. Building on the underpinning maturity model, and grouped around three themes, the award introduces an optional indicator to the full standard. Developed in partnership with leading experts, high performing organisations and employees, the award reflects the very latest workplace trends.

Physical wellbeing, psychological wellbeing and social wellbeing are at the heart of the award. Each is a building block towards sustainable performance for any organisation.

Assessment against each theme will provide a comprehensive picture of how embedded wellbeing practices are within any organisation.

To achieve the award, organisations must also meet the “Leading” indicator requirements of the core framework. This requirement reflects the fact that effective leadership and management skills are essential ingredients for investing in the health and wellbeing of employees.

“The most important asset your organisation has is its people. The biggest asset they have is their health and wellbeing. It therefore makes good sense to look after it.”



**Dame Carol Black**

## The Framework

**Starting with sound practices and clear policies, the framework builds to a culture of high performance, with everyone actively involved.**

Themes	<i>Developed</i> In place and understood	<i>Established</i> Engaging and activating	<i>Advanced</i> Creating positive outcomes	<i>High Performing</i> Embedded and always Improving
<b>Supporting physical wellbeing</b>	The organisation has practices in place which focus on promoting healthy living	People participate in the organisation’s practices and initiatives to improve their physical health	The organisation offers tailored programmes and practices that motivate people to live healthy lives	Leaders act as role models and create a culture of health in the organisation
<b>Supporting psychological wellbeing</b>	The organisation promotes psychological wellbeing through preventative and responsive policies and practices	People know the risk factors associated with psychological wellbeing and are capable of providing the right support	The psychological wellbeing of employees is actively monitored and data is used to identify potential areas of concern or people at risk	Leaders create a strong culture which supports psychological wellbeing, equipping people with tools and techniques for everyday life
<b>Supporting social wellbeing</b>	The organisation has practices in place which promote social relationships at work	People have good, positive relationships at work	There is a supportive culture in the organisation where people feel comfortable talking about personal issues affecting their work without fear of reprisals	People actively contribute to making the organisation a supportive, friendly and inclusive place to work

## 1. Leading and inspiring people



Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.

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<b>Creating transparency and trust</b>	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
<b>Motivating people to deliver the organisation's objectives</b>	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
<b>Developing leadership capability</b>	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

## 2. Living the organisation's values and behaviours



People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.

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<b>Operating in line with the values</b>	Leaders clearly communicate the organisation's core values and how they should be applied	People are led, managed and developed in line with the organisation's values	Leaders consciously consider and act in line with the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
<b>Adopting the values</b>	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
<b>Living the values</b>	People understand how to behave in line with the organisation's values	People are encouraged to demonstrate the organisation's values in the way they behave	Leaders create a culture of openness and trust where people consistently behave in line with the organisation's values	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account

## 3. Empowering and involving people



There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.

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<b>Empowering people</b>	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
<b>Participating and collaborating</b>	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
<b>Making decisions</b>	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making, in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance



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