

Rethinking Employee Wellbeing in HRM Practice: Focus on the Total Reward Model

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- ▶ “If we leave the human factor out of our business calculations, we shall be wrong every time” – William H. Lever, founder of Lever Brothers
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“If you give employees reasons to believe in their work and that they are part of a larger mission, they will personally improve the experience for every customer.”

-Howard Schultz, Starbucks CEO




Session Outline

- ▶ Introduction to Employee Wellbeing
 - ▶ The Total Reward Model
 - ▶ The Total Reward Strategy
 - ▶ Elements of the Total Reward Model
 - ▶ Elements of the Traditional Employee Wellbeing
 - ▶ Drivers & Cases for a Rethink in Employee Wellbeing Programs.
 - ▶ The New TR Outlook of Employee Wellbeing
 - ▶ Our Role as HR Professionals in this current dispensation
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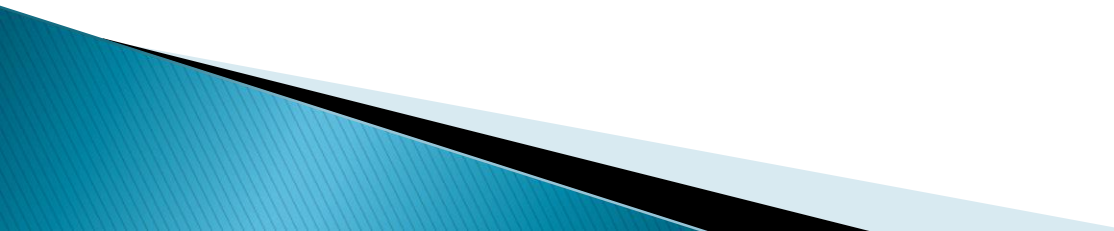
Introduction

- ▶ Employee Wellbeing: Wellness strategies to improve health, performance and bottom-line
- ▶ As HR Professionals, our relevance now and in the future depends largely on how we can best deliver value to our organization and create competitive edge through effective management of human capital.
- ▶ Human capital drives every aspect of our organizational life.
- ▶ Considering the vital role human capital plays in a firm's ability to compete in a global economy, HR Professionals are constantly seeking new ways to tap this potential
- ▶ Refocus on Employee Wellbeing will result in a more productive workforce.
- ▶ We must understand the changing composition of today's workforce

Employee Wellbeing: Current Trends

- ▶ As health-care costs have risen dramatically during the past decade, employers have had little choice but to pay attention to the collective health of their employee population. Research has shown that physically healthy workers are more productive and resilient, and don't incur the myriad costs associated with physically unhealthy workers.
 - ▶ Employers, more and more are depending on health and wellness initiatives to build and foster a successful and productive workforce. A number of research efforts have been conducted to identify traditional wellness plans and new trends in employee well-being. The objective was to gauge how many programs and initiatives organizations offered and how those offerings are expanding to include a more integrated well-being approach beyond one that is just health-related
 - ▶ When deciding whether to implement well-being programs and initiatives in an organization, many factors come into play such as why to offer programs; what programs will be offered and to whom; and, finally, what success will look like.
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My assignment today

- ▶ Raise new level of awareness
 - ▶ Drive new behaviour
 - ▶ Stir up our thought process as HR Professionals
 - ▶ Make a case for new body of knowledge that will revolutionize today's offering especially in this part of the world.
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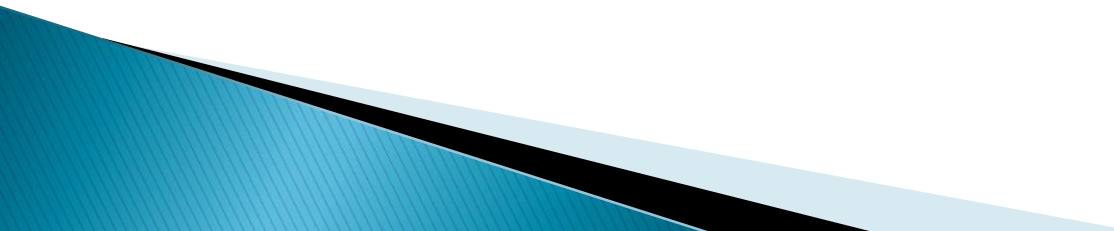
▶ About WorldatWork® – The Total Rewards Association

WorldatWork (www.worldatwork.org) is a nonprofit human resources association for professionals and organizations focused on compensation, benefits, work–life effectiveness and total rewards – strategies to attract, motivate and retain an engaged and productive workforce. WorldatWork and its affiliates provide comprehensive education, certification, research, advocacy and community, enhancing careers of professionals and, ultimately, achieving better results for the organizations they serve.

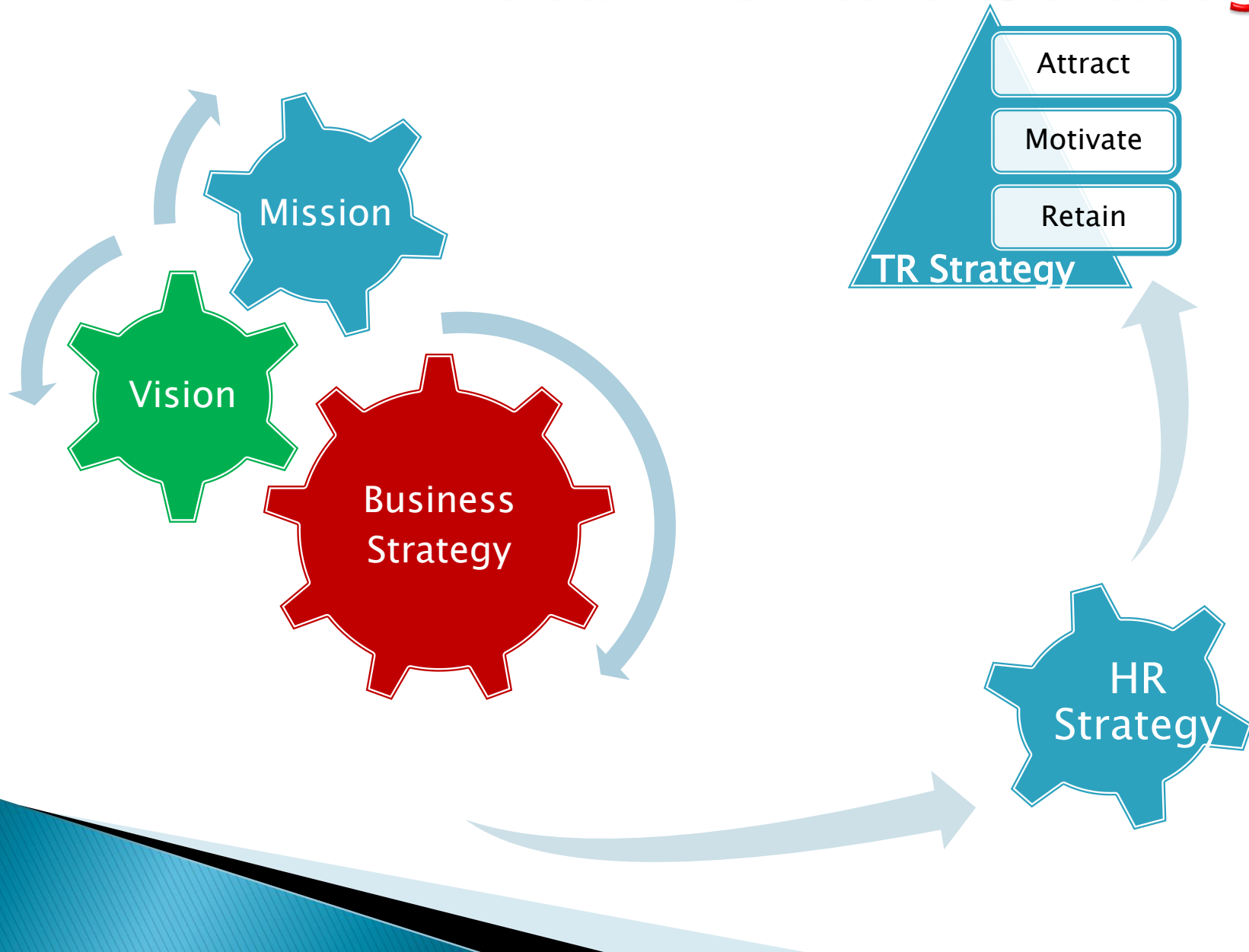
WorldatWork has more than 65,000 members and subscribers worldwide; 95 percent of Fortune 500 companies employ a WorldatWork member. Founded in 1955, WorldaWork is affiliated with more than 70 local human resources associations and has offices in Scottsdale, Arizona., and Washington, D.C.

WorldatWork Society of Certified Professionals® is the certifying body for six prestigious designations: the Certified Compensation Professional® (CCP®), Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®), Work–Life Certified Professional® (WLCP®), Certified Sales Compensation Professional (CSCP)™ and Certified Executive Compensation Professional (CECP)™.

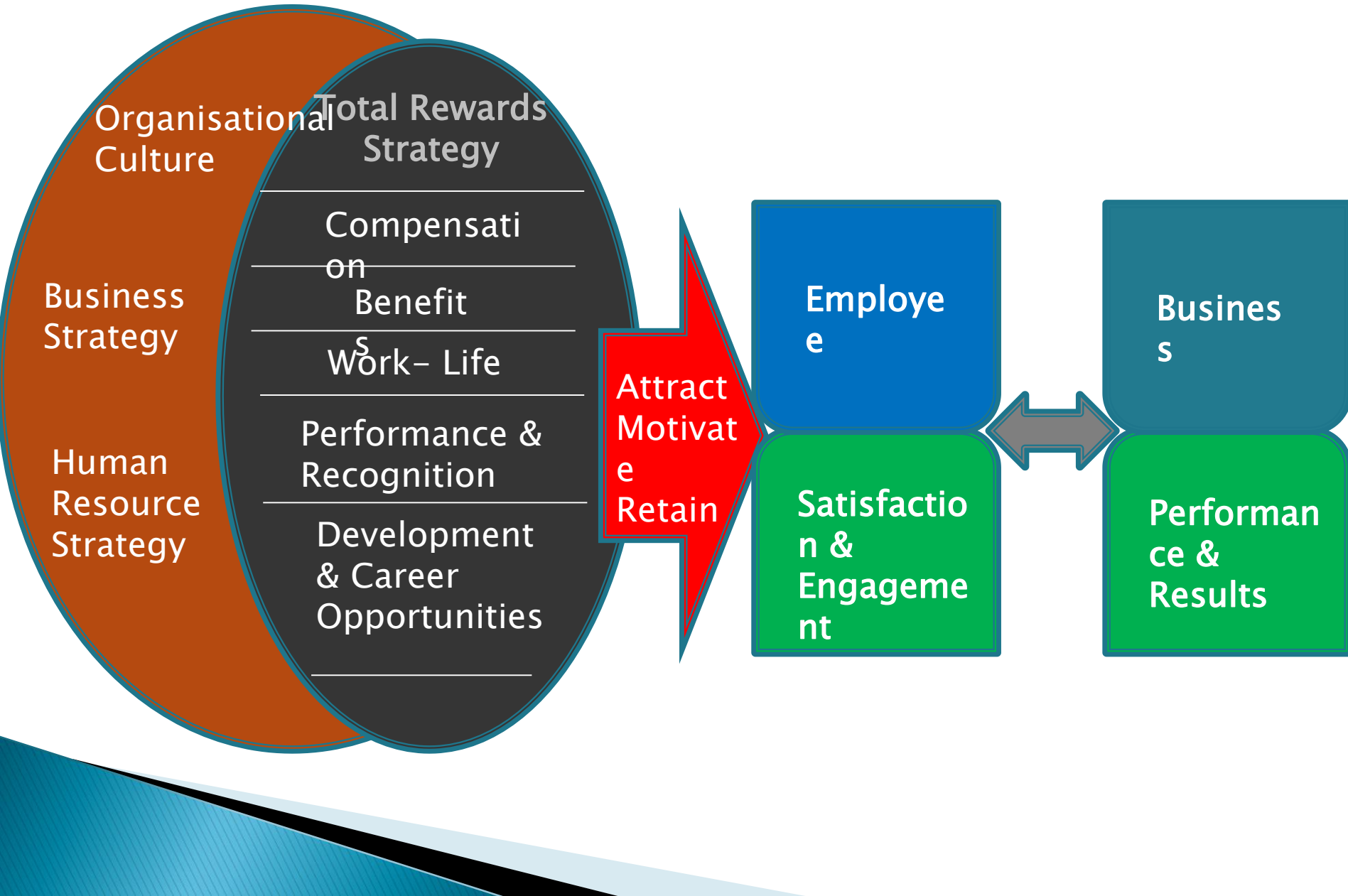
Total Reward

- ▶ The Total Reward model provides a framework for designing, implementing and assessing the reward packages offered throughout the organization.
 - ▶ Total rewards are the monetary and non-monetary return provided to employees in exchange for time, talents, efforts and results.
 - ▶ Total rewards involve the deliberate integration of five key elements that effectively attract, motivate and retain talents required to achieve desired business or organizational results.
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Total Reward Strategy



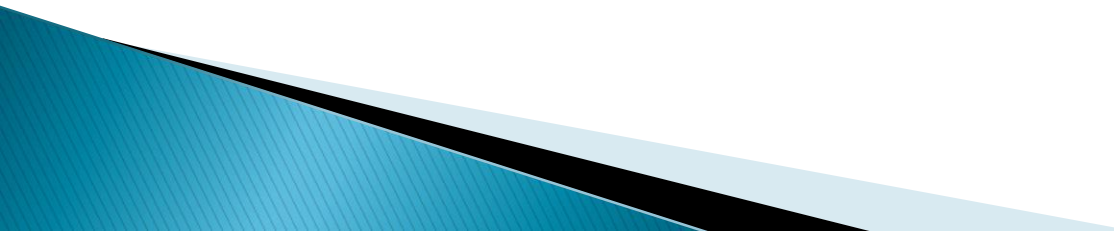
Total Reward Model



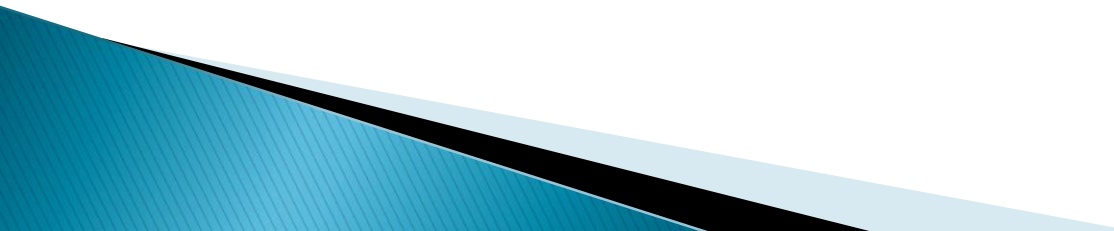
Elements of Total Reward

- ▶ **Compensation:** cash provided by an employer to an employee for services rendered.
 - ▶ **Benefits:** programs that an employer uses to supplement cash an employee receives.
 - ▶ **Work-life:** a specific set of organisational practices, policies and programs as well as a philosophy that actively support efforts to help employee achieve success within and outside the workplace.
 - ▶ **Performance & Recognition:** Performance involves the alignment and subsequent assessment of organizational, team and individual efforts toward the achievement of business goals and organizational success. Recognition gives special attention to employee actions, efforts, behaviour or performance.
 - ▶ **Development & Career Opportunities:** Development comprises learning experiences designed to enhance employee's skills and competencies. Career opportunities involve plans to help employees pursue their career goals
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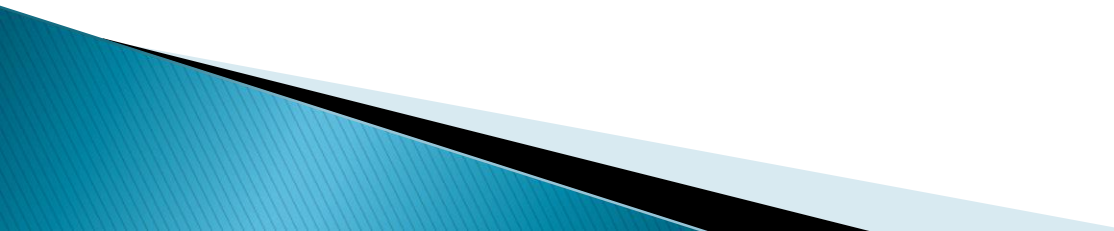
Traditional Wellbeing Programs

- Workplace safety (workplace environment)
 - HRAs (biometrics, physical fitness, etc.) (health-related)
 - Flexible schedules (work-life balance)
 - Physical fitness (health-related)
 - Encourage use of vacation time (work-life balance)
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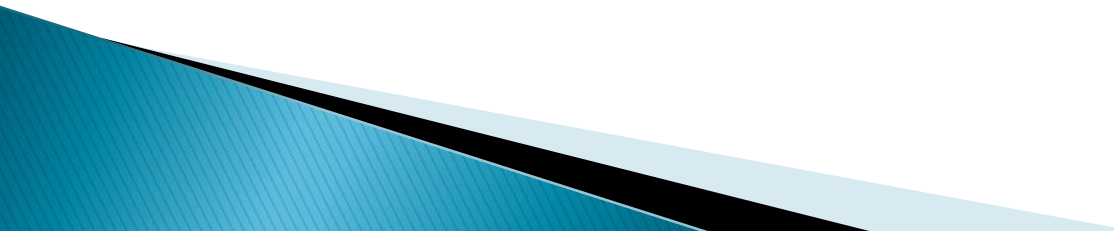
How Traditional Compares to Integrated TR Approach

- ▶ Today the body of knowledge regarding wellness is evolving into a broader concept that includes but goes beyond simple physical health, to treating the whole individual.
 - ▶ This integrated “well being” approach includes
 - ✓ Physical health – enhancing one’s physical fitness
 - ✓ Mental / emotional health
 - ✓ Financial health
 - ✓ Spiritual health
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Why Organisations offer Wellbeing Programs

- ▶ Decrease disability and WC costs
 - ▶ Reduce absenteeism
 - ▶ Increase employee engagement
 - ▶ Improve employee productivity
 - ▶ Decrease medical premiums
 - ▶ Perceived value to employees
 - ▶ Improve employee health
 - ▶ Reduce presenteeism
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Cases for a Rethink!

- ▶ The aging of the work force
 - ▶ Rising health cost
 - ▶ The high percentage of workers with multiple risk factors
 - ▶ Higher numbers of women
 - ▶ The growing number of people who have to work two jobs to make a living
 - ▶ Global economic realities.
 - ▶ Societal expectations/pressures
 - ▶ The battle for talents
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The New Outlook of Wellbeing

Health-Related	Work-Life Balance
Immunizations Physical fitness (exercising) Mental/behavioral health coverage Diet and nutrition Smoking cessation Disease management HRAs (biometrics, physical fitness, etc.) Behavioral/mental health-risk assessment	Encourage use of vacation time Flexible schedules Community involvement programs Child-care assistance Elder-care assistance Caregiving assistance Work overload
Retirement-Related	Workplace Related
Financial education Financial counseling	Workplace safety Ergonomics
Stress-Related	Skill-Building Related
EAP resource and referral Resiliency training Meditation	Wellness coaching Stress management Time management Healthy workplace relationships Behavioral modification Healthy personal relationships Parenting skills

Wellbeing Measurement Tools

- ▶ Participation rates
- ▶ Health-care costs
- ▶ Employee satisfaction surveys
- ▶ Employee awareness programs and employee engagement scores



Participation Bracket

- ▶ All active employees
- ▶ Spouses or domestic partners
- ▶ Immediate family members
- ▶ Retired employees
- ▶ Retired employee dependents
- ▶ Select active employees – offshore/onshore
- ▶ Extended family members



Communicating our Wellbeing Programs


- ▶ Campaigns – Walkout, Team Events etc
- ▶ Wellness Champions
- ▶ C–Suites/Execs Participation
- ▶ Wellbeing Surveys
- ▶ Partnership
- ▶ Recognition Programs
- ▶ Clinics



small changes
.big REWARDS

Where do we go from here.....

As HR Professionals,

- ▶ We have to be at the fore front of this new vanguard.
 - ▶ Our ability to positively impact bottom line by optimizing man-hours through carefully designed employee wellbeing practices will reposition us as effective business partners, guaranteeing our place at the Executive Table
 - ▶ We must support this new body of knowledge with requisite research, advocacy and all that our profession permits.
 - ▶ We must remember the words of Howard Schutz, that when employee wellbeing becomes the focus of an organization, productivity must of a necessity take a northward drive
 - ▶ Employing the optimal mix of total rewards offering is at the root of our organization success.
 - ▶ In a global economy, no one size fits all
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thank
you!

Bibliography

Total Reward & Employee Well Being 2011

Total Reward & Employee Well Being Practices 2015

