

Wellbeing and Productivity Management “live well work well”

Equality impact assessment

Introduction

The Department for Work and Pensions (DWP) must carry out equality impact assessments on all functions, policies and services to meet the requirements of the Equality Act 2010.

DWP has a very diverse workforce, and this equality impact assessment also takes into account age, sexual orientation, religion or belief and gender re-assignment. The process allows us to ensure that:

- The Department's strategies, policies and services are free from discrimination.
- Due regard is given to equality in decision making and subsequent processes.
- Opportunities for promoting equality are identified.

Purpose and aim(s) of Wellbeing and Productivity Management 'live well work well'

As part of the Department's Strategic 3 year plan, there is a commitment to introduce a high impact, enhanced wellbeing programme for all employees. Wellbeing and Productivity Management is an intrinsic part of this programme.

Historically, DWP's policies have centred on reducing ill health and accidents through robust sick absence management and preventative safety risk assessments. A Wellbeing and Productivity Management approach uses a programme of awareness and education to enable an improved level of individual and organisational health and wellbeing.

Research with private companies has shown that adopting a bio-social approach, looking not just at the physical and psychological factors that contribute to an individual's wellbeing, but also organisational factors such as levels of engagement and motivation and how these influence behaviours, individual productivity and attendance, can lead to improvements in attendance and productivity and improved morale.

Following a competitive tender, Right Corecare were chosen to deliver Wellbeing and Productivity Management because their approach had been clinically validated with a proven track record in identifying the underlying causes that contribute to poor health and wellbeing and in developing specific solutions that are targeted at the individual.

Who will benefit from Wellbeing and Productivity Management

Wellbeing and Productivity Management takes a holistic approach to wellbeing, promoting good health and improving wellness. All DWP employees will have the

opportunity to receive health and wellbeing advice, guidance and support, which will enable them to make choices about sustainable and long term behaviour change to improve health and wellbeing.

How Wellbeing and Productivity Management will be delivered

Wellbeing and Productivity Management will be provided by a private supplier, Right Corecare, under a three year contract. The service began in April 2009 with a phased 18 month rollout across DWP. Communications began in April/May 2009, with launch events and on line service beginning June 2009. The whole process will be repeated in a second 18 month phase.

Wellbeing and Productivity Management will be called ‘live well work well’ in all communications. This will provide a clear message that it is about individuals’ health and wellbeing rather than a tool to manage productivity

Every DWP employee will be invited to take part in ‘live well work well’. Participation will be entirely voluntary, and individuals can choose which elements they wish to take part in. Individuals can decide to stop at any time.

The process

Launch events phase 1

From June 2009, all employees will have access to launch events which will promote the ‘live well work well’ message. These will include the option of an on site launch event or promotional material (depending on numbers on site). Local site managers will work directly with Right Core Care to arrange and plan their on site launch events and, should ensure that launch events are accessible to all employees. The on site launch event will provide attendees with the opportunity for physical health testing e.g. blood pressure, cholesterol. Individual participation in all, or any part of the event, will be entirely voluntary. Where such testing is available it will be carried out by qualified health practitioners with sensitivity and in discreet surroundings. Results of testing will be confidential to the employee. Individuals can use the information to inform their health and wellbeing questionnaire.

Phase 2

From 1st November 2010, the launch events will tailor the live well work well programme to focus on the key health and wellbeing issues which were identified in Phase 1. Sites with more than 20 staff will have a tailored one day Wellbeing Awareness Session run by Right Corecare. Smaller sites will have the opportunity to run their own wellbeing events, supported by Right Corecare.

On line Health and Wellbeing Assessment

Wellbeing and Productivity Management provides an opportunity for all employees to register with the ‘wellbeing centre’ where they can choose to complete an individual on line health and wellbeing assessment accessed by an internet link. This link will also be available from home. The on line registration collects information on employee age, and gender, which will be used to determine the health and wellbeing information provided to individuals. This will also be used to provide information to managers (Management Information) about the health and wellbeing of their employees. It does not collect other equality and diversity data.

Evidence shows that health and wellbeing can influence work attendance and performance, and that work engagement can contribute to overall life satisfaction and wellbeing. The on line health and wellbeing assessment asks individuals a range of questions about physical and psychological health, lifestyle, job satisfaction and engagement with DWP as an employer. Individuals are specifically asked whether or not they have high blood pressure, asthma, bronchitis and emphysema, diabetes, heart disease, high cholesterol, migraine headaches and/or depression. These require a ‘yes or no’ response only, there is no facility to enter further details. It also asks individuals whether there are ‘any other health problems for which you are receiving treatment’. This also requires a ‘yes or no’, but again does not allow individuals to provide further details.

Individual health and wellbeing report

The information provided by individuals in answer to the questions above results in an instantaneous, personal, confidential report providing an analysis of physical and psychological health, wellbeing and work engagement. It makes a range of practical suggestions for making lifestyle changes which can lead to improved health, wellbeing and engagement. It may contain advice and tips on nutrition, lifestyle, exercise, improving work engagement. For example it will look at an individual’s sleep patterns and may report that an individual sleeps for less time than the average person. It may then go on to say that although some people need less sleep than others, and the individual may be happy with the amount of sleep they get, they may want to try ways to increase the amount of sleep they get and a range of suggestions will be provided. It does not stipulate, for example, that the individual should have ‘x’ hours sleep per night. The report also provides general information and guidance on health and wellbeing.

The individual report, and findings, will not be shared with the individual’s line manager.

In the report, individuals are advised that the information provided is general and for guidance only. Where there are any concerns about health, individuals are advised to seek advice from their doctor before embarking on any lifestyle changes or exercise regime.

After completing the on line health and wellbeing assessment, employees will have access to the ‘wellbeing centre’ where they can monitor their progress and access a wide range of health and wellbeing information.

The process allows individuals to determine their own level of involvement. For example, they may choose to attend a launch event but decide not to register with the wellbeing centre or complete the on line questionnaire. Alternatively they may decide that after completing the on line questionnaire they do not wish to continue further.

Solutions Framework

Using the Management Information, Right Care will work with local business managers to develop targeted solutions for groups of employees. Targeted solutions will involve partners such as HASSRA, who provide a programme of sport and leisure activities to DWP employees, and may involve activities such as smoking cessation awareness, promoting healthy eating, physical and social activities. Participation in activities, either by individuals or in groups, is entirely voluntary. Managers should ensure that a range of activities is planned, e.g. physical and non physical, and that all employees have the opportunity to take part if they so wish.

Consultation and involvement

Business representatives from across DWP were involved in the development of the Wellbeing and Productivity Management approach along with DWP Commercial Directorate, Corporate IT, DWP Accessibility Solutions Team, Departmental Security Team, DWP Diversity and Equality Team, Legal Group (including Data Protection) and DWP Departmental Trade Union Side. Views on Diversity and Equality issues were requested from stakeholders where relevant.

Wellbeing and Productivity Management has been piloted in Jobcentre Plus Derby Contact Centre and 22 Jobcentre Plus Pathfinder sites. All employees on the ‘pilot’ sites were invited to take part in Wellbeing and Productivity Management. Apart from the age and gender data collected by the on line questionnaire, equality and diversity data was not collected. Results at Derby indicate a reduction in absence and an overall increase in employee motivation. However, universal feedback was not collected directly from employees involved in the pilot sites.

Equality impact

Wellbeing and Productivity Management collects data on age and gender, as these are relevant to the on line health and wellbeing assessment. This information is used to inform the individual health and wellbeing report. It does not collect data on Race, Disability, Sexual Orientation, religion or beliefs. Therefore, at this stage the impact on equality for employees in different groups cannot be fully determined through management information alone. This is covered in further details below.

All employees will have the opportunity to complete the individual health and wellbeing assessment. A paper version of the on line health and wellbeing

assessment will be available for employees who cannot, or choose not, to use the internet. For example, disabled employees or older employees whose may prefer to use paper based products. Individuals will be directed to send this request to Right Corecare. Right Corecare will issue a report to the individual by post.

Where activities are planned as part of a Solutions Framework, participation either by individuals or in groups, is entirely voluntary. Employees will be supported by managers and local wellbeing champions. Targeted solutions can be developed for a specific Business Unit, location or a group of employees. Managers should ensure that a range of activities is planned, e.g. physical and non physical, and that all employees have the opportunity to take part if they so wish.

Specific impacts on disability and age, as outlined below, have been identified at this stage.

Disability

The DWP Accessibility Solutions Framework ensures that employees with particular needs are provided with specialist IT software and equipment (Assistive Technology), for example JAWS and SUPA NOVA (audio versions used by blind and visually impaired users) and DRAGON (voice activated for users who cannot use keyboards).

When the on line wellbeing centre was first introduced in June 2009, it was tested by DWP Corporate IT, DWP Accessibility Solutions Team to determine whether it complied with DWP Accessibility Standards and the Disability Discrimination Act. Results showed that whilst users with JAWS, Zoomtext and Supernova Assistive Technologies were able to navigate the wellbeing centre with little difficulty, they might encounter problems in completing the on line health and wellbeing assessment.

This was considered to have a negative impact on employees who use certain types of Assistive Technologies and Right Corecare were asked to develop a new wellbeing centre which would meet all DWP Accessibility Standards and allow all users to access the service.

Interim Solution

As an interim solution, Right Corecare introduced a dedicated confidential one to one telephone support service to assist users with navigation and completion of the health and wellbeing assessment. Users were able to make arrangements directly with Right Corecare to discuss their needs and agree the support they required. The helpline support was available from 08.30 to 20.30 Monday to Friday and users were able to make arrangements at work or at home. To avoid singling out users with Assistive Technology, the free phone number was provided to all employees, prior to their site launch event, by the site sponsor or wellbeing champion. A number of users were consulted about the proposal before it was introduced to determine whether or not the interim solution was suitable and sufficient for their needs.

A new wellbeing centre was developed by Right Corecare and was introduced throughout DWP from 28 May 2010. This system was developed by Right Corecare.

The new wellbeing centre has been tested by DWP Corporate IT Accessibility Solutions Team, and individual employees to determine compliance with the requirements of the DWP Accessibility Standards. Results show that it meets DWP Accessibility Standards and the requirements of the Disability Discrimination Act. Users of JAWS, Zoomtext and Supernova Assistive Technologies will be able to navigate the ‘wellbeing centre’ and complete the on line health and wellbeing assessment.

The introduction of the new wellbeing centre has removed the negative impact on employees in this group.

Age

When the on line wellbeing centre was introduced there was a requirement that employees must be aged 18 and over to accept the terms and conditions in order to register for the on line health and wellbeing assessment. This is because the content of Wellbeing and Productivity Management is considered as ‘for adult workers’. It is important to note that the Wellbeing and Productivity Management system is generic, and was designed by an American company. The culture in USA is for under 18s to be in college and not in the workplace.

This meant that employees aged 16/17 years were not able to access the on line health and wellbeing assessment. However they were provided with the facility to complete a paper version and receive a paper version of the personal report in return (see above). They were then given access to the ‘wellbeing centre’. Employees in this group were given information as part of their launch event which enabled them to request a paper assessment form Right Corecare.

Based on this information and taking account of the requirements and different parts of the Equality Act, there appeared to be the potential for a short term negative impact on employees who are aged 16/17 years. However the mitigation in place negated this impact.

This was reviewed in September 2009, when the terms and conditions were amended to allow acceptance by 16/17 year olds. They were then able to access the on line health and wellbeing assessment. The negative impact was therefore removed.

There is also a potential impact on older employees who traditionally may prefer not to use internet based methods. The availability of a paper based questionnaire and report will mitigate against this impact. This is the only age issue which has been identified at this stage, but as Wellbeing and Productivity Management will collect data on age, other impacts can be identified as the programme progresses.

Race

Based on the information available, there are no apparent impacts on employees from different racial groups. However, as Wellbeing and Productivity Management does not collect data on Race it is not possible to determine fully whether it meets the equality needs of employees in these groups. User satisfaction surveys will be

developed to collect information on Race. This data will be used to determine whether Wellbeing and Productivity Management is meeting the equality needs of employees in these groups.

Gender

Based on the information available, there are no apparent impacts on employees of different gender. However, Wellbeing and Productivity Management collects data on gender and it will be possible to determine from this whether it meets the equality needs of employees of different gender.

Sexual orientation

Based on the information available, there are no apparent impacts on employees of different sexual orientation. However, as Wellbeing and Productivity Management does not collect data on sexual orientation it is not possible to determine fully whether it meets the equality needs of employees in terms of this area. User satisfaction surveys will be developed to collect information on sexual orientation. This data will be used to determine whether Wellbeing and Productivity Management is meeting the equality needs of employees in terms of this area.

Religion or belief

Based on the information available, there are no apparent impacts on employees with different religious or similar beliefs. However, as Well Being and Productivity Management does not collect data on religion or belief it is not possible to determine fully whether it meets the equality needs of employees in these groups. User satisfaction surveys will be developed to collect information on Religion or belief. This data will be used to determine whether Wellbeing and Productivity Management is meeting the equality needs of employees in these groups

Monitoring and evaluation

As well as delivering benefits to employees, a key aspect of Wellbeing and Productivity Management is the Management Information. From June 2009, Wellbeing and Productivity Management will provide management information on usage, i.e. numbers attending launch events, numbers registering with the on line service and number of completed on line questionnaires.

Management information will be collated and analysed by Right Corecare and provided to DWP Managers at site and Organisational level. Management Information will include data and analysis on the highest risks affecting employees' health and wellbeing, for example stress, nutrition, physical activity, and also employee engagement. MI will not identify individual employees or sample groups of less than twenty employees, i.e. where numbers are less than 20 people these will not be shown. This Management Information will be collected through the on line registration and questionnaire, and will include data on employee grade, gender and

average age. It will not include other equality and diversity data, as this is not collected by the registration or the on line questionnaire.

As Wellbeing and Productivity Management roll out progresses, information will be gathered to find out what types of solutions framework activities have taken place, what groups of employees have taken part and the effectiveness. Information will be evaluated to identify best practice across the Department and also whether the activities have caused any impact on groups of employees. The results will be used to inform the development of future activities.

Management Information will be broken down into age and gender, but not other equality and diversity categories, as this information is not collected by the on line system. MI will not identify individual employees or sample groups of less than twenty employees.

From September 2009 user satisfaction surveys will be developed to collect user feedback on Wellbeing and Productivity Management. The user satisfaction surveys will ask for feedback on launch events, the on line questionnaire and experience of using the wellbeing centre.

The proposed user satisfaction surveys will include a questionnaire asking for information on an individual’s ethnicity, disability, and sexual orientation. This data will be used to determine whether Wellbeing and Productivity Management is meeting the equality needs of all employees and to provide assurance that the Department is complying with equality legislation.

Monitoring and evaluation will continue throughout the life of the Wellbeing and Productivity Management Contract.

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