An Roinn Caiteachais
Phoiblí agus Athchóirithe
Department of Public
Expenditure and Reform

Civil Service Health and Wellbeing Framework

Contents

1 Introduction and Purpose

The Civil Service is committed to providing a safe and healthy work environment for all civil servants and to ensure that their health, welfare and wellbeing at work is, as far as possible, reasonably protected. This is in line with our obligations as an employer under the Safety, Health and Welfare at Work Act 2005. This duty of care applies to both mental and physical wellbeing.

In line with this commitment, this Framework has been drawn up to support Civil Service Departments and Offices in developing their own health and wellbeing programmes and to enable them to respond to the individual needs and characteristics of their organisations.

The Framework is a guidance document, which outlines the importance of a healthy Civil Service workplace in safeguarding employee health and wellbeing across 5 key Dimensions.

These 5 Dimensions have 19 associated Themes under which guidance is offered to Departments and Offices on the types of initiatives and activities that they can consider putting in place to support employee health and wellbeing.

The Framework also provides step-by-step guidance to Departments and Offices on developing health and wellbeing programmes, from assessing the needs of their workforce to evaluating the outcomes and impacts of their programmes on employee health and wellbeing.

This Framework will also complement the Blended Working Policy Framework for the Civil Service currently under development. The Framework has been co-designed by the Civil Service Human Resources Division (CSHRD) of the Department of Public Expenditure and Reform, including the Civil Service Employee Assistance Service (CSEAS), together with 12 Civil Service Departments and Offices from across the Civil Service. See Appendix B for full list.

Civil Service Health and Wellbeing Framework

Physical & Social Environment

Health Resources

Work/Life Balance

Personal Growth

Leadership & Good Managerial Practices

2 Principles

2.1. Health and Safety

In line with obligations under the Safety, Health and Welfare at Work Act 2005, the Civil Service is committed to providing a safe and healthy work environment for all civil servants and to ensuring that their health and welfare at work is reasonably protected, as far as possible, in order to avoid workplace accident or injury. Equally and in accordance with the Safety, Health and Welfare at Work Act 2005, all civil servants must act reasonably within the workplace, irrespective of the location in which the work is being carried out, to avoid intentionally putting themselves at risk of injury.

The health and safety legislation requires employers to assess both physical and psychological risks in their workplace and risk assessments need to be carried out in order to identify and address possible issues that could cause injury and/or ill-health to civil servants.

Employees and managers continue to have a responsibility to comply with the Organisation of Working Time Act 1997 to ensure employees are taking adequate breaks, not working excessive hours and maintaining a healthy work-life balance while also setting boundaries in relation to working hours in order to facilitate disconnection from work outside of these hours.

Equally, employees have a responsibility to take reasonable care to protect the health and safety of themselves and of other people in the workplace.

2.2. Be an Employer of Choice

Providing a positive employee experience aligns with the Civil Service strategic priority to 'Be an Employer of Choice', offering a place where talented people choose to work and talented people choose to stay.

The consequences of a poor-quality working environment may present as burn-out, disengagement, absences from work and mental health problems among workers. This, in turn, affects the capacity of Civil Service organisations to deliver high-quality services to the public.

Promoting and protecting the health and wellbeing of civil servants can serve to reduce potential negative impacts on Civil Service organisations through reducing absenteeism and presenteeism and increase employee engagement and productivity.

2.3. Evidence-Informed Decision Making

Evidence-informed policy-making refers to the analysis of policy choices based on objective evidence and research. This is achieved through ensuring that high-quality empirical evidence is available and accessible and that this evidence is used to inform the policy-making process. This helps people make well-informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation.

Health and wellbeing programmes need to address the specific and individual challenges faced in Departments and Offices and interventions need to be evidenced-informed with a focus on achieving improved health and wellbeing outcomes for employees.

Further guidance on applying evidenced-informed principles is available at **Section 6** of this document: **Developing a Health and Wellbeing Programme for Your Organisation.**

3 Defining a Healthy Workplace

3.1. WHO Definition of a Healthy Workplace

According to the World Health Organisation (2010) *WHO Healthy Workplace and Framework Model*:

"A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace by considering the following, based on identified needs:

- Health and safety concerns in the physical work environment;
- Health, safety and well-being concerns in the psychosocial work environment including organization of work and workplace culture;
- Personal health resources in the workplace; and
- Ways of participating in the community to improve the health of workers, their families and other members of the community"

World Health Organization

3.2. Key Components of a Healthy Workplace

Physical Working Environment

Health Resources

Psychosocial Working Environment
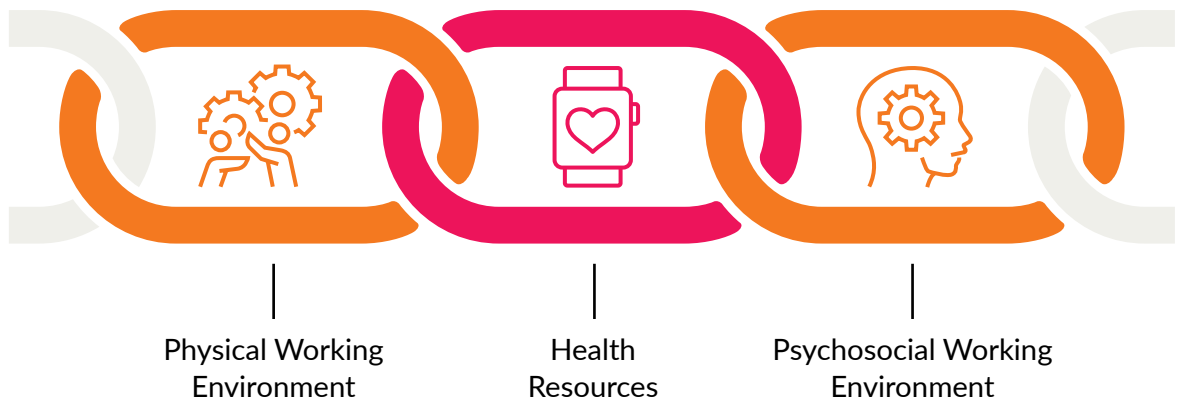
3.3. The Working Environment

According to the *OECD Guidelines on Measuring the Quality of the Working Environment*, the working environment is comprised of a number of job characteristics which define the setting in which we work. This concept is multi-dimensional and includes a broad range of non-monetary characteristics ranging from:

- The nature of the work tasks assigned to employees
- The physical and social conditions under which these tasks are carried out
- The characteristics of the firm or organisation where the work takes place
- The scheduling of working time
- The prospects that the job provides to workers and
- The intrinsic rewards associated with the job.

3.4. Health Resources in the Workplace

The WHO (2010) *WHO Healthy Workplace and Framework Model* defines **Personal Health Resources** in the workplace as "the supportive environment, health services, information, resources, opportunities and flexibility an enterprise provides to workers to support or motivate their efforts to improve or maintain healthy personal lifestyle practices, as well as to monitor and support their ongoing physical and mental health"

The Civil Service Health and Wellbeing Framework defines health resources in the workplace across four key areas:

- Health Promotion
- Health Screening
- Health Prevention
- Rehabilitation and Reintegration

4 Key Enablers of a Healthy Workplace

4.1. The Role of Senior Leadership

Senior leadership sponsorship of and buy-in to health and wellbeing programmes are vital in ensuring that a culture of health and wellbeing is successfully embedded into Civil Service organisations. Senior leaders should champion and role model a positive approach to employee health and wellbeing within their organisations.

Leadership goes beyond endorsement of programmes and involves ensuring policies and procedures are in place to help maintain and safeguard the health and wellbeing of their people.

The two principal areas in which leadership is essential are:

Good managerial practices

Good managerial practices means to lead by example, role model, utilise leadership skills to encourage, champion and enable healthy employee behaviour. People managers have an important role in the health and wellbeing of their employees, and senior leaders alongside HR, should ensure managers are suitably equipped and are aware that supporting employee health and wellbeing is an integral part of their role.

Governance and accountability

Senior management should ensure that structures are in place so that accountability and good governance are provided and health and wellbeing practices are consistently applied across their organisation. This can include compliance with health and safety legislation, data protection legislation and having clear expectations and transparency in reporting on the performance and operation of their health and wellbeing strategy/programme.

4.2. The Role of Human Resources

HR have a key role to play in steering the health and wellbeing agenda in their organisation. The first step in doing this is taking time to understand the issues facing their organisation and developing a health and wellbeing strategy to meet its needs and ensure wellbeing programmes are delivering their intended outcome. Guidance on "Developing a Health and Wellbeing Programme for your Organisation" available at Section 6.

HR also play a key role in working closely with senior management to ensure investment is prioritised in line with the needs of the organisation. HR should consider reviews of strategy implementation to ensure they are delivering as intended. Reviews will allow for amendments to be made, where necessary, allowing for more effective interventions while also ensuring better value for money on investment.

HR also play a key role in enabling and supporting managers to value the health and wellbeing of their people. They can do this by communicating the benefits of a healthy workplace to people managers and ensuring investment is made to support them in their roles.

This will mean ensuring people managers receive relevant training to improve their awareness of mental health and wellbeing issues. It also includes equipping managers with the tools to identify changes in behaviour and performance within their employees. Managers need to be aware of where to seek support around health and wellbeing, such as the CSEAS, Disability Liaison Officers (DLOs), OneLearning and through organisational wellbeing programmes.

4.3. The Role of the People Manager

Managers are responsible for the day-to-day management of the health and wellbeing of their people. This encompasses being familiar with the organisation's health and wellbeing strategy, keeping a close watch on their employees' wellbeing by being alert to early warning signs of stress, making reasonable adjustments at work and nurturing positive relationships.

Leaders and managers are also important role models in fostering healthy behaviour at work. Managers need to be equipped with the skills and confidence to fulfil their people management role in the right way.

The Role of the People Manager in the Civil Service is set out in more detail at **Appendix A** of this document.

4.4. The Role of the Employee

Employees also have a responsibility for looking after their own health and wellbeing and are encouraged to be proactive and participate in their organisation's health and wellbeing programmes. The benefits of participating in these programmes will not only work towards improving and sustaining their health and wellbeing but will also allow for a healthier work-life balance.

Employees are also encouraged to raise any health, safety and wellbeing concerns that they have about their working environment with their line managers and or health and safety representatives and work with them in identifying possible solutions that may help to alleviate these concerns.

Employees should also be aware of the symptoms and signs of stress and to gain an understanding of how to prevent and manage stress and to build resilience. Employees can gain further information and guidance on managing stress from the Civil Service Employee Assistance Service (CSEAS).

4.5. The Role of the Civil Service Employee Assistance Service (CSEAS)

The CSEAS plays a key role in supporting staff in maintaining their health and wellbeing.

The CSEAS provides a wide range of free and confidential supports to staff and management designed to assist employees to manage work and life difficulties which, if left unattended, could adversely affect work performance and/or attendance and quality of life. Employee Assistance Officers operate on a regional basis.

The CSEAS, through their Communications Strategy deliver presentations on a wide range of health and wellbeing topics, keep their website updated on a regular basis with topical content and engage with Departments to offer support and practical advice when critical incidents arise.

4.6. The Role of the Chief Medical Officer (CMO)

The CMO's Office, which incorporates the Civil Service Occupational Health Department (CSOHD), has a variety of different inputs into enabling a healthy workplace.

At pre-placement medical assessments, medical advice is given on any workplace accommodations necessary to facilitate the successful integration of employees who have disabilities/medical conditions into the workplace. Where an individual is on certified sick leave, the CSOHD gives advice on the early workplace rehabilitation of employees. This is through clarifying medical fitness for work, identifying barriers to a return to work, recommending temporary work accommodations and exploring any illness beliefs that may act against a successful workplace rehabilitation. This approach is significantly more involved than a conventional "fitness for work" occupational health assessment.

Vaccination programmes are made available to employees at risk from harmful bacteria and viruses in the workplace. Hepatitis B is the main vaccination programme provided. Vaccinations are also provided for Hepatitis A, Rabies, Influenza and Tetanus as required following risk assessments.
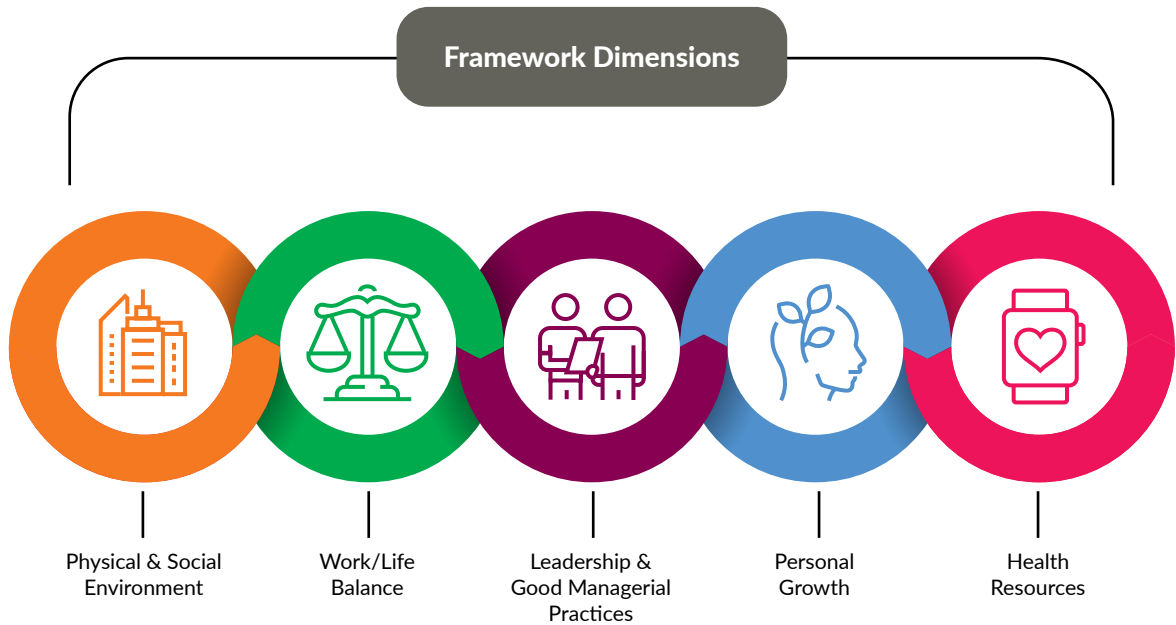
Audiometry hearing tests are carried out on employees who are regularly exposed to noise in the workplace. The objective is to safeguard employees working in noisy environments from noise-induced hearing loss (NIHL). These tests also help to monitor the long-term effectiveness of control measures in the workplace, such as ear plugs and muffs. Other surveillance programmes offered include asbestos and silica dust surveillance.

Health promotion screening tests are directly provided to various Government Department employees. These include blood pressure, cholesterol and blood glucose testing.

The CMO has produced a Guide to Health Screening in the Workplace. This sets out what medical screening tests are beneficial, possibly beneficial and also not beneficial. The Guide to Health Screening in the Workplace is now in widespread use by Irish Public Sector organisations and is used for procurement of health screening services by OGP.

5 Framework Dimensions

Framework Dimensions

| Physical & Social Environment | Work/Life Balance | Leadership & Good Managerial Practices | Personal Growth | Health Resources |

The Civil Service Health and Wellbeing Framework identifies 5 interrelated Dimensions of employee health and wellbeing. The 19 underlying Themes of these Dimensions include examples of workplace initiatives and activities that Departments and Offices may wish to consider putting in place.

These Dimensions and Themes are informed by:

- OECD Guidelines on Measuring the Quality of the Working Environment, OECD (2017)
- The Health and Safety Authority Workplace Health and Wellbeing Strategy
- Civil Service Chief Medical Officer Guide to Health Screening in the Workplace

The Initiatives and Activities are informed by:

- Current Civil Service-wide health and wellbeing supports delivered through OneLearning, CSEAS and the Office of the Chief Medical Officer.
- Public Service bodies with responsibility for guidance on workplace health and safety such as the Health and Safety Authority.
- Human Resources policy and best practice via Civil Service Employee Relations Service and the Chartered Institute for Professional Development (CIPD)

5.1

Physical and Social Working Environment

Main Themes

Workload Intensity

Work intensity refers to jobs that involve working for long hours, with high effort, for tight deadlines and at high speed

Initiatives and Activities

Importance of good Business Planning to ensure that work is evenly distributed across all areas of business and that associated timelines are realistic and achievable.

Clear Job Design Processes, which establish employees' roles and responsibilities and the systems and procedures that they should use. This will include well-designed role profiles, realistic goal setting and a supporting Learning and Development Plan.

Regular communication between People Managers and employees to ensure that any work issues arising are addressed early, e.g., need for extra training/coaching etc. This will include discussions on reviewing progress of goals as part of the PMDS process.

Effective Change Management practices which ensures that organisation development, (re)design, due process, employee voice and clear communications are addressed appropriately and effectively as part of the change process. **The OneLearning course on Change Management** can be a key support to Departments and Offices in managing the change process.

Main Themes

Physical Demands

Physical demands include work that requires hard physical effort such as standing and walking for long intervals, tiring positions and lifting and carrying heavy objects

Initiatives and Activities

Build Health and Safety capability and expertise across all Civil Service Departments and Offices to safeguard the quality of the physical working environment for a blended Civil Service workforce.

Provide guidance to employees, including those availing of blended working arrangements, on maintaining a healthy and safe working environment.

Provide clear guidance on ergonomic requirements to employees, including those on a blended working arrangement and carry out ergonomic risk assessments to ensure compliance with these requirements.

Ensure that these measures are aligned with the Blended Working Policy and other relevant policies.

Main Themes

Emotional Demands and Work Stress

Dealing with strong feelings at work such as frustration, anger, sorrow and desperation. Work stress arises when individuals are presented with demands and pressures that are not matched to their knowledge, skills and abilities

Initiatives and Activities

Undertake organisational-wide stress risk assessments such as the Work Positive Survey provided by the Health and Safety Authority: Work Positive Survey.

Focus on ways of reducing the likelihood of stress and its effects as well as ways to prevent short-term stress becoming a long-term problem. The Health and Safety Authority provides guidance on work related stress: HSA Guide Work Related Stress A Guide for Employers.

Actively promote the Civil Service Employee Assistance Service supports throughout the organisation on a regular basis. The CSEAS also provide guidance on managing stress through their People Managers' Guide: CSEAS People Managers' Guide.

Ensure that employees are supported in accessing relevant training opportunities in support of emotional health such as the Building Resilience training programme available through OneLearning.

Particular focus on sign-posting to relevant supports for any workers in high-stress environments, with awareness that burn-out can arise.

Early intervention when performance concerns arise is critical to ensure that training, coaching and other relevant supports to enhance performance are provided as soon as possible.

Main Themes

Intimidation and Discrimination in the Workplace

Being subject to intentional and malicious behaviour from co-workers or supervisors that make the individual feel inadequate or afraid. Discrimination refers to situations when individuals feel they are treated less favourably than another individual because of their race, gender, religion, disability or nationality

Initiatives and Activities

Provision of regular Dignity at Work awareness campaigns and training.

Provision of disability awareness campaigns and training.

Support and promote the role of the Disability Liaison Officer and ensure that they receive relevant training supports to carry out their role effectively.

Consider undertaking culture audits to ensure compliance with the Civil Service Code of Standards and Behaviours and in particular under section 12 - Relations with Colleagues. CIPD provide guidance on conducting cultural audits which can be accessed here:

CIPD Factsheet on Cultural Change.

Main Themes

Social Support and Building Good Relationships at Work

The opportunity to develop close friendships in work and get to know my colleagues

Initiatives and Activities

Research shows that staff-led initiatives are the most successful in terms of supporting and enabling good working relationships. Employee engagement forums should be utilised to identify activities and initiatives to enhance positive working relationships.

Early intervention in workplace conflicts and disputes is critical in terms of safeguarding positive working relationships.

People Managers should be provided with relevant training in conflict dispute resolution to enable them to reduce and resolve conflicts within teams. The CSEAS People Managers' Guide provides helpful guidance on Conflict Resolution Skills for Line Managers: CSEAS People Managers' Guide.

The Dignity at Work Policy promotes respect, dignity, safety, and equality in the workplace. A key aim of the policy is to provide awareness regarding the steps which individuals may take if they believe that they have been bullied, harassed, or sexually harassed.

Enable and support cross-collaboration teamwork to build positive working relationships across all areas of business.

Induction programmes should incorporate supports such as a buddy system, mentoring and a particular focus placed on supports for inducting remote workers. The Guidelines on Working from Home during Covid-19 provide guidance to employers on managing the induction process for remote workers.
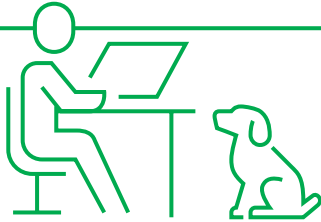
5.2

Work/Life Balance

Main Themes

Flexible Working Arrangements

Initiatives and Activities

- Consider if blended, flexible and hub-working arrangements can be increased. while also supporting business needs. The Blended Working Policy Framework in place across the Civil Service will provide guidance to all Civil Service employers on longer-term blended working considerations.

- Current CSHRD guidance on working from home during COVID-19 can be found here: Working from Home during COVID-19 guidance

- Support, train and coach managers on facilitating and supporting a flexible and autonomous working environment

- OneLearning have developed a number of online courses for employees while working remotely during Covid-19, these include:

Remote Working during COVID-19

Remote Working for Managers during COVID-19

Wellbeing for Workers Providing Essential Services

Main Themes

Switching Off

Initiatives and Activities

The rights of employees to disconnect and switch off from work have been recently enshrined in the Workplace Relations Commission Code of Practice on "The Right to Disconnect".

- This Code sets out guidance for employees and employers with regard to best practice and approaches to employee disengagement outside normal working hours.

- The 3 main elements are:

  » Right to disconnect: the right of an employee to not routinely perform work outside normal working hours

  » Right to not be penalised for refusing to attend to work matters outside of normal working hours and

  » Duty to respect another person's right to disconnect.

An Information Note for Civil Service Employers on the Right to Disconnect is currently under development within CSHRD.

Current Health and Safety Authority guidance on working from home provides useful guidance on reducing stress when working from home and is available at HSA Guidance on Working from Home For Employers and Employees.

The Department of Enterprise, Trade and Employment guide on working remotely provides guidance on relevant areas across remote working including:
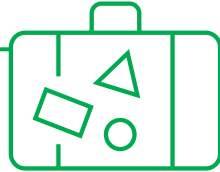
- Health and Safety
- Employment conditions
- Data Protection
- Equality
- Training
- Additional supports

The Guide can be accessed at <u>DETE Guidance for Working Remotely</u>

Workplace health promotional activities should address secondary work-life balance issues, solutions to sleep, nutrition.

Main Themes

Taking Leave/Time Off

Initiatives and Activities

Effective management of annual leave is essential to ensuring that employees are taking adequate periods of rest. Managers should ensure that employees are taking the minimum statutory leave periods of annual leave.

Employees also have a responsibility to take adequate rest breaks and periods of annual leave.

Recognise the causes and symptoms of "presenteeism" amongst employees. Presenteeism is a term which recognises that although a person may be present in the workplace, they may be unproductive due to low morale, or be too sick, distressed or distracted to work effectively. High workloads, mental pressures and multiple work demands can cause employees to avoid taking time off when they really need it. It is important for people managers or colleagues to recognise these signs and offer help when needed.

Awareness of the issue of "leaveism" amongst employees. Leaveism is a term used to describe situations where employees use their holiday allowance such as annual leave/flexi time to work. In situations where it is apparent that an employee is undertaking work while on leave, people managers should discuss current workload with the employee with a view to assessing what supports may be required. Relevant OneLearning training supports include:

- Planning and Organising: Managing Self

Senior leadership also play a key role in modelling good behaviours by taking appropriate levels of annual leave.

5.3

Leadership and Good Managerial Practices

Main Themes

Task clarity & performance feedback

The degree that work tasks are well-defined and well-communicated and whether employees receive feedback on their performance of these tasks, either directly from supervisors or through formal assessment tools

Initiatives and Activities

Performance management is about creating a culture that encourages the continuous improvement of business processes and of individuals' skills, behaviours and contributions.

- Performance management centres on the role and effectiveness of people managers in setting goals and reviewing and strengthening the performance of their staff.

- Human Resources Managers should ensure that all relevant performance management policies are being effectively applied and implemented. These include but are not limited to:

  » Guidelines on Managing Probation:**https://hr.per. gov.ie/wp-content/uploads/2020/11/Probation-Guidelines-2020.pdf .**

  » Management of Underperformance Policy: **Managing Underperformance.**

All people managers should be encouraged to attend relevant training on giving effective feedback as part of the PMDS review process. Relevant supporting OneLearning courses include:

- Communications in Management

- Managing People and Performance

- Managing Probation

- Coaching for Performance

- Improving the L&D Conversation

Enhance leadership and management emotional intelligence skills through formal Executive Leadership Programmes such as training provided through SPS and OneLearning.

Departments should consider mandatory engagement by their newly-appointed managers with the appropriate OneLearning manager skills courses as outlined above.

Main Themes

Conflict Resolution

The methods and processes involved in facilitating the peaceful ending of conflict
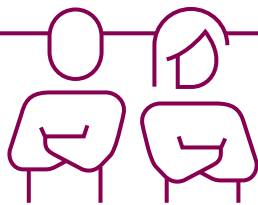
Initiatives and Activities

Early intervention in workplace conflicts and disputes is critical in terms of safeguarding positive working relationships. People managers should be provided with relevant training in conflict dispute resolution to enable them to reduce and resolve conflicts within teams. The CSEAS People Managers' Guide provides helpful guidance on Conflict Resolution Skills for Line Managers: **CSEAS People Managers' Guide**

Engage mediation supports to resolve workplace conflicts via the Civil & Public Service Mediation Service (CPSMS). Examples of workplace conflict suitable for mediation:

- Allegations of bullying or harassment
- Interpersonal disputes
- Manager/Staff difficulties
- Breakdown in a working relationship
- Issues arising from a grievance or disciplinary procedure
- Conflicts arising around equality, diversity and inclusion issues.

Further information on the CPSMS can be found at **Mediation Supports**

Provision of regular Dignity at Work awareness campaigns and training.

Main Themes

Equality, Diversity & Inclusion

Creating and sustaining a fair and inclusive working environment where staff members feel valued and respected
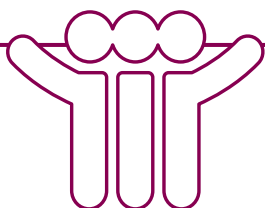
Initiatives and Activities

It is important to recognise the business criticality of Equality, Diversity and Inclusion (EDI) in terms of talent development, diversity of thought, insightful decision-making and improved service delivery.

Building a culture of Equality, Diversity and Inclusion in the workplace requires a planned and strategic approach. The Irish Human Rights and Equality Commission provides a seven-step Framework for Building a Culture of Equality and Human Rights in the Workplace:

1. An equality and human rights policy that sets out the standards to which the enterprise/organisation is committed in relation to employment

2. Equality and human rights training that enables staff to understand and achieve these standards for the enterprise/ organisation

3. Responsibility for equality and human rights that is taken by a committee or appointed person to drive the standard set for equality and human rights

4. An equality and human rights roadmap that sets out objectives the enterprise/organisation wants to achieve in relation to equality and human rights and employment and the steps that will be taken to realise these objectives – this plan is based on a review of the equality and human rights situation in relation to employment in the enterprise/organisation

5. Equality and human rights impact assessment that would bring equality and human rights concerns into the heart of key decision making within the enterprise/organisation

6. Equality and human rights data that is gathered and analysed within the enterprise/organisation in relation to employment and the nine grounds under equality legislation and in relation to groups at risk of human rights violations

7. Participation by equality and human rights interests in governance within the enterprise/organisation so that the voice of those experiencing inequality or human rights violations informs policy, procedure and practice within the enterprise/organisation.

Further information on the IHREC Framework can be found at: IHREC 7 Steps Towards Human Rights and Equality in the Workplace.

Main Themes

Task Discretion and Autonomy

The ability of employees to influence the way they carry out their immediate work activities, including their work method, work effort, work pace, and quality standards
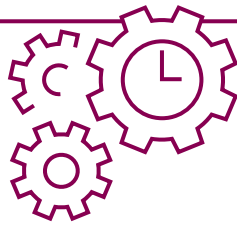
Initiatives and Activities

Building a culture of trust and autonomy amongst employees can lead to enhanced engagement and greater productivity.

Ways in which HR Managers and people managers can encourage autonomy:

- Build a Culture of Trust

  » A culture of trust can be built by delegating tasks and projects effectively to employees. When managers resist delegating, employees interpret this behaviour as being caused by a lack of trust. This leads to a culture of mistrust and one lacking in autonomy and initiative.

  » This can be ameliorated through consultation on projects and tasks and can allow people to grow their ideas.

  » The OneLearning course Do or Delegate seeks to equip people managers with skills to allow them to delegate more effectively.

- Learn from Mistakes

  » Allowing individuals to adapt their approach to their responsibilities will give them an increased sense of control over the tasks they have been charged with and will benefit their performance.

  » In addition to performance reviews under PMDS, regular project reviews, debriefs and 'lessons learned' sessions allow for constructive feedback which serve to enhance employee performance while retaining initiative and engagement.

- Build Psychological Safety within Teams

CIPD describes Psychological Safety in the workplace as being realised when people feel they can speak up and share concerns, questions or ideas freely without being criticised or made to feel 'wrong' for doing so.

Managers can build psychological safety within teams by:

- Including team members in decision-making.
- Being open to feedback from all levels within the organisation.
- Aligning team ethos to organisational values and codes of behaviours.

The OneLearning course on Coaching for Performance is recommended for managers who wish to acquire the skills, knowledge and confidence to coach individual team members to enhance individual and team performance.

Main Themes

Organisational Participation and Workplace Voice

The presence of channels for employees to influence decisions in the workplace as individuals through direct consultation rather than through representatives

Initiatives and Activities

Participating in decisions is important for people's wellbeing and motivation as it provides a way to improve work experience and overall job quality.

Leaders can enhance employee participation and workplace voice through:

- Encouraging engagement with employee engagement forums such as the Civil Service Employee Engagement Survey.

- Participation in local forums that enable employee engagement, such as Divisional meetings, Business Planning meetings and strategy development.

5.4

Personal Growth

Main Themes

Training and Learning Opportunities

Training opportunities refer to the provision, volume and quality of training opportunities at work. In addition to these formal learning opportunities, jobs also may provide for the acquisition of practical expertise through job activities or knowledge sharing, which is called informal learning. Informal learning opportunities include jobs that require learning new things, spotting problems or faults, working out solutions to these problems and helping colleagues learn new things
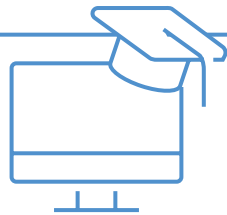
Initiatives and Activities

Identifying The Team's Training Needs

- Regular discussions between the people manager and team members will help to identify what their learning needs are, how they will receive their training and how they will put it into practice.

- Where a manager becomes aware of knowledge/ skills/ behaviour gaps that impact on a team member's performance or progression, it can be helpful to discuss this with them as part of performance management discussions.

Identify Organisational Training Needs

- In addition to identifying team training needs, organisational training priorities can be identified through:
  - » The Division's Annual Business Plan
  - » The HR Division's Strategy
  - » The Department's Statement of Strategy
  - » The People Strategy for the Civil Service

Maximising the Impact of Learning and Development

- To ensure training has the maximum impact, conversations between managers and team members prior to training are important, outlining both the expectations of the training and of each other.

- Agreeing in advance on how the learning will be practised and supported afterwards (and then following through on this) will help increase its effectiveness.

- If, by chance, that did not happen beforehand, then having this conversation almost immediately after the training can still ensure that it is supported and used effectively.

OneLearning provides a Manager Toolkit which includes role-play videos on managing learning and development conversations with employees.

Main Themes

Opportunity for Career Advancement

This refers to whether or not the current job offers career prospects either with the same employer in the form of promotion or with a different employer. It includes opportunities for promotion, self-development and gaining transferable job skills
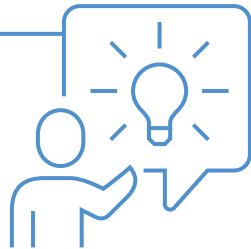
Initiatives and Activities

Career development pathways should be clearly identified and communicated across the organisation.

- Learning and Development Plans should focus on strengths/weaknesses, identify skills gaps and build skills for future ways of working.

- Focus on continuous self-development and up skilling for Open and/or Interdepartmental and specialist competitions.

Main Themes

Opportunity for Self-Realisation

This refers to the extent to which employees are able to apply their ideas at work and use their creativity during the job process

Initiatives and Activities

Extend leadership development programmes to all grades.

Foster an innovation culture though innovation award schemes.

Consider use of recognition schemes that highlight and celebrate best practice.
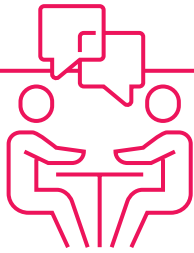
5.5

Health Resources

Main Themes

Health Promotion

Workplace health promotion is the combined effort of employers, employees and society to improve the health and well-being of people at work. It is a combined cooperative effort by the employer and employees in implementing and supporting measures that can maintain and improve an individual's health

Initiatives and Activities

Cross-Civil Service collaboration on the further development of resources on health promotion from physical health, such as nutrition, exercise and mental health awareness.

- According to the Office of the Chief Medical Officer (CMO) Activity Report, mental health-related illnesses accounted for the highest incidence of employee sickness absence in the Civil Service in 2019. Particular focus should be given to mental health awareness, including such areas as depression, anxiety, and other mental health conditions. Input should be sought from the CMO and CSEAS when devising awareness campaigns.

- Specific training in areas such as recognising symptoms of mental health issues and in tackling stigma to facilitate more direct conversations around mental health and mental health struggles.

- Ongoing promotion of the CSEAS across all Departments and Offices, to include delivery of presentations to staff and management on the issues that may arise when a staff member discloses a mental health difficulty and how management/HR can provide support to staff who may be experiencing such difficulties, including sign-posting to available mental health supports.

- Particular focus on Musculoskeletal Health by providing training to staff on musculoskeletal resilience, especially interventions in reducing the impacts of sedentary behaviour.

- Financial Planning Programmes, to include training and information on retirement planning, debt management and household budgeting.

Main Themes

Health Screening

The encouragement of a person to present for assessment in order to detect disease or a risk factor which is currently not producing symptoms. The aim is to intervene early so that either further progression can be stopped or the eventual outcome can be improved

Initiatives and Activities

Statutory Immunisation Programmes available through the Civil Service Occupational Health Department (CSHOD):

- Statutory Health Surveillance Programmes, such as audiometry hearing tests are available through the CSHOD.

- Subsidised Health Screening Programmes: The CSOHD can provide blood pressure, cholesterol and glucose checks to Departments and Offices on an annual basis, dependent on available resources. It has also published a **"Guide to Health Screening in the Workplace" that is available on the CMO login Area of the website (www.cmo.gov.ie).** This assists Departments and Offices who wish to source health promotion screening tests from private providers and details what tests the CSHOD recommends/does not recommend.

- Promote and partake in vaccination programmes as per occupational health advice.

- Encourage staff who are managing mental health difficulties to disclose that information to their manager/HR and the Disability Liaison Officer.

- Encourage and promote participation in National Screening Service programmes.

Main Themes

Workplace Risk Factors

Refers to general obligations under the Health, Safety and Welfare at Work Act 2005 to avoid/evaluate/combat risks in the workplace and to develop adequate prevention policies and the provision of appropriate training and instruction to employees

Initiatives and Activities

Provision of health and safety risk assessments, stress risk assessments and workspace risk assessments, as well as guidance to all staff on maintaining a healthy physical working environment.

Importance of linking with the Disability Liaison Officer when supporting staff with specific ergonomic requirements.

Ensure that there are guidelines to promote safe work places and practices for people with disabilities.

Main Themes

Rehabilitation and Reintegration

Rehabilitation is a combined effort between the employer and the employee to facilitate the return to work

Rehabilitation should restore a person who has been injured or suffered an illness to as productive and as independent a lifestyle as possible through the use of medical, functional and vocational interventions

Initiatives and Activities

Compliance with sick leave policy by both the manager and the employee to maintain regular proactive contact with each other. When the employee returns to work, a return to work interview is usually done to help reintegration and rehabilitation. This meeting should also identify any appropriate accommodations and working arrangements that are likely to ensure a successful return and reintegration into the workplace.

Input from the CSOHD to facilitate early workplace rehabilitation of employees on medically-certified sick leave.

The CSOHD can provide clarity on medical fitness for work, identifying barriers to a return to work, recommending feasible temporary work accommodations and exploring any illness beliefs that may act against a successful workplace rehabilitation.

6 Developing a Health and Wellbeing Programme for your Organisation
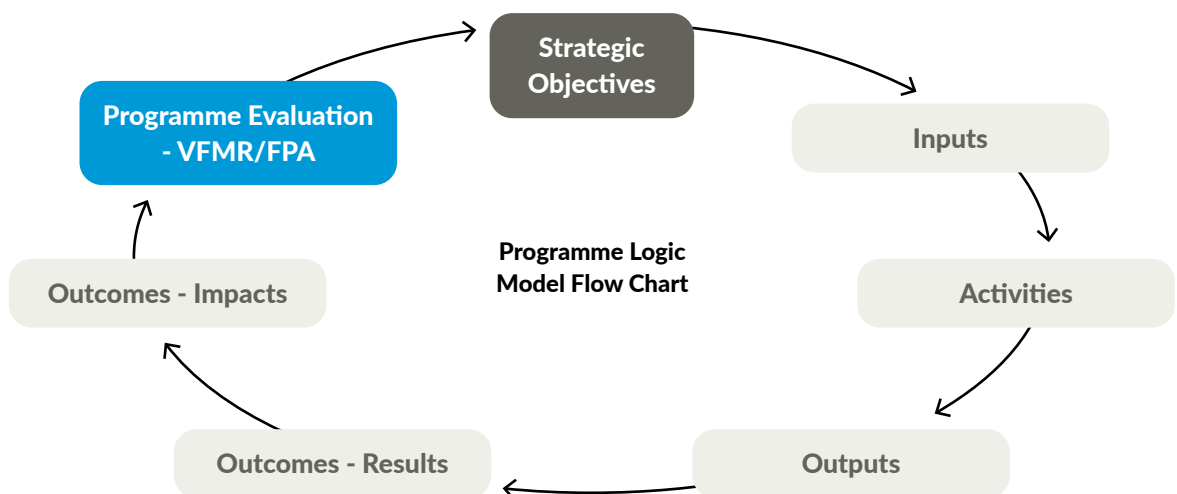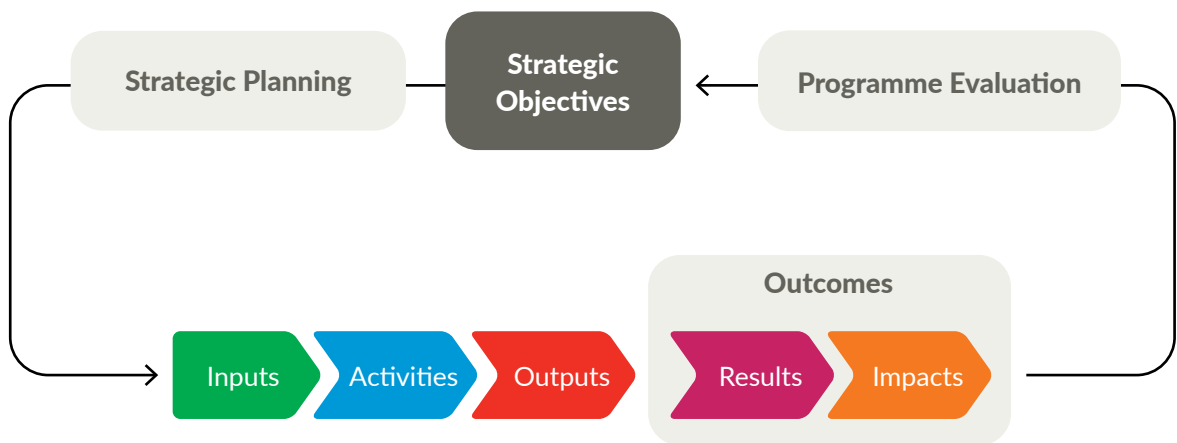
6.1. The Public Spending Code

Well-planned and well-executed health and wellbeing programmes have the potential to offer a wide range of benefits to the employee and to the business in terms of enhancing employee wellbeing, increasing engagement and productivity and reducing costs associated with sickness absence.

All Government Departments and Offices are obliged to treat public funds with care and to ensure that the best possible value for money is obtained whenever public money is being spent or invested. This duty extends to expenditure made in the development and implementation of health and wellbeing programmes. Accordingly, all Government Departments and Public Service Agencies and all bodies in receipt of public money must comply, as appropriate, with the relevant requirements in the *Public Spending Code*[1]

The Code states that each programme or project is required to be mapped to a Programme Logic Model and, as such, the principles of a Programme Logic Model (PLM), a standard evaluation tool, are applied.

A PLM defines the objectives, inputs, activities, outputs and impacts of a process into a coherent framework and facilitates best practice evaluation. PLMs are standard practice in Irish evaluation and are utilised as a means of distilling information.

6.2. The Public Spending Code Programme Logic Model

Programme Logic Model Flow Chart

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1   The *Public Spending Code* is available at: https://www.gov.ie/en/publication/public-spending-code/.

6.3 Applying the Programme Logic Model to your Health and Wellbeing Programme Development

6.3.1 ASSESSING OBJECTIVES AND NEEDS

Objectives

An objective is the explicit intended result of a particular programme or project, measured as precisely as possible. Programme objectives should be expressed in terms of the benefits they are expected to provide and those whom they are intended to benefit.

Your health and wellbeing programme should be able to describe the problem(s) that it is seeking to address and to state why the interventions contained in the programme are necessary.

Needs Assessment

This process involves gathering the necessary information to inform the basis of your health and wellbeing programme. Data and organisational intelligence should be utilised to inform your organisation's programme.

Broadly speaking this can be broken down into a number of key steps:

- Deciding on what kind of information can be gathered
- How to analyse the information gathered
- How to use this information to inform your health and wellbeing programme

It is important that data utilised to inform your programme is comprised of both subjective and objective measurements.

Subjective measurements are those in which the employee's own views are measured and can include:

- The Civil Service Employee Engagement Survey
- Wellbeing pulse surveys carried out in your own organisation
- External engagement surveys, such as Great Place to Work
- Attendance at wellbeing events, including online feedback forms after events

Objective measurements are those that are observed and assessed independently of the employee's evaluation and include:

- Sickness absence data
- CMO referrals
- CSEAS referrals
- Occupational health and safety data such as occupational injuries
- Data on Employee Demographics, such as age, gender, grade etc.
- Physical and mental health screening programme results

A Needs Assessment should include both what your workplace is like now and the conditions and outcomes that your health and wellbeing programme hopes to achieve.

A review of your current health and wellbeing programme, including a gap analysis against the 5 Dimensions of the Framework, should be undertaken to compare your current offerings against identified needs.

6.3.2 TABLE OF SUGGESTED INDICATORS

Dimension	Theme	Suggested Indicator
Physical and Social Environment	Workload Intensity	CSEES Scores on Work Intensification/Job Demands
	Emotional Demands and Work Stress	CSEES Scores on Wellbeing % of staff on long-term sick leave citing work-related stress
	Intimidation and Discrimination in the Workplace	% of claims taken under Dignity at Work and Grievance Procedure policies
	Social Support & Building Good Relationships at Work	CSEES Scores on Social Support
Work/Life Balance	Switching Off	CSEES Scores on Work Intensification/Job Demands
	Flexible Working Arrangements	% of employees availing of Blended Working %of employees availing of flexi leave % of employee availing of Shorter Working Year
	Taking Leave/Time Off	% total of full-time permanent employees who take <20 days leave per year
Leadership & Good Managerial Practices	Task Clarity & Performance Feedback	CSEES Scores on Performance Standards
	Conflict Resolution	% of claims taken under Dignity at Work and Grievance Procedure policies % of Grievance claims referred to Mediation
	Equality, Diversity & Inclusion	Results from Employee Pulse Surveys on EDI
	Task Discretion and Autonomy	CSEES Scores on Autonomy
	Organisational Participation and Workplace Voice	CSEES Scores on Involvement Climate CSEES scores on Perceived Organisational Support
Personal Growth	Training and Learning Opportunities	CSEES Scores on Learning and Development No. of L&D hours per FTE
	Opportunity for Career Advancement	CSEES Scores on Manager Support % rate of promotion both internally and externally
	Opportunity for Self-Realisation	CSEES Scores on Innovative Climate
Health Resources	Health Screening	Analysis of organisational Health Screening results from CSOHD or external providers
	Workplace Risk Factors	Health and Safety and Stress Risk Assessment results % of workplace accidents to include nature and cause of accident
	Rehabilitation and Reintegration	% rate of sickness absence % rate of sickness absence exceeding 4 weeks CMO reports on issues presenting on referral CSEAS reports on issues presenting on referral Analysis of Return to Work interviews

6.3.3 PLANNING AND RESOURCING

A careful planning process should be undertaken prior to implementation of your health and wellbeing programme and should include prioritisation of key programme interventions informed by your needs assessment.

Once you have established your priorities for intervention, an action plan should be drawn up which sets out short and long-term plans and the outcomes that are hoped to be achieved from these interventions.

An action plan should include:

- Goals that state the desired outcome for the workplace
- Objectives that state what should be done to achieve those goals
- How, when and where the programme will operate
- What activities the programme will undertake
- Who is responsible for these activities
- Resources available both in-house and externally
- What indicators you plan to use to measure the success of your programme
- Full review of programme to ensure value for money

Employee participation should be promoted, i.e., employees should be engaged actively to identify relevant health and safety issues and contribute to programme design and implementation.

6.3.4 IMPLEMENTING

This phase involves implementing the action plan identified at stage 3 above.

The Department of Health and Healthy Ireland in their paper on **Factors Organisations Should Consider When Developing Healthy Workplaces and Workplace Wellbeing Programmes** identify a number of factors that are critical to the success of the implementation phase.

These are:

Employee Involvement

- Engaging employee participation in wellness programmes is critical to their success
- Senior management should clearly demonstrate their support for, and commitment to, the organisation's health and wellbeing programme
- Importance of programme design and employee need are critical to the successful implementation of a health and wellbeing programme. The close alignment of programme design and employee need are critical for successful implementation.

Effective Communication

- Key messages should be tailored to employees and should consistently reflect the values and direction of the programme
- Regular updates to employees and management should be provided
- Employees need to see communication on action and results from wellness initiatives from the outset. Communicate and celebrate success
- Consider the appointment of Wellness Champions throughout the organisation who can support the design and delivery of wellbeing activities, creating a clear and recognisable 'Wellbeing' identity and increasing engagement across the organisation.

6.3.5 EVALUATING AND IMPROVING

Effective evaluation of a health and wellbeing programme is required to demonstrate the benefits of the programme as set out in the programme's business case. Evaluation of a programme also presents the opportunity to learn what aspects of the programme worked well and where improvements need to be made.

Effective Programme Evaluation requires a systematic examination of the implementation and results of programme interventions. Evaluation will therefore need to be applied across both Process and Outcome evaluation methodologies.

Process Measures

- These measures examine the steps and activities taken in implementing a programme and the outputs that they produce, such as number and type of educational materials provided to employees. This measure is important in terms of assessing if the particular programme met the quality and standards originally identified
- This measure is also important in terms identifying the aspects of the programme that did not reach their intended outcomes so it can therefore be determined if the programme was the wrong approach or if was incorrectly implemented
- Process measures can make assessments on issues such as:
  » Cost of operating the programme
  » Number of employee's reached
  » Most successful programme locations such as in person or online.

Outcomes Measures

Outcomes are events or conditions that indicate programme effectiveness. Outcome measures can be demonstrated over the short, medium or long term.

Long-Term Outcomes:

- Typically relate to reductions in disease/injury and the cost associated with them over time

- Long-term outcomes are typically linked to the goals of a health and wellbeing programme

- Long-term outcomes can take years to be observed and evidenced.

Short- and Medium-Term Outcomes:

- Relate to the intermediate steps or "drivers" of longer-term outcomes, such as individual employee reductions in tobacco consumption, reductions in BMI, etc.

- They can also include process changes such as the introduction of a health-related policy or benefit that support lifestyle change at an organisational-wide level.

Measurable and Realistic Outcomes

- Measurable outcomes require the activity or outcome to be phrased in such a way that lends itself easily to data collection

- Realistic outcomes are those in which a well-implemented activity/programme can be reasonably expected to produce

- Outcomes and their associated goals are often unrealistic when the programme has not been in place long enough to produce the intended outcome or the programme is not sufficiently broad enough to produce the outcome.

Baseline Measures

- The basis of the process and outcome measures will need to be collected from the outset of planning intervention/programme in the form of baseline measures

- These measures can usually be collected during the Needs Assessment phase as outlined at point 2 above

- Baseline measures determine where your organisation is on a given health and wellbeing issue for example:

  » % of employees on long term sick leave

  » % of employees who are reporting high/low levels of engagement with the organisation as demonstrated through the Civil Service Employee Engagement Survey.

- Baseline measures can also be used to measure the current level of programme activities and allow for the measurement of the programmes progress (process outcomes) over time.

Outcomes of Interest

Employee Productivity

- Workplace health and wellbeing programmes that improve employee health by reducing/preventing or controlling health issues that can impact on employee productivity

- Improvements in physical, mental and emotional health increase resilience and concentration and focus leading to a higher work output

- Cost measures can be demonstrated by

  » Reduced sickness absence

  » Reduced substitution costs

  » Reduced costs in training replacement employees.

Health Outcomes

- Participation in health promotion and awareness activities, both physical and mental, allows employees to develop self-management skills, coping skills and to build social supports through colleagues and managers. Adopting behaviours in the short-term can lead to changes in long-term physical, mental and emotional health.

- Evaluation measures can compare the health status of employees over time such as:

  » % of employee's reporting good or excellent health before and after a programme intervention

  » Acceptable levels of disease or injury amongst employee population

  » Prevalence of risk factors prior to engaging in programme, such as obesity levels

  » CMO Office Activity Report which details medical causes of long-term sick leave as well as rates of criticalillness and ill-health retirement.

Organisational Culture and Change

Creating an organisational culture where the health of employees is demonstrably valued as part of their everyday working environment has many benefits including:

- Reassurance to the employer that their employees' health and wellbeing is so far as is possible reasonably protected

- Making your organisation an attractive place to work and enabling key strategic business objectives such as being an Employer of Choice.

A culture of health can be achieved in your organisation when your organisation's structures, policies, procedures and practices are aligned to support and maintain employee health and wellbeing.

Appendix A:
The Role of the People Manager

Leading and Managing Teams

People managers at all levels should:

- Promote a positive, open and inclusive working environment where individuals and teams feel valued and supported.

- Examine and reimagine the roles of their teams in order to support blended working where possible and in line with the needs of the business.

- Actively foster innovation - encourage their teams to share ideas, use their initiative, take informed risks and develop their confidence to make decisions.

- Empower their team members to take responsibility for their work and give them the authority to do so.

- Help their teams to avoid burnout and overworking by encouraging a healthy routine around the hours they work, for example, take tea breaks and a lunch break each day and set their start time and end time

- Ensure all team members including themselves are not working excessively long hours and understand their rights under the Organisation of Working Time Act, including their right to uninterrupted rest breaks.

- Act as a role-model and support a healthy work–life balance. Lead by example, for example, by taking leave, rest breaks, and actively participating in remote social events.

Maximise individual and team productivity and performance

People managers at all levels should:

- Proactively manage, motivate and support individual and team performances. Continued engagement between people managers and their employees is a key element of the management of performance, including employees on probation. Continue to use support tools (for example, ePMDS, eProbation, Leads) recognising that these are in place to support effective people manager/employee engagement – not to replace direct engagement and conversation.

- Set clear work priorities, objectives and expectations. Focus on what employees should be accomplishing by emphasising objectives and outcomes over processes

- People managers should consider how they can best support employees in achieving their agreed objectives in the short term while at the same time developing their skills and capability in the longer term.

- Trust teams to get on with their work but provide them with ongoing support and supervision.

- Ensure as far as is practicable that team members have access to the relevant tools, systems and equipment to perform their jobs and help them adjust to new ways of working.

- Review their own and their team members' individual learning needs in light of remote working and changing job requirements.

- Encourage team development as far as is practicable including exploring innovative development methods.

- Enhance opportunities for recognition to motivate the individual team member and encourage similar behaviour from their team members.

- Leave space to discuss career development.

- Address performance issues appropriately and without delay, seeking HR advice as required.

Engaging employees and communicating effectively

People managers at all levels should:

- Maintain close and regular contact with their team members to maximise engagement at an individual and team level.
- Identify where employees are having difficulty adjusting to blended working in order to offer support as and when required.
- Keep teams informed of ongoing developments by regularly communicating relevant organisational and team information.
- Stay in touch with their own manager, teams and colleagues for both work and social engagements.
- Hold regular online team meetings to share updates, discuss the work programme, agree ways of working, and support each other.
- Hold frequent one-to-one conversations to discuss outputs, progress and development options.
- People managers should actively instigate contact with their team members to promote involvement and engagement and should encourage people managers within their teams to do likewise.
- Make time for social conversations. This increases rapport, reduces feelings of isolation and eases communication between blended or distributed teams.
- Be alert to the health and wellbeing of the individuals on your team
- Remind team members of existing health and wellbeing supports, for example CSEAS, organisational wellbeing programmes

Engaging employees and communicating effectively

People managers at all levels should:

Appendix B:
List of Civil Service Departments and Offices

Central Statistics Office

Chief State Solicitors Office

**Department of Agriculture,
Food and the Marine**

An Roinn Talmhaíochta,
Bia agus Mara
Department of Agriculture,
Food and the Marine

**Department of Enterprise,
Trade and Employment**

An Roinn Fiontar,
Trádála agus Fostaíochta
Department of Enterprise,
Trade and Employment

**Department of Further and Higher Education,
Research, Innovation and Science**

An Roinn Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta
Department of Further and Higher Education,
Research, Innovation and Science

**Department of Housing, Local
Government and Heritage**

An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta
Department of Housing,
Local Government and Heritage

Department of Justice

An Roinn Dlí agus Cirt
Department of Justice

Department of Social Protection

An Roinn Coimirce Sóisialaí
Department of Social Protection

Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media

An Roinn Turasóireachta, Cultúir, Ealaíon, Gaeltachta, Spóirt agus Meán
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media

Office of Government Procurement

Oifig um Sholáthar Rialtais
Office of Government Procurement

Office of the Revenue Commissioners

Revenue
Cáin agus Custaim na hÉireann
Irish Tax and Customs

National Shared Services Office

Oifig Náisiúnta na Seirbhísí Comhroinnte | National Shared Services Office