BPIR.com

Business Performance Improvement Resource

Why spend time
re-inventing the wheel
when you can learn from the
experience of others?

BPIR Best Practice Report Volume 9, Issue 1

Employee Happiness

BPIR.com

Business Performance Improvement Resource

supporting your quest for excellence

The TRADE Best Practice Benchmarking Methodology
(the latest version is available at BPIR.com)
www.coer.org.nz/apply/trade-best-practice-benchmarking

The International Best Practice Competition and Organisation-Wide Innovation
Award (hundreds of best practice award videos and case studies are available
at BPIR.com) **www.bestpracticecompetition.com**

The Global Benchmarking Award
(dozens of benchmarking award videos and case studies from this event are available at BPIR.com)
www.globalbenchmarkingaward.com

Welcome to BPIR.com's Best Practice Report series

BPIR.com's best practice reports are designed to provide you with information about best practices relating to a specific business topic. Each of our reports provides a succinct review of the topic, expert opinion, best practice case studies, latest research, benchmarks, and self-assessment resources. Various materials—such as e-books, reports, and infographics—are provided as downloadable links.

Topics for these best practice reports are suggested by our members through our member-only Research Request Service. Why not join and become part of a dynamic community that is committed to continuous improvement and organisational learning?

Topic: Achieving High Levels of Employee Happiness

Sub-Topics:

1. What is "employee happiness"?
2. Which organisations have received recognition for achieving high levels of employee happiness?
3. How have organisations reached high levels of employee happiness?
4. What research has been undertaken into employee happiness?
5. What tools and methods are used to achieve employee happiness?
6. How is employee happiness measured?
7. What do business leaders say about employee happiness?

Employee Happiness: The Definition

What exactly does "employee happiness" mean? Happiness at work is a mindset, which enables employees to maximise their performance and achieve their potential. An important part of this happiness is the emotional commitment or engagement that employees develop towards a company, its values, and its mission.

The Stage

Why should an organisation be interested in developing a culture of happiness within the workplace? The answer is simple: an investment in the happiness of employees is a crucial investment in the health of an organisation. Evidence from decades of research has shown that improving happiness in the workplace delivers significant increases in profit, productivity, and innovation; it also leads to substantial cost savings. Happier workers are healthier, more effective in teams, and provide better customer service. Happier businesses attract top talent, and are more likely to retain their best workers.

The Research

The following information and links are recommended as a result of research carried out through BPIR.com. This research is intended to help you initiate and implement improvements within your organisation. Feel free to download or link to any of the related files.

Author: Neil Crawford, BPIR.com Limited
Editors: Dr Robin Mann, Centre for Organisational Excellence Research;
Michael Adams, maag Consulting (Canada).

1. What is "employee happiness"?

1.1 The Workplace Happiness e-Book

Source: gethppy.com (date of information: 2015*)*

Download: The Workplace Happiness e-Book

Application/Key learning points: The Workplace Happiness e-Book brings together inspiring statements and testimonies from representatives of various organisations. The ideas presented may help your organisation ensure that employees are happy and engaged at work. Each of the statements in the e-book is linked to an organisation that demonstrates workplace happiness best practices. The statements address the question of what workplace happiness and engagement are. As such, management teams might find them a good source of ideas when developing strategic plans and vision statements relating to workplace happiness.

1.2 Five Questions for Happiness at Work and Home

Source: TEDx Southampton University (date of information: 2015)

Link (15-minute video): Five Questions for Happiness at Work and Home

Application/Key learning points: Vanessa King is a board member at Action for Happiness, a movement of people committed to building a happier and more caring society. In this 15-minute video, she presents research evidence to show that happy workers are productive workers, and argues this is why employers need to enhance the happiness, wellbeing, and resilience of their employees. This video provides a good launching point for discussion at team meetings.

1.3 Happiness Is a Serious Business

Source: happinessworks.com (date of information: 2015)

Link (17-minute video): Happiness is a serious business

Application/Key learning points: Happiness is a serious business, Nic Marks at TEDxDanubia (BPIR).

1.4 Radio Podcasts for Engagement

Source: engageforsuccess.org (date of information: various)

Link: Podcasts about Employee Engagement and Happiness

Application/Key Learning Points: The Engage for Success website has some interesting radio show podcasts on employee engagement and happiness. These provide a quick way to learn from other organisations and experts. The majority of the podcasts are worthwhile; however, we particularly recommend podcast #154, "Happiness vs. Motivation", and podcast #155, "Measuring the Value of Employee Engagement". These podcasts could be played at consecutive team meetings and serve as launching points for discussion and brainstorming sessions.

> *"When people are financially invested, they want a return.*
> *When people are emotionally invested, they want to contribute."*
> *—Simon Sinek, author of Start With Why:*
> *How Great Leaders Inspire Everyone to Take Action*

2. Which organisations have received recognition for achieving high levels of employee happiness?

2.1 The 50 Best Places to Work in 2016

Source: Inc.com (date of information 2016)

Download (PDF): The 50 Best Places to Work in 2016

Application/key learning points: Inc.com has posted a six-page list of the 50 best places to work in the United States in 2016. The organisations on this list have been examined from the perspective of employee happiness. Live links are provided within the PDF document under each company name. The companies were scored in three main areas:

1. Employee Financial Security: 30 per cent of the score. This includes retirement, insurance, and other financial benefits. It also includes employee satisfaction garnered through opportunities for flex-time and unlimited vacation time.
2. Employee Feedback: 34 per cent of the score. The companies that scored best through this measure went to great lengths to capture, understand, and act upon insights from their staff. Companies were scored on the design of their systems, the depth of their insights, and the thoroughness of their follow-up.
3. Performance Innovation: 36 per cent of the score. Companies were scored according to the special measures they took to motivate and recognise employee performance.

Some of the companies listed may be potential benchmarking partners for your organisation.

2.2 The Least Loyal Employees

Source: payscale.com (date of information: 2016)

Link: The Least Loyal Employees

Application/Key Learning Points: This site reports on large organisations in the United States that demonstrated the worst levels of employee loyalty in 2016. The reasons for the low levels of loyalty, which will be of interest to many organisations, are directly related to low employee satisfaction and happiness.

2.3 Best Companies to Work For

Source: Fortune.com (date of information: 2012-2014)
Links:
- 100 Best Companies to Work For
- Top companies: Low turnover
- Best benefits: Work-life balance

Application/Key Learning Points: This comprehensive resource provides a great deal of useful data for organisations to examine. You can filter the information of most interest when comparing organisations and methods. Among the lists provided are companies with a low turnover rate (2-3%), and a 'top ten' list of the best companies whose employees are encouraged to balance their work and personal lives.

2.4 Which Companies "Win" on Employee Loyalty against Competitors?

Source: payscale.com (date of information: 2016)

Link: Which Companies "Win" on Employee Loyalty against Competitors?

Application/Key Learning Points: This article takes a look at organisations in similar lines of business and examines how they compare when it comes to typical employee tenure. Levels of pay, stress, and employee satisfaction are compared, as well as the median length of time employees remain with an organisation. This data could be used by your organisation as a good baseline for comparison.

2.5. Examples of Employee Happiness-related Awards

Source and links:

- [The Australian HR Awards](#)
- [The Canadian HR Awards](#)
- [Best Practice in Employee Engagement](#), Hong Kong
- [IBM Kenexa Best Workplaces Award](#), New Zealand
- [Excellence in Workplace Well-Being](#), Singapore
- [HR Excellence Awards](#), United Kingdom
- [Employee Engagement Awards](#), United Kingdom
- [UK & Ireland 2015 Employee Engagement Awards winners announced](#)
- [Happiest Company Awards](#), United States
- [North American Employee Engagement Awards 2016](#)

Application/Key learning points: The preceding are just a small sample of awards relating to employee happiness. The award application criteria shown on these websites will be helpful since they are designed to evaluate best practices. In addition, these websites are likely to list the names of previous award winners and may have case studies giving details of some of their best practices. Award winners are usually excellent organisations to contact and from which to learn.

2.6 America's Biggest Companies Ranked on How Quickly Employees Jump Ship

Source: [businessinsider.com.au](#) (date of information: 2013)

Link: [A New Report Ranks America's Biggest Companies Based On How Quickly Employees Jump Ship](#)

Application/Key Learning Points: This article compares organisations that have high employee turnover with those that have low turnover. The high turnover group has a median employee tenure of around one year. For organisations that reported low turnover, the median employee tenure ranged from 7-20 years. This information might help organisations evaluate what causes employees to leave and improve these areas.

3. How have organisations reached high levels of employee happiness?

3.1 Implementing a 'Martini Culture' – Consumer Intelligence Limited

Source: [engageforsuccess.org](#) (date of information: 2014)

Link: Case Study: [Implementing a 'Martini Culture'](#)

Application/Key Learning Points: This interesting case study from the Engage for Success website describes how the Head of Talent at Consumer Intelligence implemented a culture in which employees could work "any time, any place, anywhere". A vision for the organisation was developed in which employees were free to work where and when they were most productive. The aim of the project was to develop and maintain an innovative, "start-up like culture" in order to create significant future growth. The outcomes included a reduction in voluntary turnover (from 17% in 2013 to 6% in 2014) and a significant increase in wellbeing (stress levels were reduced as people felt they had greater control over their work-life balance).

3.2 Potential Best Practice Partner: Allied Irish Bank (AIB) Case Study

Source: engageforsuccess.org (date of information: 2014)

Download (PDF): Making AIB a great place to work again

Application/Key Learning Points: Most organisations would benefit from reading this short case study. After the financial crisis in 2007, the number of staff at AIB was cut from 24,000 to 11,000, and 70 branches were closed. The CEO realised that only people could make the difference and turn the company around. The case study outlines how AIB re-engaged with its employees and, by doing so, returned to underlying profitability: from a pre-tax loss of €3.73bn in 2012, the bank made a €1.1bn profit in 2014.

3.3 Potential Best Practice Partner: Alcoa Power and Propulsion

Source: engageforsuccess.org (date of information: 2013)

Link: Alcoa Power and Propulsion, Best Employee Engagement Initiative Winners

Application/Key Learning Points: This outstanding case study focuses on employee engagement and management; it is a recommended read for organisations. Alcoa Power and Propulsion was the CIPD People Management "best employee engagement initiative" award winner in 2013, and also won the overall "people management" award. The case study explains how Alcoa delivered the creative, cost-effective approach that saw the company win these prestigious awards. Alcoa has continued to build on these results and has improved its engagement survey scores and overall business performance.

3.4 Transformation through Employee Engagement: Meeting the Public Services Challenge

Source: ipa-involve.com (date of information: 2011)

Download (PDF): Transformation through Employee Engagement

Application/Key Learning Points: This 20-page report is recommended because it uses eight case studies to describe effective employee engagement in organisations that deliver public services. This report gives guidance on how to enable managers to become fully engaged; this will then equip them in a practical way to build engagement within the employees for whom they are responsible. More information about IPA's publications and activities is available at www.ipa-involve.com.

3.5 Meeting the Challenge: Successful Employee Engagement by the NHS

Source: ipa-involve.com (date of information: 2014)

Download (PDF): Meeting the Challenge-NHS

Application/Key Learning Points: This research is based on in-depth case studies of employee engagement using eight high performing National Health Service (NHS) trusts in the United Kingdom. The report is comprehensive and authoritative, and should prove an invaluable resource for organisations to study. The full list of case studies associated with this report may be found at Case Studies.

"Your number one customers are your people.
Look after employees first and then customers last."
—Ian Hutchinson, author of People Glue

## 4.	What research has been undertaken into employee happiness?

### 4.1	Global Human Capital Trends 2016: The New Organization: Different by Design

Source: Deloitte Development LLC, Deloitte University Press (date of information: 2016)

Download (PDF): Global Human Capital Trends 2016

Application/Key Learning Points: This comprehensive global survey—together with expert commentary—covers the measures and components associated with employee happiness and engagement. This 105-page e-book should be a valuable resource for helping reshape and redesign organisations to maximise employee engagement and happiness.

### 4.2	The 10 Essential Pillars of Employee Engagement: How to Measure and Improve Engagement

Source: officevibe.com (date of information: 2016)

Download (PDF): The 10 Essential Pillars of Employee Engagement

Application/Key Learning Points: This 91-page manual can be used to discover which metrics are related to employee engagement, how to measure them, and how to improve them. An understanding of these metrics can help leaders become more emotionally intelligent and, thereby, help ensure employees become fully engaged.

### 4.3	Employee Wellbeing Leading to Engagement

Source: engageforsuccess.org (date of information: 2014)

Download (PDF): Wellbeing and Employee Engagement

Application/Key Learning Points: This 2014 white paper on wellbeing and engagement (42 pages) shows the connection between employee engagement and employee wellbeing, and the resulting impact on individual and organisational performance.

## 5.	What tools and methods are used to achieve employee happiness?

### 5.1	7 Ways to Improve Employee Satisfaction

Source: Inc.com (date of information: 2016)

Link: 7 Ways to Improve Employee Satisfaction

Application/Key Learning Points: Inc.com has many links related to employee happiness that could be useful for your organisation. This article presents seven small, inexpensive changes employers can make to help improve employee satisfaction.

### 5.2	Designing Employee Engagement Activities for Your Business

Source: gethppy.com (date of information: 2015)

Download (PDF): Designing Employee Engagement Activities

Application/Key Learning Points: This e-book of 20 pages is a comprehensive resource covering employee engagement practices. The ideas presented here could help your organisation build an integrated employee engagement policy that includes an employee recognition system.

5.3 Management Study Guide: On-line Education Provider

Source: managementstudyguide.com (date of information: 2016)

Links: Articles on Employee Engagement

Application/Key Learning Points: This website can be used by organisations to provide in-depth training for selected staff. ManagementStudyGuide.com is an educational portal designed to provide students and corporate workforces with access to rich, easy-to-understand, instruction on many management-related topics. All of the training resources are job-orientated and skill-based programs that have been demanded by industry.

Additional Links: Example Topics

- Employee Engagement - Introduction
- Process of Employee Engagement
- Benefits of Employee Engagement
- Elements of Employee Engagement
- Dimensions of Employee Engagement
- Phases of Employee Engagement
- Characteristics of Engaged Workforce
- 3 Cs of Employee Engagement
- Employee Engagement Key Players
- Employee Engagement Initiatives
- Types of Employees

- Drivers of Employee Engagement
- Job Role and Employee Engagement
- Challenging Work as a Driver of Employee Engagement
- How to Engage Women Employees?
- Increasing Customer Satisfaction
- Employee Engagement Surveys
- Do Employees Quit Their Jobs Because of Their Bosses?
- Maslow's Need Hierarchy
- Zinger Model of Employee Engagement
- Effect on Financial Performance

5.4 NHS Staff Engagement Toolkit

Source: www.nhsemployers.org (date of information: 2013)

Download (PDF): NHS Staff Engagement Toolkit

Application/Key Learning Points: The NHS has provided a comprehensive 97-page toolkit for creating and enhancing staff engagement. This resource is a 'click and go' guide, which enables you to find the information you need about specific topics quickly and directly. The toolkit contains a wide range of information, which ranges from an introduction to staff engagement to practical working examples: it provides evidence of the benefits organisations can achieve from having an engaged workforce. Employee engagement is shown to link strongly to key measures of employee effectiveness such as improved attendance, higher productivity, and greater discretionary effort.

5.5 Enhancing Performance through Employee Engagement

Source: engageforsuccess.org (date of information: 2014)

Download (PDF): Engaging for Success: Enhancing Performance through Employee Engagement

Application/Key Learning Points: The Engage for Success website contains a large amount of information on employee engagement and happiness. The Engage for Success movement started in 2008, when David MacLeod and Nita Clarke were invited by the British government to write a report on the value of employee engagement in the United Kingdom. Engaging for Success, also known as the MacLeod Report, was published in 2009. The report recommended the creation of a task force of business leaders to start a national campaign to raise awareness of employee engagement and to share good practices. This task force was set up in 2011.

5.6 Eleven Secrets to Keeping Employees Happy

Source: businessnewsdaily.com (date of information: 2016)

Download (PDF): 11 Secrets to Keeping Employees Happy

Application/Key Learning Points: This article describes a number of great ideas for keeping employees happy. The concepts and ideas represented are linked to further valuable information.

6.   How is employee happiness measured?

6.1 Improving Employee Experience Using People Analytics

Source: gethppy.com (date of information: 2016)

Download (PDF): Improving employee experience using people analytics

Application/Key Learning Points: This is a valuable resource for managers to study to get a sound overview of the use of analytics to measure employee engagement. This detailed white paper of 35 pages outlines how an HR department can assess human capital return on investment by mapping every touch point within an employee's experience, and by using people analytics.

6.2 Happiness at Work

Source: gethppy.com (date of information: 2013)

Download (PDF): Happiness at work

Application/Key Learning Points: This background paper (18 pages) may be useful to help organisations develop happiness at work measures. The document examines happiness at work—including recent HR trends—and employee engagement. It also addresses ways to increase workplace happiness.

6.3 Is Employee Engagement REALLY Worth It?

Source: good.co (date of information: 2014)

Link: Is Employee Engagement REALLY Worth It?

Application/Key Learning Points: This infographic records the return on investment for employee engagement, and indicates what the key drivers of employee engagement are. This infographic could be used as a training resource within your organisation.

6.4 Here's What Workers REALLY Want (infographic)

Source: good.co (date of information: 2014)

Link: Here's What Workers REALLY Want

Application/Key Learning Points: This infographic outlines the factors affecting employee satisfaction and the impact these have on employee engagement and actions in the workplace. It is a possible training resource for your organisation.

6.5 Workplace Health: Self-Assessment

Source: bpir.com
Download (PDF): Workplace Health: Self-Assessment
Application/Key Learning Points: Two self-assessments are provided to help you identify strengths and opportunities for improvement in workplace health.

6.6 40 Survey Questions You Can Use Right Now

Source: officevibe.com (date of information: 2016)

Download (PDF): 40 Survey Questions You Can Use Right Now

Application/Key Learning Points: The download provides 40 simple survey questions that your organisation might be able to use to measure employee satisfaction in a future survey.

6.7 The Global and Real-time State of Employee Engagement

Source: officevibe.com (date of information: 2016)

Link: State of Employee Engagement

Application/Key Learning Points: Employees need to feel they are respected, they are part of the team, and that their ideas are important. Once this happens, they'll be more likely to "go the extra mile" for their company—to provide great service, come up with innovative ideas, and help the company develop. This website displays a live counter showing ten strategic measures of employee engagement/happiness derived from a great many organisations. The website allows you to drill down into the reasons why each of these measures is important.

6.8 Employee Surveys: The Complete Guide

Source: officevibe.com (date of information: 2016)

Download (PDF): Employee Surveys

Application/Key Learning Points: This 13-page guide describes how questionnaires, polls, and surveys can give employees a voice within their organisation. Good surveys enable managers to gather information that will benefit employees and improve the company. Significantly, questionnaires present employees with an opportunity to give voice to issues about which management might not be aware.

6.9 Employee Engagement: Self-Assessment

Source: bpir.com

Download (PDF): Employee Engagement: Self-Assessment

Application/Key Learning Points: This self-assessment will provide you with guidance about the levels of employee engagement within your organisation. It will help you identify and address gaps, as appropriate.

6.10 Flexible Work Arrangements: Self-Assessment

Source: bpir.com

Download (PDF): Flexible Work Arrangements: Self-Assessment

Application/Key Learning Points: This self-assessment will assist you to gauge the effectiveness of workplace flexibility for an individual job, or for all roles within an organisation or department.

"The way your employees feel is the way your customers will feel.
And if your employees don't feel valued, neither will your customers."
—Sybil F. Stershic, author of
Taking Care of the People Who Matter Most:
A Guide to Employee-Customer Care

7. What do business leaders say about employee happiness?

"To win in the marketplace, you must first win in the workplace."
—*Doug Conant, CEO of Campbell's Soup*

"Your number one customers are your people. Look after employees first and then customers last."
—*Ian Hutchinson, author of People Glue*

"Employees who believe that management is concerned about them as a whole person—not just an employee—are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."
—*Anne M. Mulcahy, former chairperson and CEO of Xerox Corporation*

On what high-performing companies should be striving to create: "A great place for great people to do great work."
—*Marilyn Carlson, former CEO of Carlson Companies*

"The way your employees feel is the way your customers will feel. And if your employees don't feel valued, neither will your customers."
—*Sybil F. Stershic, author of Taking Care of the People Who Matter Most: A Guide to Employee-Customer Care*

"Always treat your employees exactly as you want them to treat your best customers."
—*Stephen R. Covey, author of The 7 Habits of Highly Effective People*

"When people are financially invested, they want a return. When people are emotionally invested, they want to contribute."
—*Simon Sinek, author of Start With Why: How Great Leaders Inspire Everyone to Take Action*

Conclusion

This report outlines the best practices research undertaken by BPIR.com in the area of employee happiness. The best practices have been compiled under seven main headings. This new layout is designed to enable you to scan subjects that are of interest to you and your organisation, quickly assess their importance, and download relevant information for further study or to share with your colleagues.

Disclaimer: *Recent information has been included in this report to ensure our readers are kept up to date with the latest research; where possible, permanent links have been provided. At the time of publishing, all links are live. We apologise in advance for any broken links that might occur after publication due to matters beyond our control.*

the essential resource for benchmarking and best practices
www.bpir.com

We hope you have enjoyed this latest BPIR.com Best Practice Report.

Since 2002, BPIR.com Best Practice Reports have been at the cutting-edge of business performance improvement research. Our international team of researchers examine the latest trends and results from across the globe, and collate them into a short, easy-to-read digest. Our aim is to eliminate the jargon and give concrete examples of how the latest trends are actually working out for business leaders around the world.

Over the years, we've produced more than 70 Best Practice Reports, examining wide-ranging and diverse topics including Six Sigma,social media, manufacturing outsourcing, Lean techniques, flexible work arrangements, and product life cycle management. All of our best practice reports are available at BPIR.com as one of the many membership benefits of the Business Performance Improvement Resource.

To find out more about membership, email membership@bpir.com or visit www.bpir.com.

the essential resource for benchmarking and best practices

www.bpir.com