

QoWL Diagnostics: Problems and Solutions

- As a consultant, partnering with QoWL enables access to expertise in survey analysis and design, statistics, interpretation and reporting.
- The QoWL Survey has been developed by University researchers over 10 years and is a powerful diagnostic consulting tool providing an objective measure and benchmarks for 13 work life factors and 21 specific workplace wellbeing outcomes.
- Our reports tell an objective and revealing story about organisational health; they clearly identify the nature and location of organisational problems, and enable the consultant to design and deliver interventions that solve those problems for the client.
- Our independence and academic background lend weight to our conclusions, and provide credibility when suggesting solutions.
- Because our survey tools are psychometrically valid and rigorously tested, they can be reliably and repeatedly used to evaluate solutions.

QoWL Diagnostics 1: Work Life Factors

QoWL measures...	This highlights problems related to...	Consultants could provide solutions such as...
Work-Related Quality of Life (WRQoL) Factors		
Career & Job Satisfaction	Job satisfaction, career, development needs	Training needs analysis, succession planning, job enrichment, coaching
Working Conditions	Poor working environment, lack of appropriate tools etc	Environmental reviews, ergonomic analyses, risk assessments
General Wellbeing	Mental and physical health, illness, depression, absence	Health Promotion, Occupational Health, absence management
Home-Work Interface	Work-life balance	Awareness and management training, flexible working policy
Stress at Work	High levels of stress at work	Stress management, time management, training for managers, coaching
Control at Work	Inadequate involvement in decision making	Review of management and communications, management training
Stress Factors		
Role	Lack of role clarity, conflicting roles	Job evaluation, role clarification, communications improvements
Peer Support	Lack of support from colleagues	Role exchanges, provision of social spaces, social interaction, team-working
Relationships	Conflict, bullying and harassment at work	Conflict resolution, policy development, awareness, management training
Managerial Support	Lack of support from managers and the organisation	Leadership development, management training, better resource management
Demands	Excessive workload pressures, overload	Stress risk assessments, workload planning, stress management
Control	Basic aspects of control e.g. pace of work, breaks	Work process reviews, employee consultation, management training
Change	Poor change management, inadequate communication	Change management interventions, review of internal communications

Notes: Factor scores are derived from answers to a number of related questions asked in the QoWL Survey. The WRQoL factors come from QoWL's Work-Related Quality of Life Scale. The Stress factors come from the UK Health & Safety Executive's Work-Related Stress Indicator Scale (HSE, 2004)

QoWL Diagnostics 2: Workplace Wellbeing Outcomes

QoWL measures...	This highlights problems related to...	Consultants could provide solutions such as...
Workplace Wellbeing Outcomes		
Perception of fair pay	Rewards, industrial relations, communications	Review of rewards, benchmarking of competitors, communications initiatives
Relationships with others	Lack of teamwork, conflict, bullying, harassment	Team-working, awareness training, policy development, support
Quality of supervision	Management skills, management overload	Management development, coaching, 360 degree / leadership appraisals
Interesting, varied work	Insufficient variety, boredom, lack of stimulation/challenge	Job enrichment programmes, personal development reviews
Intention to stay	Retention issues, staff intending to leave, stress	Exit interviews, focus groups, management coaching, action planning.
Job security	Insecurity, fear, poor organisational communication	Consultation, leadership, support for those affected by change/redundancy
Overall QoWL	Culture of the organisation, quality of working life	Culture change, clarification of mission and goals, action on problem areas
Work-life balance	Flexibility, poor policy implementation, management	Development and implementation of flexible working, awareness, training
Motivation	Rewards strategy, leadership, management skills	Improved rewards strategy, management training, involvement, listening
Enjoyment of work	Lack of enjoyment, burnout, relationships, responsibility	Job evaluation, job enrichment, consultation, coaching
Family support for work	Work-life balance, inadequate support from organisation	Improved communications and involvement, better support
Communication at work	Poor top-down communication, line management	Improved top-down communications, review of communications processes
Pride in the organisation	Low morale, lack of belief in organisation's values	Leadership development, listening, better communication of vision,
Personal productivity	Inadequate feedback on performance, management	Performance management training, review/improvement of appraisal systems
Anxiety	Fear, worry, insecurity, stress, bullying, relationships	Stress management, tackle local/organisational causes of anxiety
Would recommend the org.	Communications and marketing, reputation.	Involvement, improved consultation, investment in people initiatives
Sense of achievement	Lack of achievement, inadequate feedback, goal-setting	Find out what represents 'achievement' locally, empower local initiatives
Personal performance	Beliefs about performance, feedback, management	Performance management, regular appraisals and feedback
Travelling to work	Time, discomfort, congestion, stress, fatigue, flexibility	Flexible start-finish times, travel-to-work schemes, local solutions
Sleep	Insomnia, daytime sleepiness, anxiety, health problems,	Risk assessments, health promotion, individual support for sleep problems
Overall job satisfaction	Lack of enjoyment, dissatisfaction, unhappiness at work	Address causes of dissatisfaction, enable local solutions

Notes: Outcome scores are derived from answers to individual questions in our Workplace Wellbeing Outcome (WWO) Scale.