Assessing Organizational Health

Organizational Health Institute

What is organizational health?

Businesses are powered by people. The ability for employees to perform at their highest level is largely contingent upon their overall well-being. Simply put, the organizational health of a company is as resilient and innovative, or as fragile, as the overall population.

By reviewing decades of research, Wanido has determined three primary elements of employee well-being: Company Culture, Personal Health, and Financial Health. The interplay of these three areas are largely responsiblefor the attention, energy, and commitment each employee is able to devote to their work. Take for example a theoretical employee named Alex. Alex has been with our company for five years. During that time, performance evaluation and interpersonal relationships have been positive. Recently, Alex has been promoted to department manager.

Around the same time, Alex's spouse was laid off and the family has experienced financial strain as a result. Alex is struggling with the stress of increased responsibilities, navigating a transition from peer to manager, and personal finances. As a result, Alex spends a significant part of the day trying to appear busy and productive while struggling to concentrate and complete tasks.

The power of organizational health data

4.65%
of Payroll

A new way of thinking has taken hold within the American workforce. Employees are no longer satisfied with the concept of work-life balance. It's just life. Employees expect their employers to appreciate their unique characteristics, create an environment that facilitates professional development, and supports personal well- being. Understanding the organizational health of the company helps business leaders accomplish all three.

A significant body of research has shown that there is a substantial financial opportunity available. Businesses that properly identify and support the underlying barriers for employee productivity, absenteeism, and presenteeism caused by low engagement and well-being can expect to recoup approximately 4.65% of payroll expenditure.

The collection of data

Effective organizational health data can be challenging to obtain but is worth the effort. The methods and data chosen may also vary depending on the systems utilized and administrative support. Keep in mind that survey data tends to skew positive for both employee self-report and company attitudes. This makes it imperative to measure employee behavior and resource utilization to understand the needs and barriers of the population more accurately.

Organizational Health is a complex interplay of employee attitude and behavior. In order to fully assess the employee state, both must be taken into consideration.

Complete based on current practices: check the box by each item your company tracks and select the frequency of evaluation.

Frequency *

Assessing Culture

	W	M	Q	A
▨ **Request and Catalog Employee Suggestions**	▨	▨	▨	▨
▨ **Request and Catalog Employee Survey Responses**	▨	▨	▨	▨
▨ **Conduct and Catalog Exit Interviews**	▨	▨	▨	▨
▨ **Interview Current Managers and Employees**	▨	▨	▨	▨
▨ **Measure Usage and Usability Across All HR Platforms**	▨	▨	▨	▨
▨ **Request Onboarding Feedback and Catalog Responses**	▨	▨	▨	▨

Assessing Health

	W	M	Q	A
▨ **Health Plans: Track Participation and Preventative Care**	▨	▨	▨	▨
▨ **Track Unanticipated PTO, Leave, and Reason for Absence**	▨	▨	▨	▨
▨ **Track PTO Usage, Global PTO Balance and Trends**	▨	▨	▨	▨
▨ **Conduct and Catalog Employee Health Survey**	▨	▨	▨	▨
▨ **Wellness programming and EAP: Track usage and trends**	▨	▨	▨	▨

Assessing Finance

	W	M	Q	A
▨ **Track Garnishment Trends**	▨	▨	▨	▨
▨ **Retirement: Plan Participation and Contribution Changes**	▨	▨	▨	▨
▨ **Retirement: Track Loans and Hardship Withdrawal**	▨	▨	▨	▨
▨ **Track and Catalog Paycheck Advancement Requests**	▨	▨	▨	▨
▨ **Conduct Employee Financial Wellness Survey**	▨	▨	▨	▨

Scoring

Each area measured counts as one point: count the blue checkmarks on the left. Next, add additional points according to the below chart and see where your company sits on the meter.

Weekly   (W) = 3   Quarterly (Q) = 1
Monthly   (M) = 2   Annually (A) = 0

Annual is considered the default so no additional points are awarded.

*W=Weekly M=Monthly Q=Quarterly A=Annually

Score: _____

■ 0-16	Just Starting
■ 17-32	Room to Grow
■ 33-48	Getting There
■ 49-64	Impressive

Additional variables

- Validity of Survey Data
- Engaged and Supportive Management
- Frequency of Assessment
- Survey Fatigue
- Participation Percentage Across Population
- Global and Local Factors

Creating an action plan

This assessment is intended to show the holistic nature of organizational health and be used as a guide for the data needed to create a thoughtful strategy. A common misconception is that surveys are the key to employee insight. Surveys are important but, as mentioned previously, they are often flawed or provide an incomplete picture.

Global buy-in is paramount for ongoing strategy success. Employees must see that there is a benefit to sharing their experience and insight. Once the means of collection have been identified, the appropriate frequency for each area must be determined to ensure early detection of changing trends. The optimal frequency of data collection and analysis is typically monthly. Successful strategies include employee and leadership champions who help interpret data and determine the company's response.

Long-term business impacts

Businesses with strong organizational health are proven to have better business outcomes than businesses with low organizational health. Impacts include:

Increased

17%	21%	20%	10%
Productivity	**Profitability**	**Sales**	**Customer Loyalty**

Decreased

16%	81%	64%	57%
Turnover	**Absenteeism**	**Accidents**	**Presenteeism**

***The Organizational Health Institute collects the latest analytics, survey results, white papers, studies, and insights for the workforce industry.
The institute divides workforce analytics into three sub-categories culture, health, and finance along with workforce psychology.