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[W]hole Health, Maudlin

Kimberly Williams-Roberts

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Consultancy Project Executive Summary

Organization: Gardner-Webb University College of Education

Project Title: [w]HOLE HEALTH, MAULDIN

Candidate: Kimberly Williams- Roberts

Consultancy Coach: Dr. Dale Lamb

Defense Date: November 16, 2021

Authorized by: Mark Putnam, Director of Human Resources

Approval

This consultancy project was submitted by Kimberly Williams-Roberts under the direction of the persons listed below. It was submitted to the Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

Dr. Dale Lamb, Faculty Advisor Gardner-Webb University	Date
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Mark Putnam, Site Advisor Director of Human Resources	Date
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Acknowledgements

“Give thanks to the Lord, for he is good; his love endures forever.” 1 Chronicles 16:34 NIV.

To God be all the glory—by whom I live, move, and have my being. I have no doubt that God is real. I am living proof and am eternally grateful for His limitless love, grace, mercy, favor, patience, and forgiveness. I pray that You will continue to keep me and allow me to use this gift for Your praise, Your honor, and Your glory.

To my family—WOW! Some of you saw this when I did not and some of you did not see it all (smile). Your support has meant the world to me, and I would not have made it without you. Mooka (Kiya), you are by far my greatest accomplishment. I am more than proud of the woman you are becoming and can hardly wait to see the phenomenal woman you will be. You were supportive of me from the very beginning of this program, which made the decision easier. Tanya and Tony, you opened your home to me for my weekend classes. Some may say, “That is what families do,” but not all families do; and you certainly were not obligated. Thank you. You all know how important family is to me, and I love you all.

To my church family—what a tremendous support system. I appreciate all your prayers and all the times you listened when I complained or thought I could not finish. You have been a strong tower and a constant beacon of hope. I love you all.

To my “ride or dies,” my kinship—I can hardly find words. Dr. Jacqueline J. Norton, you introduced me to this program and were SO confident that I could complete it. You have been with me every step of the way—encouraging me, supporting me, and loving me unconditionally not just in this endeavor but my whole life. Nessa, you and I,

the “awesome twosome,” have been through it all, and your consistency has never failed. You have proven that no matter what, you have my back. Ash, just when I thought there was no more room in my hula hoop, you showed up and now I cannot imagine life without you. You have come to know me better than I know myself; when I wanted to quit, you pushed away my doubt and made me believe I WOULD. I love you all beyond any words in any dictionary.

To the other part of the “terrific trio”—Jacqueline Palmer and Tawanda Carpenter—we have held each other accountable, we have encouraged each other, and we have strengthened each other in times of weakness. We have laughed together, we have celebrated together, and we have cried together through personal and professional trials and triumphs. You will forever be a part of my “team,” and our bond will only be broken by death. I love you both.

To the GWU professors, especially Dr. Hamilton and Dr. Lamb (my consultancy coach), thank you for your guidance and always making it seem like this was “easy” when I could not see the end. Your dedication to this program is evident in the way you support the students. It is more than appreciated and will never be forgotten.

Last, and with a heavy heart and tear-filled eyes, I have to send my spirit of thanksgiving to my beloved, Leo, affectionately known to me as, “Papi, mi corazon, mi vida, mi amor.” You understood me like no other. You knew and experienced my flaws and loved me unconditionally beyond them. You were the husband I dreamed of but never thought I deserved; I thank God, even to this day, for having allowed me such a perfect provision. I had many doubts as to the completion of this program but never doubted that you would be front and center to celebrate with me. Our plans were not

God's plans, but I can feel you celebrating with me, big smile and all, saying, "I knew you could do it. I'm so proud of you, Mami!" I think of you every day and I miss you more as each day passes, but I know you are still with me. This doctoral degree is dedicated to the unforgettable **LEONARDO EDUARDO ROBERTS, SR.** Rest well, my love—until we see each other again. **ILYSH.**

Abstract

[w]HOLE HEALTH, MAULDIN. Williams-Roberts, Kimberly, 2021: Consultancy Project, Gardner-Webb University.

Since the onset of COVID-19 during the early part of 2020, business owners and leaders have mostly focused on keeping their doors open amidst lockdowns and social distancing mandates. After over a year into the pandemic, the world is slowly opening up, despite the imminent threat of the virus. As we continue to adjust to this “new norm,” business leaders now must look at how these changes have and will affect their employees. The continuation of this process includes finding ways to provide the much-needed support to employees by way of improving wellness programs. Despite the availability of vaccinations, businesses reopening, and people returning to work, the pandemic has left many scars in all aspects of the health arena. According research conducted by Oracle and Workplace Intelligence, 2020 was the most stressful year for employees (Laker & Roulet, 2021). Of those surveyed, 78% stated that the pandemic had negative impacts on their mental health, 76% said companies should be more involved in protecting employees’ mental health, and 85% indicated that their work-related stress was affecting their home lives (Laker & Roulet, 2021). The goals and projected outcome of this project are to implement a holistic well-being program in Mauldin City Government, which will demonstrate concern for the employees as well as benefit the organization by retaining and recruiting talent, decreasing health costs, and increasing productivity.

Keywords: holistic, well-being, wellness, workplace, COVID-19

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1 Introduction

1.1 Project Purpose

This project endeavors to address the need for a more comprehensive well-being program in the workplace. Due to the unprecedented global pandemic caused by COVID-19 and its many impacts, the extent of which is still unknown, it is imperative for employers, employees, and workplace cultures to adjust and rise to the call of this “new normal.” This project posits that a critical component of this shift should be a more intentional focus and investment in holistic well-being.

Holistic well-being has multiple, slightly varying definitions but for the purpose of this project is defined as an approach to health that considers a person’s health holistically—mind, body, and spirit. Attention to all three of these aspects is necessary to stay balanced. The long-standing red triangle, suggested by Dr. Luther Gulick in 1891, was the symbol for the YMCA, with its three equal sides, representing man’s essential unity—mind, body, and spirit. Each side is necessary, and all three are needed to equal a whole (Purcell, 2021). As was true then, so it is even more today as it spotlights what is missing from traditional workplace “wellness” programs, which is a holistic focus on individual “well-being”—a program as such does not only center on physical health but also on mental, emotional, and spiritual aspects which encompass the entire human experience.

Research shows corporate well-being programs affect various aspects of an organization such that implementing and/or improving well-being programs have the capacity for substantial and far-reaching improvement. Specifically, this project will look to implement a well-being initiative at the level of local government, positing significant impacts in the following areas:

- Employee morale to include mental health, engagement, productivity, motivation
- Employee retention and absenteeism
- Organizational culture
- Fiscal to include costs of healthcare, new employee training, productivity

I partnered with the City of Mauldin in Greenville, South Carolina. The Mauldin government operates as a council form of government with seven elected officials and six appointed positions. The city employs approximately 203 staff, which expands over seven departments. The purpose and expected outcome will be to introduce a well-being program that will guide the employees to and through a healthier holistic lifestyle.

Terminology and Definitions

- **Well-being.** A state of happiness and contentment, with low levels of distress, overall good physical and mental health and outlook, or quality of life.
- **Holistic.** Emphasizes the importance of the whole and the interdependence of its parts.

1.2 Associated Documents

Appendix A–Mauldin City Mission and Vision Statement

Appendix B–Mauldin City Organizational Chart

Appendix C–[w]hole Health Mauldin Brochure (Outside)

Appendix D–[w]hole Health Mauldin Brochure (Inside)

Appendix E–[w]hole Health Mauldin Bulletin/Flyer

Appendix F–Professional Literature Review

1.3 Project Plan Maintenance

Throughout the journey towards the completion of my consultancy project, its development was analyzed, assessed, and modified as needed. Updates were made in collaboration with my sponsor, Mark Putnam, Director of Human Resources for Mauldin City Government. Dr. Lamb, Consultancy Project Manager, provided thorough, timely, and consistent feedback for each milestone to ensure accuracy and a favorable outcome.

2 Project Scope

2.1 Outline of Partnering Organization's Objectives

2.1.1 Objectives

- The project was purposed to create awareness about the benefits and implementation of well-being practices and how important it is to a balanced life for the employees in Mauldin City Government.
- This project was pursued to increase the knowledge and engagement of the Mauldin City employees toward better holistic health.
- It fits into their organizational activities by being committed to their mission/vision statement—providing quality services and an environment that enhance the quality of life for its employees through a holistic well-being program.

2.1.2 Success Criteria

The success of the objectives recognized by Mauldin City Government is increased interest and engagement in a holistic well-being program to promote complete employee health. As a result, recruitment, retainment, productivity, and better overall employee health will increase, and healthcare costs will decrease.

2.1.3 Risks

The risk associated with this project coming to fruition was convincing the employees of the value of the program and to participate in the program. If there is no buy-in, there is no participation and no program.

2.2 Outline of Student's Objectives

2.2.1 Objectives

- Increase awareness of the importance of holistic well-being
- Introduce ways to implement holistic well-being
- Analyze data from survey feedback and modify the project as needed

2.2.2 Success Criteria

The success of the objectives I recognized is the increased interest and engagement in a holistic well-being program to promote complete employee health. As a result, recruitment, retainment, productivity, and better overall employee health will increase and healthcare costs will decrease.

2.2.3 Risks

The risk associated with this project coming to fruition was convincing the employees of the value of the program and to participate in the program. If there is no buy-in, there is no participation and no program.

2.3 Definitive Scope Statement

The overall scope of work for this informative and interactive holistic well-being initiative is to create a platform that promotes engagement in such a program. By doing so, it will positively impact the organization's culture by increasing employee morale and overall health, retention, and retainment. In the end, the initiative could lead to more well-rounded employees and increased productivity for the organization.

3 Deliverables

3.1 To Partnering Organization

The consultancy project deliverables and estimated dates include the following:

- Milestones of the project (November 2020)
- Goals and objectives of the well-being program (December 2020)
- Well-being survey (July 2021)
- Denison survey (July 2021)
- Well-being survey results (August 2021)
- Denison survey results (August 2021)
- Well-being activities list (September 2021)
- [w]hole Health Mauldin brochure draft (September 2021)
- [w]hole Health Mauldin bulletin/flyer draft (September 2021)
- [w]hole Health Mauldin brochure (final; October 2021)
- [w]hole Health Mauldin bulletin/flyer (final; October 2021)

3.2 From Student

There are no additional deliverables at this time.

4 Project Approach

4.1 Project Lifecycle Processes

The overall approach to this project derived from the need for a holistic well-being program in the workplace, especially since the COVID-19 pandemic. The pandemic has negatively affected people both personally and professionally. It is extremely important that employees, whether working from home or returning to their offices, are equipped with the necessary tools to help them deal with those effects. My project work was based primarily on developing an introductory holistic well-being program for the leaders of the organization to participate in with the intention that the employees will then follow.

4.2 Project Management Processes

Task	Risk management
Goals and objectives	No risk–agreed upon by sponsor and me
Milestones	No risk–provided by GWU
Regular communication with sponsor	Low risk–sponsor made every effort to meet
Research well-being programs in other organizations	No risk–information was readily available via website
Surveys	Low risk–surveys were returned timely
Regular communication with consultancy coach	No risk–coach was readily available via zoom, email, phone call, text
Well-being brochure/bulletin/activities list	No risk–formulated by me

4.3 Project Support Processes

This consultancy project was supported greatly by way of regular meetings with my sponsor. The meetings eventually were held on a bi-weekly basis and included updates and recommended changes, if any. As a courtesy and sign of respect, the city administrator was also informed regularly of the progress of the project and extended opportunities for input.

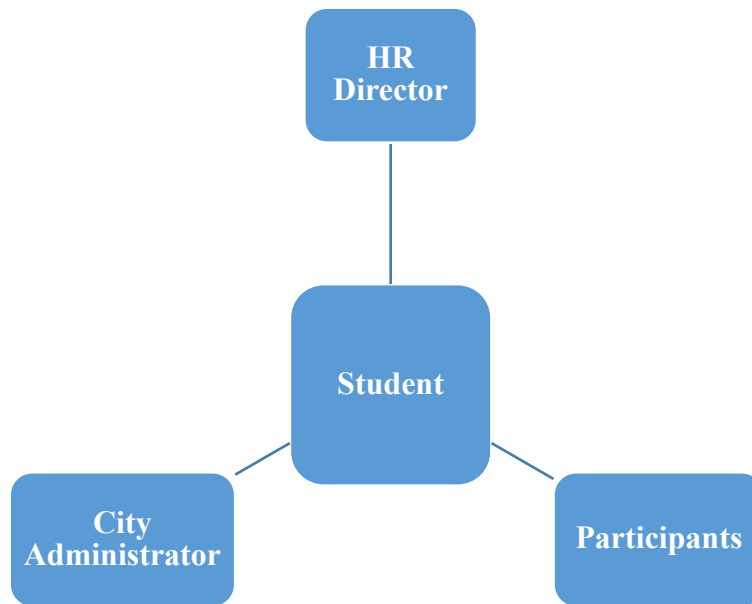
4.4 Organization

4.4.1 Project Team

The project team was made up of the following:

- Student
- Director of Human Resources with Mauldin City Government
- City Administrator with Mauldin City Government
- Participants

4.4.2 Mapping Between Mauldin City Government and Student



5 Communications Plan

The communications plan was carried out primarily through routine phone calls and emails between the sponsor and me. The information exchange included but was not limited to the milestones for the project and the overall purpose of the program and project, goals and objectives, internal information about the organization (organizational chart, budget, etc.), surveys and their results, and the deliverables.

6 Work Plan

6.1 Work Breakdown Structure

- ❖ Assist Mauldin City Government in introducing a well-being program by way of developing a well-being activity calendar, bulletin/flyer, and brochure to be placed strategically throughout campus.
- ❖ To achieve this goal, my plan was to work with upper management for buy-in. After which, the concept of “leading by example” would take effect and employees would follow.

6.2 Resources

- ❖ Annual cost: (will vary)—supplies, instructors
- ❖ Funding sources: Human resource budget
- ❖ Staffing: Human resource staff, yoga/meditation instructors, financial advisors
- ❖ Infrastructure/equipment needs: conference room, bulletin boards, escape room
- ❖ Partnering organizations: churches, animal shelters, after-school programs or other organizations for volunteers, financial institutions, employee assistance program

7 Milestones

Milestone number	Title	Forecast date
1	Develop a detailed statement of purpose	November 2020
2	Develop SMART goals and a list of deliverables	December 2020
3	Develop scope of project	December 2020
4	Develop summary of business and expected benefits from project	February 2021
5	Develop a risk assessment plan	April 2021
6	Develop assumptions and constraints	June 2021
7	Develop outline of plan for all phases, including communication plan	August 2021
8	Develop estimate of financial budget and document assumptions	September 2021
9	Develop a quality assurance plan	September 2021
10	Track and document overall plan performance	September 2021
11	Executive summary	October 2021

8 Metrics and Results

The data collected for this project were quantitative which included two surveys: the Denison Organizational Culture (DOC) Survey and a well-being survey. The DOC survey consisted of 48 questions and the well-being survey consisted of eight sections with six questions each. There were seven active participants of 12 solicited, all part of the leadership team. The charts below show the three lowest and three highest-scoring sections for each survey.

Denison Organizational Culture Survey

Question	Mean score > 2.0	Question	Mean score < 2.0
Member comments/ recommendations often lead to changes.	2.20	There is a long-term purpose/direction for the organization.	1.20
All leaders have a deep understanding of the wants/needs of the staff.	2.20	Organizational leadership has clearly stated the goals/mission of the organization.	1.40
The organization sees failure as an opportunity for learning and improvement.	2.20	There is widespread agreement regarding the goals/mission of the organization.	1.40

The overall data collected from the DOC survey propose strengths in that the understanding of the purpose, direction, goals, and mission of the organization are recognized and accepted by staff and that the goals and mission are known by leadership. Their weaknesses lie in the areas of disconnect between the leadership and staff. The results revealed that staff do not believe leadership understands their wants/needs, their recommendations do not lead to change, and the organization does not utilize failures as learning tools for improvement.

Well-Being Survey

Spiritual well-being	Score	Occupational well-being	Score
I experience love, joy, and fulfillment.	Strongly agree	I am content with where I am in my career.	Strongly disagree
I feel like my life has purpose and meaning.	Agree	I get personal satisfaction and enrichment from work.	Strongly disagree
I engage in acts of caring and goodwill without expecting something in return.	Strongly agree	I am developing the necessary skills to achieve my career goals.	Strongly disagree

The well-being survey revealed strengths in the spiritual well-being section where staff felt their lives had purpose and meaning, they experience love/joy/fulfillment, and they participate in acts of goodwill without expectations. The weakest area was occupational well-being. Staff feel as though their work is not personally satisfying, they are not content with where they are in their career, and they are not developing the skills necessary to achieve

their career goals. In addition, although not shown in the chart, the responses in the employee burnout section were moderate, which can be presumed based on the poor responses in the occupational well-being section.

9 Risks, Constraints, Assumptions

9.1 Risks

Risk description	Mitigation plan (what to do to avoid the risk occurring)	Contingency plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Human resource director and city manager buy-in	To avoid the risk from occurring, introduce the well-being program in a way that intricately explains the purpose and all the benefits to both the employees and the organization. If needed, include data from other organizations that have well-being programs to further explain the benefits.	If the risk occurs, I will reapproach the human resource director and city manager to find out the reason for their decision and to offer adjustments to the program that might better suit their needs.	If the risk occurs, I will have to introduce the program to another organization.	Low
Employee buy-in	To avoid the risk from occurring, I will introduce the program with its purpose and benefits—with benefits not just affecting their employment life but their personal lives, as well.	If the risk occurs, I will show them data and assist with viewing links to success stories of other organizations that have implemented similar programs.	If the risk occurs, I will have to introduce the program to another organization.	Low/Medium
COVID-19	To decrease the risk from occurring, I will follow and encourage the same of the CDC and state guidelines for decreasing the spread of the virus.	If the risk occurs, I will include more virtual activities, where possible, and continue to encourage the practices via CDC and state guidelines.	If the risk occurs, I will introduce the program to another organization, if possible, or adhere to guidelines of possible “shelter in place.”	Medium/High
Funding	To avoid the risk from occurring, the human resource director may need to see if any funds can be reallocated to his budget for this fiscal year.	If the risk occurs, the human resource director would need to include it in this department’s budget for next fiscal year.	If the risk occurs, the program would not be implemented in this fiscal year.	Low/Medium

9.2 Constraints

- a. There is no other well-being program in the vicinity of this organization; therefore, it may make buy-in more difficult.
- b. If there is a more immediate need within the organization, it may take precedence over the well-being program, which would delay the program.
- c. The COVID-19 virus may continue to spread and cause the program to be altered significantly or shut down.

9.3 Assumptions

- a. I assume people do not readily make the connection between holistic well-being and work performance; thus, they see this as something to be addressed separate and apart from the workplace.
- b. I assume many insurance companies do not cover the costs of holistic well-being programs; therefore, employees may not be able to afford it.
- c. I assume many people will limit holistic well-being to a trend in popular culture and consider it a fad rather than a real, comprehensive approach to personal wellness.
- d. I assume there is a great need for the physical, emotional, spiritual, mental, social, and financial well-being of people, especially since the onset of COVID-19.
- e. I assume that Mauldin City Government will discover that this program will be impactful towards benefitting its employees as well as the organization.
- f. I assume that the well-being program will expose the participants to a better way of living—more holistically.

10 Financial Plan

Mauldin City Government's fiscal year runs from July 1 through June 30. The human resource department's budget for their current wellness program is \$4,800.00.

The proposed plan would incur expenses for the following:

- ❖ Yoga/meditation instructors (in person or virtual)
- ❖ Lite breakfast foods: fresh fruit, yogurt, muffins, coffee, orange juice, water
- ❖ Escape room supplies: coloring books, music, dim lighting, pillows
- ❖ Hydration stations: beverage dispenser, fruit, water, cups

Expense item	Estimated monthly/quarterly cost	Estimated yearly cost
Yoga/meditation instructor	\$50/class	\$600.00
Breakfast foods	\$200/quarter	\$800.00
Escape room supplies	\$200/year	\$200.00
Hydration station	\$500/year	\$500.00

Please note: The cost for yoga/meditation instructors could be reduced to \$0 if the organization has instructors within who would be willing to volunteer.

Bulletin boards would be of no cost as they are a part of the organization's in-house supplies.

Financial advisors will typically offer their services at no charge.

Total budget	Estimated yearly expenses	Estimated difference
\$4,800.00	\$2,100.00	\$2,700.00

The estimated difference of \$2,700.00 allows plenty of room for the program to grow.

11 Quality Assurance Plan

To determine the overall effectiveness of this project, the well-being program will be assessed using the Plan-Do-Study-Act (PDSA) model.

Quality Assurance Stage 1: Plan

The overall intention of the [w]hole Health, Mauldin initiative was to launch a model holistic well-being program within the organization that deposits priority on the well-being of the employees.

Quality Assurance Stage 2: Do

I evaluated the existing wellness program and incorporated a holistic well-being program designed to be ongoing with building capabilities. I administered two surveys to the administrative team and some of their members to identify cultural and self-care obstacles. I communicated regularly with the human resource department director.

Quality Assurance Stage 3: Study

Once implemented, the program will be tracked beginning January 2022, which is the halfway mark in the fiscal year. The quantitative data will be analyzed and summarized to measure the effectiveness of the program with potential changes noted throughout the process.

Quality Assurance Stage 4: Act

Once the effectiveness of the program has been evaluated, participants will be asked via a short survey to give input on the program. Based on the information gathered, recommendations will be offered for ways to improve the program and increase participation.

The information gathered from the DOC and well-being surveys is the basis for the action plan below. These recommendations are relevant and uphold the principles of the holistic well-being concept.

Action Plan

Recommendation	Person(s) responsible	Implementation date	Timeline
Form a focus committee to address the disconnect between leadership and staff	Human resource director or designee	November 2021	Ongoing
Organize a staff retreat to develop relationships	Human resource director or designee	March 2022	Annually
Market tuition reimbursement program	Human resource director	November 2021	Ongoing
Develop a mentorship program	Human resource director or designee	January 2022	Ongoing

Recommendations Explained

Form a volunteer-based focus committee: Its purpose would be to receive comments/recommendations from staff to give them a voice to eliminate the disconnect between leadership and staff. The committee would meet as often as deemed necessary, and the information gathered from these meetings would be forwarded to the city manager for review and follow-up.

Organize a staff retreat: Its purpose would be to simply develop relationships. By doing so, this can close the gap between the two parties and create a more conducive environment for personal and organizational growth.

Promote tuition reimbursement program: To address the occupational well-being deficits, Mauldin City can use what they already have—a tuition reimbursement program. Marketing the program via bulletins/posters, mass emails, text messages, and the city's social media are effective and efficient tools to bring exposure to the program.

Develop a mentorship program: Such a program can empower staff in personal development and help to identify and achieve career goals. It can also increase confidence and build professional networks.

Appendix A

Mauldin City Mission and Vision Statement

City of Mauldin

Mission Statement

To provide the leadership and appropriate quality services needed to continue Mauldin as a highly desirable place to live and work.

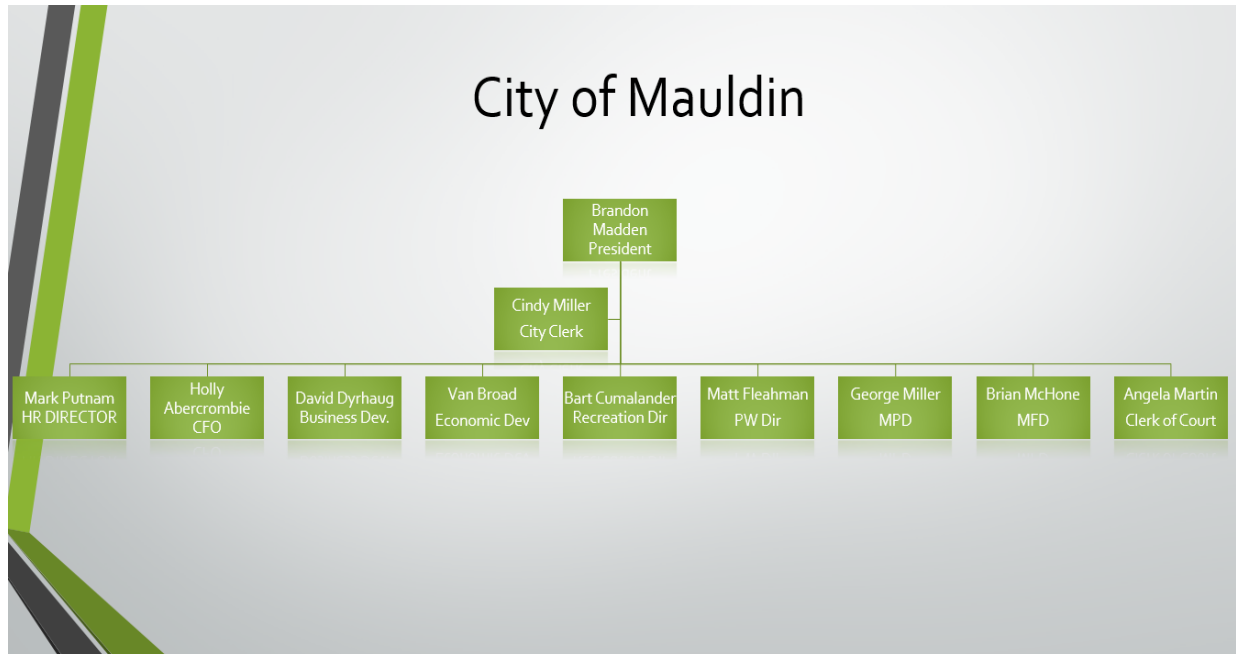


Vision Statement

Provide an environment that enhances the Quality of Life for all Citizens.

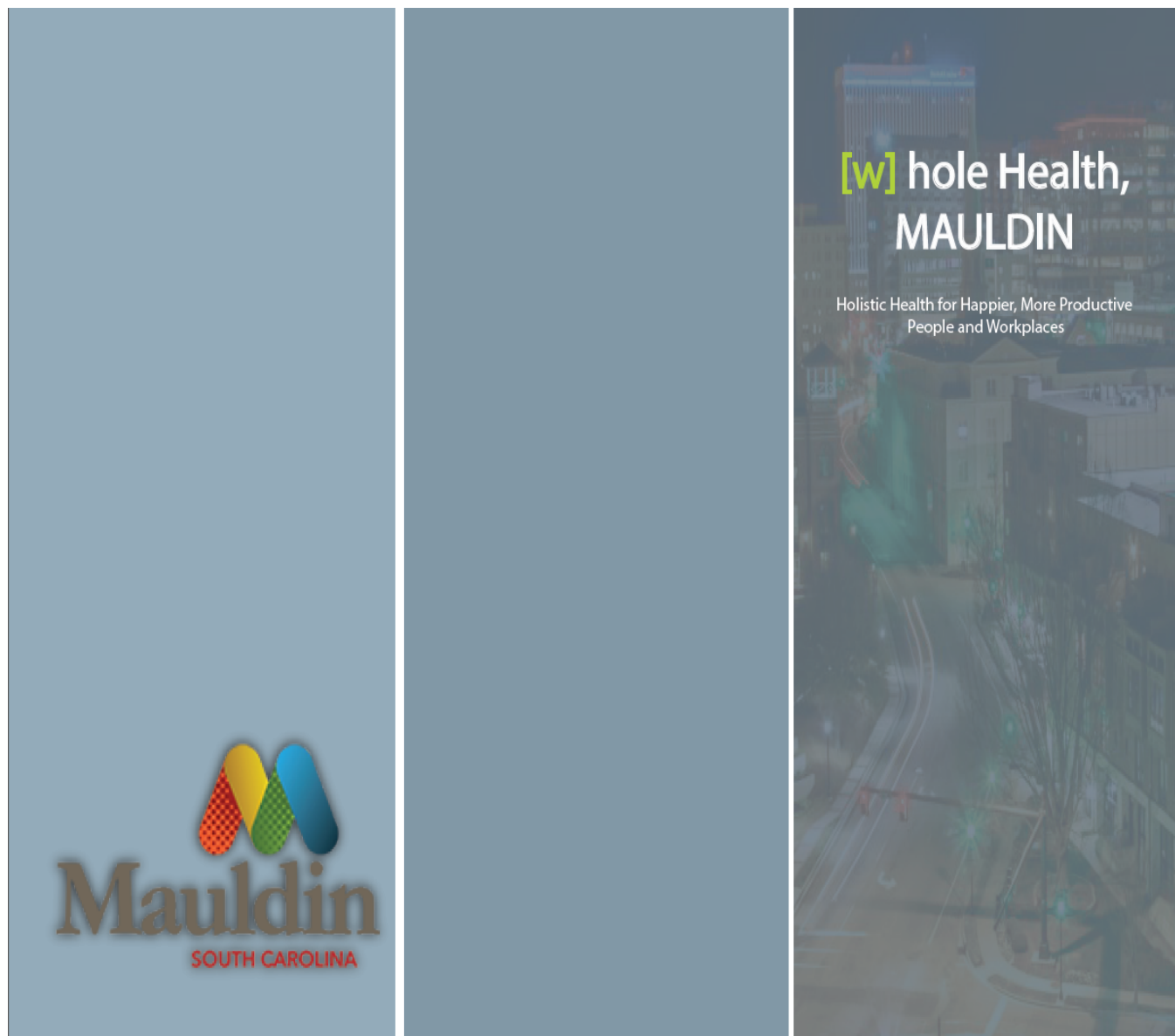
Appendix B

Mauldin City Organizational Chart



Appendix C

[w]hole Health Mauldin Brochure (Outside)



Appendix D

[w]hole Health Mauldin Brochure (Inside)

Employee wellbeing has long since been used interchangeably with employee wellness. Now, more than ever, while in these challenging times, we need to know the difference and the impact. Employee wellness is commonly viewed in terms of physical health. It is typically supported by programs that address physical conditions such as high blood pressure, obesity, high cholesterol, smoking, etc.

Employee wellbeing encompasses more than just physical health. It realizes the entire person – both body and mind – from a holistic perspective. It includes the presence of positive mental states, moods and emotions.

A state of wellbeing in a work environment encourages potential, creativity, production and helps to build positive relationships and decrease stress.



PHYSICAL

- Find (a) partner and walk during 15-minute breaks
- Routine health screenings
- Hydration station with fruit-infused water

SPIRITUAL

- Partner with an organization for volunteers
- Take 10: Take 10 minutes of quiet time per day for journaling, reading, etc.
- Escape Room: Create a designated space for meditation, reflection, journaling, quiet time, etc.

MENTAL

- Random Acts of Kindness Bulletin: Gather and display anonymous notes of kind acts received
- Adult coloring book station
- On-site yoga and/or meditation classes
- Host stress-reducing activities workshop

EMOTIONAL

- Send daily or weekly inspirational quotes
- Create gratitude boards with notes and/or lists of things to be grateful for
- Promote EAP services

FINANCIAL

- Schedule an on-site financial seminar
- Host an annual financial health fair
- Create a space for peer-to-peer conversations around financial best practices
- Implement a Lunch & Learn series around home buying, credit scores, retirement planning, creating budgets, identity theft, etc.

SOCIAL

- Encourage end of the week happy hour events (virtual or in person)
- Host quarterly breakfast or lunch gatherings to encourage socializing
- Host an Employee Field Day with games and activities that encourage team building

Appendix E

[w]hole Health Mauldin Bulletin/Flyer



We are happy to announce a new initiative that focuses on the [w]hole you!

[w]hole Health, MAULDIN

is an approach to wellbeing that focuses on a person's health holistically -- physical, spiritual, mental, emotional, financial and social.

As the world of work progresses and changes, especially since COVID-19, negative impacts on employee health and wellbeing continue to be of concern.

This is why Mauldin is fostering workplace wellbeing through a program that embraces the [w]hole you!

*happier +
healthier.
more productive.
[w]hole.*

For more information about [w]hole Health, Mauldin, please contact Human Resources at 864.289.8896 or simply scan the QR code below.



Appendix F

Professional Literature Review

Introduction

Almost every organization has a human resource department that has adopted a health and wellness program. Such programs focus on the employees' physical health (i.e., high blood pressure, high cholesterol, obesity, diabetes, smoking) while, at the same time, hoping to lower healthcare premiums. However, despite spending millions and sometimes billions of dollars on these programs, they are not used and premiums continue to go up. According to a Gallup (2021b) study, ineffective programs affect sick days taken, burnout, and employment separation. The costs to employers include \$32 billion of turnover and lost productivity globally due to employee burnout, 15% to 20% of total payroll in voluntary costs on average attributed to burnout, and \$20 million of lost opportunity for every 10,000 struggling or suffering employees (Gallup, 2021b). So, if the purpose of the program is not yielding the desired results and it continues to cost money, why doesn't it change? This project proposes an alternative answer in the form of a "well-being" program that is a holistic approach for happier, more productive people and workplaces. In the first quarter of 2020, the United States was hit with the COVID-19 virus, which became a pandemic, and many people lost their lives, jobs, homes, etc. As we continue to deal with the effects of the virus and its variants, it has become crucial that employers be attentive to the well-being of their employees—those they are maintaining and those they hope to obtain.

For years, the terms wellness and well-being have been used synonymously, but they are not the same. Wellness targets a person's physical health, while well-being attends to the entire person—body, mind, emotional, and spiritual.

The partnership of this project sits in Mauldin, South Carolina. Mauldin City Government is located in Greenville, South Carolina, and employs approximately 200 people. As they have realized that a key to workplace productivity is employee well-being, they have also realized that it begins with shifting the workplace culture to one that prioritizes the well-being of its employees.

Conceptual Framework

The theoretical frameworks used for this project were Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which is based on and an extension of Maslow's Hierarchy of Needs, as they both focus on motivating people to do something. Proposed by Abraham Maslow in 1943, his theory offers a described pattern by which humans are motivated. The five levels of this idea, from bottom to top and often visualized as a pyramid, are physiological or basic needs (food, water, rest, etc.), safety needs (security, safety), belongingness and love needs (friends, intimate relationships), esteem needs (prestige and feeling of accomplishment) and self-actualization (achieving one's full potential, including creative activities; Stewart et al., 2018).

This theory suggests that lower-level needs must be met before moving towards higher-level needs. Though there has been much debate as to the importance of the order in which the needs are met, what can be agreed upon is all of these needs work together for the common good of the whole person. This concept falls in line with the well-being initiative introduced in this project, which has six areas: physical, spiritual, mental, emotional, financial, and social. As with Maslow's theory, my research suggests that when all these areas are addressed via a well-being program, it creates a healthier, productive, holistic person.

Frederick Herzberg developed the Herzberg Two Factor Theory in 1959. It suggests that certain factors in the workplace cause job satisfaction and others cause dissatisfaction. As it

relates to the well-being initiative, this theory invites the idea that employees who are holistically cared for in the workplace will experience job satisfaction via the program and likely will be motivated to perform better and continue employment with the organization (Herzberg's Two-Factor Theory, 2016).

Well-being in the workplace is important because when managers/leaders nurture the whole person at work instead of just the employee, they advance the success of everyone in the organization as well as the organization. A Gallup (2021a) study revealed that 28% of U.S. employees experience burnout on the job regularly or always, seven of 10 people globally are struggling or suffering in their lives, and one of four Americans reported feeling sadness the previous day.

The methodology used to determine my recommendations and action plan was the quantitative research method. It included two surveys—the Denison Organizational Culture Survey and a well-being survey. The data from these surveys revealed weaknesses in the areas of disconnect between leadership and staff, including staff feeling their wants/needs are not understood and their voices are not heard. In addition, there were deficits in staff not being personally satisfied with their work, not being content with their career status, and not developing the necessary skills to achieve their career goals.

As a result, the recommendations and action plan to speak to these issues were shaped to bring about inclusivity between the leaders and employees and to feed the need for career development. Such recommendations and action plan can be found in Section 11 of this project.

According to the research articles that encompass this project, a well-developed and well-implemented well-being program in the workplace is not only needed, it is necessary. Despite the COVID-19 pandemic, there are millions of people working full-time jobs, which means people

often spend more time at work than anyplace else; therefore, the workplace houses the largest single gathering of people in the U.S. and is the ideal place for employee well-being programs (Purcell, 2016).

The research enabled me to establish the commonalities needed to have a beneficial well-being program for employees while staying within the confines of the organization's mission and reaching towards its goal of introducing a culture shift.

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