

Wellbeing at Work Assessment Guidance 2026

Question	Assessment Criteria	Guidance
1. Explain two key ‘wellbeing’ theories, including how they can be applied to current issues of wellbeing in the workplace. (AC 1.1)	1.1 Explain issues and key theories in wellbeing at work. Contemporary issues involving the changing nature of work, leadership styles, workers and workplaces: work patterns, culture and change, job demands; workplaces relationships, work life balance, and individual factors such as stress, increasing prevalence of mental health conditions, care responsibilities and financial concerns, working at home and remote working, hybrid work arrangements; theories relating to wellbeing such as positive psychology.	For part 1, you need to provide answers to questions 1-6, approximately 2000 words in total. Whilst the brief mentions that you do not have to refer to the case study, it is strongly recommended that you do so where possible. The CIPD Factsheet on Wellbeing is vital reading for parts 1 and 2: Wellbeing at Work Factsheets CIPD Make sure you read the whole assignment before you start answering the questions, to avoid repeating your points in later sections. For question 1, the command word is ‘explain’, so remember to do more than simply describe the theories. How do the theories help us understand how we could improve wellbeing in the workplace? Demonstrate a good appreciation of current issues.
2. Discuss, with examples, how wellbeing can be managed to support organisational goals. (AC 1.2)	1.2 Discuss how wellbeing can be managed to support organisational goals. Definition of wellbeing as it is understood by the CIPD and others, and its importance on the agenda of people professionals. Management of wellbeing: absence management, occupational health, employee assistance programmes, counselling, nurturing the employee voice to show how the management of wellbeing can support organisational goals.	Define Wellbeing in the Workplace. CIPD Domains of wellbeing. Discuss the importance of wellbeing, referring to research and the wellbeing – performance link. Discuss how the management of wellbeing can support organisational goals. Include examples. Holistic approach – wellbeing threaded through the whole organisation.
3. Assess the benefits of adopting wellbeing practices in organisations. (AC 1.3)	1.3 Assess the benefits of adopting wellbeing practices in organisations.	Assess the benefits, of which there are many. Elaborate on the wellbeing-performance link. Effect on recruitment and retention and overall sustainability of the organisation.

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	Preventing stress, creating positive environments, driving high performance and motivation, productivity and improving working lives, employee engagement and retention; ultimately making the workplace more attractive and a corporately responsible place to work; improved workplace relationships, visible mental health programmes, leadership sponsoring the importance for broader organisational health and sustainability.	
4. Evaluate the contribution made by key stakeholders' (listed below) to improving wellbeing at work. • People professionals • Leadership and management • External partners (AC 2.1)	2.1 Evaluate key stakeholders' contribution to improving wellbeing at work. Successful implementation depends on stakeholder responsibilities and commitment, including people practice function; leadership and management, including training of line managers in recognising and responding to issues; mental health first aiders, wellbeing champions; trade unions and health and safety representatives; government agendas.	Remember to address the three categories of stakeholders – cover how each can contribute. Useful documents: Employee health and wellbeing CIPD Links with CIPD Good Work and Keep Britain Working Review. Keep Britain Working: Final report - GOV.UK Employment law changes in November 2025 CIPD Your answer should focus on wellbeing at work, but an interesting book I've come across is 'How not to Die (Too soon)' by Devi Sridhar. This is helpful in understanding that wellbeing is very much an issue that Governments should also be focussing on.
5. Discuss how wellbeing can interact with other areas of people management practice. (AC 2.2)	2.2 Discuss how wellbeing interacts with other areas of people management practice. Recognition of integration with all aspects of people management activities. Review with other areas of people practice – such as job design, work practices, health and safety, diversity, reward and recognition, engagement and communication,	The holistic approach is relevant here too. How to minimise wellbeing trade-offs of different people practices. Domains of wellbeing.

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	learning and development, organisation design and development.	
6. Analyse how organisational context shapes wellbeing. (AC 2.3)	2.3 Analyse how organisational context shapes wellbeing. Understanding of different approaches being suitable in differing contexts and the role of wellbeing not being a standalone initiative but being fully integrated. Wellbeing approach linked to organisation culture and people strategy and needs of workers, size of organisation, sector, composition of workforce, etc.	Again, a holistic approach is relevant, but also one that is tailored to the organisation. No ‘one-size fits all’. A particular wellbeing initiative in a call centre, for example, may not have the same impact in a factory. Home workers will have different needs to office workers.
7. Assess Insursave Ltd’s needs in relation to employee wellbeing and identify two wellbeing initiatives that would help address these needs. (AC 3.1)	3.1 Identify wellbeing initiatives in relation to an organisation’s needs. Wellbeing initiatives such as health promotions and facilities, health checks/insurance, private medical insurance; wellbeing benefits, such as cycle to work schemes, flexible hours, healthy eating and dietary advice, workplace gyms, financial health checks and debt advice, counselling, workplace risk assessment, emotional and relationship support through specialist service providers etc.	Part two of your written paper needs to include answers to questions 7-10 – 1900 words in total. The requirement is to include a bespoke proposal for an employee wellbeing programme that targets key employee groups. You could refer to domains of wellbeing to categorise Insursave needs. Prioritise needs and choose two initiatives to help address them.
8. Design (in summary form) a wellbeing programme/initiative that would address one area of Insursave Ltd’s needs. Your design summary should include the need being addressed, the key components of the programme, the people	3. 2 Design a wellbeing programme relevant to the organisation. Identifying and defining the area of wellbeing for attention; identifying the intended benefits to be gained and how these will be measured (success criteria); identifying boundaries and constraints that might affect the design, considering such things as stakeholder contribution, costs, resource	You could insert a table using the headings that they have provided: Objective of Wellbeing Programme/Initiative: Need being addressed: Key components of the programme: People involved/affected: Potential benefits to be gained: Note how the initiative will be measured (success criteria) and other relevant factors such as costs, resources needs, timeframes and communication.

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involved/affected, and the potential wellbeing benefits to be gained. (AC 3.2)	needs, timeframes, determining appropriate format for dissemination.	
9. Explain how your wellbeing programme would be implemented in a way that is suitable for Insursave Ltd. (AC 3.3)	3.3 Explain how you would implement a wellbeing programme suitable for the organisation. Recognition that it is not a case of 'one size fits all' but needs to appreciate characteristics of both workforce and the organisation, such as MNC, small firm etc. Change management, research and consultancy skills, time management, leading a project, gaining support from senior managers, characteristics of an effective implementation plan.	Tailoring approach. Remember the context – 4 sites, call centre, large organisation. You may need to suggest carrying out a needs analysis for each site or for different groups of employees in order to tailor your initiative more precisely. Need to plan well, gain support from senior management and other stakeholders. Need for project management and implementation plan. Importance of consultation and communication. Useful to look back on your notes regarding managing change.
10. Explain how your Insursave Ltd wellbeing programme would be evaluated and monitored. (AC 3.4)	3.4 Explain how a wellbeing programme can be evaluated and monitored. Evaluation leading to more successful organisational outcomes. This includes continuous improvement and measuring wellbeing on a regular basis, qualitatively and quantitatively, with a long-term view and with regard to staff anonymity to ensure a reliable result. This will involve assessing the quality of wellbeing outcomes, through staff surveys of wellbeing, focus groups, interviews, benchmarking and engagement surveys. Metrics to measure outcomes, for example absence rates and lengths, workplace injuries, data on complaints and requests for special treatment, take up of EAP, staff turnover, performance and productivity.	Choose appropriate ways of evaluating and monitoring your programme, suitable for Insursave. Justify choices. Explain metrics that you would use. Remember to cover ways of evaluating AND monitoring - this may involve noting turnover figures before, during and after implementation, for example.