

Wellbeing at Work Assessment Guidance 2026-2027

Question	Assessment Criteria	Guidance
1. Explain two wellbeing theories that could help Sol Hotels Group understand and respond to its current employee wellbeing challenges. (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.	Listen to the Podcast in preparation for this assessment (see assessment brief for details). Remember to refer to the case study in every answer. The CIPD Factsheet on Wellbeing is vital reading: Wellbeing at Work Factsheets CIPD Make sure you read the whole assessment before you start answering the questions, to avoid repeating your points in later sections. Discuss the issues present and relate them to the wider context (e.g. increasing prevalence of mental health conditions). 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 at Sol Hotels Group?
2. Discuss how Sol Hotels Group can manage employee wellbeing in a way that supports its organisational goals, such as improving guest satisfaction and reducing turnover. (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. A strategic approach, that is holistic, with a focus on prevention and support. Refer specifically to how management of wellbeing can improve guest satisfaction and turnover etc. The assessment criteria refers to absence management, occupational health etc, so remember to refer to these. Include details from the case study – remember that at the moment Sol Hotels Group has limited formal HR structures.
3. Assess the potential benefits of adopting	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. Idea of mutual gains for employees and

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wellbeing practices at Sol Hotels Group. Consider both employee and business outcomes. (AC 1.3)	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.	employers. Effect on recruitment and retention and overall sustainability of the organisation. Refer specifically to the potential benefits for Sol Hotels Group.
4. Evaluate the contribution of the following stakeholders in improving wellbeing at Sol Hotels Group (AC 2.1): • People professionals • Leadership and management • External partners	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. Think about the relative importance of each one – for example, the key role that line managers play. Tailor your answer to Sol Hotels Group – for example, local health clinics and training providers have expressed an interest in supporting wellbeing efforts. Useful documents: Employee health and wellbeing CIPD Role of government is applicable but remember that case study is based in Spain. You can make comparisons with the UK, though - CIPD Good Work Index and Keep Britain Working Review being relevant. Good Work Index Report CIPD Keep Britain Working: Final report - GOV.UK

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5. Discuss how wellbeing at Sol Hotels Group could interact with other areas of people management practice, such as performance management, employee engagement, or learning and development. (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, learning and development, organisation design and development.	The holistic approach is relevant here too. Tailor your answer to the case study – they have limited HR structures at the moment. Discuss how other people practices have the potential to support wellbeing or cause employee harm.
6. Analyse how Sol Hotels Group's organisational context, including its industry, culture, and structure, shapes its approach to employee 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. Tailor your answer to the case study – 12 boutique hotels, 600 employees, hotel industry, culture is service-driven and hierarchical. For example, flexibility – how could a policy of flexible working be implemented in this setting?
7. Identify two wellbeing initiatives that could help address Sol Hotels Group's current employee wellbeing challenges, including the reasons you made these choices based on the case study. (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.	Identify TWO wellbeing initiatives and state why you have chosen them (discuss Sol Hotel Groups' challenges and impact the initiatives could have).
8. Design (in summary form) a wellbeing programme/initiative	3. 2 Design a wellbeing programme relevant to the organisation.	You could insert a table using the headings that they have provided: Objective of Wellbeing Programme/Initiative:

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for Sol Hotels Group that addresses one key area of employee need. Your design should include (AC 3.2):	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 needs, timeframes, determining appropriate format for dissemination.	Need being addressed: Key components of the programme: People involved/affected: Potential wellbeing benefits to be gained: Note the success criteria and other relevant factors such as costs, resource needs, timeframes and communication. Remember that the leadership team is cautious about costs.
9. Explain how your proposed wellbeing programme could be implemented at Sol Hotels Group in a way that suits its organisational context and operational needs. (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 – 12 hotels, 600 employees, different groups, leadership team cautious about costs and operational disruption. Need to plan well, gain support from senior management and other stakeholders. Need for project management and implementation plan. The chain is based in Spain, which has different employment laws to the UK, but you are not expected to be an expert on this – I would just refer to the fact that local laws and customs would need to be adhered to. Importance of consultation and communication. Useful to look back on your notes regarding managing change.
10. Explain how Sol Hotels Group could evaluate and monitor the effectiveness of a wellbeing programme. Include methods of data collection and feedback in your response. (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	Choose appropriate ways of evaluating and monitoring your programme, suitable for Sol Hotels Group. 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. Q1 to Q10 should total approximately 3900 words. The acceptable word count range for this assessment is 3510 (-10%) to 4290 words

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	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.	(+10%). Any assessment that exceeds 4290 words will be automatically referred, in line with the CIPD word count policy. References should be included within each of your answers and full details presented in a reference list or bibliography at the end of your assessment.
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