

A FRAMEWORK TO ADDRESS STRESS AND IMPROVE PRODUCTIVITY OF PROJECT TEAMS

RASHAD ISSA; YU-CHUN PAN

UNIVERSITY OF WEST LONDON, UK

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Abstract: Addressing stress at work is a topic that is being added to the agenda of many organizations. There are various sources of stress that could impact an individual. Whether it is personal relationships, physical health concerns, mental health issues or professional relationships at work, an individual's productivity will be affected. Employees who work in a project environment have already succumbed to the constraints of time and budget. The topic of employee wellbeing is under research for several years, and there are several solutions available and initiatives implemented within global organizations to enhance their team's wellbeing. Therefore, there is a need for a project management framework that also takes employee wellbeing into consideration. This paper reviews the literature on employee wellbeing and some of the most commonly applied project management frameworks, namely Project Management Institute (PMI), the Association of Project Management (APM) and Projects IN Controlled Environments (PRINCE2). As a result, a practical guideline is proposed to embed employee wellbeing into the project management book of knowledge (PMBOK Guide) of PMI, incorporating three key processes and supporting tools and techniques.

1. INTRODUCTION

In recent years, the topic of mental health is rising to a top-ranking area of focus that organizations, governments and the health sector are investing in. In 2018, the number of people who felt stressed was at 74% in the UK (Mental Health, 2018). The poll revealed several causes of stress and the stress of succeeding was a key factor for people between the ages of 18 and 34. Once we take into consideration the concept of projects, they are temporary with a starting point and a defined end time with clear scope and resources (PMI, 2019). The environment of projects is already restricting.

In order to understand the scale of stress impacting project environments, several factors need to be considered. Taking the United Kingdom as an area of focus, for instance, looking into the total number of registered companies, employment rate, and project success factors, you will soon arrive at a high impact that stress could have on people and projects. In this paper, stress and its impacts on productivity will be reviewed to establish a wholesome definition of employee wellbeing. The paper will then investigate how to embed employee wellbeing into a project management framework to support organizations to proactively handle stress to minimize disruption on projects. Consequently, a practical guideline will be proposed to embed this concept into the project management book of knowledge (PMBOK Guide) of the international project management framework Project Management Institute (PMI). Subject matter experts in mental health and wellbeing will be interviewed to evaluate the proposed framework.

2. LITERATURE REVIEW

2.1 EMPLOYEE WELLBEING

Employees' well-being was referred to as their mental and physical well-being (Black, 2008), as well as their sense of accountability and feeling empowered to make their decisions (Stan, 2018). It is the employee's state at any point of time that is impacted by their physical health, their mental health and their social state. It is the dynamic interaction of all aspects of health that emphasizes the ability to maintain and restore one's integrity, equilibrium, and sense of wellbeing through life (Huber et al., 2011).

Employee wellbeing can be categorized into five dimensions, namely physical, emotional social, trust and empowerment, and work environment. Physical dimension includes the different aspects that would keep an employee fit physically. The emotional dimension considers the factors impacting

employee's mental health and how they are feeling. Emotions are defined as a strong feeling deriving from one's circumstances, mood, or relationships with others (Stevenson, 2010). Social dimension refers to the sense of belonging of employees, including their life at home with family members, their community and neighbors, and the safety of the area they live in. Trust and empowerment dimension address the level of trust in a work environment, which leads to employee satisfaction affecting productivity and commitment (Marshall & Elgossain, 2014). The work environment dimension focuses on the holistic view of workspace, as a workspace and a company culture that aims at collaboration and eliminate tension would reduce stress levels amongst team members (Vakkayila, Della Torre, Giangreco, 2015). The five dimensions show that the overall employee wellbeing requires a holistic approach, as the five dimensions are interdependent.

2.2 PROJECT MANAGEMENT METHODS AND EMPLOYEE WELLBEING

Project Management is not a new method applied to work. It has been used in different formats as evident in the mission to the moon and the systematic methods used in clinical trials. Project Management Institute (PMI), the Association of Project Management (APM) and PProjects IN Controlled Environments (PRINCE2) are the top three methods followed by organizations and project managers in the UK. PMI identifies the three main pillars of project management as scope, cost and schedule, and the three pillars form the foundation of the ten knowledge areas, namely project integration management, project scope management, project time management, project cost management, project quality management, project resource management, project communication management, project risk management, project procurement management, and project stakeholder management (PMI, 2017). APM focuses on the context of the project as a foundation for the four major categories to consider while planning a project (APM, 2018). PRINCE2 follows an obligatory approach to building a project with seven principles that must all be considered, starting from continued business justification to project roles and responsibilities ending in tailoring to suit the project (PRINCE2, 2017).

PMI, APM and PRINCE2 all define 'project' as a temporary environment that is aimed to achieve a business need (PRINCE2, 2017; PMI, 2017; APM, 2012). Furthermore, they all encourage the project manager and team to understand the context of the project to better apply the processes and

principles. While the similarities amongst these three methods are broadly aligned, they each vary from how to implement and guide project teams to how to deploy the methods and principles.

With the focus on employee wellbeing, this paper focuses on the human aspect of the project management methods. PMI has one knowledge area called the Resource Knowledge area, which addresses both human and non-human resources. It addresses resource availability, activities to be performed and how to manage their performance in terms of leadership, influencing and decision making. APM has one category called People, which discusses interpersonal skills such as influencing and leadership and professionalism such as ethics and best practice. PRINCE2 does not have any principle nor theme that refers to the human aspect of the project team. Whilst PRINCE2 differentiates users from stakeholders and suppliers, it only identifies the need to have roles and responsibilities and to capture lessons learned. Although none of the three methods fully address the factors affecting employee wellbeing, PMI has more guidance on areas related to employee wellbeing than APM and PRINCE2.

2.3 EMPLOYEE WELLBEING PROGRAMMES

Employee wellbeing is addressed in various ways depending on the maturity of the organization or the sector. Employee wellbeing takes different areas of physical health, safety, and mental health. With tight budgets and deadlines, management focuses a lot on occupational health, even though they understand that this might have an impact on mental health as well (Carmichael et al, 2016). The international standard organization released their latest standard of occupational health in 2018 named ISO45001:2018, which addresses the areas that might have an adverse effect on the physical, mental and cognitive condition of an employee (ES, 2018).

Co-workers who provide social support after work may play a role in decreasing levels of stress and increase the team's retention rates (Abu Al Rub, 2004). Addressing wellbeing and ensuring stress levels are reduced depending on the environment that managers create within an office to reduce tension (Vakkayila, Della Torre, Giangreco, 2015). Comparably, managers could play a big role in their employees' wellbeing when they foster an environment of trust and provide strong support to their teams (Baptiste, 2008). Organizations that bring the interest of both employees and employers to the design of the workplace tend to be more productive (Kossek, 2012). Therefore, many organizations are now providing different

elements to their employees as part of their overall approach to promoting wellbeing.

However, while employee assistance programs could add value and contribute to the culture of handling wellbeing in organizations, such programs might not have achieved their full potential. A research shows that only 32% of employees believe that their employee wellbeing programs are effective (Bean, 2018). Another study indicates 32% of respondents who believe that employee wellbeing programs do not exist due to lack of resources, despite 71% of them deeming such programs beneficial (Scott, 2017).

In summary, wellbeing and its focus for employees is an area that has been implemented and considered for some organizations. The methods used to deploy such programs remains subjective and varies from one company to the next. It depends on which side of wellbeing a company or a sector looks at it. Having an overarching definition of wellbeing that is flexible to accommodate different sectors and is embedded in an international standardization body, such as PMI, is a great opportunity. It is an opportunity of such an institute not only to raise the awareness for wellbeing and streamline its approach to it, but also to take the lead on something that could have a positive impact on the outcome of a project's delivery and teams' productivity.

3. METHODS

To develop a framework for employee wellbeing that can be embedded in the framework of PMI, this paper adopts Design Science Research (DSR) as the underpinning paradigm. Hevner (2007) explained how the design science research connects the "discover and justify" nature of natural science and the "build and create" nature of the design perspective. The relevance cycle, design cycle, and rigor cycle are the iterative processes of the design science activities. The relevance cycle connects the environment to the design science research, by providing the organizational needs to the design science research and application to the environment. The rigor cycle connects the knowledge base to the design science research, by providing applicable knowledge/theories to the design science research and new knowledge to the knowledge base. The design cycle, as the core activity of design science research, represents the iterative process between the building and evaluating the design artifacts. Design science research addresses issues through the making and evaluation of design artifacts created to fulfill certain identified organizational requirements (Hevner et al., 2004). It emphasizes the utilities

produced by the design artifacts and the development process involved.

This paper draws on the literature on employee wellbeing and project management methods (knowledge base/ rigor cycle) and the current problem in organizations (environment/relevance cycle) to develop the framework (design cycle). The proposed framework is then evaluated by subject area experts. The evaluation involves interviews with two experts to assess the applicability of the framework. Expert A is a Registered Licensed Dietitian, a National Board-Certified Health and Wellness Coach, and a Professional Certified Coach with over 25 years of experience. Expert B is an active member of the international project management community and current Chair of the London Committee at Project Management Institute (PMI UK with over 10 years of experience in initiating and delivering large transformation programs globally).

The next section will introduce the proposed project wellbeing management framework, followed by the framework evaluation.

4. PROJECT WELLBEING MANAGEMENT FRAMEWORK

This paper adopts PMI as the foundation for the project wellbeing framework development. PMI provides all the details and guidance project managers need in their Project Management Book of Knowledge (PMBOK) Guide. This paper focuses on the 10 knowledge areas in PMBOK and develop a new knowledge area, namely project wellbeing management, which can form chapter 14 of the PMBOK.

Project wellbeing management includes the processes that help identify the types of employee wellbeing activities that will be used throughout the life of the project, develop strategies to best implement these activities, and monitor their impact on the project teams and their productivity, to better achieve the overall scope of the project. There are three stages in the proposed knowledge area. Plan Wellbeing Programmes is the process of regularly planning for employee wellbeing programs and documenting the relevant information that would help provide evidence-based decisions to better address the teams' wellbeing. Implement Wellbeing Programmes refers to the process of managing the implementation of various wellbeing activities and programs with project teams and fostering an environment that proactively addresses stress and mental health. Control Wellbeing consists of the process of monitoring the impact of these programs on the project team, and actively make changes to better cater to different individuals. **Figure 1** shows the 3 key interdependent processes in project wellbeing management.

4.1 KEY CONCEPTS FOR PROJECT WELLBEING MANAGEMENT

People respond to the pressures of the job, and various element of life that impose stress differently. Project teams are often diverse and project team members could be at a different state of wellbeing from each other.

While approaching each one of them depends on their own state, it is important to have a structured approach to addressing wellbeing and stress at the workplace, and to reach a proactive outcome that would have a positive impact on the team's overall productivity.

Teams' wellbeing should be set as a priority and managed as a key project objective. While managing the teams' wellbeing should be an ongoing process throughout the project's life, it is essential to have three measurable points at which the team is assessed for their level of stress and mental health, and they are the following:

- The initial stage of the project when the team is freshly formed.
- The execution stage of the project when the schedule is at its peak, and operational obstacles may arise.
- The closing stage of the project, to establish any lessons learned and ensure the team leaves the project ready for their next assignment.

4.2 TAILORING CONSIDERATIONS

Because individuals and projects are unique, a project manager must be fully aware of key areas that would require customization depending on the situation. These include but are not limited to:

- Virtual Teams - are all teams available in one location, or are they in various locations? Are the programs utilized accessible in all locations the teams are available in?
- Cultural Differences - How is mental health perceived in the cultural location where the project is operating? What are the ethical and professional boundaries of which a project manager can operate under to address mental health?
- Resource Management - Is the project appropriately resourced to allow the programs to run in line with the project schedule and cost?

4.3 CONSIDERATIONS FOR AGILE/ADAPTIVE ENVIRONMENTS

Projects operating under a very restrictive schedule and cost are susceptible to a higher level of stress on team members. Project Managers should be able to regularly engage with their team members to ensure that the programs offered are flexible enough to allow different members to participate at their own pace.

While agile projects promote utmost transparency in the status of the project, it is essential to maintain the boundaries of confidentiality when it comes to this knowledge area, to foster an environment of trust and dependability.

4.4 PLAN WELLBEING PROGRAMMES

Plan Wellbeing Programmes is the process of designing a suitable wellbeing program for the context of the project. It emphasizes on having a plan in place to ensure that team stress and wellbeing as a whole is addressed on a proactive basis. This process is reviewed on a regular basis throughout the life of the project to ensure programs remain relevant and support the productivity of the team.

A successful output of this process is demonstrated in a flexible and all-inclusive program that caters towards the project team directly. This means it has to be a program that works for those who start at the beginning of the project and those who join the project team at a later stage in the project's life. The next section will provide definitions of each of the inputs, tools and techniques, and outputs of the process.

4.4.1 Plan Wellbeing Programmes: Inputs

- Project Management Plan

Project Management Plan is the plan that includes all the plans of the knowledge areas. It coordinates and consults them all into one master plan (PMI, 2017). The following inputs are useful to build the program:

- Cost management plan: provides details on the budget allocated for employee's wellbeing and at what stages it will be made available. This will help project managers determine the best programs to be used, based on budgets.
- Resource management plan: helps identify the availability of project teams and the relevant skillset they are appointed for. This will feed into the different milestones of the project and potential high-stress points during the life of the project, that would impact different team members at different points.
- Procurement management plan: includes the details of how decisions are made to acquire services. This is needed to ensure project managers have enough details to embed in their program selections from vendors if they choose to go external.

- Project Documents

Project documents are needed to provide respective details:

- Project schedule: includes all the details of planned dates, resources, milestones and deadlines. This is helpful for the project manager to ensure that the wellbeing program is embedded with the project's overall schedule in focus.

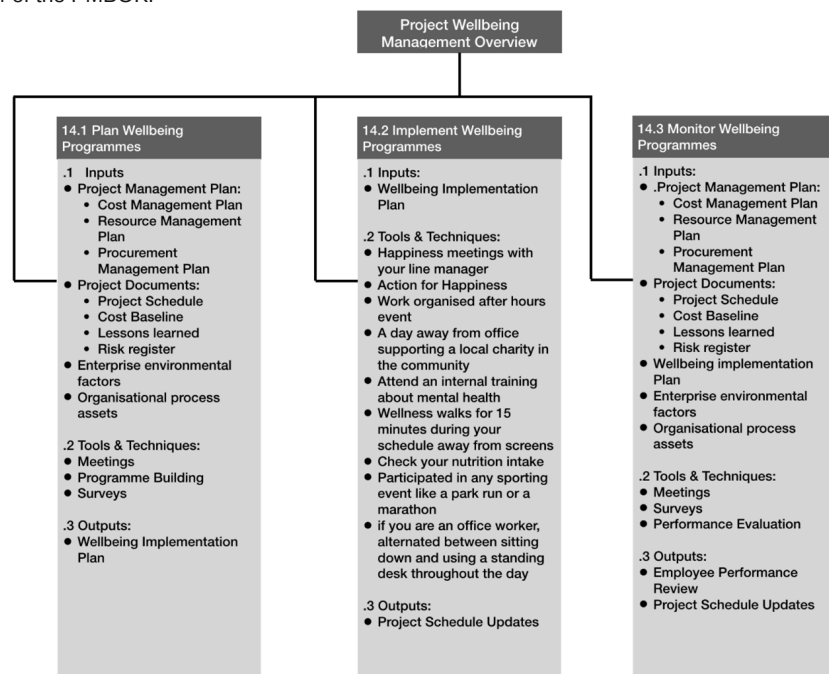


Figure 1 Project Wellbeing Management Framework

- Cost baseline: includes the details of the budget of the time-phased project budget. The project manager would refer to this while planning for the wellbeing program and any financials that are required.
 - Lessons learned: useful for details pertaining to any information obtained from the deployment of similar wellbeing programs or project teams' wellbeing throughout other similar projects.
 - Risk register: beneficial to identify any identifiable risks that impact the project and its risk response plan. For instance, in times where there is a high risk that would impact the timely delivery of a certain milestone, the project manager would be able to make factual decisions on how to incorporate the wellbeing program in the schedule.
- Enterprise Environmental Factors

Understanding the company's cultures and responsiveness to employee wellbeing, geographic distribution, and infrastructure available, plays a role in what parts of the wellbeing program to select.

- Organizational Process assets

Policies, procedures and tools in place that an organization as a whole uses, will influence how the project wellbeing program will be built. Other organizational process assets used include the company's plans, systems, governance frameworks, etc.

4.4.2 Plan Wellbeing Programmes: Tools and Techniques

- Meetings

Meetings are a commonly used tool that project managers can use to develop a good understanding of all stakeholders' requirements and adaptation to wellbeing programs. They will help the project manager gather and share ideas as well as analyses data.

- Program Building

Program building is the tool to be used to enable the project manager to build a cohesive wellbeing program that works for the team and the nature, size, and type of project. The program should include a type of metric that is deployed at several points of the project:

- At the start of the project: this will provide a baseline of data as to the team's wellbeing prior to the start of the project.
- Throughout the lifecycle of the project: at a frequency deemed suitable for the size of the project; this will help determine trending analysis of how the team's wellbeing

- is progressing throughout the project.
- At the end of the project to ensure there is a closure status while handing resources back to business as usual or assigning them to other projects

- Surveys

They are written sets of questions that stakeholders can complete either anonymously or be known. They are good to capture systematic data as well as used for teams that are both collocated and geographically dispersed.

4.4.3 Plan Wellbeing Programmes: Outputs

- Wellbeing Implementation Plan

The Project Wellbeing Implementation plan will include all the details that make the program executable. This includes, but not limited to, the program components, strategies used to deploy it, dates, frequency of use, and metrics used to assess the outputs.

4.5 IMPLEMENT WELLBEING PROGRAMMES

Implement Wellbeing Programmes is the process of implementing and deploying the planned program into the lifecycle of the project. It is aimed at using one or more tools to assess and proactively address the team's wellbeing at set intervals to ensure proper and proactive analysis of the entire team's wellbeing.

4.5.1 Implement Wellbeing Programmes: Inputs

- Wellbeing Implementation plan

The Wellbeing Implementation Plan will include details on the types of metrics used for wellbeing programs, the tools that will be used, and the frequency of deploying such programs with the teams. This will help the project manager determine which techniques to be used to address the overall team's wellbeing in line with the budget and key milestones of the project.

4.5.1.2 Implement Wellbeing Programmes: Tools and Techniques

There are several tools available on the market that will aid a project manager in having a robust program suitable to their size and context of the project. The below is not an exhaustive list but rather a few tools and techniques that could be used:

- Happiness Meetings

that are held with team members individually. These are short meetings to assess what the individual was most happy about and least happy about in a particular period. For better results the time frame used should remain consistent to better analyses the data. Co-founder and CEO at Frontapp said she runs these meetings as they contribute to the company's success, since

employee net promoter score is 97%, and 93% of the entire team knows how they directly contribute to the company goals (Collin, 2019). The tool can have a measure next to each happiness index. This can be tracked on a progressive basis to obtain comparable data. For example, the questions can be measured on a three-point scale where very happy scores 5 points, happy scores 3 points and not happy scores 1 point. The higher the sum, the happier the individual is.

- Action for Happiness

is a tool that can be used for projects that tend to have a longer period of implementation. Its main objective is to ensure there are grounds for happiness within teams and encourages involvement from everyone. "It is a movement of people committed to building a happier and more caring society" (AFH, 2019). This is a support program that lasts 8 weeks, is conducted on a weekly basis with a 2-hour session each week. The objective of this exercise is to bring the team closer by finding new ways to look at general matters and exploring different viewpoints, learn from experts as well as take small actions each week toward their overall happiness. This is a program that could be run at no additional cost to the project.

- Work organized after-hours event

After-hours events can be used to increase the sense of belonging in a team. It addresses their social state and feeds into the work environment state as defined in the wellbeing pillars in this paper (Figure 2A.1, page 15). When team members interact socially, there is a high chance this will influence how they deal with each other and lead to organizational effectiveness (Alge et al., 2003).

- Charity work or Volunteerism

Research shows the positive impact volunteering has on individuals and their sense of belonging. Volunteering has a great impact on people's sense of community, which in turn impacts job satisfaction (Costa et al., 2006). It motivates individuals and enhances their interpersonal skills and personal growth (Bang et al., 2009). When a project manager encourages their team members to take a day out to support a charity of their choice, or to support the charity associated with the organization involved, they should measure their wellbeing progress as well, since this will feedback into their individual and social state.

- Attended internal training about mental health

Training is always a good way to raise awareness and build an open culture between delegates. Such training can take various formats depending on the size of the team and the allocated budget. Some charities offer free short sessions on mental

health awareness, while other institutes provide training that certifies mental health first aiders. Mental Health UK is a charity that believes educating workplaces about mental health helps to create an open culture and remove any stigma related to it (MHC, 2019).

- Wellness walks

Whether project teams are office-based - staring at screens the entire day, or whether they are in a field doing physical work, each task and activity contributes to some levels of stress. Wellness walks is a concept that encourages teams to stop what they are doing during the day, especially after a very stressful task, and take a walk away from the surroundings they spend their working day in. Taking a walk for 15 minutes while deep breathing and distracting the brain from the work task at hand, can prove valuable to teams' wellbeing. This tool can be used to build a program for a project of any size. Project managers need to be aware and embed this in their capacity planning, especially if their schedule is based on work breakdown structure and work packages of 4 hours each. If there are team members with a mobility disability, then they should be encouraged to go to a window close by and look out and practice deep breathing.

- Nutritional Awareness

Using tools to help individuals be aware of their nutritional intake plays a key role in their individual state. This has a direct impact on their physical health. In a work environment context, many organizations started to offer fresh fruits and vegetables to their teams. This is to encourage them to have healthy snacks throughout the day. While this is a great initiative, in some situations it could be more impactful when the team has access to programs that raise their awareness on their nutrition and how they can access healthy food and replace sugary snacks. This could take the form of short awareness training delivered during the team's on-boarding, to engaging with employee assistance programs that deliver nutritional coaching. In the age of smartphones and wearables, there are several free apps that can be downloaded where team members can perform their own checks and tracking. A project manager is not expected to provide nutritional support or advice. Embedding nutritional awareness to the team is one element that will feed into physical health, which will, in due course, support the employee's individual state.

- Sporting events

Similar to charity work and volunteerism, sporting events have a positive impact on individuals' attitudes and sense of community and wellbeing (Lee et al., 2016).

There are several sporting events around the year that project managers can work on bringing to their team's attention and encouraging them to participate if the sport is their interest. One of the leading health insurance companies in the UK holds several park runs and marathons throughout the year. They encourage members to participate and gain further discounts on their health insurance policy as a means of proactively keeping themselves healthy (Vitality, 2019). JP Morgan encourages sporting events and hosts a corporate challenge series of 5 - 6km races with the aim of improving the team's wellbeing (JP Morgan, 2019). Project Managers can account for these events within the project schedule by offering a day for the event and another day off as a reward for participating. In a different approach, employees who want to train for a sporting event can be offered an additional 45 minutes on top of their lunch break that they can use to train. This is because after a workout, an individual can feel very energized and focused and become more productive with the task at hand.

- Standing Desks:

This is another aspect that could have an impact on the team's physical wellbeing. With virtual teams being more the norm, teams spend lots of time working and attending virtual meetings. This means the movement is becoming more restricted. Standing desks are an option that allows individuals to continue working, but can alternate between sitting down and standing up. These could help reduce any potential back and shoulder pain. Standing desks come in different formats. They can be provided as an addition to the existing desks available in the work environment, and they can be built into the workstation, especially if the workspaces are being custom-built. Other formats of alternative working are offering treadmill or cycling desk facilities. This can be a more cost-effective way. Such desks can be placed in a communal area.

4.5.1.3 Implement Wellbeing Programmes: Outputs

- Project Schedule Updates

Teams' wellbeing is a dynamic aspect that requires monitoring on a regular basis throughout the lifecycle of the project. By introducing the metric that will be used with teams, provides the project manager with further insight into the team's productivity levels. Any fluctuation will have its impact on the project schedule. These changes have to be reflected on the schedule plan and updated accordingly with their lessons learned.

4.6 MONITOR WELLBEING PROGRAMMES

Monitoring Wellbeing Programmes is the final process of this new knowledge area.

Its aim is to ensure that whatever programs and wellbeing strategies being used are measured against the set metric, to proactively determine the overall state of the team's wellbeing. This will in turn enable the project manager to identify any issues and adjust the strategies for the team, or certain individuals, on a proactive basis to reduce the impact on the overall project and better enhance the individual's state.

4.6.1 Monitor Team's Wellbeing: Inputs

Without monitoring the team's wellbeing, the aim of proactively addressing any fluctuating stress levels will not be achieved. That is why a project manager should have clear metrics in place, built-in within the plan to regularly monitor the progress of the entire team's wellbeing and to act accordingly.

- Project Management Plan:

It is essential to ensure that the program is being monitored against a baseline and the originally planned out program. The mother of all plans includes the following inputs to monitor the program:

- Cost management plan: provides details on the allocated budget for the wellbeing programs. It helps project managers monitor the expenses against the cost baseline.
- Resource management plan: helps review the availability of resources and reviews the time invested in the wellbeing program and their continuous applicability to the changes in the resource management plan.
- Procurement management plan: includes all details related to vendor management and the metrics available, to ensure the vendor is delivering services in line with project contractual agreement.

- Project Documents

Project documents are needed to provide respective details:

- Project schedule: ensures that activities performed with individuals and teams are monitored against the schedule.
- Cost baseline: ensures that all activities are performed in line with the cost baseline. While tracking wellbeing outcomes, productivity and wellbeing can be reviewed against the earned value.
- Lessons Learned: Any details throughout the implementation of the wellbeing program, and the use of tools to be reviewed while monitoring the program.
- Risk register: includes the details of the risks and their response strategies. This is needed to ensure that any risk response followed while implementing the wellbeing program is aligned with the risk register and the strategies mapped out.

- Wellbeing Implementation Plan

The wellbeing plan includes all the details related to implementing the program. This includes, but not limited to, the program metrics, the tools to be used during the lifecycle of the project, the frequency of assessing the team's wellbeing and the format of reporting on it. This information is needed to ensure that the monitoring is aligned with the baseline of the program.

- Enterprise Environmental Factors

Ensuring that all the elements of the organizational culture and factors that played a role in the wellbeing program building process, are considered and reviewed while monitoring the progress of the program as well. This could include valuable information on key changes or behaviors that might have influenced some of the progress of the program.

- Organizational Process Assets

This includes, but not limited to, the policies, procedures and governance framework that an organization already has in place. Reviewing them is also important while monitoring the wellbeing program, as certain changes to the organizational processes and policies could also have an impact on how the program is being monitored, and the progress of the wellbeing program as a whole.

4.6.2 Monitor Team's Wellbeing: Tools and Techniques

- Meetings

As meetings are often used as a tool, they will help the project manager gather direct insights. If the project team is large and the responsibility of deploying the wellbeing program is shared amongst several individuals, meetings is a good way to gather feedback from those individuals on what works, and what requires amendment in the program as a whole. This tool is also helpful when a project manager wants to share data and analysis about the findings, and the progress of the program as a whole.

- Surveys

As defined earlier in section 14.1.2.3 (page 51), surveys are good tool when the aim is gathering data from stakeholders, albeit anonymously or be known. This tool can be used to collate some information about the progress of the program in order to perform analysis, and review it in line with the plan as a whole. It is good to use such an approach and perform some analysis before conducting meetings with respective stakeholders to share the outcome.

- Performance Evaluations

Performance evaluations are a tool that covers a wide range of activities, that when implemented and conducted holistically can lead to effective people management and thus effective

organizations (Ashdown, 2018). Line managers use this tool in various shapes and forms and organizational process assets is a good source to review what companies have in place. Setting up objectives, feedback process and performance reviews are activities that fall under this tool. Reviewing the team's performance is mapped out under the project management plan; resource management. Ensuring that the tool has metrics that also reflect wellbeing will help tie in the holistic overview of their productivity. It is also a good tool to monitor the wellbeing of an individual or a team and tie it with their performance as a whole. This tool could also be embedded as part of collating the wellbeing outcome that is assessed, after each wellbeing activity built into the program. It provides a trending and overview understanding of how the progress is shaping up.

4.6.3 Monitor Team's Wellbeing: Outputs

- Employee Performance Review

Employee performance review is the output that brings the results of the wellbeing program into context, as compared with the individual's productivity. The performance review is usually a list of competence-based evaluations that are established by the project and/or by the organization where the project is being deployed. The productivity of the team plays an important role in the delivery of the project in terms of scope, schedule and cost. The metrics used to assess the wellbeing will be the constant measure of evaluation that is tied to the competencies deemed necessary to perform the job. The results of the review should reflect in the changes made to the resource management plan, as well as in the overall work performance information that is generated as an output from the Manage Team Process under the Resource Management Knowledge Area.

- Project Schedule Updates

As mentioned earlier, the team's productivity is one factor that contributes to the project's overall delivery. The results of their wellbeing, and impact on their productivity, should result in forecasts, estimates or predictions to the progress of the project as a whole. If the team is highly productive with a well-sustained positive wellbeing, positive changes can be made to the schedule to reflect an earlier completion or an enhanced quality output. If the results showed a negative outcome, then the project manager could trigger the change request process and provide potential solutions as to how to make up for any lost productivity, before the situation worsens.

5. FRAMEWORK EVALUATION

Organizational change is a complex process that when simplified and deployed systematically can lead to great achievements.

Understanding the barriers of innovation and change can help elevate them for a better change strategy. Barriers such as seeing change as a mere idea, not recognizing the need to change, complacency and a closed information network are key barriers to any change (Hayes, 2018). Having a strategy to see the whole journey of change plays a key part of the process. In this section, the subject matter experts in both the wellbeing sector and the project management sector will be analyzed.

5.1 OVERVIEW EVALUATION OF THE EXPERTS

The proposed framework was presented to experts in the field of the respective sectors. They were given the brief of the research, the proposed framework and asked to evaluate the framework in terms of:

- Feasibility of implementing such a framework.
- Effectiveness of such a framework to raise awareness of the team's wellbeing.
- Effectiveness of such a framework to proactively address the wellbeing of project teams.

Each question was to be rated on a scale of 1 to 10 where 1 is least likely and 10 is most likely.

Looking into the above evaluation of the framework under the three main aspects, it shows that there is an openness to implementing such a framework and a potential acceptance from the sector. If we look at the scale of evaluation in the format of a heat-wave segment ranging from least likely to most likely; it is noticed that while the evaluation from the experts is not identical, their perspective falls within the same range. Each element of the evaluation was scored by both experts within the same segment category: likely and effective, or very likely and highly effective.

This is a good starting point in terms of assessing whether there are barriers present that would hinder such a change. The experts added the insight of how such frameworks will positively work towards raising the awareness of wellbeing for teams and aids, not only in reducing such days, but also in increasing employees' engagement and productivity. The wellbeing expert highlighted the importance of considering the size of organizations and projects, and ensuring that project sponsors and highly impactful stakeholders are also educated and made aware of the framework for better results. The project management expert, on the other hand, highlighted the need to consider what sits within the remit of the project manager and what is considered an organizational responsibility. In summary, both experts expressed how such a framework will be an added value, and provided some valuable information to better enhance the proposed solution. The next sections will review each of their feedbacks and comments in isolation

Its aim is to ensure that whatever programs and wellbeing strategies being used are measured against the set metric, to proactively determine the overall state of the team's wellbeing. This will in turn enable the project manager to identify any issues and adjust the strategies for the team, or certain individuals, on a proactive basis to reduce the impact on the overall project and better enhance the individual's state.

5.2 FEEDBACK ANALYSIS OF THE WELLBEING EXPERT

The entire framework of project team's wellbeing was welcomed by the wellbeing expert. This did not come without areas to highly consider and be aware of to ensure success. For example, while the feasibility of implementing such a framework was rated high, the utmost consideration to how change is resisted was one of the key areas that were flagged. Ensuring that there is engagement and enthusiasm in deploying such a project is essential. Otherwise, if it became a pure cost generating, tick box exercise, it will face high resistance. The feasibility was considered high and easy to implement in the usual scheduled meetings and work patterns of smaller teams within organizations.

Since the aim of this research is to introduce a framework for wellbeing to be introduced into the project management sector, it is essential that, whatever solution is presented, must aim to raise the conscious awareness of the entire project team. The wellbeing expert scored this frame as likely, to raise awareness of wellbeing. The key issue is that this will be highly dependent on the engagement level of the project managers themselves. One way to emphasize the importance of wellbeing is by creating wellbeing champions that would support project managers and keep the momentum going.

Having such a framework can certainly help proactively address the team's wellbeing, stated the wellness expert. While organizations have the full intention to deploy such programs, they tend to fail because they do not account for the necessary time to put these programs into practice. Having project managers utilize their great organizational skills to embed such a framework into their project plans and schedules is a good way to bring the team closer, and foster an environment of trust, accountability and the feel of being cared for. 'Addressing wellbeing not only aids in preventing days of missed worked, but it also serves to make employees more engaged and productive while at work' the expert in wellbeing stated adding 'The concept would be easy to introduce, including components of wellbeing in normally scheduled meetings and project time seems logical. Easy to manage within in smaller team within the entire organization'.

From a wellbeing standpoint, there are a couple of things that should be embedded in this framework to be better successful:

- embed an educational element to project sponsors and owners on this topic as they play a key role in supporting project managers.
- ensure the wellbeing assessment is clearly defined and embedded in the framework from the start of the project.

5.3 FEEDBACK ANALYSIS OF THE PROJECT MANAGEMENT EXPERT

The project management expert also welcomed the framework and deemed it beneficial to the industry. Similar to the wellbeing expert, their evaluation did not come without areas that would require utmost care while deploying such a solution. Such framework can be feasible as long as the tools used are considered within the remit of a project manager. One of the key areas to focus on while looking into the framework is to clearly define what tools can be used by the project manager under their own responsibility of leading a project, and what are the tools that should be made available by the organization as a whole; thus, falling under the organizational process assets. Therefore, taking into consideration the elements that would require the involvement of the human resources function, or organizational leadership as a whole, would be beneficial.

While the framework was rated positively in terms of the likelihood to raise awareness of wellbeing, it is essential to have clear boundaries and defined outlines for what the organizational commitment would be, versus the project manager's responsibility. Making a clear distinction between employee wellbeing as a whole compared to the team's wellbeing will help drive success and raise better awareness, stated the project management expert. Employee wellbeing as a whole should be within the culture and responsibility of the organization, whereas the team's wellbeing can be included as a knowledge area within the PMBOK guide. Comparing how this score relates to the evaluation of the wellbeing expert, one can conclude that there is a drive in the same direction. Having organizational champions that were referred to by the wellbeing expert, can fit nicely within the boundaries of the organization that the project management expert referred to.

The expert stated, 'I particularly like the idea of embedding this framework in a PM Body of Knowledge as this will help to raise the awareness of the issue and empower PMs to create a better environment for the project team'. They further explained 'I like the framework, but it will be great to include clear boundaries between (1) organizational topics (e.g., employee wellbeing)

which need to be understood by PMs but not implemented by them and (2) project topics (e.g., team wellbeing) which can be driven by PMs and therefore included a PM competency framework'.

In summary, the project management expert rated this framework as highly likely to proactively address the team's wellbeing and create a better environment for the team as a whole. It is a topic that will certainly create lots of discussion in the project management community as a whole. It was suggested that further research into the practicality of the tools, e.g., Happiness Meetings, would be beneficial.

6. DISCUSSION & CONCLUSION

The aim of this paper is to develop a wellbeing module that would be embedded into the project management institute PMBOK guide as a new knowledge area. This new knowledge area would assist project managers and teams to proactively address wellbeing and stress to increase their productivity. While wellbeing has been defined in different details by many researchers, they all agree that stress and lack of employee wellbeing has a high impact on productivity. With projects failing on a daily basis to the detriment of organizations costing millions of pounds, this is an area that requires attention (Egeland, 2017). This section will review the research hypothesis and objectives.

Is there a correlation between stress at work, employees' wellbeing and productivity?

With the topic of wellbeing as the focus of much research, all definitions of wellbeing bring together the aspects of an individual's physical health, mental health and surroundings. Whether it is the social belonging, the work environment, or the sense of empowerment and trust, and the sense of freedom to contribute to a wide community, they all contribute to their overall wellbeing. In order to address wellbeing in a project environment, having a simplified definition that project teams can refer to would be of value.

Is Project Management Institute the most suitable body to adopt a suggested solution?

There are plenty of project management frameworks to consider, but for this research only three bodies were selected and reviewed based on their international reach. The advantages and disadvantages of each of PMI, APM and Prince2 have revealed a major variance in how each standardizing body handles its guidelines. PMI seems to be the institute with the most detailed and clear guidelines presented around team management and the human resources

aspect. While none of the three bodies reviewed in this paper had any reference to team's wellbeing, PMI was the most suitable standard to be proposed to adopt a new solution based on the standard structure, the outreach the institute has, and the more consistent frequency their book of knowledge is reviewed. To ensure such a framework could work, it is essential to understand that it is aimed at:

1. raising awareness of wellbeing as a subject
2. effectively addressing wellbeing proactively within project teams
3. feasibility of implementing it.

The advantages presented by the evaluations received from both experts in the wellbeing and project management sectors indicate that there is a feasibility to implement such a framework. The awareness will certainly be raised amongst the entire team. Similarly, such a solution will have a high impact in proactively addressing wellbeing to improve productivity.

The disadvantages and areas that require further attention indicate that such a solution does not separate the employee wellbeing as an individual and the team's wellbeing as a whole. The boundaries should be better defined between what is the responsibility of a project manager, and what falls within the responsibility of the organization as a whole. Another area that requires attention is a clear step that would incorporate educating project sponsors and leadership as a whole on the subject to secure their buy-in. As for the tools presented, it was suggested that having a clear format of a measure to be used would be ideal to help track progress. To bring these areas to the front of the framework, a second version of the framework could be presented with a new name such as Project Team Wellbeing Management; two new processes introduced as shown in figure 2.

Management Stakeholders' wellbeing engagement - this process would aim to ensure the project manager would get buy-in from the sponsor and senior leadership on the wellbeing plan. A survey project team with approved metrics: this process would ensure that a metric is approved and used to assess wellbeing at the starting point, before the implementation of other tools and techniques is deployed.

The proposed framework has not put into practice in project teams of various sizes and scope. The initial proposed framework appears to serve the hypothesis that a structured approach to the team's wellbeing would help proactively address the matter and improve the project team's productivity. To improve the research, a few other elements could be considered, e.g., the size of the team, the geographical dispersion of the team, the cultural diversity of the team, and testing the application.

Based on the work presented in this paper, future work includes implementation of the framework in project teams of different natures. Furthermore, integrated and inclusive metrics that would assist project managers to understand the results and stages of their team's wellbeing should be developed.

ABOUT AUTHORS

Rashad Issa is a Non-Executive Director, a strategy specialist and an operational quality, governance & assurance expert. He is PMP certified (Project Management Professional), and a Chartered Quality Professional. Rashad leverages deep experience from various sectors including financial services, retail, and health & wellbeing in establishing project management offices from the ground up. He advises on governance frameworks and helps businesses streamline complex policies and procedures on a global scale to deliver robust strategies and optimise operational outcomes. He was awarded Finalist in the category of Quality Professional in a New Project at the 2017 International Quality Awards. He is a Board Member of the Project Management Institute UK Chapter, a Trustee and a Fellow of the Chartered Quality Institute.



Dr Yu-Chun Pan is a Senior Lecturer in Project Management at University of West London. He is also a qualified PRINCE2 (PProjects IN Controlled Environments), PRINCE2 Agile, MSP (Managing Successful Programmes) and P3O (Portfolio, Programme and Project Offices) practitioner. Applying both academic rigor and industry best practice, he has worked with organisations to establish their portfolio management capability and enable associated changes, particularly in Knowledge Intensive Business Services (KIBS) industry. His innovative teaching approach has been recognised, and he was awarded University of West London Teaching Fellowship in 2018 and nominated for the UK National Teaching Fellowship in 2019.



Second Version Proposed Knowledge Area and Process Groups

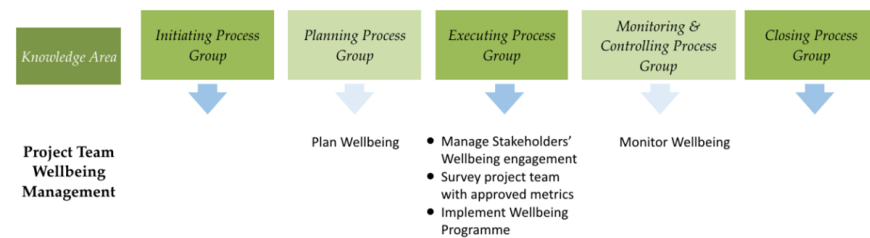


Figure 2: Future Work.

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