
From: Susanne Staton [REDACTED]
Sent: Tuesday, 31 January 2023 8:16 PM
To: Measuring What Matters
Subject: Measuring what matters
Attachments: Reshaping the Future (of Work).pdf; Huber+Social+Wellbeing+Framework_General.pdf; JIAU General Overview.pdf

Importance: High

Please accept the following submission of my views to Treasury on how we can better measure what matters.

I am Ms Susanne - the Founder and Chief Optimism Officer @ Reshaping Wellbeing, a Social Enterprise that exists to create a world where every **BEing is ValUed (#BEU)**. A self-styled corporate rebel who values Experience, Growth and Community I serve as Female Wave of Change Ambassador, Mentor, Business Coach and Co-collaborator across a variety of industries, community organisations, small business and large organisations. As a lifelong learner and proud supporter of #authentic #feminine #leadership it is my aim to share my lived experience and guide others to be in the best position to fulfil their potential and achieve wellbeing.

I work with organisations to measure values, understand the impact of wellbeing and facilitate the balance of an organisation's purpose (development) with learning (growth), all whilst moving the needle to create a positive impact on employee wellbeing (community) - it's the ripple effect this will have on driving changes in society through community engagement, economic empowerment and personal growth that is my personal purpose.

The two measurement tools and organisations I have chosen to partner with are Huber Social and Judgment Index™ Australia. It is through these tools that I'm seeking to prove the impact of programs and baseline the values of people, as well as inform how they may be improved. Through a holistic approach and longitudinal measurement, organisations can monitor how people's needs change over time, allowing those organisations to adjust accordingly to stay relevant in the hearts and minds of the people they serve and empowering them to measure what matters!

While the goal for each of us is the same; Wellbeing, the challenge is that we each have different needs. Current approaches fall short because people don't always recognise what matters to them, or in the case of pre-selected domains (think SROI) they aren't always reflective of someone's individual context either in priority, or scope. Recognising these challenges, Huber Social has developed a Wellbeing Measurement Framework that is holistic enough to identify individual needs and uses statistical analysis to identify the priority needs of a group.

The Judgment Index™ is not a test of someone's Rational Intelligence, their Emotional Balance or a Personality Inventory – it is instead a measure of our value system. People are more complex than Personality Inventories and given values express themselves in our beliefs as well as our behaviours the assessment enables us to understand a person's capacity for and strength of 'Good Judgement'.

I have included attachments and information as an overview of the above for further reference and would be grateful to be part of any ongoing conversation and consultation process. It is also my intention with this submission to highlight some other organisations that in my work I have had the pleasure and opportunity to meet and collaborate with to do exactly what Treasury is working towards: 'measuring what matters' - so I implore you not to reinvent the wheel but instead get the right people in the room to support and accelerate the government's efforts.

- <https://weall.org/hubs/australia>
- <https://www.andi.org.au/>
- <https://www.neweconomy.org.au/>
- <https://www.greenprints.org.au/>

I look forward to the ongoing discussion and outcome of the work you're doing!

Kind Regards,

Susie Staton
Chief Optimism Officer



reshaping BE U wellbeing



Susanne Staton,
Eternal Optimist

**WE SEE A WORLD
WHERE EVERY [BE]ING
IS VAL[U]ED**

Once upon a time...

We were treated like
another commodity...

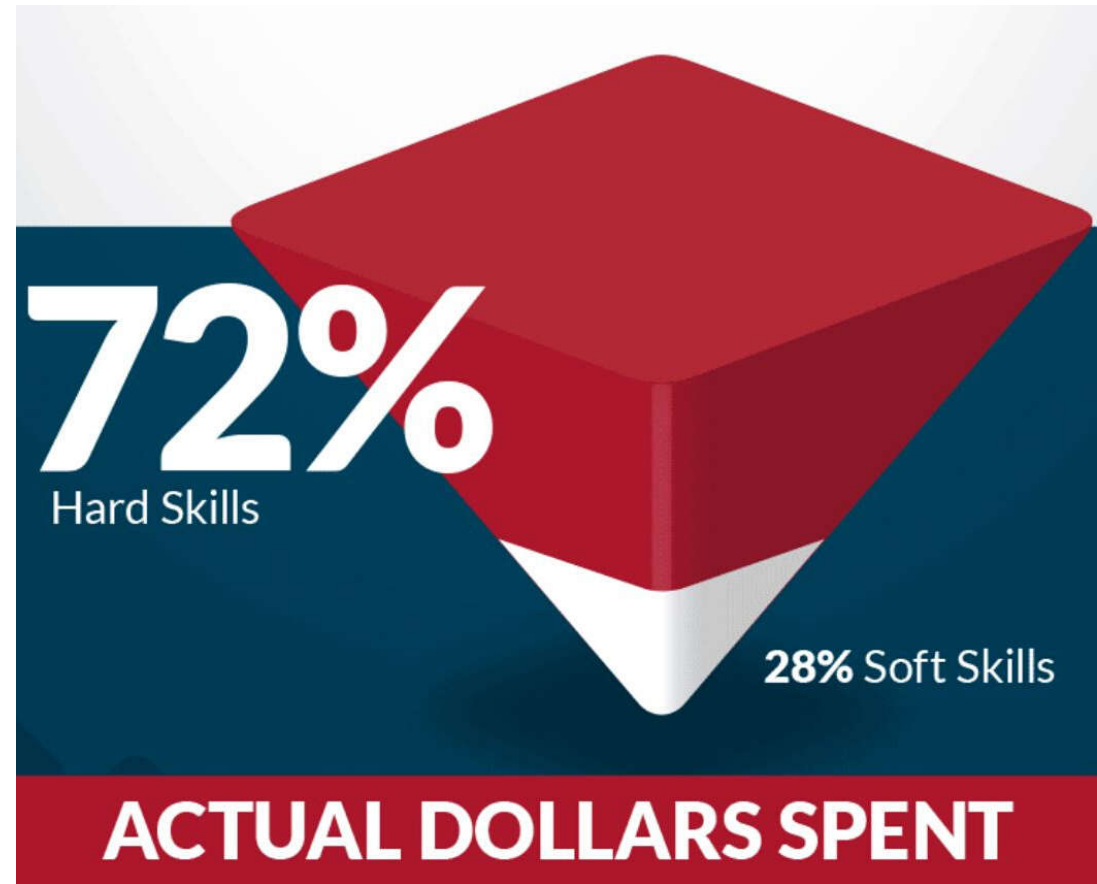
I spent years watching the people around me become more and more disengaged; disillusioned with the 'culture change' that claimed it would make our lives better at work, all the time being treated like just a number.



There's still a long way to go...

We have known for almost 100 years that human skills (soft skills) are critical to the success of any organisation.

Yet how much do we spend on upgrading human skills?



[1] Harvard

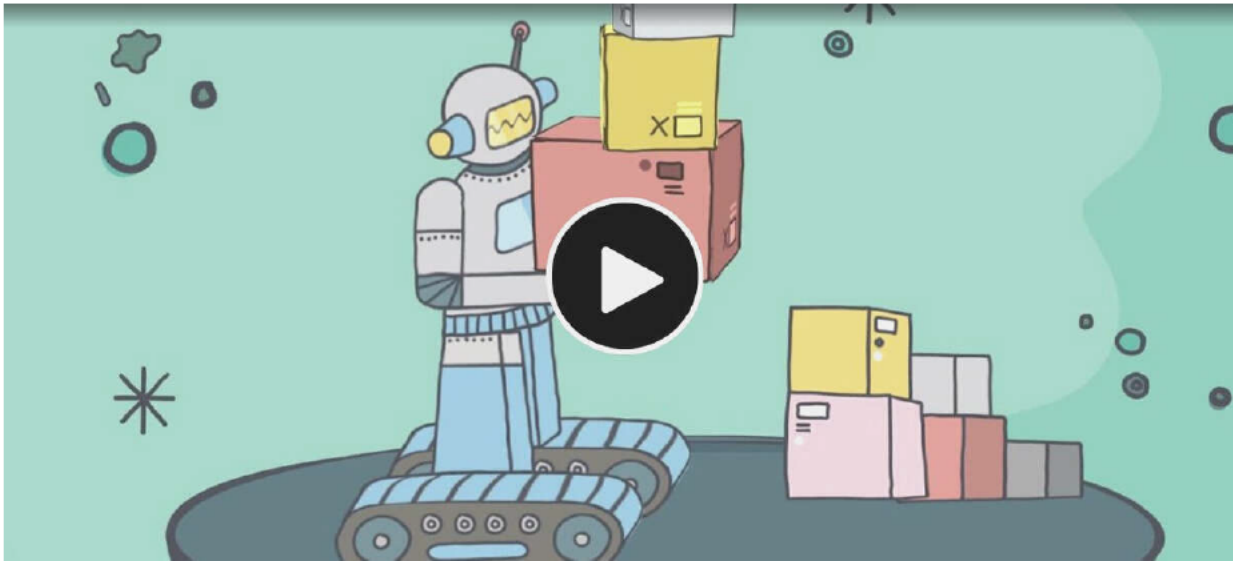
Mental
illness's
direct cost to
business is
estimated to
be \$13b a
year



"THAT'S BECAUSE PEOPLE COME TO
WORK BUT THEY ARE NOT
PRODUCTIVE BECAUSE THEY ARE
DEPRESSED OR ANXIOUS.
SOMETHING CAN AND SHOULD BE
DONE ABOUT THAT." [2]

[2] *The Shared Value Project*

Not all is lost...



With a holistic approach to 'human BEing' we can reshape the future (of work) build resilience; increase innovation; collaboration and trust.

There is was never a B2B or B2C model. It's always been H2H: Human to Human.

The Big Picture

Disruption is a state of mind and management

- A data informed approach to investing in hUman BEing



Purpose + Mission

Measure what Matters:
Work Wellbeing
Framework



Attract + Hire

Baseline: Values;
Behaviours and
Cultural Style



Retain + Engage

Outcome based
collaborative
approach



Empower + Elevate

Human skills:
Experiential
based learning

HUMAN SKILLS ARE COMPLEX.

as are our interactions and therefore what of the processes and technology that we need to enable us to connect rather than disconnect

CONVERGENCE OF DIGITAL TECHNOLOGIES AND THE CREATIVE ECONOMY.

is having a disruptive effect on society, where is the security, equality and prosperity going to come from

MEASURE WHAT MATTERS THE MOST.

the goal for each of us is the same = Wellbeing [one's personal satisfaction with life]. The part that differs, are our individual needs.



**Analysis
of Results**

DISRUPT OR BE DISRUPTED.

“Until we measure beyond financial value, we will continue to make decisions at the cost of our social, environmental and personal wellbeing”

- Originally published on the Oxford University, Government Outcomes Lab Blog

Let's reshape the future:

[Susie Staton](#)





**HUBER
SOCIAL**

**Huber Social
Wellbeing
Measurement**



**We measure so many things in our world,
but unfortunately we've neglected to
measure the thing that matters the most;
Wellbeing.**

At Huber Social we're committed to changing that.

We've developed an impact measurement framework centred around Wellbeing. It's comparable across projects and sectors, as well as being actionable and independent.

Providing data driven evidence of your impact and giving you a road map of the needs of the people you serve. So that we may all work together to put people in the best position to fulfil their potential and achieve wellbeing,



About Huber Social

Working across the private and social sector globally, Huber Social holds 'Wellbeing' as the measure of success for humanity and works with organisations to measure and create social value.

As an independent third party, Huber Social applies a universally applicable Wellbeing standard to determine the social value that an organisation has created and to identify how to maximise it.

Through its growing network of Accredited Impact Consultants, Huber Social is developing a global Wellbeing database to inform decision making at every level – from service delivery, to investment, to policy.

Huber Social is dedicated to measuring what matters, so that resources can be directed to where they create the most social value.



We help organisations to maximise their social impact by directing resources to the most effective use.



Huber Social Wellbeing Measurement

The Huber Social Wellbeing Measurement Framework™ recognises that the overall goal of all social impact is to put people in the best position to fulfil their potential and achieve Wellbeing.

To measure the effectiveness of a social intervention, Huber Social measures shifts in Wellbeing, as well as shifts in the capability and opportunity needs of people to inform how the impact may be improved. The measurement is conducted using a standardised process in accordance with scientific principles.

There are two levels to Huber Social Impact Measurement.

The first, leveraging a globally recognized Satisfaction with Life Scale[1], Huber Social measures subjective Wellbeing at an individual level. This gives us a score for where someone finds themselves in life.

To understand what a person needs to be in the best position to achieve their own Wellbeing, the second part of the framework is an application of Amartya Sen's Capability Development approach [2].

The theory is made practical by expressing 'needs' in terms of each of us requiring different 'capability' and 'opportunities' to be in the best position to fulfill our potential. At this level, the framework is a holistic and very granular list of human needs.

To determine the scope of the driver metrics in each context, Huber Social researches and consults with social workers, service experts and academics to determine the 'baseline' needs of the impacted group to be addressed. The metrics against each need 'factor' come from research into available validated scales or developed and validated by Huber Social directly in accordance with scientific principles and methodology.

Using qualitative and quantitative data collection activities, statistical analysis is performed to understand what matters for that person at that point in time.

The goal for each of us is the same; Wellbeing. The part that differs, are our individual needs.

[1] Ed Diener, Robert A. Emmons, Randy J. Larsen and Sharon Griffin as noted in the 1985 article in the Journal of Personality Assessment

[2] Amartya Sen is the Master of Trinity College Cambridge and winner of the 1998 Nobel Prize in Economic Science. Sen's Capability Development Approach describes the goal, as well as the means, of all development as 'freedom'. In other words, addressing the disadvantages of people and increasing access to opportunities gives people the freedom to create their own Wellbeing.



Huber Social Wellbeing Framework

IMPACT

Wellbeing

To be in the best position to fulfil your potential and live a life of value. The overall goal for all services working with people.

OUTCOMES

Through building
Capability

Resilience
Life skills
Wellness - mental, physical
and spriritual

OUTCOMES

and providing
Opportunity

Resources
Self development
Societal structures
Relationships

When it comes to measuring the social impact of a service, Huber Social measures the 'shift' the service creates in terms of Wellbeing and the specific programs outcomes achieved to create this. Results are then consolidated at a sector, community and global level.

Longitudinal measurement monitors effectiveness of programs to meet these needs; ensuring resources are directed to have the greatest impact.

The holistic nature of the Framework means it can be easily mapped to, or encompass other indicator frameworks, such as the Sustainable Development Goal Target Indicators.

A Wellbeing measurement system that delivers us the whole picture, to put each of us in the best position to achieve Wellbeing and leave no one behind.



Huber Social Measurement Process

Huber Social's objective is to equip you with a robust and cost-effective measurement system that will maximize your social impact and deliver value for you at every step of the approach.

1. Plan

- We work with you to build out your Social Impact Model and Measurement Plan in a series of in-person or virtual workshops.
- The Measurement Plan is cleared through an Ethics Approval Process before implementation.

2. Ready

- Huber Social configure measurement tools and validate with you.
- Surveys can be conducted online (text or email) or hard copy in person.
- Explanatory documents provided to staff as well as staff briefing available.

3. Measure

- Online surveys are the focus of the data collection as well as other qualitative and quantitative methods as appropriate, including mapping of secondary data sets and focus discussion groups.
- Basic and statistical analysis is used to determine Impact, Outcomes and Driving Factors.

4. Report

- Huber Social is able to turn around fast results to inform decision making across the life-cycle, from needs assessment, program design and improvement.
 - Reporting options include Outcomes Reports, Social Performance Management Reports, Annual Social Impact Reports and Individual Dashboards.
-



Huber Social Deliverables

Planning

Clear articulation of your approach to Social Impact and how it will be measured.

Your Social Impact Model

	Definition	Questions to answer	Theory of Change	Next steps
1. Impact	High-level goals and outcomes for the program or service, including the long-term benefits and outcomes that the program or service is intended to achieve.	What are the long-term benefits and outcomes that the program or service is intended to achieve?		Identify the long-term benefits and outcomes that the program or service is intended to achieve.
2. Outcomes	The measurable and observable results of the program or service, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.	What are the measurable and observable results of the program or service, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve?		Identify the measurable and observable results of the program or service, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.
3. Outputs	The specific products and services that the program or service provides, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.	What are the specific products and services that the program or service provides, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve?		Identify the specific products and services that the program or service provides, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.
4. Activities	The specific actions and tasks that the program or service performs, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.	What are the specific actions and tasks that the program or service performs, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve?		Identify the specific actions and tasks that the program or service performs, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.
5. Resources	The financial, human, and material resources that the program or service requires, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.	What are the financial, human, and material resources that the program or service requires, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve?		Identify the financial, human, and material resources that the program or service requires, including the short-term and long-term benefits and outcomes that the program or service is intended to achieve.

- Your Social Impact Model (including Theory of Change) clearly articulates your approach to social impact covering each level: Impact, Outcomes, Outputs, Activities and Inputs.
- Providing clarity for both internal and external stakeholders.

Measurement

Measurement tools and approach to keep measuring your impact and refine your approach as required.



- Your Social Impact Measurement Plan captures how impact will be measured, including metrics, activities, timings, accountability and how reporting will be used to continually improve.
- Surveys are the focus of the data collection as well as other qualitative and quantitative methods as appropriate, including research and focus discussion groups.

Reporting

Data driven insights on your impact and where resources may be directed to have the greatest impact.



- Social Impact Reports – comprehensive analysis to maximize impact, including (non-exhaustive):
 - Shift in Wellbeing
 - Spread of Wellbeing scores
 - Priority Needs for group
 - Priority Needs of any vulnerable sub-groups
 - Areas of capability strengths and weaknesses



Case Study: Australian Institute for Aboriginal and Torres Strait Islander Studies

Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), ACT, Australia

AIATSIS represents an Australian National Treasure. Researching and preserving Aboriginal and Torres Strait Islander culture, the institute's collection holds materials to preserve 185 of our 250+ indigenous languages and the organisation works to impart knowledge and understanding through school-based programs and ad-hoc exhibitions.

In 2019, Huber Social began working with AIATSIS to provide a data driven way to demonstrate the importance of AIATSIS to our societal Wellbeing and support the successful business case to expand AIATSIS's work into a National Schools Based program and anticipated National Exhibition Space. Working closely with AIATSIS, Huber Social is well experienced with the appropriately stringent Ethics process and guidelines for working in the Indigenous sector and have built a strong relationship with the Institute who stands as the authority in this space.

Huber Social continues to work with AIATSIS to measure the effectiveness of programs across the Collection and Schools Based Programs.

More information available at: <https://www.hubersocial.com.au/australia>



Case Study: Love Mercy Foundation

Women and Communities in Northern Uganda

Love Mercy's mission is to empower communities in Northern Uganda. Social Impact Measurement is important for Love Mercy for 3 main reasons (1) confidence they are doing the right thing for the communities they work with; (2) data driven evidence that money is being spent to have the greatest impact; and (3) effective collaboration.

Huber Social travels annually to Uganda to evaluate the impact of Love Mercy's micro agricultural loan program, 'Cents for Seeds'. Most notably, the results identified the priority needs for communities by assessing the highest correlates of Wellbeing as well as highest and lowest scoring factors. For Love Mercy, this demonstrated that the two highest correlates of Wellbeing were (1) time spent in program and (2) access to water. This led to a partnership with 'Water for Africa' and improved program design and the articulation of priority of needs has supported successful fundraising activities. Again, the Social Impact Report has been used in several applications to acknowledge their program's success, including the CEO being awarded the Global Citizen's Youth Innovation Award.

More information available here: <https://www.hubersocial.com.au/love-mercy>

"Having a detailed impact report provided by Huber has enabled us to back up our claim that Cents for Seeds works and has a measurable impact. We have been able to put solid, indisputable research behind why our program has been so successful. Using a wellbeing framework, we have proven to our donors and potential donors that our approach is holistic and it works for an entire community. As a result we have seen an increase in donations and a deeper connection between our donors and our programs."

Caitlin Barrett, CEO, Love Mercy Foundation





Case Study: Serco and Australian Assistance Dogs

Serco Asia Pacific and Australian Assistance Dogs, Prisoners and Recipients of Assistance Dogs

Recognising the powerful benefits of prisoner-animal programs for both prisoners and animals, Serco implemented the Pups in Prison program through partnering with Assistance Dogs Australia at Southern Queensland Correctional Centre, where prisoners train and care for the dogs (Trainers) that are then provided to members in the community who need their assistance .

To understand the effectiveness of the Pups in Prison program and confidently direct resources to have the greatest impact, Serco engaged Huber Social to measure the impact of the program in terms of its effect on the Wellbeing of Trainers and Recipients.

Key findings included that the Pups in Prison program improves overall Wellbeing for Trainers and Recipients and the program achieves its target outcomes. The biggest areas of impact were found across confidence and self-esteem, mental wellness, connection and relationships.

In addition, a correlation between the program and a reduction in aggressive behaviour and self-harm for Trainers was identified. Four out of five Trainers had numerous incidents and breaches in the years prior to starting with the Pups in Prison program. These incidents related to self-harm, assault on other prisoners, substance use or possession, threats and offensive behaviour. After starting in the program, there have been no reports of incidents or breaches of this type for all five trainers. Not only is this important for the safe and effective management of prisoners, but is key to reducing chances of reoffending if prisoners are released back into the community.

Report available upon request: info@hubersocial.com.au





Case Study:

Stepping Stone House

Youth at Risk, NSW Australia

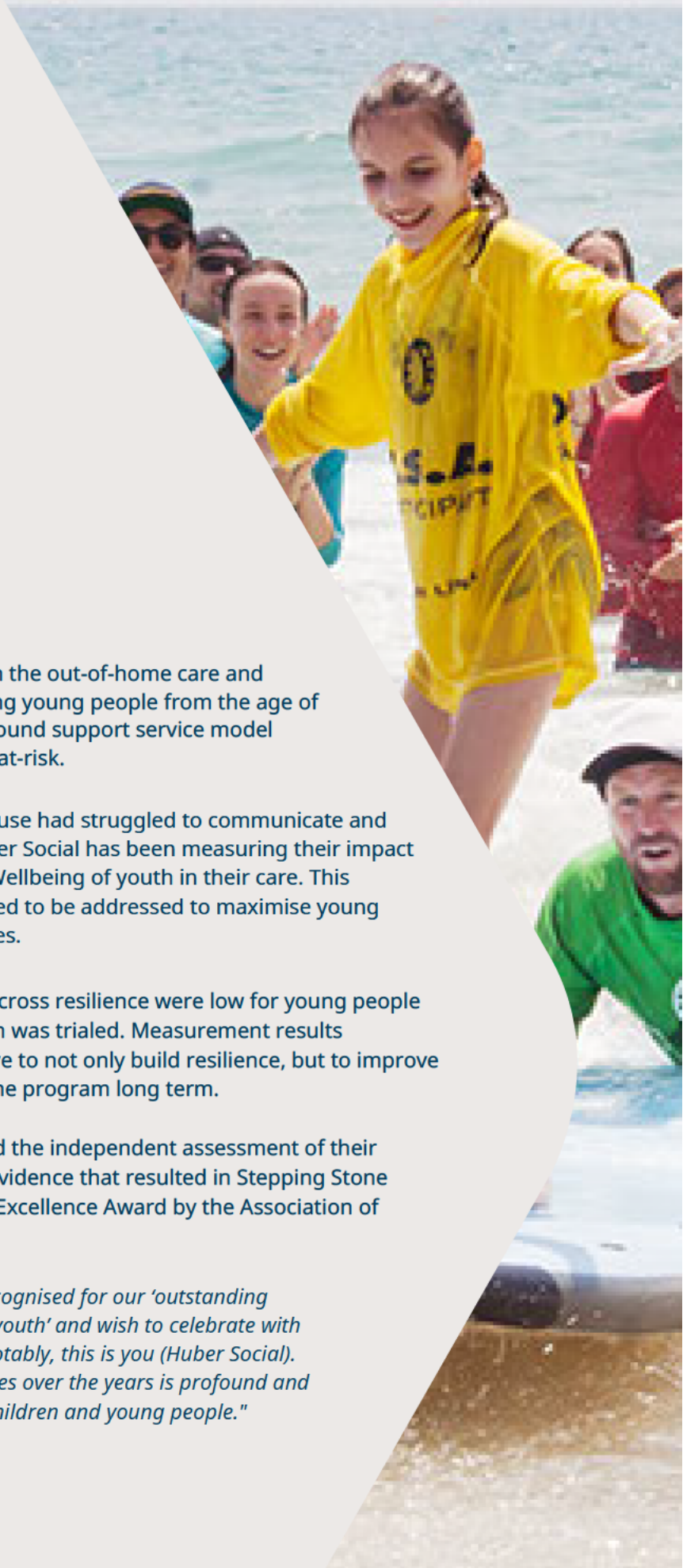
Stepping Stone House fill an important gap in the out-of-home care and youth homelessness service sector; supporting young people from the age of 12 up to at least 24 yrs. Their holistic wrap around support service model provides a family like environment for youth-at-risk.

Beyond individual stories, Stepping Stone House had struggled to communicate and prove the effectiveness of their services. Huber Social has been measuring their impact since December 2016, through tracking the Wellbeing of youth in their care. This enabled them to identify the areas that needed to be addressed to maximise young people's Wellbeing and the program outcomes.

For example, early results identified factors across resilience were low for young people in their care, so a Resilience building program was trialed. Measurement results demonstrated the program had been effective to not only build resilience, but to improve overall Wellbeing. This justified investing in the program long term.

In addition, Huber Social's Impact Report, and the independent assessment of their service model, was cited as the key piece of evidence that resulted in Stepping Stone House being awarded the Australian Service Excellence Award by the Association of Children's Welfare Agencies.

"We are understandably very proud of being recognised for our 'outstanding work in assisting homeless and disadvantaged youth' and wish to celebrate with the key people who made it all possible. Most notably, this is you (Huber Social). What you have done with the Wellbeing measures over the years is profound and has had a significantly positive impact on our children and young people."
Jason Juretic, CEO, Stepping Stone House





Partners

Working across the private and social sector globally, Huber Social holds 'Wellbeing' as the measure of success for humanity and works with organisations to measure and create social value.

Huber Social acts as an independent third party who applies a universally applicable Wellbeing standard to determine the social value of organisations as well inform decision making about how to maximise it. Through a growing network of Accredited global consultants, Huber Social is developing a global Wellbeing database to inform decision making at every level.

In partnership with Oxford University Blavatnik School of Government, Huber Social is drafting the Australian Technical Specification on measuring social value. The Technical Specification is due for publication late 2020 and will position Huber Social as the authority in this space.

Huber Social is also a member of the Private Sector Mechanism of the UN Food and Agricultural Organization and delivered presentations at the UN World Data Forum, Dubai 2018, and the UN Sustainable Development Conference, Rome 2018.





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Get the right people on your side!

Cliché or not, your people are the greatest asset of your business. They are who your customers depend on, they support your vision and they drive your success. That's why getting the best people on your side is so important. And that's why we want to help.

The **Judgment Index™** is totally unique and one of the most highly mathematical, scientific and logically-based assessment instruments ever created. It empowers you to measure the value system and the judgment capacity and capability of an individual – and it does so with unswerving accuracy.

When you select and retain the right people, develop and promote the right people, motivate and mentor the right people, the right people will drive your organisation forward to achieve your objectives, success and growth! **Find out more today!**

Over 70 Areas of Assessment

- Decision-making Ability and Style
- Work Ethic and Reliability
- Ability to Accurately Follow Directions
- Focus and Concentration
- Morale and Positive Attitude
- Trainability
- Ability to Deal with Change
- Trustworthiness
- Stress Coping Skills
- Assertiveness and Conflict Avoidance
- Resiliency/Strong Judgment Under Stress
- Insight and Noticing Sensitivity
- Engagement
- Dealing with Difficult People and Situations
- Ability to Prioritise

"In any factor of success, good judgment matters most"

Bill Wilson

"Reason and judgment are the qualities of a leader."

Tacitus

"When success is critical, Good Judgment is crucial!"

Bill Wilson

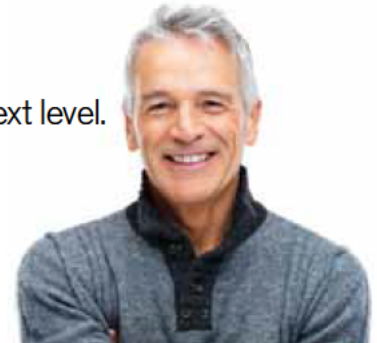


Good judgment is the key to success

The ultimate success of an individual or organisation greatly depends on the strength of judgment applied to a countless number of everyday decisions. From small everyday tactical decisions to the large global strategic decisions, good judgment is key.

The **Judgment Index™** provides real, quantifiable insight into a person's judgment and decision-making capacities. It is a scientific, mathematical, and logically-based assessment tool that will take your business to the next level.

It will help you put the right people in the right jobs, maximise performance and boost bottom line results.



We can help with all of your business needs!

Recruitment and Selection

The Judgment Index™ will improve your hiring decisions. Including this measure in your selection process will help you identify and select individuals that demonstrate superior competence and leadership potential. Making the correct decisions at the start will maximise performance and profits. It also improves retention through better job fit and reduces costly turnover, re-selection and training.

Risk and Safety Management

Risk and safety management issues receive a great deal of attention for a reason. When not handled correctly, they can cost your business a fortune in legal fees, claims, lost time, insurance expenses and damage payments. It can also harm your organisation's reputation, integrity and survival. The Judgment Index™ helps you to be proactive and effective in managing these issues. It identifies individuals who are at greater risk of an accident, providing you with unique information upon which to develop staff training programs and make hiring decisions.

Return to Work and Injury Management

Would you like to save time, money and effort in managing injured workers? Well, now you can. The Critical Return to Work (RTW) Indicators Report links an injured employee's treatment plan with their strengths, as well as offering insight into potential barriers to a safe and timely resumption of work. It serves as a guideline for the employer, rehabilitation professional and insurance provider to promote accurate communication and coordination to forward progression.

Engagement and Retention

Are you engaging your employees? If not, you're missing out. The emotional attachment an individual feels towards an organisation is a critical factor in determining morale, performance and loyalty. If you're tired of losing your best employees, the Judgment Index™ can help by identifying the under appreciated, bored, stressed and restless. Identification opens the door to communication, dialogue, understanding and, ultimately, to employee satisfaction and retention.

Management and Leadership Development

There are many leadership styles. The Judgment Index™ measures the values and judgments that underpin leadership to help you identify and encourage the best ones. Senior executives will be able to understand the values and judgment capacities of the people they lead. This provides unique insight into their team's strengths and weaknesses, and improves communication, problem solving, planning and decision making. Armed with this knowledge, leadership can be developed, strengthened and improved.

Personal Health and Wellness

Healthy, well-balanced employees are productive employees. We provide a Wellness Report, which serves as both a diagnostic and a prescriptive guide. It provides insight into the present state of one's wellness judgment along with suggestions for improvement. Elements of personal judgment are assessed that have a significant impact on wellness at home and in the workplace, including Personal Wellness, Individual Stress and Work-Life Balance.

Find out how the Judgment Index can help your business

Visit www.jiau.com.au or Call **1300 677 572**

