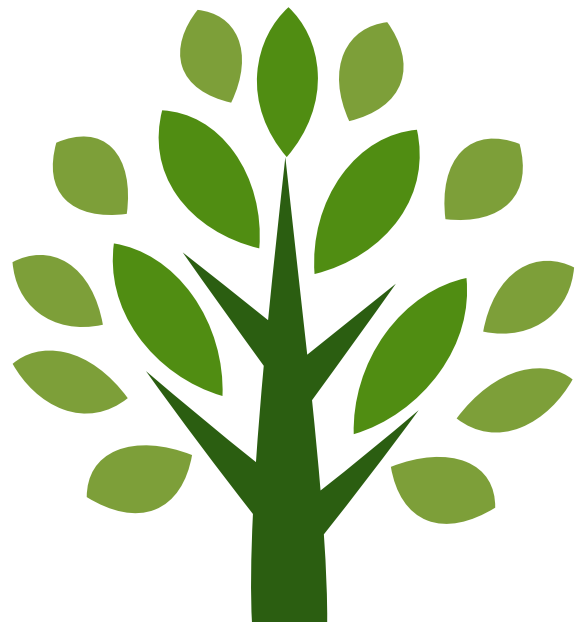




**HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH  
CENTER FOR WORK, HEALTH, AND WELL-BEING**

# **THRIVING FROM WORK QUESTIONNAIRE USER MANUAL**





# THRIVING FROM WORK QUESTIONNAIRE USER MANUAL

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*The contents of this User Manual are solely the responsibility of the authors and do not necessarily represent the official views of the funding agencies. This document may be revised as new research is conducted and our knowledge of the utility and psychometric properties of the questionnaires increases.*

We are grateful to the panel of international experts who contributed to the conceptualization and development of the questionnaires. We are especially grateful to the workers who contributed to the testing of the instruments, and the many people who provided input on both the questionnaires and this manual.

## Suggested Citation

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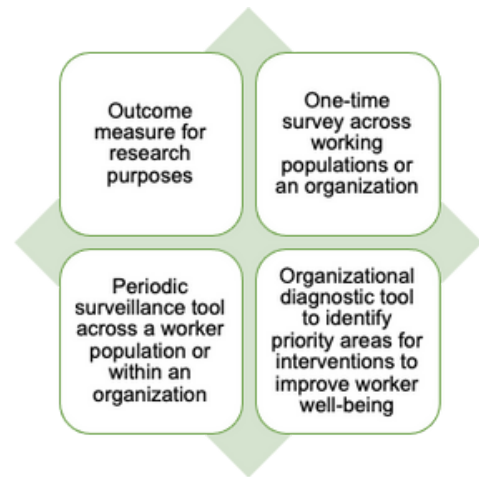
# Introduction

The Thriving from Work Questionnaires provide a measure of work-related well-being that can be used in surveys with workers. Developed using a rigorous systematic study design, the questionnaires have been found to be responsive, reliable, and valid across a broad range of settings and sectors. Further study of the utility and psychometric properties of the questionnaires is ongoing. This manual will be updated as new findings are revealed.

This user manual provides a definition for Thriving from Work and why it is important to measure, the process we used to develop the Thriving from Work conceptual framework and questionnaires, the full versions of the two questionnaires including the short-form and the long-form, and their practical applications.

There are two questionnaires with multiple applications for both research and practice:

- Short-form (8 items) Questionnaire
- Long-form (30 items) Questionnaire across six domains



## Why is it important to measure whether workers are thriving from their work?

Employment and the quality of work are strong determinants of public health and well-being. Being able to measure the contribution of work to an individual's thriving allows organizations and policy makers to better understand the various conditions of work that contribute to workers' thriving – the ability to flourish, achieve our highest potential, and attain happiness and satisfaction in our lives.

Even before the COVID-19 pandemic, employers, employees, and policy makers recognized the importance of organizational policies and practices for improving working conditions, resulting in better health, productivity, and economic outcomes (Peters et al., 2021).



## Defining Thriving from Work

### Thriving from Work

*... is the state of positive mental, physical, and social functioning in which workers' experiences of their work and working conditions enable them to thrive in their overall lives, contributing to their ability to achieve their full potential in their work, home, and community.*

This definition recognizes that thriving from work reflects a multidimensional relationship between an individual worker and the environments (including the work environment) in which the individual functions. It encapsulates how the experience of work and its conditions shape worker well-being, not only at work, but also in workers' lives outside of work. A workers' thriving may be increased or decreased because of their experiences at work. It focuses on how work and jobs can be designed to enable better overall positive well-being.

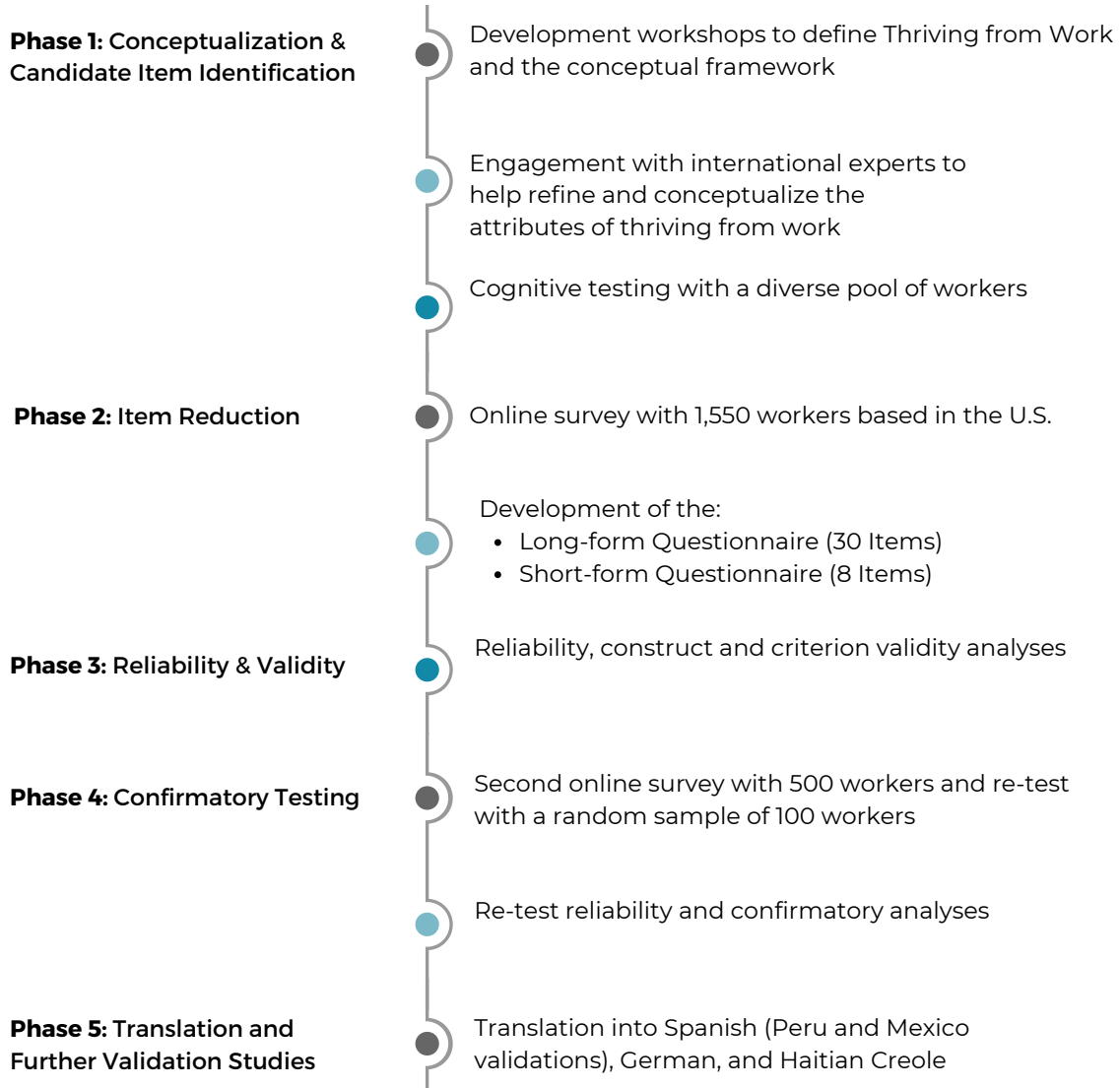


Peters, S.E.; Sorensen, G.; Katz, J.N.; Gundersen, D.A.; Wagner, G.R. Thriving from Work: Conceptualization and Measurement. *Int. J. Environ. Res. Public Health* 2021, 18, 7196. <https://doi.org/10.3390/ijerph18137196>

# Developing the Thriving from Work Questionnaires



The Thriving from Work Questionnaires were developed between 2019 and 2022 using a systematic iterative process. To conceptualize and design the questionnaires, we conducted a series of research activities outlined below:



Further details about this process are described in the following publications:

Peters, S.E.; Sorensen, G.; Katz, J.N.; Gundersen, D.A.; Wagner, G.R. Thriving from Work: Conceptualization and Measurement. *Int. J. Environ. Res. Public Health* 2021, 18, 7196. <https://doi.org/10.3390/ijerph18137196>

Peters, S.E.; Gundersen, D.A.; Katz, J.N.; Sorensen, G.; Wagner, G.R. Thriving from Work Questionnaire: Dimensionality, Reliability, and Validity of the Long and Short Form Questionnaires. *American Journal of Industrial Medicine* 2023. <https://doi.org/10.1002/ajim.23465>

# Conceptualizing Thriving from Work

We developed a conceptual framework through an iterative process including workshops and interviews with international experts and workers. We identified attributes of thriving from work that are categorized into six dimensions. Each item in the questionnaire maps to an attribute of thriving from work.



Peters, S.E.; Sorensen, G.; Katz, J.N.; Gundersen, D.A.; Wagner, G.R. Thriving from Work: Conceptualization and Measurement. *Int. J. Environ. Res. Public Health* 2021, 18, 7196. <https://doi.org/10.3390/ijerph18137196>



# Using the Questionnaires - Practical Applications



The Thriving from Work (TfW) Questionnaires provide a measure of workers' work-related well-being. Developed using a rigorous systematic study design, the questionnaires have been found to be reliable and valid across a broad range of settings and sectors. Both the short and long-form are intended to be taken by workers.

The **short-form questionnaire** provides a measure of Thriving from Work. It allows measurement of the extent to which workers are thriving from their work and touches upon the six domains of thriving from work. It may be useful if the survey time is limited or if the TfW questions are used as part of a larger survey instrument.

The **long-form questionnaire** can provide greater insight into how workers are thriving across six domains of work-related well-being. It measures Thriving from Work, but also measures the six key domains of Thriving from Work: Work Related Psychological and Emotional Well-being; Social Well-being from Work; Work-Life Integration; Job Design and Experience of Work; Basic Needs for Thriving; and Health, Physical and Mental Well-being. Consider using the long-form questionnaire for collecting in-depth well-being data about workers' experiences at their jobs, working conditions, and the work they perform.

	Number of Items	Diagnostic Tool	Outcome Measure	Observational/ Surveillance
Short-form Questionnaire	8 items		X	X
Long-form Questionnaire	30 items across 6 domains	X	X	X

Peters, S.E; Gundersen, D.A.; Katz, J.N.; Sorensen, G.; Wagner, G.R. Thriving from Work Questionnaire: Dimensionality, Reliability, and Validity of the Long and Short Form Questionnaires. American Journal of Industrial Medicine 2023. <https://doi.org/10.1002/ajim.23465>

# Thriving from Work Questionnaire Short-Form

## Instructions for Use

The short-form version of the Thriving from Work Questionnaire allows you to measure whether workers are thriving from their work. While it captures each of the six domains, there are only 1-2 items from each of the domains. This version is ideal when space is limited on a survey and you are most interested in measuring worker well-being (but not specific attributes of Thriving from Work).

The short-form questionnaire allows you to measure:

- Whether groups of workers are thriving from work (or not)
- Changes in workers' thriving over time, such as before and after an organizational change initiative is implemented.

Recommendations for Use:

- Use the entire scale of 8 items.
- The questionnaire asks workers to reflect over the last month. This timeframe is arbitrary and there may be a more relevant timeframe depending on the purpose of the worker survey.
- If you are delivering the questionnaire electronically and have the capability to do so using survey software such as Qualtrics, RedCap or SurveyMonkey, we suggest that you randomly order the items. This might be an important consideration as some items may trigger workers to respond differently on later items. When these are randomly ordered, this problem is minimized. If you cannot order the items, that is ok. The questionnaire will still be responsive.
- You may want to change the introductory wording for the questionnaire. We recommend conducting testing of any changes made to the questionnaire. Best practice would be to test the revised wording with a sample of workers to ensure appropriate interpretation of any changes. We have tested the following change for measuring Thriving from Work for workers employed by a specific organization: "*These questions relate to your job at <Organization>. How often, if at all, have you felt the following ways about your work over the last <insert time frame> month/s?*"
- If you want to modify an item to better suit your needs, you should test the modified items with a group of workers to ensure that the new wording of the item is being interpreted as intended. Please feel free to contact us for any advice on modifying the questionnaire.
- The "physical safety" and "psychological safety" questions can be used interchangeably. This should not alter the performance of the questionnaire. We suggest selecting the item that you think best suits the nature of the work performed by the workers completing the questionnaire. You do not need to include both items.

# Thriving from Work Questionnaire Short-Form



The following items relate to how you perceive the work you do day-to-day.  
If you have more than one job, please consider your current job that is most IMPORTANT to you  
when responding.

Please think about the same job when you are answering all of the questions.

*Indicate how often, if at all, you have generally felt that way about your  
work over the last month.*

*Please read the questions carefully and give your best honest answer.  
Select one response for each item.*

**Response categories:** Never, Rarely, Sometimes, Usually, Almost Always, Always

1. I love my job.
2. I am treated fairly at work.
3. I can achieve a healthy balance between my work and my life outside of work.
4. I am paid fairly for the job I do.
5. I am happy with how much input I have in decisions that affect my work.
6. I can easily manage the demands of my job.
7. I feel psychologically safe at work.\*
8. I can voice concerns or make suggestions at work without getting into trouble.

\* Depending on the nature of the industry or scope of research/practice, this item  
can be replaced with "I feel physically safe at work."

# Thriving from Work Questionnaire Long-Form



## Instructions for Use

The long-form version of the Thriving from Work Questionnaire allows you to measure all six domains of Thriving from Work with 30 items.

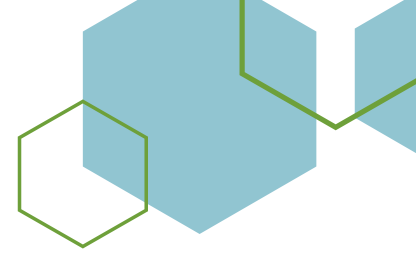
The long-form questionnaire allows you to measure:

- Measure whether groups of workers are thriving from work (or not)
- Identify some of the most important attributes for workers' thriving
- Capture the six domains of Thriving from Work
- Track changes in workers' thriving over time, such as before and after an organizational change initiative is implemented.

Recommendations for Use:

- Use the entire scale of 30 items.
- At this stage, domains are not recommended to be used as standalone questionnaires.
- The questionnaire asks workers to reflect over the last month. This timeframe is arbitrary and there may be a better timeframe depending on the purpose of the survey.
- You may want to change the introductory wording for the questionnaire. We recommend conducting cognitive testing of any changes made to the questionnaire. Best practice would be to test the revised wording with a sample of workers to ensure appropriate interpretation of any changes. We have tested the following change for measuring Thriving from Work for workers employed by a specific organization: "These questions relate to your job at <Organization>. How often, if it all, have you felt the following ways about your work over the last <insert time frame> month/s?"
- If you are delivering the questionnaire electronically and have the capability to do so using survey software such as Qualtrics, RedCap or SurveyMonkey, we recommend that you randomly order the items. This can be important as some items may trigger workers to respond differently on future items they answer. When these are randomly ordered, this problem is minimized. If you cannot order the items, that is ok. The questionnaire will still be responsive.
- If you want to modify an item to better suit your needs, you should test the modified items with a group of workers to ensure that the new wording of the item is being interpreted as intended. Please feel free to contact us for any advice on modifying the questionnaire.

# Thriving from Work Questionnaire Long-Form



The following items relate to how you perceive the work you do day-to-day. If you have more than one job, please consider your current job that is most IMPORTANT to you when responding.

Please think about the same job when you are answering all of the questions.

*Indicate how often, if at all, you have generally felt that way about your work over the last month. Please read the questions carefully and give your best honest answer. Select one response for each item.*

**Response categories: Never, Rarely, Sometimes, Usually, Almost Always, Always**

Domain	Item
<b>Work-related Emotional &amp; Psychological Well-being</b>	<ol style="list-style-type: none"> <li>1. I love my job.</li> <li>2. The kind of work I do makes me happy.</li> <li>3. I am satisfied with my job.</li> <li>4. My work adds meaning to my life.</li> <li>5. My job allows me to achieve my full potential.</li> <li>6. My work adds to my overall life satisfaction.</li> </ol>
<b>Social Well-being from Work</b>	<ol style="list-style-type: none"> <li>7. I am treated fairly at work.</li> <li>8. I feel supported by the people I work with.</li> <li>9. I feel valued by the people I work with.</li> <li>10. I am treated with respect at work.</li> <li>11. At work, I feel like I belong.</li> </ol>
<b>Work-Life Integration</b>	<ol style="list-style-type: none"> <li>12. I can achieve a healthy balance between my work and my life outside of work.</li> <li>13. I can easily manage my job as well as attend to my needs and the needs of my family.</li> <li>14. I feel safe getting to and from work.</li> </ol>
<b>Basic Needs for Thriving</b>	<ol style="list-style-type: none"> <li>15. I am paid fairly for the job I do.</li> <li>16. I am satisfied with the amount of paid leave I can take to care for myself or family members.</li> <li>17. I feel my job is secure.</li> <li>18. I have good opportunities for promotion.</li> </ol>
<b>Job Design &amp; Experience of Work</b>	<ol style="list-style-type: none"> <li>19. I am happy with how much input I have in my decisions that affect my work.</li> <li>20. I can easily manage the demands of my job.</li> <li>21. I have adequate control over the pace of my work.</li> <li>22. I am happy with how much control I have over my work schedule.</li> <li>23. I have access to the resources I need to do my job well.</li> </ol>
<b>Physical &amp; Mental Well-being from Work</b>	<ol style="list-style-type: none"> <li>24. I feel psychologically safe at work.</li> <li>25. I feel physically safe at work.</li> <li>26. I feel excessive levels of stress from my work.</li> <li>27. After I leave work, I have enough energy to do the things I want or need to do.</li> <li>28. I worry that I will get hurt at work.</li> </ol>
	<ol style="list-style-type: none"> <li>29. I can voice concerns or make suggestions at work without getting into trouble.</li> <li>30. I receive recognition at work for my accomplishments.</li> </ol>

# Scoring the Thriving from Work Questionnaires

The questionnaire has been developed so that a higher scores indicates a greater level of thriving from work.

There are a variety of scoring options one may use with the Thriving from Work (TfW) Questionnaire. The pros and cons of different scoring approaches depends on the application and context of how the measure is used.

The complete guide for scoring the Thriving from Work Questionnaires can be found in the [\*Technical Guide for Scoring the Thriving from Work Questionnaire\*](#). This guide provides different scoring approaches that have applications in research and practice. We have conducted studies to understand how these different scoring approaches might be used and the information that they provide the user. The guide provides detailed instructions on the different scoring methods, their applications, how to deal with missing values, and how to interpret the findings. This guide is currently available by contacting Dr. Peters.

The TfW long- and short-forms were validated using a psychometric methodology called *item response theory* (IRT). As such, scoring the TfW questionnaire is best done based on this methodology which incorporates the information about the relationship between each item and the underlying TfW trait –a *model based scoring method* using statistical software to calculate the scores. However, many, if not most, uses of the measure will not be done by scientists with a background in psychometric analysis and latent variable scoring. **In most situations, a simpler standardized summed scoring method can be used.** This scoring method uses a procedure to translate a set of responses to the TfW questionnaires raw summary score into standardized scores. This scoring approach is often referred to as T-scoring or “look-up” scoring. This approach retains many of the advantages of model-based IRT scoring methodologies while making it relatively simple to implement for practitioners without a background in psychometric analysis and scoring.

## Translated Versions

Versions of the questionnaire have been translated into Spanish (Peru and Mexico validation), Haitian Creole, and German. At this stage, only the Spanish (Peru/Mexico) and German versions have been validated and have been submitted for publication. These translated versions are available on our website. We currently have a study to validate a Spanish (Chile) version.

We are planning for more translations and studies validating the questionnaires in different geographic regions and will update the User Manual when these questionnaires are finalized.

Please contact Dr. Peters if you are interested in translating and validating the Thriving from Work Questionnaires in a different language or setting.



# Resources & Publications

## Development and psychometric properties

### **Thriving from Work: Conceptualization and Measurement**

Peters, S.E.; Sorensen, G.; Katz, J.N.; Gundersen, D.A.; Wagner, G.R. Thriving from Work: Conceptualization and Measurement. *Int. J. Environ. Res. Public Health* 2021, 18, 7196. <https://doi.org/10.3390/ijerph18137196>

### **Thriving from Work Questionnaire: Dimensionality, Reliability, and Validity of the Long and Short Form Questionnaires**

Peters, S.E.; Gundersen, D.A.; Katz, J.N.; Sorensen, G.; Wagner, G.R. Thriving from Work Questionnaire: Dimensionality, Reliability, and Validity of the Long and Short Form Questionnaires. *American Journal of Industrial Medicine* 2023. <https://doi.org/10.1002/ajim.23465>

## Translation and validation studies

### **Thriving from Work Questionnaire: Validation of the Spanish version**

Peters, S.E.; Gundersen, D.A.; Neidlinger, S.M.; Ritchie-Dunham, J.; Wagner, G.R. Thriving from Work Questionnaire: Spanish Translation and Validation. *BMC Public Health* 2024.

### **For More Information and Supplementary Resources**

Visit the Center for Work, Health, and Well-being Resources Page:  
<https://centerforworkhealth.sph.harvard.edu/resources>

- Thriving from Work Questionnaire User Manual
- Thriving from Work Questionnaire FAQ
- Long- and short-form versions of the Thriving from Work Questionnaire
- Translated versions of the questionnaire

