

Healthy Workplace and the Canadian Tourism Industry



When Sears Roebuck proved they earned \$200 million extra in 1997 as a result of improving employee satisfaction by 4%, they paved the way for us to capture the true costs of poor wellbeing.

Dawn Ringrose & Associates Inc.
July 2006

Introduction

In cooperation with the Tourism Industry Association of Canada, Dawn Ringrose & Associates Inc. recently conducted a survey on healthy workplace with the tourism industry.

The research was motivated by a desire to measure the level of workplace health that exists in the Canadian tourism industry and identify what the industry is doing well, where it needs to improve, and suggest some targeted improvement areas.

This report shares the methodology, findings, conclusions and recommendations of this preliminary research.

Methodology

Two survey instruments were created, small organizations < 100 employees and large organizations 100+ employees.

Both instruments were based on the Canadian Healthy Workplace Framework (National Quality Institute), a holistic model of workplace health that depicts the business practices that contribute to employee health and wellness in four key management areas (leadership, planning, people, processes) and across healthy workplace attributes in four areas (physical environment, health practices, social environment, personal resources).

While the larger organization survey was based on the comprehensive Framework, the small organization survey was based on an abbreviated version of the model.

Participants were asked to self-assess their organization on the extent to which these healthy workplace practices were in place using a five point rating scale. The corresponding ratings were converted to a weighted average (%) for each of the practices:

- Nothing Being Done – no systematic approach, limited deployment, few or poor results, 0% to 20%
- Good Start – beginning of systematic approach, deployed in some major areas, some good results, 21% to 40%
- Doing Well – sound systematic approach, deployed across areas, good results, 41% to 60%
- High Performance – sound systematic approach, deployed across areas, good to excellent results compared to leaders in the industry, 61% to 80%
- World Class – sound systematic approach, deployed across areas, outstanding results compared to leaders in other sectors and countries, 81% to 100%

Findings

In total, 57 small organizations and 2 large organizations completed the respective surveys.

A summary of the findings is provided below. The findings identify industry strengths and opportunities for improvement. To expand and help industry capitalize on opportunities for improvement, a most noteworthy industry example has been provided. Delta Hotels is the only tourism and hospitality organization in Canada that has implemented the Canadian Healthy Workplace Framework.

Figure 1 shows the respondent breakdown by sector and reveals the vast majority of participants were from the accommodation and attraction sectors. Due to the limited sample size and varying representation across tourism sectors, few conclusions can be drawn on a sectoral basis, however, the degree of participation does provide a good start in evaluating the extent to which workplace health practices are being used by industry in general.

Figure 1. Survey Respondents By Tourism Sector

Tourism Sector	Small Organizations	Large Organizations
	#	#
Accommodation	34	2
Food service	6	0
Attraction	15	0
Event	2	0
Transportation	1	0
Tour	2	0
Character area	0	0
Tourism information center	4	0
Government	1	0
Association	1	0
Other	9	0

**In some instances, respondents indicated more than one category*

Figure 2 depicts the average ratings for small and large organizations across practices in each of the management areas. With the exception of the leadership area, the average ratings indicate small organizations self-assessed workplace health practices more positively as compared to large organizations.

For large organizations, the greatest area of strength was considered to be leadership, while the greatest opportunity for improvement was planning. Small organizations provided similar average ratings across the four management areas.

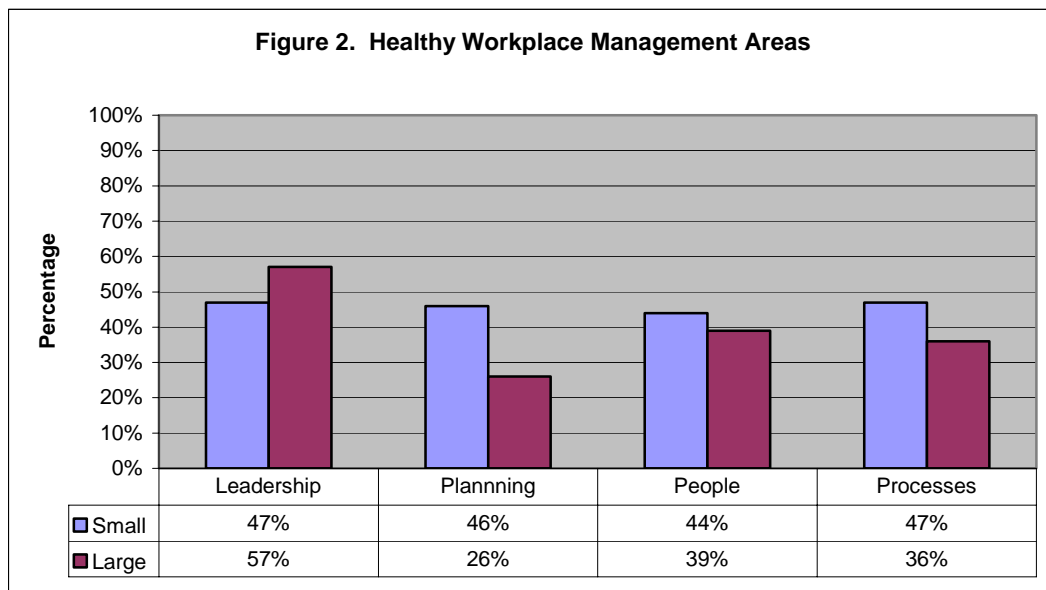
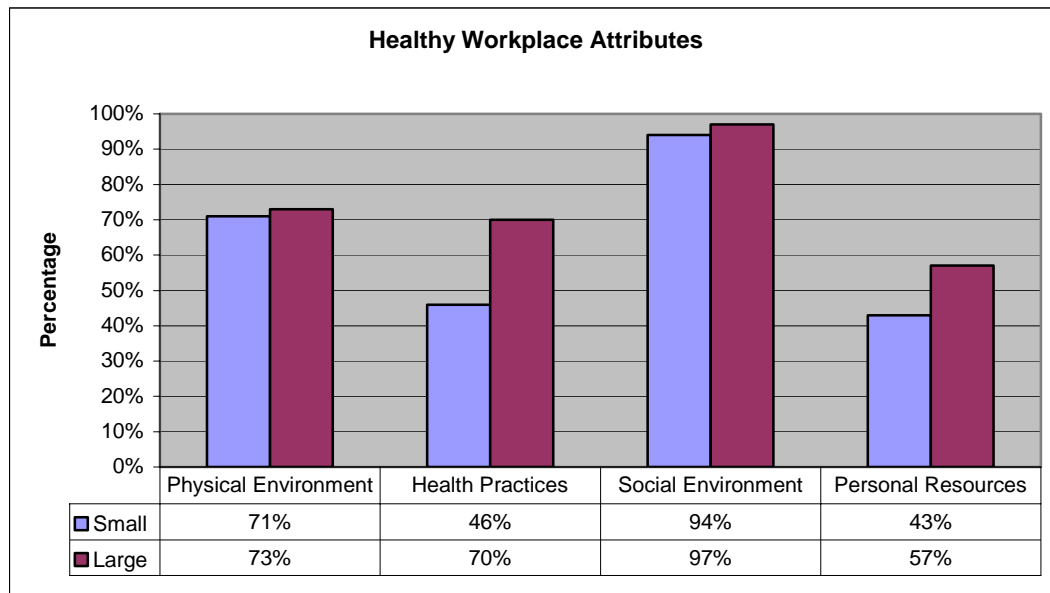


Figure 3 shows the average ratings for small and large organizations across healthy workplace attributes. Both small and large organizations showed strength in both the social and physical environment. While large organizations self-assessed quite positively across the four attributes, the greatest opportunity for improvement was personal resources. Small organizations showed more variability in scores across the attributes. For these organizations, the greatest opportunities for improvement were personal resources and health practices.



Appendix 1 and 2 provide more detailed results for the two surveys. For each statement relating to the key management areas, a weighted average is provided to show the extent to which the practice is in place. For each statement pertaining to healthy workplace attributes, a % is provided to reflect the proportion of respondents with this attribute.

The following paragraphs provide more detail on the key management areas and healthy workplace attributes and a synopsis of findings for small and large organizations.

Key Management Areas

Healthy workplace practices fall under four key management areas: leadership, planning, people, and processes.

Leadership

The leadership area focuses on those who have primary responsibility and accountability for the organization’s performance. For a healthy workplace system to be successful, it must be viewed as a line management task supported through either direct involvement by senior management, in small organizations, or through directives from senior management, in large organizations. Good leadership is based on a foundation of ethics and values that serve to reinforce the development and sustainability of a healthy workplace environment.

Small organizations were off to a ‘good start’ or ‘doing well’ in the leadership area with the greatest opportunity for improvement being the development of a healthy workplace policy.

Large organizations showed even more strength in the leadership area with scores in the 'doing well' or 'high performance' range. The greatest opportunity for improvement was keeping management well informed about healthy workplace issues.

Planning

This area requires a planning process be in place for developing an overall Healthy Workplace Plan for the organization as well as the design, activities, and evaluation of integrated healthy workplace programs. Programs can cover a wide variety of issues and are often interrelated. For example, a comprehensive fitness program might incorporate components such as healthy eating, enjoyable physical activity, and a positive body image.

Small organizations showed strength in the planning area with scores in the 'doing well' range as compared to large organizations with scores in the 'good start' range. For small organizations, the greatest opportunity for improvement was measuring the achievement of goals and objectives. For larger organizations, the greatest opportunities for improvement included:

- Creating a comprehensive healthy workplace plan, that includes the four key elements and goals and objectives
- Developing healthy workplace programs that respond to the varying needs and preferences of employees
- Measuring the achievement of goals and objectives

People

The people area examines the organization's efforts to foster and support an environment that encourages people to get involved in healthy workplace activities. Treating people with respect and trust, providing them with the opportunity to contribute ideas and speak out, without fear of retribution, on issues of concern are important bases for developing a healthy workplace environment.

Small organizations showed stability in this area with scores in the 'doing well' range while large organizations showed greater variability with scores in the 'good start' and 'doing well' range. For small organizations, the greatest opportunities for improvement were measuring the relationship between programs, employee participation, and behaviour changes and communicating measurement results across the organization. For large organizations, the greatest opportunities for improvement included aligning programs with human resource development strategies and encouraging employees to participate in healthy workplace activities.

Processes

The process area examines how processes that have a direct impact on a healthy workplace are controlled and improved, notably key processes that are critical to sustaining actions and a strong focus on employee well-being across the organization. High performing organizations in the healthy workplace arena move beyond the awareness and information stage of their programs toward a focus on skill development and behaviour change that helps reinforce and sustain a healthy workplace.

Small organizations scored in the 'doing well' range and large organizations scored in the 'good start' and 'doing well' range. For both small and large organizations, the greatest opportunities for improvement included conducting assessments to identify hazards in the workplace and identifying and analyzing work processes that impact workplace health. Another opportunity for large organizations was ensuring that an evaluation and review process was in place for the healthy workplace plan.

Healthy Workplace Attributes

The four key elements of a healthy workplace are the physical environment, health practices, social environment, and personal resources.

Physical Environment

The quality and sustainability of the physical environment have profound implications on the health of people today and in the future. A healthy physical environment is one that addresses the health and safety of the work force, and exceeds responsibility in relation to current health and safety legislation and directives. Such an environment fosters and supports a safe and healthy workplace with related policies, programs, and activities.

Scores in this area were generally quite positive for both small and large organizations. The greatest opportunities for improvement for small organizations included:

- Establishing procedures to check the impact on health when new technologies or work systems are introduced
- Using ergonomics to design and develop work spaces
- Establishing an effective workplace safety committee

The greatest opportunities for improvement for large organizations included establishing procedures to check the impact on health when new technologies or work systems are introduced and reducing external pollution.

Health Practices

This element focuses on environments that enable and support healthy lifestyles, behaviours and coping skills for dealing with life in healthy ways, and the opportunity employers provide to support health practices among employees. Organizations with a focus on employee well-being go beyond providing information on health practices and support skill building and behaviour change in areas such as smoking, nutrition, drinking, drugs, sexual health, and physical activity.

While small organizations take action in establishing a smoking policy, few indicated they:

- Offer strategies for smoking cessation
- Provide literature and education on nutrition and healthy eating habits
- Provide employee fitness evaluations and health risk appraisals
- Provide literature on sensible drinking
- Provide policies and information on sexual health and promote safe sex practices

Large organizations reported they were committed to a wide range of health practices but did not:

- Provide employee assistance programs for addictions that involve spouse and family members

- Provide literature on sensible drinking
- Provide policies and information on sexual health and promote safe sex practices
- Provide services and support for employees who suffer from lack of sleep (eg. shift work)
- Publish a letter on fitness and health
- Promote accessible walking routes near the property

Social Environment

The social environment is the culture of an organization as experienced by its employees. Culture is created, reinforced and sustained by ongoing patterns of human relationships and communications that are known to have an important influence on mental and physical health. In turn, these patterns are strongly influenced by managerial decisions about the organization and the design of work as they result in policies and practices implemented and the extent to which basic human needs are routinely addressed. These needs relate to: respect, a sense of belonging, purpose and mission, a sense of control over one's own work, freedom of expression and protection from harassment and discrimination. The social environment also has an effect through interpersonal relationships, for example peer communications as well as supervisory communication and feedback. A positive social environment nurtures the ability for people to fully use their talent and resources and have fun at work.

As part of the tourism and hospitality industry, it should come as no surprise that both small and large organizations excel in this area with ratings in the 'world class' range. The greatest opportunity for improvement for small organizations was providing employee reward and recognition programs and for large organizations was showing respect for employees.

Personal Resources

Personal resources refers to the means by which individuals personally cope with stresses in their environment, and the sense of control they have over their work. The ability to influence events in one's immediate environment is an important part of what makes a person feel well. Another aspect refers to a person's perception there is support in their life during times of distress or unhappiness. This support structure may include friends, family, counseling professionals, or colleagues. For individuals, health is strongly linked to coping skills and to personal choices made about healthy behaviours. The ability to communicate well with others, cope with stress, and have a sense of control over life circumstances are all important factors in helping to resist disease.

Small organizations showed considerable variability in this area with scores ranging from 'good start' to 'world class'. The greatest opportunities for improvement were:

- Educating employees on financial planning
- Providing retirement management services
- Making available:
 - A fatigue management program
 - An on-site relaxation program
 - Training in conflict resolution

Overall, large organizations showed strength in this area with the exception of:

- Assessing sources of organizational stress and using a systematic approach to reduce or eliminate it
- Educating employees on financial planning
- Making available:
 - A fatigue management program
 - An on-site relaxation program
 - Training in conflict resolution

Capitalizing on Opportunities for Improvement

If you think capitalizing on these opportunities for improvement sounds like a big undertaking, you are absolutely right. Many organizations take three years to implement the Healthy Workplace Framework. There are rewards along the way though. Most organizations notice tangible results in the second year that contribute to maintaining the momentum to full implementation and inspiring a culture of health and wellness focused on continual improvement.

A good example of an industry organization that made a commitment to healthy workplace and reaped the benefits is Delta Hotels. Lets take a closer look at their journey.



Over the years, Delta Hotels has built a good reputation and currently ranks as the best hotel company to work for in Canada. Building on their commitment to quality journey that began in 1996, Delta embarked on their healthy workplace initiative a few years later. The foundation for this work has been the Canadian Framework for Business Excellence and Canadian Healthy Workplace Framework (National Quality Institute) respectively. These models provide the principles and practices used by high performing organizations in quality and healthy workplace.

Delta has been the only tourism and hospitality organization in Canada to be recognized at the Canada Awards for Excellence for successfully implementing the Canadian Framework for Business Excellence (2000) and the Canadian Healthy Workplace Framework (2004). In addition, Delta was one of only two hotel companies among the '50 Best Companies to Work for in Canada' for three consecutive years, 2001 to 2003, and again in 2005.

Leadership

The strategic direction for both quality and healthy workplace is embedded in the corporate statements and the Occupational Health, Safety, and Wellness Policy for Delta Hotels:

Vision – *Delta Hotels will be THE first-class Hotel Company of choice in Canada.*

Mission – *The mission of Delta Hotels is to be the full service, Canadian, hotel management company of choice with the dominant first-class brand. In carrying out this mission, Delta will be guided by our Quality Approach, and will be known:*

To Owners as:

- *The brand of choice for the hotel owner of first-class hotels*
- *An efficient operator who generates superior returns on their assets*

To Guests as:

- *A hotel company that offers great value*
- *A hotel company that has warm, friendly, sincere, customer-focused employees*
- *A hotel company that offers consistent delivery of products and services*

To Employees as:

- *A company where employees can contribute and grow*
- *A great place to work where a culture exists that recognizes “the way we deal with our employees will be reflected in the manner that they interact with our guests”*
- *A company that demonstrates and encourages an attitude that is supportive of the social needs of the community*

Core Values – *At Delta we are guided by these core values:*

- *Relentless pursuit of guest satisfaction and loyalty*
- *Relentless pursuit of employee satisfaction and commitment*
- *Relentless pursuit of employee safety and wellness*
- *Openness and accessibility*
- *Continuous improvement*
- *Honesty and integrity*
- *Employee creativity and competitiveness*
- *Partnerships with our communities*

Occupational Health, Safety, and Wellness Policy

Delta Hotels is committed to protection against accidental loss to its employees and property.

In fulfilling this commitment, we will provide and maintain a safe and healthy work environment as indicated by acceptable industry practices and compliance with legislative requirements in each province, state or country that we do business. We will strive to eliminate any foreseeable hazards that may result in fires, security losses, and damage to property and personal injuries or illness.

Accidental loss can be controlled through good management in combination with an active partnership amongst all levels of employees in our operations with the direct involvement of a Health & Safety Committee.

The Health & Safety Committee shall contain all levels and areas of the operation and assist in directing and communicating issues amongst all levels of our operations.

Loss prevention is the direct responsibility of each of us as we continue to strive as a team to eliminate accidents, any hazards in our workplace to achieve a safe, healthy and efficient work environment for all employees.

All management will comply with Delta Hotels loss prevention requirements as they apply to the design, operation and maintenance of facilities and equipment.

All employees will perform their jobs properly in accordance with established procedures and operating philosophy.

The foregoing statements were developed with input from management and communicated to all employees through town hall meetings, newsletters, plaques, department meetings, learning activities and development reviews.

To show commitment to the corporate statements and policy, the management team:

- Holds bi-weekly leadership team meetings
- Shows adherence to priorities when visiting hotels
- Incorporates strategic priorities at the functional conference
- Holds quarterly town hall meetings with employees
- Remains visible, approachable, and supportive

The commitment to healthy workplace also permeates the organization's policies, approach, programs, and activities, covered in the People section of this report.

Assessments and employee opinion surveys are used to measure healthy workplace initiatives. Key performance indicators from assessments relate to the key management areas of the Canadian Framework for Business Excellence. Indicators from the employee survey include: pay, benefits, balance and wellness, communication, health and safety, quality principles, training, development, leadership, and job satisfaction.

Results from the assessments and surveys are used to set goals and objectives and create action plans for healthy workplace initiatives. To reinforce the importance of healthy workplace, hotel management compensation is tied to the achievement of such, particularly accident rates and employee satisfaction scores.

Each hotel ensures the involvement of all employees in healthy workplace initiatives. The Health, Safety, and Wellness Committee is comprised of a good cross-section of management and staff. Meeting minutes are shared throughout the organization. An Employee Representative Committee discusses concerns and brainstorms solutions. At the Department level, health and wellness issues are discussed at regularly scheduled meetings.

To assist management with sustaining a culture that reinforces a healthy workplace, a number of development activities are offered including:

- Coaching
- Conflict resolution
- Managing employee performance and behaviour
- Labour relations
- Maintaining non union status
- Respect in the workplace
- Team building
- Situational leadership
- Emotional intelligence
- Mentoring program
- 360 degree feedback tools
- Individual development plans
- Various executive development programs in association with Ryerson University and the University of Guelph

Most recently, Corporate Office developed a Best Practices Guide for healthy workplace. The guide includes topics such as.

- Legislation and accountability
- Loss prevention
- Health and wellness committees
- Accidents, maintaining a safe workplace, and return to work program
- Safe work practices
- Pandemic policy
- Health and wellness fairs
- Training in healthy workplace
- Employee assistance program
- Other resources / tools

When William Pallet, Senior Vice President, People & Quality, launched the guide, he made the following statement to General Managers across the hotel chain:

“Welcome to our new Health & Wellness Manual, which provides your team with the minimum standard guidelines for ensuring a healthy workplace at Delta Hotels. The research is very clear. Those companies that foster a healthy workplace and support cultures of wellness are the organizations that have lower levels of absenteeism, improved levels of productivity and employee engagement, which ultimately leads to improved levels of guest satisfaction and profitability. We will continue to ‘update’ the manual as we identify best practices in our hotels. This will enable all hotels to continue to improve their approaches to this important aspect of our business.”

Planning

The hotels incorporate the attributes of a healthy workplace into their existing plans and activities. For example, the social and environmental aspects are incorporated into the strategic plan, the physical environment and personal resources are included in the employee opinion survey, and the overall employee health, safety, and wellness objectives appear in the People Resources Plan. Financial resources are committed to healthy workplace initiatives on the basis of the hotel’s strategic plan and Corporate Office’s annual budget guidelines.

In addition to assessments and employee opinion survey results, other methods are used to gather information aimed at improving health and wellness:

- Corporate office gathers and analyzes data comparing the employee assistance program to benefits utilization and associated costs, and data comparing healthy and wellness practices to types of injuries
- Hotels ask for employee input at monthly Department meetings, through suggestion systems, and via the health and wellness committees
- Hotels ask outsiders, such as suppliers, for input
- Hotels examine results and trends in performance indicators

The foregoing information has been used to develop broad based and customized programs targeted at certain employee groups. For example, a pre-shift stretching and exercise program for housekeepers increased flexibility to lift and bend and reduced the incidence of back injuries.

People

To ensure healthy workplace initiatives are moving in the same direction across the organization, the People Resources Plan at each hotel is aligned with it’s Strategic Plan and with the Corporate People Resources Plan.

In addition to establishing a Health and Wellness Committee at each hotel, a number of other methods have been used to assist and support employees with health and wellness including:

- Policies - Healthy Workplace, recruitment and selection, learning and development, communication, benefits, vacation, compensation, health, safety and wellness, dispute resolution, ethics, open door
- Procedures - general cleanliness and safety, workplace violence prevention, accident, emergency, recycling
- Financial - each hotel budgets annually \$2.00 per employee annually to assist with employee certification and \$30 per employee for employee assistance program

- Approach - training needs analysis, strong learning environment, strong empowerment culture, problem-solving, team involvement, GM coffee breaks, mentoring, 360 degree feedback, extensive communication, participatory environment
- Formal Programs - orientation training, CPR/first aid, fire safety, guest security, bomb threat and suspicious package awareness, Safe Serve, Serving It Right, Workplace Hazardous Material Information System (WHMIS) training, early and safe return to work program, conflict resolution
- Informal Programs – employee involvement in selecting charitable causes, peer interviewing and training, ergonomic assessments, health, safety and wellness committees, suggestion boxes, wellness fairs, financial and retirement management services
- Health practices - Employee Assistance Program, nutritious and vegetarian options in the employee dining room, comprehensive and competitive benefit plan
- Communication – health and wellness committee meeting minutes, newsletter, town hall and departmental meetings, orientation, learning activities, development reviews
- Measurement – assessments, employee opinion surveys, health and wellness initiatives
- Reward and Recognition – CELEBRATE, a national program, rewards and recognizes individual achievement, safety and wellness (individuals and teams), community ambassadors (individuals and teams), and quality team achievement

Several examples of employees that have been celebrated include:

- An employee that noticed a hanging phone cord in a high traffic area and secured it to a post, preventing accident and injury to colleagues
- Two employees that painted and re-organized the housemen's closet, creating a safer environment
- An employee that noticed a guest looking ill and attended to them, reversing a hypoglycemic state

Both the assessment and employee opinion survey are used to measure employee opinions at Delta. These sources have revealed five loyalty drivers for employees:

1. Informing employees on issues affecting them
2. Inclusive approach in the workplace
3. Being involved in a team to solve problems and offer suggestions
4. Making a contribution to the business
5. Career development at all levels

To reinforce the importance of these drivers, management created “The Employee Service Guarantee”. The commitment guarantees every employee reciprocal feedback on a regular basis OR ELSE...

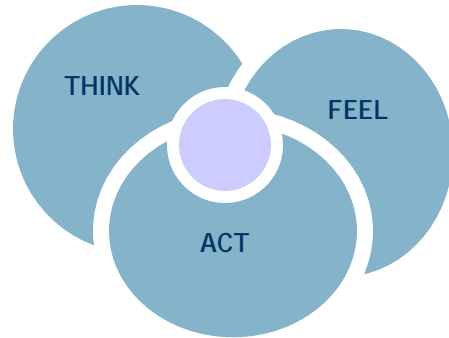


Taking such an approach contributes to employee engagement and the employee value chain, and ultimately connects to value for the hotel chain.

Employee Engagement

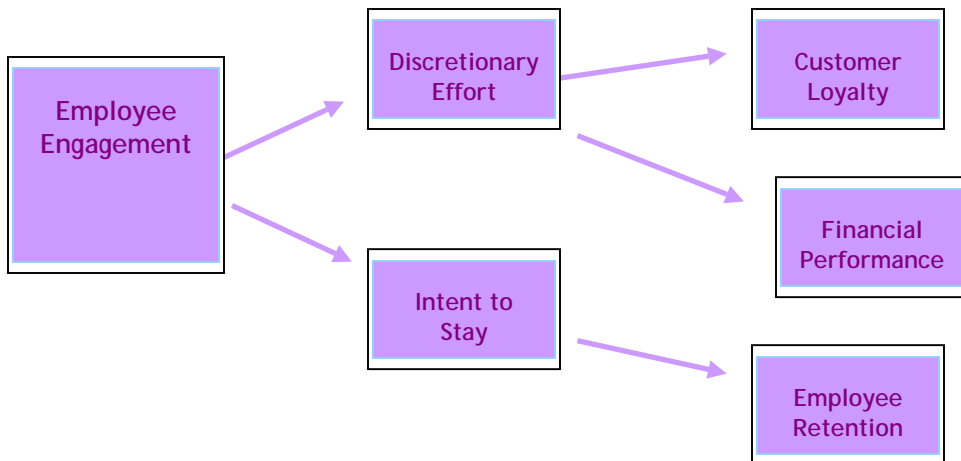
Employee engagement is comprised of three behaviours:

- Think – belief in company goals & values
- Feel – sense of belonging, pride, and attachment
- Act – willingness to go the extra mile, intent to stay



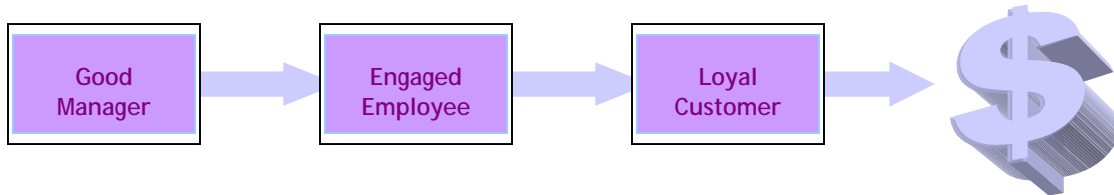
Employee Value Chain

The employee value chain starts with employee engagement. This engagement is reflected in discretionary effort and intent to stay. Discretionary effort contributes to customer loyalty and financial performance, and intent to stay strengthens employee retention.



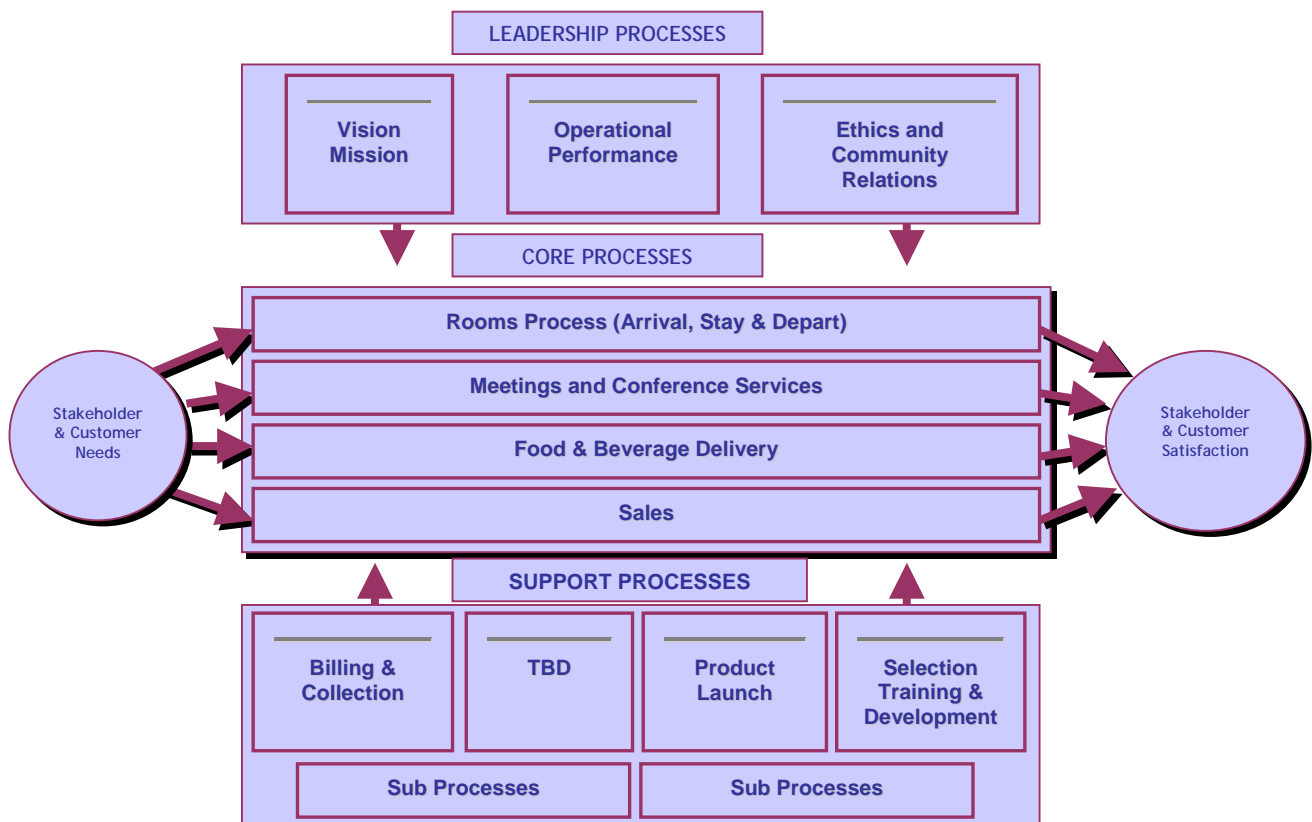
Connection to Value

Using the quality and healthy workplace frameworks provides a solid management system for the General Managers and contributes to employee engagement and customer loyalty. This powerful combination connects to value or profitability and share value.



Processes

At Delta, leadership processes and support processes contribute to four core processes – rooms, meeting and conference services, food & beverage delivery, and sales. An important input the core processes is stakeholder and customer needs and an important output is stakeholder and customer satisfaction. Important sources of information for these inputs and outputs are development reviews, assessments, the employee opinion survey, and health and safety inspections.



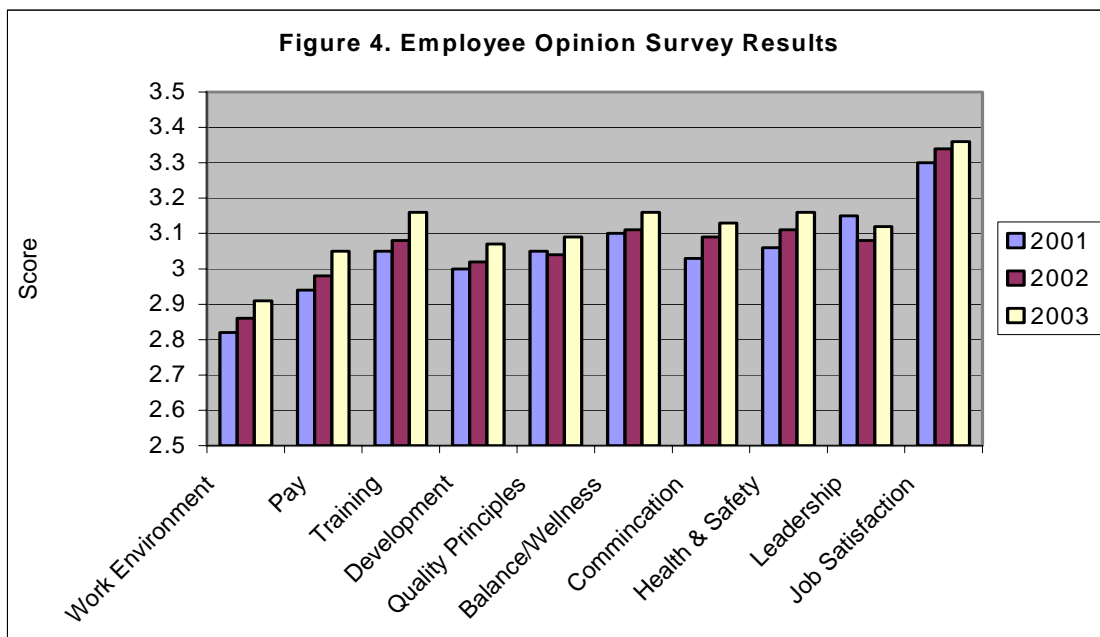
Employees across the organization contribute to healthy workplace processes and the process improvement:

- Corporate office compares employee assistance program and benefits utilization to associated costs and compares health and wellness practices to types of injuries. This analysis sheds light on the relationship between such variables and helps to create different strategies for managing claims
- Members of the Health, Safety, and Wellness Committee conduct health and safety inspections. The results are discussed at Management meetings and the minutes are posted for employee review
- Each work-related injury is documented by employees and investigated to resolve the issue and implement preventative measures
- Before new products or services are introduced, employees assess effectiveness and the potential impact on colleagues and guests. Specific examples include cleaning agents and equipment
- Leadership and Operation teams, with employee input, identify process problems. To address the problems, employees are trained to use a six-step problem-solving approach and cross-functional teams are deployed. It is important to note the majority of team members are non-management employees

Outcomes

As a result of implementing the healthy workplace model, key performance indicators at Delta have shown continual improvement:

- For the period 2001 to 2003, most variables on the employee opinion survey showed improvement (Figure 4) and health and safety scores increased from 3.06 to 3.16 (both instruments based on a ranking of 1 to 4)
- For the period 2001 to 2004, turnover declined from 28.7% to 18.9%
- For the period 2001 to 2005, accident rate reduction increased from 24.6% to 52.0%



Conclusions

So how does an organization go about implementing the Canadian Healthy Workplace Framework? Many organizations use a progressive approach. First, they commit to training personnel on the Framework. Thereafter, everyone in the organization plays a part in assessing the organization against the Framework and creating an implementation plan aimed at filling the gaps.

It is important to note that implementing the Framework across the entire organization is absolutely critical. Because the organization is an independent network of processes, optimizing performance depends on all parts of the organization working in cooperation and moving in the same direction. That way, the full benefits of implementation will be realized without any part of the organization missing out.

Get Started

First and foremost, all tourism operators should be aware of the Canadian Healthy Workplace Framework. This can be accomplished by simply downloading a copy of the Framework from the National Quality Institute website, www.nqi.ca.

Once you have reviewed the Framework, consider whether you require assistance interpreting and working with the Framework. If you do, contact a Certified Excellence Professional with the National Quality Institute to provide a management overview so that your team has a deeper understanding of the Framework and how to go about implementing it. These professionals can also assist with the next stage of implementation, which includes training full-time employees and facilitating the organizational self-assessment.

Be Recognized

For those organizations committing to implementation of the Canadian Healthy Workplace Framework, make sure the hard work of your employees is celebrated and recognized. The coveted Canadian Awards of Excellence - Healthy Workplace award (National Quality Institute) recognizes organizations that implement the Framework on an annual basis.

Reap the Benefits

As Delta Hotels has shown, implementing the Canadian Healthy Workplace Framework will be invaluable to your organization. You will have the practices in place that demonstrate you are an 'employer of choice' in the marketplace and, should your organization be publicly traded, you can count on a stock increase and enhanced reputation as an ethical investment.

Industry Challenge

And just think, if the entire tourism and hospitality industry in Canada embraced the Canadian Healthy Workplace Framework, this collective action would serve to elevate the image of the entire industry in the marketplace.

Are you ready to accept the healthy workplace challenge?

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APPENDIX 1. SMALL ORGANIZATIONS

KEY MANAGEMENT AREAS	Rating
LEADERSHIP	
The value of people within the organization is referenced in the vision and/or mission statement.	51%
The organization has a written healthy workplace policy that emphasizes the importance of workplace health and employee health and well being	39%
The healthy workplace policy was developed with input from employees	40%
Workplace and employee health issues have been identified	45%
Healthy workplace programs have been developed in response to workplace and employee health issues	43%
The strategic and/or business plan includes healthy workplace goals and objectives	41%
The organization reviews relevant occupational health and safety legislation and ensures the organization is in compliance	53%
The management team demonstrates a commitment to a healthy workplace environment	47%
General employee health issues are considered in the management decision-making process	50%
Management is kept informed about the impact of healthy workplace issues	50%
Management evaluates and works at continually improving the healthy workplace environment	53%
PLANNING	
Employees are asked to share their needs, attitudes, and preferences with regard to healthy workplace programs	52%
Employee input is used to design healthy workplace programs	48%
Employee input is used to design healthy workplace programs	48%
Financial resources are planned and committed for healthy workplace programs	45%
Healthy workplace programs are promoted and communicated across the organization	48%
The organization evaluates the effectiveness of healthy workplace programs	43%
There are methods in place to measure the achievement of healthy workplace goals and objectives	41%
PEOPLE	
There are methods in place that make it easy for people to communicate about healthy workplace issues	46%
The organization ensures that people at all levels understand the healthy workplace goals and objectives	45%
Barriers that restrict the development and reinforcement of a healthy workplace are identified and removed	43%
There are methods in place to measure employee satisfaction with respect to healthy workplace	43%

There are methods in place to measure the relationship between employee participation, behavior changes, and healthy workplace programs	42%
Healthy workplace measurement results are communicated across the organization	42%

PROCESSES

Assessments are conducted to identify and assess any hazards that restrict the development and sustainability of a healthy workplace	46%
Work processes impacting workplace health are identified and analyzed	46%
Root causes of workplace health problems are identified and dealt with to prevent recurrence	50%

HEALTHY WORKPLACE ATTRIBUTES

Yes

Physical Environment

Manage workplace conditions to ensure cleanliness and safety	100%
Assess the potential for violence in the workplace and have strategies to deal with such risks	76%
Ensure employee understanding of emergency systems	96%
Ensure hazard controls are clearly defined, documented, and understood	72%
Provide employees who have health-related restrictions with the opportunity to move to less demanding areas	76%
Establish procedures to check the impact on health when new technologies or work systems are introduced	28%
Ensure easy access to protective equipment	88%
Use ergonomics to design and develop work spaces	36%
Manage occupational hygiene	96%
Accommodate special needs of employees with disabilities	63%
Establish an effective workplace safety committee	33%
Deal effectively with hazardous and toxic substances	96%
Reduce external pollution	65%

Health Practices

Offer employee assistance programs for addictions that involve spouse or family members	29%
Establish and communicate the smoking policy throughout the organization	88%
Designate smoking areas that are ventilated to the outdoors	57%
Post no smoking signs	83%
Offer strategies for smoking cessation	25%

Offer healthy food options in the cafeteria or vending machines	57%
Provide literature and education on nutrition and healthy eating habits	17%
Provide facilities for heating and refrigerating food	96%
Ensure cafeteria food is prepared in accordance with food and hygiene regulations	57%
Enforce on-site no drinking and drug use policy	74%
Make literature available on sensible drinking	17%
Provide policies and information on sexual health and communicable diseases	0%
Promote the concept of safe sex practices	4%
Provide access to on-site fitness equipment or facilities	39%
Provide employee fitness evaluations and health risk appraisals	0%
Provide services and support for employees who suffer from lack of sleep	17%
Publish newsletter on fitness and health	4%
Promote accessible walking routes near the property	61%
Provide on-site shower facilities and change rooms	65%
Encourage staff to become involved in physical activity campaigns	57%
Make resources available for aerobic classes	22%
Provide space for bike lock-up and storage	65%
Provide first-aid training	52%
Promote bicycle helmet and seat belt use	39%
Promote the use of active modes of transportation to and from the workplace	30%

Social Environment

Show respect for employees	92%
Instill a sense of belonging for employees	100%
Provide a definition of purpose and mission for employees	92%
Provide a sense of control over work for employees	92%
Allow freedom of expression amongst employees	100%
Provide protection from harassment and discrimination	92%
Encourage interpersonal relationships	100%
Nurture the ability for people to fully use their talent and resources	100%
Nurture the ability for people to enjoy their work	100%
Use an understandable method to assign tasks	96%

Define jobs so employees understand role, responsibilities, performance measurement, and evaluation	92%
Provide a sensible pace and schedule of work	96%
Encourage employee feedback	100%
Provide employee recognition and reward programs	63%
Respect the need for employees to balance work and home responsibilities	88%

Personal Resources

Make available and encourage job training and education opportunities	83%
Provide space for privacy	61%
Assess sources of organizational stress and use a systematic approach to reduce or eliminate it	35%
Provide a benefits plan	43%
Provide programs that assist with the rehabilitation of disabled staff on their return to work	22%
Educate employees on financial planning	9%
Provide retirement management services	17%
Use a variety of communications to enhance a feeling of teamwork and cooperation	83%
Encourage employee participation in decision-making and overall control on the job	92%
Provide an opportunity for employees to share input and suggestions	96%
Provide information on stress and stress management, and provide related support	25%
Make available a fatigue management program	14%
Make available scheduled on-site relaxation programs	4%
Make available training in conflict resolution	18%

APPENDIX 2. LARGE ORGANIZATIONS

KEY MANAGEMENT AREAS	Rating
LEADERSHIP	
The value of people within the organization is referenced in the vision and/or mission statement.	60%
The organization has a written healthy workplace policy that emphasizes the importance of workplace health and employee health and well being	70%
The healthy workplace policy was developed with input from employees	70%
The healthy workplace policy is used in human resource planning and development	60%
Workplace and employee health issues have been identified	70%
Healthy workplace programs have been developed in response to workplace and employee health issues	60%
The strategic and/or business plan includes healthy workplace goals and objectives	50%
The organization reviews relevant occupational health and safety legislation and ensures the organization is in compliance	60%
The management team demonstrates a commitment to a healthy workplace environment	60%
The organization works at improving the interpersonal skills and leadership abilities of management to help sustain a healthy workplace culture	70%
Leadership, responsibility, and accountability for healthy workplace issues are shared throughout the organization	70%
General employee health issues are considered in the management decision-making process	50%
Management is kept informed about the impact of healthy workplace issues	30%
Management evaluates and works at continually improving the healthy workplace environment	40%
There are methods in place to measure the level of management commitment to a healthy workplace	40%
PLANNING	
Formal assessments are conducted to evaluate employee needs, attitudes, and preferences with regard to healthy workplace programs	30%
The organization has developed a healthy workplace plan based on the results of the employee needs assessment	30%
The healthy workplace plan addresses key elements of the healthy workplace	20%
Short and long-term goals and objectives have been established in the healthy workplace plan	20%
Goals and objectives of the healthy workplace plan have been communicated throughout the organization	30%
Employee input is used to design healthy workplace programs	30%
Financial resources are planned and committed for healthy workplace programs	30%
Healthy workplace programs are promoted and communicated across the organization	30%
Healthy workplace programs are designed for everyone	30%

Healthy workplace programs respond to the varying needs and preferences of employees	20%
There are methods in place to measure the achievement of goals and objectives in the healthy workplace plan	20%

PEOPLE

There are methods in place that make it easy for people to communicate about healthy workplace issues	50%
The organizations healthy workplace programs align with the human resource development strategies	20%
The organization ensures that people at all levels understand the healthy workplace goals and objectives	40%
Barriers that restrict the development and reinforcement of a healthy workplace are identified and removed	40%
The organization determines employee training and development needs to meet healthy workplace goals and objectives	50%
The organization evaluates the effectiveness of healthy workplace training programs	30%
Employees are encouraged to participate in healthy workplace activities	20%
There are methods in place to recognize employee achievements in healthy workplace initiatives	40%
There are methods in place to measure employee satisfaction with respect to healthy workplace	60%
There are methods in place to measure the relationship between employee participation, behavior changes, and healthy workplace programs	30%
Healthy workplace measurement results are communicated across the organization	50%

PROCESSES

Formal assessments are conducted to identify and assess any hazards that restrict the development and sustainability of a healthy workplace	30%
Assessment findings are analyzed to identify opportunities for improvement	33%
Work processes impacting workplace health are identified and analyzed	33%
Root causes of workplace health problems are identified and dealt with to prevent recurrence	40%
Changes to procedures, that address workplace health problems, are documented and communicated to relevant employees	50%
An evaluation and review process of the organization's healthy workplace plan is in place	30%

HEALTHY WORKPLACE ATTRIBUTES

Yes

Physical Environment

Manage workplace conditions to ensure cleanliness and safety	100%
Assess the potential for violence in the workplace and have strategies to deal with such risks	100%
Ensure employee understanding of emergency systems	100%
Ensure hazard controls are clearly defined, documented, and understood	100%

Provide employees who have health-related restrictions with the opportunity to move to less demanding areas	50%
Establish procedures to check the impact on health when new technologies or work systems are introduced	0%
Ensure easy access to protective equipment	100%
Use ergonomics to design and develop work spaces	50%
Manage occupational hygiene	50%
Accommodate special needs of employees with disabilities	100%
Establish an effective workplace safety committee	100%
Deal effectively with hazardous and toxic substances	100%
Reduce external pollution	0%

Health Practices

Offer employee assistance programs for addictions that involve spouse or family members	0%
Establish and communicate the smoking policy throughout the organization	100%
Designate smoking areas that are ventilated to the outdoors	100%
Post no smoking signs	100%
Offer strategies for smoking cessation	100%
Offer healthy food options in the cafeteria or vending machines	100%
Provide literature and education on nutrition and healthy eating habits	100%
Provide facilities for heating and refrigerating food	100%
Ensure cafeteria food is prepared in accordance with food and hygiene regulations	100%
Enforce on-site no drinking and drug use policy	100%
Make literature available on sensible drinking	0%
Provide policies and information on sexual health and communicable diseases	0%
Promote the concept of safe sex practices	0%
Provide access to on-site fitness equipment or facilities	100%
Provide employee fitness evaluations and health risk appraisals	100%
Provide services and support for employees who suffer from lack of sleep	0%
Publish newsletter on fitness and health	0%
Promote accessible walking routes near the property	0%
Provide on-site shower facilities and change rooms	50%
Encourage staff to become involved in physical activity campaigns	100%
Make resources available for aerobic classes	100%

Provide space for bike lock-up and storage	100%
Provide first-aid training	100%
Promote bicycle helmet and seat belt use	100%
Promote the use of active modes of transportation to and from the workplace	100%

Social Environment

Show respect for employees	50%
Instill a sense of belonging for employees	100%
Provide a definition of purpose and mission for employees	100%
Provide a sense of control over work for employees	100%
Allow freedom of expression amongst employees	100%
Provide protection from harassment and discrimination	100%
Encourage interpersonal relationships	100%
Nurture the ability for people to fully use their talent and resources	100%
Nurture the ability for people to enjoy their work	100%
Use an understandable method to assign tasks	100%
Define jobs so employees understand role, responsibilities, performance measurement, and evaluation	100%
Provide a sensible pace and schedule of work	100%
Encourage employee feedback	100%
Provide employee recognition and reward programs	100%
Respect the need for employees to balance work and home responsibilities	100%

Personal Resources

Make available and encourage job training and education opportunities	100%
Provide space for privacy	100%
Assess sources of organizational stress and use a systematic approach to reduce or eliminate it	0%
Provide a benefits plan	100%
Provide programs that assist with the rehabilitation of disabled staff on their return to work	100%
Educate employees on financial planning	0%
Provide retirement management services	50%
Use a variety of communications to enhance a feeling of teamwork and cooperation	100%
Encourage employee participation in decision-making and overall control on the job	100%

Provide an opportunity for employees to share input and suggestions	100%
Provide information on stress and stress management, and provide related support	50%
Make available a fatigue management program	0%
Make available scheduled on-site relaxation programs	0%
Make available training in conflict resolution	0%