

# Healthy Workplace

## Departmental Initiatives Template

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*fairness*

*respect*

*teamwork*

*cooperation*

*commitment*

*empowerment*

*supportive*

*balance (worklife)*

*communication*

*sustainable*

*encouragement*

*participation*

*recognition*

*involvement*

*engagement*

*leadership*

*resiliency*

*capacity*

*collaboration*

# Healthy Workplaces

## Departmental Initiatives Template

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### Introduction

The most effective and well-received workplace health promotion initiatives are those developed at the “grass roots” level by the individuals whom the program is designed to serve. While a broader strategic framework for health promotion must be established at the institutional level, staff members in individual work units need the opportunity for input and involvement, and should have a voice in determining the priorities, interests and needs of their team. Obviously, the initiatives, activities and strategies that are implemented will have the most meaning and benefit to the team if decisions are based on team input.

With this philosophy in mind, this template for implementation of departmental initiatives has been developed as a tool for use by work units and departments. This is also one of the underlying principles for introduction of the Healthy Workplace Designate Network.

This model is based on establishment of a workplace committee to oversee the process. Appendix 1 contains a variety of tools and templates to assist the committee in data collection and analysis. There are two dimensions to health promotion; services focused on individuals (Appendix 2) and services available to the department or work unit as a whole (Appendix 3). This template is designed to be a living document, and resource material will be added and shared as departments identify their needs and priorities.

An effective and comprehensive health promotion initiative is not a program. It is a philosophy or approach that influences the administrative practices and culture of the work environment, and supports staff members in enhancing personal wellbeing and making healthy lifestyle choices. It is also a “work in progress” which can never be completed, but which can be constantly updated and improved through experience. Health Promotion and *WorkLife* Services is available as a resource to assist in building departmental health promotion strategies, but the ownership and responsibility rest with the department.

### What is Health?

The World Health Organization defines health as “A state of complete physical, social, and mental well-being, and not merely the absence of disease.”

Therefore to be healthy means being able to effectively cope with and adapt to changes and events happening around us. Whether it is at work or at home, events and experiences affect our health and it is important to deal with these events in a way that keeps us the healthiest we can be.

A focus on health promotion within your department can help enhance physical and mental health, wellness and the overall well-being of staff members. Numerous studies have also demonstrated the benefit a comprehensive focus on health promotion has on creativity, client service, productivity, workplace relationships, and staff member engagement.

A well planned and comprehensive workplace health and wellness initiative has many benefits. However, it is important at least initially, to maintain a balanced approach and consider both individual and work related influences on health in planning your initiatives. However, it may be possible to focus primarily on one dimension of health promotion once the interests and priorities of the team have been determined.

Individual Health  
Practices and  
Lifestyle Choices



Social,  
Environmental and  
Personal Resources

Physical Environment

### Using this Template

Promoting health and wellness in your workplace does not need to be complicated, expensive, or time consuming. You just need to make a commitment to workplace health, find out what areas your staff members are most interested in, assess departmental needs, and develop an action plan. There are a wide range of services and resources available to support you as you begin your journey on the way to a healthier workplace!

Visit [www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca) for current information on health promotion and wellness resources on Campus, or [www.hrs.ualberta.ca](http://www.hrs.ualberta.ca) for benefits, professional development, EFAP and Human Resources Services. The Monthly Feature and What's New are updated regularly, so visit often.

### Template for Building a Healthier Workplace

#### Step 1: Ownership and Support

- A) ***Who will be the Change Agent for your department?*** Someone needs to take the lead.
  - This person can be appointed by the Director or Chair, selected by staff members, or someone who volunteers. The key is that they are enthusiastic, committed to health promotion, and have the support of department leadership.
- B) ***Find and engage a department sponsor.*** You need the support of a decision maker who can influence priorities and practices, and who has access to resources (financial and otherwise).
  - Depending on your organizational structure, this can be a Dean, Director, Chair, Manager or Supervisor. It is important to have leadership support to assist with setting priorities, encouraging staff member involvement, and obtaining any necessary program resources.
- C) ***Obtain Support from Staff Members.***
  - Not all employees will want to take part in the program but they should know the program is always available to them and they can be as involved as they want to be.

For example, some employees may not want to do the exercise portion of your program, but they may want to participate in seminars you have or other areas of interest to them.

## Step 2: Establish a Committee

- **Committee membership** should include a cross section of the department and represent the interests the entire demographic
- Having staff members of different ages, genders, job categories, etc. on the committee, will provide the different perspectives necessary to create a good program for your department.
- Consider professional development needs of the committee.
  
- Appendix 1 contains various **tools to help guide your process** and the work of the committee
- The committee must remain focused on identifying needs, developing realistic implementation plans, communication with all staff members and evaluation.
- It is easy to get side-tracked by issues outside the realm of health promotion, or feel defeated if progress is slow. If the committee loses focus, the initiative will not be successful.

## Step 3: Determine the Current State

### A) **Assess the current level of individual and organizational health**

- There are various ways to obtain this data, ranging from a simple staff member survey or focus group, through to a more comprehensive workplace health scan. Appendix 1 contains some examples, but keep in mind there is no single “best tool” for all situations. The committee will need to determine an approach based on the goals and characteristics of their work group, and then select or customize a tool for their use.
- This information will be critical to the committee in identifying priority and interest areas.
- Remember to provide staff members with feedback on the results of the needs assessment.

### B) **Obtain baseline information** to help set goals, measure progress and demonstrate positive program outcomes.

- Obtaining baseline information in a wide range of areas will help determine where the areas of greatest need are and will also be useful in setting priorities. Appendix 1 contains a form that can help establish baseline data.
- This form should also be customized to department needs; not all areas will be applicable or need to be assessed.
- By measuring baseline data your committee can decide what areas need improvement and should be focused on. The committee can complete this task while staff members are providing input through a survey or health scan.
- Reporting on the same data and comparing results to the baseline measures after programs are implemented will help to demonstrate effectiveness of the initiatives implemented

### Factors you could measure include:

- Absenteeism
- Workplace Injury Rates
- Employee Turnover

- Participation in current wellness programs
- Implementation of staff member suggestions or ideas
- Awareness of healthy lifestyle issues
- Changes towards more healthy habits
- Job Satisfaction
- Safety & security
- Communication
- Control over work
- Recognition for achievements
- Work station ergonomics
- Workplace relationships

**C) *Don't forget about attitudes and preferences.***

- By allowing staff members to express their likes, dislikes, needs, preferences and attitudes about health promotion, your committee can create a program customized to fit your department that includes all aspects of health and wellness.
- This can be done along with the initial survey, or as a second step once the initial information on the current state of individual and organizational health is obtained.

**Step 4: Develop an Action Plan & Implement**

Now the work begins! By completing Step 3, your committee will now have enough information to:

**A) *Develop An Action Plan***

- Identify department health levels, key needs and expectations based on survey results.
- Identify department and staff goals for baseline measurement, along with other goals department may have such as:
  - Increasing morale and team effectiveness
  - Increased safety at work
  - Improved workstations
  - Increased productivity and resilience
- Take the goals combined with the survey results and determine what specific initiatives would best meet the needs and goals of both the staff members and the department. Appendix 1 contains tools to help the committee analyze the information obtained.
- Appendix 2 contains information on individual wellness resources, while Appendix 3 contains information and tools for improving organizational health.
- Committees should keep in mind that it is important to not provide so many options that your staff becomes overwhelmed. You want to have enough programs to cover the priority issues staff members have identified, but still keep things manageable. Starting small, building on a series of successes and growing the initiative is better than attempting too much to start with and not being successful. This will also make it easier to evaluate which initiatives have delivered the desired outcomes.

**B) *Decide how and when the initiatives will be introduced.***

- You may want to set a specific day and have a “kick off” activity like a River Valley group walk or a BBQ and some Frisbee tossing in the Quad. Or, you can host a heart healthy lunch for staff members with a guest speaker. Whatever you chose, the purpose is to get staff members excited about the new initiatives.

- Consider advertising the program a couple of weeks before it starts and really talk up the new program to your employees.
- C) ***Keep staff members motivated and excited***
- You may want to have a draw prize each month for staff who participates in a certain number of activities.
  - You could also have staff create a set of goals for themselves so they have something to work toward.
  - Create a comment box so that all employees have a voice and can be part of the process. People are more likely to be excited about something that they have some ownership of.

### Step 5: Evaluate Progress and Reassess

- A) ***This is an open ended or never-ending process.*** Every few months, it is important to reassess how the health promotion initiative is working for your department Appendix 1 contains a sample program assessment template.
- The committee should consider the following questions should be asked:
    - Are our department goals being met?
    - Are staff members getting the most out of the initiatives being offered?
    - Are there any areas that still need further enhancement?
    - Are individual needs being met effectively?
    - What comments have staff members made about the initiatives?
    - At this time what areas are we going to change, keep the same, eliminate, or add?
- B) ***Get feedback from staff members.***
- A comment box could be created for your staff to use at any time. This can be used to capture suggestions, identify problems or identify the positive things that took place.
  - You can also resurvey staff, collect feedback at team meetings or host lunch or coffee discussions to get input.
- C) ***It is okay to make changes.*** You may not get it right the first time, and after assessment the committee may need to change processes, eliminate some things or add new initiatives. This is okay! Responding to the feedback and changing needs of staff members demonstrates a commitment to health promotion, and to enhancing both individual and organizational health.

# Appendix 1

## Committee Tools & Templates

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## Draft Committee Meeting Schedule

This outline provides a suggested schedule for meetings. To maintain staff member interest, the process should not be drawn out, but the number and timing of meetings will vary. You may wish to use the guide below to follow your committee progress.

**Meeting 1 (30 Minutes):** Introduce the general idea to the committee and have a general discussion about the process and the options available.

- **The template provides** an independent process to create an individualized program for your specific department that will enhance both individual and organizational health and wellbeing. It helps to identify the specific needs, interests and priorities of the staff members and the department, along with expectations and attitudes towards health.
- **There are many service and initiatives available on Campus.** However, if some areas are not addressed, you may need to partner with HPaWS or another service provider for additional resources. This is absolutely recommended because you want the best program for your department.
- **Obtain commitment of committee members.**

**Meeting 2 (60 Minutes):** Focus on assessing staff needs, current health levels, and baseline measures. In this meeting, the committee can create the tools and identify the process to be followed to gather data. The surveys are important to help you assess and determine your department needs. As well, the baseline measures will help you create goals for your department. Use the samples to help you create your own surveys and baseline measures. Once the surveys have been completed distribute them to employees and have them returned by a certain deadline for review.

**Meeting 3 (120 minutes):** Develop a Plan of Action and Implementation. In this meeting the committee will develop a plan for the department health promotion initiative based on the information gathered. Use the survey results and the sample Plan of Action (Appendix 1) to help start your discussions.

- **Develop the Plan** using the outline in this template. Modifications may be necessary to suit your department's individual needs.

**Meeting 4 (30 minutes):** Reassess your plan & prepare for the launch. This meeting is an opportunity for the committee to take one more look at the plan and make any adjustments necessary before rolling this out to staff members. Make any adjustments necessary.

**Current Health Level Survey**  
**(Sample Only – Survey should be modified to suit your department)**

**Committee Note:** Your committee should choose only those questions that apply to your department for your survey. Keep your survey short and to the point. Feel free to modify or add questions to suit your individual needs. By having your staff complete this survey you are assessing your departments current health level and thus will be able to create a better program for your staff.

Your work can affect your health. Most Canadians spend more than one third of their waking hours at work. Workplace health promotion can help employee and employer alike. After all, if we get healthier, we not only feel the better, but we can be more successful in our work – and that benefits everybody.

Some examples of workplace health promotion are active living programs, smoking cessation, and Employee and Family Assistance Programs. Although Participation in this questionnaire is voluntary, by participating you will have the chance to influence a health program in \_\_\_\_\_ (insert Department Name).

Your name is not required on the questionnaire. Answers will be examined by committee members to better determine the needs of our department to increase the overall health and wellness of our workplace.

Instructions:

Please read each question carefully and answer as accurately as you can.

**General Health**

How healthy do you think our workplace is overall? (circle one)

- Not very healthy
- Somewhat healthy
- Moderately healthy
- Very healthy

What improvements do you think your workplace could make to become healthier? (Circle all that apply)

- Offer more programs for employees
- Enhance morale
- Recognize achievements
- Increase physical activity
- Increase safety
- Enhance workstations
- Increase teambuilding
- Have more education opportunities
- Offer more healthier options for food, snacks, and drinks

What determinants of health need improvement in your department? (Circle all that apply)

- Social Support networks
- Job Satisfaction
- Working Conditions
- Working Relationships
- The Physical Environment
- Personal Health Practices and Coping Skills
- Health Services

What changes would you make to improve your health? (Circle all that apply)

- Increase physical activity
- Eat a healthier diet
- Increase sleep
- Socialize more
- Increase education through seminars/information sessions
- Increase time spent with loved ones
- Enhance time management skills

### Physical Activity

Do you think you are getting enough exercise to gain health benefits?

Yes or No (Please Circle)

What, if anything, prevents you from being active? (Circle all that apply)

- Inconvenient location of facilities
- Lack of time
- Lack of energy
- Non-flexible work hours
- Timing of programming is not convenient
- Not enough programs year round
- Unaware of the programs available to me
- Cost is too high

Do you do one of the following? (Circle the answer under the letter that applies to you)

- a) On average, I accumulate at least 60 minutes a day, every day of active time by walking, easy gardening, stretching or other light activities.
- |             |          |
|-------------|----------|
| ▪ Never     | ▪ Often  |
| ▪ Seldom    | ▪ Always |
| ▪ Sometimes |          |
- b) On average, I participate in a moderate physical activity such as brisk walking, swimming, heavy gardening, dancing or biking for at least 30-60 minutes 4 times a week.
- |             |         |
|-------------|---------|
| ▪ Never     | ▪ Often |
| ▪ Seldom    |         |
| ▪ Always    |         |
| ▪ Sometimes |         |
- c) On average, I participate in vigorous activity such as running, walking fast, swimming, or biking for at least 20-30 minutes 4 times per week.
- |             |          |
|-------------|----------|
| ▪ Never     | ▪ Often  |
| ▪ Seldom    | ▪ Always |
| ▪ Sometimes |          |

I try to vary my activities to include endurance (aerobic), flexibility (stretching), and strength building activities.

- |             |          |
|-------------|----------|
| ▪ Never     | ▪ Often  |
| ▪ Seldom    | ▪ Always |
| ▪ Sometimes |          |

## Stress

What, if anything, caused you excess worry or stress at work with in the last six months? (Circle all that apply to you)

- I changed jobs
- Too many changes with my job
- I don't like the hours
- Too much time pressure
- Unscheduled overtime
- My duties are not clear
- My duties conflict with one another
- Management tries to control my work too much
- I don't have enough influence over what I do and when I do it
- Too much responsibility
- Supervisors or managers have unrealistic expectations of me.
- Too much responsibility
- I don't get enough feedback on how I am doing
- I'm not treated fairly
- I'm afraid of being laid off
- My work tires me physically
- My work tires me mentally
- My work is boring
- Conflict with other people at work
- I feel isolated from my co-workers
- I have difficulty speaking with people at work
- I have difficulty understanding written instructions
- I don't have enough control over the pace of my work
- Trying to cope with an injury or illness
- Nothing
- **Any other customized example for your department**

What, if anything, would you like to do to cope better with worry or stress at work? (Circle all that apply to you)

- Exercise more
- Get out more often, make new friends, socialize
- Make a major change in my life
- Drink less alcohol
- Cut down on pain killers, sleeping or calming medications
- Cut down on other medications
- Cut down on non medical use drugs
- Drink less coffee or tea
- Eat better
- Spend more time with my family
- Manage time better
- Learn more about coping with worry
- Learn to relax
- Sleep more or sleep better
- Get professional help
- Get more money
- Manage money better
- Learn to be more assertive
- Get more job skills
- Learn to control anger better
- Learn to communicate better
- Improve the way I feel about how I look
- I don't know what I could do

## Nutrition

How would you rate your diet? (Please Circle one)

- Not very healthy
- Somewhat healthy
- Moderately healthy
- Very healthy

I eat fresh fruits, vegetables, and whole grain breads. (Please circle one)

- Never
- Seldom
- Sometimes
- Often
- Always

I can eat foods at home that are already prepared (Pre-Made). (Please circle one)

- Never
- Seldom
- Sometimes
- Often
- Always

I eat fast food more than once a week.

- Never
- Seldom
- Sometimes
- Often
- Always

What, if anything, would you like to do in the next year to improve how, when, what or how much you eat? (Circle all that apply to you)

- Eat more fruits and vegetables
- Eat lower fat foods more often
- Cut back on fast foods and junk foods
- Cut back on snacks
- Eat less red meat
- Skip fewer meals
- Eat less often on the run
- Learn more about proper nutrition
- Learn more about healthy meal preparation
- Eat less overall (smaller portions)
- Nothing

What, if anything, is stopping you from improving how, when, what or how much you eat? (Circle all that apply)

- limited choices in eating places near work
- job pressures, job schedule
- Not enough time
- Too hard to change my ways
- Don't know how to prepare, choose healthy foods
- Expense, healthy foods cost more
- Dislike idea of dieting
- Confused about what is healthy to eat
- Bad experiences trying to eat better in the past
- No support from family or friends
- Too much stress at home
- Don't know how to get started
- Don't know what is stopping me
- Nothing

## Work

Indicate how you feel about the following statements. Circle the best answer.

On the whole I like my Job -

Agree Strongly	Agree	Not Sure/ No Opinion	Disagree	Disagree Strongly
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I feel that I am well rewarded for the effort I put in at work –

Agree Strongly	Agree	Not Sure/ No Opinion	Disagree	Disagree Strongly
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I am happy with the balance between my work time and my leisure time –

Agree Strongly	Agree	Not Sure/ No Opinion	Disagree	Disagree Strongly
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There may be other questions that your committee may want to ask employees to create a healthier workplace. However it is suggested that the questions target the general population and do not become too specific and personal.

### Baseline Measures Sample Template

Please keep in mind that this is only a sample and not all of the areas below need measuring for your specific department. Please modify the template to suit your department.

The baseline measures will help your committee see what area need improvement and help you create health and wellness goals for your department. After the implementation of your health & wellness program you may see significant improvements in these measures.

Measurement	Time Frame	Number	Reason	6 Month Goal	1 Year Goal
Absenteeism (sample only)	Last 6 months	5 out of 20 people Absent (25%)	1 Minor injury, 4 common illnesses	Reduce absenteeism by having ergonomic assessments completed to prevent minor injury in workplace	Reduce to 10 % by implementing active living to reduce common illness
Employee Turnover					
Accident Rates					
Implementation of Employee Suggestions or Ideas					
Participation in Wellness Program					
Adherence to Wellness Programs					
Awareness of Healthy Lifestyle Issues					
Changes Towards More Healthy Habits					
Return to work Rates from Injuries or Illnesses					
Occupational Health and safety					

Workplace Relationships					
Communication Across the Departments					
Control Over Work					
Recognition for Achievements					
Workstation Ergonomics					

This specific template is for the committee to work on as a group and will supplement the information that is obtained from the surveys completed by staff.

### Key Needs and Expectations Survey

**(Sample – Please modify to suit your individual department)**

**Committee Note:** Your committee can use the questions below or modify the questions so that they suit your department. Keep your survey short and to the point. By having your staff complete this survey you are assessing your departments key needs, expectations, and attitudes regarding a health & wellness program. By combining this survey with the Current Health Level survey and the baseline measures your committee will be able to determine which programs offered by Health Promotion and WorkLife Services, the University, and the EFAP provider will be best for your staff.

## Key Needs and Expectations Survey

Most Canadians have busy lives and busy work schedules. It is important to find a healthy work-life balance in order to enjoy life to the fullest. Sometimes it is hard to fit in healthy lifestyle choices when we are so busy, thus a program combined with work would help make life a little easier.

This survey is to help your health and wellness committee determine which programs would be best for our department. By completing this survey you can help the committee understand your needs, expectations, and attitudes towards a health and wellness program at work.

Your name is not required on the questionnaire. Answers will be examined by committee members to better determine the needs of our department to increase the overall health and wellness of our workplace.

### Instructions:

Please read each question carefully and answer as accurately as you can.

Which of the following activities would you prefer to participate in? (Check all that might be interested in or like to join)

	Yes	No	Maybe
Aerobic Exercise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Back Care Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 Weeks to Wellness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yoga	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Fitness Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smoking Cessation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Active Living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U of A On the Move	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stairway to Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adopt-A-Flower-Bed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lunch and Learns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Workshops/Courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nutritional Counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work-Life Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wellness Fair (booths)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthy Workplace Month	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ergonomics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Others (List): \_\_\_\_\_

When would you be able to participate?

- Monday                       Tuesday                       Wednesday  
 Thursday                       Friday  
 Before Work                       After work                       Lunch Hour  
 Evenings                       Other \_\_\_\_\_

Would you be interested in and/or attend team building, professional development, and personal development sessions if they were offered?

- Yes                       No                       Maybe

Do you think having a health and wellness program specifically designed for your department would help you become healthier or maintain your current health level?

- Yes                       No                       Maybe

How do you think having a program will change our department?

- Positive                       Neutral                       Negative

Do you expect this program to help you become healthier or maintain your health level?

- Likely                       Somewhat                       Very much so  
 Not likely                       Not at all

Overall do you think having a health and wellness program designed specifically for your department will be beneficial to the staff in your department?

- Yes                       No                       Maybe

### Health Promotion Interest Areas Checklist

Check off all areas your staff showed interest in based on survey results for program selection. Include notations to capture the degree of interest (i.e. 17 people said yes, 5 said maybe and 3 said no).

	Yes	No	Maybe
Active Living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aerobic Exercise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Back Care Education & Tips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Fitness Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U of A On the Move	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yoga	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stairway to Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adopt-A-Flower-Bed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 Weeks to Wellness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nutritional Counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smoking Cessation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stress Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lunch and Learns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workshops/Courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work-Life Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Retirement Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dept Wellness Fair (booths)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthy Workplace Month	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ergonomics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (List):	_____		

**Sample Interest Area Analysis: Department X**

Based on the surveys given to staff, the committee has been able to determine what areas the staff would like included in their health and wellness program. Department X determined that their staff would like to do more exercise such as walking, eat healthier, have more education opportunities, build a better team atmosphere, and have recognition for their work.

Since the committee wants to try and incorporate all concerns of staff into the program they chose programs that would suit all needs of staff.

- Since staff wanted more exercise as a group. The department joined the On the Move. Plans were made to establish a department walking club once everyone had become accustomed to the walking routine.
- Eating healthier was another interest area so a nutritional counselor through the EFAP was asked to provide a series of lunchtime sessions on healthy food choices, preparing healthy lunches and snacks, nutritious lunches for children, reading nutrition labels, shopping tips and healthy eating on a budget. A recipe exchange was also established to share ideas and promote camaraderie among staff members.
- Team building was also identified so the committee decided to incorporate education sessions on teambuilding, communication and constructive conflict into the annual training plan for the department.
- For enhance recognition, the department decided to use recognition cards to acknowledge achievements as they occur, and promote recognition at regular staff meetings so they can share in celebration of successes. They also committed to make the time to nominate staff members for the annual recognition programs on campus.

**Program Re-Assessment**

After your program has been in place for 1 to 2 months a re-assessment of the overall program should be done. This is an opportunity for your committee to see how the programs you selected are working out for your employees.

When doing a re-assessment you should ask the following questions:

- Are our department goals being met?

YES                      NO

If the answer is NO, what goals are not being met and what changes can be made so goals are being met?

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- Are the employees getting the most out of the programs being offered?

YES                      NO

If the answer is no, what can be done to improve this aspect of the program? (Example – more motivation needed, better times, different program modifications)

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- Which areas of the program need further enhancement?

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- Are all individual staff needs being met?

YES

NO

If NO, then what changes need to be made to meet the needs of individual staff members?

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- What feedback has staff provided about the program? Has the communication been effective?

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○ At this time, what areas are we going to:

- Keep the Same

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- Modify

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- Eliminate

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- Add

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# Appendix 2

## Healthy People

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## Health Promotion and WorkLife Services

### Active Living for "U"

The Senate Task Force on Wellness proposed that many of the health and wellness barriers identified by members of our community could be addressed by implementing an active living program flexible enough to suit a variety of lifestyles. The goal of *Active Living for "U"* is to provide opportunities for individuals to adopt a healthier lifestyle while easily incorporating active living into their daily lives. While physical fitness is an integral component of a healthy lifestyle not all needs are met through workout facilities and programming. Whether you are at work or school, at home, or partaking in leisure activities the health benefits are immeasurable.

*Active Living for "U"* provides an integrated comprehensive menu of ideas for active living, ranging from structured programs through to "Anytime - Anywhere" activities, plus a wealth of information to assist individuals in incorporating active living into their daily routine. *Active Living for "U"* is for people who are just getting started, for those who already make physical activity part of their routine, for those who prefer to work with others to achieve their health goals, and for people who prefer to pursue health benefits on their own.

The goal of *Active Living for "U"* is to offer something for everyone. Website links are included for each aspect of the program, or visit [www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca) and select Active Living for U.

### What Is Active Living?

Active living has been called a "unique Canadian approach to physical activity" and is appealing because it encourages us to make individual choices about how we can include physical activity in our daily routine. It is essentially a "way of life in which physical activity is valued and integrated into daily living; this approach recognizes the benefits of many different activities" (Carlson 2000). Activities such as walking, gardening, housework, playing with your children, hiking, rollerblading, biking, and taking the stairs instead of using the elevator are just a few examples of how easily activity can be incorporated into your daily routine. The type, frequency and intensity of physical activity is decided by the individual, relative to their own personal ability, aspirations and physical surroundings.

Active living concepts are a great way to start increasing physical activity for those people currently maintaining a more sedentary lifestyle. The active living message supports the concept that moving from a sedentary lifestyle to incorporating some regular activity into daily routines is not only a positive change but can also serve as motivation. Research has shown that regular, moderate intensity exercise does provide health benefits. Canada's Physical Activity Guide to Healthy Active Living shows that even ten minute blocks of low intensity exercise six times a day does provide health benefits.

Active living does not have to be difficult. Deciding to make a lifestyle change does not require you to enroll at a fitness facility but simply climb a flight of stairs at work instead of taking the elevator, play catch with your children, walk the dog, or park farther away from the grocery store than usual.

## **Active Living - Anytime, Anywhere**

Options are available for every individual. Being active does not require joining a class or a program. *Active Living for “U”* encourages individuals to be active on their own time, at their own pace, wherever you happen to be.

There are many options for individuals to work active living into your daily routine. Here are some suggestions to get you started. Make sure you pick daily activities you like the best to keep the motivation high.

[www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca)

## **Active living for work groups**

Active Living for Work Groups is based on Health Canada’s VITALITY Program – A Positive Approach to Healthy Living. The VITALITY program guide includes background information as well as tips and tools on the VITALITY approach to healthy living, and on achieving and maintaining a healthy weight. It is up to the group to decide how to use the program materials. You can either use the entire package or “mix and match” pieces to design a more tailored approach based on participant’s interests and health promotion concerns. The guide is not intended as a comprehensive program; rather it provides general information and sample tools and techniques that a group leader can build on.

[www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca)

## **U of A on the Move**

The U of A On the Move initiative began in the Faculty of Agriculture, Forestry and Home Economics as a lecture topic for the Reunion Weekend of 2003. The program is modeled after programs such as America on the Move (USA), the 10,000 Steps Rockhampton (Australia) program, and others like them. It is designed to promote physical activity and provide objective feedback to individuals as they become more active.

The program provides members of the campus community with a tool to assist them in making the choice to move towards an active lifestyle through the use of a daily step counter.

Counting steps as part of the U of A On the Move assists in making physical activity part of the daily routine that can increase energy levels, assist in maintaining a healthy weight and reduce stress. For more information visit the On the Move website at [www.onthemove.ualberta.ca](http://www.onthemove.ualberta.ca).

## **Walking Clubs**

One of the great benefits of walking is that it is a total body activity. The faster you go the more the upper body is used. Medical studies keep showing that walking even just 30 minutes a day can benefit your heart, increase your lifespan, and help you control your weight, diabetes, prevent other diseases and improve your mood.

Beyond the feel good effects brought on by the endorphins released, one of the most overlooked parts of walking is the sense of accomplishment that comes from getting out and doing something. It is a way to build your confidence and it is a much easier activity to participate in socially. Your only financial investment is a good pair of walking shoes.

One of the most important things joining a walking club will do for you is to get you away from your desk at lunch time and give you an opportunity to meet new people and feel great all afternoon.

### **The Summit Program**

The Summit Program encourages staff members to increase their levels of activity by incorporating physical activity into their daily routine. To expand the services and support provided to staff member, and hopefully make the program more interesting, the University of Alberta has joined Health Canada's Stairway to Health Program. This program provides individuals with the opportunity to challenge themselves and their co-workers, friends and family by becoming and staying physically active by opting for the stairs whenever possible.

The program is simple and will take you a very minimal amount of time to maintain. All you have to do is log on the website and submit the number of stories you have climbed. Challenges will be created to suit each individual.

Challenge yourself and be entered to win great prizes!

[www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca)

### **Adopt-A-Flower-Bed**

The University of Alberta is known for its historic buildings, and picturesque setting with original buildings dating as far back as 1908. The environment instills both a feeling of belonging as well as a sense of pride among our community. The Adopt-a-Flower-Bed program provides an opportunity to strengthen our campus community as well as furthering the University's goal of becoming amongst the healthiest Universities in Canada.

Adopt-A-Flower-Bed is designed to encourage student and staff involvement by creating volunteer opportunities for individuals, Faculties and departments. Therapeutic benefits of gardening are well documented and will not only enhance the "look" of the campus but will assist participants in coping with day to day stressors as well as provide an opportunity to increase their level of physical activity. Individuals can adopt a designated flower bed or planter.

Individual beds and planters will be open for adoption. Applications are to be sent to Health Promotion and WorkLife Services by the end of May. Those beds or planters adopted will be visited by the Manager of Landscape Maintenance and Construction and designates who will select their "favorite" for the year. A picture will be profiled on the website and the Adopter(s) will be presented with a gift certificate.

[www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca)

## **Office Yoga**

Working in an office or at a computer for prolonged periods of time can put strain on the neck, shoulder and back muscles which in turn can lead to tension and stiffness. This tension can cause headaches, as well as back, neck and shoulder pain. If left unattended, it could also impact your ability to function effectively at work and your overall quality of life. Simple techniques such as Office Yoga may help alleviate the pain and other symptoms by releasing tension and increasing muscle strength and flexibility. Take a few minutes for yourself and incorporate some Office Yoga into your daily routine.

[www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca)

## **Corporate Challenge**

In 1992, the Corporate Challenge games were established in Edmonton. The philosophy behind the games is to provide an activity for local businesses to foster interaction, teamwork, morale, pride, health & wellness among and within businesses. Over the past several years, the University of Alberta has registered teams and has enjoyed a strong showing at the events. This year we hope to continue the tradition of spirit, sportsmanship and excellence in competition.

While there are a number of competitive sporting events involved with Corporate Challenge, you do not need to be an “athlete” in order to partake in the festivities. Recent changes have been made in the hopes that the games might appeal to a more diverse range of people. The Spirit Team and events such as the Unknown Challenge have been incorporated into Corporate Challenge activities to offer individuals a broader range of activities. Corporate Challenge offers a great opportunity for staff members to join a team and share the sense of University of Alberta pride with our surrounding communities.

[www.uofaweb.ualberta.ca/challenge](http://www.uofaweb.ualberta.ca/challenge).

## **12 Weeks to Wellness: A Lifestyle Enhancement Program**

In our endeavor to assist individuals in making healthy choices and improving their wellbeing, the University has introduced 12 Weeks to Wellness as part of the Employee & Family Assistance Program (EFAP). 12 Weeks to Wellness is a self directed program that offers a holistic approach to lifestyle change. One element of the program focuses on physical activity and active living.

Through this program you will:

- Learn healthy eating habits, enhance your overall wellness and increase your energy level
- Reconnect with yourself through improved fitness and stress reduction
- Obtain the support of a team of health professionals to help you stay committed to your personal action plan.

A program workbook, 21 day Action Planner and StressMap are provided, along with 3 hours of telephonic or email life coaching and support. For additional information on this self-directed program please call Human Solutions directly at 780.428.7587.

[www.hrs.ualberta.ca/HealthPromotion](http://www.hrs.ualberta.ca/HealthPromotion)

Staff members can gain a sense of their “current state” of fitness and identify potential risk areas by accessing the Health Risk Appraisal on line at [www.humansolutions.ca](http://www.humansolutions.ca).

**Smoking Cessation** – Programs and Services available to help you quit smoking. Please visit our website for more information at:

[www.hrs.ualberta.ca/HealthPromotion](http://www.hrs.ualberta.ca/HealthPromotion)

### **Campus Recreation**

All information regarding facilities and programs can be found at the Campus Recreation website. Staff members can access the Van Vliet Center sport and fitness facilities at no cost by presenting a valid ONECard. Non-Academic Staff Association members may use the HRDF to refund registration fees for some recreation programs offered by the Faculty of Physical Education & Recreation. Details and application forms are available at [www.hrs.ualberta.ca](http://www.hrs.ualberta.ca).

[www.campusrec.ualberta.ca](http://www.campusrec.ualberta.ca)

### **Lunch and Learn Presentations**

The Workplace Health Promotion Unit is pleased to provide our ongoing series of Lunch and Learn sessions which are open to all Academic and Support Staff members. These sessions discuss many interesting and diverse Health and Wellness topics both work related and personal. All sessions run from 12:00 pm to 1:00 pm and are held in Heritage Lounge, Athabasca Hall unless otherwise noted. Please feel free to bring your lunch.

There is no charge for attending these sessions but would ask that you register in advance so that we are able to make arrangements for seminar material. If you would like to register for any of our sessions, please visit the Learning Shop at [www.learningshop.ualberta.ca](http://www.learningshop.ualberta.ca).

If you would like to make arrangements for a speaker to present a Lunch and Learn for your department or have suggestions for future Lunch and Learn topics, please contact Sarah Flower at 780.492.2249 or email [sarah.flower@hrs.ualberta.ca](mailto:sarah.flower@hrs.ualberta.ca).

### **Professional Development Opportunities**

The Learning Shop lists learning opportunities for all academic and support staff across the University of Alberta. The links at left take you to a wide selection of workshops, classes, courses and programs by category or you can view the listing by Program Provider by selecting a link at right.

## Employee and Family Assistance Program (EFAP)

At any given time 20% to 25% of us suffer are dealing with life events that could interfere with our overall effectiveness, happiness or safety at work or home. The University of Alberta EFAP has been designed to support staff members deal with a wide range of personal/family/workplace issues and also provides numerous proactive and preventive health promotion and work life services. The EFAP provider is Human Solutions, a national provider of EFAP and work life services.

Please check these websites regularly for updated EFAP information. Please note that the Human Solutions website is completely bilingual.

- [www.hrs.ualberta.ca/efap](http://www.hrs.ualberta.ca/efap)
- [www.humansolutions.ca](http://www.humansolutions.ca)

## COUNSELLING AND ADVICE

Your EFAP provides confidential, professional counselling for a broad range of personal and family problems, including managing anxiety and depression, controlling substance use, resolving family conflict, and more. At Human Solutions' health professionals are registered psychologists or Master's level registered counselors, chosen for their extensive experience dealing with a variety of psychological and health issues.

- Work/Life Issues
- Financial and Legal Concerns
- Career Development
- Job-related Stress
- Aging Parents
- Employee Group Conflict
- Special Needs of Children
- Personal Adjustment Problems
- Family Problems and Family Illnesses
- Single Parenting
- Depression
- Marital and Family Problems
- Separation/Divorce/Custody
- Alcohol and Drug Dependency
- Difficulties with Children
- Psychological Disorders
- Anger Management
- Retirement Planning/adjustment
- Grief and Bereavement
- Eating Disorders
- Children with Special Needs
- Communication
- Problems/Relationship Problems
- Psychological/Emotional Disorders
- Drug & Alcohol Addictions
- Problem Gambling and Internet Use
- Sexual and Physical Abuse

To speak with someone confidentially, call Human Solutions at 780.428.7587 or 1.800.663.1142. To obtain services in French please call 1.866.398.9505.

## LIFESTYLE SERVICES

*Resources for creating lasting lifestyle change*

**The Health and Wellness Companion.** The Health and Wellness Companion is an online tool that assesses areas of risk and provides a personalized action plan. Features include a health record-keeping system and access to medical and pharmaceutical libraries developed by the Canadian Medical Association.

**Personal Fitness Training.** Want to set up a personalized fitness program to suit your health needs and lifestyle? The EFAP offers up to 2 hours of consultation with a certified personal trainer.

**12 Weeks to Wellness Program.** Want to learn healthy eating habits, increase your energy through fitness, and stay committed to your health plans? 12 Weeks is a self-directed program that provides you with up to three hours of coaching over a 12 week period, supplemented with a practical workbook, 21-day planner, and stress map. Group programs are also available.

**Nutritional Counselling.** Questions about heart health, weight management, managing cholesterol levels, controlling diabetes, or nutrition for good health? Nutrition consultants provide up to 2 hours of counselling, including nutritional assessments, action plans, menu planning, and encouragement.

**Smoking Cessation Program.** Ready to finally quit smoking? The Smoking Cessation Program addresses all facets of smoking, including physical dependence, (i.e. nicotine addiction), psychological dependence (smoking habits and desire to smoke), and foundations of behaviour change. This personalized support process is built on proven, evidence-based, behaviour-change methods.

**Career Counselling.** Uncertain about your chosen career path or considering a change? Career counsellors help you identify skills, aptitudes, interests, values, and personality traits as they relate to your career, and provide feedback and coaching.

**E-Learning Courses.** Want to learn work or life skills at your own pace and on your own schedule? A range of e-learning courses can easily be accessed through Human Solution's website. Here is a listing of current e-courses:

- Stress Management
  - Taking Control of Anger
  - Taking Control of Your Career
  - Taking Control of Your Money
  - Taking Control of Your Mood
  - Embracing Change
  - Leading Change
  - Responsible Optimism
  - Resilience
  - Values-Based Leadership
  - Job Loss and Transition
  - Alcohol Use
  - Low Mood
  - Values and Ethics
  - Effective Supervision
  - Resolving Conflict in Intimate Relationships
  - Foundations of Effective Parenting
  - Managing Sensitive Employee issues
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- **Interactive E-Learning Courses** – E-learning courses are accessed through the Human Solutions website ([www.humansolutions.ca](http://www.humansolutions.ca) Wilson Banwell Customer) “Member Area.” The courses are developed Human Solutions’ professional psychologists and your privacy is assured. Courses are self paced and interactive online. Human Solutions is continually adding new topics to its menu of courses, so visit the website regularly for updates.

Online Health Library, *Change Your Way to Health!* newsletter and *Vitality!* newsletter. Want to learn more about health and wellness issues? Human Solutions maintains an extensive online library of health and wellness articles as well as links to useful internet resources. *Change Your Way to Health!*, published monthly, and *Vitality!*, published quarterly, are available online and contain topical articles and important announcements.

## **WORK LIFE SERVICES**

*Resources for taking a proactive approach to life planning*

Human Solutions' Plan Smart Services were developed for those who want to be more self-directed. If your situation isn't overwhelming but you'd like to make improvements so you feel more in control, then these services might be just what you are looking for.

With each of the following services, a Human Solutions' expert will do a quick phone assessment to determine the exact nature of your needs and then send you a package of customized information that might include a best-selling book, a useful software tool, recent articles, a list of online resources, and/or set you up with some online resources or provide ongoing coaching.

**Childcare and Parenting Support Services.** Parenting is a long-term commitment that comes with many challenges. Issues such as adoption, new parents, blended families, school concerns, special needs can raise questions that need answers.

**Elder and Family Care Service.** Balancing elder and family care responsibilities with career responsibilities can leave us feeling overwhelmed. In addition to providing customized information, Human Solutions' experts will speak directly with the elderly person or send in an independent provider to undertake an in-home assessment, if that would be helpful to the situation.

**Financial Advisory Service.** There are times when we need help to feel more in control of our spending, saving, and debt management. The Plan Smart financial service is there to help you make intelligent, informed, and calculated decisions regarding how to best manage your money and debt.

**Legal Advisory Services.** When people are faced with legal issues, they often don't know where to turn for information they can trust. Through Human Solutions' Lawline, you can get advice (but not legal representation) on a variety of issues including adoption/guardianship, bankruptcy, child custody, consumer complaints, divorce, wills and trusts, and much more.

**Pre-Retirement Planning Service.** Approaching retirement is a time of excitement and apprehension. This Plan Smart service provides information and sound advice, whether you need help related to finances, relationships, physical and mental health, or emotional/psychological concerns.

**Shift Worker Support.** Working shifts can put a strain on a worker's health, well-being, family, and social life. If you are struggling to make working shifts a part of a healthy and rewarding personal and work life, then this Plan Smart service can help you.

**New Parent Service.** Becoming a new parent is certainly one of the most rewarding times in a person's life. But it is also one of the most overwhelming and stressful times. If you are about to become a new parent, the University's EFAP coordinator has a baby bag full of useful items and information.

You may access the service through the Human Solutions Client Services Centre 780.428.7587 or 1.866.1142 or online at [www.humansolutions.ca](http://www.humansolutions.ca)

**Family Mediation** – Resolving disputes in our personal relationships sometimes requires an impartial facilitator to guide the discussion and ensure a safe and respectful environment. Our mediation services can provide assistance with separation and divorce, parenting or eldercare issues, and sibling relationships.

**Financial Consultation** – The focus of the financial consultation and planning service is assessment, short-term counseling and referral when required. Service areas may include: debt crisis management, preventative money and debt management, cost of living analysis, financial options related to separation and divorce, workforce transition and job loss, and early or planned retirement

## **WORKPLACE SUPPORT SERVICES**

*Resources to help with workplace issues*

**Culture-Sensitive Counselling & Aboriginal Services** – Through a network of approved Elders, Spiritual Healers, and Aboriginal Treatment Facilities, we ensure that those who ask for service to be more culturally sensitive receive it. Upon request and where possible, clients will also be matched with clinicians who have an appreciation of other cultural sensitivities.

**Cultural Transition Support** – This service provides support to staff members and their family throughout the relocation process if they are coming to the University, or going overseas on a temporary international assignment. We can also help identify any potential issues that may impact a potential candidate's success.

To access the Cultural Transition Support service, contact the University's EFAP administrator at 780.492.2249.

**Workplace Advice Line.** This service is designed for those times when you need advice on how to manage a difficult work situation.

**If you are a manager or supervisor** dealing with an employee conflict situation, unusual employee behaviour, or want to provide assistance to a troubled employee, you can call and get help right away.

**If you are a staff member** experiencing difficulties with a fellow employee or supervisor, advice and support are just a phone call away.

# Appendix 3

## Healthy Workplaces

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## **Recognition Programs**

People need to feel recognized for their contributions in the workplace. Through feedback and recognition we discover what others think and value in us. The University of Alberta is working towards building supportive, positive work environments where everyone understands the importance of saying "thank you" when a job is well done and when someone has gone beyond expectations to be helpful.

### **Workplace Recognition Initiative**

The recognition initiative was launched in March 2000 to support and encourage the awareness and practice of meaningful informal recognition in workplaces at the University of Alberta. Designed by a committee of representatives from across campus, and based on feedback from staff, this initiative is one way of helping to build community at the University of Alberta.

[www.hrs.ualberta.ca/recognition](http://www.hrs.ualberta.ca/recognition)

### **Thoughtful “U”**

Thoughtful of “U” website is designed to assist all members of our campus community by providing an easy way for you to acknowledge and show appreciation for the actions of others, or simply to be supportive.

Recognition and acknowledgement does not have to be a grandiose gesture. In our busy and often stressful work and learning environment a sincere thank you can make a significant difference in someone’s day.

- Thoughtfulness tips for supervisors
- Thoughtfulness tips for everyone
- Selection of e-cards

[www.hrs.ualberta.ca/recognition](http://www.hrs.ualberta.ca/recognition)

### **Other Recognition at the University of Alberta**

The University of Alberta has a number of formal campus-wide recognition programs in place to celebrate excellence, in addition to programs coordinated in some specific work areas or departments including:

- President’s Achievement Awards ~ Dare to Discover
- Excellence in Leadership Award
- Excellence in Learning Support
- Celebration of Service (long service awards)
- Retirement Celebration
- Service Milestones
- Annual APO, FSO and Librarian Recognition Award
- Annual Support Staff Recognition Award
- Board of Governors Award of Distinction

- Senate Community Service Recognition Program
- President's Non-Academic Staff Appreciation Picnic
- Academic Awards
- Alumni Recognition Awards

### **Workshops/Courses/Seminars**

Health Promotion and WorkLife Services would be pleased to provide facilitate and/or provide your department with courses and programs on a variety of topics depending on what your group needs. Following is a listing of current offerings.

#### **Change and Resiliency**

- Building Resilience
- Coping Effectively with Change
- Making work a Quality Experience
- Resilience

#### **Communication**

- Effective Listening and Communication
- Expressing Difficult Emotions
- Healthy Communication
- Humour and Laughter

#### **Conflict & Communication**

- Conflict and Cooperation Parts 1 & 2
- Constructive Confrontation
- Coping with Relationship Conflict
- If You Can't Beat Them.....Learn to Appreciate Them
- Interpersonal Conflict Management

#### **General Interest**

- A Shift to Wellness – Shift Work
- Health Promotion and WorkLife Services Overview
- Resolving Conflict in Intimate Relationships
- Retiring with a Focus and a Plan (Academic Pre-retirement)
- Stress Management
- Support Staff Pre-Retirement
- Time Management

#### **Managers**

- Accommodation
- Demographics
- Facing Facts – Mental Health Information for Managers
- Managing Attendance
- The Role of the Leader in Health Promotion and Wellness (Supervisory Development)
- Workers Compensation Board Coverage

#### **Team Building**

- Building Blocks of a Healthy Work and Learning Environment
- Group Works: constructive, achievement-focused, team development
- Successful Teamwork
- Swimming with Sharks

## **Safety & Security**

### ***Ergonomics / Workstation Assessments***

Ergonomics (workstation): the science of arranging and adjusting your work environment to fit you and your body.

An effective ergonomic program includes, but is not limited to, developing appropriate engineering and Administrative controls to prevent injuries. In an office setting, the engineering controls include a variety of efforts such as changing the computer equipment, the workstation layout and the office furniture. The administrative, or work practice controls, refer to work practices and policies to reduce or prevent employees' exposures to work hazards. These are scheduling rest breaks, rotation employees' tasks, training employees to recognize ergonomic hazards and providing instruction in work practices that can prevent or ease repetitive strain injuries.

Presentations and individual work station assessments are arranged through Environmental Health & Safety and provided by the Occupational Health Nurse.

**[www.ehs.ualberta.ca](http://www.ehs.ualberta.ca)**

### ***General Safety***

The General Safety Division of Environmental Health & Safety is responsible for such things as:

- inspections of shops and other non-lab areas
- safety inspections at construction/renovation sites and assisting with Building Code inspections
- training of Departmental shippers/receivers re: Transportation of Dangerous Goods (TDG) regulations
- consultation re: first aid kits
- investigation of general safety-related complaints, accidents, and near misses
- making recommendations re: appropriate safety wear, e.g. safety boots

**[www.ehs.ualberta.ca](http://www.ehs.ualberta.ca)**

### ***Personal Safety and Security***

How safe are you on campus? Check out the Personal Safety & Security Handbook published by Campus Security Services. This handbook will introduce you to a variety of services and programs that Campus Security Services offers, as well as provide you with advice on what you can do for yourself to ensure your safety on campus. Visit [www.css.ualberta.ca](http://www.css.ualberta.ca) and select Personal Safety and Security.

## **General Information**

### ***Assist “U”***

Balancing career demands and personal lives can be a challenge if not overwhelming at times. Balancing these challenges can affect your health and well-being. Therefore assisting members of the campus

community locate resources tools and information applicable to life events is of utmost importance. The Assist U website was designed to provide easy, direct access to external resources for a variety of topics including Parenting and Child Care, Adult Care, Emotional Wellbeing, etc.

**[www.virtualwellness.ualberta.ca](http://www.virtualwellness.ualberta.ca)**

***Health Promotion and WorkLife Services (HPaWS) E-mail List***

Health Promotion and WorkLife Services offers a range of communication material sent via e-mail to those who voluntarily sign up for the e-lists. Generally if you chose to participate you can expect to receive no more than 3 e-mails a month.

**HPaWS Communication E-mail List:** Items sent on a monthly basis include the HPaWS Newsletter and Lunch and Learn bulletin as well as special announcements regarding new programs, services and classes.

**Active Living for “U” E-mail List:** Items sent out include active living information on campus events such as Corporate Challenge, Little Big Run and UofA On the Move.

To sign up for the email lists;

**<http://www.hrs.ualberta.ca/worklife>**

(select *Program Communications*)

## How Healthy is my Work Culture? – A Self Assessment Tool

Changing an organization's culture is a challenge. However, an approach based on Martin Shain's Neighbour@Work™ philosophy has been shown, in a recent Health Canada sponsored study, to be able to produce advances in creating healthy cultures. The Health Canada study showed evidence that Neighbour@Work™ is capable of:

- increasing adaptability to change
- improving relationships and
- reducing conflict.

This self-assessment survey is founded on "The Neighbour Principle" rooted in our common-law understandings of citizenship in a democracy. Since we are all "citizens" of the workplace, then, as neighbours at work, we can choose to be considerate, do no harm and even promote the health of others in our realm of influence. The healthiness of a job depends not only on how others act toward you, but also how you act toward others.

The following self-assessment tool is meant for individual reflection, not for comparison with others. The scores give an idea of your personal work situation.

This is a two-part survey. Part One is for you as a "receiver" of working conditions, whether you are an employee who has a supervisory role or not. Part Two is for you as a "sender" of working conditions, whether you are a supervisor or not. We all "send" conditions of work to others, regardless of whether or not we are supervisors.

Additional information on the "Neighbour at Work" Program can be obtained by contacting Health Promotion and WorkLife Services

## ***Part One: "Receiver" of Working Conditions***

For ease in scoring, each statement is answered either "yes" or not at all. If you cannot say "yes" wholeheartedly, do not answer at all. At the end, simply tally up the "yes" responses and read the interpretation that follows. All questions refer to your life at work.

Question	Yes
It is clear to me what I have to do and when I have to do it.	<input type="checkbox"/>
I can talk openly and honestly with most of the people I work with on a regular basis.	<input type="checkbox"/>
I can talk openly and directly to my immediate manager/supervisor about any work-related matter that concerns me.	<input type="checkbox"/>
I feel free to laugh out loud here.	<input type="checkbox"/>
I am satisfied with the amount of involvement I have in decisions that affect my work.	<input type="checkbox"/>
I trust my direct manager/supervisor to take my interests into account when decisions that affect me are being made.	<input type="checkbox"/>
I am well rewarded (in terms of praise and recognition) for the level of effort I put out for my job.	<input type="checkbox"/>
My workload is reasonable and fair.	<input type="checkbox"/>
I am confident that any concerns I have about work will be seriously considered by my direct manager/supervisor.	<input type="checkbox"/>
My employer has a sincere interest in the well-being of its employees.	<input type="checkbox"/>
I am satisfied with the fairness and respect I receive on the job.	<input type="checkbox"/>
My direct supervisor shows an understanding of my need to have a life outside of work.	<input type="checkbox"/>
My employer has good "work/life balance" policies in effect.	<input type="checkbox"/>
I feel that my direct manager/supervisor values what I do.	<input type="checkbox"/>
I have enough information about the purpose and context of my work to do my job properly.	<input type="checkbox"/>
Mostly, I trust the people I work with to avoid doing or saying things that might harm me.	<input type="checkbox"/>
I am proud of what we do here.	<input type="checkbox"/>
My employer supports me in acquiring the new skills I need to keep up with changes in my job and in the environment.	<input type="checkbox"/>
My work environment stimulates me to be creative and imaginative.	<input type="checkbox"/>
The culture of this workplace is one that values consideration for others.	<input type="checkbox"/>
Your score:	<input type="text"/>

## ***Interpretation of Total "Yes" Score***

Scores are interpreted according to their probable influence on your mental and physical health.

15-20:	You work in a generally health-promoting work environment. However, if any or all of the items 5, 7, 8 and 11 are not among the items you checked, the outlook is less positive.
10-14:	You work in a basically health-neutral environment, subject to the same qualifier as above. However, if any or all of the items 5, 7, 8 and 11 are among the items you checked, the outlook is more positive.
5-9:	You work in a basically health-neutral environment even if any or all of items 5, 7, 8, and 11 are checked.
0-4:	You work in a profoundly health-threatening environment.

## ***A Call to Action***

Don't be discouraged if your scores aren't as good as you would like them to be. Consider this a call to take action.

On an individual basis you could sign up for stress management courses, personal development training or leadership development opportunities offered by your organization or a nearby educational institution.

Another effective option is to engage your work team, or business unit, in completing the N@W Survey and responding to the results by having a group meeting to decide the most important issues and engaging people in providing their ideas and implementing solutions. Along the way front-line managers and team leaders may identify the need to build their capacity by training in such topics as:

- Respectful listening
- Open, transparent communications
- Involving employees in decision making
- Empowering communication
- Collaborative problem solving
- Coaching employees on workload/stress
- Facilitating participative meetings.

## ***Part Two: "Sender" of Working Conditions***

For ease in scoring, each statement is answered either "yes" or not at all. If you cannot say "yes" wholeheartedly, do not answer at all. At the end, simply tally up the "yes" responses and read the interpretation that follows.

***All questions refer to your life at work.***

Question	Yes
I think carefully about how my words and actions may affect others.	<input type="checkbox"/>
It is important to me that I am fair in my dealings with others.	<input type="checkbox"/>
I listen carefully to other people's points of view.	<input type="checkbox"/>
I take pains to check whether my expectations of other people in my group are reasonable.	<input type="checkbox"/>
I give praise and show appreciation to others in my work group.	<input type="checkbox"/>
I try to give others in my work group the discretion they want to do their work in the ways they prefer.	<input type="checkbox"/>
I expect from others only what is reasonable.	<input type="checkbox"/>
I share with my fellow employees any information I have that will enable them to do their jobs better.	<input type="checkbox"/>
I believe that loyalty is a two-way street.	<input type="checkbox"/>
I try to behave to others as I would wish them to behave toward me.	<input type="checkbox"/>
Your score:	<input type="text"/>

## ***Interpretation of Total "Yes" Score***

Scores are interpreted according to your probable influence on the health of others and to the health-promoting qualities of the work environment as a whole.

7-10:	You are a generally health-promoting influence, contributing to the "neighbourliness" of the environment.
3-6:	You are a health-neutral to moderately negative influence, tending to detract from the neighbourliness of the environment.
0-2:	You are a toxic influence, hostile to the concept of neighbourliness.

## ***A Call to Action***

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Another effective option is to engage your work team, or business unit, in completing the N@W Survey and responding to the results by having a group meeting to decide the most important issues and engaging people in providing their ideas and implementing solutions. Along the way front-line managers and team leaders may identify the need to build their capacity by training in such topics as:

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## WorkLife Savers

WorkLife Savers are protocols and tips to help people deal with information overload, guide use of technologies such as email and voice mail, manage calendars and meetings, etc. They are designed to help people manage their time better so they can increase their effectiveness at work and achieve work life objectives. Protocols and guidelines also contribute to building a culture where people's time is respected.

The results of Professor Peter Richardson's research with 340 individuals highlight just how much time is spent handling information, or documents from various sources, and how much of that time is seen as adding value.

Percentage of time dealing with documents	56%
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Hours per day dealing with documents	4.8
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Percentage of this time receiving & reviewing documents	63%
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Percentage of this time generating documents	37%
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<b>Percentage of time perceived as being of little or no value</b>	<b>34%</b>
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Dr. Richardson suggests that organizations should educate themselves on the impact of information overload, gather data on its prevalence and implement solutions. He argues that it is necessary for organizations to get intentional about the problem by committing themselves to developing an overall strategy to deal with the increasing number of documents and messages bombarding employees. Doing so, he says, will help staff redirect their time and effort to those activities that add real value to the organization.

Source: Dr Peter Richardson, Professor, Queen's University "Coping with the Crisis in the Office: Towards Solutions for Canada's \$50 Billion Challenge."

## **E-Mail Effectiveness Tips**

### **Addressing E-Mails**

- Carefully assess who needs to get the email. Do not add everyone you know or use a large distribution list simply because you do not want to take the time to carefully think about who needs to read it.
- Don't use "Reply All" unless absolutely necessary; many times not everyone needs to see the reply.
- Keep your distribution lists up to date. It is your responsibility to take people off who request it.

### **Writing E-Mails**

- Keep your message concise with the action/intent identified at the beginning. Spelling and grammar do count.
- Don't include long paragraphs in the body of the email. Break the message into short paragraphs so that people can easily read it.
- Don't use email to cancel meetings or events within 24 hours. Pick up the phone instead.
- Identify the intent of your note and key dates in the subject line. This provides a quick reference.
- Make sure you're up to date on all your mail before you challenge something you read. Ensure you're as informed as possible.
- Don't respond immediately if you're upset about something you read. Think about it overnight.
- If you must attach a large document, tell the receiver the attachment is large so they can manage their space. Large attachments take up important space.
- Minimize the use of unnecessary graphics and logos that can significantly increase file size.

### **Sending E-mails**

- Don't use the "urgent" flag unless absolutely necessary. Remember the boy who cried wolf.
- Don't send out non-business e-mails to large groups (i.e. announcements, etc).
- Use "Out of Office" reply when you're out so the sender knows not to expect to hear back right away.

## **Voice Mail Effectiveness Tips**

### **Greetings**

- Personalize message – clearly state if you are in the office, if you will be picking up messages and when you will return.
- Keep it short and concise, provide an alternative contact name, and update your greeting regularly

### **Leaving Messages**

- Identify yourself, speak clearly and leave your number twice. Don't assume your identity is known
- Keep messages under one minute and only cover one topic per message
- State the purpose of your call and specify what you want the person to do
- Listen to your message before sending if in doubt of its clarity

### **Replying to Messages**

- Clarify what message you are responding to
- Act on each message immediately; reply, forward or delete. If you need more time, say so.

## **Thriving on Strengths - Building Capacity in Your Work Teams**

### ***Activities for Managers and Team Leaders***

A key way to build the capacity of organizations, work-teams, and individuals to thrive is to focus on the strengths of your employees.

### ***Why Focus On Strengths?***

Leading research has identified that when employees have the ability to use their strengths daily in their work they are more engaged. What's more, this factor is linked directly with positive impacts for the organization's bottom line in terms of retention, productivity, and customer service. The research, writing and practice of leading business thinkers from a variety of industries also links using one's strengths at work to:

- Reduced stress,
- Increased resiliency during change,
- Intrinsic satisfaction
- Improve creativity
- Decreased effort required to get results,
- Increased sense of control,
- More effective teamwork, and

### **Shifting from Survival Mode to Building Capacity**

Most workplace wellness, culture change, and employee engagement initiatives begin by identifying and addressing immediate needs. While this tactic is necessary and can be effective, over the long-term this strategy can lead to systems, habits and attitudes that keep individuals and the organization as a whole stuck in a reactive crisis-oriented mindset. To shift out of this "survival" mode, it is necessary to think differently. Managers must shift the focus of their time and energy away from dealing with survival issues and towards building the mental, emotional, physical and spiritual capacity of their people - they must help them learn to thrive rather than just survive.

### **4 Ways to Leverage Strengths of Your Team**

For managers committed to creating healthy workplaces, the "one size fits all" systematic style of management may be the very reason why you, your team and your organization are struggling to keep up with the pace of change and the demands put upon you. Here are 4 activities to use with your team to identify and leverage the strengths of your team members.

- Step 1: Examine Attitudes and Beliefs
- Step 2: Develop Awareness of Your Own Strengths
- Step 3: Build Awareness of Team Strengths
- Step 4: Create Systems Solutions

Focusing on strengths is just one of four key elements in the Kyosei Thrive Model™ of creating shared leadership for engagement, performance and wellness. Additional information on the model and other services can be obtained by contacting Health Promotion and Work Life Services.

## ***Step 1: Examine Attitudes and Beliefs***

**Do your team members enjoy their work? Are you or your team reluctant to challenge the status quo and be flexible about roles and responsibilities? Are you willing to adapt each position to best suit the person in it?**

Leading organizations and managers recognize that it is counterproductive to stick rigidly to roles and responsibilities. Not only do rapidly changing organizational objectives make flexibility necessary, but increasingly mobile employees are quick to join the competition if they see an opportunity to develop their strengths and do work they enjoy more.

**Do your staff members have a "that's not my job/responsibility" attitude? More importantly, do you?**

Well-written job descriptions can facilitate this flexibility (just as poorly written ones block it), but there are other things you can do to encourage employees to be more flexible and step outside of their official role.

- Begin by speaking with them about their strengths and help them to find ways to use these strengths more within their current role.

*Example: Have someone who is very well spoken do more presentations. Provide a person who is talented in graphic design with advanced training in graphic design or PowerPoint to help them create even more high impact presentations and give them opportunities to use these talents to benefit themselves and their team.*

- Look for opportunities for people who have complementary strengths and weaknesses to shift these responsibilities between each other.

*Example: If one team member loves filing, organization and administration, look for ways for them to take on more of the administration. In exchange, shift the parts of their role that they don't like or excel at as much to others who enjoy these areas more.*

This approach will likely require some experimentation to make it work. Remember the old saying "where there is a will there is a way". If you are having trouble finding strategies to focus on strengths, stop and look at your own attitudes and beliefs about whether or not you truly believe it can work. What you believe in, you can create.

**Are you willing to release control over how results are achieved? Can you allow your team to come up with creative solutions to achieve results in ways that maximize each individual's strengths?**

The best managers know that their role is to facilitate their team to create results, not to create the results themselves. For a "strengths approach" to be sustainable over the long-term, team members must feel that they have control and authority to distribute the work according to strengths, as it is needed. Rather than dictating how the work is to be done, effective managers help the team create guidelines that will facilitate this ongoing redistribution of work through negotiation and clarification of objectives, accountabilities and results.

## **Are you open-minded enough to entertain and encourage alternative ideas to accomplish necessary but undesirable tasks?**

The biggest thing that gets in the way of creating workplaces that truly allow people to focus on their strengths is the belief that certain tasks are a "necessary evil", i.e. that there is no way to get out of doing these tasks if you want to achieve the desired results.

While this may be true, it does not mean that the work should continue being done the way that it is now carried out. Creating new systems and using technology to automate or minimize time spent on unwanted tasks is one way. Another way is to assign the tasks to someone who enjoys them. If there is no one internally who enjoys a necessary task, bring in someone from outside, even if for just a few hours a week. In terms of productivity and morale, the benefit will far exceed your investment.

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## ***Step 2: Develop Awareness of Your Own Strengths***

### **What do you love to do?**

The things that you love to do, that come easily to you, and that cause you to lose track of time, all point to instances where you are using your strengths in some way. If you want your team to embrace and learn to leverage their strengths, you, as a Manager/Team Leader must do so as well.

One key challenge in beginning when learning to leverage your strengths is to let go of your belief that there is a "right" way to do something (i.e. the way others do it or the way they tell you that you "should" do it). This step is a necessary prerequisite to discovering ways to accomplish your objectives in a way that is right for you.

*Example: One client was frustrated by the amount of time spent dealing with staff complaints. As the cultural "standard" set by other managers was to listen patiently and take responsibility to implement solutions, the client initially identified her lack of patience and essentially just not being a "nice" person as the problem. Once she let go of her belief that she "should" be a more patient and sympathetic listener, she recognized that her "impatience" came from her strength in creating systems and enhancing efficiency. She started approaching complaints by being curious about how to create or reinforce systems rather than trying to be a sympathetic "confidante". This approach enabled her to handle the complaints more efficiently, prevent their recurrence, and, ironically, to have more energy and patience to listen to her staff's concerns.*

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## ***Step 3: Build Awareness of Team Strengths***

In a team meeting, take some time to do the following exercise:

- Give 5-10 minutes for each team member to write on a piece of flip chart paper what their strengths are and the kinds of tasks/work they most love to do (or would love to do).
- Next, post on the wall, a separate blank sheet with each person's name on the top, and have everyone stand up and go to each other's blank sheet to write down what they perceive to be the strengths of that team member.

- Post the individual's perception of their strengths next to the team's perceptions and discuss. These lists can be a good starting point for creating a team "talent bank" to identify employees who would be most likely to enjoy and excel at taking on a particular task or project. This inventory can also empower the team to get creative about recreating their roles so that everyone can do more of what they love and less of what they don't. Finally, it creates an awareness of tasks no one loves to do and can spark creative strategies to fulfill these necessary but undesirable tasks.

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### ***Step 4: Create Systems Solutions***

While shifting to a strengths-based management strategy requires flexibility, it can still benefit from being systematic at the same time. Many large organizations have now created sophisticated electronic internal talent banks that allow them to pull together strengths-based cross-functional teams for projects ranging from a few days to a few years.

#### ***A Final Word***

While aligning each employee's role with their strengths can facilitate enhanced engagement, creativity, and capacity, this approach is not an excuse to load people with even more work. The flexibility and encouragement to use one's strengths provides intrinsic rewards and enhanced feelings of control that decrease stress. Even when fully aligned with their strengths, however, overload will eventually cause even your top performers to burn out. Start with yourself by becoming more aware of how productivity and enjoyment of your work declines as you approach the natural limits of your capacity.

**Set an example of respecting your capacity limits by taking time off after a particularly demanding project to rejuvenate mind, body and spirit.**

Learn to notice the signs of fatigue in your team and encourage them to take regular breaks to renew themselves. Better yet, coach each of your employees to help them spot the signs that they have reached capacity and help them to create strategies that will "fill their cup".