

*The title page.*

**EMPLOYEE INTEREST  
IN A  
COMPANY-SPONSORED FITNESS PROGRAM**

*States the subject  
of the report.*

Prepared for

*Tells to whom it is  
being submitted.*

Jillian Erp  
Human Resources Director

Prepared by

*Tells who is  
submitting it.*

Hank Thorp  
Human Resources Specialist

*Identifies the  
organization.*

Nomar Printing Company

*Gives the date of  
submission.*

June 15, 2008

*The title fly (not  
discussed in text).*

**EMPLOYEE INTEREST  
IN A  
COMPANY-SPONSORED FITNESS PROGRAM**

*May be blank or, as in  
this example, include  
the report title.*



## Nomar Printing Company

220 North Highway 367  
Boise, ID 83705  
(208) 555-0227 FAX (208) 555-1008

*Authorization  
message (not  
discussed in the text).*

March 12, 2008

TO: Hank Thorp  
Human Resources Specialist

FROM: Jillian Erp *JE*  
Human Resources Director

SUBJECT: **Research Authorization**

*Gives authority to  
conduct the study.*

The Human Resources Committee has read, discussed, and approved your proposal to survey Nomar employees about their interest in a company-sponsored fitness program. As you point out in your proposal, our plans to renovate and expand our facilities offer a unique opportunity to investigate ways in which we can improve the quality of work life for our employees, especially in light of declining productivity levels over the past few years.

The Committee has set a July 15 deadline for the report and approved a \$1,500 budget for your use in designing, field testing, printing, distributing, and analyzing the surveys. The Committee asks, however, that you submit the survey questionnaire for approval prior to distribution.

Please contact me if I or the Committee can be of assistance.

rt

*Gives relevant  
information, such as  
deadline and funding.*

**Nomar Printing Company**

220 North Highway 367  
Boise, ID 83705  
(208) 555-0227 FAX (208) 555-1008

June 15, 2008

*Transmittal message.*

TO: Jillian Erp  
Human Resources Director

FROM: Hank Thorp *HT*  
Human Resources Specialist

SUBJECT: **Employee Interest Survey—Company-Sponsored Fitness Program**

As we agreed in March, I have surveyed a representative sample of Nomar employees to determine their interest in a company-sponsored fitness program, including the possibility of a company-sponsored fitness center. Here is the report of that study.

*Sets the context and transmits the report.*

Response to the survey was outstanding; over 80 percent replied. The results suggest that there is strong interest in a company-sponsored fitness program. The concept of an on-site fitness center was also viewed positively.

*Provides highlights of the study.*

Based on the findings of the survey, I recommend that we develop proposals for a fitness program that includes an on-site fitness center.

*Summarizes the recommendations.*

I would appreciate your sharing this report with the HR Committee. If you would like me to discuss the results with the Committee members, please let me know.

dkh

*The table of contents lists names and page numbers of all major sections.*

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*The executive summary (abstract, synopsis, etc.) summarizes important parts of the report.*

**EXECUTIVE SUMMARY**

Nomar plans to renovate and expand its current facilities. This growth provides the company with an opportunity to investigate ways in which employees’ work life quality can be improved. A fitness program, possibly one including an on-site fitness center, is one of the options available to the company.

*Introductory material.*

Research has shown that health and productivity are related and that work is one of the three top sources of stress for adults in the United States. Physical exercise has been identified as an effective method for controlling stress. Access to an on-site fitness center can be useful in reducing stress and raising productivity if the center offers a variety of activities in which employees may voluntarily participate.

*Related literature.*

In order to determine employee interest in a company-sponsored fitness program and an on-site fitness center, 500 employees were surveyed using a stratified random sample data-gathering technique. Over 80 percent of those surveyed responded.

*Procedures.*

Data collected through the survey show that Nomar employees are interested in improving their fitness and that they currently participate in a variety of activities. Those surveyed show strong support for a company-sponsored fitness program; a majority also favor construction of an on-site fitness center. The findings suggest that a center would be used regularly.

*Findings, analysis, and conclusions.*

Based on the results of this survey, Nomar should pursue development of a company-sponsored fitness program that includes an on-site fitness center.

*Recommendation.*

*The introduction assists the reader in understanding the rest of the report.*

## I. INTRODUCTION

*The background describes the problem in general.*

### Background

The daily routines, quotas, and deadlines under which most workers at Nomar Printing operate go hand in hand with stress buildup. Depending on the individual, work-related stress can be perceived as intolerable and threatening or as normal and stimulating. If individual workers have planned leisure activities that allow for the release of such daily stressors, then supposedly all is well within the working community. One area of concern, though, is the amount of time workers devote to gaining and maintaining a good fitness level. Without regular exercise, the workforce can become increasingly unmotivated or physically ill.

*The statement of the problem specifies what was studied.*

### Statement of the Problem

Productivity at Nomar has declined steadily over the past three years despite increased wages.

### Purpose of the Study

A representative of Allied Insurance, Nomar's health care provider, has suggested that offering employees a fitness program might improve productivity. The purpose of the study was to determine whether Nomar's employees are interested in a company-sponsored fitness program.

*The purpose tells why the study was conducted.*

### Scope

This study is limited to full-time, regular employees of Nomar who have been with the company at least one year.

*The scope outlines the boundaries of the study.*

*The related literature reviews what has been published about this or a similar topic.*

## II. RELATED LITERATURE

"Stress is unavoidable" (Krazen, 2003, p. 48). This was one of the conclusions in a study conducted by the Winthrow Group in 1999. The report of this study pointed out that stress can be produced by any demands placed on a person or any changes in his or her life. Money, interpersonal relationships, and job satisfaction are identified in the report as the top three sources of stress for adults in the United States.

Although stress cannot be avoided, it can be minimized. Dr. Joshua Carey of the Quincy Institute for Better Health states in a recent *Journal of Stress Science* article:

Physical exercise seems to be effective in controlling stress. A planned exercise program will minimize physical and emotional reactions to pressure; it will help keep blood pressure, heart rate, and cholesterol at acceptable levels (Carey, 2007, pp. 78–79).

The concept that stress can be reduced through exercise is not new. In the mid-1990s, published articles suggested that exercise was linked with better health. Ethan-Rolle monitored the



energy levels of 150 adults between the ages of 35 and 45. During the two years of her research, she found that “physical activities such as walking, jogging, biking, and aerobics diminished stress and fatigue” (Ethan-Rolle, 2002, p. 103).

The strong relationship between exercise and stress reduction has important implications for business and industry. In 2001, the Sanders Corporation converted a portion of an unused warehouse into a physical fitness center for its employees. During the next five years, the company traced worker health, productivity levels, and facility use. The report prepared at the end of the research period indicated that Sanders’ workers were in better health, productivity had increased, and the popularity of the facility had risen steadily (*West Coast Business*, 2004, p. 6c).

Not all the news is good, however. Some firms that have begun corporate wellness programs report that “workers are ‘suspicious’ of companies that try to become involved in aspects of their private lives” (Haugen, 2002, p. 38). To minimize the effects of suspicion, Haugen recommends that wellness programs be voluntary and that they include options to meet the varying interests and needs of employees (Haugen, 2002, p. 41). A similar study involving office workers in New York City (Trent, 2002, p. 118) yielded comparable results.

The procedures section describes the steps taken in conducting the study.

### III. PROCEDURES

After the literature was reviewed, a questionnaire was designed, field tested, and revised. The questionnaire, which contained ten items, was designed to gather information about employees’ current exercise patterns and their interest in a company-sponsored fitness program. A copy of the questionnaire, which was approved by the HR Committee on April 24, is in the Appendix.

In order to get responses from a cross-section of Nomar employees, a stratified random sample data gathering technique was used. With the help of personnel from the Human Resource Management Department and the Information Systems Department, questionnaires were distributed with the May 12 paychecks of 500 full-time Nomar employees who had been with the company for at least one year. Employees were asked to complete the survey and return it to the Human Resource Management Department within five working days. A second distribution was made on May 26 to those employees who did not respond to the initial mailing.

In formal reports that are simple and brief, analysis can be combined with findings.

### IV. FINDINGS AND ANALYSIS

Responses were received from 408 of the 500 employees surveyed. This high response rate (81.6 percent) is one indication of the employees’ interest in their health. The majority of the respondents (228; 55.9 percent) were men. Respondents ranged in age from 19 to 68; the median age of the respondents was 41. Respondents were fairly evenly distributed across all employment length categories with the average length of employment being 11 years.

Nearly two thirds (266; 65.2 percent) of the respondents felt they would like to be more fit. When asked why they were interested in improving their fitness level, 211 (51.7 percent) indicated they wanted to improve their health, 101 (24.8 percent) wanted to improve their physical appearance, and the remaining 96 (23.5 percent) wanted to have more energy. The national

trend toward health and fitness is reflected in the distribution of these responses. Data do not reflect whether this high interest in fitness is related to busy, stress-producing lifestyles.

Just over a third (143; 35 percent) of the employees who returned surveys currently participate in regular programs designed to maintain or improve their health. As shown in Table 1, employees participate in unstructured activities such as swimming, walking, and weight training as well as structured activities such as aerobics and exercise classes.

*Findings are presented objectively.*

TABLE 1 EXERCISE PROGRAMS IN WHICH NOMAR EMPLOYEES PARTICIPATE (N=408)

| Activity         | Respondents Participating* |
|------------------|----------------------------|
| Walking          | 308                        |
| Weight Training  | 141                        |
| Aerobics         | 121                        |
| Swimming         | 95                         |
| Jogging          | 77                         |
| Exercise Classes | 62                         |
| Racquetball      | 38                         |
| Cycling          | 16                         |
| Other            | 7                          |
| No Response      | 4                          |

*Illustrations are numbered by type and use descriptive titles.*

\*Respondents could check multiple activities.

When data were examined to determine the effect of age, gender, and length of employment, no significant differences were found but observable differences were noted. Regardless of how long they have worked at Nomar, employees of both sexes and all ages participate in the activities listed in Table 1. Men and women between the ages of 19 and 30 run, cycle, and do aerobics while those 50 and older prefer to walk and swim. Readers should note, however, that the survey did not solicit information about how frequently employees participated in the various activities.

Employees were asked to indicate their level of interest in a company-sponsored fitness program. Considering the strong interest in fitness that was expressed in earlier responses, it is not surprising that 287 (70.3 percent) of those returning surveys indicated that their interest in a company-sponsored fitness program was "Very High" or "High." (See Table 2.)

*The analysis shows important relationships.*

TABLE 2 EMPLOYEE INTEREST IN A COMPANY-SPONSORED FITNESS PROGRAM (N=408)

| Interest Level | Number | Percent |
|----------------|--------|---------|
| Very High      | 113    | 27.7    |
| High           | 174    | 42.6    |
| Moderate       | 66     | 16.2    |
| Low            | 31     | 7.6     |
| Very Low       | 24     | 5.9     |

When asked about the type of activities they would like to see included if the company developed a fitness program, respondents expressed a preference for an on-site walking/jogging path and an on-site fitness center. These responses loosely parallel the workers' current activity patterns. Refer to Table 3 for further information.

TABLE 3 PREFERRED FITNESS PROGRAM ACTIVITIES (N=408)

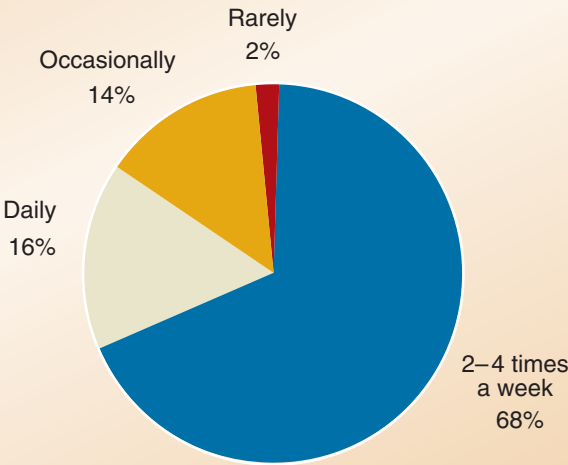
| Activity                     | Number Selecting* | Percent |
|------------------------------|-------------------|---------|
| Classes                      | 173               | 42.4    |
| On-site Fitness Center       | 284               | 69.6    |
| On-site Walking/Jogging Path | 301               | 73.8    |
| Paid Health Club Membership  | 37                | 9.1     |

\*Respondents could check more than one item.

Additional analysis showed that 22 of those employees indicating they would like to have paid health club memberships also favored an on-site fitness center. The data do not reveal whether those who favored paid health club memberships are currently members of fitness centers or whether they would forgo those memberships if the company were to establish an on-site center.

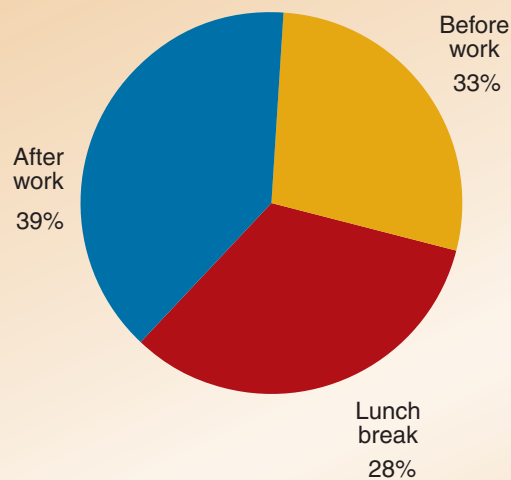
Those respondents who indicated they would like to have an on-site fitness center included in a company-sponsored fitness program were asked how often they anticipated using such a facility. As shown in Figure 1, a majority of these workers said they would use the facility on a regular basis.

Figure 1. Projected Fitness Center Use



Those who indicated they would use an on-site fitness center were also asked to indicate the time of day at which they anticipated using the center. Findings suggest that use would be distributed fairly evenly across the before work, lunch break, and after-work time frames. Location and the availability of lockers and showers would likely influence use patterns. Refer to Figure 2.

**Figure 2. Anticipated Times of Use**



## V. CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. Nomar employees are interested in becoming fit and/or maintaining their personal fitness.
2. Nomar employees, regardless of age or gender, engage in both structured and unstructured fitness activities.
3. Nomar employees are interested in having a company-sponsored fitness program.
4. A company-sponsored fitness program should include an on-site fitness center and an on-site walking/jogging path.

*Conclusions are drawn from the analysis of the findings.*

### Recommendations

1. Nomar should develop a company-sponsored fitness program.
2. Nomar should investigate the feasibility of establishing an on-site fitness center and on-site walking/jogging path.
3. Employees should be consulted regarding the facilities/activities they would like to see included in an on-site fitness center.

*Recommendations are based on the study's conclusions.*

*An appendix contains  
supportive  
supplementary  
material that is  
related to t he study.*

**APPENDIX**

**SURVEY QUESTIONNAIRE**

## ***NOMAR PRINTING COMPANY***

### ***Employee Interest Survey***

*Please complete the following survey, fold it to highlight the address, and return it by May 19. The number on the form will be used only to do a second mailing (if necessary). Once a sufficient number of responses has been received, data linking surveys and respondents will be destroyed.*

No. \_\_\_\_\_

#### **DEMOGRAPHIC DATA**

*Please check the most appropriate response or supply the requested information.*

1. How long have you worked at Nomar?
  - ☐ 1–5 years
  - ☐ 6–10 years
  - ☐ 11–15 years
  - ☐ 16 years or more
2. What is your gender?    ☐ Male    ☐ Female
3. What is your age? \_\_\_\_\_

#### **FITNESS INTERESTS**

*Please check the most appropriate response or supply the requested information. For some items, you may check more than one response.*

4. Would you like to be more fit?    ☐ Yes    ☐ No
5. If your answer to Question 4 was Yes, why are you interested in being more fit?
  - ☐ Better health
  - ☐ Improved appearance
  - ☐ More energy
6. In which of the following activities do you currently participate? Check all that apply.
  - ☐ Aerobics
  - ☐ Cycling
  - ☐ Exercise classes
  - ☐ Jogging
  - ☐ Racquetball
  - ☐ Swimming
  - ☐ Walking
  - ☐ Weight training
  - ☐ Other

7. Please indicate the extent of your interest in a company-sponsored fitness program.

- ☐ Very high
- ☐ High
- ☐ Moderate
- ☐ Low
- ☐ Very low

8. If the company were to develop and sponsor a *fitness* program, which of the following items would you like to see included? Check all that apply.

- ☐ Classes (e.g., Health and Nutrition, Aerobics, Yoga)
- ☐ On-site fitness center (e.g., exercise equipment, free weights, etc.)
- ☐ Paid membership in private health club
- ☐ Walking/jogging path on the premises

9. If you checked *on-site fitness center* in item 8, how often would you anticipate using the facility?

- ☐ Rarely
- ☐ Occasionally
- ☐ 2–4 times a week
- ☐ Daily

10. At what time of day would you be most likely to use the facility?

- ☐ Before work
- ☐ During lunch break
- ☐ After work

---

Thank you for your input. Please fold and return by *May 19* to:

Hank Thorp  
Human Resources Management Department  
146 Building C

*The reference list  
includes citations for  
all materials used as  
sources for the study.*

## REFERENCE LIST



### REFERENCE LIST

- Carey, Joshua. "Exercise Promotes Better Health." *Journal of Stress Science* 26:7 (February 2001): 78–79.
- Ethan-Rolle, Madeleine E. "Run for Your Life." *Today's Healthy Living* 19 (June 7, 1986): 103.
- Haugen, R. P. "Are Stress Reduction Programs Stressful?" *Today's Healthy Living* 22 (January 31, 1989): 38–41.
- Krazen, C. B. *The Winthrow Group Report on Stress*, Report 108. Altoona, PA: Winthrow, 1999.
- "Sanders on Top of Fitness Scene." *West Coast Business*, 17 December 2002: 6c.
- Trent, Willis M. "Insurer Has Fitness Policy." *NYC Today* 35 (March 31, 2002): 118.