How to Improve your Workplace Wellness: Volume II

Appendix: Plans, Policies and Questionnaires

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Contents

1   Audit Questionnaires

1.1   Appendix 1.1: Occupational Stress and Corporate Wellness Audit Questionnaires

This Appendix contains 22 audit questionnaires with over 175 questions to evaluate the **stress level of people** at all levels of a business organization, in 2 parts:

Part A: Occupational Stress Audit Evaluation Questionnaires
Part B: Corporate Wellness Audit Questionnaires

Part A: Occupational Stress Audit Evaluation Questionnaires

This part contains 4 audit questionnaires with over 87 questions to evaluate the stress level of people at all levels of your company, in terms of: Personal Happiness; Personal Stress; Occupational Stress of Business People (employees, managers, professionals); and Occupational Stress of Senior Executives.

1. Personal Happiness Audit Questionnaire

The objective of this questionnaire is to help you assess the level of your personal happiness.

Question 1: Are you satisfied with your visions and desires?

Question 2: Are you meeting your life's dreams?

Question 3: Does your every-day basic vocabulary contain stories or myths?

Question 4: Do you follow well-accepted moral values and beliefs in your life?

Question 5: Do you find many things you enjoy doing?

Question 6: Would like to be someone else if you had another life?

Question 7: Do you enjoy reading most of the time?

Question 8: Do people describe you in positive and friendly terms?

Question 9: Is music a part of your life?

Question 10: Do you think that you have talents?

Question 11: Are you satisfied with how you have developed yourself up to now?

Question 12: Do you admire and follow the positive aspects of people you admire?

Question 13: Are you satisfied about the way you spend your time?

Question 14: Do you feel excited about your daily activities?

Question 15: Do you feel happy most of the time?

Question 16: Do you feel sad when bad things happen in life or in the life of others?

Question 17: Do you feel angry without any observable reason?

Question 18: Do you feel stressed a lot of times during the day?

Question 19: Do you find praying or meditation activities soothing for your soul?

Question 20: Are you satisfied with your career so far?

Question 21: Do you meet with friends regularly?

Question 22: Do you have adequate social activities?

Question 23: Do you support others in need to the best of your ability?

Question 24: Do you exercise regularly?

Question 25: Do you visit nature whenever you can?

2. Personal Stress Audit Questionnaire

The objective of this questionnaire is to help you assess the level of your personal stress.

Please record how much stress you feel in relation to the following personal or family life events.

Question 1: Death of a family member or friend?

Question 2: Health of a family member or friend?

Question 3: A vicious crime or other harmful incident of a family member or friend?

Question 4: Abuse you inflicted on your own person?

Question 5: Family change (marriage of yourself, a family member, friend, pregnancy, divorce, etc.)?

Question 6: Sexual problems of yourself, a family member or friend?

Question 7: Argument with a loved family member or friend?

Question 8: Sleep changes or not getting enough sleep?

Question 9: New work hours at your place of employment?

Question 10: Vacation or time-off issues, like not knowing where to go, what to do, etc.?

Question 11: Moving to a new location?

Question 12: Money issues like not having enough or having too much, etc.?

Question 13: Demands and issues related to a new job?

Question 14: Other unspecified issues?

3. Occupational Stress Audit Questionnaire for Business People (employees, managers, professionals)

The objective of this questionnaire is to help you assess the level of your occupational or workplace stress.

1. **The demands of the job**

   Question 1.1: Do you work extremely long hours?

   Question 1.2: Do you have to attend too many meetings after business hours?

   Question 1.3: Do you have unreasonable tasks and deadlines imposed upon you?

   Question 1.4: Do you have conflicting demands, tasks and deadlines?

   Question 1.5: Do you have unachievable targets and deadlines?

2. **The control you have over how you do the work**

   Question 2.1: Do you have opportunities to express your ideas and points of view?

   Question 2.2: Do you have encouragement to use your skills, talents and knowledge to do your work?

   Question 2.3: Do you control the corporate resources necessary to do your job?

3. **The support you receive from colleagues and superiors**

   Question 3.1: Do you have appropriate training and coaching?

   Question 3.2: Do you have management support in carrying out your duties?

   Question 3.3: Do you have feedback on you have achieved?

   Question 3.4: Do your colleagues and co-workers support you in your job?

4. **Your relationships with colleagues**

   Question 4.1: Do you have excellent relationships with your manager?

   Question 4.2: Do you get along well with staff, co-workers and colleagues?

   Question 4.3: Do you get along well with customers?

   Question 4.4: Do you have high regard for the company?

5. **Whether you understand the roles and responsibilities assigned to you**

   Question 5.1: Do you know what is expected of you?

   Question 5.2: Do you have the required skills to do the job?

   Question 5.3: Do you feel that you contribute to your department's goals?

6. **How far the company consults you over workplace changes**

   Question 6.1: Are you consulted before changes are implemented?

   Question 6.2: Are changes supported by top management when they are implemented?

   Question 6.3: Are you fully trained to accommodate the changes in your work?

7. **Technology**

   Question 7.1: Are you well trained in technological issues affecting your work?

   Question 7.2: Does your company provide support to you on technological issues?

   Question 7.3: Do you understand how technology is adding value to your work?

8. **Rules and Regulations**

   Question 8.1: Are you well trained in complying with rules and regulations?

   Question 8.2: Does your company provide support to you on compliance issues?

   Question 8.3: Do you understand how compliance affects your work?

9. **Information Overload**

    Question 9.1: Do you neglect some tasks because you have too much to do?

    Question 9.2: Do you know how to handle work and information overload?

10. **Other Issues**

    Question 10.1: Are you spending too much at work and neglecting your family?

    Question 10.2: Do you feel that your managers exhibit leadership?

    Question 10.3: Do you feel that there is equity in terms of your performance level and awards?

    Question 10.4: Do you feel that the issues concerning the long-term survival of the company are handled well?

    Question 10.5: Do you have good business management controls?

4. Occupational Stress Audit Questionnaire for Senior Executives

The objective of this questionnaire is to help you assess the level of the occupational stress of senior executives.

Question 1: Have the control needs and requirements of the various stakeholders of the organization been defined?

Question 2: Are high levels of corporate ethics maintained at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?

Question 3: Does the Board of Directors (BOD) monitor Executive Management (EM) to ensure short-term financial stability of the business?

Question 4: Does the BOD monitor EM to ensure long-term financial stability of the business?

Question 5: Does the BOD monitor EM to ensure long-term success of corporate and business-related changes?

Question 6: Does the BOD ensure high level of corporate governance and accountability at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?

Question 7: Does the BOD supervise the setting up and monitoring of the operation of an effective risk assessment and management system by EM?

Question 8: Does the BOD supervise the setting up and operation of an effective crisis assessment and business continuity management system by EM?

Question 9: Does the BOD ensure that an effective internal audit and corporate compliance management system is in place and operates effectively by EM?

Question 10: Does the BOD ensure that an effective corporate performance management system is in place and operates effectively by EM?

Question 11: Does the BOD review and approve all business plans, organizational and restructuring plans and major investments crafted and executed by EM?

Question 12: Does the BOD ensure that an effective corporate management system is in place and operates effectively by EM?

Question 13: Does the BOD ensure that an effective corporate management succession system is in place (particularly for the senior positions of CEO, CFO, CTO, CIO, General Management of divisions and functions, etc.)?

Question 14: Does the BOD ensure that an effective skills-training system is in place at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?

Question 15: Does the BOD ensure that an effective stress reduction system is in place at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?

Question 16: Does the BOD ensure that all IT systems, data centers, etc., are operated effectively by all management levels and serve all critical business functions in a top results way?

Question 17: Does the BOD ensure that all company functions (personnel, risk, compliance, IT, sales, marketing, production, finance, etc.), are operated effectively by all management levels and serve all critical customer demands in the best results way?

Question 18: Does the BOD ensure that an effective corporate management research and development system is in place?

Part B: Corporate Wellness Audit

Summary

This part contains 18 audit questionnaires with over 90 questions to evaluate the Corporate Wellness of your company, in terms of: 'Tone at the Top'; Understanding of the organization by the board; Integrity; Operational philosophy; Ethical climate; Empowerment; Leadership; Employee motivation; Open mind and shared values; Information flow throughout the organization; Corporate culture; Morale; Trust; Corporate attitude; Competence; Expectations; Structure of reporting relationships; and Wellness Practices.

Organizational Wellness Audit Questionnaires

The objective of this questionnaire is to help you evaluate the Corporate Wellness of your company.

1. **'Tone at the Top'**
   Question 1: Dialogue. Do members of the Board and Executive suite (BOD/CEO members) use dialogues as mechanisms to discuss and resolve all ethics and integrity issues?
   Question 2: Behavior Model. Have BOD/CEO members adopted an ethical behavior model and use it to provide examples of moral behavior in their daily management duties and oversight activities?

2. **Understanding of the organization by the board**
   Question 1: Board Selection. Are board members selected and appointed on the basis of education, professional background and practical experience?
   Question 2: Board Attendance. Do board members attend critical business operations for a specific period?
   Question 3: Board Training. Do board members take specialized training courses on very specific issues and areas where the given organization is active?

3. **Integrity**

Question 1: Ethics and Compliance Program. Are effective ethics and compliance programs crafted, implemented and communicated to all staff?

Question 2: Ethics and Compliance Office. Is the office of compliance and ethics established and functioning well?

Question 3: Examples of Behavior. Does company management provide examples of behavior in their daily supervision activities?

Question 4: Ethics and Compliance Review. Are ethics and compliance programs and policies reviewed and improved as the organization grows and its regulatory aspects and expectations change?

4. **Operational philosophy**

Question 1: Fairness. Does company management deal with all people (internal staff, outside auditors, customers, external suppliers, government authorities, regulators, stakeholders, community, etc.) on the same basis of fairness?

Question 2: Business Conduct. Does company management deal with all people (internal staff, outside auditors, customers, external suppliers, government authorities, regulators, stakeholders, community, etc.) on the same written and approved rules and codes of business conduct?

Question 3: Business Policies. Are effective corporate governance, risk, production, finance, ethics, human rights and procurement policies crafted and implemented?

Question 4: Accountability. Is all company information communicated to all parties on the basis of transparency and accountability?

5. **Ethical climate**

Question 1: Honesty. Does company management use honesty in ensuring that they always maintain a positive and ethical climate in managing and interacting with all employees, superiors, regulators and customers?

Question 2: Greater Good. Does company management leave aside and amend, as required in certain circumstances, their personal self-interest, company profit, operating efficiency, rules, procedures, etc., in order to preserve and improve the ethical climate of the company and to serve the greater good?

Question 3: Fairness. Does company management deal with all stakeholders (employees, external auditors, customers, suppliers, authorities, regulators, community, etc.) on the same basis of fairness?

Question 4: Rules of Business. Does company management deal with all stakeholders (employees, external auditors, customers, suppliers, authorities, regulators, community, etc.) on the same basis of written and approved rules and codes of business conduct?

6. **Empowerment**

   Question 1: Authority Assignment. Does company management give authority and responsibility to selected employees to carry out specific actions to achieve general corporate goals and specific objectives?

   Question 2: Encouragement. Does company management encourage employees to assume a more energetic and effective role in their work?

   Question 3: Involvement. Does company management involve employees in assuming responsibility for improving the way things are done in their daily work activities?

   Question 4: Monitoring. Does company management monitor these results to ensure that these are properly done?

7. **Leadership**

   Question 1: Envisioning: Does company management have a vision, a mission and values for the company?

   Question 2: Organization. Is company management organized to the fullest?

   Question 3: Execution. Does company management plan, supervise, and execute efficiently and effectively all tasks and actions?

   Question 4: Delegation. Does company management delegate by assigning ownership of the work given to employees, and always act with responsibility?
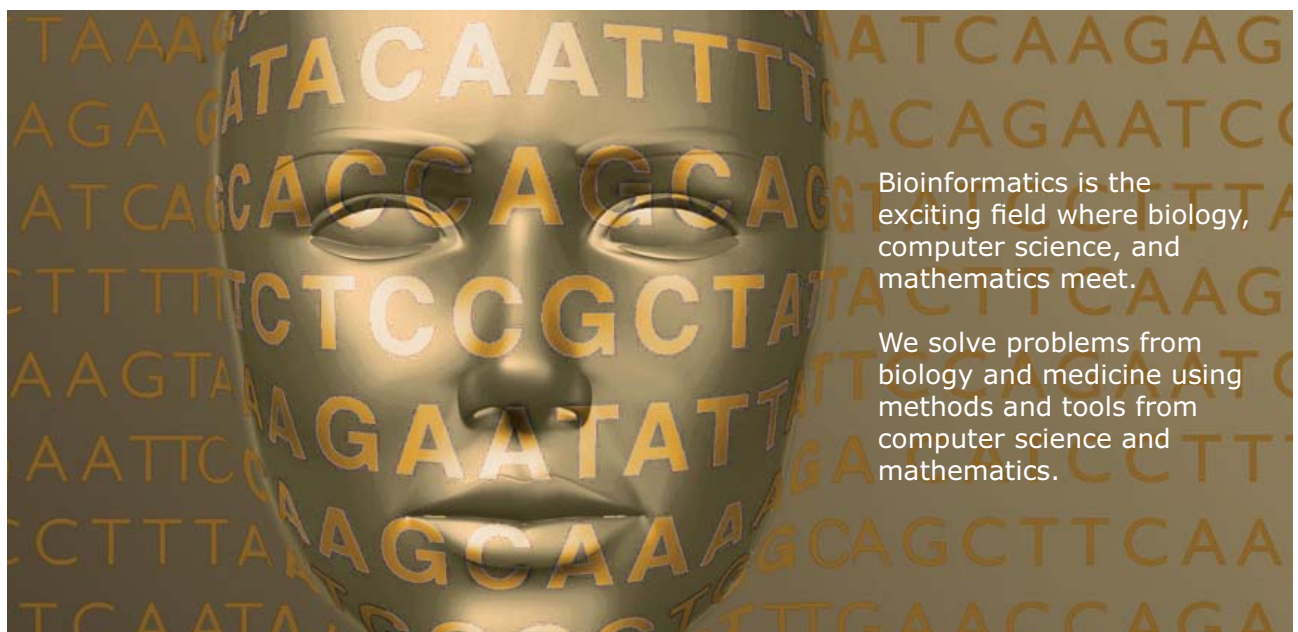
Question 5: Passion. Is company management warm, passionate and enthusiastic and get all employees involved in the decision making process?

Question 6: Training. Does company management train and coach employees as required to get the job done well?

Question 7: Calmness. Does company management handle emotional issues with warmth, calmness and fairness?

Question 8: Organizational Knowledge. Does company management know the organization extremely well?

Question 9: Model Behavior. Does company management provide a positive and moral example to others?

Question 10: Motivation. Does company management motivate people and keep clear channels of communication?

8. **Employee motivation**

   Question 1: Reinforcement. Does company management provide positive reinforcement to all employees?

   Question 2: Discipline. Does company management carry out effective discipline and fair punishment for all transgressions?

   Question 3: Fairness. Does company management treat all people fairly, kindly and in a good spirits approach?

   Question 4: Needs Satisfaction. Does company management satisfy employee needs on a cost-benefit case, for both employees and company?

   Question 5: Goal Setting. Does company management set achievable work-related goals, and objectives?

   Question 6: Job Packaging. Does company management restructure jobs and tasks to become more manageable?

   Question 7: Performance Rewards. Does company management reward people on job performance?

   Question 8: New Employees: Does your company's new employee orientation program treat new hires with a warm and kind embrace and support them in getting established in their new company and practices better?

9. **Open mind and shared values**

   Question 1: Appreciation. Does company management appreciate the opinions, skills and knowledge of all employees?

   Question 2: Embrace the Unknown. Does company management embrace the unknown in a spirit of friendship, goodness and kindness?

   Question 3: Review. Does company management re-examine traditional organizational standards, policies and practices in order to achieve better and more beneficial results?

Question 4: Practices. Does company management behave in an open-mind approach with practices, such as: Listening more than talking, avoiding snap decisions, thanking people for their suggestions, using politeness and courtesy, encouraging frankness, and speaking the truth?

10. **Information flow throughout the organization**

   Question 1: Communication Policy. Does company management draft and implement the company communications policy, by identifying the strategic objectives of the organization, reviewing current communications practices, identifying the communications audiences and determining the communications methods and means to be used?

   Question 2: Executive Training. Do company executives get trained on listening techniques and practices?

   Question 3: Information Collection. Does company management ensure that information (internal and external), critical to achieving the objectives of the organization is identified, regularly collected and reported to management and stakeholders?

   Question 4: Performance System. Has company management implemented a performance system that identifies, collects, stores, processes, analyzes and communicates corporate performance to all approved stakeholders of the organization?

   Question 5: Information Monitoring. Has company management implemented a system to monitor the easy flow of information down, across, and up the organization?

11. **Corporate culture**

   Question 1: Discussion. Does company management discuss all cultural issues with employees?

   Question 2: Model of Behavior. Does company management provide examples of behavior in their daily supervision activities?

   Question 3: Involvement. Does company management involve all employees in reviewing corporate statements on vision, mission and values?

12. **Morale**

   Question 1: Employee Engagement. Does company management provide opportunities for employees to make decisions about and influence their own work?

   Question 2: Provision of responses. Does company management provide timely, accurate and proactive responses to employee questions and concerns?

   Question 3: Fairness. Does company management treat employees as responsible adults with fairness and consistency?

   Question 4: Corporate Policies. Does company management develop and publicize corporate policies and procedures while ensuring that they work effectively?

   Question 5: Communication. Does company management communicate positively, effectively and constantly with all employees on all issues (e.g., performance, work details, etc.)?

Question 6: Opportunity. Does company management afford all staff the opportunity to grow and develop?

Question 7: Leadership. Does company management provide appropriate leadership and a framework of strategy, vision, mission, values and goals?

13. **Trust**
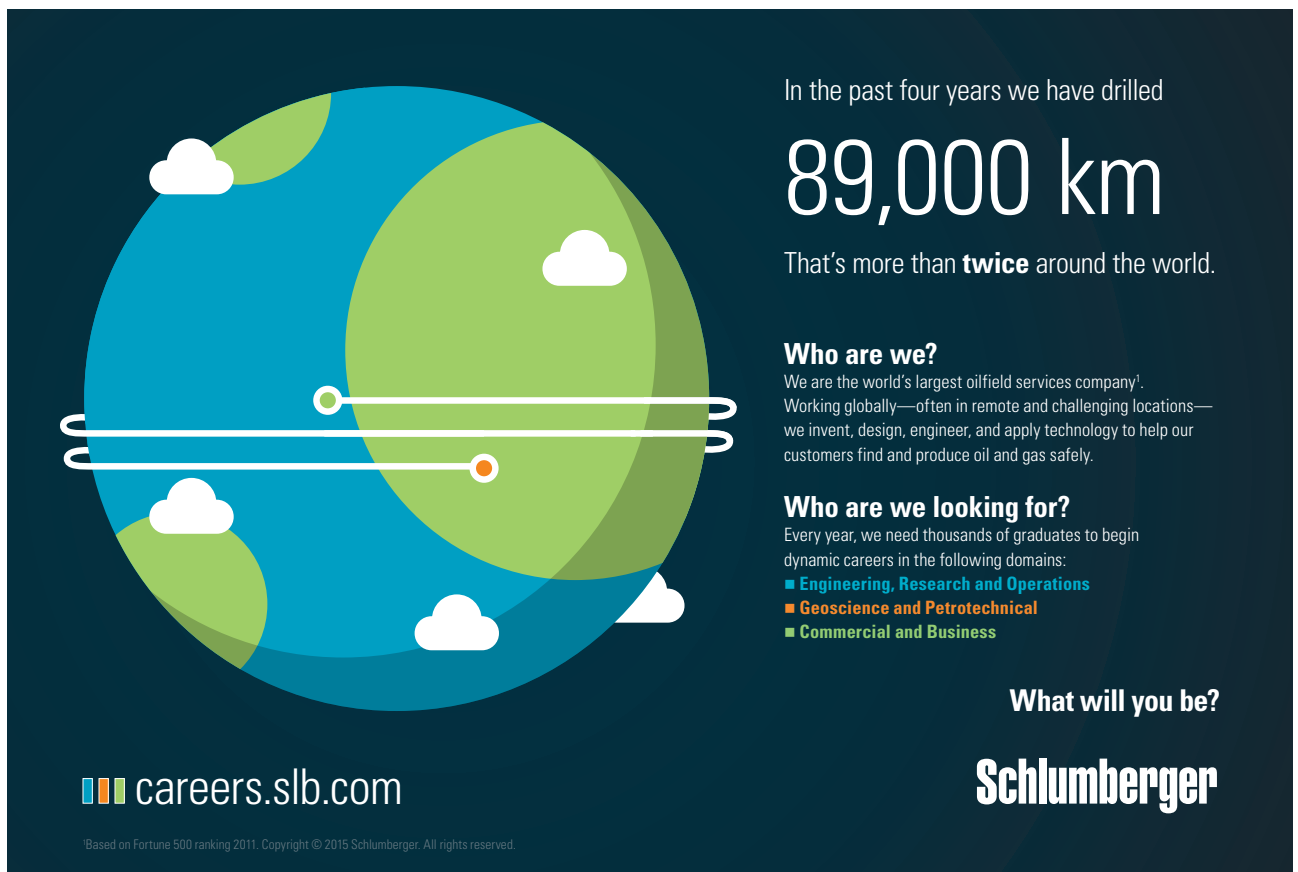
Question 1: Promotion Practice. Does company management promote personnel to higher levels of organizational hierarchy, who are capable of forming positive, warm, kind, friendly, trusting and caring interpersonal relationships with people who report to them?

Question 2: Coaching. Does company management develop the interpersonal relationship skills of all personnel and especially those of current managers and employees desiring promotion, by sending them to relevant courses or by coaching and mentoring programs?

Question 3: Information Sharing. Does company management keep organizational personnel informed, as much as possible?

Question 4: Commitment. Does company management act with integrity, goodness and kindness and keeping commitments to all participants in the affairs of the organization (employees, authorities, customers, board members, stakeholders, etc.)?

Question 5: Protection. Does company management protect the interest of all employees in a work group, even those who are absent?

Question 6: Effectiveness. Is company management effective, efficient and results-oriented, within limits?

Question 7: Respect. Does company management listen with respect, sensitivity and full attention?

14. **Corporate attitude**

Question 1: Politeness. Does company management use polite and positive language and friendly manners in assigning and managing tasks?

Question 2: Awarding. Does company management connect tasks to awards?

Question 3: Variety. Does company management add variety to tasks, when possible?

Question 4: Balance. Does company management assign both liked and non-liked tasks to all employees?

Question 5: Support. Does company management think out a solution as regards the difficult task and situation with the person involved?

Question 6: Coaching. Does company management work out a mutually-agreed solution with the person involved and coach them as required?

15. **Competence**

Question 1: Assessment. Does company management assess the skills of both managers and employees via self-evaluation methods, benchmarking or other tools?

Question 2: Industry Training. Does company management take specific industry courses both for them and their employees?

Question 3: Academic Courses. Does company management upgrade job-related knowledge by attending university and professional seminars, as required?

Question 4: Coaching. Does company management get involved in coaching and mentoring programs for their staff?

Question 5: Certification. Does company management get certified by a professional association?

16. **Expectations**

Question 1: Review. Does company management meet with employees on a regular basis to discuss problems, issues, goals and progress?

Question 2: Enthusiasm. Does company management promote enthusiasm for completing tasks?

Question 3: Acknowledgement. Does company management express confidence in each employee's ability?

Question 4: Reinforcement. Does company management reinforce past achievement so that employee motivation is sustained?

17. **Structure of reporting relationships**

Question 1: Organizational Chart. Does company management craft an effective organizational chart and communicate it to all staff?

Question 2: Duties Description. Does company management develop job titles for all employees and use them in all dealings?

Question 3: Duties Segregation. Does company management segregate duties, as required?

Question 4: Organizational Review Process. Does company management review and improve both organizational chart and job titles, as the organization grows and its demands change?

18. **Wellness Practices**

Question 1: Psychological Contract. Do company managers support and enable all employees to function with trust, faith, commitment and enthusiasm?

Question 2: Commitment. Do company managers enable you to commit to yourself, your values, your family, your country, and your company?

Question 3: Convictions. Do you feel that the company facilitates you to align your actions with your beliefs and convictions, the Supreme Being and nature?

Question 4: Co-operation. Do company managers promote co-operation with others for the greater good of all?

Question 5: Co-existence. Do company managers promote the idea that we all exist not for the company only but also for ourselves, our family, country, community and country?

Question 6: Employee health practices. Does your company operate an employee health program, both physical and mental, for all employees with seminars, prevention techniques, onsite and on demand medical and psychological support, insurance coverage, nature visits program, risk assessment for work place hazards, using soft music at work, forming and conducting athletic and social company events, etc.?

Question 7: Employee relaxation. Does your company have a 'quiet room' where an employee can go for a few minutes and relieve stress by various ways, such as: praying, meditation, just being silent, practicing visualization, etc.?

Question 8: Staff engagement. Does your company facilitate you to engage well with all its business, community, professional and social activities?

Question 9: Workplace violence. Does your company operate a program to prevent workplace violence with steps: Problem recognition, securing commitment from top management, identification of risk factors in the workplace, developing an action plan, implementing this plan, monitoring and reviewing its impact, and improving the whole process?

Question 10: Workplace environment. Do all company buildings, offices, warehouses and plants operate in accordance with safety and health regulations in terms of providing a clean and healthy environment, free from any water, air, and other contaminants?

Question 11: Wellness indicators. Does your company operate a wellness program that measures and improve lifestyle and biometric factors, such as: weight, blood pressure, cholesterol, sleep, stress, life satisfaction, etc.?

A fuller example with a case study is included in my published 'Corporate Wellness: Management and Evaluation Toolkit' available at:

https://flevy.com/browse/business-document/corporate-wellness-management-and-evaluation-toolkit-958

9.2   Appendix 1.2: Performance Audit Questionnaire of Board and Executive Management

Question 1: Have the control needs and requirements of the various stakeholders of the organization been defined?

Question 2: Are high levels of corporate ethics maintained at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?

Question 3: Does the Board of Directors (BOD) monitor Executive Management (EM) to ensure short-term financial stability of the business?

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Question 17: Does the BOD ensure that all company functions (personnel, risk, compliance, IT, sales, marketing, production, finance, etc.), are operated effectively by all management levels and serve all critical customer demands in the best results way?

Question 18: Does the BOD ensure that an effective corporate management research and development system is in place?

2   Plans

2.1   Appendix 2.1: Personal Wellness Improvement Plan

Summary

This plan contains a set of 16 actions, 72 practices and over 32 ancient Greek wisdom sayings which show you ways to employ faith, protection, governance, wealth, justice, friendship, harmony, goodness, kindness, self-management, courage, education, family life and health in an integrated, wise, practical and beneficial way in motivating, running, sustaining and improving your personal life.

Introduction

The main objective of this plan is to provide you with practical ways you may consider, review, customize and use to improve your personal wellness.

These actions and practices relate to how you may employ: Faith; protection; governance; wealth; justice; friendship; harmony; goodness; kindness; self-management; courage; education; family life; and health in an integrated, wise, practical and beneficial way in motivating, running, sustaining and improving your personal life and health: Spiritual, mental, emotional, physical and intellectual.

I crafted these to satisfy, what I may call in practice, the four dimensions of good living, inspired by ancient Greek wisdom, and especially Aristotle's, related to: Believing; Bonding; Belonging; and Benefiting.

1. Believe: Believe in God, nature, yourself, your family, your associates, your community, your country and your values and beliefs.
2. Bond: Bond with God, nature, your friends, your family, your associates, your community, your country and your profession.
3. Belong: Belong to your family, your nation, your associates, your community and your country.
4. Benefit: Benefit nature, yourself, your family, your associates, your community, your country, your nation and your friends.

These actions and practices are detailed next.

Action 1: Connect to God

Pythagoras guides us: 'God embraces all and actuates all, and is but One. All life is one, and God is one'; and **Heraclitus** complements: 'Human laws are the creation of Divine Law, as it (the Divine Law) is superior to all other laws and it is applicable to all people the same way'.

Practice 1: Have faith and believe in The Supreme Being and the goodness of God.

Practice 2: Build and use your religious values to sustain your moral character and improve yourself and your business activities.

Practice 3: Pray to God and meditate regularly to find peace and harmony.

Practice 4: Infuse your religious and moral values into your personal life and business activities.

Action 2: Provide adequate protection

The Seven Sages guide us: 'Obey the law'; and **Heraclitus** complements: 'We should fight for our laws in the same way that we fight for our country'.

Practice 1: Protect your person.

Practice 2: Protect your relationships.

Practice 3: Protect your family.

Practice 4: Protect your community.

Practice 5: Protect your beliefs and religion.

Practice 6: Protect your country.

Practice 7: Protect your laws.

Practice 8: Protect the environment.

Practice 9: Protect others less fortunate or less intelligent than you.

Action 3: Govern better

Pythagoras guides us: 'Only when you learn how to be governed, you will know how to govern'; and the **Seven Sages** complement: 'Do not use insolence to govern'.

Practice 1: Practice and pursue fairness and democracy in your personal affairs, family activities, holding a public office and managing a business.

Practice 2: Govern by example.

Practice 3: Only capable and virtuous men or women should govern.

Practice 4: Laws and regulations should apply equally to all.

Action 4: Manage your wealth better

The Seven Sages guide us: 'Acquire wealth in a just way'; and **Pythagoras** complements:
'Seek the true value of all things, and enjoy all gifts of God according to Measure'.

Practice 1: Acquire, protect, manage and enjoy your wealth in a just and moral way.

Practice 2: Use your wealth to benefit not only yourself but your family, friends and others in your community.

Practice 3: Complement wealth with other virtuous activities in your life.

Practice 4: Avoid greed. Do not be greedy.

Practice 5: Work continuously in productive and beneficial activities. Do not let overabundance make you lazy.

Action 5: Embrace justice

The Seven Sages guide us: 'Obey the law'; and **Pythagoras** complements: 'Justice has four fundamental characteristics: The first fundamental basis of all Justice is Equality: wherefore all things should be common; the next basis of Justice is sociability: association with one's fellows; and the next basis of Justice is Prudence and Providence.

Practice 1: Use justice and temperance and be fair in all your dealings.

Practice 2: Pursue harmonic co-existence with justice.

Practice 3: Treat people fairly and on an equal basis.

Practice 4: Resolve your differences with reason and peaceful negotiation.

Practice 5: Use justice, honor and ethics to achieve harmony.

Action 6: Embody friendship

The Seven Sages guide us: 'Guard friendship'; 'Remember your friends, both, when they are near you, as well as when they are far away'; and **Pythagoras complements**: 'Unless full faith and confidence exists there is no real Friendship'; and 'A Friend is more necessary than fire and water'.

Practice 1: Use friendship and love in all your life.
Practice 2: Use friendship and love by maintain constant visual communication with the other person at all times.
Practice 3: Re-confirm your friendly feelings by hugging your friends.
Practice 4: Show that you care by expressing your true and wonderful friendly feelings to the other person.

Action 7: Become more harmonious and peaceful

The Seven Sages set the tone: 'Pursue harmony'; and **Pythagoras** complements: 'It is through the principle of Harmony that men have Health and Well-Being'.

Practice 1: Pursue harmonic co-existence with justice.
Practice 2: Resolve your differences with reason and peaceful negotiation.
Practice 3: Examine both your point-of-view and the other party's to help you find a mutually-accepted solution.
Practice 4: Use friendship, justice, honor and ethics to achieve harmony.
Practice 5: Manage your stress (see also the contents of this book).

Action 8: Become a good and kind person

The Seven Sages advise us: 'Do not beautify your external appearance, but you should look to become good in your behavior'; and **Pythagoras** adds: 'It is necessary to be good, rather than to appear so'.

Practice 1: Be beneficial by using goodness, kindness, your time, mind and any material goods or resources you can find.
Practice 2: Be positive and calm by avoiding anger and vice.
Practice 3: Be grateful to those who support you including God.
Practice 4: Be magnanimous and forget and forgive errors and coach yourself and others to learn by their mistakes.

Action 9: Manage yourself well

The Seven Sages guide us: 'Know yourself'; and 'Nothing in excess'; and Pythagoras complements: 'Utmost happiness is to be found in the Peace of Mind'.

Practice 1: Be modest and humble.

Practice 2: Manage your passions well.

Practice 3: Keep positively active.

Practice 4: Have a vision and set achievable goals both in your personal life and business activities.

Action 10: Employ courage in life

The **Seven Sages** guide us: 'Take care to know the right opportunity'; and **Aristotle** complements: 'With regard to feelings of fear and confidence courage is the mean; of the people who exceed, he who exceeds in fearlessness has no name, while the man who exceeds in confidence is rash, and he who exceeds in fear and falls short in confidence is a coward'.

Practice 1: Be courageous in life.

Practice 2: Venture into danger with prudence.

Practice 3: Take calculated risks.

Practice 4: When you make a decision carry it out to the end.

Action 11: Manage your time well

The **Seven Sages** guide us: 'Do not be in a hurry to undertake something. When, however, you start, stay fixed to that until the end'; and **Pythagoras** reflects in his 'Enigma 89':

'Turn away from yourself every sharp edge', meaning that you should avoid those things that harm you and that you should control your passions.

Practice 1: Put priorities in your life.

Practice 2: Manage your tasks on the basis of priority and considering that time is a limited resource.

Practice 3: Learn to listen with respect.

Practice 4: Use silence when you may need to respond with reason.

Action 12: Be moderate in life

The Seven Sages guide us: Nothing in excess'**;** and 'Acquire what is not destroyed by time: piety, education, prudence, thoughtful mind, truth, belief, expense, skills and dexterities, co-operation, care, effective management, professional knowledge'.

Practice 1: Do not suspect anyone.

Practice 2: Do not envy anyone.

Practice 3: Do not mock others less fortunate or of no wealth.

Practice 4: Use humility in all your activities.

Action 13: Promote truth

The Seven Sages guide us: 'Do not allow false accusations to influence you against persons that have earned your trust'; and **Heraclitus** reflects: 'To be temperate is the greatest virtue. Wisdom consists in speaking and acting the truth, giving heed to the nature of things'.

Practice 1: Use, seek, pursue and promote truth.

Practice 2: Expose liars and false stories.

Practice 3: Do not lie regardless of the issues.

Action 14: Educate yourself and others

The Seven Sages guide us: 'Concentrate on education'; and **Pythagoras** complements: 'In science, we learn and judge not by any single hasty glance, but by the thorough examination of every detail'.
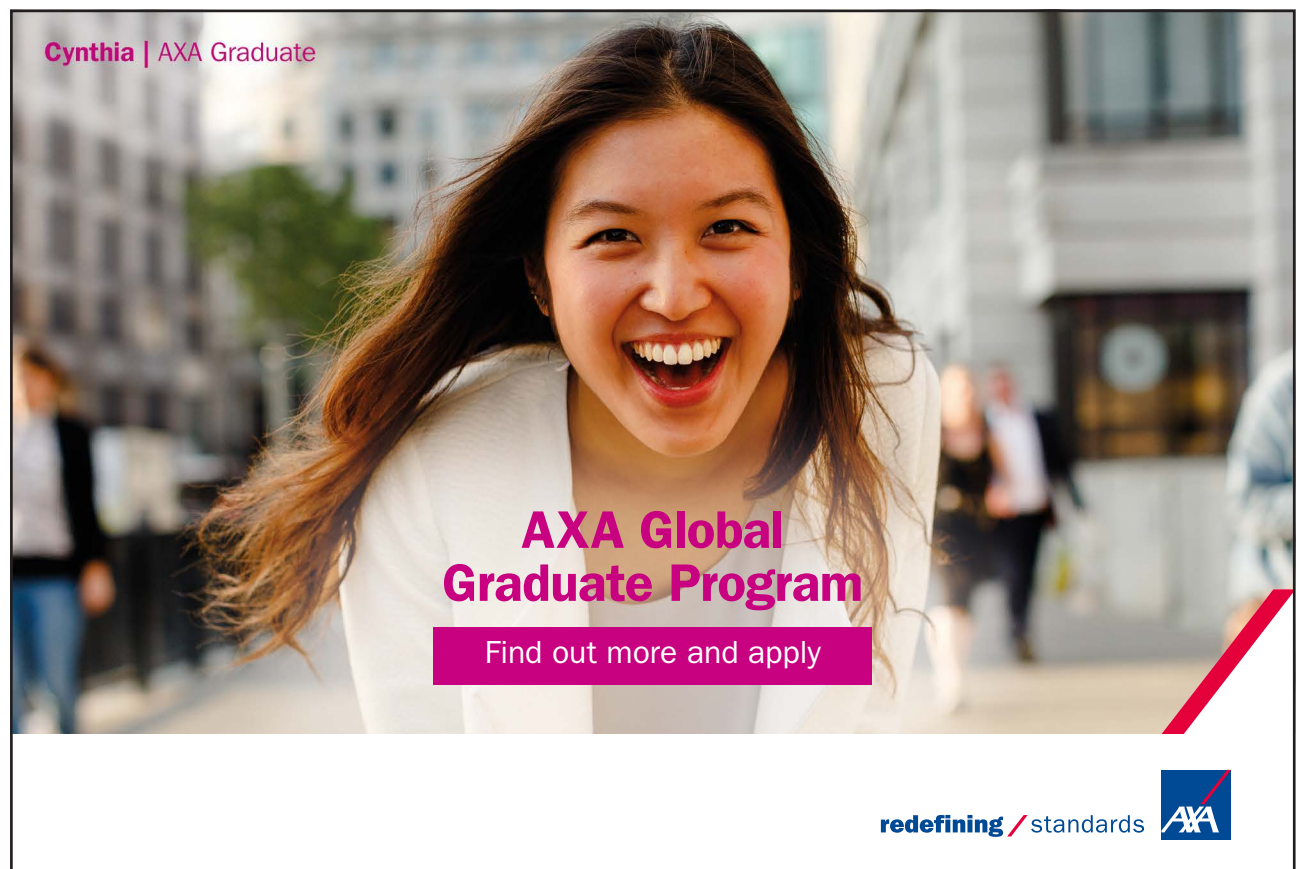
Practice 1: Educate and train yourself continuously.

Practice 2: Educate and train your children and business associates.

Practice 3: Couple your professional training with education related to human aspects.

Practice 4: Learn and practice a craft, trade or other beneficial set of skills so that you are useful to yourself, your family and your community.

Practice 5: Spread knowledge and education to others by non-paid activities, like writing articles, blogging, coaching, volunteering your time to assisting non-privileged people, etc.

Action 15: Promote greater benefit

The Seven Sages guide us: 'Honor your family'; 'Love the people you feed'; 'Be kind to your own people'; 'Govern and protect your family'; and Heraclitus recommends: 'It is more preferable to offer forgiveness than exercise punishment'.

Practice 1: Promote the interests of your community or society over the interests of yourself and your business.
Practice 2: Sacrifice your personal interest to defend and protect the older members of your family as well as your business and country.
Practice 3: Forgive and forget.

Action 16: Promote health

The Seven Sages guide us: 'Avoid pleasure and joy that creates pain (physical or psychic)'; and **Pythagoras** advises: 'The first task of the married couple is to live a happy, balanced life by following the rules of health, avoiding overfeeding, alcohol drinking and bad habits'.

Practice 1: Take preventive medical checkups. Exercise your mind, body and soul to stay fit. Improve your diet and hormonal balance of your body. For more details see also 'Healthy Living Resources' in the bibliography.
Practice 2: Keep your family healthy.
Practice 3: Provide positive and inspiring examples of healthy behavior for both your family members and business associates to follow.
Practice 4: Keep your life in harmonic balance but both enjoying its benefits and withstanding its rigors and adversities.
Practice 5: Be resilient by practicing your high moral values at all levels and by planning for disasters at your business level.

2.2   Conclusion

In closing, the meaning of all these (16 actions, 72 practices, over 32 ancient Greek sayings) is to use ethical standards in running and improving your life, considering the following three sayings, in this regard, by the **Seven Sages** (first two) and **Pythagoras** (third):

First (Seven Sages): 'As a child, be well behaved. As a teenager, control yourself. As a middle-aged man (person), be just. As an old man, be sensible. On reaching the end, be without sorrow'.

Second (Seven Sages): You will be remembered well by your good deeds,
you will become more pious with the passing of time,
you will be more brave, with your behavior,

you will be more self-controlled, by working hard,

you will have more respect, by instilling fear,

you will have more friends, by becoming richer,

you will be more persuasive, by exercising reason,

you will be looking better, by using silence,

you will be more just, by using intellect,

you will be more courageous, by showing valor,

you will be more powerful, by your achievements,

you will attain authority, by your good name'.

Third (Pythagoras): 'Learn that Virtue is not merely an Ideal but is the Law of Life';

Practice has shown that these rules complemented with the other recommendations included in this book on wellness, are bound to strengthen your spiritual, mental, emotional and social fitness and health. Incorporating them into your daily ritual, among other benefits, can inspire and motivate you to reach your potential. They have the power to change, improve and enrich your life.

2.3 Appendix 2.2: Corporate Boardroom Wellbeing Improvement Plan

As we all know, regardless of which corporate environment we work in, we experience a lot of occupational stress and other related mental health problems.

According to various laws and regulations, it is the company's board and management responsibility to ensure that their workplace remains as healthy as possible. This is done by the establishment and implementation of Mental Wellbeing policies, procedures and practices.

This is best done by the Improvement Plan detailed in this appendix.

The objective of this Wellbeing plan is twofold: first to establish and sponsor an excellent and healthy workplace; and second, to enable management to motivate their staff so that they achieve the company's strategic and operational objectives and targets with the occurrence of the least possible mental health issues.

Note. For more details, see 'Corporate Wellbeing Resources' in the bibliography.

Design, deployment and execution of corporate plans, policies, procedures and practices to reduce occupational stress and improve the company's mental wellbeing requires board and senior management specific actions and support behaviors. These relate to various human factors such as: tone at the top, ethical climate, culture, etc. which are deemed necessary for the effective implementation of stress reduction plans and policies by the management of a business organization.

This is because the managers that supervise the line people in executing transactions and business processes are bound to commit various errors for a variety of reasons, such as: inadequate training, lack of motivation, inaccurate instructions, occupational stress, etc. The ability of corporate personnel to perform tasks according to expectations, or the competence of these personnel, is crucial to every organization because of the role board and senior management play in ensuring stress reduction tasks are carried out satisfactorily and safely.

The best way to reinforce the actions of board directors and senior managers that are required to support the middle and lower level managers in reducing stress at the workplace is to (probably) formalize them. This can be accomplished by The **Corporate Wellbeing Improvement Plan**, as described next.

Corporate Wellbeing Improvement Plan

STEP 1: Wellness Strategy

1. In planning the corporate wellbeing program for your enterprise, remember to be clear about your company's strategic aspects to wellness:

    1.1. Objectives: know what you want to see happen as a result of your efforts.

    1.2. Type and tone of wellness program: Will it be formal or informal? Will all managers and staff be obligated to follow it, or it will be set up on a volunteer basis?

    1.3. Target audience: Will the wellness program and its activities concern all people or only the critical staff (e.g. production, or research or certain age groups)?

STEP 2: Wellness Organization

1. In general cases, it is best to have a joint management – employees committee to drive and monitor results of your wellness program. A committee has the advantage of being able to work with key groups at your organization, including the health and safety committee, etc.

2. Also remember to have this committee properly staffed and well resourced.

STEP 3: Senior Management Support for Wellness

1. Ensure that a senior manager or board director takes the role of support all wellness efforts.

2. Like any corporate policy or action plan, it will not be successful without support from senior management and the board.

3. It is best to recognize that this program is an investment and a cost exercise. Therefore, it will make a difference when getting support from senior management.

STEP 4: All Stakeholders Support for Wellness

1. Get support from everyone within the enterprise. Talk to as many people or groups as you can, such as: Management; Union representatives; Business functional staff; Health and safety professionals; Human resources professionals, etc.

2. Get support from everyone within the profession and community. Talk to as many people or groups as you can, such as: Public Health Department; Professional Associations; Psychology Groups; Cancer Societies; Medical Societies, etc.

STEP 5: Creativity in Wellness Programs

1. Note that Corporate Wellness Programs started initially with health insurance and gym memberships may now include dancing, martial arts classes, prayer sessions, resilience workshops, etc.

2. To make your Corporate Wellness Program popular and a great success, always keep an open mind about what your staff might find most interesting and most beneficial.

3. Not every element of a Corporate Wellness Program will motivate the passion of every individual in every enterprise. The most effective programs are made up of a wide range of targeted initiatives with regular review of the wellness details to ensure that all initiatives are relevant and get the best value for money spent.

STEP 6: Identification of key needs and expectations for your Wellness Program

1. Acknowledge current or informal activities and collect baseline data. There may already be groups established in your company. These may help you form a basis for your workplace Wellness Program.

2. Identify the key needs and expectations of the workplace. This identification may be carried out by: Conducting surveys employees; open one-to-one interviews; suggestion boxes placed around the enterprise; hosting a luncheon round table meetings; sending out an informal email questionnaire; conducting a survey available on your company's intranet site, etc.

STEP 7: Wellness Needs Analysis

1. Analyze the data and ideas collected.

2. On the basis of the data and discussions, try to determine what elements will work for the existing culture. Is it fitness classes that will motivate the employees, wellness workshops, individual health assessments, or some combination of the above?

3. Report to Wellness Committee and obtain final approval to craft your Wellness Implementation Plan.

STEP 8: Wellness Detail Plan Development

1. Develop a detailed plan on the basis of steps one to seven.
2. Describe and identify what needs to be done clearly.
3. Prioritize these needs within the bounds of other corporate time-frames.
4. Set realistic targets and timelines.
5. Include both short-term and long-term goals.
6. Plan how and when the program will be initiated.
7. Plan how to maintain interest.
8. Know what resources you need for each step (time, money, people, management support, equipment, facilities, etc.).
9. Create a communication plan.
10. Create and implement an incentives plan.

STEP 9: Wellness Detail Plan Implementation

This detail wellness plan implementation may be best implemented by using 'The Soft (Human) Factors Approach to Implementing Corporate Policies'.

This approach is made up of three components with specific improvement activities included in each component: BOD/CEO Plan, All Management Plan and HR Plan, as summarized next.

9.1 Component 1 (C1): BOD/CEO Plan

Action C1.1: Improve 'Tone at the Top'
Action C1.2: Improve understanding of the organization by the board
Action C1.3: Improve integrity
Action C1.4: Improve operational philosophy
Action C1.5: Improve Ethical Climate
Action C1.6: Improve Empowerment
Action C1.7: Improve Leadership
Action C1.8: Improve Employee Motivation
Action C1.9: Improve Openness and Shared Values
Action C1.10: Improve Information Flow

9.2 Component 2 (C2): All Management Plan

Action C2.1: Improve Corporate Culture

Action C2.2: Improve Morale

Action C2.3: Improve Trust

Action C2.4: Improve Corporate Attitude

Action C2.5: Improve Competence

Action C2.6: Improve Expectations

9.3 Component 3 (C3): HR Management Plan

Action C3.1: Improve Structure of Reporting Relationships

STEP 10: Wellness Plan Evaluation

1. **Monitor your Wellness Program**. Ensure that all aspects of your Wellness Program are monitored effectively.
2. **Review and evaluate your program**. A review of the program can help you know what is working and what is not. Gathering the right information is essential but it does not have to be complicated. Be sure to take baseline data so you can compare results of later programs. When reviewing the outcomes, remember to evaluate the program based on the aims and objectives you set in the beginning.
3. **Maintain the Wellness Program**. Use the results of your review and evaluation to help gauge what is working and what could be enhanced.

2.4   Appendix 2.3: Holistic Life Improvement Road Plan

The Wellbeing program and stress management methods and their actions presented in this book are part of a larger and more comprehensive Life Improvement Road Plan of 21 actions based on ancient Greek wisdom and my consulting and coaching experience.

This road plan has two major components:

Component 1: Personal and Family Improvement Road Plan
Component 2: Business and Professional Improvement Road Plan

These are outlined, in summary, next.

Component 1: Personal and Family Improvement Road Plan

Action 1: Connect to the Supreme Being daily
Action 2: Govern your personal and family affairs with effectiveness
Action 3: Manage your personal and family wealth effectively
Action 4: Manage and improve your personal relationships with friendship
Action 5: Complete your personal affairs with harmony
Action 6: Benefit your life with goodness and kindness
Action 7: Improve your self-control
Action 8: Manage your stress
Action 9: Improve your personal knowledge and skills
Action 10: Improve your family relationships

Component 2: Business and Professional Improvement Road Plan

Action 1: Use moral values to establish your company's objectives

Action 2: Govern your business organization effectively. Ensure excellent design, implementation and monitoring of your Corporate Wellbeing Improvement Plan.

Action 3: Govern your business customers fairly

Action 4: Manage your business wealth with diligence

Action 5: Sustain your professional relationships with care and values

Action 6: Use harmony in your business activities

Action 7: Permeate your business activities with goodness

Action 8: Manage your business people more fairly and effectively. Ensure excellent design, implementation and monitoring of your Corporate Wellbeing Improvement Plan.

Action 9: Improve the knowledge and skills of your business staff

Action 10: Build and manage an effective top management corporate team. Ensure that the top team monitors, reviews and improves your Corporate Wellbeing Improvement Plan.

Action 11: Implement your hard business controls (such as plans, procedures, targets, job assignments, etc.) with specific improvement actions related to soft controls. These relate to behavioral attributes such as tone at the top, understanding of the organization by the board, culture, structure of reporting relationships, morale, integrity and ethical values, operational philosophy, trust, etc.).

All of these plans are fully detailed in my recent books noted in the bibliography section of this book.

2.5   Appendix 2.4: Fire and Safety Evacuation Plan

Having a set of guidelines and a specific to your own business fire safety and evacuation plan is considered an absolute necessity if you establish and operate a production facility and you want to avoid great damages, human injuries, potential litigations and claims, and in many cases total disaster.

Your **plan** must show how you have:

1. A clear passageway to all escape routes; clearly marked escape routes that are as short and direct as possible;
2. Enough exits and routes for all people to escape;
3. Emergency doors that open easily;
4. Emergency lighting where needed;
5. Training for all employees to know and use the escape routes;
6. A safe meeting point for staff;
7. An evacuation leader and team members who ensure that evacuation, when it happens, is concluded effectively.

An example of Evacuation Guidelines posted on the wall of the production facility and offices is presented next.

'**Evacuation Guidelines for Company XXXAB** (a fictitious enterprise).

Employees must:

1. Prepare and evacuate the building by way of the nearest emergency exit. Walk; do not run. Do not use elevators.

2. Close but do not lock all doors as you leave.

3. Before exiting through any closed door, check for heat and the presence of fire behind the door by feeling the door with the back of your hand. If the door feels very warm or hot to the touch, advise everyone to proceed to another exit.

4. In the event you are unable to exit the building:

   a. Remain calm; do not panic

   b. Remain low; crawl if necessary.

   c. Place a cloth, wet if possible, over your mouth to serve as a filter

   d. Signal for help from a window. Use a towel, clothing, sign etc.

5. Upon exiting the building and proceeding to the assembly area, remain at least 20 feet away from the building walls and overhangs. Do not block any driveways, as Fire Department personnel will need access to these areas. Employees are requested to report to their assigned assembly areas as defined by your Fire Evacuation Plan.

6. Stay clear of the building until your appointed fire monitor has advised you to re-enter the building/area.

7. Assist visitors during alarm/emergency situations. Visitors may not be aware of exits/alternative exits and the procedures that should be taken during alarm situations. Employees should calmly inform visitors of the proper actions to be taken and assist them with the evacuation'.

2.6   Appendix 2.5: Workplace Wellness Feasibility Study

The contents of the feasibility document are depicted next.

1. Executive summary: A summary of the findings of the feasibility phase for the proposed Wellness system and the recommendations of the team that conducted the study.

2. Wellness Issues and Problems description: A detailed description of the wellness issues and problems studied, along with a summary of the interviews, observations, current systems and policies used, and related documentation describing the issues and problems studied.

3. **Solution specifications**:

   3.1 A detailed statement of the objectives that a new or revised Wellness system is to achieve for the employees as well as the whole company, in terms of: Social, Physical, Environmental, Emotional, Intellectual, Career, Professional, Spiritual and Financial Wellness.

   3.2 Documentation of three alternative solutions to reach the wellness objectives, in terms of: Full description of each solution, its benefits and related costs and resources required, as well as its impacts, potential risks and constraints.

   3.3 A Wellness Solution will include, as an example:

      3.3.1 Agreement for medical services with a reputable medical health-care facility for check-ups, and other preventive and detective services.

      3.3.2 Visits by experts to inform staff on wellness issues.

      3.3.3 Automated (computerized) wellness system to keep record, remind people and monitor all wellness issues and events.

      3.3.4 The construction and operation of a corporate fitness facility or an agreement with a local facility for physical fitness services to staff.

      3.3.5 Executive health-care services with a medical facility to senior management of the company.

      3.3.6 Specialized anti-stress counseling and coaching by experts.

      3.3.7 Insurance and other social care (e.g. onsite child care support services) arrangements, etc.

4. **Implementation requirements of the proposed wellness solution**: A detailed statement of the technical (can the wellness problem be solved with the current technology), operational (does the organization have the personnel, procedures and work methods to implement the proposed wellness system), and economic feasibility (what are the costs and benefits of the proposed wellness solution) of the proposed Wellness system.

5. **Wellness system development plan**: A detailed statement of the scope of the development, a complete list of tasks to be accomplished, a time-table for accomplishing the tasks, and a human resources plan (critical users, outside consultants, etc.) for the next phase of the Wellness system to be developed.

6. **Recommendations**: A detailed statement by the Wellness team of the recommendations to the management of the organization regarding the proposed Wellness system. These recommendations should depict both the documented opinion of the Wellness team whether the next phases of Wellness development should be approved (or not) as well as the strategy on how to proceed to the next phases.

7. **Appendices**: The appendices to the main Wellness feasibility document should contain all the documentation in a very analytical form regarding the activities of the Wellness team during the feasibility stage, such as: schedules of the interviews, minutes of meetings, various memoranda and copies of all electronic messages, planning documents (GANTT, PERT, project schedules, etc.), documentation reviewed (list of procedures, systems, technologies, data flow diagrams, etc.), and detailed feasibility data (economic feasibility tables such as Net Present Value analysis, etc.).

2.7   Appendix 2.6: Workplace Wellness Project Plan

The contents of a Workplace Wellness Project Plan are:

1. An overview of the reasons for your wellness project
2. A detailed description of intended wellness results
3. A list of all assumptions and constraints the wellness project must address
4. A Vision and mission statement for the wellness project
5. A list of all required wellness work
6. Workplace Wellness Detail Project Schedule
7. Workplace Wellness Project Management Methodology
8. Workplace Wellness Project Deliverables
9. Conditions for Acceptance of Workplace Wellness Deliverables
10. Workplace Wellness Milestone Decisions
11. Workplace Wellness Issue Escalation Procedure
12. Workplace Wellness Project Cost Management Procedure
13. Workplace Wellness Project Cost Estimation
14. Workplace Wellness Project Cost Budget

15. Workplace Wellness Project Quality Plan
16. Workplace Wellness Project Quality Objectives
17. Workplace Wellness Project Quality Control Procedure
18. Workplace Wellness Project Organization
19. Workplace Wellness Project Resources: Personnel, funds, equipment, facilities, and information
20. Workplace Wellness Project Communication Plan
21. Workplace Wellness Project Communications Objectives
22. Workplace Wellness Roles and Responsibilities of Project Staff
23. Workplace Wellness Risk Management Plan
24. Workplace Wellness Risk Resolution Procedure.

This plan should have 2 components: An annual plan and a 5-year plan. The management plan (chapter 2), the strategic activities (chapter 3 to 6) and the evaluating actions (chapter 7) can help you craft your own plan better[82].

2.8   Appendix 2.7: Occupational Health Records Management Plan

You need, for a variety of purposes and reasons (e.g., corporate performance, auditing, compliance, legal, etc.) a set of management procedures to manage the filing system of your company, the safe storage of these records, documents, normal correspondence, electronic messages, and company books for the predefined statutory time, and the legal destruction of old and not needed records, messages, documents and files, as per well-accepted standards[83].

These procedures should be based on a set of national and international (U.N., E.U., OECD, etc.) government standards and guidelines, such as: Health Insurance Regulations, Age Discrimination Guidelines In Employment, Disabilities Act, Civil Rights Act, Employee Retirement Income Security Act, Labour Standards Act, Family and Medical Leave Act, Immigration Reform & Control Act, Occupational Safety & Health Act, Rehabilitation Act, Data Privacy Legal Frameworks and Regulations, Tax and Pension Records Retention Requirements, Tax and Customs Code, Health Acts, etc. Special care must be paid to electronic health records and their management and protection aspects[84].

Occupational Health Records (HDR) Management Plan

Implementing protection for your wellness and health critical data by the procedures identified above may be carried out by the Occupational Health Records (HDR) Management Plan.

You may use this plan **to organize, establish and manage the context, acquire** resources, manage risks, etc., of your records[85].

This plan is made up of the following steps:

Step 1. Establish the context: Organize, establish and manage the context, resources (Business Data Register, Business Data Librarian-described in this chapter) and supporting management structure and systems (business raw data retention procedure, business records system, compliance records system, etc.) to establish and operate an effective HDR system. Also establish data and information security controls (Security Policy), Password Controls, Personnel Administration Controls, Social Engineering Controls and the Vital Records Package.

Step 2. Manage risks: Identify, assess and resolve the risks affecting your records and recordkeeping systems, such as: human errors, lack of related corporate security policy and procedures, minor and major building problems, broken pipes, fire, flood, earthquake, terrorism, poor security or environmental or health conditions, technological obsolescence issues, etc., by implementing specific mitigation procedures.

Step 3. Execute a disaster plan: Develop, implement and maintain an effective counter disaster plan for your records and recordkeeping systems.

Step 4. Monitor technology developments: You company's digital health records are particularly vulnerable to obsolescence. It is necessary that, if you have digital records, to be aware of the technology used and monitor their condition, formats used, etc. This way you can either convert or transfer all their critical data to the new digital formats, etc., and ensure that the data stored are accessible at all times.

Step 5. Manage metadata: Metadata describes how particular sets of health data are collected, and how the data is formatted. Metadata is quite critical and essential for understanding information stored in your data marts, data warehouses and XML-based Web applications. Metadata is an important element in your business systems as it helps you to control, identify, describe, use or manage your information. Having effective structure and functionality in your FDR system driven by metadata is critical to good business practice as well as good records management.

Incomplete or poor quality metadata, or ad hoc metadata that is created without due consideration of your business requirements, will require costly remediation actions in the long term, will complicate migration and will limit the use and effectiveness of data throughout the lifespan of your FDR systems[86].

Step 6. Keep source ('raw') records for a long period: Following the successful migration of your source records, these records that were used as the input to the migration, must be kept for a long period (e.g. one year). Retaining your source records for at least this period will enable the migration to be repeated if it is discovered that some or all of the migrated records do not meet quality control standards or your business requirements.

Step 7. Limit the number of file formats used: In general, it is estimated that in the business environment that over 3000 types of record formats exist today. It greatly simplifies the management of digital records and minimizes costs if you identify a minimum set of formats which meet business needs and longevity concerns and restrict data creation to those formats. Consider using open formats, as they are less at risk of becoming inaccessible because of changes to vendor arrangements and are easier to migrate.

Step 8. Use standard templates and creation rules: Develop and use standard templates and rules to create documents for different business processes in your company. These can promote your business efficiency and can also help you with long term digital record management.

Step 9. Manage the process: Implement the procedures to manage your business data, train your staff and others as needed regarding recordkeeping and protect your data against unauthorized access. Destroy digital and other records, files and documents, under the terms of your approved retention and disposal policy.

Step 10. Monitor, review and improve the process: Implementing procedures is only half the story. The execution of your HDR procedures and their performance must be monitored and audited periodically. Also any errors found or new business needs, must update your whole HDR process[87].

2.9   Appendix 2.8: Corporate Cultural Resilience Improvement Plan

Action 1: Improve 'Tone at the Top'

You can do this by:

1. **Dialogue**. Enact dialogues and discuss and resolve all ethics and integrity issues; and
2. **Ethical Model**. Adopt an ethical behavior model and provide examples of moral behavior in your daily management duties and oversight activities.

Action 2: Improve understanding of the organization by the board

You can do this by:

1. **Board Selection**. Select and appoint board members on the basis of education, professional background and practical experience;
2. **Attendance**. Ensure that board members attend critical business operations for a specific period; and
3. **Wellness Training**. Provide board members with specialized wellness training courses on very specific health and safety issues and areas where the given organization is active.

Action 3: Improve integrity

You can do this by:

1. **Compliance**. Design and implement an effective ethics and compliance office, program and organization;
2. **Awareness**. Keep all staff aware on all ethics and compliance issues;
3. **Moral Example**. Providing examples of ethical behavior in your daily supervision activities; and
4. **Compliance Improvement**. Review and improve both ethics and compliance program and policies, as the organization grows and its regulatory aspects and expectations change.

Action 4: Improve operational philosophy

You can do this by:

1. **Fairness**. Deal with all people (internal staff, outside auditors, customers, external suppliers, government authorities, regulators, stakeholders, community, etc.) on the same basis of fairness;
2. **Business Conduct**. Deal with all people (internal staff, outside auditors, customers, external suppliers, government authorities, regulators, stakeholders, community, etc.) on the same written and approved rules and codes of business conduct;
3. **Business Policies**. Craft and implement effective ethics, human rights and procurement policies; and
4. **Accountability**. Communicate all company information to all parties on the basis of transparency and accountability.

Action 5: Improve Ethical Climate

You can do this by:

1. **Honesty**. Use honesty in ensuring that you always maintain a positive and ethical climate in managing and interacting with your employees, your superiors and your customers,
2. **Greater Good**. Leave aside and amend, as required in certain circumstances, your personal self-interest, company profit, operating efficiency, rules, procedures, etc., in order to preserve and improve the ethical climate of your business and to serve the greater good, and
3. **Fairness**. Deal with all your stakeholders (employees, external auditors, customers, suppliers, authorities, regulators, community, etc.) on the same basis of fairness, and,
4. **Rules of Business**. Deal with all your stakeholders (employees, external auditors, customers, suppliers, authorities, regulators, community, etc.) on the same basis of written and approved rules and codes of business conduct.

Action 6: Improve Employee Empowerment

You can do this by:

1. **Authority Assignment**. Give authority and responsibility to selected employees to carry out specific actions to achieve general corporate goals and specific objectives,
2. **Encouragement**. Encourage employees to assume a more energetic and effective role in their work,
3. **Involvement**. Involve employees in assuming responsibility for improving the way things are done in their daily work activities, and
4. **Monitoring**. Monitor these results to ensure that these are properly done.

Action 7: Improve Leadership

You can do this by:

1. **Envisioning**: Have a vision, a mission and values,
2. **Organization.** Be organized to the fullest,
3. **Execution.** Plan, supervise, and execute efficiently and effectively,
4. **Delegation.** Delegate by assigning ownership of the work you give to employees, and always act with responsibility,
5. **Passion.** Be passionate and enthusiastic and get your employees involved in the decision making process,
6. **Training**. Train and coach them as required to get the job done well,
7. **Calmness**. Handle emotional issues with calmness and fairness,
8. **Organizational Knowledge**. Know your organization extremely well,
9. **Model Behavior**. Provide a positive and moral example to others, and
10. **Motivation**. Motivate people and keep clear channels of communication.

Action 8: Improve Employee Motivation

You can do this by:

1. **Reinforcement**. Provide positive reinforcement to all employees,
2. **Discipline**. Carry out effective discipline and fair punishment for all transgressions,
3. **Fairness**. Treat all people fairly,
4. **Needs Satisfaction**. Satisfy employee needs on a cost-benefit case,
5. **Goal Setting**. Set achievable work-related goals,
6. **Job Packaging**. Restructure jobs and tasks to become more manageable, and
7. **Performance Rewards**. Reward people on job performance.

Action 9: Improve Openness and Shared Values

You can do this by:

1. **Appreciation**. Appreciate the opinions, skills and knowledge of all employees, and
2. **Review**. Re-examine traditional organizational standards in order to achieve better and more beneficial results.

Action 10: Improve Information Flow

You can do this by:

1. **Communication Policy**. Draft and implement a communications policy, by identifying the strategic objectives of the organization, reviewing current communications practices, identifying the communications audiences and determining the communications methods and means to be used,
2. **Executive Training**. Get executives trained on listening techniques and practices[88].
3. **Information Collection**. Ensure that information (internal and external), critical to achieving the objectives of the organization is identified, regularly collected and reported to management and stakeholders,

4. **Performance System**. Implement a performance system that identifies, collects, stores, processes, analyzes and communicates corporate performance to all approved stakeholders of the organization, and

5. **Information Monitoring**. Implement and monitor mechanisms to allow the easy flow of information down, across, and up the organization.

Action 11: Improve Corporate Culture

You can do this by:

1. **Discussion**. Discuss all cultural issues with employees,

2. **Model of Behavior**. Provide examples of behavior in your daily supervision activities, and

3. **Involvement**. Involve your employees in reviewing corporate statements on vision, mission and values[89].

Action 12: Improve Morale

You can do this by:

1. **Employee Engagement**. Provide opportunities for employees to make decisions about and influence their own work,

2. **Provision of responses**. Provide timely, accurate and proactive responses to their questions and concerns,

3. **Fairness**. Treat them as responsible adults with fairness and consistency,

4. **Corporate Policies**. Develop and publicize corporate policies and procedures while ensuring that they work effectively,

5. **Communication**. Communicate positively, effectively and constantly with all employees on all issues (e.g., performance, work details, etc.),

6. **Opportunity**. Afford all staff the opportunity to grow and develop, and

7. **Leadership**. Provide appropriate leadership and a framework of strategy, vision, mission, values and goals[90].

Action 13: Improve Trust

You can do this by:

1. **Promotion Practice**. Promote personnel to higher levels of organizational hierarchy, who are capable of forming positive, trusting and caring interpersonal relationships with people who report to them,

2. **Coaching**. Develop the interpersonal relationship skills of all personnel and especially those of current managers and employees desiring promotion, by sending them to relevant courses or by coaching and mentoring programs,

3. **Information Sharing**. Keep organizational personnel informed, as much as possible,

4. **Commitment**. Act with integrity and keeping commitments to all participants in the affairs of the organization (employees, authorities, customers, board members, stakeholders, etc.),

5. **Protection.** Protect the interest of all employees in a work group, even those who are absent,

6. **Effectiveness**. Be effective, efficient and results-oriented, within limits, and

7. **Respect**. Listen with respect, sensitivity and full attention.

Action 14: Improve Corporate Attitude

You can do this by:

1. **Politeness**. Use polite and positive language and manners in assigning and managing tasks,

2. **Awarding**. Connect tasks to awards,

3. **Variety**. Add variety to tasks,

4. **Balance**. Assign both liked and non-liked tasks to all employees,

5. **Support**. Think out a solution as regards the difficult task and situation with the person involved, and

6. **Coaching**. Work out a mutually-agreed solution with the person involved and coach them as required.

Action 15: Improve Competence

You can do this by:

1. **Assessment**. Assess your skills (managers and employees) via self-evaluation methods, benchmarking or other tools,

2. **Industry Training**. Take specific industry courses yourself as managers and send your employees to courses also,

3. **Academic Courses**. Upgrade job-related knowledge by attending university and professional seminars,

4. **Coaching**. Get involved in coaching and mentoring programs, and

5. **Certification**. Get certified by a professional association.

Action 16: Improve Expectations

You can do this by:

1. **Review**. Meet with employees on a regular basis to discuss problems, issues, goals and progress,

2. **Enthusiasm.** Promote enthusiasm for completing tasks,

3. **Acknowledgement**. Express confidence in each employee's ability, and

4. **Reinforcement.** Reinforce past achievement so that employee motivation is sustained.

Action 17: Improve Structure of Reporting Relationships

You can do this by:

1. **Organizational Chart**. Craft an effective organizational chart and communicate it to all staff[91].
2. **Duties Description.** Develop job titles for all employees and use them in all dealings, and
3. **Organizational Review Process.** Review and improve both organizational chart and job titles, as the organization grows and its demands change.

3   Policies and Statements

3.1   Appendix 3.1: Wellness Policy

Developing the wellness policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

Workplace Wellness Policy – Example

1. The main aim of this workplace wellness policy is to focus on healthy lifestyle choices and prevention of disease and injury to all our employees and customers or partners engaged in company offices.

2. Our company wellness programs will be offered in partnership with health insurance companies. Our company may contract with businesses that specialize in designing, implementing and operating wellness programs and solutions.

3. Our employees may choose to participate, but our company will offer incentives for employee participation. Also we will seek to create a wellness culture through activities and events that encourage our employees to track their participation and success.

4. The company wellness solution will encourage all employees to take charge of their physical and mental health while requiring management to take a holistic approach to worker health that includes workplace safety, a supportive environment and employee empowerment.

5. The company workplace wellness team will evaluate and implement wellness programs. Management's role will be to support wellness efforts through training, incentives for participation and related policies such as requiring healthy food choices in vending machines and at workplace events, etc.

6. Our wellness program may include health checks, smoking cessation and rewards for fitness accomplishments, participation in leisure time activities and other wellness practices announced from time to time.

7. Employees may participate in health screenings, fitness events, health seminars, health coaching, wellness breaks and online health tracking.

8. Our wellness program will be designed to be supportive of the individual choice to incorporate regular physical activity at the worksite. Furthermore Company managers will encourage and support all staff to utilize breaks and lunch periods for physical activity; will arrange flexible schedules for employee physical activity while assuring that the primary work of the unit is accomplished within corporate standards; will dedicate appropriate staff to organize and disseminate information about regular and special opportunities for physical activity; and will incorporate physical activity breaks when they organize full working day conferences for company purposes.

3.2 Appendix 3.2: Occupational Stress Policy

Developing the occupational stress policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

Occupational Stress Policy – Example

'The Company' will make proper provision for the minimization of stress and anxiety at work of our employees and others who may be affected by the company's activities.

This policy will apply to everyone in the company. Managers are responsible for implementation and the company is responsible for providing the necessary resources.

This policy and the policies included in the Employee Handbook, describe the arrangements we have made for managing our **health, safety and occupational stress affairs**.

Definition of stress

'The Company' defines stress as 'the adverse reaction people have to excessive pressure or other types of demand placed on them'. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

Policy

'The Company' will, as regards stress and anxiety management:

1. Comply with relevant legal requirements and industry standards,
2. Assess, on a continuous basis, all projects, operations and work activities to eliminate and minimize risks related to occupational stress,
3. Set well-defined and clear performance objectives and targets,
4. Prepare action plans to train all staff on occupational stress management,
5. Review training to ensure that occupational stress management is effective,
6. Arrange for periodic audit of the occupational stress management system,
7. Provide access to competent professional advice, as required,
8. Work with regulators and industry bodies to implement relevant legal requirements and trade standards related to **occupational stress management**.

3.3 Appendix 3.3: Health and Safety Policy

Developing the health and safety policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

'The XXXAB Company (a fictitious business enterprise) will make proper provision for the health, safety and welfare at work of our employees and others who may be affected by the company's activities. We aim to achieve this by executing the following actions:

Action 1: Adopt an effective health and safety management system;

Action 2: Allocate clear accountabilities to support its implementation;

Action 3: Provide suitable resources to meet its commitments;

Action 4: Maintain consultation and dialogue with employees on any unresolved implementation issues;

Action 5: Comply with relevant legal requirements and industry standards;

Action 6: Assess work activities to eliminate hazards and minimize risks;

Action 7: Set production objectives and targets, and prepare action plans to maintain compliance and support performance improvement;

Action 8: Provide suitable training to develop appropriate competencies and skills for all employees;
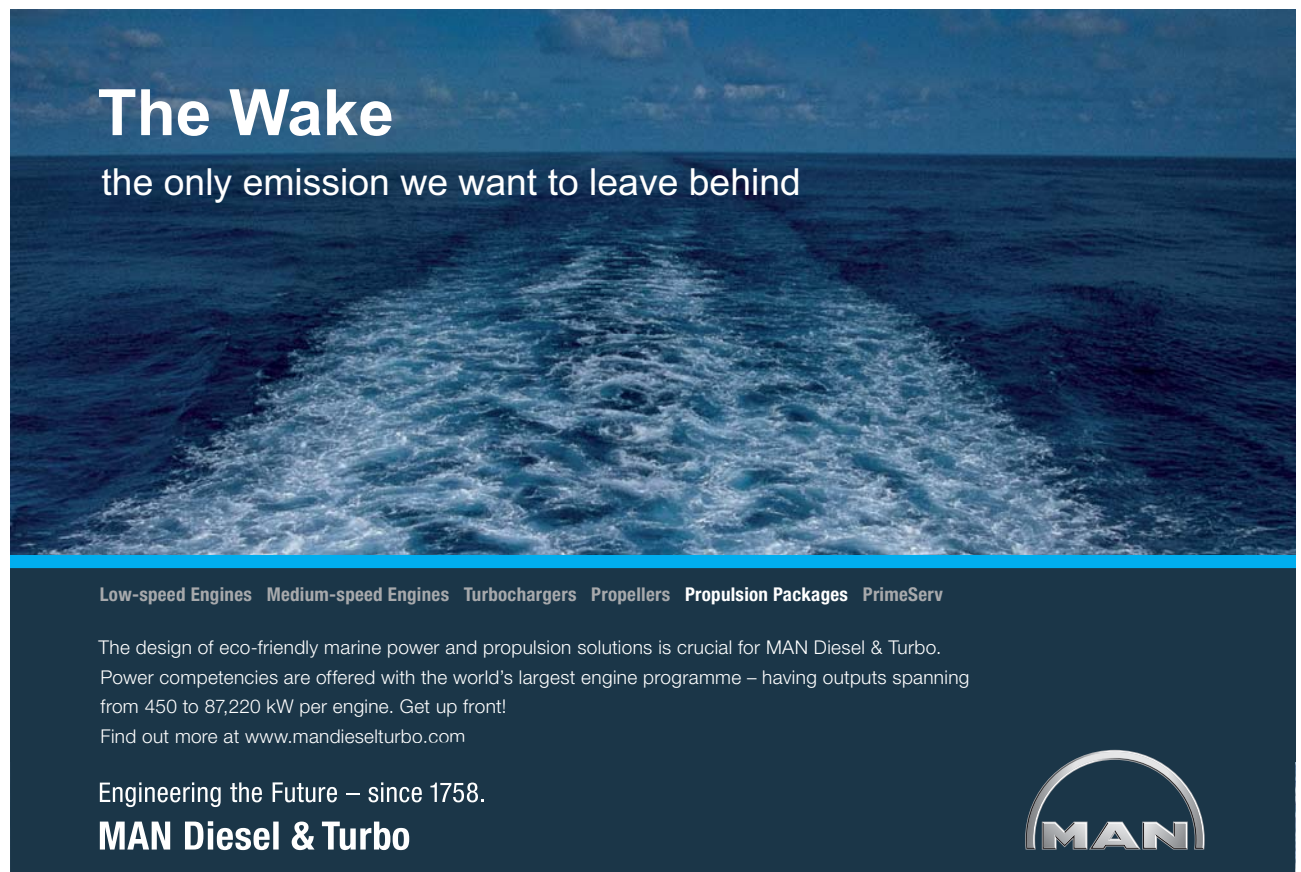
Action 9: Specify standards for the selection and management of maintenance contractors;

Action 10: Review production performance, investigate incidents and implement lessons learned;

Action 11: Arrange for periodic audit of the production management system and production policies and procedures, and provide access to competent professional advice; and

Action 12: Work with regulators and industry bodies to implement relevant legal requirements and trade standards related to production.

This policy will be complemented by specific detail procedures which will be developed to execute all the actions specified in this policy.'

3.4 Appendix 3.4: Health Records Privacy Policy

Developing the health records privacy policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

'The Company considers the protection of the privacy of health data to be of utmost importance and is committed to providing all employees security that meets the requirements of the specific laws in a way that safeguards their privacy. Some of the personal information **the company** holds about you may be sensitive personal data within the meaning of the Data Protection Act and other relevant laws. **The company** may collect personal information about you from a number of sources, including: (a) from you when you agree to take a health check or enroll in a wellness program of the company, (b) from you when you contact **the company** with an enquiry or in response to a communication from **the company**, in which case this may tell us something about your preferences, and (c) from publicly available sources. **The company** maintains strict security measures and controls in order to protect personal health information. This includes following certain administrative and security policies, procedures, and practices to check the quality of the health data, encrypting health records on our websites, backing up health data to offsite locations, etc., in order to ensure compliance with all applicable legal requirements'.

3.5 Appendix 3.5: Human Rights Policy

Developing the human rights policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

'The Company believes that our business should both contribute to economic wellbeing as well as to be a positive influence on people's lives in the community in which we operate. As such, we support the principles described in the relevant UN regulations (e.g., Universal Declaration of Human Rights, the Declaration of the International Labour Organization, etc.).

Our policy describes our approach to the principles as they relate to labour standards and human rights. Our Statement of Values, policy on and Corporate Ethics, and Employee Handbook set out our standards and expectations in terms of our people. In addition, we are committed to conduct our business in ways that ensure that we are not complicit in human rights abuse within the scope of our influence. We have developed a human rights policy which applies to all of 'The Company' business operations. We are encouraging our business partners and suppliers to respect and follow our approach. An annual report on progress of this policy will be prepared by 'The Company' director of human resources and considered within our wider framework for managing corporate responsibility within the company. If we were to find ourselves inadvertently implicated in abuses of human rights, we would take immediate steps to rectify such a situation'.

3.6   Appendix 3.6: Community Relations Policy

Developing the community relations policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

'At 'The Company' we believe that playing an active role in local communities is an essential part of being a good corporate citizen. Over and above the impact of our day-to-day operations, we seek to address issues of wider social concern relevant to our business. We focus our resources where we can make an effective contribution and support our employees in their own volunteer activity where possible. At 'The Company' we see corporate community involvement as an integral part of how we do business, with resources invested to yield real benefits for the community and the business. So our approach is characterized by systematic management based on clearly identified objectives, and a deliberate effort to evaluate our contributions and the impacts they achieve in the community. What employees think is of special importance and we conduct regular internal attitude surveys covering a wide range of issues to the community'.

3.7   Appendix 3.7: Communications Policy

An example of a communications policy may be:

'We communicate with those most directly affected first. Our organization's first obligation is to the health, welfare, and safety of the people most directly affected, our employees, and the protection, restoration, and recovery of company operations.

On issues of health, welfare and safety of our people, we will:

1. Craft and implement strategies to improve the health, welfare and safety of our people Take actions to reduce the occupational stress in our workplace
2. Educate all management and line staff on best health, welfare, safety and stress reduction practices
3. Monitor all health, welfare, safety and stress reduction actions
4. Review and improve all our health, welfare, safety and stress reduction actions, at least annually

When unanticipated emergencies and critical events, we will:

1. Respond quickly
2. Act conclusively
3. Take appropriate responsibility
4. Ask for help and understanding
5. Inform company employees immediately

6. Show concern
7. Strive for transparent decision-making, behavior, and results
8. Be open to suggestions
9. Explain to the community as soon as possible
10. Invite local officials to help with explanations (where appropriate)
11. Seek out and talk to affected groups and affected agencies
12. Use simple, direct, and positive messages'.

3.8   Appendix 3.8: Corporate Ethics Policy Example

1. The Ethics Policy of Business 'AAAXXX' establishes the values and ethics of service to guide and support all employees regardless of their hierarchy or responsibilities.

2. All staff are required to sign at the time of employment a proprietary information agreement that restricts disclosure of proprietary, trade secrets and certain other data and information about the Company, its joint venture partners, suppliers and customers. This Policy applies to all Board Members, Directors, Managers, Employees and External Contractors without regard to whether such agreements have been formally signed.

3. All Board Members, Executive Management, Middle and Lower Level Managers, and Employees should not have private interests, other than those permitted by these measures, that would be affected particularly or significantly by actions in which they participate.

4. All Board Members, Executive Management, Middle and Lower Level Managers, and Employees may engage in employment and business activities outside the Company only when they are specifically authorized to do so.

5. All Board Members, Executive Management, Middle and Lower Level Managers, and Employees must use their best judgment to avoid situations of real or perceived conflict. In doing so, they must not accept or solicit any gifts, hospitality or other benefits that may have a real or apparent influence on their objectivity in carrying out their official duties or that may place them or the Company under obligation to the donor.

6. This Policy applies to all Board Members, Executive Management, Middle and Lower Level Managers, Directors, Employees and External Contractors working for the Company.
    For a more detail example, see my books: **(1) Business Management Controls:**
    A Guide, www.itgovernance.co.uk**., and (2) Business Management Controls:**
    Toolkit, www.itgovernance.co.uk**.)**

3.9   Appendix 3.9: Vision, Mission and Values Statements

Vision statement: Developing a vision statement can done by the Chief Executive or by a group of people (e.g. a committee of the Chief Executive Officer, Chief Financial Officer, Human Resources Director, etc.). Developing the vision can be the most creative and enjoyable part of strategic planning, but the part where time can easily get abused. That's why a specific time-frame must be set for arriving at a good vision statement.

Examples of vision statements are:

1. Computer chip manufacturer: 'To be the largest chip manufacturer in the world'.
2. Wood products manufacturer: 'To be the best wood products manufacturer in the world'.

Mission statement: Developing a mission statement can done by the Chief Executive or by a group of people (e.g. a committee of the Chief Executive Officer, Chief Financial Officer, Human Resources Director, etc.). The mission statement describes the vision of the organization in one or two paragraphs that gives answers to the following questions:

1. Which is the purpose of the organization?
2. What is unique for this organization?
3. Which are the main products and services of this organization, and its markets?
4. Which are its values?
5. Where does it want to be in five or ten years from now?

An example of a mission statement is: 'The mission of our company is to solve all customer problems with innovative and quality methods'.

Values statement: Developing a values statement can done by the Chief Executive or by a group of people (e.g. a committee of the Chief Executive Officer, Chief Financial Officer, Human Resources Director, etc.). The statement of values represents the core values that make up the organization's culture. Setting organizational values defines the relationships between the organization and its stakeholders (employees, management, customers, shareholders, community, etc.).

An example of a values statement is: 'We are proud for the services we offer; We respect and give value to the people; We provide value to our customers; and We provide information with quality and honesty'.

Wellness examples of vision, mission and values statements

Vision: 'Provide a healthier and less-stressful environment for my business organization Company AXZ (FICTITIOUS ENTITY)'.

Mission: 'Craft and implement wellness and stress management and reduction strategies and action plans to reduce occupational stress and improve wellness in the workplace in the most effective way'.

Values: 'The company management and board will use the following values to manage wellness and reduce the occupational stress of all our staff as best as possible.

Value 1: Commitment. Commit to yourself, your values, your family, your country, and your company.

Value 2: Conviction. Align your actions with your beliefs and convictions, the Supreme Being and nature.

Value 3: Co-operation. Co-operate with others for the greater good of all.

Value 4: Co-existence. You exist not for yourself alone, but for your family, country, community and company'.

3.10   Appendix 3.10: Corporate Social Responsibility Example

Developing a corporate social responsibility policy can done by the Chief Executive or by a group of people (e.g. a committee of the Chief Executive Officer, Chief Financial Officer, Human Resources Director, etc.).

An example of a corporate responsibility policy follows next:

Our Company 'XXX' (a fictitious name) focuses on delivering essential products and services to millions of people every day. By understanding our impact on society, the economy and the wider environment, we can develop positive relationships with stakeholders to benefit both business and the community. Outlining our approach to corporate responsibility with details of the policies and initiatives that illustrate our commitments, includes:

1. How our core products and services impact on society including how we buy and sell goods and services;
2. Information about the major environmental impacts of our business and how we are working to reduce them;

3. How we support our employees within the working environment to help them balance the competing demands of work and life;

4. How we seek to achieve positive impact in local communities through our community investment program; and

5. How we are managing key diversity issues through developing a greater understanding of customer and employee needs'.

3.11   Appendix 3.11: Environment Management Policy

Developing the environment management policy should be done by the board via the given corporate committee. This should be reviewed, improved and ratified by the board. A typical example of such a policy is:

'The Company shall:

1. Meet or surpass all environmental legislation, regulations, and other applicable requirements and continuously improve the company's environmental performance consistent with defined goals;

2. Fully integrate environmental and economic considerations into the company's processes of planning, constructing, operating and decommissioning;

3. Ensure that the environmental impacts and risks of company activities are identified, assessed and managed;

4. Proactively advocate socially responsible laws and regulations and, where appropriate, market-based and voluntary approaches for achieving environmental objectives;

5. Inform and encourage meaningful consultation and collaboration with employees, customers, contractors and the public related to the company's operations and its impact on the environment;

6. Be an environmentally responsible neighbor in the communities in which the company operates;

7. Act promptly and responsibly to correct incidents or conditions that endanger the environment and inform those who may be affected; achieve ongoing improvements in eco-efficiency through reductions in wastes and emissions per unit of electrical and thermal energy produced and delivered;

8. Identify and develop new business practices and business opportunities which represent solutions to environmental problems and create value for shareholders;
    use a performance assurance process to assess compliance with this policy and the company's environmental management system;

9. Report performance assurance results periodically to the board of directors; and

10. use an environmental management system to set environmental objectives and targets that support this policy and regularly review performance against these objectives with senior management'.

3.12   Appendix 3.12: Seven Golden Instructions for a Better Life

This appendix contains 7 golden instructions for a healthier life inspired by ancient Greek wisdom

Golden Instruction 1: Pray (meditate) daily

The power of praying and meditation is tremendous.
Praying guards you against angry and irresponsible acts.
It lowers your egoism and self-centeredness.
It clears you from bad and jealous thoughts and acts.
It demolishes injustice.
It makes you more respectable and pious.
It frees you to think more clearly and wisely.
It opens your soul to hope and compassion.
It enables your heart and psyche to seek friendliness and love.

Here's what **Empedocles** has said about the journey within (in other word about meditation):

'*You must plunge beneath your crowded thoughts and calmly contemplate the higher realities with pure, focused attention.*

If you do this, a state of inspired serenity will remain with you throughout your life, shaping your character and benefiting you in so many ways.

But if you direct your attention instead to the trivial things most people obsess about, the silly nonsense that dulls their minds, you'll just acquire more objects which you'll only lose anyway'.

Golden Instruction 2: Make friendship, love, goodness and kindness your useful tools

Put friendship, love, goodness and kindness silence in your life.

Keep a journal of your good deeds daily.

Use friendship, love, goodness and kindness to envision happiness and success.

Support others with your wealth, goodness and knowledge.

Here's what **Aristotle** has said about friendship: 'A true friend is one soul in two bodies'; 'He who has many friends, has no friends at all'; and 'Friendship is the basic substance of a good life'.

Golden Instruction 3: Make the necessary changes with harmony and balance

Put happiness in its right perspective in your life.

If you must change in order to become happy, do it with a calm attitude and patience and by respecting your limits.

You must remember to balance happiness to other things in life.

Look inside you and you shall find harmony.

Here's what **Heraclitus** has said about harmony: 'Opposition brings concord. Out of discord comes the fairest harmony'.

Golden Instruction 4: Make silence your useful tool

Put silence in your life.

Be silent for at least 15 minutes every day.

Use silence to envision happiness and success.

Breathe slowly and get rid of all your negative thoughts.

Disregard physical pain and functions of the body.

Allow only pleasant, happy and harmonious thoughts to fill your mind.

Here's what the **Seven Sages** have said about silence: 'Like to listen and do not say too much'; 'Restrain your tongue'; 'Do not allow your tongue to run ahead of your intellect'; 'Speak at the exact moment that is most appropriate'; 'Be religiously silent'; 'Seal up your words with silence, and your silence with the right timing'; 'If you don't see something, keep silent'; and 'Even if you know, keep silent'.

Golden Instruction 5: Preserve your-self

It is absolutely necessary to take care of your-self in order to be happy.

This does not mean to buy expensive goods, clothes, go on a consumer-spending journey, and generally buy a lot of things of no value to you.

It means to eat healthy foods, rest daily, pray and exercise both body and mind.

It means to respect your limits and to take care to fulfill your dreams.

Here's what **Pythagoras** has said about preserving yourself: 'Seek the true value of all things, and enjoy all gifts of God according to Measure'.

Golden Instruction 6: Educate yourself and others

Educate yourself on a long-term basis.

Learn new skills and upgrade your professional knowledge all times.

Teach others less advantaged.

Educate your people.

Here's what **Pythagoras** has said about education**:** 'An educated person is not someone who might have knowledge about many things, but the one who has eliminated his passions'.

Golden Instruction 7: Love Nature

Get up close and personal with the natural world.

Ramble through forests, mountains, seas, and fields.

Get an intensive, hands-on learning experience.

Study and photograph objects of nature like flowers, plants, rivers, trees, lakes, insects, birds, fish and other animals.

Spend a day honing your identification skills for fauna and flora and discuss ecology, natural history, and plant lore, and the meanings of species' common and scientific names with experts and members of ecology groups.

Plant a tree in your home and parched local community land-spaces.

Involve others in planting and watering plants and trees.

Feed birds and provide them with small nests and water pedestals, full of water.
Expand your understanding of the meaning and contribution of the natural world.

Love nature.

The **fundamental principles of the Cynics**, like Diogenes, etc., in summary are:

Principle 1: The goal of life is happiness, i.e. living in agreement with Nature.

Principle 2: Happiness depends on being self-sufficient, and a master of mental attitude.

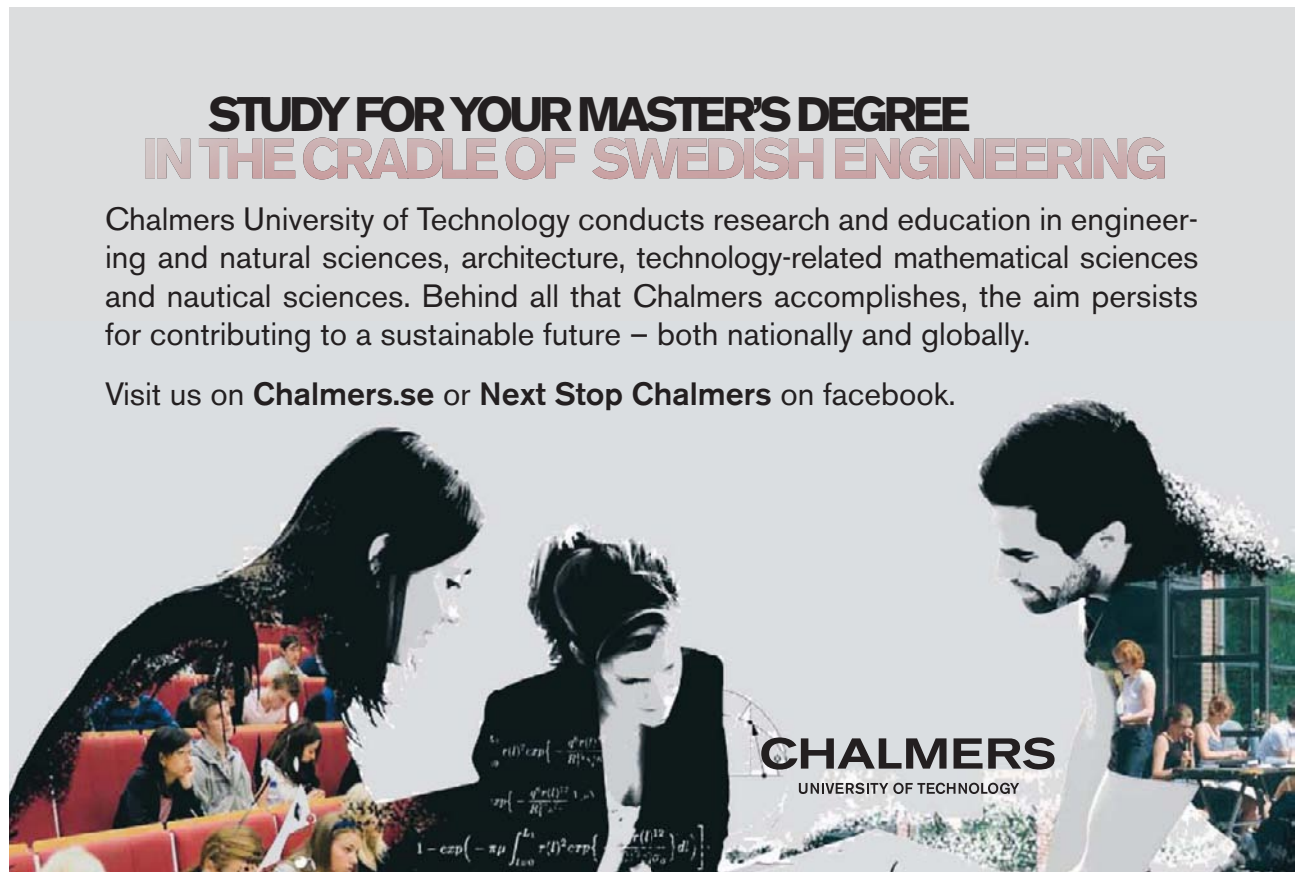Principle 3: Self-sufficiency is achieved by living a life of Virtue.

Principle 4: The road to Virtue is to free oneself from any influence such as wealth, fame, or power, which have no value in Nature.

Principle 5: Suffering is caused by false judgments of value, which cause negative emotions and a vicious character.

4 Duties and Responsibilities

4.1 Appendix 4.1: Management and Board Responsibilities

1. **Managers**: Managers, regardless of their level in the hierarchy of the organization, are directly responsible for all activities of an organization, including directing, designing, developing, implementing, supervising, monitoring and controlling the proper functioning of, maintaining, documenting and improving the internal control system. Their specific role and responsibilities vary depending on their function in the organization and the given organization's characteristics, country, culture, industry-type, and other socio-economic factors and conditions.

    The typical job description of a Business Manager, in general terms, is described next:

1. Manage the operational and business activities of the department or business entity, to include: staffing levels, budgets, strategic, financial and operational goals, etc.
2. Plan and develop systems and procedures to improve the operating quality and efficiency of the department or business function.
3. Analyze and document business processes and problems and develop solutions to enhance efficiencies and resolve problems.
4. Coordinate and implement solutions from process analysis and general department projects.
5. Direct and support staff in the provision of solutions to customer problems, and in development, analysis, and preparation of reports in accordance with company policies and procedures.
6. Conduct interviews, hire new staff, provide employee orientation, coach and provide career development advice to staff.
7. Establish employee goals and conduct employee performance reviews.
8. Manage staff and issues, to include: work assignments/rotations, employee training, employee vacations, employee breaks, overtime assignment, back-up for absent employees, shift rotations, **health and safety, wellness, security, occupational stress management**, etc., according to approved corporate policies and procedures
9. Assist and support staff to resolve complex or out of policy operational problems.
10. Coordinate with Human Resources for appropriate staffing levels and occupational stress issues.
11. Responsible to meet department productivity and quality goals, including establishing an anti-fraud culture in the department and transparency and accountability.
12. Respond to and support the board of directors in the development of policies dealing with internal control and fraud.

2. Board of Directors: The role and the responsibilities of the board of directors, in general terms, are to:

2.1 Internal controls: Establish the internal control framework, system, environment and process and ensure that this control system operates effectively and efficiently. Also to ensure that an effective internal controls system is established, reviewed and improved accordingly.

2.2 Adequacy of board: Ensure that an effective Board of Directors is in place and that the Board possesses within its membership the appropriate skills, know-how and dexterities to enable it to fulfill its duties and responsibilities.

2.3 Appointments: Elect the Chief Executive Officer and replace if necessary, and elect all other executive officers on the recommendation of the Chief Executive Officer. Select committee members and point chairpersons for all corporate committees, such as: Personnel, Finance, Crisis Management, **Wellbeing**, etc.

2.4 Reviews: Review annually and evaluate, on a continuous basis, the Corporate Strategic Plans (overall, business unit, functional, etc.), the organization's community involvement and corporate social responsibility activities, **the health, safety and occupational issues, the Wellbeing Program** and the Annual Capital and Operating Budgets.

2.5 Decision-making: Under established policies and procedures, approve critical decisions not delegated to management, such as: major acquisitions, divestitures, capital investments, IT systems, loans, and strategic plans.

2.6 Committees: Through its committee system provide supervision regarding certain activities of the Company, such as: benefits, audit, compliance, compensation, finance, community relations, personnel management, security, **health and safety, occupational stress management**, etc. Also they establish additional committees from time to time as may be necessary to fulfill the needs, duties and responsibilities of the Board. Monitor and perform an evaluation at least annually to determine whether the Board and its Committees are functioning effectively.

2.7 Fraud control: Select members to constitute an Audit Committee. Manage conflicts of interest. Serve as external liaison with external auditors. Direct the internal audit process. Serve as a direct internal control entity in relation to the fraud actions of senior management. Act as a spokesperson for the organization in relation to fraud committed by senior management.

4.2   Appendix 4.2: Wellness Management Roles

Board and General Management Roles

A complete description of the general roles of managers and board members is included in Appendix 1. As regards **occupational stress management**, board directors and managers will specifically ensure that:

1. Occupational stress issues are assessed by all business functional management, both as required and on an ad hoc basis, as issues arise. Board directors and senior management take remedial action as needed.
2. An excellent two-way communication process is operating effectively at all levels of the organization. Board directors and senior management take remedial action as needed.
3. All working places and locations are regularly inspected and monitored to ensure that health, safety and occupational stress arrangements are undertaken. Board directors and senior management take remedial action as needed.
4. Guidance on dealing with occupational stress at work is published and communicated to all levels of the organization. Board directors and senior management take remedial action as needed.
5. All current jobs and tasks, as required, are assessed in order to identify tasks and responsibilities which may place prolonged and harmful levels of stress upon jobholders. Board directors and senior management take remedial action as needed.

6. In consultation with the jobholders, so far as is reasonably practicable, job design is changed in order to reduce the risk and make the task easily executed. Board directors and senior management take remedial action as needed.

7. Credit to job holder for his or her accomplishment is given. Board directors and senior management take remedial action as needed.

8. Job holders are not placed within a job for which they do not have the ability, knowledge or skills. Board directors and senior management take remedial action as needed.

9. Adequate training and instruction with regard to the job assigned, the working environment and any specific pressures and issues is provided. Board directors and senior management take remedial action as needed.

10. Ensure the effective operation of a grievance procedure. This means that if any employee feels that satisfactory progress is not being made to resolve any occupational stress issue to take the matter to the Human Resources Department or the Health and Safety Officer. Board directors and senior management take remedial action as needed.

11. Discuss the results of the grievance procedure and make all necessary changes, as feasible. Board directors and senior management take remedial action if issues are properly escalated, as needed.

12. Support and help their employees to find ways to alleviate the negative side of stress on a personal basis. Board directors and senior management review and ensure these actions, as appropriate.

Wellness Manager: Job Description

Position Summary:

The Wellness Manager is responsible for the development, organization and implementation of all health and wellness programs of the company. This includes, but is not limited to employee health and wellbeing activities, fitness classes, personal training services, and other wellness activities that the board has already approved or will approve in the future. This position requires adequate management experience, an innovative approach to wellness program development, a commitment to serving the health issues of our employees, and an understanding of holistic health and well-being.

The ideal candidate will have a strong back ground in leading, working with teams, and building relationships with both management and staff at all levels of the business organization.

Overall Responsibilities:

1. **Analysis of wellness needs**: The first task of the wellness manager is to analyze and assess the health and fitness needs of our company's workers. This can be done this by examining employee attendance records, workers' compensation claims and working with our company's insurance providers. Also national statistics may be used to determine potential wellness and health-related problems among workers in our specific industry. Using this research, the wellness manager can define and prepare a list a set of behaviors the company wants to eliminate, change or improve and make specific resource (personnel, systems, funds, etc.) recommendations to the board for a wellness system to satisfy these requirements and company needs.

2. **Management and Implementation of wellness solutions**: After the approval of the wellness recommendations by the company board and the company executive management have been given, the best wellness solutions, within the approved budget, must be purchased and implemented. In order to do this better, the wellness manager must engage all employees and work under the advice of a legal expert to reduce the company's potential risk from potential employee lawsuits.

   The management and implementation activities might include: Directing and supervising health and well-being activities to meet the company wellness objectives; Managing wellness staff and budget; Recruiting, hiring, training, developing, scheduling and coaching personnel and volunteers as needed; Reviewing and evaluating wellness staff performance; Developing strategies to motivate staff and achieve goals; the provision of healthy eating seminars; the publication of articles for the company newsletter; working with a local hospital to create an employee health fair, with free blood pressure readings, cholesterol screenings and one-on-one weight assessments, etc.; the setup of company fitness center or arrangement for employees to receive discounted membership at a local health club, etc.

3. **Monitoring and evaluation of wellness:** A crucial part of a wellness manager's job is to monitor and evaluate the results of the implemented wellness solution. This includes monitoring and evaluating quantitative data, such as: employee absenteeism rates; workers' compensation claims; sick days taken; unexplained absence; insurance claims; improved morale; company loyalty and better teamwork; and productivity increases attributable to improved wellness, etc.

Human Resources Management Roles

The authorized Human Resources Manager or assigned staff will:

1. Give guidance to all managers on the occupational stress policy.
2. Help monitor the effectiveness of measures to address occupational stress by collecting sickness absence statistics and keeping proper records on all occupational issues raised.
3. Advise managers and staff on occupational stress training requirements.
4. Provide continuing support to managers and staff in a changing environment and encourage referral to occupational workplace specialists and counsellors, as appropriate.

Occupational Health and Safety Management Roles

The authorized Manager or assigned staff will:

1. Provide specialist advice and awareness training on occupational stress.
2. Train and support managers in implementing occupational stress risk assessments.
3. Support individuals who have been off sick with occupational stress and advise them and their management on a planned return to work.
4. Review any job design changes to ensure that occupational stress in reduced.
5. Collect anonymous data on all occupational stress issues.

Professional Staff and Employees Roles

All professional staff and employees at all levels, will:

1. Raise issues of concern with your Manager, Board Member or Safety Representative, as deemed appropriate.
2. Accept opportunities for counselling when recommended.
3. Support and help yourself to find ways to alleviate the negative side of stress you're your own personal basis.
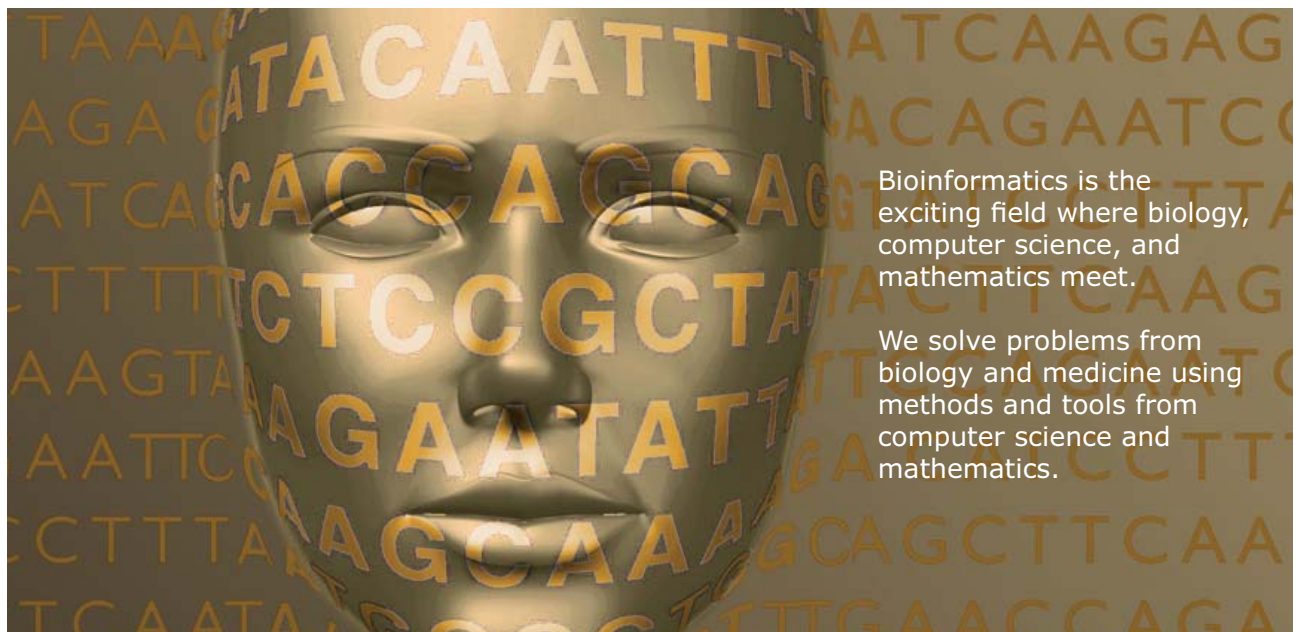
4.3   Appendix 4.3: Health and Safety Officer Responsibilities

Health and Safety Officer

The duties, role and responsibilities of a typical health and safety officer, in general terms, are:

1. To manage, control, co-ordinate, develop, implement and maintain an effective program and ensure compliance to satisfy the requirements of local health and safety legislation.
2. To develop systems to ensure all employees comply with all relevant legal safety requirements.
3. To identify safety training needs, organize and co-ordinate safety training courses and prepare training material where appropriate.
4. To co-ordinate and ensure that all support documentation in respect of the health and safety program is received on time and in the correct format from all concerned parties.
5. To evaluate incident forms, surveys, audits to establish root causes and together with Supervisors and Managers concerned, formulate a plan of action to correct non-compliant production behavior or conditions.
6. To liaise with onsite contractors to ensure their compliance with Company safety regulations and adherence to health and safety standards.
7. To co-ordinate the approved emergency and evacuation exercises per year to ensure that all staff become familiar with these procedures.
8. To review and update Emergency Procedures as and when necessary.

4.4   Appendix 4.4: Occupational Health Data Officer Responsibilities

An Occupational Health Data Officer helps your company maintain high-quality health data and records. The duties and responsibilities of an Occupational Health Data Officer, in general terms are the following:

1. Establish a health and wellness data and records quality monitoring and improving methodology documenting a set of steps for determining, investigating and resolving health data quality issues, and maintaining quality data by defining health and wellness data quality audit procedures.
2. Analyze, develop, document and maintain health and wellness data quality goals, standards, and processes.
3. Work with all business users and the software development team of your company to identify, document and correct health and wellness data quality issues.
4. Recommend amendments and corrections to your health and wellness acquisition processes to improve accuracy of the health data maintained in corporate databases and data warehouses.
5. Work with the software development team to ensure that health and wellness data rules are being supported and properly maintained.
6. Design, create, implement, and maintain test plans, use cases, scenarios, and scripts to assure high quality in your occupational health and wellness data.
7. Communicate and keep all health and wellness data users aware of the needs and benefits of maintaining high health data quality in all wellness and health-related systems of your company.

5   Performance Measures

5.1   Appendix 5.1: Wellness Performance Measures

1. Amount of training budget for wellness issues for Board members per year
2. Amount of training budget for wellness issues for senior management per year
3. Number of wellness procedures reviews per year
4. Department morale index
5. Percent of management interviews with employees
6. Hours of employee engagement in new developments
7. % hours of unjustified staff absence
8. % staff resigned voluntarily
9. Number of hours and staff trained on wellness and occupational stress reduction
10. Percent of unsatisfied customers to satisfied customers
11. Percent of unsatisfied employees to satisfied employees
12. Percent of unsatisfied partners to satisfied partners
13. Number of health accidents not resolved
14. Number of safety issues not resolved
15. Number of ethics code violations,
16. Number of complaints (employees, customers, community),
17. Percent of professional employees active in professional societies,
18. Number of ethics decisions made by higher-level management,
19. Percent of managers active in community activities,
20. Monetary value of fines imposed due to non-compliance
21. Number of quality errors
22. Security violations by department
23. Safety Incident Index
24. Number of self-assessments on wellness and stress reduction
25. Number of improvements after wellness and stress reduction reviews
26. Number of hours on mentoring programs
27. Number of coaching hours
28. Hours of employee sicknesses
29. Number of engaged employees
30. Number of employee with reduced health (physical, mental) problems.

5.2   Appendix 5.2: Wellness Objectives

Food

Objective 1: Vending machines will include healthy food choices.

Objective 2: Offer Lactation Accommodation Resources to Employees.

Health

Objective 1: Offer free health risk assessments to employees every 2 years.

Objective 2: Offer on-site health education.

Objective 3: Educate employees of basic exercise recommendations from the National (American, U.K., Canada, Australia, etc.) Heart Association.

Objective 4: Distribute chronic disease prevention material such as heart health and diabetes prevention/management.

Objective 5: Distribute materials about obesity prevention, healthy diets, and weight loss opportunities.

Physical Fitness

Objective 1: Distribute materials about physical fitness and stretching techniques.

Objective 2: Develop walking programs and offer incentives to encourage walking throughout the workday.

Objective 3: Promote 30 minutes of physical activity daily for employees.

Objective 4: Promote more stair use.

Objective 5: Offer other creative activities to promote movement during the day.

Objective 6: Offer online programs to encourage more activity for employees and an easy way to monitor their progress.

Objective 7: Offer nature visits to encourage more activity for employees and an easy way to connect with the environment.

Smoking

Objective 1: Eliminate smoking at the workplace

Objective 2: No smoking in company vehicles

Objective 3: Offer specific designated smoking areas

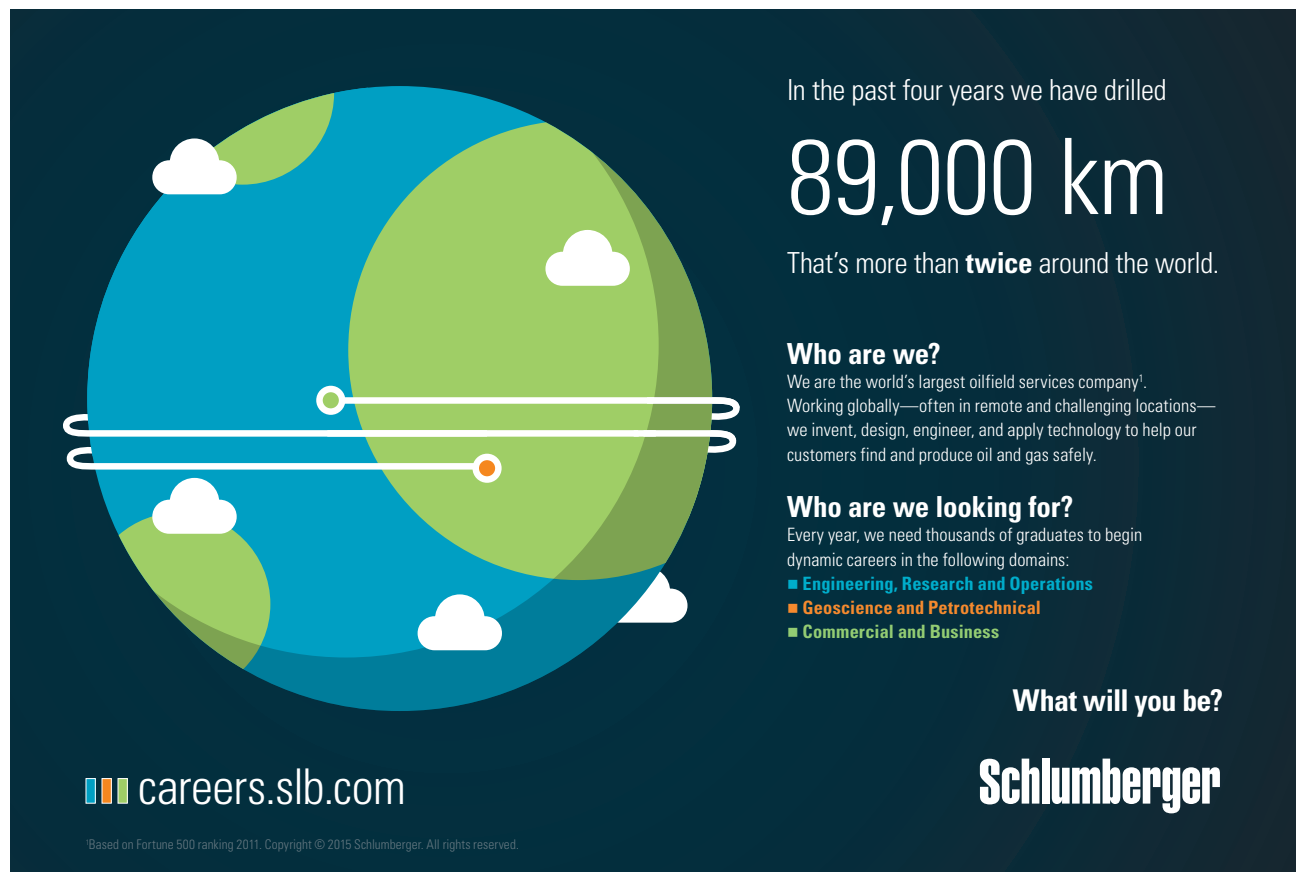Objective 4: Discuss additional options with employees

6   Practices

6.1   Appendix 6.1: Diversity Practices Management Approach

Emerging global trends are driving the growing economic power of a diverse workforce. Most economies and nations across the globe (U.S., China, India, other Asian countries, most European countries, Australia, Africa, South America, etc.) have a workforce made up of mixture of different races, cultures and religions and other preferences. All companies, regardless of their size, in the age of Internet, operate world-wide. The world is diverse, if nothing else[92].

Diversity as a concept focuses on a broader set of qualities than race and gender. In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make, and creating a work environment that maximizes the potential of all employees.

There is a legal mandate, in most countries, to accommodate diversity issues and religious practices in the workplace. However, accommodation should not only be a requirement. It is good human resource practice to create an open environment that recognizes religious practices of all employees.

All effective managers must therefore deal with this landscape in a positive, effective way. The following approach is my recommendation to you in this regard.

Step 1: Add diversity to your Board and Executive management

As a business owner or chairman of the board of directors of your company consider adding diversity to your board and senior management positions. These people will add more input to your dealing with diversity in your business for employees, customers and regulators, both at home and abroad.

Step 2: Issue Diversity Policy

Study all diversity issues and the way you do business and craft the required policies to instill the required actions in your business, your management and your employees.

You Corporate Diversity Policy might be, as an example:

'We appreciate the importance of creating an environment in which all of our employees can feel valued, included and empowered to bring great ideas to our workplace and to the way we do business. It is the policy of our company not to discriminate against or harass any person employed or seeking employment with our company on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or military status.

This policy applies to all employment practices, including personnel recruitment, selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation.

Our diversity and inclusion efforts will therefore focus on:

1. Leading, managing and embracing different cultures, ethnicities, genders and sexual orientations.
2. Creating a work environment that fosters growth and advancement.
3. Engaging with our customers in a way that reflects and respects their unique perspectives and experiences.
4. Monitoring our company performance as regards our diversity objectives on a continuous basis and report our progress towards achieving them on an annual basis.'

Step 3: Issue Diversity Guidelines

Consider the following issues and decide on what should be done for your business.

1. **Network groups.** A large numbers of corporations are successfully instituting faith-based and interfaith networks. Will you allow your people to participate in these?
2. **Prayers.** Public prayers in the workplace occur and are more common in certain countries. Will you also do this?
3. **Vacation Scheduling.** Most companies have a clear policy around time-off and vacation. Consider the requirements of different religions in this effort, especially during the religious festivities of your staff and their faith.
4. **Consider and adopt a no-tolerance policy for severe issues.** Employees need to know what kinds of behavior will not be tolerated and that action will be taken immediately if problems between employees occur. If they have been properly trained and educated on company policies, there is no excuse for severe religious issues between employees.

Step 4: Provide Diversity Training

Offer diversity training to all employees. This will exercise their mental skills and attitudes while working in your business multi-cultural and diverse workplace. This will get them to manage better any potential clashes in your business operations. Religion and other diversity issues may be hot on their own and when two religions collide the results can be devastating for your business. It is vital to offer training to all employees and to discuss what is acceptable in terms of discussing faith or other issues related to diversity in the workplace. Employees may try to impose their belief systems on others without even realizing it.

Step 5: Study Cultural Traditions

It makes good sense to know the cultural and religious holidays and traditions that your coworkers observe. Consider learning more about them by researching or taking a course on their traditions and holidays. Find out the origins of the holiday or tradition, when they are celebrated each year and what they signify. Your colleagues will likely be touched that you took time out to learn about the traditions that mean most to them.

Step 6: Dress Code

Consider changing your dress code to accommodate the religious aspects of your workforce.

These may include, as an example: attire (short or full dresses), facial coverings, headwear, symbols, badges, icons, etc. Define what is allowed and what is not allowed during business hours, providing that the health, safety and security of customers or staff are not compromised.

Step 7: Include All Employees in Critical Decisions

If your business has employees from diverse backgrounds it is best to listen to their opinions on critical business issues. Listening to opinions from a diverse group of people can, many times, change the way you do business, and probably for the better. People from a different background may offer a perspective on an issue that no one else has given. This can increase the amount of innovation and creativity in your business operations.

Step 8: Provide time off to employees for religious reasons

Some major world religions guide (or often dictate) that worship must be offered at specific times during each day. These are bound to interfere with a work day. Offer time off for these employees and a special room to exercise their faith. As a business manager you must be prepared to face some criticism from your employees who do not share the same faith and feel slighted because they do receive the same treatment. Learn how to deal with these instances.

Step 8: Avoid overreacting

A newly diverse workplace is bound to have growing pains and it is important to embrace these struggles and avoid overreacting to them. Remember that you cannot please all of the people all of the time. Avoid overreacting to simple issues that may arise. Compromise is a vital part of true diversity.

Step 10: Monitor the behavior of employees.

Monitor the behavior of your employees. If it is apparent that there is discontent over religious issues, encourage the two parties to discuss their faith and problems in a safe environment, away from other workers. This way they may come to a better understanding of one another. Encourage the finding of common ground between employees.

6.2 Appendix 6.2: Green Business Practices

Action NB3: Develop your green business offices practices and guidelines. An example of what you can do, as a business manager, and have your corporate staff do is listed next:

1. Make your documents digital and use electronic signatures and the security software to sign them and exchange them with your partners and clients.
2. Print less.
   2.1. Print less and try to use less paper as possible.
   2.2. Do not print every e-mail message.
   2.3. Encourage others to do the same.
   2.4. Make back-up copies of important files and e-mail message and keep them on a digital medium, instead of storing boxes of paper files.
3. Unplug ICT hardware.
   3.1. Learn and use energy saving techniques for your ICT equipment.
   3.2. Turn off everything you possibly can before you leave the office each day.
   3.3. Program all computers of your business to turn off automatically at a certain time each night, just in case your people forget to turn them off when they leave.
   3.4. .Set all monitors of your company to turn off after a few minutes of inactivity.
   3.5. Do not leave things like cell phone chargers plugged in when you're not using them.
4. Corporate Recycling.
   4.1. Establish a corporate recycling program. Recycle paper, cans, bottles, cell phones, digital media, and everything you can think of.
   4.2. Place paper recycling bins in convenient locations all over your business offices.
   4.3. Use specialized bins for cans, bottles, cell phones, digital media, and everything you can think of.

Action NB4: Make your building as green as possible. Your aim should be to provide a healthy, comfortable and productive indoor environment for building occupants and visitors.

An example of what you can do for your business includes:

1. **Construction of Building.**
   1.1. Prevent contamination of the building during construction.
   1.2. Take steps to minimize the creation and spreading of construction dust and dirt.
   1.3. Prevent contamination of the building and the building's systems (heating, cooling and ventilation, etc.) during the construction process.
   1.4. Protect construction materials from the weather elements so that they do not become damp, moldy or mildewed.
   1.5. Use building materials, adhesives, sealants, finishes and furnishings which are friendly to the environment. In other words they do not contain, generate or release any particulate or gaseous contaminants including volatile organic compounds, etc.

2. **Building Envelope.**
   2.1. Set up environmental systems that not only treat air temperature and provide adequate ventilation, but which respect all of the environmental conditions which affect human heating comfort and health.
   2.2. Maximize the use of natural daylighting. Optimize solar orientation and design the building to maximize penetration of natural daylight into interior spaces. Provide shades or daylight controls where needed.
   2.3. Maximize the use of operable windows and natural ventilation.

3. **Clean and Healthy Building.**
   3.1. Provide dedicated engineered ventilation systems that operate independently of the buildings heating and cooling system.
   3.2. Monitor indoor air conditions including temperature, humidity and carbon dioxide levels, so that building ventilation systems can respond when space conditions fall outside the optimum range.
   3.3. Use biodegradable and environmentally friendly cleaning agents that do not release VOCs or other harmful agents and residue.
   3.4. Install new air filters and clean any contaminated ductwork and ventilation equipment[93].

Action NB5: Develop your green production operation. An example of what you can do, as a business manager, and have all corporate staff do is listed next:

1. Make environmental issues central to your corporate values.
2. Craft and implement your environment-healthy production processes, in terms of:
   2.1. Methods of growing, harvesting, or extracting new raw materials in such a manner that energy is conserved and few or no artificial chemicals are introduced into the process.
   2.2. Methods of reusing materials to minimize waste and, indirectly, to save energy.

2.3. Techniques for avoiding where possible high-energy or chemicals-intensive processes.

2.4. Schemes for processing production wastes back into the process or into secondary uses.

3. Ensure that all your business operations are deliberately and consciously managed with those principles guiding all choices.

4. Ensure that all your manufacturing processes fully comply with your country's laws (federal, provincial, state, etc.) regarding:

4.1. Air and water and other chemical pollution.

4.2. The transportation and final management of toxic, hazardous, radioactive, and infectious wastes.

4.3. Land management and restoration in the mining of resources, etc.

4.4. The raising of animals and the management of their wastes, etc[94].

Action NB6: Develop your green computing operation. An example of what you can do, as a corporate or IT business manager, and have all your corporate staff do is listed next:

1. Power-down the CPU and all peripherals during extended periods of inactivity.

2. Try to do computer-related tasks during contiguous, intensive blocks of time, leaving hardware off at other times.

3. Power-up and power-down energy-intensive peripherals such as laser printers, etc.

4. Use eco-friendly computer screens, like liquid-crystal-display monitors.

5. Use notebook computers rather than desktop computers, whenever possible.

6. Use the power-management features to turn off hard drives and displays after several minutes of inactivity.

7. Minimize the use of paper and properly recycle waste paper.

8. Dispose of e-waste according to regulations (federal, provincial, state and local).

9. Employ alternative energy sources for computing facilities and hardware.

10. Use specialized software to see how much electricity your computer uses and adjust the settings of your power options to help minimize it[95].

6.3   Appendix 6.3: Silence Practices

Silence Action 1: Put silence in your personal life.

1. Consider shutting off your TV one night a week.

2. Turn off the radio during your morning travel to work, taking time to quietly prepare for the work day ahead.

3. You can actively engage silence by practicing a few moments (e.g. 15 minutes) of silence before eating a meal or making time in the afternoon for a quiet cup of coffee, tea, or a glass of water.

Silence Action 2: Reduce your noise at home.

1. Use rugs, carpets, absorbent material such as drapes, venetian blinds, fabric wall hangings or canvas paintings, bookcases and deep, squishy upholstered furniture.

2. Install double-paned windows and storm windows with heavy glass and good weather stripping, place shutters inside the window, etc.

3. Use an expert, if you need, to make the proper suggestions to achieve this noise reduction.

4. Install storm doors.

5. Get appliances that make the least noise. Insulate them to further reduce their noise.

6. Heavily insulate plastic pipes to minimize the noise of gurgling and sloshing.

7. Tune up the furnace: Lubricate the blower, replace filters, and check belts and pulleys for wear. Sealing any small opening through which air and noise can enter a room is the cheapest, fastest and most efficient way to block noise.

8. Seal all cracks or openings in walls and doors.

9. Seal holes around electrical service entrances, vents, steam or water pipes, and air conditioners. Line the cavities that hold the dishwasher, refrigerator and trash compactor with sound-absorbing materials.

10. Plant trees and hedges. Conifers and broadleaved evergreens are the most effective year-round noise blockers.

11. Install a barrier wall or fence with a solid, continuous surface.

12. Replace electric or motorized leaf blowers, lawn mowers and hedge trimmers with old-fashioned rakes, push mowers and clippers[96].

Silence Action 3: Envision silence.

1. Use silence to envision happiness and success.
2. Breathe slowly and get rid of all your negative thoughts.
3. Disregard physical pain and functions of the body.
4. Allow only pleasant, happy, good and harmonious thoughts to fill your mind.

Silence Action 4: Reduce and eliminate the sources of noise at the work-place.

1. Implement a quieter way of doing the work.
2. Using quieter pieces of equipment
3. Introduce a low-noise purchasing policy for new equipment.
4. Improve maintenance procedures – good maintenance can reduce noise from friction and moving parts.
5. Fit silencers to exhausts.
6. Isolate or damp vibrating machinery by fitting anti-vibration mounts.
7. Add sound absorbing material to vibrating panels to reduce vibration.
8. Enclose noisy machinery.
9. Erect barriers and screens around noisy machinery and processes.
10. Position noisy machinery and processes well away from workers.
11. Use sound absorbing materials to reduce reflection of sound within buildings.
12. Limit access by keeping people out of noisy areas.
13. Limit time spent in noisy areas.

Note x. For more details, see: Silence Resources in the Bibliography

Silence Action 5: Use personal protective equipment (PPE) for your staff at the work-place.

1. Use PPEs, such as earplugs and earmuffs, as a last resort after all efforts to eliminate or reduce the source of the noise have been exhausted.
2. Make sure the PPE chosen is appropriate for the type and duration of the noise – it should also be compatible with other protective equipment.
3. Enable employees to have a choice of suitable hearing protection so they can select the most comfortable solution.
4. Train your staff on the proper use of PPEs.

Silence Action 6: Use silence appropriately.

1. Be careful how long you talk so that you do not become wordy and boring.
2. Make silence your communication tool. When speaking in public it is natural to feel nervous and this can make us speed up our rate of speech and rush through our presentation to reach the end as quickly as possible. Slowing down our pace and introducing pauses, particularly after key messages, can give us greater credibility as a presenter and add impact to what we are saying.

3. Use silence as a negotiation tool. When you are involved in a negotiation, silence can be a powerful stalling device. It may encourage the other party to say more than they planned to and will help you to avoid responding too quickly. Using silence can put you in a more powerful position and suggest that you do not need the deal as much as the other side needs it.

4. Enable people to offer their, sometimes, different opinions, so that you avoid silence becoming the killer your staff's creativity and novel ideas.

   Note x. For more details, see: Silence Resources in the Bibliography

5. Enable downward communication. There needs to be a mix of personal as well as formal communication channels for senior managers to communicate with staff. While an active and dynamic intranet can be a good, structured way of keeping people informed of relevant topics, managers also need to be seen as approachable and sensitive to employee concerns and needs. Having a visible presence and a genuine open-door policy can help encourage employees to speak up.

6. Facilitate diversity. Senior managers should reflect diversity in terms of culture, gender and training. This can be achieved through multidisciplinary work groups and eliminating barriers to recruitment.

7. Ensure alignment of objectives. Objectives of employees and senior managers should coincide. Also, those responsible for achieving an objective should be recognized and rewarded, perhaps financially.

8. Ensure the operation of good quality improvement teams. Quality circles made up of volunteers and team leaders should meet regularly to identify, analyze and solve work-related problems together, and then present their solutions to improve the performance of the organization.

9. Do not ignore employees, as their silence can lead to a significant loss of creativity and innovation and vital information being wasted, since those working at the specific problem are more familiar with the day-to-day problems. In addition, those who are silenced are less likely to identify with the organization´s goals, which can result in a rise in employee stress, absenteeism, resignation and even strikes or sabotage. If senior managers interpret such behavior as mere opportunism or disinterest, this will only serve to reinforce the original assumptions that led to the silence in the first place, creating a vicious circle.

Note x. For more details, see: Silence Resources in the Bibliography

Silence Action7: Make silence improve creativity.

1. Do not do all the talking in meetings as you are probably missing out on other people's ideas.

2. Consider putting yourself on pause and seeing what happens. Colleagues who normally stay quiet or feel they miss their moment will be more likely to speak out and you may also find that your team becomes more reflective and able to consider a wider range of alternatives.

Silence Action 8: Let silence support coaching.

1. When coaching your employees or sharing feedback increasing your use of silence shows that you are really listening and attentive to what has been said.

2. Pausing before responding shows that you are reflecting on how best to reply rather than rushing to say what you have been thinking while your team member has been speaking.

3. Demonstrate that you respect the other person and value what they say.

4. While we may find it awkward, silence, when used consciously and effectively, can enhance communication leading to stronger relationships, improved business results and enhanced creativity[97].

6.4   Appendix 6.4: Business Resilience Detail Process

A. Analysis Phase

Step 1: Business Analysis. This involves analyzing your business, data, customers, products, services and strategies to determine your company's most critical operations that must be covered by the resilience planning process.

Step 2: Business Resilience Planning. This entails studying, analyzing and planning for managing your detail and specific business resilience issues for your business functions, such as: supply chain logistics; customer issues; brand name; reputation and other competitive advantage issues; privacy; building redundancy with partners; inventory and offshoring facilities; aligning procurement strategy with suppliers; building honest relationships with your employees , customers, and suppliers, etc.

Step 3: Critical Issues Identification. This pertains to identifying the critical issues related to recovery from a disaster, such as business functions, business data, IT systems and resources, such as: funds, personnel, facilities, business functions, IT systems, offices, data, filing systems, equipment, partners, etc.

Step 4: Security Requirements Documentation. This addresses any special security requirements of the specific business. This is because companies, regardless of type and size, need to support security-rich communication; business transaction processing and other critical systems and facilities via a well-defined security strategy.

Step 5: Risk Assessment. Study and decide what risks you should be planning for recovering purposes.

Step 6: Business Management Controls Alignment. Ensure that your company has a well-functioning Business Management Controls (BMC) Framework. See Appendix 13 – Business Management Controls Framework, for an example.

Step 7: Resilience Organization. Set up the resilience organization with a committee, staff and other facilities and equipment.

Step 8: Systems and resources. Obtain the required systems and resources.

B. Design Phase

Step 9: Design resilience strategies, plans and objectives.

This step involves the design of company-specific Business and IT Continuity Plans and other related policies, procedures and practices for resiliency purposes. An example of these and more details are included in Appendix 12 – Business and IT Continuity Plans.

Step 10: Design Communication Plan.

C. Development Phase

Step 11: Develop resilience Strategies, Plans, Procedures

Step 12: Develop Communication Plan.

Step 13: Develop resilience skills training for staff.

Step 14: Develop social intelligence plan.

D. Implementation Phase

Step 15: Implement resilience Strategies, Plans, Procedures.

Step 16: Implement social intelligence plan.

Step 17: Conduct resilience skills training for staff.

Step 20: Test your business resilience Plan periodically.

E. Evaluation Phase

Step 21: Monitor resilience Strategies, Plans, Procedures.

Step 22: Evaluate resilience Strategies, Plans, Procedures.

Step 23: Review and make changes as required.

Step 24: Maintain Plan[98].

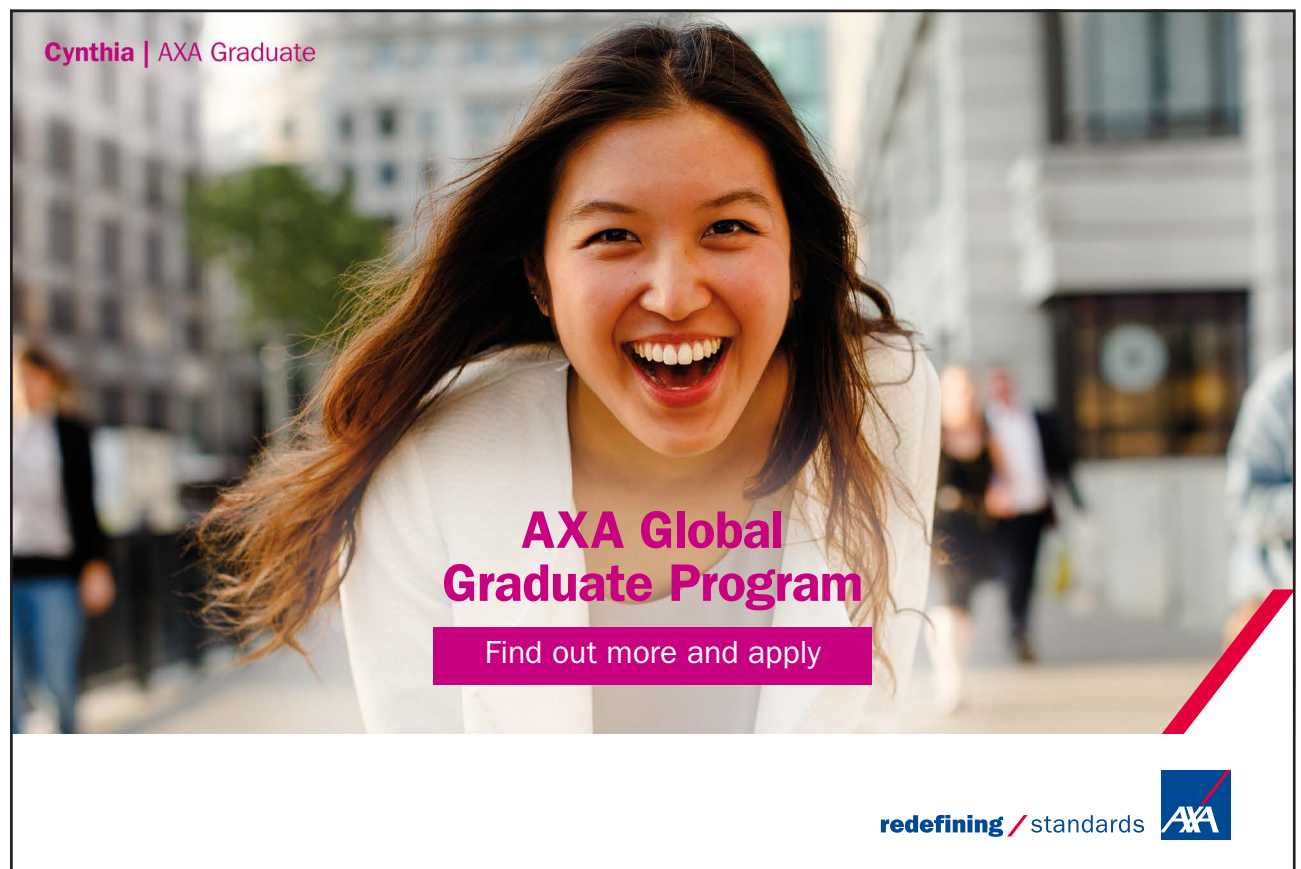## 6.5   Appendix 6.5: Workplace Hazard Prevention Practices

1. Introduction

Health and safety hazards exist in every workplace. Some are easily identified and corrected, while others create extremely dangerous situations that could be a threat to your life or long-term health and wellness.

The board and the senior management of companies have a responsibility to protect all employees against health and safety hazards at their workplace.

Employees have the right to know about potential workplace hazards and to refuse work that they believe is dangerous. Employees also have a duty and responsibility to work safely with hazardous materials.

The best way to protect your business from potential lawsuits and your employees from injuries is for yourself to take action to prevent them and for your employees to learn to recognize them and avoid them.

2. Types of Workplace Hazards

There are five main types of usual workplace hazards:

1. **Physical hazards:** *Physical hazards* are the most common hazards and are present in most workplaces at some time. Examples include: frayed electrical cords, unguarded machinery, exposed moving parts, constant loud noise, vibrations, working from ladders, scaffolding or heights, spills, tripping hazards, radiation, magnetic fields, pressure extremes (high pressure or vacuum), etc.

2. **Psychosocial hazards:** These include occupational stress, anxiety, violence, etc.

3. **Ergonomic hazards:** These include repetitive movements, improper set up of workstation and chairs, poor lighting, improperly adjusted workstations, frequent lifting, repetitive or awkward body movements, etc.

4. **Biological hazards:** These include diseases, bacteria, viruses, insects, plants, birds, animals, and humans, etc.

5. **Chemical hazards:** These include toxic substances, gases, cleaning products and solvents, vapours and fumes, carbon monoxide or other gases, gasoline or other flammable materials, etc.

3. Practices to prevent Workplace Hazards

1. Craft and implement a risk management process to your needs (see 'Wellness Risk Management Plan' below) as well as health and safety policies for your production function.

2. Educate all personnel on how to identify and avoid hazards.

3. Ensure that all personnel report potential hazards at the workplace when they see one.

4. Carry out inspections of workplaces and audit hazard prevention practices.

5. Maintain a workplace hazards log to record all hazards and actions taken.

6. Correct all reported hazards.

7. Label all hazardous or controlled materials and products so that they clearly identify the product and provide hazard information about it.

8. Monitor the exposure of employees to identified or new hazards including the impact on their physical, spiritual and mental health.

9. Get advice from consultants or experts on appropriate injury preventions and hazard controls.

10. Connect with other similar business organizations to share knowledge and practices on hazards.

4. Practices to prevent high technology workplace ergonomic hazards

1. Sit at an adjustable desk specially designed for use with computers.

2. Have the computer screen either at eye level or slightly lower.

3. Have your keyboard at a height that lets your elbows rest comfortably at your sides.

4. Your forearms should be roughly parallel with the floor and level with the keyboard.

5. Adjust your chair so that your feet rest flat on the floor, or use a footstool.

6. Use an ergonomic chair, specially designed to help your spine hold its natural curve while sitting.

7. Use an ergonomic keyboard so that your hands and wrists are in a more natural position.

8. Take frequent short breaks and go for a walk, or do stretching exercises at your desk.

9. Stand often.

10. Take short walks at least every hour.

5. Wellness Risk Management Plan

Depending on the hazards profile of your business you may need to consider implementing a set of Wellness Risk Controls (WRCs) to controls risks at three operating stages of your business: Inputs to your business, Processing within your business and Outputs from your business.

I am proposing the following Wellness Risk Controls (WRCs) for your consideration and implementation.

5.1 First business operating stage: Input WRCs

These controls should be designed to eliminate and minimize hazards entering your business organization.

WRCSs may be needed for:

5.1.1: Physical Building. WRCSs are required to ensure that wellness is included in the design, construction and operation of all buildings, plants and offices, and generally in your workplaces in which your people produce products and provide services.

5.1.2: Health and Safety Data. WRCSs are required to ensure that wellness is included in all health and safety data and information entering your business including: information relating directly to risk management, assessment of hazards, health and safety standards, corresponding guidance and aspects of the wellness law, and any revisions, as well as other technical and management information relating to risk control and the development of a positive health and safety culture.

5.1.3: Personnel. WRCSs are required to ensure that wellness is included in the recruitment and selection of all employees of your company as well as in the selection of contracting organizations and external partners working at your workplace;

5.1.4: Physical Resources. WRCSs are required to ensure that wellness is included in the design and operation of all physical resources entering your business including materials and equipment used or operated by your people as well as the corresponding equipment and materials used by external contractors in your workplace.

5.2 Second business operating stage: Processing WRCs

These controls should be designed to eliminate and minimize hazards during the processing function in your business organization.

WRCSs may be needed for:

5.2.1: Work Execution. WRCSs are required to ensure that wellness is included in the way that work tasks are executed according to business standard and emergency procedures including the design of jobs and work tasks and all aspects of the way the work is done (routine or standard , non-routine or ad-hoc activities and emergency activities).

5.2.2: Employee Competence. WRCSs are required to ensure that wellness is included in the placement of employees, their competence for the job and any health surveillance needed.

5.2.3: Workplace Environment. WRCSs are required to ensure that wellness is included in the entrances and exits of all rooms and plant facilities and the general working (health protection, safety, mechanical, energy and electrical) environment where products are produced and services provided. This includes also the issues of destroying toxic materials and substances and dismantling equipment and facilities including cabling and other infrastructural components (e.g. chemical labs).

5.2.4: Handling of Substances. WRCSs are required to ensure that wellness is included in the way substances, parts and materials are handled, stored and transported within the customer, business function and production areas.

5.3 Third business operating stage: Output WRCs

These controls should be designed to eliminate and minimize hazards during the processing function in your business organization.

WRCSs may be needed for:

5.3.1: Product Delivery. WRCSs are required to ensure that wellness is included in the way products are delivered to customers or services provided including the consideration of design and research on the health and safety and safe use of products and services, the provision of information to customers to identify evidence of harm, the delivery and transport of products including packaging, labelling and intermediate storage and the installation, setting up, cleaning and maintenance of products undertaken by employees or contractors.

5.3.2: Environment Protection. WRCSs are required to ensure that wellness is included in the way your business outputs to the environment, particularly wastes and atmospheric emissions and the disposal of plant, equipment, hazardous substances and other wastes (water, human, digital, paper, etc.[99]).

7 Controls

7.1 Appendix 7.1: Business Management Controls Framework

The purpose of this framework is to satisfy the basic control objectives of most business organizations. A description of this is listed, in summary, next.

First Level (Organize). Set up:

1. Board, management and committee roles, structure and responsibilities
2. Business functions and resources
3. Standards, policies and procedures
4. Internal Controls Framework and Manual.

Second Level (Envision). Institute:

1. Corporate culture, vision, mission and values
2. Strategy, goals, objectives and targets
3. Performance Framework and Management.

Third Level (Govern). Implement Policies and Procedures:

1. Strategy
2. GRC (Governance, Risk and Compliance) controls
3. Operational controls (purchasing, finance, IT, data, security, fraud, etc.)
4. Personnel administration, including segregation of duties, compensating controls, etc.
5. Management & compliance reporting.

An example of corporate procedures include:

1. Financial Management Responsibility Controls
2. Financial Standards, Systems, Policies and Procedures Controls
3. Computerized Financial Systems Controls
4. Responsibilities and Segregation of Duties Controls
5. Post Transactions and Update Books Controls
6. Manage Petty Cash Controls
7. Manage Checks Controls
8. Manage Accounts Receivable Controls
9. Manage Accounts Payable Controls
10. Manage Payroll Controls
11. Manage Financial Performance Controls
12. Corporate governance, compliance and risk Controls.

Fourth Level (Audit). Carry out:

1. Monitoring controls
2. Internal audits
3. Self-assessments
4. External audits
5. Regulatory audits.

Fifth Level (Augment). Compare organization to external entities:

1. Studies by external experts
2. Certify personnel
3. Certify organizational components (structure, service quality, policies and procedures)
4. Corporate social responsibility, including community involvement, etc.
5. Soft Controls[100].

7.2 Appendix 7.2: Human Resource (HR) Management Controls

1. Description

The purpose of HR Management controls is to standardize the way of managing human resources. Standards and rules standardize the behavior of employees and make outcomes predictable. These are instituted by managers after the organization structure is established.

Examples of human resource management controls are: Human Rights Policy, Benefits and Personnel Committee, Personnel Administration Procedures (described later), Job Descriptions, Employee Management Policies and Procedures Handbook, HR Hiring and Dismissal System, HR Planning System, HR Performance Management System, Benefits and Incentives System, HR Computerized Information System, and personnel management controls. As a minimum level of control in this area, each organization should craft and implement Personnel Administration Procedures, as noted next:

2. Personnel Administration Procedures

In addition to whatever general administration controls are exercised, at the level of the Organization, the additional management controls for all personnel should include:

1. Screening of personnel during the hiring process,
2. valid employment contracts and job descriptions,
3. appropriate supervision by management,
4. skills planning,
5. authorization controls (a set of defined levels of authorization for purchases, expenses, invoices, payments, contracts, investments, hiring and firing of personnel, transaction processing, file and records management activities, archiving of critical records, reports, and data, etc.),
6. segregation of personnel duties (described in this chapter),
7. rotation of duties,
8. vacation taking,
9. adoption of ethical and compliance standards, polices and procedures
10. employee documentation (job application, job description, resume, records of participation in training events, salary history, records of disciplinary action and documents related to employee performance reviews, coaching, and mentoring),
11. health and safety procedures,
12. employee performance review
    These are usually included in an Employee Handbook.

3. Employee Handbook

An Employee Handbook, sometimes also known as a personnel administration manual, employee manual or staff handbook, etc., is a book given to corporate employees by an employer. Usually, the employee handbook contains information about the policies and procedures of the company you work for or manage. It is good business and practice to have one.

The usual contents of this handbook are:

1. Main Purpose
2. Changes in this Handbook
3. Definition of an Employee
4. Accuracy of Employment Information
5. Employment Relationship with the 'Company'
6. Employment Policies
7. Confidentiality Issues
8. New Employee Orientation
9. Office Schedule
10. Personnel Files

11. Emergency Office Closing

12. Employee Performance Review

13. Outside Employment

14. Corrective Action

15. Termination of Employment

16. Health and Safety

17. Building Security

18. Authority to commit the 'Company'

19. Expense Reimbursement

20. Parking

21. Visitors

22. Standards of Conduct

23. Fringe Benefits and Salary Policies

24. Jury Duty

25. Military Leave

26. Employee Communications

27. Procedure for Handling Complaints

28. Computer Software Ownership.

29. Family-friendly workplace practices. Some possible family-friendly workplace policies include: Flex-time; Job sharing; Temporary or permanent switch to part-time; Allowing work away from the worksite; Maternity/paternity leave; Parental leave; Family medical leave; Flexible emergency leave; Employee and family health benefits; Child care; Elder care; Family-oriented events; Family-oriented environment; Tuition for employee education; College scholarships or loans for employees' children; Family issues as part of an employee assistance program, etc.

Notes

Appendix: Plans, Policies and Questionnaires

83. For more details, see: Craig, Juana Clark (2012): Project Management Lite: Just Enough to Get the Job Done…Nothing More, CreateSpace, U.S.A.

    http://www.method123.com/free-project-management-book.php

84. Also see: (1) U.S. Laws: DoD Standard 5015.2 and Federal Records Act (44 USC 3301), (2) ISO 15489 International Standard for Records Management (www.iso.org), and (3) The Generally Accepted Recordkeeping Principles® of Accountability, Integrity, Protection, Compliance, Availability, Retention, Disposition and Transparency, at: http://www.arma.org/GARP/).

85. See: Relevant Acts and E-Health Standards: The U.K. Consumer Credit Act, The U.S. Health Insurance Portability and Accountability Act, Health related standards (Health Level Seven, ISO/TS 21547:2010 and ISO/TR 21548:2010, ANSI X12(EDI), EN13606, EN13940, EN 12967, ASTM International Continuity of Care Record standard, DICOM, The European Institute for Health Records, etc., DIRECTIVE 2011/24/EU of the European Parliament and of the Council, etc.).

86. See: Sutton, Michael J.D. (1996): Document Management for the Enterprise: Principles, Techniques, and Applications. John Wiley and Sons.).

87. See also: 'Understanding Metadata', www.niso.org.

88. See also: Azad, Adam (2008): Implementing Electronic Document and Record Management Systems. Auerbach Publications.

89. For more in this, see: 'The executive's guide to better listening', *McKinsey Quarterly, Feb. 2012, at:* https://www.mckinseyquarterly.com/Governance/Leadership/The_executives_guide_to_better_listening_2931.

90. See also the following article: 'Six Components of a Great Corporate Culture', at: http://blogs.hbr.org/2013/05/six-components-of-culture/.

91. For related articles on improving morale, also see:

    http://www.entrepreneur.com/article/220000

    https://www.melcrum.com/research/change-crisis-communication/three-stage-strategy-improving-employee-morale

    http://smallbiztrends.com/2013/09/boost-employee-morale.html

92. For a template, see:

    http://office.microsoft.com/en-us/templates/basic-organization-chart-TC010085481.aspx)

93. For more statistics and other information, see: Global Trends in Bibliography.

94. For more information, see Green Building Resources in the Bibliography.

95. For more details on the various environment issues, see Environment Protection Laws and Regulations in the Bibliography.

96. For details, see Green Computing Resources in the Bibliography.

97. For more details, see:

    http://www.motherearthliving.com/health-and-wellness/the-
    sound-of-silence-how-to-reduce-home-noise.aspx#ixzz3DlJuWayW
    http://homerenovations.about.com/od/wallsandtrim/a/reducenoise.htm
    http://www.hse.gov.uk/noise/reducenoise.htm

98. For more details, see: Silence Resources in the Bibliography

99. For more details see my Business and IT books in the bibliography section of this book.

100. For more details, see: Workplace Hazard Resources in the Bibliography.

101. For more details on using this framework in your business, see my Business and IT books in the bibliography section of this book.

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