Corporate Wellness

Management and Evaluation Toolkit

John Kyriazoglou

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MANAGEMENT AND EVALUATION TOOLKIT

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DEDICATIONS

This book is dedicated to the glory of Ancient Greece, and to my blue-eyed, lovely grand-daughter, and princess of my life, Melina.
John Kyriazoglou

DISCLAIMER

The material, concepts and ideas contained in this book are provided for awareness and educational purposes and should be reviewed and customized to your specific personal and corporate needs and cultural conditions. Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publishers and the author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person or company acting, or refraining from action, as a result of the material in this publication can be accepted by the publisher or the author.

SUMMARY

This **toolkit** contains material related to occupational stress and corporate wellness.
It contains:

1. **A Corporate Wellbeing Improvement Plan**. This includes a ten step methodology in terms of establishing and developing all aspects of Corporate Wellness, such as: Wellness Strategy; Wellness Organization; obtaining Senior Management Support for Wellness and All Stakeholders Support for Wellness; Creativity in Wellness Programs; Identification of key needs and expectations for your Wellness Program; Wellness Needs Analysis; Wellness Detail Plan Development; etc. This Corporate Wellbeing Improvement Plan also includes the **Wellness Detail Plan Implementation** with 17 sets of improvement actions on human factors that are related to the wellness of a business organization and its people, such as: 'Tone at the Top'; Understanding of the organization by the board; Integrity; Operational Philosophy; Ethical Climate; Empowerment; Leadership; Employee Motivation; etc.

2. **Occupational stress and wellness policies**

3. **Board and Management Responsibilities**

4. **Several stress performance measures**

5. **A Set of Occupational Stress Audit Evaluation Questionnaires**
   This set 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.

6. **A Set of Corporate Wellness Audit Questionnaires**
   This set 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.

7. **An evaluation method** that calculates a stress index for the person or entity going through the evaluation questions.

PREFACE

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 and other material included in this book.

The objective of this Wellness Toolkit is twofold:

1. To establish and sponsor an excellent and healthy workplace
2. 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.

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 and improving wellness at the workplace is to (probably) formalize them. This can be accomplished by The **Corporate Wellbeing Improvement Plan and the other policies and questionnaires** described next.

For more details on this issue, you may also see my book 'How to Improve the Wellness of Your Enterprise Workplace', at:

http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-i-ebook

1 CORPORATE WELLBEING IMPROVEMENT PLAN

This is the first component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full execution of this plan and its constituent actions will help you and enable you to **improve the corporate wellness of your company** along with the beneficial impact this will have on the personal life, health problems and happiness of your employees.

This plan contains ten steps and several actions. These are described next:

STEP 1: Wellness Strategy

This is the first milestone of your 'Corporate Wellbeing Improvement Plan'. You need a wellness strategy to start **improving the corporate wellness of your company**.

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)?
2. The product of this step is your **Corporate Wellness Strategy**.

STEP 2: Wellness Organization

This is the second milestone of your 'Corporate Wellbeing Improvement Plan'. You need a wellness organization to implement your **Corporate Wellness Strategy** most effectively and keep **improving the corporate wellness of your company**.

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.
3. The product of this step is your **Corporate Wellness Organization**.

STEP 3: Senior Management Support for Wellness

This is the third milestone of your 'Corporate Wellbeing Improvement Plan'. You need top management support to best implement your **Corporate Wellness Strategy** and keep *improving the corporate wellness of your company*.

1. Ensure that a senior manager or board director takes the role of support all wellness efforts.
   More details are included in paragraph '3. Board and Management Responsibilities'.
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

This is the fourth milestone of your 'Corporate Wellbeing Improvement Plan'. In addition to top management support to best implement your **Corporate Wellness Strategy**, you also need support from all company stakeholders and keep *improving the corporate wellness of your company*.

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

This is the fifth milestone of your 'Corporate Wellbeing Improvement Plan'. You now have a strategy, and organization and the required support to best implement your **Corporate Wellness Strategy**. You also need to add creativity to your wellness programs to have the best results and keep *improving the corporate wellness of your company*.

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

This is the sixth milestone of your 'Corporate Wellbeing Improvement Plan'. You now have a strategy, an organization, the required support and creativity in your **Corporate Wellness Programs**. You also need to identify the needs and expectations of your people and add them to your wellness programs to have the best results and keep *improving the corporate wellness of your company*.

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

This is the seventh milestone of your 'Corporate Wellbeing Improvement Plan'. You now have a strategy, an organization, the required support and creativity, and identified the needs and expectations of your people and added them into your **Corporate Wellness Programs**. You also need to analyze these needs and expectations so that you craft your best *Wellness Implementation Plan*.

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

This is the eighth milestone of your 'Corporate Wellbeing Improvement Plan'. You now have a strategy, an organization, the required support and creativity, identified and analyzed the needs and expectations of your people, and added them into your **Corporate Wellness Programs**. You also need to develop, in detail, your company's *Wellness Implementation Plan* before you finalize your corporate wellness.

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. Audit the occupational stress and workplace wellness in your company. For more details see paragraph 5 'Occupational Stress Audit Questionnaires' and paragraph 6 'Corporate Wellness Audit Questionnaires'.
11. Craft an occupational stress policy and define your stress performance measures. For more details, see paragraph 2 'Occupational Stress and Wellness Policies' and paragraph 4 'Occupational Stress and Wellness Performance Measures'.
12. Create and implement an incentives plan.

STEP 9: Wellness Detail Plan Implementation

This is the ninth milestone of your 'Corporate Wellbeing Improvement Plan'. You now have a strategy, an organization, the required support and creativity, identified and analyzed the needs and expectations of your people, and added them into your **Corporate Wellness Programs, and prepared an implementation plan for wellness**. You now must implement all these plans and wellness actions.

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 detailed next.

STEP 9.1: Component 1 (C1): BOD/CEO Plan

Action C1.1: Improve 'Tone at the Top'

Tone at the top refers to how an organization's leadership creates the tone at the top – an ethical (or unethical) atmosphere in the workplace. Board's and Management's tone has a trickle-down effect on all employees. If top managers and board directors uphold ethics and integrity so will employees.

But if upper management and board members appear unconcerned with ethics and focuses solely on the bottom line, employees will be more prone to commit fraud and feel that ethical conduct isn't a priority.

In short, employees will follow the examples of their bosses.

Top managers can reinforce the aspects of the organization's 'tone at the top' ethics attitude to their employees by:

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

Action C1.2: Improve understanding of the organization by the board

Understanding of the organization by the board refers to the board directors' needs to fully understand the organization they supervise and control so that they are as effective as possible in discharging their duties. This understanding involves both the internal (size, form, strategy, structure, people, policies, procedures, operating style, culture, beliefs, etc.) and external (industry, rules, regulations, market, geopolitical locations, etc.) aspects of the organization. Board members can attain better organizational understanding by:

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

Action C1.3: Improve integrity

Integrity refers to the inner sense of 'holistic sense' ('wholeness') deriving from qualities such as honesty, truthfulness and consistency of personal character.

In a corporate environment, integrity complemented by ethical values mean that both employees and their managers must interact with each other, in all their business activities, on the basis of integrity, honesty, truthfulness and consistency in the actions they execute, methods and measures they use to monitor performance, principles they activate, and expectations, results and outcomes they manage.

Also in this regard, managers must lead by example, so that their employees follow.

Board members and managers can reinforce and enhance the elements of the organization's integrity and ethical values by:

1) **Ethics and Compliance Program**. Craft and implement an effective ethics and compliance program and communicate it to all staff,
2) **Ethics and Compliance Office**. Establish and function the office of compliance and ethics,
3) **Examples of Behavior**. Provide examples of behavior in your daily supervision activities, and
4) **Ethics and Compliance Review**. Review and improve both ethics and compliance program and policies, as the organization grows and its regulatory aspects and expectations change.

Action C1.4: Improve operational philosophy

Operational philosophy is usually an explicit (written) or implicit (unwritten) declaration of how a person, group or organization operates. In corporate terms, it represents how business is conducted by all levels of management in various areas, such as: investments, funding, managing employee relationships, customer transactions, regulatory authorities, risk-taking, quality, profits, ethical standards, environment, IT, etc.

All organizational managers can reinforce and enhance the operational philosophy of the organization 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 C1.5: Improve Ethical Climate

Ethical climate is usually deemed to be the shared set of understandings about what is the correct behavior and how all ethical issues will be handled. This climate sets the tone for decision making at all levels of the organization and in all circumstances, activities and dealings of all participants in the affairs of the company.

All board members and organizational managers can reinforce and improve the ethical climate of the organization 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 C1.6: Improve Empowerment

Empowerment refers to improving the spiritual, political, social, racial, educational, economic or other strength of individuals. Empowerment in corporate environments for employees means that company employees are supported and enabled to make more, better and larger-scope decisions without having to refer to someone more senior in the organization.

All managers can reinforce and improve the implementation of empowerment as regards the employees of their organization 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, and
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 C1.7: Improve Leadership

Leadership refers to how an organization's leadership is 'organizing a group of people to achieve a common goal'.

Leadership in a corporate environment is manifested in managers exhibiting traits, such as: intelligence, personal effectiveness and efficiency, high level of creativity in resolving issues and problems, adjustment, extraversion, conscientiousness, and motivation, which are used for accomplishing goals for the given corporate entity. Senior managers can improve the leadership qualities of the employees of their organization 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 C1.8: Improve Employee Motivation

Employee motivation refers to 'inner or social stimulus for an action' for employees of business entities. In a corporate environment, managers need to motivate employees to do a better job. This is achieved in a corporate setting, according to various thinkers such as Maslow, Argyris, etc., by managers using various strategies.

In a specific business entity, managers may improve employee motivation 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 C1.9: Improve Openness and Shared Values

Openness and shared values usually refers to the quality of being open. Values represent what a person believes in. In corporate terms openness and shared values characterize an environment in which decisions are made and communicated to all parties.

Senior managers can improve the characteristics of openness and shared values in their organization 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 C1.10: Improve Information Flow

Information flow throughout the organization refers to the information flow throughout the organization is usually attained by both informal and formal communication systems. Formal communication is used to distribute and implement rules, policies and procedures. Managers, however, must pay attention also to informal communication as this type of communication may hinder or ensure the effective conduct of work in modern organizations.

Senior managers can improve the information flow throughout their organization 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,

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.

STEP 9.2: Component 2 (C2): All Management Plan

Action C2.1: Improve Corporate Culture

Culture usually refers to the environment that surrounds you at work all of the time. Culture is made up of the values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people. Culture is the behavior that results when a group arrives at a set of – generally unspoken and unwritten – rules for working together. An organization's culture is made up of all of the life experiences each employee brings to the organization.

Culture is especially influenced by the organization's founder, board of directors, executives, and other managerial staff because of their role in decision making and strategic direction. Managers can reinforce the elements of the organization's culture to their employees 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.

Action C2.2: Improve Morale

Morale also known as 'esprit de corps' is 'moral principles or practice'. In corporate terms it describes the capacity of employees to maintain belief in the organization they work for, or a general goal and specific objectives set by their superiors. It refers to the level of faith of individual employees in the collective benefit gained by such performance.

Managers must pay special attention in improving morale 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.

Action C2.3: Improve Trust

Trust means 'reliance to another person or entity'. Aristotle believed that trust of a speaker by the listener, was based on the listener's perception of three characteristics of the speaker: the intelligence of the speaker (correctness of opinions, or competence), the character of the speaker (reliability – a competence factor, and honesty – a measure of intentions), and the goodwill of the speaker (favorable intentions towards the listener). In corporate terms, trust forms the foundation for effective communication, employee retention, and employee motivation and is a major contributor of the extra effort and energy that people voluntarily invest in work. When trust exists in an organization or in a relationship, almost everything else is easier and more comfortable to achieve.

All managers can reinforce the aspects of trust in interacting with their stakeholders, employees, customers, authorities, etc., 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 C2.4: Improve Corporate Attitude

Corporate attitude represents an individual's degree of like or dislike for something (person, place, thing, or event). In a corporate work-place attitudes play a great role in employees executing corporate tasks and achieving strategic and operational goals predetermined by senior managers. If they like the organization or their manager or the task they will perform better, in most cases. If they dislike the organization or their manager or their task they are bound to perform at a lesser degree.

All managers can improve the corporate attitudes of the employees of their organization 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 C2.5: Improve Competence

Competence refers to the 'sufficiency to deal with what is at hand'. Competence in a corporate environment is the ability, the will, the commitment, the knowledge, the skills and the dexterities of an individual to perform a job or task properly. Managers must manage and improve the competences of themselves and their employees through education, training, coaching, mentoring, etc.

Managers can improve their own competence as well as the competences of the employees of their organization 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 C2.6: Improve Expectations

Expectations is usually the act or process of knowing what is anticipated in a given work situation. This means that managers must consider the issue of expectations in dealing with their employees. Learning what interests and engages employees can help managers to distribute work in a way that promotes enthusiasm for completing tasks. This will help employees understand the employer's expectations.

All managers can reinforce the aspects of expectations of the employees of their organization 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.

STEP 9.3: Component 3 (C3): HR Management Plan

Action C3.1: Improve Structure of Reporting Relationships

Structure of reporting relationships is usually depicted in an organizational chart. This chart can provide a great deal of information and may help organizational members understand the overall structure of the organization and its strategy. The organizational chart allows employees and other stakeholders to see employee job titles and the reporting relationships in an organization. The vertical lines demonstrate the reporting relationships of supervisors and their reporting staff. The lateral or horizontal lines indicate a working relationship.

Managers can improve the elements of the organization's reporting relationships by:

1) **Organizational Chart**. Craft an effective organizational chart and communicate it to all staff,
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.

Action C3.2: Improve Occupational Stress of All Employees

For more details, see paragraph '7. Occupational Stress Improvement Plans'.

STEP 10: Wellness Plan Evaluation

This is the tenth and final milestone of your 'Corporate Wellbeing Improvement Plan'. You have now implemented your **Corporate Wellness Programs**. You now must review and improve the whole wellness process accordingly.

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.

The following paragraphs complement and support the just detailed 'Corporate Wellbeing Improvement Plan'.

2   OCCUPATIONAL STRESS AND WELLNESS POLICIES

This is the second component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full definition and implementation of these policies will help you and enable you to further **improve the corporate wellness of your company** along with the beneficial impact this will have on the personal life, health problems and happiness of your employees.

These policies are a part of 'STEP 8: Wellness Detail Plan Development' of the 'Corporate Wellbeing Improvement Plan' presented previously (see paragraph 1).

2.1   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**.

2.2   WORKPLACE 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. 6. 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.

3 BOARD AND GENERAL MANAGEMENT ROLES

This is the third component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full definition and implementation of these roles will help you and enable you to further **improve the corporate wellness of your company** along with the beneficial impact this will have on the personal life, health problems and happiness of your employees.

These roles are part of 'STEP 3: Senior Management Support for Wellness' of the 'Corporate Wellbeing Improvement Plan' presented previously (see paragraph 1).

These board and general management roles are further defined next:

3.1 ROLES OF THE BOARD OF DIRECTORS

The role and the responsibilities of the board of directors, in general terms, are to:

a) 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.

b) 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.

c) 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.

d) 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.

e) 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.

f) 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.

g) 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.

3.2   ROLES OF 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:

a) Manage the operational and business activities of the department or business entity, to include: staffing levels, budgets, strategic, financial and operational goals, etc.

b) Plan and develop systems and procedures to improve the operating quality and efficiency of the department or business function.

c) Analyze and document business processes and problems and develop solutions to enhance efficiencies and resolve problems.

d) Coordinate and implement solutions from process analysis and general department projects.

e) 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.

f) Conduct interviews, hire new staff, provide employee orientation, coach and provide career development advice to staff.

g) Establish employee goals and conduct employee performance reviews.

h) 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, security, occupational stress management**, etc., according to approved corporate policies and procedures

i) Assist and support staff to resolve complex or out of policy operational problems.

j) Coordinate with Human Resources for appropriate staffing levels and occupational stress issues.

k) Responsible to meet department productivity and quality goals, including establishing an anti-fraud culture in the department and transparency and accountability.

l) Respond to and support the board of directors in the development of policies dealing with internal control and fraud.

3.3 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.

4 OCCUPATIONAL STRESS AND WELLNESS PERFORMANCE MEASURES

This is the fourth component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full definition and measurement of occupational stress in your company on the basis of quantified data will help you and enable you to further **improve the corporate wellness of your company** along with the beneficial impact this and other improvement actions defined in this book will have on the personal life, health problems and happiness of your employees.

These measures are part of 'STEP 8: Wellness Detail Plan Development' of the 'Corporate Wellbeing Improvement Plan' presented previously (see paragraph 1).

These occupational stress measures are:

1. Amount of training budget for occupational stress and wellness for Board members per year
2. Amount of training budget for occupational stress and wellness for senior management per year
3. Number of occupational stress procedures reviews per year
4. Department morale and wellness 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 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 stress reduction
25. Number of improvements after stress reduction reviews
26. Number of hours on mentoring programs
27. Number of wellness coaching hours
28. Hours of employee sicknesses
29. Wellness programs employees participation

5   OCCUPATIONAL STRESS AUDIT QUESTIONNAIRES

This is the fifth component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full execution of these occupational stress audit questionnaires in your company will help you and enable you to further ***improve the corporate wellness of your company*** as they will provided you with the required data to plan and execute the most suitable occupational stress reduction policies so that you further enhance the personal life, health problems and happiness of your employees.

These audit questionnaires are part of 'STEP 8: Wellness Detail Plan Development' of the 'Corporate Wellbeing Improvement Plan' presented previously (see paragraph 1).

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:

1. Personal Happiness;
2. Personal Stress;
3. Occupational Stress of Business People (employees, managers, professionals); and
4. Occupational Stress of Senior Executives.

1. General guidelines

1. Use the following audit questionnaires to assess your stress better, at the personal level and at the business level; and to evaluate the Corporate Wellness of your company.
2. Each score has an indicative value for the purpose of becoming aware of what stress and wellness mean for you and your company.
3. Answer all these questions to the best of your ability.
4. You may use a **balancing factor** (BF = 3%) to smoothen out errors.
5. Calculate each **index for** your review and further consideration.
6. Two indices are used: A simple one; and an adjusted one for errors (using the balancing factor).
7. A **more sophisticated way** would have been to use weighted or multivariate factor analyses to measure the impact of one or more questions in calculating the given index.
   This way is not used for a variety of reasons, such as: absence of comparative data, cultural and belief aspects of the person conducting the audits, etc.

It is best to complement the indices with occupational performance measures (*see Appendix 5*), surveys, one to one interviews, discussions and other feedback mechanisms. This is due to several potential problems in constructing and using index numbers, such as: assigning weights, method of averaging, which questions have the largest impact, testing for data validity, validity of the recorded responses, etc.

8. Index calculation:

8.1.   For each of the questions in each questionnaire, enter the number matching the description which most closely represents how you feel or you want to measure.

8.2.   Use a score from 1 to 10. The highest number denotes the highest satisfaction attained in each question.

E.g. 1 = Lowest Value; 2 = Next Highest; 3, 4, 5, 6, 7, 8, 9, 10 = Top Value.

8.3.   Use a scale of 1 to 100 for your index results. 1 representing the lowest index number to 100 denoting the highest index number achieved.

8.4.   Add up the score from each question in every questionnaire into your total score (TS).

8.5.   Use a balancing factor (BF = 3/100) to smoothen out errors as indicated.

8.6.   The total number of questions is called the TQ.

8.7.   Divide TS by TQ and multiply by 10. This is your **simple index**.

8.8.   Calculate your **adjusted index** by applying the balancing factor.

Example: Assume your simple total score of **116 (TS)**.

Adjusted total score (ATS) = 112.52.

(Calculation: ATS=TS − (TS × BF) = 116 − (116×3/100=3.48) = 112.52).

Simple Index Calculation = (TS/TQ)×10=(116/25)×10.

Simple Index = 46.4%

Adjusted Index Calculation= (ATS/TQ)×10)=(112.52/25)×10.

Adjusted Index = 45.008%

2. Personal Happiness Audit Questionnaire

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

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Fully satisfied

Question 1: Are you satisfied with your visions and desires?
Score: 2
Question 2: Are you meeting your life's dreams?
Score: 3
Question 3: Does your every-day basic vocabulary contain stories or myths?
Score: 4

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

Score: 6

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

Score: 8

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

Score: 3

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

Score: 4

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

Score: 8

Question 9: Is music a part of your life?

Score: 1

Question 10: Do you think that you have talents?

Score: 4

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

Score: 3

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

Score: 9

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

Score: 10

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

Score: 6

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

Score: 5

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

Score: 8

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

Score: 1

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

Score: 9

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

Score: 3

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

Score: 4

Question 21: Do you meet with friends regularly?

Score: 5

Question 22: Do you have adequate social activities?

Score: 2

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

Score: 4

Question 24: Do you exercise regularly?

Score: 1

Question 25: Do you visit nature whenever you can?

Score: 3

Happiness calculations:

Example: Assume your simple total score of **116 (TS)**.

Adjusted total score (ATS) = 112.52.

(Calculation: ATS=TS − (TS × BF) = 116 − (116×3/100=3.48) = 112.52).

Total number of questions (TQ) = 25.

1.1. Simple Personal Happiness Calculation = (TS/TQ) × 10 = (116/25)×10.

1.2. Simple Personal Happiness Index = 46.4%

2.1. Adjusted Personal Happiness Calculation= (ATS/TQ)×10)=(112.52/25)×10.

2.2. Adjusted Personal Happiness Index = 45.008%

3. Personal Stress Audit Questionnaire

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

E.g. 1 = Lowest Value (e.g. Not at all); 2, 3, 4, 5, 6, 7, 8, 9, 10 = Highest Value

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?
Score: 9

Question 2: Health of a family member or friend?
Score: 10

Question 3: A vicious crime or other harmful incident of a family member or friend?
Score: 7

Question 4: Abuse you inflicted on your own person?
Score: 1

Question 5: Family change (marriage of yourself, a family member, friend, pregnancy, divorce, etc.)?
Score: 3

Question 6: Sexual problems of yourself, a family member or friend?
Score: 4

Question 7: Argument with a loved family member or friend?
Score: 8

Question 8: Sleep changes or not getting enough sleep?
Score: 1

Question 9: New work hours at your place of employment?
Score: 10

Question 10: Vacation or time-off issues, like not knowing where to go, what to do, etc.?
Score: 2

Question 11: Moving to a new location?
Score: 4

Question 12: Money issues like not having enough or having too much, etc.?
Score: 5

Question 13: Demands and issues related to a new job?
Score: 9

Question 14: Other unspecified issues?
Score: 1

Personal Stress calculations:

Example: Assume your simple total score of **75 (TS)**.
Adjusted total score (ATS) = 72.75.
(Calculation: ATS=TS − (TS × BF) = 75 − (75×3/100=2.25) = 72.75).
Total number of questions (TQ) = 14.
1.1. Simple Personal Stress Calculation = $(TS/TQ) \times 10 = (75/14) \times 10$.
1.2. Simple Personal Stress Index = 53.57%

2.1. Adjusted Personal Stress Calculation= $(ATS/TQ) \times 10) = (72.75/14) \times 10$.
2.2. Adjusted Personal Stress Index = 51.96%

4. 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.

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

1. The demands of the job

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 1.1: Do you work extremely long hours?
Score: 10

Question 1.2: Do you have to attend too many meetings after business hours?
Score: 7

Question 1.3: Do you have unreasonable tasks and deadlines imposed upon you?
Score: 8

Question 1.4: Do you have conflicting demands, tasks and deadlines?
Score: 9

Question 1.5: Do you have unachievable targets and deadlines?
Score: 9

Demands Stress Sum (S1) = Sum of all 5 scores = 43.

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

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 2.1: Do you have opportunities to express your ideas and points of view?
Score: 5

Question 2.2: Do you have encouragement to use your skills, talents and knowledge to do your work?
Score: 9

Question 2.3: Do you control the corporate resources necessary to do your job?
Score: 1

Control Stress Sum (S2) = 30 – Sum of all 3 scores = 30 – 15 = 15.

3. The support you receive from colleagues and superiors

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 3.1: Do you have appropriate training and coaching?
Score: 6

Question 3.2: Do you have management support in carrying out your duties?
Score: 8

Question 3.3: Do you have feedback on you have achieved?
Score: 10

Question 3.4: Do your colleagues and co-workers support you in your job?
Score: 4

Support Stress Sum (S3) = 40 – Sum of all 4 scores = 40 – 28 = 12.

4. Your relationships with colleagues

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 4.1: Do you have excellent relationships with your manager?
Score: 9

Question 4.2: Do you get along well with staff, co-workers and colleagues?
Score: 9

Question 4.3: Do you get along well with customers?
Score: 10

Question 4.4: Do you have high regard for the company?
Score: 8

Relationships Stress Sum (S4) = 40 – Sum of all 4 scores = 40 – 32 = 8.

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

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 5.1: Do you know what is expected of you?
Score: 9
Question 5.2: Do you have the required skills to do the job?
Score: 2
Question 5.3: Do you feel that you contribute to your department's goals?
Score: 10

Roles Stress Sum (S5) = 30 – Sum of all 3 scores = 30 – 21 = 9.

6. How far the company consults you over workplace changes

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 6.1: Are you consulted before changes are implemented?
Score: 4
Question 6.2: Are changes supported by top management when they are implemented?
Score: 7
Question 6.3: Are you fully trained to accommodate the changes in your work?
Score: 5

Changes Stress Sum (S6) = 30 – Sum of all 3 scores = 30 – 16 = 14.

7. Technology

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 7.1: Are you well trained in technological issues affecting your work?
Score: 1
Question 7.2: Does your company provide support to you on technological issues?
Score: 2
Question 7.3: Do you understand how technology is adding value to your work?
Score: 2

Technology Stress Sum (S7) = 30 – Sum of all 3 scores = 30 – 4 = 26.

8. Rules and Regulations

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 8.1: Are you well trained in complying with rules and regulations?
Score: 9
Question 8.2: Does your company provide support to you on compliance issues?
Score: 9
Question 8.3: Do you understand how compliance affects your work?
Score: 9

Rules Stress Sum (S8) = 30 – Sum of all 3 scores = 30 – 27 = 3.

9. Information Overload

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 9.1: Do you neglect some tasks because you have too much to do?
Score: 8
Question 9.2: Do you know how to handle work and information overload?
Score: 10

Information Overload Stress Sum (S9) = Sum of all 2 scores = 18.

10. Other Issues

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 10.1: Are you spending too much at work and neglecting your family?
Score: 9
Question 10.2: Do you feel that your managers exhibit leadership?
Score: 2
Question 10.3: Do you feel that there is equity in terms of your performance level and awards?
Score: 6
Question 10.4: Do you feel that the issues concerning the long-term survival of the company are handled well?
Score: 10
Question 10.5: Do you have good business management controls?
Score: 8

Other Issues Stress Sum (S10) = 50 – Sum of all 5 scores=50 – 35 = 15.

Stress calculations:

Example: Assume your simple total score of **183 (TS)**.

Adjusted total score (ATS) = 177.51.

(Calculation: ATS=TS − (TS × BF) = 183 − (183×3/100=5.49) = 177.51).

Total number of questions (TQ) = 35.

1.1. Simple Occupational Stress Calculation = (TS/TQ)×10=(183/35)×10.

1.2. Simple Occupational Stress Index = 52.28%.

2.1. Adjusted Occupational Stress Calculation= (ATS/TQ)×10)=(177.51/35)×10.

2.2. **Adjusted Occupational Stress Index = 50.71%**.

5. 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.

E.g. 1 = Not at all; 2 = Not much; 3, 4, 5, 6, 7, 8, 9, 10 = Highest level

Question 1: Have the control needs and requirements of the various stakeholders of the organization been defined?
Score: 2

Question 2: Are high levels of corporate ethics maintained at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?
Score: 4

Question 3: Does the Board of Directors (BOD) monitor Executive Management (EM) to ensure short-term financial stability of the business?
Score: 10

Question 4: Does the BOD monitor EM to ensure long-term financial stability of the business?
Score: 5

Question 5: Does the BOD monitor EM to ensure long-term success of corporate and business-related changes?
Score: 6

Question 6: Does the BOD ensure high level of corporate governance and accountability at all levels (Board, Executive Management, Middle Managers, operating staff, etc.)?
Score: 8

Question 7: Does the BOD supervise the setting up and monitoring of the operation of an effective risk assessment and management system by EM?
Score: 2

Question 8: Does the BOD supervise the setting up and operation of an effective crisis assessment and business continuity management system by EM?
Score: 7

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

Score: 9

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

Score: 8

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

Score: 5

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

Score: 5

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.)?

Score: 4

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.)?

Score: 3

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.)?

Score: 6

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?

Score: 4

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?

Score: 10

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

Score: 1

Senior Executive **Stress Sum = 180 – Sum of all 18 scores = 180 – 103 = 77**.

Stress calculations:

Example: Assume your simple total score of **77 (TS)**.
Adjusted total score (ATS) = 74.69.
(Calculation: ATS=TS − (TS × BF) = 77 − (77×3/100=2.31) = 74.69).
Total number of questions (TQ) = 18.

1.1. Simple Senior Executive Stress Calculation = (TS/TQ)×10=(77/18)×10.
1.2. Simple Senior Executive Stress Index= 42.77%.

2.1. Adjusted Senior Executive Stress Calculation= (ATS/TQ)×10)=(74.69/18)×10.
2.2. **Adjusted Senior Executive Stress Index = 41**.**49%**.

6   CORPORATE WELLNESS AUDIT QUESTIONNAIRES

This is the sixth component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full execution of these corporate wellness audit questionnaires in your company will help you and enable you to further *improve the corporate wellness of your company* as they will provided you with the required data to plan and execute the most suitable wellness policies so that you further enhance the personal life, health problems and happiness of your employees.

These audit questionnaires are part of 'STEP 8: Wellness Detail Plan Development' of the 'Corporate Wellbeing Improvement Plan' presented previously (see paragraph 1).

1. Summary

This part contains 18 ***audit questionnaires (AQ)*** 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.

2. General guidelines

1. Use the following 18 audit questionnaires that contain 94 questions to evaluate the Corporate Wellness of your company along several dimensions.
2. Each score has an indicative value for the purpose of becoming aware of what wellness is for you and your company.
3. Answer all these questions to the best of your ability.
4. You may use a **balancing factor** (BF = 3%) to smoothen out errors.
5. Calculate each **index for** your review and further consideration.
6. Two indices are used: A simple one; and an adjusted one for errors (using the balancing factor).
7. A **more sophisticated way** would have been to use weighted or multivariate factor analyses to measure the impact of one or more questions in calculating the given index.

   This way is not used for a variety of reasons, such as: absence of comparative data, cultural and belief aspects of the person conducting the audits, etc.

   It is best to complement the indices with occupational performance measures (*see Appendix 5*), surveys, one to one interviews, discussions and other feedback mechanisms.

This is due to several potential problems in constructing and using index numbers, such as: assigning weights, method of averaging, which questions have the largest impact, testing for data validity, validity of the recorded responses, etc.

8. **Index calculation:**

   8.1. For each of the questions in each questionnaire, enter the number matching the description which most closely represents how you feel or you want to measure.

   8.2. Use a score from 1 to 10. The highest number denotes the highest satisfaction attained in each question.

   E.g. 1 = Lowest Value; 2 = Next Highest; 3, 4, 5, 6, 7, 8, 9, 10 = Top Value.

   8.3. Use a scale of 1 to 100 for your index results. 1 representing the lowest index number to 100 denoting the highest index number achieved.

   8.4. Add up the score from each question in every questionnaire into your total score (TS).

   8.5. Use a balancing factor (BF = 3/100) to smoothen out errors as indicated.

   8.6. The total number of questions is called the TQ.

   8.7. Divide TS by TQ and multiply by 10. This is your **simple index**.

   8.8. Calculate your **adjusted index** by applying the balancing factor.

   Example: Assume your simple total score of **116 (TS)**.

   Adjusted total score (ATS) = 112.52.

   (Calculation: ATS=TS − (TS × BF) = 116 − (116×3/100=3.48) = 112.52).

1.1. Simple Index Calculation = (TS/TQ)×10=(116/25)×10.

1.2. Simple Index = 46.4%

2.1. Adjusted Index Calculation= (ATS/TQ)×10)=(112.52/25)×10.

2.2. **Adjusted Index = 45.008%**

3. Organizational Wellness Audit Questionnaires

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

E.g. 1 = Lowest Value; 2 = Next Higher Value; 3, 4, 5, 6, 7, 8, 9, 10 = Highest Value.

Audit Questionnaire 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?
Score: 7

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?
Score: 5

Audit Questionnaire 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?
Score: 7

Question 2: Board Attendance. Do board members attend critical business operations for a specific period?
Score: 1

Question 3: Board Training. Do board members take specialized training courses on very specific issues and areas where the given organization is active?
Score: 2

Audit Questionnaire 3. Integrity

Question 1: Ethics and Compliance Program. Are effective ethics and compliance programs crafted, implemented and communicated to all staff?
Score: 6

Question 2: Ethics and Compliance Office. Is the office of compliance and ethics established and functioning well?
Score: 4

Question 3: Examples of Behavior. Does company management provide examples of behavior in their daily supervision activities?
Score: 10

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?
Score: 8

Audit Questionnaire 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?
Score: 9

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?
Score: 10

Question 3: Business Policies. Are effective corporate governance, risk, production, finance, ethics, human rights and procurement policies crafted and implemented?
Score: 6

Question 4: Accountability. Is all company information communicated to all parties on the basis of transparency and accountability?
Score: 8

Audit Questionnaire 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?
Score: 6

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?
Score: 4

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?
Score: 6

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?
Score: 3

Audit Questionnaire 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?
Score: 7

Question 2: Encouragement. Does company management encourage employees to assume a more energetic and effective role in their work?
Score: 7

Question 3: Involvement. Does company management involve employees in assuming responsibility for improving the way things are done in their daily work activities?
Score: 8

Question 4: Monitoring. Does company management monitor these results to ensure that these are properly done?
Score: 2

Audit Questionnaire 7. Leadership

Question 1: Envisioning: Does company management have a vision, a mission and values for the company?
Score: 10

Question 2: Organization. Is company management organized to the fullest?
Score: 3

Question 3: Execution. Does company management plan, supervise, and execute efficiently and effectively all tasks and actions?
Score: 4

Question 4: Delegation. Does company management delegate by assigning ownership of the work given to employees, and always act with responsibility?
Score: 8

Question 5: Passion. Is company management warm, passionate and enthusiastic and get all employees involved in the decision making process?
Score: 5

Question 6: Training. Does company management train and coach employees as required to get the job done well?
Score: 4

Question 7: Calmness. Does company management handle emotional issues with warmth, calmness and fairness?
Score: 9

Question 8: Organizational Knowledge. Does company management know the organization extremely well?
Score: 10

Question 9: Model Behavior. Does company management provide a positive and moral example to others?
Score: 2

Question 10: Motivation. Does company management motivate people and keep clear channels of communication?
Score: 5

Audit Questionnaire 8. Employee motivation

Question 1: Reinforcement. Does company management provide positive reinforcement to all employees?
Score: 8

Question 2: Discipline. Does company management carry out effective discipline and fair punishment for all transgressions?
Score: 1

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

Score: 7

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

Score: 9

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

Score: 1

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

Score: 2

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

Score: 6

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?

Score: 2

Audit Questionnaire 9. Open mind and shared values

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

Score: 8

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

Score: 1

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

Score: 9

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?

Score: 4

Audit Questionnaire 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?
Score: 7

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

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?
Score: 8

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?
Score: 9

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

Audit Questionnaire 11. Corporate culture

Question 1: Discussion. Does company management discuss all cultural issues with employees?
Score: 4

Question 2: Model of Behavior. Does company management provide examples of behavior in their daily supervision activities?
Score: 6

Question 3: Involvement. Does company management involve all employees in reviewing corporate statements on vision, mission and values?
Score: 2

Audit Questionnaire 12. Morale

Question 1: Employee Engagement. Does company management provide opportunities for employees to make decisions about and influence their own work?
Score: 6

Question 2: Provision of responses. Does company management provide timely, accurate and proactive responses to employee questions and concerns?
Score: 8

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

Score: 9

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

Score: 10

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

Score: 4

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

Score: 1

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

Score: 10

Audit Questionnaire 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?

Score: 4

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?

Score: 7

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

Score: 9

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.)?

Score: 10

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

Score: 9

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

Score: 10

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

Score: 2

Audit Questionnaire 14. Corporate attitude

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

Score: 6

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

Score: 7

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

Score: 4

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

Score: 5

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

Score: 8

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

Score: 9

Audit Questionnaire 15. Competence

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

Score: 10

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

Score: 6

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

Score: 9

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

Score:

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

Score: 2

Audit Questionnaire 16. Expectations

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

Score: 8

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

Score: 3

Question 3: Acknowledgement. Does company management express confidence in each employee's ability?
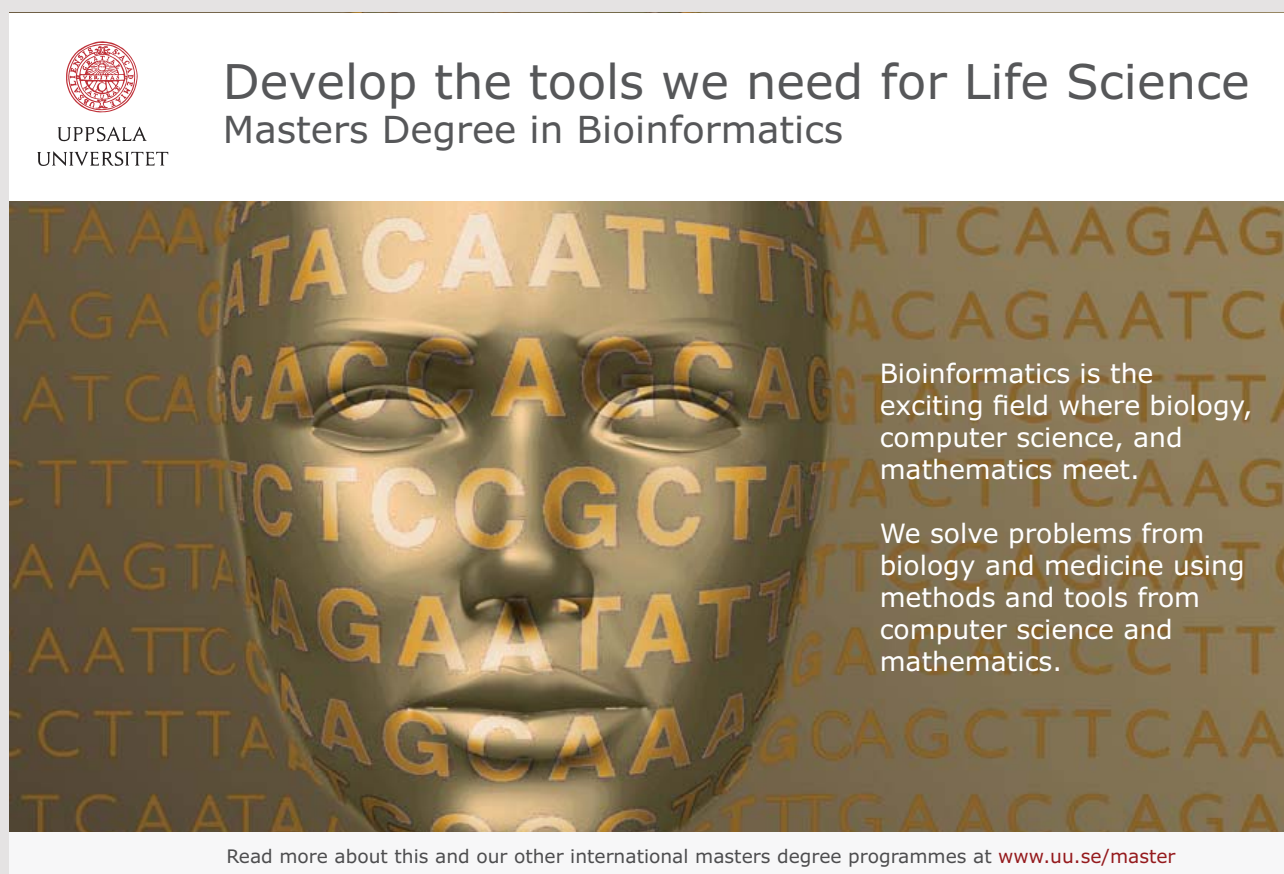
Score: 6

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

Score: 6

Audit Questionnaire 17. Structure of reporting relationships

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

Score: 7

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

Score: 4

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

Score: 7

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?

Score: 1

Audit Questionnaire 18. Wellness Practices

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

Score: 6

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

Score: 8

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?

Score: 2

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

Score: 1

Question 4: 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?

Score: 3

Question 5: 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.?

Score: 1

Question 6: 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.?

Score: 1

Question 7: Staff engagement. Does your company facilitate you to engage well with all its business, community, professional and social activities?

Score: 1

Question 8: 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?

Score: 1

Question 9: 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?

Score: 5

Question 10: 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.?

Score: 2

Index Calculations:

Example: Assume your simple total score of **523 (TS)**.

The total number of questions is: 94 (TQ)

Adjusted total score (ATS) = 507.31.

(Calculation: ATS=TS − (TS × BF) = 523 − (523×3/100=15.69) = 507.31).

1.1. Simple Wellness Index Calculation = (TS/TQ)×10=(523/94)×10.

1.2. Simple Wellness Index = 55.63%

2.1. Adjusted Wellness Index Calculation= (ATS/TQ)×10)=(507.31/94)×10.

2.2. **Adjusted Wellness Index = 53.96%**

7   OCCUPATIONAL STRESS IMPROVEMENT PLAN

This is the seventh component of the 'Corporate Wellness: Management and Evaluation Toolkit'. The full execution of the following occupational stress improvement plan in your company will help you and enable you to further **improve the corporate wellness of your company** and further enhance the personal life, health problems and happiness of your employees.

This plan is part of 'STEP 9.3: Action C3.2: Improve Occupational Stress of All Employees' of the 'Corporate Wellbeing Improvement Plan' presented previously (see paragraph 1).

This plan contains the following steps:

Step 1: Scope the stress problems: Identify the occupational stress at the workplace of your organization.

Step 2: Organize and operate the stress-management team.

1. Assign project manager or team leader.
2. Develop terms of reference.
3. Define the team and the roles within the team.
4. Assign specific responsibilities and performance objectives.
5. Develop and issue project schedule and reporting mechanisms.
6. Educate team on all factors, issues, standards and regulations related to occupational stress and ways to improve the mental wellbeing of your employees and managers at your organization's workplace.
7. Build commitment and trust by valuing the contribution of each member of the team.
8. Build empathy for each person's challenges.
9. Ensure the competence of the whole team, as well as each member.
10. Empower the team by allowing the members to work within the guidelines with each other to accomplish the goals.
11. Ensure that they provide support to all business managers implementing the stress reduction strategies.

12. Collect the wellness and stress reduction performance data and issue reports to all concerned.
13. Review and make recommendations on stress issues.
14. Ensure that a mechanism is established to resolve conflicts.

Step 3: Establish the occupational stress-management framework

1. Set clear vision, mission, values and targets for the project and its expectations.
2. Ensure that Board and Management responsibilities are well defined including the establishment of a Wellbeing Steering Committee.
3. Establish an Occupational Stress Policy.
4. Educate your team on the philosophical concepts of ancient Greek wisdom and other approaches (e.g. The Mindfulness Approach) for occupational stress management.
5. Review and finalize the corporate philosophical principles for managing occupational stress for your company. These philosophical principles will include: Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage (**The Seven Principles**).
6. Inform team members of the desired outcomes and measures of success. Invite each member to be a part of the team and communicate the goals and why they are selected.

Step 4: Design, Develop and Implement stress-management strategies and action plans:

To reduce occupational stress at the personal and business levels you require specific action plans. These will be developed and executed, for best results, in four strategies (*see The Seven Principles Stress Reduction Strategies*).

Step 5: Establish stress-management communications:

Craft and implement a **stress-management** communication policy and associated procedures. Ensure clarity and accountability for all types of communications. Ensure that the team shares information and develops an open mind.

Step 6: Monitor stress-management activities:

Establish regular monitoring. Review progress. Identify issues, and resolve problems. The design and development aspects are part of this process (Organization). The implementation aspects are part of the fourth process (Monitoring). *More details in Chapter 7.*

Step 7: Manage stress-management performance:

Develop performance policy for team members. Link this policy with corresponding corporate performance system. Award team members when performance targets related to **stress-management** are met. Manage and improve performance issues related to **stress-management**.

More details are included in my book '**How to Reduce Occupational Stress**', available at: http://bookboon.com/en/how-to-reduce-occupational-stress-ebook

8 CONCLUSION: PRACTICAL WAYS TO IMPROVE YOUR WORKPLACE WELLNESS

In closing, the 'Corporate Wellness: Management and Evaluation Toolkit' described in this book will support you in finding out the state of the workplace wellness and happiness in your business organization and enable you to start your own workplace wellness voyage.

In order, however, to make further substantial improvements you need an integrated wellness approach containing a workplace wellness model, and a set of strategies, policies, procedures, etc. as outlined in Appendix 1 (***Appendix 1: Workplace Wellness Approach***).

For example, the workplace wellness model I have used before which I am proposing is supported by four wellness improvement strategies and the seven principles of temperance, faith, justice, friendship, harmony, kalokagathia (goodness, kindness) and courage. These are energized by the three universal sources of Soul, Supreme Being and Society and are inspired by ancient Greek wisdom.

This workplace wellness model has four dimensions: Believing; Bonding; Belonging; and Benefiting.

Dimension 1: Believe. Believe in God, nature, yourself, your family, your company, your associates, your community, your country and your values and beliefs.
Plato proposes: 'The most important of all goods is health, the second is beauty of the soul and the third is to be able to become rich without doing anything bad'.

Dimension 2: Bond. Bond with God, nature, your friends, your family, your associates, your community, your company, your country and your profession.
Pythagoras recommends: 'Seek the true value of all things, and enjoy all gifts of God according to Measure'.

Dimension 3: Belong. Belong to your family, your nation, your company, your associates, your community and your country.
Democritus says: 'Happiness to men is not the result of having money, nor strong bodies, but reason and intelligence'.

Dimension 4: Benefit. Benefit nature, yourself, your family, your company, your associates, your community, your country, your nation, others less advantaged, and your friends. *Antisthenes guides: 'Wealth and poverty do not lie in a person's estate, but in their souls'.*

These dimensions are expressed in specific actions as detailed in each strategy used in my recently published book ('How to Improve Your Workplace Wellness' – see note 1).

Moreover, a healthy workplace is the most crucial contributor to the mental health of its employees. When excellent management policies, procedures and practices are in place to make employees feel valued and respected, the workplace is most unlikely to create, contribute to or increase mental health and wellness problems.

On the other hand, when poor or non-existent management policies, procedures and practices are the usual standard and allow or tolerate workplace harassment or unfair treatment of employees then the workplace environment is most likely to foster mental health and wellness problems to employees.

Employers and their authorized officers (enterprise owners, major shareholders, board members, senior managers, line managers, etc.), have a legal and moral duty of care to their employees.

This means that they should take all steps which are reasonably possible to ensure their health, safety and wellbeing. Demonstrating concern for the physical and mental health of your workers shouldn't just be seen as your legal duty, mainly due to regulations and laws (health, safety and employment law), but also as a clear business case, too. It can be a key factor in building trust and reinforcing your commitment to your employees, and can help improve your staff retention, boost overall productivity and pave the way for greater employee engagement. Also you have a moral and ethical duty not to cause, or fail to prevent, physical or psychological injury, and must fulfil your responsibilities with regard to personal injury and negligence claims.

In other words, it pays you to manage your personal and workplace wellness in the best possible way.

9   ENDNOTES

1. Kyriazoglou, John (2015): 'How to Improve Your Workplace Wellness'. For more detail contents, see the following links:
    http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-i-ebook
    http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-ii-ebook
    http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-iii-ebook

10 APPENDIX 1: WORKPLACE WELLNESS APPROACH

Overall Description

The integrated **Workplace Wellness Approach** called **'The Harmony for You Wellness Management Approach' ('The H4u Wellness Approach' – see note 1 at the end)**, contains the following:

1. **Basic Products**
   - Wellness and Occupational Stress Audit Report
   - Workplace Wellness Feasibility Study
   - Workplace Wellness Solution
   - Workplace Wellness Project Plan
   - Wellness Policies and Controls
   - Updated Wellness Strategies
   - Wellness Guidelines
   - Workplace Wellness Monitoring Plan
   - Wellness Management Report.

2. **Audit Questionnaires**
   - Occupational Stress and Corporate Wellness Audit Questionnaires
   - Performance audit questionnaire of Board and Executive Management

3. **Plans**
   - Personal Wellness Improvement Plan
   - Corporate Boardroom Wellbeing Improvement Plan
   - Holistic Life Improvement Road Plan
   - Fire Safety and Evacuation plan
   - Workplace Wellness Feasibility Study
   - Workplace Wellness Project Plan
   - Occupational Health Records Management Plan
   - Corporate Cultural Resilience Improvement Plan

4. **Policies and Statements**
   - Wellness Policy
   - Occupational Stress Policy
   - Health and Safety Policy
   - Health Records Privacy Policy
   - Human Rights Policy
   - Community Relations Policy
   - Communications Policy
   - Corporate Ethics Policy
   - Vision, Mission and Values Statements
   - Corporate Social Responsibility Policy
   - Environment Management Policy
   - Seven Golden Instructions for a Better Life

5. **Duties and Responsibilities**
   - Management and Board Responsibilities
   - Wellness Management Roles
   - Health and Safety Officer Responsibilities
   - Occupational Health Data Officer Responsibilities

6. **Performance Measures**
   • Wellness Performance Measures
   • Example of Wellness Objectives

7. **Practices**
   • Diversity Practices Management Approach
   • Green Business Practices
   • Silence Practices
   • Business Resilience Detail Process
   • Workplace Hazard Prevention Practices

8. **Controls**
   • Business Management Controls Framework
   • Human Resource (HR) Management Controls

Note 1. For full details see my book, as noted next:

Kyriazoglou, John (2015): 'How to Improve Your Workplace Wellness'. For more detail contents, see the following links:

http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-i-ebook
http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-ii-ebook
http://bookboon.com/en/how-to-improve-your-workplace-wellness-volume-iii-ebook

11 BOOKS BY THE AUTHOR

A.1. Books in English

1. 'IT Strategic & Operational Controls', 2010, IT Governance, U.K.
2. 'Business Management Controls: A Guide', 2012, IT Governance U.K.
3. 'Business Management Controls: Toolkit', 2012, IT Governance U.K.
4. 'IT-Business Alignment' (Parts 1 & 2), 2012, bookboon.com.
5. 'How to improve your company's performance', 2013, bookboon.com.
6. 'How to Improve Your Production' (Parts 1 & 2), 2013, bookboon.com.
7. 'Managing your SME more effectively' (Parts 1 & 2), 2013, bookboon.com.
8. 'Pre-Classical Greek Wisdom For A Better Life', 2013, self-publication, http://www.smashwords.com/books/view/359434
9. 'The Pandora Way: Ancient Greek Wisdom for a better life', 2014, LAP LAMBERT Academic Publishing
10. 'How to Reduce Occupational Stress', 2015, bookboon.com.
11. 'Seven Milestones for a Better Life', 2015, bookboon.com.
12. 'How to Improve Your Workplace Wellness', 2015, bookboon.com.

A.2. Books in Spanish

1. '**Controles estratégicos y operacionales de la TI**', 2013, IT Governance U.K.

12 AUTHOR'S BIOGRAPHY

John Kyriazoglou obtained a B.A. (Honours) from the University of Toronto, Canada, also earning a Scholastic award for Academic Excellence in Computer Science. John has worked in Canada, England, Greece and other countries for over 35 years, as a Senior IT manager, Managing Director, IT auditor and consultant, in a variety of clients and projects, in both the private and the public sectors. He has published several books and articles in professional publications, has served in numerous scientific committees and is a member of several professional and cultural associations.

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