Building a Healthier Workplace
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Adapted with permission from Halton Region Health Department
Congratulations on moving toward creating a healthier environment for your employees. In this toolkit, you’ll find five steps to help your organization implement a workplace health program, as well as templates to help get you started.

If you already have an established workplace health committee and are looking for ideas on how to address specific topics, check out our website, www.bchu.org/wellnessworks, for more information.

If you have questions about this toolkit or workplace health, please contact us at the Brant County Health Unit: 519-753-4937 ext. 472 or workplace@bchu.org

An organization that commits to a healthy workplace attracts and retains top performers, stays competitive, and is recognized as an employer of choice.
STEP I
Get buy-in

In a healthy workplace, everyone in the organization works toward a common goal.

Gather support
You need support from these key groups:
- Management/business owners
- Employees
- Unions/employee associations

Management/Business Owners
Senior leaders need to show they are committed to the health of their employees by:
- Responding to issues identified by employees
- Promoting activities that create awareness and support, and build skills
- Providing appropriate resources such as staff time, material, and money.

Employees
The success of the program depends on grassroots participation. From the start, involve employee groups as active partners. Include staff from occupational health and safety, human resources, benefits, training and development departments as well as from the general employee population. Address the needs, interests, and concerns of all employees.

Unions/Employee Associations
Unions must support the concept of workplace health and see the benefits of a program for their members.

Present a business case for implementing a workplace health program to each group within your organization. Make the focus of your presentation relevant to your audience.
Your presentation could highlight the following information:

Organizations that implement workplace health programs benefit from reduced:

- Absenteeism
- Insurance costs
- Benefit costs
- Staff turnover
- Error and injury rate
- Compensation claims
- Illness

Activities could include:

- Gradual return to work after a parental leave
- Support groups concerning parenting and/or elder care
- Flexible work arrangements (e.g., flexible work hours, part-time work, compressed work weeks, working from home)
- Employee Assistance Program (EAP)
- List of local childcare providers for employees
- Discretionary leave, with or without pay, to allow employees to manage their personal lives
- Sick days for family or personal reasons

Statistics demonstrate the need for implementing workplace health programs:

- Excluding vacation and maternity leaves, Canada lost 100 million workdays for personal reasons in 2010, up from 85.2 million workdays in 2001 (Statistics Canada for Sept 2010). Using an average weekly pay rate of $853.19 and assuming a five-day working week and a daily rate of $171, the cost was about $17.1 billion in 2010.

- Each smoker costs Canadian employers $3,396 more every year than non-smokers (estimated total cost of absenteeism, decreased productivity, and providing smoking facilities/ area). Smokers miss an average of two days more per year than non-smokers (Conference Board of Canada, 2006).

- Work was cited by 39% of Canadians as a source of serious stress. Work was second only to financial problems as a cause of stress, and far ahead of health problems, parenting concerns, or relationships (Canadian Mental Health Association, 2015).

- Workers aged 55-64 average twice as many sick days as their younger counterparts (Statistics Canada, 2011).

- Canadians are experiencing extreme levels of stress due to conflict between their work and their home (Alberta Human Resources and Employment, 2013).

The implementation of workplace health programs can help to decrease the costs associated with poor employee and organizational health.
Workplaces that implement workplace health programs can see these benefits within a few months to a year:

- Employees engaging in healthy activities during work hours
- Evidence of increased job satisfaction, commitment to work, and improved productivity among workers, resulting in increased customer satisfaction as well

It may take at least three years before an organization sees any significant improvements in health-related costs.

It is important to understand that the benefits seen from implementing workplace health programs take time, but are well worth the investment.

**Sign a letter of commitment**

When all parties agree on the need and process for the workplace health program, have them sign a formal letter of commitment (p.18).

**Find a champion**

Identify a person in your organization who will support and advocate for a healthy workplace. The champion must be empowered by management to enact the company’s strategy and build confidence among staff.

**Progress checklist**

- Business case presented to key groups
- Approval for workplace health program acquired
- Commitment letter signed by representatives from key groups
- Champion identified
STEP II

Form a Wellness Committee

This committee will be the driving force behind your workplace health initiatives. Your organization may decide to form a new committee or work with an existing one such as a joint health and safety committee. Participation in the committee should be voluntary with members who are committed and enthusiastic about workplace health.

The role of the Wellness Committee is to:
- Provide workplace health leadership and direction.
- Promote communication between employees and management.
- Recruit staff volunteers and build support for initiatives.
- Identify needs and concerns.
- Oversee planning, implementing, and evaluating of the workplace health program.

Get volunteers

Bring together key individuals responsible for various aspects of workplace health. The committee should include representatives from all employee occupational groups, departments, and age groups. It should also reflect the overall make-up of the organization. This encourages buy-in from employees.

The committee could include these members:
- Management
- Unions/employee associations
- Employee representatives
- Training and development staff
- Health and safety staff
- Marketing and communications staff
- Administrative support
- Other key stakeholders
Promote and establish membership

Find ways to internally promote the need for membership on your Wellness Committee. For example, make presentations, create posters, use e-mail, and talk to people individually. Be sure your committee is a manageable size (8-12 employees) and that it represents the groups within your organization.

Pick a chair

It’s important to have a committed person lead the Wellness Committee. Following a nomination process, the chair could carry out the role for a specified period of time or rotate the role (e.g., chair position rotates through the committee membership alphabetically at each meeting).

The chair’s duty is to:

- Ensure that the committee creates and adheres to a Terms of Reference (p. 21).
- Draft the agenda (p. 19) for meetings.
- Ensure minutes (p. 20) are recorded and distributed to management and committee members.
- Ensure that everyone has an opportunity to speak and be heard at meetings.
- Guide individual committee members to work toward a common goal.
- Resolve conflict and misunderstandings that relate to the workplace health program.
**Set terms**

Once the committee is formed:

- Set the Terms of Reference (p. 21) (e.g., roles, frequency and duration of meetings, decision making).
- Establish a goal statement to communicate the intention and direction of the committee to employees.

Usually committees meet more often when developing the workplace health program. However, there should be a minimum number of meetings planned in a given year. For scheduling reasons, plan these meetings well in advance and clearly identify the objectives.

For all meetings:

- Create and circulate an agenda prior to the meeting.
- Take minutes and distribute them to managers and committee members.

**Create a vision**

A vision statement sets the direction for your Wellness Committee. It will help you to allocate resources, define new directions, stay on course over time, avoid distractions, and market your activities. In other words, it will reflect every decision made by your committee.

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**Progress checklist**

- Committee includes a broad selection of members such as management, union, occupational health and safety, and human resources
- Chair determined by committee
- Terms of Reference developed
- Meetings scheduled
- Vision statement created
- Management and employees support Vision statement
- Vision statement addressed in the organization’s other strategic planning, policies, and/or programs
- Meeting minutes include records of decisions, actions, and progress
- Committee communicates with employees, management, and the union on an on-going basis.
- Management regularly updated on committee progress and activities
STEP III

Assess your organization’s needs

The Wellness Committee can identify the gap between what currently exists and what’s desired.

A needs assessment will help you:
- Understand the current health of your employees.
- Create an inventory of what initiatives your organization offers.
- Clarify the wants, needs, and preferences of employees.
- Justify support for programs and expenses.
- Create a baseline to measure changes at a future date.
- Learn about the physical environment, individual health practices, and organizational culture.

Creating a baseline

To understand the current health of your employees, review information and statistics available from your organization’s human resource program such as:
- Absenteeism rates
- Workplace safety and insurance board statistics
- Benefit costs
- Prescription drug claims
- Short- and long-term disability statistics
- Disability leave/sick days
- Staff turnover
- Demographics (e.g., sex, age, education, ethnicity, language)
- Grievances
- Company surveys (e.g., employee satisfaction, quality of work-life)

Assess this information over the long term and use it to track the progress of your workplace health program. You can also compare your organization’s data to data from a parent/sister company, or insurance health benefit information from other organizations.
Collecting information from employees

Gather information about employee health by using focus groups or surveys.

i) Focus groups

Focus groups are formal, facilitated discussions with 8-12 employees on a specific issue. You can use them to collect in-depth information that relates to workplace health programs and services that are needed or of interest to employees.

How to conduct a focus group:

1. Clarify purpose of group. Why conduct a focus group? Who are the stakeholders? Who is the population of interest? What issues need to be explored?
2. Assess resources to conduct group. What external resources will you need? Which in-house resources can you use?

Focus groups

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Challenges</th>
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</thead>
<tbody>
<tr>
<td>Can obtain in depth information and clarify employee responses</td>
<td>Can be time consuming</td>
</tr>
<tr>
<td>Promote employee buy-in</td>
<td>May be difficult to reach all employee groups</td>
</tr>
<tr>
<td>Can be implemented at a reasonable cost</td>
<td>Will require work to set up and implement meetings, and analyze the information collected (e.g., meeting minutes)</td>
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</tbody>
</table>

When developing questions, keep in mind:

- Focus on need to know, not nice to know.
- Some questions should be general to stimulate discussion.
- Limit the number of questions to 10-12 for a two-hour session.
**ii) Employee surveys**

Use surveys to:

- Collect information related to workplace health.
- Identify strategies to address issues.

Types of health surveys include:

- **Health-interest survey.** It collects information regarding the health interests of employees (e.g., types of programs employees would participate in if offered).
- **Health-risk appraisal.** It collects information on the need for health programs (e.g., data collected indicates that employees need to be more physically active).

When you distribute the survey, consider attaching a cover letter (p. 23). This letter should describe your workplace health program, the reasons for conducting the survey, support from stakeholders, and plans to share the information once it is collected.

You may want to provide incentives to encourage employees to complete the survey. The response rate should be 50% or more. If the response rate is less than 50%, you may want to use another way to collect information (e.g., focus group interviews or meetings) to verify survey results and fill in gaps.

The Wellness Works program has developed a survey that you can use in your organization. For more information, contact a representative at 519-753-4937 ext. 472 or workplace@bchu.org

<table>
<thead>
<tr>
<th>Employee surveys</th>
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</thead>
<tbody>
<tr>
<td><strong>Advantages</strong></td>
</tr>
<tr>
<td>• Reach a large number of employees</td>
</tr>
<tr>
<td>• Provide a lot of information</td>
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<tr>
<td>• Promote confidentiality</td>
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<tr>
<td>• Can be used to evaluate the workplace health program and to recruit interested employees to workplace health initiatives</td>
</tr>
<tr>
<td>• Promote employee buy-in and involvement</td>
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Progress checklist

- Promoted value of the needs assessment to employees
- Considered timing of the assessment in terms of conflicts with other major events (e.g., holidays, labour negotiations)
- Identified and accounted for hard-to-reach groups of employees (e.g., shift work, varying literacy levels)
- Survey includes a letter of support from management, unions, and other key stakeholders
- Provided an incentive for employees who participated (e.g., prizes)
- Sufficient number of employees responded to assessment (e.g., at least 50% of employees)
- Assessment represented all employee groups (e.g., department, age group, sex, job classification, language)
- Baseline data gathered from Human Resources

Assessing the information

**Review.** Identify common issues, themes, or findings. Next, rate the information according to priority. Think about the ability to address each issue, and how addressing it will bring you closer to your vision. Develop a list of issues from most important to least important.

**Report.** Put the information you gathered from the needs assessment into a report. Find ways to share the whole report or highlights with key groups. At this point you may wish to conduct group feedback sessions with some employees to ensure that the information collected accurately reflects employees' interests and concerns. Your report should contain some preliminary recommendations to consider for your workplace health program.

**Re-assess.** Plan how you will continue to collect and monitor company statistics on a yearly basis, and re-do an assessment every few years. This will allow you to compare results over time and identify new or existing issues.
An effective plan uses a comprehensive approach to address the factors influencing workplace health.

Your plan should:
- Meet the needs of all employees regardless of their skill and literacy levels, health, ethnicity, and social backgrounds
- Strike a balance between what both the employee and employer can do
- Be short, easy to read, and current
- Address employee concerns or needs
- Be shared with all employees when approved

Your plan will be most effective if it uses a comprehensive approach to address the factors influencing workplace health. Your plan should include a combination of the following strategies, based on the needs of your employees:

Awareness raising, education, and skill building. These activities give employees information needed to help make healthy lifestyle choices (e.g., newsletters, educational sessions).

Environmental support. This work environment makes it easy to make healthy choices (e.g., on-site physical activity centre, food).

Policy development. Workplace guidelines support healthy lifestyle choices.

Include these sections in your plan:

Goals. Goals are statements of broad, long-term accomplishments expected from the program. What do you want your activities to accomplish? Create a list that will address your issue.

Objectives. Objectives are statements of expected short-term accomplishments related to one or more program goals. They specify the desired impact or effect of the program (i.e., how much of what should happen to whom by when). What are the expected results of your activities? If your goal is to increase staff’s knowledge related to work-life balance, how will you know if your strategies have accomplished this? Make objectives SMART:

SPECIFIC
MEASURABLE
ACHIEVABLE
REALISTIC
TIME LIMITED

For examples of comprehensive strategies that workplaces can use to address specific health promotion topics, please visit our website at http://www.bchu.org/workplace
Target audience. Who is the activity designed for?

Activities. What activities will allow you to accomplish your goals? Review the information collected about employee needs and interests. What activities are needed or are of interest to employees? Remember that activities should be comprehensive (create awareness, build skills to allow for behaviour change, and create a supportive environment). Successful activities are:

- Meaningful to employees
- Easy to manage
- Simple
- Efficient
- Innovative
- Flexible
- Low cost
- Supported by take home materials
- Customized to fit the workplace

Remember to include strategies that encourage attendance and participation.

Resources. What resources are needed to put the activities into place? Create a list of people, information, supplies, facilities, money, materials, and time you will need to make your activities work. What existing community resources are available to you?

Timelines. When should the activity be up and running? Provide specific dates.

Person(s) responsible. Who will take responsibility for completing this activity? Identify the Wellness Committee member who is responsible.

Evaluation. How will you monitor your activities? Choose a monitoring/evaluation method that allows you to identify and track your expected results. For example, if your expected result is to have 25% of your staff attend a stress-management class, use attendance sheets to track this.

As a committee, decide what information is most important to track and use this to determine if your initiatives are a success. Ideally your program should evaluate how activities progress (process evaluation) and what outcomes are achieved (outcome evaluation).

Continue to keep staff informed as you implement workplace health initiatives by:

- Providing e-mail updates (Wellness Committee e-bulletins)
- Sharing updates at team or department meetings
- Posting Wellness Committee updates in a common area within the workplace (e.g., lunch room)

See Page 24 for a sample communication plan.
Progress checklist

The action plan is:

- Based on the results of the needs assessment
- Appropriate and achievable (short- and long-term)
- Comprehensive
- Approved by Wellness Committee
- Approved by management (time and resources committed to it)
- Communicated to all employees
- Includes methods to evaluate activities
- Includes an ongoing marketing/communication plan to encourage participation in activities
STEP V
Evaluate the program

Evaluations will help to improve how you deliver the program and the impact it has on your employees.

Why evaluate?
Evaluation is an on-going and important part of the process. Use it to:

- Collect evidence on the effectiveness/impact of a program.
- Demonstrate accountability to stakeholders (management, unions, employees).
- Identify ways to improve a program.
- Determine what works, what doesn’t work, and why.
- Assess the needs of target audience.
- Improve the usefulness of program materials.
- Compare programs with other similar programs.
- Assess the efficiency of a program (cost-benefit analysis).

Choose one or more of these methods to get your information:

- Surveys (e.g., before and after)
- Individual or group interviews
- Evaluation forms that assess knowledge, attitude and behaviour changes, and environmental audits of workplace health policies and programs
- Collection and analysis of changes in statistics (e.g., tracking EAP program usage, WSIB claims, absenteeism rates)

There are two types of evaluations: process and outcome. Using both types of evaluations will help to improve how you deliver the program and the impact it has on your employees. See Page 25 for a sample evaluation plan.
Process evaluation examines the procedures and tasks involved in implementing a program. It includes:
- Tracking quantity and description of people who are reached by the program
- Tracking quantity and types of services provided
- Descriptions of how services are provided
- Descriptions of what actually occurs while providing services
- Quality of services provided

Use it to answer the following questions:
- How many people participated?
- Were the materials developed appropriate for members of the workforce (e.g., literacy, message content, design/layout)?
- Who participated?
- What did they think of the activity?
- What could be improved?
- Would these people participate again?
- Does the program address differences in age, sex, and occupation?
- Were there incentives to attend?
- How was the program promoted?

Outcome evaluation measures the effect or impact activities have on the people who participate. It includes:
- Changes in attitudes, knowledge, or behaviour.
- Number of people participating.
- Cost-benefit analysis. It measures both the program costs and the results (benefits) in monetary terms. This means that the results of the program or benefits must be translated into a dollar value.
- Cost-effectiveness analysis. In this type of evaluation, only program costs are expressed in monetary terms. Benefits are expressed only in terms of the impacts or outcomes themselves (no dollar value). Interpretation of this type of analysis requires stakeholders to decide if the benefit received is worth the cost of the program or if there are less expensive programs that would result in similar or more benefit.
- Changes in policy.
- Impact assessment. It evaluates the impact your program had on the participants or other stakeholders.

Use the outcome evaluation to answer the following questions:
- Did the program meet its stated goals and objectives?
- What did employees learn and/or how much do they remember?
- Was there a knowledge, attitude, and/or behavior change (e.g., has a smoking policy and cessation program changed the number of employees that smoke)?
- Is there reduced absenteeism, injury rates, lost time?
- Which group had lower absenteeism (e.g., those that took the stress management program or those that did not)?
Measure for success
Review your progress to see if your activities are successful. If you aren’t getting the results you expect, find out why and get back on track.

Answer these questions:
- What are the ongoing workplace health issues within the organization?
- What activities can be implemented that will have an impact on workplace health?
- Are activities accomplishing the goals you set?
- What is working and what is not?
- What changes need to be made to improve activities?
- Have the needs of employees changed?

Progress checklist
- Evaluation is on-going and built into the action plan
- Plan includes both process and outcome evaluations
- Evaluation results used to identify what needs to be modified
- Evaluation results communicated to key groups
- Person assigned to be responsible for program changes based on evaluation results
- Timeline set to complete the changes
Letter of Commitment

We, the undersigned, are committed to fostering comprehensive workplace health promotion at (Place Name of Your Organization Here) by:

1. Acknowledging the importance of the formal establishment of a Wellness Committee and the need for ongoing support and resources for its activities.

2. Actively participating in the assessment and identification of our workplace strengths and health issues.

3. Offering environmental supports and skill building opportunities for staff to improve their individual health as well as the overall health of the work environment.

4. Supporting the development, implementation, and ongoing evaluation of healthy workplace policies.

5. Making a long-term commitment of both time and resources to creating and sustaining a healthy and supportive work environment.

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<thead>
<tr>
<th>Signature:</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Management</td>
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<td>Human Resources</td>
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<td>Coordinating Agency</td>
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<td>Community Partners</td>
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<td>Other</td>
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</tbody>
</table>
Agenda

1.0 Call to Order

2.0 Approval of Minutes

3.0 Agenda Additions

4.0 Business Arising

5.0 Subcommittee Updates or other organizational committee updates

   - Training and Development
   - Healthy Eating
   - Promotions

6.0 New Business

7.0 Next Meeting

8.0 Adjournment
Minutes of Meeting

Date:

Present:

Regrets:

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Issue/Discussion</th>
<th>Action</th>
<th>Person Responsible</th>
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Wellness Committee Terms of Reference

Vision

Our vision is to support a workplace culture which allows employees to reach and maintain optimal health.

Mission

To develop, implement, and evaluate a comprehensive workplace health program within a supportive culture, thereby supporting and enhancing the health and well-being of our employees.

Purpose

To improve the overall health of the organization and the well-being of our employees.

Membership

The Committee will consist of not more than ten members and will include representatives from: management, unions/employee associations, employees, health and safety staff, and administrative support. Committee membership will be reviewed on an annual basis.

Wellness Committee Values

We value respect and open communication. As a committee, we will support each other in a safe and trusting environment while working towards our vision, mission, and purpose. We will demonstrate these values by following the roles and responsibilities as laid out below.

Roles & Responsibilities

Chair: The Chair of the Wellness Committee will be a member of the committee and will be determined through an annual nomination process.

The Chair will:

- Draft the agenda
- Ensure that all committee members have an opportunity to speak and be heard at meetings
- Guide committee members to work toward a common goal
- Resolve conflict and misunderstandings that pertain to the workplace health program
- Share meeting minutes with management team
Participants will:

- Prepare for meetings in advance by reviewing the agenda
- Ensure any assigned action items from previous meetings have been completed
- Be prompt and regular in attendance. Send regrets in advance to the Chair
- Confine your discussion to the topic
- Provide constructive feedback and receive it appropriately
- Listen generously and critically to others

Minute Taker will:

- Rotate alphabetically
- Clearly identify action items and person responsible in the minutes
- Distribute the minutes to committee members upon completion

Meetings

Meetings will be held on the third Wednesday of each month or at the call of the Chair. There will be a minimum of nine meetings per year. A minute taker will be determined at the beginning of each meeting and they will be responsible for recording and distributing the minutes for that meeting.

Decision Making Process

When making decisions, the Wellness Committee will strive for consensus. Consensus is defined as being able to live with, accept, and support a decision, when there is not total agreement. If consensus cannot be reached, majority vote will be taken.

Approved

(date)
Needs Assessment Cover Letter

TO: All Staff
FROM: Management
DATE:
RE: Workplace Health Survey

Workplace health programs benefit both employees and employers. By improving our health, not only do we feel better, but we can be more successful both at home and at work – and that benefits everybody.

All employees have been asked to complete the attached survey. It should take between 15-30 minutes to complete. Although participation is voluntary, your response gives you an opportunity to influence the workplace health program. Information from this survey will be compiled and incorporated into a report that will provide recommendations for workplace health initiatives that will help to improve the health of all employees.

By answering the questions in the survey, you can help provide an overall picture of employee health needs and interests.

- All information is anonymous. You cannot be identified. Do not write your name on this survey.
- Your participation is voluntary. If a question makes you feel uncomfortable, you do not have to answer it.
- There are no right or wrong answers.

Instructions:

- Please read each question carefully, and answer as accurately and honestly as you can.
- Use a pencil so you can erase any answers you want to change.
- When finished, place your survey in the envelope provided and return to:

I encourage all staff to take the time to fill out the survey. All levels of management support this initiative, and will provide time for you to complete the survey. Your time and effort will benefit both you and our organization.

If you have any questions regarding the survey, please contact:
# Communication Plan

## Sample Communication Plan

**Goal:** To allow interested employees the opportunity to participate in job sharing as part of an alternate work arrangement (where possible).

**Objectives:**

1. To have a job sharing policy developed by the end of June 2015
2. To communicate the job sharing option to employees by August 2015
3. To offer training to all supervisors and managers on how to work with employees enrolled in an alternative work arrangement, particularly job sharing, on an annual basis.

<table>
<thead>
<tr>
<th>Target Audience:</th>
<th>Vehicles &amp; Channels:</th>
<th>Key Messages:</th>
<th>Tasks:</th>
<th>Timeline:</th>
<th>Evaluation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees</td>
<td>Intranet Internal “Let’s Connect” newsletter Senior management monthly meetings</td>
<td>Job sharing is now an option for employees based on certain conditions</td>
<td>Prepare text Approach Technical Services and Communications for inclusion of material onto the Intranet and into the newsletter</td>
<td>July 1, 2015</td>
<td># hits on intranet #inquiries # staff participating in the program</td>
</tr>
<tr>
<td>External candidates applying for positions</td>
<td>Part of job posting for job sharing positions (company website, newspaper ads)</td>
<td>Work for a company that supports job sharing as an option for employment</td>
<td>H.R. to include job sharing as part of the supportive supervisor course (with its particular challenges)</td>
<td>July 1, 2015</td>
<td></td>
</tr>
<tr>
<td>Supervisors and managers of staff using alternative work arrangements, particularly job sharing</td>
<td>On the agenda for monthly senior management meetings “Let’s Connect” newsletter Intranet listing of corporate services</td>
<td>Supportive supervisors help increase employee satisfaction and productivity</td>
<td>H.R. to include job sharing as part of the supportive supervisor course (with its particular challenges) Forward information to Technical Services and Communications (Intranet and newsletter)</td>
<td>July 1, 2015</td>
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Sample Evaluation Plan

Goal:

To allow interested employees the opportunity to participate in job sharing, as part of an alternate work arrangement (where possible).

Objectives:

1. To have a job sharing policy developed by the end of June 2015
2. To communicate the job sharing option to employees by August 2015
3. To offer training to all supervisors and managers on how to work with employees enrolled in an alternative work arrangement, particularly job sharing, on an annual basis

<table>
<thead>
<tr>
<th>What is working?</th>
<th>What needs to be improved?</th>
<th>What needs to be done?</th>
<th>Person responsible</th>
<th>Date completed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Including alternate work arrangement policy information, including job sharing,</td>
<td>Understanding of alternative work arrangements by new staff</td>
<td>Create an alternate work arrangement information package to be given to all new hires</td>
<td>H.R. Policy Analyst (Joe Smith)</td>
<td>November 2015</td>
</tr>
<tr>
<td>in job postings</td>
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<td>Survey staff about their satisfaction with the new alternate work arrangement policies in the next employee satisfaction survey</td>
<td>Training &amp; Development Officer (Mae Grant)</td>
<td>January 2016</td>
</tr>
<tr>
<td>Registration for training sessions using on-line registration</td>
<td>Participation is low due to not enough notice for upcoming training events</td>
<td>Promote upcoming training a minimum of 2 months in advance to accommodate busy schedules. Send out reminder e-mails 1 week in advance to participants</td>
<td>Training &amp; Development Officer (Mae Grant)</td>
<td>September 2015</td>
</tr>
</tbody>
</table>