



POLICY

THE KEY TO A HEALTHY WORKPLACE

A guide to making
your organization
healthier

POLICY - THE KEY TO A HEALTHY WORKPLACE

A guide to making your organization healthier

**Produced in partnership with the
Simcoe County Workplace Wellness Network**



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Policy: The Key to a Healthy Workplace

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1.0 Introduction: A Letter from The Medical Officer of Health

Dear Employer:

Employers can play a significant role in encouraging and supporting employee health. Enhanced productivity, quality of work, and customer service are just a few of the benefits for a company that invests in employees' health. In a survey released in 1997, by the Region of Ottawa- Carleton Health Department, most businesses reported that health promotion programs and/ or policies had positive influences on employees as well as the financial performance of the organization. Many workplaces have implemented policies that relate to environmental safety and employee health, but gaps exist related to policies that address alcohol and other drug use, communicable disease or promotion of healthy eating and physical activity.

Why are policies so important? Unlike educational messages, policies can be effective in changing behaviour of **all** employees. Policies exist in most organizations to let employees know what they can expect from the employer and what the employer expects of them. Policies that support employee health send a message that, as employers, we acknowledge the crucial link between our employees' well-being and our organization's success.

Across Canada, and internationally, many companies have implemented a comprehensive approach to workplace health. A comprehensive health policy involves a corporate statement of intent to protect and promote the health of employees. This statement demonstrates a commitment to building an organizational culture that supports shared values about health.

This handbook will assist you in the development and implementation of policies on several health-related issues. Further sources of information have been provided. Where possible, examples of existing or model policies have been included.

The information has been organized under three major headings:

- **healthy lifestyles:** policies which are designed to enhance employees' health through individual behaviour change
- **healthy environments:** policies which are designed to modify and reduce the physical risks and improve the social aspects of the workplace environment; and
- **social responsibility:** policies which recognize the relatedness of the workplace to other areas of an employee's life as well as the greater community.

Please note that these headings are not meant to be exclusionary. There may be overlap and extension into other areas of workplace health.

A discussion of the strategic advantages of a healthier workplace, an outline of the approaches to enhance employee well-being and the generic steps to implement healthy workplace policies have also been included.

It is our hope that this handbook will make it easier for you to develop and implement health promotion policies in your workplace. We encourage you to share your progress with us as well as with other workplaces in our county.

Together we can work to improve the health and prosperity of our community.

Sincerely,



George Pasut, MD, MHSc, FRCPC, FACPM
Medical Officer of Health
Simcoe County District Health Unit

2.0 The Business Case

2.1 THE STRATEGIC ADVANTAGES OF A HEALTHY WORKPLACE

“...what is the humanistic theme that underlies the best companies? A concern for people and the creation of a workplace that lets them be at their best.”

(Kizer, 1987: 23)

“There is no red ink in wellness.”

(Kizer, 1987: 6)

Husky Injection Molding Systems located in Bolton, Ontario is considered to be among the ten “greatest” firms in the world (Report on Business Magazine, March 1997). The company has a strong value system where employees are positioned as its most important asset. Recognition of and commitment to this very basic fact have contributed to per annum growth of 25% and 1997 revenues projected to be in the \$650 million range.

How is employee health nurtured at Husky? First off, there is an attempt to optimize individual employee health. The company cafeteria serves organic, vegetarian meals which it subsidizes. Employees can access traditional and alternative medical practitioners at the plant and receive a \$500 annual benefit for vitamins. A fitness centre is also available onsite.

Second, there is a recognition of the importance of a “healthy “ work environment. The manufacturing areas are well-lit, air-conditioned and clean. The building is smoke-free and workplace safety is a priority. The physical, as well as the social environment, are part of this focus. A commitment to egalitarianism and transparency are also key aspect of the company's approach. Employees receive an annual report that discloses profits, revenues and assets, as well as a monthly newsletter that details recent performance.

It doesn't end there. Husky is committed to the “bigger picture”. The company recycles 85% of its industrial, office and food waste, awards \$250,000 annually to an injection-moulding company that designs an innovation that benefits the environment and donates 5% of after-tax profits to charities and environmental causes. A child-care centre and a commitment to employee continuing education through the funding of tuition and books are also part of the overall package.

The benefits according to Robert Schad, the president and founder, are that the company is able to attract the best technical people and keep employees productive, happy and proud of where they work. There are also quantifiable benefits a lower rate of absenteeism, lower drug costs, lower Workers' Compensation Board claims and more accident-free days.

The policies and practices at Husky seem particularly strategic in light of the challenges facing businesses today. Companies must adapt to the rapid pace of technological change, increased workplace diversity, a greying workforce and an economic environment characterized by increased competition, global pressures and “doing more with less”. More than ever, companies require a workforce which can meet these varied demands and effectively manage change.

Truly visionary businesses, regardless of their size or sector, recognize that a well workplace goes beyond a focus on the containment of health care costs. Health is not just something employees bring to work with them it is a resource that can be either nurtured or depleted. An organizational culture which recognizes employees as a competitive advantage and seeks to create an environment which supports and promotes health is what distinguishes the exceptional company from the average.

Policies designed to enhance the health and well-being of the workforce will result in employees who are better able to contribute to the company's growth strategy. Workers who are valued, whose wellness is an organizational priority, will be workers who contribute to a company's competitive edge and ultimately, its bottom-line.



2.2 APPROACHES TO MAKING A WORKPLACE HEALTHIER

Building a healthy workplace is a three-level approach. It requires a focus on the individual employees, the work environment, both physical and social, and the larger relationships among the workplace, the employees' life outside the workplace and the community in which workplace operates. The latter is often reflected in the company's value system and culture.

At the individual level, the focus is on promoting healthier lifestyles. Beyond genetics, lifestyle is the single most important variable which affects health status. Employees who are informed about and encouraged through enhanced opportunities to increase their level of physical activity, improve their diet and reduce their consumption of alcohol, for example, will be employees who have lowered risk of heart disease, cancer, alcohol-related injuries, and so on.

Strategies focused on the environment, the second level, recognize that there may be physical or social barriers which pose health risks and impede well-being. Some of these barriers can be overcome through improved employee/management training, by thorough risk assessments, by using fairer compensation systems, and so on. A commitment to physical safety, training, open communication, employee empowerment are all elements of this approach. In today's flattened organizational structures, companies need to give genuine authority to employees in order to make themselves attractive places to work.

The third level recognizes that workplaces do not operate independently of, in isolation of the greater community. Employees are not only part of the workplace they are also parents, providers, caretakers. When the management of competing life demands is made easier, the workplace benefits. This philosophy also recognizes that stakeholders extend beyond the confines of the workplace walls. People in the communities where we operate are also our customers, they pay taxes which maintain a community's infrastructure, they work to increase the liveability of a community and provide its character and flavour. Problems of a community are also the problems of the businesses in that community. Life individual citizens, workplaces too, have a social responsibility to be responsive "community citizens".

These approaches overlap and policies can fall under more than one category.¹ For example, consider policies directed at the prevention of AIDS. Encouraging the use of universal precautions is designed to reduce the spread of the disease this requires an educational approach designed to change individual behaviour. Other aspects of the policy may deal with ways to eliminate fear and misunderstanding among employees and management (i.e. the social environment). In addition, non-discriminatory hiring practices, support of employees with AIDS and charitable donations to AIDS-related organizations exhibit a company's commitment to being a responsible and caring corporate citizen.

¹To streamline this document, we have grouped policy changes under a single approach.

A comprehensive health policy approach deals with the very essence of how an organization does it work. It recognizes that all policies and procedures in the workplace have some relevance to health because all of them deal in some way with how work is done. A comprehensive health policy approach is the ideal way to optimize the health of an organization and its employees.

Health Canada has done a great deal of work in this area and a workplace guide on comprehensive health policy is now available.

To obtain “Developing a Comprehensive Health Policy: Why and How. A Guide for the Workplace” or for further information on a comprehensive health policy for your workplace, please call:

Health Canada
The Workplace Health Promotion Group
Adult Health Division
Population Health Directorate
Health Promotion and Programs Branch
Tel. (613) 954-8857

LEVEL	FOCUS	STRATEGY	EXAMPLES
Individual	Focuses on improving individual health and well-being	Awareness-building Education Incentives Health lifestyle promotion	<ul style="list-style-type: none"> providing employees with access to a health resource library offering health risk assessments with feedback on how health status can be improved assisting employees on disability to navigate “the system” to ensure proper diagnosis and treatment sponsoring “quit and win” contests to encourage employees to stop smoking offering preventive immunizations and flu shot offering nutritious food selections in vending machines and cafeterias providing flexible lunch hours to accommodate the use of community fitness facilities
Environmental	Focuses on enhancing the physical and social environment of the workplace	Person-environment fit Social cohesion Psychological ergonomics Employee empowerment	<ul style="list-style-type: none"> establishing an ergonomics committee to reduce worksite injuries improving management systems to reduce workplace accident rates implementing workplace harassment policies establishing employee empowerment work groups improving indoor air quality using temporary staff transfers as a solution to downsizing and employee burnout enhancing workplace diversity as a strategy to enrich decision-making
Social responsibility	Focuses on the relationship between the workplace, other areas of an employee’s life and the larger community in which the workplace operates	Comprehensive health policy Corporate culture/shared value system which places the employee at the core Corporate citizen	<ul style="list-style-type: none"> implementing pollution prevention policies designed to reduce waste and energy use establishing a car pooling program offering alternative work arrangements supporting violence prevention programs in the community providing employees with paid social service leaves of absence to do community work promoting mutual funds which invest in “green” companies

3.0 General Guidelines to Implementing Healthy Workplace Policies

A policy is successful in so far as it is carefully crafted and takes into consideration the needs of and input from all levels in the organization. Implementing healthy workplace policies generally proceeds along the five main phases considered below.

“Worksite wellness, if it is to become an integral part of the corporate culture in fact, to shape a healthy company must take its place in the planning cycle and be held equally accountable with other departments
(Kizer, 1987: 41)

Step One

Identify the problem(s) and needs for a policy

- Identify the pressing health concerns and problems in your workplace. This may involve reviewing available data on absenteeism. Work Compensation claims, drug costs, and so on. Find out staff concerns, attitudes and preferences through surveys or focus groups. You may also wish to collect data from health screenings or lifestyle surveys.
- Review related policies from similar companies. Network with companies doing a good job in this area and benefit from their ideas.
- If related policies and programs already exist, review attendance and any available participant feedback. Consider how they can be better supported, expanded or changed.
- Build the business case. Collect data and information to show the benefits to the workplace by addressing this problem with policy. Link the policy to the core business and overall mission of the organization. Do a cost analysis.
- Build in an evaluation plan.
- Determine the answer to several key questions:
 - What does the company want from the policy?
 - What do employees want? What do you want?
- Build in evaluation of the policy throughout all steps: development, implementation, and monitoring.
- Decide how to measure process objectives: “things you will do” and outcome objectives: “things you will change”.

Process objectives apply to the policy as it happens. Examples are: participation/compliance levels, opinion surveys, implementation timelines, activities involved in planning and implementing a policy.

Outcome objectives measures the impact of a policy. Examples are: absenteeism rates, changes in attitudes/beliefs, productivity, staff turnover rates, ability to attract new employees, health insurance claims, workers' compensation data, health crisis, disabilities data.

Another type of evaluation is cost effectiveness which is in wider use than cost-benefit analysis in health-related economic evaluations. This type of analysis helps you to determine where and how you can get the most “bang” for your money invested. Following is an example of a cost-effective analysis.

1. **Need** (estimated population) the population affected by a particular policy.
2. **Reached:** number of employees who complied/participated in the policy
3. **Coverage:** numbers reached, divided by need.
4. **Impact:** Early results that are attributable to your intervention program.
5. **Efficacy:** impact divided by reached.
6. **Effectiveness:** divided by need.
7. **Program costs.**
8. **Efficiency:** costs divided by reached.
9. Cost-effectiveness: costs divided by the impact (Adapted from Healthy, Wealthy, and Wise, Fundamentals of Workplace Health Promotion. Wellness Councils of America, 1993, 3rd Edition, 1993)

Step Two

Gather Support From All Employees

- Meet with all levels of staff (management and employees), either formally or informally. Having complete buy-in from senior management will reduce resistance further down the chain.
- Build a team of people or designate a person who can develop the policy. Whenever possible, build on or link to existing groups or committees. Try to include all levels of staff in this developmental process.
- Consider and seek opinions on how this policy will work within your unique workplace.
- Raise the awareness and interest of employees and management through special events and other activities.
- Employ principles of change management- communicate in a direct and honest way to employees, encourage their participation and ownership of the process, encourage and incorporate their feedback. The policy must pertain to all employees in the workplace.

Step Three

Gather Support From All Employees

- Include within the policy: the rationale; a simple policy statement; objectives; scope; parts and guidelines; implementation stages with a timetable; criteria for evaluating effectiveness; implications (financial, staffing, productivity and morale). The person(s) responsible for implementation and ongoing management should be identified as well.
- Consider different types of policies and different options. Phasing in may be one strategy to enhance compliance.
- Consider doing a pilot project first with an evaluation.
- Ensure the policy is consistent with other workplace policies and practices. Strive for integrity.
- Consider the language and literacy levels at your workplace and take these into account in the writing of and communication strategy for the policy.
- Communicate your plans and progress on a regular basis (e.g. in the company newsletter) to all employees.
- Seek feedback on the draft policy from all levels within the workplace.
- Have the president, owner or the highest manager at the workplace endorse the policy in writing once it has been finalized.

Step Four

Implement the Policy

Pre-implementation

- Send a copy of the policy with a personal letter to everyone at least four to six weeks in advance of the Implementation date. Include the name of a contact person. If language and literacy are a concern, it may be necessary to go over the policy orally with employees.
- Provide an information session to present the finalized policy and outline expected benefits. Emphasize that the policy will provide a healthier working environment for all and respond to questions and concerns. It is important to consider the policy a shared effort the joint responsibility of the employer and employees.
- Gather staff suggestions for implementation. Identify helpful resources these could be employer resources like EAP, sports facilities, community resources or written resources. Consider using incentives.
- Look at the need for promotional aids like signs, posters and pamphlets.
- Consider a kick-off event.

Implementation

- Post the policy. You also might include it in employee handouts, policies and procedures manuals, training manuals or job procedures manuals.
- Discuss the policy with new employees during their orientation.
- Support managers/supervisors in the change process.

Step Five

Monitor the Policy

- Assign one respected person to oversee implementation and to receive complaints.
- Monitor participation/compliance levels. Troubleshoot any potential problems or areas of concern.
- Provide additional information sessions or institute an ongoing employee education program as needed.
- Reinforce the policy with educational activities such as displays and presentations.
- Evaluate progress relative to stated objectives and evaluation plan. (See previous notes on evaluation.) Modify or fine tune the policy as needed.



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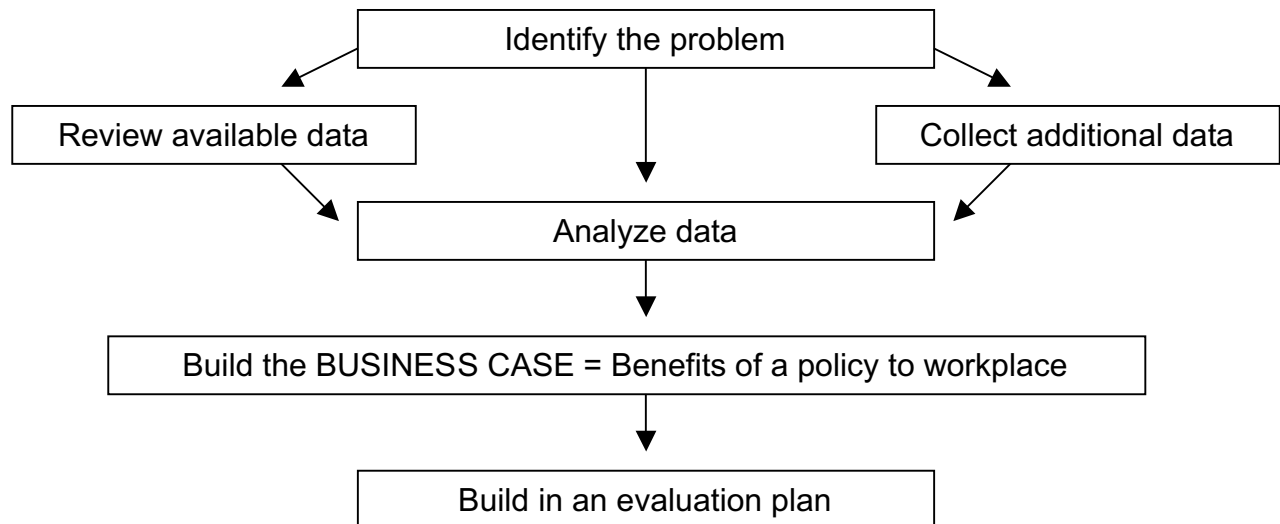
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3.1 General Guidelines to Implementing Healthy Workplace Policies Flow Chart

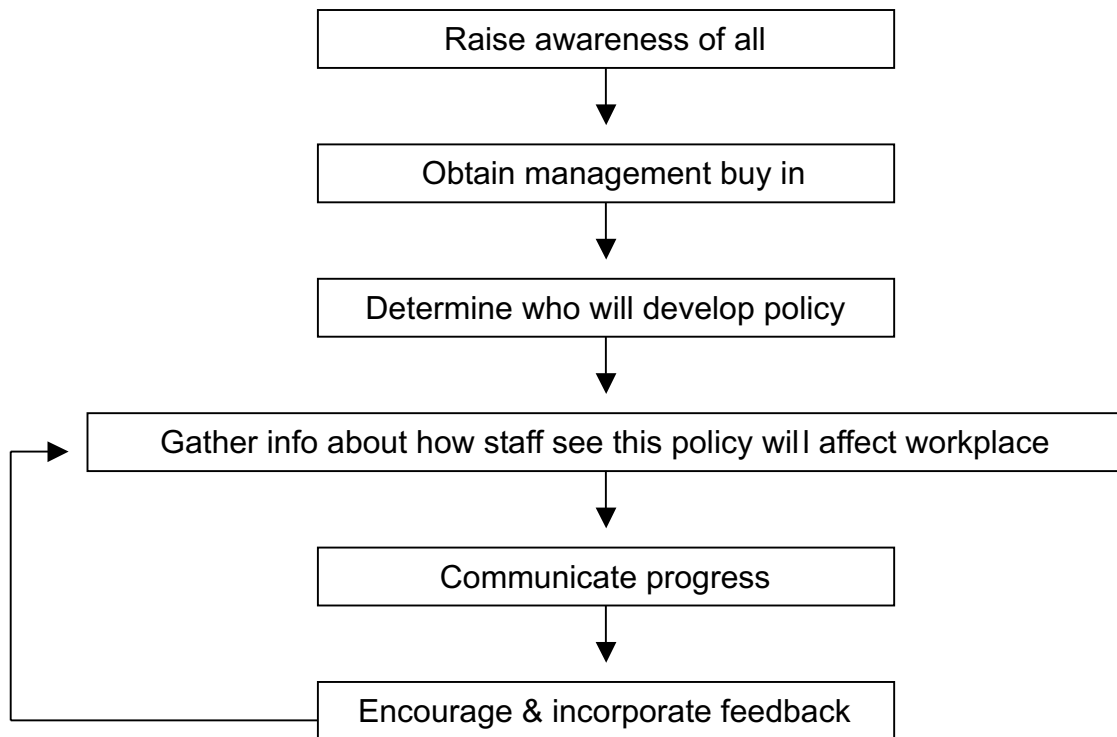
Step 1

Identify the Problem and Need for a Policy



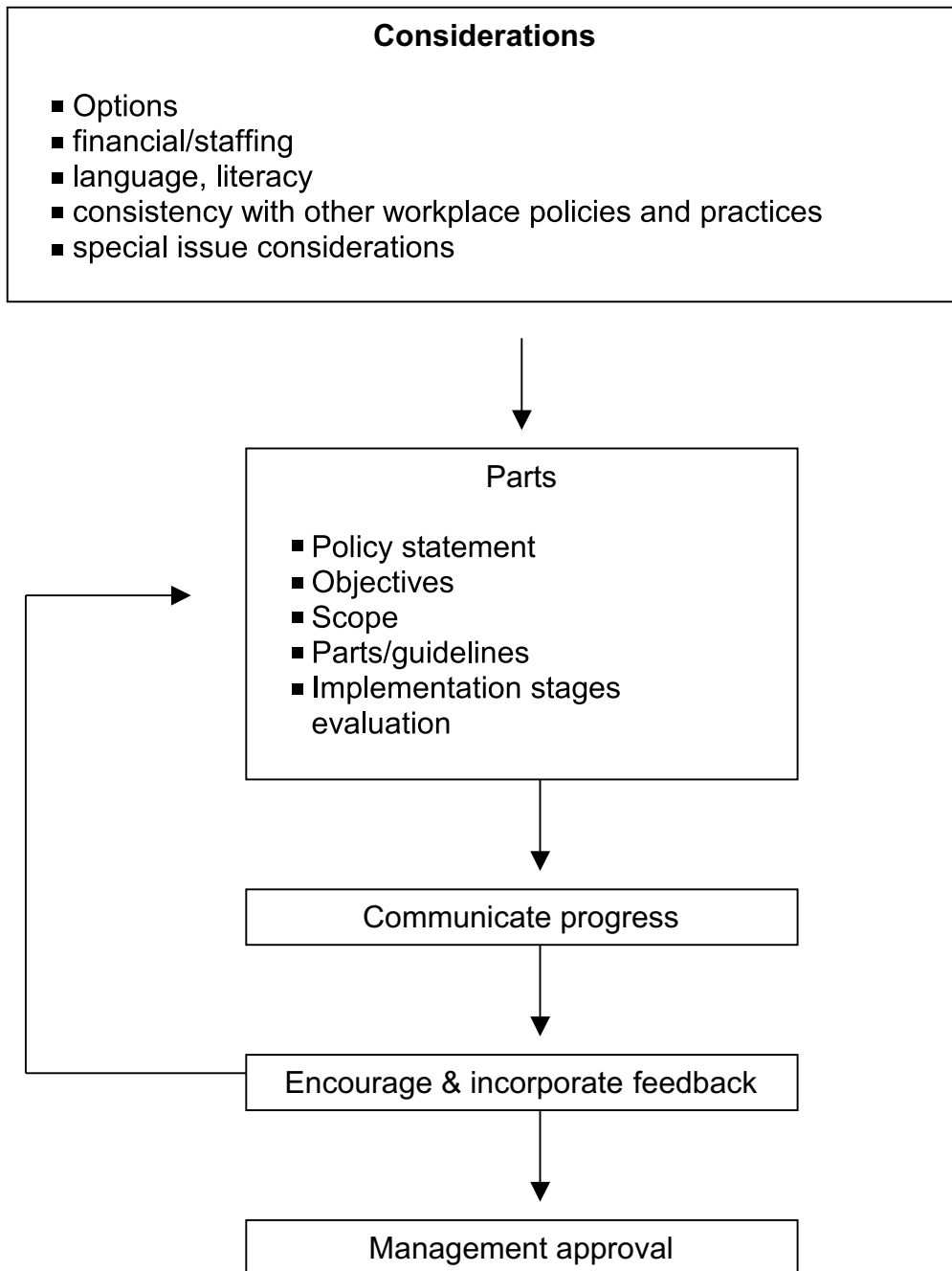
Step 2

Gather Support



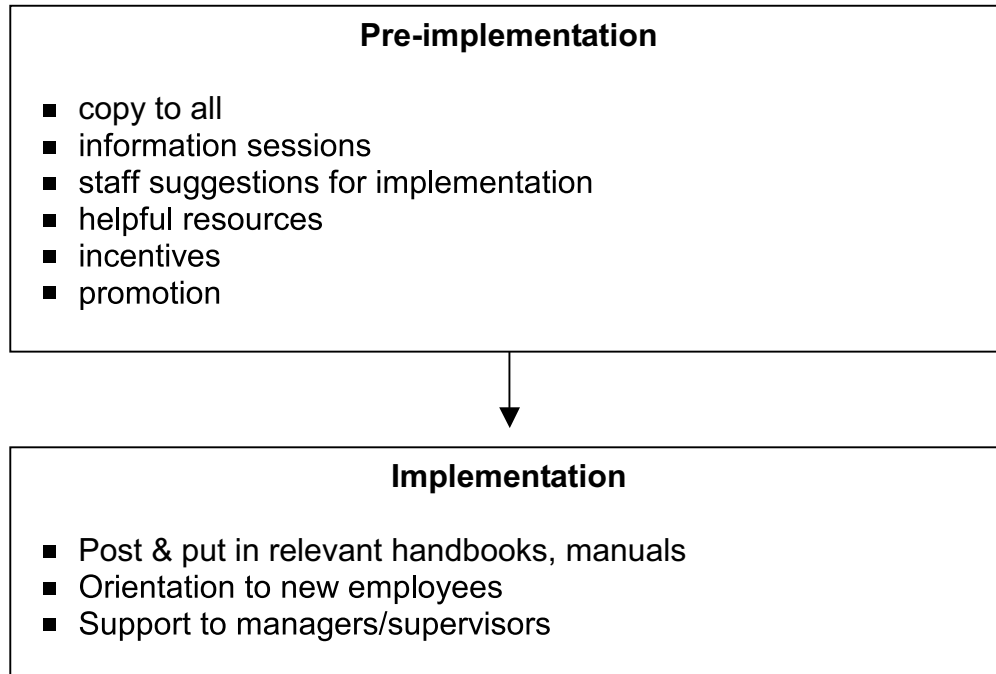
Step 3

Draft the Policy



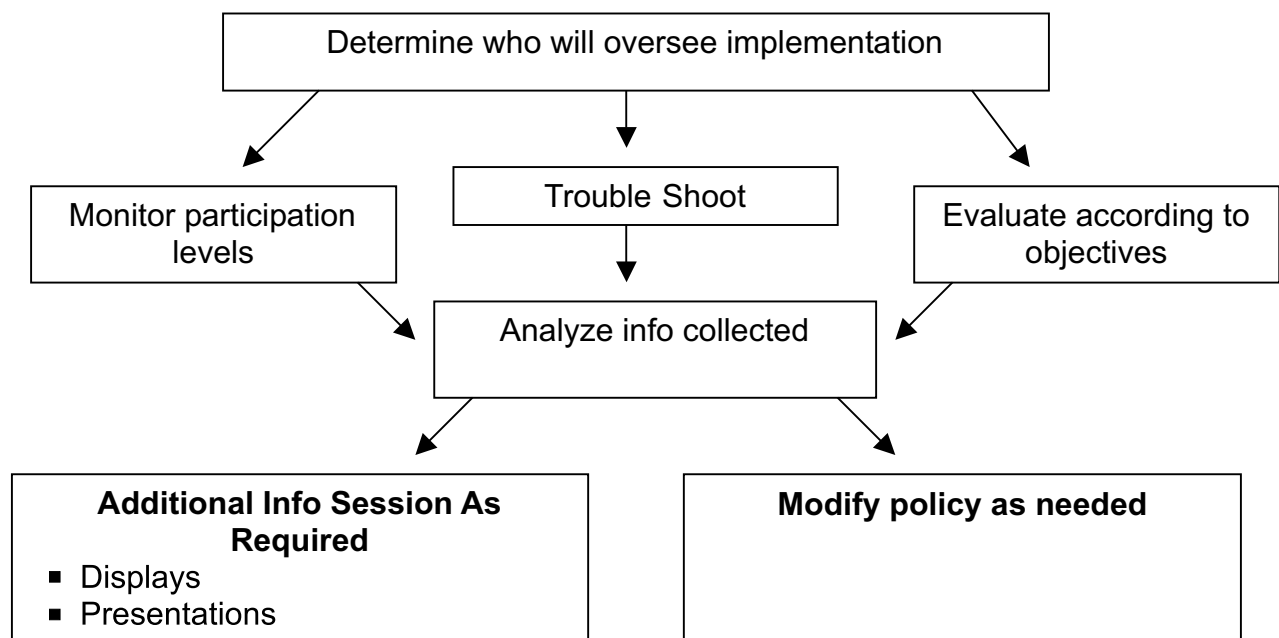
Step 4

Implementation



Step 5

Monitor The Policy



4.0 Healthy Lifestyles

4.1 ADULT IMMUNIZATION

Workplaces concerned about communicable disease should look at ways to encourage employees to protect themselves by keeping their immunization up-to-date. Regular immunizations of tetanus and diphtheria are needed every 10 years. In addition to regular immunizations, it may be prudent to consider additional vaccinations for your employees. Certain occupations, foreign travel, underlying illness, lifestyle and age can all increase individual risk for influenza (flu), pneumococcal pneumonia, measles, polio, rubella, mumps and Hepatitis B.

Influenza (flu) can result in serious complications for people with certain risk factors. About 5,000 Canadians die annually from these complications. This is 3% of all deaths in Canada. A flu vaccine is needed annually. Flu is a major cause of absenteeism in workplaces. Vaccination has been shown to be effective in reducing sick leave from work by 40%. (Nichol et al. :The Effectiveness of Vaccination against Influenza in Healthy Working Adults. New England Journal of Medicine, 1995; 333:889-93). Flu vaccine costs range from \$4 to \$10 per person when done at a workplace.

Pneumococcal disease (pneumonia) can also lead to death and more than half the deaths from pneumococcal disease alone are preventable by today's vaccine. A pneumococcal vaccine is needed only once in a person's lifetime.

Hepatitis B, while not a common infection, can be transmitted to other people by chronic carriers (people who have the

Hepatitis B virus) and acutely infected people. The Hepatitis B vaccine is about 95% effective.

A single dose of MMR is indicated for adults born after 1957 and /or women of childbearing age who have no evidence of having received the vaccine or a prior history of the three diseases. Immunization against these diseases is particularly recommended for employees of child care centres.

Considerations

- Determine if some employees qualify for vaccines at no cost under the Ministry of Health guidelines.
- If workers are at risk for a vaccine preventable disease because of their occupation or because of foreign business travel, consider paying for the cost of immunization. When vaccinations are needed for foreign travel, it is wise to consult a Travel Medicine Clinic for the most up-to-date information.
- Determine if the immunization policy should be mandatory or recommended.
- Identify who will administer the vaccine in-house occupational health nurses or an agency under contract. Policies and procedures are needed for conducting immunization clinics.
- Identify when the vaccine should be administered. Consent forms are needed to ensure informed consent.
- If you are a long-term care facility, consider the adoption of an influenza vaccine policy for formal caregivers in order to protect the health of your clients.

Ideas

- Educate employees about immunizations and other practices that prevent the spread of communicable disease. These include: hand washing; use of tissues; universal precautions in the case of AIDS and Hepatitis B; not sharing dishes or eating utensils; and general lifestyle suggestions which improve resistance to all infections (eating well, sleeping enough, being physically active, managing stress).
- Educate employees about the risk factors for specific vaccine preventable communicable diseases.
- Relay information to staff about the benefits and risk of vaccinations by video, posters, presentations.

Sample Policy

Regional Municipality of Ottawa-Carleton

All employees in all departments should maintain up-to-date immunization as recommended by the Canadian Immunization Guide.

- Tetanus and Diphtheria
- Measles, Mumps and Rubella (MMR), if the employee is: a) born after 1957; or b) woman of child-bearing age.
- Polio, if primary immunization was not received in childhood.

Further Contacts

*Pasteur Mérieux Connaught Canada, Order Department 1-800-268-4171 *Influenza Immunization Program.* This manual describes how to set up a flu immunization program in the workplace. A policy could evolve from such a program.

For routine adult immunization:

**Simcoe County District Health Unit
Health Connection Immunization
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520.
(705) 721-7520
Fax (705) 721-1495
Website: www.simcoehealth.org**

Travel Immunization Clinics:

Dr. J. Fitzsimons (905) 775-5327

Huron Travel Clinic (705) 727-1116

Internet Web Sites:

LCDC Health Canada
www/hwc.hpg/lcdc
(Click on Public Health)

CDC Atlanta
www/cdc.gov/travel

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4.2 ALCOHOL AND SUBSTANCE ABUSE

One out of every ten Canadian adults misuses alcohol or other drugs. Problems associated with alcohol and other drugs are estimated to cost Ontario workplaces \$1.6 billion a year [Martin Shain, Addiction Research Foundation, 1996]. These problems include absenteeism, accidents on and off the job and errors in production and service delivery.

An employee under the influence of alcohol or other drugs not only threatens his or her own safety but the safety of others. Low morale and conflict is further affected when employees feel they have to cover up for

the mistakes made by those with alcohol and drug problems. In addition, alcohol and other drug problems can have a negative effect on corporate culture, moral and image, and may increase corporate liability regarding employee and public safety and the environmental impacts associated with accidents.

Alcohol and other drug abuse may result when an employee has a number of competing demands and stressors and feels a lack of control over the work environment. Shift workers are more prone to alcohol and other drug abuse.

PLAN YOUR PARTY GUIDELINES

- | | |
|--|--|
| <ol style="list-style-type: none">1. Consider the legalities of having a bar during your event: the need for Special Occasion Permit and information host, server and occupier liability.2. Develop a comprehensive set of alternative transportation policies. Arrange transportation ahead of time for those who will be drinking and/or promote the use of designated drivers. Be prepared to offer overnight accommodation or cab fare if needed.3. Plan to provide food throughout the party. A guest who has been eating may not become as intoxicated.4. Ensure that those serving alcohol have received Smart Serve training.5. Do not have an open bar. Limit the number of drinks per person or limit the number of drinks that can be purchased per person at one time.6. Stop serving alcohol at least one hour before you expect the party to break-up. Do not announce "last call".7. Serve a variety of non-alcoholic beverages. Mocktails can be both fun and appealing and offer an alternative for those who chose not to drink alcohol. | <ol style="list-style-type: none">8. Do not make drinking the focus of the event.9. Do not combine alcohol and dangerous activities, such as boating, swimming, skiing, and snowmobiling.10. Check the physical condition of the premises for hazards that could endanger the safety of your guests.11. Have a few designated people at the event with server training who can:<ul style="list-style-type: none">➤ Identify signs of intoxication➤ monitor guests' behaviour and have a plan in place to deal with a guest who are or are becoming, intoxicated.➤ Try to prevent someone from driving drunk. Consider having a "key check" as guests arrive. If all else fails, be prepared to notify police if someone plans to drive while intoxicated.12. Remember if you sell alcohol to someone who becomes intoxicated, you are responsible for their actions until they become sober. |
|--|--|

* Adapted from *"Being sued can ruin a good party, What you should know about serving alcohol responsibility."* Canadian Centre on Substance Abuse, Revised Sept. 95 and "Arrive Alive Kit", Ontario Community Council on Impaired Driving.

The Ontario Human Rights Commission considers drug or alcohol dependence to be a handicap and people in remission as "having had" a handicap. Requiring employees to identify themselves as having (or having had) a substance abuse problem amounts to direct discrimination under the *Ontario Human Rights Code*.

Considerations

Please note: This is a highly specialized area and has many legal implications. Help is available from the Centre for Addictions and Mental Health.

- Obtain information on local, provincial and federal laws that could influence policy development at your worksite. These are concerned with: liability for the actions of impaired employees in the course of their work, due diligence responsibility to ensure workplace safety, response to possession or trafficking of illegal substances at work, responsibilities with regard to employees with disabilities (including dependency on drugs and alcohol), requirements of any collective agreement.
- Determine the philosophy and goals prevention, enforcement, treatment you want the policy to emphasize. If treatment will be part of the policy, determine how this will fit with the Employee Assistance Program (EAP) or existing community resources available to treat alcohol and substance abuse problems. Avoid the trap of thinking that one treatment program will eliminate the problem. Many companies have policies that require up to one year of followup.
- Indicate those areas where zero tolerance is applicable (e.g. driving a vehicle, operating machinery, providing any medical intervention to clients).
- Identify how you will determine when an employee has violated the policy. Focus on work performance and list the drugs and behaviours which will not be permitted.
- Consider what will happen if an employee violates the policy. Clearly set out the consequences for policy violation. A policy requiring that an employee with a past problem be automatically reassigned may make other employees and supervisors reluctant to report on their colleagues.
- If your company sponsors events where alcohol is served think about guidelines that you may wish to establish when planning and/or supervising company sponsored events. (Please see "Plan Your Party Guidelines".)
- Consider escort procedures if an employee, contractor or visitor is unfit.
- Seek legal advice once the policy is drafted.

Ideas

- Since over-the-counter drugs can also impair performance, include a discussion of their effects in your educational efforts.

Employee Assistance Programs (EAPs) were originally developed to address alcohol and other drug problems experienced by employees. Many have since moved beyond this exclusive focus, adding services which address a myriad of problems. This recognizes that most employee problems are multi-faceted.

An EAP which has some level of comprehensiveness ("one stop shopping") can lead to greater acceptance and understanding by the employee, improved continuity of care and a holistic approach to providing employee assistance.

Most of the evidence in support of EAPs is quite compelling. For every \$1 spent on an EAP it is estimated that the return on investment is between \$3 to \$10 (Benefits Canada, April 1992).

Sample Policy

Alcohol and Other Drug Policy

1. Preamble

_____ is committed to promoting wellness, contributing to the health of our community, and providing health care services consistent with the expectations of the people we serve. Employees who are at work while under the influence of alcohol or other drugs are not able to provide total quality care, and may threaten the safety of patients, their families, and other employees.

This policy is intended to clarify _____'s expectations regarding the use of alcohol and other drugs among employees and other health care professionals working in _____, and to provide guidelines for dealing with those who do not meet these expectations.

2. Expectations Regarding the Use of Alcohol and Other Drugs

As a condition of employment, employees of _____ and other health care professionals working in _____ are expected to comply with the following:

- 2.1 Not to be in possession of, use, or be under the influence of illicit drugs while at work in _____ or off site, or otherwise performing job responsibilities;
- 2.2 Not to be at work in _____ or off site, or otherwise performing job responsibilities, while under the influence of alcohol;
- 2.3 Not to be at work in _____ or off site, or otherwise performing job responsibilities, while impaired by prescription drugs; and
- 2.4 To exercise reasonable judgement regarding the amount of alcohol consumed at social events sponsored by _____. Employees who are unable to drive home safely from such events may use a taxi service or stay at a nearby hotel if the employee lives out of town. Associated expenses will be covered by _____, with coverage limited to the taxi fare and the room charge for the night. This provision is intended to eliminate any reason for driving from a _____ social event while impaired.

3. Violations of the Alcohol and Other Drug Policy

- 3.1 It is the responsibility of supervisory staff or, in their absence, charge staff to identify employees for whom they have reasonable grounds to suspect a violation of this policy. The identifying staff member will immediately notify their manager, and will ensure that the employee in question engages in no safety-sensitive activities until the manager arrives.
- 3.2 In the event that the identifying employee is unable to report to their supervisor (e.g. the offending employee holds the supervisory position), the identifying employee will contact a CEO.
- 3.3 Upon confirmation that the employee in question is likely to be under the influence of alcohol or other drugs specified in Section 2 of this policy, the responsible manager will excuse the employee for the remainder of the shift. If the employee disputes that he or she is under the influence of alcohol or other drugs, the matter will be referred to senior management for resolution.
- 3.4 If the employee is too impaired to drive home, the responsible manager will arrange transportation by taxi or some other safe option. If the employee refuses to accept the offer of safe transportation, the responsible manager will formally register his or her concern in front of a witness and re-issue the offer of safe transportation. Despite this offer, should the employee drive away from the premises, the manager may alert the police authorities if, in his or her judgement, the employee represents a threat to public safety.
- 3.5 Employees who have violated the policy will be sent home for the remainder of their shift and their presence requested at a meeting with the appropriate supervisor. The offending employee will be informed of the violation in writing and verbally undertake not to repeat the violation. Penalties for a second violation will be clearly presented to the offending employee. The offending employee will be reminded of the Employee Assistance Program (EAP), and the services it provides and acknowledge that referral in writing.
- 3.6 Should a second violation occur, the offending employee will be sent home for the remainder of the shift, requested to meet with the appropriate supervisor, and suspended without pay for a period of one week (five working days). The offending employee will be served with a letter of reprimand outlining the penalty for a third violation of the policy, and encouraged to use the EAP services. The employee will acknowledge in writing the referral to the EAP.
- 3.7 Should a third violation occur, the offending employee will be sent home, requested to meet with the appropriate CEO or designate, and employment with _____ will be terminated.
- 3.8 Encouragement to make use of the Employee Assistance Program is intended to offer a resource that can be used to help manage alcohol or other drug consumption. No employee will be compelled to use the Employee Assistance Program, nor will employee use be monitored. All use of the Employee Assistance Program is voluntary and strictly confidential.

Further Contacts

Centre For Addiction & Mental Health (CAMH)

33 Russell St.
Toronto, On M5S 2S1
Tel. 1-800-661-1111
(416) 595-6059
Fax (416) 593-4694

References

Addiction Research Foundation. (1993). *On track: Guidelines to Creating an Employee Assistance Program*. Toronto.

Butler, B. (1993). Workplace substance abuse. *Occupational Health & Safety Canada*, 9(2), 60-69.

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Donkin, R. (1989). The revolving door of addiction. *Business & Health*, 7(10), 16, 18, 20.

Hoffman, H. & Kelly, D. (1993). Over-the-counter drugs in the workplace. *Occupational Health & Safety*, 91(1), 58-59.

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4.3 HEALTHY EATING/NUTRITION

“You are what you eat” is an adage that has specific relevance to the workplace. Employees who eat well are employees who feel better, have increased energy and are more productive. Healthy eating contributes to a better body image and less preoccupation with weight. Employees who practice the principles of good nutrition will have lower rates of heart disease, strokes, diabetes and some types of cancer.

Considerations

- Consider the availability of healthy food choices for employees working all shifts.
- Determine pricing for healthier food choices. Lower prices for healthy foods can be used to facilitate greater consumption.
- Look at how feasible it will be for the cafeteria to implement the policy. Consider labour costs, product availability, food costs, food waste.
- Consider how the criteria on healthy food choices will be included as part of the tendering process for choosing cafeteria operators.
- Determine how the training of food service staff for food handling/preparation will be accomplished.

Ideas

- Provide healthy food choices (low in fat and high in fibre) on-site in cafeterias, vending machines, business meetings and other business functions or special events.
- Set up a lunch room equipped with a refrigerator and a microwave oven. This will allow employees to bring their own lunch.
- Provide healthy eating messages at point of purchase.
- Have seasonal, holiday-related healthy eating promotions.
- Consider activities like: taste tests of healthy foods, cafeteria tours, contests, cooking classes, cooking demonstrations, displays, films, videos, workshops, challenges.
- Provide prenatal nutrition education and breastfeeding promotion and support groups.

** Some examples of foods low in fat and high in fiber that may be used when hosting a business function or special event are:*

- bottled water, fruit juices
- fresh, whole grain breads and cereals
- lower fat milk: 2%, 1%, or skim for drinking as well as coffee
- lower fat snacks such as fruit, pretzels, bagels, lower fat muffins, cheeses, crackers, yogurt
- sandwiches made with little or no mayonnaise, butter or margarine
- a variety of lower fat sandwich fillings, including tuna, salmon, lean roast beef, turkey, chicken, ham, pastrami or lower fat cheese
- bouillon based soups or soups made with milk instead of cream
- dips made with plain yogurt or light sour cream
- lower fat salad dressings or have salad dressings served on the side
- smaller portions of meat, fish and poultry
- broiled, poached, steamed or roasted main dishes (meat, poultry, fish, eggs) instead of fried foods
- leaner meats with the fat trimmed and chicken without skin
- meatless dishes, such as a legume casserole or a vegetarian lasagna
- fresh fruits, fruit salad, icemilk, fruit sherbet, frozen yogurt or angel food cake as one of the dessert choices

** Healthy and Productive: The heart Beat Guide to Hosting Business Functions, Region of Ottawa-Carleton Health Department, 1994.*

Company XYZ Food Service Policy*
In order to contribute to the health and well-being of employees XYZ wishes to encourage the consumption of healthful foods during the work day by providing the following:

- A “Treat Yourself Right” healthy choice lunch entrée will be available daily in the cafeteria. These entrées will be promoted in the “Monday XYZ” newsletter. Fat, dietary fiber, protein, carbohydrate, and sodium content as well as energy values will be highlighted.
- Healthy food choices will be available in vending machines located throughout the building.
- Lower fat and higher fiber options will be available in the cafeteria and at any business function where food is served.

* Adapted from: *Healthy, Wealthy and Wise*, Wellness Councils of America, 3rd Edition, 1993.

Further Contacts

Simcoe County District Health Unit
Health Connection - Lifestyle Line
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520
(705) 721-7520
Fax (704) 721-1495
Website: www.simcoehealth.org

For food handling and storage issues:
Simcoe County District Health Unit
Health Connection Inspection Line
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520
(705) 721-7520
Fax (704) 721-1495
Website: www.simcoehealth.org

4.2 PHYSICAL ACTIVITY

“Of course it's just common sense that when you're fit and healthy, you have more energy. But a lot of people, especially in management, don't appreciate the implications this common sense creed has on their working lives. Strenuous mental activity is one of the most demanding forms of exercise we undertake: make sure you're fit enough to meet the challenge.” (*Drake Business Review*, 1995: 31)

“In 1995, 37% of Canadians were active compared to 21% in 1981. If as many Canadians had been active in 1981 as in 1995 (i.e. 37%), it has been estimated that the total annual health care costs would have been \$6 billion lower.” (Toward an Active Health Canada, Making a Difference”, Active Living Canada, 1996.)

Exercise helps to prevent and control a number of health problems including heart disease, diabetes, high blood pressure, colon cancer, depression, anxiety, back pain, obesity and osteoporosis. Physically fit employees have healthier bones, muscles and joints and are less prone to injury. In addition, employees who are physically fit will have more energy and mental alertness and will be generally more productive.

Considerations

- Determine the interests and current fitness and lifestyle habits of employees and the types of programs they are interested in. Develop a broad approach so that all employees regardless of shift can participate in some physical activity.
- Identify the relevant safety issues.
- Consider the available budget.
- Identify the availability of facilities/equipment onsite or near the worksite. Consider the operating costs of facilities/equipment.
- Investigate opportunities for partnering with available community resources. Consider cost-sharing or reimbursement of fees.
- Determine the availability of employee volunteers. Identify how training of employee volunteers will be accomplished.
- Consider the feasibility of contract consultants or in-house fitness professionals. These will be cost and liability considerations.
- Look at ways to include the family members of employees people with physically active spouses are more likely to exercise regularly than those with sedentary ones.

Ideas

- Introduce walking breaks or stair-climbing challenges.
- Invest in shower stalls and change rooms to encourage people to walk or bicycle to work and run during lunch time.
- Use flextime to accommodate participation in exercise classes at local gyms.
- Implement blended work responsibilities where those with sedentary jobs share responsibilities with employees in more active jobs.

Further Contacts

Simcoe County District Health Unit
Health Connection Lifestyle Line
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520
(705) 721-7520
Fax (704) 721-1495
Website: www.simcoehealth.org

*Canada Safety Council Attention: Alliance
for Active Living in the Workplace*
1020 Thomas Spratt Place
Ottawa, ON K1G 5L5
Tel.
Fax (613) 739-1566

*ParticipACTION: Employee
Communications*
40 Dundas Street West, Suite 220
P.O. Box 64
Toronto, ON M5G 2C2
Tel. (416) 954-1212
Fax (416) 954-4949

ACTIVE LIVING ALLIANCE (for disabilities)
Toronto Rehabilitation, Toronto
Chapter,
Lori Prospero
130 Dunn Ave.
Toronto, ON M6K 2R7
Tel. (416) 597-3422 ext. 2029
Fax (416) 530-2470
e-mail: on@ala.ca

References

- Daley, A.J. & Parfitt, G. (1996). Good health Is it worth it? Mood states, physical well-being, job satisfaction and absenteeism in members and non-members of a British corporate health and fitness club. *Journal of Occupational and Organizational Psychology*, 69(2), 121-134.
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5.0 Healthy Environments

5.1 Exposure to blood and other body fluids in the workplace

Disease may be carried in blood and body fluids. The practice of universal precautions needs to be in place to create the safest workplace environment for all. Because it is impossible to know if someone is infected with HIV, hepatitis B or hepatitis C, or any other diseases, it is best to treat all blood and body fluids as potentially infectious. Even though risk of infection may appear unlikely, employees need to be aware of the risks and ways to minimize exposure to these diseases. Successful approaches to optimizing workplace safety should emphasize measures for reducing risk of exposure, including firm policies, the use of safer equipment and techniques, procedural safeguards and monitoring of safety practices.

Considerations

- Consider all relevant federal and provincial human rights legislation and codes. Testing for blood borne diseases before or during employment is neither appropriate nor required. The Canadian AIDS Society reports that litigation around AIDS in the area of employment focuses on four areas: breach of confidence, grievances under collective agreements, wrongful dismissal and other forms of discrimination
- Consider how you will educate your employees about these diseases the facts and how they are transmitted.
- Determine how employee's confidentiality will be ensured. This requirement is not only a professional and ethical responsibility but also a legal responsibility. Inappropriate disclosure of a communicable disease is prohibited by Ontario law (Health Protection and Promotion Act)
- Identify barriers to providing a supportive environment for employees.
- Consider providing hepatitis B vaccination to those workers at risk anyone who may come into contact with blood and/or body fluids.

Ideas

- Educate employees about universal precaution measures
- Use Employee Assistance Programs as resources for employees to seek education and medical information and access community resources.
- Make alternative work arrangements like flexible work hours, job sharing and telecommuting as well as shifting workloads and temporary help to assist employees to cope with illness.

For assistance in developing workplace policies specific to your organization concerning exposure to blood and body fluids, contact your local Public Health Unit.

Further Contacts

Simcoe County District Health Unit
Health Connection
15 Sperling Drive
Barrie, ON L4M 6K9
Call or Click Health Connection at 721-7520
Or 1-877-721-7520, www.simcoehealth.org

Canadian AIDS Society
100 Sparks Street, Suite 400
Ottawa, ON K1P 5B7
Tel. (613) 230-3580
Fax (613) 725-9826

Health Canada
HIV/AIDS Policy and Co-ordination Office
Postal Locator 3002A
11 Holland Avenue, Tower A
2nd Floor,
Ottawa, ON K1A 1B4
Tel. (613) 952-5258
Fac (613) 952-3556

National Aids Clearing House, AIDS Program
C/o Canadian Public Health Association
1565 Carling Avenue, Suite 400
Ottawa, ON K1Z 8R1
Tel. (613) 725-3434
Fax (613) 725-1205
E-mail: aids/sida@cpha.ca

Written Resources

Managing HIV and AIDS in the Canadian Workplace. A guide for managers, a manual for employee education and a brochure which presents the basic facts about AIDS in the context of workplace health. Available from the Canadian AIDS Society.

The Business case for HIV/AIDS. A workplace policy kit specifically for AIDS, Health Canada, 1996. (A sample policy is included.)

AIDS and Workplace Policy. 1997,
Canadian Public Health Association
References



5.2 PHYSICAL ENVIRONMENT

The physical environment at work is recognized as a substantial workplace resource. There are two major considerations of its effects as far as employers are concerned: organizational productivity and employee well-being.

Environmental factors associated with stress at work include noise, crowding, poor environment, especially the inability to regulate social conditions, and achieve privacy when desired. (Baum, 1982; Evans, 1987).

One of the areas of the physical environment that can have an effect on workers is air quality. Most of us spend 80-90% of our time indoors.

Airborne contaminants can cause headaches, nausea, burning eyes, persistent coughing and general fatigue among other symptoms. Pregnant employees may be even more susceptible to the harmful effects of airborne contaminants. More serious problems can result if viruses, bacteria, fungi and other microorganisms infect humidifying and air conditioning systems.

In order to optimize employee performance, we need to provide a healthy indoor environment.



Considerations

- This is a highly specialized area and involves a number of disciplines. Please consult one of the Health and Safety Delivery Organizations listed below. An Air Quality and Ventilation policy is usually incorporated into a workplace's Health and Safety Policy. Determine the air composition of your workplace.
- Determine which airborne contaminants are present (e.g. dusts, mists, fumes, smoke, carbon or soot particles, vapours, gases).
- Explore potential ventilation systems and what each one involves (i.e. engineering, administrative controls, work practices and procedures, personal protective equipment).
- Identify the legal requirements for your particular workplace.

Further Contacts

Architectural and Engineering Services
Public Works Canada
Sir Charles Tupper Building
Ottawa, ON K1A 0M2

**A series of booklets on assessing indoor air quality is available.*

Industrial Accident Prevention Association
Unit J-4 Cedar Pointe Drive
Barrie, ON L4N 5R7
Tel. (705) 726-6483
1-800-406-4272 (Rexdale)
Fax (705) 726-8709

Ontario Minister of Labour
Occupational Health & Safety
114 Worsley St.
Barrie, ON L4M 1M1
Tel. (705) 722-6642
1-800-461-4383
Fax (705) 726-3103

Construction Safety Association
Tel. 1-800-781-2726

Electrical Utilities Safety Association
Tel. 1-800-263-5024

Farm Safety Association of Ontario
Tel. 1-800-361-8855

Transportation Health & Safety Association
of Ontario
Central Region
555 Dixon Rd. East
Toronto, ON
Tel. (416) 242-4771

Workplace Safety & Insurance Board
Toronto Office
Tel. 1-800-387-0750

Workers' Health & Safety Centre
Toronto Office
Tel. 1-888-869-7950

Toronto Safety (Safety Products)
3-1750 Queensway
Etobicoke, ON M9C 5H5
Tel. (416) 520-9199
Fax (905) 939-7561

5.3 ENVIRONMENTAL TOBACCO SMOKE

Tobacco use and exposure to secondhand smoke is hazardous to your health. The Medical Officer of Health for Simcoe County has advised all municipalities of the urgent need to implement 100% smoke-free bylaws applicable to all public places and workplaces.

Nearly 90,000 adults 18 years of age and over (31%) in Simcoe County smoke. This is higher than the provincial average. Of these 90,000 smokers, 450 will die each year from smoking related diseases such as lung cancer, heart disease, stroke and chronic lung disease. Another 11 deaths will occur in non-smokers each year as a result of being exposed to secondhand smoke. These deaths are unacceptable and totally preventable.

It is known that the smoke from the burning end of a non-filtered cigarette has higher concentrations of hazardous substances than the mainstream smoke inhaled by the smoker. In a 2000 progress report, the Ontario Tobacco Research Unit reported that 70% of people who work outside the home are protected by indoor smoking bans. However, 29% reported only partial or no bans at all, which is primarily reflective of the blue-collar workforce. With 15,000 employers and many more work sites in Simcoe County, the number of employees who continue to be exposed involuntarily to secondhand smoke in the workplace is a major health issue. In the hospitality industry alone, non-smoking food service workers are 50% more likely to develop lung cancer than other non-smokers. Employers who fail to protect workers from secondhand smoke should also be aware they may be vulnerable to lawsuits in the future.

Policies designed to prohibit smoking in the workplace have the added benefit of encouraging and supporting smokers wanting to quit. According to the Conference Board of Canada, a smoking employee costs your business about \$2,000 per year. These costs are the result of increased absenteeism (smokers are absent 1.8 more days per year than non-smokers), increased supplemental health insurance costs (an average of 35% greater) and increased non-scheduled breaks (smokers spend about 30 minutes more on non-scheduled breaks every day).

Given the wide-ranging societal, human and economic costs of tobacco use, it is critical that efforts be made to impact on both the rate of smoking as well as the involuntary exposure of non-smokers to secondhand smoke. The requirement to protect workers can not be ignored. Workplaces that implement 100% smoke-free policies are taking a positive step towards protecting the health of their employees.

Considerations

- Identify the legal requirements in your area. Put policies into place that will ensure you are in compliance with laws, which affect your workplace.
- Consider whether your company will reimburse employees' costs for smoking cessation programs.

Ideas

- Organize contests/rewards for smokers who quit or for non-smokers who help smokers trying to quit.
- Provide smoking cessation programs on-site.
- Make self-help resources available for smokers (e.g. manuals, pamphlets, videotapes).
- Consider reimbursement for costs of off-site smoking cessation programs

Sample Company Smoking Policy

Effective September 1 (1994), XYZ is revising its smoking policy to prohibit smoking in all interior areas of the home office complex including the seventh floor vending lounge and cafeteria. In addition, the revised policy also prohibits smoking at the 6th Street front entrance of the XYZ building.

The changes in the smoking policy are being made in response to XYZ's continued concern about the health hazards of passive smoke, and because the company is committed to a smoke-free work environment, XYZ hopes to help to reduce the potential smoke-related health problems of its employees.

The smoking policy continues to allow smoking at all outside entrances other than the XYZ Building's main entrance, which faces the county Courthouse on 6th Street. Attached to this bulleting is a diagram of the home office complex showing all building entrances and all smoking areas approved under the new smoking policy.

(Adapted from Health, Wealthy and Wise and this text used with permission from Provident Life and Accident Insurance Company (Well Workplace Gold), member of the Chattanooga Area Wellness Council.)

Further Contacts

Simcoe County District Health Unit
Health Connection
15 Sperling Drive
Barrie, ON L4M 6K9
Call or Click
Health Connection at 721-7520
Or 1-877-721-7520, www.simcoehealth.org

Health Canada
Tel. (613) 954-5995 or www.hc-sc.gc.ca

Smokers' Help Line
1-877-513-5333

Resources

Simcoe County District Health Unit web site
www.simcoehealth.org

*Guide Book on Tobacco Reduction:
Working Together for a Healthier
Workplace.* Available from Health Canada

Canadian Health Network
www.canadian-health-network.ca
Search for tobacco, secondhand smoke,
workplace

Ontario Campaign for Action on Tobacco
www.ocat.org Search for secondhand
smoke, smoke free workplaces, bylaws

Ontario Tobacco Research Unit
www.camh.net/otru Search for tobacco
links, tobacco legislation

Smoking Stages of Change
An existing new approach to reach smokers
and ex-smokers in the workplace.
■ Uses a computer program with cartoons
to give each participant a tailored
message

For more information please call:
Region of Ottawa-Carleton Health
Department
Workplace Health Promotion Program
Business Health Line
Tel. (613) 724-4179

One Step at a Time: A Self help resource for
smokers' who do not want to quit and for
smokers' who want to quit smoking.
Available from the Simcoe County District
Health Unit and from the Smokers' Help
Line (numbers are listed above).

References

- ¹ Simcoe County District Health Unit (2000). Rapid Risk Factor Surveillance System. Results February 2002.
- ¹ Ontario Morbidity Data Base, 1997
- ¹ Ontario Tobacco Research Unit (2000) Monitoring the Ontario Tobacco Strategy: Progress towards our goals, 1999-2000.
- ¹ Toronto: Ontario Tobacco Research Unit.
- ¹ Siegel, M. (1993). Involuntary Smoking in the Restaurant Workplace: A Review of Employee Exposure and Health Effects.
- ¹ Journal of the American Medical Association. 270 (4)490-493.
- ¹ Conference Board of Canada. (1997). *Smoking and the Bottom Line: The Costs of Smoking in the Workplace.* Ottawa: Conference Board of Canada

5.4 ERGONOMICS

Sprains and strains account for 50% of all lost-time injuries in Ontario. Most of these injuries can be prevented by matching the worker with the work environment. The guiding principle of ergonomics is that the workplace should be adapted to the individual worker. This is extremely important when accommodating older workers. For example, age was one of the factors considered in the improvement of the City of Toronto's garbage collection system, where the average worker age was 42 years. By introducing a change in the driver/loader system and a bylaw which limited collection weight of 20 kg, the city reduced lifting injuries by 28 percent.

The Delta Brunswick, a four-star hotel in Saint John's, introduced **Back in Action**, an ongoing process that empowers employees to identify and implement the ergonomic solutions needed to reduce risks in the workplace. Despite the challenges of communicating to a workforce which included a high proportion of young, casual staff with high rate of turnover and around the clock hours, the program has resulted in a substantial decrease in workers' compensation claims and increased satisfaction among employees.

Studies have shown that work organization and design are directly linked to feelings of self-worth, stress levels and degree of job satisfaction. (Technical Consulting Services, Industrial Accident Prevention Association)

Considerations

*Ergonomics is a highly specialized area. Please seek help from a professional in this area.

- Look at ways to identify, assess and ameliorate high risk areas.
- Determine how worker input will be incorporated into the development of solutions to ergonomic problems.
- Determine the extent to which work practices and procedures can be modified.
- Look at the possibilities of modifying existing equipment or purchasing new equipment.
- Consider ways to involve all levels in the creation of modified work and graduated return to work programs to insure that injured employees are able to return to their jobs as quickly as possible.

Ideas

- Start an exercise program designed for individual workplaces.
- Provide employees with training in body mechanics.

Sample Policy

Ergonomic Work Environment Policy Simcoe County District Health Unit

Policy

The Simcoe County District Health Unit (SCDHU) recognizes the use of the science of ergonomics as a means of reducing the potential for fatigue, accidents, or illness in the workplace.

Supervisors will be sensitive to the role ergonomics may have in workplaces under their control.

Introduction

Ergonomics is the application of scientific information concerning human beings in relation to the design of objects, systems and environments for human use. It has long been recognized as an effective method of harmonizing the workplace, its equipment and the physical capabilities of workers.

An ergonomic program may include a practice of encouragement and response to early reporting of problems and/or symptoms, the development of a comprehensive exercise program designed for individual workplaces, training in body mechanics, the modification of existing equipment and the purpose of ergonomically suitable equipment and may include modification to work practices and procedures in some instances.

Application

This policy shall apply to all work sites and equipment used by SCDHU workers on a regular basis.

Scope

Ergonomic assessments may be carried out in the following circumstances:

- At the request of workers, and/or joint health and safety committee.
- At the request of a supervisor.
- At the request of the Occupational Health and Safety Division.
- To aid in the reintegration of workers disabled due to both work-related and non work-related occurrences.
- For purposes of prevention in connection with known high risk tasks.
- In an attempt to resolve problems identified through incident rates/patterns, referrals, etc.

Administration

The Occupational Health and Safety Division of the Human Resources Department may conduct or administer ergonomic studies or provide advice or assistance to departments for this purpose.

In those cases where the Occupational Health and Safety proposes to conduct or administer an ergonomic study, the relevant supervisor shall be fully informed and consulted prior to any study being conducted in his/her area of responsibility. Where practical, affected employees will also be involved.

Ergonomic studies will usually result in recommendations which may include any or all of the following:

- Purchase of new equipment and tools.
- Purchase of new furniture/workstations.
- Modification of existing equipment/workstations, furniture/tools.
- Training in body mechanics.

- Development of specific “at work” restorative exercise.
- Development of equipment/workstation standards.

Recommendations of the ergonomics study may identify immediate action, short term corrective measures and long term measures.

Further Contacts

Industrial Accident Prevention Association
Unit J-4 Cedar Pointe Drive
Barrie, ON L4N 5R7
Tel. (705) 726-6483
1-800-406-4272 (Rexdale)
Fax (705) 726-8709

Ontario Ministry of Labour
Occupational Health & Safety
114 Worsley Street
Barrie, ON
Tel. (705) 722-6642
1-800-461-4383

Construction Safety Association
Tel. 1-800=781-2726

Active Living Alliance (for disabilities)
*Toronto Rehabilitation
Toronto Chapter, Lori Prospero
130 Dunn Ave.
Toronto, ON M6K 2R7
Tel. (416) 597-3422 ext. 2029
Fax (416) 530-2470
E-mail: on@ala.ca

Electrical Utilities Association
Tel. 1-800-263-5024

Farm Safety Association of Ontario
Call 1-800-361-8855 and leave message

Transportation Health & Safety Association
of Ontario
Central Region
555 Dixon Road East
Toronto, ON
Tel. (416) 242-4771

Workplace Safety and Insurance Board
Toronto Office
Tel. 1-800-37-0750

Workers' Health and Safety Centre
Toronto Office
Tel. 1-888-869-7950

References

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Jack, L. & Axelrad, S. (1995). The aging work force. *Occupational Health & Safety Canada*, 11(5), 28-37.

Linton, S. (1995). A more hospitable workplace. *Occupational Health & Safety Canada*, 11(2), 70, 72-73.



5.5 EXPOSURE TO ULTRAVIOLET RADIATION

The number of Canadians diagnosed with skin cancer in any one year is higher than the combined total for cancers of the lung, breast and prostate. In addition, exposure to ultraviolet radiation can result in eye damage and possibly eye disease which can lead to blindness. This, protecting employees from exposure to ultraviolet radiation is an important aspect of a healthy workplace policy.

Considerations

- Consider the scheduling of outdoor work. The most intense hours of sun are between 11:00 a.m. to 4:00 p.m.
- Look at the ways in which shade can be provided (e.g. canopies, cabins, umbrellas, tents, gazebos).
- Identify which kinds of protection (i.e. sunscreen, wide-brimmed hats, sunglasses and appropriate clothing) will be provided. Sunscreen should have an SPF of at least 15, protect against both UVA and UVB rays and be waterproof. It should be applied at least twice within an eight hour period. Sunglasses should have both UVA and UVB protection.
- Determine provisions for people who experience allergic reactions to certain kinds of sunscreen.

Sample policy City of Kanata Human Resources Policy/Procedure

Subject: Ultraviolet Radiation Exposure

The City in its ongoing commitment to provide a healthy and safe working environment for its employees has formalized its position on exposure to ultraviolet radiation by developing this Policy statement.

Employer's Position

- The Employer recognizes the importance of educating staff concerning the damaging effects of the sun's rays and about the measure which must be taken to ensure employee well-being. In keeping with this, the Employer will continue its proactive approach of requesting representatives from the Canadian Cancer Society and the Regional Municipality of Ottawa-Carleton Environmental Directorate to make annual presentations to staff.
- The Employer will continue to provide informational pamphlets and brochures, such as the Canadian Cancer Society's publication Sun Sense, to members of staff as part of the ongoing educational process.
- The Employer will also continue to provide tangible means of protection to staff and encourage usage such as umbrellas for lifeguard chairs at the outdoor pools. Staff usage of shaded areas for lunch and break periods is also encouraged by the Employer.

The following operating procedures relate to the implementation of the Policy on Ultraviolet Radiation Exposure. Specifics are as follows:

- Signage which warns of the harmful effects of the sun's rays and preventative measures to be taken will be posted at the main entrance to each ball diamond, outdoor pool and park.
- Shaded areas will be incorporated in the design of recreational and park development projects in the future. In addition, Parks and Recreation staff will strive to relocate these recreational activities to areas with shade and protection. Provision should be made for these in the 10-year capital budget and reviewed annually.
- **Protective Devices** - The Parks and Recreation Department will pursue having corporate sponsors provide protective devices such as poolside umbrellas.
- **Clothing** - Staff working outdoors are encouraged to wear protective clothing (e.g. t-shirts, hats, sunglasses) for maximum protection against UV rays.
- **Sunscreen** - During the summer months, May to September inclusive, sunscreen with a minimum SPF 15 will be made available to all employees required to work outdoors. Employees, other than those who are medically exempt, are encouraged to use the sunscreen which is provided.
- Job descriptions, where necessary, will delineate the importance of exercising sun smart behaviours.

Further Contacts

Simcoe County District Health Unit
Health Connection Lifestyle Line
Tel. (705) 721-7520

Canadian Cancer Society
Barrie & District Unit
64 Cedar Pointe Drive
Barrie, ON L4N 5R7
Tel. (705) 726-8032
(705) 726-4073
1-800-338-6610



5.6 MOTOR VEHICLE SAFETY

A vehicle that is supplied by an employer for use by a worker in the performance of work, or any vehicle that an employee is required to use in the course of the employment is a workplace.

The cost to the employer to repair vehicle damage can be relatively small compared to the overall cost of the accident. You need to add in the replacement cost of the vehicle, the cost of lost production, insurance excess and added premiums, cost of worker's compensation, administrative costs, benefit costs, retraining costs. The list goes on.

Considerations

- Consider all of the legal requirements. Legislation governing motor vehicle safety is subject to: Occupational Health and Safety act, Highway Traffic Act, National Safety Code, Commercial Vehicle Operators Registration Program.
- Determine who should assume responsibility for directing the accident prevention effort through line management.
- Look at the requirements of a safety audit. Check understanding and compliance and make sure safety inspections of vehicles are adequate.
- Determine the best ways to help all employees learn to prevent future accidents. This will entail a communications strategy to convey information on accident reports and investigations.

- Consider ways to select, train and appraise drivers.
- Determine how the policy will address off-the-job safety.
- Consider how the policy will deal with driving under the influence of alcohol or other mood-altering drugs. It is important to recognize that alcohol and other drugs may be used to cope with unrealistic shipment deadlines and long hours. Organizational practices may need to be modified as well.
- Consider the policy implications if a worker uses his/her own vehicle for work. Certification of road worthiness, appropriate licensing and insurance all need to be taken into consideration.

Ideas

- Use interest-sustaining activities like meetings, campaigns, posters, dashboard cards, contests and awards.
- Provide drivers with workshops on how to deal with sleep problems that result from irregular shift work. Include information on the circadian cycle (the body clock), sleep, physical activity, social and family coping strategies, stress, nutrition and safety. Involve spouses where possible.

Sample Policy on Motor Vehicle Safety

Several Municipalities in Ontario have written policies on motor vehicle safety with regard to their Fleets' Operations.

City of North York, Ross Petrini, (416) 395-6386

Regional Municipality of Ottawa-Carleton, Ruth Forbes, (613) 724-4244, ext. 2285

Policy Statement City of York Fleet Safety

It is the policy of the City of York which any employee operating city-owned, leased or rented vehicle or equipment will be responsible for protecting the interests of The Corporation of The City of York by carrying out their duties in an efficient, courteous and safe manner.

The Corporation of The City of York promotes "Defensive Driving" emphasizing the basic principle that a defensive driver is one who is always aware that other drivers can and will make driving errors. Therefore, defensive drivers operate their own city vehicle so as to avoid the accident producing situations caused by these drivers. Other accident producing situations are also considered such as road conditions, traffic and person physical and mental state to maintain constant control over their motor vehicles or equipment.

All operators of city vehicles must know and obey the Highway Traffic Act of Ontario related statutes and regulations and applicable municipal bylaws.

1.1 APPLICATION

These policies and procedures apply to all drivers of City vehicles whether they are owned, leased or rented on a daily basis except those in the Fire Department where the Fire Department regulations will apply.

1.2 OBJECTIVES

The objectives of the Fleet Safety Policies are to:

- Develop an attitude of "Defensive Driving" in operators of City equipment and vehicles.
- Reduce and eliminate vehicle accidents by accident prevention techniques and employee training thereby reducing fleet operating costs.
- Promote accident prevention through investigation and review of all vehicle accidents thereby increasing the accountability of operators for their actions.
- Provide the safest possible environment in which our employees may work and the citizens of The City of York may live by operating city equipment in a professional, efficient and safe manner.
- Ensure that all operators of city equipment know and obey the Highway Traffic Act of Ontario, related statutes and regulations and applicable municipal bylaws.
- Provide the education and training required for employees to acquire the driving skills and knowledge necessary to avoid accidents.

1.3 ENFORCEMENT

Violation of any procedure, policy, rule, regulation or other requirement contained in these policies may result in suspension, permanent revocation of the City of York's Equipment Operator's Permit and additional disciplinary action up to and including discharge from employment. For some violations, the disciplinary action is set out in this policy and will be imposed against all violators. For other violations where the disciplinary action is not set out in this policy, discipline appropriate to the circumstances will be imposed against all violators.

Further Contacts

Canada Safety Council
Mgr. Raynald Marchand
Tel. (613) 739-1535
(613) 739-1566

Ontario Safety League
Etobicoke, ON
Tel. (416) 620-1720

Sudbury and District Health Unit
Shift Work Project
Tel. (705) 522-9200
*Shiftwork Like Clockwork Facilitators
Guide; A Worksite Wellness Program to
Optimize the Health of Ontario Shiftworkers

Transportation Health & Safety Association
of Ontario
Central Region
555 Dixon Rd. East
Toronto, ON
Tel. (416) 242-4771

References

Morgan, D. (1996). *Sleep Secrets for Shift Workers and People With Off-Beat Schedules*. Duluth, MN: Whole Person Associates.

5.7 OCCUPATIONAL HEALTH AND SAFETY

“Our vision for a future...Canada, is one in which prevention of occupational injury and illness has become a deeply ingrained value where healthy and safe workers perform their jobs in healthy and safe work environments.”

(Occupational Health & Safety Canada, July/August 1992:98)

Abitibi Consolidated Incorporated, a pulp and paper company in Fort Frances, Ontario has introduced an innovative incentive program in collaboration with local business. The company agreed to pass on a portion of the savings from Workers' Compensation in the form of “safety points” to employees if they could meet certain accident-free targets. Safety points can be redeemed for merchandise and services at 80 businesses in the community. The economic impact on the local community is estimated at between \$450,000 to \$500,000 annually. This is a win-win strategy with benefits accruing to the company, the employees and the community.

Studies conducted by the Institute for Risk Research (IRR) show that operator error accounts for 15 percent of accidents while management systems account for the remaining 85percent. Thus, a systematic approach to health and safety risks require an on-going audit of safety performance to test the overall system in addition to individual initiatives.

Considerations

*The Occupational Health and Safety Act of Ontario legislates specific responsibility about health and safety to employers, supervisors and workers. This Act applies to all workplaces in Ontario. To obtain a copy, please contact the Ministry of Labour. To develop a Health and Safety Policy specifically adapted to your workplace, please get some help from one of the Health and Safety Delivery Organizations listed.

- Consider legal requirements. Employees have a right to participate in a Health and Safety Committee and to refuse unsafe work.
- Determine the types of hazards your employees are exposed to. Specifically, identify the hazards created by where the work is performed and by the equipment used to do the work. Consider the way these hazards are affected by shift work and overtime.
- Look at training alternatives. Training should be proportional to the degree of hazard.
- Determine responsibility or accountability of the employer, supervisor and employee. Employers or supervisors should be responsible for developing, implementing and overseeing the plan.
- Look at the kinds of protective devices which are to be used.
- Address how the policy will safeguard employees who work alone.
- Determine how to adequately communicate the policy to employees who may have different cultural values about safety.

Ideas

- Institute a “new employee” orientation as a vital part of the training package. Senior management's participation in the orientation session emphasizes the importance of safety as well as the moral obligation we all have to protect one another's health and safety.
- Use light duty program for employees who are recovering from minor injuries.
- Change the shift system. Three-week clockwise rotating shift systems have been associated with less sleeping on the job, a reduction in accidents and an increase in family satisfaction.
- Ameliorate the environmental factors which are associated with stress (e.g. noise, crowding, lack of privacy and poor light, air quality and temperature).

Sample policy
Health and Safety Policy Regional
Municipality of Ottawa-Carleton

1. Application

This policy applies to all employees.

2. Policy

The Regional Municipality of Ottawa-Carleton is vitally interested in the health and safety of its employees. Protection of employees from injury or occupational disease is a major continuing objective. The Regional Municipality of Ottawa-Carleton will make every effort to provide a safe, healthy work environment. All supervisors and workers must be dedicated to the continuing objective of reducing risk of injury.

Supervisors will be accountable for the health and safety of workers under their supervision. Supervisors are responsible to ensure that machinery and equipment are safe and that workers work in compliance with established safe work practices and procedures. Workers must receive adequate training in their specific work tasks to protect their health and safety in accordance with a pre-arranged plan.

Every worker must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by the Corporation.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organization from the chair person to the workers.

3. Compliance

The Occupational Health and Safety Division shall be responsible for developing plans related to health, safety, compensation, employee assistance and related matters for all Regional employees in consultation with affected departments and representative bargaining units.

The Division will assist employees and management in ensuring that Regional projects and employees comply with applicable health and safety legislation.

Further Contacts

Health and Safety Delivery Organizations

Construction Safety Association
Tel. 1-800-781-2726

Electrical Utilities Safety Association
Tel. 1-800-263-5024

Farm Safety Association of Ontario
Tel. 1-800-361-8855

Industrial Accident Prevention Association
Unit J-4 Cedar Pointe Drive
Barrie, ON L4N 5R7
Tel. (705) 726-6483
1-800-406-4272 (Rexdale)
Fax (705) 726-8709

Ontario Minister of Labour
Occupational Health & Safety
114 Worsley St.
Barrie, ON L4M 1M1
Tel. (705) 722-6642
1-800-416-4383

Workers' Health & Safety Centre
Toronto Office
Tel. 1-888-869-7950

Workers' Health and Safety Centre
Ottawa Office
Tel. (613) 232-7866
Fax (613) 232-3823

Canadian Centre for Occupational Health & Safety
250 Main Street East
Hamilton, ON L8N 1H6
Tel. 1-800-263-8466
Fax 1-905-572-4500

References

References

Burn, D. (1995). Risk management: A systematic approach to occupational health and safety. *Human Resources Professional*, 12(4), 9-12.

Burn, D. (1996). Disability management: Employers can ensure a speedy return to work by helping workers access support services. *Human Resources Professional*, 13(7), 33-35.

Dehaas, D. (1997). Alone and at risk. *Occupational Health & Safety Canada*, 13(1), 38-42.

Goldberg, G. (1992). In the face of fear. *Occupational Health & Safety Canada*, 8(2), 34-46.

Jeffery, B., Cummings, J., Gillon, G. & Walker, E. (1997). Innovative community partnerships: Fort Frances. Update: *The Newsletter of Ontario's Healthy Communities*, Summer, 1 & 8.

Letourneau, D. (1992). Getting off to a safe start. *Occupational Health & Safety Canada*, 8(6), 46-50.

Levy, B.S. & Wegman, D.H. (1995). *Occupational Health: Recognizing and Preventing Work-Related Disease* (3rd ed.) Boston: Little, Brown and Company.

Morgan, D. (1996). *Sleep Secrets for Shift Workers and People With Off-Beat Schedules*. Duluth, MN: Whole Person Associates.

Pattenden, T. (1995). Staying afloat. *Occupational Health & Safety Canada*, 11(1), 38-43.

Rieder, M.J. (1993). Assessing risk during pregnancy. *Occupational Health & Safety Canada*, 9(5), 112, 114, 116.

Strahlendorf, P. (1995). Accident Theory Part I: Explaining how accidents happen. *Occupational Health & Safety Canada*, 11(5), 48-58.

Strahlendorf, P. (1995). Accident Theory Part II: Putting theory into practice. *Occupational Health & Safety Canada*, 8(4), 98.

5.8 SOCIAL ENVIRONMENT

The prevention of illness and injuries involves more than just modification of the physical environment. An organization's structure, culture, and norms related to communication flow, employee involvement, morale and well-being, as well as cultural diversity have direct influences on the health of individual workers and their families. "...employees who reported greater job autonomy, control over work schedule, supervisor support, supportive workplace culture, and opportunity to advance unimpeded by race and gender discrimination were willing to work hard to help their companies succeed, were more loyal to their employers, were more likely to want to continue with their current employers, were more satisfied with their jobs, and took more initiative on the job than other workers, outcomes clearly related to the bottom-line concerns of employers." (Galinsky, Bond & Friedman, 1996: 133-134)

"Examples of stressors in the workplace that negatively affect mental and physical health include:

- work overload and time pressure
- lack of influence over day to day work
- lack of training and/or preparation
- too little or too much responsibility
- discrimination
- harassment
- poor communication
- poor management
- neglect of legal and safety obligations."

*("The Psychosocial Work Environment" Health Canada, 1998 draft)

The consequences of these stressors include mental, physical, social and even economic consequences for the business or workplace. Economic consequences include:

- wasted time
- more damage to company property
- higher absenteeism
- less creativity
- lower productivity
- less efficiency
- less courtesy with customers
- higher staff turnover

These consequences can clearly affect the company's bottom line. *("The Psychosocial Work Environment." Health Canada, 1998 draft)

Employees participating in Xerox Canada's 'empowered work groups' have a higher level of professional commitment because of their stronger voice in decision-making. This has been a boon for the company in terms of facilitating longer-term relationships with customers. TransAlta Corporation has introduced 'Let's Talk and Coffee Pot' sessions which give employees a chance to meet senior executives and discuss

corporate issues. The company's BEST program (Brilliant Employee suggestions at TransAlta) has resulted in significant savings.

Statscan has a no-layoff policy. To cope with downsizing pressures, they developed their corporate assignment division which encourages temporary transfers. The advantages of this approach employees gain personal or career development, management can try new people at no risk and the organization becomes more flexible. These companies and others recognize that establishing a culture of support, trust and respect is one of the most important ways that employee well-being can be enhanced.

Considerations

Consider supervisor sensitivity to employee concerns.

- Help balance work and home by considering alternative work arrangements (See section on Alternative Work Arrangements.)
- Look at ways in which shiftwork affects the workforce.
- Determine ways to improve conflict management and social support.
- Look at the ways in which employee input can be integrated into the decision-making process. Consider ways that employees can increase their sense of control over their workload as well as the design of their workspace and schedule.
- Communicate upcoming changes and seek input from all levels.
- Identify ways to reduce the social isolation and family tensions which may be experienced by shift workers.
- Consider improving the system of feedback so that it is positive and constructive for employees.
- Define roles and duties clearly.
- Establish healthy workplace policy which will provide clear guidelines for everybody.
- Motivate your employees with job variety by rotating them when possible.
- Look at how information is communicated in the workplace.
- Consider space allocation.
- Look at the physical design of workplace.
- Provide introduction to and training on how to use new equipment.
- Provide an Employee Assistance Program (EAP).
- Look at how work is organized and designed. "Organization refers to the ways in which jobs are divided and to the ways in which people doing these jobs relate to one another. Design is the way jobs are structured and their actual content and is the result of both technological imperatives and human decisions." *("The Psychosocial Environment." Health Canada, 1998 draft)

Psychosocial issues impact on many other issues in the workplace.

Ideas

- Offer workshops on stress and time management.
- Authorize regular work time for participation in parenting support groups.
- Establish “crisis and loss” groups to help employees deal with company layoffs.
- Keep employees involved provide support to those who are “downsized” and those who are not. Most companies who downsize don't get the project cost savings because they forget the human side of the equation. Open lines of communication from senior management on down will help to facilitate the long-term change in culture needed to support this transition.
- Schedule social activities when all employees can attend.

Further Contacts

Centre for Addiction & Mental Health
(CAMH)
33 Russell Street
Toronto, ON M5S 2S1
Tel. 1-800-661-1111
(416) 595-6059
Fax (416) 593-4694



References

- (1996). Corporations and the...public good. *Financial Post Magazine*, December 1996, 9-11.
- Galinsky, E., Bond, J.T. & Friedman, D.E. (1996). The role of employers in addressing the needs of employed parents. *Journal of Social Issues*, 52(3), 111-136.
- Gibb-Clark, M. (1997). How Statscan spreads the jobs around. *The Globe and Mail*, March 28, 1997, B4.
- Gottlieb, N.H. & McLeroy, K.R. (1994). Social health. In M.P. O'Donnell & J.S. Harris (Eds.), *Health Promotion in the Workplace*. (2nd ed.) Albany, NY: Delmar Publishers, Inc.
- Hipp, E. (1988). Corporate culture. *Business & Health*, 5(3), 42-43.
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- Lewis, L. (1993). Employers place more emphasis on managing employee stress. *Business & Health*, 11(2), 46-49.
- MacDonald, G. (1997). The tough task of downsizing. *The Globe and Mail*, July 29, 1997, B11.
- Van Yperen, N.W. & Hagedoorn, M. (1996). Intent to leave and absenteeism as reactions to perceived inequity: The role of psychological and social constraints. *Journal of Occupational and Organizational Psychology*, 69(4), 367-372.

5.9 VIOLENCE AND HARASSMENT

As stipulated in the Ontario Human Rights Code, the dignity and worth of every person are to be recognized and equal rights and opportunities must be provided without discrimination. Discrimination is prohibited on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed (religion), gender, sexual orientation, age, record of offenses (in employment), marital status, family status, receipt of public assistance (in housing), mental or physical handicap.

The *Ontario Human Rights Code* defines harassment as engaged in comment or conduct that is known or ought to be known to be unwelcome. The Commission suggests that employers develop internal anti-discrimination policies and procedures to solve complaints that may arise as part of a broad program to build an environment that is free from discrimination and harassment (Ontario Human Rights Commission, June 1996). The Canadian Labour Code requires organizations to develop a harassment policy. Criminal harassment such as stalking, threats, sexual or physical assault are covered by the Criminal Code and the police should be contacted in these situations.

Considerations

- Look at the feasibility of zero tolerance.
- Consider how to create a positive environment comfort level so that employees will come forward with their concerns. Ensure there are no penalties for someone who lays a complaints in good faith.
- Look at ways to protect confidentiality. Any individual who becomes aware of a harassment incident **cannot** discuss details of the incident to any third party without consulting the victim.
- Determine the consequences of complaints made with malicious intent.
- Determine a procedure for complaint resolution. This would include: who will investigate; how long the process will take; what the results will be; who will decide what action the employer will take and possible solutions. Mediation is being increasingly used to deal with workplace disputes.
- Look at the ways that operating procedures (e.g. scheduling, practices, communication) and the physical environment (e.g. access, layout) can be modified to prevent violence.
- Identify appropriate training methods to equip employees and supervisors to deal with workplace violence.
- Consider what will constitute corrective action for the person committing the violence.
- Identify resources and assistance available for victims of violence.

Ideas

- Provide workers who work in isolation/alone with pagers or other communication devices so that they can report concerns immediately.
- Offer personal safety or self-defence courses to enhance employees' awareness of and ability to deal with threatening situations.

Sample policy

Workplace Harassment Policy Regional Municipality of Ottawa-Carleton

Policy Statement

In recognition of its responsibility as an employer, the Regional Municipality of Ottawa-Carleton, is committed to providing all employees a working environment which promotes respect and regard for the rights and dignity of all.

This policy, which embraces the spirit of the Ontario Human Rights Code, prohibits harassment in the workplace on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status, sex, handicap, sexual orientation or any harassment of a personal nature.

The RMOC will not tolerate, ignore or condone workplace harassment and considers harassment to be a serious offence which may result in disciplinary action up to and including dismissal.

Definitions

Workplace: The workplace includes the working environment and any place employment related responsibilities are conducted. Harassment which occurs between employees during business travel, work-related social gatherings or at other locations and which has a subsequent impact on the workplace may also be dealt with as workplace harassment.

Directed and Intentional Workplace

Harassment: Workplace harassment may include one or a series of incidents involving unwelcome or offensive behaviour, gestures, comments or conduct directed specifically at an individual, defined as directed and intentional harassment. Specifically, workplace directed and intentional harassment may include but is not limited to:

- unwelcome remarks, jokes, innuendoes about a person's body, mannerisms, attire, sex, race, ethnicity or religion, sexual orientation or disability;
- leering (lewd staring) or other explicit sexual gestures;
- unwelcome physical contact such as touching, kissing, patting or pinching;
- unwelcome sexual flirtation, advance or proposition with promise of reward for complying;
- refusing to work or co-operate with an employee because of their ethnic, racial or religious background; persistent unwanted contact or attention after the end of a consenting relationship.

Personal Harassment: Personal harassment is also a form of workplace directed and intentional harassment. It may include but is not limited to:

written or verbal insults;

- unwanted remarks or comments on a person's mannerisms body;
- practical jokes which cause embarrassment or endanger an employee's safety;
- behaviour which undermines or sabotages the employee's job performance;
- behaviour which **threatens** the economic livelihood of the employee.

Poisoned Work Environment: Workplace harassment may also include behaviour, conduct, comments or activities which are not directed specifically at an individual but which nonetheless create a degrading or offensive "poisoned" work environment. This is referred to as an undirected and unintentional harassment. It may include, but is not limited to:

- circulating or displaying sexually explicit, racist, or derogatory pictures or other offensive materials;
- displaying sexually explicit, racist or derogatory graffiti;
- patronizing behaviour, language or terminology which reinforces stereotypes and undermines self-respect or adversely affects work performance or work conditions.

Harassment is not:

appropriate direction, delegation or discipline administered by a member of management or a management designate:

- a relationship of mutual consent or mutual flirtation;
- occasional disagreements or personality conflicts.

Criminal harassment such as stalking, threats, sexual or physical assault are covered by the Criminal Code.

3. Application

This policy applies to all RMO part-time, casual, temporary and full-time employees.

4. Points of Policy

All allegations of harassment will be treated promptly. Where complaints are substantiated, individuals will be subject to appropriate disciplinary measures. In the event of an assault or other criminal actions, the police should be contacted immediately.

The Human Rights/Workplace Equity staff provide advice to employees, supervisors, managers, persons accused of harassment and anyone within the Corporation who is concerned about a situation of harassment.

Every person who has filed an internal harassment complaint has the right to seek assistance from their bargaining agent within a designated time period and from the Ontario Human Rights Commission normally within six months of the incident's occurrence.

(**Please note:** The rest of the policy is only outlined in order to demonstrate its main points. It is a very lengthy policy.)

5. *Procedure*

5.1 *Resource Persons*

5.2 *Responsibilities*

5.2.1 *Commissioners/Department Heads*

5.2.2 *Directors, Managers and Supervisors*

5.2.3 *Human Rights/Workplace Equity staff*

5.2.4 *Employees*

5.2.5 *Employee Assistance Program*

5.3 *Harassment Complaint Procedure*

5.3.1 *Informal Complaint*

5.3.2 *Formal Complaint*

- Filing a formal complaint
- Documentation of the complaint
- Assignment of a co-investigator
- Meeting with the alleged harasser
- Witnesses
- Investigation and reporting
- Recommendations
- Bad faith or frivolous complaints
- Reprisals

5.3.3 *Harassment by clients or members of the public*

6 *References*

Further Contacts

Ontario Human Rights Commission
Public Policy and Public Education
180 Dundas Street West, 8th Floor
Toronto, ON M7A 2R9
Tel. 1-800-387-9080
Fax (416) 314-4533

References

Bordo, H. (1995). Sex and the single HRM. *Human Resources Professional*, 12(1), 21-25.

Fine, S. (1997). Sexual-harassment policies softening. *The Globe and Mail*, September 15, 1997, A1 & A8.



6.0 Social Responsibility

Family-friendly policies are included under the umbrella of social responsibility. Family-friendly workplace policies are those which create/support child-care services (e.g. on or near-site daycare, emergency child care), provide counselling and referral services (e.g. in-house referral for elder care), offer financial assistance (e.g. tuition assistance for children's education, extended health care benefits to cover aging relatives who are employees' dependents), ease time constraints (e.g. job sharing, family leave), donate to community services (e.g. corporate contributions to local programs) and accommodate major transitions (e.g. pre-retirement counselling). In this section, we have focused on three specific family-friendly policies: alternative work arrangements; breastfeeding; and family leave.

6.1 ALTERNATIVE WORK ARRANGEMENTS

Alternative work arrangements take various guises compressed work weeks, modified or reduced work weeks, flextime, flexiplace, part-time, job sharing, telecommuting, etc. What these approaches share is a common goal of assisting employees to strike a healthier balance between their work and family lives. In addition, flexible work arrangements are a competitive edge they allow companies to attract the best and brightest. Some of these approaches may also be useful in the case of illness, injury or pregnancy.

Implementing alternative work arrangements requires all-out organizational support. In Business Week's most recent survey of family-friendly corporate policies, the conclusion was that, above all, corporate culture dictates work-family balance. "Lacking visible support from the top, work-family efforts can quickly be crippled. Human resource executives with work-family responsibility become marginalized, their efforts viewed as annoying bureaucratic add-ons. More damaging, employees come to view the benefits as concessions targeted simply at women with kids... That often inaccurate perception can create division and rivalries within departments. It also can underscore the conviction that putting family first spells career death." (September 15, 1997: 98).

The Royal Bank, one of Canada's forerunners in alternative work arrangements, created its **Work-Family Life Program** in 1990. Over 1,000 employees work a compressed work week, some work a modified work week, about 2,000 have a flexible start and finish time and about 500 take part in "flexiplace", working at a satellite office from their homes. About 900 employees are involved in job sharing arrangements. Some of the measurable benefits include reduction in overtime expenses, improvement in service quality and greater employee job satisfaction.

Considerations

- Determine the implications of alternative work arrangements on negotiated labour agreements. Consultation between the employer and union is essential.
- Consider the safety aspects of telecommuting. Ensure that employees are aware that the “teleworkplace” must be adequately equipped from a health and safety perspective. A written policy should articulate the safety responsibilities and obligations of both workplace parties before the employee transfers to the home office.
- Develop a system for reporting accident or injury occurring in a telework situation.
- Consider ways in which employees can be allowed to develop multiple skills.
- Determine how to provide employees and union representatives with traditionally confidential information on the future direction of the company, industry and market.
- Determine the impact of alternative work arrangements on the form and frequency of employee compensation. Employees should be aware of these changes and may need to adjust their personal financial planning to accommodate them.

References

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6.2 BREASTFEEDING

Breastfeeding provides a number of benefits. It encourages women's confidence and self-reliance as they are able to provide quality care for their children. It strengthens the bonding relationship between mother and child. Furthermore, women who have breastfed are less likely to develop breast and ovarian cancers as well as osteoporosis. Because breastfed babies have stronger immune systems and are healthier than infants who receive breastmilk substitutes, supporting employees to breastfeed means less absenteeism and turnover and improved productivity and morale. In addition, companies who adopt breastfeeding policies are viewed as progressive employers who are supportive of families.

In August 1996, the B.C. Human Rights Commission declared that nursing children in public is a fundamental right. This ruling came six years after a woman lodged a complaint against her employer for discriminating against her for breastfeeding her daughter at work.



Considerations

■ Identify what aspects of collective agreement(s) support or potentially hinder policy development.

Determine where in the workplace breastfeeding will best take place. Privacy, comfort and cleanliness are key considerations. Proximity to hand washing and refrigeration facilities is also important.

Identify how the time for breastfeeding will be accommodated. Some options include: one hour breastfeeding breaks; alternative work arrangements; extended maternity leave.

Look at ways to facilitate a supportive climate throughout the workplace.

Ideas

- Include information about breastfeeding in work sponsored prenatal education programs.
- Make available pamphlets and posters on breastfeeding, expressing and storing breast milk.
- Provide parking permits/space for employees who opt to breastfeed off-site.

SAMPLE POLICY

Model Breastfeeding Policy for Employees

“The [insert workplace] recognizes that breast milk is the optimal food for healthy growth and development of infants. The Simcoe County District Health Unit promotes and supports breastfeeding and the expression of breast milk by employees who are breastfeeding when they return to work.”

“Management staff of [insert workplace] shall work with breastfeeding employees to determine mutually agreeable hours of work, assignments and breaks which support breastfeeding practices and are compatible with the collective agreement and other workplace policies.”

Taken from: Ontario Public Health Association. (1996). *Creating a Breastfeeding Friendly Workplace*. Toronto.

References

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Ontario Public Health Association. (1996). *Creating a Breastfeeding Friendly Workplace*. Toronto.

6.3 FAMILY LEAVE

Maternity leave refers to the leave a woman takes from work at the time of the birth of a child and its chief purpose is recovery from childbirth. Parental leave is a broader term referring to leave from work, on the part of either the father or mother, for purposes of caring for a new baby. Family leave is the broadest term and refers to leave for the purposes of caring for an infant or a sick family member.

In Canada today, 62% of all families are dual earners, 63% of women with children under 6 years of age are in the labour force and 13% of all families are headed by a single parent. Statistics Canada's 1996 General Social Survey found that more than one in eight Canadians look after someone with chronic health problems. Fifteen percent of all employed women and ten percent of all employed men are caregivers. About half of those juggling care and a job reported repercussions at work (i.e. arriving late, leaving early, having to take one or more days off). One in five caregivers said their own health had been affected with 25 percent indicating lack of sleep.

Coors Brewing Company in the U.S. has, what is considered to be, a model dependent wellness program. Its' success is attributed to a commitment to employees which is ingrained in the corporate culture. The company's mission statement includes the provision of a fair and comfortable work environment, mutual respect among employees and encouragement of wellness in body, mind and spirit.

Considerations

- Determine ways to cultivate internalized support for family leave. This requires recognition of the balance between work and home responsibilities on the part of all levels within the organization. This is particularly important as men may be reluctant to take parental leave because of supervisors' attitudes.

Ideas

- Establish a library with dependent care resources.
- Provide stress and time management courses for employees.
- Establish an Employee Assistance Program (EAP) to provide counselling on various issues such as personal, legal, financial.

Sample Policy WorkFamilyLife

As part of its commitment to providing a family-sensitive work environment, Royal Bank has developed the following policy statement:

In today's work environment, both the bank and its employees face a number of new challenges: advancing technology, rapid change within the financial services industry and shifting customer needs. Moreover, shortages of skilled labour and the advent of the dual-income family have brought new pressures to bear on the Bank's ability to recruit and retain key personnel. Female labour force participation, in particular, has had a significant impact on the family unit, both in terms of shared responsibilities among family members and in terms of family

support mechanisms which have in the past provided support for work responsibilities.

The Bank recognizes the need for a **pro-active posture** and program to provide employees with an opportunity for a flexible balance between work and family over a lifetime. In this regard, the Royal Bank Work and Family program has been formally established.

Under the umbrella of this program, the Bank consolidated existing policies, introduced dependent care information services and is open to flexible work options where it is in the interest of clients, the individuals and the Bank. In this regard, Bank management will openly maintain a positive posture in developing and accommodating requests. Even more importantly, the Bank will provide continued professional development and career opportunities to those employees who choose to pursue flexible work options.

Policies and Benefits

The Bank offers a comprehensive range of policies and benefits which support the needs of employees and their dependents including:

- Family Responsibility Leave
- Maternity Leave
- Child Care Responsibility Leave
- Spousal Employment Assistance
- Bereavement Leave
- Access (Employment Assistance Program)
- Dependent Care Information Services and Resources
- Flexible Work Arrangements
- Management Development, etc.

Further Contacts

Simcoe County District Health Unit
Health Connection
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520
(705) 721-7520
Fax (705) 721-1495

Vanier Institute of the Family (for
information and statistics only)
94 Centrepointhe Drive
Ottawa, ON K2G 6B1
Tel. (613) 228-8500
Fax (613) 228-8007

Gender Analysis and Policy Directorate
"GAP"
140 Du Portage, Phase IV, 3rd Floor, Room
376
Ottawa, ON K1A 0J9
Tel. (819) 997-1551
Fax (819) 953-4962



References

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6.4 HEALTHY PREGNANCY IN THE WORKPLACE

The Canadian work environment has changed dramatically over the past 50 years. Advances in technology, increased mobility of people, shifts in consumer demands, and alterations in economic and family situations have all contributed to this climate of change. One of the most visible changes has been in the number of women in the work place. Women now make up more than 45% of the total work force. The largest number of employees, 78.5% of working men and 70% of working women, are between the ages of 15 and 44. Many of these people will become parents during their working lives.

For the most part, pregnant women are healthy individuals. Many of them are able to continue their duties without increased health risks to themselves and their unborn baby, and without any decrease in overall productivity. There are, however, certain hazards that can contribute to health problems for an unborn baby. The most significant health concerns facing newborns in Canada are low birth weight, when a child weighs less than 2500 grams at birth, and pre-term birth, when a child is born three or more weeks before a baby is due. Low birth weight babies are more likely to be sick, have disabilities or die. Pre-term birth is the most important contributor to low birth weight. Low maternal weight prior to conception, poor nutrition, high levels of stress, exposure to tobacco smoke, and excessive heat during pregnancy have all been associated with an increased risk of low birth weight and pre-term birth. The effect of exercise and workload on pregnancy is an area of ongoing debate, but there is evidence to suggest that prolonged standing and heavy lifting can

also be linked to low birth weight. The average lifetime cost of caring for a child with low birth weight is estimated to be \$6000,000 per child. Exposure to chemical, radiation or biological hazards may also contribute to poor pregnancy outcome, such as deformities, miscarriage, and stillbirth. Women who experience pregnancy complications will have higher rates of absenteeism while those who give birth to a low birth weight, pre-term or sick baby are likely to have to delay returning to work after parental leave in order to manage their infant's care. Exposure to some of the same hazards may also contribute to damaged sperm and to infertility in both men and women. Needless to say, the stress that results from these situations can affect the productivity of new and prospective mothers and fathers.

Pregnancy and work do not have to be mutually exclusive. In fact, women and men who enjoy a healthy, safe and supportive work environment are more likely to be healthy. A healthy pregnancy reduces the chance of a low birth weight baby and therefore increases the chance of an employee being able to maintain productivity both during the pregnancy and when returning to work after the baby is born. Working together to promote the birth of healthy babies makes good business sense

Considerations

- In Ontario it is illegal to discriminate because a woman is or was pregnant, because she may become pregnant or because she has had a baby.
- Employers are expected to assist women who have special needs which may arise because they want to become pregnant, are pregnant or have just had a baby.
- Employers are expected to modify or adjust job duties in so much as they are necessary to protect a pregnant woman and/or her unborn child.
- Although pregnancy is not considered an “illness”, “disability” or “accident”, the Supreme Court of Canada has said that it can be a valid health-related reason for being away from work.
- The health and safety of a pregnant woman and her unborn child are the responsibility of both the employer and the employee.
- Policies, practices, information and education can go a long way toward maintaining a healthy and supportive workplace, where employees feel valued, safe and committed to excellence in service.
- Support pregnant employees by continuing to offer them professional opportunities such as training, competitions and promotions.
- Allow time off for regular prenatal care visits. Consider this same flexibility for the pregnant employee's partner as well.
- Support and/or offer programs that promote a healthy lifestyle, e.g. “lunch and learn” sessions or on-site prenatal classes.
- Offer to reassign or to modify work duties especially if these involve heavy lifting, strenuous work, prolonged periods of standing or exposure to radiation, chemical, physical or biological hazards.
- Consider offering alternative work arrangements such as compressed work week, modified work week, job shares, etc.
- Provide a place to rest during breaks or lunch time.
- Advocate for healthy food choices offered in the cafeteria or vending machines.
- Provide employees with information about how to have a healthy pregnancy and prevent low birth weight.

Ideas

- Provide a smoke-free environment for all employees, especially those who may be planning a pregnancy or who are pregnant.
- Provide a well-ventilated working environment, especially if the work site deals with toxic or noxious products.
- When designing promotional materials for your business, be sure to include pictures or illustrations of pregnant workers.
- Consider forming a group to work on creating a healthy, supportive environment in your workplace.
- Encourage and reinforce a positive attitude among all employees towards pregnant and parenting workers.

Further Contacts

Simcoe County District Health Unit
Health Connection
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520
(705) 721-7520
Fax (705) 721-1495
Website: www.simcoehealth.org

Motherisk Program
The Hospital for Sick Children
55 University Avenue
Toronto, ON M5G 1X8
Tel. (416) 813-8084
Fax (416) 813-7562
Website: www.motherisk.org

Best Start
Ontario Prevention Clearing House
#1900 180 Dundas Street West
Toronto, ON M5G 1Z8
Tel. 1-800-397-9567
Fax (416) 408-2122
Website: www.opc.on.ca/beststart/

U.S. Department of Health and Human
Services
Centre for Disease Control and Prevention

National Institute for Occupational Safety
and Health
Division of Standards Development and
Technology Transfer
4676 Columbia Parkway
Cincinnati, OH 45226-1998
Tel. (513) 533-8328
Fax (513) 533-8573
www.cdc.gov/niosh

Radiation Protection Bureau
Environmental Health Directorate
Health Canada
775 Brookfield Road
Ottawa, ON K1A 1C1
Website: www.hc-sc.gc.ca/

Maternity Benefits
Human Resources Development Canada
Tel. 1-800-277-9914
Website: www.hrdc-drhc.gc.ca/

The Canadian Institute of Child Health
(What on Earth?)
885 Meadowlands Drive, Suite 512
Ottawa, ON K2C 3N2
Tel. (613) 224-4144
Fax (613) 224-4145
www.cich.ca

Environmental Health Program McMaster
University
1280 Main Street West
Burke Science Building, Room B150
Hamilton, ON L8S 4K1
Tel. (905) 525-9140
Website: www.mcmaster.ca

Canadian Centre for Occupational Health
and Safety
250 Main Street East
Hamilton, ON L8N 1H6
Tel. (905) 572-4400
1-800-263-8466
Fax (905) 572-4500
Website: www.ccohs.ca

Association for Workplace Health Promotion
60 Revere Drive, Suite 500
Northbrook, ILL 60062
Tel. (847) 480-9574
Fax (847) 480-9282
Website: www.awhp.org

Ontario Human Rights Commission
Tel. (416) 326-9511
1-800-387-9080
TTY: (416) 314-4535
Website: www.ohrc.on.ca

Health Canada
Website: www.hc-sc.gc.ca

Ontario Standards Act
Employment Standards Branch
Ontario Ministry of Labour
Tel. 1-800-531-5551
Website: www.gov.on.ca/LAB/es/ese.htm

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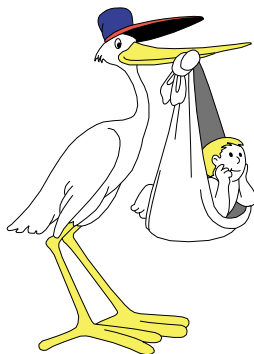
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6.5 RECYCLING

“In the final analysis, it makes good business sense to pursue strategies for a sustainable world.” (*Harvard Business Review*, January-February, 1997: 76)

Greening your organization has a number of advantages: lower waste disposal costs; lower operating costs; more efficient use of materials and resources; and a better business image. A number of companies have made environmental considerations a key part of their business operation.

Canadian Pacific Hotels and Resorts has laid out its greening program in The Green Partnership Guide. CP was the first hotel chain in the world to conduct a national chain-wide environmental survey of 10,000 employees, asking about all aspects of operations and the extent to which employees would be willing to commit extra time without compensation to support environmental improvements (82.3% said “yes”). The suggestions were blended into a 16-point program which featured putting blue boxes in all guest rooms and cutting institutional waste by 50%.

Xerox Corporation has reconceptualized its business by redefining the product-in-use as part of the company's asset base. The Asset Recycle Management program uses leased Xerox copiers as sources of parts and components for new machines. This has resulted in savings in raw materials, labours and waste disposal in the range of \$300 million to \$400 million in 1995 alone. In a similar vein, innovators such as BMW have influenced the design of new cars with their “design for disassembly” efforts.

Considerations

- Look at how to make the environment a top priority and “green” the corporate culture. This will involve integrating an environmental component into all relevant programs, policies and practices.
- Consider and comply with all obligations under the relevant municipal, provincial and federal regulations, standards, guidelines and laws. Encourage employees to report promptly any environmental problem they encounter or suspect. The *Ontario Environmental Bill of Rights* is designed to protect employees who whistle blow on polluters.
- Determine the process for conducting a waste assessment.
- Develop a list of options which include the 3R's: Reduce, Reuse and Recycle.
- Identify an “environmental” advocate or champion within the senior management,

Ideas

- Institute a composting program.
- Conduct environmentally friendly business functions. For example, use glass and flatware rather than disposable dishes, serve milk and beverages from pitchers rather than individual glass bottles or cartons, use name tags that can be returned in and reused, provide blue boxes for recycling paper, aluminum cans, glass bottles.
- Create awareness, educate and increase participation through staff meetings, special events such as “litterless lunches”, “Green Employee of the Month” and other employee incentives.
- Get the message out through whatever medium is available (e.g. bulletin boards, memos, training sessions, posters and signs, new staff orientation, e-mail and electronic bulletin boards).
- Teach customers, distributors, retailers and the general public how to use, transport, store and dispose of company products in an environmentally responsible way.
- Purchase recycled office supplies.
- Reduce packaging. Contact the Packaging Association of Canada for a copy of their packaging audit.

Sample Policy

Regional Municipality of Hamilton- Wentworth Corporate Environmental Policy

We believe that a healthy environment is an essential component of becoming a sustainable community and will strive to be exemplary in our environmental performance. Our commitment is:

- To meet and exceed all environmental standards and legal requirements, and the reasonable expectations of Regional tax payers in the management of Regional operations and services.
 - To address environmental implications of all activities, decisions and expenditures in concert with economic and social considerations.
 - To promote environmental conservation and protection in all our internal operations.
 - To encourage all employees to be conscious of environmental considerations and be protective of the environment in their work and personal lives.
 - To give highest priority to actions that result in the elimination or reduction of waste at the source (pollution prevention).
 - To conduct an annual evaluation of our progress in implementing our environmental goals and policy and report the results at the Annual Sustainable Community Day.
- To re-evaluate and improve approaches as required, based on the annual evaluation of progress.
 - To work with the community, area municipalities, businesses, suppliers, contractors and other partners to encourage environmentally sound practices and activities.

Further Contacts

Simcoe County District Health Unit
Health Connection
15 Sperling Drive
Barrie, ON L4M 6K9
Tel. 1-877-721-7520
(705) 721-7520
Fax (705) 721-1495
Website www.simcoehealth.org

Environment Canada
Tel. (819) 997-2800
Fax (819) 953-7900

Ministry of Environment and Energy
Public Information Centre
135 St. Clair Avenue West
Toronto, ON M4W 1P5
Tel. 1-800-565-4923

Packaging Association of Canada
2255 Sheppard Avenue East, Suite E330
Toronto, ON M2J 4Y1
Tel. (416) 490-7860
Fax (416) 490-7844
Website www.pac.ca
e-mail info@pac.ca

References

(1996). Corporations and the...public good. *Financial Post Magazine*, December 1996, 9-11.

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Glenn, W. (1997). The essential environmental checklist. *Occupational Health & Safety Canada*, 13(1), 16-17.

Hart, S.L. (1997). Beyond greening: Strategies for a sustainable world. *Harvard Business Review*, 75(1), 66-76.

Kaiserman, M.Z. (1994). How green is your company? *Occupational Health & Safety Canada*, 10(1), 44-48.



Worksheet

Steps to Developing a Healthy Workplace Policy WORKSHEET

STEP 1:

Identify the problem(s) and need for policy

How will I identify what the pressing health concerns and problems are in my workplace?

What pressing health concern or problem is there in my workplace?

What additional information do I need about the problem?

How will I go about collecting the information that I need?

If the problem were solved, how would my business/organization benefit?

How will I evaluate the effectiveness of the policy?

worksheet

Steps to Developing a Healthy Workplace Policy WORKSHEET

STEP 2:

Gather support from all employees

How will I raise the awareness and interest of:

Management?

Employees?

Who or which team of people will develop the policy?

How will I gather information on how staff envision that this policy will affect their workplace?

How will I communicate progress and encourage and incorporate employee feedback into the process?

worksheet

Steps to Developing a Healthy Workplace Policy WORKSHEET

STEP 3

Draft the policy

What considerations do I need to take into account when drafting this policy? (e.g. options, financial and staffing implications, language and literacy levels, consistency with other workplace policies and practises, special considerations depending on the issue involved)

The rationale for this policy is?

Write a simple policy statement:

The objectives of the policy are:

The scope of the policy is:

List the parts of the policy

worksheet

Steps to Developing a Healthy Workplace Policy WORKSHEET

Implementation stages and timetable: (Identify person(s) responsible for implementation and ongoing management.)

What criteria will be used to evaluate the effectiveness of the policy?

How will I communicate plans and progress on a regular basis to all employees?

How will I obtain feedback on the draft policy?

Have the president/owner/highest manager at the workplace endorse the policy in writing once it is finalized.

Worksheet

Steps to Developing a Healthy Workplace Policy WORKSHEET

STEP 4:

Implementation

Pre-implementation

Send a copy of the policy with a personal letter to everyone 4-6 weeks in advance of the implementation date.

How will I provide information, answer questions and concerns, gather staff suggestions for implementation, and identify helpful resources (e.g. EAP, sports facilities, community resources or written resources)?

Will there be incentives? _____. What kind of incentives?

Is there a need for promotional aids? _____. What kind?

Implementation

Where should the policy be posted/printed?

How will support to managers/supervisors be given during the transition period?

worksheet

Steps to Developing a Healthy Workplace Policy WORKSHEET

STEP 5:

Monitor the Policy

How will participation levels be monitored?

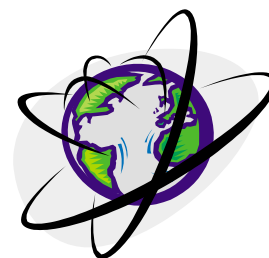
How will potential problems or concerns be dealt with?

Is there a need for additional information sessions or ongoing employee education? _____ How will it be posted?

How does the policy meet stated objectives?

Modify or tune the policy as needed.

Suggested Web Sites



General

Association for Workplace Health
Promotion
<http://www.awhp.org>

Best Start
<http://www.opc.on.ca/beststart/>

Canadian Centre for Occupational Health
and Safety
<http://www.ccohs.ca>

Environmental Health Program McMaster
University
<http://www.mcmaster.ca>

Health Canada
<http://hc-sc.gc.ca>

Maternity Benefits
<http://www.hrhc-drhc.gc.ca/>

Motherisk Program
<http://www.motherisk.org>

National Eating Disorder Information Centre
<http://www.nedic.on.ca>

National Institute for Occupational Safety
and Health
<http://www.cdc.gov/niosh>

Ontario Human Rights Commission
<http://www.ohrc.on.ca>

Ontario Standards Act
<http://www.gov.on.ca/LAB/es/ese/htm>

Packaging Association of Canada
<http://www.pac.cc>

Radiation Protection Bureau
<http://www.hc-sc.gc.ca/>

Region of Ottawa-Carleton Health
Department
<http://www.rnoc.on.ca/healthsante>

Simcoe County District Health Unit
<http://www.simcoehealth.org>

The Canadian Institute of Child Health
(What On Earth?)
<http://www.cich.ca>

Healthy Nutrition Web Sites

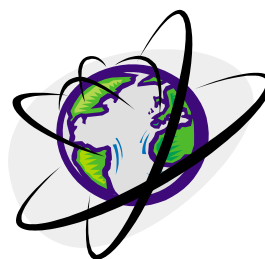
Dietitians of Canada

Nutrition information you can trust, answers
to your questions about healthy eating,
personalized feedback on food choices and
more...
<http://www.dietitians.ca>

Health Canada Nutrition

Canada's Food Guide to Healthy Eating,
food labelling, healthy weights and more...
<http://www.hc-sc.gc.ca/hppb/nutrition/resources.htm>

Suggested Web Sites



Nutrition for the Young and Young at Heart

Your gateway to more great nutrition information.

<http://www.sfu.ca/~jfreemont/consumer.html>

Canadian Health Network

A source of national information on a wide variety of health topics for kids and adults, including nutrition.

<http://www.canadian-health-network.ca>

Tufts University Nutrition Navigator

Can be used to find even more nutrition information you can trust quickly.

<http://www.navigator.tufts.edu>

Centre for Science in the Public Interest - Canada

Another source of current, useful health and nutrition info for consumers, including the Nutrition Action Healthletter.

<http://www.cspinet.org/canada>

Physical Activity Web Sites

Canadian Society for Exercise Physiology

Canada's leading authority for exercise physiology. Content of the site includes research, resources and links.

<http://www.csep.ca>

Active Living At Work

Health Canada sponsored web site that provides a business case, resources and planning tools.

<http://www.activelivingatwork.com>

Fitness & Active Living Health Canada

Health Canada web site, provides information by linking to the Physical Activity guide. It also links to partners sites and a health promotion search engine.

<http://www.hc-sc.gc.ca/hppb/fitness>

Coalition for Active Living

General information based site. Click on Workplaces and download acrobat files for program planning and research supporting documents.

<http://www.activeliving.ca/>

In Motion

Saskatchewan site that provides general information on active living. The "Do It At Work" section is excellent! It provides tips, facts, and an online walking working for individuals of different fitness levels.

<http://www.in-motion.ca/work>

Wellness Council of America

American site with a variety of links and tips

<http://www.welcoa.org/>

Active Ontario

Provides information on physical activity and health, resources, programs and links.

[http:// www.activeontario.net](http://www.activeontario.net)