



# Healthy Employees in Healthy Organisations

Good Practice in  
Workplace Health Promotion (WHP) in Europe

# Questionnaire

for self-assessment



# Foreword

The European Network for Workplace Health Promotion has been in existence since 1996. Organisations from all 15 Member States of the European Community and the three countries of the European Economic Area - Norway, Liechtenstein and Iceland - take part in this initiative.

The Network's activities are based on the Community Action Programme on Health Promotion, Information, Education and Training. Sponsored by the European Commission (DG V), its members are mainly state organisations involved in occupational health and safety and the public health sector.

With the adoption of the Luxembourg Declaration on Workplace Health Promotion in the European Union at the end of 1997, the members of the Network reached a common understanding of workplace health promotion.

*“Workplace Health Promotion (WHP) is the combined efforts of employers, employees and society to improve the health and well-being of people at work.*

*This can be achieved through a combination of*

- *improving the work organisation and the working environment*
- *promoting active participation*
- *encouraging personal development”.*

Proceeding from this, the European Network has set itself the objective of collecting models of good practice of workplace health promotion in the countries involved in order to make them available to practitioners and other interested experts. The examples not only aim at encouraging new health-promoting measures but also serve as a benchmark for activities already underway in this field.

In this connection it was an obvious step to develop a method with which organisations could easily assess the quality of their workplace health policy themselves. This procedure was to be based

both on the guidelines established in the Luxembourg Declaration and the principles of quality management (QM).

This version of the questionnaire is the result of an intensive consultation and coordination process. It not only incorporates the know-how of the experts represented directly in the Network but also reflects the experience of QM specialists called in to give advice. We would like to express our sincere gratitude to all those who were involved, especially the QM experts and company health and safety officers who provided us with such valuable advice during the development of this instrument.

Essen, May 1999

Dr. Gregor Breucker  
National Contact Office Germany  
European Network for Workplace  
Health Promotion



# Introduction

The questionnaire featured in this brochure was developed to help organisations<sup>1</sup> record the quality of their workplace health promotion measures and continually improve them. Working with the questionnaire

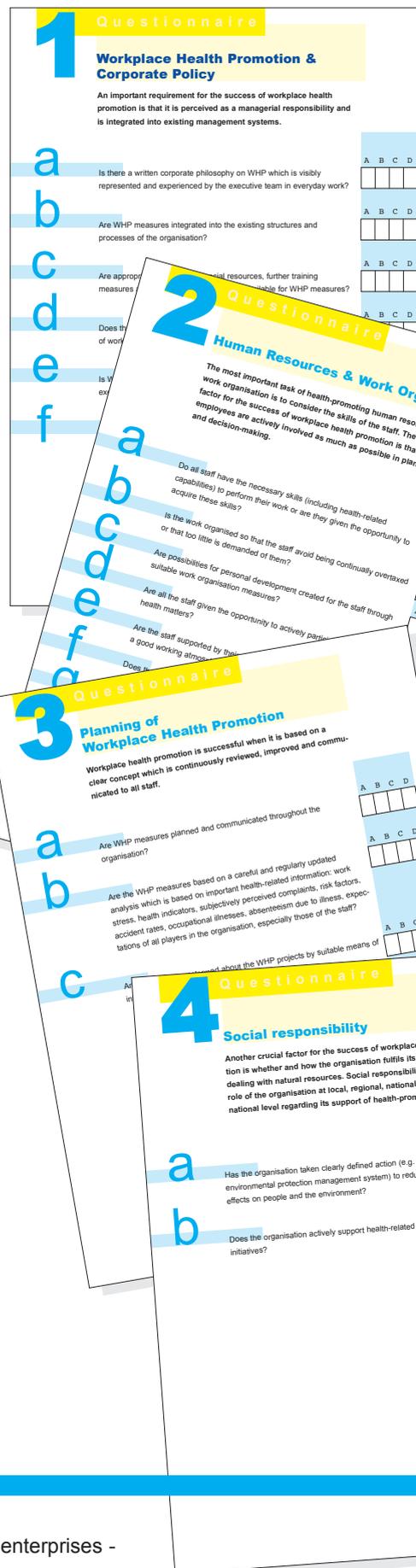
- permits a systematic self-assessment of workplace health promotion measures
- highlights both strengths and areas which need improving
- helps to establish what quality level the organisation's measures have already reached
- helps to set priorities for future projects
- permits a performance comparison with other organisations.

The questionnaire is based on the model of the European Foundation for Quality Management and was especially adapted for the assessment of health promotion measures. It incorporates both scientific expertise on the effects of workplace health promotion and practical experience of a wide variety of organisations who have already been successful in implementing workplace health promotion.

The quality criteria on which the questionnaire is based are not aimed at setting standards for workplace practice; they are rather intended to mark out a general framework. This means that the players acting within this framework can set very different objectives and focuses.

The questionnaire can be used in practice for

- an individual assessment (for this purpose it is recommended to initially answer each individual question in brief before making a final assessment)
- the parallel individual assessment by several experts followed by discussion
- the simultaneous team assessment (homogeneous or interdisciplinary body)
- a combination of internal and external assessment

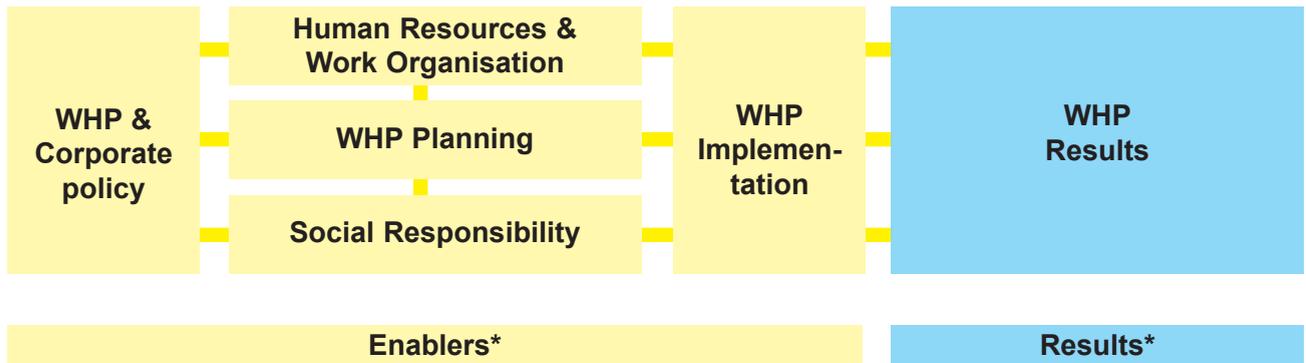


<sup>1</sup> For simplicity's sake, organisations here means places of work, companies and enterprises - both in the private sector and in the public sector, the production sector and the services sector.

## Introduction

The questionnaire is based on the quality criteria for exemplary workplace health promotion measures outlined by the European Network which can be divided into six sec-

tors (see Fig. 1). Questions which represent the corresponding quality criteria have been developed for each sector (example: "Human Resources & Work Organisation").



\*The enablers include all procedures and structures which a health-promoting organisation needs. These lead to the corresponding results.

Fig. 1: Groups of the quality criteria acc. to sectors

The questionnaire consists of a total of 27 questions spread over the six sectors (each sector having a different number of questions). Each question is included in the overall assessment with the same weighting. It is therefore important when answering the questions that no question is left out.

In the preparation of the questionnaire, the following premises were taken as a basis:

- The statutory provisions on occupational health and safety applicable in the relevant country are fulfilled by the organisation.

- Workplace health promotion activities should be subjected to regular review and improvement cycles.
- Their results should be implemented systematically.
- Exemplary conduct is expected from the executive team.
- The organisation should base its choice of health promotion measures on workplace facts and figures (such as workplace health report, absenteeism statistics, staff survey) and these should be accessible to all those interested in the organisation.
- Good two-way communications and team work are a matter of course in health-promoting organisations.

# Notes of Procedure

If the questionnaire is answered by several employees of an organisation, it is recommended that prior to a joint assessment each person conducts an assessment independently of the others. The final assessments on each sector are then entered in the assessment forms.

Category	Explanation
<b>A</b>  fully achieved	<ul style="list-style-type: none"> <li>■ an outstanding result achieved overall</li> <li>■ exemplary function</li> </ul>
<b>B</b>  considerable progress	or <ul style="list-style-type: none"> <li>■ clear indication of good activities implemented</li> <li>■ some weaknesses due to projects not being implemented throughout the organisation pursued comprehensively</li> </ul>
<b>C</b>  certain progress	<ul style="list-style-type: none"> <li>■ some signs of actual development</li> <li>■ occasional review of the improvements achieved</li> <li>■ successful implementation or positive results in sub-sectors</li> </ul>
<b>D</b>  activities not started	<ul style="list-style-type: none"> <li>■ no activities pursued</li> <li>■ perhaps some good ideas but in general wishful thinking prevails</li> </ul>

The 4 categories (A, B, C and D) were formed for giving the answers a score; they are to be applied to all 27 questions. The evaluation of the questionnaire is very simple. For this purpose you use the appropriate forms in this brochure. A score in the D column gives you 0 %, a score in the C column 33 %, one in the B column 67 % and an A 100 %. The values which you have attained in the sectors 1 to 6 are transferred to the form "Assessment Enablers + Results". The overall result is obtained by multiplying the number of scores by the percentage achieved in each category "A" to "D" and then divided by the number of questions answered.

If you enter these results in the form on the last page, you also obtain a profile of your organisation.

Fig. 2: Categories for scoring

# 1

## Questionnaire

### Workplace Health Promotion & Corporate Policy

An important requirement for the success of workplace health promotion is that it is perceived as a managerial responsibility and is integrated into existing management systems.

a

Is there a written corporate philosophy on WHP which is visibly represented and experienced by the executive team in everyday work?

A B C D

--	--	--	--

b

Are WHP measures integrated into the existing structures and processes of the organisation?

A B C D

--	--	--	--

c

Are appropriate resources (financial resources, further training measures and the release of staff) made available for WHP measures?

A B C D

--	--	--	--

d

Does the executive team / company management check the progress of workplace health promotion measures on a regular basis?

A B C D

--	--	--	--

e

Is WHP taken into account in training and retraining (especially of the executive team)?

A B C D

--	--	--	--

f

Do all staff have access to important health-related facilities (e.g. break and rest rooms, canteen, sports amenities)?

A B C D

--	--	--	--

fully achieved  
considerable progress  
certain progress  
not started

# 2

## Questionnaire

### Human Resources & Work Organisation

The most important task of health-promoting human resources and work organisation is to consider the skills of the staff. The crucial factor for the success of workplace health promotion is that all employees are actively involved as much as possible in planning and decision-making.

a

Do all staff have the necessary skills (including health-related capabilities) to perform their work or are they given the opportunity to acquire these skills?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

b

Is the work organised so that the staff avoid being continually overtaxed or that too little is demanded of them?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

c

Are possibilities for personal development created for the staff through suitable work organisation measures?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

d

Are all the staff given the opportunity to actively participate in workplace health matters?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

e

Are the staff supported by their superiors and do the superiors promote a good working atmosphere?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

f

Does the organisation have suitable schemes to reintegrate (disabled) staff when they return to work after a longer-term period of sick-leave?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

g

Does the organisation support the compatibility of family life with working life?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

fully achieved  
considerable progress  
certain progress  
not started

# 3

## Questionnaire

### Planning of Workplace Health Promotion

Workplace health promotion is successful when it is based on a clear concept which is continuously reviewed, improved and communicated to all staff.

a

Are WHP measures planned and communicated throughout the organisation?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

b

Are the WHP measures based on a careful and regularly updated analysis which is based on important health-related information: work stress, health indicators, subjectively perceived complaints, risk factors, accident rates, occupational illnesses, absenteeism due to illness, expectations of all players in the organisation, especially those of the staff?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

c

Are all employees informed about the WHP projects by suitable means of internal public relations work?

A B C D

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

fully achieved  
considerable progress  
certain progress  
not started

# 4

## Questionnaire

### Social responsibility

Another crucial factor for the success of workplace health promotion is whether and how the organisation fulfils its responsibility in dealing with natural resources. Social responsibility includes the role of the organisation at local, regional, national and international level regarding its support of health-promoting initiatives.

a

Has the organisation taken clearly defined action (e.g. through an environmental protection management system) to reduce detrimental effects on people and the environment?

A B C D

--	--	--	--

b

Does the organisation actively support health-related and social initiatives?

A B C D

--	--	--	--

fully achieved  
considerable progress  
certain progress  
not started

# 5 Questionnaire

## Implementation of Workplace Health Promotion

Workplace health promotion comprises measures for health-promoting job design and the support of healthy behaviour. It is successful when these measures are permanently interlinked and systematically implemented.

a

Is there a steering committee, project group or anything similar for the planning, monitoring and evaluation of the WHP measures in which all key people at the organisation are involved?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b

Is all the information (internal and external) required for planning and implementation collected systematically and regularly?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c

Are target groups and quantifiable objectives set for all measures?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d

Are both measures for health-promoting work organisation and job design as well as measures to promote healthy behaviour implemented and are these measures interlinked?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

e

Are all measures systematically evaluated and continually improved?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

fully achieved  
considerable progress  
certain progress  
not started

# 6

## Questionnaire

### Results of Workplace Health Promotion

The success of workplace health promotion can be measured by a number of short, medium and long-term indicators.

a

Do you systematically determine the effects of WHP measures on customer satisfaction (regarding products/services) and do you draw conclusions from this?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b

Do you systematically determine the effects of WHP measures on staff satisfaction (working conditions/work organisation, leadership style and participation possibilities, occupational health and safety schemes etc.) and do you draw conclusions from this?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c

Do you systematically determine the effects of WHP measures on other health indicators such as absenteeism rate, accident rate, improvement in stressful working conditions, number of suggestions for improvement submitted and implemented, participation in healthy lifestyle programmes, level of relevant risk factors etc. and do you draw conclusions from this?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d

Do you systematically determine the effects of WHP measures on economic results (staff turnover, productivity cost/benefit analyses etc.) and do you draw conclusions from this?

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

fully achieved  
considerable progress  
certain progress  
not started

# Assessment

## Assessment “Enablers + Results”

### 1 WHP & Corporate Policy

	A	B	C	D	
No. of scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/>
(Total : 6)	% Success				Total

### 2 Human Resources & Work Organisation

No. of scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/>
(Total : 7)	% Success				Total

### 3 WHP Planning

No. of scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/>
(Total : 3)	% Success				Total

### 4 Social Responsibility

No. of scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/>
(Total : 2)	% Success				Total

### 5 WHP Implementation

No. of scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/>
(Total : 5)	% Success				Total

### 6 WHP Results

No. of scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/>
(Total : 4)	% Success				Total

## The Profile of Your Organisation

	A	B	C	D	%
	No. of scores				Success
WHP & Corporate Policy	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Human Resources & Work Organisation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WHP Planning	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Social Responsibility	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WHP Implementation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WHP Results	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total scores (a)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Factor (b)	100	67	33	0	
Value (a x b)	<input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	+ <input type="text"/>	= <input type="text"/> Total

Total : 27 =  % Success of the organisation

### Explanation of the assessment:

A score in the A column gives 100 %, one in the B column 67 %, a C is valued at 33 % and an D at 0 %. The result for each of the six sectors and for the entire questionnaire is obtained by multiplying the number of scores (a) with the percentage (b) achieved in each case in the categories "A" to "D" and then divided by the number of questions answered.

Using these results you can create a profile of your organisation by entering the data into the chart on this page.

# Healthy Employees in Healthy Organisations



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Kronprinzenstraße 6, D-45128 Essen

Fax +49 201 179-1032

e-mail [eiz@bkk-bv.de](mailto:eiz@bkk-bv.de)

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