



## Work in tune with life

### Template Model of Good Practice 1

Work in tune with life **contact person (NCO):**

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### A. Identification and Motivation

**General information** about the MOGP company:

Name of organization	Procter and gamble
Address	<ul style="list-style-type: none"> <li>• Koen Van Gestel, Head of Prevention and Environmental Department P&amp;G Brussels Innovation Center +32 (0)2 456 3779 <a href="mailto:vangestel.k@pg.com">vangestel.k@pg.com</a></li> <li>• Tine Roets, Prevention Advisor Psychosocial aspects P&amp;G Brussels Innovation Center +32 (0)2 456 3267 <a href="mailto:roets.t@pg.com">roets.t@pg.com</a></li> <li>• <a href="http://www.pg.com">www.pg.com</a></li> </ul>
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Website	www.pg.com
Sector	Chemical
Number of employees	1600 on campus

(When the company does not want to provide this information a reference to the NCO will be made, which will support the connection to the company if necessary)

**Motivation (max. 100 words)**

Why has this company been selected as MOGP?

What is special for this MOGP?

How many points the company scores on the on line assessment tool?

P&G recognizes his people as their most important asset and realizes the necessity of investing in a Well Being/Vibrant Living program in order to be able to deal with trends like 'increasing health costs', 'ageing population' and 'corporate responsibility'.

The program addresses mental health at work as well as promotion of a healthy lifestyle. The P&G management is strongly convinced about the importance of the program and therefore addresses this within the daily management of the business. A work group was set up to develop a strategy and to set up activities regarding the three pillars of Vibrant Living being Body, Mind and Agility. This work group represents all employees and organizations in P&G. The activities initiated by P&G are chosen for a reason; they are based on information coming from the annual employee satisfaction survey and the feedback from organizational assessments. In this way they want to address the key issues in the different organizations.

**B. Policy and Culture (max. 300 words)**

Please explain how the **health policy** in the company is organized.

Clarify the approach and the reason why a health policy/initiative was initiated.

Indicate how **mental health is integrated/linked** to this general health policy: Conditions fulfilled concerning the integration; mental health part of mission statement; mental health incorporated in organizations' strategies; systems and processes; specific targets on mental health promotion; comprehensive approach of Workplace mental health promotion (WMHP); management involvement.

Health promotion at work is a part of the mission statement of the company through the Vibrant Living/Well being Program and this mission is endorsed in the Brussels Innovation Center. It is an integral part of the Site action plan. Health promotion at work is written in a policy. The policy consists of three pillars under the umbrella Vibrant Living/ Well being. The three pillars are Body (physical health), Mind (mental health) and Agility (Organizational simplification). The Vibrant Living/ Well Being program was activated based on the results of the annual worldwide employee satisfaction survey. Several Well Being related topics are covered in the survey such as the relationship with the manager, learning & growth, personal wellbeing, empowerment, etc. The results of the survey showed an overall decrease in the well-being of the employees; mainly on personal Well being and Work Life Balance. Through this Vibrant Living/ Well Being program, P&G can address these issues.

P&G recognizes the importance of management involvement at all levels of the organization in order to be successful. That's why they actively support this through:

- Healthy Promotion is a regular item during employee meetings
- Management signed the policy document concerning Health Promotion at work
- Management participate actively to initiatives of Health Promotion
- Management plays an important role in the implementation and the assistance of initiatives around health Promotion
- Health Promotion is a part of the policy vision of the Brussels Innovation Center

Besides management involvement, also employees should play a role in the development and



elaboration of the policy. The employees were asked to give their opinion about the policy during the development of the Health Promotion and are represented by 'Well Being/Vibrant Living' ambassadors.

These ambassadors are actively involved in the preparation of the Health promotion policy and all employees are informed about it by email, through newsletters and via messages on billboards.

Next to the employee satisfaction survey, P&G implemented an online questionnaire and info tool regarding stress and Well Being together with a service provider. This allows the organization to get more detailed data of Mental Health and allows employees to get coaching/advice, tips and tricks to tackle individual issues in a confidential way.

### **C. Organisation and Structure (max. 200 words)**

**Who is in charge** of and/or involved in the organization and support of the mental health promotion initiatives?

And are these persons acquainted with the mental health topic?: Specific work group; composition of the group; training on mental health; resources etc.

In order to kick off the Vibrant Living/ Well Being program, a work group was created representing the different parties in the organization consisting of employee ambassadors, the Human resources department, OSH department and the Works council. Next to the overall team, sub groups were created to work on the activities of the three pillars. The coordinator of the Mind Pillar is the Prevention Advisor Psychosocial aspects (part of the site OSH organization). This subgroup did create a concrete action plan for the Mind pillar of the Vibrant Living/Well Being project. Different topics are covered in this action plan: Mental Health Promotion, Stress info sessions, Stress coping sessions, Interactive self assessments, promotion of 'Employee Assistance Programs' and those programs are closely linked with the other pillars actions such as healthy nutrition, sports, social activities and physical health. The inclusion of all these topics within the site Vibrant Living Program and the attention to individual Well Being as well as personal Work life balance makes it a holistic approach.

It is the task of the line managers and employee ambassadors to stimulate employees to participate in Vibrant Living activities and to take part in the health programs themselves. The ambassadors volunteered to play this role and to serve as example. They also motivate others in the organization as they are leading by example. Mentoring is encouraged by the organization (more senior/higher level manager and colleagues act as mentor) with whom he/she also can discuss personal issues. When employees want to discuss personal issues in a strict confidential way, they can contact the 'persons of trusts' network in P&G or the Prevention Advisor specialized in Psychosocial aspects (both roles are defined by national OSH law). Contact information of these persons can be found on the intranet of P&G, but also via the online self assessment tool. Since participation is voluntary and often confidential, the responsibility of using the activities lies with the employees. Line managers can only stimulate employees to make use of these services.

In order to give the line managers the opportunity to learn how to recognize stress signals among employees and how to deal with employees having problems with stress, training sessions are organized by external specialists. They also can get more expert advice through



the 'in company' OSH services and the EAP provider.

The organization also offers stress coping sessions for their employees on how they can deal with stress. In this small group sessions, employees are stimulated to be open and talk about problems.

#### **D. Implementation and Strategy (max. 400 words)**

How does the company handle the planning of the initiatives concerning mental health promotion? Who is involved in the planning and implementation of these initiatives? Is the planning linked to a needs assessment? Please explain.

Please describe the initiatives and measures on mental health promotion that were taken in the company: what kind of workplace mental health activities were carried out?

- Promotion of mental health
- Prevention of mental health problems
- Dealing with (workers with) mental health problems at work
- (Re) integration of workers with mental health problems

A risk analysis on stress has been done several times. A questionnaire and interviews were also developed to identify the possible causes of stress. Participative risk analyses and work fiches are available.

The organization tries to adjust the workload of the employees by giving them acceptable deadlines, work speed and amount of work. There are also individual Work and Development Programs. To control the job content, the organization spends attention to:

- Job rotation: the work schedules contain flexible working hours/ internal 'open job posting' system is existing
- Job enrichment: the employees get more interesting tasks depending on personal preference in individual work plans agreed with the manager
- Job enlargement: employees are stimulated to learn continuously and do new tasks
- Flexible hours, the possibility to work at home to improve the work-life balance

The organization offers assistance for employees with stress. This is communicated by the OSH and HR departments. The employees can rely on guidance when they suffer from stress:

- by a professional assistant (internally/externally)
- by online Interactive Self Assessments on stress and Well Being checklists
- by group sessions accompanied by professional assistants
- by the Employee Assistance program for employees and their family

Information related to stress has been spread through e-mail, newsletters, information at billboards, posters, flyers and information sessions.

Reintegration of employees with MH issues is tackled on a case by case approach, involving the Prevention Advisor Psychosocial Aspects, the Occupational Health Physician, the private physician, HR and the Direct manager.

Specific activities addressing mental health available in P&G are yoga, pilates, mindfulness training, Corporate Athlete. Employees can also use the "employee assistance program" (external provider). This program is meant for employees having personal problems. They can



contact this service as often as they need it and get psychological assistance. This is handled strictly confidential. P&G only receives information about the amount of intakes and figures about what kind of problems are assisted. Next to this and closely linked, physical activities are offered like running sessions, a team step (walking) competition and physical stretching exercises during a healthy walk after their lunch break etc.

The promotion of the Vibrant Living/Well being program started with a 3-days kick-off campaign in February 2007 organized by the site work group. The aim of this kick-off was to inform all employees about the available activities and services on health promotion. Teasers had to draw the attention, such as apples with the well-being logo were put on the desk of all employees. Information leaflets, 1 point-lessons on the computer screen of employees. These kick off days have been organized annually since then.

To have success with a well-being program it is important to have commitment of all levels of management. Procter & Gamble expects of their leadership to stimulate employees to participate in well-being activities.

### **E. Evaluation and Lessons Learned (max. 300 words)**

Please describe how the mental health promotion initiatives are being evaluated in your organization. Who is involved in the evaluation and how are the results communicated?

- What are the results?
- What are the lessons learned from the mental health activities: success factors; barriers and ways to overcome

Every year the site work group evaluates the Vibrant Living/Well-being program by evaluating the participation rates of activities and the feedback forms which can be filled in for each activity. Employees can also post ideas for the health program in a Vibrant Living blog site. Based on the results from this evaluation adjustments are made where necessary. Every year the new adjusted health program is launched in an information stand.

The result of the employee satisfaction survey indicates that the Vibrant Living/Well being project has a positive effect on the overall Well Being of the employees.

The results are communicated annually by the HR department and in the meetings of the different departments. Management is able to adjust action plans based on the outcome for their specific organization.