



Work in tune with life

Template Model of Good Practice 2

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	Trinity Hotel & Conference Centre
Address	Gl. Færgevej 30, Snoghøj
City	7000 Fredericia
Country	Denmark
Contact person (name/function)	Executive Management Secretary, Metha Palmus Hansen
Email address	Metha.h@trinity.dk
Telephone number(s)	+45 8227 1714
Website	www.trinity.dk
Sector	Hotel & Conference Centre
Number of employees	59 permanent staff and approx. 25 temps.

(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?

Trinity Hotel & Conference Centre is selected as a Model of Good Practice because the company has put the psychosocial work environment and employee welfare very high on the agenda. The company has enrolled well-being in the company's core values, and the company has an ambition to create a good workplace. The company has a very structured way to implement the goal of creating a workplace with good mental health.

Trinity has undertaken several initiatives involving employees at all levels of the organization in the conception, development and implementation.

Trinity Hotel & Conference Centre completed in June 2010 the online questionnaire and obtained an overall score of 90 out of 100 possible.

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.

Forklar, hvordan sundhedspolitikken er organiseret i virksomheden?

Hvorfor blev der taget initiativ til en sundhedspolitik i virksomheden?

Beskriv, hvordan psykisk arbejdsmiljø/mental sundhed er indbygget/forbundet med den generelle sundhedspolitik/personalepolitik i virksomheden, fx:

- Er et godt psykisk arbejdsmiljø/mental sundhed nævnt i virksomheden mission/værdigrundlag?
- Er psykisk arbejdsmiljø/mental sundhed en integreret del af virksomheden strategier?
- Hvilke systemer og/eller metoder anvendes i arbejdet med at skabe et bedre psykisk arbejdsmiljø?
- Har virksomheden fastsat specifikke mål for det psykiske arbejdsmiljø og sundhedsfremme i virksomheden (fx fraværsprocent, trivselsmålinger m.v.)
- Hvordan er ledelsen involveret i arbejdet med at skabe et bedre psykisk arbejdsmiljø?

Trinity's Health policy is initially driven by our HR department and was approved by the cooperation committee, 29 September 2008.

Our Health policy has become the basis of a wish for Trinity as an employer to take responsibility for the wellbeing of our team. This shared responsibility is reflected in opportunities supporting each employee in his own desire to lead a healthy lifestyle. A healthy lifestyle serves both the individual as well as the business. The Trinity management team is responsible for implementation of the health policy.



The psychological work environment / mental balance is an integral part of such the annual employee performance reviews, where a separate section focuses on "well-being and cooperation".

In the mandatory APV studies included "mental well being" as a separate aspect. See APV results into subsequent initiatives designed to remedy the identified problem areas.

(APV = Workplace assessment)

From Trinity's values it clearly stated that "Trinity employees will experience a workplace characterized by enjoyment, respect, cooperation, consideration, a good tone and influence on the individuals work situation. Work should be characterized by commitment, accountability and commitment to Trinity's works and values, which are exercised in a way that communicates and ensures equality. "Trinity has an introduction program from day 1 outlining how to accept a new employee. Each new employee will be assigned a "buddy" - from another team - with the intention of introducing him to the "softer" values. The introduction program is available in several languages for times when Trinity hires employees of different ethnic origin than Danish.

One of the goals of Trinity's business plan is that Trinity achieves a place within the top 50 businesses in "Great Place to Work".

Trinity has for the last 3 years due to the business plan worked with the concept "Great Place to Work", which replaced the previous annual employee satisfaction surveys. A team with multidisciplinary and cross-organizational composition has been working on ways to address the areas that GPW study designates as priorities, including interviews with all teams without their leader present, and separate interviews of the management team. The goal of the GPW is to be among the 50 best workplaces in Denmark from 2008 to 2009 changed the position from No. 87 to No 51.

In 2009 and 2010, Trinity participated in a pilot project on health promotion at work under the management of the Green Network. Nearly 100% of employees underwent a health profile, which together with the questionnaire about self-rated health gave each employee a personalized action plan.

Trinity received the 2010 Green Networks diploma for work on health promotion, work in particular translates into changes in the staff canteen and so offering even healthier options than previously.

Trinity's management has consistently employee health and wellbeing in mind, following the trends and seeking new knowledge. In October 2009, the works committee approved a policy, which is designed to help promote employee health, wellbeing and job satisfaction in order to reduce the loss of your job due to illness and to ensure a low absenteeism. The latter is newly done up and data is very satisfactory.

C. Organisation and Structure (max. 200 words)

Who is in charge of and/or involved in the organisation 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.

Overall, Trinity Management Team (1 manager, 4 managers and 5 team leaders) are responsible



for and involved in everything concerning promotion of good mental health. The General Manager of Trinity is also acting HR Manager assisted by his Chief Secretary / HR consultant.

Trinity works with F&B manager as chairman, the HR manager as a member and conference technician, waiter, service assistant and chef de partie as employee representatives have also focused on promotion of good mental health.

Trinity's safety committee consists of the HR manager as chairman along with employee-elected pastry chef and conference technician as representative focus principally through the APV results in a good mental health.

A project group has been formed in connection with Great Place to Work - a team with HR Head (Director) as a coach, conference manager as project manager and a chef, waiter and HR consultant as project participants. The project team proposes to change those aspects of GPW surveys that need adjusting. These proposals are discussed in appropriate meetings, such as in management meetings, team meetings or be reflected in new standards on the agenda.

In planning skills development courses we incorporate good mental well being, where needed, such as the outcome of GPW study. Each employee has 4 days a year for competence development – 1 of those days is for all employees at Trinity and the other 3 day are team based.

Trinity's budget includes allocation for staff development - amount not disclosed for commercial reasons. Staff wise the task lies with each manager, and assisted by the HR manager and HR consultant.

D. Implementation and Strategy (max. 400 words)

How does the company handles 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 was 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

Initially discussions concerning mental health and wellbeing take place in the management team or the individual teams. Depending on the nature of the relationship the liaison committee, safety committee and / or HR manager get involved. Planning and implementation of the initiative lies with the parties involved, perhaps with assistance from the HR department.

To promote good mental work environment and improve well-being Trinity has, for several years conducted employee satisfaction surveys, the last three years under the umbrella of Great Place to Work.

Depending on the results we have undertaken initiatives to address problem areas. The project team has worked with the following:

- Interviews are conducted in all teams (without management presence) and the management group, the group of employees of different ethnic origin than Danish and younger than 25 years.
- Introduction courses for new recruits, including a "buddy system".



- The management team continuously work with taking action on the respective focus areas were identified in interviews.
- New message board with "Pixie-book" (shortened version of Trinity's business plan), notice of meeting activity throughout the house, annual calendar of activities, templates for agendas concerning team meetings and templates regarding initiation and follow-up tasks (IS) model.
- Introduction courses for employees of different ethnic origin other than Danish.
- Site visit to Creative Company, a Danish company with top ranking in GPW.

As mentioned previously we discuss good mental health in the annual personal development meetings / conversations. The management team has continually focused on the psychosocial work environment and constantly takes the necessary initiatives.

Trinity has a special privacy policy in place for employees with personal problems. The policy relates to employees who have problems of a psychological nature, because of family circumstances and in the form of long-term illness.

Trinity has a policy on this area because:

- We take a holistic view of employee, based on the Christian outlook life and values. There is a relationship between spirit, soul and body, so problems in one area will affect other areas.
- Holistic view also implies that there must be a good balance between work, family and leisure. Again, problems in one area have consequences in other areas.
- Trinity has a responsibility for each employee and his wellbeing. Problems cannot be isolated to one part of the employee's life, as per the overall vision, why Trinity in recognition of this, want to contribute assistance to employees who have personal problems.
- Trinity wants to legitimize and create openness about personal problems by making visible a policy for the area and create job security by clarifying what you do when employees have personal problems and what options he has.

Trinity will - within the realistic possibilities you have as a workplace - helping to prevent, avoid aggravation of, or eliminate the personal issues in order to preserve the employee's connection to the company, limiting the impact of problems and help the employee returns to fully fit for work, or alternatively, to conduct a respectful end to the employment relationship.

Trinity has provided financial assistance to employees who have needed psychological help. Trinity employees have health insurance which also provides financial assistance to a psychologist. Where this has not been possible, Trinity incurred the expense.

In connection with redundancy announcements, Trinity offers redundant employees outplacement assistance. The offer is given to employees who must leave Trinity, and we are hoping the initiative will have a positive influence on the psychosocial work place for the remaining team as well as the individual leaving.

Employees who for one reason or another, resigns their position, are invited to an exit interview with the HR manager. If the interview gives reason to changes in our practice, the HR manager will give the matter appropriate attention.

With respect to interviews conducted with employees suffering from a mental illness, special consideration is given, such as the terms and location of the interview. In such cases the employee is informed in advance about the subjects of the conversation planned in order to give the member



of staff the opportunity to prepare themselves in the best possible way.



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

The evaluation of initiatives around mental health and well-being is in the form of results from the Great Place to Work surveys and APV results.

Great Place to Work Secretariat conducts the survey. Trinity's local project management team presents the results along with the management team.

From 2008 to 2009, Trinity achieved a significant improvement in outcome, thus moved from a position as No. 87 to No 51.

APV results of studies concerning mental health treatment are addressed at the safety committee, which takes appropriate initiatives for the affected teams.

Good and bad experiences with creating a good psychological working environment:

There is no doubt whatsoever that the management at Trinity (from top to bottom in the organization) has great intentions with regards to creating a good psychological work environment. Numerous initiatives are continuously taken. The challenge and the barriers can be that Trinity, being a hospitality business, has a commitment to the service of clients and guests who will always receive first priority.

In addition, the staff is composed very differently, both educationally and professionally. Finally, the hotel meeting and conference industry has relatively few administrative heads allowing focus on the psychological working environment such as HR departments, responsible for evaluation, and there is generally little administrative staff which can be dedicated overall efforts of this nature.