

STUDY ON EMPLOYEE WELLNESS

June 2005

INFORMATION DOCUMENTS FOR MANAGERS



Syndicat des communications de Radio-Canada (FNC-CSN)



Association des professionnels et superviseurs

NOTE TO STAFF

HOW ARE YOU FEELING AT WORK? WE WANT TO KNOW!

Because your health is important to us, CBC/Radio-Canada and its unions have jointly decided to hold a one-of-a-kind employee wellness study. We already know that stress, depression and chronic physical pain are significant health issues in our workplace resulting in higher health care costs and increased absenteeism at CBC/Radio-Canada.

We've mandated one of Canada's top researchers in the area of Work Health and Safety, Professor Jean-Pierre Brun of Laval University in Quebec City to initiate this study and make recommendations to reduce the organizational and individual stress factors that affect our health at work.

Your participation is essential. More than 10,000 of you will be invited to take part in this project. You will be asked to fill out a questionnaire that Professor Brun will be sending out shortly — available in electronic and hard copy format. The confidentiality of your answers will be guaranteed because only Professor Brun and his team of researchers will have access to the completed questionnaires.

Findings of the study will be announced in the fall of 2005, at which time they will be analyzed. A plan will then be put in place to set priorities and put forward concrete initiatives to improve employee wellness at work.

CBC/Radio-Canada and its unions are committed to this study and to the actions that are required to address the issues identified in the study and the recommendations put forward by Professor Brun.

FREQUENTLY-ASKED QUESTIONS

Why conduct this survey now?

Because the health and the wellness of employees are important issues.

As part of the ongoing work of the Consultative Committee on Staff Benefits, representatives of CBC/Radio-Canada's management and unions have been concerned about employee health problems and wellness in our organization.

The group gathered some key information on these issues as well as on the rise of health costs; more specifically, the cost of short-term and long-term disability and of health problems related to stress in our organization.

As a result of the Committee's work, management and union representatives now have a good understanding of the health issues we are currently facing, and the need to gather some concrete data on them. Solutions can only be found if we have a good understanding of what the problems are.

Is CBC/Radio-Canada different from other organizations?

No. The World Health Organization recently published a report indicating that in 2020, depression will rank as disease Number Two in the world. As well, we already know that in the case of businesses operating in Canada and in other industrialized countries, the cost of health care related to stress, mental health and unwellness are at an all-time high. Clearly, this is a situation we cannot ignore.

Does the Corporation have the will to change things in the organization?

Yes. CBC/Radio-Canada management and its unions together recognize the need to act on employee-related wellness issues. The recent appointment of the Director of Wellness was a first step in this direction. This survey is the second step. As soon as results of the survey are available to us, we will be able to develop an action plan together and decide which initiatives can be implemented in the short, medium and long term. This is a process in which unions, management and employees alike must all participate.

In addition, Robert Rabinovitch and the senior management team support the plan to survey employees and implement the necessary changes to improve the health of employees at work. It is important to note that actions must be put in place gradually and that changes to our work environment will happen step by step. This confirms the necessity to prioritize our actions based on the scientific knowledge brought forth by the survey.

Which topics are addressed in the survey?

Autonomy and recognition at work, work-related tasks and roles (e.g., workload, priorities), decision-making process, influence of work on personal life, physical work environment, psychological harassment, and wellness at work in general.

Can I trust that the information I provide through the survey will be kept confidential?

Yes. Whether you decide to complete the questionnaire online or on paper, the answers will be strictly anonymous and confidential. No questionnaire will be identified and no answers can be traced back to employees. Professor Brun and his team of researchers from Laval University will be the only people who have access to the questionnaires. Compiled results will be the only data given to the Corporation's management and unions.

Can the results of the survey be traced to a specific sector, department or station?

The objective of the study is not to have a fragmented view, sector by sector; on the contrary, it is to gather specific data on the health of our employees across the Corporation. Therefore, Professor Brun will not be able to give us data that will identify a particular individual or a small group of employees.

Does the survey target all employees?

Yes, all permanent employees and casual employees who have worked over 50 days in the past year as well as all supervisors and managers are being surveyed. It was important, for the integrity of the survey, that all employees have the opportunity to participate and not just a few of them.

Who is Professor Brun? How was he selected to conduct the survey?

Professor Jean-Pierre Brun is Director of the Chair of Organizational Health and Security Management (Laval University in Quebec City). He is highly respected across the country as a specialist in work-related health, security and mental illness issues. Together with his team of researchers, he has worked for 15 public and private organizations and institutions, including Maisonneuve-Rosemont Hospital, Hydro-Québec, Jeffery Hale Hospital, Pratt & Whitney Canada, Alcan, the City of Montreal, the City of Quebec, the SAQ, the Quebec Ministry of Transport, the Quebec Ministry of Natural Resources, Bell Canada, and the Canadian Armed Forces.

Prof. Brun's work was brought to the attention of CBC/Radio-Canada because of his great reputation. His work for other organizations was extremely successful and his knowledge in the field of organizational wellness is extensive.

What type of actions will be taken?

Preventive measures must come with the introduction of internal strategies that will address individuals, as well as the work environment and the work organization as a whole. Action will be the shared responsibility of management, unions, working groups as well as employees.

Once the results are known, analyzed and communicated to the Corporation, we will be in a position to set priorities in our interventions and establish a workplan to introduce changes in the organization.

When Professor Brun gave presentations to the Senior Management Committee, to the Employees Assistance Program and to the Consultative Committee on Social Benefits, he insisted on the fact that, as a follow-up to this survey, we must identify a small number of actions to be undertaken, and that we complete them.

How does this survey differ from the two previous Hay surveys?

First and foremost, the Hay Surveys were an initiative undertaken by the Corporation, while this survey is a joint initiative of CBC/Radio-Canada and its unions. As well, the Employee Surveys administered by the Hay Group measured the general level of employee satisfaction with the Corporation, and covered a wide range of topics. Their results revealed specific health and wellness issues related to employees. That is why we felt it was necessary that we find out more about the true state of employees' health.

MORE ON PROFESSOR BRUN

Director of the Chair in Occupational Health and Safety Management at Université Laval in Quebec City, Professor Jean-Pierre Brun provides organizations with strategic management services in workplace health and safety and workplace mental health.

Professor Brun is acclaimed for the quality, originality and effectiveness of his organizational consulting services, having completed mandates for major Canadian institutions and corporations such as Maisonneuve-Rosemont Hospital, Hydro-Québec, Jeffery Hale Hospital, Pratt & Whitney Canada, Alcan, the City of Montreal, the City of Quebec, the Société des alcools du Québec, the Quebec Departments of Transportation and Natural Resources, ASTSSAS, Papiers-Masson, Noranda, Bell Canada, the Canadian Armed Forces, the Federation of CLSCs and the Quebec City Transit Commission.

Professor Brun's innovations in the field of workplace mental health include an approach that promotes internal management of psychological distress-related concerns. Such approach considers early prevention efforts conducted by the organization to be the most effective method for responding to mental health issues.

Prof. Brun specializes in the strategic management of occupational health and safety, which includes analyzing prevention activities, conducting OHS knowledge watches, developing prevention action plans, performing OHS management audits, and so on.

Professor Brun and his research team are not what you would call "average consultants". The basic principle that underlines their initiatives is that they should be "biodegradable"; i.e., their relationship to the client is autonomous, unlike the traditional dependent relationship that usually takes place between a client and a consulting firm. This means that each of their mandates, without exception, includes a plan for gradually transferring the responsibility for managing the issues to the client.

For more information:

<http://cgsst.fsa.ulaval.ca/chaire/fra/monographies.asp>

<http://cgsst.fsa.ulaval.ca/sante/fra/default.asp>



Chaire en
gestion de la santé
et de la sécurité du travail
dans les organisations



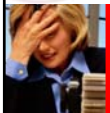
MENTAL HEALTH HUMAN CAPITAL MANAGEMENT

JEAN-PIERRE BRUN, Professor
CAROLINE BIRON, Research Professional

Website: <http://cgsst.fsa.ulaval.ca>



Chaire en
gestion de la santé
et de la sécurité du travail
dans les organisations



THE ISSUE: Challenges for Organizations

- Look at absenteeism (13% of cost) AND presenteeism (60% of cost)
- Organizations have very few tools available for preventing workplace mental health problems.
- Secondary prevention (e.g., stress management, relaxation techniques) and tertiary prevention (e.g., EAP, absence management) have not succeeded in curbing the increase in psychological distress and absenteeism.
- Large organizations give priority to prevention of workplace mental health problems.



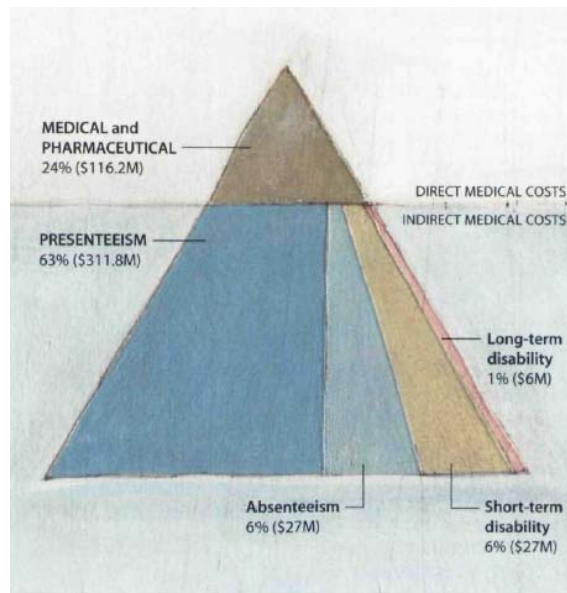
RESEARCH OBJECTIVES

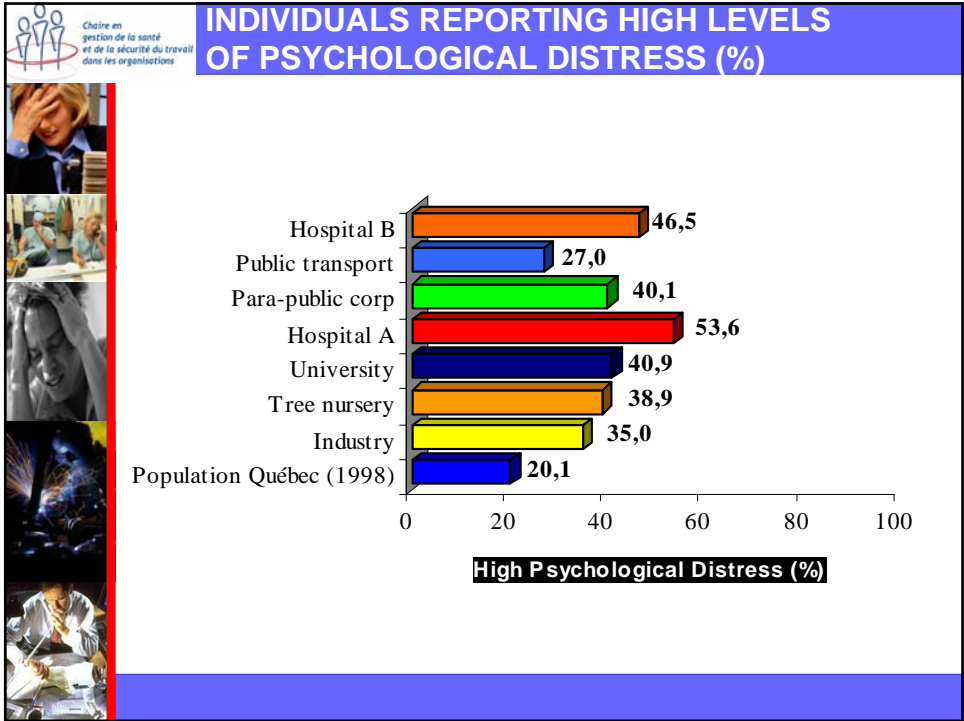


1. Conduct an empirical assessment, via a Web-based questionnaire (french and english), of the magnitude of the workplace mental health issue.
2. Assess what organizational factors are perceived by employees as threats to their mental health.
3. Identify preventives actions and follow up.



STRESS COST – USA 2004





- Chaire en gestion de la santé et de la sécurité du travail dans les organisations
- ## ORGANIZATIONAL RISK FACTORS
- ✓ Task/role-related demands
 - ✓ Degree of involvement in decision making
 - ✓ Recognition in the workplace
 - ✓ Decision-making autonomy in the workplace
 - ✓ Relationships
 - ✓ Physical working environment and conditions
 - ✓ Work schedules
-

CHART OF RISK LEVEL

Risk factors in decreasing order - all categories	Managers	Professionals	Clerks	Technicians	Operators/blue	Professors
Pressures to publish / find funds	NSP	NSP	NSP	NSP	NSP	
Quantitative work overload						
Relationships with superior						
Participation to decision-making (organisational level)						
Participation to decision-making (local level)						
Communication / lack of information						
Work role conflict						
Responsibility for things/people						
Family-work conflict						
Low recognition by colleagues						
Competitive climate						
Career opportunities						
Relationships with colleagues						
Role ambiguity						
Job security						
Physical environment						NSP
Qualitative overload						
Poor relations with subordinates			*	*	*	NSP
Skill discretion						
Decision latitude						
Relationships with students	NSP	NSP	NSP	NSP	NSP	
Relationships with clients					*	NSP
Problems of security						NSP

Note : High risk = ■ Moderate risk = ■ Low risk = ■
 * = number of respondents too small to calculate risk
 NSP : Not measured



Chaire en
gestion de la santé
et de la sécurité du travail
dans les organisations

PREREQUISITES FOR CONDUCTING STUDY

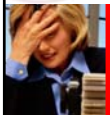


- Senior management's commitment, support and involvement.
- Ensure that the organization truly wishes to follow up on the recommendations ensuing from the study (i.e., fulfill the expectations generated).
- Ensure support from employees and managers.
- Reach a consensus among union and management decision makers.
- Identify or set up a structure responsible for implementation (e.g., Monitoring Committee).

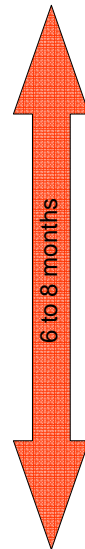



Chaire en
gestion de la santé
et de la sécurité du travail
dans les organisations

STUDY PROCEDURE: PHASE I



1. Adapt Web-based questionnaire (25 minutes)
2. Translate questionnaire into English
3. Establish sampling method
4. Draft internal communications plan
5. Administer questionnaire
6. Perform statistical analysis
7. Issue final report






 Chaire en gestion de la santé et de la sécurité du travail dans les organisations

STUDY PROCEDURE: PHASE II

1. Creating a working group
2. Analysing statistical results and comments from the survey
3. Establishing Improvement zones
4. Proposing sound and simple actions
5. Obtaining approval from RC/CBC
6. Put proposals into action
7. Managing and auditing actions

4 months





 Chaire en gestion de la santé et de la sécurité du travail dans les organisations

EXPECTED BENEFITS

For CBC/Radio-Canada:

- Drop off: Absenteeism and presenteeism;
- Cost saving on mental health disability;
- An opportunity to implement concrete actions, adapted to your culture, aimed at identifying the root causes of workplace mental health problems and preventing such problems, with assistance from experts in the field.



STRESS BOOKLET

