

2004 Strategies – People Focus

Step 2: Aligning Your Healthy Workplace and Human Resources Development Strategies



Aligning human resource planning and healthy workplace strategies demonstrates the importance of a healthy workplace environment to your employees. Creating such an environment requires:

- Collaboration between health promotion & human resources professionals
- Support & input from employees, unions, managers & supervisors at all levels.

When human resources and workplace health are aligned, efforts in one area support efforts in the other. For example, human resource policies can foster a healthy workplace environment by:

- Encouraging continuous improvement through processes such as performance reviews, and identifying training needs so employees have the appropriate skills to perform their work
- Encouraging employees to participate in workplace health initiatives
- Offering healthy workplace benefit/ flexible benefit options
- Assuring safety of employees through health and safety regulations, harassment and discrimination policies

Similarly, workplace health goals can support the strategic human resources goals of employee engagement, learning, and recruiting & retaining skilled employees.

Tips:

- Propose an “Organizational Health Strategy” be developed for your organization that ties organizational health into the business plan, objectives, ‘employer of choice’ strategies and other initiatives in your workplace. For more information on developing an Organizational Health Strategy please visit the CHWW 2003 Strategies section.
- Incorporate the importance of your employee’s well-being into your mission, vision and/or values statements. E.g. Dofasco’s mission is “***Our product is steel, our strength is people.***” What better way to reinforce how important people are to your organization’s success?

Workplace Health in Action!

Performance Management System - a joint human resource and organizational health strategy that can be used as an indicator of successful healthy workplace implementation

Using human resource and workplace health processes as leading indicators in performance management systems is a good way to incorporate workplace health into the business strategy. Providing the right mix of rewards and incentives helps to ensure managers actively promote employee well-being. For instance, at Sears, one third of managers’ bonuses are derived from the outcomes of employee surveys that measure attitudes such as commitment. This guides managers’ actions to improve employee relationships, and address the underlying conditions for a healthy work environment.

Adapted from: Healthy Workplace Strategies: Creating Change and Achieving Results 2004, by Graham Lowe, PhD <http://www.cprn.com/en/doc.cfm?doc=536>