



HEALTHY WORK SURVEY for Employers

What do we do with the HWS Results?

1

Step One – Review and share your organization’s Survey Report and LEARN what exposure to particular work stressors may mean to your employees and organization, using the [Principles of Healthy Work](#).

2

Step Two – Is your organization ready for healthy work? Find out what unhealthy work is costing your organization.

3

Step Three – Some general ideas for how to reduce work stressors and a series of reports – Healthy Work Strategies – summarizing workplace research projects, programs/policies, as well as current or pending laws and regulations intended to promote healthy work.

4

Step Four – Plan and design your own “healthy work programs/policies” with participation at all levels of your organization (especially employees).

HEALTHY

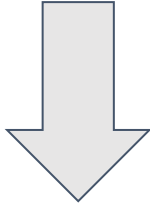
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HEALTHY

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<https://healthywork.org/employers/healthy-work-tools-employers/>

Ideas for organizations to reduce work stressors



**REDUCE
JOB STRAIN**



Reduce Job Demands/Workload

- ❖ Assess staffing and scheduling
- ❖ Revisit job descriptions, work hours, and tasks
- ❖ Clearly defined responsibilities and lines of reporting
- ❖ Allocate work assignments to prevent excessive demands
- ❖ Plan work carefully with employees to agree on achievable deadlines or work pace.

Case Ex: [Reducing Work Stress among Hospital Workers](#)



Enhance Job Control

- ❖ Train managers to encourage worker participation in decision-making
- ❖ Encourage workers ability to carry out tasks with more independence and autonomy.
- ❖ Evaluate manager performance in:
 - Involving all employees in discussing problems and solutions,
 - Communicating frequently with employees about important decisions and future plans,
 - Planning work carefully with employees to agree on achievable deadlines or work pace,
 - Providing employees with opportunities for learning and skills development.

Case Ex: [Increasing Job Control in Call Center Workers](#)

Create a Supportive Workplace

- ❖ Train managers/supervisors on effective leadership and communication.
- ❖ Organize job roles to allow employees to participate in work teams.
- ❖ Family-supportive supervisor training programs
- ❖ Include employees on labor-management committees to discuss all issues pertaining to worker health, safety, and work stress.
- ❖ Organize peer support groups, social events.

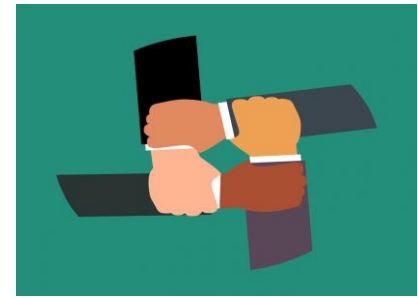
Case Ex. [Improving supervisor support through SHIP program](#)



Address Work-Family Balance

- ❖ Adopt and communicate policies on fair and flexible work schedules
- ❖ Establish firm limits to avoid excessively long work hours.
- ❖ Train supervisors how to communicate and support existing work-life policies and programs.
- ❖ Expand benefits and programs to assist with managing personal and caregiving needs, including workplace breastfeeding support.
- ❖ Develop vacation or [sick leave pool](#) programs to help employees during hardship.

Case Ex. [Reducing Work-Family Conflict with Family Supportive Supervisor Training](#)



Promote Justice & Fairness

- ❖ Establish policies, training, procedures to deal with **bullying, sexual harassment, discrimination and workplace violence**
- ❖ Use [precise definitions in policies](#) and proactive steps that address the bully/perpetrator—not the target.
- ❖ Incorporate respect, fairness, diversity/inclusion into mission statement, personnel policies, and expectations for daily interactions.
- ❖ Provide training and rewards for all on respectful and fair treatment in the workplace.

Case Ex. [Reducing Workplace Bullying through Respectful Workplace Policy](#)



Address Precarious Jobs

- ❖ Extend the same pay and benefits to non-standard employees that are offered to similar status permanent employees.
- ❖ Include all non-standard employees in workplace health and safety training programs.
- ❖ Avoid “on-call scheduling” and give an employee reasonable advance notice of their schedule.

Case Ex. [Improving job security for non-tenure University faculty and assistants](#)

Limit Long Work Hours

- ❖ Establish firm limits/norms to avoid excessively long work hours.
- ❖ Redesign the work schedule, redistribute the workload, or offer longer recovery times.
- ❖ Avoid frequent rotations between night and day shifts.

Case Ex. [Improving schedules and recovery time: Copenhagen Bus Driver Study](#)

Improve Rewards

- ❖ Pay all low-wage workers at least a “living wage.”
 - ❖ Provide benefits, vacation or family/[sick leave](#) to all employees.
 - ❖ Provide fair promotion opportunities
- Case Ex. [Airport workers gain better pay, benefits and schedules](#)

