

# INQA-Check "Health"

Utilising the potentials for a healthy enterprise – self-assessment for enterprises

HEALTH

The **INQA-Check "Health"** was developed as self-assessment check and joint practice standard. The INQA-Check is published by the "Initiative medium-sized businesses – Good for Germany", an independent network under the umbrella of the "Initiative new quality of work" (INQA). It allows small and medium-sized enterprises to verify and utilise the potential of their health promotion and health management. The INQA-Check "Health" addresses all important areas in health promotion and health management.

The **Initiative new quality of work** is a joint initiative of federal and state authorities, employer associations and chambers, trade unions, the German Federal employment agency, companies, social insurance carriers and trusts. Its objective: greater quality of work as key for innovative force and competitiveness at the economic location Germany. For this the initiative founded in the year 2002 offers inspiring examples from practice, advice and information offers, exchange possibilities, as well as a promotion program for projects that address the new personnel and employment policy approaches.

The **Initiative medium-sized businesses – Good for Germany** promotes a successful, employee-oriented enterprise management through the development of modern medium-sized businesses and offers diverse regional support structures specifically for small and medium-sized companies. At present more than 250 partners cooperate in the "Initiative medium-sized businesses – good for Germany", amongst others federal and state organisations, corporate associations, professional associations, guilds, chambers of handicrafts, trade unions, mutual indemnity associations, health insurance providers, research institutes and service providers.

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In the INQA-Check "Health" attention is given to a gender neutral notation. Where this is not possible, to favour improved readability the original grammatical gender is used for the classification of words. It is specifically noted here that the respectively different gender is also thereby addressed.

## INQA-Check "Health"

## INQA-Check "Health" – practice standard and self-assessment for enterprises

The health of the employees is the basis for a healthy company. This is substantiated by many good and successful companies. The INQA-Check "Health" shows how good companies promote and utilise the health of their employees for the company success. It summarises the experiences of these successful and innovative companies for you, as well as the understanding from scientific research. It was developed as self-assessment check and mutual practice standard of all partners of the Initiative medium-sized businesses.

With the INQA-Check "Health" you can systematically develop the potentials of "Health" for your company:

- ▶ A higher productivity and quality of the work
- ▶ A greater job satisfaction and motivation
- ▶ The preservation of the working ability of the employees
- ▶ An improved working atmosphere and more cooperation amongst colleagues
- ▶ A more pronounced identification of the employees with the company
- ▶ A greater binding of the employees to the company
- ▶ Lower number of ill employees
- ▶ A better company image and more satisfied customers
- ▶ A greater employer attractiveness for the acquisition of qualified professionals

### ▶ The basic idea of the INQA-Check "Health"

Through the processing of the INQA-Check "Health" you can obtain ideas for **optimising** your **structures and processes** in such a way that **healthier working** becomes possible. As component of the company culture, health is understood to be a topic that is taken into account in everyday decisions and actions by all parties involved in the company.

With the development of the INQA-Check "Health" decisive quality standards were taken into account for the development of a systematic company health management (BGM, Betriebliches Gesundheitsmanagement).<sup>1</sup> The instrument can be utilised as systematic, low-threshold entry in the topic "Health".

According to the prevention legislation, many measures of the company health promotion in the companies can acquire financial support (see point 1.3).

### Additional benefit: Verify legislative obligations

The INQA-Check "Health" also helps you to verify the fulfilment of legislative obligations, for example in the area of company reintegration management (BEM) and several areas of occupational protection. The most important foundation of the company work protection is the performance of a risk assessment (ArbSchG § 5). The INQA-Check "Health" can be used as entry in the risk assessment on the topic of health. It makes the areas of action apparent in which you should become active together with your employees. The specific references to the statutory provisions are recorded in the online tool.

<sup>1</sup> Deutsches Institut für Normung (German Institute for Standardisation, 2012). DIN SPEC 91020 Betriebliches Gesundheitsmanagement (company health management), Berlin; Leading Association of the statutory health insurance (GKV-Spitzenverband) (Internet: May 27, 2013): Keyword "Betriebliche Gesundheitsförderung" (company health promotion), <http://www.gkv-spitzenverband.de>, Berlin; Leading Association of the statutory health insurance (publisher) (2014): Guidelines on prevention – fields of action and criteria of the leading association of the statutory health insurance for implementation of the §§ 20 and 20a SGB V (social security code), Berlin; DGUV (2011): Mutual understanding on the development of the prevention field "health in the company" through the carriers of the legislative accident insurance and the German legislative accident insurance (Deutsche Gesetzliche Unfallversicherung (DGUV)), Sankt Augustin; DGUV (2014) quality criteria in the prevention field GiB of the UV, DGUV (2014): Leadership and psychological health – professional concept, Sankt Augustin; Europäisches Netzwerk für Betriebliche Gesundheitsförderung (European network for company health promotion 2011): Luxemburg declaration on company health promotion in the European Union, Essen

### ► Who is the check for?

With the check above, mainly small companies can specifically verify how they are situated in relation to health. Larger companies will also find suggestions and ideas in the check. In addition, it is suitable for a guideline-supported consultation in small and medium-sized enterprises.

### ► Who is behind the check?

The INQA-Check "Health" was developed by the **Initiative medium-sized businesses – Good for Germany**, an independent national network under the umbrella of the Initiative new quality of work (INQA) and passed by the plenum (the inside page of the title).

The concept development and the moderation of the coordination process were performed through the Institute for company health promotion of the AOK Rheinland/Hamburg in Cologne together with the company BC Forschung in Wiesbaden.

The development of the check was promoted by the Bundesministerium für Arbeit und Soziales (BMAS, Federal Ministry for labour and social affairs) and professionally accompanied by the Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA, Federal Institute for work protection and occupational medicine).

## How can the check be used?

### ► Starting assistance

The "Starting assistance" (page 7) provides an overview of the topic fields of the check and allows you to ascertain in which area you have the greatest need for action.

### ► Processing the check

For the processing of the entire check you require approximately 45 minutes time. You can also select individual modules and process the topics step-by-step. Under [www.inqa-check-gesundheit.de](http://www.inqa-check-gesundheit.de) you will alternatively find an interactive version of the check.

Process the six topics of the check and determine the need for action on the check points by ticking the corresponding field (green, orange, red). Unfold the plan of measures (rear cover page) and determine the specific measures that you wish to implement in your company.

You will find suggestions and examples for suitable measures in the lists below the respective check points. You can also determine several measures for a check point.

In the next column you prioritise your measures

Priority 1 = short-term;

Priority 2 = medium-term;

Priority 3 = long-term.

Finally you should determine who is responsible for the implementation of the measures, when the measure will be started and when the implementation of the measure will be verified.

### ► Complete self-declaration

When you

- have completely processed all six topics and all points of the cheque,
- have included, described and assigned the priority of ten measures in the plan of measures and
- have specified the responsible person, time and control,

then you have undertaken a complete self-assessment. You can then complete the self-declaration on page 20.

With this self-declaration you document that with the INQA-Check "Health" you have undertaken a thorough assessment of your health management in the company. You can utilise the self-declaration as bulletin notice in the company. You should then, however, document the completed INQA-Check "Health" and the measures so that on request you can substantiate the correctness of the self-declaration (for example towards banks, insurance companies).

## The INQA instrument family of the self-assessment checks

The INQA-Check "Health" is a part of the INQA instrument family consisting of self-assessment checks and practice standards with which companies can develop their potential regarding the respective topics.

The special features of all these instruments:




- ▶ They were developed in consensus with all partners in the Initiative medium-sized businesses, as well as other relevant partners relating to the respective topic as practice standard and as self-assessment check.
- ▶ They follow the same system and methodology (oriented towards the value creation process, continuous improvement, and description of good practice/status of occupational science, every topic on two pages, print and online).
- ▶ They are a systematic assessment scheme and a low-threshold entry in the respective topic (also an entry in certified systems such as QM, AMS, ECO-Audit, quality certificates from institutes).
- ▶ After complete processing of the respective self-assessment checks and practice standards every company can complete their self-declaration and thereby document that they systematically organise their company according to the respective topic ("CE-certification for the management").
- ▶ Further practical support from the partners of the INQA networks is available.

The INQA-Check "Health" as well as all other self-assessment checks and practice standards were compiled by the Initiative medium-sized businesses within the scope of the Initiative new quality of work. The use of all instruments is free of charge.

<b>INQA company check "Good medium-sized businesses"</b>				<b>Overall management</b>
<b>INQA-Check "Human resources management"</b>	<b>INQA-Check "Diversity"</b> <small>(in preparation)</small>	<b>INQA-Check "Health"</b>	<b>INQA-Check "Knowledge &amp; competence"</b>	<b>Central INQA topics for the overcoming of the demographic change and on work 4.0</b>
<b>Potential analysis "Innovation secures success"</b> <b>GDA-ORGCheck – Occupational safety with method</b> <b>Potential analysis "Company education"</b>				<b>Further more detailed topics for a successful company development</b>

## Starting assistance: Which topic of the check to start with?

With this starting assistance you will discover in which of the six topics areas of the INQA-Check "Health" you above all have **special need for action**. These are the topics you should start with.

The eleven topics of the INQA-Check "Health"			Need for action	Start with these topics
 At present no need for action	 Need for action	 Urgent need for action		
<p>▶ <b>1. Healthy company (Strategy)</b></p> <p>We are an economically successful and health-oriented company.</p> <p>We preserve and promote the health of our employees and ensure safe, healthy and motivating working conditions.</p> <p>With our customers, with investors, in the region and with potential employees we are perceived as an attractive and healthy company.</p>				
<p>▶ <b>2. Healthy working environment</b></p> <p>We value a working environment that preserves and promotes the health and performance ability of the employees. We attend to a corresponding work organisation and provide suitable working resources.</p>				
<p>▶ <b>3. Healthy organisation</b></p> <p>We ensure that health is taken into account in all relevant company decisions and is lived in everyday actions (culture of prevention). In the work planning and organisation we take the knowledge and the diversity of the employees into account.</p>				
<p>▶ <b>4. Healthy management</b></p> <p>We offer our employees a requirement-oriented further training so that they can accommodate to the requirements of our company. For this we utilise appropriate support and promotion possibilities.</p>				
<p>▶ <b>5. Healthy togetherness (company culture)</b></p> <p>We know that an appreciative and respectful interaction with each other promotes the health as well as the performance ability and willingness of the employees. We specify measures for the promotion of a good working atmosphere and verify their effectiveness.</p>				
<p>▶ <b>6. Healthy behaviour</b></p> <p>We know that the health of our employees significantly contributes to our economic success. We specifically support the own responsibility of the employees through offers for a healthy working and living style.</p>				

# 1 Healthy company (Strategy)


## Objective:


We are an economically successful and health-oriented company. We preserve and promote the health of our employees and ensure safe, healthy and motivated working conditions. With our customers, with investors, in the region and with potential employees we are perceived as being an attractive and healthy company.


## Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

## Need for action

 At present no need for action

 Need for action

 Urgent need for action

## ▶ 1.1 Health and employer attractiveness

**It is important for us that with our customers, with investors in the region and with potential employees we are perceived as being an attractive and healthy company ("health" as part of the strategy towards the outside).**

### We amongst others make it clear that:

- ▶ Our products and services are safe and prepared in accordance with health needs
- ▶ We place value on the psychological and physical health of our employees, for example risk assessment, organisation of the working conditions, qualification
- ▶ Through health promotion we also wish to further increase the satisfaction and the identification of our employees with the company
- ▶ The topic health and the safe organisation of the work do not stop at our company borders (value creation chains, suppliers, products etc.)

### For example implemented through:

- ▶ Press and public relations work, for example advertising, open house days, home page, flyers etc.
- ▶ Involvement in non-profit organisations, for example sports clubs, healthy region
- ▶ Commendations, for example health award
- ▶ Certifications, for example work protection management system (AMS, Arbeitsschutzmanagement-System), INQA-Audit

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

## ▶ 1.2 Health of the employees as company goal

**Preserving the health of our employees and promoting it is one of our corporate goals. Our employees know that their health has a great importance in our company and is taken into account in all relevant company decisions.**

### Important for the health of the employees are for example:

- ▶ Utilization of risk assessment and continuous improvement process (KVP)
- ▶ Appreciative management, good working atmosphere, fair interactions with each other
- ▶ Well-designed and disruption-free working procedures
- ▶ Health-conforming planning of business trips or journeys
- ▶ Open communication and good information flow, trusting cooperation
- ▶ Utilise the experience and knowledge of the employees in the work planning and design. Ability-conforming work deployment (avoid over-challenging and under-challenging)
- ▶ Personal development and qualification
- ▶ Clear rules for conflicts (conflict management)

### You will possibly find the position of the company management again regarding health:

- ▶ In the guiding principles
- ▶ In the management principles, in internal directives
- ▶ In the performance of risk assessments
- ▶ In the observable behaviour of management staff

## ▶ 1.3 Resources for the promotion of health

## Successful practice

## Need for action

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

**We know which resources are available for the implementation of the company goal "health" and which resources we additionally require. We make the necessary resources available and utilise internal and external support possibilities.**

### Own resources are for example:

- ▶ Budget for health, time budget for the company actors
- ▶ Health knowledge and competences of the employees, for example trainer licences
- ▶ Company doctor, specialist for work safety, safety officer, first line helper
- ▶ If available: Involve works committee/staff council with questions regarding work and health protection

### External offers and supporters are for example:

- ▶ Health insurance providers support the development of health-promoting structures and promote awareness for a healthy living and working style
- ▶ Professional associations/accident insurance providers and pension insurance providers give support with questions regarding safety and health during work
- ▶ External technical safety and/or occupational medicine support
- ▶ Advice offers of the social partners (employer associations, trade unions) and further associations, guilds and chambers
- ▶ Promotion programs, for example company value: human, potential consulting NRW

→ **The preventive care legislation provides for health insurance providers supporting companies in implementing company health promotion. The health-promoting measures that employers offer their employees can in addition be claimed for tax deduction according to § 3 No. 34 income tax law (EStG). Per employee the maximum amount is 500 euros per year (for further information on this enquire from tax adviser).**

## ▶ 1.4 Company cooperations

**We utilise cooperations with other companies to be able to implement health measures more economically and more effectively and to exchange experiences.**

### Possible contents of the cooperations are:

- ▶ Exchange of experiences with other companies from the neighbourhood/region about the possible joint utilisation of health offers
- ▶ Organisation of joint catering offers
- ▶ Joint exercise and relaxation offers, courses and workshops
- ▶ Health events/days in association
- ▶ Company external utilisation of psychosocial counselling under maintenance of the anonymity, for example addiction counselling, burnout, nursing care for next-of-kin
- ▶ Joint organisation of childcare and nursing offers
- ▶ Joint technical safety and work medicine support (pool support)

→ **For this utilise the offers from external experts and health providers, such as for example from health insurance providers, professional associations/accident insurance providers, sports clubs, health centres, physiotherapists, psychosocial counselling**



# 2 Healthy working environment




## Objective:

We value a working environment that preserves and promotes the health and performance ability of the employees. We attend to a corresponding work organisation and provide suitable working resources.

### Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

### Need for action

 At present no need for action     Need for action     Urgent need for action

## ▶ 2.1 Ergonomic workplace design

**We design the workplaces so that the employees enjoy coming to work and can provide high performance work. We thereby also take individual characteristics such as age, size and gender into consideration.**

### For example we consider:

- ▶ Lighting
- ▶ Room climate
- ▶ Noise
- ▶ Working heights and grasping areas
- ▶ Draughts
- ▶ Floor structure
- ▶ Freedom of movement and freedom from barriers at the workplace
- ▶ Company-internal traffic, respectively company-internal traffic routes
- ▶ Workstation and software ergonomics

- Utilise the offers from your professional association/accident insurance provider and the health insurance providers
- For the work protection organisation of your company also review the "GDA-ORGcheck – work protection with method"([www.gda-orgcheck.de](http://www.gda-orgcheck.de))

## ▶ 2.2 Working resources and protective equipment

**We provide working resources according to the current status of technology and the personal protection equipment (PPE) to allow safe, health-conforming and efficient work.**

### This for example includes:

- ▶ Ergonomic workplace equipment (furniture such as for example height-adjustable working tables, standing support, ergonomic working chairs)
- ▶ Lifting and carrying aids
- ▶ Personal protection equipment (PPE), such as for example hearing protection, eye protection, protective gloves, foot protection, body protection

## ▶ 2.3 Social, sanitary and emergency facilities

**Sanitary facilities, staff rooms and emergency facilities are available for the employees.**

### This for example includes:

- ▶ Changing, washing and toilet rooms
- ▶ Break and/or staff rooms
- ▶ First aid facilities and equipment necessary for this, for example first aid boxes, eye rinses, as well as their maintenance
- ▶ If applicable, resting rooms for pregnant and breastfeeding women

## ▶ 2.4 Cleanliness and hygiene

**We ensure that our workplaces as well as the sanitary facilities and social rooms are clean and tidy. They are regularly cleaned. Corresponding responsibilities are regulated.**

### These aspects are for example described in:

- ▶ Cleaning plan
- ▶ Skin protection plan
- ▶ Hygiene/disinfection plan






# 3 Healthy organisation

## Objective:

We ensure that health is taken into account in all relevant company decisions and is lived in the everyday actions (prevention culture). In the work planning and design we take the experiences and the knowledge of the employees and their diversity into account.

Successful practice	Need for action
Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.	

 At present no need for action     Need for action     Urgent need for action

### ▶ 3.1 Health in the areas of responsibility

**We have integrated the topic health in the areas of responsibilities and task description of our management staff.**

#### Examples for this are:

- ▶ With management staff we agree that the topic health is specifically implemented in their area, for example in objective agreements and work instructions
- ▶ Enable and support management staff in the implementation of the topic health

→ **For the work protection organisation of your company the "GDA-ORGcheck – work protection with method" ([www.gda-orgcheck.de](http://www.gda-orgcheck.de)) provides support**

### ▶ 3.2 Risk assessment, baseline situation review and control

**Under involvement of the employees we analyse the work conditions and organisation possibilities so as to find suitable measures and verify their efficacy.**

#### Criteria for the baseline situation review and control are for example:

- ▶ Risk assessments
- ▶ Analysis of data, such as absences, work and travel accidents, first aid services
- ▶ Workplace inspections
- ▶ Employee meetings to take experiences of the employees into account
- ▶ Workshops with employees (work situation analyses and health circle)
- ▶ Employee survey, satisfaction analysis
- ▶ Meetings with employees after illness, specialists, consultants (such as specialist for work safety, company doctor, prevention consultant of the health insurance providers)

#### For larger companies:

- ▶ Involvement of the works committee/staff counsel
- ▶ Additionally utilise supporting structures (for example control circle health, work protection committee)

→ **If required, involve your specialist for work safety, your company doctor, your health insurance provider or your professional association/accident insurance provider. Utilise sample risk assessment for individual sectors: [www.gefaehrdungsbeurteilung.de](http://www.gefaehrdungsbeurteilung.de)**

→ **Here you will find aids for the implementation of the risk assessment for psychological stresses: [www.gda-psyche.de/DE/Handlungshilfen/Gefaehrdungsbeurteilung/inhalt.html](http://www.gda-psyche.de/DE/Handlungshilfen/Gefaehrdungsbeurteilung/inhalt.html), as well as under the online pages of the ZDH: [www.zdh.de/themen/soziale-sicherungssysteme/unfallarbeitsschutz.html](http://www.zdh.de/themen/soziale-sicherungssysteme/unfallarbeitsschutz.html)**

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

### ▶ 3.3 Healthy work organisation

## Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

## Need for action

**We optimise the work organisation and processes to keep the burdens of the employees low and to maintain a high level of their motivation. We thereby take the experiences and competences of the employees into account.**

### Suggestions from everyday practice:

- ▶ Clear directive and decision authorities
- ▶ Promotion of independent action
- ▶ If possible task change/mixed activity
- ▶ Appropriate and transparent performance/time specifications, if possible take life situation/interests of the employees and family-related requirements into account
- ▶ Clear agreements on achievability
- ▶ Clear agreements on interfaces in the team
- ▶ Observance of break times, offers for active break organisation
- ▶ Avoidance of over-challenging
- ▶ Deputization specifications or other agreements for vacation and illness
- ▶ Support in the interaction with customers and clients ("friendliness pressure")
- ▶ Information on safe driving, carpools and business trips

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

## ▶ 3.4 Personnel deployment

**In the deployment of personnel we attend to the individual abilities and interests of our employees. Qualifications, competencies and health requirements of the employees are regularly harmonised with the work requirements.**

### In the personnel deployment the following aspects are for example to be observed:

- ▶ Work tasks consistent with the knowledge, competencies and qualifications
- ▶ Flexible work time organisation, for example support compatibility of work and family, health-conforming shift work and planning of business trips and travels
- ▶ Completeness and variety of the work task
- ▶ Professional competencies for the activities – if applicable additional qualification
- ▶ Individual ideas and development potentials of the employees
- ▶ Deployment of employees with restricted performance ability (illness or disability)
- ▶ Comprehensive training and instruction of new employees
- ▶ Occupational medicine preventive care and if applicable suitability examinations

→ For this also utilise the INQA-Check "Knowledge & competence" ([www.inqa-check-wissen.de](http://www.inqa-check-wissen.de)) and the INQA-Check "Human resources management" ([www.inqa-check-personalfuehrung.de](http://www.inqa-check-personalfuehrung.de))

## ▶ 3.5 Illness-related absence of employees

**We systematically attend to employees afflicted with illness, especially with long-term and/or frequent illnesses. We thereby show our appreciation towards the employees and utilise their feedback to resolve possible causes for job-related illnesses in the company.**

### The following steps have for example proven to be beneficial:

- ▶ Speak confidentially with employees who are ill more frequently or for a longer period of time
- ▶ Consider the work activity and work conditions of the concerned person and if applicable adjust them
- ▶ Offer support for reintegration to employees who are ill for more than six weeks within a year, (BEM – company reintegration management)
- ▶ Correspondingly qualify management staff (sensitise them for their role in company reintegration management)

→ With work disability of more than six weeks within a year, a company reintegration management (BEM) is specified through legislation according to § 84 section 2 SGB IX (code of social law). Within the scope of this, suitable measures are to be specified. With questions regarding BEM you can utilise the offers of the pension insurance, the integration authorities, the health insurance providers and the professional associations/accident insurance providers.

# 4 Healthy management


**Objective:**


We are aware that our management behaviour affects the health and thereby the performance ability and willingness of our employees. We ensure an appreciative mode of interaction and that our employees wish to and can deploy their abilities. This is regularly discussed in our management meetings.


**Successful practice**

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

**Need for action**

 At present no need for action

 Need for action

 Urgent need for action

## ▶ 4.1 Prerequisites for healthy management

**We create the best possible prerequisites for our employees so that they can implement their work tasks with motivation, productively and in conformance with health requirements. Corresponding management behaviour is regularly discussed and if applicable developed further through additional training/individual coaching.**

**A health-oriented management includes for example:**

- ▶ Activate and promote own responsibility of the employees
- ▶ Respect and appreciative mode of interaction, express praise and recognition
- ▶ Give constructive and honest feedback on the work results (praise and criticism) and jointly seek for improvement possibilities, handle deficiencies constructively
- ▶ Give backup support with difficult work conditions and private situations
- ▶ Give understanding and support for employees who care for children or provide nursing care for next-of-kin
- ▶ Show interest for the needs and health of the employees
- ▶ Take the experiences and the competences of the employees into account
- ▶ The best possible holistic task organisation that is consistent with the competences and interests of the employees
- ▶ Create leeway for actions and decisions
- ▶ Have an open ear with extra burdens and with over-, respectively under-challenging
- ▶ Sensitise employees for a healthy living and working style
- ▶ Regularly conduct employee meetings and undertake agreements on the development possibilities

**Health-oriented management can for example be promoted through:**

- ▶ Regular discussion of the topic in meetings with management staff
- ▶ Job descriptions of the management staff/management guidelines/management principles
- ▶ Training and advanced training of the management staff ("healthy employee management")
- ▶ Company agreements/goal agreements

→ **Utilise the offers of the health insurance providers and professional associations/accident insurance providers on the topic "Healthy management".**

→ **The project psyGA from the Initiative new quality of work offers practical support and instruments for management staff under [psyga.info/ueber-psyga/angebote](http://psyga.info/ueber-psyga/angebote).**

## ▶ 4.2 Clear specifications and consistent actions

**We continuously inform all employees about further training possibilities that are initiated, offered and supported through us.**

**Suggestions from everyday practice:**

- ▶ Inform over the intranet or on the notice board
- ▶ Management staff specifically recruit for further training offers and make suggestions
- ▶ Specify contact partner for further training in the company
- ▶ Inform in work, area or team meetings
- ▶ Prepare and publish further training catalogue with tried and tested service providers and formats

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

## ▶ 4.3 Information flow

### Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

### Need for action

**The employees receive all the information necessary for the work from us in good time. Thereby the health- and safety-relevant aspects of the work are taken into account.**

#### Suggestions from everyday practice:

- ▶ Personal discussions with the employees, work and team meetings
- ▶ Instruction, for example in new workplaces, in new tasks, new machines
- ▶ Clear information and communication channels accessible for everyone
- ▶ Regular safety instructions, for example on work task, first aid
- ▶ Instruction signs, notices, for example wear hearing protection

→ **Make use of information materials on health-relevant aspects from the health insurance providers and professional associations, accident insurance providers and other organisations.**

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

### ▶ 4.4 Role model function

**As management staff I am aware of my role model function and act as an example with safety- and health-oriented behaviour.**

#### Suggestions from everyday practice:

- ▶ Observance of brakes
- ▶ Knowing and observing the personal pressure limits
- ▶ Using the personal protective equipment
- ▶ Further training, qualification, utilisation of the health offers in the company
- ▶ Not living presenteeism as an example
- ▶ Reflecting own strengths and weaknesses
- ▶ A healthy living and working style

### ▶ 4.5 My health as manager

**The success and the future of the company are amongst others dependent on my health. To successfully manage my area/company and to be able to work productively myself I look after my health.**

#### Amongst others I attend to:

- ▶ Healthy nutrition, sufficient exercise and sport, sufficient sleep
- ▶ Regular breaks and regeneration phases
- ▶ Preventive medical check-ups
- ▶ Maintenance of social contacts, work-life balance

# 5 Healthy togetherness (company culture)




## Objective:

We are aware that appreciative and respectful interactions with each other positively affect the health, as well as the performance ability and willingness of our employees. We specify measures for the promotion of a good company atmosphere and verify their effectiveness.

### Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

### Need for action

 At present no need for action     Need for action     Urgent need for action

## ► 5.1 Forms of interaction

**We maintain an appreciative form of interaction as reliable foundation for a trusting cooperation.**

### We promote this for example through:

- A friendly, respectful, open and fair mode of interaction with each other
- Opportunities for informal exchange, for example coffee kitchen
- Jointly specified "rules" for interaction with each other, for example agreements/guiding principle
- Workshops on respectful interactions with each other
- Workshops on de-escalation measures, for example in interactions with customers

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

## ► 5.2 Feedback on management behaviour

**Our employees have the possibility to provide feedback on management behaviour, to improve the communication between management staff and employees, the satisfaction of the employees as well as the mutual understanding.**

### Suggestions from everyday practice:

- Externally moderated employee workshops without management staff, which also pick up on the topic of management behaviour
- Performance of structured interviews with employees, which also address the topic of management behaviour
- Questionnaire surveys on management behaviour
- 360°-Feedback – management staff receive feedback about their (management) behaviour from superiors, other management staff, employees and customers/suppliers

With all measures a comprehensive preparation is necessary: For example talks with management staff and employees, if possible external assessment and presentation of the results with plan of measures for the improvement; confidentiality of the data and anonymity of the employees must be ensured.

Consultants from the health insurance providers and your professional association/accident insurance provider help in the implementation, for example moderation of workshops, performance of surveys.

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

## ► 5.3 Mutual support

**We mutually support each other in the implementation of a healthy living and working style.**

### Suggestions from everyday practice:

- Be a mutual role model and give each other corresponding feedback
- Mutually ensure a health-conforming working mode, for example when lifting and carrying loads
- Collegial support with temporary work overload
- Engage in exchange regarding healthy eating and drinking behaviour
- Undertake joint exercise and relaxation breaks
- Acceptance and support of health-restricted employees
- Mutual understanding for family-related requirements, such as child-rearing or the nursing care of next of kin
- If available: safety officers support safe and healthy work

## Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

## Need for action

### ► 5.4 Information exchange

**With us all employees exchange relevant information for an optimum work process with individuals and management staff that concern them. This is a prerequisite for a friction-free procedure, as well as a positive work result and helps to avoid discord amongst each other.**

#### **We do this for example by:**

- Motivating employees for active and open exchange, for example in team discussions or transfer meetings
- Providing employees an opportunity for regular professional exchange
- Encouraging employees to engage in exchange about work procedures and if applicable occurring problems and questions
- Take specific requirement situation of employees in other work forms into account, for example Mobile, Home office
- Encourage employees to introduce their improvement suggestions

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One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

### ► 5.5 Handling of conflicts

**We have procedures to constructively resolve conflicts (between employees, between management staff or between employees and management staff).**

#### **Suggestions from everyday practice:**

- Enable management staff to not take criticism and indications for deficiencies personally, but to see them as invitations for improvement (open and professional conflicts and deficiency culture) – topic and agreement in management meetings
- Encourage employees and management staff to initially resolve their conflicts amongst each other
- Clear specification on who is to become involved with non-agreement on the conflict resolution
- If applicable involve external supporters, for example mediator, colleagues
- In the conflict clarification implement regulations for the future mode of interaction with each other
- Offer training measures on conflict management

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→ **On the topic of "healthy togetherness" also review the INQA-Check "Human resources management ", topic 5: Good company atmosphere ([www.inqa-check-personalfuehrung.de](http://www.inqa-check-personalfuehrung.de))**



# 6

## Healthy behaviour


### Objective:


We understand that the health of our employees significantly contributes to our economic success. We specifically support the own responsibility of the employees through offers for a healthy working and living style.


### Successful practice

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

### Need for action

 At present no need for action

 Need for action

 Urgent need for action

### ▶ 6.1 Healthy working style

**We motivate our employees to perform their work healthily and safely. We enable them to implement health and safety requirements and strengthen their own responsibility and health competence.**

#### Health competence for example includes knowledge about:

- ▶ Work protection specifications, for example utilisation of the technical safety facilities, wearing of the personal protection equipment, safe handling of hazardous substances, hygiene regulations, skin protection plan, maternity leave
- ▶ Health significance of the observance of working times and breaks ("regeneration ability")
- ▶ Back-conforming work
- ▶ Handling of stress (competence in stress management)
- ▶ Interaction with customers/patients etc. ("friendliness pressure")
- ▶ Handling of emotionally challenging events

#### Methods/instruments for promotion of the health competence are for example:

- ▶ Instructions (regularly and event-related)
- ▶ Behaviour training at the workplace, for example back fitness at the workplace
- ▶ Health information (brochures, lectures, e-learning)
- ▶ Encourage employees to inform superiors and colleagues regarding safety deficiencies and health hazards
- ▶ Openly and reproducibly address improvement suggestions
- ▶ Communication of health-related information in team meetings
- ▶ Health consultation hours and individual consultations
- ▶ Workshops on stress and time management, life balance etc.
- ▶ Enabling of employees to perform simple health offers (for example exercise breaks or relaxation exercises)

→ **Utilise the offers of the health insurance providers and professional associations/accident insurance providers on the topic "Healthy management".**

→ **The project psyGA from the Initiative new quality of work offers practical support and instruments for management staff under [psyga.info/ueber-psyga/angebote](http://psyga.info/ueber-psyga/angebote).**

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

### ▶ 6.2 Healthy lifestyle

## Successful practice

## Need for action

Compare the described practice and the examples with your own situation and assess yourself whether you see any need for action. In larger companies the term "company" used here can also relate to a specific area of responsibility.

**Within the scope of our possibilities we promote a healthy lifestyle of our employees through corresponding company-internal and company-external offers.**

**The following offers can for example thereby provide support:**

- ▶ Healthy catering offers, provisioning of fruit and water
- ▶ Information on healthy nutrition, for example event days "Healthy eating"
- ▶ Individual exercise and nutrition consultation through external service providers, allowance for fitness studio
- ▶ Health consultation hours in the company
- ▶ Internal or external ("company neighbourhood") sports and exercise offers, workshop offers on relaxation and recuperation, for example yoga
- ▶ Organisation of exercise offers such as for example running meetings and Nordic walking
- ▶ Information on accident and health protection at home and during leisure time
- ▶ Motivation for using stairs and bicycle

→ **Utilise the offers of the health insurance providers (according to § 20b SGB V), regional health service providers, such as fitness studios, clubs etc.**

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

### ▶ 6.3 Health events

**We regularly conduct health events to sensitise our employees for a healthy living and working style. We thereby take the wishes and suggestions of our employees into consideration and motivate them to participate in the events.**

**Health events can for example be:**

- ▶ Motivation and information campaigns, for example step counting competition, posters on harmonising exercises, nutrition, relaxation and exercise tips, healthy and safe behaviour on the daily journeys
- ▶ Experience-oriented events (coordination course/intoxication glasses/smoothies/massage)
- ▶ Event "Identifying safety deficiencies and health hazards"
- ▶ Health check-ups, such as measurement of blood pressure/pulse, blood glucose, cholesterol, endurance test
- ▶ Organisation of a health day event – if applicable in cooperation with neighbouring companies
- ▶ Team events for example high-rope garden, company run
- ▶ Teaser courses (for example relaxation, Nordic walking, back school)
- ▶ Individual health consultation, for example nutrition, exercise, relaxation

→ **Voluntary nature, data protection, health suitability and a suitable qualification of the involved trainer/lecturer must be ensured. For this utilise the offers of the health insurance providers (§ 20b SGB V) and the professional associations**

One of our strengths that we specifically want to communicate in marketing to be attractive for customers and/or employees.

### ▶ 6.4 Addiction prevention and help

**We create a working environment that counteracts addiction-related behaviour and support employees who have addiction problems, for example alcohol, medication, drugs, nicotine, gambling, Internet addictions**

**Suggestions from everyday practice:**

- ▶ Removal of taboos, information and education through events and information material
- ▶ "Look – don't look away": Identification and addressing of addictive substance abuse/ascertainment of need for action and planning of measures
- ▶ Alcohol prohibition in the company/zero per mill alcohol at the workplace
- ▶ Smoke-free company/smoker de-habituation program
- ▶ Individual addiction counselling/company doctor addiction consultation hour
- ▶ Company agreement "addiction" to regulate the company procedure, the role of the management staff as well as company and external contact partners
- ▶ Networking with external help/counselling offers/regional services

## SELF-DECLARATION

### INQA-Check "Health"

The company

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Name / Address

declares that according to the INQA-Check "Health" and the associated systematic and structured methodology good human resources management is implemented.

**The self-declaration is based on the self-assessment dated**

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with the document number

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The self-assessment was performed by the management on the basis of the **INQA-Check "Health"**.

\_\_\_\_\_  
Place / Date

\_\_\_\_\_  
Signature Managing director

The self-declaration is only valid together with the self-assessment and is limited to maximally 2 years.



## IMPRESS

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Utilising the potentials for a healthy enterprise – self-assessment for enterprises

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