



THE NATIONAL
Workplace Wellness Policy
for Barbados
2019

Table of Contents

<i>Acknowledgements</i>	iii
<i>Definitions of Key Terms</i>	iii
<i>Foreword</i>	iv
1.0 INTRODUCTION	1
1.1 Policy Background and Rationale	1
1.2 Policy Goals	3
1.3 Policy Philosophy and Principles	3
1.4 Core Values of the Policy	4
1.5 Strategic Partners and Stakeholders	4
2.0 A CONCEPTUAL FRAMEWORK FOR WELLNESS	5
2.1 Definition of Wellness	5
2.2 A Nine-Dimensional Framework of Wellness for Barbados	6
3.0 A FRAMEWORK FOR POLICY IMPLEMENTATION	8
3.1 The 4-E Framework for Policy Implementation	8
3.2 The Principles of the 4-E Framework	9
4.0 KEY PRIORITIES, OBJECTIVES AND STRATEGIES	11
4.1 Introduction to Wellness Dimensions and Key Priority Areas	11
4.2 Key Focal Areas of Wellness Dimensions	21
5.0 GOVERNANCE AND SUPPORTING SYSTEMS FOR POLICY IMPLEMENTATION AND OVERSIGHT	25
6.0 MONITORING AND EVALUATION CONSIDERATIONS	27
6.1 Monitoring and Evaluation	27
6.2 A Measurement Emphasis on Policy Implementation Success (Criteria A)	27
6.3 Why Measure?	27
6.4 Wellness Implementation Measurement Tool	27
6.5 Key Suggested Questions/Criteria for Measurement and Evaluation Personnel	35
7.0 CONCLUSIONS AND FUTURE STEPS	46



Acknowledgements

The Policy document was conceptualised and prepared by **Dr. Dwayne Devonish**, Senior Lecturer of the University of the West Indies, Cave Hill Campus. However, this Policy would not have been possible without the invaluable contributions of the following entities:

The Anglican Diocese

B.A.G Consulting

**Barbados Agricultural
Development and
Marketing Corporation**

**Barbados Association
of Retired Persons**

**The Barbados Diabetes
Foundation**

**The Barbados Hotel and
Tourism Association**

**The Barbados Secondary
Teachers' Union**

**The Barbados Union
of Teachers**

The Barbados Workers' Union

**The Commission,
Non-Communicable Disease**

**The Diabetes Association
of Barbados**

**The Healthy Caribbean
Coalition**

**Human Resource Management
Association of Barbados**

**The Ministry of Health
and Wellness (National
Task force on Wellness)**

**Ministry of Labour and
Social Partnership Relations**

**The National Union of
Public Workers**

The Nation Publishing Company

The Productivity Council

The Psychiatric Hospital

The Roman Catholic Church

**The Samuel Jackman
Prescod Polytechnic**

Definitions of Key Terms

National Workplace Wellness Policy:

A national policy framework providing overall strategic guidance to key stakeholders (private sector employers, Government, NGOs, trade unions, employees, etc) regarding the nature and urgency of wellness and wellness programming in the workplace. It provides those commissioned for its implementation the necessary global policy objectives, a conceptual definition of wellness, an implementation framework, essential priority areas of attention, policy strategies, key focal points on wellness, and essential evaluation/monitoring guidelines, among other things.

National Workplace Wellness Pool (or Database):

This represents the existing pool of organisations that will choose to opt in the National Workplace Wellness Policy Initiative to benefit from its implementation – these organisations will receive the necessary support from the various organs and committees designed under the same initiative.

National Committee for Wellness:

This is the overall governing body responsible for the strategic coordination and oversight for the implementation of the National Workplace Wellness Policy.

Wellness: "A conscious, deliberate process that requires a person to become aware of and make choices for a more satisfying lifestyle. Wellness is the process of creating and adapting patterns of behavior that lead to improved health in the wellness dimensions and heightened life satisfaction" (Swarbrick, 2006, p.311).

Wellness Policy [workplace level]:

A comprehensive set of guidelines for management and employees on how to identify/design, adopt, implement and monitor wellness programmes within the workplace.

Wellness Profile: A wellness profile represents an organisation's obtained 'scores' across the key dimensions of workplace wellness and the implementation of the Policy. It offers the

organisation information on its core strengths and weaknesses with respect to overall wellness and the implementation of the Policy at their respective level.

Wellness Programming: A comprehensive set of wellness programmes adopted for the enhancement of wellness in the workplace. It also involves the design, implementation and evaluation of these said programmes.

Workplace Wellness Subcommittees:

These committees are subordinate to the National Committee for Wellness and provide the necessary operational support to the National Committee by working directly with Workplace Wellness Teams within organisations covered under the Policy initiative.

Workplace Wellness Teams: These teams/committees are organised bodies of employees and managers within the specific organisations under the Policy initiative. They normally function under the guidance of the Workplace Wellness Subcommittees.

Foreword

NATIONAL WORKPLACE WELLNESS POLICY



26/11/18

Hon. Colin E. Jordan, M.P.
**Minister of Labour and Social
Partnership Relations**

Barbados, like many of our regional neighbours, is beset by an epidemic of chronic non-communicable diseases (CNCDs). These diseases destroy the capacity of people to lead and live happy and productive lives. They impact society by reducing the effectiveness of mentors, caregivers and leaders in our communities. Our economies are affected as CNCDs reduce the contribution persons are able to make to a country's economic growth and development, as well as increase expenditure for health care.

The World Health Organization (WHO) has defined wellness as a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity. Wellness speaks to a state of existence where a person can be at his or her optimum while realising their full potential.

As we all are aware, the workplace is the place away from home where people spend most of their waking hours. We can no longer say that our workplace is simply a place of business. The time has come for us to see ourselves as the most important aspect of the work environment and recognise that a happy and contented worker will make for a productive worker.

The implementation of wellness programmes positively impacts productivity and results in less absenteeism and a reduction of long-term health care costs. It can therefore be said that health and wellness are inextricably linked to efficiency and productivity, and a healthy nation will be one that prospers. Workplaces cannot achieve long-term success and sustainable growth if workers do not enjoy health or feel safe and motivated to work.

Workplace wellness is more than the kind of chair a worker sits in, or the glare from the computer screen. A holistic policy is necessary in order to coordinate and implement strategies and programmes aimed at producing a

worker who is comfortable and satisfied in the work environment. This National Workplace Wellness Policy encompasses the physical, psychological, environmental, social, intellectual, occupational, spiritual, cultural and financial aspects of wellness.

It is important that we are cognisant that Barbados will only remain viable and a force to be reckoned with at the global level if there is overall wellness. In short, when workers are unwell the project of our collective nation-building is negatively impacted and development is impeded.

This policy is geared towards equipping our workers, persons who are more than simply providers of labour, with those necessary tools and mechanisms to affect meaningful changes in their lives, homes, communities and their workplaces. These changes will result in benefits to the worker, our communities and the nation.

I congratulate the Barbados Workers' Union, (BWU), led in this endeavour by Comrade Orlando "Gabby" Scott, someone whose name has become synonymous with the desire and drive to have good occupational safety and health practices in Barbados, for taking the initiative to develop this draft policy. The call was made by the BWU in 2015 and we now have a body of work that will be used to heighten the awareness of the need for wellness in our workplaces and beyond our workplaces.

We also owe a special debt of gratitude to Dr. Dwayne Devonish who did much of the hard work required to get us to this point.

The Ministry of Labour and Social Partnership Relations is happy to be a part of the process to develop such a policy for Barbados. This document will no doubt become the bedrock of the future growth, development and prosperity of our nation.

1.0 INTRODUCTION

1.1 Policy Background and Rationale

The prevalence of chronic non-communicable diseases (NCDs) and the significant proportion of NCD-related deaths in Barbados have become a significant and growing concern for the general population

and have presented a tremendous and almost unmanageable burden on the Government, the corporate private sector, and general economy of the country. This reality is clearly illustrated and understood by the wide propagation of empirical evidence and scientific facts on the national health status and its resultant burden on the key resources of the country. For example, Barbados

has one of the highest rates of obesity, hypertension, diabetes, heart disease and stroke (Howitt et al., 2015¹; Institute of Health Metrics and Evaluation, 2016²), largely reflected in its poor performance across a number of critical health status indicators: low physical activity, high tobacco use and alcohol consumption, and insufficient intake of fruits and vegetables

Key adult NCD mortality and risk factors*: NCDs cause premature mortality, significant ill health and represent a severe drain on the economy of Barbados.



Probability of premature mortality from NCDs: 16% (2015)



13% of men (aged ≥ 15 years) smoke tobacco



39% of adults are insufficiently physically active (2010)



19% of adult men and 33% of adult women are obese (2014)



14% of adults have raised fasting blood glucose (2014)



Pure alcohol per capita consumption: 6.5 litres per year (population 15+, 2015)



29% of adult men and 27% of adult women have raised blood pressure (2015)



95% of adults eat insufficient amounts of fruit and vegetables (STEPS, 2007)

¹Howitt, C., Hambleton, I.R., Rose, A.M., Hennis, A., Samuels, T.A., George, K.S. and Unwin, N., 2015. Social distribution of diabetes, hypertension and related risk factors in Barbados: a cross-sectional study. *BMJ open*, 5(12), p.e008869.

²Institute of Health Metrics and Evaluation (2016). Available at <http://www.healthdata.org/barbados>

Figure 1.1



(UN Interagency Taskforce on NCDs, 2017³):

In response, there have been concerted efforts, on the part of Government, private sector and civil society, to constructively target *the workplace* as a critical productive space in which many Barbadians spend most of their active lives. In Barbados, private and public sector workplaces have radically changed and evolved over the years, presenting a diverse set of demands and pressures on the average worker. These demands and pressures have translated into concerns about worker stress, workplace bullying,

absenteeism, low productivity and depleted levels of worker health and well-being and have attracted calls to action to deal with the same. However, prior attempts to develop an overall guiding framework or policy to guide individuals and institutions on actions to enhance health and wellness at a national level have been limited and futile. In fact, a wide cross-section of workplace wellness policies and programmes currently exist across the island that attempt to provide the necessary guidance to individuals in improving their health and well-being. However, these policies and programmes often lack cohesiveness

and effective coordination, resulting in an inability to truly capture and assess the true net impact of these endeavours at a national level.

In 2015, a major call by the Barbados Workers' Union (BWU) was made to initiate a process towards the formulation and development of a National Workplace Wellness Policy for Barbados – a call that was considered long overdue. This Policy provides an overall coordinating framework under which these and other future policies and programmes can fall. The overall goals and objectives of such a Policy can dictate and shape the development of newer and more effective institutional or organisational-level initiatives and provide insights into modifying and altering the nature and structure of existing policies and programmes at the varying levels of society. Hence, it will enhance the level of cohesiveness, coordination and execution of wellness initiatives based on a strategic (top-down) perspective (see Figure 1.1).

Although this Policy was designed to guide and direct action towards the promotion of health and wellness within the workplace, it is envisaged that it would also help influence positive changes to other affiliated spaces and settings of Barbadian life:

Family/Home Settings: Wellness begins at home. Families play an important role in developing individuals who are fully balanced in their wellness states. These are normally the earliest settings for creating wellness norms and practices for an individual's childhood and adulthood.

School and Educational Settings: Wellness norms and practices can be reinforced in schools and edu-

³UN Interagency Taskforce on NCDs (2017). Available at <http://www.who.int/ncds/un-task-force/country-missions/progressreport-2017-barbados.pdf>

cational institutions (e.g. primary and secondary schools, colleges, universities, technical/vocational institutions) through interactions with and interventions by teachers, educators, and peers. These settings also present key educational and academic opportunities to improve one's overall knowledge and understanding of wellness and how it can be enhanced.

Community-based Settings:

Institutions such as social groups, clubs, religious institutions (e.g. churches) and other community-based entities play an important role in reinforcing wellness norms and practices by providing informal forms of education, well-defined peer supports and networks, and social rewards and incentives for those pursuing critical wellness goals and outcomes. These community-based settings would exist in both offline and online (e.g. social media) modes.

The Policy will seek to complement other key national-level initiatives, policies and legislation present in Barbados. Some of the most notable ones are:

- **Safety and Health at Work Act 2005**
- **Barbados Strategic Plan for Health 2002-2012 (2017-2022)**
- **Barbados Strategic Plan for the Prevention and Control of Non-Communicable Diseases 2015-2019**
- **The Breastfeeding Workplace Policy of Barbados**

The overall wellness of any country is, without debate or doubt, the most basic and vital input, resource and requirement for national productivity, growth and development. In consequence, *wellness has to be and remain an issue of national priority.*

1.2 Policy Goals

The Policy seeks to achieve the following overarching goals:

- To enhance national awareness and education on the immeasurable value of wellness as both an indicator and driver of individual, organisational and national productivity and development;
- To foster the necessary conditions for the development of healthy workplace environments, comprehensive and well-guided organisational-level wellness policies, programmes, and cultures;
- To facilitate and maintain strategic partnerships with various national stakeholders (Employers, Government, Trade Unions, Educational Institutions and other civil society and community-based organisations) to promote and sustain a high quality of health and wellness in the general working population;
- To strategically and comprehensively guide, support, enable, monitor and evaluate organisational and individual actions and efforts aimed at supporting healthy workplaces and institutions, based on rigorous scientific research methodologies and evidence;
- To promote and contribute extensively to the development of appropriate knowledge, skills and attitudes that are supportive of and consistent with healthy living and lifestyles among employees and managers in workplaces.

1.3 Policy Philosophy and Principles

The guiding philosophy and principles of the Policy include the following:

- Every individual and organisational stakeholder is a key partner with the shared responsibility of creating a positive and growing culture of health and wellness in various organisations and institutions in society;
- The sharing of knowledge and best practices is critical to the development and sustainability of this nation-wide Policy and supporting efforts;
- Collaborative and harmonious relationships among various stakeholder groups (including employers, employees, trade unions, civil society organisations, etc) are essential to the successful implementation of the Policy directives and its proposals;
- A national commitment and will to ensure that the various wellness programmes, initiatives and other interventions (as guided by the Policy) are developed, implemented and evaluated in ways that support the mutual interests of various stakeholders in promoting a high quality of health and wellness.

1.4 Core Values of the Policy

Consistent with the aforementioned philosophy and principles, the overall values underpinning this Policy are as follows:

HOLISTIC: Wellness is holistic and reflects a multidimensional outlook of the individual in the workplace. A wellness-focused lifestyle includes a balance of a range of constructive health habits, positive attitudes and emotions, productive behaviours and supportive relationships.

PROACTIVE: Taking care of one's health and well-being occurs even before the onset of any illness or disease and continues in terms of treatment, for those who already have the onset of any illness or disease. However, prevention is better than cure. Education and incentives play a key role in creating deliberate, proactive individuals who are willing and able to take control of their lifestyles.

COLLABORATIVE: As stated above, individuals and institutions must work together to set wellness goals and pursue initiatives and actions that result in improved wellness and quality of life for the overall society and its various organs.

EVIDENCE-BASED: The Policy and its objectives are driven by scientific evidence and research emerging from various methodologies and techniques aimed at maintaining validity, reliability and rigour.

PRACTICAL: Notwithstanding its emphasis on being scientific and evidence-based, the Policy will not manifest as a purely academic document or initiative but would ensure that all objectives and resulting strategies and interventions are both realistic and relevant to the needs of all members of the Barbadian society.

RESULTS-ORIENTED: The Policy will be built around a strict monitoring and evaluation framework that aims to provide information on established interventions and strategies to ascertain their efficacy in reaching their objectives and targets.

1.5 Strategic Partners and Stakeholders

To date, the following list (not exhaustive) presents a sample of key partners and stakeholders that have been critical or are likely to play a key strategic role in the National Workplace Wellness Policy and its implementation. This list is expected to grow in the future as the Policy and its execution become more popular in the wider societal domain.

- **The Productivity Council**
- **The Barbados Workers' Union**
- **Ministry of Labour and Social Partnership Relations**
- **Ministry of Health and Wellness (and National Task force on Wellness)**
- **The Central Bank of Barbados**
- **National Commission on Non-Communicable Diseases, Ministry of Health and Wellness**
- **The Barbados Employers' Confederation**
- **The Barbados Hotel and Tourism Association**
- **The Human Resource Management Association of Barbados**
- **The Breastfeeding and Childhood Nutrition Foundation**
- **The Healthy Caribbean Coalition**
- **The Barbados Diabetes Foundation**
- **The Diabetes Association of Barbados**
- **The Barbados Union of Teachers**
- **The Barbados Secondary Teachers' Union**
- **The Barbados Christian Council**
- **The Barbados Evangelical Association**
- **The Psychiatric Hospital**

2.0 A CONCEPTUAL FRAMEWORK FOR WELLNESS

2.1 Definition of Wellness

Wellness is much more than merely physical health, exercise or nutrition. The World Health Organisation (WHO, 1984⁴) had redefined **health** (similarly to the concept of wellness) as “...**a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.**” It is the balanced integration of various states of wellness including social, psychological, physical, spiritual, environmental, occupational, intellectual and cultural dimensions.

According to Swarbrick (2006)⁵, wellness is defined “**a conscious, deliberate process that requires a person to become aware of and make choices for a more satisfying lifestyle. Wellness is the process of creating and adapting patterns of behavior that lead to improved health in the wellness dimensions and heightened life satisfaction**”

(p.311). This definition of wellness is consistent with contemporary models of wellness in the literature including those of Swarbrick and Yudof (2015)⁶ and Substance Abuse and Mental Health Services Administration [SAMHSA, 2015⁷].

Consistent with this definition of wellness, there is the assumption that individuals are empowered to

be personally responsible for and proactive in the preservation and enhancement of their overall health and well-being. The assumption also hints at the importance of individuals developing the necessary knowledge, skills and attitudes in order to fully understand the notion of and path to wellness and being able to take full control over their lives.

“... a conscious, deliberate process that requires a person to become aware of and make choices for a more satisfying lifestyle. **Wellness is the process of creating and adapting patterns of behavior** that lead to improved health in the wellness dimensions and heightened life satisfaction.”

Swarbrick and Yudof
EIGHT DIMENSIONS 2015

“... a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.”

The World Health Organisation
WHO PRINCIPLES 1984

⁴ WHO Principles (1984). Available at <http://www.who.int/about/mission/en/>

⁵ Swarbrick, M., 2006. A wellness approach. *Psychiatric rehabilitation journal*, 29(4), p.311-314.

⁶ Swarbrick, P. and Yudof, J., 2015. In Eight Dimensions. Available at http://www.center4healthandsdc.org/uploads/7/1/1/4/71142589/wellness_in_8_dimensions_booklet_with_daily_plan.pdf

⁷ SAMSHA (2015). Available at <https://www.samhsa.gov/wellness-initiative/eight-dimensions-wellness>

2.2 A Nine-Dimensional Framework of Wellness for Barbados

Wellness is a holistic construct. As a consequence, a number of contemporary attempts to conceptualise and measure wellness have adopted multidimensional (or features-based) approaches and frameworks. The most popular of these dimensions has been the one adopted by SAMHSA (2015). This model is considered to be the most comprehensive and empirically sound of the existing models of wellness comprising eight dimensions of wellness: (1) Emotional; (2) Environmental; (3) Financial; (4)

Intellectual; (5) Physical; (6) Social; (7) Occupational; and (8) Spiritual. In an attempt to arrive at a conceptual framework that is directly relevant to the needs and context of Barbadian society and workplaces, a number of conceptual revisions to this model were made. This newly revised **nine-dimension model** of wellness represents the guiding **conceptual framework** behind the National Workplace Wellness Policy for Barbados. The core dimensions of this model are as follows:



PHYSICAL WELLNESS. *Represents the ability to maintain a healthy physical state.* It involves the ability to recognise that our behaviours and actions can have a significant impact on our health and well-being. The maintenance of a healthy body, good physical health habits, and good nutrition and exercise as well as identifying symptoms of disease, protecting oneself from injuries and harm and seeking and obtaining appropriate health care are all prime examples of actions for enhancing physical wellness.



PSYCHOLOGICAL/MENTAL WELLNESS. *Represents individuals' mental or psychological state of well-being.* This dimension focuses on attitudes, emotions, thoughts, and the ability to understand our personalities, behaviours/actions, and reactions in various environments/contexts. The ability to adjust to psychological or emotional challenges, display positive thoughts and feelings, and respond positively in our attitudes and actions are characteristic of good psychological wellness.



ENVIRONMENTAL WELLNESS. *Represents individuals' ability to recognise their responsibility for healthy, clean and safe environments (good quality air, water, food and land, etc).* It deals specifically with how individuals understand the impact of their behaviours on their natural and physical environments and how the state of these environments can affect the other dimensions of wellness.



SOCIAL WELLNESS. *Represents individuals' ability to form and sustain healthy relationships with people.* Feeling socially isolated and lonely (compromised social wellness) can have negative effects on one's emotional/psychological wellness and physical wellness. Creating positive social networks and a well-developed support system, positively contributing to one's community and society, and showing respect to others are examples of behaviours indicative of social wellness.



INTELLECTUAL WELLNESS: *Represents individuals' ability and desire to learn new things and engage in intellectually-oriented discussions and stimulation.*

This dimension concerns the individuals' willingness and ability to open their minds to new ideas, concepts, and ways of learning. A deep passion for pursuing creativity, innovation, and lifelong learning are critical indicators of intellectual wellness.



OCCUPATIONAL WELLNESS: *Represents individuals' personal fulfillment and satisfaction in their jobs and careers.*

This dimension involves the ability to find satisfying and fulfilling work lives as well as finding opportunities to develop and use one's skills, knowledge and talents at work to improve their job, career and organisation.



SPIRITUAL WELLNESS: *Represents the ability to establish and sustain peace and harmony in one's existence.*

This dimension involves the ability to achieve congruence between one's values and actions and recognise the need to pursue meaning and purpose in one's life.



CULTURAL WELLNESS: *Represents individuals' full awareness and knowledge of their own cultural background*

(e.g. values, beliefs, norms, behaviours, practices, etc) as well as a desire to learn about their own culture (and others) and its impact on their own lives. It also emphasises a natural appetite for learning about different cultures as well as a deep respect for and appreciation of diversity and its implications in society.



FINANCIAL WELLNESS: *Represents individuals' ability and willingness to manage their finances in effective and efficient ways.*

Good financial wellness suggests that an individual is financially literate, is setting and meeting realistic and critical financial goals and expectations, and is successfully managing expenses, income and overall debt situation. An individual's overall wellness can be adversely affected by financial challenges that are due to poor overall financial management. Employers can help their employees make wise financial decisions in their personal financial management situation by adopting and implementing key financial wellness programmes in the organisation.

3.0 A FRAMEWORK FOR POLICY IMPLEMENTATION

3.1 The 4-E Framework for Policy Implementation

The National Workplace Wellness Policy for Barbados provides all organisational and individual stakeholders with a comprehensive and flexible framework outlining key priority areas, policy objectives and key strategies across the nine dimensions of wellness. However, effective or successful implementation of any policy should rest on key strategic principles. The Policy will emphasise and operate under four (4) guiding principles for execution and implementation:

EDUCATE: To increase awareness, knowledge and competencies regarding various wellness concepts, frameworks and practices.

ENABLE: To create an enabling environment through the provision of accessible opportunities, resources and support systems

ENGAGE: To actively engage employees in the design/adoption and implementation of appropriate wellness initiatives, programmes and activities.

ENCOURAGE: To reinforce constructive wellness behaviours and efforts through positive and attractive rewards and incentives.

Figure 3.1



3.2 The Principles of the 4-E Framework

The key principles and rationale underlying this implementation framework are as follows:

The 'EDUCATE' Principle

The **first step** to any effort or action directed at enhancing wellness in any context is education. International research has revealed that **lack of education and awareness of wellness and wellness-oriented initiatives** is one of the basic reasons for the failure of workplace wellness programmes in practice. Firstly, if individuals are not adequately and sufficiently aware of the nature and key drivers of wellness as well as the effects of poor health behaviours and practices on overall wellness, any attempt to motivate them to take control over their health will be futile. One's awareness and acceptance of a given problem is the first step to dealing with the said problem. Secondly, many organisations design and implement workplace wellness programmes without providing the necessary education to their employees about why and how these programmes work as well as why and how employees' participation in these programmes will help enhance their overall wellness. Hence, implementing and actioning a wellness initiative without sufficiently informing and educating employees is akin to the '**putting the cart before the horse**' phenomenon. Sound education provides an effective device for breaking resistance, misconceptions and myths surrounding wellness and wellness-related efforts and initiatives in different contexts as well as acts as a key stimulant to successful change.

The 'ENABLE' Principle

Oftentimes, organisations engage in various educational initiatives and programmes to promote awareness and knowledge about wellness and wellness initiatives; however, they rarely consider the value of the second step towards desired wellness outcomes – i.e. creating and maintaining the enabling environment. Without an enabling environment, the fully informed individual is still unable to translate this knowledge or competency into action. Enabling environments provide the needed resources, opportunities and support systems to permit individuals to engage in wellness programmes, initiatives and actions to promote their overall wellness in different contexts. Essentially, organisations that provide sufficient time, human and/or financial resources as well as key facilitating opportunities to assist employees achieving their wellness goals and targets, benefit most from the successful attainment of desired wellness outcomes. Access to these resources and opportunities to support wellness efforts and behaviours is a critical step to achieving individual and organisational wellness goals.

The 'ENGAGE' Principle

Once the educating and enabling functions have been initiated, employing (or choosing) the most appropriate programmes, interventions and initiatives for promoting and enhancing wellness at work becomes crucial. Wellness programmes are most appropriate and effective when both employees and management are actively involved in their design and implementation. In particular, this fact highlights the critical role of **employee engagement and involvement** in successful wellness efforts in diverse work contexts

and settings. Employee engagement suggests that employees are fully absorbed by and enthusiastic about their work. Engaged employees are positive contributors to key organisational activities and initiatives including those seeking to attain critical wellness goals. Hence, if employees are disengaged, they are unlikely to be motivated to pursue or support any initiative, no matter how important it is for their overall welfare. In fact, they are likely to 'work against' the success of any initiative. One of the most useful strategies for **engaging employees** is through direct employee participation or involvement programmes. Too often, organisations fail to facilitate the direct involvement of their employees in the determination of the best wellness policies, programmes and interventions for the workplace. The absence of involvement creates the necessary conditions for implementation failure which are **employee mistrust** and **lack of buy-in**. On the other side, an engaged and involved employee is more likely to support organisational wellness interventions and ensure that they work and produce the desired results and outcomes. Moreover, the level and quality of participation and input from employees allows for the chosen wellness programmes and initiatives to be directly consistent with and relevant to the unique needs of individual workplace settings and contexts.

The 'ENCOURAGE' Principle

The final 'E' link in the implementation framework is encouragement. The attractiveness of and employees' high participation rates in wellness programmes must be effectively sustained. It is quite common for the attractiveness and effectiveness of wellness programmes to dissipate in the long run, largely due to insuffi-

cient or inadequate incentivisation systems. It is however important to highlight a key difference between **incentives and rewards**. Rewards are typically benefits offered to employees that are performing well or meeting established targets or objectives, whereas incentives are provided to employees whose performance is less than adequate. An incentive represents encouragement to perform better and once the employee performs in ways to generate the expected results, the incentive becomes a reward – i.e. the employee attains the promised benefit. Wellness programmes, which are tied to attractive and effective workplace rewards and incentive systems, are consistent with best practices and generate more long-standing results. These rewards or incentives may include monetary factors such as financial gains and non-monetary factors such as special leave provisions and employee recognition awards. When designing incentive and reward systems, it is important that one must:

- a) ensure that incentives and rewards are tied to employee participation in wellness programmes and/or employees reaching a health standard (e.g. a desired weight loss target),
- b) determine the most suitable incentives and rewards based on employee input,
- c) deliver rewards once employees meet the necessary standard or criterion,
- d) ensure that all rewards and incentives are distributed fairly and equitably within the organisation, and
- e) ensure that a suitable budget is set aside for supporting incentive and reward systems in the organisation.

Table 3.1 Overview of the 4-E Framework and Criteria

1. EDUCATE
Provision of information on wellness and wellness interventions/programmes in different formats (online, videos and paper-based) and using different sources.
Provision of appropriate employee training seminars and workshops in wellness and wellness programming.
Improving organisational communication channels to ensure that all employees have access to information on wellness and wellness interventions and programmes.
2. ENABLE
Access to facilitating opportunities for employees to engage in wellness-oriented behaviours (e.g. creating policies and initiatives to shape and inspire a wellness-oriented culture and behaviours; altering work environment and duties to allow employees time to engage in wellness-oriented behaviours; establishment of wellness committees).
Access to key resources (e.g. human, technical and financial) for employees engaging in wellness-oriented behaviours – e.g. providing a budget for employees to access finances to support wellness-oriented behaviours; investing in certain equipment, tools and facilities such as a gym, water coolers, health snack machines, etc]; partnering with (or hiring) wellness professionals to provide consultation and support to employees.
Access to key organisational support systems for employees engaging in wellness-oriented behaviours – e.g. establishment of wellness 'buddy' systems at work; use of wellness champions.
3. ENGAGE
Allow employees to be actively involved in the design, selection and implementation of wellness programmes and interventions.
Identify and select wellness programmes and interventions that are based on best practices but that are consistent with unique organisational realities.
Choose wellness programmes and interventions that meet employee and organisational needs equally.
Collaboratively monitor and evaluate wellness programmes and resultant wellness outcomes.
4. ENCOURAGE
Develop, choose and implement attractive and effective incentive and reward systems (in collaboration with employees).
Appropriately match incentives and rewards to wellness programmes and interventions (e.g. rewarding participation in wellness or achieving a wellness goal).
Consider linking wellness-oriented incentives and rewards to overall performance management system of the organisation.
Ensure rewards are distributed equitably and fairly across the organisation.

4.0 KEY PRIORITIES, OBJECTIVES AND STRATEGIES

4.1 Introduction to Wellness Dimensions and Key Priority Areas

This section of the Policy presents the key national priority areas concerning workplace wellness and its nine dimensions to date. All policy strategies, aimed at achieving a main objective for a given wellness dimension, were developed to reflect the four (4) principles (**4-E Framework**) for successful strategy execution across various settings and contexts. Table 4.1 summarises the key priority areas for the Policy under the nine dimensions of wellness

Table 4.1 Wellness Dimensions and Key Priority Areas

WELLNESS DIMENSION	Key Priority Areas
A. Physical Wellness	<ul style="list-style-type: none"> • Diet and Nutrition • Obesity and Weight Management • Physical Exercise and Activity • Harmful Substance Use • Prevention and Management of Physical Disease/Illness • Physical Screening and Health Examinations
B. Psychological/Mental Wellness	<ul style="list-style-type: none"> • Positive Mental Health Promotion • Prevention and Management of Mental Illness • Emotional Management and Intelligence • Management of Stress
C. Environmental Wellness	<ul style="list-style-type: none"> • Environmental Stressors • Healthy, Clean and Safe Environments
D. Social Wellness	<ul style="list-style-type: none"> • Healthy and Effective Communication • Healthy Social Relationships and Positive Social Support Systems • Positive and Effective Conflict Resolution
E. Intellectual Wellness	<ul style="list-style-type: none"> • Continuous Learning and Development • Creativity and Innovation
F. Occupational Wellness	<ul style="list-style-type: none"> • Positive Work Attitudes and Work-Life Balance • Person-Organisation Fit (Match between Personal and Organisational Needs) • Positive Career Development and Advancement
G. Spiritual Wellness	<ul style="list-style-type: none"> • Spiritual and Religious Freedom • Spiritual Meaning and Purpose
H. Cultural Wellness	<ul style="list-style-type: none"> • Understanding Culture and its Impact on Wellness • Respecting and Appreciating Diversity
I. Financial Wellness	<ul style="list-style-type: none"> • Financial Literacy • Healthy and Effective Financial Management Practice

A



PHYSICAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of physical wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① **Diet and Nutrition**
- ① **Obesity and Weight Management**
- ① **Physical Exercise and Activity**
- ① **Harmful Substance Use**
- ① **Prevention and Management of Physical Disease/Illness**
- ① **Physical Screening and Health Examinations**

STRATEGIES

Priority A1: Diet and Nutrition

A1.1 Providing necessary information, awareness and education on healthy eating, diet and nutrition using a diverse range of health promotional programmes and approaches

A1.2 Offering relevant opportunities, resources and support systems for individuals pursuing healthy and nutritious diets/eating

A1.3 Adopting and implementing appropriate programmes/interventions to promote healthy and nutritious diets/eating in an employee-friendly and collaborative manner

A1.4 Reinforcing and maintaining healthy and nutritious diets/eating through attractive and effective rewards and incentives

Priority A2: Obesity and Weight Management

A2.1 Providing necessary information, awareness and education on healthy weight management and obesity

A2.2 Offering relevant opportunities, resources and support systems for individuals pursuing healthy weight management and weight loss

A2.3 Adopting and implementing appropriate programmes/interventions to promote healthy weight management and weight loss in an employee-friendly and collaborative manner

A2.4 Reinforcing and maintaining efforts towards healthy weight management and weight loss through attractive and effective rewards and incentives

Priority A3: Physical Exercise and Activity

A3.1 Providing necessary information, awareness and education on healthy and safe physical exercise and activity

A3.2 Offering relevant opportunities, resources and support systems for individuals pursuing healthy and safe physical exercise and activity

A3.3 Adopting and implementing appropriate programmes/interventions to promote healthy and safe physical exercise and activity in an employee-friendly and collaborative manner

A3.4 Reinforcing and maintaining efforts towards healthy and safe physical exercise and activity

Priority A4: Harmful Substance Use

A4.1 Providing necessary information, awareness and education on harmful substance use (illicit drug use, cigarette smoking, excessive alcohol use, pharmaceutical drug addiction, etc)

A4.2 Providing relevant opportunities, resources and support systems for individuals seeking to alleviate harmful substance use

A4.3 Adopting and implementing appropriate programmes/interventions to alleviate and address harmful substance use in an employee-friendly and collaborative manner

A4.4 Reinforcing and maintaining efforts towards the alleviation of harmful substance use

Priority A5: Prevention and Management of Physical Disease/Illness

A5.1 Providing necessary information, awareness and education on prevention and management of physical disease/illness

A5.2 Offering relevant opportunities, resources and support systems for individuals seeking to reduce their risk of developing physical disease/illness as well as manage existing physical diseases/illness



B

PSYCHOLOGICAL/ MENTAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of psychological/mental wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① *Positive Mental Health Promotion*
- ① *Prevention and Management of Mental Illness*
- ① *Emotional Management and Intelligence*
- ① *Management of Stress*

STRATEGIES

Priority B1: Positive Mental Health Promotion

B1.1 Providing necessary information, awareness and education on positive mental health, its promotion, and its benefits

B1.2 Offering relevant opportunities, resources and support systems for individuals pursuing positive mental health

B1.3 Adopting and implementing appropriate programmes/interventions to promote positive mental health in an employee-friendly and collaborative manner

B1.4 Reinforcing and maintaining positive mental health through attractive and effective rewards and incentives

Priority B2: Prevention and Management of Mental Illness

B2.1 Providing necessary information, awareness and education on nature, prevention and management of mental illness

B2.2 Offering relevant opportunities, resources and support systems for individuals seeking to reduce their risk of developing mental illness as well as manage existing mental/psychological conditions

B2.3 Adopting and implementing appropriate programmes/interventions aimed at preventing and managing mental illness in an employee-friendly and collaborative manner

B2.4 Reinforcing and maintaining behaviours and efforts towards the prevention and management of mental illness through attractive and effective rewards and incentives

Priority B3: Emotional Management and Intelligence

B3.1 Providing necessary information, awareness and education on effective emotional management and emotional intelligence

B3.2 Offering relevant opportunities, resources and support systems for individuals pursuing positive emotional management and emotional intelligence

A5.3 Adopting and implementing appropriate programmes/interventions aimed at preventing and managing physical disease/illness in an employee-friendly and collaborative manner

A5.4 Reinforcing and maintaining efforts towards physical disease prevention and management through attractive and effective rewards and incentives

Priority A6: Physical Screening and Health Examinations

A6.1 Providing necessary information, awareness and education on physical screening and health examinations and their value

A6.2 Providing relevant opportunities, resources and support systems for individuals pursuing physical screening and health examinations

A6.3 Adopting and implementing appropriate programmes/interventions to facilitate physical screening and health examinations in an employee-friendly and collaborative manner

A6.4 Reinforcing and maintaining behaviours and efforts towards physical disease prevention and management through attractive and effective rewards and incentives



C

ENVIRONMENTAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of environmental wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① Environmental Stressors
- ① Healthy, Clean and Safe Environments

STRATEGIES

Priority C1: Environmental Stressors

C1.1 Providing necessary information, awareness and education on diverse stressors emanating from various environments and contexts (i.e. environmental stressors)

C1.2 Offering relevant opportunities, resources and support systems for the management and alleviation of environmental stressors in the workplace

C1.3 Adopting and implementing appropriate programmes/interventions to alleviate and address environmental stressors in the workplace in an employee-friendly and collaborative manner

C1.4 Reinforcing and maintaining efforts towards low-stress (or stress-free) environments through attractive and effective rewards and incentives

Priority C2: Healthy, Clean and Safe Environments

C2.1 Providing necessary information, awareness and education on healthy, clean and safe environments

C2.2 Offering relevant opportunities, resources and support systems for individuals pursuing healthy, clean and safe environments

C2.3 Adopting and implementing appropriate programmes/interventions aimed at promoting healthy, clean and safe environments in an employee-friendly and collaborative manner

C2.4 Reinforcing and maintaining behaviours and efforts towards the promotion of healthy, clean and safe environments through attractive and effective rewards and incentives

B3.3 Adopting and implementing appropriate programmes/interventions aimed at building and fostering emotional intelligence and effective emotional management in an employee-friendly and collaborative manner

B3.4 Reinforcing and maintaining behaviours and efforts towards the development of emotional intelligence and effective emotional management strategies through attractive and effective rewards and incentives

Priority B4: Management of Stress

B4.1 Providing necessary information, awareness and education on the management of stress as well as the psychological experiences and consequences

B4.2 Offering relevant opportunities, resources and support systems for individuals managing symptoms or effects of stress

B4.3 Adopting and implementing appropriate programmes/interventions to help individuals manage and deal with symptoms or effects of stress in an employee-friendly and collaborative manner

B4.4 Reinforcing and maintaining efforts towards the successful management of stress-induced symptoms and effects through attractive and effective rewards and incentives

D



SOCIAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of social wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① **Healthy and Effective Communication**
- ① **Healthy Social Relationships and Positive Social Support Systems**
- ① **Positive and Effective Conflict Resolution**

STRATEGIES

Priority D1: Healthy and Effective Communication

D1.1 Provide necessary information, awareness and education on healthy and effective interpersonal and organisational communication

D1.2 Offer relevant opportunities, resources and support systems for individuals engaging in healthy and effective interpersonal and organisational communication

D1.3 Adopting and implementing appropriate programmes/interventions to promote the practice of healthy and effective interpersonal and organisational communication in an employee-friendly and collaborative manner

D1.4 Reinforcing and maintaining efforts towards the promotion of healthy and effective interpersonal and organisational

communication through attractive and effective rewards and incentives

Priority D2: Healthy Social Relationships and Positive Social Support Systems

D2.1 Provide necessary information, awareness and education on developing healthy social relationships and positive social support systems

D2.2 Offer relevant opportunities, resources and support systems for individuals pursuing healthy social relationships and positive social support systems

D2.3 Adopting and implementing appropriate programmes/interventions aimed at promoting healthy social relationships and positive support systems through attractive and effective rewards and incentives in an employee-friendly and collaborative manner

D2.4 Reinforcing and maintaining behaviours and efforts towards the promotion of healthy social relationships and positive social support systems through attractive and effective rewards and incentives

Priority D3: Positive and Effective Conflict Resolution

D3.1 Providing necessary information, awareness and education on positive and effective conflict resolution

D3.2 Offering relevant opportunities, resources and support systems for individuals pursuing positive and effective conflict resolution

D3.3 Adopting and implementing appropriate programmes/interventions aimed at promoting positive and effective conflict resolution in an employee-friendly and collaborative manner

D3.4 Reinforcing and maintaining behaviours and efforts towards positive and effective conflict resolution through attractive and effective rewards and incentives

E



INTELLECTUAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of intellectual wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① **Continuous Learning and Development**
- ① **Creativity and Innovation**

STRATEGIES

Priority E1: Continuous Learning and Development

E1.1 Providing necessary information, awareness and education on the value and benefits of continuous learning and development

E1.2 Offering relevant opportunities, resources and support systems for individuals pursuing continuous learning and development

E1.3 Adopting and implementing appropriate programmes/interventions aimed at fostering continuous learning and developmental experiences in an employee-friendly and collaborative manner

E1.4 Reinforcing and maintaining efforts towards the promotion of continuous learning and development through attractive and effective rewards and incentives

Priority E2: Creativity and Innovation

E2.1 Provide necessary information, awareness and education on the value and benefits of creativity and innovation in different contexts

E2.2 Offering relevant opportunities, resources and support systems for individuals pursuing creativity and innovation in different contexts

E2.3 Adopting and implementing appropriate programmes/interventions aimed at promoting creativity and innovation in different contexts in an employee-friendly and collaborative manner

E2.4 Reinforcing and maintaining behaviours and efforts towards the promotion of creativity and innovation through attractive and effective rewards and incentives

F



OCCUPATIONAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of occupational wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① **Positive Work Attitudes and Work-Life Balance**
- ① **Person-Organisation Fit (Match between Personal and Organisational Needs)**
- ① **Positive Career Development and Advancement**

STRATEGIES

Priority F1: Positive Work Attitudes and Work-Life Balance

F1.1 Providing necessary information, awareness and education on positive work attitudes (job satisfaction, commitment, morale, etc) and work-life balance

F1.2 Offering relevant opportunities, resources and support systems for individuals pursuing positive work attitudes (job satisfaction, commitment, morale, etc) and work-life balance

F1.3 Adopting and implementing appropriate programmes/interventions aimed at creating and fostering positive work attitudes (job satisfaction, commitment, morale, etc) and work-life balance in an employee-friendly and collaborative manner

F1.4 Reinforcing and maintaining efforts towards the promotion of positive work attitudes (job satisfaction, commitment, morale, etc) and work-life balance through attractive and effective rewards and incentives

Priority F2: Person-Organisation Fit

F2.1 Providing necessary information, awareness and education on the value and benefits of person-organisation fit (i.e. a positive match between an individual's personal needs and organisational needs)

F2.2 Offering relevant opportunities, resources and support systems for individuals pursuing person-organisation fit (i.e. a positive match between an individual's personal needs and organisational needs)

F2.3 Adopting and implementing appropriate programmes/interventions aimed at creating and fostering person-organisation fit (i.e. a positive match between an individual's personal needs and organisational needs) in an employee-friendly and collaborative manner

F2.4 Reinforcing and maintaining behaviours and efforts towards the promotion of person-organisation fit (i.e. a positive match between an individual's personal needs and organisational needs) through attractive and effective rewards and incentives

Priority F3: Positive Career Development and Advancement

F3.1 Provide necessary information, awareness and education on positive career development and advancement in different contexts

F3.2 Offering relevant opportunities, resources and support systems for individuals pursuing positive career development and advancement in different contexts

F3.3 Adopting and implementing appropriate programmes/interventions aimed at creating and fostering positive career development and advancement in different contexts in an employee-friendly and collaborative manner

F3.4 Reinforcing and maintaining behaviours and efforts towards the promotion of positive career development and advancement in different contexts through attractive and effective rewards and incentives

G



SPIRITUAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of spiritual wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① *Spiritual and Religious Freedom*
- ① *Spiritual Meaning and Purpose*

STRATEGIES

Priority G1: Spiritual and Religious Freedom

G1.1 Providing necessary information, awareness and education on value and benefits of spiritual and religious freedoms in different contexts

G1.2 Offering relevant opportunities, resources and support systems for individuals seeking spiritual and religious freedoms in different contexts

G1.3 Adopting and implementing appropriate programmes/interventions aimed at fostering and accommodating positive spiritual and religious freedoms in different contexts in an employee-friendly and collaborative manner

G1.4 Reinforcing and maintaining efforts towards the promotion of spiritual and religious freedoms in different contexts through attractive and effective rewards and incentives

Priority G2: Spiritual Meaning and Purpose

G2.1 Providing necessary information, awareness and education on value and benefits of achieving deeper spiritual meaning and purpose in different contexts

G2.2 Offering relevant opportunities, resources and support systems for individuals seeking deeper spiritual meaning and purpose in different contexts

G2.3 Adopting and implementing appropriate programmes/interventions aimed at creating and fostering deeper spiritual meaning and purpose in different contexts in an employee-friendly and collaborative manner

G2.4 Reinforcing and maintaining behaviours and efforts towards the promotion of deeper spiritual meaning and purpose in different contexts through attractive and effective rewards and incentives

H



CULTURAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of cultural wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① **Understanding Culture and its Impact on Wellness**
- ② **Respecting and Appreciating Diversity**

STRATEGIES

Priority H1: Understanding Culture and its Impact on Wellness

H1.1 Providing necessary information, awareness and education on culture and its impact on overall wellness

H1.2 Offering relevant opportunities, resources and support systems for individuals seeking to understand culture and its impact on overall wellness

H1.3 Adopting and implementing appropriate programmes/interventions aimed at creating and fostering understanding of culture and its impact on wellness in an employee-friendly and collaborative manner

H1.4 Reinforcing and maintaining efforts towards the promotion of an understanding and appreciation of culture and its impact on wellness through attractive and effective rewards and incentives

Priority H2: Respecting and Appreciating Diversity

H2.1 Providing necessary information, awareness and education on value and benefits of respecting and appreciating diversity (in terms of gender, age, race, religion, sexual orientation, disabilities, medical conditions etc)

H2.2 Offering relevant opportunities, resources and support systems for individuals seeking to develop a sense of respect and appreciation for diversity

H2.3 Adopting and implementing appropriate programmes/interventions aimed at creating and fostering a culture of respect and appreciation for diversity in an employee-friendly and collaborative manner

H2.4 Reinforcing and maintaining behaviours and efforts towards the promotion of a culture of respect and appreciation for diversity through attractive and effective reward and incentives



FINANCIAL WELLNESS

MAIN OBJECTIVE:

To enhance the overall quality of financial wellness among individuals across diverse organisational settings and contexts.

KEY PRIORITY AREAS

- ① **Financial Literacy**
- ① **Healthy and Effective Financial Management Practice**

STRATEGIES

Priority 1: Financial Literacy

1.1 Providing necessary information, awareness and education on key financial literacy principles and concepts

1.2 Offering relevant opportunities, resources and support systems for individuals seeking to develop and enhance key financial literacy skills

1.3 Adopting and implementing appropriate programmes/interventions to promote key financial literacy skills in an employee-friendly and collaborative manner

1.4 Reinforcing and maintaining efforts towards the development of key financial literacy skills through attractive and effective rewards and incentives

Priority 2: Healthy And Effective Financial Management Practice

2.1 Providing necessary information, awareness and education on healthy and effective financial management practices

2.2 Offering relevant opportunities, resources and support systems for individuals seeking to enhance their capacity to engage in healthy and effective financial management practices

2.3 Adopting and implementing appropriate programmes/interventions to promote healthy and effective financial management practices in an employee-friendly and collaborative manner

2.4 Reinforcing and maintaining efforts towards healthy and effective financial management practices through attractive and effective rewards and incentives

4.2 Key Focal Areas of Wellness Dimensions



For each priority area under each wellness dimension, a number of focal areas (not exhaustive) were identified as principal factors of interest or consideration for the Policy and its operationalisation at the various levels of implementation.

PHYSICAL WELLNESS

Diet and Nutrition

- Understanding and Monitoring Food Choices and Ingredients
- Understanding Nutritional Value of Diverse Food Groups
- Understanding Role and Nature of Dietary Plans
- The Facilitation of Breastfeeding in the Workplace and its Benefits

Obesity and Weight Management

- Understanding the Nature and Consequences of Obesity
- Maintaining Healthy Weight
- Measuring and Monitoring Body Fat and Weight

Physical Exercise and Activity

- Different Forms of Physical Exercise
- Relationship between Physical Exercise and Rest
- Promotion of Physical Activity in the Workplace

Harmful Substance Use

- Alcohol Consumption, Alcohol Abuse and Alcoholism
- Consequences of Smoking and Anti-Smoking Interventions
- Addictions to Illegal and Legal Drugs/Substances

Prevention and Management of Physical Disease/Illness

- Non-communicable diseases in the workplace
- HIV/AIDS, STDs, and other forms of communicable and infectious diseases
- Sickness and absenteeism
- Prevention and Treatment of Disease and Illness
- Managing Terminal Illnesses and Conditions
- Treatment and Medication Management

Physical Screening and Health Examinations

- Types of Physical Screening and Health Examinations
- Promoting Physical Screening and Health Examinations in the Workplace
- Privacy, Confidentiality and Disclosure



PSYCHOLOGICAL/ MENTAL WELLNESS

Positive Mental Health Promotion

- Understanding Mental Health
- Promoting Mental Health Support and Resources in the Workplace
- Understanding Barriers to Mental Health Promotion and Outcomes

Prevention and Management of Mental Illness

- Understanding Distinction between Poor Mental Health and Mental Illness
- Diagnosing Mental Illness
- Understanding the Different Types of Mental Illnesses
- Access to Treatment and Medication Management for Mental Illness
- Mental Illness at Work: Privacy and Confidentiality
- Education and Training on Mental Illness at Work
- Managing Mental Illness at Work

Emotional Management and Intelligence

- Nature and Role of Emotions at the Workplace
- Impact of Emotions
- Managing Emotions in the Workplace
- Value of Emotional Intelligence Training

Management of Stress

- Understanding stress and employee responses to stress
- Stress-related signs and symptoms
- Diverse effects of the stress experience
- Stress management/reduction techniques and approaches
- Monitoring stress at work



ENVIRONMENTAL WELLNESS

Environmental Stressors

- Understanding the Environmental Determinants of Stress at Work
- The Role of the Psychosocial Work Environment and its Management
- Physical Environment and Stress

Healthy, Clean and Safe Environments

- Promoting Healthy and Safe Work Environments
- Safety and Health Legislation, Regulations, Policies and Programmes
- Clean and Sanitary Workplace Environments
- Safety and Health Legislation, Regulations, Policies and Programmes



SOCIAL WELLNESS

Healthy and Effective Communication

- Understanding the Value of Interpersonal and Organisational Communication at Work
- Barriers to Healthy Communication
- Effective Methods of Communication
- Different Forms of Communication: Systems, Media and Resources
- Knowledge Transfer and Management

Healthy Social Relationships and Positive Social Support Systems

- Fostering Social and Interpersonal Relationships at Work
- Building Trust and Harmony at Work
- Establishing Social Support Systems for Diverse Employee Groups
- Developing Social and Interpersonal Competencies

Positive and Effective Conflict Resolution

- Understanding Conflict, Anger and Tension at Work
- Counterproductive Workplace Behaviours
- Conflict Resolution Strategies and Approaches
- Training and Development in Conflict Resolution and Management



INTELLECTUAL WELLNESS

Continuous Learning and Development

- Value of Continuous Learning: Formal and Informal
- Training and Development and its Promotion at Work
- Intellectual Stimulation and Resources at Work

Creativity and Innovation

- Understanding the Value of Creativity and Innovation at Work
- Barriers to Creativity, Innovation and Initiative
- Fostering a Culture of Creativity and Innovation



OCCUPATIONAL WELLNESS

Positive Work Attitudes and Work-Life Balance

- Understanding the Value of Positive Work Attitudes
- Measuring Employee Morale and Satisfaction at Work
- Promotion of Work-Life Balance: Managing Life and Work Demands

Person-Organisation Fit

- Understanding Nature and Value of Person-Organisation Fit
- Achieving Adequate Person-Organisation Fit at Work: Examination of HR Functions

Positive Career Development and Advancement

- Benefits of Career Planning and Management
- Career Counselling and Guidance
- Succession Planning
- Promotion of Positive Advancement Opportunities



SPIRITUAL WELLNESS

Spiritual and Religious Freedom

- Role of Religion in the Workplace
- Fostering and Respecting Religious Freedom
- Morality and Ethics at Work
- The Rights of the Religious and Areligious

Spiritual Meaning and Purpose

- Exploring Deeper Spiritual Meaning of Work
- Relationship between Work and Personal Spirituality and Morality



CULTURAL WELLNESS

Understanding Culture and its Impact on Wellness

- National Culture and Its Relationship with Wellness
- Organisational Culture and its relationship with Wellness
- Changing Destructive or Negative Cultural Practices at work

Respecting and Appreciating Diversity

- Respecting Diversity at Work (Ageing Workforce, Religious Affiliation, Sexuality, etc)
- Diversity Management at Work
- Addressing Prejudice, Stigma and Discrimination



FINANCIAL WELLNESS

Financial literacy

- Understanding Financial Concepts and Terms
- Building Financial Literacy Skills

Healthy and Effective Financial Management Practice

- Management of Personal Income and Expenses
- Debt Management
- Wise Financial Planning

5.0 GOVERNANCE AND SUPPORTING SYSTEMS FOR POLICY IMPLEMENTATION AND OVERSIGHT

Although it is not the direct intention of this Policy document to provide the specific details regarding the establishment of a Governance/Leadership Framework and supporting structures for the Policy's implementation, it is still worthwhile to offer some broad recommendations to guide these attempts at the start of the execution phase. It is important that a robust and well-functioning governance framework with supporting systems be put in place to support, guide, manage and oversee the implementation, monitoring and evaluation of the strategies and resultant initiatives dictated by this Policy. As such a multi-tiered framework is proposed.

TIER ONE: A NATIONAL COMMITTEE FOR WELLNESS

At the highest level or tier of the Governance Structure, it is proposed that a **National Committee for Wellness** be established to provide overall oversight and management over the implementation process. The composition of this Committee should include key members of Government, private sector, academia and civil society organisations. It is also critical that key representatives on this Committee have some affiliation with health care administration and policy, and wellness programming. It would be usual for appointments to the

Committee be conducted through some established governance entity such as the *Ministry of Health and Wellness* and/or *Ministry of Labour and Social Partnership Relations*. The general mandate of this National Committee is as follows:

- To provide the necessary overall coordination and oversight over the Policy's implementation process,
- To engage in strategic planning and management of the key policy strategies and initiatives emanating out of the Policy,
- To provide guidance and oversight over the various established

Figure 5.1



subcommittees (Tier 2) to ensure effective operationalisation and management of the Policy implementation,

- To develop strategic partnerships and collaborations with other high-level entities (locally, regionally and internationally) in order to procure the necessary services, supplies/materials, finances and other forms of resources and support critical to Policy implementation.

TIER TWO: WELLNESS SUBCOMMITTEES

At the middle-tier of the governance structure, it is proposed that several sub-committees be established (under the *National Committee for Wellness*) to provide more operational support and guidance to organisations in the various sectors and industries with respect to the implementation process according to set *thematic categories of interest*. For example, wellness committees may be established according to the following options:

- **Option A:** Each wellness subcommittee responsible for a separate wellness dimension (or set of related wellness dimensions) and associated priority areas under the dimensions; *or*
- **Option B:** Each wellness subcommittee responsible for a separate function/phase of the policy strategy: (i) educating, (ii) enabling, (iii) engaging, and (iv) encouraging strategies; *or*
- **Option C (Preferred):** Each wellness subcommittee responsible for a specific grouping of organisations/workplaces according to sector (private vs public), industry (manufacturing, retail, financial,

tourism, etc), size (small, medium and large), or some other meaningful grouping characteristic/feature.

In particular, the various wellness subcommittees should comprise a diverse cross-section of experienced and competent senior- and junior-level representatives across public, private and civil society sectors. Their selection and appointment are subject to the oversight powers of the National Committee. The general mandate of these Wellness Committees is as follows:

- To provide the necessary tactical and operational support to the National Committee and the Policy,
- To assist organisations (under their respective portfolios) in establishing **workplace wellness teams (Tier 3)**, workplace wellness assessment exercises, and related policies and programmes within the workplace according to best practices,
- To work effectively and efficiently to provide the necessary guidance and assistance to organisations/workplaces under their assigned portfolios with respect to implementation (e.g. educating, enabling, engaging, and encouraging),
- To provide key technical, human and financial resources to organisational wellness teams as well as provide these teams with the necessary monitoring and evaluation resources and support under the Policy framework.

TIER THREE: WORKPLACE WELLNESS TEAMS

Private and public sector entities in the various industries which fall under the portfolio of the established wellness subcommittees will be expected to set up a **Wellness Team** (which can easily evolve out of *workplace safety and health committees* which are already established bodies in many organisations). However, these workplace wellness teams (which would normally comprise key members of the organisation including management and employees) will be charged as operational taskforces for their respective organisations to directly implement and supervise the policy strategies across the various wellness dimensions and priority areas. With the assistance and support of their overseeing Wellness Subcommittee(s), these teams will ensure that the four (4) phases/elements of the Policy framework (educating, enabling, engaging, and encouraging) are effectively executed in ways consistent with best practices and the unique organisational context in which they operate. They will also engage in workplace wellness assessment exercises and monitoring and evaluation functions required to assess the Policy's implementation efforts.

6.0 MONITORING AND EVALUATION CONSIDERATIONS

6.1 Monitoring and Evaluation

Although this Policy does not include a comprehensive monitoring and evaluation framework, it is expected that, prior to start of the implementation process, a **National Monitoring and Evaluation Methodology and Framework** with associated metrics and criteria be established by the National Committee for Wellness and their supporting subcommittees. However, the actual implementation of this framework should be effectively adapted and modified at the operational level (Wellness Subcommittees and Workplace Wellness Teams) to ensure that unique organisational realities and contexts have been taken into account. It is proposed that Wellness Subcommittees assume independent responsibility to formally monitor and evaluate policy initiatives and wellness outcomes in their respective portfolio as well as provide Workplace Wellness Teams with necessary assistance and support on developing and implementing their own monitoring and evaluation systems at the workplace level. Two (2) central categories of criteria under monitoring and evaluation are:

○ **Criteria A: Policy Implementation Success Effort:** The extent to which organisations are successfully implementing the four phases/elements of educating, enabling, engaging, and encouraging over the Policy's implementation period or cycle (see later discussion on an established measurement tool and associated criteria).

○ **Criteria B: Established Wellness Outcomes/Targets:** Outside of measuring implementation success, the ultimate objective of the Policy is to enhance wellness across the nine measured dimensions. Under each dimension, each priority area should have specific success indicators or criteria (or KPIs). The establishment of these criteria should be done in collaboration with **Wellness Subcommittees** and **Workplace Wellness Teams**, as the specific indicators/criteria and targets will vary according to the needs of the individuals and organisations.

6.2 A Measurement Emphasis on Policy Implementation Success (Criteria A)

In order to ascertain the extent to which organisations and/or individuals are effectively applying the aforementioned strategies for each wellness dimension, a scientific measurement tool was developed to aid practitioners and policy-makers. This tool is **not designed to measure or assess level of overall wellness attained (or the quality of wellness) in organisations or among individuals (Criteria B)**. It rather measures and assesses the extent to which organisations are effectively implementing established strategies (educating, enabling, engaging, and encouraging) aimed at promoting wellness in the various dimensions as well as total or overall wellness. Hence, it acts only as a measurement device

for the Policy's implementation success (Criteria A).

6.3 Why Measure?

Measurement is central to the Policy implementation efforts for the following reasons:

- To allow organisations and individuals to ascertain the level of implementation success in the various wellness dimensions
- To provide organisations and individuals with scientific, quantitative indices for various comparative purposes
- To highlight critical strengths and weaknesses (gaps) in the policy implementation efforts
- To guide and direct organisations and individuals in reaching desired wellness goals and targets

6.4 Wellness Implementation Measurement Tool

Table 6.1 below shows the overall scoring platform (Scoring Table) for the measurement tool and procedures involved in the computation of wellness implementation scores (which is a percentage ratio of **the actual to maximum score**) across the nine wellness dimensions. A higher score on a specific wellness dimension indicates greater success or productivity in the implementation of the established policy strategies

in the given dimension. Moreover, overall implementation success can be ascertained by computing a composite score as a percent of the total possible (maximum) score. A full version copy of the measurement tool has been made available in this section (see pages 29 to 34). In practice, scoring can be performed on this measurement tool and imported into the **Scoring Table** (see Table 6.1).

Under each priority area for each wellness dimension, a **rating scale** is established for assessing the performance under the different strategy criteria (educate, enable, engage and encourage) being implemented at the workplace level. The scale ranges from 0 to 10, with higher scores indicative of higher and more positive ratings of a given strategy criterion. Qualitative labels are assigned in Table 6.2 for easier interpretation of scores.

Table 6.1 Scoring Table for Measurement Tool

WELLNESS DIMENSION	MAX. SCORE	ACTUAL SCORE	WELLNESS IMPLEMENTATION SCORE (%) (ACTUAL ÷ MAX)*100
Physical Wellness	240		
Psychological/Mental Wellness	160		
Environmental Wellness	80		
Social Wellness	120		
Intellectual Wellness	80		
Occupational Wellness	120		
Spiritual Wellness	80		
Cultural Wellness	80		
Financial Wellness	80		

WELLNESS DIMENSION	MAX. SCORE	ACTUAL SCORE (Sum of All Dimension Scores)	WELLNESS IMPLEMENTATION SCORE (%) (ACTUAL ÷ MAX)*100
OVERALL WELLNESS IMPLEMENTATION SUCCESS	1040		

Table 6.2 Qualitative Labels for Rating Scale

Scores	Qualitative Labels
0	No evidence observed
1 - 3	Very poor rating
4	Poor rating
5	Average rating
6 - 8	Good rating
9 - 10	Very good or excellent rating



PHYSICAL WELLNESS

OUT OF
240
POINTS

On a scale from 0 to 10:
To what extent does [organisation] perform the following:

Each square is scored out of 10 points. Each circle is the subtotal of 4 squares (40 points). The total of all circles gives the Dimension Value above. ↑
SCALE: 0: No evidence observed 1-3: Very poor rating 4: Poor rating 5: Average rating 6-8: Good rating 9-10: Very good or excellent rating

	A1 DIET AND NUTRITION	A2 OBESITY AND WEIGHT MANAGEMENT	A3 PHYSICAL EXERCISE AND ACTIVITY
1 Providing necessary information, awareness and education on ...	healthy eating, diet and nutrition* <input type="checkbox"/>	healthy weight management and obesity <input type="checkbox"/>	healthy and safe physical exercise and activity <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	pursuing healthy and nutritious diets/eating <input type="checkbox"/>	pursuing healthy weight management and weight loss <input type="checkbox"/>	pursuing healthy and safe physical exercise and activity <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[to promote healthy and nutritious diets/eating] <input type="checkbox"/>	[to promote healthy weight management (and weight loss)] <input type="checkbox"/>	[to promote healthy and safe physical exercise and activity] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[healthy and nutritious diets/eating] <input type="checkbox"/>	[efforts towards healthy weight management and weight loss] <input type="checkbox"/>	[efforts towards healthy and safe physical exercise and activity] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/>	<input type="checkbox"/>

	A4 HARMFUL SUBSTANCE USE	A5 PREVENTION AND MANAGEMENT OF PHYSICAL DISEASE/ILLNESS	A6 PHYSICAL SCREENING AND HEALTH EXAMINATION
1 Providing necessary information, awareness and education on ...	harmful substance use <input type="checkbox"/>	prevention and management of physical disease/illness <input type="checkbox"/>	physical screening and health examinations and their value <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	seeking to alleviate harmful substance use <input type="checkbox"/>	seeking to reduce their risk of developing physical disease/illness as well as manage existing physical disease/illness <input type="checkbox"/>	pursuing physical screening and health examinations <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[to alleviate and address harmful substance use] <input type="checkbox"/>	[aimed at preventing and managing physical disease/illness] <input type="checkbox"/>	[to facilitate physical screening and health examinations] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the alleviation of harmful substance use] <input type="checkbox"/>	[efforts towards physical disease prevention and management] <input type="checkbox"/>	[behaviours and efforts towards physical disease prevention and management] <input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* using a diverse range of health promotional programmes and approaches



PSYCHOLOGICAL/MENTAL WELLNESS

OUT OF
160
POINTS

On a scale from 0 to 10:
To what extent does [organisation] perform the following:

Each square is scored out of 10 points. Each circle is the subtotal of 4 squares (40 points). The total of all circles gives the Dimension Value above. ↑
SCALE: 0: No evidence observed 1-3: Very poor rating 4: Poor rating 5: Average rating 6-8: Good rating 9-10: Very good or excellent rating

	B1 POSITIVE MENTAL HEALTH PROMOTION	B2 PREVENTION AND MANAGEMENT OF MENTAL ILLNESS	B3 EMOTIONAL MANAGEMENT AND INTELLIGENCE
1 Providing necessary information, awareness and education on ...	effective emotional management and emotional intelligence <input type="checkbox"/>	nature, prevention and management of mental illness <input type="checkbox"/>	effective emotional management and emotional intelligence <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	pursuing positive mental health <input type="checkbox"/>	seeking to reduce their risk of developing mental illness* <input type="checkbox"/>	pursuing positive emotional management and emotional intelligence <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[to promote positive mental health] <input type="checkbox"/>	[aimed at preventing and managing mental illness] <input type="checkbox"/>	[aimed at building and fostering emotional intelligence and effective emotional management] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[positive mental health] <input type="checkbox"/>	[behaviours and efforts towards the prevention and management of mental illness] <input type="checkbox"/>	[behaviours and efforts towards the development of emotional intelligence†] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/>	<input type="checkbox"/>

	B4 MANAGEMENT OF STRESS
1 Providing necessary information, awareness and education on ...	the management of stress as well as the psychological experiences and consequences <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	managing symptoms or effects of stress <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[to help individuals manage and deal with symptoms or effects of stress] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the successful management of stress-induced symptoms and effects] <input type="checkbox"/>
	<input type="checkbox"/>

* as well as manage existing mental/psychological conditions
† and effective emotional management strategies



ENVIRONMENTAL WELLNESS

OUT OF
80
POINTS

On a scale from 0 to 10: To what extent does [organisation] perform the following:

Each square is scored out of 10 points. Each circle is the subtotal of 4 squares (40 points). The total of all circles gives the Dimension Value above. ↑
SCALE: 0: No evidence observed 1-3: Very poor rating 4: Poor rating 5: Average rating 6-8: Good rating 9-10: Very good or excellent rating

	C1 ENVIRONMENTAL STRESSORS	C2 HEALTHY, CLEAN AND SAFE ENVIRONMENTS
1 Providing necessary information, awareness and education on ...	diverse stressors emanating from various environments and contexts* <input type="checkbox"/>	healthy, clean and safe environments <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for ...	the management of environmental stressors in the workplace <input type="checkbox"/>	individuals pursuing healthy, clean and safe environments <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[to alleviate and address environmental stressors in the workplace] <input type="checkbox"/>	[aimed at promoting healthy, clean and safe environments] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards low-stress (or stress-free) environments] <input type="checkbox"/>	[behaviours and efforts towards the promotion of healthy, clean and safe environments] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/>



SOCIAL WELLNESS

OUT OF
120
POINTS

On a scale from 0 to 10: To what extent does [organisation] perform the following:

Each square is scored out of 10 points. Each circle is the subtotal of 4 squares (40 points). The total of all circles gives the Dimension Value above. ↑
SCALE: 0: No evidence observed 1-3: Very poor rating 4: Poor rating 5: Average rating 6-8: Good rating 9-10: Very good or excellent rating

	D1 HEALTHY AND EFFECTIVE COMMUNICATION	D2 HEALTHY SOCIAL RELATIONSHIPS AND POSITIVE SOCIAL SUPPORT SYSTEMS	D3 POSITIVE AND EFFECTIVE CONFLICT RESOLUTION
1 Providing necessary information, awareness and education on ...	healthy and effective interpersonal and organisational communication <input type="checkbox"/>	developing healthy social relationships and positive social support systems <input type="checkbox"/>	positive and effective conflict resolution <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals...	engaging in healthy and effective interpersonal/organisational communication <input type="checkbox"/>	pursuing healthy social relationships and positive social support systems <input type="checkbox"/>	pursuing positive and effective conflict resolution <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[to promote the practice of healthy and effective interpersonal and organisational communication] <input type="checkbox"/>	[aimed at promoting healthy social relationships and positive support systems through attractive and effective rewards and incentives] <input type="checkbox"/>	[aimed at promoting positive and effective conflict resolution] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the promotion of healthy and effective interpersonal and organisational communication] <input type="checkbox"/>	[behaviours and efforts towards the promotion of healthy social relationships and positive social support systems] <input type="checkbox"/>	[behaviours and efforts towards positive and effective conflict resolution] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/>	<input type="checkbox"/>

* (i.e. environmental stressors)



INTELLECTUAL WELLNESS

OUT OF
80
POINTS

On a scale from 0 to 10:
To what extent does [organisation] perform the following:

Each square is scored out of 10 points. Each circle is the subtotal of 4 squares (40 points). The total of all circles gives the Dimension Value above. ↑
SCALE: 0: No evidence observed 1-3: Very poor rating 4: Poor rating 5: Average rating 6-8: Good rating 9-10: Very good or excellent rating

	E1 CONTINUOUS LEARNING AND DEVELOPMENT	E2 CREATIVITY AND INNOVATION
1 Providing necessary information, awareness and education on ...	the value and benefits of continuous learning and development <input type="checkbox"/>	the value and benefits of creativity and innovation in different contexts <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	engaging in continuous learning and development <input type="checkbox"/>	pursuing creativity and innovation in different contexts <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[aimed at fostering continuous learning and developmental experiences] <input type="checkbox"/>	[aimed at promoting creativity and innovation in different contexts] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the promotion of continuous learning and development] <input type="checkbox"/>	[behaviours and efforts towards the promotion of creativity and innovation] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/>



OCCUPATIONAL WELLNESS

OUT OF
120
POINTS

On a scale from 0 to 10:
To what extent does [organisation] perform the following:

Each square is scored out of 10 points. Each circle is the subtotal of 4 squares (40 points). The total of all circles gives the Dimension Value above. ↑
SCALE: 0: No evidence observed 1-3: Very poor rating 4: Poor rating 5: Average rating 6-8: Good rating 9-10: Very good or excellent rating

	F1 POSITIVE WORK ATTITUDES AND WORK-LIFE BALANCE	F2 PERSON-ORGANISATION FIT*	F3 POSITIVE CAREER DEVELOPMENT AND ADVANCEMENT
1 Providing necessary information, awareness and education on ...	positive work attitudes [†] and work-life balance <input type="checkbox"/>	the value and benefits of person-organisation fit [‡] <input type="checkbox"/>	positive career development <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals pursuing ...	positive work attitudes [†] and work-life balance <input type="checkbox"/>	person-organisation fit [‡] <input type="checkbox"/>	positive career development and advancement in different contexts <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[aimed at creating and fostering positive work attitudes [†] and work-life balance] <input type="checkbox"/>	[aimed at creating and fostering person-organisation fit [‡]] <input type="checkbox"/>	[aimed at creating and fostering positive career development and advancement in different contexts] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the promotion of positive work attitudes [†] and work-life balance] <input type="checkbox"/>	[behaviours and efforts towards the promotion of person-organisation fit [‡]] <input type="checkbox"/>	[behaviours and efforts towards the promotion of positive career development and advancement in different contexts] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/>	<input type="checkbox"/>

* (match between personal and organisational needs)

† (job satisfaction, commitment, morale, etc)

‡ (i.e. a positive match between an individual's personal needs and organisational needs)



SPIRITUAL WELLNESS

OUT OF
80
POINTS

On a scale from 0 to 10:
To what extent does [organisation] perform the following:

G1 SPIRITUAL AND RELIGIOUS FREEDOM

G2 SPIRITUAL MEANING AND PURPOSE

1 Providing necessary information, awareness and education on value and benefits of...	spiritual and religious freedoms in different contexts <input type="checkbox"/>	achieving deeper spiritual meaning and purpose in different contexts <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	seeking spiritual and religious freedoms in different contexts <input type="checkbox"/>	seeking deeper spiritual meaning and purpose in different contexts <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[aimed at fostering and accommodating positive spiritual and religious freedoms in different contexts] <input type="checkbox"/>	[aimed at creating and fostering deeper spiritual meaning and purpose in different contexts] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the promotion of spiritual and religious freedoms in different contexts] <input type="checkbox"/>	[behaviours/efforts towards the promotion of deeper spiritual meaning and purpose in different contexts] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/> Subtotals (max 40 points)



CULTURAL WELLNESS

OUT OF
80
POINTS

On a scale from 0 to 10:
To what extent does [organisation] perform the following:

H1 UNDERSTANDING CULTURE AND ITS IMPACT ON WELLNESS

H2 RESPECTING AND APPRECIATING DIVERSITY

1 Providing necessary information, awareness and education on ...	culture and its impact on overall wellness <input type="checkbox"/>	value and benefits of respecting and appreciating diversity* <input type="checkbox"/>
2 Offering relevant opportunities, resources and support systems for individuals ...	seeking to understand culture and its impact on overall wellness <input type="checkbox"/>	seeking to develop a sense of respect and appreciation for diversity <input type="checkbox"/>
3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner	[aimed at creating and fostering understanding of culture and its impact on wellness] <input type="checkbox"/>	[aimed at creating and fostering a culture of respect and appreciation for diversity] <input type="checkbox"/>
4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives	[efforts towards the promotion of an understanding and appreciation of culture and its impact on wellness] <input type="checkbox"/>	[behaviours and efforts towards the promotion of a culture of respect and appreciation for diversity] <input type="checkbox"/>
	<input type="checkbox"/> Subtotals (max 40 points)	<input type="checkbox"/> Subtotals (max 40 points)

* (in terms of gender, age, race, religion, sexual orientation, disabilities, etc)



FINANCIAL WELLNESS

OUT OF
80
POINTS

On a scale from 0 to 10: To what extent does [organisation] perform the following:

1 FINANCIAL LITERACY

2 HEALTHY AND EFFECTIVE FINANCIAL MANAGEMENT PRACTICE

1 Providing necessary information, awareness and education...

on key financial literacy principles and concepts

on effective and healthy financial management practices

2 Offering relevant opportunities, resources and support systems for individuals seeking to...

develop and enhance key financial literacy skills

enhance their capacity to engage in healthy and effective financial management practices

3 Adopting and implementing appropriate programmes/interventions [...] in an employee-friendly and collaborative manner

[to promote key financial literacy skills]

[to promote healthy and effective financial management practices]

4 Reinforcing and maintaining [...] through attractive and effective rewards and incentives

[efforts towards the development of key financial literacy skills]

[efforts towards healthy and effective financial management practices]



Subtotals
(max 40 points)



6.5 Key Suggested Questions/Criteria for Measurement and Evaluation Personnel

This sub-section presents a comprehensive set of key measurement and evaluation questions for those responsible for using the aforementioned scoring tool. It is an essential toolbox of considerations for monitoring and evaluation consultants/experts utilising this instrument.

PHYSICAL WELLNESS



Diet and Nutrition

Does the organisation provide information on proper diet, nutrition and healthy eating?

In what ways does the organisation educate their employees on healthy eating?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees to engage in healthy eating?

What kinds of barriers exist in the organisation that block efforts to promote healthy eating?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on promoting healthy and nutritious diets and eating?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of healthy eating tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Obesity and Weight Management

Does the organisation provide information on proper obesity and healthy weight management?

In what ways does the organisation educate their employees on obesity and weight management?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in addressing obesity and healthy weight management?

What kinds of barriers exist in the organisation to impede the facilitation of healthy weight management and addressing obesity?

What kinds of enablers or facilitating conditions are in place to address these issues?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on addressing issues of obesity and healthy weight management?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of healthy weight management tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Physical Exercise and Activity

Does the organisation provide information on safe and healthy physical exercise and activity?

In what ways does the organisation educate their employees on the benefits and practice of safe and healthy physical exercise and activity?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in engaging in physical exercise and activity?

What kinds of barriers exist in the organisation that block the engagement of safe and healthy physical exercise and activity?

What kinds of enablers or facilitating conditions are in place to assist in the engagement of physical exercise and activity?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation to promote safe and healthy physical exercise and activity?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on promotion of safe and healthy physical exercise and activity tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Harmful Substance Use

Does the organisation provide information on harmful substance use (e.g. smoking, excessive alcohol use, etc)?

In what ways does the organisation educate their employees on harmful substances?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in addressing the issue of harmful substance use?

What kinds of barriers exist in the organisation in addressing harmful substance use?

What kinds of enablers or facilitating conditions are in place to assist in the alleviation efforts of harmful substance use?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on addressing issue of harmful substance use?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on addressing harmful substance use tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Prevention and Management of Physical Disease/Illness

Does the organisation provide information on prevention as well as the management of physical disease/illness?

In what ways does the organisation educate their employees on preventative and management of physical disease/illness?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in preventing and managing physical disease and illness?

What kinds of barriers exist in the organisation that impede the prevention and management of physical disease/illness?

What kinds of enablers or facilitating conditions are in place to assist in the prevention and management of physical disease/illness?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on prevention and management of physical disease/illness?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on prevention and management of physical disease/illness tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

PSYCHOLOGICAL/ MENTAL WELLNESS



Physical Screening and Health Examinations

Does the organisation provide information on the importance and benefits of physical screenings and health examinations?

In what ways does the organisation educate their employees on the value of physical screenings and health examinations?

In what ways does the organisation enable the workplace to support employees in engaging in physical screenings and health examinations?

What kinds of barriers exist in the organisation that impede the facilitation of physical screenings and health examinations?

What kinds of enablers or facilitating conditions are in place to assist in physical screenings and health examinations?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation to promote and facilitate physical screenings and health examinations?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on prevention and management of physical disease/illness tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Positive Mental Health Promotion

Does the organisation provide information on the importance of mental health and mental health promotion?

In what ways does the organisation educate their employees on mental health?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees to enhance their overall mental health?

What kinds of barriers exist in the organisation impeding the promotion of positive mental health?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on promoting positive mental health?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of positive mental health tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Prevention and Management of Mental Illness

Does the organisation provide information on the prevention and management of mental illness?

In what ways does the organisation educate their employees on the prevention and management of mental illness?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in the prevention and management of mental illness in the workplace?

What kinds of barriers exist in the organisation that impede the prevention and management of mental illness at work?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on the prevention and management of mental illness in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the prevention and management of mental illness in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Emotional Management and Intelligence

Does the organisation provide information on effective emotional management and the development of emotional intelligence in the workplace?

In what ways does the organisation educate their employees on effective emotional management and emotional intelligence?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in the development of effective emotional management and intelligence?

What kinds of barriers exist in the organisation that impede effective emotional management and the development of emotionally intelligent employees?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on the prevention and management of mental illness in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of effective emotional management and development of emotionally intelligent employees in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Management of Stress

Does the organisation provide information on psychological perceptions of stress and stress management/alleviation in the workplace?

In what ways does the organisation educate their employees on stress and stress management/alleviation?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees seeking to alleviate and manage stress-related symptoms and effects?

What kinds of barriers exist for individuals seeking to manage stress-related symptoms and effects?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation and its employees in managing stress-related symptoms and effects?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives aimed at promoting the effective management of stress-related symptoms and effects tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

ENVIRONMENTAL WELLNESS



Environmental Stressors

Does the organisation provide information on nature and causes of environmental stressors at work?

In what ways does the organisation educate their employees on environmental stressors?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support the organisation and its employees seeking to alleviate or remove environmental stressors?

What kinds of barriers exist in the organisation blocking efforts towards achieving low-stress environments?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation pursuing low-stress environments or removing environmental stressors?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives promoting low-stress environments tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Healthy, Clean and Safe Environments

Does the organisation provide information on healthy, clean and safe environments in the workplace?

In what ways does the organisation educate their employees on healthy, clean and safe work environments?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in pursuing healthy, safe and clean environments?

What kinds of barriers exist in the organisation blocking healthy, safe and clean workplace environments?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on creating and maintaining healthy, clean and safe environments in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the development of healthy, clean and safe environments in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

SOCIAL WELLNESS



Healthy and Effective Communication

Does the organisation provide information on effective interpersonal and organisational communication practices?

In what ways does the organisation educate their employees on healthy and effective communication?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees pursuing and engaging in healthy and effective interpersonal and organisational communication?

What kinds of barriers exist in the organisation blocking healthy and effective interpersonal and organisational communication?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation pursuing healthy and effective interpersonal and organisational communication?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives promoting healthy and effective interpersonal and organisational communication in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Healthy Social Relationships and Positive Social Support Systems

Does the organisation provide information on the value and benefits of healthy social relationships and positive social support in the workplace?

In what ways does the organisation educate their employees on developing healthy social relationships and positive social support systems?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in pursuing healthy social relationships and building positive social support systems in the workplace?

What kinds of barriers exist in the organisation blocking healthy social relationships and positive social support in the workplace?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on creating and maintaining healthy social relationships and positive social support in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of healthy social relationships and positive social support in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Positive and Effective Conflict Resolution

Does the organisation provide information on the value and benefits of positive and effective conflict resolution?

In what ways does the organisation educate their employees on positive and effective conflict resolution practices?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in pursuing and engaging in positive and effective conflict resolution?

What kinds of barriers exist in the organisation blocking positive and effective conflict resolution in the workplace?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on facilitating positive and effective conflict resolution in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of positive and effective conflict resolution in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

INTELLECTUAL WELLNESS



Continuous Learning and Development

Does the organisation provide information on continuous learning and related opportunities for intellectual development?

In what ways does the organisation educate their employees on continuous learning opportunities?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees pursuing and engaging in opportunities for continuous learning and development?

What kinds of barriers exist in the organisation blocking opportunities for continuous learning and development?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation promoting opportunities for continuous learning and development?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives promoting opportunities for continuous learning and development in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Creativity and Innovation

Does the organisation provide information on the value and benefits of creativity and innovation in the workplace?

In what ways does the organisation educate their employees on expressing creativity and innovation in the workplace?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in pursuing creative and innovative opportunities and activities at work?

What kinds of barriers exist in the organisation blocking creativity and innovation in the workplace?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on creating and facilitating creativity and innovation in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of creativity and innovation in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

OCCUPATIONAL WELLNESS



Positive Work Attitudes and Work-Life Balance

Does the organisation provide information on the value of positive work attitudes (e.g. job satisfaction, morale, commitment, work ethic, etc) and work-life balance?

In what ways does the organisation educate their employees on positive work attitudes and work-life balance?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in exhibiting positive work attitudes and pursuing work-life balance?

What kinds of barriers exist in the organisation blocking opportunities for facilitating positive work attitudes and pursuing work-life balance in their employees?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation promoting positive work attitudes and pursuing work-life balance in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives promoting positive work attitudes and pursuing work-life balance in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Person-Organisation Fit

Does the organisation provide information on the value and benefits of person-organisation fit?

In what ways does the organisation educate their employees on achieving person-organisation fit?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support the achievement of person-organisation fit?

What kinds of barriers exist in the organisation that prevent the match between employees' personal needs, values and goals and those of the organisation?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on facilitating person-organisation fit?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of person-organisation fit in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Positive Career Development and Advancement

Does the organisation provide information on the value and benefits of positive career development and advancement in the workplace?

In what ways does the organisation educate their employees on positive career development and advancement in the workplace?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in fostering and taking advantage of positive career development and advancement opportunities?

What kinds of barriers exist in the organisation blocking opportunities for positive career development and advancement?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on facilitating positive career development and advancement opportunities?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of positive career development and advancement opportunities in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

SPIRITUAL WELLNESS



Spiritual and Religious Freedom

Does the organisation provide information on the value of spiritual and religious freedom in the workplace?

In what ways does the organisation educate their employees on spiritual and religious freedom in the workplace?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in pursuing spiritual and religious freedom?

What kinds of barriers exist in the organisation that prevent the expression of spiritual and religious freedom in the workplace?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation promoting spiritual and religious freedom in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives promoting and facilitating spiritual and religious freedom in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Spiritual Meaning and Purpose

Does the organisation provide information on value and benefits of achieving deeper spiritual meaning and purpose in the workplace?

In what ways does the organisation educate their employees on achieving deeper spiritual meaning and purpose in the workplace?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support the achievement of deeper spiritual meaning and purpose among employees?

What kinds of barriers exist in the organisation that prevent the pursuit of employees achieving deeper spiritual meaning and purpose?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on fostering deeper spiritual meaning and purpose among employees?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of deeper spiritual meaning and purpose in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

CULTURAL WELLNESS



Understanding Culture and its Impact on Wellness

Does the organisation provide information on culture and its impact on overall wellness in the workplace?

In what ways does the organisation educate their employees on culture and its impact on wellness in the workplace?

Are these methods sound and effective?

In what ways the organisation enable the workplace to support employees pursuing greater understanding of culture and its relationship to wellness in the workplace?

What kinds of barriers exist in the organisation that block the fostering of a greater understanding of culture and its impact on wellness among employees in the workplace?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation promoting a greater understanding of culture and its impact on wellness in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives promoting and facilitating a greater understanding of culture and its impact on wellness in the workplace?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

Respecting and Appreciating Diversity

Does the organisation provide information on the value and benefits of respecting and appreciating diversity of different forms in the workplace (gender, age, sexual orientation, disability, religion, etc)?

In what ways does the organisation educate their employees on respecting and appreciating diversity?

Are these methods sound and effective?

In what ways does the organisation enable the workplace in facilitating a positive culture of respect and appreciation for diversity of different forms?

What kinds of barriers exist in the organisation that prevent the development of a culture of respect and appreciation for diversity of different forms?

What kinds of enablers or facilitating conditions are in place?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation on fostering a positive culture of respect and appreciation for diversity among employees in the workplace?

Were employees involved in their selection and implementation?

Were/are employees effectively engaged in participating in these initiatives?

Are wellness initiatives on the promotion of a positive culture of respect and appreciation for diversity in the workplace tied to incentives and rewards?

Are these incentives and rewards attractive, desirable and effective?

How are these administered?

FINANCIAL WELLNESS



Financial Literacy

Does the organisation provide information to help build financial literacy skills in employees?

In what ways does the organisation educate their employees on the benefits of financial literacy?

Are these methods sound and effective?

In what ways does the organisation enable the workplace to support employees in building financial literacy skills?

What kinds of barriers exist in the organisation that block employees from developing financial literacy skills?

What kinds of enablers or facilitating conditions are in place to assist in building financial literacy skills?

What kinds of wellness initiatives (programmes and interventions) have been employed by the organisation to promote basic financial literacy skills?

Were employees involved in their selection and implementation? Were/are employees effectively engaged in participating in these initiatives?

Are there proper incentives and rewards attached to the acquisition of key financial literacy skills?

Healthy and Effective Financial Management Practices

How does the organisation inform and educate their workers on healthy and effective financial management practices?

In what ways does the organisation educate their employees on the benefits of healthy and effective financial management?

Are these methods sound and effective?

What kinds of barriers exist in the organisation that block employees from engaging in healthy and effective financial management practices?

What kinds of enablers or facilitating conditions are in place to assist employees engaging in healthy and effective financial management practices?

Are there proper incentives and rewards attached to the engagement of healthy and effective financial management practices?

7.0 CONCLUSIONS AND FUTURE STEPS

The National Workplace Wellness Policy for Barbados provides an overarching and guiding framework for organisations across various sectors and industries to access key resources and guidance on the development of workplace wellness policies, programmes and initiatives at the institutional and organisational level that cater to their diverse health and wellness needs and demands. However, great care and attention must be taken with the implementation of the Policy across its various Tiers. Essentially, this requires a strong commitment and dedication towards the achievement of its overall goals, objectives and strategies in the various priority areas across the key dimensions of wellness. However, the formulation of this Policy document is only a starting point to achieving success. A number of steps and activities should be considered to facilitate its successful implementation at the operational levels. These are outlined below.

Upon official endorsement of this Policy by the necessary stakeholders, the establishment of **the National Committee for Wellness** inclusive of its composition, mandate, and specific modes of operations will follow. Appointments to this Committee should be made by the relevant authorities currently in place.

A **sustainable financing arrangement** should be rigorously sought and secured to finance and support the work, activities and operations of the Committee(s) and the Policy Implementation throughout the lifetime of this endeavour.

A Procedural Manual and Guidebook for the National Workplace Wellness

Policy should be developed to provide specific direction and guidance for the establishment of the Policy's total governance structure, its mandate and objectives, operations, details on its operationalisation at the different levels or tiers, and other relevant materials for the agents and operatives responsible for the overseeing the Policy and its implementation. A separate section of this manual should provide critical information for organisational stakeholders who are open to incorporating the Policy tenets and efforts into their specific workplace contexts.

The National Committee for Wellness should be responsible for the development of operational and implementation plans to guide the effective operationalisation and implementation of the Policy across the different tiers. Monitoring and evaluation framework, criteria and protocols should also be developed for the different levels/tiers.

A National Awareness Campaign and Programme should be developed, coordinated and promoted through the use of both traditional and social media platforms to generate greater awareness, understanding and acceptance among the various categories of the public towards the Policy.

The development of the **Wellness Subcommittees** should be guided by the instructions and actions of the National Wellness Committee inclusive of their operating mandates, specific roles and responsibilities, key resources and systems of support.

Organisations with interest in adopting the Policy and its tenets would be

invited to apply through the National Wellness Committee as means of securing their formal membership and involvement into the initiative, assistance and guidance from the Wellness Subcommittees, and access to key resources to support the implementation of the Policy at the organisational context. These organisations will also be formally recognised (as **Champions of Workplace Wellness**) and incentivised for their interest in being involved in the Policy initiative. Organisations without the necessary means (or wherewithal) to fully participate in the Policy initiative will be supported. Key incentives and benefits will also be developed and marketed to non-member organisations to encourage their participation in this initiative.

A **National Workplace Wellness Database** should be established comprising organisations who have subscribed to the initiative, their organisational and employee demographic information, measurement, monitoring and evaluation data, and other wellness-related information relevant to their '**wellness profile**', policies, programming and other relevant organisational systems used to support wellness. Hence, this Database may be referred to as the **Workplace Wellness Pool**.

The development of **Workplace Wellness Teams** at the workplace level would be directed, guided and supported by the Wellness Subcommittees and should include a balanced mixture of staff categories such as management, supervisors and employees.

It is critical that continual efforts be made to review and assess the Policy and its various dimensions

including its core objectives, philosophies and values, methodology, priority areas and focal points of interest, and monitoring and evaluative framework (at least every two years). The review should extend to dimensions of implementation and operationalisation. Such review efforts would serve to highlight existing, emerging and anticipated gaps or deficiencies that need to be addressed at the conceptual and operational levels. No Policy is perfect and there are expectations that pragmatic considerations, unavoidable challenges/constraints, and intuitive concerns and suggestions will help evolve this Policy in the future, ensuring that it remains relevant, practical and impactful for the dynamic and rapidly changing nature of work and organisational life in Barbados.

THIS POLICY WOULD NOT HAVE BEEN POSSIBLE WITHOUT
THE INVALUABLE CONTRIBUTIONS OF THE FOLLOWING ENTITIES:

The Anglican Diocese

B.A.G Consulting

Barbados Agricultural Development and Marketing Corporation

Barbados Association of Retired Persons

The Barbados Diabetes Foundation

The Barbados Hotel and Tourism Association

The Barbados Secondary Teachers' Union

The Barbados Union of Teachers

The Barbados Workers' Union

The Commission, Non-Communicable Disease

The Diabetes Association of Barbados

The Healthy Caribbean Coalition

Human Resource Management Association of Barbados

The Ministry of Health and Wellness (National Task force on Wellness)

Ministry of Labour and Social Partnership Relations

The National Union of Public Workers

The Nation Publishing Company

The Productivity Council

The Psychiatric Hospital

The Roman Catholic Church

The Samuel Jackman Prescod Polytechnic
