

# **Healthy Workplace All Employee Survey User Manual**

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## Survey History: How This Instrument Was Developed

The Healthy Workplace All Employee Survey was developed by researchers at the Center for the Promotion of Health in the New England Workplace (CPH-NEW), with contributions from project partners Viridian Health Management, and the Centers for Disease Control and Prevention (CDC). CPH-NEW is a CDC Center for Excellence that comprises researchers from the University of Connecticut and the University of Massachusetts, Lowell.

The primary sources for the Healthy Workplace All Employee Survey questions were survey instruments developed by CPH-NEW for use in industrial intervention research studies to measure workplace characteristics associated with employee health outcomes and injury rates. The survey instruments were constructed primarily using items and scales from existing publicly accessible and validated instruments. CPH-NEW researchers created a condensed instrument using a combination of approaches that a) reduced all composite constructs to a minimum number of individual questions and b) selected items that were most strongly correlated with measures from a concurrently administered physical examination. The final product was a field-tested, compact survey that would serve the needs of both practitioners and researchers while providing validated indicators of biometric measures.

In collaboration with project partners, CPH-NEW researchers further reduced and refined the questions to produce a streamlined instrument that would assess a comprehensive set of organizational characteristics related to health and safety climate. A complete list of sources for all survey items is provided in Appendix 1. One key refinement is especially noteworthy: the Job Content Questionnaire (JCQ), a central component of the industrial research survey, was reduced from 21 to 10 items by special arrangement with the instrument's author, Dr. Robert Karasek at University of Massachusetts Lowell. The JCQ is an internationally validated battery of items assessing the psychosocial characteristics of the work environment, such as job demands, job control, and social support on the job.

The final Healthy Workplace All Employee Survey instrument contains 37 items (which comprise 31 domains or topic areas), plus 6 demographic questions. Pre-testing found that university students can complete the survey in 15 minutes. The survey development team assumes that a wider range of completion times will be encountered by employer organizations.

## Acknowledgements

Development of the CPH-NEW Healthy Workplace All Employee Survey was made possible through the efforts of many individuals.

The source survey for Healthy Workplace All Employee Survey was developed by the CPH-NEW Research Team with funding from the National Institute for Occupational Safety and Health as part of the Research to Practice Toolkit Study (Grant No. 1 U19 OH008857). Study investigator, Nicholas Warren, Sc.D. and Dr. Alicia Dugan, a former doctoral candidate in Industrial and Organizational Psychology at the University of Connecticut, developed the condensed survey for practitioners. The source survey was field tested and further refined with input from the CPH-NEW research team as listed (in alphabetical order) below. The field tested survey was then augmented to include questions to measure a small number of lifestyle risk factors for chronic disease, as well as abbreviated scales to measure health climate and safety climate. The condensed climate scales and job content questions were informed by discussions with the Data and Analytics working group of the CDC National Healthy Worksite Program comprised of members from Viridian Health Management and the Center for Disease Control and Prevention.

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# Introduction

## What is the CPH-NEW Healthy Workplace All Employee Survey?

The Healthy Workplace All Employee Survey is designed to provide an overall assessment of workforce attitudes related to the physical and psychosocial work environment, including factors that support or detract from a healthy worksite culture. The survey also provides a general overview of workforce perceptions on self-reported health and health behaviors. The Healthy Workplace All Employee Survey is not a robust health survey and should not be used to assess individual health or attitudes. Its purpose is to assess an organization, company or workplace unit as a whole. For this reason, the survey should be completed by as many employees in the organization as possible to ensure a representative picture of the organization. Results should be presented as an aggregate report, which can then be used for planning worksite health, safety, and wellness programs.

The Healthy Workplace All Employee Survey can be used as a stand-alone survey, or it can be used in conjunction with employee assessment tools in the workplace. For example, survey results may be used to identify specific health or safety concerns that need further exploration through employee focus groups. A sample focus group instrument is provided on the CPH-NEW Healthy Workplace Participatory Program website. The All Employee Survey may also be used in conjunction with other data sources (health risk assessments, worker compensation data, biometric screening, etc.) for a comprehensive assessment of workplace health, safety, and wellness needs.

## Why use the Healthy Workplace All Employee Survey?

The workplace can present both opportunities for and barriers to promoting employee health and safety. Understanding how employees view their work environment is central to addressing behavioral and work-related factors that can impede health and safety. Recent health promotion research has demonstrated associations between several poor work environment characteristics (such as job stress, perceived harassment and violence, lack of control or input into the job, low supervisor and/or coworker support, incivility, job insecurity and compromised safety climate) and problem health behaviors (such as smoking, low physical activity, poor nutrition, overweight, sleep problems), higher risk of injuries, and higher rates of chronic disease and disability.<sup>19-26</sup> Conversely, a positive physical and social work environment is a strong predictor of high function and greater longevity.<sup>27, 28</sup> Even the most well-designed and well-resourced worksite wellness program, if it ignores organizational factors and is directed only at the individual, will fall short of its goals.

## Who can use the Healthy Workplace All Employee Survey?

Professionals responsible for worksite health and safety in an organization can use the survey to identify organizational strengths and weaknesses, establish benchmarks, and track improvements over time. Ideally, survey results will be used by a team of employees from all levels in the organization working together to plan, implement, and evaluate comprehensive worksite health and safety programs.

This manual explains the background and uses of the Healthy Workplace All Employee Survey. It is meant to make the survey content and methods more generally understandable. However, a useful survey requires an adequate sample of the entire workforce. Unless there is a high response rate, there is a risk that results could be interpreted erroneously, and this could lead to misguided decisions about workplace policies. To ensure the highest participation, it's very important that survey administration procedures are set up to protect the anonymity of the respondents. For these reasons, personnel involved in survey administration must be trained. It is strongly recommended that an experienced third party vendor or consultant be engaged to oversee the planning, administration, analysis and reporting. The section entitled, Guidelines for Survey Quality and Ethics, explains issues related to survey administration in greater detail.

**What can the Healthy Workplace All Employee Survey tell you?**

The Healthy Workplace All Employee Survey will provide a view of the organization's health and safety climate as seen by the overall workforce. Results aggregated for the company or department will describe the perceived level of organizational, supervisor and coworker support for workplace safety and health, as well as employees' satisfaction with their work. A detailed description of all items is provided on page 9. Survey measures (domains) are associated with the health of individuals as well as employees' ability and willingness to participate in workplace health and safety programs. By reviewing the results together, managers and workers at all levels of the organization can identify priority areas and plan interventions to make the organization safer, healthier, and more productive. The term 'together' is not an accidental choice of words. In many cases, employees and managers experience the organization of work and the work environment differently. When those differences are very large, the health climate is most at risk. Therefore, the importance of establishing a shared set of perceptions is pre-requisite to identifying problems and generating solutions.

**What are the goals of the Healthy Workplace All Employee Survey?**

- To gather data that is useful to the organization in improving the work environment, employee health, and productivity.
- To demonstrate management commitment to improving employee health, safety, and wellness.
- To gather data that is useful in identifying problem areas in the workplace and designing interventions to address these problems.
- To measure changes in employee perceptions following implementation of a new interventions.

## Guidelines for Quality and Ethics

The Healthy Workplace All Employee Survey is a powerful and useful survey instrument. A well-administered survey can identify an organization's greatest strengths and areas that need attention. A poorly administered survey can result in a range of problems brought about by low participation, invalid results due to computation errors, or improper interpretation of results. For instance, some survey questions are meant to be looked at as a group. Looking only at one question may lead to an incorrect interpretation and implementation of ineffective or counterproductive policies.

Workplace surveys raise important ethical considerations regarding protections of confidentiality, civil rights, and rights of the medically disabled. These concerns require careful planning on the part of survey administrators to protect the rights and safety of all participants. This is one reason that neutral third parties are often selected to conduct surveys or that surveys are administered electronically without identifying features. The following goals and guidelines for quality and ethical assurances should be considered by users of the Healthy Workplace All Employee Survey.

### Goal #1: Protect employee confidentiality

1. Establish procedures to protect the confidentiality and privacy of employees. This is very important for avoiding the perception or fear of harassment, discrimination or retribution directed towards those employees who may express unfavorable responses.
2. Collect surveys anonymously, making sure that participants cannot be identified when they turn in their completed survey.
  - Instruct employees NOT to put their names on the survey form.
  - Do not allow supervisors to collect survey forms from subordinates.
  - Appoint a survey administrator (preferably someone external to the organization) to distribute and collect the surveys.
  - Provide envelopes for returning paper surveys to shield responses. If allowing "drop offs" (e.g., for off-shift employees), provide a locked container or other secure holding arrangement so that survey responses cannot be seen by other employees.
  - Establish privacy procedures to prevent web-based survey responses from being traced back to the participants. This involves changing the settings of the software to NOT collect e-mail and IP addresses of participants.
  - Consider omitting demographic questions, particularly if your organization is small. This can help assure privacy of individuals when results are analyzed.
3. Protect privacy during data management.
  - Limit access to the survey data to a trusted data analyst, preferably someone external to the organization.
  - Be sure that data are captured and stored as de-identified. De-identified data (without e-mail or computer or work unit identifiers) can be downloaded into an excel spreadsheet.
  - Establish procedures to prevent unauthorized access to the data.
4. Protect privacy during reporting of results.
  - Individual employee responses can easily be identified when reporting results for small groups, even if unintended; this is especially true in small and medium sized organizations. For this reason, AVOID reporting results by work unit, location, or any demographic category (e.g., age groups, gender, race, etc.) unless there is a minimum of 25 employees in each category.

### Goal #2: Assure accuracy, reliability, and representativeness of survey results

1. Try to designate responsibility for survey administration to someone who is neutral (no stake in the results) and who has professional experience in survey research. We engaging a reputable survey

management firm or an academic institution to administer and collect the surveys, analyze the results, and provide data summaries. Having a qualified third-party administer the survey may help to improve response rates by assuring confidentiality and employing effective follow-up procedures. Resources for finding and hiring a qualified third party administrator are provided in Appendix 5. Professional survey administration can also help with technical aspects of data management and proper handling of issues related to low sample sizes. These issues are important for program planning purposes and for assuring that your survey sample is representative of the overall workforce.

2. Aim for a maximum response rate. A response rate above 70% is recommended to assure that results are representative of the full workforce. This may be difficult to achieve. In a large organization, a response rate above 50% may be a reasonable target. When rates are 30% or below, results likely are not representative, and should be considered with caution.
3. Participation should be encouraged and may take several successive recruitment efforts. Encourage participation by offering small incentives, providing a luncheon, and sending well-spaced reminders. However, employees should not be coerced or discriminated against for non-participation. Employees who participate against their will are not very likely to provide honest answers (or they will fill out random answers). They may also have grounds for legal action. Surveys should be conducted in a climate of respect for personal privacy.
4. Multiple or edited versions of surveys should be avoided to insure accurate compiling of results. This is especially important if the survey will be offered both electronically and in a paper version. Surveys should be administered in a limited time window so that conditions are the same for early and late respondents. One month is usually an acceptable period. Less time than that may not allow maximum capture of respondents. More than that risks loss of momentum and generally does not produce many more respondents.
5. The survey should be offered under the same conditions to all employees. For instance, try to make sure that all employees are given work time to complete the survey, incentives are applied universally, and that all employees receive the same communications about the purpose of the survey.
6. Make arrangements to accommodate the needs of hard to reach employees (those working weekends, off shifts, remote locations, etc.).
7. Paper surveys should be scanned using scanning software to automatically capture results into a spreadsheet. Scanning minimizes the chance of errors that can arise from manual data entry. Scanning software can usually be provided by third-party administration.
8. If you are unable to use a third-party administrator, use the scoring formulas provided in Appendix 2. Some survey questions are meant to be looked at as a group, and not individually. The scoring instructions will highlight which questions should be grouped together to produce a single score

### **Goal #3: Use survey results appropriately for program planning**

1. Use caution when drawing conclusions about the survey results, especially if participation was moderate or low.
2. Use survey results together with other data sources when planning interventions. Avoid basing interventions solely on a single data source.
3. Do not be swayed by single questions that pose issues of immediate interest, such as supervisor support in a workplace where there has been a history of past conflict. Some differences between responses to individual questions are expected and may not be particularly significant. In other cases, responses may need to be evaluated in light of other questions in the survey.

## Description of Survey Domains

Measure	Item #	What is Measured (Source*)	Importance/Use
Informed consent	1	Participants' agreement, documenting their understanding of the risks, rights and benefits of completing the survey	Demonstrates respect for employee autonomy and describes confidentiality protections and how the survey results will be used.
General health	2	Overall self-reported health (1)	Provides an overall indication of how employees view their personal health status.
Health risk factors	3	Assesses whether 1) a provider has diagnosed the respondent with high blood sugar or diabetes, high blood pressure, high cholesterol, low back disease or spine problems, or anxiety/depression and 2) if so, whether the condition is being controlled with medication (2)	Allows calculation of the proportion of the workforce with diagnosed and treated risk factors for chronic disease; Useful for prioritizing lifestyle improvement programs, medical benefits, awareness campaigns, and training programs for management and supervisors.
Body mass index	4-5	Weight, height	Indicates prevalence of overweight and obesity. Can help justify resource allocation for weight management programs.
Nutrition	6	Compliance with fruit and vegetable recommendations in the Dietary Guidelines for Americans (3)	A diet rich in fruits and vegetables (FV) provides fiber (which lowers disease risk) and can help achieve/maintain a healthy weight. Low employee FV intake indicates a need for policies that make FV available and encourages them to be eaten from vending machines, catered meetings, and cafeteria.
Physical activity	7	Compliance with Physical Activity Guidelines for Americans (4)	Routine physical activity lowers the risk for chronic disease and injuries, enhances mood and feeling of well-being. Low employee workforce leisure time physical activity indicates a need for organizational policies to encourage participation in physical activity on and off the job.
Smoking	8	Smoking habits (1)	Smoking is correlated with heart and lung disease. Can use to gauge need for smoking cessation services.
Depression	9a-b	Experiences of emotional difficulty specifically characterized by low mood, lack of energy, loss of interest or pleasure, and poor concentration (5)	A strong indicator of a workers' emotional wellbeing; May suggest that health promotion initiatives should be targeted at emotional health interventions.
Stress	10a-b	Amount of stress at work and at home (2)	Stress can have harmful effects on emotional and physical health. Allows organizations to identify needed interventions for health improvement such as stress management and reducing stressful aspects of work.
Health interference with work	11a-b	Level of difficulty accomplishing work tasks due to health concerns (6)	Indicates extent to which health problems affect work and non-work function. May suggest potential workplace changes to improve health.
Musculoskeletal pain	12a-e	Symptoms such as pain, aching, numbness, and tingling in the upper and lower extremities, back, and joints; Indicates the possibility of injury or loss of function (2)	Identifies specific physical problems that may interfere with work; Helps pinpoint particular risk factors at work that might be reduced or eliminated to improve health.

Measure	Item #	What is Measured (Source*)	Importance/Use
Sleep	13-15	Aspects of a person's sleep, including quality and quantity of nightly sleep, hours of sleep required for good functioning, and sleep disturbance due to physical and emotional problems (2)	Adequate sleep is crucial to health and work and non-work function. Adjusting work characteristics to improve sleep may be an effective way to improve health and productivity.
Readiness for change	16a-g	Employees' interest in adopting various healthy lifestyle practices (7)	Health behaviors strongly influence physical health. Assessing motivation to adopt healthier lifestyles helps to guide decisions about what workplace health promotion strategies will be most useful and effective.
Organizational support for health, safety, wellbeing	17a	Overall assessment of organization support for personal health, safety, and wellbeing (8)	Low ratings can flag the need for improved organizational initiatives to support healthy behaviors. Management/non-management discrepancy can identify cultural and communication problems for intervention.
Health climate	17b-d	Extent to which employees are aware of, communicate about, and supportive of healthy lifestyle practices (9)	Social support for health behaviors helps employees adopt and maintain healthier lifestyles. Identifies climate as a target area in developing health promotion initiatives
Health opportunities at work	18a-d	Employee assessment of opportunities provided by the employer to maintain or improve health (10)	Flags areas of health support in which the organization is doing well or poorly. The latter identify specific actions that the organization can take.
Workplace safety	19a	Overall assessment of workplace safety level (10)	Low ratings can flag the need for improved health and safety initiatives. Management/non-management discrepancy can identify communication problems for intervention.
Safety climate	19b-f	Extent to which employees are aware of, communicate about, and are supportive of safe work practices (11, 12)	Social norms for safety behaviors helps employees follow safety rules and place a higher emphasis on safety in the workplace. Identifies climate as a target area in developing health and safety initiatives.
Personal safety	19g	Assessment of personal safety on the job (2)	Low ratings can indicate the need for safety training, job redesign, or structures/programs to reduce potential coworker and/or customer violence.
Supervisor support work-family balance	19h	Extent to which employees believe their supervisors understand and support family and personal responsibilities (2)	Low supervisor support can contribute to job stress, poor job function, and poor health and safety habits. May indicate need for supervisor training and improved work-life policies.
Dependents	20-21	Responsibility for children, or adults with disability, chronic illness, or who are aging (2)	Having primary responsibility for dependents can place strain on workers. High prevalence may indicate need for improved employee work-life policies and programs.
Work-family conflict	22a-d	Level of difficulty in balancing the demands of work with family obligations (2, 13)	Indicates specific sources of strain in the lives of workers; Can assist in planning organizational efforts to modify work and scheduling to provide assistance to employees with demanding personal lives.
Justice	23a-b	Employee perceptions of the fairness of policies and procedures used to make organizational decisions (2)	Perceptions of fairness in how organizational procedures are applied can affect employee wellbeing and quality of work life. Identifies a specific need area for organizational and leadership development initiatives

Measure	Item #	What is Measured (Source*)	Importance/Use
Burnout	23c-d	Feelings of overwork that are characterized by emotional exhaustion and disengagement (2)	Can indicate the severity of work stress; Points to need for developing strategies to prevent worker stress from becoming chronic and to promote regular stress recovery.
Civility norms	23e-f	Extent to which general rudeness (i.e., behavior that violates unspoken rules of mutual respect and courtesy, and displays a lack of regard for others) is tolerated (14)	Regular uncivil interpersonal interactions affect wellbeing and quality of work life. May identify need to target initiatives at improvement of organizational culture.
Job content	24a-l	Overall assessment of the psychosocial work environment, including work demands, decision-making freedom, use of skills, social support from supervisors and coworkers, and job stress (15)	May point to specific areas where psychosocial job characteristics can be modified to enhance health and wellbeing.
Job security	24m	Extent to which employees feel they have good job security (15)	Job insecurity is a source of job strain, which can lead to problems of high blood pressure and anxiety, and interfere with good health and safety habits. Can indicate need to establish strong social support and organizational climate for safety and health.
Emotional job demands	24n	Extent to which employees feel their job is emotionally demanding (16)	High emotional demands may contribute to job stress if employees are not given rest breaks and other job-specific support. May pinpoint the need for job re-design, training for resilience and supervisor support.
Job satisfaction	25a-b	Employees' satisfaction with their jobs and organization (17)	Affects employees' emotional wellbeing and work commitment. Can suggest the need to modify work characteristics and/or a need for organizational improvements.
Intention to leave	25c-d	Desire to quit one's job and find a new job with a different organization (17)	Indicates employee disengagement and planned withdrawal, which have an impact on emotional well-being and productivity; Identifies the need for initiatives to adjust work characteristics and/or a need for organizational development.
Commuting time	26	Commute times that exceed 60 minutes are a potential contributor to work stress and ill health. (10)	Identifies a possible source of job stress, modifiable by schedule flexibility, telecommuting opportunities, and other organizational initiatives.
Demographics	27-32	Education level, marital status, level within the organization, ethnicity, race, age, and gender	Helpful in identifying beneficial and detrimental work characteristics experienced by particular demographic groups, thus allowing focused interventions.
Work history	33-36	Tenure, hours worked, shift, and supervisory role	Allows for calculation of workforce demographics, work history, and job schedule. This is information can be used to customize intervention content and implementation.
Other comments	37	Provides an open-ended opportunity to gather other comments about health and the workplace	Employee descriptions of workplace and health problems can provide needed detail to and understanding of survey-reported problems. This information can help generate solutions to these problems.

\*See Appendix 1 for Healthy Workplace All Employee Survey source references.

## Survey Administration

### Lay the groundwork.

- Showing senior leadership support for worksite health and safety is critical for success. Demonstrate senior management support for the survey by asking a senior manager to appoint someone (or a group of people) from a wellness or safety team to oversee the survey process from start to finish. This includes working with the professional survey expert on all phases of survey preparation, administration, and presentation/communication of results. This team should be in place whether or not the company employs an outside administrator.
- Consider hiring a reputable survey management firm or academic institution to distribute and collect the surveys and analyze the results. Having a neutral third-party administer the survey may help to alleviate privacy concerns of employees, which can help improve response rates. Survey experts can properly analyze and present the results, and can alert the organization to limitations of the results when participation is low. Web resources for hiring a survey vendor are provided in Appendix 5 and on the CPH-NEW website.
- Review and understand the Healthy Workplace All Employee Survey questions to understand what they measure and why they are important. Use the Description of Survey Domains on pages 9-11 for this purpose.
- Explain that the survey will take approximately 15 minutes to complete. Participation rates will be better if work time is given to complete the survey. Try to obtain approvals for this work time activity.
- Decide how the survey materials will be prepared, distributed, collected, analyzed and reported. Obtain approvals for individuals to fulfill all of these roles as needed.

### Plan the logistics for distributing and collecting surveys.

- Work with the survey team to set the date, time, and location for employees to complete the survey. Organizations with multiple work site locations will need to plan how to reach employees in each of those sites. Make surveys available on multiple days to capture as many employees as possible.
- Decide where surveys will be completed--in a specific room, personal work stations, etc. For employees without desk space, provide space and supplies or give them permission to complete the survey off-site if they prefer. The space provided should be quiet, comfortable and private, to create a safe atmosphere free from distraction.
- If possible, offer an incentive to participate. Incentives can dramatically increase your survey response. There are many ways to provide incentives--cash, raffles, discounts, time off—be creative! Group incentives may avoid perception of individual identification.
- Consider administering the survey electronically, using one of the many web-based survey services available on the Internet. Take precautions to assure that the web survey product used does not gather e-mail or IP addresses, which would inadvertently identify participants. If using paper and pencil, try to use scannable forms to make data entry easier and more reliable.
- Determine who will be eligible to take the survey. It is recommended that all full and part time permanent employees are eligible who have been with the company at least six months, unless the focus will be limited to a particular department or area for intervention.
- Make arrangements for survey administration in another language(s) and/or to employees with low literacy, if necessary. This may require translation and verbal administration. Self-addressed, postage-paid envelopes and clear instructions can help remove barriers to participation for hard-to-reach employees.

- Make arrangements for survey collection from off-shift, weekend and remote employees. This may require providing mail back envelopes and stamps.
- Establish a procedure to protect the confidentiality and privacy of the employees' responses (see Guidelines for Survey Quality and Ethics on pages 7-8 for details). This is very important for protecting privacy and for encouraging employees to report their responses honestly. Communicate to participants *what* procedures are in place to protect the privacy of responses, whether paper or electronic survey methods are used. For example, no names used, third party collecting, web surveys programmed not to collect email or IP addresses, etc. These messages will help protect participants who do feel secure in providing unfavorable responses.

**Develop survey communications.**

- Promote the survey to recruit participants. Develop appropriate materials and use a variety of communication channels. E-mail, posters, announcements, LCD screens, and newsletters are all effective in creating awareness about the survey. Privacy procedures should be included in the recruitment publicity to build trust and to inform participants who will have access to their survey responses. See Appendix 4 for a sample survey flyer.
- Plan recruitment strategies to reach employees in remote locations or those who do not use computers for their work. Consider using posters, paycheck stuffers, letters and personal contact for employees who do not routinely use electronic communication.
- Announce the survey at least two weeks in advance to increase awareness and participation rates. Build a sense of anticipation with creative publicity. Play up the incentive if you will offer one and clearly say how the results will be used.

# Scoring the Healthy Workplace All Employee Survey

## General recommendations for analyzing the All Employee Survey results

- Trusted personnel (e.g., a safety or health/wellness committee) or, ideally, an external administrator, should use the scoring instructions and formulas provided in Appendix 2 to compute the survey results and to produce a summary report.
- If using a web-based survey instrument, de-identified data can easily be downloaded from the site into an electronic spreadsheet. If using paper and pencil, either scan the documents into scanning software or manually enter the information into a spreadsheet. Scanning is the most reliable way to capture the results, as it minimizes the chance of errors during data entry while also protecting confidentiality of the data. If entering results manually, set up systems for quality control (to detect errors in data entry, generally having multiple individuals enter the same data) and assuring that the surveys are not identified with names.
- Use the Guidelines for Survey Quality and Ethics on pages 7-8 when analyzing data for trends and findings. AVOID reporting results by work unit, location, or any demographic category (e.g., age groups, gender, race, etc.) unless there is a minimum of 25 employees at each category. It is very important to avoid breaching the confidentiality of the participants.
- In some instances, it may be appropriate (even constructive) to compare results of managerial employees against non-managerial employees. Again, this should only be done if there are over 25 respondents in each group. The rationale for doing a “discrepancy analysis” is to identify areas where perceptions diverge widely between different segments of the workforce. Discrepant views can be an important indicator of poor health or safety climate, which can lead to greater risk of injuries and illness in the workplace.

## Tips for Communicating Results

- Communicate survey results as widely as possible throughout the organization. Always report results as a group. Never report information in a way that could be linked with individuals.
- Decide on best ways to report back to your workforce considering the size, industry, setting and culture. Different stakeholders will prefer different ways of looking at the information. Executives may prefer a very brief summary of findings along with graphs and charts of selected topic areas. Program planners may appreciate a lengthier PowerPoint presentation. Bulletin board, flyers, newsletters, or LCD screens may be effective for communicating with the broader workforce. Small group meetings can be especially effective for allowing an exchange of questions and answers.

Presentation tips—in meetings, aim for allocating 50% of the presentation time to showing the results. Try to leave at least half of the time open for group reflection to discuss what the results mean. For program planners, consider scheduling two meetings to allow enough time to discuss all the results and how they can be prioritized for action planning.

- View all feedback meetings as opportunities to solicit ideas from employees about relative importance of identified problems, potential interventions, and potential facilitators of and obstacles to these interventions.

## Interpreting and Utilizing Survey Results

- Select a team to assist with reviewing the survey results and recommending priorities for action. Use caution when drawing conclusions about the survey results when participation is moderate or low. See Guidelines for Survey Quality and Ethics on pages 7-8 for guidance on response rates for sample representativeness.
- Be sure that you provide opportunities for employees at all levels of the organization to hear the results and to discuss what they think the results mean. This can be done in meetings for executives, mid-level managers, and non-managerial employees.
- If your organization has a formal participatory program with a management Steering Committee and an employee Design Team, be sure to engage both groups (see Appendix 5). Present the survey results to the management level Steering Committee first; this group can help determine the best data presentation to the Design Team and general employee population. The Steering Committee should recommend potential next steps and name the issues they would like to see prioritized for possible interventions. The Steering Committee may also recommend which issues would potentially benefit from additional data collection (such as through focus groups or interviews) to gain a deeper understanding of employee concerns.
- Present the survey results to the Design Team. They will use the results (along with management recommendations) to select priority issues as foci for potential intervention strategies.
- Review your survey scores and use them as a planning tool, together with other sources of information on employee health and wellbeing (e.g., health risk assessments, needs and interests survey, medical, pharmacy, or workers compensation claims). Your scores are intended to assist you in prioritizing strategies as you set short- and long-term goals for promoting better employee health and productivity.
- Inform and educate employees and management about how your organization plans to use the survey results to guide program development. At all steps of the process, solicit ideas and feedback from all levels of your organization concerning ways to improve survey participation, develop and prioritize interventions, implement interventions, and evaluate outcomes.
- Select and prioritize which health and safety issues from the survey you will address. Try to involve employees at all levels of the organization in the process of prioritizing and selecting issues of focus for interventions. Ideally there should be a mechanism for management and line-level employees to agree on shared goals. Tools and techniques for facilitating group consensus on prioritization can be found on the CPH-NEW [Healthy Workplace Participatory Program](#) website (see Appendix 5).
- Use the CPH-NEW [Intervention, Design and Analysis Scorecard \(IDEAS\)](#) (Appendix 5) tool to design intervention proposals to address priority safety or health concerns. The IDEAS planning process is structured to maximize employee involvement, foster communication and collaboration between management and workers, and generate a business case for several intervention alternatives based on desired level of impact and available resources. The tool allows program planners to prioritize potential intervention strategies using several criteria, as outlined below.

Recommended criteria for selection of health or safety interventions

- ✓ Greatest benefit to the most people in your worksite
  - ✓ Highest potential to gain and maintain senior leadership support
  - ✓ Best fit with your current resources (staffing, funds, current vendors, etc.)
  - ✓ Best match with employee needs and interests
  - ✓ Short-term versus long term outcomes
  - ✓ Other criteria specific to your local situation
- See Appendix 5 and the CPH-NEW website for relevant resources to learn more about effective intervention approaches to address specific health or safety concerns.
  - Consider re-administering all or part of the Healthy Workplace All Employee Survey either at 12-18 months after the baseline survey, or at an appropriate time following an intervention. Be sure to establish evaluation measures for each intervention before it is implemented. Both short term and longer term outcomes should be identified so that you can monitor progress and adjust as needed.

## Appendix 1: Survey Sources

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## Appendix 2: Scoring Instructions

Item #	Healthy Workplace All Employee Survey Item	Scoring Formula
2	<p>General health</p> <p><i>Would you say that in general your health is?</i></p> <p>% reporting health as good or better</p>	<p>Sum of 'Excellent', 'Very good', and 'Good' responses</p> <hr/> <p>Total responses to this question</p>
3	<p>Health risk factors</p> <p><i>Has a doctor or other healthcare provider told you that you have currently any of the following conditions? If so, is this condition currently being treated?</i></p> <p>% reporting 'Yes' to the following conditions</p>	<p>3a. For <b>each</b> condition:</p> <p>% diagnosed =</p> <hr/> <p>Total number 'Diagnosed'</p> <hr/> <p>Total survey respondents</p> <p>3b. For each condition:</p> <p>% of diagnosed who are treated=</p> <hr/> <p>Total number 'Taking medication'</p> <hr/> <p>Total survey respondents</p>
	a) Elevated blood sugar or diabetes	<p>% diagnosed</p> <p>% taking medication</p>
	b) High blood pressure/hypertension	<p>% diagnosed</p> <p>% taking medication</p>
	c) Elevated cholesterol level	<p>% diagnosed</p> <p>% taking medication</p>
	d) Low back disease or spine problems	<p>% diagnosed</p> <p>% taking medication</p>
	e) Anxiety/depression	<p>% diagnosed</p> <p>% taking medication</p>
4+5	<p>Body Mass Index</p> <p><i>What is your height?</i></p> <p><i>What is your weight?</i></p> <p>% reporting overweight</p> <p>% reporting obese</p>	<p><math>BMI = \frac{(\text{weight} \times 703)}{\text{height in inches}^2}</math></p> <p>% overweight =</p> <hr/> <p>Total number with BMI 25.1 - 30</p> <hr/> <p>Total responses to this question</p> <p>% obese =</p> <hr/> <p>Total number with BMI &gt; 30</p> <hr/> <p>Total responses to this question</p>
6	<p>Nutrition</p> <p><i>Nutrition experts recommend filling half your plate with fruits and vegetables at every meal and snacking occasion. How often do you meet this goal?</i></p> <p>% meeting nutrition goal</p>	<p>% meeting goal =</p> <hr/> <p>Total number of 'Always' and 'Often' responses</p> <hr/> <p>Total responses to this question</p>

7	<p>Physical activity  <i>Health experts say that you should do strength training exercise twice a week plus do other activities that increase your heart rate and breathing on several days How often do you meet this weekly goal?</i></p> <p>% meeting physical activity goal</p>	<p>% meeting goal =                  Total number of                  'Always' and 'Often' responses  <hr/>                 Total responses to this question</p>
8	<p>Smoking  <i>Do you now smoke cigarettes every day, some days, or not at all?</i></p> <p>% smokers                  % occasional smokers                  % non-smokers</p>	<p>% smokers = number of                  'Everyday'  <hr/>                 Total responses to this question                  % occasional = total number of                  'Some days'  <hr/>                 Total responses to this question                  % nonsmokers = total number of                  'Not at all'  <hr/>                 Total responses to this question</p>
9a + b	<p>Depression  <i>Please indicate how often you have felt this way during the past week.</i>  <i>a) I had trouble keeping my mind on what I was doing.</i>  <i>b) I felt depressed.</i></p> <p>% reporting depressed symptoms in this workplace</p>	<p>% with potential depression =                  Total number of 'Often' and                  'Always' responses to questions                  9a plus 9b  <hr/> <b>Sum</b> of total responses to                  questions 9a plus 9b</p>
10a + b	<p>Stress  <i>In the past 30 days, how would you rate the average amount of stress at work?</i>  <i>In the past 30 days, how would you rate the average amount of stress at home?</i></p> <p>% reporting substantial and extreme stress at work                  % reporting substantial and extreme stress at home</p>	<p>% with stress at work =                  Total number of 'Substantial' and                  'Extreme' responses to question                  10a  <hr/> <b>Sum</b> of total responses to                  questions 10a                    % with stress at home =                  Total number of 'Substantial' and                  'Extreme' responses to question                  10b  <hr/> <b>Sum</b> of total responses to                  questions 10b</p>
11a + b	<p>Health interference with work  <i>In the past 30 days, I had a hard time doing my work because of my health.</i>  <i>In the past 30 days, my health kept me from concentrating on my work.</i></p> <p>% reporting health interference with work</p>	<p>Total number of 'Agree' and                  'Strongly agree' responses to                  questions 11a and 11b  <hr/> <b>Sum</b> of total responses to                  questions 11a plus 11b</p>

12 a, b, c, d, + e	<p><b>Musculoskeletal pain</b>  <i>During the past 3 months, to what extent have you had pain, aching, numbness, or tingling in any of these body areas?</i>  a) Hand or wrist  b) Shoulder, neck, or upper back  c) Low back  d) Knee  e) Foot</p> <p>% reporting moderate or more musculoskeletal pain</p>	<p>For <b>each</b> body location:  % with pain =  Total number of 'Moderate', 'Severe' and 'Extreme' responses</p> <hr/> <p>Total responses to this question</p>
13	<p><b>Health interference with sleep</b>  <i>During the past week, to what extent have you had difficulty sleeping because of any physical or emotional problem?</i></p> <p>% reporting health interference with sleep</p>	<p>% for whom health interferes =  Total number of 'Moderate', 'Severe' and 'So much' responses</p> <hr/> <p>Total responses to this question</p>
14a + b	<p><b>Sleep sufficiency</b>  <i>During the work week, about how many hours of sleep do you typically get per 24-hour period?</i>  <i>How many hours of sleep do you usually need to have good functioning the next day?</i></p> <p>% employees getting less sleep than they think they need</p>	<p>1. For each individual, subtract 14b from 14a.</p> <p>2. % not getting enough sleep =  Total number in which this quantity (1) is negative (&lt; 0)</p> <hr/> <p>Total responses to 14a</p>
15	<p><b>Sleep quality</b>  <i>How would you describe the quality of your sleep on a typical night?</i></p> <p>% reporting good sleep quality</p>	<p>% with good sleep quality =  Total number of 'Fairly good' and 'Very good' responses</p> <hr/> <p>Total responses to this question</p>
16a, b, c, d, e, f + g	<p><b>Readiness for change</b>  <i>Please indicate how ready you are to make changes or improvements in your health in the following areas:</i>  1) % reporting that they have already changed behaviors  2) % reporting that they are ready or have started making changes  3) % reporting they are considering making changes</p> <p>a. Ready to make a change to be more physically active  b. Ready to make a change to practice good eating habits  c. Ready to make a change to avoid smoking or using tobacco  d. Ready to make a change to lose weight or maintain healthy weight  e. Ready to make a change to reduce the amount of stress in daily life  f. Ready to make a change to get a full night's sleep every night  g. Ready to make a change to avoid alcohol or drink in moderation</p>	<p>For <b>each</b> behavior:  1. % actively changing =  Total number of 'Regular basis' responses</p> <hr/> <p>Total responses to this item</p> <p>2. % ready =  Total number of 'Ready' and 'Started making a change'</p> <hr/> <p>Total responses to this item (2 categories)</p> <p>3. % considered =  Total number of 'Have considered' responses</p> <hr/> <p>Total responses to this item</p>
17a	<p><b>Organizational support for health, safety, well-being</b>  <i>In this facility, management considers employee health, safety, and wellbeing to be important.</i></p> <p>% reporting organizational support</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
17b, c + d	<p><b>Health climate</b>  <i>My coworkers would support my use of sick days for illness or mental health.</i>  <i>My supervisor encourages healthy behaviors.</i>  <i>My organization provides me with opportunities and resources to be healthy.</i></p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 17b, 17c, plus 17d</p> <hr/> <p>Sum of total responses to questions 17b, plus 17c, plus 17d</p>

	% reporting supportive health climate	
18a	<p>Health opportunities at work</p> <p><i>Please rate how you feel about each of the following statements: "My employer has provided me with the opportunity to":</i></p> <p>% reporting employer-reported opportunities at work</p> <p>a) <i>Be physically active</i></p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
18b	<p>b) <i>Eat a healthy diet</i></p> <p>% reporting employer-reported opportunities at work</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
18c	<p>c) <i>Live tobacco free</i></p> <p>% reporting employer-reported opportunities at work</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
18d	<p>d) <i>Manage my stress</i></p> <p>% reporting employer-reported opportunities at work</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
19a	<p>Workplace safety</p> <p><i>Overall, my workplace is safe.</i></p> <p>% reporting a safe workplace</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
19 b + c	<p>Work-safety tension</p> <p><i>My job duties often interfere with my ability to comply with safety rules.</i></p> <p><i>Taking risks is part of my job.</i></p> <p>% reporting low work-safety tension</p>	<p>Total number of 'Disagree' and 'Strongly disagree' responses to questions 19b and 19c</p> <hr/> <p><b>Sum</b> of total responses to questions 19b plus 19c</p>
19d, e + f	<p>Safety climate</p> <p><i>Safety is a high priority with my supervisor.</i></p> <p><i>Employees in my work group comply with the safety rules.</i></p> <p><i>My employer has provided me with the opportunity to work safely.</i></p> <p>% reporting supportive safety climate</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 19d, 19e, plus 19f</p> <hr/> <p><b>Sum</b> of total responses to questions 19d, plus 19e, plus 19f</p>
19g	<p>Personal safety</p> <p><i>I am concerned about my personal safety on this job.</i></p> <p>% reporting concern for personal safety</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
19h	<p>Supervisor support work-family balance</p> <p><i>My supervisor understands and supports my family and other personal responsibilities.</i></p> <p>% reporting good supervisor work-family support</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>

20	<p>Dependents</p> <p><i>To what extent do any adults depend on you in any way to help them due to disability, chronic illness, or aging?</i></p> <p>% reporting substantial eldercare responsibilities</p>	<p>Total number of 'Share' or 'Have primary responsibility' for elder responses</p> <hr/> <p>Total responses to question 20</p>
21	<p>Dependents</p> <p><i>How much responsibility do you personally have for any children under 18 in your household?</i></p> <p>% reporting substantial childcare responsibilities</p>	<p>Total number of 'Share' or 'Have primary responsibility' for children responses</p> <hr/> <p>Total responses to question 21</p>
22a, b, c,+ d	<p>Work-family conflict</p> <p><i>How often do things going on at work make you feel tense and irritable at home?</i></p> <p><i>How often do things going on at home make you feel tense and irritable on the job?</i></p> <p><i>How often do the demands of your job interfere with your family life?</i></p> <p><i>How often do the demands of your family interfere with your work on the job?</i></p> <p>% reporting low work/family conflict</p>	<p>Total number of 'Never' and 'Occasionally' responses to questions 22a, 22b, 22c, and 22d</p> <hr/> <p><b>Sum</b> of total responses to questions 24a, 24b, 24c, plus 24d</p>
23a + b	<p>Justice</p> <p><i>All employee concerns are heard before job decisions are made.</i></p> <p><i>Job decisions are applied consistently to all affected employees.</i></p> <p>% reporting a just and fair workplace</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 23a plus 23b</p> <hr/> <p><b>Sum</b> of total responses to questions 23a plus 23b</p>
23c + d	<p>Burnout</p> <p><i>More and more often I talk about my work in a negative way.</i></p> <p><i>At work, I often feel emotionally drained.</i></p> <p>% reporting symptoms of burnout</p>	<p>Total number of 'Agree' and 'Strongly Agree' responses to questions 23c plus 23d</p> <hr/> <p><b>Sum</b> of total responses to questions 23c plus 23d</p>
23e + f	<p>Civility norms</p> <p><i>I would be taken seriously if I complained about disrespectful treatment.</i></p> <p><i>Respectful treatment is the norm in my unit/work group.</i></p> <p>% reporting a civil and respectful workplace</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to 23e plus 23f</p> <hr/> <p><b>Sum</b> of total responses to 23e plus 23f</p>
24a + b	<p>Decision authority</p> <p><i>On my job, I have very little freedom to decide how I do my work.</i></p> <p><i>My job allows me to make a lot of decisions on my own.</i></p> <p>% reporting high decision authority</p>	<p>Total number of 'Disagree' and 'Strongly disagree' responses to 24a plus 'Agree' and 'Strongly agree' responses to 24b</p> <hr/> <p><b>Sum</b> of total responses to 24a plus 24b</p>
24c + d	<p>Job demands</p> <p><i>I have enough time to get the job done.</i></p> <p><i>My job requires working very hard.</i></p> <p>% reporting heavy job demands</p>	<p>Total number of 'Disagree' and 'Strongly disagree' responses to 24c plus 'Agree' and 'Strongly agree' responses to 24d</p> <hr/>

		<b>Sum</b> of total responses 24c plus 24d
24e + f	<p>Coworker support</p> <p><i>The people I work with take a personal interest in me.</i></p> <p><i>The people I work with can be relied on when I need help.</i></p> <p>% reporting good co-worker support</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 24e plus 24f</p> <hr/> <p><b>Sum</b> of total responses to questions 24e plus 24f</p>
24g + h	<p>Supervisor support</p> <p><i>My supervisor is concerned about the welfare of those under him or her.</i></p> <p><i>My supervisor is helpful in getting the job done.</i></p> <p>% reporting good supervisor support</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 24g plus 24h</p> <hr/> <p><b>Sum</b> of total responses to questions 24g plus 24h</p>
24i + j	<p>Skill discretion</p> <p><i>My job requires me to be creative.</i></p> <p><i>My job requires a high level of skill.</i></p> <p>% reporting opportunities to use skills</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 24i plus 24j</p> <hr/> <p><b>Sum</b> of total responses to questions 24i plus 24j</p>
24k + l	<p>Physical job demands</p> <p><i>My job requires me to do repeated lifting, pushing, pulling or bending.</i></p> <p><i>My job regularly requires me to perform repetitive or forceful hand movements.</i></p> <p>% reporting high physical job demands (If you are interested in identifying problems with whole body and hand activities, keep these two questions separate.)</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 24k plus 24l</p> <hr/> <p><b>Sum</b> of total responses to questions 24k plus 24l</p>
24m	<p>Job security</p> <p><i>My job security is good.</i></p> <p>% reporting good job security</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
24n	<p>Emotional job demands</p> <p><i>My job is emotionally demanding.</i></p> <p>% reporting high emotional demands</p>	<p>Total number of 'Agree' and 'Strongly agree' responses</p> <hr/> <p>Total responses to this question</p>
25a + b	<p>Job satisfaction</p> <p><i>All in all, I am satisfied with my job.</i></p> <p><i>Overall I would recommend working with this organization to my family and friends.</i></p> <p>% reporting agree and strongly agree</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 25a plus 25b</p> <hr/> <p><b>Sum</b> of total responses to questions 25a plus 25b</p>
25c + d	<p>Intention to leave</p> <p><i>I often think about quitting my job.</i></p> <p><i>I will probably look for a new job during the next year.</i></p> <p>% reporting intention to leave</p>	<p>Total number of 'Agree' and 'Strongly agree' responses to questions 25c plus 25d</p> <hr/> <p><b>Sum</b> of total responses to questions 25c plus 25d</p>

26	<p>Commuting time <i>How much time do you spend traveling to and from work each day (roundtrip)?</i></p> <p>% reporting commute times less than 1 hour</p>	<p>Total number of '&lt;15 minutes', '15-30 minutes', and '30-60 minutes' responses</p> <hr/> <p><b>Sum</b> of total responses to this question</p>
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## Notes:

1. There are differences in the response options throughout the survey.
2. Most items are assessed in 5 categories, 'strongly disagree' to 'strongly agree'. The middle category, 'neither agree nor disagree' is NOT included in score calculations.
3. For domains composed of more than one item, scores are the **mean** of % answering 'agree' and 'strongly agree' for all components

## Appendix 3: Sample Survey Flyer



### **YOUR PARTICIPATION IS IMPORTANT!**

**Tell us your views on health, safety, and wellness.**

**WHO**

All employees

**WHERE**

Conference Room A

**WHEN**

March 1-5, 2014  
9am to 5pm

**PURPOSE**

The Healthy Workplace All Employee Survey is designed to help us gather employee views about health, safety, and wellness in our organization. The results will be used to identify health and safety priorities that are important to the workforce, and ultimately to design interventions that address these specific issues.

**The survey is anonymous, and will take only 15 minutes to complete. Please drop by and complete it during work time.**

**PLEASE PARTICIPATE!**

**Feel free to contact John Smith for more information on the Healthy Workplace All Employee Survey.**

**Don't forget to enter the raffle for a free iPad mini!**

## Appendix 4: Web Resources

### Agency for Healthcare Research and Quality: Surveys on Patient Safety Culture

A planning guide developed to assist hospitals with coordinating a patient safety culture survey  
Provides specific guidance for contracting with a vendor to administer a survey questionnaire  
<http://www.ahrq.gov/qual/patientsafetyculture/hospcult2.htm>

### BRFSS Operational and Users Guide

An online user guide for implementing the Behavioral Risk Factor Surveillance Survey  
See pages 59-67 for useful tips on issuing a request for proposals for survey vendors.  
<ftp://ftp.cdc.gov/pub/Data/Brfss/userguide.pdf>

### CDC Worksite Health Resources

<http://www.cdc.gov/nationalhealthyworksite/join/resources.html>

### CPH-NEW Healthy Workplace Participatory Program

The Healthy Workplace Participatory Program is an online toolkit providing organizations with step-by-step instructions, training tutorials, and implementation tools for implementing a Total Worker Health™ participatory approach to workplace health, safety, and wellness. Links to selected portions of the online toolkit are provided below.

Healthy Workplace Participatory Program welcome page <https://www.uml.edu/cphnewtoolkit>

Identifying Health and Safety Priorities <http://www.uml.edu/Research/Centers/CPH-NEW/Healthy-Work-Participatory-Program/identify-priorities/default.aspx>

Provides guidance and links to information about how to go about assessing employee needs and concerns related to health, safety, and wellness. Data collection instruments provided:

- Healthy Workplace employee focus group tool and tips for facilitators
- Healthy Workplace All-Employee Survey

Intervention, design and analysis scorecard (IDEAS) tool:

<http://www.uml.edu/Research/Centers/CPH-NEW/Healthy-Work-Participatory-Program/generate-solutions/default.aspx>

Provides step-by-step instructions for program facilitators using the IDEAS intervention planning tool to engage employees at all levels of the organization. The process is used to generate a business case proposal for integrated health, safety, and wellness interventions. Also provides resources for health, safety, and wellness intervention planning.

Form a Design Team <http://www.uml.edu/Research/Centers/CPH-NEW/Healthy-Work-Participatory-Program/form-design-team/default.aspx>

Form a Steering Committee <http://www.uml.edu/Research/Centers/CPH-NEW/Healthy-Work-Participatory-Program/steering-committee/default.aspx>

Provides step-by-step instructions for forming these two committees as part of a participatory health, safety, wellness program.