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To: info@worksmartlivesmart.com
Subject: Path To Wellness - Fall 2007 - Best Practices in Employee Wellness - From Work Smart Live Smart

Path To Wellness

Best Practices In Employee Wellness

Fall 2007- Issue 15

Welcome Beverly
To our 5th year and NEW
look for the Path To
Wellness



This e-newsletter highlights information on employee and corporate

wellness for the beginner to the seasoned professional. It provides you with how-tos and updates you on significant research and statistics that may assist you in your wellness initiatives.

We welcome your input, your questions and your best practices. Thank You For Subscribing,

Beverly Beuermann-King,

CSP (Certified Speaking Professional)

Corporate Wellness Programming - This Issue - Employee Effectiveness

- . Focusing On Employee Engagement
- . Moving From Engagement To Employee Efficiency
- . Integrating Employee Engagement And Effectiveness Into Organizational Health
- . Engagement Gap
- . Wellness Programs For Small To Large Companies
- . In The News - Statistics You Can Use
- . Upcoming Events

Focusing On Employee Engagement

Research has found that engaged employees have a shareholder return of more than 100% higher than the typical organization. Employee commitment is not enough to ensure corporate success on its own. Employees need to know what actions they are to take in order to achieve success.

Engagement only occurs when employees are motivated to help their organization succeed (commitment) and know what to do in order to make it successful (clear vision).

Engagement is positively influenced by four main drivers. The leadership team must:

- share and involve their employees in their strategic direction

www.WorkSmartLiveSmart.com

"Beverly, really enjoying the newsletter...I have found lots of great resources for our wellness event in October. Keep 'em coming". Julie, Newfoundland

Bring Beverly To Your Workplace

To view workshop themes from workplace stress, handling negative attitudes, to finding balance that may be right for your team, [Click Here](#).

Quick Links

[Wellness Awareness Days, Weeks and Months](#)

[Stress and Wellness Tips Blog](#)

[Website Contest](#)

Back Issues Of [Path To Wellness](#)

[Comprehensive Wellness Survey 2008](#)

- appropriately reward performance (pay and benefits)
- communicate (inform and give constructive feedback, frequency, person-to-person)
- provide training and development opportunities to their team

How to create high-engagement

1. **Communicate.** High-engagement employees reported that they received communication from their senior leaders at least monthly while low-engagement employees say that this communication was annually or never. Explain the rationale behind the strategy or changes. Effective communication builds excitement about the future and focuses the team towards achieving the goals.
2. **Reward High Performing Employees.** Less than one-third of organizations reward their high performers. Provide daily, weekly and monthly feedback on performance as this drives up engagement.
3. **Educate Your Leadership.** Whether leaders have a direct or indirect role in why employees leave their company, they do have impact on both the quality and quantity of communication and in their ability to reward and motivate. Skills in these areas are essential. Highly engaged employees have confidence and trust in their leaders.
4. **Be Customer Focused.** Support employees to ensure high quality service, and give them the decision-making authority to meet the customers needs.
5. **Pay Attention To Your Benefits Package.** Top-performing employees say benefits are a major reason for staying or leaving an employer. Communicate the value of the benefits package.

To read related information on **Talent Management** see the [Summer 2007](#) issue.

[Moving From Engagement To Employee Efficiency](#)

Have you filled out yours?

This annual survey on Employee Wellness discovers trends regarding top programs, motivators and barriers to organizational wellness programming. The results are compiled and posted in our spring [Path To Wellness](#) e-newsletter.

[Click Here](#) to take this 3 minute survey.

Order Your Copy Awakening The Workplace

A great addition to your wellness library or for enhancing your team's personal growth. People are changing and evolving in regards to how they see themselves in relation to their work and expectations for finding connection, fulfillment and success.

Awakening The Workplace

is an exciting new book that has been recently released and is full of tips, tools and stories by more than 16 contributing authors from around the world (including Beverly) who specialize in workplace connection, renewal and wellness.

[Click Here](#), if you would like to order or learn more about this exciting book.

Sustained superior productivity is founded in Watson Wyatt's Four-Factor Model Of Employee Effectiveness. The first two foundations are apart of employee engagement - **commitment** and a **clear vision**. Productive organizations also excel at **enablement** and **integrity**.

Enablement means that the employee has the tools, skills and information to perform the task or job. Integrity is when the organization's values and behaviours mesh with the employee's values.

How do you promote employee efficiency?

1. Build commitment to retain and motivate employees
2. Provide a clear vision to move forward
3. Ensure the resources and training to get the job done
4. Ensure a moral compass in which behaviours align with values

To read related information on **Talent Management** see the [Summer 2007](#) issue of the Path To Wellness e-newsletter.

Integrating Employee Engagement And Effectiveness Into Organizational Health

Ever since 1981 when the "Great Place" lists were started, employees have said and continue to say that a great place to work is one where you trust the people you work for, take pride in what you do and enjoy the people you work with.

Organizational health reflects these criteria and is produced when employee effectiveness is based on a solid foundation in health promotion, illness prevention and management.

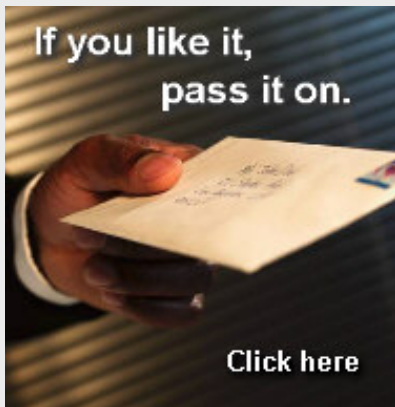
We trust the people we work with when they regularly communicate and encourage us, when we can trust them to do the right thing for the right reason and when we know that they will support me if I become ill.

We take pride in what we do when we are rewarded for our good performance, when it is connected to organizational success and when we are given the resources to do a great job.

We enjoy the people we work with when we are provided with the information we need to do our job effectively, when we are



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People's views about the company are also shaped more by what senior leaders say and do than by what the individuals' direct bosses say or do

- Only 38% of employees surveyed felt senior management communicates openly and honestly
- 44% agreed senior management tries to be visible and accessible
- 10% of employees agreed that "senior management treats us as if we're the most important part of the organization."
- More than half felt that senior management "treats us as just another part of the organization to be managed" or "as if we don't matter."

Biggest Reason For Disengaged Employees: Failure To Explain Why They're There

According to a [survey](#) by **Right Management Consultants**, the biggest reason why most employees are disengaged is the failure of their employers to communicate their business strategies to all. According to the survey:

- 28% of surveyed organizations limit such communication to only their leadership teams
- 24% have not yet communicated this to all employees
- 15% are uncertain of the best way to do this

Wellness Programs For Small To Large Companies

New **Stretching @ Your Desk** videos have just been released by the Alberta Centre for Active Living. The **Stretching @ Your Desk** and **Yoga @ Your Desk** (launched in June) videos are part of the Alberta Centre for Active Living's **Physical Activity @ Work** website. <http://www.centre4activeliving.ca/workplace/>

New publication concentrates on HR issues for small and midsize firms. Just a click away is the premier issue of [SMB Human Resources](#), a new digital publication tailored to HR and benefits professionals in small and midsize businesses. Click [here](#) to subscribe to the monthly publication.

In **1001 Ways to Reward Employees**, author Bob Nelson draws examples from successful U.S. companies. Here are some highlights:

- At Angus Barn Restaurant in Raleigh, N.C., anytime an employee is "caught in the act of caring," he or she gets a choice of an entrée from the restaurant's menu
- At a hardware store chain in Arlington, Va., employees win points toward a shopping spree if managers hear them calling customers by name
- Marion Laboratories in Kansas City, Mo., gave a production worker 100 shares of stock (worth US\$8,000) for 10 years of perfect attendance. At Viking Freight System in Santa Clara, Calif., bonuses are awarded every six months to anyone who was not absent or late more than three times and who was not involved in a preventable accident.

Ipsos-Reid reports that searching for health information is the number one online activity for Canadians, so it shouldn't involve a tremendous change in behaviour for plan members to adopt the Intranet site as their benefits plan resource centre. AON consulting's Communications In Motion 2003 study surveyed more than 300 Canadian based companies represent the bull spectrum of business sectors and found that 67% currently use intranet sites for HR purposes and more than half of those currently without a site intended to develop one within the next year and a half. Next step is to link and integrate their employee intranet site directly to their insurance carrier's secure Web site for plan members. This allows for an easy, convenient access to all their HR ad benefits information through a single access point.

In The News - Statistics You Can Use

What do Canadians look for when shopping for a job? - Towers Perrin, 2006

1. Competitive base pay
2. Work-life balance
3. Career advancement opportunities
4. Competitive benefits
5. Challenging work

Disengagement - Nearly One-Third Of Workers Called In Sick With Fake Excuses In The Last Year

Released November 2007 - According to [CareerBuilder.com's](http://www.careerbuilder.com) annual survey on absenteeism at the office:

- 32 percent of workers said they have called in sick when they were well at least once in the last year
- The majority of employers (75 percent) said they typically believe excuses given by employees
- 35 percent reported they have checked up on an employee who called in sick
- 16 percent said they have fired a worker for missing work without a legitimate excuse
- 27 percent of workers said they consider their sick days to be equivalent to vacation days
- one-in-ten admitted to playing hooky three times or more even though they were feeling well
- 23 percent said they took the day off simply because they just didn't feel like going to work that day
- 15 percent missed work because they needed to relax
- 11 percent had a doctor's appointment
- 9 percent wanted to catch up on sleep

- 9 percent had plans with family and friends
- 52 percent of employers say Monday is the most popular day for employee absenteeism
- Of the 35 percent of employers who checked up on an employee who called in sick, 67 percent said they required the employee to show them a doctor's note. Fifty-nine percent called the employee at home, 16 percent had another worker call the employee, and 14 percent drove by the employee's house or apartment.
- 69 percent of employers said they allow their team members to use sick days for mental health days.

New [CareerBuilder.com](http://www.CareerBuilder.com) Study Reveals Employers Adapting To Attract Generation Y Workers

Released October 2007 - Fifteen percent of employers said they changed or implemented new policies or programs to accommodate Gen Y workers. Examples include:

- More flexible work schedules (57 percent);
- More recognition programs (33 percent);
- More access to state-of-the-art technology (26 percent);
- Increased salaries and bonuses (26 percent);
- More ongoing education programs (24 percent);
- Paying for cell phones, blackberries, etc. (20 percent);
- More telecommuting options (18 percent);
- More vacation time (11 percent).

Workplace flexibility gaining ground - Research from WFC Resources found that:

- one-third of respondents saying they have a flexible work arrangement and it's working very well compared to a fourth of respondents chose that option in 2004
- In 2007, 27% (compared to 2004 at 42%) of respondents said their company not only didn't see the value of offering flexible work arrangements, they believed if they asked for one they'd be seen as not fully committed

Teleworkers more satisfied, [study](#) shows

Released September, 2007 - Kenexa Research Institute evaluated the impact of an employee's office location on their pride in the organization, confidence in the organization's future and willingness to recommend their organization to a friend. In each of the metrics, teleworkers outscored their in-office counterparts. Managers who allow and support telecommuting enjoy a boost in employee appreciation and are seen as notably more employee-centric and competent.

- Seventy-three percent of teleworkers say they are satisfied overall with their company, compared to 63% of office workers
- 54% believe that there is open and honest two-way communication versus 43.5%

Study results indicate that those most likely to telework have been with their employer three to five years (25 %) and are between ages 36 and 45 (31%). Male teleworkers outnumber females 3 to 2.

Health Conferences - Join Beverly!

Healthy Workplaces

[Conference](#) 2008 - Niagara-on-the-Lake - March 25, 26, 27 2008. The Healthy Workplaces Conference 2008 is about encouraging people to be innovative to meet the challenges today for a healthy more productive tomorrow.

HRPAO's 2008 Annual Conference and Trade Show - Innovate '08!

2008 Conference - January 30 - February 1, 2008. The conference is being held at the Metro Toronto Convention Centre, South Building, located in downtown Toronto. www.hrpa.org | www.HRThoughtLeader.com | www.HReSource.ca

Heart and Stroke Foundation - Moncton, New Brunswick - April 24, 2008

Conference Board's Workplace Health and Well-Being Conference, being held in Toronto on March 26 & 27, 2008 - Special promotion to our Path To Wellness Subscribers - \$300.00 off of the conference registration. www.conferenceboard.ca

Looking for Beverly to present at your organization, please feel free to call her directly at (705) 786-0437.

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Wishing you a very health and successful 2008!

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information on Employee Wellness. Please let Beverly Beuermann-King know if you have any questions or comments or if you have a wellness program that you would like to highlight.

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