

Check-list

1. WHM and corporate policy

		1	2	3	4	5					
		Lack of evidence or anecdotal evidence of implementation	Awareness and selective implementation	Integrated and systematic implementation	Systematic implementation with evaluation and monitoring	Implementation optimised following evaluation and monitoring					
		Anecdotal: lack of clear or comprehensive evidence	There is awareness of the subject and the need for action in this field is recognised. Initial measures have been implemented.	Integrated: the procedure supports policy and strategy. The procedure is introduced and linked with other procedural approaches (where considered advisable). Systematic: the procedure is implemented in a well structured manner.	Evaluation and monitoring: the effectiveness of the procedure and of implementation is measured at regular intervals.	Learning: Learning-focussed activities are employed to identify best practice and possible areas for improvement. Improvement: the output from measurements and learning-focussed activities are analysed and used to identify potential improvements.	Evaluation: (DD.MM.YYYY)				
						1	2	3	4	5	
1. Workplace Health Management and corporate policy	1a Company guidelines	No integration of WHM values and content in the company guidelines or in similar documents.	WHM values and content are elements of the company guidelines or of similar documents. They are communicated to employees.	The executive staff defend WHM values and content. WHM values and content are taken into account in important decisions and are actively implemented.	The corresponding documents and their implementation are regularly evaluated and monitored by senior management.	Guidelines or similar documents, and their application, are optimised on the basis of evaluation and monitoring.		x			
	1b Resources	No resources made available for WHM.	A budget and manpower resources are made available, selectively, for specific WHM measures.	Resources for a specialist WHM service or for a WHM manager or managers, in addition to longer term and larger scale WHM projects, are regularly made available.	The availability and use of the resources mobilised are regularly evaluated and monitored by senior management.	The availability and use of resources are optimised based on evaluation and monitoring.		x			
	1c Evaluation by management	No recognition of WHM progress (6 criteria) by senior management.	Selective recognition of WHM progress by senior management.	Regular and active review of WHM progress by senior management and opinions rendered on its effectiveness.	The evaluation process undertaken by management is regularly evaluated and monitored by senior management.	The evaluation process undertaken by management is optimised by senior management on the basis of evaluation and monitoring.		x			
	1d Training and continuous training	WHM does not form part of the training or continuous training offered to employees and executive staff.	Training and continuous training contains health-related topics and is offered to employees and executive staff.	Employees and executive staff regularly attend training and continuous training related to health skills development and the establishment of health promotion structures.	Training and continuous training, in terms of their attendance, availability and consistency with current requirements, are systematically evaluated and monitored.	Training and continuous training are adapted and optimised on the basis of evaluation and monitoring.		x			
	1e Health-related infrastructure and benefits and ergonomic work conditions	Minimal health-related infrastructure and benefits are available. Minimal ergonomic and hygienic working conditions are present.	Supplementary health-related infrastructure and benefits in areas related to nutrition, physical activity and recovery, are made available to employees. Occasional prevention campaigns on ergonomically fitted out workstations and ergonomic working are implemented.	The use of health-related infrastructure and benefits is actively encouraged. Workplaces are systematically fitted out ergonomically. Employees are empowered in ergonomic matters.	Both health-related infrastructure and benefits and their use and the ergonomics of workstations and the corresponding preventive measures are evaluated and monitored regularly.	Both health-related infrastructure and benefits and their use and the ergonomics of workstations and the corresponding preventive measures are adapted and optimised based on evaluation and monitoring.		x			

WHM check-list

2. Aspects of personnel management and work organisation

		1	2	3	4	5						
		Lack of evidence or anecdotal evidence of implementation	Awareness and selective implementation	Integrated and systematic implementation	Systematic implementation with evaluation and monitoring	Implementation optimised following evaluation and monitoring						
2. Aspects of personnel management and work organisation		Anecdotal: lack of clear or comprehensive evidence	There is awareness of the subject and the need for action in this field is recognised. Initial measures are implemented.	Integrated: the procedure supports policy and strategy. The procedure is introduced and is linked with other procedural approaches (where this is considered advisable) Systematic: the procedure is implemented in a well structured manner.	Evaluation and monitoring: the effectiveness of the procedure and of implementation is measured at regular intervals.	Learning: Learning-focussed activities are employed to identify best practice and possible areas for improvement. Improvement: the output from measurements and learning-focussed activities are analysed and used to identify potential improvements.	Evaluation: (DD.MM.YYYY)					
								1	2	3	4	5
2a	Skills and health-related prerequisites	No alignment between staff skills, health-related pre-requisites and job requirements.	Selective alignment between requirements (for example, according to job profiles) and skills and ad hoc individual and collective skills' development.	Work performed at regular intervals to ensure appropriate alignment between requirements, skills and health-related pre-requisites. Systematic individual and collective skills' development.	Measures used for staff selection, personnel management and personnel development, aimed at keeping skills and health-related pre-requisites up to date, are regularly evaluated and monitored.	Measures used for staff selection, personnel management and personnel development, aimed at keeping skills and health-related pre-requisites up to date, are optimised on the basis of evaluation and monitoring.		x				
2b	Overtaxing and Underemployment	Overtaxing and underemployment of employees are identified only by chance.	In cases of obvious overtaxing and underemployment, measures are taken related to work organisation (e.g. reducing the complexity of tasks, timetable management, etc.) and the allocation of tasks (e.g. global application of tasks, autonomy, etc.).	Measures related to work organisation and task allocation, aimed at preventing overtaxing and underemployment, are systematically implemented (e.g. job rotation, job enlargement, job enrichment).	Measures related to work organisation and task allocation, designed to address overtaxing and underemployment, are regularly evaluated and monitored.	Measures related to work organisation and task allocation, designed to address overtaxing and underemployment, are optimised on the basis of evaluation and monitoring.		x				
2c	Development opportunities	No development opportunities are available.	Development opportunities become available on an ad hoc basis.	Systematic promotion of employees. Development opportunities are defined, understood and transparent (e.g. through a staff development concept, an internal job exchange, job rotation).	Employee promotion measures are regularly evaluated and monitored.	Employee promotion measures are optimised on the basis of evaluation and monitoring.		x				
2d	Participation	No opportunities for employees to actively participate in the resolution of health-related problems.	Selective involvement of employees in the resolution of health-related problems and day-to-day working arrangements (e.g. suggestions box, ideas management).	Systematic and proactive involvement of employees in the resolution of health-related problems, day-to-day working arrangements, and the implementation of strategic health-related decisions.	Opportunities for participation are regularly evaluated and monitored.	Opportunities for participation are optimised on the basis of evaluation and monitoring.		x				

WHM check-list

2. Aspects of personnel management and work organisation

<p>2e</p> <p>Support provided to employees and positive work environment fostered by line managers.</p>	<p>No measures for line managers to support employees or foster a positive work environment.</p>	<p>Line managers are aware of measures to support employees and foster a positive work environment and these are implemented when necessary.</p>	<p>Line managers are encouraged to provide support to employees and this is implemented in a preventive fashion. Systematic efforts are made to create a positive work environment (e.g. provide opportunities for social interaction, cooperation, communication etc.)</p>	<p>Measures for line managers to support employees and to promote a positive work environment are regularly evaluated and monitored.</p>	<p>Measures for line managers to support employees and to promote a positive work environment are optimised on the basis of evaluation and monitoring.</p>	<p>x</p>			
<p>2f</p> <p>Absence management and reintegration measures</p>	<p>No procedures established for illnesses and accidents.</p>	<p>Data on absence is gathered in a uniform manner. Procedures are case-specific in the case of absences.</p>	<p>Absence management with systematic management of absence-related data and procedures established for short/long-term absences. Executives are trained in absence management and know the procedures for long-term absences and for reintegration (Case Management).</p>	<p>Regular evaluation and monitoring of data capture and analysis of absence rates, in addition to evaluation and monitoring of absence management and Case Management.</p>	<p>Absence management and Case Management procedures are optimised on the basis of evaluation and monitoring.</p>	<p>x</p>			
<p>2g</p> <p>Balancing career and private life</p>	<p>No targeted measures to achieve a better balance between career and private life.</p>	<p>Measures enabling a better balance between career and private life are implemented on a case-by-case basis.</p>	<p>Systematic promotion of good balance between career and private life based on flexible schedules, a flexible work organisation and workplace, or other measures.</p>	<p>Measures to promote a good balance between career and private life are regularly evaluated and monitored.</p>	<p>Measures to promote a good balance between career and private life are optimised based on evaluation and monitoring.</p>	<p>x</p>			
<p>2h</p> <p>Preventive measures and points of contact</p>	<p>Employees are unaware of the preventive measures relating to bullying, sexual harassment and addiction.</p>	<p>Employees are aware of the points of contact for bullying, sexual harassment and addiction. Support is guaranteed on a case-by-case basis.</p>	<p>Procedures for bullying, sexual harassment and addiction are defined and supported by line management. Additional prevention measures (e.g. employee and line manager awareness campaigns) are implemented.</p>	<p>Points of contact, procedures and preventive measures relating to bullying, sexual harassment and addiction are regularly evaluated and monitored.</p>	<p>Prevention of and dealing with bullying, sexual harassment and addiction are optimised based on evaluation and monitoring.</p>	<p>x</p>			

WHM check-list
3. WHM Planning

		1	2	3	4	5					
		Lack of evidence or anecdotal evidence of implementation	Awareness and selective implementation	Integrated and systematic implementation	Systematic implementation with evaluation and monitoring	Implementation optimised following evaluation and monitoring					
3. WHM Planning		Anecdotal: lack of clear or comprehensive evidence	There is awareness of the subject and the need to act in this field is recognised. Initial measures are implemented.	Integrated: the procedure supports policy and strategy. The procedure is introduced and linked with other procedural approaches (where this is considered advisable). Systematic: the procedure is implemented in a well structured manner.	Evaluation and monitoring: the effectiveness of the procedure and of implementation is measured at regular intervals.	Learning: Learning-focussed activities are employed to identify best practice and possible areas for improvement. Improvement: the output from measurements and learning-focussed activities are analysed and used to identify potential improvements.	Evaluation: (DD.MM.YYYY)				
							1	2	3	4	5
3a	WHM Office and Steering Committee	No responsibility established for WHM.	One or several person(s) take charge of health promotion measures.	The organisation has a WHM officer/manager. The WHM officer/manager plans and coordinates WHM and its implementation; to that end he is supported by a committee (e.g. a WHM Steering Committee). The key health-related functions are represented in the WHM organisational structure. Opportunities for discussions with senior management are assured.	The composition, positioning, tasks and success of the WHM organisational structure are regularly evaluated and monitored.	The composition, positioning, tasks and success of the WHM organisational structure are optimised on the basis of evaluation and monitoring.		x			
3b	WHM Objectives (strategic and operational)	No WHM objectives defined.	Strategic or operational WHM objectives are selectively formulated.	Operational WHM objectives give specific form to the strategic WHM objectives and are formulated so that they may be evaluated within a clearly defined time period (see also criterion 6a).	WHM objectives are regularly evaluated and monitored with regard to their suitability.	WHM objectives are optimised on the basis of evaluation and monitoring.		x			
3c	WHM Communication	No communication concerning WHM procedures.	Employees are informed about WHM activities and corresponding results on an ad hoc basis.	WHM objectives, activities and results are regularly and systematically communicated (for example, as indicated in a communication concept or a WHM concept.).	WHM communication measures and the degree of information provided to employees are regularly evaluated and monitored.	WHM communication measures are optimised on the basis of evaluation and monitoring.		x			

WHM check-list
4. Social responsibility

	1	2	3	4	5					
4. Social responsibility	Lack of evidence or anecdotal evidence of implementation	Awareness and selective implementation	Integrated and systematic implementation	Systematic implementation with evaluation and monitoring	Implementation optimised following evaluation and monitoring	Evaluation: (DD.MM.YYYY)				
	Anecdotal: lack of clear or comprehensive evidence	There is awareness of the subject and the need to act in this field is recognised. Initial measures are implemented.	Integrated: the procedure supports policy and strategy. The procedure is introduced and linked with other procedural approaches (where this is considered advisable). Systematic: the procedure is implemented in a well structured manner.	Evaluation and monitoring: the effectiveness of the procedure and of implementation is measured at regular intervals.	Learning: Learning-focussed activities are employed to identify best practice and possible areas for improvement. Improvement: the output from measurements and learning-focussed activities are analysed and used to identify potential improvements.					
4a Employees with limited earnings or performance capacity	No employment opportunities for people with reduced earnings or performance capacity.	Some people with reduced earnings or performance capacity are employed by the business.	Job trials are available as are employment opportunities for the (re)integration of persons with limited earnings or performance capacity, from inside or outside the business; there is awareness of these opportunities for those in need. Support for such persons is assured.	These jobs, the possibilities of uptake and the support provided, are regularly evaluated and monitored.	These jobs, the possibilities of uptake and the support provided, are optimised and extended on the basis of evaluation and monitoring.		x			
4b Commitment to issues in the interests of the common good	No active commitment to issues in the interests of the common good.	Selective commitment to health-promoting, sporting, social and cultural initiatives in the interest of the common good. The commitment is voluntary, i.e. it goes beyond legal requirements and the performance of the organisation's core business.	The commitment to the common good is embedded in the organisation's policy and meets a recognised need. The organisation takes regular measures that benefit the common good.	The commitment in the interests of the common good is regularly evaluated and monitored.	The commitment in the interests of the common good is optimised on the basis of evaluation and monitoring.		x			
4c Protection of the environment	Minimal measures for the protection of the environment and conservation of natural resources are implemented.	Additional selective measures for the protection of the environment and conservation of natural resources are implemented.	Environmental relevance is systematically determined and measures derived on this basis. Environmental protection measures are integrated in the organisational procedures.	Environmental protection measures are regularly evaluated and monitored.	Environmental protection measures are optimised on the basis of evaluation and monitoring.		x			

WHM check-list

5. Implementation of WHM

	1	2	3	4	5					
5. Implementation of WHM	Lack of evidence or anecdotal evidence of implementation	Awareness and selective implementation	Integrated and systematic implementation	Systematic implementation with evaluation and monitoring	Implementation optimised following evaluation and monitoring	Evaluation: (DD.MM.YYYY)				
	Anecdotal: lack of clear or comprehensive evidence	There is awareness of the subject and the need to act in this field is recognised. Initial measures are implemented.	Integrated: the procedure supports policy and strategy. The procedure is introduced and linked with other procedural approaches (where this is considered advisable). Systematic: the procedure is implemented in a well structured manner.	Evaluation and monitoring: the effectiveness of the procedure and of implementation is measured at regular intervals.	Learning: Learning-focussed activities are employed to identify best practice and possible areas for improvement. Improvement: the output from measurements and learning-focussed activities are analysed and used to identify potential improvements.					
						1	2	3	4	5
5a Analysis of the current situation	Collection of specific health-related indicators.	Selective analysis of the current situation with the aid of health-related indicators.	Systematic analysis and evaluation of all health-related indicators and dimensions of importance to the business.	The analysis of the current situation and the procedures implemented are regularly evaluated and monitored.	The analysis of the current situation and the procedures implemented are optimised on the basis of evaluation and monitoring.		x			
5b Interpretation of the current situation (5a)	No interpretation, or anecdotal interpretation, of health-related indicators and dimensions.	Interpretation of the current situation (5a) and prioritisation of urgent matters based on specific health-related indicators and dimensions.	The interpretation contains a systematic evaluation of the existing relationship between different health-related indicators and dimensions. This is used to establish and prioritise fields of action.	The procedures for interpretation of the current situation are regularly evaluated and monitored.	The procedures for interpretation of the current situation are optimised on the basis of evaluation and monitoring.		x			
5c Targets and target groups for WHM measures and projects	No definition of targets or of target groups for the planned WHM measures or projects.	Targets and target groups are formulated for specific WHM measures or projects.	Specific targets and target groups, measurable and defined over time, are systematically formulated for WHM measures / projects.	Targets and target groups for WHM measures / projects are regularly evaluated and monitored.	Targets and target groups for WHM measures / projects are optimised based on evaluation and monitoring.	x				
5d Determination and implementation of measures	Determination and implementation of measures without recourse to health-related indicators and dimensions.	Measures are selectively derived from an interpretation of the current situation. These measures foster positive health behaviour among individuals and a positive approach, from a health perspective, to the way in which work and the organisation is arranged.	Measures are systematically derived from an interpretation of the current situation. Employees actively participate in the establishment of measures. Behavioural and structural measures are implemented; these measures, when possible and appropriate, are inter-linked.	The establishment and implementation of measures is regularly evaluated and monitored.	The establishment and implementation of measures is optimised on the basis of evaluation and monitoring.		x			

WHM Check-list

6. Overall evaluation of WHM

		1	2	3	4	5					
		Lack of evidence or anecdotal evidence of implementation	Awareness and selective implementation	Integrated and systematic implementation	Systematic implementation with evaluation and monitoring	Implementation optimised following evaluation and monitoring					
6. Overall evaluation of WHM		Anecdotal: lack of clear or comprehensive evidence	There is awareness of the subject and the need to act in this field is recognised. Initial measures are implemented.	Integrated: the procedure supports policy and strategy. The procedure is introduced and linked with other procedural approaches (where this is considered advisable). Systematic: the procedure is implemented in a well structured manner.	Evaluation and monitoring: the effectiveness of the procedure and of implementation is measured at regular intervals.	Learning: Learning-focussed activities are employed to identify best practice and possible areas for improvement. Improvement: the output from measurements and learning-focussed activities are analysed and used to identify potential improvements.	Evaluation: (DD.MM.YYYY)				
							1	2	3	4	5
6a	Evaluation indicators	No evaluation of the effects of WHM	The effects of WHM are selectively evaluated based on health-related indicators (e.g. health-related indicators and dimensions; preventive measures for health and safety in the workplace; economic factors, etc.).	The effects of WHM are systematically evaluated based on evaluation indicators from the following areas: health-related indicators and dimensions, preventive measures for health and safety in the workplace, economic factors.	The evaluation indicators to assess the effects of WHM are regularly evaluated and monitored.	The evaluation indicators to assess the effects of WHM are optimised on the basis of evaluation and monitoring.		x			
6b	Procedures for overall evaluation	No procedures defined for overall evaluation.	The procedure for overall evaluation is set for individual WHM measures and projects or includes parts of them.	The procedure for overall evaluation involves the evaluation of the effects of WHM with regard to the achievement of targets (see criterion 3b), efficiency and effectiveness. The results are documented (e.g. in a report or with the help of a cockpit) and form the basis for the management evaluation (see criterion 1c).	The procedures for overall evaluation are regularly evaluated and monitored.	The procedures for overall evaluation are optimised on the basis of evaluation and monitoring.		x			