

About the authority

The Military and Civil Defence Office, St. Gall is one of the 43 establishments of the Federal Department for Army Establishments in Switzerland. With a staff of over 100, it is a modern, civilian service enterprise with a wide range of duties on behalf of the population. Among other things, the office is responsible for:

- Supporting the army during training
- Managing and maintaining real estate as well as army material
- Looking after the neighbouring communities' barracks
- Managing Federal shooting ranges and military exercise areas in the St. Gall region
- Looking after servicemen from recruitment through to their release from military duties
- Advising and supporting communities and civil defence organisations in the region in fulfilling their civil defence duties

Among other things, the office cooperates closely with other regional administrations, the armaments industry, military and civil associations, political communities as well as civil defence organisations.

About the project

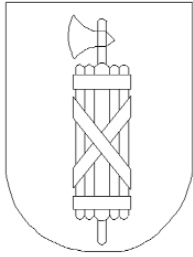
Within the framework of a reorganisation process, a new strategy was introduced on the basis of a balanced scorecard concept. It also included the intention to increase staff satisfaction by introducing measures designed to promote health.

The steering committee was put together by delegates from the Federal Office for Army Establishments as well as the Department for Internal Affairs and the Military of the canton of St. Gall. An internal working group was set up consisting of a project leader from the Military and Civil Defence Office as well as a co-worker from the Federal Department for Army Establishments and seven co-workers from different service areas of the Department. A Suva (Swiss National Accident Insurance Fund) expert for in-company health promotion and quality management was also included in the working group as well as an expert from the cantonal labour inspectorate to clarify safety in the workplace. Suva's duties consisted of accompanying and advising the working group in the analysis of health resources and health risks, in the monitoring of the overall project and in the provision of external experts for special implementation programmes.

A reduction in the number of jobs at the Office was imminent and one consequence of this would be a major reorganisation. The strategy had to be revised. Staff satisfaction deteriorated sharply, the number of days missed increased and concern was widespread

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amongst the staff. As a result of this situation, those responsible decided to increase their staff's feeling of well-being with the appropriate measures. Their hope was that staff could adapt better to the new working organisation with health-promoting campaigns.

How the project was set in motion

The health promotion project of the Military and Civil Defence Office St. Gall was planned as a pilot study for additional comprehensive campaigns designed to improve the health of its co-workers in all 43 individual enterprises in the Federal Department for Army Enterprises. In an initial phase, the entire staff including the office's senior staff members were interviewed in writing (as well as verbally in the case of selected co-workers) on the topic of social, mental, physical and material health. The evaluations of the questionnaires and the interviews were carried out by an expert from Suva's workplace health-promotion section. The expert presented the results of the actual analysis to the members of the steering and project group and offered recommendations for health-promoting programmes to those responsible.

At the start of the implementation of health-promoting programmes in the workplace, clarifications were also conducted regarding the new strategic orientation of the office. Before the new quality management based on a balanced scorecard system was introduced, those in charge of the office also had a SWOT analysis carried out by an external consultant.

Results of the strategic analysis

Criteria	Goals	Measures
Management	Optimise the use and application of existing methods	Improve interaction with co-workers: <ul style="list-style-type: none"> • Conflict management (factual/emotional) • Apply management rhythm consistently • Extend balanced scorecard to the entire office and train senior management
Information	Optimise the transfer of information	Inform on a more lasting basis: <ul style="list-style-type: none"> • Pass on information appropriate to the level and specific to the department • Check the quality of the provision of information on the basis of random samples • Pass on information regularly and simultaneously to all the members of a department • Introduce the new information concept as a supplement to the instructions of the office
Customer relations	Communicate the office strategy to the customers	Communicate the corporate image with all available means, e.g. Internet, newsletter <ul style="list-style-type: none"> • Communicate environmental projects • Optimise management reports • Optimise deputisations
Human resources	Further expand the high standard	<ul style="list-style-type: none"> • Promote the co-workers' social skills • Provide assistance for co-workers with social, financial or addiction problems • Systematically record and check absences due to accidents or sickness • Introduce re-entry discussions after absences due to accidents or sickness • Equal wages • Furnish workplaces ergonomically in the best-possible way • Promote social contacts at the office
Processes	Promote process orientation among co-workers	<ul style="list-style-type: none"> • Revise working procedures and adapt to new structures • Promote individual responsibility and/or participation among co-workers • When obtaining new material for workplaces, take health-relevant aspects into consideration • Take more stress out of working procedures, e.g. clothing, recruitment or dismissal of recruits • Develop synergies between arsenal, regional command centres

Results of the operating analysis

Criteria	Goals	Measures
Ergonomics	Check office workplaces in terms of optimum ergonomics	<ul style="list-style-type: none"> • Arrange for all co-workers who work at computer screens to have their eyes tested • Train multipliers in ergonomics for computer screen work • Check infrastructure such as furniture, lighting, technical equipment, effect of sunlight • Promote exercise at the workplace
Room temperature and humidity	Increase co-workers' feeling of well-being, particularly on the sites	<ul style="list-style-type: none"> • Improve temperature and draughts by means of suitable adjustments to the building • Fit ceiling insulation in the basement • Also optimise lighting in workrooms that are not used regularly • Protection for non-smokers
Room cleaning	Clean offices, toilets according to the latest hygiene regulations	<ul style="list-style-type: none"> • Arrange for room-cleaning service
Customer-supplier waiting times	Adhere to agreed times	<ul style="list-style-type: none"> • Set out binding terms for the communication of agreed deadlines • Introduce complaints handling in customer service
Understanding of management	Enable senior staff to handle their responsibility for leadership	<ul style="list-style-type: none"> • Practice common values • Set out and communicate company structures transparently • Orient company goals appropriate to level • Improve negative working atmosphere • Expand information policies • Enable all co-workers to participate in company decision-making processes • Increase staff willingness and flexibility regarding change processes • Introduce systematic holiday planning
Personnel politics	Develop modern personnel policies that meet new requirements	<ul style="list-style-type: none"> • Recruit management staff according to certain criteria • Recruit staff according to certain criteria • Train staff with regard to multiple activities (polyvalence) • Introduce senior staff to management by objective techniques • Adjust salaries
Pressure of time	Introduce lean processes	<ul style="list-style-type: none"> • Regularly sort out unnecessary activities • Make sure that the sorting out of unnecessary activities is lasting in nature

The following goals and measures were derived from the results of these investigations:

The measures recommended by Suva and other experts for an improvement in workplace security and health were implemented in several steps.

Difficulties in evaluation

A more detailed evaluation of the pilot project described above was planned prior to the implementation of the health-promotion programmes in the other 42 establishments of the Federal Department for Army Establishments. An external specialist for evaluation studies in the field of health promotion and occupational safety was asked to participate in this project. An initial discussion with the evaluator indicated that the evaluation project involved a lot of difficulties. In particular, however, the data situation was inadequate for a representative analysis. The quality of the initial staff survey failed to meet demands for a meaningful analysis of the implementation programmes. While the questionnaire as well as the structured interviews that were carried out at the start of the pilot project to identify resources and problems in the administration concerned achieved a satisfactorily high return rate of 62%, they had not been designed for repeat co-worker interviews. Additionally, too many part-projects or health promotion measures had been carried out at the same time. Often, only four co-workers took part in the specific programmes. And, ultimately, the financing of a sub-

sequent evaluation of this type had not been secured.

Drawing conclusions

In the end, those responsible for the pilot run dispensed with an objective evaluation for the reasons given. However, they were pleased to note an improvement in staff satisfaction. Despite the lack of any objective proof of success, the same occupational-psychological analysis took place in two other companies of the Federal Department for Army Establishments. Since June 1, 2001, a project leader designated by the government of the canton of St. Gall for the implementation of health promotion in the entire civic administration in St. Gall has been employed to institutionalise the measure successfully carried out in the pilot project. Within this framework, an exhibition was also held on the topics of workplace health promotion.

The greatest success

Towards the end of 2001, the balanced scorecard system and executive training were introduced. The greatest success of the pilot phase consisted of the integration of workplace health promotion into the guidelines. Staff health awareness will continue to be promoted by the management of the enterprise and attention will be paid to the lasting nature of health promotion. The pilot project was even presented to interested experts from Austria in the autumn of 2001.