



Work in tune with life

Template Model of Good Practice 1

Work in tune with life **contact person (NCO):**

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A. Identification and Motivation

General information about the MOGP company:

Name of organisation	ALSTOM (Switzerland) Ltd Field Service Switzerland
Address	Brown Boveri Strasse 7
City	5401 Baden
Country	Switzerland
Contact person (name/function)	Sabine Wiederkehr / HR Project Manager
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Telephone number(s)	+41 (0)56 205 34 98
Website	www.alstom.com
Sector	Power
Number of employees	522

(When the company does not want to provide this information a reference to the NCO will be made, which will support the connection to the company if necessary)

**Motivation (max. 100 words)**

Why has this company been selected as MOGP?

What is special for this MOGP?

How many points the company scores on the on line assessment tool?

Max. 100 words:

Alstom Field Service Switzerland is an international company. Despite the particular challenges facing an organisation whose staff are in action around the world 24 hours a day, it has been possible for specific measures promoting mental health to be successfully implemented at the individual and structural level.

At Alstom Field Service Switzerland, the topics of health and mental health are integrated into management processes in an exemplary manner, with measures being systematically planned and implemented and periodically evaluated.

Together with eight other companies, Alstom Field Service Switzerland is participating in the pilot project SWiNG stress prevention, which is being scientifically evaluated in order to study the effects of the stress interventions and economic benefits.

This tool has not been applied in Switzerland.

B. Policy and Culture (max. 300 words)

Please explain how the **health policy** in the company is organized.

Clarify the approach and the reason why a health policy/initiative was initiated.

Indicate how **mental health is integrated/linked** to this general health policy: Conditions fulfilled concerning the integration; mental health part of mission statement; mental health incorporated in organizations' strategies; systems and processes; specific targets on mental health promotion; comprehensive approach of Workplace mental health promotion (WMHP); management involvement.

Max. 300 words:

At Alstom, health and workplace health promotion are embedded in management processes. This is demonstrated by the annual prevention campaigns, cooperation with the Occupational Medicine Institute (IfA), mandatory health management courses for managers, and counselling provided by Social Services. Thus, for example, Alstom helps to empower employees, creates health-promoting working conditions, and recognises its business interest in – and ethical responsibility for – healthy employees. Health and safety questions are covered in detail in Alstom's Personnel Manual and Code of Ethics.

Field Service Switzerland has global responsibility for servicing power plants. The unit's experienced and skilled specialists in assembly, inspection, commissioning and testing are deployed worldwide. As a result of their highly specialised tasks in the field and at home base, Field Service Switzerland employees are exposed to a wide range of stressors. Most of them work under diverse conditions at power plants worldwide. They have to provide a service at the end of a long and complex value chain with numerous interfaces. This means that they often face considerable pressures, which may lead to stress and stress-related problems.

Participation in the SWiNG pilot project is seen as a major opportunity, making it possible to consider the working environment, processes and interfaces from a completely different perspective. Based on the results of the analysis phase, Field Service Switzerland has focused primarily on stress-inducing structural factors (workplace environment), but also wishes to enable its employees to learn how to cope more effectively with stressful situations.



The aim is to actively promote employees' health.

Wherever possible, the SWiNG project has been combined with other development and optimisation processes and existing structures within the Alstom Group. This has enhanced acceptance of the project and highlighted the integration of SWiNG into the organisation.

Managers' leading by example and commitment to the project has facilitated implementation of the individual project phases. The numerous individual steps have been implemented on a highly participatory basis by employees and management.

C. Organisation and Structure (max. 200 words)

Who is in charge of and/or involved in the organisation and support of the mental health promotion initiatives?

And are these persons acquainted with the mental health topic?: Specific work group; composition of the group; training on mental health; resources etc.

Max. 200 words:

The SWiNG project within Alstom Field Service Switzerland is headed by the Project Manager, and the Sponsor is the Managing Director of Alstom Field Service Switzerland. The Project Manager is assigned to Human Resources. Due to training and experience, familiarity with the topics of mental health, leadership, and organisational development is assured.

Throughout the project, Alstom is working closely together with the Occupational Health Institute (IfA), which is implementing tools and modules developed by Health Promotion Switzerland and the Swiss Insurance Association. The IfA, which develops and implements workplace health promotion concepts, was chosen by Health Promotion Switzerland as one of the consultancies for the SWiNG project.

Project implementation is supported by an internal SWiNG group, which consists of representatives of the different departments and employee representatives within Field Service Switzerland. The group provides support for the whole project – from the analysis phase to implementation. The SWiNG group is the contact point for employees and communicates their views.

The project is also supported by a Management Forum Team. Field Service Switzerland employees work at different sites all around the world, which raises special leadership questions. The Forum is a platform for discussing and sharing experience on leadership issues and improving management performance.

D. Implementation and Strategy (max. 400 words)

How does the company handles the planning of the initiatives concerning mental health promotion? Who is involved in the planning and implementation of these initiatives? Is the planning linked to a needs assessment? Please explain.

Please describe the initiatives and measures on mental health promotion that were taken in the company: what kind of workplace mental health activities were carried out?

- Promotion of mental health
- Prevention of mental health problems



- Dealing with (workers with) mental health problems at work
- (Re) integration of workers with mental health problems

Max. 400 words:

Analysis phase

The aim of SWiNG is to identify cause-and-effect relationships. Accordingly, in the course of the project, working conditions are to be analysed three times at yearly intervals.

Method/Instrument	Initial analysis	Interim analysis	Final analysis
Company figures	√	√	√
Interviews with key persons	√	-	√
Stress assessment tool (S-Tool)	√	√	√
Management survey	√	-	√
Systematic activity observation	√	-	√

Intervention phase

Based on the results of the analysis, in line with the requirements of Health Promotion Switzerland and the Swiss Insurance Association for the SWiNG project, specific targets and measures were developed at Field Service Switzerland in a step-by-step process. Examination of the data led to a process of reflection, in which the organisation can observe and learn more about itself. For the interventions, the following instruments were used:

Team reflection

The aim of the team reflection is, using the results of the analysis and employees' expertise, to discuss workplace-related stresses and the resources available or not available, to set priorities, and to develop solutions at the individual, team-specific and company level. The result is a set of concrete measures for removing workplace stress factors. Employees are to be given a platform where they can use their expertise to promote further development of the organisation.

One-day team reflection workshops were held for all Field Service departments. Here, employees were eager to contribute their knowledge and experience so as to improve their situation at work. Managers faced up to feedback from staff, thus laying the groundwork for discussions and insights. Together with their teams, they sought to develop and subsequently implement specific solutions.

Leadership training

Leaders play a key role in organisations and can contribute significantly to a positive working environment. In addition, the SWiNG project is focused on management.

The mandatory one-day training course uses practice-oriented instruments to show managers how to respond effectively to inconsistent performance, warning signs, frequent absences, etc. and how, in general, their leadership behaviour can influence employees' motivation and enthusiasm for work. The course also includes practical exercises (conducting challenging performance assessments) and provides an opportunity to raise specific questions arising from day-to-day management.

Stress management course

Stress can never be entirely avoided in professional and personal life. This course for



employees and managers elucidates the stress process, raises awareness of individual stressors and shows various ways of effectively managing stress. The focus is on the individual, and a specific action plan is to be developed. Participants have time to analyse their own situation in depth and to define appropriate measures.



E. Evaluation and Lessons Learned (max. 300 words)

Please describe how the mental health promotion initiatives are being evaluated in your organization. Who is involved in the evaluation and how are the results communicated?

- What are the results?
- What are the lessons learned from the mental health activities: success factors; barriers and ways to overcome

Max. 300 words:

The project is being scientifically supported and evaluated by Health Promotion Switzerland and the Public and Organizational Health Section of the Institute of Social and Preventive Medicine of Zurich University (ISPMZ) and the ETH Zurich, and by the Winterthur Institute of Health Economics at Zurich University of Applied Sciences (ZHAW). The aim is to analyse the effects and economic benefits of the interventions. The results of the evaluation, which are to be available in September 2011, will be published by Health Promotion Switzerland.

The results of the first and second S-Tool surveys showed the following picture:

Field Service Switzerland employees are hard-working, committed and enthusiastic. They are clearly subject to considerable stress but they also have stress management resources. These help to minimise the effects of stress on their physical and mental well-being. Workplace stress is due primarily to problems of work organisation (interfaces), the associated uncertainties and a sense of being undervalued.

Like all projects designed to produce changes in organisations and individuals, the SWiNG project has also sometimes aroused scepticism, ambivalence and indifference among Field Service Switzerland employees. In such difficult phases, it was and is particularly important for employees to receive a clear commitment to the project from senior management. Managers' leading by example and commitment has thus facilitated effective implementation of the individual project phases. The numerous individual steps have been implemented on a highly participatory basis by employees and management.

The project architecture was specified by Health Promotion Switzerland and the Swiss Insurance Association. During the project, the modules have frequently been adapted to the new contexts and circumstances of Field Service Switzerland. From the outset, contextual and company-specific adjustments of this kind were envisaged as part of the SWiNG pilot project; this has contributed to successful implementation.

Wherever possible, the SWiNG project has been combined with other development and optimisation processes and existing structures within the Alstom Group. This has enhanced acceptance of the project and highlighted the integration of SWiNG into the organisation.

Close, effective communication has proved to be essential for the SWiNG project at Field Service Switzerland. Initially, managers discussed which employees should be surveyed in interviews and which power plant projects would be suitable for activity observation. During the analysis phase, employees were regularly informed about the S-Tool response rate and various communication channels were used (emails, booklets, flyers and posters). In addition, SWiNG has been integrated into existing structures, e.g. management meetings, team meetings, the staff newspaper and the annual internal Field Service Switzerland conference.