

BULGARIA



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Model of Good Practice

A. General information about the company

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Sector:	Industry, DL 33.20
Number of employees:	369

Age	Sex		total
	male	female	
up to 35	96	77	173
35 to 50	55	92	147
50+	25	24	49
total	176	193	369

The main production facilities of "OPTIX" Co are situated on three sites in the town of Panagurishte and its surroundings – it is a medium town (21,097 residents, 60% in economically active age – 2005) in a mountain region of Central Bulgaria – Sredna Gora. The region has a favorable climate, beautiful nature and ancient history. It is one of the centers of Bulgarian history and spirit. "OPTIX" Co is a new (since 1988) 100% private enterprise with a fully closed production cycle, specialized in construction and manufacturing of precise optic components, assemblies, optico-mechanical and optico-electronic systems with civil, medical and defense application. The implemented modern technologies enable the company to be very competitive along the overall process from design through prototype to serial production. An achievement of the company is the realization of 95% of the production in EU member states and the USA.

"OPTIX" Co is the first company in Bulgaria and one of the first in Europe that has implemented the quintuple integrated system for quality management (ISO 9001: 2000 – since 2002), of information security (ISO 27001: 2005 – since 2007), of environmental protection (ISO 14001 : 2004 – since 2007), of NATO requirements (AQAP 2110 – since 2007) and of healthy and safe working conditions (OHSAS 18001: 1999 – since 2007). The matrix of this system has incorporated the yet expanding application of the comprehensive workplace health promotion (CWHP).

"OPTIX" Co has won national awards as "Innovative Enterprise of the Year" (2005 and 2006) and as "Investor of the Year" in the category of innovative high technologies (2006). The company also reached the finals of the new Japanese quality award "Bosey" in the country.

The company has a staff of 369 specialists with higher education and highly qualified technical assistants. The staff structure is well-balanced by sex and age, with a moderate prevalence of individuals younger than 35, of women (total and younger than 35 among the women) and of men younger than 35 (among the staff younger than 35).

B. Integration of WHP into the company policy and culture

The company policy for HSWC is an integral part of the overall integrated organization of the work activities at "OPTIX" Co, of the strategy for development and of the meeting of the requirements of the European social charter. WHP, correspondingly, is also an integral part of the overall system. It is publicly declared through in-company documents such as "Company code for the policy for establishment and maintenance of healthy and safe working conditions at 'OPTIX' Co", Current Company Policy and Declaration of the Management. They set the following principles and goals referring to the comprehensive workplace health promotion (CWHP):

- Short-term goal: achievement of full compliance with the regulatory requirements (in full harmony with Frame Directive 89/391/EEC (31. 12. 1992) and EU-specific Directives). Realization through broad active participation of the entire staff;
- Long-term goal: supporting high HSWC standard exceeding the regulatory provisions. Continuous development of HSWC and WHP management system. Accounting for global labor development and emergence of new risks;
- Targeted provision of material and financial resources. The managerial staff set an example;
- Introduction and implementation of motivating economic incentives. Application of models of good practice;
- Information, guidelines, training and monitoring for all employees. Publicity, periodical review and updating of HSWC policy;
- Regular in-company audits. Assessment of the effectiveness of measures and the results.

The initiation, maintenance and development of CWHP is a responsibility of the head of the "Human Resources, Safety and Health at Work (SHW)" unit, of the Occupational Health Service (OHS) and all participants in the work process. The activity is supervised, assessed and managed by the Working Conditions Committee (WCC), Managerial Board and the Executive Director.

WCC involvement is active. A working group of three members is established at WCC, coordinated by the manager of "Human Resources and SHW". The group is responsible for the comprehensive workplace health promotion, including health aspects, subject of the "Move Europe" Campaign: smoking prevention, healthy nutrition, physical activity and mental health/stress. The members of the group are trained and have the necessary information (materials). The group has sufficient targeted financial and material support. According to the description, the organization and structure are unique for all aspects of

“Move Europe”.

The initiatives of the group at WCC on CWHP are integrated and supplement the following managerial activities:

1. The quintuple integrated system for management on international standards, for which “OPTIX” AS is certified – respectively its coordinating team.

2. The system for effective management of human resources and its component models (in-company regulations) for:

2.1. Human resources planning.

2.2. Recruitment and selection of staff.

2.3. Employing and introduction of staff. Particular relationship with CWHP has the stages “assigning a supervisor to the newly employed” and “inclusion in the program for initial training” In the organization of ISO 9001 there is a standard and an education and training program, including periodical training on SHW and WHP).

2.4. Motivation of the staff through economic and non-financial incentives. The approaches have a close support and association with CWHP.

▪ Economic methods:

- Bonuses for quality and quantity work indicators (effect on unsound absenteeism);

- Provided training: stipends for universities and secondary schools for acquiring and improving the qualification, including abroad – Germany (learning good practices, including on WHP). An own training center has been established;

- Subsidy of the food at the canteen (a 40% discount);

- Financial support on health and other issues;

- Temporary employment;

- Advantage for children of parents working with the company for stipends and at employment (company continuity);

- Bonus “health”;

- Bonus “I do not smoke”;

- Incentives for compliance and for provided safe and good working conditions.

▪ Non-financial methods:

- Plan for career at the company;

- Approval and respect;

- Collegial help with personal problems;

- Good relationships with the colleagues;

- Congratulations and celebrations at company festivals, national holidays, birthdays etc.

3. System for assessment of the work performance.
4. Workplace assessment, assessment and management of occupational risk (as a method for needs assessment).
5. The practice of communication and informing required by international standards: Information poster stands, intranet, feedback – blackboards and boxes for communication of opinions, problems and proposals; work in target groups, interviews, anonymous inquiries; training, information materials – poster panels in front of each company structure unit.
6. Groups (circles) on quality. After a 5-month training in Japan, eng. Petar Cholakov, in the beginning of 2006, proposed to the management the organizing of quality groups at “OPTIX” Co. The circles (groups) were organized within a month. A workshop followed on “Approaches and Instruments for Problem Management”, led by a senior expert to the Japanese Agency for International Cooperation. In 2007 a workshop on “What quality circles are and how they will function within “OPTIX” Co structure” was held. By now 5 groups have been established and are successfully working with the voluntary involvement of employees (5-6 individuals, a total of 30 employees working once per month under the supervision of a deputy director and a Japanese specialist). In 2007 the circles made presentations at the Conference on Quality with the participation of the company management and the optics specialists. The assessment of the management is that the groups have succeeded in precisely revealing the company pulse and problems and in proposing easily applicable, rational solutions. Since then they have been working systematically, including on problems of safety and health at work. Their work is announced by the “Oborishte” newspaper to the public of Panagurishte. The concept for their work is presented in the book “Integrated improvement of performance and quality” by Y. Fukuda and T. Sase (translated and published in Bulgarian in 2000). The concept is called “Kaizen” and is characterized, in addition to the innovation approach, by its orientation to people, the process, the accumulation of results of small changes (steps) at small investments and decision making with all employees. It is just the combination of “innovations” and “Kaizen” that identifies the innovation practice at “OPTIX” Co as “prominent”, including referring to implementation of CWHP.

At the company there is a practice of encouragement, including material (awards for the quality circles for the “most original solutions”, “most enthusiastic work”), active participation of all employees in work in small groups – main approach in CWHP as well.

7. The measures on CWHP are part of the annual plan program for measures on maintaining the system for healthy and safe working conditions (risk mastering) at “OPTIX” Co and are subject to periodical and annual reports/analyses of the individual responsible for HSWC and coordinator of CWHP and the head of the relevant OHS. Thus, in 2008 “A

survey on the stress issue in the company, proposing and implementation of measures for its mitigation” was conducted; a leaflet and a poster were used to inform the staff on healthy nutrition, a site at a newly built working facility was reconstructed to serve for feeding; various events were organized to variegate the life of the staff – sport competitions, hunting and tourist trips, dance exercises, tennis and ski lessons, etc.; a training facility was equipped with visualizing materials on HSWC and the CWHP program. In May-July 2008 it was reported that “OPTIX” Co joined the “Move Europe” campaign, as well as about the participation in the First National Meeting on the project and the visit of an assessing group.

Yet at first contact with representatives of the company management, one is strongly impressed with their prominent innovation practice. Some of its characteristics are described in point 6. Additionally, the skill and developed procedure should be outlined:

- to select from all the information the matters important for the company,
- to find the way to implement the important positive matters in the company practice to that moment,
- to elaborate a clear report, to timely discuss it and, if approved, to form particular implementation orders,
- to cooperate at implementation and monitor and assess the effect and efficacy of the obtained results.

Such a process is described in point 6 during the implementation of the groups on quality. Another process that impressed us strongly was the reaction when receiving advice from the system after completing and sending the self-assessment questionnaire of companies in WHP “Company health check” of the “Move Europe” project. The coordinator of HSWC and CWHP, when requested by the executive director, has immediately submitted a report with proposals for implementation. The report was discussed at a meeting of the Managerial Council and WCC. The proposals were already realized in the beginning of 2008 with maximal effectiveness for the company. Another 3 of 26 companies interested in the campaign reacted in a similar way.

In a broad aspect, for the purposes of the innovation activity the company provides stipends for training of specialists with higher education in electronics and optics at Göttingen (Germany); has contacts with a similar plant “Priwat” in Germany, with the Tokyo University, specialists and universities in Bulgaria (Technical Universities in Sofia and Gabrovo, Plovdiv Universities); organizes joint conferences and supports the publishing of books.

The model of best practice on CWHP at “OPTIX” Co is characterized with the following principal qualities:

- Prominent innovation practice, ensuring company development in all directions;

- Clear and adequate social and working relations on CWHP policy at the company level of management, including an effort to achieve higher standards that exceed regulatory requirements;
- CWHP integration in the overall organization of the working activity and management, built upon the implemented quintuple integrated management system\;
- Linking CWHP activities with in-company regulations and activities on human resources management and on the assessment and management of occupational risk. The supervision is assigned to a coordinator and a group at the WCC. The OHS is also involved in the activity. The activities are incorporated in an annual program for the provision of HSWC. Particular plans are elaborated for each more comprehensive initiative. They are all well-supported in their targets, financially and with resources.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

D. Smoking prevention

The organization and structure are common for all CWHP aspects – see Chapter C. The activities are planned annually in the planning program for measures to maintain the HSWC system at “OPTIX” Co at periodic and annual reporting and analyzing of the realization. The strategy of the company is to submit regular information on smoking hazards, to protect and positively stimulate non-smokers. The activity proceeds in two stages: (1) In the period 2004 – 2006, because of technological considerations, smoking was restricted by administrative order to specially equipped areas out of the working premises; (2) In 2007, after an inquiry and critical analysis assessment showing that the number of smokers and non-smokers is equal (170 employees [48% of the men and 52% of the women]) and that the number of ex-smokers does not increase and that the smokers have twice longer sick leaves for temporary disability than non-smokers, an order prohibiting smoking on company premises was agreed upon and issued. A place was determined for smoking – a garden near the production part with an open and closed area. Practically it can be used only during regulated breaks, which sharply decreases the number of smoked cigarettes during working hours.

A new information campaign was organized on smoking hazards.

Non-smokers are positively stimulated with a monthly “I do not smoke” bonus. In 2008, this bonus amounted to a total of 40000 lev (20,450 Euro). A single bonus of 200 lev (102 Euro) is awarded to a smoker declaring that he/she will stop smoking. If unsuccessful, the sum is paid back. The personal consultations in such cases are directed to personal GPs. In 2009 it is planned to increase the bonuses.

All employees are engaged in the development of measures on smoking prevention through poster panels for proposals or in written form to WCC. No employee protests have been registered against the full ban.

E. Healthy eating

The organization and structure are common for all CWHP aspects – see Chapter C. The activities are planned annually in the planning program for measures to maintain the HSWC system at “OPTIX” Co at periodic and annual reporting and analyzing of the realization. The company strategy is to ensure pleasant conditions, choice and accessibility of healthy food, so that the employees would prefer to eat in company facilities. Sufficient finances are allocated to establish and maintain modern infrastructure: constantly working canteen which is a restaurant in the evening and is used for celebrations when requested; vending machines and self-service buffets (recreation rooms). The areas for feeding and food preparation are clearly marked, cleaned regularly and periodically intensively. Their design has been well-elaborated, especially that of the canteen: adequate illumination, acoustics, temperature, ventilation, color design, completing with flowers and paintings. Only healthy foods and drinks, selected by a specialist in dietetics, are offered (no alcohol at all) after an anonymous inquiry among the staff on desired healthy menus (low-fat, low-salt, rich in fibers – vegetables and fruits). Additionally, the employees can impact the assortment by offering suggestions at the poster stands for proposals and problems or in written form to WCC. The company improves the attractiveness of the food by covering 40% of its cost, which makes it cheaper for the employees.

Spring and mineral water is supplied free of charge on the whole company premises through automatic devices. Advice on healthy nutrition and beverages for each unit is periodically provided by the information poster panels.

Dietician’s consultation is provided during annual preventive health checks for the employees who need it. Each year the results from measures on healthy nutrition included in the planning program of the company and the nutrition status as a whole are evaluated in the annual report of the CWHP coordinator. The report is discussed and assessments and decisions are adopted at meeting of the management council and the WCC. Through the WCC, the assessment and decisions are publicly announced. The company considers it to be a serious success of this organization that the employees prefer to eat on OPTIX Co premises and not to go to neighboring catering facilities for sandwiches, beer, coffee and cigarettes.

F. Physical activity

The activities are planned annually in the planning program for measures to maintain the HSWC system at "OPTIX" Co at periodic and annual reporting and for analyzing the realization. An action plan is elaborated for each broader initiative, as, for example, for the company jubilee on 26 September 2008 and for the competition "with a fishing rod and a gun" in June 2008. This activity is associated with particular employees' activity (proposing ideas, involvement in preparations and working groups) and the high rate of participation of whole families and their friends. The explanation could be found in the initiative of the coordinator and working group at WCC, in the character of labor at the company (no physical loading, monotonous, static working posture) and in the moderately big town that does not offer special attractions, but has residents that tend to stick more together. The assessment of the necessity for more options for physical exercise is part of the workplace and occupational risk assessment. The list of the activities during the last two years is quite impressive:

- Organized by shops tourist trips to archeological landmarks and in nature for collecting herbs. These events are documented and remembered at the workplace with posters and photos.
- Common activity around "Topolnitsa" dam with a competition called "With a fishing rod and a gun", precisely organized according to CWHP rules.
- Sponsorship of an own tennis hall.
- Support and active participation in a dance band.
- Sponsorship of Tae-kwon-do Sports Club "OPTIX ODINSK" for children and advanced, managed by a company employee.
- Football matches.
- Walks and physical exercise during the breaks for the employees in sedentary or immobilized conditions.
- Organized controlled bike parking.
- Organization of a health check, support and consultation for those who wish to exercise a particular sport systematically are some of the options offered by the company.

Information on these activities in the company and in the town is provided by active PR activity: newspapers, reports on the local cable TV, intranet, information sessions and poster panels. The assessment of this activity starts with an inquiry study, followed by group discussions, and ends with an annual report to the WCC and the management council. The involvement of the company management is very impressive.

G. Stress

The organisation, structure, planning and assessment of this activity are realized according to the united plan for all aspects of CWHP – see Chapter C. In 2008 a planning program was approved, specifically for the measures implemented on CWHP at “OPTIX” Co. The activity in this direction has been strongly affected by the recommendations after sending the completed self-assessment questionnaire for companies in WHP “Company Health Check”. The assessment of the needs in relation to stress at work is formed on the basis of workplace assessment results and occupational risk at the company and an anonymous inquiry among the employees. Those approaches and the contacts of the supervisors with the employees did not reveal distress cases, but identified positive factors and potential stressors – which are subjects of preventive measures. Positive factors are the generally attractive and varying production character (mobility and rotation), effect of supervisors on the newly employed, broad possibilities and company support for training in the country and abroad (qualification and new tasks) and the computer information system for quality management itself, which gives options for task selection and work rate through personal undertaking and reporting of the work tasks (planning according to individual capacity regulated by an order and practiced after training of the supervisors). Referring to potential stressors and preventive control of all employees (managers and executives), information particular for each shop is provided and training is ensured at the training center by groups, using printed materials (with the active involvement of the OHS). In 2008, a manual entitled “Mental health promotion – personal effectiveness and stress management” was prepared for publishing.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria - total 94.5 points – excellent level;
2. Transferability criteria - total 93 points – easy to transfer;

II. EXPERT COMMENTS:

In a 5-year period of acquaintance and implementation of new approaches and techniques (including achieving compliance with the current legislation on healthy and safe working conditions and recommendations for application of WHP through models of good practice) at the analysis and WCC and management assessments in 2007 and 2008, the following positive effects were revealed:

1. Successful functioning of the overall management system, of which CWHP is an integral part.
2. All company managers are convinced that one of the conditions for company success is the constant contact and dialogue with the employees concerning production, social and personal issues. The implementation of groups on quality (including CWHP) has strengthened the capacities in this direction, increasing the engagement and involvement of the whole staff at provision of HSWC, of organizational and social health. Combined with the favorable working environment, these relationships create a feeling of comfort, security and support – in the basis of the evidenced family continuity.
3. Referring to the four aspects of healthy lifestyle assessed in the “Move Europe” campaign, the following achievements were outlined:
 - 3.1. Increased interest, knowledge, skills to manage and initiative concerning the workplace and lifestyle factors affecting health. The same was valid for qualification.
 - 3.2. Greater engagement, activity and involvement of the whole staff in groups on quality/health and in sports and mass events in non-working hours.
 - 3.3. Preferred eating in the canteen and on company premises rather than in neighboring facilities, which create conditions for the consumption of unhealthy foods and beverages (including alcohol) and smoking.
4. Improving working conditions, as well as safety and health levels. In the period 2006-2008, as a result of a complex of targeted actions, absenteeism due to diseases causing temporary disability has decreased by almost 1/3.
5. The work performance has increased.

Model of Good Practice

A. General information about the company

Company/organisation:	“Progress” JSC
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Function of contact person:	Expert “Safety and Health at Work”
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Sector:	Industry, DJ 27.51
Number of employees:	439

Age	Sex		total
	male	female	
up to 35	87	27	114
35 to 50	123	61	184
50+	100	41	141
total	310	129	439

“Progress” JSC is a company established in 1913. It is an example of excellent combination of an 86-year old tradition and innovations in casting production. It is situated in the southeast industrial estate of the town of Stara Zagora – an ancient town in the eastern part of the Upper Thracian lowland. Currently, Stara Zagora is a large settlement with population of 213,444 inhabitants with a leading economic position in the country.

“Progress” JSC is a private shareholder company, which is a part of the “Holding Zagora” Ltd. The company has affirmed itself as a very successful provider of industrial castings of gray and nodular cast iron for hydraulics, all machine building branches and settlement design – a broad spectrum of decoration castings. The long term cooperation with machine building companies, affirmed on the global market, is a result of the constantly renovated production capacities of “Progress” JSC and the ensured high quality of the produced castings (certified according to ISO 9001 : 2004).

The casting industry is characterized by numerous intensive occupational risk factors. Company management makes many efforts and provides resources to sustain the risk factors at an admissible level (successfully) and in the qualification of newly employed workers (although the payment is relatively good, the food is free, and the labor is of second category for retirement in the main production of cast iron articles, some of the newly employed quit after some time). This fluctuation of manpower has a special characteristic associated with working conditions: those that cannot adapt quit early and those who stay work until retirement. Family traditions are found among those who stay.

Because of the presence of risk factors, “Progress” JSC has a Factory Health Service (for first aid, emergency aid and consultations) and a dentist’s service. The health state of the employees is regularly checked by medical examinations organized by the responsible officer for safety and health at work (ROSHW) and the OHS. The assessment of the workplaces and occupational risk shows that at the majority of workplaces the risk is restricted to admissible levels. This is achieved mainly by the implementation of new installations (automatic molding line, new machines for core casting, etc.). Where there are possible deviations and accidents (overheating microclimate, IR radiation, particulate matter, burnings and injuries) there is ensured aid, rooms for rest and hygiene with a medical cabinet and a conditioner and personal protection means. An important contribution to this state of staff protection belongs to the good communication level on occupational risk issues in the company.

Additional possibilities on this priority activity related to HSWC are provided by the belonging of “Progress” JSC to the “Holding Zagora” Ltd – a holding structure owning majority shares or the overall ownership in the 10 most significant and structure-determining enterprises of the economy of Stara Zagora municipality. The possibilities cover cooperation in provision of

free warm food, medical, dental and OHS services; recreation in common recreation facilities at preferential costs; many other social advantages; staff qualification; expertise; multiplication and good practices and common decisions by the CWC of the Holding, which the CWC of "Progress" JSC is a part of.

The management of the company has always had an active attitude to the health and safety of the staff – since 1999 it has been a voluntary member of the National Network of Health and Safety Promoting Companies and, thanks to its good information, it has timely conformed the company system for provision of healthy and safe working conditions (HSWC) with the new Law for HSWC and its regulations. The membership in the National Network has provided to the company ROSHW training and sufficient literature in Bulgarian on CWHP, including national and European models of good practice.

The staff of "Progress" JSC consists of 439 employees, mainly in the age groups of 35-50 and 50+ (74%) and male (71%). A characteristic feature of the employed workers is that up to 30% of them belong to minority ethnic groups – Roma and Turks.

B. Integration of WHP in the company policy and culture

The activities on CWHP are planned and assessed integrated with the quality management system and HSWC. A group of 3 employees in the CWC is authorized with responsibility for CWHP activities.

The guiding principles for those activities are incorporated in the policy for quality, published in the Manual on Quality as two documents – Policy for quality of the Higher Management of “Holding Zagora” Ltd (containing vision, targets and strategy) and Declaration of the Management of “Progress” JSC on the policy for quality. The following goals and strategy associated with CWHP are listed there:

- GOALS:
 - To build up highly qualified and motivated staff and to improve human capital management and social responsibility;
 - To form a new model of thinking and attitude to quality, to develop personal skills and motivation for each employee for active involvement in the activity on quality provision;
 - Constant improvement of the qualification and motivation of the staff;
 - To satisfy customers’ demands guaranteeing protection and strengthening of public well being and the environment;
 - Conduction of a periodic review and assessment of the activity and the achieved results.
- STRATEGY: Development and implementation of a system for human resources management.

The management of “Progress” JSC is convinced that a key to the success of those goals is the realization of the “active involvement of the whole staff who is in good health”.

The company policy is announced to all employees through poster stands required by ISO 9001 : 2004, and the company internal network.

The initiation, maintenance and development of CWHP in the company are the responsibility of the director for economic issues and human resources. He is the coordinator of the CWHP working group on the CWC. Another member of the group is ROSHW.

The OHS and all participants in the working process also have responsibilities for this activity. The CWC working group is trained and has the necessary information, such as printed materials in Bulgarian on CWHP, especially on health aspects that are the object of “Move Europe” campaign: smoking prevention, physical activity and mental health/stress. The group has sufficiently targeted financial and material resources. This organization, structure and resource provision is unified for all “Move Europe” aspects.

The CWHP measures are part of the annual planning program for the provision of healthy

and safe working conditions in “Progress” JSC and are the subject of annual reports – analysis of ROSHW and of the head of the servicing OHS.

The model of good practice at “Progress” JSC is characterized by:

- Emphasized interest, excellent awareness and innovation practice of the company management. The responsible officer for safety and health at work (ROHSW) is trained and has sufficiently adequate materials in Bulgarian on the EU practice in CWHP;
- Clear and adequate CWHP policy at management level, social and employment relationships in the company;
- Integration of CWHP in the overall organization of working activity, quality management (ISO 9001 : 2004) and human resources management;
- The CWHP management is assigned to a coordinator and a group in the Committee for Working Conditions (CWC). The occupational Health Service (OHS) is also engaged in the activity. The activities are incorporated in the Annual Program for HSWC and are financially targeted and provided for;
- Good traditions in the communication among the staff on administrative, managerial, social and personal matters, which ensures excellent joint work, mutual respect and favorable psychosocial climate in a staff of various ethnic groups;
- Fruitful communication on issues of occupational risk in the company contributing to the success of the communication and on occupational risk factors (healthy lifestyle);
- Traditionally good work style in shop groups under the supervision of direct managers with contribution for CWHP as well.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

D. Smoking prevention

The organization and structure are common for all CWHP aspects – see Chapter C. The activities are annually planned in the planning program for the provision measures of HSWC at “Progress” JSC during the annual analysis and assessment of the achievements. Company strategy is to provide regular information on smoking hazards, to provide individual consultations by the Factory Health Service and to protect non-smokers. Smoking is banned by order of the Executive Director at all working and public places on company premises. Smoking areas are determined, marked, equipped and cleaned, are well-ventilated (natural or specially designed). Posters present information on prevention, hazards and successful methods for quitting smoking. The assessment of those problems is part of the assessment of the workplaces, occupational and health risk at “Progress” JSC. After discussions in the CWC, the assessment is announced through the information posters. The feedback from the employees is realized through their representatives in the CWC and for ideas in written form – through boxes for communication of problems and proposals.

After prophylactic examinations, the Factory Health Service and the OHS organize individual and group sessions for consultations, especially on the potentiating effect of tobacco smoke on the risk of dust lung injury. In the described conditions, the number of cigarettes smoked during the working hours decreases substantially. Smoking is really possible only during the regular breaks. The greater part of the lunch break is spent in the canteen. Smoking is banned during meetings and other group activities.

E. Healthy eating

The organization, structure, allocated resources and assessment of the achievements are common for all CWHP aspects – see Chapter C. The nutrition at “Progress” JSC is organized in the following way:

- Workers in day shifts have free breakfast and lunch in an excellently equipped canteen run by a catering company of “Holding Zagora” Ltd. Those in the night shift have free dinner and breakfast, additional warm beverages (tea, coffee), drinks and fruit juices. The menus offered at the canteen are consulted with a specialist in nutrition. Fruits are provided free with the menus. They are purchased once per week in sufficient amounts.
- Automatic vending machines for additional products are inspected for observation of healthy provisions.
- The employees can purchase additional food and drinks in a store located on company premises. It is checked by a representative of the CWHP group in the CWC for observation of the healthy provisions and ban for selling cigarettes and alcoholic drinks.

The OHS manager conducts information sessions with the members of the CWHP working group on the CWC on healthy foods, drinks and diet. Information is provided for the staff on the poster stands according to ISO 9001 : 2004 and the feedback on issues and proposals is realized through boxes for written notes or through representatives in the CWC. The assessment of the needs, through direct declaring or actively searched for through interviews, is considered by the management and decisions are then made and implemented. Particular attention is paid to the maintenance of the canteen on the premises of “Progress” JSC. It is in a specially equipped separate building with service facilities, kitchen and dining hall. Free spring and mineral water is provided in sufficient amounts by water machines in the canteen and the service facilities.

F. Physical activity

The organization, structures, planning, resource allocation and the assessment of the results are common for all aspects of CWHP – see Chapter C. A specific characteristic of the labor at “Progress” JSC is the performance of heavy physical labor with a possibility for overstress of the musculoskeletal apparatus and of the peripheral nervous system for the prevailing part of the executive staff. This is confirmed also by the assessment of the workplaces and occupational risk at the company and also by periodic prophylactic examinations. The levels of this factor are compatible with the adaptation capacities of the majority of workers, but it sets the main emphasis of the problems on physical activity to coping with physical fatigue, relaxing, the rehabilitation of early disorders in the musculoskeletal system and peripheral nervous system. The strategy of the management is towards a strengthened control of this factor, early detection of problems, broad introduction of mechanization and automation – relieving the burden, informing and consulting of the workers with help at emerging problems. For this purpose, a complex of activities is performed:

- Monitoring by OHS, greater attention to this aspect at periodic prophylactic examinations.
- Individual and group consulting by OHS, Factory Health Service and, when necessary, by external specialists.
- Provision of rehabilitation procedures when needed.
- Information on managing and prevention of this issue on the information poster stands. Lectures by OHS during the annual training on HSWC in the system of ISO 9001 : 2004.
- Service premises for recreation during the shift equipped with conditioners. Rooms for the women with conditioners, bed for rest, medicine cabinet.

The other employees are not neglected either. Activities with a positive effect on physical activity and social unity are organized annually:

- Reforesting actions (in the nature).
- Holding celebration day (28 August) with outdoor concert and dances in the recreation facility “Pryaporets”.
- Party of the specialists with higher education (annually on Students’ Day – 8 December).

The company has provided a monitored parking lot for bikes and showers to stimulate walking or cycling.

G. Stress

Multiple factors exist at “Progress” JSC that could disturb the psychosocial relationships and cause excessive stress – heavy labor, high risk for accidents requiring intense attention and high extent of responsibility for individual safety and the safety of surrounding colleagues, manpower fluctuation, various ethnic groups, etc. Nevertheless, in the 10-year joint work in the National Network of Health and Safety Promoting Companies during the frequent contacts, we were convinced of the presence of a dynamic balance in the mental and organization health among the company staff that enable intense production process and broad renovation. Most possibly this is mainly contributed by the adequate management style, tasks assignment, respect, discussion, consideration of individual capacities and other practices which have been established over the years and passed from generation to generation of employees. The main holders of those traditions are the direct managers of the working teams. With this, “Progress” JSC is a model of good practice. The following items could be described:

- Organization and structural units – see Chapter C;
- Assessment of the needs incorporated in the methods for assessment of the workplaces, assessment and managing of occupational risk;
- Improvement of qualification providing rotation and enhancement of the tasks;
- Consultations at health examinations;
- Monitoring and assessment from the management.

In the aspect of mental health and more widely – in the aspect of CWHP – an important role is played by the meetings of the shop groups guided by the direct managers. The CWHP coordinating group has included in its plan a survey of this role and establishing, on this basis, a program for prevention of excessive stress at “Progress” JSC.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria total - 89.0 points – excellent level
2. Transferability criteria – 87.7 points – easy to transfer

II. EXPERT COMMENTS:

At “Progress” JSC, a dynamic balance in the mental and organizational health of the staff is ensured that enables intense production process and broad renovation. In the foundation of this achievement lies the traditionally good work style in shop groups guided by direct managers. This approach is adequate to the dense engagement in a continuous working process, to the gravity of labor and to the multiple occupational risk factors in the casting industry. It could be predicted that the good work of such groups, in addition to the production process and work organization, could contribute in the CWHP aspect in production activities with a character such as the output of raw materials, metallurgy, construction, transport, etc.

Referring to the health aspects of “Move Europe” campaign, the activities on smoking prevention are sufficient; on healthy eating – very good; on physical activity – effective and methodologically adequate to the character of the labor and on mental health/stress – providing dynamic mental and organizational health based on a traditionally good work style in shop groups guided by direct managers.

Model of Good Practice

A. General information about the company

Company/organisation:	“OPTIX” Co
Address:	Panagurishte 4500 65, Zahari Stoyanov” Str.
Name of contact person:	Mr. Pandali Bozadjiev
Function of contact person:	Human resources manager and company expert on “Safety and Health at Work”
Telephone number:	(+359) 357 41 25; fax: (+359) 357 30 97
Email:	optix@optixco.com
Sector:	Industry, DL 33.20
Number of employees:	369

Age	Sex		total
	male	female	
up to 35	96	77	173
35 to 50	55	92	147
50+	25	24	49
total	176	193	369

The main production facilities of “OPTIX” Co are situated on three sites in the town of Panagurishte and its surroundings – it is a medium town (21,097 residents, 60% in economically active age – 2005) in a mountain region of Central Bulgaria – Sredna Gora. The region has a favorable climate, beautiful nature and ancient history. It is one of the centers of Bulgarian history and spirit. “OPTIX” Co is a new (since 1988) 100% private enterprise with a fully closed production cycle, specialized in construction and manufacturing of precise optic components, assemblies, optico-mechanical and optico-electronic systems with civil, medical and defense application. The implemented modern technologies enable the company to be very competitive along the overall process from design through prototype to serial production. An achievement of the company is the realization of 95% of the production in EU member states and the USA.

“OPTIX” Co is the first company in Bulgaria and one of the first in Europe that has implemented the quintuple integrated system for quality management (ISO 9001: 2000 – since 2002), of information security (ISO 27001: 2005 – since 2007), of environmental protection (ISO 14001 : 2004 – since 2007), of NATO requirements (AQAP 2110 – since 2007) and of healthy and safe working conditions (OHSAS 18001: 1999 – since 2007). The matrix of this system has incorporated the yet expanding application of the comprehensive workplace health promotion (CWHP).

“OPTIX” Co has won national awards as “Innovative Enterprise of the Year” (2005 and 2006) and as “Investor of the Year” in the category of innovative high technologies (2006). The company also reached the finals of the new Japanese quality award “Bosey” in the country.

The company has a staff of 369 specialists with higher education and highly qualified technical assistants. The staff structure is well-balanced by sex and age, with a moderate prevalence of individuals younger than 35, of women (total and younger than 35 among the women) and of men younger than 35 (among the staff younger than 35).

B. Integration of WHP into the company policy and culture

The company policy for HSWC is an integral part of the overall integrated organization of the work activities at "OPTIX" Co, of the strategy for development and of the meeting of the requirements of the European social charter. WHP, correspondingly, is also an integral part of the overall system. It is publicly declared through in-company documents such as "Company code for the policy for establishment and maintenance of healthy and safe working conditions at 'OPTIX' Co", Current Company Policy and Declaration of the Management. They set the following principles and goals referring to the comprehensive workplace health promotion (CWHP):

- Short-term goal: achievement of full compliance with the regulatory requirements (in full harmony with Frame Directive 89/391/EEC (31. 12. 1992) and EU-specific Directives). Realization through broad active participation of the entire staff;
- Long-term goal: supporting high HSWC standard exceeding the regulatory provisions. Continuous development of HSWC and WHP management system. Accounting for global labor development and emergence of new risks;
- Targeted provision of material and financial resources. The managerial staff set an example;
- Introduction and implementation of motivating economic incentives. Application of models of good practice;
- Information, guidelines, training and monitoring for all employees. Publicity, periodical review and updating of HSWC policy;
- Regular in-company audits. Assessment of the effectiveness of measures and the results.

The initiation, maintenance and development of CWHP is a responsibility of the head of the "Human Resources, Safety and Health at Work (SHW)" unit, of the Occupational Health Service (OHS) and all participants in the work process. The activity is supervised, assessed and managed by the Working Conditions Committee (WCC), Managerial Board and the Executive Director.

WCC involvement is active. A working group of three members is established at WCC, coordinated by the manager of "Human Resources and SHW". The group is responsible for the comprehensive workplace health promotion, including health aspects, subject of the "Move Europe" Campaign: smoking prevention, healthy nutrition, physical activity and mental health/stress. The members of the group are trained and have the necessary information (materials). The group has sufficient targeted financial and material support. According to the description, the organization and structure are unique for all aspects of

“Move Europe”.

The initiatives of the group at WCC on CWHP are integrated and supplement the following managerial activities:

1. The quintuple integrated system for management on international standards, for which “OPTIX” AS is certified – respectively its coordinating team.

2. The system for effective management of human resources and its component models (in-company regulations) for:

2.1. Human resources planning.

2.2. Recruitment and selection of staff.

2.3. Employing and introduction of staff. Particular relationship with CWHP has the stages “assigning a supervisor to the newly employed” and “inclusion in the program for initial training” In the organization of ISO 9001 there is a standard and an education and training program, including periodical training on SHW and WHP).

2.4. Motivation of the staff through economic and non-financial incentives. The approaches have a close support and association with CWHP.

▪ Economic methods:

- Bonuses for quality and quantity work indicators (effect on unsound absenteeism);

- Provided training: stipends for universities and secondary schools for acquiring and improving the qualification, including abroad – Germany (learning good practices, including on WHP). An own training center has been established;

- Subsidy of the food at the canteen (a 40% discount);

- Financial support on health and other issues;

- Temporary employment;

- Advantage for children of parents working with the company for stipends and at employment (company continuity);

- Bonus “health”;

- Bonus “I do not smoke”;

- Incentives for compliance and for provided safe and good working conditions.

▪ Non-financial methods:

- Plan for career at the company;

- Approval and respect;

- Collegial help with personal problems;

- Good relationships with the colleagues;

- Congratulations and celebrations at company festivals, national holidays, birthdays etc.

3. System for assessment of the work performance.
4. Workplace assessment, assessment and management of occupational risk (as a method for needs assessment).
5. The practice of communication and informing required by international standards: Information poster stands, intranet, feedback – blackboards and boxes for communication of opinions, problems and proposals; work in target groups, interviews, anonymous inquiries; training, information materials – poster panels in front of each company structure unit.
6. Groups (circles) on quality. After a 5-month training in Japan, eng. Petar Cholakov, in the beginning of 2006, proposed to the management the organizing of quality groups at “OPTIX” Co. The circles (groups) were organized within a month. A workshop followed on “Approaches and Instruments for Problem Management”, led by a senior expert to the Japanese Agency for International Cooperation. In 2007 a workshop on “What quality circles are and how they will function within “OPTIX” Co structure” was held. By now 5 groups have been established and are successfully working with the voluntary involvement of employees (5-6 individuals, a total of 30 employees working once per month under the supervision of a deputy director and a Japanese specialist). In 2007 the circles made presentations at the Conference on Quality with the participation of the company management and the optics specialists. The assessment of the management is that the groups have succeeded in precisely revealing the company pulse and problems and in proposing easily applicable, rational solutions. Since then they have been working systematically, including on problems of safety and health at work. Their work is announced by the “Oborishte” newspaper to the public of Panagurishte. The concept for their work is presented in the book “Integrated improvement of performance and quality” by Y. Fukuda and T. Sase (translated and published in Bulgarian in 2000). The concept is called “Kaizen” and is characterized, in addition to the innovation approach, by its orientation to people, the process, the accumulation of results of small changes (steps) at small investments and decision making with all employees. It is just the combination of “innovations” and “Kaizen” that identifies the innovation practice at “OPTIX” Co as “prominent”, including referring to implementation of CWHP.

At the company there is a practice of encouragement, including material (awards for the quality circles for the “most original solutions”, “most enthusiastic work”), active participation of all employees in work in small groups – main approach in CWHP as well.

7. The measures on CWHP are part of the annual plan program for measures on maintaining the system for healthy and safe working conditions (risk mastering) at “OPTIX” Co and are subject to periodical and annual reports/analyses of the individual responsible for HSWC and coordinator of CWHP and the head of the relevant OHS. Thus, in 2008 “A

survey on the stress issue in the company, proposing and implementation of measures for its mitigation” was conducted; a leaflet and a poster were used to inform the staff on healthy nutrition, a site at a newly built working facility was reconstructed to serve for feeding; various events were organized to variegate the life of the staff – sport competitions, hunting and tourist trips, dance exercises, tennis and ski lessons, etc.; a training facility was equipped with visualizing materials on HSWC and the CWHP program. In May-July 2008 it was reported that “OPTIX” Co joined the “Move Europe” campaign, as well as about the participation in the First National Meeting on the project and the visit of an assessing group.

Yet at first contact with representatives of the company management, one is strongly impressed with their prominent innovation practice. Some of its characteristics are described in point 6. Additionally, the skill and developed procedure should be outlined:

- to select from all the information the matters important for the company,
- to find the way to implement the important positive matters in the company practice to that moment,
- to elaborate a clear report, to timely discuss it and, if approved, to form particular implementation orders,
- to cooperate at implementation and monitor and assess the effect and efficacy of the obtained results.

Such a process is described in point 6 during the implementation of the groups on quality. Another process that impressed us strongly was the reaction when receiving advice from the system after completing and sending the self-assessment questionnaire of companies in WHP “Company health check” of the “Move Europe” project. The coordinator of HSWC and CWHP, when requested by the executive director, has immediately submitted a report with proposals for implementation. The report was discussed at a meeting of the Managerial Council and WCC. The proposals were already realized in the beginning of 2008 with maximal effectiveness for the company. Another 3 of 26 companies interested in the campaign reacted in a similar way.

In a broad aspect, for the purposes of the innovation activity the company provides stipends for training of specialists with higher education in electronics and optics at Göttingen (Germany); has contacts with a similar plant “Priwat” in Germany, with the Tokyo University, specialists and universities in Bulgaria (Technical Universities in Sofia and Gabrovo, Plovdiv Universities); organizes joint conferences and supports the publishing of books.

The model of best practice on CWHP at “OPTIX” Co is characterized with the following principal qualities:

- Prominent innovation practice, ensuring company development in all directions;
- Clear and adequate social and working relations on CWHP policy at the company level of management, including an effort to achieve higher standards that exceed regulatory requirements;
 - CWHP integration in the overall organization of the working activity and management, built upon the implemented quintuple integrated management system\;
 - Linking CWHP activities with in-company regulations and activities on human resources management and on the assessment and management of occupational risk. The supervision is assigned to a coordinator and a group at the WCC. The OHS is also involved in the activity. The activities are incorporated in an annual program for the provision of HSWC. Particular plans are elaborated for each more comprehensive initiative. They are all well-supported in their targets, financially and with resources.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

D. Smoking prevention

The organization and structure are common for all CWHP aspects – see Chapter C. The activities are planned annually in the planning program for measures to maintain the HSWC system at “OPTIX” Co at periodic and annual reporting and analyzing of the realization. The strategy of the company is to submit regular information on smoking hazards, to protect and positively stimulate non-smokers. The activity proceeds in two stages: (1) In the period 2004 – 2006, because of technological considerations, smoking was restricted by administrative order to specially equipped areas out of the working premises; (2) In 2007, after an inquiry and critical analysis assessment showing that the number of smokers and non-smokers is equal (170 employees [48% of the men and 52% of the women]) and that the number of ex-smokers does not increase and that the smokers have twice longer sick leaves for temporary disability than non-smokers, an order prohibiting smoking on company premises was agreed upon and issued. A place was determined for smoking – a garden near the production part with an open and closed area. Practically it can be used only during regulated breaks, which sharply decreases the number of smoked cigarettes during working hours.

A new information campaign was organized on smoking hazards.

Non-smokers are positively stimulated with a monthly “I do not smoke” bonus. In 2008, this bonus amounted to a total of 40000 lev (20,450 Euro). A single bonus of 200 lev (102 Euro) is awarded to a smoker declaring that he/she will stop smoking. If unsuccessful, the sum is paid back. The personal consultations in such cases are directed to personal GPs. In 2009 it is planned to increase the bonuses.

All employees are engaged in the development of measures on smoking prevention through poster panels for proposals or in written form to WCC. No employee protests have been registered against the full ban.

Model of Good Practice

A. General information about the company

Company/organisation:	“Progress” JSC
Address:	Stara Zagora 6000 Industrial estate “Progress” JSC
Name of contact person:	Eng. Svetlana Angelova Giokova
Function of contact person:	Expert “Safety and Health at Work”
Telephone number:	(+359) 42 632 807
Email:	Svetlana_2005@abv.bg
Sector:	Industry, DJ 27.51
Number of employees:	439

Age	Sex		total
	male	female	
up to 35	87	27	114
35 to 50	123	61	184
50+	100	41	141
total	310	129	439

“Progress” JSC is a company established in 1913. It is an example of excellent combination of an 86-year old tradition and innovations in casting production. It is situated in the southeast industrial estate of the town of Stara Zagora – an ancient town in the eastern part of the Upper Thracian lowland. Currently, Stara Zagora is a large settlement with population of 213,444 inhabitants with a leading economic position in the country.

“Progress” JSC is a private shareholder company, which is a part of the “Holding Zagora” Ltd. The company has affirmed itself as a very successful provider of industrial castings of gray and nodular cast iron for hydraulics, all machine building branches and settlement design – a broad spectrum of decoration castings. The long term cooperation with machine building companies, affirmed on the global market, is a result of the constantly renovated production capacities of “Progress” JSC and the ensured high quality of the produced castings (certified according to ISO 9001 : 2004).

The casting industry is characterized by numerous intensive occupational risk factors. Company management makes many efforts and provides resources to sustain the risk factors at an admissible level (successfully) and in the qualification of newly employed workers (although the payment is relatively good, the food is free, and the labor is of second category for retirement in the main production of cast iron articles, some of the newly employed quit after some time). This fluctuation of manpower has a special characteristic associated with working conditions: those that cannot adapt quit early and those who stay work until retirement. Family traditions are found among those who stay.

Because of the presence of risk factors, “Progress” JSC has a Factory Health Service (for first aid, emergency aid and consultations) and a dentist’s service. The health state of the employees is regularly checked by medical examinations organized by the responsible officer for safety and health at work (ROSHW) and the OHS. The assessment of the workplaces and occupational risk shows that at the majority of workplaces the risk is restricted to admissible levels. This is achieved mainly by the implementation of new installations (automatic molding line, new machines for core casting, etc.). Where there are possible deviations and accidents (overheating microclimate, IR radiation, particulate matter, burnings and injuries) there is ensured aid, rooms for rest and hygiene with a medical cabinet and a conditioner and personal protection means. An important contribution to this state of staff protection belongs to the good communication level on occupational risk issues in the company.

Additional possibilities on this priority activity related to HSWC are provided by the belonging of “Progress” JSC to the “Holding Zagora” Ltd – a holding structure owning majority shares or the overall ownership in the 10 most significant and structure-determining enterprises of the economy of Stara Zagora municipality. The possibilities cover cooperation in provision of

free warm food, medical, dental and OHS services; recreation in common recreation facilities at preferential costs; many other social advantages; staff qualification; expertise; multiplication and good practices and common decisions by the CWC of the Holding, which the CWC of "Progress" JSC is a part of.

The management of the company has always had an active attitude to the health and safety of the staff – since 1999 it has been a voluntary member of the National Network of Health and Safety Promoting Companies and, thanks to its good information, it has timely conformed the company system for provision of healthy and safe working conditions (HSWC) with the new Law for HSWC and its regulations. The membership in the National Network has provided to the company ROSHW training and sufficient literature in Bulgarian on CWHP, including national and European models of good practice.

The staff of "Progress" JSC consists of 439 employees, mainly in the age groups of 35-50 and 50+ (74%) and male (71%). A characteristic feature of the employed workers is that up to 30% of them belong to minority ethnic groups – Roma and Turks.

B. Integration of WHP in the company policy and culture

The activities on CWHP are planned and assessed integrated with the quality management system and HSWC. A group of 3 employees in the CWC is authorized with responsibility for CWHP activities.

The guiding principles for those activities are incorporated in the policy for quality, published in the Manual on Quality as two documents – Policy for quality of the Higher Management of “Holding Zagora” Ltd (containing vision, targets and strategy) and Declaration of the Management of “Progress” JSC on the policy for quality. The following goals and strategy associated with CWHP are listed there:

- GOALS:
 - To build up highly qualified and motivated staff and to improve human capital management and social responsibility;
 - To form a new model of thinking and attitude to quality, to develop personal skills and motivation for each employee for active involvement in the activity on quality provision;
 - Constant improvement of the qualification and motivation of the staff;
 - To satisfy customers’ demands guaranteeing protection and strengthening of public well being and the environment;
 - Conduction of a periodic review and assessment of the activity and the achieved results.
- STRATEGY: Development and implementation of a system for human resources management.

The management of “Progress” JSC is convinced that a key to the success of those goals is the realization of the “active involvement of the whole staff who is in good health”.

The company policy is announced to all employees through poster stands required by ISO 9001 : 2004, and the company internal network.

The initiation, maintenance and development of CWHP in the company are the responsibility of the director for economic issues and human resources. He is the coordinator of the CWHP working group on the CWC. Another member of the group is ROSHW.

The OHS and all participants in the working process also have responsibilities for this activity. The CWC working group is trained and has the necessary information, such as printed materials in Bulgarian on CWHP, especially on health aspects that are the object of “Move Europe” campaign: smoking prevention, physical activity and mental health/stress. The group has sufficiently targeted financial and material resources. This organization, structure and resource provision is unified for all “Move Europe” aspects.

The CWHP measures are part of the annual planning program for the provision of healthy

and safe working conditions in “Progress” JSC and are the subject of annual reports – analysis of ROSHW and of the head of the servicing OHS.

The model of good practice at “Progress” JSC is characterized by:

- Emphasized interest, excellent awareness and innovation practice of the company management. The responsible officer for safety and health at work (ROHSW) is trained and has sufficiently adequate materials in Bulgarian on the EU practice in CWHP;
- Clear and adequate CWHP policy at management level, social and employment relationships in the company;
- Integration of CWHP in the overall organization of working activity, quality management (ISO 9001 : 2004) and human resources management;
- The CWHP management is assigned to a coordinator and a group in the Committee for Working Conditions (CWC). The occupational Health Service (OHS) is also engaged in the activity. The activities are incorporated in the Annual Program for HSWC and are financially targeted and provided for;
- Good traditions in the communication among the staff on administrative, managerial, social and personal matters, which ensures excellent joint work, mutual respect and favorable psychosocial climate in a staff of various ethnic groups;
- Fruitful communication on issues of occupational risk in the company contributing to the success of the communication and on occupational risk factors (healthy lifestyle);
- Traditionally good work style in shop groups under the supervision of direct managers with contribution for CWHP as well.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

D. Smoking prevention

The organization and structure are common for all CWHP aspects – see Chapter C. The activities are annually planned in the planning program for the provision measures of HSWC at “Progress” JSC during the annual analysis and assessment of the achievements. Company strategy is to provide regular information on smoking hazards, to provide individual consultations by the Factory Health Service and to protect non-smokers. Smoking is banned by order of the Executive Director at all working and public places on company premises. Smoking areas are determined, marked, equipped and cleaned, are well-ventilated (natural or specially designed). Posters present information on prevention, hazards and successful methods for quitting smoking. The assessment of those problems is part of the assessment of the workplaces, occupational and health risk at “Progress” JSC. After discussions in the CWC, the assessment is announced through the information posters. The feedback from the employees is realized through their representatives in the CWC and for ideas in written form – through boxes for communication of problems and proposals.

After prophylactic examinations, the Factory Health Service and the OHS organize individual and group sessions for consultations, especially on the potentiating effect of tobacco smoke on the risk of dust lung injury. In the described conditions, the number of cigarettes smoked during the working hours decreases substantially. Smoking is really possible only during the regular breaks. The greater part of the lunch break is spent in the canteen. Smoking is banned during meetings and other group activities.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria total - 89.0 points – excellent level
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II. EXPERT COMMENTS:

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Model of Good Practice

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Address:	Panagurishte 4500 65, Zahari Stoyanov” Str.
Name of contact person:	Mr. Pandali Bozadjiev
Function of contact person:	Human resources manager and company expert on “Safety and Health at Work”
Telephone number:	(+359) 357 41 25; fax: (+359) 357 30 97
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- Financial support on health and other issues;

- Temporary employment;

- Advantage for children of parents working with the company for stipends and at employment (company continuity);

- Bonus “health”;

- Bonus “I do not smoke”;

- Incentives for compliance and for provided safe and good working conditions.

▪ Non-financial methods:

- Plan for career at the company;

- Approval and respect;

- Collegial help with personal problems;

- Good relationships with the colleagues;

- Congratulations and celebrations at company festivals, national holidays, birthdays etc.

3. System for assessment of the work performance.
4. Workplace assessment, assessment and management of occupational risk (as a method for needs assessment).
5. The practice of communication and informing required by international standards: Information poster stands, intranet, feedback – blackboards and boxes for communication of opinions, problems and proposals; work in target groups, interviews, anonymous inquiries; training, information materials – poster panels in front of each company structure unit.
6. Groups (circles) on quality. After a 5-month training in Japan, eng. Petar Cholakov, in the beginning of 2006, proposed to the management the organizing of quality groups at “OPTIX” Co. The circles (groups) were organized within a month. A workshop followed on “Approaches and Instruments for Problem Management”, led by a senior expert to the Japanese Agency for International Cooperation. In 2007 a workshop on “What quality circles are and how they will function within “OPTIX” Co structure” was held. By now 5 groups have been established and are successfully working with the voluntary involvement of employees (5-6 individuals, a total of 30 employees working once per month under the supervision of a deputy director and a Japanese specialist). In 2007 the circles made presentations at the Conference on Quality with the participation of the company management and the optics specialists. The assessment of the management is that the groups have succeeded in precisely revealing the company pulse and problems and in proposing easily applicable, rational solutions. Since then they have been working systematically, including on problems of safety and health at work. Their work is announced by the “Oborishte” newspaper to the public of Panagurishte. The concept for their work is presented in the book “Integrated improvement of performance and quality” by Y. Fukuda and T. Sase (translated and published in Bulgarian in 2000). The concept is called “Kaizen” and is characterized, in addition to the innovation approach, by its orientation to people, the process, the accumulation of results of small changes (steps) at small investments and decision making with all employees. It is just the combination of “innovations” and “Kaizen” that identifies the innovation practice at “OPTIX” Co as “prominent”, including referring to implementation of CWHP.

At the company there is a practice of encouragement, including material (awards for the quality circles for the “most original solutions”, “most enthusiastic work”), active participation of all employees in work in small groups – main approach in CWHP as well.

7. The measures on CWHP are part of the annual plan program for measures on maintaining the system for healthy and safe working conditions (risk mastering) at “OPTIX” Co and are subject to periodical and annual reports/analyses of the individual responsible for HSWC and coordinator of CWHP and the head of the relevant OHS. Thus, in 2008 “A

survey on the stress issue in the company, proposing and implementation of measures for its mitigation” was conducted; a leaflet and a poster were used to inform the staff on healthy nutrition, a site at a newly built working facility was reconstructed to serve for feeding; various events were organized to variegate the life of the staff – sport competitions, hunting and tourist trips, dance exercises, tennis and ski lessons, etc.; a training facility was equipped with visualizing materials on HSWC and the CWHP program. In May-July 2008 it was reported that “OPTIX” Co joined the “Move Europe” campaign, as well as about the participation in the First National Meeting on the project and the visit of an assessing group.

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In a broad aspect, for the purposes of the innovation activity the company provides stipends for training of specialists with higher education in electronics and optics at Göttingen (Germany); has contacts with a similar plant “Priwat” in Germany, with the Tokyo University, specialists and universities in Bulgaria (Technical Universities in Sofia and Gabrovo, Plovdiv Universities); organizes joint conferences and supports the publishing of books.

The model of best practice on CWHP at “OPTIX” Co is characterized with the following principal qualities:

- Prominent innovation practice, ensuring company development in all directions;

- Clear and adequate social and working relations on CWHP policy at the company level of management, including an effort to achieve higher standards that exceed regulatory requirements;
- CWHP integration in the overall organization of the working activity and management, built upon the implemented quintuple integrated management system\;
- Linking CWHP activities with in-company regulations and activities on human resources management and on the assessment and management of occupational risk. The supervision is assigned to a coordinator and a group at the WCC. The OHS is also involved in the activity. The activities are incorporated in an annual program for the provision of HSWC. Particular plans are elaborated for each more comprehensive initiative. They are all well-supported in their targets, financially and with resources.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

E. Healthy eating

The organization and structure are common for all CWHP aspects – see Chapter C. The activities are planned annually in the planning program for measures to maintain the HSWC system at “OPTIX” Co at periodic and annual reporting and analyzing of the realization. The company strategy is to ensure pleasant conditions, choice and accessibility of healthy food, so that the employees would prefer to eat in company facilities. Sufficient finances are allocated to establish and maintain modern infrastructure: constantly working canteen which is a restaurant in the evening and is used for celebrations when requested; vending machines and self-service buffets (recreation rooms). The areas for feeding and food preparation are clearly marked, cleaned regularly and periodically intensively. Their design has been well-elaborated, especially that of the canteen: adequate illumination, acoustics, temperature, ventilation, color design, completing with flowers and paintings. Only healthy foods and drinks, selected by a specialist in dietetics, are offered (no alcohol at all) after an anonymous inquiry among the staff on desired healthy menus (low-fat, low-salt, rich in fibers – vegetables and fruits). Additionally, the employees can impact the assortment by offering suggestions at the poster stands for proposals and problems or in written form to WCC. The company improves the attractiveness of the food by covering 40% of its cost, which makes it cheaper for the employees.

Spring and mineral water is supplied free of charge on the whole company premises through automatic devices. Advice on healthy nutrition and beverages for each unit is periodically provided by the information poster panels.

Dietician’s consultation is provided during annual preventive health checks for the employees who need it. Each year the results from measures on healthy nutrition included in the planning program of the company and the nutrition status as a whole are evaluated in the annual report of the CWHP coordinator. The report is discussed and assessments and decisions are adopted at meeting of the management council and the WCC. Through the WCC, the assessment and decisions are publicly announced. The company considers it to be a serious success of this organization that the employees prefer to eat on OPTIX Co premises and not to go to neighboring catering facilities for sandwiches, beer, coffee and cigarettes.

Model of Good Practice

A. General information about the company

Company/organisation:	“Progress” JSC
Address:	Stara Zagora 6000 Industrial estate “Progress” JSC
Name of contact person:	Eng. Svetlana Angelova Giokova
Function of contact person:	Expert “Safety and Health at Work”
Telephone number:	(+359) 42 632 807
Email:	Svetlana_2005@abv.bg
Sector:	Industry, DJ 27.51
Number of employees:	439

Age	Sex		total
	male	female	
up to 35	87	27	114
35 to 50	123	61	184
50+	100	41	141
total	310	129	439

“Progress” JSC is a company established in 1913. It is an example of excellent combination of an 86-year old tradition and innovations in casting production. It is situated in the southeast industrial estate of the town of Stara Zagora – an ancient town in the eastern part of the Upper Thracian lowland. Currently, Stara Zagora is a large settlement with population of 213,444 inhabitants with a leading economic position in the country.

“Progress” JSC is a private shareholder company, which is a part of the “Holding Zagora” Ltd. The company has affirmed itself as a very successful provider of industrial castings of gray and nodular cast iron for hydraulics, all machine building branches and settlement design – a broad spectrum of decoration castings. The long term cooperation with machine building companies, affirmed on the global market, is a result of the constantly renovated production capacities of “Progress” JSC and the ensured high quality of the produced castings (certified according to ISO 9001 : 2004).

The casting industry is characterized by numerous intensive occupational risk factors. Company management makes many efforts and provides resources to sustain the risk factors at an admissible level (successfully) and in the qualification of newly employed workers (although the payment is relatively good, the food is free, and the labor is of second category for retirement in the main production of cast iron articles, some of the newly employed quit after some time). This fluctuation of manpower has a special characteristic associated with working conditions: those that cannot adapt quit early and those who stay work until retirement. Family traditions are found among those who stay.

Because of the presence of risk factors, “Progress” JSC has a Factory Health Service (for first aid, emergency aid and consultations) and a dentist’s service. The health state of the employees is regularly checked by medical examinations organized by the responsible officer for safety and health at work (ROSHW) and the OHS. The assessment of the workplaces and occupational risk shows that at the majority of workplaces the risk is restricted to admissible levels. This is achieved mainly by the implementation of new installations (automatic molding line, new machines for core casting, etc.). Where there are possible deviations and accidents (overheating microclimate, IR radiation, particulate matter, burnings and injuries) there is ensured aid, rooms for rest and hygiene with a medical cabinet and a conditioner and personal protection means. An important contribution to this state of staff protection belongs to the good communication level on occupational risk issues in the company.

Additional possibilities on this priority activity related to HSWC are provided by the belonging of “Progress” JSC to the “Holding Zagora” Ltd – a holding structure owning majority shares or the overall ownership in the 10 most significant and structure-determining enterprises of the economy of Stara Zagora municipality. The possibilities cover cooperation in provision of

free warm food, medical, dental and OHS services; recreation in common recreation facilities at preferential costs; many other social advantages; staff qualification; expertise; multiplication and good practices and common decisions by the CWC of the Holding, which the CWC of "Progress" JSC is a part of.

The management of the company has always had an active attitude to the health and safety of the staff – since 1999 it has been a voluntary member of the National Network of Health and Safety Promoting Companies and, thanks to its good information, it has timely conformed the company system for provision of healthy and safe working conditions (HSWC) with the new Law for HSWC and its regulations. The membership in the National Network has provided to the company ROSHW training and sufficient literature in Bulgarian on CWHP, including national and European models of good practice.

The staff of "Progress" JSC consists of 439 employees, mainly in the age groups of 35-50 and 50+ (74%) and male (71%). A characteristic feature of the employed workers is that up to 30% of them belong to minority ethnic groups – Roma and Turks.

B. Integration of WHP in the company policy and culture

The activities on CWHP are planned and assessed integrated with the quality management system and HSWC. A group of 3 employees in the CWC is authorized with responsibility for CWHP activities.

The guiding principles for those activities are incorporated in the policy for quality, published in the Manual on Quality as two documents – Policy for quality of the Higher Management of “Holding Zagora” Ltd (containing vision, targets and strategy) and Declaration of the Management of “Progress” JSC on the policy for quality. The following goals and strategy associated with CWHP are listed there:

- GOALS:
 - To build up highly qualified and motivated staff and to improve human capital management and social responsibility;
 - To form a new model of thinking and attitude to quality, to develop personal skills and motivation for each employee for active involvement in the activity on quality provision;
 - Constant improvement of the qualification and motivation of the staff;
 - To satisfy customers’ demands guaranteeing protection and strengthening of public well being and the environment;
 - Conduction of a periodic review and assessment of the activity and the achieved results.
- STRATEGY: Development and implementation of a system for human resources management.

The management of “Progress” JSC is convinced that a key to the success of those goals is the realization of the “active involvement of the whole staff who is in good health”.

The company policy is announced to all employees through poster stands required by ISO 9001 : 2004, and the company internal network.

The initiation, maintenance and development of CWHP in the company are the responsibility of the director for economic issues and human resources. He is the coordinator of the CWHP working group on the CWC. Another member of the group is ROSHW.

The OHS and all participants in the working process also have responsibilities for this activity. The CWC working group is trained and has the necessary information, such as printed materials in Bulgarian on CWHP, especially on health aspects that are the object of “Move Europe” campaign: smoking prevention, physical activity and mental health/stress. The group has sufficiently targeted financial and material resources. This organization, structure and resource provision is unified for all “Move Europe” aspects.

The CWHP measures are part of the annual planning program for the provision of healthy

and safe working conditions in “Progress” JSC and are the subject of annual reports – analysis of ROSHW and of the head of the servicing OHS.

The model of good practice at “Progress” JSC is characterized by:

- Emphasized interest, excellent awareness and innovation practice of the company management. The responsible officer for safety and health at work (ROHSW) is trained and has sufficiently adequate materials in Bulgarian on the EU practice in CWHP;
- Clear and adequate CWHP policy at management level, social and employment relationships in the company;
- Integration of CWHP in the overall organization of working activity, quality management (ISO 9001 : 2004) and human resources management;
- The CWHP management is assigned to a coordinator and a group in the Committee for Working Conditions (CWC). The occupational Health Service (OHS) is also engaged in the activity. The activities are incorporated in the Annual Program for HSWC and are financially targeted and provided for;
- Good traditions in the communication among the staff on administrative, managerial, social and personal matters, which ensures excellent joint work, mutual respect and favorable psychosocial climate in a staff of various ethnic groups;
- Fruitful communication on issues of occupational risk in the company contributing to the success of the communication and on occupational risk factors (healthy lifestyle);
- Traditionally good work style in shop groups under the supervision of direct managers with contribution for CWHP as well.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

E. Healthy eating

The organization, structure, allocated resources and assessment of the achievements are common for all CWHP aspects – see Chapter C. The nutrition at “Progress” JSC is organized in the following way:

- Workers in day shifts have free breakfast and lunch in an excellently equipped canteen run by a catering company of “Holding Zagora” Ltd. Those in the night shift have free dinner and breakfast, additional warm beverages (tea, coffee), drinks and fruit juices. The menus offered at the canteen are consulted with a specialist in nutrition. Fruits are provided free with the menus. They are purchased once per week in sufficient amounts.
- Automatic vending machines for additional products are inspected for observation of healthy provisions.
- The employees can purchase additional food and drinks in a store located on company premises. It is checked by a representative of the CWHP group in the CWC for observation of the healthy provisions and ban for selling cigarettes and alcoholic drinks.

The OHS manager conducts information sessions with the members of the CWHP working group on the CWC on healthy foods, drinks and diet. Information is provided for the staff on the poster stands according to ISO 9001 : 2004 and the feedback on issues and proposals is realized through boxes for written notes or through representatives in the CWC. The assessment of the needs, through direct declaring or actively searched for through interviews, is considered by the management and decisions are then made and implemented. Particular attention is paid to the maintenance of the canteen on the premises of “Progress” JSC. It is in a specially equipped separate building with service facilities, kitchen and dining hall. Free spring and mineral water is provided in sufficient amounts by water machines in the canteen and the service facilities.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria total - 89.0 points – excellent level
2. Transferability criteria – 87.7 points – easy to transfer

II. EXPERT COMMENTS:

At “Progress” JSC, a dynamic balance in the mental and organizational health of the staff is ensured that enables intense production process and broad renovation. In the foundation of this achievement lies the traditionally good work style in shop groups guided by direct managers. This approach is adequate to the dense engagement in a continuous working process, to the gravity of labor and to the multiple occupational risk factors in the casting industry. It could be predicted that the good work of such groups, in addition to the production process and work organization, could contribute in the CWHP aspect in production activities with a character such as the output of raw materials, metallurgy, construction, transport, etc.

Referring to the health aspects of “Move Europe” campaign, the activities on smoking prevention are sufficient; on healthy eating – very good; on physical activity – effective and methodologically adequate to the character of the labor and on mental health/stress – providing dynamic mental and organizational health based on a traditionally good work style in shop groups guided by direct managers.

Model of Good Practice

A. General information about the company

Company/organisation:	“OPTIX” Co
Address:	Panagurishte 4500 65, Zahari Stoyanov” Str.
Name of contact person:	Mr. Pandali Bozadjiev
Function of contact person:	Human resources manager and company expert on “Safety and Health at Work”
Telephone number:	(+359) 357 41 25; fax: (+359) 357 30 97
Email:	optix@optixco.com
Sector:	Industry, DL 33.20
Number of employees:	369

Age	Sex		total
	male	female	
up to 35	96	77	173
35 to 50	55	92	147
50+	25	24	49
total	176	193	369

The main production facilities of "OPTIX" Co are situated on three sites in the town of Panagurishte and its surroundings – it is a medium town (21,097 residents, 60% in economically active age – 2005) in a mountain region of Central Bulgaria – Sredna Gora. The region has a favorable climate, beautiful nature and ancient history. It is one of the centers of Bulgarian history and spirit. "OPTIX" Co is a new (since 1988) 100% private enterprise with a fully closed production cycle, specialized in construction and manufacturing of precise optic components, assemblies, optico-mechanical and optico-electronic systems with civil, medical and defense application. The implemented modern technologies enable the company to be very competitive along the overall process from design through prototype to serial production. An achievement of the company is the realization of 95% of the production in EU member states and the USA.

"OPTIX" Co is the first company in Bulgaria and one of the first in Europe that has implemented the quintuple integrated system for quality management (ISO 9001: 2000 – since 2002), of information security (ISO 27001: 2005 – since 2007), of environmental protection (ISO 14001 : 2004 – since 2007), of NATO requirements (AQAP 2110 – since 2007) and of healthy and safe working conditions (OHSAS 18001: 1999 – since 2007). The matrix of this system has incorporated the yet expanding application of the comprehensive workplace health promotion (CWHP).

"OPTIX" Co has won national awards as "Innovative Enterprise of the Year" (2005 and 2006) and as "Investor of the Year" in the category of innovative high technologies (2006). The company also reached the finals of the new Japanese quality award "Bosey" in the country.

The company has a staff of 369 specialists with higher education and highly qualified technical assistants. The staff structure is well-balanced by sex and age, with a moderate prevalence of individuals younger than 35, of women (total and younger than 35 among the women) and of men younger than 35 (among the staff younger than 35).

B. Integration of WHP into the company policy and culture

The company policy for HSWC is an integral part of the overall integrated organization of the work activities at "OPTIX" Co, of the strategy for development and of the meeting of the requirements of the European social charter. WHP, correspondingly, is also an integral part of the overall system. It is publicly declared through in-company documents such as "Company code for the policy for establishment and maintenance of healthy and safe working conditions at 'OPTIX' Co", Current Company Policy and Declaration of the Management. They set the following principles and goals referring to the comprehensive workplace health promotion (CWHP):

- Short-term goal: achievement of full compliance with the regulatory requirements (in full harmony with Frame Directive 89/391/EEC (31. 12. 1992) and EU-specific Directives). Realization through broad active participation of the entire staff;
- Long-term goal: supporting high HSWC standard exceeding the regulatory provisions. Continuous development of HSWC and WHP management system. Accounting for global labor development and emergence of new risks;
- Targeted provision of material and financial resources. The managerial staff set an example;
- Introduction and implementation of motivating economic incentives. Application of models of good practice;
- Information, guidelines, training and monitoring for all employees. Publicity, periodical review and updating of HSWC policy;
- Regular in-company audits. Assessment of the effectiveness of measures and the results.

The initiation, maintenance and development of CWHP is a responsibility of the head of the "Human Resources, Safety and Health at Work (SHW)" unit, of the Occupational Health Service (OHS) and all participants in the work process. The activity is supervised, assessed and managed by the Working Conditions Committee (WCC), Managerial Board and the Executive Director.

WCC involvement is active. A working group of three members is established at WCC, coordinated by the manager of "Human Resources and SHW". The group is responsible for the comprehensive workplace health promotion, including health aspects, subject of the "Move Europe" Campaign: smoking prevention, healthy nutrition, physical activity and mental health/stress. The members of the group are trained and have the necessary information (materials). The group has sufficient targeted financial and material support. According to the description, the organization and structure are unique for all aspects of

“Move Europe”.

The initiatives of the group at WCC on CWHP are integrated and supplement the following managerial activities:

1. The quintuple integrated system for management on international standards, for which “OPTIX” AS is certified – respectively its coordinating team.

2. The system for effective management of human resources and its component models (in-company regulations) for:

2.1. Human resources planning.

2.2. Recruitment and selection of staff.

2.3. Employing and introduction of staff. Particular relationship with CWHP has the stages “assigning a supervisor to the newly employed” and “inclusion in the program for initial training” In the organization of ISO 9001 there is a standard and an education and training program, including periodical training on SHW and WHP).

2.4. Motivation of the staff through economic and non-financial incentives. The approaches have a close support and association with CWHP.

▪ Economic methods:

- Bonuses for quality and quantity work indicators (effect on unsound absenteeism);

- Provided training: stipends for universities and secondary schools for acquiring and improving the qualification, including abroad – Germany (learning good practices, including on WHP). An own training center has been established;

- Subsidy of the food at the canteen (a 40% discount);

- Financial support on health and other issues;

- Temporary employment;

- Advantage for children of parents working with the company for stipends and at employment (company continuity);

- Bonus “health”;

- Bonus “I do not smoke”;

- Incentives for compliance and for provided safe and good working conditions.

▪ Non-financial methods:

- Plan for career at the company;

- Approval and respect;

- Collegial help with personal problems;

- Good relationships with the colleagues;

- Congratulations and celebrations at company festivals, national holidays, birthdays etc.

3. System for assessment of the work performance.
4. Workplace assessment, assessment and management of occupational risk (as a method for needs assessment).
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C. Described health topics

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x	Stress

F. Physical activity

The activities are planned annually in the planning program for measures to maintain the HSWC system at "OPTIX" Co at periodic and annual reporting and for analyzing the realization. An action plan is elaborated for each broader initiative, as, for example, for the company jubilee on 26 September 2008 and for the competition "with a fishing rod and a gun" in June 2008. This activity is associated with particular employees' activity (proposing ideas, involvement in preparations and working groups) and the high rate of participation of whole families and their friends. The explanation could be found in the initiative of the coordinator and working group at WCC, in the character of labor at the company (no physical loading, monotonous, static working posture) and in the moderately big town that does not offer special attractions, but has residents that tend to stick more together. The assessment of the necessity for more options for physical exercise is part of the workplace and occupational risk assessment. The list of the activities during the last two years is quite impressive:

- Organized by shops tourist trips to archeological landmarks and in nature for collecting herbs. These events are documented and remembered at the workplace with posters and photos.
- Common activity around "Topolnitsa" dam with a competition called "With a fishing rod and a gun", precisely organized according to CWHP rules.
- Sponsorship of an own tennis hall.
- Support and active participation in a dance band.
- Sponsorship of Tae-kwon-do Sports Club "OPTIX ODINSK" for children and advanced, managed by a company employee.
- Football matches.
- Walks and physical exercise during the breaks for the employees in sedentary or immobilized conditions.
- Organized controlled bike parking.
- Organization of a health check, support and consultation for those who wish to exercise a particular sport systematically are some of the options offered by the company.

Information on these activities in the company and in the town is provided by active PR activity: newspapers, reports on the local cable TV, intranet, information sessions and poster panels. The assessment of this activity starts with an inquiry study, followed by group discussions, and ends with an annual report to the WCC and the management council. The involvement of the company management is very impressive.

Model of Good Practice

A. General information about the company

Company/organisation:	“Progress” JSC
Address:	Stara Zagora 6000 Industrial estate “Progress” JSC
Name of contact person:	Eng. Svetlana Angelova Giokova
Function of contact person:	Expert “Safety and Health at Work”
Telephone number:	(+359) 42 632 807
Email:	Svetlana_2005@abv.bg
Sector:	Industry, DJ 27.51
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The casting industry is characterized by numerous intensive occupational risk factors. Company management makes many efforts and provides resources to sustain the risk factors at an admissible level (successfully) and in the qualification of newly employed workers (although the payment is relatively good, the food is free, and the labor is of second category for retirement in the main production of cast iron articles, some of the newly employed quit after some time). This fluctuation of manpower has a special characteristic associated with working conditions: those that cannot adapt quit early and those who stay work until retirement. Family traditions are found among those who stay.

Because of the presence of risk factors, “Progress” JSC has a Factory Health Service (for first aid, emergency aid and consultations) and a dentist’s service. The health state of the employees is regularly checked by medical examinations organized by the responsible officer for safety and health at work (ROSHW) and the OHS. The assessment of the workplaces and occupational risk shows that at the majority of workplaces the risk is restricted to admissible levels. This is achieved mainly by the implementation of new installations (automatic molding line, new machines for core casting, etc.). Where there are possible deviations and accidents (overheating microclimate, IR radiation, particulate matter, burnings and injuries) there is ensured aid, rooms for rest and hygiene with a medical cabinet and a conditioner and personal protection means. An important contribution to this state of staff protection belongs to the good communication level on occupational risk issues in the company.

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free warm food, medical, dental and OHS services; recreation in common recreation facilities at preferential costs; many other social advantages; staff qualification; expertise; multiplication and good practices and common decisions by the CWC of the Holding, which the CWC of "Progress" JSC is a part of.

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B. Integration of WHP in the company policy and culture

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 - To build up highly qualified and motivated staff and to improve human capital management and social responsibility;
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 - Constant improvement of the qualification and motivation of the staff;
 - To satisfy customers’ demands guaranteeing protection and strengthening of public well being and the environment;
 - Conduction of a periodic review and assessment of the activity and the achieved results.
- **STRATEGY:** Development and implementation of a system for human resources management.

The management of “Progress” JSC is convinced that a key to the success of those goals is the realization of the “active involvement of the whole staff who is in good health”.

The company policy is announced to all employees through poster stands required by ISO 9001 : 2004, and the company internal network.

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and safe working conditions in “Progress” JSC and are the subject of annual reports – analysis of ROSHW and of the head of the servicing OHS.

The model of good practice at “Progress” JSC is characterized by:

- Emphasized interest, excellent awareness and innovation practice of the company management. The responsible officer for safety and health at work (ROHSW) is trained and has sufficiently adequate materials in Bulgarian on the EU practice in CWHP;
- Clear and adequate CWHP policy at management level, social and employment relationships in the company;
- Integration of CWHP in the overall organization of working activity, quality management (ISO 9001 : 2004) and human resources management;
- The CWHP management is assigned to a coordinator and a group in the Committee for Working Conditions (CWC). The occupational Health Service (OHS) is also engaged in the activity. The activities are incorporated in the Annual Program for HSWC and are financially targeted and provided for;
- Good traditions in the communication among the staff on administrative, managerial, social and personal matters, which ensures excellent joint work, mutual respect and favorable psychosocial climate in a staff of various ethnic groups;
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- Traditionally good work style in shop groups under the supervision of direct managers with contribution for CWHP as well.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

F. Physical activity

The organization, structures, planning, resource allocation and the assessment of the results are common for all aspects of CWHP – see Chapter C. A specific characteristic of the labor at “Progress” JSC is the performance of heavy physical labor with a possibility for overstress of the musculoskeletal apparatus and of the peripheral nervous system for the prevailing part of the executive staff. This is confirmed also by the assessment of the workplaces and occupational risk at the company and also by periodic prophylactic examinations. The levels of this factor are compatible with the adaptation capacities of the majority of workers, but it sets the main emphasis of the problems on physical activity to coping with physical fatigue, relaxing, the rehabilitation of early disorders in the musculoskeletal system and peripheral nervous system. The strategy of the management is towards a strengthened control of this factor, early detection of problems, broad introduction of mechanization and automation – relieving the burden, informing and consulting of the workers with help at emerging problems. For this purpose, a complex of activities is performed:

- Monitoring by OHS, greater attention to this aspect at periodic prophylactic examinations.
- Individual and group consulting by OHS, Factory Health Service and, when necessary, by external specialists.
- Provision of rehabilitation procedures when needed.
- Information on managing and prevention of this issue on the information poster stands. Lectures by OHS during the annual training on HSWC in the system of ISO 9001 : 2004.
- Service premises for recreation during the shift equipped with conditioners. Rooms for the women with conditioners, bed for rest, medicine cabinet.

The other employees are not neglected either. Activities with a positive effect on physical activity and social unity are organized annually:

- Reforesting actions (in the nature).
- Holding celebration day (28 August) with outdoor concert and dances in the recreation facility “Pryaporets”.
- Party of the specialists with higher education (annually on Students’ Day – 8 December).

The company has provided a monitored parking lot for bikes and showers to stimulate walking or cycling.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria total - 89.0 points – excellent level
2. Transferability criteria – 87.7 points – easy to transfer

II. EXPERT COMMENTS:

At “Progress” JSC, a dynamic balance in the mental and organizational health of the staff is ensured that enables intense production process and broad renovation. In the foundation of this achievement lies the traditionally good work style in shop groups guided by direct managers. This approach is adequate to the dense engagement in a continuous working process, to the gravity of labor and to the multiple occupational risk factors in the casting industry. It could be predicted that the good work of such groups, in addition to the production process and work organization, could contribute in the CWHP aspect in production activities with a character such as the output of raw materials, metallurgy, construction, transport, etc.

Referring to the health aspects of “Move Europe” campaign, the activities on smoking prevention are sufficient; on healthy eating – very good; on physical activity – effective and methodologically adequate to the character of the labor and on mental health/stress – providing dynamic mental and organizational health based on a traditionally good work style in shop groups guided by direct managers.



OPTIX Co.

Progress, Quality, Innovation

Model of Good Practice

A. General information about the company

Company/organisation:	“OPTIX” Co
Address:	Panagurishte 4500 65, Zahari Stoyanov” Str.
Name of contact person:	Mr. Pandali Bozadjiev
Function of contact person:	Human resources manager and company expert on “Safety and Health at Work”
Telephone number:	(+359) 357 41 25; fax: (+359) 357 30 97
Email:	optix@optixco.com
Sector:	Industry, DL 33.20
Number of employees:	369

Age	Sex		total
	male	female	
up to 35	96	77	173
35 to 50	55	92	147
50+	25	24	49
total	176	193	369

The main production facilities of “OPTIX” Co are situated on three sites in the town of Panagurishte and its surroundings – it is a medium town (21,097 residents, 60% in economically active age – 2005) in a mountain region of Central Bulgaria – Sredna Gora. The region has a favorable climate, beautiful nature and ancient history. It is one of the centers of Bulgarian history and spirit. “OPTIX” Co is a new (since 1988) 100% private enterprise with a fully closed production cycle, specialized in construction and manufacturing of precise optic components, assemblies, optico-mechanical and optico-electronic systems with civil, medical and defense application. The implemented modern technologies enable the company to be very competitive along the overall process from design through prototype to serial production. An achievement of the company is the realization of 95% of the production in EU member states and the USA.

“OPTIX” Co is the first company in Bulgaria and one of the first in Europe that has implemented the quintuple integrated system for quality management (ISO 9001: 2000 – since 2002), of information security (ISO 27001: 2005 – since 2007), of environmental protection (ISO 14001 : 2004 – since 2007), of NATO requirements (AQAP 2110 – since 2007) and of healthy and safe working conditions (OHSAS 18001: 1999 – since 2007). The matrix of this system has incorporated the yet expanding application of the comprehensive workplace health promotion (CWHP).

“OPTIX” Co has won national awards as “Innovative Enterprise of the Year” (2005 and 2006) and as “Investor of the Year” in the category of innovative high technologies (2006). The company also reached the finals of the new Japanese quality award “Bosey” in the country.

The company has a staff of 369 specialists with higher education and highly qualified technical assistants. The staff structure is well-balanced by sex and age, with a moderate prevalence of individuals younger than 35, of women (total and younger than 35 among the women) and of men younger than 35 (among the staff younger than 35).

B. Integration of WHP into the company policy and culture

The company policy for HSWC is an integral part of the overall integrated organization of the work activities at "OPTIX" Co, of the strategy for development and of the meeting of the requirements of the European social charter. WHP, correspondingly, is also an integral part of the overall system. It is publicly declared through in-company documents such as "Company code for the policy for establishment and maintenance of healthy and safe working conditions at 'OPTIX' Co", Current Company Policy and Declaration of the Management. They set the following principles and goals referring to the comprehensive workplace health promotion (CWHP):

- Short-term goal: achievement of full compliance with the regulatory requirements (in full harmony with Frame Directive 89/391/EEC (31. 12. 1992) and EU-specific Directives). Realization through broad active participation of the entire staff;
- Long-term goal: supporting high HSWC standard exceeding the regulatory provisions. Continuous development of HSWC and WHP management system. Accounting for global labor development and emergence of new risks;
- Targeted provision of material and financial resources. The managerial staff set an example;
- Introduction and implementation of motivating economic incentives. Application of models of good practice;
- Information, guidelines, training and monitoring for all employees. Publicity, periodical review and updating of HSWC policy;
- Regular in-company audits. Assessment of the effectiveness of measures and the results.

The initiation, maintenance and development of CWHP is a responsibility of the head of the "Human Resources, Safety and Health at Work (SHW)" unit, of the Occupational Health Service (OHS) and all participants in the work process. The activity is supervised, assessed and managed by the Working Conditions Committee (WCC), Managerial Board and the Executive Director.

WCC involvement is active. A working group of three members is established at WCC, coordinated by the manager of "Human Resources and SHW". The group is responsible for the comprehensive workplace health promotion, including health aspects, subject of the "Move Europe" Campaign: smoking prevention, healthy nutrition, physical activity and mental health/stress. The members of the group are trained and have the necessary information (materials). The group has sufficient targeted financial and material support. According to the description, the organization and structure are unique for all aspects of

“Move Europe”.

The initiatives of the group at WCC on CWHP are integrated and supplement the following managerial activities:

1. The quintuple integrated system for management on international standards, for which “OPTIX” AS is certified – respectively its coordinating team.

2. The system for effective management of human resources and its component models (in-company regulations) for:

2.1. Human resources planning.

2.2. Recruitment and selection of staff.

2.3. Employing and introduction of staff. Particular relationship with CWHP has the stages “assigning a supervisor to the newly employed” and “inclusion in the program for initial training” In the organization of ISO 9001 there is a standard and an education and training program, including periodical training on SHW and WHP).

2.4. Motivation of the staff through economic and non-financial incentives. The approaches have a close support and association with CWHP.

▪ Economic methods:

- Bonuses for quality and quantity work indicators (effect on unsound absenteeism);

- Provided training: stipends for universities and secondary schools for acquiring and improving the qualification, including abroad – Germany (learning good practices, including on WHP). An own training center has been established;

- Subsidy of the food at the canteen (a 40% discount);

- Financial support on health and other issues;

- Temporary employment;

- Advantage for children of parents working with the company for stipends and at employment (company continuity);

- Bonus “health”;

- Bonus “I do not smoke”;

- Incentives for compliance and for provided safe and good working conditions.

▪ Non-financial methods:

- Plan for career at the company;

- Approval and respect;

- Collegial help with personal problems;

- Good relationships with the colleagues;

- Congratulations and celebrations at company festivals, national holidays, birthdays etc.

3. System for assessment of the work performance.
4. Workplace assessment, assessment and management of occupational risk (as a method for needs assessment).
5. The practice of communication and informing required by international standards: Information poster stands, intranet, feedback – blackboards and boxes for communication of opinions, problems and proposals; work in target groups, interviews, anonymous inquiries; training, information materials – poster panels in front of each company structure unit.
6. Groups (circles) on quality. After a 5-month training in Japan, eng. Petar Cholakov, in the beginning of 2006, proposed to the management the organizing of quality groups at “OPTIX” Co. The circles (groups) were organized within a month. A workshop followed on “Approaches and Instruments for Problem Management”, led by a senior expert to the Japanese Agency for International Cooperation. In 2007 a workshop on “What quality circles are and how they will function within “OPTIX” Co structure” was held. By now 5 groups have been established and are successfully working with the voluntary involvement of employees (5-6 individuals, a total of 30 employees working once per month under the supervision of a deputy director and a Japanese specialist). In 2007 the circles made presentations at the Conference on Quality with the participation of the company management and the optics specialists. The assessment of the management is that the groups have succeeded in precisely revealing the company pulse and problems and in proposing easily applicable, rational solutions. Since then they have been working systematically, including on problems of safety and health at work. Their work is announced by the “Oborishte” newspaper to the public of Panagurishte. The concept for their work is presented in the book “Integrated improvement of performance and quality” by Y. Fukuda and T. Sase (translated and published in Bulgarian in 2000). The concept is called “Kaizen” and is characterized, in addition to the innovation approach, by its orientation to people, the process, the accumulation of results of small changes (steps) at small investments and decision making with all employees. It is just the combination of “innovations” and “Kaizen” that identifies the innovation practice at “OPTIX” Co as “prominent”, including referring to implementation of CWHP.

At the company there is a practice of encouragement, including material (awards for the quality circles for the “most original solutions”, “most enthusiastic work”), active participation of all employees in work in small groups – main approach in CWHP as well.

7. The measures on CWHP are part of the annual plan program for measures on maintaining the system for healthy and safe working conditions (risk mastering) at “OPTIX” Co and are subject to periodical and annual reports/analyses of the individual responsible for HSWC and coordinator of CWHP and the head of the relevant OHS. Thus, in 2008 “A

survey on the stress issue in the company, proposing and implementation of measures for its mitigation” was conducted; a leaflet and a poster were used to inform the staff on healthy nutrition, a site at a newly built working facility was reconstructed to serve for feeding; various events were organized to variegate the life of the staff – sport competitions, hunting and tourist trips, dance exercises, tennis and ski lessons, etc.; a training facility was equipped with visualizing materials on HSWC and the CWHP program. In May-July 2008 it was reported that “OPTIX” Co joined the “Move Europe” campaign, as well as about the participation in the First National Meeting on the project and the visit of an assessing group.

Yet at first contact with representatives of the company management, one is strongly impressed with their prominent innovation practice. Some of its characteristics are described in point 6. Additionally, the skill and developed procedure should be outlined:

- to select from all the information the matters important for the company,
- to find the way to implement the important positive matters in the company practice to that moment,
- to elaborate a clear report, to timely discuss it and, if approved, to form particular implementation orders,
- to cooperate at implementation and monitor and assess the effect and efficacy of the obtained results.

Such a process is described in point 6 during the implementation of the groups on quality. Another process that impressed us strongly was the reaction when receiving advice from the system after completing and sending the self-assessment questionnaire of companies in WHP “Company health check” of the “Move Europe” project. The coordinator of HSWC and CWHP, when requested by the executive director, has immediately submitted a report with proposals for implementation. The report was discussed at a meeting of the Managerial Council and WCC. The proposals were already realized in the beginning of 2008 with maximal effectiveness for the company. Another 3 of 26 companies interested in the campaign reacted in a similar way.

In a broad aspect, for the purposes of the innovation activity the company provides stipends for training of specialists with higher education in electronics and optics at Göttingen (Germany); has contacts with a similar plant “Priwat” in Germany, with the Tokyo University, specialists and universities in Bulgaria (Technical Universities in Sofia and Gabrovo, Plovdiv Universities); organizes joint conferences and supports the publishing of books.

The model of best practice on CWHP at “OPTIX” Co is characterized with the following principal qualities:

- Prominent innovation practice, ensuring company development in all directions;

- Clear and adequate social and working relations on CWHP policy at the company level of management, including an effort to achieve higher standards that exceed regulatory requirements;
- CWHP integration in the overall organization of the working activity and management, built upon the implemented quintuple integrated management system\;
- Linking CWHP activities with in-company regulations and activities on human resources management and on the assessment and management of occupational risk. The supervision is assigned to a coordinator and a group at the WCC. The OHS is also involved in the activity. The activities are incorporated in an annual program for the provision of HSWC. Particular plans are elaborated for each more comprehensive initiative. They are all well-supported in their targets, financially and with resources.

C. Described health topics

x	Smoking-prevention
x	Healthy eating
x	Physical activity
x	Stress

G. Stress

The organisation, structure, planning and assessment of this activity are realized according to the united plan for all aspects of CWHP – see Chapter C. In 2008 a planning program was approved, specifically for the measures implemented on CWHP at “OPTIX” Co. The activity in this direction has been strongly affected by the recommendations after sending the completed self-assessment questionnaire for companies in WHP “Company Health Check”. The assessment of the needs in relation to stress at work is formed on the basis of workplace assessment results and occupational risk at the company and an anonymous inquiry among the employees. Those approaches and the contacts of the supervisors with the employees did not reveal distress cases, but identified positive factors and potential stressors – which are subjects of preventive measures. Positive factors are the generally attractive and varying production character (mobility and rotation), effect of supervisors on the newly employed, broad possibilities and company support for training in the country and abroad (qualification and new tasks) and the computer information system for quality management itself, which gives options for task selection and work rate through personal undertaking and reporting of the work tasks (planning according to individual capacity regulated by an order and practiced after training of the supervisors). Referring to potential stressors and preventive control of all employees (managers and executives), information particular for each shop is provided and training is ensured at the training center by groups, using printed materials (with the active involvement of the OHS). In 2008, a manual entitled “Mental health promotion – personal effectiveness and stress management” was prepared for publishing.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria - total 94.5 points – excellent level;
2. Transferability criteria - total 93 points – easy to transfer;

II. EXPERT COMMENTS:

In a 5-year period of acquaintance and implementation of new approaches and techniques (including achieving compliance with the current legislation on healthy and safe working conditions and recommendations for application of WHP through models of good practice) at the analysis and WCC and management assessments in 2007 and 2008, the following positive effects were revealed:

1. Successful functioning of the overall management system, of which CWHP is an integral part.
2. All company managers are convinced that one of the conditions for company success is the constant contact and dialogue with the employees concerning production, social and personal issues. The implementation of groups on quality (including CWHP) has strengthened the capacities in this direction, increasing the engagement and involvement of the whole staff at provision of HSWC, of organizational and social health. Combined with the favorable working environment, these relationships create a feeling of comfort, security and support – in the basis of the evidenced family continuity.
3. Referring to the four aspects of healthy lifestyle assessed in the “Move Europe” campaign, the following achievements were outlined:
 - 3.1. Increased interest, knowledge, skills to manage and initiative concerning the workplace and lifestyle factors affecting health. The same was valid for qualification.
 - 3.2. Greater engagement, activity and involvement of the whole staff in groups on quality/health and in sports and mass events in non-working hours.
 - 3.3. Preferred eating in the canteen and on company premises rather than in neighboring facilities, which create conditions for the consumption of unhealthy foods and beverages (including alcohol) and smoking.
4. Improving working conditions, as well as safety and health levels. In the period 2006-2008, as a result of a complex of targeted actions, absenteeism due to diseases causing temporary disability has decreased by almost 1/3.
5. The work performance has increased.

Model of Good Practice

A. General information about the company

Company/organisation:	“Progress” JSC
Address:	Stara Zagora 6000 Industrial estate “Progress” JSC
Name of contact person:	Eng. Svetlana Angelova Giokova
Function of contact person:	Expert “Safety and Health at Work”
Telephone number:	(+359) 42 632 807
Email:	Svetlana_2005@abv.bg
Sector:	Industry, DJ 27.51
Number of employees:	439

Age	Sex		total
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x	Stress

G. Stress

Multiple factors exist at “Progress” JSC that could disturb the psychosocial relationships and cause excessive stress – heavy labor, high risk for accidents requiring intense attention and high extent of responsibility for individual safety and the safety of surrounding colleagues, manpower fluctuation, various ethnic groups, etc. Nevertheless, in the 10-year joint work in the National Network of Health and Safety Promoting Companies during the frequent contacts, we were convinced of the presence of a dynamic balance in the mental and organization health among the company staff that enable intense production process and broad renovation. Most possibly this is mainly contributed by the adequate management style, tasks assignment, respect, discussion, consideration of individual capacities and other practices which have been established over the years and passed from generation to generation of employees. The main holders of those traditions are the direct managers of the working teams. With this, “Progress” JSC is a model of good practice. The following items could be described:

- Organization and structural units – see Chapter C;
- Assessment of the needs incorporated in the methods for assessment of the workplaces, assessment and managing of occupational risk;
- Improvement of qualification providing rotation and enhancement of the tasks;
- Consultations at health examinations;
- Monitoring and assessment from the management.

In the aspect of mental health and more widely – in the aspect of CWHP – an important role is played by the meetings of the shop groups guided by the direct managers. The CWHP coordinating group has included in its plan a survey of this role and establishing, on this basis, a program for prevention of excessive stress at “Progress” JSC.

AUDITOR EVALUATION OF GOOD PRACTICE

I. EVALUATION OF THE GOOD PRACTICE TOOL:

1. Quality criteria total - 89.0 points – excellent level
2. Transferability criteria – 87.7 points – easy to transfer

II. EXPERT COMMENTS:

At “Progress” JSC, a dynamic balance in the mental and organizational health of the staff is ensured that enables intense production process and broad renovation. In the foundation of this achievement lies the traditionally good work style in shop groups guided by direct managers. This approach is adequate to the dense engagement in a continuous working process, to the gravity of labor and to the multiple occupational risk factors in the casting industry. It could be predicted that the good work of such groups, in addition to the production process and work organization, could contribute in the CWHP aspect in production activities with a character such as the output of raw materials, metallurgy, construction, transport, etc.

Referring to the health aspects of “Move Europe” campaign, the activities on smoking prevention are sufficient; on healthy eating – very good; on physical activity – effective and methodologically adequate to the character of the labor and on mental health/stress – providing dynamic mental and organizational health based on a traditionally good work style in shop groups guided by direct managers.