

CZECH REPUBLIC

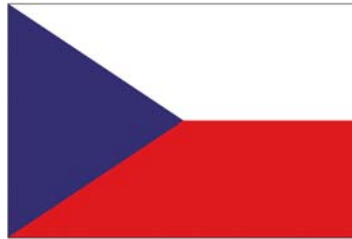


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Model of Good Practice

A. General information about the company

Company/organisation:	Česká rafinérská, a.s.
Address:	Záluží 2, 436 70 Litvínov 7 Czech Republic
Name of contact person:	Ivo Hamacek
Function of contact person:	personal consultant – project specialist
Telephone number:	+420 736 506 424
Email:	ivo.hamacek@crc.cz
Sector:	petrochemical industry
Number of employees:	680

Age	Sex		total
	male	female	
up to 35	135	38	173
35 to 50	238	73	311
50+	134	62	196
total	507	173	680

B. Integration of WHP in the company policy and culture

Health promotion at the workplace is declared in a basic document of the company called Policy of Integrated System of Management. The declaration is accessible to employees on the company internal website. In company yearbooks the primary principles of health and safety are mentioned together with the yearly results. At the beginning of every year, a new health program is published in the company periodical Echo. Monthly meetings of the Central Team for Safety and Protection of Health and Environment (director general, section managers, company physicians, health and safety manager, trade unions, and others) are focused on the risk and health effects of the new work conditions (e.g., new chemical substances) and new preventive measures. The company physician follows the health state of workers in connection with their work load as well as with their health risk factors of chronic diseases (e.g., hypertension, hypercholesterolemia, obesity, lack of exercise, smoking, etc.) and recommends necessary preventive activities. In addition, the workers express their needs and preferential type of health supporting activity. Regular surveys of employees' satisfaction contain questions on company health policy and ask for suggestions. All actions are well publicized, attractively presented and very popular (esp. sport contests and active charity help). As a result, workers expect and support the active approach to health; collective actions improve the spirit of cooperation and loyalty.

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

The special action plan for smoking prevention was developed as a part of a long-term health prevention plan and it is innovated every year according to the results achieved. The plan was developed on the basis of the health state of employees followed by the company physician, on the results of a survey on attitudes to smoking (separately for smokers and non-smokers) and also from an analysis of complaints about the workplace environment. The prevention plan is sufficiently funded, as is the whole health promotion plan, but no exorbitant financial sums are required, as the actions count more on the wit and knowledge of people and local conditions.

In the working group for smoking prevention there is a qualified coordinator, and the all members participated in a special course. The individual actions are prepared during the working hours, also with cooperation from other employees.

D.2. Strategy & implementation

The health risk from smoking was assessed and the actions were planned. Smoking is forbidden at the working site and has been forbidden also in the common places like corridors, social rooms and such, and restricted to special smoking areas (not many). A total ban was contemplated, but it was finally determined that this decision could carry a certain degree of risk of underhand smoking in dangerous areas (risk of fire, explosion), and a slower but safer method of smoking cessation was recommended and a patient approach was stressed.

The smoking areas are clearly indicated and smokers' areas inside (the smaller part) are sufficiently ventilated. Most of the smoking areas are to be found outside.

Information on the health risk of smoking is presented to employees in many ways – newsletters, billboards, in the company periodical Echo, in a special company brochure about health.

The company offers help to employees willing to stop smoking – either by providing a nicotine replacement therapy or in the form of individual consultations with a specialist. Former smokers are motivated to remain non-smokers. Non-smoking volunteers among fellow workers are instructed in help and every smoker trying to stop is given two patrons supporting (and controlling) him/her.

Another way to motivate smoking cessation is regularly publishing interviews in the company periodical Echo with former smokers explaining how they managed to stop successfully.

D.3. Evaluation & results

The outcomes of the program are evaluated at the end of a determined period or at the end of year. The results are compared with the findings in regular medical health checks and correlations ascertained with weight, the level of lipids, hypertension etc.

The company problem was a high percent of smokers among operators (blue collar professions) - 53% in 2001, while at the same time the percentage of smokers among white collar professions was only 21%, due undoubtedly to better knowledge of health risk factors among better educated employees. After the concentrated preventive effort, the number of smokers among blue collars went gradually down to 38% in 2007 and the continuing positive trend is expected.

Results of campaigns are publicised in many ways and by many means and the successful recent non-smokers praised and rewarded.

E. Healthy eating

E.1. Organisation & structures

The action plan for healthy eating is again a permanent feature of the annual complex health plan, sufficiently funded and innovated according to the health risks found in the company work force. Members of the working group for nutrition, along with their coordinator, are instructed in the principles of healthy foods and their influence on prevention of major chronic diseases. Employee representatives are taking part in all preventive activities of the group.

E.2. Strategy and implementation

The risk of consumption of unhealthy meals was assessed with the use of parameters reflecting effects of inappropriate food on men, either in quality or in quantity. The measurements of body weight, body fat and body mass index were taken in all employees. Other indicators related to food, like the level of blood lipids (cholesterol) or complaints of backaches and other locomotion problems connected with overweight, were ascertained. Information on the amount of physical activity of employees was also taken into consideration. All those findings served as a basis and argument for a need for improving workers' access to healthier meals (better structure of nutrients in food) served in the company canteen. The important part of the campaign was also continuous education of workers in healthy eating, either in regular articles by health food specialists in the company periodical Echo or special advice on diet as a part of a regular health check of employees. Those interested in weight reduction were supplied with brochures from STOP OBESITY (organisation for the complex body weight management) with caloric and nutrient values and recommended procedures.

The dining area is assigned for eating purposes and clearly indicated. The comfortable, quiet ambience of the place allows for a restful period of meal consumption.

E.3. Evaluation and results

Evaluation of the success of the preventive actions was carried out by a comparison with the data serving as a ground for initiative for better eating, e.g. measurement of body weight, level of cholesterol, backache. There were differences in results between white and blue collar workers: While blue collar workers responded better to the change in diet, with a reduction in the percentage of overweight and obese workers from 40% in 2005 to 34% in 2007, the white collar workers responded with a reduction in the level of blood lipids. In 2002, the percentage of persons with elevated cholesterol was 43%, while in 2004 it was 30%, and in 2006 their number slightly rose to 33%. Reports of backache are more frequent with white collar workers and the trend is rising in a stabile, therefore gradually aging workforce – 34%, 37%, 47%; the blue collar workers' complaints oscillate around 20%.

The results are made public in the company periodical Echo, in the yearbooks, and discussed by a company physician individually on the occasion of a regular health check. The working group on healthy eating discusses the findings with a company physician, especially the differences between people with a different style of work and type of workload, possibly also with different lifestyle preferences. Planning for the next period also contains more physical activities as an important complement to diet in a healthy lifestyle.

F. Physical activity

F.1. Organisation & structures

The sport activities are included in the binding declarations (Aims and Programs of the Health and Safety and Environment Quality Committee) and provided with sufficient financial and personal funds. There is a Board of Sports Guarantors which meets three times per annum to prepare, coordinate, realize and evaluate sports activities and contests. The so-called Motivation Committee also works in the enterprise. Every year the list of sports and hiking activities is updated and prepared with the aim of appealing to as many workers (and their family members) as possible: varied and interesting, with activities like skiing, football, bowling, Refinery pentathlon and many other highly active sports, but also contests in chess and card games. The coordinator and members of the working group are also instructed in basic prevention of locomotion system problems. Employees are participating in decisions about the choice of active living activities.

F.2. Strategy & implementation

A basis for a needs assessment is the continuous monitoring of the employees' health state: indicators of the lack of exercise like overweight, complaints of backaches, but also blood lipids, hypertension, diabetes and other related factors. All employees are informed about ensuing actions via intranet, the company periodical Echo, on billboards, etc. As they are very popular, information is sought and discussed eagerly, some most popular events, like the Family Sports Day, must be carefully organized, so as to allow attendance of the workers on different work shifts. For everyday physical activity there is advice on exercise during work on intranet; special programs were also set up for VDU workers, inviting them to do compensation exercise. Employees are encouraged to walk or cycle to work; they were also given pedometers. In the frame of employees' bonuses, they are given vouchers for sports and fitness centres (swimming pool, tennis courts, squash, ice-skating ring, etc.), which are popular and much used.

Articles on active lifestyle are a regular feature in the company periodical; employees can freely ask their company physicians for advice about their individual needs.

F.3. Evaluation and results

Success of the prepared and realized sport actions is evaluated, on the one hand, by the involvement and participation of employees – all events are closely followed and discussed among the company workers and appreciation is freely expressed. At the end of a year, the results of the programs are announced and the best sportsmen and most frequent participants are given motivational prizes. Even the organisers are not forgotten – the most devoted of them are also awarded. All results are again published in the company periodical, on intranet etc.

On the other hand, a company physician regularly follows the level of factors related to physical activity, e.g., body weight, backache complaints, level of blood lipids, glycaemia, hypertension, and others. The trends of these markers are also followed in connection with the progressive age of the company workforce.

Both sources of information on the success of implemented measures serve for a further planning.

G. Stress

G.1. Organisation & structures

Mental health promotion and stress prevention is a firm part of an annual health promotion plan, sufficiently funded by a special budget. The strategy for this activity is manifold. There is no specially instructed working group for stress combating; instead, the company regularly engages the services of psychologists well-informed about problems of the workforce. Information on stress management is disseminated via all usual means and employees take part in planning the following year's actions. People seeking individual advice can consult a psychotherapist free of charge and the company physician who knows all employees and follows them for a long time is always willing to listen and offer advice. Another way to lower the work stress is a good organization of work and a support for better qualification. Finally, good relations at work are supported by collective actions, either in sports or in active charity work, greatly improving the spirit of cooperation and loyalty.

G.2. Strategy & implementation

Stress at work is a part of the regular survey of the social climate ascertained, evaluated and reported biyearly by the PriceWaterhouseCoopers company. Inquiring about stress is also a part of the regular health check. Employees are invited to identify and report sources of stress and suggest possible solutions. Organizational measures are being continually improved, and reciprocal communication between superiors and subordinates is encouraged. The qualification improvement system is complex and the financial budget is planned with regard to the wishes of workers for qualification (all workers, even blue collar professions, are highly qualified). To broaden the operational possibilities of workers, to prevent boredom at work and to compensate one-sided work loads, the operators in the refinery regularly change their working positions.

Program ActiVitality for workers unites physical and mental activity and exhorts employees to remember the old adage: healthy spirit in a healthy body. The vitality part – the program “Let’s enjoy life” is comprised of many lectures about stress management, social influence, personality traits, resilience to stress. It also includes individual stress counselling, but mainly consists of collective activities, either sports and/or family events, or collective work for some local institutions needing help (homes for children, homes for seniors, schools, young sportsmen and others). The Day of Charity project was awarded the Excellence Award for the best philanthropy project, but much higher was satisfaction of employees thankful for an opportunity to help, as was seen in their following letters. The one-day action (4 days actually, to allow more people to participate) has changed into continual private engagement of some employees in helping others.

G.3. Evaluation & results

Every action is immediately evaluated, and the stress prevention courses are evaluated both by attendees and lecturers. Results of the social climate surveys are publicised, widely discussed and appropriate measures suggested. After a period, the applied measures are re-evaluated.

One measure of good relations in the company is also the good reputation of the Česká rafinérská in its region: It is one of the most popular employers in the neighbourhood, in spite of being a chemical enterprise.



Model of Good Practice

A. General information about the company

Company/organisation:	Isolit-Bravo, Ltd
Address:	Jablonské nábřeží 305, 561 64 Jablonné nad Orlicí, Czech Republic
Name of contact person:	Martin Šlesingr
Function of contact person:	personal manager
Telephone number:	+420 465 616 214
Email:	slesingr@isolit.bravo.cz
Sector:	light machinery industry
Number of employees:	572

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	male	female	
up to 35	185	95	280
35 to 50	94	104	198
50+	60	34	94
total	339	233	572

B. Integration of WHP in the company policy and culture

Health promotion at the workplace is declared in a basic document of the company called BRAVO Employer. The declaration is accessible to employees on the company internal website, on notice boards and published in company bulletin. The document describes the goals in health prevention (to reduce risks from smoking, inadequate diet, lack of physical activity and job stress), methods and expected outputs. All initiatives and actions are also planned with an aim to reach and influence the family members of employees. Realization teams, led by trained instructors for every activity plan, prepare and evaluate all actions. The company consistently inspects safety at work and motivates employees to keep worksites tidy as a precaution to accidents. The observed values of the company policy are favourable working conditions, good human relations and social support of employees (supported transport to workplace, living quarters, care for retired former employees). Career development is facilitated in the company evening school and in the language courses. Isolit-Bravo is also very active agent in many regional activities (Best Company of the Region, many sports, cultural and charity activities). Work satisfaction is expressed in a very low turnover of employees (0.3%) and a low rate of sick leave (5.7%).

C. Described health topics

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

D. Smoking prevention

D.1. Organisation & structures

In the company there is an absolute smoking ban on the working premises, which is clearly stated in the Handbook of Company Regulations, and warning notices placed everywhere, so no smoking areas are allowed. Despite this measure, the company has decided to help those workers who smoke but are willing to stop. To this aim, a working group for smoking prevention is organized. Among the members of the group are also employees, and the whole group attended a course on smoking cessation. A special action plan was prepared, preventive activities are funded from the special budget and the preparation work can be done during working hours.

D.2. Strategy & implementation

The company organizes a special campaign called “I Was Not Born to Become a Slave to Smoking” and invites those interested to come forward: first they should prove that they are smokers, then they register for the help with their sectional anti-smoker (supporting person) and are given an ANTI-SMOKE set. After the three-month interval and on their declaration of honour that they abstained from smoking for the whole period, the new non-smokers are given a financial reward and a luxurious SMOKE-NO-MORE shirt. Information about the campaign progress is publicised on the notice boards directly at the working places, as well as in the company bulletin. The results are discussed in the working groups and evaluated by managers at the managerial meetings. The decrease of health risk from smoking is a constant part of the company policy, which is admirable and in a striking contrast to a generally too tolerant attitude prevailing in Czech society.

D.3. Evaluation & results

The running results are closely followed by the whole company and the participants encouraged. After six months the whole campaign is evaluated, and the strict non-smoking is rewarded. The educational aspect of this action is also important and it is supported by information and articles in the company bulletin (smoking is called “a deadly habit”).

E. Healthy eating

E.1. Organisation & structures

The company has an action plan on healthy nutrition of employees, sufficiently funded. The goals are 1) prevention of obesity and its consequences, and 2) improving the unhealthy nutritional habits. All members of the working group attended course on healthy eating and the coordinator (head of the company canteen) is instructed in the required healthy composition of meals for different professions. Other employees also contribute their suggestions to the plan for healthy eating. The working group is allowed to prepare its actions during working hours.

E.2. Strategy and implementation

The head cook prepares a healthy menu on the basis of modern knowledge. The company canteen is popular in the neighbourhood and also caters for employees of other enterprises. At least twice weekly fruit is offered free of charge and a vegetable bar is being planned. The company supports the choice of healthier meals through lower prices.

The dining room is a pleasant, cheerful place and cleanliness is meticulously observed (there as well as in the whole enterprise). Besides the carefully composed meals in the company canteen, the workers are also educated on the pages of their company bulletin (by the company chef) in buying suitable food and a proper preparation for their home consumption. Drinking water machines are placed at all working sections. Workers on afternoon shifts are supplied with suppers and for the night workers there is a soup on offer and a frozen meal to be prepared in microwave ovens.

On the basis of the idea that the employees should be given an excellent meal not only in an expensive restaurant, but also at their workplace where they are spending majority of their life time, the company wants to initiate a new contest for the company canteens with the award of The European Bravo Star (in analogy to the Michelin Star).

E.3. Evaluation and results

The results in preventing obesity and other accompanying factors (diabetes, hypertension, and hypercholesterolemia) are evaluated regularly by the company physician and communicated to the individual workers. It is reported to the company management in the form of average group values for different sex and age groups. These results serve as a basis for planning the future activities.

Individual workers can check their condition in the so-called “healthy corner” – the area near the working place easily reached during the lunch and other breaks containing stationary bicycle, weighing machine and blood pressure measuring device –an oft-visited place.

F. Physical activity

F.1. Organisation & structures

Company management constantly supports the active lifestyle in the strong belief that the active work force performs much better. A majority of managers are active sportsmen, and many of them are instructors of company sport groups. The coordinating working group and all actions and activities are sufficiently funded. The yearly action plan is prepared with respect to the opinion and preferences of employees. The working group attended the course on the active lifestyle and meets regularly to plan, organize and finally evaluate the sport events. Necessary preparations are made during the working hours.

F.2. Strategy & implementation

The main goal of an advancement of the sport activities is the promotion of a healthy lifestyle, the prevention of stress and the building of good human relations. In the company sports club "Response," many different sports are combined – athletics, winter sports, cycling, hiking and others. Tournaments are organized for the individual enterprise sections and once a year a Sports Day for all is organized. The company covers the expenses for the rental of the gymnasium, the skating and hockey rink, as well as the tennis court, and offers the employees access to the ski-lifts in the surrounding hilly country free of charge. Those coming to work on bicycle can use the bicycle stands and have an opportunity to use showers. The company bulletin and the notice boards provide information about all sporting events and tips for the leisure time. The workers wishing to start more intensive physical activity are invited to come for a medical check.

The company also bears in mind the importance of a special compensation activity for the body parts strained in the course of work. As the rehabilitation clinic is in the far away town and the access there is not easy, the company plans to build its own medical centre, which will include a rehabilitation department, on the company premises.

F.3. Evaluation and results

The results of all actions are discussed and evaluated in the working group, at the managerial level, as well as among the whole staff. The company physician follows the health state of employees, also in relation to their sports activities.

G. Stress

G.1. Organisation & structures

The company also has in mind the satisfaction and mental health of employees and explicitly incorporates mental health promotion and stress combating into the health and safety plan. The basis for those decisions is a free and easy way of communication for employees: both vertical and horizontal channels. The second pillar of a good social milieu is a clean, well-structured workplace and well-organized work processes. Well-earned work results are also rewarded (wages 10-20% higher than is usual in the region) and a special award is prepared for every employee bringing a new good worker to the company. The continuing professional education and support of career development is also an important part of the company policy contributing to the well-being and work satisfaction of employees. No special action plan is prepared beforehand, but the specially instructed working group evaluates every new initiative and sets tasks to be solved and measures applied. For all such activities, a special financial budget is available.

G.2. Strategy & implementation

The company strives to make a pleasant working environment which does not overburden the employees and does not require more than they are able to accomplish. Most workers are trained in several different operations, meaning that they are easily substituted and interchangeable when needed, but it also means an important factor of preventing stress from the monotonous repeated work activity. In case of more exacting stressful operations, the whole shifts regularly alternate with other less demanding activities. This careful preventive approach to job stress probably contributes to the fact that there has been no occurrence of a professional disease for the very long time.

The company employs workers of many different nationalities and thoughtfully observes all their different needs (e.g., the company bulletin is published in several languages). In a very intelligent way, the working abilities characteristics of various nationalities are utilized.

The employees are invited to come forward and point to some stressful factors at the workplace and ask for their assessment.

An informal way of education and improvement of human relations and regards for others is a deliberate company policy in the field of charity, donations and help: besides many supported causes in the region, an initiative called "Don't be indifferent to others" is declared and funded, where the employees come with suggestions ("mini-grants") for help to people, small historical monuments, children's organisations, etc.

G.3. Evaluation & results

All activities are regularly assessed and evaluated and the important findings and results are publicized. When a psychological job stress of a particular working position is determined and the work is assigned to a higher category (according to the Czech law), the employer pays for special regular checks that follow the health state of a particular worker.

Nevertheless, the company is among the most popular employers in the region (Region Company No. 1 – 2008), which is a testimonial to the good working conditions and low stress level at this workplace.



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Function of contact person:	personal manager
Telephone number:	+420 465 616 214
Email:	slesingr@isolit.bravo.cz
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D.3. Evaluation & results

The running results are closely followed by the whole company and the participants encouraged. After six months the whole campaign is evaluated, and the strict non-smoking is rewarded. The educational aspect of this action is also important and it is supported by information and articles in the company bulletin (smoking is called “a deadly habit”).



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C. Described health topics

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

E. Healthy eating

E.1. Organisation & structures

The action plan for healthy eating is again a permanent feature of the annual complex health plan, sufficiently funded and innovated according to the health risks found in the company work force. Members of the working group for nutrition, along with their coordinator, are instructed in the principles of healthy foods and their influence on prevention of major chronic diseases. Employee representatives are taking part in all preventive activities of the group.

E.2. Strategy and implementation

The risk of consumption of unhealthy meals was assessed with the use of parameters reflecting effects of inappropriate food on men, either in quality or in quantity. The measurements of body weight, body fat and body mass index were taken in all employees. Other indicators related to food, like the level of blood lipids (cholesterol) or complaints of backaches and other locomotion problems connected with overweight, were ascertained. Information on the amount of physical activity of employees was also taken into consideration. All those findings served as a basis and argument for a need for improving workers' access to healthier meals (better structure of nutrients in food) served in the company canteen. The important part of the campaign was also continuous education of workers in healthy eating, either in regular articles by health food specialists in the company periodical Echo or special advice on diet as a part of a regular health check of employees. Those interested in weight reduction were supplied with brochures from STOP OBESITY (organisation for the complex body weight management) with caloric and nutrient values and recommended procedures.

The dining area is assigned for eating purposes and clearly indicated. The comfortable, quiet ambience of the place allows for a restful period of meal consumption.

E.3. Evaluation and results

Evaluation of the success of the preventive actions was carried out by a comparison with the data serving as a ground for initiative for better eating, e.g. measurement of body weight, level of cholesterol, backache. There were differences in results between white and blue collar workers: While blue collar workers responded better to the change in diet, with a reduction in the percentage of overweight and obese workers from 40% in 2005 to 34% in 2007, the white collar workers responded with a reduction in the level of blood lipids. In 2002, the percentage of persons with elevated cholesterol was 43%, while in 2004 it was 30%, and in 2006 their number slightly rose to 33%. Reports of backache are more frequent with white collar workers and the trend is rising in a stabile, therefore gradually aging workforce – 34%, 37%, 47%; the blue collar workers' complaints oscillate around 20%.

The results are made public in the company periodical Echo, in the yearbooks, and discussed by a company physician individually on the occasion of a regular health check. The working group on healthy eating discusses the findings with a company physician, especially the differences between people with a different style of work and type of workload, possibly also with different lifestyle preferences. Planning for the next period also contains more physical activities as an important complement to diet in a healthy lifestyle.



Model of Good Practice

A. General information about the company

Company/organisation:	Isolit-Bravo, Ltd
Address:	Jablonské nábřeží 305, 561 64 Jablonné nad Orlicí, Czech Republic
Name of contact person:	Martin Šlesingr
Function of contact person:	personal manager
Telephone number:	+420 465 616 214
Email:	slesingr@isolit.bravo.cz
Sector:	light machinery industry
Number of employees:	572

Age	Sex		total
	male	female	
up to 35	185	95	280
35 to 50	94	104	198
50+	60	34	94
total	339	233	572

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C. Described health topics

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

E. Healthy eating

E.1. Organisation & structures

The company has an action plan on healthy nutrition of employees, sufficiently funded. The goals are 1) prevention of obesity and its consequences, and 2) improving the unhealthy nutritional habits. All members of the working group attended course on healthy eating and the coordinator (head of the company canteen) is instructed in the required healthy composition of meals for different professions. Other employees also contribute their suggestions to the plan for healthy eating. The working group is allowed to prepare its actions during working hours.

E.2. Strategy and implementation

The head cook prepares a healthy menu on the basis of modern knowledge. The company canteen is popular in the neighbourhood and also caters for employees of other enterprises. At least twice weekly fruit is offered free of charge and a vegetable bar is being planned. The company supports the choice of healthier meals through lower prices.

The dining room is a pleasant, cheerful place and cleanliness is meticulously observed (there as well as in the whole enterprise). Besides the carefully composed meals in the company canteen, the workers are also educated on the pages of their company bulletin (by the company chef) in buying suitable food and a proper preparation for their home consumption. Drinking water machines are placed at all working sections. Workers on afternoon shifts are supplied with suppers and for the night workers there is a soup on offer and a frozen meal to be prepared in microwave ovens.

On the basis of the idea that the employees should be given an excellent meal not only in an expensive restaurant, but also at their workplace where they are spending majority of their life time, the company wants to initiate a new contest for the company canteens with the award of The European Bravo Star (in analogy to the Michelin Star).

E.3. Evaluation and results

The results in preventing obesity and other accompanying factors (diabetes, hypertension, and hypercholesterolemia) are evaluated regularly by the company physician and communicated to the individual workers. It is reported to the company management in the form of average group values for different sex and age groups. These results serve as a basis for planning the future activities.

Individual workers can check their condition in the so-called “healthy corner” – the area near the working place easily reached during the lunch and other breaks containing stationary bicycle, weighing machine and blood pressure measuring device –an oft-visited place.



Model of Good Practice

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Address:	Záluží 2, 436 70 Litvínov 7 Czech Republic
Name of contact person:	Ivo Hamacek
Function of contact person:	personal consultant – project specialist
Telephone number:	+420 736 506 424
Email:	ivo.hamacek@crc.cz
Sector:	petrochemical industry
Number of employees:	680

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C. Described health topics

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

F. Physical activity

F.1. Organisation & structures

The sport activities are included in the binding declarations (Aims and Programs of the Health and Safety and Environment Quality Committee) and provided with sufficient financial and personal funds. There is a Board of Sports Guarantors which meets three times per annum to prepare, coordinate, realize and evaluate sports activities and contests. The so-called Motivation Committee also works in the enterprise. Every year the list of sports and hiking activities is updated and prepared with the aim of appealing to as many workers (and their family members) as possible: varied and interesting, with activities like skiing, football, bowling, Refinery pentathlon and many other highly active sports, but also contests in chess and card games. The coordinator and members of the working group are also instructed in basic prevention of locomotion system problems. Employees are participating in decisions about the choice of active living activities.

F.2. Strategy & implementation

A basis for a needs assessment is the continuous monitoring of the employees' health state: indicators of the lack of exercise like overweight, complaints of backaches, but also blood lipids, hypertension, diabetes and other related factors. All employees are informed about ensuing actions via intranet, the company periodical Echo, on billboards, etc. As they are very popular, information is sought and discussed eagerly, some most popular events, like the Family Sports Day, must be carefully organized, so as to allow attendance of the workers on different work shifts. For everyday physical activity there is advice on exercise during work on intranet; special programs were also set up for VDU workers, inviting them to do compensation exercise. Employees are encouraged to walk or cycle to work; they were also given pedometers. In the frame of employees' bonuses, they are given vouchers for sports and fitness centres (swimming pool, tennis courts, squash, ice-skating ring, etc.), which are popular and much used.

Articles on active lifestyle are a regular feature in the company periodical; employees can freely ask their company physicians for advice about their individual needs.

F.3. Evaluation and results

Success of the prepared and realized sport actions is evaluated, on the one hand, by the involvement and participation of employees – all events are closely followed and discussed among the company workers and appreciation is freely expressed. At the end of a year, the results of the programs are announced and the best sportsmen and most frequent participants are given motivational prizes. Even the organisers are not forgotten – the most devoted of them are also awarded. All results are again published in the company periodical, on intranet etc.

On the other hand, a company physician regularly follows the level of factors related to physical activity, e.g., body weight, backache complaints, level of blood lipids, glycaemia, hypertension, and others. The trends of these markers are also followed in connection with the progressive age of the company workforce.

Both sources of information on the success of implemented measures serve for a further planning.



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Function of contact person:	personal manager
Telephone number:	+420 465 616 214
Email:	slesingr@isolit.bravo.cz
Sector:	light machinery industry
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C. Described health topics

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X	Physical activity
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F. Physical activity

F.1. Organisation & structures

Company management constantly supports the active lifestyle in the strong belief that the active work force performs much better. A majority of managers are active sportsmen, and many of them are instructors of company sport groups. The coordinating working group and all actions and activities are sufficiently funded. The yearly action plan is prepared with respect to the opinion and preferences of employees. The working group attended the course on the active lifestyle and meets regularly to plan, organize and finally evaluate the sport events. Necessary preparations are made during the working hours.

F.2. Strategy & implementation

The main goal of an advancement of the sport activities is the promotion of a healthy lifestyle, the prevention of stress and the building of good human relations. In the company sports club "Response," many different sports are combined – athletics, winter sports, cycling, hiking and others. Tournaments are organized for the individual enterprise sections and once a year a Sports Day for all is organized. The company covers the expenses for the rental of the gymnasium, the skating and hockey rink, as well as the tennis court, and offers the employees access to the ski-lifts in the surrounding hilly country free of charge. Those coming to work on bicycle can use the bicycle stands and have an opportunity to use showers. The company bulletin and the notice boards provide information about all sporting events and tips for the leisure time. The workers wishing to start more intensive physical activity are invited to come for a medical check.

The company also bears in mind the importance of a special compensation activity for the body parts strained in the course of work. As the rehabilitation clinic is in the far away town and the access there is not easy, the company plans to build its own medical centre, which will include a rehabilitation department, on the company premises.

F.3. Evaluation and results

The results of all actions are discussed and evaluated in the working group, at the managerial level, as well as among the whole staff. The company physician follows the health state of employees, also in relation to their sports activities.



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G. Stress

G.1. Organisation & structures

Mental health promotion and stress prevention is a firm part of an annual health promotion plan, sufficiently funded by a special budget. The strategy for this activity is manifold. There is no specially instructed working group for stress combating; instead, the company regularly engages the services of psychologists well-informed about problems of the workforce. Information on stress management is disseminated via all usual means and employees take part in planning the following year's actions. People seeking individual advice can consult a psychotherapist free of charge and the company physician who knows all employees and follows them for a long time is always willing to listen and offer advice. Another way to lower the work stress is a good organization of work and a support for better qualification. Finally, good relations at work are supported by collective actions, either in sports or in active charity work, greatly improving the spirit of cooperation and loyalty.

G.2. Strategy & implementation

Stress at work is a part of the regular survey of the social climate ascertained, evaluated and reported biyearly by the PriceWaterhouseCoopers company. Inquiring about stress is also a part of the regular health check. Employees are invited to identify and report sources of stress and suggest possible solutions. Organizational measures are being continually improved, and reciprocal communication between superiors and subordinates is encouraged. The qualification improvement system is complex and the financial budget is planned with regard to the wishes of workers for qualification (all workers, even blue collar professions, are highly qualified). To broaden the operational possibilities of workers, to prevent boredom at work and to compensate one-sided work loads, the operators in the refinery regularly change their working positions.

Program ActiVitality for workers unites physical and mental activity and exhorts employees to remember the old adage: healthy spirit in a healthy body. The vitality part – the program “Let’s enjoy life” is comprised of many lectures about stress management, social influence, personality traits, resilience to stress. It also includes individual stress counselling, but mainly consists of collective activities, either sports and/or family events, or collective work for some local institutions needing help (homes for children, homes for seniors, schools, young sportsmen and others). The Day of Charity project was awarded the Excellence Award for the best philanthropy project, but much higher was satisfaction of employees thankful for an opportunity to help, as was seen in their following letters. The one-day action (4 days actually, to allow more people to participate) has changed into continual private engagement of some employees in helping others.

G.3. Evaluation & results

Every action is immediately evaluated, and the stress prevention courses are evaluated both by attendees and lecturers. Results of the social climate surveys are publicised, widely discussed and appropriate measures suggested. After a period, the applied measures are re-evaluated.

One measure of good relations in the company is also the good reputation of the Česká rafinérská in its region: It is one of the most popular employers in the neighbourhood, in spite of being a chemical enterprise.



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X	Healthy eating
X	Physical activity
X	Stress

G. Stress

G.1. Organisation & structures

The company also has in mind the satisfaction and mental health of employees and explicitly incorporates mental health promotion and stress combating into the health and safety plan. The basis for those decisions is a free and easy way of communication for employees: both vertical and horizontal channels. The second pillar of a good social milieu is a clean, well-structured workplace and well-organized work processes. Well-earned work results are also rewarded (wages 10-20% higher than is usual in the region) and a special award is prepared for every employee bringing a new good worker to the company. The continuing professional education and support of career development is also an important part of the company policy contributing to the well-being and work satisfaction of employees. No special action plan is prepared beforehand, but the specially instructed working group evaluates every new initiative and sets tasks to be solved and measures applied. For all such activities, a special financial budget is available.

G.2. Strategy & implementation

The company strives to make a pleasant working environment which does not overburden the employees and does not require more than they are able to accomplish. Most workers are trained in several different operations, meaning that they are easily substituted and interchangeable when needed, but it also means an important factor of preventing stress from the monotonous repeated work activity. In case of more exacting stressful operations, the whole shifts regularly alternate with other less demanding activities. This careful preventive approach to job stress probably contributes to the fact that there has been no occurrence of a professional disease for the very long time.

The company employs workers of many different nationalities and thoughtfully observes all their different needs (e.g., the company bulletin is published in several languages). In a very intelligent way, the working abilities characteristics of various nationalities are utilized.

The employees are invited to come forward and point to some stressful factors at the workplace and ask for their assessment.

An informal way of education and improvement of human relations and regards for others is a deliberate company policy in the field of charity, donations and help: besides many supported causes in the region, an initiative called "Don't be indifferent to others" is declared and funded, where the employees come with suggestions ("mini-grants") for help to people, small historical monuments, children's organisations, etc.

G.3. Evaluation & results

All activities are regularly assessed and evaluated and the important findings and results are publicized. When a psychological job stress of a particular working position is determined and the work is assigned to a higher category (according to the Czech law), the employer pays for special regular checks that follow the health state of a particular worker.

Nevertheless, the company is among the most popular employers in the region (Region Company No. 1 – 2008), which is a testimonial to the good working conditions and low stress level at this workplace.