



Work in tune with life

Template Model of Good Practice 2

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

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A. Identification and Motivation

General information about the MOGP company:

Name of organization	Deutsche Post DHL
Address	Fritz-Schäffer-Str. 15
City	D – 53113 Bonn
Country	Germany
Contact person (name/function)	Dr. med. Andreas Tautz, Chief Medical Officer, Head of Corporate Health Management
Email address	a.tautz@deutschepost.de
Telephone number(s)	+49 (0)228 18252600
Website	
Sector	Post Courier, Express Services and Logistics
Number of employees	167.000 FTE in Germany, about 500.000 employees worldwide

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



Motivation (max. 100 words)

Why has this company been selected as MOGP?

What is special for this MOGP?

How many points the company scores on the on line assessment tool?- 94 points (verified)

Max. 100 words: Policy and Culture: Mental Health is a specific element in the company philosophy, expressed in three words: "Respect and Results". The basic principle is mutual respect and the entitlement to active leadership. Analysis of Action required and Evaluation: The SALSA module is integrated in the risk assessment matrix (salutogenetic subjective work analysis), supplemented with the optional use of the WAI. It is used alternatively as personal interview or as an online questionnaire to assess the company climate, management quality and work satisfaction. Measures: Despite the size of the organisation all employees (about 200.000 in Germany) can be reached with activities thanks to the excellent infrastructure. Health circles provide very good opportunities for employee participation. Activities in all areas of mental health are carried out, from promotion to reintegration.

B. Policy and Culture (max. 300 words)

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

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

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

Max. 300 words:

The Corporate Health Policy integrates the elements of Occupational Health and Safety and Health Promotion at Deutsche Post DHL. Our corporate health policy is based on our corporate values and our code of conduct.

Details are documented in a company agreement on workplace health promotion where the health management system is set out: on local and central level, health steering committees analyze the situations. They plan and evaluate measures from a toolbox that includes specifications for prevention interventions in 16 areas (cardio vascular, nutrition, exercise, musculoskeletal systems, cancer screening, stress/mental health, addiction, sleeping problems, ergonomics, hearing/vision, etc). The requirements for company reintegration management are also included here.

Our "Toolbox Health Promotion" is regularly updated, in line with scientific developments. In keeping with principle of employee participation in the workplace health promotion system employees are encouraged to put forward their own ideas by participating in health circles/focus groups. Suitable measures are tested and where appropriate, are included in the toolbox.

Health management is being organized under the responsibility of the Board Member for Personnel . The Corporate health management department controls the activities. DP DHL also has a permanent team consisting of occupational physicians, a physiotherapist/ ErgoPhysConsult, 'Health Case Manager', occupational safety experts and social counsellors. Each branch has its own health steering committee. The relevant case manager works in conjunction with Corporate Health Management.

A central health steering committee was established for the company chaired by the Board of Management Member Personnel as a strategic management tool for promoting health on the job. Representatives from corporate health management, occupational safety, corporate culture, workers council and representatives of each business unit as well as representatives of disabled employees work together for a health promoting work organization. The annual health report is submitted to the committee for discussion. Relevant health data, e.g. sickness rates, target achievements, and benchmarking data is available to all the managers and can also be viewed on



the Intranet by the employees.

About 100 local health steering committees are located directly in the branches. Members are representatives of local executives and the local workers council, occupational health and safety experts, social counsellors and other experts.

A supplementary budget for financing health promotion activities is provided from the Corporate Health Management to the local health steering committees. The funding is linked to the compliance with the quality criteria for health promotion activities and a systematic needs assessment of health promotion measures. During an annual "Corporate Health Award" event examples of good health promotion practice are awarded with a financial bonus to be spent on WHP.

Topical information can be found on a multilingual health portal in the Intranet with weekly health tips. Information on health issues can be found in every publication of the employee magazine. An e-newsletter on Safety and Health is published several times a year with topical issues which are also addressed in the general HR publications. The annual "Deutsche Post DHL Corporate Health Award" is used to publicize best practice examples for WHP throughout the company. In 2009 44.000 individual WHP measures were chosen from the toolbox health promotion in Germany.

Through executive health check ups, the health teams, lectures and workshops, managers are sensitized to health issues. The issue of "health management" is an independent module in the DP DHL international business leadership programme. This issue is also addressed in the Executive Health Programme with the appropriate coaching and with individual target agreements. In the JobFit programme for apprentices, special training is provided for the training supervisors.

C. Organisation and Structure (max. 200 words)

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

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

Max. 200 words:

Mental health is one of the issues addressed by the central health steering committee. For the risk assessment, a team of occupational health and safety experts from the company and employer/employee representatives have agreed on the systematic use of the SALSA procedure as a common instrument for identifying potential mental health hazards. Local prevention activities are planned by the health steering committees according to requirements and are based on the recommendations in the health promotion toolbox. Information about mental health issues is exchanged in networks such as "Enterprise for Health".

The central health steering committee is the superior committee for health promotion. Employees are involved in the work of the local health steering committees by taking part in health circles. Measures are initiated here for maintaining mental health (e.g. stress management activities).

On the issue of the reintegration of employees with mental health problems, managers can receive practical advice at seminars attended by representatives from the integration authorities.

In cooperation with the German Pension authorities and health insurances, we are engaged in two model projects for integrating sick employees (WebReha and JobReha) with the inclusion of mental health aspects.

D. Implementation and Strategy (max. 400 words)



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

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

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

Max. 400 words:

The SALSA module is integrated in our risk assessment to identify mental health problems, supplemented with the optional use of the Work ability Index (WAI) questionnaire. The module is used as an online questionnaire throughout the company.

The results of the worldwide employee questionnaire give a broader picture on the functioning of the social networks and manager and work satisfaction. The epidemiology is based on different sources, e.g. the companies occupational health service. and the BKK health reports. These data will be reported via corporate health management to the local health steering committees in the branches. The committees use this data to identify possible local action needs and to develop accurately fitting solutions with the support of our 'Toolbox Health Promotion'.

The prevention of mental illness is summarized in our strategy 2015 in three words: "Respect and Results". A range of measures are in place, from individual qualification and coaching provisions to the adaption of work processes and reduction in work demands.

Various measures are applied to provide job enrichment and to support team work. For example rotation systems, alternating between mental and physical work in the freight centres, or team work models for processing freight and delivering letters and packages. Our regular services are transporting goods and information services and the employees have a certain amount of autonomy in organizing their own work. For example the postmen can organize his deliveries in his own area and he is consulted on the size of the delivery areas.

The issue of motivation and avoidance of effort reward imbalance is reflected in the company strategy "Respect and Results". The basic principle is mutual respect and the right to active leadership. In employee panels and an appraisal system, employee profiles are discussed to place them according to their abilities and talents.

A positive working climate based on mutual respect is the basis for strong personal resources. Our concern is to integrate this knowledge into a lively and open company culture with sustainable measures for strengthening employees skills by continually improving the organization and processes. We aim to support the development of our motivated and loyal employees, to benefit from their individual experience and to encourage personal responsibility.

Career advancement and professional career planning and support are firmly established in the DP DHL company policy. In addition, various measures are in place to organize flexible working hours. In addition there are special activities on the issue of conflict management and coping with stress and special coaching is given to managers in our 'Executive Health Programme'.

Our health management strategy contains a comprehensive and systematic health promotion approach. Basic elements are

- a central health steering team which was established for the company as a whole under the leadership of the Board of Management Member responsible for personnel.
- local health steering committees, established in the operations

The assignment of these local groups is to define which factors can be positively influenced from the group of factors that have been determined to influence health and illness and to develop



strategies to initiate changes deemed to be necessary.

Detailed information on creating effective strategies for promoting health in the workplace can be acquired by directly integrating employees at the “grassroots” level. This can be achieved by forming topic-specific health circles and/or focus groups. The central task of these groups is the active integration of employees in analyses relevant to health, activity/strategy planning and or programs. This includes precautionary talks with employees showing unusual or changed behaviour or who are frequently absent and to find out if changes in behaviour or the working conditions can be made. DP DHL employees have many opportunities to influence company decisions. In addition to union participation, they can take part in health circles, team meetings and “Town Hall” meetings.

DP DHL company physicians offer individual health coachings, screenings and check up’s, Social counsellors are available locally as contact partners. They can give advice and support with:

- Addiction problems
- Physical, mental or psychosomatic problems/illness
- Problems of conflict at work
- Change processes at work
- Personal or financial problems
- Attacks and other traumatic incidents
- Support for employees throughout their working life
- Introduction and mentoring for new employees

A reintegration concept is available and the nature of the reintegration is based on the individual circumstances with the involvement of our internal experts, particularly the company doctor and social counsellors. External experts are called in when necessary.

Our employees also have the right to seek advice at their own request (also anonymously) from the company doctor or social counsellors. Breaches of working community rules can be reported on the ethic hotline.

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

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

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

Max. 300 words: Local working teams specify target groups and develop programmes for mental health, e.g. on the issue of active leadership. The evaluation is carried out through our yearly employee opinion survey, through SALSA, the WAI, workshops and seminars, from manager to local company level. Our ‘Toolbox Health Promotion’ is evaluated and improved continually.

Results:

The evaluation of the health promotion system in place at Deutsche Post AG in Germany has shown the effectiveness of the stringent structure and identified further potentials for action:

- Health Workgroups have been set up at 98.9% of all branches.
- 90.2 % of the branches conduct health promotion measures in accordance with recommendations of our “Toolbox Health Promotion”
- Worsening of the sickness figures at branches with measures outside of the health promotion system
- Branch-related further-reaching analyses under the direction of the Health Workgroup can improve the quality and effectiveness of the health promotion measures (e.g. risk assessment / SALSA, employee opinion survey, work ability index)
- Health circle and focus groups can be used more intensively as health promotion instruments
- 55% of the suggestions, which stem directly from the employees, are



described by executives as being implementable in the short term and 45% in the mid term.

Lessons learned: It is not the main focus of health management to reduce costs due to absenteeism – the goal is to increase the health and the work ability of our employees and with this the productivity and quality of our services. Health management makes an important contribution to customer satisfaction, to the image of being an employer of choice and an investment of choice.

For this health management must be integrated in the company philosophy and the companies management structure. Its strategy and its activities must be planned in a sustainable and transparent way, with the participation of the employees and the use of KPI's. Health management is based on a regular risk and needs assessment. It has to align with the companies risk management. The increase in chronic diseases ranks among the top 3 risks of the 'Global Risk Report' editd by the World Economic Forum'. It involves a particularly high probability with extremely serious economic consequences - chronic and infectious diseases belong to the core risks of a company which can and should be mitigated via a systematic health management. The work places are the biggest societal setting for an effective prevention of illnesses. Therefore an effective health management alligns the interest of the employer, the employees and the societies in which the enterprises are present.

Leadership has a key function in health management. Leadership can influence employees' health and employability on four levels:

- designing the work to promote health: freedom of action and creativity, work organization, work hours and work climate;
- development of capacity for action: strengthening competencies and qualifications, imparting stress resistance;
- a corporate culture appreciating people: open, transparent communication, feedback culture, support of social networks, empathetic interaction;
- individual health promotion: support for healthy lifestyles.

For this management staff should be qualified and actively involved in workplace health promotion policy, i.e. they should be competent and able to lead every employee (individually) healthily. On the other hand employees should be encouraged and enabled to live an healthy, economically and socially active life.

Barriers and ways to overcome:

Education and Science

- Mortality risks are depending on social / educational status. Systematic prevention is not part of the German educational system
- Economic science is still teaching the wrong thesis of an 'Homo Oeconomicus instead of man as interacting creature with basic needs of security, social networking and respect
- The 'Leadership' role is not adaequatly defined. There is no basic commitment on needed leadership skills and in the consequence there is no basic leadership education (Today 'everybody is a leader' or economic science and law are 'natural' prerequisites to become a leader)

Politics

- With some little exemptions the governments worldwide lack of a systematic prevention approach. For example in Germany three ministries are responsible for prevention strategies

Market pressure / wrong assumptions / missing sustainability of actions



- The inconsistent general economic developments have also affected companies, i.e. through the principles of shareholder value, performance and wages equality and also workplace health promotion policy are being put to the test.
- Combined with the rationale of activities on preventing mental illness it is often stated that physical stressors at work are decreasing. There is no scientific proof for this thesis and e.g. organic illnesses higher the risk of suffering from a depression.
- “Health management is sexy” – activities in enterprises are often not caused in a systematic risk and needs assessment. More often activities are designed as marketing reactions on current topics and threads (e.g. “Stress”, “Burn Out”, “Bossing”, “Suicides”), comparable to the back school ‘epidemic’ in the nineties.