

# NORWAY



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## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>GE Healthcare</b>
Address:	Lindesnes site 4521 Spangereid
Name of contact person:	Aslaug Oftenes Lie
Function of contact person:	Company nurse
Telephone number:	+47 38258100
Email:	<a href="mailto:Aslaug.oftenes-lie@ge.com">Aslaug.oftenes-lie@ge.com</a>
Sector:	
Number of employees:	350

Age	Sex		total
	male	female	
up to 35	60	39	99
35 to 50	123	62	185
50+	62	18	80
<b>total</b>	245	119	364

**B. Integration of WHP in the company policy and culture**

A workgroup is engaged in defining health preventive and promotional measures.  
The participants in the workgroup are representatives from the company's occupational health service, i.e., company nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.  
The work with a comprehensive Health Plan for 2009 is ongoing.  
We have made a health strategy and have made a web page on our intranet.

**C. Described health topics**

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

## **D. Smoking prevention**

### **D.1. Organisation & structures**

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., occupational nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

### **D.2. Strategy & implementation**

The company is declared as smoke-free.

There are some designated smoking areas outside.

Measurements to decrease smoking have been implemented.

The company offers participation in supportive groups for employees who try to stop smoking.

The company lends employees a book by Allen Carr on how to stop smoking.

### **D.3. Evaluation & results**

In the past 8 years there have been no employees who have registered a wish to participate in a support group to stop smoking.

The book by Allen Carr on stopping smoking has been provided to several employees.

There have been favourable reports that the book is helpful, but we do not have statistics to show proof of it.

## **E. Healthy eating**

### **E.1. Organisation & structures**

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., occupational nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

In the spring of 2009 we are offering work experience placement in our cafeteria for two students from the nutritional studies at the University of Agder.

### **E.2. Strategy and implementation**

The company features its own large cafeteria. A large number of the employees use the cafeteria regularly. There is a serve yourself salad-bar with fresh produce which costs NOK 20, - which is growing increasingly popular with the employees.

Fresh fruits and carrots are available every day at subsidized prices.

Several types of wholemeal-, rye- and brown breads are available.

At least once a week the hot meal available is a form of fish.

All fruit juices or squashes are sugar-free.

In 2008 the company carried out a health information campaign. The information was printed on flyers and distributed on every table in the cafeteria. The subject was physical activity, calorie contents, how drinking water benefits health, etc.

The employees were offered weight-control help individually or in groups.

Each employee received a water bottle in the fall of 2008.

Fresh water dispensers are located for easy access throughout the plant.

## **F. Physical activity**

### **F.1. Organisation & structures**

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., occupational nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

The company sports team is sponsored by the company.

In addition, employees can get membership in local fitness studios at discount fees sponsored by the company.

For the last couple of years, the company has worked with specific campaigns to motivate employees to increase physical activity. Pilates courses, belly-dance course and offers of organized walking groups have been available for employees.

Lunch-break meetings offering information about the benefits and availability of physical activity have been organized.

Employees are encouraged to use the stairs instead of the elevator. In this particular project, progress was visualized by counting height distance in meters and comparing to real mountain peaks.

Organized lunch-break walks of approximately 10 -15 min. Three different mapped courses are available and can be accessed on our website.

Every employee has been given a pedometer. In connection with this project, the company held competitions between the departments of who could achieve the highest scores.

The company has its own gym studio with some training equipment.

Breaks with time for physical exercise are implemented in some departments.

### **F.2. Strategy & implementation**

See above.

## **G. Stress**

### **G.1. Organisation & structures**

Employees are offered participation in dialogue groups focusing on dealing with stress and strategies for managing stressful situations. These groups are organized by the occupational health department.

Every second week the company is visited by a masseur and employees can use company time to receive a massage, but the company does not cover the cost of the massage.

To survey the psychosocial work environment, we use the group-dialogue method.

If needed, the employee may receive counseling at "Work and Personnel Psychology".

### **G.2. Strategy & implementation**

The group-dialogue method is used in weekly or monthly department meetings to assess the contentment factor as a tool to survey the psychosocial environment.

### **G.3. Evaluation & results**

The results from the group-dialogue method are collected and sorted in Excel spreadsheets and can be evaluated and used to compare the different departments in the company. The contentment factor can be followed up and compared from year to year.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Petroleum Safety Authority Norway</b>
Address:	P O Box 599, NO-4003 Stavanger
Name of contact person:	Gro M Galta/Trygve Bergh
Function of contact person:	Advisor personnel department/occupational health physician
Telephone number:	+47 51 87 63 30/51 87 64 49
Email:	<a href="mailto:Gro-M.Galta@ptil.no">Gro-M.Galta@ptil.no</a> / <a href="mailto:Trygve.Bergh@ptil.no">Trygve.Bergh@ptil.no</a>
Sector:	HSE regulator, petroleum sector
Number of employees:	170

Age	Sex		total
	male	female	
up to 35	2	12	14
35 to 50	27	46	73
50+	60	23	83
<b>total</b>	89	81	170



## **B. Integration of WHP in the company policy and culture**

### Workplace health promotion

What is good health? Many definitions exist.

In the PSA, we say that good health is a satisfactory surplus of vitality, a sense of coping with everyday existence with its challenges and demands, and enough bright spots and pleasurable feelings in life.

Our policy on health, safety and the environment (HSE): We aim to develop a good HSE culture based on our common values. We will show respect for and trust in each other. We will pursue systematic development of rank-and-file employees, managers and teams in accordance with our expressed ambitions for personnel and organisational development, and with our systems for HSE evaluation and follow-up.

Our values: a strong and leading supervisory agency with motivated employees.

Smoking: an accepted culture for restricting smoking to two dedicated rooms. Over the past 10 years, individual health/work discussions have been held three times between every employee and the occupational health service and have included smoking. Follow-up arrangements have been made twice during this period to help people kick the habit. On the first occasion, these involved groups were led by external consultants. The second time, some years later, people were offered individual help by in-house occupational health personnel.

The level of success was reasonable, with one-third ceasing to smoke. The few hard-core smokers feel well taken care of. Discussions take place on this topic once a year in the work environment committee (AMU)\*. This was earlier a sensitive matter, but discussion is now relaxed.

Food: wide range, including a subsidised vegetable menu. The canteen is well fitted and offers a pleasant environment during the lunch break.

Exercise: varied range – opportunities to do group aerobics or take an individual walk in working hours, well-equipped gym, physical therapist treatment/guidance when needed.

Stress: flexible arrangements, opportunities to take care of personal health-related routines during working hours. Subject discussed in the AMU – topics include developing electronic methods to improve cooperation and reduce travelling for employees, and ICT equipment in flexible use. Job reviews at least once a year between employee and superior about the

working environment, career, personal circumstances and pay. Every two years, a climate survey questionnaire is sent to all employees covering important issues for satisfactory working conditions. Findings can be broken down by suitable groups and concern management, organisation, job satisfaction, and the status of the work environment and cooperation. These are followed up by plans for improvement measures with later evaluation.

We launched an in-house occupational health project in 2005, which was completed the following spring. Its goals were:

- Phase I: describe elements – within the agency's control – which are significant for health in the agency
- Phase II: select elements of the work which have substantial significance for health, and propose specific improvement measures.

This project was initiated by our management. People from the safety representative service\*\*, the occupational health service, the canteen and the personnel department participated in the project. Proposals in the final report from Phase II were considered by the AMU, union officials and management. Specific responses to all the proposals were given by management in a town hall meeting. The proposals accepted by management have today been implemented in the organisation. Information on the reports and management's follow-up of the occupational health project has been provided on the intranet, making it easily accessible for everyone.

\* The working environment committee is a decision-making and advisory body required under Norwegian law, which works to implement working environment legislation in the organisation. It comprises management representatives, the chief safety representative and union officers.

\*\* Safety representatives are elected by the workforce and have legally defined duties relating to safety enforcement.

### C. Described health topics

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

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Coordinator/working group for “quit smoking” sessions, with individual help for smokers from the occupational health service. Regular relaxed discussions in the AMU. Reasonable room facilities for smokers. We have left behind the sensitive stage of this issue from both smoker and non-smoker perspectives.

The occupational health physician is well received in the smoking room. From time to time, he enjoys helping some of his friends among the hard core of smokers to quit smoking.

The proportion of regular smokers has declined from 40% to 10% over the past decade.

### **D.2. Strategy & implementation**

Some years ago, this problem needed policy strategies and group interactions. We then had to take care of the rooms and the ventilation system, which has been done, and deal with smokers on an individual basis. The smokers are as satisfied with the current position as the rest of the workforce.

### **D.3. Evaluation & results**

We have an open and relaxed discussion with the few smokers from time to time. Our smoking culture is no longer considered a major working environmental problem for us.

## E. Healthy eating

### E.1. Organisation & structures

Responsibility for offering good and healthy/nutritious food has been assigned to the canteen manager, who discharges it in cooperation with the canteen staff. The canteen's ambition is to deliver the products desired by the organisation on the basis of health, well-being and good service.

The canteen manager and its staff take various courses in Norway and abroad in order to update their professional expertise. Specific funds for training are allocated by the canteen.

Canteen staff are employed by the PSA, which gives us great opportunities to influence the food served.

As part of the occupational health project, a user survey concerning the canteen was conducted among the workforce. Particular attention was paid to choice of dishes, food preparation methods, food and service quality, and interest in organic, vegetarian and other types of food. The survey gave individual employees an opportunity to make comments and proposals. The feedback received has been discussed in cooperation with the canteen manager. An action plan was subsequently drawn up.

We have an (unwritten) policy of offering food which promotes health and nutrition. This includes:

- a salad bar with a good choice, centrally located in the canteen
- a good selection of products
- a good selection of breads, with very little white bread
- preparing primary food which is not fried
- awareness of fat consumption when preparing food
- offering a bowl of fruit instead of cakes at meetings
- offering vegetarian dishes: the target is once a week
- offering fish products several times a week
- gradual introduction of organic produce
- offering fair trade coffee

Discussions in the AMU.

## E.2. Strategy and implementation

A user survey has been carried out, see above. All employees were invited to respond and submit suggestions/proposals for improvement. Interest was high, and responses were generally very positive.

The canteen is a social place, and we have focused on a layout which provides the individual with opportunities for relaxation and recreation. An associated coffee bar, where personnel can fetch free tea/coffee, serves as an important social arena. We want to create informal social meeting places, and the canteen and its staff contribute to this.

We want to help our employees to eat healthily. As a result of the health project, we have allocated individual health funds (NOK 1 500 per employee) to subsidise fruit/salads, vegetables and fruit juice. This measure has been a success, encouraging personnel to eat more fruit and vegetables. Food is charged on the full-price principle, and we have consciously chosen a strategy of higher pricing for unhealthier products such as mineral water, cakes, etc, than for healthy alternatives.

Norway has long, dark winters. We accordingly offer free cod liver oil capsules to all employees during this season.

To increase interest in and knowledge of nutrition and healthy food, a presentation on these topics was given in the autumn of 2007 by professor Wenche Frølich.

We believe that drinking water rather than tea/coffee is important. To highlight the health project and the importance of drinking water, all employees were supplied with an aluminium bottle to have water. Water coolers are centrally located on all floors, and their contents maintain a good quality. We have adopted a specific policy on the use of alcohol and drugs, which has been conveyed to all employees and forms part of our governing documentation.

The canteen offers a buffet on different themes once-twice a year. This helps to promote good and healthy food in an attractive way. Vegetarian food has been one theme.

Selected "healthy" brochures with recipes are also available in the canteen/coffee bar. The canteen has a focus on good hygiene in food preparation.

The occupational health service provides personal advice and guidance on diet for relevant groups, such as diabetics.

### **E.3. Evaluation and results**

A user survey on the canteen reveals a high level of satisfaction among employees. Respondents were given the opportunity to make proposals on the product range, food preparation, service and hygiene.

Where individual health measures are concerned, such as fruit, vegetables and salad, we have details of use by each employee. We offer a "season ticket" or delivery of fruit to people's offices.

The canteen's products are discussed in the AMU.

The local newspaper has visited our canteen as part of a comparative survey of large establishments of this kind in the area. Our provision received very positive coverage, not least with regard to the range of healthy types of bread.

## **F. Physical activity**

### **F.1. Organisation & structures**

A review of the various physical activities offered by the PSA was conducted through the health project in order to identify whether any changes were needed. Both the occupational health service and the chief safety representative participated in the health project.

The PSA offers one hour of gym training per week during working hours. Various organised events take place in the office building during working hours. In addition, employees can take an outdoor walk in the extensive recreation area right beside the office, cycle to and from work, train in the gym and pursue other activities they might want to do. Information on this is published on our intranet, and part of it is also incorporated in governing documents.

Physical exercise at the office includes two different hour-long aerobics sessions tailored to employee requirements and age composition. The agency pays for the instructors. This is organised through the company sports club and advertised on the intranet.

An annual “cycle and walk to work” campaign is conducted by the company sports club. We have opted to include walking in order to get as many employees as possible to be physically active. Plenty of parking space is provided for bicycles. The cycling/walking campaign has its own intranet site for participants to register and enter how many times they have performed the activity.

The company sports club also offers various sponsored activities for individuals or groups in the evenings.

We offer physiotherapy treatment/guidance in the office during working hours for employees with neck and shoulder problems (guidance and massage). We meet the cost of the physiotherapist (guidance), and also two-thirds of treatment costs (massage). This forms part of the follow-up of the health project.

Most office desks are height-adjustable. All office chairs are adjustable both in offices and meeting rooms.

All employees are to be trained in monitor-related health for office personnel through a programme run by the occupational health department with a dedicated physiotherapist. The training will focus on sitting positions and work at a PC as part of the introductory course for new employees.

We have good cloakroom and shower facilities for both men and women, and provide clean towels.



## **F.2. Strategy & implementation**

The PSA has its own occupational health service with an in-house physician and physiotherapist. They pursue both preventive work and treatment/education. On request, the physiotherapist provides guidance to groups in our gym. She has also prepared posters with training suggestions. The woman in charge of the gym conducts promotions of its facilities in order to attract new groups.

The occupational health physician carries out health conversations on a regular basis. Discussion on the need for physical activity forms a natural part of such follow-up.

Our management provides funds for the company sports club and has specified that the club will initiate and implement various physical activities for the workforce.

Our management has given all the employees the opportunity to participate in an organised sports half-day during working hours. Staged by the company sports club, this covers various collective activities. The aim is to have a low threshold so that everyone can participate.

The company sports club plays a central role in promoting increased physical exercise, and offers various activities. It organises an annual “cycle and walk to work” campaign. The club belongs to various organisations, which give it the opportunity to participate in activities. Through the club, employees are also entitled to use a large number of training facilities in the area at discounted rates.

### **F.3. Evaluation and results**

The physiotherapy treatment (massage) offer was originally a six-month trial programme. It was managed and evaluated by the occupational health physician. The results were so positive that a recommendation to continue the programme was submitted to management. It has now been running since the autumn of 2006.

A cycle and walk to work campaign is conducted every year, and information is available on how many take part. This number has been fairly stable. An annual prize draw is held for those who have cycled or walked more than 50 times during a year. One aim has been to make this a low-threshold offer, so no requirements are set for how far people must walk or cycle.

The physiotherapy programme is evaluated by the occupational health service.

No systematic evaluation has been made of the two exercise programmes at work, but these are supported by a high level of demand. Participants form a stable group, with women in the majority.

The company sports club holds an annual meeting where all the subsidiary groups report on developments over the previous year.

Health is one of the topics discussed by the AMU.

## **G. Stress**

### **G.1. Organisation & structures**

The PSA belongs to Norway's government-backed Inclusive Workplace (IA) programme, which seeks to ensure that participating companies/organisations provide a good workplace in all life phases. We are also a knowledge-based body, with an organisation and workload which can put individuals under stress at times.

Our management wants a robust organisation with employees who look after their health. This is enshrined in such governing documents as personnel policy, pay policy, the health project and so forth. Various in-house players are involved in stress prevention.

Opportunities are provided for striking a flexible balance between personal and professional demands.

Personnel managers are responsible for ensuring that each employee has good working conditions which do not promote "negative" stress.

Mutual understanding between management and employees concerning conditions which create a heavier workload and the challenges posed by an increasingly complex oil industry calls for skilled workers. With the need for personal professional development and short deadlines, the balance between home and work is under strain.

These issues are under discussion in the AMU. A "work smarter" programme focuses on the use of modern ICT equipment, and the AMU is debating the benefits and drawbacks of such approaches.

Employees can turn to the occupational health physician, the safety representative service and union officials for advice as required. All have a duty to assist.

A good deal of stress can be combated by various in-house measures, but stress will always arise in a large organisation. The occupational health service can help to find solutions to stress at the individual level.

Active use is made of the occupational health physician by in-house projects and committees such as the AMU.

Budgetary and infrastructure requirements relate mainly to ICT technology, equipment purchases, service and user education.

## G.2. Strategy & implementation

The PSA conducts regular employee satisfaction (climate) surveys, in which factors promoting and combating stress play a central role. We measure such aspects of the immediate environment as the demands of work, positive challenges, role expectations, control over work, social interaction and management.

Results from the 2008 survey show that the great majority of employees experience a high degree of personal control and thereby regard demanding levels of work as acceptable. Those with the most demanding jobs also report a high level of positive challenge in the work.

Each unit pursues further work on the basis of the survey results. The survey is discussed, and the unit evaluates and implements necessary measures. Its execution of such follow-up is subject to evaluation.

The management and the AMU are involved in staging and following up the climate survey. Various solutions to reduce unfortunate and stressful working conditions are identified jointly by the personnel manager and the employee. Such measures can include help in setting priorities, transfer from particular duties or teams, use of a home office, enhancement of expertise and so forth.

We are a knowledge-based agency with highly educated and committed personnel, and our flexible and tolerant organisation gives the individual employee considerable freedom with responsibility. The workforce has good opportunities to adapt and shape their own working day, but the workload is also increasing.

Through data acquired from health conversations and individual consultations, the occupational health physician helps to focus attention on stress problems.

We are endeavoured to adopt new technology while being aware that this can cause stress for individual employees. These issues are regularly discussed/defined as problems. One example is that all employees are covered by a scheme where they can receive a home computer paid for by us, but connecting to the network at work remains an individual decision.

Smart phones are on offer to key employees, who decide for themselves how much use to make of them.

We are concerned to maintain the distinction between work and home life. Our management encourages each employee to make a conscious choice in this context.

The dilemma is a growing workload for an unchanged number of employees. ICT solutions can assist, but may also increase stress.

Stress can also be positive, energising and motivating people.

Mutual understanding is essential. Constructive job reviews are conducted regularly between manager and subordinate. Career status and changes, and changes in personal circumstances, including health matters, are among the elements discussed.

Home working and the alternative of individual care at work have been defined in our rules of work and discussed by the AMU.

Example: During the dark and rainy winter season, taking a break from work in the middle of the day is acceptable. People start work before dawn and return home at dusk. When the sun shines for a brief time, heart and soul are uplifted by an hour's walk in beautiful surroundings. This is incorporated in our written rules and corporate culture. Being productive is considered more important than sitting at a desk.

Another example: We are mostly sedentary workers, who spend hours every day staring at our computers. Stretching and strengthening our muscles with work-outs in our offices or the well-equipped gym is also permitted in both written rules and our culture. The same can be said of taking a nap.

We have to interact and cooperate in our corporate culture. Colleagues are less interested in how work gets performed, provided it is done. Discussion among colleagues focuses on academic and professional qualities, fair interaction and good practice.

### **G.3. Evaluation & results**

Climate surveys are evaluated. Each employee received a questionnaire in 2008 with a request for feedback on the measures adopted.

The AMU discusses measures to reduce stress.

Regular questionnaires are backed by team discussions in the AMU.

An organisation under some strain from an increasing range of complicated challenges offers a potential for stress, but this seems to be well-managed.

Individuals, of course, may suffer from stress for shorter or longer periods.

A culture exists for resolving such problems through a good dialogue with the person's immediate superior or with the occupational health physician.

Such individual processes are maintained until everyone concerned has completed a satisfactory evaluation.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>StatoilHydro ASA, Norway</b>
Address:	Forusbeen 50
Name of contact person:	Dordi Høivik
Function of contact person:	Vice president HWE
Telephone number:	004791693599
Email:	<a href="mailto:doh@statoilhydro.com">doh@statoilhydro.com</a>
Sector:	CSO CHSE
Number of employees:	Norway; 16.925 / StatoilHydro ASA (40 countries); 29.500

Age	Sex		total
	male	female	
Up to 35			3317
35 to 50			11567
50+			2041
<b>total</b>	11980	4945	16925

## B. Integration of WHP in the company policy and culture

StatoilHydro has introduced the Health Promotion programme *Inspiration* - a new initiative to inspire employees to make healthier choices in their lives.

The workplace is an important location for successful health promotion because employees today spend a growing amount of time at work. It is also an important setting, in which the social environment and the support of colleagues can encourage employees to choose a more healthy lifestyle. The main focus of *Inspiration* will be on physical activity, nutrition, a stop smoking programme and substance abuse awareness.

The health promoting programme is a part of the CEO's Health and Working Environment (HWE) strategy for the period 2009-2014. The purpose of the HWE strategy is to help the business to set targets and give directions for how to reach the HSE ambition "Industry leader within HSE". The strategy has four other strategic areas: chemical exposure, workload, noise and ergonomics.

The involvement of management is important in inspiring employees to take part in the programme. The project has two managers who run the programme. They have prioritised meetings with managers in different business areas to inform and inspire them to take part in *Inspiration*.

Local "inspiration committees" at industry plants and offices in Norway have been established to achieve local ownership and involvement. The local inspiration committees include representatives from Occupational Health, Welfare, the company's sports club and committed employees so that different interests may be included in programme planning. We also think that it is important that activities encompass local preferences and needs.

This process has also been initiated in order to get a network of local "inspirers" at every plant, onshore and offshore.

An informative and active web page has been established on the intranet.

The program has been introduced in Norway and will be evaluated during 2009. After evaluation, the plan is to implement elements of the programme at StatoilHydro throughout the world in 2010.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress



## **D. Smoking prevention**

### **D.1. Organisation & structures**

There will be an information campaign to get as many smokers as possible to join the stop smoking programme, which will start in conjunction with New Year's Day (when people are making New Year resolutions). The smoking programme is a interactive, web-based programme called "SLUTTA" (Quit), organized by the Norwegian Directorate of Health.

By the end of June 2009, new interactive courses and stop smoking classes – using video conferences or networks and telephone meetings – will be organised. The purpose of these courses is to enable a closer follow up to employees working offshore, commuters or employees working at different sites internationally.

The purpose of these courses is to offer stop smoking programmes to employees working offshore, commuters or employees working at different sites internationally. These courses will be developed in cooperation with The Norwegian Cancer Society.

We also want to include help and follow up for users of snuff, which seems to be on the increase in Norwegian society.

The stop smoking programme will be actively announced on the website, and also on StatoilHydro's main website.

### **D.2. Strategy & implementation**

*Inspiration* will help the company to reduce the number of smokers and the negative effects of smoking and snuff on health and the working environment. All the offshore plants have few and very restricted areas for smokers. There have been various processes at all the offshore plants to reduce smoking areas, as well as follow up programmes to get smokers onto stop smoking courses. The result has been a huge reduction in the number of smokers at all offshore plants in the last 2-4 years.

No buildings of StatoilHydro, Norway have smoking areas inside, and defined outside areas for smokers are very restricted.

### **D.3. Evaluation & results**

We will have surveys for all personnel who have joined the stop smoking programmes in the past 2 years.

The new courses (Opptur) will Start in January, and the success rate of these courses will be evaluated after 6 months and one year.

## **E. Healthy eating**

### **E.1. Organisation & structures**

*Inspiration* will help to make it easier for all employees to eat more wisely and more healthily through information and campaigns.

The risk of developing so-called lifestyle diseases has a definite link with nutrition; hypertension, cardiovascular disease and obesity are examples of the consequences of incorrect nutrition.

The nutrition programme is based on a campaign started and led by the offshore catering administration. Today it is a natural part of *Inspiration* and all the results, experience and efforts of this campaign will be implemented at all onshore plants and offices in Norway in spring 2009.

The aim is that eating at work should be a break from the job, offering pleasure and positivity – and that the food should taste good and look appealing, as well as providing health benefits.

Our chefs have important roles in the nutritional aspect of *Inspiration*. They are responsible for ordering, preparing and serving not just the food the personnel eat, but what they drink as well (for reasons of security, drinking or keeping alcohol is not permitted offshore).

During Autumn 2008, the 330 chefs of 24 offshore plants underwent a 2-day course, the main focus of which was on knowledge and tips about nutrition and how to make healthy food. During these courses 120 new recipes were developed, with healthy ingredients and a low fat content.

A specialist group is working continuously to develop healthy nutrition for everyone employed at StatoilHydro. The work is supported by a nutritionist.

### **E.2. Strategy and implementation**

The canteen facilities offshore have stringent requirements for hygiene, both inside the kitchen and in the area where employees are eating. Employees are not allowed to eat in their working clothes.

The food offered is varied and healthy, and the employees want more healthy food.

We serve lean meat and fish instead of fatty food. We have seen an increase in vegetables and fruit in recent years. Offshore these products are available to all employees – as options at every meal (as an alternative to dessert) and also in the many places where people have

rest areas (near their workplaces around the offshore platform).

The same applies to drinks, with water and milk being the drinks most easily available where food is served. Even the food served for coffee breaks has a healthier profile. The trend here is towards more wholemeal rolls and baguettes, instead of the buns and cakes that used to be the first choice.

More healthy options on the agenda:

To maintain the interest in and motivation for healthy food, a number of measures have been introduced, both inside and outside StatoilHydro's canteens and restaurants.

Here are some examples of measures already begun or planned to be introduced in 2009:

- Recipe folder with healthy dishes for the chefs at all offshore installations. This has been developed by our own chefs and resources.
- Food labelling of healthy foods.
- Inspiring chefs. Chefs who can recommend "today's healthy option", give advice and answer questions from employees.
- Information brochures\_for employees. To help guests get the most possible pleasure and benefit from the dietary measures being introduced, a number of information brochures have been prepared. We also wish to create a positive knock-on effect, beyond what happens at work. Examples of brochures:
  - "Food for shift and night work"
  - "Healthy and Good for You" – info brochure for healthier living.
- Info on intranet/internet. Those who are looking for answers to diet and health issues can put questions to a nutritional physiologist.
- Healthy options in the canteens on land: ensuring that good, healthy meals are available in the canteens, including food for meetings and overtime.

### E.3. Evaluation and results

Our evaluation shows changes in purchasing patterns over the last year. There is increased use of fish, vegetables and fruit – and less use of foods containing fat or sugar and also less fat used in food preparation. We have seen less use of “unhealthy” hard fat and increased use of more healthy oil products (such as olive oil).

Trends show an overall reduction of fat; amounting to 6,612 kg (7 %), from 2006-2007, and consumption of chips has decreased by 12,524 kg (20 %).

User investigation at one of the offshore plants shows that almost 100 % of the employees are concerned about nutrition and a healthy diet.

- 55 % say that they have changed their eating habits since the process put more focus on healthy food offshore.
- 55 % say that the campaign has increased knowledge and consciousness of nutrition and health.
- 45 % say that they look out for the food that is now marked as a “healthy option”

An evaluation of all offshore plants will be made during 2009.

## F. Physical activity

### F.1. Organisation & structures

One of the main focus areas for *Inspiration* is to inspire the employees to take part in physical activities. Physical activity is important to prevent health problems such as obesity, cardiovascular diseases and cancer.

*Inspiration* aims to increase focus and awareness as well as facilitating and providing activities to motivate employees to take part in physical activity.

We see the importance of focusing on those who do not lead an active lifestyle because of the great beneficial health effects physical activity has on this group.

The workplace is an important place for employees to increase their levels of activity, and *Inspiration* focuses on the support of colleagues and local efforts to motivate employees to take part in different activities.

The idea is to educate employees who wish to act as voluntary “Inspirers” / exercise advisors. The inspirers will organize and lead enjoyable activities with low threshold measures – also involving social and cultural aspects.

There will be;

- Recognisable activities at all facilities in Norway.
- Recognisable offers of the local activity rooms
- Recognisable support provided by professionals for guidance for individual training programmes in the local gym at every plant onshore in Norway.
- Organized groups provided by “inspirers” offshore and onshore, who offer easy guidance with exercise programmes in the local gym.
- Emphasis on low threshold activities

## F.2. Strategy & implementation

To reach the aim of many active employees, taking care of their health also concerning physical activity, *Inspiration* will put effort towards getting many voluntary employees to be local inspirers to the many plants onshore and offshore. The strategy is to have many hundreds of employees in courses. These courses will be organised for all “inspirers” (instructors) to carry out various activities at their local workplace.

- More than 200 inspirers for all onshore plants
- More than 250 inspirers for all offshore plants

The inspirers will receive training in leading and organising groups in:

- Lunchtime walks (onshore) / Evening walks (offshore after 12 working hours)
- Activities outside the plants (e.g., city walks, cultural or historic walks, physical activity groups, different activities together with the company sports club: cross country or downhill skiing, mountain hikes)
- Activities in the gym for groups (e.g., low threshold exercise, various kinds of workouts for groups, aerobics, body pump, exercise stations)

The inspirers onshore will be responsible for 1 instruction session every 2 weeks onshore, and the offshore inspirers will be responsible for 2 instruction sessions every week offshore (their working schedule is 2 weeks offshore / 4 weeks free).

We hope to get approximately 40 instructors per 1,000 employees at onshore plants. For the offshore plants, we hope to get a minimum of 3 – 8 instructors on duty each week (depending on the size of the offshore plant – which can vary from 60 up to 350 people on board at the same time).

Log in competition – donation to a humanitarian aid organisation:

All employees will be invited to log in their level of daily physical activity on the web page. Every 30 minutes they are active will be calculated to an amount of money that *Inspiration* donates to a humanitarian aid organisation.

Employees will be updated daily on the amount of money that *Inspiration* has contributed to a specific project the organisation supports. To increase the motivation to physical activity, *Inspiration* will arrange a competition of which persons, sites and plants (onshore and offshore) donate the most amount of money.

### F.3. Evaluation and results

It has not been possible to evaluate the activities, since it will start in January 2009.

However, *Inspiration* will cooperate with health science - research institutes in Norway, where we want to;

Evaluate the long and short terms effects of the initiatives

Evaluate the process and methods used by *Inspiration*.

We will also have a key performance indicator (KPI) for 2009. The KPI is that 40% of the employees participate in the log in competition during 2009.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>GE Healthcare</b>
Address:	Lindesnes site 4521 Spangereid
Name of contact person:	Aslaug Oftenes Lie
Function of contact person:	Company nurse
Telephone number:	+47 38258100
Email:	<a href="mailto:Aslaug.oftenes-lie@ge.com">Aslaug.oftenes-lie@ge.com</a>
Sector:	
Number of employees:	350

Age	Sex		total
	male	female	
up to 35	60	39	99
35 to 50	123	62	185
50+	62	18	80
<b>total</b>	245	119	364

**B. Integration of WHP in the company policy and culture**

A workgroup is engaged in defining health preventive and promotional measures.  
The participants in the workgroup are representatives from the company's occupational health service, i.e., company nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.  
The work with a comprehensive Health Plan for 2009 is ongoing.  
We have made a health strategy and have made a web page on our intranet.

**C. Described health topics**

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

## **D. Smoking prevention**

### **D.1. Organisation & structures**

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., occupational nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

### **D.2. Strategy & implementation**

The company is declared as smoke-free.

There are some designated smoking areas outside.

Measurements to decrease smoking have been implemented.

The company offers participation in supportive groups for employees who try to stop smoking.

The company lends employees a book by Allen Carr on how to stop smoking.

### **D.3. Evaluation & results**

In the past 8 years there have been no employees who have registered a wish to participate in a support group to stop smoking.

The book by Allen Carr on stopping smoking has been provided to several employees.

There have been favourable reports that the book is helpful, but we do not have statistics to show proof of it.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Petroleum Safety Authority Norway</b>
Address:	P O Box 599, NO-4003 Stavanger
Name of contact person:	Gro M Galta/Trygve Bergh
Function of contact person:	Advisor personnel department/occupational health physician
Telephone number:	+47 51 87 63 30/51 87 64 49
Email:	<a href="mailto:Gro-M.Galta@ptil.no">Gro-M.Galta@ptil.no</a> / <a href="mailto:Trygve.Bergh@ptil.no">Trygve.Bergh@ptil.no</a>
Sector:	HSE regulator, petroleum sector
Number of employees:	170

Age	Sex		total
	male	female	
up to 35	2	12	14
35 to 50	27	46	73
50+	60	23	83
<b>total</b>	89	81	170

## **B. Integration of WHP in the company policy and culture**

### Workplace health promotion

What is good health? Many definitions exist.

In the PSA, we say that good health is a satisfactory surplus of vitality, a sense of coping with everyday existence with its challenges and demands, and enough bright spots and pleasurable feelings in life.

Our policy on health, safety and the environment (HSE): We aim to develop a good HSE culture based on our common values. We will show respect for and trust in each other. We will pursue systematic development of rank-and-file employees, managers and teams in accordance with our expressed ambitions for personnel and organisational development, and with our systems for HSE evaluation and follow-up.

Our values: a strong and leading supervisory agency with motivated employees.

Smoking: an accepted culture for restricting smoking to two dedicated rooms. Over the past 10 years, individual health/work discussions have been held three times between every employee and the occupational health service and have included smoking. Follow-up arrangements have been made twice during this period to help people kick the habit. On the first occasion, these involved groups were led by external consultants. The second time, some years later, people were offered individual help by in-house occupational health personnel.

The level of success was reasonable, with one-third ceasing to smoke. The few hard-core smokers feel well taken care of. Discussions take place on this topic once a year in the work environment committee (AMU)\*. This was earlier a sensitive matter, but discussion is now relaxed.

Food: wide range, including a subsidised vegetable menu. The canteen is well fitted and offers a pleasant environment during the lunch break.

Exercise: varied range – opportunities to do group aerobics or take an individual walk in working hours, well-equipped gym, physical therapist treatment/guidance when needed.

Stress: flexible arrangements, opportunities to take care of personal health-related routines during working hours. Subject discussed in the AMU – topics include developing electronic methods to improve cooperation and reduce travelling for employees, and ICT equipment in flexible use. Job reviews at least once a year between employee and superior about the

working environment, career, personal circumstances and pay. Every two years, a climate survey questionnaire is sent to all employees covering important issues for satisfactory working conditions. Findings can be broken down by suitable groups and concern management, organisation, job satisfaction, and the status of the work environment and cooperation. These are followed up by plans for improvement measures with later evaluation.

We launched an in-house occupational health project in 2005, which was completed the following spring. Its goals were:

- Phase I: describe elements – within the agency's control – which are significant for health in the agency
- Phase II: select elements of the work which have substantial significance for health, and propose specific improvement measures.

This project was initiated by our management. People from the safety representative service\*\*, the occupational health service, the canteen and the personnel department participated in the project. Proposals in the final report from Phase II were considered by the AMU, union officials and management. Specific responses to all the proposals were given by management in a town hall meeting. The proposals accepted by management have today been implemented in the organisation. Information on the reports and management's follow-up of the occupational health project has been provided on the intranet, making it easily accessible for everyone.

\* The working environment committee is a decision-making and advisory body required under Norwegian law, which works to implement working environment legislation in the organisation. It comprises management representatives, the chief safety representative and union officers.

\*\* Safety representatives are elected by the workforce and have legally defined duties relating to safety enforcement.

### C. Described health topics

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

## **D. Smoking prevention**

### **D.1. Organisation & structures**

Coordinator/working group for “quit smoking” sessions, with individual help for smokers from the occupational health service. Regular relaxed discussions in the AMU. Reasonable room facilities for smokers. We have left behind the sensitive stage of this issue from both smoker and non-smoker perspectives.

The occupational health physician is well received in the smoking room. From time to time, he enjoys helping some of his friends among the hard core of smokers to quit smoking.

The proportion of regular smokers has declined from 40% to 10% over the past decade.

### **D.2. Strategy & implementation**

Some years ago, this problem needed policy strategies and group interactions. We then had to take care of the rooms and the ventilation system, which has been done, and deal with smokers on an individual basis. The smokers are as satisfied with the current position as the rest of the workforce.

### **D.3. Evaluation & results**

We have an open and relaxed discussion with the few smokers from time to time. Our smoking culture is no longer considered a major working environmental problem for us.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>StatoilHydro ASA, Norway</b>
Address:	Forusbeen 50
Name of contact person:	Dordi Høivik
Function of contact person:	Vice president HWE
Telephone number:	004791693599
Email:	<a href="mailto:doh@statoilhydro.com">doh@statoilhydro.com</a>
Sector:	CSO CHSE
Number of employees:	Norway; 16.925 / StatoilHydro ASA (40 countries); 29.500

Age	Sex		total
	male	female	
Up to 35			3317
35 to 50			11567
50+			2041
<b>total</b>	11980	4945	16925

## B. Integration of WHP in the company policy and culture

StatoilHydro has introduced the Health Promotion programme *Inspiration* - a new initiative to inspire employees to make healthier choices in their lives.

The workplace is an important location for successful health promotion because employees today spend a growing amount of time at work. It is also an important setting, in which the social environment and the support of colleagues can encourage employees to choose a more healthy lifestyle. The main focus of *Inspiration* will be on physical activity, nutrition, a stop smoking programme and substance abuse awareness.

The health promoting programme is a part of the CEO's Health and Working Environment (HWE) strategy for the period 2009-2014. The purpose of the HWE strategy is to help the business to set targets and give directions for how to reach the HSE ambition "Industry leader within HSE". The strategy has four other strategic areas: chemical exposure, workload, noise and ergonomics.

The involvement of management is important in inspiring employees to take part in the programme. The project has two managers who run the programme. They have prioritised meetings with managers in different business areas to inform and inspire them to take part in *Inspiration*.

Local "inspiration committees" at industry plants and offices in Norway have been established to achieve local ownership and involvement. The local inspiration committees include representatives from Occupational Health, Welfare, the company's sports club and committed employees so that different interests may be included in programme planning. We also think that it is important that activities encompass local preferences and needs.

This process has also been initiated in order to get a network of local "inspirers" at every plant, onshore and offshore.

An informative and active web page has been established on the intranet.

The program has been introduced in Norway and will be evaluated during 2009. After evaluation, the plan is to implement elements of the programme at StatoilHydro throughout the world in 2010.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation & structures**

There will be an information campaign to get as many smokers as possible to join the stop smoking programme, which will start in conjunction with New Year's Day (when people are making New Year resolutions). The smoking programme is a interactive, web-based programme called "SLUTTA" (Quit), organized by the Norwegian Directorate of Health.

By the end of June 2009, new interactive courses and stop smoking classes – using video conferences or networks and telephone meetings – will be organised. The purpose of these courses is to enable a closer follow up to employees working offshore, commuters or employees working at different sites internationally.

The purpose of these courses is to offer stop smoking programmes to employees working offshore, commuters or employees working at different sites internationally. These courses will be developed in cooperation with The Norwegian Cancer Society.

We also want to include help and follow up for users of snuff, which seems to be on the increase in Norwegian society.

The stop smoking programme will be actively announced on the website, and also on StatoilHydro's main website.

### **D.2. Strategy & implementation**

*Inspiration* will help the company to reduce the number of smokers and the negative effects of smoking and snuff on health and the working environment. All the offshore plants have few and very restricted areas for smokers. There have been various processes at all the offshore plants to reduce smoking areas, as well as follow up programmes to get smokers onto stop smoking courses. The result has been a huge reduction in the number of smokers at all offshore plants in the last 2-4 years.

No buildings of StatoilHydro, Norway have smoking areas inside, and defined outside areas for smokers are very restricted.

### **D.3. Evaluation & results**

We will have surveys for all personnel who have joined the stop smoking programmes in the past 2 years.

The new courses (Opptur) will Start in January, and the success rate of these courses will be evaluated after 6 months and one year.



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**B. Integration of WHP in the company policy and culture**

A workgroup is engaged in defining health preventive and promotional measures.  
The participants in the workgroup are representatives from the company's occupational health service, i.e., company nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.  
The work with a comprehensive Health Plan for 2009 is ongoing.  
We have made a health strategy and have made a web page on our intranet.

**C. Described health topics**

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

## **E. Healthy eating**

### **E.1. Organisation & structures**

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., occupational nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

In the spring of 2009 we are offering work experience placement in our cafeteria for two students from the nutritional studies at the University of Agder.

### **E.2. Strategy and implementation**

The company features its own large cafeteria. A large number of the employees use the cafeteria regularly. There is a serve yourself salad-bar with fresh produce which costs NOK 20, - which is growing increasingly popular with the employees.

Fresh fruits and carrots are available every day at subsidized prices.

Several types of wholemeal-, rye- and brown breads are available.

At least once a week the hot meal available is a form of fish.

All fruit juices or squashes are sugar-free.

In 2008 the company carried out a health information campaign. The information was printed on flyers and distributed on every table in the cafeteria. The subject was physical activity, calorie contents, how drinking water benefits health, etc.

The employees were offered weight-control help individually or in groups.

Each employee received a water bottle in the fall of 2008.

Fresh water dispensers are located for easy access throughout the plant.





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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

Responsibility for offering good and healthy/nutritious food has been assigned to the canteen manager, who discharges it in cooperation with the canteen staff. The canteen's ambition is to deliver the products desired by the organisation on the basis of health, well-being and good service.

The canteen manager and its staff take various courses in Norway and abroad in order to update their professional expertise. Specific funds for training are allocated by the canteen.

Canteen staff are employed by the PSA, which gives us great opportunities to influence the food served.

As part of the occupational health project, a user survey concerning the canteen was conducted among the workforce. Particular attention was paid to choice of dishes, food preparation methods, food and service quality, and interest in organic, vegetarian and other types of food. The survey gave individual employees an opportunity to make comments and proposals. The feedback received has been discussed in cooperation with the canteen manager. An action plan was subsequently drawn up.

We have an (unwritten) policy of offering food which promotes health and nutrition. This includes:

- a salad bar with a good choice, centrally located in the canteen
- a good selection of products
- a good selection of breads, with very little white bread
- preparing primary food which is not fried
- awareness of fat consumption when preparing food
- offering a bowl of fruit instead of cakes at meetings
- offering vegetarian dishes: the target is once a week
- offering fish products several times a week
- gradual introduction of organic produce
- offering fair trade coffee

Discussions in the AMU.

## E.2. Strategy and implementation

A user survey has been carried out, see above. All employees were invited to respond and submit suggestions/proposals for improvement. Interest was high, and responses were generally very positive.

The canteen is a social place, and we have focused on a layout which provides the individual with opportunities for relaxation and recreation. An associated coffee bar, where personnel can fetch free tea/coffee, serves as an important social arena. We want to create informal social meeting places, and the canteen and its staff contribute to this.

We want to help our employees to eat healthily. As a result of the health project, we have allocated individual health funds (NOK 1 500 per employee) to subsidise fruit/salads, vegetables and fruit juice. This measure has been a success, encouraging personnel to eat more fruit and vegetables. Food is charged on the full-price principle, and we have consciously chosen a strategy of higher pricing for unhealthier products such as mineral water, cakes, etc, than for healthy alternatives.

Norway has long, dark winters. We accordingly offer free cod liver oil capsules to all employees during this season.

To increase interest in and knowledge of nutrition and healthy food, a presentation on these topics was given in the autumn of 2007 by professor Wenche Frølich.

We believe that drinking water rather than tea/coffee is important. To highlight the health project and the importance of drinking water, all employees were supplied with an aluminium bottle to have water. Water coolers are centrally located on all floors, and their contents maintain a good quality. We have adopted a specific policy on the use of alcohol and drugs, which has been conveyed to all employees and forms part of our governing documentation.

The canteen offers a buffet on different themes once-twice a year. This helps to promote good and healthy food in an attractive way. Vegetarian food has been one theme.

Selected "healthy" brochures with recipes are also available in the canteen/coffee bar. The canteen has a focus on good hygiene in food preparation.

The occupational health service provides personal advice and guidance on diet for relevant groups, such as diabetics.

### **E.3. Evaluation and results**

A user survey on the canteen reveals a high level of satisfaction among employees. Respondents were given the opportunity to make proposals on the product range, food preparation, service and hygiene.

Where individual health measures are concerned, such as fruit, vegetables and salad, we have details of use by each employee. We offer a "season ticket" or delivery of fruit to people's offices.

The canteen's products are discussed in the AMU.

The local newspaper has visited our canteen as part of a comparative survey of large establishments of this kind in the area. Our provision received very positive coverage, not least with regard to the range of healthy types of bread.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>StatoilHydro ASA, Norway</b>
Address:	Forusbeen 50
Name of contact person:	Dordi Høivik
Function of contact person:	Vice president HWE
Telephone number:	004791693599
Email:	<a href="mailto:doh@statoilhydro.com">doh@statoilhydro.com</a>
Sector:	CSO CHSE
Number of employees:	Norway; 16.925 / StatoilHydro ASA (40 countries); 29.500

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The involvement of management is important in inspiring employees to take part in the programme. The project has two managers who run the programme. They have prioritised meetings with managers in different business areas to inform and inspire them to take part in *Inspiration*.

Local "inspiration committees" at industry plants and offices in Norway have been established to achieve local ownership and involvement. The local inspiration committees include representatives from Occupational Health, Welfare, the company's sports club and committed employees so that different interests may be included in programme planning. We also think that it is important that activities encompass local preferences and needs.

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An informative and active web page has been established on the intranet.

The program has been introduced in Norway and will be evaluated during 2009. After evaluation, the plan is to implement elements of the programme at StatoilHydro throughout the world in 2010.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

*Inspiration* will help to make it easier for all employees to eat more wisely and more healthily through information and campaigns.

The risk of developing so-called lifestyle diseases has a definite link with nutrition; hypertension, cardiovascular disease and obesity are examples of the consequences of incorrect nutrition.

The nutrition programme is based on a campaign started and led by the offshore catering administration. Today it is a natural part of *Inspiration* and all the results, experience and efforts of this campaign will be implemented at all onshore plants and offices in Norway in spring 2009.

The aim is that eating at work should be a break from the job, offering pleasure and positivity – and that the food should taste good and look appealing, as well as providing health benefits.

Our chefs have important roles in the nutritional aspect of *Inspiration*. They are responsible for ordering, preparing and serving not just the food the personnel eat, but what they drink as well (for reasons of security, drinking or keeping alcohol is not permitted offshore).

During Autumn 2008, the 330 chefs of 24 offshore plants underwent a 2-day course, the main focus of which was on knowledge and tips about nutrition and how to make healthy food. During these courses 120 new recipes were developed, with healthy ingredients and a low fat content.

A specialist group is working continuously to develop healthy nutrition for everyone employed at StatoilHydro. The work is supported by a nutritionist.

### **E.2. Strategy and implementation**

The canteen facilities offshore have stringent requirements for hygiene, both inside the kitchen and in the area where employees are eating. Employees are not allowed to eat in their working clothes.

The food offered is varied and healthy, and the employees want more healthy food.

We serve lean meat and fish instead of fatty food. We have seen an increase in vegetables and fruit in recent years. Offshore these products are available to all employees – as options at every meal (as an alternative to dessert) and also in the many places where people have rest areas (near their workplaces around the offshore platform).

The same applies to drinks, with water and milk being the drinks most easily available where food is served. Even the food served for coffee breaks has a healthier profile. The trend here is towards more wholemeal rolls and baguettes, instead of the buns and cakes that used to be the first choice.

More healthy options on the agenda:

To maintain the interest in and motivation for healthy food, a number of measures have been introduced, both inside and outside StatoilHydro's canteens and restaurants.

Here are some examples of measures already begun or planned to be introduced in 2009:

- Recipe folder with healthy dishes for the chefs at all offshore installations. This has been developed by our own chefs and resources.
- Food labelling of healthy foods.
- Inspiring chefs. Chefs who can recommend "today's healthy option", give advice and answer questions from employees.
- Information brochures for employees. To help guests get the most possible pleasure and benefit from the dietary measures being introduced, a number of information brochures have been prepared. We also wish to create a positive knock-on effect, beyond what happens at work. Examples of brochures:
  - "Food for shift and night work"
  - "Healthy and Good for You" – info brochure for healthier living.
- Info on intranet/internet. Those who are looking for answers to diet and health issues can put questions to a nutritional physiologist.
- Healthy options in the canteens on land: ensuring that good, healthy meals are available in the canteens, including food for meetings and overtime.

### E.3. Evaluation and results

Our evaluation shows changes in purchasing patterns over the last year. There is increased use of fish, vegetables and fruit – and less use of foods containing fat or sugar and also less fat used in food preparation. We have seen less use of “unhealthy” hard fat and increased use of more healthy oil products (such as olive oil).

Trends show an overall reduction of fat; amounting to 6,612 kg (7 %), from 2006-2007, and consumption of chips has decreased by 12,524 kg (20 %).

User investigation at one of the offshore plants shows that almost 100 % of the employees are concerned about nutrition and a healthy diet.

- 55 % say that they have changed their eating habits since the process put more focus on healthy food offshore.
- 55 % say that the campaign has increased knowledge and consciousness of nutrition and health.
- 45 % say that they look out for the food that is now marked as a “healthy option”

An evaluation of all offshore plants will be made during 2009.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>GE Healthcare</b>
Address:	Lindesnes site 4521 Spangereid
Name of contact person:	Aslaug Oftenes Lie
Function of contact person:	Company nurse
Telephone number:	+47 38258100
Email:	<a href="mailto:Aslaug.oftenes-lie@ge.com">Aslaug.oftenes-lie@ge.com</a>
Sector:	
Number of employees:	350

Age	Sex		total
	male	female	
up to 35	60	39	99
35 to 50	123	62	185
50+	62	18	80
<b>total</b>	245	119	364

## B. Integration of WHP in the company policy and culture

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., company nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

We have made a health strategy and have made a web page on our intranet.

## C. Described health topics

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

## **F. Physical activity**

### **F.1. Organisation & structures**

A workgroup is engaged in defining health preventive and promotional measures.

The participants in the workgroup are representatives from the company's occupational health service, i.e., occupational nurse and physical therapist, from the personnel department, company sports team, cafeteria and IT.

The work with a comprehensive Health Plan for 2009 is ongoing.

The company sports team is sponsored by the company.

In addition, employees can get membership in local fitness studios at discount fees sponsored by the company.

For the last couple of years, the company has worked with specific campaigns to motivate employees to increase physical activity. Pilates courses, belly-dance course and offers of organized walking groups have been available for employees.

Lunch-break meetings offering information about the benefits and availability of physical activity have been organized.

Employees are encouraged to use the stairs instead of the elevator. In this particular project, progress was visualized by counting height distance in meters and comparing to real mountain peaks.

Organized lunch-break walks of approximately 10 -15 min. Three different mapped courses are available and can be accessed on our website.

Every employee has been given a pedometer. In connection with this project, the company held competitions between the departments of who could achieve the highest scores.

The company has its own gym studio with some training equipment.

Breaks with time for physical exercise are implemented in some departments.

### **F.2. Strategy & implementation**

See above.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Petroleum Safety Authority Norway</b>
Address:	P O Box 599, NO-4003 Stavanger
Name of contact person:	Gro M Galta/Trygve Bergh
Function of contact person:	Advisor personnel department/occupational health physician
Telephone number:	+47 51 87 63 30/51 87 64 49
Email:	<a href="mailto:Gro-M.Galta@ptil.no">Gro-M.Galta@ptil.no</a> / <a href="mailto:Trygve.Bergh@ptil.no">Trygve.Bergh@ptil.no</a>
Sector:	HSE regulator, petroleum sector
Number of employees:	170

Age	Sex		total
	male	female	
up to 35	2	12	14
35 to 50	27	46	73
50+	60	23	83
<b>total</b>	89	81	170

## **B. Integration of WHP in the company policy and culture**

### Workplace health promotion

What is good health? Many definitions exist.

In the PSA, we say that good health is a satisfactory surplus of vitality, a sense of coping with everyday existence with its challenges and demands, and enough bright spots and pleasurable feelings in life.

Our policy on health, safety and the environment (HSE): We aim to develop a good HSE culture based on our common values. We will show respect for and trust in each other. We will pursue systematic development of rank-and-file employees, managers and teams in accordance with our expressed ambitions for personnel and organisational development, and with our systems for HSE evaluation and follow-up.

Our values: a strong and leading supervisory agency with motivated employees.

Smoking: an accepted culture for restricting smoking to two dedicated rooms. Over the past 10 years, individual health/work discussions have been held three times between every employee and the occupational health service and have included smoking. Follow-up arrangements have been made twice during this period to help people kick the habit. On the first occasion, these involved groups were led by external consultants. The second time, some years later, people were offered individual help by in-house occupational health personnel.

The level of success was reasonable, with one-third ceasing to smoke. The few hard-core smokers feel well taken care of. Discussions take place on this topic once a year in the work environment committee (AMU)\*. This was earlier a sensitive matter, but discussion is now relaxed.

Food: wide range, including a subsidised vegetable menu. The canteen is well fitted and offers a pleasant environment during the lunch break.

Exercise: varied range – opportunities to do group aerobics or take an individual walk in working hours, well-equipped gym, physical therapist treatment/guidance when needed.

Stress: flexible arrangements, opportunities to take care of personal health-related routines during working hours. Subject discussed in the AMU – topics include developing electronic methods to improve cooperation and reduce travelling for employees, and ICT equipment in flexible use. Job reviews at least once a year between employee and superior about the

working environment, career, personal circumstances and pay. Every two years, a climate survey questionnaire is sent to all employees covering important issues for satisfactory working conditions. Findings can be broken down by suitable groups and concern management, organisation, job satisfaction, and the status of the work environment and cooperation. These are followed up by plans for improvement measures with later evaluation.

We launched an in-house occupational health project in 2005, which was completed the following spring. Its goals were:

- Phase I: describe elements – within the agency's control – which are significant for health in the agency
- Phase II: select elements of the work which have substantial significance for health, and propose specific improvement measures.

This project was initiated by our management. People from the safety representative service\*\*, the occupational health service, the canteen and the personnel department participated in the project. Proposals in the final report from Phase II were considered by the AMU, union officials and management. Specific responses to all the proposals were given by management in a town hall meeting. The proposals accepted by management have today been implemented in the organisation. Information on the reports and management's follow-up of the occupational health project has been provided on the intranet, making it easily accessible for everyone.

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\*\* Safety representatives are elected by the workforce and have legally defined duties relating to safety enforcement.

### C. Described health topics

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

## **F. Physical activity**

### **F.1. Organisation & structures**

A review of the various physical activities offered by the PSA was conducted through the health project in order to identify whether any changes were needed. Both the occupational health service and the chief safety representative participated in the health project.

The PSA offers one hour of gym training per week during working hours. Various organised events take place in the office building during working hours. In addition, employees can take an outdoor walk in the extensive recreation area right beside the office, cycle to and from work, train in the gym and pursue other activities they might want to do. Information on this is published on our intranet, and part of it is also incorporated in governing documents.

Physical exercise at the office includes two different hour-long aerobics sessions tailored to employee requirements and age composition. The agency pays for the instructors. This is organised through the company sports club and advertised on the intranet.

An annual "cycle and walk to work" campaign is conducted by the company sports club. We have opted to include walking in order to get as many employees as possible to be physically active. Plenty of parking space is provided for bicycles. The cycling/walking campaign has its own intranet site for participants to register and enter how many times they have performed the activity.

The company sports club also offers various sponsored activities for individuals or groups in the evenings.

We offer physiotherapy treatment/guidance in the office during working hours for employees with neck and shoulder problems (guidance and massage). We meet the cost of the physiotherapist (guidance), and also two-thirds of treatment costs (massage). This forms part of the follow-up of the health project.

Most office desks are height-adjustable. All office chairs are adjustable both in offices and meeting rooms.

All employees are to be trained in monitor-related health for office personnel through a programme run by the occupational health department with a dedicated physiotherapist. The training will focus on sitting positions and work at a PC as part of the introductory course for new employees.

We have good cloakroom and shower facilities for both men and women, and provide clean towels.

## **F.2. Strategy & implementation**

The PSA has its own occupational health service with an in-house physician and physiotherapist. They pursue both preventive work and treatment/education. On request, the physiotherapist provides guidance to groups in our gym. She has also prepared posters with training suggestions. The woman in charge of the gym conducts promotions of its facilities in order to attract new groups.

The occupational health physician carries out health conversations on a regular basis. Discussion on the need for physical activity forms a natural part of such follow-up.

Our management provides funds for the company sports club and has specified that the club will initiate and implement various physical activities for the workforce.

Our management has given all the employees the opportunity to participate in an organised sports half-day during working hours. Staged by the company sports club, this covers various collective activities. The aim is to have a low threshold so that everyone can participate.

The company sports club plays a central role in promoting increased physical exercise, and offers various activities. It organises an annual "cycle and walk to work" campaign. The club belongs to various organisations, which give it the opportunity to participate in activities. Through the club, employees are also entitled to use a large number of training facilities in the area at discounted rates.

### **F.3. Evaluation and results**

The physiotherapy treatment (massage) offer was originally a six-month trial programme. It was managed and evaluated by the occupational health physician. The results were so positive that a recommendation to continue the programme was submitted to management. It has now been running since the autumn of 2006.

A cycle and walk to work campaign is conducted every year, and information is available on how many take part. This number has been fairly stable. An annual prize draw is held for those who have cycled or walked more than 50 times during a year. One aim has been to make this a low-threshold offer, so no requirements are set for how far people must walk or cycle.

The physiotherapy programme is evaluated by the occupational health service.

No systematic evaluation has been made of the two exercise programmes at work, but these are supported by a high level of demand. Participants form a stable group, with women in the majority.

The company sports club holds an annual meeting where all the subsidiary groups report on developments over the previous year.

Health is one of the topics discussed by the AMU.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>StatoilHydro ASA, Norway</b>
Address:	Forusbeen 50
Name of contact person:	Dordi Høivik
Function of contact person:	Vice president HWE
Telephone number:	004791693599
Email:	<a href="mailto:doh@statoilhydro.com">doh@statoilhydro.com</a>
Sector:	CSO CHSE
Number of employees:	Norway; 16.925 / StatoilHydro ASA (40 countries); 29.500

Age	Sex		total
	male	female	
Up to 35			3317
35 to 50			11567
50+			2041
<b>total</b>	11980	4945	16925



## B. Integration of WHP in the company policy and culture

StatoilHydro has introduced the Health Promotion programme *Inspiration* - a new initiative to inspire employees to make healthier choices in their lives.

The workplace is an important location for successful health promotion because employees today spend a growing amount of time at work. It is also an important setting, in which the social environment and the support of colleagues can encourage employees to choose a more healthy lifestyle. The main focus of *Inspiration* will be on physical activity, nutrition, a stop smoking programme and substance abuse awareness.

The health promoting programme is a part of the CEO's Health and Working Environment (HWE) strategy for the period 2009-2014. The purpose of the HWE strategy is to help the business to set targets and give directions for how to reach the HSE ambition "Industry leader within HSE". The strategy has four other strategic areas: chemical exposure, workload, noise and ergonomics.

The involvement of management is important in inspiring employees to take part in the programme. The project has two managers who run the programme. They have prioritised meetings with managers in different business areas to inform and inspire them to take part in *Inspiration*.

Local "inspiration committees" at industry plants and offices in Norway have been established to achieve local ownership and involvement. The local inspiration committees include representatives from Occupational Health, Welfare, the company's sports club and committed employees so that different interests may be included in programme planning. We also think that it is important that activities encompass local preferences and needs.

This process has also been initiated in order to get a network of local "inspirers" at every plant, onshore and offshore.

An informative and active web page has been established on the intranet.

The program has been introduced in Norway and will be evaluated during 2009. After evaluation, the plan is to implement elements of the programme at StatoilHydro throughout the world in 2010.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## F. Physical activity

### F.1. Organisation & structures

One of the main focus areas for *Inspiration* is to inspire the employees to take part in physical activities. Physical activity is important to prevent health problems such as obesity, cardiovascular diseases and cancer.

*Inspiration* aims to increase focus and awareness as well as facilitating and providing activities to motivate employees to take part in physical activity.

We see the importance of focusing on those who do not lead an active lifestyle because of the great beneficial health effects physical activity has on this group.

The workplace is an important place for employees to increase their levels of activity, and *Inspiration* focuses on the support of colleagues and local efforts to motivate employees to take part in different activities.

The idea is to educate employees who wish to act as voluntary “Inspirers” / exercise advisors. The inspirers will organize and lead enjoyable activities with low threshold measures – also involving social and cultural aspects.

There will be;

- Recognisable activities at all facilities in Norway.
- Recognisable offers of the local activity rooms
- Recognisable support provided by professionals for guidance for individual training programmes in the local gym at every plant onshore in Norway.
- Organized groups provided by “inspirers” offshore and onshore, who offer easy guidance with exercise programmes in the local gym.
- Emphasis on low threshold activities

## F.2. Strategy & implementation

To reach the aim of many active employees, taking care of their health also concerning physical activity, *Inspiration* will put effort towards getting many voluntary employees to be local inspirers to the many plants onshore and offshore. The strategy is to have many hundreds of employees in courses. These courses will be organised for all “inspirers” (instructors) to carry out various activities at their local workplace.

- More than 200 inspirers for all onshore plants
- More than 250 inspirers for all offshore plants

The inspirers will receive training in leading and organising groups in:

- Lunchtime walks (onshore) / Evening walks (offshore after 12 working hours)
- Activities outside the plants (e.g., city walks, cultural or historic walks, physical activity groups, different activities together with the company sports club: cross country or downhill skiing, mountain hikes)
- Activities in the gym for groups (e.g., low threshold exercise, various kinds of workouts for groups, aerobics, body pump, exercise stations)

The inspirers onshore will be responsible for 1 instruction session every 2 weeks onshore, and the offshore inspirers will be responsible for 2 instruction sessions every week offshore (their working schedule is 2 weeks offshore / 4 weeks free).

We hope to get approximately 40 instructors per 1,000 employees at onshore plants. For the offshore plants, we hope to get a minimum of 3 – 8 instructors on duty each week (depending on the size of the offshore plant – which can vary from 60 up to 350 people on board at the same time).

Log in competition – donation to a humanitarian aid organisation:

All employees will be invited to log in their level of daily physical activity on the web page. Every 30 minutes they are active will be calculated to an amount of money that *Inspiration* donates to a humanitarian aid organisation.

Employees will be updated daily on the amount of money that *Inspiration* has contributed to a specific project the organisation supports. To increase the motivation to physical activity, *Inspiration* will arrange a competition of which persons, sites and plants (onshore and offshore) donate the most amount of money.

### F.3. Evaluation and results

It has not been possible to evaluate the activities, since it will start in January 2009.

However, *Inspiration* will cooperate with health science - research institutes in Norway, where we want to;

Evaluate the long and short terms effects of the initiatives

Evaluate the process and methods used by *Inspiration*.

We will also have a key performance indicator (KPI) for 2009. The KPI is that 40% of the employees participate in the log in competition during 2009.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>GE Healthcare</b>
Address:	Lindesnes site 4521 Spangereid
Name of contact person:	Aslaug Oftenes Lie
Function of contact person:	Company nurse
Telephone number:	+47 38258100
Email:	<a href="mailto:Aslaug.oftenes-lie@ge.com">Aslaug.oftenes-lie@ge.com</a>
Sector:	
Number of employees:	350

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<b>total</b>	245	119	364

**B. Integration of WHP in the company policy and culture**

A workgroup is engaged in defining health preventive and promotional measures.  
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We have made a health strategy and have made a web page on our intranet.

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## **G. Stress**

### **G.1. Organisation & structures**

Employees are offered participation in dialogue groups focusing on dealing with stress and strategies for managing stressful situations. These groups are organized by the occupational health department.

Every second week the company is visited by a masseur and employees can use company time to receive a massage, but the company does not cover the cost of the massage.

To survey the psychosocial work environment, we use the group-dialogue method.

If needed, the employee may receive counseling at "Work and Personnel Psychology".

### **G.2. Strategy & implementation**

The group-dialogue method is used in weekly or monthly department meetings to assess the contentment factor as a tool to survey the psychosocial environment.

### **G.3. Evaluation & results**

The results from the group-dialogue method are collected and sorted in Excel spreadsheets and can be evaluated and used to compare the different departments in the company. The contentment factor can be followed up and compared from year to year.





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Address:	P O Box 599, NO-4003 Stavanger
Name of contact person:	Gro M Galta/Trygve Bergh
Function of contact person:	Advisor personnel department/occupational health physician
Telephone number:	+47 51 87 63 30/51 87 64 49
Email:	<a href="mailto:Gro-M.Galta@ptil.no">Gro-M.Galta@ptil.no</a> / <a href="mailto:Trygve.Bergh@ptil.no">Trygve.Bergh@ptil.no</a>
Sector:	HSE regulator, petroleum sector
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### C. Described health topics

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x	Healthy eating
x	Physical activity
x	Stress

## **G. Stress**

### **G.1. Organisation & structures**

The PSA belongs to Norway's government-backed Inclusive Workplace (IA) programme, which seeks to ensure that participating companies/organisations provide a good workplace in all life phases. We are also a knowledge-based body, with an organisation and workload which can put individuals under stress at times.

Our management wants a robust organisation with employees who look after their health. This is enshrined in such governing documents as personnel policy, pay policy, the health project and so forth. Various in-house players are involved in stress prevention.

Opportunities are provided for striking a flexible balance between personal and professional demands.

Personnel managers are responsible for ensuring that each employee has good working conditions which do not promote "negative" stress.

Mutual understanding between management and employees concerning conditions which create a heavier workload and the challenges posed by an increasingly complex oil industry calls for skilled workers. With the need for personal professional development and short deadlines, the balance between home and work is under strain.

These issues are under discussion in the AMU. A "work smarter" programme focuses on the use of modern ICT equipment, and the AMU is debating the benefits and drawbacks of such approaches.

Employees can turn to the occupational health physician, the safety representative service and union officials for advice as required. All have a duty to assist.

A good deal of stress can be combated by various in-house measures, but stress will always arise in a large organisation. The occupational health service can help to find solutions to stress at the individual level.

Active use is made of the occupational health physician by in-house projects and committees such as the AMU.

Budgetary and infrastructure requirements relate mainly to ICT technology, equipment purchases, service and user education.

## G.2. Strategy & implementation

The PSA conducts regular employee satisfaction (climate) surveys, in which factors promoting and combating stress play a central role. We measure such aspects of the immediate environment as the demands of work, positive challenges, role expectations, control over work, social interaction and management.

Results from the 2008 survey show that the great majority of employees experience a high degree of personal control and thereby regard demanding levels of work as acceptable. Those with the most demanding jobs also report a high level of positive challenge in the work.

Each unit pursues further work on the basis of the survey results. The survey is discussed, and the unit evaluates and implements necessary measures. Its execution of such follow-up is subject to evaluation.

The management and the AMU are involved in staging and following up the climate survey. Various solutions to reduce unfortunate and stressful working conditions are identified jointly by the personnel manager and the employee. Such measures can include help in setting priorities, transfer from particular duties or teams, use of a home office, enhancement of expertise and so forth.

We are a knowledge-based agency with highly educated and committed personnel, and our flexible and tolerant organisation gives the individual employee considerable freedom with responsibility. The workforce has good opportunities to adapt and shape their own working day, but the workload is also increasing.

Through data acquired from health conversations and individual consultations, the occupational health physician helps to focus attention on stress problems.

We are endeavoured to adopt new technology while being aware that this can cause stress for individual employees. These issues are regularly discussed/defined as problems. One example is that all employees are covered by a scheme where they can receive a home computer paid for by us, but connecting to the network at work remains an individual decision.

Smart phones are on offer to key employees, who decide for themselves how much use to make of them.

We are concerned to maintain the distinction between work and home life. Our management encourages each employee to make a conscious choice in this context.

The dilemma is a growing workload for an unchanged number of employees. ICT solutions can assist, but may also increase stress.

Stress can also be positive, energising and motivating people.

Mutual understanding is essential. Constructive job reviews are conducted regularly between manager and subordinate. Career status and changes, and changes in personal circumstances, including health matters, are among the elements discussed.

Home working and the alternative of individual care at work have been defined in our rules of work and discussed by the AMU.

Example: During the dark and rainy winter season, taking a break from work in the middle of the day is acceptable. People start work before dawn and return home at dusk. When the sun shines for a brief time, heart and soul are uplifted by an hour's walk in beautiful surroundings. This is incorporated in our written rules and corporate culture. Being productive is considered more important than sitting at a desk.

Another example: We are mostly sedentary workers, who spend hours every day staring at our computers. Stretching and strengthening our muscles with work-outs in our offices or the well-equipped gym is also permitted in both written rules and our culture. The same can be said of taking a nap.

We have to interact and cooperate in our corporate culture. Colleagues are less interested in how work gets performed, provided it is done. Discussion among colleagues focuses on academic and professional qualities, fair interaction and good practice.

### **G.3. Evaluation & results**

Climate surveys are evaluated. Each employee received a questionnaire in 2008 with a request for feedback on the measures adopted.

The AMU discusses measures to reduce stress.

Regular questionnaires are backed by team discussions in the AMU.

An organisation under some strain from an increasing range of complicated challenges offers a potential for stress, but this seems to be well-managed.

Individuals, of course, may suffer from stress for shorter or longer periods.

A culture exists for resolving such problems through a good dialogue with the person's immediate superior or with the occupational health physician.

Such individual processes are maintained until everyone concerned has completed a satisfactory evaluation.