



DIGITAL BALANCE

BALANCING DIGITAL COMPETENCIES AND WELLBEING



DIGITAL WELLBEING RESOURCE PACK

www.digitalbalanceproject.eu

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Digital Wellbeing
Resource Pack



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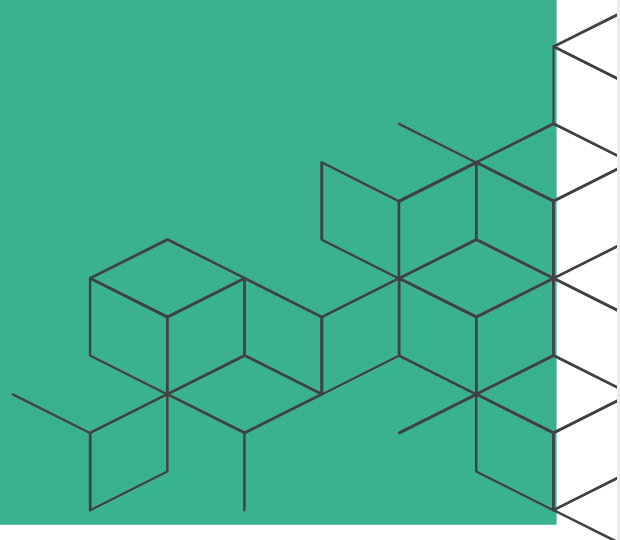
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01

INTRODUCTION



The Digital Balance Erasmus+ Project has been designed to aid VET Managers and department heads to address some of the negative effects of using digital technologies in the workplace. Since the Covid-19 pandemic, we have seen a rapid increase in the uptake of educators using digital technologies, with a large increase in remote/hybrid work. However, little has been offered to support these staff particularly when it comes to the risks that unrestrained digital technology use can have.

As a whole, IO2 of the Digital Balance Project is a Digital Wellbeing Resource Pack, which is a set of open resources, split into two sections. The Digital Wellbeing Resource Pack will enable VET managers and department heads to better understand the options open to them and to develop concrete plans, policy and practice suitable to boost their own organisation's digital wellbeing performance.

The first section of the pack is the Case Studies part of the resource pack. These (8-12) case studies have been selected to highlight real-life examples of digital wellbeing interventions within organisations that you can learn from.

The second section of the resource pack is the Guides and DIY templates. The Guides and DIY templates offer guidance for your organisation on how to create a policy and procedure regarding worker digital wellbeing. Throughout the guide, you will find an explanation on what a policy or procedure is, and why they are important.

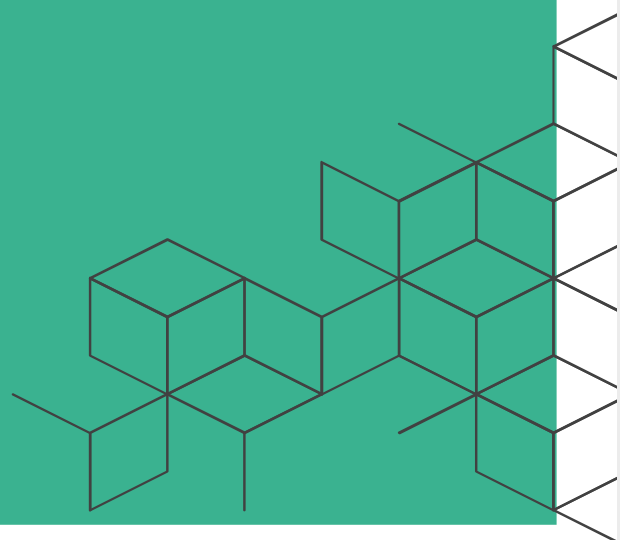
...ure for your own organisation, and how to
... of what a policy/ procedure might look like.
... templates which can be printed out and filled in

These **case studies** have been selected to highlight **real-life examples of digital wellbeing interventions** within organisations that you can learn from.



02

THE CASE STUDIES

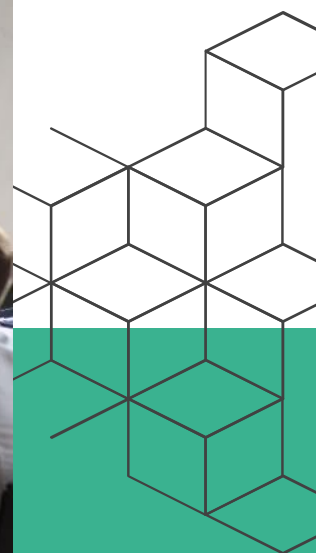


Welcome to the **Case Studies** section of the Digital Balance resource pack. Here you will find **12 case studies** that have been taken from the whole of Europe.

.These case studies highlight digital wellbeing good practices, identifying what VET organisations and businesses are doing well, strategies or approaches to strengthen the wellbeing of their workers businesses are taking, and how you as the learner could adopt some of these practices into your own business.

These case studies are selected from two areas. The first four case studies are from the VET sector. You will learn about different approaches and perspectives from VET educators and organisations, highlighting reactions to the pandemic and how educators needed to adopt digital technology rapidly. Some of the findings highlight difficult or challenging aspects in terms of the adoption of digital wellbeing practices within these organisations.

The second area that the case studies have been taken from is the private sector, where there are potentially larger budgets for positive digital wellbeing approaches to their employees. These concepts can be scaled down to smaller organisations, and the learning of these case studies is important to identify the best practice approaches to enable you to adapt similar ideas in your own organisation.



CASE STUDY #1

NSVETT project - New Skills for VET Teachers project good practice



[CLICK TO
VIEW](#)

STAGE ONE



IDENTIFYING THE PROBLEM

The profession of vocational education is in continuous transformation as we begin to understand what is required to equip teaching staff with skills fit for the 21st Century. The skill set and role of VET teachers is being outpaced by developments of working life across industry. Employers need “work ready” students that are equipped with technical as well as those all-important transversal skills. Education has a responsibility to respond by providing opportunities for students to collaborate, develop critical-thinking skills and effective communication skills. These are the skills that will help students to flourish in an increasingly complex and uncertain world. Therefore, the teaching and learning model for education needs to focus on developing lifelong learning skills rather than simply gaining a qualification or frontloading skills that may become redundant over time. Just as industry and the economy is evolving so too must education.

A job role no longer remains constant throughout the employee’s entire career and will evolve and change as the economic landscape changes. Employees, must therefore, take ownership of and responsibility for their own continuous professional development as their careers unfold. Equally, employers must approach professional development at a strategic level to facilitate their staff’s lifelong learning needs. This can be achieved by working with vocational education providers who can be flexible and quickly adapt to industry need. VET educators work very closely with companies and other professional organisations to identify skills gaps and have the capacity to respond quickly to changing needs by developing bespoke training programmes.

STAGE TWO



INTERVENTION STAGE

Creating effective teaching and learning models for the future is more a question of developing innovative approaches to improve existing teaching models, so they become more efficient, effective and most importantly fit with the needs of all stakeholders: VET teachers, corporate staff, College management and employers. We believe that there are three critical aspects to be considered when developing a professional development strategy: personalisation, modularisation and digitalisation.

However, before any change to staff development processes are implemented, due regard must be paid to the impact of these changes on staff wellbeing. Change in working life is often cited as a key source of stress and anxiety, so organisations must meet their duty of care to their employees and ensure that support for mental wellbeing is in place and effective at times of change. Staff development strategies and wellbeing strategies should run simultaneously and be cross-referenced, where appropriate.

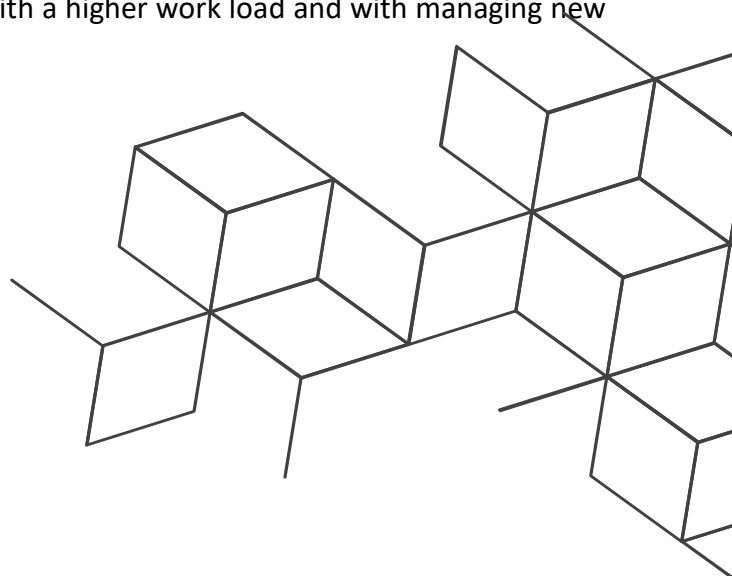
STAGE THREE



OUTCOMES

WHAT KIND OF OUTCOMES THE ACTIONS HAD AND HOW IT IMPROVED THE EMPLOYEE WELLBEING/ REDUCED TECHNOSTRESS ETC?

A key focus of the New skills for VET Teachers project is to share knowledge of the education challenges and phenomena across Europe. The economic crisis has had two paradoxical effects that indirectly may have contributed to the raise of technostress. On the one hand, the crisis reduced the number of total worked hours, reducing the resources needed. On the other hand, at the same time, it increased the pressure on the workers: corporations reduced available personnel—and thus increased tasks and activities on those remaining—and introduced new technologies to support their employees, who are required to deal with a higher work load and with managing new and more complex flows of information.



CASE STUDY #2

Technical Education Copenhagen (TEC) Support of teaching staff and students



[CLICK TO
VIEW](#)

STAGE ONE



IDENTIFYING THE PROBLEM

TEC is one of the largest vocational colleges in Denmark and we are located on 6 campuses in Greater Copenhagen. TEC offers 20 VET programs, 3 upper secondary technical examination and numerous adult training programs. We also have 10th grade in different version like a bridge between primary school and youth education and EUX, which is a mix of traditional vocational education and upper secondary gymnasium. Number of students: 25.000 of which 4.500 are counted full times students. Staff: 775. TEC is a multi-cultural vocational college, about 20 % of our students have another ethnical background than Danish. Our students come from all over Denmark in some of our Vocational Specializations, and from Greater Copenhagen in most educational programs.

The sudden need of online and digital teaching for vocational teachers in various professions in March 2019 as a top on the already existing raising needs of digitalization in the VET sector called for central organizational support. Danish VET teachers, who are teaching in the VET subjects like electricians, orthopaedists or house painters, all have a background being craftsmen themselves with a pedagogical diploma achieved after their position at TEC was finalized. The age range is wide and quite a lot senior teachers around 60 years called for digital support tools.

Bear in mind, a vocational education and training is usually defined by a lot of practice learning and hands on. In other programs like automation and robotics as well as automated welding is quite sophisticated.

From a pedagogical point of view the teaching staff must embrace different types of learning styles among the students/ apprentices, including developing the visual literacy competences.

STAGE TWO



INTERVENTION STAGE

At a “purer” level of digital wellness, TEC made a pilot on sharing a digital tool, as a pilot test among a group of employees, who signed up with the occupational health and safety ambassador. This was a general tool meant to reduce stress at the workplace. It contained different kind of mindfulness exercises, but since the tool indirectly placed the responsibility at an individual level, not addressing challenges as a mutual task for TEC as organization, it was not popular, and it was left.

TEC established a digital secretariat, which is a digital support center for the teaching staff primarily, but also for overall digital strategy including all administration and documentation . An IT Campus was made on the OLP focusing on introducing digital tools, explaining their value and use and zooming in on the needs for teachers and students, both to ensure the highest level of learning for the students and a toolbox for the teachers, including online conference software. This toolbox is ongoing being evaluated among the users and new tools are added regularly. Some of left behind.

On a more practical side, the increased amount of time spent behind a screen has been “softened” by the access to massage during workhour, free systematic coaching by occupational therapy (ergotherapy) and free “computer” glasses. A basic digital balance tool for students, is naturally the digital bag back.

STAGE THREE

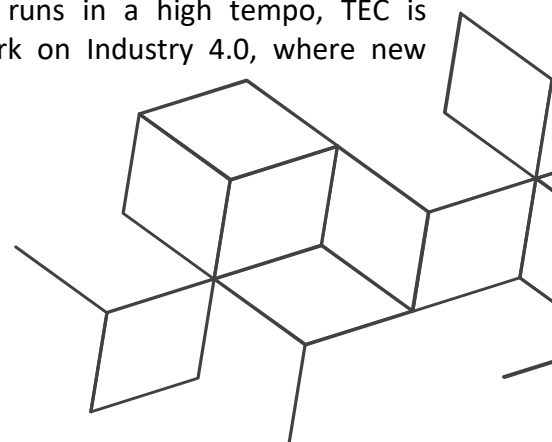


OUTCOMES

The online IT Campus and toolbox has reduced the “technostress” among teaching staff and opened a room for discussing digitalization in a didactical way. Areas of training needs are detected, ways of reducing workload are mapped and locally at TEC, our internal standardization for digital tools has shown to support and make “peace” for the less interested and advanced digitalized staff members. Everyone knows that when you use software from the toolbox, it will always be updated and centrally supported, which makes the use reliable.

In the more demanding department, where the digitalization runs in a high tempo, TEC is participating as partner in a national knowledge centre network on Industry 4.0, where new knowledges and teaching materials are shared and discussed.

[Link to further resources:](#)



CASE STUDY #3

ESEDU school, Finland



[CLICK TO
VIEW](#)

STAGE ONE

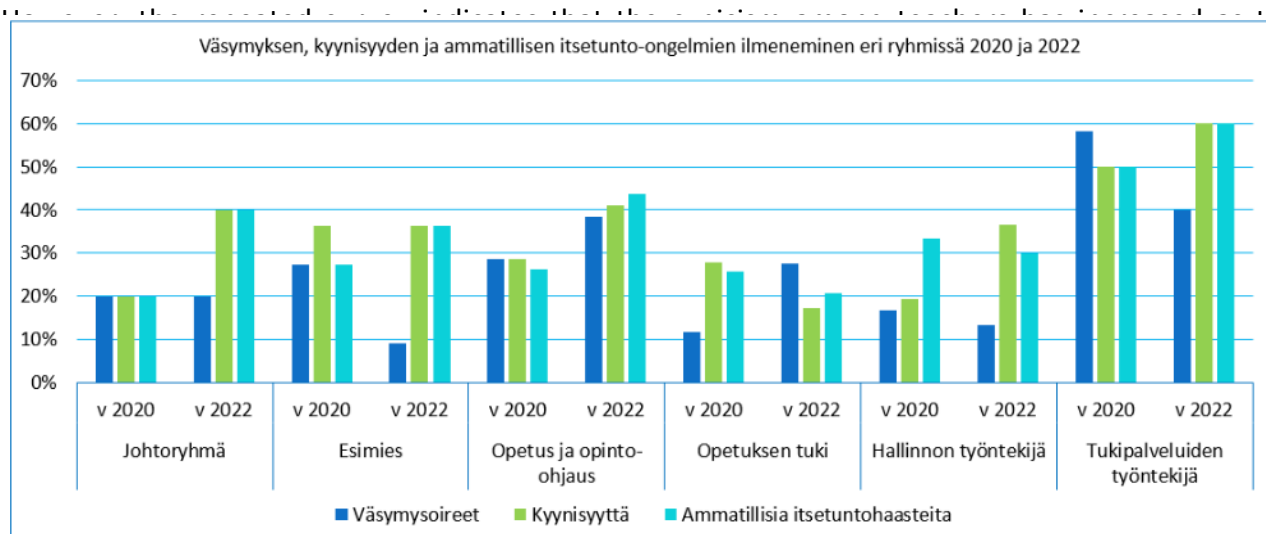


IDENTIFYING THE PROBLEM

In Esedu we have decided to provide 20 % of our teaching digitally already in 2016. During the pandemic, however, we have noticed that the wellbeing of teachers has to be focused more, as the amount of time spent in front of the personal computer has increased significantly.

We did a survey in September 2020 and now in March 2022 on the wellbeing of our staff members. In 2020 we introduced the model to prevent burnout and increase the efficiency of the work. (The model in attachment 1 in Finnish)

The idea was to increase dialogue between supervisors and their team members, and always discuss if the signs of burnout (cynicism, decreased professional self-esteem, chronic fatigue) were identified. All supervisors also have the help of occupational health institution to handle the situations, if needed.



STAGE TWO



INTERVENTION STAGE

Now, we have started a 1,5-year project to increase the independence and self-driving of our teams and capacity to increase self-driving for all supervisors. However, simultaneously we do have to balance the on-line and off-line working among the teams to get back the communality that supports best the wellbeing of employees and their supervisors. The work with electronic devices also has to be balanced during the working week, and each working day. For this, we have had very good consultation from our occupational health institution.

STAGE THREE



OUTCOMES

**FUTURE MULTI-SEATER WORK IS NOW DESIGNED FOLLOWING A TWO-FOLD PATH:
ALL TASKS ARE CLASSIFIED INTO FOUR CATEGORIES**

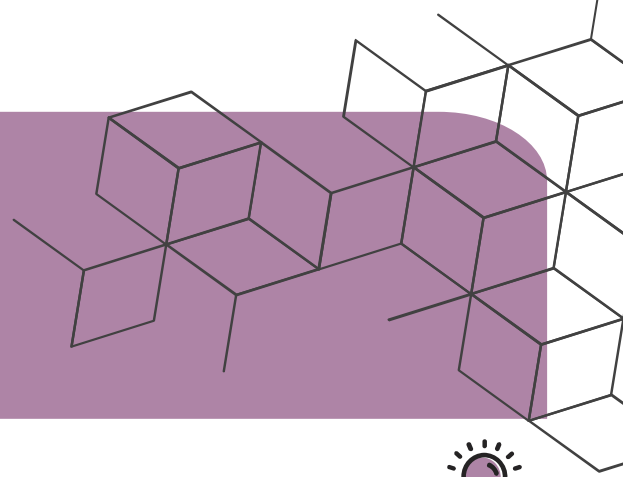
1. Learning environment related work
2. Premises related work
3. Teaching and guidance
4. Administration work



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- <https://esedu.fi/tietoa-meista/pedagoginen-ohjelma/pedagoginen-kehittaminen/>

CASE STUDY #4

Soltau- perspectives from two VET educators



STAGE ONE



IDENTIFYING THE PROBLEM

As a teacher it is always difficult to find a balance between work and time for recreation because one does not have fixed working hours as it is the case in a 9 to 5 job. However, during the pandemic including lockdowns it got even harder because one had to teach from home using digital devices and software. Consequently, the tasks that the students had worked on were often uploaded for the teacher to check later than during the lesson itself. The situation resulted, therefore, in additional workload and students who texted the teacher on weekends or at night to ask questions regarding the given tasks.

We were already familiar with some digital tools such as Microsoft Teams but as a teacher preparation had to change a lot as the ways of teaching a class is so different. Some students were affected by the changes as some pupils were living in areas without internet access, they didn't have tablets to work in new conditions. The workload was higher also, as you had to correct every single answer of the students to give a feedback to them.

I think the biggest problem were partly missing technical skills in arranging learning. Digital wellbeing/employee wellbeing was no aspect at all in the beginning. School had to be organized somehow as Germany wasn't prepared to teach digital. In hybrid classes there were new problems coming up. Technical, workload and time you lost to prepare everything before starting teaching. The contents of the master plans of every subject didn't change in the beginning, this resulted in a kind of pressure. Too much information from all sides which had to be read etc... created a digital stress.



STAGE TWO

INTERVENTION STAGE

The designed solution was to constrain one's working hours to specific time slots a day and inform the students that questions that were sent after those hours would be answered the next day or upcoming Monday. To be able to check the submitted tasks within those constrained working hours it was necessary to give tasks that were shorter so it was possible to set the deadlines for the submissions either on the same day before the respective lesson ended or to inform the students that not all submissions would be corrected but the tasks would be discussed using one or two submissions as examples. Key actors (colleagues, director and leading team acting in a very "down to earth" way) and there was a lot of freedom for us to create our own way of working which made life easier. Technical problems with hardware or software were solved as far as possible very quickly (not from the government, but internally). Decision to stick to the decision to work with Teams was very good to avoid more digital stress for everybody and internal digital teaching offers were arranged.

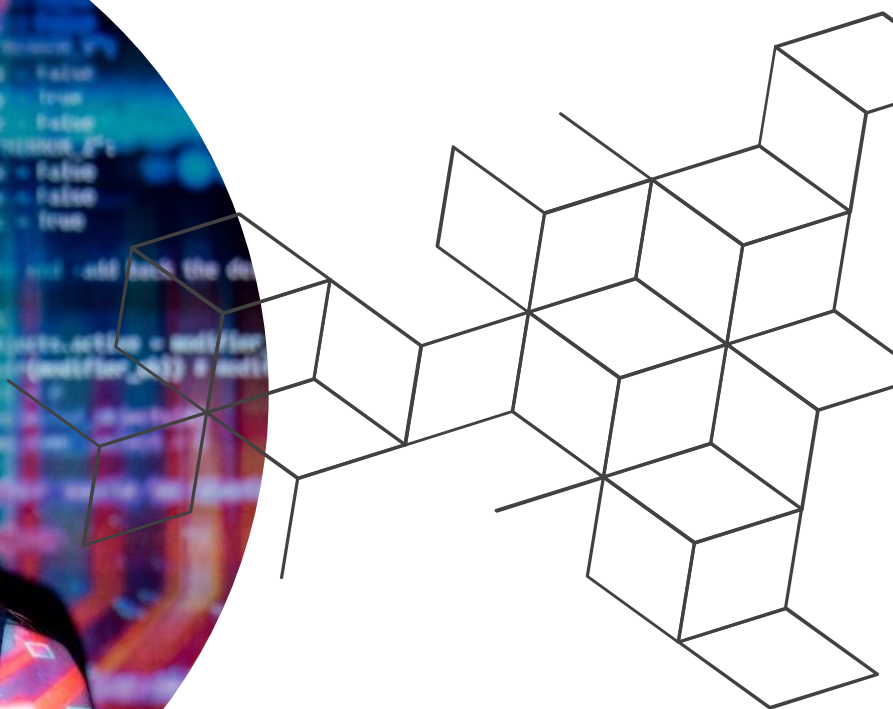
STAGE THREE



OUTCOMES

The solution led to less work induced stress because the teacher had more time for lesson preparations and due to the restricted working hours, the teacher was able to enjoy his recreational time more spending it with his family or working out without always thinking about when to answer student questions or how to be able to correct all the submissions in time.

- A more or less good working technical environment improved the digital working
- For employee wellbeing to be honest there were little things offered.
- Internal digital courses to reduce technostress
- Less information coming and it is centrally stored which makes it easier



CASE STUDY #5

PwC's Employee Financial Wellness Survey



[CLICK TO
VIEW](#)

STAGE ONE



IDENTIFYING THE PROBLEM

- 53% of employers added mental health programs to address COVID-19 concerns
- 44% of employers added or increased wellness programs
- 79% of employers reported participation in their retirement plans

EMPLOYERS FACE MOUNTING CHALLENGES IN TODAY'S EMPLOYEE-CENTRIC JOB MARKET.

As the US workforce begins to return to the office, employers are faced with a major challenge: how to support employees in a radically changed work environment. The pandemic has had a profound impact on employees. In March 2020, many transitioned from working from the office to working from home, and, as a result, employees' priorities and work preferences have changed.

High rates of burnout, increased interest in flexible schedules and remote work and a renewed focus on diversity and inclusion (D&I) are putting increased pressure on employers to address these priorities. To add to these challenges, Labour Department statistics show that employees are looking for new jobs in record numbers. To support current employees and compete for new talent in this evolving market, employers need to reimagine how benefits and rewards can help them meet their recruiting and retention goals.

EMPLOYERS RECOGNIZE THE CHALLENGES THEY FACE REGARDING PEOPLE STRATEGIES AND TALENT ACQUISITION.

Employers cited diversity and inclusion (D&I), benefits and perquisites and work/life flexibility as the top areas of focus for their talent strategy. While similar to 2020, D&I became the top focus area in 2021 and work/life flexibility entered the top three—mirroring employees' key considerations when selecting an employer.

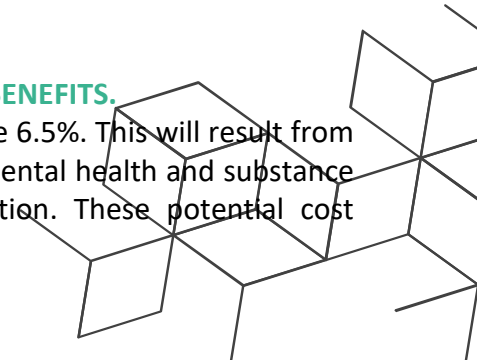
Nearly one in five (19%) employees responding to PwC's Employee Financial Wellness Survey said that "flexibility and/or work-life options" have the most impact on their satisfaction at work, but employers continue to struggle with how to address work/life flexibility and returning to the office in ways that can limit employee turnover. Employers need to address flexibility through benefits or

EMPLOYERS ADDED CERTAIN BENEFITS AS A RESULT OF THE PANDEMIC, BUT WILL NEED TO REIMAGINE HOW REWARDS CAN HELP TO WIN THE WAR FOR TALENT:

When asked which benefits they added or removed in light of COVID-19, most employers said they had added flexible work arrangements (91%) and mental health programs (53%). These responses were not surprising, given that many employees continue to work remotely and mental health remains a priority for employers, employees and their families. In addition, 44% of employers added or increased time off (PTO and/or sick time) and wellness programs, emphasizing the importance of these benefits, particularly in light of the pandemic.

COSTS REMAIN TOP OF MIND AS EMPLOYERS CONSIDER ENHANCING BENEFITS.

PwC's Behind the Numbers predicts healthcare cost trend in 2022 will be 6.5%. This will result from increased utilization as a result of deferred care and additional use of mental health and substance abuse services, combined with the worsening health of the population. These potential cost inflators will directly impact employer costs.



STAGE TWO

INTERVENTION STAGE

As employers look toward the future, their key focus should be on understanding employee needs and preferences. To address D&I, most employers (85%) indicated that they are assessing—or have assessed in the past year—their policies and programs to look for bias and inclusive language. However, this may not be enough to help employers appeal to diverse candidates and employees, which is a top challenge for employers' people strategies.

HERE ARE LISTED THE TOP FIVE AREAS FOR ATTRACTING AND RETAINING TALENT:

- Diversity and Inclusion
- Benefits and perquisites
- Work/life flexibility
- Corporate culture
- Training, learning, development, mentoring opportunities

To manage rising medical costs, employers should consider implementing strategies that can have long-term impacts, such as direct contracting, performance-based networks or value-based design. Despite some established initiatives like flexible work arrangements, many employers did not make changes to plan designs, employee contributions or financial wellness programs. Employers also made few changes to compensation based on home-office locations (7%). This could be the result of employers having to manage other priorities, or could signify a reluctance to make significant changes in a period of uncertainty.

Wellness is still prioritized for physical health, but there is a shift toward a more holistic look at well-being that has employers expanding programs.

- Reducing presenteeism (illness/disability/mental distraction) – 70%



OUTCOMES

WHAT KIND OF OUTCOMES THE ACTIONS HAD AND HOW IT IMPROVED THE EMPLOYEE WELLBEING/ REDUCED TECHNOSTRESS ETC?

As employers look toward the future, a key focus will need to be on benefits and compensation issues, as employees continue to consider remote work or flexible work arrangements. Understanding employee needs and preferences will help employers make investments that can achieve a better balance between benefits, compensation and flexibility (total rewards), enabling them to support employees and attract talent in a new work environment.

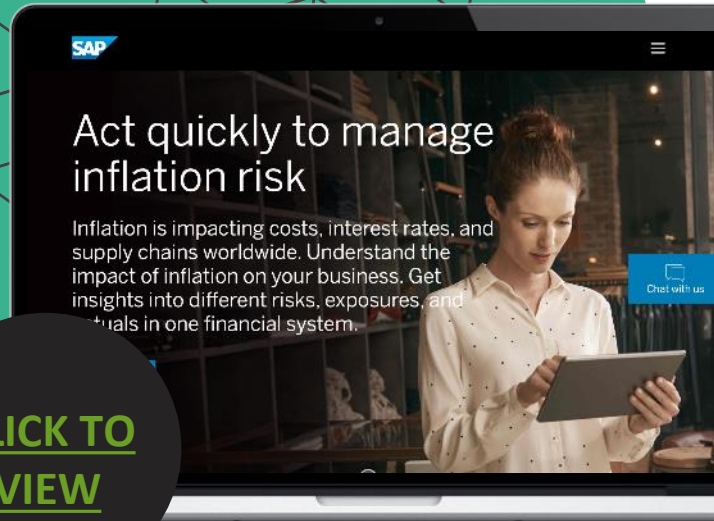
With costs continuing to rise, employers should continue to evaluate strategies to limit year-over-year increases. Focusing on opportunities to control costs in the long term—for both medical and pharmacy—can provide room for employers to invest in benefits that are meaningful to employees.



CASE STUDY #6

SAP- Ensuring employee mental wellbeing for organizational success

[CLICK TO VIEW](#)



STAGE ONE



IDENTIFYING THE PROBLEM

SAP is a multinational software organization, offering enterprise solutions to manage business operations and customer relations. Operating in over 180 countries, they have over 4000 customers. Recognizing that employee welfare was going to be a key factor for their success, SAP felt that they needed to change the way the organization approached mental health, removing stigmas associated with mental wellbeing and creating support for their employees.

SAP felt that they needed to make a commitment to their employees and set up ways of planning and measuring this.



STAGE TWO



INTERVENTION STAGE

REMOVING THE STIGMA SURROUNDING MENTAL HEALTH

One of the first things that SAP did was to create a system in place that helps to tackle the stigma around mental health. They recognized that to ensure their employees have the best mental wellbeing, they needed to remove the stigma around mental health in the workplace, and ensure that their workers are able to freely discuss issues around stress and mental wellbeing.

As SAP workers are primarily software engineers, the organization recognized that using technology all day can have negative side effects. Reflecting on this, SAP decided to create their Mental Health First Aiders Programme.

CREATING A SUPPORT NETWORK WITH THE MENTAL HEALTH FIRST AIDERS PROGRAMME:

SAP acknowledged that their own employees could become a vital part of their own wellbeing and their colleague's wellbeing support network, so they partnered with Mental Health First Aiders. This solution comprised of voluntary employees who were given the necessary training to be able to listen and understand what their colleagues were telling them.

If an employee should recognize that they are struggling with their mental health, wellbeing or stress levels, the idea is that the employee can approach any of the Mental Health First Aiders, and get help for their issue at hand.

USING DIGITAL TECHNOLOGY TO PROMOTE EMPLOYEE WELLBEING:

SAP have developed several HR technologies that can foster employee wellbeing and allow employees to work better. Smart, data-driven solutions are enabling HR teams to identify and address employees' physical issues, such as ergonomic discomfort or fatigue, and mental-emotional problems such as feeling overworked or anxious.

Similarly, SAP found that wearable technology, gamification of wellness goals and milestones, and fitness and wellness apps allow for high levels of engagement with beneficial technology for mental wellbeing.

SAP also have a blog which is also promoting employee wellbeing. The "SAP Insights" blog provides valuable information to both employees and internal HR function, but also is available to people externally of SAP, which highlights beneficial tips and tricks to other HR professionals to help promote employee wellbeing.

OTHER MEASURES TO INCREASE EMPLOYEE WELLBEING:

SAP also have a number of other resources for employees to avail of when it comes to their health. Along with the mental health first aiders, SAP also encourage their workers to use their Employee Assistance Programme (EAP). Similarly, SAP have established mindfulness classes that can be attended virtually as a group or experience solo to aid in employee wellbeing.

SAP's approach can be viewed as a 'whole person' approach. The company cultivates a healthy workplace culture through health and well-being awareness campaigns, employee success stories, and by showcasing local SAP initiatives around the world. Its Health Ambassador Network offers employee well-being support and shares best practices within the company and covers 90% of its



OUTCOMES

MENTAL HEALTH FIRST AIDERS

The attendees of the MHFA training acquire basic knowledge to identify early symptoms of mental health problems and psychological crisis. For example, depression, burn-out, suicidal tendency, anxiety, psychosis or substance abuse. They learn how to address their observation in a respectful way, openly and empathically listen and communicate with the effected person and guide towards professional support.

Mental Health First Aiders also follow a set structure when helping their employees, called ROGER. This stands for Reacting, Open and unbiased listening and communication, Give general support and information, Encouraging someone to seek professional help, and mobilising Resources.

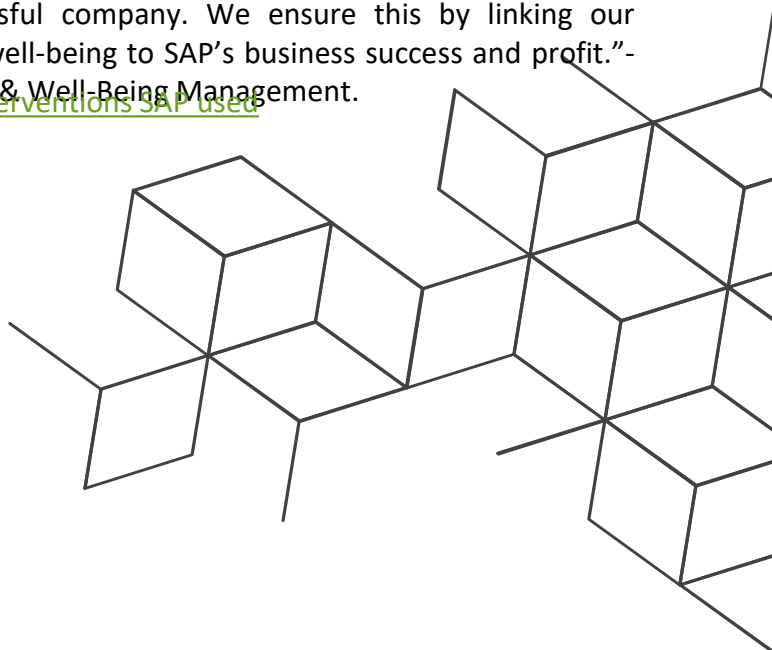
TREATING EMPLOYEE WELLBEING AS A CORE BUSINESS STRATEGY:

SAP view their employee wellbeing from a core business strategy. Looking at employee welfare as a core business strategy means that SAP treated it differently to that of other organisations, which typically treat employee wellbeing as a human resources function.

This strategy has been viewed as an underlying factor of success for SAP, one that can be reviewed, measured and improved upon as it means that the organization's profits are improved.

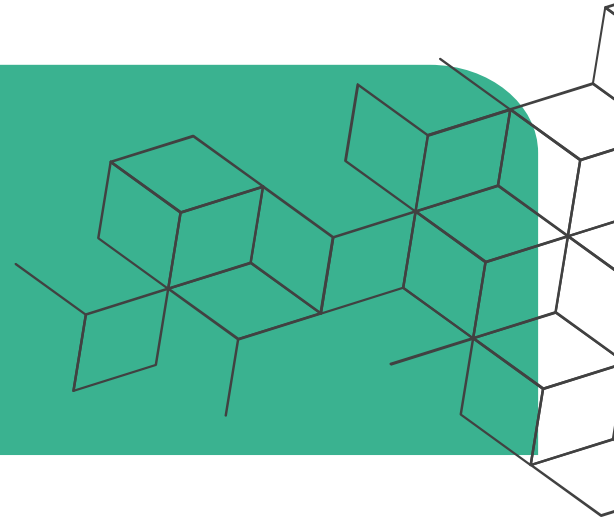
To find out more about [Mental Health First Aiders with SAP](#)

~~We don't pretend that SAP's employee well-being is solely about making employees happier and healthier. It helps SAP become a more successful company. We ensure this by linking our workplace culture and investments in employee well-being to SAP's business success and profit."~~
[SAP Employee Wellness Blog](#)
Dr. Natalie Lotzmann, SAP's Global Head of Health & Well-Being Management.
[Irish Times Case Study highlighting some of the interventions SAP used](#)



CASE STUDY #7

Orangetheory (fitness company) & BambooHR (human resources tool provider)



STAGE ONE



IDENTIFYING THE PROBLEM

PRESENT THE PROBLEM THAT NEEDED TO BE SOLVED. IN WHAT WAY DID IT INCLUDE DIGITAL WELLBEING/ EMPLOYEE WELLBEING?

Occasional stress is a normal byproduct of a successful career, but an office of employees with soaring cortisol levels doesn't make for a positive working environment. While every company should manage and prioritize the happiness of their staff, some businesses go above and beyond the traditional offerings to ensure and stabilize team morale.

STAGE TWO



INTERVENTION STAGE

THEY HELP PAY FOR THEIR EMPLOYEES' VACATIONS;

For many overworked, stressed employees, taking time off seems unreasonable with their workload. Human resources tool provider BambooHR so thoroughly believes in the power and benefit of travel that they help pay for their employees' vacations. BambooHR fronts the cost for plane tickets, hotel rooms, and other travel expenses up to \$2,000. Their "anti-workaholic" policy's theory is that when staff have the freedom, permission, and resources to see the world or unwind on a beach, they'll be more productive and effective in their roles.

THEY OFFER MEDITATION ROOMS, ONSITE GYMS AND ACCESS TO HIKING TRAILS;

Washington State-based beverage company Talking Rain Beverage Co. is nestled in the foothills of the Cascade Mountains. Thanks to their location and the forethought of their executives, the company makes wellness a pillar of their success. In addition to the basic layout of their headquarters, they also offer meditation rooms, onsite gyms with personal trainers, yoga classes, wellness classes, and as a bonus, easy access to hiking trails and walking paths for on-the-go meetings or mid-afternoon breaks.

THEY HOLD MONTHLY, EMPLOYEE-PLANNED OUT-OF-OFFICE TEAM-BUILDING ACTIVITIES;

NOMATIC designs and sells function bags and travel gear for wanderlusters. Cofounder Jon Richards says as a company, they always put family first and encourage their employees to attend to the needs of their children or spouses above the business. They also prioritize team building and a sense of community between various departments by hosting monthly employee-planned, out-of-office activities.

So far in 2018, they've gone mountain biking, snow skiing, indoor skydiving, surfing, rock climbing, and attended a local basketball game. These events are held on company time, encouraging camaraderie, laughter—and of course, the benefit of releasing endorphins.

THEY ENCOURAGE EMPLOYEES TO SPEND 20% OF THEIR WORKING HOURS ON CONTINUOUS SELF-IMPROVEMENT;

Chanje (Pronounced “change”) is a Los Angeles-based commercial electric vehicle (EV) company. As they speed into the next planet-friendly terrain of their industry, they take the time to encourage self-improvement within their staff. President Ian Gardner encourages team members to allocate 20% of their working hours to self-improvement via a formal program. To help develop their leadership skills and stimulate career growth, this curriculum includes ongoing coaching, meditation, instruction on how to give and receive feedback, journaling and more. “Through this program we are giving our team members the tools to navigate the typical pressures of business,” Gardner says.



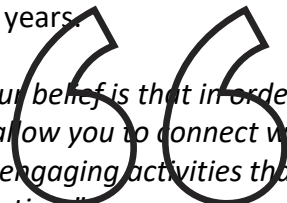
STAGE THREE

OUTCOMES

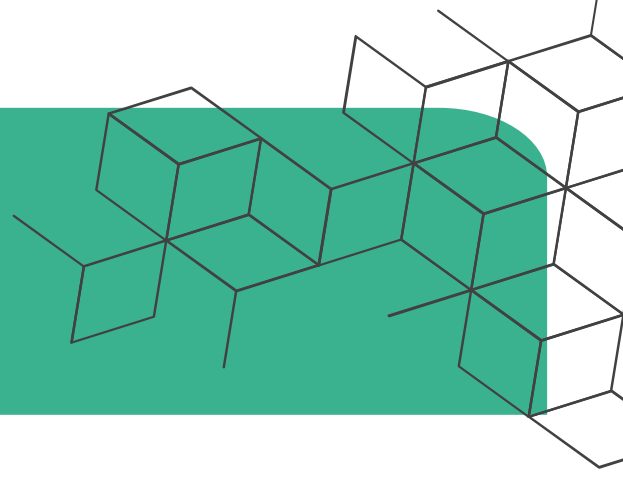
“Treating your people to a vacation is a sure-fire way to build loyalty and goodwill. We’ve seen that not only do our people come back from their trips with an appreciation for Bamboo, but it also helps permeate a culture of gratitude at our office,”
explains creative copywriter **Bryson Kearl**.

BambooHR also offers “Financial Peace University,” where they will pay for employees to enroll in a money management class. Kears says this curriculum has helped their workers pay off hundreds of thousands of dollars in debt over the years.

As **Vice President of Human Resources Vivian Page** explains, *“Our belief is that in order to be your best self, you need access to great collaborative spaces that allow you to connect with your colleagues, an open-door policy with executives, and casual and engaging activities that stimulate thought-provoking ideas and conversation.”*



Unplug



STAGE ONE



IDENTIFYING THE PROBLEM

Around 2020, three months into the covid pandemic, US- owned Cloudera noticed that its employees were not taking annual vacation. 'Traditionally, a lot of people will associate holidays or time off with travelling out of the country. Not being able to travel stopped the employees from taking vacations. As the employees were working from home, they were more stressed as they were working long hours without being able to differentiate between their personal life and working space. This led the employees to digital stress.

STAGE TWO



INTERVENTION STAGE

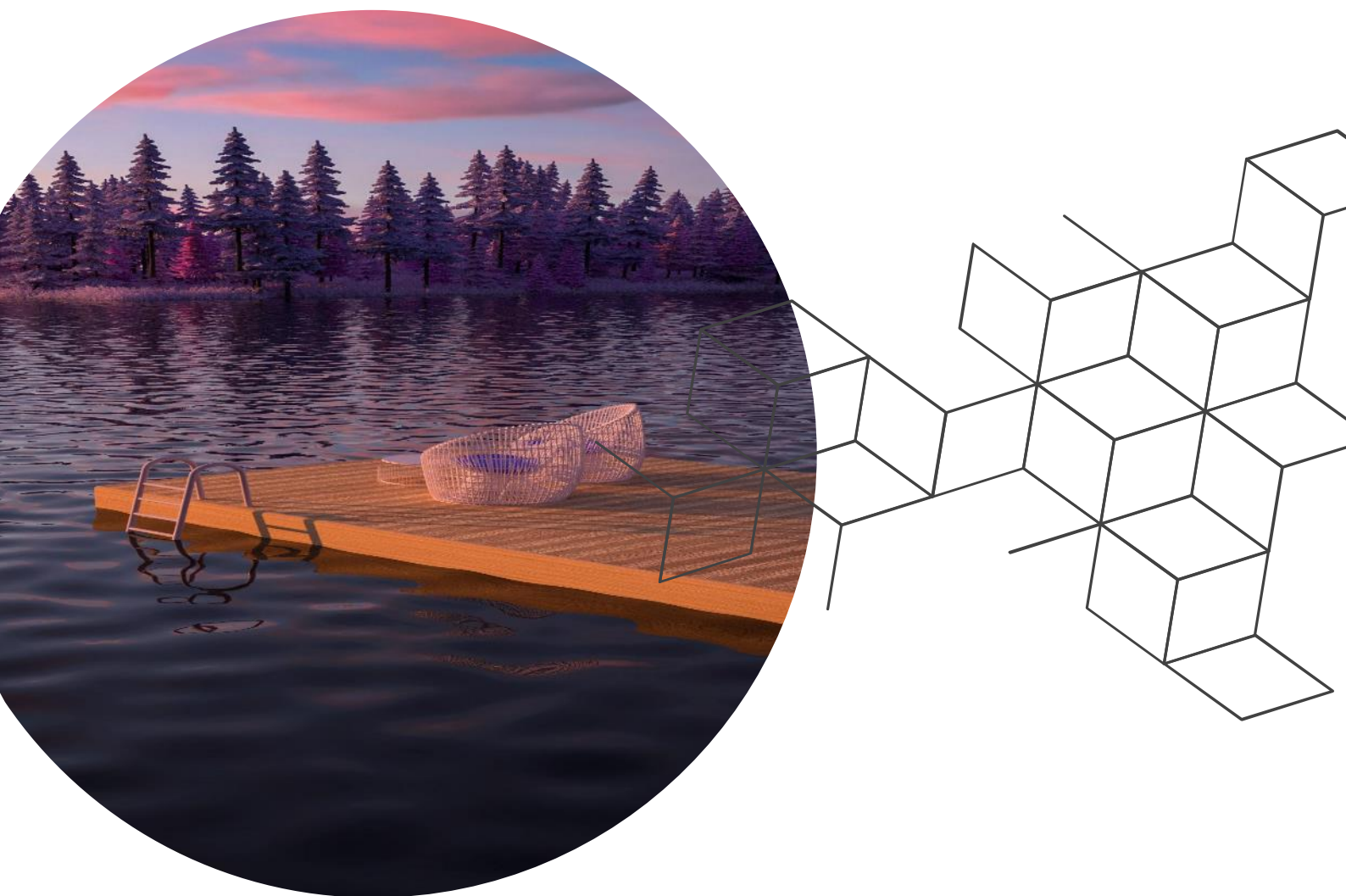
- Cloudera wanted to encourage their employees to be free from digital stress. As an alternate plan to the annual leave privilege, the company came up with a program for employees called "Unplug".
- Unplug is a scheme which entitles the employees and the managers to take time off to recharge on specific days while they were asked to work from home without having the stress to have the burden to catch up to the pending tasks after coming back to work.
- Unplug, is a series of paid days off on top of the existing annual leave entitlements. No checking emails or attending meetings, in fact the invitation to the meetings, will automatically be declined on an unplug day.
- Unplug days are scheduled every few weeks and attached to weekends, so that the employees regularly enjoyed long weekends lasting for three to five days. Those who needed to work on those days were allowed to arrange for alternative days.
- The employees were awarded with 15 unplug days in 2020 and 23 unplug days in 2021

STAGE THREE



OUTCOMES

- Unplug has been successful from an employer branding perspective and even attracted international media coverage.
- Employees, including the senior leadership team, share what they have been up to on Cloudera's intranet and newsletter and publicly on social media.
- Some global organizations have used the unplug days to organize the virtual group charity activities and exercise challenges.
- In a recent meeting conducted in Cloudera, almost 95% of the respondents stated that the unplug days had a positive impact on their digital wellbeing.
- This case study can be a very meaningful example for our digital balance project as it focuses on the digital well being of the employees and managers.



CASE STUDY #9

Lloyds Banking Group - Discussing mental health at work in the UK

[CLICK TO
VIEW](#)



STAGE ONE



IDENTIFYING THE PROBLEM

One in four people in the UK has experienced a mental health problem (Mental Health UK;2021). Nonetheless the workplace does not always provide the needed tools to support employees in dealing with difficult mental conditions (SOURCE).

As many others as him, in 2011 while working as CEO at the Lloyds Banking Group Antonio Horta-Osorio experienced a burn-out due to the high-level of work-induced stress, which forced him to take two months medical leave.

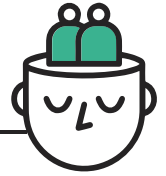
STAGE TWO



INTERVENTION STAGE

- Present what kind of solution was designed and who the key actors were.
- Following this experience, Antonio Horta-Osorio decided to introduce a mental health program as part of the Lloyds Banking Group's cultural transformation.
- In 2016, the company implemented a series of tools (e.g. internal website) to encourage employees to share their experiences about mental health and to discuss stressors present in their workplace.
- On top of this, the bank launched health awareness programs for high-profile employees and promoted training for employees as mental health first responders.
- In October 2019, Lloyds Banking Group became co-founded the Mental Health at Work Commitment, an agreement aimed at monitoring the treatment of mental health in the workplace.

STAGE THREE



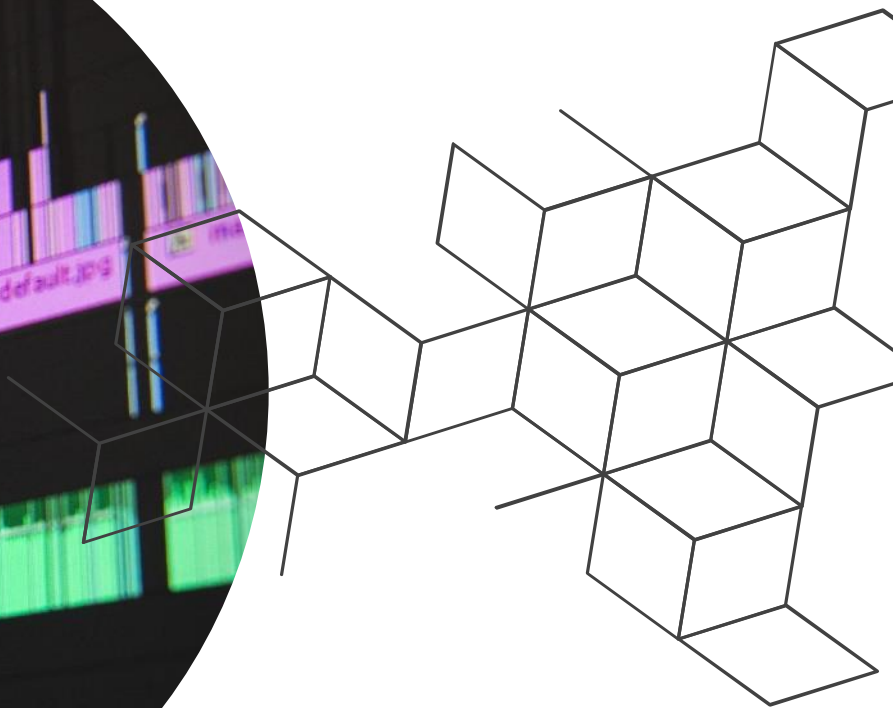
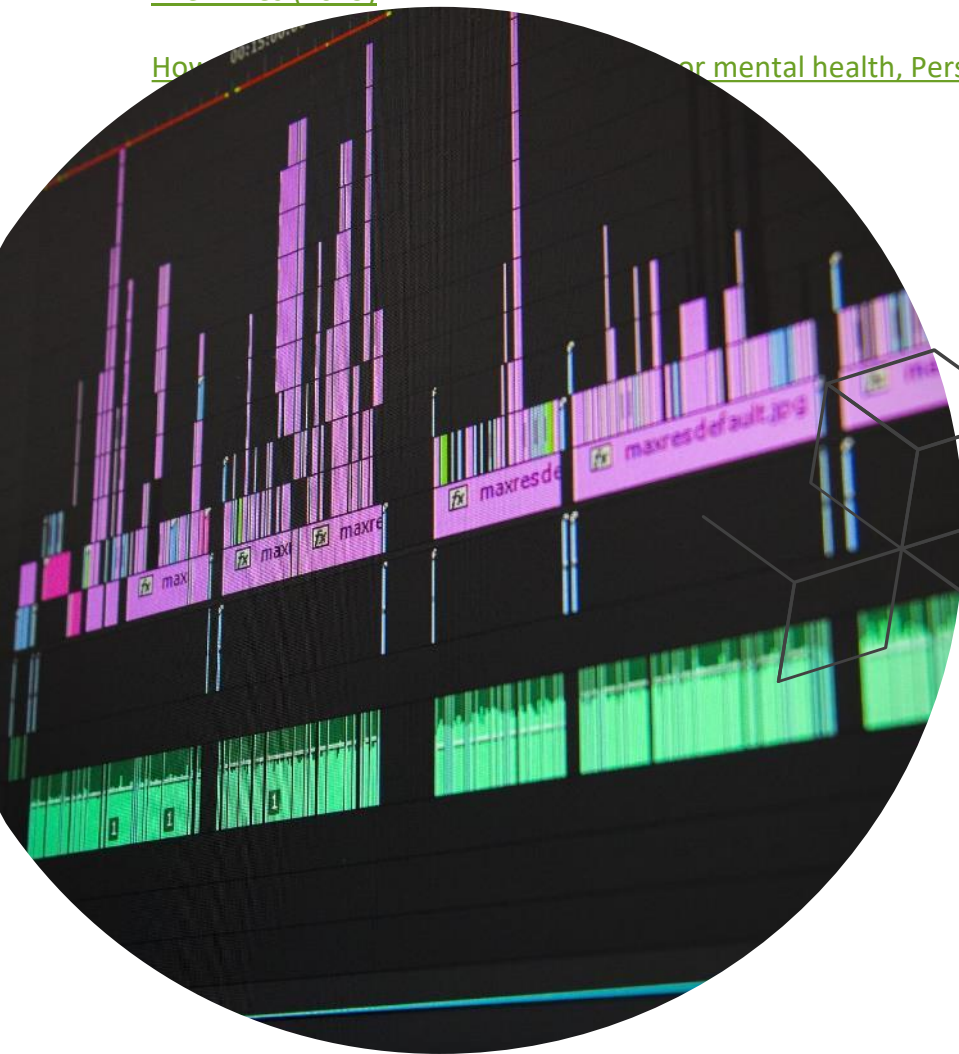
OUTCOMES

The company has successfully created a company culture where speaking about mental health is not only allowed but encouraged and the number of employees involved in mental health work has greatly increased.

Additional Sources

[Employers back mental health promise, The Times \(2019\)](#)

[How... for mental health, Personnel Today \(2019\)](#)



CASE STUDY #10

Fighting technostress: A multiple case study of three French companies



HAL
open science

[CLICK TO
VIEW](#)

Fighting technostress: A multiple case study of three
French companies
Min Feng, Driss Bourazzouq

STAGE ONE



IDENTIFYING THE PROBLEM.

This study examined the adaptive behaviors of team managers (TMs) in the fight against technostress in the information and communication technology (ICT) environment.

Company A: It is a French industrial company which manufactures electricity and offers electricity managing services. The company's global communication and ICT tool mobilization is essential. In this regard, the study highlights the management's perspective on the difficulties encountered using ICT, particularly the digitalization challenges and digital information management, which causes technostress.

Company B: This company operates in the services sector as a European leader in insurance. It adopted ICT for cost-effectiveness on file processing and the employees experienced a change in head office and completed a digital transition. Company C: This company is an SME, offering different e-learning services and learning applications on smartphones. It has 20 employees, which seem familiar with digital tools. The company is growing and the average age is 33 years old.

STAGE TWO



INTERVENTION STAGE

. **Company A:** is an international company whose ICT appears to be its key to success. None of its services can be operated without ICT support. The company tries to address technostress in a personalized way. In the company it is stressed the importance of “contributions” based on mutual interest of sharing, aid, and collaboration.

Company B: The study shows that no respondent mentioned a conflict resolving or technostress combating policy. This implies that the company has not made great inroads into this aspect. The company does not have an adequate policy for reassuring its employees and as a result they experience techno-uncertainty and techno-invasion. On top of this, some workers believed that even if they apply significant effort, the information (expressing needs, issues of techno-stress) may not reach managers.

Company C: is a new company whose ICT is a key asset; it has good mobilization against technostress through manager’s trainings. Employees work together permanently with lower turnover and easier access to hierarchy.

STAGE THREE



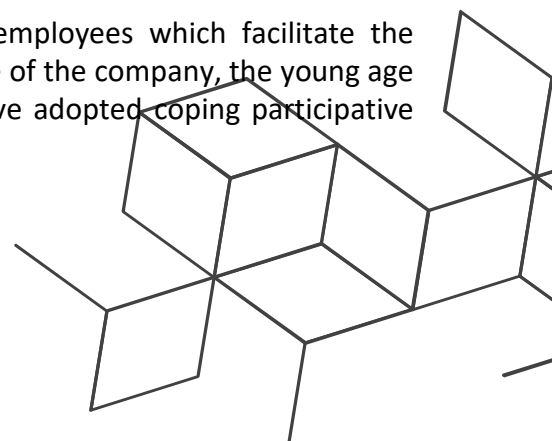
OUTCOMES

THE RESULTS SHOW THAT:

Company A’ managers try to support employees in dealing with technostress especially through conflict resolution strategies and bureaucratic coping mechanisms.

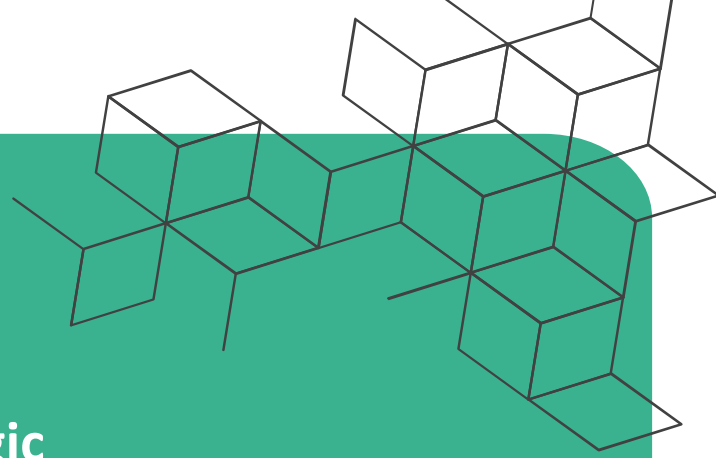
Company B’ managers count especially on the mutual assistance between employees. There is a high level of structured hierarchy which makes difficult for employees to exchange information about mental health and digital stress with their managers.

Company C’ managers have adopted closer relationships with employees which facilitate the communication of technostress-related issues. Due to the small size of the company, the young age of the employees and the low-structured hierarchy, managers have adopted coping participative strategies, conflict resolution and mutual trust.



CASE STUDY #11

Essex County Council - Embedding employee wellbeing as a strategic



STAGE ONE



IDENTIFYING THE PROBLEM

Essex County Council (ECC) is a large county council, employing more than 7,200 employees who serve a community of 1.4 million residents. Nurturing a ‘healthy, content and resilient workforce’ is considered pivotal to achieving ECC’s ambition of ‘being the best local authority in the country’.

In September 2020 the council launched its five-year, prevention-focused Wellbeing Strategy. The focus of the Strategy was and is to create a wellbeing culture that is championed across the organisation, with the effect of improving the employment experience of everyone.

The onset of COVID-19 understandably created a range of challenges for employee health and wellbeing at the council. ECC employs a diverse range of people, many in key worker roles, but also a significant number in office-based jobs who have been working full-time from home for many months.

STAGE TWO



INTERVENTION STAGE

The council acted swiftly to support people’s wellbeing and help them adjust to new ways of working; for example, by setting up a wellbeing portal with accessible and practical information and advice. A new taskforce was set up to capture the experience of remote working and digital technology, which helps to steer wellbeing support. It also aims to identify new opportunities to enhance the future experience of those working and living in the county. Encouragingly, ECC’s Digital Remote Working Survey showed mainly positive levels of wellbeing due to working from home during lockdown, although it did reveal longer-term limitations around ‘social interaction’.

The organisation hosts a monthly wellbeing hour for all staff – a live event showcasing what’s been happening on wellbeing and introducing new initiatives with sessions ranging from mindfulness, resilience and ‘food to boost your mood’. It has also introduced compassionate bereavement support in response to the grief and loss experienced by some staff, with access to specialist counselling services. There’s also a bereavement support group and line managers have access to training and support.

ECC has also introduced a new employee assistance programme that includes an online portal, as well as new occupational health provision to meet evolving wellbeing needs.



OUTCOMES

The council is well aware of the increased risks to people's mental health caused by COVID-19. As well as the immediate effects of factors such as uncertainty, fear and isolation on people. This makes it crucial for the council to plan longer term for the mental health support it provides. Improving the culture to support people's mental health was already firmly on its radar pre-pandemic. Mental health is one of the four key pillars of its Wellbeing Strategy, with a key emphasis on fostering regular and supportive 'check-in' conversations between managers and employees. The focus of performance and coaching conversations has shifted to ensure that wellbeing is the first concern for any discussion.

In an employee survey, around half of respondents said they can talk to colleagues/HR/ their line manager about mental health issues. Therefore, a central aim of the council's approach is to create a culture of open discussion around mental health, so that individuals can have the confidence to speak up and seek support if needed.

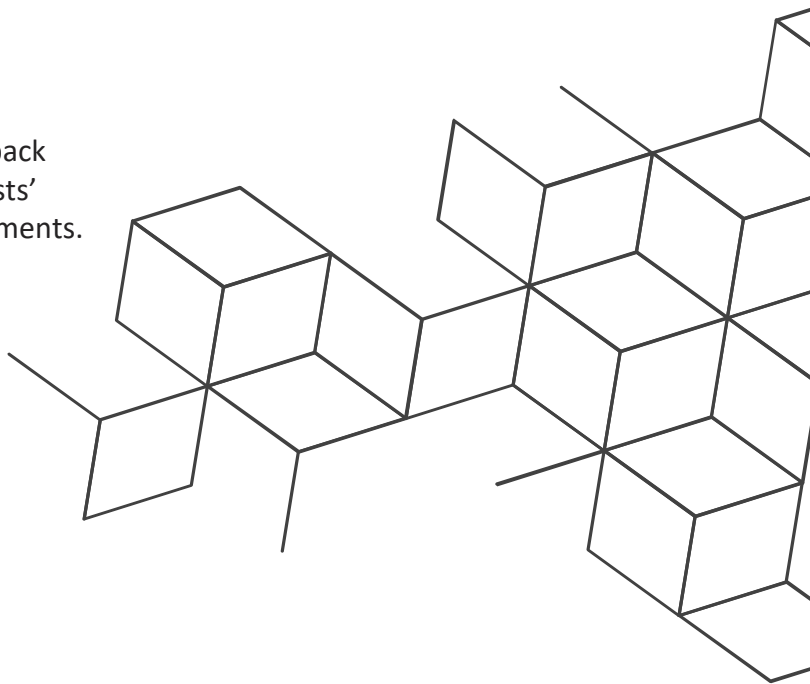
MEASURING SUCCESS

Too few organisations evaluate the impact of their wellbeing programmes, but measuring success is a core element of ECC's strategic approach. Its Wellbeing Strategy describes this as a 'cyclical process of collaboration, reflection, review and improvement'.

The council uses a range of 'hard' and 'soft' metrics to measure the impact of its actions. 'Soft' outcomes include improved relationships and change management processes as well as enhanced customer satisfaction levels.

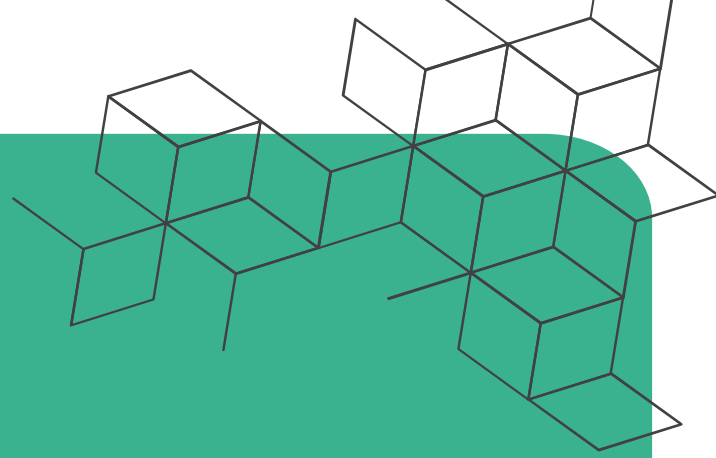
Hard measures, where it's easier to collect quantitative data, include:

- uptake of wellbeing-related activities
- reduced sickness absence
- employee engagement scores
- recruitment and retention rates
- regular employee surveys and ongoing feedback
- self-reported wellbeing scores and 'mood tests'
- the development of wellbeing impact assessments.



CASE STUDY #12

CO-OP



STAGE ONE



IDENTIFYING THE PROBLEM

Owned by individual members and other co-ops, the Co-op is a 'different kind of business'. With a head office in Manchester and more than 3,500 other sites across the UK, its operations include legal, insurance and funeral services, as well as around 2,800 retail outlets and logistics networks. The Co-op's health and wellbeing focus has grown from a relatively low base just under three years ago to an expansive and increasingly integrated organisational programme.

The team analysed a range of employee data, including absence rates and patterns and benefits take-up, to identify the main wellbeing issues. This exercise identified mental health, musculoskeletal disorders and lifestyle choices as three priority areas for action.

THE PANDEMIC: STEPPING UP WELLBEING SUPPORT

COVID-19 has had a far-reaching impact on the Co-op's operations and its people, including their health and wellbeing. On the positive side, the vast majority of its workforce are 'key workers', and they have developed a sense of pride in the recognition they've received for their work to support the nation's response to the pandemic. At the other end of the wellbeing spectrum, around 4,000 colleagues work in the Co-op's Funeral Care services; although these colleagues are used to dealing with loss and bereavement, many could be at risk of 'enduring harm' if they feel they can't provide the funeral service families want due to national restrictions. Colleagues working in this very caring profession have gone to great lengths to try and make the funeral service as meaningful as possible, and the organisation is planning a remote Remembrance Day as a mark of respect for all those who have been lost.

STAGE TWO



INTERVENTION STAGE

To support colleagues facing new working demands and routines following COVID-19, the organisation initiated an intensive communications campaign. This features many wellbeing strands, such as support for working parents and people working from home, with safety as a core focus. A new newsletter, Co-op Care, was launched and is regularly circulated; it aims to give simple, practical advice, including self-care top tips, to help individuals meet the wellbeing challenges they are facing, such as increased digital work and associated stress, increased caring demands, and ongoing fear and uncertainty. The newsletter has continued to enjoy high open and read rates, which gives the Co-op confidence it's hitting the right mark with its tone and content.

The Co-op has also launched new products to meet the evolving health and wellbeing needs of people following the pandemic, including 'Smart Health': this offers virtual access to a GP and other services such as nutrition and mental health support, as well as an online health and safety risk assessment tool. This wellbeing support goes beyond the services offered via the employee assistance programme and also gives access to colleagues' families.

Going forward, the Co-op is also planning a virtual 'festival of wellness' in the spring to recognise colleagues' commitment and hard work during COVID-19, with activities planned to boost people's emotional and mental resilience.

STAGE THREE



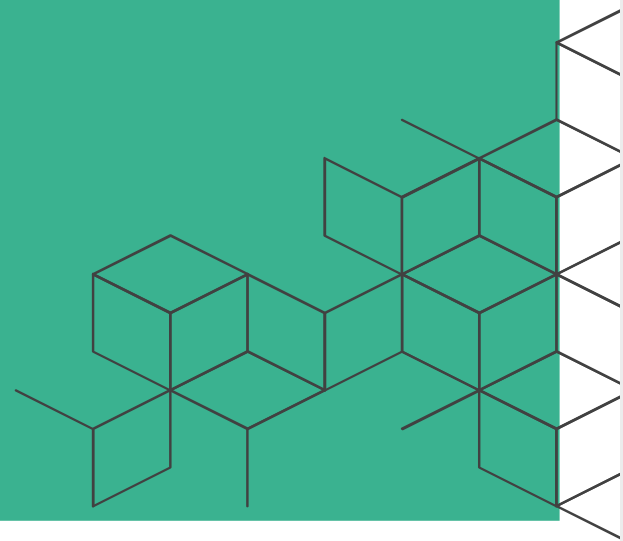
OUTCOMES

The role of line managers in supporting health and wellbeing is a continual thread running through every aspect of the Co-op's activity. For example, it has developed a management development programme to ensure line managers are confident and competent to support colleagues' mental health. This facilitated learning intervention covers elements such as how to spot the signs of mental ill health or stress, how to have sensitive conversations, and how and where to refer people to expert sources of support.

Since the onset of COVID-19, the pressure on managers to deliver operationally has inevitably increased, and the Co-op is very aware of the potential impact on their wellbeing. Co-op has increased support for its managers, for example, by introducing access to a helpline available around the clock. Health and Wellbeing Manager Paul Caudwell explains: 'Our line manager population have really delivered on the operational front, but we are conscious of the cost this could mean to their wellbeing. We are starting to see some early signs of this impact in terms of occupational health demand, and we are prepared for the longer-term effect of the personal and work challenges many have been facing. We will continue to develop support that is led by the data to ensure we prevent ill health as well as support people if they do experience stress or poor mental wellbeing.'

03

INTRODUCTION TO CREATING POLICIES AND PROCEDURES



INTRODUCTION TO CREATING POLICIES AND PROCEDURES

03

A policy can be viewed as a set of guidelines that communicates a company's values, philosophy or culture. There are many different types of policies, but generally they can be seen in three areas: what employees can expect from the organisation (remuneration, employment benefits, health and safety policy), what the company expects from employees (code of conduct, confidentiality agreement, and what the customers and community can expect from the organisation (customer service policy).

Policies provide a framework of what your employees should be doing. Sometimes they might seem common sense, that "this is just the way we do things around here". But policies also offer concrete highlights on how something should be done in an organisation. Policies can provide guidance, answer questions, remove ambiguity, detail best practice, and keep your workers safe and out of legal trouble. They can help to define the standards for conduct and appropriate behaviour.

A procedure is a guide on how to do something within your company. Usually, a procedure will follow a step-by-step process, providing a clear plan of action on how staff should achieve whatever the procedure is trying to establish. By using procedures in a company, you are helping to promote good practices and give good examples. In this way, you are helping your team to understand what a desirable pattern of behaviour is in a particular situation.



GETTING STARTED WRITING POLICIES AND PROCEDURES

Your organisation likely already has policies and procedures in place that you can use as an initial template - but don't worry, we will also provide you with some templates, examples and instructions on how to create some yourself. First things first, make sure that the policies and procedures that you are creating are approved by upper management. These documents will impact every member of staff on a daily basis, so it is important that you get their approval beforehand.

Another thing to consider at this stage is the "why" of the policies and procedures. Most of us creating digital wellbeing policies and procedures are creating them to ensure the betterment and safety of our staff. By having a workforce that is looked after by their employers, we are helping to ensure the health of our employees, ensuring that productivity and creativity flows.

By involving all staff at the "why" stage, it can help to inform them of your organisation's intentions, but also can establish a proactive and positive approach for staff to adopt the new procedures and policies helping to ensure that there is no resistance to change. If your organisation already has established policies and procedures, it would be a good idea to use these as a template for any new policies

The idea of this is to ensure consistency when creating new policies. When **creating a policy template**, think about the following **headings**:

DOCUMENT HEADER:

Information about the policy including title, effective/revision dates, approver's signature, and the department.

INTRODUCTION/PURPOSE STATEMENT:

What is it about? What's the reason for having it?

POLICY STATEMENT:

What is the topic of the policy specific to?

DEFINITIONS:

It is very important to include definitions throughout any policies that you make. This makes them easier for workers to understand and will help to remove potential ambiguity.

PROCEDURES:

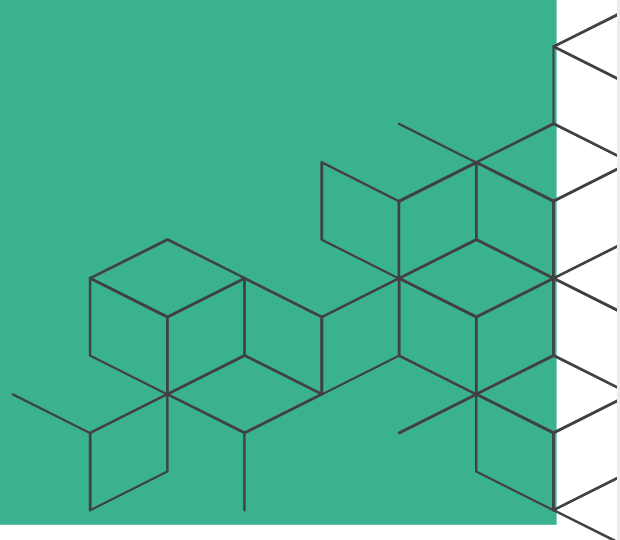
What are the step-by-step instructions for day-to-day business operations. This is a good time to involve the workers who actually conduct this work for their input.

CONDUCT:

REPORTING REQUIREMENTS:

04

CREATING YOUR FIRST DIGITAL WELLBEING POLICY

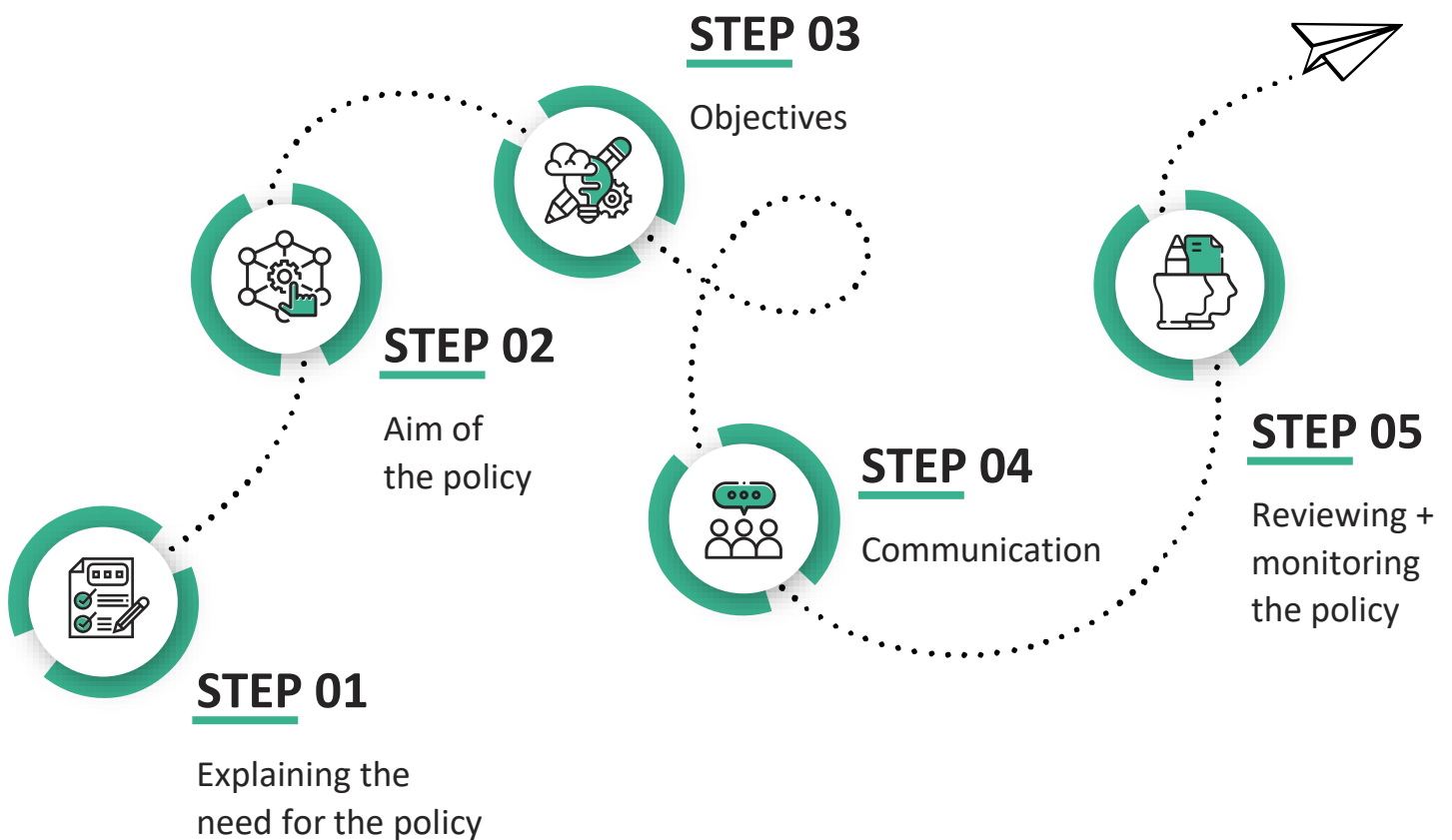


CREATING YOUR FIRST DIGITAL WELLBEING POLICY

04

Let's take a closer look now at an example of a **Digital Wellness policy** from **St. John Ambulance**.

We can see that in this example, there are **five areas** that they specialise in:



STEP 01



Explaining the need for the policy

As we mentioned earlier in this guide, the “how and why” is an important step when writing a wellbeing policy. This helps you to be transparent with workers, but also enables you when writing the policy to ensure it will be as effective as possible.

Within this section, it is important that you explain how and why mental wellbeing can affect workers, as well as highlighting the benefits of positive wellbeing in the workplace. Within this section, you can also include an explainer on how organisational culture and how this can impact the way staff work.

Organisational culture is an important factor for employees for many different reasons, but it is important when considering the wellbeing of the staff in your organisation as company culture can greatly impact how staff do things. For example, you may have recognised that within your organisation there is a norm of working past your contracted hours. While staff may not initially mind this, it might end up causing issues in the future particularly surrounding burnout, staff turnover.

STEP 02



Creating an aim for the policy

It is important that your policy has a clear-cut aim so that workers know what to expect and what the outcomes and intentions of the policy are. This section will essentially outline the health and wellbeing aims of your workplace. As these aims will differ between businesses, it is important they are achievable depending on the type of workplace. Ensure you regularly assess and update the policy as your business changes and grows.

Examples of the aims of your policy may be to foster a culture in the workplace that promotes healthy habits such as exercise programs and healthy eating plans for employees, for example encourage a daily walk with colleagues on lunch for social aspects and fitness, as well as improving mental health among workers. You could also try getting a guest nutritionist or dietician to present a talk on how healthy eating can be adopted and used to support good wellbeing.

STEP 03



Looking at the Objectives of your policy

You should ensure the objectives of your policy are **SMART – Specific, Measurable, Achievable, Realistic, and Time Specific** to ensure successful outcomes. Each objective should be accompanied by an action which will help to meet that objective and should be tailored to your workplace. Here are some examples of objectives to implement:

01 Mental Wellbeing

TO FOSTER A CULTURE OF SUPPORT IN THE WORKPLACE, ENSURING ADEQUATE RESOURCES AND SKILLS NECESSARY FOR MANAGERS TO SUPPORT WORKERS AND TO COMBAT ASPECTS OF THE WORKPLACE THAT MAY HAVE A NEGATIVE EFFECT ON MENTAL WELLBEING.

- Train managers and higher level staff to support employees with mental health issues.
- Offer non-judgemental advice and information to staff, this could be with presentations, leaflets on a notice board or email correspondence.
- Check in with workers regularly to ensure their mental wellbeing is good.
- Consider enrolling staff and managers in mental health first aid training such as SAFETALK.
- Implement a mental health policy and ensure all employees have access to it. Make this policy a part of your employee induction course.

- Have accessible ways for staff to engage in activities that will support their own mental wellbeing such as social work events or as suggested earlier lunchtime activities and workshops.
- Set realistic working hours to enable employees to switch off after work.
- Ensure that targets and deadlines are realistic to reduce stress among workers and lower the risk of long working hours.
- Keep a close eye on conflict and make the workplace a bullying, harassment and discrimination free environment so everyone feels safe.
- Foster good communication between all staff at every level.

TO PROVIDE GUIDANCE, SUPPORT AND RESOURCES FOR EMPLOYEES WHO MAY BE EXPERIENCING MENTAL HEALTH ISSUES.

- Determine if and how working conditions may be affecting the employee's mental health and implement changes to policies and procedures if needed.
- Treat staff members with mental health issues fairly, empathetically and in a non-judgemental manner.
- Direct the employee to resources such as a GP, counsellor, mental health first aid course or other necessary avenues.
- If the worker is on long term sick leave for mental health issues, ensure you keep in contact with them and move to support them in gradually returning to work with the necessary supports in place.
- Ensure all information is kept in strict confidence between you and the employee, unless otherwise necessary and only then with the employee's consent.

TO ACTIVELY ENGAGE IN EMPLOYING STAFF WHO HAVE EXPERIENCED MENTAL HEALTH ISSUES. THIS WILL NOT ONLY PROMOTE AN UNDERSTANDING ENVIRONMENT OF A WORKPLACE WHO SUPPORTS MENTAL WELLBEING, BUT WILL ALSO ENCOURAGE EMPLOYEES WITH SIMILAR ISSUES TO BE VERBAL ABOUT THEM. TO DO THIS, AIM TO:

- Have a positive attitude when dealing with employees and potential employees who have mental health issues.
- During the recruitment process and induction ensure all staff are aware of the Disability Discrimination Act.
- Adopt a non-judgemental attitude towards employing people with ill mental health, this does not necessarily mean they will take lots of time off sick or perform differently to other staff, aside from potentially needing some more supports in place.

ACKNOWLEDGE THAT STRESS IN THE WORKPLACE CAN BE A HEALTH AND SAFETY ISSUE. THIS WILL HELP TO SOLIDIFY THE IMPORTANCE OF GOOD MENTAL HEALTH AND ENSURE THE SAFETY OF EMPLOYEES.

- Carry out risk assessments on various aspects of the workplace such as potential stress factors that may contribute to employee ill mental health.
- Offer support through a counselling service, employee assistance programme or mental health first aiders.

02 Physical Wellbeing

TO RAISE AWARENESS OF THE IMPORTANCE OF HEALTHY EATING AND EXERCISE TO SUPPORT GOOD MENTAL HEALTH AND PHYSICAL WELLBEING. YOU CAN DO THIS BY:

- Providing information such as presentations, courses, and guest speakers on the importance of healthy eating and exercise, particularly with a view to improving mental health and coping with stress.
- Appointing a spokesperson in the workplace to encourage healthy eating habits and enable a team mentality.

TO SUPPORT STAFF WITH MAKING HEALTHIER CHOICES AND ENSURING THE WORKPLACE IS SET UP FOR THIS TO SUCCEED, BY:

- Providing adequate food storage and preparation areas in the workplace kitchen so employees can make and store healthy lunches.
- If possible, providing access to free fresh fruits and vegetables and other healthy snacks, in meeting rooms and the kitchen, as well as cold water that is easily accessible.
- If your workplace has a canteen, work with the chefs or caterers to offer healthy menu options and promote these

TO RAISE AWARENESS OF THE IMPORTANCE OF PHYSICAL ACTIVITY TO MANAGE STRESS; PROMOTE GOOD PHYSICAL AND MENTAL HEALTH AND IMPLEMENT A SOCIAL ASPECT TO THE WORKPLACE.

- Provide information such as leaflets or talks from personal trainers, physiotherapists and other physical activity professionals to encourage physical activity and stress the importance of exercise for mental health, endorphins and managing pain particularly if the job is a seated office environment.
- Encourage lunchtime activities such as a daily walk or run amongst colleagues.
- Offer corporate discounted prices for the local gym to give staff an incentive to workout.



STEP 04

Communicating your policy & procedure

All staff should be made aware of the wellbeing policies and procedure, as well as any resources available to them. The policies and procedures should be handed out and discussed at new employee inductions. They should also be updated regularly as needed and all new changes should be circulated via email to every employee. Regular reminders about the policies and procedures should be given, and it should be easily accessible via a shared drive.



STEP 05

Reviewing and monitoring the policy & procedure

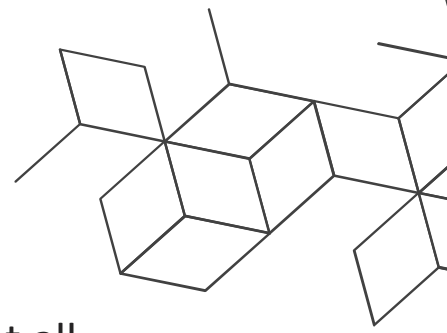
It is important to continuously review and monitor the policies and procedures. You should measure the success of them also and determine if any changes need to be made. Staff should be made aware of their responsibilities in ensuring policy actions are implemented for their own health and wellbeing. For example, if an employee has a concern that their working hours are longer than intended, they should raise this with a manager or HR to determine how the policies and procedures can be used to prevent this issue causing workplace stress.

THE POLICY'S EFFECTIVENESS CAN BE MEASURED BY:

- Asking staff for feedback on the policy's
- A mental health and wellbeing at work risk assessment. (You may wish to use the St John Ambulance Workplace Stress Risk Assessment guide to help with this).
- Staff sickness, presenteeism and staff turnover levels
- Exit interviews
- Use of occupational health or counselling services
- Staff complaints or referrals

To ensure it stays relevant, the policy will be reviewed six months after the policy start date, then every year after that

ESTABLISHING DEFINITIONS:



Definitions are important to all staff to ensure that all workers are under the same level of understanding when it comes to what certain terms mean.

If you are struggling to come up with some examples of definitions, try some of these out for size:

HEALTH:

A 'state of complete physical, mental and social well being, and not merely the absence of disease or infirmity', as defined by the World Health Organization (WHO).

WELLBEING:

How we manage our health and cope day-to-day. Levels of wellbeing will differ between employees and can be influenced by a variety of different factors both in and outside of the workplace.

STIGMA:

Misconceptions or misunderstandings of wellbeing issues that can be dismissive, offensive or hurtful.

PRESENTEEISM:

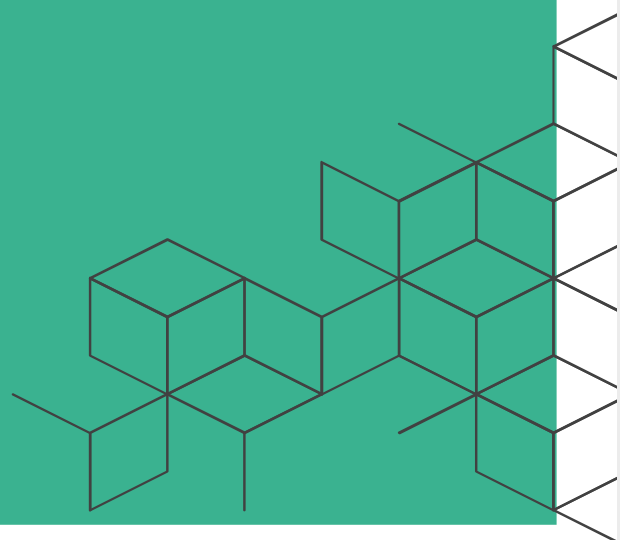
Attending work despite suffering from poor health or wellbeing, often resulting in increased stress, poor productivity and morale.

LEAVEISM:

The outcome of this Guide could preferably be a numbered checklist which the organization can follow. By **STRESS:** which, the organization should be able to create a wellbeing policy for their respective organization. For e.g. a 5 step checklist similar to that of St.John's Ambulance. We could add more items to check (maybe 10) in order to create the policy.

05

CREATING YOUR FIRST DIGITAL WELLBEING POLICY



CREATING YOUR FIRST DIGITAL WELLBEING POLICY

05

01

THIS SECTION OF THE POLICY MAY INCLUDE DETAILS ON THE FOLLOWING TOPICS:

- How and why physical and mental wellbeing at work can affect staff
- Benefits of positive wellbeing in the workplace
- How the organisation can create a culture that encourages health and wellbeing
- How the business can support and assist those who have experienced mental ill health

02

THIS SECTION OF THE POLICY SHOULD OUTLINE YOUR HEALTH AND WELLBEING AIMS FOR YOUR BUSINESS.

03

- To create a workplace culture that promotes and supports the health and wellbeing of all staff
- To support staff in regular physical exercise
- To encourage employees to make healthy eating choices

04

OBJECTIVES - THESE SHOULD BE SMART (SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC, TIMESPECIFIC)

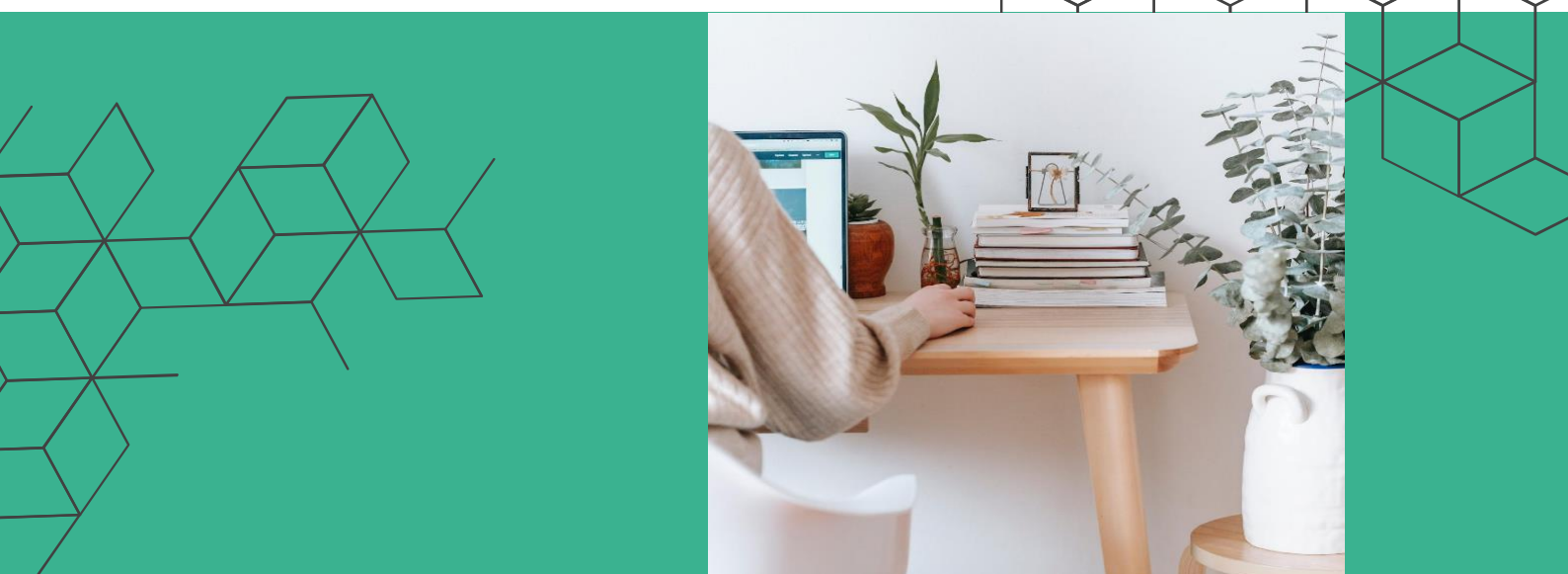
- Each objective should be accompanied by an action to meet that objective.
- Choose policy actions that suit your workplace.

05

EXPLAIN HOW THE POLICY WILL BE COMMUNICATED ACROSS THE BUSINESS

REGULAR REVIEWS AND MONITORING ARE IMPORTANT FOR CHECKING THE EFFECTIVENESS OF THE HEALTH AND WELLBEING AT WORK POLICY

- How will you check progress?





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