

## • pre-planning •

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- 1 Programme Orientation
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workplace health promotion: pre-planning series

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# Programme Organisation

Setting up committee structures

Updated Version 2

## KEY CONCEPTS

- Committee structure
- Roles in a WHP committee
- Criteria of a good committee structure

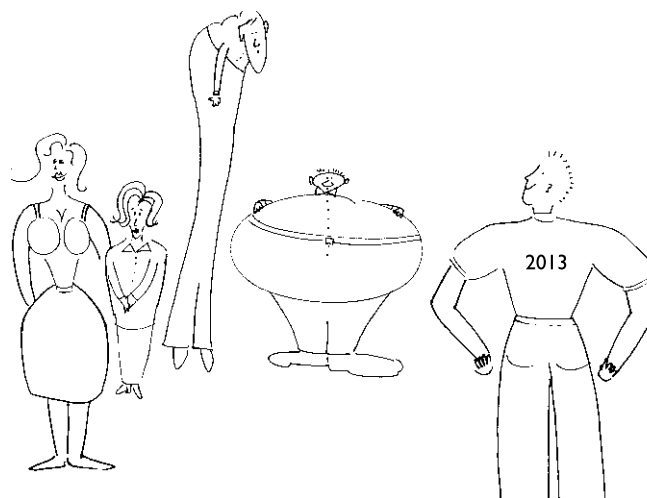
# – The Workplace Health Manager...

**Your role is a critical one** because you have the opportunity to bring about changes that can impact your colleagues' health.

Though your role differs from company to company, you are generally tasked to plan, organise and implement a workplace health promotion (WHP) programme.

While you do not need to be an expert on health issues or be medically trained, some basic understanding of health, the factors that influence it, concepts of WHP and what can be achieved will definitely help you in your task.

This guide will support your role as a workplace health manager, and enable you to plan effectively. To find out on the latest news and events, visit HPB's one-stop on-line portal for workplace health managers at [www.hpb.gov.sg/healthatwork](http://www.hpb.gov.sg/healthatwork). If you need further assistance, please e-mail to Workplace Health at [HPB\\_HEALTH\\_At\\_Work@hpb.gov.sg](mailto:HPB_HEALTH_At_Work@hpb.gov.sg) or call 64353704.



*Workplace health promotion begins with you, you & YOU...*

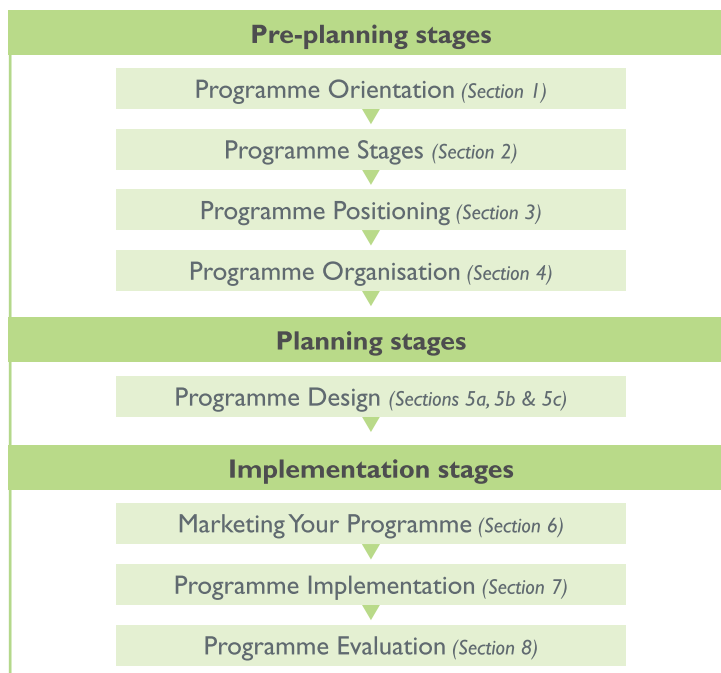
# Introduction

The *Essential Guide to Workplace Health Promotion: The ABCs of Managing Your Organisation's Programme* consists of eight Sections, grouped into three series of Pre-planning, Planning and Implementation. This form of organisation mirrors the actual stages of WHP programme planning and implementation.

At different points in each Section, there will be cross-references in italics. This is intended to improve understanding of the inter-relationships between different concepts in different sections.

In these Sections, you will find:

- concise flow charts
- clear definitions
- simple explanations
- essential survival tips
- useful examples
- helpful checklists
- ready-to-print templates.



## icons



Ideas you can apply



Technical information



Case studies of companies



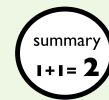
Essential survival tips



Frequently-asked questions



Useful notes



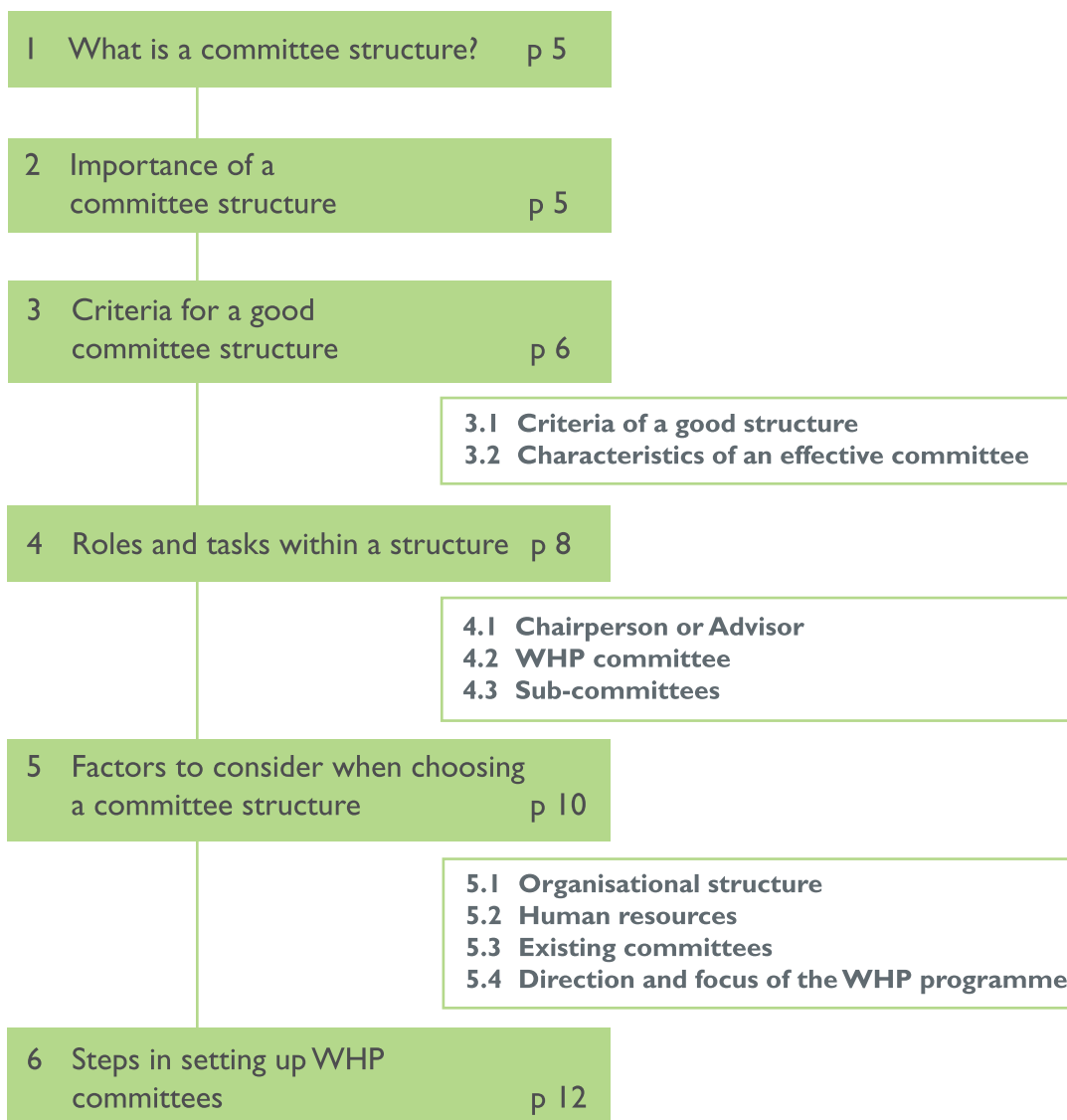
Quick summary

# Overview

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**A holistic workplace health promotion (WHP) programme should take into account all aspects of the workplace, such as implementing policies, incorporating supportive environmental measures and equipping employees with lifestyle and personal health skills. Implementing such a programme requires good coordination and organisation.**

**This Section shows you how to structure WHP committees to carry out specific roles and tasks.**



# What is a committee structure?

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## 1 What is a committee structure?

A committee structure is the organisational framework which organises people into teams with specific roles and tasks. These teams help plan and oversee different aspects of a WHP programme.

Many companies employ a clear reporting structure consisting of different committees, while others have a more loosely-organised structure employing a core group of workplace health managers supported by project teams which are formed when the need arises.

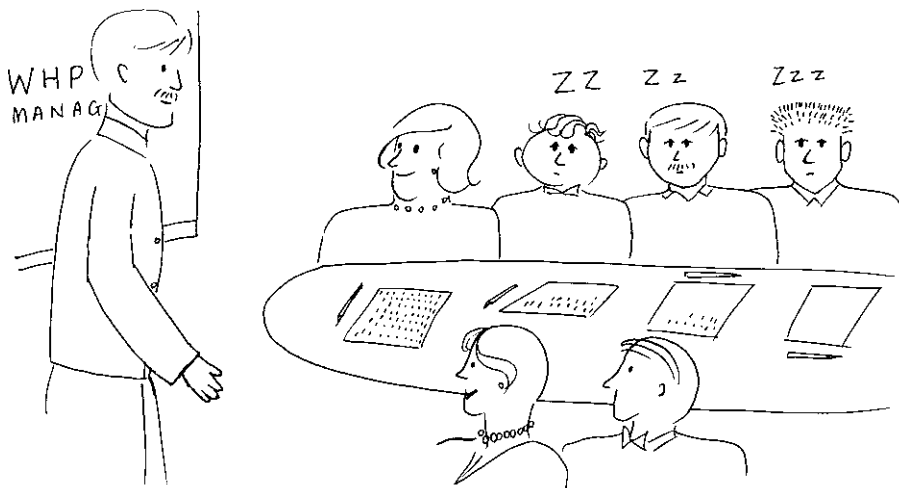
The kind of structure a company decides to adopt depends on the needs and make-up of the company.

## 2 Importance of a committee structure

A well-planned structure positions the WHP programme in the organisation and will help ensure:

- best use of resources
- work-sharing among staff
- good coordination of WHP programme efforts among departments
- good communication between staff and management
- sustainability of the programme.

Without clear organisation, roles may be duplicated and tasks may not be distributed effectively.



*A well-planned committee structure is essential to the success of your WHP programme.*

# Criteria for a good committee structure

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## 3 Criteria for a good committee structure

### 3.1 Criteria of a good structure

Several key factors will determine how effectively your structure can support the WHP programme. Here are some important factors to consider before you begin the process of setting up your structure (see *Appendix A for a checklist*).

#### A good committee structure should...

##### **Reflect an integrated approach**

*A good committee structure will tie up all related areas such as staff welfare, work-life balance, human resources, sports and recreation and occupational health and safety.*

##### **Include representation from all levels and departments**

*A good committee includes staff members from junior to senior levels and from different departments.*

##### **Be supported by official recognition and reward**

*Involvement in a WHP committee should be treated as important enough to warrant reward or recognition for participation and contribution (e.g. staff appraisals).*

##### **Have a clear chain of command and reporting**

*The WHP committee should have clear procedures to keep management informed of the progress and outcomes of the WHP programme (e.g. minutes of meeting are regularly reviewed by management).*

##### **Have influential leadership**

*An influential and committed champion or chairperson is critical.*

##### **Have between five to seven members**

*The size of the committee affects communication and coordination among members. If the committee exceeds ten members, it will be difficult to achieve optimum participation.*

##### **Consist of trained staff members**

*Staff members on the committee should have received training in planning and managing a WHP programme.*

## 3.2 Characteristics of an effective committee

An effective committee will demonstrate certain characteristics.

### An effective committee structure will...

#### **Have sound intra-group relations**

*A committee that is homogeneous (i.e. sharing the same interests, values and attitudes) will tend to be more cohesive.*

#### **Possess team spirit and low turnover of members**

*Committee members who have served together longer are more likely to develop team spirit and stronger bonds. Frequent turnover affects morale and cohesiveness.*

#### **Allow for an individual's development**

*Committee members learn leadership or organisational skills when they help to organise events. Health of members also improve by participating in WHP programme.*

#### **Be empowered to make decisions**

*Committee members should have clear boundaries within which they have the authority to make decisions without having to consult management. This will create a sense of ownership and responsibility.*



### CASE STUDY

#### Effective Committee GlaxoSmithKline

GlaxoSmithKline has a sub-committee to oversee the canteen. The D'Cafe Committee has the task of:

- ensuring employees enjoy their meals in a pleasant environment
- vetting the weekly menus
- recommending improvements on facilities and customer service.

The achievements and innovations of the D'Cafe Committee are seen in the newly upgraded staff canteen. Brightly lit by sunlight from large glass panes, the spacious canteen is tiled in heartening colours. D'Cafe also boasts a salad bar which is inviting, with a variety of fresh, crisp greens. As employees queue for their food, they are greeted by a poster advertising the healthier choice for the day such as steamed *tofu*, hot and cold drinks on the tap, fresh fruit and greens.

D'Cafe has a book for employees to give feedback. The Committee and the chef review these comments daily. D'Cafe also offers takeaways for working mothers – another example of GlaxoSmithKline's commitment to work-life balance. To show appreciation to the D'Cafe Committee members, the Managing Director hosted a dinner for them at the Marriott Hotel. An apt reward for the hardworking D'Cafe Committee.



# Roles and tasks within a structure

## 4 Roles and tasks within a structure

A structure comprises people grouped into roles and tasks. These groupings should have a system of reporting and communication. There should also be specific boundaries dictating each group's responsibilities and targets.

### 4.1 Chairperson or Advisor

ROLES	TASKS	POSSIBLE PERSONS
<ul style="list-style-type: none"> <li>• <b>Leader</b> <ul style="list-style-type: none"> <li>– provides leadership, accountability and support for policy changes</li> <li>– facilitates management participation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Initiates policy changes.</b></li> <li>• <b>Provides direction.</b></li> <li>• <b>Provides management support.</b></li> <li>• <b>Facilitates management participation.</b></li> </ul>	<p>Typically filled by someone in senior management:</p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• President or Vice President</li> <li>• Managing Director</li> <li>• General Manager</li> <li>• HR Manager.</li> </ul>

### 4.2 WHP committee

ROLES	TASKS	POSSIBLE PERSONS
<ul style="list-style-type: none"> <li>• <b>Planning/ Coordinating</b> <ul style="list-style-type: none"> <li>– plan, execute and evaluate programmes and strategies</li> <li>– involve other employees</li> <li>– encourage participation</li> <li>– serve as communication link</li> <li>– track progress and developments in WHP programme.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Conduct needs assessment</b> and propose priorities.</li> <li>• <b>Develop a programme plan</b> (see Section 5c: <i>Writing a Programme Plan</i>).</li> <li>• <b>Monitor progress</b> in relation to outcome indicators.</li> <li>• <b>Advise the CEO</b> and committee on health-related organisational issues and policies on wellbeing of employees.</li> <li>• <b>Establish sub-committees</b> for particular issues (e.g. healthy canteen, staff welfare and sports).</li> <li>• <b>Oversee implementation of programme plan</b> through the network of health promoters in the organisation.</li> </ul>	<p>Staff in health-related positions:</p> <ul style="list-style-type: none"> <li>• Occupational health staff/nurse</li> <li>• Employee Assistance Programme coordinator</li> </ul> <p>Or staff in non-health-related positions:</p> <ul style="list-style-type: none"> <li>• Safety Committee member</li> <li>• Training and communication officer</li> <li>• Welfare and recreation officer</li> <li>• HR officer</li> <li>• Departmental representative</li> </ul>

### 4.3 Sub-committees

ROLES	TASKS	POSSIBLE PERSONS
<ul style="list-style-type: none"> <li>• <b>Serve as a link between WHP committee and employees</b> <ul style="list-style-type: none"> <li>– extend the reach of WHP committee by forming a network among workforce</li> <li>– enable faster communication to employees.</li> </ul> </li> <li>• <b>Assist WHP committee in implementing programme</b> <ul style="list-style-type: none"> <li>– coordinate programme activities for their department.</li> </ul> </li> <li>• <b>Communicate</b> health information.</li> <li>• <b>Encourage participation</b> and feedback.</li> <li>• <b>Conduct process evaluation</b> (see Section 8: <i>Programme Evaluation</i>).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Encourage</b> health behaviour change through interpersonal contact.</li> <li>• <b>Mobilise employees</b> to participate in programme activities.</li> <li>• <b>Gather feedback</b> from employees on activities conducted and on other issues influencing employee health and wellbeing.</li> <li>• <b>Foster awareness</b> of a healthy lifestyle among employees.</li> <li>• <b>Inform</b> Human Resource on staff matters such as arrival of newborns, hospitalisation and demise of close relatives.</li> </ul>	<p>Staff members from various departments who can serve as the intermediate link between the WHP committee and their department.</p>

# Factors to consider

## 5 Factors to consider when choosing a committee structure

In finding a suitable committee structure for your company, you need to look at:

- Organisational structure of your company
- Resources you already have
- Existing committees
- Direction and focus of the WHP programme.

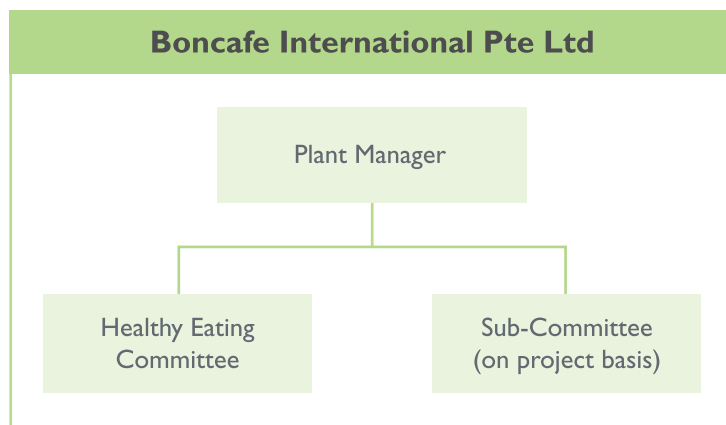
### 5.1 Organisational structure

The organisation of the WHP structure should be closely linked to the organisational structure of your company. A network of health promoters in sub-committees can help the work of committee members, making communication more efficient. This structure is applicable to larger organisations.

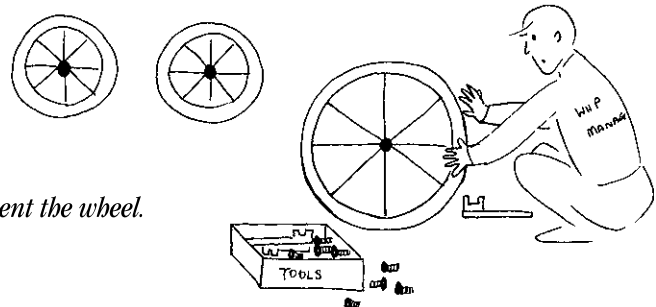
However, a flat structure (e.g. that of Boncafe International) may be more efficient for smaller organisations. Having a project-based sub-committee is a fluid way to organise the WHP programme.

### 5.2 Human resources

Look at the resources you already have within your company. Are there special abilities that could lend strength to the WHP programme? There could be colleagues who are passionate about sports or healthy eating, or opinion leaders who want to reduce stress in the work environment (see Appendix B).



*Don't reinvent the wheel.*

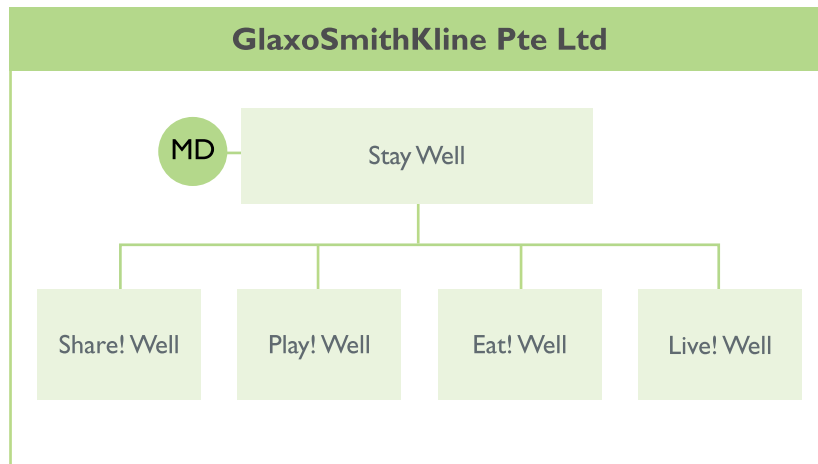


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### 5.3 Existing committees

The organisation of the WHP structure is closely linked with existing welfare-related structures.

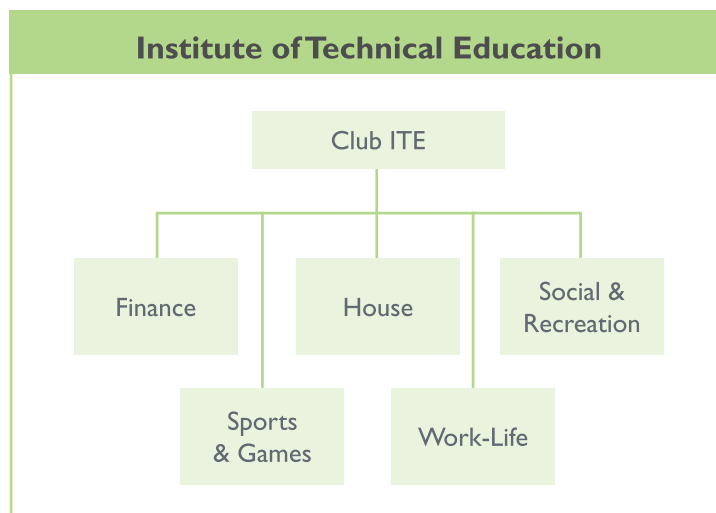
*At GlaxoSmithKline, the Managing Director (MD) acts as a sponsor to the main committee which oversees the WHP programme.*



### 5.4 Direction and focus of the WHP programme

Some companies form sub-committees dedicated to specific areas of the WHP programme (e.g. sub-committees for work-life balance, canteen and interdepartmental competitions).

*In Institute of Technical Education (ITE), a House Committee injects the excitement of competition into activities. Team-building is another benefit of having a house system.*



# Steps in setting up WHP committees

## 6 Steps in setting up WHP committees

A checklist in Appendix C will help you through the steps in setting up WHP committees.

### Step 1 – Identify your structure

**Choose a committee structure and draw up a clear list of roles and responsibilities.**

*Make a list of roles and responsibilities you need to fill (e.g. publicity, logistics, recreation and canteen).*

### Step 2 – Identify a champion

**Identify a champion from senior management to chair the WHP committee.**

*Look for a person who is passionate about health or employee wellbeing. Initiatives from a pro-active leader can create a strong impact.*

### Step 3 – Identify your resources

**Identify staff members with special abilities (use Appendix B).**

*Look at the records in the Human Resource Department to identify employees with:*

- sporting abilities
- interest or past experience in health
- experience in publicity and communication.

**Ensure a good mix from all departments and levels.**



## Step 4 – Gain commitment

### **Specify the level of commitment needed.**

*State clearly to committee members the kind of commitment needed in terms of time and effort.*

### **Request for verbal commitment.**

*Ask if they are agreeable to the level of commitment required.*

### **Explain benefits.**

*Talk about the benefits of being involved in the WHP programme (e.g. individual growth, better health, networking, recognition and rewards).*

## Step 5 – Establish schedules and systems

### **Establish a meeting schedule.**

*Decide how often you should meet (e.g. once a month for regular meetings or weekly for on-going projects).*

### **Establish a system of reporting and minutes-taking.**

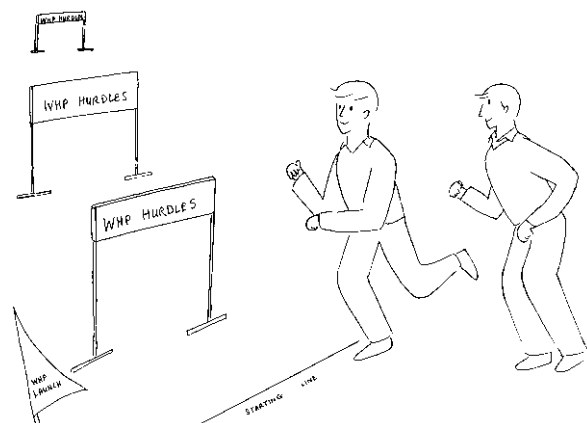
*Standardise procedures for minutes-taking, and for submitting reports on the progress of the WHP programme.*

## Step 6 – Conduct first meeting

### **Make it punctual and special.**

*Start and end the meeting punctually to set the tone for subsequent meetings. Make the first meeting special (e.g. provide finger food) so members will feel appreciated and be encouraged to attend future meetings.*

*Ready, get set, go!*



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**Appendix A**  
Checklist for evaluating a committee structure

**Appendix B**  
Identifying human resources for WHP programme

**Appendix C**  
Steps for setting up a committee structure

# Appendix A

## Checklist for evaluating a committee structure

	Yes	No	Can be improved
<b>Integrated approach</b>			
1. Our WHP committee structure has strong links between related areas such as staff welfare, work-life balance, human resource, sports and recreation and occupational health and safety.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Has representation from all levels and departments</b>			
2. Our WHP committee includes staff members from all levels (junior to senior).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Our WHP committee includes staff members from different departments related to health or employee wellbeing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supported by official recognition and reward</b>			
4. Participation and contribution of our WHP committee are rewarded or recognised (e.g. in staff appraisals).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Has a clear chain of command and reporting</b>			
5. Our WHP committee has clear procedures for keeping management informed of the progress and outcomes of the WHP programme (e.g. minutes of the meeting are regularly reviewed by senior management).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Has influential leadership</b>			
6. Our WHP committee is chaired or led by a committed champion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Of an ideal size</b>			
7. The size of our WHP committee is ideal for communication and coordination among members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Consists of trained staff members</b>			
8. Our staff members on the committee have received training in planning and managing a WHP programme.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Appendix B

## Identifying human resources for WHP programme

### AWARDS

NAME & DEPARTMENT	AWARDED FOR	AWARDED BY	WHEN	LEVEL (i.e. national/ company/club)

Give details if necessary:

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### SPECIAL SKILLS/INTERESTS/HOBBIES

NAME & DEPARTMENT	AREA OF SKILLS/INTERESTS/HOBBIES (e.g. graphic design, photography, dance and golf)	LEVEL

Give details if necessary:

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# Appendix C

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## Steps for setting up a committee structure

Use this list to help you think through the things you need to do at each stage.

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### Step 1 – Identify your structure

- Choose a committee structure and draw up a clear list of roles and responsibilities (e.g. publicity, logistics, recreation and canteen).

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### Step 2 – Identify a champion

- Identify a champion from senior management to be Chairperson/Advisor.

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### Step 3 – Identify your resources

- Identify staff members with special abilities (use Appendix B).

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### Step 4 – Gain commitment

- Specify the level of commitment needed.
- Request for verbal commitment.
- Explain benefits.

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### Step 5 – Establish schedules and systems

- Establish a meeting schedule.
- Establish a system of reporting and minutes-taking.

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### Step 6 – Conduct first meeting

- Announce date, time and place.
- Prepare agenda.

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