Investing in Physical Activity Through the Workplace:

A Toolkit for Policy Development

Compiled by Rachel Curry, Health Promotion Specialist, Healthy Living Division, Hamilton Public Health Services

April 2012 - all links correct on this date. Most up to date version available on line through hamilton.ca/workplace
ACKNOWLEDGEMENTS

Thank you to the staff members from Hamilton Public Health Services who provided their expertise, feedback and support in putting this toolkit together.

This toolkit has been adapted from or informed by the following policy development documents:

- The Health Communication Unit’s “Developing Health Promotion Policies”\textsuperscript{24}
- Physical Activity Resource Centre’s “Workbook for Influencing Physical Activity Policy”\textsuperscript{22}
- The Program Training and Consultation Centre’s “Play, Live, Be…Tobacco Free: A Guide for Developing Tobacco-free Sport and Recreation Policies and By-laws”.\textsuperscript{21}
### CONTENTS

1.0  About this Toolkit  

2.0  The Importance of Physical Activity  

   - Why is physical activity through the workplace important?  
   - Why choose a physical activity policy and not just a workplace exercise program?  
   - What are the benefits of a workplace physical activity policy?  

3.0  Developing Your Policy  

1) Understand your employee population  

   - How to conduct an environmental scan  

2) Create your policy  

   - Ways to take a policy approach  
   - What should your workplace physical activity policy include?  

3) Promote your physical activity policy  

   - Ways to promote your policy  

4) Implement your policy  

5) Review your policy  

6) Evaluate your policy  

   - Types of evaluation  
   - Key take home messages to successful policy development  

4.0  Reinforce Your Policy with a Supportive Workplace Environment  

5.0  Be An Advocate in Your Community!  

   - Why should your workplace advocate for an activity-friendly community?  
   - How can you advocate?  

References  

Appendix A – Sample Policy  

Appendix B – Policy Development, Promotion and Evaluation Resource Links
1.0 ABOUT THIS TOOLKIT

This toolkit outlines how to establish and cultivate a workplace culture that supports physically active employees through the development, implementation, and promotion of a physical activity policy.

This toolkit has three goals:

1. To encourage employers to adopt a workplace physical activity policy or incorporate physical activity into existing policies (e.g. dress code or flexible work hours).

2. To help employers reinforce their physical activity policy through the creation of a supportive workplace environment that provides opportunities for employee physical activity.

3. To provide information and resources that will help make workplace physical activity policies and supportive environments easy to develop, implement and promote.

We applaud your efforts in helping your employees live healthy, active lifestyles!
Regular physical activity plays a role in the prevention of several chronic diseases\(^1\) including:

- Cardiovascular disease
- Type 2 diabetes
- Some cancers
- Obesity
- Depression
- Osteoporosis

### Worldwide

The World Health Organization estimates global deaths from inactivity at **2 million** people annually\(^2\).

### In Canada

The economic burden of physical inactivity has been estimated at **$5.3 billion** ($1.6 billion in direct healthcare costs and $3.7 billion in indirect costs), representing 2.6% of total health care costs\(^3\).

### In Hamilton

$\textbf{40.7 million}$ in direct health care costs are attributable to obesity and obesity related diseases\(^4\).

Only **27.6%** of Hamilton residents, 12 years and over self-reported they are physically active in their leisure time\(^5\).

*This statistic may actually be lower than the estimated 27.6% as poor recall and social desirability have been identified as factors that may limit self-reported data\(^6,7,8\).*

What is the recommended daily amount of physical activity for adults?

**150 minutes** of moderate-to-vigorous intensity aerobic physical activity per week is recommended for adults aged 18-64\(^9\).
Why is physical activity through the workplace important?

The Public Health Agency of Canada states that work performance improves up to 15% amongst physically active people with employees reporting improved concentration, stamina, memory and increased energy\(^\text{10}\). Employees in poor health are 20% less productive than those in good health—this is comparable to a productivity reduction of one day per week\(^\text{11}\).

Why choose a physical activity policy and not just a workplace exercise program?

Workplace policies can make healthy choices easier. By modifying physical or organizational structures they target the whole workforce rather than individuals\(^\text{14}\). Policy approaches to physical activity are beneficial in comparison to exercise programs for many reasons including sustainability, cost effectiveness and accountability.

<table>
<thead>
<tr>
<th>Sustainability:</th>
<th>Physical activity interventions that target behaviour change in individuals without changing the environments in which they work are unlikely to be effective long-term.(^\text{15,16}) In other words: programming is insufficient as a stand alone approach to bring about sustainable changes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Effectiveness:</td>
<td>When the cost of absenteeism, sick leave, disability, injuries and health care claims are considered, it is clear that physical inactivity, and its impact on employee health, is an important driver of costs in the workplace.(^\text{14}) Providing a workplace environment that supports physical activity can help reduce these costs.</td>
</tr>
<tr>
<td>Accountability*:</td>
<td>The Ontario Occupational Health and Safety Act requires that employers take “every precaution reasonable under the circumstances” to protect their workers’ health and safety(^\text{18}). While there is no legal requirement in Canada requiring an employer to support, encourage or require a healthy lifestyle among its employees(^\text{18}), some organizations may view the creation of policies and environments that support physical activity among employees as part of their ‘due diligence’.</td>
</tr>
</tbody>
</table>

*Note: Always consult with the appropriate legal advisors and risk management staff on accountability issues as they relate to your organization’s policies specifically to ensure that all appropriate due diligence requirements are in place for your jurisdiction.

If your organization decides to provide on-site physical activity opportunities for employees in addition to policy development, consult with your legal advisors, regarding potential liability issues such as consent/release of liability agreement forms and insurance requirements.
What are the benefits of a workplace physical activity policy?

Research shows many benefits of workplace physical activity policies and supportive environments to both employers and employees.19

<table>
<thead>
<tr>
<th>Benefits for Employers</th>
<th>Benefits for Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Improved productivity</td>
<td>✓ Enhanced ability to cope with stress</td>
</tr>
<tr>
<td>✓ Return on investment</td>
<td>✓ Improvement in concentration</td>
</tr>
<tr>
<td>✓ Decreased turnover</td>
<td>✓ Improved job satisfaction and team spirit</td>
</tr>
<tr>
<td>✓ Retention of quality staff</td>
<td>✓ Increased job productivity</td>
</tr>
<tr>
<td>✓ Lower absenteeism</td>
<td>✓ Improved health and decreased chance of chronic diseases related to inactivity</td>
</tr>
<tr>
<td>✓ Decreased short- and long-term disability</td>
<td>✓ Improved work-life balance</td>
</tr>
<tr>
<td>✓ Improvement in employees’ health and morale</td>
<td></td>
</tr>
<tr>
<td>✓ Creation of a corporate culture that values employee well-being</td>
<td></td>
</tr>
</tbody>
</table>

Put a positive spin on policy:

A policy offers the opportunity for employers to demonstrate a formal commitment to the health of their employees. This commitment to employee health can help make you an ‘employer of choice’ and help attract talented people in a competitive marketplace. A workplace physical activity policy, unlike some policies, is not likely to be perceived as restrictive to employees. Instead, a physical activity policy makes a positive statement about the value an employer places on the health and well-being of their workforce. It is a practical way of boosting employee morale while providing a structured approach to improving the physical activity status of your employees.27

3.0 DEVELOPING YOUR POLICY

1) UNDERSTAND YOUR EMPLOYEE POPULATION:

An important step in building an organizational approach to employee physical activity and health is to understand how your community of employees experiences and sees the issue. To gather this information it is helpful to conduct an environmental scan.

What is an environmental scan?

An environmental scan involves systematically exploring and interpreting both internal and external environments to better understand trends and drivers of change and their likely future impact on your workplace. In addition, an environmental scan can help establish the feasibility of potential policies by determining the availability of resources and staff support for policy change. An environmental scan takes into account the views of staff BEFORE a policy is written.

HOW TO CONDUCT AN ENVIRONMENTAL SCAN:

1. Create a workgroup of employees who are knowledgeable about workplace life/culture and who have expressed interest in regards to potential opportunities for physical activity through the workplace setting.

2. Plan a series of questions to answer about the issue of a workplace physical activity policy. Consider all potential factors: examine the possible political, environmental, social and technological impacts. It is also important to consider potential strengths, weaknesses, opportunities and threats in regards to physical activity and your workplace (this is called a SWOT analysis) (http://www.mindtools.com/pages/article/newTMC_05.htm).

3. Keep notes based on workgroup/stakeholder discussions and use this information to assess readiness for and facilitators/barriers to, a physical activity policy and/or supportive environments.

4. Determine organizational readiness by taking an inventory of the time/resources your workplace has available to dedicate towards policy development, implementation and evaluation. It is also important to ensure that any potential policy fits with your organizational mandate.

* These tips have been adapted from the Tobacco Free Sports and Recreation and Physical Activity Resource Centre policy toolkits*21, 22
Building support:

Building support for your physical activity policy involves the engagement of employees and stakeholders in the creation of a sustainable policy with achievable goals.

Organizations can benefit from understanding what personal, environmental and organizational factors may impact employee interest and willingness to participate in physical activity. Employee participation should be encouraged in all aspects of a physical activity policy including the development, implementation and evaluation stages.

Building support will differ based on your employees, organization and available resources.

2) CREATE YOUR POLICY:

Before You Get Started:

It is important to recognize that all policy and environmental approaches may not be suitable for all workplaces.

There are many diverse factors that need to be considered in policy development. Recognizing this diversity and applying that knowledge is crucial when designing physical activity policies.

These factors include:

- Workplace size, sector, product, single-site or multi-site, domestic or multi-national;
- Employee age group, gender, ethnic and cultural background, language, socioeconomic status and job type (e.g. shift work);
- The workplace culture, workers' identified needs and leadership characteristics.
WAYS TO TAKE A POLICY APPROACH:

• Provide flexible work arrangements for employees (e.g. coming in earlier or staying later, longer lunch, telecommuting, job-sharing)\textsuperscript{19}

• Provide subsidies (e.g. partner with local businesses for discounted gym memberships or recreation passes)\textsuperscript{19}

• Introduce corporate policies that aim to reduce prolonged sitting (e.g. avoid meeting during lunch; breaks for meetings lasting longer than 1 hour; encouraging breaks and walking to offices/workstations instead of emailing colleagues; walking meetings)\textsuperscript{19}

• Create/adopt policies that support active commuting (e.g. reduced cost bus passes, Smart Commute*)\textsuperscript{19}

*Learn more about SmartCommute at: http://www.smartcommutehamilton.ca/en/membership

WHAT SHOULD YOUR WORKPLACE PHYSICAL ACTIVITY POLICY INCLUDE?

A strong workplace physical activity policy will include the following components:

• The purpose of the policy/the reason for your organizational physical activity policy.

• Background information on the issue of physical inactivity. Include:

  $\Rightarrow$ Scientifically sound data and recent literature findings to help justify your rationale.

  $\Rightarrow$ The impact of the problem, the root causes, community perceptions about the problem and possible solutions.

• A statement that clearly explains your organization’s position/commitment.
• Clearly stated objectives that specify the desired impact or effect of a policy.
  
  ⇒ Objectives should be SMART\textsuperscript{22}:
  
  \begin{itemize}
    \item \textbf{S}pecific,
    \item \textbf{M}easurable,
    \item \textbf{A}ttainable,
    \item \textbf{R}ealistic and,
    \item \textbf{T}ime limited.
  \end{itemize}

  Example: Thirty percent of employees will actively commute to work at least one day a week by the year 2014.

• A description of who will be affected by the policy and any applicable sanctions or restrictions.

• Locations/sites where the policy will and will not apply (for multi-site organizations).

• The date when the physical activity policy will come into effect.

• How employees and other stakeholders will be informed of the policy (promotion of the policy).

• How the policy will be evaluated and how often it will be reviewed.

*See Appendix A for a sample policy*
3) PROMOTE YOUR PHYSICAL ACTIVITY POLICY:

It is important to promote your policy prior to implementation. The more employees are aware of, and understand the policy, the more likely they are to agree with and utilize it when it comes into effect. For example, scheduling breaks into meetings more than 1 hour long.

Make announcements and hold promotional events (such as a walk or bike to work challenge) to promote the policy and the rationale behind it. Use a variety of ways to inform staff about the change. The more avenues you use to promote your policy, the greater your potential audience becomes.

WAYS TO PROMOTE YOUR POLICY:

• Get the word out! Use posters, email reminders, intranet webpage banners, pamphlets, twitter or facebook page campaigns, organizational newsletter and bulletin board updates to keep employees in the know.

• Host an information session for employees and be prepared to answer questions about the physical activity policy.

• Have a launch event on the day your policy comes into effect. Consider providing water bottles, reflector bands, pedometers or other incentives to employees to spark interest in the new policy and encourage physical activity.

• Include an information section in new employee orientation packages explaining the policy.

4) IMPLEMENT YOUR POLICY:

A policy is ready for implementation when the following conditions are met:

• The policy meets stated goals and objectives.

• Approval of key decision-makers and stakeholders has been obtained.

• An accurate estimate of the resources (time, money, staff and expertise) needed to promote and implement your policy has been developed.

• An appropriate and realistic timeline for implementation is established.

• The policy specifies who is responsible for what and by when.

• Implementation barriers have been considered and a plan is in place for dealing with them.

*These tips have been adapted from the PARC Workbook for Influencing Physical Activity Policy22
5) REVIEW YOUR POLICY:

A commitment to review and revise the policy on a timely basis should be included in your policy (See Appendix A for sample policy).

It is important that your physical activity policy, like any organizational policy, be adaptable to changing circumstances and needs. This may mean adding in more detail or eliminating certain stipulations as necessary. The review cycle may vary depending on the policy and its scope, perhaps annually for the first few years post implementation with no more than five years between reviews thereafter.

A committee made up of staff and employers should meet on a regular basis to review and revise the policy.

6) EVALUATE YOUR POLICY:

It is important to embed evaluation into the policy development process. This ensures that from the outset of the policy there is a system in place to monitor its effectiveness.

An evaluation of your policy can help to:

• Collect evidence around the effectiveness of your policy. For example, are employees using active transportation to commute to work or implementing walking meetings among other activities?

• Demonstrate accountability to your stakeholders

• Review and revise the policy based on employee feedback
Types of Evaluation:

**Process** - Examines the procedures and tasks involved in implementing an initiative (e.g. a new policy or environmental support). This type of evaluation may also look at the administrative and organizational aspects of the initiative. Process evaluation ensures feedback during the course of the initiative.

**Outcome** - Used to obtain data and to document results. Outcome evaluation results often describe the effects of the policy on the target audience (e.g. percent of employees showing increased awareness of the physical activity policy). Information gained from an outcome evaluation can include:

- Knowledge and attitude changes.
- Expressed intentions of the target audience.
- Short-term or intermediate behaviour shifts.
- Additional policies initiated or other institutional changes made.

**Evaluation can be simple.** It can be done through quick email or online surveys asking employees questions such as:

- Are you familiar with the organizational policy around physical activity? [Outcome]
- Have you found the introduction of our organizational physical activity policy has allowed you more time to be physically active before, during and after work? If yes, how so? ______ [Outcome]
- Do you have any comments, suggestions or concerns around the new physical activity policy? [Outcome]
- Did you find the workgroup process for the development of the physical activity policy was equitable? [Process]
- How effective were the email reminders in promoting the new physical activity policy? [Process]

Tailor these questions based on the outcomes you are hoping to see from the introduction of a physical activity policy.

See Appendix B for links to helpful evaluation resources.
KEY TAKE HOME MESSAGES TO SUCCESSFUL POLICY DEVELOPMENT:

- Model your physical activity policy after existing organizational policies so it includes the type of information, language and format that is typical to your organization.

- Use easy-to-understand, clear language and be as specific as possible.

- Ask for employee input during the planning phase of your policy. This can be done via online polling/surveys or face-to-face information and discussion sessions. By working with your employees to develop a policy that fits your organization you will generate greater stakeholder buy-in and increase the likelihood of sustainability.

- Consider the diversity of the organization as well as the staff. Take into account company size, sector, product and resources available. Also be sure to consider the range of employees' age, gender, ethnic and cultural background and socioeconomic status.

- Demonstrate managerial support for physical activity through both words and actions. Incorporate physical activity objectives into the workplace health and wellness strategy, linking it to business objectives and encourage executives, mid-level management and front-line leaders to participate in physical activity initiatives.

*These tips have been adapted from Play, Live, Be...Tobacco Free: A Guide for Developing Tobacco-free Sport and Recreation Policies and By-laws 21.*
4.0 REINFORCE YOUR POLICY WITH A SUPPORTIVE WORKPLACE ENVIRONMENT:

Reinforcing your physical activity policy through the creation of a workplace environment that supports opportunities for physical activity is crucial. This can be done in a number of ways including:

- Providing facilities that support daily physical activity for employees such as secure bike storage, on-site showers, lockers and change rooms, safe walking paths and access to safe, clean stairwells\(^{19}\).
- Mapping out various walking/biking routes around your workplace and promoting them during employee orientation and through employee bulletin boards or email\(^ {19}\) (An interactive mapping tool is available from Environment Hamilton [http://environmenthamilton.org/walkthere/](http://environmenthamilton.org/walkthere/)).
- Providing child-care before and after work hours to allow further opportunities for employee physical activity\(^ {19}\).
- Promoting dress down days or casual dress code (to encourage active commuting or being active during breaks and lunch hour)\(^ {19}\).

5.0 BE AN ADVOCATE IN YOUR COMMUNITY!

Make an organizational commitment to advocate for an activity-friendly Hamilton (e.g. walkable/bikeable streets, mixed-use neighbourhoods, transit-oriented communities).

Why should your company advocate for an activity-friendly community?

- Employees are also community members and the health of the overall community contributes to economic success/strength.
- An organization that supports the health of the community builds a reputation for being a desirable place to work.
- Employers represent a powerful stakeholder group with the ability to leverage their influence on health policy initiatives to create supportive environments both inside workplaces as well as in the broader community\(^ {23}\).
How can you advocate?

- Support or sponsor community initiatives that work to create and maintain an activity-friendly Hamilton, for example Open Streets Hamilton (http://openstreetshamilton.ca/). You can stay up to date on community initiatives with Hamilton’s community event calendar (http://www.myhamilton.ca/events/calendar).

- Show support for Smart Commute and CarShare (http://communitycarshare.ca/) programs by converting a workplace parking space for carpoolers.

- Participate in partnerships to educate stakeholders and the public about the issue of physical inactivity and gain community support for the creation of neighbourhoods that make being active the easy choice.

- Become an organizational champion for your issue when approaching municipal government representatives. For example, encourage council to consider the addition of bike lanes in the areas surrounding your workplace.
Congratulations on working towards creating a workplace culture that fosters and supports physically active employees!

See Appendix B for more resources and tools to help with the development, promotion and evaluation of your organizational physical activity policy.

For more information about workplace physical activity policies contact a physical activity specialist at:

Telephone: 905-546-2424 ext. 3589
E-mail: workplace@hamilton.ca
Website: www.hamilton.ca/workplace
References:


Appendix A: Sample Policy

Physical Activity Policy for [Your Organization’s Name]
Date Policy Comes into Effect:
Next Policy Review Date:

Background and Rationale

[Your organization’s name] is committed to providing a healthy environment for employees within our organization. We recognize that physical activity is essential for good health and contributes to positive well-being. Physical inactivity in our community is associated with many chronic diseases including cardiovascular disease, type 2 diabetes and some cancers.

The workplace is an important setting in which people can increase their levels of activity to benefit their health and protect against illness.

The Public Health Agency of Canada states that work performance improves up to 15% amongst physically active people with employees reporting improved concentration, stamina, memory and increased energy.

Employers who introduce physical activity policies in the workplace can reap many benefits including:

• Improved productivity
• Return on investment
• Decreased turnover
• Lower absenteeism
• Reduction in workplace injuries
• Containment of the costs of benefit programs
• Decreased short- and long-term disability
• Improvement in employees’ health and morale
• Creation of a corporate culture that values employee well-being
Organizational Commitment

[Your organization’s name] commits to creating and maintaining an organizational culture that encourages and supports daily physical activity among employees and in our community.

Policy

Aim:
To increase opportunities for physical activity through the workplace and to create a supportive organizational environment that encourages employees to incorporate physical activity into their daily routine.

Objectives
1) To remove barriers and enable staff to be active in and around work.

<table>
<thead>
<tr>
<th>Policy Actions</th>
<th>Timeline for Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide access to safe, clean stairwells</td>
<td>At the time of policy approval</td>
</tr>
<tr>
<td>Provide incentives to staff who walk or cycle to meetings</td>
<td>At the time of policy approval</td>
</tr>
<tr>
<td>Institute dress down days or casual dress code to</td>
<td>At the time of policy approval</td>
</tr>
<tr>
<td>encourage active transportation</td>
<td></td>
</tr>
<tr>
<td>Provide job-sharing and/or telecommuting option to</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>employees</td>
<td></td>
</tr>
<tr>
<td>Provide secure bicycle racks</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>Provide flexible working hours to allow for physical</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>activity before, during and after work</td>
<td></td>
</tr>
<tr>
<td>Provide subsidies for child-care before and after work</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>hours to allow for additional physical activity</td>
<td></td>
</tr>
<tr>
<td>opportunities</td>
<td></td>
</tr>
<tr>
<td>Provide showering/changing facilities and lockers on-site</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>Where possible, locate worksites in regions that enable</td>
<td>Within five years of policy approval</td>
</tr>
<tr>
<td>transit use, walking and bicycling, and are near parks,</td>
<td></td>
</tr>
<tr>
<td>recreation centres and other destinations (e.g., grocery</td>
<td></td>
</tr>
<tr>
<td>stores)</td>
<td></td>
</tr>
</tbody>
</table>
2) To support employees in becoming more active in a variety of ways.

<table>
<thead>
<tr>
<th>Policy Actions</th>
<th>Timeline for Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aim to reduce prolonged sitting by not meeting at lunch, having breaks for meetings longer than one hour and promoting walking to offices instead of emailing colleagues</td>
<td>At the time of policy approval</td>
</tr>
<tr>
<td>Encourage employee participation in Smart Commute, CarShare and “Bike/Walk to Work” initiatives</td>
<td>At the time of policy approval</td>
</tr>
<tr>
<td>Map out walking/biking routes around the area and post them with times and distances</td>
<td>Within three months of policy approval</td>
</tr>
<tr>
<td>Subsidize gym memberships, recreation passes, and/or bus passes</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>Partner with local sports and leisure facilities to provide discounted memberships to employees</td>
<td>Within one year of policy approval</td>
</tr>
<tr>
<td>Introduce an organizational benefits plan that includes personal training, fitness assessment, or joining a recreation centre program</td>
<td>Within three years of policy approval</td>
</tr>
</tbody>
</table>

3) To advocate for an activity-friendly city of Hamilton.

<table>
<thead>
<tr>
<th>Policy Actions</th>
<th>Timeline for Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make an organizational commitment to the local community to act as an advocate for an activity-friendly Hamilton (e.g., walkable/bikeable streets, mixed-use neighbourhood planning, compact design, safe, appealing, transit-oriented community)</td>
<td>On-going from time of policy approval</td>
</tr>
</tbody>
</table>
Policy Scope and Location

All worksite and offices locations are represented by this policy. All current employees, temporary or permanent, casual, full-time or part-time, are covered under this policy without exception.

Policy Promotion

We will promote our policy to employees through newsletters, bulletin boards, the workplace website, pay stub messages, emails and/or other internal communication methods. We will further promote the importance of physical activity through organization-wide events/challenges such as a pedometer challenge, the commuter challenge and workplace walking groups.

Policy Approval, Review and Monitoring

Management will ensure consultation with employees for feedback during the policy development process and the policy will be circulated for final review prior to approval.

All employees will be made aware of this physical activity policy and related subsidies available. This policy will be included in the employee handbook, explained during new employee orientation and will be available upon request.

This policy will be reviewed six months from implementation and then annually after that.

Policy Approval Date (dd/mm/yyyy): ________________________________
Signature: ________________________________

*See notes section below for suggestions on how to modify this sample for your workplace.*
**Notes**

**Background and Rationale:** This section can also include a return on investment calculation, local statistics on physical inactivity rates or a cost-benefit analysis. It should also include an explanation of how the policy links to corporate mission statements/values.

**Objectives:** Objectives should be clear and SMART\textsuperscript{22}: specific, measurable, achievable, realistic and time-specific. The timelines provided in this sample policy are given as examples only. Your organization can set your own timelines based on resources available.

**Scope and location:** In some instances, for example, introducing an organizational benefits package, there may be a need to apply stipulations as to employee eligibility (e.g. only full-time employees are eligible, etc). Such stipulations/restrictions should be aligned with your organizational mandate and/or union standards. For example, it may be that only employees who have successfully passed a probationary period are eligible for subsidies. Additionally, your organization may feel it is appropriate to extend subsidies or benefits to employee family members or company retirees instead of just current employees.

If restrictions apply to subsidies, it is recommended you list out the ways that subsidies can/cannot be used (e.g. cannot be used to purchase clothing) to ensure clarity.

**Approval, Review and Monitoring:** An evaluation of your policy during the first year prior to review is helpful in determining strengths and weaknesses. This can be done through an online poll among employees to gauge their satisfaction with the policy.
Appendix B: Policy Development, Promotion and Evaluation Resource Links

**Healthy Workplaces Resource Series: Physical Activity** – City of Hamilton Public Health Services: A comprehensive list of resources available to workplaces to facilitate the development of corporate physical activity policies and environmental level changes: [http://www.hamilton.ca/HealthandSocialServices/PublicHealth/Workplace/WorkplacePhysicalActivity.htm](http://www.hamilton.ca/HealthandSocialServices/PublicHealth/Workplace/WorkplacePhysicalActivity.htm)

**Workbook for Influencing Physical Activity Policy** - This resource was developed by The Health Communication Unit (THCU) for The Physical Activity Resource Centre (PARC): [http://ophea.net/products/policy-workbook](http://ophea.net/products/policy-workbook)


**The Health Communication Unit: Resources** – For resources in health promotion, policy development and evaluation. [http://www.thcu.ca/infoandresources/resource_display.cfm](http://www.thcu.ca/infoandresources/resource_display.cfm)