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Purpose

In the past a toughen up attitude was the norm when employees shared their struggles with mental health issues. However, this is no longer the case as economic markets fluctuate, global competition increases, and as 83% of all new jobs require significant cognitive skills or mental acuity requires employers to break new ground and safeguard their human capital through the use of mental health and wellness programs. (Wilkerson, 2013) This project is a practical approach to explore key issues related to creating a Health and wellness programs applying what we have learned throughout the semester. For the purposes of this project we have created a fictional production company within the film and television industry. We will present research and Develop a detailed mental Health and Wellness policy which will provide both the employer and staff of our fictitious company with confidence that all healthy workplace issues related to stress will be addressed. Included in the package will be program implementation and assessment details.

Project Company Details

Company Name: KFK productions

Production Level: Tier A (highest budget level)

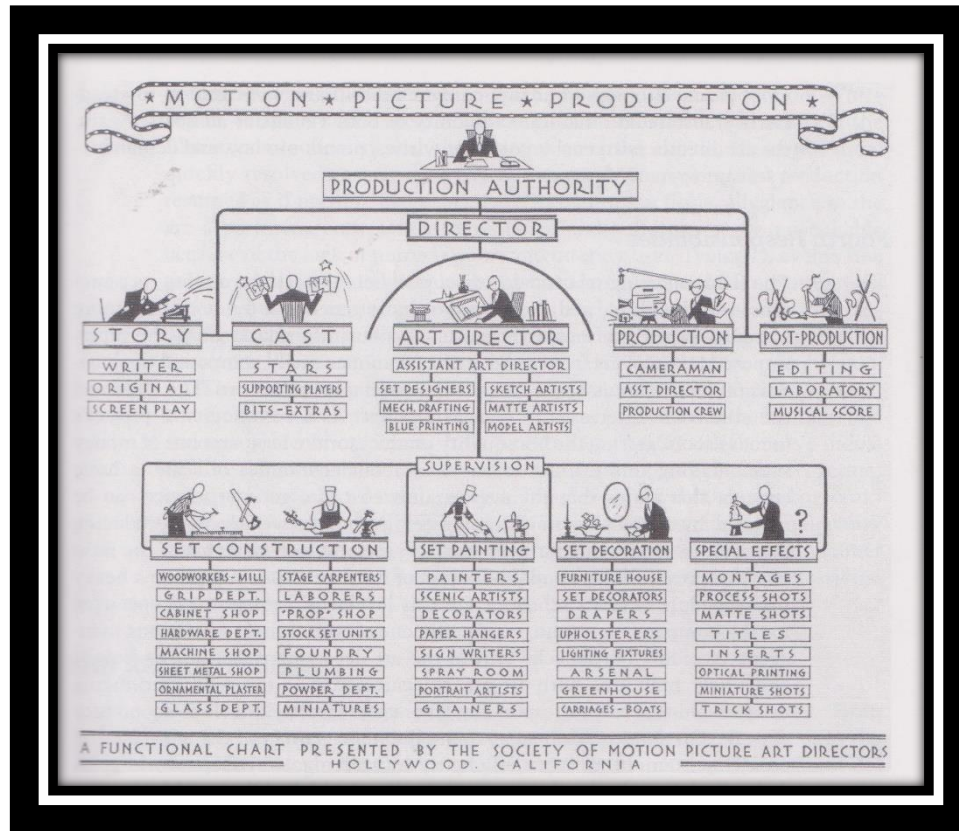
Union Professional Association: Directors Guild of Canada (DGC) & IATSE

Project: Temporary - prime time television show pilot season (will not know about renewal until mid-season production)

The Work Environment: (The Art Department)

- Strict adherence to budgets and time lines
- deadlines (multiple)
- Amalgamating different visions together to make a cohesive environment
- Creating production value through sets, props, and effects.
- Multiple concurrent tasks as well as unexpected urgent tasks
- Fast paced and shifting parameters.
- Multiple departments competing for attention
- Coordination, consultation, and record keeping
- the average work days are 12 hours -- (16-18 hours are not unusual)

Film Industry Overview



This graphic explains the hierarchical structure of production companies in the film and television industry. While this structure remains intact modern productions are temporal in nature only existing for the duration of the production. Which is why we have chosen the implementation and application of our health and wellness program at the professional associations which already maintain health and benefits for members. (Rizzo, 2005)

Mental Health & Wellness Concerns Specific to Industry

Brainstorm - STRESS	
<u>Issues</u>	<u>Possible Solutions</u>
EXHAUSTION - PHYSICAL AND MENTAL, DUE TO LONG SHIFTS	<ul style="list-style-type: none">• Message/Chiro - On Site• Fitness/Yoga• Break Room, Rest/Area• Fully Stocked Kitchen,• Catered Lunches & Snack Cart
WORK/LIFE BALANCE ISSUES (PRIORITIES)	Daycare
DRUG/ALCOHOL ABUSES	EAP Programs
HARASSMENT/WORKPLACE VIOLENCE ISSUES (PERSONALITY CONFLICTS, ETC.)	Support Staff – HR / Health & Safety (Nurse)
PERIODS OF UNEMPLOYMENT (STABILITY)	Job Share

Legislation

Worker's Compensation Overview

Worker's Compensation is a form of insurance governed by an act of Parliament to help workers who are injured on the job to return to work. The basic principles are:

- Collective liability for employers
- Compensation for workers regardless of the financial condition
- Compensation based on loss earnings
- No fault system

(Kelloway & Lori, 2011)

This system covers a plethora of physical and occupational related diseases; however it falls short when attempting to assess mental health related issues such as stress. Little quantifiable information is provided in the areas of stress-related disabilities.

The Workplace Safety and Insurance Board (WSIB) define Occupational Diseases and Workplace Stress and divides them into three groups:

- I. Physical injury or occupational disease leading to mental disability.
- II. Mental stress resulting in a physical disability
- III. Mental stress resulting in a mental condition

(Kelloway & Lori, 2011)

Generally speaking, the first category receives claims related to physical injuries; the second group are claims based on selected stress factors of chronic and acute stress related issues. Although the human rights tribunal insist that stress-related disorders should be treated the same as physical disabilities in employment settings. The third is hard to prove as factors vary greatly depending on situation and the person afflicted, without widely accepted standards decisions in this area are reached with great care and difficulty. Finally, compensation for stress-related and chronic conditions remains a particular challenge for WCBs. (It is difficult for employers to identify mental health issues and how to address different mental health related issues).

HUMAN RIGHTS CODE

The Human Rights Code has different sections that addresses employment related problems based on:

- I. Under Ontario Human Rights Issues the onus is on the employer to provide health and Safety procedures to accommodate an employee with disabilities to the point of undue hardship. s.17
- II. On the job testing for Drug and Alcohol is prohibited except it is Bona Fide Occupational Requirement which has a direct link with current impairment on productivity or safety sensitive positions.

(Filsinger, 2010)

EMPLOYMENT STANDARDS ACT

In Employment Standards Act, there are two major Ontario statutes that affect Health and Safety at workplace which are **Occupational Health and Safety Act (OHSA)** and **Workplace Safety and Insurance Act (WSIA)**. OHSA focuses on the preventive measures that should be taken by an employer while WSIA covers the compensation and rehabilitation of injured workers.

- I. OHSA key features lies on the employer to create an Internal Responsibility system to address workplace Health and Safety issues which can address health and wellness of employee as it relates to work through Joint Health and Safety Committee.

- II. OHSA requires an employer to ensure that at least two members of JHSC (management and an employee representative) are certified to investigate and conduct regular checks on health and safety issues based on the size of the company.
- III. It also states the failure to compile with the statutory standards attracts a fine of \$500,000 and terms of imprisonment for employers.

(Kelloway & Lori, 2011)

WORKPLACE SAFETY AND INSURANCE ACT (WSIA)

- I. “Claims for mental stress and chronic pain present special challenges in determining eligibility for benefits. Under s.13 (5) an employee’s claim for mental stress can succeed only if it is “an acute reaction to a sudden and unexpected traumatic event arising out of or in the course of his or her employment” (Filsinger, 2010)

Section 13(5) excludes stress as a result of management decisions as relating to the worker’s employment. It relates:

- II. “The worker is not entitled to benefits for mental stress caused by his or her employer’s decisions or actions relating to the worker’s employment, including a decision to change the work to be performed or the working conditions, to discipline the worker or to terminate the employment”. (Filsinger, 2010)
- III. Benefits for Chronic pain are usually paid where pains are caused by work-related injuries the benefits eligible to employees under WSIA which are:
 - Lost Earnings on the Day of Injury
 - Health Care Costs
 - Death and Survivors Benefits
 - Award Pension

(Filsinger, 2010)

Voluntary National Standard for Psychological Health and Safety in the Workplace.

The Mental Health Commission of Canada (MHCC) has proposed a [Mental Health Strategy for Canada](#) (MHCC, 2013) because none of our current legislation adequately addresses current mental health concerns in places of employment. This program is still in its infancy but it is looked upon as a blueprint for future legislation concerning mental health in the workplace. Their strategy outlines a need for more support systems for people experiencing mental health

problems at work. With 83% of new jobs utilizing significant cognitive skills and mental acuity the need for mental health in the workplace is increasing. With 51 billion dollars annually lost due to lost productivity related to mental health and wellness issues provides employers ample incentive to help these employees.

This has led to the development of a [voluntary National Standard for Psychological Health and Safety in the Workplace](#) (MHCC, 2013) which promotes mental health, illness prevention and anti-stigma initiatives, as well as management training and employee assistance programs. All of these factors contribute to the larger mental health issues within an organization. According to Brian Millner – a police staff sergeant included in the round table talks; the challenge is not enticing corporations to head the mental health call. “The real fight is to get front line managers on board and shift misconceptions of people suffering from mental illness.” (HR Reporter, 2013)

One of the many programs initiated by MHCC is the [opening minds project](#) (MHCC, 2013) which is focused on reducing stigmas related to mental illness. Opening minds seeks to alter perceptions, behaviours, and attitudes towards people living and dealing with mental illness. To create an open and inviting environment for people to feel comfortable to seek help, treatment and support.

Health & Wellness Program

Commitment statement

KFK productions encourages employees to be aware and follow practices and procedures for mental health and wellness policies and guidelines as set out by the Directors Guild of Canada. KFK recognizes the importance of the health and wellness of every person in every department for the duration of the production and beyond. KFK is committed to create a productive, supportive, creative and healthy environment where employees can feel recognized and valued. All workers have access to employee assistance, health promotion, and mental health & wellness services in order to achieve an inclusive and healthy workplace.

Program Objectives

The purpose is to provide support for production companies and employees looking to promote and advocate good mental health awareness within their workplace. Help us, help you by actively participating in mental health and wellness programs. Education and stigma reduction are initiatives which take a top down approach, corporate and front line managers are provided with tools to recognize and relate to employees suffering from mental health issues. A multitude of resources are available including workshops, online tools, and mental health checkup screenings in order to identify and reduce risks before serious problems occur.

Short Term

- Conduct a general mental health survey to identify mental health, psychological safety, and wellness of employees as a base line for evaluating future programs and initiatives
- Research areas of concern through: Attendance records, accident reports, injury reports, incident reports, and first aid reports, health care claims, health care screening results, surveys, interviews, and questionnaire results to attain baseline data and determine the priority of projects and initiatives promoted.
- Assemble committee and foster good will between all parties involved (production companies, guilds, unions, professional associations, members and associates related to the film and television industry)
- Strategize mental health programs and initiatives to meet the current needs
- Identify, and assess, relevant legislation, safety standards, and general health practices in relation to industry needs, expectations, and values.

Long Term

- Conduct a periodic voluntary general mental health surveys to identify mental health, psychological safety, and wellness status within the industry.
- Develop a well-rounded and sustainable mental health and wellness program
- Implement education, promote wellness checks and prevention practices
- Build understanding between wellness and employee health
- Initiate stigma reduction strategies
- Encourage strategies to create a balanced relationship between work and health
- Identify, maintain, assess, and update relevant information regarding legislation, safety standards, and general health information.

Goals

- 30% reduction in accidents related to mental health and wellness issues
- 15% decrease in absenteeism
- 6% reduction in turnover rates
- Increased awareness of risk factors for mental illness and emotional distress
- Changes in attitude toward mental illness and emotional distress in the workplace
- Reduction of stigmas related to reporting of mental health related issues
- Increased interest in support for mental health and wellness programs and initiatives
- 18% members and associates attending related programs with an increase of 1% per year
- Dissemination of important changes regarding mental health in the workplace as well as legislative requirements and organizational policies.

Target Group

Any DGC, IATSE or ACTRA members and associates interested in learning or advocating mental health and wellness in the workplace. Members will find specific information relating to their union, guild or professional association on the respective intranet sites. Production companies will find this information especially useful when initiating and implementing health and wellness programs for their crew during production. Pooling resources and coming together to promote mental health and wellness in the film and television industry will help everyone share the load and provide support for everyone when they are in need.

Definitions:

Health

The world health organization (WHO) defines health as:

“A state of complete physical, social, and mental well-being, and not merely the absence of disease or infirmity. (WHO, 2031)”

Mental Health & Wellness

Activities that contribute to the physical, emotional and psychological well-being of employees. Examples of wellness initiatives include: educational awareness, behavioral, shifting perceptions, lifestyle changes, and open supportive environments. A multi-disciplinary approach to managing mental health effectively and includes risk profiling, disease prevention, management protocols, and rehabilitation strategies. (CCOHS, 2013) Achieving and maintaining the right balance of social, physical, spiritual, economic and cognitive aspects of an individual’s life. Assistance is needed when a person requires support due to challenges that arise and disrupt this balance until either the situation has resolved itself or a new balance has been established.

Workplace Health Promotion

A pro-active, integrated, and holistic approach to healthy lifestyle practices which focus on excellent health standards for the general population (employees) of the organization. Providing tools and services to enable employees increased control over personal health related issues. The promotion initiatives found under the mental health & wellness program addresses a broad range of issues such as: psychological safety, mental health practices, life balance issues, stress management, and mental emotional violence within the work environment. (CCOHS, 2013)

Examples of initiatives, policies, and legislation that address health and wellness issues in the workplace include:

Occupational Health and Safety Act (OHS&A) – The focus is to recognize and reduce hazards there by decreasing work-related injuries and illnesses.

Occupational Hygiene: The recognition, assessment, and engineering of physical, ergonomic, psychological, and biological factors which may affect the wellness of employees.

Voluntary National Standard for Psychological Health And Safety – A new program still in its infancy attempting to aid proactive employers safeguard the mental health and wellness of their employees as they wrestle with adapting established practices and hazard recognition from tangible sources such as physical injury to more invisible issues like stress and anxiety. (MHCC, 2013)

Human Rights Code – 15 prohibited grounds such as race, creed, and disability to promote the ethical, respectful, and non-discriminatory treatment of all individuals. (Filsinger, 2010)

Workplace Health Promotion – Voluntary initiatives to impart the tools necessary for employees to improve their health. (CCOHS, 2013)

Employee Assistance Programs (EAP) – Support for employee problems on an individual basis to aid in the recovery of the employee and reduce the negative impact within the workplace. (Kelloway & Lori, 2011)

Other factors which may affect the mental health of employees include:

- Corporate culture
- Corporate Climate
- Culture change
- Job design
- Work life balance
- Work relationships

(HR Reporter, 2013)

Mental illness

Mental illness refers to mental or emotional problems that disrupt the established balance between various aspects (social, physical, spiritual, economic, and psychological) of an individual's life. This is the fastest growing category of disability (HR Reporter, 2013) claims. Mental illnesses are much more common in today's society, 1 in 4 Canadians will suffer some mild form of mental illness within their lifetime. (HR Reporter, 2013) One in eight Canadians will need to be hospitalized due to the severity of their condition. (MHCC, 2013) Most will have these episodes between the ages of 18 - 65 years of age and only 2 out of 3 people will seek help for their condition. (HR Reporter, 2013) Unfortunately due to the stigmas attached to mental illness many employees feel uncomfortable reporting these issues causing delays in accessing appropriate diagnosis and treatment.

Roles and Responsibilities

The Health & Wellness Committee

The Health & Wellness Committee will oversee all aspects of the Employee Wellness Programs, including implementation. Utilizing all available resources at their disposal they must combine the elements of prevention, treatment, care, and support (EAP - Employee Assistance Programmes & SHE - Safety, Health, Environment, Risk, and Quality). (CCOHS, 2013)

- The Health & Wellness Committee will provide council to production executives on Mental Health issues.
- The Health & Wellness Committee consists of the Human Resources Manager as the sponsor, a chairperson, one or more co-chairpersons, and will include representatives from all production departments.
 - Participation on the committee is voluntary and will be elected by members of the guild on a yearly basis.
- The Health & Wellness Committee will determine its operating procedures, decision-making processes, and priorities based on the needs of (DGC) Guild members.
- Employee Health & Wellness programmes should provide professional, educational, and cost-effective services.
- Strategize operational plans and initiatives to increase education, understanding, stigma reduction, and empathy in relation to mental health and wellness
- Ensure appropriate testing, assessment, and reporting methods related to health and wellness policies
- Facilitate professional development and training requirements
- Provide and promote continuous support programs for all members and associates
- Monitor and track the effectiveness of wellness initiatives and interventions
- Facilitate and aid department heads with re-education to shift outdated preconceptions related to mental health and wellness

The Directors Guild of Canada (DGC)

In regards to employee Mental Health & Wellness it is the guilds responsibility to ensure:

- A safe and healthy work environment conducive to efficient and productive service delivery is created and maintained by the production company.
- Basic wellness services are made accessible to all members and associates
- Services provided are conducted in a confidential and ethical manner
- Working conditions of members and associates are conducive to wellness initiatives
- All members and associates are treated with dignity and respect.
- Internal reporting system for complaints, comments, and breaches in policy.

- Provide Human Resource Professional services to the Health & Wellness Committee (CCOHS, 2013)

The Production Company

- Implement wellness policies put in place by the health & wellness committee
- Communicate and maintain ties with the Health & Wellness committee during all phases of production.
- Reinforce and encourage commitment to mental health and wellness programs by providing necessary support to all initiatives and feedback to the crew about the wellness status of the production listed by department
- Use referral system to report staff (as a corrective measure – not punishment) needing further training in order to discharge their duties with optimal results
- Monitor workload and manage job demands to prevent work overload
- Support crewmembers in times of need and accommodate members and associates until the point of undue hardship.

(CCOHS, 2013)

(DCG) Members and Associates

All Members and Associates hired as production crew have the right to expect:

- The workplace is a healthy and safe environment conducive to efficient and productive service delivery
- Basic wellness services are accessible to all members and associates
- Services provided are conducted in a confidential and ethical manner
- Working conditions are conducive to wellness initiatives
- All members and associates are treated with dignity and respect.
- Privacy and anonymity is maintained and respected.
- Report and or take action to correct any condition which may be harmful to the mental and emotion health of themselves or members and associates.
- To seek opportunities and methods of improving mental health and wellness, both within and outside the workplace.
- Help others to seek professional intervention when needed and support all members during a time of mental or emotional instability.

(CCOHS, 2013)

Mental Health and wellness programs should also include:

Measurable factors to indicate success rate of program initiatives:

- Absenteeism rates
- Employee turnover
- Accident rates
- Mental health and wellness testing and screening results
- Targeted results (deadlines and budget)
- Member and associate engagement

- Program participation
- Changes towards healthier habits
- Satisfaction with working conditions
- Changes in leadership styles
- Changes in communication
- Changes in recognition for achievements
- Return to work rates for those on leave or disability due to mental health issues

Organizational needs and expectations:

- An atmosphere of understanding conducive to learning relevant mental health and wellness information
- Open communication network and Information management procedures due to tight time constraints placed upon working members and associates. Only the appropriate information makes its way to members, while more extensive information could be delivered to those outside the workplace due to leave(s), injury, layoffs, or disability.
- Promote, Preventive, curative, and rehabilitative wellness services to all Guild members
- Holistic management of employees’ health and wellness needs.

(CCOHS, 2013)

Key functional features of all Health and wellness programs:

- (i) Occupational Hygiene
- (ii) Workplace Health Promotion
- (iii) Mental Health & Wellness Management

(CCOHS, 2013)

Facilitate fulfillment of DGC member and associate needs, such as:

Emotional Needs	Social Needs	Physiological Needs
<ul style="list-style-type: none"> • Fear Management • Stress Management • Trauma Counselling • Incident Management 	<ul style="list-style-type: none"> • Work Life Balance • Family Assistance • Counselling Services • Team & Trust Building Skills • Social Responsibility To Coworkers • Effective Communication Skills 	<ul style="list-style-type: none"> • Awareness Of How Stress Affects The Body • Balanced Approach To Healthy Life Style • Fitness Management • Nutritional Education • Sleep Management

(CCOHS, 2013)

Initiatives within the Mental Health & Wellness Program

- Flex-Time Work Schedules For Commuters
- Drug Use Policy
- Family Assistance Programs
- Employee Accommodations And Counselling Services

- Promotion Of Current Workshops, Wellness Programs, and Special Events - DGC Intranet
- Promote General Health & Physical Fitness Outside Of Work - Clubs and Discounted Products or Services
- Provide And Promote Continual Education - Guild Resources/Workshops/Classes
- Stigma Reduction Campaign
- Online And Local Resources Available Listed By Function
- My Yoga Online – to encourage employees to distress, relax, and get active anytime and anywhere.
- Meditation Guru Online – to encourage employees to distress, relax, and get active anytime and anywhere.
- Keep Calm And Just Relax – PDF guide
- Monthly Newsletter Or E-Blast
- Work-Life Balance Quiz
- Work-Life Balance Guide
- Mental Health and Wellness Kit: includes pertinent information about mental and emotional health and wellness, a quiz, guide, tutorials, self-learning outlines, myths, facts, definitions, sources of support, and links other resources.
- Time Management Quiz
- Time Management & Organization - Online Resources
- Time Management Workshops
- Not Myself Today Campaign
- Stress Management Guide
- Stress Management Quiz

CONFIDENTIALITY

Confidential information will not be disclosed to any third party without written consent. Collection and use of private or personal information may include an employee's financial and marital circumstances, health status, but not to the exclusion of other types of relevant information. Usage of such information will be for the sole purpose of developing a healthy partnership with Guild members and associates in order to create a tolerant, healthy, and safe work environment. The Directors Guild of Canada acknowledges a person's right to privacy and its application in the workplace therefore determines that any information which may be used to identify a particular party will be stripped before information will be disclosed to the requesting party. However, this right may be limited or superseded by legislation and or court orders that warrant the disclosure of information. Confidential information will be securely kept and only those entitled to officially engage therewith may be allowed controlled access. Breach of the code of Confidentiality is a dismissible

Acknowledgment

Your signature will stand as confirmation that you are aware and understand all the rights and responsibilities within this policy. Signing this form does not indicate mandatory participation in all aspects of this voluntary program.

Member or Associate Signature

DGC - Member Id Number

Production Company

Date

Program Application

Example: Program Organization & Delivery Schedules (CCOHS, 2013)

Program Organization				
Topic	Type	Education Awareness	Skill Building	Work Environment
Stress Management	Fun	How to Recognize, Cope, & Alleviate Stress	Opportunities to Build Communication Skills	Management Support for Stress Reduction
Offer	-	<ul style="list-style-type: none"> Stress Buster Workshops 	<ul style="list-style-type: none"> Seminars on Effective Communication Check your stress at the door. 	<ul style="list-style-type: none"> Access To An EAP Provider Regular Feedback or Performance Reviews Employee Empowerment and Recognition Clear Job Descriptions Workload Management

Program Delivery Schedule			
Activity	March	June	December
Type	Family Health	Safety	Personal Health
Topic	Work Life Balance Workshop	Mental Health And The Workplace	Stress Management

Education	Quality vs. Quantity – Time Management workshop	Stigma Reduction Workshop	Stress Buster Workshop
Skill Building	Tips for keeping in touch with friends and family while on a shoot	Mental Illness Sensitivity Training	Stress, Communication & You
Workplace Environment	Fostering good relationships with coworkers	Mental Health and Wellness Survey	Workload Management

Program Implementation

Due to the temporal nature of the film and television industry it is best to implement the health policies through the guilds which govern the labour pool. The guild is also the logical choice because it serves as the main communication channel of employees across all departments and levels regardless of current employment status. A system similar to WSIB could be put in place which will allow all productions to contribute financially to these support programs based on their size (Tier) and crew capacity. Guilds could also contribute a co-payment to these programs utilizing a portion of the membership dues.

On-site Actions

- Posters placed strategically serve as quick visual reminders of the program and offer links to more information.(Q codes)
- Posts on the DGC Discussion board or intranet.
- Bulletin board located in the kitchen
- Guild workshops and professional development sessions
- Flyers, pamphlets, or brochures included with your welcome package along with other policies and contract papers.
- E-blasts and Monthly newsletter providing a calendar of events and other pertinent information to the member or associate.

Barriers to implementation

- Lack of reports - due to fear of stigma or other negative connotations
- Rapid pace in the workplace - no time to try new things
- Organizational Norms - members are used to doing things a certain way which hasn't been changed since Hollywood began. Resistant to trying new methods.

Program review - Monitor, Maintain, and Evaluate

The ability to create methods of measurable and attainable mental health assessment is important. Monitoring progresses and tracking results will allow for program adjustment in order to meet the needs of the labour pool. Establishing short-term and long-term goals will give the

program direction in the initial stages and will help Human resources continue to develop the program over time.

Program Maintenance:

During the first few years of this new program a yearly review and program assessment will be instituted because it will help gauge what features of the program are most effective, what isn't working and what could be enhanced. After the program has been established and running smoothly the review period will be adjusted to reflect the needs of our employees and suggested changes to the Voluntary National Standard for Psychological Health and Safety in the Workplace.

Program Review and Evaluation:

- Baseline data at year one will be collected to compare with results of later years and programs.
- Comparing outcomes only to programs with similar objectives
- Collection methods will include anonymous 360 degree feedback, enrollment rates for EAP, and other mental health and wellness services, results (increase or decrease in stress leaves, absenteeism rates, medication for mental health disorders) testing results to give us an overall view of the mental health status of the organization.

Samples

KFK PRODUCTIONS

HUMAN AND WE KNOW IT! SEASON 1

11/2/2013

To All Production Crew:

In joint effort with the DGC, IATSE, and ACTRA we are pleased to announce a new Mental Health and Wellness program available to all members and associates.

We believe in a holistic approach to health and will be promoting health initiatives as set out by the Health and Wellness Committee. Resource kits will be circulating to department heads to be distributed to all crew members. Should you require support or assistance in implementing these programs or have further questions please contact your immediate supervisor as we work together to create a safe and supportive work environment.

Kristy Pearson, Executive Producer

KFK Productions
Human and we know it! – Season 1

Job Security

KFK Production Health and Wellness Policy ensure that employee's carry out their duties and responsibilities in a timely manner with support from management and teammates. Part of the Health and Wellness policy is to ensure that job security stresses are reduced to the barest minimum and communication is key in executing this policy.

- provide comfortable work space of employees (ergonomic factors)
- ensure equipment and support materials are available
- directors should keep an open communication environment with employees
- clear understanding between job description and performance
- team mates are to support themselves on all task
- harassment and discrimination of employee(s) are prohibited

Health and Wellness Officer

Due to the nature of KFK industry, there is a high probability that managers and subordinates will have friction when it comes to production sets and props. The H&W Officer is a full-time employee who helps to

- help deal with crisis or misunderstanding on set
- help an employee develop an action plan towards production goals
- observe work environment and make suggestions on how to reduce stress at work
- Research on how KFK production can make accommodation for employees with special needs.

A sustainable way of ensuring job security is through health and wellness program which are:

Fund Job Training Policy

As part of DDC long-term plan to ensure and secure jobs of staff, by adding valuable skill that are relevant to the organization and individual. It has set aside a trust fund with Directors Guild of Canada for employees who choose to acquire more skills in the film industry. The period for this program is off production season to enable employees have sufficient time for the program. This program is for all employees in the company and the procedures from benefiting from these programs are:

1. Employees qualified for this training must have spent at least 6 months in the organization.
2. Any Employees interested in this program must select trainings from within or outside its departments.
3. Employee must get approval from their directors or the reemployment program officer in the Human Resource department.

4. The company will bear the cost of the training that do not exceed one month.
5. Employees must forward their application a month before the commencement of the training for paperwork completion.
6. Employees cannot change training program once approved by the Human Resource manager.
7. The training must be transferable to teammates and the employee is expected to sign a bond contract agreement not to resign from the company within 2 years.

Re-employment Program

This program is for employee(s) who do not meet the minimum performance requirement after probationary period of 6months set by both the HR Officer and the Employee. This program will permit the employee to get proper training in his/her preferred skill and will be able to meet the financial obligation while undergoing training such as:

- employee must have shown dissatisfaction on the job
- the employee must be interested in moving to another profession or skill
- must have gone through counseling
- poor performance appraisal from colleagues, manager and human resource department
- must have gone through retraining with no skill and behavioral change

The HR department will refer the employee to a Re-employment Program or Centre for assessment, retraining and orientation of the program. The HR department will ensure all benefits are paid before termination of employment.

References

www.usc.uwo.ca

www.saskpower.com

www.talisman-energy.com

<http://www.bctf.ca>

<http://www.dnr.state.oh.us>

<http://www.hrworks.co.za>

<http://hrcouncil.ca/hr-toolkit/workplaces-health-safety.cfm>

<http://www.myfuture.com>

DRUG AND ALCOHOL POLICY

This policy emanates due to the demand of our job and the industry, one of the key problems associated with it is Drug and Alcohol abuse as a result of the stress, work over load, over time, insufficient or lack of rest, strict deadlines, mental work involve in creativity, which result in employees inducing themselves with drugs and alcohol to keep up with performance.

OVERVIEW

The purpose of the policy is to inform employees that the organization prides itself in the well-being of employees in relation to work productivity. The effect and consequences of drug and alcohol has major impact on the organization brand image. Therefore, it has become important to invest in our employees by providing Health and Wellness Program to ensure a healthy work-life relationship.

"Alcohol and Drug abuse can simply be defined as a pattern of harmful use of any substance for mood-altering purposes". Medline's medical encyclopedia defines drug abuse as "the use of illicit drugs or the abuse of prescription or over-the-counter drugs for purposes other than those for which they are indicated or in a manner or in quantities other than directed."

To this effect the organisation has a strict policy on **No Drug and Alcohol Usage on Work Premises**, there are disciplinary consequences for violation. Below are the list of prohibited drugs and alcohol at work.

Category	Examples	Examples of General Effects
Alcohol	beer, wine, spirits	impaired judgement, slowed reflexes, impaired motor function, sleepiness or drowsiness, coma, overdose may be fatal
Cannabis	marijuana, hashish	distorted sense of time, impaired memory, impaired coordination
Depressants	sleeping medicines, sedatives, some tranquilizers	inattention, slowed reflexes, depression, impaired balance, drowsiness, coma, overdose may be fatal
Hallucinogens	LSD (lysergic acid diethylamide), PCP (phencyclidine), mescaline	inattention, sensory illusions, hallucinations, disorientation, psychosis
Inhalants	hydrocarbons, solvents, gasoline	intoxication similar to alcohol, dizziness, headache
Nicotine	cigarettes, chewing tobacco, snuff	initial stimulant, later depressant effects
Opiates	morphine, heroin, codeine, some prescription pain medications	loss of interest, "nodding", overdose may be fatal. If used by injection, the sharing of needles may spread Hepatitis B, or C and HIV/AIDS.
Stimulants	cocaine, amphetamines	elevated mood, over activity, tension/anxiety, rapid heartbeat, constriction of blood vessels

EMPLOYEE ASSISTANCE PROGRAM

In order to prevent and help employees get treatment from any of the list symptoms of drug and alcohol, the organisation has invested in Health and Wellness program based on work related issues to get employees to be healthy, which are:

- 1. Stress Management**
- 2. Healthy Eating**
- 3. Physical and Mental Activity**
- 4. Substance Abuse**

ELIGIBILITY

The Employee Assistance Programme covers :

Full – Time Employees

Temporary Full-Time Employees

ROLES AND RESPONSIBILITIES

It is a joint effort of employees, team directors, colleagues, counselor and management to ensure that the workplace is free from drug and alcohol issues and everyone gets the required assistance timely.

MANAGEMENT

- Should provide an enabling working environment for employees to seek help related to drugs and alcohol with reprisals or negative consequences.
- To ensure that realistic goals are set for different projects for employees which can reduce stress or work overload.
- To ensure there are adequate funds to cover all employees eligible for this programme

TEAM DIRECTORS

- Reduce workplace stress by helping employees
- Refer employees that are showing drug and alcohol abuse symptoms to the counselor
- Ensure that employees involved in drug and alcohol related issues are kept confidential
- Should not bully or harass employees and should prevent employees from been bullied at work
- Provide adequate help or information for employees in Return-to-work process.
- Ensure that employees are get their required breaks from work when necessary

HEALTH WELLNESS OFFICER

- Should organise training programs on health and wellness
- Should treat all drugs and abuse employees in a professional matter
- Should refer employees to various health and wellness programs that will aid their recover
- Should note different drugs and alcohol issues and make recommendations to management and team directors to possible solutions.
- Should never disclose employees with drugs and alcohol problems to management and team directors expect when necessary.
- Should champion return-to-work process for employees
- Report injuries or accident that may arise from drug and alcohol usage to the Workmen Compensation Board

COLLEAGUES

- Should report drug and alcohol usage at work to the counselor
- Should treat employees with drug and alcohol abuse with respect without stigmatization
- Should compile with the organisation policy on drug and alcohol policy
- Should report symptoms of drugs and alcohol abuse to the counselor
- Should never bully employees or employees with drugs and alcohol abuse

EMPLOYEES

- Should seek help with the counselor or register under any of the Health and Wellness Program
- Should prevent the usage of drug and alcohol at work or before coming to work
- Should cooperate with the counselor in providing useful information that will aid recovery.

The organization has provided Employee Assistance Program to address the above-mentioned work related issues:

1. Wellness Program

The organization has made provision for free lunch room service for all employees based on diet and allergies for healthy eating and full membership subscription at the gymnasium for employees under the Director Guide of Canada.

1. Work-Life Program

A mini game center for employees to relax during work hours with mini rooms for employees to take a nap for stress reduction. Flexible work schedule and Job sharing within teams.

3. Return-to-Work

For employees treatment with drugs and alcohol the organisation as plan with an external service provider and it will be disclosed based to the employee after a counseling session on the process of recovery from drug and alcohol Abuse.

4. Family and Medical

Based on counseling sessions the Counselor will advise on leave period for physical and mental activity as it relates to family support trainings and programs.

REFERENCES

1. <http://www.ccohs.ca/oshanswers/psychosocial/substance.html>
2. http://www.med.navy.mil/sites/nmcphc/Documents/LGuide/alcohol_drug.aspx
3. http://www.manitobahumanrights.ca/publications/policy/policy_drugs-and-alcohol.html
4. <http://alcoholism.about.com/cs/drugs/a/aa030425a.htm>
5. <http://www.haltonfamilyservices.org/General/drug-and-alcohol-abuse.html>
6. <http://www.york.ca/wps/portal/yorkhome/business/yr/healthatwork/workplacewellness>
7. <http://www.hamilton.ca/CityServices/Careers/EmployeeOrientation/HealthSafety/ReturnToWork.htm>
8. <http://www.mohawkssi.com/en/services/servicesforemployees.asp>
9. <http://www.homewoodhumansolutions.com/contact/Offices.aspx>
10. <http://www.albertahealthservices.ca/2676.asp>

WORK LIFE BALANCE ISSUES

KFK productions ensures that employees manage effectively multiple responsibilities at work, at home, and in their community; it supports physical, emotional, family, and community health, and does so without grief, stress or negative impact.

Work Life Balance:

- Reduces absenteeism
- Improves morale and working relationships
- Decreases stress

KFK production needs to put the following in place before setting up a work life balance initiatives

1. Consultation

based on the employees needs. This can be done through a survey because it's a large organization.

2. Buy-in and change management support

KFK consults with staff so that they can get a chance to talk through any concerns and resistance to understand potential resistance and how you can respond. For the initiatives to be successful KFK needs to support employees and they must also fit with the needs of the organization. KFK needs to educate staff, senior managers and board of directors about the rationale for work life balance initiatives and how they will benefit from it.

3. Develop a plan

The company thinks through and talks through the logistics of employees proposed work-life balance initiatives. For instance:

- How will KFK handle office coverage?
- What internet security measures do KFK need for tele-working employees?
- How will KFK deal with inter-office communication so that everyone is "in the loop"?
- How will KFK monitor hours, productivity, or deadlines?

Work life balance has 9 core categories

- Family
- Wealth Creation

- **Relationship**
- **Spirituality**
- **Health**
- **Personal Development**
- **Career development**
- **Socialising**
- **Overtime**

The 9-Core categories of activities have determined that most people either need or desire in their own lives in order to feel fulfilled are adapted from Maslow Hierarchy Of Needs (Physiological, Safety, Love/Belonging, Esteem & Self-Actualisation).

KFK work life balance policies are:

- The company needs to establish a daycare center to enable employees get closer to their kids while at work in case of any emergency.
- Offer a flexible work schedule. KFK identifies which jobs lend themselves to flexible work scheduling and implement formal policies for coordinating flexible schedules with an employee's supervisors and co-workers.
- Job sharing can keep two valuable employees busy while reducing work-related stress. In a job-sharing arrangement, two workers work part-time and share the workload of one job.
- The Guild advises employees to use their vacation and sick-leave benefits when signs of burnout or illness arise. This company implement use-it-or-lose- it policies to encourage employees to take time off when it is necessary.
- When an employee leaves for vacation, it is okay to send an email that says he is on vacation with limited access to email. Honor the employee's paid time off (PTO) by not contacting him unless it is truly an emergency.
- The Guild has a limit to how often employees take work home. The line between work and home lives tends to blur when employees regularly take work home. This is monitored by management personnel, who should also develop plans for making sure that work gets done at the office instead of at home.
- The Guild sponsors member events and activities yearly to encourage team building, friendships among employees, and inclusion of families in work events.

References

- <http://hrcouncil.ca/hr-toolkit/workplaces-health-safety.cfm>
- <http://work-life-balance-management.com/WLB/index.php/9-core-goal-categories>
- <http://humanresources.about.com/od/work-life-balance/a/work-balance.htm>
<http://www.hrworld.com/feat>

HARASSMENT

Harassment comprises any unwelcome or objectionable, physical, visual or verbal conduct, comment or display, whether intended or unintended, that is insulting, humiliating or degrading to another person, or creates an intimidating, hostile or offensive environment.

Workplace harassment means engaging in a course of unwelcome comment or conduct against a worker in a workplace.

Harassment is a form of discrimination as set out in the Ontario Human Right Code. Some examples of harassment are physical, verbal, and visual.

Workplace harassment will not be tolerated from any person in the workplace. Everyone in the workplace must be dedicated to preventing workplace harassment. Managers, supervisors, and workers are expected to uphold this policy.

POLICY

- The management of KFK Productions is committed to providing a work environment in which all individuals are treated with dignity and respect.
- The objective of this policy is to provide strategic directions and set out expected results to promote a respectful workplace and address potential situations of harassment.
- The scope of this policy applies to employee behavior in the workplace or at any location or any event related to work.

The policies are:

- KFK employees have the right to be treated with fairness, dignity and respect by supervisors, peers and subordinates.
- KFK employees must desist from acts of discrimination and harassment against other individuals. Any employee caught doing such acts will be subject to disciplinary action.
- KFK will provide a fair and prompt investigation of any complaint without fear of reprisal as long as the complaint is not found vexatious.
- KFK employees are encouraged to report any incident of workplace harassment.

PROCEDURES

- If harassment occurs in the workplace the following procedures should be taken
Immediately make the individual(s) aware that the behaviour is unwelcome and ask him/her to stop.
- Report the incident to his/her supervisor, manager or executive director.
- The recipient should keep a record of the incidents in question.

- The complainant and the individual in question will both have individual interviews along with any individuals who may be able to provide additional and relevant information.
- Management will investigate and deal with all concerns, complaints, or incidents of workplace harassment in a fair and timely manner while respecting workers' privacy as much as possible.
- If the individual is found guilty a disciplinary action will take place. Actions may be written apologies, suspension or termination of employment.

RIGHTS AND RESPONSIBILITIES

HUMAN RESOURCES

- Advise parties of the process and legal parameters
- Help communication between parties with a view to resolving conflict
- Ensure that the process is followed within the prescribed time frame
- Arrange for investigation
- Coordinate the follow up actions
- Educate employees on the application of the policy.

MANAGERS

- Responsible for monitoring compliance with the policy
- Ensure employees follow the policies
- Documenting all information
- Signing all documents
- Eliminate any aspects of the work environment that are not keeping with the policy, whether or not a complaint has been made.

EMPLOYEES

- Obey all policies
- File a complaint when the environment is not free from harassment.
- Responsible for contributing to a positive work environment.

REFERENCES

<http://hrcouncil.ca/hr-toolkit/harassment.cfm>

http://www.labour.gov.on.ca/english/hs/pubs/wpvh/appendix_c.php

<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26041§ion=text>

Additional Resources

Videos

<http://www.youtube.com/watch?v=bISkkwcy4uo&feature=youtu.be>

<http://www.mentalhealthworks.ca/why-it-matters>

<http://www.youtube.com/watch?v=4BJZ99jvVOo>

http://www.youtube.com/watch?v=a2a7PnP_fCg

http://www.youtube.com/watch?v=6LC_Y4Oh_Sk

Film Resources

[Hollywood Industry - Jobs in decline](#)

[Jobs In Film](#)

[Stress and Film Jobs](#)

[Stress Survival Guide - Film](#)

[Film Quotes](#)

[Interesting Link about film distribution](#)

Policy Resources

<http://hrcouncil.ca/hr-toolkit/workplaces-health-safety.cfm>

Links

<http://www.labour.gov.on.ca/english/hs/index.php>

<http://www.benefitscanada.com/health-wellness/build-effective-wellness-programs>

<http://online.wsj.com/news/articles/>

<http://www.shepellfgi.com - HealthWellnessPrograms.asp>

<https://secure.gwlcentreformentalhealth.com/>

<http://www.mentalhealthworks.ca/>

<http://www.mentalhealthcommission.ca>

Corporate Links

<http://www.injcanada.com/health-and-wellness.aspx>

http://www.hamiltonucorp.com/html/social/social_workplace.shtml

<http://www.workingatmcmaster.ca/healthy-workplace/>

<http://www.kaltire.com/commercial/health-and-safety/prevention/>

http://www.dgc.ca/en/DGC_health_welfare_plan.cfm

<http://mot.planoffice.ca/>

<http://wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/f9ed1426cb256a7f852576ee00638e25?OpenDocument>

<http://wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/d5162a0a39c0bf64852576470067270c?OpenDocument>

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http://www.toronto.ca/health/healthyworkplaces/health_topics.htm

<http://www.guardingmindsatwork.ca/info>
http://www.phac-aspc.gc.ca/hp-ps/index-eng.php?utm_source=RedirectURL&utm_medium=EngURL&utm_content=alw-vat
<http://www.mentalhealthcommission.ca/English/node/5346>
http://www.usc.uwo.ca/government/documents/policies_procedures/HumanResources/Workplace%20Wellness%20Policy.pdf
http://en.wikipedia.org/wiki/Workplace_wellness
<http://www.projecthealth.ca/files/The%20Key%20to%20a%20Healthy%20Workplace.pdf>
http://www.google.ca/url?sa=t&rct=j&q=&esrc=s&source=web&cd=15&cad=rja&ved=0CGwQFjAEOAo&url=http%3A%2F%2Fwww.thcu.ca%2Fworkplace%2Fdocuments%2Fwri_docu ment.doc&ei=h4xpUuO_MOGzyAGIoiH4Bw&usq=AFQjCNFAkfDswO33-hHpnlLflA-30Nnz3g&sig2=iDWbAhOfkzctJ2H75v49LQ&bvm=bv.55123115.d.aWc

Investigating and reporting work related injuries

<http://wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/31bce7ebdca46d2c852579b90068dd7c?OpenDocument>

Whistleblower protection

<http://wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/65d00989d81d83f8852578b80062fbd0?OpenDocument>

Stress Links

http://toronto.cmha.ca/mental_health/stress/#.Uml5IRBGaTo
<http://www.mooodisorders.ca/programs/in-the-workplace>
http://www.toronto.ca/health/healthyworkplaces/health_topics.htm
<http://www.mentalhealthfirstaid.ca/EN/Pages/default.aspx>

Human Rights workplace violence and Anti-Harassment/Discrimination

<http://wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/5762e10a91b66d6b85257bb80068e8af?OpenDocument>
<http://wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/90d38a96d81de33a85257b2c0057463a?OpenDocument>
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Fatigue

<http://www.deir.qld.gov.au/workplace/hazards/fatigue/index.htm#.UmkkjhBpmlc>
<http://www.ccohs.ca/oshanswers/psychosocial/fatigue.html>
<http://www.healthpolicyjrnl.com/article/S0168-8510%2809%2900235-8/abstract>

http://bodyandhealth.canada.com/channel_condition_info_details.asp?disease_id=32&channel_id=1044&relation_id=26330
http://www.enform.ca/safety_resources/publications/PublicationDetails.aspx?a=38&type=other

Drug and Alcohol

http://www.saskpower.com/wp-content/uploads/drug_alcohol_policy.pdf
http://www.saskpower.com/safety/contractor-and-construction-safety/health-and-safety-resources/?linkid=MM_health_safety_resources
<http://www.usc.uwo.ca/>
www.talisman-energy.com
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