

Name: _____ Class: _____ Date: _____

Chapter 3 - Creating a Culture of Well-Being

1. Define the term “organizational culture.”
- a. setting goals and objectives
 - b. the collective understanding of beliefs and values that guide how employees act and behave
 - c. guidelines and policies in the organization
 - d. how the organization is structured

ANSWER: b

2. What part of the organization can organizational culture be looked upon as?
- a. its personality
 - b. its structure
 - c. its system
 - d. its guidelines

ANSWER: a

3. What does organizational culture usually start with?
- a. the marketing department
 - b. the managers
 - c. the employees
 - d. the original business owner

ANSWER: d

4. Which of the following statements is true?
- a. Organizational culture is static.
 - b. Organizational culture changes overnight.
 - c. Organizational culture builds over time.
 - d. Organizational culture cannot be changed.

ANSWER: c

5. How is an organizational founder's beliefs and values maintained over time?
- a. Simply make no changes and the organizational culture will not change.
 - b. It can take great effort.
 - c. It is impossible; progress is inevitable.
 - d. They must be written down.

ANSWER: b

6. What does organizational culture influence?
- a. new hires and customers
 - b. actions and behaviours
 - c. managers and customers
 - d. some employees more than others

ANSWER: b

Chapter 3 - Creating a Culture of Well-Being

7. What kind of impact does organizational culture have on the success of any organization?

- a. a noticeable impact
- b. an intermittent impact
- c. very little impact
- d. a profound impact

ANSWER: d

8. What type of organizational culture results in more successful organizations, according to research?

- a. one that empowers employees to innovate
- b. one that punishes failure
- c. one that rewards success
- d. one that encourages big risk taking

ANSWER: a

9. What results when organizational culture accepts failures as part of the learning process?

- a. Clients don't trust the product.
- b. Employees learn to fail.
- c. Organizations are more successful.
- d. Organizations are less successful.

ANSWER: c

10. What, along with their values, affects how the different generations of employees relate to their companies?

- a. education
- b. expectations
- c. desires
- d. beliefs

ANSWER: b

11. The various components of organizational culture affect employees' attraction and what else?

- a. retention
- b. management
- c. rewarding
- d. promotion

ANSWER: a

12. What is employee engagement?

- a. how the employee interacts with others in the organization
- b. how the employee behaves towards their manager
- c. how the employee handles constructive feedback
- d. how the employee is committed and dedicated towards the organization

ANSWER: d

Chapter 3 - Creating a Culture of Well-Being

13. What is employee commitment and dedication to the organization known as?

- a. organizational culture
- b. employee perseverance
- c. employee engagement
- d. employee satisfaction

ANSWER: c

14. What is defined as the interplay of attitudes, behaviours, and dispositions that relate to organizational outcomes such as turnover and productivity?

- a. employee engagement
- b. employee perseverance
- c. organizational culture
- d. employee satisfaction

ANSWER: a

15. What are some of the drivers of employee engagement?

- a. wage rate and rewards, employee age
- b. total rewards, social responsibility, trust and integrity
- c. social programs, team development, leadership style
- d. price, promotion, place, product

ANSWER: b

16. What organizational outcomes are affected by employee engagement?

- a. promotions, productivity
- b. retention, incentive pay
- c. team development, sales projections, bonuses
- d. turnover, absenteeism, loyalty

ANSWER: d

17. What is increased when there is a good fit between skills, job requirements, and an organization's culture?

- a. employee satisfaction
- b. productivity
- c. employee engagement
- d. turnover

ANSWER: c

18. Why does health and safety concern managers and supervisors?

- a. because customer service, as well as safety, is extremely important
- b. because of global competition
- c. because cutting costs is essential
- d. because occupational health and safety accidents are numerous and costly

Chapter 3 - Creating a Culture of Well-Being

ANSWER: d

19. Which of the following is a factor that causes an occupational illness?

- a. stove burns
- b. fracture (workplace accident)
- c. inhalation of fumes
- d. back injury

ANSWER: c

20. Which of the following is a factor that causes an occupational injury?

- a. chemical exposure
- b. fracture (workplace accident)
- c. inhalation of fumes
- d. stress

ANSWER: b

21. Which of the following is an occupational injury?

- a. chemical exposure
- b. fracture (workplace accident)
- c. inhalation of fumes
- d. stress

ANSWER: b

22. Which of the following is a factor that causes an occupational illness?

- a. chemical burns
- b. leg fracture
- c. inhalation of asbestos
- d. cumulative trauma disorders

ANSWER: c

23. In all jurisdictions, to whom are employers required to report any accidents that cause injuries or diseases?

- a. the occupational health and safety officer
- b. the company doctor
- c. local health officials
- d. the workers' compensation board

ANSWER: d

24. Which of the following is an employee responsibility for health and safety?

- a. performing all duties assigned, regardless of risk of exposure to hazards
- b. implementing health and safety programs
- c. following all safety rules and regulations

Chapter 3 - Creating a Culture of Well-Being

- d. reporting all unsafe conditions to the workers' compensation board

ANSWER: c

25. Which of the following is an employee responsibility for health and safety?

- a. performing all duties assigned, regardless of risk of exposure to hazards
- b. implementing health and safety programs
- c. developing safety rules and regulations
- d. reporting all unsafe conditions

ANSWER: d

26. Which of the following is an employee responsibility for health and safety?

- a. performing all duties assigned, regardless of risk of exposure to hazards
- b. implementing health and safety programs
- c. wearing all prescribed safety equipment
- d. writing up all unsafe conditions for safety committees

ANSWER: c

27. What is an employer's responsibility under health and safety legislation?

- a. providing on-the-job safety training
- b. monitoring workers' health and safety behaviours
- c. informing workers about safety and health requirements
- d. compiling an annual summary of work-related injuries and illnesses

ANSWER: d

28. What is a supervisor's duty under health and safety legislation?

- a. taking every precaution to guarantee that all company equipment works safely
- b. ensuring that workers use or wear safety equipment, devices, or clothing
- c. writing the online safety manual and reporting forms
- d. reporting a work refusal to the appropriate government agency

ANSWER: b

29. What is part of an employer's obligation under health and safety regulations?

- a. keeping records of all work-related accidents and injuries
- b. ensuring that workers use or wear safety equipment, devices, or clothing
- c. compensating employees who have been injured or have become ill due to work-related factors
- d. questioning employees who have filed safety complaints with the ministry of labour

ANSWER: a

30. What is the emphasis of workers' compensation?

- a. assessments and payment of claims
- b. unlimited medical aid

Chapter 3 - Creating a Culture of Well-Being

- c. returning the employee to his or her job (or some modification thereof) as soon as possible
- d. dealing with industrial disease and illnesses

ANSWER: c

31. Frequently, employers will create a group consisting of representatives of various segments of the organization to work on safety-related issues. What are these groups commonly called?

- a. employee?2-management safety committees
- b. wellness committees
- c. human resources assistants
- d. labour?2-management committees

ANSWER: a

32. What are the fundamental legal health and safety responsibilities of an organization's senior management team?

- a. to ensure day-to-day health and safety of employees
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site daily rules and expectations of the organization
- d. to follow health and safety on-site practices

ANSWER: b

33. What does the shared responsibility model of workplace safety assume about health and safety?

- a. Workers share the responsibility for safety among themselves.
- b. Workers and line supervisors together share responsibility for safety.
- c. The employer is solely responsible for safety.
- d. The employees and the employer must co-operate on ensuring safety.

ANSWER: d

34. What are the legal health and safety responsibilities of an organization's CEO?

- a. to ensure day-to-day health and safety of employees
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site daily rules and expectations of the organization
- d. to follow health and safety on-site practices

ANSWER: b

35. What are the supervisor's legal responsibilities concerning employee health and safety?

- a. establishing safety committees
- b. following safe work procedures
- c. establishing a health and safety program
- d. conducting workplace inspections and correcting unsafe acts

ANSWER: d

36. What is the primary body of law that regulates occupational health and safety for hospitals?

Chapter 3 - Creating a Culture of Well-Being

- a. provincial health and safety legislation
- b. federal health and safety legislation
- c. regional health and safety legislation
- d. national health and safety legislation

ANSWER: a

37. What is the primary body of law that regulates occupational health and safety for airlines?

- a. provincial health and safety legislation
- b. federal health and safety legislation
- c. regional health and safety legislation
- d. national health and safety legislation

ANSWER: b

38. What is the primary body of law that regulates occupational health and safety for communications companies?

- a. provincial health and safety legislation
- b. federal health and safety legislation
- c. regional health and safety legislation
- d. national health and safety legislation

ANSWER: b

39. What is the primary body of law that regulates occupational health and safety for companies such as Walmart and Costco?

- a. provincial health and safety legislation
- b. federal health and safety legislation
- c. regional health and safety legislation
- d. national health and safety legislation

ANSWER: a

40. What is the name of the primary health and safety legislation in which the company owners, directors, supervisors, and suppliers who work within the provincial jurisdiction can receive fines and penalties if they do not take every reasonable precaution to ensure employee health and safety?

- a. Bill C45
- b. Workers' Compensation Act
- c. Workers' Compensation Code
- d. Labour Code

ANSWER: b

41. It was found that several of an organization's workers had not been trained and did not know their three fundamental rights that underlie health and safety legislation. Which of the following is one of their three rights?

- a. the right to refuse dangerous work without penalty

Chapter 3 - Creating a Culture of Well-Being

- b. the right to receive job training
- c. the right to minimum employment conditions
- d. the right to a fair and equitable workplace

ANSWER: a

42. It was found that several of an organization's workers were inexperienced and did not know their three fundamental rights that underlie health and safety legislation. Which of the following is one of their three rights?

- a. the right to know about medical benefits
- b. the right to participate in identifying and correcting health and safety problems
- c. the right to immigrant aid and support
- d. the right to information on health and safety legislation

ANSWER: b

43. What is the key legal role of the supervisor with respect to ensuring the safety of workers?

- a. to administer employee disciplinary procedures
- b. to communicate to each of the workers how to work safely
- c. to observe the workers' job performance behaviour on the job
- d. to establish a health and safety program

ANSWER: b

44. What is the owners' responsibility under health and safety legislation?

- a. to take every reasonable precaution to guarantee worker safety
- b. to ensure that workers use or wear safety equipment, devices, or clothing
- c. to discipline employees who refuse to do work they believe is unsafe
- d. to regularly inform employees about health and safety requirements

ANSWER: a

45. Which of the following would be an indirect cost of a workplace accident?

- a. lost wages
- b. possible fines
- c. public fears
- d. compensation

ANSWER: c

46. What is the primary legal responsibility of joint health and safety committees?

- a. to develop the legally required management and worker health and safety programs
- b. to develop the legally required public health and safety programs
- c. to create a nonadversarial environment between employee and management representatives where people can work together to improve the safety and health of the workplace
- d. to take steps to minimize unhealthy and unsafe situations

ANSWER: c

Chapter 3 - Creating a Culture of Well-Being

47. It was found that a gas station worker had run after a truck driver who had left the gas station without paying for his gas. He was not aware of his three fundamental rights that underlie health and safety legislation. Which of the following is one of his three rights?

- a. the right to know about hazards in the workplace
- b. the right to work in dangerous and risky work environments
- c. the right to receive job training
- d. the right to a fair and equitable compensation when working in more dangerous work environments

ANSWER: a

48. It was found that a fast food worker received burns to his hands on his first work shift. Which of the following is one of the three fundamental rights that the worker should have been informed of?

- a. the right to know about medical benefits
- b. the right to participate in identifying and correcting health and safety problems
- c. the right to young worker training and support
- d. the right to information on health and safety legislation

ANSWER: b

49. It was found that a retail worker fell off a ladder on her first month of work. Which of the following is one of the three fundamental rights that she should have been informed of?

- a. the right to know about medical benefits
- b. the right to participate in identifying and correcting health and safety problems
- c. the right to immigrant aid and support
- d. the right to information on health and safety legislation

ANSWER: b

50. It was found that a worker for AJ Manufacturing received burns to his arms. He had just been employed part-time at minimum wage. He was vulnerable in that he was inexperienced and did not really understand his three fundamental rights that underlie health and safety legislation. Which of the following is one of his three rights that he needed to know before he began working?

- a. the right to minimum employment conditions
- b. the right to a fair and equitable workplace
- c. the right to refuse dangerous work without penalty
- d. the right to receive job training

ANSWER: c

51. What is the role of the joint health and safety committees?

- a. to advise employees on health and safety matters
- b. to resolve accidents
- c. to create a nonadversarial climate to foster a safe and healthy work environment
- d. to conduct orientation programs

ANSWER: c

Chapter 3 - Creating a Culture of Well-Being

52. Several employees working for a construction company received injuries that will require them to miss time from work. What is a workplace injury called when a worker misses time from work?

- a. lost-time injury
- b. critical incident injury
- c. accident injury
- d. compensated injury

ANSWER: a

53. What do organizations with formal safety programs generally have?

- a. board members representing employees
- b. employee?2-management safety committees
- c. legal counsel
- d. subordinates

ANSWER: b

54. According to the text, what is the most important role of a safety program?

- a. to show employees that safety is a serious business and that those unable to perform their jobs in a safe manner will be terminated
- b. to motivate managers, supervisors, and subordinates to be aware of safety considerations
- c. to keep injury and illness costs at a minimum
- d. to keep injury levels at a reasonable level while maintaining high productivity

ANSWER: b

55. What would likely be the most effective means for an organization to communicate its safety rules?

- a. in a new employee orientation program
- b. by creating employee handbooks
- c. with bulletin board notices
- d. through its supervisors

ANSWER: d

56. Where do injuries and fatalities typically occur?

- a. more frequently off the job than on the job
- b. as frequently off the job as on the job
- c. more frequently on the job than off the job
- d. more frequently on the highway than anywhere else

ANSWER: a

57. Of the following penalties, which one is least likely to be used to deal with employees who are safety risks, except for serious violations?

- a. a verbal reprimand
- b. termination/dismissal
- c. suspension

Chapter 3 - Creating a Culture of Well-Being

- d. a written reprimand

ANSWER: b

58. What is typically NOT referred to in employer safety rules?

- a. complying with accident-and-injury reporting procedures
- b. using proper work procedures
- c. reporting careless or unsafe co-workers
- d. avoiding carelessness or horseplay

ANSWER: c

59. There are a variety of ways that safety rules are enforced. What would be the most effective way to help employees understand the organization's health and safety rules?

- a. an employee training manual
- b. ensuring access to the online health and safety regulations
- c. having signs posted that state employees must follow workers' compensation laws
- d. a supervisor who provides on-the-job coaching in health and safety

ANSWER: d

60. What is one of the minimum legal elements of an organization's health and safety program?

- a. statement of aims and responsibilities
- b. lists of all physical hazards
- c. ensuring that there are no unsafe acts or conditions
- d. controlling all hazards

ANSWER: a

61. What is one of the minimum legal elements of an organization's health and safety program?

- a. reporting all unsafe acts and conditions to workers' compensation boards
- b. inspecting accidents and incidents weekly
- c. inspecting of premises, equipment, and work
- d. implementing employee wellness programs

ANSWER: c

62. Employers, managers, and supervisors are required by law to provide health and safety orientations to newly hired employees. What would be a critical first step in providing a new employee orientation?

- a. checking the training needs of the employees
- b. delivering training to the employees
- c. using training and communication methods that employees can understand
- d. ensuring that the employees can transfer the training to their jobs

ANSWER: a

63. A short time after a convenience store robbery, a team of professionals arrived at the store to provide counselling to employees who were experiencing shock and other emotions as a result of the robbery. What are

Chapter 3 - Creating a Culture of Well-Being

these intervention teams called?

- a. crisis intervention and critical incident teams
- b. trauma and recovery teams
- c. health and safety committee emergency teams
- d. risk assessment and intervention teams

ANSWER: a

64. What are the components or elements of WHMIS?

- a. labelling of hazardous material; public information sessions; Material Safety Data Sheet (MSDS)
- b. public information sessions; training; supply labels
- c. MSDS; employee, customer, and supplier training
- d. labelling of hazardous material; MSDS; training

ANSWER: d

65. Which statement best explains the purpose of Material Safety Data Sheets?

- a. They are designed to alert the worker that the container holds a potentially hazardous substance.
- b. They are a primary method of informing employees about health risks and handling instructions associated with chemicals and other potentially hazardous substances.
- c. They replace hazard communication standards under previous safety legislation.
- d. They are predominantly meant to warn transportation workers such as truck drivers.

ANSWER: b

66. What is considered to be the most severe hazard facing office workers?

- a. noise pollution
- b. air pollution
- c. electric shocks
- d. trips and falls

ANSWER: b

67. Which of the following is NOT one of the basic ways of overcoming polluted buildings?

- a. eliminating tobacco smoking
- b. prohibiting employees from wearing cologne and perfume in the workplace
- c. removing sources of pollution
- d. maintaining the ventilation system

ANSWER: b

68. What is the most likely problem resulting from texting on your iPhone or listening to music on your iPad?

- a. visual difficulties
- b. hearing loss
- c. radiation hazards
- d. job stress

Chapter 3 - Creating a Culture of Well-Being

ANSWER: b

69. Which of the following is NOT a way to prevent repetitive strain injuries?

- a. properly designed work stations
- b. changing positions
- c. mini-breaks involving exercises
- d. regular use of an anti-inflammatory

ANSWER: d

70. Bullying is a type of what?

- a. physical violence
- b. psychological harassment
- c. domestic violence
- d. physical assault

ANSWER: b

71. As far as workplace violence is concerned, which of the following measures is NOT required under occupational health and safety regulations?

- a. Employees who witness violence must take reasonable action to stop it.
- b. The incidents must be reported.
- c. Policies and procedures must be developed.
- d. Risk management strategies must be established.

ANSWER: a

72. What is a common measure for reducing workplace violence?

- a. employment testing for all job candidates
- b. electronic entry key cards
- c. bullet-proof glass for all offices
- d. worker and supervisor training

ANSWER: d

73. What type of hazard would an electrician apprentice be exposed to when doing the electrical wiring for a high-rise building?

- a. physical agents
- b. biohazards
- c. chemical hazards
- d. liquid agents

ANSWER: a

74. Many provinces, as well as federally regulated workplaces, have implemented regulations dealing with workplace violence. What are these part of?

- a. occupational health and safety regulations

Chapter 3 - Creating a Culture of Well-Being

- b. security details
- c. human rights regulations
- d. labour regulations

ANSWER: a

75. Recent legislative changes have broadened the responsibility of employers to ensure that the work environment is free of violence. What type of legislation has been changed?

- a. health and safety
- b. security
- c. human rights
- d. labour standards

ANSWER: a

76. Building supply companies have yard workers who are exposed to many hazards when lifting, hauling, and moving building supplies. Which type of hazard is lifting and hauling building materials?

- a. physical agent
- b. technological force
- c. biohazard
- d. ergonomic

ANSWER: a

77. Several office administration workers are experiencing pain, tingling, and numbness in their fingers. What is this injury called?

- a. technological-force reaction
- b. stress trauma
- c. carpal tunnel syndrome
- d. ergonomic-related syndrome

ANSWER: c

78. Second-hand smoke is an example of what type of health and safety hazard, and issue?

- a. a physical agent that can cause an injury or accident
- b. a technological force that can cause an accident
- c. a biohazard that can cause an illness
- d. a chemical agent that can cause an illness

ANSWER: d

79. What WHMIS symbol used on the supplier's products would help workers be aware of hazardous materials that could cause burns to the skin?

- a. flame in circle (flammable and combustible material)
- b. capital R in circle (dangerously reactive material)
- c. hand and stick burning in circle (corrosive material)
- d. capital T in circle (biohazardous infectious material)

Chapter 3 - Creating a Culture of Well-Being

ANSWER: c

80. What WHMIS symbol used on the supplier's products would help workers be aware of hazardous compressed gas materials?

- a. flame in circle
- b. capital R in circle
- c. capital T in circle
- d. tube-shaped cylinder in circle

ANSWER: d

81. What WHMIS symbol used on the supplier's products would help workers be aware of materials causing immediate and serious toxic effects?

- a. flame in circle (flammable and combustible material)
- b. capital R in circle (dangerously reactive material)
- c. capital T in circle (biohazardous infectious material)
- d. crossbones in circle (poisonous and infectious material)

ANSWER: d

82. What does the federal Workplace Hazardous Material Information System (WHMIS) require of organizations?

- a. that hazardous materials they transport must be inspected and labelled by the federal government
- b. that their suppliers need to train employees on chemical products they produce
- c. that their chemicals must be transported safely
- d. that their suppliers provide a Material Safety Data Sheet (MSDS) on each hazardous product they produce

ANSWER: d

83. WHMIS states that workers have a right to know about potential workplace hazards. What three elements are the federal Workplace Hazardous Material Information System (WHMIS) based on?

- a. class symbols, labels, and training
- b. labels, posters, and online information
- c. Material Safety Data Sheet (MSDS), WHMIS symbols, and subclass designations
- d. Material Safety Data Sheet (MSDS), training, and labels

ANSWER: d

84. What does the federal Workplace Hazardous Material Information System (WHMIS) require?

- a. that medical product suppliers need to train employers on how to label chemical products that will be transported
- b. that medical product suppliers provide a Material Safety Data Sheet (MSDS) on each hazardous product they produce
- c. that medical suppliers need to train employees on chemical products they produce
- d. that medical chemicals must be labelled by the federal government and transported safely

Chapter 3 - Creating a Culture of Well-Being

ANSWER: b

85. What is workplace stress?

- a. Stress is any adjustive demand caused by physical, mental, or emotional factors that require coping behaviour.
- b. Stress is an adjustive response to strain that requires coping behaviour.
- c. Stress is anxiety or depression.
- d. Stress is an individual's response to, or evaluation of, stress and strain.

ANSWER: a

86. What are the new legislative requirements that owners must meet to ensure their work environment is free of violence?

- a. conducting a risk assessment
- b. developing policies and procedures to deal with security measures
- c. posting the legislation where employees can read it
- d. developing an emergency response plan

ANSWER: a

87. What major health hazard category would stress be classified under?

- a. physical agent
- b. biohazard
- c. ergonomic
- d. psychosocial

ANSWER: d

88. What major health hazard category would injuries of the muscles, nerves, tendons, or ligaments be classified under?

- a. psychosocial
- b. technological
- c. ergonomic
- d. cumulative trauma disorder

ANSWER: d

89. What major health hazard category would extension cords running across the floor be classified under?

- a. physical agents
- b. biohazard agents
- c. ergonomic agents
- d. electrical agents

ANSWER: a

90. What are the working conditions that cause stress called?

- a. job responses

Chapter 3 - Creating a Culture of Well-Being

- b. job strain
- c. workplace or job stressors
- d. stress-causing workplace conditions

ANSWER: c

91. Which of the following is a major cause of workplace stress?

- a. relationships at work
- b. unsafe acts
- c. job restrictions
- d. relationships outside of the job

ANSWER: a

92. Which of the following is a major cause of workplace stress?

- a. unsafe conditions
- b. unsafe acts
- c. investigations
- d. a person's role in the organization

ANSWER: a

93. Which of the following is a workplace stressor?

- a. chance occurrences
- b. risk assessments
- c. job content and control
- d. risky environments

ANSWER: a

94. Which of the following includes types of workplace stressors?

- a. poor training and orientations
- b. inadequate orientations and socialization
- c. career development and workload
- d. relationships outside of the job

ANSWER: a

95. Which of the following includes types of workplace strain reactions?

- a. psychological and physical
- b. cultural and behavioural
- c. organizational and cultural
- d. ergonomic and mental cognition

ANSWER: a

96. An employee was not able to concentrate or remember details and was moody. What type of strain was this employee experiencing?

Chapter 3 - Creating a Culture of Well-Being

- a. psychological
- b. physical
- c. cultural
- d. organizational

ANSWER: a

97. Better health benefits the organization through better morale. What is one of the benefits of better health?

- a. improved psychological performance
- b. increased lawsuits
- c. reduced absenteeism
- d. organizational goal achievement

ANSWER: c

98. What percentage of Canadians have mental health issues?

- a. 7 percent
- b. 5 percent
- c. 3 percent
- d. 10 percent

ANSWER: b

99. Individual health promotion is the first step toward what goal?

- a. improved psychological performance
- b. increased organizational commitment
- c. improved employee empowerment
- d. a more comprehensive approach to employee well-being

ANSWER: d

100. Health services, alternative health care, wellness, disability management, and employee and family assistance programs can help to address the underlying causes of what?

- a. absenteeism and stress
- b. employee morale
- c. employee engagement
- d. poor team dynamics

ANSWER: a

101. What is a symptom of organizational work stress?

- a. poor concentration
- b. conflict resolution
- c. long hours of work
- d. unrealistic workloads

ANSWER: a

Chapter 3 - Creating a Culture of Well-Being

102. What are the legal duties of suppliers under health and safety legislation?

- a. to ensure that workers follow the legal requirements of supply handling
- b. to conduct workplace inspections concerning supplies
- c. to ensure that any biological, chemical, or physical agent being supplied is labelled in accordance with legislation
- d. to investigate incidents concerning supplies

ANSWER: c

103. What is a common cause of workplace stress?

- a. excessive job pressures
- b. disagreements with customers
- c. poor engagement
- d. empowerment

ANSWER: a

104. What would be a symptom of lack of personal fulfillment in a job?

- a. a fight-or-flight response
- b. positive stress
- c. a workplace disability
- d. burnout

ANSWER: d

105. Which of the following is an organizational technique for managing stressors?

- a. clarifying an employee's work role
- b. recognizing an employee for a job well done
- c. correcting physical factors in the work environment
- d. instruction in relaxation techniques

ANSWER: a

106. What is one tip for reducing job-related stress?

- a. preparing for the future by keeping abreast of job demands
- b. building rewarding relationships with co-workers
- c. avoiding stressful situations in the workplace
- d. attending a yoga or fitness class

ANSWER: c

107. Which segment would likely be included in an employer-sponsored stress-management program?

- a. time management
- b. safety awareness
- c. identifying and eliminating difficult people
- d. critical incident counselling

Chapter 3 - Creating a Culture of Well-Being

ANSWER: a

108. What is the type of health services that employers provide primarily related to?

- a. size of the firm and financial resources
- b. employer size and the importance of such services
- c. whether or not the employer has a full-time physician on staff
- d. degree of interest on the part of the employer

ANSWER: b

109. Company-sponsored nutrition, weight control, and smoking cessation programs are often organized under larger plans. What are these plans known as?

- a. wellness programs
- b. employee assistance programs
- c. health and fitness programs
- d. health service programs

ANSWER: a

110. What would be a major criticism by unions about wellness programs?

- a. The money spent on wellness programs could be used to pay better wages.
- b. Urging people to engage in wellness activities often borders on harassment.
- c. Identifying employees as unhealthy individuals is a violation of their right to privacy.
- d. They focus too much on a person's unhealthy lifestyle and ignore workplace issues that create unhealthy employees.

ANSWER: d

111. What would be a major focus of disability management programs?

- a. coordinating employee physical rehabilitation
- b. creating a work environment in which employees want to return to work
- c. ensuring employees receive disability income
- d. avoiding workers' compensation claims resulting from lost-time accidents

ANSWER: b

112. What type of stress management intervention would be most effective?

- a. a primary intervention that deals with workplace stressors
- b. ergonomic intervention that deals with work design
- c. tertiary intervention that deals with strain
- d. secondary intervention that deals with stress

ANSWER: a

113. What type of stress management intervention would be focused on dealing with workplace stressors?

- a. primary intervention
- b. ergonomic intervention

Chapter 3 - Creating a Culture of Well-Being

- c. tertiary intervention
- d. secondary intervention

ANSWER: a

114. What type of stress management intervention would be focused on dealing with workplace stress?

- a. primary (e.g., clear role expectations)
- b. ergonomic (e.g., workplace accommodation)
- c. tertiary (e.g., employee assistance and counselling)
- d. secondary (e.g., yoga and fitness classes)

ANSWER: d

115. If an employee is experiencing severe personal problems, who would be the individual most likely to refer the worker to the company-sponsored employee assistance program?

- a. the employee himself/herself
- b. his or her spouse or significant other
- c. a member of the clergy
- d. his or her supervisor

ANSWER: d

116. Substance abuse among employees is one of the major societal issues of today and is found in all levels of an organization. Who plays a key role in identifying potential substance abuse problems through regular employee monitoring of attendance, behaviour, and performance?

- a. supervisors
- b. co-workers
- c. senior management and owner
- d. workers' compensation board

ANSWER: a

117. An owner of an oil and gas company discovered that several employees working in safety-sensitive work environments smoked cannabis between shifts and on coffee breaks. The supervisor stated that he was not aware of cannabis use by the employees. What were the supervisor's legal responsibilities in this situation?

- a. to ensure that all workers, contractors, and visitors on the worksite were kept safe
- b. to follow safe work procedures
- c. to establish a health and safety program
- d. to conduct workplace inspections and correct unsafe acts

ANSWER: d

118. When do personal problems such as alcoholism, spousal abuse, and financial ruin become organizational problems?

- a. when they lead to psychological disorders
- b. when they affect the employee's ability to care for his or her family
- c. when the problems affect behaviour at work and interfere with job performance

Chapter 3 - Creating a Culture of Well-Being

- d. when the HR manager suspects something is wrong and offers help

ANSWER: c

119. What do most employers consider alcoholism to be?

- a. a disease that requires treatment
- b. a personal problem
- c. a disciplinary problem that may result in penalties to the worker
- d. a predominantly blue-collar problem

ANSWER: a

120. What action should be avoided if a supervisor suspects that a subordinate has a severe drinking problem?

- a. carefully documenting evidence of declining performance
- b. confronting the employee with proof that his or her performance is deficient
- c. assuring the employee that help is available without any penalty
- d. confronting the employee with his or her suspected alcoholism

ANSWER: d

121. On two recent occasions, an emergency room clerk showed up for her late-night 12-hour shift under the influence of alcohol and was sent home even though a staff replacement could not be found and patients had already been waiting for over three hours. What type of legislation would guide the manager's immediate decision on how to handle the emergency room clerk who came to work under the influence of alcohol?

- a. human rights
- b. privacy
- c. employment standards
- d. health and safety

ANSWER: d

122. An organization provides employees with access to trained professionals who provide short-term counselling and then refer the person on to specialists in the area of need. What is this service called?

- a. short-term personal and family crisis intervention programs (CIPs)
- b. critical incident stress workshops (CISs)
- c. employee assistance programs (EAPs)
- d. health and wellness programs

ANSWER: c

123. It is generally recognized in our society that better health is beneficial to the individual and the organization. What programs could an organization offer to encourage healthier lifestyles among its employees?

- a. None; this is the responsibility of the employee not the employer.
- b. wellness programs that encourage health through elements such as exercise and nutrition
- c. WHMIS training
- d. programs beyond the legally required health and safety programs

ANSWER: b

Chapter 3 - Creating a Culture of Well-Being

124. What program could an organization offer to encourage healthier lifestyles among its employees?

- a. proactive health and safety training
- b. health services ranging from first-aid kits to an on-site physician and nurse
- c. safety promotion programs
- d. safety awareness programs

ANSWER: b

Scenario 8.1: SaFE

The Safety for Everyone (SaFE) program at Canadian Rails (CR) encourages peer-on-peer safety. “SaFE observers” provide positive and constructive feedback to peers during a shift. At-risk behaviours are discussed in confidence and corrected on the spot. General observations are noted by the SaFE observer and shared with supervisors for future analysis. Several weeks ago, CR experienced a train crash in which several employees were injured. Many employees are emotional and shocked that this occurred, as CR has extensive health and safety policies and practices to ensure public safety, and SaFE is only one of many health and safety initiatives. There have also been a high number of injuries of employees working in the Canadian Rails shipyards. Among them, it was found that a rail worker had received burns to his arms from chemicals leaking from a shipment of boxes. In addition, the Transportation Safety Board (TSB) investigation into the CR train crash found that some rail crew members in safety-critical positions regularly smoked cannabis between shifts.

125. Please refer to Scenario 8.1. What are the workers’ fundamental legal health and safety responsibilities?

- a. to ensure day-to-day health and safety of rail crew practices
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site rules and expectations of their organization
- d. to ensure all employees and customers know what is expected of them regarding health and safety

ANSWER: c

126. Please refer to Scenario 8.1. What are the fundamental legal health and safety responsibilities of young workers (18 to 23 years of age)?

- a. to ensure day-to-day health and safety of crews
- b. to take reasonable precautions to ensure crew safety
- c. to follow health and safety on-site practices
- d. to ensure all employees and customers know what is expected of them regarding health and safety

ANSWER: c

127. Please refer to Scenario 8.1. What is a supplier’s legal role in ensuring health and safety?

- a. to take steps to minimize unhealthy and unsafe situations related to the transportation of supplies
- b. to jointly create health and safety programs and policies that improve supply handling safety
- c. to ensure that any biological, chemical, or physical agent being supplied is labelled in accordance with legislation
- d. to ensure CR workers are adequately trained and are qualified to safely handle supplies

ANSWER: c

128. Please refer to Scenario 8.1. New Canadian Rails employees need to have the skills to communicate

Chapter 3 - Creating a Culture of Well-Being

effective feedback to their peers. What type of training would you provide for a new CR employee who will be participating in this SaFE program?

- a. a communication training manual detailing effective communication techniques
- b. role-play training on how to give and receive feedback
- c. off-the-job specialized training
- d. a case study and discussion on effective two-way communication

ANSWER: b

129. Please refer to Scenario 8.1. What is a learning principle that will help in health and safety training at CR?

- a. participation
- b. instructional objectives
- c. ongoing orientations
- d. basic skills training

ANSWER: a

130. Please refer to Scenario 8.1. What primary legal body regulates occupational health and safety at CR?

- a. provincial and regional health and safety legislation
- b. federal health and safety legislation
- c. Bill C45
- d. Workers' Compensation Act

ANSWER: b

131. Please refer to Scenario 8.1. CR follows a shared responsibility model of workplace safety. What does this model assume about health and safety?

- a. Workers share the responsibility for safety among themselves.
- b. Workers and line supervisors together share responsibility for safety.
- c. The employer is solely responsible for safety.
- d. The employees and the employer must co-operate on ensuring safety.

ANSWER: d

132. Please refer to Scenario 8.1. Several employees with injuries from the train crash will be missing time from work. What is a workplace injury called when a worker misses time from work?

- a. lost-time injury
- b. critical incident injury
- c. accident injury
- d. compensated injury

ANSWER: a

133. Please refer to Scenario 8.1. The investigation into the CR train crash found that one of the newly hired engineers had not completed the required safety training. When should safety training begin?

- a. with new employee orientation
- b. immediately after an accident or injury

Chapter 3 - Creating a Culture of Well-Being

- c. before workers return to work after an accident or injury
- d. at the discretion of the supervisor

ANSWER: a

134. Please refer to Scenario 8.1. What best defines the CR senior management team's fundamental legal health and safety responsibilities?

- a. to ensure day-to-day health and safety of employees
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site rules and expectations of their organization
- d. to follow on-site health and safety practices

ANSWER: b

135. Please refer to Scenario 8.1. Within a short time after the train crash, a team of professionals arrive to provide counselling techniques to help employees who are experiencing shock, anxiety, and other emotions as a result of the accident. What are these intervention teams called?

- a. crisis intervention and critical incident teams
- b. trauma and recovery teams
- c. health and safety committee emergency teams risk assessment and intervention teams

ANSWER: c

136. Please refer to Scenario 8.1. The supervisors of the rail crews stated that they were not aware of cannabis use by their rail crew members. What were the supervisors' legal responsibilities in this situation?

- a. to ensure passengers are safe
- b. to follow safe work procedures
- c. to establish a health and safety program
- d. to conduct workplace inspections and correct unsafe acts

ANSWER: d

137. Please refer to Scenario 8.1. What best defines CR rail crews' (employees') fundamental legal health and safety responsibilities?

- a. to ensure day-to-day health and safety of rail crew practices
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site rules and expectations of their organization
- d. to ensure that all employees and customers know what is expected of them regarding health and safety.

ANSWER: c

138. Please refer to Scenario 8.1. It was found that a rail worker had received burns to his arms from chemicals leaking from a shipment of boxes. He was not aware of his three fundamental rights that underlie health and safety legislation. Which of the following is one of his three rights?

- a. the right to minimum employment conditions
- b. the right to a fair and equitable workplace

Chapter 3 - Creating a Culture of Well-Being

- c. the right to refuse dangerous work without penalty
- d. the right to receive job training

ANSWER: c

139. Please refer to Scenario 8.1. Which of the following is one of the three fundamental rights that the burned rail worker should have been informed of?

- a. the right to know about medical benefits
- b. the right to participate in identifying and correcting health and safety problems
- c. the right to immigrant aid and support
- d. the right to information on health and safety legislation

ANSWER: b

140. Please refer to Scenario 8.1. It was found that the rail worker who received the burns to his arms was 18 years old, and he was burned on his first work shift. Which of the following is one of the three fundamental rights that the burned rail worker should have been informed of?

- a. the right to know about medical benefits
- b. the right to participate in identifying and correcting health and safety problems
- c. the right to young worker training and support
- d. the right to information on health and safety legislation

ANSWER: b

141. Please refer to Scenario 8.1. It was found that the rail worker whose arms were burned was working for minimum wage and had just been hired part-time. He was vulnerable in that he was inexperienced and did not really understand his three fundamental rights that underlie health and safety legislation. Which of the following is one of the three rights he needed to know before he began working in the rail yard moving boxes of hazardous materials?

- a. the right to know about hazards in the workplace
- b. the right to work in dangerous and risky work environments
- c. the right to receive job training
- d. the right to a fair and equitable compensation when working in more dangerous work environments

ANSWER: a

142. Please refer to Scenario 8.1. What type of hazard was the young rail worker who was burned exposed to?

- a. physical agents
- b. biohazards
- c. chemical hazards
- d. liquid agents

ANSWER: c

143. Please refer to Scenario 8.1. The rail yard workers are exposed to many hazards when lifting, hauling and moving freight boxes. What type of hazard is falling off a ladder?

- a. physical agent

Chapter 3 - Creating a Culture of Well-Being

- b. technological force
- c. biohazard
- d. ergonomic

ANSWER: a

144. Please refer to Scenario 8.1. The rail yard workers are exposed to many hazards when repetitively lifting small freight boxes manually in the shipping areas. Several workers are experiencing pain, tingling, and numbness in their fingers. What is this injury called?

- a. technological-force reaction
- b. stress trauma
- c. carpal tunnel syndrome
- d. ergonomic-related syndrome

ANSWER: c

145. Please refer to Scenario 8.1. Several of the rail crew smoke on the worksite behind the trains so they are not observed. Second-hand smoke is an example of what type of health and safety hazard and issue?

- a. a physical agent that can cause an injury or accident
- b. a technological force that can cause an accident
- c. a biohazard that can cause an illness
- d. a chemical agent that can cause an illness

ANSWER: d

146. Please refer to Scenario 8.1. There are a variety of ways in which safety rules are enforced. What is the most effective way to help rail crew employees understand the organization's health and safety rules?

- a. distributing an employee training manual
- b. ensuring access to the online health and safety regulations
- c. posting signs that state employees must follow workers' compensation laws
- d. a supervisor providing on-the-job coaching in health and safety

ANSWER: d

147. Please refer to Scenario 8.1. The rail workers (employees) who work around or directly handle certain materials are required to identify these materials through the procedures outlined in WHMIS. What symbol used on the supplier's products would have made the burned worker aware of the nature of the materials leaking from the box?

- a. flame in circle (flammable and combustible material)
- b. capital R in circle (dangerously reactive material)
- c. hand and stick burning in circle (corrosive material)
- d. capital T in circle (biohazardous infectious material)

ANSWER: d

148. Please refer to Scenario 8.1. The rail workers (employees) who work around or directly handle certain materials are required to identify these materials through the procedures outlined in WHMIS. What symbol used on the supplier's products would help workers be aware of hazardous compressed gas materials.

Chapter 3 - Creating a Culture of Well-Being

- a. flame in circle
- b. capital R in circle
- c. capital T in circle
- d. tube-shaped cylinder in circle

ANSWER: d

149. Please refer to Scenario 8.1. The rail workers (employees) who work around or directly handle certain materials are required to identify these materials through the procedures outlined in WHMIS. What symbol used on the supplier's products would help workers be aware of materials causing immediate and serious toxic effects?

- a. flame in circle (flammable and combustible material)
- b. capital R in circle (dangerously reactive material)
- c. capital T in circle (biohazardous, infectious material)
- d. crossbones in circle (poisonous and infectious material)

ANSWER: d

150. Please refer to Scenario 8.1. What does the federal Workplace Hazardous Material Information System (WHMIS) require of CR?

- a. that hazardous materials they transport must be inspected and labelled by the federal government
- b. that their suppliers train employees on the chemical products they produce
- c. that their chemicals must be transported safely
- d. that their suppliers provide a Material Safety Data Sheet (MSDS) on each hazardous product they produce

ANSWER: d

151. Please refer to Scenario 8.1. WHMIS states that workers at CR have a right to know about potential workplace hazards. What three elements are the federal Workplace Hazardous Material Information System (WHMIS) based on?

- a. class symbols, labels, and training
- b. labels, posters, and online information
- c. Material Safety Data Sheet (MSDS), WHMIS symbols, and subclass designations
- d. Material Safety Data Sheet (MSDS), training, and labels

ANSWER: d

152. Please refer to Scenario 8.1. Which of the following would be an indirect cost of this train accident?

- a. lost wages
- b. possible fines
- c. public fears concerning rail travel resulting in reduced passenger travel
- d. compensation

ANSWER: c

153. Please refer to Scenario 8.1. CR was charged with several safety offences, as they did not take all

Chapter 3 - Creating a Culture of Well-Being

reasonable steps to avoid the train crash. What legal defence was required, which they could not prove?

- a. due process
- b. reasonable cause
- c. due diligence
- d. shared defence

ANSWER: c

154. Please refer to Scenario 8.1. A year later, after several investigations, CR was found criminally liable for several health and safety violations. What legal body regulates health and safety criminal negligence charges in this situation?

- a. provincial and regional health and safety legislation
- b. federal health and safety legislation
- c. Bill C45
- d. Workers' Compensation Act

ANSWER: c

155. Please refer to Scenario 8.1. CR has several joint health and safety committees. What is the primary legal responsibility of these committees?

- a. to develop the legally required management and worker health and safety programs
- b. to develop the legally required public health and safety programs
- c. to create a nonadversarial environment for employee and management representatives in which people can work together to improve the safety and health of the workplace
- d. to take steps to minimize unhealthy and unsafe situations

ANSWER: c

156. Please refer to Scenario 8.1. CR transports supplies across Canada. What is the supplier's legal role in ensuring health and safety?

- a. to take steps to minimize unhealthy and unsafe situations related to the transportation of supplies
- b. to jointly create health and safety programs and policies that improve supply-handling safety
- c. to ensure that any biological, chemical, or physical agent being supplied is labelled in accordance with legislation
- d. to ensure CR workers are adequately trained and are qualified to safely handle supplies

ANSWER: c

157. Please refer to Scenario 8.1. CR transports supplies across Canada. What is the supplier's legal role in ensuring health and safety?

- a. to ensure that workers follow the legal requirements of supply handling
- b. to conduct workplace inspections concerning supplies
- c. to ensure that any biological, chemical, or physical agent being supplied is labelled in accordance with legislation
- d. to investigate incidents concerning supplies

ANSWER: c

Chapter 3 - Creating a Culture of Well-Being

158. Please refer to Scenario 8.1. What are the fundamental legal health and safety responsibilities of CR's young workers (18 to 23 years of age)?

- a. to ensure day-to-day health and safety of crew practices
- b. to take reasonable precautions to ensure crew safety
- c. to follow health and safety on-site practices
- d. to ensure that all employees and customers know what is expected of them regarding health and safety

ANSWER: c

159. Please refer to Scenario 8.1. Canadian Rails provides employees with access to trained professionals who provide short-term counselling and then refer the person on to specialists in the area of need. As a result of the accident, Canadian Rails is encouraging their employees and their families to access this service so as to meet both their emotional and physical needs. What is this service called?

- a. short-term personal and family crisis intervention programs (CIPs)
- b. critical incident stress workshops (CISs)
- c. employee assistance programs (EAPs)
- d. health and wellness programs

ANSWER: c

Scenario 8.2: Faulty Scaffolding

The owner and supervisor of a small B.C. construction company and a scaffold platform supplier were charged with two counts of criminal negligence causing death, in addition to 12 provincial health and safety legislation charges. Two migrant workers fell 11 storeys from a high-rise building when the faulty scaffolding broke, and they were not attached to harnesses.

160. Please refer to Scenario 8.2. What is one of the minimum legal elements of the health and safety program that this construction company was to have in place?

- a. statement of aims and responsibilities
- b. listing of all physical hazards
- c. ensuring that there are no unsafe acts or conditions
- d. controlling all hazards

ANSWER: a

161. Please refer to Scenario 8.2. What is a minimum legal element of the health and safety program that this construction company was to have in place?

- a. reporting of all unsafe acts and conditions to the workers' compensation board
- b. weekly inspection of accidents and incidents
- c. inspection of premises, equipment, and work
- d. implementation of employee wellness programs

ANSWER: a

162. Please refer to Scenario 8.2. Which health hazard category were the migrant workers not aware of?

- a. physical

Chapter 3 - Creating a Culture of Well-Being

- b. biological
- c. chemical
- d. ergonomic

ANSWER: a

163. Please refer to Scenario 8.2. What is the name of the health and safety legislation under which the owner, director, and supervisor of the B.C. construction company and the scaffold platform supplier were charged with criminal negligence?

- a. Health and Safety Code
- b. Bill C45
- c. Workers' Compensation Act
- d. WorkSafeBC

ANSWER: b

164. Please refer to Scenario 8.2. What is the name of the health and safety legislation under which the owner, director, and supervisor of the B.C. construction company and the scaffold platform supplier were charged with 34 provincial health and safety legislation charges?

- a. Bill C45
- b. Workers' Compensation Act
- c. Workers' Compensation Code
- d. Labour Code

ANSWER: b

165. Please refer to Scenario 8.2. Which of the following would be an indirect cost of these two fatalities?

- a. lost wages
- b. fines
- c. lost production
- d. compensation

ANSWER: a

166. Please refer to Scenario 8.2. It was found that the migrant workers had not been trained, were inexperienced, and did not know their three fundamental rights that underlie health and safety legislation. Which of the following is one of their three rights?

- a. the right to refuse dangerous work without penalty
- b. the right to receive job training
- c. the right to minimum employment conditions
- d. the right to a fair and equitable workplace

ANSWER: a

167. Please refer to Scenario 8.2. Which of the following one of the three fundamental rights that the immigrant workers should have been informed of?

- a. the right to know about medical benefits

Chapter 3 - Creating a Culture of Well-Being

- b. the right to participate in identifying and correcting health and safety problems
- c. the right to immigrant aid and support
- d. the right to information on health and safety legislation

ANSWER: b

168. Please refer to Scenario 8.2. What was the key legal role for the supervisor with respect to ensuring the safety of the migrant workers?

- a. to administer employee disciplinary procedures
- b. to communicate to each of the migrant workers how to work safely
- c. to observe the migrant workers' behaviour on the job
- d. to establish a health and safety program

ANSWER: b

169. Please refer to Scenario 8.2. What was the owner's responsibility under health and safety legislation?

- a. to take every reasonable precaution to guarantee worker safety
- b. to ensure that workers use or wear safety equipment, devices, or clothing
- c. to discipline employees who refuse to do work they believe is unsafe
- d. to regularly inform their employees about health and safety requirements

ANSWER: a

170. Please refer to Scenario 8.2. The owner was required by law to provide the migrant workers with an orientation that follows the systems model of training. What would have been the critical first step to a migrant worker orientation?

- a. to check the training needs of the migrant workers
- b. to deliver training to the migrant workers
- c. to use training and communication methods that the migrant workers can understand
- d. to ensure that the migrants can transfer the training to their jobs

ANSWER: a

171. Please refer to Scenario 8.2. In this situation, whose responsibility was it to ensure the migrant workers' workplace was safe?

- a. the construction company's safety committee, owner, and director
- b. the construction company's owner and safety officer
- c. the construction company's owner, director, supervisor, and the scaffolding supplier
- d. the scaffolding supplier and the migrant workers

ANSWER: c

Scenario 8.3: Emergency Room Shutdown

On Saturday, February 28, 2013, Ciara Michal, the human resource manager at Strathcona Hospital, made a decision to shut down the hospital's emergency room. A second registered nurse had refused to work a 12-hour shift due to fears concerning the spread and infection of several communicable diseases. Patients had to be directed to another hospital 260 km away. Michal had spent the last several hours fielding questions and concerns from hospital staff, the public, and government representatives about the hospital emergency room

Chapter 3 - Creating a Culture of Well-Being

closure. Several additional health and safety concerns were brought to her attention, pointing to a larger problem.

Emergency room doctors and nurses working at Strathcona Hospital are particularly concerned about the risk of patients contracting *C. difficile* virus, as the incidents of infection had increased 300 percent in two years. There had been two recent needle-stick injuries, one involving a rushed emergency room cleaning staff person and the other involving a practicum nursing student. These incidents posed both physical and emotional threats related to the hepatitis B virus, the hepatitis C virus, and HIV. All emergency room staff, as well as paramedics and emergency social services staff, are concerned about the shortage of hospital beds and the makeshift system of creating an overflow ward in the hallways and cafeteria. Hallway beds don't have the safety equipment available, leading to mistakes and poor care. Extension cords run across the floors in order to reach electrical outlets. Patients with acute problems are seen in chairs, and some are tucked way into corners where they cannot be observed. These stressful working conditions are having an adverse impact on emergency room health-care workers. Over 10 percent of the emergency room staff is on extended stress-related leaves.

172. Please refer to Scenario 8.3. The hospital senior management team believes these emergency room issues can be resolved through training. To what degree would training likely resolve these problems?

- a. Most problems are not resolved through training.
- b. Over half of problems are resolved through training.
- c. The majority of problems are resolved through training.
- d. Almost all problems are resolved through training.

ANSWER: a

173. Please refer to Scenario 8.3. A large number of emergency room staff is on extended stress-related leaves. What is stress?

- a. Stress is any adjustive demand caused by physical, mental, or emotional factors that require coping behaviour.
- b. Stress is an adjustive response to strain that requires coping behaviour.
- c. Stress is anxiety or depression.
- d. Stress is an individual's response to, or evaluation of, stress and strain.

ANSWER: a

174. Please refer to Scenario 8.3. What major health hazard category would stress be classified under?

- a. physical agent
- b. biohazard
- c. ergonomic
- d. psychosocial

ANSWER: d

175. Please refer to Scenario 8.3. Under what major health hazard category would *C. difficile* virus, hepatitis C virus, and HIV be classified?

- a. psychosocial
- b. biohazard
- c. ergonomic

Chapter 3 - Creating a Culture of Well-Being

d. chemical agent

ANSWER: b

176. Please refer to Scenario 8.3. Under what major health hazard category would the extension cords running across the floor be classified?

a. physical agent

b. biohazard

c. ergonomic

d. electrical agent

ANSWER: a

177. Please refer to Scenario 8.3. What are the working conditions that are causing stress called?

a. job responses

b. job strain

c. workplace or job stressors

d. stress causing workplace conditions

ANSWER: c

178. Please refer to Scenario 8.3. Which of the following is a major category of the causes of workplace stress?

a. relationships at work

b. unsafe acts

c. job restrictions

d. relationships outside of the job

ANSWER: a

179. Please refer to Scenario 8.3. Which of the following is major category of the causes of workplace stress?

a. unsafe conditions

b. unsafe acts

c. workplace investigations

d. a person's role in the organization

ANSWER: d

180. Please refer to Scenario 8.3. Which of the following is a workplace stressor?

a. chance occurrences

b. risk assessments

c. job content and control

d. risky environments

ANSWER: c

181. Please refer to Scenario 8.3. Which of the following are workplace stressors?

a. poor training and orientation

b. inadequate orientation and socialization

Chapter 3 - Creating a Culture of Well-Being

- c. career development and workload
- d. relationships outside of the job

ANSWER: c

182. Please refer to Scenario 8.3. Which of the following are categories of workplace strain reactions?

- a. psychological and physical
- b. cultural and behavioural
- c. organizational and cultural
- d. ergonomic and mental cognition

ANSWER: a

183. Please refer to Scenario 8.3. One of the doctors noticed that one of the nurses was not able to concentrate or remember patient details and was moody. What type of strain was the nurse experiencing?

- a. psychological
- b. physical
- c. cultural
- d. organizational

ANSWER: a

184. Please refer to Scenario 8.3. What type of stress management intervention would be most effective?

- a. primary intervention
- b. ergonomic intervention
- c. tertiary intervention
- d. secondary intervention

ANSWER: a

185. Please refer to Scenario 8.3. What type of stress management intervention would be focused on dealing with workplace stressors?

- a. primary intervention
- b. ergonomic intervention
- c. tertiary intervention
- d. secondary intervention

ANSWER: a

186. Please refer to Scenario 8.3. What type of stress management intervention would be focused on dealing with workplace stress?

- a. primary (e.g., clear role expectations)
- b. ergonomic (e.g., workplace accommodation)
- c. tertiary (e.g., employee assistance and counselling)
- d. secondary (e.g., yoga and fitness classes)

ANSWER: d

Chapter 3 - Creating a Culture of Well-Being

187. Please refer to Scenario 8.3. On two recent occasions, an emergency room clerk showed up for her late-night 12-hour shift under the influence of alcohol and was sent home even though a staff replacement could not be found and patients were already waiting for over three hours. What type of legislation would guide your immediate decision on how to handle the emergency room clerk who came to work under the influence of alcohol?

- a. human rights
- b. privacy
- c. employment standards
- d. health and safety

ANSWER: d

188. Please refer to Scenario 8.3. What does the federal Workplace Hazardous Material Information System (WHMIS) require of hospitals?

- a. that medical product suppliers need to train employers on how to label chemical products that will be transported
- b. that medical product suppliers provide a Material Safety Data Sheet (MSDS) on each hazardous product they produce
- c. that medical suppliers need to train employees on chemical products they produce
- d. that medical chemicals must be labelled by the federal government and transported safely

ANSWER: b

189. Please refer to Scenario 8.3. It is generally recognized in our society that better health is beneficial to the individual and the organization. What programs can the hospital offer to encourage healthier lifestyles among its employees?

- a. None; this is the responsibility of the employee not the employer.
- b. wellness programs that encourage health through elements such as exercise and nutrition
- c. WHMIS training
- d. programs beyond the legally required health and safety programs

ANSWER: b

190. Please refer to Scenario 8.3. What is a program that the hospital could offer to encourage healthier lifestyles among its employees?

- a. proactive health and safety training
- b. health services ranging from first-aid kits to an on-site physician and nurse
- c. safety promotion programs
- d. safety awareness programs

ANSWER: b

191. Please refer to Scenario 8.3. It is generally recognized in our society that better health is beneficial to the individual and the organization. What programs can the hospital offer to encourage healthier lifestyles among their employees?

- a. WHMIS training
- b. programs beyond the legally required health and safety programs

Chapter 3 - Creating a Culture of Well-Being

- c. wellness programs that encourage health through elements such as exercise and weight control
- d. safety awareness and promotion programs

ANSWER: c

Scenario 8.4: B.C. Ferries Queen of the North Sinking

The Transportation Safety Board investigation into the sinking of the B.C. Ferries Inc. Queen of the North and the fatalities of two passengers warned that some crew members in safety-critical positions regularly smoked cannabis between shifts, both on-board and off the vessel on which they lived for several weeks. During the investigation, the CEO of B.C. Ferries reacted emotionally, requesting publicly that he wanted the TSB to recommend mandatory drug testing of all employees. The Marine Workers' Union stated that they were not aware of cannabis use by crew members, yet it seemed well-known among B.C. Ferries' employees and officers. The union, speaking on behalf of its members, has never supported substance abuse testing.

192. Please refer to Scenario 8.4. What type of legislation would you rely on primarily in this situation?

- a. privacy
- b. health and safety
- c. human rights
- d. labour law

ANSWER: b

193. Please refer to Scenario 8.4. Who is responsible for worker and passenger health and safety as it relates to substance abuse?

- a. shared responsibility of all stakeholders
- b. the CEO and management of B.C. Ferries Inc.
- c. the ferry captains sailing the vessels
- d. the union, ship supervisors, and crew

ANSWER: a

194. Please refer to Scenario 8.4. Substance abuse among employees is one of the major societal issues of today, found in all levels of an organization. Who plays a key role in identifying potential substance abuse problems through regular employee monitoring of attendance, behaviour, and performance?

- a. the supervisor
- b. the co-workers
- c. the senior management and owner
- d. the workers' compensation board

ANSWER: a

Scenario 8.5: East Coast Health Services

Kyle Jon was a health and safety advisor for the East Coast Health Services (ECHS). In addition to being responsible for the health, safety, and well-being of the community care facility's health-care workers, he was a member of the violence prevention steering committee responsible for the 2011 online "Violence in Healthcare" survey. A total of 11,791 health-care workers responded, representing over two-thirds of the ECHS workers and all the health-care facilities. Results indicated that violence continues to be extremely prevalent in health care. Survey participants responded as outlined below:

Chapter 3 - Creating a Culture of Well-Being

- 74 percent had experienced some kind of violence in their workplace
- types of violence experienced: 64 percent swearing/verbal abuse, 32 percent threats of assault, 70 percent throwing/striking objects, 40 percent intimidating gestures, 27 percent spitting, 18 percent physical assault, 11 percent use of weapon
- 62 percent reported violence verbally, 38 percent reported violence in writing
- 24 percent accepted violence as part of the job
- 81 percent felt patient illness or delays in attending to patient needs contributed to violence
- 53 percent felt insufficient staffing contributed to violence

What was most bothersome to him was that the nurses, licensed practical nurses and care aides in the community care facilities reported experiencing more violence than their colleagues at the hospitals and other health-care facilities. Over 70 percent of home care providers felt unsafe in their workplaces and did not perceive their workplace control measures as effective in protecting them against violence.

ECHS has over 50 community care facilities. Violence was the leading cause of injury to ECHS home care workers and had resulted in over 1,000 injuries last year. Investigations into these violent incidents frequently revealed that the patient involved had a history, or a known risk, of violent behaviour that was not communicated to workers by way of assessments, charts, and care plans.

Over the past two years, there had been two incidents of violence by patients against staff at the Northern Rim residential care facility. One psychiatric patient was involved in firing a pellet gun that hit several employees, and another irritable and agitated patient had thrown a worker into a wall and then punched him repeatedly after being asked to return to his room.

195. Please refer to Scenario 8.5. What violence prevention effort should be targeted to eliminate, reduce, and/or control violence at ECHS community care facilities?

- a. distribute a booklet on violence prevention to all health-care employees
- b. communicate and share patient information relating to the risks or triggers of violent behaviour
- c. remove violent patients to another more appropriate facility
- d. conduct a violence risk assessment

ANSWER: b

196. Please refer to Scenario 8.5. What type of legislation regulates occupational health and safety at ECHS?

- a. provincial health and safety legislation
- b. federal health and safety legislation
- c. regional health and safety legislation
- d. national health and safety legislation

ANSWER: a

197. Please refer to Scenario 8.5. What is the primary type of legislation that regulates violence in the workplace at ECHS?

- a. health and safety
- b. security
- c. human rights
- d. labour standards

Chapter 3 - Creating a Culture of Well-Being

ANSWER: a

198. Please refer to Scenario 8.5. Recent legislative changes have broadened the responsibility of employers to ensure that the work environment is free of violence. What type of legislation has been changed?

- a. health and safety
- b. security
- c. human rights
- d. labour standards

ANSWER: a

199. Please refer to Scenario 8.5. What are the new legislative requirements that owners must meet to ensure the work environment is free of violence?

- a. conducting a risk assessment
- b. developing policies and procedures to deal with security measures
- c. posting the legislation where employees can read it
- d. developing an emergency response plan

ANSWER: a

200. Please refer to Scenario 8.5. ECHS follows a shared responsibility model of workplace safety. What does this model assume about health and safety?

- a. that workers share the responsibility for safety among themselves
- b. that workers and line supervisors together share responsibility for safety
- c. that the employer is solely responsible for safety
- d. that the employees and the employer must co-operate on ensuring safety

ANSWER: d

201. Please refer to Scenario 8.5. What are the fundamental legal health and safety responsibilities of the health-care senior management team?

- a. to ensure day-to-day health and safety of employees
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site daily rules and expectations of the organization
- d. to follow health and safety on-site practices

ANSWER: b

202. Please refer to Scenario 8.5. What are the health-care supervisor's legal responsibilities in this situation?

- a. to ensure passengers are safe
- b. to follow safe work procedures
- c. to establish a health and safety program
- d. to conduct workplace inspections and correct unsafe acts

ANSWER: d

203. Please refer to Scenario 8.5. What are the fundamental legal health and safety responsibilities of the care

Chapter 3 - Creating a Culture of Well-Being

worker?

- a. to ensure day-to-day health and safety of staff practices
- b. to take reasonable precautions to ensure employee safety
- c. to follow on-site rules and expectations of their organization
- d. to ensure all employees and customers know what is expected of them regarding health and safety.

ANSWER: c

204. Organizational culture is an organization's personality.

- a. True
- b. False

ANSWER: True

205. The collective understanding of beliefs and values that guide how employees act and behave is known as employee engagement

- a. True
- b. False

ANSWER: False

206. Culture happens overnight.

- a. True
- b. False

ANSWER: False

207. Culture usually starts with the original business owner.

- a. True
- b. False

ANSWER: True

208. Culture can change over time.

- a. True
- b. False

ANSWER: True

209. Culture is very easy to change.

- a. True
- b. False

ANSWER: False

210. Culture influences actions and behaviours.

- a. True
- b. False

ANSWER: True

211. There are only two dimensions of culture.

Chapter 3 - Creating a Culture of Well-Being

a. True

b. False

ANSWER: False

212. Culture cannot impact organizational success.

a. True

b. False

ANSWER: False

213. Employee empowerment can help lead to organizational success.

a. True

b. False

ANSWER: True

214. Risks are always bad and should be avoided.

a. True

b. False

ANSWER: False

215. Values and expectations affect how employees relate to their companies.

a. True

b. False

ANSWER: True

216. Employee commitment and dedication to the organization are known as employee engagement.

a. True

b. False

ANSWER: True

217. Employee engagement is usually negative for the organization.

a. True

b. False

ANSWER: False

218. Organizations are paying less and less attention to the concept of employee engagement.

a. True

b. False

ANSWER: False

219. Employee satisfaction is used to refer to the interplay of attitudes, behaviours, and dispositions that relate to organizational outcomes.

a. True

b. False

ANSWER: False

Chapter 3 - Creating a Culture of Well-Being

220. The organization's reputation for social responsibility, leadership, trust and integrity, nature of the job, and total rewards has no impact on employee engagement.

- a. True
- b. False

ANSWER: False

221. Employee turnover, absenteeism, tenure and retention, customer satisfaction, loyalty, sales, company productivity, and financial performance are all affected by employee engagement.

- a. True
- b. False

ANSWER: True

222. Occupational accidents are both numerous and costly to employers.

- a. True
- b. False

ANSWER: True

223. An occupational illness is any abnormal condition or disorder caused by exposure to environmental factors associated with employment.

- a. True
- b. False

ANSWER: True

224. The fundamental duty of every employer is to take every reasonable measure to ensure their employees follow prescribed safety rules.

- a. True
- b. False

ANSWER: False

225. Occupational health and safety is regulated by individual companies in the jurisdiction in which they operate.

- a. True
- b. False

ANSWER: False

226. The fundamental duty of every employer is to take every reasonable precaution to ensure employee safety.

- a. True
- b. False

ANSWER: True

227. Employees don't have to be informed about health and safety requirements.

- a. True
- b. False

Chapter 3 - Creating a Culture of Well-Being

ANSWER: False

228. In most firms today, there is a full-time health and safety officer.

- a. True
- b. False

ANSWER: False

229. Under health and safety legislation, it is the employee's responsibility to comply with all applicable acts and regulations.

- a. True
- b. False

ANSWER: True

230. In a work-refusal situation, it is illegal for an employer to request another employee to replace the worker who exercised his or her work-refusal rights.

- a. True
- b. False

ANSWER: False

231. It is the supervisor's duty to ensure that workers use or wear safety equipment, devices, or clothing.

- a. True
- b. False

ANSWER: True

232. Penalties for violations of health and safety regulations include substantial fines, as well as jail terms.

- a. True
- b. False

ANSWER: True

233. The criminal code has been changed to make it easier to bring criminal charges against employers when a worker is injured or killed on the job.

- a. True
- b. False

ANSWER: True

234. Under workers' compensation, injured workers are entitled to a cash payout in the case of permanent disability.

- a. True
- b. False

ANSWER: True

235. In addition to penalties for safety violations, workers' compensation provides financial benefits to injured workers who become ill as a result of their work environment.

- a. True

Chapter 3 - Creating a Culture of Well-Being

b. False

ANSWER: True

236. To encourage employers to introduce better prevention and claims management practices, the emphasis on workers' compensation has been shifting from assessments and payments to creation of a safety-conscious environment.

a. True

b. False

ANSWER: True

237. Occupational health and safety legislation was designed to protect the health as well as the safety of employees.

a. True

b. False

ANSWER: True

238. Managers and employees pay more attention to immediate safety concerns than to job conditions that may be dangerous to their health.

a. True

b. False

ANSWER: True

239. Health hazards do not need to be controlled.

a. True

b. False

ANSWER: False

240. Due to the efforts of environmentalists, factors in the work environment that affect health are receiving less attention.

a. True

b. False

ANSWER: False

241. There is no incentive for employers to provide the safest and healthiest work environment possible.

a. True

b. False

ANSWER: False

242. Most employers have a formal safety program.

a. True

b. False

ANSWER: True

243. CEOs and other senior leaders cannot set the tone for safe and healthy work practices.

Chapter 3 - Creating a Culture of Well-Being

- a. True
- b. False

ANSWER: False

244. Many organizations advocate employee involvement when designing and implementing safety programs.

- a. True
- b. False

ANSWER: True

245. The success of a safety program depends largely on the HR department.

- a. True
- b. False

ANSWER: False

246. An organization with a formal safety program generally has an employee management safety committee.

- a. True
- b. False

ANSWER: True

247. Probably the most important role of a safety program is motivating managers, supervisors, and subordinates to be aware of safety considerations.

- a. True
- b. False

ANSWER: True

248. Most organizations have safety awareness programs that entail the use of several different media.

- a. True
- b. False

ANSWER: True

249. An employee's supervisor is the primary source of safety-related information.

- a. True
- b. False

ANSWER: True

250. The use of posters in safety awareness programs has proven to be ineffective because employees simply don't pay attention to them.

- a. True
- b. False

ANSWER: False

251. Safety training programs include topics such as first aid, accident prevention, and hazardous materials.

- a. True
- b. False

Chapter 3 - Creating a Culture of Well-Being

ANSWER: True

252. Injuries to employees are more likely to occur away from the workplace than on the job.

- a. True
- b. False

ANSWER: True

253. When an incident happens, the supervisor and a member of the safety committee should investigate every accident.

- a. True
- b. False

ANSWER: True

254. At one time, health and safety hazards were associated primarily with jobs found in coal mining.

- a. True
- b. False

ANSWER: True

255. Employers are required by law to keep certain records and to compile and post an annual summary of work-related injuries and illnesses.

- a. True
- b. False

ANSWER: True

256. Incidence rates are useful for making comparisons between work groups within an organization.

- a. True
- b. False

ANSWER: True

257. Cyber bullying is a way to use information and technology to bully.

- a. True
- b. False

ANSWER: True

258. In recent years, hazards in jobs outside the plant, such as offices and airports, have been recognized, and preventive methods have been adopted.

- a. True
- b. False

ANSWER: True

259. Workers must be trained in the Workplace Hazardous Materials Information System (WHMIS).

- a. True
- b. False

ANSWER: True

Chapter 3 - Creating a Culture of Well-Being

260. A Material Safety Data Sheet is designed to alert the worker that the container holds a potentially hazardous substance.

- a. True
- b. False

ANSWER: False

261. Because of documented higher health-care costs for smokers, most employers pay the cost of smoking cessation programs.

- a. True
- b. False

ANSWER: False

262. Employees who perform manual tasks on a continual basis are strong candidates for carpal tunnel syndrome.

- a. True
- b. False

ANSWER: False

263. It is generally recognized that there is little that management can do to prevent repetitive strain injuries.

- a. True
- b. False

ANSWER: False

264. Workplace security is an issue that is of increasing concern to both employers and employees.

- a. True
- b. False

ANSWER: True

265. The requirements for risk assessment, procedures and policies to handle risk, the duty to respond to incidents, and to instruct workers in handling them are based on the recognition of violence in the workplace as an occupational hazard.

- a. True
- b. False

ANSWER: True

266. Although workplace violence is a serious concern, there are no regulations dealing with the issue in any occupational health and safety regulations in Canada.

- a. True
- b. False

ANSWER: False

267. Some organizations have created formal crisis management teams to respond to violent situations.

- a. True
- b. False

Chapter 3 - Creating a Culture of Well-Being

ANSWER: True

268. The demand on the physical or emotional self that requires you to cope with that demand is called stress.

- a. True
- b. False

ANSWER: True

269. A review of research on worksite stress reveals that organizational stressors are receiving the attention they should.

- a. True
- b. False

ANSWER: False

270. If at all possible, one should avoid stress.

- a. True
- b. False

ANSWER: False

271. Recent research suggests that 5 percent of Canadians have mental health issues.

- a. True
- b. False

ANSWER: True

272. The first step in coping with stress is to recognize the universal symptoms of stress and to identify the sources of stress.

- a. True
- b. False

ANSWER: True

273. There is a positive correlation between good physical health and the ability to cope with stressors.

- a. True
- b. False

ANSWER: True

274. Improved employee health is associated with lower levels of absenteeism, increased efficiency, and better morale.

- a. True
- b. False

ANSWER: True

275. Typical elements in a wellness program can include access to flexible work hours, healthy food, and fitness facilities.

- a. True
- b. False

Chapter 3 - Creating a Culture of Well-Being

ANSWER: True

276. Alternative health approaches are less effective and require the patient to participate in health-care decisions.

- a. True
- b. False

ANSWER: False

277. Wellness programs are particularly effective when organizations offer cash incentives and allow employees to select the wellness options of their choice.

- a. True
- b. False

ANSWER: False

278. Emotional and/or mental health issues are on the rise and are creating direct and indirect costs to the Canadian economy.

- a. True
- b. False

ANSWER: True

279. Research findings indicate that employee assistance programs do not result in a substantial increase in productivity.

- a. True
- b. False

ANSWER: False

280. The most prevalent problems among employees are personal crises involving marriage, family, financial, and legal matters.

- a. True
- b. False

ANSWER: True

281. Alcoholism is a problem that primarily affects blue-collar workers.

- a. True
- b. False

ANSWER: False

282. If one is to help an alcoholic, it is necessary to awaken the individual to the reality of the condition.

- a. True
- b. False

ANSWER: True

283. A supervisor cannot discipline a person who is drug or alcohol dependent because substance dependency is considered an illness.

Chapter 3 - Creating a Culture of Well-Being

- a. True
- b. False

ANSWER: False

284. Briefly describe the duties of employers, supervisors, and workers under health and safety legislation.

ANSWER: The fundamental duty of every employer is to take every reasonable precaution to ensure employee safety. In addition to providing a hazard-free workplace and complying with the applicable statutes and regulations, employers must inform their employees about safety and health requirements. Employers are also required to keep certain records, compile an annual summary of work-related injuries and illnesses, and ensure that supervisors are familiar with the work and its associated hazards. Employers in all jurisdictions are required to report accidents that cause injuries and diseases to the workers' compensation board. Accidents resulting in death or critical injuries must be reported immediately; the accident must then be investigated and a written report submitted. Finally, employers must provide safety training and be prepared to discipline employees for failing to comply with safety rules. Supervisors are required to advise employees of potential workplace hazards; ensure that workers use or wear safety equipment, devices, or clothing; provide written instructions where applicable; and take every reasonable precaution to guarantee the safety of workers.

Employees are required to comply with all applicable acts and regulations, report hazardous conditions or defective equipment, and follow all employer safety and health rules and regulations, including those prescribing the use of protective equipment.

285. Explain the role of the supervisor in creating a safe work environment.

ANSWER: Broadly, the supervisor has two safety functions. First, the supervisor is probably the most important disseminator of safety information within an organization. It is the supervisor's job to make sure that his or her subordinates are familiar with all safety procedures inherent in their jobs. Second, the supervisor is also responsible for ensuring that subordinates actually comply with the safety rules and regulations. Even the best safety training programs will fail if there is a lack of adequate control at the employee level. In short, the supervisor serves both as an educator and as a guardian of the safety program.

286. You have just been asked by your department manager to write a violence prevention policy for your department. What areas should be covered in the policy? Include a statement of how a threat to another employee should be handled.

ANSWER: To develop a policy on violence prevention, it would be wise to draw upon the warning signs regarding workplace violence. These signs will enable managers to detect behaviours that are indicators of violence. Managers are responsible for preventing acts of violence, analyzing the workplace to uncover areas of potential violence, preventing violence by designing safe workplace and work practices, and providing violence prevention training. In addition, an organization can make a concerted effort to screen job applicants for histories showing a propensity for violence, and managers can be trained to recognize violence indicators. Also, mention can be made of the fact that some organizations have created formal crisis management teams to investigate threats, analyze risks, and develop action plans to respond to violent situations.

287. The employees at ABC have had heavy workloads over the past year due to downsizing. The ABC CEO wants to introduce a stress management program that would control the consequences of this stress. Describe

Chapter 3 - Creating a Culture of Well-Being

types of stress management programs that would help employees cope more effectively with the physiological and/or psychological consequences of stress.

ANSWER: Relaxation and meditation programs – Relaxation and meditation programs help employees adjust their physiological response to the stressor and stress perception. The objective in relaxation, breathing exercises, and visualization is to achieve a relaxation response in which heart rate, blood pressure, muscle tension, and breathing rate decrease. Meditation is a variation of relaxation involving a specific sitting position and sometimes a special repetitive chant. Relaxation and meditation programs are effective in reducing blood pressure levels and muscle tension.

Fitness and lifestyle programs – Corporate fitness programs include aerobics classes, team sports, swimming, weightlifting, and other activities found at private fitness centres. These programs help employees lower their respiration, muscle tension, heartbeat, and stomach acidity, thereby reducing the physiological consequences of stress. Lifestyle programs train employees and reinforce their behaviour in better nutrition and fitness, regular sleep, and other good health habits. A typical lifestyle program might help employees stop smoking and offer seminars about alcohol abuse. Fitness and lifestyle programs are known to reduce employee absenteeism, stress, anxiety, and the risk of cardiovascular disease. Employees also reduce their smoking habits and develop better health attitudes.

Employee counselling – Many organizations have introduced employee assistance programs (EAPs) to help employees with stressful life experiences and to overcome ineffective coping mechanisms such as alcoholism. Broad-brush programs counsel employees on most work or personal problems. They often help employees overcome dysfunctional stress-coping strategies, such as alcoholism.

Social support – Social support helps employees cope with the consequences of stress by building their self-esteem and perceived ability to cope with the stressor, and by feeling comfort by being with others in trying times.

Other programs may include coping skills, listening skills, methods of dealing with difficult people, time management, and assertiveness.

288. What is organizational culture?

ANSWER: Organizational culture is the collective understanding of beliefs and values that guide how employees act and behave. Culture doesn't just happen or appear overnight. It usually starts with the original business owner and then builds over time as new people come into the organization and interpret the beliefs and values of the original owner. Depending on how aligned newer actions are with established expectations, culture can change over time.

289. How does culture impact employees?

ANSWER: Since culture influences actions and behaviours, culture really provides the compass for guiding what employees do and say. There are several dimensions of culture, all which contribute to the personality of the organization. For example, does management take into consideration the impact of decisions on employees, or does it focus on getting the work done at all costs? Another dimension is whether the organization uses the rules and regulations to control employee behaviour, or whether it supports empowerment. One final dimension is how much the organization focuses on team versus individual effort. Culture has a profound impact on the success of any organization. When employees of organizations are empowered to innovate and failures are part of the learning, research has

Name: _____ Class: _____ Date: _____

Chapter 3 - Creating a Culture of Well-Being

demonstrated that those organizations are more successful.

290. Define workplace violence.

ANSWER: Workplace violence includes: threatening behaviour, such as shaking fists or throwing objects; verbal or written threats; harassment—any behaviour that demeans, embarrasses, or humiliates; verbal abuse, including swearing, insults, or condescending language; physical attacks, including hitting, shoving, pushing, or kicking.