



Corporate Mental Health Management and Work Environment Improvement

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NOTICE: This represents an English translation of an original report released in Japanese by the AIG Institute on October 28, 2019. In the event that there are any inconsistencies between the Japanese version and the English one, the Japanese version shall control and supersede the substance of the English translated version.

Overview

Mental health management of employees is becoming increasingly important for companies.

In particular, in recent years, in the midst of the trend of work style reform, health management, and measures to deal with lack of human resource, it is essential for not only large companies but also small and medium-sized enterprises to take mental health measures for the sustainable growth of companies.

However, statistics also show that there is a gap between large companies and small and medium-sized enterprises in mental health management initiatives. There is also administrative support for small and medium-sized enterprises such as regional occupational health centers and various subsidies, but the effect is limited.

Under these circumstances, the approach to reduce mental health risks by improving the workplace environment, focusing on "psychosocial risks" in the workplace, has been recently attracting attention. This does not mean that experts deal with mental health disorder employees develop (after such symptom is detected on individual basis). It is a proactive and work-environment level approach that prevents mental health problems of employees by discovering and mitigating risks in the workplace environment before problems become apparent.

This approach to improve the workplace environment is preceded by the EU's PRIMA-EF model, and has already shown examples of improvements in Italy, for example. In Japan, it is institutionalized in the form of group analysis based on stress check, but more recently, a new initiative called "Creating a Vibrant Workplace (Workplace Dock)" with participation of employees is attracting attention.

Mental health measures by improving the workplace environment can be implemented flexibly as it does not much require professional support, and the size of the workplace is small and the reporting line structure is simple, therefore, it is a particularly easy approach for small and medium-sized enterprises.

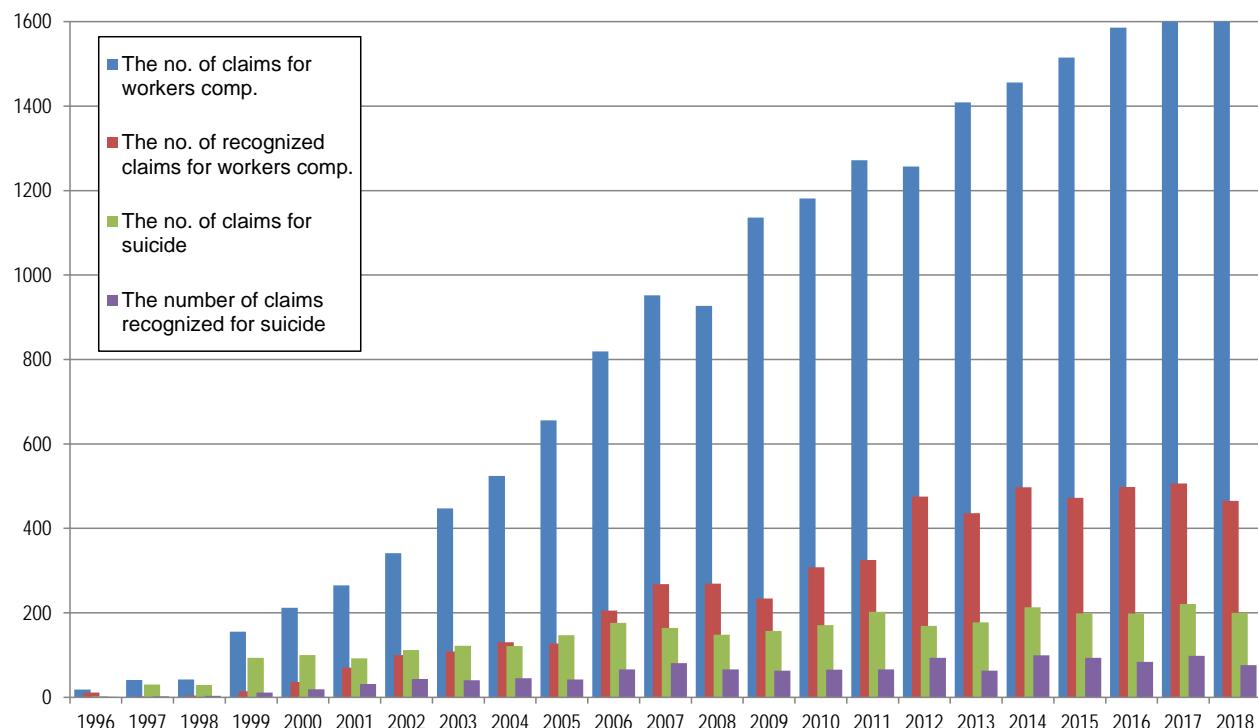
Mental health management of companies is required not only to focus on individual employees after issues occur, but also to focus on the environment (psychosocial risks) and to be expanded to initiatives to improve the workplace environment to prevent risks from becoming apparent. In particular, small and medium-sized enterprises will be able to reduce the substantial gap with

large companies if efforts to improve the working environment are advanced.

The current situation of mental health risk management in companies and legal systems

The number of claims and certifications for workers' compensation due to mental disorders, including depression, has increased rapidly in recent years, and the importance of mental health management for companies is also rapidly increasing. In a survey¹ conducted last year by AIG Institute, nearly 90 percent of those workers in the companies said they felt stressed at work, which indicates so many people are working with stress.

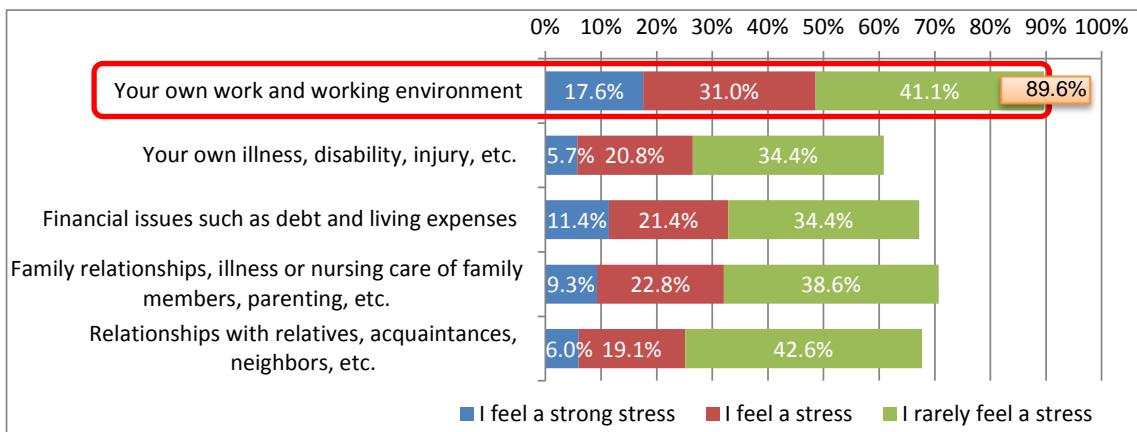
Trend of workers compensation for mental illness



(Created by the author based on the document about the status of workmen's compensation document for mental disorders by Ministry of Health, Labour and Welfare)

¹ "AIG Insights #03 Survey on the mental health of working people and future discussion points"<http://www-510.aig.co.jp/about-us/institute/insight/03.html>

Percentage of people who are stressed or have felt stress



(Survey on awareness of employees about mental health by AIG Institute, (2018))

In response to this situation, the government revised the Occupational Safety and Health Act in 2015 to establish a basic framework for mental health management for companies centered on mandatory implementation of stress checks, as well as Guidelines for maintaining and promoting the mental health of workers ("Guidelines"). In 2019, the Act was revised again as part of the work style reform, and the strengthening of the authority of industrial physicians was included.

At Guidelines, the mental health management of companies is defined from two perspectives: "four cares" and "three preventions," and comprehensive efforts are requested to maintain and improve the mental health of employees.

【Four cares】 (Classification based on the subject of initiative)

- (1) Self-care: Care by employees themselves
- (2) Line-care: Care by supervisors
- (3) Care by industrial health staff in the workplace: Care by industrial physicians, labor personnel in the workplace
- (4) Care with external resources: Care by external doctors and services

【Three preventions】 (Classification based on the stages to prevent mental health disorders)

- (1) Primary prevention: Preventing mental health problems
- (2) Secondary prevention: Detecting mental health problems at earlier stages and taking appropriate measures
- (3) Tertiary prevention: Providing support for workers with mental health problems for their return to work

Promotion of mental health measures through health management systems

In addition to these initiatives led by the Ministry of Health, Labour and Welfare based on the Occupational Safety and Health Act, the Ministry of Economy, Trade and Industry is promoting "health management" to address future changes in the worker structure (increase in social insurance costs, decrease in working-age population, aging of workers, etc.).

Health management is "to consider health management from a management perspective and to implement it strategically, considering that it is an investment that will enhance profitability in the future, in order to maintain and promote employee's health".² Various award programs have also been developed to promote health and productivity management, aiming to "visualize" companies engaged in health and productivity management and lead to social evaluations. "Health and Productivity Products Brands", "Excellent Health and Productivity Management Corporations (White 500)" were selected and certified for large enterprises, and "Excellent Health and Productivity Management Companies" were selected and certified for small and medium-sized enterprises, and since the selection of the first health and productivity brand in September, recognition has been rapidly increasing.³

	Health and Productivity Brands	Excellent Health and Productivity Management Corporation	
		Large Corporate Sector	Small and Medium Enterprise Division
Health And Management Awards 2015	22 companies		
Health And Management Awards 2016	25 companies		
Health And Management Awards 2017	24 companies	235 legal entities	318 legal entities
Health And Management Awards 2018	26 companies	541 legal entities	776 legal entities
Health And Management Awards 2019 (Announced in Feb. 2019)	37 companies	821 legal entities	2,503 legal entities

From the Ministry of Economy, Trade and Industry's "Promotion of Health and Productivity Management 3.Health and Productivity Management Award"

It is natural that the "health of employees" envisioned by health management includes not only physical health but also mental health. For example, the certification criteria⁴ for The Best

² Ministry of Economy, Trade and Industry, "Promotion of Health and Productivity Management" https://www.meti.go.jp/policy/mono_info_service/healthcare/downloadfiles/180710kenkoukeiei-gaiyou.pdf (visited on Aug 8, 2019)

³ Ministry of Economy, Trade and Industry "Promotion of Health and Productivity Management 3.Health And Productivity Management Award"https://www.meti.go.jp/policy/mono_info_service/healthcare/kenko_keiei.html (visited on Aug 8, 2019)

⁴ Excellent Health and Productivity Management Corporation 2020 (Small and Medium Enterprise Division) Certification criteria https://www.meti.go.jp/policy/mono_info_service/healthcare/downloadfiles/kenkoukeiei.html

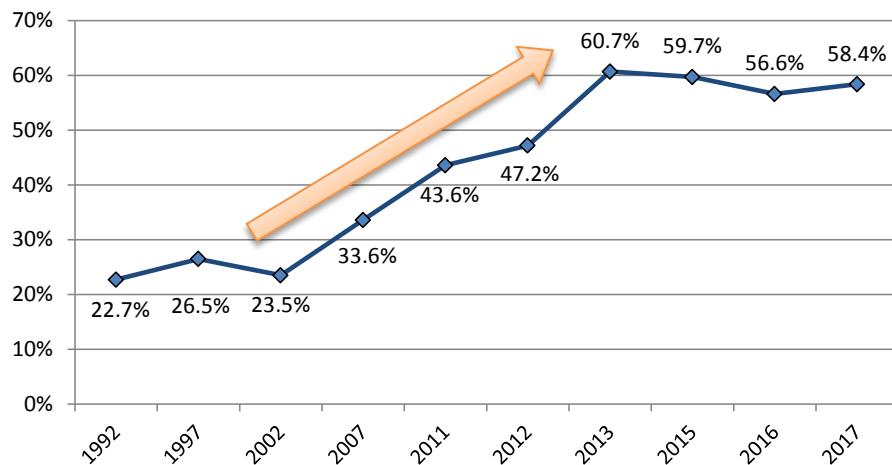
Health Enterprise2020 (Small and Medium Enterprise Sector) includes the following mental health requirements:

- Stress checks conducted at workplaces with less than 50 people
- Initiatives for dealing with those who work for long hours
- Initiatives for measures for mental health problems

The present situation of measures for mental health for small and medium enterprises

The number of companies engaged in mental health measures has increased due to government efforts such as the revision of the law and the introduction of the new program. In the survey up to 2002, the percentage of workplaces that had implemented mental health measures had been less than one-fourth of the total, but, in 2009, the survey showed that it rose to about 60 percent.

Percentage of workplaces engaged in mental health measures



From the Ministry of Health, Labour and Welfare Survey on Worker Health Status (until 2012),
Occupational Safety and Health Survey (for actual status) (since 2013)

However, the implementation rates of these measures largely vary depending on the sizes of the workplaces. At workplaces with fifty or more workers where mental health measures are mandatory, the implementation rate is nearly 90%, while at workplaces with less than fifty workers, it is only more than 50%.

No. of employees	Rate of measure execution for mental health	Distribution rate
1,000 or over	98.9%	0.2%
500 ~ 999	99.8%	0.4%
300 ~ 499	99.5%	0.7%
100 ~ 299	95.5%	4.7%
50 ~ 99	83.0%	9.1%
30 ~ 49	67.0%	14.3%
10 ~ 29	50.2%	70.6%
(50 or over)	88.3%	15.1%
(Less than 50)	53.0%	84.9%
(Total)	58.4%	100.0%

(Percentage of companies that responded that they were working on mental health.)
Created by the author based on the FY2017 Occupational Safety and Health Survey

In addition, at workplaces that answered that they were working on mental health measures, according to details, stress checks and training were being conducted regardless of their sizes, while the implementation rates of to improve the working environment and support for returning to work varied.

Measures for mental health (multiple answers allowed / Excerpt)									
No. of employees	Execution of stress check	An established structure for consulting in the organization	Training and information offered to workers	Training and information offered to supervisors	Selection of resources responsible for execution of measures for mental health	Assessment and improvement of working environment	Support for return to work	Utilization of regional occupational health center	
1,000 or over	98%	87%	84%	80%	74%	85%	83%	2.2%	
500 ~ 999	99%	78%	70%	69%	67%	73%	63%	3.0%	
300 ~ 499	99%	64%	60%	55%	58%	65%	51%	2.4%	
100 ~ 299	94%	55%	53%	47%	49%	61%	33%	1.8%	
50 ~ 99	89%	44%	47%	43%	44%	51%	25%	3.2%	
30 ~ 49	61%	42%	47%	39%	27%	33%	22%	6.7%	
10 ~ 29	55%	35%	35%	28%	20%	24%	14%	5.1%	
(Total)	64%	39%	41%	34%	28%	33%	19%	4.8%	
50 or over	92%	50%	51%	46%	47%	57%	31%	2.7%	
Less than 50	56%	36%	38%	30%	22%	26%	15%	5.4%	
Difference of execution rate	1.6	1.4	1.3	1.5	2.2	2.2	2.0	0.5	

(Only companies that responded that they were "engaged" in mental health measures were asked about the details of their initiatives.) Created by the author based on the FY2019 Occupational Safety and Health Survey (on the actual conditions)

As this indicates, there is an unignorable gap between large companies and small and medium-sized enterprises in terms of mental health measures in both the rate of implementation of mental health measures and the content of mental health measures.

The government's initiatives to address mental health measures by small and medium-sized



enterprises include the establishment⁵ of a Regional Occupational Health Center, which provides free occupational health services for small-scale workplaces⁶ and various subsidy programs such as "Stress Check Subsidy", but there are many restrictions on the use of all of them, and there is no sufficient supporting measure yet to correct the disparity. In case of small and medium-sized enterprises, building a system for engagement of specialists such as industrial physicians is inefficient and expensive compared to large companies, while the above-mentioned support is mainly limited to systems that support the initial investment and does not essentially solve the weight of the burden on small and medium-sized enterprises.

"Psychosocial risk" of mental health and improvement of work environment

In recent years, it has been attracting attention as a clue to solving the structural difficulties of mental health measures in small and medium-sized enterprises, and reviewed mental health measures from the perspective of "psychosocial risks." It is a movement to solve the problem by improving the working environment.

Psychosocial risk is one of the risks that lead to mental health problems, and refers to the way of work and workplace, that is, what is external to the "working environment" rather than inherent in individual workers.

In 2008, PRIMA-EF (the European Framework for Psychosocial Risk Management) shows the following factors (psychosocial hazards) that can cause psychosocial risks as ten items⁷

Major psychosocial hazards

Works	Lack of diversity or short working cycles , fragmented or meaningless work, work that requires skill levels than essentially required skills, high uncertainty, continuous contact with others through works
Workload and pace of work	Workload is too large or small, machine-paced work, severe time constraints, constantly pressured to meet delivery dates
Work schedule	Shift, night shift, inflexible work schedule, unpredictable working hours, long hours or special working hours
Control	Small involvement in decision-making, lack of control over volume of work, pace of operations, and shift

⁵ Japan Organization of Occupational Health and Safety, Tokyo Occupational Health Support Center, Japan Workers' Health and Safety Organization <http://www.tokyos.johas.go.jp/region.html> The same, Osaka Occupational Health Support Center, Regional Occupational Health Center <http://osakas.johas.go.jp/sampo-center/> (visited on Aug 5, 2019)

⁶ Reiwa's First Year Occupational Health Subsidy <https://www.johas.go.jp/sangyouhoken/tabid/1389/Default.aspx> (visited on Aug 6, 2019)

⁷ Leka, S. et al., "The European Framework for Psychosocial Risk Management (PRIMA-EF)", I-WHO Publications, 2008

Environment and Facilities	Equipment is not properly available, equipment is not adequate nor maintained, poor working environment such as insufficient space and lighting, excessive noise
Organizational culture and features	Lack of communication, lack of support for problem solving and human resource development, undefined or unagreed organizational goals
Human relationship at work	Social or physical isolation, weakness of relationships with superiors or colleagues, conflicting relationships, lack of social support
role in the organization	Unclear role, undesired role, responsibility to people
Career Development	Slow career development, uncertainty, inadequate promotion or excessive promotion, low salary, employment instability, low social value
Work life balance	Conflict between work and home requirements , lack of housework support, problems about two-income family

Created on Leka, S. et al., "The European Framework for Psychosocial Risk Management (PRIMA-EF)", I-WHO Publications, 2008, Table 1.1.

As this shows, when mental health issues are viewed from the perspective of psychosocial risks, the means of solving them are not responses to individual employees, but rather an approach of "improving the working environment."

As a specific example, in Italy, efforts to improve the workplace environment have been promoted in a manner that has been encouraged by the government since 2008 as an initiative based on PRIMA-EF. In companies that have implemented PRIMA-EF, workers' work satisfaction was below the EU average before implementation, while a survey five years later showed their satisfaction level exceeded the average, and sixty percent of workers said they were satisfied with their current workplace ⁸.

In Japan, effectiveness of the initiatives to improve the workplace environment has been verified, and it has been shown that they are effective mental health measures that are expected to be more cost-effective than employee and their supervisor training programs. ⁹

⁸ Norito Kawakami, Chiyo Igarashi, Yuko Odagiri "Research on Risk Assessment Methods to Promote Mental Health Measures in Workplaces", 2013-27 Comprehensive Research Report/International Trends (2) Trends in Italy

⁹ "Expense per person" is the total amount of expenses required for intervention (salary of employees, etc. and fee for lecturer) divided by employees of the intervention group, and "benefit per person" is calculated based on the difference before and after the intervention of HPQ (indicator of labor productivity) x the number of people who intervened x annual bonus amount.



Cost-effectiveness comparison of mental health measures

	Cost per employee	Benefit per employee	ROI	Evaluation
Work environment improvement	¥7,660	¥15,200-22,800	1.98 - 2.98	○
Study for employee	¥9,708	¥15,200-22,920	1.57 - 2.36	○
Study for supervisors (A) (a local government)	¥5,290	¥4,400 – 6,600	0.83 - 1.24	△
Study for supervisors (A) (a Japanese sake maker)	¥2,948	¥0	0	×

Created based on Kenyu Yoshimura, Kento Kawakami, Akizumi Tsutsumi et al., Cost-benefit analysis on primary preventive measures for mental health in the workplace in Japan, created from Sangyo Eiseigaku Zasshi, 55(1), 11-24(2013)

Efforts to improve the working environment as a mental health measure also leads to redefining the position of "care by the line (supervisor)" for a better direction.

Supervisors not only have their authorities necessary to intervene and improve the work environment and the way their subordinates work, but they are also "experts" in the workplace and work style. By extending the role of the supervisor in mental health measures to recognize the problems of the work environment and to make improvement rather than simply giving advice to his or her subordinates, and by positioning it as their main role, the significance and effectiveness of care by the line will increase greatly.

Approach suitable for improvement of the workplace environment in SMEs

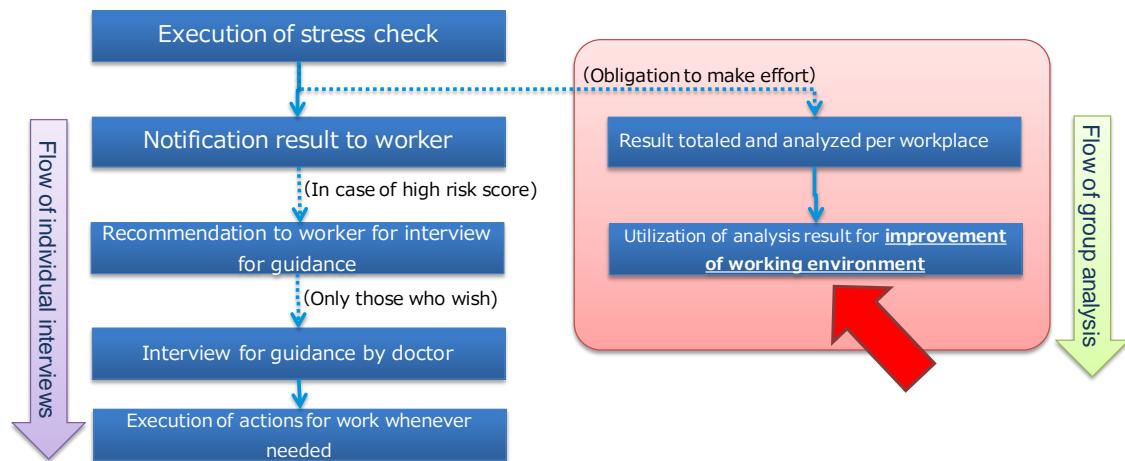
What measures are available when small and medium-sized enterprises try to take mental health measures based on an approach to improve their workplace environments?

Difficulty of implementing group analysis

In general, a method called "group analysis" of stress check is well known as an effort to improve the work environment, and it has been introduced by large companies.

In group analysis, the results of stress checks (separately from the individual aggregation) for each workplace are aggregated and analyzed to discover the risk factors for mental health problems that each workplace has and to make improvement. It is also specified in the flow of stress check implementation stipulated in the Guidelines.

Flow of stress check based on "guideline" and "group analysis"



* Created by the author based on "Guidelines for the Maintenance and Promotion of Workers' Mental Health" of the Ministry of Health, Labour and Welfare

Stress checks can be used not only for the analysis of the mental health of individual respondents, but also for the analysis of problems (psychosocial risks) in their workplaces because it is considered that stress checks are originally used for such purposes, and the questions contain items related to psychosocial risks.

However, in order to carry out a group analysis, a stress check must be carried out in advance as a prerequisite. Since stress checks are not mandatory for small and medium-sized enterprises, for such enterprises that have not conducted stress checks, it is not possible to improve the working environment through group analysis.

Approach to "create a vibrant workplace (Workplace Dock)"

On the other hand, an employee-participation type initiative called "Creating¹⁰ a Vibrant Workplace (Workplace Dock)" is attracting attention as a new initiative to improve a work environment, while stress check is not regarded as a prerequisite.

"Creating a Vibrant Workplace" is a workplace environment improvement program that is conducted by employees in their workplaces as the primary prevention of mental health problems and is led by themselves. The latest psychosocial risk management knowledge including the PRIMA-EF model is reflected, and its framework makes it possible to comprehensively respond to a wide range of psychosocial risks more than group analysis. In 2011,¹¹ initiatives implemented

¹⁰ * For such initiatives, the term "workplace dock" may be used, but on the "listen to your mind" portal site managed by the Ministry of Health, Labour and Welfare, the initiative to improve work environment with participation of the employees, which is similar to "workplace dock", is called "creation of vibrant workplace"*, therefore, in this document, that name is to be used. *<http://kokoro.mhlw.go.jp/manual/>

¹¹ Manual for Implementation of Stress Check System Based on the Occupational Safety and Health Act (Revised in July 2019) 95 pages <https://www.mhlw.go.jp/bunya/roudoukijun/anzeneisei12/index.html> (visi

for employees in Kochi Prefecture were organized as "workplace docks," and since then they have been introduced to other local governments and companies.

Specific ways to conduct "Creating a Vibrant Workplace" are summarized¹² in "Listen to your mind", a mental health portal site managed by the Ministry of Health, Labour and Welfare (see the Appendix for its overview).

As an effort to improve the working environment for small and medium-sized enterprises, "Creating a Vibrant Workplace" is excellent in the following ways:

- **Employees can work on their own initiatives.**

Although the engagement of industrial physicians, etc. as an advisor is also proposed at the stage of preparation and planning, it is not mandatory, and it is possible for experts with certain knowledge and experience in occupational health and safety and managers to take leadership and implement it. Small and medium-sized enterprises that do not have currently effective contracts with industrial physicians can "start first".

- **The target of the approach is not individual employees who have suffered from mental health problems, but the work environment itself is there.**

In small and medium-sized enterprises, requests for care for individual employees are irregular and unstable, and it is difficult to establish a support system and cost-effectiveness deteriorates. On the other hand, in the case of improvement of the work environment, it is possible to work at any time, regardless whether there are employees with mental health problems or not, and the effect will spread to all employees in the workplace as a whole.

- **Small scale of organization and workplace is rather beneficial for initiatives.**

For small and medium-sized enterprises, group discussions in the process of "creating a vibrant workplace" can be completed once for the entire company, and it is possible to change the work environment of the company at once through the strong leadership of management. This is difficult for large companies with many subdivisions to take and can bring a unique strength to small and medium-sized enterprises.

ted on Sep 18,2019)

¹² Ministry of Health, Labour and Welfare "Listen to your mind", work environment improvement tool <http://kokoro.mhlw.go.jp/manual/> (visited on Aug 16, 2019)



Summary: Small and medium enterprises and the workplace environment improvement program

Mental health management initiatives have been progressing mainly in large companies, and small and medium-sized enterprises have not implemented sufficient initiatives, compared to them. Although the government has provided a variety of assistance, its effectiveness is limited.

However, the majority of companies in Japan are small and medium-sized enterprises, and labor shortages and recruitment difficulties due to the declining birthrate and aging population, an increase in mental and physical health risks due to the aging of employees, and a growing interest in health and productivity management are getting more attentions. Enhancement of mental health measures is an urgent issue even for small and medium-sized enterprises.

In such a situation, compared to the conventional individual-centered and reactive approach that is only effective in large-scaled companies, "improvement of the workplace environment" focusing on psychosocial risks surrounding employees, and, in particular, the employee-participating initiatives to improve work environment, called the creation of a vibrant workplace (workplace dock), have a low hurdle for small and medium-sized enterprises to introduce, and are worth considering as a priority.

In the future, the area to pay particular attention to in the mental health management initiatives of companies is the improvement of the workplace environment in small and medium-sized enterprises, and the employee-participation-type of the workplace environment improvement approach that people in charge and employees in the company take the initiative.

Currently, there are few reports on efforts to improve the workplace environment in small and medium-sized enterprises, and the management of small and medium-sized enterprises are not fully aware of this approach, therefore, it is required to strongly promote the practice of improving the workplace environment in small and medium-sized enterprises as an initiative of government and academia. As a result, it will be necessary to share a wide range of knowledge such as success stories and challenges unique to small and medium-sized enterprises and how to deal with them, and to aim to realize a society in which workplace environment improvement is being taken for granted as a mental health measure for SMEs.

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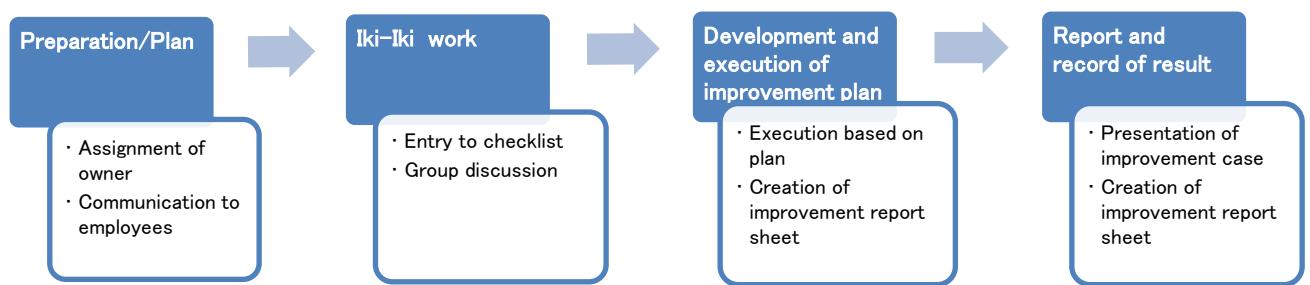
Appendix: Overview of "creating a vibrant workplace"

Implementation process for creating a vibrant workplace

The workplace environment is to be improved by creating a vibrant workplace, which is employee-led on a workplace basis (the entire company if it is a small company).

The implementation process consists of four steps below. This process is driven by corporate health and safety personnel, operators, and administrative supervisors, and the involvement of external experts is not always expected. (However, it is also proposed to obtain the cooperation of these experts during the preparation and planning phase.)

"Creating a vibrant workplace" process for improving the workplace environment



Created by the author based on "Guide to improvement of work environment with participation of workers for the creation of a vibrant workplace" of Ministry of Health, Labour and Welfare, 2018 revised edition

Among these processes, the second process, "Iki-Iki work" requires participation of employees."Iki-Iki work" is an around sixty-minute study meeting in which all employees in the workplace participate to openly discuss the good points of and improvement areas in their workplace and to make and present a plan for improvement of the workplace.

In "Iki-Iki work", the work environment is reviewed from four perspectives such as "how to execute work," "workplace and office work environment," "mutual support in human relations," and "mechanism of a safe workplace" to identify psychosocial risks.

Four elements of working environment reviewed in "Iki-Iki work" (In Japanese)



* From the Ministry of Health, Labour and Welfare's "Guide to the improvement of participatory work environment for the creation of a vibrant workplace", 2018 revised version

Tools for "Iki-Iki work"

働きやすい職場づくりに役立った職場環境改善事例

① 会議室、会員登録カウンターなどは腰痛対策椅子、ノートパソコン用椅子を導入しました。

② 事務室などは背もたれ・腰痛対策椅子を導入しました。

③ 会議室などは腰痛対策椅子、腰痛の軽減が図れる椅子を導入しました。

④ 会員登録カウンターなどは腰痛対策椅子、手洗い場などは腰痛対策椅子を導入しました。

⑤ 腰痛対策椅子として腰痛対策椅子を導入しました。

⑥ 会員登録カウンターなどは腰痛対策椅子を導入しました。

⑦ 会員登録カウンターなどは腰痛対策椅子を導入しました。

⑧ 会員登録カウンターなどは腰痛対策椅子を導入しました。

⑨ 会員登録カウンターなどは腰痛対策椅子を導入しました。

⑩ 会員登録カウンターなどは腰痛対策椅子を導入しました。

⑪ 会員登録カウンターなどは腰痛対策椅子を導入しました。

⑫ 会員登録カウンターなどは腰痛対策椅子を導入しました。

Collection of successful cases

グループ検討用ワークシート（良い点、改善点）													
<p style="text-align: center;">職場の良い点</p> <p>あなたの職場で、以下の項目が非常に「本当に良い」と思われるときに役立っている良い点（（実績例））リストを作成せよ。他のやうな良い点もあらわしてもかまわない。</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">1</td> <td style="width: 90%;">あなたの職場の良い点（実績例）を記入（工場やオフィス）</td> </tr> <tr> <td>2</td> <td>（実績例）</td> </tr> <tr> <td>3</td> <td>（実績例）</td> </tr> </table> <p style="text-align: center;">職場の改善したい点</p> <p>あなたの職場で、以下の項目が非常に「本当に悪い」と思われるときに改善したい点（（実績例））リストを作成せよ。他のやうな悪い点もあらわしてもかまわない。</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">1</td> <td style="width: 90%;">実現したい理想的な状況（目標）</td> </tr> <tr> <td>2</td> <td>（現状）</td> </tr> <tr> <td>3</td> <td>（現状）</td> </tr> </table>		1	あなたの職場の良い点（実績例）を記入（工場やオフィス）	2	（実績例）	3	（実績例）	1	実現したい理想的な状況（目標）	2	（現状）	3	（現状）
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3	（実績例）												
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3	（現状）												

Group worksheet

Improvement plan report

Action check list

21	「発達の段階と特徴」、パワーハウスについて認知する おもてなし		読みこなすか 読みこなさない 読みこなさない	読みこなすか 読みこなさない 読みこなさない
22	いろいろな会員組織の（会員、会長、幹事長、パート、 会員）が連携の一員として重要な役割を果すように働きぬく		読みこなすか 読みこなさない 読みこなさない	読みこなすか 読みこなさない 読みこなさない
23	「発達の段階と特徴」、キヤッホについて認知する おもてなし		読みこなすか 読みこなさない 読みこなさない	読みこなすか 読みこなさない 読みこなさない
24	「発達の段階と特徴」のトピックについて、学習機会を 設けた		読みこなすか 読みこなさない 読みこなさない	読みこなすか 読みこなさない 読みこなさない
E 挑戦項目				
25	（問題）JAPANで活動する会員はどれくらいいるか。		読みこなすか 読みこなさない 読みこなさない	読みこなすか 読みこなさない 読みこなさない
26	（問題）JAPANで活動する会員はどれくらいいるか。		読みこなすか 読みこなさない 読みこなさない	読みこなすか 読みこなさない 読みこなさない

Action check list

⁴ From the Ministry of Health, Labour and Welfare's "Guide to improvement of work environment with participation of workers for the creation of a vibrant workplace" " 2018 Revised Edition