



# **CANADIAN WORKPLACE WELL-BEING AWARDS**

PRESENTED BY

**THE CANADIAN POSITIVE  
PSYCHOLOGY ASSOCIATION**

AND

**THE CANADA LIFE  
ASSURANCE COMPANY**



- CANADIAN POSITIVE PSYCHOLOGY ASSOCIATION -  
L'ASSOCIATION CANADIENNE DE PSYCHOLOGIE POSITIVE

## 2023 Canadian Workplace Well-Being Awards Guide to Submitting Your Application

Dear Employer

Workplace well-being is an increasingly significant priority. Leading organizations have made impressive strides to elicit positive change through employee well-being initiatives. The mandate of the **Canadian Workplace Well-Being Award (CWWA)** is to:

- Recognize and celebrate outstanding achievement in workplace well-being practices in Canada;
- Curate case studies of impactful initiatives from winning organizations in several award categories and share these stories so other organizations can learn and benefit from their leadership.

We invite your organization to apply for the Canadian Workplace Well-Being Award, which is in its third year. The CWWA is led by the Canadian Positive Psychology Association which promotes the practice of positive psychology and acknowledges that employee well-being initiatives which leverage the principles of positive psychology yield significant impacts on employees' level of happiness and psychological well-being.

### Timeline

March 13, 2023	Application period opens
August 11, 2023 (deadline has been extended)	Application period closes
September/October, 2023	Application review by independent Judges
November 21, 2023	Announcement of winners and virtual award ceremony

Canadian based organizations in the private, public and nonprofit sectors who have developed and implemented impactful psychological employee well-being initiatives or demonstrated leadership in the field of helping employees to thrive. Organizations must have been in existence more than two years and their well-being program over a year.

Early bird from March 13 to April 30, 2023- \$399. Plus HST. Regular fee after April 30, 2023- \$499. plus HST.

## PROCESS FOR APPLYING FOR AN AWARD

### Stage 1: Application Stage

- Visit CPPA web site- [www.cppa.ca](http://www.cppa.ca)
- complete an online application by August 11, 2023

You will need to have:

- Contact details- the person handling the administration and logistics of the application through the award process
- Detailed information and background about your Workplace Well-Being program or initiatives. Testimonials from employees and at least one executive leader
- Any attachments you would like to include for question number 6
- The number of employees in the organization
- Name of the leader or Executive Champion of the well-being Program
- Credit Card Details for payment

Receipts will be sent automatically via email once the transaction is complete.

### Stage 2: Submission

The submission is the work part of your application, where you complete the application, gather the necessary evidence or documents to attach to your application.

We recommend that you complete your application in word format first and then cut and paste into the application. Preparing your application in this manner provides you with the ability to complete your application in less than 30 minutes. Please complete your application in one sitting, as you will not be able to resume later. **Please do not include links to your website as additional information.**

To help you prepare, please refer to Appendix A to view the required Application Information along with the maximum word count for each Section of the Application, as applicable.

Once you submit your application online, we will acknowledge receipt of your application and you will receive a copy of your submitted application.

### **Stage 3: Adjudication**

Once the application submission date closes, all submissions along with supporting evidence and other documents provided will be supplied to the shortlisting panels for the judging process. Applications will be individually assessed to determine if there is missing information or need for further clarification. The judges will individually assess applications before meeting as a group to discuss each application and determine the shortlisted finalists. Each submission will be rated against the award criteria.

### **Stage 4: Finalist announcements**

All applicants will be contacted via email and notified of the outcome of their submission.

### **Stage 5: Referee checks**

Referee checks can be conducted at any stage of the judging process. We will contact you if needed.

## **AWARDS CRITERIA:**

Assessment of applications will be made by a third-party jury from Canada's Positive Psychology community, experienced and respected leaders in workplace well-being, and leading educators. Assessment of judges will be based on the demonstration of a commitment to creating a workplace culture, which values and promotes employee psychological well-being. The organization can demonstrate the program by providing examples of initiatives, practices and approaches that leverage the principles of positive psychology and yield significant impacts to your employee's level of happiness and psychological well-being, and allow your organization to flourish. The programs can be employee and/or organizationally led initiatives.

### **Tips and Hints**

Suggested areas to potentially cover in your application based on positive psychology:

Positive emotional climate; growth mindset; compassion; job crafting; strength-based approaches; bringing out the best in people; an appreciative approach; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

<b>Criterion Definition</b>	<b>Suggested evidence (<i>the more evidence that you are able to provide, the more robust your application. Provide information pertaining to each of the criteria</i>).</b>
<p><b>Well-being</b> The program is based on improving psychological well-being (e.g. mental, emotional, physical, social and spiritual) It goes beyond traditional health, fitness and nutrition programs.</p>	<ul style="list-style-type: none"> <li>● Evidence that the initiative is embedded into your current people management strategy.</li> <li>● Concrete examples of the initiative being implemented within the organization (i.e. scheduling of activities, feedback from employees, newsletters/communications announcing initiative components etc.).</li> </ul>
<p><b>Positive psychology</b> The initiative is designed using positive psychology concepts incorporating tools, practices, assessments (such as VIA Character Strengths, flow building etc.)</p>	<ul style="list-style-type: none"> <li>● Evidence that the approach has incorporated a model of positive psychology such as the PERMAV model or other models. (PERMAV-positive emotions; engagement; relationships; meaning; achievement; vitality).</li> <li>● Documentation showing the implementation of processes and tools unique to positive psychology, increasing happiness and satisfaction within the organization, creating positive and caring cultures.</li> </ul>
<p><b>Innovation</b> The initiative is based on a new approach to address a specific challenge the organization is facing.</p>	<ul style="list-style-type: none"> <li>● How does the program demonstrate the organization has thoroughly understood the areas of well-being and the needs of its employees?</li> <li>● Evidence of creativity and innovation in providing well-being initiatives that stand out from known best practices or new approaches that contribute to positive climate (examples: job design, strength-based approaches, relationship building training and initiatives that foster strong connections in a virtual world, helping employees thrive and reach their potential. How does the program demonstrate creative thinking?</li> </ul>
<p><b>Psychological health and safety</b> The organization promotes employee’s psychological well-being and actively works to prevent harm to employee psychological health.</p>	<ul style="list-style-type: none"> <li>● Evidence can include that the organization has imbedded some examples of the psychosocial factors outlined in the <i>National Standards</i> in areas such as: organizational culture; psychological and social support; clear leadership and expectations; civility and respect; psychological demands; growth and development; recognition and reward; involvement and influence; workload management; engagement; balance; psychological protection; protection of physical safety.</li> </ul>

<p><b>Impact measurement and outcomes</b></p> <p>The program or initiatives have addressed the challenge, achieved the desired outcome and positively impacted the organization.</p>	<ul style="list-style-type: none"> <li>● Evidence that the program has achieved its objectives and goals including measurements of success or KPI before interventions versus after the well-being program was implemented, (i.e. how do you know about the positive impact on employees and the community)?</li> <li>● Evidence of improvements and outcomes resulting from the initiative. These could include stakeholder surveys conducted pre/post initiative (i.e. climate survey results, engagement survey results, surveys specifically relating to the initiative etc.). Are there measures of increased productivity, and metrics on usage of the well-being program as a percentage of employees? It could also include budget implications of the initiative i.e. cost savings/increases in revenue because of the initiative.</li> <li>● Evidence that the community has benefited from the well-being initiative of the organization (e.g. the organization promotes altruism, donations, offering of skills to the community in need, supporting voluntary activities, fostering interdependence between the organization and the community).</li> </ul>
<p><b>Sense of commitment or priority of the well-being program within the organization</b></p> <p>Evidence of sustainability of well-being program. The commitment is likely to last beyond the immediate.</p>	<ul style="list-style-type: none"> <li>● Have there been policies and procedures adapted to enhance and maintain a positive culture?</li> <li>● How integrated is the well-being program?</li> <li>● Evidence that top leadership prioritises well-being of employees as a means to success (i.e. advertising, promotion, branding, internal communication, performance plans, recognition of employees and new policies may all be indicators. Who is involved in supporting the well-being program?</li> <li>● Evidence that management-training programs have been put in place for existing and new managers to impact on the quality of leadership and maintain commitment and priority for well-being.</li> </ul>

## AWARDS CATEGORIES:

Applications will be adjudicated in the categories below. The application form will ask you to identify the category that applies to your organization. Please choose only one category. Winners in each category will exceed a benchmark score.

SECTOR	SIZE
<b>PRIVATE AND PUBLIC SECTOR ORGANIZATIONS</b> <ul style="list-style-type: none"> <li>• <i>Private Sector Organizations that generate a profit;</i></li> <li>• <i>Public Sector Organizations- (Municipalities, Universities, Schools, Hospitals)</i></li> </ul>	Small 5-99
	Medium-100-499
	Large 500 plus
<b>NONPROFIT OR CHARITY ORGANIZATIONS</b> <i>An organization that serves the public good and is tax-exempt. Typically, this type of organization is in the arts and culture sector, scientific, charitable, literary, religious, a trade or professional organization, etc.</i>  <i>The public is usually able to donate to some nonprofit organizations – in cases of charities the donations are tax-deductible.</i>	Any size

Questions can be sent to [cwwa@cpga.ca](mailto:cwwa@cpga.ca)



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## 2023 Canadian Workplace Well-Being Awards Application

Dear Employer

Workplace well-being is an increasingly significant priority. Leading organizations have made impressive strides to elicit positive change through employee well-being initiatives. The mandate of the **Canadian Workplace Well-Being Awards (CWWA)** is to:

- Recognize and celebrate outstanding achievements in workplace well-being practices in Canada.
- Curate case studies of impactful initiatives from winning organizations in various award categories and share these stories so other organizations can learn and benefit from their leadership.

We invite your organization to apply for the Canadian Workplace Well-Being Awards which is in its third year. The CWWA is led by the Canadian Positive Psychology Association which promotes the practice of positive psychology and acknowledges that employee well-being initiatives which leverage the principles of positive psychology, yield significant impacts on employees' level of happiness and psychological well-being.

Please refer to the 2023 Canadian Workplace Well-Being Awards Application Submission Guide for detailed information on criteria and additional information to assist you in completing your application. We recommend that you complete your application in word format first and then cut and paste into the application. Preparing your application in this manner provides you with the ability to complete your application in less than 30 minutes. Please complete your application in one sitting, as you will not be able to resume later.

### TIMELINE

March 13, 2023	Application period opens
August 11, 2023 (deadline has been extended)	Application period closes
September/October 2023	Application review by independent judges



November 21, 2023

Announcement of winners and virtual award ceremony

### WHO CAN APPLY?

Canadian based organizations in the private, public and nonprofit sectors who have developed and implemented impactful psychological employee well-being initiatives or demonstrated leadership in the field of helping employees to thrive.

### PRICING

Early bird from March 13, 2023 to April 14, 2023- \$399. plus GST. Regular fee after April 14, 2023 - \$499. plus GST.

### AWARDS CRITERIA:

Assessment of applications will be made by a third-party jury of professionals from Canada's Positive Psychology community, experienced and respected leaders in workplace well-being, and leading educators. Assessment by judges will be based on demonstrated commitment to creating a workplace culture, which values and promotes employee psychological well-being. The organization can demonstrate the program by providing examples of initiatives, practices and approaches that leverage the principles of positive psychology and yield significant impacts to your employees' level of happiness and psychological well-being, and allow your organization to flourish. The program can be composed of employee and/or organizationally-led initiatives.

### PART 1: CONTACT INFORMATION

**Employer name** (use full legal name)

**Mailing address**

**Telephone of contact person**

**Website URL**

**Please provide details on your social media sites (eg. Instagram, Twitter, LinkedIn, Facebook etc. if available)**

**Person responsible for the application -**

**(a) Contact name and title**

**(b) Your direct email address**

**(c) Your phone number**

**(a) Alternate contact and title for this application**

**(b) Alternate contact's email address**

**(c) Alternative contact's telephone**

### PART 2: ABOUT YOUR ORGANIZATION (*Maximum 150 words*)

**Please provide a brief summary of your organization. Please do not include links to your website as additional information.**

### PART 3: ABOUT YOUR WORKFORCE

Please indicate the Sector that applies to your organization on March 13, 2023. Please only indicate one Sector (i.e. (a) Private/Public Sector or (b) Nonprofit/Charity Sector).

(a) Please complete this section if your organization is a **Private or Public Sector Organization** (Private Sector organizations generate a profit; Public Sector organizations include Municipalities, Universities, Schools, Hospitals). Please indicate the size of your workforce that applies. Please specify only one size (i.e., small medium or large)

**small size** organization and you have 5 to 99 employees? \_\_\_\_\_

**medium size** organization and you 100 to 499 employees? \_\_\_\_\_

**large size** organization and you have more than 500 employees? \_\_\_\_\_

(b) Is your organization considered a **Nonprofit or Charity Organization**? \_\_\_\_\_

(c) How long has your organization been in existence? \_\_\_\_\_

### PART 4: INFORMATION ABOUT YOUR WELL-BEING PROGRAM OR INITIATIVES

1. Initiative Name \_\_\_\_\_

2. Position responsible for employee well-being \_\_\_\_\_

3. **Executive Summary** (Please provide a brief executive summary of what your organization has achieved through this program. This may be used for the winner information for the event and website. Please do not include any confidential or sensitive information.

**(Maximum 150 words)**

**(Please respond to any or all applicable to your program)**

#### Tips and Hints

Based on a positive psychology approach, here are some suggested areas you may wish to cover in your application:

Positive emotional climate; growth mindset; compassion; job crafting; strength-based approaches; bringing out the best in people; an appreciative approach; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

4. Describe the history of your well-being program and how long it has been in existence. *(Maximum 200 words)*
5. What inspired your workplace well-being program (e.g.: describe the problem or challenge your organization was facing or the opportunity). What internal and external factors did you consider in crafting your well-being program? What was your organization looking to accomplish? *(Maximum 750 words)*
6. Please provide a high-level overview of your well-being program or initiatives *(ie. What initiatives did you put in place to solve the organizational challenge or capitalize on an opportunity? Please attach documents which provide evidence of your program activities which you may have available).* *(Maximum 1,000 words)*

*Note: After responding to Question 6, you will be able to attach up to 3 documents (Maximum size 25 MB each)*

7. What is most innovative about your program? *(Maximum 750 words)*
8. What are you doing to create a psychologically safe environment? (for example as defined in the National Standards) *(Maximum 750 words)*
9. Please provide three testimonials from employees, and the community (if appropriate) demonstrating the individual impact of the program with at least one from the executive team (if available). *(Maximum 750 words)*
10. Name of leader or the executive champion of the Well-Being Program \_\_\_\_\_

11. Do we have your consent to share your contact information with our sponsors?

Yes \_\_\_\_\_ No \_\_\_\_\_

**CERTIFICATION OF INDIVIDUAL COMPLETING THE APPLICATION**

I hereby certify that the foregoing information is complete and accurate. I authorize and consent to the CPPA to use information contained in this application including photographs or other supporting materials or documents. Without limiting the foregoing, I agree that such CPPA and our hallmark sponsor use of such information may include publication, the creation of case studies as examples of great practices via webinars, written materials or other media for

the purpose of educating and for the purpose of promoting best practices in workplace well-being. I also consent to adding my organization's contact email (the person responsible for the application) to the CPPA's official mailing list so that CPPA may contact that person by email for any purposes related to the CWWA Program (this individual will receive a verification email and will be able to unsubscribe at a later time).

**Name**

**Date**

**Title**

Thank you for promoting the practice of positive psychology. You may be contacted by a member of our team regarding your application.



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## 2023 Canadian Workplace Well-Being Awards

### SAMPLE APPLICATION #1

#### Part 1: CONTACT INFORMATION

##### Employer Name (use full legal name)

Dragonfly 12654 Inc.

##### Mailing Address

100 Simply Lane, Alberta, K7Y 1D3

##### Telephone of contact person

(403) 234-5466

##### Website URL

**Please provide details on your social media sites (eg. Instagram, Twitter, LinkedIn, Facebook etc. if available)**

##### Person responsible for the application - (a) Contact name and title

Michael Terrier, President

##### (b) Your direct email address

[Mterrier@gmail.com](mailto:Mterrier@gmail.com)

##### (c) Your phone number

(403) 234-5466

##### (a) Alternate contact and title for this application address

Paul Lancome, Vice-President, Operations

##### (b) Alternate contact's email address

[plancome@gmail.com](mailto:plancome@gmail.com)

##### (c) Alternate contact's telephone

(403) 234-5467

#### Part 2: ABOUT YOUR ORGANIZATION

Please provide a brief summary of your organization. Please do not include links to your website as additional information.

DragonFly Incorporated is the street-level digital media platform that connects audiences with dynamic media on taxis and rideshare vehicles. The company works with taxi companies and rideshare drivers to install its proprietary advertising displays atop their vehicles. The company provides an additional revenue stream to maximize drive time and empowers brands to efficiently engage consumers. DragonFly operates a 24/7 business.

### Part 3: ABOUT YOUR WORKFORCE

Please indicate the Sector that applies to your organization on March 13, 2022. Please only indicate one Sector (ie (a) Private/Public Sector or (b) Not for Profit/Charity Sector).

(a) Please complete this section If your organization is a **Private or Public Sector Organization** (Private Sector organizations generate a profit; Public Sector organizations include Municipalities, Universities, Schools, Hospitals). Please indicate the size or your workforce that applies. Please specify only one size (i.e., small medium or large)

**small size** organization and you have 5-99 employees? \_\_\_ YES \_\_\_\_\_

**medium size** organization and you 100 to 499 employees? \_\_\_\_\_

**large size** organization and you have more than 500 employees? \_\_\_\_\_

(b) Is your organization considered to be a **Nonprofit or Charity Organization**? \_\_\_ NO \_\_\_\_\_

(c) How long has your organization been in existence? \_\_\_ 5 years \_\_\_\_\_

### Part 4: INFORMATION ABOUT YOUR WELL-BEING PROGRAM OR INITIATIVES

1. Initiative Name: DragonWell

2. Position responsible for employee well-being:

Vice-President, Operations

3. Executive Summary *(Please provide a brief executive summary of what your organization has achieved through this program. This may be used for the winner information for the event and website. Please do not include any confidential or sensitive information. (Maximum 150 words)*

***(Please respond to any or all applicable to your program)***

**Tips and Hints**

Based on a positive psychology approach, here are some suggested areas you may wish to cover in your application:

Positive emotional climate; growth mindset; compassion; job crafting; strength-based approaches; bringing out the best in people; an appreciative approach; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

The DragonWell Program has permitted our employees to have a flexible work/life balance by permitting them to select the shift that they prefer on hire since the company operates on a 24/7 basis. In addition to work flexibility, the program offers choices for the employee to select to individualize their employee experience and actually address their most valued needs. We realized at DragonWell that the employee's life changes over time, and the best thing we could do for our employees is to flex with them based on their life circumstances rather than assume that everyone needs the same thing, each year, until the end of their career. We believe that our employees now stay with us because we care about them as human beings with a personal life and not just a professional life.

**4. Describe the history of your well-being program and how long it has been in existence. (Maximum 200 words)**

The DragonWell Program began in 2017, though not with all of these features, which we added to over time with employee feedback. Each year a satisfaction survey takes place with all of our employees, we call these "stay interviews", meaning what makes you stay at DragonFly? And what would keep you here? Employees tell us and we realize that each person has individual needs, and we therefore moved to provide more and more flexibility. In 2018 we began to offer flexible shifts for various positions as we operate 24/7 and some positions could be performed at any time of the day, evening or night. It actually enhanced our productivity as we could keep the business going before the next morning, when the business is very busy. The flexible benefits program was added in 2019. The flexible work/life balance did significantly shift in 2020 due to COVID and we realized that people's needs shifted as well, for example with parents at home with small children. Some full-time employees wanted to move to part-time work for a time, and we allowed this and hired more part-time employees. We wanted to show our employees that we wanted to retain them and cared about their well-being, engagement and satisfaction.

**5. What inspired your workplace well-being program (e.g.: describe the problem or challenge your organization was facing or the opportunity). What internal and external factors did you consider in crafting your well-being program? What was your organization looking to accomplish? (Maximum 750 words)**

We needed to be competitive to attract talent, as the media world is very competitive in Toronto, but we also wanted to retain our employees and keep them happy. Happy employees are productive employees and it's more challenging for another employer to attract them away from DragonFly, even with additional compensation if the individual doesn't feel they can continue to enjoy the same life/work balance. Before we decided to create the DragonWell Program, we were losing talent due to pure compensation competitiveness, and we couldn't always afford to compete with higher salaries. So some employees who had gained important knowledge as employees were exiting for other opportunities that paid more. We needed to come up with a different solution than just compensation and we actually researched and became inspired by ideas from best employer companies like Google for example. It helped us stretch our thinking. We conducted our first employee survey about what our employees wanted to have a better work/life balance and what they needed from us to feel supported as our workforce. We were surprised to discover that the needs/values/wants were all so different and not always about compensation. We wanted to find ways to address these and offer flexibility without having to continually increase compensation and realized that employees valued some things more than compensation and that this would make them want to stay with DragonFly and increase their level of satisfaction and happiness overall so that they could better blend their professional life with their personal life.

**6. Please provide a high-level overview of your well-being program or initiatives (ie. What initiatives did you put in place to solve the organizational challenge or capitalize on an opportunity? Please attach documents which provide evidence of your program activities which you may have available). (Maximum 1,000 words)**

The DragonWell Program has permitted our employees to have a flexible work/life balance by permitting them to select the shift that they prefer on hire since the company operates on a 24/7 basis, employees can select shifts that work for them whether the day shift blends into the evening or evening into night, or that they wish to start super early in the morning to end their day early, we have a number of positions that lend themselves well to this. In addition to work flexibility, the program offers choices for the employee to select to individualize their employee experience and actually address their most valued needs. We decided, for example, that in addition to 2 weeks' vacation each year, we would give each employee the day off with pay on their actual birthday, plus one other paid day off as what we call a "Just Because Day". While the employees are not required to tell us why they want their "Just Because Day" off, they are usually excited to tell us about a personal event or some fun activity that they will be engaging in. It becomes a fun dialogue between the employees as well, when they ask each other, what will you do with your "Just Because Day" off this year? The employees have come to see this day as a day for themselves, to do something just for themselves not tied to a statutory holiday or their family needs, we all applaud when they do something new or exciting for themselves. Employees who work from home and who need to be available during core business hours can call in virtually to meetings. This is especially popular with parents with small children at home. The DragonWell Program has also incorporated monthly meetings for everyone that introduces a fun team building activity so that employees can get to know each other and stay connected with the entire team. We make use of the skills of employees, for example one employee may demonstrate how to cook something, or another may show tips and tricks for computer efficiency, and another has taught us drumming, as examples.



Each employee also receives, on hire, a yearly sum to cover some benefits of their choice as we developed a cafeteria approach to benefits; not everyone has the same needs, therefore employees can decide where to spend their benefits dollars. The selection of benefits are those that tend to be typical such as dental, eye care, prescriptions and paramedical services. Our younger employees tend to favour massages, while the older employees have favoured chiropractic. Without knowing exactly who needs what, we look at usage each year and make adjustments. No one was using a particular type of benefit and we removed it to provide dollars towards a health bulletin, which was in demand. We revise our benefits program every 2 years. In addition, on part-time hire, each employee is provided with a set of dumbbells and stretch elastics with the company logo on them, and on permanent hire, an employee is offered a brand-new bike. This is similar to a sign up bonus and it promotes wellness and well-being given that in Toronto it's fairly easy to bike to work or "park" to deliver and install the media elements on cabs. However, if the employee doesn't wish to, or is unable to utilize these items, they can use the equivalent amount towards a work or personal enhancement of their choice that they feel makes their work easier for them, such as a nice handsfree Bose headset and Jabra speaker, for example. A lot of employee loves listening to music while they are working and have purchased CDs. Others favoured an Ipad on the go where they can store their photos, or a software program to organize their notes. It doesn't matter to use how they want to use their bonus money, they can shop up to the price point for the bonus and so long as it enhances their life/work enjoyment, they provide the receipt and we reimburse them. Our measure may appear simply, but they show positive results. Our mentorship program works to help out part-time staff learn from a more experienced associate if they wish to become full-time employees. They can job shadow for a week and determine if their next job is for them, whether a part-time one or a full-time one. We want to ensure that they feel it's a good fit for them. However, they can also return to a previous position, if there is a vacancy, and their lives have changed and they want to shift back. We don't see this as a demotion or a failure, we celebrate this as a life/work choice. Our powerpoint slide, featured on our web page under "Why Work at DragonFly?", is attached. Our turnover among full-time employees has reduced from 24% to 8%, and our turnover among part-time employees has reduced from 32% to 12%. We also attach a document to who our employee satisfaction scores.

## **7. What is most innovative about your program? (Maximum 150 words)**

We think that what's most innovative about the DragonWell Program is the sheer flexibility for just about everything we offer within the Program. We have individualized the program as much as possible, while making it fair and equitable. No one is jealous of anyone else because they choose what they want most. We believe that not many companies are this flexible, even with COVID times, in recognizing that the employees' lives change outside or work, and what they valued most last year may be very different this year. We provide many elements of flexibility that do not exist elsewhere, especially in career pathing, permitting employees to move up, sideways or down if this is what they feel provides for the healthiest move for them and it motivates them.

**8. What are you doing to create a psychologically safe environment? (for example as defined in the National Standards)**

**8. Please provide three testimonials from employees, and the community (if appropriate) demonstrating the individual impact of the program with at least one from the executive team (if available).**

“Working at DragonFly has helped me balance my personal and work life. I have been permitted to choose my hours and have actually selected a split shift working very early in the morning, not working mid-day while I attend to an elderly parent, and then finishing my shift in the evening hours. This is a perfect solution for me that has helped reduce a lot of stress and anxiety I used to feel in traditional working hours and it’s brought me much closer to my mom as she ages and needs more assistance.”

Jillian McGraw, Sales Associate

“I love the flexibility of the benefits offered at Dragonfly, I am young and healthy and don’t currently have a need for prescribed medication, and if I want to spend my health care account on three types of eyeglasses or a combination of eyeglasses and contact lenses, for example, because I’m very physically active in sports, that option is open to me. If my needs change, I can then make different decisions that will suit my needs”. Mark Pentif, Team Leader, Marketing

"My company is open to helping me decide if a job is right for me. I was attracted to a Team Leader position, but I wasn't sure if it would be a good fit for me. I was allowed to spend an entire week with a Team Leader to find out what that would entail and was able to step forward with confidence when a position opened up. In addition, I was given the option to return to my previous position if my circumstances change. I will be even better at understanding my job and goals if that ever happens. I am happy in my position as a team leader for now, but I can conceivably want a home-based job and more flexibility at some point in my life, and I know that option is open to me without having to look for another job."

Sophie Lajoie, Team Leader, Digital Media Installation

**9. Name of leader or the executive champion of the Well-Being Program:**

Michael Terrier

**10. Do we have your consent to share your contact information with our sponsors?**

Yes \_\_\_\_\_ No \_\_\_\_\_

**CERTIFICATION (OF INDIVIDUAL SUBMITTING THE APPLICATION)**

I hereby certify that the foregoing information is complete and accurate. I authorize and consent to the CPPA to use information contained in this application including photographs or other supporting materials or documents. Without limiting the foregoing, I agree that such CPPA and our hallmark sponsor use of such information may include publication, the creation of case studies as examples of great practices via webinars, written materials or other media for the purpose of educating and for the purpose of promoting best practices in workplace well-being. I also consent to adding my organization's contact email (the person responsible for the application) to the CPPA's official mailing list so that CPPA may contact that person by email for any purposes related to the CWWA Program (this individual will receive a verification email and will be able to unsubscribe at a later time).

**Name**

**Date**

Michael Terrier

May 1, 2023

**Title**

President & CEO

Thank you for promoting the practice of positive psychology. You may be contacted by a member of our team regarding your application.



- CANADIAN POSITIVE PSYCHOLOGY ASSOCIATION -  
L'ASSOCIATION CANADIENNE DE PSYCHOLOGIE POSITIVE

## 2023 Canadian Workplace Well-Being Awards Application

### SAMPLE APPLICATION #2

#### PART 1: CONTACT INFORMATION

**Employer Name-** MarcelineYouth Shelters

**Mailing address** 220 Marceline Lane

Peterborough, Ontario, K9J, 1E6

**Telephone of contact person-** 705 447 3324

Website URL

Please provide details on your social media sites (eg. Instagram, Twitter, LinkedIn, Facebook etc. if available)

**Person responsible for the application** - (a) Contact name and title Rose Synclair, Director, HR

**(b) Your direct email address** [rosesyndclair@marcelineyouth.com](mailto:rosesyndclair@marcelineyouth.com)

**(c) Your phone number** 705 502 2000

**(a) Alternate contact and title for this application-** Daisy Green, Adjointe Administrative

**(b) Alternate contact's email address** - [daisygreen@marcelineyouth.com](mailto:daisygreen@marcelineyouth.com)

**(c) Alternate contact's telephone** -705 600 2121

#### PART 2: ABOUT YOUR ORGANIZATION (*Maximum 100 words*)

**Please provide a brief summary of your organization. Please do not include links to your website as additional information.**

Marceline Youth Shelters has been a vital community service in the Peterborough Ontario region since 1953. It runs 5 Youth Shelters in the Peterborough region and runs 24 hours per day, seven days a week.

It provides a full range of services to assist homeless, street involved youth by providing temporary shelter, access to health services; vocational counselling and assessment; resume preparation; job interview preparation workshops: job search skills; navigating the health system with respect to mental health resources; outreach to find permanent accommodation. In addition, Marceline Youth Shelters provides one to one counseling to assist with a range of issues including substance abuse prevention resources and counseling.

### **PART 3: ABOUT YOUR WORKFORCE**

**Please indicate the Sector that applies to your organization on March 13, 2023. Please only indicate one Sector (i.e. (a) Private/Public Sector or (b) Nonprofit/Charity Sector)**

**(a)** Please complete this section If your organization is a Private or Public Sector Organization (Private Sector organizations generate a profit; Public Sector organizations include Municipalities, Universities, Schools, Hospitals). Please indicate the size of your workforce that applies. Please specify only one size (i.e., small medium or large)

**small size** organization and you have 5-99 employees? \_\_\_\_\_

**medium size** organization and you 100 to 499 employees? \_\_\_\_\_

**large size** organization and you have more than 500 employees? \_\_\_\_\_

**(b)** Is your organization considered to be a Nonprofit or Charity Organization? \_\_\_yes\_\_\_

**(c)** How long has your organization been in existence? \_Since 1953\_\_\_\_\_

### **PART 4: INFORMATION ABOUT YOUR WELL-BEING PROGRAM OR INITIATIVES**

**(1) Initiative Name-** “WE CARE” - Healthy Workplace Initiative

**(2) Position responsible for employee well-being** – Rose Synclair, Director HR

**(3) Executive Summary** *(Please provide a brief executive summary of what your organization has achieved through this program. This may be used for the winner information for the event and website. Please do not include any confidential or sensitive information. (Maximum 150 words)*

***(Please respond to any or all applicable to your program)***

#### **Tips and Hints**

Based on a positive psychology approach, here are some suggested areas you may wish to cover in your application:

Positive emotional climate; growth mindset; compassion; job crafting; strength-based approaches; bringing out the best in people; an appreciative approach; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

As a nonprofit scarce organizational resources and energy was focused on meeting the needs of the Youth that they were serving.

The “WE CARE” Program was able to decrease turnover from 13% in 2016 to 10% in 2020; decrease sick days from 11% to 6%; increase the scores on the employee engagement survey from 75% to 85%

Through the assistance of a Healthy workplace committee employees were able to feel that the Marceline Youth Shelter cared about them as individuals

**(4) Describe the history of your well-being program and how long it has been in existence. (Maximum 200 words)**

The Well Being Program was initiated in December 2016 but elements were in place to build on.

**(5) What inspired your workplace well-being program (e.g.: describe the problem or challenge your organization was facing or the opportunity). What internal and external factors did you consider in crafting your well-being program? What was your organization looking to accomplish? (Maximum 750 words)**

The staff were passionate about their work. This resulted in staff working after their scheduled shifts, receiving phone calls in their down time. Due to the 24-hour nature of the operation, staff worked irregular shifts making it difficult to manage their personal time.

The part time staff, who were the majority of staff worked in multiple jobs in other youth shelters to pay their bills.

Staff were struggling with high workloads. There is more need for youth shelters and services than there are services available. Many more young people in the community were struggling with a range of mental health issues. Due to staff shortages, schedules changed constantly. In addition, due to the 24-hour nature of the organization, supervisors were overloaded and were finding it difficult to connect with staff and for team meetings. Although in the past, the shelter, scheduled staff events for staff to get to know each other, these had fallen by the wayside. Interpersonal breakdowns were surfacing between employees.

**(6) Please provide a high-level overview of your well-being program or initiatives (ie.**

*What initiatives did you put in place to solve the organizational challenge or capitalize on an opportunity? Please attach documents which provide evidence of your program activities which you may have available).* **(Maximum 1,000 words)**

We were very concerned when our Regular Employee Engagement Survey conducted in September 2016 showed a decline in engagement. The organization's Human Resources Department noticed a deterioration in workplace metrics. (**refer to Appendix 1 Workplace Scorecard**) particularly with an increase in turnover and sick days. The organization was facing challenges recruiting and retaining staff. There is a shortage of trained youth workers and it was critical that Marceline Youth Shelter retain its staff and become a competitive employer.

The decline in engagement score from 83% in 2014 to 75% in 2016 was concerning especially since the organization was in an expansion mode and recently acquired several new shelters. Survey results in 2016, identified lack of appreciation by the organization and leaders, perceived lack of support; lack of control over work; poor communication; unfavourable working conditions and job security. Employees commented that they were exhausted, and employees were struggling with mental health issues.

Violet Smyth, the Executive Director of Marceline Youth Shelter joined the organization in 2015. She worked with the Rose Synclair the Director of Human Resources to conduct focus group discussions to understand the concerns of employees.

As a passionate advocate of promoting positive mental health, Violet Smyth led the exploration of a strategy to address the unique needs of their youth workers. She shared the results with staff, established a Well Being Committee, and named Rose Synclair as the executive champion to oversee the work of the committee. The mandate was to review the results of the employee survey; identify a number of interventions using positive psychology; change HR policies and practices, and continue to adapt the program based on feedback.

Since its inception, the WE CARE healthy workplace initiative has embraced the tenets of positive psychology, the promotion of positive mental health and a positive work environment.

The Committee identified pillars of our Healthy Workplace Strategy seen in **Appendix 2 Exhibit A**. These pillars included a commitment to imbed diversity inclusion within our the culture; create a positive work culture; ensure that our People Strategy and policies supported and reinforced a healthy workplace; focused on health and safety and in particular psychological safety. The Shelter provided preventative education and resources to help employees manage their psychological health and well-being.

**Diversity and Inclusion** - Our objective was to create an environment where differences are valued and where employees feel a sense of belonging. We wanted staff to feel that they could bring their authentic selves to work without fear of negative consequences in a psychologically safe environment. We monitor our performance through our Diversity Survey which can be seen in **Appendix 2 Exhibit B**

We have worked towards building a **positive culture** with strong people values. We know that the culture that we create can drastically affect the mental and physical health of our employees. Staff are struggling because of inequalities in society, and these realities affect mental health and well-being. We are continuing to emphasise the importance of empathetic leadership, building trust, and reinforcing the importance of fairness and respect.

Staff must continue to feel valued and appreciated by their supervisors and their coworkers. Leaders participated in sessions emphasising the important roles they play in creating a positive workplace. These sessions included the following topics: *Five Languages of Appreciation in the Workplace*; *Implementing Positive Leadership* as seen in **Appendix Positive Leadership** (using supportive communication, enhancing the meaningfulness of work, encouraging compassion and gratitude, fostering positive energy, capitalising on employee strengths)

We continue to support employee health and wellbeing through improving working conditions and workplace characteristics. We have integrated these elements into our People Strategy ( **appendix 2 exhibit B**

An employee's perception of their working conditions can affect their well-being and their engagement. In the last 4 years, we have emphasised the importance of quality jobs with a reliable salary and good benefits. During this period, we have transferred **100** hourly employees to salaried positions so that employees had access to benefits and mental health resources, and predictable work schedules. We wanted to enhance job characteristics to ensure that there was role clarity, autonomy and allowed staff to play a role in job crafting.

Marceline Youth Shelter realised that due to the high work volume of staff and supervisors, they were not taking the time to connect with each other. The Shelter built into the schedule regular team meetings and regularly scheduled in person discussions between employees and supervisors. This conveyed to employees that supervisors and the organization cared about them as individuals. Supervisors lead sessions with employees using the *Values in Action Strength Assessment* to understand the employee's individual strengths. These all provided opportunities for social support and connectedness.

There are many ways that we have reinforced a healthy work environment through our **people strategy and policies**. This has included the design of benefit plans, leaves of absence and income security policies to support employees during challenging times. We take a preventative approach to our benefits help employees proactively manage their health. It includes access to enhanced Mental Health Resources and Referral.

We view **health and safety** from the perspective of total physical, mental and emotional wellness. Good working conditions ensure that we are providing an environment that allows staff to grow and feel supported.

In summary, we are achieving a healthy work environment through:

- A strategic and integrated approach with benefits and people policies to support a healthy workplace
- Being mindful of working conditions and how they affect health
- Creating “good jobs” which support employee health and enrich the quality of life
- Fostering inclusive environments where individuals are valued
- Ensuring a supportive culture where supervisors are responsible for creating a positive work climate.

**(7) What is most innovative about your program? (Maximum 150 words)**



What made this program unique is that it gathered data about our workplace; identified areas that needed improvement; we engaged employees and leaders to work together to develop our Healthy Workplace Strategy unique to our environment. We also identified Pillars of a Healthy Workplace Strategy, which integrated our HR Policies, our commitment to Diversity and Social Inclusion, and our interest in creating a positive work culture and gave leaders the accountability to create the positive culture. We integrated concepts from positive psychology into our approach.

**(8) Please provide three testimonials from employees, and the community (if appropriate) demonstrating the individual impact of the program with at least one from the executive team (if available).**

*“ I feel more connected to my supervisor and feel that my supervisor cares for me as an individual, understands my challenges and is supports me”* Poppy Smith, Youth Worker

*“I feel that things have turned around at work and I am no longer looking for another job. I feel appreciated by my supervisor and colleagues. I am telling my other colleagues and other Youth Shelters that they should join our team”.* Hyacinth Collins –Youth Substance Abuse Counsellor

*“Through the Values in Action Character Strength Assessment, I am aware of my strengths and how to build on them in the role that I play in helping our young persons in our society”.*  
Jasmine Churchill, Team Leader

**(9) Name of leader or the executive champion of the Well-Being Program**

Rose Synclair

**(10) Do we have your consent to share your contact information with our sponsors?**

Yes  No

**CERTIFICATION (OF INDIVIDUAL SUBMITTING THE APPLICATION)**

I hereby certify that the foregoing information is complete and accurate. I authorize and consent to the CPPA to use information contained in this application including photographs or other supporting materials or documents. Without limiting the foregoing, I agree that such CPPA and our hallmark sponsor use of such information may include publication, the creation of case studies as examples of great practices via webinars, written materials or other media for the purpose of educating and for the purpose of promoting best practices in workplace well-being. I also consent to adding my organization’s contact email (the person responsible for the application) to the CPPA’s official mailing list so that CPPA may contact that person by email for any purposes related to the CWWA Program (this individual will receive a verification email and will be able to unsubscribe at a later time).

**Name** Rose Synclair

**Date** June 1, 2023

Title Director, Human Resources

Thank you for promoting the practice of positive psychology. You may be contacted by a member of our team regarding your application.