



**CANADIAN WORKPLACE
WELL-BEING AWARDS**

PRESENTED BY

THE CANADIAN POSITIVE
PSYCHOLOGY ASSOCIATION

AND

**Workplace Strategies
for Mental Health**

Compliments of Canada Life



2024 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 Awards (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 Awards, which is in its fourth 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 11, 2024	Application period opens
July 12, 2024	Application period closes
September/October, 2024	Application review by independent Judges
November 20, 2024	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. Organizations must have been in existence more than two years and their well-being program over a year.

Early bird from March 11 to April 26, 2024- \$399. In addition, HST. Regular fee after April 26, 2024- \$499. In addition to HST.

OVERVIEW OF THE “GUIDE TO SUBMITTING YOUR APPLICATION”

This Guide provides information to help you submit your application. It covers the following:

- The process for applying for a Canadian Workplace Well-Being Awards;
- Deadline dates and timing regarding the Awards;
- The awards criteria used to assess your application by independent judges;
- Awards categories;
- A copy of the online application form (Appendix A);
- A sample of a completed fictitious application (Appendix B).

PROCESS FOR APPLYING FOR AN AWARD

Stage 1: Application Stage

- Visit CPPA web site- www.cppa.ca
- complete an online application by July 12, 2024

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

- 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.

SUPPORTING DOCUMENTS:

We kindly request that you submit your company logo and if you wish to support your application further, send us attachments via email to cwwa@cpga.ca. Please ensure that you submit a maximum of 5 files, with a total size not exceeding 50 MB. For optimal compatibility, we accept files in JPEG, PNG, and PDF formats.

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 45 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: Reference checks

Reference 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; gratitude; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

Criterion Definition	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>).
Well-being 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.	<ul style="list-style-type: none"> ● Evidence that the initiative is embedded into your current people management strategy. ● Concrete examples of the initiative being implemented within the organization (i.e. scheduling of activities, feedback from employees, newsletters/communications announcing initiative components etc.).
Positive psychology The initiative is designed using positive psychology concepts incorporating tools, practices, assessments (such as VIA	<ul style="list-style-type: none"> ● 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). ● Documentation showing the implementation of processes and tools unique to positive psychology, increasing

<p>Character Strengths, flow building etc.)</p>	<p>happiness and satisfaction within the organization, creating positive and caring cultures.</p>
<p>Innovation The initiative is based on a new approach to address a specific challenge the organization is facing.</p>	<ul style="list-style-type: none"> ● How does the program demonstrate the organization has thoroughly understood the areas of well-being and the needs of its employees? ● Evidence of creativity and innovation in providing well-being initiatives that stand out from known best practices or new approaches that contribute to a 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?
<p>Psychological health and safety 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"> ● 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: organisational 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.
<p>Impact measurement and outcomes The program or initiatives have addressed the challenge, achieved the desired outcome and positively impacted the organization.</p>	<ul style="list-style-type: none"> ● 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)? ● 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.

	<ul style="list-style-type: none"> ● 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).
<p>Sense of commitment or priority of the well-being program within the organization</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"> ● Have there been policies and procedures adapted to enhance and maintain a positive culture? ● How integrated is the well-being program? ● 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? ● 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.

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
<p>PRIVATE AND PUBLIC SECTOR ORGANIZATIONS</p> <ul style="list-style-type: none"> ● <i>Private Sector Organizations that generate a profit;</i> ● <i>Public Sector Organizations- (Municipalities, Universities, Schools, Hospitals)</i> 	<p>Small 5-99</p> <p>Medium-100-499</p> <p>Large 500 plus</p>
<p>NONPROFIT OR CHARITY ORGANIZATIONS</p> <p><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></p>	<p>Any size</p>

<i>The public is usually able to donate to some nonprofit organizations – in cases of charities the donations are tax-deductible.</i>	
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Questions can be sent to cwwa@cpga.ca



Appendix A

2024 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:

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Please refer to the *2024 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 45 minutes. Please complete your application in one sitting, as you will not be able to resume later.

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PRICING

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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)

(i) Person responsible for the application

Contact name and title

Your direct email address

Your phone number

(ii) Alternate contact and title for this application

Alternate contact's email address

Alternative contact's telephone

If you are selected as a winner, please provide the address where you would like the award to be mailed. (Maximum 200 characters).

PART 2: ABOUT YOUR ORGANIZATION

Please provide a brief summary of your organization. Please do not include links to your website as additional information. (Maximum 400 words)

PART 3: ABOUT YOUR WORKFORCE

Please indicate the Sector that applies to your organization on March 11, 2024. 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 300 words).

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; gratitude; 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 500 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 or research did you consider in designing 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 (i.e. what initiatives did you put in place to solve the organizational challenge or capitalize on an opportunity?) *(Maximum 1,000 words)*.
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 on Psychological Health and Safety). *(Maximum 2000 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. *(Maximum 750 words)*.
10. What positive psychology concepts have you incorporated into your well-being strategy? (I.e. Strength based practices, creating positive and caring cultures, belonging, appreciation, increasing happiness etc.; PERMA-positive emotions, engagement, relationships, meaning, achievement, or other positive psychology models). *(Maximum 2000 words)*.
11. How do you know that the program is having a positive impact on your employees and the community? How do you know that you are achieving results and making

progress towards workplace well-being? Please include information such as survey results, measures of increased productivity, impact on the community demonstrating altruism etc. (Maximum 2000 words).

12. How did you find out about the Canadian Workplace Well-being Awards? (Maximum 100 words).

13. Name of leader or the executive champion of the Well-Being Program.

14. 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 educating and for 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 later).

Name:

Date:

Title:

We are grateful that you are promoting workplace well-being and the practice of positive psychology. A member of our team may contact you regarding your application.



2024 Canadian Workplace Well-Being Awards Application

SAMPLE APPLICATION

Appendix B

PART 1: CONTACT INFORMATION

Employer Name- Marceline Youth 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 (e.g. Instagram, Twitter, LinkedIn, Facebook etc. if available)

(i) Person responsible for the application

Contact name and title Rose Synclair, Director, HR

Your direct email address: rosesynclair@marcelineyouth.com

Your phone number 705 502 2000

(ii) Alternate contact and title for this application- Daisy Green, Administrative Director

Alternate contact's email address: daisygreen@marcelineyouth.com

Alternate contact's telephone -705 600 2121

PART 2: ABOUT YOUR ORGANIZATION

Please provide a brief summary of your organization. Please do not include links to your website as additional information. (Maximum 400 words)

Marceline Youth Shelters has been a vital community service in the Peterborough Ontario region since 1953. It operates five 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 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 counselling to assist with a range of issues including substance abuse prevention resources and counselling.

PART 3: ABOUT YOUR WORKFORCE

Please indicate the Sector that applies to your organization on March 11, 2024. 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 300 words)

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; gratitude; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

As a nonprofit organization, 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 500 words).

The Well Being Program was initiated in December 2016 but elements were in place to build on. Like many Nonprofits, we did not have a Human Resources Department. We hired our first Director of HR in 2005. At that time, she realized some of the basics of a sound HR Plan was not in place. In order to understand how employees felt about the organization, we implemented our first Employee Survey in 2008. The survey indicated that: employees had concerns about their salaries; the benefits plan did not meet their needs; there was lack of personal growth; there was ineffective processes and to resolve internal conflict; lack of civility and respect; racial minorities felt that their voices were not heard and their opinions did not count.

The first step was to build a foundation of policies and practices to support employees. We later enhanced our benefits plan, designed a training and development plan; started a diversity and inclusion strategy and resource groups. In 2016, due to changes that we were seeing in our metrics and how we employees were feeling we enhanced our HR strategy to include an emphasis on workplace- well-being as described in question 6.

(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 or research did you consider in designing 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 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 and incivility 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? (*Maximum 1,000 words*)

We were very concerned when our Regular Employee Engagement Survey conducted in December 2019 showed a decline in engagement. The organization's Human Resources Department noticed a deterioration in workplace metrics (refer to the response to question 11), 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 in the job market and it was critical that Marceline Youth Shelter retain its staff and become a competitive employer. Over the next several months as COVID emerged in March 2020, this became even more troubling. Unless we made this a priority we would be in trouble.

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 2019, 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 2018. She worked with 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 a positive work environment.

(Please refer to Question 10 for more information on how we applied positive psychology)

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 and 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 750 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). What are you doing to create a psychologically safe environment? (for example as defined in the National Standards on Psychological Health and Safety) (Maximum 2000 words).

Our Psychological Well-Being Committee, consisting of well-being champions across the organization, have adopted the “Not Myself Today” training to use with staff and managers so they can identify signs of mental distress. We have created a culture of care. Supervisors meet regularly with employees to recognize the hard work that employees are doing and provide

regular feedback and coaching. Supervisors help employees understand their roles and how they are connected to the mission of the organization. They help them see the importance of their work and the impact it is having on the youth that they are serving. All staff meetings help employees understand where the organization is going and how their work contributes to the success of the organization and the importance of the work to the community. Workload is regularly monitored to ensure that staff have healthy work and life balance. We are creating a sense of belonging where employees can be their authentic self through employee resource groups, training on visible and invisible dimensions of diversity. We are providing a culture where employees can feel safe to raise their concerns of differences of opinion. We conduct regular employee surveys and organise forums to discuss and implement changes. **(Maximum 2000 words)**

(9). Please provide three testimonials from employees, and the community demonstrating the individual impact of the program with at least one from the executive team. (Maximum 750 words)

“ 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

(10). What positive psychology concepts have you incorporated into your well-being strategy? (i.e. strength based practices, creating positive and caring cultures, belonging, appreciation, increasing happiness et., PERMA-positive emotions, engagement, relationships, meaning, achievement or other positive psychology models). (Maximum 2,000 words).

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

The Committee identified pillars of our Healthy Workplace Strategy. These pillars included a commitment to imbed diversity inclusion within our 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 and Inclusion Survey, which can be seen in our response to question 11.

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.

We aim to ensure that staff continue to feel valued and appreciated by their supervisors and their co-workers. Leaders participate 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* (Gary Chapman and Paul White 2012); *Positive Leadership; Strategies for Extraordinary Performance* (Kim Cameron 2012) using supportive communication, enhancing the meaningfulness of work, encouraging compassion and gratitude, fostering positive energy, capitalising on employee strengths etc.

We continue to support employee health and wellbeing through improving working conditions and workplace characteristics. We have integrated these elements into our People Strategy.

An employee's perception of their working conditions can affect their well-being and their engagement. In the last 3 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

(11). How do you know that the program is having a positive impact on your employees and the community? How do you know that you are achieving results and making progress towards workplace well-being?) Please high-include information such as survey results, measures of increased productivity, impact on the community demonstrating altruism etc. (Maximum 2,000 words)

We knew that we were having an impact, as our staff were happier; there was less interpersonal conflict and incivility. Staff members were kind and supportive to each other. They felt that the organization cared for them and their well-being. We were able to attract and retain staff. The results of the Diversity and Inclusion Survey seen below showed improvements on how our staff were feeling starting in 2021.

Diversity and Inclusion Survey Results

Survey Questions	2017	2019	2021	2023
Leadership removes roadblocks to allow me to fully participate	60%	57%	55%	56%
All staff members regardless of their diversity have equal opportunities for promotion	65%	59%	64%	70%
Leaders are role models in valuing diversity and social inclusion	68%	63%	70%	74%
Visible diversity in celebrated in the Shelter	73%	70%	75%	79%
I feel welcomed at the Shelter regardless of how I look	83%	79%	85%	87%
I feel accepted and included in my work environment	84%	81%	83%	87%

There were also improvements in workplace metrics. Even though we were expanding by merging other Youth Shelters into our organization, we were able to maintain our culture. Our Employee Full Time Employee Engagement scores improved from 75% to 84% in 2023. Our

turnover decreased from 13% in 2019 to 7% in 2023. Average sick days decreased from 11 days to 6 days in 2023.

Workplace Scorecard

	2017	2019	2021	2023
Total Staff	150	280	300	350
Total Full Time Staff	50	60	250	300
Average Tenure	8	6	7	9
Full Time Engagement	83%	75%	82%	84%
Full Time Turnover	7%	13%	10%	7%
Average Sick Days	7	11	8	6
Total Part Time Staff	100	219	50	75
Average Tenure	5	2	3	4
Part Time Engagement	80%	65%	70%	73%
Part Time Turnover	14%	20%	13%	10%

(12). How did you find out about the Canadian Workplace Well-Being Awards?

(Maximum 100 words)

We learned about the Canadian Workplace Well-Being Awards from LinkedIn Posts sent by the Canadian Positive Psychology Association.

(13). Name of leader or the executive champion of the Well-Being Program

Rose Synclair

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 later).

Name

Date

Title

Name Rose Synclair

Date March 30, 2024

Title Director, Human Resources

We are grateful that you are promoting workplace well-being and the practice of positive psychology. A member of our team may contact you regarding your application.