CWWA Workplace Well-Being Assessment Tool

Introduction

The Canadian Positive Psychology Association is excited for our fourth edition of the Canadian Workplace Well-Being Awards (CWWA). The Canadian Positive Psychology Association (CP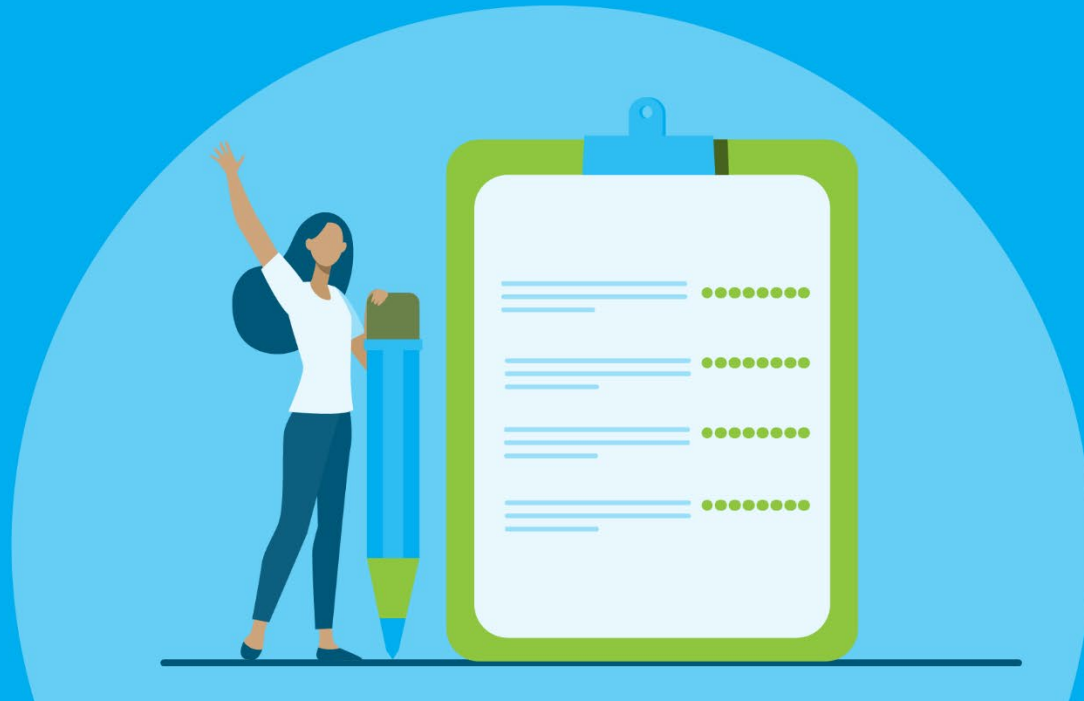PA) is the leading Canadian not-for-profit association for the advancement of the science and practice of positive psychology. Our mission is to help nurture a psychologically healthy Canadian society at the organizational and individual level.

The purpose of the CWWA is to create and raise awareness of positive psychology leading practices in the workplace and the tremendous value it brings to companies. In particular, it acknowledges employee well-being initiatives that leverage the principles of positive psychology, yield significant impacts to employees' level of happiness, and psychological well-being.

Workplace well-being is a journey that evolves over time. We are excited that you are committed to this journey! You may not have all the elements in place now, but you can build on your progress over time.

CWWA Assessment Criteria

We developed this tool to assist you in preparing your application for the **2024 Canadian Workplace Well-Being Awards** or to help you on your journey**.** The assessment uses the criteria established to assess applications during the adjudication process. They include:

Commitment and priority of the well-being program within the organization – evidence of sustainability of the well-being program. The program is integrated into the organization.

Well-being- improving psychological well-being (e.g., mental, emotional, physical, social and spiritual). It goes beyond traditional health, fitness and nutrition programs.

Positive psychology- you use positive psychology concepts, models, (e.g. PERMA model or other models -positive emotions; engagement; relationships; meaning; achievement), incorporating tools, practices, and assessments.

Innovation- you have used a new approach to address a specific challenge the organization is facing.

Psychological health and safety- the organization promotes employees' psychological well-being and actively works to prevent harm to employee psychological health. We are following the Canadian Standard on Psychological Health and Safety.

Impact measurement and outcomes- the program or initiatives have addressed the challenge, achieved the desired outcome and positively impacted the organization.

The statements within the tool, may provide insights into areas you may wish to address in your well-being strategy to support a Psychologically Healthy Workplace. The statements offer some examples but there are many others. Think of these statements as "food for thought". Your organization is unique. Plan workplace well-being in a way that works best for you.

As you reflect on your responses, be sure to ask yourself what is working well so that you can continue to build on your strengths and your practices that are working. It might be helpful to approach this work with a growth mindset.

"Positive Psychology is the scientific study of optimal human functioning. It aims to discover and promote factors that allow individuals and communities to flourish."
Seligman M. 2002
"I can define Positive Psychology with one phrase: Other people matter".
Christopher Peterson
Dr. Martin Seligman and the late Dr. Christopher Peterson are some of the Founders of Positive Psychology

Commitment and Priority of the Well-Being Program Within Our Organization	Rate Your Progress 0= Not evident 10= Strong implementation										
We have executive commitment and support.	0	1	2	3	4	5	6	7	8	9	10
Our workplace well-being program does not consist of isolated "one off" initiatives but is part of an overall plan. It is integrated into other plans: (e.g., Human Resources; Health and Safety; Diversity, Equity and Inclusion).	0	1	2	3	4	5	6	7	8	9	10
Our employees are involved in co-creating our well-being program and providing feedback.	0	1	2	3	4	5	6	7	8	9	10
Our organizational values and culture support workplace well-being.	0	1	2	3	4	5	6	7	8	9	10
Our senior leaders and managers "walk the talk" and are well-being role models.	0	1	2	3	4	5	6	7	8	9	10
We are equipping our leaders through training to understand workplace well-being and the role that they play in creating our desired culture.	0	1	2	3	4	5	6	7	8	9	10
Workplace well-being fits into our organizational strategy and mission.	0	1	2	3	4	5	6	7	8	9	10

	Rate Your Progress
Our policies and practices foster a healthy workplace and work life balance (i.e., enhanced vacation, competitive wages; paid bereavement, family and sick leave policies, flexible work schedules, remote work; training, education, mentoring etc.	0 1 2 3 4 5 6 7 8 9 10
We have increasingly supported our employees through enhancing our benefits plan and mental health resources.	0 1 2 3 4 5 6 7 8 9 10
We create enabling conditions where employees feel recognized and valued. We have a culture where we acknowledge and show appreciation of employees' contributions in a timely manner.	0 1 2 3 4 5 6 7 8 9 10

Well-Being	Rate Your Progress 0= Not evident 10= Strong implementation
Our well-being program is based on a proactive approach to improving psychological well-being where employees can flourish in our work environment. It includes mental, emotional, physical, social, spiritual well-being. Our program has evolved beyond traditional health, fitness, and nutrition programs.	0 1 2 3 4 5 6 7 8 9 10
We have examples of various initiatives and practices within the organization.	0 1 2 3 4 5 6 7 8 9 10

Positive Psychology	Rate Your Progress
	0= Not evident 10= Strong implementation

How are you incorporating tools, practices and approaches used in positive psychology? (e.g., positive emotions, gratitude, strengths, resilience, hope etc. and others listed in this section?

POSITIVE EMOTIONS- Are you creating an environment which enables employees to experience more positive than negative emotions in their work environment? (Some examples are provided below).

Statement	Rating
We foster a positive climate, through compassion, forgiveness, gratitude etc. *A positive climate refers to a work environment in which positive emotions dominate over negative ones* (Denison, 1996).	0 1 2 3 4 5 6 7 8 9 10
We practice positive communication by expressing more positive statements than negative such as: appreciation, support, helpfulness, approval, gratitude, etc. We communicate authentically and sincerely. *"Positive communication occurs in organizations when affirmative and supportive language replaces negative and critical language"* (Cameron Kim, 2012.p. 65).	0 1 2 3 4 5 6 7 8 9 10
We are creating a positive work environment, which brings out the best in our staff and sustains their productivity and contribution.	0 1 2 3 4 5 6 7 8 9 10
We encourage the expression of gratitude among peers, between employees and supervisors etc.	0 1 2 3 4 5 6 7 8 9 10

ENGAGEMENT- How deliberate are you in creating conditions to optimize employee engagement and to inspire each other? (Some examples are provided below).											
Our leaders are aware of their employees' strengths and take a strength-based approach in working with their team. Employees are more confident, creative, engaged and satisfied with their work as a result. Employees can use online assessments tools to help identify their strengths: https://www.viacharacter.org/character-strengths https://www.gallup.com/cliftonstrengths/en/252137/home.aspx	0	1	2	3	4	5	6	7	8	9	10
Our employees are engaged and connected to their work. They feel valuable and that they are contributing. We monitor this through regular surveys and feedback.	0	1	2	3	4	5	6	7	8	9	10
We are mindful of ways in which we can optimize engagement through job crafting. *"Job crafting captures the active changes employees make in their own job designs in ways that can foster satisfaction, as well as engagement, resilience and thriving at work"* (Wrzesniewski, A. Dutton, J.E. 2001)	0	1	2	3	4	5	6	7	8	9	10
RELATIONSHIPS – How do you reinforce the importance of healthy relationships at work- supervisor and employees, between co-workers; among peers etc. (Some examples are provided below).											
We provide opportunities for social support and connectedness with leaders and coworkers and thereby build a sense of community.	0	1	2	3	4	5	6	7	8	9	10

Our leaders bring out the best in themselves and their teams by fostering "high quality connections" between individuals. *Actions that yield high quality connections: respecting and honoring team member's existence or value; facilitating team member's success or performance; trusting; engaging in moments of play with others. (Dutton, J. E., 2014 p. 11- 21).* *Interactions in which individuals have heightened energy, a sense of mutuality and positive regard (Dutton, J. E. & Heaphy, E. D., 2003. p 263.).*	0 1 2 3 4 5 6 7 8 9 10
We foster positive relationships in which individuals demonstrate kindness, altruism, compassion, trust, forgiveness, support. They are positive energizers who uplift and boost people. Positive relationships are those that are *"a generative source of enrichment, vitality and learning"* for both individuals and organizations (Dutton & Ragins, 2007).	0 1 2 3 4 5 6 7 8 9 10
MEANING – How do we help employees experience meaning in their work? (Some examples are provided below).	
We are mindful of the structure of jobs to enhance meaningfulness and engagement. *People experience meaningfulness when they feel worthwhile, useful and valuable and when they are not taken for granted. Task characteristics, role characteristics and interactions can increase meaningfulness. (Kahn, William 1990)*	0 1 2 3 4 5 6 7 8 9 10
We help employees see purpose and meaning in their work, how it aligns with their values and the positive impact on others. They see their work as serving a greater purpose. Meaningful work- "work that is personally significant and worthwhile" (Pratt M. and Ashforth, 2003).	0 1 2 3 4 5 6 7 8 9 10

"For work to be meaningful and individual worker must be able to identify some personally meaningful contribution made by his or her effort." (Steger 2017 p 174).	
ACHIEVEMENT -How do we help employees achieve and experience success in their role? (Some examples are provided below)	

We reinforce the importance of setting challenging but achievable goals (SMART Goals- specific, measurable, attainable, timely). **Research shows that if they are not challenging and specific, they are worse than not setting a goal at all.** **(Locke, E. A. 1968; 2002., Locke, E. A, Latham, G.P. 1990)**	0 1 2 3 4 5 6 7 8 9 10
We encourage the development of a growth mindset. Growth mindset is the belief that an employee's capabilities and talents can be improved over time through hard work, learning from mistakes, and getting input from others. You can use the following tool to assess your mindset: https://www.growthmindsetinstitute.org/growth-mindset/growth-mindset-for-business/mindset-assessment/ **(Dweck, C. 2006).**	0 1 2 3 4 5 6 7 8 9 10
Our training and development program helps employees achieve. We do this by fostering the development of Psychological Capital characterized by high self-efficacy, optimism, hope and resilience. **(Luthans, F., Youssef, C., Avolio, B. 2007)**	0 1 2 3 4 5 6 7 8 9 10

	INNOVATION	Rate your Progress 0= Not evident 10= Strong implementation
	We are always thinking of innovative ways to enhance our program to meet the changing needs of our environment and employees.	0 1 2 3 4 5 6 7 8 9 10
	PSYCHOLOGICAL HEALTH AND SAFETY	Rate Your Progress 0= Not evident 10= Strong implementation
	We are committed to providing a psychological healthy work environment to promote employees' psychological well-being. Our organization has implemented the Canadian Psychological Standard. More information can be found here: https://mentalhealthcommission.ca/national-standard/	0 1 2 3 4 5 6 7 8 9 10
	We are creating a culture of care and are becoming more sensitive to the human needs of staff. We are removing Psychological Hazards in the workplace. Use this free *"Leading with Safety and Care Survey* developed by *The Wellbeing Lab* to assist you Leadership Survey - The Leaders Lab Michelle McQuaid. Use this free assessment developed by *Workplace Strategies for Mental Health* based on the National Standards for Psychological Health and Safety in Canada to analyze where you are, to develop a plan and to access excellent resources to assist you. www.workplacestrategiesformentalhealth.com/resources/psychologically-safe-leader-assessment	0 1 2 3 4 5 6 7 8 9 10

We aim to create a sense of belonging and community so people can be their authentic selves.	0	1	2	3	4	5	6	7	8	9	10
We provide opportunity for people to have voice in a safe environment. We value a diverse and inclusive environment where people feel safe to share different perspectives.	0	1	2	3	4	5	6	7	8	9	10
Employees have choice and autonomy in how to do their work whenever possible.	0	1	2	3	4	5	6	7	8	9	10
Our leaders are trained in identifying when employees are struggling emotionally and how to refer them to resources to assist them.	0	1	2	3	4	5	6	7	8	9	10
We have clear leadership, so employees know what is expected of them and how their role contributes to the organization.	0	1	2	3	4	5	6	7	8	9	10
In our work environment, civility and respect are present. Employees are respectful and considerate in their interaction with one another. We show esteem, care and consideration for others.	0	1	2	3	4	5	6	7	8	9	10
When hiring, we look to identify alignment between employees' competencies and job requirements. This helps to ensure that they will feel successful and competent in their roles.	0	1	2	3	4	5	6	7	8	9	10
We encourage and support employee growth and development of their interpersonal, emotional, and job skills.	0	1	2	3	4	5	6	7	8	9	10

We ensure there is appropriate work pace. We monitor workload so that it is realistic. Our policies ensure work life balance.	0 1 2 3 4 5 6 7 8 9 10

	Rate Your Progress
Impact Measurement and Outcomes	**0= Not evident** **10= Strong implementation**

We are increasingly measuring our progress through surveys (e.g., climate, engagement, satisfaction, happiness, well-being and other surveys, we collect metrics on usage, cost savings, turnover, absenteeism etc.). This way we can strive for continual improvement.	0 1 2 3 4 5 6 7 8 9 10
We are collecting evidence to demonstrate the impact of our program. **We are able to collect testimonials from our employees on the impact of program.**	0 1 2 3 4 5 6 7 8 9 10

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