

Psychologically Healthy Workplace Awards *2019*



AMERICAN
PSYCHOLOGICAL
ASSOCIATION



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PSYCHOLOGICAL
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Psychologically Healthy Workplace Awards *2019*

2019 AWARD RECIPIENTS

PSO PORTLAND
SYMPHONY
ORCHESTRA

Autosoft

Community
HEALTH OPTIONS®

MHS®
ASSESSMENTS

BCHD Beach Cities
Health District
A Public Agency

BK
BOWERS + KUBOTA

Mascoma
Bank

Liberty
CREANDO CONEXIONES

About the Awards

The American Psychological Association's ***Psychologically Healthy Workplace*** program encourages organizations to adopt evidence-based practices that help employees and organizations thrive. By providing training and resources backed by psychological science, APA supports organizations in advancing employee health and well-being while increasing performance and productivity.

Each year, organizations of all types from across the United States and Canada apply for the ***Psychologically Healthy Workplace Awards***. Applicants undergo a rigorous evaluation process to assess their workplace practices in employee involvement, health and safety, employee growth and development, work-life balance, employee recognition and communication. The evaluation process includes an application form, an essay questionnaire, an employee survey and an in-person site visit.

APA selects the top organizations to receive a ***Psychologically Healthy Workplace Award*** and recognizes other applicants that meet established criteria with an Honors designation.

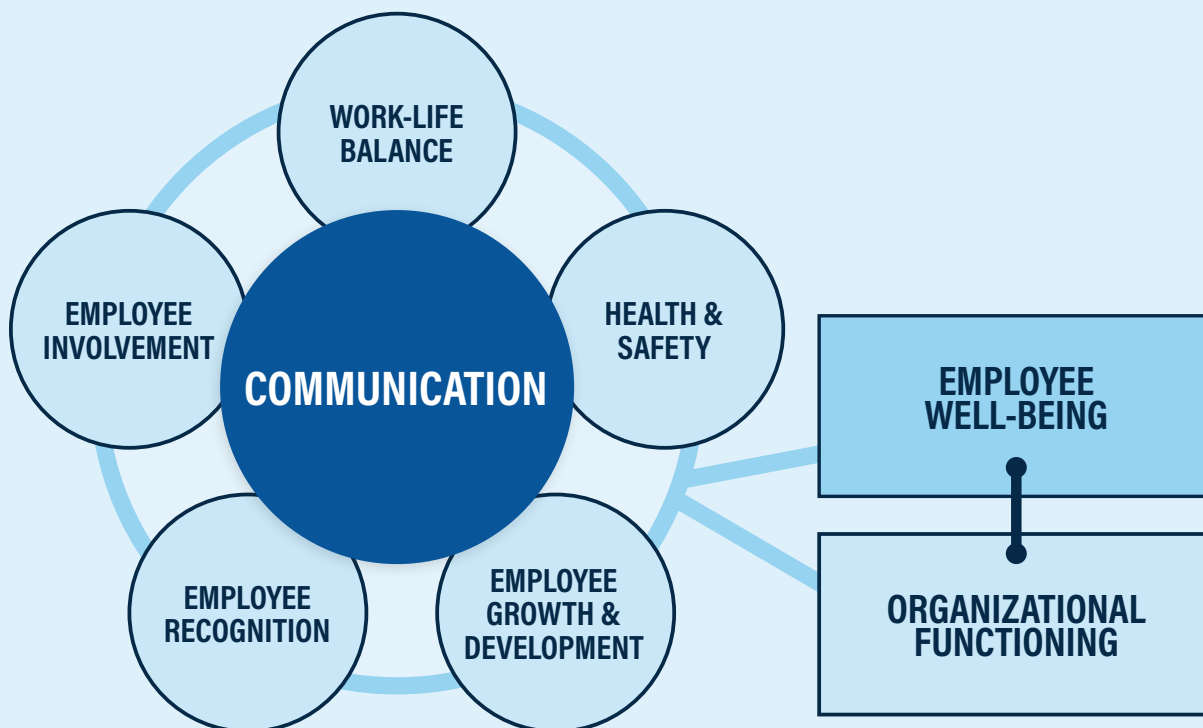


The Psychologically Healthy Workplace

Fostering Health and Well-Being, Enhancing Performance

A psychologically healthy workplace fosters employee health and well-being and enhances organizational performance. Although there is no “one-size-fits-all” approach to creating a psychologically healthy workplace, the practices that help create a healthy and productive work environment can be grouped into five categories.

ESSENTIAL COMPONENTS OF A PSYCHOLOGICALLY HEALTHY WORKPLACE



Five Categories to Help Create a Healthy and Productive Environment



EMPLOYEE RECOGNITION

Employee recognition efforts reward employees both individually and collectively for their contributions to the organization. Recognition can take various forms: formal and informal, monetary and nonmonetary. By acknowledging employees for their efforts and making them feel valued and appreciated, organizations can increase employee satisfaction, morale and self-esteem. Additionally, the organization itself may benefit from greater work engagement and productivity, lower turnover and the ability to attract and retain top-quality employees.



EMPLOYEE GROWTH AND DEVELOPMENT

Opportunities for growth and development help employees expand their knowledge, skills and abilities and apply the competencies they have gained to new situations. The opportunity to acquire new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. This can translate into positive gains for the organization by enhancing organizational effectiveness and improving work quality, as well as by helping the organization attract and retain outstanding employees. By providing opportunities for growth and development, organizations can improve the quality of their employees' work experience and realize the benefits of developing workers to their full potential.



HEALTH AND SAFETY

Health and safety initiatives improve the physical and mental health of employees through the prevention, assessment and treatment of potential health risks and problems and by encouraging and supporting healthy lifestyle and behavior choices. Health and safety efforts include a wide variety of workplace practices that can help employees improve their physical and mental health, reduce health risks and manage stress effectively. By investing in the health and safety of their employees, organizations may benefit from greater productivity and reductions in health care costs, absenteeism and accident/injury rates.



WORK-LIFE BALANCE

Programs and policies that facilitate work-life balance generally fall into two categories: flexible work arrangements and resources to help employees manage their non-work demands. Conflict between work and other life responsibilities can diminish the quality of both work and home life for employees, which in turn can affect organizational outcomes. Efforts to help employees improve work-life balance can improve morale, increase job satisfaction and strengthen employees' commitment to the organization. Additionally, the organization may reap benefits in terms of increased productivity and reduction in absenteeism and employee turnover.



EMPLOYEE INVOLVEMENT

Efforts to increase employee involvement empower workers, involve them in decision making and give them increased job autonomy. Employee involvement programs can increase job satisfaction, employee morale and commitment to the organization as well as increase productivity, reduce turnover and absenteeism and enhance the quality of products and services.

The Role of Communication

Communication plays a key role in the success of any workplace program or policy and serves as the foundation for all five psychologically healthy workplace practices. Communication about workplace practices helps achieve the desired outcomes for the employee and the organization in a variety of ways:

- Bottom-up communication (from employees to management) provides information about employee needs, values, perceptions and opinions. This helps organizations select and tailor their programs and policies to meet the specific needs of their employees.
- Top-down communication (from management to employees) can increase utilization of specific workplace programs by making employees aware of their availability, clearly explaining how to access and use the services and demonstrating that management supports and values the programs.

The Importance of Context

It is important to note that the success of any workplace effort is based in part on addressing the challenges unique to the particular organization and tailoring programs and policies to meet its specific needs. Workplace practices do not exist in isolation. Each functions in relation to other programs and policies the organization has in place as well as internal and external environmental factors. The complex nature of these relationships highlights the importance of taking a comprehensive approach to creating a workplace in which both employees and the organization can thrive. For more information about psychologically healthy workplace practices and examples from award-winning organizations, visit apa.org/applied-psychology.

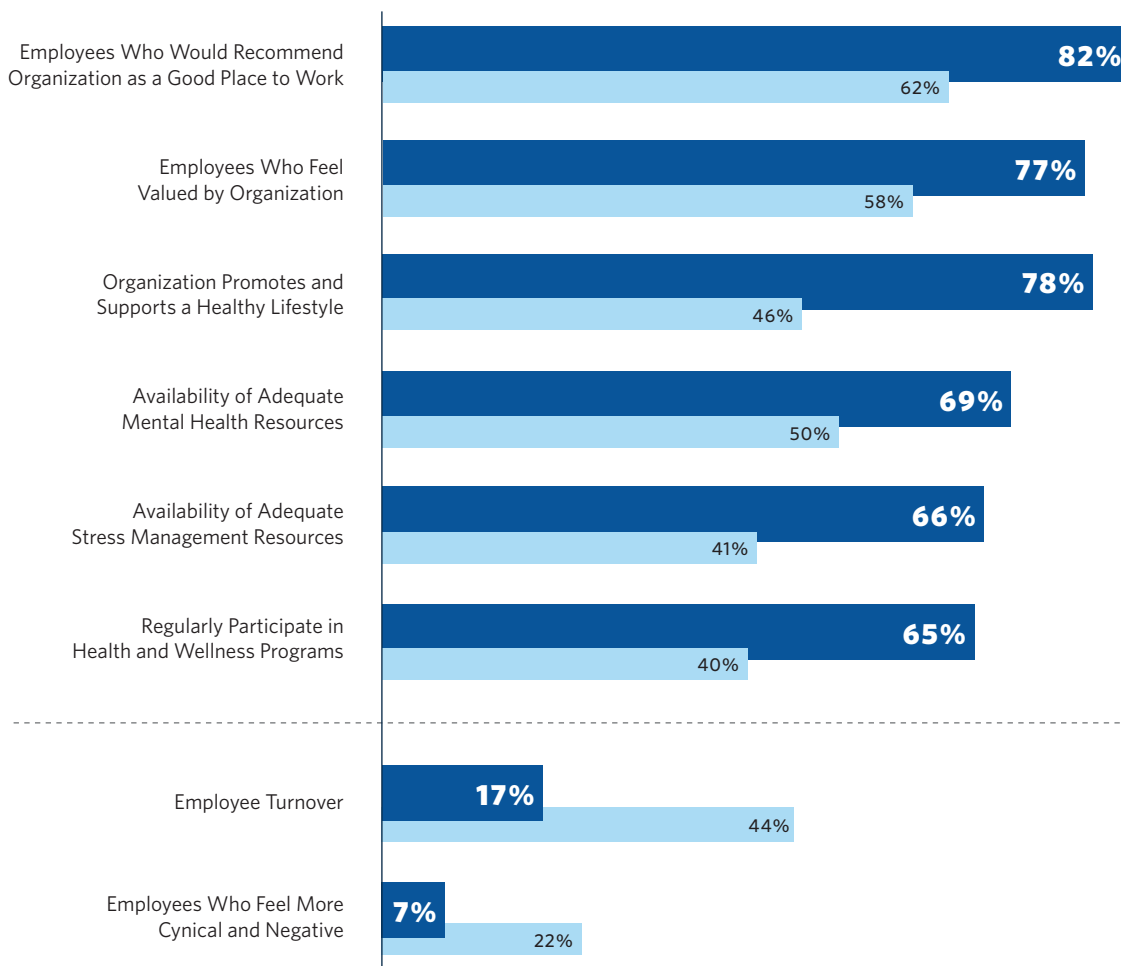
By the Numbers

Psychologically Healthy Workplaces

A Win-Win for Employers and Employees!

THE BENEFITS OF PSYCHOLOGICALLY HEALTHY WORKPLACES

■ 2019 PHWA WINNERS
■ U.S. AVERAGE



NOTE

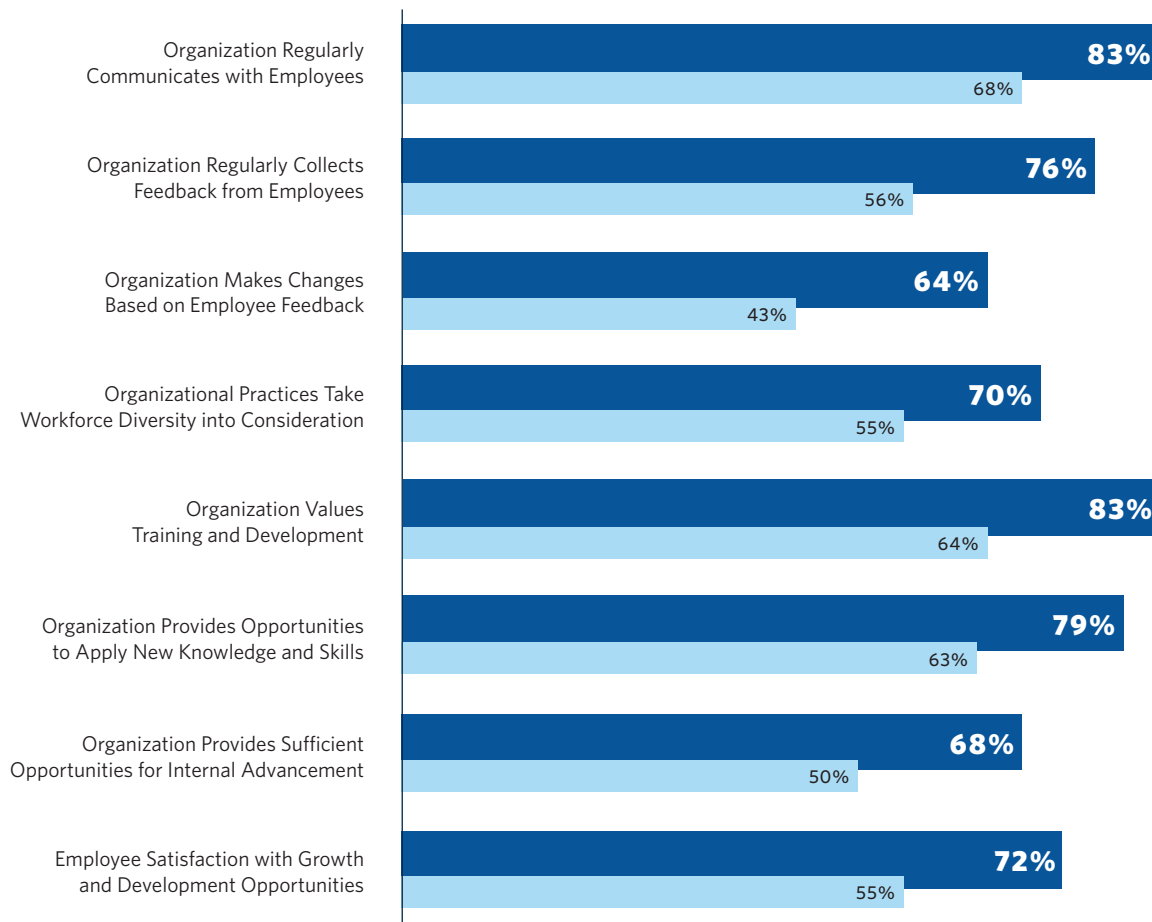
Results reflect the percentage of employees who endorsed the items.

SOURCES

American Psychological Association (APA), Psychologically Healthy Workplace Program; APA's 2018 *Work and Well-Being Survey*; U.S. Department of Labor, Bureau of Labor Statistics, 2018 Total Separation (with preliminary data for December).

PSYCHOLOGICALLY HEALTHY WORKPLACES DEVELOP THEIR EMPLOYEES AND COMMUNICATE EFFECTIVELY

■ 2019 PHWA WINNERS
■ U.S. AVERAGE



2019 Award Winner
Not-For-Profit



Community Health Options

ACA-created insurance provider

Lewiston, ME
healthoptions.org

Community Health Options (CHO) is one of four remaining original Affordable Care Act-created consumer operated and oriented insurance plans remaining in the nation. Its strong membership of 53,000 Maine members, which is most of the individual market population in Maine, speaks to the resilience of CHO's people and their commitment to the organization's mission.

As a start-up six years ago, CHO had the opportunity to create the workplace culture of its choosing; everything that was established (strong commitment to behavioral health) and excluded (formal performance appraisals) was intended to support a psychologically healthy work environment. The result: an organization built on a **foundation of trust**, ongoing feedback and an environment free of judgment and malice.

The company is widely recognized for its Workplace Flexibility and Transition Program for employees. Workers enjoy the ability to change daily work schedules and start/end times, work a compressed schedule and work remotely. Targeted training programs are geared toward recruiting and **retaining older workers**, supporting their continued contributions to the workforce.

At weekly staff meetings, employees are encouraged to discuss work interdependencies, and leadership solicits input from staff during company-wide focus groups every year. There are **no formal performance appraisals**. Instead, managers meet with staff at least twice per month to discuss performance, work successes and barriers, and determine next steps. Leaders found that regular discussions encouraged the development of trust that leads to results.

Members routinely give CHO high marks for courtesy, respect and getting the information they requested. CHO has weathered many regulatory changes, a political climate hostile to health insurers, and loss of federal funding. However, its mission continues to resonate with customers and employees.

“

CHO is a psychologically healthy workplace because leadership embodies respect for and support of the people who work here, and those principles are shared throughout the entire organization.”



ELLEN SCHULMAN
EXECUTIVE ASSISTANT



Community Health Options is an organization built on a foundation of trust and has been recognized for its efforts to recruit and retain older workers.



Outcomes

- Named “Best Places to Work in Maine” for three years (2013, 2015, 2017)
- Recognized by the State of Maine Older Worker Committee of the State Workforce Board for efforts to recruit and retain older workers

“

Our mission binds our team in ways that foster coordination and collaboration across functional areas. This loyalty to the whole and extending ourselves to help each other so that we’re successful as a whole is vital to our psychological health as a company and as individuals.”

KEVIN LEWIS
PRESIDENT & CEO



Workplace Practices



HEALTH AND SAFETY

- Physical and psychological safety are important. Community enforces a strict anti-harassment and a no-weapons-allowed policy
- Farmer’s market; kitchen facilities; no vending machines with junk food



WORK-LIFE BALANCE

- Eight hours of paid time off each year for preventive health appointments



EMPLOYEE GROWTH AND DEVELOPMENT

- Reimburses up to 75 percent of tuition and registration fees for up to two courses per academic year

2019 Award Winner
Small For-Profit



Multi-Health Systems

Publisher of scientifically validated assessments

Toronto, ON, Canada
mhs.com

If Multi-Health Systems' (MHS) 165 employees feel and act like owners of the company, it's because they are. While MHS is a profit-share company, it's the corporate culture that embraces employee involvement in all aspects of the company's operations. That helps attract and retain the best, and openly encourages formal and informal teamwork.

MHS' reputation for collaboration is illustrated by one of the most popular employee involvement activities, the company's **annual hackathon**. The day-long event is an intense brainstorming session where members of staff quickly generate, prototype and test creative, innovative ideas that might disrupt their business or industry. Winning ideas are selected by a panel of judges; some have resulted in new processes and technologies for the business.

In this dynamic environment, managers reinforce work-life balance, giving, kindness and respect toward others, with a focus on paying it forward in the communities in which they live and work. MHS' Community 360 **initiative encourages volunteering**, fundraising, and learning and development activities with the local Boys and Girls Club. In 2017, employees raised \$18,000, matched by the company to \$37,574, and volunteered 839 hours.

The MHS culture is one of family helping each other, committed to creating an environment that is psychologically healthy. Leadership and staff believe it is their responsibility to be contributing members of the community, which is not unlike the way the company runs its business. Employees are **empowered to make decisions** that are in the best interest of the company. They benefit from a sense of achievement, teamwork and self-fulfillment in a safe, supportive healthy workplace.

“

At MHS, we encourage innovation and collaboration while providing an environment that fosters professional and personal growth. Our culture is our competitive edge.”

FRAN FISHER
VP HUMAN RESOURCES



MHS brings staff together by encouraging employees to volunteer in the community and through its popular lunchtime learning events, among other activities.



Outcomes

- Revenue and profitability have increased year after year; in the past five years, revenue has increased 15 percent on average per year
- Awarded one of Canada's Most Admired Corporate Cultures in 2016 and 2017
- Personal day policy (10 per year) allows employees to take time off at their own discretion, eliminating unplanned absenteeism

93% *of employees said they would recommend MHS as a good place to work*

25% *profit sharing gives back to staff every year*

Workplace Practices



HEALTH AND SAFETY

- With MHS's focus on health, a group of employees banded together to form a walking club; using fitness trackers, they have virtually walked to Alaska, Tokyo and Paris
- Meditation room with massage chair and treadmill desks available for any staff member's use



EMPLOYEE RECOGNITION

- At annual hackathon, all employees vote one innovative concept as the Employee Choice Award
- Project milestones celebrated on a regular basis



WORK-LIFE BALANCE

- Up to five days of paid time off for bereavement

2019 Award Winner
Not-For-Profit

PSO PORTLAND
SYMPHONY
ORCHESTRA

Portland Symphony Orchestra

Enriching lives through music

Portland, ME
portlandsymphony.org

Founded in 1923, the Portland Symphony Orchestra (PSO) is widely regarded as one of the top symphony orchestras of its size in the country. PSO bands together to make beautiful music on the stage. The harmonic relationship continues when the curtain closes, as leadership builds a collaborative culture that supports a healthy workplace. Staff work together to enrich the community and do so with mutual respect, openness and collaboration.

Staff meetings are held regularly to share events and schedules across the departments. Unified concert planning sessions are held monthly during the season to ensure that all departments are current with the production of, and their role in, upcoming concerts. These connections and an **open office environment** ensure good communication, which increases efficiency and helps to reduce stress.

With the PSO's full calendar of events on weekends and weekday evenings, maintaining work-life balance can be a challenge. The solution: Staff are given the **week between Christmas and New Year's and days after July 4th off** in addition to their paid vacation/sick time to make up for the high peak work periods. In addition, each employee may have two free tickets to each performance, which enhances their knowledge of symphonic music. Employees are also encouraged to attend events held in the community and public schools to expand their understanding of the PSO.

The PSO recognizes the importance of continuing education and professional development. Numerous senior staff have completed an **external yearlong training** that provides the leadership skills, knowledge and connections to serve as leaders in nonprofit organizations.

In addition, staff members who are not considered senior staff are encouraged to assume leadership duties. A member of the development team, for example, leads the largest fundraiser of the year. Another member of the development team led the software transition for the organization. The PSO encourages ownership and leadership within departments to promote employee development, responsibility and pride.

“

Open communication and mutual respect are at the core of a psychologically healthy PSO. Our culture supports all of us—musicians, staff, trustees—and allows us to do our best work so we ultimately fulfill our mission, together.”



CAROLYN NISHON
EXECUTIVE DIRECTOR, PSO



PSO collaborates on stage and at community events such as the instrument petting zoo. Zelda the dog, PSO director of staff joy, is always ready to lend a helping paw.



Outcomes

- 100%** *of employees report active participation in meetings*
- 95%** *believe the culture of the board encourages them to speak up*
- 95%** *say communications help them be more engaged and effective*

The organization is fiscally healthy.
 PSO has operated in the black for the last nine consecutive years, with a portion of the surpluses reinvested in staff and musicians through a professional development fund and staff bonuses.

Workplace Practices



EMPLOYEE RECOGNITION

- Employees recognized in communications to peers, musicians, trustees and president’s council



EMPLOYEE GROWTH AND DEVELOPMENT

- Senior staff participates in year-long training to grow as nonprofit leaders



EMPLOYEE INVOLVEMENT

- The role of chair rotates at each weekly all-hands meeting so everyone has the opportunity to lead

2019 Award Winner

Government/Military/Educational Institution



Beach Cities Health District

Promoting community health

Redondo Beach, CA

bchd.org

An organization that promotes community health to residents of Hermosa, Redondo and Manhattan Beach can only do its best work when its employees have a clear path to follow in their own well-being. That's why Beach Cities Health District (BCHD) encourages managers and employees to strive to sustain a supportive environment where they can engage in health-promoting activities both individually and collectively.

BCHD values a **consensus decision-making process** that includes employees from all levels. Leadership keeps employees aligned and involved with the mission to provide preventive health programs and services that address ever-changing health needs. Employees participate in the strategic planning process twice a year during half-day sessions where everyone has an equal voice, from the board level to leadership, employees and even community members.

BCHD also values continuous growth and development for employees and provides **skills-building trainings** on topics such as project management and having difficult conversations, and workshops on professional development, purpose, stress-free productivity, stress management and networking skills. The company offers a six-month mentor program with senior leadership serving as mentors, which fosters career development in a personal and individualized way.

BCHD's CEO genuinely promotes and supports well-being by creating and **modeling a healthy work environment**. BCHD is a family and pet-friendly work environment and offers rich time-off benefits and flexible work schedules. A food and walking social group is supported each month where all employees are invited to have lunch together offsite and encouraged to take a break together with a 15-minute walk.

“

Beach Cities Health District supports work-life balance from the top down. Wellness is a priority, not an afterthought, and this is reflected in our work culture that emphasizes balance, compassion, collaboration and fun.”



JACQUELINE SUN
BCHD SENIOR POLICY ANALYST



BCHD promotes well-being by helping build social relationships and offering a family-friendly workplace.



Outcomes

- BCHD's voluntary professional level turnover rate decreased from 14% in 2016 to 12% in 2017
- No worker's compensation claims were filed in 2017

\$3.59

\$1

\$\$\$

For every \$1 in property taxes, BCHD provides \$3.59 of service and investments back into the community

Workplace Practices



EMPLOYEE INVOLVEMENT

- Board meetings are open to all staff, allowing transparency of any decisions that may affect programs or services
- Employee participation and feedback was used in designing community's Healthy Living Campus



EMPLOYEE GROWTH AND DEVELOPMENT

- Staff encouraged to represent BCHD on community committees, such as county health task force
- Mentoring and coaching included as competencies in managers' job descriptions



WORK-LIFE BALANCE

- Down-shift room and wellness gazebo offer space for breaks and alternative meeting locations

2019 Award Winner
Small For-Profit



Autosoft

Tech company for auto dealerships

West Middlesex, PA
autosoftdms.com

Autosoft is a decades-old tech company with a start-up mindset, squarely focused on the future. Its culture is steeped in a commitment to the health and well-being of its employees and work-life balance is precious. This western Pennsylvania-based dealer management system business provides its employees with a stimulating environment where creativity and teamwork are encouraged through many activities, benefits and programs.

Employees have a **voice on four committees** that drive staff involvement in the areas of community service, employee appreciation, safety and wellness. The wellness committee involves employees in its decision-making process monthly when it discusses a wide array of program ideas for use onsite and with remote employees. Employees interests and group health concerns serve as the basis for the programs. In addition, learning to work together within work teams and as a committee helps to facilitate a sense of comradery.

When an employee survey showed higher levels of work-related stress, Autosoft leaders implemented Take 10, setting up several stations throughout the buildings. At the stations, people could **take a 10-minute break** from work with activities such as word search puzzles, traditional puzzles, paper airplane making and moldable clay putty.

Autosoft focuses on feedback and recognition throughout the year. The *You've Been Caught* awards recognize employees for participating in healthy activities. Employees can **recognize their peers regularly** by doling out 100 points each month to coworkers who go beyond normal job duties. Monthly one-on-one reviews allow managers and employees to check in on progress and work toward goals. There's no annual performance review. Employees have a better sense of what is expected of them, and it allows them to partake in the process of goal setting and project management.

“

Knowing I help Autosoft and its employees succeed as well as providing excellent customer service makes my work meaningful to me. I highly recommend Autosoft, not just as a place to work, but as a GREAT place to work, because it truly cares about its vision for the future and its employees.”



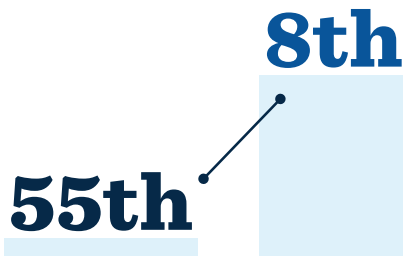
TAMMY HOVEY
CORPORATE ACCOUNTING SUPERVISOR



Autosoft's four employee-led committees drive staff involvement in areas such as wellness, and employee recognition.



Outcomes



Named **Best Places to Work in PA**, four years in a row climbing from 55th place to 8th place in 2017.

OTHER AWARDS RECEIVED

- CIGNA WELL-BEING AWARD
- HEALTHIEST EMPLOYERS OF WESTERN PA
- AHA FIT FRIENDLY WORKSITE AWARD
- CULTURE LEADER OF THE YEAR

Workplace Practices



HEALTH AND SAFETY

- Wellness activities earn points that are converted to cash. Points can be redeemed for up to \$1,000
- Smoke-free campus



WORK-LIFE BALANCE

- Eight hours annually of paid time off to volunteer—any charity employees choose



EMPLOYEE GROWTH AND DEVELOPMENT

- Employees cross-train by shadowing colleagues in other parts of the company



EMPLOYEE INVOLVEMENT

- Employee feedback system to gather anonymous input each week

2019 Award Winner
Small For-Profit



Bowers+ Kubota

Architecture and engineering firm

Waipahu, HI
bowersandkubota.com

Established by military veterans in 1980, Bowers + Kubota's employees are widely dispersed throughout Hawai'i and the Pacific Rim. These employees, at the heart of B + K's architecture and engineering business, are recognized by leadership as its greatest value.

Commitment to employees begins on the first day. All new employees are **assigned a coach** to help them ease the transition into the company for the first six months. At the new hire pa'u hana (gathering), the firm's principals informally connect the new staff, who can experience the B + K culture first hand.

Employees are encouraged to participate in the company's many committees, which range from strategic planning for the organization to community service to wellness. This type of collaboration created the Wellness Health Individual Program (Whip It), B + K's award-winning, employee-run wellness program in effect for eight years.

Whip It is a popular web-based program that allows employees to accumulate points each week based on choices related to body maintenance, fitness and exercise, nutrition and behavioral health. Incentives and a little friendly competition help to make wellness fun, so **participation levels are high** and have remained steady, ranging from 65 to 70 percent, even as the firm has doubled in size.

The company-designed, **self-directed work teams** ensure continuity, so team members can have flexibility to take care of their personal or family needs. Employees bring their children to work, take flex time, telecommute and can take additional time off when necessary to care for family or themselves and transition back to work. B + K has a low turnover rate, with high productivity and a solid financial base.

High ratings on client evaluations over the past 10 years and exceptional working relationships with clients can be attributed to employees who are healthy, have positive attitudes and make meaningful contributions to the company.

“

Our mission at Bowers + Kubota is “Fulfilling Visions. Building Trust.” Not only is that our commitment to our clients but it is our commitment to our employees as well. We want to ensure that employees are fulfilled in their jobs and have a connection with each other, our community, and with the firm.”



BRIAN BOWERS
PRESIDENT, B + K



B + K staff stay involved by volunteering for Adopt-A-Highway in Maui and the Special Olympics. Employees' families are included at every event the firm sponsors.



Outcomes

- Employee retention rate was 90 percent in 2018
- Wellness program has decreased the use of the firm's health plans and lowered health insurance rates

OTHER AWARDS INCLUDE

HAWAII BUSINESS MAGAZINE'S
Best Places to Work for nine years
Healthiest Place to Work for six years



*The firm has ranked high in client satisfaction for the last six years; client evaluation scores average **4.7 out of 5***

Workplace Practices



HEALTH AND SAFETY

- Standing desks, standing/walking meetings, 30-day wellness challenges



EMPLOYEE RECOGNITION

- Rewards for achieving high scores on client evaluations



EMPLOYEE GROWTH AND DEVELOPMENT

- Evaluation process focused on development and coaching
- Internal trainings and classes led by certified or expert in-house staff members



WORK-LIFE BALANCE

- Employees may donate some of their paid time off to another employee in need

2019 Award Winner
Medium For-Profit



Liberty Puerto Rico

Telecommunications

San Juan, Puerto Rico
libertypr.com

Following the integration with another telecom company in 2012, Liberty Puerto Rico's leadership sought to cultivate a workplace where accountability, passion, collaboration, professionalism and success would thrive.

A people strategy was created to align employees and the organization to transform the company's customer experience, and it has worked. Dedicated employees have a sense of ownership in their organization and seek **continuous improvement** for themselves and their teams.

Liberty values learning and invests in the development of its people. New employees complete a structured 15-day training program as a part of the company's onboarding process. Liberty U-Corporate University features a faculty of 40 certified trainers who expose new hires to the telecommunications industry, the company and the brand history. LU partners with universities to offer Liberty employees English classes and management and leadership training programs. This investment in human capital has slowed the turnover rate significantly.

Continuous improvement is also valued. **Employees and managers work together** to create plans that address short-term development objectives and longer-term career aspirations. The company celebrates individual and collective contributions that are aligned with organizational values, goals and metrics.

“

It's been a journey. We started with surveys and acted based on employee feedback and our HR strategies. Every time we've implemented something new, we've seen people grow. Some have gone from customer facing roles to managers to directors. It's beautiful to see!”

JAZMIN CASTRO
HR DIRECTOR



Liberty PR is committed to helping employees grow and develop, whether they are technical and field staff or executive leadership.



Outcomes

- Liberty's customer loyalty scores have improved significantly within the past two years
- Employee referrals jumped 20 percent as staff encourage other high performing individuals to join the company
- Low absenteeism and turnover; more than 65 percent of employees have a tenure of at least four years

85%

Retention rate for new hires is 85 percent after one year, turnover is less than 10 percent

Workplace Practices



HEALTH AND SAFETY

- Monthly safety trainings to all technical, field and facilities employees
- Wise & Well with Liberty is a comprehensive wellness program dedicated to nutrition, health screenings, smoking cessation, fitness, mental health and community involvement



EMPLOYEE RECOGNITION

- PROMOTED pin, presented in a brochure with a message from the CEO, when an employee is promoted



WORK-LIFE BALANCE

- Flexible work arrangements and mobility support (e.g., laptops, smartphones with data plans) for eligible employees
- Support for employees after Hurricane Maria in 2017: created a foundation to provide aid to those in need, including food, water, batteries, LED solar-powered lights, and ATM and beauty services, and financial planning workshops



EMPLOYEE INVOLVEMENT

- Online SPARK platform where employees can generate ideas and collaborate in teams to create solutions to real business issues; idea with most employee votes is given budget for implementation

2019 Award Winner
Medium For-Profit



Mascoma Bank

Mutually owned bank and Certified B Corp

White River Junction, VT
mascomabank.com

Mascoma Bank holds a powerful vision: “Be a force for positive change for our customers, communities and employees.” This 120-year-old mutual savings bank and Benefit Corporation is committed to living that intention every day while continuing to grow and fuel the region’s economy.

As a recently certified B Corp, Mascoma continues to work to improve throughout the year. The bank’s Better Than Best Committee reviews **employee suggestions** and initiates projects in numerous areas. Employees are encouraged to participate in undertakings that improve their well-being as well as that of the community.

The company’s Well-being Committee works to ensure that all activities relate to five interconnected elements that shape one’s life: career, social, financial, physical and community. For example, **community involvement** is encouraged as Mascoma annually gives employees 16 hours of volunteer time off. Each employee is also provided a \$300 match to donate to nonprofits in their community. The well-being team also organizes team activities and hosts challenges with the five elements (e.g., 5K Your Way, yoga, old school gym night).

Mascoma’s **recognition programs** celebrate individual, departmental and organizational achievements. The Value Image Award is presented monthly to an employee who has embodied Mascoma’s core values of employee well-being, mutual respect and trust, or commitment to excellence. Department involvement in charitable causes is celebrated with lunches, dinners and road trips. The bank’s stakeholder event is also the annual staff meeting where additional recognition is provided to the enterprise as a whole.

With programs in place and reaping benefits for employees, the bank’s financial performance continues to grow every year.

“

Mascoma takes such a thoughtful approach to creating a work environment that makes you feel good when you put in a full day’s work and excited to start again the next day. It’s a great feeling.”



SCOTT YOUNG
CHIEF RETAIL OFFICER



Mascoma Bank celebrates its certification as a B Corp. Leadership recognizes the bank's responsibility to positively benefit employees, the community and the environment.



Outcomes

- Turnover rate of 15 percent compared to industry standard of 18 percent
- In 2018, no increase on health insurance costs due to the reduction in high claims
- Other awards include B Corp Best Place, CIGNA New England Small Company Well-Being Award and 2017 Vermont Worksite Wellness Award

95% of employees say they are encouraged to learn and develop new skills

90% of employees have a positive relationship with their managers

“

There's an *esprit de corps* at Mascoma, where people feel they're a part of something bigger and work for a larger purpose. It's really motivating.”



CLAY ADAMS
PRESIDENT AND CEO

Workplace Practices



HEALTH AND SAFETY

- Work United/Working Bridges Out of Poverty program with local United Way addresses health and personal safety issues, provides emergency loans and an on-site counselor



EMPLOYEE INVOLVEMENT

- Sixteen paid volunteer time off hours per year



EMPLOYEE GROWTH AND DEVELOPMENT

- Training for every level of employee, including leadership development and branch management

How to Apply

 **APA.ORG/APPLIED-PSYCHOLOGY**

We will begin to accept applications for the next award cycle March 29.

After registering online and completing the initial application, you will be contacted by a representative from APA with more information about the application process.

Work, Stress and Health 2019

 **APA.ORG/WSH**

PHILADELPHIA November 6-9

The Work, Stress and Health Conference addresses the ever-changing nature of work and the implications of these changes for the health, safety and well-being of workers.

This conference is organized by the American Psychological Association, the National Institute for Occupational Safety and Health, and the Society for Occupational Health Psychology.

**Psychologically
Healthy Workplace
Awards 2019**



**AMERICAN
PSYCHOLOGICAL
ASSOCIATION**

[APA.ORG/APPLIED-PSYCHOLOGY](https://apa.org/applied-psychology)