Psychologically Healthy Workplace Awards
and Best Practices Honors

2009
Organizational leaders often claim that employees are their most valuable assets, but during difficult times, actions speak louder than words. Along with hiring freezes and layoffs, many employers are cutting health care and retirement benefits and scaling back their investment in training and development. While there is no denying that the current economic downturn may necessitate some belt-tightening, employers should be careful not to secure this quarter’s financial returns at the expense of employee well-being or the organization’s long-term success.

The link between employee health and an organization’s bottom line is clear and strong. Successful organizations understand that in today’s business world, competitive advantage comes from attracting and retaining the very best employees. In good economic times and bad, these organizations are poised to respond to challenges and recognize and benefit from emerging opportunities.

In appreciation of employers who are taking the steps necessary to help their employees and organizations thrive (see p. 25), I am honored to present the American Psychological Association’s 2009 Psychologically Healthy Workplace Award (PHWA) winners and Best Practices honorees.

The five PHWA winners described in this publication have implemented a comprehensive set of programs and policies designed to optimize outcomes for both employee and employer. Their efforts demonstrate that any type of organization, large or small, for-profit or not-for-profit, has the power and the responsibility to create a psychologically healthy workplace.

The ten Best Practices honorees, also described in these pages, highlight a variety of approaches that effectively meet the unique needs of an organization and its workforce.

We congratulate our winners and look forward to their examples inspiring others to work together for a healthy and productive future.

David W. Ballard, PsyD, MBA
Assistant Executive Director
Corporate Relations and Business Strategy
American Psychological Association
The American Psychological Association’s

Psychologically Healthy Workplace Awards

The Psychologically Healthy Workplace Awards are designed to recognize organizations for their efforts to foster employee health and well-being while enhancing organizational performance.

**APA’s Psychologically Healthy Workplace Awards**

Nominees for APA’s Psychologically Healthy Workplace Awards are selected from the pool of previous local winners. Candidates are evaluated on their workplace practices in the following areas:

- Employee Involvement
- Health and Safety
- Employee Growth and Development
- Work-Life Balance
- Employee Recognition

Additional factors that are considered include employee attitudes and opinions, the role of communication in the organization and the benefits realized in terms of both employee health and well-being and organizational performance. Following a competitive evaluation and judging process, the top candidates are selected for recognition by the American Psychological Association.

**APA’s Best Practices Honors**

The Best Practices Honors focus on a single program or policy that stands out for facilitating a psychologically healthy workplace. Special attention is given to workplace practices that are designed and implemented in a way that creatively meets the specific needs of an organization and its employees. As with APA’s Psychologically Healthy Workplace Awards, nominees come from the pool of previous local winners and are selected through a competitive evaluation and judging process.

**Local Psychologically Healthy Workplace Awards**

Since 1999, our affiliated state, provincial and territorial associations have presented Psychologically Healthy Workplace Awards to local organizations. Participation has grown to 52 associations across the U.S. and Canada that, collectively, have recognized more than 400 organizations.
## CONTENTS

4 Teledyne Brown Engineering, 2009 National Psychologically Healthy Workplace Award Winner  
   New Heights in Organization-Wide Wellness

6 Orion Associates  
   Building a Brighter Future

7 Holtz Rubenstein Remnick  
   Leveraging Top Talent

8 WorldatWork, 2009 National Psychologically Healthy Workplace Award Winner  
   Wellness at Work

10 Nevada Cancer Institute  
   Buddying Up for Health

11 Toronto Police Service  
   A Partnership for Promotion

12 Replacements, Ltd., 2009 National Psychologically Healthy Workplace Award Winner  
   A Company That Treasures Its Employees

14 Women in Construction Company  
   The Right Tools for the Job

15 Broadway House for Continuing Care  
   Caring for Mind and Body

16 Sandia Preparatory School, 2009 National Psychologically Healthy Workplace Award Winner  
   A Balanced Approach to Learning

18 Sandia Preparatory School  
   Learning to Work Together

19 The Loft Literary Center  
   A Novel Approach to Flexibility

20 W R Systems, Ltd. - Engineering Services Division, 2009 National Psychologically Healthy Workplace Award Winner  
   Designed for Excellence

22 Manitoba Blue Cross  
   Ensuring Workplace Health and Safety

23 Watermark Credit Union  
   Banking on Employees

25 Fostering Health and Well-Being, Enhancing Performance  
   The Psychologically Healthy Workplace

27 Online Resources  
   Information, Tools and Resources for Creating a Healthy, Productive Work Environment

28 American Psychological Association  
   About the APA and Cooperating Organizations
Employee Involvement
Teledyne Brown Engineering takes employee opinions seriously and strives to involve employees in decision-making processes. Teledyne Brown encourages employees to submit ideas electronically through the employee suggestion box. The comments are carefully reviewed and employees receive monetary rewards for those cost-saving strategies that are implemented. At quarterly “Presidential Communication Meetings” the Teledyne Brown president invites groups of employees to have lunch and discuss issues, voice their concerns and make requests. Information about these meetings is then disseminated to all employees, so everyone can stay in the communication loop.

Health and Safety
Teledyne Brown is committed to the safety and well-being of its employees. The company’s wellness program has been in place for more than 20 years and encompasses physical, psychological, social and spiritual health. The program is linked to Teledyne Brown’s business plan as a strategy to help manage healthcare costs and also serves as a recruitment and retention tool. Employees have access to EAP services, an on-site fitness center, group exercise and yoga and wellness classes, as well as smoking cessation and weight management programs. Additional offerings include health screenings, flu shots, nursing services and health risk appraisals. Employees who achieve their health goals are eligible to receive cash rewards.

Teledyne Brown uses multiple channels of communication to spread the message of wellness to staff. Posters, staff meetings, the company intranet, electronic bulletins, bi-monthly status reports and quarterly company newsletters all support a culture of health and wellness. Teledyne Brown also has a comprehensive environmental, health and safety program to facilitate compliance with OSHA, EPA, local, state and federal regulations. Numerous safety procedures and a company safety manual were developed and implemented as a part of this program to help keep the workplace accident and injury free.
Employee Growth and Development
Teledyne Brown offers employees various opportunities for training and professional development. The company matches junior employees with senior-level managers through a mentoring program that encourages the transfer of job knowledge. The goal of the “Young Professionals Management Development Program” is to identify employees with high-potential management talent and provide development activities to prepare them for long-term success. Additionally, leadership development courses, seminars and career counseling are offered to all employees.

Teledyne Brown firmly believes that lifelong learning is the key to success and supports employees who take job-related continuing education courses and training. The company utilizes online learning platforms and programs can be accessed directly from an employee's desktop, laptop or home computer. Employees have the opportunity to participate in Teledyne Brown’s “Educational Assistance Program,” which covers undergraduate and graduate tuition at several public colleges and universities, as well as 50 percent of the cost of textbooks.

Work-Life Balance
Teledyne Brown offers numerous benefits to help employees balance work and life demands, such as vacation, holiday and sick leave, flex and comp time, job sharing and telecommuting. Company-sponsored athletic teams and an on-site recreational park with basketball and tennis courts, a softball field and playground provide opportunities for employees to stay active. On-site child care helps employees manage one of the many demands of family life and a series of classes on eldercare provides support for those caring for their aging family members. A company store and full-service on-site cafeteria and on-site barber shop offer additional convenience.

Employee Recognition
Teledyne Brown has a long history of showing appreciation to employees for their contributions to the organization. Monetary awards are given to recognize employees for their years of service and four different annual achievement awards are bestowed upon the support, technical, administrative and engineer/scientist employees of the year. The “Fellows Program” recognizes individuals who have made outstanding lifetime contributions or achievements in the fields of engineering and science and the “President's Award for Excellence Program” recognizes outstanding performance on a particular job assignment or task.

The annual company picnic offers up food, music and games for family enjoyment in Teledyne Brown's recreation area and employees' children eagerly await the yearly Easter egg hunt. Teledyne Brown holds an annual pancake breakfast to show employee appreciation and gives out gift cards each December as a special thanks. The holiday party brings employees together for a night of dinner, dancing and door prizes.

The Bottom Line
Teledyne Brown is committed to programs and policies that foster a psychologically healthy workplace and has received numerous awards for its workplace practices. In a 2007 survey, employees rated the company’s wellness program as the highest area of employee satisfaction and employee health improvements are a clear sign that the program is working. In 2007, 65 percent of employees screened had normal cholesterol levels, up from 46 percent in 2005. Awareness campaigns, wellness classes and weight loss challenges at Teledyne Brown have all contributed to these health improvements.

With a 34 percent reduction in absenteeism, the results of Teledyne Brown's efforts extend well beyond health outcomes. Additionally, employees who participate in the wellness program use a third fewer sick days than those who don't participate. Teledyne Brown has learned through experience that providing a workplace that fosters health and wellness benefits both the employee and the organization.
Employee Growth and Development

Minnesota – Orion Associates was founded on the core principle of “service to others” and the organization has a history of encouraging employees to volunteer in the community. While catering to clients’ needs and providing employees with a rewarding and fulfilling work experience, this small management services organization is a thriving example of how business can catalyze change within the community and have an even larger impact on the world.

In 2005, Orion took its long history of volunteerism to a new level with “River of Hope,” a project engineered to assist New Orleans in the aftermath of Hurricane Katrina. Witnessing the devastation first hand as a Red Cross volunteer psychologist led Orion’s CEO to rally employees together for fundraising and twelve mission trips to help with relief efforts and the rebuilding of New Orleans.

In response to the community’s unmet mental health needs, Orion formed a volunteer mental health resource center. In addition, employees helped swell a volunteer pool to 460, working tirelessly alongside plumbers, electricians and contractors to gut and rebuild homes. Where there once was total destruction, Orion instilled hope. To date, River of Hope projects have contributed more than $600,000 in materials and supplies to New Orleans’ Ninth Ward.

Following in the footsteps of the “River of Hope” projects, Orion formed the non-profit “Headwaters,” armed with the mission to serve any community, anytime, any place. Volunteers are responsible for the cost of their own transportation, housing and meals and employees who volunteer can still count on their regular paychecks from Orion. Every penny of the money Headwaters raises goes back into the community. As a result, according to Forbes magazine, Headwaters is one of the most efficient relief organizations in operation.

Employees are proud to work for a values-driven organization and their inspiration propels them to give clients, co-workers and the organization their all. Beyond the personal satisfaction of giving back to the community, Orion employees have positioned themselves for real-life tests of leadership and creative thinking that no seminar or team-building exercise could replicate. Employees emerged from their work in New Orleans as team players, problem solvers, creative thinkers – leaders. As part of something bigger, employees look forward to where the journey will take them, knowing that wherever the destination, they will be among their peers, building a brighter future.
Employee Growth and Development

New York – The accounting firm Holtz Rubenstein Reminick (HRR) takes pride in its career guidance initiative CARE. The acronym stands for Consulting, Advocacy, Responsibility and Empowerment and the initiative matches HRR staff members with company leaders as mentors to help staffers throughout their careers.

Professional development is a central theme at HRR and the CARE program engages employees who are launching their careers, as well as those who are already well-established. CARE was created from the remnants of an earlier mentoring initiative, and with staff input it grew into a program that helps employees both manage stress and take advantage of growth opportunities within the firm. New employees learn about the program during orientation and within a week of joining HRR are matched with a CARE coach selected for his or her interpersonal skills and leadership abilities. A training program ensures consistency across coaches and allows for the flexibility of reassignment in the event there is a mismatch between a coach and mentee.

HRR knows that employees face multiple challenges between client expectations, government deadlines, continuing education requirements and life demands. With ongoing guidance and encouragement from coaches, employees are better equipped to navigate career concerns, including work-life balance issues. Approaching employee growth and development with the accounting firm’s signature small-town feel not only encourages a friendly and supportive work culture but also helps employees take control of their careers and perform at their best through goal-setting and personal and professional development.

Since implementing the CARE program, HRR notes improved job satisfaction and morale among staff, as well as cost savings in the form of reduced turnover, which is a low 5.4 percent. The firm also retains high-performing employees who find a long-term career possible with HRR, thus maintaining continuity for clients and increasing the pool of candidates available for promotions and leadership positions. HRR knows that the key to continued success lies in the development of its team. With CARE, staff members feel supported, mentors are able to share their expertise and HRR reaps the benefits of satisfied employees.
WorldatWork

Wellness at Work

Arizona – As an association representing human resource professionals, WorldatWork strives to practice what it preaches when it comes to creating the best work environment for employees and the organization. Prevention is a priority at the WorldatWork Headquarters and by involving employees, this organization is leading the way to a healthy, productive workforce.

Employee Involvement

WorldatWork’s “Total Rewards” strategy uses compensation, benefits, work-life effectiveness, performance and recognition, and development and career opportunities to attract, motivate and retain employees. The organization conducts surveys to determine benefits and resources of value to employees. Even vending machine selections are based on employee feedback. By listening and then taking action, WorldatWork shows employees it values their opinions.

An open-door policy and personal visit by the president as part of new employee orientation sends the message of inclusion from day one. “WorldatPlay” is a volunteer committee for social events that fosters openness and camaraderie. The WorldatWork health and wellness team organizes wellness seminars, educational webinars, on-site fitness and yoga classes and even chooses the fruit that will accompany the educational handout employees receive monthly.

Health and Safety

As a health-oriented organization, WorldatWork naturally developed a wellness program for its own employees. “WellnessatWork” encompasses various components, including individual and group coaching, weight management, wellness days and lunchtime seminars. WorldatWork supports wellness with weekly on-site yoga and strength conditioning classes, a fruit-of-the-month program, support groups and educational meetings on a variety of health topics.

WorldatWork offers benefits including EAP services, a 24-hour health line, massages, on-site yoga and aerobics. The company intranet is a robust source of information including environmentally friendly practices, health and safety tips and strategies for safe travel. Contests motivate employees with incentives like gift certificates and prizes and each quarter a “Wellness STAR” is awarded to an employee who made a life change to embrace healthy behaviors in the office and at home.

Annual voluntary health assessments cover basic blood work, cholesterol checks, fitness tests and wellness goals.
Participating employees walk away with $20 cash and a confidential results sheet. On-site flu and pneumonia vaccinations are offered annually and each fall women over 39 can get a mammogram during the workday with a mobile lab in the WorldatWork parking lot. Every other year, executive-level employees are eligible to undergo company-subsidized comprehensive health assessments.

**Employee Growth and Development**

Employees are provided opportunities to grow and develop, whether it’s through mentoring or continuing their education with the aid of the tuition reimbursement program. Organization-wide succession planning and regular status meetings with supervisors to set goals and develop individualized professional development plans help employees prepare for a successful future at WorldatWork.

An on-site Toastmasters group, professional association membership reimbursement and regular seminars help employees grow professionally. Employees can take advantage of personal development sessions on money management, debt reduction and other financial issues, as well as opportunities to work on cross-functional teams or take part in the annual “Total Rewards Conference.”

**Work-Life Balance**

WorldatWork has become increasingly flexible about where and when people work. Office hours are modified during summer months, so staff can enjoy early departures on Fridays and WorldatWork retains employees who need to relocate by enabling them to work remotely through full-time virtual work arrangements.

WorldatWork’s practice-what-you-preach philosophy is evident in the non-work support arena as well. “National Work & Family Month” celebrations each October, privacy rooms, pet insurance and family activities help keep employees balanced, so they are able to make the most out of the time they spend in the office and enjoy their lives outside of work.

**Employee Recognition**

WorldatWork employees are recognized individually and collectively at all levels. The leadership team regularly thanks employees for their contributions and the president and CFO also recognize employees through their internal blogs. There are weekly, monthly and annual recognition awards and outstanding employees are highlighted on the intranet.

Employees themselves are encouraged to recognize their co-workers. “Keys to Success” is an award for teamwork, innovation and customer service, and bonuses and gift cards are awarded to employees who exceed expectations. Year-end reviews, evaluations and bonuses all reflect employees’ contributions and accomplishments, and personal milestones are also recognized and celebrated among peers.

**The Bottom Line**

WorldatWork meets the needs of its employees by providing a healthy, supportive and flexible work environment. Thanks to the many opportunities to engage in healthy behaviors, employees have decreased body mass (2 percent), cholesterol (11 percent), blood pressure (5 percent) and glucose (11 percent). WorldatWork’s wellness programs also effectively reduce absenteeism and improve morale. In 2008, employee turnover was a low 11 percent and employee survey results show high marks for satisfaction, commitment, work-life balance and management support.

WorldatWork does more than just talk about equal opportunity. Seventy-two percent of employees are female, as are 56 percent of employees in the top-fifth pay group, 64 percent of all managers, 9 out of the 15 members of the board and 76 percent of employees who were promoted in 2007. Through its commitment to creating healthy, high-performing workplaces, WorldatWork helps improve the quality of work-life for its staff, members and employees worldwide.
Health and Safety

*Nevada* – Through research, early detection, prevention and quality patient care, *Nevada Cancer Institute* (NVCI) provides hope to communities across the Southwest United States and beyond. This nonprofit organization’s mission to create a future without cancer includes taking good care of its own employees, with wellness benefits that help them lead a healthy lifestyle.

As part of NVCI’s comprehensive health and wellness offerings, “Buddy Up” is a 10-week nutrition and physical activity program available to help employees reduce their risk for cancer and chronic diseases. After a successful pilot run, “Buddy Up” officially began in 2006 as a means to help employees set and achieve S.M.A.R.T. (Specific, Measurable, Action-oriented, Realistic and Time-stamped) goals in a fun and manageable way. Available in both English and Spanish, the program pairs each participant with a co-worker to support and motivate one another while setting goals such as weight loss or eating more vegetables.

To help employees achieve their objectives, each participant receives a meal plan and customized shopping list based on specific caloric needs with a variety of well-balanced meals that are easy to prepare. Every week participants receive nutritional information and a short quiz by email. If both buddies complete the quizzes, their names are entered into a drawing to win gift cards. Other incentives that keep participants active include an NVCI gym bag and polo shirt.

Weekly weigh-ins at the office are quick and convenient, and on the first, fifth and tenth week of the program the NVCI wellness department conducts fitness assessments that take less than 15 minutes. The wellness department also aggregates outcome data to share with managers and employees. Continued participation is encouraged with email tips and reminders are sent to managers when their department’s participation level dips.

“Buddy Up” participants have achieved positive results through the program. The 2007 biometric outcomes show an average 3.4 pound loss per person, as well as reductions in BMI, body fat, waistlines and blood pressure. Employees tout the quality of the program’s on-site instructors, the convenience of weekly weigh-ins, the usefulness of available print and electronic information and the fun and camaraderie they experience through participation. NVCI has also experienced positive organizational outcomes as a result of the wellness program. Between 2006 and 2007, the organization witnessed an 11 percent reduction in short- and long-term disability costs. By supporting employee health, NVCI has built a culture where employees look out for each other and work together to advance the organization’s mission.
More than 82 percent of employees report they are satisfied with their jobs and more than 86 percent feel their work is meaningful.
Employee Involvement

Employee orientations that include one-on-one meetings with the company owner and president set the tone for open communication and appreciation of individualism. Quarterly meetings with senior staff provide a forum for financial, production and HR updates and, during semi-annual small-group meetings, the benefits manager formally addresses employee questions and suggestions.

Employee councils invite involvement company-wide. The Wellness Council plans lunchtime learning sessions on topics from identity theft to heart attack prevention and coordinates a company cookbook, as well as an annual wellness fair with more than 50 vendors. A Safety Council conducts safety inspections and hosts an annual safety theme contest and a Community Affairs Council identifies opportunities for the company to become actively involved in community projects.

Health and Safety

The Replacements, Ltd. table is set with a benefits package that exemplifies the care the company has for its employees. Benefits include comprehensive medical, dental and vision insurance for employees and their families, including same- and opposite-sex domestic partners. Free health risk assessments are popular with employees and a safety coordinator promotes safe work practices.

Replacements, Ltd. also has a team of on-site professionals dedicated to employee health, safety and well-being. An occupational health nurse provides sick and wellness care, injury treatment, health screenings and ergonomic assessments. As an especially welcoming place to work for lesbian, gay, bi-sexual and transgender (LGBT) employees, Replacements, Ltd. has an on-site counselor who is a LGBT ally available to all employees, free of charge. Those in need of mental health services can also access an external EAP or the Replacements’ Counseling Service, an internal program that includes evaluation, counseling and referrals for employees and their families.
Employee Growth and Development

Replacements, Ltd. promotes growth and development through a variety of programs, including financial assistance for education and computer purchases. Open to all employees, the Replacements, Ltd. Corporate University offers more than 80 courses, including stress management, emotional intelligence, diversity training and leadership.

More than 25 percent of employees speak a language other than English. To help these employees succeed, Replacements, Ltd. provides English as a Second Language classes on-site and even compensates employees for half of the time they participate. Executive coaching for senior staff, managers and supervisors is provided quarterly and all members of the leadership team participate in a three-day leadership seminar that focuses on company leadership models, self-awareness and the creation of a personal mission statement.

Work-Life Balance

Flexibility and support for meeting non-work demands abound at Replacements, Ltd., where schedules can be temporarily adjusted upon request. Easily accessible experts such as health professionals and insurance company and bank representatives help employees manage work and life demands. Although a company with a warehouse full of delicate china is one of the last places you would expect to have a bring-your-pet-to-work policy, Replacements, Ltd. keeps the fragile inventory well protected and allows Fido and Rover on-site to reduce employee stress levels.

Replacements, Ltd. understands the importance of family and helps employees stay involved in their children’s education by offering Parent Education Leave to attend school activities like luncheons, plays and parent/teacher conferences. The annual Bring Your Child to Work Day at Replacements, Ltd. is a fun-filled event with planned activities and a special lunch. Employees are also free to bring their children to work when necessary, for example during school closings.

Employee Recognition

Employee of the Month and Length of Service recognitions are commemorated with a personal plaque, picture with the CEO and a cash reward. Awards are also given for healthy living, employee suggestions, life events, retirement, citizenship and educational accomplishments. Catered company and departmental luncheons are held throughout the year to recognize teams for a job well done. Employees who work critical days during the busy season are presented with company gift cards to help with their holiday shopping.

Replacements, Ltd. recognizes employees for their work in the community through friendly competition and causes, including collecting stuffed animals for hospitalized children, holiday food drive, prom dress donation, military book drive and AIDS walks. Trophies, pictures, newsletter articles, personal thank-you notes and emails from the CEO and president flow freely in recognition of employees’ generosity and big hearts.

The Bottom Line

At Replacements, Ltd., financial indicators demonstrate how healthy workplace practices translate into business results. Sales grew from $150,000 in 1981 to more than $85 million in 2007. With turnover at a low 11.6 percent and an average tenure of longer than eight years, employees are more than just satisfied with their jobs. On employee surveys, nearly 90 percent report that their co-workers are friendly, 93 percent feel their jobs are important to the company and 91 percent report they care about the organization.

Replacements, Ltd.'s safety and wellness programs have positively affected financial performance and decreased workers compensation premiums. In 2006-2007, the company's workers compensation incident rate decreased 23 percent and the severity rate decreased 39 percent. Not only have disease management and exercise programs decreased the number of employee doctor visits, hospitalizations and musculoskeletal disorders, but Replacements, Ltd.’s focus on health promotion and disease prevention has also changed lives. In one dramatic example, two managers were able to detect their cancers early enough to make a life-saving difference. Early detection is just among one of the many practices that Replacements, Ltd. has in place to protect their most precious valuables – their employees.
Employee Growth and Development

*Minnesota* – In 2001, Women’s Transitional Housing Coalition, Inc. (WTHC), a non-profit housing developer and service provider in Duluth, developed the Women in Construction Training Program to provide job training and a livable wage to low-income women. Building on early successes, the program’s coordinator set up a limited liability company in 2002 as a subsidiary of WTHC. She hired women from the training program and the company began bidding on work in the community. The training component is now part of the *Women in Construction Company (WiCC)*, a full-service construction business that offers opportunities to unskilled, low-income individuals with little or no previous experience in construction. Many WiCC employees faced homelessness, domestic violence, poverty and racism, but this small non-profit creates a supportive work environment where employees can build new skills and become self-sufficient while working on projects that benefit low-income families.

The best way to learn the construction business is to get your hands dirty. WiCC’s on-the-job training and mentoring program helps employees do just that. Skilled workers train and mentor new hires and as those employees gain skills and experience, they, in turn, become mentors. Mentors provide hands-on skills training, information about workplace safety and insight into the company’s mission and philosophy. The construction industry can be a hazardous place to work, but WiCC keeps its workers safe through comprehensive employee orientations and ongoing training. Safety meetings occur at the jobsite and employees are trained to properly use equipment and safety gear and to recognize and manage high-risk projects.

In addition to on-the-job training, WiCC’s state-certified apprenticeship program offers employees the opportunity to gain journeyman carpenter status. WiCC covers tuition and time to attend conferences and workshops, provides on-site workshops and has an in-house loan program to help employees purchase tools. Workers are also given the opportunity to speak in public forums and present at conferences. WiCC focuses on leadership from within. Employees are encouraged to move outside of their comfort zones to take on new challenges and gain experience. Workers learn to estimate and run jobs, supervise and mentor new crew members and interact with homeowners and the public.

For WiCC, taking care of employees and encouraging their involvement in all aspects of the organization has improved productivity, expanded the knowledge base, brought positive change to the organization, resulted in fewer workplace injuries and reduced employee turnover. Forty percent of WiCC’s twenty employees have been with the organization since its inception, and 47 percent have been with WiCC more than four years. New policies about waste reduction at jobsites, building more energy efficient homes and becoming a “green” company go to show that creating a healthy work environment is not only good for employees and the organization – it also benefits the communities they live and work in.
Healthy employees help patients feel more than just well-cared for; they make them feel at home.

Health and Safety

New Jersey – As the only long-term, specialized HIV/AIDS nursing and rehabilitation facility in the state, Broadway House for Continuing Care (BHCC) is nationally recognized for its patient-oriented services. Built upon the belief that quality healthcare begins with the well-being of caregivers, the Broadway House employee wellness program encompasses a growing selection of benefits that promote a healthy lifestyle.

In 2004, in the spirit of a holistic approach to care, BHCC rolled out an educational lecture series available free of charge to personnel from over 350 long-term care facilities in New Jersey. Around the same time, a handful of BHCC employees returned from a national conference for caregivers with the goal of creating a wellness program to take care of their own. From these ingredients of community education and taking care of caregivers, management and line staff designed and implemented a multi-modal employee wellness program that enhances patient care by capitalizing on the well-being and empowerment of employees.

In addition to free access to mental health, substance abuse and spiritual counseling, BHCC holds a “Wellness Day” each month during which employees can tap into a variety of resources. Free services are provided on-site by credentialed professionals, some of whom are BHCC employees. Offerings include chiropractic care, massage therapy, acupuncture, aromatherapy, nutritional/weight management services and smoking cessation assistance.

Between 30 and 40 percent of BHCC employees utilize wellness program resources each month and participation continues to grow as the word spreads. Among positive outcomes of the wellness services, employees report reduced stress, improved sense of well-being, weight loss, decreased smoking, less pain and greater mobility. Knowing that BHCC recognizes the diverse needs of its staff and the distinct challenges of providing 24/7 care to special needs residents and outpatients helps employees feel valued and fosters their commitment to the organization’s mission of providing top-quality service.

BHCC’s wellness program has produced high levels of employee satisfaction and a turnover rate of less than 12 percent per year in an industry where it’s not uncommon for two-thirds or more of employees to leave annually. BHCC fully realizes the importance of taking care of its employees in body, mind and spirit. After all, healthy employees help patients feel more than just well-cared for, they make them feel at home.
Sandia Preparatory School

A Balanced Approach to Learning

New Mexico – Sandia Preparatory School is an independent co-ed school with a college preparatory program for students in grades 6 through 12. At Sandia Prep, the growth of the total person is emphasized within a caring environment, and this philosophy extends to everyone in the Sandia family – students, faculty and staff.

Employee Involvement
Creating and maintaining a sense of family is the key to Sandia Prep’s unique identity and market niche in the community. Mornings begin with a gathering similar to a family breakfast, where employees congregate to hear the day’s agenda and the headmaster, faculty and students make announcements to the school during daily assemblies. Monthly faculty meetings provide an outlet for teachers to suggest agenda items and share success stories. Sandia Prep also collects staff input through regular employee surveys and employees’ individual styles are respected with freedom to establish curricula and manage classrooms independently.

At Sandia Prep, involvement is a group endeavor. A weekly schedule of activities, library updates and security notices are just a few examples of information gathered and disseminated via email. Employees have access to a variety of resources on Sandia Prep’s Web site, such as the school activities calendar and archives of PrepTalk, a monthly newsletter for parents. Additionally, the Prep Post is a quarterly publication that features faculty, staff, alumni, students, programs and events and a school journal provides an outlet for faculty and staff to express their creative sides.

Health and Safety
In a school environment, safety is paramount. Sandia Prep has preventative measures in place to keep students and employees safe so they can focus on learning. A security director, strict visitor policy, student check-in for late arrivals, fenced perimeter, locked gates, staff-assigned keys, alarms on all buildings and emergency protocols are all in place to protect the receptive minds that flourish in this unique learning environment.

Sandia Prep is a health-centered organization, working to achieve a sustainable environment. The campus is entirely non-smoking and Sandia Prep recently devoted an entire back-to-school session to exercise, nutrition and stress management. Sandia Prep has a partnership with a local medical facility to obtain immediate care for injuries, as well as a full-time trainer and multiple CPR-certified staff members. A well-being taskforce helps employees perform at their best and a health and wellness coordinator provides confidential counseling referrals for employees, parents and students. Employees use free time to take an invigorating walk, catch a yoga class or sweat it out in the on-campus workout room. Sandia Prep also offers employees discounted memberships to private gyms. When hunger strikes, employees can fuel up in a dining room with a salad bar and catered, well-balanced meals.

2009 Psychologically Healthy Workplace Award Winner
Government/Military/Educational Institution Category

Sandia Preparatory School

A Balanced Approach to Learning

New Mexico – Sandia Preparatory School is an independent co-ed school with a college preparatory program for students in grades 6 through 12. At Sandia Prep, the growth of the total person is emphasized within a caring environment, and this philosophy extends to everyone in the Sandia family – students, faculty and staff.

Employee Involvement
Creating and maintaining a sense of family is the key to Sandia Prep’s unique identity and market niche in the community. Mornings begin with a gathering similar to a family breakfast, where employees congregate to hear the day’s agenda and the headmaster, faculty and students make announcements to the school during daily assemblies. Monthly faculty meetings provide an outlet for teachers to suggest agenda items and share success stories. Sandia Prep also collects staff input through regular employee surveys and employees’ individual styles are respected with freedom to establish curricula and manage classrooms independently.

At Sandia Prep, involvement is a group endeavor. A weekly schedule of activities, library updates and security notices are just a few examples of information gathered and disseminated via email. Employees have access to a variety of resources on Sandia Prep’s Web site, such as the school activities calendar and archives of PrepTalk, a monthly newsletter for parents. Additionally, the Prep Post is a quarterly publication that features faculty, staff, alumni, students, programs and events and a school journal provides an outlet for faculty and staff to express their creative sides.

Health and Safety
In a school environment, safety is paramount. Sandia Prep has preventative measures in place to keep students and employees safe so they can focus on learning. A security director, strict visitor policy, student check-in for late arrivals, fenced perimeter, locked gates, staff-assigned keys, alarms on all buildings and emergency protocols are all in place to protect the receptive minds that flourish in this unique learning environment.

Sandia Prep is a health-centered organization, working to achieve a sustainable environment. The campus is entirely non-smoking and Sandia Prep recently devoted an entire back-to-school session to exercise, nutrition and stress management. Sandia Prep has a partnership with a local medical facility to obtain immediate care for injuries, as well as a full-time trainer and multiple CPR-certified staff members. A well-being taskforce helps employees perform at their best and a health and wellness coordinator provides confidential counseling referrals for employees, parents and students. Employees use free time to take an invigorating walk, catch a yoga class or sweat it out in the on-campus workout room. Sandia Prep also offers employees discounted memberships to private gyms. When hunger strikes, employees can fuel up in a dining room with a salad bar and catered, well-balanced meals.

2009 Psychologically Healthy Workplace Award Winner
Government/Military/Educational Institution Category

Sandia Preparatory School

A Balanced Approach to Learning

New Mexico – Sandia Preparatory School is an independent co-ed school with a college preparatory program for students in grades 6 through 12. At Sandia Prep, the growth of the total person is emphasized within a caring environment, and this philosophy extends to everyone in the Sandia family – students, faculty and staff.

Employee Involvement
Creating and maintaining a sense of family is the key to Sandia Prep’s unique identity and market niche in the community. Mornings begin with a gathering similar to a family breakfast, where employees congregate to hear the day’s agenda and the headmaster, faculty and students make announcements to the school during daily assemblies. Monthly faculty meetings provide an outlet for teachers to suggest agenda items and share success stories. Sandia Prep also collects staff input through regular employee surveys and employees’ individual styles are respected with freedom to establish curricula and manage classrooms independently.

At Sandia Prep, involvement is a group endeavor. A weekly schedule of activities, library updates and security notices are just a few examples of information gathered and disseminated via email. Employees have access to a variety of resources on Sandia Prep’s Web site, such as the school activities calendar and archives of PrepTalk, a monthly newsletter for parents. Additionally, the Prep Post is a quarterly publication that features faculty, staff, alumni, students, programs and events and a school journal provides an outlet for faculty and staff to express their creative sides.

Health and Safety
In a school environment, safety is paramount. Sandia Prep has preventative measures in place to keep students and employees safe so they can focus on learning. A security director, strict visitor policy, student check-in for late arrivals, fenced perimeter, locked gates, staff-assigned keys, alarms on all buildings and emergency protocols are all in place to protect the receptive minds that flourish in this unique learning environment.

Sandia Prep is a health-centered organization, working to achieve a sustainable environment. The campus is entirely non-smoking and Sandia Prep recently devoted an entire back-to-school session to exercise, nutrition and stress management. Sandia Prep has a partnership with a local medical facility to obtain immediate care for injuries, as well as a full-time trainer and multiple CPR-certified staff members. A well-being taskforce helps employees perform at their best and a health and wellness coordinator provides confidential counseling referrals for employees, parents and students. Employees use free time to take an invigorating walk, catch a yoga class or sweat it out in the on-campus workout room. Sandia Prep also offers employees discounted memberships to private gyms. When hunger strikes, employees can fuel up in a dining room with a salad bar and catered, well-balanced meals.
Employee Growth and Development

At Sandia Prep, life is a continuous learning and teaching opportunity for faculty, staff and students. Academic excellence is encouraged through educational grants and in-service support. Employees are encouraged to use funding from Sandia Prep to attend conferences and seminars and a tuition reimbursement program supports faculty pursuing advanced studies. At annual workshops, nationally recognized speakers present lectures on topics such as child psychology, adolescent issues and learning theory.

Student activities such as Computer Bowl and drama presentations are widely publicized so everyone can attend. Employees can also exhibit their creative talents during art, music, drama and science events. Learning together is always a recipe for success at Sandia Prep – each year employees are given a current book on teaching, learning, organizational theory or other relevant subjects to read and discuss as a group.

Work-Life Balance

Sandia Prep's people-centered philosophy makes it easy for employees to find balance everyday. Multiple free periods including a fifty-minute lunch break let employees take a breather, grade papers or exercise. Summer break is the best-known perk of working in education. Sandia Prep employees have ten weeks off in the summer, three weeks during the winter holidays and morning and afternoons off during student event days. The workday also ends at 3:25 pm, leaving employees time for grading papers and tests while still having a personal life.

As a school, Sandia Prep has obligations to students and parents; however, employees may bring their children to school as needed and crisis leave is handled on an individual basis. Tuition remission for employees' children helps offset the cost of a quality education and offers the convenience and security of knowing that one's children are nearby. Faculty members sponsor Sandia Prep's outdoor program and frequently join students during kayaking, camping, hiking, musical, scientific and other exciting adventures. After evening events that require employees to work late, Sandia Prep even provides a hot breakfast the following morning.

Employee Recognition

Sandia Prep is a place of intellect, achievement and pride. Faculty is recognized collectively each year by the Student Government Association, which gives awards recognizing each teacher's special talents. Throughout the year, announcements are made during daily assembly and meetings and special acknowledgments are sent via email. Some examples of accomplishments that are shared with the school are earning an advanced degree, obtaining a grant, publishing a book or being involved in a community event.

The headmaster also shows his gratitude to the entire staff with a back-to-school reception at his home and an end-of-year reception at a local venue. Appreciation is expressed through social events such as luncheons, receptions and gatherings throughout the school year, as well as in school publications and newsletters. Two special monetary awards are presented at the end of the year during an assembly attended by parents, students and staff.

The Bottom Line

Students and employees alike know they can count on the esprit de corps fostered by Sandia Prep. Employee turnover is low, and the average tenure is 20 years. Not only do employees remain loyal throughout their careers, but alumni frequently return to work for Sandia Prep. With an average of 60 applicants for each open position, promoting from within, when possible, is always the goal.

Low rates of absenteeism result in direct cost savings, as substitute teachers are not needed as often and few employees use all of their available sick time. More than 300 students apply for the 100 available spots each year and attrition is a low 6 percent. Sandia Prep's greatest strength lies in its practice of operating as a truly inclusive family, an approach that underpins the success achieved by students, staff and the school as a whole.
Sandia Preparatory School

Learning to Work Together

Employee Involvement

New Mexico – Based on the country day school model that views school as an extension of family, the students, parents and staff of Sandia Preparatory School come together to form a collaborative team. This independent, non-profit school forges a culture of inclusion in which each employee serves as a teacher, administrator, coach and coordinator.

At Sandia Prep, everyone from the headmaster to the maintenance staff is appreciated and encouraged to provide feedback. New hires are selected from a competitive pool of applicants to fit Sandia Prep’s close-knit, welcoming environment. Once onboard, new employees are introduced during a staff meeting and small group orientations get them up to speed on the schools’ traditions and policies. Active mentoring and an open-door policy also help new hires settle into their job roles. The school’s Web site, several school publications, applied surveys, an activities calendar and school-wide emails help Sandia Prep keep communication flowing.

Faculty, department and all-staff meetings provide multiple forums for employees to discuss changes and developments. Small division meetings grouped by academic department and activity facilitate high levels of participation, help build consensus and present employees with opportunities to develop and demonstrate leadership skills. One practice that highlights Sandia Prep’s inclusive approach to education is a semi-annual meeting during which teachers prepare comments about each student for parent conferences. Teachers are encouraged to share their suggestions and administrators receive a written follow-up report on each conference so that the whole group can address difficulties or celebrate achievements.

Sandia Prep’s shared leadership creates a trusting environment and builds a strong sense of camaraderie. Faculty members enjoy autonomy and independence at Sandia Prep as they manage their classrooms, design and execute their own curriculum and conduct outreach through community service. A high faculty to student ratio of 1:9 makes one-on-one time possible for staff to both interact with students and offer collegial support. At Sandia Prep, the average tenure for employees is twenty years and alumni often return to the school as staff. Sandia Prep’s success comes from a foundation of employee empowerment, which in turn serves as a learning experience for all.
2009 Best Practices Honoree

The Loft Literary Center

A Novel Approach to Flexibility

Work-Life Balance

Minnesota – As the largest, most comprehensive literary arts center in the country, The Loft Literary Center provides cutting-edge resources for writers and readers at all levels. This non-profit organization has offered its members evening and weekend programming for more than 30 years and with more than 100 after-hour events on the calendar every month, the demands on staff can be high. The Loft’s culture of trust, respect and flexibility enables employees to design their own schedules, so they can fulfill the organization’s mission without burning out.

In 1993, with full support from the organization’s board, the Loft introduced employees to flexible scheduling and telecommuting. Working independent of a time clock gives Loft employees the power to balance tough schedules with life demands and lead happy, fulfilling lives. Flexibility at the Loft means employees can work a three-, four- or five-day work week and decide when to be in the office, when to telecommute and when to be “off the clock” to take care of personal and family needs.

Employees who choose to take advantage of the telecommuting policy can depend on the Loft to outfit them with the technology necessary for full access to resources and co-workers. To ensure a cohesive work environment, telecommuters routinely come to the office in-person and supervisors check in with employees who work alternative schedules. When they need to work a different schedule, employees inform supervisors via email.

Flexibility at the Loft facilitates better work-life balance, and with feedback from employees, the organization’s programs and policies only get better. In an environment where management demonstrates trust and care for well-being, employees show fewer signs of physical and emotional burnout, as well as lower stress levels and higher morale.

By adopting policies and providing resources for flexibility, the Loft has increased staff participation and retained valuable employees, preserving institutional knowledge and reducing turnover costs. The Loft credits its employees’ ability to design and manage their own work schedules for building an outcome-based mentality that promotes creative solutions, higher productivity and a more cost-effective workforce. For Loft employees, that’s flexibility that works.
Virginia – W R Systems, Ltd. (WRSystems) is an information technology and engineering firm that provides services to numerous federal departments and government agencies, as well as to organizations in the commercial sector. This firm stands out for its recognition that the strength of its workforce is the key to meeting customer needs.

**Job sharing ensures that at least two people are trained to perform each job function, which allows employees to take time off without delaying ongoing projects.**

**Employee Involvement**

WRSystems fosters a collaborative environment where teamwork is always part of a winning strategy. In defense contracting, employees usually spend their careers bouncing from company to company, but at WRSystems, employees are loyal to the firm from one assignment to the next. WRSystems’ employee-focused management team advocates for employees and provides tools, training and mentoring to help them succeed.

From the first day on the job, new employees are assigned a mentor to provide guidance and guarantee smooth sailing. Opportunities for employee input abound, from an employee suggestion program to surveys to lunch with the division director. The director meets with each new hire and conducts small-group meetings to assess employee satisfaction and gather feedback. Additionally, once a year a randomly selected group of employees is chosen to rate the director’s performance.

**Health and Safety**

With a dedicated safety manager on staff, protecting employees is a natural priority for an engineering firm. Preventative measures such as anti-glare screens, drafting lamps, ergonomic keyboards and anti-static mats help prevent injuries. Employees also have access to free, confidential counseling services, including financial and legal guidance through the firm’s EAP.

A trained emergency medical response team is ready to respond to any staff emergencies that arise. A portable defibrillator was added to the company’s safety arsenal upon the suggestion of an employee, and eyewash stations and first-aid kits are easily accessible. Thanks to the employee suggestion program, the halls are lined with nightlights and light switches are rimmed with glow-in-the-dark strips for easier navigation at night.
Employee Growth and Development

WRSystems supports a culture of continuous learning and tuition reimbursement is offered to employees pursuing additional education. A recently instituted mentoring program helps employees with career decisions and department heads make themselves available for advice. Employees hold classes during lunch hours to teach their co-workers new skills from art to fiber optics, with participation fostering camaraderie and personal growth.

Professional development opportunities range from CPR certification and forklift operation courses to management training and technical exchange meetings for engineers. Throughout the year, employees attend seminars via phone and webcast on topics such as organizational conflicts of interest and innovative management. A library of training materials provides employees with additional opportunities to learn about safety and human resource issues.

Work-Life Balance

WRSystems believes in work-life balance through flexibility and employees have the freedom to define their own working hours. Almost half of employees take advantage of flextime and 15 percent telecommute. Employees can bring their children to work when circumstances require it, alleviating the stress of arranging last-minute child care.

Employees can even bring their pets to work and well-equipped kitchens, break and workout rooms keep employees feeling balanced. Job sharing ensures that at least two people are trained to perform each job function, which allows employees to take time off without delaying or negatively affecting ongoing projects.

Employee Recognition

WRSystems knows the value of recognizing employees’ accomplishments and has many different ways of rewarding its workforce. “Employee of the Quarter” winners are chosen by their peers and receive a certificate, monetary bonus and premium parking space. Managers recognize employees for outstanding behind-the-scenes work with “On-the-Spot Awards,” which include a certificate, monetary reward and recognition at the all-staff meeting.

Employees receive a percentage of the new business they generate as a bonus and an employee-referral program offers cash rewards to employees who bring in new hires. Salary increases and bonuses are also given for the completion of professional certifications. Recognizing the value of family, WRSystems sends employees personalized baby blankets to celebrate the birth of a child. At Thanksgiving, gift cards are distributed to help employees purchase groceries for their celebrations.

The Bottom Line

WRSystems’ ability to recruit and retain high-quality professionals has directly contributed to the organization’s growth and success. In 2008, 53 percent of new hires were referrals from employees or former employees. With a turnover rate of just ten percent in 2008, the firm takes comfort in the knowledge that it is keeping employees onboard and engaged. Sixty-three percent of employees have been with the company for more than two years and 44 percent of the workforce has been there for five years or more.

Leaders at WRSystems earn high marks on employee surveys and most employees rated job satisfaction as a 5 on a 6-point scale. Additionally, WRSystems’ Engineering Services Division cites a low accident and injury rate, has increased health insurance premiums only minimally in the past two years and reports that healthcare claims have actually gone down over the life of the division. WRSystems has designed and built a supportive work environment in which employees work together to achieve results and keep customers happy.
Health and Safety

Manitoba – As a provider of supplementary health care benefits, Manitoba Blue Cross is committed to developing and maintaining a caring culture for its employees and the clients they serve. When this non-profit organization relocated operations to a new building, instead of simply uprooting employees and planting them in new offices, Manitoba Blue Cross involved staff in creating a safe, welcoming place to work.

To optimize the physical work environment and better meet the needs of clients and staff, Manitoba Blue Cross took health, safety, accessibility, ergonomic and collaborative social issues into consideration during the design phase. From blueprints to construction, Manitoba Blue Cross incorporated employee feedback into the project and also coordinated the completion of a building assessment that involved ergonomic professionals, security experts and staff. These efforts have paid off – surveys indicate 65 percent of employees feel more productive in their new environment.

The new facilities spurred the need for a number of health and safety policies and practices, which resulted in updated procedures and manuals for security, emergencies, violence prevention and workplace safety, as well as a security audit of the building. A joint health and safety committee was created to identify the organization’s key wellness needs, define a framework aligned with targeted objectives and facilitate training. As part of a broad-impact health initiative, the organization introduced an online Health Risk Assessment tool that identified the top four employee risk factors as stress, weight control, exercise and healthy eating. By identifying the lifestyle factors that employees need the most help with, Manitoba Blue Cross has been able to pilot targeted programs such as meditation, yoga and stress management and is already seeing results.

Participation in Manitoba Blue Cross’ health, safety and wellness programs is high. Approximately 20 percent of employees have completed CPR and first aid training, between 20 and 30 percent participate in health seminars, yoga and meditation programs and 80 percent of staff have used the fitness center. Manitoba Blue Cross experienced zero growth in health benefit costs in 2006 and 2007 and was actually able to reduce costs slightly in 2008. Long-term disability rates were also down by 13.5 percent in 2008 and turnover hovered around a low 8 percent in both 2007 and 2008. Manitoba Blue Cross knows wellness at work is a journey, not a destination, and has found that taking care of its own employees pays big dividends: the last two fiscal years have been the most successful in the organization’s history.
Employee Involvement

Washington – At Watermark Credit Union, a member-owned, not-for-profit financial institution, a team of employees and management designed and implemented a gainsharing plan that epitomizes the organization’s participative culture. The plan is dubbed EPIC for its components of Equity, Participation, Identity and Competence.

The gainsharing plan was reviewed and approved by management, voted on by staff and unanimously supported by the board of directors. To guide successful implementation, Watermark developed training for employees, formed department review committees and created a plan coordinator position to support the administrative needs of the program.

Watermark’s plan makes it possible for employees to be intimately involved in organizational improvements and rewarded for productivity gains. In addition to tangible rewards, the plan also provides opportunities for training, education and employee development. Staff is kept in the communication loop through a quarterly newsletter and meetings with the CEO to discuss the results of gainsharing and the financial health of the organization. Employees are encouraged to provide management and the EPIC coordinator with direct feedback about the plan. Responses are collected through an employee suggestion system and during an annual review.

The gainsharing plan has been a win-win experience for Watermark and its employees. Suggestions from staff have saved the credit union money and helped to increase efficiency. Employees feel involved in their jobs and take pride in their work, which, in turn, has improved member service and employee loyalty. In the past three years, overall employee satisfaction has increased and in 2008, employee turnover was at a low 15 percent.

Employees give the credit union high marks in terms of participation, competence and trust, and report feeling that they have a personal stake in the success of the organization. Watermark is banking on its employees for continued success. For this credit union, the productivity increases that its gainsharing program has produced have delivered solid bottom-line results.
2009 National Psychologically Healthy Workplace Award Winners

- Replacements, Ltd.
- Sandia Preparatory School
- Teledyne Brown Engineering
- WorldatWork
- W R Systems, Ltd. – Engineering Services Division

2009 Best Practices Honorees

- Broadway House for Continuing Care
- Holtz Rubenstein Reminick
- The Loft Literary Center
- Manitoba Blue Cross
- Nevada Cancer Institute
- Orion Associates
- Sandia Preparatory School
- Toronto Police Service
- Watermark Credit Union
- Women in Construction Company
The Psychologically Healthy Workplace

A psychologically healthy workplace fosters employee health and well-being while enhancing 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:

- Employee Involvement
- Health and Safety
- Employee Growth and Development
- Work-Life Balance
- Employee Recognition

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.

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 healthcare costs, absenteeism and accident/injury rates.

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 gain 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.

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 such as productivity, absenteeism and turnover. 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 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 non-monetary. By acknowledging employee 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 employee engagement and productivity, lower turnover and the ability to attract and retain top-quality employees.

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 types of 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 function 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 the psychologically healthy workplace practices described above and examples from award-winning organizations, visit phwa.org.
New Look for a Great Resource

Our new Web site gives you more ways to find the information, tools and resources you need to build and maintain a healthy, productive work environment:

- Sign up for our monthly e-newsletter, Good Company
- Join the conversation on our blog
- View helpful videos
- Download our monthly podcast

All this and more is just a click away at phwa.org.
About the American Psychological Association

The American Psychological Association (APA), in Washington, DC, is the largest scientific and professional organization representing psychology in the United States and is the world’s largest association of psychologists. APA’s membership includes more than 148,000 researchers, educators, clinicians, consultants and students. Through its divisions in 54 subfields of psychology and affiliations with 60 state, territorial and Canadian provincial associations, APA works to advance psychology as a science, as a profession and as a means of promoting human welfare.

Cooperating Organizations

The Psychologically Healthy Workplace Awards and Best Practices Honors are presented by the American Psychological Association with cooperation from other not-for-profit organizations that share an interest in creating healthy work environments. For our current list of cooperating organizations and more information about how you can help support the Psychologically Healthy Workplace Program, visit phwa.org.
Psychologically Healthy Workplace Program

“Building psychologically healthy workplaces isn’t just the right thing to do, it’s also the smart thing to do.”

The Honorable Alexis M. Herman
Former U.S. Secretary of Labor

“This is not pie in the sky; this is about the bottom line.”

The Honorable Alexis M. Herman
Former U.S. Secretary of Labor
Find yourself in good company.

Would you like to join the winning organizations featured here? Visit phwa.org to learn how to apply for a Psychologically Healthy Workplace Award and to access timely information and resources that will help your organization and employees thrive.