



WELCOA[★]

WELL WORKPLACE AWARDS

USERS GUIDE



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Introduction to the Well Workplace Award

The Wellness Council of America (WELCOA) is a non-profit organization dedicated to helping business and health professionals improve employee well-being and create healthier organizational cultures. The WELCOA Well Workplace Award is designed to showcase organizations that are taking an impactful and innovative approach to improving the health and wellbeing of their employees. Achieving the distinction as a Well Workplace Award winner will help establish your organization as an employer of choice and a leader in the effort to improve employee wellness in the US.


Over the past decade, the wellness field has evolved to embrace a broader kind of health and wellness and recognize the value of health-supportive environments and cultures. To better reflect this evolution and to guide the advancement of the wellness field, WELCOA undertook development of an updated Well Workplace Checklist (the Checklist) in 2016 and we've also updated the Well Workplace Award process outlined in this guide.


The revised Checklist and Award reflect best practices and innovations from many fields with relevance to human health and well-being. This includes, but is not limited to, concepts and practices from sociology, anthropology, many branches of psychology, leadership science, and organization development. All Well Workplace Award Winners have used the patented 7 Benchmarks model to help build and shape their wellness program. In a Well Workplace Award winning organization, the vision of protecting and enhancing the health and well-being of each and every employee becomes part of the very fabric of the organization—not something extraneous and peripheral to the core business functions.


Eligibility to Apply


APPLY TO BE RECOGNIZED AS ONE OF AMERICA'S HEALTHIEST COMPANIES

To apply for WELCOA's Well Workplace Award, you must be a WELCOA member organization. This award application is designed to measure the extent to which your organization is following WELCOA's 7 Benchmarks approach to worksite wellness. The Well Workplace Award has four levels of distinction:

 ★ **Platinum Well Workplaces** have met the highest standards of wellness support and organizational alignment for wellness. They have distinguished themselves as leaders and innovators in workplace health promotion. Platinum Well Workplaces have demonstrated exemplary implementation of WELCOA's 7 Benchmarks.

 ★ **Gold Well Workplaces** are organizations that have built exceptional and comprehensive worksite wellness strategies grounded in WELCOA's 7 Benchmarks. They have demonstrated that they have a clear and unique business case for wellness in the organization and have created appropriate wellness initiatives and strategies to achieve that vision.

 ★ **Silver Well Workplaces** have demonstrated that their workplace is supportive of employees' efforts to engage in wellness behaviors and improve their overall well-being. They have demonstrated that they have a strategy in place that is approaching alignment with WELCOA's 7 Benchmarks.

 ★ **Bronze Well Workplaces** are recognized because they have created a solid foundation which will allow wellness initiatives to grow and flourish in the years ahead.

Purpose of this Guide

This guide is intended to make the WELCOA Well Workplace Award process easier for employers to complete and to improve the consistency of the responses across organizations. To complete the application, you will be asked to complete a series of multiple choice and essay format questions as well as provide supporting documentation. Your answers will be saved automatically, and the application is designed to allow you to leave and return to the application process as many times as needed. The application can be completed by multiple team members in your organization but must be submitted by the WELCOA member who initiated the application.

WELCOA's Definition of Wellness

Wellness is the active pursuit to understand and fulfill your individual human needs – which allows you to reach a state where you are flourishing and able to realize your full potential in all aspects of life. Every person has wellness aspirations. Successful workplace wellness initiatives require supporting employees in fulfilling their needs in the following seven areas:

- » **Health** – Beyond the absence of mental and physical illness, health is a feeling of strength and energy from your body and mind.
- » **Meaning** – Feeling part of something bigger than yourself. Knowing your work matters. Having purpose in your life.
- » **Safety** – Knowing you are safe from physical and psychological harm. Feeling secure enough to take calculated risks and show vulnerability. Free of concern about meeting basic life needs.
- » **Connection** – Experiencing positive, trusting relationships with others. Feeling a sense of belonging, acceptance, and support.
- » **Achievement** – Feeling you have the support, resources, and autonomy to achieve your goals. Succeeding at meeting your individual goals and work aspirations.
- » **Growth** – Feeling like you are progressing in your career. Learning and being challenged to use and expand on your strengths.
- » **Resiliency** – Viewing life with optimism. Feeling grateful and expressing appreciation. Feeling validated and encouraged.

WELCOA recognizes that supporting this kind of whole-person wellness requires a whole-systems approach. The Well Workplace Award application represents a broad array of approaches and practices that organizations can use to evolve healthier cultures, environments, policies, practices, benefits, programs, and resources in support of employee wellness.

WELCOA's Well Workplace Strategic Framework

WELCOA's 7 Benchmarks approach is based on a strategic framework comprised of seven iterative steps that, when completed in an aligned way, will ensure that you have a truly meaningful and successful wellness initiative designed to achieve what you want it to achieve. The framework in Figure 1 reflects the total benchmarks process beginning with strategic planning at the organization level (Benchmark 1) and iterates by measuring progress toward your organization's vision for employee wellness (Benchmark 7). Table 1 summarizes the core approaches of each Benchmark in the framework.

FIGURE 1. WELCOA'S WELL WORKPLACE STRATEGIC FRAMEWORK

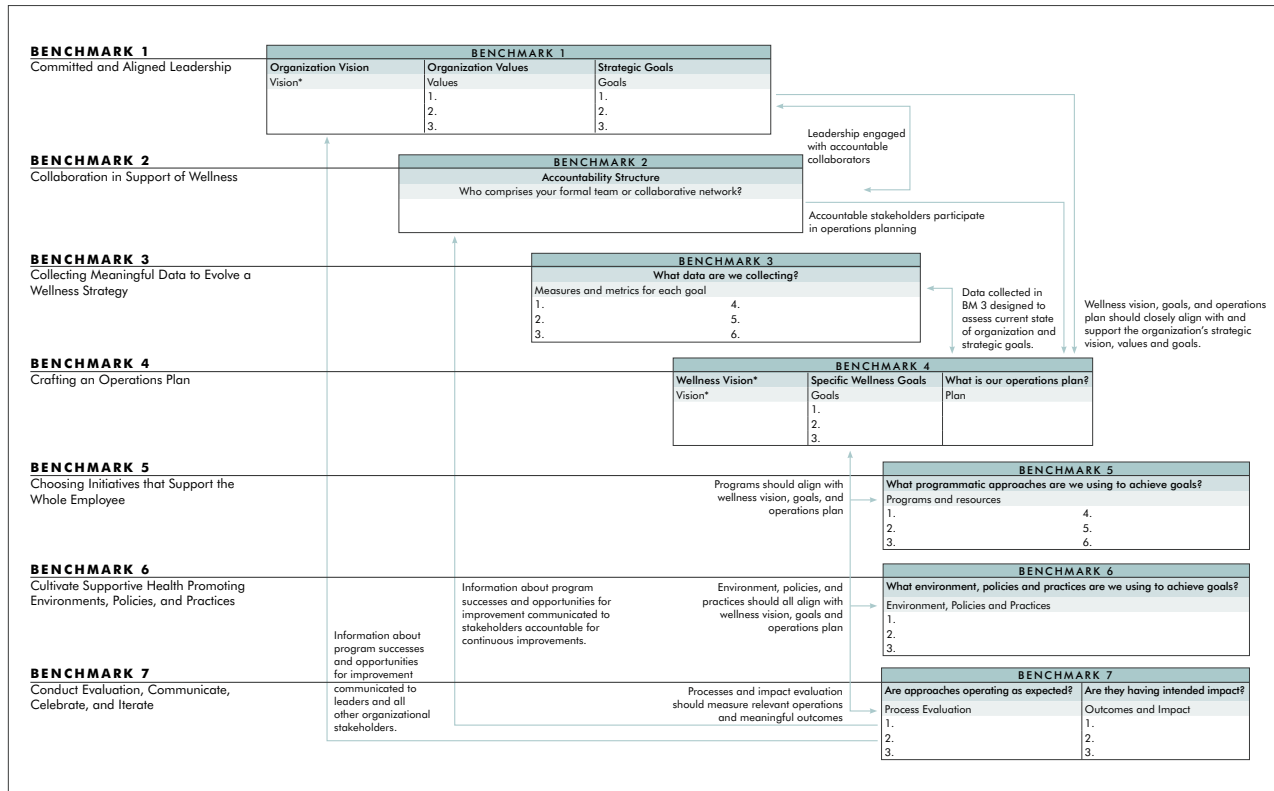


TABLE 1. CORE APPROACH FOR EACH BENCHMARK

BENCHMARKS	CORE APPROACH
Benchmark 1: Committed and Aligned Leadership	Employee wellness reflected in your organization's vision, values, and strategic goals
Benchmark 2: Collaboration in Support of Wellness	Create an accountability structure for your wellness approach
Benchmark 3: Collecting Meaningful Data to Evolve a Wellness Strategy	Collect relevant information to guide development and operation of your wellness approach
Benchmark 4: Crafting an Operating Plan	Define wellness goals and create a planning process that outlines how to achieve strategic goals
Benchmark 5: Choosing Initiatives that Support the Whole Employee	Determine annual programmatic approaches for achieving goals
Benchmark 6: Supportive Health Promoting Environments, Policies, and Practices	Determine improvements in your environment, policies, and practices that can help achieve goals
Benchmark 7: Conduct Evaluation, Communicate, Celebrate, and Iterate	Evaluate progress, communicate widely about successes and act on opportunities for improvement

Recommendations for Completing the Scorecard

WELCOA's approach to supporting wellness is strategic and cross functional, so it may come as no surprise that completing the Well Workplace Awards application will require thoughtful connection and collaboration across business units in organizations. There may be many individuals throughout the organization you can engage to help complete this award process. For example, representatives from senior leadership, human resources, training and development, wellness programming, safety, quality, sustainability, and facilities management may all have important contributions to the award process.

To gather the information needed complete the Award application, you can approach people individually to have them weigh in on areas of most relevance to their role in the organization, or you can hold a meeting of individuals from across the organization and discuss potential answers together. A [PDF of the Well Workplace Checklist](#) is available online so that key stakeholders from your organization can pull together much of the information needed to complete the Award process prior to logging into the WELCOA website. Once responses are determined, one representative from the organization can submit them online.

MULTIPLE WORKSITES

Many organizations have multiple worksites and it is not uncommon for wellness approaches to differ across different locations. In the case where there are substantial differences in the ***types of wellness support provided*** across sites, but you believe that, on-the-whole, your organization qualifies for a Well Workplace Award, you can submit a single Award application for your overall organization. If you believe that different sites may qualify for different Award levels, you can complete separate applications for each site.

If your worksites differ substantially in terms of the ***quality of wellness support provided***, you may want to submit an application for your most advanced site, especially if it represents a large percentage of your employee population. For any of these options, it is important that you indicate which site your application is for (for example, Company X – Headquarters, or Company X – Northwest Region).

2019 WELCOA AWARDS APPLICATION

WELCOA

73% Completed

Last Updated: 2019-12-09 18:46:46

INSTRUCTIONS
4 Questions | 0 Completed

BENCHMARK 1
Committed and Aligned Leadership
33 Questions | 37 Completed

BENCHMARK 2
Collaboration in Support of Wellness
36 Questions | 35 Completed

BENCHMARK 3
Collecting Meaningful Data to Evolve a Wellness Strategy
41 Questions | 38 Completed

BENCHMARK 4
Crafting an Operating Plan
7 Questions | 3 Completed

BENCHMARK 5
Choosing Initiatives that Support the Whole Employee
34 Questions | 33 Completed

BENCHMARK 6
Cultivate Supportive Health Promoting Environments, Policies, and Practices
43 Questions | 33 Completed

BENCHMARK 7
Conduct Evaluation, Communicate, Celebrate, and Iterate
43 Questions | 40 Completed

QUESTIONS MARKED FOR REVIEW

Instructions

Instructions
The WELCOA Well Workplace Award is designed to showcase organizations that are taking an impactful and innovative approach to improving the health and wellbeing of their employees. In addition, completing the WELCOA Well Workplace Award process will help organizations learn about best practices for promoting workplace health and well-being, and discover opportunities to improve and measure progress over time.

Over the past decade, the wellness field has evolved to embrace a broader kind of health and wellness and recognize the value of health-supportive environments and cultures. To better reflect this evolution and to guide the advancement of the wellness field, WELCOA undertook development of an updated Well Workplace Checklist (the Checklist) in 2016 and we've also updated our Well Workplace Award process. The revised Checklist and Award reflect best practices and innovations from many fields with relevance to human health and well-being. This includes, but is not limited to: concepts and practices from sociology, anthropology, many branches of psychology, leadership science, and organization development.

Overview
This award application is designed to measure the extent to which your organization is following WELCOA's 7 Benchmarks approach to workplace wellness. You will be asked to complete a series of multiple choice and essay format questions as well as provide supporting documentation. Your answers will be saved automatically, and the application is designed to allow you to leave and return to the application process as many times as needed. The application can be completed by multiple team members in your organization, but must be submitted by the WELCOA member who initiated the application.

For a full guide to completing the WELCOA Well Workplace Award application, click here: [Link coming](#)

Before you get started, please provide us with a little bit more information about your organization below:

How many employees are in your organization?

What industry does your organization serve?

What is your CEO's name?

Your CEO's email address:

Mark for Review

Mark for Review

Mark for Review

TRACKING YOUR APPLICATION PROGRESS

As you are working through the online application process, there are two ways you can track your progress. On the left of your screen is a bar that indicates which part of the application you are in currently (the current section will be highlighted in light green). At the top right of your screen is an indicator of the percentage of the overall Award application you have completed to date.

The site will automatically update your answers after each question, but you can also manually save your application responses at any point by clicking on the “Save” button at the bottom of each screen. The time stamp in the upper right corner of your screen will indicate when the application process was last updated.

MARK FOR REVIEW

Each question in the Award process has a “Mark for Review” button that can be used to set aside items that may need the eye of another person in your organization. That person can access the Award site and proceed to the “Questions Marked for Review” section. This can be found at the bottom of the left side menu. Once the answers to these items are completed, you can uncheck the “Mark for Review” box, and they will no longer appear in the “Questions Marked for Review” section.

WELL WORKPLACE AWARD APPLICATION SECTIONS

The Well Workplace Award is organized into the WELCOA 7 Benchmarks areas outlined in Table 2. For a brief description of each Benchmark and its subscale areas, please click on the links in the table.

TABLE 2. WELCOA’S 7 BENCHMARKS & SUBSECTION AREAS

BENCHMARKS	SUBSECTION AREAS
<u>Benchmark 1: Committed and Aligned Leadership</u>	<u>Organizational Commitment</u> <u>Strategic Planning</u> <u>Leader Alignment</u> <u>Leader Role Modeling</u> <u>Leader Accountability</u> <u>Leader Support</u> <u>Communication and Celebration</u>
<u>Benchmark 2: Collaboration in Support of Wellness</u>	<u>Team Structure</u> <u>Collaboration</u> <u>Grass Roots Efforts</u> <u>Use of Technology</u>
<u>Benchmark 3: Collecting Meaningful Data to Evolve a Wellness Strategy</u>	<u>Measures that Matter</u> <u>Meaningful Workforce Data</u> <u>Meaningful Workplace Data</u>
<u>Benchmark 4: Crafting an Operating Plan</u>	<u>Strategic Program Planning</u> <u>Strategic Planning for Environment, Programs, and Policies</u>
<u>Benchmark 5: Choosing Initiatives that Support the Whole Employee</u>	<u>Caring Approach</u> <u>Autonomous Approach</u> <u>Comprehensive Approach</u>
<u>Benchmark 6: Supportive Health Promoting Environments, Policies, and Practices</u>	<u>Work Environment</u> <u>Employee and Family</u> <u>Culture Touchpoints</u> <u>Policies and Practices</u> <u>Supportive Atmosphere</u> <u>Socially Responsible Business Practices</u>
<u>Benchmark 7: Conduct Evaluation, Communicate, Celebrate, and Iterate</u>	<u>Evaluation Strategy</u> <u>Workforce Outcomes</u> <u>Workplace Outcomes</u> <u>Qualitative and Quantitative Methods</u> <u>Quality of Wellness Programs and Resources</u> <u>Progress Toward Vision</u> <u>Communication of Findings</u> <u>Celebrate Success</u> <u>Continuous Improvement</u>

Description of Each Benchmark

Benchmark 1: Committed and Aligned Leadership

A successful wellness intervention starts with committed and aligned leadership. As wellness professionals, it is our role to work closely with leadership to ensure that the organization's vision and values represent the importance of healthy employees. This Benchmark includes 51 items that measure the degree to which the leaders throughout the organization are committed to and aligned in support of wellness. A successful strategy for supporting employee wellness takes strong commitment and engagement of leaders and managers throughout the organization. Employees and the organization benefit when the wellness of employees is reflected in the overall strategy of the organization and embodied in the organization's vision, mission, and values. This benchmark will help you assess the strength of wellness support from leaders at all levels and from all areas of your organization.

Sections in this Benchmark include:

- » [Organizational Commitment](#)
- » [Strategic Planning](#)
- » [Leader Alignment](#)
- » [Leader Role Modeling](#)
- » [Leader Accountability](#)
- » [Leader Support](#)
- » [Communication and Celebration](#)
- » [Continuous Improvement](#)

ORGANIZATIONAL COMMITMENT

The Organizational Commitment subsection of this Benchmark measures the degree to which an organization's vision and values reflect commitment to employee wellness.

Potential attachments and open-ended items:

All respondents are asked to...

Please state your company's vision.

Please list your company's values.

Please write a brief statement about how your written or unwritten company values for wellness are expressed and what wellness means for your organization.

If your answer to the question below is "yes," you will be prompted to complete additional information (see blue italicized text below):

Our organization's vision and values reflect input from employees at all levels.

Please briefly describe the process for creating the company's vision and values. Specifically include who was involved and how input from employees and other stakeholders was collected.

STRATEGIC PLANNING

The Strategic Planning subsection of this Benchmark measures the degree to which an organization's senior executives are engaged in strategic planning for wellness. You will be asked to indicate your organization's top three strategic goals for wellness.

Potential attachments and open-ended items:

If your answer to the question below is “yes,” you will be prompted to complete additional information (see blue italicized text below):

Employee wellness is included in our strategic business planning.

Please describe how your wellness strategy is incorporated into your business planning process.

If your answer to the question below is “yes,” you will be prompted to complete additional information (see blue italicized text below):

Our wellness strategy is positioned to help us achieve the larger vision of the organization.

Please describe how your wellness strategy is designed to help your organization achieve its larger vision.

LEADER ALIGNMENT

The Leader Alignment subsection of this Benchmark measures the degree to which an organization’s leaders and managers are aligned in support of employee wellness.

Potential attachments and open-ended items:

All respondents are asked for the following information:

Please submit a wellness vision statement from your CEO or senior-level champion.

LEADER ROLE MODELING

The Leader Role Modeling subsection of this Benchmark measures the degree to which an organization’s leaders and managers are role models for wellness.

Potential attachments and open-ended items:

If your answer to the question below is “Mostly” or “Very much,” you will be prompted to complete additional information (see blue italicized text below):

Leaders visibly engage in personal practices that support their wellness.

Please provide examples of how your CEO is a role model, beyond participating in programs.

LEADER ACCOUNTABILITY

The Leader Accountability subsection of this Benchmark measures the degree to which an organization’s leaders and managers are accountable for employee wellness.

Potential attachments and open-ended items:

If your answer to either question below is “yes,” you will be prompted to complete additional information (see blue italicized text below):

At least one senior leader has direct responsibility for the wellness of employees. In other words, it’s part of his or her job.

Support for employee wellness is factored into the performance goals of leaders and managers

Please provide a copy of your performance appraisal template or other validation measure used.

LEADER SUPPORT

The Leader Support subsection of this Benchmark measures the degree to which an organization’s leaders and managers support employee wellness. There are no attachments or open-ended items for this subsection.

COMMUNICATION AND CELEBRATION

The Communication and Celebration subsection of this Benchmark measures the degree to which an organization's leaders and managers communicate about and celebrate wellness achievements.

Potential attachments and open-ended items:

If your answer to the question below is “yes,” you will be prompted to complete additional information (see blue italicized text below):

Leaders regularly highlight and celebrate positive examples of wellness in the organization.

Please provide specific examples of how leaders recognize or celebrate wellness successes.

CONTINUOUS IMPROVEMENT

The Continuous Improvement subsection of this Benchmark measures the degree to which an organization's leaders and managers are involved in ongoing improvements to the organization's wellness approach.

Potential attachments and open-ended items:

If your answer to the question below is “yes,” you will be prompted to complete additional information (see blue italicized text below):

Leaders provide ideas for improving employee wellness to the person or group responsible for managing the organization's wellness approach.

Please describe how leaders are involved in continuous improvement. Examples could include:

- *Members of the wellness team are invited to speak or give feedback at board or leadership meetings*
- *Leaders allocate specific resources or reallocate resources as a result of evaluation findings*
- *Leaders make enhancements to health plan or other benefits as a result of evaluation findings*

Benchmark 2: Collaboration in Support of Wellness

This Benchmark includes 41 items that measure the degree to which an organization collaborates, coordinates, and networks throughout the organization in support of wellness. An ideal approach can be either formal or informal, but either way, committed and accountable representatives from all functional areas and all levels of leadership should coordinate and collaborate in support of creating the organization's formal and grass-roots wellness approaches.

Whether it is a formal team, informal network, or technological solution, there must be a thoughtful strategy in place for ensuring that your wellness initiative can be rolled out effectively across all job types, business units, and locations. This is about creating accountability for how the work will get done, crafting communications that resonate across the organization, and—most importantly—removing silos among key business units that contribute to the employee lifecycle (Human Resources, wellness, organizational development, training, facilities, safety, EAP, selection, onboarding, etc.). An ideal approach to collaborating in support of wellness includes all employee and stakeholder groups in planning and delivering the organization's approach to wellness. Committed and accountable representatives from all functional areas and all levels of leadership coordinate and collaborate in support of creating the organization's formal and grass roots wellness approaches.

Sections in this Benchmark include:

- » [Team Structure](#)
- » [Collaboration](#)
- » [Grass Roots Efforts](#)
- » [Use of Technology](#)

TEAM STRUCTURE

The Team Structure subsection of this Benchmark measures the degree to which an organization has created a cross functional network and effective process for wellness accountability.

Potential attachments and open-ended items:

All respondents are asked:

Which of the following best describes how your organization supports employee wellness?

- We have a *formal wellness committee* or *team* responsible for planning and promoting employee wellness efforts
- We do not have a formal wellness committee or team but supporting employee wellness is built into how we operate as an organization (e.g., people from multiple departments strategically collaborate to improve employee wellness).
- We currently do not have any process in place to support wellness.

Applicant organizations with a formal wellness committee will be prompted to complete additional information (see blue italicized text below):

Please attach a copy of an example agenda for your team or committee.

Please attach an example of the meeting minutes for your team or committee.

Please describe the oversight process for health and well-being in your organization.

Applicant organizations who do not have a formal wellness committee or team, but supporting employee wellness is built into how they operate as an organization (e.g., people from multiple departments strategically collaborate to improve employee wellness) will be prompted to complete additional information (see blue italicized text below):

If you do not have a formal wellness committee, please describe your organization's process for ensuring that your wellness program goals are being achieved. Who is responsible, who ensures that your program (approach) lives up to the values set by leadership?

COLLABORATION

The Collaboration subsection of this Benchmark measures the degree to which stakeholders in the organization collaborate and coordinate in support of wellness efforts. It also measures the degree to which the organization includes all types of employees at all locations in its wellness planning. There are no attachments or open-ended items required for this subsection.

GRASS ROOTS EFFORTS

The Grass Roots Efforts subsection of this Benchmark measures the degree to which an organization's approach to wellness includes the use of informal, grass roots, locally designed efforts.

Potential attachments and open-ended items:

If your answer to the question below is "yes"

We encourage and empower employees from different areas and departments in the organization to create their own unique wellness approaches.

Please provide an example of a grass roots wellness initiative that was created by a department or other local area of your organization.

If your answer to the question below is "yes"

Individuals from the broader community are engaged/considered when designing approaches and initiatives.

Please provide an example of a wellness initiative that was created for or with input from your organization's local community.

USE OF TECHNOLOGY

The Use of Technology subsection of this Benchmark measures the degree to which an organization uses technology in support of collaborative wellness efforts.

Potential attachments and open-ended items:

If your answer to either question below is “yes”

Document sharing apps (for example, Google Docs, Microsoft Office Online, SharePoint, and Zoho Docs)

Collaboration apps (for example, brainstorming, brainwriting, Candor, Canvas...)

Please list the app/s used.

If your answer to the question below is “yes”

Messaging apps (for example, Skype, Twitter, Slack, Yammer, Chatter)

Please list the app/s used.

If your answer to the question below is “yes”

Other types of technology

Please list the app/s used.

Benchmark 3: Collecting Meaningful Data to Evolve a Wellness Strategy

This Benchmark includes 48 items that measure the degree to which the organization collects rich and meaningful data and information to drive relevant and effective wellness approaches.

This Benchmark looks at how well your organization is measuring what matters most to both the organization and your employees. A fundamental part of any successful measurement approach is respect for employee privacy. It also includes using both quantitative and qualitative methods for capturing information about employee perspectives and needs.

To achieve success in any wellness initiative, it is important to collect data to inform operations planning. Without following Benchmark 3 protocol, you will not have the information needed to choose the right approaches for meeting your wellness goals. For a full guide to the types of data that should be collected, review [WELCOA's Benchmark 3 Toolkit](#). An ideal approach to collecting meaningful data begins with a deep respect for employee privacy and dignity. Rich and meaningful information about employee perspectives and needs as well as the extent to which your organization's environment and culture currently support healthy lifestyles should be collected. Every organization's goals are different, but data collection should always measure what matters most to both the organization and employees, and help drive the development and continuous improvement of a thriving environment and culture.

Sections in this Benchmark include:

- » [Measures that Matter](#)
- » [Meaningful Workforce Data](#)
- » [Meaningful Workplace Data](#)

MEASURES THAT MATTER

The Measures that Matter subsection of this Benchmark measures the degree to which an organization assesses what matters most to employees and the organization. It also measures the degree to which an organization focuses on the privacy of its employees' personal health information. There are no attachments or open-ended items required for this subsection.

MEANINGFUL WORKFORCE DATA

The Meaningful Workforce Data subsection of this Benchmark measures the degree to which an organization collects meaningful information about its workforce to inform its wellness efforts. There are no attachments or open-ended items required for this subsection.

MEANINGFUL WORKPLACE DATA

The Meaningful Workplace Data subsection of this Benchmark measures the degree to which an organization collects meaningful information about its workplace to help inform its wellness efforts.

Potential attachments and open-ended items:

All respondents are asked for the following information:

Data collection details

In Benchmark 1, we asked about the strategic goals of the organization related to employee wellness. Your top three goals are listed below. If you do not see a goal listed, it means you have not yet completed this section of Benchmark 1 and will need to do so before proceeding.

Please complete the following essay items for each of your three goals:

- *What data do you collect to measure the state of the goal?*
- *How did you collect the data (survey, audit, formal review, interview, focus group, other observational method)?*
- *How frequently do you collect the data?*

Strategic Goal 1:

Strategic Goal 2:

Strategic Goal 3:

Benchmark 4: Crafting an Operating Plan

This Benchmark includes 6 items that measure the degree to which an organization uses collaborative, inclusive, and strategic planning to guide the design and continuous evolution of wellness programs, policies, and practices. It helps you understand how well your organization's wellness goals and operations planning align with its strategic goals and reflect its vision, values, and purpose. Creating a thoughtful operating plan and roadmap is an important part of successfully implementing an effective employee wellness approach.

Benchmark 4 brings together the goals your leadership has for wellness in the organization with the data you collected in Benchmark 3 to begin determining how you will evolve the wellness culture in your organization. The operations plan for wellness initiatives should reflect the organization's strategic business priorities, purpose and values. Your plan should include your organization's vision and mission statements for wellness, goals and rationale for realizing your vision based on findings from Benchmark 3, the policies and practices you will employee to achieve your goals, roles and responsibilities, budget information and a plan for measuring the success of your interventions.

All relevant internal employee groups and external stakeholder groups should feel empowered and accountable for creating a comprehensive and effective approach to support employee wellness.

Sections in this Benchmark include:

- » [Strategic Program Planning](#)
- » [Strategic Planning for Environment, Programs, and Policies](#)

STRATEGIC PROGRAM PLANNING

The Strategic Program Planning subsection of this Benchmark measures the degree to which an organization's operations planning for wellness initiatives is tied to organization's strategic priorities. There are no attachments or open-ended items required for this subsection.

STRATEGIC PLANNING FOR ENVIRONMENT, PROGRAMS, AND POLICIES

The Strategic Planning for Environment, Programs, and Policies subsection of this Benchmark measures the degree to which an organization's operations planning for evolving a supportive environment, policies, and practices is tied to the organization's strategic priorities

Potential attachments and open-ended items:

All respondents are asked to provide information about the following:

Wellness goals for this program year

In Benchmark 1, we asked about the strategic goals of the organization related to employee wellness. These were your top three goals (If you do not see a goal listed, it means you have not yet completed this section of Benchmark 1 and will need to do so before proceeding.):

Organization Goal 1:

Organization Goal 2:

Organization Goal 3:

Now we are asking you to tell us what specific goals you have this year that will help you achieve your organization's broader strategic goals for wellness.

For example, if one of your strategic goals was to "Improve profitability of the organization," you might decide that the way to tackle this larger goal with your wellness approach is through boosting innovation by improving wellbeing and creativity. Therefore, you may have a tactical goal for this year of "Implement new creativity and mindfulness programming." That shorter-term specific tactical goal is what you should populate below.

You do not have to address all of the broader strategic wellness goals you provided above with your annual operating plan goals. Perhaps all of your tactical goals for this year align to just one of the three priorities you listed in Benchmark 1. However, you will be scored on how aligned your annual goals are with what your organization is trying to achieve for wellness.

Please provide your wellness goals for this program year that help you achieve the strategic goals for wellness:

Wellness Goal for (strategic goal 1):

Wellness Goal for (strategic goal 2):

Wellness Goal for (strategic goal 3):

Upload Operating Plan Instructions

Please upload a copy (via word document or .pdf) of your company's wellness operating plan. You can find an operating plan template on WELCOA Resources here: welcoa.org/resources/wellness-program-operating-plan-template.

(Please Note: Your plan must include the eight sections that are highlighted below.)

Sections of the Operating Plan:

Vision Statement

In essence, the vision statement is simply a one or two sentence declarative on what you'd like your program to ultimately accomplish. You told us about this vision statement in Benchmark 1 and it should be foundational to your operating plan. While many times people struggle with the idea of developing the vision statement, it really doesn't have to be so complicated. Literally, the word vision means "to see." Consequently, the vision statement is what you see in the future for your program.

Goals and Objectives

Your goals in your operating plan should be the goals that you just provided in question 68 above. Goals are broadly defined directions of where you would like to take your wellness program. Objectives are short and concise clarifying statements. Clear measurable objectives should define the direction of your program. Specifically, you must write SMART objectives.

S = Specific

M = Measurable

A = Achievable

R = Relevant

T = Time Based

Rationale

For your objectives, provide justification for choosing each objective based on your data analysis.

Timelines

After you determine the goals and objectives, you must define specific timelines for implementing all interventions that are included in your Operating Plan.

Assignment of Responsibility

Identify specific responsibilities each team member will assume in the implementation of your wellness program.

Itemized Budget

Include your itemized wellness program budget that is a financial projection of expenses for programming included in your Operating Plan.

Communication Strategies

Include strategies such as written, oral, and electronic employee messages to be used to communicate your wellness program interventions.

Evaluation

Include the evaluation methods that you plan to use to measure the results of each of your wellness interventions.

Benchmark 5: Choosing Initiatives that Support the Whole Employee

This Benchmark includes 38 items that measure the degree to which an organization's wellness approach contains comprehensive and compassionate initiatives that support employee autonomy and wellness. It is designed to help you understand the current breadth of your organization's initiatives for employee wellness. Successful approaches are strategic, built upon current points of strength, designed to support employee needs, and help employees across the health continuum live healthy and thriving lives that align with their own highly personal wellness goals.

Wellness is the active pursuit to understand and fulfill your individual human needs so you may reach a state where you are flourishing and able to realize your full potential in all aspects of life. Benchmark 5 operates within the core belief that every person has wellness aspirations. Aim to provide comprehensive wellness resources by supporting employees in fulfilling their needs in seven areas: physical & mental health, meaning, safety, connection, achievement, growth, and positivity. An ideal approach to supporting employee wellness is guided by the organization's core vision and purpose while supporting the purpose and values of employees.

Sections in this Benchmark include:

- » [Caring Approach](#)
- » [Autonomous Approach](#)
- » [Comprehensive Approach](#)

CARING APPROACH

The Caring Approach subsection of this Benchmark measures the degree to which an organization's approach to wellness is grounded in genuine caring for its employees.

Potential attachments and open-ended items:

All respondents are asked to provide information about the following:

In Benchmark 4, we asked about the tactical annual goals you have for your wellness strategy. Your three goals are listed for you below. If you do not see a goal listed, that means you have not yet completed this section of Benchmark 4 and will need to do so before proceeding.

Please describe the initiatives that you have chosen to address each of your goals below. These should be the same initiatives that you described in your operating plan.

Please describe your wellness initiatives that address the wellness goal 1:

Please describe your wellness initiatives that address the wellness goal 2:

Please describe your wellness initiatives that address the wellness goal 3:

AUTONOMOUS APPROACH

The Autonomous Approach subsection of this Benchmark measures the degree to which employees in an organization are encouraged to choose their own path to wellness. There are no attachments or open-ended items required for this subsection.

COMPREHENSIVE APPROACH

The Comprehensive Approach subsection of this Benchmark measures the degree to which an organization's wellness approach supports the full spectrum of health and wellness. There are no attachments or open-ended items required for this subsection.

Benchmark 6: Supportive Health Promoting Environments, Policies, and Practices

This section of the Award application includes 44 items that represent the degree to which an organization's work environment, policies, benefits, and practices embody support for employee wellness. Efforts to support healthy employees include evaluating policies, practices, and promotions to ensure the environment helps foster a successful wellness initiative. It is grounded in the core vision and purpose of the organization. Successful approaches align the wellness culture throughout the organization to ensure resources, interventions, and the experience at work all align in support of employee wellness.

An ideal approach to fostering supportive environment, policies, and practices is grounded in the core vision and purpose of the organization. Consideration is given to the wellness of employees, their families, and communities. Aim to align wellness culture touchpoints (values, norms, artifacts, etc.) throughout the organization so that employees feel a sense of consistency between the interventions and resources you choose in Benchmark 5 and their experience in the built environment and culture of your organization. The workplace environment should be designed to support the basic human needs of autonomy, relatedness, and competence, and to build connections, strengthen relationships, and reinforce team collaboration.

Sections in this Benchmark include:

- » [Work Environment](#)
- » [Employee and Family Benefits](#)
- » [Culture Touchpoints](#)
- » [Policies and Practices](#)
- » [Supportive Atmosphere](#)
- » [Socially Responsible Business Practices](#)

(Note: Many items allow upload of both essays and/or photos)

WORK ENVIRONMENT

The Work Environment subsection of this Benchmark measures the degree to which an organization has aligned its environment, policies, and practices in support of employee wellness

Potential attachments and open-ended items include:

If your answer to the question below is “Very true” or “Mostly true”

Our worksite has healthy, enjoyable, and safe outdoor spaces.

Please provide examples of your healthy outdoor spaces

Please upload photos that show your healthy outdoor spaces (optional)

Upload smoke-free campus policy (optional)

If your answer to the question below is “Very true” or “Mostly true”

Our worksite has a healthy indoor physical environment.

Please provide examples of your healthy indoor physical environment

Please upload photos that show examples of your healthy indoor physical environment (optional)

If your answer to the question below is “Very true” or “Mostly true”

Our worksite design encourages healthy eating.

Please provide examples of how your worksite design encourages healthy eating

Please upload photos that show how your worksite design encourages healthy eating (optional)

If your answer to the question below is “Very true” or “Mostly true”

Our worksite provides access to private spaces.

Please provide examples of your worksite’s private spaces

Please upload photos that show examples of your worksite’s private spaces (optional)

If your answer to the question below is “Very true” or “Mostly true”

Our worksite design encourages physical activity and minimizes sedentary behavior.

Please provide examples of how your worksite design encourages physical activity

Please upload photos that show examples of how your worksite design encourages physical activity (optional)

If your answer to the question below is “Very true” or “Mostly true”

Our worksite has healthy workstation characteristics.

Please provide examples of your worksite’s healthy workstation characteristics

Please upload photos that show examples of your worksite’s healthy workstation characteristics (optional)

If your answer to the question below is “Very true” or “Mostly true”

Our workplace design promotes connection, collaboration, and social interaction.

Please provide examples of how your workplace design promotes connection and collaboration.

Please upload photos that show examples of how your workplace design promotes connection and collaboration (optional).

EMPLOYEE AND FAMILY BENEFITS

The Employee and Family Benefits subsection of this Benchmark assesses whether an organization’s benefits support the wellness of employees and their families.

Potential attachments and open-ended items:

All respondents are asked to provide information about the following:

Please provide some additional explanation for how benefits are aligned to support wellness.

CULTURE TOUCHPOINTS

The Culture Touchpoints subsection of this Benchmark measures the degree to which there are wellness culture touchpoints (values, norms, artifacts, etc.) throughout the organization.

Potential attachments and open-ended items:

If your answer to the question below is “Strongly agree” or “Agree”

We have traditions that support employee health and wellness.

Please provide examples of traditions that support employee health and wellness.

Please upload photos that show examples that support employee health and wellness (optional).

If your answer to the question below is “Strongly agree” or “Agree”

People are rewarded and recognized for efforts to live a healthy lifestyle.

Please provide examples of how people are rewarded and recognized for efforts to live a healthy lifestyle.

Please upload photos that show examples of how people are rewarded and recognized for efforts to live a healthy lifestyle (optional).

POLICIES AND PRACTICES

The Policies and Practices subsection of this Benchmark measures the degree to which an organization’s policies and practices are designed to support employee wellness.

Potential attachments and open-ended items:

If your answer to the question below is “Very true” or Somewhat true”

Our leaders create and/or follow policies that promote wellness and work/life balance.

...and/or your answer to the following question is “yes”

We offer flexibility in work scheduling and time off.

Please upload example/s of any policies created to promote wellness and work/life balance.

SUPPORTIVE ATMOSPHERE

The Supportive Atmosphere subsection of this Benchmark measures the degree to which an organization has a supportive social atmosphere. There are no attachments or open-ended items required for this subsection.

SOCIALLY RESPONSIBLE BUSINESS PRACTICES

The Social Responsibility subsection of this Benchmark assesses whether an organization follows basic sustainable and socially responsible business practices. There are no attachments or open-ended items required for this subsection.

Benchmark 7: Conduct Evaluation, Communicate, Celebrate, and Iterate

This section of the Award application includes 45 items that represent the degree to which an organization measures and communicates about what matters in support of decision-making, momentum, and sustainability.

While Benchmark 3 was about collecting data to help you understand what interventions and resources could help you achieve your wellness goals, Benchmark 7 is about measuring the success of those interventions after implementation. Your evaluation should help you determine the success of your wellness efforts and inform ongoing improvements to your programs and initiatives. This information should be communicated to all employees, leaders and stakeholders. Success in this benchmark is characterized by developing a value story for wellness in your organization that outlines opportunities for progress and the learnings that will give rise to new and innovative ideas or possibilities for achieving your unique goals.

Sections in this Benchmark include:

- » [Evaluation Strategy](#)
- » [Workforce Outcomes](#)
- » [Workplace Outcomes](#)
- » [Quality of Wellness Programs and Resources](#)
- » [Progress Toward Vision](#)
- » [Communication of Findings](#)
- » [Celebrate Success](#)
- » [Continuous Improvement](#)

EVALUATION STRATEGY

The Evaluation Strategy subsection of this Benchmark measures the degree to which an organization has a comprehensive evaluation strategy in place.

Potential attachments and open-ended items:

All respondents are asked for the following information:

Please provide an example of your comprehensive evaluation plan.

WORKFORCE OUTCOMES

The Workforce Outcomes subsection of this Benchmark measures the degree to which an organization assesses meaningful outcomes that reflect employee wellness. There are no attachments or open-ended items required for this subsection.

WORKPLACE OUTCOMES

The Workplace Outcomes subsection of this Benchmark measures the degree to which an organization assesses meaningful outcomes that reflect support for wellness in the workplace.

Potential attachments and open-ended items:

All respondents are asked for the following information:

Please submit an example of your outcomes report(s).

QUALITY OF WELLNESS PROGRAMS AND RESOURCES

The Quality of Wellness Programs and Resources subsection of this Benchmark measures the degree to which an organization uses rigorous quantitative and qualitative evaluation methods to assess program quality. There are no attachments or open-ended items required for this subsection.

PROGRESS TOWARD VISION

The Progress Toward Vision subsection of this Benchmark measures the degree to which an organization's evaluation measures progress toward its vision for wellness. There are no attachments or open-ended items required for this subsection.

COMMUNICATION OF FINDINGS

The Communication of Findings subsection of this Benchmark measures the degree to which an organization celebrates the successes of its wellness efforts.

Potential attachments and open-ended items:

All respondents are asked for the following information:

Please submit an example of your reporting and communications strategy.

CELEBRATE SUCCESS

The Celebrate Success subsection of this Benchmark measures the degree to which an organization celebrates the successes of its wellness efforts. There are no attachments or open-ended items required for this subsection.

CONTINUOUS IMPROVEMENT

The Continuous Improvement subsection of this Benchmark measures the degree to which an organization uses evaluation findings to improve its wellness approaches.

Potential attachments and open-ended items:

All respondents are asked for the following information:

Please describe your continuous improvement process.

Final Submission

Once you have completed all of the sections of the Award application, you can submit your responses using the “Submit” button located at the bottom of the navigation menu on the left side of the screen.

The screenshot shows the 'Final Submission' screen. At the top right, it says 'Last Updated: 2019-12-07 14:11:16'. Below this is a teal header bar with the text 'Final Submission'. Under the header is a grey button labeled '« PREVIOUS'. Below that, it says 'Questions Answered: 129/265' and 'Only Application Owners Can Complete Submission'. A large teal button labeled 'SUBMIT APPLICATION' is highlighted with an orange border. At the bottom, there are two grey buttons: '« PREVIOUS' and 'SAVE'.

WELCOA[★]
WELLNESS WORKS HERE

