WELL WORKPLACE® AWARD

USER GUIDE

TABLE OF CONTENTS

Introduction to the Well Workplace Award

The Wellness Alliance is dedicated to helping business and health professionals improve employee well-being and create healthier organizational cultures. The Well Workplace Award is designed to showcase organizations that are taking an impactful and innovative approach to improving the health and well-being of their employees. Achieving the designation of 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.

All Well Workplace Award winners have used the 7 Benchmarks: A Framework for a Well Workplace 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 the Well Workplace Award, you must be a Wellness Alliance member organization. This means you must have at least one representative from your organization with an active Wellness Alliance membership. That person is the only one who will be able to start an application and submit the completed application.

The Award application is designed to measure the extent to which your organization is following the 7 Benchmarks model. 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 the 7 Benchmarks.

Gold Well Workplaces are organizations that have built exceptional and comprehensive worksite wellness strategies grounded in the 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 supports 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 the 7 Benchmarks.

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

PURPOSE OF THIS GUIDE

This guide is intended to make the Well Workplace Award application process easier for employers to complete and to promote consistency in responses across organizations. It outlines the application requirements, question formats, documentation expectations, and key process details to help your team prepare and submit a strong application.

APPLICATION PROCESS OVERVIEW

The application includes a series of multiple-choice and essay questions, along with required supporting documentation. Questions may be completed in any order; however, all questions must be answered to be eligible for full scoring. Some questions are conditionally displayed based on previous responses. Depending on how certain questions are answered, additional related questions may appear. You may leave and return to the application as often as needed—Your responses will be saved automatically. The application can be completed collaboratively by multiple team members within your organization. A temporary shared link can be generated either for individual questions or for the entire application, allowing you to share access as needed. All materials must be completed and submitted within the designated application window.

THE WELL WORKPLACE STRATEGIC FRAMEWORK

The 7 Benchmarks approach provides a strategic framework for creating a Well Workplace. The model consists of seven iterative steps that guide the development of a meaningful and sustainable wellness initiative that is aligned with your organization's values, mission, vision, and employee well-being goals. Figure 1 illustrates the 7 Benchmarks framework, beginning with strategic planning at the organizational level (Benchmark 1) and continuing through measurement of progress toward your organization's vision for employee wellness (Benchmark 7).

FIGURE 1. THE WELL WORKPLACE STRATEGIC FRAMEWORK
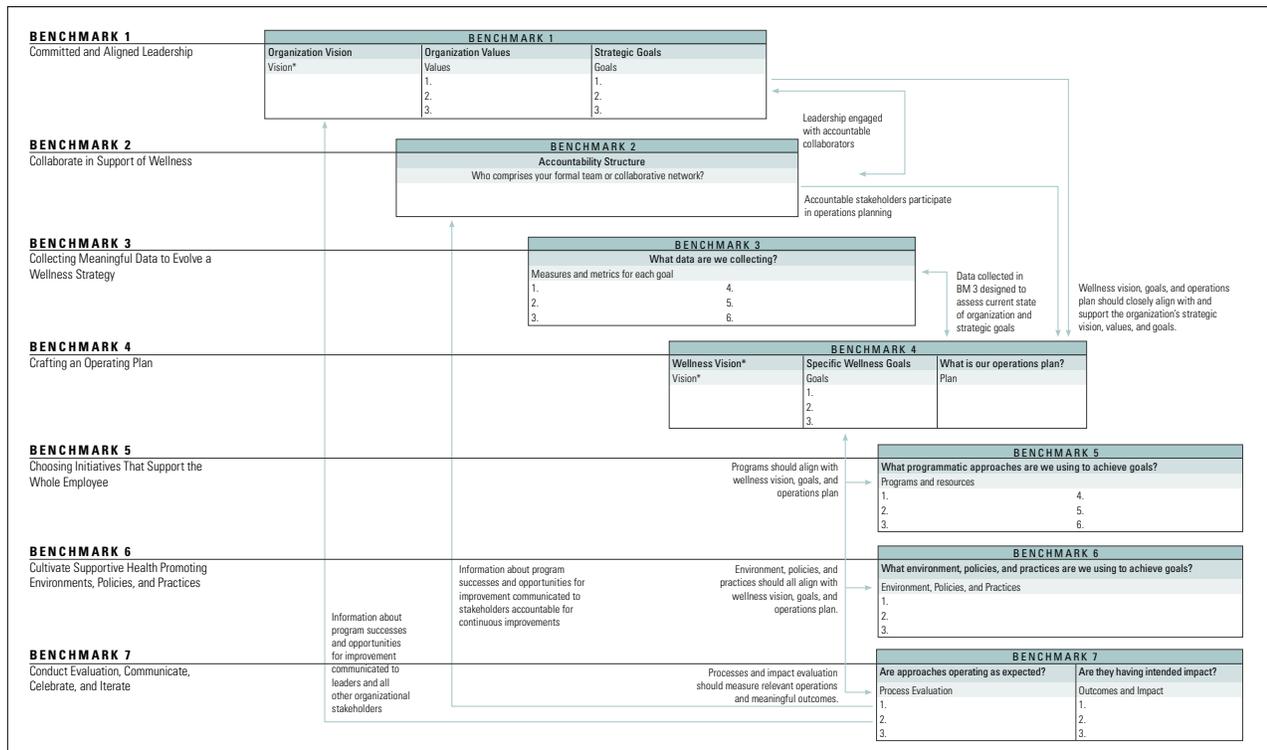
RECOMMENDATIONS FOR COMPLETING THE APPLICATION

The Wellness Alliance's approach to supporting wellness is strategic and cross-functional, so it may come as no surprise that completing the Well Workplace Award application will require thoughtful connection and collaboration across business units in organizations. You can engage with many individuals throughout your organization to help complete the 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 to complete the Award application, you can approach people individually to have them weigh in on areas most relevant to their role in the organization, or you can hold a meeting of individuals from across the organization and discuss potential answers together. Completing the Well Workplace Checklist is one way to prepare for your Award application. The Checklist can be completed collaboratively, and to make this process even easier, a pdf version of the Checklist is available within the platform to support team collaboration. You will also have the option to roll over your Checklist responses directly into the Award application. Once all responses are finalized, a single representative from your organization can submit them online.

MULTIPLE WORKSITES

Many organizations have multiple worksites, and it is common for wellness approaches to differ between 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 (e.g., Company X—Headquarters, Company X—Northwest Region).

TRACKING YOUR APPLICATION PROGRESS

At the top of the online application is an indicator of the percentage of the overall application you have completed to date. While working through the application, you can use this indicator to track your progress.

Your progress is automatically saved. However, we always recommend saving your Award question and essay responses, as well as supporting documentation, in your own files for your own records.

WELL WORKPLACE AWARD APPLICATION SECTIONS

The Well Workplace Award is organized into the seven benchmark areas outlined in Table 1. Table 1 also describes the core approaches of each benchmark. For a brief description of each benchmark and its subscale areas, please click on the links provided in the table.

TABLE 1. 7 BENCHMARKS AND SUBSECTION AREAS

BENCHMARKS	CORE APPROACH	SUBSECTION AREAS
Benchmark 1: Committed and Aligned Leadership	Reflect employee wellness in your organization's vision, values, and strategic goals.	Organizational Commitment Strategic Planning Leader Alignment Leader Role Modeling Leader Accountability Leader Support Communication and Celebration Continuous Improvement
Benchmark 2: Collaborate in Support of Wellness	Create an accountability structure for your wellness approach.	Team Structure Collaborative Planning Inclusivity Grassroots Efforts Use of Technology
Benchmark 3: Collecting Meaningful Data to Evolve a Wellness Strategy	Collect relevant information to guide the development and operation of your wellness approach.	Data Privacy Measures That Matter Meaningful Workforce Data Meaningful Workplace Data
Benchmark 4: Crafting an Operating Plan	Define wellness goals and create a planning process that outlines how to achieve strategic goals.	Strategic Program Planning Strategic Planning for Environment, Programs, and Policies
Benchmark 5: Choosing Initiatives That Support the Whole Employee	Determine annual, programmatic approaches for achieving goals.	Caring Approach Autonomous Approach Comprehensive Approach
Benchmark 6: Cultivate Supportive Health Promoting Environments, Policies, and Practices	Determine improvements in your environment, policies, and practices that can help achieve goals.	Work Environment Employee and Family Benefits Culture Touchpoints Policies and Practices Supportive Atmosphere Socially Responsible Business Practices
Benchmark 7: Conduct Evaluation, Communicate, Celebrate, and Iterate	Evaluate progress, communicate widely about successes, and act on opportunities for improvement.	Evaluation Strategy Workforce Outcomes Workplace Outcomes Qualitative and Quantitative Methods Progress Toward Vision Communication of Findings Celebrate Success Continuous Improvement

Description of Each Benchmark

Benchmark 1: Committed and Aligned Leadership

A successful wellness intervention starts with committed and aligned leadership. Wellness professionals must 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 areas of your organization.

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.

Subsection Topics and Potential Attachments:

- 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.
- Does your organization's vision and values reflect input from employees at all levels?
- Please provide a brief description of the process for creating the company's vision and values, including who was involved and how input from employees and other stakeholders was collected.
- Please submit a wellness vision statement from your CEO or senior-level champion.

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.

Subsection Topics and Potential Attachments:

- Is employee wellness included in your strategic business planning?
- Is your wellness strategy positioned to help achieve the larger vision of the organization?
- Please provide a description of how your wellness strategy is incorporated into your business planning process.
- Please provide a description of 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. There are no attachments or open-ended items required for this subsection.

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.

Subsection Topics and Potential Attachments:

- Do leaders visibly engage in personal practices that support their wellness?
- Please provide examples of how your organization's leaders act as role models, beyond participating in programs.

LEADER ACCOUNTABILITY

The Leader Accountability subsection of this benchmark measures the degree to which an organization's leaders are accountable for employee wellness.

Subsection Topics and Potential Attachments:

- Does at least one senior leader have direct responsibility for the wellness of employees (in other words, it's part of their job)?
- Is support for employee wellness factored into the performance goals of leaders and managers?

Depending on your answers to the questions, you might be asked to provide documentation, including:

- 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.

Subsection Topics and Potential Attachments:

- Do 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.

Subsection Topics and Potential Attachments:

- Do 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 continuously improving the wellness initiative. Examples may 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 the health plan or other benefits as a result of evaluation findings.

Benchmark 2: Collaborate in Support of Wellness

This benchmark includes 41 items that measure the degree to which an organization internally collaborates, coordinates, and networks in support of wellness. An ideal approach can be formal or informal—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 grassroots 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.

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.

Subsection Topics and Potential Attachments:

- Which of the following best describes how your organization supports employee wellness?
  — We have an established wellness committee or team responsible for planning and promoting employee wellness efforts.
  — We do not have an established 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.

Depending on your answers to the questions, you might be asked to provide the following documentation.

- Applicant organizations with a formal wellness committee, please attach the following:
  — A copy of an example agenda for your team or committee
  — An example of the meeting minutes for your team or committee
  — A description of the oversight process for health and well-being in your organization.
- Applicant organizations that do not have a formal wellness committee or team but supports employee wellness in how they operate as an organization: Please describe your organization's process for ensuring that your wellness program goals are being achieved, including who is responsible and who ensures that your initiative lives up to the values set by leadership.

COLLABORATIVE PLANNING

The Collaborative Planning subsection of this benchmark measures the degree to which stakeholders in the organization collaborate and coordinate in support of wellness efforts. There are no attachments or open-ended items required for this subsection.

INCLUSIVITY

The Inclusivity subsection of this benchmark 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.

GRASSROOTS EFFORTS

The Grassroots Efforts subsection of this benchmark measures the degree to which an organization's approach to wellness includes the use of informal, grassroots, locally designed efforts.

Subsection Topics and Potential Attachments:

- Does your organization encourage and empower employees from different areas and departments in the organization to create their own unique wellness approaches?

Depending on your answers to the questions, you might be asked to provide documentation, including:

- An example of a grassroots wellness effort in your organization
- 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.

Subsection Topics and Potential Attachments:

- Document-sharing apps (e.g., Google Docs, Microsoft Office Online, SharePoint, Zoho Docs)
- Collaboration apps (e.g., Asana, Smartsheet, Google Workspace, Dropbox, Slack)
- Messaging apps (e.g., Teams, Slack, Google Chat)
- Other types of technology

Depending on your answers to the questions, you might be asked to provide documentation, including:

- Any apps or technological tools used.

Benchmark 3: Collecting Meaningful Data to Evolve a Wellness Strategy

This benchmark includes 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 the 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 as well as drive the development and continuous improvement of a thriving environment and culture.

DATA PRIVACY

The Data Privacy subsection of this benchmark measures the degree to which an organization protects privacy and confidentiality of personal health information. There are no attachments or open-ended items required for this subsection.

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.

Sample Award Application Question:

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?*

Benchmark 4: Crafting an Operating Plan

This benchmark includes six 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 organization's wellness goals 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, the goals and rationale for realizing your vision based on findings from Benchmark 3, the policies and practices you will employ 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.

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 the organization's strategic priorities.

Sample Award Application Question:

In Benchmark 1, we asked about the strategic goals of the organization. Here, we are asking about the specific wellness goals of your wellness approach. We will then connect the two categories.

First, please rate the following program goals in terms of importance to your overall organization's wellness strategy.

Next, considering your choices above, please choose your top three wellness goals for each of your three strategic goals.

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 supportive environments, policies, and practices is tied to the organization's strategic priorities.

Sample Award Application Question:

Upload Operating Plan Instructions

Please upload your organization's operations plan for health and well-being resources, programs, and initiatives. You can find an operating plan template here: <u>Crafting an Operating Plan Toolkit</u>.

(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 a short statement 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 the prior question. 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 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, build upon current points of strength, are 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 and 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.

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.

Subsection Topics and Potential Attachments:

- Please describe the specific initiatives that address each of your organization's goals from your operating plan.

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: Cultivate 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 fosters 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 environments, 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 as well as build connections, strengthen relationships, and reinforce team collaboration.

(Note: Many items in Benchmark 6 ask for essays and/or photos to be uploaded.)

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.

Subsection Topics and Potential Attachments:

- Does your worksite have healthy, enjoyable, and safe outdoor spaces?
- Does your worksite have a healthy indoor physical environment?
- Does your worksite design encourage healthy eating?
- Does your workplace design promote connection, collaboration, and social interaction?
- Does your on-site workplace have healthy workstation characteristics?
- Does your worksite design encourage physical activity and minimize sedentary behavior?
- Does your worksite provide access to private spaces?

Depending on your answers to the questions, you might be asked to provide documentation, including:

- Examples and photos of your healthy outdoor spaces
- The workplace's smoke-free campus policy
- Examples and photos of your healthy indoor physical environment
- Examples and photos of how your workplace design encourages healthy eating
- Examples and photos of how your workplace design promotes connection and collaboration
- Examples and photos of your workplace's healthy workstation characteristics
- Examples and photos of how your workplace design encourages physical activity
- Examples and photos of your workplace's private spaces.

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.

Subsection Topics and Potential Attachments:

- 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.

Subsection Topics and Potential Attachments:

- Does your organization have traditions that support employee health and wellness?
- Are people rewarded and recognized for efforts to live a healthy lifestyle?

Depending on your answers to the questions, you might be asked to provide documentation, including:

- Examples and photos of traditions that support employee health and wellness
- Examples and photos of how people are rewarded and recognized for efforts to live a healthy lifestyle.

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.

Subsection Topics and Potential Attachments:

- Do your leaders create and/or follow policies that promote wellness and work–life balance?
- Does your organization offer flexibility in work scheduling and time off?

Depending on your answers to the questions, you might be asked to provide documentation, including:

- Examples 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.

Subsection Topics and Potential Attachments:

- Does your organization encourage and empower individuals and work teams to craft their own healthy cultures and environments in the office?
- Does your organization support individuals who work from home in crafting their own healthy cultures and environments?
- Do the people in your organization support each other's wellness?

Depending on your answers to the questions, you might be asked to provide documentation, including:

- Descriptions of how your organization encourages healthy cultures and environments.
- Descriptions of how people support each other's wellness.

SOCIALLY RESPONSIBLE BUSINESS PRACTICES

The Socially Responsible Business Practices subsection of this benchmark assesses whether an organization follows 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 lessons that will give rise to new and innovative ideas or possibilities for achieving your unique goals.

EVALUATION STRATEGY

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

Subsection Topics and Potential Attachments:

- 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.

Subsection Topics and Potential Attachments:

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

QUALITATIVE AND QUANTITATIVE METHODS

The Qualitative and Quantitative Methods 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 assesses 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.

Subsection Topics and Potential Attachments:

- 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 approach.

Subsection Topics and Potential Attachments:

- 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 right side of the screen. Once submitted, you cannot reopen the application or edit your responses.