Workplace Well-being & Performance Competency Framework

Becoming a Certified Workplace Well-being and Performance Practitioner, Leader or Expert (CWWP)

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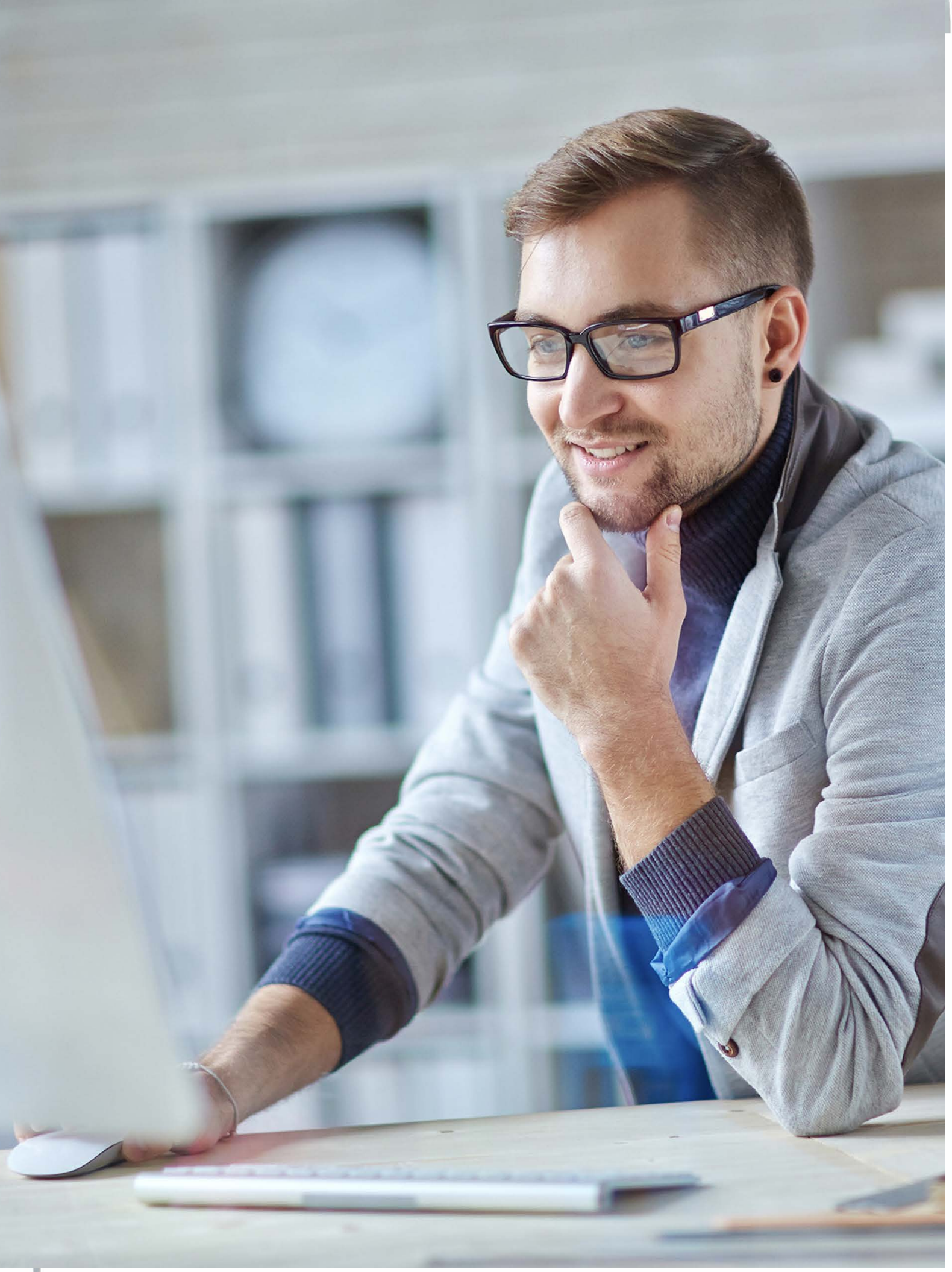

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About CWWP

There are three levels of accreditation, to support practitioner growth and development while recognizing expertise and excellence.

A certified workplace well-being and performance practitioner (CWWP-P) develops competencies to support workplace well-being, psychological safety, organizational performance, and workplace culture. The program is based on a robust, comprehensive, evidence-informed approach connecting the dots between human resources, organizational development, management, leadership, and health promotion to support thriving, high performing work cultures and organizations.

This accreditation program was developed by the only association in Canada supporting the workplace well-being and performance industry across all industries, with input and contributions made by the advisory board and staff including Graham Lowe, PhD, Deborah Connors, MPE, Lori Schmidt, Steven Murgatroyd, PhD, Lisa Ross-Rodriquez, PhD, Christina Loitz, PhD, Allan Smofsky, Nora Johnston, MA, Kathie Gavin, and Victoria Grainger, MBA.

Prerequisites for Accreditation

The prerequisites for each level of accreditation, along with a high-level overview of each, are below.

	Prerequisites	Description
Practitioner	• Related university degree and 2 years of experience OR • Related post-graduate diploma and 3 years of experience OR • 4 years or more of related experience • Evidence of serving in a formal wellness/workplace health promotion role and/or chairing a worksite health and wellness committee	Ideal for those whose have, or are pursuing, a full-time career in the industry of workplace health and performance. These individuals will have some HR, OHS and/or health promotion education and/or experience. They will be assessed on their ability, and/or, prior experience performing the role of a workplace wellness or workplace health and performance coordinator/ manager/director.
Leader	• None	Ideal for current or aspiring leaders looking to develop their personal leadership competencies to build healthy work cultures.
Expert	• Related master's level degree and 5 years of experience OR • Related university degree and 8 years of experience OR • 10 years or more of related experience AND • Written essay demonstrating formal &/or informal relevant experience with examples of impact	Perfect for seasoned practitioners and consultants. These individuals have signi icant experience working with multiple organizations in health promotion, human resources, OHS and/or other areas related to building healthy work cultures and can demonstrate impact.

Pathway to CWWP Accreditation

1. Membership
Get access to resources, tools, networking and professional development.

2. Practitioner (CWWP-P)
Complete six units (5-10 hours per unit), learn from research, practice, and provide evidence of competencies.

3. Leader (CWWP-L)
Complete an additional six units (5-15 hours per unit), learn from research, practice, and provide evidence of competencies. Note: leader can be done on it's own but does still require membership.

4. Expert (CWHP-E)
Submit a 1000-word essay providing evidence of the positive impact your work has achieved in one or more workplaces. Note: you must complete the practitioner level before doing the Expert level.

Maintaining Your CWWP Accreditation

The field of workplace well-being and performance is growing and changing. To maintain your accreditation, continuous development is required. The practitioner level requires four continuing education credit (CEC) hours per year and the practitioner and expert level require 18 credits per year. These credits may be obtained from any Wellness Works Canada webinar, event, or community of practice sessions. They may also be obtained from a variety of other HR and OHS partners. Simply send us a copy of evidence of completion of professional development to **info@wellnessworkscanada.ca**, and we will confirm if it is eligible.

Practitioner Certification

WWC00: Prior Education and Experience

Description: This unit assesses your prior education and experience looking at credentials, experience and accomplishments.

Content Covered

- Related Check-ins
- Emergent Strategy
- Shared Responsibility and Accountability
- Simplification
- Resourcefulness
- Critical Reflection Employee Health and Performance Outcomes
- Total worker health
- Health promotion knowledge and skills
- DEI/EDI
- Sustainability, Built Environment
- Built Environment

WWC01: Assessing the Current State

Description: This unit reviews and assesses an understanding of the tools and skills needed to understand and assess workplace culture to create an informed strategy. It reviews broader social, economic, political, cultural, and environmental contexts; employee wants and needs; the root factors that impact employee well-being; workplace culture; organizational performance; stakeholder perspectives; and existing evidence and experience; to inform options for action.

Content Covered

- Environmental Context
- Stakeholder Analysis and Readiness assessment
- Organizational Audit
- Employee Health and Performance Assessment
- Root Cause Analysis
- Scorecard and Measures
- Assessment Results
- Critical Reflection

WWC02: Inspire, Engage, and Integrate

Description: This unit reviews and assesses the process of getting stakeholders on board to achieve a shared vision. It looks at creating a shared value that is systematic, integrated and creates accountability using change leadership practice that involves building capacity and mobilizing stakeholders. Chapters 8 and 9 of A Better Place to Work is a recommended pre-reading.

Content Covered

- Business Case Development
- Resource Attainment
- Sponsorship
- Integration
- Engagement / Inspiration
- Change Leadership
- Critical Reflection
- Community Partnerships
- Leadership Commitment
- Information Dissemination

WWCO3: Integrated Planning

Description: This unit reviews the action planning steps. It emphasizes the importance of actively engaging business units, leaders, and other stakeholders to plan to use a shared values and responsibility approach. Throughout, the use of attributes such as positivity, trust, purpose, productivity, and connectedness is encouraged and assessed.

Content Covered

- Leadership Support
- Developing Shared Values and Objectives
- Adequate Resources
- Communication Plan
- Outcomes and Objectives
- Detailed Planning
- Clear Roles and Responsibilities
- Critical Reflection
- Workplace Training
- Governance and Worksite Well-being Committees
- Strategic Well-being and Performance
- Resource Management and Procurement
- Unions and Stakeholder Management
- Finance, Accounting & Budgeting
- Risk Management

WWC04: Implementation

Description: This unit reviews implementation,monitoring of effectiveness, and pivoting,as required using a shared responsibility approach. Where possible, this unit supports the use of existing mechanisms to simplify the approach to building a healthy, high performing work culture. For example, leadership meetings, joint workplace health, safety a nd well- being, or social planning committees, team meetings and more can review progress and promote change and adoption.

Content Covered

- Regular Check-ins
- Emergent Strategy
- Shared Responsibility and Accountability
- Simplification
- Resourcefulness
- Critical Reflection
- Policy Development
- Ethical Practice

WWCO5: Evaluation and Innovation

Description: This unit reviews, at a high level, VOI vs ROI, relevant measures in the short and long-term, and the importance of frequent celebration, continuous improvement, and innovation.

Content Covered

- Simplifying Evaluation
- VOI vs ROI
- Long-term Focus
- Relevant Measures
- Quick Wins
- Monitoring Progress
- Refinement and Innovation
- Celebration
- Final Critical Reflection

Leader Certification

WHP01: Leadership and Culture

Description: Welcome to the unit of Leadership and Culture. This unit is a high-level overview of effective leadership, with recognition of the roles and responsibilities of the organization's leadership and their relationships with other stakeholders to build a healthy, high performing work culture. The recommended pre-readings for this section are chapters four and five of Creating Healthy Organizations by Graham Lowe, PhD.

Content Covered

- Inclusive leadership
- Transformational vs. Transactional Leadership
- Empathy
- Trust
- Connectedness
- Cultural and Ability Sensitivity
- Education and Training
- Critical refection

WHP02: Effective, Inspiring Communication

Description: This section builds on the Inspire, Engage, and Integrate unit from the Ambassador level. Communication is one of the key success factors for any strategy. This unit reviews the ability to relay information effectively with diverse audiences using appropriate approaches and technologies and partnership with appropriate stakeholders to enhance communication throughout an organization. This unit also builds on the ability to inspire and empower others with inclusive leadership to build a culture of trust and purpose to support psychological safety and open communication. Read: chapter three, How Vibrant Workplaces Inspire Employees of Creating Healthy Organizations by Graham Lowe.

Content Covered

- Team Education
- Workplace Training
- Relationship Development and Maintenance
- Influence, Negotiation and Persuasion
- Critical Reflection

WHP03: Navigating Change and Disruption

Description: Many agree that change is the only thing constant these days. Starting a health and performance strategy, introducing new digital disruption, or adapting a business's strategy in response to the global pandemic can all be necessary changes to improve an organization's success. However, organizational change can impact employee well-being and organizational performance if not handled well. It requires an inclusive leadership approach. For people and organizations to be successful both need to be agile and resilient. This unit reviews how to support healthy, agile people and organizations through change. Please read chapters five and six of Creating Healthy Organizations, by Graham Lowe as pre-reading for this unit.

Content Covered

- Agility
- Digital Disruption
- Change Management
- Change Leadership
- Critical Reflection

WHP04: Leading a Better Place to Work: A Better Way

Description: Shifting culture in your workplace starts with what you practice on a day-to-day basis, so we will be focusing our time in the next few modules on personal leadership practices, and then moving into shifting our team practices and organizational practices. (Hint: a practice is an activity you engage in again and again, in an attempt to improve it!). In the first lesson, encouraging flourishing, you'll explore some of the challenges and opportunities you are experiencing in your workplace, how to engage in practices and find positive deviance. Required reading includes chapters one to three of A Better Place to work.

Content Covered

- Encourage Flourishing
- Engage in Practices
- Find Positive Deviance
- Critical Reflection

WHP05: Leading a Better Place to Work: Better Leadership

Description: This unit introduces the core principles of Positive Organizing, focusing on helping people clarify purpose, engage in authentic dialogue, recognize possibility, align around the common good, and trust the emergent process. Participants will also build a practical "resilience wardrobe" grounded in evidence-based practices and explore simple, effective ways to foster flourishing at work through everyday positivity practices. Required reading include chapters three to six of A Better Place to work.

Content Covered

- Organize Positively
- Shift Yourself First
- Ignite Positivity
- Critical Reflection

WHP06: Leading a Better Place to Work: Better Teams

Description: In this unit, you will distinguish between pseudo teams and real teams, build practical team practices, and strengthen positivity through effective debriefs and conflict-resolution questions. You will use the AffinaOD Team Positivity Measure to establish a baseline and learn strategies to increase positive interactions. The unit also explores how leaders can intentionally support psychological health and safety by modeling safe behaviours, embedding mental health into everyday conversations, clarifying commitments, and sustaining mental energy. Required readings include chapters seven and eight of A Better Place to work.

Content Covered

- Cultivate Positive Team Practices
- Inspire Psychological Health
- Critical Reflection

WHP07: Leading a Better Place to Work: Better Organizations

Description: This unit explores why vision matters, how to craft your personal vision, and how to act as a vision keeper within your team or organization. You will learn how to engage others in four powerful questions that shape a shared cultural vision for the future. The module also focuses on building a learning culture by using growth-oriented language, learning from mistakes, and leading the emergent process. It concludes with a concise overview of course assessments and practices, key insights from featured influencers, and practical resources to support ongoing culture change. Required readings include chapters nine to eleven of A Better Place to work.

Content Covered

- Create Shared Vision
- Lead Emergence
- Critical Reflection

Expert Certification

WHPE: Prior Education and Experience

Welcome to the Expert Workplace Health and Performance Certification section. This unit assesses experience, education, and the evidence of impact from programs and strategies you have been involved with in the past. The education and experience requirements for practitioner level are as follows:

- Ambassador and Practitioner level certification
- Related master's level degree and 5 years of experience OR
- Related university degree and 8 years of experience OR
- 10 years or more of related experience AND
- Written essay demonstrating formal &/or informal relevant experience with examples of impact

TItle	**Evidence Required**
Experience	*Submit a 1000-word essay explaining the positive outcomes your work has achieved in one or more workplaces.*

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