



# Workplace Health & Performance Competency Framework

Ambassadors, Practitioners and Experts

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*This framework is based on review of competencies and research from Health Promotion Canada, Chartered Professionals for Human Resources, Society for Human Resource Management, SHRM, and Wellness Works Canada staff and advisors.*

## SCOPE

Three levels of certifications are available to help workplace health and performance ambassadors, practitioners and experts obtain and enhance the skills, knowledge and abilities required to support healthy, high performing work cultures. Each unit has readings, research and/or videos to help you learn as you go. Additionally, the ambassador level contains all the planning tools and templates needed to start or enhance a workplace health and performance strategy for your workplace or clients.

1. **Workplace Health and Performance Ambassador Certification:** Fit for everyday ambassadors responsible for supporting workplace well-being as a part of their role. These individuals may or may not have a background in health promotion and/or human resources. Perfect for those just starting out as well as those going on to achieve their practitioner or expert level certification.
2. **Workplace Health and Performance Practitioner:** 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.
3. **Workplace Health and Performance Expert:** This level is for seasoned practitioners and consultants. These individuals will have significant experience working with multiple organizations in health promotion, human resources, OHS and/or other areas related to building healthy work cultures.

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# Level 1: Ambassador Certification

## WWC00: Foundational Workplace Health and Performance Knowledge

**Description:** This unit assesses an understanding of the Wellness Works Canada guide, model, pillars, and overarching process required to build a healthy, high performing work culture. This unit also assesses basic knowledge and understanding of the connection between well-being, productivity, organizational performance, and national prosperity.

| <b>Content Covered</b>                                    |
|---|
| Workplace Health & Performance Pillars                    |
| Success Factors   |
| Culture   |
| Methodology   |
| Benefits  |
| Workplace Health & Performance and National Prosperity    |
| Occupational Health, Safety and Well-being                |
| Psychological Health and Safety Standard                  |
| Standard Requirements                                     |
| Psychological Health & Safety Risks and Hazard Assessment |
| Psychosocial Risk Factors                                 |
| Industry / Sector Trends                                  |
| Employee Health and Performance Outcomes                  |

## 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.

| <b>Content Covered</b>                        |
|---|
| Environmental Context                         |
| Stakeholder Analysis and Readiness assessment |
| Organizational Audit                          |
| Employee Health and Performance Assessment    |
| Root Cause Analysis                           |
| Scorecard and Measures                        |
| Assessment Results                            |

## 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         |

## 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        |

## 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 and 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                          |

## WWC05: 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                         |
| Sustainability and Long-term Focus |
| Relevant Measures                  |
| Quick Wins                         |
| Monitoring Progress                |
| Refinement and Innovation          |
| Celebration                        |
| Final Reflection                   |

## Level 2: Practitioner Certification

### WHP00: Prior Education and Experience

Welcome to the Practitioner Workplace Health and Performance Certification. There are six units associated with this level of certification.

This first 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 the practitioner level are as follows:

- Ambassador level certification
- Related university degree and 3 years of experience OR
- Related post-graduate diploma and 4 years of experience OR
- 5 years or more of related experience
- Evidence of accomplishments, projects led and/or changes implemented
- Evidence of serving in a formal wellness/workplace health promotion role and/or of being a member of/or chairing a worksite health and wellness committee

| <b>Evidence Required</b> |
|--------------------------|
| Credentials              |
| Experience               |
| Accomplishments          |

## WHP01: Leadership and Culture

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 and chapter nine of A Better Place to Work by Deborah Connors.

| <b>Content Covered</b>                        |
|---|
| Vision  |
| Leadership Commitment                         |
| Inclusive Leadership                          |
| Transformational vs. Transactional Leadership |
| Organizational Alignment                      |
| Collective Purpose                            |
| Demonstrating Leadership                      |
| Empathy                                       |
| Positivity                                    |
| Trust   |
| Connectedness                                 |
| Cultural and Ability Sensitivity              |
| Self-care                                     |
| Critical Reflection                           |

## WHP02: Workplace Health Promotion and Psychological Health & Safety (PHS)

The lines between workplace health promotion, occupational health and safety and psychological health and safety have become blurred in the last decade. The role of a Workplace Health and Performance Practitioner is to connect the dots, advocate, and facilitate, a holistic shared responsibility approach for a physically and psychologically safe, healthy, and high performing work culture. This unit reviews more detailed health promotion and psychological health and safety practices that can be integrated in an organization's overarching plan towards achieving a shared vision of a healthy, high performing culture.

Recommended pre-readings for this unit: Chapter 2, Beyond Health Promotion of Creating Healthy Organizations, by Graham Lowe and chapter 8, Inspire Psychological Health of a Better Place to Work, by Deborah Connors.

| <b>Content Covered</b>  |
|---|
| Health Promotion Knowledge and Skills                         |
| Built Environment   |
| Total Worker Health   |
| Psychological Health, Safety and Organizational Effectiveness |
| Productivity  |
| Policy Development  |
| Education and Training  |
| Ergonomics  |
| Critical reflection   |

## WHP03: Strategic Program Management

This unit reviews the strategic approach to program management and implementation considerations. In many cases, as a health and performance or wellness practitioner, you not only need to strategically align your work with others, but you need to manage projects on your own as well. This unit reviews the strategic nature of your role as a professional, along with basic project management methodology to ensure that all workplace health and performance strategies, objectives, and priorities achieve the organization's plan.

| <b>Content Covered</b>              |
|-------------------------------------|
| Strategic Health and Performance    |
| Governance and Worksite Committees  |
| Appreciative Strategy               |
| Scope, Time, Cost and Quality       |
| Planning                            |
| Risk Management                     |
| Development and Implementation      |
| Recruitment and Hiring              |
| Community Partnerships              |
| Team Unity                          |
| Time Awareness                      |
| Resource Management and Procurement |
| Prioritization                      |
| Ethical Practice                    |
| Finance, Accounting, and Budgeting  |
| Simplification                      |
| Critical reflection                 |

## WHP04: Effective, Inspiring Communication

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, Taking Action to Improve Employee Well-Being Revised and Expanded Edition by Graham Lowe, and chapter four of A Better Place to Work, by Deborah Connors.

| <b>Content Covered</b>                                 |
|--|
| Advocacy   |
| Shared Purpose/Alignment                               |
| Stakeholder Education                                  |
| Unions and Stakeholder Management                      |
| Relationship Development and Maintenance               |
| Information Dissemination                              |
| Writing Briefs   |
| Transparent, Appreciative Messaging                    |
| Leveraging Communication Networks (ambassador network) |
| Influence, Negotiation and Persuasion                  |
| Conflict Management                                    |
| Critical Reflection                                    |

## WHP05: Navigating Change

Many agree that change is the only thing constant these days. Starting a health and performance strategy, introducing new digital disruption, or adapting a businesses 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, Taking Action to Improve Employee Well-Being Revised and Expanded Edition*, by Graham Lowe as pre-reading for this unit.

| <b>Content Covered</b>               |
|--------------------------------------|
| Agility                              |
| Digital Disruption                   |
| Stress, Change and Team Practices    |
| Resilience and Psychological Capital |
| Change Management                    |
| Change Leadership                    |
| Critical Reflection                  |

## WHP06: Evaluation & Growth

The ambassador level certification reviewed evaluation at a high level. This level goes a little deeper. The pre-reading is chapter 8, Measuring Progress of Creating Healthy Organizations: Taking Action to Improve Employee Well-Being Revised and Expanded Edition, by Graham Lowe.

| <b>Content Covered</b>                       |
|--|
| Evaluation Tools, Processes, and Initiatives |
| Appropriate Metrics                          |
| Appropriate Data Collection and Analysis     |
| Reporting and Growth                         |
| Leading and Lagging Indicators               |
| Logic Model or Strategy Map                  |
| Learning Culture                             |
| Critical Reflection                          |

## Level 3: 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

| <b>Title</b> | <b>Evidence Required</b>  |
|--------------|---|
| Experience   | Submit a 1000-word essay explaining the positive outcomes your work has achieved in one or more workplaces. |



Building a healthy population and high-performing economy.  
One organization at a time.  
**Together.**

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