



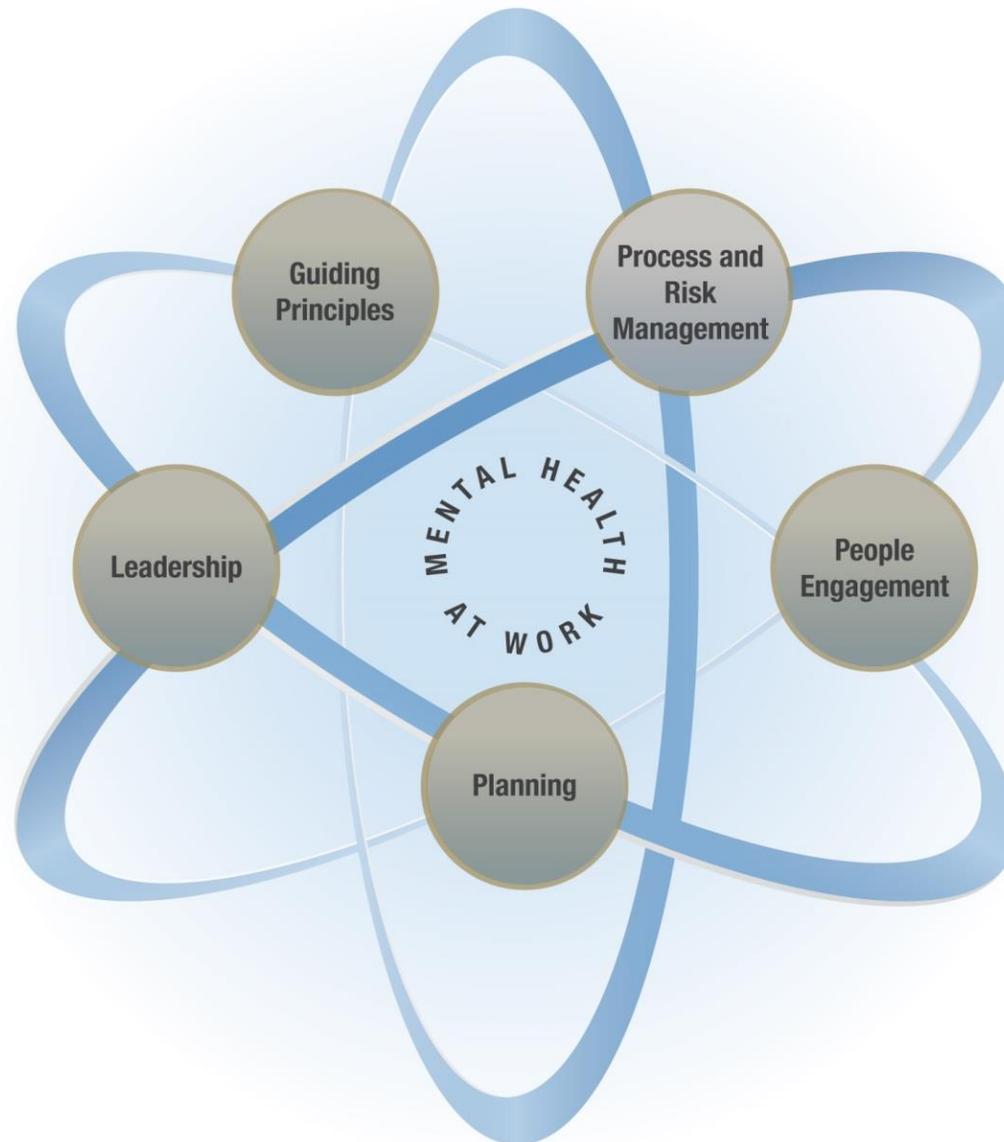
EXCELLENCE\*CANADA

improving performance, recognizing excellence | améliorer le rendement, reconnaître l'excellence

***Canada Awards for Excellence***  
***Mental Health at Work***  
***Framework***

# *Mental Health at Work*

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# Mental Health at Work

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## Introduction to Mental Health at Work

Excellence Canada's **Mental Health at Work** Framework serves as a roadmap for organizations in any sector that wish to encourage, support, and implement exemplary mental health-related programs in the workplace.

The **Mental Health at Work** Framework has been developed in four levels to make it easier for organizations to implement with a staged approach.

Excellence Canada's **Mental Health at Work** Framework consists of the requirements and a proven methodology for measuring progressive improvements towards achieving a sustained psychologically healthy and safe workplace. It also provides the opportunity to benchmark with some of Canada's most successful organizations.

To obtain certification at the Bronze level, *Excellence Canada* requires an application for submission review only, describing how the organization meets the Requirements at that level. For certification at the Silver, Gold and Platinum levels, a submission as well as a site visit by a team of verification professionals will be required. An on-line staff survey must also be performed, and will be provided by *Excellence Canada*. The intention of this brief survey is to ensure broad participation at a basic level to support the verification process.

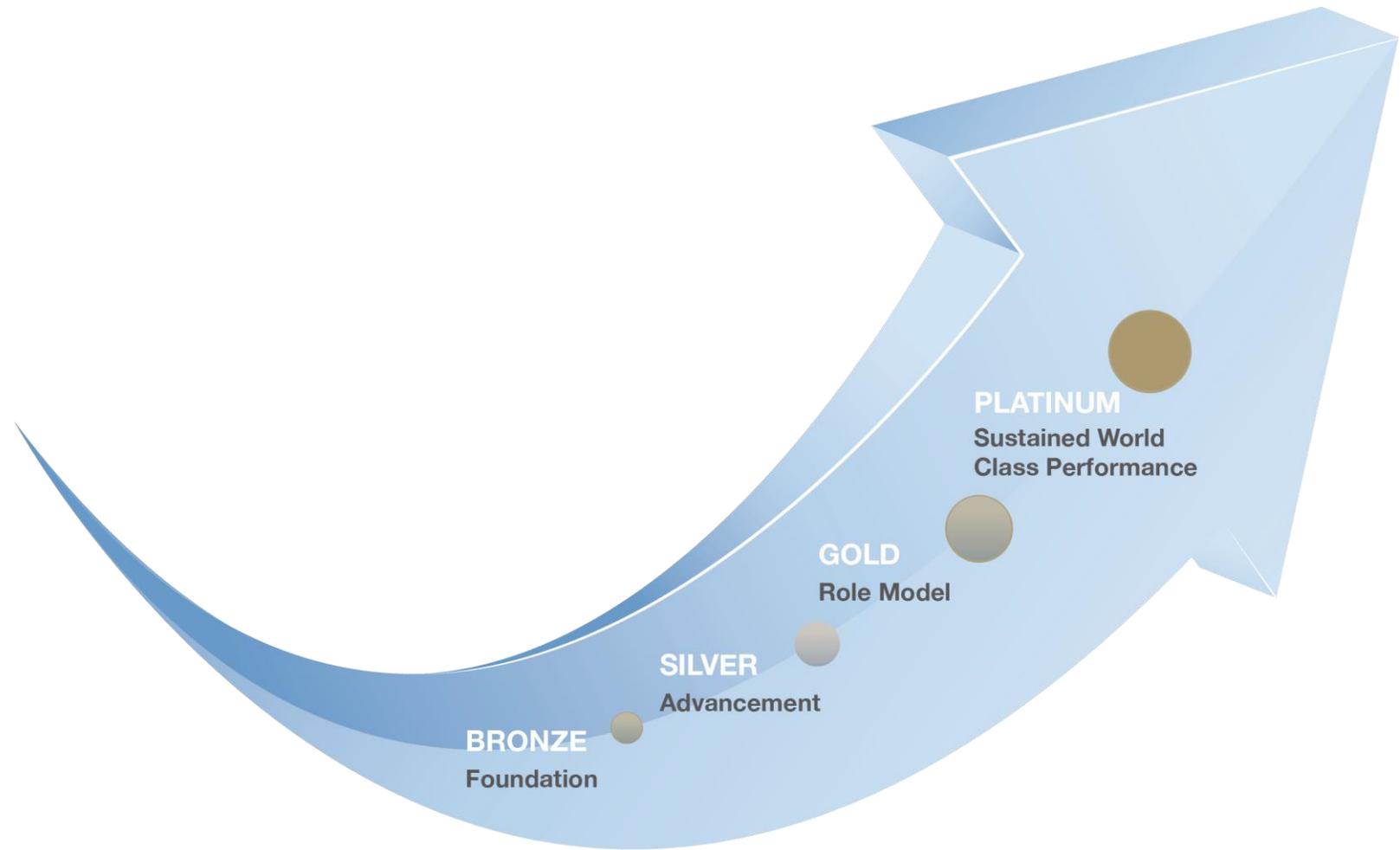
## Canada Awards for Excellence

Through its *Mental Health at Work* Framework, Excellence Canada is the only organization in Canada that certifies employers that have met the requirements of the *National Standard of Canada for Psychological Health and Safety in the Workplace*. We also adjudicate the only national awards program that recognizes role-model employers for their excellence in achieving *Mental Health at Work* and the National Standard.

Organizations that are successfully certified at the Silver, Gold and Platinum levels of the *Mental Health at Work* Framework may qualify for Silver, Gold or Platinum recognition under the *Canada Awards for Excellence* program, of which the Governor General of Canada is the Patron. Organizations that have otherwise successfully implemented the *National Standard of Canada for Psychological Health and Safety in the Workplace* are excellent candidates for the award.

The **Mental Health at Work** Framework and its accompanying comprehensive four-level implementation guide, plus associated self-assessment materials, are available through our e-commerce site at <http://www.excellence.ca/en/knowledge-centre/resources/mental-health-at-work> or you can email [bonita@excellence.ca](mailto:bonita@excellence.ca) or call 1-800-263-9648 ext. 233 for more information.

# Mental Health at Work



**EXCELLENCE CANADA**  
MENTAL HEALTH AT WORK

# Mental Health at Work

BRONZE LEVEL - FOUNDATION	SILVER LEVEL - ADVANCEMENT	GOLD LEVEL – ROLE MODEL	PLATINUM LEVEL- SUSTAINED WORLD CLASS PERFORMANCE
<p>The Bronze level demonstrates a clear commitment to mental health.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The organization is in the early stages of implementing a long-term strategic focus on mental health that promotes good principles and practices as outlined in this Program.</li> <li><input type="checkbox"/> A commitment to continuous improvement with awareness and education on the Requirements, and using internal and/or external assessment, either in a pilot project or across the organization, to assist the process of establishing priorities for improvement.</li> </ul>	<p>The Silver level builds on the commitment and foundation established in the Bronze level.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> A solid methodology is in place across the organization based on the Requirements, and has been implemented in key areas.</li> <li><input type="checkbox"/> The organization is in transition from a focus on “reacting” to issues to a more “proactive” approach.</li> <li><input type="checkbox"/> Positive results are being achieved from improvement efforts in some areas.</li> </ul>	<p>The Gold level builds on the solid implementation of mental health established in the Silver level.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> There is organization wide implementation of the strategic focus on mental health through the understanding and application of the Requirements.</li> <li><input type="checkbox"/> There is a sound, systematic approach to mental health in place.</li> </ul>	<p>The Platinum level builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The organization has achieved good to excellent results and positive trends from its efforts for overall improvement in mental health.</li> <li><input type="checkbox"/> The organization can clearly identify sustained improvements against specific objectives and goals.</li> </ul>
<p>The key outcomes of the Bronze level are:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Broad team support of the vision, mission, and values.</li> <li><input type="checkbox"/> Recognition of the importance of embedding mental health principles in decision making at all levels of the organization.</li> <li><input type="checkbox"/> Policy statements related to mental health.</li> </ul>	<p>The key outcomes of the Silver level are:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> A wider understanding by employees of the organization’s strategic approach to mental health.</li> <li><input type="checkbox"/> Strategic and operational plans are in place.</li> <li><input type="checkbox"/> Establishment of baseline indicators, measures and related goals for mental health.</li> </ul>	<p>The key outcomes of the Gold level are:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Positive achievements in meeting and exceeding strategic goals.</li> <li><input type="checkbox"/> An organization-wide focus on mental health issues.</li> <li><input type="checkbox"/> Positive results are being achieved across all drivers, across all areas/departments of the organization.</li> <li><input type="checkbox"/> Widespread quantifiable improvement as a result of moving from reactive to proactive approaches and practices.</li> </ul>	<p>The key outcomes of the Platinum level are:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sound systemic approach to mental health.</li> <li><input type="checkbox"/> Continuous improvement is a “way of life” with full integration into culture and systems.</li> <li><input type="checkbox"/> Sustained positive improvements in all areas over at least three years (trend data required).</li> <li><input type="checkbox"/> The organization is viewed as a leader within its sector regarding mental health, in terms of knowledge sharing, industry and benchmark leadership and best practices.</li> </ul>

## *Mental Health at Work*

<b>BRONZE LEVEL - FOUNDATION</b>	<b>SILVER LEVEL - ADVANCEMENT</b>	<b>GOLD LEVEL – ROLE MODEL</b>	<b>PLATINUM LEVEL- SUSTAINED WORLD CLASS PERFORMANCE</b>
<ul style="list-style-type: none"> <li>This level requires an application only, for review.</li> </ul>	<ul style="list-style-type: none"> <li>This level requires an application plus an Excellence Canada approved assessment. A site visit will be required by an Excellence Canada team of professionals. Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. Successful applicants will be eligible to receive <i>Silver Canada Awards for Excellence recognition</i>.</li> </ul>	<ul style="list-style-type: none"> <li>This level requires an application plus an Excellence Canada approved assessment. A site visit will be required by an Excellence Canada team of professionals. Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. Successful applicants will be eligible to receive <i>Gold Canada Awards for Excellence recognition</i>.</li> </ul>	<ul style="list-style-type: none"> <li>This level requires an application plus an Excellence Canada approved assessment. A site visit will be required by an Excellence Canada team of professionals. Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. Successful applicants will be eligible to receive <i>Platinum Canada Awards for Excellence recognition</i>.</li> </ul>

## ***Mental Health at Work***

<b>BRONZE LEVEL - FOUNDATION</b>	<b>SILVER LEVEL - ADVANCEMENT</b>	<b>GOLD LEVEL – ROLE MODEL</b>	<b>PLATINUM LEVEL- SUSTAINED WORLD CLASS PERFORMANCE</b>
<b>1.1 Leadership</b>	<b>2.1 Leadership</b>	<b>3.1 Leadership</b>	<b>4.1 Leadership</b>
<p>a) The organization has a set of Guiding Principles which were developed with input from all stakeholders, and communicated widely across the organization. A signed statement by the appropriate senior leader is required to demonstrate that the organization supports these principles.</p> <p>b) The organization has a stated commitment that fosters mental health, reflects a physically and psychologically safe workplace and has communicated this commitment across the organization.</p> <p>c) The organization has a commitment to establish or amend policies to include the promotion of mental health.</p> <p>d) The organization has a method to review and ensure compliance with relevant provincial and national case law, regulations and standards (e.g., employment standards, labour relations rulings, human rights legislation, law of torts, Workers’ Compensation laws, occupational health and safety legislation, employment contract law, privacy and confidentiality, and other legal system influences).</p> <p>..... continued on next page</p>	<p>a) The organization has established/amended policies to include specific reference to the promotion of mental health.</p> <p>b) The organization uses a clear process to determine key priorities in workplace mental health issues. Outcomes from the process have been used to determine program needs, have been linked to business operating plans, integrated into other related human resource strategies, programs and practices and communicated organization-wide.</p> <p>c) The organization fosters a work environment where coworkers and supervisors are supportive of employees’ mental health and psychological safety, and they respond appropriately as needed.</p> <p>d) The organization fosters a work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization and whether there are impending changes.</p> <p>..... continued on next page</p>	<p>a) Strategies for mental health are ingrained in the organization’s operating plans and culture.</p> <p>b) The organization is in compliance with relevant provincial and federal case law, regulations and standards (e.g., employment standards, labour relations rulings, human rights legislation, law of torts, Workers’ Compensation law, occupational health and safety legislation, employment contract laws, privacy and confidentiality and other legal system influences).</p> <p>c) The organization fosters a work environment where coworkers and supervisors are supportive of employees’ psychological and mental health concerns, and it responds appropriately as needed.</p> <p>d) Education is provided to all employees to increase mental health and mental illness awareness.</p> <p>e) Education is provided to new employees as part of an orientation and ongoing learning process.</p>	<p>a) Effective action in dealing with the mental health plan is taken and embedded in all aspects of strategic planning.</p> <p>b) Highly effective workplace “best” practices are identified and shared, internally and externally.</p> <p>c) Organizational leaders are held accountable by demonstrating support for employee psychological, health and safety, and are evaluated through organizational practices including employee engagement survey, performance assessment process, etc.</p>

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<b>1.1 Leadership</b>	<b>2.1 Leadership</b>	<b>3.1 Leadership</b>	<b>4.1 Leadership</b>
<ul style="list-style-type: none"> <li>e) The senior leadership team demonstrates a commitment to mental health through its actions and allocation of financial, human and other resources and by providing access to workplace mental health programs.</li> <li>f) The senior leadership team demonstrates a commitment to responsibility and accountability for employee mental health and well-being.</li> <li>g) The leadership team is kept informed about the impacts of mental health and psychological safety in the workplace.</li> <li>h) The organization recognizes the need for balance between work, family and personal life.</li> </ul>	<ul style="list-style-type: none"> <li>e) The organization works at improving the interpersonal skills, emotional competency and leadership abilities of management and supervisory level employees, so they can lead and positively influence organizational culture.</li> <li>f) Psychological health and safety is considered in decision-making processes, including the recognition of the need for privacy and confidentiality.</li> <li>g) There is a plan to provide education to all employees to increase mental health and mental illness awareness.</li> <li>h) There is mutual responsibility and accountability for employee mental health and well-being throughout the organization.</li> </ul>		

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<b>1.2 Planning, Programs and Communication</b>	<b>2.2 Planning, Programs and Communication</b>	<b>3.2 Planning, Programs and Communication</b>	<b>4.2 Planning, Programs and Communication</b>
<ul style="list-style-type: none"> <li>a) Assessment has been conducted to identify psychological health and safety hazards, assess their risks, evaluate workplace culture and determine the presence or absence of a supportive environment.</li> <li>b) The mental health plan is under development and is aligned to the Strategic Plan.</li> <li>c) A committee oversees the development and execution of the Plan and a senior leader is engaged as the Sponsor of the Plan.</li> <li>d) There is a commitment to design, develop and implement programs for mental health at work.</li> <li>e) There is a commitment to evaluate and review the plan for mental health at work.</li> <li>f) There is methodology in place to evaluate the plan for mental health at work.</li> <li>g) The organization plans and carries out communication strategies to improve awareness and reduce stigma related to mental health issues.</li> </ul>	<ul style="list-style-type: none"> <li>a) Organizational audit/assessment continues to be conducted ( i.e., a self-assessment of psychosocial hazards and their risks by knowledgeable informants such as human resources professionals within the organization, covering such areas as programs and policies relevant to employee mental health issues, previous survey data, absenteeism, disability rates, and benefits utilization).</li> <li>b) Key stakeholders have been consulted to identify key mental health hazards and assess mental health risk factors.</li> <li>c) Results are analyzed in terms of degrees of risk using a risk matrix approach, and preventive measures and programs are being implemented to address the areas identified as being most at risk.</li> <li>d) The mental health plan has been developed and is aligned to the Strategic Plan.</li> <li>e) To create awareness, and to help set baseline measures for tracking change, the organization has identified and reviewed key indicators that are relevant to the psychological health and safety of the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>a) There is ongoing commitment to continuous improvement through routine review of the psychological health and safety management system.</li> <li>b) Assessments are routinely scheduled and conducted to identify psychological health and safety hazards and to assess risk factors, workplace culture and the supportive nature of the environment.</li> <li>c) Results continue to be analyzed in terms of degrees of risk using a risk matrix approach, and preventive measures and programs are being implemented to address the areas identified as most at risk.</li> <li>d) Key indicators that are relevant to a psychologically healthy and safe workplace are being tracked and analyzed.</li> <li>e) The mental health plan is monitored, evaluated and updated as appropriate. S.M.A.R.T. goals are communicated across the organization and are being met.</li> <li>f) Financial, human and other resources are in place for the mental health strategy and related programs.</li> </ul>	<ul style="list-style-type: none"> <li>a) Relevant organizational audits for hazards and risks are carried out routinely. As organizational changes occur, new policies are introduced and process changes are made, as part of a change management program.</li> <li>b) There is consistent achievement in meeting S.M.A.R.T goals for mental health.</li> <li>c) Trend data for key indicators is used to inform ongoing planning for mental health.</li> <li>d) Trend data from assessments of mental health initiatives and programs is reviewed, analyzed and communicated to the appropriate stakeholders on a scheduled basis.</li> <li>e) Trend data demonstrates the effectiveness of initiatives, approaches and programs and the impact on intended target groups.</li> </ul>

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<b>1.2 Planning, Programs and Communication</b>	<b>2.2 Planning, Programs and Communication</b>	<b>3.2 Planning, Programs and Communication</b>	<b>4.2 Planning, Programs and Communication</b>
<p>h) The organization uses a variety of methods (e.g., employee benefits, health topics, management decisions) to communicate issues related to mental health.</p>	<p>f) S.M.A.R.T. goals (specific, measureable, attainable, relevant, timely) in a mental health plan are based on current evaluations and needs assessments, address key elements of mental health and have been communicated across the organization.</p> <p>g) Financial, human and other resources are in place for the mental health strategy and related programs.</p> <p>h) Programs and initiatives for the psychological health and safety of employees have been designed and implemented based on needs assessment and analysis.</p> <p>i) A plan for evaluation (e.g., outcomes, impact, cost-benefit) of the mental health plan and related programs and initiatives has been established and implemented.</p> <p>j) The organization uses communication strategies to improve awareness, reduce stigma related to mental health issues, and to promote psychological health and safety.</p> <p>k) The organization uses a variety of methods (e.g., employee benefits, health topics and management decisions) to communicate about issues related to mental health.</p>	<p>g) Assessments of mental health initiatives and programs are conducted on a scheduled basis to determine strengths and opportunities for improvement.</p> <p>h) Evaluations (e.g., program and initiatives outcomes, impact on target groups, cost-benefit) of the mental health plan and related programs and initiatives are conducted on a scheduled basis to determine strengths and opportunities for improvement.</p> <p>i) The organization continues to use communication strategies to improve awareness, reduce stigma related to mental health issues, and to promote psychological health and safety in the workplace.</p>	<p>f) The organization continues to use communication strategies to improve awareness, reduce stigma related to mental health issues, and to promote psychological health and safety.</p>

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<b>1.3 People Engagement</b>	<b>2.3 People Engagement</b>	<b>3.3 People Engagement</b>	<b>4.3 People Engagement</b>
<ul style="list-style-type: none"> <li>a) The organization ensures that employees are aware of the goals and policies of its mental health focus.</li> <li>b) The organization is committed to a continuous learning environment and provides training and development opportunities to meet needs.</li> <li>c) Employee input is used to measure and assess engagement and well-being, and the results and related action plans are communicated across the organization.</li> </ul>	<ul style="list-style-type: none"> <li>a) The organization provides opportunities for employee engagement in the development and execution of the Mental Health at Work plan. It ensures that employees at all levels understand the goals and related policies of its mental health focus.</li> <li>b) Barriers to participation in mental health programs are identified and their removal is incorporated into improvement and action plans.</li> <li>c) Barriers for stakeholders seeking assistance on mental health and other job issues have been identified and their removal is incorporated into improvement and action plans.</li> <li>d) Employee input is obtained to measure and assess engagement and well-being, and the results and related action plans are communicated across the organization.</li> <li>e) A Return-to-Work and disability management system is in place.</li> <li>f) Employees' efforts are recognized and rewarded in a fair and timely manner.</li> <li>g) Employees are involved in discussions about how their work is done and how important decisions are made, and they have influence over these discussion/decisions to the extent possible and reasonable.</li> </ul>	<ul style="list-style-type: none"> <li>a) Barriers to participation in mental health programs have been eliminated.</li> <li>b) Barriers for stakeholders seeking assistance on mental health and other job issues have been eliminated.</li> <li>c) The organization evaluates the effectiveness of training and development programs.</li> <li>d) Employees have the opportunity to participate in decisions that impact their work, creating a sense of control over their work environment.</li> <li>e) The organization ensures that employees are aware of the current goals and related policies of its mental health focus, and the progress being made to meet these goals.</li> <li>f) There is evidence that the Return-to-Work and disability management system is effective.</li> </ul>	<ul style="list-style-type: none"> <li>a) Trend data demonstrates that employees are encouraged and receive support to develop their interpersonal, emotional and job skills.</li> <li>b) Trend data demonstrates that employees are engaged, enjoy and feel connected to their work, and are motivated to do their jobs well.</li> <li>c) Trend data demonstrates that employees' psychological health and safety is protected and supported at work. Employees feel able to put themselves on the line, ask questions, seek feedback, report concerns (e.g., mistakes, problems, harassment, and bullying), or propose new ideas without fearing negative consequences to themselves, their jobs or their careers.</li> <li>d) An effective Return to Work and disability management process is in place, and there is evidence that it is working well.</li> </ul>

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<b>1.4 Process Management &amp; Risk Assessment</b>	<b>2.4 Process Management &amp; Risk Assessment</b>	<b>3.4 Process Management &amp; Risk Assessment</b>	<b>4.4 Process Management &amp; Risk Assessment</b>
<p>a) There is a commitment to assess the impact of organizational structure, work processes and job design on mental health and psychological safety.</p>	<p>a) Organizational structure, work processes and job design are assessed for their impact on mental health and psychological safety, and issues are analyzed, planned effectively, documented and communicated.</p> <p>b) There is a process to manage workload so employee tasks and responsibilities can be accomplished successfully within the time available.</p> <p>c) Employee teams are engaged and help choose solutions for risks identified.</p> <p>d) As organizational changes occur, new policies and programs are introduced and process changes are made as part of a change management program.</p>	<p>a) Organizational structure, work processes and job design are routinely assessed for their impact on mental health and psychological safety, and issues are analyzed, addressed effectively, documented and communicated.</p> <p>b) There is a psychological job fit process that ensures there is a good match between employees' interpersonal and emotional competencies, and job skills.</p> <p>c) Employee teams are engaged and help review outcomes of solutions for risks identified.</p>	<p>a) Organizational structure, work processes and job design are continually assessed for their impact on mental health and psychological safety, and issues are analyzed, addressed effectively, documented and communicated.</p> <p>b) There is evidence that the change management system is effective.</p>

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