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| Theme  Judges will be looking for examples of actions and processes that instil and promote the themes below | Examples of initiatives | Evidence of success | Original and innovative approaches |
| **Confidence** | * Personal development plans across the org * Career development opportunities internally and externally * Ideas sharing and generating across level * Sharing of mistakes for learning | * Improved people satisfaction/ happiness scores * People have confidence to make their own decisions * Engaged peopel * Easy decision-making process * People empowered to take risks * Mistakes are shared and learned from * Innovation across the workforce | Developing links outside your sector for people to develop skills.  Creating community connections to NGOs and using skills to share best practice.  Putting on charitable events where people can raise money by getting out their comfort zone; e.g stand – up event, Strictly event or similar  Having new team members attend board meetings and ask questions and challenge  Sharing big mistakes in a positive way from leadership team, but talking about learning from them  Peer to peer support programmes across all levels  Mentoring across all levels, both up and down  Worker of the week awards for fun things that notice kind acts  Random acts of Kindness day  Leaders knowing names and using creative ways to do this  Lunch breaks away from desks are encouraged  Switching off and talking sessions are encouraged (I know – simple but effective)  Holiday time is seen as strictly holiday time  Working with suppliers means caring about how they are paid  Working with a variety of suppliers from small businesses to individuals  Creative recruitment drives to encourage diversity in recruitment process  Having talking groups for LGBT and celebrating individuals  Leaders standing up and talking about their experiences of mental illness and other important vulnerabilities and diversities that need to be lead from the top |
| **Personal development** | * A culture of informal and formal chats that help people develop * Reward and recognition programmes * Sabbaticals | * Opportunities seized by people * Promotions across organisation * Rewards gained and celebrated * Diverse skillset in people |
| **Support** | * Coaching and mentoring * Counselling or access to CBT or other support services * Easy access to leadership team * Simple feedback processes * Outreach to community programmes and community links to support outside the org | * Internally trained coaches * Links to community programmes that have had successes for both sides * A well thought of leadership and management team |
| **Positive relationships** | * People focused manager and leadership programmes * Positive communication across departments * Leaders take part in everyday activities and are open and accessible * Team build events * Awaydays * 360 mentoring and feedback * Collaboration schemes * Links to the community beyond the workplace * Unconscious bias programmes | * Open and easy dialogue at all levels * people help each other * Team event feedback and improvement activities * A diverse range and mix of people |
| **Coping skills** | * Mental health first awareness programme or similar * Menopause awareness or similar * Wellbeing workshops * Leaders and managers that really care * Unconscious bias programmes | * Positive engagement * Low rate of absenteeism * Good rates of staff retention |