

PSYCHOLOGICALLY HEALTHY WORKPLACE

# BEST PRACTICES

2003



Psychologically Healthy  
Workplace Award

APA's 2003 Honorees



In these tough economic times, some might question the value of efforts to create a psychologically healthy workplace. It might seem to be something more appropriate for times when companies can afford to add soft costs instead of the hard cost cutting most are now experiencing.

But for others who recognize the critical links between employee health, wellbeing, productivity and the financial bottom line, now is precisely the right time for companies to take action to protect their most valuable asset – their employees.

There is no one answer, no one-size-fits-all model for what a psychologically healthy workplace looks like. The organizations honored here all have assessed what is needed for psychological health in their own situations and have come up with solutions unique to them. There are, however, some commonalities. Workplaces that are psychologically healthy are those that have engaged employees so that they feel invested in the health of the organization because they see that the organization has invested in their wellbeing. They are workplaces that have begun to see real payoffs in these investments into psychological health, but they are organizations that would have made the investment even without the payoff. The companies included in this, our first issue of *Best Practices*, have all invested in their employees by finding ways to foster a psychologically healthy workplace.

Importantly, there is not a single “right way” to accomplish this task. As this publication illustrates, there are many solutions and best practices that can be used. Creating a mentoring program for new employees in an effort to reduce turnover, as Hunter Douglas did (*page 9*), is one way. Taking down the walls of a corporate hierarchy to raise all employees’ sense of being valued and respected, as one San Francisco law firm did (*page 3*), is another way. Handling employee lay offs humanely and with sensitivity to preserve morale and productivity throughout the company, as DSM Desotech did (*page 7*), is yet another.

The best practices highlighted in these pages also demonstrate that extraordinary steps are not necessary to create psychologically healthy workplaces. Relatively ordinary, albeit creative, actions undertaken by the companies have had a big impact. Most of the examples required little if any, capital outlay, and in nearly every case, the companies report that the return on investment, such as reduced turnover and increased productivity, far outweigh the costs.

While these best practices varied widely from company to company all had some fundamental principles in common. Improving communications throughout the organization, increasing employee involvement in decision making or providing flexibility to balance work/life issues were frequent consequences of the best practices. In fact, according to a 2002 job satisfaction poll conducted by the Society for Human Resource Management and *USA Today*, these are among the most important issues for employees’ satisfaction with their workplace.

We applaud the companies honored here for their best practices and we hope that these exemplars will inspire other companies to address challenges with innovation. We believe that investing in your employees will not only show your commitment to them but will be returned in their commitment to the company. This commitment and the productivity that often results from a stable, committed workforce is precisely why organizations should invest in a psychologically healthy workplace, despite tough economic times.

Russ Newman, Ph.D., J.D.  
Executive Director  
American Psychological Association Practice Directorate

## PSYCHOLOGICALLY HEALTHY WORKPLACE AWARDS 2003 BEST PRACTICES HONORS

The 15 *Best Practices* highlighted in this publication came to light as part of the American Psychological Association’s new national recognition program – “**The Psychologically Healthy Workplace Award: Best Practices Honors**,” which recognize companies for innovative programs and policies that support psychologically healthy work environments.

Each of the organizations honored was nominated for the national recognition by the psychological association in the state where they reside. Each organization had already been selected as a winner in their respective states’ Psychologically Healthy Workplace Awards. They were nominated for the national honor because of a unique program or policy that stood out from among the rest.

Since 1999, the Psychologically Healthy Workplace Award program has been given to businesses and organizations at the state level for business practices that foster a psychologically healthy work environment for employees. The annual award program implemented to date by 27 states highlights a variety of businesses and organizations from large to small, profit to non-profit. The judging process evaluates applicants on the following four criteria: employee involvement, family support, employee growth and development and health and safety.

For a listing of all of the Best Practices honorees, please turn to the inside back cover, and for a complete listing of all state Psychologically Healthy Workplace Award winners, see the ad on the back cover.

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## Making Childcare **CAREFREE**



*New York* – Some of the employees at **Computer Associates (CA)** say they decided to have more children because they could count on the childcare offered by the company.

The CA childcare centers began when company founder Charles Wang, a single father, asked top executive Lisa Mars to research the best day care for the growing company. Mars recommended the Montessori Method. The company opened eight Child Development Centers, which provide on-site care for infants through kindergartners.

As is typical of the Montessori schools, all furnishings and educational items are scaled down in size for small children – even the heated indoor swimming pool in which all kids are taught to swim. The older children grow vegetables in their outdoor gardens and bake their own bread. The classrooms include spaces where children can learn and play alone if they want some time away from the group.

In addition to masters-level teachers who staff the centers, each site has a consulting psychologist who acts as a resource for teachers, parents, and children. When appropriate, the psychologist may also coordinate special services for a child with the child's school district or other service providers in the community.

Parents may visit their children anytime they wish and are a common sight at the center, as are visiting grandparents. Similarly, the children are a common sight in the cafeteria joining their parents or grandparents for lunch. Nursing mothers can visit and nurse their babies as needed. Teachers will frequently email parents during the day with messages about their children. One mother reported that when she was away on company business, her son's teachers emailed her daily reports and pictures of her 18 month old.

For most working parents, finding adequate, affordable childcare is a tremendous source of stress. The employees of this New York-based company are not only free of this but have the great satisfaction of knowing that their children are receiving the advantages of a safe and nurturing environment.

## Blurring the Lines of the Corporate Hierarchy

*California* – From the most senior attorney to the most junior secretary, everyone gets the same amount of respect at the law firm of **Rogers, Joseph, O'Donnell & Quinn Lawyers**. The secretaries don't just receive job evaluations, they design their own performance reviews and can evaluate the attorneys as well.

This blurring of the lines on the corporate organization chart goes even further. There are no impressive nameplates on the attorneys' doors – in fact, there are no nameplates at all. New hires are expected to introduce themselves to all of the employees, and each employee is expected to have an open door policy to foster frequent and open communication.

The culture at this California law firm encourages every employee to have a say in the world in which they work. Town hall meetings are a regular occurrence and employees are encouraged to communicate in an honest and open fashion. Employees know that, although there's no guarantee their ideas or concerns will always be accepted, they will at least be heard, evaluated promptly, and responded to fully. The company believes that treating its employees well will naturally lead to the employees treating clients well, which is important to business.

Ensuring that employee satisfaction is part of the company operations is paying off. In fact, one employee said, "Because of the way that employees are respected, encouraged and supported to be their individual best, I am now doing my best work ever."

## All for One and One for All

*Virginia* – If any of the 2,100 employees at **SRA International, Inc.** ever have a serious illness that keeps them from work longer than their sick days allow, they can count on their co-workers to cover them, and not just their workload.

Through a company-supported program, all employees may donate part of their unused sick leave each year to the Jerry Yates Fund. The program is named in memory of a former SRA employee who died after a long struggle with a debilitating condition.

This pool is then used for other employees who have major medical illnesses or are in need of crisis benefits. The practice allows employees of this Virginia-based company to feel a sense of involvement and to contribute to the physical and psychological health and wellbeing of their co-workers.

**85%** of human  
resource professionals  
are concerned about  
voluntary resignations.

*Society for Human Resource Management, 2001*

## Empowerment Through Communication

*Connecticut* – Success at this Connecticut company is spelled c-o-m-m-u-n-i-c-a-t-i-o-n. **Reflexite Americas'** employees are awarded stock annually and vote on all key issues, but what makes these owner-employees really special is the level of communication that is encouraged between all employees, at all levels and at every aspect of running the business.

Employee self-evaluations and impromptu meetings on a wide-range of topics between the company president and randomly selected employees are just two of the ways that Reflexite employees are encouraged to communicate with one another and share ways they think the company can become even more successful. But that's just the beginning. At Reflexite, the cafeteria was purposely placed between the administrative offices and factory to facilitate contact between managers and workers. Work teams were created in many departments to foster communication between all employees, and, to ensure all employees' voices can be heard, Reflexite offers classes in English as a Second Language to those in need.

At other workplaces, employees and employers often complain of feeling a lack of commitment to the employee-employer relationship. This is not a sentiment shared at Reflexite. By partnering with its employees and involving them directly in business operations, the company has maximized the communication of the employee to the company and the company to its owner-employees, promoting a successful company.

## Strengthening Morale in a Diverse and Changing Workplace

*Kentucky* – Monopolies are truly a thing of the past at **BellSouth's** Kentucky division. The company has not only transitioned from a longstanding monopoly environment, it has implemented a new policy that has adopted the spirit of a representative democracy.

An Employee Satisfaction Team was established by bringing together a cross-section of employees who each represent a different workgroup from the company with representatives from the union, the Communications Workers of America. This team is unique within BellSouth and is not directed by upper management with a preconceived agenda. Instead the team is facilitated by employee communications managers and operates on a grassroots level.

The team's charge: to find ways to improve employee satisfaction, get employees more actively engaged, and improve internal communications while determining what factors most affect morale for an increasingly

diverse employee workforce and give employees an active voice in workplace decisions.

Examples of team initiatives include establishing an Employee Appreciation Day, forming an employee diversity group, changing company policies on employee discounts, and refocusing employee communications.

The Employee Satisfaction Team has increased employee engagement and satisfaction on the job. A majority of employees surveyed say they would recommend BellSouth as a great place to work and feel they are a valued part of the team. BellSouth's emphasis on its employees also has translated into national recognition for customer satisfaction. BellSouth was rated first in the annual American Customer Satisfaction Index conducted at the University of Michigan's Business School, and number one in the Yankee Group's Technologically Advanced Family survey.

## Using the Team Approach to Team Building

*Arkansas* – Like most companies, the **Arkansas Educational Television Network (AETN)** has a human resources department responsible for conducting searches for new hires, processing resumes, conducting reviews and interviews. But after a comprehensive strategic planning review, the network's new Executive Director Allen Weatherly figured the old approach to hiring could be transformed to encourage his 88 employees to become more involved with departments other than their own at the network.

Now, new hiring teams are created for any new position that becomes available. These three-member teams are made up of the supervisor of the position, one other member of the department and a person from an outside department who has knowledge of the position. Teams are responsible for the search for the new employee, conducting interviews and ultimately recommending a candidate to senior management for approval.

The practice fosters employee involvement, a key component in any psychologically healthy workplace.

There have also been some positive side effects of the new hiring practice, Weatherly reports. New hires have a chance to hear different perspectives of both the position for which they are being considered and of the network itself. This gives them a head start in acclimating to the AETN work environment. Since its inception, the program has also helped AETN employees work together better, created an opportunity for more employee involvement in network operations and resulted in a diverse, creative talent pool in all departments.

So how does AETN's management team know the program is working? Ironically, the proof can be found in how seldom the need arises to assemble new hiring teams. Over the last year, AETN reports it has enjoyed very low employee turnover and nearly non-existent absenteeism.



It is estimated to cost **33%** of an employee's salary to replace them.

- U.S. Department of Labor

## Building a Sense of OHANA

*Hawaii* – **Nordic Construction, Ltd.** has found a way to turn a negative situation into a positive one for employees injured on the job.

When employees suffer workplace injuries and their return to the physically demanding job of construction is limited, Nordic helps them ease back into the workforce by providing them with light-duty work at nonprofit organizations in the community. The recuperating employees continue to receive their normal compensation from the Hawaii-based firm, which ensures that the assignment is consistent with the employee's medical restrictions.



In addition to the obvious benefits to the community, the program has proven successful in a number of other ways.

Receiving full pay while performing meaningful work in a company-sponsored community program aids injured employees in building self-esteem by allowing them to contribute to the community. It also prevents the isolation and financial difficulties that might otherwise lead to depression and identification with the role of a sick person.

The program has also proven to increase employees' attachment to the construction

company, and it has raised their level of awareness of community needs by making them part of the community resources to fulfill those needs.

The program is well suited to Hawaii's small islands, where the values of "Aloha" and "Ohana" are deeply held. Loosely translated, these terms mean goodwill toward the extended family or community. In this small state, the essential interdependence of all parts of society is obvious and palpable. What benefits one, benefits all.

There was a **20.3%**  
**increase** in the number of days  
**anxiety, stress and neurotic**  
**disorders** took **employees away**  
**from work** beyond the day  
they left work in 2000.

- U.S. Bureau of Labor Statistics

## Sunny Work Environment Gets Employees' Tails Wagging

*Vermont* – Work and life balance and corporate responsibility are an important part of the philosophy at **Small Dog Electronics, Inc.** in Waitsfield, Vermont. This small company believes that good employee relations and customer service are just as important as the bottom line when measuring its success. Small Dog sees itself as a responsible corporate citizen and believes providing opportunities for good wages and benefits creates loyal employees and customers. Small Dog likes to refer to its workplace philosophy as "tail wagging."

Small Dog has a friendly, sunny work environment with plenty of opportunity for fun along with the work. Employee-chosen music sets the tone and the work areas are painted in vibrant colors. Hours are flexible as long as the work gets done. Everyone is encouraged to take breaks for games of

basketball and squash and employees can join an in-house "Not-Too-Athletic Club," which includes bocce ball and badminton tournaments. And, not surprisingly, the company allows employees to bring pets to work, and even offers pet insurance.

Small Dog also provides its employees with traditional benefits including 100% paid medical and dental insurance, flextime schedules, a retirement plan, profit sharing bonuses and job training. The company also supports continuing education for its employees and encourages employee involvement in company decision-making.

Small Dog Electronics can certainly boast about a successful workplace. The company reports a turnover rate of less than 1 percent, compared to an industry norm of 11 percent. Now that deserves a tail wag.

## Letting Employees Go Gently

*Illinois* – It's not often that a company is thanked by employees for the way it handles the unpleasant task of downsizing. But that's what happened at **DSM Desotech.**

The Illinois-based firm gave employees up to 120 days notice when it had to let employees go. It also helped with outplacement, recommending laid-off workers for positions in other companies, and providing other supportive services. Tellingly, absenteeism didn't increase, even among those employees who knew they were being downsized, and many employees expressed sincere gratitude for the humane way the company handled the issue.

While DSM had to carry the short-term expense of a larger payroll for a longer time, the long-term business strategy of caring for employees paid off in morale boost and productivity. As a result of the company's actions, both employees who were let go and those who remained retained a high regard for the company. Productivity did not suffer and the atmosphere of trust and respect within the organization was preserved during difficult economic times.

## Goal of this Team: Score Happy Diners

*Pennsylvania* – You can't say teamwork enough at **Melrose Diner, Inc.** in Pennsylvania, where the philosophy is teams, teams and more teams. Realizing the value of teamwork and good communication, the management and staff of Melrose developed a variety of teams to work on specific areas in the diner to improve collaboration and communication among employees and raise productivity.

Sure all employees are part of the big team, but at Melrose Diner smaller teams composed of management and staff from each department are responsible for different aspects of operating the diner. Each team has a stated purpose for existing and a specific assignment area – examples include: customer service and guest satisfaction, employee recognition, Melrose pride, performance management and discipline, the service room, and even a team for menu development.

The goals of the teams are to improve the way business is conducted, improve interaction among employees and the customers, to recognize and deal with good and bad performance and to improve the workplace overall. But perhaps most importantly, the teams foster positive interaction among management and employees and create the feeling that employees are looking out for each other.

A more family-oriented environment, lowered job turnover and an increase in productivity all illustrate the success of Melrose Diner's team approach.

**2/3** of both men and women say that  
**work has a significant impact on their stress level**  
and **25%** of American's admitted they have called in sick  
or taken a **"mental health day"**  
as a result of work stress.

- American Psychological Association, 2000 national public opinion poll

## Everyone Benefits with Instant Mentors

*New Jersey* – **Hunter Douglas, Inc.** is proud to fall far below the national average – in employee turnover that is.

The New Jersey-based company has reduced employee turnover by ensuring that its new hires don't have to go it alone since it established a mentoring program to help them adapt to their new workplace. The program assumes that new employees are more likely to continue with the organization if they are adequately oriented to the ins and outs of their workplace. They are also made to feel as though they are an important part of the organization with the support of one consistent and reliable bridging individual.

The mentor is a fellow employee who is available to regularly meet with the new employee, at least once per week, over the course of their first 90 days of employment. Meetings also are conducted with the employee's supervisor at the discretion of the employee and the mentor.

Hunter Douglas has learned there are many benefits of the program. In addition to bringing along new hires, it provides existing employees an opportunity to make a significant contribution to the organization by demonstrating their own leadership potential. Nearly 200 Hunter Douglas employees have stepped forward to become mentors.

Mentors have reported they feel a sense of value and self worth in assisting others to become more integrated into the culture of the business. New employees report that the mentors are valuable resources both in terms of content and support.

The company also has hard evidence that the program is paying off. Since the mentoring program was implemented, the company has found that its rates of employee turnover have fallen well below the national average. Hunter Douglas reports employee turnover averages 15 percent for new hires on the job for three months or less. The U.S. Department of Labor reported the national average in 2002 for voluntary and involuntary separations in the manufacturing industry was 34.7 percent.



**\$789** the average cost in  
2002 of **unscheduled**  
**absenteeism** per employee,  
up from \$755 in 2001.  
**Stress accounted for 12%**  
of all absenteeism.

- 2002 CCH Inc. UnScheduled Absence Survey



## Employee Opinions THAT COUNT

*South Carolina* – Most business owners would be fearful of the results of an anonymous employee opinion survey. But not **Southeastern Freight Lines**, which not only surveys its employees, but asks them to

review the survey results and help find solutions to problem areas.

Every year for the past decade this South Carolina-based company has conducted an anonymous employee opinion survey that is scored by an outside consultant to ensure employee confidentiality and honesty.

The objective of the survey is to gain input from all employees and provide managers with a measure of how they are doing in terms of valuing everyone within the company. It also gives all associates an opportunity to provide feedback anonymously and, therefore, to actively participate in the improvement of their work environment.

To ensure that concerns raised by the survey are addressed, the company presents the information to employees to provide solutions. In 1988, Southeastern Freight formed Individualized Quality (IQ) groups to improve two-way communication within the company. Every employee is a member of an "IQ" group, which meets on a monthly basis. Each work group consists of people working in a specific department or division. They report to an IQ leader, who is responsible for and accountable to the individuals in that work group.

After findings from the all-employee opinion survey are presented, each group may develop action plans focusing on any areas that have low scores from the survey. The action plans are put together and submitted to the next level in the organization. All concerns conveyed by the work group continue to go upward until they are effectively handled.

In addition to fostering effective two-way communication throughout the company, the IQ program responds to the needs of individuals to be meaningfully appraised and recognized in the work environment, coupled with a similar need for supervisors to receive honest feedback. The IQ group also provides an opportunity for formal learning/training during monthly meetings. Senior management has its own IQ group that focuses on improving the quality of its leadership through feedback and support.

High job stress

was reported by **45%** of

full- or part-time workers

in 2002, up from 37 percent

in 2001 and 26 percent in 1999.

- Yankelovich Monitor annual study of consumer attitudes and lifestyles

## The Freedom to Fly, Learn and Grow

*Texas* – While **Southwest Airlines** gives its customers the "Freedom to Fly," the company helps its employees learn to spread their own wings and fly through higher education.

The pay structure at Southwest is not particularly generous, and the workload is heavy. Yet, ranked by *Fortune* magazine as "100 Best Companies to Work For," Southwest employees say they value their opportunity to contribute to the Southwest environment. And one program helping them do so is Southwest's "University for People," an entire department dedicated to providing employees with the knowledge and skills to demonstrate leadership.

Southwest believes every Southwest employee is a leader. With 35,000 employees nationwide, the company promotes this philosophy through learning and development opportunities to help employees make a difference. "University" courses are designed to teach people how to lead with integrity, run a profitable airline and care for valued customers. The goal is to encourage employees to explore and realize their potential.

Employees at this Texas-based company express a strong sense of belonging, and they see themselves as responsible for helping to create the unique climate and culture that is Southwest. Today, companies worldwide benchmark against Southwest Airlines' approach. But, while other organizations might be able to copy the formula in certain ways, the challenge is to replicate the spirit and mindset of these 35,000 people, who are a soaring success.

## Highlighting Individuals Can Make the Whole Team Shine

*Washington* – **Washington State University Vancouver (WSU)** struggled with how to maintain a sense of community among employees when the reality was the ever-expanding campus is now larger than some towns. The campus has rapidly expanded from one building 14 years ago to the current 340-acre campus.

Fortunately, the key to maintaining a satisfied work force has been the inclusive policy the University has set, encouraging employees from all departments and at all levels to share ways the university could be made better. This policy helped lead to the creation of an employee recognition program that helps its staff maintain an existing deep sense of belonging and commitment

as WSU continues to prosper and grow. The program was established when a contribution to the Staff Fundraising Campaign was earmarked to creating a program that would recognize outstanding employees. Now employees throughout WSU have enthusiastically supported the program by nominating a diverse group for recognition, which include an audio-visual expert who always finds a way to get the job done, a cashier who "took on" the administration to get a rule changed, and a receptionist whose customer service skills are admirable every day. Honorees are congratulated in the university's electronic newsletter and recognized by the chancellor during the annual fall convocation.

## Free On-site Health Clinic Raises Morale

Utah – **ARUP Laboratories'** free on-site clinic has done more than keep its employees healthy – it has kept the company healthy, too, by raising employee morale and retention. The clinic is part of this Utah-based company's extraordinary benefit plan available to all employees who work more than 20 hours per week, their eligible dependents and domestic partners.

The clinic treats approximately 600 people per month for everything from routine physical exams to urgent care such as flu, abdominal pain, etc. ARUP also has a separate on-site pharmacy available.

ARUP Laboratories, which has grown to nearly 1,500 employees since its inception in 1984, operates 24 hours, seven days a week to provide clinical reference laboratory services for patients and physicians from Salt Lake City to the East Coast.

One positive side effect of the on-site clinic is the positive local and national media exposure the company has received, which, in turn, has created a substantial increase in the number of job applications. In 2002, ARUP received more than 11,000 applications for employment for approximately 350 positions. The company was named one of *Fortune* magazine's "100 Best Companies to Work For" in January 2003. In July, *Health* magazine named them one of the "Top 10 Healthiest Companies for Women."

The most recent employee satisfaction survey revealed that 58 percent of respondents felt that the benefits package had a "high influence" on their decision to join ARUP and 84 percent indicated that the benefits package had a "high influence" on their decision to remain employed at ARUP. It also showed that more than 80 percent of employees were satisfied with the "overall" clinic and that they enjoyed the convenience and ease of using it.

Both the company and the employees benefit because medical help is sought sooner, so that unattended problems don't become more serious. It takes less time for employees to visit the clinic than leave for an office visit, so there is improved productivity. ARUP's cost to run the clinic is

approximately \$400,000 and company officials estimate that it saves roughly \$500,000 per year in comparison to insured health services off site.



## PSYCHOLOGICALLY HEALTHY WORKPLACE AWARDS 2003 BEST PRACTICES HONOREES

- ARKANSAS** Arkansas Educational Television Network [www.aetn.org](http://www.aetn.org)  
Arkansas Psychological Association 2002 PHWA Small, Non-Profit Business Winner
- CALIFORNIA** Rogers, Joseph, O'Donnell & Quinn Lawyers [www.rjop.com](http://www.rjop.com)  
California Psychological Association 2001 Mid-size, For-Profit Business Winner
- CONNECTICUT** Reflexite Americas [www.reflexite.com](http://www.reflexite.com)  
Connecticut Psychological Association 2002 PHWA Small, For-Profit Business Winner
- HAWAII** Nordic Construction, Ltd. [www.nordicgc.com](http://www.nordicgc.com)  
Hawaii Psychological Association 2002 PHWA Small, For-Profit Business Winner
- ILLINOIS** DSM Desotech [www.dsm.com/en\\_US/html/dsmd/desotech\\_home.htm](http://www.dsm.com/en_US/html/dsmd/desotech_home.htm)  
Illinois Psychological Association 2002 PHWA Winner
- KENTUCKY** BellSouth [www.bellsouth.com](http://www.bellsouth.com)  
Kentucky Psychological Association 2001 & 2002 PHWA Large, For-Profit Business Winner
- NEW JERSEY** Hunter Douglas, Inc. [www.hunterdouglas.com](http://www.hunterdouglas.com)  
New Jersey Psychological Association 1999 PHWA Mid-size Business Winner
- NEW YORK** Computer Associates [www.ca.com](http://www.ca.com)  
New York State Psychological Association 2002 PHWA Large, For-Profit Business Winner
- PENNSYLVANIA** Melrose Diner, Inc. [www.melrose-diner.com](http://www.melrose-diner.com)  
Pennsylvania Psychological Association 2001 PHWA Small, For-Profit Business Winner
- SOUTH CAROLINA** Southeastern Freight Lines [www.sefl.com](http://www.sefl.com)  
South Carolina Psychological Association 2003 PHWA Large, For-Profit Business Winner
- TEXAS** Southwest Airlines [www.iflyswa.com](http://www.iflyswa.com)  
Texas Psychological Association 2002 PHWA Large Business Winner
- UTAH** ARUP Laboratories [www.aruplab.com](http://www.aruplab.com)  
Utah Psychological Association 2002 PHWA Large Business Winner
- VERMONT** Small Dog Electronics, Inc. [www.smalldog.com](http://www.smalldog.com)  
Vermont Psychological Association 2001 PHWA Small Business Winner
- VIRGINIA** SRA International, Inc. [www.sra.com](http://www.sra.com)  
Virginia Psychological Association 2002 PHWA Large, For-Profit Business Winner
- WASHINGTON** Washington State University Vancouver [www.vancouver.wsu.edu](http://www.vancouver.wsu.edu)  
Washington State Psychological Association 2002 PHWA Government Employer Winner

**14.7%** increase  
in corporate healthcare

costs in 2002

- 2002 U.S. Mercer Survey of  
Employer-Sponsored Health Plan



AMERICAN  
PSYCHOLOGICAL  
ASSOCIATION

### About The American Psychological Association (APA)

The APA, located in Washington, D.C., is the largest scientific and professional organization representing psychology in the United States. Its membership includes more than 150,000 researchers, educators, clinicians, consultants, and students. APA works to advance psychology as a science and profession and as a means of promoting health, education, and human welfare.



AccuWeather, Inc. • Alliant Energy • American Eagle Federal Credit Union • Anderson & Associates, Inc. • Ann Raymer Chiropractic Clinic • Arkansas Educational Television Network • ARUP Laboratories • Axiom • Bayer Corporation • BellSouth Kentucky • Bisy Group, Inc. • Black Diamond Equipment, Ltd. • Broadlawn Medical Center • Brookhaven National Laboratory • Casey Family Programs • Castle Medical Center • Catholic Social Services of Alaska • Cendent, Hotel Division • Children's Hospital of Philadelphia • City of New Hope • City of Redwood City • Commanche County Memorial Hospital • Communications Data Services • Computer Associates • Connecticut Audubon Center of Glastonbury • Connections, CSP, Inc. • Contact Crisis Helpline • Cornell Cooperative Extension of Onondaga County • Cox Communications • CRI Advantage • CRN International • Custom Direct • Delta Dental Plan of Virginia • Discover Financial Services • Dishman Dodge • DSM Desotech • Earth Studio • Eastern State Hospital • Eden Salon • EDiS • Fiberglass Systems • FleetBoston Financial • Four Corners Environmental, Inc. • Frederick Mennonite Community • Gaylord/Wallingford • Goodyear Tire & Rubber Company • Graduate Management Admission Council • Guild Incorporated of West St. Paul • Holiday Inn River Center • Lifeworks Services Inc. • Minnesota Power • Pella Windows • Twin City Co-op Credit Union • Hallam Associates • Hanford Environmental Health Foundation • Hansen-Rice, Inc. • Hawaii Business Equipment • Hawaii Health Systems Corp. • Hawaiian Electric Company, Ltd. • Hayes, Seay, Mattern & Mattern, Inc. • Hemmings Motor News • Herbein+Company, Inc. • Hilton Valley Forge of Valley Forge • Hilton Waikoloa Village • Homosote • Honolulu Police Department • Horizon Blue Cross and Blue Shield of NJ • Hunter Douglas, Inc. • Hospice of Bluegrass • Idaho Housing and Finance Association • Inner Traditions • Iowa Hospital

## DOES YOUR COMPANY HAVE WHAT IT TAKES TO BE ON THIS LIST?

The companies listed on this page have all won Psychologically Healthy Workplace Awards in their state. From AccuWeather, Inc. to Workforce-e, companies large and small are being recognized for the value they place on their employees' psychological health and well-being. Perhaps it's time your organization's workplace policies were put to the test?

Enter the Psychologically Healthy Workplace Awards presented by your state psychological association and earn recognition for your innovative human resource practices and even receive some feedback from experts about what you can do to safeguard your most valuable asset – your employees. Perhaps you will even see your company among the Psychologically Healthy Workplace Award winners on this list. Your company may even be nominated to be recognized for the APA's Best Practices Honors and be highlighted in this publication next year.



*Psychologically Healthy  
Workplace Award*

*For more information about how to apply for a  
Psychologically Healthy Workplace Award in your state,  
log onto [www.apa.org/practice/corporate\\_bopn.html](http://www.apa.org/practice/corporate_bopn.html).*

Association • Irvine Ranch Water District • Johnson & Johnson • Kitchen Distributors, Inc. • Lancaster Laboratories of Lancaster • Lang Mekra North America • Life Foundation • McLeod Regional Medical Center of the PeeDee, Inc. • McNeil Consumer & Specialty Pharmaceuticals • Meadowbrook School of Meadowbrook • Medrad Inc. • Melaleuca, Inc. • Melrose Diner, Inc. • Mercy Medical Center – North Iowa • Merit Medical Systems • MITRE Corporation • Morton Powder Coatings • Naval Research Laboratory • Nicholas and Company • Nordic Construction, Ltd. • North Hills Endoscopic Center • Oklahoma Small Business Development Center, University of Central • OMIX • 115th Military Intelligence Group • Organon, Inc. • Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility • Progressive Insurance • Protection and Advocacy for People with Disabilities, Inc. • Public Service Electric and Gas • Puget Sound Kidney Centers • Reflexite Americas • Resort Semiahmoo • Rogers, Joseph, O'Donnell & Quinn Lawyers • Schafer Systems • Schor Depalma Engineering Firm • University of Medicine and Dentistry of New Jersey @ Hamilton • Sheraton Hotel Burlington • Small Dog Electronics, Inc. • South Carolina Department of Labor, Licensing and Regulation • Southeastern Freight Lines • Southern Arizona AIDS Foundation • Southwest Airlines • SRA International, Inc. • St. Alphonsus Regional Medical Center • St. Luke's Regional Medical Center • Steelscape • Sysco Food Services of New Mexico • The Bushnell • The Catalyst Magazine • The Herald • The Los Angeles County Department of Mental Health • The Restek Corporation • Transit Authority of River City • United States Coast Guard Group • United Way of Connecticut, Inc. • University of Iowa Worklife Program • Washington Regional Medical Systems • Washington State University Vancouver • Weber Shandwick Louisville • Wedge Community Co-op of Minneapolis • Workforce-e