

# ICHW

Interdisciplinary Center  
for Healthy Workplaces

October 2019

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# NEWSLETTER

Built to Thrive:  
How to Build  
the Best  
Workplaces  
for Health,  
Well-Being, &  
Productivity

The Science to  
Practice Series:  
Issue 1



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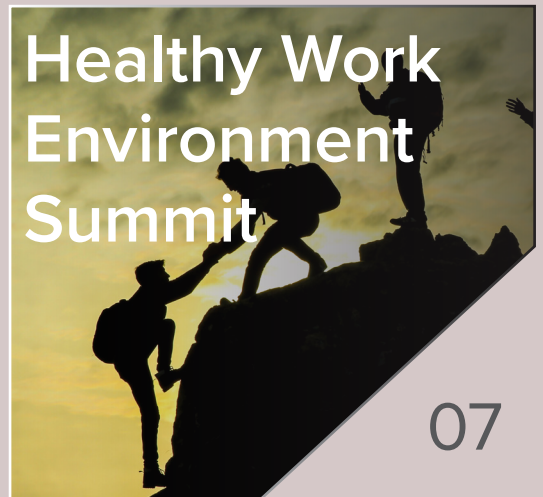
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yours today!

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# Our Vision For the Future

by Cristina Banks

Over the last five years, we focused our efforts on building the organization, developing networks of experts, honing our model of healthy workplaces, and investigating a number of health- and well-being-related topics that we believed might lead to new insights. We now have the capacity to make significant strides on several fronts.

**1. We will capitalize on our expert network** to build out a number of research projects that attempt to open up new ideas for promoting worker health and well-being. We will be focusing on areas that we believe have either not been explored sufficiently yet, or have been explored but not from the angle of an interdisciplinary approach:

- » Cross-generational workplace design
- » The role of technology in re-defining the workplace and its impact on health
- » Promoting creativity and innovation
- » Organizational culture and systemic changes to address job stress and positive emotions

» The “built” environment (human-made surroundings)

## **2. We will build upon the interdisciplinary knowledge**

we have acquired to-date to create tools and guides to accelerate dissemination of this knowledge for use by employers, practitioners, and by the general public. We will develop and provide various assessment tools such as:

- » Workplace Health Assessment (a “health check” for organizations)
- » Guide for investing in wellness interventions (which interventions are a good “fit”)
- » Culture change readiness test
- » Guide to achieving highest value on investment (highest organizational value per dollar invested)

## **3. We will invest in opportunities to bring people together**

from different backgrounds, disciplines, perspectives, roles, and occupations to continue and further enhance the learning and insight that can occur in such

situations.

Sharing information across silos has proven to be a significant catalyst for breakthrough thinking and for the creation of new partnerships essential for joint and integrated action, which build momentum toward higher quality work life.

## **4. We will continue to reach out to our stakeholders**

Stakeholders include (researchers, practitioners, employees, business leaders, policy-makers, corporate, and service providers) to encourage their collaboration and formation of engagements, which we believe will benefit all.

We announced this vision for our future in the May 2019 Annual Report, which can be found on our website. With your continued support, and with support from our sponsors, we will bring this vision to fruition!





Just Published

# Built to Thrive: How to Build the Best Workplaces for Health, Well-Being, & Productivity.

Now accepting orders!

Visit our [website](https://healthyworkplaces.berkeley.edu/resources/publications/built-thrive-how-build-best-workplaces-health-well-being-productivity) to learn more about the book and place an order. Purchasing the book gets you more than just the soft-cover publication; You will receive:

- Digital access to the first 3 chapters
- Latest research applications
- A decision-making framework
- Invitation to join an interactive dialogue
- Updates on new content

<https://healthyworkplaces.berkeley.edu/resources/publications/built-thrive-how-build-best-workplaces-health-well-being-productivity>

Built to Thrive:  
How to Build  
the Best  
Workplaces  
for Health,  
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The Science to  
Practice Series:  
Issue 1



Our newest book that incorporates multi-disciplinary knowledge from reasearch to practice.

ICHW has curated an informative and practical resource for anyone seeking to improve the workplace environment. This book is the result of our inaugural Science to Practice conference in May 2017. In this book, each author provides a perspective on the design of workplaces built for health and well-being, with the differing perspectives together creating the knowledge base for successful design.

Chapter authors (with affiliations at the time of publication) include Cristina Banks (ICHW, UC Berkeley), Caitlin DeClercq (ICHW, UC Berkeley), Isabelle Thibau (ICHW, UC Berkeley), Gretchen Gscheidle (Herman Miller), Sally Augustin (Design with Science), Galen Cranz (CED, UC Berkeley),

John Swartzberg (SPH, UC Berkeley), Kevin Kelly (GSA, US Government), Gervais Tompink (Gensler), Anthony Ravitz (Google).

The decision-making chapter builds on and integrates the diverse voices of these authors into a dynamic and flexible framework for how to achieve healthier workplaces. We take you through the steps of evaluating workspaces, including:

1. Evaluating what users do and need
2. Understanding user needs
3. Designing for need satisfaction.

What we have built with this book is an evidence base upon which your ideas, designs, and practices can rest.

## Our Current Center Projects

### The Healthy Workplace and Gen Z: User Perceptions, Experiences, and Design Solutions

In this study, we aim to translate the seven “drivers” of need satisfaction (drivers are perceived conditions in workplaces that facilitate positive need satisfaction outcomes: privacy, flexibility, predictability, equity, comfort, connection, and safety) into correlates with the built environment (see figure below for a visual); such an understanding would help to inform design recommendations for healthy and productive offices for knowledge workers.

We conducted focus groups with workers from businesses in the Bay Area and are analyzing the results to extract themes, add to our understanding of the drivers, and ultimately build on to our existing model of healthy workplaces.

### Exploratory Study of the Impact of Images and Sound on Knowledge Worker Need Satisfaction and Productivity

Knowledge workers can perform their best work under conditions that support their basic human needs. The goal of this study is to identify the ideal parameters for biophilic images and sound in order to maximize positive emotions and focus/concentration in knowledge workers.

We implemented an intervention in the newest building on campus, Berkeley Way West, on a sample of staff knowledge workers in an open office environment. We are currently analyzing the data collected from our intervention.

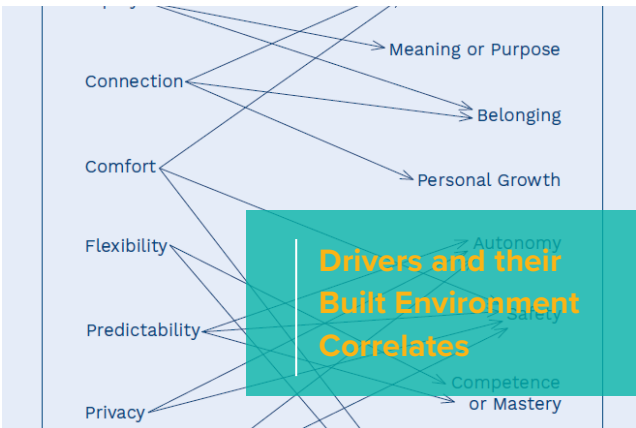
### Workplace Health Assessment: Cross-cultural Comparisons between Norway and

### the United States

This cross-cultural project has been awarded a Peder Sather Grant to develop an improved survey tool (a Workplace Health Assessment, or WHA) as well as an integrated and comprehensive model of healthy universities. WHA assesses the presence (and absence) of workplace elements, for example, management style and skill utilization, that are known to promote basic need satisfaction. The greater the number of such elements, the greater the potential for employee well-being and productivity.

### The Impact of Sit-Stand Desks and a Systems Approach to Increasing Physical Activity Among Primary School Children

This study investigates the impact of a dynamic classroom intervention to reduce childhood obesity through a systems-thinking approach. The project involves interventions in environmental design, activity training, and school policy designed to reduce sedentary behavior and increase physical activity among primary school children.



We focus our activities around four roles:  
Aggregator, Catalyst, Convener, Advisor. See how we fulfill  
these roles on our [Research & Projects](#) page.





Gourab Kar, Postdoctoral Researcher



Jesús Alfaro, Center Administrator

## Welcoming new members

Gourab Kar joined us from Cornell University as a Post-doctoral Researcher. His focus is in Human Factors/ Ergonomics and he is currently conducting research with Carisa Harris Adamson at the Center for Occupational and Environmental Health (COEH), specifically on a project evaluating the impact of sit-stand desks and a systems

approach to Increasing physical activity among primary school children.

Jesús Alfaro joined us this fall as our new Center Administrator. He joined from Health Career Connection, an internship placement organization, and will assist both ICHW and COEH with administrative support.

### We've been busy

## Communicating our Work

Mar

[Exploring the Workplace of the Future](#) blog by Melissa Jancourt on the ICHW Gen Z study.

Apr

[How to approach workplace wellness: specific advice with general applications](#) blog by Isabelle Thibau.

July

[Positive Psychology webinar](#) broadcast via Work Wellness and Disability Prevention Institute by Carolyn Winslow.

July

[#MeToo in Higher Education: Uncovering Environmental Factors that prevent Sexual Harassment](#) blog by Navya Pothamsetty.

Aug

["Development of a Measure of Informal Workplace Social Interactions"](#) published in *Frontiers in Psychology* by Carolyn Winslow.

Apr

[Health, Safety, Well-Being and Economic Security Implications of Gig Work: An Interdisciplinary Perspective](#) published in the International Labour Organization's Centenary Collection by Cristina Banks.

Jun

[Cultivating "Flow" in the Digital Era](#) blog by Navya Pothamsetty.

July

[Are You Buried in Big Data? Move Toward the Light – Toward Transparency and Accountability](#) blog by Kim Jinnett

Aug

Article published in Property Week Magazine on [Workplace Experience](#) by Cristina Banks.



# Healthy Work Environment Summit

An Event Focused On The Work Environment



Implementing a Health in All Policies approach is as simple as asking: How might this decision affect different groups?

The Healthy Work Environment Summit, held June 27, 2019, focused on the Built Environment and Health in All Policies. This event, co-sponsored by the Healthy Campus Initiative working group consisting of the Interdisciplinary Center for Healthy Workplaces, University Health Services, and Human Resources, is part of a UC-wide effort to promote health across all UC campuses.

The goals of this summit were to bring decision-makers across functions to collectively identify steps we could take to embed health and wellbeing into daily decision making at UC Berkeley and to elevate healthy work environments to the level of a strategic goal for campus.

Speakers included internationally recognized keynote speaker [Tony Buettner](#) on Blue Zones; [Julia Caplan](#), Program Director for California's Health in All Policies Task Force; [Linda Rudolph](#), Founding Chair of California's Health

in All Policies Task Force; [Lindsay Graham](#) and [Gail Brager](#) from UC Berkeley's Center for the Built Environment; and [Courtney Chandler](#), Chief Strategy and Operating Officer, Haas School of Business.

In this "roll-up-sleeves" conference, attendees formed groups and shared ideas for redesigning work environments and identified Health in All Policies and built environment efforts that would have the greatest impact at campus and all department levels.

As next steps, the Healthy Campus Initiative working group reviewed feedback, summarized suggestions for key areas on which to move forward, and is continuing to reach key stakeholders to move the needle forward on creating healthy work environments.





# Spotlight on ICHW Research: Sexual Harassment

by Carolyn Winslow

## #HIGHEREDTOO - ICHW’s Research to inform prevention of sexual harassment in academia

Sexual harassment continues to be a pervasive problem in organizations and has deleterious consequences for both individuals and the organizations of which they are a part (Chan, Chow, Lam, & Cheung 2008; Willness, Steel, & Lee, 2007). Colleges and universities are by no means immune from such incidents, and although well-intentioned, the effectiveness of traditional preventative efforts such as sexual harassment training has been questioned (Feldblum & Lipnic, 2016).

**The prevailing conclusion from existing research is that more empirical evidence is needed to help inform how organizations can implement prevention approaches that create lasting behavioral and attitudinal changes.**

To address this gap, ICHW researchers conducted a study to uncover contextual factors associated with the occurrence of sexual harassment in higher education, specifically. Our method involved collecting detailed, narrative descriptions of sexual harassment directly experienced or witnessed by UC Berkeley faculty, staff, and students. Our hope was that these circumstantial accounts could be used to identify situational risk-factors, and in turn, inform collective, systemic approaches to preventing harassment.

A qualitative analysis of the data we collected revealed several themes speaking to how and why harassment occurs on campus. Among these themes, we found it notable that: 1) Bystanders were often present while harassment occurred, but did not intervene and 2) Formal reports of sexual harassment often are inappropriately addressed, which in turn leaves targets of sexual harassment reluctant to report future incidents and at risk for continued harassment.

**These and other key findings are now being used to inform the creation of a toolkit currently being produced by our campus partner and project funder, the PATH (Prevention, Advocacy, Training, Healing) to Care Center.**

This toolkit will help decision-makers in academic units create a plan for preventing sexual harassment within their communities by outlining the steps individuals and organizations can take to prevent sexual harassment from occurring in the first place. We at ICHW are proud that our research could help contribute to this important, applied initiative to make academic communities safer and more inclusive places to work and study!

## Events & Conferences we attended and presented at

Apr	Society for Industrial Organizational Psychology.	Apr	American Occupational Health Conference in Anaheim, CA.
May	Wellbeing at Work in a Changing World: Challenges and Opportunities conference in Paris, France.	July	2019 Total Worker Health Affiliates Colloquium in Washington, DC.
July	Healthy Campus Network Summit jointly sponsored by ICHW and University Health Services in Berkeley, CA.	Sep	CoreNet Global Summit in Amsterdam, NL.
Oct	CoreNet Global conference in Anaheim, CA.	Nov	Work, Stress, and Health conference in Philadelphia, PA.

See more outreach, updates, and conferences on our [Publications](#), [Conference Presentations](#), and [Announcements](#) pages.

### References

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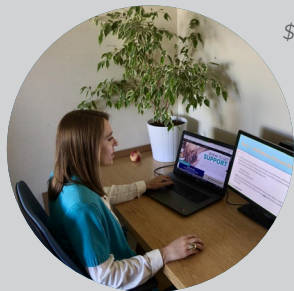
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Willness, C. R., Steel, P., & Lee, K. (2007). A meta-analysis of the antecedents and consequences of workplace sexual harassment. *Personnel Psychology*, 60(1), 127-162.

## Support our Center

### Support a Graduate Student

\$15,000



Support one graduate student from any discipline for one semester to conduct ground-breaking research with one of our core researchers, all experts in their fields.

### Support an Undergraduate Student

\$6,000



Support a part-time undergraduate student assistant for one year to gain valuable research experience -- often their first exposure to research and/or translating research to practice.

### Support Tool Development

\$2,500



Support the development of tools to assist the public's understanding of how to promote health and well-being in their workplaces.

### Support our Science to Practice Conference

\$1,000



Support a speaker in our Science to Practice Conference Series aimed at presenting a dynamic view of workplace issues by experts and practice presenting integrated solutions.

## Contact Us

[ichw@berkeley.edu](mailto:ichw@berkeley.edu)

510-643-6286

2199 Addison st. University Hall, Berkeley,  
CA 94720

[www.healthyworkplaces.berkeley.edu](http://www.healthyworkplaces.berkeley.edu)