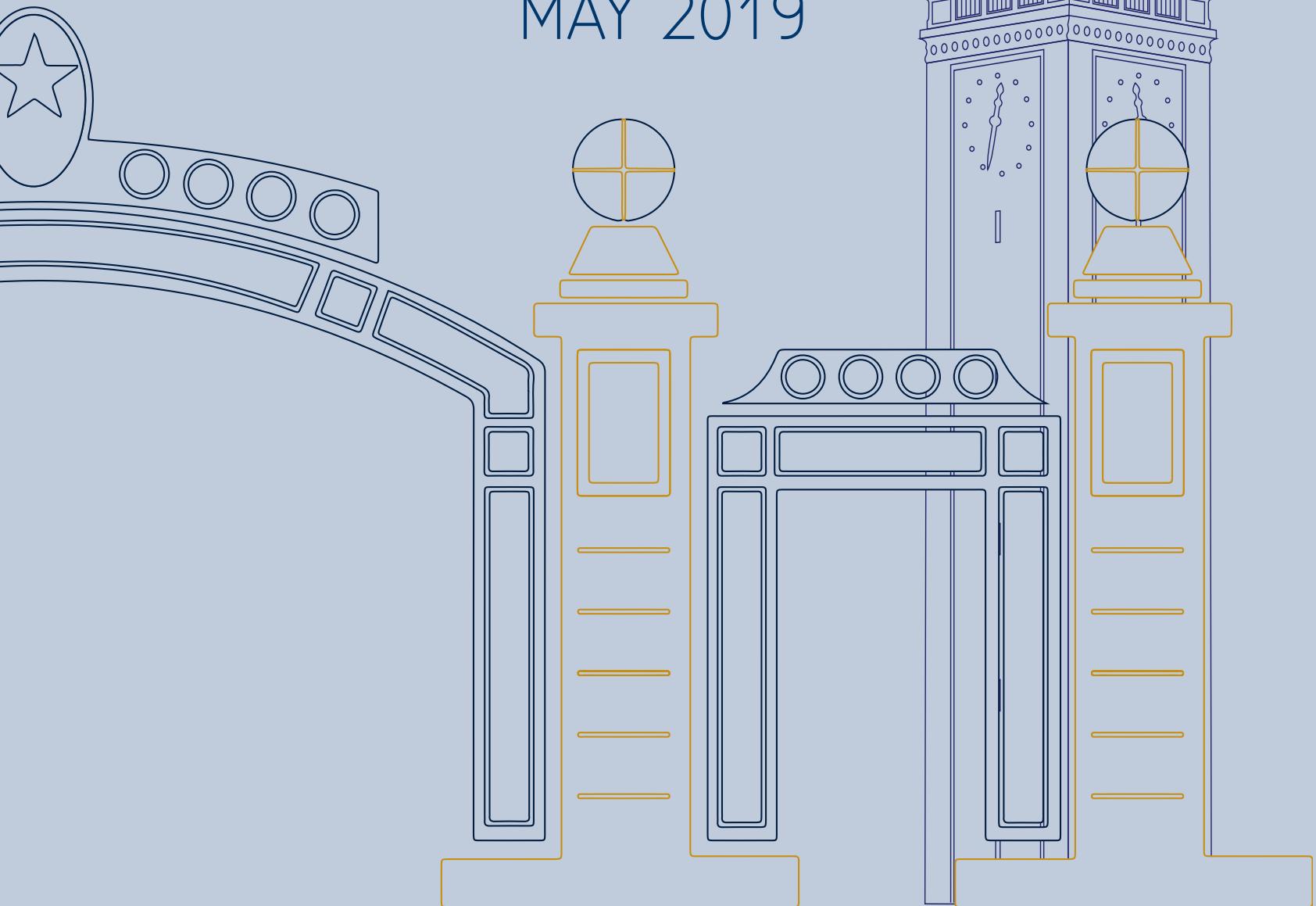


# INTERDISCIPLINARY CENTER FOR HEALTHY WORKPLACES

ANNUAL REPORT  
MAY 2019





**TOTAL WORKER HEALTH®**

ADVANCING WORKER SAFETY, HEALTH, AND WELL-BEING

**NIOSH**

# WHO WE ARE

The Interdisciplinary Center for Healthy Workplaces (ICHW) is a research center within the UC Berkeley School of Public Health.

# WHAT WE DO

Our mission is to improve worker health and well-being by providing an interdisciplinary approach to understanding workplace health and well-being issues.

# HOW DO WE ACCOMPLISH THIS?

We do this by focusing our activities around four roles:

1. **Aggregator**
2. **Catalyst**
3. **Convener**
4. **Advisor**

# WHY WE VALUE AN INTERDISCIPLINARY APPROACH

We believe that it takes multiple perspectives to develop robust solutions to real-world problems.

Specifically, partnering with people from multiple disciplines can yield a better understanding of what the problems are and how to design effective, feasible, and sustainable solutions.

What is a weakness in one discipline may be a strength in another. An interdisciplinary approach fills those gaps.

We therefore seek to draw knowledge from the following disciplines:

Architecture  
Economics  
Engineering  
Ergonomics  
Law  
Medicine  
Management  
Organizational Behavior  
Psychology  
Public Health  
Public Policy  
Sociology  
Technology

# WHO WE WORK WITH

We work with a variety of stakeholders to exchange knowledge and change traditional perspectives on worker health and well-being.

Why we work with **researchers**. We learn from and collaborate with researchers to further the science of health and well-being, which in turn can serve to inform best practices.

Why we work with **practitioners**. Practitioners can learn about and apply evidence-based practices relating to health and well-being and share ideas about how to translate science into practice. In addition, practitioners can help to guide research agendas by identifying applied problems.

Why we work with **corporate representatives** and **service providers**. Corporate representatives and service providers have clients in addition to their own employees and they often struggle with balancing their bottom line and ensuring their business practices provide the best for their clients and employees. We learn from their issues and the major challenges they face and in turn, inform them of best practices.



Why we work with **employees**. We work with workers and their representatives to get their impressions of what does and does not foster well-being in work and to involve them in the design of interventions to improve well-being in the workplace.

Why we work with **business leaders**. Business leaders have the power and influence to make changes within and across organizations. They create the culture and make the high-level decisions that affect health and well-being of their employees, from organizational policies and practice to deciding the budget. We learn from business leaders about the current landscape as well as inform, train, and advise how to create workplaces that promote health, well-being, and performance.

Why we work with **policy-makers**. We work to bring the latest science and practice to policy-makers so they are equipped to make lasting and effective change.

**Our hope is that together, we will change the status quo to ensure healthy working conditions for positive health and work outcomes alike.**



# AGGREGATOR

We identify and synthesize existing research to better understand how to prevent ill health and promote health, well-being, and positive work outcomes.

## Environmental Factors Literature Review

**Purpose:** Understand how the physical environment influences ten major outcomes: health and well-being, comfort, absenteeism, stress, burnout, performance, attention, creativity, satisfaction, and organizational commitment.

**Design:** Collate existing research from built environment literature to create an inventory of environmental factors to build in important employee behaviors and organizational outcomes through design.

**Outcome:** Manuscript in preparation

## Identification of Criterion Measures for use in Human Factors/Ergonomics Research – Review and Report

**Purpose:** Expand the range of criterion measures used to examine the effectiveness of human factors and ergonomics (HF/E) interventions to include those that could demonstrate the business value of HF/E to management.

**Design:** Conducted literature review on performance, productivity, and other relevant criterion measures. Identified and summarized the pros and cons of existing, validated measure for use in HF/E research and practice.

**Outcome:** Report; Presentations to funder; Invitation to write two articles in Work

## ADDITIONAL EXAMPLES | AGGREGATOR

Book Chapter published in Routledge's Companion to Wellbeing at Work (2017): "Psychological connections with work"

Book Chapter for DLR Group: "What it takes to be creative and innovative (an organizational perspective)"

# CATALYST

We build on existing research by collecting new data to explore novel topics related to workplace health and well-being. In doing so, we often collaborate with researchers in multiple disciplines and incorporate various methodologies.

## Creation of a Workplace Health Assessment\*

**Purpose:** Develop and validate a comprehensive cross-cultural survey to assess a needs-based model of organizational health.

**Design:** Administer and analyze the results of a cross-sectional survey assessing the experiences of a wide swath of working adults residing in both the U.S. and in Europe.

**Outcome:** Data collection in progress; will hopefully result in a validated assessment tool, the "Workplace Health Assessment"

## Designing Organizations for Gen Z

**Purpose:** Design workspaces for Gen Z based on seven core physical and psychological drivers of well-being: connection, comfort, flexibility, equity, privacy, predictability, and safety.

**Design:** Led focus groups to define the meaning of each driver, and illustrate ways that each can be integrated into the design of the workplace.

**Outcomes:** ICHW White Paper; Article in CoreNet's The Leader: "Study Explores Generation Z and the Workplace of the Future"

## ADDITIONAL EXAMPLES | CATALYZING

Empirical Field Study Evaluation of the Impact of Images and Sound on Knowledge Worker Need Satisfaction and Performance\*

Survey of the Association of Student Work and Study Environments and Educational and Performance Outcomes\*

# MULTIPLE ROLES

We often fulfill multiple roles in our projects in one way or another, but some projects clearly emphasize two or more roles.

## Investigating Participation in Wellness Programs in Small & Medium Organizations (Aggregating, Catalyzing, and Advising)

**Purpose:** Identify individual, group, and organizational level factors unique to small and medium organizations that affect employee engagement in healthy behavior change.

**Design:** Conducted literature review examining rates of participation in employer wellness programs. Focus groups with organizations nationwide to investigate successes and challenges with their wellness initiatives.

**Outcome:** Publicly-Available Technical Report; Employer Guide; Online Assessment Tool.

# CONVENER

We bring together experts for knowledge-sharing and collaboration. We host meetings, “mixers”—a facilitated discussion with a diverse audience to share ideas across stakeholder groups and disciplines, “sandboxes”—discussions with a specific stakeholder group to address problems in their areas, workshops, educational webinars, and conferences.

## Science-to-Practice Conference

**Purpose:** Bring together various key stakeholders to create an interdisciplinary perspective resulting in holistic solutions.

**Design:** This conference series gathers experts from several disciplines to speak around one workplace health-related problem or topic.

**Outcome:** Field guide (in press) based on speakers' presentations: “Built to Thrive: How to Build the Best Workplaces for Health, Well-Being, & Productivity”

## Berkeley Healthy Campus Network\*

**Purpose:** As part of a campus leadership team, organize health and wellness programs across campus to form a unified network of programs and services for faculty and staff.

**Design:** Working with Tang Center and other University stakeholders to create a campus infrastructure to better support programs and services.

**Outcome:** Cross-functional campus meeting (planned for Summer 2019)

## ADDITIONAL EXAMPLES | CONVENING

### Webinars

Registry of Industrial-Organizational Psychologists working in the area of health and well-being.

Teaching health, well-being, and productivity through Haas School of Business courses

# ADVISOR

Based on our experience and from knowledge gleaned from various disciplines, we give advice and consult on different aspects of workplace health and well-being, including to different entities on Berkeley campus.

## Campus Building Consultation\*

Assistance to campus officials regarding occupant satisfaction with building features and facilitating productivity.

## Advising to the UCB Counseling Center\*

Walk-through with CAPS Executive Director to assess their new counseling center space and provide evidence-based guidance on design and environmental improvements.

## ADDITIONAL EXAMPLES | ADVISING

Advisory Board member for Health Links

Advisor to centers on campus inquiring about workplace health and well-being

## Environmental Factors Associated with Sexual Harassment\* (Catalyzing and Advising)

**Purpose:** Systematically identify environmental factors contributing to the occurrence of sexual harassment in academic institutions of higher education. Part of a larger initiative at UCB to address Sexual Harassment/Sexual Violence (SHSV).

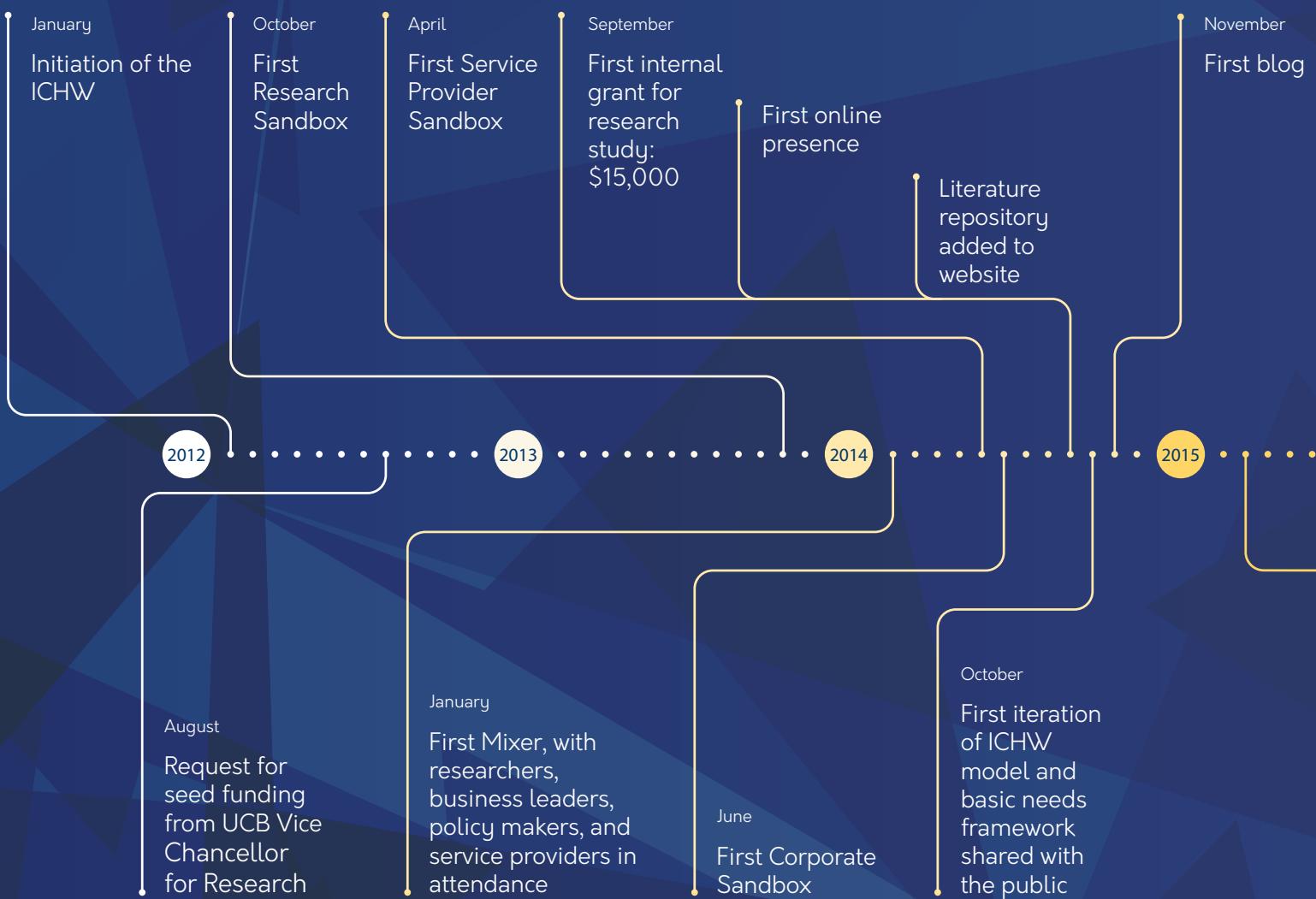
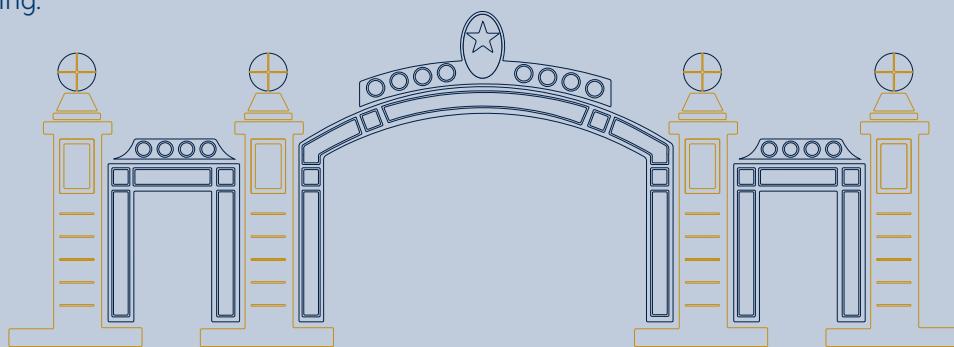
**Design:** Collected critical incidents (i.e., behavioral examples) of experiences with sexual harassment incidents that were either personally experienced or observed at UC Berkeley or as members of another academic campus community.

**Outcome:** Internal report to funder (UC Berkeley's Prevention, Advocacy, Training, and Healing [PATH] to Care Center); to inform the creation of campus-wide departmental prevention toolkits.

# HOW WE STARTED

The Interdisciplinary Center for Healthy Workplaces was created in order to respond to the growing health crisis among members of the US workforce. Cristina Banks and Sheldon Zedeck independently observed through their work with hundreds of organizations over the years that the workplace was making people mentally and physically sick, and there did not appear to be clear and effective approaches to addressing this problem. They believed that by gathering all science across disciplines regarding employee health and well-being, they could create an integrated, holistic solution that would result in improved employee outcomes.

In 2012, with \$15,000 from Graham Fleming, the Vice Chancellor for Research, they began the hard work of creating a Center built on the principles derived from a career of research on healthy work. In 2013, ICHW began to build a stable network of nationally recognized researchers who want to affiliate with ICHW. They also began recruiting representatives of other like-minded centers institutes, and programs at UC Berkeley and other institutions. Since then, they have aligned with many individuals and organizations to advance the mission of the Center to improve worker health and well-being.



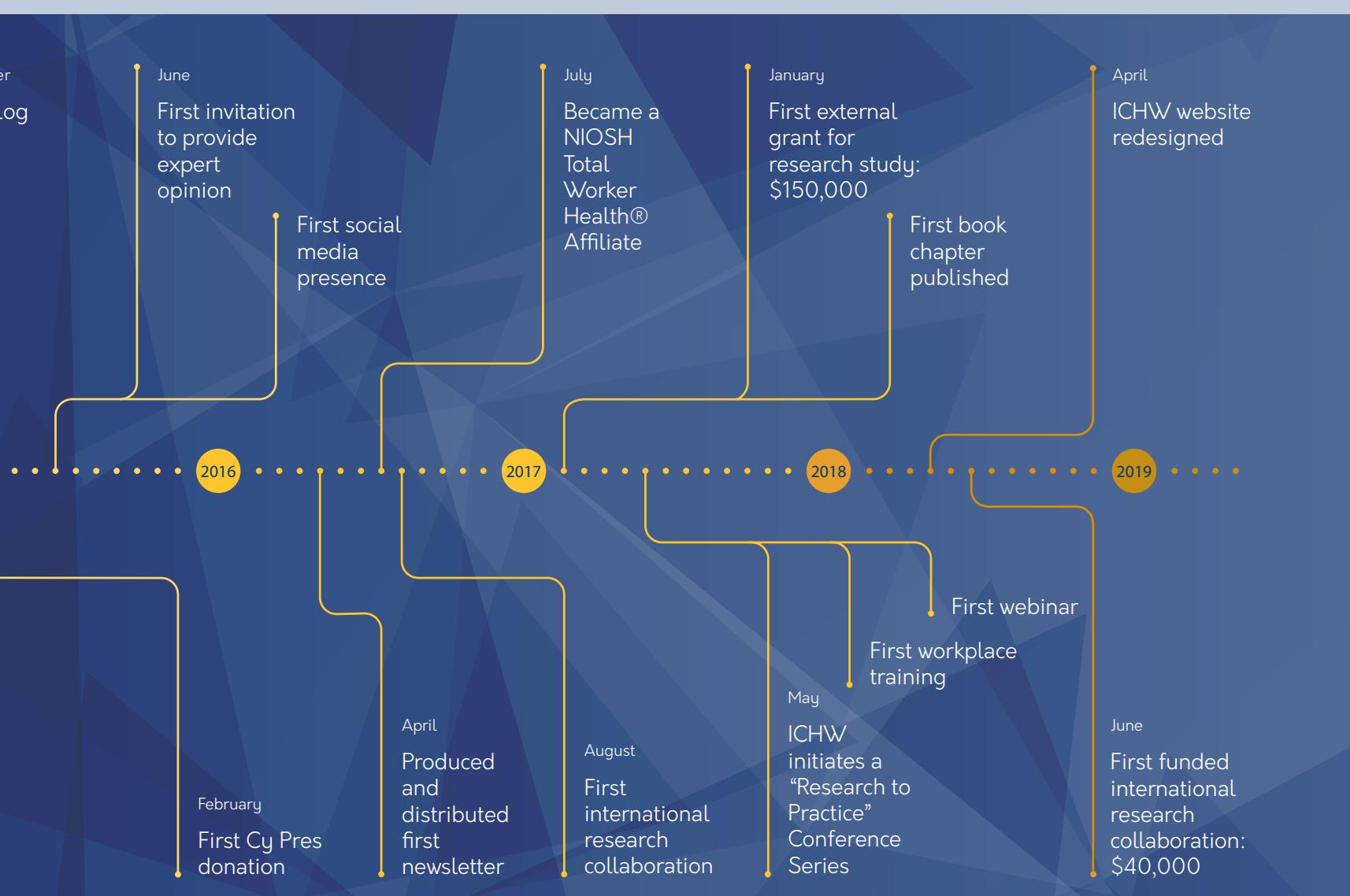
The Director's story: For a period of about 25 years, I observed how people worked. I was performing what is called "job analysis"—spending an entire day watching one person do their job, from the time they walked in the door to the time they walked out the door. I observed hundreds—maybe a thousand—of these shifts. I had a lot of data. What I couldn't report from my observation was the degree of stress they experienced or the coping mechanisms they deployed in order to make it through every shift. My concerns about the health and well-being of people I observed culminated in a singular incident I experienced.

I observed an Assistant Restaurant Manager one day—an unhealthy woman, weighing over 300 lbs. Her work was fast-paced and stressful. Her "office" was a cramped, converted closet with a built-in desk and a closet-sized door. At one point, she perched on the small, cheap chair to begin working on the stack of daily "to-dos." She rolled the chair backwards to retrieve something from a cabinet, and suddenly the chair slid out from under her, tossing her toward the door. She landed in the doorway, her body wedged squarely between, screaming in pain and asking me to help. I tried pulling her through the open door but this caused her too much pain. Her weight prevented her from lifting her body up out of the door jam, so she worked her body inch by inch until she got herself free. She rested for a minute, trying to regain her composure because after all, I was still observing her. **What shocked me was that, after a few minutes, she got up, straightened her chair in the closet, and went back to work as if nothing happened and nothing could change.**

I knew at that moment that I had to take a different path. I had seen one too many workers experience pain, unsafe conditions, helplessness, stress, injustice, or burnout. I had to figure out what I could do that would protect workers' health and well-being and if possible, to make it better. This is when the idea of a center was born.

*Cristina*

Cristina Banks



# OUR TEAM



## Cristina Banks, Director

PhD in Industrial-Organizational Psychology, University of Minnesota

Senior Lecturer at the Haas School of Business at UC Berkeley and Co-Founder of ICHW. A nationally-recognized expert in employment and wage & hour law compliance. Has 40 years experience creating and leading organizations, teaching leadership and management, and consulting with non-profit and for-profit organizations. Established leader in the interdisciplinary approach to solving today's greatest health issues and developing innovative practices to promote employee health and well-being.

## LEADERSHIP



## Isabelle Thibau, Core Researcher

MPH, University of California, Berkeley

Public health researcher with interests in physical activity, workplace health and well-being, health policy, choice architecture, and built environment. Currently researches for and consults to campus and stakeholders. Has experience with survey development, program development, program evaluation, science writing, and policy in areas of substance use, public health, and workplace health and well-being.



## Carolyn Winslow, Core Researcher

PhD in Industrial-Organizational Psychology, George Mason University

Applied organizational psychology researcher with a program of research focusing on employee emotions and job stress, workplace social relationships, positive psychology interventions, and personality and individual differences. Skilled in quantitative data analysis and interpretation, program evaluation, and attitudinal and behavioral assessment. Consultant to government, non-profit, and private-sector organizations regarding strategies for enhancing employee well-being and performance.



## Ed Yelin, Core Researcher

PhD in City and Regional Planning, University of California, Berkeley

Professor Emeritus in the Department of Medicine and Philip R Lee Institute for Health Policy Studies at UCSF. An internationally-recognized researcher on the impact of changes in the labor market structure on health outcomes, including work disability rates. Has done extensive research on the employment impacts of having rheumatoid arthritis and other severe autoimmune conditions. Currently focused on the health impacts of the emerging labor market, especially of so-called "gig work." Has over 40 years experience mentoring students, post-doctoral fellows, and junior faculty in health services research, health policy, and research to practice.



### **Sheldon Zedeck, Associate Director**

PhD in Industrial-Organizational Psychology, Bowling Green State University

Professor Emeritus of Psychology at UC Berkeley and Co-Founder of ICHW. An internationally-recognized academic and practitioner with nearly 50 years experience researching and providing guidance on a wide variety of workplace issues, including employment discrimination, work/life balance, performance management, and employment law compliance.

## RESEARCH STAFF



### **Christina Maslach, Core Researcher**

PhD in Social Psychology, Stanford University

Professor Emerita of Psychology at UC Berkeley and recipient of the Berkeley Citation (Berkeley's highest honor). Internationally-recognized pioneer of research on the predictors and measurement of job burnout. Created the Maslach Burnout Inventory (MBI), the most widely used instrument for measuring job burnout. Consultant to organizations and professional societies regarding the identification of sources of burnout and potential interventions.



### **Sally Augustin, Core Researcher**

PhD in Environmental and Social Psychology, Claremont Graduate University; MBA Northwestern University

Renowned practicing environmental psychologist specializing in person-centered design. Has extensive experience using rigorous protocols to integrate insights from environmental psychology, other social/physical sciences, and project-specific research to develop places, objects, and services that support desired experiences.

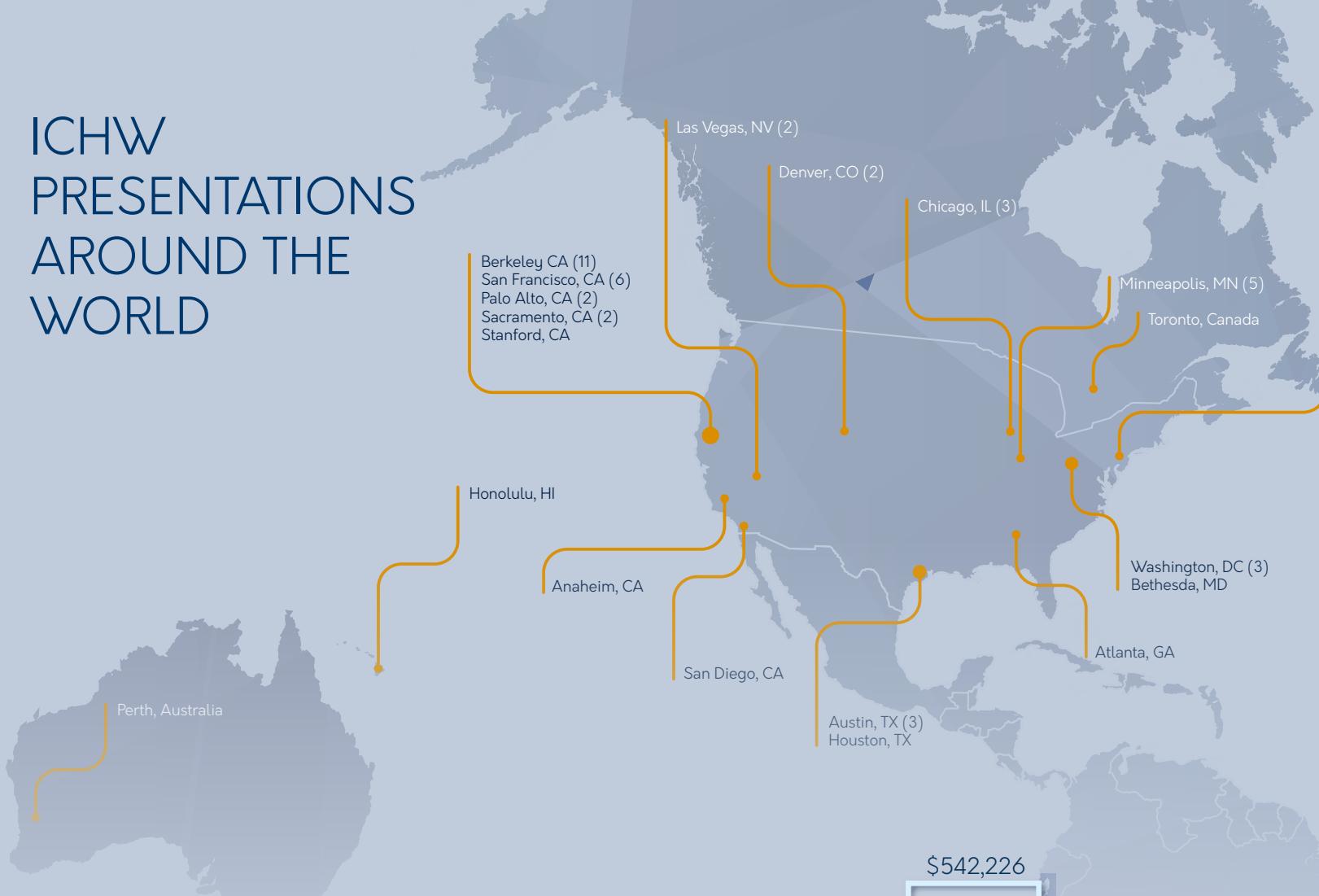


### **Kimberly Jinnett, Research Fellow**

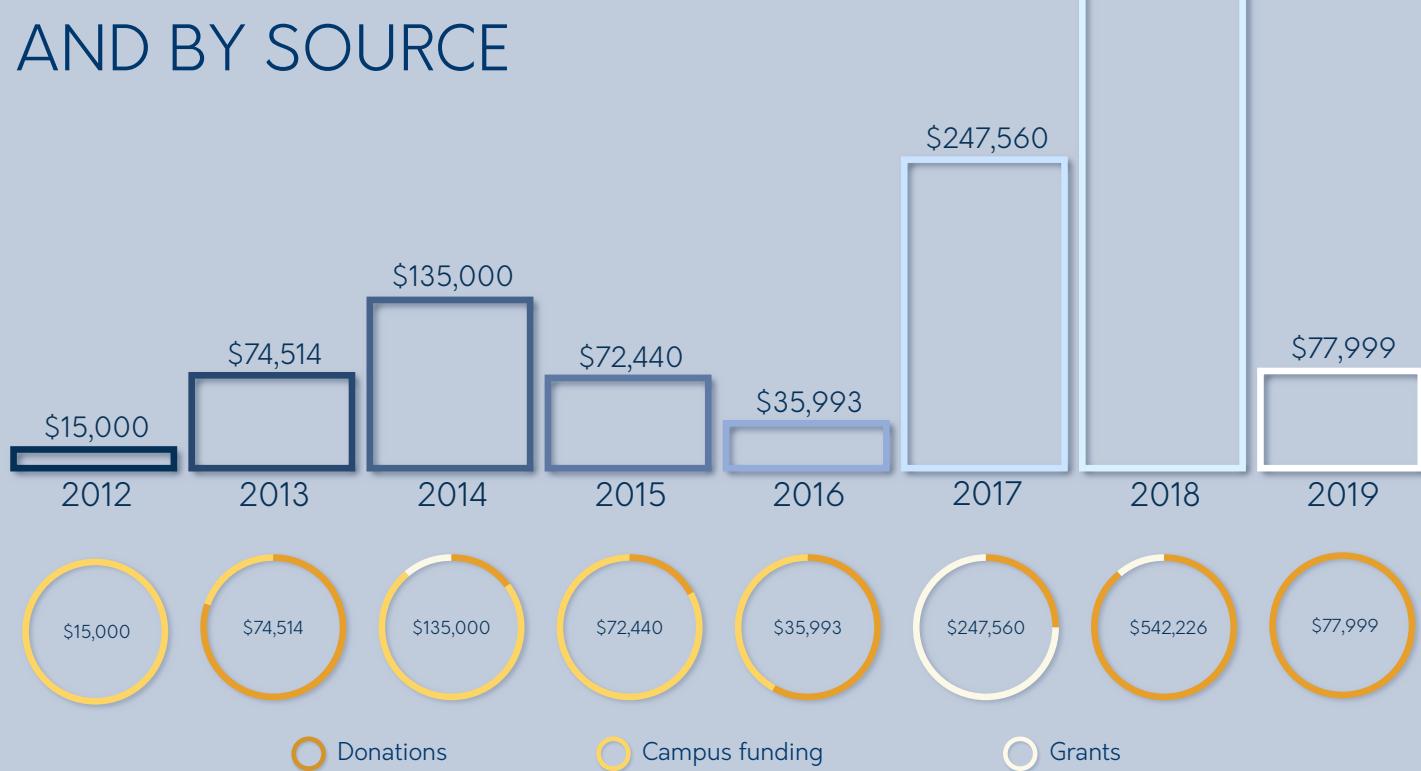
MSPH, UCLA; PhD in Sociology and Health Services Organization and Policy, University of Michigan, Ann Arbor

Nationally-recognized expert in the intersection of organizational contexts, policies, & practices, and employee performance & well-being. Has nearly 30 years experience advancing health research and practice and currently Director of the Center for Workforce Health and Performance.

# ICHW PRESENTATIONS AROUND THE WORLD

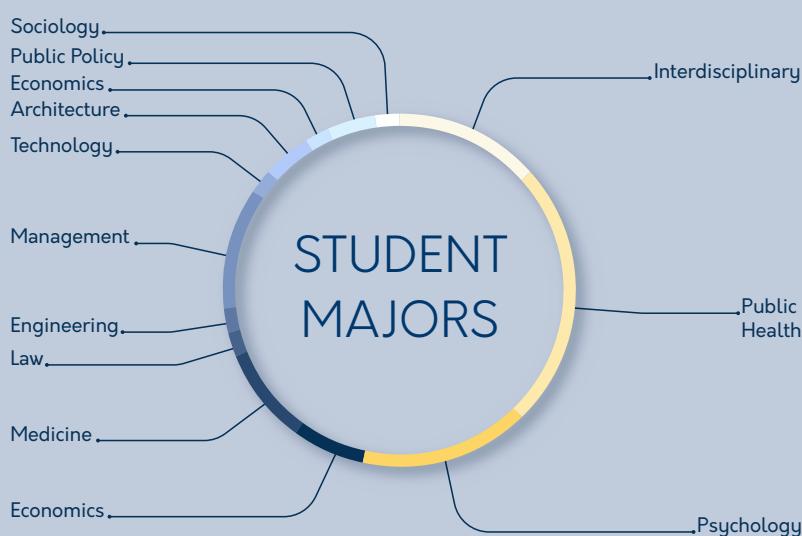


## FUNDING PER YEAR AND BY SOURCE





## ICHW IS ONE OF THE ONLY INTERDISCIPLINARY CENTERS IN THE NATION INVESTIGATING WORKPLACE HEALTH AND WELL-BEING



From 2014-2019, we've worked with 40+ undergraduates and graduates from a variety of disciplines as a key function of the center's mentorship role for young researchers. We give students academic and professional growth opportunities and expose them to research and real-world problem-solving in this field.

# OUR VISION

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 have the capacity now 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 problem 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 (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.



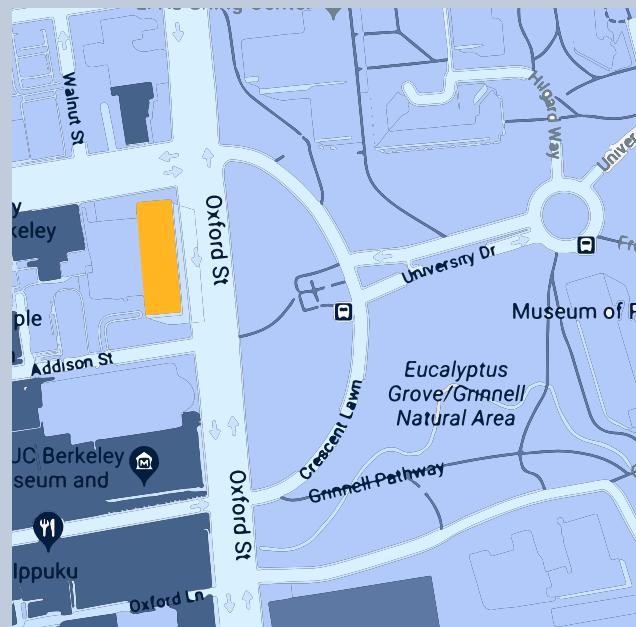
With your support,  
we will bring our vision to fruition!

**healthyworkplaces<sup>^</sup>**

AN INTERDISCIPLINARY CENTER

2199 Addison Street  
University Hall, Suite 417G  
Berkeley, California, 94720

[cbanks@berkeley.edu](mailto:cbanks@berkeley.edu) | <https://healthyworkplaces.berkeley.edu>





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