



# healthyworkplaces<sup>^</sup>

News from the HealthyWorkplaces experts

UNIVERSITY OF CALIFORNIA, BERKELEY

IN THIS ISSUE

## About Our Center

### Director's Note



The Interdisciplinary Center for Healthy Workplaces was created in 2011. Our mission is "to re-invent the workplace by integrating and applying

interdisciplinary sciences to achieve worker health and psychological well-being." You can learn about how we work towards this mission in the June 2016 issue of our Center's newsletter. This second issue features information on our researchers and affiliates.

### Our Center has an interdisciplinary model of worker health and well-being.

The Interdisciplinary Center for Healthy Workplaces brings together knowledge from diverse disciplines into one place. Here, our subject matter experts, practitioners, and professionals are able to learn from what we know across those disciplines to get a wider perspective of worker health and well-being. In having an interdisciplinary understanding of worker health and well-being issues, we are able to develop holistic solutions to workplace design, organization, functioning, and worker health. As an interdisciplinary research center, we value the expertise of our researchers and their affiliated centers.

One of the things we do at the Center is reaching out to experts who are doing cutting-edge work. Very recently we spoke to Elizabeth Nelson, doctoral student in

biomedical engineering at the University of Twente in the Netherlands. Among other projects, Elizabeth just completed a seven-month study following 124 employees from a real estate development company (CBRE) where she introduced various environmental changes, one per month, and then measured multiple aspects of productivity and cognitive functioning. One of the compelling findings from her study was that when office lighting followed circadian rhythms, worker productivity increased, their mental effort optimized, and workers felt happy and highly energized.



Elizabeth Nelson

Other interventions included better nutrition, greening of the workplace, active work spaces, and mindfulness/meditation, all of which showed positive work and health improvements. During the study Elizabeth was able to track the physiological changes in the endocrine system and other biological systems that manifested burnout within the body. The physiological responses were tracked by Jawbone – an accelerometer and heart rate monitor. This shows that external signs of distress and perhaps happiness can be tracked physiologically through biological sensors, adding to our ability to diagnose and track physical responses to a variety of working conditions. Her forthcoming book in 2017 *The Healthy Office Revolution: making work better* will detail her innovative studies and recommended organizational changes.

About Our Center - Our Interdisciplinary Approach

Page 1

The HealthyWorkplaces Model and Psychological States Framework

Page 2

Meet the Experts

Page 3

Featured Researcher - Sally Augustin

Page 4

Affiliate Center Updates

Page 4

Center Projects

Page 5

Conferences

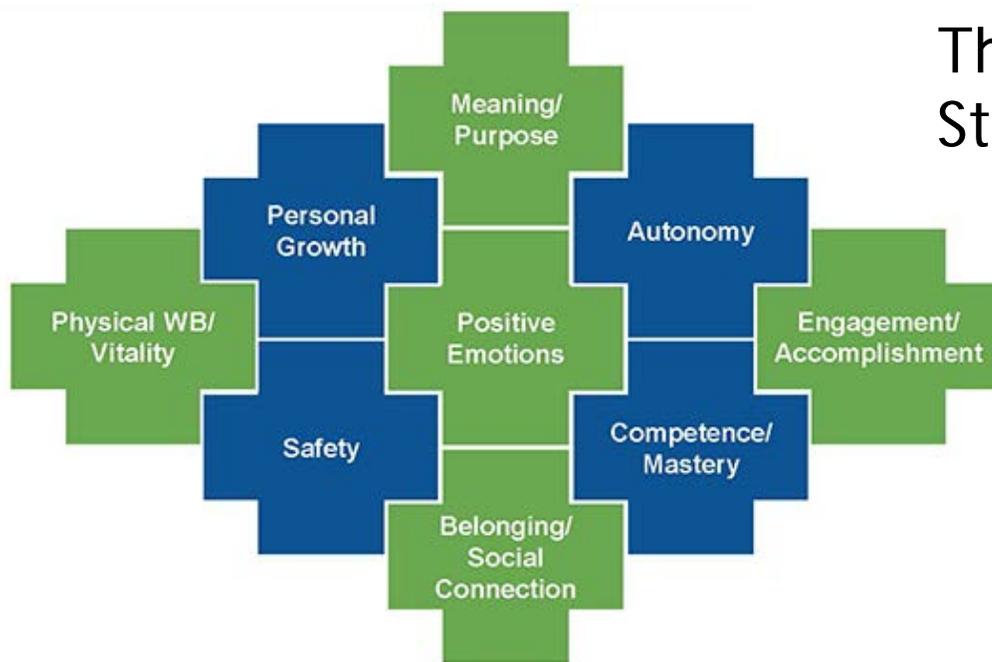
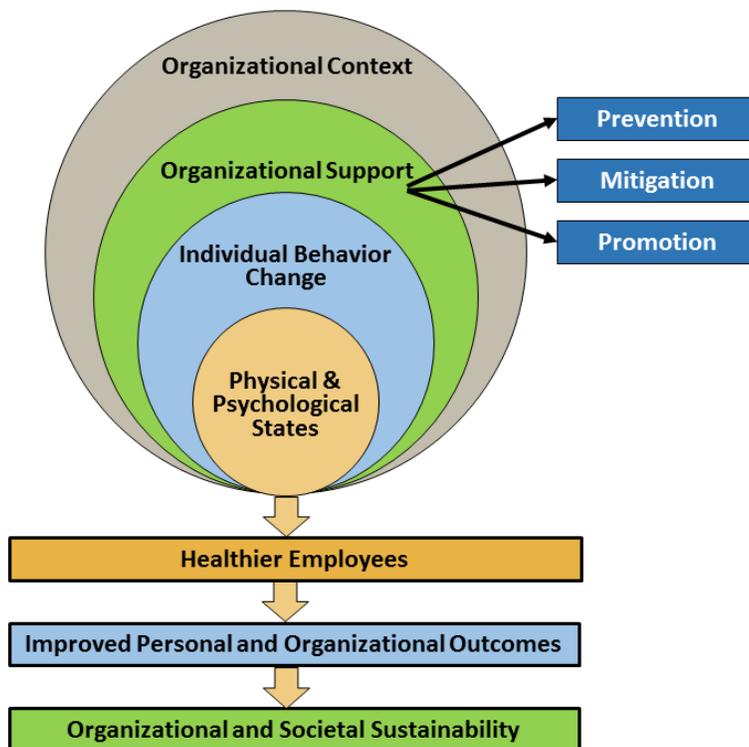
Page 5

Donate - Please support HealthyWorkplaces

Page 6

# The HealthyWorkplaces Model

Our fundamental proposition is that worker health and well-being is built on an understanding of the interaction between the worker and his or her work and workplace - specifically, how the work and workplace affect a worker's basic physical and psychological needs. We are advocating for a shift from single variable models of wellness to an interdisciplinary model of well-being that focuses on physical and psychological states that correlate with and give rise to sustainable worker health and well-being. The HealthyWorkplaces Model emphasizes that improved outcomes are a direct result of positive changes in individuals' physical and psychological states. We want to create positive psychological states within our workforces as these states produce physical and psychological outcomes that are good for people and for organizations.



HealthyWorkplaces Psychological States Framework

## The Psychological States Framework

As a result of our extensive and selective literature search, we have constructed a framework of well-being that posits a number of psychological states that correlate with well-being. Positive emotions are a central component of the framework and through which we ultimately experience well-being and build resilience. Positive emotions broaden our capabilities in the present and build social, physical, psychological, and emotional resources for the future. They also buffer us against the harmful effects of stress and help us recover more quickly.

## ASSOCIATED CENTERS

*The following organizations support HealthyWorkplaces' mission by providing operational support, collaborating on research, or providing expert consultation.*

THE CENTER FOR INFORMATION TECHNOLOGY RESEARCH IN THE INTEREST OF SOCIETY (CITRIS)

INSTITUTE FOR RESEARCH ON LABOR AND EMPLOYMENT (IRLE)

THE CENTER FOR OCCUPATIONAL AND ENVIRONMENTAL HEALTH (COEH)

LABOR OCCUPATIONAL HEALTH PROGRAM (LOHP)

CENTER FOR THE BUILT ENVIRONMENT

THE BERKELEY POPULATION CENTER

THE BERKELEY FOOD INSTITUTE

THE GREATER GOOD SCIENCE CENTER

BERKELEY WELLNESS LETTER

NUTRITION POLICY INSTITUTE

HEALTH RESEARCH FOR ACTION

# Meet the Experts

## Cristina Banks, PhD



Dr. Banks is Director of the Interdisciplinary Center for Healthy Workplaces. In collaboration with Dr. Sheldon Zedeck, Dr. Banks leads a team of 30 researchers spanning multiple disciplines and 20+ affiliates in collecting and integrating known scientific findings and creating new research programs to advance our knowledge in this area. Dr. Banks brings her 35 years of experience in consulting and studies of work and organizational processes to the Interdisciplinary Team. She is a skilled facilitator, a nationally-recognized expert in employment law compliance, and a strategic leader in the development and implementation of large-scale projects. She is also a Senior Lecturer at the Haas School of Business.

## Sheldon Zedeck, PhD



Dr. Zedeck, Associate Director of the Interdisciplinary Center for Healthy Workplaces, Professor Emeritus of Psychology and former Vice Provost of Faculty for UCB, has nearly 50 years of experience as an academic and practitioner focused on workplace issues. He has published research on a variety of topics including employment discrimination, work/life balance, performance management, and employment law compliance. He has served as an advisor to government and state agencies such as the US Department of Justice, Department of Labor, and the Department of State. He has also advised many organizations and testified in numerous legal cases in an effort to reverse adverse impact against minorities.

## Interdisciplinary Team

The HealthyWorkplaces team members collaborate to develop and research the most effective workplace elements and practices that promote worker health and well-being. Team members also collaborate to integrate these elements for more effective and sustained positive outcomes in workers and organizations.

- ❖ Arthur Giacalone, PhD; Consulting Expert
- ❖ Michael Pearn, PhD; Consulting Expert
- ❖ Caitlin DeClercq, MS; UC Berkeley College of Environmental Design
- ❖ Isabelle Thibau, MPH; UC Berkeley HealthyWorkplaces
- ❖ Christina Maslach, PhD; UC Berkeley Department of Psychology
- ❖ David Lindeman, PhD; UC Berkeley Center for Information Technology Research in the Interest of Society, Center for Technology and Aging
- ❖ David Rempel, MD, PhD; UC Berkeley Department of Bioengineering; UCSF Department of Medicine
- ❖ Ed Yelin, PhD; UCSF School of Medicine
- ❖ Gail Brager, PhD; UC Berkeley College of Environmental Design, Center for the Built Environment
- ❖ Galen Cranz, PhD; UC Berkeley College of Environmental Design
- ❖ Gervais Tompkin, AIA, LEED AP; Gensler
- ❖ Jane Mauldon, PhD; UC Berkeley Goldman School of Public Policy
- ❖ John Swartzberg, MD, FACP; UC Berkeley School of Public Health; UCSF School of Medicine
- ❖ Ken Jacobs; UC Berkeley Labor Center
- ❖ Kristine Madsen, MD, MPH; UC Berkeley School of Public Health
- ❖ Laura Stock, MPH; UC Berkeley Labor Occupational Health Program
- ❖ Max Pittman; UC Berkeley HealthyWorkplaces
- ❖ Peiyi Ko, PhD, CPE; KoCreation Design
- ❖ Sally Augustin, PhD; Design with Science
- ❖ Stephen Shortell, PhD, MPH, MBA; UC Berkeley School of Public Health
- ❖ Steve Hargis, MCRw; Woods Bagot
- ❖ Sylvia Guendelman, PhD, MSW; UC Berkeley School of Public Health



## Featured Researcher - Dr. Sally Augustin



We are pleased to feature our Interdisciplinary Team member Dr. Sally Augustin in This quarter's newsletter. Dr. Augustin has been long affiliated with the Center as a researcher and joined us as a full expert consultant in July 2016.

As the founder and a principal at Design with Science, Dr. Augustin is concerned with the design of space and the objects in it. She is a practicing environmental psychologist and specializes in person-centered design. Her work involves applying the most recent scientific research in psychology to her practice.

Dr. Augustin teams well with HealthyWorkplaces as a contributor to our research and as an expert practitioner in environmental psychology. Her role in our interdisciplinary research team is to provide expert knowledge in the realm of environmental design research. We are extremely pleased to have her join our Center as an expert consultant and to help us and our interdisciplinary team weave together the research from environmental psychology with research in other and related fields. Our success relies on the knowledge from many disciplines to create integrated solutions for workplace health.

She is involved with several ongoing and planned research projects, including a literature review of what is known in environmental design research in workplace health and well-being and has attended many meetings and conferences with the HealthyWorkplaces team, including our own mixers.

## Affiliated Center Updates

### Institute for Research on Labor and Employment (IRLE)

Danny Yagan of IRLE released a policy brief in September on the effects of the Great Recession on employment rates. Unemployment can have a negative effect on the health and well-being of workers. The brief discusses the impact of geographic location of firms and workers, and the impact of location on employment and distribution on unemployment rates. Learn more about Danny Yagan's analysis of the trends in the labor market at

<http://www.irle.berkeley.edu/policybriefs/>



### Center for Occupational and Environmental Health (COEH)

COEH has announced several articles and updates on their research and work, including spotlights on research to practice – examples of research in the field of occupational health with an impact. Visit their website at <http://coeh.berkeley.edu/>



### Labor Occupational Health Program (LOHP)

LOHP recently issued a new report with recommendations for reducing risk of sexual harassment among night workers, like janitors and security officers. This report found that these workers are particularly vulnerable to sexual harassment and recommendations include policies, improving regulatory systems, and outreach to these worker populations.

You can read this report at <http://lohp.org/wp-content/uploads/2016/05/The-Perfect-Storm.pdf>



LABOR OCCUPATIONAL HEALTH PROGRAM AT THE UNIVERSITY OF CALIFORNIA, BERKELEY

### Center for the Built Environment (CBE)

In recent news, a research team led by the CBE are investigating integrating "smart" fans and communicating thermostats, and evaluating the effects on comfort and energy savings. You can see this and other CBE news at <http://www.cbe.berkeley.edu/>



CENTER FOR THE  
BUILT ENVIRONMENT  
Industry/University Research Collaboration

# Center Projects

## UC Berkeley Student Survey on Well-Being

INVESTIGATORS: CRISTINA BANKS, SHELDON ZEDECK, ISABELLE THIBAU, MAX PITTMAN

The aim of this project is to collect information on graduate student well-being as a function of their study environments.

## Healthy Universities

INVESTIGATORS: INTERDISCIPLINARY RESEARCH TEAMS, CHRISTINA MASLACH, CRISTINA BANKS, SIW TONE INNSTRAND, ISABELLE THIBAU

The objective is to create a way to assess the degree to which a university campus embodies a healthy workplace for its students, staff, and faculty, and to provide guidance on how to build or change workplace factors in order to improve their

health and well-being.

## Designing for a Healthy Office

INVESTIGATORS: CAITLIN DECLERCO, MAX PITTMAN, GALEN CRANZ, CRISTINA BANKS, ISABELLE THIBAU

The objective is to explore new ways of designing workspace from the perspective of psychological impact.

## Health and Well-Being Conferences

INVESTIGATORS: CRISTINA BANKS, SHELDON ZEDECK, GREGORY LABLANC

This project aims to hold continuing education conferences for practitioners and executives to disseminate the current state of knowledge on how to improve worker health and well-being based on science and

practical information on how to translate the scientific knowledge into practice.

## Literature Review - Built Environment and Worker Health

INVESTIGATORS: MAX PITTMAN, SALLY AUGUSTIN, CRISTINA BANKS

The objective is to summarize what is known from the built environment literature to affect worker health and well-being.

## More Details

about ongoing and completed projects are posted on the projects page on our website - <http://healthyworkplaces.berkeley.edu/project/>

# Recent Conferences

## UC Berkeley Extension

May 2-4, 2016. University Extension **Innovative Human Resource Leadership for Aspiring Chief HR Officers** Presentation title: "Workforce Planning: Designing for Agility and Sustainability." Cristina Banks presented on workforce planning, organizational attributes, and positive psychological states. More information at <http://extension.berkeley.edu/publicViewHome.do?method=load>.



July 26, 2016. Presentation title: "The Healthy Workplace." Cristina Banks presented on recent research in personal health and flow back to workplace. She gave examples from the education sector and classrooms. More information at <http://executive.berkeley.edu/>.



July 24-29, 2016. Christina Maslach, interdisciplinary team member, was a discussant at a symposium on burnout. More information at <http://www.icp2016.jp/index.html>



September 14-16, 2016. Cristina Banks presented a session on "Designing Environments for Well-Being: Science and Practice." She presented a framework for understanding psychological needs in the workplace, and presented emerging evidence on designing environments that support well-being and productivity. More information at <http://fallconf16.businessgrouphealth.org/agenda/>.

*This is not a full list of conferences – please visit our website for a full list of events.*



September 19-23, 2016. Cristina Banks, Isabelle Thibau, and Peiyi Ko attended the Human Factors and Ergonomics Society Annual Meeting. Interdisciplinary Team member David Rempel moderated several panels and participated in discussion groups related to occupational ergonomics at this meeting. More information at <http://www.hfes.org/web/HFESMeetings/2016annualmeeting.html>.

## Upcoming

October 16-19, 2016 **CoreNet Global Summit 2016 – North America**. <http://www.corenetglobal.org/attend/PhiladelphiaSummit2016/index.aspx>

October 20-21, 2016 **Health, Wellness & Society**. <http://healthandsociety.com/2016-conference>

October 25-26, 2016 **2016 Better Workplace Conference: Making a Difference Through Transformation**. <http://www.conferenceboard.ca/conf/betterworkplace/agenda.aspx>

# DONATE - Please Support HealthyWorkplaces

HealthyWorkplaces is supported by contributions from UC Berkeley, IRLE, Berkeley Research Group, Gensler, and Lamorinda Consulting. We need further support to continue our research activities and public outreach. Please join our team of supporters!

Your gift supports the research and work of HealthyWorkplaces, such as:

- Graduate student assistantships to help members of the Interdisciplinary Team on cutting-edge research studies on different aspects of the HealthyWorkplaces Model
- Mini-conferences of subject matter experts to share state-of-the-art knowledge in their respective fields and to work together on implications for practice
- Publishing papers and guides to inform the general public of new ways of promoting health and well-being in the workplace
- Stakeholder "mixers" to promote information exchange and facilitate new relationships around mutual interests

HealthyWorkplaces operates independently as a non-profit under the banner of the University of California. Contributions to HealthyWorkplaces are fully tax-deductible.

Give online using your credit card:

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

Checks should be written to "Regents of the University of California" with "ICHW" on the notes line. Donations should be mailed to:

HealthyWorkplaces  
IRLE  
2521 Channing Way #5555  
Berkeley, CA 94720-5555

If you would like to become a corporate member of HealthyWorkplaces, please contact us at

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



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News from the HealthyWorkplaces Experts

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