Healthy Work and Workplaces

Cristina G. Banks, PhD

Director, Interdisciplinary Center for Healthy Workplaces

School of Public Health, UC Berkeley

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Working Environment Act

The purpose of the Act is:

- To secure a working environment that provides a <u>basis for a healthy and meaningful working situation</u>, that <u>affords full safety from harmful physical and mental influences</u> and that has a <u>standard of welfare at all times</u> consistent with the level of technological and social development of society;

- To ensure <u>sound conditions of employment and equality of treatment</u> at work; and

- To facilitate <u>adaptations of the individual employee's working situation</u> in relation to his or her capabilities and circumstances of life.

Who is covered by this Act:

- students at educational or research institutions;

- national servicemen;

- persons performing civilian national service;

- inmates in correctional institutions;

- patients in health institutions, rehabilitation institutions and the like;

- persons who for training or rehabilitation purposes are placed in undertakings without being employees; and

- persons who without being employees participate in labor market schemes

Passed June 17, 2005 Norway

Requirements:

- The working environment shall be fully satisfactory when the factors in the working environment that may influence the employees' physical and mental health and welfare are judged separately and collectively.

- The standard of safety, health and working environment shall be continuously developed and improved in accordance with developments in society.

- When planning and arranging the work, emphasis shall be placed on preventing injuries and diseases. The organization, arrangement and management of work, working hours, technology, pay systems, etc. shall be arranged in such a way that the employees are not exposed to adverse physical or mental strain and that due regard is paid to safety considerations.

- The undertaking shall be arranged for employees of both sexes.

- Passageways, sanitary facilities, work equipment, etc. shall to the extent possible and reasonable be designed and arranged so that employees with disabilities can work at the undertaking.

Enforcement

- Obligation to establish a working environment committee
- Charged to make efforts to establish fully satisfactory working environment
- Committee studies all reports relating to occupational diseases, accidents, and injuries, and to find root causes and take steps to prevent recurrence
- Decide if employer has to implement concrete measures to improve working environment and imposes time limits for implementation
- Committee submits report annually on its activities to administrative bodies for employer and to employee organizations

Why there and not here?

Journey to Healthy Work Assessment

- Peder Sather Foundation Grant to work with a Norwegian research team to create a new assessment tool to study the psychosocial factors underlying health and well-being

- Norwegian team already developed a questionnaire to assess work engagement among faculty, staff, and postdoctoral researchers at 7 major colleges and universities (KIWEST)

- UCB Research team created a new assessment tool based on Need Theory to evaluate employee health and well-being based on need satisfaction.

- Both teams identified key outcome measures related to health and well-being based on the literature and those identified by the WHO.

Areas covered from KIWEST

- Published scales in the literature:

Job security	Psychological job fit
Development & advancement	Job control
Information sharing & communication	Opportunity for learning
Autonomy	Performance feedback
Leadership	Skill use
Organizational culture	Team effectiveness
Psychological contract	Job characteristics

- *"I feel insecure about the future of my job."* (Job security)

- *"My job offers adequate opportunities for personal growth and development."* (Development)

- *"I am sufficiently informed about the developments within my organization."* (Information sharing)

- *"I can make my own decisions on how to organize my work."* (Autonomy)

- *"My current job fits well with what I want."* (Psychological job fit)

The Berkeley Workplace Health Assessment

- Organizational elements directly involved in need satisfaction:

Benefits/Wages	Employee involvement
Work-life balance	Co-worker support
Leadership style	Role clarity
Control	Information sharing
Job characteristics	Organizational culture
Resources	Civility and respect
Work overload	Interpersonal relations

- *"The leaders of this organization enable employees to do their best work."* (Autonomy)

- *"Employees feel like they are part of this organization."* (Belonging)

- *"Competent job performance does not lead to regular pay increases."* (Competence)

- *"Favoritism determines how decisions are made at work."* (Fairness)

- *"Working here forces employees to compromise their values."* (Meaning)

- *"Preventing psychological harm in the workplace is a major priority here."* (Psychological Safety)

Other published/validated scales

- Basic Need Satisfaction at Work Scales (Autonomy, Belonging, Competence)
- Work as Meaning Inventory (WAMI)
- Areas of Worklife Scale
- Work and Meaning Inventory
- Outcome measures ("Index")
  - Job satisfaction
  - Engagement
  - Productivity
  - Distress
  - Meaningful work
  - Inclusiveness
  - Psychological Safety Climate
  - Organizational and team commitment
  - Turnover intention
  - Work/home balance
  - General health

Pilot testing and questionnaire revision

- Pilot testing in Norway and the USA
  - Norwegian sample (N=300, convenience sample)
  - USA samples (N=28, 380, convenience & Mechanical Turk paid sample)

- Item analyses identified the most differentiating items using multivariate methods market object projection (MOP), marker variable projection (PNP), and partial least squares projections to latent structures (PLS) software program.

- The questionnaire was reduced to 67 items which maximized the differentiation in the positive direction and in the negative direction for predicting health and well-being. A set of 20 outcome items for the purpose of validation were added to the questionnaire.

- Questionnaire organized into 5 categories: Job Characteristics (JC), Interpersonal Relations (IR), Organizational Practices (OP), Job Experience (JE) and Index (I)

Final questionnaire and administration in Norway, Finland, and USA

- US Samples:
  - High School teachers (N=121)
  - Academic personnel (N=118)
  - Nurses (N=32)
  - Real estate professionals (N=7)
- Norway Samples:
  - High school teachers (N=266)
  - Real estate professionals (N=70)
  - Insurance agents (N=516)
  - Patent professionals (N=26)
  - Real estate professionals (N=70)
- Finland Sample:
  - Academic personnel (N=94)

Healthy Work Assessment Results

- Total valid participants (1150)
  - Country contribution: Norway (856), Finland (94), USA (200)
- Samples: Real estate (77), Patent attorneys (26), Insurance (516), High school teachers (355), Nurses (18), Academics (158)
- Gender: Males (472), Females (634), Other (10)
- Cronbach alpha reliability analysis: r = .86 - .97

Item Category	Reliability coefficient
Job Characteristics (19 items)	.918
Interpersonal Relationships (13 items)	.868
Organizational Practices (18 items)	.944
Job Experience (20 items)	.931
All HWA Items	.975
All Criterion (Index) Items	.864

Intercorrelations Among Item Categories

Category Summed Scores	Interpersonal Relations	Organizational Practices	Job Experience	Index
Job Characteristics	.673**	.748**	.791**	.754**
Interpersonal Relations	1	.785**	.741**	.571**
Organizational Practices	--	1	.868**	.624**
Job Experience	--	--	1	.705**
Index	--	--	--	1

Prediction of Index Score

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776[a]	.602	.589	5.92811

a. Predictors: (Constant), JE_Sum_Listwise, IR_Sum_Listwise, JC_Sum_Listwise, OP_Sum_Listwise

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	31.039	2.819		11.009	.000
	JC_Sum_Listwise	.363	.066	.532	5.502	.000
	IR_Sum_Listwise	.039	.096	.039	.408	.684
	OP_Sum_Listwise	-.067	.079	-.108	-.843	.401
	JE_Sum_Listwise	.209	.077	.350	2.718	.008

Implications of the new assessment tool

- Job Characteristics and Job Experience are most predictive of health, well-being, and productivity outcomes.

- Job Characteristics:
  - Job is motivating, engaging, fits well
  - Informed about organization developments
  - Can decide how to do the work, control over time, freedom and independence on the job
  - Can use skills and abilities, can show capabilities
  - Have resources to resolve problems on the job
  - Clear performance expectations
  - Trained to do job well, get technical help
  - Learn new things, growth and development opportunities
  - Work is varied

Implications (cont.)

- Job Experience:
  - Org doesn't treat employees as second-class citizens
  - Can raise personal concerns without fear, feelings taken into consideration
  - Feel a part of the organization
  - Skills match tasks assigned
  - Get a return for efforts made, performance leads to regular pay raises, receive fair remuneration, feel a sense of accomplishment
  - Rules and procedures are fair and applied correctly
  - Advancement not determined by who you know
  - Org acts consistent with what it says, committed to quality, operates with integrity, employees don't have to compromise their values
  - Don't feel job insecurity, feel job won't change for the worse, not worried about what job will look in the future

Employee health, well-being and productivity during COVID

- The life of an essential worker during COVID
  - Fear, anxiety, stress, high performance expectations, overwork, overload
  - Exposure, contamination, sickness
- The life of a remote worker during COVID
  - Fear, anxiety, stress, high performance expectations, boundaryless work
  - Multiple responsibilities in the home, loss of social network support
  - Social isolation, disengagement from the organization, zoom-fatigue
- The life of a hybrid worker during COVID
  - On-site: social gathering but social distancing?
  - Off-site: Responsibility adjustments, scheduling/logistics issues, uncertainty regarding who is where and when

Employee health, well-being, and productivity post-COVID

- Greater awareness of the need for workplaces that promote employee health and well-being, but how?
- Greater appreciation of the critical value of talent and the potential for high performers to walk out the door—competition for that talent is not limited by location
- Greater understanding of the organization's need to support employees' personal lives and provide resources that help with non-work issues
- Gradual awareness of the need to repair the relationship between the organization and its members—trust must be rebuilt
- More realization that the life-blood of the organization is the formation of quality social relationships within that creates cohesion, motivates people to stay, promotes collaboration, stimulates creativity and innovation, increases personal development, and sustains productivity

What can help now?

- Assess your organization's workplace health—where are the strengths and weaknesses, especially with respect to JC and JE

- Begin conversations with leadership and management about your workplace health assessment, determine what can be done to improve

- Create a restorative space at work that you can enter to recover

How a Virus Triage Tent Became a Serene Oasis for Health Care Workers

A former Covid-19 triage tent outside a Manhattan hospital offers health care workers a chance to de-stress, using music and aromatherapy.

By Danielle Elliot, June 12, 2020

Brittainy Newman for The New York Times

Brittainy Newman for The New York Times

What can help now?

- At home, consider the following behavior changes:
  - Paint your workspace and bedroom light sage green.
  - Bring natural elements into your home (plants, leather, stone, ceramics, paintings) to increase restorative features
  - Change lighting to full-spectrum light to assist with circadian rhythm (blue in morning, orange/yellow in afternoon, candlelight in evening)
  - Play nature sounds (water, leaves rustling) for calm
  - Display a moving nature scene or a picture of a forest, meadow on TV or computer
  - Use a hepa-filter machine to clean the air/open windows for fresh air
  - Adopt a perch position when sitting to return spine to natural S
  - Develop a routine to leave your workspace once an hour at least, and look out a window to some point in the distance (cognitive refreshment)
  - Develop a schedule of work that has defined boundaries (start time, end time)
  - Develop a routine of consistent bedtime and wake time.
  - When vaccinated, create a predictable schedule for friends and family time—something you can count on every week

Resources

- *Workplace Health Assessment*, UC Berkeley

- *Built to Thrive: How to Build the Best Workplaces for Health, Well-Being, and Productivity.* Interdisciplinary Center for Healthy Workplaces, 2019. https://berkeleycoeh.catalog.instructure.com/browse/ichw/courses/built-to-thrive-book-and-community

- *Employer Guide. Finding Fit: Implementing Wellness Programs Successfully.* Interdisciplinary Center for Healthy Workplaces, 2018. https://healthyworkplaces.berkeley.edu/resources-and-publications/ichw-publications/finding-fit-implementing-wellness-programs-successfully

- cbanks@Berkeley.edu

- www.healthyworkplaces.Berkeley.edu