

WELCOME!

Thanks for joining today's session! It is part of the Well-Being Week After Party, which is an event of the Institute for Well-Being in Law ("IWIL," a new non-profit) and sponsored by the Professional Development Consortium.

Last week's Well-Being Week in Law activities focused on individual-level well-being strategies that help people cope with stress. These are important but they don't aim at root causes of stress at the organizational level that can harm mental health. *That's the focus of this week.* The After Party is designed especially for workplace Well-Being Coordinators and other influencers of policies and practices that impact well-being.

In addition to free daily webinars, the Well-Being Week team also has created and collected resources on its website to spark innovative thinking and offer guidance for moving workplace well-being to the next level: Go to lawyerwellbeing.net.

* Thanks to the After Party planning team: Heidi Alexander, Kendra Brodin, Jeanne Picht, Gretchen Rose, Johnna Story, and PDC Staff Rebecca Sechrist and Kathy Bradley.

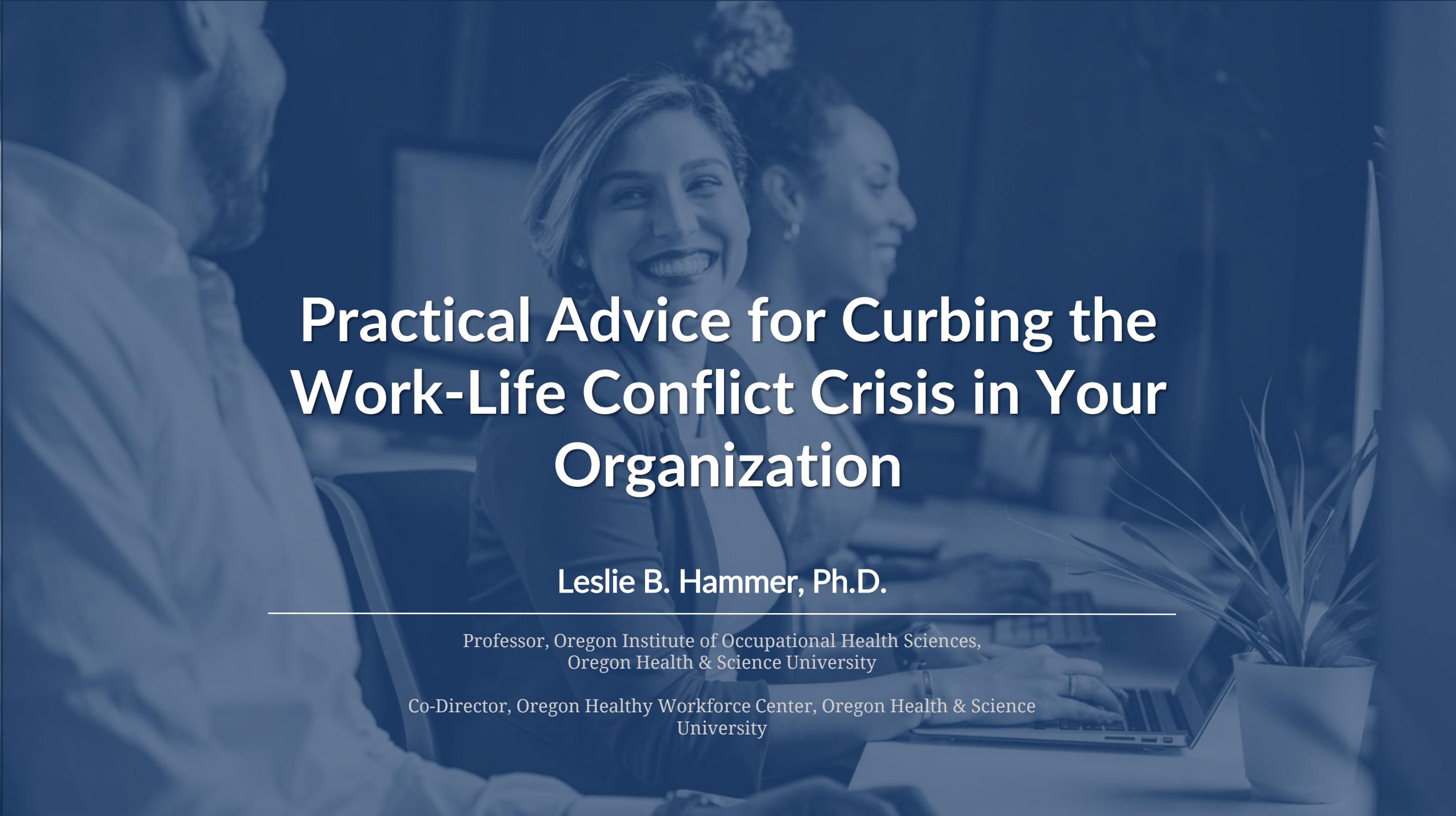
* Thanks to Anne Brafford, Chair of Well-Being Week and Vice President of IWIL, for organizing the After Party. Direct any questions to her: ambrafford@gmail.com.



**WELL-BEING
WEEK
AFTER
PARTY**

MAY 17-21, 2021

lawyerwellbeing.net



Practical Advice for Curbing the Work-Life Conflict Crisis in Your Organization

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Oregon Healthy Workforce Center (OHWC)

A NIOSH-funded Total Worker Health Center of Excellence

Our center aims to improve the well-being of workers through Total Worker Health research, dissemination, outreach and education



Total Worker Health



Defined by the National Institute for occupational Safety and Health (NIOSH) as:

Policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.



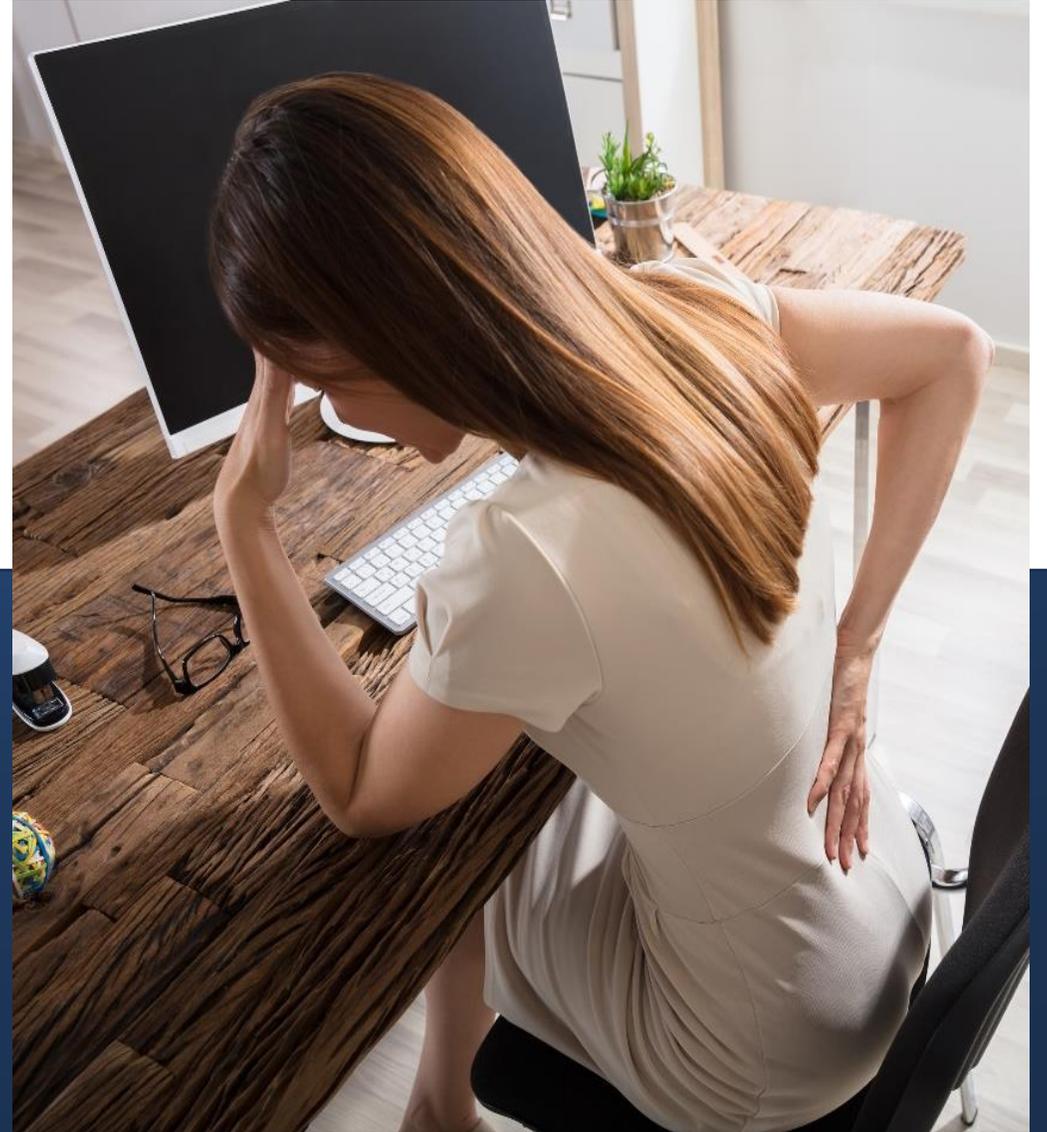
STRESS IN THE WORKPLACE

Stress comes from conflict between two opposing forces

Job Stress



The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.



Key Stressors Impacting Job Stress



- Low employee control over work
- Low pay
- High uncertainty – role ambiguity
- Low social support (especially from supervisor)
- Negative social interactions, abusive supervision
- Low job security
- Poor work schedules and low control
- Unfair treatment
- High job demands

Lawyers and Job Stress

- Based on an ABA-sponsored survey of lawyers:
 - women with high work-family conflict were 4.60 times more likely to contemplate leaving their job
 - women than men (24.2% vs. 17.4%) contemplated leaving the legal profession due to mental health problems, burnout, or stress
- Approximately 30% of the sample (men and women) screened positive for high-risk hazardous drinking
- Women experience more mental health distress, greater levels of over-commitment and work-family conflict, and lower prospects of promotion than men in the legal profession and are more likely to leave as a result

Work-Family/Life Stress

- Is the result of difficulties integrating work and non-work aspects of life
- Is consistently named as one of the most significant stressors affecting today's workforce
- Should be viewed as an **occupational hazard**
- Is related to: increased risk of burnout; deteriorating physical and mental health; and declining job performance, attitudes, and organizational commitment





Causes of Work-Family/Life Stress:



- Poor Work-Family Culture
- Poor Work Support
- Low Supportive Supervisory Behaviors
- High Overall Job Stress

Result of Work and Family Stress



Family Conflict
Marital Stress
Decreased
Satisfaction
Work-Life Conflict
Negative Crossover



Absenteeism
Turnover
Commitment
Engagement
Performance
Burnout



Cardiovascular
Diabetes
Psychological
Musculoskeletal
Substance abuse
Decreased safety

Organizations
have tried
to tackle this
problem with . . .

- Flexible schedule programs
- Time-off policies
- Telework arrangements





Well-being programs
have made a positive impact . .

But its only a piece of the puzzle.

Now, it's even
more challenging.
Employees expect . . .

- Hybrid work arrangements
- Work anytime policies
- Post-pandemic flexibility



Reducing Occupational Stress Hazards



- Reduce high job demands
- Increase worker job control
- Increasing worker pay
- Increasing social support at work





Why Target Social Support?



Social support and social integration are associated with better health and longevity

- Organizations
- have consistently overlooked the
- most important factor in supporting
- work-life alignment.

People managers are
the linchpins.



People managers are the linchpins.

Organizations depend on people managers to interpret and apply HR policies and practices.



Dr. Ellen E. Kossek



Dr. Leslie B. Hammer

However, my research conducted with Dr. Ellen E. Kossek repeatedly finds close to a 50 percent gap between managers' views of how well they support of work-life alignment efforts and the employees' perception of that support.

Our Research shows...

An employee's ability to align their work and personal responsibilities hinges on the extent to which people managers demonstrate *four specific strategies*





It also shows . . .

that managers who consistently demonstrate these strategies positively impact employee engagement, retention, and well-being.

Evidence-Based Leadership Training

*funded by NIH, CDC-NIOSH, DoD



- **Family Supportive Supervisor Training (FSSB)**
- **Safety Supportive Supervisor Training (SHIP)**
- **Veteran Supportive Supervisor Training (VSST)**
- **Family and Sleep Supportive Supervisor Training (FaSST)**
- **Readiness Supportive Leadership Training (RESULT)**

Hammer, L. B., Allen, S. J., Leslie, J. J. (Forthcoming, 2021). Occupational Stress and Well-Being: Workplace Interventions Involving Managers/Supervisors. In L. Lapierre & C. Cooper (Eds.). *Cambridge Companion to Organisational Stress and Well-Being* (ch.11). Cambridge, United Kingdom: Cambridge University Press.

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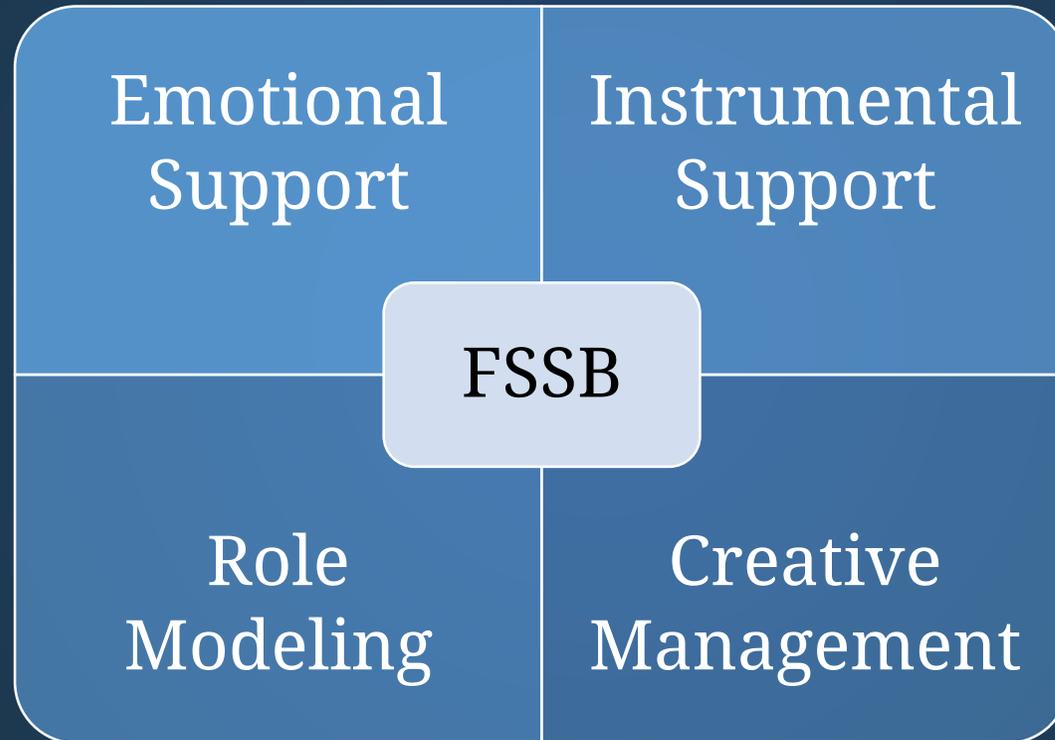


Training Leaders to...



- improve team communication,
- enhance team effectiveness,
- reduce stress and work-family conflict
- provide social support to their employees and teams

Family Supportive Supervisor Behaviors



Hammer, L. B., Kossek, E. K., Yragui, N., Bodner, T., & Hanson, G. (2009).

Family Supportive Supervisor Behaviors

Emotional Support for family

- Increase face to face contact; ask how employees are doing.
- Communicate genuine concern about work/life challenges.

Instrumental Support

- Encourage employees to share schedule needs and constraints with supervisors and to learn new skills/jobs to increase their ability to fill different positions.
- Provide opportunities for virtual work.
- Provide resources for virtual work.



Family Supportive Supervisor Behaviors



Work-Family Role Modeling

- Show how you are taking care of your own work/life challenges.
- Leave work at reasonable hours, demonstrating that you, too, have a non-work life.

Creative Work-Family Management/Think Strategically

- Communicate and be knowledgeable about work/life programs (e.g., EAP); flexible work policies.
- Think about department as a whole and relationships with other departments.

FSSB-Related Intervention Effects Findings (WFHN)

- Higher job satisfaction for those high in f-w conflict
- Lower intentions to turnover for those high in f-w conflict
- Higher self-reports of physical health
- Improved sleep
- Increased parental time with children
- Increased children's sleep time
- Reduced cigarette smoking

Safety & Health Improvement Program (SHIP)

- One-hour computer-based supervisor training
- Two-week behavior tracking
- Facilitated team sessions
- Continued discussion

*Yourworkpath.com

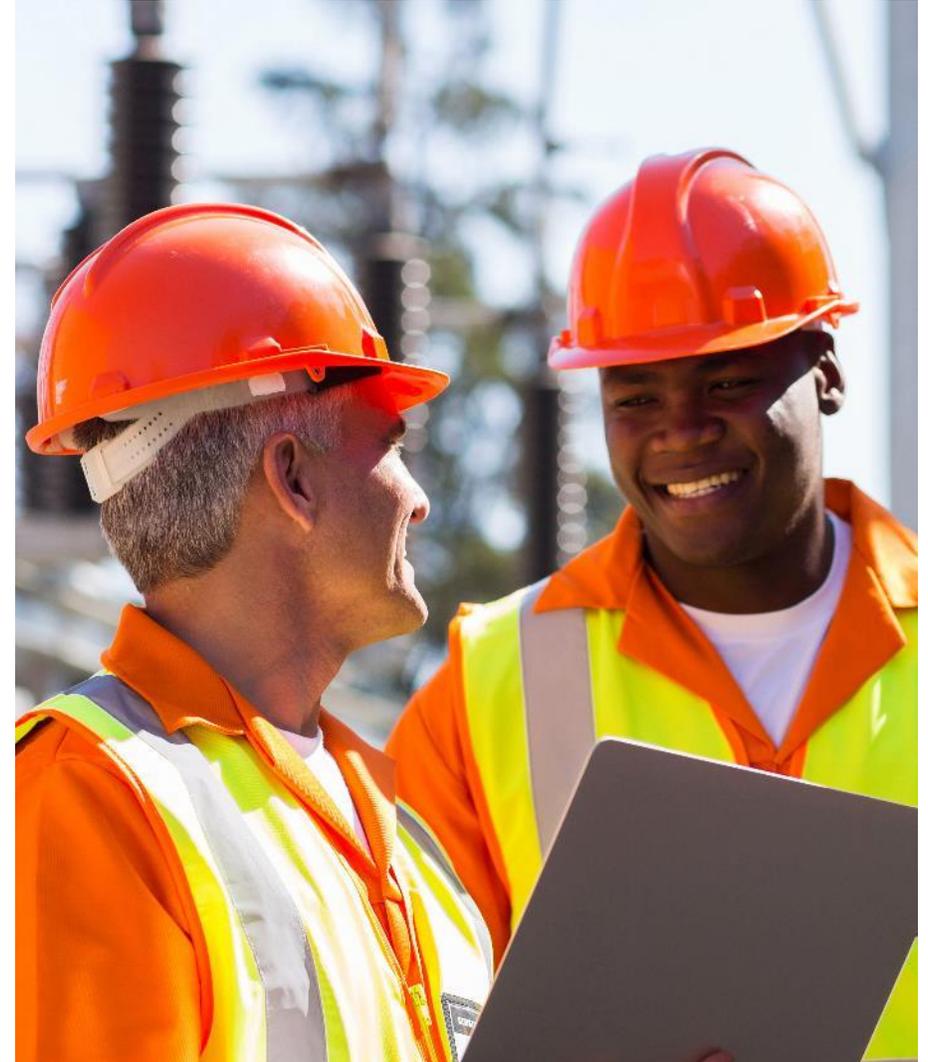


SHIP Effectiveness

- Improves health outcomes such as reduces blood pressure
- Improves well-being

Hammer, L. B., Truxillo, D. M., Bodner, T., Pytlovany, A. C., & Richman, A. (2019). Exploration of the impact of organizational context on a workplace safety and health intervention. *Work and Stress*, 33(2), 192-210, DOI: 10.1080/02678373.2018.1496159.

Hammer, L., Truxillo, D., Bodner, T., Rineer, J., Pytlovany, A., & Richman, A. (2015). Effects of a workplace intervention targeting psychosocial risk factors on safety and health outcomes: Psychosocial factors and workers health and safety. *BioMed Research International*, vol. 2015, Article ID 836967, 12 pages, 2015. doi:10.1155/2015/836967.



Military Employee Sleep & Health Study (MESH)



Evaluate a program aimed at **improving sleep and reducing work-life stress.**

Individual sleep tracking and sleep feedback, supervisor training course and online behavior tracking.

Family and Sleep Supportive Supervisor Training (FaSST)

Family and Sleep Supportive Training

- Family and Performance Supportive Behaviors
- Sleep Hygiene
- Behavior Tracking

Actigraphy Sleep Feedback

- Objectively measure sleep quality and quantity



Effects



- improves reports of supervisors' sleep leadership,
- improves employee job satisfaction
- improves sleep quality
- Improves life satisfaction
- Improves perceived health
- Improves supervisors' knowledge of family supportive and sleep supportive supervisor behaviors

Where can I find OHWC workplace safety, health & well-being toolkits and tools?

DOWNLOAD TOOLS & TOOLKITS

SEARCH

QUESTIONS? CALL 503.494.2425

MENU

YourWorkpath
An Oregon Healthy Workforce Center Resource

Travel YourWorkpath to arrive at better employee safety, health, and well-being

Get the tools, toolkits and resources you need to build a culture of safety, health, and well-being for your employees.

LEARN MORE

YourWorkpath

TOOLS	TOOLKITS	GUIDANCE
This robust collection of tools has something for everyone looking to enhance safety and health in the workplace.	Proven Total Worker Health® toolkits focusing on safety, health, and well-being are ready for you to launch with your team.	Not sure where to start? We're ready to help you find the tools and programs to fit your unique needs.
VIEW TOOLS	VIEW TOOLKITS	GET HELP

visit, YourWorkpath.com

Our 4 Total Worker health[®] TOOLKITS



**Safety & Healthy Improvement Program (SHIP)
for supervisors & employees in any industry**



**Promoting U Through Safety & Health
(PUSH) for young workers in any industry**



**BeSuper! for supervisors and
employees in Construction**



**COMMunity of Practice
& Safety Support (COMPASS) for
home care workers**



OHWC Safety, Health, Well-being Tools



Get Healthier Lifestyle Cards

30 minute team activities designed to help employees learn, build and brainstorm solutions for healthier lifestyles on and off the job. These cards can help support workplaces interested in improving the health and well-being of employees.



Start the Conversation Activities

10 to 20 min supervisor-led activities to engage and educate young workers on work and non-work factors that impact safety, health and communication.



Resource Directory

Articles, guides and tools curated to add additional information related to our research priorities, especially Total Worker Health to support a healthier safer and more productive workforce.



What's Work Got to Do With it? Podcast

Our podcast series that discusses how work can impact our safety, health and well-being, as well as address the public health significance of occupational health and making science more accessible



Health Impacts Safety Guides

Twelve evidence-informed meeting guides designed for integration of workplace safety and health. Topics include sleep, heart health, sun safety, stress, distracted driving and more.



OR-FACE Toolbox Talks

Developed by the Oregon Fatality Assessment and Control Evaluation, toolbox talks are guided group discussions with action plans for safer work practices to prevent injuries and fatalities in the workplace.



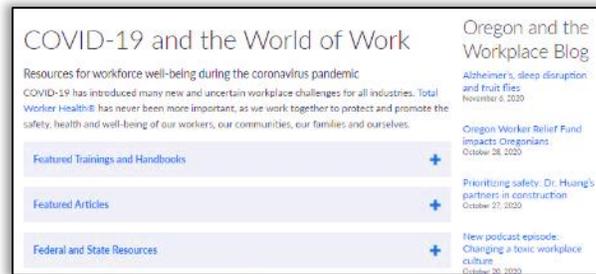
Visit, YourWorkpath.com/tools

Selected COVID-19 Responses



COVID and the World of Work OHWC Website

<https://www.ohsu.edu/oregon-institute-occupational-health-sciences/covid-19-and-world-work>



Pandemic Response Training for Supervisors

<https://ohwc.articulate-online.com/p/2092821264/>



Oregon COVID-19 Construction Task Force

<https://blogs.ohsu.edu/occupational-health-sciences/2020/06/11/new-webpage-for-oregon-covid-19-construction-task-force/>



Lead with Empathy during the COVID-19 Crisis

<https://theconversation.com/lead-with-empathy-during-the-covid-19-crisis-135175>





Creating Work-Life Alignment

People Managers Are the Lynchpin

www.worklifealigned.com

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ohsu.edu/ohwc



yourworkpath.com (tools and toolkits)



soundcloud.com/occhealthsci (podcast)



blogs.ohsu.edu/occupational-health-sciences

THANK YOU!

Thanks for joining us and caring about well-being in the legal profession.

For more information about the Institute for Well-Being in Law, please visit our website:

lawyerwellbeing.net

Questions? Contact Anne Brafford, ambrafford@gmail.com



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