Achieving Workplace Health through Application of Wellness Strategies

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Overview of JSC
NASA/Johnson Space Center

- NASA/Johnson Space Center was established in 1961.
  - Current Civil Servants
    - 3245 Civil Service employees
    - ~110 astronauts
  - Current Contractor Employees
    - ~50 companies provide personnel
    - ~13K employees

- Since Project Gemini, JSC has led and managed NASA’s human space flight programs
  - From 1961 through mid 1970’s JSC led and managed single programs
  - Currently JSC leads and manages 3 major programs and several major projects
JSC Demographics

Civil Service Education
- 8% doctorates
- 30% masters
- 52% bachelors
- 1% associates
- 9% no degree

Civil Service Average Age 45.7

Average Attrition: 4.1%
- 50% Retirement
- 50% Resignations

Civil Service Diversity
- 50% Non-minority male
- 25% Non-minority female
- 13% Minority male
- 11% Minority female

Civil Service Grade Distribution
- 2% @ executive level
- 20% @ Grade 15
- 22% @ Grade 14
- 36% @ Grade 13
- 9% @ Grade 12
- 4% @ Grade 11
- 7% @ Grade 9 and below
JSC Civil Service Population by Occupation

- Professional Admin.: 21%
- Clerical/Tech: 6%
- S&E: 73%
JSC Civil Service
Degree Fields

Degree Fields

Aerospace Engineering 634
Mechanical Engineering 530
Electrical Engineering 354
Other Engineering 221
Computer Science/Math 237
Life Sciences 100
Physical Sciences 250
Business Mgmt Related 565
Other 66
Employee Services
Occidental Medicine/Health

**Occupational, Emergency and Preventive Medicine**

Regulatory Functions
- Work Related Physicals
- Fitness for Duty Exams
- Food Sanitation Program
- Employee Assistance Program
- Emergency Medical Treatment

Non-regulatory Functions
- Non-work related emergency treatment
- Periodic Health Screening Exams
- Public Health, e.g., Flu Shots
- AED Program
- Wellness Program

**Occupational Health Services**
- Industrial Hygiene field investigations
- Radiation Safety
- Hazard Communication
- Health Training
- Environmental Surveillance
Human Resources

• Provides a wide range of services to JSC employees to enhance the overall work experience

• Serve as both employee advocates and consultants to management

• JSC People Website
  http://jscpeople.jsc.nasa.gov/

• Each Directorate Level Organization is assigned:
  – HR Representative
  – HR Development Representative

• Customer Service Desk is provided
Starport was established to contribute to the welfare and morale of the JSC workforce

Core Functions:
- *Exploration Wellness Program*
- Recreation Activities
- Cafes and Catering
- Gift Shops and Online Retail Services
- Employee Activities
Exploration Wellness Program

• Starport Fitness Facility
  • Personal training
  • Exercise classes (free enrollment for Yoga, Pilates, Hip Hop Aerobics)
  • Two outdoor running trails

• Specific Behavior Change Programs

• Access to a Registered Dietician/Nutrician Counseling

• www.explorationwellness.com
  • Wellness assessment
  • Health and wellness information

• Recreation Classes (Ballroom Dancing, Salsa, Tae-Kwon-Do)

• Sports Leagues (Volleyball, Softball, Basketball, Soccer, Flag Football)

• Massage Therapy
Tools for Employee Care

**Work/Life Balance**
- Exploration Wellness Program
- Employee Assistance Program
- Child Care Center
- Maxiflex & Variable Schedules
- Flexiplace & Telecommuting Options

**Training and Development**
- Onsite and offsite courses
- Online learning
- College courses
- Leadership development

**Benefits**
- Insurance: Health, Vision, Dental, Life and Long Term Care
- Finances: Thrift Savings Plan, Flexible Spending Accounts
- Generous Leave/Leave Transfer Programs
- Online Benefit Services
- Recognition and Awards Program
Prior Assessments
Background

• NASA/Johnson Space Center, routinely conducts workplace surveys/assessments
  – to understand workplace climate and health
  – to apply wellness strategies, where applicable

• Such assessments are a collaborative effort between Occupational Medicine/Health and Human Resources.

• Assessments were done in 1999, 2000 and 2003

• 1999 indicators that assessment was required
  – 6-fold increase in EAP work stress cases over 10 year period
  – Job stress made up 18% of the presenting problems at EAP
  – HR noted increases in restored leave; overtime; comp time; voluntary time
  – Employee exit surveys cite job stress & workload as decision factors
1999 Study

- Conducted 6 focus groups (65 participants total) to collect data
  - Non-supervisory and Supervisory personnel
  - Administrative, S&E, Program Office, Secretaries
  - Data collected with 3 separate approaches
    1. Physical and Behavioral Stress Questionnaire (checklist)
    2. Coping and Stress Profile (assessing work, personal, and family stress)
    3. Group Discussions (facilitated by the consultants)

- Outcome of study
  - Successfully negotiated higher staffing levels with HQ
  - Raised awareness of stress-related issues through education
    - Stress education for managers and supervisors
    - Increased EAP awareness
    - Promoted Wellness program (nutrition, exercise, stress management)
  - Initiated intervention strategies
    - Expanded Wellness Program
    - Developed & offered new stress training programs
    - Provided information on community counseling and support organizations
    - Explored increased work schedule flexibilities

- Recommended doing a comprehensive stress assessment of JSC workforce (2000)
• 2500 employees responded to 48 question survey

• Findings
  • Top 3 causes of stress
    • Work Conflict: competing requests, unnecessary tasks, lack of resources
    • Overload: too much pressure, too much to do
    • Organizational support: level of caring about opinions, lack of successful interpersonal relationships
  • Top 3 things that did not cause stress at JSC
    • Job ambiguity: clarity on assignments; known, acceptable performance expectations
    • Cognitive trust: high trust and management competence levels
    • Belonging to NASA: job fit into Agency/Center objectives, level of pride in job & JSC
  • Top 2 consequences of stress
    • Low job satisfaction
    • High psychological strain

• Outcome
  • Continuation of stress education programs, EAP awareness, intervention strategies
  • Implementation of systemic change in response to root causes defined by survey
  • Incorporation of best practices from high achieving organizations
2003 Survey

- 2530 employees responded to 96 question survey

Findings
- Greatest sources of stress
  - Workload - 57% pace of work / 42% quantity of work
  - Dissatisfaction with recognition
    - 52% cite promotions
    - 44% cite under-appreciated & under-rewarded
    - 40% cited that everyone gets same rewards
- Greatest effects of stress
  - Physical and/or emotional – >50% reported stress related symptoms in last month
  - Physical Productivity – 33% agreed it is heavily impacted by stress
- Areas of potential concern
  - Morale
  - Intention to Quit

Outcome
- Results reviewed with Senior Management, each directorate and communicated to JSC
- Actions plan developed and implemented by individual organizations
- Continuation and enhancement of earlier initiatives
Current Effort

• Purpose
  – Understand and measure JSC workplace health
    • levels, sources, indicators & effects of negative, work-related stress
    • define leading indicators of emerging issues
  – Provide linkage to outcomes
    • Focus application of wellness strategies & HR tools
    • Increase quality of work life and productivity

• Current effort will result in
  – Online assessment tool
  – Assessment of total JSC population (civil service & contractors)
  – Application of mitigation tools and strategies

• Product of the JSC Employee Wellness Program

• Collaboration with Corporate Health Improvement Program/University of Arizona
Assessment Development

Phase 1 Products

1. Survey development
   – Hybrid of existing instruments
   – Tailored using prior surveys
   – Identify specific concerns with onsite focus groups

2. Review of assessment tool
   – Interviews with employees
   – Assess understanding of survey items

3. Test hard copy assessment tool
   – Pilot assessment
   – 20 JSC employees to participate

4. NEW survey: ~ 30 questions
   – existing items from prior surveys
   – new items from focus groups

Phase 2 Products

1. Test & Refine Hard Copy Tool
   – Pilot test(s) with TBD # employees
   – Refine tool based on pilot tests
   – Continue testing/refinement

2. Develop On-line tool based upon hard copy results

3. Test & Refine On-line tool
   • focus groups and/or
   • telephone debriefing

4. Finalize on-line assessment tool
Assessment Plan

- Assessment of total JSC workforce with new, online survey instrument

- Analysis of survey results

- Based upon survey results
  - Implement selected, available, wellness strategies
  - Implement available human resources tools and capabilities

- Assessment of the effectiveness of the interventions over a 3 year period