



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 Diversity

- 50% Non-minority male
- 25% Non-minority female
- 13% Minority male
- 11% Minority female

Civil Service Average Age 45.7

Civil Service Grade Distribution

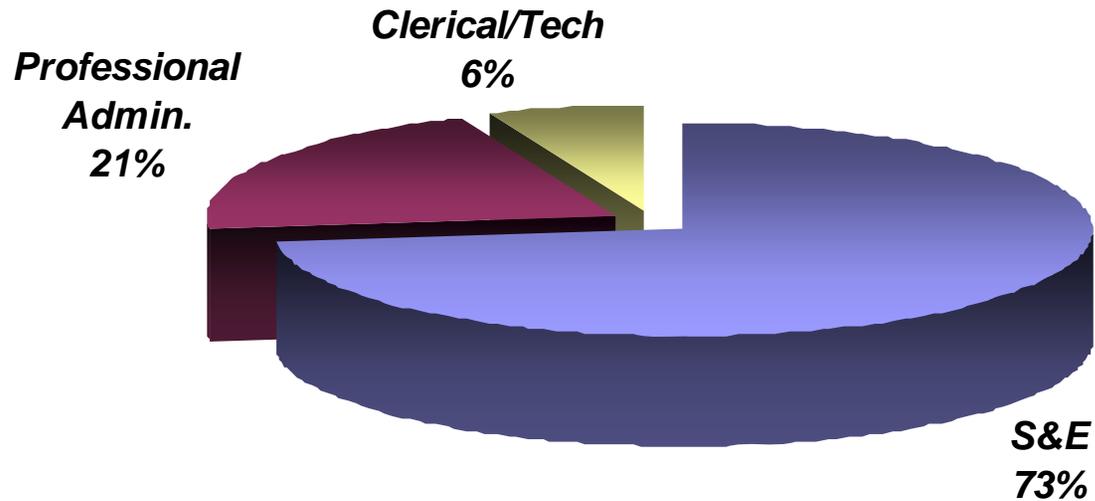
Average Attrition: 4.1%

- 50% Retirement
- 50% Resignations

- 2% @ executive level
- 20% @ Grade 15
- 22% @ Grade 14
- 36% @ Grade 13
- 9% @ Grade 12
- 4% @ Grade 11
- 7% @ Grade 9 and below

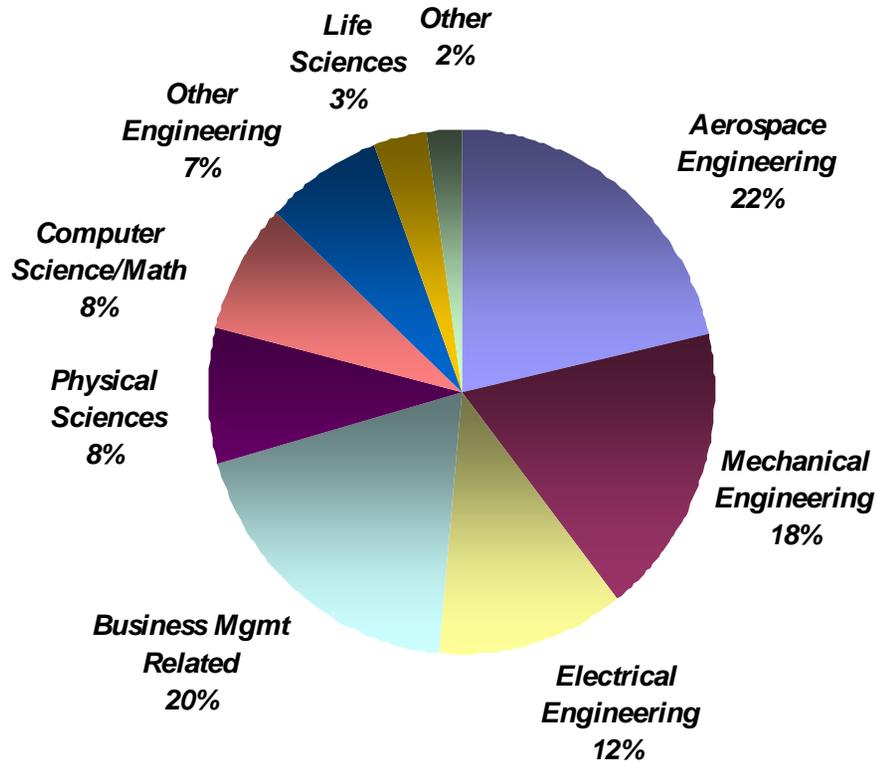


JSC Civil Service Population by Occupation





JSC Civil Service Degree Fields

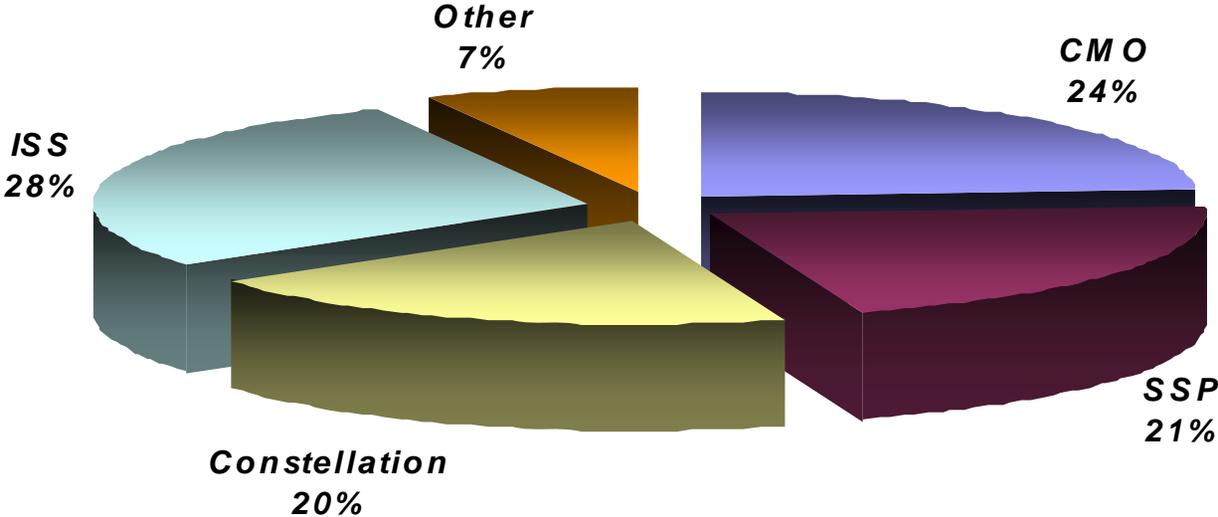


Degree Fields

<i>Aerospace Engineering</i>	634
<i>Mechanical Engineering</i>	530
<i>Electrical Engineering</i>	354
<i>Other Engineering</i>	221
<i>Computer Science/Math</i>	237
<i>Life Sciences</i>	100
<i>Physical Sciences</i>	250
<i>Business Mgmt Related</i>	565
<i>Other</i>	66



JSC Workforce by Major Program Activity





Employee Services



Occupational 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)



2000 Survey



- 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