

Welcome to the Society for Occupational Health Psychology Newsletter!



Society for Occupational Health Psychology

Volume 15 (Spring 2016)

Editor's Welcome



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Note from the Editor

Welcome to the Spring 2016 edition (v. 15) of the Newsletter for the Society for Occupational Health Psychology.

The newsletter begins with a tribute to J. Donald Millar, written Dr. Steve Sauter and Dr. Joseph Hurrell. Don Millar was NIOSH director from 1981 to 1993 and played a major role in the formation of the field of OHP by securing funding for both the development of OHP training programs as well as the inaugural Work, Stress, and Health conference in 1990.

Next, we present a column related to obtaining grant funding for occupational health psychology research. In this column, four OHP scholars (Dr. Janet Barnes-Farrell, Dr. Peter Chen, Dr. Gwen Fisher, and Dr. Robert Sinclair) share their insights related to places to look for OHP grants, tips for preparing a successful grant proposal, suggestions for resources and support during grant writing, wisdom related to maintaining a grant-funded research program over time, and more.

This edition also includes a column about the *new* National Center for Productive Aging and Work (NCPAW), a National Institute for Occupational Safety and Health (NIOSH) Center that is committed to promoting healthy aging at work. In this

column, Ms. Jessica Streit, Dr. Julianna Scholl, and Dr. James Grosch share an overview of the changing age diversity of the workforce and why this age diversity matters for occupational safety and health. The authors also share the mission of the NCPAW and the key attributes for productive aging at work.

In addition, Dr. Nanette Yragui and Dr. Lauren Murphy share an overview of the Safety & Health Assessment and Research for Prevention (SHARP) program in the Washington State Department of Labor & Industries. In this column, Dr. Yragui provides an overview of the main responsibilities of the SHARP program, which include overseeing the Washington State workers' compensation program, as well as enforcing workplace safety regulations and promoting health and safe workplaces. Additionally, Dr. Yragui shares some highlights of a few recent research efforts coming out of SHARP.

We also feature a highlight of the Centre for Organizational Health and Development (COHD) at the University of Nottingham (UK) written by Dr. Stavroula Leka. Dr. Leka shares an overview of the centre's history, primary responsibilities and program offerings, as well as well-known areas of research focus at the COHD.

This edition of the newsletter also includes a piece by Dr. Pamela Perrewé, which reviews a recent edited volume entitled *Stress and Quality of Working Life: Interpersonal and Occupation-Based Stress*. This volume was co-edited by Dr. Ana Maria Rossi, Dr. James Meurs, and Dr. Pamela Perrewé, and is aimed at helping individuals and organizations to better appreciate stressors faced by employees. This volume contains 12 chapters written by more than two dozen authors, and is broken up into three parts, focusing on interpersonal interactions, occupation-based stress, and managing stress in the workplace.

Lastly, we have included some recent OHP research in the news. Dr. Renzo Bianchi and Dr. Irvin Schonfeld recently published a pair of articles on the association between burnout and a depressive cognitive style, and these studies were picked up by the popular press. We have reproduced one of those news stories here for our readers.

Producing the newsletter is a team effort, and I am very grateful for the assistance of the editorial team. The newsletter is made possible with the assistance of Associate Editors, Dr. Heather Odle-Dusseau and Dr. Emily Huang, and Production Editors, Ms. Janelle Cheung and Ms. Tanya Sidawi-Ostojic. I thank them for all of their work to bring together this newsletter.

We hope you appreciate reading this issue of the newsletter. If you have any comments or would like to write an article for a future issue, please e-mail me (gary.giumetti@quinnipiac.edu).

Thank you!

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Inside this issue:

Tribute to J. Donald Millar by Steve Sauter and Joe Hurrell	2
Grant Writing in OHP: A Question and Answer Session with Four OHP Scholars, edited by Gary Giumetti	3-6
Overview of SHARP Research Program by Nanette Yragui and Lauren Murphy	6-8
OHP at the Centre for Organizational Health & Development (COHD), University of Nottingham, UK by Stavroula Leka	8
Book Announcement: Stress and Quality of Working Life: Interpersonal and Occupation-Based Stress by Ana Maria Rossi, James A. Meurs and Pamela L. Perrewé	9
Age Well, Work Well: Introducing the National Center for Productive Aging and Work by Jessica Streit, Juliann Scholl, & James Grosch	9-11
OHP Research in the News: Burnout and Depression: Two Entities or One? by Renzo Bianchi and Irvin Schonfeld	11
Work, Stress, and Health 2017 Conference Announcement	12

Tribute to J. Donald Millar

J. Donald Millar, MD

1934 - 2015

In 1992, Ross Perot's running mate Admiral Stockdale opened the vice-presidential debate by asking "Who am I? Why am I here?" Except for a few seasoned OHPers, readers may be asking "Who was J. Donald Millar and why is this tribute to him appearing in the SOHP newsletter?" The short answer is that were it not for Don Millar, chances are no one would be reading this newsletter - because it likely would not exist, nor possibly would SOHP, JOHP or OHP itself. OHP did not develop organically. The marriage between psychology and occupational safety and health, which was to become OHP, was brokered by Don Millar.

Dial back to the 1980s. Social Security disability claims for psychological disorders and worker compensation claims for what was then termed "gradual mental stress" were multiplying rapidly. At the same time, job stress and the organization of work were increasingly implicated in the etiology of a variety of occupational health problems, such as skyrocketing rates of upper extremity musculoskeletal disorders. It was against this backdrop that Don Millar, NIOSH Director from 1981 to 1993, took action that was unprecedented among governmental safety and health agencies worldwide.

Undeterred by strong headwinds from within his own field, in 1983 Don Millar unveiled a NIOSH-suggested list of ten leading work-related diseases and injuries that included "Work-related Psychological Disorders" among the featured conditions. This action triggered NIOSH formation of a multidisciplinary working group for development of a "Proposed National Strategy for the Prevention of Work-Related Psychological Disorders." Among other recommendations, the strategic plan called for advances in professional development and information dissemination to better address problems of occupational stress, mental health, and the organization of work. Don was known as a person who "walked the walk." Upon publication of the strategic plan, he appropriated funding for a formal collaboration between NIOSH and the American Psychological Association (APA) to establish academic training programs in OHP, which today have mushroomed to well over a dozen such programs worldwide. Funding was also approved for the inaugural Work, Stress and Health Conference in 1990, which will convene for the 12th occasion in 2017. JOHP and SOHP are most assuredly derivatives of these actions by Don Millar.

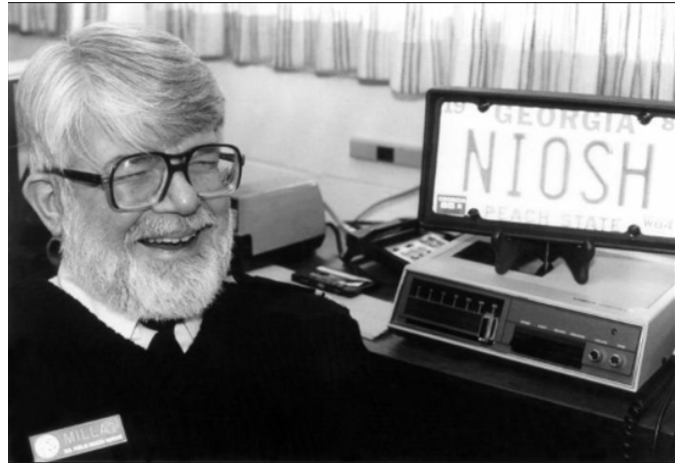
While we remember Don for his vision and formative contributions to our field, this is but a narrow slice of his of contribution to public health. Perhaps of foremost significance, he assumed leadership of CDC's Smallpox Eradication Program in Africa in 1966. Smallpox ravaged societies throughout millennia, counting its victims in the billions. But, through the efforts of Don's team, smallpox was eliminated on the African continent by 1969. Prevention models applied by his team were later employed in other countries, contributing to the worldwide eradication of the disease by 1977.

Don received numerous awards and honors for his public service, including a Presidential Citation from the APA. He twice received the Distinguished Service Medal, highest honor bestowed by the US Public Health Service, the Surgeon General's Medallion, and he was an Honorary Fellow of the Faculty of Occupational Medicine, Royal College of Physicians, London. Most recently he was a recipient the "Distinguished Contribution to Occupational Health Psychology Award" at the 2015 Work, Stress and Health Conference in Atlanta.

Beyond his professional life, Don was a husband to his wife Joan, father to three children, and grandfather to eight. Like another well-known Georgian, he taught Sunday school to children at his church. He was an accomplished musician and, interestingly, had a passable resemblance to the singer Kenny Rogers. True to this likeness, he and Joan were known to pick up guitars at a NIOSH conference and delight the crowd with a country classic.

He will be missed.

Steven Sauter and Joseph J. Hurrell, Jr.



"...were it not for Don Millar, chances are no one would be reading this newsletter - because it likely would not exist, nor possibly would SOHP, JOHP or OHP itself."

Grant Writing in OHP: A Question and Answer Session with Four OHP Scholars Edited by Gary Giumetti

I recently had a chance to speak with four occupational health psychology scholars about obtaining grant funding for research in OHP. I posed seven questions to each person and below I provide their responses. We hope that this information will help future OHP researchers to navigate the grant writing process and achieve some success with funding their OHP research endeavors.

1. Where do you recommend that OHP scholars look to find grants?

Janet Barnes Farrell: I can only speak to U.S. funding sources, but in the U.S. some that immediately come to mind are federal agencies such as NIOSH (National Institute for Occupational Health and Safety, a unit of the CDC, Centers for Disease Control and Prevention), which has a clear history of funding OHP research and NIH (National Institutes for Health, including National Institute on Aging, National Institute on Drug Abuse, among others). But looking beyond those sources, others to consider include the U.S. Department of Transportation (e.g., Federal Railroad Administration), which oversees several agencies that deal with safety-sensitive occupations. In addition, look to foundations. Some examples of foundations that have provided support for various kinds of OHP research include the Sloan Foundation, and the Alpha Foundation for Mining Safety. Also, look to professional societies, which sometimes have small grant programs that may be open to OHP proposals if they are relevant to the aims of the society (two that I know of that have funded OHP research in the past are Society for Industrial and Organizational Psychology and the CDC-NIOSH funded Centers of Excellence for Total Worker Health).

Peter Chen: There are more grants/contract available with the skill sets we gain. It does not have to be limited to OHP topics, so I encourage others to search more broadly beyond traditional OHP funding outlets.

Gwen Fisher: It depends on the topic or issue being investigated and where the researchers (e.g., which country) are located. Some possibilities include government agencies or organizations. In addition to NIOSH, as Janet mentioned, other possibilities are the Army Research Institute, the U.S. Department of Defense, and some foundations. Some universities (particularly research universities) have grant or development officers at the college or university level who gather requests for proposals (RFPs) and will share funding announcements and opportunities. If no one is currently circulating information like this with you, perhaps you can inquire to find out if someone does or can help locate this information.

Bob Sinclair: Anywhere and everywhere! In terms of sources, I agree with Gwen and Janet that the most obvious place is NIOSH which regularly funds grants related to occupational safety and health. However, there are a variety of other Federal Agencies that can potentially support OHP-related research, assuming the fit is there. For example, a project with implications for substance abuse at work might be appropriate at NIDA. Similarly, a project related to the structure and design of work might be appropriate for the NSF science of organizations program. I also have been reviewing grants for NASA through their behavioral medicine initiative and seeing applications with IO psychologists as part of the team. In any of these cases, one good source of advice is to talk to program officers about the fit of your proposed research with their goals and initiatives. As Janet mentions, some of our fellow professional organizations also offer grants. Two examples some readers may be familiar with are the Society for Industrial and Organizational Psychology and the Society for Human Resource Management. Finally, I personally have had some success with non-profit foundation grants, one example being the Robert Wood Johnson Foundation. I would strongly encourage readers to familiarize themselves with some of the larger foundations out there that may support for projects with an OHP focus. In all of these cases, I think the best advice is to study their initiatives carefully and make sure that whatever you are thinking of proposing fits well with the goals of the program/agency etc.

2. What do you see as the most important component or section of a grant proposal?

Janet Barnes Farrell: Innovation -- I don't know whether it is really the most important, but it may be the trickiest one because it involves making the case that there is a strong scientific basis for the proposed research (i.e. funding the research is well-founded and basically a low risk investment) BUT that it somehow makes a significant bold new contribution (i.e. there is likely to be a significant payoff, which usually implies taking a risk!) I think most of us are well-trained to handle the other pieces of a research proposal, but this part may be more challenging for many of us. It isn't unusual to see proposal review comments along the lines of "good research design, well-grounded in theory, authors well qualified to carry out the research, but not much new here." In fact, this is the same kind of criticism that authors of empirical journal manuscripts struggle to deal with -- what is really new, different and important here? [...and if I can add a SECOND most important - I would say putting into place the kinds of convincing evidence that you will be able to pull off the research that you propose to do -- and in the case of OHP research, that often involves getting firm commitments, in writing, from organizations that will provide access to work settings, employees, and related resources to carry out the proposed research. This involves doing a lot of legwork and developing/maintaining relationships with the potential sites/sources of data for the proposed research. But it can make the difference between a solid research proposal that is



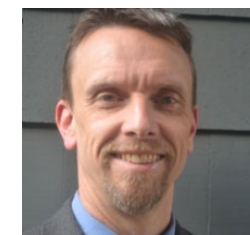
Janet Barnes-Farrell
University of Connecticut



Peter Chen
Auburn University



Gwen Fisher
Colorado State University



Bob Sinclair
Clemson University

Grant Writing in OHP (cont'd)

judged to be viable and one that raises concerns about whether the researchers will be able to pull it off.]

Peter Chen: I agree with Janet - the section on impact is the most important. Researchers need to demonstrate the significance and innovation of the proposed project.

Gwen Fisher: I agree with Janet and Peter that in general it is important to convey the significance and impact of the work being proposed. However, I don't think there is an unimportant part of the proposal. For example, the approach or methods section is equally important. Unlike the double-blind peer review publication process, the grant review process is not anonymous and in fact the researcher's record and reputation is considered when the reviewers evaluate the proposal. In other words, the investigator team's skills and abilities for carrying out the proposed work are evaluated.

Bob Sinclair: I will write this from my time on the NIOSH review panel. In terms of the Federal grant criteria, while all sections of the proposal are important, the two most important sections (in my opinion) are the significance and the approach. As Janet mentions, the significance section is basically where you explain why your research is important. It involves making the case that the results of your research will lead to some meaningful improvement in understanding occupational health hazards and/or lead to important changes in policies and practices that will actually affect workers' lives. Another way to think about significance is through the idea of a hazard matrix that has frequency of a hazard and severity of its consequences as dimensions - significant research addresses occupational health hazards that affect many workers and/or that are associated with serious consequences. In the approach section, you basically explain what you are going to do. Reviewers generally want to know that you have a clear and well-thought through plan of activities to address your project aims. Generally, reviewers will react negatively to applications where important elements of the research activities are not clearly stated at the outset. So, you need to be able to articulate clearly what you are going to do in terms of measures, research design, data analyses, etc. with these activities clearly linked to your project aims.

"...Researchers need to demonstrate the significance and innovation of the proposed project."

3. What are your top three tips for preparing a successful grant proposal?

Peter Chen:

1. Start small and early, and don't give up after failure.
2. Find good collaborators who contribute to the development of the proposal and the implementation of the project.
3. Sell one's grants based on funding agency's need. Fantastic/brilliant ideas don't necessary work for grants with specific goals/foci. Clients don't pay consultants to do wonderful things if those things are not relevant to the clients.

Gwen Fisher:

1. Have a clear aim, issue or question you are trying to address.
2. Develop a solid plan for accomplishing the proposed aims that are within the scope of the timeline and the KSAOs of the investigator team to accomplish.
3. As Peter mentions, be sure that the proposal is a good fit for the priorities of the funding agency/source. It can be very helpful to discuss the idea with a program officer prior to developing a full proposal.

Bob Sinclair:

1. Develop a clear understanding of the review criteria that will be used to evaluate the proposal and make sure to address those criteria in a very transparent way in your proposal. Don't assume that researchers will automatically "get it" without everything being clearly explained, as they may come from an entirely different discipline (and thus, different expertise, sense of priorities in research, etc.). Read the instructions carefully and follow those instructions; seek help from the organization if there's something you do not understand.
2. Obtaining grant funding is often more competitive than publishing in top journals and poorly conceived projects are highly unlikely to get funding. So, it is very important to articulate a very clear plan of research activities linked to your research aims. Some proposals also ask researchers to address alternatives and risks (e.g., what could go wrong and how will you address it). Proposals that include large budgets for "start-up" time in which researchers complete activities such as reviewing literature, developing measures, or prioritizing hazards (just as examples) may not be as well received as proposals where the literature is clearly summarized, measures already have been chosen, and hazard priorities are well-established at the outset of the project. Similarly, proposals will usually be reviewed more favorably when there is a well-thought through and clearly described plan for statistical analyses (including power analyses).
3. As Peter and Gwen mention, it is very important to understand the agency/organization you are targeting. If your research does not address their core needs/goals etc., it is unlikely to be well received, no matter how good your idea is.

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Grant Writing in OHP (cont'd)

4. What support or resources (in terms of people, books, or online tools) would you recommend that grant writers utilize during the writing process?

Janet Barnes Farrell: (a) read through previous proposals that have been funded BY THIS AGENCY; (b) talk to the program officer at the funding agency from which you are interested in seeking funding - every grant workshop that I have attended emphasizes and re-emphasizes the importance and value of having frank discussions with program officers, who can give guidance, let you know if you are barking up the wrong tree, point you to agencies that might have more interest in your research, and so forth; (c) if at a university, develop a positive relationship with the grants people in your department or in your university sponsored research office -- good grants support administrative staff can help immensely with the complexities and oddities of budget preparation and all of the oddities of preparing and submitting grant proposals (all the parts that are NOT about the purpose/design/importance of your proposed research!).

Peter Chen: In the first few times, I tried to learn how to do the budget by asking seasoned PIs or administrators. It helps tremendously because I learned how to navigate the internal procedures. I found that I did not need much resources/support after one or two submissions.

Gwen Fisher: I agree with Peter that feedback from senior colleagues or others with relevant expertise can be very helpful. I also think it is important to plan and prepare for an iterative process and allow plenty of time for both writing and revision. I have also found that it helps to include research administrators/financial or budgeting personnel early in the process and then be sure that the proposed budget is in line with the scope of work being proposed.

Bob Sinclair: At Clemson at least, one of the most important resources we have is a group of very helpful people with research accounting and project development. They help develop budgets, navigate the minutia of proposals, clear paths to get projects internally approved, etc. Take advantage of those people where you can and lobby for further staff support if it is not currently available. In my experience, the impact of having helpful people in these roles is huge. In terms of on-line tools, researchers can often sign up on e-mail lists that provide regular notification of grant opportunities. These can be e-mail lists from various foundations (which will announce when they have new programs), lists from professional organizations, or other announcements that compile opportunities such as SMARTS. Casting a broad net can be helpful. For example, I initially learned about the program funding one of my current projects through a community psychology e-mail list. Finally, I also agree with Peter and Gwen that it is a good idea to seek input on a proposal from others who have been successful in the process in the past.

5. If a grant proposal is not funded, what suggestions do you have for next steps?

Janet Barnes Farrell: Take some time to process the reviews, then regroup and consider (a) collecting data that would allow you to strengthen the proposal; (b) pursuing alternative funding sources, which may involve scaling down or modifying the proposed research to make it more attractive to a different funding source. (Or sometimes a combination of the two approaches will pay off in the long run!) Also, sometimes there may be internal funding (at a university) available that would allow you to use strategy (a).

Peter Chen: Good ideas never die. Part of grant proposals, methodology, network, theoretical framework, etc. can be quite useful for conducting a pilot study and chapter before resubmitting it.

Gwen Fisher: Carefully consider the feedback from reviewers to determine whether to revise and resubmit the proposal. It may help to seek additional feedback from the program officer. Sometimes work can be accomplished without truly needing the funding provided by a grant, so sometimes it can be helpful to carefully consider whether to proceed with a project without seeking external funding for it.

Perhaps find another organization that may be interested in providing financial support for the work via a contract. Many universities consider contracts with organizations as beneficial as grants as long as they include some indirect or facilities & administrative (F&A) costs.

Bob Sinclair: Be persistent but flexible. On the one hand, most grants are incredibly competitive and many good ideas will not get funded, so it is important not to give up if one is not funded. On the other hand, it is important to take reviewers' feedback seriously and consider how one's ideas/methods/etc. might need to be changed.

6. What recommendations might you have for maintaining a grant-funded research program over time?

Peter Chen: I used to run 5-6 grants at one time. I need to have right team to execute the projects and right accountant to manage my accounts. I spend time networking with partner organizations a lot.

Gwen Fisher: Develop expertise in a particular area or topic and solid collaborations with colleagues. Interdisciplinary collaborations can be quite beneficial. Aim to conduct impactful research that has potential to make a significant contribution to the field. Present and publish your research.

Bob Sinclair: One element of this is a success-breeds-success mindset, as people who are successful getting grants typically get better at writing them over time. Beyond that, I think that developing a clear research agenda and core expertise is

"Develop expertise in a particular area or topic and solid collaborations with colleagues. Interdisciplinary collaborations can be quite beneficial."

"...networking is important as you can maintain funding over time by connecting with people who have their own expertise (e.g., in other disciplines) to bring to the table as well as their own networks of resources and opportunities..."

Grant Writing in OHP (cont'd)

important so that you can continue to refine and improve ideas as new opportunities emerge. I also think networking is important as you can maintain funding over time by connecting with people who have their own expertise (e.g., in other disciplines) to bring to the table as well as their own networks of resources and opportunities and so on. For example, a grant funded intervention developed in one setting might be very well received for funding to extend its usefulness to other setting, particularly when there is evidence from one project to demonstrate effectiveness/feasibility for the next project.

7. What other thoughts would you like to share related to grant writing in OHP?

Janet Barnes Farrell: This isn't specific to OHP, just a comment on external funding in general. Not all grants are, or need to be, "major" multi-year \$xxxK or \$xM grants -- they need to provide resources to help get proposed research done, whether it is fairly basic scholarly research or research-to-practice projects or straight applied research. When it comes down to what is NECESSARY to get the work done, sometimes those needs are fairly modest and can be met with some support in the form of small grants or modest service contracts with a private organization. Also, a history of success in obtaining external support (even small grants/contracts) provides a track record that helps in obtaining bigger budget grants/contracts in the future.

Peter Chen:

1. There are no consequences for failure, at least in academic settings.
2. The money you get from a grant can actually be used to conduct additional studies that are not part of the proposal. Thus, save your great but irrelevant research ideas and propose great research idea that is relevant to funding agencies.
3. You should be able to figure out what you need to do next before you reach to the 1/5 or 2/5 of your project.

Gwen Fisher: The grant process can be time-consuming, challenging and frustrating, particularly given strong competition for funding during a time when grant-funding resources are particularly tight. Even excellent proposals don't always get funded, so try not to take news about unfunded proposals too personally. Think and plan strategically for what funding you are seeking. Given very strong competition for funding and the fact that solid grant proposals can be VERY time-consuming to develop, think carefully before jumping in with both feet to write a proposal.

Bob Sinclair: I think one of the important issues in finding funding for OHP research is the realization that occupational health is a multidisciplinary area of scholarship. Being narrowly trapped in the values, preferred methods, theories, etc. of one's own discipline can be counterproductive in both developing useful ideas and converting them into grant funded projects. For example, my orientation to OHP research has shifted considerably over the years, particularly as I participated in the NIOSH panel, as I read a lot of proposals from non-Industrial-Organizational (IO) Psychology scholars who took a very different approach to OHP research. I learned about important issues in OHP that may not be very well covered in IO training and that IO training might emphasize some issues much more than other disciplines would. Two specific examples would be that IO-trained OHP folks are very enamored with testing multivariate models and that other disciplines often seem to be more clearly focused on developing interventions/supporting policy change. There also were plenty of cases where I felt that a grant could be really improved by including an IO person (especially projects where people had great ideas but lacked knowledge about measurement, for example). So, I would just encourage people to reach out across disciplinary boundaries to find people to collaborate with, particularly those who have expertise, values, etc. that complement your own. In addition to academics, this includes people from the industries/ organizations that your research targets, as their perspective will often be invaluable in proposing something that will actually lead to real-world improvements in health. Many, if not most, successful proposals these days come from teams rather than individuals so taking whatever necessary steps you can to put together (or join) a strong team will almost always result in a better project.

"Many, if not most, successful proposals these days come from teams rather than individuals so taking whatever necessary steps you can to put together (or join) a strong team will almost always result in a better project."

Overview of SHARP Research Program

Nanette Yragui and Lauren Murphy



Lauren Murphy



Nanette Yragui

The Safety & Health Assessment and Research for Prevention (SHARP) Program is located in the Washington State Department of Labor and Industries (L&I), a diverse state agency dedicated to the safety, health, and well-being of Washington's 2.5 million workers. L&I is the exclusive provider of workers' compensation insurance to employers in Washington State and also operates the state OSHA program to enforce workplace safety regulations and promote health and safe workplaces. The SHARP Program was founded in 1990 by the Washington State legislature and is an autonomous research group located within L&I. We are a multidisciplinary group of researchers and support staff who work in the fields of occupational health psychology, ergonomics, epidemiology, industrial hygiene, and occupational medicine, sociology and anthropology to conduct applied research that promotes healthy work environments and prevents workplace injuries and illnesses.

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Overview of SHARP Research Program (cont'd)

SHARP research is primarily funded by L&I and the National Institute of Occupational Safety and Health (NIOSH) including our well established enhanced surveillance projects.

SHARP scientists conduct studies in both lab and field settings, and through quantitative and qualitative data analysis, strive to determine the causes and mechanisms of work-related accidents and injuries, and identify, develop, and test applicable interventions. We publish our findings through trade journals, peer-reviewed publications and national and international conference presentations. In addition to conducting studies, SHARP researchers work with the Washington Industrial Safety and Health Act (WISHA) Advisory Committee, L&I leadership, and the NIOSH National Occupational Research Agenda (NORA) to develop occupational health research priorities.

The specific focus of the SHARP OHP program thus far has included applied organizational-level research on the topics of workplace mistreatment, work-nonwork stress, and social support. Collaborations past and future include those with Portland State University, Oregon Health & Science University, and University of Washington, Washington State government agencies, and labor organizations.

In a workplace aggression prevention study led by Dr. Nanette Yragui, formative research was conducted utilizing a systems perspective and qualitative methods to examine the organization of work as it pertained to patient-initiated aggression and coworker-initiated psychological aggression in three western state psychiatric hospitals. The objectives of the study included 1) obtain background information on manager, care provider, and labor representative perceptions of workplace aggression incidents and contributing factors; 2) understand staffing issues; and 3) learn about social support behaviors among organization members. Researchers conducted an on-site walk-through of 9 wards with the SHARP developed Workplace Violence Hazard Assessment Checklist to assess the physical environment. In addition, twenty-seven observation periods of 4 hours each in 9 communal patient areas assessed routine practices; communication between supervisor and employee, coworkers, and patients; transporting patients; practices for administering medications; smoking; other planned activities; response to patient requests; and safety behaviors in practice such as verbal de-escalation, therapeutic interactions with patients, supervisor/coworker support, and role modeling supportive behaviors with patients.

In addition, the SHARP research team conducted focus groups with care providers and individual interviews with managers, supervisors and labor representatives covering specific topics of aggression prevention strategies; organization policies that impact aggression, organizational and supervisory response to violent incidents; organizational, supervisor and coworker support; aggression prevention training; reporting incidents; acuity-based staffing; schedule flexibility; and recent changes or current conditions that may contribute to workplace aggression and psychological aggression.

The qualitative analysis provided key findings concerning themes and patterns related to understaffing, lack of schedule flexibility, use of sick leave for unscheduled absences, and pulling staff from other wards. Participants reported these as interconnected and contributing elements to patient aggression and risk to staff and patient safety. Lack of supervisor and coworker support was also implicated in a context of a normative organizational culture of aggression "as part of the job". These findings form the basis of the subsequent research funded by NIOSH to develop an intervention for psychiatric settings.

In study 2, Dr. Yragui and colleague Dr. Leslie Hammer of Portland State University designed a mixed methods research design. First, a quantitative baseline survey was conducted on workplace aggression, safety, work schedule flexibility, work-family conflict, and employee health, family and work outcomes including constructs and measures that mirrored the previous qualitative investigation themes. A report presenting the findings and key recommendations was provided to the organization. Second, in conjunction with hospital and labor leaders, Dr. Yragui assembled a community-based participatory action research (PAR) partnership with a public psychiatric facility in Washington State to engage in intervention development for a supervisor training. The intervention development targeted supervisor support for aggression prevention and work-nonwork stress reduction. The intervention development team consisted of a multi-disciplinary group of direct care staff and supervisors, upper-level management, and union representatives, who met regularly over the course of a year. The survey data results were presented and discussed with the development team along with organizational health psychology research literature in topics related to the training.

The PAR process led to an additional qualitative study component: the PAR team chose to learn about high performing ward teams and identify specific behaviors that teams and their supervisors use toward supporting staff for patient physical aggression and coworker psychological aggression prevention as well as schedule flexibility and work-life facilitation. Drawing on positive psychology and Fredrickson's broaden and build theory (2001), the research team designed interview instruments and conducted focus groups with direct care providers and semi-structured individual interviews with their team supervisors to identify successful behaviors. These interview data were analyzed, themes and specific behaviors identified, and exemplar quotes selected and incorporated into the training content as examples of successful supervisor practices. One key finding was that supervisors reported providing schedule flexibility and work-nonwork support because they valued their employees and wanted to recognize and reward them for their dedicated work but also because they perceived that their employees were more therapeutic with patients after returning to work and were safer because of that.

Dr. Yragui, Dr. Hammer and the PAR team designed and developed the supervisor training from the report data-based



"...supervisors reported providing schedule flexibility and work-nonwork support because they valued their employees and wanted to recognize and reward them for their dedicated work..."

Overview of SHARP Research Program (cont'd)

recommendations and the team's discussions. The resulting computer-based training for supervisor knowledge content and face-to-face interactive training component for supervisor skill development was piloted as well. A revised form of this intervention is the foundation of a new grant proposal to test the effectiveness of the intervention.

From the study 2 survey cross-sectional data, Dr. Yragui and colleagues examined the moderating effects of family-supportive supervisor behaviors (FSSB) on the relationship between two types of workplace aggression (i.e., patient-initiated physical aggression and coworker-initiated psychological aggression) and care provider well-being and work outcomes. The research found that FSSB buffered the relationship between patient-initiated physical aggression and physical symptoms, exhaustion, and cynicism. In addition, FSSB buffered the relationship between coworker-initiated psychological aggression and physical symptoms and turnover intentions. These findings identify FSSB as an important resource to counter the negative effects of work stressors of patient physical aggression and coworker psychological aggression. An important study contribution of practical value is that the findings identify interactions that are potentially useful in designing an integrated supervisor family-supportive and aggression preventive intervention.

Below you will find a link to SHARP's webpage where you can find more information about our research: <http://www.lni.wa.gov/safety/research/>

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"These findings identify FSSB as an important resource to counter the negative effects of work stressors of patient physical aggression and coworker psychological aggression"

OHP at the Centre for Organizational Health & Development (COHD), University of Nottingham, UK

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The Centre for Organizational Health & Development (COHD) was originally established in 1988, in the Department of Psychology of the University of Nottingham, from a merger of the Stress Research Group and the Employment Studies Research Group. The COHD took responsibility for the existing Masters in Occupational Psychology and introduced a new Masters course in Organisational Health. The latter was later relaunched as a Masters in Occupational Health Psychology. On the basis of its research programme, its international contribution, and developing postgraduate portfolio, the COHD was designated a Collaborating Centre in Occupational Health by the World Health Organization (WHO) in 1992. In 1999, the COHD merged with the Centre for Health Services Management, in the Nottingham University Business School to form the Institute of Work, Health & Organisations (I-WHO). I-WHO was subsequently granted equivalent status to a school, within the Faculty of Social Sciences, in 2002. Over the next 8 years I-WHO expanded in size but also in its coverage of different areas of applied psychology, including health, clinical, and forensic psychology. In 2010, in a re-organisation of the University's schools and related units, the Institute was merged into the School of Community Health Sciences, and subsequently into the School of Medicine in the Faculty of Medicine & Health Sciences. The move greatly strengthened the Institute's work in clinical and in forensic psychology. Although, I-WHO ceased to exist soon after, the COHD was re-established in 2011 in order to preserve our long standing work in occupational health and in occupational psychology, and to preserve the identity of these areas.

The COHD is responsible for research and postgraduate education in occupational and occupational health psychology. It currently offers MSc programmes in Occupational Psychology;

Work & Organisational Psychology; Management Psychology; and Workplace Health & Wellbeing. PhDs by research can be taken in Applied Psychology, and in Occupational Health Psychology & Management, while more recently a Professional Doctorate in Workplace Health & Wellbeing was launched.

The COHD hosts both the European Academy of Occupational Health Psychology (EAOHP) and its associated journal *Work & Stress*. It is an approved collaborating centre of the European Foundation for the Improvement of Living & Working Conditions. It also hosts the Springer book series *Aligning Perspectives in Health, Safety & Well-being*.

Perhaps the most well-known area of work for the COHD has been its policy research and development in psychosocial risk management and its work for the WHO. Since the late 80s COHD research informed the development of the UK government's risk based approach to the management of work-related stress. This work evolved in the development of PRIMA-EF (the European Framework for Psychosocial Risk Management) and associated guidance for the WHO. This work also led to the development to the first guidance standard on the management of psychosocial risks in the workplace for the British Standards Institution in 2011. At the same time, several key publications were developed for the UK Health & Safety Executive (HSE) and for European Agency for Safety & Health at Work (EU-OSHA) and pioneering work was undertaken to develop EU-OSHA's European employer survey on new and emerging risks (ESENER).

As the COHD continues to evolve and develop, key themes in its research are the development of healthy and sustainable workplaces through responsible business practices; work organization and the management of the psychosocial work environment for business and societal sustainability; the prevention of work-related stress and promotion of mental health in the workplace; workplace innovation and wellbeing; sectoral approaches to health, safety and wellbeing; and policy level interventions in health and safety (including hard and soft regulation).



Stavroula Leka

"Perhaps the most well-known area of work for the COHD has been its policy research and development in psychosocial risk management and its work for the WHO."

Book Announcement: Stress and Quality of Working Life: Interpersonal and Occupation-Based Stress

Ana Maria Rossi, James A. Meurs and Pamela L. Perrewé

OVERVIEW

It is an unfortunate reality that many employees experience elevated levels of stress at work. Feeling stressed has impacts beyond mere emotions. For example, a survey of European Union member states found that 28% of employees reported stress-related illness or health issues, and studies in the USA have found that over 25% of employees reported that they are often or very often burned out by their work. Also, not all stress should be or can be eliminated, as many industries and jobs are highly demanding in their nature. Therefore, it is important that employees, employers, clinicians, and researchers endeavor to develop a better understanding of workplace stressors and how employee health and well-being can be improved.

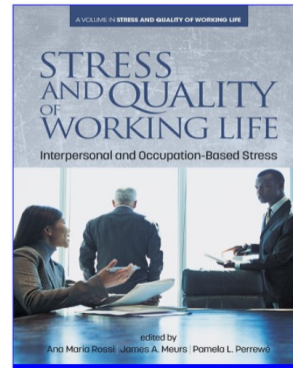
This book can help individuals and organizations better appreciate stressors faced by employees. It showcases research by over two dozen authors in twelve chapters, focusing on the interpersonal and occupation-based sources of workplace stress, as well as how to alleviate work stress. Coworkers, supervisors, and others with whom a person works can have a dramatic influence on the degree of stress a worker experiences, and it is often the interpersonal conflict that is unrelated to one's job that is the most difficult to manage. In addition, the context of a person's work also influences the degree and type of stressors they encounter at work, and this book examines several occupations and their associated stress. We hope that these findings provide ways for individuals and organizations to enhance the well-being of employees.

CONTENTS

Part I The Role of Interpersonal Interactions in the Stress Process. Lessons From Incivility Research, *Michael P. Leiter*. Social Aspects of Work: Direct and Indirect Social Messages Conveying Respect or Disrespect, *Norbert K. Semmer, Laurenz L. Meier, and Terry A. Beehr*. Stress in Online Interview Settings: A Multi-Study Investigation, *Gabriel Giordano, Jason Stoner, Paul M. Di Gangi, and Carmen C. Lewis*. Group Atmosphere for Soccer Players in the Junior Team of a Club in Porto Alegre, Brazil, *Marcio Geller Marques*.

Part II Occupation-Based Stress. Stress and Quality of Life of Medical Doctors: How to Improve This Relation at the Workplace, *Rosa Amélia Andrade Dantas*. The Relationship between Work Factors and the Frequency of Pain in Administrative/Managerial Professionals, *Ilana Calic Bcheche and Zélia Miranda Kilimnik*. Work-Related Stress, Psychological Well-Being, and Work Engagement: Effects and Relation to Quality of Working Life, *Ana Alice Vilas Boas and Estelle M. Morin*. Burnout Syndrome and Professional Practice in Psychology, *Christian Haag Kristensen, Valquíria Coutinho Tavares, Júlia Candia Donat, and Gustavo Ramos Silva*.

Part III Managing Stress in the Workplace. Stressful Work and Voluntary Turnover, *Marcus J. Fila, Erin Eatough, and Rodger W. Griffeth*. Stress Prevention and Management Program for Public Security Professionals, *Darlim Saratt Mezomo and Tatiana Saldanha de Oliveira*. Managing Employees' Occupational Stress, *Kimberly E. O'Brien and Terry A. Beehr*. The Psychologically Healthy Workplace: Fostering Employee Well-Being and Healthy Businesses, *Arla Day, Nikola Hartling, and Blaine Mackie*.



Ana Maria Rossi



James A. Meurs



Pamela L. Perrewé

"...it is important that employees, employers, clinicians, and researchers endeavor to develop a better understanding of workplace stressors and how employee health and well-being can be improved."

Age Well, Work Well: Introducing the National Center for Productive Aging and Work

Jessica MK Streit, MS, Juliann Scholl, PhD, & James Grosch, PhD, MBA
National Institute for Occupational Safety and Health (NIOSH), Cincinnati, OH



Aging is not lost youth, but a new stage of opportunity and strength. - Betty Friedan (1921-2006)

If you are reading this edition of the SOHP newsletter before, during, or after work, odds are you identify as either a member of the Baby Boom generation, Generation X, or Generation Y/the Millennial generation. Admittedly, this is a pretty hedged bet: each of these cohorts presently accounts for roughly one-third (29-34%) of the U.S. labor force (Fry, 2015). In contrast, members of the older Traditionalist/Silent Generation and the up-and-coming Generation Z/Net Generation

Age Well, Work Well: Introducing the National Center for Productive Aging and Work (cont'd)

represent much smaller--though no less valuable--portions of the U.S. working population (2% and 1%, respectively; Fry, 2015).

The age landscape of work in the US will look much different in a few years, however. Labor force participation rates are projected to increase rapidly for workers under 40 through the end of the current decade. By 2020, Gen Y (workers approximately 21-39 years old) will account for a dominating 50% of all employed people in the U.S.; Gen Z (workers under 21 years old) will grow to represent 5-10% of the 2020 labor force as more and more of its members enter into adulthood (VanBroekhoven, 2012). Baby Boomers (approximately 56-74 years old) and Traditionalists (approximately 75 years and over) will continue to represent a combined 20% of all workers by 2020, despite the fact that many of them will be eligible to retire (VanBroekhoven, 2012). Experts believe their delayed retirement will be the result of many intertwined factors, such as increased life expectancy, the elimination of mandatory retirement, age discrimination laws, economic uncertainties, and the reverberating financial effects from the Recession of the late 2000s (Toossi, 2012). As a consequence of these dynamic changes for the other generations, the labor force share for Gen X (workers approximately 40-55 years old) will proportionally decrease from one-third to 20-25% by 2020 (VanBroekhoven, 2012).

Why does this upcoming age diversity matter?

Though they will pass quickly, the next four years leading up to 2020 (and many years post-2020, for that matter) will be critical for building workplaces that can address the occupational safety and health challenges faced by such an age-diverse workforce. While there is much research on the fundamentals of the aging process, we know far less about what organizations can and should do to successfully deal with age-related changes and issues across all the working generations.

The importance of age-related occupational health efforts cannot be underscored enough. By 2020, most workplaces will simultaneously employ a mix of individuals from all five generations (Knight, 2014; Toossi, 2012; VanBroekhoven, 2012). Along with variability in terms of their chronological age and biological, mental, and emotional maturity, these five generational cohorts will also represent workers who grew up in very diverse economic, political, and technological climates. As such, these worker groups may also differ in terms of their work-related attitudes, beliefs, values, motivations, and leadership perceptions and approaches (Sessa, Kabacoff, Deal, & Brown, 2007). Consequently, the work-related factors affecting the safety, health, and well-being of these age-diverse workers may be just as diverse as the workers themselves.

How can we prepare for these changes? Meet NCPAW - a new NIOSH Center committed to promoting healthy aging at work.

The National Institute for Occupational Safety and Health (NIOSH) has recently launched the National Center for Productive Aging and Work (NCPAW) to address the topic of aging in the context of work. NCPAW, which is hosted by the NIOSH Office of Total Worker Health®, has a three-fold mission: 1) to promote and facilitate research on productive aging at work; 2) to encourage the development of evidence-based recommendations and guidance for creating "age-friendly" workplaces; and 3) to improve the health and safety of aging workers through partnerships and capacity building for research and practice (NIOSH, 2015, September 11a).

Central to NCPAW's mission is the concept of productive aging, an approach that focuses on providing safe and healthful work environments "through comprehensive strategies that allow workers to function optimally at all ages" (NIOSH, 2015, September 11b). The promotion of productive aging provides dual benefits to employees and employers: it enables workers to continue to thrive and contribute to their organizations as they get older, up to their retirement.

According to NCPAW, there are four central attributes of a productive aging approach (NIOSH, 2015, September 11b):

- A *lifespan perspective*, which considers aging as a constant state of transition and change throughout one's working life. This perspective assumes: 1) aging is multidimensional and encompasses biological, cognitive, and socio-emotional changes; 2) those changes include a continual experience of gains (improvements) and losses (decrements) to worker functioning; 3) the aging process is characterized by flexible responsiveness to those changes and other situational experiences; and 4) aging must be considered in its situational context (NIOSH, 2015, September 15a).
- A *comprehensive and integrated framework* of strategies, programs, and interventions that focus on improving physical and psychosocial working conditions and employee health and professional skills development (NIOSH, 2015, September 15b).
- *Outcomes that recognize the priorities of both workers and organizations* as opposed to being either explicitly "worker-centered" or "organization-centered" (NIOSH, 2015, September 15c).
- A *supportive work culture for multi-generational issues* that is reflective of the age diversity of the modern labor force. Like ethnicity, sex, and religious affiliation, age is viewed as another dimension of culture (NIOSH, 2015, September 15d).



Jessica Streit



Juliann Scholl



James Grosch

"...The promotion of productive aging provides dual benefits to employees and employers: it enables workers to continue to thrive and contribute to their organizations as they get older, up to their retirement"

Age Well, Work Well: Introducing the National Center for Productive Aging and Work (cont'd)

NCPAW's [Productive Aging and Work](#) web page is an excellent portal of resources related to healthy aging. It provides statistics, updates on NIOSH research related to productive aging, and recommendations and guidance for enriching well-being for workers of all ages. NCPAW is also actively seeking partnerships with other organizations, researchers, stakeholder, and sector members to explore opportunities for collaborative research and resource development in order to meet the needs of the modern age-diverse workforce.

We encourage you to review the NCPAW [Productive Aging and Work](#) web page to learn more about productive aging. We also invite you to request information or start discussions about becoming involved in NCPAW's work by sending a message to the NCPAW mailbox (ncpaw@cdc.gov) or reaching out directly to the Center's Directors, Dr. Jim Grosch (jgrosch@cdc.gov) and Dr. Juliann Scholl (jscholl@cdc.gov).

OHP Research in the News

Dr. Renzo Bianchi and Dr. Irvin Schonfeld (founding editor of the SOHP newsletter) recently published an article entitled *Burnout is associated with a depressive cognitive style* appearing online ahead of print in January 2016 in the journal, *Personality and Individual Differences* and a coordinate study, *Burnout and depression: Two entities or one?* in the *Journal of Clinical Psychology*. These articles were picked up by the popular press and featured in a March 8, 2016 Inc.com column ([link](#)). Below, we have reproduced (with permission) the original Inc.com column written by Ilan Mochari about these studies.

The Truth About Your Burnout Is You Might Be Depressed

Recently published research suggests that those suffering burnout may actually be depressed—and should treat themselves accordingly.

If you're feeling burned out, you should examine whether you have symptoms of depression, too.

That's one takeaway from a study of 1,386 U.S. teachers, recently published in the journal *Personality and Individual Differences* and reported in today's *Wall Street Journal*. The teachers who had high burnout symptoms reported more depressive traits than those with low burnout symptoms.

Though that may not seem surprising, it's a significant finding: In their abstract, the researchers note that burnout and depression are generally considered distinct conditions, both medically and by dictionary definition. These findings call into question the relevance of that distinction.

"The backdrop for the study is a widely held view that burnout and depression are separate entities," notes Dr. Irvin Schonfeld, co-author of the study and a researcher from City College of New York, in a public comment on the *WSJ* article. "My colleague Renzo Bianchi and I have evidence that they are not." Bianchi, the other co-author of the study, is a researcher at the University of Neuchâtel, Switzerland.

In a nutshell, burnout is generally considered a condition of exhaustion; by contrast, depression is considered a psychological condition. According to the study, though, the hopelessness and helplessness usually linked to depression are symptomatic of burnout, too.

The researchers used questionnaires to assess the burnout and depression levels of the teachers. About 75 percent of the teachers were women. Most were in their early-to-mid 40s and had taught for an average of 14.4 years. Among those with burnout, severe depressive symptoms were reported by 50 percent of men and 38.2 percent of women. Moderately severe depressive symptoms were reported by 22.7 percent of men and 36.3 percent of women with burnout. Perhaps most tellingly, not one participant who reported burnout was free of depressive symptoms.

The key conclusion, Schonfeld and Bianchi told the *WSJ*, was that redefining burnout could lead to more effective treatment for those with burnout. As it stands, those with burnout are often less likely to seek help than those with depression. They think that rest is all they need, when in reality, they need medical and/or psychological attention.

Schonfeld added to this conclusion in another public comment on the article. "Getting the diagnosis right is important for at least two reasons," he wrote. "First, people who identify themselves as burned out tend not to seek healthcare. They may think they need a vacation; however, within two to three weeks of returning to work, symptoms are likely to re-appear. By contrast, people who identify themselves as depressed, tend to seek healthcare. Second, there is more high-quality research on treatments for depression than treatments for burnout. It is thus very important to get the diagnosis right. Getting the diagnosis right means getting the appropriate treatment."

The *WSJ* also noted a key caveat to the study: Burnout and depression were self-reported via the questionnaires. The participants were not assessed with clinical interviews, nor did the questionnaires explore whether the participants had histories of depression.



Renzo Bianchi



Irvin Schonfeld

"...redefining burnout could lead to more effective treatment for those with burnout. As it stands, those with burnout are often less likely to seek help than those with depression. They think that rest is all they need, when in reality, they need medical and/or psychological attention"

Thank you for reading the Society for Occupational Health Psychology Newsletter!

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ABOUT SOHP

The Society for Occupational Health Psychology is a non-profit organization with the purpose of engaging in activities to instruct the public on subjects useful to the individual and beneficial to the community. These efforts are achieved (1) by obtaining, and disseminating to the public factual data regarding occupational health psychology through the promotion and encouragement of psychological research on significant theoretical and practical questions relating to occupational health and (2) by promoting and encouraging the application of the findings of such psychological research to the problems of the workplace.

Work Stress and Health 2017: Announcement



The 2017 APA/NIOSH/SOHP Conference on Work, Stress, and Health: Contemporary Challenges and Opportunities



Planning for the 12th International Conference on Occupational Stress and Health—"Work, Stress, and Health 2017: Contemporary Challenges and Opportunities"—is already underway. The event will take place June 7-10, 2017 in Minneapolis, MN. More details, including the official call for papers, will soon be available at <http://www.apa.org/wsh>.

Minneapolis, MN