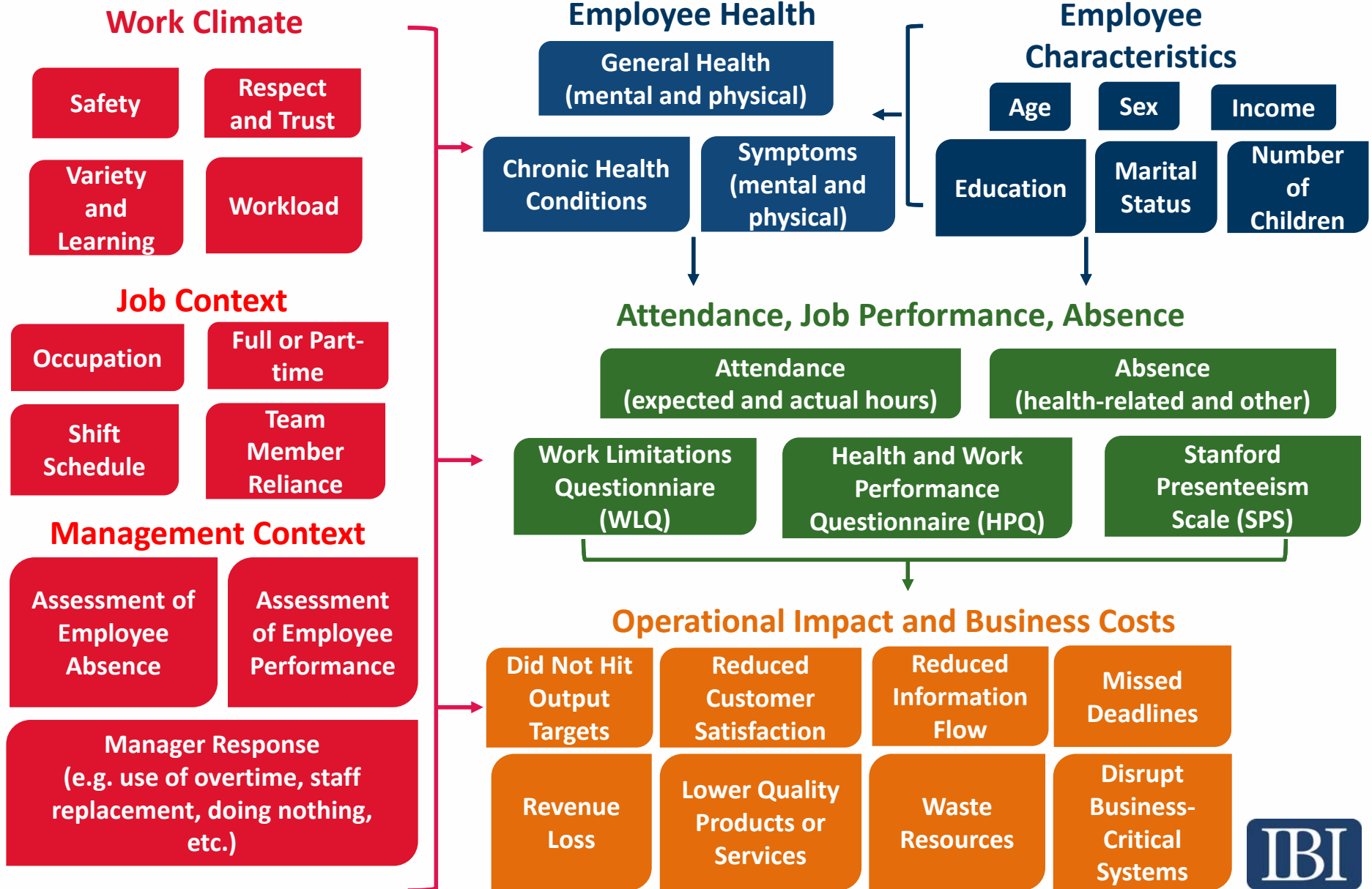


Improving Workforce Performance in a Changing Work Climate

The Impact of Health on Job Performance and Productivity



Research Project Aims

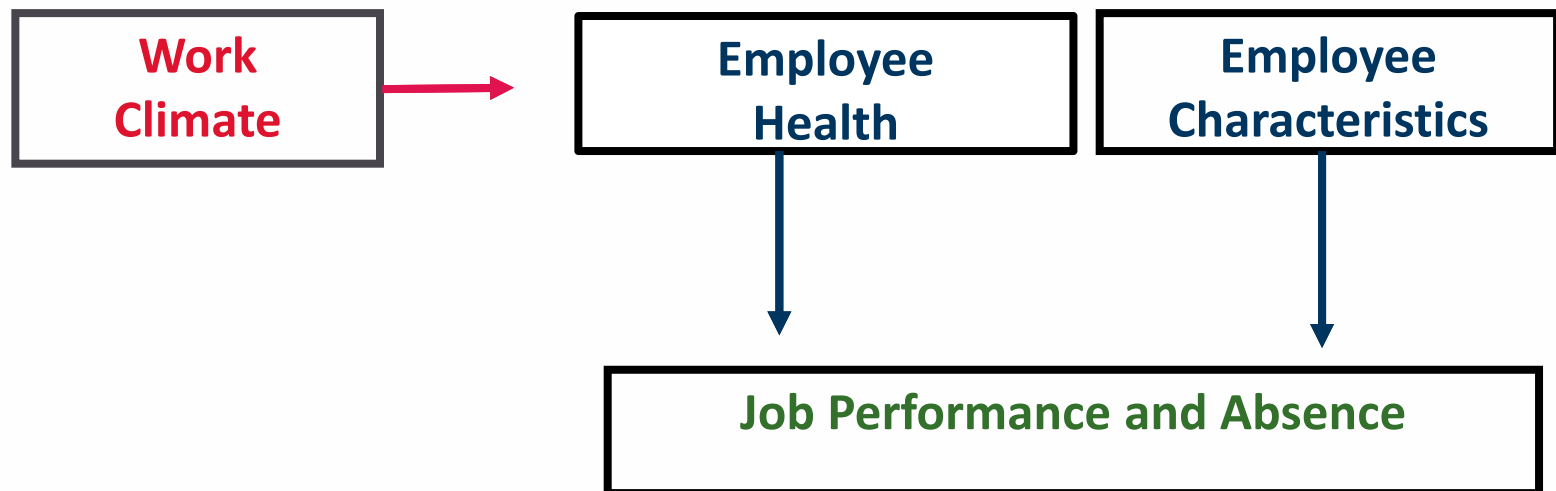
- Clarify the relationship between employee health, job performance and organizational impacts
- Explore how managers respond to absence and lowered performance to maintain work flow
- Describe the organizational impacts of absence and job performance
- Provide employers useful models and measures to apply in their own work

Research Products

- **Series of IBI Member Publications**
 - March 2014 published *The Invisible Response to Absence*
 - June 2015 will publish *Work Climate, Employee Health & Performance*
- **Publish results and conduct webinars on a range of additional topics for IBI Members**
- **Publish in scholarly journals**

Today's Focus

The Effects of Work Climate on Employee Health and Job-Related Outcomes



Employee Characteristics

- **Predominantly Female (75%)**
- **Even age distribution with half age 30 to 59**
- **60% married or cohabiting**
- **Half the sample has no children**
- **35% less than a 4-year college education**
- **Wide income distribution**

Work Climate Dimensions

Safety

- Good safety and health conditions

Respect and Trust

- Treated with respect and trust management

Variety and Learning

- Learn new things

Workload

- Too much work

Self-Reported Health Symptoms

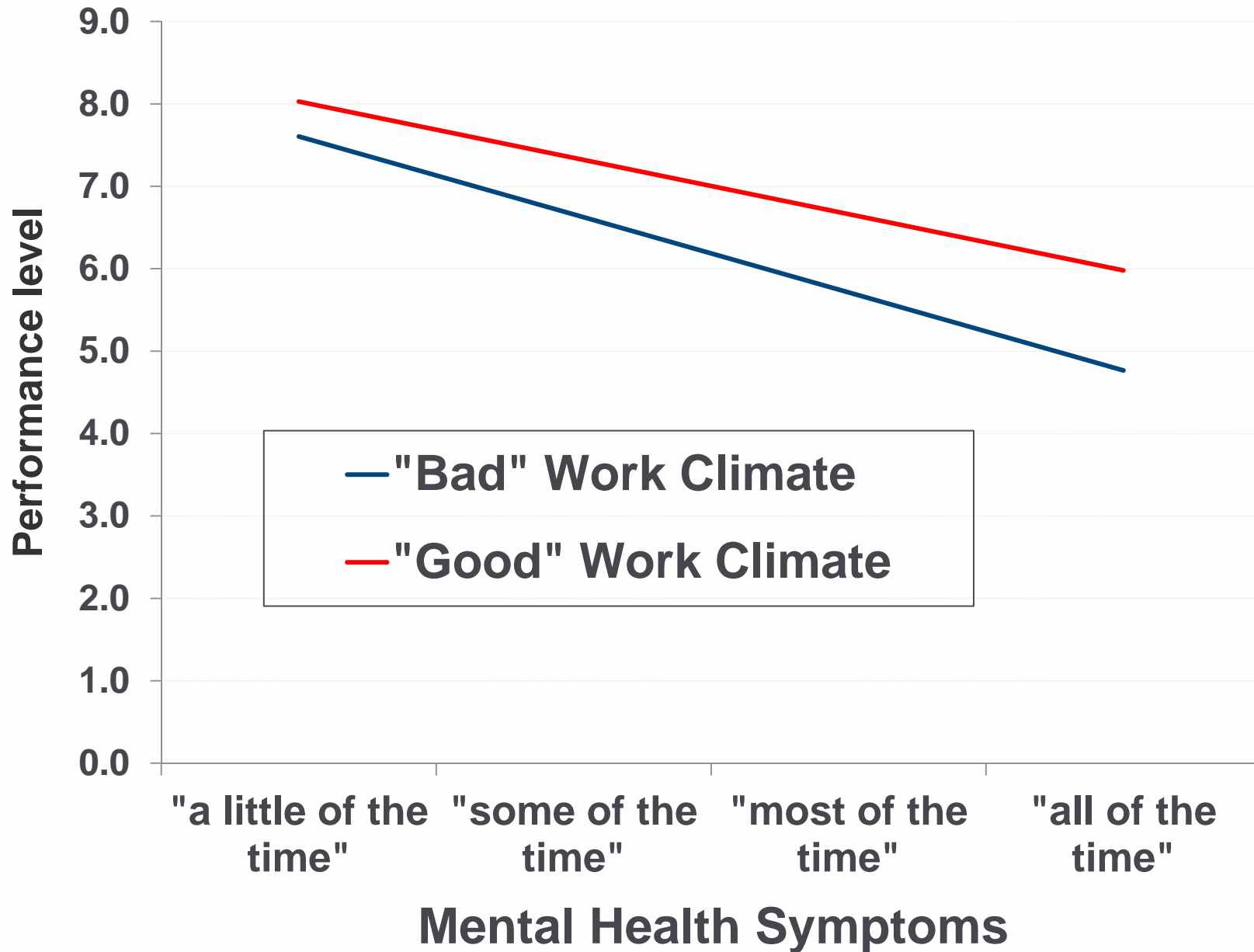
Physical Health Symptoms (Top 3)

- Tired/Low energy
- Back/Neck Pain
- Sleeping trouble

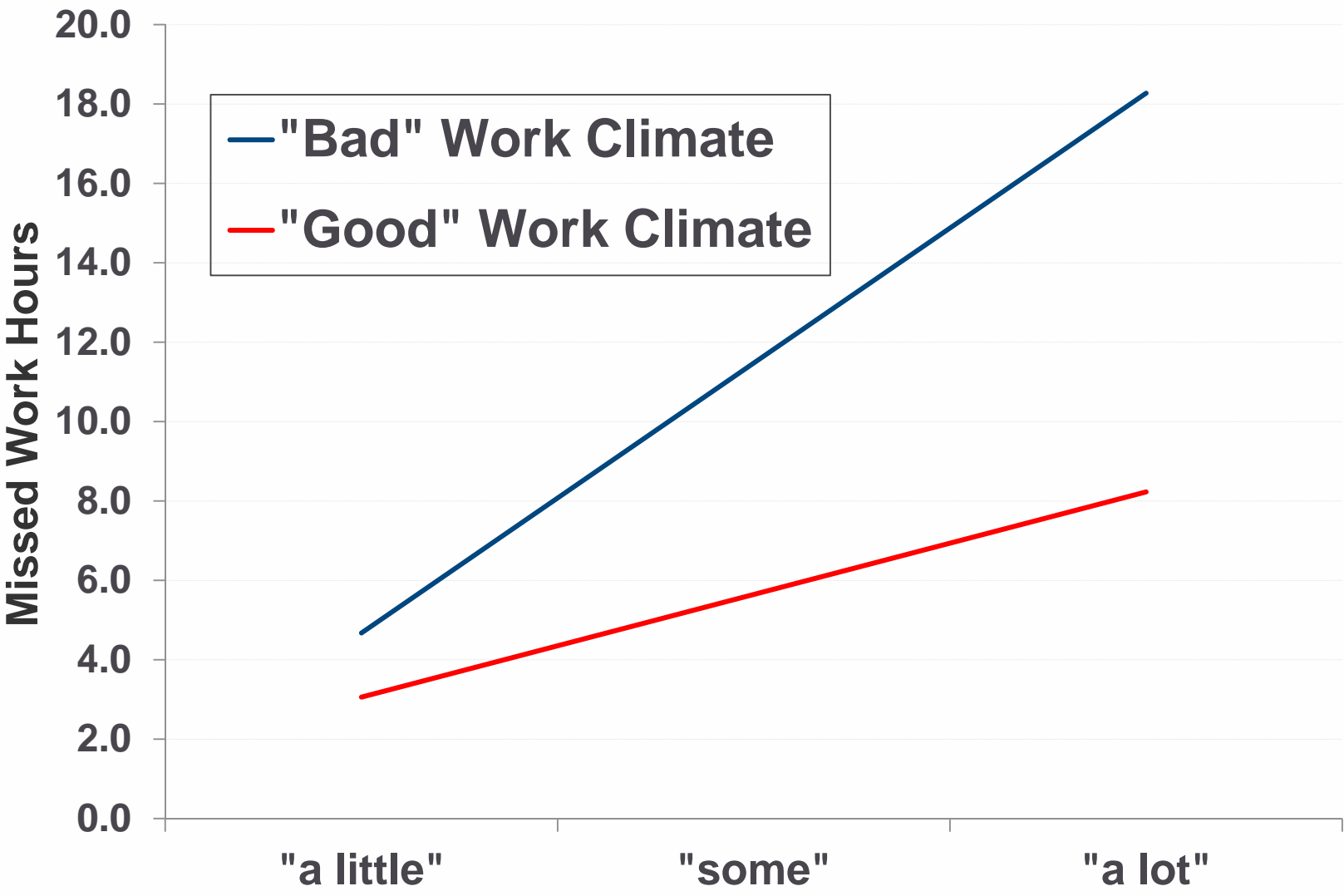
Mental Health Symptoms (Top 3)

- Nervous
- Restless
- Everything an Effort

Performance and Mental Health Symptoms



Absence and Physical Health Symptoms



Physical Health Symptoms



Summary of Findings

- “Bad” work climates are associated with higher absence and lower job performance
- Physical symptoms primarily affect absence while mental health symptoms affect performance
- However, “bad” work climates appear to exacerbate the effects of physical and mental health symptoms on both absence and performance
- There remain prominent sex differences that demand further investigation

Discussion Panel

Jamie Stalker, MD, Division Director, Health and Employee Wellness Division, Argonne National Laboratory

Kathy Gerwig, Vice President, Employee Safety, Health and Wellness, Kaiser Permanente

Chris Chan, Innovation Imagineer, Mercer LABS

Mary Tavarozzi, National Practice Leader – Group Benefits, Towers Watson



Topics for Panel Discussion

- **Measuring Work Climate**
- **Business Goals and Leadership Involvement**
- **Return to Work and Stay at Work**
- **Employee Engagement**
- **Opportunities for Work Climate Change**