Good work is good for health and wellbeing

Comcare’s work is centered on the ever increasing evidence that good work, in general, is good for health and wellbeing. Particularly that participation in work as part of recovery is good for people.

The emerging evidence alert

This Emerging Evidence Alert includes the latest news and evidence on the health benefits of work, recovery at and return to work, as well as a WHS issues to keep people healthy and safe in work.

We encourage employers to share their approaches and good practice in the emerging evidence alert.

Performance Management

Each month we also highlight an area of interest for employers – this month we focus on Performance Management.

Contemporary research on performance management shows that it has moved on from its original narrower focus to more social and motivational aspects of appraisal and management. This relies on providing ongoing regular positive feedback, coaching, goal setting and recognition rather than relying on appraisals and critique. These practices drive high performance year-round and are more centred on the individual achieving the organisation’s future business objectives than assessing its past.

The Strategic HR Review (link to article) states that the traditional performance appraisal processes fail to meet employees’ most basic needs for receiving feedback, coaching and recognition.

A meta-analysis on the impact of performance management on performance in public organisations. In the Public Administration review (link) indicated that management practices have an important impact on the effectiveness of performance management systems.

The article by Marcus Buckingham and Ashely Goodal in April 2015 issue of Harvard Business Review (link) sums up the positive aspects of performance management by stating that it is never supposed to be a negative process. It focuses on fueling the performance of the future rather than assessing the past. When this principle is followed performance management benefits all involved.

See the latest evidence on Performance Management. (link to list of articles)

Emerging Evidence Topics

- Absenteeism and presenteeism
- Ageing workforce
- Asbestos
- Chronic health issues
- Disability
- Ergonomics
- Public service
- Rehabilitation
- Return to work
- Work ability
- Workers’ compensation
- Work Health and Safety
PERFORMANCE MANAGEMENT IN THE WORKPLACE

Assessing quality, outcome and performance management

Martinez, Javier

World Health Organization. Department of Organization of Health Services Delivery 2001

This is one in a series of papers commissioned to provide up-to-date human resource issues with the health sector. The objective of each paper is that it will provide a summary of the current state of knowledge and understanding in the theme area, taking stock of the current evidence base in terms of what works, what does not and why. Significant gaps in the knowledge base should also be identified.

At the expense of others: altruistic helping behaviour, performance management and transformational leadership.

Campbell Jesse W Lee Hyunkuk; Im, Tobin.


Abstract: This article explores the influence of performance management (PM) and transformational leadership (TL) on altruistic helping behaviour (AHB). We argue that PM and TL provide alternative value frameworks against which employees will evaluate costs associated with AHB, and that consequently their influence may be interdependent. The results of regression analysis suggest that TL exerts a stronger influence on AHB in organizations that also have strong PM-based human resource systems, and that PM’s negative effects are stronger when leadership is weak. We conclude that leadership may be an important factor in determining whether public organizations can reap the benefits of PM.

The changing performance management paradigm: evolution or revolution? is there a future for performance management? 2015

PWC

Discusses innovative practices including removing the annual performance cycle and individual performance ratings.

The future of performance management beyond appraisals
<table>
<thead>
<tr>
<th>Title</th>
<th>Author/s</th>
<th>Source</th>
<th>Abstract</th>
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<tr>
<td>The article focuses on the traditional performance appraisal processes fail to meet employees’ most basic needs for receiving feedback, coaching and recognition. It states that effective performance management is about providing ongoing coaching and feedback that drives high performance year-round rather than just about appraisals. It offers suggestions for managing performance year-round including maintain a performance journal, monitor progress on goals, and provide development activities.</td>
<td>Jones, D</td>
<td><em>Strategic HR review</em> 2016 2 100-102 3p. DOI:10.1108/SHR-02-2016-0008</td>
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<tr>
<td>GE’s real-time performance development</td>
<td>Baldassarre, L Finken, B</td>
<td><em>HBR</em> August 12 2015</td>
<td>To cultivate empowered, collaborative, cross-functional teams, we have been experimenting with a new approach to performance development. The approach depends on continuous dialogue and shared accountability. Rather than a formal, once-a-year review, managers and their direct reports hold regular, informal “touchpoints” where they set or update priorities that are based on customer needs. Development is forward looking and ongoing; managers coach rather than critique; suggestions can come from anyone in an employee’s network.</td>
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<td>Getting real about performance management.</td>
<td>Ammons, D</td>
<td><em>Public management</em> December 2015 97 11 8-11 4p</td>
<td>The article discusses several facts about performance management and its importance to improve organizational services. Topics discussed include differences between performance management and measurement, use of performance management by local governments and role of program managers to improve process of performance management.</td>
<td></td>
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<tr>
<td>The impact of performance management on performance in public organizations: a meta-analysis</td>
<td>Gerrish, E</td>
<td><em>Public administration review</em> Jan 2016 76 1 48-66 19p</td>
<td>Performance-based management is pervasive in public organizations; countless governments have implemented performance management systems with the hope that they will improve organizational effectiveness. However, there has been little comprehensive review of their impact. This article conducts a meta-analysis on the impact of performance management on performance in public organizations. It contributes to the current literature in three ways. First, it examines the effect of the ‘average’ performance management system. Second, it examines the influence of management: whether beneficial performance management practices moderate the average effect. Third, it examines the effect of ‘time’ on performance management. Using 2,188 effects from 49 studies, the analysis finds that performance management has a small average effect. However, the effect is substantially larger when indicators of best practices in high-quality studies are included, indicating that management practices have an important impact on the effectiveness of performance management systems. Evidence for the effect of time is mixed.</td>
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</table>
Title: Manage performance management.

Source: *Supervision*. May 2016 77 5 8-11 4p

Abstract: The article discusses the significance of performance management that managers use to provide instructions to employees and identify performance gaps and quality of performance. Information about the use of performance appraisal tools for career development and employee compensation is provided. Also emphasized is the major role of human resource (HR) professionals to supply managers with timetables for on-time completion of reviews.

Title: Performance appraisal and management: the developing research agenda

Author/s: Fletcher, Clive

Source: *Journal of occupational and organizational psychology* November 2001 74 4 473–487

DOI: 10.1348/096317901167488

Abstract: Performance appraisal has widened as a concept and as a set of practices and in the form of performance management has become part of a more strategic approach to integrating HR activities and business policies. As a result of this, the research on the subject has moved beyond the limited confines of measurement issues and accuracy of performance ratings and has begun to focus more on social and motivational aspects of appraisal. This article identifies and discusses a number of themes and trends that together make up the developing research agenda for this field. It breaks these down in terms of the nature of appraisal and the context in which it operates. The former is considered in terms of contemporary thinking on the content of appraisal (contextual performance, goal orientation and self-awareness) and the process of appraisal (appraiser-appraisee interaction, and multi-source feedback). The discussion of the context of appraisal concentrates on cultural differences and the impact of new technology. In reviewing these emerging areas of research, the article seeks to explore some of the implications for appraisal practice at both organizational and individual levels.

Title: Performance management

Source: *Australian Human Resources Institute*

Abstract: Effective performance management measures the progress being made towards the achievement of the organisation's business objectives. It does so by planning, establishing, monitoring, reviewing and evaluating organisational, functional, team and individual performance.

Title: Performance management, caseloads and the frontline provision of social services

Author/s: Van Berkel, Rik; Knies, Eva.

Source: *Social policy & administration* January 2016 50 1 59-78 20

Abstract: Caseloads and performance management are important working conditions of workers delivering public social services in street-level organizations. The literature on these working conditions argues that high caseloads and performance management have considerable consequences for workers' performance in terms of the quality of services they provide and the results they realize. This article empirically investigates and compares these consequences, drawing on the results of a quantitative study of frontline workers in 14 local welfare agencies in.
the Netherlands. These workers are responsible for the delivery of welfare-to-work policies to
social assistance recipients. The findings show that high caseloads do, indeed, have a
detrimental effect on workers’ performance, whereas the impact of performance management is
more modest, though confirming some of the findings reported in other studies on performance
management. The results also show that by focusing service provision on a proportion of their
caseload, workers are able to reduce the negative impact of high caseloads somewhat. Overall,
the article finds that the negative impact of high caseloads is more pervasive than that of
performance management. The article concludes that the recent focus in the literature on
performance management and its consequences for public services should not turn scholars’
attention away from the ‘traditional’ public administration problem of high caseload sizes.

Reinventing performance management

**Author/s** Buckingham, M and Goodal, A

**Source** Harvard business review April 2015

**Abstract**
- Focuses on fueling the performance of the future rather than assessing its past
- Does not have annual reviews or 360 feedback
- Is strengths based - research shows that high performing teams use their strengths
every day
- The key role of the team leader/manager is weekly check-ins
- Managers provide feedback on what they would do with the employee (re-employ, keep
  in the team, promote), not what they think of them (eg. rating 4)

Performance management is not supposed to be a negative process: its aim is to improve the
match between an individual’s talents and aspirations and the business needs, and this is
important for people of all ages.

Doing it well requires trust and depends on open and honest conversations between employees
and managers. Only in this way can a manager understand what motivates a particular
individual, what their aspirations and plans are, and how they might be developed and
supported, in the interests of the organisation. Often such discussions can spotlight underused
skills and ambitions.

Weblink

What great managers do

**Author/s** Buckingham, Marcus

**Source** Harvard business review March 2005

**Abstract**
Much has been written about the qualities that make a great manager, but most of the literature
overlooks a fundamental question: What does a great manager actually do? While there are
countless management styles, one thing underpins the behavior of all great managers. Above
all, an exceptional manager comes to know and value the particular quirks and abilities of her
employees. She figures out how to capitalize on her staff’s strengths and tweaks her
environment to meet her larger goals. Such a specialized approach may seem like a lot of work.
But in fact, capitalizing on each person’s uniqueness can save time. Rather than encourage
employees to conform to strict job descriptions that may include tasks they don’t enjoy and
aren’t good at, a manager who develops positions for his staff members based on their unique
abilities will be rewarded with behaviors that are far more efficient and effective than they would
be otherwise. This focus on individuals also makes employees more accountable. Because
staffers are evaluated on their particular strengths and weaknesses, they are challenged to take
responsibility for their abilities and to hone them. Capitalizing on a person’s uniqueness also
builds a stronger sense of team. By taking the time to understand what makes each employee
tick, a great manager shows that he sees his people for who they are. This personal investment
not only motivates individuals but also galvanized the entire team. Finally, this approach shakes
up existing hierarchies, which leads to more creative thinking. To take great managing from
theory to practice, the author says, you must know three things about a person: her strengths,
the triggers that activate those strengths, and how she learns. By asking the right questions, squeezing the right triggers, and becoming aware of your employee's' learning styles, you will discover what motivates each person to excel INSETS: The Elusive "One Thing";The Research.

**Weblink**

Title

What if performance management focused on strengths

Author/s

Buckingham, Marcus

Source

*Harvard business review* December 2013

Abstract

Recommends six characteristics of strength based Performance Management:

1. Real time in the moment feedback with frequent check-ins
2. Super light touch
3. System tailored to the individual
4. Strength based
5. Future focused (not past focused feedback which is a poor use of time); and
6. A locals system.

**Weblink**

Title

What more companies are ditching performance ratings

Author/s

Rock, David Jones, Beth

Source

*Harvard business review*, September 2015

Abstract

Explores companies that have ditched performance ratings. Reasons for this are:

- Numerical ratings don’t take into account how work gets done today. The rating are often based on 12 month goals which is irrelevant. Most people have weekly or monthly goals and need regular feedback to align with their real time work
- Removing ratings encourages managers to talk to their employees more than twice a year
- Removing ratings develops people faster as they have more frequent conversation about the work and feedback.

**Weblink**

Title

Performance appraisal satisfaction: the role of feedback and goal orientation.

Author/s

Culbertson, Satoris S.; Henning, Jaime B.; Payne, Stephanie C.

Source

*Journal of personnel psychology* 12 4 2013 189-195. [http://dx.doi.org/10.1027/1866-5888/a000096](http://dx.doi.org/10.1027/1866-5888/a000096)

Abstract

Employee satisfaction with performance appraisal (PA) plays a large role in the perceived effectiveness of PA. We examined the joint effects of feedback sign (positive or negative) and three goal orientation dimensions (learning, performance-prove, performance-avoid) on PA satisfaction. Results revealed the negative relationship between negative feedback and PA satisfaction was stronger for those higher in performance-prove (PPGO), performance-avoid, and learning goal orientation. Additionally, the relationship between positive feedback and PA satisfaction was stronger for individuals low on PPGO and weaker for individuals high on PPGO. Implications for enhancing PA reactions are discussed

**Title**

Performance management

**Source**

MSG management study guide

Abstract

Performance management encompasses activities such as joint goal setting, continuous
progress review and frequent communication, feedback and coaching for improved performance, implementation of employee development programmes and rewarding achievements.

**Weblink**

**Title**

Performance management and appraisal

**Author/s**

SHRM hr content  Chapter 8

**Abstract**

Performance management is the process of identifying, measuring, managing, and developing the performance of the human resources in an organization. Performance appraisal, on the other hand, is the ongoing process of evaluating employee performance.

**Weblink**

**Title**

Performance management directions - overview guidance

**Source**

APSC

**Abstract**

The performance management directions are concerned with individual employee performance management rather than organisational performance.

**Weblink**

**Title**

Performance management: keeping the right people

**Source**

HR Council, Canada

**Abstract**

Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing ongoing coaching and feedback to ensure that employees are meeting their objectives and career goals.

**Weblink**

**Title**

Performance management : literature review

**Author/s**

Chubb, C Reilly, P Brown, D

**Source**

Institute for employment studies 2011

**Abstract**

This paper reviews the literature on performance management and appraisals to see where there may be useful learning for organisations. It also provides important criteria on which to judge the effectiveness of the implementation of a performance management system. Firstly, we examine the purpose of performance management systems, then the changes organisations are making to their systems to support a shift from appraisal towards a more rounded performance management approach. We then highlight the common critiques of performance management systems. The focus of the paper then turns to the key themes which determine the effectiveness of a performance management process. This is followed by a review of the link between performance management and reward; personal development planning and career and talent discussions and the management of poor performance through appraisal.

**Weblink**

**Title**

Redesigning performance management – key trends of 2015
To understand why performance management is changing, we first need to acknowledge the aspects of the old model that are struggling to meet our needs.

The multinational management consulting firm Accenture will officially get rid of its performance reviews as part of a “massive revolution” in internal operations. The company is ditching these reviews as they failed to achieve their primary purpose: to promote better staff performance. Instead, the firm will switch to a more fluid system in which employees receive regular feedback from their superiors.

Since long-term sickness absence constitutes a problem in most western countries, research that can facilitate return to work (RTW) is important. Today there is evidence that the social context at the workplace has a significant impact on return to work. The dual aims of the study were firstly to investigate the pattern and quality of contact between employees on long-term sick leave and different actors at the workplace, and secondly to investigate whether contacts with the workplace were associated with expectations regarding return to work. An explorative method and descriptive design was used for the first aim. For the second aim, the data was analysed in a multivariate logistic regression model. The results show that employees had frequent and, in most cases, appreciated contact with their supervisor and co-workers.
Pain and disability do not influence psychological and social factors at work among sick-listed patients with neck and back pain

Background: It is unknown whether living with neck and back pain, disability, and mental disorders influences the perception of psychological and social factors at work among sick-listed patients. It is unknown whether living with neck and back pain, disability, and mental disorders influences the perception of psychological and social factors at work among sick-listed patients.

Objectives: The primary aim of the present study was to examine the associations between pain, disability, anxiety, depression, and perceived psychological and social factors at work among sick-listed patients. The primary aim of the present study was to examine the associations between pain, disability, anxiety, depression, and perceived psychological and social factors at work among sick-listed patients with neck and back pain. The primary aim of the present study was to examine the associations between pain, disability, anxiety, depression, and perceived psychological and social factors at work among sick-listed patients with neck and back pain.

Methods: We performed a cross-sectional study of 380 sick-listed patients with neck and low-back pain who were referred to spine clinics at two Norwegian university hospitals. Ordinal regression was applied, with psychological and social factors at work as the dependent variable. We performed a cross-sectional study of 380 sick-listed patients with neck and low-back pain who were referred to spine clinics at two Norwegian university hospitals. Ordinal regression was applied, with psychological and social factors at work as the dependent variable.

Results: Pain was not associated with psychological and social factors at work. Disability was associated with a minor increase in the perception of demands among women, but not men. Women with high anxiety or depression scores experienced less control over work situations and less positive challenges at work. Men with high depression scores perceived low support. Pain was not associated with psychological and social factors at work. Disability was associated with a minor increase in the perception of demands among women, but not men. Women with high anxiety or depression scores experienced less control over work situations and less positive challenges at work. Men with high depression scores perceived low support.

Conclusions: Sick-listed patients with neck and back pain who had concurrent anxiety or depression reported increased psychological and social challenges at work. To provide suitable treatment in the clinical setting, further attention should be paid to the interaction between anxiety or depression and perceived job strain. Sick-listed patients with neck and back pain who had concurrent anxiety or depression reported increased psychological and social challenges at work. To provide suitable treatment in the clinical setting, further attention should be paid to the interaction between anxiety or depression and perceived job strain.
absenteeism, we found that presenteeism in year 1 moderated the link between transformational leadership in year 1 and sickness absenteeism in year 3, such that followers working in groups with a transformational leader and who were high in presenteeism reported higher levels of sickness absenteeism. Our results suggest a complex picture of the relationship between transformational leadership and sickness absenteeism; transformational leaders may promote self-sacrifice of vulnerable followers by leading them to go to work while ill, leading to increased risks of sickness absence in the long term.

AGEING WORKFORCE

Aging workers: work environment as a factor in employee mental health

Coduti, W et al

*International journal of disability management* 2015 10 4 8
DOI: [http://dx.doi.org/10.1017/idm.2015.4](http://dx.doi.org/10.1017/idm.2015.4)

In 2014, the health and productivity team of the disability insurance provider, Unum, conducted a mixed methods study that included qualitative interviews with internal mental health disability claims professionals, and external interviews with employers. Quantitative data of 15 employers were analysed to identify descriptive statistics involving mental health short-term disability (STD) claims. Workplace factors were examined to understand best practices among companies, related to mental health STD, to identify work environments that may increase or decrease mental health disabilities. Quantitative data found workers aged 40 to 49 had the highest rates of mental health STD claims and workers aged 50 to 59 had the longest duration of absence. Anxiety and depression were the main reasons for mental health absences from work. Results from the qualitative interviews showed a supportive work culture (i.e., work–life balance, good benefits, successful wellness programs) may lead to higher STD claim rates; demonstrating workers in these environments may feel more comfortable disclosing and seeking help for mental health disabilities. Conclusions from this study indicate that although presenteeism rates for mental health are high and impact employers financially, having higher STD claim rates may be more cost effective than having employees with mental health conditions remain at work instead of filing STD claims, seeking treatment and returning to productive employment. Employee age can impact rate and duration of mental health STD claims, meaning employers should implement workplace practices that support overall mental health of employees.

Company policies on working hours and night work in relation to older workers’ work ability and work engagement: results from a Dutch longitudinal study with 2 year follow-up

Van der Meer, L

*Journal of occupational rehabilitation* June 2016 26 2 173-181
DOI: 10.1007/s10926-015-9599-9

Purpose To longitudinally investigate (1) whether lower work ability and work engagement predict the use of company policies on reduced working hours and exemption from evening/night work among older workers, and (2) whether using such policies subsequently contribute to higher work ability and work engagement.

Methods In total 6922 employees (45–64 years) participating in the first three waves of the Study on Transitions in Employment, Ability and Motivation were included. Participants yearly filled out online questionnaires. Regression analyses were applied to study the influence of baseline work ability and work engagement on the incident use of policies during the first year of follow-up, and the incident use of these policies on work ability and work engagement during the second year of follow-up.

Results Employees with a higher work ability were less likely to start using the policy ‘reduced working hours’ [OR 0.91 (95 % CI 0.83–0.98)]. Starting to use this policy was in turn related to lower work ability 1 year later [B −0.28 (95 % CI −0.47 to −0.08)]. Starting to use the policy ‘exemption from evening/night work’ was related to higher work engagement 1 year later [B 0.23
Conclusions Low work ability precedes the use of some company policies aiming to support sustainable employability of older workers. Further research is needed to explore whether company policies result in a (longstanding) improvement, or reduced deterioration, of older workers’ employability.

Title Factors important for work participation among older workers with depression, cardiovascular disease, and osteoarthritis: a mixed method study
Author/s Boot, CRL et al
Source Journal of occupational rehabilitation June 2016 26 2 160-172
DOI: 10.1007/s10926-015-9597-y
Abstract Purpose The aim of this study was to gain insight into differences and similarities in factors important for work participation in older (58–65 years) workers among three different chronic diseases: depression (D), cardiovascular disease (C), and osteoarthritis (O). Methods A mixed method design was used, with a qualitative part (in-depth interviews) with 14 patients with D, C or O and a quantitative part based on the 2002–2003 cohort of the Longitudinal Aging Study Amsterdam. We analysed and compared 3-year (response 93 %) predictors of paid work in 239 participants with D, C, or O using regression analyses. The qualitative findings were integrated with the quantitative findings aiming at complementarity. Results Common factors important for work participation were: working at baseline; male gender; lower age; partner with paid work; better physical and mental health; and higher mastery scores. The qualitative analyses added autonomy in work and provided contextual information regarding the perceived importance of working as factors important for participation in paid work. For D and C, work gave purpose in life and enhanced social contacts. Participation in work was perceived as necessary to structure life only for D. Conclusion Most factors important for work participation were similar for D, C, and O. However, the interviews revealed that for D, the context and the meaning attributed to these factors differed.

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ASBESTOS

Title Comments on the causation of malignant mesothelioma: rebutting the false concept that recent exposures to asbestos do not contribute to causation of mesothelioma
Author/s Terracini, B
Source American journal of industrial medicine June 2016 59 6 506–507
DOI: 10.1002/ajim.22590 Collegium Ramazzini
Abstract Incidence of malignant mesothelioma, as approximated by death certificate diagnoses of mortality from pleural cancer, has been increasing constantly in Italy as well we in most industrialized countries in recent decades and is expected to peak around 2020. A large number of cases of mesothelioma have now been brought to the attention of the Italian courts as possible occupational diseases. According to Italian law, exposures leading to occupational disease not only determine liability for personal damage, but are also a potential criminal offence. In both civil and criminal trials, a key role is played by experts called to determine whether the relationship between exposure to asbestos and the occurrence of mesothelioma in a worker is a causal relationship. The main strategy that the Italian asbestos industry and their expert witnesses have employed to rebut claims of asbestos causation in cases of malignant mesothelioma has centred on the thesis they have developed that brief exposures to asbestos are sufficient to induce mesothelioma. Therefore, the defendants claim in cases of prolonged exposures to asbestos that only the earliest periods of exposure contribute to mesothelioma induction, while all subsequent exposures have
Weblink

CHRONIC HEALTH ISSUES

Title  Chronic respiratory conditions including asthma and COPD
Source  AIHW
Abstract  Respiratory conditions affect the airways, including the lungs as well as the passages that transfer air from the mouth and nose into the lungs. They can be long lasting (chronic) or short term (acute) and can cause ill health, disability and death. In 2013, there were 12,465 deaths where the underlying cause was a respiratory condition (acute or chronic) (ABS 2015). Chronic obstructive pulmonary disease (COPD) is a leading cause of death in Australia and internationally, and asthma deaths rates in Australia are high in comparison with many other countries

Weblink

Title  The effect of patient–practitioner communication on pain: a systematic review
Author/s  Mistiaen, P
Source  European journal of pain May 2016 20 5 675–688 DOI: 10.1002/ejp.797
Abstract  Background and objective Communication between patients and health care practitioners is expected to benefit health outcomes. The objective of this review was to assess the effects of experimentally varied communication on clinical patients’ pain.
Databases and data treatment
We searched in July 2012, 11 databases supplemented with forward and backward searches for (quasi-) randomized controlled trials in which face-to-face communication was manipulated. We updated in June 2015 using the four most relevant databases (CINAHL, Cochrane Central, Psych info, PubMed).
Results Fifty-one studies covering 5079 patients were included. The interventions were separated into three categories: cognitive care, emotional care, procedural preparation. In all but five studies the outcome concerned acute pain. We found that, in general, communication has a small effect on (acute) pain. The 19 cognitive care studies showed that a positive suggestion may reduce pain, whereas a negative suggestion may increase pain, but effects are small. The 14 emotional care studies showed no evidence of a direct effect on pain, although four studies showed a tendency for emotional care lowering patients’ pain. Some of the 23 procedural preparation interventions showed a weak to moderate effect on lowering pain.
Conclusions Different types of communication have a significant but small effect on (acute) pain. Positive suggestions and informational preparation seem to lower patients’ pain. Communication interventions show a large variety in quality, complexity and methodological rigour; they often used multiple components and it remains unclear what the effective elements of communication are. Future research is warranted to identify the effective components.

Title  Interpersonal responses and pain management within the US military
Author/s  McGeary, CA
Abstract  Purpose Chronic pain poses a significant problem for the US military. The benefits of self-
management treatments for chronic pain are well-documented, but interpersonal responses also influence physical and psychological health and may not be addressed through self-management treatments alone. The current study examines whether perceived interpersonal responses to pain, as measured by the Multidimensional Pain Inventory (MPI), change as a result of participation in an intensive pain management program. It was hypothesized that interpersonal responses to pain would be significantly correlated to psychosocial and physical pain outcomes and that interpersonal responses to pain would change significantly for completers of a functional restoration (FR) program compared to those who were randomized to treatment-as-usual in the military medical system. Methods Forty-four participants were randomly assigned to one of two treatment groups. One treatment group received FR (n = 26) and the other group received treatment-as-usual (n = 18). Significant other responses to chronic pain were measured by the MPI (Pain 23(4):345–356, 1985). Participants also completed measures of impacted quality of life, reported disability, psychological distress, fear avoidance, pain interference, and physical activity. Results Perceived higher punishing responses from a significant other were significantly related to worse physical health-related quality of life (p = .037), work-related fear avoidance (p = .008), pain interference (p = .026), affective distress (p = .039), and pain while lifting (p = .017). Perceived higher solicitous responses from significant others were significantly associated with lower mental health-related quality of life (p = .011), household activity (p = .017), general activity (p = .042), self-reported disability (p = .030), lifting capacity (p = .005), and aerobic capacity (p = .009). Conclusions While findings are preliminary and of limited scope, it appears that the perception of significant others’ responses may be impacted by psychosocial and physical pain outcomes and may change after treatment. More work in this area is needed to uncover the benefits one might achieve when a significant other is included within the FR treatment framework.

**Title**

Pain-related sleep disturbance: a prospective study with repeated measures.

**Author/s**

Axen, I

**Source**


**Abstract**

Objectives: Pain has been found to be associated with poor sleep quality, awakenings, and shorter sleep time. There is a need to understand the relationship of pain and sleep over time to adequately manage the pain disorder and its consequences. The objectives of this study were to establish the prevalence of sleep disturbance in patients with acute or persistent low back pain (LBP), to investigate the correlation between pain and sleep disturbance and to explore the influence of pain on sleep disturbance.

Materials and methods: Data from a prospective observational study of 233 patients with acute and persistent LBP were used. Twenty-six weekly pain reports and monthly (weeks 2, 6, 10, 14, 18, 22, and 26) sleep reports were collected with text messages. The prevalence of sleep disturbance, the correlation of pain and sleep disturbance, and the risk of reporting disturbed sleep after experiencing LBP were calculated.

Results: Sleep disturbance was reported by 67% of the sample. Among patients with acute and persistent LBP, the prevalence was 55% and 76%, respectively. Measures of pain and sleep disturbance were significantly correlated. Compared with being pain free, the risk of reporting sleep disturbance after experiencing pain the previous week was significantly increased (relative risk=2.1 to 5.8), and a dose-response between the number of days with pain and the risk of sleep disturbance was found.

Discussion: This study used repeated measures of both pain and sleep disturbance. The results were in line with previous research, confirming that sleep disturbance was found in the majority of patients with LBP. Pain and sleep measures were significantly correlated, and there was an increased risk of reporting sleep disturbance after experiencing LBP.

**Title**

What's in a name? Concordance is better than adherence for promoting partnership and self-management of chronic disease

**Author/s**

Randall, S Neubeck, L
The choice of language health professionals use to discuss self-management of chronic disease is important and influences patients' self-management. The words *compliance*, *adherence* and *concordance* are used to discuss patients’ agreement with prescribed treatment plans, but have different tone and meanings. Models of care linked to the words *compliance* and *adherence* are underpinned by interactions between patients and healthcare providers that merely reinforce instructions about treatments. The ‘patient-professional partnership’ is introduced as a model by Bodenheimer *et al.* (2002, p. 2469) whereby true partnership working should be an opportunity to pool the expertise of both parties to arrive at mutually agreed goals in *concordance*. The impact these words might have on partnership working is important in defining the patient–health professional relationship, and for the patients’ healthcare outcomes and the potential effect on healthcare utilisation.

Title: Changing the message: employment as a means out of poverty
Authors: Nye-Lengerman, K Nord, D
Source: *Journal of vocational rehabilitation* 2016 44 3 243-247
DOI: 10.3233/JVR-160794

Abstract: Background: Poverty is a deep-rooted issue that has challenged society throughout history. It is a complex and multilayered problem that requires a reflexive look at inequity across social, cultural, economic, and political spectrums. Poverty does not affect individuals or groups equally. Individuals with disabilities experience poverty at disproportionately higher rates compared to individuals without disabilities. Employment can be an avenue out of poverty for many individuals, yet many individuals with disabilities are not currently employed. Objective: This paper seeks to highlight this problem by continuing a dialogue that draws attention to the significant gaps in poverty rates for individuals with disabilities. Conclusion: Employment is an essential variable to this conversation as the ability to earn a living wage is a central tenant of economic wellbeing and self-sufficiency. It also suggests, we as professionals, use reflexive practices to critically examine personal and professional biases to ensure we are facilitating individuals with disabilities in their pursuit of a working life.

Title: "Dis-able bodied" or "dis-able minded": stakeholders' return-to-work experiences compared between physical and mental health conditions
Authors: Vossen, E et al
Source: *Disability rehabilitation* May 2016 1-9

Abstract: Purpose: This study aimed to explore if and why the return-to-work (RTW) experiences of various workplace stakeholders in the Netherlands and Denmark differ between physical and mental health conditions, and to understand the consequences of potentially different experiences for the RTW process in both health conditions. Methods: We studied 21 cases of long-term sickness absence, and held a total of 61 semi-structured interviews with the various actors involved in these cases. Results: Physical cases were seen as "easy" and mental cases as "difficult" to manage, based on the visibility and predictability of health complaints. On this ground, assessing work ability and following required RTW actions were perceived as more urgent in mental than in physical cases. Despite these perceptions, in practice, the assessment of work ability seemed to impair the RTW process in mental cases (but not in physical ones), and the (non-)uptake of RTW actions appeared to have similar results in both mental and physical cases. Conclusions: With these outcomes, the effectiveness of a differential approach is questioned.
and the relevance of a bidirectional dialog on work ability and a phased RTW plan is highlighted, regardless of the absence cause. Our study also demonstrates how policymakers need to strike a balance between obligatory and permissive legislation to better involve workplaces in RTW issues. Implications for rehabilitation Both physically and mentally sick-listed employees could benefit from a bidirectional dialog on work ability as well as from a phased RTW plan. A greater role for employers in the RTW process should be accompanied with a support for sick-listed employees, in both physical and mental sickness absence cases. Dutch and Danish RTW legislation could be improved by carefully balancing obligatory and permissive rules and regulations to involve workplaces in RTW matters.

Weblink

Training staff to manage challenging behaviours via positive behaviour support

**Title**

Centre for Applied Disability Research

**Source**

Lines of enquiry 13 May 2016

**Abstract**

The contemporary evidence on positive behaviour support (PBS) is reviewed. Starting with a definition of challenging behaviour drawn from the research, this article summarises what the evidence tells us is most effective for training support staff.

Participant recruitment for studies on disability and work: challenges and solutions

**Title**

Lysaght, R Kranenburg, R Armstrong, C Krups, T

**Source**

Journal of occupational rehabilitation

**Abstract**

Purpose A number of key issues related to employment of persons with disabilities demand ongoing and effective lines of inquiry. There is evidence, however, that work researchers struggle with recruitment of participants, and that this may limit the types and appropriateness of methods selected. This two phase study sought to identify the nature of recruitment challenges in workplace-based disability research, and to identify strategies for addressing identified barriers.

Methods The first phase of this study was a scoping review of the literature to identify the study designs and approaches frequently used in this field of inquiry, and the success of the various recruitment methods in use. In the second phase, we used qualitative methods to explore with employers and other stakeholders in the field their perceived challenges related to participating in disability-related research, and approaches that might address these.

Results The most frequently used recruitment methods identified in the literature were non-probability approaches for qualitative studies, and sampling from existing worker databases for survey research. Struggles in participant recruitment were evidenced by the use of multiple recruitment strategies, and heavy reliance on convenience sampling. Employers cited a number of barriers to participation, including time pressures, fear of legal reprisal, and perceived lack of relevance to the organization.

Conclusions Participant recruitment in disability-related research is a concern, particularly in studies that require collection of new data from organizations and individuals, and where large probability samples and/or stratified or purposeful samples are desirable. A number of strategies may contribute to improved success, including development of participatory research models that will enhance benefits and perceived benefits of workplace involvement.
**ERGONOMICS**

**Title**
Ergonomics standards and guidelines for computer workstation design and the impact on users’ health – a review

**Author/s**
Woo, EHC White, P Lai, CWK

**Source**
Ergonomics 2016 59 3 464-475

**Abstract**
This paper presents an overview of global ergonomics standards and guidelines for design of computer workstations, with particular focus on their inconsistency and associated health risk impact. Overall, considerable disagreements were found in the design specifications of computer workstations globally, particularly in relation to the results from previous ergonomics research and the outcomes from current ergonomics standards and guidelines. To cope with the rapid advancement in computer technology, this article provides justifications and suggestions for modifications in the current ergonomics standards and guidelines for the design of computer workstations.

Practitioner Summary: A research gap exists in ergonomics standards and guidelines for computer workstations. We explore the validity and generalisability of ergonomics recommendations by comparing previous ergonomics research through to recommendations and outcomes from current ergonomics standards and guidelines.

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**MANAGEMENT AND LEADERSHIP**

**Title**
Microlearning for effective performance management

**Author/s**
Fox, Amy

**Source**
TD: talent development April 2016

**Abstract**
Delivering content in a bite-sized, on-demand format engages employees and boosts their performance. In this changing, modernized workforce, employees want more learning opportunities and feedback than traditional performance management provides. Yet many organizations still use traditional methods that rely heavily on annual reviews and inconsistent coaching to maintain and improve job performance. With changing times, performance management must evolve to be more relevant and innovative. Micro learning can play a vital role. The inherent benefit in short bursts of learning and the tools it provides make performance management more relevant, innovative, and ultimately, successful.

**Title**
Leadership at work: do Australian leaders have what it takes?

**Author/s**
Gahan, P et al

**Source**
Centre for Workplace Leadership

**Abstract**
If Australia is to maintain national competitiveness and generate growth and jobs, organisations need to navigate through a phase of increased uncertainty and ambiguity, disruption and change. To survive, organisations need to innovate and adapt, and to develop new capabilities and new sources of growth.

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**MUSCULOSKELETAL ISSUES**

**Title** The added value of collecting information on pain experience when predicting time on benefits for injured workers with back pain

**Author/s** Steenstra, IA et al

**Source** *Journal of occupational rehabilitation* June 2016 26 2 117-124

DOI: 10.1007/s10926-015-9592-3

**Abstract** Objectives Some injured workers with work-related, compensated back pain experience a troubling course in return to work. A prediction tool was developed in an earlier study, using administrative data only. This study explored the added value of worker reported data in identifying those workers with back pain at higher risk of being on benefits for a longer period of time.

Methods This was a cohort study of workers with compensated back pain in 2005 in Ontario. Workplace Safety and Insurance Board (WSIB) data was used. As well, we examined the added value of patient-reported prognostic factors obtained from a prospective cohort study. Improvement of model fit was determined by comparing area under the curve (AUC) statistics. The outcome measure was time on benefits during a first workers’ compensation claim for back pain. Follow-up was 2 years. Results Among 1442 workers with WSIB data still on full benefits at 4 weeks, 113 were also part of the prospective cohort study. Model fit of an established rule in the smaller dataset of 113 workers was comparable to the fit previously established in the larger dataset. Adding worker rating of pain at baseline improved the rule substantially (AUC = 0.80, 95 % CI 0.68, 0.91 compared to benefit status at 180 days, AUC = 0.88, 95 % CI 0.74, 1.00 compared to benefits status at 360 days).

Conclusion Although data routinely collected by workers’ compensation boards show some ability to predict prolonged time on benefits, adding information on experienced pain reported by the worker improves the predictive ability of the model from ‘fairly good’ to ‘good’. In this study, a combination of prognostic factors, reported by multiple stakeholders, including the worker, could identify those at high risk of extended duration on disability benefits and in potentially in need of additional support at the individual level.

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**Title** Anxiety and depression predict musculoskeletal disorders in health care workers

**Author/s** Del Campo, MT

**Source** *Archives of environmental & occupational health* DOI:10.1080/19338244.2016.1154002

**Abstract** Incidence of musculoskeletal disorders (MSDs) is high among health care workers (HCWs). To determine whether MSDs are associated with preexisting anxiety and/or depression, a case-control study was carried out in female HCWs (56 cases/55 controls). Cases were HCWs with a first-time clinical diagnosis of MSD within the previous 2 years. Occupation, workplace, work shift, direct patient assistance, and anxiety/depression scores (Goldberg scale) were assessed. Increased risk of incident MSDs (multivariate logistic regression) was found in workers with preexisting anxiety/depression compared to those without (OR 5.01; 95% CI 2.20–12.05; p < .01). Other significant risk factors were direct patient assistance (OR 2.59; 95% CI 1.03–6.92; p = .04) and morning work shift (OR 2.47; 95% CI 0.99–6.48; p = .05). Preexisting anxiety/depression was associated with incident MSDs in HCWs, adjusting for occupational exposure risk factors.

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**Title** Demand, control and support at work among sick-listed patients with neck or back pain: a prospective study

**Author/s** Myhre, K et al

**Source** *Journal of occupational rehabilitation* June 2016 26 2 183-194

DOI: 10.1007/s10926-015-9602-5

**Abstract** Purpose The main aim of this study was to assess changes in perceived demand, control and...
support at work of neck and back pain patients over 1 year. We also hypothesised that perceived changes in demand, control and support at work were associated with clinical improvement, reduced fear-avoidance beliefs and successful return to work.

Methods Four hundred and five sick-listed patients referred to secondary care with neck or back pain were originally included in an interventional study. Of these, two hundred and sixty-six patients reported perceived psychosocial work factors at both baseline and 1-year follow-up, and they were later included in this prospective study. Changes in demand, control and support dimensions were measured by a total of nine variables.

Results At the group level, no significant differences were found among the measured subscales. At the individual level, the regression analyses showed that decreases in fear-avoidance beliefs about work were consistently related to decreases in demand and increases in control, whereas decreases in disability, anxiety and depression were related to increases in support subscales.

Conclusions The perception of demand, control and support appear to be stable over 1 year in patients with neck and back pain, despite marked improvement in pain and disability. Disability, anxiety, depression and fear-avoidance beliefs about work were significantly associated with the perception of the work environment, whereas neck and back pain were not.

Title Designing an online resource for people with low back pain: health-care provider perspectives

Author/s Nielsen, M Jull, G Hodges, PWQ

Source Australian journal of primary health 2016 22 2 159-166

Abstract People with low back pain (LBP) seek education and information from the Internet. Existing LBP websites are often of poor quality, and disparities have been identified between patient and health-care provider evaluations of LBP websites. This study aimed to identify health-care provider perspectives on desirable content for a proposed LBP website and how this information should be presented. It complements an earlier study of LBP patient (consumer) perspectives. A qualitative descriptive study, encompassing focus groups and telephone interviews, was conducted with 42 health-care professionals practising in the LBP field. Four categories of information were identified: explaining LBP; treatment and management options; myth-busting information; and communication with health-care professionals. Presentation preferences included: use of visual media; interactivity; and useability and readability. Comparison with the consumer study identified differences with regard to: depth and breadth of diagnostic and treatment information; provision of lay person experiences and stories; and capacity for consumer-to-consumer interaction online. Views of both consumers and health-care providers are critical when developing an online LBP resource. Failure to address the needs of both stakeholder groups diminishes the potential of the resource to improve consumer outcomes.

Title Development of a job rotation scheduling algorithm for minimizing accumulated work load per body parts

Author/s Song JB et al

Source Work 2016 53 3 511-521 DOI:10.3233/WOR-152232

Abstract Background: For the successful implementation of job rotation, jobs should be scheduled systematically so that physical workload is evenly distributed with the use of various body parts. However, while the potential benefits are widely recognized by research and industry, there is still a need for a more effective and efficient algorithm that considers multiple work-related factors in job rotation scheduling.

Objective: This study suggests a type of job rotation algorithm that aims to minimize musculoskeletal disorders with the approach of decreasing the overall workload.

Methods: Multiple work characteristics are evaluated as inputs to the proposed algorithm. Important factors, such as physical workload on specific body parts, working height, involvement of heavy lifting, and worker characteristics such as physical disorders, are included in the algorithm. For evaluation of the overall workload in a given workplace, an objective function was defined to aggregate the scores from the individual factors. A case study, where the algorithm was applied at a workplace, is presented with an examination on its applicability and effectiveness.
Results: With the application of the suggested algorithm in case study, the value of the final objective function, which is the weighted sum of the workload in various body parts, decreased by 71.7% when compared to a typical sequential assignment and by 84.9% when compared to a single job assignment, which is doing one job all day.

Conclusions: An algorithm was developed using the data from the ergonomic evaluation tool used in the plant and from the known factors related to workload. The algorithm was developed so that it can be efficiently applied with a small amount of required inputs, while covering a wide range of work-related factors. A case study showed that the algorithm was beneficial in determining a job rotation schedule aimed at minimizing workload across body parts.

Title Does walking improve disability status, function, or quality of life in adults with chronic low back pain? a systematic review

Author/s Lawford, BJ Walters, J Ferrar, K


Abstract Objective: To establish the effectiveness of walking alone and walking compared to other non-pharmacological management methods to improve disability, quality of life, or function in adults with chronic low back pain. Data sources: A systematic search of the following databases was undertaken: Medline, Embase, CINAHL, Scopus, Pedro, Sport Discus and Cochrane Central Register of Controlled Trials. The following keywords were used: ‘back pain’ or ‘low back pain’ or ‘chronic low back pain’ or ‘walk’ or ‘ambulation’ or ‘treadmill’ or ‘pedometer’ or ‘accelerometer’ or ‘recreational’ and ‘disability’ or ‘quality of life’ or ‘function’. Review methods: Primary research studies with an intervention focus that investigated walking as the primary intervention compared to no intervention or any other non-pharmacological method in adults with chronic low back pain (duration >3 months). Results: Seven randomised controlled trials involving 869 participants were included in the review. There was no evidence that walking was more effective than other management methods such as usual care, specific strength exercises, medical exercise therapy, or supervised exercise classes. One study found over-ground walking to be superior to treadmill walking, and another found internet-mediated walking to be more beneficial than non-internet-mediated walking in the short term. Conclusion: There is low quality evidence to suggest that walking is as effective as other non-pharmacological management methods at improving disability, function, and quality of life in adults with chronic low back pain.

Title Early workplace communication and problem solving to prevent back disability: results of a randomized controlled trial among high-risk workers and their supervisors

Author/s Linton, S et al

Source Journal of occupational rehabilitation June 2016 26 2 150-159 DOI: 10.1007/s10926-015-9596-z

Abstract Purpose There is a clear need for interventions that successfully prevent the development of disability due to back pain. We hypothesized that an intervention aimed at both the worker and the workplace could be effective. Hence, we tested the effects of a new early intervention, based on the misdirected problem solving model, aimed at both workers at risk of long-term impairments and their workplace.

Methods Supervisors of volunteers with back pain, no red flags, and a high score on a screen (Orebro Musculoskeletal Screening Questionnaire) were randomized to either an evidence based treatment as usual (TAU) or to a worker and workplace package (WWP). The WWP intervention included communication and problem solving skills for the patient and their immediate supervisor. The key outcome variables of work absence due to pain, health-care utilization, perceived health, and pain intensity were collected before, after and at a 6 month follow up.

Results The WWP showed significantly larger improvements relative to the TAU for work absence due to pain, perceived health, and health-care utilization. Both groups improved on pain ratings but there was no significant difference between the groups. The WWP not only had significantly fewer participants utilizing health care and work absence due to pain, but the
number of health care visits and days absent were also significantly lower than the TAU. Conclusions The WWP with problem solving and communication skills resulted in fewer days off work, fewer health care visits and better perceived health. This supports the misdirected problem solving model and indicates that screening combined with an active intervention to enhance skills is quite successful and likely cost-effective. Future research should replicate and extend these findings with health-economic analyses.

Weblink

**Title**
Emotional distress drives health services overuse in patients with acute low back pain: a longitudinal observational study

**Author/s**
Traeger, AC

**Source**
European spine journal March 2016

**Abstract**
Purpose: To determine whether emotional distress reported at the initial consultation affects subsequent healthcare use either directly or indirectly via moderating the influence of symptoms. Methods: Longitudinal observational study of 2891 participants consulting primary care for low back pain. Negative binomial regression models were constructed to estimate independent effects of emotional distress on healthcare use. Potential confounders were identified using directed acyclic graphs. Results: After the initial consultation, participants had a mean (SD) of one (1.2) visit for back pain over 3 months, and nine (14) visits for back pain over 12 months. Higher reports of anxiety during the initial consultation led to increased short-term healthcare use (IRR 1.06, 95 % CI 1.01-1.11) and higher reports of depression led to increased long-term healthcare use (IRR 1.04, 95 % CI 1.02-1.07). The effect sizes suggest that a patient with a high anxiety score (8/10) would consult 50 % more frequently over 3 months, and a person with a high depression score (8/10) would consult 30 % more frequently over 12 months, compared to a patient with equivalent pain and disability and no reported anxiety or depression. Conclusions: Emotional distress in the acute stage of low back pain increased subsequent consultation rates. Interventions that target emotional distress during the initial consultation are likely to reduce costly and potentially inappropriate future healthcare use for patients with non-specific low back pain.

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**OCCUPATIONAL ISSUES**

**Title**
ASX Corporate Governance Council and recommendations on diversity: analysis of disclosures for financial years ended between 31 December 2011 and 30 December 2012

**Source**
KPMG

**Abstract**
This report revealed that while an increasing number of entities are adopting diversity policies, very few have set quantitative targets for gender diversity and this is slowing progress. The report findings show that companies that set and disclose quantitative targets had a higher level of gender diversity than entities that did not. If companies are serious about change, it is pretty clear that they need to set targets and hold their people accountable for achieving them. Overall, the slow pace of change in the past four years highlights the urgent need for entities to rethink their approach to achieving greater gender diversity at senior levels

Weblink

**Title**
Holding up half the sky? women at work in the 21st century

**Author/s**
Pocock, Barbara
The economic and labour relations review June 2016 27 2 147-163
doi: 10.1177/1035304616647694

Abstract
This is an edited version of the 2015 Fay Gale Lecture soon after the author’s retirement as Director of the University of South Australia’s Centre for Work + Life. It begins with the author’s personal work reminiscences as a touchstone for reflecting on continuity and change in women’s working lives. A first job in sheep-shearing sheds illustrates the insecurity and hard physical and emotional labour associated with manual work. Despite strides in Australian women’s qualification levels, discrimination is being ‘refreshed and remade’. Examples include recent Australian reversals in paid parental leave policy and the role of sexual harassment in patrolling work boundaries. The institutional basis of unequal pay and inflexible work/family time allocation is demonstrated in the Productivity Commission’s 2015 Workplace Relations agenda. This recommends reduced Sunday penalty rates that will disproportionately affect feminised, low-paid retail and hospitality work and rejects any strengthening of parents’ statutory right to request flexible work arrangements. Three remedies are proposed – creative approaches to research, campaigning and political action.

More standing and just as productive: effects of a sit-stand desk intervention on call center workers’ sitting, standing, and productivity at work in the opt to stand pilot study.

Chau, Josephine

Preventive medicine reports June 2016 3

Abstract
This study evaluated the effects of sit-stand desks on workers’ objectively and subjectively assessed sitting, physical activity, and productivity. This quasi-experimental study involved one intervention group (n = 16) and one comparison group (n = 15). Participants were call center employees from two job-matched teams at a large telecommunications company in Sydney, Australia (45% female, 33 ± 11 years old). Intervention participants received a sit-stand desk, brief training, and daily e-mail reminders to stand up more frequently for the first 2 weeks post-installation. Control participants carried out their usual work duties at seated desks. Primary outcomes were workday sitting and physical activity assessed using ActivPAL or ActiGraph devices and self-report questionnaires. Productivity outcomes were company-specific objective metrics (e.g., hold time, talking time, absenteeism) and subjective measures. Measurements were taken at baseline, 1, 4, and 19 weeks post-installation. Intervention participants increased standing time after 1 week (+ 73 min/workday (95% CI: 22, 123)) and 4 weeks (+ 96 min/workday (95% CI: 41, 150)) post-intervention, while control group showed no changes. Between-group differences in standing time at one and 4 weeks were + 78 (95% CI: 9, 147) and + 95 min/workday (95% CI: 15, 174), respectively. Sitting time in the intervention group changed by − 64 (95% CI: − 125, − 2), − 76 (95% CI: − 142, − 11), and − 100 min/workday (95% CI: − 172, − 29) at 1, 4, and 19 weeks post-installation, respectively, while the control group showed no changes. No changes were observed in productivity outcomes from baseline to follow-up in either group. Sit-stand desks can increase standing time at work in call center workers without reducing productivity.

Weblink

Sexual harassment of women at workplace

Gayathri, AN

Journal of nursing care 2016 5 4 1-4 Doi: 10.4172/2167-1168.1000335

Abstract
Sexual harassment speaks more to power relationships and victimization than it does to sex itself. It is improper use of power to extort sexual gratification and consists of misperception or misunderstanding of a person's intentions. It refers a power relationship, male over female that is exploitative. "It results from a misuse of power not from sexual attraction" as it reflects disparity in power between the perpetrator and the victim, which more often than not, mirrors the power differentials between men and women in society (ILO 2005). Sexual Harassment is embedded in the socio-economic and political context of power relations. It is produced within class, caste and patriarchal social relations in which male power dominates. Actually sexual harassment is all about power play and sexual politics.
Objectives: 1. To know the nature of Sexual harassment 2. To discuss preventive measures to reduce the sexual harassment

Methodology: The study was undertaken collecting information from secondary sources. Many journals, magazines and research articles have been consulted to prepare the paper.

Title
Stuck in a job: being "locked-in" or at risk of becoming locked-in at the workplace and well-being over time.

Author/s
Stengård, Johanna et al.

Source

Abstract
Abstract: In this study, being “locked-in” at the workplace is conceptualized as being in a non-preferred workplace while at the same time perceiving low employability. The aim of the study was to investigate how being locked-in or at risk of becoming locked-in (being in a non-preferred workplace yet currently satisfied, combined with perceiving low employability) relates to well-being (subjective health and depressive symptoms). The hypotheses were tested in a Swedish longitudinal sample (T1 in 2010 and T2 in 2012) of permanent employees (N = 3491). The results showed that stability with regard to locked-in-related status (being non-locked-in, at risk of becoming locked-in or locked-in at both T1 and T2) was related to significant and stable differences in well-being. The non-locked-in status was associated with better well-being than being at risk of becoming locked-in. Moreover, those at risk of becoming locked-in showed better well-being than those with stable locked-in status. Changes towards non-locked-in were accompanied by significant improvements in well-being, and changes towards locked-in were associated with impairments in well-being. The relationships that were found could not be attributed to differences in demographic variables and occupational preference. The findings indicate that being locked-in is detrimental to well-being. This has implications for preventative interventions.

PSYCHOSOCIAL ISSUES

Title
Anger and guilt in treatment for chronic posttraumatic stress disorder

Author/s
Clifton EG, Feeny NC, Zoellner LA.

Source
Journal of behavioral therapy and experimental psychiatry 2016 54 9-16. DOI 10.1016/j.jbtep.2016.05.003

Abstract
Background and objectives: Feelings of anger and guilt are important to consider when treating PTSD as they are related to higher PTSD severity and may be related to avoidance during treatment. Avoidance may impede emotional engagement, the process of connecting with distressing, fear-related emotions during imaginal exposure, which is considered an important mechanism for successful PTSD treatment in prolonged exposure (PE). Yet, little research has examined possible complications in achieving emotional engagement, such as anger and guilt.

Methods: The present study utilized data from 116 individuals with PTSD who received PE to investigate whether anger and guilt were associated with poorer emotional engagement, as captured by pre, peak, post, and mean subjective units of distress (SUDs), during the initial imaginal exposure, and whether anger and guilt predicted worse treatment outcome generally and as a result of lessened emotional engagement.

Results: Neither initial anger nor guilt hindered engagement nor predicted worse outcome. Contrary to hypotheses, higher guilt was predictive of greater anticipatory distress and slightly better PTSD outcome. The relationship between pre-treatment guilt cognitions and post-treatment PTSD severity was not mediated by engagement.

Limitations: This study used a trauma-specific measure of guilt and general measure for anger, however both are commonly used. In addition, this study examined emotional engagement during imaginal exposure to the exclusion of engagement with other therapy components, such as in vivo exposure.
Conclusions: These findings help dispel concerns that those with higher anger and guilt will avoid emotionally engaging during the initial imaginal exposure due to feeling distressed by intense negative emotionality.
Exploring communication and interaction skills at work among participants in individual placement and support

Author/s: Lexen, A Bejerholm, U

Source: Scandinavian journal of occupational therapy 23 4 2016 314-319
DOI:10.3109/11038128.2015.1105294

Abstract: Background: Not all people with severe mental illness who attend Individual Placement and Support (IPS) gain and keep their jobs or work full time. Research has indicated a relationship between social disabilities and work performance in this group, and that support provided is often directed towards the social work environment. However, relationships between social skills performed in an authentic work setting and vocational outcomes have not been explored.

Objectives: To explore relationships between social communication and interaction skills and vocational outcomes among IPS service users in a Swedish context.

Material and methods: Twenty-nine participants were appraised with the Assessment of Communication and Interaction Skills (ACIS-S) instrument, and their vocational data were registered. Correlations were estimated using Spearman’s rho test with Bonferroni corrections at item level.

Results: Better communication and interaction skills were significantly correlated with increased working hours ($r_s = 0.64$) and higher income ($r_s = 0.45$). Increased working hours were related to assuming postures, asking questions, sharing information, and sustaining conversation in an appropriate manner.

Conclusion: The results indicate that occupational therapists need to focus on social skills and accommodation of the social work environment in order to promote sustainable working careers among people with severe mental illness.

Maintaining my employment: Learning from people living and working with mental illness

Author/s: Jarman, V Hancock, N Scanlon, J Newton

Source: British journal of occupational therapy April 18, 2016 doi: 10.1177/0308022616639978

Abstract: Introduction Engagement in occupation, including employment, is central to mental health recovery. However, evidence demonstrates that people living with mental illness struggle to maintain their employment. The aim of this qualitative study was to gain a rich understanding of the experiences of people living with mental illness who have managed to maintain their employment, and specifically, the strategies they actively choose and use to stay in work.

Method Semi-structured interviews explored the perspectives of 10 people living with mental illness who were successfully maintaining their employment. Data were analysed using constant comparative analysis.

Results Participants described maintaining employment through a conscious and active process of using individualised combinations of specific strategies within the broader categories of: identifying and connecting with helpful people; looking after all of me; having a job that fits with who I am; staying motivated; positive reflection and re-framing; and choosing and using strategies in the workplace.

Conclusion Occupational therapists might better support long-term employment outcomes for people living with mental illness by adopting a more recovery-oriented approach, facilitating people to actively identify, choose and use their own strategies to maintain employment.

Mental health: how can line managers have a positive impact?

Author/s: Price, Clare

Source: Occupational health May 2016 68 5 10-11 2p.

Abstract: The article focuses on a study from health solution provider Willis OMI Group which reveals the role of line managers to identify problems with mental health at work. It informs about the management practices guidelines of the National Institute for Clinical Excellence (NICE) Workplace Health. It also mentions signs and symptoms which indicate mental health issue
such as anxiety and depression.

**Title**
Military occupational outcomes in Canadian armed forces personnel with and without deployment-related mental disorders

**Author/s**
Boulos, D Zamorski, M

**Source**
*Canadian journal of psychiatry* June 2016 61 6 348-357 doi: 10.1177/0706743716643742

**Abstract**
Objective: Mental disorders are common in military organizations, and these frequently lead to functional impairments that can interfere with duties and lead to costly attrition. In Canada, the military mental health system has received heavy investment to improve occupational outcomes. We investigated military occupational outcomes of diagnosed mental disorders in a cohort of 30,513 personnel who deployed on the Afghanistan mission.

Methods: Cohort members were military personnel who deployed on the Afghanistan mission from 2001 to 2008. Mental disorder diagnoses and their attribution to the Afghanistan mission were ascertained via medical records in a stratified random sample (n = 2014). Career-limiting medical conditions (that is, condition-associated restrictions that reliably lead to medically related attrition) were determined using administrative data. Outcomes were assessed from first Afghanistan-related deployment return.

Results: At 5 years of follow-up, the Kaplan-Meier estimated cumulative fraction with career-limiting medical conditions was 40.9% (95% confidence interval [CI] 35.5 to 46.4) among individuals with Afghanistan service–related mental disorders (ARMD), 23.6% (CI 15.5 to 31.8) with other mental disorders, and 11.1% (CI 8.9 to 13.3) without mental disorders. The adjusted Cox regression hazard ratios for career-limiting medical condition risk were 4.89 (CI 3.85 to 6.23) among individuals with ARMD and 2.31 (CI 1.48 to 3.60) with other mental disorders, relative to those without mental disorders.

Conclusions: Notwithstanding the Canadian military’s mental health system investments, mental disorders (particularly ARMD) still led to a high risk of adverse military occupational outcomes. Such investments have intrinsic value but may not translate into reduced medically related attrition without improvements in prevention and treatment effectiveness.

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**Title**
Validation of the patient health questionnaire-9 for major depressive disorder in the occupational health setting

**Author/s**
Volker, D et al

**Source**
*Journal of occupational rehabilitation* June 2016 26 2 237-244

**Abstract**
Purpose Because of the increased risk of long-term sickness leave for employees with a major depressive disorder (MDD), it is important for occupational health professionals to recognize depression in a timely manner. The Patient Health Questionnaire-9 (PHQ-9) has proven to be a reliable and valid instrument for screening MDD, but has not been validated in the occupational health setting. The aim of this study was to validate the PHQ-9 for MDD within a population of employees on sickness leave by using the MINI-International Neuropsychiatric Interview (MINI) as a gold standard.

Methods Participants were recruited in collaboration with the occupational health service. The study sample consisted of 170 employees on sickness leave between 4 and 26 weeks who completed the PHQ-9 and were evaluated with the MINI by telephone.

Sensitivity, specificity, positive and negative predictive value, efficiency and 95% confidence intervals (95% CIs) were calculated for all possible cut-off values. A receiver operating characteristics (ROC) analysis was computed for PHQ-9 score versus the MINI.

Results The optimal cut-off value of the PHQ-9 was 10. This resulted in a sensitivity of 86.1% [95% CI (69.7–94.8)] and a specificity of 78.4% [95% CI (70.2–84.8)]. Based on the ROC analysis, the area under the curve for the PHQ-9 was 0.90 [SE = 0.02; 95% CI (0.85–0.94)].

Conclusion The PHQ-9 shows good sensitivity and specificity as a screener for MDD within a population of employees on sickness leave.
Victoria Police mental health review: an independent review into the mental health and wellbeing of Victoria Police employees May 2016

The review highlights a need for change in the culture of Victoria Police to eradicate the stigma attached to mental illness and help seeking. It also highlights a need for greater access to mental health literacy and support services for Victoria Police employees during and after their careers, as well as for their families.

Working conditions and mental health: results from the CARESUN study

The authors conducted a work-related stress surveillance study in 2013 on 6,558 public-sector employees in Italy, examining how they perceived their jobs, via the Job Content Questionnaire, and their mental health status, via the General Health Questionnaire 12 (GHQ-12). Of the 2,094 employees completing the questionnaires, 60% were male, 52% had a medium-level education, and 76% had a medium-level job. Three hundred and eighty-five employees (18%) had a GHQ-12 score >3 and were classified as GHQ-12 cases: these were more often female (54%), medium-to-highly educated (54%), and had more often reported health problems over the previous year (51%). Thus, GHQ-12 cases represented a significant percentage of the examined population, indicating that work-related stress surveillance programs are needed for the planning of psychosocial interventions aimed at the reintegration of individuals with mental health problems.

Workplace psychological harassment: gendered exposures and implications for policy

This article reports on the results of an empirical study of working conditions including psychological harassment (workplace bullying) in the province of Québec, Canada, the first North American jurisdiction to regulate psychological harassment in its labor legislation. All empirical data provided in this article was drawn from the Québec Survey on Working, Employment and Occupational Health and Safety Conditions, conducted through 5071 telephone interviews of a representative sample of Québec workers, including the self-employed. Here we focus on employees, and provide bivariate and multivariate analyses. All analyses were stratified by gender. We provide a portrait of exposure to psychological harassment, and exposure to other psychosocial factors in the workplace associated with exposure to psychological harassment. Results show associations between exposure to psychological harassment and negative health measures including psychological distress, symptoms of depression, traumatic work accidents, musculoskeletal disorders and negative perception of health status. We report on steps taken by employees to put an end to the harassment. Gender similarities and differences in exposure, associated risk factors, health measures and strategies are presented and discussed in light of the legal context in which the study took place. We conclude with recommendations for prevention strategies that take into consideration the gender composition of the workplace.
PUBLIC SERVICE

Title       NSW intergenerational report 2016
Abstract    NSW is strongly placed to face the future. Today we are collectively wealthier, living longer and better educated than ever before. However, we know this is not the case for everyone. And there will be challenges to our continued prosperity;

Title       Proposed framework for reporting on ‘what works’ to improve service outcomes
Abstract    The Steering Committee for the Review of Government Service Provision is seeking feedback on the proposed framework for reporting on what works to improve service outcomes (this paper). The proposed reporting framework is intended to provide a practical approach to identify from existing research what works to improve service outcomes in the areas covered by the Steering Committee’s performance monitoring report, the Report on Government Services (RoGS);

Title       Report on government services
Source      Productivity Commission
Abstract    The annual Report on Government Services (RoGS) provides information on the equity, effectiveness and efficiency of government services in Australia;

Title       Report on improving risk management released
Abstract    The IBM Center for the Business of Government have released the report, Managing risk, improving results: lessons for improving government management from GAO's high-risk list (PDF 1.9MB). The report provides a, "roadmap for improving performance throughout government" and identifies both causes of risk and solutions;

Title       Paper examines how to deliver a seamless user experience
Abstract    The paper, How to meet liquid expectations in digital government identifies, "three key questions public service agencies must ask to drive seamless user experience.”
REHABILITATION

Title Special issue: vocational rehabilitation (1)

RETURN TO WORK

Title The effectiveness of an intervention to enhance cooperation between sick-listed employees and their supervisors (COSS)
Author/s Hoefamit,N et al
Source Journal of occupational rehabilitation June 2016 26 2 229-236 DOI: 10.1007/s10926-015-9606-1

Abstract Introduction Early return-to-work (RTW) after sick leave is considered to support employees’ quality of life. Successful RTW requires adequate cooperation between absent employees and their supervisors. This study assesses the effectiveness of an intervention for Cooperation regarding RTW between Sick-listed employees and their Supervisors (COSS; i.e. ‘conversation roadmap’, monitoring of cooperation and, if necessary, extra occupational physician support). Methods In this field study, employees on sick leave for 2–10 weeks, aged 18 up to and including 60, and performing paid labour for at least 12 h per week were included. Terminally ill were excluded. Multivariate regression (correcting for baseline quality of life) was used to compare 6-months follow up data regarding quality of life between the groups. Using Cox regression analyses, time until first-, full-, and sustainable RTW was compared between groups. Results In total 64 employees received COSS or common practice. No significant group differences were found regarding all study outcomes. The COSS group had a higher chance of work resumption than the common practice group. The hazard ratio was 1.39 for first RTW (95 % CI 0.81–2.37), 1.12 for full RTW (95 % CI 0.65–1.93) and 1.10 for sustainable RTW (95 % CI 0.63–1.95). Conclusions COSS has no significant effects. Yet, the results regarding work resumption show a tendency towards effectiveness. Therefore, COSS can be further developed and applied in practice. Researchers should try to prevent some limitations of the present study in future research, for instance by finding a more common research setting.

Title How to get OH referrals right.
Author/s Smith, S Hariss, A
Source Occupational health April 2016 68 4 27-30 4p

Abstract The article offers helpful tips for occupational health (OH) managers in providing the right referrals to support return to work of employees after a long-term absence due to sickness. Topics include fitness to work and health assessment by occupational health nurses (OHNs), advice of OH physician on functional capabilities and employer responsibilities. Also cited are Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), Equality Act 2010 and OHN case management.
Learning experiences in return to work among workplace actors

**Title**
Learning experiences in return to work among workplace actors

**Author/s**
Tjulin, A et al

**Source**
*International journal of disability management* 10 2015 1 8
DOI: [http://dx.doi.org/10.1017/idm.2015.1](http://dx.doi.org/10.1017/idm.2015.1)

**Abstract**

**Purpose:** The objective of this article was to investigate how individual learning emerges among workplace actors during the return-to-work process, and whether the prerequisites for collective learning at the workplace are present and managed by the actors. Learning in this context is viewed as a change in the preconceptions, experience or competence of the individual as a result of interactions in the workplace due to the return-to-work process.

**Method:** A qualitative method was used, consisting of open-ended interviews with 19 individuals across 11 workplaces in the public and private sector. Inductive content analysis was performed.

**Results:** The key findings from this study are that individual learning emerges in the return-to-work process due to previous experience, communication with other workplace actors, or insights into what works for the individual. However, the individual learning that occurs in the return-to-work process is not carried over into workplace learning due to barriers in understanding the needs and opportunities that may be present in the process.

**Conclusion:** Our findings suggest that individual learning occurs within social practices through social interaction between the actors involved (workers on sickness absence supervisors and colleagues) and individual experiences. A greater knowledge of the factors that contribute to workplace learning could facilitate biopsychosocial and ecological return-to-work interventions, which allow workplace actors to draw on previous experiences from one return-to-work process to another.

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Return-to-work support for employees with mental health problems: identifying and responding to key challenges of sick leave

**Title**
Return-to-work support for employees with mental health problems: identifying and responding to key challenges of sick leave

**Author/s**
Cameron, J Sadio, G Hart, A Walker, C

**Source**

**Abstract**

**Introduction** This research explored return-to-work and sick leave experiences of workers with mental health issues in contact with acute or community mental health services.

**Method** Using a critical realist methodology with a comparative case study and collaborative design, 21 employed participants recovering from mental health problems participated in semi-structured interviews. Data were analysed using inductive and deductive thematic and constant comparative analysis.

**Findings** While on sick leave, despite a range of challenges, participants treasured their work identities. They were sustained by positive and troubled by negative memories of work. People missed the routine of work and felt isolated. To varying degrees of success, they searched for alternative activities to fill this gap and promote recovery.

**Conclusion** The need for sick leave was not disputed, but an important discovery was its iatrogenic ('side-') effects, whereby isolation and reduced activity levels could exacerbate mental health problems. Negative impacts of sick leave need to be mitigated by support to maintain worker identity and orientation and by opportunities and encouragement to sustain routine, activities and social contacts. A new concept of 'occupational capital' emerged, comprising accessible external opportunities and supports for occupational participation, and internal capacities and skills required to access these.

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The role of co-workers in the return-to-work process

**Title**
The role of co-workers in the return-to-work process

**Author/s**
Dunstan, D et al

**Source**
*International journal of disability management* 2015 10 2 7
DOI: [http://dx.doi.org/10.1017/idm.2015.2](http://dx.doi.org/10.1017/idm.2015.2)
There is a large body of research examining work disability management and the return to work (RTW) of sick or injured workers. However, although this research makes clear the roles of the returning worker and supervisor, that of the co-workers is less well understood. To increase understanding of this topic, we have identified, reviewed, and discussed three studies that emerged from our connection with a Canadian research-training program. The first study, conducted in Sweden by Tjulin, MacEachen, and Ekberg (2009), showed that co-workers can play a positive role in RTW, but this is often invisible to supervisors. The second study, undertaken by Dunstan and MacEachen (2013) in Canada, found that RTW could both positively and negatively impact co-workers. For instance, co-workers may benefit from learning new skills, but may also be burdened by the need to assume extra work to accommodate a returning worker. The third study, performed in Belgium by Mortelmans and Verjans (2012) and Mortelmans, Verjans, and Mairiaux (2012) reported the need to include the expectations and objections of co-workers in RTW plans and implemented a three-step RTW tool that involves co-workers. Taken together, these studies highlight the social context of work, the positive role played by co-workers in the RTW process, the impacts of workplace social relations on RTW outcomes, and the benefits to all of involving co-workers in RTW plans.

**WORK ABILITY**

**Title**  
The association between self-assessed future work ability and long-term sickness absence, disability pension and unemployment in a general working population: a 7-year follow-up study

**Author/s**  
Lundin, A et al

**Source**  
*Journal of occupational rehabilitation* June 2016 26 2 195-203 DOI: 10.1007/s10926-015-9603-4

**Abstract**  
Purpose Work ability is commonly measured with self-assessments, in the form of indices or single items. The validity of these assessments lies in their predictive ability. Prospective studies have reported associations between work ability and sickness absence and disability pension, but few examined why these associations exist. Several correlates of work ability have been reported, but their mechanistic role is largely unknown. This study aims to investigate to what extent individual’s own prognosis of work ability predicts labor market participation and whether this was due to individual characteristics and/or working conditions.

Methods Self-assessed prognosis of work ability, 2 years from “now,” in the Stockholm Public Health Questionnaire (2002–2003) was linked to national registers on sickness absence, disability pension and unemployment up to year 2010. Effects were studied with Cox regression models.

Results Of a total of 12,064 individuals 1466 reported poor work ability. There were 299 cases of disability pension, 1466 long-term sickness absence cases and 765 long-term unemployed during follow-up. Poor work ability increased the risk of long-term sickness absence (HR 2.25, CI 95 % 1.97–2.56), disability pension (HR 5.19, CI 95 % 4.07–6.62), and long-term unemployment (HR 2.18, CI 95 % 1.83–2.60). These associations were partially explained by baseline health conditions, physical and (less strongly) psychosocial aspects of working conditions.

Conclusions Self-assessed poor ability predicted future long-term sickness absence, disability pension and long-term unemployment. Self-assessed poor work ability seems to be an indicator of future labor market exclusion of different kinds, and can be used in public health monitoring.

**WORK HEALTH AND SAFETY**

**Title**  
The Australian work exposures study: prevalence of occupational exposure to respirable
crystalline silica

Author/s  Si Si et al
Abstract  Background: Respirable crystalline silica (RCS) is a biologically active dust that can accumulate in the lung and induce silicosis and lung cancer. Despite occupational exposure being the predominant source, no study has described current occupational RCS exposure on a national scale in Australia. The aim of this study is to estimate the characteristics of those exposed and the circumstances of RCS exposure in Australian workplaces.
Methods: A cross-sectional survey of the Australian working population (18–65 years old) was conducted. Information about the respondents’ current job and their demographic characteristics was collected in a telephone interview. Occupational exposure to RCS was determined based on preprogrammed decision rules regarding potential levels of exposure associated with self-reported tasks.
Results: Overall, 6.4% of respondents were deemed exposed to RCS at work in 2012 (3.3% were exposed at a high level). The exposure varied with sex, state of residence, and socioeconomic status. Miners and construction workers were most likely to be highly exposed to RCS when performing tasks with concrete or cement or working near crushers that create RCS-containing dusts. When extrapolated to the entire Australian working population, 6.6% of Australian workers were exposed to RCS and 3.7% were highly exposed when carrying out tasks at work.
Conclusion: This is the first study investigating occupational RCS exposure in an entire national working population. The information about occupational tasks that lead to high level RCS exposure provided by this study will inform the direction of occupational interventions and policies.

Title  Defining and measuring safety climate: a review of the construction industry literature
Author/s  Schwatka, N V Hecker, S Goldenhar, I M
Abstract  Safety climate measurements can be used to proactively assess an organization’s effectiveness in identifying and remediating work-related hazards, thereby reducing or preventing work-related ill health and injury. This review article focuses on construction-specific articles that developed and/or measured safety climate, assessed safety climate’s relationship with other safety and health performance indicators, and/or used safety climate measures to evaluate interventions targeting one or more indicators of safety climate. Fifty-six articles met our inclusion criteria, 80% of which were published after 2008. Our findings demonstrate that researchers commonly defined safety climate as perception based, but the object of those perceptions varies widely. Within the wide range of indicators used to measure safety climate, safety policies, procedures, and practices were the most common, followed by general management commitment to safety. The most frequently used indicators should and do reflect that the prevention of work-related ill health and injury depends on both organizational and employee actions. Safety climate scores were commonly compared between groups (e.g. management and workers, different trades), and often correlated with subjective measures of safety behavior rather than measures of ill health or objective safety and health outcomes. Despite the observed limitations of current research, safety climate has been promised as a useful feature of research and practice activities to prevent work-related ill health and injury. Safety climate survey data can reveal gaps between management and employee perceptions, or between espoused and enacted policies, and trigger communication and action to narrow those gaps. The validation of safety climate with safety and health performance data offers the potential for using safety climate measures as a leading indicator of performance. We discuss these findings in relation to the related concept of safety culture and offer suggestions for future research and practice including (i) deriving a common definition of safety climate, (ii) developing and testing construction-specific indicators of safety climate, and (iii) focusing on construction-specific issues such as the transient workforce, subcontracting, work organization, and induction/acculturation processes.
A new EU roadmap on carcinogens

In 25 May 2016, six organisations, including EU-OSHA, the European Commission and the European social partners signed a Covenant agreeing to participate in a new Roadmap for a scheme to reduce exposures to carcinogens in the workplace. The initiative starts with the Netherlands EU Presidency in 2016 and is supported by the Austrian EU Presidency in 2019. Cancer is estimated to cause more than half of all work-related deaths in Europe, and the new scheme proposes to raise awareness of the risks and of the importance of the EU limit values as an element to prevent exposures. It also aims to achieve more widespread and efficient exchange of the many good practices that already exist in this area.

Health, safety, and environmental management system operation in contracting companies: a case study

Systematic and cooperative interactions among parent industry and contractors are necessary for a successful health, safety, and environmental management system (HSE-MS). This study was conducted to evaluate the HSE-MS performance in contracting companies in one of the petrochemical industries in Iran during 2013. Managers of parent and contracting companies participated in this study. The data collection forms included 7 elements of an integrated HSE-MS (leadership and commitment; policy and strategic objectives; organization, resources, and documentation; evaluation and risk management; planning; implementation and monitoring; auditing and reviewing). The results showed that mean percentage of the total scores in seven elements of HSE-MS was 85.7% and 87.0% based on self-report and report of parent company, respectively. In conclusion, this study showed that HSE-MS was desirably functioning; however, improvement to ensure health and safety of workers is still required.

The healthy workplace project: reduced viral exposure in an office setting

Viral illnesses such as gastroenteritis and the common cold create a substantial burden in the workplace due to reduced productivity, increased absenteeism, and increased health care costs. Behaviors in the workplace contribute to the spread of human viruses via direct contact between hands, contaminated surfaces, and the mouth, eyes, and/or nose. This study assessed whether implementation of the Healthy Workplace Project (HWP) (providing hand sanitizers, disinfecting wipes, facial tissues, and use instructions) would reduce viral loads in an office setting of approximately 80 employees after seeding fomites and the hands of volunteer participants with an MS-2 phage tracer. The HWP significantly reduced viable phage detected on participants' hands, communal fomites, and personal fomites \((p \leq .010)\) in office environments and presents a cost-effective method for reducing the health and economic burden associated with viral illnesses in the workplace.

Staying silent about safety issues: conceptualizing and measuring safety silence motives.

Manapragada, Archana; Bruk-Lee, Valentina
Communication between employees and supervisors about safety-related issues is an important component of a safe workplace. When supervisors receive information from employees about safety issues, they may gain otherwise-missed opportunities to correct these issues and/or prevent negative safety outcomes. A series of three studies were conducted to identify various safety silence motives, which describe the reasons that employees do not speak up to supervisors about safety-related issues witnessed in the workplace, and to develop a tool to assess these motives. Results suggest that employees stay silent about safety issues based on perceptions of altering relationships with others (relationship-based), perceptions of the organizational climate (climate-based), the assessment of the safety issue (issue-based), or characteristics of the job (job-based). We developed a 17-item measure to assess these four motives, and initial evidence was found for the construct and incremental validity of the safety silence motives measure in a sample of nurses.
literature, which can lead to a variety of stress-related symptoms in affected workers. Based on the current study's findings, a theoretical model is proposed to help combat customer-perpetrated WRV, and as a basis for future research.

**Perpetrators of domestic and family violence: a workplace response**

*Title*  
Perpetrators of domestic and family violence: a workplace response

*Author/s*  
Millerd, A

*Source*  
Research and insights May 2016 4

*Abstract*  
With the release of the Royal Commission into Family Violence Report in Victoria and the increased media coverage of domestic violence, many organisations are devising or reviewing their domestic and family violence policies and procedures. When it comes to incorporating the organisation’s response to employees who may be perpetrators of violence, best-practice guidelines and frameworks are sparse. So what do you do if an employee is a perpetrator of domestic and family violence? In the absence of specific legislation, it is important to consider as many situations as possible when deciding how an organisation will respond to perpetrators and alleged perpetrators.

**WORK STRESS**

*Title*  
Factors contributing to the perpetration of workplace incivility: the importance of organizational aspects and experiencing incivility from others

*Author/s*  
Torkelson, Eva; Holm, Kristoffer; Bäckström, Martin; Schad, Elinor

*Source*  

*Abstract*  
Abstract: In recent years a growing amount of research has been conducted in the area of workplace incivility. Whereas many studies have focused on the victims and the consequences of incivility, little attention has been paid to the perpetrators and antecedents of workplace incivility. This study aims to identify possible antecedents of workplace incivility, by investigating organizational aspects as well as the possibility that being the target of incivility from co-workers and supervisors could induce incivility. A total of 512 employees (378 women and 133 men) in the school sector in a Swedish municipality completed an online questionnaire. Overall, the results of structural equation modelling analyses showed that organizational variables were related to the perpetration of incivility. A direct relationship was found between being uncivil and organizational change, job insecurity, low social support from co-workers and high job demands. However, the strongest relationship was found between experienced incivility from co-workers and instigated incivility. This could be reflecting a climate or culture of incivility in the organization, and carry implications for future practice in interventions against workplace incivility. The results indicate the importance of focusing on the perspective of the instigator to gain knowledge about the process of workplace incivility.

*Title*  
The relationships between incivility, team climate for incivility and job-related employee well-being: a multilevel analysis.

*Author/s*  
Paulin, Deanna Griffin, Barbara.
Source  

Abstract  
Adopting a multilevel approach, this study extends the current understanding of workplace incivility by examining the cross-level associations between team climate for incivility, team size and team norms with regard to competitiveness on employees' well-being associated with incivility at work. Using a sample of 637 employees nested in 50 work teams, the results revealed a direct negative effect of uncivil team climates on employee job-related affective well-being, over and above employees' personal experience of uncivil behaviour. As hypothesized, competitive norms significantly moderated the negative effect of experienced incivility on affective well-being, suggesting that competitive team environments may buffer the negative consequences of workplace incivility through a team sense making process. Utilizing Social Comparison Theory (comparing how they are treated) and climate strength literature, this study also found team size to be a significant moderator of the incivility–well-being relationship, with members of smaller work teams experiencing more detrimental effects of uncivil acts. Together, these findings suggest that the magnitude of the negative effect of uncivil behaviour is dependent on the composition and incivility climate of work teams. The results of this study have important implications for designing individual- and team-level interventions aimed at addressing uncivil behaviour and climates in the workplace.

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