



Manager and Supervisor Wellness Toolkit

A Guide to a Healthier & Happier Work
Environment

Human Resources
Workplace Health & Wellness

UCR

Human
Resources
Workplace Health
and Wellness



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Healthy Workplace

A Model for Well-being at Work

Managers and Supervisors can encourage a healthy workplace using the strategies described in this section.

Healthy Workplace Defined

A healthy workplace is one in which managers, faculty, and staff collaborate and use a continual improvement process to protect and promote the health, safety and well-being of all members of the campus community. Working together, the priority is to build and sustain a culture of health. Creating and sustaining a healthy workplace includes the following components:

- Personal Health Practices
 - Support initiatives that increase employee accountability and promote healthy behaviors.
 - Provide personal health resources on campus.
- Occupational Health and Safety
 - Address health and safety concerns in the physical work environment.
 - Address health, safety, and well-being concerns in the psychosocial work environment.
- Organizational Culture
 - Support interventions that target all University employees, regardless of health status, and seek to prevent and minimize risks.
 - Encourage participation in the campus and local communities to improve the health of employees, their families, and other members of the community.



Reasons for Creating a Healthy Workplace

Creating a healthy campus is not just something to do because you care about the health and well-being of your colleagues. A healthy workplace allows the University to operate more effectively and enables faculty and staff to better serve students.

Here are three reasons to contribute to a healthy campus:

1. Costs

- Poor employee health is costly to the University due to (1) healthcare costs and (2) lost productivity from absenteeism and presenteeism.
- Many healthy activities are free/no cost, such as group walks or stretch breaks during meetings.

2. University's Image

- Demonstrates social responsibility in the community.
- Creates added value for donors and stakeholders.
- A happier, less stressful culture will attract talented people to apply for work at UCR.

3. Other Benefits for the University

- Improves faculty and staff health, morale, job satisfaction, engagement, and productivity
- Reduces absenteeism and presenteeism
- Decreases turnover
- Decreases injury risks

Workplace Risk Factors at UCR

Two factors that contribute to health:

1. { What employees bring with them to the workplace, in terms of genetics, personal resources, health practices, beliefs, attitudes, and values.
2. { • What the workplace does for employees, in terms of organization of work in both the physical and psychosocial sense.



Factors that have an impact on mental health and physical health:

- **Demands:** work overload or underload, work patterns and the work environment
- **Control:** low participation in decision-making, lack of control over workload
- **Interpersonal relationships:** social or physical isolation, interpersonal conflict, poor relations with manager/supervisor or colleagues
- **Clarity of roles:** whether people understand their role within the organization and whether the organization ensures that they do not have conflicting roles
- **Change:** how organizational change is managed and communicated at the University
- **Job content:** lack of variety, short work cycles, fragmented or meaningless work, underuse of skills, uncertainty
- **Work schedule:** shiftwork, night shifts, inflexible schedules, unpredictable hours, long or unsociable hours
- **Environment and equipment:** inadequate equipment availability, suitability or maintenance, poor environmental conditions such as lack of space, light, excessive noise
- **Lack of support:** perceived lack of help with problem-solving and personal or professional development

The Role of a Manager/Supervisor in Well-being

As a manager/supervisor, your leadership is the most important predictor of the well-being of faculty, staff, and other managers. You have great influence on the extent to which any member of your team either engages or does not engage with wellness opportunities on campus. So, what can you do?

Be a Role Model

- Being a role-model by enhancing your own well-being
- Use your lunch and break times to re-charge
- Take frequent stretch breaks
- Utilize walking meetings
- Use the stairs instead of elevators
- Practice good nutrition and hydration
- Participate in campus and community events related to health and wellness

Be Flexible

- Support scheduling flexibility (time)
- Support workplace flexibility (location)
- Provide opportunities for faculty and staff to participate in campus and community events related to health and wellness



Communicate about Wellness

- Share the [wellness vision](#)
- Explain how people can participate in UCR Healthy Campus, other wellness programming, policies, events, services, and resources
- Let people know that wellness is a priority
- Forward email communications about wellness, and about applicable faculty and staff development opportunities
- Check in with members of your team regularly
- Share websites and resources that promote health and well-being
- Ensure new hires are introduced to the healthy culture
- Listen to and act on feedback from your team
- Coordinate constructive change with good communication

Recognize Others

- Recognize and value faculty and staff efforts and contributions
- Reward faculty and staff efforts with healthy celebrations, healthy rewards, and words of appreciation
- Share the achievement of personal or group wellness goals

Make Work Meaningful

- Use wellness programming as a mechanism for increasing the sense of community, shared vision, and positive outlook
- Give feedback regularly
- Understand the relationship between health and individual and University success

Get Others Involved

- Know where to find wellness policies and programs
- Give enthusiasts leadership roles
- Encourage others to set wellness goals
- Set group wellness goals

Invest in Others

- Foster continuous personal and professional development to build skills
- Contribute to a supportive environment to encourage individual growth
- Ensure that faculty and staff have the right tools they need to succeed
- Encourage the development of friendships and work relationships during healthy activities (e.g. stretch breaks)
- Encourage faculty and staff to take small steps towards a healthier lifestyle

Promote Civility and Respect

- Create a supportive work environment
- Embrace individuality and diversity; match workers with tasks they like
- Be friendly towards new hires
- Facilitate team building exercises and promote collaboration



Culture influences behavior through shared values, norms, formal/informal policies, procedures, peer support, and social climate. Health and well-being programs must use culture change strategies whereby healthy behavior becomes “The way we do things around here.”

Remember: Do not sell wellness short. It delivers important benefits to the University, and to individuals. As a manager and supervisor you yourself along with members of your team can contribute to a healthier and happier UCR.

Leadership Support Indicator

The following questions assess the quality of your support for creating a healthy workplace. Rate yourself on each of the following statements using the following scale:

5 Always, 4 Often, 3 Sometimes, 2 Rarely, 1 Never

As a manager or supervisor, I...

5 4 3 2 1	Explain why wellness is important to the organization
5 4 3 2 1	Explain how my team can benefit from wellness
5 4 3 2 1	Explain how employees can participate in the wellness program
5 4 3 2 1	Demonstrate support for wellness through my own lifestyle choices
5 4 3 2 1	Participate in wellness activities
5 4 3 2 1	Adopt policies and procedures that make it easy for my team to adopt and maintain healthy lifestyle practices such as physical activity, healthy eating and stress management
5 4 3 2 1	Help reduce barriers to achieving healthy lifestyle goals
5 4 3 2 1	Recognize people's wellness achievements
5 4 3 2 1	Set wellness goals for myself and my team
5 4 3 2 1	Set shared wellness goals for my team
5 4 3 2 1	Celebrate the success of my team in achieving shared wellness goals

How did you? Would members of your team agree with your self-assessment? Most people could find ways to improve their wellness leadership efforts. Review your answers and think of strategies on how to improve your scores.





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Healthy Tips

Eat more Fruits and Veggies •
Move More, Sit Less

An employee's health is influenced by his or her personal health practices. Does the employee smoke? Eat a nutritious diet? Get enough exercise? Managers and Supervisors can encourage employees to practice healthy lifestyles at work and outside of work through the following Health and Wellness Tips

Eat Well—Healthy Eating at Work

Roughly half of your weekly meals are consumed during the time you spend at work. Set yourself up for success and make eating healthy a little bit easier when you are at work. Think ahead & consider the following tips:

- Make water the default beverage.
- Offer fruits, vegetables, and whole grains, especially for all-day meetings.
- Eat a protein and fiber-rich breakfast within 30-60 minutes of waking up to energize your body for the day.
- Keep dried fruits, nuts, or jerky in your desk for easy, healthy snacks that won't spoil quickly.
- Consider keeping some perishable items in the office fridge (for ex: yogurt, fruit, & vegetables).
- Bring a reusable water bottle to leave in your office.
- Practice mindful eating and pay attention to what you put in your mouth. Mindless eating while multi-tasking can lead to overeating without even realizing it.
- Bring your lunch to work. When you plan ahead and pack a lunch before you are hungry, you are more likely to make healthy choices.
- Think about food safety, keep your lunch in the office refrigerator or in an insulated lunch bag.
- Host a healthy food potluck or picnic for your team.





Breakfast	Lunch	Snacks
<ul style="list-style-type: none"> • Fresh fruit • Whole grain bagel • Toast with peanut butter • Low-fat Yogurt • Oatmeal with fruits and nuts • Egg sandwich on whole grain bread 	<ul style="list-style-type: none"> • Vegetable soup • Romaine or spinach salad • Turkey, tuna, or chicken sandwich on whole grain bread/wrap • Pasta salad with vegetables • Chicken and vegetables • Tofu scramble 	<ul style="list-style-type: none"> • Fruit • Vegetables • Cheese and crackers • Nuts • Trail mix (no M&M's) • Popcorn • Low-fat yogurt with granola • Dark chocolate • Jerky

Different foods contain different nutrients and other healthful substances. No single food can supply all the nutrients in the amounts you need. Therefore, eating a variety of foods from each food group will help you get the nutrients you need!

Fit Well—Move More at Work

One study found that sitting for 11 or more hours each day increased the risk of death by 40%, regardless of any other activity during the day. Unfortunately, even a daily trip to the gym can't undo the effects of an entire day spent sitting. To keep your body functioning properly, you need to move your body in a variety of ways. Consider the following examples:

- Offer physical activity opportunities to help people achieve at least 30 minutes of physical activity each day.
- Integrate exercise equipment, if possible, within the space (e.g. exercise balls in place of some chairs, raised tables for standing).
- Implement walking meetings whenever possible.
- Stand up to do some tasks.
- Stretch and move during conference calls and webinars.
- Use your cell phone and a set of headphones to walk around campus during a conference call.
- Use the stairs instead of the elevator.
- Break up long periods of sitting (hour or more) by going for a walk or stretching. You should spend at least 3-4 minutes moving for every hour you spend sitting at your desk.
- Set a reminder on your phone or computer to take breaks.
- Walk to meetings across campus instead of driving.
- Stretch your shoulders, neck, and back throughout the day to overcome tightness from typing on a computer all day.
- Find a walking partner to make walks fun and to create accountability.
- Find time to close your eyes and take a few deep breaths at least once a day.



Work Well—Healthy Habits at Work

Creating healthy habits that you incorporate into your day is an essential component to living a healthy life. Once you develop a habit, you don't have to think about making that healthy decision continuously or rely on willpower. It will become automatic. Your habits may be different than those of your colleagues; the key is to find a few that fit into your day and help you reach your individual goals.

- Take time to get to know the people you work with. People with a strong social network and support system are better able to manage stress.
- Keep a pair of walking shoes at your desk so you never have an excuse not to take a walk.
- Try creating a standing workstation space in your area so you can periodically stand throughout the day.
- Research shows that an organized office increases productivity and motivation. If your desk is cluttered and messy, take a few minutes each day or week to organize your workspace.
- Keep some disinfecting wipes at your desk to wipe down your area on a weekly basis.
- Spend all day working at a computer? Your eyes need a break too. When you get up to take a short walk around campus, make sure you focus your eyes on something far away and look side to side.
- Avoid cradling the phone between your ear and neck. Use a headset or speaker phone instead.
- Your muscles get tight from sitting in one position all day. Visit www.healthycampus.ucr.edu for some stretches that you can do at your desk.

Healthy Work Habits Checklist

Maintaining good posture and adopting healthy work habits help keep you comfortable at work and reduce your risk of injury. To evaluate your postural and behavioral practices, please check all of the following that apply to you:

- I take short hourly breaks
- I leave my desk at lunchtime
- I rest my eyes regularly when working on the computer
- I stretch throughout the day
- I avoid forward head posture and keep my ears over my shoulders
- I sit upright and do not slouch or lean forward
- I sit back in my chair rather than perch on the edge of my seat
- I rest my feet on the ground or a footrest, not on the base of my chair
- I keep my mouse and keyboard close to avoid reaching
- I relax my hands when I am not actively typing or using the mouse

How did you do? Most people could find ways to improve their work habits to be healthier. Review your answers and discuss strategies on how to improve your scores.

Be Well—Stress Management at Work

While there is no way to remove ALL of the stress from work, you can take some daily steps to help lower and manage the stress from your job.

- Connect with others in your office and around campus. Developing friendships with co-workers can help you better manage the negative effects of stress.
- If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work and avoid negative co-workers.
- In stressful moments, give yourself a 2-minute break from what is bothering you and focus instead on your breathing. Sit up straight, close your eyes, and put one hand on your belly. Slowly inhale through your nose and out your mouth.
- A good belly laugh does more than distract you from your stress; it helps you manage it better. Laughing lowers your body's stress hormones while increasing chemicals that boost your mood. Have you laughed today?
- Not only does a clean desk help increase your productivity and motivation, but it can also relieve stress. Spending a little time to get organized can save you time and unnecessary stress.
- Take movement breaks throughout the day. Movement gives the body a chance to deal with stress.
- Keep a simple stress ball on your desk for times when stress gets out of hand.
- Get other points of view. Talk with trusted colleagues or friends about the issues you're facing. They might be able to provide insights or offer suggestions for coping. Sometimes, simply talking about a stressor can be a relief.
- Set aside time for activities you enjoy—such as reading, socializing, or pursuing a hobby.

Breathe Well—Smoke & Tobacco Free Policy

UCR is committed to providing a healthy, productive, and safe environment for students, staff, faculty, guests, and visitors. As a leading education, research, and service University, UCR must take a proactive role in addressing the impact of smoking and tobacco use.

Smoking and the use of smokeless tobacco products or electronic smoking devices (e.g., e-cigarette), as well as the use of any nicotine product not regulated by the FDA for treating nicotine or tobacco dependence is strictly prohibited at all University Controlled Properties. This prohibition extends to the use of any form of cannabis/marijuana or other plant-based product.

The success of this policy relies on the respectfulness, consideration, and cooperation of both tobacco users and non-tobacco users. All members of the university community share the responsibility of adhering to and enforcing the policy, and have the responsibility for bringing it to the attention of visitors and guests.

What can I do to help?

- Respectfully inform others about the policy.
- Politely ask violators to extinguish their cigarettes, etc. or discontinue their tobacco use.
- Communicate the policy to visitors and event attendees who may be unaware of the policy.

For more information, please visit www.wellness.ucr.edu

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Summary – The 8 Most Important Things You Can Do

Here the eight most important things you can do to support a culture of wellness among faculty and staff, and across campus:

1. **Be a Role Model.** Visibly demonstrate and value good health (i.e. exercise on lunch breaks, participate in wellness events, practice good nutrition, and keep your own stress levels manageable).
2. **Communicate about Wellness.** Introduce and endorse well-being initiatives and programs through word of mouth, emails, and postings.
3. **Recognize Others.** Highlight wellness achievements and efforts of faculty and staff. Also acknowledge and appreciate non-wellness related efforts and achievements.
4. **Be Flexible.** Support scheduling and workplace flexibility to encourage wellness behaviors and reduce faculty and staff stress.
5. **Make Work Meaningful.** Faculty and staff need to know what they need to do, and how their work contributes to the UCR mission. Faculty and staff should be included in decision making discussions.
6. **Invest in Others.** Provide faculty and staff with personal and professional development opportunities, encourage and support the development of their interpersonal, emotional and job skills.
7. **Promote Civility and Respect.** Require faculty and staff to be respectful and considerate in their interactions with one another. Clearly define for all what steps to take if unprofessional behavior is taking place.
8. **Get Others Involved.** Announce your support for participating in well-being programming, and encourage faculty and staff to participate. Include a conversation about wellness during a new faculty or staff member's first day. Designate faculty and staff to serve as [Wellness Ambassadors](#) at UCR.

As a manager/supervisor, you are in a unique position to either foster wellness on campus or impede it. Help ensure that health, safety and well-being become integrated into the fabric of UCR. For more support in creating a healthy workplace, visit <https://hr.ucr.edu/about-us/workplace-health-wellness/wellness/manager-and-supervisor-wellness-toolkit>.

To get a UCR Healthy Department Certification, visit <https://hr.ucr.edu/about-us/workplace-health-wellness/wellness/healthy-department-certification>.

Interventions don't have to be large to make a difference. Healthy choices should be the most affordable, convenient, and most attractive alternatives.

Commit to health, and make the **HEALTHY** choice, the **EASY** choice.



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References:

- [Total Worker Health](#)
- [The Business Case for a Healthy Workplace](#)
- [Healthy Workplace Framework](#)
- [UC Davis Workplace Well-being Toolkit](#)

Glossary

A

Absenteeism

Frequent or habitual absence from work

E

Engagement

The emotional commitment an employee has to their work, the University and the University's goals

H

Habit

An acquired behavior preformed so many times that it has become involuntary

Health

The state of complete physical, mental, and social well-being, not merely the absence of disease or illness

L

Lifestyle

The typical way of life of an individual or group

M

Meaningful Work

Work that an employee perceives as purposeful beyond the task and beyond themselves

Mindfulness

A mental state achieved by focusing one's awareness on the present moment

Modeling

Demonstrating a particular behavior in order to elicit the same, or similar behaviors, in others

N

Norms

Social expectations for behavior and beliefs

Nutrient

A substance that provides energy and nourishment essential for growth and maintenance of life

O

Occupational Health

The identification and control of the risks arising from physical, psychosocial, and other workplace hazards in order to establish and maintain a safe and healthy working environment

P

Personal Development

A way for people to assess their skills and qualities, consider their aims in life and set goals in order to realize their potential

Presenteeism

The problem of employees who are not fully functioning in the workplace because of an illness, injury, or other condition

Productivity

(sometimes referred to as workforce productivity or employee productivity) An assessment of the efficiency of a worker or group of workers often measured in terms of output in a specific period of time

Professional Development

The process of improving and increasing capabilities of staff through access to education and training opportunities in the workplace, or through watching others perform the job

Psychosocial

Involving both social and psychological aspects; the relationship between social factors and individual thoughts and behaviors

R

Role-model

A person whose behavior, example, or success is emulated by others in the workplace

S

Social Responsibility

An ethical theory that states individuals and organizations should be accountable for fulfilling their civic duty; the actions of an individual or organization must benefit the whole of society; there must be a balance between economic growth and the welfare of society and the environment

Stress

The adverse reaction people have to excessive pressures or other types of demand placed on them at work; a state of mental or emotional strain or tension resulting from adverse or very demanding circumstances

W

Wellness

An active process of becoming aware of and making choices toward a healthy and fulfilling life; includes emotional wellness, environmental wellness, financial wellness, intellectual wellness, occupational wellness, physical wellness, social wellness, and spiritual wellness

Well-being

A multi-dimensional state of being where one maximizes their physical, mental, emotional, and social functioning in the context of supportive environments to live a full, satisfying, and productive life.



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