WorkWell Guide

Employee Well-being at USC

Your guide to resources that help support all domains of well-being
WorkWell Guide

A collaboration between:
USC WorkWell Center
Environmental Health & Safety
Office of Sustainability
Occupational Therapy
Recreational Sports
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Introduction

Your guide to resources that help support all domains of well-being

The purpose of the USC WorkWell Guide is to support USC faculty and staff to adopt and maintain healthy work habits while working remotely or in the office and contribute to creating and promoting an environment that supports health & well-being at USC. Supporting faculty and staff around health and well-being will lead to a happier, more productive, healthy, engaged, and resilient workforce.

Description

As part of enhanced benefits for USC employees, The USC WorkWell Center added a Health & Well-being Program that collaborates with and convenes key partners across campus to promote ways of working that encourage individual and collective health & well-being. This guide provides practical tools and resources. This guide also provides strategies that contribute to the inclusion and integration of health & well-being into workplace practices. Supporting USC’s unifying value of “Well-Being” through the integration of not only individual but also community well-being into policies and practices propels us towards a culture of well-being.

This guide provides information for employees at all levels and across schools and units. There is additional information for managers. We hope that you will adopt many of these strategies for yourself and your teams and share any successes or obstacles with us.

The Case for Health and Wellness

The concept of a health promoting workplace is becoming increasingly relevant as more private and public organizations recognize that future success can only be achieved with a healthy, productive, and engaged workforce. The workplace directly impacts the physical, mental, economic, and social well-being of workers and in turn the health of their families, communities, and society. It offers an ideal setting and infrastructure to support the promotion of health of a large population.

So, what’s the business case for a health promoting workplace? Research has shown that success of an organization is linked to the health of its workforce evidenced by improved health and productivity, reduced health care costs, disability and workers’ comp cost, and absenteeism as well as presenteeism.
The university setting is an ideal place for health promotion programs because:

- Faculty and staff alike spend most waking hours working.
- An established vehicle of communication already exists, wherein messages can be promoted, education can be provided, and skills (e.g., how to eat healthier foods or how to better manage stress) can be taught.
- Faculty and staff can receive social support (peers, professors, co-workers, managers).
- The capability of instituting policies (e.g., “no smoking”) that can foster behavior change and a healthy work environment.
- Leveraging incentives can motivate program participation and increase the impact of healthy behaviors on the bottom line.

Why do we need to build a healthy campus and why now?

USC is undergoing a watershed period of change as demonstrated by our new USC Core Values. The time is right for focusing on a culture of well-being through a comprehensive, collaborative, and long-term strategy that emphasizes the value and importance of employee and organizational health and well-being. From USC’s culture journey, we have a mandate to explore and expand our wellness offerings. Our infrastructure requires tending. We need to create high value & high impact programs based on evidence and need of our people. To move the needle on culture of health, we need to establish and maintain multi-component, evidence-based health promotion programs that improve organizational health alongside individual health. Our Trojan Community needs to be connected with the rich benefits that exist in pockets across campus. USC has myriad resources related to health and wellness, however, there isn’t a hub through which employees can easily find these resources, until now.

USC’s Culture Journey

The Culture Journey is USC’s university-wide initiative to explore our values, align the supportive behaviors that bring those values to life and develop opportunities to improve our systems and processes.

Since October 2019, over 24,000 Trojans – faculty, staff, students, our governance bodies, deans, unit leaders – shared their voices and provided feedback on our desired USC values, behaviors, and actions to enhance our culture.

The 6 unifying values include:

- Integrity: We do the right thing
- Excellence: We bring our best selves
- Diversity, Equity, and Inclusion: We all belong
- Well-being: We honor the whole person
- Open Communication: We share openly and honestly
- Accountability: We take responsibility
Well-Being at USC: We honor the whole person
We create a caring culture that fosters our ability to thrive in mind, body, and spirit as essential to the sustainable pursuit of USC’s mission.

- We treat each other with respect, empathy and understanding, without judgement.
- We embrace well-being at the individual, community, and institutional levels as a shared commitment.
- We prioritize well-being when creating policies and practices.

USC WorkWell Center
The USC WorkWell Center (WorkWell) provides resources for USC-benefitted faculty, staff, post-docs, residents, and their dependents to empower employee work/life well-being. Our staff of licensed clinicians and certified coaches provide free and confidential services that include workplace consultations to support a healthy and happy workforce, executive coaching for leadership development, support groups and workshops tailored to the needs of specific groups or departments, alongside our counseling services to help employees identify and resolve personal concerns that may affect their work. The Health & Well-being Program is a new addition to WorkWell.

Creating a Culture of Health & Well-Being
A culture of health and well-being is achieved when the organization’s structure, practices, policies, and systems are aligned to support and maintain health and well-being. Focusing on creating a healthy culture and environment supports an individuals’ behavior change efforts and provides the infrastructure for campus well-being and make the healthy choice, the easy choice.

Role of Managers and Supervisors on Employee Well-Being
Gallup found that managers can account for 70 percent of employee engagement levels. And more than 9 in 10 workers say they feel more motivated at their job if their leaders support well-being efforts.

Senior leaders, middle managers, and direct line supervisors all play a critical role in supporting employee well-being. While senior leadership support is critical, immediate managers and supervisors have more impact on employee well-being than does the institutional environment, the organizational leaders, or the work itself. (Beck & Harter, 2015). Managers and supervisors have the most day-to-day interaction with employees and therefore they are the primary gatekeepers of well-being. This guide includes practical tips for managers and supervisors to support their efforts to promote employee well-being.

If you want to learn more about the role of managers and supervisors and employee engagement, please access the following article: Managers account for 70% of variance in employee engagement.
Introduction to the Tip Sheets
The following tip sheets provide practical, feasible, and effective strategies to support USC faculty and staff to work well and live well. Support for employee health and well-being should be integrated into all relevant business functions (e.g., Human Resources, Benefits, Disability/Risk Management, Safety, Sustainability, Occupational Health, Facilities, Dining/Hospitality Services, Recreation, Professional and Leadership Development, and Organizational Development). The tools and skills provided support health & well-being while working within changing environments—on-site, remote, hybrid. We hope you will find the information useful and prioritize the health & well-being of your employees and contribute a healthy campus at USC.
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. Or if your new shoes suddenly become uncomfortable!
- **Try creating a standing workstation space** or purchasing one 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 throughout the day.
- Spend all day working at a computer? Your eyes need a break too. When you get up to take a short walk around campus or around the block, 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.
- When working remotely, **encourage regular video chats** and consider scheduling some remote social hours.
- **Open lines of communication between team members and their managers**, as well as within and between teams. Empower your employees to speak their minds with regular feedback forms or surveys, in addition to regular check ins.
- **Encourage your employees to take lunch and other breaks throughout the day** to maintain overall well-being and avoid burnout.
• Reassess goals and priorities frequently to ensure that the needs of the school/unit are being met and that employees’ workloads are manageable.
• Provide a sense of structure through clear roles and responsibilities, precise objectives, and performance measures.
• To maintain motivation and engagement, employees should be recognized and rewarded for their successes, both individually and publicly.
• Effective time management will allow you to accomplish the most during your workday and have time for personal life afterwards.
  o Make and utilize a to-do list and prioritize the most important items first
  o Break large projects into smaller, manageable tasks
  o Use online tools to organize, plan, and schedule tasks

Scheduling Your Day
• What is your start time and end time? When is your lunch break? Make time for breaks as needed.
• Schedule your meetings, time to return calls, time to plan, time for follow-up and action items.
• Discuss any non-traditional hours (such as early mornings or evenings) with your supervisor if you need to take work time to focus on caring for elderly family members, children, or pet.
• Discuss possible off-time commute schedules to address the stress of a long, traffic-ridden commute.
• For those with kids, schedule work time around their naps or play time.

Email Etiquette
• Create a culture that is respectful of personal time by labeling emails sent during nontraditional work hours with expected response times
  o “For tomorrow” or “For Monday”
  o “Due to COVID and other issues, I may send emails during non-traditional business hours. I value work-life balance, and as such, I do not expect a response during off hours”.
• Consider turning off your email notifications before and after work so that you have time away from work tasks.

Guidelines for Conducting Healthy & Productive Meetings
USC supports a healthy work and learning environment both on and off campus and committed to the health, safety, and well-being of our faculty and staff. There are several strategies to conduct effective meetings while considering the well-being of your participants. Try a few of these strategies or come up with your own.
Strategies for Healthy and Productive Meetings:

- Considerations for scheduling meetings
  - **Hold 50-minute meetings** (instead of 60 minutes) to allow 10 minutes to transition or take a mental break before the next meeting. Hold 25-minute meetings vs. 30 minutes.
  - For longer meetings, consider **shortening the length** (1 hour 45 minutes vs. 2 hours).
  - If possible, **avoid scheduling meetings on Fridays from 1 – 5pm** to allow time to catch up on the week and prepare for the following week. Or consider “zoom-free Fridays” or monthly “no meeting days” to address zoom fatigue.
  - If possible, **avoid meetings at 8am on Mondays** to allow time to warm up to work.
  - If possible, **avoid scheduling lunch meetings** unless they are programs or activities that do not require a lot of focus and concentration.

- Prior to the meeting, establish expectations
  - **Video camera is optional** to allow participants to take a visual break.
  - **Standing or walking during the meeting** is encouraged and acceptable.
    - Where feasible, consider conducting a walking meeting
  - Encourage participants to **bring water and a healthy snack** for longer meetings or meetings that may run into lunch time.
  - Ensure that all participants have the meeting id and password along with agenda and documents in advance so they can **prepare accordingly**.
  - **Designate different roles** – facilitator, note taker, timekeeper – and rotate to share the workload and enhance participation.

- During the meeting
  - **Incorporate Ice breakers/brain teasers** at the beginning of meetings:
    - Share something with each other
    - What are you thankful for?
    - Tell us something positive that you have experienced
    - Provide a puzzle or riddle to solve
    - Share an object or photo
    - Share your favorite healthy snack or activity
    - What was the last movie (song, TV show, food, trip) you did/saw?
  - **Incorporate a mindfulness minute** at the beginning
    - The host of the meeting acknowledges that everyone is very busy and thanks them for being at this meeting. Take a minute to refocus. Adjust posture (sit up tall or scoot back in their chair, feet on the ground/on stool, shoulders relaxed, view of monitor is where they want it, etc.) and take a few 4 count in-breaths and out-breaths.
  - **Incorporate stretch breaks** during classes/meetings, especially for those over 1 hour.
    - March in place
    - Lift knees up and pump arms up and down
    - Step from side-to-side
    - Move arms, head, and torso in circles
    - Turn on music and dance or just move!
    - Put on a 5-minute exercise video
    - Stretch!
✓ **Create a safe and welcoming environment** where participants can contribute. On zoom, use functions like chat, polls, raise hand, etc. to allow for multiple ways to participate.

✓ **Kindly ask participants to mute** when not speaking to avoid background noise and interruptions.

✓ **Check in with all participants** to make sure everyone has a chance to speak and share.

✓ **Have participants identify themselves** and make sure everyone recognizes each other.

✓ **Pose a question** that participants can think about and discuss at the next meeting.

✓ If possible, **record your meetings** or distribute notes to guarantee that participants understand the next steps and have the resources to complete their tasks.

✓ **Avoid Static PowerPoints** when presenting to the group.
  o Use: Animations and Impactful visuals

✓ **Provide adapted programming** or alternative activities for those with disabilities.
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 part of your daily work routine. Plan ahead & consider the following tips:

- **Eat a wholesome, balanced diet** focused on fruits, vegetables, whole grains, lean proteins, healthy fats, and dairy (for those that eat dairy).
- **Practice portion control** and keep healthy foods visible.
- **Eat balanced meals throughout the day** and make sure to hydrate.
- **Energize your body with a protein and fiber-rich breakfast** within 30-60 minutes of getting up.
- **Offer fruits, vegetables, and whole grains** for meetings and conferences.
- **Keep some perishable items in the office fridge** (e.g., yogurt, fruit, & vegetables).
- **Keep dried fruits, nuts, or jerky in your desk** for easy, healthy snacks that won’t spoil quickly.
- **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.
- **Healthy options are available on campus.** Look for these items or contact the [Hospitality Dietitian](#) if you have any questions about menu items.
- **Remember food safety** - keep your lunch in the office refrigerator or in an insulated lunch bag.
- If you are working remotely, **stock your fridge with healthy snacks** and easy to make lunches. Don’t forget to take your lunch break!
- **Host a healthy food potluck or picnic** for your team.
- **Take a break from your working area to eat your lunch.** The act of getting up and moving will keep you focused and energized.
- **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. Consider limiting screen time during meals. Having a meal with someone is a great way to do this.
- **Make water the default beverage.**
- **Bring a reusable water bottle** to leave in your office.

Check out the location of hydration stations at USC. 
- [UPC hydration station map](#)
- [HSC hydration station map](#)
Meal Planning and Prepping

- **Assess what you already have**, what you and your family enjoy, and create a meal plan for the week.
- **Create a grocery list** and shop the perimeter of the store.
- **Prep and cook multiple days’ worth of food** at one time and portion out into single servings.
- **Buffet style – make batches of staples** you can mix and match (veggies, steamed rice, chicken, potatoes).

USC’s Food Philosophy

USC is part of the [Menus of Change](https://www.menusofchange.org), a network that includes The Culinary Institute of America and Harvard T.H. Chan School of Public Health, working to create a long-term, practical vision for the integration of optimal nutrition and public health, environmental stewardship and restoration, and social responsibility concerns within the foodservice sector and beyond. It’s core principles include:

- The relentless pursuit of deliciousness, chef-driven menus, and transparent products.
- Fresh and seasonal, both local and global.
- Think product first and focus more on plant-based cooking.
- Promote health and sustainability through inspiring and handmade menus.
- A focus on whole and intact grains.
- Red meat: smaller portions, less frequently.
- Reduced added sugar.
- Cut the salt.
- Right portion size and limiting food waste.
- Focus on whole, minimally processed foods.
- Drink healthy - a commitment to healthy options.
- Sustainable seafood.
- Designing operations for the future food.

If you want to learn more about the [Menus of Change](https://www.menusofchange.org), please visit: [Principles of Healthy, Sustainable Menus](https://www.menusofchange.org/principles)
WHAT IS A HEALTHY PLATE?

**GRAINS & STARCHY VEGETABLES**
- Rice
- Quinoa
- Couscous
- Pasta
- Oats
- Potatoes
- Sweet Potatoes
- Peas
- Corn
- Butternut Squash

**NON STARCHY VEGETABLES**
- Salad
- Raw Veggies
- Steamed, Roasted & Sauteed

**PROTEIN**
- Poultry & Meat
- Seafood
- Beans, Lentils, Chickpeas
- Soy (Tofu, Tempeh, Soymilk)
- Dairy
- Nuts, Peanuts, Seeds

**FRUIT**
- Focus on whole fruit instead of fruit juice

**HEALTHY FATS**
- Plant based oils (e.g. olive oil)
- Avocado
- Nuts / Peanuts / seeds

**CALCIUM RICH**
- Dairy
- Almonds
- Broccoli & Dark Leafy Greens
- Oranges
- Tofu
- White Beans

**GUT HEALTHY**
- Probiotics: Sauerkraut, Yogurt, Tempeh, Miso, Kefir, Kombucha, Kimchi
- Prebiotics: Onions, Garlic, Apples, Bananas, Asparagus, Beans, Wheat, Barley, Flax

**COMPLEMENTS TO A HEALTHY PLATE**
- Fun Fitness
- Reduce Stress
- Stay Social
- 7-8 Hours of Sleep/Night

For more information go to our dietitian page: hospitality.usc.edu/dietitian/
Healthy options to consider:

<table>
<thead>
<tr>
<th>Breakfast</th>
<th>Lunch</th>
<th>Snacks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh fruit</td>
<td>Vegetable soup</td>
<td>Fruit</td>
</tr>
<tr>
<td>Whole grain bagel</td>
<td>Romaine or spinach salad</td>
<td>Vegetables with low-fat dip</td>
</tr>
<tr>
<td>Toast with peanut butter</td>
<td>Turkey, tuna, chicken, or hummus sandwich on whole grain bread/wrap</td>
<td>Low Fat Cheese and crackers Nuts Trail mix (no M&amp;M’s)</td>
</tr>
<tr>
<td>Low-fat yogurt with fruits and nuts</td>
<td>Pasta salad with vegetables and beans</td>
<td>Popcorn</td>
</tr>
<tr>
<td>Oatmeal with fruits and nuts</td>
<td>Chicken and vegetables</td>
<td>Low-fat yogurt with granola</td>
</tr>
<tr>
<td>Egg sandwich on whole grain bread</td>
<td>Tofu scramble</td>
<td>Dark Chocolate Turkey Jerky</td>
</tr>
</tbody>
</table>

Additional resources for healthy eating on or around USC:
- Ask the Dietitian (Lindsey Pine)
- Trojan Farmers Market
Move More at Work

A study, published in the Archives of Internal Medicine, found that adults who sat for more than 11 hours a day had a 40 percent increased risk of dying within 3 years from any cause - compared with those who sat for less than 4 hours a day (van der Ploeg, 2012). 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:

- Throughout the day, take **short stretch breaks** - Move for 3-4 minutes every hour.
- **Plan movement** and activity to achieve at least 30 minutes of physical activity each day.
- **Break up long periods** of sitting (hour or more) by going for a walk or stretching.
- **Integrate exercise equipment**, if possible, within your workspace (e.g., exercise balls in place of some chairs, raised tables for standing).
- **Implement walking meetings** whenever possible. Ideal for 1:1’s.
- **Stand up to do tasks**, while on zoom meetings, or reading emails.
- **Practice Active Zooming**: Stand and walk or move during zoom/audio only calls.
- **Invest in a standing desk** or tabletop riser (or a tall kitchen counter!).
- Use your cell phone and a set of headphones to **walk around campus** or your neighborhood during a conference call.
• **Use the stairs**, if you are able, instead of the elevator.
• **Set a reminder** on your phone or computer to take breaks.
• **Walk to meetings** across campus instead of driving.
• **Break up your workouts** into mini sessions throughout the day.
• **Stretch your shoulders**, neck, and back throughout the day to overcome tightness from typing on a computer all day.
• **Plan your physical activity** – Schedule a morning walk, lunch break, or evening session.
• **Enjoy fitness with your friends** and family for more accountability and fun. Find a fitness buddy!
• **Destress with a mindful movement**. Try a yoga class or Pilates to breathe through controlled movement that calms and strengthens the body.
• **Get outside** for some sun and fresh air and move!
• Take advantage of **online resources** to supplement in person-workouts.
• **Use alternative transportation** to and from work. Be mindful of safety precautions and guidelines. Learn more about the USC Transportation Shower Pass Program for employees who bike or walk to work.
• **Enjoy the great outdoors** and hike nearby right in LA! Lake Hollywood Reservoir Loop, Runyon Canyon, and Elysian Park Loop are great hikes to try.
• Join the USC Recreation Center and take advantage of all the classes, personalized training, and opportunities to be active. Enjoy lap swimming at the Lyon Center pool. You can also use your Employee Fitness Incentive to join one of the USC gyms on campus (Lyon Center, USC Village, and/or HSC).

To access the full article, please visit:

**Stretch with USC**

1. **Start in your seat**
   As you are seated, stretch your legs and back with a seated figure-four stretch (1), calf stretch (2), and back extension (3).

2. **Stand Up & Stretch your Upper Body**
   Stretch your chest and shoulders with a bicep stretch (4) (5), standing chest stretch (6), and chest/shoulder stretch (7).

3. **Arms & Neck**
   Extend your arms above your head with an overhead stretch (8), then stretch to the side (9). Pull on your elbows for a tricep stretch (10). Release your arms and end with a side neck stretch (11).

4. **Stretch your Back**
   Bend your arms and pull them back with a shoulder stretch (12) (13), then touch your shoulders (14) and push your elbows together (15) for an upper back stretch.

5. **Move on to your Wrists**
   Stretch your hands and wrists with a wrist extension (16) and wrist flexion (17).

6. **End with your Legs**
   Stretch your legs with a standing hamstring stretch (18) and a standing quad stretch (19).

_Disclaimer:_ All stretches should be performed in the manner described. Hold each position at the point of comfort for 15 to 30 seconds. This document is for informational purposes only and is not intended to take the place of the care and attention of your personal physician or other professional medical services. Talk with your doctor if you have questions about individual health concerns or specific treatment options.
Stress Management at Work—Communication, Courtesy, Community

Stress is part of daily life. It often is the moment of “change”. It may be sudden or progressive. It can be a full spectrum from danger to accomplishing an important goal. Being aware of it and how we individually respond is what matters. Knowing ourselves and how it impacts physically, emotionally, intellectually, and spiritually gives the empowerment to handle and manage in the moment.

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** at work in your office, remotely and around campus.
  - Developing friendships with co-workers can help you better manage the negative effects of stress.
  - Creating kind communication; positive greetings, a tone of caring, express encouragement, respect, support, acknowledgement, and praise.
- **Think positively** about your work and avoid negative office gossip.
  - Presume the best intention and manage everyone up to all.
  - If you see the downside of every situation and interaction, you’ll find yourself drained of energy and motivation.
  - Realistic optimism is productive and helps motivation.
  - Ask directly about the information you hear. “When in doubt; find out.”
- **Be organized.**
  - A clean desk help increase your clarity and motivation, as well it can also relieve stress.
  - Prioritize each day to do what you most need to accomplish.
- **Know your responses to stress**—your signs that it is affecting you. Take breaks throughout the day.
  - Movement and breaking away can help you manage a tough situation and replenish.
  - Breathing, stretching, walking cleanses and energize and boosts our mood.
  - A 2-minute break from what is bothering you and focus instead on your breathing. Sit up straight, close your eyes, and take cleansing breathes rejuvenates.
  - Create thinking time and write three solutions to a concern.
• **Share with trusted colleagues** or friends and support services (such as [WorkWell](https://workwell.com)) about the issues you’re facing.
  o Supportive sources creates community connection that offers perspectives and insights for problem solving, providing insights and offer suggestions for coping in healthy ways.
  o Simply sharing about a stressor can be a relief.
  o Remember a stress response is a normal preparation for your mind and body to be ready to meet the challenge.

• **Find ways to laugh** and have fun.
  o Laughing lowers your body’s stress hormones and increased chemicals that boost your mood.
  o Create positive social connection with stories that are uplifting and engaging to share with coworkers.

• **Reframe how we see things.**
  o Consider that that even though there may be challenges, there is always a solution.
  o Remember the big picture goal you are achieving.
  o Seek the silver lining – see the benefit of a challenge.
  o Create a positive thought or message to tell yourself when pressured.

• **Practice mindfulness**
  o Being present keeps the focus on what we can do.
  o Make time for mediation, reflection, and quiet time.

• **Practice patience and forgiveness** for day-to-day issues and stressors. It can conserve energy for what is most important.
  o Channel energy into positive action.
  o Have an attitude of gratitude.
  o Think of who you want to be treated.

• **Attend to you**
  o Do what you love and notice when your health is messaging you to care for yourself.
  o Keep self-care a priority as a normal routine of living.

Maintaining our stamina and endurance through work/life changes and transitions relies on how we think. Keeping a positive dialogue within is key to building strength. Coping through positive thinking can help us rise to manage the moment to the best outcome.

Here are some things to remember:

• Remember that we often experience the normal response to multiple life changes and keep the context of the events in mind.
• Remember the personal meaning of change to identify the feelings associated with them.
• Remember ways you have adjusted to change in the past that has been useful to apply to new circumstances.
• Remember there are many resources to learn relaxation techniques like [Mindful USC](https://mindfulusc.com).
• Remember to plan time for making decisions.
• Remember to be compassionate and patient with yourself. Credit yourself for managing all that you do.
• Remember to appreciate your success.
Sleep
Did you know the National Sleep Foundation reported the average American feels tired at least three out of seven days each week? Sleep is one of the most important parts of the day. Sleep is the body’s time to restore itself allowing for growth and development, and is necessary for the body’s immune system, and other important functions. A lack of sleep can affect our moods, performance, motivation, and memory.

• Stick to a schedule and try to go to sleep and wake up at the same time, even on the weekends. A regular sleep schedule will help regulate your body’s clock and help you sleep through the night.
• Aim for 7-9 hours of sleep per night.
• Practice a relaxing bedtime ritual away from bright lights. This will separate your sleep time from activities that cause excitement, stress or anxiety which makes it more difficult to fall asleep.
• Evaluate your room and design it to fit your ideal sleep environment. Your bedroom should be between 60 and 67 degrees. Make sure your bedroom is free from light and sounds that can interrupt sleep.
• Check your mattress and pillows to make sure they are supportive and comfortable. Life expectancy for a quality mattress is 9 to 10 years. Pillows should be comfortable and inviting but stay free from allergens that may affect your sleep.
• Wind down and shift your body into sleep mode. Participating in a calming activity such as reading and avoiding electronics will help you sleep through the night. Also, try and avoid large meals, alcohol, or caffeine to close to bedtime as it interrupts quality sleep.

For more information, contact the USC WorkWell Center.

If you want to learn more about the importance of sleep, please access the following resources:
Sleep in America Poll 2020
National Sleep Foundation
Ergonomic 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 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 identify strategies on how to improve your scores.

Scoring Categories:
10 Points: You’re a healthy working posture and habits rockstar!
8-9 points: You’re health conscious and regularly integrate healthy habits while working!
5-7 points: You’re aware of things you can do to feel well while working!
1-4 points: You’ve started finding some healthy habit strategies. Keep exploring strategies to try!
Standing Work

Periodic movement and standing for work offer opportunities to decrease the strain of prolonged sitting postures. Benefits of standing include decreased pressure on the buttocks and legs, increased activation of muscles when moving between positions, and the opportunity for increased movement while standing.

Move Regularly

Changing positions periodically is one of the most important things that you can do to improve your circulation. Static positions can also result in increased muscle tension. Take periodic breaks to respond to your body's cues for stretching and movement.

*As a general goal, aim to take a pause from being seated every 30 minutes.*

Switch Between

If you have the opportunity to stand while working, change between seated and standing positions at regular intervals. For some computer-based or cognitively demanding work, it may be preferable to be seated.

*Try dividing each 30 minutes into standing, moving, and seated time.*

Posture Matters

Check in with your position when in standing to ensure that your elbows are bent at 90-120 degrees, with your table and elbow at roughly the same level. Adjust your monitors so that your eyes are within the top part of your screen. Wrists, hands, and forearms should be straight. Try to avoid "locking" the knees and leaning in any direction.

Ease into it. Start off gently and pay attention to what your body is telling you about standing. Leaning, foot fatigue, and increased discomfort are all signs to take standing slower. Wearing comfortable and supportive shoes and using an antifatigue mat are recommended. Remember, moving is the most important part, which you can do even without equipment.

Sources:


USC Occupational Therapy
Faculty Practice
323-442-3340
www.usc.edu/otfp
otfp@med.usc.edu
Basic Steps to Better Ergonomics

What NOT to do

Slouching

Hunching

These can lead to:
• Neck pain
• Eye strain
• Low back pain
• Tense shoulders
• Poor circulation in legs

What to do

Head
Ears, shoulders, and hips should be aligned; don’t tilt head forward or back.

Neck
Keep neck straight, not bent forward or leaning back. If reading, use a book stand.

Elbows
Bent 90-100°, keep elbows near your sides.

Chair
Mid to tall back, lumbar support for low back, try using pillows or folded blankets.

Sitting
Sit all the way back in the seat – don’t slide forward. Break from sitting every 30 minutes.

Eyes
Top of computer screen should be eye-level. If using laptop, center of laptop screen should be 30° down from eye level; try a few books to position the height.

Keyboard
Just below elbows. Do not bend wrists side to side or up/down to rest wrists or forearms. Use light keystrokes.

Mouse
Use whole arm to move mouse or on trackpad, not just wrist or fingers.

Chair Height
Hips at 90° or slightly more, feet flat on floor or use footrest or use a stack of books.

Have questions? Contact us to find out more about how you can get an ergonomic consult.

Photo courtesy of:
http://www.completerehabsolutions.com/blog/ergonomics-the-science-of-sitting/

USC Occupational Therapy Faculty Practice
323-442-3340
www.usc.edu/otfp
otfp@med.usc.edu
Breathe Well

Smoke & Tobacco Free Policy

USC is committed to promoting a healthy, safe, and comfortable environment for all students, faculty, staff, and visitors.

Smoking is prohibited in all indoor and outdoor facilities on university owned and leased property with no exception, including within vehicles parked on those properties. This includes all university owned and leased housing, dining, hotel, retail, athletic and performance facilities and all teaching, research, clinical and office space. In addition to university owned and operated student housing facilities, this policy also applies to any property occupied by any fraternity or sorority officially recognized by the university.

For purposes of this policy, smoking is defined as inhaling, exhaling, burning, carrying, or possessing any lighted cigarette, cigar, pipe, electronic cigarette, hookah, or other lit product and including the use of any substance, including but not limited to tobacco, cloves, or marijuana. For more information on the policy, please visit https://policy.usc.edu/smoke-free/.

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 https://policy.usc.edu/smoke-free/

USC provides a variety of cessation resources to help individuals quit. For more information, visit: https://employees.usc.edu/smoking-and-tobacco-cessation-resources/
Social and Community Well-being

Creating connection, inclusion and belonging

A Deloitte report found that 93% of respondents believe that a sense of belonging (feeling respected and being treated fairly) drives organizational performance. It’s important for employees to have meaningful work, and it’s also important that they feel a sense of connection to the people they work with.

Social well-being refers to the quality of employees’ interpersonal relationships both in the office and outside of work. Having a sense of belonging and connection to other coworkers is important for employee engagement and productivity levels. Positive work relationships can help build strong, cohesive workplace environments that are based on collaboration and teamwork. Research has shown that although many workers rank socializing as one of their highest personal priorities, social concerns were also viewed as more stressful than health issues and debt worries. Consider the following tips to improve your sense of social well-being and create a workplace culture that prioritizes inclusiveness:

Improving your Communication Skills

- Practice active listening skills when communicating with colleagues. Remain nonjudgmental and patient even if you don’t agree with what’s being said.
- Give verbal and nonverbal feedback (e.g., eye contact, nodding, smiling etc.) to show that you’re listening.
- Practice proper email etiquette and express your thoughts clearly. You should be avoiding shorthand and slang, replying in a timely fashion, having a clear subject line, including a professional greeting and signature, double-checking attachments, proofreading, and spell checking.
- Promote constructive peer-to-peer recognition by remembering to offer positive feedback and praise in your criticism of a colleague’s work.

Reach out and ask questions for clarification when you do not completely understand what is being expected of you.
Networking Tips

• To start up a conversation with a colleague, try using good conversation starters (i.e., asking for information, giving a compliment, offering help, commenting on a shared experience, making an observation etc.).
• Make a strong introduction by greeting someone with eye contact, a smile and a firm handshake.
• Display genuine interest and build rapport by asking thoughtful, specific questions.
• Communicate effectively by providing clear, succinct points without beating around the bush.
• Demonstrate that you’re listening closely by paraphrasing or summarizing what has been said already.

Ideas for Inclusion

• Acknowledge and embrace colleagues’ religious, racial, cultural differences.
• Include your pronouns in informal and formal introductions (i.e., in your email signature, Zoom name, conversational introductions, etc.).
• Eliminate use of gendered language in formal writing and in conversation.
• Be aware of your own unconscious biases and take steps to minimize them.
• Celebrate and learn about holidays and events for underrepresented groups like Black History Month, Pride etc.
• Research has shown that not only do men dominate the conversations in professional meetings, but women are also more likely to be interrupted than men are. Be aware of these interruptions and help break the habit.
Facilitating Social Connection
Managers have the unique opportunity to promote inclusion within their departments by hosting team-building activities and social events. These events can help employees connect with one another through various get-to-know-you activities and in turn, establish positive work relationships that keep workers motivated to perform their best. As the university gradually transitions into “normal” campus life, remote social events are good ways for on-campus colleagues to connect with remote colleagues. Some creative team-building ideas include: escape rooms, happy hour, coffee chats, trivia night, casual Slack group discussions and sharing etc. It’s important to note that most of the in-person options can be easily modified to a virtual format.

Volunteering Opportunities
Giving back to the local community can be a fun, productive way to spend your free time. Volunteering not only instills a sense of purpose and meaning into your work but turning it into a group effort with your fellow colleagues allows for opportunities in team-bonding and collaboration. Whether you only have time for a one-day event or can commit to an ongoing effort, below are a few suggestions on how to get started with volunteering:

- **Plan an item drive** (i.e., food, books, toys, clothes). This is an easy way to give back especially during the holiday season.
- **Decide on a charity together** as a team and plan creative fundraising ideas to raise money.
- **Participate in “volunteering days”** as a team and serve at a specific location, like an animal shelter, soup kitchen or beach clean-up, together for one day.
- **Engage with charity runs** or walks together either by volunteering with race day set-up or competing yourselves.
- **Sign up to volunteer** for one of various online hotlines (i.e., Crisis Text Line, 7 Cups) as a safe, remote option for volunteering.
- **Visit the following websites** to find more specific volunteering opportunities near you: VolunteerMatch, JustServe, All for Good

If you want to learn more about social connection, communication, and networking, please access the following articles:

- What Does the Future of Work look like after Covid-19?
- Workplace Wellbeing
- 9 Tips for Navigating your First Networking Event
- 50+ Ideas for Cultivating Diversity and Inclusion
- Seven Studies that Prove Mansplaining Exists
- 50 Volunteering Ideas and Tips
Financial Fitness and Well-being

Financial Fitness and Well-being includes increasing awareness of your current financial state, how to successfully manage financial expenses, and making well-informed decisions. It also entails strengthening of your knowledge of financial literacy and the ability to manage finances effectively. This portion of the guide serves to educate and inform you on the domain of financial well-being as well as resources available to help you achieve your financial goals.

Financial 101
Understanding fundamental money terms and concepts that affect your financial well-being is the first step toward financial literacy. Here are 5 tips to help get you started towards financial success:

• Stick to a budget.
• Have a savings plan.
• Pay off credit card debt.
• Keep good records.
• Contribute to a retirement plan.

Budgeting 101
The 50/15/5 rule of thumb is a way to distribute your budget according to 3 separate categories: essentials, retirement, and unexpected expenses. It’s not a rule set in stone but a general guideline to help you build your financial well-being. So why 50/15/5? Hundreds of scenarios were analyzed to create saving and spending guideline that can help people save enough to retire. Research by Fidelity found that by sticking to this guideline, there is a good chance of maintaining financial stability to prepare for retirement.

• Allocate no more than 50% of your take-home pay for essential expenses which includes matters like housing, utilities, groceries, health care, and childcare needs.
• Try to save 15% of pretax income (including employer contributions) for retirement plans.
• Save 5% for the unexpected and unplanned expenses that may arise.

You can see where you stand on the 50/15/5 rule by using this Savings and Spending Check-Up Tool available here.

If you want to learn more about financial wellness, please access the following articles:

The Best Personal Finance and Budgeting Spreadsheets
The 7 Best Budget Apps for 2021
50/15/5: A Saving and Spending Rule of Thumb
Ways to Save Money at Work
Here are some simple ways you can save money at the (home) office or on your daily commute.

1. **Save $1000/year.** How? Simply by brewing your own coffee. Buying coffee every day can quickly add up. $5 a day can quickly turn into over $1000 a year! Make it easy by keeping a cup, kettle, along with coffee or tea in your workspace.

2. **Walk to Work.** If within walking distance, consider leaving your car at home and walk to work. Not only will you benefit from the health benefits of daily exercise, but you will also save money by not buying a campus parking permit and reduced gas usage.

3. **Prefer the Gym?** USC Staff and Faculty are eligible to purchase membership/membership packages at a discounted staff/faculty rate. Purchase this, and all other memberships, through your MyRecSports account. You can also get up to $220 reimbursement for eligible wellness activities (USC Rec Sports membership fees included) through the USC fitness incentive program. More information available [here](#).

4. **Pack Your Lunch.** Prepare and bring your lunch to work to save up to $100 a month by not dining out.

**More Ways to Save Money**
Small savings can collect and add up to large sums. The following are a few tips to save small to save big in the long run:

1. **Get all your savings in one place;** ask whether a store matches the prices of its local competitors. If so, print out the other stores’ flyers and coupons for convenience.

2. **Fill your car up at superstore fuel centers.** Check the lowest gas prices near you at gasbuddy.com the next time before you fill your tank up!

3. **Did you know USC employees get discounts on select theme parks and zoos?** Click [here](#) to see the full list of places.

4. **Sign up with “fare watcher” services** for travel search engines (E.g., expedia.com and travelocity.com). You will be made aware of price drops for your desired tickets.

5. **Check out nearby parking-garage options beforehand to save on hotel parking.**

**USC offers many great discounts and perks** that employees can enjoy. See the full page of details available [here](#).

**Retirement Information**
USC has a comprehensive **Retirement Savings Program** available for all benefits-eligible employees. USC is committed to supporting your retirement savings by making a matching employer contribution of up to 5%. For a complete breakdown and full detailed chart, please visit page [here](#).

**Budgeting Resources**
The following are a list of budgeting resources to help you get started:

- **Google Sheets:** Google docs offers a template gallery where you will be able to find a Monthly Budget spreadsheet or Yearly Budget spreadsheet.

- **Monthly Budget PDF:** Consumer Financial Protection Bureau (CFPB) developed a simple monthly budget PDF worksheet to see how much you make and spend each month.

- **PocketGuard:** Free budget app that connects your checking, credit and savings accounts and detects recurring bills and income. PocketGuard automatically categorizes your expenses, and you can also create custom categories.
Safety

USC is dedicated to the protection of its employees from on-the-job injuries and illnesses. When injuries, illnesses, or incidents occur, we are prepared to immediately respond to the needs of the injured or ill.

Infection Prevention During Covid-19
Please visit the We are SC site for comprehensive information on USC’s COVID-19 response. Employee-related documents pertaining to both remote work and returning to work on campus can be found on the Employee Gateway Covid-19 site.

Monitor Your Health
There are every day preventive actions you can take that can help keep you and others from getting and spreading respiratory illnesses.

- **Wash your hands often** with soap and water for at least 20 seconds
- **Use hand sanitizer** when you are not able to wash your hands
- **Cover your mouth** and nose with a face covering
- **Cover coughs** and sneezes by coughing or sneezing into your elbow or disposable tissue
- **Clean and disinfect** frequently touched surfaces daily
- **Avoid close contact** with those who are sick
- **Monitor your health** daily by watching for symptoms such as fever, cough, shortness of breath or other signs of Covid-19
- **Stay home** if you are not feeling well

More resources to explore:
For recent messages on Covid-19 status at USC: https://coronavirus.usc.edu/

For comprehensive USC Covid-19 resources: https://we-are.usc.edu/employees/

For updates from LA County Department of Public Health: http://www.publichealth.lacounty.gov/

Emergency Preparedness
Having an emergency preparedness plan can keep yourself and others safe in the event of an emergency. Make sure you are aware of your department’s emergency plan and procedures and establish one at home for you and your family or household.

- Establish an evacuation plan and meeting place and review annually.
- Post or carry a list of emergency phone numbers (fire, police, hospital, family members, etc.).
- Sign up for emergency alerts in your city and through USC.
- Ensure you have the following: emergency kit, first aid kit, portable fire extinguisher.
  - contents should be replaced per guidelines

Injury Prevention

*General safety tips from EH&S (on campus and at home)*

Injuries can happen anywhere, at work or at home. Take steps to prevent accidents and injuries by eliminating obstacles and hazards.

- Maintain and clean, clear, and clutter-free workspace.
- Set up your workstation to minimize extra cords that can be trip hazards.
- Use power cord ties to keep cords organized or bundled.
- Ensure doorways, stairwells, and walkways are well-let and unobstructed.
- Secure mats, rugs, and carpets.
- Avoid placing food and liquids near equipment in the event of a spill.
- Do not overload outlets.
- Check all cords for any frayed or exposed wiring.
- Ensure you have a working fire alarm and carbon monoxide detector and check to make sure it is working regularly.
- Know how to shut down electric and gas during an emergency.
- If you are injured at work, please notify your supervisor and EH&S immediately.

Crisis Support and Intervention

*USC Trojans Care for Trojans (TC4T)* is an initiative within the Office of Campus Wellbeing and Crisis Intervention that empowers USC students, faculty, and staff to take action when they are concerned about a fellow Trojan challenged with personal difficulties. This private and anonymous request form provides an opportunity for Trojans to help a member of our Trojan Family.

**DPS**

*USC Department of Public Safety* provides safety tips and services to the USC campus. The department’s primary mission is to provide a safe and secure environment on campus and in the local USC community that allows students, faculty, staff, and campus visitors to realize their academic and social pursuits. Download the mobile LiveSafe Safety App!

For more information, please visit:
[https://ehs.usc.edu/occhealth/injury-prevention/incident-reporting/](https://ehs.usc.edu/occhealth/injury-prevention/incident-reporting/)
Sustainability

The movement to go green and live a more sustainable lifestyle has gained momentum throughout the years. Most of the attention, however, tends to go towards reducing one’s plastic footprint. Living sustainably and adapting a lifestyle that promotes environmental health is so much more than just limiting one’s use of plastic. In fact, sustainability can be adapted in the workplace and has been shown to improve productivity, reduce the number of average sick days among employees, and increase job satisfaction. At home, sustainability can help you live a more efficient, healthier, and happier life. Here are some of the things that you can do to create a sustainable workplace and to live a more sustainable lifestyle!

Nutrition

- **Eat more whole foods.** Whole foods like fruits, vegetables, and nuts, have the lowest impact on the environment. Eating whole foods allows for a shift from industrial scale foods to local foods.
- **Eat foods that are in season.** Foods that are in season use less energy to produce, rather than foods that are not in season, and reduce the distance food must travel, but utilizing local growers.
- **Eat organic.** Organic farming practices typically use less energy, reduce pollution, conserve water, and is healthy for you!
- **Eat local.** Eating locally reduces the time that it takes for your food to travel to get on your plate. Cutting down on these food miles means reducing air pollution and greenhouse gas emissions.
- **Eat more plant-based foods.** Plant-based foods use less water and produce less carbon emissions and waste byproducts. When eating meat, try to choose less environmentally impactful foods such as poultry rather than beef, which has been shown to generate 10x more GHG emissions from its production.

Activity

- **Go outdoors.** Outdoor activities are good for your physical and mental health and promote sustainability by cutting back on energy from gym equipment.
- **Change your commute.** If possible, try walking or biking to work and other destinations! Doing so helps cut back on pollution and promotes your physical health as well.
- **Explore public transportation options through the USC Faculty/Staff Transit Subsidy to increase walking and reduce community air pollution.**
Work

- **Go paperless.** Reduce waste by limiting your paper usage. Going paperless reduces the amount of emissions released into the atmosphere from the process of turning trees into paper and eliminates waste before it is created.
- **Have a desk plant.** Indoor plants can help reduce the levels of carbon dioxide in air-conditioned offices!
- **Turn off electronics and lighting.** Turn off electronic devices and lighting when not in use, or when leaving the office. This allows you to lower your energy consumption, which in turn lowers the amount of fossil fuels that are burned when power plants produce electricity.
- **Utilize natural light.** Using natural light in your office will help you lower your carbon footprint.
- **Properly dispose of e-waste** and take advantage of collection programs such as for ink cartridges. For more information see the EH&S Battery Recycling Fact Sheet.
- **Schedule a pick up or drop off surplus office supplies** and furniture at local donation centers such as the Salvation Army or Goodwill.

Home

- **Use a reusable water bottle.** Reusable water bottles reduce your carbon footprint and reduce plastic waste in the environment!
- **Use reusable straws.** Reusable straws do not need to be produced as often, are made of recyclable materials, and do not contribute to environmental pollution and waste.
- **Use reusable grocery bags.** Plastic bags require a lot of fossil fuels to produce and they are non-biodegradable, meaning they cannot be broken down.
- **Go thrift shopping.** Thrift shopping reduces pollution that results from the process of creating new clothes.
- **Recycle.** Recycling reduces the amount of solid waste that goes into our landfills.
- **Upcycle products.** Find new uses for products in your home. Mason jars can be upcycled and turned into flower vases and portable food containers!
- **Start a home composting** and home garden to reap the many benefits of gardening and growing your own food.

If you want to learn more about sustainable practices, please access the following articles:

- [Benefits of Creating a Sustainable Workplace](#)
- [Going Green: 10 Ways to Make Your Office more Eco-friendly and Efficient](#)
- [Gym Membership: Good for You, Bad for the Environment?](#)
- [Why Recycle My Clothes?](#)
Role of Managers and Supervisors on Employee Well-Being

Managers amplify well-being by creating an environment that empowers employees to manage their own well-being. There are many ways that managers and supervisors can invest in their organization’s greatest asset:

- Advocate for and empower employees to enhance their well-being.
- Connect employees with well-being opportunities and activities.
- Provide a welcoming, approving, safe environment that encourages active participation in well-being practices. This requires ongoing support from leaders — who need to consistently communicate their commitment to well-being and proactively foster a culture of well-being. Simply offering well-being information is not enough.
- Model well-being to encourage employee participation and buy-in. Managers should authentically display and share their personal well-being practices — providing verbal and non-verbal examples of well-being in action.
- Proactively communicate that they are invested in each employee and genuinely care about each individual’s well-being.

Managers have the opportunity and resources to serve as healthy role models for employees. By giving employees permission to keep their health and well-being a top priority, employees will be much more likely to adopt healthy behaviors at the workplace, such as staying active, making better nutritional choices, and engaging in stress-relief activities. In addition to senior leadership support, engaging middle managers that hold the key to changing workplace culture.

Practice self-care - Managers that practice self-care shows employees that they should be prioritizing their well-being as well. Examples include: modeling healthy behaviors and practices, taking mental and physical breaks throughout the day, practicing work life balance.

Stay active - Provide employees with the opportunity to stay active throughout the day. Support employees by allowing them breaks to move their body and refresh their minds. Coordinate active meetings and team activities. Provide flexibility for employees who want to incorporate a workout into their schedule.
Show gratitude - Being thankful and expressing gratitude is one of the easiest things managers can do to boost employee well-being. Praise, recognition, and reward should be tied back to the organizational values further reinforce the employees’ contribution to these values. Developing and maintaining rituals of gratitude, appreciation, and celebration show employees that they are valued and cared for.

Make wellness convenient - Many employees are hesitant to get involved in their company’s wellness initiatives because they are busy. Managers can help combat this by giving employees the opportunity to get healthy at work. Order healthy food and beverages for company functions. Coordinate classes and activities that are accessible and of interest to your employees. And provide them with the gift of time and resources to take advantage of ways to improve their well-being.

Create - Develop systems, rituals and processes that make well-being easy and “normal” within your teams. Managers can create an oasis of well-being within their teams that leads to meaningful changes that increase engagement, healthy eating, exercise, self-care, and productivity.

Build Trust - Managers and supervisors should create an environment of psychological safety, one that invites discussion and collaboration. Leaders should also invest in getting to know their people on a more personal level, including their values and motivations. To do this, managers and supervisors must be willing to share about themselves, as to get trust, one must first extend trust (Kouzes & Posner, 2010).

Uplift and Share - Managers and supervisors should encourage employees to set a personal well-being related goal as part of their annual performance review as this demonstrate care and concern for the whole person and not just the person as an employee. Leaders should support employees to find ways to utilize their strengths and encourage employees to share their successes with their team.

Managers as Role Models and Leaders
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 if you are able to
- Practice good nutrition and hydration
- Participate in campus and community events related to health and wellness

If you want to learn more about the role of managers and supervisors and employee well-being, please access the following resources:

The Role Managers Play in Shaping Employee Well-being
Employee Well-being: A Guide for Managers and Supervisors
Role of Managers and Supervisors

Get Others Involved
- Know where to find well-being policies and programs
- Give enthusiasts leadership roles
- Encourage others to set well-being goals
- Set group well-being goals

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

Communicate about Wellness
- Share your or USC’s wellness vision
- Explain how people can participate in health & well-being activities, wellness programming, policies, events, services, and resources
- Let people know that well-being 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

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, individual and University success

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

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 and 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)
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 USC.
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

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<thead>
<tr>
<th>As a manager or supervisor, I....</th>
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<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>Explain why well-being is important to the organization</td>
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<td>Explain how my team can benefit from well-being activities</td>
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<td>Explain how employees can participate in the well-being programs</td>
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<td>Demonstrate support for wellness through my own lifestyle choices</td>
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<td>Participate in wellness activities</td>
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<td>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</td>
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<td>Help reduce barriers to achieving healthy lifestyle goals</td>
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<td>Recognize people’s well-being achievements</td>
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<td>Set well-being goals for myself and my team</td>
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<td>Set shared well-being goals for my team</td>
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<tr>
<td>Celebrate the success of my team in achieving shared well-being goals</td>
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How did you do? Would members of your team agree with your self-assessment? Most people could find ways to improve their well-being leadership efforts. Review your answers and think of strategies on how to improve your scores.
Increasing Leaders' Comfort & Confidence in Assessing Employee Well-being

In this section, leaders will learn to feel empowered to assess their teams' well-being to identify the signs and symptoms that suggest an employee is struggling. Learn effective communication techniques to have meaningful conversations with employees and learn self-care coping strategies for yourself. Employers need to manage carefully to protect against burnout, anxiety, and isolation. As a manager, your employees' mental health and well-being should be something you consider regularly.

Signs and Symptoms of a Distressed Employee

Watch for behaviors and performance changes
- Increased absenteeism/tardiness
- Late to meetings
- Lengthy lunches or frequent breaks

Changes in productivity/or work quality
- Failure to meet deadlines
- Work performance issues

Changes in outward demeanor and Work Relationships
- Wide swings in mood or morale
- Withdrawn, sad or cries frequently
- Disheveled/untidy
- Workplace conflict

Health and Safety Issues
- Mental health problems
- Suspicion or substance abuse
- Accidents on the job
- Frequent illnesses

Burnout
- Emotional Exhaustion - Feeling of compassion fatigue and generally feeling drained
- Depersonalization - The feeling of watching yourself do what you are doing and not being fully present
- Low personal accomplishments - Feelings of not doing enough or you have not gotten far enough

How Leaders Can Be Supportive
- Consult with the USC WorkWell Center. Experienced, licensed professionals provide confidential consultation to support leaders. This resource is to help leaders assess and effectively address employee’s well-being, resolve challenges around employee work performance, and conflict among staff/workgroups.
- Tap into your emotional intelligence.
- Be self-aware. Recognize one’s emotions, be aware of what hooks you.
- Self-regulate. Calm yourself first (i.e., mindfulness). Manage one’s internal state, impulses, and have boundaries.
- Show empathy and compassion.
- Be present and actively listen. 93% of communication is nonverbal which consists of body language and tone. 7 percent is verbal/content.
Create Connection
• Reach out to employees with more frequency (by Zoom, Microsoft Teams, or in-person).
• Help team members connect with teammates.
• Connect the employee to resources or support that will help them build a plan for themselves.

Your Role as a Manager
• It is not your role to solve your employees' problems.
• You do have the opportunity to refer the employee towards finding assistance.
• You can also influence the employee to follow through.

Communication
• Think about your delivery in advance and practice your script.
• Remain calm, caring, and authentic.
• Be as clear as possible.
• Use short and simple language.
• Tone is Important. While words matter, the tone has a bigger influence on the way information is received.
• Initiate a conversation in a safe and private environment.
  o Ask open-ended questions.
    ▪ Suboptimal: You doing okay?
    ▪ Ideal: I care about you...What are some of your concerns?
• What barriers are you encountering?
  o If possible, explain the situation and the underlying reason for the conversation:
    ▪ I noticed a change in your work performance and/or your outward demeanor. How can I help?
  o Pause: Wait for the employee to respond.
• What do you need from me as your supervisor?
  o Validate and reassure them about their value to the company. Employees need to feel empowered and safe in addressing their emotional well-being with their manager.
  o Provide empathy, be flexible, adjust expectations, provide certainty and hope.
  o Help the employees focus on their strengths.
  o Flood your conversations with terms such as, "We, Us, Together, Future, Success."
  o Refer the employee to the USC WorkWell Center. The WorkWell center is an available resource for employees that are experiencing personal problems that may be affecting their work. Emphasize that WorkWell’s services are confidential.
Manager’s Don’ts
• Don’t diagnose.
• Don’t start solving the situation for the employee.
• Don’t show irritation when an employee struggles.

Corrective Interview
*If you have already talked with the employee and their work performance continues to be impacted:*
• Consult with the University HR, Equity and Compliance Department.
• Schedule an individual meeting with the employee in a private setting.
• Be prepared!
• Focus on declining work performance and facts.
• Be clear about your expectations about their work performance.
• Remind the employee that the WorkWell Center is confidential and is an available resource.
• Set up a follow-up meeting.
• Monitor the employee’s work performance.

What to avoid
• Diagnosing the employee's problems or getting involved in their problems.
• Making generalizations or moral judgments.
• Threatening corrective action unless you are prepared to follow-through.
• Discussing the employee situation with anyone except WorkWell, HR, Leadership, and who may have a business need to know.

Managing in a Remote Work Environment
Assessing and Supporting Employee Well-being.
An essential tool for managers is called “Physical Intelligence.” It is easy to notice nonverbal expressions in person. However, virtually, it is hard to see as you are focused on the speaker and may miss these signs.
• Be present and actively listen.
• Don’t assume what they need
• Scan employee emails for emotional content (“Sorry I didn’t get to that, I am overwhelmed”).

Reading Concerning Facial Expressions
• **Stress:** a clenched jaw, tightened neck, furrowed brow.
• **Disagreement:** tightly pursed.
• **Struggling:** A flat affect, emotionless.
• **Anger:** Frowning, eyelids narrowed, lips tight, lips in a straight line, nostrils flaring.
• **Fear:** Eyes wide, mouth open, cheek muscles tense, eyebrows up, a wrinkled forehead.
• **Uncomfortable:** Glancing sideways, eye darting, looking around.
• **Low self-esteem or nervous:** An employee who is slouching, with shoulders down, or covering parts of the body (like the neck).
• **Leaning backwards** can be a sign that an employee is not feeling particularly positive about the subject matter.
• If someone is **looking away** or their brow is furrowed, you may have lost engagement with your employees.
• If a person is **moving a lot** in their chair, it could also mean they are restless or bored.
Being a Role Model for Self-Care and Help-Seeking
- Be honest about the challenges you are experiencing personally. Share how you’re managing your psychological well-being to normalize self-care and the benefit of setting boundaries.
- Practice and commit to healthy working norms to model healthy behavior. No sending emails at 2 a.m.!

Modeling Body Language/Professionalism
- Proper posture shows leadership and optimism
- Good eye contact
- Use the power of a pause
- Have a good “virtual presence" i.e., professional attire

Managers Role when an Employee is Grieving
Leaders play an important role in how to set the tone for employees and how supported they feel during the grieving process. Everyone responds differently when grieving. When someone close to an employee dies, many different emotions and reactions will come up. Grieving comes in waves and can surprise employees.
- Provide care, empathy, and support.
- Allow the employee sufficient time to prepare for, attend services, and even some extra time off to care for themselves. Assist with arranging whatever compensation is available to the employee. These actions will go a long way to support a grieving employee.
- Consult with Human Resources.
- Call the employee before their return to work and discuss needs.
- If helpful, provide a flexible work schedule and be sensitive to assigning new tasks or responsibilities.
- Give the employee permission to let you know about their “readiness" to return to work.
- The employee should meet with the department supervisor(s) before returning to work.
- Discuss how to best help them through the initial adjustment period.
- Listen without criticizing feelings, judging them, or telling them what they “should” do. Some grievers will want to share their thoughts while others will be less open.
- Refer the employee to WorkWell as a supportive, confidential resource.

Signs and Symptoms when an Employee is Grieving
- Trouble focusing on normal tasks
- Health Issues
- Lack of motivation
- Feelings of anger and irritability
- Sadness and change in work relationships
- Isolation
- Fatigue and low energy
Summary – The 8 Most Important Things You Can Do As a Manager/Supervisor

Here are 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 and well-being (i.e., exercise on lunchbreaks, participate in wellness events, practice good nutrition, establish boundaries between work and home life, and keep your own stress levels manageable).

2. **Communicate about Wellness.** Introduce and endorse health & well-being initiatives and programs to the USC community.

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 and empower employee work life and well-being.

5. **Make Work Meaningful.** Faculty and staff need to know what they need to do, and how their work contributes to the USC 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, Diversity, Inclusion, 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. Create a culture of care and belonging.

8. **Get Others Involved.** Announce your support for participating in health & 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 USC.

As a manager/supervisor, you are in a unique position to either foster well-being on campus or impede it. Help ensure that health, safety, and well-being become integrated into the fabric of USC.

Credit to: UCR Faculty/Staff Wellness Program and UCR Manager and Supervisor Wellness Toolkit
Thank you to the following for their contributions to this WorkWell guide:

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