

Presentation Title	Place in Schedule
Well-Being, Championship, and Fatigue Management: A Research-Driven Approach in Manufacturing	Concurrent Session 1.5 <i>Day 2 – Wednesday</i> <i>May 9th, 2018</i> <i>1:00 – 2:15pm</i>
Description of Presentation	Presenter Name(s) And Credentials
<p>OVERVIEW</p> <p>PROBLEM: A large manufacturing organization has had a wellness program in place but needed to (a) obtain better health outcomes, (b) expand the initiative to include mental health and fatigue, and (c) create a method for scaling the initiative across plants and develop continuous improvement methods. METHOD: This symposium will (a) feature four different efforts towards creating a sustainable model for employee well-being, and (b) surveys and other metrics as keys to improving the well-being strategy. SAMPLE: Owens Corning (NYSE: OC) is a leading global producer of residential and commercial building materials, glass-fiber and composite systems. OC operates out of 93 manufacturing facilities globally (17,000 employees). In the U.S. OC operates out of 62 manufacturing facilities in 24 states (7800 employees), and has three lines of business: Insulation, Roofing & Asphalt, and Composites. Since 2016, OC’s well-being initiative has six pillars: Know Your Numbers, Healthy Mind, Physical Activity, Nutrition, Tobacco-Free, and Financial Health. The initiative is supported through inter-related and safetyrelated strategies: (1) Wellness: access to wellness programs, coaches, and challenges; with incentives for participating and making progress in these areas; (2) Employee Assistance: Promoting behavioral health services, especially for mental and financial health; (3) Champions: employees from plants trained in a champion-competency model, receive regular updates/webinars to help facilitate well-being activities in local plants; (4) Total Productive Maintenance and Leadership/Operational Excellence: Plant leaders/managers receive updates on the initiative and their own performance is assessed as it relates to employee</p>	Paul Courtois, MBA <i>Owens Corning</i>
	Laura Higginbotham, Master of Rehabilitation Counseling <i>Owens Corning</i>
	Matt O’Connor, PhD, Research Methodology and Quantitative Methods <i>Owens Corning</i>
	Joel Bennett, PhD, Psychology <i>Oreganizational Wellness & Learning Systems</i>
	Joy Inouye, MA, Sociology <i>Campbell Institute</i>
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Gale Lucas, PhD, Psychology <i>Organizational Wellness & Learning Systems</i>	

engagement, work-life balance, and culture of health. In addition, OC has launched a specific focus within the Healthy Mind initiative on the area of fatigue-risk management. This work, done in collaboration with the National Safety Council, includes a focus on leadership training for improving employee energy and focus. All efforts are supported by intensive data collection. One tool, called "C6" provides clear criteria for developing and implementing initiatives across all six pillars. C6 is an articulated spreadsheet or dashboard for progress within each plant and is utilized by wellness, employee health & safety, and occupational health nurses to guide strategy. This C6 tool was used to help build the new champion training, which itself was built through significant needs assessment, focus groups, piloting, process consultation, and training evaluation. Another tool is the Operational Excellency survey, which assesses leadership through employee ratings in five areas: (1) Enablers –employee's perceptions of important factors that lead to successful Total Productive Maintenance implementation including safety, organized workplace, supervisor relationships. (2) Culture – perceptions of the decision making and change management processes utilized at the plant; (3) Leadership Engagement – perceptions of plant leadership team's communication, goal alignment, coaching and feeling valued; (4) Plant Engagement –perceptions of continuous improvement, best practice sharing, and recognition; (5) Personal Growth/Development and Balance - perceptions of training provided, skill development, career opportunities and work/life balance. The symposium features outcomes in three segments: (1) The Overall Well-Being Initiative and Champion Role; (2) Fatigue Risk Management, Safety and a Test & Learn Project; and (3) Leadership, Total Productive Maintenance, and Operational Excellence.

SESSION 1

Owens Corning Well-Being Initiative and Training/Role of Well-Being Champions

PRESENTERS: Laura Higginbotham, Joel Bennett, Gale Lucas

In December of 2015, an Owens Corning wellness leadership council was convened to begin the

implementation of a phased plan for a New Wellness Strategy, with four broad goals: Build on current foundation with bolder goals, ideas, programs; Better penetration across the company; Execute with speed; and a Sustainable culture of health. This new strategy involved a change in governance structure: Key leadership within operations; Retaining key HR touch points; Global program alignment; A mechanism to facilitate local implementation; and a “continuous improvement” feedback loop (plan, implement, measure, adjust). Local wellness champions/teams and method for tracking employee engagement and feedback was a critical part of this execution, especially for scalability. Owens Corning (OC) has utilized different wellness vendors to implement core or “traditional” aspects of a wellness program: collection of health risk assessment and biometric data, employees access to a web portal for educational content and guidance on healthy lifestyle, access to a wellness coach, incentives for completing wellness activities, and – more recently – integration of these functions with SmartPhone technology. This presentation will review metrics on employee utilization of these services. In addition, OC created a “dashboard” metric system – called C6 – that specific levels of criteria for implementing programs and engaging employees in six “pillars” of wellness: Know Your Numbers, Healthy Mind, Physical Activity, Nutrition, Tobacco-Free, and Financial Health. This presentation will review the C6 tool and updated progress.

Within the wellness industry more broadly, and due to needs for scalability, there has been emergence of wellness or well-being champions in larger organizations (especially health-care) to help engage local operational and line-level staff in any wellness initiative. Several studies and best-practice assessments also suggest champions are critical to a culture-of-health strategy (e.g., Goetzel et al., 2007; Nunn & Terry, 2012; Pronk, 2014). Accordingly, OC developed a champion strategy, following the competency-based model of champions (Bennett & Linde, 2016) and guiding champions with the use of the C6 tool and support from

regional occupational health nurses (OHN). This presentation will review a systematic model for developing, implementing, and evaluating the champion strategy across several phases: (1) Needs Assessments/Focus Groups; (2) Design and Piloting; (3) Champion Training; and (4) Follow-up Support. A key part of the dissemination support for champions has been the use of “quick start” (QS) activities. Each QS activity addresses one of the six pillars and are brief or mini-interventions that champions use as part of safety huddles or other stand-up meetings throughout the work week.

Data collected across wellness vendors, the C6 tool, champion training, and ongoing updates via webinars will be reviewed in this session. For example, the pillar of “Tobacco-Free” has shown most progress due to policy controls, whereas the pillar of “financial Health” is currently being enhanced through a new series of QS activities. Further, continuous improvement with champions has led to the development of new local “wellness team charters” requiring plant leadership commitment. Currently, institution of these charters is being monitored across all plants.

SESSION 2

Fatigue Risk Management: Integrating Wellness with Operations and Safety (A Test & Learn Project)

PRESENTERS: Paul Courtois, Joy Inouye, Brittany Linde

A key pillar of the OC Wellness Initiative is “Healthy Minds,” which includes the development of training on Employee Assistance Program, Work-Life Balance, Sleep & Fatigue, Stress, Depression, and Alcohol & Drug issues. The metric tool for assessing implementation of the “Healthy Minds” initiative (C6) includes Shift Schedule Reviews and minimization of Overtime. In 2017, the OC Operations Leadership Team called for a greater focus on Fatigue Management. OC recognizes plant leadership has historically created and maintained work schedules based on factors that do not take fatigue, employee energy, or work focus into consideration. Accordingly, and due to the emergence of new Fatigue Risk Management Systems (FRMS) and guidelines (Lerman et al., 2012), OC decided to create a new leadership program and engage the

National Safety Council (NSC) to conduct analyses factors that drive fatigue risk.

Recognition of the importance of fatigue began in 2014, when OC partnered with the Harvard School of Public Health to conduct a survey of 2,300 employees (700 primary/hourly and 1,600 staff) across the U.S.

Data revealed that out of the last 30 days, primary/hourly workers reported not getting enough rest or sleep on an average 10.2 days; staff did not get enough rest or sleep on 8.7 days. Many primary/hourly workers (25%) did not get enough sleep on at least 20 of 30 days. Other data revealed that primary/hourly workers work on average 9.2 days/month beyond regular work schedule, whereas staff works 14.2 hours/month beyond regular work hours. Almost 30% of staff work at least 20 or more hours overtime per month, suggesting that plant managers and supervisors may be especially at risk.

This session highlights two methodologies. First, a new leadership training casts FRMS in a positive psychological framework, focusing on building employee energy/focus and policies that regulate overtime while – at the same time -- promoting work-life balance and healthy lifestyles. This new training follows a three-phased “Test & Learn” implementation: (1) Discovery: key informant interviews with leadership, focus groups, and a stratified sampling of 21 U.S. plants; (2) Design: Using insights from Phase 1 and cognitivebehavioral approaches to leadership, design a 1-to-2 day workshop for leaders; (3) Implementation: Deliver training and evaluate response and ongoing implementation.

Second, OC is partnering with The Fatigue Initiative at the National Safety Council (NSC), a collaboration with Campbell Institute (CI) member organizations to investigate fatigue in the workplace. The project includes two

parts: an operational assessment to investigate workplace sources of fatigue (such as shift scheduling practices), and an employee survey to identify employee habits that may introduce fatigue (such as sleep

schedules). This information will be used to develop strategies and countermeasures, for example educational programs or scheduling policies, to better manage and reduce fatigue risk.

This presentation will review results from this Test & Learn, with reports from NSC climate assessments, the discovery leadership survey, and an overview of the leadership curriculum. For example, survey data domains include: (a) Work Schedule (e.g., How often do you feel pressured to work more hours than scheduled?); (b) Norms Related to Time (e.g., The mentality here is to “push through” any tiredness or fatigue in order to meet production schedules), and (c) Training Preferences (e.g., policy guidance, tools to communicate the connection between fatigue and safety).

SESSION 3

Leadership, Total Productive Maintenance, and Operational Excellence

PRESENTERS: Matt O'Connor, Paul Courtois, Laura Higginbotham

As part of Owens Corning's commitment to employee well-being, there is an emphasis on the role and influence of leadership and to assessing employee perception of leadership as having an influence on their engagement and well-being. In addition, beginning in 2016, OC started rolling out a new Total Productive Maintenance (TPM) strategy which, in some ways, mirrors the Total Worker Health® philosophy but from the operational viewpoint. OC seeks to integrate leadership development, operations, and safety with the wellbeing initiative.

TPM is an operational strategy and stands for Total = Engaging everyone; Productive = Focusing on Zero Losses in all areas; Maintenance = Keep in Optimum Condition. The OC vision for TPM is “To achieve a Stable and Reliable operation, delivering Zero Accidents, Zero Defects and Zero Failures. This is achieved through the rigorous application of the principles of Total Productive Maintenance (TPM) in everything we do.” In essence, TPM is the way OC designs, industrializes and runs operations. TPM has eight (8) pillars:

focused improvement, autonomous maintenance, planned maintenance, training and development, quality maintenance, early management, Employee Health & Safety, and TPM in offices.

In 2017, OC launched a new Operational Excellence Survey (OCS) to obtain employee perceptions of plant leadership across five (5) areas – employee’s perceptions of (1) Enabling factors that lead to successful TPM; (2) Culture –decision making and change management processes; (3) Leadership Engagement –leadership communication, goal alignment, coaching and feeling valued; (4) Plant Engagement –continuous improvement, best practice sharing, and recognition; (5) Personal Growth/Development and Balance - training provided, skill development, career opportunities and work/life balance. The survey contains 28 items in total and results are rolled up for each of the three lines of OC business (insulation, roofing & asphalt, composites) and each Plant Manager is given feedback on their performance as well as norms for comparison.

While these types of leadership surveys are common in corporate industry, the OCS is unique as a psychometric tool that seeks to align operations with engagement and well-being. The survey includes a number of factors shown, in previous research, to predict well-being. For example, the culture subscale includes an item assessing autonomy (I am able to make decisions that impact my work); the engagement subscale includes an item on transformational leadership (The Plant leader and his/her direct reports encourage me to share my ideas for improving processes at work), and the Personal Growth/Development and Balance subscales includes an item directly related to fatigue risk management (My direct supervisor supports me in managing my work and family commitments).

This presentation will review both normative results from the OCS (O’Connor) and also feature a plant leader (Courtois) who will discuss his own results and his subsequent response to feedback. In addition, the director of wellness (Higginbotham) will discuss how the OCS strategy links to others aspects of wellness.