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L'AGENCE NATIONALE
POUR L'AMÉLIORATION
DES CONDITIONS DE TRAVAIL

October 2015 - COPSOQ INTERNATIONAL WORKSHOP

"Psychosocial risk management in France"

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Who we are

- French governmental agency under the supervision of Ministry of Labour, Employment , Vocational Training and Social Dialogue
- Created in 1973
- Network of 26 regional units

(private associations, 200 employees)

- Head office of the network located in Lyon (80 empl.)

A three-party board:

- Employers organisations
- Employees unions
- State representatives

Intervention based on 3 assumptions :

- Work organization is one of the determinants of quality of working conditions
- Social dialogue is one of the success factors of change
- Workers development contributes to organizational performance

Our position of equidistance creates our legitimacy

French context regarding stress at work

dedicated website www. travailler-mieux.fr.

Directive Health and Safety june 1989

Work Related Stress Agreement oct 2004

Agreement on harassment and violence at work dec. 2006

Numerous reports (Experts, commissions, national assembly…)

Wave of suicides with media coverage

Government Emergency Plan oct. 2009

« Name and Shame » 3 colors list feb. 2010

French Risks factors Indicators May 2011

Quality of Working Life agreement June 2013

Mental safety in French labour code 2002

Prevention law 1991 2001 Risks assessment doc

National agreement on stress July 2008

Extension To all workers 2009

Agreement Public sector nov. 2009

National Agreement Violence and Harassment March 2010

Occupational hardship Decree July 2011

Wave of demands for advice from companies

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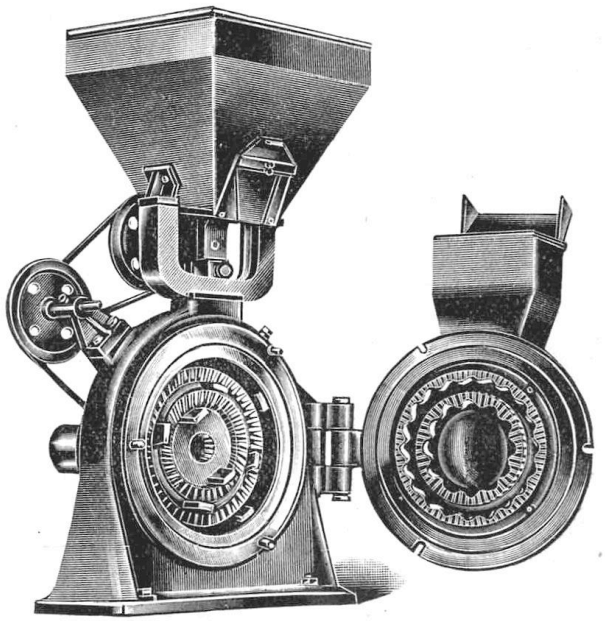
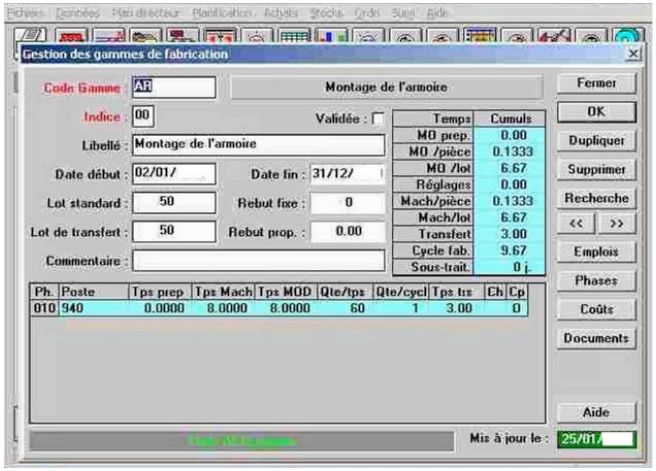
Emergence of psychosocial risks, impact of vocabulary

- The abrupt emergence of a new unnamed « evil » ? (before 2000)
- « ***Moral harassment*** *:* at least words to name a (all) reality(ies) ? (2000-2002) – Legislation – Denial of work organization's role
- Emergency Plan on **Stress at work** (2008) / Workplace Health Plan 2 (2009-2014) / Awareness
- An evolving jurisprudence (security requirement , prevention , obligation in terms of results) , litigation quite developed in France
- « ***PsychoSocial Risk*** » : a new word to describe realities (2008 - 2010)
- Construction of a model of understanding and prevention (2009 – 2013) , try to avoid exclusively behaviourial approaches
- **Quality of Working Life** : a new word ? / National agreement 2013 / Workplace Health Plan 3 (2015 - 2019)
- Integration of new stakeholders in the debate and link between economic performance and working conditions
- **Burn out :** current debate on recognition as an occupational disease (2015)

Illustration

Psychosocial risks and impact of changes….





What results?

- Trends that suggest that "prevention" of PSR is progressing.
- Advances between social partners.
- National risk factor indicators
- … but Figures encourage caution (last survey on working conditions- DARES)

- About 40% of big companies (>1000 empl.) did negotiate : over 250 specific collective agreements and over 250 action plans : Most of the actions are measurement, (stress level and stress factors through interviews or questionnaires) and training and management oriented.
- A few sectoral agreements (agriculture, electricity – gas …)
- Integration of stress in risks assessment, a lot of methodology / tools have been developed

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National risk factor indicators related to work

To objectivize and follow up psychosocial risks defined as :

" risks to mental, physical and social health caused by employment conditions and organizational and relational factors which may interact with mental functioning".

Indicators categories	Criteria
Job demands	Quantity and complexity of work, time pressure, work life balance, working time.
Emotional demands	Interaction with public, empathy, contact with suffering, strain with public, having to hide one's emotion, fear at work.
Autonomy	Autonomy in work activity, predictability of work, monotony and boredom, fun at work.
Social and work relations	Social support, relations to colleagues, manager and company- workplace violence and harassment- use and development of skills.
Ethical conflicts	Ethical conflict - prevented quality - unnecessary work
Job Insecurity	Job, wages and career security - sustainability of work, changes.

What did we learn ?

Practical feedback :

- Need for employees' expression regarding their work and participation in decisions,
- Management role : need of increasing awareness and development of specific capacities among future managers,
- Place and role of committee for health and safety at work (CHSCT) and occ. physicians,
- Effect of work organization,
- Need for anticipating impacts of changes, integrating working conditions into change management.

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A model to lead to joint action

Figures alone are not sufficient to explain and make decisions …

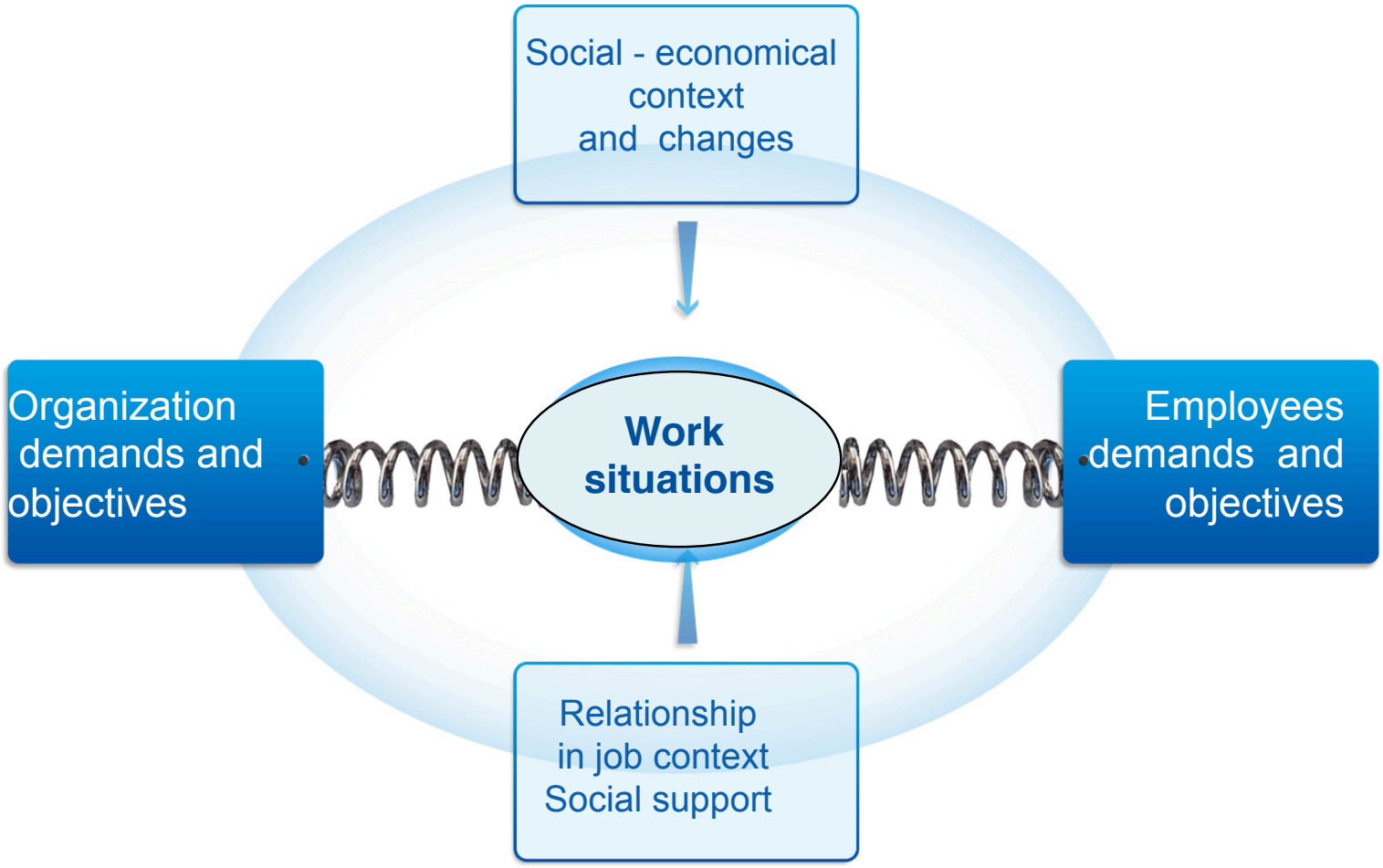
Based on existing theorical models, we designed an intervention model which :

- Facilitates the diagnostic step in the prevention approach
- Enhances links between "real – work" and work organization
- Materializes an inventory of psychosocial risks / troubles and explanatory factors within the company on different levels
- Promotes social dialogue between players and enables their engagement and mobilization

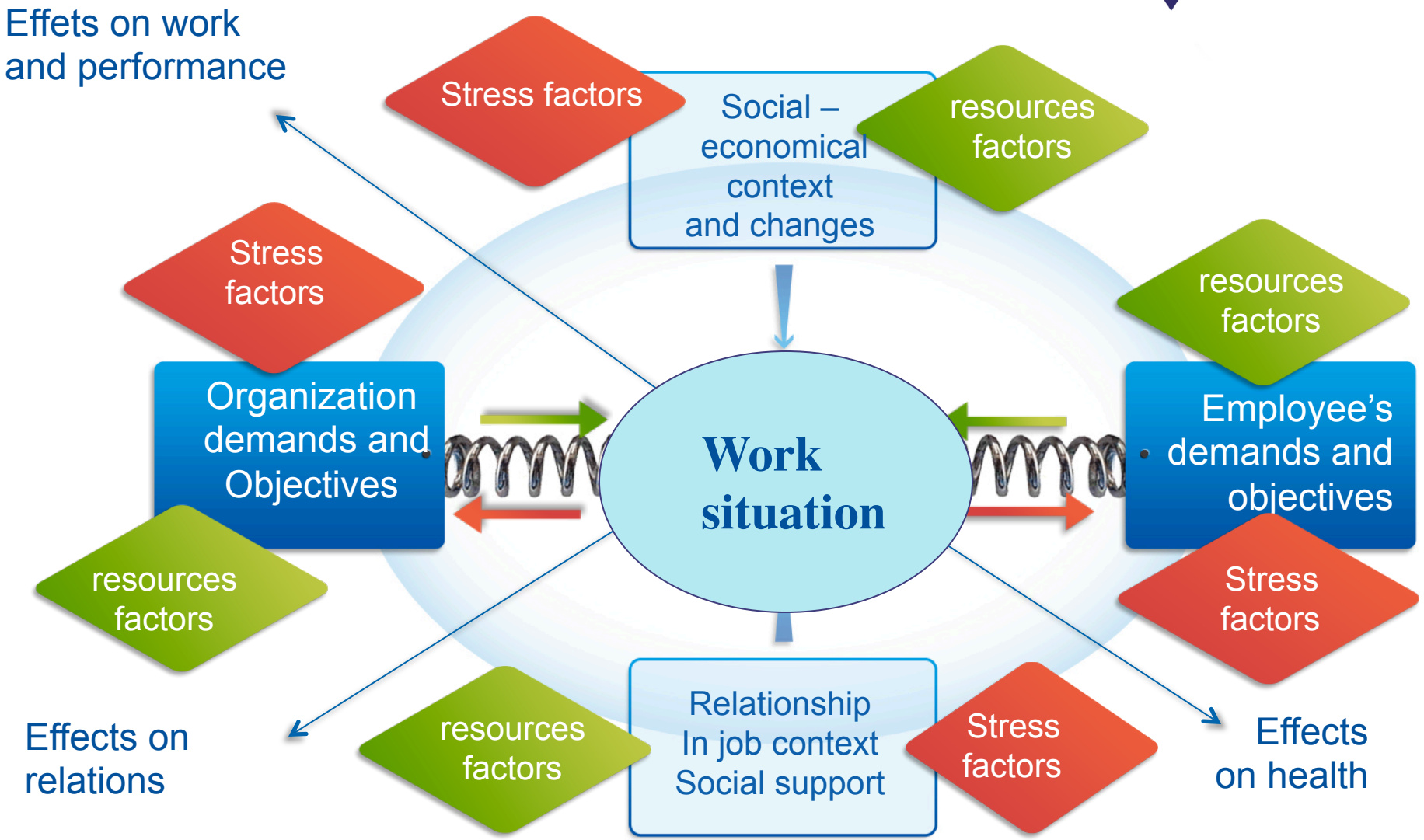
Leading towards action :

- **By identifying stress and ressource factors which explain the potential tensions existing in work situations**
- **By conducting a job analysis through the identification of "real situations"**

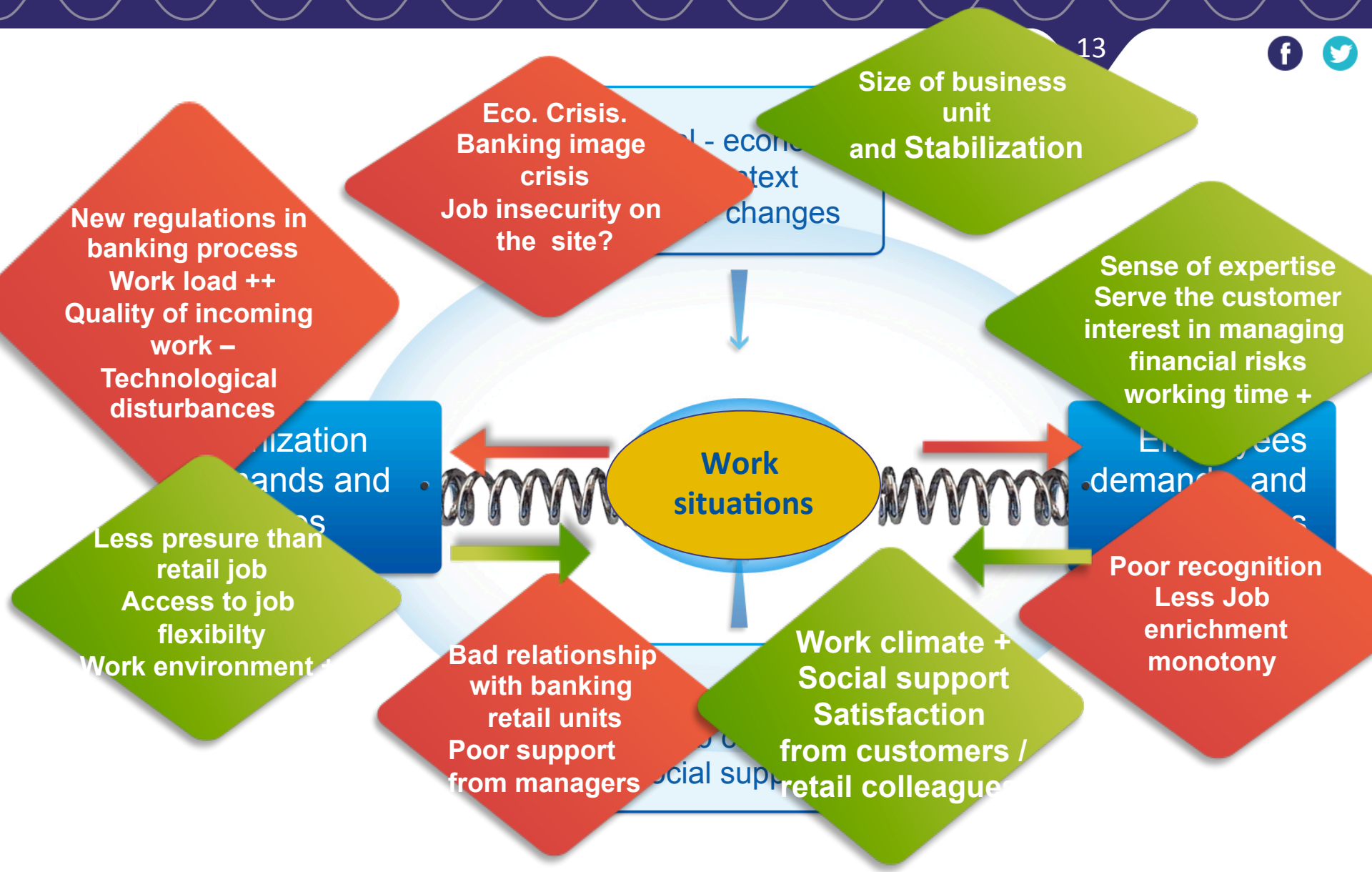
The Anact Network's approach : 4 potential areas explaining tensions / stress at work



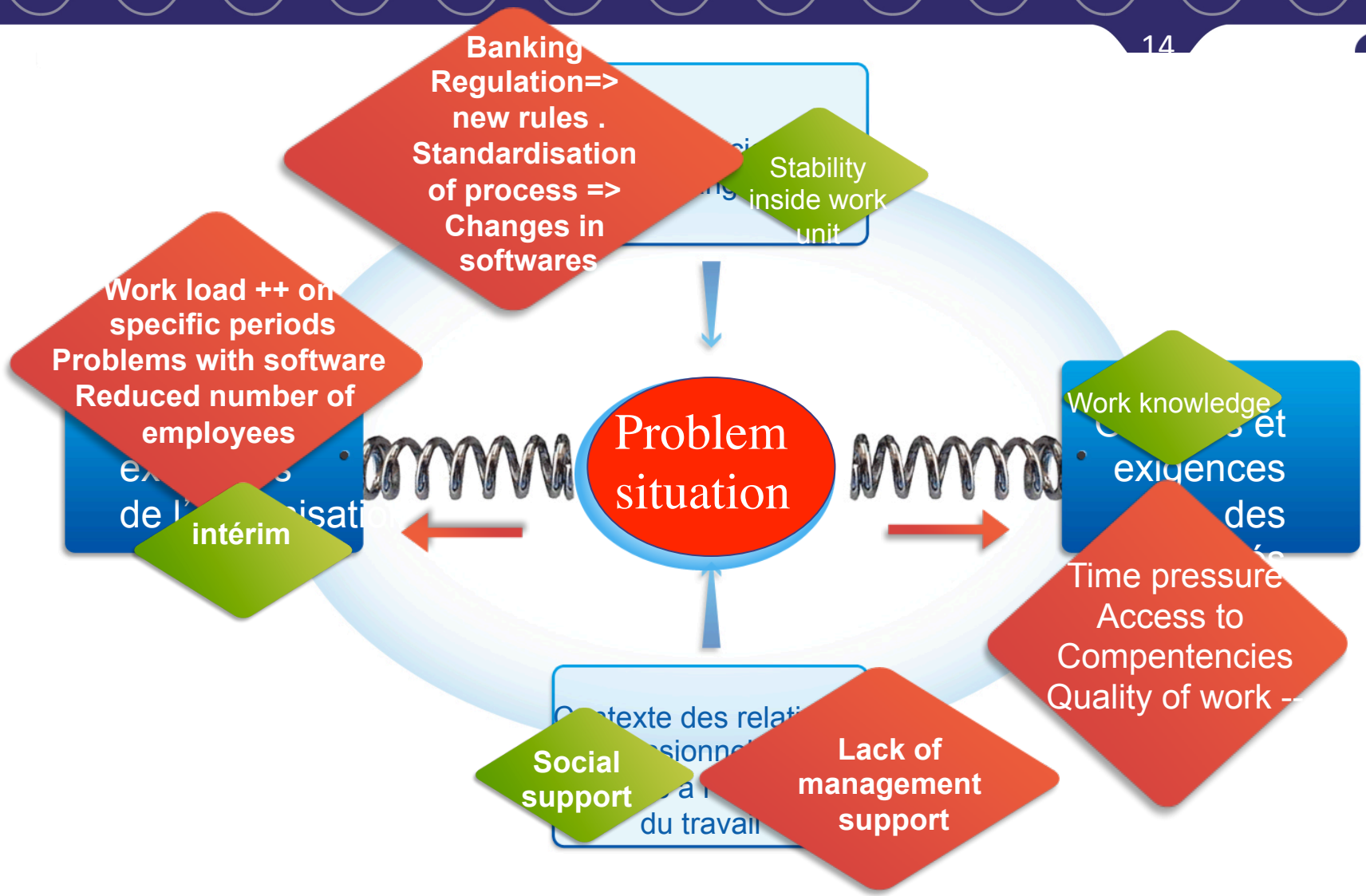
A model focussed on work organization



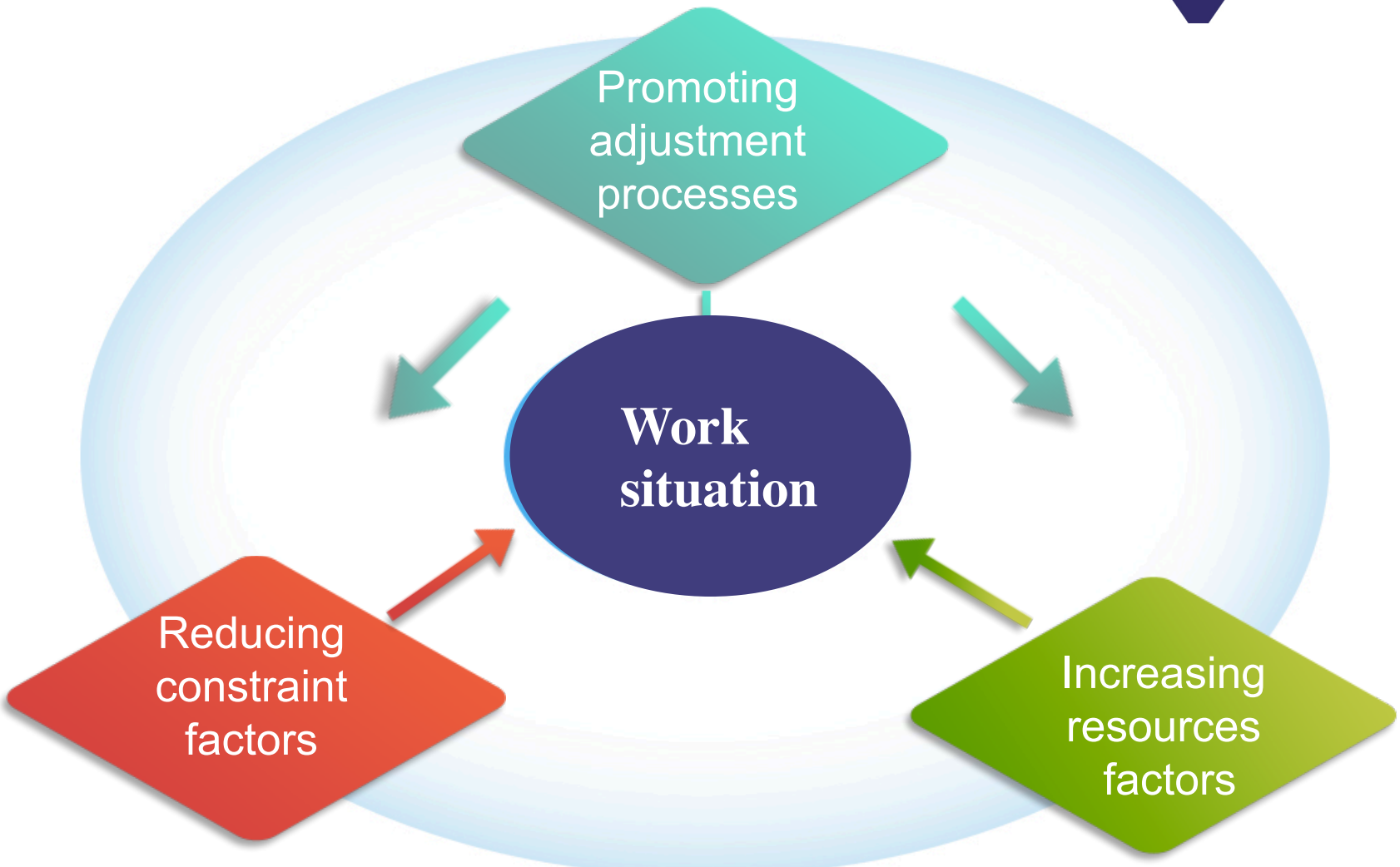
Example in a back office unit bank company



Problem situation in real estate loan department



Three axes of solution



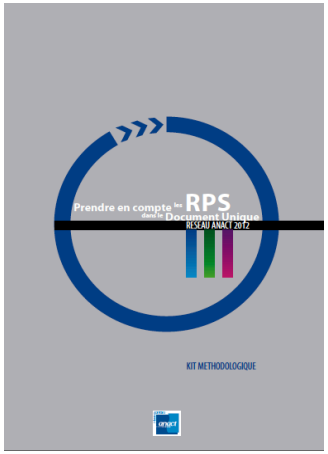
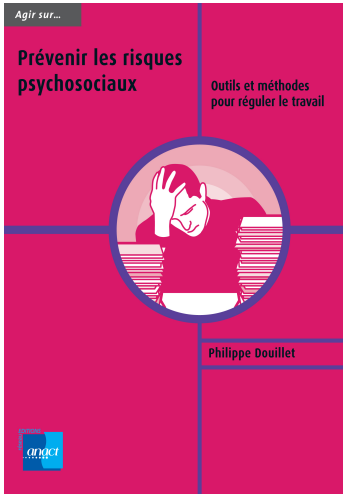
Type of actions

Conclusion

In 1970, a French poet Claude Roy wrote :

"It is no longer a question of understanding the world we need to transform it".

Work could be seen and transformed in the same way.

Thank you for your attention

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