

Facilitators and obstacles regarding participation of Social Agents –workers reps and managers/supervisors–

How to get social agent involved
French perspective



Emilie Dupret



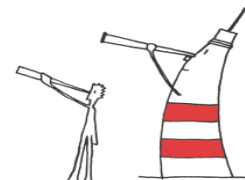
Julie Lebon

Ministry of Labor (see GOLLAC Report, April 2011)

Psychosocial risks are the risks to mental, physical and social health caused by employment conditions and organizational and relational factors that may interact with mental functioning.



Indicators categories	Criteria
Job demands	Amount of work
	Time pressure
	Character adapted to the means of work
	Complexity of work
	Interruptions
	Organization of working time
Emotional demands	Work / Life balance
	Contact with the public / emotionla control
Autonomy	Situations of tension (including Respect)
	Degree of influence, participation in decisions
	Predictability of work, possibility of anticipating
	Ability to develop skills, access promotions
	Feeling of being listened to, taken into account
Social and work relations	Pleasure at work
	Work team(cooperation, integration,...)
	Colleagues support
	Hierarchy support
	Human relations with the hierarchy, management style
	Clarity and sincerity of the information
	Organizational Justice
	Recognition of work
	Clarity of roles and missions
	Violence at workplace
Ethical conflicts	Ethics
	Deontology
	Quality not respected
	Sense of usefulness of work
Job Insecurity	Employment Security
	Risks specific to periods of change



Article L. 4121-1 of the Labor Code

The employer shall take the necessary measures to ensure the safety and protect the physical and mental health of the workers.

These measures include:

1. Actions to prevent occupational risks, including those mentioned in Article L. 4161-1;
2. Information and training actions;
3. The establishment of an organization and adapted means

The employer ensures that these measures are adapted to reflect changing circumstances and to improve existing situations.

Article L. 4121-2 of the Labor Code

GENERAL PRINCIPLES OF PREVENTION

1. Avoid risks
2. Assess risks that can not be avoided
3. Fight risks at the source
4. Adapt the work to the man (...)
5. Take into account the evolution of the technique
6. Replace what is dangerous with what is not dangerous or what is less dangerous
7. Plan prevention by integrating [...] work organization, working conditions, social relations (...) as well as risks related to moral and sexual harassment and sexist behavior.
8. Take collective protective measures giving them priority over individual protection measures
9. Give appropriate instructions to workers



- **National Interprofessional Agreements**

- National Interprofessional Agreement on Stress at Work (July 2008)
- National Interprofessional Agreement on Harassment and Violence at Work (March 2010)
- National Interprofessional Agreement on Harassment and Violence at Work (March 2010)
- National Interprofessional Agreement towards a policy to improve the Quality of Life at Work and Professional Equality (June 2013)

- **3rd Plan Occupational Health 2016-2020**

- **Strategic Axis 1: Give priority to primary prevention and develop the culture of prevention**
 - Operational objective: Prevention culture
 - Operational Objective: Professional Wear
 - Operational Objective: Target Occupational Risks (including PHI)
- **Strategic Axis 2: Improve the quality of life at work, a lever for health, job retention and economic and social performance of the company**
 - Operational objective: Quality of life at work
 - Operational objective: Cross-sector approach
 - Operational objective: Transversal health at work - public health





Make an obligation, an opportunity

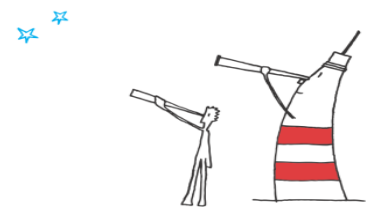
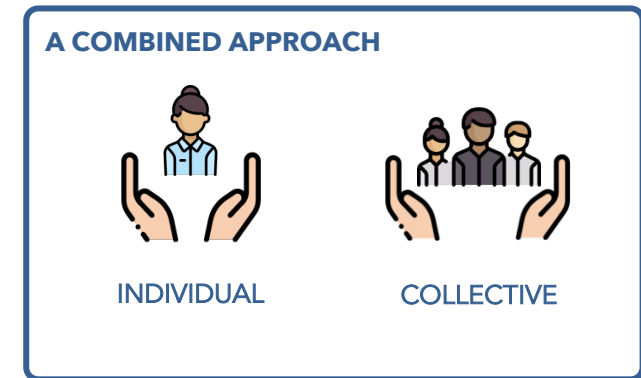
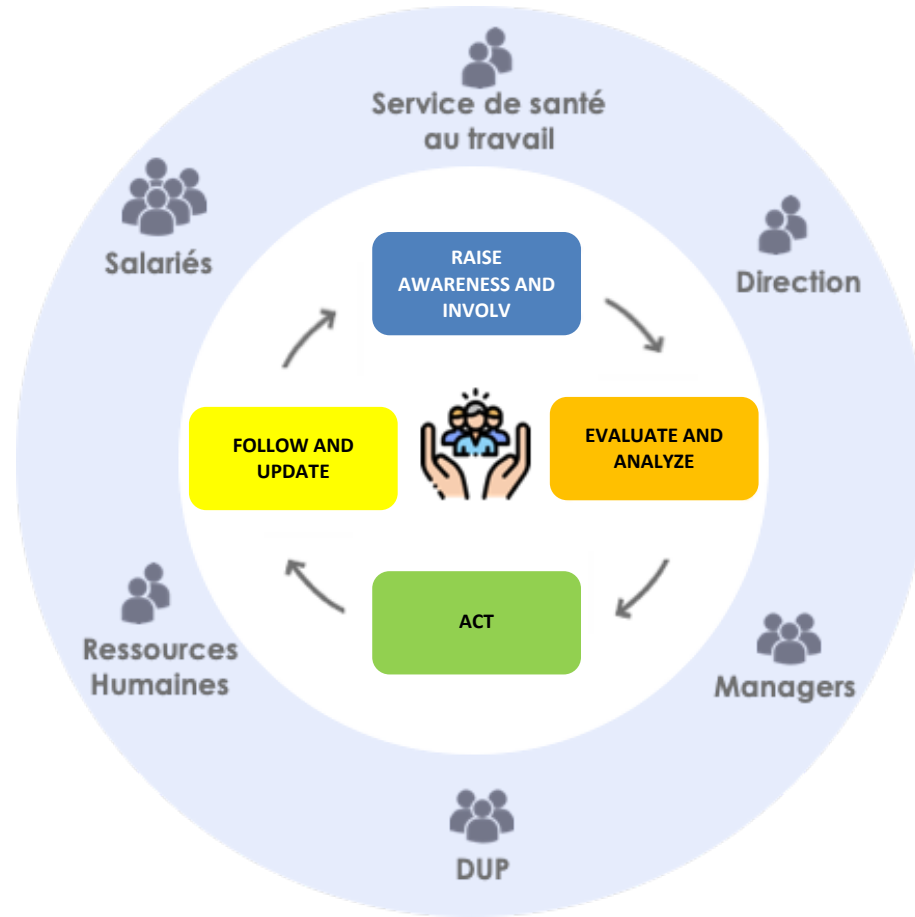


Psychosocial Risk Assessment: A Guide for Action



- *Driving Well-Being at Work and Social Strategy*
- *Capitalize on assets & target work streams*
- *Facilitate social dialogue*





CREATION AND TRAINING OF A MULTIDISCIPLINARY STEERING COMMITTEE



- With key voluntary actors (Management, HR and HSE functions, staff representatives, managers, occupational physicians, ...)
- To create a common culture and co-build a specific approach

SETTING UP A DIAGNOSIS USING A QUANTITATIVE APPROACH



- Deployment to all employees of a scientifically validated questionnaire

ANALYSIS AND RECOMMENDATIONS



- Highlight support points and risk factors in vigilance
- Propose work axes

DEDICATED BY A QUALITATIVE APPROACH



- Qualitative: exchange groups (and / or individual interviews)

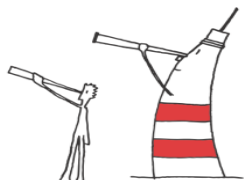
DEVELOPMENT, IMPLEMENTATION AND MONITORING OF TARGETED ACTIONS



- Co-construction of an action plan
- Agile and participatory approach
- Integration in the DUERP



ITERATIVE APPROACH



1 | CONSTITUTE A STEERING COMMITTEE

Formalize or update the Wellbeing at Work policy

Defines:
 Objectives, indicators monitored
 Communication (media, heading, ...)
 Key players
 Ways

Follow up

Identify and centralize good practices
 Guide local actors
 Analyze the different indicators available



Do not exceed 12 members, as far as possible

Key and multidisciplinary skills:

Health, Human Resources, Communication, Management, staff representatives

Invitation of internal actors to shed light on specific themes

Prior training to share a common vocabulary

Accompaniment (permanent or ad hoc) by an expert speaker, particularly in the framework of thematic working groups (centralizing good practices, communicating, key indicators, etc.)



2 | IMPLEMENT A QUANTITATIVE ASSESSMENT



INTEGRATION OF ALL KEY ACTORS IN THE UPSTREAM



ACCESSION OF ALL STAKEHOLDERS TO THE APPROACH AND CHOICE OF QUESTIONNAIRE AND SERVICE PROVIDER VALIDATED BY SOCIAL PARTNERS / WORKER REPRESENTATIVES



COMMUNICATION, IN DIFFERENT FORMATS: PRESENTING THE OBJECTIVES POSSIBLE PRESENTATION DIRECTLY TO THE EMPLOYEES BY THE CONSULTANT



SETTING THE RESPONSE MODES: PAPER QUESTIONNAIRES IF NO ACCESS TO A COMPUTER: / ENVELOPES



WELL CHOOSING THE INQUIRY PERIOD: OUT OF SCHOOL HOLIDAYS AND REMOTELY FROM OTHER SURVEY PROCEDURES



SHARE WIDELY RESULTS



3 | DEVELOP PARTICIPATORY APPROACH

Objectives

- Set up a space for exchanges with employees / local managers around their work to identify difficulties and strengths
- Engage them actively in the proposal of improvement actions for the development of an action plan

In practice

- Two types of collection can be envisaged, depending on the context :
- Individual meeting (s)
 - and or
 - Collective Encounter (s): Peer Exchange Group



An efficient policy of prevention of the PSR relies on these two approaches: quantitative ("metric device") and qualitative ("focus group")

Interest of a combined approach:

- Prioritize professional groups (business, entity) and / or transversal issues
- Build a targeted, concrete and realistic action plan



4 | TARGET AUTONOMY OF INTERNAL ACTORS



MAKE UP IN SKILLS: SENSIBILISATION, TRAINING



SET UP SIMPLE AND OPERATIONAL MONITORING TOOLS



BE EXEMPLARY: SAY WHAT YOU DO AND DO WHAT IS SAID



THANKS FOR YOUR ATTENTION!

