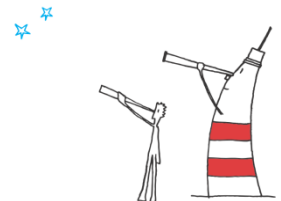


Feedback on an assessment of psychosocial risks in a large French industrial company

Emilie Dupret



Julie Lebon





Major difficulties raised in a Department of a company : global project to improve and standardize its practices in the prevention of Psychosocial Risks (sponsor: President)
Around 5,000 employees in France spread over three sites



Creation of a multidisciplinary steering committee: launch of a call for tender to jointly choose a service provider



PROPOSED METHODOLOGY





PSR SURVEY

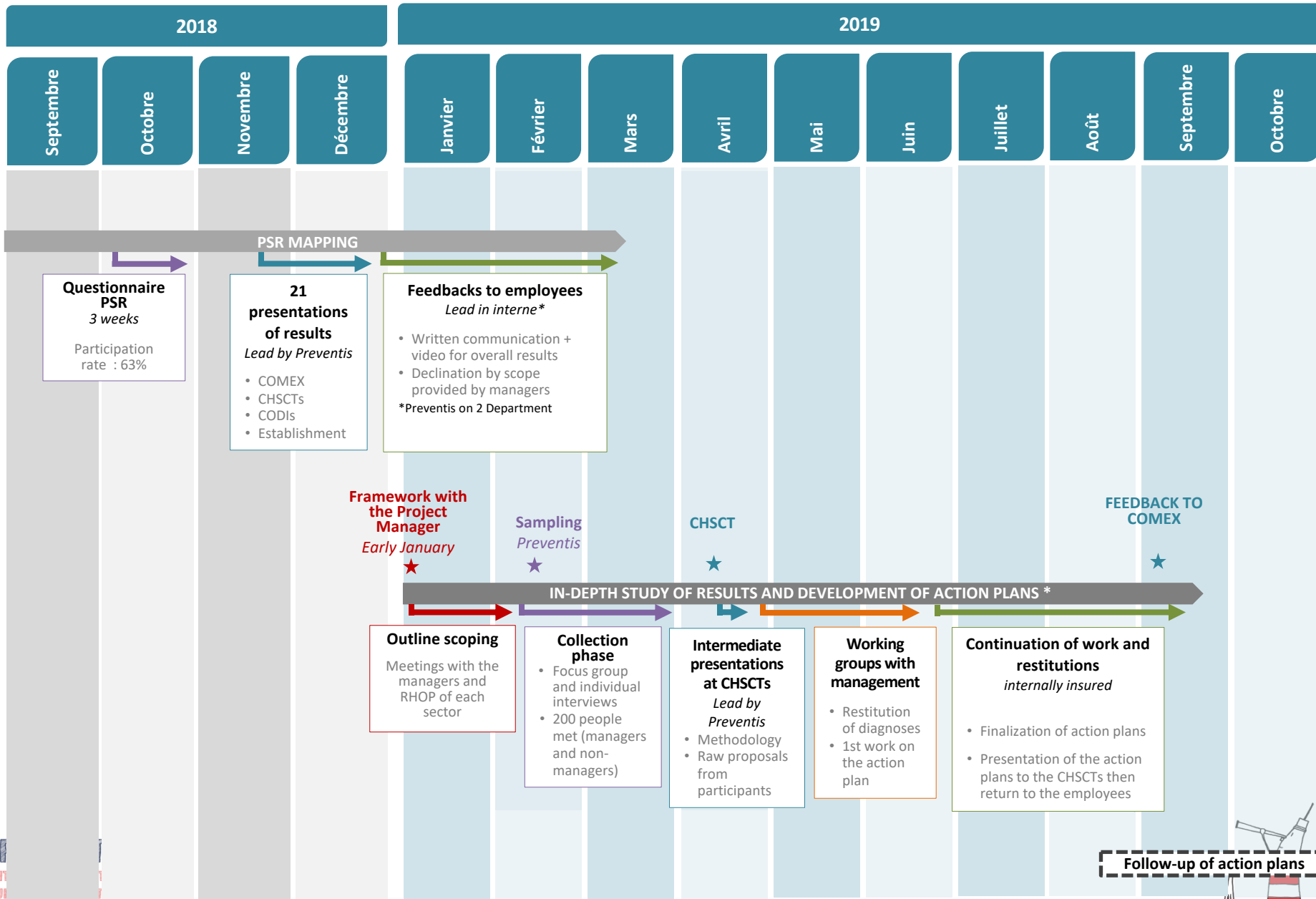


FOCUS GROUP &
INDIVIDUAL INTERVIEWS



PRESENTATION OF RESULTS
AND WORKING GROUPS
ON ACTION PLAN





PSR SURVEY



GOALS

- Have quantitative and shared indicators around the professional experience of the company's employees
- Identify strengths and areas for improvement for the entire company
- Highlight the professional groups on which actions should be carried out as a priority



KEY POINTS

Collaborative and efficient multidisciplinary project group (respect for confidentiality, constructive exchanges, concerted decisions made by all members of the group)

Results widely shared (21 feedbacks to key players and communications to employees)

Suggested support for the units particularly highlighted by COPSOQ – 9 units selected

Fluid and constructive dialogue with Health and Safety Inspection and CARSAT (Pension and Occupational Health Insurance Fund), who were in favor of the approach



DELIVERABLES

PSR mapping

Highlighting the most / least satisfied groups

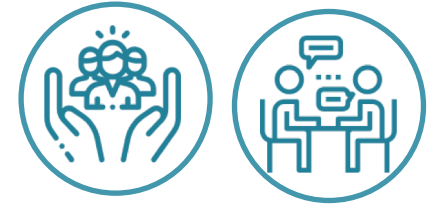
ATTENTION

Take into account the results of the other groups in a logic of prevention

Guide managers in the appropriation of the results and the opening of the dialogue with the employees around the findings



FOCUS GROUP & INDIVIDUAL INTERVIEWS



GOALS

- Get more precise results of the survey on both positive and negative aspects to understand the origin
- Involve employees in the process and search for improvement actions



KEY POINTS

- Approach invested by participants (managers and non-managers)
- Specific framework appreciated by participants
- Rich exchanges
- Need to reassure certain groups to allow free expression (lack of confidence or visibility around the process)



DELIVERABLES

Consolidated PSR diagnosis by sector integrating the recommendations of workers and Preventis

ATTENTION

Strong expectations of the follow-up given to the process with, for many, the fear expressed that this work is vain or that their expression is blamed on them



RESTITUTION AND WORKING GROUPS AROUND THE ACTION PLAN



GOALS

- Guide the exploration of the results and collect emotions
- Define the subjects to address and start thinking about the action plans



KEY POINTS

Confrontation with the formalization of employee experience difficult for stakeholders

Strong emotions expressed for those which require support from the company

Strong awareness for some and willingness to move forward with the collective

For others, difficulties to take into account and to accept the results, at this stage (feeling of injustice, of results dependent, perceptions opposed to those expressed by the employees on almost all the subjects, feeling of n ' have little or no room for maneuver, etc.)

Opening of the dialogue within the management



DELIVERABLES

Overview of exchanges

Basis of action

ATTENTION

Manager's ability to take into account and accept

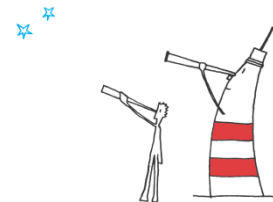
Continue the opening of the dialogue on this subject with the teams

Maintain momentum to sustain action plans

Involve all the stakeholders



SOME RESULTS



Quantitative demands	Workload	Red
	Work pace	Red
	Cognitive demands	Red
Autonomy	Influence at work	Light Green
	Possibilities for development	Dark Green
Organisation & Leadership	Predictability	Light Green
	Rewards	Light Green
	Role clarity	Dark Green
	Organisational justice	White
	Value conflicts	Orange
	Quality of leadership of supervisor	Light Green
	Social support from supervisor	Dark Green
Confiance entre les salariés et le management	Dark Green	
Relationships between colleagues	Social support from colleagues	Dark Green
	Trust and cooperation between colleagues	Dark Green
Professional experience	Commitment to the workplace	Dark Green
	Satisfaction at work	Light Green
	Meaning of work	Dark Green
Health & Wellness	Self-rated health	Light Green
	Emotional demands	Orange
	Burnout	Dark Green
	Stress Copsoq	Light Green
	Work / life conflicts	Light Green
	Job insecurity	Light Green
	Perceived stress scale	White

Legend	
Significant difference <u>very</u> unfavorable compared to the panel	Red
Significant difference compared to the panel	Orange
No significant difference / Similar experience	White
Significant difference compared to the panel	Light Green
Significant difference <u>very</u> favorable compared to the panel	Dark Green





COPSOQ scales
Workload
Work pace
Cognitive demands
Influence at work
Possibilities for development
Predictability
Rewards
Role clarity
Organisational justice
Value conflicts
Quality of leadership of supervisor
Social support from supervisor
Confiance entre les salariés et le management
Social support from colleagues
Trust and cooperation between colleagues
Commitment to the workplace
Satisfaction at work
Meaning of work
Self-rated health
Emotional demands
Burnout
Stress Copsoq
Work / life conflicts
Job insecurity
Perceived stress scale

Grp 1 N=20	Grp 2 N= 70	Grp 3 N=133	Grp 4 N=1 006	Grp 5 N=51	Grp 6 N=221	Grp 7 N=614	Grp 8 N=659	Grp 9 N=72	Grp 10 N=93
Workload	Orange	Orange	White	Light Green	Orange	Light Green	White	White	White
Work pace	Orange	Orange	White	White	White	White	White	White	White
Cognitive demands	Red	White	Orange	Light Green	White	White	White	Orange	Light Green
Influence at work	Red	White	White	Light Green	Light Green	White	Light Green	Dark Green	Red
Possibilities for development	Orange	White	White	White	White	White	Dark Green	Dark Green	Orange
Predictability	Red	Light Green	Dark Green	Orange	Dark Green	White	White	Light Green	White
Rewards	Orange	Dark Green	Orange	White	Light Green	White	Dark Green	White	White
Role clarity	Red	White	White	Orange	White	Orange	Dark Green	White	White
Organisational justice	Red	White	White	Dark Green	White	White	Dark Green	Orange	Orange
Value conflicts	Red	White	White	Orange	White	White	Light Green	Light Green	White
Quality of leadership of supervisor	Red	White	Dark Green	Orange	Dark Green	White	Dark Green	White	Orange
Social support from supervisor	Red	Dark Green	White	Orange	Dark Green	White	Dark Green	White	White
Confiance entre les salariés et le management	Red	Light Green	Dark Green	Orange	Dark Green	White	Light Green	Light Green	Orange
Social support from colleagues	Red	Orange	White	White	Orange	White	Light Green	Dark Green	White
Trust and cooperation between colleagues	Red	White	Orange	White	Orange	White	Dark Green	White	Orange
Commitment to the workplace	White	White	White	White	White	White	White	White	White
Satisfaction at work	Orange	White	White	White	White	Orange	Dark Green	Orange	Red
Meaning of work	Red	Orange	White	Dark Green	Orange	Orange	Dark Green	White	Red
Self-rated health	Orange	White	White	White	White	Orange	Dark Green	Dark Green	Orange
Emotional demands	Red	Orange	Red	White	Orange	Orange	Dark Green	Orange	Orange
Burnout	Red	Orange	Orange	White	White	Orange	Dark Green	White	Orange
Stress Copsoq	Red	White	White	Dark Green	Orange	White	Dark Green	White	Orange
Work / life conflicts	Red	Orange	Orange	White	White	Orange	Dark Green	White	Orange
Job insecurity	Red	Dark Green	Dark Green	White	Light Green	Dark Green	White	Orange	Light Green
Perceived stress scale	Red	Orange	Orange	White	White	White	Dark Green	White	Orange



COPSOQ scales
Workload
Work pace
Cognitive demands
Influence at work
Possibilities for development
Predictability
Rewards
Role clarity
Organisational justice
Value conflicts
Quality of leadership of supervisor
Social support from supervisor
Confiance entre les salariés et le management
Social support from colleagues
Trust and cooperation between colleagues
Commitment to the workplace
Satisfaction at work
Meaning of work
Self-rated health
Emotional demands
Burnout
Stress Copsoq
Work / life conflicts
Job insecurity
Perceived stress scale

Grp 4A N=44	Grp 4B N=107	Grp 4C N=167	Grp 4D N=151	Grp 4E N=124	Grp 4F N=102	Grp 4G N=98	Grp 4H N=36	Grp 4I N=68	Grp 4J N=35	Grp 4K N=74
Workload	Red			Green		Green	Green		Red	Green
Work pace	Red	Orange	Green		Orange	Green		Orange	Red	Green
Cognitive demands										
Influence at work		Red		Green					Green	Red
Possibilities for development		Orange							Green	
Predictability										
Rewards	Red	Red							Green	Red
Role clarity	Orange		Green	Green			Red	Orange	Orange	
Organisational justice										
Value conflicts	Red	Red		Green					Red	
Quality of leadership of supervisor	Red	Red	Red	Green		Green	Green		Red	Orange
Social support from supervisor	Orange	Orange	Orange			Green	Green	Green		
Confiance entre les salariés et le management	Green	Orange	Red	Green			Green			Red
Social support from colleagues										
Trust and cooperation between colleagues	Green					Orange	Orange		Orange	Green
Commitment to the workplace										
Satisfaction at work		Orange		Green	Green		Green	Green	Red	
Meaning of work										
Self-rated health			Orange			Green	Green		Green	
Emotional demands	Green	Red		Green	Green		Green	Red	Orange	Red
Burnout	Green		Orange	Green		Green	Green	Orange		Orange
Stress Copsoq	Orange	Red	Orange	Green		Green	Green	Orange		
Work / life conflicts	Green	Orange	Orange	Green		Green	Green		Orange	Orange
Job insecurity										
Perceived stress scale	Green	Red	Orange	Green	Green		Green	Red		Red

Participatory approach in 2 steps

Generic approach, implemented for the majority of sectors in vigilance

Step 1 - Deepening the results of the survey



- **Focus Group**, collective workshop (same level of hierarchy)



- In addition, individual interviews with managers

Step 2 - Development of the action plan



- **Working group**, with management and operational Human Resources

Specific participatory approach for 1 sector

Group 3 – Deepening through individual interviews because of the relationship difficulties between colleagues known and confirmed by the survey



Group 3

APPROACH

- **16 individual interviews**
 - *All the managers, non managers and alternates were met during an interview*
- **Restitution** of the diagnosis (Director of the service and HR)
- **1 day of seminar with the whole team** (manager, non manager and alternates)
 - *Custom program co-built with the Director*
 - *Objectives: restitution of the results of the PSR diagnosis and get employees to become aware, to question themselves in order to involve them in the implementation of the action plan*

STRENGTHS



- A heart of business that pleases
- Latitude in the management of the agendas
- The professionalism of the Director and the autonomy given in the organization of working time

VIGILANT POINT



- A lack of predictability and management of the activity impacting the workload
- An organization that does not favor cooperation and sharing between Poles
- Relationship difficulties anchored between people
- A destabilizing management mode
- A lack of support in the rise of skills and developments

MAIN TRACKS OF ACTIONS *



- Optimize the Organization to decompartmentalize management, promote synergies and teamwork
- Develop the knowledge of the professions and activities of everyone to raise awareness and lead to a better consideration of the difficulties at different levels
- Reflect on the management of the activity to better anticipate, gain predictability to reduce the impact of the workload and the feeling of being constantly in the emergency
- (Re) establish spaces for dialogue between employees as well as between employees and managers around the functioning of the Directorate, focusing on real work
- Develop skills to increase efficiency, support job transformations and recognize employees



Group 4B

APPROACH

- **3 focus group non managers**
- **1 focus group managers**
- **3 entretiens individuels**
 - *Department heads*
- **Pre-return** of diagnosis (responsible and RRH establishment)
- **2 working sessions for the action plan**
 - *Line managers, department heads, HR and manager*

STRENGTHS



- An attachment to the trades and the company
- The autonomy left on the organization and work / life balance
- A friendly working atmosphere, support and mutual support within the services

VIGILANT POINT



- High workload and pace
- Silo work (lack of synergy between services and between managers)
- A lack of visibility on the medium and long term objectives
- A feeling of lack of recognition and a communication experienced as devaluing
- Managerial positioning (clarity of roles, alignment, modes of communication)
- A feeling of unfairness

MAIN TRACKS OF ACTIONS *



- Conduct a reflection to optimize the planning and control of the load
- Define and communicate the Department's strategy to enable employees to subscribe to a shared line of conduct and better identify the priorities and management of the activity carried out
- Reconstitute a managerial dynamic and put team management in the priorities of managers
- Valuing the work of employees in particular through individual and collective feedback (positive for the successes and constructive for the areas of improvement), through taking into account feedback and involving employees
- Clarify HR procedures and rules in place to reduce feelings of unfairness

