

**THE USE OF **COPSOQ** AS AN  
INSTRUMENT FOR THE  
PREVENTION OF PSYCHOSOCIAL  
RISKS AND A TOOL FOR  
ORGANIZATIONAL DEVELOPMENT IN  
WORKPLACES**



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# Network's on-line survey

## Scope and objectives

To describe **key indicators of the process COPSQ use** as an instrument for the **prevention of psychosocial risks and organizational development in workplaces** across all countries participating in the International network.

Only responses regarding the objectives of the survey have been considered -so, no mention to COPSQ use in research

## Participants

From 16 countries: Sweden, Spain (3), Germany, India, Greece, Denmark, Estonia, Turkey, Belgium (2), Netherlands, Brazil, Canada, Chile (2), Argentina, Iran and France

Netherlands and Belgium, most responses missing.



## Guidelines focus on

Preventive and health promoting purpose

Full participation of workplace parties

## Survey

- Social parties agreement & process
- Social parties involvement
- Changes implementation at workplaces



# COPSOQ implementation after Social Parties agreement





# Participation of workers' representatives

## Facilitators

- Encouraging legislation
- Role of Trade Unions
- Management role and style, communication, quality of leadership...
- Step-by-step process
- Workers' aims and motivation
- Regularly systematic improvement routines

## Barriers

- Absence of legislation
- Absence, insufficient number, or too much to do of workers' reps
- Adversarial industrial relations
- Bureaucratic approach to prevention
- High stress levels
- Lack of knowledge / common language
- Management non-involving leadership style
- Lack of resources



# Participation of managers

## Facilitators

- Managers' key role!
- Culture and management style
  - Participatory style,
  - Integrating psychosocial work environment and organizational development
  - Understanding the benefits of social dialogue and healthy working conditions
  - Strong communication between the workers and management
- Management's responsibilities derived from legislation and required by Labour Inspection
- Pressure from Labour Unions and Workers' reps

## Barriers

- Lack of legal requirements
- Outsourcing of prevention
- Management competitiveness strategy focusing on immediate profit / reducing costs rather than long term perspective / adding value
- Management's vision over all the process - bureaucratic, problem creating rather than solving...
- Fear to be evaluated, about the results, regarding workers' participation...
- High workload
- Unclear leadership
- Lack of resources



## Questionnaire's response rate

$\leq 40\%$	None
41%-50%	Estonia, Greece
51%-60%	Germany, Canada, France
61%-70%	Brazil, Turkey
$\geq 70\%$	Sweden, Spain, Belgium, Chile, Denmark



## Workers/supervisors direct participation in intervention proposals

- Filling the questionnaire in
- Designing of proposals for preventive intervention/organisational development
- When workers/supervisors direct participation operates, *ad hoc* formulas such as ***preventive circles*** or ***focus groups*** are created





## Workers' direct participation in preventive intervention / organizational development proposals

### Facilitators

- Usefulness of participation to achieve better working conditions
- Trust on confidential handling of the information they provide
- Allowance of working time to participate being substituted if necessary
- Good communication policy to achieve awareness of the preventive process
- Union presence
- Participatory rights

### Barriers

- Lacking of facilitators
- Opposition to such participation from management
- Workers' fear of retaliation
- Fear of change
- High quantitative demands
- Poor results from early preventive processes



## Supervisors' direct participation in preventive intervention / organizational development proposals

### Facilitators

- CEO's explicit support
- Achievement of benefits such as knowing first-hand what is going on
- Influence on intervention or quality and productivity improvement
- Union pressure

### Barriers

- Little awareness or considering psychosocial risks an illegitimate H&S issue
- Fear of being blamed for everything or fear of questioning their power, leadership or command capacity
- Production pressures
- Being frequently removed from their positions



## Working conditions changes after risk assessment?

- In Sweden and Denmark such changes *are the norm*.
- “Sometimes” the most frequent answer in Brazil, Argentina, Denmark, France, Chile, Canada, Spain.



# Working conditions changes after risk assessment

## Facilitators

- Social partners' involvement, good and trusted social dialogue
- Resources, knowledge, abilities, money, time or professional expertise
- Design of changes in the most specific way; inclusion of follow up measures
- Responsive companies to workers well-being; highly proficient companies in dealing with new issues
- Legal obligations for prevention at the source; compulsory preventive purpose

## Barriers

- Lacking of facilitators
- Rejection of experience and knowledge of workers, supervisors and middle management



## Re-assessment after working conditions changes

- Very frequent in Sweden, Denmark, France and Chile
- Less frequent in Germany and Spain
- Seldom in Estonia and Brazil.



# Considerations

- Few respondents on only selected indicators
- Need to clarify concepts
  - Research vs risk assessment and OD
  - Employers / Managers / Employees / Workers' reps / Social Agents
- No clear trends, common characteristics or clusters, maybe
  - Scandinavia
  - Central Europe and Mediterranean
  - South America
  - Canada
  - Asia



## Regarding OH&S, countries differ en many issues, notably:

- Industrial relations models -Union density, bargaining practices and coverage...
- Legislation -laws and reinforcement (OH&S, labour inspectorate...)
- Labour market -employment and unemployment, occupational groups and gender share, informal employment...
- “*Mind / Hands*” countries
- Main companies’ competitiveness strategies
- Welfare and social protection
- ...



# So, what do we have to do?

What do we need to do?

What can we do?

To be continued 13:30 - 14:30 here