“Psychosocial risk management in France”

Isabelle Burens, Project Manager - Anact : French national agency for the improvement of working conditions

i.burens@anact.fr
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
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French context regarding stress at work

Numerous reports (Experts, commissions, national assembly…)

Wave of suicides with media coverage


Wave of demands for advice from companies

Directive Health and Safety june 1989

Work Related Stress Agreement oct 2004

Agreement on harassment and violence at work dec. 2006

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

Mental safety in French labour code 2002

Prevention law 1991 2001 Risks assessment doc

French Risks factors Indicators May 2011

<< Name and Shame >> 3 colors list feb. 2010

Quality of Working Life agreement June 2013

Dedicated website www. travailler-mieux.fr.
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
- 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 behavioural approaches
- 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)
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
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”.

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

*Figures alone are not sufficient to explain and make decisions ...*

Based on existing theoretical 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

- Social - economical context and changes
- Organization demands and objectives
- Relationship in job context
- Social support
- Employees demands and objectives

Work situations
A model focussed on work organization

Effets on work and performance

- Stress factors
- Organization demands and Objectives
- Work situation
- Social – economical context and changes
- Employee’s demands and objectives
- Stress factors
- Effects on relations
- Social support
- Stress factors
- Resources factors

Effects on health

Resources factors

Stress factors

Resources factors

Stress factors

Resources factors

Effects on relations

Relationship in job context

Social support
Example in a back office unit bank company

- Eco. Crisis. Banking image crisis
- Job insecurity on the site?
- New regulations in banking process
  Work load ++
- Quality of incoming work –
  Technological disturbances
- Social - economical context and changes

- Size of business unit and Stabilization
- Sense of expertise
  Serve the customer interest in managing financial risks
  working time +
- Employees demands and needs
- Poor recognition
  Less Job enrichment
  monotony

- Poor support from managers
- Work climate + Social support
  Satisfaction from customers / retail colleagues

- Bad relationship with banking retail units
- Work environment +
- Access to job flexibility
- Less pressure than retail job
Problem situation in real estate loan department

- Banking Regulation => new rules
- Standardisation of process => Changes in softwares
- Work load ++ on specific periods
- Problems with software
- Reduced number of employees
- intérim
- Social support
- Lack of management support
- Time pressure
- Access to Competencies
- Work knowledge
- Stability inside work unit
- Contexte des relations professionnelles et relations à l'occasion du travail
- Contexte socio-économique et des changements
- Reduced number of employees
- Time pressure
- Access to Competencies
- Work knowledge
- Stability inside work unit
- Contexte socio-économique et des changements
Three axes of solution

- Promoting adjustment processes
- Increasing resources factors
- Reducing constraint factors
Type of actions

- Actions on Work conception
- Actions on Change management
- Actions on dialogue about work
- Actions on Health prevention and Well being at work policy
- Actions on Management
- Actions on Human resources management
- Actions on Dialogue between Social partners
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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