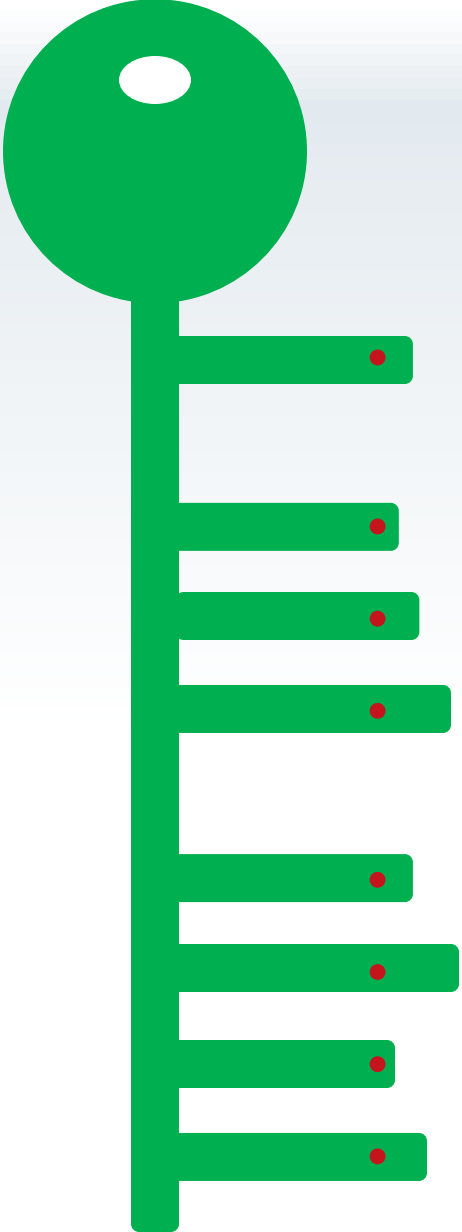


Measurement of Psycho-Social Risk in the Workplace



Key points

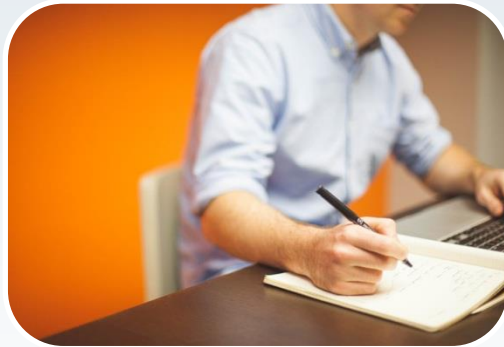
- 
- Emergence of „Healthy workplace“ discussion
 - What is included?
 - Available instruments
 - Estimated cost to the public and the employers
 - European framework legislation
 - Key points with measurement
 - Integration into business strategy
 - Accountability and why it is difficult

Emergence of „Healthy workplace“ discussion

- Karasek „Healthy Work“, 1990
- Institute for Better Health & Living Conditions, Dublin 1990's
- European initiative on ‚Stress at Work‘ 1994
- Belgian and Dutch legislation 1994-1996
- EU/BAUA and the ENWHP, 1996
- EU-OSHA, US NIOSH, NIMH & others
- WHO initiative regrouping all key players



What is included?



Physical &
psychological self
reported evidence



Harrasement and
bullying discussion



Work experience



Working conditions ⇔
coping strategies

Available instruments today

- Literature list of articles
- Toolboxes
 - BAUA lists over 90 instruments
 - ENWHP tool box
 - EU-OSHA tool box
 - ILO recommendations for labour inspection
 - NIMH
 - WHO policy & guidelines



Contributors to Psycho-Social Risk

Job content

- Lack of variety or short work cycles, fragmented or meaningless work, under use of skills, high uncertainty

Work overload & work pace

- Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines

Control

- Low participation in decision making, lack of control over workload, pacing, etc.

Work schedule

- Shift working, night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours.

Environment & Equipment

- Inadequate equipment availability, suitability or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise

Source: Psychosocial risks and workers health; <http://oswiki.eu>

Contributors to Psycho-Social Risk

Role in organisation

- Role ambiguity, role conflict and responsibility for people

Organizational culture & function

- Poor communication, low levels of support for problem solving and personal development, lack of definition of or agreement on organizational objectives

Interpersonal relationships at work

- Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support, bullying, harassment

Career development

- Career stagnation and uncertainty, under promotion or over promotion, poor pay, job insecurity, low social value to work

Home-work interface

- Conflicting demands of work and home, low support at home, dual career problems

Source: Psychosocial risks and workers health; <http://oswiki.eu>



Design and Management of Work



Direct Physical pathway

Social and Organisational context

Indirect Stress pathway

Experience of Stress

Harm to employees physical, psychological & social health

Employees availability & performance at work

Healthiness and performance of the organisation

Cost considerations

In 2002

the European Commission calculated the **costs of work-related stress** in the EU-15 at

€20 billion a year

This figure was based on an EU-OSHA (1999) survey that found that the total cost to the EU-15 countries of work-related illness was between €185 and 289 billion a year.

Using estimates derived from other researchers (Davies and Teasdale 1994; Levi and Lunde-Jensen, 1996) indicating that 10 % of work-related illness is stress related, this percentage was applied to a conservative estimate of the total cost of work-related illness (€200 billion) to obtain the figure of €20 billion for the cost of work-related stress for this group of countries.

In 2013

In the recent EU-funded project carried out by Matrix, the cost to Europe of **work-related depression** was estimated to be

€617 billion annually

The TOTAL was made up of

costs to employers resulting from absenteeism and presenteeism (€272 billion)

Health care costs of €63 billion

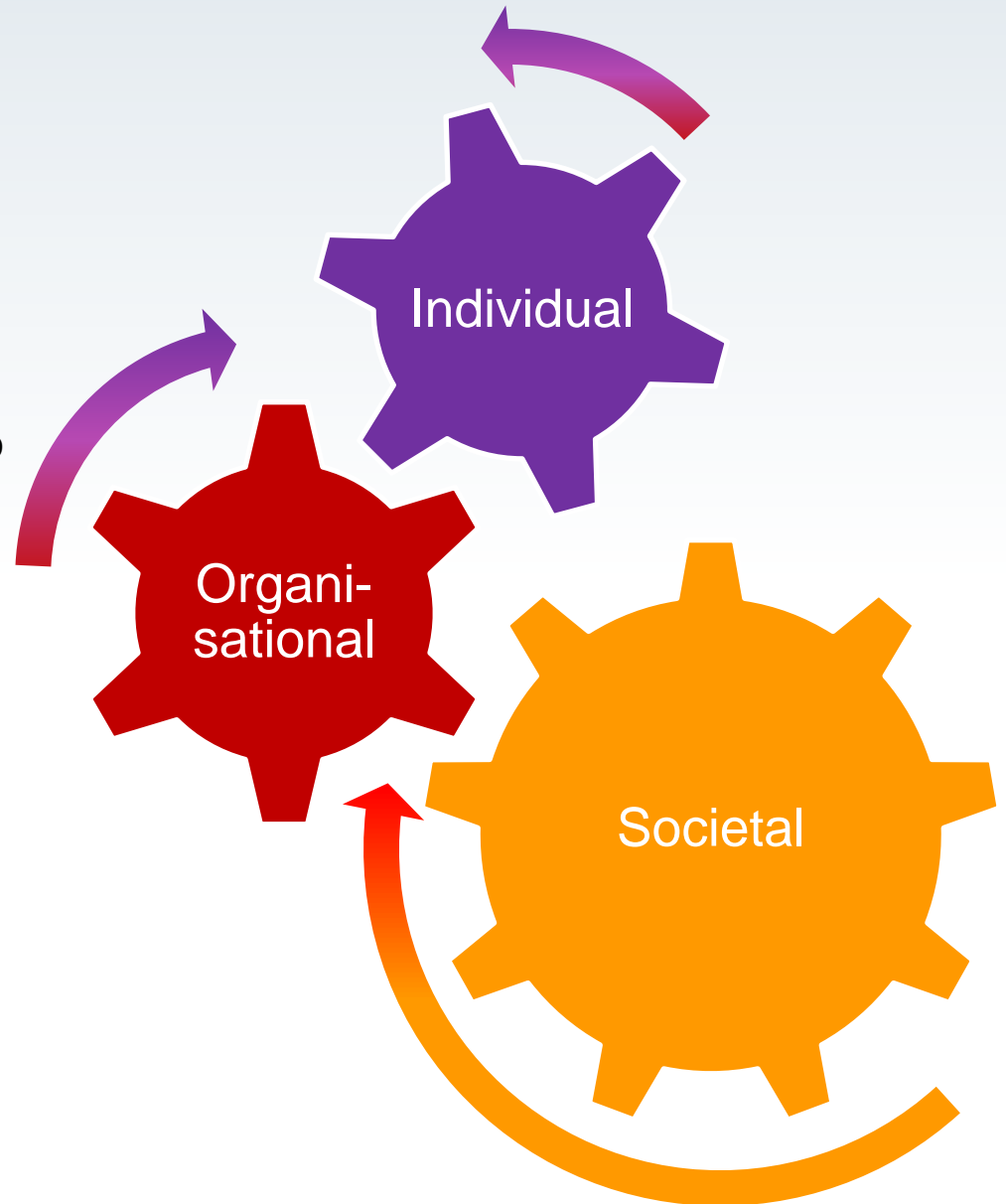
loss of productivity (€242 billion)

social welfare costs in the form of disability benefit payments (€39 billion)



Cost issue continued

- **Cost per individual**
 - US study = 2.770 US\$
 - UK study = 1.250 €
(with detail of 32% due to absenteeism, 58% related to presenteeism, 9% staff turnover cost)
- **Organisational cost**
(lost productivity & worktime, staff turnover, replacement etc.)
- **Societal cost: 20 billion per year in the EU**(fundamentally covered by tax money)



European framework legislation

PRIMA-EF guide developed by WHO (2014)

This guide concerns the management of psychosocial risks at the workplace and summarises the key elements of the European framework for psychosocial risk management (PRIMA-EF). PRIMA-EF aims at providing a framework to promote policy and practice at national and enterprise level within the European Union EU. The need for such a framework is particularly pressing due to recent EU data indicating the high prevalence of psychosocial risks to workers' health and an increase of problems such as work-related stress and workplace violence, harassment and bullying.

Work-related psychosocial risks concern aspects of the design and management of work and its social and organisational contexts that have the potential for causing psychological or physical harm (Leka, Griffiths III Cox. 2003). They have been identified as one of the major contemporary challenges for occupational health and safety and are linked to such workplace problems as work-related stress and workplace violence, harassment and bullying. As reported by the European Foundation for the Improvement of Living & Working Conditions (2007), work-related stress is among the most commonly reported causes of illness by workers affecting more than 40 million individuals across the EU. The same report highlights that 6% of the EU workforce had been exposed to threats of physical violence. 4% to violence by other people and 5% to bullying and/or harassment at work over the past 12 months.

PRIMA-EF identifies key aspects and stages and provides best practice guidelines in psychosocial risk management at the workplace. The framework is broad and aims at accommodating differences in approach and culture across EU member states. It can be used by companies as the basis for the development of relevant policies, indicators and action plans to prevent and manage work-related stress and workplace violence, harassment and bullying.

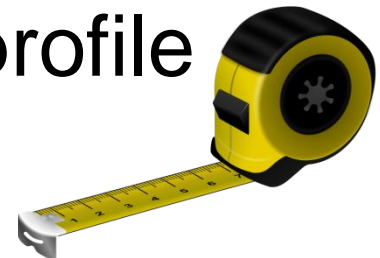
Source:

http://www.who.int/occupational_health/publications/PRIMA-EF%20Guidance_9.pdf



Key points with ,measurement‘

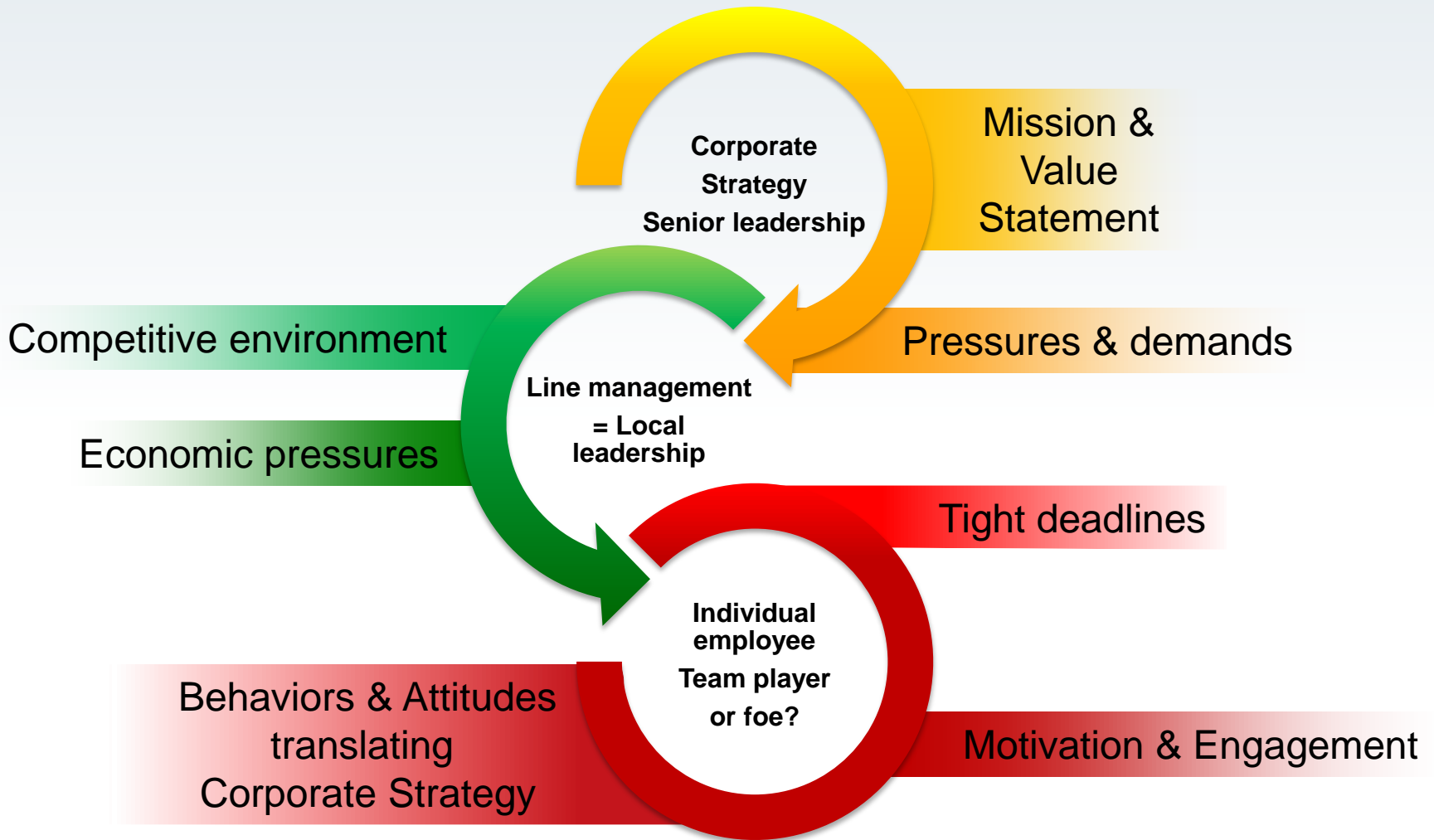
- Importance to include all determining factors (see slide 7)
- Self reported assessment most common using Likert scale type evaluations
- Significance of metrics
- Comparative data and benchmarking
- Individual profiling ↔ company profile



Integration into business strategy



Accountability and why it is difficult





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