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Institut français  
des sciences et technologies  
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## DEVELOPMENT OF A TOOLBOX THROUGH EXPLORATION OF THE INTERNET FOR MANAGERIAL PRACTICES THAT PROMOTE MENTAL HEALTH AT WORK

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# Context

- New forms of work organization and profound changes, with work intensification, flexibility, precarious employment and staff reduction
- Physical and psychological health risks for exposed workers that are specific, measurable, and can be reduced
- Economic impact for one year, about 20 milliard dollars in Canada and 2 or 3 milliard euros in France

# Goal

- Exploration of all sites first located by the Health at Work unit of Quebec's National Institute of Public Health
- → Toolbox
  - General information about psychosocial risks (PR) and primary prevention
  - Very specific information on each of twelve indicators of PR (as per the “Tool for Identifying Psychosocial Risk Factors in the Workplace” developed by Quebec's National Institute of Public Health  
<https://www.inspq.qc.ca/en/expertise/occupational-health/tool-identifying-psychosocial-risk-factors-workplace>)

# Methodology

## ■ Québec

- **INSPQ** : Quebec's National Institute of Public Health
- **CNESST** : Commission des normes, de l'équité, de la santé et de la sécurité du travail
- **IRSST** : Institut de recherche Robert-Sauvé en santé et en sécurité du travail
- **CGSST** : Chaire en gestion de la santé et de la sécurité du travail
- **APSSAP** : Association paritaire pour la santé et la sécurité du travail "secteur administration provinciale"
- **ASSTSAS** : Association paritaire pour la santé et la sécurité du travail du secteur des affaires sociales
- **IUSMM** : Institut universitaire en santé mentale de Montréal
- **Réseau Qualaxia**
- **MFA** : Ministère de la famille

## ■ Ontario

- **OHCOW** : Occupational Health Clinics for Ontario Workers
- **WHSC** : Workers Health and Safety Centre
- **IWH** : Institute for Work and Health

## ■ Canada

- **GM@W** : Guarding Minds at work
- **CCOHS** : Canadian Centre for Occupational Health and Safety

## ■ International organizations

- **ILO** : International Labour organization
- **WHO** : World health organization

## ■ United States

- **OSHA** : Occupational Safety and Health Administration

- **France**
  - **INRS** : Institut national de recherche et de sécurité
  - **ANACT** : Agence nationale pour l'amélioration des conditions de travail
  - **ARACT** : Association régionale pour l'amélioration des conditions de travail
- **Belgium**
  - **SOBANE**
- **United kingdom**
  - **HSE** : Health and Safety Executive
- **Swiss**
  - **WEKA**
- **European Union**
  - **EU-OSHA** : European Agency for Safety and Health at Work
- **Australia**
  - **Work Safe Victoria**

# Results

- General information about PR, definition, primary prevention and steps for prevention :
  - HSE : ‘Five steps to risk assessment’ model, requiring management and staff to work together  
<http://www.hse.gov.uk/pubns/indg430.pdf>
  - The six Management Standards from HSE :  
Demands, control, support, relationships, role, change  
<http://www.hse.gov.uk/stress/standards/index.htm>
  - Sobane : Implementation of a primary strategy in 4 levels S (screening), OB (observation), AN (Analysis), E (Expertise),
  - Points to discuss in Sobane :  
Organization of work, content of work, working conditions, interpersonal relationships at work, conditions of live in the workplace  
<http://www.emploi.belgique.be/sobane/publicationDefault.aspx?id=19238>
- Twelve indicators of PR (as per the “Tool for Identifying Psychosocial Risk Factors in the Workplace”)  
<https://www.inspq.qc.ca/en/expertise/occupational-health/tool-identifying-psychosocial-risk-factors-workplace>

## PART 1 – CONTEXT OF THE ORGANIZATION

DESCRIPTION OF THE INDICATOR	THIS INDICATOR AIMS TO
<b>A. Job context</b>	Learn the importance of job insecurity and of ongoing or planned organizational changes that threaten the job.
<b>B. Illness absenteeism and presenteeism</b>	Learn about sickness absenteeism and its evolution over the past 3 years as well as the importance of symptoms or behaviours linked to an illness and affecting productivity (presenteeism).
<b>C. Occupational health activities or policy</b>	Learn the importance given to the prevention of health problems in general and of psychosocial health problems in particular.
<b>D. Activities or policy against violence and harassment</b>	Learn the importance given to the prevention of violence and harassment at work.
<b>E. Return to work activities or program</b>	Learn the importance given to return to work activities, especially in cases of psychosocial health problems.
<b>F. Work/life balance activities or program</b>	Learn the importance given to activities facilitating work/life balance beyond what is required by law.





## PART 2 – KEY COMPONENTS OF THE ORGANIZATION

DESCRIPTION OF THE INDICATOR	THIS INDICATOR REFERS TO
<b>A. Workload</b>	The amount of work to be done, the mental and emotional demands, and time constraints.
<b>B. Recognition at work</b>	Different ways to recognize efforts, of men and women, such as monetary compensation, esteem, respect, job security, or prospect of promotion.
<b>C. Social support of superiors</b>	The availability and the capacity of superiors to support their employees.
<b>D. Social support of colleagues</b>	Team spirit, degree of cohesiveness in the group, and assistance and collaboration of colleagues in task performance.
<b>E. Decision-making latitude</b>	The possibility to exert a certain control over the work to be done and the possibility to use or develop one's skills.
<b>F. Information and communication</b>	The means put in place by management to inform and consult on the context of the organization and the vision of management.



# Examples

- N°1 : Different steps for primary prevention
- International Labour Organization

Stress prevention at work checkpoints

Practical improvements for stress prevention in the workplace

[http://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/instructionalmaterial/wcms\\_177108.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_177108.pdf)

- Health and Safety Executive

Checklist : Is my risk assessment approach suitable and sufficient?

<http://www.hse.gov.uk/stress/pdfs/checklist.pdf>

How to tackle work-related stress. A guide for employers on making the Management Standards work

<http://www.hse.gov.uk/pubns/indg430.pdf>

- N°2 : Return to work activities or program
- Institut de recherche Robert-Sauvé en santé et en sécurité du travail :

PDF : Guide to Supporting Return to Work and Job Retention

<http://www.irsst.qc.ca/publications-et-outils/publication/i/100715/n/guide-soutenir-le-retour-au-travail-et-favoriser-le-maintien-en-emploi-liee-a-un-probleme-de-sante-psychologique-rg-758>

- Work Safe Victoria :

Return to work toolkit

<http://www.worksafe.vic.gov.au/return-to-work/information-for-employers/back-to-wor>

“Occupational rehabilitation is an independent and impartial service provided by return to work experts with health professional backgrounds, to help employees by allowing them to receive compensation or to arrange the return to work in good conditions”



## ■ N°3 : Workload

- Health and Safety Executive : Management Standards - demands

Includes issues such as workload, work patterns, and the work environment

<http://www.hse.gov.uk/stress/standards/demands.htm>

- Canadian Centre for Occupational Health and Safety :

Flexible Work Arrangements

<http://www.cchst.ca/oshanswers/psychosocial/flexible.html>



- N° 4 : Recognition at work

- Chaire en Gestion de la Santé et de la Sécurité au travail : la reconnaissance en milieu de travail

<http://cgsst.com/les-4-formes-de-la-reconnaissance-au-travail/>

Respect, recognition of work practice, Investment in labor, assessment of results of work

- WEKA : WEKA Business Media AG

Commitment to work: Motivating it through recognition

<https://www.weka.ch/themes/competences-personnelles/gestion-des-collaborateurs/gestion-dequipe/article/engagement-au-travail-le-motiver-grace-a-la-reconnaissance/>



# Conclusions

- Toolbox, for a participative management, that emphasizes leadership and organizational justice
- Useful for all people acting for prevention (occupational health medicine..), managers, directions
- Quick and easy to use system
- But having to evolve over time





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