Psychosocial Risks Prevention

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A practical model for intervention: the approach of work by anlysing stress factors and resources

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- A word about ANACT
- French context regarding stress at work
- A model for Intervention / Case in Banking company
- Conclusion



ANACT: Who we are

French governmental agency under the supervision of The Ministry of Labour and Health

Our approach:

Two aims: quality of life at work for the employee and economic performance for the company

✓ Based on a comprehensive, multidisciplinary approach around: Market Based on a comprehensive in the second comprehensive in the second

Issues of assessment and prevention of occupational risks

Issues of change, organizational and work processes

Management issues, career and skills development

✓ Modes of operation based on a joint and concerted approach with both management and employee representatives (trade unions or personnel reps)



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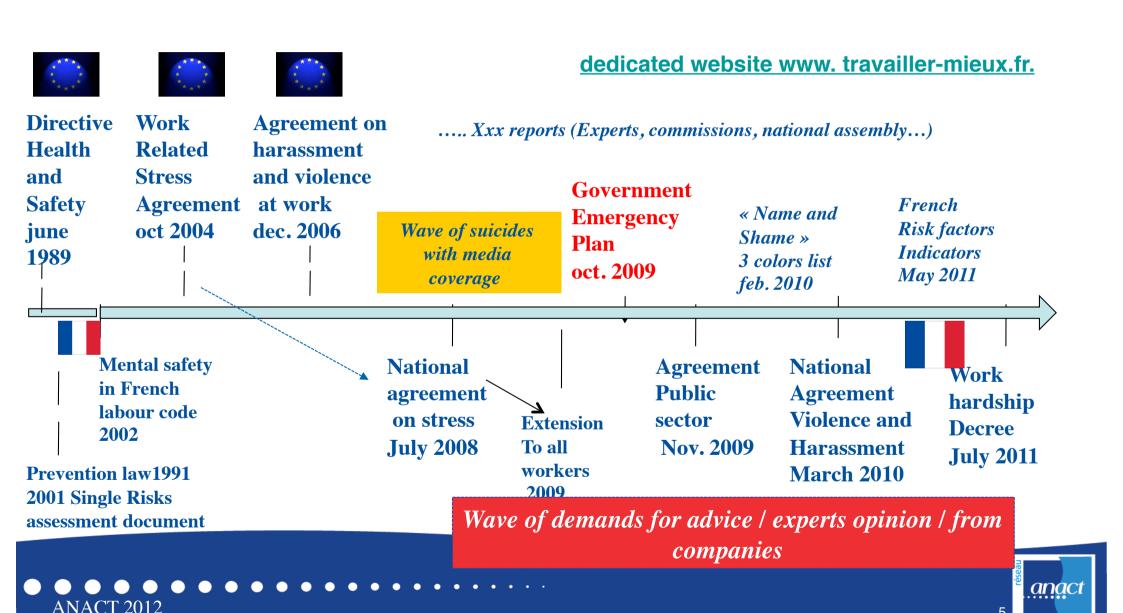




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French context regarding stress at work and PSR



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Company requirement and intervention design

Large french banking company

specific diagnosis about stress at work stress et work prevention policy / action plan

Social agreement negociation about stress at work

Intervention: qualitative approach based on specific model

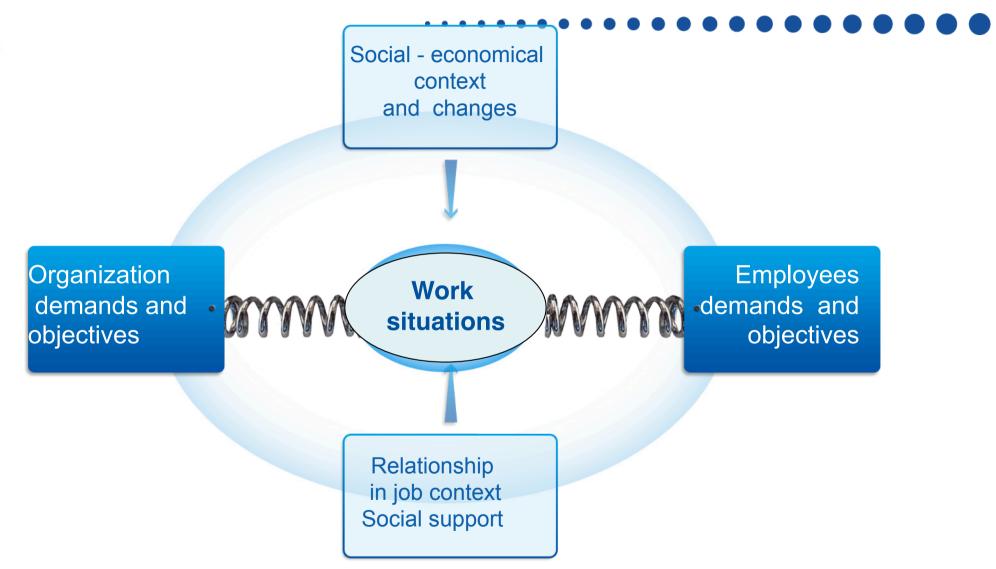
Focus on business unit: back office unit (136 empl)

Social dialogue local & global steering comittees

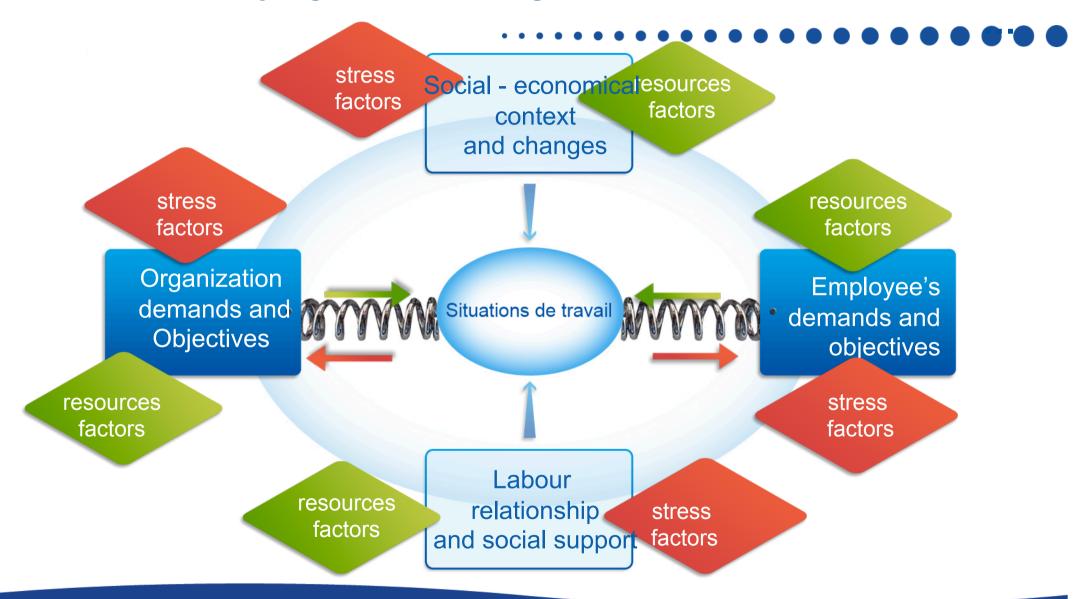
Data collection: interviews, HR & heath indicators, observations



The Anact Network's approach: 4 potential areas explaining tensions / stress at work



Identifying and analizing stress and resources factors



Stress factors in a back office unit

Work load ++
Quality of incoming
work –
Technological
disturbances / new
software applications

mands and objectives

Social - economic context and changes

Eco. Crisis.

Banking image crisis

Job insecurity

New regulations in banking process

Work situations

with banking retail units
Poor support from managers cial support

Employees demand and

Poor recognition Less Job enrichment monotony



Resources factors in back office unit

Size of business unit

Contexte social and Stabilization et des changemen Work environment

Objectifs et exigences • Conganisation

Less presure than retail job Access to job flexibilty Situations de travail

Sense of expertise
Serve the customer
interest in managing
financial risks
working time +

des salariés

Contexte des professi professi Positive feed back du tr. from customers / retail colleagues

Daily ajustments in between factors but...

New regulations in banking process
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Quality of incomoing
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disturbances

Less presure than retail job
Access to job
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Work environment

ands and

Eco. Crisis.

Banking image
crisis

Job insecurity on
the site?

text changes

Size of business unit and Stabilization

Work situations

Bad relationship with banking retail units Poor support from managers

Work climate +
Social support
Satisfaction
from customers
cial support

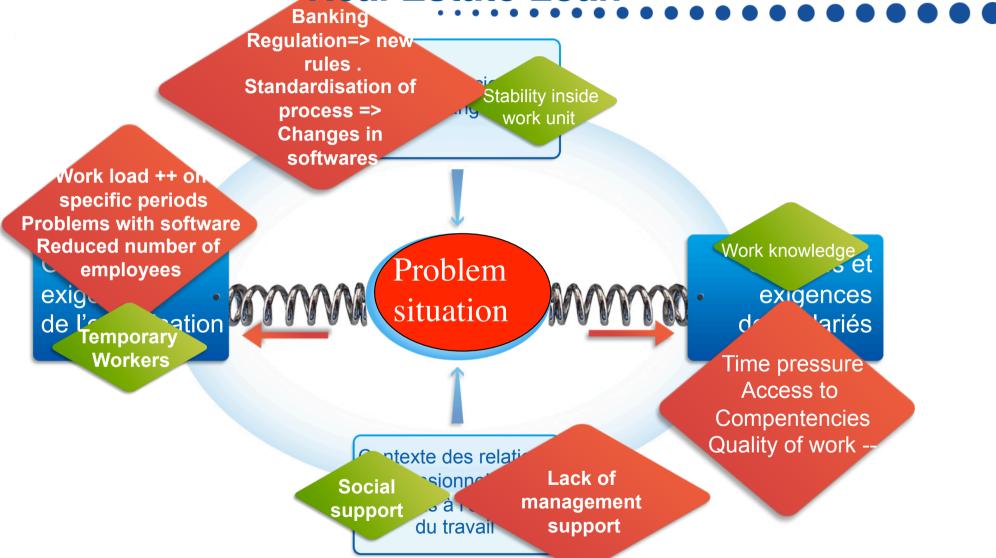
Sense of expertise
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Poor recognition
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Problem situation in the department Real Estate Loan



Results: Main sources of stress

Lack of adjustment in between Workforce / workload

Lack of communication between back and front offices

Limited access to training and job versatility

and work organization

Difficulties with new softwares/ better consideration « real-work » in their design

Lack of management support / poor definition of their rôle, lack of training

Lack of discussion about work and its difficulties



Results: 3 axes to prevent stress and implement actions plan

Human resources and Work organization

- Workforce adjustment / limit downsizing process
- Estimation of work load -> survey
- Increase the number of supervisors and develop their role in team support
- More Training in link with professionnal path / annual job assement
- Limit task specialization=> + job versatility

• ...

Reducing Work load

- Software improvements
- Development of specific tool to ensure the quality of bank transfer from front office
- Easing of controls for real estate loans
- New internal organization (call center) to handle incoming calls
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Increasing Communication

- Develop communication between front and back offices => meeting and tutoring
- Access to steering committees for supervisors
- Weekly team meeting : agenda and minutes
- Monthly discussion about work and its quality
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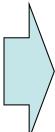
Anact's model for intervention on stress at work

Based on existing theorical 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 resources factors which explain the potential tensions existing in work situation



By conducting a job analysis through the identification of "problem situations"



Conditions for success

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- Participative / holistic approach of work
- Joint diagnosis => Social dialogue
- Top management implication and engagement
- Deliverable plan with mix of actions
- Assessment process
- Transferability

Thank you for your attention!



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Intervention steps in a French banking company

Sept. 10

1 : kick off

Agreement to start

Project management

Nal.& Local steering comities with social partners

May. 12 5
Control and
Assesment

Identify and analyze stress and resources factors

2 Implementation of <u>Shared</u> <u>diagnostic</u>

Identification of "problem situations"

4 Implementation

July. 11- May. 12

Oct 1

Oct 10- fev. 11

Data collection:
work observation,
interviews, questionnaires

Nal.& Local steering comities with social partners

Elaboration of action plan: working groups

Marsh-June. 11

Nal.& Local steering comities with social partners

