

# Psychosocial Risks Prevention

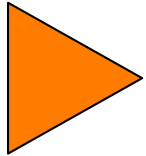


**A practical model for intervention :  
the approach of work by analysing stress factors and resources**

*Ségolène Journoud, Project manager at ANACT  
French national agency for improvement of working conditions*



# Agenda



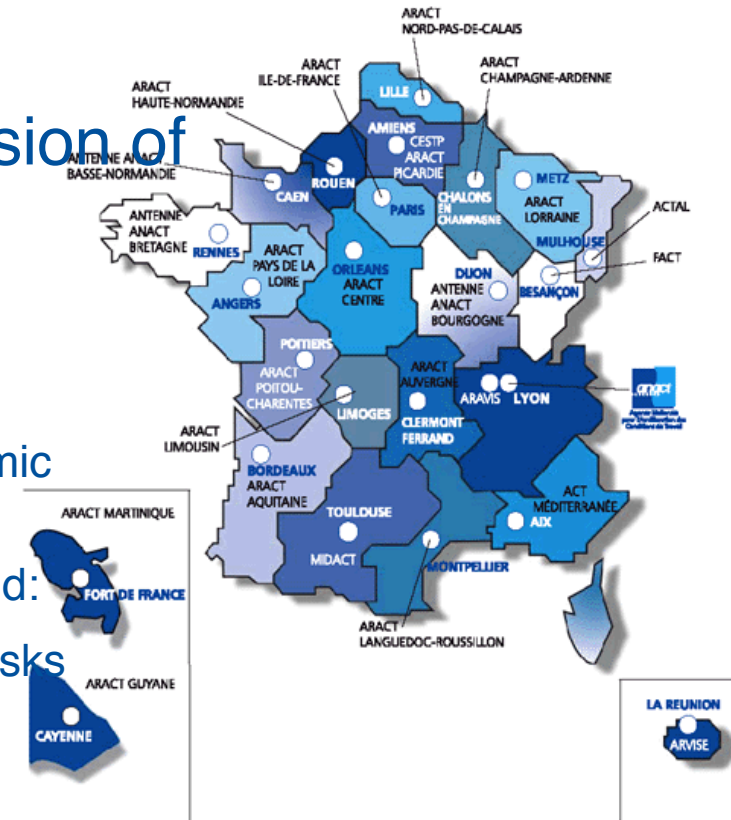
- **A word about ANACT**
- **French context regarding stress at work**
- **A model for Intervention / Case in Banking company**
- **Conclusion**



# ANACT : Who we are



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

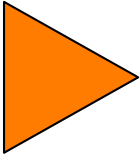


## Our approach:

- ✓ Two aims: quality of life at work for the employee and economic performance for the company
- ✓ Based on a comprehensive, multidisciplinary approach around:
  - 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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# French context regarding stress at work and PSR



[dedicated website www.travailler-mieux.fr.](http://www.travailler-mieux.fr)

**Directive Health and Safety**  
june 1989

**Work Related Stress Agreement**  
oct 2004

**Agreement on harassment and violence at work**  
dec. 2006

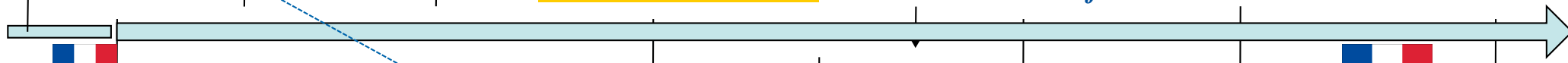
..... Xxx reports (Experts, commissions, national assembly...)

*Wave of suicides with media coverage*

**Government Emergency Plan**  
oct. 2009

« Name and Shame »  
3 colors list  
feb. 2010

*French Risk factors Indicators*  
May 2011



**Mental safety in French labour code**  
2002

**National agreement on stress**  
July 2008

**Extension To all workers**  
2009

**Agreement Public sector**  
Nov. 2009

**National Agreement Violence and Harassment**  
March 2010



**Work hardship Decree**  
July 2011

**Prevention law 1991**  
**2001 Single Risks assessment document**

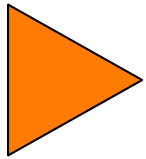
*Wave of demands for advice / experts opinion / from companies*



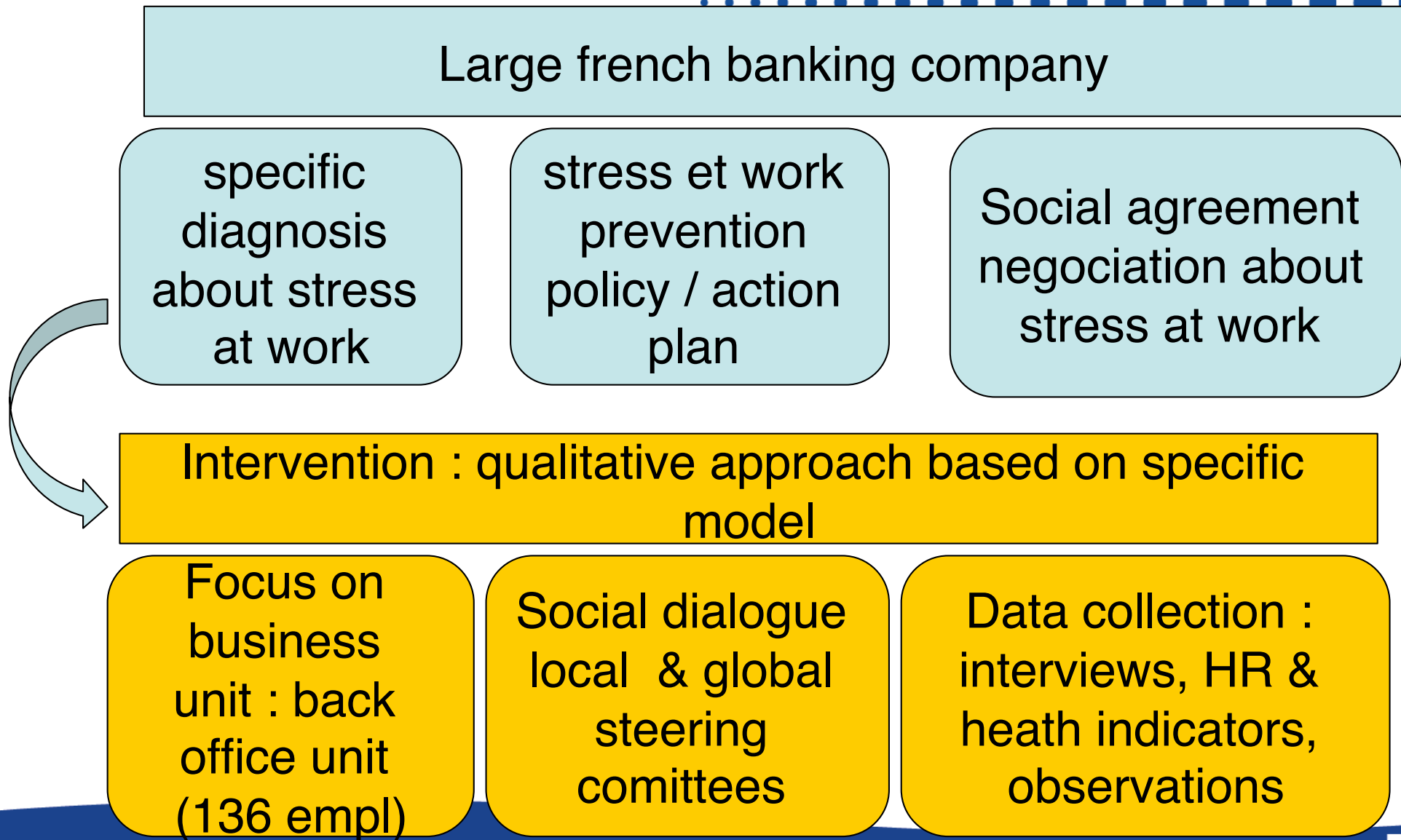
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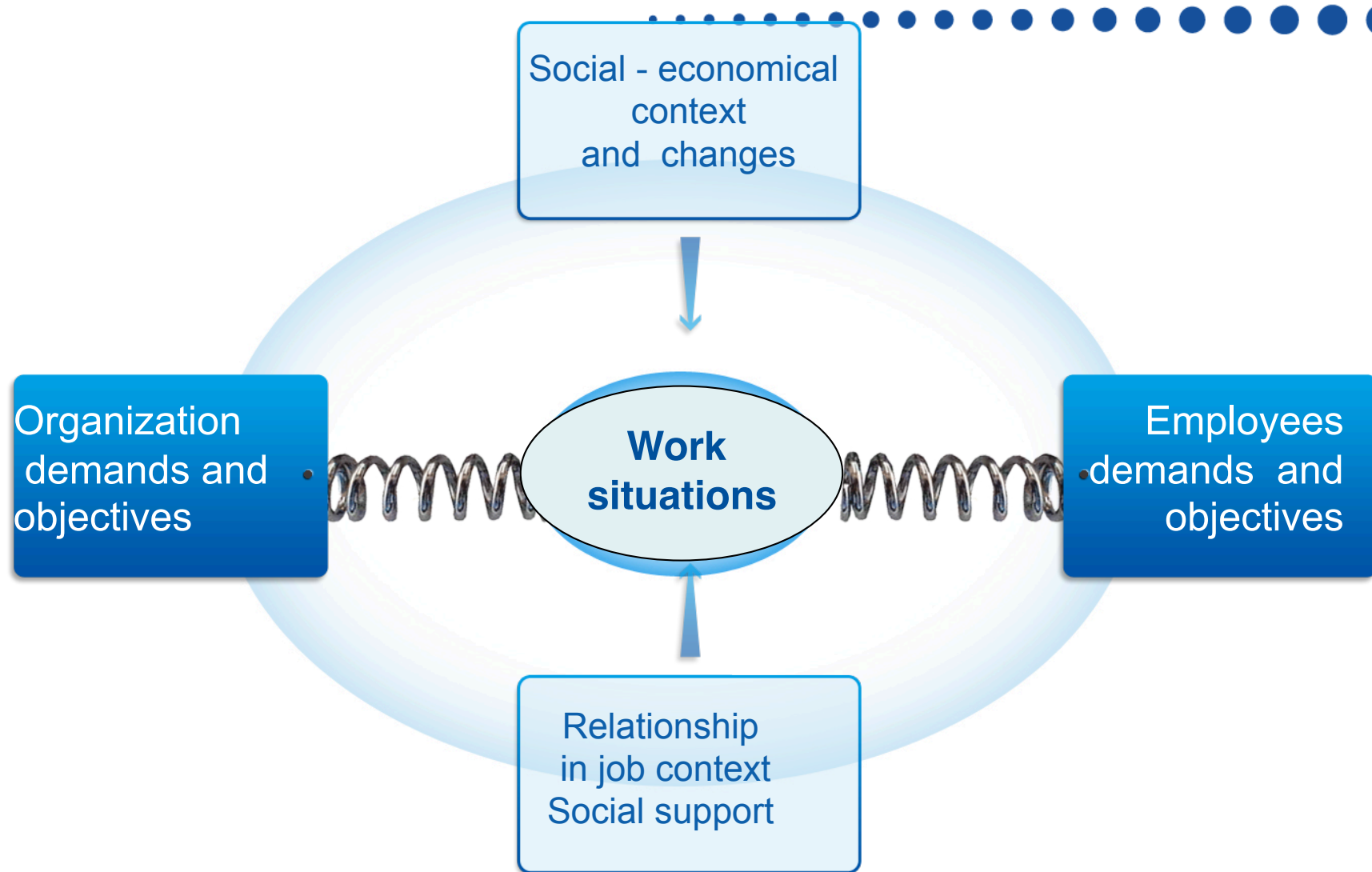
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# Company requirement and intervention design

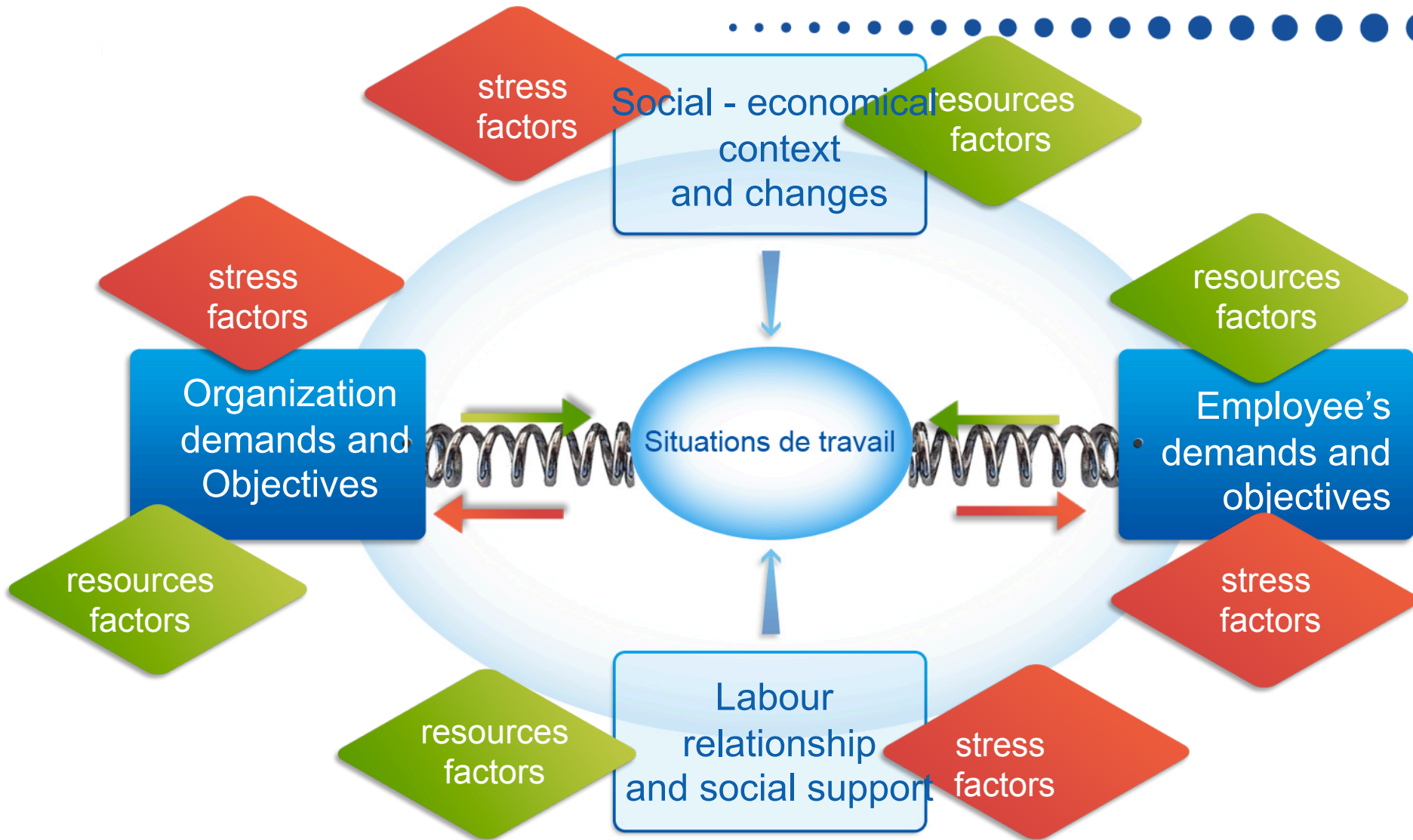


# The Anact Network's approach : 4 potential areas explaining tensions / stress at work

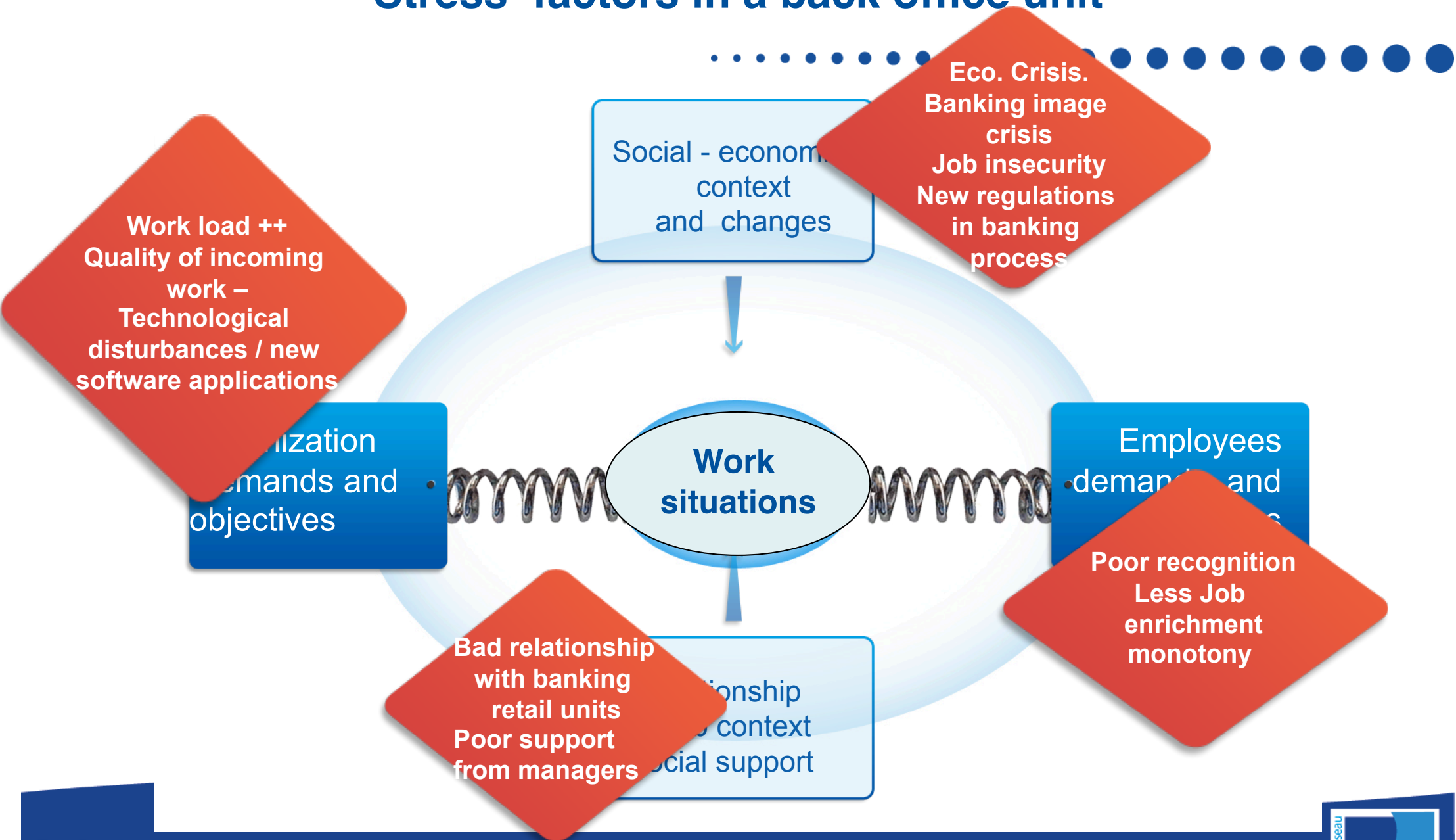




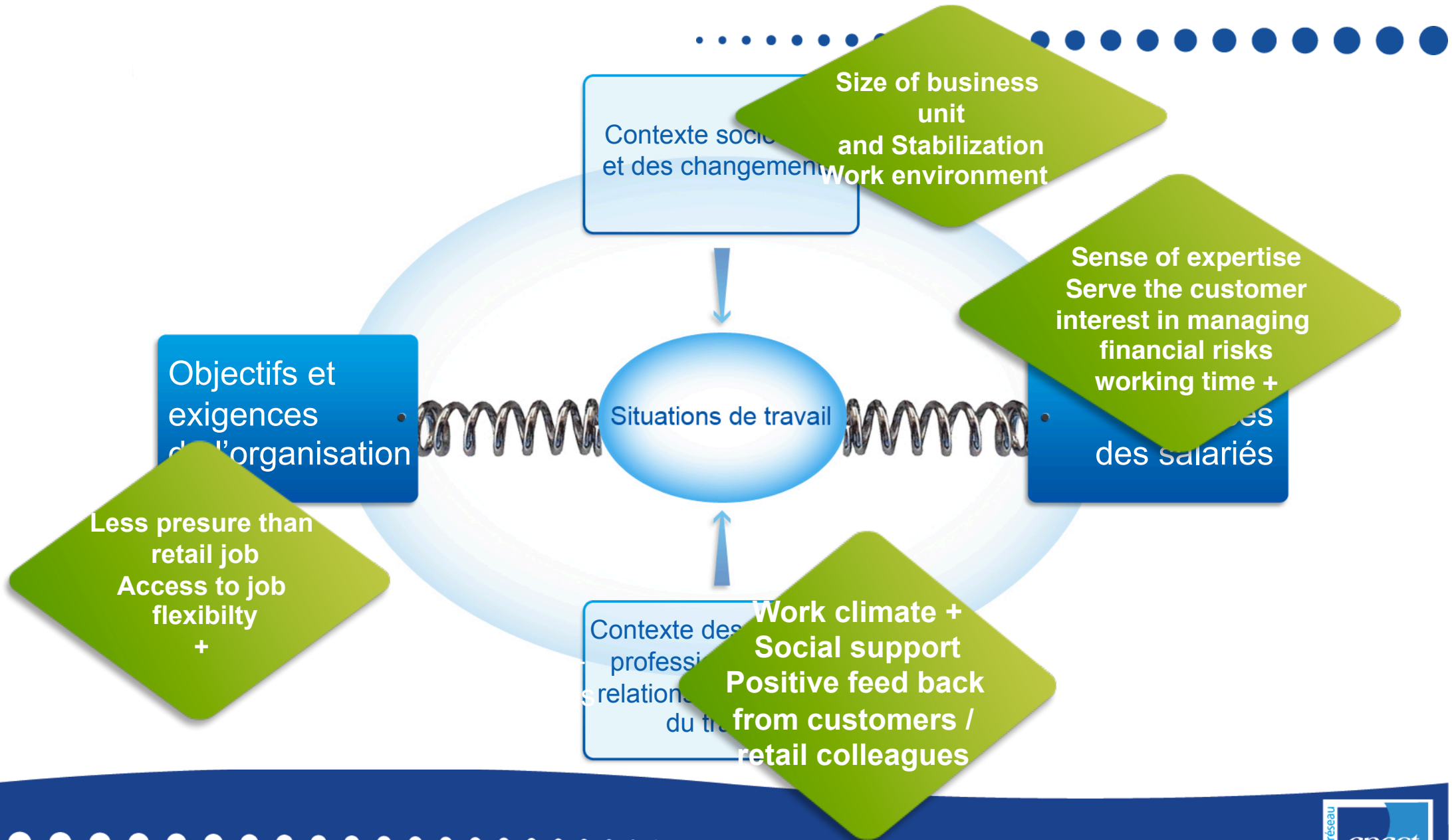
# Identifying and analyzing stress and resources factors



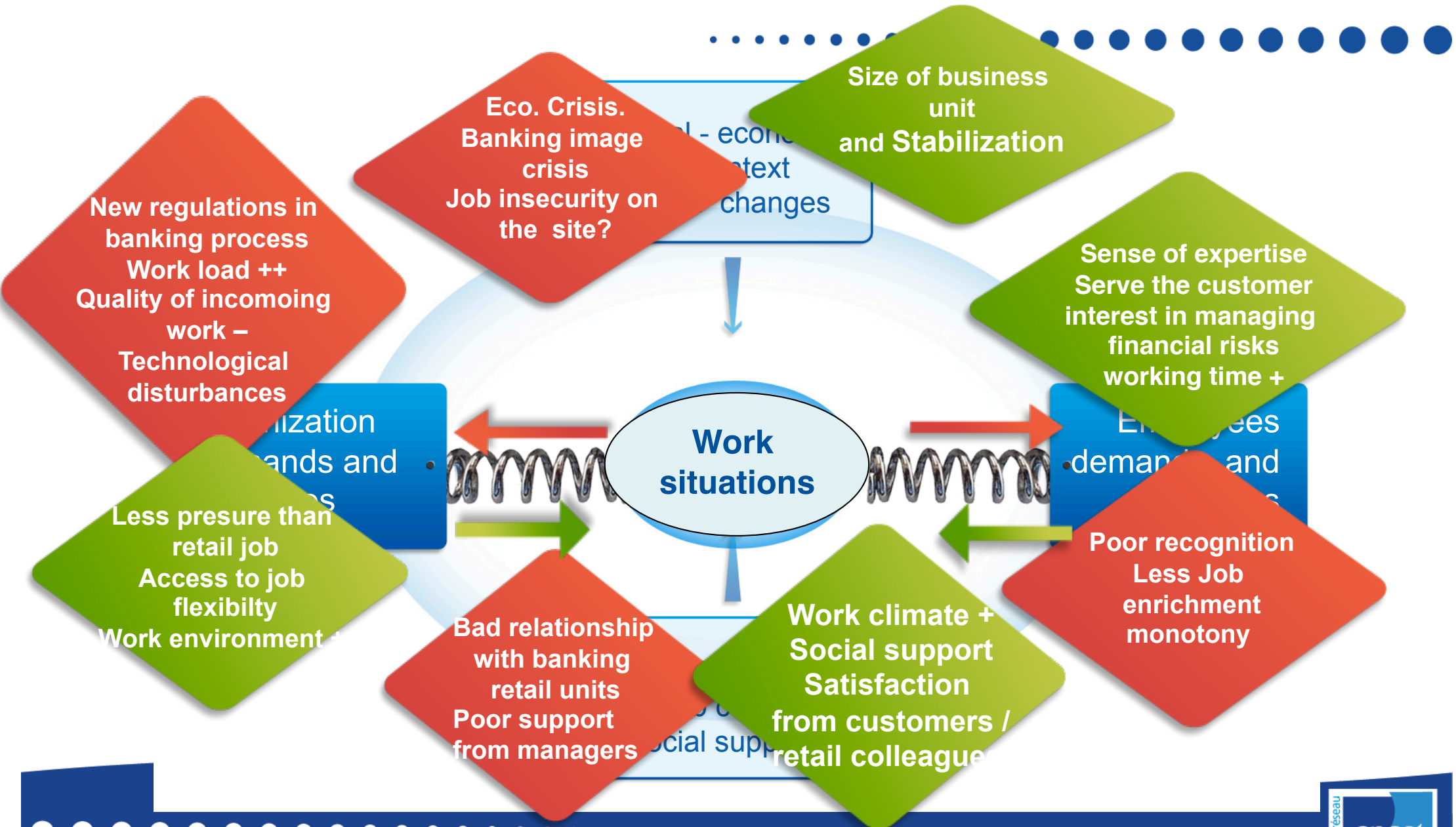
# Stress factors in a back office unit



# Resources factors in back office unit

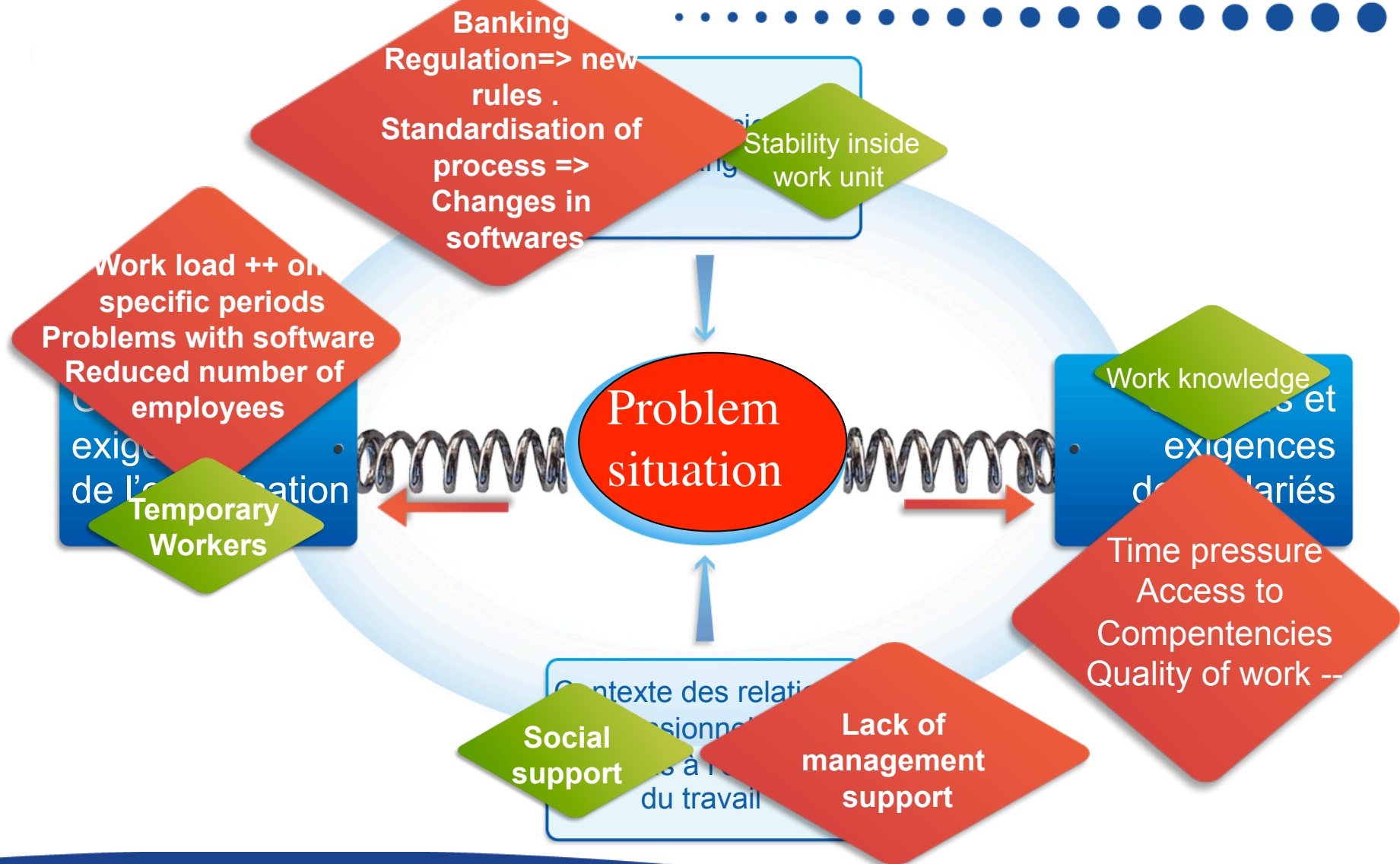


# Daily adjustments in between factors but...



# Problem situation in the department

## Real Estate Loan



# Results : Main sources of stress



Lack of adjustment in between Workforce / workload and work organization

Lack of communication between back and front offices

Limited access to training and job versatility

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 professional path / annual job assessment
- 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
- ...

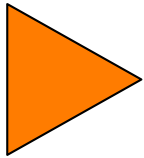
## Increasing Communication

- 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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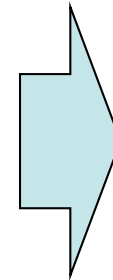


# Anact's model for intervention on stress at work



**Based on existing 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 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



- **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!**



*Ségolène Journoud*  
*ANACT*

*192 avenue Thiers, Lyon 69006 – France*

*Tel : + 33 4 72 56 13 83*

Email : [s.journoud@anact.fr](mailto:s.journoud@anact.fr)

**Website : [www. anact.fr](http://www.anact.fr)**



# Intervention steps in a French banking company

