"Investing in well being at work
Addressing psychosocial risks
in times of change"

Ten main areas for action

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1. Several challenges to be met, several levels to be addressed

Lessons drawn from the present state of art lead to challenges to be addressed at several levels:

- Data and studies,
- Legislation and policies to be developed at national and EU level,
- Social dialogue frameworks to be set up and implemented,
- Approaches to change to be revised in both private and public sectors,
- Role of occupational and employment services,
- Availability of training and operational tools.
2. Health and restructuring: A key issue for structural change?

- Tackling health in restructuring is needed not just as restructuring can have a detrimental impact on health.
- It is also as a useful investment in the future of the European workforce.
- It aims at defending the European model as a sustainable and competitive one.

◇ What could be in that respect the right combination of legislative instruments, social dialogue, training, investments, commitments and operational tools?
3. Data and studies: How to improve data, awareness and monitoring?

- Data related to health and restructuring are widely lacking and fragmented at both national and European levels.

⇒ In order to better assess the real situation and to plan future activities, how can a consistent collecting and evaluating of data connected with employee health in restructuring processes be achieved, even if this appears very difficult in SMEs?
4. Groups at risk: Trust and justice as a critical issue?

- Scientific and empirical evidence show that main groups at risk are:
  - people dismissed,
  - survivors,
  - contingent workers,
  - middle managers.

- The issue of justice is a major one during profound organizational changes.

⇒ To what extent transparent communication, cooperation and trust between employers and employees occur in companies’ practices?
5. Companies and managers: What responsibilities?

- Health related to restructuring and organizational change is a shared responsibility.
- There are no sharp borders between the corporate responsibility for promoting health in the workplace and the responsibility of the state and other public actors to care for the health of the workforce.

⇒ What is the appropriate level of managerial, professional and financial responsibilities for promoting health in the anticipation, preparation and management of change, including its impact on the value chain and on outsourcing?
6. Social dialogue: Next steps?

- Social dialogue is central for tackling restructuring and occupational health and safety.

⇒ What could be further steps for social partners in terms of
  - joint actions,
  - collective bargaining on changes in all dimensions
  - and increasing awareness among employers, unions and employees’ representatives?
7. Legislation: To be reconsidered?

- EU Legislation does not explicitly mention the link between health and restructuring but such a cause and effect relationship is now obvious.

⇒ Is it necessary

- To act at EU level and review existing legislation and frameworks?
- To issue additional instructions or recommendations at EU and/or national level?
- To develop a new role for labour inspections by including restructuring and organizational change in their emerging approach of psychosocial risks?
- To consider including restructuring related forms of ill-health under the scope of any future EU instruments on occupational diseases?
8. Restructuring in the public sector: Can approaches from the private sector be transferred?

- Public authorities are not only responsible for policies and legislation but also for managing public bodies and organizations.

⇒ As public sector in Europe is now undergoing major changes, what could be the responsibilities and actions to be taken by public authorities at central as well as at regional or local level regarding in maintaining their workforce healthy during organizational changes?
9. Role of occupational safety and health services and partnering with the health sector: What improvements?

- A “healthier” restructuring might benefit from first health measures, although it should rely more on better anticipation, preparation, management and follow up.

⇒ How can the role of occupational safety and health services (OSH) in times of change be developed in terms of

- own training and expertise to face specific health dimensions related to changes and restructuring
- as well as developing their mediators’ role?

⇒ How can social security and health care providers support the prevention of negative health impacts of restructuring?
10. Employment, health approaches and flexicurity: New bridges?

- Health consequences of restructuring are calling for modern employment approaches, including those based on better employability and flexicurity.

⇒ Should then flexicurity approaches be enlarged towards better adaptation of organizations and individuals to change?

⇒ Do employment services have a role to play to manage the impact of change on employees’ health?
Operational tools will be efficient only if they are congruent with other aspects of restructuring: legislation, social dialogue, commitment, training, exchange of good practices, investment and a clear OSH role.

- What priorities are given for developing framework operational guidelines for companies and organizations, taking into account the specificities of SMEs?

- What efforts are made to review usual risk assessment tools in order to include restructuring impacts?
12. Thanks

Merci, Dank U and Thank you for your attention!

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