Psychosocial risks and the social crisis: The answer in social dialogue

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A major social crisis

- Summer 2009: different suicides occurred amongst the 100,000 French employees
- August 2009: meeting with unions in order to transpose the European and French framework agreement regarding psycho-social risks
- Autumn 2009: enlargement of the negotiations
- Spring 2010: first signatures of the different agreements
un nouveau contrat social pour France Télécom

état des lieux sur le stress et les conditions de travail

Technologia

un processus de négociation

vie personnelle, vie professionnelle

emploi compétences mobilités

organisation du travail

conditions de travail

fonctionnement des instances représentatives du personnel

démarche d'écoute des salariés

les assises de la refondation

négociations avec les organisations syndicales
Stress and work conditions negotiations

- Beginning in September 2009, those negotiations were concluded by 5 agreements so far:
  - Skills, employment, vocational training, mobility
  - Work and personal life balance
  - Improving social dialog
  - Assessment and deterrent for psycho-social risks
  - Work organisation

  2 draft agreements are finalised and should be presented to the social partners in the near future. They are linked to work environment.

- Major agreements, in line with the new social contract were signed in 2009 and 2010:
  - Agreement regarding senior people in the company
  - Agreement about annual pay increase in 2010
  - Agreement about a supplementary bonus in 2010 according to the results in 2009
Is social dialogue the right answer?

- French context: 75% turnout at professional elections in January 2009
- What was at stake:
  - Professional identity
  - Cultural change
  - Ageing workforce
  - Customers requirements and business pressure
  - Right balance between professional and private life
  - …
Main aspects:

Establishing a policy in favour of senior people’s employment:

• To prevent any discrimination, educate managers, insisting on the importance of age diversity
• Favorize the possibility for senior people to keep their job and find new ones within the company. People over 45 will have the possibility to have a dedicated interview about their future and possibilities. A specific attention will be accorded for vocational training opportunities
• Promote an actual culture for skills and knowledge transmission for people over 50. This will be done via 1 600 senior people in charge of monitoring young ones;
• Accompany and prepare the end of working life with dedicated interview for people over 55 and part time possibilities encouraged and financed partly by the company. Working with the Orange Fondation to see how senior people could bring their expertise for NGO’s.
• improve work conditions for senior people with teleworking tools, annual medical check-up for people over 55, reinforce the role of health and safety social dialog bodies
## Skills, employment, vocational training, mobility

**To be remembered:**
- Individual and collective mobilities will be done mainly upon wills of each individuals. Geographical mobilities at company request will be exceptionnal, functional mobilities will be based upon vanishing jobs forecast (e.a.technological evolution).
- Employees due to retire in the next 3 years will be guaranteed no to be moved geographically.
- Employers pledge to share with employee representatives economical aspects of any restructuring projects. Psycho-social risks will be examine for each project. Potential alternative scenario will be studied by the company.
- Past and future changes regarding employment will be presented and shared with social dialog bodies at national and local levels.
- Each employee will be granted an interview regarding his/her professional evolution every 2 years in order to sum up his/her carreer and anticipate future evolution.
- If the company have to close a location, each employee will be proposed 3 equivalent jobs among them 2 will be in the region (bassin d’emploi)

On the top of those measures, the company will do its best to encourage diversity of jobs and activities over an employment region (bassin d’emploi). Forecast of the number and skills needed in the future will be shared. Vocational training is a key element to ensure employees their employability. Local negociation will be organised each time they appear to be useful.

A global negociation for forecast of employment and skills is engaged at national level.

### Date de signature
5th March 2010

### Signataires
CGT, CFDT, CFTC

56% of vote cast
### 1st agreement regarding private and working life balance

**Signed 5th March 2010**

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<td>CGT, CFE-CGC, CETC</td>
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**To be remember :**

- Managers will have the sufficient room of manoeuvre in order to take into account personal situation including modifying work schedules.
- Meetings will be scheduled, when possible, between 8 am and 6 pm. Sending e-mails in the evening and during the week ends are not advised in order to protect private life.
- Two experiments will be launched in call centers to adapt schedules to individual demands. This will be done without any changes in the times schedules of the call centers.
- Everything will be done to answer positively for employees seeking a part time schedule.
- The company will partly finance 2 nurseries in Bordeaux and Lyon.
- Employees engaged in humanitarian mission will benefit the same rights to those in parental leave.
To be remember:
This agreement transpose the transprofessional agreement about stress:

- Establishing a National Committee to prevent stress with 12 members from the Unions:
  - It will supervise the periodical survey done by an independant expert at least each 3 years,
  - will follow-up the different stages of a pluri-annual action plan.
  - Will monitor some KPIs
    - (absenteism, number of employees on a temporary mission within the company, number of sick leaves, number of annual leaves not use by employees, number of calls to the dedicated hot lines designated to help employees in difficulty, number of people who contacted our « espace d’écoute et d’accompagnement », number of medical check-up upon employee or employer requests)
  - Will discuss the social barometer, its results and the KPIs for social performance
- All our projects will examine the psycho-social risks
- Reinforce skills of our manager in this domain
- Ahead of the project, a common work will be done with the medical services
- Works councils will create « stress select committees »
- All employee representatives in health and safety councils will benefit of trainings paid by the employer about stress
- Promote collective say by employees
- Promote among our suppliers awareness about stress and psycho-social risks. When choosing a supplier, this will be a criteria

Evaluating and prevent psycho-social risks

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### Improving social dialog

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#### To be remember :

- Supplementary means to buy books and reviews for employee representatives
- 4 hours to prepare each Health and Safety local council
- 1 day to prepare the national health and Safety Council
- To facilitate exchanges between local health and safety council with a common geographical aera
- Project leaders from the management will present the same project in different works councils when possible
- Master plan for real estate will be presented before the works councils
- Negotiation regarding employee representatives and their professionnal opportunities will be opened before end of 2010
- France Telecom grant 300 FTE for all the unions
**Work organisation**

**Signature**: 27th September 2010

| CFDT, CFTC, CFE-CGC | 40% of vote cast |

**To be remember**:

- **Prevent psycho-social risks**
  - Principles of work organisation in order to prevent psycho-social risks. Human being is at the centre of the organisation taking into account diversity of employees, their personal history and valuing personal engagement, and giving priority for co-operation and work collectivity.
  - Employer will favour collective learnings. In order to do so, teams will be adequately sized with local management.

- **More autonomy and a right to do « mistakes »**
  - Company will look for organisational model giving more autonomy more possibility for the employee to organise himself. Initiatives for solving peculiar problems will be encouraged even if mistakes could happen.
  - In order to minimize the gap between what the employees are asked to do and the actual daily work, the agreements identifies good practices. If the employee disagrees with the objectives assignment, he/she can ask them to be reviewed.

- **More solidarity and dignity at work**
  - The agreement define different management practices in order to reinforce collective solidarity and allow time for interpersonal relations.

- **Confidence and support**
  - Employers will favour an organisation allowing managers to be more on the ground with the team.
A new global environment for France Telecom

• Adressing directly to all the employees
  – New social contract sent to all the employees in France
  – Video conference with the new CEO
  – All excom members have an interactiv blog

• Carrying on the social dialogue
  – Negotiation about forecast for skills and employment
  – Framework for experiments about improving work conditions to be negotiate