Psychosocial Risk Management

Dr Stavroula Leka CPsychol AFBPsS FRSPH

Associate Professor in Occupational Health Psychology
Director, Centre for Organizational Health & Development

Global Healthy Workplace Awards & Summit, London 11-12 April 2013
A complex picture

Types and severity of risks and complexity that organisations face is growing with significant potential impacts on their operations, reputations and viability (PWC, 2012)

Felton and Keenan (2005): only 11% of 1000 surveyed directors claim to have a complete understanding of the risks their organisations currently face, whilst 23% stated to have limited or no understanding at all

Risk priorities still revolve around compliance and financial issues (Ernst & Young, 2010)
Business is highly connected with morality and ethics (Ersdal & Aven, 2008). Concerns are increasingly channelled towards labor, psychological, and social issues (Ledwidge, 2007; Jain, Leka & Zwetsloot, 2011).

“With the worldwide focus on the ageing workforce, the acute scarcity of skilled professionals in many industries, as well as cases of significant fraud caused by a few – it's no surprise that risk is all about people” (Bosserman et al., 2008:12).
Emerging risks

• Developments in nature of work in relation to design, management and organisation as well as the wider context of work are resulting in new and emerging risks, namely psychosocial risks (EU-OSHA, 2007; Dollard et al., 2007)

• Related to issues such as work-related stress, violence, bullying and harassment, all of which have the potential to significantly impact on the healthiness of the individual, enterprise and society (Rasmussen, Hansen & Nielsen, 2011; Rick & Briner, 2000)
Psychosocial risks

Those interactions among job content, work organisation and management, and other environmental and organisational conditions, and the employees' competencies and needs that prove to have a hazardous effect on employees' health and safety through their perceptions and experience.
<table>
<thead>
<tr>
<th>Psychosocial Work Environment Dimensions</th>
<th>Psychosocial Hazards (Downside risk)</th>
<th>Psychosocial Factors (Upside risk)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job content</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Workload &amp; work pace</strong></td>
<td>Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines</td>
<td>Appropriate level of workload, appropriate work pace, sensible and achievable deadlines</td>
</tr>
<tr>
<td><strong>Work schedule</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Control</strong></td>
<td>Low participation in decision making, lack of control over workload, pacing, shift working</td>
<td>Participation in decision making, control at work</td>
</tr>
<tr>
<td><strong>Environment &amp; equipment</strong></td>
<td></td>
<td>Good physical working conditions according to good practice guidance</td>
</tr>
<tr>
<td>Psychosocial Work Environment Dimensions</td>
<td>Psychosocial Hazards (Downside risk)</td>
<td>Psychosocial Factors (Upside risk)</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td><strong>Organisational culture &amp; function</strong></td>
<td>Poor communication, low levels of support for problem solving and personal development, lack of definition of, or agreement on, organisational objectives</td>
<td>Clear organisational objectives, appropriate support for problem solving and personal development, good communication processes</td>
</tr>
<tr>
<td><strong>Interpersonal relationships at work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Role in organisation</strong></td>
<td>Role ambiguity, role conflict, responsibility for people</td>
<td>Clear roles and responsibilities, appropriate support to meet objectives</td>
</tr>
<tr>
<td><strong>Career development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Home-work interface</strong></td>
<td>Conflicting demands of work and home, low support at home, dual career problems</td>
<td>Work-life balance, supportive organisational policies and practices to achieve ‘life balance’</td>
</tr>
</tbody>
</table>
Work-related stress

• Pattern of emotional, cognitive, behavioural and physiological reactions to adverse and noxious aspects of work content, work organisation and work environment.

• Difference between work-related stress and pressure.
Prevalence and impact

- Data from the European Union show that work-related stress affects more than 40 million individuals (EU-OSHA, 2012) while in the USA, 69% of employees report that work is a significant source of stress and 41% say that they typically feel tense or stressed out during the workday (American Psychological Association, 2009).

- In the 15 Member States of the pre-2004 EU, the cost of stress at work and the related mental health problems was estimated to be on average between 3% and 4% of gross national product, amounting to €265 billion annually (Levi, 2002).

- Evidence of impact in developing countries building up (Kortum, Leka & Cox, 2011).
Health Impact of Psychosocial Hazards at Work: An Overview
Some recent findings

- Job loss/ long-term unemployment for employees with poorest quality of work
Reduced fatigue and depression is associated with retirement event (GAZEL-study)
Macro indicators of national labour and social policies and mean level of work-stress in 13 European countries (SHARE study)

R² = 0.41

R² = 0.55
Effort-reward ratio (country) and women's employment rate (18 countries study)

Key messages

• Good work is good for everyone – not necessarily any type of work

• It is not enough to devise public policies to keep people longer in employment, if both policymakers and businesses do not prioritize the development of a working environment that is conducive to longer and healthier working lives

• Strong case for the link between psychosocial risk management and the sustainability of both businesses and society

Source: Langenhan, Leka & Jain, Safety & Health at Work, forthcoming 2013
Policy framework
(in Europe as an example)
Other examples of initiatives

• EU-OSHA (European week for Work-related stress, 2002 and forthcoming campaign on Practical solutions for psychosocial risks, 2014-15)
• European Pact for Mental Health (2006)
• BSI, PAS 1010 (2011): first guidance standard on the management of psychosocial risks in the workplace
• Senior Labour Inspectors Committee (SLIC, 2012) campaign on psychosocial risks
• New Canadian national standard on psychological health and safety in the workplace (2013)
WHO HW Process Model
What do employers do?

[Sources] – Health and Wellness  
- Safety

[Outcomes]
Key enterprise needs (ESENER, EU-OSHA)
PRIMA-EF
A note on the concept of risk

• The concept of risk has changed over time
• Risk has been conceptualized differently in different contexts but increasingly complex
• ISO 31000: risk as an "effect of uncertainty on objectives"
• Conceptual shift from traditional definitions, acknowledging both the potential upside and downside impact of risk on objectives
• However, in health and safety risk is traditionally conceptualized in a negative manner: perception?
Risk Management

- Identification, assessment, and prioritization of risks
- Minimizing, monitoring and controlling the likelihood and consequences of risks occurring, whilst realizing opportunities

Strategic risk management: managing risks that could inhibit an organization’s ability to achieve its strategic objectives with the ultimate goal of creating and protecting stakeholder value

Stakeholders include shareholders, but also employees, and society at large
PRIMA-EF Enterprise Model

PRODUCTION
Design, development and operation of work and production

Risk Assessment and Audit
Translation/Action Plans
Risk Reduction (Interventions) Programmes
Evaluation

Organisational Learning

Innovation
Productivity & Quality
Quality of Work
Workers’ Health
Societal Outcomes
PRIMA-EF Outputs

• PRIMA-EF guidance sheets, book and guide
• WHO PRIMA-EF guide now available in 12 languages (English, French, German, Italian, Spanish, Finnish, Portuguese, Dutch, Polish, Greek, Japanese, Chinese)
• PRIMA – eTraining
• www.prima-ef.org
Welcome to the Psychosocial Risk Management - eTraining! PRIMAeT aims at promoting awareness and good practice in different stakeholder groups and organisations in the area of psychosocial risk management.

The course has been developed by the PRIMA-EF Consortium. The development of this training has been supported by the European Commission through its Leonardo Da Vinci Lifelong Learning Programme.

The training course builds on research conducted through the Psychosocial Risk Management – European Framework (PRIMA-EF) project. It also aims to support the implementation of the new guidance standard on the management of psychosocial risks in the workplace (PAS1010) by the British Standards Institution.

Enjoy the course!

NAVIGATION GUIDE

- Course aim and objectives
- Course structure
- Discussion Forum

Module 1: Psychosocial risks in the workplace

Module 2: Psychosocial risk management
PRIMAeT Background

• Supports the implementation of Publicly Available Specification (PAS) 1010, the new first guidance standard on the management of psychosocial risks in the workplace that has been published by the British Standards Institution (BSI) and has been developed by the PRIMA-EF Consortium in collaboration with BSI, EU-OSHA, WHO, HSE, ETUC, EEF.

• PAS 1010:2011 Guidance on the management of psychosocial risks in the workplace.
Fit with forthcoming WHO Healthy Workplace Audit tool
Key messages

• Psychosocial risks underpin every business activity – so here to stay!
• All organisations engage in enterprise risk management in different areas of business activity
• A shift in culture towards recognizing the duality of the concept of risk is needed – risk encompassing both potential threats and opportunities
• Risk management can be a powerful dynamic positive tool in achieving organisational outcomes and developing healthy workplaces
Thank you!

Stavroula.Leka@nottingham.ac.uk

www.nottingham.ac.uk/iwho
www.prima-ef.org
www.prima-ef.org/primaet.html