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IMPROVING METHODS OF PSYCHOSOCIAL RISKS ANTICIPATION IN EUROPE

LEARNING FROM CASES: DRIVERS, BARRIERS AND RECOMMENDATIONS FOR PARTICIPATIVE PSYCHOSOCIAL RISKS PREVENTION PROCESSES.

Brussels, 15-16 October 2014.

SPANISH CASES

With the support of the EUROPEAN COMMISSION; Employment, Social Affairs and Inclusion DG;
Social Dialogue and Industrial Relations Call for proposals under Sub-Program II:
Improving expertise in the field of industrial relations (Reference: VP/2013/001; Budget heading 04.03.03.01)



Country context (1)

- ☹️ So bad working conditions, no awareness, no visible effects.
- ☹️ Prevention views focusing on individuals rather than WC, & injuries; and presence of strong myths regarding psychosocial risks:
 - ⚡ *It is a muddle*
 - ⚡ Rich countries and “special” people problems
 - ⚡ Absence of valid and reliable risk assessment methods
 - ⚡ Impossibility to change the organization of work
- ☹️ Strong Tayloristic tradition (and authoritarian history)
- ☹️ Employer resistance and Workers Union Movement weakness, Difficult bargaining of work organization issues
- ☹️ Economical, social and legal context: focus on generating employment, de-regulation of working conditions (labour reforms)



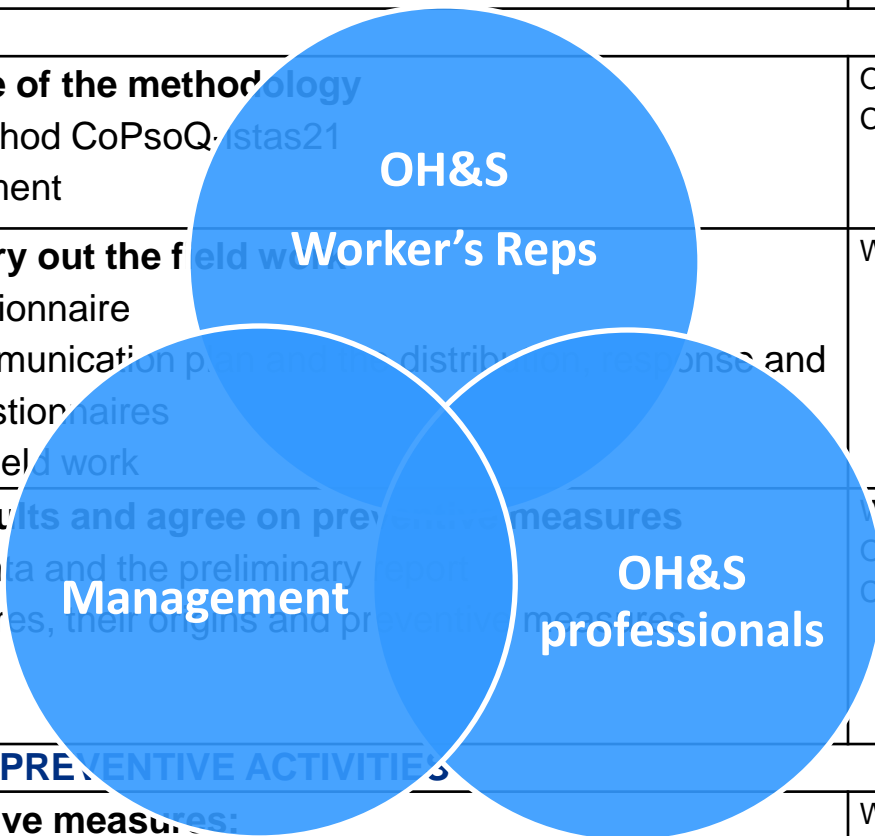
Country context (2)

- ☹ Spanish labour market key characteristics:
 - ☹ "Hands" country
 - ☹ High unemployment & precariousness
 - ☹ Main competitive strategy: lowering costs, not adding value
 - ☹ Main labour management practices: high availability demands regarding employment and working time
 - ☹ Labour reforms since 80's: empower employers, debilitate unions
- 😊 Spanish Work Health Act (1996):
 - 😊 Work organization as an origin of risk
 - 😊 Requires employers to keep working conditions healthy, to evaluate risk exposures and to prevent them at their origin.
 - 😊 Empowers worker representatives
 - ☹ Outsourcing OH&S prevention



Spanish cases participative prevention process: COPSOQ-istas21

Phase	Who is involved?
RISK ASSESSMENT	
a) To agree on the use of the methodology <ul style="list-style-type: none"> - Presenting the method CoPsoQ-istas21 - Signing the agreement 	Occupational Health and Safety Committee
b) To prepare and carry out the field work <ul style="list-style-type: none"> - Adapting the questionnaire - Designing the communication plan, distribution, response and recollection of questionnaires - Implementing the field work 	Working Team
c) To interpret the results and agree on preventive measures <ul style="list-style-type: none"> - Computerize the data and the preliminary results, their origins and preventive measures - Specify the exposures - Inform the staff 	Working Team Occupational Health and Safety Committee ratifies
PLANNIFICATION OF PREVENTIVE ACTIVITIES	
d) Implement preventive measures: <ul style="list-style-type: none"> - To order, specify and plan preventive measures - Inform the staff - Implement and evaluate preventive measures 	Working Team Occupational Health and Safety Committee ratifies





Colon Hotel

- 96 workers
- Activity: hostelry, 4 stars hotel, with 141 rooms in Barcelona since 1951
- Competitive orientation based on quality, LMP results on decent work: stable contracts, good salaries but authoritarian and paternalistic management approach
- Main exposures (80% response rate; not valid for maintenance specialist work post):
 - demands for hidden emotions among waiter and receptionist work posts,
 - low influence and bad leadership quality among all work posts without management tasks,
 - high insecurity among all work posts



Colon Hotel: changing working conditions

Main preventive measures:

- **Protocol for dealing with customers** (developed with workers, through consultative direct participation - prevention circles). As a support measure: assertiveness and conflict resolution techniques training for both workers / middle management.
- **Departmental meetings**: group consultative direct participation on day to day working process (procedure agreed with workers' reps). As a support measure : Training on groups management for middle management
- Regular (about every 6 months or according to the need) top management-workers meetings to **communicate the actual company's economic situation**

All implemented measures have different follow-up processes, mainly working group meetings to analyse actual implementation .



Codorniu - Sant Sadurní

- 217 workers
- Cava (sparkling wine) producer
- Competitive orientation based on a mixture of quality and quantity, LMP results on decent work: stable contracts, good salaries but a mixture of tayloristic and paternalistic management approach
- Main exposures (78% response rate; production department only):
 - low influence and low possibilities of development;
 - bad leadership quality,
 - low esteem ,
 - high insecurity



Codorniu: changing working conditions

Preventive measures:

- Weekly meetings for the **discussion and agreement on how to do the weekly production** (tasks assignment and order of tasks, methods used)/now: they are when necessary

“We work in a much better way and quantity reminds the same”

- Consultative direct participation in decisions on **new technology, machinery modification and equipment purchases**
- Collective agreement (after mediation) on **polyvalence** not affecting salaries for worst





- 135 workers
- Electronic components producer
- Competitive orientation based on quality and exports, LMP results on decent work: stable contracts, good salaries but a mixture of tayloristic and autoritative management approach
- Main exposures (93% response rate; production department only):
 - Work-family conflict
 - High insecurity
 - low influence
 - bad leadership quality,
 - low esteem ,



F&E: changing working conditions

Main preventive measures:

- **New collective agreement on working time** (16 h/year paid permit to accompany sons, daughters and parents to doctor; possibility to split and use 15 days of holidays in hours to conciliate work and family life)
- **New design of the monthly in-company bulletin** to include information on new products, company commercial and budget situation
- **New tasks for supervisors**: to support production workers (checking quality of root material, machinery needs, organise short meetings to discuss production indicators and workers' proposals - engineers and plant director intervention when necessary.... it has led to change working orders -changing how; new incidents sheet...).
As a support measure : Training by doing on groups management for middle management