

Cases Panel

Cristina Di Tecco, PhD
ITALY

CASES STUDY

INAIL

Centro Analisi Monza S.p.A.

- Economic sector: NACE Q - Human health and social work activities
- Ownership: private
- Company size: Medium enterprise (204 employees)

Cernusco sul Naviglio Municipality

- Economic Sector: NACE O- Public administration and defense; compulsory social security
- Ownership: public
- Company size: Medium enterprise (182 employees)

Telecom Italia S.p.A.

- Economic sector: NACE J- Information and communication
- Ownership: private
- Company size: Big enterprise (employees in Italy 65,623; 63 local units)

ASSO
CIAZ
ONE
BRUNO
TRENTIN

MAIN FEATURES OF THE PARTECIPATIVE PROCESS

1. CENTRO ANALISI MONZA S.P.A.

PHASE

PRELIMINARY ASSESSMENT:

Analysis of objective indicators of work-related stress under three main headings:

1. Sentinel events (e.g. absences from work, turnover)
2. Work content (e.g. workload, physical environment)
3. Work context (e.g. role, work-home conflict)

Method: checklist provided in the Inail's methodology for the assessment of such risk

IN DEPTH ASSESSMENT:

In a second stage an in-depth assessment on the work context and content factors was carried out

Method: focus groups

PLANNING OF PREVENTIVE ACTIVITIES:

- Planning of measures implementation
- Monitoring of implementation
- Evaluation

WHO IS INVOLVED?

Joint task force:

- ✓ Employer
- ✓ Manager in charge of the Preventive and Protective Services
- ✓ Company Physician
- ✓ OH&S Workers' Representative
- ✓ Psychologist (internal to the organization)

Joint task force:

- ✓ Manager in charge of the Preventive and Protection Services
- ✓ Company Physician
- ✓ OH&S Workers' Representative
- ✓ Area Managers

Joint Task force:

- ✓ Area Managers
- ✓ OH&S Workers' Representative

2. CERNUSCO SUL NAVIGLIO MUNICIPALITY

PHASE

WHO IS INVOLVED?

PRELIMINARY ASSESSMENT:

Analysis of objective indicators of work-related stress under three main headings:

1. Sentinel events (e.g. absences from work, turnover)
2. Work content (e.g. workload, physical environment)
3. Work context (e.g. role, work-home conflict)

Method: checklist provided in the Inail's methodology for the assessment of such risk. It was administered to all workers divided into six homogeneous groups.

Joint task force:

- ✓ Employer
- ✓ Health & Safety Manager
- ✓ Company Physician
- ✓ Workers' Health and Safety Representative
- ✓ Human Resources Manager (Assessment group)

IN DEPTH ASSESSMENT:

According to the results, the in-depth assessment was carried out for two groups of workers: local police officers and kindergarten teachers.

Method: MMPI questionnaire (Minnesota Multiphasic Personal Inventory).

Joint task force:

- ✓ OH&S Workers' Representative
- ✓ Company Physicians
- ✓ involvement of the Regional Preventive Office (consulted by OH&S Workers' Representative)

PLANNING OF PREVENTIVE ACTIVITIES:

- Planning of measures implementation
- Risk Monitoring assessment

Joint Task force:

- ✓ Working Team
- ✓ OH&S Workers' Representative
- ✓ Assessment group

3. TELECOM ITALIA (1)

PHASE

PRELIMINARY RESEARCH 1th phase:

Analysis of objective indicators of work-related stress under three main headings:

1. Sentinel events (e.g. absences from work, turnover)
2. Work content (e.g. workload, physical environment)
3. Work context (e.g. role, work-home conflict)

Method: checklist provided in the Inail's methodology for the assessment of such risk, partially readapted to the specific workplace.

PRELIMINARY RESEARCH 2th phase:

To agree on the use of the methodology:

- Definition of: goals and tools
- Adaptation of tools to the specific work organization
- Planning of risk assessment

WHO IS INVOLVED?

Joint task force:

- ✓ Human resource office
- ✓ HSE office
- ✓ Managers
- ✓ HSRs

Joint task force:

Research team: "Tor Vergata" University in Rome
BSD Company with the support of the Regional Centre for work-related stress of SPRESAL, ASL Roma C.

Pilot Committee: Research Team, HSE Manager, Occupational Doctor Coordinator, 3 managers of People Value Office, Manager of People Caring & Communication, Line Manager of Caring Services and Open Access, and all the members of the National Bilateral Body on H&S (3 employers' representatives and 3 union representatives (SLC-CGIL, FISTel-CISL, UILCOM-UIL)).

3. TELECOM ITALIA (2)

PHASE

WHO IS INVOLVED?

IN DEPTH ASSESSMENT:

- In-depth interviews to managers
- In-depth survey by 3 structured questionnaires on a random representative sample of above 2,300 workers
- Observational research during working activities
- 12 focus groups in two sessions

Joint task force:

- ✓ Research team with the support of “Bamboo Team” (a group of 12 workers: most part of them are workers with a psychologists and sociologists educational background in psychology and sociology working as employees in the offices)

PLANNING OF PREVENTIVE ACTIVITIES:

- Planning of preventive measures implementation (priorities, deadlines and resources needed)
- Inform the staff
- Follow-up implementation
- Preventive measures evaluation

Joint task force:

- ✓ Pilot Committee with the support of Research Team
- ✓ Health and Safety Representatives ask for greater involvement in the definition of the proposal

ACHIEVED WORKING CONDITION CHANGES

1. CENTRO ANALISI MONZA S.P.A.

PRELIMINARY ASSESSMENT:

a 'not relevant' risk for work-related stress
in all homogenous groups involved



According to the Italian law, this means that targeted interventions are neither necessary nor compulsory and findings should report on the risk assessment report

However..

- **IN-DEPTH ASSEMENT:** Company implemented an in depth assessment on the work context and content factors through focus groups with the Area managers
- **INTERVENTION:** Improving the **work organization considering work-shifts** on the basis of some concerns raised by the Area managers and the OH&S Workers' Representative during the focus groups
- **MONITORING:** Risk monitoring plan

2. CERNUSCO SUL NAVIGLIO MUNICIPALITY

PRELIMINARY ASSESSMENT:

Main exposures were in the homogeneous groups of kindergartner teachers and police officers (**increase of conflicts among colleagues and of change of assignment requests**).

According to the Italian law, this means that targeted interventions are necessary and compulsory

- **IN DEPTH ASSEMENT:** Company implemented an in depth assessment on main exposed homogenous groups. Findings reported a 'not relevant' risk for work-related stress in the target group
- **INTERVENTION:** an **individual level intervention** was set up on single workers, such as the **temporary disqualification for the use of weapons for officers involved in conflicts**
- **MONITORING:** A two-year monitoring has been planned to verify the evolution of work-related stress risk levels

3. TELECOM ITALIA (1)

ASSESSMENT

“**Medium**” risk in Customer Care Consumer, Customer Care Business, On field technicians of Open Access;

“**Borderline**” risk (between low and medium) in Technicians of Customer Service and other activities in Customer Service.

MAIN RISKS: lack in training on H&S, job-skills mismatch, work isolation due to the individualization of tasks, work-load and high pressure, lack of workers’ control on the performance goals.

CHANGES INTRODUCED IN AGREEMENT WITH SOCIAL PARTNERS:

- Improving the communication on the company’s strategies;
- Specific information and training on stress at work;
- Training for working skills and working qualification;
- Improving the work organization considering: pace of work, shifts; work-life balance;
- Improving tools and technology, considering: usability, simplification, working environment.

3. TELECOM ITALIA (1)

**Health and Safety
Workers'
Representatives
called for further
involvement in the
definition of proposals**



- **Improving work organization** especially considering shifts-organization, breaks, skills;
- **Reducing the impact of individual-based company bonus on psychological pressure;**
- **Reducing workload** through intervention in work organization, as well as considering the **opportunity to increase the workforce**

Main barriers



1. Institutional level

- ✓ Lack of a structured monitoring system
 - ✓ Monitoring activities are in charge of Regional authorities with differences among Regions
 - ✓ Fragmentation of controls
 - ✓ Different frequencies in control schedules
 - ✓ Differences in sanction system
- ✓ 98% of Italian companies are SMEs
 - ✓ Methodological approaches and tools are not tailored for SMEs needs

2. Company level

- ✓ Lack of awareness among managers and workers
 - ✓ Physical risks are considered more dangerous to health than psychosocial ones
 - ✓ Differences in workers cultural background (high numbers of migrants)
 - ✓ Lack of specific training

Main drivers



1. Institutional level

- ✓ Support from National health system, Universities, professional associations and Unions
 - ✓ Helps companies to better cope with the whole process of psychosocial risks assessment and management

2. Company level

- ✓ Participative approach with a wide involvement of all OSH system actors
 - ✓ Effective consideration of workers' point of view and perceptions
 - ✓ Directly through questionnaires, interviews or focus groups
 - ✓ Through their Representatives
- ✓ Opportunity to use different tools, anyway compliant with law regulations
 - ✓ Allows companies to find and adopt the best solution for in-depth risk assessment, tailored on organization's characteristics and needs
- ✓ Creation of internal working groups
 - ✓ continuous monitoring of the psychosocial work environment
 - ✓ to spot any change in work organization
 - ✓ To drive interventions

Many Thanks!!!

