

Guide of Organizational Practices to Reduce Psychosocial Risks at Work



BEST

BIEN-ÊTRE ET SANTÉ AU TRAVAIL

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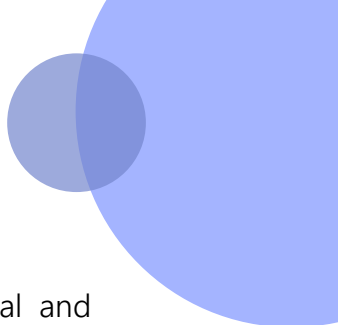


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Context

Psychosocial risks at work are recognized for their impact on the physical and psychological health of workers. These modifiable risks encompass aspects of work organization, management practices, employment conditions, and social relationships that contribute to an increased risk of health issues. On the legislative front, several countries now encourage or require employers to integrate these risks into their preventive activities. In many places, this legislation is recent, and the need for support is significant. This Guide aims to address the needs raised by various workplaces and includes organizational practices that cover a wide range of psychosocial risks at work.

Methodology

This Guide is the result of an analysis and compilation effort of organizational practices identified in 102 references, including scientific articles and guides. The identification of references and the selection of practices, based on specific criteria, were carried out by members of the Occupational Health and Well-being (*Bien-être et santé au travail*, BEST) team, who have expertise in the prevention of psychosocial risks at work. The bibliographic references used are presented at the end of this Guide.

The identification of scientific articles was conducted using three databases (PubMed, MEDLINE, PsycINFO). To be considered eligible, practices had to demonstrate the potential to reduce the targeted psychosocial risk. Additionally, practices had to be implemented at the organizational level to be included (as opposed to individual-level interventions aimed, for example, at stress-management). A supplementary search was conducted using a lay search engine (Google) and within the personal libraries of team members.

In order to provide a more accessible Guide, the team selected a limited number of practices for the most well-documented psychosocial risks (workplace violence, domestic and family violence, psychological harassment, workload, job control, social support, rewards, and organizational justice) based on two criteria: 1) the number of different references suggesting the same practice and 2) the pragmatic aspect of the practices, eliminating those that did not explicitly suggest actions to be implemented by workplaces. For the other and less-documented psychosocial risks, the first criterion (references quantity) could not be applied due to the limited literature available. Finally, we organized the chosen practices into thematic groups based on our interpretation and expertise.

Intervening to reduce psychosocial risks

Research has shown that organizational interventions targeting the reduction of psychosocial risks have the potential to improve workers' well-being, their mental and physical health, as well as workplace productivity. Interventions targeting several psychosocial risks concurrently may be more effective, given the frequent exposure of staff to multiple interconnected risks simultaneously. In this regard, this Guide also presents practices targeting the psychosocial safety climate as it acts as a precursor to several psychosocial risks.

The development and implementation of effective interventions can pose a significant challenge for some workplaces. This Guide was created to support workplaces in identifying organizational practices that could protect and promote the psychological health and well-being of their workers. This Guide is aimed at anyone in the workplace involved in identifying practices. These people may be members of human resources, managers, or employees.

Some practices may not be applicable to your workplace. There is no one-size-fits-all solution to reducing psychosocial risks at work. It is essential to tailor practices to your context and needs through consultation activities involving representatives from staff, managers, and senior management, as appropriate. The involvement of these stakeholders, at various hierarchical levels, is crucial to the development, implementation, and success of organizational interventions. It is worth emphasizing the importance of staff involvement, as it enhances the relevance and applicability of prioritized practices.

Definitions

Psychosocial risks can act as either protective or risk factors, depending on their intensity (e.g., high, moderate, or low). For example, having high social support can be beneficial, while exposure to a high workload can be detrimental. Here are brief definitions of psychosocial risks included in this Guide.

Psychosocial Safety Climate

Common perceptions of staff regarding the policies, practices, and procedures for the protection of their psychological health and safety.

Workplace Violence

Manifestations of psychological or physical violence, such as aggressive remarks, threats of physical violence, or attacks directed at oneself or others, perpetrated at work or nearby by colleagues, supervisors or clients.

Workplace Sexual Violence

Manifestations of sexuality-related violence, such as unwanted sexual gestures, practices, words, behaviors, or attitudes.

Domestic or Family Violence in the Workplace

Manifestations of psychological or physical violence perpetrated at work or nearby by spouses, ex-spouses, or other family members.

Exposure to Potentially Traumatic Events

Direct (victim) or indirect (witness) exposure to an event posing a threat to the life or physical or psychological integrity of personnel.

Psychological Harassment

Repeated words or acts that harms a person's dignity or integrity.

Workload

Amount of tasks to be completed in the given time and their particularities (e.g. interruptions, cognitive demands).

Job Control

Degree of autonomy that personnel possess to make decisions and the opportunity to use and develop their skills.

Organizational Justice

Fairness of policies, procedures, and decisions concerning personnel. It also refers to fairness in professional relationships and procedures.

Recognition

Respect, esteem, job security, prospects for promotion, and fair remuneration.

Social Support

Help and cooperation from colleagues and/or immediate supervision.

Ethical Culture

Professional culture where personnel are encouraged to act in accordance with their professional conscience and to adhere to ethical behaviours.

Ethical dilemma

A situation in which a person feels compelled to work in a way that conflicts with their professional conscience.

Emotional Demands

Emotionally demanding or destabilizing work situations for which it may be difficult to obtain support.

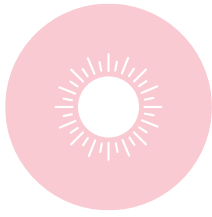
Digital Stressors

Work-related factors or situations that can cause stress and a feeling of being overwhelmed by information and communication technologies or overwhelmed by constant flow of information.



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1. Psychosocial Safety Climate

1.1

Develop and implement policies conducive to staff's psychological health

- Establish policies and procedures to promote psychological health, conflict management, and to prevent psychological harassment.
- Encourage staff involvement in the development, review, and implementation of psychological health and well-being policies and guidelines.
- Periodically evaluate policies to ensure ongoing adaptation.
- Actively communicate the implications and benefits of the policy to all staff to ensure widespread understanding within the organization.

1.2

Demonstrate senior management's involvement and commitment towards workplace psychological health

- Prioritize the psychological health of staff as a company objective or value, alongside work productivity and quality.
- Integrate the prevention of psychosocial risks at work into strategic planning and management priorities.
- Allocate a budget for implementing interventions aimed at preventing and controlling psychosocial risks at work.

1.3

Foster open and transparent communication

- Create an environment where staff are encouraged to ask questions out of curiosity and where dissent is accepted to find innovative and creative solutions together.
- Provide a safe space for staff to discuss psychological risks without fear and encourage open dialogue.
- Engage in candid conversations with staff, including managers, about challenges related to psychological health and safety.
- Seek input from staff regarding their preferences for the frequency of follow-ups, communication styles, and feedback to enhance their engagement.
- Ensure that managers adopt a tolerant attitude toward staff errors to foster an environment where staff can learn from their mistakes.

1.4

Identify risks to psychological health and safety and take action to mitigate them

- Identify workplace conditions that pose risks to staff's psychological health, such as excessive demands or lack of recognition, and take action to mitigate their effects.
- Implement swift and decisive actions to remedy situations that harm psychological health.
- Analyze risks associated with psychological health and well-being at work before and during the implementation of any changes.
- Involve staff and health and safety officers at all stages of prevention and intervention efforts (including risk identification and analysis) regarding psychological health and safety at work.



2. Workplace Violence

2.1 **Implement a zero-tolerance policy against workplace violence**

- Develop a comprehensive zero-tolerance policy that clearly defines workplace violence and outlines specific consequences for those who violate the policy.
- Clearly demonstrate the organization's commitment to the zero-tolerance policy to ensure staff feel supported and encouraged to report any incidents of workplace violence.
- Periodically evaluate the policy to ensure ongoing adaptation.
- Actively communicate the implications and benefits of the policy to all staff to ensure widespread understanding within the organization.

2.2 **Act promptly and appropriately in cases of workplace violence**

- Develop clear and effective procedures for managing workplace violence incidents.
- Promptly and thoroughly investigate all reports of workplace violence.
- Refer staff members who are victims or witnesses of violence to appropriate resources (e.g., psychologists or other specialists, Employee Assistance Programs).
- Provide the necessary support to individuals returning to work after taking leave due to a violent incident.
- Promote social support from colleagues and managers following significant events, notably through calm and attentive actions.



2.3 Identify and mitigate existing risks

- Establish confidential and accessible reporting mechanisms to allow staff to report workplace violence incidents safely, without fear of retaliation.
- Continuously monitor workplace violence risk factors.
- Conduct workplace inspections to ensure compliance with violence prevention measures and policies.
- Ensure workplace access is secure (e.g., surveillance cameras, adequate lighting).
- Simplify complaint management procedures to ensure efficient receipt and quick resolution of any grievances.
- Implement participatory mechanisms to allow staff to be involved in the development of strategies aimed at improving interactions between staff and clients.
- Review work schedules, shift rotations, workload, and staff-client ratio to optimize workplace violence prevention.
- Encourage the presence of a colleague for added security during unpredictable or challenging situations.

2.4 Train and raise awareness among staff

- Provide ongoing training to all staff on violence prevention, including defining various forms of violence and identifying factors that may increase risk.
- Provide training on procedures and intervention measures to be used in situations of violence.
- Provide training and professional resources on conflict resolution to staff in contact with difficult clientele.
- Raise awareness among staff and managers about workplace violence and its consequences.



3. Workplace Sexual Violence

3.1 **Implement a zero-tolerance policy against workplace sexual violence**

- Develop a zero-tolerance policy on violence, clearly defining all forms of workplace sexual violence and specifying the consequences for those who violate this policy.
- Ensure the dissemination, understanding, and accessibility of the policy and the procedures to follow when managing situations of workplace sexual violence.
- Regularly evaluate the policy, in collaboration with staff, to ensure its effectiveness and its adaptation to the needs of the workplace.
- Demonstrate the organization's commitment to preventing workplace sexual violence by reiterating the importance of the policy.

3.2 **Act promptly and appropriately in cases of workplace sexual violence**

- Develop clear and effective procedures for managing situations involving inappropriate workplace behavior.
- Promptly and thoroughly investigate all cases of workplace sexual violence or inappropriate behavior.
- Provide support to victims and impose appropriate sanctions on perpetrators of workplace sexual violence.
- Maintain records of all investigations related to workplace sexual violence and monitor the behavior of individuals who have committed such acts in the past.
- Inform the individuals concerned of the decisions and measures taken regarding the situation of workplace sexual violence and ensure that it has ceased.



3.3 **Implement measures and procedures for the prevention and management of violent situations**

- Develop clear, safe, and confidential procedures to allow staff to report any form of workplace sexual violence without fear of retaliation.
- Periodically evaluate complaint procedures and adjust existing prevention and management measures for workplace sexual violence.
- Implement measures to reduce the risk of sexual violence, such as installing video surveillance, establishing effective communication systems (e.g., phones, intercoms, emergency alarms), or hiring security personnel.
- Encourage employees to form alliances with trusted colleagues or work in pairs to avoid working alone.

3.4 **Train and raise awareness among staff**

- Train staff, both current and newly hired, on workplace sexual violence, the policy, and the procedures to follow when reporting sexual violence.
- Train and raise awareness among supervisors regarding the implementation of the policy, the procedures for managing workplace sexual violence, and their role in maintaining a violence-free work environment.
- Raise supervisors' awareness of the exemplary role they must embody by acting with the highest standards of professional conduct.
- Provide annual training for all staff on workplace sexual violence and evaluate the effectiveness of the training provided.
- Encourage staff to report suspected sexual violence.



4. Domestic or family violence in the workplace

4.1

Enforce a zero-tolerance policy against violence

- Develop a clear zero-tolerance policy against domestic or family violence, defining what constitutes such violence and outlining consequences for violators.
- Ensure widespread dissemination, understanding, and effective implementation of the policy and procedures.
- Regularly review and revise the policy and procedures to adapt them to changing needs.

4.2

Implement prevention and management measures and procedures in case of violence situations

- Maintain ongoing surveillance of violence risk factors, including keeping a record of reported violence incidents and conducting regular workplace inspections.
- Implement measures to mitigate the risk of violence, such as installing physical barriers at strategic locations, deploying panic buttons connected to police services, or installing security cameras.
- Establish clear workplace security protocols and regularly review them to ensure effectiveness.
- Develop a formal procedure for managing violent situations to ensure an appropriate response in case of an incident.
- Simplify and improve reporting procedures, emphasizing confidentiality, and ensuring no retaliation against victims and whistleblowers.
- Promote a healthy organizational culture where employee well-being is a priority, fostering a safe, inclusive, and respectful work environment.



4.3 **Provide support to victims**

- Ensure that violence management procedures consistently support victims, addressing their specific needs.
- Offer flexible work arrangements and paid leave to victims, including options to adjust schedules or workplaces, as well as paid days off for consultations with mental health professionals or participation in legal proceedings.
- Direct victims to specialized support resources such as Employee Assistance Programs, community organizations, and legal services to obtain appropriate support and professional guidance.

4.4 **Train and raise awareness among staff**

- Provide training to current and new staff on domestic or family violence, its signs, reporting procedures, and the policy, as well as relevant protocols and procedures.
- Engage specialized external resources to train managers, HR, and security personnel on domestic or family violence.
- Distribute informational and reference materials on domestic or family violence.
- Raise awareness among staff and managers about domestic or family violence and its consequences.
- Encourage staff to report suspected violence.



5. Exposure to potentially traumatic events

5.1 **Implement an effective system for identifying and controlling risks**

- Assess the various types of risks to which staff are exposed.
- Identify the risks associated with each of the organization's operations.
- Evaluate the potential consequences of each identified risk.
- Analyze available information, including data on absences, accidents, incidents, and records of staff compensation, to better understand potential risks.
- Design and implement control measures to mitigate or eliminate identified risks.
- Establish a procedure for regularly monitoring new risks and evaluating the effectiveness of existing control measures, making necessary adjustments as required.
- Pay attention to indicators that may suggest exposure to potentially traumatic events (e.g., frequent errors, difficulty concentrating, anxiety, exhaustion).

5.2 **Establish a specific action plan for risks related to exposure to traumatic events**

- Determine appropriate measures to be implemented.
- Ensure the plan is communicated to staff.
- Test the implementation of the plan.



5.3 **Implement the action plan when an event occurs**

- Investigate and conduct a thorough analysis after each potentially traumatic event.
- Provide professional support to staff who have been exposed to a violent or traumatic event.
- Promote social support from colleagues and managers following significant events, particularly through calm and attentive actions.
- Maintain contact with staff who are absent due to trauma.

5.4 **Incorporate moments of respite for staff at high risk**

- Implement health breaks and health assessments for staff whose positions entail repeated exposure to events or materials posing a risk.
- Incorporate an additional respite period into the work plan at the end of a project or during intense or difficult periods.
- Designate a "break coordinator" to ensure adherence to breaks, allowing staff to recuperate during their workday.

5.5 **Train and raise awareness among staff**

- Train management and supervisors to support staff facing potentially traumatic events. (e.g. Psychological first aid).
- Train staff to recognize symptoms of post-traumatic stress, self-assessment, and accessing support resources.
- Ensure staff responsible for assigning staff to high-risk positions are aware of the possible repercussions of exposure to potentially traumatic situations.
- Encourage staff to openly discuss the nature of high-risk positions and their potential effects on psychological health during job interviews.



6. Psychological harassment

6.1 **Implement a clear zero-tolerance policy against psychological harassment**

- Develop a policy defining psychological harassment, emphasizing the company's commitment to zero tolerance, outlining clear sanctions, and describing procedures for confidential incident reporting.
- Involve and consult staff in the policy development process.
- Periodically evaluate the policy to ensure ongoing relevance and effectiveness.
- Actively communicate the implications and benefits of the policy to all staff to ensure widespread understanding within the organization.

6.2 **Ensure the creation of a safe and respectful work environment**

- Adopt an organizational code of conduct outlining clear behavioral expectations, including civility and respect.
- Guarantee protection for whistleblowers and ensure no retaliation is taken against them.
- Design the physical work environment to minimize risks (e.g., camera surveillance, outdoor lighting, easy access to exits).
- Strengthen team spirit and a sense of belonging through colleague activities and events.



6.3 **Address cases of psychological harassment immediately**

- Gather facts and meet with involved parties to understand the situation.
- Determine corrective and preventive actions.
- Provide support to individuals involved.
- Apply sanctions, if necessary.
- Engage an external resource (e.g., human resources consulting service, mediation service, or psychologist) in delicate harassment or violence situations, or when these cannot be resolved using internal resources.
- Offer support for facilitating return to work and restoring good working relationships if the situation has affected team dynamics.

6.4 **Provide staff training**

- Train managers in the necessary skills to prevent and respond effectively to psychological harassment or conflicts.
- Offer regular training on harassment to all staff to increase awareness and prevention.



7. Workload

7.1 **Organize regular team meetings**

- During meetings, discuss goals, required resources, and anticipated or encountered obstacles.
- Invite staff to contribute to discussions on task allocation as well as roles and responsibilities to promote collaboration.
- Limit the duration of team meetings while emphasizing frequency. However, ensure that presence of each individual is essential.
- Foster collaboration and knowledge-sharing among team members.

7.2 **Evaluate work methods, procedures, and tools to ensure their effectiveness and efficiency**

- Assess work procedures and, if necessary, improve them.
- Minimize interruptions and disturbances in the workplace as much as possible.
- Implement changes gradually: allocate stabilization periods between each phase to adapt. When necessary, provide training on new tasks or tools.

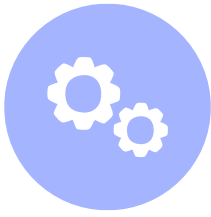


7.3 Consult with staff regarding workload management

- Encourage staff to propose strategies to facilitate workload management.
- Define priorities and identify realistic goals with staff.

7.4 Provide staff training

- Train all staff on workload management, time management, and setting priorities.



8. Job control

8.1 Offer teams more autonomy

- Encourage managers to set deadlines collaboratively with the team.
- Support task delegation and sharing of responsibilities among colleagues.
- Allow for flexible scheduling.
- Enable rotation and variation in the execution of challenging tasks to stimulate motivation.

8.2 Recognize and encourage initiative-taking, creativity, and skill development

- Schedule time to address encountered difficulties and encourage staff to propose solutions, especially regarding work organization.
- Form work teams comprising individuals from different sectors, functions, and expertise to promote collaboration.
- Encourage staff to acquire new skills through internal or external training during work hours. Subsequently, facilitate the practical application of these new skills, including task reorganization.



8.3 Inform and consult staff

- Encourage staff participation in the decision-making process at all stages of organizational changes.
- Solicit feedback from staff regarding their resource and autonomy needs. Inquire about what stimulates their creativity and productivity.
- Consult with staff before making decisions related to scheduling, assignments, methods, and workplace location.



9. Organizational justice

9.1 **Implement consistent and impartial policies and procedures**

- Ensure that existing policies and procedures are applied with fairness, transparency, and impartiality.
- Establish participatory mechanisms to allow staff to participate in the development of policies and procedures.
- Ensure the dissemination, understanding, and regular updating of policies and procedures.

9.2 **Adopt an inclusive management style, based on staff consultation and participation**

- Involve staff in decision-making processes.
- Ensure that staff can have a say in decisions that affect them.
- Ensure representation of all parties in decision-making processes.
- Ensure the impartiality of managers to avoid pursuing personal interests in decision-making processes.

9.3 **Maintain regular and transparent communication with staff**

- Ensure that the information underlying decisions is accurate and impartial.
- Review and correct decisions in light of any new information.
- Evaluate communication mechanisms and improve them if necessary.



9.4 **Foster an inclusive organizational culture, where differences are valued and respected**

- Establish and enforce a code of conduct based on respect in professional interactions, applicable to all staff.
- Address conflicts promptly, fairly, and justly.
- Maintain the opportunity to rectify any unfair decisions made previously.
- Encourage the sharing of best practices among colleagues to promote consistent adoption of new work methods.
- Promote values such as respect, integrity, and fairness at all levels of the organization.

9.5 **Promote transparency and fairness in compensation policies and evaluation processes**

- Ensure that the salary scale is clear and well-defined.
- Prevent unfair or discriminatory salary disparities among staff performing similar work.
- Implement transparent and fair evaluation processes based on performance and individual contributions.
- Ensure that opportunities for career advancement are accessible to all staff.



10. Recognition

10.1 Foster a culture of recognition

- Show simple and daily signs of attention and respect towards all staff.
- Encourage managers to be role models of recognition by demonstrating recognition behaviors towards staff themselves.
- Value and encourage recognition, so that staff feel comfortable recognizing the work of their peers.

10.2 Adopt a formal recognition program

- Develop a recognition program that takes into account the needs of staff and has clear and fair criteria.
- Review the performance bonus system (e.g., ensure that bonuses are directly attributable to measurable and realistic goals).
- Consult with staff to gather suggestions for improving the recognition program.
- Remunerate staff fairly, based on their work.
- Highlight work achievements during team meetings and invite staff to present their work and contributions.
- Publicly acknowledge the success and achievements of staff members or work teams (e.g., during meetings or special events, in the staff newsletter).
- Organize a recognition event to celebrate goal achievement or the end of a challenging work period and give staff the opportunity to talk about their accomplishments.



10.3 **Support professional development and growth opportunities**

- Encourage initiatives related to career prospects.
- Evaluate existing measures related to career development support and discuss required improvements with staff.
- Encourage original proposals from staff (e.g., by highlighting innovative work methods that improve productivity and/or the work environment).
- Promote career development by providing educational leaves, training, and promotions in a fair manner.

10.4 **Emphasize informal recognition**

- Show genuine interest in staff. Discuss topics with them that are not solely work-related.
- Show interest in what staff do, not just the results they achieve.
- Recognize the efforts put in by staff, even for projects that do not yield the expected results.
- Share positive feedback from customers or other to staff.
- Tailor recognition gestures to individual personalities and contributions.



11. Social support

11.1 **Adopt a policy and practices that promote psychological health**

- Develop (or improve) a policy that promotes the creation of a healthy work environment.
- Involve and consult staff in the development of this policy or these practices.
- Periodically evaluate the policy to ensure ongoing adaptation.
- Actively communicate the implications and benefits of the policy to all staff to ensure widespread understanding within the organization.
- Ensure that the provision of psychological health services meets the needs of the staff.
- Enhance social benefits to support the psychological health of staff, such as access to psychologists or other mental health specialists, Employee Assistance Programs, and family support programs.
- Train a network of workplace sentinels to detect early signs of distress among staff and to provide support.
- In case of conflicts, ensure close communication with staff in order to intervene promptly and to demonstrate proactivity in conflict resolution.



11.2 **Promote collaboration**

- Allocate time during team meetings for staff to share information or work practices that could benefit colleagues.
- Establish cross-sectoral committees and workshops to increase collaboration within and between teams.
- Foster collaboration and knowledge-sharing by coordinating activities among teams.
- Create communities of practice.

11.3 **Provide support to all staff**

- Provide sufficient availability to all staff at all levels of the organization.
- Ensure that managers have the necessary resources to support staff.
- Provide training to managers on how to support staff experiencing psychological health issues.
- Ensure the accessibility and visibility of managers.
- Support staff in setting and evaluating goals.
- Ensure staff are kept informed about the presence of staff networks or associations, and actively encourage their participation in the various activities offered.

11.4 **Encourage open communication**

- Ensure efficient communication channels tailored to the needs of staff.
- Allow for bidirectional communication regarding concerns between staff and managers, as well as between managers and senior management.
- Provide a space where staff can gather (virtually or otherwise) informally.
- Adopt an "open-door" approach.

11.5 **Strengthen team cohesion**

- Create opportunities for staff to socialize or participate in common activities (e.g., monthly challenges, barbecues, year-end parties, fundraising events).
- Allocate time for team-building activities during regular working hours to foster positive working relationships.
- Promote values such as teamwork, communication, cooperation, respect, and conflict resolution.



12. Ethical culture

12.1 **Establish a policy and procedures to guide decisions in case of ethical dilemmas**

- Develop and implement clear ethical policies and procedures.
- Periodically evaluate the policy to ensure its ongoing adaptation.
- Actively communicate the implications and benefits of the policy to all staff to ensure widespread understanding within the organization.
- Implement safe and confidential reporting channels to allow staff to report ethical violations or inappropriate behavior and commit to addressing these reports appropriately and fairly.
- When necessary, seek professional support and guidance during ethical dilemmas.

12.2 **Adopt an ethical culture and management style**

- Lead by example by acting ethically in interactions and decision-making.
- Ensure managers embody the values and ethics of the company.
- Promote a supportive and collaborative work climate that encourages open communication.
- Raise awareness among staff about the importance of promptly informing management of difficult or potentially conflictual situations.
- Regularly communicate educational information on mental health to help destigmatize mental health issues.
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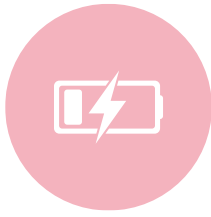


12.3 Promote team cohesion

- Encourage shared decision-making and support staff in making difficult ethical decisions.
- Provide discussion spaces where managers and staff can openly and amicably exchange ideas on ethical matters.
- Value staff engagement.
- Establish a mentoring program for all staff.
- Strive for fairness in workload distribution.
- Where possible, rotate staff in emotionally demanding positions.

12.4 Train managers in ethics

- Train managers in ethical culture to encourage positive and resilient discourse in the face of events that may cause moral concerns among staff.
- Provide training for managers to develop self-compassion and to serve as role models for staff.
- Provide practical training for managers using scenarios of concrete ethical issues to strengthen their skills in ethical decision-making.



13. Emotionally demanding work

13.1 **Make resources available to staff**

- Ensure sufficient and active presence of team leaders, allowing them to be more attentive to warning signs and problematic situations as they arise.
- Encourage mentoring: invite staff members to seek support from a more experienced person to assist them in difficult situations.
- Inform staff of available support resources (Employee Assistance Program, external specialists, etc.).
- Demonstrate management's presence within the team by ensuring accessibility through various communication technologies and keeping the team informed of their availability.
- Train staff on how to de-escalate conflictual or difficult situations, through conflict management and communication skills.
- Provide support for managers during emotionally demanding situations.
- Train staff on how to work with different types of clients, especially difficult and hostile clients.



13.2 Facilitate the management of emotional demands

- Be transparent about emotional requirements in job descriptions, informing candidates during pre-selection.
- Where possible, arrange emotionally difficult tasks according to each staff member's level of experience.
- Rotate tasks to prevent staff from being overexposed to high emotional demands.
- Assign tasks in a manner that ensures individuals do not have to confront emotionally challenging situations alone.
- Enhance staff control over certain aspects of work: how tasks are performed and in what order, management of emotional work demands, etc.
- Invite staff to participate in finding solutions to manage and minimize the effects of emotionally demanding demands.
- Aim for alignment between staff, their work, expectations, and values.
- Improve team cohesion by proactively managing conflicts and taking appropriate measures to resolve problematic situations.

13.3 Value balance and recovery

- Schedule break times to promote recovery and provide distance from emotionally demanding work.
- Promote healthy work-life balance.
- Provide a suitable physical environment where staff can have confidential conversations without interruption and also have a space to safely retreat or express their emotions when needed.



14. Digital stressors

14.1 **Adopt a code of conduct regarding the right to disconnect**

- Develop a code of conduct or policy regarding the right to disconnect, clarifying what this means in the context of your organization. For example, explain that employees have the right not to be contacted professionally outside regular working hours. Specify the regular working hours during which employees are expected to respond to professional communications.
- Involve and consult staff in the development of this code of conduct or policy.
- Periodically evaluate the policy to ensure ongoing relevance.
- Actively communicate the implications and benefits of the policy to all staff to ensure widespread understanding within the organization.
- Clarify the responsibilities of managers regarding communication outside of working hours, encouraging them to respect employees' right to disconnect.
- Adopt flexible practices regarding technology use to allow staff to adjust at their own pace.
- Limit professional communications outside regular working hours.

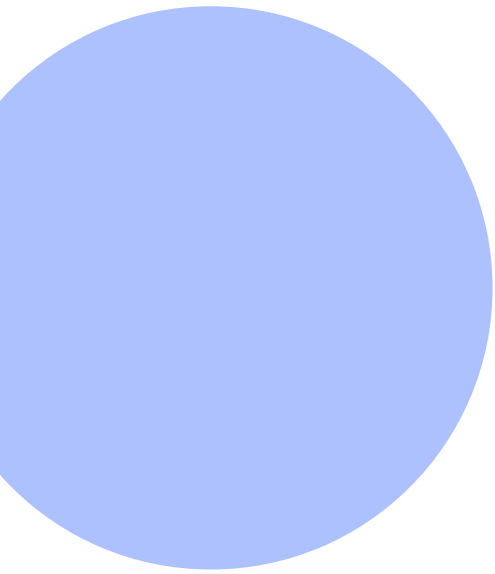


14.2 **Develop a healthy digital culture**

- Attempt to destigmatize asking for help: encourage staff to seek advice from colleagues or managers regarding the use of technological tools.
- Value maintaining a good work-life balance.
- Encourage practices that aim to reserve periods of uninterrupted work.
- Promote direct communication between colleagues rather than relying solely on emails, especially if the individuals involved share the same workplace.
- Raise awareness among staff about the potential negative effects of digital stress and how to manage it.
- Clearly explain to staff the reasons for introducing new tools or changes, while encouraging their use and helping staff adjust to them.

14.3 **Provide technical and IT support**

- Provide assistance to staff working on-site and remotely.
- Inform staff about the reasons behind the introduction of any new tool or change, while encouraging their use and supporting their adoption.
- Provide effective technological support.
- Ensure that staff are familiar with backup procedures in the event of system failure.
- Offer digital literacy training to staff to keep up with technological advancements.



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