

Good Work Good Health II

* Revised Good Practice Guidelines



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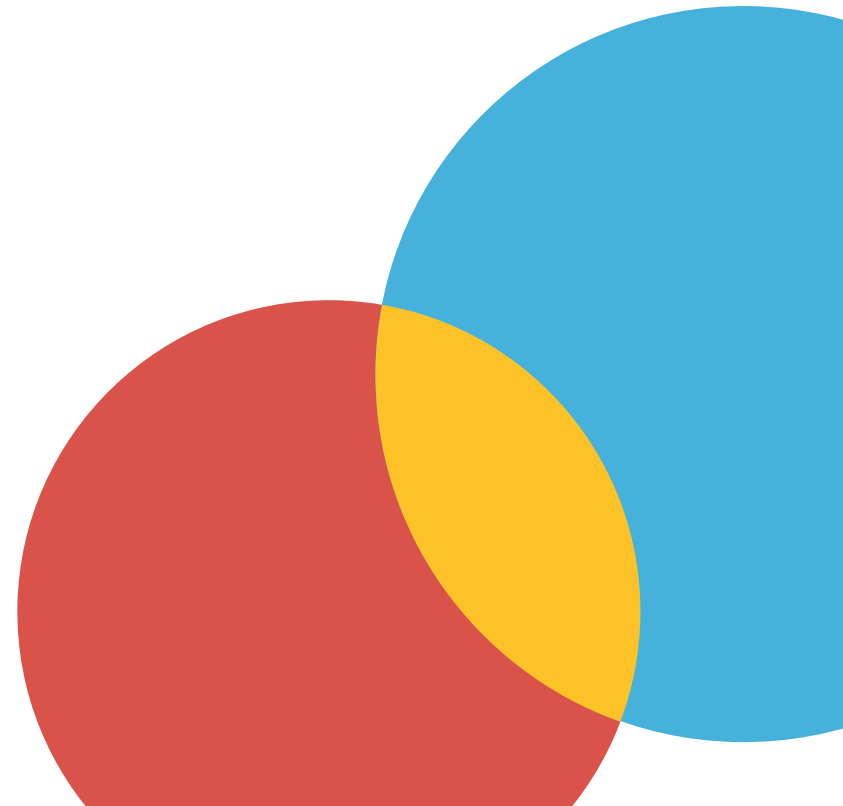
Good Work Good Health II

*Ensuring the mental wellbeing of ICT employees
in the new world of work*

1. Introduction

1.1. The Information and Communication Technology (ICT) sector has always been at the forefront of technical developments, both in providing support for other industry sectors as well in terms of using new technology within their own businesses. Consequently, the ICT workforce has been among the first to experience the benefits, but also the impact of these changes that not only involve the use of modern technology and equipment, but often also leads to important changes in the work organisation. New forms of work organisation such as telework or ICT-based mobile work that can be beneficial for workers' work-life balance have at the same time proved to blur the boundary between professional and private life. Advanced technology has increased potential benefits and also the risk for borderless work and the risk of constant availability can lead to increased workload and working time that puts pressure on the workforce.

1.2. Moreover, the increasing competition within the European ICT sector but also with global ICT players has led many companies to relocate or restructure their activities (e.g. by outsourcing or near-/offshoring jobs) and to use new forms of work organisation and contracts that all heavily impact on the ICT workforce. Facing these different developments – rapid technical change, the threat of redundancies and relocations, new work organisation – many European ICT workers experience a feeling of job insecurity, stress and increased workload.



1.3. In the light of the rapid technological changes and the evolution of the ICT sector during the last few years, UNI Europa and European Telecommunications Network Operators' Association (ETNO) consider that it is necessary to review the "Good Work Good Health Guidelines" and to update them in the context of the latest technical developments and digitalisation.

1.4. The evolution and widely spread use of ICT-based mobile work, flexible working time, the appearance of new forms of work such as mobile work, agile work or virtual teams are some of the factors that are heavily impacting the working conditions and therefore the wellbeing of workers, and they represent a new factor for psychosocial risks. Representing both an opportunity and a challenge, this new world of work has also required employers and workers to find new solutions to improve physical and mental wellbeing at the workplace, e.g. policies and guidance on the use of mobile devices or initiatives against burnout and stress prevention.

1.5. Employers and workers' representatives remain concerned by the growing number of employees that suffer from stress, burnout and other psychosocial health problems. This negative evolution over the past few years was confirmed in the 2014 Eurobarometer survey on working conditions in the European Member States, showing that excessive working hours are the most common reason for European workers to be dissatisfied with their jobs (48%) and that exposure to stress is considered one of the main workplace health and safety risks towards workers in Europe (53%). Likewise, the more recent Flash Eurobarometer on Work-life balance shows that "a fifth of Europeans are not satisfied with the balance between their work and personal life"¹.

1.6. Over the past few years, UNI Europa and ETNO - the social partners in the ICT sector, have been observing the increase of psychosocial risks and mental health problems among the ICT workforce. In 2009, we carried out a project on mental health in the telecom sector (VS/2009/0162) and produced the "Good Work Good Health Guidelines". These Guidelines highlighted good practice examples and provided concrete recommendations for employers and employees on how mental wellbeing in the workplace could be improved.

1.7. In response to this development, ETNO and UNI Europa have produced this updated version of the Guidelines analysing the new psychosocial risks that have emerged since 2009, and highlighting examples of new initiatives for mental health at the workplace from across Europe. We are convinced that the good practice examples from companies and workers' organisations collected in this booklet will help both trade unions and companies in the ICT sector to better address stress prevention; resilience; management of work load and working time; and mental wellbeing in the future world of work.

1.8. For this reason, ETNO and UNI Europa have carried out this project, undertaken research, looked into good practice analysis with a focus on mental wellbeing and come up with recommendations. We encourage all ICT stakeholders to study these results and consider the findings for adequately implementing changes to improve the mental health and wellbeing of their workforces.

¹ Flash Eurobarometer 470 work-life balance; October 2018; <http://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/survey/getsurvey-detail/instruments/flash/surveyky/2185>

2. Background

2.1. The ICT sector is an important part of the economy of the European Union. In 2015, it represented some 4% of GDP and employed more than 6.3 million people². The pace of change, especially in the ICT sector, over the past 25 years is probably unparalleled. Technological and market shifts such as those from copper to fibre, from fixed line to mobile and from voice to data traffic have transformed the nature of the work. At the same time state monopolies have been privatised and the market opened to competition with many new entrants. There has been consolidation, increased efficiency and a substantial reduction in the size of the workforce; this has accelerated an already ageing demographic trend. In consequence, a high proportion of the current employee population has had to adapt to multiple changes at multiple levels during the course of their working lives and there is no sign of that abating.

2.2. Employers have a duty to ensure the health (physical and mental) of their workers in every aspect of their work under the provisions of the legally binding Framework Directive 89/391/EEC on occupational safety and health. Additionally there are two policy instruments at EU level as a result of the European social dialogue and which specifically focus on mental health at work. The EU-level social partners concluded these two Framework Agreements in 2004 and 2007 to address the prevention of “work-related stress” and “harassment and violence at work” respectively. Together with their member organisations they committed themselves to implement these agreements at national level, with a view to identify, prevent and manage problems of work-related stress, harassment and violence in workplaces across Europe.

² Cf. Eurostat Statistics Explained (January 2018); https://ec.europa.eu/eurostat/statistics-explained/index.php?title=ICT_sector_-_value_added,_employment_and_R%26D#The_size_of_the_ICT_sector_as_measured_by_value_added

³ <http://www.hse.gov.uk/statistics/causdis/stress.pdf>

Health and Safety Executive (HSE) in the UK defines stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them’. Employees feel stress when they can’t cope with pressures and other issues. Employers should match demands to employees’ skills and knowledge. For example, employees can get stressed if they feel they don’t have the skills or time to meet tight deadlines. Providing planning, training and support can reduce pressure and bring stress levels down.

Stress affects people differently – what stresses one person may not affect another. Factors like skills and experience, age or disability may all affect whether an employee can cope.

There are six main areas of work design which can affect stress levels. You should manage these properly.

They are:

- Demands
- Control
- Support
- Relationships
- Role
- Change

Employers should assess the risks in these areas to manage stress in the workplace. (HSE)

UK Health and Safety Executive; <http://www.hse.gov.uk/stress/what-to-do.htm>. Contains public sector information published by the Health and Safety Executive and licensed under the Open Government Licence.

What is stress?

2.3. However, there is growing evidence for a strong business case to encourage employers to go beyond minimum requirements not to harm their workers’ health and to seek to both: promote mental wellbeing in the workplace and to support people whose mental health is impaired, regardless of cause.

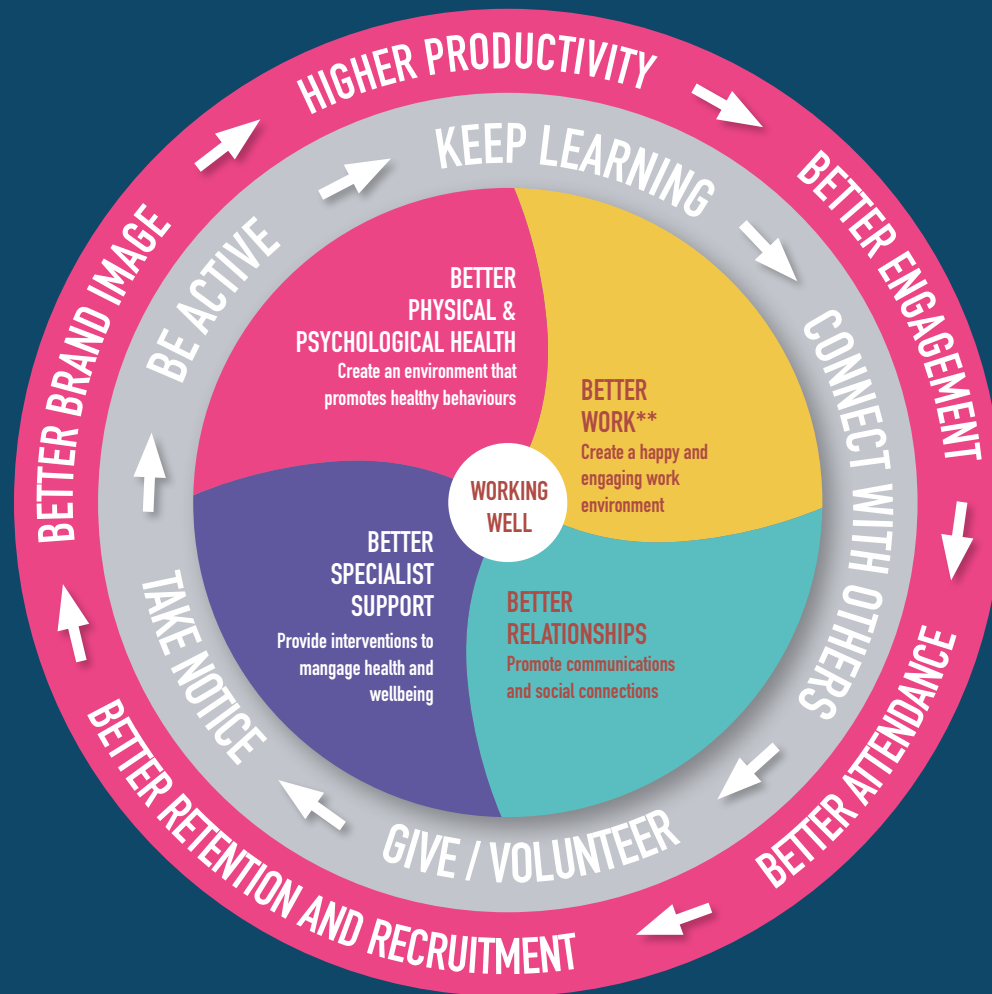
Mental ill health is now the leading cause of sickness absence in many European countries giving rise to substantial costs for companies. The statistics of the UK Health and Safety Executive indicate that: in 2017/18 stress, depression or anxiety accounted for 44% of all work-related ill health cases and 57% of all working days lost due to ill health³.

This loss of skilled labour which impacts significantly on companies and can result in costs arising from replacement, training and enhanced pensions. People who stay in work with impaired mental wellbeing could also affect business profitability.

The concept of presenteeism, whereby the sick persons attend work but are less productive, is now well established and conservative estimates put the cost for mental ill health at double that of absenteeism. Perhaps most compellingly for business - evidence indicates that those organisations which promote good mental health have higher levels of engagement among the workforce and deliver greater shareholder return.

figure 1. Business in the Community Workwell Model

An integrated strategic approach



● Business benefits

● Employee actions recommended by Foresight Mental Capital Report

● Employer actions recommended by BITC

** Using 'good work' criteria defined by Coats and Lehi (September 2008)

http://www.bitc.org.uk/workplace/health_and_wellbeing/healthy_workplace_model/the_workwell_model.html

3. Enhancing Mental Wellbeing

3.1. The workplace has long been recognised as an important context for health promotion activities. Whereas previously usual practice would have been to enlist external experts in development and delivery, it is now generally accepted that a comprehensive approach to health must be integrated within a company's people and business agenda. Thinking has evolved from viewing the workplace as a venue in which external experts can operate an integrated approach which puts health at the heart of a company's people agenda. In terms of mental health, the evidence indicates that benefits accrue by taking action at both organisational and individual employee level.

3.2. The UK organisation Business in the Community has created the "Workwell Model" to demonstrate the business benefits for employers who take a proactive approach to the prevention of illness and promotion of health and wellbeing. The model (Figure 1) also promotes early intervention for employees or employers who develop a health condition and active sickness absence management to rehabilitate people back into work.

3.3. Organisational Interventions

3.3.1. The way that work is constructed, organised and managed is critical to good mental health. Tasks need to be planned so that they are achievable, safe to undertake and (as far as possible) rewarding for the person carrying them out. Organisational structures need to be designed so that they promote effective operational delivery, avoid unnecessary ambiguity and distribute workload proportionately. A culture needs to be established which values individual contribution, supports people appropriately and ensures that justice is not only done⁴ but is seen to be done. Times of organisational change are particularly hazardous to mental health and require monitoring, control and careful planning that takes account of people issues as well as structural and financial matters.

⁴ <https://www.employment-studies.co.uk/system/files/resources/files/mp73.pdf>



3.3.2. How can we design tasks to be “healthy”?

Ensure that work is adequately planned before it commences

Apply ergonomic principles to match the work to the person

Make sure demands are reasonable for the time and staff available

Give individuals as much control as possible over the way tasks are done

Allow individuals to influence the pace of work within overall targets

Make provision for people with varying vulnerabilities

Consider psychological as well as physical hazards in risk assessments

Provide clear guidance on achievement and respond to feedback



3.3.3. How can we make sure organisational design is “healthy”?

Match structures and resources to operational/customer requirements

Be flexible in resourcing to try and accommodate worker needs

Construct roles with clear responsibilities and reporting lines

Educate first line and middle managers in good people management

Ensure training is suitable and sufficient for all role requirements

Create a safe and comfortable working environment

Encourage virtual project teams meet face to face on a regular basis

Consider and support practical needs of staff (e.g. travel, meals, etc)



3.3.4. How can we create a healthy organisational culture?

Establish a clear set of values and ensure they are applied consistently

Create an environment that promotes open discussion and mutual support

Encourage leaders to model desired behaviours

Underpin policies with procedures and processes that are seen to be fair

Monitor attitudes and behaviours and take remedial action if required



3.3.5. How can we implement healthy change management?

Utilise transformational leadership skills (Text box: transformational leadership) and Address perceived justice issues (Figure: organisational justice)

Apply a structured methodology consistently across the organisation

Address perceived justice issues (Figure: organisational justice)

Take account of diverse needs and perceptions among the workforce

Consult and involve employees as far as it is practicable

Communicate early, timely and consistently

Deliver messages personally with the opportunity for dialogue

Engage employees, trade unions, line and middle management

TDC

The cooperation agreement in TDC is based on a strong belief that the active commitment of the employees and the leaders in the development of the company is important for TDC's competitiveness, value creation, wellbeing and security, and for a good working environment.

Our corporation and the ongoing dialogue on this has led to an agreement on early attention and a joint effort by employees and managers to create better well-being, higher job satisfaction and a good working environment as the basis for preventing absence due to sickness, stress and harassment. In TDC we are not content at just being good employees, we also aim to be good colleagues, this is something we consider as a precondition for achieving the good working life we all want. It is a joint responsibility that we all thrive and get on well together and that we look forward to each new working day.

There are many ways to create a good mental working environment. It could be little things in everyday life or large projects involving parts of or the entire company. The key issue is that we all make an effort. We all share the responsibility to create a good workplace, where the focus is on well-being, solicitude and respect. Support and attention are key elements of early attention when it comes to taking care of oneself and each other to secure a good and educational working environment.

In TDC we prioritize a healthy and safe mental and physical working environment. Early attention is a crucial factor for us to be a pioneering business in the area and the effort helps both individual employees and TDC.



Transformational leadership

“Transformational leadership is a leadership style that can inspire positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well.”

<https://www.verywellmind.com/what-is-transformational-leadership-2795313>

1

Distributive justice.

The selection criteria for the individuals and parts of the organisation subject to changes. This incorporates elements related to “needs”, such as legislation and collective agreements, as well as “efficiency” which captures skills, productivity, etc.

Figure 2. Organisational Justice

There are three key dimensions that influence whether individuals accept that change is being implemented fairly:

2

Procedural justice.

This requires consistent procedures executed without bias and on the basis of accurate information. There must be a trusted mechanism for correcting poor decisions and the system must be founded on ethical and moral standards appropriate for the society in which the organisation is operating.

3

Interactional justice.

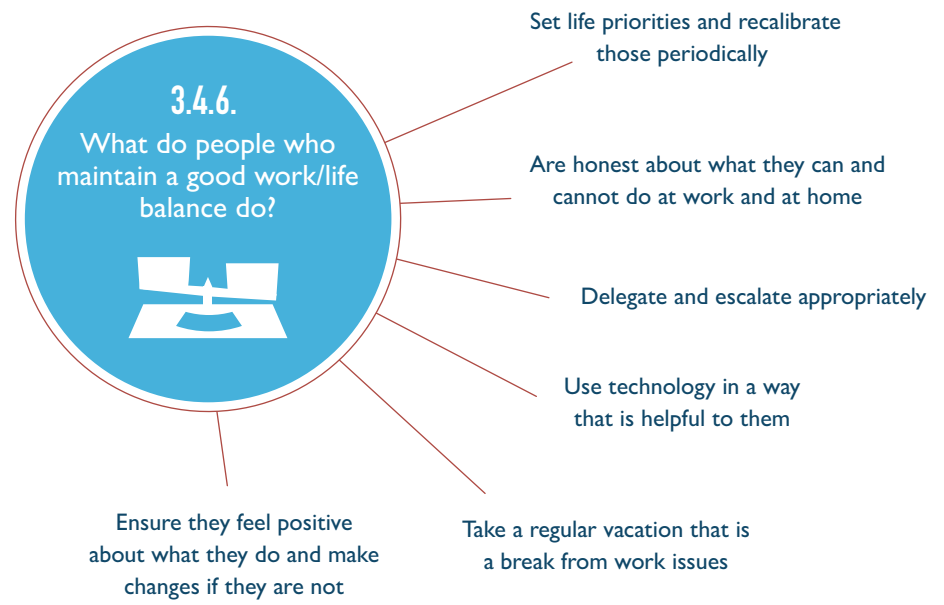
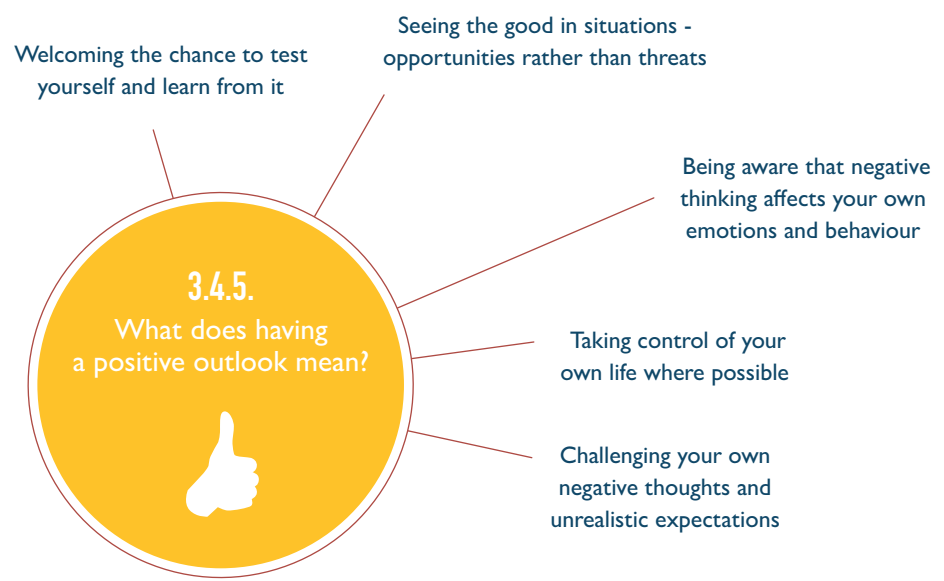
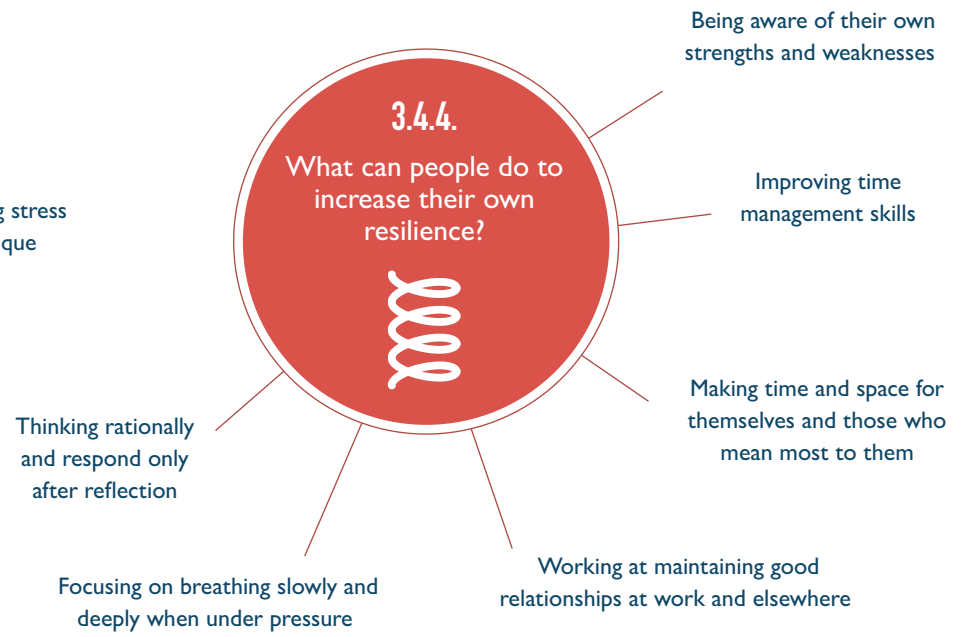
The nature and timing of internal and external communication is vital in maintaining trust. Clear, early, open and personal communication with those involved is critical in avoiding uncertainty, rumour and de-motivation.

Kieselbach T et al. 2009

3.4. Individual Interventions

3.4.1. The individual worker also has a role to play in promoting their own mental wellbeing both within and outside the workplace. Some mental illnesses have a genetic component and can arise sporadically without any obvious cause. Whereas others (including the majority of common mental health problems) are provoked by an event or a series of circumstances. Some personality types are more vulnerable to pressure than others but no-one is immune from developing mental ill health. Adopting fairly simple behaviours and reframing some attitudes can have a beneficial effect for all, regardless of underlying personality or mental health status; the protective effect is by no means absolute but it can help to reduce risks and mitigate severity.

3.4.2. Employers can encourage these activities to promote good mental health through education/training and participation programmes.



Orange

Orange Vitality Academy

The Orange Vitality Academy is the program directed towards a range of health, safety and wellbeing issues, investing in employees' health, teaching them how to recharge their batteries and regenerate their energy every day, and promoting physical activity and the principles of healthy eating. All our initiatives relate to 5 key elements affecting the level of satisfaction with everyday life, including work:

- Purpose - getting satisfaction from what is being done; sense of influence and significance of their actions
- Social - good atmosphere at work, kind, honest and supportive relationships with other people
- Financial - security, financial stability
- Community - feeling of being part of a larger group, pride in working in Orange Poland(OPL)
- Physical – good health and physical activity

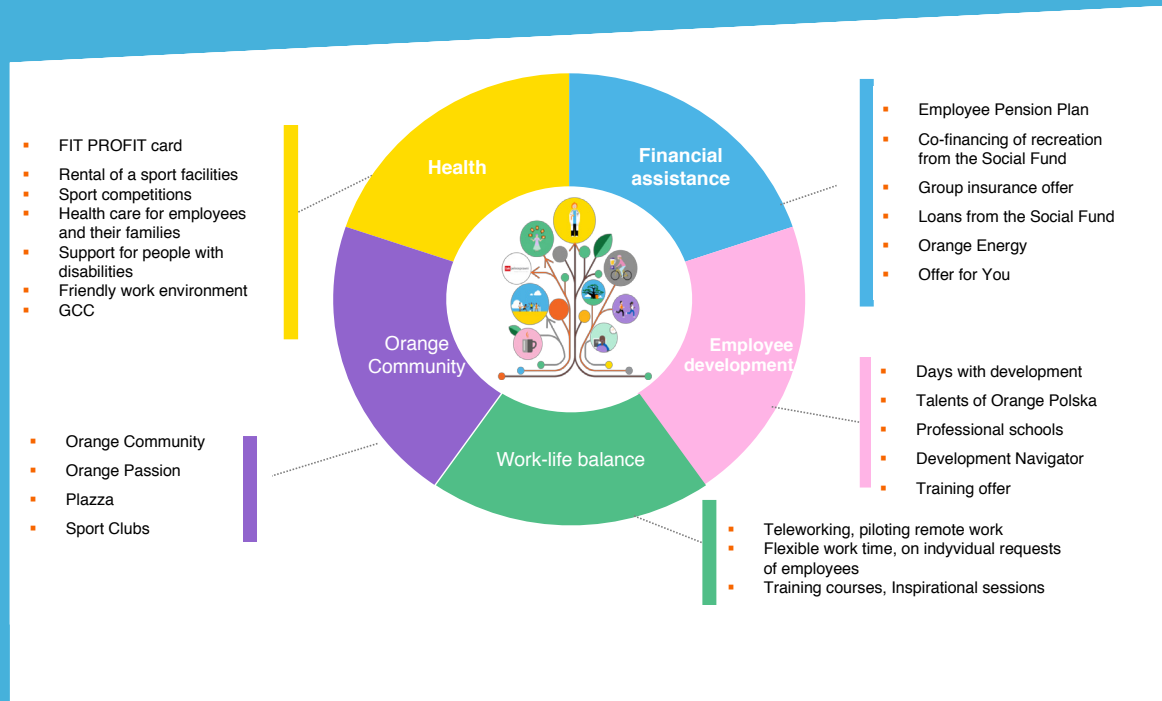
Orange Polska wants to build an open and friendly work environment, including support for employees with a declared disability and therefore we have a special program "Yes for health". As a socially responsible employer we are building a culture of openness. Key elements of the initiative include: increasing awareness among Orange employees and our managers of the rights and equal treatment needs of disabled workers and preventing social exclusion for people with disabilities.

Employees who provide employers a certificate of disability, in addition to legal rights, can take advantage of the benefits that the program offers. This includes the additional package of medical services, adaptive package - paid once every two years, adapting the workplace to the needs of any type of disability and medical recommendations (e.g. larger computer monitor, ergonomic chairs) and dedicated parking places for employees with disabilities.

We have started a big promotion campaign **Nutrition Education Days** this year which is aimed at developing pro-health behaviours of OPL employees. Such events include the opportunity to consult with dietitians, physiotherapists and take up an office massage. A lecture is also presented related to the topic of the day be that on sleep, physical activity or managing your emotions.

All activities within the Orange Vitality Academy are aimed at caring for the health and well-being of employees, as well as their continued development. For the future of the company, it is important to have committed and loyal employees who actively build the company's value. A high level of commitment is possible when employees enjoy good health and well-being.

In 2014, the Orange Group, UNI Global Union and the Global Trade Union Alliance UNI-Orange signed a worldwide health and safety agreement with the aim of incorporating health and safety in everything the group does. The agreement includes a participatory approach and innovative social dialogue, a common set of principles, continuous improvement and non-discrimination agreements for vulnerable workers. The implementation is being monitored at group level and the quality of social dialogue is evaluated on a yearly basis and good practice identified and shared.



Proximus

With the ever-growing pace of market evolution including significant innovation, the demands and agility for Proximus' employees to evolve equally fast and to remain flexible and performant is rising continuously. Proximus quickly understood that people are key to both innovation and staying ahead in this race. That is why Proximus puts a strong focus on the well-being and engagement of its employees. Proximus did not have to start from a blank canvas. For years the organisation has been working on the engagement and resilience of its employees, both physically and mentally, but we felt we needed to take our efforts to a higher level by setting up an integrated approach to psychosocial well-being. An organisation-wide but highly integrated program was launched, the **FeelGreat@Proximus** program.

The FeelGreat@Proximus program focuses on **employees' resilience in a preventive way**. We focus on the one hand on three components of resilience: **physical** (noon walks, stairway to health, ergonomics), **mental** (focus and concentration, knowing your talents, positive thinking, de-connection and online stress test) **and relational** (employee toolbox with focus on autonomy, appreciation, trust, connection) **resilience**. On the other hand, at the organisational level we are taking a deeper look at the **work environment** with **pro-active psychosocial risks analysis** regarding workload, task motivation, teamwork, leadership and the context in which the employees are working. In that way, the factors causing stress can be diminished and the motivating factors can be emphasized at an individual, team and company level. Working on both levels, employee and labour situation, increases engagement and decreases stress and burnout.

The impact of all those activities are measured via our **wellbeing index** which shows that we have already made progress in life balance, knowing your talents, connection, and resilience. There is further scope for improvements in autonomy and recognition.



Vivacom

VIVACOM have implemented a number of measures to address the mental health of workers. As most of them have been introduced recently, they have not yet been formally evaluated at a company level. It is planned that the initiatives and changes will be evaluated through engagement and commitment assessment.

Changes in the working organisation have recently been introduced, including: “teleworking”, “short Friday”, “flextime” (via daily calculation) and “on call working”. These are detailed in the Internal Labour Rules of VIVACOM. Flexible working time was included as a result of employee focus group meetings.

The “short Friday” has been implemented in some Company departments, this involves the working hours being compressed by working four hours on a Friday, with the other four hours being worked before or after this Friday.

Recent changes concerning the department “BTC Support and network implementation” are briefly described below. They are almost identical for all other Company departments but take into account department specificity.

Since July 2018, new rules for teleworking have been implemented. Workers can spend 10 working days per year working either at home or another base. This is voluntary and the worker can request the right to work somewhere else. Using the information system for the management of human resources (HeRMes), a self-service process is being introduced to facilitate teleworking.

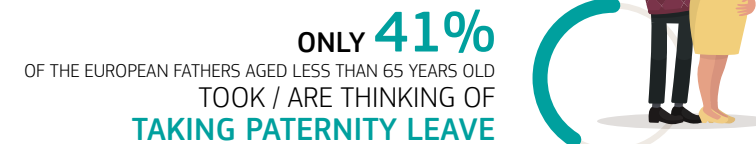
On call working is where workers are not obliged to be present at the Company site, but need to be on standby wherever they are and able to react in a timely manner in case of emergency. This working time is not considered as regular working time and is paid in addition to the normal pay. It is implemented for not more than 100 hours per month.

Breaks during the working day include, one hour for lunch and if at the end of the working day, overtime is required, another fifteen minute break is made available to workers. The aim of ensuring regulated breaks is to ensure that rest and recovery time are part of developing sustainable work, decreasing fatigue and maintaining health. It is recommended that light physical exercises are done during breaks.

The management of VIVACOM takes special care of the physical health of workers, this is demonstrated through having fitness clubs and the offering of special cards that give the opportunity to try different sports at reduced prices.



EUROPEAN MEN LAGGING BEHIND WHEN IT COMES TO FAMILY LEAVE...



EVEN FEWER (LESS THAN A THIRD OF MEN) TOOK/ARE THINKING OF TAKING PARENTAL LEAVE, COMPARED TO MORE THAN HALF OF WOMEN



Figure 3. Europeans and Work-life balance Flash Eurobarometer 470 work-life balance; October 2018; <http://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/survey/getsurvey-detail/instruments/flash/surveyky/2185>

4. Work Hazards to Mental Health

4.1. Work pressures can harm mental health either in isolation or in combination with other sources of stress. The relationship is not a straightforward one because work can also have a protective effect on mental health and there is very substantial variability between individuals. Nevertheless there is now quite strong evidence relating to the attributes of work which are associated with impaired mental health. It is clearly in the interests of all in the workplace to try to control these hazards and for employers that is underpinned by a legal and a moral duty. The following factors outline the commonly described problems:



4.1.1. How can Demands harm mental health?

The volume of work is beyond the worker's capacity

The pace of the work is beyond the worker's capacity

The intensity of the work is beyond the worker's capacity

The nature of the work is beyond the worker's capacity

There is insufficient work to keep the worker occupied

The work is too monotonous/routine for the worker to experience job satisfaction

The working environment is unsuitable for the worker

The worker is employed in a precarious job



4.1.2. What aspects of Control can be hazardous?

The worker has a low level of control over the work process

The worker has little decision latitude over how the work is done

The worker is restricted on when to take a break

The worker has little choice in working hours or shift patterns

The worker has little control over the working environment



4.1.3. What lack of Support issues can be harmful?

There is a lack of help and support from line managers

There is a lack of help and support from colleagues

There is a lack of help and support from the work organisation in general

There is no-one to talk to about work related problems

There is no-one who will listen to work concerns

There is no-one to turn to when work is emotionally demanding

There is little praise or encouragement of workers at the workplace



4.1.4. Which aspects of Relationships are important at work?

Poor management style

Conflict with or between colleagues

Disrespect from colleagues or managers

Bullying and harassment

Lack of appreciation of the work of the employee

Non-recognition of skills and competence

Lack of motivation due to poor leadership



4.1.5. How can Role impact on mental health?

There is lack of clarity about the worker's duties and responsibilities

There is lack of clarity about departmental goals and objectives

There is no clear link between the worker's duties and organisational aims

The worker has multiple and possibly conflicting reporting lines

The worker is isolated organisationally or geographically

The worker's training and competence are insufficient for the position



4.1.6. How can Change be harmful?

Inconsistent or badly managed change processes

Lack of consultation in the planning of change

Poor communication of the impact of changes

No opportunity to discuss or question changes

Failure to engage trade unions, line and middle management as agents of change

Organisational change initiatives, that are not implemented effectively – planning, communication and participation are crucial

Increasing surveillance and monitoring may have a negative impact on the employee. Communication and agreements are essential to minimise the risk of distress



4.1.7. How can Justice issues affect mental wellbeing?

Perceived unfairness in selection (promotion, redundancy, etc)

Perceived unfairness in procedures (performance, discipline, etc)

Perceived unfairness in communications (inaccuracy, duplicity, etc)

Perceived imbalance between effort and reward

Perceived imbalance between work and home demands

Perceived poor job security

Perceived lower than deserved status in the organisation

5. Mitigating Harm & Assisting Rehabilitation

5.1. Companies in the ICT sector have implemented a range of different policies, products and services to prevent harm to their employees and to help those who do develop mental health problems. The approach taken by most follows the well established principle of primary prevention, secondary intervention and tertiary rehabilitation. Similarly most structure their programmes around education and training, assessment and practical support. The hard evidence for the effectiveness of this approach is limited but it does represent the current consensus among experts worldwide and has face validity.

Factors to consider when constructing a programme would include:

5.2. Primary Prevention



5.2.1. Education & Training

Management training on elements of “good work”

General awareness to whole workforce of mental health issues

Workforce education on protective behaviours

Company-wide measures to combat stigma and discrimination

Management training in psychosocial risk assessment

Promotion of management competencies to enhance mental wellbeing

Focus on the importance of introduction and education to innovations: new products, new technologies



5.2.2. Assessment

Identifying higher risk roles (e.g. customer facing)

Identifying vulnerable individuals to place them appropriately and mobilise support

Validating management competencies and risk assessment skills

Gauging general knowledge and attitudes concerning mental health



5.2.3. Practical Support

Recruitment and promotion processes that avoid stigma and discrimination

Open access to education and training material (hard copy, intranet & web links)

Active promotion of healthy lifestyle (exercising, smoke free, healthy food, walking, bicycling etc)

Flexible employment patterns that balance work and home demands

Adjustment processes and services for vulnerable people

Development of wellbeing programmes that all employees can access

Competency	Brief description
Open, fair and consistent	Managing with integrity and consistency, managing emotions/personal issues and taking a positive approach in interpersonal interactions
Handling conflict and problems	Dealing with employee conflicts (including bullying and harassment) and using appropriate organisational resources
Knowledge, clarity and guidance	Clear communication, advice and guidance, demonstrating understanding of roles and responsible decision-making
Building and sustaining relationships	Personal interaction with employees involving empathy and consideration
Supporting development	Supporting and arranging employee career progression and development

Table 1. Managing for sustainable engagement framework

5.3. Secondary Intervention



5.3.1. Education & Training

Awareness for senior management of links with engagement & performance

Training for people managers in signs of distress and support available

General publicity to workforce of what to do in times of trouble

Management is also spotting employees who need special attention

Management as role model



5.3.2. Assessment

Metrics (attendance, performance, etc) to monitor company temperature

Engagement surveys and stress audits to identify organisational "hotspots"

Health assessment to identify and support individuals who are struggling



5.3.3. Practical Support

Occupational health awareness rising/advice on relevant work factors

Flexibility and empowerment for line managers to make local temporary adjustments

Availability to staff of confidential advice on personal problems

Mechanism to report in confidence examples of bullying and harassment

5.4. Tertiary Rehabilitation



5.4.1. Education & Training

Guidance for managers and colleagues on the effects of mental illness

Guidance for managers on rehabilitation adjustments that can be helpful

Guidance from external experts as required



5.4.2. Assessment

Line managers listening to the employees and addressing any work issues

Occupational health assessment to gauge capability and recovery

Review of work arrangements to ensure a safe return to work without overloading other workers.



5.4.3. Practical Support

Maintenance of social contact during absences by managers and colleagues

Provision of voluntary and confidential counselling or psychological services

Occupational health support through absence and after return

Written plan detailing phased return, adjustments and timelines

Coaching and encouragement to help restore confidence

Telefónica

The Telefónica Occupational Safety and Welfare Policy includes a strategic objective to promote the psychosocial environment and well-being in the workplace. This recognises the importance of a culture that promotes psychosocial health and wellbeing, to reduce emotional or mental stress.

Telefónica implemented a “Healthy Business Excellence System”, which is endorsed by the National Institute of Safety and Health at Work. The system is structured around four elements:

- Physical
- Psychosocial
- Health resources
- Community involvement.

For the psychosocial element a stress risk assessment was seen as key to help identify the main risk factors employees faced, and that Telefonica should focus on to improve the psychosocial work environment. The National Institute of Safety and Health at Work’s methodology was used for the risk assessment. The assessment was made available on a voluntary basis to the commercial team, which sells products and services, to complete. The completed risk assessments were analysed in collaboration with external Psychologists, who could provide professional support in evaluating the results of the risk assessments, and developing practical solutions to tackle work related stress.

The company together with the external psychologists then developed a prevention plan which was presented for approval to the Health and Safety Committee. Telefónica started with the commercial team as they had reported the

most stress compared to other areas and they plan to extend the risk assessment to other parts of the business.

The National and Provincial Health and Safety Committees and workers’ representation, continue to work so that the prevention plan is viable and the practical solutions identified can be applied. This is in order to reduce the risk to health identified in the assessments. For example, Telefónica has established various ways to support an employee with stress, or a manager concerned about an employee, to raise an issue or ask for help. This includes access to medical experts. Also a training programme to support employees is in place covering topics such as:

- Time management
- Stress management
- Leadership style
- Decision making

The Healthy Business Excellence System is audited internally every year and the result is presented to the Health and Safety Committee.

To endorse Telefónica’s commitment to promoting a healthy work environment, every two years they engage an external company to audit their progress on implementing the Healthy Business Excellence System and certify that they are following the model. The psychosocial work environment is one of the performance indicators that Telefonica has publically committed to address.

Altice Portugal

Company-wide and systematic psychosocial risk assessment

Altice Portugal identifies hazards and regularly assesses the risks of its activities and workplaces, integrating the psychosocial risk factors. In order to implement a more systematic and effective psychosocial risk assessment process, Altice Portugal plans to adopt a company-wide process, by implementing the Copenhagen Psychosocial Questionnaire - COPSQ II, as a part of the occupational health examinations.

This questionnaire aims to evaluate various dimensions related to the work environment and to the employee, such as; quantitative requirements, work rhythm, cognitive requirements, emotional demands, influence on work development, possibilities, predictability, transparency of the work role played, rewards / recognition, labour conflicts, social support of colleagues, social support of superiors, social community at work, quality of the leadership, horizontal trust, vertical trust, justice and respect, self-efficiency, meaning of work, commitment to work, job satisfaction, job insecurity, general health, work / life conflict, sleep quality, burnout, stress, depressive symptoms and workplace.

The employee completes the questionnaire before their occupational health appointment, so that the psychologically evaluated results of this analysis constitutes an input for the occupational health examination.

In addition to the confidential and individualized treatment of the questionnaires, which may determine a referral for specialized follow-up or other individualized measures, a global treatment of the information collected is planned, in order to identify patterns of occurrences and to allow the definition of more comprehensive control measures, which will be duly planned and implemented.

Moreover, Altice Portugal encourages a set of training sessions aimed at strengthening workers’ skills for better management of stress, emotions and worktime, increasing resilience and optimizing productivity. It also provides all workers with a program to promote physical and mental wellbeing, which includes cardiovascular, stress, memory, sleep and relaxation screenings and related awareness sessions.

BT Approach to Wellbeing



BT

BT recognises that wellbeing at work is influenced by factors both inside and outside of work.

BT has integrated and promoted a holistic wellbeing strategy based on 5 pillars (health, purpose, security, relationships and environment).

The positive impact of the strategy has led to increased engagement, better attendance and improved life satisfaction (our BT wellbeing index is based on a specific wellbeing question used by the UK office for national statistics “how satisfied are you with your life today?”).

We understood that effectively communicating the strategy was an important part of the success, today people can find the information and services needed in the BT wellbeing toolkit (effectively a one stop shop).

Examples of the strategy in action includes:

- **Relationships pillar:** An Employee Assistance programme available locally so that our people and managers can contact someone to talk to anytime and anywhere in the world. We have established and are growing a peer-to-peer support network across all business units.
- **Security pillar:** A range of financial support services to help colleagues deal with debts and financial struggles.
- **Health pillar:** A mindfulness offering that ranges from digital to face-to-face enabling a multi-channel approach indicative of the modern world.

The boundaries of work and life become increasingly blurred in the digital world and we believe that our approach is the best way to empower and support our employees.

DT

Deutsche Telekom provides a wide range of flexible working models as a contribution to health promotion.

Besides the offer of flexitime, trust-based working hours, home offices and mobile work – which is already part of everyday life at Deutsche Telekom - Deutsche Telekom also promotes the creation of part-time jobs, for example through a job-sharing model (tandem) and the part-time return guarantee, which guarantees employees a return to their original weekly working hours. This makes it easy to reduce the weekly working time as the employee wishes or needs it in individual cases.

Furthermore, a lifetime working time account allows employees to balance work and life if needed. The employees can save up part of their pay and/or working time to a limited extent as a collective bargaining employee in a time value account and then withdraw any saved amount from the account again and finance temporary leave or paid working time reduction (e.g. for a sabbatical, caring for parents or children) without difficulty. It is the responsibility of the employees to decide on the withdrawal of the saved amount in the account.

In 2016, the collective agreement on telework was revised in order to implement mobile working in Germany as a new innovative form of work. For employees, this means transparency and reliability, but above all it means more flexibility and design

options when working outside the workplace. The focus of work remains in the office, but time conflicts and stress caused by unnecessary trips to the office can thus be avoided. The collective agreement is a framework which includes rights, minimum conditions and scope. It has to be complemented with more specific company agreements for further specification.

In addition to the many additional spaces for employees, constant accessibility also poses health risks because it restricts the necessary rest periods and regeneration. With its Mobile Device Policy, Deutsche Telekom has positioned itself in such a way that accessibility outside working hours is expressly not expected, except for acute crisis situations that require immediate action.

6. Implementation of Good Practice

6.1. The review of good practices, which included eight Telecommunications companies of varying size across different parts of Europe, demonstrated that, even when working to common principles, the detail of each programme is unique.

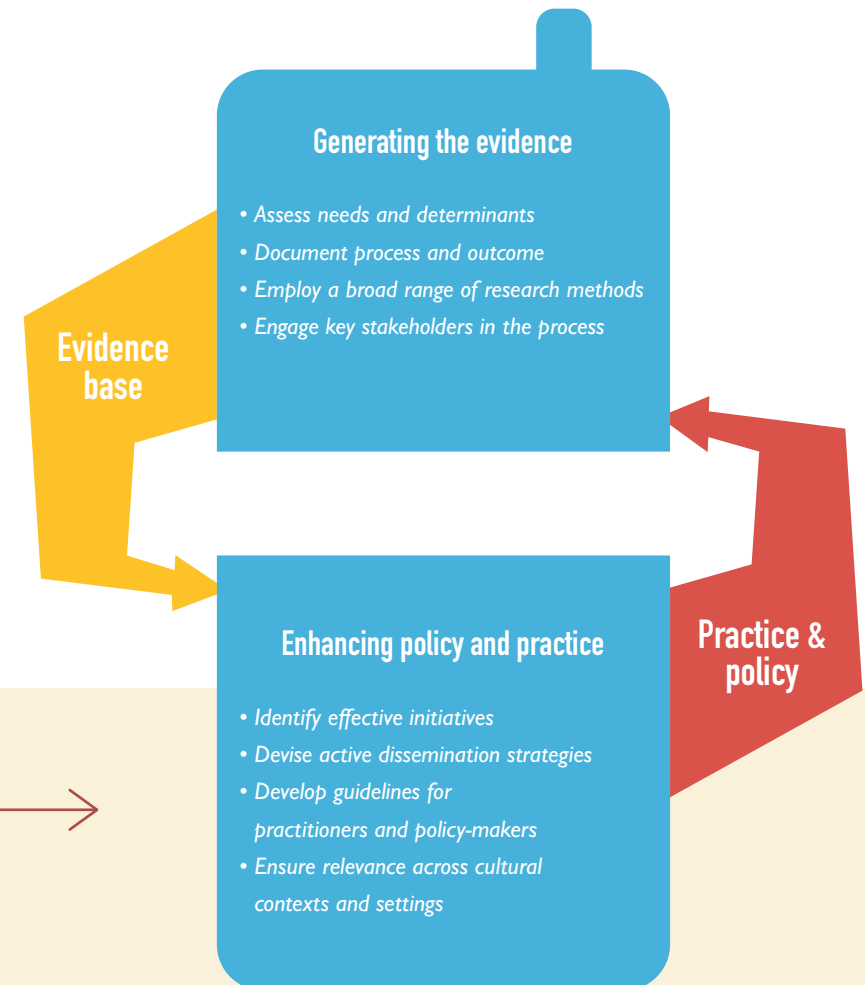
6.2. Creating “good work” in any situation necessarily reflects the culture, the expectations and the economic situation of the company, the workforce and the society in which they operate. Multi-national organisations have frequently found that when implementing programmes, especially those that relate to sensitive issues such as mental health, in different geographies, they have to make significant adjustments to reflect local issues.

6.3. Even within a relatively homogenous region like Europe, views on mental illness, the healthcare system and the degree to which employer involvement is acceptable varies widely. In consequence the way that any programme is implemented is vital to its success.

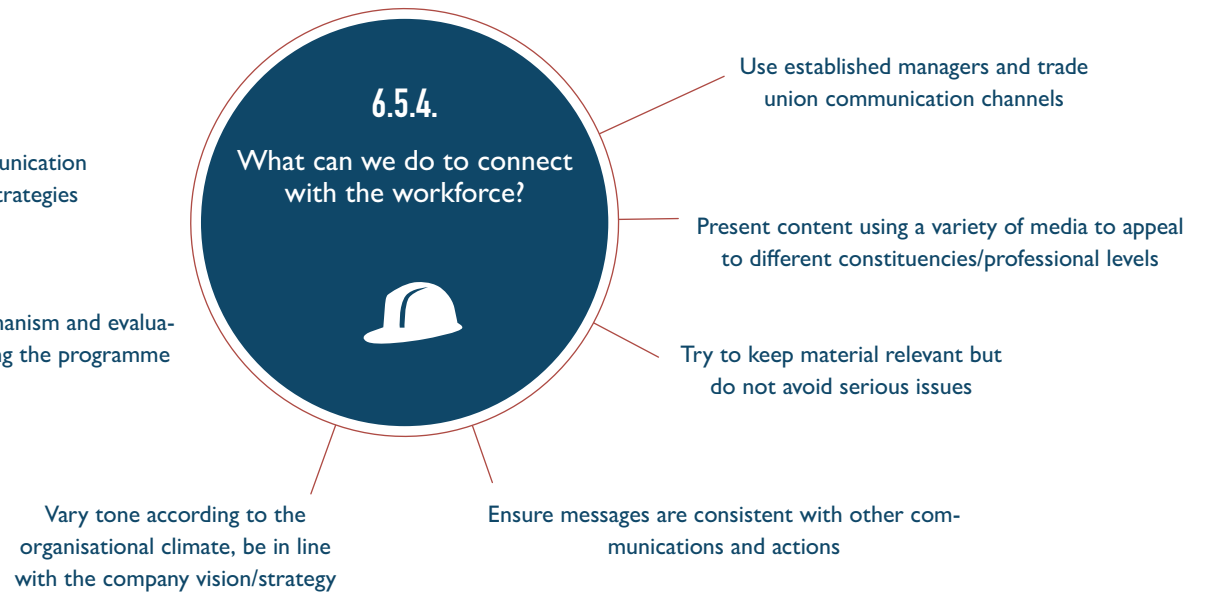
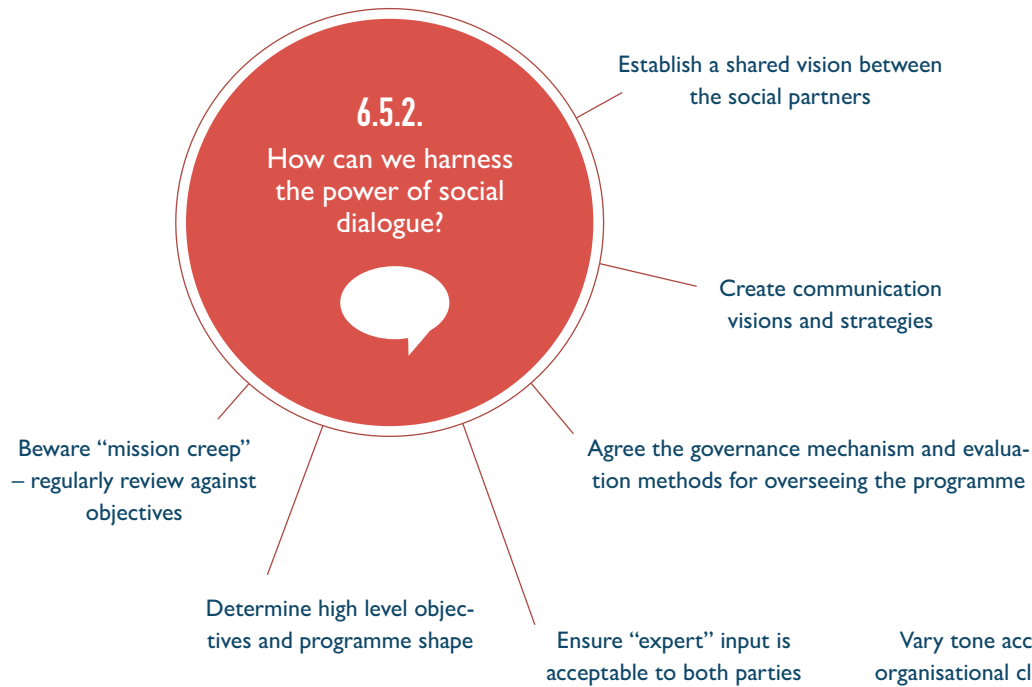
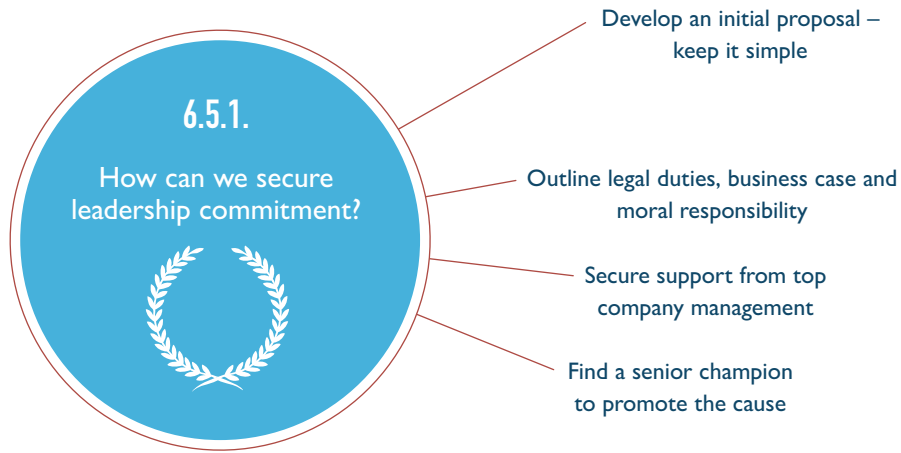
6.4. The guidance that follows therefore reflects the type of process that companies and their workforces have most often found to be effective.

figure 4. Bridging the gap between evidence and practice.

Reproduced from *Promoting mental health: concepts, emerging evidence & practice – World Health Organisation (2005)*



6.5. Stakeholder Engagement



6.6. Constructing the Programme



6.6.1. How can we use the model to drive progress?

Create a matrix – rows and columns
(Table 3 Examples of interventions used by European Telcos)

Rows – primary prevention, secondary intervention and tertiary rehabilitation

Columns - education & training, assessment and practical support

Aim to eventually populate each cell with at least one intervention



6.6.2. What are the key steps in resourcing the programme?

Appoint a project manager with appropriate skills

Engage relevant stakeholders through social dialogue/ CSR involvement

Identify and obtain key skills required – internally or externally

Prepare a project plan – be realistic

Start small and grow – pilot schemes, single interventions, etc

Seek guidance from National and European social partners (UNI Europa/ETNO) as appropriate



6.6.3. Where do we start in creating material?

Write a simple policy or framework

Review existing material and services, analyse and adapt if needed

Identify gaps in the matrix

Look externally for ways to fill the gaps – tailor as necessary

Only build your own services from scratch as a last resort



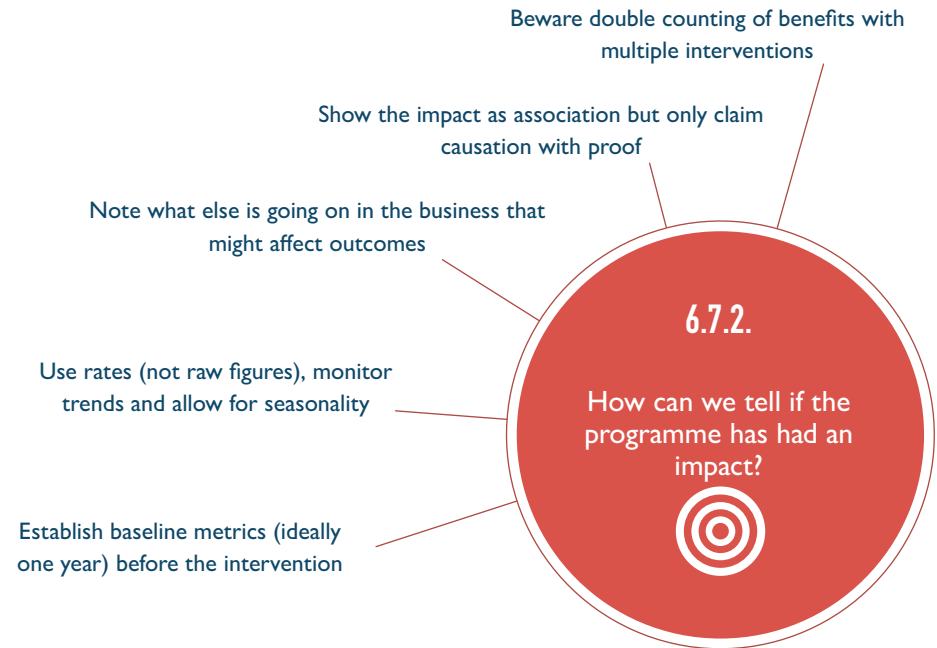
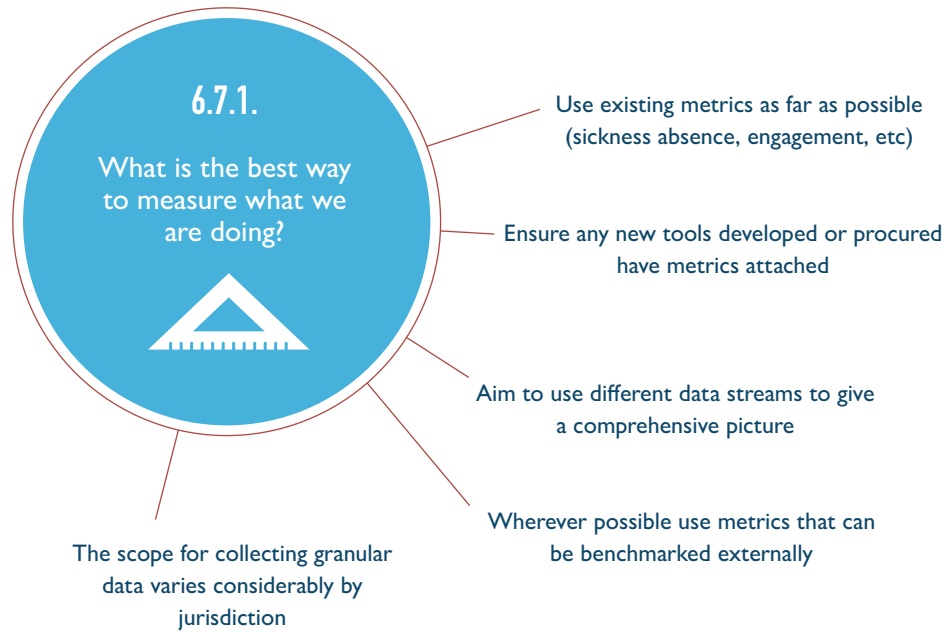
6.6.4. What are the tips for launching the intervention?

Do not try to do too much at the same time

Remember communication is key

Use existing delivery vehicles as far as possible

6.7. Defining Metrics & Measuring Impact



	Primary prevention	Secondary intervention	Tertiary rehabilitation
Education & training	General awareness training to workforce of mental health issues, healthy lifestyle and stigma avoidance	Training of people managers to recognise signs of distress and to signpost support services	Guidance for managers and employees on effective return to work adjustments
Assessment	Risk assessment of work and change to control psychosocial hazards	Stress audits to identify people and/or business units at risk of harm	Access to occupational health service for assessment of sick employees and advice to management
Practical Support	Adoption of flexible working (time &/or location) to help balance work and home commitments	Availability of confidential employee assistance programme	Provision of psychological support services for mentally ill staff

Table 2. Examples of interventions used by European Telcos

6.8. Review, Refresh & Renew



6.8.1. How do we make sure that programmes remain effective?

Ensure that results from measuring impact are used to refine interventions

Compare different parts of the organisation to improve implementation

Benchmark externally to monitor effectiveness of programme

Audit periodically to make sure that policies are being applied



6.8.2. What do we need to be doing for the future?

Monitor legislation, guidance and published studies for new thinking and behaviour

Look to other sectors for ideas that might be translatable

Stay aware of business developments and technological innovations to identify potential problems



6.8.3. The importance of the projects depends fundamentally on the positive results obtained with them, how to influence positive results?

Dissemination of this project in the companies of the ICT sector, which requires the involvement of all in this task

Dissemination of project results to all employees in the companies

Periodic assessment of the results of each company, which will be important to be carried out in partnership with the social partners

Global sharing of the results obtained, which should be done periodically in the European Sectoral Social Dialogue Committee for Telecommunications

7. Conclusion

7.1. The factors in work which enhance the physical and mental well-being or which can pose a hazard to mental health are increasingly well understood. The ICT sector is well placed to apply this learning because of its size, structure, access to new technology and history of collaborative working through social dialogue.

7.2. Every organisation will have to develop its own solutions/strategies which reflect the business environment, culture and social framework in which it operates. This document sets out common principles that apply to all persons who work in the sector and gives practical guidance, based on what a range of companies are already doing, which can be used analytically to meet local needs. It is hoped that managers, employees and their representatives in the ICT Sector will find the document helpful and that it might also have selective applicability to other employment sectors.

Social Partners

ETNO

The European Telecommunications Network Operators' Association (ETNO) has been the voice of Europe's telecommunications network operators since 1992. Its 40 members and observers from Europe and beyond are the backbone of Europe's digital progress. They are the main drivers of broadband and are committed to its continual growth in Europe. ETNO members are pan-European operators that also hold new entrant positions outside their national markets. ETNO brings together the main investors in innovative and high-quality e-communications platforms and services, representing 70% of total sector investment. ETNO closely contributes to shaping the best regulatory and commercial environment for its members to continue rolling out innovative and high quality services and platforms for the benefit of European consumers and businesses.



UNI Europa

As the European trade union federation for 7 million service workers, UNI Europa speaks for the sectors that constitute the backbone of economic and social life in Europe. Headquartered in the heart of Brussels, UNI Europa represents 272 national trade unions in 50 countries, including: Commerce, Banking Insurance and Central Banks, Gaming, Graphical and Packaging, Hair and Beauty, Information and Communication Technology Services, Media, Entertainment and Arts, Postal Services and Logistics, Private Care and Social Insurance, Industrial Cleaning and Private Security, Professional Sport and Leisure, Professionals/Managers and Temporary Agency Workers. UNI Europa represents the largest region in UNI Global Union.



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